

# City of LAKE WORTH Florida



## Annual Operating Budget *Fiscal Year* 2010/2011



*Where the Tropics Begin*

# City of Lake Worth

Fiscal Year  
2010/2011



Commissioner Suzanne Mulvehill, Commissioner Cara Jennings, Mayor René A. Varela, Vice Mayor Jo-Ann Golden, Commissioner Scott Maxwell

## Mayor and City Commission

René A. Varela, Mayor  
Jo-Ann Golden, Vice Mayor & Commissioner District 3  
Scott Maxwell, Commissioner District 1  
Cara Jennings, Commissioner District 2  
Suzanne Mulvehill, Commissioner District 4



## **City Manager**

Susan A. Stanton, ICMA-CM

## **Assistant to the City Manager**

Rachel Smithson

## **Executive Management Team**

City Attorney, Elaine A. Humphreys

City Clerk, Pamela J. Lopez

Community Development Director, Genia Baker

Finance Director, Steven Carr

Human Resources Director, Diane Clark

Information Technology Director, Charles Stevens

Public Services Director, Joseph Kroll

Utilities Director, Rebecca Matthey

## **Budget Team**

Ana Acevedo, Senior Accountant

Barbara Hiller, Controller

Clyde Johnson, Management Analyst

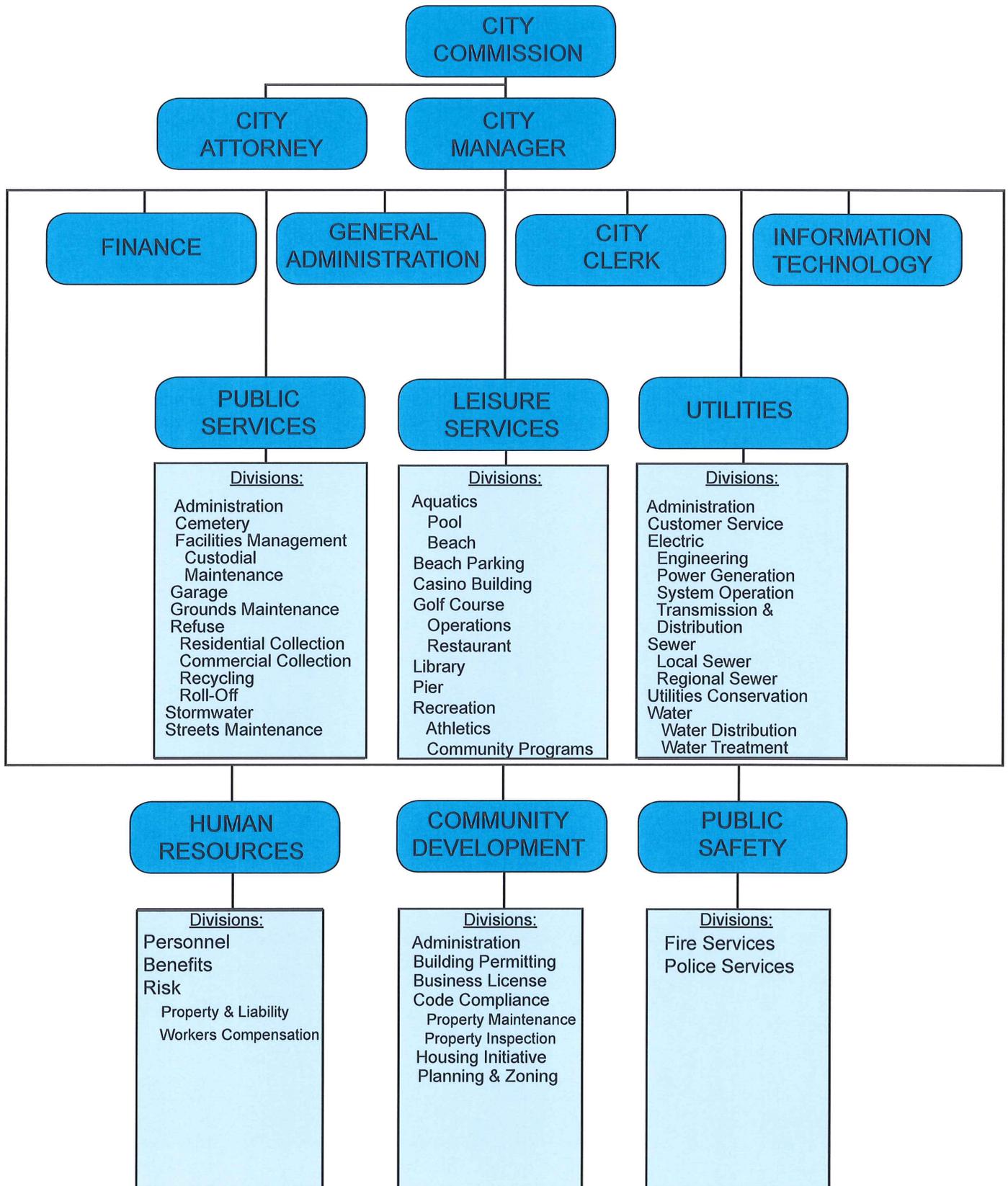
Katrina Myers, Senior Accountant

Marisol Pearson, Senior Accountant

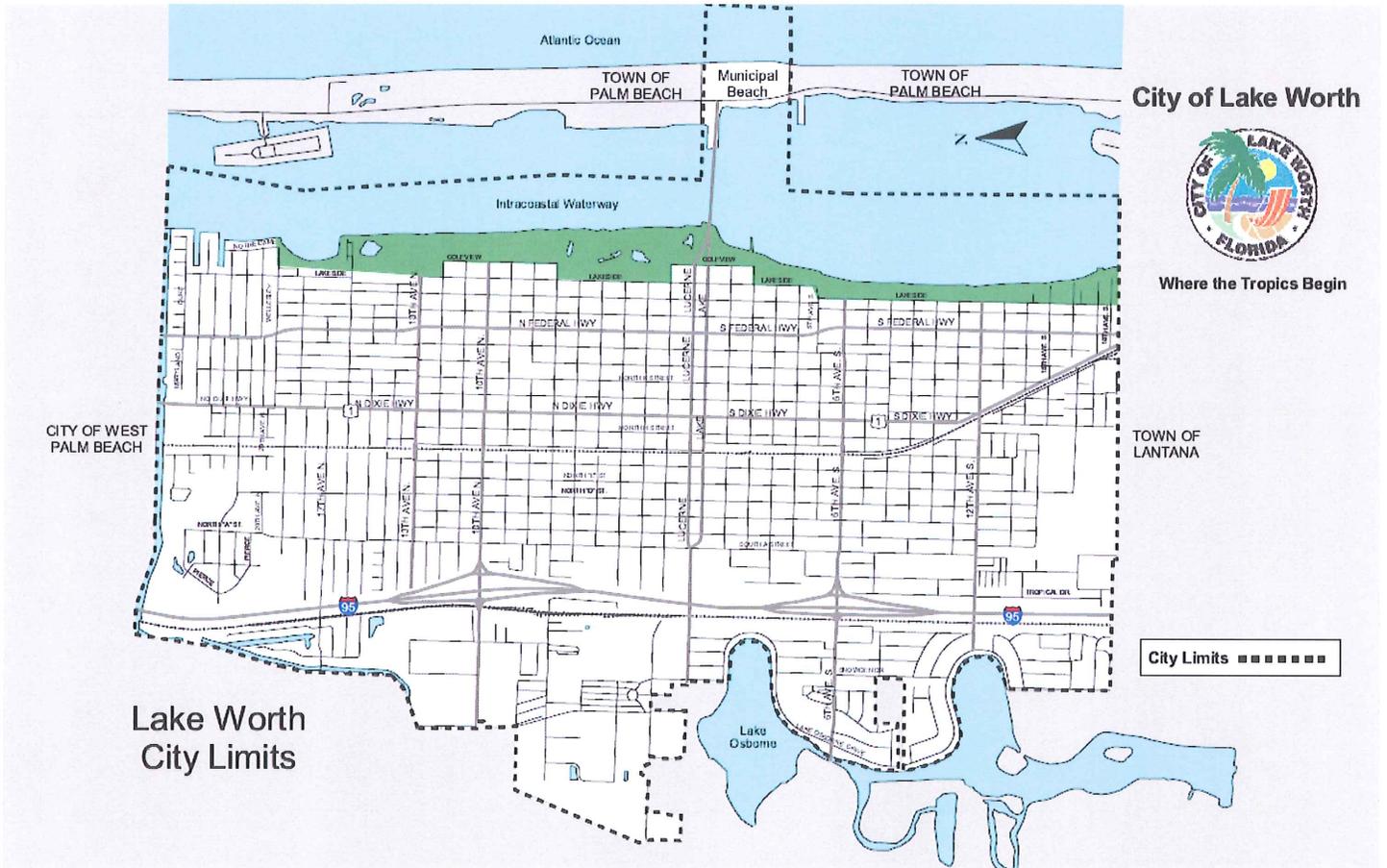
Mary Areson, Executive Assistant

Sherry Moser, Executive Assistant

# Organizational Chart



# Map of Lake Worth



# Lake Worth at a Glance

## Demographic Data

- Total Size: 4.9 Square Miles
  - 6,299 persons per square mile
- Total Population: 35,133
- Median age: 34
- Percentage of population with a High School Degree or higher: 66.5%
- Percentage of population with a Bachelor's Degree or higher: 16.4%
- Median household income: \$35,125
  - 20% of population below poverty rate
- Estimated number of households: 12,165
  - Homeownership Rate: 52.4%
- Average number of persons per household: 2.6
- Number of households with children under 18: 1,194



## Recreation Amenities

- Total Park Acreage: 78.05 Acres
- Number of Youth and Adult Recreation Leagues: 13
- Number of Recreation Programs and Classes: 14

# History of Lake Worth

The area that is now referred to as Lake Worth was settled a few years after Congress passed the Homestead Act of 1862. In 1896 Henry Flagler extended his rail line south from West Palm Beach; making Lake Worth much more accessible for new settlers. Much of present-day Lake Worth was once owned by Samuel and Fannie James, two former slaves. While the James' were in possession of the property, the future townsite was referred to as Jewel. In 1911 Fannie James sold the core area of her land to Palm Beach Farms Company.

The name Jewel was subsequently changed to the townsite of Lucerne, and platting began shortly thereafter. Lake Worth was formally incorporated in 1912, and in January of that year Lake Avenue became the first street to be graded and rocked. As the townsite began to grow, residents saw the need to construct a dock at the foot of Lake Avenue that extended 1,000 feet into the Lake Worth Lagoon. Shortly thereafter Bryant Park was established, a park that remains beautifully active today; complete with a modern bandshell where people enjoy festivals, concerts, and recreation.

SWIMMING POOL AT THE CASINO, LAKE WORTH, FLORIDA.



As settlers moved to Lake Worth in the early twentieth century, they built homes, grocery stores, churches and restaurants. During the

summer of 1912, a survey of the townsite was completed that laid out 55 miles of streets, and nearly as many miles of alleys, as well as 7,000 residential lots ranging in size from 25 to 50 feet wide. The small lot sizes were part of a sales tactic that coupled the purchase of multiple acres of western farm land with a small town lot in present-day Lake Worth.

In October of 1914, moving pictures of Lake Worth were taken to advertise the City and surrounding area. The idea was originated by the Lake Worth Herald, and the work was donated by H.J. Bryant of Bryant and Greenwood. The pictures were shown in hundreds of cities and towns in the United States to attract new settlers. Between 1914 and 1915, the first municipal building was constructed that served as a multi-purpose City Hall, Fire Station, Jail and Library.

By the end of World War I, City Commissioners, with a firm belief in Lake Worth's future, levied higher assessments against properties to pay for the many improvements. The first bridge across the Intracoastal Waterway was built in July 1919, and was one of the longest wooden toll-free bridges in the United States.

During the 1920's the City of Lake Worth witnessed tremendous growth. In 1922 the famous Lake Worth Casino opened where travelers came from across the region to recreate, and bathers enjoyed a salt-water swimming pool. Lake Worth High School was also dedicated in 1922. In 1924, the Oakley Theatre opened on the site of the current Lake Worth Playhouse. The first stoplight was installed in 1925 at Lake Avenue and Dixie Highway. The Lake Worth Golf Course opened and the Gulfstream Hotel was dedicated during that decade. The hurricane of 1928 destroyed much of the City, and claimed the life of one Lake Worth resident.

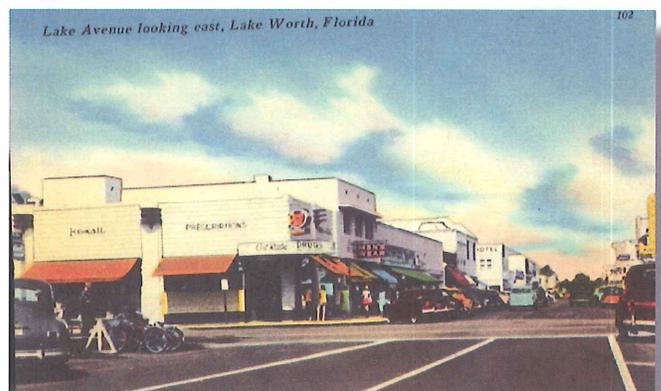
# History of Lake Worth

In 1934, the WPA Auditorium was dedicated at 7 North Dixie Highway, and today the Moorish-Mediterranean style building serves as Lake Worth City Hall. In 1937, the second bridge was constructed in concrete over the Intracoastal Waterway replacing the wooden structure that was destroyed in the hurricane.

In 1939, the Lake Theatre opened on Lake Avenue, and the art deco building is now the home of the Palm Beach Cultural Council. In 1941, the Lake Worth Post Office and the fourth home of the Lake Worth Library were dedicated. In 1954 the Lake Worth Pier, one of the longest municipal piers on Florida's Atlantic coast, was opened to the public. In 1961, the Tom G. Smith Municipal Power Plant was placed into operation and in 1970, the shuffleboard courts moved to the location of the first power plant.

In 1982, the Museum of the City of Lake Worth was established, with Helen Greene as its curator, on the second floor of the City Hall Annex. The Osborne Community Center was dedicated in 1990, and in 1991 the Second Avenue North Utilities Complex was dedicated. In 1996, Lake Worth voters approved a bond issue for a new Public Safety Complex which now houses District 14 of the Palm Beach County Sheriff's Office and the City of Lake Worth's Information Technology Department.

Over the past few decades the City of Lake Worth's downtown and historic neighborhoods have undergone a cultural renaissance. The City is home to several famous art galleries, cultural facilities, and world renowned restaurants. Lake Worth has also become an extremely diverse community that welcomes people of all religions, ethnicity, and lifestyle choices.



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# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

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January 20, 2010      Capital Improvement Program (CIP) Policy Manual Distributed to Department Directors

Meeting Between Department Directors and Budget Team  
Concerning FY 2011-2015 CIP

January 27, 2010      Internal Service Funds (Information Technology, Garage, & Insurance) Begin Preparation of Annual Operating Budget and Receive Annual Operating Budget Instructions

---

February 8, 2010      Meetings Between Internal Service Fund Directors and Budget Team to Review Annual Operating Budgets  
(week of)

February 17, 2010      Budget Kickoff Meeting at the Golf Course

Meeting Between Department Directors, Department Budget Teams, and Budget Team to Discuss and Distribute:

- \* FY 2011 Annual Operating Budget Policy Manual
- \* FY 2010 Narratives to be Modified for FY 2011
- \* FY 2010 Organization Charts to be Modified for FY 2011

Department Directors Return Capital Improvement Program Project Request Forms to Budget Team

February 23, 2010      SunGard Budget Module Training for Department Heads and Data Entry Personnel

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# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

- 
- February 24, 2010      Final Department Requests Due from Internal Service Funds & Annual Operating Budget Position Control Updated from Department Requests by Human Resources
- February 26, 2010      CIP Summary Returned to Department Directors for Final Review
- 
- March 1, 2010            Department FY 2010 Year-End Forecast Entered into SunGard
- March 3, 2010            Budget Team Inputs Internal Service Fund Allocations into Budget Worksheets
- Budget Team to Review Position Control for Payroll and Benefits Expenses by Department/Division and Input into Budget Worksheets
- March 29, 2010          Department Directors Submit Annual Operating Budget Requests via Budget Worksheet in SunGard
- 
- March 29 -                Meetings Between Departments and Budget Team Concerning  
April 2, 2010              Capital Improvement Program (CIP)
- April 5 -                    Meetings Between Departments and Budget Team Concerning  
April 13, 2010             Annual Operating Budget
- April 20, 2010            Budget Team Provides City Manager with Capital Improvement Program (CIP) and Summary
- April 26, 2010 -         Meetings Between City Manager, Budget Team, and Departments
-



# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

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April 30, 2010	to Review Department CIP Requests
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May 4, 2010	Budget Team Provides City Commission and Financial Advisory Board (FAB) the Capital Improvement Program (CIP) and Summary
May 10, 2010	Departments Submit Completed Narratives to Budget Team
May 11, 2010	Budget Team and Financial Advisory Board (FAB) Meet Regarding the Capital Improvement Program (CIP) and Summary
May 17, 2010	Budget Team Distributes Summary and Detailed Annual Operating Budget Department Request for Department Review
May 19, 2010	Director Approval of Summary and Detailed Department Request Annual Operating Budget
May 21, 2010	Budget Team Provides City Manager with Annual Operating Budget Details and Summary
May 24, 2010 - May 28, 2010	Meetings Between City Manager, Budget Team, and Departments to Review Annual Operating Budget Details and Summary
May 25, 2010	<u>9:00 a.m. – City Commission – Work Session</u> Presentation of Capital Improvement Program and Summary

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June 1, 2010	Receive <i>Preliminary</i> Taxable Property Values Estimate (from Palm Beach County Property Appraiser)
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# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

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June 15, 2010      Budget Team Provides City Commission and Financial Advisory Board (FAB) Annual Operating Budget and Summary

June 23, 2010      Budget Team and Financial Advisory Board (FAB) meet regarding the Annual Operating Budget and Summary

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July 1, 2010      Receive Certification of Taxable Property Values  
(from Palm Beach County Property Appraiser)

July 7, 2010      Financial Advisory Board (FAB) recommendations on the Annual Operating Budget and Summary Due

July 13, 2010      6:00 p.m. – City Commission – Work Session  
[Budget Workshop #1]

- Presentation of Proposed Annual Operating Budget and Summary to City Commission

July 15, 2010      6:00 p.m. – City Commission – Work Session  
[Budget Workshop #2]

- Presentation of Proposed Annual Operating Budget and Summary to City Commission

July 20, 2010      6:00 p.m. – City Commission – Regular Meeting

- City Commission Establishes Proposed Millage Rate,
- City Commission Establishes Time, Date, & Place of first Public Hearing.

July 22, 2010      Submit Proposed Millage Rate to Palm Beach County Property Appraiser with Time, Date, & Place of First Public Hearing:

Form DR-420  
Form DR-420MM-P

[Certification of Taxable Value]  
[Maximum Millage Levy Calculation]



# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

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<b>Form DR-420TIF</b>	<b>Preliminary Disclosure]</b>
<b>Form DR-420DEBT</b>	<b>[Tax Increment Adjustment Worksheet]</b>
(required within 35 days of July 1 <sup>st</sup> - required by August 5 <sup>th</sup> )	<b>[Certification of Voted Debt Millage]</b>

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August 20, 2010 Palm Beach County Property Appraiser to mail TRIM (Truth In Millage) Notice to City of Lake Worth

**Form DR-474** **[Notice of Proposed Property Taxes]**  
(required within 55 days of July 1<sup>st</sup> - required by August 25<sup>th</sup>)

---

September 7, 2010 6:00 p.m. – City Commission – Regular Meeting  
[1<sup>st</sup> Public Hearing] - Tentative

- City Commission Tentatively Adopts Millage Rate and Annual Operating Budget,
- City Commission Establishes Time, Date, & Place of Second Public Hearing.  
(required from 65 days to 80 days of July 1<sup>st</sup> – required between September 4<sup>th</sup> and September 19<sup>th</sup>)

September 10, 2010 Send Advertisement to Palm Beach Post

September 17, 2010 Advertisement in Palm Beach Post of Final Millage and Annual Operating Budget  
(required within 15 days after tentative adoption – last date September 22<sup>nd</sup>)

September 21, 2010 6:00 p.m. – City Commission – Regular Meeting  
[2<sup>nd</sup> Public Hearing] - Tentative

- City Commission Adopts Final Millage Rate and Annual Operating Budget.  
(required within 2 to 5 days after advertisement is first published – required between September 19<sup>th</sup> and September 22<sup>nd</sup>)

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# City of Lake Worth

## FY 2010-2011

### BUDGET CALENDAR

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September 22, 2010 Deliver Final Millage Rate Ordinance to Palm Beach County Property Appraiser and Tax Collector.  
(required within 3 days of adoption – required by September 24<sup>th</sup>)

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October 7, 2010 Deliver Certification of Compliance (DR-487) to the Department of Revenue, TRIM Compliance.

<b>Form DR-487</b>	<b>[Certification of Compliance]</b>
<b>Form DR-422</b>	<b>[Certification of Final Taxable Value]</b>
<b>Form DR-422DEBT</b>	<b>[Certification of Final Voted Debt Millage]</b>
<b>Form DR-420MM</b>	<b>[Maximum Millage Levy Calculation Final Disclosure]</b>

(within 30 days of Final Hearing which was on September 21<sup>st</sup> – last day is October 21<sup>st</sup>)

Submit Certification of FINAL Taxable Value (DR-422) to Palm Beach County Property Appraiser.

<b>Form DR-422</b>	<b>[Certification of Final Taxable Value]</b>
<b>Form DR-422DEBT</b>	<b>[Certification of Final Voted Debt Millage]</b>

(within 3 days after receipt of receipt of Form DR-422 [Certification of Final Taxable Value])

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December 20, 2010 Last day to Deliver Final Bound Budget Book to Government Finance Officers Association (GFOA).  
(required within 90 days from final budget approval which was September 21<sup>st</sup>)

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## Office of the Mayor

7 North Dixie Highway · Lake Worth, Florida 33460 · Phone: 561-586-1730 · Fax: 561-586-1798

June 20, 2010

Residents of the City of Lake Worth  
Lake Worth, Florida



Dear Resident of Lake Worth:

The FY 2010-2011 Budget finds the City of Lake Worth in perhaps the most critical period in its history. Indeed, our City now faces not only the largest international economic decline since the Great Depression, but also staggering losses in local property values of more than 40% in the last three years. These factors have led to dramatic declines in the revenue stream vital to running our government. Over the past several years, the City has reduced its budget, resulting in some reduced service levels, while preserving the City services the community enjoys. This year, guided by public input, along with newly incorporated operating principles, and the resolve to implement efficiencies, the City Commission will adopt a budget that reflects significant fiscal reductions within its General Fund operations, without raising taxes or cutting vital services.

This year will mark the first phase in a process to realign the cost of government with the true cost of delivering vital services. Implementation of this strategy will require us to stem the unsustainable rise in legacy and continued benefit expenses, selecting options that offer security for our cherished City employees, while providing the most cost-effective solutions that our residents demand. As your City government becomes more efficient, services and programs are being redefined to provide the highest quality service at the best possible value.

This challenging fiscal environment has also provided the City with many opportunities. Opportunities for new partnerships, creative approaches, collaboration with other organizations, better utilization of technology and working together towards identifying our community's core values. Collaborations with the Downtown Cultural Alliance, the Greater Lake Worth Chamber of Commerce, and community based organizations, churches, and individual volunteers will extend our reach into the community, provide more targeted programs, and strengthen our civic bond.

We continue to strongly support neighborhood stability through the development of a residential rehabilitation program and support of the CRA's Neighborhood Stabilization and Renaissance Programs. We also continue to invest heavily in public safety via contracts for law enforcement and fire protection services, as well as funding of sidewalk and traffic calming measures. Realizing that the current cost of energy is a burden to our residents, we have also implemented energy conservation strategies, which enable residents and eventually business owners to make their properties more energy efficient and if desired energy independent. Finally, we are making targeted investments that focus on developing our commercial sector both directly as with the strategic planning of the Park of Commerce and indirectly by redeveloping the beachfront and Casino Building.

All of these efforts will eventually yield a higher quality of life for our residents, but equally as important will generate a broader and more sustainable tax base, lowering the individual burden and making our community more desirable in which to live and do business. As you examine this

proposed budget, I encourage you to keep in mind the requirement to respond to the current crisis and provide for a more prosperous future. I do look forward to speaking with each of you in the coming months regarding this budget and fostering a unified goal of a brighter future for Lake Worth.

Sincerely,

A handwritten signature in black ink, appearing to read 'René A. Varela', written in a cursive style.

René A. Varela  
Mayor

# City Manager's Message

October 1, 2010

The Honorable Mayor and City Commission  
City of Lake Worth,  
Lake Worth Florida



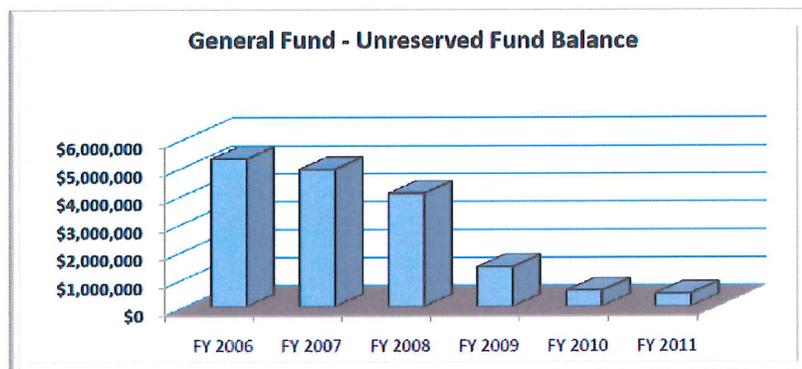
Honorable Mayor René Varela and Members of the City Commission:

In accordance with the City Charter, I hereby submit to the City Commission the approved Annual Operating Budget for the City of Lake Worth for Fiscal Year 2011. Expenditures in the proposed Annual Operating Budget total \$184,982,588 for FY 2011. The proposed FY 2011 Annual Operating Budget incorporates \$12,232,470 in spending reductions from FY 2010, yet includes no employee layoffs, operating property tax increases, or substantial reductions in services to the community... all while preserving the City's designated emergency cash reserve. This proposed spending plan was a joint effort by the Office of Management and Budget and the Finance Department, with extensive input from all City Department Directors, and has been prepared following generally accepted accounting principles (GAAP) in accordance with all applicable City and Federal requirements.

Cities throughout the nation are confronting the decline of their revenue bases and taxpayers' reluctance and/or inability to pay for the cost of government. Many communities responding to the economic crisis have adopted *short-term temporary spending reductions* such as hiring freezes, reducing employee work weeks and decreasing operating expenses in the hope that the economic crisis will pass. Consistent with this strategy, Lake Worth has also responded to the economic crisis by transferring the operational responsibilities for public safety to Palm Beach County, deferring the maintenance of its infrastructure, reducing its workforce by 37% since FY 2008, freezing employee pay, and reducing the quality of health care offered to employees. The City pursued this strategy hoping to avoid employee layoffs, preserve labor harmony, and maintain current levels of service to the community.

Unfortunately, these measures have failed to address the fundamental imbalance between the estimated cost of City services and the projected revenue needed to pay for those services. As shown in Chart 1, the City's failure to address this fundamental problem, and not implement long term solutions, has nearly depleted the Unreserved General Fund Balance since FY 2006.

Chart 1



The City can no longer obligate itself to spend money that it does not have. As further delineated in this budget transmittal letter, the process of realigning City revenues and expenditures in FY 2011 will require making a great number of difficult and unpopular financial decisions.

## **Part I: Economic Challenges in FY 2011**

From the very first day of my appointment as City Manager, the City has been struggling with its finances and drawing down reserves in order to pay for the cost of City government. During the last 18 months I have been surprised by the sense of institutional denial associated with the economic conditions in the community and the City's diminished financial capacity to continue its current spending levels. In August, the City entered into Arbitration with its Unions who challenged the reduction in FY 2009 health care benefits because they did not believe the City's declaration of financial urgency and expressed "the City is attempting to abuse a statute reserved for a dire budget situation that it has yet to demonstrate."

While the City has provided financial data which documented the Declaration of Financial Urgency, the Administration was obviously unsuccessful in convincing the unions that the community is in the middle of an economic storm that will continue into FY 2012 and FY 2013. Many dedicated and hard working employees have sincerely told me that they have simply not seen any meaningful data proving that Lake Worth is experiencing financial trouble or that the community does not have the wealth to continue to pay current salaries and benefits. Understanding the current economic conditions in the nation, state, and City is fundamental to understanding the recommended actions and spending reforms that are adopted in the FY 2011 Annual Operating Budget.

### **The State of the Nation**

The financial problems that Lake Worth is confronting are heavily impacted by the national economy that is struggling to recover from high unemployment, a depressed housing market, and an unstable stock market. Unfortunately, this state of fiscal stress is not projected to improve during FY 2011. National economic data for October reported by the U.S. Departments of Commerce and Labor evidenced that the financial stress experienced by the nation's cities will probably not improve during FY 2011:

- The number of unemployed persons, estimated at 14.8 million, was little changed in October. The national unemployment rate in November 2010 increased to 9.8 percent and could possibly exceed 10 percent before recovery. The number of long-term unemployed (those jobless for 27 weeks and over) fluctuated minimally over the month at 6.2 million
- In October, 41.8 percent of unemployed persons had been jobless for 27 weeks or more. 8.1 million jobs have been lost in the United States economy since December 2007; representing the worst recession in the United States since the 1930's
- Real gross domestic product (GDP) -- the output of goods and services produced by labor and property located in the United States -- increased at a modest annual rate of 2.0 percent in the third quarter of 2010.
- Prices of goods and services purchased by U.S. residents increased 0.8 percent in the third quarter after increasing 0.1 percent in the second quarter. Energy prices turned up, and food prices slowed. Prices of goods and services excluding food and energy slowed slightly, increasing 0.6 percent in the third quarter after increasing 0.8 percent in the second quarter.

- Employee compensation cost increases for State and local government workers decelerated to 1.7 percent for the 12-month period ending September 2010; down from 2.4 percent for the 12-month period ending September 2009
- The Consumer Price Index for All Urban Consumers (CPI-U) increased 0.1 percent in September on a seasonally adjusted basis. Over the last 12 months, the all items index increased 1.1 percent before seasonal adjustment
- Personal income decreased 0.1 percent in September; compared with a 0.4 percent increase in August. Excluding the effects of emergency government unemployment benefits, which boosted personal income in August, personal income rose only 0.1 percent in September after rising 0.3 percent in August. Wages and salaries, the largest component of personal income, was flat in September after a 0.2 percent increase in August
- Current-dollar disposable personal income in the nation fell 0.2 percent in September after increasing 0.4 percent in August. Real consumer spending, (adjusted for price changes), increased only 0.1 percent in September, following a 0.3 percent increase in August.

## The State of the State

Economic conditions projected for Florida during much of FY 2011 are no more encouraging than they are for the nation. In a report issued by Wells Fargo Bank in May 2010, "...growth in the State's economy is predicted to be slow, taking at least a half-decade before Florida's employment rate is back at prerecession levels." Unemployment in Florida has continued to rise even as the national rate of unemployment has held steady at 9.7% for the last three months. Wells Fargo Bank predicts state unemployment to average 12% this year, before dropping to 10.4% in 2011 and 9.2% in 2012. Florida has lost 926,100 jobs since 2007; starting with construction job cuts and moving to all industries in recent years based on employment data from the Florida Agency for Workforce Innovation. There are 1.1 million Florida residents out of work. The high rate of unemployment in Florida has also had a very negative impact on consumer confidence which is prolonging and extending the current recession. According to the latest University of Florida Consumer Confidence survey, concern about growing unemployment resulted in Floridians' consumer confidence falling in February 2010. The University of Florida partially attributed the loss of consumer confidence to the conclusion of the federal energy-efficient appliances rebate program and the tax credit for first-time home buyers.

Like many other states, Florida's depressed housing market is still struggling to find a bottom. The median price of a single-family home in Florida was \$133,400 in September; a 48% decline from its June 2006 peak, according to data from the Florida Association of Realtors. Condominium prices have seen an even bigger plunge, with the statewide median hitting \$83,400 in September; a 61% drop from the June 2006 peak. Making this housing crisis even more severe is the high number of foreclosures due to past speculation. The state set a record for bank repossessions in October, with more than 13,200 homes seized by lenders, according to RealtyTrac. Recognizing that Florida's foreclosure backlog remains a major impediment to the state's recovery, the Florida Legislature approved a \$9.6 million appropriation in 2010 to hire judges, magistrates, case managers and clerks to handle the foreclosure caseload in the state's 20 circuit courts.

In past years, cities in Florida became highly dependent on increased growth resulting from the influx of populations seeking warmer climates. However, according to the University of Florida's Bureau of Economic and Business Research, the state's population decreased in the past year for the first time since the end of World War II. For the first time since Florida became a state in 1845, more people are

moving out of the state than are moving in. As the State's allure has faded, the number of transplants from the Northeast, traditionally Florida's largest source of new residents, has dropped almost in half since its peak five years ago. *Florida, once the fifth cheapest state to live, is now the 14th most expensive, according to the Florida Chamber of Commerce.* These poor economic conditions have resulted in 12% of all Florida mortgages (the highest rate in the nation), being in foreclosure during the second quarter of 2010.

### The State of the City

During the last four years, the City of Lake Worth has experienced a substantial loss in its economic tax base. As Table 1 indicates, the City has lost 44.03% of its property value since FY 2006:

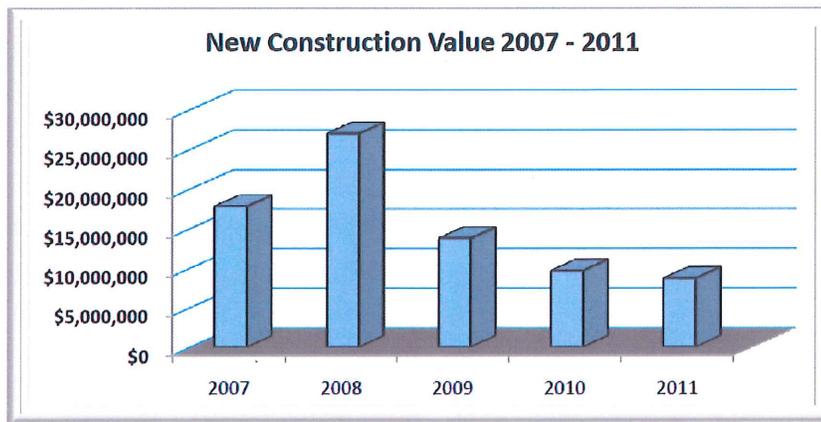
**Table 1**

Change in Property Values (FY 2006-2010)					
Category	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Total Taxable Value	\$2,016,074,837	\$2,166,214,083	\$1,955,343,021	\$1,498,652,892	\$1,128,411,434
Change from Prior Year	-	7.45%	-9.73%	-23.36%	-24.70%

Since FY 2007 the \$25,000 Homestead Exemption has increased by 5.3% from \$151 million in 2006 to \$159 million in 2009. However, the additional \$25,000 Homestead Exemption, which began in the 2009 tax year, *eliminated \$100,960,832* of real property value from the City. This new exemption, plus the original \$25,000 Homestead Exemption and the \$50,000 Homestead Exemption for Residents Age 65 and Older, *collectively eliminated \$261,411,245* of real property value from the City in 2009. Many Lake Worth residents who live in older homesteaded homes pay little or no property tax to the City.

In addition to the general decline of its tax base, the City has also been negatively impacted by the lack of new investment in the community. From FY 2007 to FY 2009, the City experienced a *net loss of \$121,505 in permit fees* (a 29.4% drop) related to new construction. As shown in Chart 2, new construction in Lake Worth has declined each year since a high of \$26,972,394 in 2008:

**Chart 2**



New development currently underway in FY 2011 includes the construction of a new Publix Supermarket in downtown (with an estimated construction value of \$3.8 million) and the renovation of the new headquarters for the Palm Beach Cultural Council (with an estimated improvement value of \$450,000 to \$700,000). In accordance with Florida Senate Bill 360, five redevelopment projects in Lake Worth which

## City Manager Budget Message

had building permits with an estimated value of \$15 million expiring on January 1, 2012, have been extended and renewed for a period of two years following the date of expiration. These projects include: an I-Stay Motel on N. Federal Highway valued at \$1.3 million, the Commons at College Park on N. Dixie Hwy valued at \$1 million, the Patten warehouse development at the Park of Commerce valued at \$3.75 million, and the second phase of the Vive Verde South on Lake Ave & H Street valued at \$6 million.

City of Lake Worth redevelopment projects, representing new construction in the community, include the following projects: the Beach Redevelopment Project valued at \$5 million, the renovation of the Casino Building valued at \$6 million, and the continued construction of a new Reverse Osmosis Water Plant and a Deep Water Injection Well valued at \$16 million. In FY 2010 the City of Lake Worth's Community Redevelopment Agency (CRA) was awarded a \$23 million National Stabilization Program II Grant which will target: \$2.3 million for construction of 25 new homes, \$15.4 million for the acquisition and rehabilitation of 110 residential properties, \$1.9 million for land banking 30 properties for future redevelopment, and \$1.25 million for new construction of 10 properties valued at \$125,000 per unit.

During FY 2010 the City continued to patiently await the redevelopment of the Historic Gulfstream Hotel, currently being offered for sale by W. Properties for \$17,750,000. The Gulfstream Hotel is the only private structure in Lake Worth that is listed on the National Register for Historic Places and is a key component in the redevelopment of the City's downtown. The Hotel has been vacant since 2004.

Throughout FY 2011 the City of Lake Worth will continue to explore opportunities to fund infrastructure needs that were identified by an engineering analysis funded by the US Department of Economic Development. The slowdown in the local economy is also reflected in the number of building permits issued for commercial and residential construction since 2007 as shown in Charts 3 and 4 below:

**Chart 3**



**Chart 4**



The City of Lake Worth's residential tax base has also been significantly impacted by depressed economic conditions over a prolonged period of time. As of November 2010 there were 1,588 pre-foreclosed homes available for purchase, 656 properties owned by banks as a result of foreclosures, and 675 homes for sale. Based on the 2008 census, Lake Worth has 15,000 housing units, 19 percent of which are vacant; only 9% were built since 1990 and 60% were built prior to 1960. Of the total units occupied in the City, *only 55% are owner occupied* whereas 45% are renter occupied. Reinvestment in the City's residential stock of homes has been difficult due to the City's median household income of \$38,709.

As shown in Chart 5, between 1990 and 2000, Census data compiled by the Business Development Board shows the number of owner occupied housing units in the City increased by 2.6% and is projected to decline by 21.9% by 2014:

Chart 5

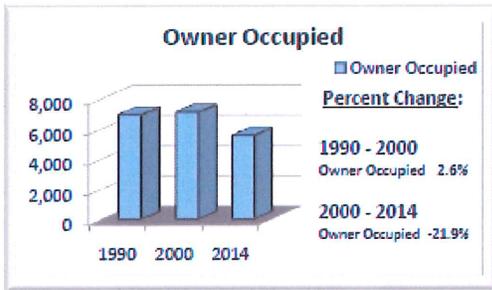
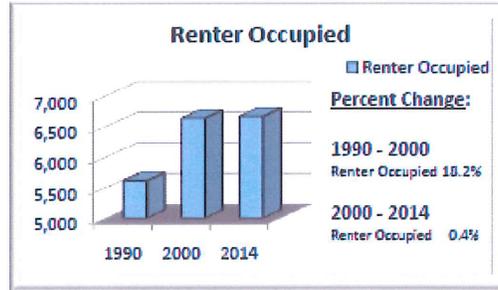


Chart 6



The high number of home-foreclosures and low percentage of home-ownership in Lake Worth emphasizes the importance of successfully implementing the housing goals of the NSP2 grant and the City's own affordable housing program. As indicated in Chart 7, residents in the city (both homeowners and renters), are struggling financially, as demonstrated by the high number of delinquent payments for electric service unpaid to the City. Delinquency has increased by 69.5% since 2005.

Chart 7

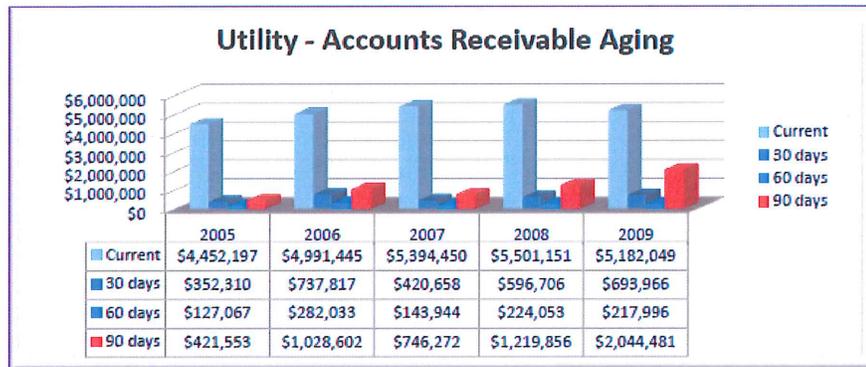
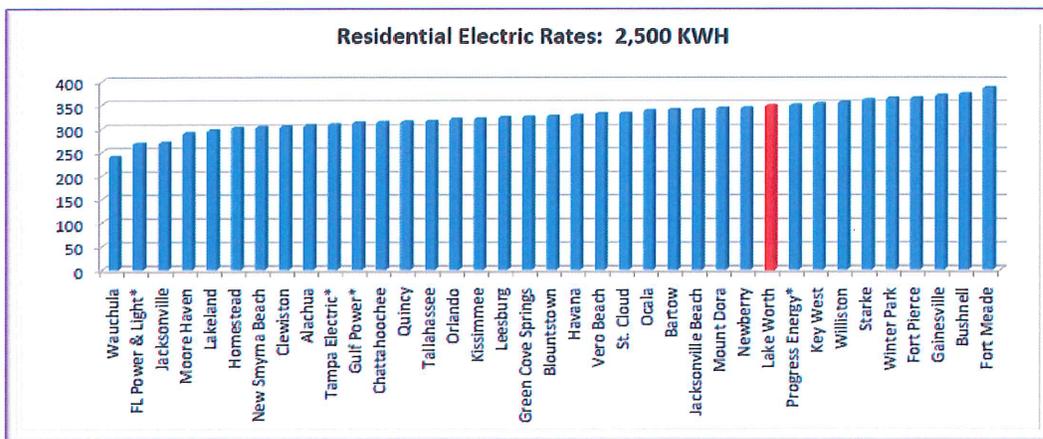


Chart 8



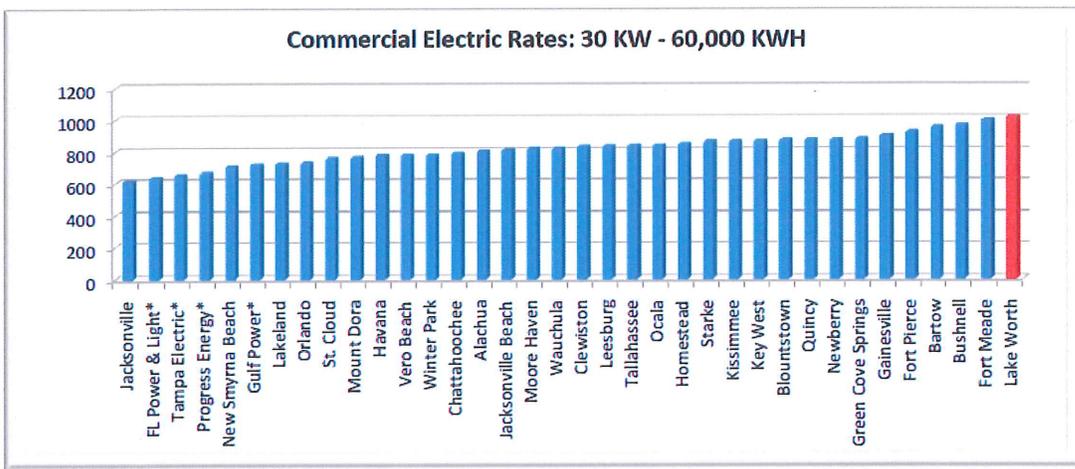
One of the most frequently communicated complaints by City residents and customers of the Electric Utility is the high cost of energy and its impact on the cost of living in the City of Lake Worth. While the

City Manager Budget Message

cost of electricity for residents using less than 750 KWH is very competitive compared to rates charged by Florida Power and Light (FP&L), that is not the case for residents using more than 2,500 KWH. As shown in Chart 8 above, residents using more than 2,500 KWH pay substantially more than residents purchasing their electricity from Florida Power and Light, Lakeland, and Orlando, among others.

The high cost of electricity in Lake Worth has also had a substantial impact on the cost of doing business in the community and has contributed to the lack of new investment and declining property values. As clearly demonstrated in Chart 9, Lake Worth has the highest commercial electric rates for larger users of power. The high cost of doing business in Lake Worth has been a major factor contributing to Lake Worth's declining property value and lack of new investment and new jobs. Clearly, the City cannot continue to divert revenue from the Utility in an effort to pay for general government functions and high operating and personnel costs.

**Chart 9**



The current economic conditions in Lake Worth, which have impacted adult residents, are also impacting the quality of life of our children. In the fall of 2009, the Children's Services Council of Palm Beach County published a report which examined indicators across zip codes in Pam Beach County that included the following categories:

- Percentage of low birth weight babies
- Number of children on free or reduced lunch
- Number of child maltreatment calls
- Number of children on the child care waitlist
- Percentage of teen births
- Percentage of women who do not get adequate prenatal care
- Percentage of premature babies
- Percentage of repeat births to teens
- Areas with 25% or more residents living in poverty
- Percentage of children scoring high risk on school readiness tests
- Percentage of children scoring not on grade level on FCAT

As seen in Table 2, Lake Worth ranks lowest in the CSC's study on 15 of the 17 indicators. This means that Lake Worth had some of the highest figures for children who are on free or reduced lunch, the number of children waiting for child care, the percentage of low birth weight babies, percentage of women who don't get adequate prenatal care, the most child maltreatment calls, and the high percentage of teen and repeat teen births.

**Table 2**

**PBC Children's Service Council - Impact of Poverty in Lake Worth**

Comparison of Indicators Across Zip Codes in Palm Beach County

	West Palm Beach						Lake Worth				Boynton Beach	Belle Glade	Delray Beach		Pahokee	Riviera Beach	Royal Palm Beach	South Bay	
	33401	33403	33405	33407	33409	33415	33417	33460	33461	33462	33463	33475	33478	33444	33445	33476	33404	33411	33493
Most Children on Free or Reduced Lunch (by child's zip)	✓	✓		✓	✓			✓					✓	✓		✓	✓		✓
Schools w/90% or More Students on FRL (School zip)	✓	✓	✓	✓	✓			✓				✓	✓			✓	✓		✓
25% or More in Poverty (2000 data)	✓			✓	✓			✓				✓	✓	✓		✓	✓		✓
Most Children on Child Care Waitlist				✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Highest % of Low Birthweight Babies				✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Highest % of Women With Inadequate Prenatal Care	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Highest % of Premature Babies		✓											✓			✓	✓		✓
Highest # of Child Maltreatment Calls				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Children Scoring High Risk on School Readiness Tests (DIBELS LN)	✓		✓	✓	✓	✓		✓	✓	✓		✓	✓			✓	✓		✓
Children Scoring Not Ready Yet for Kindergarten (ECHO5)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓	✓		✓
Children Scoring Not on Grade Level on FCAT (3rd Grade Reading)	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
Children Scoring Not on Grade Level on FCAT (3rd Grade Math)	✓	✓						✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
Children Scoring Not on Grade Level on FCAT (10th Grade Reading)	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
Children Scoring Not on Grade Level on FCAT (10th Grade Math)		✓						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Lowest Graduation Rates (by School Zip)	✓		✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Highest Teen Births (2008)		✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Highest % Repeat Teen Births (2008)	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
<b>Total</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>14</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>15</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>13</b>	<b>13</b>	<b>8</b>	<b>2</b>	<b>10</b>	<b>14</b>	<b>3</b>	<b>4</b>

CSC created this chart using data from the Palm Beach County School District, Florida School Indicators Report, U.S. Census, Palm Beach County Early Learning System, Right Track System, and Department of Children & Families.



Clearly, national and state economic conditions and the corresponding reduction of wealth in the community over many years have had a devastating impact on the City of Lake Worth's financial health. It is clear that the City needs to take a fundamentally different approach in funding City services beginning in FY 2011.

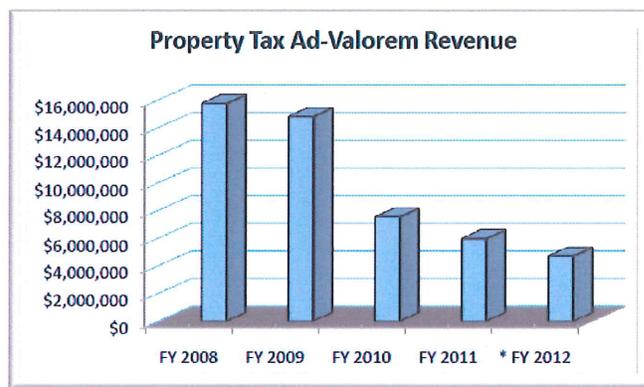
**Part II: Responding to the Challenge**

The City Administration began preparing for the FY 2011 Annual Operating Budget in November 2009 by comprehensively evaluating existing financial policies, long-term operating Departmental goals and objectives, City Commission organization-wide initiatives and critical financial goals and objectives for FY 2011. Based on the economic conditions that the City of Lake Worth is facing today and into the future, the Administration realized that making short-term reductions in spending over and above those initiatives adopted in the FY 2010 Annual Budget would not sufficiently reduce the cost of government for FY 2011.

## City Manager Budget Message

During the preparation of the FY 2011 budget, the entire City Administration expended an extensive amount of time and staff resources analyzing the City of Lake Worth's financial conditions and assessing what steps the City needs to take to produce a balanced budget in FY 2011 and regain long-term control of its finances. *As clearly demonstrated, the City's current and projected tax base will not generate adequate property tax revenue to fund existing City services without making comprehensive and systematic reductions in both the cost and scope of City services and contractual commitments.* Because of the community's existing and *projected* high rates of unemployment, devalued property values, and general loss of wealth, I recommended, and the City Commission supported, the continuation of the current 4.9999 property millage. As indicated in Chart 10, the City's 44.03% reduction in property tax collection since FY 2008 clearly demonstrates that the Administration must reduce government spending in order to keep pace with decreasing property tax revenue collections.

**Chart 10**



\*Based on projected growth

The proposed FY 2011 Annual Operating Budget includes reductions in the following five major classes of expenditures:

- Reduction of \$1,221,206 of the Palm Beach Sheriff Office's contract for police protection as specified in the Law Enforcement Service Agreement (LESA) executed with the Palm Beach Sheriff's Office in 2009;
- Deferral and possible reduction of \$350,000 of the FY 2011 supplemental fire protection payment to Palm Beach County Fire Rescue;
- Reduction of \$1,500,000 by modifying benefit components of the General Employee Defined Benefit Pension Plan;
- Reduction of \$370,000 by modifying benefit components in the Police Department's Defined Benefit Pension Plan beginning October 1, 2011; and
- Decrease of \$1,355,000 of personnel benefits and special compensation during FY 2011 to avoid employee layoffs and service reductions

These proposed expenditure reductions - totaling \$4.8 million were critical to balancing the General Fund and to reducing the cost of government for electric, water, sewer, and sanitation services provided to Lake Worth residents currently suffering from high unemployment, increased number of home foreclosures, escalating energy costs, and homeownership declining property values. However, negotiating these cuts with the City's three Collective Bargaining Units in conjunction with County

government has not been popular or achievable without the strong support of all City Department Directors, the Mayor and the entire City Commission.

### Part III: Proposed FY 2011 Expenditures

The City of Lake Worth's annual budget consists of 32 separate funds that are further divided into 13 departments and 34 business units called Divisions/Activities which account for special revenues and expenditures associated with providing specific City services. The FY 2011 Annual Operating Budget includes a new Beach Development Fund to better account for all revenues and expenditures associated with the redevelopment of the beach and the renovation of the Casino. To better manage all the diverse business functions in this Fund, an additional three Divisions have also been created to account for specific operations of the Municipal Pool, Beach, Pier, Parking system, and Casino construction.

**Table 3**

FY 2010-11 Departmental Budget Compared to FY 2009-10 Amended Budget					
Department	Amended Budget FY 2010	CM Proposed Budget FY 2011	Adopted Budget FY 2011	Increase / Decrease	% Change
City Commission	228,975	221,945	221,945	(7,030)	-3.1%
City Manager	576,347	394,663	378,890	(197,457)	-34.3%
City Clerk	399,142	430,614	429,922	30,780	7.7%
Internal Auditor	50,000	-	-	(50,000)	-100.0%
City Attorney	569,945	612,776	612,090	42,145	7.4%
Finance	1,404,840	1,084,615	1,101,865	(302,975)	-21.6%
OMB	391,022	444,529	518,623	127,601	32.6%
Human Resources	751,320	406,906	406,034	(345,286)	-46.0%
Community Development	1,270,463	1,416,544	1,412,964	142,501	11.2%
Police	15,824,276	14,085,644	14,322,977	(1,501,299)	-9.5%
Fire	2,585,301	2,205,301	2,438,456	(146,845)	-5.7%
Public Services	5,844,098	4,615,364	4,610,939	(1,233,159)	-21.1%
Leisure Services	2,753,862	1,590,904	1,588,734	(1,165,128)	-42.3%
General Fund Non-Dept.	3,361,842	1,166,589	1,189,281	(2,172,561)	-64.6%
<b>General Fund Total:</b>	<b>36,011,433</b>	<b>28,676,394</b>	<b>29,232,720</b>	<b>(6,778,713)</b>	<b>-18.8%</b>
Electric	74,269,801	68,763,113	72,452,647	(1,817,154)	-2.4%
Electric - Utility Conservation	1,000,000	1,454,624	1,453,516	453,516	45.4%
Water	42,107,609	19,813,370	29,206,738	(12,900,871)	-30.6%
Local Sewer	9,297,651	8,993,643	9,699,317	401,666	4.3%
Regional Sewer	7,402,992	5,977,763	6,091,904	(1,311,088)	-17.7%
Information Technology	1,451,062	1,466,986	1,548,137	97,075	6.7%
Comm. Devel. - Bldg. Permit	823,152	394,703	394,027	(429,125)	-52.1%
Public Services - Refuse	5,108,186	4,997,732	4,679,803	(428,383)	-8.4%
Public Services - Streets Maint.	1,000,000	1,177,088	1,177,088	177,088	17.7%
Public Services - Garage	712,234	2,068,794	2,067,273	1,355,039	190.3%
Public Services - Stormwater	3,090,827	4,091,168	4,620,468	1,529,641	49.5%
Human Resources - Insurance	3,593,711	2,188,187	2,155,539	(1,438,172)	-40.0%
Leisure Services - Beach	-	936,188	935,127	935,127	100.0%
Leisure Services - Golf	1,714,610	2,063,833	2,301,839	587,229	34.2%
<b>Non-Departmental:</b>					
Grants	891,619	600,000	2,417,847	1,526,228	171.2%
Beach Redevelopment	1,193,981	6,070,670	5,682,314	4,488,333	100.0%
Capital Projects	6,333,859	1,333,544	3,809,414	(2,524,445)	-39.9%
Debt Service	434,103	432,140	432,140	(1,963)	-0.5%
Casino Building	460,000	-	3,445,000	2,985,000	100.0%
Other Non-Operating	318,230	1,250,097	1,179,730	861,500	270.7%
<b>TOTAL</b>	<b>197,215,060</b>	<b>162,750,037</b>	<b>184,982,588</b>	<b>(12,232,472)</b>	<b>-6.2%</b>

As indicated in Table 3, the FY 2011 total departmental budget spending decreased by 6.2% compared to the FY2010 Amended Budget.

During preparation of the FY 2011 Annual Operating Budget, each Department Director was asked to closely scrutinize all expenditures and answer the question, "Can I do without this service or can I do it cheaper?". The answer to this question resulted in the elimination of most City fax machines (a savings of \$13,000); the elimination of a codification service in the City Clerk's Office (a savings of \$7,600), the reduction of the cost of payroll processing by increasing the use of automatic debits and setting up special banking accounts for employees who did not possess a checking account. The biggest reduction in the FY 2011 Annual Operating Budget however, resulted from the projected decrease in personnel expenses, namely salaries, pension benefits, and special compensation. As indicated by Table 4 the total cost for personnel services in the proposed FY 2011 Annual Operating Budget has decreased by 6.2% as compared to FY 2010 Forecasted Expenditures.

**Table 4**

<b>All Funds Expenditures Summary</b>					
<b>FY 2011 Adopted Budget -vs- FY 2010 Amended Budget</b>					
<b>Category</b>	<b>Actual FY 2009</b>	<b>Amended Budget FY 2010</b>	<b>Adopted Budget FY 2011</b>	<b>Increase / Decrease</b>	<b>% Change</b>
Personnel Services	\$34,564,054	\$29,893,388	\$26,700,891	(\$3,192,497)	-10.7%
Operating Expenses	89,743,162	104,170,458	102,614,876	(1,555,582)	-1.5%
Non-Operating Expenses	17,716,303	14,937,239	14,599,769	(337,470)	-2.3%
Capital Outlay	2,933,649	48,213,975	41,067,052	(7,146,923)	-14.8%
<b>TOTAL</b>	<b>144,957,168</b>	<b>197,215,060</b>	<b>184,982,588</b>	<b>-\$12,232,472</b>	<b>-6.2%</b>

Failure to reduce the real cost of personnel in FY 2011 will result in substantial employee layoffs in FY 2012. The proposed FY 2011 Annual Operating Budget is based on the premise that reducing the cost of employee benefits today is more acceptable to the community and current employees than having layoffs tomorrow. It should also be noted that the Recreation Division, previously budgeted in the Public Services Department for FY 2010, is now budgeted in a new Leisure Services Department for FY 2011. There are no additional costs associated with the establishment of this Leisure Services Department, and this Department will remain under the supervision of the Director of Public Services.

Table 5 shows the proposed expenditures of all Departments in their respective City Funds. It should be noted that this Budget includes many funds that have not been presented in previous Lake Worth budgets, including a new Special Revenue Fund (Beach) which accounts for all costs associated with the Casino, pool, and beach operations.

**Table 5**

FY 2010-11 Fund Budget Compared to FY 2009-10 Amended Budget						
Department	Amended Budget FY 2010	Department Projections FY 2010	CM Proposed Budget FY 2011	Adopted Budget FY 2011	Increase / Decrease	% Change
<b>General Fund</b>	\$35,960,933	\$34,301,191	\$28,676,384	\$29,232,720	-\$6,728,213	-18.7%
<b>Special Revenue Funds</b>						
Improvement Fund	9,000	9,000	165,920	165,920	156,920	1743.6%
Building Permit Fund	823,152	702,301	394,703	394,027	(429,125)	-52.1%
Beach Fund	-	-	936,188	935,127	935,127	100.0%
Parking Improvement Fund	-	80,120	70,911	911	911	100.0%
Public Service - Parking	50,500	-	-	-	(50,500)	-100.0%
Foreclosure Fund	243,830	243,830	306,015	305,883	62,053	25.4%
Housing Initiative Fund	-	-	418,174	417,939	417,939	100.0%
Road Improvement Fund	1,000,000	1,000,000	1,177,088	1,177,088	177,088	17.7%
Grant Fund	891,619	891,619	600,000	2,417,847	1,526,228	171.2%
Beach Redevelopment Fund	1,193,981	123,311	6,070,670	5,682,314	4,488,333	375.9%
Tree Beautification Fund	14,000	14,000	10,874	10,874	(3,126)	-22.3%
Utility Conservation Fund	1,000,000	409,771	1,454,624	1,453,516	453,516	45.4%
Simpkin Trust Fund	30,000	30,000	5,000	5,000	(25,000)	-83.3%
Library Trust Fund	10,000	10,000	60,000	60,000	50,000	500.0%
Incentive Fund	-	-	8,435	8,435	8,435	100.0%
Criminal Justice Fund	-	-	19,144	19,144	19,144	100.0%
Building Education fund	11,400	10,739	-	-	(11,400)	-100.0%
State Forfeiture Fund	-	28,010	60,883	60,883	60,883	100.0%
Special Trust Fund	-	800	124,741	124,741	124,741	100.0%
<b>Debt Service Fund</b>	434,103	434,103	432,140	432,140	(1,963)	-0.5%
<b>Capital Project Fund</b>	6,333,859	3,529,866	1,333,544	3,809,414	(2,524,445)	-39.9%
<b>Casino Building Fund</b>	460,000	-	-	3,445,000	2,985,000	648.9%
<b>Enterprise Funds</b>						
Electric Fund	74,269,801	67,225,855	68,763,113	72,452,647	(1,817,154)	-2.4%
Water Fund	42,107,609	11,006,213	19,813,370	29,206,738	(12,900,871)	-30.6%
Local Sewer Fund	9,297,651	6,622,188	8,993,643	9,699,317	401,666	4.3%
Golf Course Fund	1,714,610	1,739,820	2,063,843	2,301,840	587,230	34.2%
Regional Sewer Fund	7,402,992	6,807,651	5,977,763	6,091,904	(1,311,088)	-17.7%
Stormwater Fund	3,090,827	1,556,140	4,091,168	4,620,468	1,529,641	49.5%
Refuse Fund	5,108,186	3,850,713	4,997,732	4,679,804	(428,382)	-8.4%
<b>Internal Service Funds</b>						
Information Technology	1,451,062	1,206,524	1,466,986	1,548,137	97,075	6.7%
Self Insurance Fund	3,593,711	3,593,711	2,188,187	2,155,539	(1,438,172)	-40.0%
Garage Fund	712,234	721,714	2,068,794	2,067,273	1,355,039	190.3%
<b>TOTAL</b>	<b>\$197,215,060</b>	<b>\$146,149,190</b>	<b>\$162,750,037</b>	<b>\$184,982,588</b>	<b>(\$12,232,472)</b>	<b>-6.2%</b>

In response to a reduction in projected FY 2011 General Fund revenue, the Administration has deferred all non-critical capital outlay expenses and has substantially reduced personnel services expenses. This proposed budget includes reductions in Personnel Services expenses of 17% over the budgeted Personnel Services expenses in FY 2010.

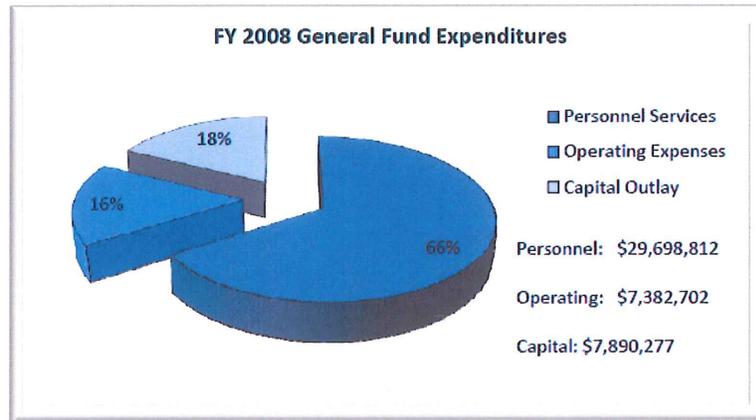
**Table 6**

FY 2011 General Fund Budget Compared to FY 2009-10 Amended Budget						
Expense Category	Actual FY 2009	Final Budget FY 2010	Est'd Actual FY 2010	Adopted Budget FY 2011	Increase / Decrease	% Change
Personnel Services	\$18,403,669	\$12,037,108	\$12,219,777	\$9,978,592	(2,058,516)	-17.1%
Operating Expense	19,093,842	20,577,519	19,747,016	18,047,607	(2,529,912)	-12.3%
Capital Outlay	486,202	143,936	86,202	54,400	(89,536)	-62.2%
Debt Service	13,744	-	-	-	-	0.0%
Grants & Aids	1,678	-	-	-	-	0.0%
Other Uses	6,207,889	3,202,370	2,340,846	1,152,121	(2,050,249)	-64.0%
<b>Total</b>	<b>\$44,207,024</b>	<b>\$35,960,933</b>	<b>\$34,393,841</b>	<b>\$29,232,720</b>	<b>(\$6,728,213)</b>	<b>-18.7%</b>

## City Manager Budget Message

The FY 2011 General Fund Budget has been heavily impacted by the reduction in most revenue sources used to fund many critical services provided by the City of Lake Worth. As indicated by Chart 11, prior to the merger of the Police and Fire Department with Palm Beach County, the City of Lake Worth allocated 66% of its total General Fund expenditures for personnel:

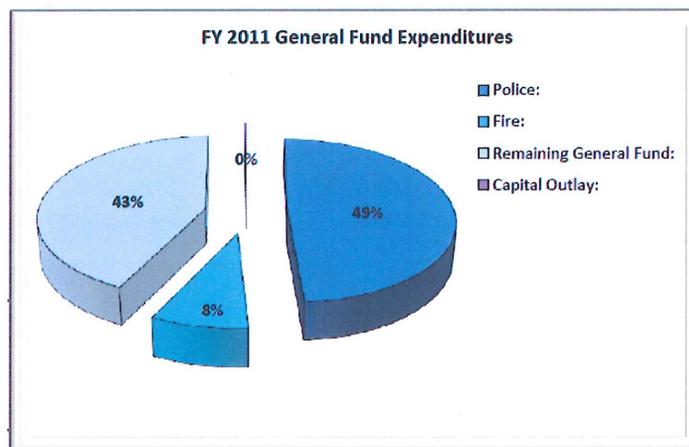
### Chart 11



In FY 2011 public safety services will continue to be provided by Palm Beach County, and the City does not have the ability to reduce personnel expenses by making those operations more efficient or by collectively bargaining reduced employee compensation and benefits. As indicated in Chart 12 the FY 2011 General Fund expenditure allocated for non-public safety expenditures is now only 43% of total General Fund expenditures.

As further indicated in Chart 12, the City's largest General Fund expenditures in FY 2011 are for the PBSO and PBFR public safety contracts. FY 2011 General Fund operating expenses are also projected to increase due to the legal expenses associated with responding to home foreclosure cases, enforcing City codes, negotiating with Unions, and modifying City pension plans.

### Chart 12



Because the City now controls only \$12.4 million of its FY 2011 General Fund expenditures, the City will need the consent and approval of the Palm Beach County Sheriff's Office and Palm Beach County Fire Rescue to reduce future contractual costs for their respective services. Due to the large percentage of

non-discretionary General Fund expenditures associated with contractual obligations for police and fire protection, the City *must* reduce discretionary FY 2011 *non-public safety personnel* costs and consider new non-Ad Valorem revenue sources.

To realign the *current* cost of City government to the *available* resources in the community and to reduce the *long term cost of City services* on burdened City residents, the Administration is proposing major reductions in spending in four critical areas involving law enforcement, fire protection, City pension programs, and personnel services.

### **PBSO Law Enforcement Service Agreement**

In FY 2008, (August 28, 2008) the City of Lake Worth and the Palm Beach County Sheriff's Office entered into a contract entitled "Agreement for Law Enforcement Services By and Between the Palm Beach County Sheriff's Office and the City of Lake Worth," (LESA) which provides for all City's law enforcement services. In accordance with Article 2- Level of Services, Section 2.1 (c) this includes:

*"municipal police departments, which include receiving of 911 calls, dispatch of calls for law enforcement services, arrest of criminal offenders and citations issued to traffic violators, code enforcement PAL, traffic control, testifying in court, community policing, high visibility patrol within the CITY (including all CITY facilities and parks), and other duties in accordance with the SHERIFF'S general orders, the CITY Charter and Ordinances, Palm Beach County Charter and Ordinances that are applicable within the CITY, and statutes of the State of Florida".*

Residents in the community have been very satisfied with the law enforcement services provided by PBSO and the positive impact they have had in addressing criminal activities in the community. Residents who have lived in the City for many years have personally expressed to me the improved quality of law enforcement that is provided by PBSO compared to that provided by the City of Lake Worth Police Department. At the time the LESA was executed, the City agreed to pay \$13,851,472 annually plus an annual increase not to exceed 7% in FY 2011. As per this agreement, the City is responsible for maintaining and keeping in good repair the building and ground maintenance, pest control, alarm service, and janitorial services for the former Police Station which now serves as the District 14 Office for PBSO. After the LESA was approved PBSO accepted responsibility for all employment benefits of the City's former Police Department employees *except* for those employees who elected to remain in the City's much richer pension plan:

*"All employees electing to remain with the CITY pension shall be bound by said pension and Chapter 185 except that all contributions shall be made by the SHERIFF on behalf of the employee, not to exceed the total employer/ employee contribution as required by FRS. In the event the CITY pension plan exceeds the FRS, the CITY is responsible for the additional contribution"*

In January 2010 the Administration realized that projected General Fund revenues would not be sufficient to cover all the costs associated with the approved LESA. After extensive discussions between the City Manager's Office and PBSO, the total cost for law enforcement services for FY 2011 has been reduced by \$1,221,206. This has been accomplished due to the elimination of three Lieutenants, one Sergeant, three Deputies, and two Communications Officer positions in the Lake Worth District Office as set forth in Table 7:

**Table 7**

<b>Palm Beach County Sheriff Staffing Allocations</b>		
<b>Title</b>	<b>FY 2010 Positions</b>	<b>FY 2011 Positions</b>
Captain	1	1
Lieutenant	6	3
Sergeant	12	12
Sergeant	2	1
Deputy Sheriff	66	64
Deputy Sheriff	4	3
Communications Supervisor	1	1
Communications Officer	12	10
Communications Part Time	4	4
Community Service Aide	2	2
Law Enforcement Aide	1	1
Community Service Specialist	1	1
Criminal Intelligence Analyst	1	1
Administrative Secretary	1	1
Office Support Supervisor	1	1
Central Records Supervisor	1	1
Central Records Specialist	3	3
Crime Scene Technician	1	1
School Crossing Part Time	10	10
Evidence Technician	2	2
Clerical Specialist	1	1
<b>TOTAL</b>	<b>133</b>	<b>124</b>

During the concluding months of FY 2010 the City and PBSO engaged in numerous discussions regarding the proposed FY 2011 law enforcement budget and my request for further cost reductions. Unfortunately, PBSO is facing the same financial constraints as the City of Lake Worth and was unwilling to reduce the contract cost or any additional service level reductions. In accordance with Article 6, Section 6.1 of the LESA, the City Commission approved an amendment to the agreement for a total FY 2011 cost of personnel and equipment of \$13,176,268 with monthly payments of \$1,098,022.33. Based on City Commission direction, the Administration will begin a preliminary staff analysis of options and alternatives to providing law enforcement services in FY 2012. These options will include, but not necessarily be limited to, the following:

- Future negotiated reductions in FY 2012 cost and/or services with the Palm Beach Sheriff's Office
- Fully reconstituting the Lake Worth Police Department and terminating parts or the entire Law Enforcement Service Agreement
- Partially reconstituting the Lake Worth Police Department and partnering with other municipal law enforcement agencies and/or the Palm Beach Sheriff's Office for dispatch and/or records management services
- Establishing a Public Safety Department and partnering with other municipal law enforcement, fire and EMS provider agencies and/or the Palm Beach Sheriff's Office for dispatch services, records management services, fire protection services and emergency medical services.

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In accordance with the Law Enforcement Service Agreement, the City may terminate the Agreement with or without cause upon written notice to the Palm Beach Sheriff's Office. Written notice must be delivered by June 30, 2012 in order for termination to be effective on October 1, 2012. Since the current agreement has exceeded twelve (12) months since its execution on August 8, 2008, the City does not have to pay the FY 2009 \$130,000 cancellation charge, but might be required to compensate the Sheriff's Office for services rendered or equipment purchased through the date of termination. Upon the expiration or earlier termination of the Agreement, the Sheriff's Office must return to the City all previously transferred furnishings, equipment, vehicles, radios and facilities used by the Sheriff's Office in performing law enforcement related services, free and clear of all liens, or the value agreed to on the inventory transfer sheet at the time of re-transfer of such equipment, vehicles or facilities. In accordance with Article 14 of the Law Enforcement Contract, in the event of the termination or expiration of the Agreement, the Sheriff and the City agree to cooperate in good faith in order to effectuate a smooth transition.

### **Interlocal Agreement for Fire Protection and Emergency Medical Services**

On April 07, 2009, the City of Lake Worth approved the "Interlocal Agreement for Fire Protection and Emergency Medical Services" which established the Fire/Rescue Municipal Service' Taxing Unit as a mechanism for the provision and funding of County Fire protection and emergency medical services in the City of Lake Worth. In accordance with Section 6A of the Agreement, the City's former Fire Department employees were transferred and merged into, and became permanent-status employees of the County Fire/Rescue Department. The City, through the City Manager, was given the authority to oversee and monitor the County's performance of fire-rescue services within the City, but the rendition of services, standards of performance, discipline of County officers and County employees, and all other matters incidental to County's control of its personnel and the performance of services, including but not limited to equipment, facilities, agreements for automatic/mutual aid, and implementation of its policies and procedures, resides with the County.

The County, by and through the Fire Rescue MSTU, provides within the city the personnel and equipment necessary to provide fire suppression, emergency medical services, special operations, hazardous materials response and mitigation, emergency communications, confined space rescue, dive rescue, fire code inspections and testimony related to the agreement, response to all subpoenas related to fire rescue activities, arson investigation, new construction inspection, community education programs, and all other emergency and non-emergency services generally provided by Palm Beach County Fire-Rescue.

Under the terms of the agreement, the City leases the Fire Station to the County for \$1 per year, maintains the grounds and parking lots and makes all repairs to the building that exceed \$15,000. The agreement requires the County pay to Lake Worth \$500,000 to replace the assets it obtained from the merger if the agreement is ever terminated.

To offset the costs incurred by the County in employing the City's former employees, the City agreed to pay to the County, on an annual basis, supplemental funding in the amount \$700,000 for the first two years of the contract, \$900,000 for the third and fourth years, and \$1,300,000 per year for the remaining term of the Agreement. This supplemental funding requirement in FY 2009 thru FY 2012 was reduced in *"consideration for the \$400,000 annual reduction in employee pay for those same years, which was represented by the Union" and is to be paid in four equal payments in December, February, April and July of each year of this Agreement. If any such payment is not timely paid, then the County shall have the right to terminate the Agreement."*

Many residents familiar with the operation of the City of Lake Worth Fire Department have communicated to me their belief that the City is getting a high level of fire protection from the PBFR at a lower cost than

## City Manager Budget Message

was possible when operated and managed by the City of Lake Worth. Many residents have also conveyed that the Fire Department merger was necessitated by the need to eliminate the high cost of annually funding the Fire Department pension program.

At the time the City executed the fire merger agreement, the MSTU Millage was estimated at 2.95 and to generate \$4.384 million. However, after the agreement was executed, the MSTU millage that was required to fund the merger agreement was reset at 3.5062 which represented an increase of 18.9% over the originally anticipated millage rate. This modified millage was made due to the decline in property values in Unincorporated Palm Beach County. In FY 2011, the adopted MSTU millage is 3.4581 which is 13.2% below roll-back. This MSTU millage is included in the calculation of the City's maximum constitutional FY 2011 tax mill levy. Given the reduction of General Fund revenue (especially property tax), the proposed FY 2011 budget allocates only \$300,000 for the supplemental fire payment to Palm Beach County. Unless the City is able to reduce non-public safety FY 2011 General Fund spending, the City will need to formally request that Palm Beach County renegotiate this Fire Merger contract cost. If Palm Beach County is unwilling to reduce or defer this special fire supplemental payment (in whole or in part) and the City is unable to reduce other FY 2011 General Fund spending the City will need to re-evaluate other options for obtaining or financing future fire protection in FY 2012.

Based on City Commission direction, the Administration will begin a preliminary staff analysis of options and alternatives to providing fire protection and emergency medical services in FY 2012. These options will include, but not necessarily be limited to:

- Modification of the Interlocal Agreement for Fire Protection and Emergency Medical Services to eliminate the supplemental fire payment for the remaining term of the Agreement
- Fully reconstituting the Lake Worth Fire Rescue Department and terminating parts or the entire Fire Protection and Emergency Medical Services with the Palm Beach Fire Rescue Department
- Partially reconstituting the Lake Worth Fire Rescue Department and partnering with other municipal fire protection agencies and/or the Palm Beach Fire Rescue Department for dispatch and/or emergency medical service
- Establishing a Public Safety Department and partnering with other municipal law enforcement, fire and EMS provider agencies and/or the Palm Beach Fire Rescue Department for dispatch services, records management services, fire protection services and emergency medical services.

In accordance with the Fire Protection and Emergency Medical Services Agreement, the City, upon written notice to the County prior to August 1, 2012, may withdraw from the Fire/Rescue MSTU. In this event, the Agreement automatically terminates effective October 1 of the following calendar year and the City must pay to the County \$500,000 with 90 days after October 1 prior to the termination. This payment from the City is "*in consideration for employee leave balances that were transferred to the County and for other start-up costs incurred by the County*". The County may also be responsible for paying the City \$500,000 for the assets that were transferred to the County with the merger of the Lake Worth Fire Rescue Department.

The reconstitution of the City's public safety departments in FY 2012 or future years (in whole or in part) will have substantial financial and political ramifications in the community. The approved FY 2011 budget does not provide any funding to obtain the professional services that will be necessary to comprehensively analyze all the direct and indirect costs and savings associated with the various options that have been outlined in this budget message. As indicated during the City Commission's review of the

FY 2011 budget, the City's projected revenues and community tax base is insufficient to pay the projected cost of law enforcement and fire protection charged by, and agreed to by, the Palm Beach County Sheriff's Office and Palm Beach County Fire Rescue.

**Pension Plan Modifications**

Like many cities across the nation, Lake Worth is struggling to manage substantial costs associated with its city pension plans and historically generous retirement benefits. Without any plan modifications, the City's FY 2011 total estimated contribution for employee pension contributions was estimated at \$7.4 million. One of the provisions most misunderstood by many residents concerning contracting for police and fire services with Palm Beach County is the belief that these interlocal agreements released the City of future pension obligations and benefits. In both the Police and Fire contracts, City employees were given the option to continue participating in the City's pension program or join the Florida Retirement System. Because of the rich benefits provided in the City pension plan, 102 employees elected to stay in the City's pension program.

As indicated in Table 8, the FY 2011 Total Unfunded Actuarial Accrued Liability of the three pension plans would have exceeded \$58 million if benefits were not reduced and eligibility standards modified. Because pension benefits have been so rich and the age to actually retire so low, there are more general employees collecting city pensions than there are current employees contributing to the plan. In the Fire Pension Plan the required FY 2011 City contribution exceeds the annual covered payroll by nearly \$546,000.

**Table 8**

FY 2010 CITY PENSION CONTRIBUTION			
Description	General Employees	Police	Firefighters
Retirees/Beneficiaries	301	82	57
Active Members	288	40	17
Total Payroll	\$13,274,952	\$2,885,722	\$1,309,166
FY 2010 City Contribution	\$4,056,252	\$1,544,609	\$1,705,530
Unfunded Actuarial Accrued Liability	\$30,644,940	\$12,803,729	\$15,313,639
% of Payroll	29.42%	20.92%	152.13%

As indicated in Table 9, as a result of the investment losses sustained by each of the plans for fiscal years 2008 and 2009, the City's estimated contribution for the three pensions was projected to increase to \$8.9 million between FY 2011 and FY 2016.

**Table 9**

PROJECTED INCREASE IN CITY CONTRIBUTION (Due to losses in FY 2008-2009)			
Fiscal Year	General Employees	Police	Firefighters
2011	N/A	N/A	\$174,000
2012	\$320,000	\$134,000	\$317,000
2013	\$637,000	\$266,000	\$458,000
2014	\$1,003,000	\$413,000	\$617,000
2015	\$1,118,000	\$464,000	\$671,000
2016	\$1,150,000	\$479,000	\$687,000

After analyzing the current and future cost of the City's three pension plans it is clear that previous pension benefits promised by the City are unsustainable given the City's current and projected FY 2011

revenue resources. In response to the City's declaration of Financial Urgency, this adopted budget includes substantial reductions in pension benefits to the general employee and police officers retirement plans as outlined in this budget transmittal letter.

### **General Employee Retirement Pension**

Like most other city and county governments, the City of Lake Worth provides its employees with a defined benefit pension plan benefit. In a defined benefit pension plan, an employer commits to paying its employee a specific benefit for life beginning at his or her retirement. The amount of the benefit is known in advance and is usually based on factors such as age, earnings, and years of service. The employer is responsible for making the decisions regarding how much money to contribute and how to invest it. Employer contributions to the defined benefit plan are based on a benefit formula that calculates the investments needed to meet the defined benefit. These contributions are actuarially determined. Actuaries use statistical analysis to calculate the costs of future risks. The calculation takes into consideration the employee's life expectancy and normal retirement age, possible changes to interest rates, annual retirement benefit amount, and the potential for employee turnover.

There are currently 288 employees participating in the City's General Employee Retirement Plan based on a \$13,275,000 payroll. The average annual payroll of participating employees is \$46,090. The average age of City employees in the plan is 45.4 years with 8.1 years of past services. The average age of employees beginning their employment with the City is 37.2 years. The General Employee Retirement System is administered by a five member Board of Trustees who has a fiduciary responsibility to ensure that assets in the plan are sufficient to pay for promised benefits outlined in the City's pension ordinance. In FY 2010 the Board approved a number of changes in Plan assumptions, which have impacted the cost of the pension plan:

- Lowered the assumed rate of return, net of investment related expenses, from 8.5% to 7.75%
- Revised the assumed annual salary increases to reflect both a uniform inflation rate and a service based component
- Adopted new rates of assumed employment termination based on service and age
- Adopted new rates of retirement that more closely reflect the experience of the Plan.

These plan assumption changes will be phased in over a five year period which has resulted in the City's Annual Required Contribution to increase by 1.45% of covered payroll FY 2011. Similar increases are expected over the next four years. As indicated in the FY 2009 Actuarial Valuation Report, there was a net actuarial loss of \$4,259,699 for the year resulting in an actual experience less favorable than the City had expected. The loss is primarily due to a lower than expected return on investments. Based on the actuarial value of assets, the net investment return was 3.6% versus an expected return of 8.5%. The actuarial experience translates into a cost increase of 2.90% of covered payroll. As noted by the Board's Actuary, if market value had been the basis for the valuation, the City contribution rate would have been 36.69% of pay.

In response to this escalating cost, the City contracted with the actuary firm Cavanaugh Macdonald Consulting, LLC to independently analyze the City pension program and make recommendations for reducing current and future pension costs. Cavanaugh Macdonald Consulting, LLC initially recommended the adoption of a defined contribution pension program but this option did not generate the sufficient budgetary target goal of \$1,800,000 in pension cost reductions. After additional analysis, Cavanaugh Macdonald Consulting recommended that the City consider modifying the benefits offered in the current plan regarding the benefit multiplier, years of service for final compensation, retirement years of service

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and the elimination of a cost of living adjustment. The City considered twenty-three different plan options which all had different projected savings. The three plan options which received the most extensive analysis focused on a 2.0% multiplier and modified years of service requirements. Table 10 shows these options compared to current benefits offered by the City's pension plan.

**Table 10**

PENSION PLAN PROPOSALS / SCENARIOS				
Factors	Current Plan	Pension Board Proposal	City Administration Proposal	City Adopted Plan
Benefit Multiplier (% Per Yr of Service)	3%	2%	2%	2%
Years in Average Final Compensation Calculation	Highest 2 Yrs	Highest 5 Yrs	Highest 5 Yrs	Highest 5 Yrs
Years of Service for Normal Retirement	20 yrs	25 yrs / Age 50 or 10 yrs / Age 65	30 yrs / Age 55 or 10 yrs / Age 65	30 yrs / Age 55 or 10 yrs / Age 65
* Protection Provision within a certain # of years of Retirement	N/A	2 yrs	None	5 yrs
Cost of Living Adjustment (COLA)	1/2 Actuarial Gain	No	No	No
Contributory	Yes	Yes	Yes	Yes
Estimated Savings	-	1,243,000	1,330,000	1,269,000
Estimated Cost of Plan based on 2009 Actuarial Study	4,056,000	2,813,000	2,726,000	2,787,000

Completed 11/1/2010

The General Employee Pension Plan modifications that were approved and adopted by the City prior to the end of FY 2010 balanced the need to reduce the City's total FY 2011 employer contribution with the impact that plan modifications would have on employees within five years of retirement.

**Police Officers Retirement System:**

There are currently 40 employees participating in the Police Officers Pension Plan Division I based on a \$2,885,722 payroll. The average annual payroll of participating employees is \$72,143. The average age of employees in the plan is 42.4 years with 14.7 years of past services. The average age of employees beginning their employment with the City is 27.7 years. The Police officers Pension Plan Division I is also administered by a five member Board of Trustees who has a fiduciary responsibility to ensure that assets in the plan are sufficient to pay for promised benefits outlined in the City's pension ordinance. Without plan modifications, the FY 2011 contribution to the Police officers pension plan Division I was estimated to be \$1,544,609 and expected to raise at least a total of \$1,756,000 over the next 5 years. In order to reduce the City's FY 2011 Police Pension obligations, the Administration identified five options that would reduce the City's annual contribution by \$15,000 to \$305,000 per year (Table 11).

**Table 11**

POLICE PENSION PLAN PROPOSALS / SCENARIOS						
Factors	Current Plan	Option 1	Option 2	Option 3	Option 4	Option 5
Benefit Accrual Rate (% Per Yr of Service)	3%	2%	2.4%	2%	2.4%	2.75%
Average Final Compensation	Avg Highest 2 Yrs	Avg Highest 5 Yrs	Avg Highest 5 Yrs	Avg Highest 5 Yrs	Avg Highest 5 Yrs	Avg Highest 5 Yrs
(Years of Service)	20 yrs or 10 yrs + Age= 75	25 yrs/Age 50 or 10 yrs/Age 65				
* Employee Protection (Near Retirement)	N/A	None	None	Within 2 yrs	Within 5 yrs	Within 2 yrs
Annual Adjustment (Post Retirement)	\$30.00 / yr	None	None	None	None	None
Savings / yr (\$)	N/A	\$305,021	N/A	153,232	133,321	131,878
				115,141		Approx; \$15,000

After extensive discussion concerning the possibility of using a portion of the insurance premium revenue received from the State of Florida to offset the additional cost for benefits, the City Commission approved reducing the plan's multiplier, average final compensation and eligibility provisions outlined in Option 1 to take effect in December 2010 if the City was unable to obtain approval from plan participants to use state insurance premium funds to reduce the City's projected FY 2010 pension calculation. As of the finalization of this budget, these talks are ongoing and the final resolution is still to be determined. These plan modifications if implemented, will only change future plan benefits and will not reduce benefits already earned by current plan participants. This action will save the City approximately \$305,000 in FY 2011. It should be noted that changing the pension benefits of the City's Police Pension Plan may result in vested employees deciding to take an early retirement as well as the loss of state contributed insurance premium revenue.

**Firefighters Retirement System:**

There are currently only 17 employees participating in the Fire Pension Plan based on a \$1,309,166 payroll. The average annual payroll of participating employees is \$77,010. The average age of City employees in the plan is 42.1 years with 12.3 years of past services. In approving the Interlocal Agreement for Fire Protection and Emergency Medical Services entered into with the County in 2009 the City has agreed not to initiate any action which would be detrimental, in any fashion, to the interest of the County or which would affect or threaten the actuarial soundness and the continuation of the Fire Pension Plan without the express approval of Palm Beach County. Therefore, this adopted budget contains no reduction in benefits in the Fire Pension Plan. However, due to the significant demographic change from the merger with Palm Beach County there have been extensive changes in the actuarial methods and assumptions to the Fire Pension which have had a profound impact on the funding requirements. Based on these changes the City's required FY 2011 employer contribution exceeds \$1.5 million and is, 152.13% of covered payroll!

A major contributor to the substantial unfunded accrued liability in the Fire Pension has been the Pension Board's unilateral decision to redefine the definition of "average final compensation" to include accumulated sick and vacation leave in computations of annual pay for purposes of determining average final compensation. The City has been aware of this practice for a number of years but previous Administrations have been reluctant to challenge this decision for a number of *non-financial* reasons. Irrespective of past Administrative reluctance to address this problem, it is clear that the City of Lake Worth Code of Ordinances defines "average final compensation" to mean the average annual compensation of the highest two (2) years of annual pay received by a member in the last five (5) years immediately preceding retirement, termination, or death". Under the City's personnel policies, employees are permitted to accumulate unused sick leave, vacation leave and compensatory time and upon termination of employment employees receive a payout of their accumulated leave, subject to certain restrictions.

The inclusion of payouts of accumulated leave in the computation of average final compensation has significantly increased Fire Department personnel's retirement benefits. Because the Fire Pension Board is an independent Board and not subject to oversight of the City Manager or City Commission, the City has filed for a declaratory judgment to stop this practice and recover funds improperly paid to plan participants. It is the City's position that the Board's actions violated the express terms of the Retirement Plan and exceed the scope of the Board's power. It is the Administration's contention that the City is entitled to an interpretation of the Plan document by the Board in accordance with the express terms of the Pension ordinance. The City has taken this unprecedented legal action because the Board disagrees with the City's interpretation of the Plan. The proposed budget is based on the City making the projected actuarial contribution based on the current valuation; including the current definition of average

compensation. The City is not in a position to estimate the total financial impact on the Fire Pension using the correct definition of average compensation or the reduction in the actuarial valuation once these funds are recovered and credited back to the Pension plan.

**Table 12**

General Employee Defined Contribution Plan	
Current City contribution rate to: GE defined benefit plan	29.42%
Current City contribution rate to: GE defined benefit plan	12.02%
Current City contribution rate to: GE defined benefit plan	5.00%
Current City contribution rate to: GE defined benefit plan	17.02%
Current City contribution rate to: GE defined benefit plan	-17.40%

**Personnel Service Costs**

Like most governments, Lake Worth spends a considerable amount of its resources on personnel services. As indicated in Table 13, since FY 2009 the City of Lake Worth has eliminated 14 non-public safety positions since FY 2008 due to early retirement incentive programs, reduced service levels, the deletion of management and supervisory positions, and employee layoffs.

**Table 13**

PERSONNEL POSITIONS BY DEPARTMENT				
Department	Budget FY 2008 (FTE)	Budget FY 2009 (FTE)	Budget FY 2010 (FTE)	Budget FY 2011 (FTE)
City Commission	5	5	5	5
City Manager	4	7	2	2
City Attorney	5	4	3	3
Finance	17	14	12	11
Office of Mgmt. & Budget	0	0	4	5
City Clerk	4	0	4	4
Information Technology	6	6	6	6
Public Safety - Police	137	N/A	N/A	N/A
Public Safety - Fire	63	60	N/A	N/A
Human Resources	4	5	5	5
Community Development	40	32	22	21
<u>Public Services</u>				
Administration	6	7	6	5.1
Streets Maintenance	10	10	8	7.35
Grounds / Cemetery	30	27	32	31
Facilities Management	16	16	18	18
Stormwater	0	0	5	6.55
Refuse	31	31	29.5	30
Garage	6	9	6	6
<u>Leisure Services</u>				
Library	9	7	8.5	8.5
Pool & Beach	12	8	14.5	12.32
Recreation	4	4	7.1	6.62
Golf Course	16	12	20.5	24.7
<u>Utilities</u>				
Utility Conservation	0	0	5	5
Electric	103	90	94	92
Water	30.25	26.25	28.25	28.25
Local Sewer	11.85	11.35	12.475	13.45
Regional Sewer	3.4	3.4	3.275	2.3
<b>Total</b>	<b>573.50</b>	<b>395.00</b>	<b>361.10</b>	<b>359.14</b>
<i>FTE = Full-Time Equivalent</i>				

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In October, 2010, the City of Lake Worth communicated a State of Financial Urgency to its three Collective Bargaining Unions (Professional Managers and Supervisors Association (PMSA), Professional Employees Union (PEU) and the International Brotherhood of Electrical Workers (IBEW) and attempted to begin the FY 2011 collective bargaining process but was unsuccessful in convincing them to begin negotiations. In response to the City's Declaration of Financial Urgency, the Union filed charges with the Public Employees Relations Commission alleging that the City violated Florida Statute by the improper invocation of this declaration stating the City's:

*"unilateral insistence upon following that statute when it knew or should have known that there were insufficient grounds for doing so," using the invalid claim of financial urgency to "pressure the Union into conceding to its demands for employee concessions," bargaining from a fixed position, engaging in "shadow bargaining," and failing to sign or recognize the existence of an agreement struck by the parties".*

After months of delay, Public Employees Relations Commission ruled in favor of the City regarding its declaration of financial urgency and the process of collective bargaining began with each of the three unions. As ordered by the Public Employees Relations Commission, bargaining with the PMSA and PEU began in August but was unsuccessful and the City declared an impasse to the negotiations. In response to this formal declaration of impasse, the PMSA and PEU filed additional charges with the Public Employees Relations Commission alleging that:

*"The City's bargaining team was neither prepared, nor authorized to engage in good faith bargaining in that they had no specific proposals regarding any major economic issues, including employee health insurance, wages or pension benefits. On multiple occasions during the August bargaining sessions, the Union bargaining teams provided the City proposals to address the City's stated concerns about employee sick leave and employee pension plans. In response to each proposal, and at the direction of the City Manager, the City bargaining team rejected the Union's proposals and offered the Union no counter proposal. Throughout the bargaining session, the City bargaining team demanded concessions and the elimination of every economic provision currently contained in each Union's respective collective bargaining agreement. Although the City had previously declared financial urgency, the City bargaining team did not offer a single wage proposal and could not respond to the Union's proposals because the City claimed that it would not have the information it needed to respond until sometime in November".*

In response to these allegations, on September 28, 2010, the Public Employees Relations Commission denied the Union's request to stay the City's Declaration of Impasse and ordered the impasse resolution process to proceed as dictated by Florida Statutes. When an impasse occurs, the City or the Union, or both parties acting jointly, may utilize a mediator to assist in the resolution of the impasse, or may request that the Public Employee Relations Commission appoint a Special Magistrate acceptable to both parties. The City requested the appointment of a Special Magistrate to conduct a hearing and render a recommended decision with the objective of achieving a prompt, peaceful, and just settlement of disputes between the parties.

In these proceedings, the special magistrate weights factors, among others, including:

- Comparison of the annual income of Lake Worth employees to private sector employees
- Comparison of the Lake Worth employees to other employees in comparable size cities in Florida
- The interest and welfare of the public
- Availability of funds
- Comparison of employees in other trades or professions with respect to:

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- Hazards of employment
- Physical qualifications
- Educational qualifications
- Intellectual qualifications
- Job training and skills
- Retirement plans
- Sick leave, and job security.

On September 17, 2010, The Special Magistrate’s recommended order was received by the City granting all of the City’s economic concessions except for the single recommendation that the pension reduction approved by the City be rescinded pending additional collective bargaining. By law, the recommendations by the Special Magistrate are deemed approved by the parties for the purpose of resolving the impasse unless the determination is specifically rejected by either party by written notice filed with the Public Employee Relations Commission. Because of the recommendation concerning the reduction of pension benefits, the City rejected the Special Magistrate’s order. Once the recommendation was rejected by the City the Special Magistrate process was waived and the impasse was resolved by the City Commission on September 21, 2010. As outlined by State law, the Special Magistrate’s findings of fact and recommended decision together with the Human Resources Department’s recommendation for settling the disputed impasse issues was provided to the City Commission. In accordance with the statutes, the Commission conducted a public hearing, during which the City Administration and Unions were given an opportunity to explain their respective positions. Surprisingly, the Union refused to participate in this impasse process before the City Commission, citing:

*“There is no valid financial urgency under Section 447.4095, Florida Statutes (2010), and, even if there were, there is no lawful impasse because the PMSA (and PEU) accepted the City’s final offer on August 19, 2010, and the resulting tentative agreement was submitted for ratification on September 28, 2010. As a result, the PMSA (and PEU) has declined to participate in this unlawful impasse resolution proceeding. The PMSA (and PEU) adheres to this position and will not be present at any legislative body hearing purporting to resolve a non-existent and illegal impasse. Accordingly, the PMSA (PEU) objects to the City Commission taking any action regarding the Special Magistrate’s recommendations other than directing the City Manager to resume negotiations.”*

As provided in law, once the City Commission hears from both the Administration and the Union it is authorized to take such action as it deems to be in the public interest, including the interest of the public employees involved, to resolve all disputed impasse issues. Based on the City’s Declaration of Financial Urgency, the City Commission approved the following budgetary reductions in personnel services:

**Table 14**

PEU / PSMA PERSONNEL REDUCTIONS	
Description/Category	Projected Savings
Temporary Assignment Pay	225,000
Involuntary Demotion	-
Elimination of Comp-Time	35,000
Revision in Over-time Calculations	181,000
Elimination of Birthdays	20,000
Revised Vacation Limits	210,000
Elimination of Bonus Day	14,000
Elimination of Sick Leave Payout	271,000
Employee Health Plan Contribution	100,000
Employee Wage Freeze	-
Revision in Longevity Pay	169,000
Pension Benefit Reductions	702,195
<b>TOTAL</b>	<b>1,927,195</b>

## City Manager Budget Message

Following the resolution of the disputed impasse issued by the City Commission, the City and the Unions are required to reduce to writing an agreement which includes those issues agreed to by the parties as well as those disputed impasse issues resolved by the City Commission's action. The agreement is executed by both parties and submitted back to City Commission and Unions' members of the bargaining unit for ratification. If the agreement is not ratified by the respective Unions, the City Commission's action shall take effect for the remainder of FY 2011.

Contrary to the continuous collective bargaining that took place between the City and the PMSA and PEU, the IBEW collective bargaining team has been attempting to negotiate a new agreement with similar reductions demanded from the other labor unions. These contract talks are expected to be complete by the end of November. It is my hope that the City can avoid imposing a contract on the IBEW for FY 2011. As anticipated, the impasse process has been highly contentious and has undoubtedly stressed and strained the City's working relationship with its collective bargaining units. However, these changes are necessary and proper to avoid further labor reductions in City positions, hours of work health care and other benefits.

### **BUDGET PREPARATION AND CAPITAL PLANNING**

One of the first recommendations I made to the City Commission after being appointed City Manager was the establishment of an Office of Management and Budget to replace the Purchasing Division in the Department of Administrative Services. The creation of the Office of Management and Budget has been critical to implementing a policy orientated City budget with performance and work load indicators, establishing a five year Capital Improvement Budget, improving grant acquisition and administration, and professionalizing the management of large complex capital projects such as the construction of the new water plant and the redevelopment of the Casino and Beach landscape.

Prior to the establishment of the Office of Management and Budget, these critical management processes were decentralized and unsophisticated. The role of the Office of Management and Budget is to both assist departments with purchasing supplies and services as well as evaluating opportunities for improving operational performance, efficiencies and effectiveness. Staff from the Office of Budget and Management is expected to introduce best practices into City operations as well as coordinate the preparation and administration of the budget.

Since the establishment of the Office of Management and Budget, some residents in the community have expressed concern regarding the cost of staffing and the need for this level of analysis and evaluation given the City's economic condition. However, as Table 15 shows, after accounting for the positions and consulting contracts deleted from the budget in FY 2009, the City actually reduced the total cost for personnel and operating expense when this function was established.

With the creation of the Office of Management and Budget, the city has finally been able to develop and adopt a long-term capital improvement plan to better assist the administration fund and maintain city infrastructure.

**Table 15**

<b>FY 2011 COST COMPARISON</b>			
<b>PURCHASING -vs- OFFICE OF MANAGEMENT &amp; BUDGET</b>			
<b>Previous Positions FY 2008/09</b>	<b>Salary</b>	<b>Benefits</b>	<b>Sub-Total</b>
Assistant City Manager	124,008	21,760	145,768
Purchasing Manager	69,735	20,773	90,508
Buyer #1	38,023	16,709	54,732
Buyer #2	43,047	20,259	63,306
Warehouse Specialist	33,153	15,708	48,861
Langton Associates (Consultant)	-	48,000	48,000
<b>Previous Positions Sub-Total</b>	<b>307,966</b>	<b>143,209</b>	<b>451,175</b>
<b>Current Positions FY 2011 (Bud)</b>	<b>Salary</b>	<b>Benefits</b>	<b>Sub-Total</b>
OMB Manager (Open)	83,241	34,866	118,107
Buyer #2 (Purchasing)	43,174	21,177	64,351
Asst. to the City Manager	55,167	18,813	73,981
Management Analyst	55,146	23,001	78,147
Grants Analyst	50,141	12,334	62,475
<b>Current Positions Sub-Total</b>	<b>286,869</b>	<b>110,191</b>	<b>397,060</b>

**Capital Improvement Plan**

As shown in Chart 16, the total five year (FY2011 – FY2015) projection cost for critical capital projects is approximately \$100 million. The Capital Improvement Program schedule reflects the costs of capital improvements throughout the city for the next five years and includes only projects in excess of \$25,000; and will be part of the city’s Comprehensive Plan for FY 2011. As shown in Table 17 and 18, out the \$44 million dollars in capital projects for FY 2011, \$19 million was carried forward from FY 2010 and represents projects still in progress.

The major capital projects approved for FY 2011 that are of critical importance are the Park of Commerce, Beach Redevelopment project, the Casino Building renovation, and the Reverse Osmosis Plant.

**Table 16**

<b>CIP - SUMMARY OF PROJECTS BY DEPARTMENT</b>						
<b>DEPARTMENT</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>5-Yr Total</b>
Community Development	158,000	1,100,000	2,200,000	2,200,000	2,200,000	7,858,000
Public Services	8,256,926	4,676,500	3,000,834	2,596,600	1,974,000	20,504,860
Leisure Services	6,539,438	6,853,000	268,261	70,000	-	13,730,699
Utilities Dept	29,439,959	10,614,950	5,097,200	6,210,516	5,050,000	56,412,625
Information Technology	369,665	376,500	246,500	204,500	304,500	1,501,665
<b>Totals</b>	<b>\$44,763,988</b>	<b>\$23,620,950</b>	<b>\$10,812,795</b>	<b>\$11,281,616</b>	<b>\$9,528,500</b>	<b>\$100,007,849</b>
<b>% / Year</b>	<b>44.76%</b>	<b>23.62%</b>	<b>10.81%</b>	<b>11.28%</b>	<b>9.53%</b>	<b>100.00%</b>

The major capital projects slated for FY 2011 that stands out are the Park of Commerce, Beach Redevelopment project, the Casino Building renovation, and the Reverse Osmosis Plant.

**Table 17**

<b>CIP - SUMMARY OF PROJECTS BY DIVISION</b>						
<b>DIVISIONS</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>5-Yr Total</b>
Comm Dev Administration	158,000	1,100,000	2,200,000	2,200,000	2,200,000	7,858,000
Pub Serv Administration	1,185,750	-	-	-	-	1,185,750
Streets Maintenance	723,000	600,000	600,000	600,000	600,000	3,123,000
Grounds Maintenance	-	101,000	58,500	120,600	74,000	354,100
Facilities Management	2,947,843	1,710,000	526,000	59,500	-	5,243,343
Stormwater	2,229,018	1,565,000	1,425,334	1,415,000	925,000	7,559,352
Garage	1,066,215	700,500	391,000	401,500	375,000	2,934,215
Golf Course	398,885	390,000	-	-	-	788,885
Refuse	105,100	-	-	-	-	105,100
Recreation	2,695,553	3,908,000	268,261	70,000	-	6,941,814
Casino Building	3,445,000	2,555,000	-	-	-	6,000,000
Electric - Power Generation	2,801,966	1,225,000	-	-	-	4,026,966
Electric - System Operation	915,000	-	-	-	-	915,000
Electric - Transmission & Distribution	4,298,396	6,534,150	2,461,000	3,711,000	4,500,000	21,504,546
Water Distribution	986,400	694,000	318,200	905,216	150,000	3,053,816
Water Treatment	17,616,682	572,000	-	944,300	-	19,132,982
Local Sewer Collection & Pumping	2,362,541	631,000	818,000	150,000	150,000	4,111,541
Regional Sewer Collection & Pumping	458,974	958,800	1,500,000	500,000	250,000	3,667,774
Information Technology	369,665	376,500	246,500	204,500	304,500	1,501,665
<b>Totals</b>	<b>44,763,988</b>	<b>23,620,950</b>	<b>10,812,795</b>	<b>11,281,616</b>	<b>9,528,500</b>	<b>100,007,849</b>

**Table 18**

<b>CAPITAL IMPROVEMENT PROGRAM (FY 2011 - 2015)</b>			
<b>Departments</b>	<b>Original Summary May 2010</b>	<b>Adopted Summary September 2010</b>	<b>Increase/ Decrease</b>
Community Development	\$7,800,000	7,858,000	58,000
Public Services	13,993,600	20,504,860	6,511,260
Leisure Services	15,855,739	13,730,699	(2,125,040)
Utilities	41,722,552	56,412,625	14,690,073
Information Technology	1,418,500	1,501,665	83,165
<b>Total</b>	<b>80,790,391</b>	<b>100,007,849</b>	<b>\$19,217,458</b>

**Part IV: FY 2011 Resources**

As shown in Table 19, total estimated revenues for all City Funds for FY 2011 are projected to increase only by 1.6% compared to the FY 2010 Budget. While Building Permit Funds continue to be impacted by the depressed economy and decline in new constructions, the City's Enterprise Funds are projected to remain stable in FY 2011.

**Table 19**

Budgeted Revenues by Fund FY 2010-11 -vs- FY 2009-10							
Department	Actual FY 2009	Amended Budget FY 2010	Dept Projections FY 2010	CM Proposed Budget FY 2011	Adopted Budget FY 2011	Increase / Decrease	% Change
<b>General Fund</b>	\$38,491,873	\$34,223,757	\$32,517,615	\$29,931,930	\$29,708,489	(\$4,515,268)	-13.2%
<b>Special Revenue Funds</b>							
Improvement Fund	11,883	9,000	9,000	9,014	9,014	\$14	0.2%
Building Permit Fund	972,693	484,373	113,377	385,100	385,100	(\$99,273)	-20.5%
Beach Fund	0	-	-	992,500	962,484	\$962,484	100.0%
Parking Improvement Fund	531	-	-	500	500	\$500	100.0%
Foreclosure Fund	14,441	10,000	10,000	73,000	73,000	\$63,000	630.0%
Housing Initiative Fund	0	-	-	430,000	430,000	\$430,000	100.0%
Road Improvement Fund	292,957	216,000	216,000	224,125	224,125	\$8,125	3.8%
Grant Fund	1,138,317	888,183	888,183	600,000	2,667,847	\$1,779,664	200.4%
Beach Redevelopment Fund	0	-	1,193,981	5,000,000	5,000,000	\$5,000,000	100.0%
Tree Beautification Fund	7,500	10,000	10,000	-	-	(\$10,000)	-100.0%
Utility Conservation Fund	0	1,000,000	1,000,000	1,043,550	1,043,550	\$43,550	4.4%
Simpkin Trust Fund	24,752	-	-	-	-	-	100.0%
Library Trust Fund	12,755	2,100	1,500	1,200	1,200	(\$900)	-42.9%
Incentive Fund	0	-	-	-	-	-	0.0%
Criminal Justice Fund	11,957	-	-	12,000	12,000	\$12,000	100.0%
Building Education Fund	4,140	4,000	9	-	-	(\$4,000)	-100.0%
State Forfeiture Fund	10,352	-	3,200	-	-	-	0.0%
Special Trust Fund	5,168	-	2,400	-	1,544	\$1,544	100.0%
<b>Debt Service Fund</b>	400,278	433,102	433,102	432,140	432,140	(\$962)	-0.2%
<b>Capital Project Fund</b>	2,660,442	2,191,500	2,057,999	250,000	1,205,230	(\$986,270)	-45.0%
<b>Casino Building Fund</b>	-	-	-	-	3,000,000	\$3,000,000	100.0%
<b>Enterprise Funds</b>							
Electric Fund	60,529,368	63,402,562	63,107,562	60,206,920	60,206,920	(\$3,195,642)	-5.0%
Water Fund	11,887,933	12,263,263	12,263,263	12,862,409	12,862,409	\$599,146	4.9%
Local Sewer Fund	5,929,009	5,559,011	5,559,011	5,263,292	5,263,292	(\$295,719)	-5.3%
Golf Course	1,891,080	1,632,536	1,348,774	1,794,950	2,193,835	\$561,299	34.4%
Regional Sewer Fund	6,436,200	6,685,740	6,848,234	6,909,193	6,909,193	\$223,453	3.3%
Stormwater Fund	1,544,646	1,668,000	1,850,200	1,545,721	1,545,721	(\$122,279)	-7.3%
Refuse Fund	4,647,481	4,834,407	4,528,591	4,514,300	4,514,300	(\$320,107)	-6.6%
<b>Internal Service Funds</b>							
Information Technology Fund	1,091,212	1,354,655	1,294,649	1,498,836	1,498,836	\$144,181	10.6%
Self Insurance Fund	3,845,546	3,593,711	3,593,711	1,228,826	1,146,826	(\$2,446,885)	-68.1%
City Garage Fund	545,515	712,234	712,234	2,143,100	2,143,100	\$1,430,866	200.9%
<b>TOTAL</b>	<b>\$142,408,029</b>	<b>\$141,178,134</b>	<b>\$139,562,595</b>	<b>\$137,352,606</b>	<b>\$143,440,655</b>	<b>\$2,262,521</b>	<b>1.6%</b>

As indicated in Table 20, FY 2011 revenues in the General Fund are projected to decrease by 13.2% primarily due to the reduction in revenue from property tax:

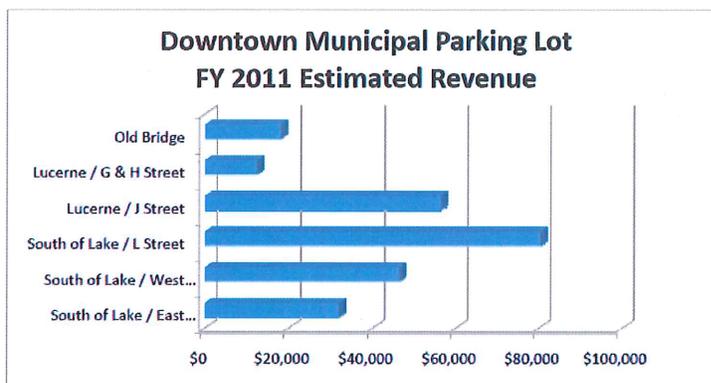
**Table 20**

GENERAL FUND REVENUES (FY 2011 ADOPTED COMPARED TO FY 2010 FINAL)					
Category	Actual FY 2009	Final Budget FY 2010	Adopted Budget FY 2011	Increase / Decrease	% Change
Taxes	\$20,394,257	\$13,042,442	\$11,119,208	(1,923,234)	-14.7%
Building Permits	\$627,956	\$618,700	\$610,000	(8,700)	-1.4%
Intergovernmental Revenue	\$4,362,298	\$4,357,244	\$4,281,000	(76,244)	-1.7%
Charge for Services	\$2,038,547	\$2,279,232	\$1,026,450	(1,252,782)	-55.0%
Fines & Forfeitures	\$469,519	\$628,800	\$211,500	(417,300)	-66.4%
Miscellaneous Revenues	\$1,479,054	\$894,942	\$736,500	(158,442)	-17.7%
Other Sources	\$9,120,242	\$12,402,397	\$11,723,831	(678,566)	-5.5%
<b>TOTAL</b>	<b>\$38,491,873</b>	<b>\$34,223,757</b>	<b>\$29,708,489</b>	<b>(\$4,515,268)</b>	<b>-13.2%</b>

### Parking Fees in Downtown Municipal Parking Lots

Currently the City does not charge for parking in Downtown Municipal parking lots in FY 2011, the Administration had proposed two new revenue sources in the General Fund involving parking lots. For Fiscal Year 2011, the Administration had recommended that the City install parking stations in municipal lots like the parking lots at the Beach. Installing pay stations is a growing trend currently taking hold in South Florida cities that have viable downtown areas. Beyond the clear advantage of generating much needed revenue to offset the cost of maintaining the lots and streets, installing pay stations would limit the use of downtown parking areas as long term parking; thereby enabling more readily available parking for residents, tourists and other visitors coming to enjoy Lake Worth’s popular downtown restaurants and businesses. This installation of parking stations in Downtown would also require the enforcement of the current four hour parking limits on Lake and Lucerne Avenues as well as the potential establishment of residential parking permits in neighborhoods which may be impacted by people trying to avoid using the City lots or exceeding the parking time limits in the City. Chart 13 summarizes the estimated revenue that could be generated by charging a parking fee in existing municipal parking lots.

**Chart 13**



The revenue estimate in the first year of operation was projected to exceed \$240,000. The proposal to install parking meters in Downtown was not supported by many residents and merchants due to the potential negative economic impact charging for parking might have on businesses given the current recession. In response to this opposition, the City Commission decided not to begin the installation of new pay stations with the beginning of the new fiscal year and to reevaluate the program in the next six months. The adopted budget does not include any revenue from this program pending the final decision regarding where and when parking stations will be installed.

As indicated at the beginning of this budget message, the City can no longer obligate itself to spend money that it does not have. The process of realigning City revenues and expenditures in finalizing the FY 2011 budget has not been easy or popular within the city or in the community. During the past six months the City has been accused of “balancing the budget on the backs of the employees”, engaging in unfair labor practices, insensitively reducing employee retirement benefits and not investing in the economic redevelopment of the community. Clearly, the financial decisions the City Commission had to make in order to balance the FY 2011 budget were not easy or without controversy. Unfortunately, as indicated in Table 21, shortfalls in the City’s projected FY 2012 revenue will require another round of extremely difficult and unpopular budget decisions within the next 90 days. Assuming the City is able to

realize all of the projected budget reductions contained in the approved FY 2011 budget the Office of Budget and Management is still projecting a \$3.1 million deficit at the end of FY 2012. It is imperative that the City identify, review and implement additional cost cutting measures in FY 2011 that address this projected deficit. These measures will most likely involve substantial reductions in adopted service levels, city position, employment benefits and special service contracts.

**Table 21**

GENERAL FUND (With Proposed Cuts) FIVE-YEAR FINANCIAL PLAN SUMMARY					
Revenues and Expenses	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<b>Prior Year-End Balances Forward</b>					
Reserve for Emergencies	5,193,918	5,193,918	5,193,918	5,193,918	-
Reserve for Budget Stabilization	-	750,000	750,000	750,000	-
Prior Year Surplus (Unrestricted)/Deficit	382,724	108,493	(3,143,296)	(7,168,927)	(6,223,496)
<b>Subtotal - Prior Year Balances</b>	<b>5,576,642</b>	<b>6,052,411</b>	<b>2,800,622</b>	<b>(1,225,009)</b>	<b>(6,223,496)</b>
Projected Revenues	28,556,368	26,977,649	27,107,492	27,321,460	27,539,973
<b>Projected Revenues and Reserves</b>	<b>34,133,010</b>	<b>33,030,060</b>	<b>29,908,115</b>	<b>26,096,451</b>	<b>21,316,478</b>
<b>Projected Expenditures</b>	<b>28,080,599</b>	<b>30,229,438</b>	<b>31,133,124</b>	<b>32,319,947</b>	<b>32,655,917</b>
<b>Year-End Reserves</b>					
Reserve for Emergencies	5,193,918	5,193,918	5,193,918	-	-
Reserve for Budget Stabilization	750,000	750,000	750,000	-	-
<b>Subtotal Year-End Reserves</b>	<b>5,943,918</b>	<b>5,943,918</b>	<b>5,943,918</b>	<b>-</b>	<b>-</b>
<b>Projected Expenses and Reserves</b>	<b>34,024,517</b>	<b>36,173,356</b>	<b>37,077,042</b>	<b>32,319,947</b>	<b>32,655,917</b>
<b>Projected Surplus/Deficit</b>	<b>108,493</b>	<b>(3,143,296)</b>	<b>(7,168,927)</b>	<b>(6,223,496)</b>	<b>(11,339,440)</b>

**Part V: FY 2010 Accomplishments**

As discussed previously, 2010 was a difficult year for the City’s residents and employees who were asked to “do more with less” while accepting a freeze in pay and reduced medical benefits. During the past twelve months while City staff was adjusting to the demands and expectation of a new City Manager, they also welcomed a new Mayor, Commissioner, Community Development Director, Finance Director, OMB Manager, Grant Writer, Assistant to the City Manager, Assistant Utility Director, Assistant City Attorney, Customer Service Manager and Facilities Manager to the Lake Worth management team. Slowly, this new management team is beginning to reevaluate and reengineer the way the City conducts business and how best to serve the needs of the community. During the past year, we made our share of mistakes, learned from our disappointments but also took pride in the following accomplishments:

**Improved Financial Management:** During FY 2010, the Finance Department improved its accounting and financial management functions in response to issues raised in the 2008 and 2009 audits. This included the inventory of all City assets, developing a workable fixed asset system, tagging all City assets and establishing a process to maintain the data base. Additionally, the Department implemented process improvements in handling the City’s finances and engineered a change to cash collections and management that will save up to \$100,000. These improvements will continue over the next several years with the goal of cutting costs and streamlining processes while strengthening internal controls. During the year, the department also provided extensive support to the newly created OMB office to assist in the development of the budget as well as assisting the Grants Analyst in her extensive efforts to bring the City into compliance with financial and programmatic grant requirements. The Department takes pride in attracting staff with the appropriate education and experience to finally begin addressing issues raised in several external auditors’ management letters.

**Beach Redevelopment Project and Casino Rehabilitation Plan:** In September 2009, the City initiated and completed the first structural analysis of the Casino building which allowed for the continued occupancy of the structure and the technical specifications for the repairs to the building. Prior to this study, the City was prepared to spend \$400,000 to reinforce the building which was costly and unnecessary. During FY 2010 an architect was selected for the site, and City Staff along with the selected architect are well on their way to making the rehabilitation of one of Lake Worth's most valued treasures a reality. In January 2010, the City approved a new inter-local agreement with Palm Beach County which included a refined conceptual site plan for the beach redevelopment project, allowance for reimbursement for design costs up to ten percent of the \$5 million construction budget and the preservation of the popular decal parking program. With the selection of a project architect, the City has finally begun the first phase of redesigning the beach; including the parking lot, landscaping, shade structures, site amenities and traffic flow.

**Palm Beach County Bulk Water Contract:** In FY 2010 the City initiated a dispute resolution process with Palm Beach County to renegotiate the Bulk Water Contract. The final agreement resulted in a proposed settlement which allowed the City to terminate the agreement, secure a short-term water supply, and resume construction of a City operated Reverse Osmosis water plant. The negotiated settlement was fair to both the City of Lake Worth and Palm Beach County. Prior to 2010, the City and County were at a stalemate and many residents in Lake Worth were critical of the City Commission's decision to terminate the contract.

**Electric, Sewer and Water Department Operations:** During FY 2010 an extensive amount of time was devoted to the establishment of an energy conservation program, the successful completion of a NERC audit, the renegotiations of a gas transmission agreement and dispute resolution with the FMPA, the reevaluation and accounting of sewer service agreements with the City's five sub-regional municipal partners, the establishment of a comprehensive capital improvement program to improve system reliability and enhance the management partnership between the City Manager's Office and Utilities Administration. In FY 2010 a major focus of the Administration was to improve the management and operation of critical systems which have not functioned properly for many years. Slowly, and without a lot of fanfare, the City has increased system reliability and improved performance.

In FY 2010, the City continued to improve the Electric operations and the management of staff resources. Significant system improvements included the repair of Transformer GT1 and its placement back in service 2 ½ months ahead of schedule resulting in the restoration of the monthly \$58,700 FMPA capacity credits; the replacement of three oil breakers at the City's East Smith Station with modern vacuum breakers and relaying resulting in a more reliable electric sub-transmission system and the repair of a 50 MVA capacity transformer which served one-half of the 26kV sub-transmission system from the 138kV transmission substation. In FY 2010 the Department successfully introduced a new troubleman work schedule to respond to after-hour power outages which has resulted in a reduction of overtime by 8% saving approximately \$100,000 and reducing the outage times by over 1 hour on average.

In FY 2010 the Utility Department created the Conservation Management Division making free energy/water audits available to Lake Worth Utility customers. Since its creation, the Department has performed 246 audits and has issued \$15,700 in incentive rebates for Energy Star rated air conditioners/heat pumps, programmable thermostats, refrigerators, clothes washers, and ultra low-flush toilets.

**Customer Service Improvement:** During FY 2011 the Building Division took steps to improve its customer service to the community by implementing a program called Fast Permits and accepting roofing affidavits. Fast Permits can be defined as a permit that requires review by one discipline and can be

## City Manager Budget Message

issued within 15 to 45 minutes. These fast permits greatly reduced the time needed to secure a permit for contractors and property owners. Some examples of fast permits included hurricane shutters, replacement of doors and windows on single-family homes, replacement of window(s) (single-family detached unit only), and residential installation of skylight and/or solar tubes electric service change and water heater change out. To improve customer service for residents obtaining a permit for a new roof, the City adopted a process of accepting Roofing Affidavits for convenience to licensed roofing contractors. This policy provides a method for certifying installation of roof metal, roof underlayment and re-nailing of roof sheathing on occupied or finished one and two family dwellings for licensed roofing contractors.

In FY 2010 the Human Resources Department conducted a customer service training program called C.A.R.E (Courteous, Attentive, Respect, and Excellence) for the Community Development and Utilities Customer Departments to improve customer services skills of City employees. The program's objective was to equip City employees with tools to aid delivering exceptional customer service to City residents, vendors and the general public. The Department also finalized an employee evaluation process which will use the internet for easy form retrieval and completion to aid the City in its efforts to reduce paper in the work place. To better manage workers compensation claims and property coverage the City also discontinued a contract with its third party administrator reducing administrative contractual costs more than \$100,000.

**Construction of a Reverse Osmosis Water Plant:** In FY 2010 the City awarded a contract for the construction of the RO Water Treatment Plant to Reynolds, Inc. for \$15.150 million. The construction bid received by the City was extremely competitive and allowed for a bid alternate for an expanded 4.5 MGD plant. A critical component of this project was revising the construction and bid documents for a bid award in October, 2009 in order to obtain a \$2.5 million low interest loan from the State of Florida. Construction of the new plant began in November and has been proceeding as planned.

**Information Technology Advancement:** In FY 2010 the Information Technology Department initiated a multi-year project to implement thin-client technology into the City's enterprise network. A thin-client computer has limited processing power and depends on a server to perform the role of processing information. Thin-client computers have no moving parts and have an effective life span of seven to ten years, whereas a traditional computer workstation has an effective life span of only three to five years. In June, 2010 the Department began the installation of a Citrix computing system which will become the backbone of the new thin-client system often referred to a cloud computing which is internet or intranet based computing, whereby shared resources, software and information, are provided to computers and other devices on-demand. The new system accommodates 25 concurrent users and allows access to software applications in a cloud computing environment providing cost savings to the City on licensing fees. This savings is derived by not having to purchase individual licenses for each computer; instead the City purchases only the amount of license that will be used concurrently. The initial system was installed in August 2010 and is currently operational.

**Grants Management:** In FY 2010 the City hired its first full-time Grants Analyst which was in response to poor grant administration identified in the FY 2008, 2009 and 2010 audit management letter. During this first year, the Grants Analyst developed working relationships with all City staff, reviewed all outstanding grants and worked to resolve closeout issues with grants from previous years. In total, over \$2.9 million of grants were in the process of final closeout. Two grants which received extensive staff work from the U.S. Department of Energy are the Energy Efficiency Conservation Block Grant and the Local Energy Assurance Plan Grant. The Energy Efficiency Conservation Block Grant provided funds for updating City Hall with new LED lighting and a pilot recycling project in the Public Services Department which will attach monitors to all 13,200 recycle bins to frequency of pickup and bin location. The Local Energy Assurance Plan Grant of \$130,000 will assist the City in developing a short and long term energy management plan

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and provide critical emergency training to City personnel. The City is one of 43 communities in the United States to receive this award and will work with other communities to assist in the further development of a national energy plan.

**Technology in the Work Place:** In FY 2010 the City Clerk's Office was successful in implementing an advanced Agenda Preparation program throughout all City departments. Two years after purchasing software to automate the preparation and transmission of staff memoranda to the City Commission it was finally made available to staff in January 2010 and released to the City Commission and general public in April. This software program benefitted the City by allowing all departmental staff to move agenda supporting documents through an electronic review process, thereby eliminating the need to create hard copy paper. Use of this saved the City Clerk's office staff approximately 20 hours of preparation time per meeting, monitoring the status of agenda items, printing and collating the backup material, and scanning and uploading the agenda backup material on the City's website. The City Clerk's Office expects to reduce the amount of paper and ancillary office supplies used to print agenda backup material books by 40%.

**Lake Worth Municipal Golf Course:** In August of 2009, the golf course staff's goal was to appeal to a wider variety of players adding new segments of golfers for FY 2010. One segment was a Player's Card program designed to appeal to local golfers who play frequently but do not play enough to warrant investing in an annual membership. The initial goal for the Player's Card program in FY 2010 was to attract 200 Player's Card Holders; so far this fiscal year, 400 have been sold. Another segment used was via internet and online bookings other than our own website. Nationally popular golf search engines: Golf Now, Golf Switch and Can-AM, were accessed during FY 2010 and through the first three quarters the City has added 1250 rounds of golfers who otherwise might have known about the golf course. Building a bond with customers attracted through these various revenue streams will serve towards the growth of the golf course in upcoming years.

**Recreation Facilities:** During FY 2010 the Facilities division of Leisure Services continued its fast pace of renovating and improving current facilities and fields, while planning and completing new construction projects. Improving security and safety at existing sites was a priority with over 600 sq.ft. of new fencing installed at the NW Complex and Sunset Ridge Park, and at the same time the new security lighting was installed at the Gymnasium, Osborne Center, Memorial Park, and the NW Complex. The old maintenance building at the NW Complex was renovated during this fiscal year and provided badly needed office space, activity space, and storage for the department. Four (4) of the City's baseball fields were upgraded with improvements to the turf, clay, lighting, and fencing. The Dave Manzo field at the NW Complex underwent extensive renovation utilizing a recent interlocal agreement with the school board and Palm Beach Atlantic University to pay for the project. The improvements to the athletic fields in the City has resulted in a large increase in rental requests as well as the commencement of a new travel USSSA Baseball league at the NW Complex and a brand new recreation soccer and flag football for the City of Lake Worth. Local churches and organizations are utilizing Sunset Ridge Park and Memorial Field for soccer practices and games during the down time between recreation programs.

The Howard Park CDBG project commenced in FY 2009 and was completed during this fiscal year providing residents using Howard Park and the cemetery a public restroom facility and maintenance storage room. Sunset Ridge CDBG project for park improvements and new facilities was initiated this fiscal year and is nearing approval by the County for putting the project out to bid.

**Special Events & Athletic Programs:** The Recreation Division of Leisure Services was also extremely successful in implementing new family oriented programming and athletic events during FY 2010. First time events included hosting the annual Youth Soccer League enrolling over ninety (90) children; Annual

Kids Triathlon; Annual Daddy Daughter Date Night to the delight of beautiful young ladies of all ages and the proudest fathers, grandfathers and uncles in the land and the Battle in the Tropics youth basketball tournament with forty-two (42) teams in attendance from all over Florida.

Existing programs were enhanced by the use of dedicated volunteers and staff with the numbers for Summer Sports Camp nearly doubling last year's attendance figures. The Travel Basketball Program in its 2<sup>nd</sup> year brought home the USSSA State Championship in the 11<sup>th</sup> Grade Boys Division, 2<sup>nd</sup> place in the 8<sup>th</sup> Grade Boys Division and a total of nine (9) 1<sup>st</sup> place tournament trophies, and five (5) 2<sup>nd</sup> place tournament trophies. The 44<sup>th</sup> Annual Holiday Parade was coordinated and hosted by our Special Events Division and drew over 100 entries and more than 15,000 spectators.

## Part VI: FY 2011 Policy Initiatives

In spite of the poor economy and financial challenges that confronted the Administration during the preparation of the FY 2011 Annual Budget, there are many new policy initiatives that the City will pursue in order to improve the efficiency of City government and quality of life in the City of Lake Worth.

**Beach Redevelopment Project:** In FY 2010, the City of Lake Worth and Palm Beach County executed an interlocal agreement to fund the redevelopment of the Lake Worth Beach using \$5 million from the County's Recreation and Cultural Facilities Bond. The project involved the full redesign and redevelopment of the beach parking lots, open spaces, traffic flow, landscaping, and restroom and shower facilities on the site. County Recreation Cultural Facilities Bond money will pay for 100% of the project, excluding the 50 decal parking spaces for which the City will cover the design and construction costs. Following the execution of the interlocal agreement, Kimley Horn and Associates was selected as the architecture/engineering firm to lead the design phase of the project. Both the City and Kimley Horn are required to meet a number of milestones to comply with the terms of the interlocal agreement, and are meeting regularly with staff from the Palm Beach County Parks and Recreation Department to keep the County updated on the progress that is being made. Per the interlocal agreement, the project must be completed by the first quarter of 2013; City staff and representatives from Kimley Horn and Associates are confident that this timeline is workable and hope to have the project completed well ahead of schedule. Kimley Horn and Associates will have all programming phase documents, such as plans for the water distribution system, traffic roadway design and the preliminary construction budget finalized by August 2010. During Fiscal Year 2011, construction documents will be prepared, construction services will be put out for bid, and construction will be initiated.

**Casino Rehabilitation Project:** In Fiscal Year 2010, a Request for Qualifications was issued soliciting services for the redesign of the Lake Worth Municipal Casino Building. Fourteen architectural firms were found responsive, and after a series of public meetings and public presentations spanning February 13<sup>th</sup> through April 13<sup>th</sup>, REG Architects was selected as the most qualified firm to redesign the iconic Lake Worth Casino. Following nearly two months of contract negotiations, a professional services agreement was approved on June 15<sup>th</sup>, and efforts to initiate the development of design conceptual and programming phase documents, initiated shortly thereafter. Costs for design services are \$460,000, and costs for the complete redevelopment of the facility are estimated at \$6 million.

**Energy Management:** In FY 2011 the Energy Management Division will supplement its free energy and water audits with grant funds for all City utility customers to assist with the cost of upgrades to City homes to improve energy efficiency. A newly created Climate Control Board will be tasked with identifying specific policies and strategies to guide energy efficiency accounting for existing and future electric power generation and transmission systems. These policies and strategies are expected to reduce greenhouse

gas emissions with the goal of reducing electrical usage and fuel consumption; conserve resources; educate residents on energy conservation; create a new ordinance and modify City policies to incorporate energy saving measures, green building codes, photovoltaic systems, energy-efficient power plants, and green-wise transportation.

**Affordable Housing Program:** In FY 2011, the City of Lake Worth will launch a Pilot Affordable Housing Program utilizing CDBG funds that have been allocated for use in the City of Lake Worth. The program will be funded by \$350,000 of earmarked CDBG funds to establish the Pilot Program that will focus on improving the quality of housing in the community. The program is being created with a view to meeting the housing needs of low and moderate-income households, to protect, stabilize and offer affordable housing alternatives to eligible City residents through good stewardship practices of their existing housing, while implementing the housing element of the City of Lake Worth's Comprehensive Plan. Plans for the first phase of the pilot program for owner-occupied, single family residential rehabilitation include receiving applications during the early part of the fiscal year. Beneficiaries of the program will include those families that reside in Lake Worth, meet the program requirement, and their property has life safety and building code deficiencies.

**Park of Commerce Development:** In FY 2011 the Community Development Department will begin to initiate partnerships with other agencies in Palm Beach County and in the State of Florida who are responsible for promoting economic development and expanding employment opportunities in Lake Worth. Major activities will include finalizing the Infrastructure Needs Assessment and Preliminary Engineering analysis of the Park of Commerce and beginning to establish a marketing plan for the Park of Commerce to provide community and infrastructure information to targeted industry. Currently, 113 acres of vacant or obsolete properties are positioned for redevelopment. Infrastructure necessary to support the potential build out of this area includes upgrades to the roadway system, storm water, water and sewer upgrades, electric and telecommunications.

**Facility Maintenance Space Utilization Plan:** In FY 2011 the Public Services' Facility Maintenance Division will be finalizing its analysis of the current and future space requirements of City operations as well as assessing the physical conditions of all City facilities. Special emphasis will be given to City Hall and the City Hall Annex which have substantial problems associated with life support systems, ADA compliance, energy consumption, emergency power support, life safety deficiencies and building code non-compliance. During FY 2010 staff from the Community Development Department was temporarily relocated to the Utility Department pending the results of this analysis and the availability of funding to make necessary improvements.

**Risk Management Program:** In FY 2011 the City's Human Resource Department will become more proactive in all phases of Risk Management including employee safety, workers compensation case management, property and casualty insurance coverage and risk assessment. A primary focus in this area will be the examination of the cost effectiveness of the City's current insurance coverage and assessing the benefit of self insurance. In past years the City has had a more reactive approach to risk management which relied exclusively on external insurance providers, adjusters and case managers. The City is currently in the process of performing a detailed assessment, valuation and inventory of its fixed assets which will be instrumental in determining whether self-insurance is cost effective and justified.

**Grants Management:** In FY 2011 the City will be pursuing Public Services Department grant opportunities to assist in the disconnection and replacement of two underground fuel storage tanks and the construction of two new tanks above ground that are environmentally safer. Other grant opportunities will include obtaining funds for beach re-nourishment, new playground equipment, golf course, pool, outdoor restrooms replacement, two sanitary pump stations and the replacement of a natural gas pool

heating system with a geothermal system. Additional staff time will be devoted to identifying funds for land acquisition and canopy enhancement at the Champion Tree property and the Sunset Avenue property. During FY 2011 staff will finalize formal grant administration and reporting procedures and expand the use of the GMS accounting system to improve projects turn-around, payments and reimbursements.

**Enhanced Management of City Enterprises:** In FY 2011 the City will be dedicating extra staff resources to improving the profitability of City operations in the area of golf course management, refuse collection, building inspections, beach operations, debt management. At the Golf Course the City will be making critical improvements which will promote the quality of play and justify increased greens fees. In the Refuse Department, the City will be assuming new commercial customers who were previously served by private waste companies as well as expanding its service to include large roll-off construction containers. Expanding both operations will increase revenue to the Refuse Fund. In the Building Fund, the City will evaluate the cost effectiveness of continuing to provide provider building inspection services, or contract for this function with other governments or the private sector. In the newly created Beach Fund, the City will be closely evaluating all expenses and the revenues associated with beach, pool, pier, parking and casino operations to generate additional revenue and reduce costs. Finally, in the Electric customer service area, staff will be implementing a number of new procedures that are designed to reduce losses as a result of account delinquency, increase debt collections and also reduce the cost associated with collecting, recording and transporting cash.

**Expanding the Economic Base:** One of the most important initiatives in FY 2011 will be implementing steps and adopting policies which will assist the City in expanding its economic base. As previously outlined, the City has experienced a substantial decline in its taxable property valuation which will only gradually improve with fresh investments in homes, business and new construction. Unlike most cities in Palm Beach County, Lake Worth has been very passive in expanding its economic base by annexing property within its logical service area. In fact, over many decades, the City has been very submissive as other neighboring communities and large residential developments have systematically incorporated and aggressively annexed valuable properties which surround the City and make demands on its municipal services. The per capita cost of Lake Worth City government would be much less today if high value development was not incorporated into the City of Atlantis and the Village of Palm Springs. During FY 2011 the Administration will be exploring the benefits of establishing a program to identify the cost and benefits of annexing properties west of the City's existing boundaries.

**Lake Worth Sub-regional Sewer Financing:** In FY 2011, the City, with its Sub-regional partners, (consisting of the Cities of Lake Worth, Atlantis, the Towns of South Palm Beach, Palm Beach, Manalapan and Lantana, the Village of Palm Springs and Palm Beach Community College) will negotiate a settlement, based on the financial and compliance analysis conducted by the accounting firm Rampell & Rampell in accordance with attestation standards established by the AICPA. Based on this study, the payment received from the City of Lake Worth's Sub-regional partners, for their respective East Coast Regional Sewer Plant renewal and replacement cost during FY 1997-FY 2010, had been underpaid by \$13,597,800. That amount was based on each participant's respective capacity percentages and payments received during the review period which should have equaled \$24,964,800. The City will be developing proper financial and management procedures to recalculate, collect, bill and record future contributions to the renewal and replacement fund for Regional and Sub-regional systems as well as required payments based on allocated capacity.

**FMPA Litigation:** In FY 2011, as outlined in Resolution 06-2010, the City of Lake Worth will continue to resolve a dispute with the Florida Municipal Power Agency in accordance with the Florida Governmental Conflict Resolution Act. This dispute relates to a conflict regarding the payment of monthly gas transportation charges under a Gas Transportation Agreement executed in 2003 between the City and

Florida Public Utilities Company for gas transportation charges associated with natural gas to the City's electric generation facilities and the Florida Municipal Power Agency's All Requirements Power Project. The City has asserted that the Florida Municipal Power Agency has a contractual responsibility to pay for gas transportation charges until the expiration of contract period in 2033 as outlined in a Cost of Service Study. The total funds in dispute exceed \$5.6 million. The City has enjoyed a very positive working relationship with the Florida Municipal Power Agency and remains hopeful that litigation will not be necessary.

**Future Electric Power Supply:** In FY 2011, the City will continue the process of transitioning participation in the Florida Municipal Power Agency's All Requirements Power Project to the Contract Rate of Delivery (CROD). Development of a request for proposal for future power supply is the main focus, and will include options for green initiatives as well as provide leeway for bidders to incorporate innovative ideas and options in order to maximize customer benefits. The development of a feed in tariff and refinement of the existing net metering program have been included in the scope of the consultant's contract. In addition to securing a power provider, staff will work closely with the consultant to identify transmission and fuel options necessary to exit the FMPA organization. Exit strategies will be developed to transition from FMPA operations to Staff operations. This is a multi-year initiative, which began in FY 2009 and will continue through FY 2013.

**Sustainability Program:** In FY 2011, the City will finalize amendments to the Land Development Regulations and incorporate additional provisions for energy conservation and mandate new developments to acquire Leadership in Energy and Environmental Design (LEED) and/or Florida Green Building Coalition (FGBC) certifications. During FY 2011, the City will finalize the implementation of an incentive program which encourages construction of environmentally friendly building designs as outlined in the City's Comprehensive Plan. The program will ensure that all new developments, redevelopments, and rehabilitative projects within the City utilize the U.S. Green Building Council Leadership in Energy Environmental Design (LEED®), the Florida Coalition of Designation Standards or similar design guidelines that may be developed in the future.

In FY 2011, the City will begin to develop a comprehensive climate action plan that will include establishing a carbon footprint baseline calculation, carbon emissions reduction targets, and energy audits of all City facilities in the summer of 2010. City Staff hope to have the carbon footprint baseline data completed and the climate action plan which will tie into the City's Capital Improvement Plan and Comprehensive Plan, to help guide the City on meeting its sustainability goals. The City of Lake Worth has long been a leader in environmental conservation and sustainability in South Florida. Lake Worth is the first municipality in the region to have a single stream recycling program, an established Conservation Management Department and a residential composting program.

## Part : VII Looking Forward

The City of Lake Worth is a community blessed with unrealized potential and natural resources. As I expressed in last year's City Manager Budget Transmittal Letter, the current economic environment in Lake Worth and in Florida will undoubtedly require a long term prospective and a sense of optimism about our collective future. In a paper titled *Local Government Leadership in Fiscal Crisis in the United States of America* presented to the Korean Association for Policy Studies International Conference, Dr. James H. Svava, director of the School of Public Affairs in Arizona State University addressed the need to be proactive and focus on strategic reductions in addressing this economic challenge and to:

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*“use the pressure of the crisis as the occasion for rethinking the array of services provided and identifying ways to make the organization perform better over the long-term. The experience in past cutback periods is that most governments respond reactively, just as their normal approach to operations and budgeting is to muddle through with incremental changes”.*

As indicated throughout this transmittal letter, the recommendations and proposals that have been incorporated in the adopted FY 2011 Annual Budget will not be popular with City employees, labor unions, county public safety employees, current and future pension participants, special interest groups and many of the City residents who passionately vocalize their opinions and beliefs in community blogs, newspapers and public meetings.

In talking to the many residents I have met since being appointed City Manager in April 2009, I believe there is significant support, and indeed a *community expectation*, for the City of Lake Worth to make these very difficult decisions and take a long term approach in managing its finances. Before the City can implement the adopted budget and spending plan, a number of difficult conversations and decisions will need to be finalized with Palm Beach County, the City's three unions, the independent Pension Boards and the City Commission. These conversations are going to test the resolve of every member of the City Commission and will not be successful without a *collective commitment* to make this City government serve the *greater interests* of Lake Worth residents.

Successfully navigating the turbulent waters in FY 2011 will be heavily influenced by the success in the following areas:

**Strong Political Leadership:** Since my appointment I have learned that “politics in Lake Worth is a full contact sport”, to quote the words of Mayor Varela. Lake Worth has many active and engaged citizens who participate in decision-making and heavily shape public policy. The two year term of office for a City Commissioner has made long term financial planning problematic when combined with an election cycle which begins seven months prior to the November election. The financial problems that confront the City will not be remedied in the FY 2011 but will require the total commitment of all five City Commissioners to chart out a new future. I do not doubt the tremendous pressure that each Commissioner will be subjected to from Unions trying to fight for the employment benefits of their members, Police and Fire Fighters trying to preserve their high hazard based pensions and the passionate Lake Worth residents demanding that the City maintain critical city services, not raise taxes and pay city employees the benefits that have been promised to them by previous City Managers and Commissioners. As your City Manager, I am committed to providing timely, accurate and relevant financial data that will support all the recommendations contained in this budget proposal.

**Competent and Consistent Management:** Lake Worth has been a revolving door for City Managers, Finance Directors, Utility Directors, Community Development Directors and just about every other key administrative position in the City. The City cannot provide consistent quality customer service to residents or responsibly manage its financial affairs when key administrators come and go from Lake Worth government every 18 months. In most settings the City lacks basic credibility to negotiate contracts, resolve intergovernmental disputes, plan capital projects and initiate new programs because other government administrators, business owners and residents believe that the person representing the City of Lake Worth will not be employed by the City the next time they meet. One of the most critical goals in FY 2011 is continuing to develop a strong executive management team that can support and assist the City Commission implement the many difficult recommendations included in this proposed FY 2011 Budget.

**Employee Development:** For years the City of Lake Worth had Union approval for creating and administering an employee appraisal system but failed to develop or adopt this very basic management tool. Employees cannot be expected to improve performance or advance in their respective fields of discipline without proper direction and guidance from supervisors, managers and department directors. As the City reclaims its delegated right to manage City operations and direct its workforce, all supervisors and managers will have to dedicate the necessary time to developing employee evaluations and properly communicating this information to their employees. The proposed employee appraisal system is a communication tool between the City and its employees that will be critical in improving the quality of City operations and reducing the cost of government. The effort will be on-going during FY 2011 and require extensive employee training and education to be successful and effective.

**Redefining Labor Relations:** Formally declaring an impasse in negotiating new collective bargaining agreements with all of the City's three bargaining units will have a very significant impact on future management/labor relations. Over many years the City has delegated basic managerial responsibility to its labor unions which has compromised the City's ability to manage its work force and control costs. While it might be convenient to blame the Unions for the City's current financial problems, management has benefited from avoiding the sometimes unpleasant and difficult task of directing employees by simply proclaiming the "Unions won't let us". During FY 2011 the City must be creative in motivating City employees to become more involved in their Union, predicated on public service to the community. It is too easy to focus a lot of energy on the reduction of benefits and over-time pay and forget how fortunate we all are to be employed by a City that is willing to provide paid vacations, health insurance and pensions benefits that most residents in Lake Worth do not receive from their respective employers or as a part of their unemployment benefits. In FY 2011 every member of the City Administration will be taking an active role in trying to rebuild and redefine labor relations in an effort to improve customer service.

**Proactive Finance Advisory Board:** The City has successfully recruited seven enthusiastic, knowledgeable and highly qualified citizens to provide critical input on implementing the many difficult recommendations incorporated in the FY 2011 Budget. Prior to the final adoption of the FY 2011 Budget there will be extensive discussion and debate regarding the cost/benefit of all City services and programs. The City cannot sustain its current level of spending nor is the community in the position to pay more taxes and fees. In order to pass a budget, Lake Worth will have to make a great many value judgments regarding what is important ... and what is less important; what can the community afford ... and what can it do without; what is a reasonable employment benefit ... and what is too expensive. I anticipate that the Finance Advisory Board will be very active throughout much of FY 2011 as the City begins to realign operating expenses to available revenues.

**Intergovernmental Relations:** In FY 2010 the City was successful in renegotiating a water delivery contract with Palm Beach County after the City decided to resume construction of an RO plant. While Lake Worth was successful in getting Palm Beach County's cooperation in this matter, Lake Worth's decision to cancel the contract after it was signed has had a very negative impact on county/city relations. Lake Worth, irrespective of its intention, has a reputation of being a very unreliable and unsophisticated municipal partner. The recommendations contained in this proposed budget will once again require the City to renegotiate the terms and conditions of agreements and contracts made with other governments during the previous two years. These discussions, when they do occur, will be highly contentious and generate a lot of controversy in the media. Concurrent with these discussions are the ongoing disputes between seven neighboring cities concerning the City's ten year mismanagement of a regional sewer contract as well as pending litigation over \$5.6 million in gas transmission payments with the Florida Municipal Power Association. Each one of these issues alone has the potential of distracting the City from important business, let alone dealing with all of them at the same time. During FY 2011 it will be

imperative for the City to properly analyze all the financial short and long term obligations and commitments before executing or modifying any interlocal agreement.

**Infrastructure Reinvestment:** In FY 2011 the City will award construction projects for the redevelopment of the Beach, the renovation of the Casino Building, the construction of a deep water injection well for the RO plant and a number of other smaller projects concerning road improvement and facility maintenance. Prior to FY 2010 the City had no multi-year capital improvement program or defined policies or procedures to administer capital projects and authorize and approve change orders. The City's past practices of awarding large undefined base bids has been replaced with a new policy which will ensure proper approval of all phases of capital projects by the City Commission instead of by City staff members making in-field assessments and judgments. Each of the large capital projects that will be awarded in FY 2011 will have a major impact on the quality of life in the community and will be closely administered by a designated and qualified City staff member to control cost and ensure that all construction is performed in compliance with approved construction specifications. In FY 2011 the Administration will also ensure that the City Commission is provided regular and timely updates on the progress of each project from preliminary design, the issuance of Building Permits and Certificates of Occupancy.

**Financial Management and Reporting:** One of the most significant problems that the City has struggled to correct for many successive years has been a weakness in fiscal management, accounting and financial reporting. The City currently does not provide any regular financial reports to departments regarding their projected revenues, expenditures or financial condition. To make this matter worse, Departments historically have not been responsible for preparing or administering their budget, measuring their productivity or monitoring their work load. Historically, managers and supervisors in the City have focused on the availability of short-term cash flow but not the long term financial consequences of pension obligations, union mandated contract provisions and infrastructure capital maintenance cost. The City cannot manage or control the cost of government if it does not know how much money it is spending or how much money it is collecting. In FY 2011 the City will be preparing timely, accurate monthly and quarterly financial reports to be provided to City Department Directors, the City Commission and myself. This will require that employees be properly trained using financial reporting software that were purchased in 2008 but never integrated into City operations. As demonstrated in the preparation of this budget, employees will respond positively to enhancing their role managing the financial affairs of their departments, if they are given the opportunity and the proper tools to do the job.

We obviously have a lot of work to do and decisions to implement with the adoption of the FY 2011 Budget. I am neither discouraged about the tasks before us nor pessimistic regarding our chance for success. If the community can make some very difficult decisions in FY 2011, the City can begin to restore its fiscal health and focus energy on the necessary steps to improve the quality of life in Lake Worth.

## **Part: VIII Acknowledgments**

Preparation of the FY 2011 was a team effort among all key staff in the City of Lake Worth. In previous years, the budgetary process was primarily done by a few people in the Finance Department without extensive input from the people most knowledgeable about City operations. This year, however, the budget process has been highly collaborative as demonstrated in the number of employees who have assumed leadership roles in preparing this spending plan:

### **Executive Budget Management Team**

The Executive Budget Management Team was responsible for coordinating the work of all city departments, reengineering the budgetary process and revising the budgetary format. I want to specifically thank Assistant to the City Manager **Rachel Smithson** for her efforts in developing the format of the budget document, working with individual departments on the development of their budget narratives and performance measures, and for assisting in the review of expenditure request and revenue analysis process. As the City's primary project manager for the renovation of the Casino Building and redevelopment and the Lake Worth Beach, Ms. Smithson's spent countless hours in the late evening and weekends juggling many city priorities while playing an instrumental role in reengineering the budgetary process for FY 2011; Finance Director **Steven Carr** for his expertise in municipal finance and taking a leadership role in compiling and coordinating the activities of all staff persons with revenue and expenditure projections, Controller **Barbara Hiller** for her guidance in improving the City's accounting systems and creating business centers to control costs; Management Analysts **Mike Moskowitz** and **Clyde Johnson** for their detailed work in projecting expenditures and revenues and Executive Secretary to the City Manager **Mary Areson** for her tenacious assistance in reviewing and editing all budget narratives throughout the document.

### **Departmental Budget Management Team**

As in previous years, the Finance Department has played an integral part in producing the proposed FY 2011. All Department staff were involved in every element of budget preparation in some fashion. **Barbara Hiller**, Controller, stands out for special recognition in preparing the budget worksheets, helping departments with their submissions and tying all this information into a cohesive product. **Marisol Pearson**, Senior Accountant handled all the personal services analysis and followed through with the many changes to those portions of each department request. **Katrina Myers**, Senior Accountant, worked on Capital projects and capital programs, City wide. **Ana Acevedo**, Senior Accountant, designed the compilation reports and followed through with the many alterations that were necessary to make them informative. **Sherry Moser**, Executive Secretary, put all organizational charts together and was the central point in finance, at which the document came together. **Clyde Johnson**, Management Analyst, worked with projections and much of the detailed system input as well as created the charts and graphs.

In the Community Development Department, Acting Community Development Director **Genia Baker**, reviewed FY 2010 and FY 2011 expenses and revenues, prepared the 2010 departmental forecasts and updated the department's Mission Statements and organizational charts; **Patsy Grissom**, Executive Secretary, prepared the Department's core processes, outputs, new initiatives, significant accomplishments, policy initiatives, and strategic information, identified the commission goals and objectives handled by the various CDD divisions and was responsible for all data entry of 2010 forecasts and 2011 budget into the computer systems; and **Dana Nichols** and **Sandi Dubose**, Executive Secretaries, prepared draft Significant Accomplishments and Policy Initiatives for Code and Planning & Zoning divisions.

In the Utilities Department, Utilities Director **Rebecca Matthey**, reviewed FY 2010 expenses and revenues, updated the department's mission statements and organizational charts, refined performance measures, significant accomplishments, outputs, new initiatives, policy initiatives, and identified the Commission Goals and Objectives; **Clay Lindstrom**, Assistant Utilities Director, prepared significant accomplishments, new initiatives, policy initiatives, and identified the Commission Goals and Objectives; **Michael Cooper**, Safety Manager, developed policy initiatives and core processes for the safety program; **Rossalind Breland**, Executive Secretary, prepared FY 2010 departmental forecasts and the development of the FY 2011 administration budget, provided strategic information and acted as the interdepartmental liaison between the divisions and the Utilities director in communicating budget deadlines, modifications, and

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assisting other budget team members as needed. At the Power Plant **Dave Mulvay**, Plant Manager, reviewed FY 2010 and FY 2011 expenses and revenues, prepared and input FY 2010 department forecasts, updated department's mission statement and organization chart, prepared significant accomplishments, and prepared FY 2011 budget figures; **Holly Johnson**, Parts & Property Clerk, provided strategic information for the budget process and researched past and present expenses and revenues; **Evanna Stephenson**, Administrative Assistant, edited division's mission statement and significant accomplishments. In System Operations **Walt Gill**, Senior System Operator, prepared departmental forecasts and the development of 2011 budget, provided strategic information, prepared significant accomplishments, new initiatives, policy initiatives, and entered budget into system. In Transmission & Distribution, **Debbie Jackson**, Utilities Coordinator, provided strategic information and calculations for T & D estimates. In Conservation Management, **Tom Rutherford**, Conservation Management Supervisor reviewed and analyzed the upstart costs for FY 2010 and FY 2011, prepared the division's updated forecasts and new performance measures and **Christine Davis**, Administrative Secretary, assisted with division's expenditures and was responsible for FY 2010 forecast and preparing FY 2011 budget. In Customer Service **Alvin Colbert**, Business Office Manager, reviewed FY 2010 expenses and revenues, drafted the division's mission statements, performance measures, new initiatives, policy initiatives, and identified the Commission Goals and Objectives; **Denise Andico**, Administrative Secretary, prepared FY 2010 departmental forecast and entered the budget into the system. In the Water and Sewer Divisions **Walt Smyser**, Water Sewer Manager, reviewed FY 2010 expenses and revenues, updated the division's mission statement, performance measures, significant accomplishments, outputs, new initiatives, policy initiatives, prepared budget narratives and identified the Commission Goals and Objectives; **Judy Love**, Administrative Secretary, entered the budget into the system; **Dave Laperna**, Lift Station Foreman, provided strategic information for Lift Station estimates; **Jessie Barrera**, Water Distribution Foreman, provided strategic information for sewer distribution estimates; **Calvin Smith**, Sewer Collection Foreman, provided strategic information for collection estimates; **Roy Ayala**, Water Meter Foreman, provided strategic information for meter estimates; and **Pete Eberhardy**, Project Field Planner, provided and prepared strategic information for CIP estimates. And, finally, at the Water Plant **Doug Lovelace**, Water Plant Supervisor provided strategic information for estimates; **Tim Sloan**, Chief Operator, provided strategic information for estimates and **Mary Pape**, Administrative Secretary, updated organizational charts and entered budget into system.

In the Information Technology Department, Information Technology Director **Charles Stevens** reviewed the FY2010 expenses and prepared the 2010 departmental forecast. In addition, Mr. Stevens developed the Information Technology Department mission statement, updated organizational charts, prepared departmental goals and objectives, documented FY2010 significant accomplishment, documented FY2011 initiatives, and prepared the FY2011 expenses and departmental funding allocations: **Nelly Peralta**, Information Technology Assistant Director, assisted with the preparation of the department's mission statement, departmental goals and objectives, FY2011 expenses, and FY2011 initiatives.

In the Human Resources Department, Human Resources Director **Diane Clark** reviewed the FY 2010 – 2011 expenses and revenues and worked with **Sylvia Woods**, Assistant Human Resources Director in the input and reporting of forecasts and updated department Mission Statement and organizational charts. **Sylvia Woods** prepared the Department's Core processes, Outputs, New Initiatives, Significant Accomplishments, Policy Initiatives, and Strategic Information. **Diane Clark** along with **Sylvia Woods** identified Goals and Objectives and **Ms Woods** also handled all data entry of forecasts and 2011 budget entries into the HTE system.

In the City Clerk's Office, City Clerk **Pamela Lopez** reviewed the FY 2010 and FY 2011 expenses and revenue, prepared the 2010 departmental forecasts, and reviewed the Office's Mission Statement and organizational chart. Deputy City Clerk **Valerie Hurley** and Records and Information Manager **Deborah**

## City Manager Budget Message

**Andrea** contributed information and/or wrote the draft documents that were incorporated into the Office's Core Process, Outputs, Goals and Objectives, New Initiatives, and Significant Accomplishments. **Ms. Lopez, Ms. Hurley, and Ms. Andrea** attended a Finance Advisory Board meeting to explain the operations and responsibilities of the City Clerk's Office. **Ms. Lopez and Ms. Hurley** also attended several meetings with the Budget Team and meetings with the City Manager and Finance Department staff to finalize the proposed City Clerk Office budget recommendations.

In the Public Services Department, Public Services Director **Joseph Kroll**, reviewed FY 2010 and FY 2011 expenses and revenues, prepared the FY 2011 departmental forecasts, and reviewed each division's mission statement, core processes and outputs, goals and objectives, performance measures, and organizational charts. **Martin Cybulski**, Assistant Public Services Director, assisted with the review of budget narratives, organizational charts, and departmental forecasts. **Stephen O'Neal**, Refuse Division Manager, prepared the Refuse Division's departmental forecasts, reviewed projected FY 2011 revenues and expenditures, and prepared the division's budget narrative and performance measures. **Scott Sanders, Philip Johnson, and Marcus Wilson** worked together to compile the budget narrative, performance measures, and development of 2011 expenses and revenues for the Facilities Maintenance Department. Facilities Manager **Marcus Wilson** also worked to compile a comprehensive list of prioritized facility upgrades, repairs and improvements for inclusion in both the annual operating budget and capital improvement plan. **David McGrew and Christopher Kibben** of the Grounds Maintenance and Cemetery Divisions worked to review the divisions' organizational charts, developed budget narratives and performance measures, and input FY 2011 revenue and expenditures for the Grounds Maintenance and Cemetery Divisions. **Charles Laing**, Fleet Maintenance Manager, worked with the Finance Department to improve accounting for Fleet Maintenance as an internal service fund, develop the Division's budget narrative and performance measures, and compile 2011 expenses and revenues for Fleet Maintenance. **Edward Johnson and Vincent Ely** combined efforts to compile the Street Division and Stormwater Division's projected FY 2011 revenues and expenditures and prepare the divisions' budget narratives and performance measures. **Edward Johnson** became so adept at the creation of core processes and outputs that he provided assistance to other divisions in the Public Services Department.

Work to develop the budget and associated documentation for the newly established Leisure Services Department was a true team effort. Although Leisure Services was separated for accounting purposes from the Public Services Division for FY 2011, Public Services Director **Joseph Kroll** and Assistant Public Services Director **Martin Cybulski** provided oversight for the Department, and in that capacity reviewed all budget numbers and budget narratives for Leisure Services. Recreation Manager, **Juan Ruiz** provided tremendous support to the entire Department by assisting each division with the development of performance measures, core processes and outputs, and adjusting organizational charts. **Steve Haughn and Melissa Garvin** assisted with the development of the Recreation Division's 2011 expenses and revenues, and assisted in writing the division's budget narratives. Chief Lifeguard, **Timothy Ehmke** worked closely with **Juan Ruiz** and the Finance Department to help merge the Pool and Beach Divisions into a single division called Aquatics. **Chief Ehmke** developed FY 2011 expenses and revenues, performance measures, core processes and outputs, and goals and objectives for the Aquatics Division. Golf Superintendent, **Christopher Waller**, wrote and reviewed the budget narratives, performance measures, and FY 2011 expenses and revenues for the Golf Course and Lagoon Restaurant Divisions.

During the last two months, the newly created Finance Advisory Board has also been preparing for an in-depth analysis of the proposed FY 2011 Budget. The Committee, led by its Chairperson **Ron Exline** and Vice Chairperson **John Pickett** have had extensive presentations of City Departments and have toured many City facilities to familiarize themselves with City operations, discussed a detailed budget analysis concerning many of the items outlined in this budget prepared by Board Member **Bill Thrasher**, reviewed financial statements at the requests of Board Members **Jennifer Marchal** and **Laurel Decker** who are

## City Manager Budget Message

both Certified Public Accounts, debated the allocation of discretionary spending in City neighborhoods raised by Board Secretary **Jessica Plotkin** and have been challenged to incorporate modern business practices into City government by Board Member **Darrian Dority**.

For the Legal Department, the City Attorney, **Elaine A. Humphreys**, reviewed its FY 2010 and FY 2011 expenses, prepared the FY2010 and FY 2011 departmental budget forecasts, updated the Legal Department's Mission Statement, prepared its Statement of Core Processes, Outputs, New Initiatives and Strategic Information, identified the Commission Goals and Objectives handled by the Legal Department and reviewed the Department's Organizational Chart. **Joni Taurosa**, Legal Secretary assisted the City Attorney in her review of the Department's expenses and was responsible for all data entry of FY2010 forecasts and FY2011 budget into the computer systems.

Finally, I need to acknowledge the hard work and dedication of Mayor **René Varela**, Vice Mayor **Jo-Ann Golden**, Commissioner **Cara Jennings**, Commissioner **Suzanne Mulvehill** and Commissioner **Scott Maxwell** in sitting through endless Commission Work Sessions, Commission Meetings and difficult Executive Sessions discussing, analyzing and deliberating the future of Lake Worth and the many difficult decisions which needed to be made prior to the adoption of the FY 2011 Annual Budget. It has been both an honor and a privilege to work with such a highly dedicated group of leaders who embraced the challenge of reengineering Lake Worth government, fixing the mistakes of yesterday and setting forth a new vision for the future.

Susan A. Stanton, ICMA-CM  
City Manager  
City of Lake Worth

# Budget Guide

## General Overview

The City of Lake Worth's annual operating budget serves as a strategic financial and capital plan for the coming fiscal year. The City of Lake Worth's fiscal year begins on October 1 and ends on September 30. The fiscal year that begins on October 1, 2010, is referred to as "Fiscal Year 2011." The annual operating budget guides all expenditures made by the City throughout the year. The City cannot spend funds unless they are appropriated within the budget. An appropriation is the legal approval given by the City Commission to City staff to utilize funds for a specific purpose. The budget also contains an estimate of revenues to be received by the City during the same time period. The legal authorization to collect revenues, such as the property tax, utility tax, and user fees, is established by the City Commission by ordinance. The City Charter and State law require that the City have a balanced budget; meaning expenditures should not exceed the combination of available fund balance and revenues.

As the City of Lake Worth develops into a more progressive organization, the budget process is becoming a much more methodical and inclusive year-round function. Starting with the preparation of the Annual Operating Budget for Fiscal Year 2011, the budget process begins in November with a review of actual revenues and expenditures from the previous fiscal year. The Budget Team, consisting of the City Manager, Assistant to the City Manager, Finance Director, Office of Management and Budget Manager, Finance Department Staff, and Management Analysts then develops financial projections for the Capital Improvements Program (CIP) and Long-Range Financial Plan. These projections include revenues, expenditures, and fund balances for all City funds. Revenue projections

are made for every individual revenue account in every fund and are based on historical trends and future assumptions regarding economic performance, redevelopment, changes in state statutes, and other factors.

These budgets are then compiled into a comprehensive Annual Operating Budget by the Finance Department and Office of Management and Budget. This proposal is then reviewed extensively by the City Manager and the Budget Team. The City Manager then submits her proposed budget to the City Commission.

The Finance Advisory Board, a citizen committee appointed by the City Commission and serving in an advisory capacity to the City Commission, reviews the proposed budget and makes recommendations in July. Also in July, the City Commission establishes a maximum proposed property tax rate to be levied for the next fiscal year. This rate is included in the TRIM (Truth In Millage - Notice of Proposed Property Taxes) notices mailed to all property owners in August by the Palm Beach County Property Appraiser. In August, the City Commission reviews each department's budget during special work sessions. In September, two public hearings are held regarding both the proposed property tax rate and the budget for the new fiscal year. At the first public hearing, the City Commission approves a tentative budget and at the second public hearing, the City Commission adopts the final budget. The property tax rate is established by ordinance, with a public hearing at both first and second readings.

The annual operating budget serves as more than a financial plan for the City; it also serves the following purposes:

# Budget Guide

**Information:** The annual operating budget is the primary conduit for City Administration to justify its planned expenditures for the upcoming fiscal year. Through the budget residents can better understand how their tax dollars and other revenues collected by the City will be expended.

**Accountability:** The budget also serves as a tool for legalizing public expenditures. The annual operating budget serves as a mechanism to report the use of public resources.

**Evaluation:** The budget is used to help explain the progress the City is making. The City of Lake Worth is developing a comprehensive performance measurement system, as this system progresses performance measures will be further integrated in to the daily operation of the organization, and the workload measures and efficiency measures will be intrinsically linked to the budgeting process.

**Planning:** The budget serves as the City's strategic operational plan; ultimately the City is expected to expend funds based on its priorities and all programming and services provided are geared toward the City meeting its short term and long term vision for the community.

## Budget Question & Answer

### What is Revenue?

Revenue is money that the City receives from a variety of sources such as property taxes, permits and fees, utility and sales taxes, charges for services, grants, franchise fees and licensing fees which are used to pay for the delivery of services and other items to the public.

### What is an Expenditure?

An expenditure is the process of spending money. Expenditures include activities such as paying employee salaries, purchasing office supplies, repairing City facilities and making long-term debt service payments.

### What is a Fund?

Public sector entities, such as municipalities and counties, operate on a fund based accounting system. A fund is an accounting entity that receives revenues from a specific source and expends them for specific activities. The City operates several different types of fund, including the general fund, capital improvement fund, debt service funds and internal service funds.

The **General Fund** is used to account for the general operations of the city and all transactions that are not accounted for in other funds or account groups. Departmental budgets that fall under the General Fund are presented on a modified accrual basis; meaning that expenditures, other than interest on long-term debt are recorded at the time liabilities are incurred and revenues are recognized only when they are received.

The **Capital Improvement Fund** is used to account for all resources used for the acquisition of various major capital improvements excluding some which are funded through enterprise funds.

**Enterprise Funds** are used to account for operations that are financed and operated similarly to a private business, where the intent of the governing body is that the costs of providing goods or services (such as water, sanitation services or electricity) to the general public on a continual basis is financed or recovered through user fees, or where the governing body has determined that revenues earned, expenses incurred or net income is appropriate for capital

# Budget Guide

maintenance, public policy, management control, accountability or other purposes.

**Internal Service Funds** are used to account for the financing of goods or services provided by one department to other departments within the organization on a cost reimbursement basis. Examples in Lake Worth include Information Technology (IT) services as well as vehicle maintenance services.

**Debt Service Funds** are used to account for the payment of principal and interest on all outstanding long term obligations except those payable from Enterprise Funds.

## What is a Millage Rate?

The millage rate, also referred to as the property tax rate, is the adopted taxation rate approved by the City Commission. The millage rate is applied to property values to generate the necessary revenue (in addition to other available revenue sources) to pay for the services proposed in the budget.

A mill is equal to \$1 for every \$1,000 of assessed property value. For example, if the taxable value of a house is \$100,000 and the millage rate is 1, then the homeowner would pay \$100.00 in taxes, and if the millage rate is 10, then they would pay \$1,000.

The budget and property tax rate adoption process is governed by a state statute referred to as Truth in Millage, or TRIM. The Florida State Constitution restricts the annual increase in taxable value of a homesteaded property to 3% or the increase in the CPI, whichever is less, and a 10% increase on non-homesteaded property.

## What Guidelines Govern the Budgeting Process?

The City's accounting and financial reporting systems are maintained in conformance with generally accepted accounting principles (GAAP), the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA).

The City of Lake Worth uses the modified basis of accounting; meaning expenditures on anything other than interest on long-term debt are recorded when the related fund liability is incurred. Revenues are only recognized once they are received unless they are susceptible to accrual, i.e., measurable and available to finance operations of the City.

An annual audit must be performed by an independent public accounting firm, and a Comprehensive Annual Financial Report (CAFR) is subsequently published. The CAFR provides City Administration and the general public with a snapshot of the financial state of the City.

The City of Lake Worth prepares a five year Capital Improvement Plan (CIP) annually. The CIP is required by state statute and represents the City's multi-year capital expenditure strategy. CIP's are invaluable to municipalities because without a multi-year plan, there is no way of ensuring there will be sufficient funds to cover the costs of major capital projects.

The City is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser mailing to each property owner through the TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

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1. The new assessed value and the assessed value for the prior year;
2. The tax bill if the current property tax rate is charged for the new year;
3. The tax bill if the adjusted rolled-back rate is levied for the new year (the rolled-back rate is that property tax rate which would derive the same amount of revenue based on the new assessed values as was raised in the prior year at the old assessed values; it discounts for inflation); and
4. The property tax bill if the proposed budget is adopted. The second public hearing is advertised in the newspaper. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.

Upon adoption, the City's CAFR and Annual Operating Budget will be submitted to the GFOA to seek the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

The annual operating budget can only be modified through a Commission approved Budget Amendment. Requests to change the total appropriation, personnel structure, project capital request or project change order must be submitted to and approved by the City Manager's Office. If the change is approved by the City Manager, the Budget Amendment is then put on a City Commission agenda where the City Commission must pass a majority vote to approve the proposed amendment.



# Fund Balance Overview

## What is a Fund?

A fund is a set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Examples of funds in the City of Lake Worth are the General Fund, Refuse Fund and Capital Improvement Fund.

## What is Fund Balance?

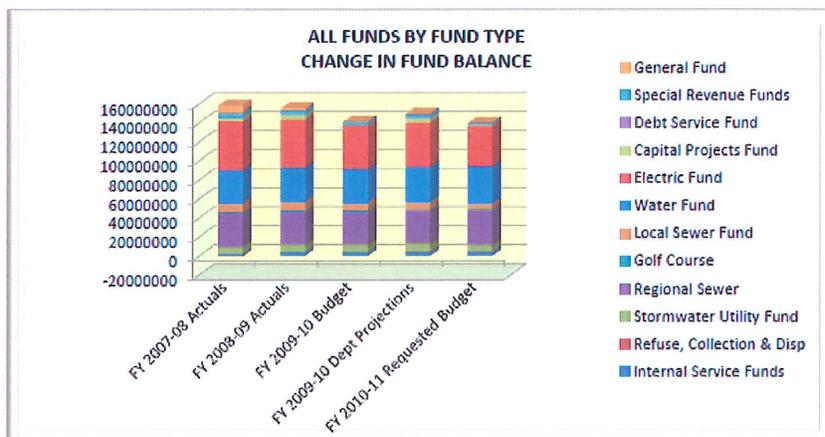
Fund balance is the difference between assets and liabilities reported in a governmental fund at the end of the fiscal year. Fund balance ranges are established for each of the City's funds. The amounts set for each fund are based on the predictability of revenues, volatility of expenditures, and any relevant liquidity requirements.

*Fund balance tables for all major funds are listed on subsequent pages.*



### City-Wide Total Fund Balance By Fund Type

Fund type	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actuals	Actuals	Final Budget	Dept Projections	Adopted Budget
<b>General Fund</b>	7,693,557	1,978,406	241,230	382,724	108,493
<b>Total General Fund</b>	7,693,557	1,978,406	241,230	382,724	108,493
<b>Special Revenue Funds</b>					
Improvement Fund	152,647	157,046	157,046	157,046	140
Building Permit Fund	-	(9,743)	(352,843)	(623,153)	(632,080)
Beach Fund	-	-	-	-	27,357
Parking Improvement Fund	150,000	150,531	150,531	411	-
Foreclosure Fund	1,589,787	1,346,852	1,113,022	1,113,022	880,139
Housing Initiative	-	-	-	-	12,061
Road Improvement Fund	1,445,780	1,736,963	952,963	952,963	-
Grant Fund	800,868	317,368	313,932	413,932	663,932
Beach Redevelopment	-	-	-	682,314	-
Beautification Fund	23,113	14,874	10,874	10,874	-
Utility Conservation Fund	-	-	-	590,229	180,263
Simpkin Trust	684,379	629,131	599,131	599,131	594,131
Library Endowment Fund	6,614	6,844	6,844	-	-
Library Trust Fund	218,395	218,651	210,751	210,151	151,351
Incentive Fund	9,894	8,435	8,435	8,435	-
Criminal Justice	(4,813)	7,144	7,144	7,144	-
Building Education Fund	11,977	10,730	3,330	-	-
State Forfeiture Fund	97,190	85,693	85,693	60,883	-
Donations/Special Trust F	124,064	123,141	123,141	124,741	1,544
<b>Total Special Revenue Funds</b>	5,309,895	4,803,660	3,389,994	4,308,123	1,878,838
<b>Dept Service Fund</b>					
GO Bond 1995	295,340	262,282	261,281	261,281	261,281
<b>Total Debt Service Fund</b>	295,340	262,282	261,281	261,281	261,281
<b>Casino Bldg. Capital Project</b>					
Casino Building	-	-	-	455,000	-
<b>Total Casino Projects Funds</b>	-	-	-	455,000	-
<b>Capital Projects Funds</b>					
Capital Project Fund	3,247,043	4,142,359	-	3,561,263	481,866
<b>Total Capital Projects Funds</b>	3,247,043	4,142,359	-	3,561,263	481,866
<b>Enterprise Funds</b>					
Electric Fund	51,660,000	51,129,010	45,898,306	46,842,941	42,685,050
Water Fund	34,923,246	36,279,622	36,246,435	37,514,972	39,773,725
Local Sewer Fund	8,690,323	8,721,820	7,482,180	7,653,127	5,644,643
Golf Course	1,159,610	1,197,393	1,115,319	811,612	1,105,492
Regional Sewer	35,376,699	34,597,247	34,518,995	34,634,148	35,837,937
Stormwater Utility Fund	7,340,433	7,599,728	7,596,012	7,886,694	6,830,965
Refuse, Collection & Disp	(469,320)	36,765	12,986	697,746	532,242
<b>Total Enterprise Funds</b>	138,680,991	139,561,585	132,870,233	136,041,240	132,410,054
<b>Internal Service Funds</b>					
Information Technology	13,344	17,921	(18,486)	96,040	46,739
Self Insurance Fund	2,348,932	4,344,723	4,344,723	4,344,723	3,336,010
City Garage Fund	-	(66,442)	(66,442)	(75,658)	1,066,169
<b>Total Internal Service Funds</b>	2,362,276	4,296,202	4,259,795	4,365,105	4,448,918
<b>Total All Funds</b>	157,589,102	155,044,494	141,022,533	148,919,736	139,589,450



## City-Wide Total Revenues By Fund Type

Fund Type	Actual FY 2008	Actual FY 2009	Final Budget FY 2010	Projections FY 2010	Budget FY 2011
<b>General Fund</b>	40,920,954	38,491,873	34,223,757	32,517,615	29,708,489
Total General Fund	40,920,954	38,491,873	34,223,757	32,517,615	29,708,489
<b>Special Revenue Funds</b>					
Improvement Fund	12,808	11,883	9,000	9,000	9,014
Building Permit Fund	942,463	972,693	484,373	113,377	385,100
Beach Fund	-	-	-	-	962,484
Parking Improvement Fund	-	531	-	-	500
Public Service - Parking	-	-	-	-	-
Foreclosure Fund	204,602	14,441	10,000	10,000	73,000
Housing Initiative Fund	-	-	-	-	430,000
Road Improvement Fund	293,089	292,957	216,000	216,000	224,125
Grant Fund	1,616,479	1,138,317	888,183	888,183	2,667,847
Beach Redevelopment Fund	-	-	-	1,193,981	5,000,000
Tree Beautification Fund	25,613	7,500	10,000	10,000	-
Utility Conservation Fund	-	-	1,000,000	1,000,000	1,043,550
Simpkin Trust Fund	29,537	24,752	-	-	-
Library Endowment Fund	2,525	230	-	-	-
Library Trust Fund	12,216	12,755	2,100	1,500	1,200
Incentive Fund	-	-	-	-	-
Criminal Justice Fund	14,232	11,957	-	-	12,000
Building Education fund	10,366	4,140	4,000	9	-
State Forfeiture Fund	80,736	10,352	-	3,200	-
Special Trust Fund	6,985	5,168	-	2,400	1,544
Total Special Revenue Fund	3,251,651	2,507,676	2,623,656	3,447,650	10,810,364
<b>Debt Service Fund</b>					
Debt Service Fund	489,655	400,278	433,102	433,102	432,140
Total Debt Service Fund	489,655	400,278	433,102	433,102	432,140
<b>Capital Project Funds</b>					
Capital Project Fund	3,165,621	2,660,442	2,191,500	2,057,999	1,205,230
Total Capital Project Fund	3,165,621	2,660,442	2,191,500	2,057,999	1,205,230
<b>Casino Building Fund</b>					
	-	-	-	-	3,000,000
<b>Enterprise Funds</b>					
Electric Fund	58,842,201	60,529,368	63,402,562	63,107,562	60,206,920
Water Fund	11,199,256	11,887,933	12,263,263	12,263,263	12,862,409
Local Sewer Fund	5,522,176	5,929,009	5,559,011	5,559,011	5,263,292
Golf Course Fund	1,938,567	1,891,080	1,632,536	1,348,774	2,193,835
Regional Sewer Fund	3,569,707	6,436,200	6,685,740	6,848,234	6,909,193
Stormwater Fund	4,841,516	1,544,646	1,668,000	1,850,200	1,545,721
Refuse Collection & Disp	4,709,776	4,647,481	4,834,407	4,528,591	4,514,300
Total Enterprise Fund	90,623,199	92,865,717	96,045,519	95,505,635	93,495,670
<b>Internal Service Funds</b>					
Information Technology	1,287,915	1,091,212	1,354,655	1,294,649	1,498,836
Self Insurance Fund	5,003,147	3,845,546	3,593,711	3,593,711	1,146,826
City Garage Fund	535,645	545,515	712,234	712,234	2,143,100
Total Internal Service Funds	6,826,707	5,482,273	5,660,600	5,600,594	4,788,762
<b>Total All Funds</b>	<b>145,277,787</b>	<b>142,408,259</b>	<b>141,178,134</b>	<b>139,562,595</b>	<b>143,440,655</b>

## City-Wide Total Expenses By Fund Type

Fund Type	Actual FY 2008	Actual FY 2009	Final Budget FY 2010	Projections FY 2010	Budget FY 2011
<b>General Fund</b>	42,471,508	44,207,024	35,960,933	34,301,191	29,232,720
Total General Fund	42,471,508	44,207,024	35,960,933	34,301,191	29,232,720
<b>Special Revenue Funds</b>					
Improvement Fund	8,318	7,484	9,000	9,000	165,920
Building Permit Fund	938,142	986,757	823,152	702,301	394,027
Beach Fund	-	-	-	-	935,127
Parking Improvement Fund	-	-	-	80,120	911
Public Service - Parking	-	-	-	-	-
Foreclosure Fund	139,692	257,376	243,830	243,830	305,883
Housing Initiative Fund	-	-	-	-	417,939
Road Improvement Fund	13	1,774	1,000,000	1,000,000	1,177,088
Grant Fund	815,611	1,621,817	891,619	891,619	2,417,847
Beach Redevelopment Fund	-	-	-	123,311	5,682,314
Tree Beautification Fund	2,500	15,739	14,000	14,000	10,874
Utility Conservation Fund	-	-	1,000,000	409,771	1,453,516
Simpkin Trust Fund	30,000	80,000	30,000	30,000	5,000
Library Endowment Fund	1,223	-	-	6,844	-
Library Trust Fund	11,000	12,499	10,000	10,000	60,000
Incentive Fund	2,717	1,459	-	-	8,435
Criminal Justice Fund	39	-	-	-	19,144
Building Education fund	5,056	5,387	11,400	10,739	-
State Forfeiture Fund	25,349	21,849	-	28,010	60,883
Special Trust Fund	27,397	6,091	-	800	124,741
<b>Total Special Revenue Fund</b>	2,007,057	3,018,232	4,033,001	3,560,345	13,239,649
<b>Debt Service Fund</b>					
Debt Service Fund	3,492,120	433,336	434,103	434,103	432,140
Total Debt Service Fund	3,492,120	433,336	434,103	434,103	432,140
<b>Capital Project Funds</b>					
Capital Project Fund	2,535,950	1,765,126	3,690,240	3,529,866	3,809,414
Total Capital Project Fund	2,535,950	1,765,126	3,690,240	3,529,866	3,809,414
<b>Casino Building Fund</b>					
	-	-	-	-	3,445,000
<b>Enterprise Funds</b>					
Electric Fund	61,612,162	61,060,358	68,270,993	67,225,855	72,452,647
Water Fund	10,766,713	10,531,557	12,296,450	11,006,213	29,206,738
Local Sewer Fund	5,321,913	5,897,512	6,798,651	6,622,188	9,699,317
Golf Course Fund	2,244,369	1,853,297	1,714,610	1,739,820	2,301,840
Regional Sewer Fund	5,196,736	7,215,652	6,763,992	6,807,651	6,091,904
Stormwater Fund	1,474,949	1,285,351	1,671,716	1,556,140	4,620,468
Refuse Collection & Disp	4,429,252	4,141,396	4,858,186	3,850,713	4,679,804
<b>Total Enterprise Fund</b>	91,046,094	91,985,123	102,374,598	98,808,580	129,052,718
<b>Internal Service Funds</b>					
Information Technology	1,555,235	1,086,635	1,391,062	1,206,524	1,548,137
Self Insurance Fund	4,031,735	1,849,755	3,593,711	3,593,711	2,155,539
City Garage Fund	535,645	611,957	712,234	721,714	2,067,273
<b>Total Internal Service Funds</b>	6,122,615	3,548,347	5,697,007	5,521,949	5,770,949
<b>Total All Funds</b>	147,675,344	144,957,188	152,189,882	146,156,034	184,982,590

# General Fund Balance

## General Fund Revenue Analysis

As previously stated in this document, Ad Valorem Taxes have been on a downward trend in Lake Worth since FY 2009 due to the slump in the housing market. The City experienced a decrease in property values of 9.73% or \$210,871,062 for FY 2009, 23.36% or \$456,690,129 for FY 2010, and 24.7% or \$370,241,458 for FY 2011. The trend is expected to continue at a minimum through FY 2012, albeit at an anticipated level of 8% to 10%. Additionally, Local Option Fuel Tax collections have been on the decline since FY 2008; down an aggregate of 7.5% between FY 2008 (\$864,888) and the amount projected for FY 2011 (\$800,000). The decline is mainly due to the nature of the funding source. The Fuel Tax is tied to the purchase of motor vehicle fuel. Driving and the resultant fuel purchases decreased when fuel prices topped \$4.00 per gallon. Since fuel prices returned to relatively reasonable amounts, driving habits stabilized for most people, thereby stabilizing the revenue source.

Franchise Fee collections are generated by a percentage of the gross receipts from the sale of residential metered gas and commercial roll-off container services. The City tax rate is 6% of gross metered gas sales. Collections have declined 22.5 % from \$69,653 in FY 2008, to approximately \$54,000 in Fiscal Years 2009 and 2010. For FY 2011, staff has projected collections of \$54,000. For the private hauler roll-off container franchise fee, the City's General Fund was receiving 20% of the generated fee with the balance of 80% going to the Refuse Fund. The City's Refuse Fund has recently taken over all roll-off container service citywide. Hence there will no longer be a commercial roll-off component to this category.

Lake Worth's Utility Services tax collections are comprised of Electricity, Telecommunications, Water, Metered Gas, and Propane usage. Total Utility taxes have declined approximately 18.7% from actual FY 2008 collections of \$5,283,661 to the City's projection for FY 2011 of \$4,293,600. Most notable are the declines for Electricity and Water. Collections for Electricity went from an FY 2008 actual of \$2,421,195 to a FY 2011 projection of \$2,100,000. Collections for Water went from \$1,071,221 in FY 2008 to a projection of \$775,000 for FY 2011. These dramatic declines are partially due to conservation efforts by our residents and business owners in response to mandated water restrictions, and to some degree, delinquent collections and the lack of normal billings on foreclosed homes.

The total revenue collected for Business Licenses appears to have been on the decline since FY 2008, i.e., \$1,080,716 in FY 2008, \$584,451 in FY 2009 and \$333,907 in FY 2010. However, revenues charged to this account in FY 2008 that should have been

# General Fund Balance

charged to General Government and Public Safety accounts, and vice versa for FY 2010 collections. For FY 2008, the errors cannot be corrected since the books for that fiscal year have been audited and are officially closed. However, for FY 2010, the incorrect charges can be reclassified to the correct accounts which will then show Business License collections to be at fairly stable amount of approximately \$550,000 to \$600,000 per annum.

Permits & Plan Review collections are now recorded in the City's Building Service Fund. Historical data is still indicated on General Fund documents for prior years. Please refer to the Building Services Fund for its respective revenue discussion.

State Shared Revenues have seen a dramatic decline of 18.2% from actual FY 2008 collections of \$5,044,308 to the FY 2011 projection of \$4,281,000. Details of the [decline](#) are as follows:

- 1) The City's share of State sales tax collections declined from \$1,287,185 in FY 2008; \$1,168,279 in FY 2009; \$1,088,866 estimated in FY 2010 to a projection of \$1,132,000 for FY 2011;
- 2) Half Cent sales tax declined from \$2,523,033 in FY 2008, \$2,265,725 in FY 2009, \$2,311,125 estimated in FY 2010 to a projection of \$2,264,000 for FY 2011;
- 3) Section 185 Fire and Police Pension subsidy collections declined from \$1,105,460 in FY 2008 to a projection of \$800,000 for FY 2011.

It should be noted that projections for State Shared Revenues come via the State's Department of Revenue. Whereas, the Sales Tax estimate has been released by the State and is represented in the General Fund balance summary, the Half Cent Sales Tax component is not available as this version of the City's budget is being compiled. Updated amounts will be included in subsequent versions of the budget.

As stated above, under Business Licenses, charges made to General Government accounts have been inconsistent. Staff is currently clarifying the various collection sources, reclassifying miss-coded items and moving forward, classifying collections in the correct accounts. The General Government revenue category should include collections primarily from Code Enforcement activities, Zoning Fees, Certifications/Record Searches and Janitorial Charges. For the reader's information, in FY 2011 Janitorial Charges have been moved to the Reimbursement category. The aggregate FY 2011 projection for this grouping is \$150,450. Though the estimated receipts for FY 2010 are indicated to be \$227,210, for comparative purposes with the

# General Fund Balance

FY 2011 estimate components, the FY 2010 estimated receipts would be \$167,210; representing a projected decline of 10%.

Similar to the discussion for General Government and Business Licenses above, revenue classification has been an issue for accounts in the Public Safety revenue category. Staff is currently addressing the issue. Once the reclassifications have been made, staff is expecting fairly stable collections in this category of approximately \$175,000 to \$200,000.

Physical Environment collections include Outside Water & Sewer Surcharge Fees: for FY 2011 \$400,000 and \$130,000, respectively, and Cemetery Fees, \$15,000. The Water & Sewer Fees have stayed fairly consistent from FY 2008 actual collections to the FY 2011 projections. Cemetery Fees have been fairly irregular since FY 2008, i.e. \$23,950 in FY 2008, \$34,005 in FY 2009, \$12,000 estimated for FY 2010 and \$15,000 projected for FY 2011. This irregularity is due to the nature of demand for cemetery services.

Transportation collections include revenues from parking meters, parking permits and boat launches. For FY 2011, the parking related revenue is being moved to the Beach Fund. The revenue remaining in this category of the General Fund will consist of only of boat launches. Estimates of \$30,000 have fallen drastically short of the \$150,000 final FY 2010 budget figure. This is primarily due to the fact that \$150,000 was a very aggressive annual estimate. Actual revenues only commenced this past March. Based on the rather limited FY 2010 activity, staff has estimated \$30,000 for the final six months of FY 2010 and \$30,000 for FY 2011. The FY 2011 projection is being set at the conservative six month amount to test how recurring the collections will be.

For FY 2011, Culture and Recreation includes collections from Summer Camps, Sports Programs, Park Rental, and Osborne Center Rental. In FY 2009 and FY 2010, this category included collections for Pier Fees: \$89,603 in FY 2009 and an estimated \$145,000 in FY 2010. For FY 2011, this revenue and the corresponding expenses are being transferred to the Beach Fund and will be addressed in that fund's discussion. Similarly, the revenue from Pool Admission Fees included in this category for FY 2008 in the amount of \$22,810, for FY 2009, \$38,155 and for FY 2010 \$20,000 will also be transferred to the Beach Fund. Of the remaining revenue sources in this category, collections have increased slightly from \$73,000 in FY 2009 to \$84,000 projected for FY 2011. This is mainly due to greater participation in the City's sports programs.

# General Fund Balance

Judgments & Fines are primarily comprised of fine collections received from Palm Beach County for Traffic Citations. Collections were \$206,665 in FY 2008 and \$127,960 in FY 2009. For FY 2010, the City is estimating collections of \$90,000 and projecting for FY 2011 just \$80,000.

Revenues for code fines received in FY's 2008 and 2009 and the budgeted amount for FY 2010 of \$539,921, \$275,304 and \$400,000, respectively. Estimated code fine collections for FY 2010 are \$130,000. The City has not accurately projected this revenue, nor has it allowed for the waiving of fines by the magistrate who has typically reduced or eliminated the penalties and interest on the outstanding fines in order for the petitioner make payment.

Interest and Other Earnings are based on a total investment portfolio of \$65,039,036. Based on the advice from the City's investment management company Salem Trust, projected earnings for FY's 2010 and 2011 for all funds is \$700,000 per year compared to \$492,632 in FY 2008 and \$821,573 in FY 2009.

Rents and Royalties include primarily the Casino storefronts, Pier and miscellaneous rental revenue. The rents for the Casino and the Pier are being transferred to the Beach Fund for FY 2011. The Casino stores typically generate approximately \$170,000 per year. For FY 2010, the rental is estimated to be \$152,000 due to vacancies at Units 1 and 2. An RFP is currently pending to occupy the space. The Pier revenue and miscellaneous revenues have remained stable at \$60,000 per year and approximately \$20,000 per year, respectively.

Although the Sale of Surplus Materials indicates activity in FY's 2008 and 2009, i.e. \$47,000 in FY 2008 and \$271,000 in FY 2009, it is not a good practice to anticipate collections from non-recurring sources when planning a subsequent budget year. Revenues from this type of source are best left un-budgeted due to the unknown nature of surplus assets or materials. Therefore, for FY 2011 the City will not budget an amount in this category.

Grants, Donations and Other Miscellaneous Revenue includes grants (\$217,000 in FY 2008 only), donations (\$85,000 in FY 2009 only) and typically less than \$25,000 per year for small revenue items that occur on an irregular basis. To avoid mingling funds, grants were moved to a Grants Fund in FY 2009. The donation of \$85,000 was a onetime occurrence.

# General Fund Balance

Contributions from Enterprise Funds include payments for administrative services rendered by General Fund departments as well as payments in lieu of taxes, i.e. property taxes and franchise fees. The contribution for FY 2008 was \$8,320,072, for 2009, \$8,866,644, for 2010, \$10,196,480 and for 2011, \$10,163,404. Prior to FY 2010, the City was not calculating the contributions each year. Instead an inflator was applied to update the numbers from one year to the next. Starting in FY 2010, the Finance Department calculated the contribution according to acceptable auditing standards, based on each utility's consumption.

Non-Operating Sources and Reimbursements primarily include reimbursements to the General Fund by the Utilities, Stormwater and CRA Funds for work performed on their behalf by General Fund employees. For the Utilities Department, the reimbursement is for grounds maintenance along alleys where the utility poles and water/sewer pipes exist. The amount for FY 2008 was \$119,212, for FY 2009, \$105,336, for FY 2010, \$226,400 and for FY 2011, \$201,000. The increase in FY 2010 and FY 2011 covers additional work being performed. For Storm Water, the reimbursement is for street construction and repair related to Stormwater projects. The amount for FY 2008 was \$489,777, for FY 2009, \$524,061, for FY 2010, \$212,517 and for FY 2011, \$0. The decreases in FY 2009 and FY 2010 are due to better utilization of the City's financial management system whereby the employee costs are accounted for in the cost centers where they are performing their duties. For the CRA the reimbursement is code compliance services performed within the CRA boundaries. This is based on an interlocal agreed amount of \$200,000 per year.

City of Lake Worth  
FY2011 Budget Proposal

GENERAL FUND	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Final Budget	FY 2009-10 Estimate	FY 2010-11 Adopted Budget
<b>Beginning Fund Balance</b>	14,438,029	12,887,475	7,172,324	7,172,324	5,576,642
<b>Source of Funds</b>					
Ad valorem	15,730,702	14,784,904	7,596,561	7,531,894	5,956,608
Sales, Use & Fuel	864,888	832,983	802,000	802,000	816,000
Franchise Fees	134,309	89,228	126,004	89,000	54,000
Utility Services Taxes	5,283,661	4,688,144	4,517,877	4,525,717	4,293,600
Business Licenses	1,080,716	593,601	610,000	333,607	570,000
Permits	942,552	34,355	8,700	7,980	40,000
State Shared Revenues	5,044,308	4,362,298	4,357,244	4,519,717	4,281,000
General Government	66,095	161,500	142,850	227,210	150,450
Public Safety	699,533	575,672	232,000	582,952	205,000
Physical Environment	23,950	591,828	549,000	528,000	545,000
Transportation	367,892	471,675	816,000	546,000	42,000
Culture/Recreation	127,257	237,872	539,382	273,327	84,000
Judgments & Fines	206,665	138,626	166,800	96,800	86,500
Violations of L Ordinance	638,719	332,893	462,000	172,000	125,000
Interest & other Earnings	519,218	849,941	620,400	713,400	708,500
Rents & Royalties	248,659	249,362	261,342	234,655	18,000
Sale of Surplus Material	47,229	270,560	15,200	200	-
Other Miscellaneous Rev	221,430	109,191	8,000	8,000	10,000
Contribution from Enterprise	8,320,072	8,866,644	10,196,480	10,196,480	10,279,611
Non-Operating Sources/Reimbursements	807,407	701,056	638,917	638,917	244,131
	<b>41,374,262</b>	<b>38,939,331</b>	<b>32,656,757</b>	<b>32,028,156</b>	<b>28,508,400</b>
<b>Use of Funds</b>					
City Commission	261,508	279,442	228,975	195,862	221,945
Internal Auditor	39,050	25,575	50,000	-	-
City Clerk	326,671	-	399,142	392,672	429,922
City Attorney	688,729	607,730	569,945	533,858	612,090
City Manager	548,771	908,106	576,347	509,132	378,890
Finance	1,409,996	1,414,473	1,404,840	1,276,490	1,101,865
Office of Mgmt & Budget	-	242	391,022	349,426	518,623
Human Resources/Personnel	453,710	516,636	751,320	624,120	247,044
Benefits	-	-	-	-	158,990
Community Development Admin	-	-	-	-	228,624
Business Licenses	1,083,374	10,024	172,581	148,671	138,765
Planning & Zoning	491,383	433,694	476,321	477,718	257,679
Code Enforcement	1,338,288	1,095,179	621,561	562,874	-
Code- Property Maintenance	-	-	-	-	575,375
Code- Property Inspection	-	-	-	-	212,621
Police	14,499,375	15,445,485	15,824,276	15,824,276	14,322,977
Fire	9,228,855	9,718,247	2,585,301	3,239,257	2,438,456
Public Works Administration	831,405	715,304	674,941	679,500	248,641
Streets Maintenance	1,324,691	1,067,602	1,085,498	990,052	957,240
Grounds	1,623,504	1,684,784	2,330,329	1,934,212	1,891,945
Cemetery	372,471	315,344	377,683	371,960	389,699
Facilities Management	1,110,073	1,077,650	1,325,147	1,228,497	-
Facilities Management- Custodial	-	-	-	-	307,375
Facilities Management- Maintenance	-	-	-	-	779,539
Parking	61,037	28,412	60,500	22,000	36,500
Library	696,171	544,779	560,881	536,006	577,542
Recreation	726,429	964,928	1,051,087	939,582	-
Recreation- Athletics	-	-	-	-	726,438
Recreation- Facility Rentals	-	-	-	-	284,754
Aquatics	853,367	849,774	1,091,414	1,024,357	-
Garage	95,292	-	-	-	-
Non-Departmental	105,151	903,683	220,996	159,472	37,160
	<b>37,948,201</b>	<b>38,607,093</b>	<b>32,820,087</b>	<b>32,049,992</b>	<b>28,080,599</b>
<b>Deficiency of Revenues Over Expenditures</b>	<b>3,426,061</b>	<b>332,238</b>	<b>(163,330)</b>	<b>(21,836)</b>	<b>427,801</b>
<b>Other Financing Sources (Uses):</b>					
Transfers In	238,522	159,000	767,000	767,000	1,200,089
Transfer Out - Capital	(891,830)	(608,458)	-	-	-
Transfers Out- CRA/Debt Service (2010)	(4,410,453)	(5,599,931)	(3,140,846)	(2,340,846)	(1,152,121)
Debt Loan Proceeds	-	-	800,000	-	-
Debt Payments	(112,854)	-	-	-	-
Contingency	-	-	-	-	-
Total other Financing Sources (Uses)	<b>(4,976,615)</b>	<b>(6,047,389)</b>	<b>(1,573,846)</b>	<b>(1,573,846)</b>	<b>47,968</b>
<b>Net Change in Fund Balance</b>	<b>(1,560,654)</b>	<b>(5,715,151)</b>	<b>(1,737,176)</b>	<b>(1,595,682)</b>	<b>475,769</b>
<b>Ending Fund Balance</b>	<b>12,887,475</b>	<b>7,172,324</b>	<b>5,435,148</b>	<b>5,676,642</b>	<b>6,052,411</b>
Reserve for Emergencies	5,193,918	5,193,918	5,193,918	5,193,918	5,193,918
Reserve for Stabilization	-	-	-	-	750,000
<b>Ending Available Fund Balance</b>	<b>7,693,557</b>	<b>1,978,406</b>	<b>241,230</b>	<b>382,724</b>	<b>108,493</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Capital Improvement Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	148,157	152,647	157,046	157,046	157,046
<u>Source of Funds</u>					
Interest & other Earnings	12,758	11,883	9,000	9,000	9,014
Other Miscellaneous Rev	50	-	-	-	-
	12,808	11,883	9,000	9,000	9,014
<u>Use of Funds</u>					
Non Operating	-	-	2,387	2,387	130,000
	-	-	2,387	2,387	130,000
<b>Deficiency of Revenues Over Expenditures</b>	12,808	11,883	6,613	6,613	(120,986)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Dept Payments- Principal	-	-	-	-	(30,199)
Debt Payments- Interest	(8,318)	(7,484)	(6,613)	(6,613)	(5,721)
Depreciation					
Total Other Financing Sources (uses)	(8,318)	(7,484)	(6,613)	(6,613)	(35,920)
<b>Net Change in Fund Balance</b>	4,490	4,399	-	-	(156,906)
<b>Ending Fund Balance</b>	<b>152,647</b>	<b>157,046</b>	<b>157,046</b>	<b>157,046</b>	<b>140</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Building Permit Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	-	(14,064)	(14,064)	(623,153)
<u>Source of Funds</u>					
Permits	-	480,014	375,172	112,872	385,000
Plan Review	-	496	13,000	200	-
General Government	-	50,123	96,201	305	100
	-	530,633	484,373	113,377	385,100
<u>Use of Funds</u>					
Building Services		986,757	823,152	722,466	394,027
	-	986,757	823,152	722,466	394,027
<b>Deficiency of Revenues Over Expenditures</b>	-	(456,124)	(338,779)	(609,089)	(8,927)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	442,060	-	-	-
Transfers Out	-	-	-	-	-
Contingency	-	-	-	-	-
Total Other Financing Sources (uses)	-	442,060	-	-	-
<b>Net Change in Fund Balance</b>	-	(14,064)	(338,779)	(609,089)	(8,927)
<b>Ending Fund Balance</b>	-	(14,064)	(352,843)	(623,153)	(632,080)

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Beach Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>		-	-	-	-
<b>Source of Funds</b>					
Transportation	-	-	-	-	483,751
Culture/Recreation	-	-	-	-	235,400
Violations	-	-	-	-	88,333
Rents & Royalties	-	-	-	-	155,000
Donations	-	-	-	-	
	-	-	-	-	962,484
<b>Use of Funds</b>					
Beach Parking	-	-	-	-	10,000
Casino Building	-	-	-	-	56,653
Pool	-	-	-	-	270,574
Beach	-	-	-	-	455,348
Pier	-	-	-	-	142,552
Non-Departmental	-	-	-	-	
	-	-	-	-	935,127
<b>Deficiency of Revenues Over Expenditures</b>	-	-	-	-	27,357
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	-	-	-	-	27,357
<b>Ending Fund Balance</b>	-	-	-	-	27,357

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Parking Special Revenue Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	150,000	150,000	150,531	150,531	411
<b>Source of Funds</b>					
Interest & other Earnings	-	531	-	-	500
Disp of Fixed Assets	-	-	-	-	-
Other Miscellaneous Rev	-	-	-	-	-
	-	531	-	-	500
<b>Use of Funds</b>					
Parking	-	-	-	-	811
Non-Departmental	-	-	-	120	100
	-	-	-	120	911
<b>Deficiency of Revenues Over Expenditures</b>	-	531	-	(120)	(411)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	(150,000)	-
Debt Payments- Interest	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	-	(150,000)	-
<b>Net Change in Fund Balance</b>	-	531	-	(150,120)	(411)
<b>Ending Fund Balance</b>	150,000	150,531	150,531	411	-

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Foreclosure Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	1,524,877	1,589,787	1,346,852	1,346,852	1,113,022
<u>Source of Funds</u>					
Interest & other Earnings	28,780	6,956	-	-	-
Disp of Fixed Assets	14,308	-	-	-	-
Other Miscellaneous Rev	161,514	7,485	10,000	10,000	73,000
	204,602	14,441	10,000	10,000	73,000
<u>Use of Funds</u>					
Code Enforcement	73,992	59,838	153,000	153,000	121,566
Non-Departmental	-	128,538	4,601	4,601	1,228
	73,992	188,376	157,601	157,601	122,794
<b>Deficiency of Revenues Over Expenditures</b>	130,610	(173,935)	(147,601)	(147,601)	(49,794)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	(65,700)	(69,000)	(86,229)	(86,229)	(183,089)
Debt Payments- Interest	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Other Financing Sources (uses)	(65,700)	(69,000)	(86,229)	(86,229)	(183,089)
<b>Net Change in Fund Balance</b>	64,910	(242,935)	(233,830)	(233,830)	(232,883)
<b>Ending Fund Balance</b>	<b>1,589,787</b>	<b>1,346,852</b>	<b>1,113,022</b>	<b>1,113,022</b>	<b>880,139</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Housing Initiative</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	-	-	-	-
<u><b>Source of Funds</b></u>					
Housing	-	-	-	-	-
Interest & other earnings	-	-	-	-	-
<u><b>Use of Funds</b></u>					
Housing	-	-	-	-	417,939
Non-Departmental	-	-	-	-	-
Contract Changes	-	-	-	-	-
	-	-	-	-	417,939
<b>Deficiency of Revenues Over Expenditures</b>	-	-	-	-	(417,939)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	430,000
Transfers Out	-	-	-	-	-
<b>Total Other Financing Sources (uses)</b>	-	-	-	-	430,000
<b>Net Change in Fund Balance</b>	-	-	-	-	12,061
<b>Ending Fund Balance</b>	-	-	-	-	12,061

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Road Improvement Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	1,152,704	1,445,780	1,736,963	1,736,963	952,963
<b>Source of Funds</b>					
Franchise Fees	266,906	283,516	216,000	216,000	224,125
Interest & other earnings	26,183	9,441	-	-	-
	293,089	292,957	216,000	216,000	224,125
<b>Use of Funds</b>					
Street improvements	-	-	1,000,000	1,000,000	1,072,088
Non-Departmental	13	1,774	-	-	-
	13	1,774	1,000,000	1,000,000	1,072,088
<b>Deficiency of Revenues Over Expenditures</b>	293,076	291,183	(784,000)	(784,000)	(847,963)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	(105,000)
Total Other Financing Sources (uses)	-	-	-	-	(105,000)
<b>Net Change in Fund Balance</b>	293,076	291,183	(784,000)	(784,000)	(952,963)
<b>Ending Fund Balance</b>	<b>1,445,780</b>	<b>1,736,963</b>	<b>952,963</b>	<b>952,963</b>	<b>-</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Tree Beautification Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	23,113	14,874	14,874	10,874
<b>Source of Funds</b>					
Intergovernmental	5,426	-	-	-	-
Donations	-	7,500	-	-	-
	5,426	7,500	-	-	-
<b>Use of Funds</b>					
Grounds		15,739	14,000	14,000	10,874
	-	15,739	14,000	14,000	10,874
<b>Deficiency of Revenues Over Expenditures</b>	5,426	(8,239)	(14,000)	(14,000)	(10,874)
<b>Other Financing Sources (uses):</b>					
Transfers In	20,187	-	10,000	10,000	-
Capital Outlay	(2,500)	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (uses)	17,687	-	10,000	10,000	-
<b>Net Change in Fund Balance</b>	23,113	(8,239)	(4,000)	(4,000)	(10,874)
<b>Ending Fund Balance</b>	<b>23,113</b>	<b>14,874</b>	<b>10,874</b>	<b>10,874</b>	<b>-</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Utility Conservation Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	-	-	-	590,229
<u>Source of Funds</u>					
Physical Environment	-	-	1,000,000	1,000,000	1,043,550
	-	-	1,000,000	1,000,000	1,043,550
<u>Use of Funds</u>					
Administration	-	-	1,000,000	409,771	-
Utility Conservation	-	-	-	-	1,453,516
Contract Changes	-	-	-	-	-
	-	-	1,000,000	409,771	1,453,516
<b>Deficiency of Revenues Over Expenditures</b>	-	-	-	590,229	(409,966)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	-	-	-	590,229	(409,966)
<b>Ending Fund Balance</b>	-	-	-	590,229	180,263

**City of Lake Worth  
FY2011 Budget Proposal**

<b>G. O. Debt Service Fund</b>	<b>FY 2007- 08</b>	<b>FY 2008 - 09</b>	<b>FY 2009- 10</b>	<b>FY 2009- 10</b>	<b>FY 2010-11</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Final Budget</b>	<b>Estimate</b>	<b>Adopted Budget</b>
<b>Beginning Fund Balance</b>	3,297,805	295,340	262,282	262,282	261,281
<b>Source of Funds</b>					
Interest & Other Earnings	68,746	797	-	-	-
	68,746	797	-	-	-
<b>Use of Funds</b>					
Other	-	808	1,000	1,000	-
	-	808	1,000	1,000	-
<b>Deficiency of Revenues Over Expenditures</b>	68,746	(11)	(1,000)	(1,000)	-
<b>Other Financing Sources (uses):</b>					
Transfers In	420,909	399,481	433,102	433,102	432,140
Transfers Out	(3,060,102)	-	-	-	-
Debt Service - principal	(350,000)	(370,000)	(390,000)	(390,000)	(410,000)
Debt service - interest	(82,018)	(62,528)	(43,103)	(43,103)	(22,140)
Total Other Financing Sources (uses)	(3,071,211)	(33,047)	(1)	(1)	-
<b>Net Change in Fund Balance</b>	(3,002,465)	(33,058)	(1,001)	(1,001)	-
<b>Ending Fund Balance</b>	<b>295,340</b>	<b>262,282</b>	<b>261,281</b>	<b>261,281</b>	<b>261,281</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Electric Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009 - 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	54,429,961	51,680,000	51,129,010	51,129,010	46,842,941
<u>Source of Funds</u>					
General Government	-	85,306	70,000	70,000	105,539
Physical Environment	56,268,104	55,888,094	60,448,300	60,448,300	58,231,779
Violations of L Ordinance	1,206,897	45,760	50,000	50,000	47,657
Interest & other Earnings	839,677	763,491	700,000	700,000	-
Disposition of Fixed Assets	-	21,500	-	-	-
Sale of Surplus Material	-	2,950	-	-	-
Other Miscellaneous Rev	527,723	786,897	295,000	-	-
Contribution from Enterprise	-	2,935,370	1,839,262	1,839,262	1,821,945
	58,842,201	60,529,368	63,402,562	63,107,562	60,208,920
<u>Use of Funds</u>					
Engineering	-	-	1,317,430	966,755	1,270,861
Steam Power Generation	3,749,078	5,770,436	3,258,207	3,319,217	3,566,918
Power System Operation	31,865,398	34,728,161	41,654,429	41,359,007	38,488,401
Transmission & Distrib.	7,828,120	4,049,624	5,398,242	5,163,043	5,577,345
Customer Service	2,464,526	2,633,412	2,498,367	2,464,507	2,426,015
Non-Departmental Other	3,713,454	6,488,118	9,386,044	9,000,555	8,075,166
	49,820,576	53,669,751	63,512,719	62,273,084	59,404,706
<b>Deficiency of Revenues Over Expenditures</b>	9,221,625	6,859,617	(110,157)	834,478	802,214
<b>Other Financing Sources (Uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	(3,848,030)	(3,991,062)	(105,477)	(105,477)	-
Debt Payments- Interest	(3,257,532)	(399,545)	(1,357,650)	(1,357,650)	(1,260,105)
Depreciation	(4,886,024)	(3,000,000)	(3,657,420)	(3,657,420)	(3,700,000)
<b>Total Other Financing Sources (uses)</b>	<b>(11,991,586)</b>	<b>(7,390,607)</b>	<b>(5,120,547)</b>	<b>(5,120,547)</b>	<b>(4,960,105)</b>
<b>Net Change in Fund Balance</b>	<b>(2,769,961)</b>	<b>(530,990)</b>	<b>(5,230,704)</b>	<b>(4,286,069)</b>	<b>(4,157,891)</b>
<b>Ending Fund Balance</b>	<b>51,660,000</b>	<b>51,129,010</b>	<b>45,898,306</b>	<b>46,842,941</b>	<b>42,685,050</b>
Debt Payments- Principal	-	-	-	-	1,185,000
Capital Outlay			5,852,131	-	8,087,836
Utility Customer Service	-	-	-	-	72,474
Administration	-	-	-	-	-
Steam Power Generation	-	-	-	-	2,801,966
Power system Operations	-	-	-	-	915,000
Transmission & Distribution	-	-	-	-	4,298,396
Non-Departmental	-	-	-	-	-
			74,269,801		72,452,647
			74,485,397		72,452,647
			(215,596)		-

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Water Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2011 Adopted Budget</b>
<b>Beginning Fund Balance</b>	34,490,703	34,923,246	36,279,622	36,279,622	37,514,972
<b>Source of Funds</b>					
General Government	-	6,173	-	-	-
Physical Environment	9,879,289	10,278,363	11,762,763	11,762,763	12,844,585
Violation of Lake Worth Ordinance	-	-	-	-	6,000
Interest & other Earnings	1,133,703	965,481	500,000	500,000	6,700
Spec Assess/Impact	173,012	3,101	-	-	5,124
Disp of Fixed Assets	-	385,000	-	-	-
Non-Operating					
Other Miscellaneous Rev	13,272	244,579	500	500	-
	11,199,256	11,882,697	12,263,263	12,263,263	12,862,409
<b>Use of Funds</b>					
Pumping	279,777	686,384	321,000	301,000	312,400
Treatment	2,637,322	2,640,523	4,867,065	3,780,310	3,920,461
Transmission & Distrib.	1,355,105	1,375,662	1,736,456	1,576,074	1,581,900
Non-Departmental Other	2,926,144	2,342,321	2,962,771	2,961,371	2,468,790
	7,198,348	7,044,890	9,887,292	8,618,755	8,283,551
<b>Deficiency of Revenues Over Expenditures</b>	4,000,908	4,837,807	2,375,971	3,644,508	4,578,858
<b>Other Financing Sources (Uses):</b>					
Transfers In		5,236	-	-	-
Transfers Out	(1,103,183)	(1,122,338)	-	-	-
Debt Payments- Interest	(1,381,749)	(1,357,650)	(1,357,650)	(1,357,650)	(1,260,105)
Depreciation	(1,083,433)	(1,006,679)	(1,051,508)	(1,051,508)	(1,060,000)
<b>Total Other Financing Sources (uses)</b>	<b>(3,568,365)</b>	<b>(3,481,431)</b>	<b>(2,409,158)</b>	<b>(2,409,158)</b>	<b>(2,320,105)</b>
<b>Net Change in Fund Balance</b>	432,543	1,356,376	(33,187)	1,235,350	2,258,753
<b>Ending Fund Balance</b>	<b>34,923,246</b>	<b>36,279,622</b>	<b>36,246,435</b>	<b>37,514,972</b>	<b>39,773,725</b>
Debt Payments- Principal	-	-	-	-	1,185,000
Capital Outlay			29,811,159		18,603,082
From Chart 13 sum of above variance			42,107,609		29,206,738
			42,107,609		29,206,738
			-		-

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Local Sewer Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2011 City Commission</b>
<b>Beginning Fund Balance</b>	8,306,961	8,690,323	8,721,820	8,721,820	7,653,127
<b>Source of Funds</b>					
General Government	-	8,651	-	-	-
Physical Environment	5,277,244	5,685,455	5,024,011	5,024,011	5,259,317
Interest & other Earnings	234,415	174,903	100,000	100,000	-
Spec Assess/Impact	-	3,253	-	-	3,975
Disp of Fixed Assets	-	-	-	-	-
Other Miscellaneous Rev	10,517	-	-	-	-
	5,522,176	5,872,262	5,124,011	5,124,011	5,263,292
<b>Use of Funds</b>					
Pumping	-	332,900	524,689	445,284	461,171
Sewer Collection	-	873,251	1,286,626	1,195,084	1,430,774
Sewer Treatment & Disposal	4,085,150	2,469,308	3,013,999	3,013,999	-
Non-Departmental Other	532,520	1,539,190	1,273,112	1,273,112	4,594,831
	4,617,670	5,214,649	6,098,426	5,927,479	6,486,776
<b>Deficiency of Revenues Over Expenditures</b>	904,506	657,613	(974,415)	(803,468)	(1,223,484)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	56,747	435,000	435,000	-
Transfers Out	-	-	-	-	-
Capital Contributions	183,099	-	-	-	-
Debt Payments- Interest	(184,018)	(90,470)	(180,000)	(180,000)	(255,000)
Depreciation	(520,225)	(592,393)	(520,225)	(520,225)	(530,000)
<b>Total Other Financing Sources (uses)</b>	<b>(521,144)</b>	<b>(626,116)</b>	<b>(265,225)</b>	<b>(265,225)</b>	<b>(785,000)</b>
<b>Net Change in Fund Balance</b>	383,362	31,497	(1,239,640)	(1,068,693)	(2,008,484)
<b>Ending Fund Balance</b>	8,690,323	8,721,820	7,482,180	7,653,127	5,644,643
Debt Payments- Principal	-	-	255,000	255,000	255,000
Capital Outlay			2,499,000		2,427,541
<b>From Chart 13 sum of above variance</b>			9,297,651		9,699,317
			9,297,651		9,699,317
			-		-

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Golf Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	1,465,412	1,159,810	1,197,393	1,197,393	-
<b>Source of Funds</b>					
General Government	-	84	-	-	-
Culture/Recreation	1,921,702	1,476,730	1,632,536	1,348,774	1,794,950
Interest & other Earnings	4,249	-	-	-	-
Disposition of Fixed Assets	-	750	-	-	-
Intergovernmental	12,616	-	-	-	-
Donations	-	17,000	-	-	-
Other Miscellaneous Rev	-	516	-	-	-
	1,938,567	1,495,080	1,632,536	1,348,774	1,794,950
<b>Use of Funds</b>					
Golf Course	1,873,101	1,487,592	1,371,428	1,446,358	1,198,583
Restaurant /Clubhouse	-	-	155,000	100,015	190,513
Non-Departmental	-	23,156	-	-	327,802
	1,873,101	1,510,748	1,526,428	1,546,373	1,716,898
<b>Deficiency of Revenues Over Expenditures</b>	65,466	(15,668)	108,108	(197,599)	78,052
<b>Other Financing Sources (uses):</b>					
Transfers In	-	398,000	-	-	398,885
Transfers Out	(198,543)	(169,104)	(21,573)	(21,573)	-
Debt Payments- Interest	(26,296)	(23,781)	(20,180)	(20,180)	(33,057)
Depreciation	(146,429)	(149,664)	(146,429)	(146,429)	(150,000)
Total Other Financing Sources (uses)	(371,268)	53,451	(188,182)	(188,182)	215,828
<b>Net Change in Fund Balance</b>	(305,802)	37,783	(82,074)	(385,781)	293,880
<b>Ending Fund Balance</b>	<b>1,159,610</b>	<b>1,197,393</b>	<b>1,115,319</b>	<b>811,612</b>	<b>1,105,492</b>
Debt Payments- Principal	-	-	-	-	106,270
Capital Outlay Golf Course	-	-	-	-	401,885
From Chart 13 sum of above variance			1,714,610		2,301,839
			1,714,610		2,301,840
			-		(1)

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Regional Sewer Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2011 City Commission</b>
<b>Beginning Fund Balance</b>	36,158,259	35,376,699	34,597,247	34,597,247	34,634,148
<b>Source of Funds</b>					
General Government	-	-	-	-	-
Physical Environment	3,481,035	6,388,122	6,685,740	6,848,234	6,909,193
Disposition of Fixed Assets	-	-	-	-	-
Miscellaneous Revenue	-	18,944	-	-	-
Interest & other Earnings	88,672	29,134	-	-	-
	<b>3,569,707</b>	<b>6,436,200</b>	<b>6,685,740</b>	<b>6,848,234</b>	<b>6,909,193</b>
<b>Use of Funds</b>					
Transmission & Distribution	3,301,276	2,784,517	3,416,000	3,416,000	-
Pumping	-	928,489	1,330,159	1,326,500	4,352,240
Non-Department Other	676,063	2,235,407	707,485	758,485	477,164
	<b>3,977,339</b>	<b>5,948,393</b>	<b>5,453,644</b>	<b>5,500,985</b>	<b>4,829,404</b>
<b>Deficiency of Revenues Over Expenditures</b>	<b>(407,632)</b>	<b>489,807</b>	<b>1,232,096</b>	<b>1,347,249</b>	<b>2,079,789</b>
<b>Other Financing Sources (Uses):</b>					
Transfers In	-	-	-	-	-
Capital Contributions	845,489	-	-	-	-
Transfers Out	-	(56,747)	(435,000)	(435,000)	-
Debt Payments- Interest	(80,185)	(53,505)	-	-	-
Depreciation	(1,159,212)	(1,159,007)	(875,348)	(875,348)	(876,000)
Total Other Financing Sources (uses)	<b>(373,928)</b>	<b>(1,269,259)</b>	<b>(1,310,348)</b>	<b>(1,310,348)</b>	<b>(876,000)</b>
<b>Net Change in Fund Balance</b>	<b>(781,580)</b>	<b>(779,452)</b>	<b>(78,252)</b>	<b>36,901</b>	<b>1,203,789</b>
<b>Ending Fund Balance</b>	<b>35,376,699</b>	<b>34,597,247</b>	<b>34,518,995</b>	<b>34,634,148</b>	<b>35,837,937</b>
Debt Payments- Principal	-	-	-	-	-
Capital Outlay			639,000		386,500
			<b>7,402,992</b>		<b>6,091,904</b>
			<b>7,402,992</b>		<b>6,091,904</b>
			-		-
From Chart 13 sum of above variance					



**City of Lake Worth  
FY2011 Budget Proposal**

<b>Refuse Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	(749,844)	(469,320)	36,765	36,765	697,746
<b>Source of Funds</b>					
Taxes	-	11,733	-	-	-
Franchise Fees	-	25,674	-	-	20,000
Physical Environment	4,678,227	4,588,551	4,682,100	4,379,384	4,491,000
Interest & other Earnings	5,537	16,288	2,900	-	3,050
Spec Assess/Impact	-	-	-	-	-
Disp of Fixed Assets	-	5,100	-	-	-
Sale of Surplus Material	26,012	135	200	-	250
	4,709,776	4,647,481	4,685,200	4,379,384	4,514,300
<b>Use of Funds</b>					
Refuse, Collection	3,657,224	3,630,144	4,382,640	3,831,081	-
Residential Collection	-	-	-	-	1,530,356
Commercial Collection	-	-	-	-	852,366
Recycling	-	-	-	-	582,742
Refuse- Rolloffs	-	-	-	-	421,335
Non-Department Other	-	-	-	-	694,058
	3,657,224	3,630,144	4,382,640	3,831,081	4,080,857
<b>Deficiency of Revenues Over Expenditures</b>	1,052,552	1,017,337	302,560	548,303	433,443
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	149,207	149,207	-
Transfers Out	(461,708)	(461,708)	-	-	-
Debt Payments- Interest	(61,243)	(49,544)	(475,546)	(36,529)	(348,947)
Depreciation	(249,077)	-	-	-	(250,000)
Total Other Financing Sources (uses)	(772,028)	(511,252)	(326,339)	112,678	(598,947)
<b>Net Change in Fund Balance</b>	280,524	506,085	(23,779)	660,981	(165,504)
<b>Ending Fund Balance</b>	<b>(469,320)</b>	<b>36,765</b>	<b>12,986</b>	<b>697,746</b>	<b>532,242</b>
Debt Payments- Principal Capital Outlay	-	-	- 250,000	-	323,733
			5,108,186		4,679,803
			5,108,186		4,679,804
			-		(1)
	From Chart 13 sum of above variance				

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Information Technology Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	280,664	13,344	17,921	17,921	96,040
<u>Source of Funds</u>					
General Government	1,268,844	929,041	1,354,655	1,294,649	1,498,836
Other Miscellaneous Rev	-	39	-	-	-
Contribution from Enterpr	-	18,150	-	-	-
	1,268,844	947,230	1,354,655	1,294,649	1,498,836
<u>Use of Funds</u>					
Technical	1,402,738	1,086,635	1,331,062	1,216,530	1,548,137
Non-Departmental					
	1,402,738	1,086,635	1,331,062	1,216,530	1,548,137
<b>Deficiency of Revenues Over Expenditures</b>	(133,894)	(139,405)	23,593	78,119	(49,301)
<b>Other Financing Sources (uses):</b>					
Transfer In	19,071	143,982	-	-	-
Depreciation	(2,497)	-	-	-	-
Transfers Out	(150,000)	-	(60,000)	-	-
Total Other Financing Sources (uses)	(133,426)	143,982	(60,000)	-	-
<b>Net Change in Fund Balance</b>	(267,320)	4,577	(36,407)	78,119	(49,301)
<b>Ending Fund Balance</b>	<b>13,344</b>	<b>17,921</b>	<b>(18,486)</b>	<b>96,040</b>	<b>46,739</b>
Capital			120,000		

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Self Insurance Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	1,377,520	2,348,932	4,344,723	4,344,723	4,344,723
<u>Source of Funds</u>					
General Government	4,908,966	3,793,856	3,593,711	3,593,711	1,011,583
Interest & other Earnings	13,263	32,872	-	-	9,013
Other Miscellaneous Rev	80,918	18,818	-	-	126,230
	5,003,147	3,845,546	3,593,711	3,593,711	1,146,826
<u>Use of Funds</u>					
Property & Liability	-	-	-	-	1,091,500
Worker's Compensation	-	-	-	-	187,809
Non-Departmental	3,641,735	1,423,991	3,593,711	3,593,711	-
	3,641,735	1,423,991	3,593,711	3,593,711	1,279,309
<b>Deficiency of Revenues Over Expenditures</b>	1,361,412	2,421,555	-	-	(132,483)
<b>Other Financing Sources (uses):</b>					
Transfers In					
Transfers Out	(390,000)	(425,764)	-	-	(876,230)
Total Other Financing Sources (uses)	(390,000)	(425,764)	-	-	(876,230)
<b>Net Change in Fund Balance</b>	971,412	1,995,791	-	-	(1,008,713)
<b>Ending Fund Balance</b>	2,348,932	4,344,723	4,344,723	4,344,723	3,336,010

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Garage Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2011 City Commission</b>
<b>Beginning Fund Balance</b>	-	-	(66,442)	(66,442)	(75,658)
<b>Source of Funds</b>					
General Government	535,645	545,515	543,184	543,184	1,059,100
Miscellaneous Revenue	-	-	-	-	18,000
Non-Operating Sources	-	-	169,050	169,050	1,066,000
	535,645	545,515	712,234	712,234	2,143,100
<b>Use of Funds</b>					
Garage Maintenance	535,645	611,957	704,923	721,450	715,673
	535,645	611,957	704,923	721,450	715,673
<b>Deficiency of Revenues Over Expenditures</b>	-	(66,442)	7,311	(9,216)	1,427,427
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Reserve for Future Capital Expenditures	-	-	(7,311)	-	(285,600)
Total Other Financing Sources (uses)	-	-	(7,311)	-	(285,600)
<b>Net Change in Fund Balance</b>	-	(66,442)	-	(9,216)	1,141,827
<b>Ending Fund Balance</b>	-	(66,442)	(66,442)	(75,658)	1,066,169
Capital	-	-	-	-	1,066,000

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Simpkin Library Trust Fund</b>	<b>FY 2007- 08</b>	<b>FY 2008 - 09</b>	<b>FY 2009- 10</b>	<b>FY 2009- 10</b>	<b>FY 2010-11</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Final Budget</b>	<b>Estimate</b>	<b>Adopted Budget</b>
<b>Beginning Fund Balance</b>	684,842	684,379	629,131	629,131	599,131
<b>Source of Funds</b>					
Interest & other Earnings	29,537	24,752	-	-	-
	29,537	24,752	-	-	-
<b>Use of Funds</b>					
Non-Departmental	-	-	-	-	-
	-	-	-	-	-
<b>Deficiency of Revenues Over Expenditures</b>	29,537	24,752	-	-	-
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	(30,000)	(80,000)	(30,000)	(30,000)	(5,000)
Total Other Financing Sources (uses)	(30,000)	(80,000)	(30,000)	(30,000)	(5,000)
<b>Net Change in Fund Balance</b>	(463)	(55,248)	(30,000)	(30,000)	(5,000)
<b>Ending Fund Balance</b>	<b>684,379</b>	<b>629,131</b>	<b>599,131</b>	<b>599,131</b>	<b>594,131</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Library Trust Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	217,179	218,395	218,651	218,651	210,151
<u>Source of Funds</u>					
Interest & other Earnings	9,098	7,968	-	-	-
Sale of Surplus Material	-	1,543	2,100	1,500	1,200
Donations	3,118	3,244	-	-	-
	12,216	12,755	2,100	1,500	1,200
<u>Use of Funds</u>					
New Library Serve & PACs	-	2,499	-	-	-
Non-Departmental	-	-	-	-	-
	-	2,499	-	-	-
<b>Deficiency of Revenues Over Expenditures</b>	12,216	10,256	2,100	1,500	1,200
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	(11,000)	(10,000)	(10,000)	(10,000)	(60,000)
Total Other Financing Sources (uses)	(11,000)	(10,000)	(10,000)	(10,000)	(60,000)
<b>Net Change in Fund Balance</b>	1,216	256	(7,900)	(8,500)	(58,800)
<b>Ending Fund Balance</b>	<b>218,395</b>	<b>218,651</b>	<b>210,751</b>	<b>210,151</b>	<b>151,351</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Education Incentive Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	12,611	9,894	8,435	8,435	8,435
<u>Source of Funds</u>					
Interest & other Earnings	-	-	-	-	-
Sale of Surplus Material	-	-	-	-	-
Donations	-	-	-	-	-
<u>Use of Funds</u>					
Education	2,717	1,459	-	-	8,435
Non-Departmental	-	-	-	-	-
<b>Deficiency of Revenues Over Expenditures</b>	(2,717)	(1,459)	-	-	(8,435)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
<b>Total Other Financing Sources (uses)</b>	-	-	-	-	-
<b>Net Change in Fund Balance</b>	(2,717)	(1,459)	-	-	(8,435)
<b>Ending Fund Balance</b>	<b>9,894</b>	<b>8,435</b>	<b>8,435</b>	<b>8,435</b>	<b>-</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Criminal Justice Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	(19,006)	(4,813)	7,144	7,144	7,144
<u>Source of Funds</u>					
Judgements & Fines	14,232	11,957	-	-	12,000
	14,232	11,957	-	-	12,000
<u>Use of Funds</u>					
Administration	39	-	-	-	19,144
	39	-	-	-	19,144
<b>Deficiency of Revenues Over Expenditures</b>	14,193	11,957	-	-	(7,144)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	14,193	11,957	-	-	(7,144)
<b>Ending Fund Balance</b>	<b>(4,813)</b>	<b>7,144</b>	<b>7,144</b>	<b>7,144</b>	<b>-</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>State Confiscated Forfeiture Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	41,803	97,190	85,693	85,693	60,883
<b><u>Source of Funds</u></b>					
Confiscated Property	78,895	9,386	-	3,100	-
Interest & other Earnings	1,841	966	-	100	-
	80,736	10,352	-	3,200	-
<b><u>Use of Funds</u></b>					
Administration	25,349	21,849	-	27,910	60,883
Non-Departmental	-	-	-	100	-
	25,349	21,849	-	28,010	60,883
<b>Deficiency of Revenues Over Expenditures</b>	55,387	(11,497)	-	(24,810)	(60,883)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	55,387	(11,497)	-	(24,810)	(60,883)
<b>Ending Fund Balance</b>	<b>97,190</b>	<b>85,693</b>	<b>85,693</b>	<b>60,883</b>	<b>-</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Donations &amp; Special Trust Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	144,476	124,064	123,141	123,141	124,741
<u>Source of Funds</u>					
Interest & other Earnings	4,109	3,814	-	1,100	-
Donations	2,876	1,354	-	1,300	1,544
	6,985	5,168	-	2,400	1,544
<u>Use of Funds</u>					
Non-Departmental	7,210	6,091	-	800	124,741
	7,210	6,091	-	800	124,741
<b>Deficiency of Revenues Over Expenditures</b>	(225)	(923)	-	1,600	(123,197)
<b>Other Financing Sources (uses):</b>					
Transfers In	-	-	-	-	-
Transfers Out	(20,187)	-	-	-	-
Total Other Financing Sources (uses)	(20,187)	-	-	-	-
<b>Net Change in Fund Balance</b>	(20,412)	(923)	-	1,600	(123,197)
<b>Ending Fund Balance</b>	<b>124,064</b>	<b>123,141</b>	<b>123,141</b>	<b>124,741</b>	<b>1,544</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Grants</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	800,868	317,368	317,368	413,932
<b>Source of Funds</b>					
Federal Grants	-	368,747	581,354	581,354	1,555,753
State Grants	439,837	558,103	24,747	24,747	490,766
Grants From Local Units		211,467	282,082	282,082	200,000
Miscellaneous Income	10,000				
	449,837	1,138,317	888,183	888,183	2,246,519
<b>Use of Funds</b>					
EECBG - City Hall Lightin	-	-	-	-	75,100
EECBG - Recycle Monitoring Software	-	-	-	-	105,100
Energy Assuranc Plan and training	-	-	-	-	130,000
Shuffleboard Facility restoration	-	-	-	-	79,000
Street Calming	-	-	-	-	173,000
Wimbley Gym Expansion	-	-	-	-	125,000
JAG	-	-	60,272	60,272	364,441
Sunset Ridge Park	-	-	170,000	170,000	200,000
Bryant Park Boat Ramp	-	-	-	-	465,440
Lake Worth Lagoon/2nd ave Outfall	-	-	-	-	420,000
Youth Empowerment	217,591	168,500	265,170	265,170	265,170
2009 Library State Aid		16,803	19,432	19,432	15,596
GDBG Latona Ave Streetscapes		324,569	176,804	176,804	-
Historic Preservation		-	(47,745)	(47,745)	-
FDLE Violent Crime Grant	-	15,028	-	-	-
CRA Alleyway Improvements	-	-	-	-	-
Armor Hurricane Screens	-	78,205	56,496	56,496	-
FIND - Byrant Seawall	-	800,106	-	-	-
EECBG Grant	-	5,000	-	-	-
Howard Park Restrooms	-	4,484	125,516	125,516	-
Memorial Park Multi Field	-	94,238	48,762	48,762	-
Library - Gates Grant	-	-	-	-	-
FRDAP-Sunset Ridge Park	-	49,956	-	-	-
NW Ballfields 4 & 8	-	30,000	16,912	16,912	-
FRDAP - Howard Park	-	33,848	-	-	-
Basketball Uniforms & Equip	-	1,080	-	-	-
2nd Ave N.	-	-	-	-	-
LEAP	-	-	-	-	-
<b>Grant programs</b>	<b>217,591</b>	<b>1,621,817</b>	<b>891,619</b>	<b>891,619</b>	<b>2,417,847</b>
<b>Deficiency of Revenues Over Expenditures</b>	<b>232,246</b>	<b>(483,500)</b>	<b>(3,436)</b>	<b>(3,436)</b>	<b>(171,328)</b>
<b>Other Financing Sources (uses):</b>					
Transfers In	1,166,642	-	-	100,000	421,328
Capital Outlay	(598,020)				
Transfers Out	-	-	-	-	-
<b>Total Other Financing Sources (uses)</b>	<b>568,622</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>421,328</b>
<b>Net Change in Fund Balance</b>	<b>800,868</b>	<b>(483,500)</b>	<b>(3,436)</b>	<b>96,564</b>	<b>250,000</b>
<b>Ending Fund Balance</b>	<b>800,868</b>	<b>317,368</b>	<b>313,932</b>	<b>413,932</b>	<b>663,932</b>

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Capital Projects Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	2,617,372	3,247,043	4,142,359	4,142,359	3,561,263
<b>Source of Funds</b>					
Federal Grants	1,881,262	530,857	-	171,000	1,079,000
State Grants	105,229	27,940	-	-	-
Local Grants			-	-	-
Interest & Other Earnings		29,223	-	-	-
	2,286,491	588,020	1,240,000	1,411,000	1,079,000
<b>Use of Funds</b>					
HTE Core Financials		96,246	88,813	50,648	38,165
Master Plan		5,844	-	-	-
Public Safety Roof	-	187,808	-	-	-
Community Development Block Grant	-	-	275,000	-	-
ADA Compliance	-	13,243	46,229	4,886	41,343
Public Services Bldg	-	3,000	70,770	11,250	1,186,750
Park of Comm. Drain Improv	-	-	500,000	342,000	158,000
Overlay of City Streets	-	6,868	248,043	248,043	-
City Hall Generator Repla	-	-	55,000	-	55,000
Rewire Pool Pump Room Ele	-	-	50,000	-	50,000
Parking meters	-	-	150,000	-	150,000
Beach Development	-	188,304	733,981	733,981	-
Casino Building Project	-	-	460,000	460,000	-
Lockhart Pier Repair	-	1,173,506	103,441	-	103,441
Benny's	-	3,135	-	-	-
NW Ballfield Improvements	-	-	28,000	-	28,000
Golf Course Shoreline	-	-	398,885	-	-
Byrant Park Boat Ramp	-	1,900	-	-	-
Shuffleboard Repairs	-	85,272	54,928	10,484	-
Ice Machine	-	-	6,750	-	-
CDBG	-	-	60,000	-	-
CDBG	-	-	1,000	-	-
General Improvements	-	-	1,867,519	-	1,867,519
New Library Serve & PAC's	-	-	18,000	11,304	6,686
Compass Improvements	-	-	250,000	250,000	-
Irrigation Upgrade Bryant	-	-	85,500	-	85,500
Park Furnishings	-	-	15,000	-	15,000
South Palm Park/playgrd	-	-	25,000	-	25,000
	-	-	-	-	-
<b>Capital Projects</b>	<b>2,535,950</b>	<b>1,765,126</b>	<b>5,591,859</b>	<b>2,122,596</b>	<b>3,809,414</b>
<b>Deficiency of Revenues Over Expenditures</b>	<b>(249,459)</b>	<b>(1,177,106)</b>	<b>(4,351,859)</b>	<b>(711,596)</b>	<b>(2,730,414)</b>
<b>Other Financing Sources (uses):</b>					
Transfers In	879,130	2,072,422	951,500	872,500	126,230
Capital Outlay					
Transfers Out	-	-	(742,000)	(742,000)	-
<b>Total Other Financing Sources (uses)</b>	<b>879,130</b>	<b>2,072,422</b>	<b>209,500</b>	<b>130,500</b>	<b>126,230</b>
<b>Net Change in Fund Balance</b>	<b>629,671</b>	<b>895,316</b>	<b>(4,142,359)</b>	<b>(581,096)</b>	<b>(3,079,397)</b>
<b>Ending Fund Balance</b>	<b>3,247,043</b>	<b>4,142,359</b>	<b>-</b>	<b>3,561,263</b>	<b>481,866</b>
<b>Transfers In</b>					
General fund			401,500	401,500	
Stormwater			150,000	150,000	
Parking Improvement			150,000	150,000	
Insurance fund					126,230
Grants -					
EDA - Park of Commerce			250,000	171,000	
			951,500	872,500	126,230

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Beach Redevelopment Fund</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	-	-	-	682,314
	-	-	-	-	-
<u>Source of Funds</u>	-	-	-	-	-
Federal Grants	-	-	-	-	-
State Grants	-	-	-	-	-
Grants From Local Units	-	-	-	-	5,000,000
Miscellaneous Income	-	-	-	-	-
	-	-	-	-	5,000,000
<u>Use of Funds</u>	-	-	-	-	-
Beach Redevelopment	-	-	733,981	51,667	5,682,314
	-	-	733,981	51,667	5,682,314
<b>Deficiency of Revenues Over Expenditures</b>	-	-	(733,981)	(51,667)	(682,314)
Other Financing Sources (uses):					
Transfers In	-	-	1,193,981	1,193,981	-
Transfers Out	-	-	(460,000)	(460,000)	-
<b>Total Other Financing Sources (uses)</b>	-	-	733,981	733,981	-
<b>Net Change in Fund Balance</b>	-	-	-	682,314	(682,314)
<b>Ending Fund Balance</b>	-	-	-	682,314	-

**City of Lake Worth  
FY2011 Budget Proposal**

<b>Casino Building Capital Project</b>	<b>FY 2007- 08 Actuals</b>	<b>FY 2008 - 09 Actuals</b>	<b>FY 2009- 10 Final Budget</b>	<b>FY 2009- 10 Estimate</b>	<b>FY 2010-11 Adopted Budget</b>
<b>Beginning Fund Balance</b>	-	-	-	-	445,000
<u>Source of Funds</u>					
Federal Grants	-	-	-	-	-
State Grants	-	-	-	-	-
Grants From Local Units	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
<u>Use of Funds</u>					
Beach Redevelopment	-	-	460,000	15,000	3,445,000
	-	-	460,000	15,000	3,445,000
<b>Deficiency of Revenues Over Expenditures</b>	-	-	(460,000)	(15,000)	(3,445,000)
Other Financing Sources (uses):					
Debt Proceeds	-	-	-	-	3,000,000
Transfers In	-	-	460,000	460,000	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (uses)	-	-	460,000	460,000	3,000,000
<b>Net Change in Fund Balance</b>	-	-	-	445,000	(445,000)
<b>Ending Fund Balance</b>	-	-	-	<b>445,000</b>	-

	Project #	Programmed	Fiscal Year 2010-2011	Fiscal Year 2011-2012	Fiscal Year 2012-2013	Fiscal Year 2013-2014	Fiscal Year 2014-2015	Project Total (\$)
<b>I. COMMUNITY DEVELOPMENT</b>								
<b>Divisions:</b>								
<b>A. Administration</b>								
Lake Worth Park of Commerce	CD-GV1001	Yes	158,000	1,100,000	2,200,000	2,200,000	2,200,000	7,858,000
<b>Community Development Total:</b>			<b>158,000</b>	<b>1,100,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>7,858,000</b>
<b>II. PUBLIC SERVICES DEPARTMENT</b>								
<b>Divisions:</b>								
<b>A. Administration</b>								
Public Services Administration Building	PS-GV1002	Yes	1,185,750	-	-	-	-	1,185,750
			1,185,750	-	-	-	-	1,185,750
<b>B. Streets Maintenance</b>								
Road Improvements (Road Imprv fund)	PS-GV1114	Yes	400,000	450,000	450,000	450,000	450,000	2,200,000
Blke Lane / Striping (Road Imprv Fund)	PS-GVXXXX	Yes	50,000	50,000	50,000	50,000	50,000	250,000
Sidewalk Improvements (Road Imprv Fund)	PS-GV1115	Yes	100,000	100,000	100,000	100,000	100,000	500,000
Traffic Calming (CDBG) (Road Imprv Fund)	PS-GV1121	Yes	173,000	-	-	-	-	173,000
			723,000	600,000	600,000	600,000	600,000	3,123,000
<b>C. Grounds Maintenance</b>								
Mower Replacement	PS-GV1103	Yes	-	41,000	28,500	30,000	44,000	143,500
Install Pavers at Cultural Plaza	PS-GV1107	Yes	-	-	-	60,600	-	60,600
Purchase Park Furnishings	PS-GV1005	Yes	-	60,000	30,000	30,000	30,000	150,000
			-	101,000	58,500	120,600	74,000	354,100
<b>D. Facilities Management</b>								
City Hall Roof Replacement	PS-GV1109	Yes	-	140,000	-	-	-	140,000
City Hall Generator Replacement	PS-GV1003	Yes	55,000	-	-	-	-	55,000
City Hall Lighting Prog (EECBG)	PS-GVKKK	Yes	105,100	-	-	-	-	105,100
Golf Course Roof Replacement	PS-GV1132	Yes	-	-	-	59,500	-	59,500
Pier Roof Replacement (Benny's)	PS-GV1112	Yes	-	40,000	-	-	-	40,000
Bryant Park Roof Replacement	PS-GV1133	Yes	-	30,000	-	-	-	30,000
Bryant Park Boat Ramp	PS-GVB88	Yes	465,440	-	-	-	-	465,440
Update Library Fire Alarm	PS-GV1111	Yes	-	-	26,000	-	-	26,000
1900 2nd Ave North Utilities Renovation	PS-GV1137	Yes	110,000	1,500,000	500,000	-	-	2,110,000
ADA Compliance	PS-GV5001	Yes	41,343	-	-	-	-	41,343
Rewire Pool Pump Rm Electric	PS-GV5064	Yes	50,000	-	-	-	-	50,000
Parking Meters	PS-GV5097	Yes	150,000	-	-	-	-	150,000
Lockhart Pier Repair	PS-GV8004	Yes	103,441	-	-	-	-	103,441
Gen Capital Imprv (Billboard Settlement)	PS-GV8019	Yes	1,867,519	-	-	-	-	1,867,519
			2,947,843	1,710,000	526,000	59,500	-	5,243,343
<b>E. Stormwater</b>								
Curb & Gutter Replacement, S.Palmway	PS-ST1101	Yes	650,000	-	-	-	-	650,000
Curb & Gutter Replacement, 6th Ave S	PS-ST1102	yes	-	-	435,000	-	-	435,000
Curb & Gutter Replacement, 7th Ave S	PS-ST1102	yes	-	625,000	-	-	-	625,000
Curb & Gutter Replacement, 12 Ave S	PS-ST1102	yes	-	-	-	575,000	-	575,000
Curb & Gutter Replacement various	PS-ST1102	Yes	275,000	400,000	600,000	600,000	600,000	2,475,000
2nd Ave. N. Outfall/Lagoon	PS-ST5011	Yes	420,000	-	-	-	-	420,000
3rd & 5th Ave. Outfalls	PS-ST5012	Yes	-	-	225,000	-	-	225,000
Other Conveyance Systems	PS-ST5013	Yes	75,000	75,000	85,334	115,000	150,000	500,334
Stormwater GIS	PS-ST5014	Yes	64,841	40,000	30,000	50,000	50,000	234,841
Stormwater Equipment Replacement	PS-ST5093	Yes	34,177	-	-	-	-	34,177
Bryant Park equipment replacement	PS-ST5095	Yes	92,000	-	-	-	-	92,000
Fitch Ditch Engineering	PS-ST5096	Yes	48,800	375,000	-	-	-	423,800
Stormwater General Capital Projects	PS-ST5098	Yes	69,200	50,000	50,000	75,000	125,000	369,200
Stormwater Master Plan (08/24/10)	PS-STYYYY	Yes	500,000	-	-	-	-	500,000
			2,229,018	1,565,000	1,425,334	1,415,000	925,000	7,559,352
<b>F. Garage</b>								
Vehicle Replacement (Streets Maint)	PS-GV1113	Yes	-	50,000	75,000	85,000	-	210,000
Utility Vehicle Replacement (Grounds)	PS-GV1104	Yes	-	15,500	16,000	16,500	-	48,000
Vehicle Replacement (Grounds)	PS-GV1105	Yes	-	35,000	-	-	-	35,000
Purchase Bulk Waste Refuse Trucks	PS-RF1001	Yes	100,000	-	200,000	200,000	-	500,000
Purchase Frontload Refuse Trucks	PS-RF1101	Yes	250,000	500,000	-	-	275,000	1,025,000
Purchase Street Sweeper (Stormwater)	PS-ST1103	Yes	250,000	-	-	-	-	250,000
Purchase Bucket Truck (Electric - T&D)	UT-EL1113	Yes	200,000	-	-	-	-	200,000
Purchase of Crane Truck (Local Sewer)	UT-LS1103	Yes	46,215	-	-	-	-	46,215
Backyard Machine (Electric - T&D)	UT-EL1111	Yes	155,000	-	-	-	-	155,000
Purchase of Backhoe (Local Sewer)	UT-LS1102	Yes	65,000	-	-	-	-	65,000
Fleet Replacement	PS-GV1138	Yes	-	100,000	100,000	100,000	100,000	400,000
			1,066,215	700,500	391,000	401,500	375,000	2,934,215
<b>G. Refuse</b>								
Software System for Recycling Program	PS-RFXXXX	Yes	105,100	-	-	-	-	105,100
			105,100	-	-	-	-	105,100
<b>Public Services Total:</b>			<b>8,256,926</b>	<b>4,676,500</b>	<b>3,000,834</b>	<b>2,596,600</b>	<b>1,974,000</b>	<b>20,504,860</b>

**III. LEISURE SERVICES DEPARTMENT**

**Divisions:**

**A. Golf Courses**

Greens Renovation of North 9 Holes	PS-GF11D1	Yes	398,885	330,000	-	-	-	728,885
Replace Irrigation Pump Stations	PS-GF11D3	Yes	-	60,000	-	-	-	60,000
			<b>398,885</b>	<b>390,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>788,885</b>

**B. Recreation**

Howard Park	PS-GV10D7	Yes	60,000	30,000	35,000	-	-	125,000
NW Ball Fields Park	PS-GV10D4	Yes	28,000	156,000	94,000	70,000	-	350,000
Sunset Ridge Park (CDBG)	PS-GV1117	Yes	200,000	-	-	-	-	200,000
Gymnasium	PS-GV1118	Yes	125,000	120,000	-	-	-	245,000
Memorial Field	PS-GV10D9	Yes	-	50,000	50,000	-	-	100,000
South Palm Park	PS-GV10D5	Yes	-	50,000	-	-	-	50,000
Lake Worth Beach Redevelopment	PS-GV10D8	Yes	2,093,053	3,500,000	89,261	-	-	5,682,314
Shuffleboard Repairs	PS-GV8011	Yes	79,000	-	-	-	-	79,000
Irrigation Upgrade/Bryt Park	PS-GV8040	Yes	85,500	-	-	-	-	85,500
South Palm Park Install play	PS-GV10D5	Yes	25,000	-	-	-	-	25,000
			<b>2,695,553</b>	<b>3,908,000</b>	<b>268,261</b>	<b>70,000</b>	<b>-</b>	<b>6,941,814</b>

**C. Casino Building**

Casino Building Renovations	CD-GV11D1	Yes	3,445,000	2,555,000	-	-	-	6,000,000
			<b>3,445,000</b>	<b>2,555,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000,000</b>

**Leisure Services Total:**

			<b>6,539,438</b>	<b>6,853,000</b>	<b>268,261</b>	<b>70,000</b>	<b>-</b>	<b>13,730,699</b>
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**IV. UTILITIES DEPARTMENT**

**Divisions:**

**A. Electric - Power Generation**

MU1 & MU5 Center Section Overhaul	UT-EL11D1	Yes	300,000	-	-	-	-	300,000
MU1 & MU5 Generator Rebuild	UT-EL11D2	Yes	200,000	-	-	-	-	200,000
GT-2 Hot Gas Path Inspection	UT-EL11D3	Yes	510,000	-	-	-	-	510,000
S3 Cooling Tower Repair	UT-EL11D4	Yes	303,500	-	-	-	-	303,500
S5 Cooling Tower Inspection & Repair	UT-EL11D5	Yes	203,500	-	-	-	-	203,500
S3 Overhaul	UT-EL11D6	Yes	-	600,000	-	-	-	600,000
Boiler Duct Work & Inspection - Unit S3	UT-EL11D7	Yes	-	625,000	-	-	-	625,000
Boiler Duct Work & Inspection - Unit S5	UT-EL11D8	Yes	475,000	-	-	-	-	475,000
M Unit Controls	UT-EL6036	Yes	294,466	-	-	-	-	294,466
Controls Upgrade	UT-EL6042	Yes	425,000	-	-	-	-	425,000
Fuel Tank Coatings	UT-EL6043	Yes	90,500	-	-	-	-	90,500
			<b>2,801,966</b>	<b>1,225,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,026,966</b>

**B. Electric - System Operation**

Outage Management System	UT-EL10D1	Yes	415,000	-	-	-	-	415,000
SCADA System (Upgrade)	UT-EL10D2	Yes	500,000	-	-	-	-	500,000
			<b>915,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>915,000</b>

**C. Electric - Transmission & Distribution**

System Relays Upgrade	UT-EL10D3	Yes	210,000	125,000	125,000	125,000	125,000	710,000
138 kV Tie Line Addition	UT-EL11D9	Yes	1,600,000	2,441,150	-	-	-	4,041,150
4 kV System Upgrade	UT-EL1110	Yes	632,000	3,718,000	2,086,000	3,086,000	4,000,000	13,522,000
Hand Held Meter Reading Devices	UT-EL1112	Yes	65,000	-	-	-	-	65,000
25 kV OCB Replacement	UT-EL10D4	Yes	1,036,000	-	-	-	-	1,036,000
T&D - Misc. Equipment	UT-EL6048	Yes	168,753	-	-	-	-	168,753
Bond - Machinery & Equipment	UT-EL6002	Yes	141,643	250,000	250,000	500,000	375,000	1,516,643
Canal to Main 26.4 kV tie	UT-EL6007	Yes	455,000	-	-	-	-	455,000
			<b>4,298,396</b>	<b>6,534,150</b>	<b>2,461,000</b>	<b>3,711,000</b>	<b>4,500,000</b>	<b>21,604,546</b>

**D. Water Distribution**

Water Main Improvements	UT-WT11D1	Yes	150,000	150,000	150,000	150,000	150,000	750,000
Water Main Replacement, Crestwood	UT-WT10D1	Yes	20,000	180,000	-	-	-	200,000
Water Main Replacement, 15th Ave N	UT-WT10D2	Yes	13,000	117,000	-	-	-	130,000
Water Main Replacement, 14th Ave N	UT-WT10D5	Yes	13,000	117,000	-	-	-	130,000
Water Main Replacement, 17th Ave N	UT-WT11D3	Yes	-	117,000	-	-	-	117,000
2nd Avenue N Water Main Addition	UT-WT10D6	Yes	790,400	-	-	-	-	790,400
Water Main Replacement, Crestwood Blvd	UT-WT11D4	Yes	-	13,000	122,200	-	-	135,200
Water Main Replacement, Notre Dame Dr	UT-WT11D5	Yes	-	-	20,000	261,216	-	281,216
Boynton Beach Interconnect	UT-WT11D2	Yes	-	-	-	260,000	-	260,000
Water Main Replacement, 18th Avenue N	UT-WT10D3	Yes	-	-	13,000	117,000	-	130,000
Water Main Replacement, 16th Avenue N	UT-WT10D4	Yes	-	-	13,000	117,000	-	130,000
			<b>986,400</b>	<b>694,000</b>	<b>318,200</b>	<b>905,216</b>	<b>150,000</b>	<b>3,053,816</b>

**E. Water Treatment**

Reverse Osmosis (Water Treatment) Plant	UT-WT10D7	Yes	11,490,781	-	-	-	-	11,490,781
Deep Injection Well	UT-WT11D8	Yes	5,263,899	-	-	-	-	5,263,899
Backwash Venturi Replacement	UT-WT10D8	Yes	142,002	-	-	-	-	142,002
Filter Valve Actuator Valve Replacement	UT-WT11D9	Yes	270,000	-	-	-	-	270,000
Well #16 New Construction	UT-WT1110	Yes	-	572,000	-	-	-	572,000
Western Raw Water Line Replacement	UT-WT1113	Yes	-	-	-	220,300	-	220,300
Roof Over Chemical Storage Tanks	UT-WT1111	Yes	-	-	-	100,000	-	100,000
Generator for Wells #1, #2, & #4	UT-WT1112	Yes	-	-	-	624,000	-	624,000
Well #15 Redrilling	UT-WT70D6	Yes	450,000	-	-	-	-	450,000
			<b>17,616,682</b>	<b>572,000</b>	<b>-</b>	<b>944,300</b>	<b>-</b>	<b>19,132,982</b>

<b>F. Local Sewer Collection &amp; Pumping</b>								
Repair of Sewer Trunk, 15th Ave S	UT-LS1001	Yes	400,000	300,000	-	-	-	700,000
Repair of Sewer Trunk, 2nd Ave S	UT-LS1101	Yes	350,000	-	-	-	-	350,000
Manhole Rehabilitation Project	UT-LS1002	Yes	150,000	150,000	150,000	150,000	150,000	750,000
Lift Station #3 Upgrade	UT-LS1003	Yes	220,000	-	-	-	-	220,000
SCADA Upgrades for Lift Stations	UT-LS1104	Yes	54,000	50,000	-	-	-	104,000
Building Rehabilitation	UT-LS1105	Yes	-	100,000	-	-	-	100,000
Lift Station #10 Total Rebuild	UT-LS1004	Yes	312,000	-	-	-	-	312,000
Repair of Lantana Road Force Main	UT-LS1005	Yes	264,750	-	-	-	-	264,750
Sewer Main Replacement, Auburn Dr.	UT-LS1006	Yes	31,000	31,000	250,000	-	-	322,000
Slip Lining Trunk, 7th Avenue N	UT-LS1106	Yes	-	-	200,000	-	-	200,000
Trunk Line Repair, 11th Avenue N	UT-LS1107	Yes	-	-	208,000	-	-	208,000
4" Force Main Replacement, 4th Ave. N	UT-LS1108	Yes	150,000	-	-	-	-	150,000
Pump Station # 9	UT-LS7202	Yes	355,791	-	-	-	-	355,791
Lift Station 8 Pumps & Replping	UT-LS7208	Yes	75,000	-	-	-	-	75,000
			<u>2,362,541</u>	<u>631,000</u>	<u>618,000</u>	<u>150,000</u>	<u>150,000</u>	<u>4,111,541</u>
<b>G. Regional Sewer Collection &amp; Pumping</b>								
Master Pump Station VFD Wiring Control	UT-RS1101	Yes	32,500	-	-	-	-	32,500
Force Main Air Release Valves	UT-RS1102	Yes	200,000	458,800	-	-	-	658,800
Repair Roof on Repump Station	UT-RS1002	Yes	50,000	-	-	-	-	50,000
Low Flow Pumps for Master Pump Station	UT-RS1001	Yes	-	-	-	-	250,000	250,000
SCADA System	UT-RS7401	Yes	104,000	-	-	-	-	104,000
			<u>386,500</u>	<u>458,800</u>	<u>-</u>	<u>-</u>	<u>250,000</u>	<u>1,095,300</u>
<b>H. Customer Service Building</b>								
Customer Svcr Area Rebuild	6039	Yes	72,474	500,000	1,500,000	500,000	-	2,572,474
			<u>72,474</u>	<u>500,000</u>	<u>1,500,000</u>	<u>500,000</u>	<u>-</u>	<u>2,572,474</u>
<b>Utilities Total:</b>			<u>29,439,959</u>	<u>10,614,950</u>	<u>5,097,200</u>	<u>6,210,516</u>	<u>5,050,000</u>	<u>56,412,625</u>
<b>V. INFORMATION TECHNOLOGY</b>								
IBM System I Replacement	IS-IT1101	Yes	-	100,000	-	-	100,000	200,000
Computer Workstation Upgrades	IS-IT1102	Yes	124,500	124,500	124,500	124,500	124,500	622,500
Microsoft Enterprise Agreement S/ware	IS-IT1103	Yes	30,000	30,000	30,000	30,000	30,000	150,000
Network Infrastructure Replacement	IS-IT1104	Yes	42,000	72,000	42,000	-	-	156,000
Power Plant Phone Replacement	IS-IT1105	Yes	40,000	-	-	-	-	40,000
Computer Server Upgrades	IS-IT1106	Yes	50,000	50,000	50,000	50,000	50,000	250,000
HTE Core Financials	IS-IT1201	Yes	38,165	-	-	-	-	38,165
Cisco VoIP Phone System Upgrade	IS-IT1590	Yes	45,000	-	-	-	-	45,000
<b>Information Technology Total:</b>			<u>369,665</u>	<u>376,500</u>	<u>246,500</u>	<u>204,500</u>	<u>304,500</u>	<u>1,501,665</u>
<b>Grand Total:</b>			<u>44,763,988</u>	<u>23,620,950</u>	<u>10,812,795</u>	<u>11,281,616</u>	<u>9,528,500</u>	<u>100,007,849</u>

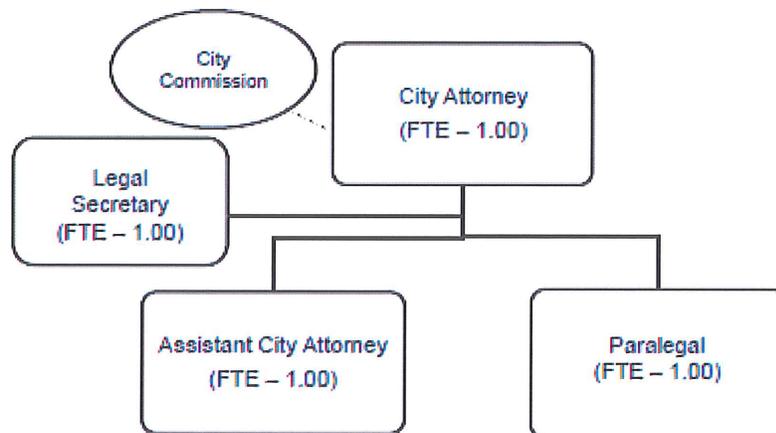
# City Attorney

## Mission

The Office of the City Attorney is committed to protecting the legal interests and assets of the City, with the highest level of professionalism and ethics, and is dedicated to serving the City of Lake Worth for the benefit of its citizens. This Office provides legal counsel to the City Commission, City Boards and Committees, the City Manager, the City Clerk and all City Departments.



## City Attorney



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	4	0	1	0	4
Part-time (FTE)	0	0	0	0	0

# City Attorney

## Core Processes and Outputs

The City Attorney is a City Charter officer responsible for providing timely, cost-efficient, quality legal services, counsel and representation to the City Commission, City Manager, City Clerk and all City departments.

The City Attorney's Office provides legal counsel to the City Commission for its legislative actions and its quasi-judicial responsibilities. The Office prepares ordinances, resolutions and referendum questions as directed by the City Commission, and provides legal counsel and advice on issues including contracts, ethics, public records and sunshine law matters.

The City Attorney's Office assists City departments in drafting or reviewing agreements and contracts, real estate transactions, and purchasing issues and procedures.

The City Attorney's Office also represents the City in code enforcement cases and appeals, foreclosures of City liens and nuisance abatement proceedings and attends all code enforcement hearings before the Special Magistrate and the appellate courts.

The City Attorney's Office represents, prosecutes and defends the City in various actions in the federal, state, civil, trial, and appellate courts including Administrative Hearings. The Office prosecutes all City ordinance violations in county criminal court, which includes attendance at arraignments, hearings and trials.

The City Attorney's Office also assists in the representation of the City in labor negotiations, arbitrations, grievance proceedings, pensions and other types of personnel and benefits matters.

## New Initiatives

The City Attorney's Office is in the process of reorganizing its administrative and management functions to enhance its efficiency and reporting capabilities. The Assistant City Attorney will be assuming responsibility for claims and litigation services provided to the City Manager and respective Departments.

During Fiscal Year 2011, the City Attorney's Office's will be hiring a full-time paralegal to assist in the real estate and litigation services.

The City Attorney's Office is reviewing the viability of establishing a non-paid law clerk internship program in conjunction with the area law schools. The law clerk interns will provide the City Attorney's Office with additional legal research and drafting assistance while at the same time providing hands-on experience to the law students.

## Goals and Objectives

### **Goal 1: Resolve property disputes associated with the Sunset Drive Property.**

Objective: Assist in obtaining grant funding for possible property acquisitions to expand the City's open green space. January 30, 2011.

Objective: Represent the City in any litigation that may be filed during FY 2011

Objective: Prepare all necessary information for Executive Sessions with the City Commission and City Manager

### **Goal 2: Resolve property disputes associated with the Champion Tree Property**

# City Attorney

Objective: Prepare all necessary information for Executive Sessions with the City Commission and City Manager

Objective: Represent the City in the case of Townhomes of Pineapple Ridge v. City of Lake Worth.

Objective: Review the Champion Tree ordinances and recommend and draft any needed amendments. March 1, 2011.

Objective: Assist in obtaining grant funding for possible property acquisitions to expand the City's open green space. January 30, 2011.

## **Goal 3: Improve the management of all legal work and claim management**

Objective: Explore cost sharing issues with the CRA for legal services needed through the NSP2 program. December 30, 2010.

Objective: Establish a non-paid law clerk intern program in conjunction with Law Schools in the area and the State. November 30, 2010.

Objective: Study the cost effectiveness of adding a paralegal. January 1, 2011.

Objective: Provide recommendations on staffing or other means to improve the management the legal workload of the City. May 15, 2011.

Objective: Provide quarterly case reports to the City Commission during the fiscal year.

## **Goal 4: Reduce the Cost of Legal Expenses in the City.**

Objective: Review contract non-performance issues and advise the City Manager and Commission on recovery options and opportunities. January 15, 2011.

## **Goal 5: Assist the City collect all money that is owed to the City.**

Objective: Initiate the Chapter 164 Dispute Resolution Process with the City's sub-regional sewer partners.

Objective: Represent the City in the Chapter 164 Dispute Resolution Process with the Florida Municipal Power Association.

## **Goal 6: Commence the review of the legal status of City rights-of-way terminating at the Intracoastal Waterway and the City's revocable permits.**

Objective: Prepare a schedule to review the City's title to the properties and revocable permits. December 1, 2010.

Objective: Preparation an inventory of the properties. February 1, 2011.

# City Attorney

## Performance Measures

### City Attorney

#### Workload Measurements:

##### Measure:

	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Review and negotiate Agreements							36
2) Handle foreclosure of City liens cases							22
3) Handle mortgage foreclosure cases							180
4) Prepare and review ordinances							30
5) Prepare and review resolutions							45
6) Handle in-house litigation cases (all federal and state courts and DOAH)							12
7) Handle Code Enforcement Special Magistrate Hearings cases							210
8) Handle Appeals from Code Enforcement Special Magistrate or City Commission							5

#### Effectiveness Measurements:

##### Measure:

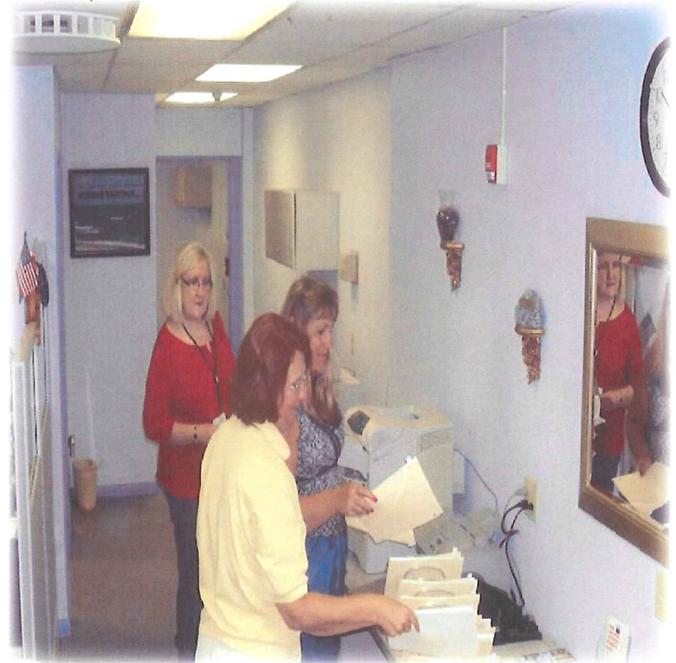
	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
9) All telephone calls should be returned within 24 hours 98% of the time.							95.0%
10) All e-mails shall be responded to within 24 hours 98% of the time.							95%
11) All incoming letters shall be responded to within 7 days 98% of the time.							95%
12) Contract will be reviewed within 14 days of receipt 80% of the time.							80% or better
13) All Complaints and motions requiring a response will be responded to or extensions timely requested and filed within the time frames and procedures established by the Rules of Court.							100%

City Attorney 1110	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	364,778	369,033	204,070	214,143	273,468
• Benefits	113,817	97,426	68,026	52,985	74,547
	478,595	466,459	272,096	267,128	348,015
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	121,902	93,194	256,549	235,428	223,418
• Travel & Training	3,744	3,563	5,300	5,300	5,500
• Utility & Communication	1,122	-	-	-	4,800
• Insurance	289	-	-	-	3,657
• Maintenance	-	-	-	-	-
• Operating Expense	63,077	44,614	36,000	26,000	26,700
	190,134	141,271	297,849	266,728	264,075
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	668,729	607,730	569,945	533,856	612,090

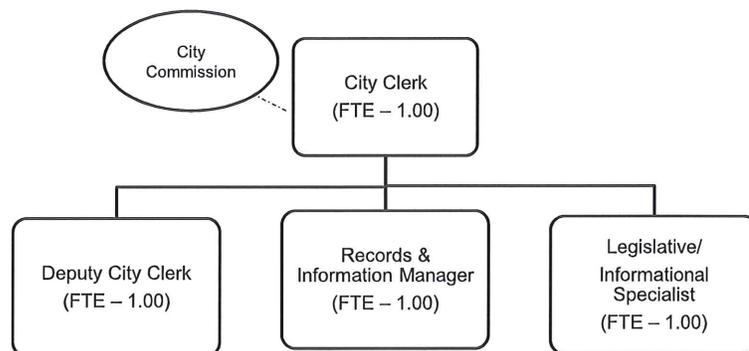
# City Clerk

## Mission

The mission of the City Clerk's office is to assist all City Departments, the City Commission and general public in gathering and disseminating information within the boundaries of federal, state, and local laws.



## City Clerk



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	4	0	0	0	4
Part-time (FTE)	0	0	0	0	0

# City Clerk

## Core Processes and Outputs

The City Clerk's Office is mandated by the City Charter, and is responsible for the proper administration of all affairs of the City relating to recordkeeping. The City Clerk attends all official City Commission Meetings and keeps minutes of its proceedings. The City Clerk also serves as the custodian of the City's corporate seal and of all records and papers of a general or permanent character pertaining to the affairs of the City.

Another responsibility of the Clerk is to attest all executory contracts made on behalf of the City. The City Clerk is expected to preserve, file and index all contracts, deeds and other records to which the City is a party, and must furnish those records to the City Commission or City Manager upon request. The Office of the City Clerk also serves as the local Supervisor of Elections, and in that role is expected to maintain an effective system of internal accounting and administrative control.

The City Clerk's Office is also responsible for submitting legal advertisements in accordance with Chapter 166 of Florida Statutes, monitors board member attendance and membership expiration and notifies board members when to file necessary financial statements for 18 City boards and committees; and submits all approved ordinances for codification and verifies the accuracy of all code book supplements.

## Records and Information Management

According to Chapter 119, Florida Statutes, the City is responsible for managing and distributing the City's public records. The position of Records and Information Manager is responsible for the City's compliance of Chapter 119. This position requires extensive knowledge and understanding

of Florida Statute exemptions in order to protect the City from releasing records protected under Chapter 119. Responsibilities include analyzing which department(s) may have possession of public records, collecting records, redacting information exempt from Florida Statutes, and invoicing and collecting revenue from public record requests.

According to Chapter 257, Florida Statutes, agencies are mandated to establish and maintain an active program for the economical and efficient management of records. Each agency shall systematically dispose of records no longer needed subject to the consent of the State Library and Archives of Florida's Record and Information Management program.

According to Chapter 257, Florida Statutes, the Records and Information Manager is responsible for interpreting State laws and providing assistance to all departments on the retention, method of retention, and disposition of records. This position is also responsible for training staff and implementing the City's imaging software program to increase staff efficiency in the retrieval of records as well as decreasing space needed to store records. In addition, the position is responsible for retention and disposition of all Fire/Rescue Department records, particularly those that are subject to HIPPA laws.

Implementing a records management system saves space, increases staff efficiency in retrieving information, and protects vital records. The City Clerk's Office is responsible for coordinating with various departments and researching all lien search requests for code enforcement violations, City assessments and liens, and utilities accounts. Lien search certificates are sent to all requestors. Staff in the Clerk's Office are also responsible for providing

# City Clerk

cemetery plot ownership/location information or processes documentation necessary for the sale of cemetery plots or the disinterment of an occupant in a cemetery plot.

## Legislative and Informational Assistance

The City Clerk's Office is also responsible for providing administrative and clerical assistance to the City Commission. The Legislative and Informational Specialist provides information to City Hall walk-in customers; answers the main City Hall, City Commission, and City Manager's published phones; sorts incoming mail to all departments; updates information on the City Hall marquee signs, Topics in the Tropics, Tropic Mail, City website, and public informational area; and posts public meeting notices.

## New Initiatives

In FY 2010 the City Clerk's Office re-instituted the Board Appreciation Event. In FY 2011 the Office hopes to grow this important event to recognize the City's dedicated volunteers for their commitment to making the community a better place to live, work and play.

## Goals and Objectives

**Goal 1: Promote open government by increasing public accessibility to Commission meetings and other public meetings.**

Objective: Partner with the Information Technology and Office of Management and Budget Departments to implement online video streaming software by September 2011, subject to funding availability.

Action Step: Research funding and equipment by May 2011.

Action Step: Hire or train existing Information Technology staff to operate the online streaming program.

Action Step: Launch the video streaming program by September 2011, subject to funding availability.

Objective: Schedule quarterly City Commission work sessions

Action Step: Schedule meetings within the community.

## Goal 2: Conduct successful election(s).

Objective: Conduct interested candidates' education and orientation meeting regarding their legal requirements by August 2011.

Action Step: Create packet of election information for distribution to interested candidates by July 2011.

Action Step: Schedule orientation session with interested candidates by August 2011.

**Goal 3: Identify former Fire/Rescue Department records from inception of department to September 30, 2009; and categorize, archive, and/or dispose of in compliance with State Retention Schedule.**

Objective: Inventory documents currently held in various offices located in the Public Safety Building.

Action Step: Assess the volume and nature of the records by February 2011.

Action Step: Coordinate with the Facilities Manager and Public Service Department to

# City Clerk

consolidate records and relocate to a central location by February 2011.

Action Step: Development Director and Human Resources Director to arrange for the relocation of various Building Department and Fire/Rescue personnel records by February 2011.

Objective: Categorize records for retention and disposition.

Action Step: Dedicate staff time to review for archival value and determine retention or disposition dates by October 2010.

Action Step: Determine the retention for continued storage or imaging by February 2011.

Objective: Provide imaging services, if needed, by August 2011, subject to funding availability.

Action Step: Research funding source, if necessary to image records by March 2011.

Action Step: Work with the Office of Management and Budget to advertise a Request For Qualifications by March 2011, subject to funding.

# City Clerk

## Performance Measures

### City Clerk

#### Work Load Measurements:

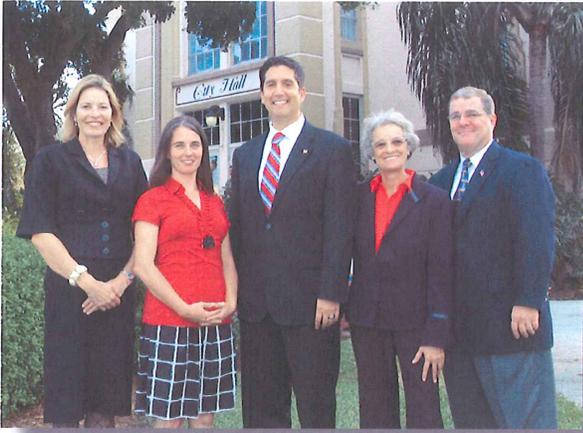
Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Number of Commission meeting agenda items						308	310
2) Commission meeting minute pages prepared						1043	1043
3) Public meeting notices posted						94	90
4) Number of lien requests						1164	1200
5) City Commission regular and run-off elections held					2	2	2
6) Publish legal advertisement				33		26	50
7) Administer contracts, ordinances, and resolutions				185		125	130
8) Monitor board member term expiration and attendance				82		89	89
9) Authorize and print all City-run checks						82	82
10) Customer assistance				3076		3300	3300
11) Candidate and new board orientation						7	1
12) Number of Records Management Team meetings							2
13) Cubic feet of records destroyed				225.2		105	200
14) Public Records Requests						340	300

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
14) Complete agenda meeting backup material on time							95%
15) Respond to phone messages/email within 6 hours							90%
16) Reduce the amount of paper and file folders purchased							40%
17) Comply with lien search requests within 5 business days							90%
18) Respond to Public Record Requests within 48 hours							90%

City Clerk 1030	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	206,151	-	244,404	250,464	237,666
▪ Benefits	86,414	-	79,886	74,836	68,107
	292,565	-	324,270	325,300	305,773
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	11,220	-	29,532	27,232	54,194
▪ Travel & Training	125	-	2,900	2,200	2,900
▪ Utility & Communication	737	-	8,358	5,638	14,475
▪ Insurance	4,069	-	-	-	4,380
▪ Maintenance	-	-	-	500	-
▪ Operating Expense	17,955	-	36,082	31,802	48,000
	34,106	-	74,872	67,372	123,949
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>326,671</b>	<b>-</b>	<b>399,142</b>	<b>392,672</b>	<b>429,922</b>

# City Commission



Commissioner Suzanne Mulvehill, Commissioner Cara Jennings,  
Mayor René A. Varela, Vice Mayor Jo-Ann Golden,  
Commissioner Scott Maxwell

## Lake Worth Government

The City of Lake Worth operates under the Commission-Manager form of government. This form of government combines the strong political leadership of an elected City Commission with the strong managerial experience of an appointed City Manager. This structure establishes a representative system where all policy decisions are made by the City Commission and all administrative and service delivery decisions are made by the City Manager, Susan Stanton.

The Lake Worth City Commission is comprised of five members who serve staggered two year terms and are elected on a nonpartisan basis by the residents of Lake Worth. The Mayor is elected at-large to serve a two year term as the presiding officer at City Commission Meetings and as the official head of the City of Lake Worth for legislative and ceremonial purposes. The other four Commissioners are elected to represent one of four geographic Commission Districts. Local elections are held each November, this November Mayor René A. Varela and Commissioner Scott Maxwell (District 1) joined the Commission; replacing Mayor Jeff

Clemens and Commissioner Retha Lowe, both of whom made the decision not to run for an additional term.

Along with providing basic infrastructure and utility maintenance, the City of Lake Worth provides a broad array of recreational opportunities including the beach, fresh and salt water boating, a municipally-owned golf course and fishing pier, a waterfront amphitheater, and many parks and athletic facilities that contribute to the high quality of life and rich culture of the community.

Under the leadership of the current City Commission and City Manager, the City of Lake Worth is poised to further establish itself as a dynamic community that celebrates its cultural and socioeconomic diversity, respects the rich history of the area, and continues to develop in a manner that is both progressive and environmentally conscious.

## Meet the Commission

### Mayor Varela

Mayor René A. Varela was elected in November of 2009. He is a veterinarian and scientist with a strong background in public health, environmental issues, community relations, and economic development. His policies and vision for Lake Worth focus on developing a vibrant business community and stabilizing neighborhoods. Mayor Varela believes a strong economy and safe and attractive neighborhoods are the essential elements for Lake Worth's emergence as a community of distinction.

# City Commission

## Vice-Mayor Jo-Ann Golden

Vice Mayor Jo-Ann Golden was elected to serve District 3 in 2007. She also serves as Vice Mayor; presiding over Commission Meetings and providing other Mayoral duties in the Mayor's absence. Vice Mayor Golden moved from Vermont to Florida in 1989, and since that time has worked in several public service capacities. Since 2003, Vice Mayor Golden has worked for the Lake Worth Community Development Corporation as a Project Manager. Prior to being elected to the Commission, Ms. Golden served on various committees in the City; the Tree Board, the Master Plan Stakeholder's Advisory Committee, and the Ad Hoc Code Committee.

## Commissioner Scott Maxwell

Commissioner Scott Maxwell was elected to serve District 1 in November of 2009. He was initially elected to the Lake Worth City Commission in March 2001 and served until 2003. Commissioner Maxwell began his public service in Lake Worth in 2000 as a member of the Code Enforcement Board. He was elevated to the position of Chairman until his resignation to run for the City Commission in 2001. Commissioner Maxwell believes that Lake Worth cannot realistically achieve economic stability or service enhancements without increasing and diversifying the City's tax base. Commissioner Maxwell is committed to attracting new businesses, jobs and responsible home owners to the community.

## Commissioner Cara Jennings

Commissioner Cara Jennings was elected to serve District 2 in 2006, and since that time has worked to create a more sustainable city for Lake Worth families, businesses and visitors. Commissioner Jennings believes that to be a vibrant city, Lake Worth must be bold in its efforts to embrace new thinking on everything from how the City issues permits to how electricity is provided. When explaining her goals on the Commission, she stated, "My focus has been on transforming our Electric and Water utilities, city-wide park improvements, community driven growth and over-hauling our City departments. I am proud to be part of the positive changes happening in Lake Worth and welcome you to join our efforts".

## Commissioner Mulvehill

Commissioner Suzanne Mulvehill was elected to serve District 4 in 2008. Commissioner Mulvehill has a masters degree in Business Administration and is the author of two books. She has an extensive business background and has worked throughout the U.S. and Europe helping small businesses. Commissioner Mulvehill was instrumental in bringing the Palm Beach County Cultural Council to Lake Worth and works tirelessly on marketing Lake Worth's assets. She believes that a responsive and transparent City Hall and an engaged citizenry are the keys to good governance.

# City Commission

City Commission 1010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	73,169	73,134	73,201	74,607	74,403
▪ Benefits	28,924	28,759	28,491	22,934	20,239
	102,093	101,893	101,692	97,541	94,642
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	92,387	128,035	28,833	28,833	37,115
▪ Travel & Training	3,590	8,861	35,000	12,500	35,000
▪ Utility & Communication	75	-	-	-	8,000
▪ Insurance	-	-	-	-	2,488
▪ Maintenance	-	-	-	-	2,000
▪ Operating Expense	32,884	40,853	63,450	58,988	42,700
	128,936	177,549	127,283	99,321	127,303
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>231,029</b>	<b>279,442</b>	<b>228,975</b>	<b>195,862</b>	<b>221,945</b>

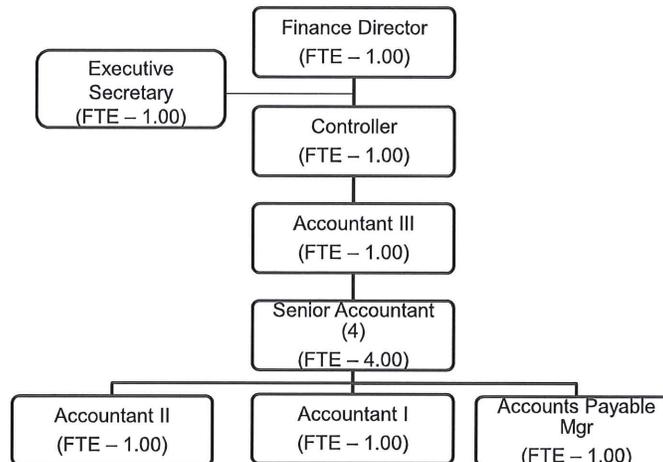
# Finance

## Mission

The Finance Department is responsible for the financial operations of the City. The department handles the receipts, disbursement, cash management, fixed asset control, accounting and financial reporting functions for all city operations. Additionally, the department is the primary entity responsible for City debt management and financings. The department also acts as the accounting office for the Community Redevelopment Authority (CRA).



## Finance



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	12	1/-1	-1	1/-1	11
Part-time (FTE)	0	0	0	0	0

# Finance

## Core Processes and Outputs

**Revenue collection and receipting** – Finance manages all revenue collections for the City and CRA. This includes billing and collection for all general City revenues from all sources. In addition the department is responsible for designing and monitoring cash collection activities of operating departments in satellite locations.

**Pay processing** – The department handles payroll processing for all City employees. This function includes paying employees, deduction and fringe benefit processing and payment and Federal tax remittance and reporting.

**Disbursements** – Finance is responsible for paying for all City and CRA expenses and debt payments.

**Cash Management** – The department manages all cash functions for the City and CRA; this includes daily positive pay functions, cash movements among the City and CRA bank accounts, monitoring the investment portfolio and reconciliation of all accounts.

**Fixed Asset Control** – Finance, in conjunction with the operating departments, is responsible for recording and tracking the land, buildings, infrastructure, and equipment belonging to the City.

**Accounting and Financial Reporting** – All accounting and reporting in the City takes place within the Finance Department. This includes internal reports for use by citizens, management of the City and CRA as well as the Comprehensive Annual Financial Report (CAFR) and reports required by State and Federal Agencies.

**Debt Management** – Finance is the lead City department in all bond and debt financing.

Additionally, the department handles all debt covenant compliance issues as well as debt service payments.

## New Initiatives

**Complete implementation of monthly financial reporting** – In Fiscal Year 2011 the Finance Department will reinstitute monthly financial reporting with a goal of distributing reports by the 15th of each month.

**Implement quarterly revenue and expenditure analysis** – A quarterly projection and analysis of revenues and expenditures will be implemented by the end of the first quarter of FY 2011.

**Re-engineer departmental procedures** – The department will completely re-engineer all of its internal procedures to produce a complete accounting procedure manual. In addition, procedures will be developed for individual departments to follow, instructing them on how to handle financial transactions by the first quarter of FY 2011.

**Implement a new fixed asset control system** – Recording and control of the City's fixed assets is imperative in order to address management comments from the auditors, as well as for providing sound financial management. Building a complete asset inventory conducted in FY 2010; during Fiscal Year 2011 the Department will implement an annual inventory of all City fixed assets.

**Produce timely year-end financial statements** – Producing the Comprehensive Annual Financial Report (CAFR) for audit within 120 days after fiscal year end with the goal of audit completion prior to March 31, 2011. In subsequent years the Finance Department will move those dates back with a goal of completing the audit during

# Finance

January.

Producing city-wide financial policies – The Department will produce financial policies for the City to follow during the first quarter of FY 2011. These policies will incorporate “Best Practices” and provide goals for achieving fiscal stability.

## Goals and Objectives

**Goal 1: Address and eliminate deficiencies in internal controls and compliance from the FY 2008 and FY 2009 Management Letter.**

Objective: Complete implementation of the Integrated CAFR Preparation System software by December 2010.

Objective: Develop CAFR audit schedule to meet annual GFOA Award deadline or sooner by October 2010.

**Goal 2: Provide City Management with timely and useful financial information by preparing and distributing monthly budgetary reports by the end of the 3rd week following month-end.**

Objective: Conduct bi-monthly ongoing training with Departments on functions and reporting capabilities of the SunGard /HTE General Ledger system.

Objective: Assist the Office of Management and

Budget in the formation of a 5-year financial plan for the General Fund, a multi-year Capital Improvement Program for the City's capital projects, and an Operating Budget for FY 2012. Process Beginning in November 2010.

Objective: Work with the Office of Management and Budget to develop options for revenue enhancements and/or expenditure reductions to help balance each year's budget by January 2011.

Objective: Develop new Fund Balance Policy for General Funds and other funds, as applicable, to support and strengthen budgetary control and financial stability by September/October 2010.

**Goal 3: Provide the City Commission and residents with timely and useful financial reports.**

Objective: Prepare quarterly reports on General Fund Revenues and Expenditures (actual vs. budgeted) and compare to the Prior Year quarter-end.

Objective: Work jointly with the Office of Management and Budget to prepare General Fund revenue and expenditure projections for FY 2011 at Commission workshops on a quarterly basis by First Quarter FY 2011.

Objective: Prepare investment reports for all funds with semi-annual presentations by investment managers at Commission Workshops by First Quarter FY 2011.

Objective: Prepare Popular Annual Financial Report (PAFR) for all funds: a layperson's report of the City's financial position and results of yearly operations by May 2011.

**Goal 4: Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for FY 2010 and thereafter.**

# Finance

**Goal 5: Develop a financing (debt management) strategy for various projects within the City of Lake Worth by March 2011.**

Objective: Assist the Public Services Department and Office of Management and Budget with the Casino Building Renovation project by developing and implementing a financing plan for renovation of the building.

Objective: Assist the Community Development Department with Park of Commerce infrastructure upgrades by developing a capital financing plan for the upgrades by December 2010.

Objective: Assist the Utilities Department with the construction of the Reverse Osmosis (RO) Water Plant with the development of a financing plan and the utilization of existing bond proceeds from the 2004 bond issuance by October 2010.

Objective: Assist the Utilities Director in establishing a long-term rate adjustment plan for the City of Lake Worth's electric, water, and sewer charges by January 2011.

**Goal 6: Review internal controls in the Utilities Customer Service Division relating to metering, deposits, billings, collections, and delinquencies.**

Objective: Review and implement findings and recommendations of special audit conducted by PA Consulting, Inc. evaluating the Customer Services Division's credit and collections capabilities by April 2010.

**Goal 7: Develop new Capital Asset Policies and Procedures for all City Departments.**

Objective: Complete inventory of City assets in

conjunction with the national appraisal firm hired to conduct an appraisal and inventory of existing Capital Assets by October 2010.

Objective: Interface results of Capital Asset Appraisal and Inventory into SunGard / HTE Capital Asset Module by December 2010.

Objective: Develop new policies for capitalization thresholds and periodic inventory procedures for Department Directors by December 2010.

**Goal 8: Work with the Risk Manager to evaluate and enhance Lake Worth's Risk Management Program in the areas of (1) Property and casualty insurance, (2) Worker compensation, and (3) Employee wellness.**

Objective: Review and refine the self-insurance program with addition of financial goals and policies by April 2011.

# Finance

## Performance Measures

### Finance

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Reduce Payroll Check Printing by Using Direct Deposit and/or Debit Cards for Employees Without Bank Accounts						753	>100
2) Email Payroll Remittance Advice to All Employees						0	6,000
3) Reduce Payable Checks by 5,000 by Going to Electronic Payments						11,725	6,725

1220	Actuals	Actuals	Budget	Estimate	Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	859,101	846,487	763,419	736,688	674,928
▪ Benefits	296,279	288,785	305,846	269,229	223,998
	1,155,380	1,135,272	1,069,265	1,005,915	898,922
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	215,340	214,431	290,275	225,275	137,942
▪ Travel & Training	3,975	6,185	13,500	13,500	8,500
▪ Utility & Communication	5,878	8,041	2,500	2,500	24,382
▪ Insurance	12,920	-	-	-	8,538
▪ Maintenance	2,985	2,764	1,000	1,000	1,000
▪ Operating Expense	26,338	47,780	28,300	28,300	22,583
	287,436	279,201	335,575	270,575	202,943
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>1,422,816</b>	<b>1,414,473</b>	<b>1,404,840</b>	<b>1,276,490</b>	<b>1,101,865</b>

# Finance

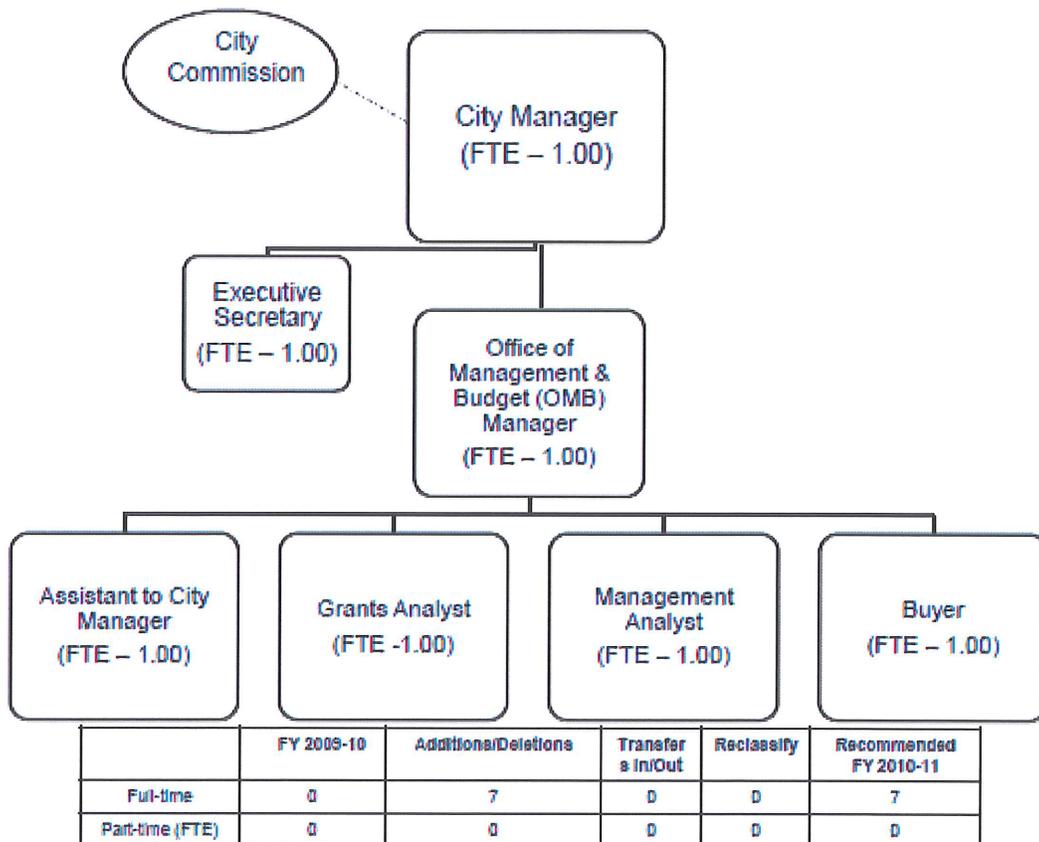
G.O. Bond- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2008-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	750	808	1,000	1,000	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	750	808	1,000	1,000	-
<b>NON-OPERATING</b>					
* Debt Service	431,268	432,528	433,103	433,103	432,140
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	3,060,102	-	-	-	-
	3,491,370	432,528	433,103	433,103	432,140
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>3,492,120</b>	<b>433,336</b>	<b>434,103</b>	<b>434,103</b>	<b>432,140</b>

Donations Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2008-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	800	124,741
	-	-	-	800	124,741
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	7,210	6,091	-	-	-
	7,210	6,091	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>7,210</b>	<b>6,091</b>	<b>-</b>	<b>800</b>	<b>124,741</b>

# General Administration

## Mission

To provide leadership and support that empowers all City Departments to make fiscally responsible decisions, meet customer expectations and successfully achieve the priorities of the City Commission.



# General Administration

## Core Processes and Outputs

The General Administration Division consists of both the City Manager's Office and the Office of Management and Budget. General Administration is focused on ensuring the proper execution of the City Commission's policies in an efficient and cost effective manner.

### City Manager's Office

Direct and assist City Departments in the successful implementation of the City Commission's priorities. The City Commission is focused on several key priority areas including: improving the financial condition of the City, promoting economic development in the City, redeveloping the Lake Worth Beach and Casino Building, stabilizing the community's housing stock and tax base, improving customer service, further integrating environmental sustainability into the core processes of the entire municipal organization, improving employee performance and satisfaction, and improving the general quality of life for Lake Worth residents and business owners.

Along with ensuring the successful achievements of the City Commission's priorities, the City Manager's Office is also responsible for providing general management of all City Departments in a manner that inspires success and quality customer service. The City Manager serves as the primary liaison between the City Commission and staff, and is responsible for ensuring effective communication between Lake Worth employees, residents, and City Commissioners. Through regular meetings with City Commissioners, residents, Department Directors, and other key stakeholders the City Manager works to ensure that the City continues to progress in a manner that is both positive and in line with the will of the

community. The City Manager also provides a weekly report to both the City Commission and general public updating them on major projects Staff is working on.

### Office of Management and Budget

The Office of Management and Budget (OMB) was established in Fiscal Year 2010, and was created by decentralizing the previous Purchasing Division and bringing the grant writing and compliance function in house rather than contracting out for grant administration services. OMB performs a number of critical management functions including reengineering the City's budget process, developing a more effective capital improvement program, assisting with the development and scoring of solicitations for various City services and facilitating consistency across departments as it pertains to reporting and sharing information. The Office of Management and Budget (OMB) Consists of five positions:

1. One OMB Manager (a reclassification of the Purchasing Manager in FY 2009);
2. One Buyer (the only remaining Purchasing position in OMB);
3. One Management Analyst (reclassified from a Buyer Position in FY 2010);
4. One Grants Analyst (reclassified from a Warehouse Specialist in FY 2010); and
5. One Assistant to the City Manager (this position was created, at a lower pay range, from the former Assistant City Manager position and moved from the City Manager's Office into the OMB Division in FY 2010).

The creation of the Office of Management and Budget resulted in \$54,115 in personnel and contractual services savings. The Grants Analyst currently manages \$558,742 worth

# General Administration

of grants and, since starting with the City last December, has been able to reprogram \$80,365 worth of grant funds that the organization was in danger of losing. Below is a graph depicting the positive tangible financial benefits of establishing the Office of Management and Budget:

Funding for Office of Management & Budget - FY 2011				
<b>A. Previous Positions FY 2008/09</b>				
	Salary	Benefits	Sub-Total	Totals
Assistant City Manager	124,000	21,760	145,760	
Purchasing Manager	69,735	20,773	90,500	
Buyer #1	30,023	16,709	54,732	
Buyer #2	43,047	20,259	63,306	
Warehouse Specialist	33,153	15,700	48,861	
Langton Associates (Consultant)	-	48,000	48,000	
Previous Positions Sub-Total	307,966	143,209	451,175	451,175
<b>B. Current Positions FY 2011 (Bud)</b>				
	Salary	Benefits	Sub-Total	
OMB Manager (Open)	83,241	34,866	118,107	
Buyer #2 (Purchasing)	43,174	21,177	64,351	
Asst. to the City Manager	55,167	10,013	73,981	
Management Analyst	55,146	23,001	78,147	
Grants Analyst	50,141	12,334	62,475	
Current Positions Sub-Total	286,869	110,191	397,060	397,060
<b>C. Grants Administration Impact - FY 2010</b>				
	Grant Funds Recovered	Re-Program Funds Rec'd	Sub-Total	
JAG - Dept of Justice Mgmt System 2007	50,627	-	50,627	
JAG - Department of Justice 2006	18,000	-	18,000	
JAG - Department of Justice 2005	43,499	-	43,499	
CDBG - Howard Park-Baseball 2007	20,055	-	20,055	
CDBG - Howard Park Restroom Renovation	130,000	-	130,000	
CDBG - Latona Ave-Streets 2006-07	32,936	29,003	62,739	
CDBG - Memorial Park Sports Field	32,972	50,562	83,534	
ECCBG - Department of Energy 2009	150,200	-	150,200	
Grants Impact Sub-Total	478,377	00,365	558,742	558,742
Excess of Current Tangible Benefits Over Previous (FY 2009) Salary & Benefits				612,857
				(A-B+C)

## Budgeting

The Office of Management and Budget is responsible for the administration of the City's annual budget process. The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets. Specific functions regarding the budget process include:

1. Create a calendar outlining the various steps in the budget process and the anticipated

completion dates to ensure compliance with all State of Florida notification laws;

2. Initiate the budget process with a meeting with the staff in each department responsible for either managing or inputting budget data;
3. Meet with departments to obtain accurate forecasts for the current fiscal year;
4. Meet with departments to update the Five Year Capital Improvement Plan;
5. Meet with departments to obtain budget requests for the upcoming fiscal year;
6. Meet with departments and the City Manager to finalize the current year forecasts, upcoming year requests, and Capital Improvement Plan;
7. Publish and distribute the Annual Operating Budget for the upcoming fiscal year; and
8. Maintain an effective system of internal accounting and administrative control for the entire City to ensure that expenditures fall within the budget approved for the current fiscal year.

## Grants

The Grants Analyst is responsible for administering all grants received by the City and for locating and applying for new grants as may be appropriate. Specific functions regarding grants include:

1. Verify that all grants have Commission approval and that appropriate matches are accounted for;
2. Ensure compliance documentation is correct and provided to the granting entity on time;
3. Work with granting entities to resolve any problems and to maximize the value of the grant to the City.

## Purchasing

The Office of Management and Budget is

# General Administration

responsible for ensuring that all purchases in the City follow established purchasing guidelines, and that no purchases vary from the approved Annual Operating Budget. Specific functions regarding purchasing include:

1. Creation of Requests for Qualifications, Requests for Proposals and Bid Specifications;
2. Advertising of all open bids and RFP's;
3. Evaluation of proposals and bids to ensure they are responsive and responsible;
4. Creation of Purchase Orders for all purchases;
5. Assisting departments as required with their purchasing needs.

## Special Projects

The Office of Management and Budget is also responsible for other projects as may be assigned by the City Manager. Specific examples of special projects include:

1. Providing for budgetary analysis of planned projects;
2. Direct review of capital projects to ensure compliance with the Annual Operating Budget;
3. Provide coordination for the City's environmental sustainability efforts;
4. Assist with the coordination of various special events and board meetings;
5. Provide assistance in marketing and media relations.

## New Initiatives

Implement a comprehensive performance measurement program for the organization.

Expand public relations and marketing options to better communicate with stakeholders.

Expand communication options for staff to ensure

better coordination of multi-departmental initiatives.

Assist the City Commission in formulating policy and ensuring its effective implementation

Improve customer service through a city-wide customer service training and recognition program.

Implement new communication opportunities for citizens, elected officials, management and staff to give and receive information in a timely manner.

Develop, support and implement business processes and initiatives that foster diversity in the community and municipal organization.

Represent the City in a positive, appropriate manner and manage external relations.

Prepare a balanced operating and capital budget that effectively addresses the overarching goals of the City Commission.

Prepare a balanced Five-Year Financial Plan in FY 2011 for each fund using conservative revenue and expenditure estimates, and maintaining sufficient fund balances that comply with the City's adopted financial policies.

Prepare accurate financial information and distribute it in a timely manner to the City Commission, Finance Advisory Board, citizens, media, financial institutions and internal customers in response to their specific financial needs.

Promote increased business acumen and fiscal accountability.

Improve the efficiency and effectiveness of Citywide business processes to ensure prudent management of the City's resources.

# General Administration

## Core Processes and Outputs

### Budgeting

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5. Provide assistance in marketing and media relations.

# General Administration

## Goals and Objectives

**Goal 1: Work to ensure Distinguished Budget Presentation Award from the Government Finance Officers Association for Fiscal Year 2012.**

Objective: Begin researching GFOA Distinguished Budget Presentation Award from the Government Finance Officers Association early in Fiscal Year 2011.

**Goal 2: Bring all State, Federal, and private grants into compliance.**

Objective: Work to resolve any outstanding reporting requirements, particularly with the Community Development Block Grant by January 2011.

**Goal 3: Update the City's Procurement Code by July 2011.**

Objective: Review and improve the City's current local vendor preference by November 2010.

Objective: Adopt an Environmentally Preferred Procurement Code by August 2011.

Objective: Streamline the request for proposals and request for qualifications process to ensure the timely advertisement and delivery of these documents by May 2011.

# General Administration

## Performance Measures

### City Manager

#### Workload Measures:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# Press Releases Distributed						44	70
# of Resident Enquiries Resolved Expeditiously						80%	100%
# of Agenda Items Completed by Deadline						75%	100%
#of Requests Completed timely for Commissioners						90%	100%
# of City Manager Departmental Work Days						0	4
# of meetings with City Commission						160	200
# of Senior Staff meetings					not measured in FY 2009	40	50
# of Employee Newsletters						8	12
# of City Manager Reports						46	50

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Increase Marketing - # of press releases Distributed							100
Increase response time for Resident Enquiries							
Increase response time for Commission Requests							
Improve Routing of Agenda items - Completed before deadline							
Increase # of City Manager Departmental Work Days							100

City Manager 1020	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	332,387	608,678	283,085	237,828	210,285
• Benefits	187,347	175,587	108,304	109,080	61,885
	499,734	784,265	371,389	346,908	272,170
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	29,175	65,322	99,978	84,177	31,411
• Travel & Training	595	7,257	20,000	10,000	10,000
• Utility & Communication	9,800	7,956	12,000	12,000	20,300
• Insurance	-	-	-	-	4,009
• Maintenance	36	412	7,500	7,500	3,000
• Operating Expense	9,831	42,914	65,500	48,549	38,000
	49,037	123,861	204,978	162,226	108,720
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>548,771</b>	<b>908,106</b>	<b>576,347</b>	<b>509,132</b>	<b>378,890</b>

# General Administration

Office of Management And Budget 1230	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	235,773	219,418	334,700
* Benefits	-	-	102,185	88,048	124,895
	-	-	337,958	308,362	459,595
* Prof. & Contract. Service	-	-	18,684	18,684	30,778
* Travel & Training	-	128	10,000	5,500	8,000
* Utility & Communication	-	-	4,800	4,800	7,582
* Insurance	-	-	-	-	4,287
* Maintenance	-	-	3,500	3,500	-
* Operating Expense	-	114	13,600	6,100	10,383
	-	242	48,584	38,584	59,028
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	4,500	4,500	-
<b>TOTAL</b>	-	242	391,022	349,426	518,623

Capital Improvement Fund Non Departmental 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	130,000
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	-	-	-	-	130,000
<b>NON-OPERATING</b>					
* Debt Service	8,318	7,484	6,613	6,613	35,920
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	2,387	2,387	-
	8,318	7,484	9,000	9,000	35,920
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	8,318	7,484	9,000	9,000	165,920

# General Administration

## City of Lake Worth FY2011 Budget Proposal Grants

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10 Dept Projection	FY 2010-11 Budget Request
	Actuals	Actuals	Final Budget		
<b>Beginning Fund Balance</b>	-	800,888	317,388	317,388	313,832
<b>Source of Funds</b>					
Federal Grants	-	388,747	581,354	-	-
State Grants	438,837	558,103	24,747	-	-
Grants From Local Units	-	211,467	282,082	-	-
Miscellaneous Income	10,000	-	-	-	-
	448,837	1,138,317	888,183	-	-
<b>Use of Funds</b>					
GOBG Lalona Ave Streetscapes	-	324,588	178,804	-	350,000
Historic Preservation	-	-	(47,745)	-	-
FDLE Violent Crime Grant	-	15,028	-	-	-
CRA Alleyway Improvements	-	-	-	-	-
Armor Humane Screens	-	78,205	58,486	-	-
FIND - Bryant Seawall	-	800,108	-	-	-
EECBG Grant	-	5,000	-	-	-
Howard Park Restrooms	-	4,484	125,516	-	-
Memorial Park Multi Field	-	84,238	48,762	-	-
Library - Gates Grant	-	-	-	-	-
Youth Empowerment	217,581	188,500	285,170	-	-
FROAP-Sunset Ridge Park	-	48,958	-	-	-
NW Ballfields 4 & B	-	30,000	18,812	-	-
FROAP - Howard Park	-	33,848	-	-	-
Basketball Uniforms & Equip	-	1,880	-	-	-
JAG	-	-	88,272	-	-
Sunset Ridge Park	-	-	170,000	-	-
2009 Library State Aid	-	18,803	18,432	-	-
	217,581	1,821,817	891,818	-	350,000
<b>Deficiency of Revenues Over Expenditures</b>	232,248	(483,500)	(3,436)	-	(350,000)
<b>Other Financing Sources (uses):</b>					
Transfers In	1,188,842	-	-	-	-
Capital Outlay	(588,820)	-	-	-	-
Transfers Out	-	-	-	-	-
<b>Total Other Financing Sources (uses)</b>	599,022	-	-	-	-
<b>Net Change in Fund Balance</b>	800,888	(483,500)	(3,436)	-	(350,000)
<b>Ending Fund Balance</b>	800,888	317,388	313,832	317,388	(38,088)

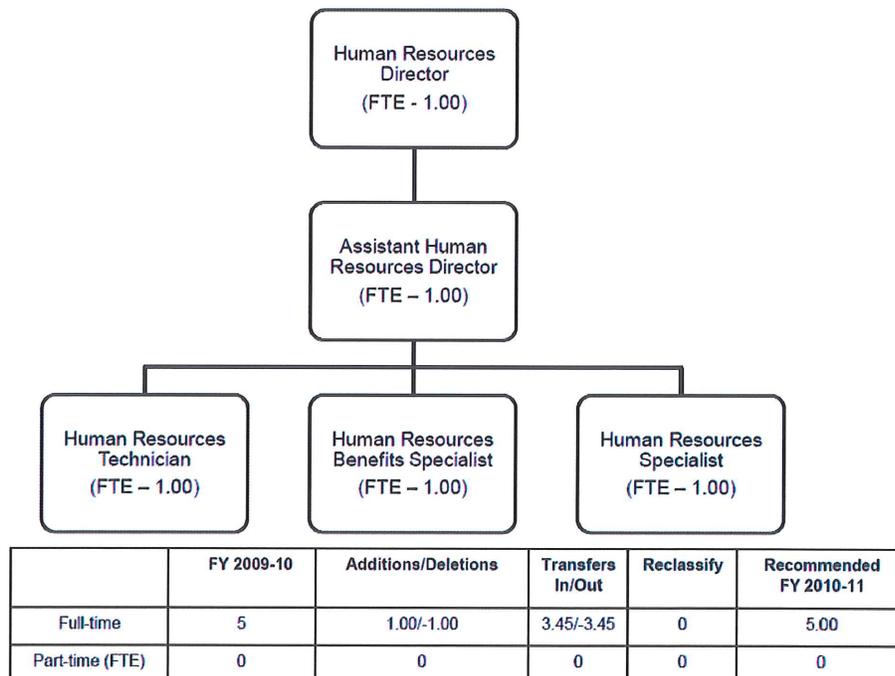
# Human Resources

## Mission

The Human Resources Department strives to support the City in delivering exceptional services to our community in recruiting, hiring, training and retaining the most qualified employees in the region.



## Human Resources Department



# Human Resources

## Core Processes and Outputs

The Human Resources Department is primarily an internal service provider for the municipal organization, but also has an opportunity to connect with the general public through advertising employment opportunities and providing information for general inquiries made at the reception desk. The Human Resources Department is divided into three major functions: Personnel, Employee Benefits, and Risk Management. The Department's primary services include recruitment and selection, job classification and pay, benefit administration, risk management, training, policy administration, labor employee relations, contract development, contract negotiation, contract administration and providing support to management on all human resources related issues.

The Human Resources Department works to ensure that the City is in compliance with all local, state and federal labor laws. The Department also seeks ways to minimize the costs of health insurance, property insurance and worker's compensation claims.

### Personnel

The primary function of the Personnel Division is serving as the official custodian for all employee records and personnel files. The Personnel Division is also responsible for the recruitment and retention of qualified City employees to fill a variety of positions required to provide City services to residents. Personnel facilitates employee training opportunities to ensure Lake Worth employees have the skills necessary to perform their duties effectively and efficiently. The Personnel Division is also responsible for the general maintenance of electronic employee file information through the HTE/Sungard system.

Ultimately, the Personnel Division is focused on maintaining a work environment that inspires and empowers employees to work to their maximum potential.

### Employee Benefits

The Employee Benefits Division is charged with managing all employee benefits including health, dental, vision, life, flexible spending accounts, general pension and deferred compensation plans. The Division is expected to provide the highest quality benefits possible while ensuring that costs associated with the provision of benefits are affordable. The Employee Benefits Division recently created an employee-led Wellness Committee to target initiatives that will lower the City's health insurance experience rating; these efforts pay dividends to the City's General Fund.

### Risk Management

The Risk Management Division is responsible for ensuring a safe working environment for all Lake Worth employees and visitors to City-owned facilities. The Division manages programs that reduce risk costs including the cost of accidental losses, insurance premiums, loss control and administrative costs.

### Workers Compensation

The primary responsibility of the Workers Compensation Division is the evaluation and renewal of workers compensation insurance. The Division is also responsible for coordinating with claims adjusters on all active claims involving employee injuries; working with departments and the City's insurer to enhance safety for all employees; providing information to the State to maintain compliance with State labor laws; finding work for injured employees assigned to light duty; and, budgeting for the City's insurance

# Human Resources

fund.

This Workers Compensation Division also manages the Employee Safety Committee which takes steps necessary to ensure that safety rules are followed throughout the organization.

## **Property and Casualty Insurance**

The Risk Management Division is responsible for the administration of property and casualty insurance. The City has the following primary types of insurance: general liability; property insurance; automobile insurance; flood insurance; and underground fuel storage tank liability insurance.

The Division's major activities include the annual evaluation and renewal of all City insurance policies; coordination with various departments on accidents or other potential claims; evaluation of claims to determine if insurance should be brought in; determination of the proper deductible limits and retention levels for the City; coordination with the City Attorney on any claims that reach litigation status; and budgeting for the City's insurance fund.

## **New Initiatives**

In Fiscal Year 2011 the Human Resources Department will initiate an Employee Recognition Program that will reward employees for exemplary job performance and recognize employees for contributions that are above and beyond the call of duty.

The Department plans to conduct a comprehensive Dependant Audit to verify eligibility of all dependants currently benefiting from the City's health insurance plan.

Human Resources plans to continue its Customer Service Training Program on a quarterly basis

for newly hired employees; educating them on the skills and practices necessary to deliver exemplary customer service.

The Department will also cross-train the Human Resources Technician and Human Resources Benefits Specialist to improve departmental efficiency in FY 2011.

Human Resources will work with the Wellness Committee to organize the first annual Wellness Fair.

In Fiscal Year 2011 Human Resources also plans to renegotiate labor contracts with all three employee unions; including IBEW (International Brotherhood of Electrical Workers), PEU (Public Employees Union) and PMSA (Public Managers and Supervisors Association).

## **Goals and Objectives**

### **Goal 1: Implement Employee Recognition Program by December 2010.**

Objective: Assist the Wellness Committee with the development of employee recognition incentives, and organize employee events that will reconnect employees to the organization and the entire community by October 2010.

### **Goal 2: Conduct a comprehensive Dependant Audit to verify the eligibility of all dependants currently on the City's health insurance plan by July 2011.**

Objective: Compile documentation necessary to conduct verification .

# Human Resources

Objective: Create verification materials and process for obtaining verification information from employees.

Objective: Report audit results to the City Manager

**Goal 3: Initiate quarterly customer service training program for newly hired employees by September 2011.**

Objective: Send Human Resources staff to “Train the Trainer” training seminars so that they are properly equipped to educate employees in customer service training and other training initiatives.

Objective: Devise and implement training schedule.

**Goal 4: Cross-train Human Resources staff to ensure the continued efficiency of the Human Resources Department by March 2011.**

Objective: Identify employees to be cross trained and create schedule.

**Goal 5: Renegotiate labor contracts with all three employee unions; IBEW (International Brotherhood of Electrical Workers), PEU (Public Employees Union) and PMSA (Public Managers and Supervisors Association) by April 2011.**

Objective: Review existing contracts with respective Department Heads and the City Manager.

Objective: Schedule meeting with the City

Manager and City Commission to review proposed changes.

Objective: Notify unions that the City desires to commence contract negotiations.

Objective: Commence union negotiations.



# Human Resources

## Performance Measures

### Human Resources

Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Number of employee evaluations processed							300
2) Number of employees trained during the year							40%

Personnel 1310	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	274,120	355,969	318,823	337,398	88,958
▪ Benefits	76,551	87,110	115,083	105,650	20,849
	<b>350,671</b>	<b>443,079</b>	<b>433,906</b>	<b>443,048</b>	<b>109,807</b>
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	59,048	52,430	282,294	159,454	110,379
▪ Travel & Training	467	1,951	6,000	3,000	1,250
▪ Utility & Communication	6,210	4,522	1,975	1,975	7,501
▪ Insurance	15,574	-	-	-	10,521
▪ Maintenance	157	-	1,500	1,500	375
▪ Operating Expense	19,983	14,054	25,645	15,145	7,211
	<b>101,419</b>	<b>73,557</b>	<b>317,414</b>	<b>181,074</b>	<b>137,237</b>
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>452,090</b>	<b>516,636</b>	<b>751,320</b>	<b>624,120</b>	<b>247,044</b>

# Human Resources

Benefits 1320	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	85,780
▪ Benefits	-	-	-	-	25,975
	-	-	-	-	111,755
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	20,379
▪ Travel & Training	-	-	-	-	1,250
▪ Utility & Communication	-	-	-	-	7,501
▪ Insurance	-	-	-	-	10,520
▪ Maintenance	-	-	-	-	375
▪ Operating Expense	-	-	-	-	7,210
	-	-	-	-	47,235
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	158,990

Self-Insurance Fund Property & Liability 1331	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	63,433
▪ Benefits	-	-	-	-	18,893
	-	-	-	-	82,328
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	25,000
▪ Travel & Training	-	-	-	-	50,000
▪ Utility & Communication	-	-	-	-	-
▪ Insurance	-	-	-	-	934,174
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	-	-
	-	-	-	-	1,009,174
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	1,091,500

# Human Resources

Self-Insurance Fund Worker's Compensation 1332	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	66,612
• Benefits	-	-	-	-	18,646
	-	-	-	-	85,258
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	-	-	-	-	25,000
• Travel & Training	-	-	-	-	-
• Utility & Communication	-	-	-	-	-
• Insurance	-	-	-	-	77,551
• Maintenance	-	-	-	-	-
• Operating Expense	-	-	-	-	-
	-	-	-	-	102,551
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	187,809

Self-Insurance Fund Non-Departmental 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	-
• Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	8,412	186,561	225,000	225,000	-
• Travel & Training	-	-	-	-	-
• Utility & Communication	-	-	-	-	-
• Insurance	3,633,323	1,237,262	2,600,000	2,600,000	-
• Maintenance	-	-	-	-	-
• Operating Expense	-	168	7,500	7,500	-
	3,641,735	1,423,991	3,032,500	3,032,500	-
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	1,361,412	425,764	561,211	561,211	876,230
	1,361,412	425,764	561,211	561,211	876,230
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	5,003,147	1,849,755	3,593,711	3,593,711	876,230

# Human Resources

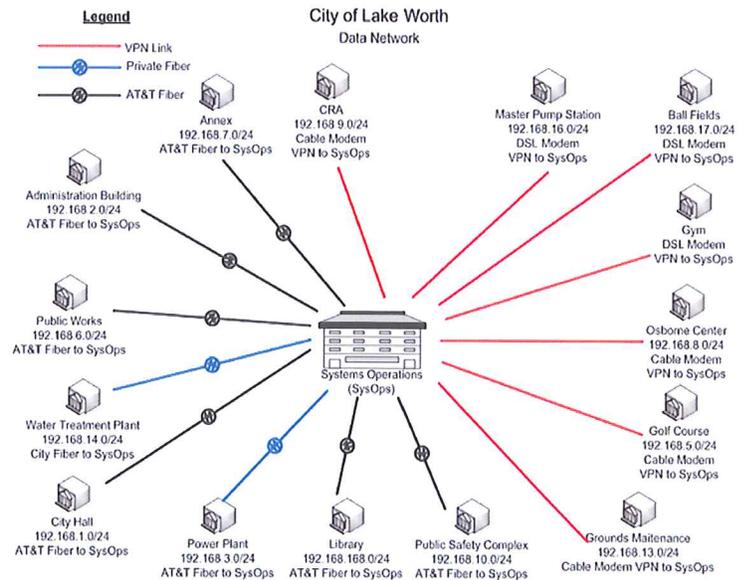
Education Incentive Fund 7020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	2,717	1,459	-	-	8,435
▪ Utility & Communication	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	-	-
	2,717	1,459	-	-	8,435
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>2,717</b>	<b>1,459</b>	<b>-</b>	<b>-</b>	<b>8,435</b>

Criminal Justice Administration 3010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	39	-	-	-	-
▪ Utility & Communication	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	-	19,144
	39	-	-	-	19,144
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>39</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,144</b>

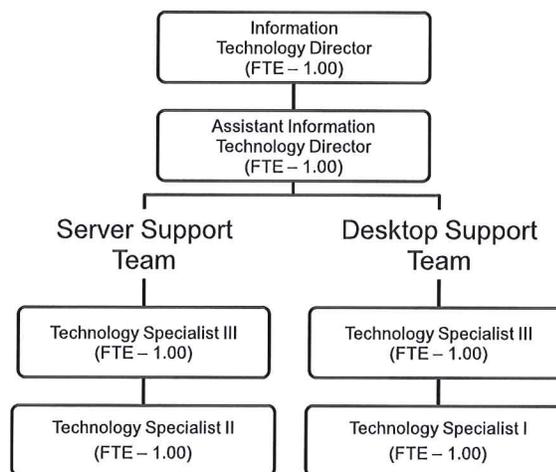
# Information Technology

## Mission

The mission of the Information Technology Department is to effectively maintain and improve the information technology infrastructure and system applications in conformance with the City's goals and objectives while providing secure and dependable technology services to the City Commission, City Departments and residents of the City of Lake Worth.



## Information Technology



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	6	0	0	4/-4	6
Part-time (FTE)	0	0	0	0	0

# Information Technology

## Core Processes and Outputs

The Information Technology (IT) Department coordinates the use of technology to ensure that accurate and timely information is provided to management, staff, City Commission, and citizens of Lake Worth. The IT Department also manages the enterprise computer network, phone systems, City-issued cellular devices, and security systems.

The IT Department consists of six employees assigned to three teams. These teams include the Management Team, Server Support Team, and Desktop Support Team.

The City's enterprise computer network consists of 250 desktop computers and laptops. The majority of the desktops and laptops run off of Microsoft's Windows XP Professional operating system. The remaining desktops and laptops are running a combination of Windows Vista and Windows 7. As the Information Technology Department purchases new computers, they will all be installed with Microsoft Windows 7. The enterprise computer network consists of approximately 50 Windows Servers. The majority of these servers are running the Microsoft 2003 Server program. The remaining servers are running Microsoft Windows 2008. The Information Technology Department has submitted a capital request for the purchase of a Microsoft Enterprise Agreement (EA). This EA will allow the Information Technology Department to upgrade all server software to the current release level. This includes Microsoft SQL Server, Microsoft Exchange Server, and Microsoft SharePoint Server.

The backbone of the enterprise computer network is the connectivity between the numerous City Buildings. The Information

Technology Department uses a combination of fiber optics, cable modems, and DSL modems to connect the 16 City buildings that make up the City's enterprise computer network.

The Information Technology Department also maintains the City's telecommunication resources for the City. This includes land line phones, cell phones, and wireless aircards. The main phone system for the City of Lake Worth is a Cisco VoIP (Voice over IP) phone system that uses the enterprise computer network for connectivity between phones and Cisco Call Managers. The Cisco phone system uses three Primary Rate Interface (PRI) phone circuits with 134 DID's (phone numbers). There are currently 180 phones on the Cisco phone system. The remainder of the phones in the City use small Inter-Tel phone systems or standalone phone lines. These phones require 107 analog POTS lines. Currently there are 178 cell phone and 33 wireless aircards used by City employees.

The Information Technology Department maintains approximately 25 different applications (programs) used by City employees. IT provides first level support for all application used within the City. The largest of these is SunGard Public Sector's Naviline system, the City's Enterprise Resource Planning Software, which is used by every department in the organization.

## New Initiatives

Partner with the Human Resources Department to provide computer training to City employees. The curriculum will provide training in basic Microsoft Windows operations, the Microsoft Office suite and other applications used by the City.

# Information Technology

Implement a server virtualization program to reduce the physical number of servers maintained in the organization. This will reduce the cost of replacement servers, and will also result in less energy used to power the servers and cool the server room.

Replace normal desktop computers with thin client computers saving on replacement costs, energy usage, licensing costs. Thin client computers have no moving parts and rely on a server to process information.

Install and configure Wi-Fi access to the City Hall building. Currently only a portion of City Hall has Wi-Fi access.

Partner with the City Clerk's Office and Office of Management and Budget to implement the ability to view Commission meetings via the Internet by September 2011, subject to funding availability.

Partner with the City Clerk's Office to implement the City-Wide imaging software to additional City Departments to improve environmental and economic efficiency and improve customer service.

## Goals and Objectives

**Goal 1: Update information in the City's enterprise resource planning database to improve accuracy of property record files; improving overall customer service to the community**

Objective: Programmatically update the address database by April 2011.

Objective 2: Programmatically update the address database within one month of new data files being provided by Palm Beach County.

Objective: Develop policies and procedures for manually updating the address database by June 2011.

**Goal 2: Monitor and report usage of City technology and equipment to ensure maximum use of purchased software and to ensure the necessary software to meet employee needs.**

Objective: Partner with Human Resources to coauthor a revised Information Technology Policy for City employees by March 2011.

Objective: Monitor monthly usage of cell phone and provide a quarterly report by July 2011.

Objective: Monitor monthly the long distance usage on land line phones and provide a quarterly report by July 2011.

Objective: Monitor monthly email usage and provide a quarterly report by July 2011

Objective: Monitor monthly Internet usage and provide a quarterly report by July 2011.

**Goal 3: Improve computer access for all Lake Worth Employees with the creation of cybercafés throughout the organization.**

Objective: Determine needs for cyber café machines Citywide by November 2010.

Objective: Engineer and install network connectivity to cyber café sites by February 2011.

Objective: Install computers and create user accounts by April 2011.

Objective: Provide basic Microsoft Outlook

# Information Technology

and Word training to employees that require assistance by May 2011.

## Performance Measures

### Information Technology

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Software Installation - New							
2) Software Installation - Upgrade							25
3) Software Installation - Re-Install							50
4) Software Support							100
5) Workstation & Laptop Installation - New							600
6) Workstation & Laptop Installation - Upgrade							10
7) Workstation & Laptop Installation - Replacement							40
8) Workstation & Laptop Repair							15
9) Server Installation - New							200
10) Server Installation - Upgrade							5
11) Server Installation - Replacement							10
12) Server Repair							15
13) Switch & Router Installation - New							150
14) Switch & Router Installation - Upgrade							3
15) Switch & Router Installation - Replacement							10
16) Switch & Router Programming							4
17) Network Engineering - New							45
18) Network Engineering - Upgrade							5
19) Telephone Installation - New							15
20) Telephone Installation - Upgrade							25
21) Telephone Installation - Replacement							5
22) Telephone Programming							10
23) Cell Phone - New							100
24) Cell Phone - Upgrade							10
25) Cell Phone - Replacement							15
26) Software Training (Hours)							40
27) Telephone Audit							80
28) Internet Usage Audit							12
							12

	Goal	Actual	Goal	Actual	Goal	Actual	Goal
9) Complete Critical Priority Work Orders within 6 Hours							
10) Complete Urgent Priority Work Orders within 1 Day							75%
11) Complete High Priority Work Orders within 2 Days							75%
12) Complete Medium Priority Work Orders within 4 Days							75%
13) Complete Low Priority Work Order within 6 Days							75%
							75%

# Information Technology

Information Technology Fund Technical 1520	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	373,703	383,038	410,388	339,656	397,037
* Benefits	127,403	135,483	149,052	133,852	104,490
	<u>501,106</u>	<u>518,521</u>	<u>559,440</u>	<u>473,508</u>	<u>501,527</u>
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	6,432	24,192	49,000	30,000	26,092
* Travel & Training	-	-	8,500	8,500	8,500
* Utility & Communications	-	-	950	-	-
* Insurance	3,600	3,600	-	-	6,581
* Maintenance	37,426	18,805	38,250	34,000	52,000
* Operating Expense	652,176	509,800	554,922	550,522	581,437
	<u>901,634</u>	<u>556,397</u>	<u>651,622</u>	<u>623,022</u>	<u>674,610</u>
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	2,497	6,502	-	-	6,500
* Grants & Aids	-	-	-	-	-
* Other Uses	150,000	-	-	-	-
	<u>152,497</u>	<u>6,502</u>	<u>-</u>	<u>-</u>	<u>6,500</u>
<b>CAPITAL</b>	-	5,215	120,000	120,000	365,500
<b>TOTAL</b>	<b>1,555,237</b>	<b>1,086,635</b>	<b>1,331,062</b>	<b>1,216,530</b>	<b>1,548,137</b>

Information Technology Fund Non-Departmental 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	60,000	-	-
	<u>-</u>	<u>-</u>	<u>60,000</u>	<u>-</u>	<u>-</u>
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-</b>

**Information Technology  
Proposed Allocations with Naviline Distributed to all Departments**

Department		Fund - Division 31-51	Operating Allocation	Capital Projects Allocation	Total
City Commission	6	401-1010-511	\$29,630.00	6,785.00	\$36,415.00
City Manager	3	401-1020-512	\$13,529.00	3,392.00	\$16,921.00
City Clerk	6	401-1050-511	\$29,659.00	6,785.00	\$36,444.00
City Attorney	4	401-1110-514	\$18,896.00	4,522.00	\$23,418.00
Administrative Services - Finance	12	401-1220-513	\$59,374.00	13,568.00	\$72,942.00
Office of Management & Budget	5	401-1250-513	\$25,122.00	5,654.00	\$30,776.00
Human Resources - Personnel	6	401-1310-513	\$15,467.00	3,392.00	\$18,859.00
Human Resources - Benefits		401-1320-513	\$15,467.00	3,392.00	\$18,859.00
Comm Services - Comm Development	4	401-2010-515	\$25,462.00	4,522.00	\$29,984.00
Comm Services - Code Compliance/Property Maintenance	9	401-2041-515	\$23,721.00	5,088.00	\$28,809.00
Comm Services - Code Compliance/Property Inspection		401-2042-515	\$23,721.00	5,088.00	\$28,809.00
Public Services - Administration	4	401-5010-519	\$21,668.00	(12,502.00)	\$9,166.00
Public Services - Streets	4	401-5020-519	\$19,046.00	4,522.00	\$23,568.00
Public Services - Cemetery	2	401-5050-519	\$11,161.00	2,261.00	\$13,422.00
Public Services - Building Maintenance/Codicial	3	401-5061-519	\$9,306.00	1,695.00	\$11,001.00
Public Services - Building Maintenance		401-5062-519	\$9,306.00	1,695.00	\$11,001.00
Public Services - Library	13	401-6020-571	\$79,634.00	14,700.00	\$94,334.00
Public Services - Recreation/Athletics	12	401-6061-572	\$47,855.00	10,856.00	\$58,711.00
Public Services - Recreation/Community Programs		401-6062-572	\$11,764.00	2,713.00	\$14,477.00
CRA	3	101-2010-515	\$13,529.00	3,392.00	\$16,921.00
Comm Services - Building Department	13	103-2020-515	\$70,894.00	14,700.00	\$85,594.00
Public Services - Pool	2	140-6071-572	\$5,302.00	1,131.00	\$6,433.00
Public Services - Beach		140-6072-572	\$5,301.00	1,129.00	\$6,430.00
Utilities Conservation Management	4	195-6015-521	\$19,886.00	4,522.00	\$24,408.00
Utilities - Customer Service	21	401-1240-513	\$110,782.00	23,746.00	\$134,528.00
Utilities Administration	17	401-6010-521	\$104,555.00	19,222.00	\$123,777.00
Utilities - Power Plant	14	401-6031-521	\$53,671.00	15,630.00	\$69,301.00
Utilities - Systems Operators	11	401-6033-521	\$108,598.00	12,430.00	\$121,028.00
Utilities - TAD	2	401-6034-521	\$15,893.00	2,261.00	\$18,154.00
Utilities - Water Treatment	8	402-7022-523	\$40,897.00	9,046.00	\$49,943.00
Utilities - Water Distribution	8	402-7034-523	\$46,971.00	9,046.00	\$56,017.00
Utilities - Sewer Pumping	1	403-7221-525	\$5,896.00	1,131.00	\$7,027.00
Utilities - Sewer Collection	0	403-7231-525	\$1,848.00	-	\$1,848.00
Public Services - Golf Course	9	404-6060-575	\$48,572.00	10,177.00	\$58,749.00
Public Services - Stormwater	1	401-5080-528	\$18,933.00	10,821.00	\$29,754.00
Public Services - Waste/Residential	7	430-5081-534	\$9,179.00	5,121.00	\$14,300.00
Public Services - Waste/commercial		430-5082-534	\$9,179.00	3,811.00	\$12,990.00
Public Services - Waste/Recycle		430-5083-534	\$9,179.00	3,280.00	\$12,459.00
Public Services - Waste/roll off		430-5084-534	\$9,179.00	3,026.00	\$12,205.00
Public Services - Garage	4	530-5170-549	\$25,286.00	4,522.00	\$29,808.00
<b>Total Computers</b>	<b>218</b>				
<b>Total Revenue Budgeted in IT - Internal Service Fund</b>			<b>\$1,252,347.00</b>	<b>\$246,489.00</b>	<b>\$1,498,836.00</b>
<b>Reduction of CRA fees, waiting Commission approval</b>			<b>(4,529.00)</b>	<b>(3,392.00)</b>	<b>(7,921.00)</b>
			<b>\$1,247,818.00</b>	<b>\$243,097.00</b>	<b>\$1,490,915.00</b>

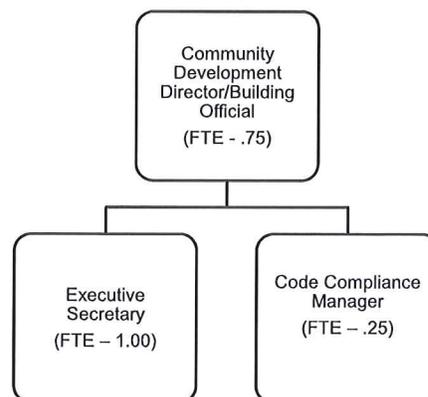
# Community Development

## Mission

Improve the quality of life for the citizens of Lake Worth by providing quality professional services that enhance the physical environment and promote the economic development of the City.



## Community Development Department – Administration Division



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	0	0	2.00	.25/-.25	2.00
Part-time (FTE)	0	0	0	0	0

# Community Development

## Core Processes and Outputs

The Community Development Administration Division is responsible for the direction and support of the Community Development Department and all Divisions within the Department. The Administration Division develops and oversees the implementation of programs that impact the City's physical and economic development. Before, during and after implementation of these programs and procedures, Administration works in partnership with the City Manager and other City Staff to keep the City Commission and citizens informed of development and the progress being made.

The Administration Division supports five divisions: Administration, Planning and Zoning, Code Compliance, Compliance Services and Building. The division also administers state and county grant funded programs promoting the economic growth of the City.

The Department Director acts as the staff liaison to the Planning and Zoning Board, the Nuisance Abatement Board and the newly created Historic Resource Preservation Board. The Community Development Director is also currently fulfilling the statutory Building Official obligations for the City.

Routine departmental procedures, such as purchasing, payroll, budget preparation, software and staffing are supported by the Administration Division.

## New Initiatives

Implementation of the Historic Resources Preservation and Zoning Board. This new board will focus on preserving the city's history by ensuring all modifications made to major landmarks and historic districts do not impact

the historic integrity of the site. The expected financial impact of this new Board will result in a minimum expense of \$10,000. Staffing levels required in providing support to this new board may drop the division's level of service in the future, as existing staff will be required to handle administrative support.

Improve long term economic development in the City of Lake Worth by the development and marketing of the Park of Commerce. Direct and coordinate the work of the selected City Consultant with existing Park Of Commerce business owners and other stakeholders to help achieve the successful development of the Park of Commerce.

Create a new Certificate of Use program to better serve the needs of the community. Draft and adopt an ordinance to eliminate annual property inspections currently required by the Certificate of Use program and only require inspections upon changes in occupancy.

## Goals and Objectives

### Goal 1: Successful Development of Park of Commerce. December 30, 2010.

Objective: Communicate with existing Park of Commerce (POC) business owners and stakeholders in determining their input for successful redevelopment of the POC.

Action Step: Identify parties vital to the success of the POC.

Action Step: Develop working relationship with these parties.

Action Step: Create rules and policies for best practices necessary to successfully market the POC.

# Community Development

Objective: Determine parking strategies to facilitate economic development in downtown.

Action Step: Propose a 2 year moratorium on the Parking Impact Fee to be enacted in October 2010.

Action Step: Analyze the existing Parking Impact Fee and look for ways to better plan and pay for future parking needs in the greater downtown area.

## **Goal 2: Improve economic development in the City. October 2010.**

Objective: Identify and remove arcane polices and procedures in permitting process.

Objective: Implement fast track permitting for POC developments and for other defined types of projects.

Objective: Reduce the amount of time it takes to receive and process Change of Use Certificates.

Objective: Expand and provide tools on the City's official website for "Starting a business in Lake Worth."

## **Goal 3: Implement consistent operational standards across the Department.**

Objective: Improve and update the Policy and Procedure Manual so that staff is able to more consistently administer Community Development policies and procedures.

Action Step: Cross train employees from the Code Compliance Division the Florida Institute of Government on the rules and regulations of Florida Statute Chapter 205, and local ordinance Chapter 14 to facilitate in Business Tax Receipts collection.

Action Step: Provide formal training of front

line utility staff to conduct accurate inquiries in the Business Tax module to ensure all new applicants obtain the newly required Use and Occupancy inspections prior to establishment of new services.

Objective: Coordinate with Utilities Administration to contract information technology services to update the current land file using the Palm Beach County Tax Collector's data base

Action Step: Establish a formal work order procedure with Utilities Administration to facilitate land file corrections and updates.

# Community Development

## Performance Measures

### Community Development/Administration

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Meetings on Park of Commerce redevelopment							12

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
9) Customer Comment Cards positive return							85%
10)							
11)							
13) All Complaints and motions requiring a response will be responded to or extensions timely requested and filed within the time frames and procedures established by the Rules of Court.							100%

Community Development-Admin 2010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	173,941
▪ Benefits	-	-	-	-	54,683
	-	-	-	-	228,624
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	-	-	-	-	-
▪ Utility & Communication	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	-	-
	-	-	-	-	-
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	228,624

# Community Development

Foreclosure Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	1,228
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	128,538	4,601	4,601	-
	-	128,538	4,601	4,601	1,228
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	69,000	86,229	86,229	183,089
	-	69,000	86,229	86,229	183,089
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	-	197,538	90,830	90,830	184,317

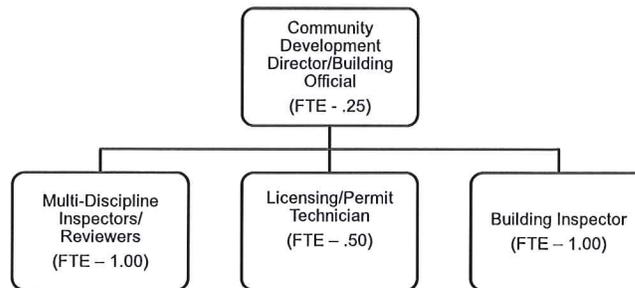
# Building

## Mission

The Building Permit Division is responsible for the enforcement and interpretation of Florida Building Codes, Local Codes, Florida Statutes and Federal Statutes regarding new construction within the corporate limits of the City of Lake Worth. The enforcement of these codes and ordinances ensures that the citizens of the City of Lake Worth are provided with the minimum safeguards necessary to preserve the health, safety and welfare of the built environment.



## Community Development Department – Building Permit Division



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	8	-.50	.25/-5	0	2.75
Part-time (FTE)	0	0	0	0	0

# Building

## Core Processes and Outputs

The Building Permit Division is responsible for the enforcement and interpretation of Florida Building Codes, Local Codes, Florida Statutes and Federal Statutes regarding new construction within the corporate limits of the City of Lake Worth. The division promotes and supports sustainable building practices that increase the efficiency of a structure's energy consumption, water consumption and use of materials.

Within the Building Division all permit applications are reviewed by permit technicians for accuracy and required documentation. Following appropriate application review and fee payment, plans are then routed to specific trades for plan review.

Through the plan review process, permit plans are reviewed by the specific trades required for the project. The Plan Reviewer performs precise plan review for compliance with building, electrical, plumbing, mechanical codes. Documentation is made on any plans deemed not in compliance and the contractor is contacted for interpretation. After permit issuance and work commences, inspections are received on a dedicated phone line which the Permit Technicians schedule on a daily basis. Inspections are performed by the specific trade inspector and results are input in the Division's software system.

The Building Division supports Code Compliance with assistance in the determination of unsafe buildings or structures. Property files for customers and contractors are retrieved and coordinated for review by customers and contractors as requested. Open permits searches are researched for title companies

on a daily basis.

The Division also processes cash receipts for all City Departments excluding Utilities.

## New Initiatives

In Fiscal Year 2011 the Building Division will develop a green building program that promotes efficient consumption of energy, water and other resources; protects occupant health; and reduces waste, pollution and environmental degradation.

## Goals and Objectives

**Goal 1: Encourage and incentivize sustainable construction projects to reduce carbon emissions in the City of Lake Worth.**

Objective: Establish a Green Building Ordinance.

Action Step: Evaluate existing green building programs.

Action Step: Evaluate the existing green infrastructure.

Action Step: Identify strategies to support program goals.

# Building

## Performance Measures

### Building Division

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Plan review performed							2500
2) Inspections performed							3500
3) Meetings with Contractors							260

#### Effectiveness Measurements:

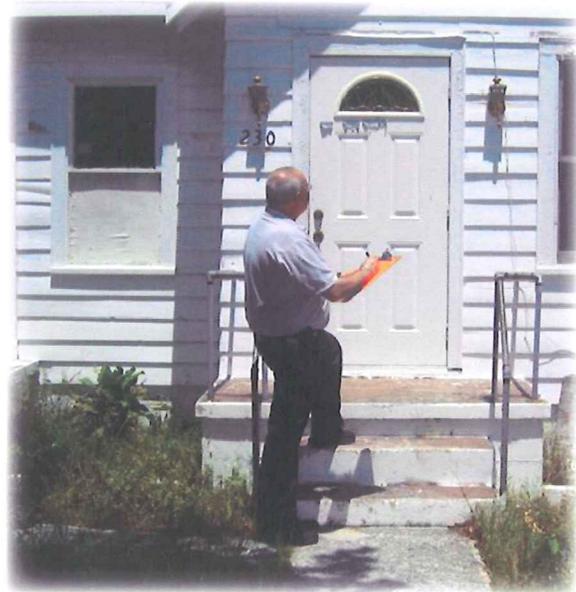
Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
4) Turn around permits ready for issuance within 30 minutes							100%
5) Phone messages returned same business day							85%

Community Development- Building Fund 2020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	454,508	538,776	421,665	365,974	170,910
* Benefits	186,722	202,372	169,864	161,369	35,059
	641,230	741,148	591,529	527,343	205,969
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	229,808	141,900	174,673	164,673	117,659
* Travel & Training	10,163	1,633	-	-	2,000
* Utility & Communications	-	1,751	-	-	7,600
* Insurance	15,526	42,714	-	-	25,299
* Maintenance	-	11,405	19,850	18,000	18,000
* Operating Expense	48,419	29,653	37,100	12,450	17,500
	303,916	229,056	231,623	195,123	188,058
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	16,553	-	-	-
<b>TOTAL</b>	<b>945,146</b>	<b>986,757</b>	<b>823,152</b>	<b>722,466</b>	<b>394,027</b>

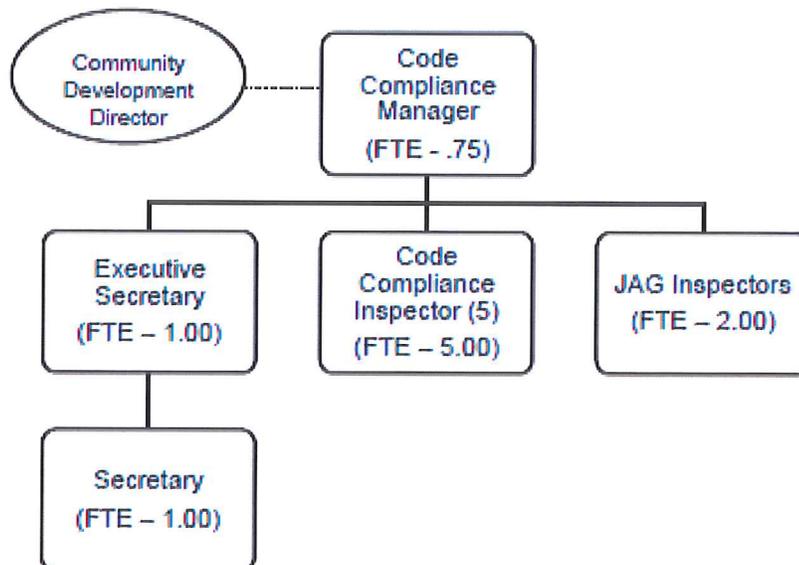
# Code Compliance

## Mission

To deliver professional Code Compliance services to the community with an emphasis on courteous, professional service to enhance the health, safety and welfare of the citizens of Lake Worth.



## Community Development Department – Code Compliance



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	0	2	8.75	.75/-75	10.75
Part-time (FTE)	0	0	0	0	0

# Code Compliance

## Core Processes and Outputs

The Code Compliance Division enforces the Lake Worth Code of Ordinances, including the property maintenance code and the zoning code. Code Compliance inspectors investigate complaints and perform scheduled inspections, including: rental inspections, re-inspections or inspections ordered by the Special Magistrate. Inspectors and support staff maintain the record files on each case. This procedure establishes communication of the corrective action(s) to be taken for compliance – prior to issuing a violation/hearing notice. Once violations have been corrected and complied, an Affidavit of Compliance is issued. If there is no cooperation, a Notice of Violation/Notice of Hearing is issued. Violations can take several different avenues to achieve final resolution. Some are resolved prior to Special Magistrate hearings and the case is closed. Violations that are found not in compliance are presented before the Special Magistrate. Special Magistrate orders are submitted to the County Courthouse for the recording of code enforcement liens. Upon full compliance and payment, a release of fines is prepared.

Through this process the City received 767 initial complaints and 481 violation cases in the last fiscal year. Of these, 561 have been brought into compliance. This represents an estimate of 45% of the combined total complaints and notice of violations generated. To-date, sufficient tracking methods have not been established in the Code Module. Coding will be reviewed during FY 2011. Annual revenue through this process as of August 24, 2010, was \$99,335.11 in administrative fees and \$307,766.55 in code fines.

## New Initiatives

The Code Compliance Division will improve its community relations efforts by shifting the division's focus from an enforcement-based approach to a more customer-focused compliance process. New division policies, training, and an emphasis on providing assistance to tenants and victims affected by absentee landlords is being implemented, and inspectors are now targeting more serious blight and safety conditions. Code Compliance will utilize a progressive hierarchy of code enforcement with property owners, business operators and tenants by making immediate contact with the resident or tenants and giving verbal warnings for the infraction, when appropriate, with progressive follow-up.

## Goals and Objectives

### **Goal 1: Provide assistance and alternatives for families displaced by unsafe buildings.**

Action Step: Coordinate list of available agencies and shelter locations for displaced residents.

### **Goal 2: Regularly provide code compliance information to neighborhood associations.**

Action Step: Inspectors will communicate regularly with Neighborhood Associations to gain community input and feedback.

### **Goal 3: Create and implement a progressive approach to code enforcement. November 2011.**

Objective: Positively reverse the image of Code Compliance in the City.

Action Step: Verbal warnings will be utilized for infractions to residents.

Action Step: Review and update Chapter 2 and

# Code Compliance

Chapter 14 of the City of Lake Worth Code of Ordinances.

Action Step: Verbal warnings will be utilized for infractions to residents.

Action Step: Write new effective policy procedures for violation process.

## Goal 4: Continue improvement in the collection and reduction of outstanding code enforcement fines.

Objective: In FY 2011, attempt to collect \$100,000 in outstanding code fines.

Action Step: Review outstanding fines case by case.

Action Step: Code Inspectors to take positive approach to comply cases with property owners utilizing skills received through F.A.C.E certification.

## Performance Measures

### Code Compliance

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Outstanding code case review for compliance							350
2) Code Compliance Inspections							520
3) Special Magistrate hearings							12
4) Certificate of Use Inspections							2080
6) Contact Associations for input on community.							5
7) Compile list of agencies and phone numbers that can provide help of displaced families.							8
8) Write new effective policy procedures for violation process.							100%
9) Preparation and review for Special Magistrate hearings.							350 staff hours
Effectiveness Measurements:	FY 2008		FY 2009		FY 2010		FY 2011
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Phone messages returned within 24 hours							75%
2) Code Inspectors Level I F.A.C.E trained and certified.							100%

# Code Compliance

Code Enforcement 2040	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	Div. 2041 & 2042 FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	686,203	573,305	285,039	285,022	485,285
▪ Benefits	205,387	282,628	112,808	117,683	160,165
	891,590	855,933	397,847	413,585	625,450
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	297,959	85,134	114,088	114,088	57,618
▪ Travel & Training	56	1,800	10,646	4,201	10,000
▪ Utility & Communication	106,723	92,375	1,700	-	10,200
▪ Insurance	10,353	-	-	-	25,928
▪ Maintenance		10,248	38,500	38,500	20,000
▪ Operating Expense	24,189	33,555	53,800	20,020	35,700
	439,280	203,112	218,714	176,789	159,448
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	2,616	36,134	5,000	2,500	-
<b>TOTAL</b>	<b>1,333,486</b>	<b>1,095,179</b>	<b>621,561</b>	<b>592,874</b>	<b>787,896</b>

Code- Property Maintenance 2041	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	360,063
▪ Benefits	-	-	-	-	117,239
	-	-	-	-	487,302
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	28,809
▪ Travel & Training	-	-	-	-	5,000
▪ Utility & Communication	-	-	-	-	1,850
▪ Insurance	-	-	-	-	12,964
▪ Maintenance	-	-	-	-	10,000
▪ Operating Expense	-	-	-	-	17,850
	-	-	-	-	76,573
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>575,375</b>

# Code Compliance

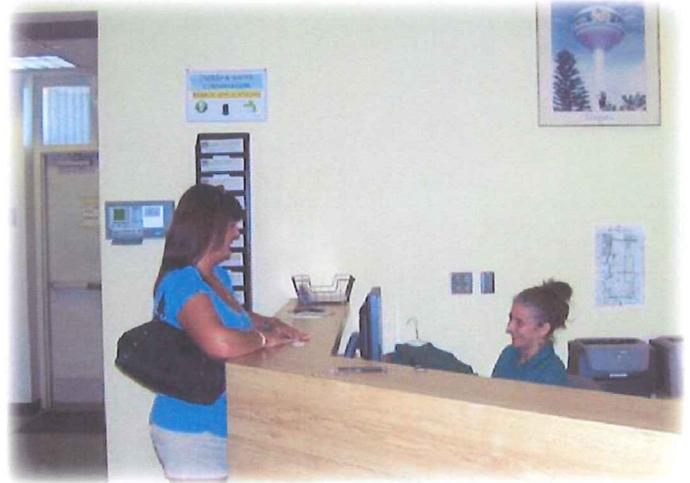
Property Inspection 2042	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	85,222
* Benefits	-	-	-	-	42,928
	-	-	-	-	128,148
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	28,809
* Travel & Training	-	-	-	-	5,000
* Utility & Communication	-	-	-	-	8,250
* Insurance	-	-	-	-	12,964
* Maintenance	-	-	-	-	10,000
* Operating Expense	-	-	-	-	17,850
	-	-	-	-	62,873
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	212,521

Foreclosure Fund Code Enforcement- 2040	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	26,405
* Benefits	-	-	-	-	12,161
	-	-	-	-	38,566
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	73,992	59,838	153,000	153,000	63,000
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	73,992	59,838	153,000	153,000	63,000
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	73,992	59,838	153,000	153,000	121,566

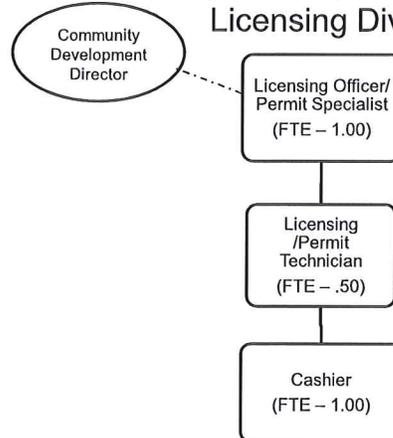
# Compliance Services

## Mission

Enhance service delivery to assist the Lake Worth business community in meeting the governmental requirements relating to business operations, zoning and local ordinances and to provide exceptional customer service while assisting businesses obtain and maintain a City of Lake Worth Business Tax License.



### Community Development Department - Licensing Division



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	3	-.50	1/-1	0	2.50
Part-time (FTE)	0	0	0	0	0

# Compliance Services

## Core Processes and Outputs

The Compliance Services Division is responsible for invoicing and inspecting Business Tax Receipts and Certificate of Use permits for all commercial and residential businesses located within the City of Lake Worth. Compliance Services Staff review Business Tax applications and Business Tax Technicians verify the name of the applicant. Once payment is processed, the application is submitted to Planning and Zoning for approval. An inspection for Certificate of Use is then scheduled at the time of intake. The Compliance Services Division invoices approximately 5,000 Business Tax receipts annually.

## Goals and Objectives

**Goal 1: Implement and monitor a new certificate of use program by October 2010.**

Objective: Better serve the needs of the community by making the Certificate of Use program a more positive tool for the community.

Action Step: Review and update Chapter 14, of the Lake Worth Code of Ordinances.

# Compliance Services

## Performance Measures

### Compliance Services

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Renewal and processing of Business Tax Receipts and Certificate of Use.							5500
2) Inspections							3000
3) Review application or proper completion and address within City limits							600
4) Verify Corporation or fictitious name							600
5) Process payment							600
6) Submit for Zoning approval.							600
7) Schedule inspection for COU with Code Compliance Inspector							2000
8) Approximately 5,000 Business Tax Receipts renewals printed and mailed.							5000
9) Input and processing of Business Tax Receipts renewal payments							5000

#### Effectiveness Measurements:

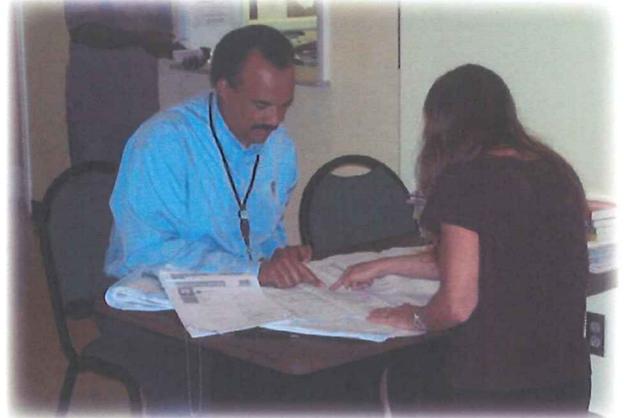
Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
9) Customer comment cards positive response							85%

Business License / Billing & Collection 2050	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	446,230	-	108,156	101,884	80,628
• Benefits	194,999	-	39,923	32,385	39,537
	641,229	-	148,079	134,269	120,165
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	202,364	-	-	-	-
• Travel & Training	10,163	-	2,902	1,452	1,500
• Utility & Communication	7,200	-	1,700	1,700	900
• Insurance	30,346	-	-	-	-
• Maintenance	-	-	-	-	-
• Operating Expense	82,364	10,024	19,900	11,250	16,200
	312,437	10,024	24,502	14,402	18,600
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	129,708	-	-	-	-
<b>TOTAL</b>	<b>1,083,374</b>	<b>10,024</b>	<b>172,581</b>	<b>148,671</b>	<b>138,765</b>

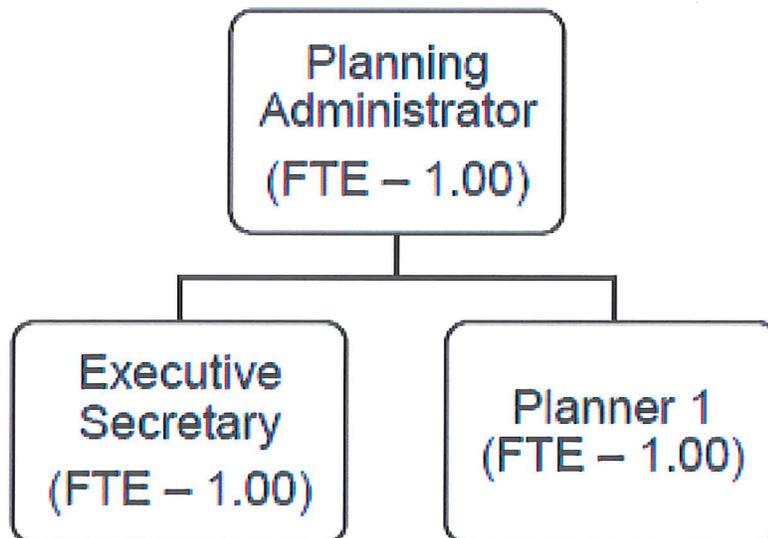
# Planning & Zoning

## Mission

To provide service and professional expertise through the distribution of accurate, current and quality information regarding development and redevelopment in the City of Lake Worth. Planning and Zoning will promote the conservation of energy and resources and improve the City's sense of place through approving plans for appropriate and safe architectural and site designs.



## Community Development Department - Planning & Zoning Division



	FY 2009-10	Additional/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	4	1	1	0	3
Part-time (FTE)	0	0	0	0	0

# Planning & Zoning

## Core Processes and Outputs

The Planning and Zoning Division of the Community Development Department provides direction to and attends all meetings of the Planning & Zoning Board and the Historic Resources Preservation Board. The Division works with property owners to prepare and present applications for development and annexation to the Planning & Zoning Board. The Planning & Zoning Board is the City's designated Local Planning Agency and is responsible for reviewing changes and making recommendations to the City Commission regarding the City's Comprehensive Plan and Land Use Map. The Planning and Zoning Division is also responsible for reporting City Commission decisions to appropriate state agencies.

As a Certified Local Government, the City of Lake Worth is responsible for the preservation of historic properties. The Historic Resources Preservation Board reviews and recommends applications for designation of historic properties or districts to the City Commission. The Division is responsible for providing direction to the Historic Resources Preservation Board with respect to applications for changes to properties within historic districts, and for reporting Historic Resources Preservation Board decisions to appropriate state agencies.

The Planning and Zoning Division completes an annual application for the federal government's Community Development Block Grant (CDBG) program. This application process requires scheduling a public meeting to consider community projects, and preparing staff reports for City Commission meetings to authorize the inter-local agreement with the County to disburse CDBG funding. Planning and Zoning is also charged with zoning review, land development

regulations, minor site plans, zoning review for plans < 3,000 square feet, fences, setbacks, business license zoning review, and review of permitted uses within different zoning districts

Planning and Zoning is also responsible for scheduling Site Plan Review meetings for major development projects, and reviewing site plans and permits for compliance with zoning regulations and historic preservation requirements.

The Division also provides support to the City Attorney for Nuisance Abatement Board hearings.

## New Initiatives

Update zoning and development requirements in the City of Lake Worth's Comprehensive Plan by January 2011.

Establish a "paperless" meeting process for all Planning and Zoning board meetings; saving approximately \$2000 per year in the City's general fund.

The Community Development Director and City Manager have initiated discussions to prepare an Interlocal Service Boundary Agreement (ISBA) to facilitate annexation of County parcels in the future. The ISBA process allows the City to develop a long-range comprehensive annexation plan which can be implemented over a twenty year period.

# Planning & Zoning

## Goals and Objectives

**Goal 1: Improve economic development opportunities in the City's downtown and commercial corridors by October 2011.**

Objective: Determine parking strategies for downtown.

Action Step: Evaluate the Parking Impact Fee.

**Goal 2: Establish a modern, community-based approach to development regulations by November 2010.**

Objective: Update the City of Lake Worth's Land Development Regulations.

Action Step: Research various Land Development Regulations existing in surrounding municipalities.

Action Step: Re-write the Land Development Regulations to incorporate the changes and policies detailed in the Comprehensive Plan Amendments.

Action Step: Provide blocks of updated Land Development Regulations to the Planning & Zoning Board and City Commission through the re-write process.

Action Step: Complete Historic Preservation Board Ordinance to include qualifications of Planning and Zoning Board members.



# Planning & Zoning

## Performance Measures

### Planning and Zoning

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Plans reviewed							100
2) Zoning Determinations Made							12
3) Create Ordinance to regulate pain clinics, night clubs and after hours clubs.							100%
4) Assist in development of the Park of Commerce.							100%
5) Simplify and better organize Land Development Code							100%

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Phone messages returned within 24 hours							75%
2) Code Inspectors Level I F.A.C.E trained and certified.							100%

Planning & Zoning 2030	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	242,879	205,786	231,046	234,150	98,094
▪ Benefits	83,364	84,207	120,970	120,813	31,483
	<b>326,043</b>	<b>289,993</b>	<b>352,016</b>	<b>354,963</b>	<b>129,577</b>
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	118,421	125,857	94,385	94,385	77,984
▪ Travel & Training	907	2,349	4,500	3,500	4,000
▪ Utility & Communication	404	1,558	8,940	8,940	9,300
▪ Insurance	1,838	-	-	-	20,818
▪ Maintenance					
▪ Operating Expense	43,770	15,573	15,500	14,950	15,000
	<b>185,340</b>	<b>145,137</b>	<b>123,305</b>	<b>121,755</b>	<b>127,102</b>
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
	-	18,564	1,000	1,000	-
<b>TOTAL</b>	<b>491,383</b>	<b>433,694</b>	<b>476,321</b>	<b>477,718</b>	<b>257,679</b>

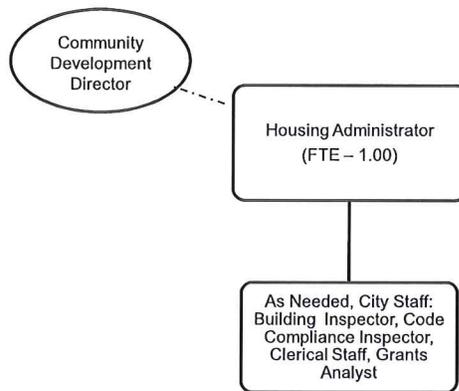
# Housing Initiative

## Mission

To stabilize neighborhoods throughout the City of Lake Worth by promoting homeownership, developing foreclosed properties and rehabilitating the City's deteriorating housing stock.



## Community Development Department Housing Division



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	0	0	1	0	1
Part-time (FTE)	0	0	0	0	0

# Housing Initiative

## Core Processes and Outputs

The Housing Division will develop and implement a pilot Housing Program initially targeted at providing residential rehabilitation loans to low and moderate income homeowners of the city. The program will require marketing, intake of applications for rehabilitation work, income and programmatic verification, site visits, loan processing, hiring contractors, monitoring construction and ensuring proper loan close-out.

## New Initiatives

Assist low- and moderate-income families within the City of Lake Worth by developing a home improvement assistance loan or grant program. The Housing Division will apply for additional CDBG funds to further program development. Staff will develop a Housing loan and grant program which will consist of the development of requirements for eligibility, a formal application, criteria for grant or loan awards, and the creation of forms and checklists. Once funded, implementation of staff resources will be allocated. Staff will subsequently receive training on program requirements and the application review process.

Assist low- and moderate-income families in the City of Lake Worth by developing a down payment and closing costs assistance program.

Develop a zero-interest or low-interest deferred mortgage for first-time homebuyers to assist with down payment and closing costs.

Identify additional funding sources necessary to fully develop a robust Housing Program for the City of Lake Worth.

## Goals and Objectives

### Goal 1: Develop a formal Housing program for the City of Lake Worth.

Objective: Implement a pilot Housing Program initially targeted at providing residential rehabilitation loans to low and moderate income homeowners of the city.

Action Step: Establish Housing Program eligibility requirements.

Action Step: Development of a application

Action Step: Create forms and checklists

Action Step: Allocate and train staff

Action Step: Advertise program to ensure the general public is aware of the services offered

Objective: Preserve "at-risk" housing units; plan for the prevention or minimization of low-income household displacement, and preserve the local affordable housing stock.

Action Step: Work with developers to build low-cost condominiums on specific downtown sites.

### Goal 2: Improve customer service for the entire Community Development Department.

Action Step: Improve customer follow-up process by creating a better tracking process so that customers do not get "lost" in the process.

# Housing Initiative

## Performance Measures

### Housing

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Apply for CDBG grant and obtain allotment of CDBG funds for the City of Lake Worth.							100% Complete
2) Develop the overall loan or grant program							100% Complete
3) Development of a application							100% Complete
4) Criteria for award of grants or loans							100% Complete
5) Create forms and checklists							100% Complete
6) Allocate staff resources							75%
7) Train staff for new housing program							75%
8) Advertise program to the community							50%
9) Determine requirements for eligibility							100% Complete
10) Process Applications							20

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
9) Implementation of housing program							100%

Housing Initiative Fund- Housing 2060	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	46,949
* Benefits	-	-	-	-	20,990
	-	-	-	-	67,939
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	350,000
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	-	-	-	-	350,000
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	417,939

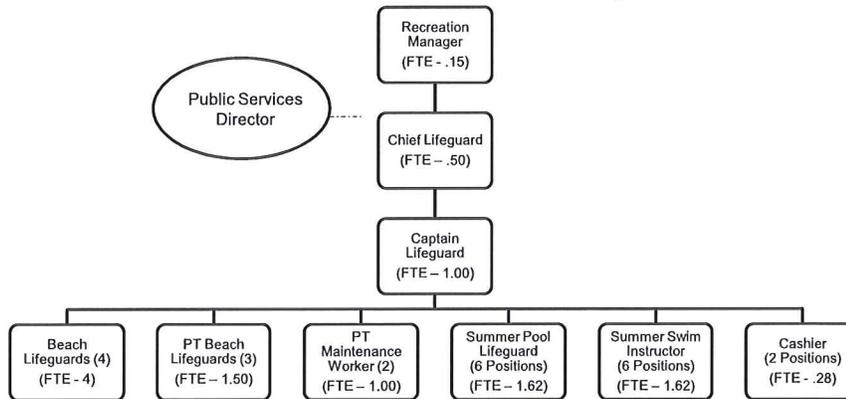
# Aquatics

## Mission

The City of Lake Worth Aquatics Division is committed to ensuring the safety of all patrons while providing a positive and enjoyable aquatic experience for all visitors.



## Leisure Services – Aquatics



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	0	-2	8.30	0	6.30
Part-time (FTE)	0	1.85/-2.33	6.50	0	6.02

# Aquatics

## Core Processes and Outputs

### Beach

The primary focus of Lake Worth Ocean Rescue lifeguards is to protect beach patrons from bodily injury and death to the best of their training abilities and qualifications. Each year approximately 4,000 people die from drowning in the United States, and approximately fifty six percent of those drownings occur in open water. The most proven strategy to prevent drowning is to station lifeguards in public areas where people are known to swim and to encourage people to swim in those protected areas. There is no doubt that trained, professional lifeguards have a positive affect on drowning prevention. Lake Worth Ocean Rescue and pool lifeguards are proven life savers. Lake Worth Ocean Rescue holds the Lake Worth Junior Lifeguard Program successfully each year, and with noticeable continual growth in the program, will continue to do so. The installation of two new volleyball courts has seen an increase in the number of beach patrons visiting the northern side of Lake Worth Beach; impacting the need for the presence of lifeguards on the north side of the beach.

### Pool

Close to sixty percent of drowning deaths among children occur in a swimming pool. For Fiscal Year 2011, the Aquatics Staff is proposing to keep the pool open seasonally to reduce overall operational costs to the City of Lake Worth. This seasonal model has been adopted by Palm Beach County and several neighboring communities, and has proven to dramatically reduce operational costs related to aquatic facilities. During the summer session pool activities such as water exercise classes, learn to swim classes, Mom and Tot classes,

Junior Lifeguards, Guppy Rescue Squad, dive programs, synchronized swimming, summer camp pool rentals, and rentals from United States Navy provide several revenue sources to help keep the pool operational.

### Special Events

Aquatics staff intend to increase the number of special events at the Lake Worth Pool. In Fiscal Year 2010, the first Lake Worth Kid's Triathlon was held with over 100 participants. Special events help increase interest and foot traffic at the pool, and helps keep the Lake Worth Beach complex a true destination for the entire region.

### Staffing

The Aquatics Division is projecting a continued increase in participation for both youth and adult programs in the upcoming fiscal year. In order to effectively provide a high level of service while maintaining a cost effective operation, the Aquatics Division will be open seasonally and maintained with part time staffing, reducing overhead costs at the pool. Lake Worth's aquatic facilities remain a highly utilized attraction, and because of this high patronage rate, the Division is requesting to keep current staffing levels at the beach in order to meet the rigorous demands of ocean lifeguarding.

### Capital Projects

During the upcoming fiscal year, the Aquatics Division will continue to focus on the City Commission's goal to provide residents of Lake Worth with a safe and accessible aquatic experience with continued improvements to the Lake Worth Municipal Pool and Beach. The Aquatics Division improvement projects will be funded through the City's Capital Improvement Program.

# Aquatics

The Aquatics Division is also proposing to incorporate coin operated lockers at the beach and inside the pool bathrooms. There is currently no storage space available at the Lake Worth Beach for patrons to store their valuables. Lockers will be an added convenience and increase security for pool and beach patrons, and will provide additional revenue to the site.

## Goals and Objectives

**Goal 1: Provide a seasonally open cost efficient pool service to the City of Lake Worth.**

Objective: Keep the pool temperature regulated during the summer months to 78 degrees Fahrenheit to 82 degrees Fahrenheit.

Action Step: utilize pool chillers to regulate pool temperature

Action Step: utilize pool covers to keep chemical costs low year round

Objective: Expand the hours of operation to attract the working class citizens of Lake Worth and neighboring communities.

Action Step: Open the pool from 8:00 a.m. to 7:00 p.m.

Action Step: Aggressively seek a diverse swimming schedule to accommodate many different swimming needs in the community.

Action Step: Partner with third party entities to increase activities coordinated at the pool such as Concession sales and part rentals.

Objective: Initiate an aggressive marketing strategy to drive additional visitors to the pool.

Action Step: Purchase sign boards in order to advertise all upcoming pool events

Action Step: Incorporate tri-fold flyers at local hotels and fitness centers without pools

Action Step: Increase program visibility by attending neighborhood association meetings, speaking at monthly civic organizations, and submitting monthly press releases to print media outlets.

**Goal 2: Increase general public awareness of ocean hazards.**

Objective: Increase number of public education classes given throughout the year on the beach

Action Step: Incorporate annual Beach Awareness Day at Lake Worth Beach teaching the public about the different hazards at our beach

Objective: Increase the number of Junior Lifeguard Participants

Action Step: Increase attendance by advertising at all local middle and high schools.

Action Step: Increase program visibility by attending neighborhood association meetings, speaking at monthly civic organizations, and submitting monthly press releases to print media outlets.

# Aquatics

## Performance Measures

### Aquatics

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) # of Drowning victims rescued				166	100	24	100
2) # of Minor Medical treatments				329	250	266	200
3) # of Patrons visiting Lake Worth Beach				590,455	600,000	645,624	700,000
4) # of Participants in Beach Bonfires				1,500	2,000	3,000	5,000
5) # of Participants taught to Swim				600	650	385	700
6) # of am Pool Patrons				10,500	12,000	600	15,000
7) # of pm Pool Patrons				12,500	15,000	600	15,000

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
8) Avg. Cost per Beach Bon Fire				0	1,000	1,000	600
9) Avg. Cost per Jr. Lifeguard				335	335	333	300
10) % of Patrons Satisfied with service				85%	85%	90%	95%
11) % of Jr. Lifeguards satisfied with program				100%	100%	100%	100%



# Aquatics

Aquatics 8070	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONAL SERVICES</b>					
* Salaries & Wages	440,004	374,013	450,215	434,626	337,881
* Benefits	211,351	154,182	218,375	218,299	102,161
	651,355	528,195	668,590	653,125	440,042
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	26,591	41,907	126,824	124,624	27,663
* Travel & Training	200	-	4,300	2,300	4,300
* Utility & Communication	86,494	105,526	100,000	100,000	75,050
* Insurance	32,448	-	-	-	36,306
* Maintenance	14,193	6,361	69,500	52,623	23,600
* Operating Expense	34,590	31,869	73,081	58,200	64,050
	194,516	185,463	373,705	337,847	231,169
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	21,805	136,116	49,119	33,285	-
<b>TOTAL</b>	<b>867,676</b>	<b>849,774</b>	<b>1,091,414</b>	<b>1,024,357</b>	<b>671,211</b>

Beach Fund- Pool 8071	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	123,797
* Benefits	-	-	-	-	26,907
	-	-	-	-	150,704
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	6,433
* Travel & Training	-	-	-	-	300
* Utility & Communications	-	-	-	-	64,584
* Insurance	-	-	-	-	18,153
* Maintenance	-	-	-	-	3,100
* Operating Expense	-	-	-	-	27,300
	-	-	-	-	119,870
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,574</b>

# Aquatics

Beach Fund- Beach 8072	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	251,484
* Benefits	-	-	-	-	92,565
	-	-	-	-	344,049
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	21,430
* Travel & Training	-	-	-	-	4,000
* Utility & Communications	-	-	-	-	10,466
* Insurance	-	-	-	-	18,153
* Maintenance	-	-	-	-	20,500
* Operating Expense	-	-	-	-	36,750
	-	-	-	-	111,299
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	455,348

# Casino Building

## Mission

The mission of the Casino Building Division is to improve the overall condition of the Lake Worth Municipal Casino and ensure the building becomes an economic driver for the community that will serve as the symbol of a new, more prosperous, era for the City.



## Staffing

Staff from the Facilities Maintenance Division will supervise and assist with the rehabilitation of the Lake Worth Municipal Casino Building, and will coordinate with employees from the selected architecture firm, construction management firm, and Office of Management and Budget to ensure timely and on-budget completion of the project.

# Casino Building

## Core Processes and Outputs

This new division is responsible for ongoing maintenance of the current Casino site, managing leases with current tenants, and assisting with the recruitment of new tenants once the building is rehabilitated.

During Fiscal Year 2011 REG Architects, in collaboration with Living Designs Group, will work to redesign the Casino Building; transforming it from a dilapidated eyesore into an iconic landmark that is both economically and environmentally sustainable.

The Casino Building Division will assist the City Manager's Office, Office of Management and Budget, Facilities Maintenance, Community Development Department and REG Architects in the design and construction of the Casino Rehabilitation Project.

Once the Casino Building is fully redeveloped, the Casino Building Division will be responsible for marketing the new facility, planning events that will draw new visitors and businesses to Lake Worth, and managing reservations and operations at the site.

## New Initiatives

Hold quarterly meetings with Casino Tenants to update them on the status of the Casino and Beach projects and discuss any concerns.

Build excitement in the community regarding the upcoming rehabilitation through extensive marketing; particularly once the formal conceptual design has been adopted.

Work with the City Manager's Office and Office of Management and Budget to assist with Capital Fundraising Opportunities at the site.

## Goals and Objectives

**Goal 1: Ensure proper communication with the City Commission, City Staff, Casino Tenants and the selected architect and construction staff to make the rehabilitation process as seamless as possible.**

Action Step: Provide regular email updates on the project once it is formally underway.

Action Step: Establish a website to update the general public on the status of the project.

Actions Step: Coordinate meetings amongst various stakeholders to promote positive communication.

**Goal 2: Work to better coordinate the Beach Redevelopment Project and Casino Rehabilitation Projects so that construction for both efforts occur simultaneously.**

Action Step: Work to create timelines for both projects that are closely coordinated and achievable for all parties involved.

Action Step: Ensure fluid communication between the design and construction team for both projects.

Action Step: Keep a consolidated calendar for both projects to inform the Commission and general public on the progress being made to improve all of Lake Worth's beachfront assets.

# Casino Building

Beach Fund- Casino Building 8055	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service					
* Travel & Training					
* Utility & Communications	-	-	-	-	38,250
* Insurance	-	-	-	-	18,153
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	250
	-	-	-	-	56,653
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	56,653

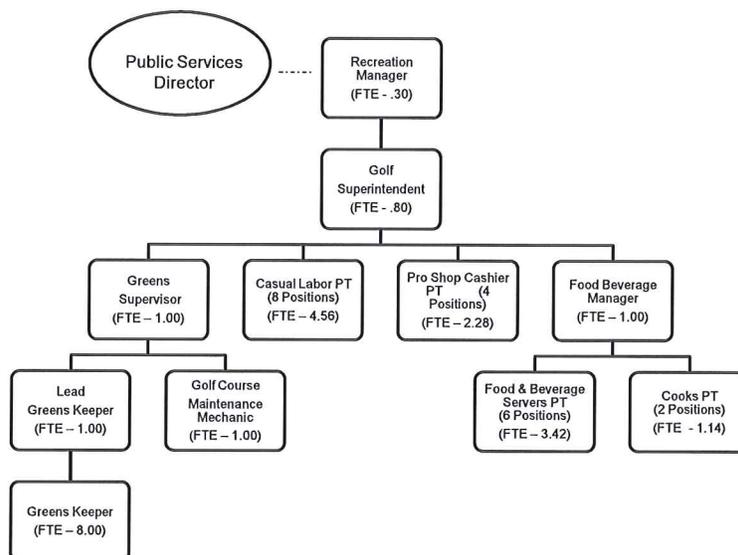
# Golf Course

## Mission

The City of Lake Worth Golf Course is committed to providing the community with a unique playing experience while striving to provide exceptional customer service along with a premiere golf course and recreation facility.



## Leisure Services - Golf



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	12	1	.50/-20	0	13.30
Part-time (FTE)	7.50	3.90	0	0	11.40

# Golf Course

## Core Processes and Outputs

### Golf Operations

In fiscal year 2009-10 the golf course witnessed an increase in memberships sold. Overall golf memberships increased by 10%. During last year's campaign there were 173 memberships sold and this year through an aggressive marketing effort the golf course was able to increase memberships sold to 197. In addition to the annual memberships sold, staff created a new player's card membership program that helped drive up the number of rounds played throughout the year. This program was created to benefit players who play frequently, but not enough to warrant purchasing an annual membership. There were 400 players cards sold throughout the year bringing the total memberships sold to 597 the most seen in several years.

An aggressive new campaign was launched to bring back former players who left due to increased green fees without seeing any course improvements. Staff combated this issue by lowering the prices of green fees to the levels of local competitors with the same type of facility and fee structure. This price adjustment proved to be profitable and once again the Lake Worth Municipal Golf Course was able to attract new visitors to play who had previously left to play at other courses. Many new faces were witnessed by staff with tenure and relationships were renewed.

### Lagoon Restaurant

The restaurant had experienced several years of consecutive financial loss. This was primarily due to the lack of golf traffic being brought to the golf course from the golf department. There was talk of closing the restaurant for the 2009/2010 fiscal period. This year's intent was to revitalize

the rounds of annual golf being played to stimulate activity in the restaurant. A six month review showed the restaurant produced a profit over the course of the six month period.

The success of the Lagoon Restaurant relies heavily on two major goals. Number one is the expected golf course improvements to the greens and bunkers which will be the first improvements the golf course has seen in twenty years. The restaurant will directly benefit from the increase in the number of new players anticipated when the green renovation project is completed. The second major goal that will solidify the revenue producing ability of the Lagoon Restaurant is the creation of a Food and Beverage Coordinator who will be responsible for not only supervising the kitchen, but also promoting the banquet room for weddings and other special events.

### Staffing

The Golf and Maintenance Divisions will need to retain all of its current positions to continue to provide a high level of service to anticipated increase in golf visitors in the upcoming year. Staff is recommending the addition of a Food and Beverage Leader to oversee the daily operations of the Lagoon Restaurant that will include actively promoting the Lagoon as a site for weddings, special events, corporate meetings, and in addition to overseeing the daily operation responsibilities of running a restaurant.

### Capital Projects

During fiscal year 2011 the Golf Division will continue its goal of improving the golf course by renovating the major components that effect visitors overall playing experience when visiting the golf course. The Golf Course Division has submitted three projects to be included in the City's Capital Improvement Program. The

# Golf Course

first project is the renovation of the back nine greens and bunkers. This renovation project will include putting surfaces, putting collar, bunkers (sand traps) and new irrigation heads. The four aspects of the project comprise of what is considered the “greens complex”, which is the backbone of every successful golf course. The second project will be to replace the irrigation pump house on the back nine which services the entire 55 acres including the greens. The third project is the replacement of the on-course rest areas. These areas have rest rooms that provide shelter during hazardous weather. The rest areas include benches and shade that can be used by players during hot summer months for a quick break and will offer vending machines for players to purchase snacks and beverages.

## **New Initiatives**

In the upcoming year the Golf Course Division’s primary objective will be to address on-going deficiencies at the Lagoon Restaurant by hiring a Certified Food and Beverage Manager to oversee the operation of the restaurant side of the golf course. The addition of this position is vital to ensure that the most effective and efficient business practices are being evaluated and implemented daily to increase food and beverage sales.

The Division will also aggressively seek new partners and develop relationships with Palm Beach County Hotels and Bed and Breakfasts to offer golf packages for their guests and provide incentives for utilizing the City of Lake Worth’s golf course as their host facility. Design and print marketing materials promoting the Lake Worth Golf Course to be displayed in Palm Beach County hotels, transportation stations, local businesses and other strategically identified places. In addition, create branding

and marketing items such as logoed golf flags to be displayed in downtown businesses that will promote the golf course.

Improve the professional appearance of the golf course staff by providing city issued uniforms including name tags for all personnel. This will improve the customer relationship with patrons and create a much needed sense of ownership for golf course personnel.

Upgrade the City’s existing cart fleet to a professional, presentable and working fleet when the current lease expires in the November. The new cart fleet will ensure that there will be no revenue losses due to their inability to handle large volumes of golf rounds played. The new fleet is a budgeted expense. The equity of the existing cart fleet will be used to offset any increase in monthly lease payments.

The golf course’s maintenance equipment is extremely old and is carrying many hours of use on each vehicle. This includes all motorized riding vehicles that maintain the course. Equipment in need of replacement include: tee and green mowers, fairway triplex mower, chemical spray rig, sand pro bunker rake and carry-all utility vehicles used by the maintenance staff.

# Golf Course

## Goals and Objectives

**Goal 1: Increase the three main components of golf course membership which include annual memberships, Player's Cards, and daily fee players.**

Objective 1: Retain existing members and attract new members.

Action Step: Renovate the front nine greens, bunkers and irrigation heads.

Action Step: Replace irrigation pump house to more efficiently irrigate the playing surface.

Action Step: Renovate the on-course restroom buildings.

Objective: Retain and increase the number of Player's Cards members.

Action Step: Host a player's card tournament and cookout in September that will serve as a membership drive.

Objective: Engage in competitive golf course studies on a monthly basis.

Action Step: Research other golf courses player fees and maintain a competitive price to increase number of monthly rounds in order to retain and attract players.

**Goal 2: Improve the overall playing experience for members and new visitors**

Objective: Identify and implement more efficient and effective golf course maintenance practices.

Action Step: Install new irrigation pumphouse with variable speed pumps that will operate more cost effective and reduce water waste and electricity.

Action Step: Replace existing irrigation heads with 180-degree heads that will reduce water waste and increase playability.

Objective: Install new point of sale computer that will accurately track all food and beverage sales and coordinate inventory.

Objective: Enter into new lease agreement for seventy-two (72) golf carts and eight (8) seasonal golf carts.



# Golf Course

## Performance Measures

### Golf Course

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of Resident Members				65	65	43	70
# of Non-resident Members				40	50	46	60
# of Resident Unlimited Members				4	5	8	10
# of Non-Resident Unlimited				0	20	19	20
# of non-resident walking members					25	24	30
# of Player's Card holders				0	200	400	500

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Avg. Cost resident member				\$800	\$660	\$660	\$800
Avg. Cost non-resident member				\$1,350	\$1,120	\$1,120	\$1,350
Avg. Cost resident walking member				\$1,200	\$1,000	\$1,000	\$1,200
Avg. Cost no-resident walking member				\$1,500	\$1,500	\$1,500	\$1,500
Avg. Cost player's card holders				\$0	\$200	\$400	\$500

Golf Course Fund- Golf Course 8030	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	736,928	564,212	514,325	537,672	530,093
* Benefits	309,538	192,344	215,192	210,887	148,740
	1,046,466	756,556	729,517	748,559	678,833
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	238,931	260,817	100,168	100,168	75,848
* Travel & Training	698	-	678	678	2,000
* Utility & Communications	106,799	107,305	88,500	88,500	128,700
* Insurance	45,914	62,549	36,351	36,351	16,302
* Maintenance	58,856	66,598	50,000	44,430	31,500
* Operating Expense	387,348	236,829	366,214	427,672	265,400
	838,546	734,098	641,911	697,799	519,750
<b>NON-OPERATING</b>					
* Debt Service	85,078	-	-	-	-
* Depreciation	146,429	(2,740)	-	-	-
* Grants & Aids	-	-	-	-	-
	231,507	(2,740)	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>2,116,519</b>	<b>1,487,914</b>	<b>1,371,428</b>	<b>1,446,358</b>	<b>1,198,583</b>

# Golf Course

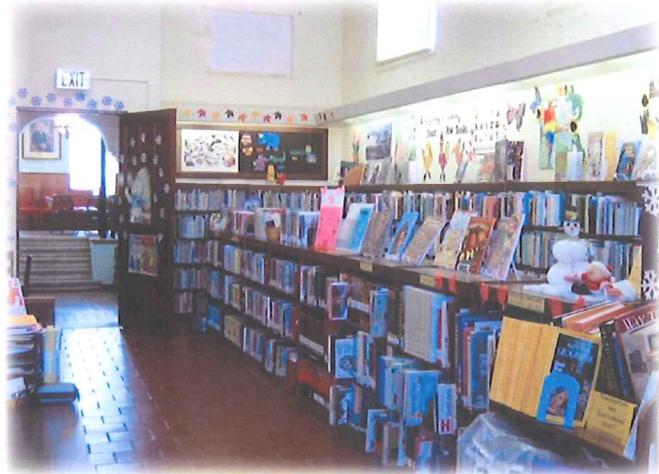
Golf Course Fund- Restaurant 8035	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	79,273	54,216	69,012
* Benefits	-	-	5,727	5,797	12,501
	-	-	85,000	60,015	101,513
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	70,000	40,000	69,000
	-	-	70,000	40,000	69,000
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	155,000	100,015	190,513

Golf Course Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	52,391
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	24,963	23,156	-	-	134,411
	24,963	23,156	-	-	186,802
<b>NON-OPERATING</b>					
* Debt Service	26,296	23,781	20,160	20,160	33,056
* Depreciation	-	149,664	146,429	146,429	150,000
* Grants & Aids	-	-	-	-	-
* Other Sources	169,104	169,104	21,573	21,573	141,000
	195,400	342,549	188,162	188,162	324,056
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	220,363	365,705	188,162	188,162	510,858

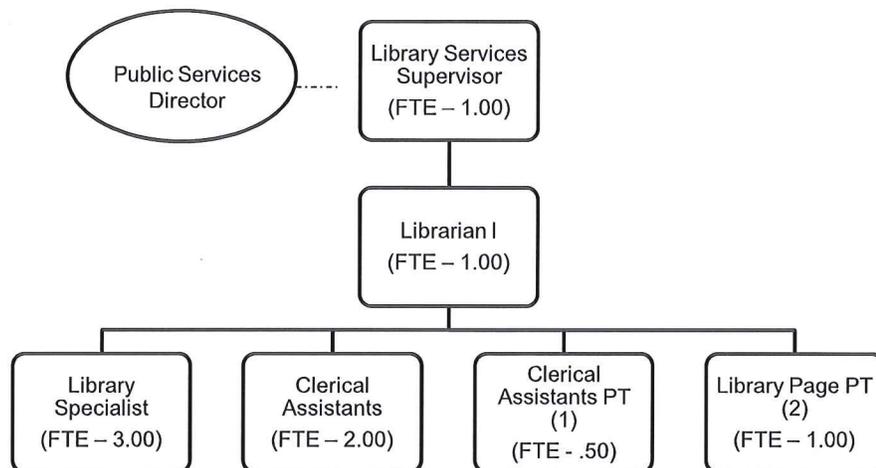
# Library

## Mission

The Library provides free access to information, resources, programs and technology to meet Lake Worth citizen's needs for recreational reading, research, Internet access, E-government services, cultural activities and lifelong learning.



## Leisure Services - Library



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	7	0	0	0	7
Part-time (FTE)	1.5	0	0	0	1.5

# Library

## Core Processes and Outputs

The Lake Worth Library provides free access to information, resources, programs and technology to meet Lake Worth citizen's needs for Internet access, recreational reading, cultural activities and lifelong learning. The library does this through its circulation, reference, cataloging, children's services and administration.

Library Staff work with the Library Board, Friends of the Library, the greater Lake Worth community and other City of Lake Worth Departments to ensure the best possible service to the citizens of Lake Worth.

In the coming year the Library will continue its reduced hours to focus on our core services (materials, reference service, and educational programs) to children, teens, and adults. The Library will continue to use technology in new ways to expand the resources available to the community. E-government services such as filing for unemployment or food stamps, job searching and online employment applications, and registering for INS services will continue to be an important part of library service.

The Library will also seek to add afterschool activities and events for children.

Providing programs, especially children and teen programs, is not an inexpensive undertaking. The Library will continue to work closely with the Friends of the Library on funding for special programs and will be investigating any grant opportunities that may be available. In the past, the Friends have generously funded equipment purchases, program expenses, and Summer Reading Program projects and their commitment to the Library remains strong.

The Library will continue to work closely with the other partners in the Leisure Services Department to combine program opportunities between units.

## New Initiatives

In the coming year the Library will continue with current staff and its reduced 40 hour - 5 day service week for the next fiscal year to focus on core services (materials, reference services, and educational programs) to children, teens, and adults. The Library will continue to use technology in new ways to expand the resources available to the community. E-government services such as filing for unemployment or food stamps, job searching and online employment applications, and registering for INS services will continue to be an important part of library service.

Due to anticipated budget reductions for fiscal year 2011, the Library Board passed a motion at a special meeting on March 11, 2010, to allow \$60,000 from the Library Trust Fund and \$5,000 from the Simpkin Trust to be transferred to the General Fund to purchase library materials. In addition to the \$65,000 from the Library Board, \$20,000 is requested from the General Fund.

The Library will focus on children's and adult programming to the community for this fiscal year. In children's programming the Library will be offering a Saturday Matinee Movie, a game day, an art program, a Tales to Tails pet therapy reading program, and partner with the Guatemalan-Maya Center to develop a Spanish/bilingual storytime. Adult programming will include an every other month book discussion group, and partnering with the Friends of the Library, invite authors to do book presentations and signings. To publicize these new programs the library will develop an Internet Facebook and Twitter account, distribute the library's newsletter to other community organizations, and advertise on local TV and radio community bulletin boards.

The Library will partner with the Recreation Division to develop guidelines for use and prices to make the City Hall Annex Meeting room

# Library

available to local and non-resident community organizations.

The Library will also continue to work closely with the Friends of the Library on funding for special programs and will be investigating any grant opportunities that may be available. In the past, the Friends have generously funded equipment purchases, program expenses, and Summer Reading Program projects and their commitment to the Library remains strong.

## Goals and Objectives

### Goal 1: Increase programming offerings to the community.

Objective: Increase number of adult programs

Action Step: Survey adult library customers to find programming interests

Action Step: Partner with the Friends of the library to invite authors to give book readings and presentations

Action Step: Develop a book discussion group to meet monthly

Objective: Increase the number of children's programming

Action Step: Develop special afterschool events and activities to include a game day, Saturday Matinee Movie, art programs

Action Step: Develop a "Tails to tales" reading program with a pet therapy dog

Action Step: Partner with Guatemalan-Maya Center to develop Spanish language children's storytimes

### Goal 2: Increase publicity of the Library's programs

Objective: Increase the Library's presence on the Internet

Action Step: Develop a Library Facebook and Twitter account to announce library events and activities

Action Step: Increase distribution of the library's monthly newsletter to other community organizations

Action Step: Advertise programs on local radio and TV events calendars

### Goal 3: Make the Library's Annex meeting room available to organizations, clubs and groups

Objective: Develop meeting room policy

Action Step: In conjunction with the Recreation Division, develop usage guidelines for the meeting room.

Action Step: Develop a fee schedule for resident and non-resident organization use; with approval by the City Commission

Objective: Announce availability of the meeting room

Action Step: Advertise availability on the official City of Lake Worth Website and with the Lake Worth Chamber of Commerce.

# Library

## Performance Measures

### Library

#### Workload Measurements:

#### Measure:

	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of Youth Programs/Story times				233	240	248	255
# of Adult Programs				22	15	12	17
# of Grants				1	2	2	3
# of Items Circulated				86,665	87,000	85,434	87,000
# of items in Collection				76,474	76,500	76,500	76,600

#### EFFICIENCY MEASURES:

#### Measure:

	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Avg. # items circulated / day				333		283	350
Avg. # Computer Sessions / day				104	110	119	125
Materials Expenditures per Capita				\$2.08	\$2.28	\$2.28	\$2.42
Ave. # Children's Programs / mo.				19	20	22	25

Library 8020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	374,990	294,353	283,062	269,785	260,168
▪ Benefits	116,844	116,914	108,806	100,843	79,642
	491,834	411,267	391,868	370,628	339,810
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	17,788	29,073	63,888	63,738	101,284
▪ Travel & Training	1,331	774	2,400	1,500	1,090
▪ Utility & Communication	30,678	26,151	26,525	24,790	24,700
▪ Insurance	36,674	-	-	-	10,108
▪ Maintenance	17,359	2,085	4,500	4,000	3,305
▪ Operating Expense	103,466	73,771	93,700	71,350	97,245
	207,294	131,834	191,013	165,378	237,732
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>GRANTS &amp; AIDS</b>	16,342	1,678	-	-	-
<b>TOTAL</b>	<b>715,470</b>	<b>544,779</b>	<b>580,881</b>	<b>536,006</b>	<b>577,542</b>

# Library

Simpkin Library Trust Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	-	-	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	30,000	80,000	30,000	30,000	5,000
	30,000	80,000	30,000	30,000	5,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>30,000</b>	<b>80,000</b>	<b>30,000</b>	<b>30,000</b>	<b>5,000</b>

Library Trust Fund- Library 8020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	2,499	-	-	-
	-	2,499	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>2,499</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Library

Library Trust Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	11,000	10,000	10,000	10,000	60,000
	11,000	10,000	10,000	10,000	60,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	11,000	10,000	10,000	10,000	60,000

Library Endowment Fund Library 7020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2011 City Commission
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	1,223	-	-	-	-
	1,223	-	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	1,223	-	-	-	-

# Parking

## Mission

The Parking Division works diligently to provide convenient, safe, clean, and accessible public parking for the Downtown and Beach area. The division shall continually maintain, improve, and increase parking opportunities to meet the unique challenges that are present as the result of growth and continued development in the downtown and beach areas.



## Staffing

Staff from the Facilities Maintenance Division currently operate the parking systems at the Lake Worth Beach. After completion of the Beach Redevelopment Project, the Leisure Services Department plans to add part-time staff to maintain, enforce and operate the beachfront parking network.

# Parking

## Core Processes and Outputs

The primary function of the newly established Parking Division is to provide lot maintenance, issue tickets, and collect parking fees in various parking facilities both downtown and at the beach. This Division will be a critical component in ensuring proper revenue for upcoming capital projects at the beach, such as the Casino Rehabilitation Project. With staff dedicated to properly managing the City's parking operations, revenue from parking fines will increase, parking pay stations will be better maintained, and the City's parking facilities will be better patrolled and managed.

## New Initiatives

In Fiscal Year 2011, the Parking Division will purchase new parking pay stations for the beach. These new pay stations will be much more convenient and user friendly as they will accept credit cards and allow customers to extend their meter time by using their cell phones.

The Parking Division is also planning to expand operations to several of the lots in the greater-downtown area. By placing parking pay stations in each of the City-owned lots the City will be able to capture additional revenue from patrons of downtown and will be able to better manage parking during peak hours.

## Goals and Objectives

### Goal 1: Establish new Parking Division.

Objective: Provide excellence in Customer Service.

Action Step: Create a new Parking Division website to enhance service delivery.

Action Step: Provide specialized customer service training for Parking Division staff.

Action Step: Hire two Parking Division Enforcement Officers to provide daily enforcement and maintenance.

Objective: Improve parking technology to make it more user-friendly.

Action Step: Convert parking meters to multi-pay and display dispensers.

Action Step: Investigate on-street parking meters "pay by cell phone."

Action Step: Expand the availability of alternative payment methods.

Action Step: Review and implement parking identification and way-finding signage.

Objective: Promote a safe and inviting beach parking environment.

Action Step: Implement safety and security upgrades to all metered parking lots.

Action Step: Ensure all parking lots are clean and well maintained.

Action Step: Perform a condition audit of all parking lots.

Action Step: Identify additional parking opportunities for alternative transportation such as bicycles.

# Parking

Objective: Ensure the parking system is self sufficient and sustaining.

Action Step: Review and update the parking meter rates.

Action Step: Review and update parking fines

Action Step: Ensure the parking revenues offset or exceed parking expenses.

Action Step: Review alternative funding strategies to support the parking division.

Objective: Ensure parking demands are addressed for both today and the future.

Action Step: Complete a Downtown Parking assessment for future downtown metered parking.

Action Step: Explore new areas of paid parking.

Action Step: Identify additional parking opportunities for alternative transportation such as bicycles.



## Performance Measures

### Parking

**Workload Measurements:**

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Dollar amount of fines issued							\$50,000
2) Number of tickets issued							3,000
3) Percent of lots utilized on average							85%

# Parking

Beach Fund- Beach Parking 8050	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	-
• Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	-	-	-	-	-
• Travel & Training	-	-	-	-	-
• Utility & Communications	-	-	-	-	-
• Insurance	-	-	-	-	-
• Maintenance	-	-	-	-	-
• Operating Expense	-	-	-	-	10,000
					10,000
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	10,000

Parking 5030	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	-
• Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	-	-	-	-	-
• Travel & Training	-	-	-	-	-
• Utility & Communication	-	-	-	-	-
• Insurance	-	-	-	-	6,000
• Maintenance	-	-	-	-	-
• Operating Expense	-	-	-	-	30,500
					36,500
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	36,500

Note: Prior to FY 2011, Parking and Recreation were combined.

# Parking

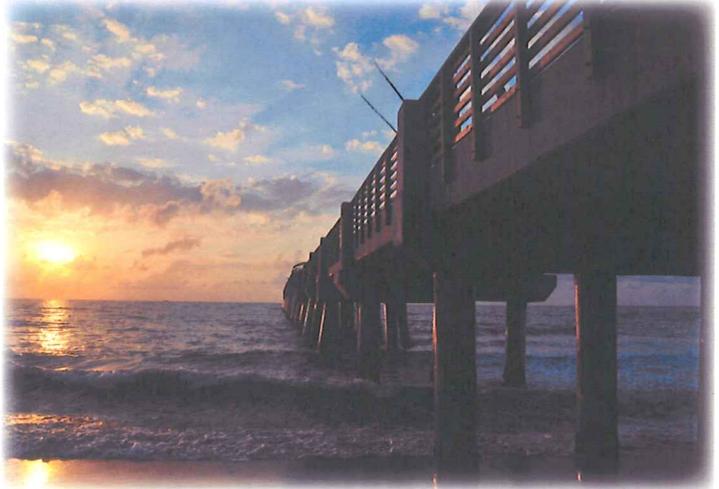
Public Services Parking Improvements 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	-	-	-	-	-
▪ Utility & Communication	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	80,120	911
	-	-	-	80,120	911
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	-	-	-	80,120	911

Note: Prior to FY 2011, Parking and Recreation were combined.

# Pier

## Mission

The City of Lake Worth is committed to enriching the quality of life and increasing the level of service to the residents served by providing excellent customer service and safe, accessible aquatic facilities.



## Staffing

Benny's on the Beach currently operates the Lake Worth Pier and bait and tackle shop. The Facilities Maintenance Division maintains and cleans the pier. Should the City of Lake Worth decide to renegotiate the agreement with Benny's on the Beach, the Leisure Services Department will have the option to resume administration of pier admissions and the bait and tackle shop and will add part time staff to serve this purpose.

# Pier

## Core Processes and Outputs

The William O' Lockhart Municipal Fishing Pier was reopened in 2009 after being closed for five years due to damages incurred during hurricanes Frances and Jeanne. Over one hundred thousand fisherman visit the pier annually to experience some of the best land-based fishing the east coast of Florida has to offer. The fishing pier extends 960 feet into the ocean, and offers benches, cutting stations and shade. The on-site bait shop sells tackle, live bait and has rod rentals. The original pier was built in 1959 as a platform for laying a sewage outfall pipe into the ocean, and officially opened in 1960 to a throng of enthusiastic anglers.

The fishing pier now offers annual fishing tournaments and other special events held throughout the year. In Fiscal Year 2011 staff will be developing a website dedicated to the pier that will provide visitors with current weather conditions, fishing reports, and updates on upcoming events.

## New Initiatives

1. The fishing pier will coordinate additional events on the fishing pier including tournaments, special events, and fishing clinics throughout the year. Staff will be developing a website for the fishing pier that will provide fisherman and visitors with current weather conditions, fishing reports, and updates on upcoming events.
2. Staff will explore additional revenue generating opportunities with new possibilities of expanding the bait shop sales, concessions, t-shirts and novelty sales.

## Goals and Objectives

### Goal 1: Increase outdoor land based activities for the residents of Lake Worth

Objective: Increase overall attendance at the Municipal Fishing Pier.

Action Step: Increase the number of Pier Fishing Activities held by coordinating additional fishing tournaments and fishing clinics.

Action Step: Increase public awareness of Pier activities by creating an official website and researching other web based social networks to promote fishing pier activities.

Action step: Identify the opportunity to coordinate additional non-fishing related special events held on the Pier.

### Goal 2: Maximize Fishing Pier revenue generating opportunities

Objective: Coordinate with the Finance Department to conduct an annual audit to ensure proper receipt of revenue for pier operations.

Action Step: Conduct an annual audit of agreement with Benny's on the Beach.

Action Step: Explore creating additional revenue generating opportunities through special events, and Pier rentals for weddings, birthday parties etc.

# Pier

## Performance Measures

### Fishing Pier

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) # of Adult Fishing Admissions					30,000	35,000	35,700
2) # of Child Fishing Admissions					5,000	6,000	6,900
3) # of Spectator Admissions					125,000	130,000	133,000
4) # of Parking Passes					5,000	5,184	6,000
5) # of Rod Rentals					150	150	240
6) # of Special Events Coordinated					1	1	2

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
7) Avg. cost of Adult Admission					\$3.00	\$3.00	\$3.00
8) Avg. cost of Child Admission					\$1.50	\$1.50	\$1.50
9) Avg. cost of Spectator Admission					\$1.00	\$1.00	\$1.00
10) Avg. cost of Parking Pass					\$3.00	\$3.00	\$3.00
11) Avg. cost of Fishing Rod Rental					\$10.00	\$10.00	\$10.00
12) Avg. cost of Special Event					\$1,500.00	\$1,500.00	\$1,500.00



# Pier

Beach Fund - Pier 8075	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract Service	-	-	-	-	94,150
▪ Travel & Training	-	-	-	-	-
▪ Utility & Communication	-	-	-	-	18,152
▪ Insurance	-	-	-	-	30,000
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	-	250
	-	-	-	-	142,552
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	142,552

Note: Prior to FY 2011, Parking and Recreation were combined.

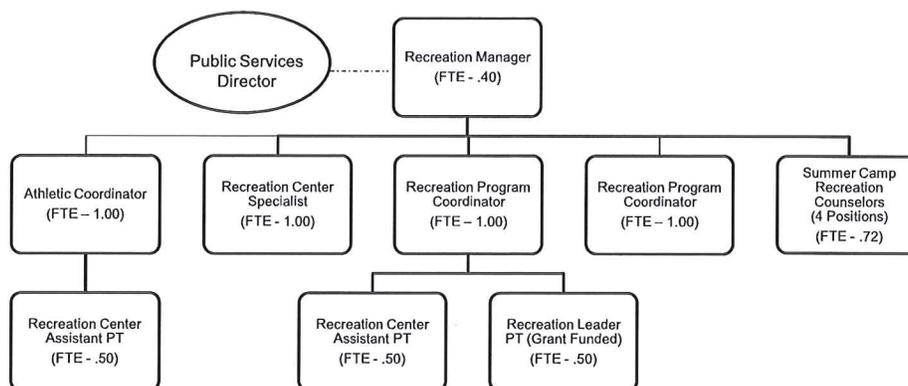
# Recreation

## Mission

The City of Lake Worth Recreation Department is committed to enriching the quality of life and increasing the level of service provided to Lake Worth residents by ensuring excellent customer service, safe accessible facilities and diverse recreational activities.



## Leisure Services – Recreation



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	0	0	5/-60	0	4.40
Part-time (FTE)	0	.12	2.10	0	2.22

# Recreation

## Core Processes and Outputs

### Athletic Programs

The Recreation Division's Athletic Program witnessed a dramatic increase in the number of participants in youth and adult athletic leagues compared to previous years. With an estimated 600 participants in 2009, Fiscal Year 2010 youth and adult leagues have had a combined estimate of 1500 participants participating in one of the nine different sports. Athletic Leagues coordinated by the department's staff include: recreational basketball, travel basketball, tackle football, soccer, recreational baseball, travel baseball, flag football, softball and cheerleading. The Athletic Program also coordinates several youth baseball, basketball, and flag football tournaments held throughout the year that attract an estimated 35,000 new visitors to Lake Worth. In Fiscal Year 2011 the Athletic Program will be introducing Bity Basketball for youth 3-5 years old, adult soccer, adult basketball, co-ed softball and multiple adult flag football seasons.

The Recreation Division during the past two years has fostered relationships with local youth sports providers to improve the effectiveness and efficiency of the delivery of such a wide variety of sports for the residents to choose from. Without the assistance of the youth sports providers and its dedicated volunteers, the division would not have the ability to provide such a variety of sports. With the continuing effort of several hundred volunteers that give their time to youth athletics, the Recreation Division is projecting an even higher number of participation in the upcoming year.

### Facilities

The staff of the Recreation Division is in the process of completing an implementation program to bring all recreational facilities, structures, and equipment up to industry standards. In addition, safety, security, and ADA considerations are being included in any of the changes being considered to existing facilities. The current Recreation staff inherited a situation where all fields, structures, facilities, and equipment had been in a state of disrepair and with very little preventive maintenance or replacement policy. By collaborating with Building Maintenance and the Grounds Maintenance Department, staff is utilizing several funding sources to complete the upgrades and repairs such as: FRDAP grants, CDBG grants, and the City's Capital Improvement Program. The Recreation Division's long-term goal is to systematically address the current facility deficiencies over the next four fiscal years.

### Special Events Programs

The Special Events Program is responsible for all City-sponsored community special events. The current schedule of annual special events includes the Holiday Parade, Daddy Daughter Date Nite, Easter Egg Hunt, Kids Triathlon, Bonfires on the Beach, Concerts in the Park, Pier Fishing Tournament, Back to School Block Party, and Santa's Winter Workshop. This program also coordinates co-sponsored events, and large event rentals in Bryant Park and the Cultural Plaza. In addition, the program assists with planning and implementation of other city-wide events.

### After-School Programs

The City of Lake Worth's After-School Programs

# Recreation

have achieved great success over the past four years by coordinating the Youth Empowerment Center, which currently serves sixty-five (65) youths during the school year and up to one hundred (100) youths during the summer. This upcoming fiscal year the program will be expanding to offer an additional thirty (30) to forty (40) youths who will have the opportunity to participate in the program by seeking additional locations to house the program.

With the addition of the newly expanded computer lab, the computer repair and audio-visual programs will have the necessary room to increase enrollment. The department will continue to seek new, innovative and creative programming to offer the youth in community. Implementing quality programs for the youth of Lake Worth will remain the primary focus of the Recreation Division.

## **Facility Rentals**

It is a priority for the Recreation Division to increase revenue streams to support the operating expenses of the numerous recreation facilities, and one way that has been identified is through facility rentals of city-owned park pavilions, athletic fields, and buildings. The Recreation Division has made great efforts to market the City's current facilities, athletic fields, and resources to residents and non-residents, in order to increase the City's exposure. The City of Lake Worth has numerous possibilities ranging from six park pavilions, twelve athletic fields, meeting rooms, pool, playgrounds, bandstands, and game venues.

The Recreation Division, through its repair and re-construction program, is moving forward with

the improvement of all facilities, athletic fields, and buildings in order to enhance the facility rental revenue stream. The Recreation Division has set aggressive revenue generation goals for its rentals in the upcoming fiscal years, and is expecting the Northwest Park Sports Complex to attract numerous large youth and adult baseball tournaments to the City. The youth baseball tournaments have attracted as many as 10,000 visitors over a three day tournament, bringing a significant economic boost to the entire City.

## **Staffing**

The Recreation Division is projecting a continuing increase in overall program participation in both youth and adult programs for the upcoming fiscal year. This past fiscal year's addition of a Recreation Programs Coordinator has allowed the department to increase its service level and provide a wider variety of recreational opportunities for the community. To effectively continue to provide a high level of service, the Recreation Division will need to retain all of its current positions and highly recommends the addition of a Special Events/Marketing Coordinator to increase the quality and visibility of City-sponsored special events.

## **Capital Projects**

During the upcoming fiscal year, the Recreation Division will continue to focus on the City Commission's goal to provide the residents of Lake Worth with safe accessible parks with continued improvements to Bryant Park, Howard Park, Northwest Ball Park, South Palm Park and Sunset Ridge Park. The park improvement projects are being funded through several different funding sources such as: the City's Capital Improvements Program, Florida

# Recreation

Recreation Assistance Development Program (FRDAP), and Community Development Block Grants (CDBG).

The division is seeking additional FRDAP funding for the upcoming fiscal year to continue the park improvements that have proven successful at Howard and Sunset Ridge Park. Based on the previous successful applications, the department is applying for two additional FRDAP grants for similar improvements at Howard Park and Northwest Ball Park. The proposed projects include the reconstruction of a multi-purpose athletic field at Howard Park and a complete reconstruction of the Bronco Field to include new fencing, dugouts, Bermuda turf and clay at the Northwest Ball Park.

Staff is determined to fulfill the City Commissions goal of improving the quality of life for the resident of Lake Worth by continuing to provide oversight and coordination of the numerous park improvements and additions to the City. The park improvements and additions will allow the Recreation Division to provide a higher level of service for all of the residents of Lake Worth.

## **New Initiatives**

In Fiscal Year 2011 the Recreation Division intends to form the Lake Worth Youth Athletic Association (LWYAA). The LWYAA will govern, monitor and direct all sports providers operating in the City of Lake Worth. This staff appointed group of volunteers will enable the City to more effectively monitor the daily operation of the various sports providers throughout the course of the year. The group will work closely with Recreation Division staff to identify and improve the service delivery of the athletics programs for

the residents of Lake Worth.

Implement a new maintenance fee policy for all youth and adult leagues, tournaments, showcases, and field rentals. This will enable the City to increase revenue from these sources, and more equitably assess the cost of field and facility maintenance.

In Fiscal Year 2011 the Recreation Division hopes to develop a closer working relationship with the Chamber of Commerce to develop a marketing strategy that can be used to attract more visitors to the downtown area during one of many scheduled tournaments or college showcases held by the division's athletic programs. The Recreation Division hopes that through improved marketing and assistance from local businesses, tournament spectators and participants will shop and eat at local businesses during the event and possibly visit the downtown area, swim at the pool, sunbathe at the beach, or play a round golf while visiting the City.

The Recreation Division will continue to work closely with the Recreation Advisory Board to ensure that all goals and objectives set by the City Commission are accomplished. One major initiative that staff is currently working on is being able to provide a playground or recreational opportunity within walking distance of all Lake Worth Residents. In order to do so, the staff will continue to work diligently to identify locations and funding sources to ensure that all residents can walk to a park or recreational amenity.

The Recreation Division will continue to evaluate, identify and improve deficiencies to improve the delivery of services and continue to strive to provide quality recreational experiences for all Lake Worth residents.

# Recreation

## Goals and Objectives

### **Goal 1: Increase recreational opportunities in the City**

Objective: Complete the blue ways/kayak trail project

Action Step: Apply for portage permit at Spillway Park.

Action Step: Add signage, subject to funding availability.

Objective: Assure public access to the Intracoastal Waterway via those public rights of way and public property for which temporary easements have not been granted to adjacent property owners.

Action Step: Identify funding for public access signage and maintenance.

Action Step: Investigate adopt-a-spot signage

Objective: Expand family and youth recreational opportunities by continuing to work in partnership with other entities.

Action Step: Coordinate the annual "Santa's Winter Workshop" with the Lake Worth Kiwanis Club.

Action Step: Pursue sponsorships from local civic organizations to fund youth scholarship program for recreational program participation. Explore hiring a contractual/contingency basis sponsorship coordinator.

Action Step: Increase number of youth participating in Sheriff sponsored P.A.L. programs to reduce juvenile crime.

### **Goal 2: Provide a comprehensive, community-bonding Leisure Services recreational**

### **programming for all City residents**

Objective: Continue to develop and coordinate a diversified choice of community-bonding events in the City.

Action Step: Coordinate and improve attendance at annual City special events such as: Daddy Daughter Date Nite, Easter Egg Hunt, Kid's Triathlon, Concerts in the Park, Holiday Parade, Fishing, Baseball and Basketball tournaments.

Objective: Coordinate and implement additional youth and adult sports programming opportunities.

Action Step: Coordinate City Basketball Program for 3-5 year olds.

Action Step: Coordinate Adult Soccer, Softball and Basketball Leagues.

### **Goal 3: Improve the ability of current parks and recreational facilities to accommodate a substantial increase in recreation programs and resident participation.**

Objective: Identify and construct additional green space to accommodate the growing number of participants in the City's youth and adult programs.

Action Step: Identify funding to construct a multi-purpose athletic field at Howard Park.

Action Step: Renovate the existing baseball field at Howard Park into a multi-purpose athletic field with new security fencing.

Objective: Construct new, modern ADA compliant bathroom/concession buildings at all City Parks.

Action Step: Complete Sunset Ridge Park Improvement CDBG Project.

# Recreation

Action Step: Complete Activity Room expansion at the Norman J. Wimbley Municipal Gymnasium.



## Performance Measures

### Recreation

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of Community Events Coordinated				4	14	14	14
# of Grants Coordinated				0	4	4	5
# of Athletic Leagues Organized				5	11	11	13
# of Recreational Programs Operated				8	9	12	14
# of Facility Rentals Processed				115	120	125	130
# of Participants – Youth (<18)				600	1200	1500	2000
# of Participants – Adults (18+)				800	1000	1200	1500
# of Participants – Seniors (55+)				100	800	905	1200
# of Participants - Non Athletic Events				1500	2500	2850	3000

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Avg. Cost per Event				\$1,919	\$1,090	\$1,090	\$2,350
Avg. Cost per Grant/Contract Coordinated				\$93,045	\$150,042	\$150,042	\$110,034
Avg. Cost per Youth (Athletics) to City				\$93	\$98	\$98	\$48.62
Avg. cost per Adult (Athletics) to City				\$0	\$21	\$21	\$20
Avg. # of monthly Facility Rentals				9	10	11	11
Avg. # of monthly Recreation Program Participants				58	132	168	250
% of Customers Satisfied with service (via survey)				0%	0%	0%	95%
% of Grant Funding Reimbursed				100%	100%	100%	100%
% of Lake Worth Residents:							
Youth Leagues				43%	45%	60%	60%
Adult Leagues				0%	20%	20%	20%
Senior Activities				75%	75%	85%	90%
Recreation Programs - Non Athletic				55%	85%	85%	75%

# Recreation

Recreation 8060	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	Div. 8061 & 8062 FY 2010/ 2011
	Actuals	Actuals	Budget	Estimate	Adopted Budget
<b>PERSONAL SERVICES</b>					
• Salaries & Wages	217,051	216,010	308,400	268,875	244,638
• Benefits	95,751	92,968	168,125	148,145	79,097
	<b>312,802</b>	<b>308,978</b>	<b>472,525</b>	<b>413,020</b>	<b>323,735</b>
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	22,428	42,398	94,221	94,221	117,888
• Travel & Training	-	458	3,514	1,514	2,153
• Utility & Communication	191,581	185,091	167,875	167,875	308,000
• Insurance	45,533	77,999	-	-	67,169
• Maintenance	32,348	172,421	113,250	113,250	73,550
• Operating Expense	40,743	88,238	173,115	134,035	118,697
	<b>332,811</b>	<b>546,805</b>	<b>551,975</b>	<b>510,895</b>	<b>687,457</b>
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>	<b>110,818</b>	<b>137,759</b>	<b>77,087</b>	<b>37,887</b>	<b>-</b>
<b>TOTAL</b>	<b>756,031</b>	<b>993,340</b>	<b>1,101,567</b>	<b>961,582</b>	<b>1,011,192</b>

Note: Prior to FY 2011, Parking and Recreation were combined.

Recreation- Athletic 8061	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010/ 2011
	Actuals	Actuals	Budget	Estimate	Adopted Budget
<b>PERSONAL SERVICES</b>					
• Salaries & Wages	-	-	-	-	130,443
• Benefits	-	-	-	-	46,675
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>177,118</b>
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	-	-	-	-	94,311
• Travel & Training	-	-	-	-	1,077
• Utility & Communication	-	-	-	-	248,400
• Insurance	-	-	-	-	53,735
• Maintenance	-	-	-	-	58,840
• Operating Expense	-	-	-	-	94,957
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>649,320</b>
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>726,438</b>

# Recreation

Recreation- Programs 8062	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONAL SERVICES</b>					
• Salaries & Wages	-	-	-	-	114,195
• Benefits	-	-	-	-	32,422
	-	-	-	-	146,617
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	-	-	-	-	23,577
• Travel & Training	-	-	-	-	1,078
• Utility & Communication	-	-	-	-	61,600
• Insurance	-	-	-	-	13,434
• Maintenance	-	-	-	-	14,710
• Operating Expense	-	-	-	-	23,740
	-	-	-	-	138,137
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	284,754

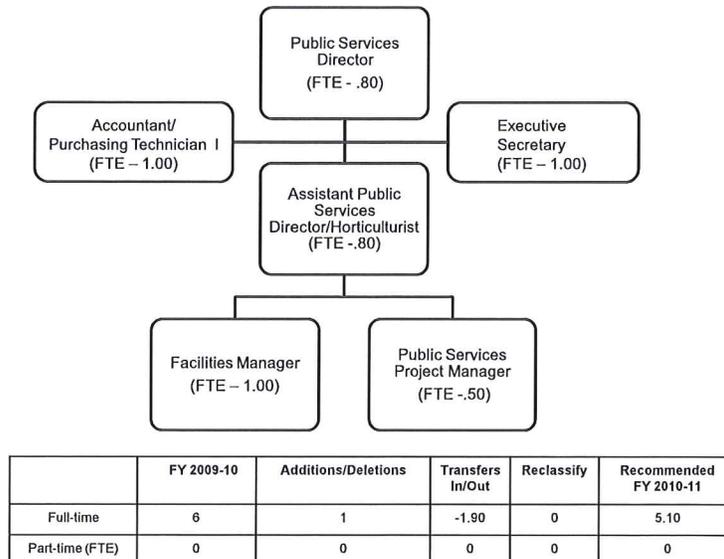
# Public Services Administration

## Mission

The mission of the Public Services Department is to sustain and enhance the City of Lake Worth by providing the highest quality customer service in a cost effective and responsible manner.



## Public Services Administration



# Public Services Administration

## Core Processes and Outputs

The Public Services Department is responsible for overseeing Facilities Maintenance, Streets Maintenance, Storm Water Management, Grounds and Cemetery Maintenance, Fleet Maintenance and Refuse. Under the Leisure Services umbrella, the Public Services Administration Department also oversees the Recreation Division, the Aquatics Division, the Golf Course and Lagoon Restaurant and the City Library. The Public Services Director also functions as the EOC (Emergency Operations Coordinator). The Public Services Administration Department works to provide a safe, clean and high quality community for the citizens and visitors to the City of Lake Worth.

The Public Services Department not only maintains and upgrades the City infrastructure but is also environmentally conscious to protect and preserve our natural environment. Specific responsibilities include participating in site planning activities and reviews, project management and inspection services, environmental protection and conservation efforts, building permit reviews and inspections, code compliance within the public Rights-of-Ways, capital improvements to streets, parks and other public facilities as well as maintenance and upgrade of the city-wide Storm Water system.

The Public Services Department is also responsible for water quality and management of the National Pollutant Discharge Elimination System (NPDES) program for the community. The Department's administrative members also provide support and coordination to city staff and citizens in need of all the multi-disciplinary functions of the department.

The Public Services Administration will maximize the Departments resources and minimize costs to our customers (both residents and other city

departments) through effective management and prioritization. Capital improvements will be limited to those that have been determined essential to ensure safety and critical asset preservation. All Public Services Divisions have been charged with streamlining their processes to focus their resources on priorities identified by the City Commission.

## New Initiatives

To create a Parking Division to effectively and efficiently establish a collection and enforcement program of all City metered parking areas. This Division will also monitor and secure all City owned parks and open space areas to protect and maintain the community investment.

To create a central recycle drop-off location for batteries, televisions and cell phones which will help reduce the environmental contamination along City streets and alleyways.

## Goals and Objectives

### Goal 1: Improving communication between the Public Services Administration Division and the general public.

Objective: Answer all incoming calls without letting the call go to voicemail

Objective: Providing the inquiring resident with an appropriate answer or directing the call to the proper individual or division to handle the situation.

### Goal 2: Substantially progress the construction of a new Public Services Building.

Objective: Create an employee-led taskforce to work on identifying alternate funding sources for the building.

# Public Services Administration

Objective: Select an architecture firm to design a facility to house Public Services Administration, City Garage, Refuse, Streets and Facility Management Divisions.

Objective: Secure all remaining funding needs to complete the project and ensure LEED certification.

Public Services Administration 5010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	418,825	486,063	428,021	438,031	144,983
* Benefits	129,103	158,046	157,157	154,706	37,583
	547,928	644,109	585,178	592,737	182,566
<b>OPERATING EXPENSES</b>					
* Prof. & Contract Service	11,995	21,328	26,283	24,763	45,391
* Travel & Training	255	2,325	6,000	6,000	1,925
* Utility & Communication	559	-	3,220	3,220	4,033
* Insurance	46,450	-	-	-	3,102
* Maintenance	30,482	6,125	14,000	14,000	4,900
* Operating Expense	24,218	30,604	40,280	38,780	6,744
	113,959	60,382	89,783	86,763	66,095
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	10,813	-	-	-
<b>TOTAL</b>	<b>661,887</b>	<b>715,304</b>	<b>674,941</b>	<b>679,500</b>	<b>248,641</b>

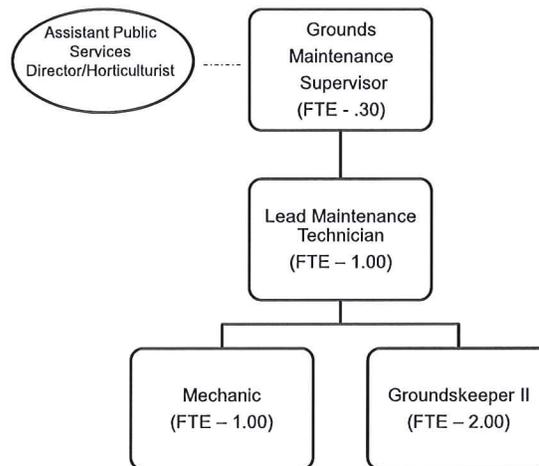
# Cemetery

## Mission

The mission of the Cemetery Division is to provide professional and dignified burial services for all patrons at Pinecrest and I.A. Banks cemeteries and to provide a place of quiet reflection for all visitors.



## Public Services - Cemetery



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	4	0	.30	0	4.30
Part-time (FTE)	0	0	0	0	0

# Cemetery

## Core Processes and Outputs

The City of Lake Worth operates two active cemeteries; Pine Crest and I.A. Banks. These cemeteries provide burial and cremation services for residents and non-residents. Cemetery employees prepare grave sites for burials and the interment of cremated remains including digging graves, preparing site for services by placing casket lowering device, artificial turf, and erecting tents and dismantling the same after the service. The employees also assist visitors in locating graves, coordinating with funeral homes, showing lots for sale, answering questions in person and over the phone, and working with the City Clerk's Office to maintain accurate burial records. The cemetery workers also perform landscape maintenance on 18.75 acres including all mowing, tree/ shrub trimming, edging and week whacking around 10,000 headstones. The City is responsible for perpetual maintenance of the cemetery grounds including all landscape maintenance, maintenance of roads and walkways, and records.

## New Initiatives

Re-plotting certain areas to increase revenue potential by having multiple cremation burials on a typical single-body plot.

Increasing security of the cemeteries by improving fencing and tree plantings that will discourage inappropriate use of the facilities.

## Goals and Objectives

### Goal 1: Improve the tree canopy providing shade to the cemeteries.

Objective: Plant native and/or drought tolerant trees in suitable locations.

Action Step: Determine appropriate locations for new trees.

Action Step: Install and maintain trees.

### Goal 2: Improve security of cemeteries.

Objective: Install fencing and plantings that deter people from entering the cemeteries after hours or using the cemetery as a pedestrian cut-through.

# Cemetery

## Performance Measures

### Cemetery

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Areas Mowed (Acres per week)		18.75		18.75		18.75	18.75
2) Head Stones weed wacked (per week) Estimated		10965		11013		11062	
3) Funerals Serviced		48		49		17 YTD	
4) Equipment serviced/repaired (per day)		8-Jun		8-Jun		8-Jun	

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Reduce water consumption	10.00%	2.00%	10.00%	5.00%	10.00%	7.00%	10.00%

Cemetery 5050	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	108,276	114,302	137,195	137,681	151,686
▪ Benefits	84,404	61,780	77,388	74,479	54,937
	192,680	176,082	214,583	212,160	206,623
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	1,626	8,235	7,500	7,500	13,422
▪ Travel & Training					
▪ Utility & Communication	146,696	114,942	123,500	121,500	144,500
▪ Insurance	22,055	-	-	-	2,104
▪ Maintenance		4,020	18,500	17,500	11,500
▪ Operating Expense	9,416	12,065	10,850	10,350	11,350
	179,793	139,262	160,350	156,850	182,876
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	2,750	2,750	-
<b>TOTAL</b>	<b>372,473</b>	<b>315,344</b>	<b>377,683</b>	<b>371,960</b>	<b>389,699</b>

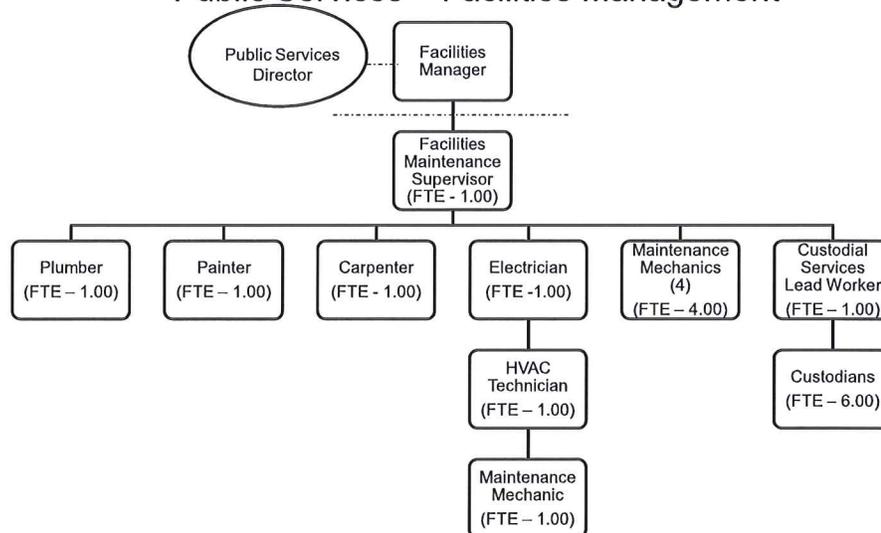
# Facilities Management

## Mission

The Facilities Maintenance Division provides preventative maintenance, repairs, renovations, custodial services and oversight of outside contractual services for City owned buildings and related facilities providing for safe, pleasant and functional space and extending facility useful life.



## Public Services – Facilities Management



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	0	0	18.00	0	18.00
Part-time (FTE)	0	0	0	0	0

# Facilities Management

## Core Processes and Outputs

### Facilities Maintenance

The Facilities Maintenance Division administers both in-house and service contracts, such as pest control, fire and security protection for all City-owned facilities. In-house services include carpentry, custodial, electrical, air conditioning, painting, plumbing, including ancillary functions.

The Division will focus more acutely on essential building repairs and maintenance due to stricter budget restraints. Therefore the aesthetic appearance of buildings will be analyzed and performed on an as needed and available funding basis. All essential facility maintenance of City property is maintained in this budget plan.

The Division budget provides funding and set-up assistance for all City sponsored events including the City Christmas Parade, Street Painting Festival, Caribbean Fest, Tropic Fest (July 4th), Tropical Triathlon, and Hispanic Fest. The department provides tent, tables, chairs, lighting, and either an on call or assigned electrician for these events.

Christmas decorating of downtown and City buildings, along with the installation of all event banners along Lake & Lucerne Avenues is included in the Facilities Maintenance Division responsibilities.

Facilities Maintenance Division staff will oversee and direct the services of outside construction contractor's, such as, ADA restroom and Pool Pump Room renovations to ensure that work is properly completed within the budgetary limits and time restraints. Preventive maintenance to City buildings continues to be a major focus, and close staff oversight will ensure that essential maintenance levels are achieved, preventing

future increases in capital repair costs.

The division performs non-scheduled maintenance tasks, such as, moving furniture, boxes, file records, performing flag raising ceremonies, and providing public address systems for events.

### Custodial Services

Create a customized cleaning plan, based on a thorough understanding and analysis of the city's needs and expectations.

Implement a well-defined cleaning plan base on cleaning requirements of each facility.

Assign one Lead Worker to manage the staff, who is responsible for both production and customer satisfaction.

Utilize high quality equipment, cleaning products and best practice processes and procedures developed and tested by the custodial lead worker.

Conducting both orientation and ongoing employee training that covers safety, security and cleaning tasks.

Deploying a quality control system that includes cleaning schedules, check lists, inspections, and work order reports.

## New Initiatives

### Facilities Maintenance

Establish an Energy Conservation Plan for all City Facilities. This will be accomplishment by changing light fixtures from T-12 to T-8 lamps, replacing aging mechanical equipment, and replacing single pane glass windows to more efficient impact windows.

# Facilities Management

Establish and Provide oversight of the City wide key program. This will include creating and maintaining an inclusive log and sign out sheet for all City facilities.

Provide oversight of new construction and renovations, such as, Casino/Beach renovations, ADA compliance projects, and the new Public Services building.

Establish a color standard for City facilities which will eliminate an excessive inventory of paint, thinner, and other hazardous related paint material.

Improve Playground safety by creating a new safety checklist which will be completed by a National Certified Inspector and be assisted by feedback from citizens and all City employees.

## **Custodial Services**

Custodial Services will continue to expand the City's green initiative by increasing the use of environmentally friendly products through the use of "greener" cleaning solutions and paper products.

Improve the reporting all safety hazards and building maintenance issues to the Facilities Maintenance Supervisor.

## **Goals and Objectives**

**Goal 1: Implement planned and routine maintenance programs which will extend the useful life of all buildings and prevent premature capital replacement outlay.**

Objective: Through managed maintenance, the Facilities Management Department will work to provide the city with a safe and productive environment to conduct city business.

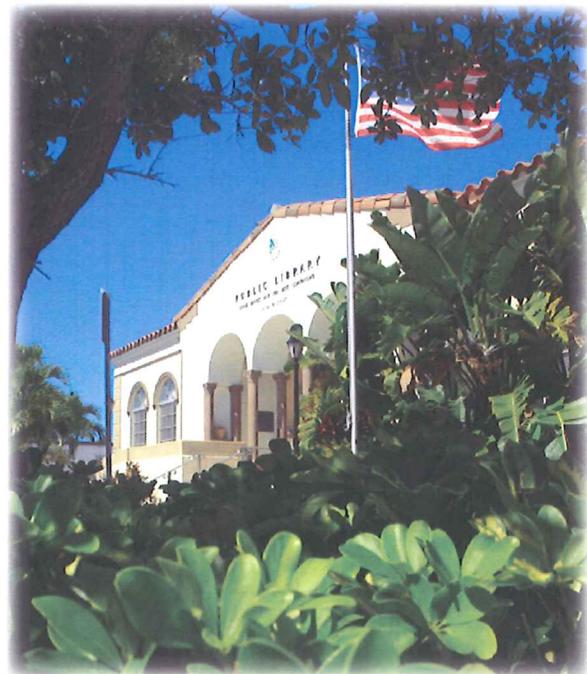
**Goal 2: Establish an atmosphere of shared responsibility in which all Facilities Management staff have the opportunity to contribute in the process of continually improving the services provided by the Department.**

Objective: Formally establish the acceptable use and capacity of each building.

Action Step: The Facilities Management Division will maintain documentation on the use and capacity of all facilities in the City Space Report.

Objective: Establish a schedule for eliminating facility deficiencies relating to current City standards.

**Goal 3: Create a 5 year painting schedule to improve the aesthetics of all municipally-owned facilities.**



# Facilities Management

## Performance Measures

### Facilities Maintenance

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Reduce the number of emergency calls	40	50	30	45	30	40	30
2) Replace aged and inefficient HVAC systems	3	2	4	2	3	2	10
3) Track number of HVAC calls	100	125	100	123	100	115	100
4) Track project labor hours	200	250	200	275	250	450	225
5) Reduce the ADA deficiencies in all city Facilities	3	1	2	2	3	2	4

### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Reduce energy consumption	5%	2%	10%	3%	10%	5%	20%
2) Increase workorders for work performed	50%	10%	50%	15%	50%	20%	50%
3) track workorder labor hours	100%	50%	100%	60%	100%	63%	100%

### Facilities Custodial Services

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Improve cleanliness of the facilities	100%	50%	100%	60%	100%	65%	100%
2) increase the use of green cleaning products	100%	50%	100%	60%	100%	63%	100%
3) Increase the use of green paper products	100%	10%	100%	10%	100%	10%	100%

Facilities Management 5060	FY 2007- 08	FY 2008 - 09	FY 2009- 10	FY 2009- 10	Div. 5061 & 5062 FY 2010/ 2011
	Actuals	Actuals	Budget	Estimate	Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	476,670	581,426	647,865	588,046	567,853
▪ Benefits	275,644	260,317	391,092	360,046	219,285
	752,314	821,743	1,038,957	958,092	787,218
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	52,850	24,959	35,440	35,440	45,003
▪ Travel & Training	-	-	1,100	550	1,100
▪ Utility & Communication	93,148	93,005	104,000	95,800	24,600
▪ Insurance	129,038	-	-	-	12,743
▪ Maintenance	-	95,720	98,350	98,175	122,200
▪ Operating Expense	43,421	42,223	47,300	44,440	43,650
	318,457	255,907	286,190	272,405	249,296
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	39,316	-	-	-	-
<b>TOTAL</b>	<b>1,110,087</b>	<b>1,077,650</b>	<b>1,325,147</b>	<b>1,228,497</b>	<b>1,086,914</b>

# Facilities Management

Building- Custodial 5061	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	163,259
▪ Benefits	-	-	-	-	63,767
	-	-	-	-	227,026
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	11,002
▪ Travel & Training	-	-	-	-	550
▪ Utility & Communication	-	-	-	-	500
▪ Insurance	-	-	-	-	6,372
▪ Maintenance	-	-	-	-	40,100
▪ Operating Expense	-	-	-	-	21,825
	-	-	-	-	80,349
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	307,375

Building- Maintenance 5062	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	404,694
▪ Benefits	-	-	-	-	155,488
	-	-	-	-	560,182
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	34,001
▪ Travel & Training	-	-	-	-	550
▪ Utility & Communication	-	-	-	-	24,100
▪ Insurance	-	-	-	-	6,371
▪ Maintenance	-	-	-	-	82,100
▪ Operating Expense	-	-	-	-	21,825
	-	-	-	-	168,947
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	779,539

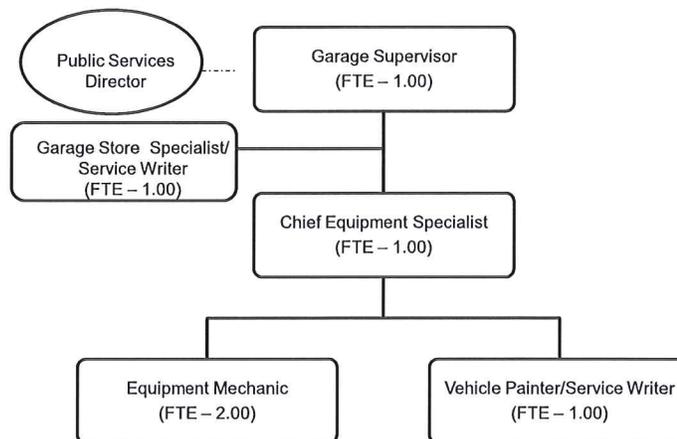
# Fleet Management

## Mission

The mission of the Fleet Management Division is to maintain the city's fleet in a cost effective and timely manner, keeping mechanical "down time" to a minimum.



## Public Services - Garage / Fleet Maintenance



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	6	0	0	0	6
Part-time (FTE)	0	0	0	0	0

# Fleet Management

## Core Processes and Outputs

The Garage/Fleet Division is responsible for the maintenance and repairs of all City owned vehicles and equipment. As an Internal Fund the Division has divided its services into three levels, which are, "½ ton and under" (passenger vehicles and small trucks), "over ½ ton to 1 ton trucks/vehicles" and "over 1 ton trucks and heavy equipment". The cost breakdown for repairs and replacement is as follows: \$4000.00 for ½ ton and under, \$6000.00 for over ½ ton to 1 ton, with 60% going toward repairs and 40% toward replacement. All "over 1 ton and heavy equipment" will be directly charged to the each department assigned that equipment or vehicle.

Small engine repairs will continue to be handled in house as feasible based on the type of equipment. The garage will continue to handle tire mounting and service calls as required. Monthly administrative reporting on fuel usage will continue.

## New Initiatives

The Fleet Maintenance Division is in the process of transferring to the HTE Fleet Maintenance Software which will allow service writing to be computerized, and will facilitate efficiency with part ordering and more precise repair records.

## Goals and Objectives

### Goal 1: Strive for additional cost saving methods.

Objective: Standardize the make and model of all fleet vehicles to reduce the size of the City's parts inventory.

### Goal 2: Reduce costs for repairs on fleet vehicles.

Objective: With the new Computer Diagnostic System, the Garage now has the ability to perform better in-house diagnostic trouble shooting to reduce outsourcing and improve the quality of repairs.

# Fleet Management

Garage Fund- Maintenance 5070	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	296,025	358,361	305,611	315,539	306,864
* Benefits	133,481	131,342	153,127	157,226	103,172
	429,506	489,703	458,738	473,265	410,036
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	6,993	17,718	30,391	30,391	31,308
* Travel & Training	-	-	3,000	3,000	3,000
* Utility & Communications	23,137	18,015	14,850	14,850	18,800
* Insurance	41,895	41,895	-	-	11,179
* Maintenance	14,509	13,268	14,500	16,500	204,000
* Operating Expense	19,605	31,358	183,444	183,444	37,350
	106,139	122,254	246,185	248,185	305,637
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>535,645</b>	<b>611,957</b>	<b>704,923</b>	<b>721,450</b>	<b>715,673</b>

Garage Fund- Non Dept. 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	-	-	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	7,311	-	285,600
	-	-	7,311	-	285,600
<b>CAPITAL</b>					
	-	-	-	-	1,056,000
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>7,311</b>	<b>-</b>	<b>1,351,600</b>

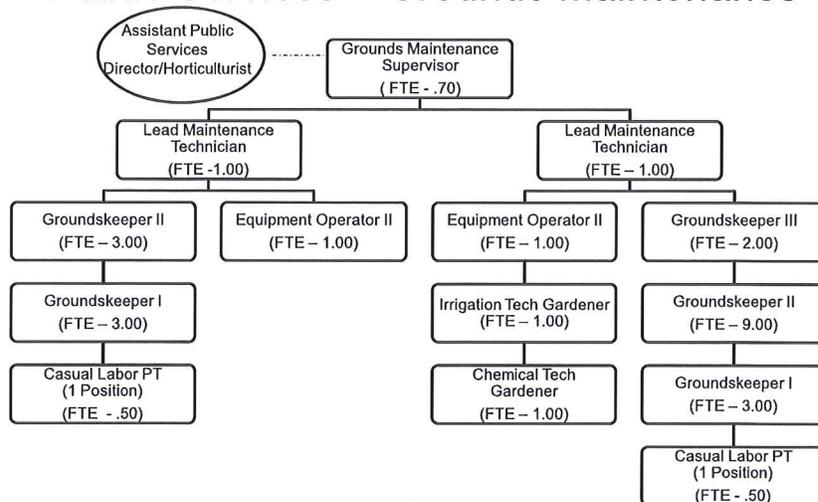
# Grounds Maintenance

## Mission

The mission of the Grounds maintenance Division is to provide landscape design, maintenance and installations for safe and attractive parks, athletic fields, City owned facilities, rights of way, and cemeteries which enhance the aesthetic appearance of the community and areas of outdoor activities for the enjoyment of residents and visitors.



## Public Services – Grounds Maintenance



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	27	0	-.30	0	26.70
Part-time (FTE)	1	0	0	0	1

# Grounds Maintenance

## Core Processes and Outputs

The Grounds Maintenance Division is responsible for all landscape maintenance at city owned facilities; City Hall, City Hall Annex, Library, Shuffle Board Building, Osborne Community Center, Community Development Corporation. Building, Utilities Administration-Warehouse, Streets/Storm Water-Refuse building, Safety Complex, Fire Station #2 and the Public Services Administration Building. The maintenance of these locations includes all lawn, tree, and shrub maintenance including mowing, blowing, trimming, chemical weed control, and trash and debris removal.

This Division is also responsible for the landscape and janitorial maintenance at all parks; Howard Park, South Palm Park, Bryant Park North and South, Constitution-Blue Star, Sunset Ridge Park, Spillway Park, Barton Park, Triangle Park, Old Bridge Park, Cultural Plaza and athletic field common areas including North-West Baseball Field, Sunset Ridge Soccer Field, and Memorial Park Football/Soccer Field. Maintenance in these areas includes all mowing, blowing, hedge trimming, tree trimming, trash pick-up, emptying of trash cans and planting. An integral part of the Grounds Maintenance duties in these areas is janitorial maintenance of the park pavilions and rest rooms utilizing Grounds Keepers, which includes restocking toiletry items, cleaning toilets/sinks blowing and/or hosing of picnic pavilions.

Due to numerous perpetual inter-local agreements, the Grounds Maintenance Division is tasked with the maintenance of medians and right of ways, many of which are not owned by the City or are out of the City limits. These areas are Interstate I-95 interchanges and right of ways (state), Lake and Lucerne rights of way and Tree

wells (state), Dixie Highway (state), Federal Highway (state), A-1A median (state), 10th Ave North (city/CRA), 6th Ave South (County/CRA), Boutwell Road (county) South Palmway Blvd. (city), and Wing Field Street (city). Lake Worth Road Round-About and medians which are owned by the state and a portion of them are outside of the city limits. The current inter-local agreements require the city to assume all maintenance in these area including tree and hedge trimming, mowing, chemical weed control, trash pick-up, garbage can emptying and maintenance of irrigation systems.

The Grounds Maintenance Division also maintains vacant lots and foreclosed properties that are owned by the City. This includes mowing, trash pickup, and the reporting of unsafe conditions such as unsecured areas of entry and possible squatters. The division also maintains the vegetation in unpaved rights of ways and streets which including periodic mowing, invasive vegetation removal, and trash pickup.

In accordance with the federal Environmental Protection Agency requirements, the Grounds Maintenance Division also maintains two (2) closed landfills. The maintenance in these areas includes mowing, weed control, tree trimming, fence/gate repair, and clearing of methane pits and testing wells.

The Grounds Maintenance Division provides set-up, clean-up and custodial services for all City sponsored/co-sponsored events or events organized by the Greater Lake Worth Chamber of Commerce including the City Holiday Parade, Street Painting Festival, Reggae Fest, Tropic Fest (Fourth of July), Hispanic Fest, and the Tropical Triathlon. This Division also provides cleaning and custodial services at all other

# Grounds Maintenance

events that are held in city parks and properties. All of the events impact the Division's overtime and operating budgets.

The Division also uses a water truck to water all trees and pots in the Lake and Lucerne corridor; newly planted trees and shrubs that do not have an automatic irrigation system.

Staff from the Grounds Maintenance Division support the Lake Worth City Tree Board by assisting with the Annual Festival of Trees, the Annual Shade Tree Give-Away, recording board meeting minutes, maintaining the Tree Board's City web page, and posting meeting notices, agendas and minutes.

## New Initiatives

Assist in the establishment and implementation of design standards for Picnic Tables, Benches and Trash Receptacles using recyclable materials when applicable. The new color and design standards will unify the appearance of furnishings in public locations. It will also allow for ease of replacement when items are damaged due to fewer items needed to keep in inventory.

Development of a more comprehensive invasive and exotic plant removal program. Australian Pine trees on city owned properties will be removed and utilized by the Leisure Services Division for burning at the city bonfires. This initiative will be beneficial due to the removal of invasive trees and reducing the cost of bonfires by providing wood at no extra cost other than in-house labor and transportation.

## Goals and Objectives

### Goal 1: Reduce water consumption and plant maintenance costs.

Objective: Reduce water usage by planting native and/or drought tolerant plants

Action Step: Determine appropriate locations for new plantings.

Action Step: Install new, native plantings.

Action Step: Reduce irrigation to plants after establishment.

### Goal 2: Improve the density of the City's tree canopy.

Objective: Plant native and/or drought tolerant trees in suitable locations.

Action Step: Determine appropriate locations for new trees.

Action Step: Install and maintain trees.

# Grounds Maintenance

Grounds 5040	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	606,209	631,135	780,808	672,658	737,637
* Benefits	297,231	333,823	511,536	474,371	339,700
	903,440	964,958	1,302,144	1,147,027	1,077,337
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	193,906	185,570	179,935	152,435	145,500
* Travel & Training	100	-	3,000	1,500	2,500
* Freight & Utility Service	289,966	310,760	525,000	330,000	302,200
* Utility & Communication	88,053	-	-	-	18,858
* Insurance	-	86,887	128,250	128,250	174,550
* Maintenance	146,039	136,809	187,500	170,500	171,000
	720,064	719,826	1,023,685	762,685	814,608
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	4,500	4,500	-
<b>TOTAL</b>	<b>1,623,504</b>	<b>1,684,784</b>	<b>2,330,329</b>	<b>1,934,212</b>	<b>1,891,945</b>

Tree Beautification Fund 5040	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Freight & Utility Service	-	-	-	-	-
* Utility & Communication	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	2,500	15,739	14,000	14,000	10,874
	2,500	15,739	14,000	14,000	10,874
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>2,500</b>	<b>15,739</b>	<b>14,000</b>	<b>14,000</b>	<b>10,874</b>

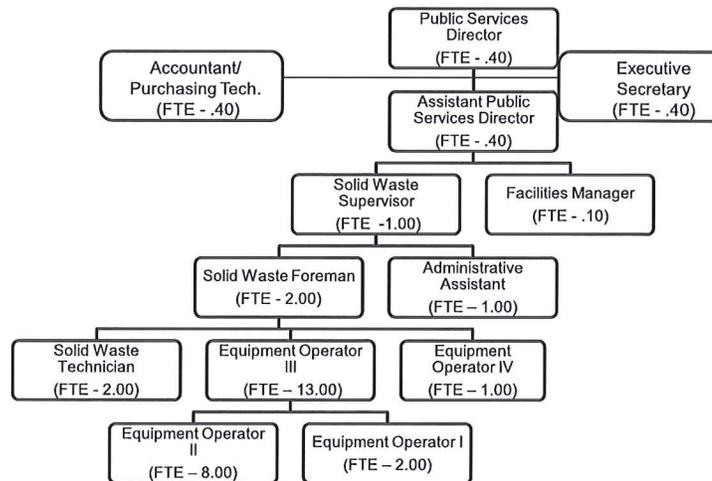
# Refuse

## Mission

The Refuse Division will work to provide exceptional refuse service for the residential and commercial customers of Lake Worth. The Refuse Division is committed to working with the residents, businesses and all City Departments in an effort to keep and enhance the beauty of the community.



## Public Services – Refuse



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	0	-.50	32.20	0	31.70
Part-time (FTE)	0	0	0	0	0

# Refuse

## Core Processes and Outputs

The City of Lake Worth solid waste disposal program involves the weekly curbside collection of solid waste from residential and commercial areas. Refuse Administration is responsible for all supervisory and administrative duties in the Refuse Division. Administration creates the weekly schedule, establishes routes, inspects equipment, schedules equipment maintenance, and handles customer inquiries.

### Residential Refuse

The primary duties of the Residential Refuse Division are:

- Disposing of household waste twice per week;
- Disposing of household vegetation and bulk waste; and
- Disposing of vegetative and bulk waste from all roadways, alleyways and walkways.

### Commercial Refuse

The primary duties of the Commercial Refuse Division are:

- Regular disposal of commercial waste; and
- Managing the demand, cost and volume of dumpsters.

### Recycling Division

The City of Lake Worth provides both residential and commercial recycling services to its customers. This division is responsible for:

- Weekly residential recycling collection;
- Regular collection of commercial recycling; and
- Promoting recycling through advertising

and community outreach to encourage landfill diversion and promote sustainability throughout the community.

### Roll-Off Services

Starting in Fiscal Year 2011, the Refuse Division will resume administration for all roll-off containers in the City. This will add a lucrative revenue stream to the Refuse Fund, and will enable the City to have better control over the waste stream coming in from major construction and remodeling projects. As a part of this new endeavor, the Division will increase educational efforts by better informing residents what types of debris can be placed in a roll-off container, and appropriate uses for roll-off containers.

### New Initiatives

Along with administering a new Roll-Off Division, the Refuse Division will be initiating a composting program in Fiscal Year 2011. This program will start with a pilot, consisting of 50 residential homes. Composting will improve soil health and fertility, promote landfill diversion, and promote sustainable practices in the community. Once the pilot program is completed, composting will be made available to all citizens of Lake Worth.

The Refuse Division also intends to start a refuse tracking program to catalog the volume of recyclables produced by each resident. This tracking system will help the Division have more accurate records and will help facilitate a recycling incentive program that will give rebates to customers that produce a high volume of recyclables.

# Refuse

## Goals and Objectives

**Goal 1: To keep roadways and alleyways clear from mounting debris.**

Objective: Improve communication with Lake Worth residents through community outreach and marketing measures.

**Goal 2: Improve the percentage of residents utilizing the recycling service.**

Objective: Improve outreach and marketing for the City's recycling services.

Objective: Establish a rebate system for residents with a high volume of uncontaminated recyclables.

**Goal 3: Expand the composting program.**

Objective: Help protect the environment and reduce costs for landfill expansion.

**Goal 4: Implement an efficient Roll-Off Container program in Fiscal Year 2010-2011.**

Objective: Work to ensure all roll-off containers used in the City of Lake Worth's jurisdiction are provided by the Refuse Division.

Action Step: Create an enforcement program citing franchise haulers for placing roll-off containers in the Lake Worth city limits.

**Goal 5: Establish a pilot program to test once per week regular trash pick-up.**

Objective: Determine potential cost savings of moving to a once per week regular trash pick-up through a pilot program.

**Goal 5: Begin measuring recycling and composting.**

Objective: Measure monthly recycling and composting to track landfill diversion over time.



# Refuse

## Performance Measures

### Refuse

#### Workload Measures:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Number of Dumpster Workorders					100	132	150
2) Number of Load Tickets					5000	4992	4500
3) Tire Tonnage						11.52	10
4) Construction Debris Tonnage					181		

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Increase Workorders					25%	45%	50%
2) Reduce Gasoline Consumption					15%	5%	15%
3) Improve response time for incoming calls and emails					75%	85%	90%

Refuse, Collection & Disposal Fund 5080	FY 2007-08	FY 2008-09	Division Total	5081, 5082	5083 & 5084
	Actuals	Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	1,223,993	1,367,848	1,262,331	1,155,433	1,309,815
* Benefits	609,967	594,623	711,709	683,698	455,916
	1,833,960	1,962,471	1,974,040	1,839,131	1,765,731
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	760,359	719,247	720,139	484,153	835,049
* Travel & Training	316	425	20,000	15,500	16,040
* Utility & Communications	17,194	21,195	181,210	21,598	17,400
* Insurance	441,950	43,566	30,295	30,295	30,866
* Maintenance	362,877	346,181	327,500	336,745	851,920
* Operating Expense	364,965	313,470	880,379	854,582	857,585
	1,947,661	1,444,084	2,159,523	1,742,873	2,608,860
<b>NON-OPERATING</b>					
* Debt Service	911	-	-	-	25,213
* Depreciation	249,077	223,589	249,077	249,077	250,000
* Grants & Aids	-	-	-	-	-
* Other Uses	461,708	-	-	-	30,000
	711,696	223,589	249,077	249,077	305,213
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>4,493,317</b>	<b>3,630,144</b>	<b>4,382,640</b>	<b>3,831,081</b>	<b>4,679,804</b>

# Refuse

Refuse, Collection & Disposal Fund Residential Collection 5081	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	703,731
* Benefits	-	-	-	-	254,260
	-	-	-	-	957,991
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	354,219
* Travel & Training	-	-	-	-	4,285
* Utility & Communications	-	-	-	-	4,957
* Insurance	-	-	-	-	8,160
* Maintenance	-	-	-	-	124,930
* Operating Expense	-	-	-	-	75,814
	-	-	-	-	572,368
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	1,630,368

Refuse, Collection & Disposal Fund Commercial Collection 5082	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	255,791
* Benefits	-	-	-	-	79,652
	-	-	-	-	335,443
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	221,735
* Travel & Training	-	-	-	-	4,010
* Utility & Communications	-	-	-	-	4,381
* Insurance	-	-	-	-	7,716
* Maintenance	-	-	-	-	126,730
* Operating Expense	-	-	-	-	152,351
	-	-	-	-	516,923
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	862,368

# Refuse

Refuse, Collection & Disposal Fund Recycling 5083	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	241,519
* Benefits	-	-	-	-	88,076
	-	-	-	-	329,595
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	39,142
* Travel & Training	-	-	-	-	3,900
* Utility & Communications	-	-	-	-	4,151
* Insurance	-	-	-	-	7,539
* Maintenance	-	-	-	-	123,950
* Operating Expense	-	-	-	-	74,465
	-	-	-	-	253,147
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	682,742

Refuse, Collection & Disposal Fund Rolls-Offs 5084	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	108,774
* Benefits	-	-	-	-	33,928
	-	-	-	-	142,702
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	37,845
* Travel & Training	-	-	-	-	3,845
* Utility & Communications	-	-	-	-	3,911
* Insurance	-	-	-	-	7,451
* Maintenance	-	-	-	-	126,310
* Operating Expense	-	-	-	-	99,271
	-	-	-	-	278,533
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	421,335

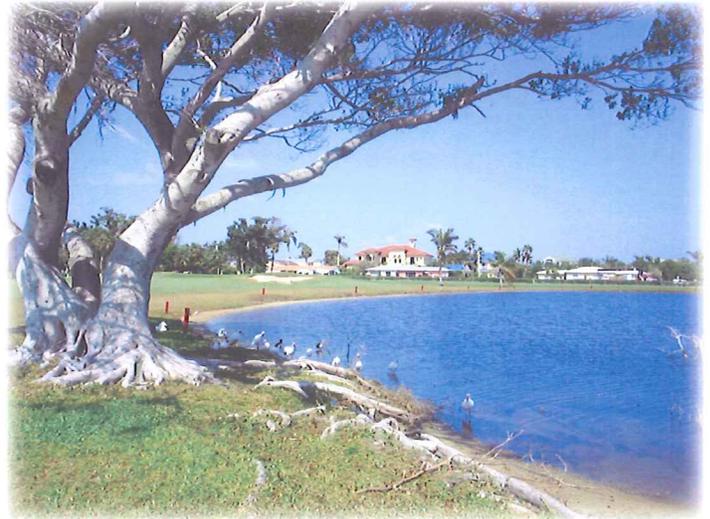
# Refuse

Refuse, Collection & Disposal Fund Non-Department 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	162,108
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	350,000
* Operating Expense	-	-	-	-	455,694
	-	-	-	-	967,792
<b>NON-OPERATING</b>					
* Debt Service	61,243	49,544	36,529	36,529	25,213
* Depreciation	-	-	-	-	250,000
* Grants & Aids	-	-	-	-	-
* Other Uses	-	461,706	439,017	-	30,000
	61,243	511,252	475,546	36,529	305,213
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>61,243</b>	<b>511,252</b>	<b>475,546</b>	<b>36,529</b>	<b>1,293,005</b>

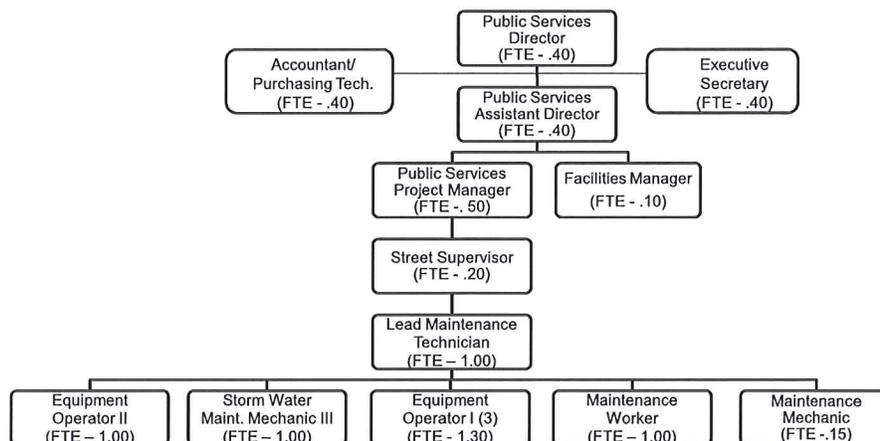
# Stormwater

## Mission

The Stormwater Division is dedicated to minimizing debris and improving water quality for the City's three (3) primary bodies of water Lake Osborne, C51 Canal and the Lake Worth Lagoon (Intracoastal Waterway).



## Public Services - Stormwater



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	5	0	2.85	0	7.85
Part-time (FTE)	0	0	0	0	0

# Stormwater

## Core Processes and Outputs

The Stormwater Division is responsible for maintaining .7 miles of drainage ditch (about 8 City blocks), four detention/retention ponds, 46 outfalls, 1,900 above ground drains (catch basins), and 55 miles of underground concrete drainage piping. The Division is also responsible for streetsweeping and has machines specifically designed to clean all paved roads within the City limits on a regular schedule. The Division has a camera truck that is used to televise and record the condition of the pipes. The Division uses a vacuum/high pressure water truck to clean underground pipes.

## New Initiatives

Increase public outreach by working with additional high school and junior school children to educate them on the importance of clean uncontaminated storm water.

Initiate a media campaign discouraging residents from sweeping/blowing yard waste into storm drains.

## Goals and Objectives

**Goal 1: Improve the level of service provided to residents and visitors by providing clean gutters and catch basins.**

Objective: Use the streetsweepers to clean gutters and curb lines.

Objective: Collaborate with the Streets Division to clean debris from the 1900 catch basins to prevent debris from entering into the storm water system and ultimately entering the City's waterways.

**Goal 2: Improve inspection and cleaning of underground pipes.**

Objective: Schedule camera truck to inspect underground pipes to determine the condition of the pipes and schedule use of the vacuum truck. The camera truck will allow the crew to video and record to a disc the current condition of the pipe which can be repaired to prevent future road damage.

**Goal 3: Successfully conduct an updated Stormwater Master Plan.**

Objective: Create a new Stormwater Master Plan that will ensure proper planning for infrastructure enhancements and will meet new Environmental Protection Agency numeric nutrient criteria and other regulations.

# Stormwater

## Performance Measures

### Stormwater

Workload Measures:

Measure:

	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Tonnage of debris removed					150	135	150
2) Miles of storm pipe jet cleaned					25	15	25
3) Camera inspection of underground pipes					25	15	25

Stormwater Fund Stormwater 5090	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	184,110	134,736	345,083
* Benefits	-	-	118,197	102,856	150,595
	-	-	302,307	237,592	495,678
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	843,935	799,142	612,118	596,301	1,058,549
* Travel & Training	1,995	921	1,000	800	7,035
* Utility & Communications	314	1,080	1,200	1,400	4,262
* Insurance	-	21,406	31,600	31,600	7,211
* Maintenance	31,553	29,114	39,500	39,500	44,180
* Operating Expense	67,925	39,326	222,849	194,899	51,135
	945,722	890,989	908,267	864,500	1,172,472
<b>NON-OPERATING</b>					
* Debt Service	269,463	-	-	-	-
* Depreciation	212,242	219,954	212,242	212,242	212,000
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	248,900	248,900	-
	481,705	219,954	461,142	461,142	212,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>1,427,427</b>	<b>1,110,943</b>	<b>1,871,718</b>	<b>1,688,334</b>	<b>1,880,160</b>

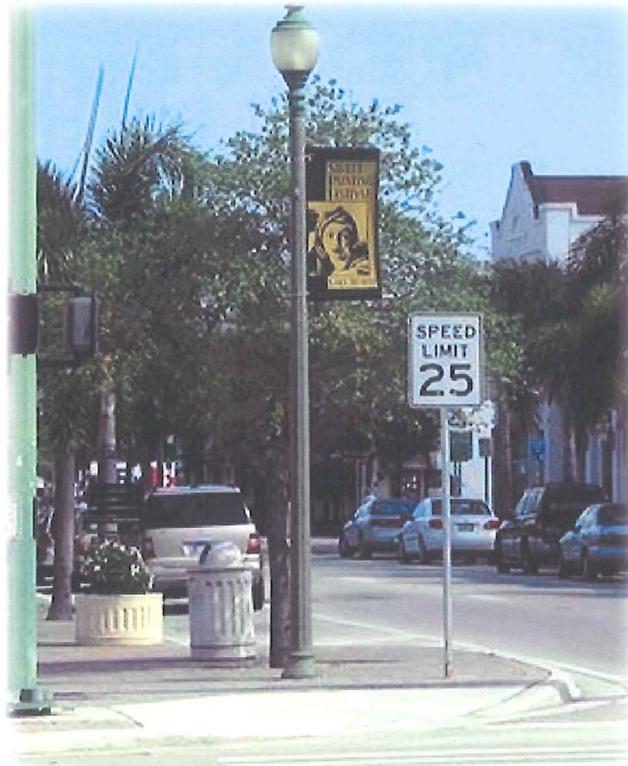
# Stormwater

Stormwater Fund Non-Departmental 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	96,863
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	250,000
* Operating Expense	-	-	-	-	164,437
	-	-	-	-	511,300
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	(2,980,685)	174,408	-	-	210,000
	(2,980,685)	174,408	-	-	210,000
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>(2,980,685)</b>	<b>174,408</b>	<b>-</b>	<b>-</b>	<b>721,300</b>

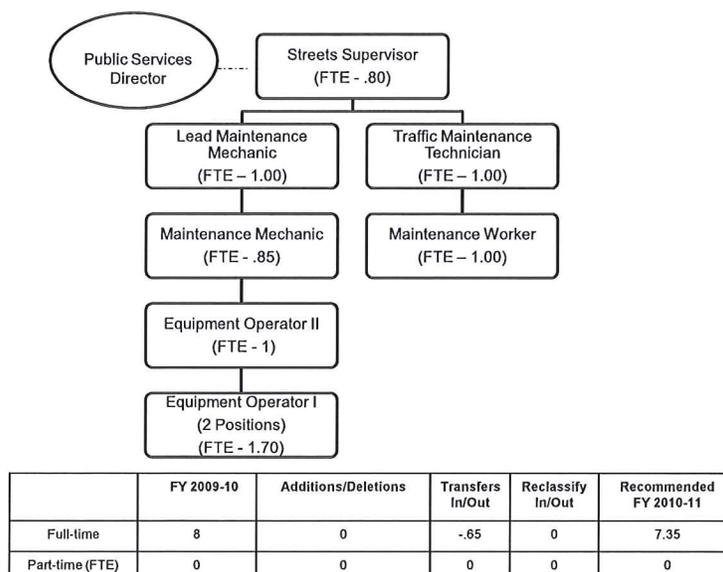
# Streets Maintenance

## Mission

The City Streets Division is dedicated to providing residents and visitors of the City with a safe and clean environment to live, work and enjoy on a daily basis, by maintaining the roads, sidewalks, drainage, and traffic control devices. The Division will continue to be proactive; responding to residents in an effective manner and coordinating closely with other City Departments.



## Public Services - Streets



# Streets Maintenance

## Core Processes and Outputs

The Streets Division is responsible for maintaining 200 lane miles of paved roads and 8 miles of unpaved roads within the City limits. This division inspects form boards for curb cuts and sidewalk repairs and new construction, this department also makes needed repairs to sidewalks, curbs and gutters when called upon to do so by other departments due to projects that require the assistance of the division. This division grades unpaved roads, repairs pot holes, installs signs, paints stops bars, paints crosswalks, cleans drains before and after rain events and major storms.

## New Initiatives

Upgrade school zones at the crosswalks by replacing the old a/c flasher beacon system with the new solar panel with internet programmability from any authorized computer/laptop this will be included in the (CIP). There are (4) Elementary Schools and (1) Middle School that would require these upgrades.

Reproduce the majority of streets signs and other signs in house using the new sign cad sign maker & software system this new sign machine and all needed software and other material are in the (CIP)

## Goals and Objectives

**Goal 1: Improve the ride- ability of the roads and get them all to a rating of no less than an (8)**

Objective: Rate all City owned roads from 1-10 with a 10 being like new with no improvements needed. And a 1 meaning total reconstruction is required this will be part of the (CIP). Once the roads are rated move forward with the recommend scope of work required to bring the roads to a rating of 10

**Goal 2: Connectivity of sidewalks to provide safe passage for the walking public.**

Objective: As part of the CIP do a sidewalk study to identify areas where sidewalks are not connected or totally missing and focus on the areas near schools and expand the program into residential areas. This program would add value and improve the image of the City and would reduce the risk and liability by providing a safe place for the public to walk.



# Streets Maintenance

## Performance Measures

### Streets

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Temporary pot hole repair using cold Patch			70%	80%	80%	80%	95%
2) Permanent pot hole/overlay repair using type S 3-R hot mix asphalt			50%	50%	75%	60%	80%
3) Respond to sidewalk complaints			75%	60%	75%	70%	80%
4) Repaint crosswalk & stop bars			50%	40%	60%	50%	50%
5) Sign Repair Stop, One Way etc.			60%	70%	50%	60%	60%

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Respond to all calls related to pot holes and make the repair using cold patch within 24 hours after receiving the complaint.			50%	50%	60%	70%	80%

Streets 5020	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2011	
	Actuals	Actuals	Budget	Estimate	NO Control/ Pension Chgs.	FY 2010/ 2011 Adapted Budget
<b>PERSONNEL SERVICES</b>						
* Salaries & Wages	375,009	355,502	276,876	235,555	239,591	239,591
* Benefits	259,234	157,895	202,312	190,687	159,127	108,772
	634,243	513,397	479,188	426,242	398,718	348,363
<b>OPERATING EXPENSES</b>						
* Prof. & Contract. Service	40,528	36,565	38,110	35,610	50,218	50,218
* Travel & Training	-	-	3,000	3,000	1,500	1,500
* Utility & Communication	404,053	405,921	444,500	413,500	401,400	401,400
* Insurance	108,811	-	-	-	8,259	8,259
* Maintenance	-	31,721	31,500	31,500	71,500	71,500
* Operating Expense	137,056	79,998	89,200	80,200	76,000	76,000
	690,448	554,205	605,310	553,810	608,877	608,877
<b>NON-OPERATING</b>						
* Debt Service	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-
	-	-	-	-	-	-
<b>CAPITAL</b>						
	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,324,891</b>	<b>1,087,602</b>	<b>1,085,498</b>	<b>990,062</b>	<b>1,007,695</b>	<b>867,240</b>

# Streets Maintenance

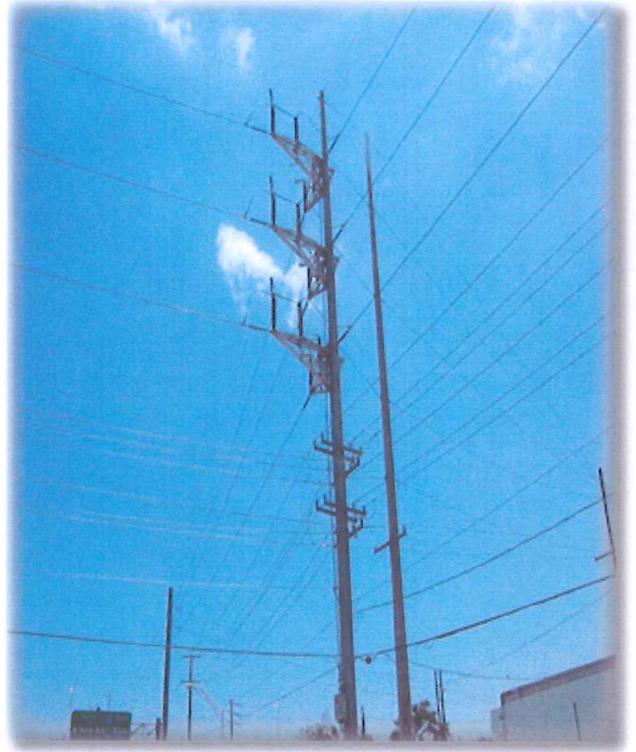
Road Improvement Fund Streets Maintenance 5020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	30,500	30,500	-
	-	-	30,500	30,500	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	969,500	969,500	1,072,088
<b>TOTAL</b>	-	-	1,000,000	1,000,000	1,072,088

Road Improvement Fund Non-Departmental 9010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	13	1,774	-	-	-
	13	1,774	-	-	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	105,000
	-	-	-	-	105,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	13	1,774	-	-	105,000

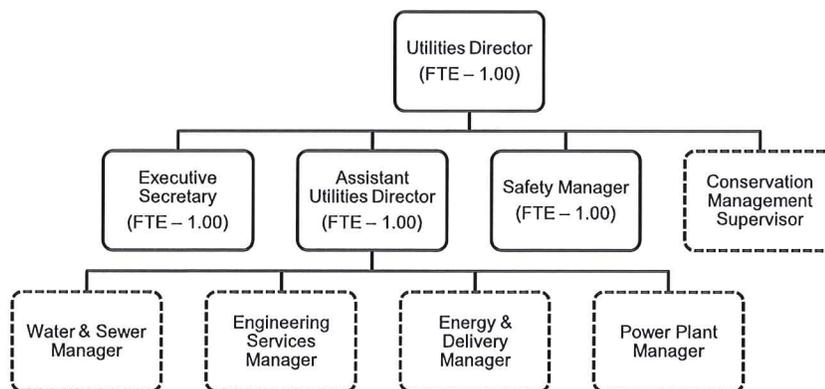
# Utilities Administration

## Mission

To be responsible stewards of the City of Lake Worth water, sewer, and electric utilities, providing exemplary customer service at the most reasonable cost to customers.



## Electric – Administration



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	4	0	0	0	4
Part-time (FTE)	0	0	0	0	0

# Utilities Administration

## Core Processes and Outputs

The Administrative Division ensures the health of the technical, financial, and managerial aspects of the electric, water, and sewer utilities. The focus of this division includes identifying basic needs and upgrades while maximizing service reliability. All facets of electrical generation, transmission, and distribution systems as well as all water production and distribution and sewer systems are directed through Administration.

The Utility Director serves as the City's representative on the Florida Municipal Power Agency (FMPA) Board of Directors and Executive Committee. In addition, the City is represented on the Florida Municipal Electric Association (FMEA) Board of Directors and the Florida Gas Utilities (FGU) Board of Directors and Executive Committee by the Utilities Director. As participants in the East Central Regional Wastewater Reclamation Facility, the City maintains a seat on the Board and is represented by the Utilities Director; the Water/Sewer Manager serves as the alternate for this board.

Utilities Administration is also responsible for the safety of all utility employees. The Safety Manager, new to the utility in FY 10, has and continues to develop safety programs and training to move the utility to safer work practices.

The Assistant Utilities Director, also new to the utility in 2010, is in the process of evaluation and identification of operational issues in the electric division to begin development of long and short range planning.

## Goals and Objectives

**Goal:** Ensure the long term viability of the Surficial Aquifer to ensure an adequate water supply, prevent saltwater intrusion, and properly maintain taxpayer investments.

**Goal 1:** Develop a comprehensive Utility Conservation Program that will promote the City of Lake Worth's commitment to environmental sustainability and improve the quality of life for citizens.

**Goal 2:** Provide an electric power supply to Lake Worth Utility customers that is innovative, economical, and environmentally sensitive.

**Goal 3:** Improve the quality of life for Lake Worth Utility customers by enhancing the reliability of our Electric Utility to ensure customer satisfaction and maintain high levels of service.

**Goal 4:** Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety program.

**Goal 5:** Ensure the City of Lake Worth maintains the ability to exit the FMPA through the CROD.

**Goal 6:** Improve customer satisfaction of services provided by Utilities' field personnel.

**Goal 7:** Work with the Electric Rate consultant to research and develop an appropriate time of use rate for Lake Worth Utility customers. Presentation for Commission approval by June 2011.

# Utilities Administration

## Performance Measures

### Utilities Administration

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Response to Customer inquires – Within 1-working day.							100%
2) Favorable Customer Satisfaction Surveys							80%
3) Safety Training for All Employees							100%

Utilities - Administration and Non-Departmental	FY 2007-08 Actuals	FY 2008-08 Actuals	FY 2008-10 Budget	FY 2008-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	554,004	671,107	364,991	315,628	393,122
* Benefits	277,510	227,223	165,793	127,563	109,375
	831,514	898,330	530,784	443,191	501,497
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	2,506,263	2,997,693	3,112,218	2,817,018	2,893,031
* Travel & Training	4,732	20,933	10,500	7,100	9,500
* Utility & Communications	65,764	13,856	44,225	43,225	17,000
* Insurance	105,925	1,882,989	1,127,638	1,127,638	26,634
* Maintenance	(287,998)	31,755	179,136	105,636	71,000
* Operating Expense	183,355	384,830	4,437,023	4,427,823	4,527,590
	2,578,041	5,332,056	8,910,740	8,528,440	7,544,745
<b>NON-OPERATING</b>					
* Debt Service	3,356,048	428,469	1,386,574	1,386,574	1,289,029
* Depreciation	2,281,220	3,000,000	3,657,420	3,657,420	3,700,000
* Grants & Aids	-	4,268	-	-	-
* Other Uses	3,748,030	3,991,062	21,073	105,477	-
	9,385,298	7,423,739	5,065,067	5,149,471	4,989,029
<b>TOTAL</b>	<b>12,784,853</b>	<b>18,854,186</b>	<b>14,608,691</b>	<b>14,121,102</b>	<b>13,036,271</b>
<b>CAPITAL</b>					
PRINCIPAL	-	224,540	5,852,131	-	-
	2,910,187				1,185,000
	15,705,040	13,878,725	20,358,722	14,121,102	14,220,271
Non-Departmental Other	3,713,454	6,488,118	9,190,448	8,973,734	8,075,759
Total Other Financing sources(uses)	11,991,586	7,390,607	5,120,547	5,120,547	4,960,105
Debt Principal	(2,910,187)				
	12,794,853	13,878,725	14,310,995	14,094,281	13,035,854

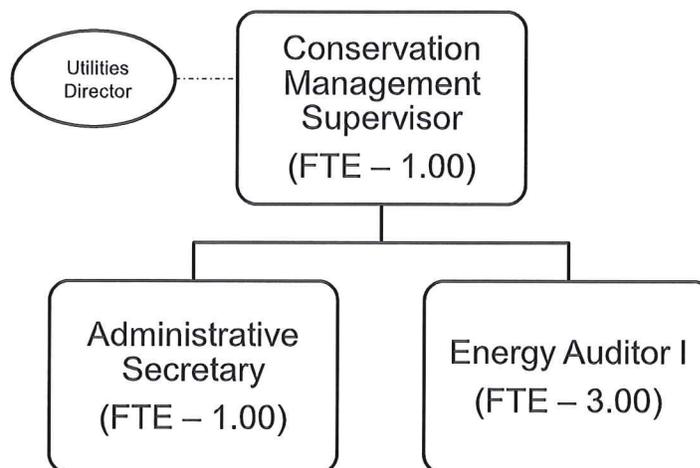
# Utilities Conservation

## Mission

Educate City of Lake Worth customers in ways they can reduce energy and water usage and, where applicable, to provide financial assistance for energy-efficiency upgrades to obtain substantial reductions in City-wide energy and water consumption.



## Utilities - Conservation Fund



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	5	1/-1	0	0	5
Part-time (FTE)	0	0	0	0	0

# Utilities Conservation

## Core Processes and Outputs

The Conservation Management Division provides on-site residential energy and water audits that identify the causes of high energy and water consumption in customers' homes. Personalized audit reports are provided that contain information and specific recommendations that can assist customers in reducing their energy and water consumption, thereby reducing their utility bill amounts.

This Division is funded through a .0026 per Kilowatt hour charge on customer's electric bills. The average residential bill in the City of Lake Worth is approximately 900 kWh, which equates to a \$2.34 per month addition for Conservation. This generates \$1,000,000 in funding per year.

Staff assists customers through the conservation rebate procedure. Rebates are funded from the associated division, i.e. the Water Fund reimburses for the Rain Barrel and low-flush toilet rebates. The Florida Municipal Power Agency refunds the utility for the remainder of the rebates. Currently offered rebates include:

• Air Conditioner/Heat Pump	\$250.00
• Clothes Washer	\$100.00
• Programmable Thermostat	\$25.00
• Refrigerator	\$100.00
• Ultra-Low Flush Toilet	\$100.00
• Dishwasher	\$75.00
• LED Exit signs	\$50.00
• Rain Barrel	\$25.00
• Solar Water Heater	\$450.00

The Conservation Division provides grants to low income homeowners up to \$3,000 for energy efficient home improvements identified

during energy audits. \$500,000 of revenue is designated per year for the grant program.

Staff assists the Customer Service Division as a single point of contact for the investigation and resolution of high bill inquiries.

Placing a major emphasis on education; conservation staff attends events and meetings with local Homeowner's and Neighborhood Associations to provide educational information and materials regarding energy and water conservation.

This Division administers the City's net metering program for homeowners who install customer-owned renewable power generation such as solar and wind energy systems that are connected to the utility's electric grid.

Conservation Management staff also oversee the City's key electric and water account holders by monthly account monitoring, providing a single point of contact for problems, and assisting key accounts through business office issues when necessary.

## New Initiatives

Work with a marketing agency, in concert with the Customer Service office to expand customer base knowledge of conservation initiatives offered by the utility and encourage a whole home conservation attitude.

Increase the number of residential energy audits conducted per week to 35.

Organize and conduct a City of Lake Worth Conservation Expo to provide information and direction to customers who wish to make energy-efficient and water-efficient modifications to their homes.

# Utilities Conservation

Reach out to Homeowners' Associations to establish bi-monthly meetings where Conservation and Customer Service issues can be communicated.

Sponsor conservation-oriented educational meetings at City facilities and encourage customers to attend.

Implement a feed-in tariff and coordinate the program with other city departments.

Develop methods evaluating the economic benefits of various conservations programs and track conservation success and failures.

## Goals and Objectives

**Goal: Adopt policies for the use of Energy Conservation Management funds that will assist homeowners and commercial businesses in making their homes and commercial businesses energy efficient.**

Action Step: Develop marketing strategies to provide maximum participation of low income residents.

Action Step: Develop tracking procedures to ensure customers do not get "lost" in the paperwork of the program and remain committed to the intent, which is a reduction of energy and water consumption.

Action Step: Review conservation initiatives offered by other agencies and determine appropriateness of adoption by the City of Lake Worth.

Action Step: Work with the utility and the City Manager's office to develop a sustainability plan for a roadmap to Lake Worth's future.

**Goal: Work with the Electric Rate Consultant to reserach and develop an appropriate time of use rate for Lake Worth Utility customers.**

Action Step: Present time of use rate to City Commission for approval by June 2011.

**Goal: Work with the Finance Department to finalize a cash reserve policy ready for presentation by March 2011.**

# Utilities Conservation

## Performance Measures

### Conservation Management

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Residential Audits Per Year							2080
2) Commercial Audits Per Year							104
3) Meeting Opportunities Per Year							12
4) Rebates applied for Per Year							160
5) Conservation Grants processed Per Year							150

Utility Conservation Fund- Administration 6010	FY 2007-08 Actuals	FY 2008-08 Actuals	FY 2008-10 Budget	FY 2008-10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	275,000	235,050	-
* Benefits	-	-	130,565	102,521	-
	-	-	405,565	337,571	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	521,000	-	-
* Travel & Training	-	-	7,200	7,200	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	10,000	10,000	-
* Maintenance	-	-	14,000	14,000	-
* Operating Expense	-	-	42,135	41,000	-
	-	-	594,335	72,200	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	1,000,000	408,771	-

Utility Conservation Fund Utility Conservation 6015	FY 2007-08 Actuals	FY 2008-08 Actuals	FY 2008-10 Budget	FY 2008-10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	225,556
* Benefits	-	-	-	-	94,052
	-	-	-	-	319,608
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	1,045,408
* Travel & Training	-	-	-	-	9,400
* Utility & Communications	-	-	-	-	700
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	16,000
* Operating Expense	-	-	-	-	62,400
	-	-	-	-	1,133,908
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	1,453,618

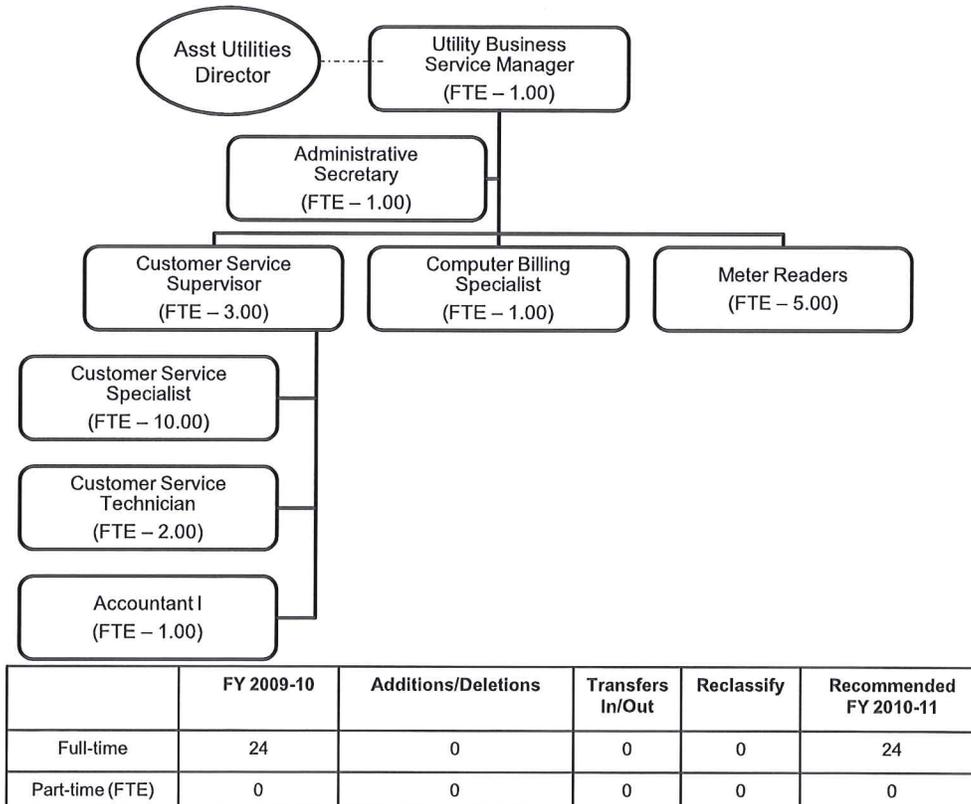
# Utilities-Customer Service

## Mission

To provide City of Lake Worth Utilities with efficient, accurate and timely, customer service activities, while also endeavoring to be the professional, honest and reassuring, face of the City of Lake Worth for its citizens.



## Utilities – Customer Service



# Utilities-Customer Service

## Core Processes and Outputs

The Utility Customer Service Office is responsible for reading electric and water meters, utility bill production, collection activities, opening new accounts, routine turn-on and turn-off services, collection/enforcement turn-off services, customer inquiry responses, and key (large) account tracking and assistance.

The Division is staffed with 19 office personnel and 5 field workers that are responsible for reading and properly billing 25,882 electric accounts, 12,746 water accounts and 11,657 sewer accounts. Additionally, the division manages 11,624 storm water accounts and 11,401 waste removal accounts.

Staff field in excess of 100,000 calls per year and facilitate greater than 50,000 office transactions. There are more than 100,000 in-office payments in an average year.

Customer service operations are traditionally labor intensive and the Lake Worth Utility Office follows that tradition with almost 50% of the budget allocated to payroll. Roughly 70% of the remaining budget covers non-equipment operating expenses, such as billing, postage and mailing, promotions, and miscellaneous contract services. The remaining dollars fund equipment and maintenance.

## New Initiatives

Customer Service staff will work with the City's Customer Service Business Unit Manager to implement a number of new initiatives within FY 2011, designed to support the goals and objectives. The initiatives will generally be operational in scope, with the exception being the need for capital allocation to address building needs and concerns.

1. This first initiative, proposed to support goal

#1, must be open ended and ultimately established as the result of a thorough building review and feasibility study. While the goal is a Utility Customer Service goal, out of necessity it is also a City of Lake Worth concern; as such the initiative requires a collaborative effort for a successful outcome. The first action step is a structural assessment of the building for safety, followed by a renovate versus move decision, and a budgetary discussion. Success is a safe, structurally sound and accommodating public facility.

2. A dedicated Call Center, supported by an effective Interactive Voice Response (IVR) system will assist in decreasing customer frustrations when seeking service or assistance. The IVR will provide access to routine services and payment options without unnecessarily tying up staff time, by providing the customer with self-service access to the most commonly used and requested services. The first action steps have already taken place, call center software is available and a supervisor and staff have been identified. Action step #2 involves location move and furniture purchase. The final steps are development and implementation of evaluative measures, establishment of dedicated hours of operation, then go-live.
3. Initiative #3 in support of goal #3 is to reduce mailing, postage, and print costs through the use of a third party bill presentment and payment vendor. Customer Service can immediately eliminate equipment costs by using the services of a professional printing and mailing organization to produce and deliver customer bills. In addition to the equipment savings, other efficiencies are gained, such as: e-bill presentment and payment options without the need for capital

# Utilities-Customer Service

outlay; bill duplication on demand (made possible by the electronic archiving of bill files); ability to provide the previously mentioned bill duplications to the requestor either by email or postal service; a City of Lake Worth branded web portal linked to the existing City website (link and transition, invisible to the customer), which provides increased customer self-service opportunities; as well as increasing available office man-hours without increasing current staffing levels.

4. Develop a process to reduce systematically, meter reading and billing errors. Action step #1 for this initiative, which supports goal #4, is the establishment of target measures for error rates for meter reads and billing. Ensure all billing exception reports are reviewed, and appropriate corrections made prior to billing of accounts, and reduce unbilled meters, limiting the need to produce bills for extended days of service.
5. In support of goal #4, the Cashiering functions will be separated from the Customer Service functions. This initiative requires a physical move as well as a financial commitment, as existing furniture must be moved and some new furniture and equipment will need to be purchased. The goal is to provide the best possible service to each customer group, while improving staff productivity, and providing an overall safe environment.
6. Reduce Walk-in traffic to the Customer Service office complex, and reduce the amount of cash on hand within the office. The establishment of a dedicated Call Center and installation of IVR are steps toward meeting this goal, but the ultimate answer is the provision of alternative payment options. A fundamental business principle of the new millennium is to find the customer, identify the

need and meet the need where the customer is found. Providing the customer with a low to no cost option for paying their utility bill that is safe, secure, and timely, saves time, money and frustration for the customer. This scenario serves to reduce if not eliminate, the need for the customer to come into Customer Service to make payments, and frees up staff that can be redeployed to address customer issues that must be addressed with an in-person visit or phone call; additionally, security risk incurred by the taking of cash is greatly reduced. This goal will be met through the collaborating with third party payment vendors that are able to accept customer payments and provide the City of Lake Worth near real-time payment remit memos ready for upload into the CIS, as well as with nightly ACH bank transfers of daily receipts. This initiative provides solutions for goals 3, 4, & 5.

7. Establish a Credit Management Team within Customer Service to complement the existing billing Team. This initiative is a direct response to goal #5. Action item #1 is the securing of a second (challenging) collection agency to collect aged debt. Action item #2 for this initiative is the recording of all final accounts, ensuring follow-up letters are mailed to accounts with outstanding balances at eleven (11) days. At day fifteen (15), staff members will begin telephone efforts to contact account holders whose closed accounts remain outstanding.

# Utilities-Customer Service

## Goals and Objectives

**Goal 1: Ensure operations are housed in adequate and safe building facilities.**

Objective: Provide a safe, pleasant, and efficient, environment to meet both the needs of the customer and those of staff. This goal supports the overall goal that the City has identified for Customer Service, of connecting with the community through pleasant and helpful customer interactions. While the building mandate is not expressed in the City's goals, the outcome of better, more accommodating and spacious surroundings would serve to promote an atmosphere more conducive to business activity, thereby reducing tensions wrought by overcrowding and uncomfortable conditions.

**Goal 2: Establish a dedicated Call Center. A dedicated Call Center, supported by an effective Interactive Voice Response (IVR) system.**

Objective: The combination of the Call Center and IVR, increase customer opportunities for interaction and self-service, while allowing the utility to increase productivity without adding staff, thereby actively and positively impacting financial resources. Successful implementation of this goal will not only increase productivity and save money, but it should serve to greatly increase communication efforts between the utility and its customers.

**Goal 3: Reduce mailing, postage, and printing costs.**

Objective: This goal is offered with the express intent of lowering costs. This goal should also serve to increase efficiencies and add .75 FTEs to the Customer Service operation without the need to add staff.

**Goal 4: Take steps to increase customer confidence in the utility, its processes, equipment, and personnel.**

Objective: When customers lack confidence in the utility, particularly the customer service functions of read, bill, and collect, increased cost to serve follows. Customers requested rereads increase, requiring staff time otherwise not needed as well as increases in all related vehicle costs. In addition, when customer confidence is low, problem escalation increases, which further increases costs.

**Goal 5: Reduce uncollectible debt as a percent of revenue, while maintaining a level budget for the fiscal year.**

# Utilities-Customer Service

## Performance Measures

### Utilities Administration

#### Workload Measurements:

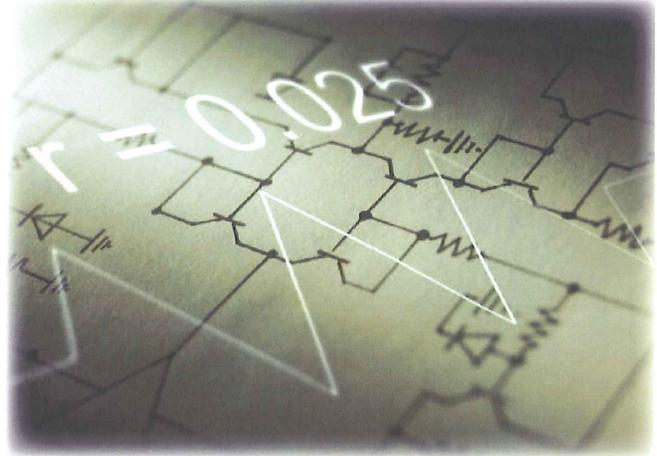
	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Uncollectible as a % of Revenue							0.50%
Percent of Revenue 60- 90 days arrears							1.26%
Customer Service Specialist phone availability							85%
Speed of Answer (Call Center measure)							25 secs
Percent of calls resolved on first contact							90%
Meter reading and Billing errors							0.05%
Percent of estimated bills							0.20%

Utilities -Customer Service 1240	FY 2007- 08 Actuals	FY 2008 - 08 Actuals	FY 2008- 10 Budget	FY 2008- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	845,044	1,108,683	844,124	796,904	885,197
* Benefits	445,935	466,767	385,219	398,579	334,313
	1,290,979	1,575,450	1,229,343	1,195,483	1,219,510
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	560,426	207,323	253,624	253,624	442,032
* Travel & Training	125	-	30,000	30,000	13,500
* Utility & Communications	51,665	95,616	99,675	99,675	63,275
* Insurance	35,875	-	-	-	26,268
* Maintenance	23,670	19,839	46,500	46,500	38,230
* Operating Expense	500,786	735,184	819,225	819,225	623,200
	1,173,547	1,057,962	1,249,024	1,249,024	1,206,505
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>2,484,628</b>	<b>2,633,412</b>	<b>2,478,367</b>	<b>2,444,607</b>	<b>2,426,016</b>

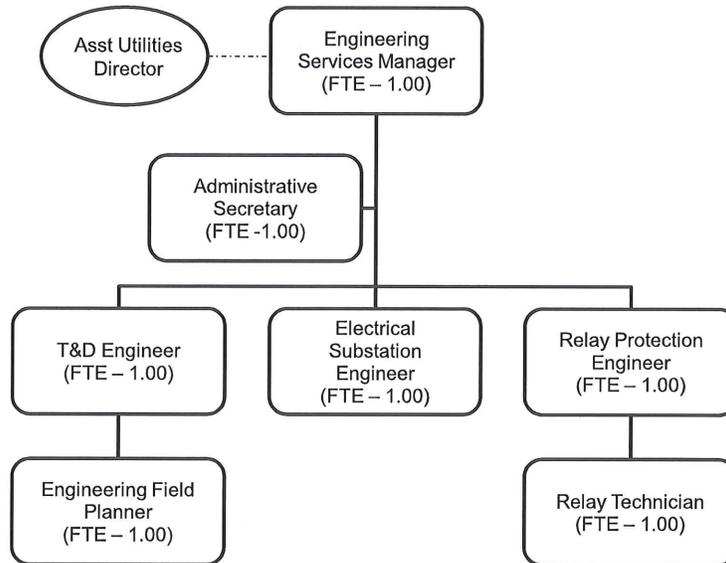
# Engineering

## Mission

To provide an engineering approach to all principles, including the human factor, involved in the production, transmission, and distribution of electric service to Lake Worth Electric Utility customers and employees. We dedicate our energies to provide safe, reliable, cost effective service to enhance the lifestyles of the citizens of Lake Worth giving consideration to the environment, the economy, and the security of the region.



## Utilities – Engineering



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	7	0	0	0	7
Part-time (FTE)	0	0	0	0	0

# Engineering

## Core Processes and Outputs

The Engineering Division is responsible for overall utility system design, electric system protection, construction standards, maintenance programs, customer service requirements, and technical expertise to field personnel.

The Engineering Division keeps all system maps current, files required reports with government agencies, evaluates alternatives for economic and reliability considerations for new customer load, designates required metering, specifies material and equipment standards, and recommends total system improvements.

This electric system that the Engineering maintains consists of approximately 7 square miles of transmission and distribution lines serving 26,100 customers. The system is comprised of 138kV transmission, 26kV sub-transmission and 4kV distribution supported through 14 substations.

This division is staffed for seven positions, of which three positions, the Engineering Services Manager, the Relay Protection Engineer, and the Relay Technician, are currently unfilled. Some consideration has been given to the division make-up of specialized engineers and the difficulty in filling these positions with qualified candidates. The utility has a greater need for general knowledge engineers that can grow with the utility and provide diverse talents in all areas of service, i.e. transmission, distribution, substation, and relaying. The Assistant Utilities Director will be working with Human resources over the next year to develop job descriptions and classifications that are better suited to the development of a well rounded engineering staff.

## New Initiatives

Engineering will establish a long range plan for capital improvements to the distribution system. A model of the electric distribution system will be developed based on current and projected customer load density. A voltage and system coordination study will result from the alternatives identified.

Engineering will establish a long range capital plan for capital improvements to the transmission system. A request for proposal for an additional 138kV transmission interconnection will be evaluated for source, line routing, switching capabilities, and power flows into and out of the Lake Worth system.

A maintenance procedure for the electric distribution system will be established. An inspection program for poles, lines, transformers, and substations will be created. A construction standards program will be designed. A minimum inventory of critical material will be established. A periodic meter change-out program will be initiated.

A customer focused approach to doing business will be emphasized. A customer service handbook will be developed which clearly establishes uniform policies for all utility services.

All required safety training will be performed and documented.

The capital project goals for FY 2011 include the following:

1. Replacement of 138kV transmission circuit breakers at the Hypoluxo Substation. The existing circuit breakers are 40 years old and are no longer supported by manufacturers. These breakers are the 'backbone' of the only

# Engineering

transmission source into Lake Worth. Failure of these devices will result in an extended outage to all Lake Worth system customers. Replacement of the old breakers will also eliminate several thousand gallons of oil from the system thereby enhancing our environmental standard.

2. Replacement of 26kV circuit breakers throughout the system. Several existing circuit breakers are 40 years old and are no longer supported by manufacturers. The existing oil circuit breakers have had a history of failing to operate when needed during fault conditions. A strategic replacement of 26kV breakers will enhance system reliability and be the first step in a system conversion project. Replacement of the old breakers will also eliminate several thousand gallons of oil from the system thereby enhancing our environmental standard.

## Goals and Objectives

**Goal 1: Provide an electric power supply to Lake Worth that is innovative, economical, and environmentally sensitive.**

Objective: Staff is working closely with a consulting engineering firm to develop a request for power supply that supports the City Commission policies for power supply, fuel mix, and renewable energy.

Action Step: Initiatives in the FY 11 budget year will include development and advertisement of the RFP, coordination with Florida Power and Light for transmission studies, bid evaluations, and negotiation with FMPA on exit strategies.

**Goal 2: Improve the quality of life for Lake Worth Utility Customers by enhancing the reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Fully staff the Engineering Division by actively recruiting qualified graduate engineers with an attitude of service.

Objective: Develop a comprehensive plan, including short and long term goals, for system upgrades.

Action Step: Gather historical data and create models. Create and study alternatives considering reliability, economics, environmental impacts, and industry standards.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Work with linemen, troublemen, and system operators to identify the distribution "problem areas" and prioritize areas needing immediate attention.

Action Step: Develop an 8 year rotating inspection and maintenance program identifying critical material and construction standards issues. Create work orders to perform inspections.

**Goal 3: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop Job Safety Analysis for each Utility Division.

Action Step: Make safety analysis a critical first step in all system design considering customer potential issues and field personnel operating issues.

# Engineering

**Goal 4: Ensure the City of Lake Worth maintains the ability to exit the FMPA through the CROD.**

Objective: Maintain participation in the decision making process of the ARP throughout the evaluation period.

Action Step: Schedule periodic update meetings on a predetermined basis to guarantee proper communication with interested parties.

**Goal 5: Improve customer satisfaction of services provided by Utilities' field personnel.**

Objective: Develop system of customer notification for maintenance outages pertaining to electric services.

Action Step: Design services and distribution systems such that outages (both scheduled and forced) are minimized by utilizing all available materials and construction standards that increase reliability.

## Performance Measures

### Engineering

**Effectiveness Measurements:**

Measure:

	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Inventory Control – Maintained at Minimum or Better							100%
2) Favorable Customer Satisfaction Surveys							80%
3) Response to Customer inquires– Within 1-working day.							100%
4) Customer Service Handbook – Create manual							100%
5) Construction Standards Manual – Create manual							80%
6) Safety Training For All Employees							100%

# Engineering

Electric-Engineering 6020	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2008-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	542,191	251,049	503,484
* Benefits	-	-	198,962	159,088	181,938
	-	-	741,153	410,137	685,422
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	507,050	507,050	512,050
* Travel & Training	-	-	24,879	11,500	26,879
* Utility & Communications	-	-	9,556	10,556	4,660
* Insurance	-	-	-	-	3,358
* Maintenance	-	-	15,000	15,000	15,000
* Operating Expense	-	-	16,917	12,512	23,492
	-	-	573,402	556,518	585,439
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	2,875	-	-
<b>TOTAL</b>	-	-	1,317,430	888,755	1,270,861

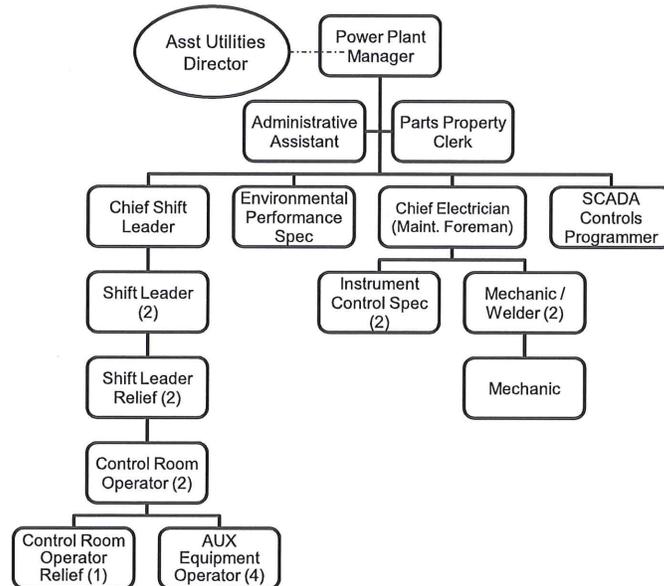
# Power Generation

## Mission

To provide a reliable source of power generation for the Florida Municipal Power Agency (FMPA) All Requirements Program (ARP), and a back-up source of generation for the City of Lake Worth.



## Electric – Power Plant



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	23	0	0	1/-1	23
Part-time (FTE)	0	0	0	0	0

# Power Generation

## Core Processes and Outputs

The Power Plant is one (1) of four (4) divisions that make up the 402 Electric Fund. The budget is funded from Capacity Energy Credits received from participation in the All Requirement Project (ARP) of the Florida Municipal Power Agency (FMPA). The division is made up of twenty-one (23) personnel, and is operational twenty-four (24) hours per day, seven (7) days a week. The generating units are economically dispatched through the FMPA ARP by the Florida Municipal Power Pool (FMPP).

The Power Plant Division operates a variety of generating units. Its fleet is made up of five (5) 567D internal combustion diesel engines rated at 2 megawatts each, one (1) 251B Westinghouse single fuel diesel gas turbine rated at 30 megawatts, one (1) Westinghouse steam turbine rated at 25 megawatts powered by a Riley Stoker boiler rated at 225,000 PPH steam flow, and one (1) dual fueled 5001P GE gas turbine in combined cycle mode with a GE steam turbine rated at 10 megawatts powered by the VOGT Heat Recovery Steam Generator (HRSG) rated at 90,000 PPH steam flow. These on-site generators provide approximately 87 net megawatts of back up generation.

The City owns 18.4 megawatts of nuclear power through the FMPA St. Lucie project and 10 megawatts of coal power through the FMPA Stanton project. The total generation owned by the City is equal to 115.4 net megawatts of power.

Historical starts for the generating units as reported by FMPA for 2009, were 59 starts for unit S5, 24 for unit S3, 3 for GT1, and 2 for each of the M-Units. S5 was available for dispatch 90.6 % of the time, S3 was available 64.5% of the time, and GT1 was available 66.6%. The

projected starts for FY 2011, as reported by FMPA are 43 for S5, 12 for S3, 2 for GT1, and one each for the M-units.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth electric customers by enhancing the reliability of our system to ensure customer satisfaction and maintain high levels of service.**

Action Step: Maintain the operability of the generation units to respond to economic dispatch and provide assistance to the system operations in the event units must be fired during emergencies.

**Goal 2: Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety plan.**

Action Step: Develop a job safety analysis for Power Plant personnel and ensure that personnel incorporate safe work practices during all activities and maintain safe distances from operated devices.

**Goal 3: Ensure the City of Lake Worth maintains the ability to exit the FMPA through the CROD.**

Action Step: Power Plant staff will maintain the generating units to ensure that they are available for dispatch by FMPA and will coordinate maintenance and repairs expeditiously to protect the City's ability to collect Capacity Credits.

# Power Generation

## **Goal 4: Perform center section overhaul on M-Units 1 & 5.**

Action Step: This project will overhaul the entire engine to ensure it is within manufactures operating specifications. The Division's goal is to continue maintaining and operating these units as long as possible. These inspections will add to the longevity of the units.

## **Goal 5: Remove M-Unit 1 & M-Unit 5 generators and have them cleaned, dipped and baked to maintain more efficient generators.**

Action Step: These generators were tested, and the results revealed they needed to be cleaned. The best way to achieve maximum benefit is to send them out to a facility and have them cleaned, dipped and baked.

## **Goal 6: Inspect and repair the S-3 & S-5 Cooling Towers.**

Action Step: This project is necessary to maintain the cooling towers for S-3 & S-5 steam units. These towers are made of wood and require inspections about every five (5) years. The inspection will provide the condition and the extent of any required repairs needing to be done to maintain operation of these towers.

## **Goal 7: Conduct an inspection of the GT-2 Hot Gas Path to repair problems previously discovered during a routine borescope.**

Action Step: This inspection will help maintain a more efficient unit while extending the life of the unit.

## **Goal 8: Replace the S-5 boiler expansion joint.**

Objective: Heat is escaping from the top boiler, and it appears to be the expansion joint is deteriorating. This boiler is over thirty (30) years old and requires inspections to maintain the reliability on the boiler.

## **Goal 9: Further integrate the Power Plant into the new HTE/Sungard work order system.**

Action Step: This new system will allow employees and supervisors to track the productivity and maintenance performed on the units.

# Power Generation

## Performance Measures

### Power Generation

#### Workload Measurements:

#### Measure:

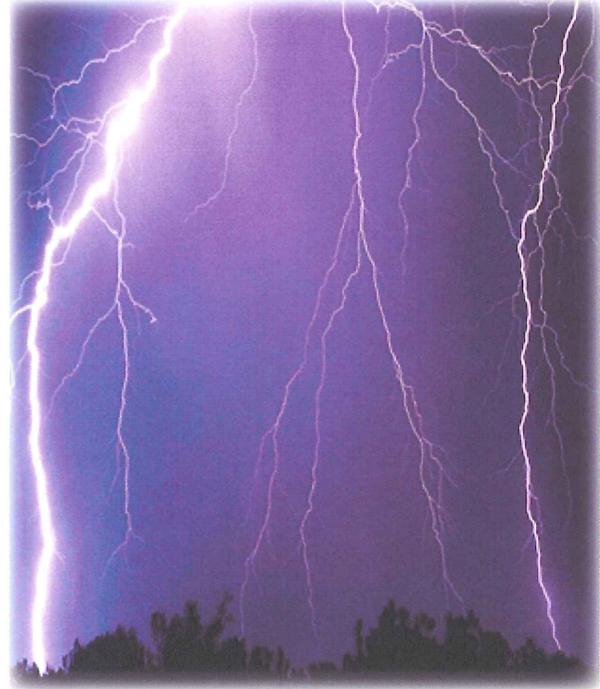
	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Maintain generation unit availability for economic dispatch:							
Unit S5						90.60%	85%
Unit S3						64.50%	85%
Unit GT1						66.60%	85%
MU 1						74.90%	85%
MU 2						74.90%	85%
MU 3						74.90%	85%
MU 4						74.90%	85%
MU 5						74.90%	85%

Electric- Steam Power Generation 6031	FY 2007- 08 Actuals	FY 2008 - 08 Actuals	FY 2008- 10 Budget	FY 2009- 10 Estimate	FY 2010- 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	1,624,063	1,738,855	1,723,287	1,785,230	1,742,225
* Benefits	949,020	572,001	627,154	658,749	370,367
	2,573,083	2,311,856	2,350,441	2,443,979	2,112,622
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	129,797	186,857	261,918	250,668	555,026
* Travel & Training	538	2,317	13,961	11,167	15,200
* Utility & Communications	184,336	132,593	175,962	177,278	169,500
* Insurance	588,375	-	-	-	390,270
* Maintenance	124,785	2,337,957	297,250	297,250	229,500
* Operating Expense	92,708	108,249	158,975	138,975	94,800
	1,120,539	2,767,973	907,766	875,238	1,454,296
<b>NON-OPERATING</b>					
* Debt Service					
* Depreciation	2,376,200	690,607	-	-	-
* Grants & Aids					
	2,376,200	690,607	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	2,801,966
<b>TOTAL</b>	<b>6,068,822</b>	<b>6,770,438</b>	<b>3,268,207</b>	<b>3,319,217</b>	<b>6,388,884</b>

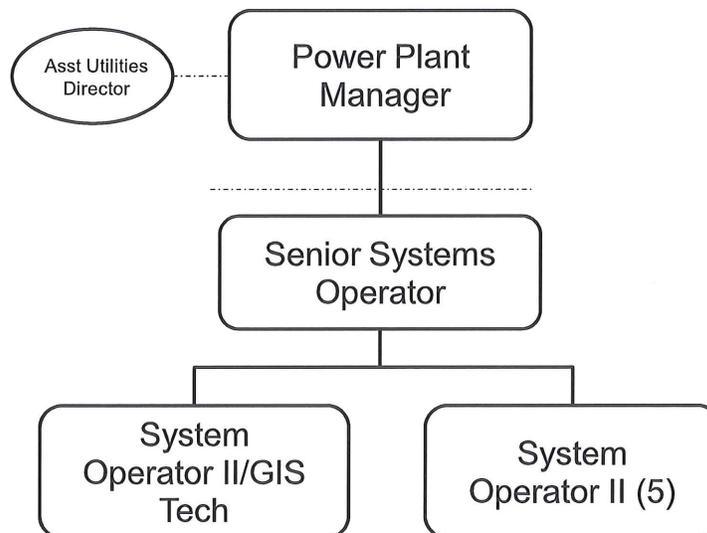
# System Operation

## Mission

The System Operation Division is dedicated to ensure the coordinated operation of the City of Lake Worth electric system will provide reliable service to the diverse customer base through day-to-day and emergency system operation of the electric distribution system and substation network.



## Electric – Power System Operations



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify In/Out	Recommended FY 2010-11
Full-time	7	2/-2	0	0	7
Part-time (FTE)	0	0	0	0	0

# System Operation

## Core Processes and Outputs

The System Operation Division is a 24/7 operation that is required to operate with the standards of the North American Electric Reliability Corporation (NERC) guidelines. The division is staffed with seven personnel and is charged with ensuring the safe transport of electricity from the Bulk Electric System to customers.

The primary duties of System Operation staff are to monitor and operate the City's Transmission and Distribution Systems, which include a 138kV Overhead Tie-Line with Florida Power and Light, the 26kV Sub-Transmission System, 14 Substations, and the 4kV Distribution System. The operation must provide safety for the line crew and public as well as operate in accordance with Standards and Guidelines imposed by the Federal Energy Regulatory Commission (FERC), the North American Electric Reliability Corporation (NERC), and the Florida Reliability Coordinating Council (FRCC).

There are 189 enforceable standards with the NERC regulations that must be complied with at all times. The city is registered with NERC under the following designations: Transmission Owner (TO), Generator Owner (GO), Generator Operator (GOP), and Distribution Provider (DP). Staff maintains records in support of all standards and within prescribed guidelines.

System Operators also coordinate with the Florida Municipal Power Agency (FMPA) to respond to economic dispatch of the City's generating units. In addition, System Operators constantly evaluate the electric demand of the system to determine equipment load and circuit balance.

The System Operation Division is responsible for updating the GIS Electronic Mapping System is accurate and up to date with current field

information, which ensures a safe working environment for line crews as well as expedites restoration times during power outages.

Duties also include coordination and at times reconfiguration of the electric system with Transmission & Distribution staff as well as contractors for routine maintenance, planned system upgrades and ongoing projects.

System Operators work closely with the Engineering Division during the installation, testing and maintenance of the system's Protective Relays as specified by NERC Standards and Engineering. Operators provide regular system configuration information and assist engineers with trouble shooting solutions when system problems / outages occur.

Operators are responsible for the coordination and installation of upgrades for the electric Supervisory Control and Data Acquisition (SCADA) System to ensure optimum operating conditions are maintained.

System Operators also monitor the Water Distribution and Sewer Pumping SCADA systems and provide dispatching and field control during after-hours call-outs as appropriate.

The Systems Operations Division is responsible for field telephone calls during normal working hours, after hours, weekends and holidays, as well as ensuring customer's needs are met in a timely fashion by the appropriate City staff during power outages and emergencies. Timely and accurate information regarding outages and restoration progress is imperative.

# System Operation

## New Initiatives

System Operations is installing an Emergency Call Center to be opened during major events to provide customers with real time information on outages and restoration efforts. The call center will be managed by the Senior System Operator who will provide liaison service between the system operators and telephone personnel.

The division is in the process of multi-year projects to upgrade the SCADA and Outage Management Systems. The intent is to integrate these two critical operational tools with the existing GIS Mapping System. The result will provide a multi-functional tool the operators can use to restore power expeditiously while providing the customer base with timely information.

## Goals and Objectives

**Goal 1: Develop a comprehensive Utility Conservation Program that will promote the City of Lake Worth's commitment to environmental sustainability and improve the quality of life for citizens.**

Action Step: Implement a pilot load control program for selected customers by initiating load control devices during anticipated peak demand times.

Action Step: Communicate to Lake Worth electric customers the anticipated peak demand times and the expected duration.

**Goal 2: Improve the quality of life for Lake Worth electric customers by enhancing the reliability of our system to ensure customer satisfaction and maintain high levels of service.**

Action Step: Monitor the electric system for any abnormal conditions. Utilize all system switching capabilities to ensure the system is not stressed in any area. Transfer load as needed to alternate sources.

**Goal 3: Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety plan.**

Action Step: Develop a job safety analysis for System Operations.

Action Step: Incorporate a job safety analysis before directing any field activity being fully aware of all field personnel locations, activities, and safe distance from operated devices.

**Goal 4: Ensure the City of Lake Worth maintains the ability to exit FMPA through the CROD.**

Action Step: Closely monitor Lake Worth System Peak Demands and take appropriate actions to limit the demand during the "measurement" periods.

**Goal 5: Improve customer satisfaction of services provided by Utilities field personnel.**

Action Step: Assist field personnel when scheduled outages are requested for maintenance by calling customers and accommodating their schedules when possible.

# System Operation

## Performance Measures

### System Operation

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010	
	Goal	Actual	Goal	Actual	Goal	Actual
1) Certify system operators to National Energy Regulatory Commission (NERC) requirements						7
2) System Average Interruption Duration (SAIDI) –		11.1		51		20.6
3) Customer Average Interruption Duration (CAIDI) – measures the average time to restore service once an outage occurs (minutes)		43.96		41.92		36.8
4) System Average Interruption Frequency (SAIFI) – measures the average number of times that a customer experiences an outage (yearly)		0.5		1.1		0.6
MU 2					74.90%	85%
MU 3					74.90%	85%
MU 4					74.90%	85%
MU 5					74.90%	85%

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Maintain compliance with all NERC Operating							100%
2) Safety Training for All Employees							100%

Electric-Power Systems Operation 6033	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	889,264	620,849	656,752	617,637	610,811
* Benefits	303,239	200,614	221,016	242,009	(51,321)
	1,191,503	821,463	877,768	859,646	559,490
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	37,083,497	33,754,978	40,609,611	40,373,336	37,814,408
* Travel & Training	-	14,180	23,600	15,200	22,500
* Utility & Communications	34,685	32,266	35,175	35,175	39,600
* Insurance	348,460	-	-	-	6,252
* Maintenance	43,922	96,310	67,000	55,500	31,000
* Operating Expense	12,496	8,864	30,076	30,160	15,160
	37,523,050	33,906,698	40,765,461	40,499,361	37,928,911
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	11,111	-	915,000
<b>TOTAL</b>	<b>38,714,663</b>	<b>34,728,181</b>	<b>41,864,340</b>	<b>41,368,007</b>	<b>38,403,401</b>

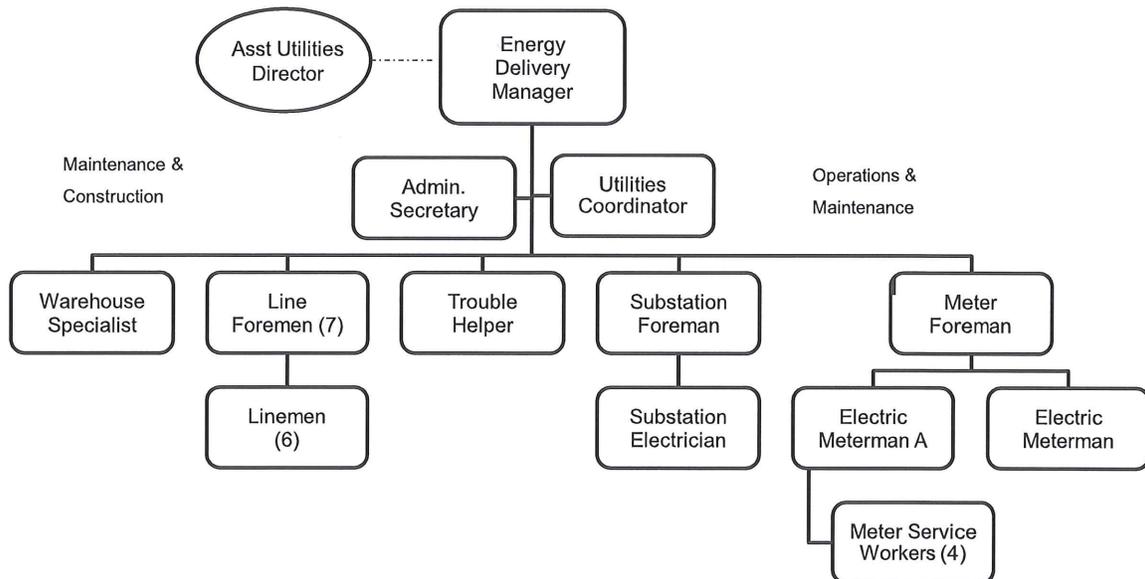
# Transmission & Distribution

## Mission

To provide the most reliable, efficient electrical service possible to customers with minimal interruptions.



## Electric – Transmission & Distribution



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	27	4/-4	0	0	27
Part-time (FTE)	0	0	0	0	0

# Transmission & Distribution

## Core Processes and Outputs

The T&D Division currently employs one T&D Superintendent, one Utilities Coordinator, one Administrative Secretary, 13 Linemen, 2 Substation Personnel, 7 Meter Shop Personnel and one Warehouse Specialist. The trouble men shift is staffed twenty-three hours a day, six days a week and twenty-two hours for one day a week. The Utility Coordinator maintains the Line Department's procurement needs, time sheets, tools, and truck maintenance. The Administrative Secretary provides work order assistance, payroll assistance, and other assigned duties. The Parts Property Clerk manages the utilities warehouse.

The Transmission & Distribution Division is one of four divisions that make up the 401 Electric Fund. Electric T & D utilizes funds from estimated electric revenues to fund the operating budget. It is responsible for constructing, maintaining, and operating the electrical system for the City. This system covers approximately 7 miles square of combined transmission and distribution lines serving 26,100 customers. The system is comprised of 138kV transmission, 26kV sub-transmission and 4kV distribution supported through 14 substations.

This system is connected to the Florida grid through one radial tie line connected to a Florida Power & Light (FPL) 138kV transmission line at Hypoluxo Substation. This tie line is the only resource to receive purchased power provided by 2 projects owned through Florida Municipal Power Agency (FMPA). The St. Lucie Nuclear project consists of 18.4 megawatts received from the FPL nuclear plant. The Stanton project consists of 10 megawatts received from the Orlando Utilities coal plant. This power is received through the 138kV tie line to the

Main Substation and Canal Substation where it is reduced to 26kV sub-transmission serving substations in town and distribution load west of town. The substations in town step down the 26kV sub-transmission to a 4kV distribution system.

## New Initiatives

The Line Department staff will work together with the Engineering staff to maintain the reliability of the system in the most economical way. Additional maintenance and capital projects and goals to work towards in FY 2011 include the following:

1. Expand the HTE work order system to include labor and material and subsequently track productivity in the Line Department. This will also identify adequate levels of material required in inventory.
2. Begin a pole inspection process for the entire distribution system which will result in a proactive system replacement process resulting in increased reliability. Pole inspection procedures and productivity is a reporting requirement of the Public Service Commission related to storm hardening.
3. Replace old dead-end polymers to prevent flash over and overhead line failures. Replace aging porcelain lighting arresters with new polymertype. Install bird-wire and animal guard connections. Inspect arrester grounds. South Florida has the highest lightning strike count in the continental United States; the afternoon storms currently create outages to the system. Implementing a preventative maintenance program will identify and eliminate the weak links in the electric distribution system.

# Transmission & Distribution

4. Develop training programs for ground man and lineman apprentice programs. This will enable us to provide a more efficient work force.
5. Develop a preventive maintenance program for pad mount transformers which will enable staff to identify transformers that need to be replaced before failure.
6. Begin an aggressive residential electric meter change out program. The existing meters continue to fail causing a loss of revenue. The new digital electric meters will help prevent tampering and will help prevent revenue loss.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility customers by enhancing the reliability of the Electric Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system upgrades.

Action Step: Establish an electric-system inspection program and proactively replace identified devices. Continue a cycle-based tree trimming program.

**Goal 2: Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety program for the utility Department.

Action Step: Identify, provide, and document all required safety training.

Objective: Develop Job Safety Analyses for each Utility Division.

Action Step: Utilize OSHA guidelines and employee input to develop, train, utilize, and file all pre-job safety discussions.

Objective: Develop a safety manual based on the JSA's.

Action Step: Establish a safety committee made up of representatives from the T & D work force.

**Goal 3: Improve customer satisfaction of services provided by Utility field personnel.**

Objective: Develop a system of customer notification for maintenance outages.

Action Step: Make personal contact with affected customers prior to performing work.

# Transmission & Distribution

## Performance Measures

### Transmission and Distribution (Electric)

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Meter change outs Per Year							520
2) Pole inspections per year							500
3) Install bird wire on circuits and feeders							2
4) Replace lightening arrestors on circuits and feeders							2
5) Replace dead ends on circuits and feeders							2
6) Refurbish / replace pad mount transformers							10

#### Effectiveness Measurements:

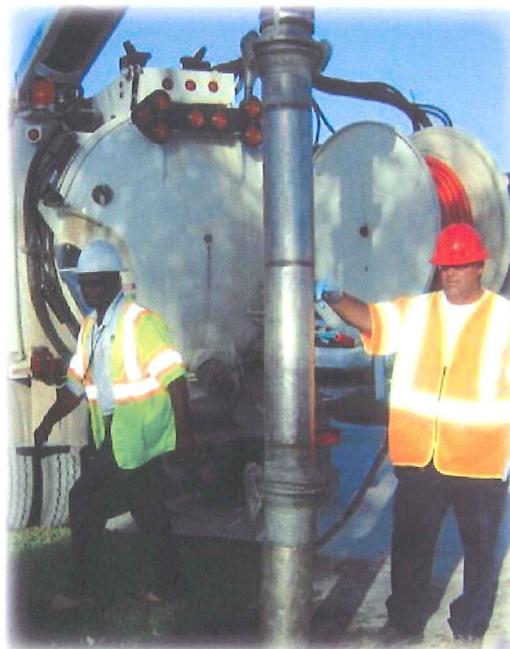
Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Favorable Customer Satisfaction Surveys							80%
2) Response to street light outages - Within 3-working days							100%
3) Response to emergency outages - Within 45 minutes							80%
4) Required safety training for All Employees							100%

Electric-Transmission & Distribution 6034	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	1,586,605	1,634,595	1,959,680	1,945,857	1,966,214
* Benefits	805,605	570,330	901,002	924,319	453,459
	2,393,211	2,404,925	2,860,682	2,870,176	2,419,673
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	361,283	531,277	760,710	755,710	912,074
* Travel & Training	5,841	13,143	80,750	60,000	45,000
* Utility & Communications	39,190	55,253	85,725	89,782	93,700
* Insurance	287,900	-	-	-	32,198
* Maintenance	202,313	793,600	1,196,675	1,196,675	1,782,000
* Operating Expense	889,253	81,926	191,600	183,600	292,700
	1,785,780	1,475,199	2,315,460	2,285,767	3,157,672
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	169,500	222,100	7,100	4,298,396
<b>TOTAL</b>	<b>4,178,991</b>	<b>4,049,624</b>	<b>5,398,242</b>	<b>5,163,043</b>	<b>5,875,741</b>

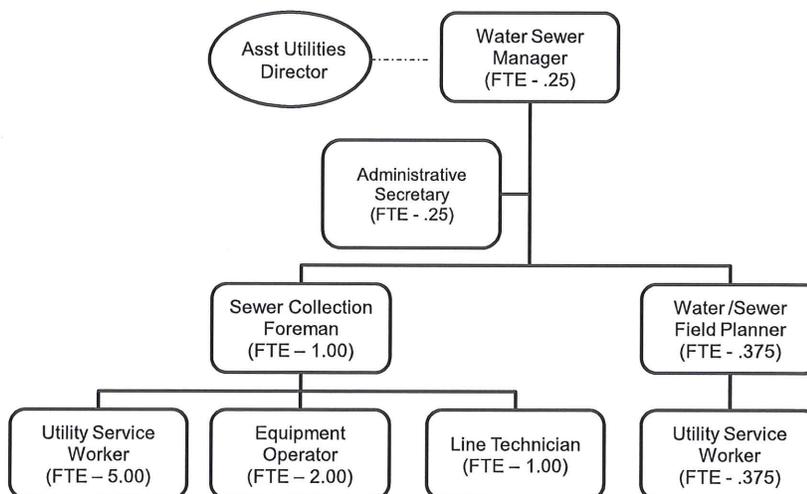
# Local Sewer Collection

## Mission

To ensure the environmentally safe collection and transfer of sanitary sewerage from customers, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to these sewer collection and transfer systems throughout the City.



## Utilities - Local Sewer Collection



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	10	0	.375/-125	0	10.25
Part-time (FTE)	0	0	0	0	0

# Local Sewer Collection

## Core Processes and Outputs

The Local Sewer Collection Division oversees maintenance and operations of the City gravity sanitary sewer piping system, which includes 24/7 emergency call-outs for main line backups, hazardous spills, and clean up. Staff also performs inspections of new connections to the sanitary sewer system in the service area. This division is responsible for the operation of the sanitary sewer gravity sewer collection piping and associated appurtenances such as manholes. Work tasks include preventative maintenance, construction of new infrastructure and emergency repairs to the sewer collection lines throughout the City.

The Local Sewer Collection Division currently employs 9 full time personnel and shares administrative and field planner/locate personnel with water distribution and sewer pumping. The day to day operations are accomplished with a foreman and the associated utility service workers. The Utility Coordinator maintains ongoing construction projects, maintains coordination with Call - Sunshine locates, and assists the foremen in project field planning, procurement, work orders, payroll and various other duties

The sanitary collection network consists of approximately 99 miles of sanitary sewer gravity collection piping. These include various sizes of pipes, classified from smallest to largest, as service laterals, service mains, collector mains, trunk mains and interceptors based on their size and location in the system. Laterals connect the property to the service main which usually has one to two blocks of properties connected to it. These service mains then connect with collectors, trunks, and interceptors, which act as manifolds to transmit the wastewater to a lift

station or eventually the Master Pump Station where it is pumped to the East Central Regional Water Reclamation Facility (ECR) for treatment. In the City's system, most service mains are 8-inch diameter, collectors range up to 18-inch in diameter, trunk lines are 24-inch and interceptors 36-inch. Most lines are vitreous clay or concrete, with some cast iron and PVC pipe. In addition there are about 2100 manholes in the system. The City service area includes a small portion of unincorporated Palm Beach County, in addition to the City of Lake Worth.

Some of the more common tasks performed by sewer collection staff include monitoring and repairing breaks in the system, cleaning, degreasing, and removing roots from mains, and installing new service connections. Along with this daily maintenance, sewer collection staff have been replacing old sewer mains in areas being provided upgraded water mains to replace both piping systems at the same time.

Local Sewer Collection is one of two divisions that make up the 403 Fund. Along with Local Sewer Pumping, these funds utilize sanitary sewer revenues to fund their budget.

## New Initiatives

Update the standard details for the sanitary sewer system. These details need to be updated in AutoCAD and placed into a "standards" book that can be provided to developers and consultants to show the standard design and materials wanted for City of Lake Worth sewer collection system.

Improve manhole maintenance by implementing a detailed inventory of the manholes in the sewer collection system as part of an in-depth

# Local Sewer Collection

evaluation to accurately inventory the assets of the collection system and to determine the structural condition of each manhole.

All collection system personnel to have, or obtain, at least a Sewer Collection "C" Florida Water and Pollution Control Operator's Association (FWPCOA) certification, and the Foreman to have a Sewer Collection "A" FWPCOA certification. This will be a phased program to ensure the City maintains a competent skill set for employees.

Ensure all required safety training is performed and documented. This shall include Maintenance of Traffic, Confined Space, OSHA 10-Hour Course, Competent Person, Personal Protective Equipment, Small Electric Tools, Ladders and Scaffolds, Trenching, Electrical Safety, Fall Prevention, Lock-out/Tag-out, Machine Guarding, Industrial Hygiene, etc.

Sewer Collection staff will work with the City's Water/Sewer Manager to facilitate a number of projects. These include a number of operational and capital project goals we will be working on in FY 2011. They include the following:

1. The continued focus of Sewer Collection during FY 2011 will be the replacement of old sewer collector lines to be installed in conjunction with the 2-inch potable water main replacements. The work will be performed by with City of Lake Worth staff. The City has been in the process of replacing old vitreous clay and concrete mains with new PVC facilities sized to decrease inflow and infiltration, and restore structural integrity within deteriorated sections of the collection system. The City will continue with these replacements along various locations in the City as described in the Capital projects.
2. The division will continue to perform sewer

line preventive maintenance programs, including Closed Circuit Television (CCTV) underground inspections with a robotic camera, high pressure jet cleaning of the lines, and chemical line treatments. This program provides for the removal of solids and sand from the gravity system, removal of grease build-up and the removal of roots, all of which can cause backup in the collection mains. In addition, the TV inspection with a robotic camera allows staff to inspect the piping to determine its condition and determine priorities for main replacement.

3. The Sewer Collection staff is currently housed in temporary trailers at the Utility Complex. It is intended to relocate staff to a permanent location. Funds have been requested to modify the existing building at 1880 2nd Avenue North after Public Services relocates to the new building they are constructing. This money is budgeted in the Capital Improvements to be encumbered in 2012.
4. Continue the manhole rehabilitation program. Manholes are designed as an access point for the collection mains and can also be a source of infiltration and inflow (I&I). Surface water can enter through manhole covers that are subject to ponding/flooding or in sag conditions. Rehabilitation of sanitary sewer manholes to like-new condition reduces infiltration, restores their structural integrity, and decreases the treatment expense by decreasing flow sent to the treatment plant. The manholes in the City's collection system are primarily of brick construction. This was the typical manhole construction when the majority of the City's system was constructed. Only those sewers constructed in the last several decades have used precast concrete manholes.

# Local Sewer Collection

5. Capital improvements are planned to repair a number of trunk sewer mains. Trunk mains are larger diameter mains that act as collection manifolds for the smaller collection mains which homes and businesses connect. These trunk mains then transmit the wastewater to a lift station for pumping, or to a larger interceptor for transmission to the master pump station. This work will involve either slip lining or replacing pipe (usually 24-inch diameter) the result of which will restore normal wastewater flow and correct infiltration problems. This will result in decreased operating costs associated with the pumping and treatment of wastewater, and it will also restore the structural integrity of the pipeline.

6. Continue to inspect the system for infiltration and inflow problems. All sanitary sewer systems are designed to accommodate a maximum amount of flow. However excess infiltration and inflow (I&I) takes up sewer capacity needed for existing customers and future growth. When inflow (rainwater) and infiltration (groundwater) exceed these design allowances, sewer capacity is utilized by rain or groundwater contributions that should not be entering the sanitary sewer system. When this occurs, there are three main effects:

- a) The City is running pumping facilities more than necessary.
- b) The City is paying for treatment of wastewater that does not need to be treated.
- c) There is an increased possibility of manhole overflow or backups, which cause health and safety hazards.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility Customers by enhancing the reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system repairs, replacements and improvements by December 2010.

Action Step: Develop a 5-year capital improvement program.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Initiate detailed manhole inventory.

Action Step: Catalog TV inspection finding in a usable database, with a rating methodology, to properly analyze results for determining needed capital improvements.

**Goal 2: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety training program for the utility Department.

Action Step: Perform and document all required safety training.

Objective: Develop Job Safety Analyses (JSA) for each Utility Division position.

Action Step: Develop a Safety manual based on

# Local Sewer Collection

the JSA's by June 2011

**Goal 3: Improve customer satisfaction of services provided by Utilities' field personnel.**

Objective: Develop system of customer notification for maintenance outages pertaining to water and electric services.

Action Step: Respond to all emergency call-outs within 45-minutes of field personnel notification

Action Step: Make personal contact with customers.

## Performance Measures

### Local Sewer Collection

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Sanitary Sewer Overflows Per Month							24
2) Feet of Gravity Sewer treated for Roots - 5% of system							25,000
3) Feet of Gravity Sewer Televised - 10% of system					20,000		50,000
4) Feet of Gravity Sewer Cleaned - 15% of system					69,000		80,000
5) FWPCOA Sewer Collection Operator "B" Certifications		0		0		0	1
6) FWPCOA Sewer Collection Operator "C" Certifications		1		1		1	3
7) NIMS 100 and 200 Level Certification for all Employees						7	8
8) All staff CDL "B" Certified						8	8
9) All staff Powered Industrial Truck Certified						3	3

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
10) Field Response Time to Emergency Call-outs - Within 45-minutes.							100%
11) Manhole Inventory							10%
12) Cataloging of TV Inspections							20%
13) Update sanitary collection system Standard AutoCad Details							100%
14) Safety Training for All Employees							100%

# Local Sewer Collection

Local Sewer- Collection 7231	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	440,729	463,256	576,286	520,666	598,794
* Benefits	229,251	205,591	296,259	285,337	200,902
	669,980	668,847	872,545	806,003	799,696
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	41,424	18,361	62,041	62,041	84,648
* Travel & Training	570	-	5,500	5,500	2,555
* Utility & Communications	2,532	949	3,200	3,200	-
* Insurance	-	-	-	-	-
* Maintenance	61,876	118,332	240,550	215,550	467,550
* Operating Expense	73,397	66,742	102,790	102,790	76,325
	179,799	204,404	414,081	389,081	631,078
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>849,779</b>	<b>873,251</b>	<b>1,286,626</b>	<b>1,195,084</b>	<b>1,430,774</b>

Local Sewer- Treatment & Disposal 7233	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2008- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	1,940,147	2,469,308	3,013,999	3,013,999	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	-	-	-	-
* Maintenance	-	-	-	-	-
* Operating Expense	-	-	-	-	-
	1,940,147	2,469,308	3,013,999	3,013,999	-
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>1,940,147</b>	<b>2,469,308</b>	<b>3,013,999</b>	<b>3,013,999</b>	<b>-</b>

**CAPITAL**

# Local Sewer Collection

Local Sewer- Non Dept. 7290	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	885,420	1,253,753	1,142,756	1,142,756	4,360,543
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	181,150	198,894	130,356	130,356	16,801
* Maintenance	-	-	-	-	-
* Operating Expense	8,236	80,373	-	-	217,487
	1,074,806	1,533,020	1,273,112	1,273,112	4,694,831
<b>NON-OPERATING</b>					
* Debt Service	190,188	96,640	180,000	180,000	255,000
* Depreciation	520,225	592,393	520,225	520,225	530,000
* Grants & Aids	-	-	-	-	-
* Other Uses	430,151	-	-	-	-
	1,140,564	689,033	700,225	700,225	785,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>2,215,370</b>	<b>2,222,053</b>	<b>1,973,337</b>	<b>1,973,337</b>	<b>5,379,831</b>
<b>CAPITAL PRINCIPAL</b>			255,000		255,000
Non-departmental Other	532,520	1,539,190	1,093,112	1,273,112	4,624,831
Total Other Financing Sources(Uses)	521,144	626,116	265,225	265,225	-
			180,000		70,000
Transfers In	183,099	56,747	435,000	435,000	
	1,236,763	2,222,053	1,973,337	1,973,337	4,694,831

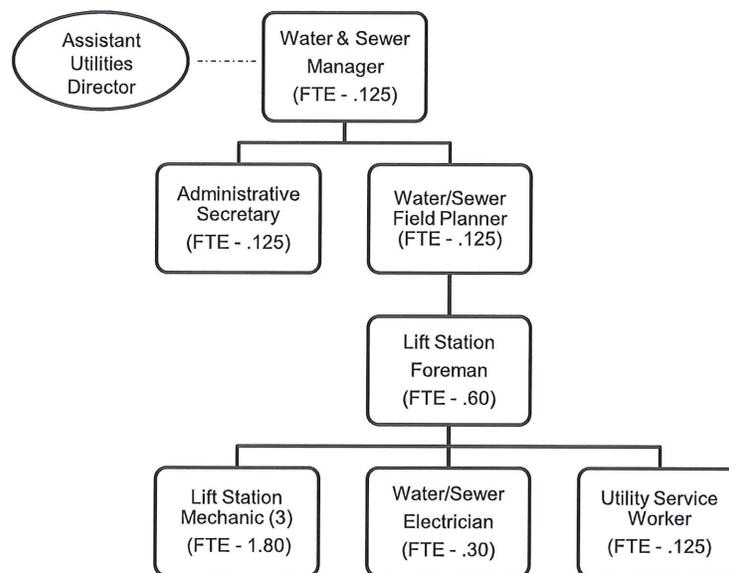
# Local Sewer Pumping

## Mission

To ensure the environmentally safe collection and transfer of sanitary sewerage from customers, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to sewer collection and transfer systems throughout the City.



## Utilities - Local Sewer Pumping



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	2.10	0	1.10	0	3.20
Part-time (FTE)	0	0	0	0	0

# Local Sewer Pumping

## Core Processes and Outputs

Local Sewer Pumping division is responsible for servicing the City's sewer lift stations within the local sanitary sewer system. This includes the maintenance, repair, replacement and installation of pumps, valves and other appurtenances at the stations. Personnel check the system on a routine basis to monitor flows and detect potential problems to ensure consumer health and safety. The City's local system consists of 26 lift stations located throughout the service area.

Common tasks performed by Sewer Pumping staff include monitoring flows, clearing pumps, repairing pumps, repairing breaks in the system, cleaning and degreasing wet wells at the station, and general maintenance. Staff are available for 24/7 emergency call-outs that arise due to power outages, pump clogs and other events that prevent the stations from operating properly.

The local stations pump flow through the system to the Master Pump Station, operated and maintained by the Regional Sewer Division, and then it is pumped to the East Central Regional Water Reclamation Facility (ECR) for treatment. The City service area includes a small portion of unincorporated Palm Beach County, in addition to the City of Lake Worth.

The Local Sewer Pumping Division currently employs 4 full time personnel that are shared with Regional Sewer Pumping; an Electrician is shared by both Regional Pumping and Water Production. In addition, a utility coordinator, a field planner, and locate personnel are shared with water distribution and sewer collection. The day to day operations are carried out by a foreman and the associated lift station mechanics and electrician. The Utility Coordinator assists the foremen in procurement, work orders, payroll

and various other duties.

Local Sewer Pumping is one of two divisions that make up the 403 Fund. Along with Local Sewer Collection, these funds utilize sanitary sewer revenues to fund their budget.

## New Initiatives

Lift Station staff will be developing Operations and Maintenance (O&M) manuals specific to each station. These manuals, which will contain information specific to equipment installed at each station, will provide detailed operating procedures, schematic drawings, site plans, and other pertinent data about each station. These manuals will provide reference material to assist in future maintenance of the stations and training of personnel.

Update the standard details for lift stations. These details need to be updated in AutoCAD and placed into a "standards" book that can be provided to developers and consultants to show the standard design and materials wanted for City of Lake Worth stations.

All lift station personnel have, or obtain, at least a Sewer Collection "C" Florida Water Pollution Control Operator's Association (FWPCOA) certification, and the Foreman to have a Sewer Collection "A" FWPCOA certification. This will ensure we maintain a competent skill set for Division employees.

Ensure all required safety training is performed and documented. This shall include Maintenance of Traffic, Confined Space, OSHA 10-Hour Course, Competent Person, Personal Protective Equipment, Small Electric Tools, Ladders and Scaffolds, Trenching, Electrical Safety, Fall Prevention, Lock-out/Tag-out, Machine Guarding, Industrial Hygiene, etc

# Local Sewer Pumping

Sewer Pumping staff will work with the City's Water/Sewer Manager to facilitate a number of projects. These include a number of operational and capital project goals during the FY 2011. They include the following:

1. The repair and/or replacement of Lift Station #3: This is a submersible type station that appears to be structurally sound but requires equipment replacement to ensure continuous, reliable operation. It does not have a rail system for pump removal which presents a potentially hazardous situation for workers when they have to enter the wet well for pump to maintenance. In addition, it will be upgraded from single-pump to a dual pump system. This will facilitate compliance with FDEP and OSHA regulations
2. Lift Station 10 Replacement: This station will be replaced with a submersible pump station to eliminate safety hazards associated with confined space entry. The new station will have submersible type pumps inside the existing wet well and will provide improved maintainability and automated controls.
3. The Sewer Pumping staff is currently housed in temporary trailers at the Utility Complex. It is intended to relocate staff to a permanent location. Funds have been requested to modify the existing building at 1880 2nd Avenue North after Public Services relocates to the new building they are constructing. This money is budgeted in the Capital Improvements to be encumbered in 2012.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility Customers by enhancing the**

**reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system repairs, replacements and improvements by December 2010.

Action Step: Develop a 5-year capital improvement program.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Develop Lift Station O&M Manuals

**Goal 2: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety training program for the utility Department.

Action Step: Perform and document all required safety training.

Objective: Develop Job Safety Analyses (JSA) for each Utility Division position.

Develop a Safety manual based on the JSA's by June 2011

**Goal 3: Improve customer satisfaction of services provided by Utilities' field personnel.**

Objective: Develop system of customer notification for maintenance outages pertaining to water and electric services.

# Local Sewer Pumping

Action Step: Respond to all emergency call-outs within 45-minutes of field personnel notification

Make personal contact with customers.

## Performance Measures

### Local Sewer Pumping

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) NIMS 100 and 200 Level Certification for all Employees						3	5
2) Lift Station O&M Manuals							5
3) All Lift Station Mechanics CDL "B" Certified		3		3		4	4
4) FWPCOA Sewer Collection Operator "C" Certifications		1		1		1	3
5) FWPCOA Sewer Collection Operator "A" Certifications		1		1		0	1
6) All Mechanics Powered Industrial Truck Certified		1		1		4	4
7) Perform evaluations on odor and degreasing solutions						3	3
8) Gallons of wastewater pumped per capita per day							100
9) Lift Station pump starts per hour							6

#### Effectiveness Measurements:

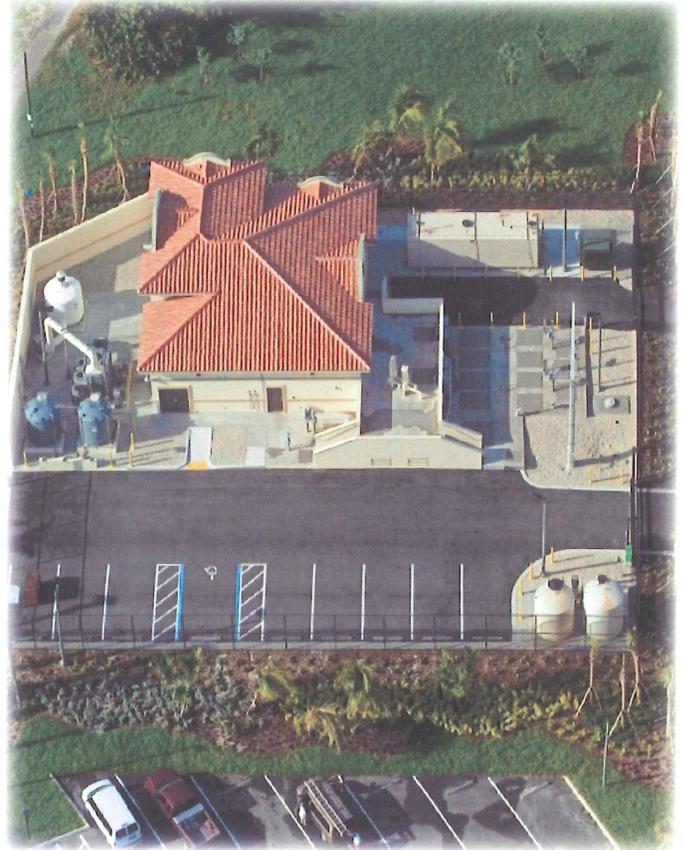
Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
10) Response Time to Emergency Call-outs - Within 45-minutes.							100%
11) Create Lift Station Standard AutoCAD Details							100%
12) Safety Training for All Employees							100%

Local Sewer- Pumping 7221	FY 2007-08 Actuals	FY 2008-08 Actuals	FY 2008-10 Budget	FY 2008-10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	116,899	140,480	179,653	145,693	205,703
* Benefits	60,578	70,394	96,203	76,158	38,141
	177,477	210,874	275,856	221,851	243,844
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	13,654	18,231	18,433	18,433	39,627
* Travel & Training	25	500	2,500	2,500	735
* Utility & Communications	34,013	36,349	76,800	76,800	43,200
* Insurance	-	-	-	-	-
* Maintenance	112,574	49,810	81,800	81,800	90,800
* Operating Expense	32,908	17,236	69,300	43,900	42,965
	192,874	122,026	248,533	223,433	217,327
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>370,351</b>	<b>332,800</b>	<b>624,389</b>	<b>445,284</b>	<b>461,171</b>

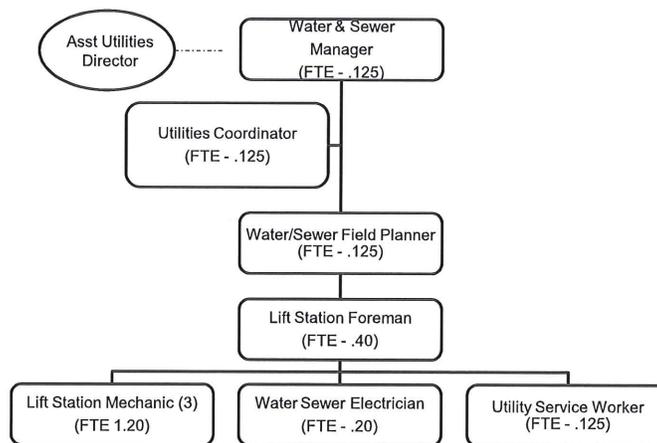
# Regional Sewer Pumping

## Mission

To ensure the environmentally safe transfer of sanitary sewage from the City of Lake Worth and surrounding contract customers, to the East Central Wastewater Treatment Facility, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to the sewer transfer system.



## Utilities – Regional Sewer Pumping



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	3.275	0	.25/-1.225	.125/- .125	2.30
Part-time (FTE)	0	0	0	0	0

# Regional Sewer Pumping

## Core Processes and Outputs

The Regional Sewer Fund maintains and operates the Lake Worth Sub-Regional wastewater system. This system is comprised of the Master Pump Station, two lift stations, a large diameter (36 to 42 inch) force main and associated inflow lines and meters from contract customers. The Master Pump Station is the hub where the sub-regional wastewater is collected; it is then pumped to the East Central Wastewater Reclamation Facility (ECR) for treatment.

The City of Lake Worth's share in the ECR is 12.5 MGD or 19.53 percent of the current plant capacity of 64 MGD. The Lake Worth share is re-allocated among the sub-regional customers. The Lake Worth Sub-regional System currently includes Lake Worth Local and seven other entities; the Town of Lantana, the City of Atlantis, the Town of Manalapan, the Town of Palm Beach, the Town of South Palm Beach, the Village of Palm Springs, and Palm Beach State College. The current breakdown of the Lake Worth's 12.5 MGD share of the ECR into shares allotted to each of the eight sub-regional contract customers is:

<b>Lake Worth</b>	<b>5.687 MGD</b>	<b>45.496%</b>
<b>Palm Springs</b>	<b>3.343 MGD</b>	<b>26.744%</b>
<b>Lantana</b>	<b>1.442 MGD</b>	<b>11.536%</b>
<b>Palm Beach</b>	<b>0.941 MGD</b>	<b>7.528%</b>
<b>Atlantis</b>	<b>0.485 MGD</b>	<b>3.880%</b>
<b>So. Palm Beach</b>	<b>0.342 MGD</b>	<b>2.736%</b>
<b>Manalapan</b>	<b>0.152 MGD</b>	<b>1.216%</b>
<b>PBCC</b>	<b>0.108 MGD</b>	<b>0.864%</b>

Common tasks performed by Sewer Pumping staff on the regional system include monitoring flows, clearing pumps, repairing pumps, cleaning

and degreasing wet wells at the station, and other maintenance as required. This includes 24/7 emergency call outs for power outages, clogged pumps and other events that prevent the stations from properly operating.

The Interlocal agreements between the seven entities are currently independent from each other and independent from the ECR agreement. The agreements with the associated R&R payments for the sub-regional system are currently in dispute between the City of Lake Worth and the sub-regional customers. The sub-regional customers contended that since the City paid off the bond agreed upon in the 1982 amendment, R&R payments were no longer required. Most of the customers have been withholding the R&R portion since mid 2006 to force Lake Worth to re-negotiate the agreements. Negotiations with the Regional entities have been re-established and are based on audit results.

The contract customers collect the wastewater generated within their respective areas and then pump the collected wastewater via force mains to the Lake Worth Sub Regional sewer system. The raw wastewater collected from the Lake Worth Contract Customers goes through the Master Pump Station where Lake Worth re-pumps the flow to Palm Beach County's system and eventually to the ECR.

The Regional Sewer Pumping Division personnel are shared with Local Sewer Pumping, an Electrician is shared both with Regional Pumping and with Water Production, and they also share the administrative and field planner/location personnel with water distribution and sewer collection. The day to day operations are carried out by a foreman and the associated lift station mechanics and electrician. The Utility Coordinator assists the foremen in procurement,

# Regional Sewer Pumping

work orders, payroll and various other duties.

## New Initiatives

Lift Station staff will be developing Operations and Maintenance (O&M) manuals specific to each station. These manuals, which will contain information specific to equipment installed at each station, will provide detailed operating procedures, schematic drawings, site plans, and other pertinent data about each station. These manuals will provide reference material to assist in future maintenance of the stations and training of personnel.

Update the standard details for lift stations. These details need to be updated in AutoCAD and placed into a "standards" book that can be provided to developers and consultants to show the standard design and materials wanted for City of Lake Worth stations.

The Utilities Director and Finance Director, along with their staff will be working closely with the City Manager and the sub-regional customers to settle the dispute over the regional system.

Sewer Pumping staff will work with the City's Water/Sewer Manager to facilitate a number of projects. These include a number of operational and capital project goals we will be working on in FY 2011. They include the following:

1. The pumps in the master station operate on variable speed drives (VFD's) that vary the number of pumps running and the speed of said pumps dependant on the current flow conditions. The programmable logic controller (PLC) is the computer within the remote control system that allows personnel to monitor and control these pumps from locations other than internal to the station. The control wiring that connects the VFD's to the PLC is currently

daisy chained, and requires an improved configuration to ensure direct connection between each VFD and the PLC to ensure continued connectivity with all operational pumps independent of the connectivity with the remaining pumps.

2. There are a total of 21 locations that have Air Release Valves (ARV's) installed on the Lake Worth's 36-inch pre-stressed cylindrical concrete pipe portion of the Regional Force Main. The Air Release Valves were installed as part of the original force main that was placed into service in 1978. Most are offset from the force main and installed in a manhole and connected to the force main by 2-inch piping. Based on the study performed in 2006, four were found in good condition, and the remaining seventeen valves were not performing properly due to various conditions resulting from corrosion, submergence, or improper piping. This project will replace the ARV's and install a 2-inch shut-off valve between the force main and ARV to provide the ability to isolate the valve for maintenance or in case of damage.
3. Sewer Pumping staff is currently housed in temporary trailers at the Utility Complex. It is intended to relocate staff to a permanent location. Funds have been requested to modify the existing building at 1880 2nd Avenue North after Public Services relocates to the new building they are constructing. This money is budgeted in the Capital Improvements to be encumbered in 2012.

# Regional Sewer Pumping

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility Customers by enhancing the reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system repairs, replacements and improvements by December 2010.

Action Step: Develop a 5-year capital improvement program.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Develop Lift Station O&M Manuals

**Goal 2: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety training program for the utility Department.

Action Step: Perform and document all required safety training.

Objective: Develop Job Safety Analyses (JSA) for each Utility Division position.

Develop a Safety manual based on the JSA's by June 2011

**Goal 3: Improve customer satisfaction of services provided by Utilities' field personnel.**

Objective: Develop system of customer notification for maintenance outages pertaining to water and electric services.

Action Step: Respond to all emergency call-outs within 45-minutes of field personnel notification

**Goal 4: Collect money that is owed the city.**

Objective: Resolve the financial dispute between the City and its sub-regional sewer partners (\$10 million owed) through negotiations and/or legal action. R & P – May 30, 2010

# Regional Sewer Pumping

## Performance Measures

### Regional Sewer Pumping

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Lift Station pump starts per hour							6

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
2) Gallons of wastewater Pumped vs Capacity - by Entity							< 80%
3) Response Time to Emergency Call-outs - Within 45-							100%

Regional Sewer- Pumping 7421	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2008-10 Budget	FY 2009-10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	173,092	196,879	194,074	229,241	156,861
* Benefits	108,037	102,169	121,010	102,184	45,176
	<b>281,129</b>	<b>299,048</b>	<b>315,084</b>	<b>331,425</b>	<b>206,037</b>
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	587,937	315,854	386,450	386,450	3,646,718
* Travel & Training	-	-	2,500	2,500	2,500
* Utility & Communications	176,630	174,438	224,600	224,600	171,300
* Insurance	-	-	-	-	-
* Maintenance	39,642	61,903	129,800	109,800	114,000
* Operating Expense	90,749	75,226	271,726	271,726	211,685
	<b>894,958</b>	<b>627,421</b>	<b>1,015,076</b>	<b>995,076</b>	<b>4,146,203</b>
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>1,178,087</b>	<b>926,469</b>	<b>1,330,160</b>	<b>1,328,501</b>	<b>4,352,240</b>

# Regional Sewer Pumping

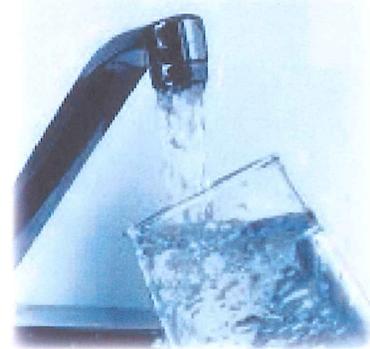
Regional Sewer-Transmission Transmission & Distribution 7414	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	-
• Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	2,040,591	2,784,517	3,416,000	3,416,000	-
• Travel & Training	-	-	-	-	-
• Utility & Communications	-	-	-	-	-
• Insurance	-	-	-	-	-
• Maintenance	-	-	-	-	-
• Operating Expense	-	-	-	-	-
	2,040,591	2,784,517	3,416,000	3,416,000	-
<b>NON-OPERATING</b>					
• Debt Service	-	-	-	-	-
• Depreciation	-	-	-	-	-
• Grants & Aids	-	-	-	-	-
• Other Uses	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>2,040,591</b>	<b>2,784,517</b>	<b>3,416,000</b>	<b>3,416,000</b>	<b>-</b>

Regional Sewer- Non Dept. 7490	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
• Salaries & Wages	-	-	-	-	-
• Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
• Prof. & Contract. Service	683,988	652,545	493,725	544,725	471,428
• Travel & Training	-	-	-	-	-
• Utility & Communications	-	-	-	-	-
• Insurance	75,575	103,479	213,760	213,760	5,735
• Maintenance	-	-	-	-	-
• Operating Expense	609,282	1,474,383	-	-	-
	1,369,345	2,235,407	707,485	758,485	477,164
<b>NON-OPERATING</b>					
• Debt Service	60,185	53,505	-	-	-
• Depreciation	1,159,212	1,159,007	875,348	875,348	876,000
• Grants & Aid	-	-	-	-	-
• Other Uses	-	56,747	435,000	435,000	-
	1,219,397	1,269,259	1,310,348	1,310,348	876,000
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>2,689,342</b>	<b>3,604,888</b>	<b>2,017,833</b>	<b>2,068,833</b>	<b>1,363,164</b>

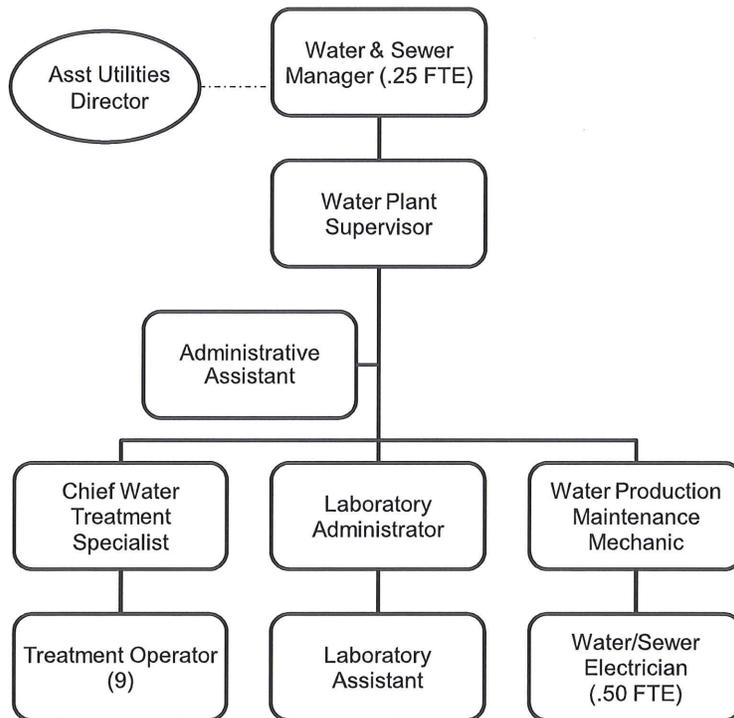
# Water Production

## Mission

To provide safe and aesthetically pleasing potable water to customers for domestic drinking water and fire protection purposes.



## Utilities – Water Production



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	15.5	0	.25	0	15.75
Part-time (FTE)	0	0	0	0	0

# Water Production

## Core Processes and Outputs

The Water Production Division is responsible for the operation of the Lake Worth Water Treatment Plant (WTP), the associated wellfields, and the finished water storage facilities. This plant operates 24 hours per day, 7 days a week and currently employs 15 personnel.

The current treatment plant is a lime softening water treatment plant with a design capacity of up to 12.9 million gallons per day (MGD) peak flow. The output of the plant is currently curtailed due to water withdrawal restrictions placed on the City's Surficial Aquifer wellfield by the South Florida Water Management District (SFWMD). The Division maintains two wellfields, one Surficial and one Floridan, to supply groundwater to the Lime Softening plant and the future Reverse Osmosis (RO) plant.

The Surficial Aquifer Wellfield supplies water to the City's lime softening WTP. The majority of the 15 wells is located east of Interstate-95 and varies in age from 5 to 52 years. When all wells are in operation, the peak production capacity exceeds 13 MGD. However, as mentioned above, the SFWMD has curtailed the withdrawal limit on the Surficial Aquifer Wellfield to 5.28 MGD monthly average. As a result, the City must occasionally purchase finished water to meet peak demands. An agreement exists between the City and Palm Beach County whereby we purchase 750,000 per day for three years. This purchase satisfies the settlement agreement for the termination the bulk water agreement as well as meets the interim peak water supply needs prior to the completion of the Reverse Osmosis water treatment plant.

Future water supply will be supplemented by Floridan Aquifer water, an alternate water supply,

which will be treated by the new reverse osmosis water plant currently under construction. This plant is expected to go into service by the end of 2012. The City currently has three Floridan Aquifer wells that were constructed to supply raw water for this RO plant. The wells withdraw water from approximately 1200 feet below land surface and withdraw brackish water from the Upper Floridan Aquifer. Reverse osmosis technology produces high quality water and when blended with the lime softened water will improve the overall finished water quality to our customers.

The City's water storage facilities include three above ground storage tanks, two clearwells and two elevated storage tanks for a total storage capacity of 5.9 million gallons. The storage is meant to meet peak hourly and fire flow demands and to provide adequate contact time for disinfection prior to distribution of the water.

The Water Production Division includes a state certified laboratory that runs an extensive variety of testing that includes daily analysis, processing customer concerns, and over 1200 bacteriological samples each year on both raw and finished water. It is also noted that the SFWMD's mandatory water restrictions are still at Phase III Modified for the City.

Non-Advalorem taxes (for previous main installation assessments) show a large decrease as two of the three 10-year assessment programs are completed. The final multi-year assessment will be complete in 2014.

As a result of the planned settlement with Palm Beach County the City budgeted for the purchase of 750,000 gallons per day of potable water from the County. This amount is a decrease from this year's budgeted amount of \$1,500,000 as we have seen decreased usage and expect to see

# Water Production

continued decreases in consumption through conservation efforts and the discontinuation of bulk water sales to Seminole Manor.

Related to a request from the SFWMD, Lake Clarke Shores is planning to remove the Seminole Manor water system of bulk sales from Lake Worth and connect to the County where they will be easing water taken from western wellfields. This will result in an approximate 400,000 average daily flow decrease in finished water consumption, with the associated loss of gross revenues of approximately \$450,000.

Note: Water Production is one of two divisions that make up the 402 Fund. Along with Water Distribution, these funds utilize predicted potable water revenues to fund their budget.

## New Initiatives

During Fiscal Year 2011, Water Production staff will focus on the development and construction of the Reverse Osmosis Water Treatment Plant. Water Production will also work with the City's Water/Sewer Manager to facilitate a number of projects.

Water Production staff will be taking a large portion of well maintenance in-house that is currently contracted out. Staff is currently procuring the equipment and obtaining the necessary training to start this initiative. This will provide a cost savings to the City by reducing the costs associated with well maintenance.

Water Production staff will update the Operations and Maintenance (O&M) manual for the Water Treatment Plant to the current processes and procedures. This manual will contain information specific to equipment installed at the plant, will provide detailed operating procedures, schematic drawings, site plans, and other pertinent data

about each station. These manuals will provide reference material to assist in future maintenance of the stations and training of personnel.

All Water Production operations staff will obtain either a minimum Water Treatment Plant "C" license or maintain their license by obtaining the necessary CEU's. This will ensure that staff are well equipped to manage the City's water system.

All Water Production laboratory staff shall maintain their State of Florida Department of Health certifications per National Environmental Laboratory Accreditation Conference (NELAC) standards. This will ensure the City staff have the necessary credentials to perform their jobs appropriately.

Develop an in-house reverse osmosis training course to train plant personnel on the new technology being installed as part of the RO WTP Project. This course will be certified for CEU's through FDEP so that it may also be used for license renewal needs, and can possibly include other utilities as a revenue source to offset the cost of training.

Ensure all required safety training is performed and documented. This shall include Maintenance of Traffic, Confined Space, OSHA 10-Hour Course, Competent Person, Personal Protective Equipment, Small Electric Tools, Ladders and Scaffolds, Trenching, Electrical Safety, Fall Prevention, Lock-out/Tag-out, Machine Guarding, Industrial Hygiene, etc.

As stated above, of primary concern is the continued construction of the reverse osmosis water treatment plant, construction of the deep well for concentrate disposal from this plant, and negotiation of the City's water use permit -which is due for renewal in January 2011. In addition, there are a number of operational and capital

# Water Production

project goals the Division will be working on in FY 2011. They include the following:

1. The repair (re-drilling) of Surficial Well #15. This project will reconstruct Surficial Aquifer Well #15 located west of I-95. This well failed when the well screen section broke loose from the casing section apparently due to failure of the welded joint between these two sections. One goal in the reconstruction of well no. 15 is to drill the well deeper to look for higher water quality and greater water quantity similar to that which was found for Well #9, located approximately one-half mile south. The City will also install a monitoring well as part of the requirements SFWMD placed on re-drilling this well.
2. Completion of the Backwash Water Pump Station. This project is necessary due to a consent order by the Florida DEP to discontinue discharging the Water Plant Backwash water to Lake Osborne. A temporary pumping facility is in place and the construction of a permanent station has been awarded. This station will pump backwash water to the sanitary sewer until such time as we can discharge into the City's own Deep Injection Well.
3. Replacement of 50 year old Backwash Flow Venturi Meter. This meter, which was installed when the plant was constructed in 1958, monitors flow during backwash procedures and is operating poorly, requiring extensive maintenance to maintain readings. This project will improve the operational maintainability and accuracy of the readings of the metered water.
4. Replacement of the sodium hypochlorite feed pump skid. The existing pump skid is prone to leakage and mechanical failures causing

high maintenance costs and overtime as this system must be in operation at all times. The existing system was poorly constructed of materials that were not of the proper quality for the chemical application. This also constitutes a serious safety concern to plant staff due to the fact that Sodium Hypochlorite is highly concentrated bleach which can cause injury if it comes into contact with personnel. This is a critical component of our treatment process and further failures would jeopardize the treatment process.

5. Replacement of the backwash filter control valve actuators. This project will replace the actuators on 55 air operated valves that range in size from 8-inches to 20-inches in diameter. The malfunctioning valve actuators create a variety of problems including increased maintenance repair costs, inefficient plant operations, and even worse, possible failure to isolate the piping during operation. These (manifold) butterfly valves are used to control the various operational stages of filter operation in the existing lime softening plant. This project will use in-house labor to replace the actuators to minimize costs.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility Customers by enhancing the reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system repairs, replacements and improvements by December 2010.

# Water Production

Action Step: Develop a 5-year capital improvement program.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Update WTP O&M Manual

**Goal 2: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety training program for the utility Department.

Action Step: Perform and document all required safety training.

Objective: Develop Job Safety Analyses (JSA) for each Utility Division position.

Action Step: Develop a Safety Manual based on the JSA's by June 2011.

## Performance Measures

### Water Production

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Available water supply capacity – Millions of Gallons Per Day					7.1	7.78	7.1
2) NIMS 100 and 200 Level Certification for all Employees		15		14		13	14
3) Develop Reverse Osmosis In-house Training Course							1
4) Gallons of water per capita per day							116
5) FDEP Operator "C" Certifications		0		0		0	2
6) FDEP Operator "B" Certifications		0		0		1	0
7) FDEP Operator "A" Certifications		10		10		8	9
8) All Personnel Powered Industrial Truck Certified		8		8		8	11

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Response Time to Customer Complaints - Within 1-working day.							100%
2) WTP O&M Manual – Update manual							100%
3) Safety Training For All Employees							100%

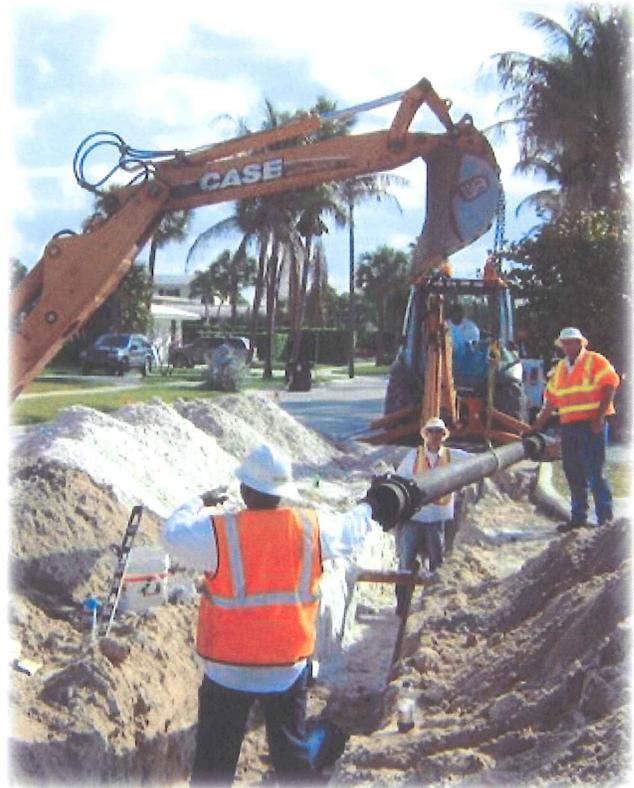
# Water Production

Water-Treatment 7022	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	1,040,479	1,090,260	1,088,362	1,034,527	1,085,945
* Benefits	432,555	385,293	510,662	502,542	323,440
	1,473,034	1,475,553	1,599,024	1,537,069	1,409,385
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	171,618	259,326	541,335	534,191	438,743
* Travel & Training	2,618	1,135	2,500	2,500	12,000
* Utility & Communications	219,362	375,378	1,911,856	911,000	1,290,500
* Insurance	15,000	-	-	-	64,463
* Maintenance	35,248	35,883	136,300	136,300	62,000
* Operating Expense	425,155	493,348	650,850	634,250	543,370
	869,001	1,164,970	3,242,841	2,218,241	2,511,076
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>2,342,035</b>	<b>2,640,523</b>	<b>4,841,865</b>	<b>3,755,310</b>	<b>3,920,461</b>

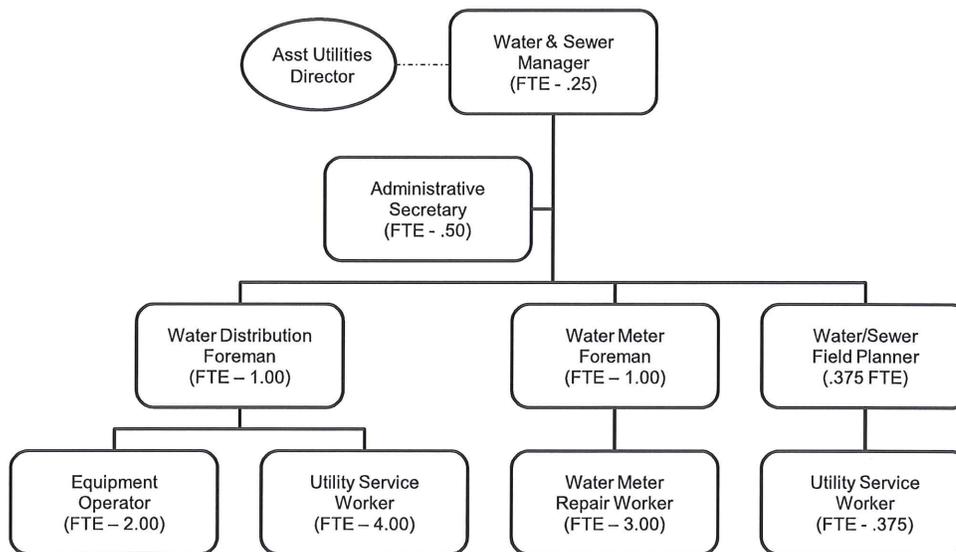
# Water Transmission and Distribution

## Mission

To ensure the distribution of potable drinking water to customers for domestic drinking water, and fire protection purposes, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to the potable water piping systems throughout the City.



## Utilities - Water Transmission & Distribution



	FY 2009-10	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2010-11
Full-time	12.75	0	-.25	0	12.50
Part-time (FTE)	0	0	0	0	0

# Water Transmission and Distribution

## Core Processes and Outputs

The Water Transmission and Distribution Division is responsible for the operation of the potable water transmission and distribution piping and associated appurtenances such as fire hydrants, valves and water meters. This is done by performing preventative maintenance, construction of new infrastructure and emergency repairs to the water transmission and distribution lines throughout the City to maintain the best possible service to all customers.

The day to day operations are carried out by four foremen and the associated utility service workers. A Utility Coordinator maintains various programs such as the Cross Connection Program and assists the foremen in field planning, procurement, work orders, payroll and various other duties.

The Division oversees all maintenance and operations of the City potable water piping system which includes 24/7 emergency call-outs, the flushing of slow use water mains insuring that water service remains safe and clean, the replacement or repair of aging or leaking services and main lines, installation of water meters, repair or replacement of fire hydrants, and the inspection of all new water lines and water services in our service area.

The transmission-distribution network consists of approximately 150 miles of water distribution and transmission mains. These include transmission mains sized from 12-inch through 36-inch and distribution mains between 2-inch and 10-inch, with the majority of the distribution mains being 6-inch or smaller. Most 2-inch lines are galvanized steel. The 4-inch through 36-inch lines are a mixture mainly of cast iron and PVC, with some ductile iron. In addition there are about 950 fire hydrants in the system. The City

service area includes portions of unincorporated Palm Beach County, in addition to the City of Lake Worth.

Common tasks include monitoring and repairing leaks in the system, flushing mains, installing new service connections, and the repair and replacement of fire hydrants. Along with the daily maintenance, water distribution staff have also been replacing old and undersized 2-inch water mains with 8-inch mains. This work includes the installation of fire hydrants for improved fire safety. Water Distribution has also been implementing a meter replacement program to ensure accurate monitoring of water consumption for both revenue collection and conservation monitoring.

Note, Water Transmission and Distribution is one of two divisions that make up the 402 Fund. Along with Water production, these funds utilize estimated potable water revenues to fund the budget.

## New Initiatives

Update the standard details for the water distribution system. These details need to be updated in AutoCAD and placed into a "standards" book that can be provided to developers and consultants to show the standard design and materials wanted for the City of Lake Worth potable water distribution system.

Improve valve maintenance by implementing a new detailed inventory of the valves in the system as part of an in-depth evaluation to accurately inventory the assets of the system.

All distribution system personnel to have, or obtain, at least a Sewer Collection "C" Florida Water Pollution Control Operator's Association (FWPCOA) certification, and the Foreman to have a Sewer Collection "A" FWPCOA

# Water Transmission and Distribution

certification. This will be a phased program that will ensure the City maintains a competent skill set for employees.

Ensure all required safety training is performed and documented. This shall include Maintenance of Traffic, Confined Space, OSHA 10-Hour Course, Competent Person, Personal Protective Equipment, Small Electric Tools, Ladders and Scaffolds, Trenching, Electrical Safety, Fall Prevention, Lock-out/Tag-out, Machine Guarding, Industrial Hygiene, etc.

Water distribution staff will work with the City's Water/Sewer Manager to facilitate a number of projects. These include a number of operational and capital project goals we will be working on in FY 2011. They include the following:

1. In previous years annual fire hydrant maintenance was being contracted out. City personnel are taking over this function which should result in an approximate \$4,000 budget savings.
2. The continued focus of Water Distribution during the FY 2011 will be the replacement of 2-inch water mains. This work to be constructed with City of Lake Worth staff. The City has been in the process of replacing old galvanized water mains with new facilities sized to meet updated system standards and requirements that improve the flow and pressure conditions of the system. The City will continue with these replacements along various locations in the City as described in the Capital projects.
3. The division will continue its water meter replacement program. This program provides for the planned replacement of aging water meters. As meters age, the mechanism inside the meter begins to read lower than actual, causing a loss in metered water

and the resultant loss of revenues. This effects both the water distribution and sewer collection revenues as both are billed based on the meter readings. Per EPA guidelines it is recommended to replace the standard domestic meter approximately once every 10 to 15 years. The budget for this program has been increase from last year to support replacing additional  $\frac{3}{4}$ -inch meters. Currently all meters 2-inch in size and larger are within the proscribed guidelines.

4. The Water Distribution staff is currently housed in temporary trailers at the Utility Complex. It is intended to relocate staff to a permanent location. Funds have been requested to modify the existing building at 1880 2nd Avenue North after Public Services relocates to the new building they are constructing. This money is budgeted in the Capital Improvements to be encumbered in 2012.
5. Continue to maintain the City's cross connection control program. Cross-connections are the links through which it is possible for contaminating materials to enter a potable water supply. It provides for a program for the installation and inspection of backflow prevention devices within the community.

## Goals and Objectives

**Goal 1: Improve the quality of life for Lake Worth Utility Customers by enhancing the reliability of our Utility to ensure customer satisfaction and maintain high levels of service.**

Objective: Develop a comprehensive plan, including short and long term goals, for system repairs, replacements and improvements by December 2010.

# Water Transmission & Distribution

Action Step: Develop a 5-year capital improvement program.

Objective: Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

Action Step: Initiate a new detailed valve inventory.

**Goal 2: Ensure the safety of Lake Worth Utility Employees and customers through the development of a comprehensive safety program.**

Objective: Develop a viable safety training program for the utility Department.

Action Step: Perform and document all required safety training.

Objective: Develop Job Safety Analyses (JSA) for each Utility Division position.

Action Step: Develop a Safety Manual based on the JSA's by June 2011

**Goal 3: Improve customer satisfaction of services provided by Utilities' field personnel.**

Objective: Develop system of customer notification for maintenance outages pertaining to water and electric services.

Action Step: Respond to all emergency call-outs within 45-minutes of field personnel notification

Action Step: Make personal contact with customers.

# Water Transmission & Distribution

## Performance Measures

### Water Transmission and Distribution

#### Workload Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
1) Water Main Breaks Discovered						26	30
2) Fire Hydrants Tested							960
3) Meters Over 10 Years Old Replaced							200
4) Meters Changed Out or Installed							1040
5) FWPCOA Water Distribution Operator "C" Certifications						4	7
6) FWPCOA Water Distribution Operator "B" Certifications						0	1
7) FWPCOA Water Distribution Operator "a" Certifications		2		2		2	2
8) NIMS 100 and 200 Level Certification for all Employees						8	11
9) Water distribution staff to be CDL "B" Certified						8	8
10) Water distribution staff to be Powered Industrial Truck						6	6

#### Effectiveness Measurements:

Measure:	FY 2008		FY 2009		FY 2010		FY 2011
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
11) Percent of Water Loss				8.11%		6.58%	10%
12) Response Time for Emergency Call-outs - Within 45-							100%
13) Detailed Valve Inventory – Percent of System							10%
14) Safety Training for All Employees							100%
15) Update water distribution system Standard AutoCAD							100%

Water-Transmission & Distribution 7034	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	656,717	728,560	733,817	630,046	695,878
* Benefits	293,391	297,080	363,547	341,936	181,466
	950,108	1,025,640	1,097,364	971,982	877,344
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	76,253	19,527	47,517	47,517	130,117
* Travel & Training	60	600	-	-	2,605
* Utility & Communications	28,170	30,761	40,000	40,000	31,800
* Insurance	46,900	-	-	-	18,169
* Maintenance	278,423	251,762	492,800	457,800	456,580
* Operating Expense	84,820	47,372	58,775	58,775	65,385
	514,626	360,022	639,092	604,092	704,556
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>					
	-	-	-	-	-
<b>TOTAL</b>	<b>1,484,734</b>	<b>1,375,882</b>	<b>1,738,456</b>	<b>1,678,074</b>	<b>1,681,800</b>

# Water Transmission & Distribution

Water- Pumping 7021	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	-	-	-	-	-
* Travel & Training	-	-	-	-	-
* Utility & Communications	165,359	158,873	180,000	180,000	151,400
* Insurance	15,000	-	-	-	-
* Maintenance	335,740	525,178	141,000	121,000	161,000
* Operating Expense	-	2,333	-	-	-
	516,099	686,384	321,000	301,000	312,400
<b>NON-OPERATING</b>					
* Debt Service	-	-	-	-	-
* Depreciation	-	-	-	-	-
* Grants & Aids	-	-	-	-	-
* Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>618,099</b>	<b>688,384</b>	<b>321,000</b>	<b>301,000</b>	<b>312,400</b>

# Water Transmission & Distribution

Water- Non Dept. 7030	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
* Salaries & Wages	-	-	-	-	-
* Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
* Prof. & Contract. Service	1,344,282	1,393,933	1,101,767	1,101,767	1,406,839
* Travel & Training	-	-	-	-	-
* Utility & Communications	-	-	-	-	-
* Insurance	-	507,294	290,392	290,392	-
* Maintenance	-	-	-	-	-
* Operating Expense	9,875	147,197	1,234,572	1,234,572	1,020,911
	1,354,157	2,048,424	2,626,731	2,626,731	2,427,750
<b>NON-OPERATING</b>					
* Debt Service	3,334,733	1,386,190	1,386,190	1,386,190	1,288,645
* Depreciation	1,051,508	1,006,679	1,051,508	1,051,508	1,060,000
* Grants & Aids	-	200	1,400	-	12,500
* Other Uses	1,103,183	1,122,338	306,100	306,100	-
	5,489,424	3,515,407	2,745,198	2,743,798	2,361,145
<b>CAPITAL</b>	-	265,157	-	-	-
<b>TOTAL</b>	<b>6,843,581</b>	<b>6,828,888</b>	<b>5,371,929</b>	<b>5,370,529</b>	<b>4,788,895</b>
<b>CAPITAL PRINCIPAL</b>	-	-	-	-	1,185,000
Non-departmental Other	2,926,144	2,342,321	2,962,771	2,961,371	1,435,009
Total Other Financing Sources(Uses)	3,568,365	3,481,431	2,409,158	2,409,158	3,353,886
Transfers In	-	5,235	-	-	-
	6,494,509	5,828,988	5,371,929	5,370,529	4,788,895

# Palm Beach County Fire Rescue



On April 7, 2009, the City of Lake Worth entered into an interlocal agreement with Palm Beach County to provide fire-rescue services to the City from October 1, 2009, until October 1, 2019. Under this agreement, all City Fire Department employees and personnel matters, including rendition of service and standards of performance, were transferred and merged into the County Fire/Rescue Department. Transferred employees that were part of the Lake Worth Firefighters' Pension Trust Fund deferred retirement option plan (DROP) had the option to remain in the program with the understanding they would be terminated upon conclusion of their DROP period.

The fire-rescue agreement requires that the County provide the City with all personnel and equipment necessary to provide adequate fire suppression, emergency medical services, special operations, hazardous material response and mitigation, emergency communications, confined space rescue, dive rescue, fire code inspections and testimony related thereto, response to all subpoenas related to fire rescue

activities, arson investigation, new construction inspection, community education programs and all other emergency and non-emergency services generally provided by the Palm Beach County Fire/Rescue Department.

Under the fire-rescue agreement, the City is required to avail its fire-rescue facilities to the County for the provision of contractually required services. The City is also required to maintain all fire-rescue related records created or maintained by the City prior to or after the commencement of the interlocal agreement. The agreement also required the transfer of all fire-rescue apparatus and related equipment, reserve equipment, maintenance and support equipment and furnishings in the City's Fire Rescue Department facilities to the County.

The provision of fire-rescue services is funded under the Municipal Services Taxing Unit (MSTU). Over and above MSTU funding, the City is required to provide \$700,000 for the first two years of the agreement, \$900,000 for years three and four of the agreement, and \$1,300,000 per year for the remaining term of the agreement to offset costs incurred by the County in employing former City employees.

Palm Beach County Fire/Rescue is required to provide a monthly report maintained and summarized by category of all calls containing: the time the call was received, time of dispatch, time en route, travel time, and time of arrival in responding to each call.

The interlocal agreement may only be terminated by written agreement between the two parties; by either party, upon written notice to the other party, if the non-terminating party has defaulted on any of its material obligations and failed to cure said default in accordance with the prescribed cure

# Palm Beach County Fire Rescue

period; by written agreement from either party due to budgetary limitations or constraints warranting an MSTU amendment; if the City does not pay the agreed upon employee offset costs; or in the instance that either party properly enacted an ordinance, adopted and effective prior to April 30, 2009, that terminates or voids that party's prior consent to the City of Lake Worth's inclusion in the Fire/Rescue MSTU.

Fire 4010	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	5,305,527	6,203,343	-	611,054	-
▪ Benefits	3,078,158	2,750,509	1,800,301	1,843,201	1,943,458
	<b>8,383,685</b>	<b>8,953,852</b>	<b>1,800,301</b>	<b>2,454,255</b>	<b>1,943,458</b>
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	49,851	134,084	745,000	745,000	350,000
▪ Travel & Training	27,621	17,280	-	-	-
▪ Utility & Communication	89,177	94,191	-	-	140,000
▪ Insurance	436,234	35,479	40,000	40,000	-
▪ Maintenance	182,322	207,761	-	-	5,000
▪ Operating Expense	227,738	128,784	-	2	-
	<b>992,943</b>	<b>617,579</b>	<b>785,000</b>	<b>785,002</b>	<b>495,000</b>
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>	<b>11,752</b>	<b>146,816</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>9,388,378</b>	<b>9,718,247</b>	<b>2,585,301</b>	<b>3,239,257</b>	<b>2,438,458</b>

# Palm Beach County Sheriff's Office

In August of 2008 the City of Lake Worth dissolved the Lake Worth Police Department and signed ten year a Law Enforcement Services Agreement (LESA) with the Palm Beach County Sheriff's Office (PBSO). This agreement involved the transfer of all Lake Worth PD staff, vehicle fleet, radios, evidence in custody and the use of public safety facilities to PBSO.

The LESA requires PBSO to provide semiannual reports to the City segregated by type and geographic locations, including: calls for service by time of day, geographic location, day of the week and type; reported incidents, criminal and non-criminal, by category; number and types of arrests; traffic accidents; traffic citations; response times to emergency calls by priority classification; number and type of special law enforcement activities; law enforcement forfeiture activity; monthly expenditure reports; and monthly overtime reports.

Under the LESA, PBSO assumed responsibility for all insurance benefits, compensation, and status ranking for Lake Worth PD employees. City employees had the option to either remain in the Lake Worth sponsored retirement plan or opt in to the Florida Retirement System offered through PBSO.

For the first year of the LESA, PBSO charged the City of Lake Worth \$13,851,472.00 to provide law enforcement services. Following the initial contract year, the Sheriff is to provide an initial proposal to the City Commission in an amount not to exceed 7%. The Sheriff is contractually required to invoice the City within ten days of the close of each month, and the City is required to provide payment by the 25<sup>th</sup> day of the month following the receipt of the invoice. As mentioned in the City Manager's Message, the total cost for law enforcement services for FY 2011 will

be reduced by \$1,221,206.00 to account for the elimination of three (3) Lieutenants, one (1) Sergeant, three (3) Deputies and two (2) Communications Officers positions in the Lake Worth District Office.

Any additional law enforcement services must be authorized by the City and will be billed at PBSO's standard extra-duty rate. There are six exempt, co-sponsored events covered by PBSO:

- Hispanic Fest
- Holiday Parade
- Street Painting Festival
- Reggae Fest
- Tropic Fest
- Tropical Triathlon

Under the LESA, the City or PBSO have the opportunity to terminate the agreement with or without cause through written notice provided June 30, of any given year for termination to be effective on October 1 of that same year. Should the City opt to terminate the LESA with PBSO, the City will be required to pay a \$130,000 cancellation charge.

# Palm Beach County Sheriff's Office

Police 3010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	7,071,074	56,842	-	-	-
▪ Benefits	2,109,246	967,574	1,297,276	1,297,276	1,064,609
	9,180,320	1,024,216	1,297,276	1,297,276	1,064,609
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	4,403,728	13,852,797	14,317,000	14,317,000	13,176,268
▪ Travel & Training	47,254	-	-	-	-
▪ Utility & Communication	89,951	492,311	108,000	108,000	37,100
▪ Insurance	453,540	40,000	40,000	40,000	-
▪ Maintenance	-	23,587	62,000	62,000	45,000
▪ Operating Expense	11,888	12,574	-	-	-
	5,008,361	14,421,269	14,527,000	14,527,000	13,258,368
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	312,894	-	-	-	-
<b>TOTAL</b>	<b>14,499,375</b>	<b>15,445,485</b>	<b>15,824,276</b>	<b>15,824,276</b>	<b>14,322,977</b>

State Confiscated Forfeiture 3010	FY 2007-08 Actuals	FY 2008-09 Actuals	FY 2009-10 Budget	FY 2009-10 Estimate	FY 2010/2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	-	-	-	-	-
▪ Utility & Communications	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	25,349	21,849	-	27,910	60,883
	25,349	21,849	-	27,910	60,883
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	<b>25,349</b>	<b>21,849</b>	<b>-</b>	<b>27,910</b>	<b>60,883</b>

# Palm Beach County Sheriff's Office

State Confiscated Forfeiture Fund- Non Dept. 9010	FY 2007- 08 Actuals	FY 2008 - 09 Actuals	FY 2009- 10 Budget	FY 2009- 10 Estimate	FY 2010/ 2011 Adopted Budget
<b>PERSONNEL SERVICES</b>					
▪ Salaries & Wages	-	-	-	-	-
▪ Benefits	-	-	-	-	-
<b>OPERATING EXPENSES</b>					
▪ Prof. & Contract. Service	-	-	-	-	-
▪ Travel & Training	-	-	-	-	-
▪ Utility & Communications	-	-	-	-	-
▪ Insurance	-	-	-	-	-
▪ Maintenance	-	-	-	-	-
▪ Operating Expense	-	-	-	100	-
	-	-	-	100	-
<b>NON-OPERATING</b>					
▪ Debt Service	-	-	-	-	-
▪ Depreciation	-	-	-	-	-
▪ Grants & Aids	-	-	-	-	-
▪ Other Uses	-	-	-	-	-
	-	-	-	-	-
<b>CAPITAL</b>	-	-	-	-	-
<b>TOTAL</b>	-	-	-	100	-



# Pay and Classification

The goal of a compensation band is to support the recruitment and retention of City of Lake Worth employees. The intention of this plan is to improve the effectiveness of the City's compensation and classification system. Compensation banding provides a simplified and more horizontal organizational structure that can more-readily accommodate things such as position role changes, development of employee skills, and organizational changes. The practice of compensation banding places greater emphasis on competitiveness with the external market and allows the City to align its pay practices more precisely with the market for each individual position level.

Compensation bands serve to represent, in a general way, each job's position within the entire organization. Each compensation band structure incorporates both exempt and nonexempt positions and is comprised of the position scope, impact, complexity, skill and experience required. The bands do not influence positions or salary increases for employees.

This information will serve as a foundation for the Human Resources Department to build on. Subsequent to the banding process, Human Resources will be tasked with conducting periodic salary studies as the market changes to ensure that employees are being properly compensated for the skill, knowledge and abilities required of their individual positions.

## The City of Lake Worth Proposed FY 2011 Compensation Band

Executive = E			MIN	MAX	
City Attorney	1795	E	N/A	N/A	
City Manager	1995	E	N/A	N/A	
Group I Compensation Band			\$55.00	\$85.00	
Utilities Director	4195	E			
Public Services Director	3195	E			
Director of Finance	1195	E			
Community Development Director	1944	E			
GROUP II Compensation Band			\$35.00	\$55.00	
HR Director	1695	E			
Information Technology Director	1295	E			
City Clerk	1095	E			
Leisure Services Director	7600	E			
MANAGERS/SUPERVISOR = S					
GROUP I Compensation Band			\$33.00	\$55.00	
Assistant Utilities Director	4193	M/S			
Controller	1194	M/S			
Safety/Environmental Manager	4185	M/S			
Engineering Delivery Manager	4079	M/S			
OMB Manager	1395	M/S			
Assistant HR Director	1694	M/S			
GROUP II Compensation Band			\$24.00	\$42.00	
Assistant City Attorney	1750	M/S			
Assistant IT Director	1290	M/S			
Assistant Public Services Director	3194	M/S			
Assistant to the City Manager	1877	M/S			
Power Plant Manager	4056	M/S			
GROUP III Compensation Band			\$21.00	\$45.00	
Golf Course Superintendent	7692	M/S			
Risk Manager	1691	M/S			
Facility Manager	1064	M/S			
Water & Sewer Manager	4084	M/S			
Recreation Manager	7507	M/S			
Chief Building Official	1591	M/S			
Licensing & Permitting Manager	1539	M/S			
Solid Waste Supervisor	3184	M/S			
Streets Supervisor	3186	M/S			
Util Bus Service Manager	4015	M/S			
GROUP IV Compensation Band			\$16.00	\$45.00	
GC Maintenance Superintendent	7603	M/S			
Project Manager	3179	M/S			
Water Treatment Supervisor	4085	M/S			
Building Maintenance Supervisor	3188	M/S			
Records & Information Manager	1066	M/S			
Grounds Maintenance Supervisor	3180	M/S			
Customer Service Supervisor	4008	M/S			

<b>GROUP VI Compensation Band</b>			<b>\$15.00</b>	<b>\$35.00</b>	
Chief Shift Leader	4501	M/S			
Chief Mechanic	4521	M/S			
Performance & Environmental Specialist	4523	M/S			
Library Services Supervisor	7085	M/S			
Garage Supervisor	3182	M/S			
GC Greens Supervisor	7690	M/S			
Pro Shop / Membership Supervisor	7687	M/S			
Deputy City Clerk	1065	M/S			
<b>ELECTED OFFICIALS = O</b>					
City Commissioner	1997	O			
Mayor	1998	O			
<b>PROFESSIONALS = P</b>					
<b>GROUP I Compensation Band</b>			<b>\$15.00</b>	<b>\$35.00</b>	
Recreation Program Coordinator	7571	P			
Management Analyst	1396	P			
Accountant III	1145	P			
Grants Analyst	1332	P			
Building Inspector	1540	P			
Program Analyst	1230	P			
Senior Accountant	1150	P			
Personnel Mgmt Specialist	1690	P			
Accountant II	1140	P			
<b>GROUP III Compensation Band</b>			<b>\$11.00</b>	<b>\$30.00</b>	
Compliance Inspector	1541	P			
CRA Compliance Inspector	1543	P			
Energy Auditor II	4591	P			
Recreation Support Specialist	7590	P			
Zoning Technician	1948	P			
Public Works Compliance Officer	3190	P			
Electrician	3129	P			
Energy Auditor I	4592	P			
Computer Billing Specialist	1245	P			
Human Resources Technician	1650	P			
Buyer	1330	P			
HR Benefits Specialist	1120	P			
Payroll Technician	1123	P			
<b>GROUP IV Compensation band</b>			<b>\$12.00</b>	<b>\$25.00</b>	
Accounts Payable Manager	1128	P			
Licensing Officer/Permit Specialist	1523	P			
Accountant I	1130	P			
Athletic Coordinator	7530	P			
Library Specialist	7025	P			
Chief Lifeguard	7545	M/S			
Lifeguard Captain	7540	M/S			
Lifeguard	7535	P			
<b>SUPPORT STAFF = S</b>					
<b>GROUP I Compensation Band</b>			<b>\$15.00</b>	<b>\$30.00</b>	
Utilities Coordinator	4559	S			
Parts Property clerk					

Executive Secretary to the City Manager (EXE)	1851	S			
Executive Secretary					
Legal Secretary	1711	S			
Legislative & Info Specialist	1849	S			
Administrative Assistant					
GROUP II Compensation Band			\$10.00	\$20.00	
Recreation Leader	7516	S			
Customer Service Specialist - Waste Remov	3061	S			
Administrative Secretary	1060	S			
Secretary	1875	S			
Customer Service Specialist	4003	S			
Customer Service Technician	4001	S			
Museum Specialist	7010	S			
Recreation Specialist	7523	S			
Customer Service Technician - Part Time	4002	S			
Cashier	1105	S			
Clerical Assistant	1030	S			
Cashier - Part Time	1106	S			
Clerical Assistant - Part Time	1031	S			
TECHNICAL (SPECIALIZED) = T					
GROUP I Compensation Band			\$30.00	\$60.00	
Water Systems Superintendent	4190	T			
T & D Engineer	4076	T			
Electrical Substation Engineer	4197	T			
Relay Protection Engineer	4198	T			
Shift Leader Leader Relief	4502	T			
GROUP II Compensation Band			\$22.00	\$55.00	
Substation Foreman	4570	T			
Shift Leader	4500	T			
Chief Electrician	4520	T			
Engineering Field Planner	4189	T			
Line Foreman	4552	T			
Meter Foreman	4572	T			
Scada & Control Programmer	4071	T			
Meter & Relay Specialist	4574	T			
Inst./Control Specialist	4522	T			
Water/Sewer Field Planner	4095	T			
Troubleman	4556				
Machinist	4528	T			
Lineman	4558	T			
SubStation Electrician/Lineman	4576	T			
Senior Technology Specialist	1220	T			
Combined Control Room Operator	4506	S			
Water Production Maintenance Mechanic	4248	T			
Water/Sewer Electrician	4246	T			
Senior System Operator	4043	T			
Laboratory Administrator	4241	T			
Laboratory Administrator	4241	T			
Systems Operator II - GIS	4044	T			

Water Treatment Spec/Chief Oper (Chief Water Plant Operator)	4080	T			
<b>GROUP III Compensation Band</b>			<b>\$22.00</b>	<b>\$40.00</b>	
Treatment Operator A	4240	T			
Treatment Operator B	4242	T			
Systems Operator II	4042	T			
Systems Operator I	4041	T			
CAD/GIS Technician	4188	T			
<b>GROUP IV Compensation Band</b>			<b>\$20.00</b>	<b>\$30.00</b>	
Foreman	4212	T			
Water Meter Foreman	4208	T			
Meter Service Foreman	4583	T			
Lift Station Foreman	4260	T			
<b>GROUP V</b>			<b>\$20.00</b>	<b>\$30.00</b>	
Planner I	1947	T			
Plumbing / Mechanical Inspector	1550	T			
Plumbing Inspector / Plan Reviewer	1548	T			
Technology Specialist	1240	T			
<b>GROUP IV Compensation Band</b>			<b>\$15.00</b>	<b>\$35.00</b>	
Carpenter	3123	t			
Mechanic/Welder	4530	T			
Licensing/Permit Technician	1497	T			
Electric Meterman A	4578	W/L			
Mechanic	4534				
Electric Meterman	4580	W/L			
Line Technician	4225	T			
Troubleman Helper	4568	T			
Waste Foreman/recycle	3064				
Waste Foreman/ Bulk Waste	3062				
Laboratory Assistant - Water Treatment	4236	T			
Treatment Operator C	4244	T			
HVAC Technician	3131	T			
Chief Equipment Mechanic	3037	T			
Plumber	3126	T			
Solid Waste Technician	3060	T			
Lift Station Mechanic	4264	T			
<b>WORKERS/LABOR/FIELD =W/L</b>					
<b>GROUP I Compensation Band</b>			<b>\$13.00</b>	<b>\$25.00</b>	
Meter Service Worker	4584	W/L			
Auxiliary Equipment Operator	4514	W/L			
Water Plant Mechanic Helper	4238	W/L			
Equipment Operator III - Lead Equipment Op	3045	W/L			
Plant Helper	4516	W/L			
Equipment Operator	4220	W/L			
Utility Service Worker	4226	W/L			
Water Meter Repair Worker	4234	W/L			
Lead Maintenance Technician	3149	W/L			
Equipment Operator II	3042	W/L			
Golf Course Maintenance Mechanic	7635	W/L			
Garage Store Specialist	3029	W/L			

Building Maintenance Mechanic	3022	W/L			
Lead Maintenance Mechanic	3024	W/L			
Vehicle Paint & Body Tech	3033	W/L			
Painter	3120	W/L			
Traffic Maintenance Technician	3155	W/L			
Warehouse Specialist	1370	W/L			
Meter Reader	4586	W/L			
Maintenance Technician	3145	T			
Maintenance Mechanic III	3026	T			
Irrigation Maintenance Technician	3146	T			
<b>GROUP II Compensation Band</b>			<b>\$10.00</b>	<b>\$20.00</b>	
Groundskeeper III	3139	W/L			
Lead Greenskeeper	7630	W/L			
Greenskeeper	7625	W/L			
Groundskeeper II	3142	W/L			
Maintenance Worker	3015	W/L			
Equipment Operator I	3041	W/L			
Auto Service Worker	3025	W/L			
Equipment Mechanic	3035	W/L			
<b>GROUP III Compensation Band</b>			<b>\$ 7.25</b>	<b>\$15.00</b>	
Lead Custodian	3012	W/L			
Custodian	3010	W/L			
Groundskeeper I	3140	W/L			
Dishwasher - Part Time	7609	W/L			
Recreation Center Assistant - Part Time	7515	W/L			
Casual Labor - Part Time	3003	W/L			
Food & Beverage Service Part Time	7606	W/L			
Recreation Counselor I - Part Time					
Recreation Counselor II - Part Time	7505	W/L			
<b>PART TIME = P/T</b>			<b>\$10.00</b>	<b>\$20.00</b>	
Greenskeeper - Part Time	4569	P/T			
Lifeguard - Part Time	7536	P/T			
Secretary - Part Time	1056	P/T			
Swim Instructor P/T					
Maintenance Worker Part time	3016	P/T			
Precent Advisor	1098	P/T			
Precent Clerk		P/T			
Precent Inspector	1099	P/T			
Pro Shop Attendant - Part Time	7599	P/T			
Library Page - Part Time	7001	P/T			
GC Starter/Ranger - Part Time	7695	P			

# Glossary

**Abatement:** A partial or complete waiver of taxes, service charges or fees imposed by the city for purposes of economic development incentives.

**Account:** A separate financial reporting unit. All budgetary transactions are recorded in accounts.

**Accrual Basis of Accounting:** A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

**Actuarial:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**Ad Valorem Tax:** A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

**Amended Budget:** The adopted budget as formally adjusted by the City Commission.

**Amortization:** The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**Appropriation:** A specific amount of money authorized by the City Commission for the purchase of goods or services.

**Assessed Property Value:** The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

**Balanced Budget:** A budget in which planned funds or revenues available are equal to fund planned expenditures.

**Benefits:** Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

**Bond Covenants:** A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

**Bonds:** A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

**Budget Calendar:** A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

**Budget Highlights:** Included in the opening section of the budget, provides a summary of most important challenges of the budget year, changes from previous years, and recommendations regarding the financial policy for the upcoming period.

# Glossary

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital Equipment:** Equipment and property with an expected life of five years or more.

**Capital Expenditure:** The approved budget for improvements to or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with an estimated cost of \$25,000 or more.

**Capital Improvement Plan (CIP):** A plan for capital expenditures to be incurred each year over a five-year period. The plan allows for a systematic evaluation of all potential projects, specifies funding sources for all approved projects, and serves as an economic development tool.

**Community Development Block Grant (CDBG):** One of the longest-running programs of the U.S. Department of Housing and Urban Development that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

**Comprehensive Annual Financial Report (CAFR):** This official annual report presents the status of the City's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

**Debt Service:** The payment of principal and interest on borrowed funds such as bonds and loans.

**Deficit:** The excess of liabilities over assets—or expenditures over revenues—in a fund over an accounting period.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Encumbrances:** Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

**Enterprise Fund:** A self supporting fund designed to account for activities supported by user charges: an example is the Refuse.

**Expenditure:** The disbursement of appropriated funds to purchase goods and/or service.

**Fiscal Year (FY):** Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th.

**Fixed Asset:** Items owned by the City that cost a considerable amount and has a useful life exceeding two years—e.g., computers, furniture, equipment and vehicles.

# Glossary

**Fleet:** The vehicles owned and operated by the City.

**Franchise:** The right granted by a government through a contract permitting private utilities the use of public property, such as city streets, for wires, cables, pipes and other facilities to deliver their services.

**Full-Time Equivalent Position:** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund:** A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance:** The difference between assets and liabilities reported in a governmental fund at the end of the fiscal year.

**GAAP:** Generally accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

**General Fund:** A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

**General Obligation Bonds:** Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant:** A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

**Homestead Exemption:** Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

**HTE:** The City's main data application vendor. Also known as Sungard.

**Inflation:** A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

**Infrastructure:** Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

**Interest Income:** Revenue associated with the City cash management activities of investing fund

# Glossary

balances.

**Intergovernmental Revenue:** Revenue received from or through the Federal, State, or County government. These include Cigarette Tax, State Revenue Sharing, Alcoholic Beverage Tax, Sales Tax (5th cent), Rebate – Municipal Vehicles.

**Interlocal Agreement (ILA):** A contractual agreement between two or more governmental entities.

**Internal Service Fund:** A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.

**Mandate:** A requirement from a higher level of government that a lower level of government perform a task in a particular way or standard.

**Market Value:** The appraised value assigned to property by the County Property Appraiser. Typically, this value represents “Fair Market Value” less estimated selling expenses.

**Mill:** A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

**Millage:** The total tax obligation per \$1,000 of assessed valuation of property.

**Mission Statement:** The statement that identifies the particular purpose and function of a department.

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt.

**Municipal Code:** A collection of laws, rules and regulations that apply to the City and its Citizens.

**Objective:** Something to be accomplished in specific, well defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget:** A budget for general revenues and expenditures such as salaries, utilities, and supplies.

**Ordinance:** A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

**Pension Fund:** The Pension Fund accounts for the accumulation of resources to be used for retirement benefit payments to the City’s employees.

# Glossary

**Per Capita:** A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

**Performance Measure (PM):** Data collected to determine how effective and efficient a program is in achieving its objectives.

**Potable Water:** Water that is fit to drink.

**Present Value:** The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. To put it another way, a dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

**Privatization:** An act of outsourcing a program or process to a non-governmental entity.

**Property Tax:** A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

**Proprietary Fund:** Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

**Purchase Order:** A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

**Reclassification:** The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

**Resolution:** A legislative act by the City with less legal formality than an ordinance.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the enterprise fund's property.

**Roll-Back Rate:** The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

**Sales Tax:** Taxes imposed on the taxable sales of all final goods.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

# Glossary

**Special Revenue Fund:** A fund used to account for revenues legally restricted to expenditures for a particular purpose.

**Taxable Value:** The assessed value less homestead and other exemptions, if applicable.

**Trust Funds:** Funds used to account for assets held by a government in a trustee capacity for a specific purpose.

**Truth in Millage (TRIM):** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate. The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

**Unappropriated:** Not obligated for specific purposes.

**Unencumbered:** The portion of an allotment not yet expended or encumbered.

**Useful Life:** The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

**User Fees:** Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).

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# City of Lake Worth Comprehensive Financial Policies



Revised 11/16/2010



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## City of Lake Worth Comprehensive Financial Policies

The following policies establish the framework for the City's overall financial planning and management. These policies show the citizens, credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. These policies also improve the City's fiscal stability by helping City officials plan fiscal strategy in a consistent manner. Adherence to adopted financial policies promotes sound financial management.

### GENERAL FINANCIAL GOALS

1. Protect the assets of the City through an adequate system of internal controls.
2. Maintain the financial viability of the City in order to ensure adequate levels of City services.
3. Maintain financial flexibility in order to continually adapt to local and regional economic and demographic changes.
4. Maintain and enhance public infrastructure in order to provide for the health, safety and welfare of the City's citizens.
5. Report to the Citizens, State and Federal Governments, and creditors on the financial operations of the City.

### INTERNAL CONTROL ENVIRONMENT

All financial transactions in the City happen within the internal control framework defined in these policies and supplemented by the procedures contained in the Accounting Policies and Procedures Manual. These internal controls follow the Committee of Sponsoring Organizations (COSO) model.

#### THE CONTROL ENVIRONMENT

1. The City Commission details its ethical requirements in Chapter 2 of the City Charter and Code of Ordinances, which governs "financial integrity and Department Head accountability".
2. Procurement Ordinance 99-37 which governs the "purchase of goods and services for the City".
3. Personnel Policy Resolution No. 28-91, as amended by Resolution 35-92, Resolution 37-95, Resolution 38-91 and Resolution 48-91, and union contracts, which govern the payment of City employees.
4. External Audit – the City Commission, acting as the Audit Committee, will secure the services of Independent Certified Public Accountants to audit the financial operations of the City, in accordance with Chapter 218.39 Florida Statutes.



## City of Lake Worth Comprehensive Financial Policies

### RISK ASSESSMENT

1. The external auditors include an assessment of The City's internal control activities as a part of their scope of work.
2. The Finance Department includes risk assessment activities as a part of the Accounting Policy and Procedures Manual. These activities include review of cash collection processes, fixed asset reporting and review of business processes in all areas.

### CONTROL ACTIVITIES

The Accounting Policy and Procedures Manual contains detailed procedures for processing all types of transactions.

### INFORMATION AND COMMUNICATIONS

Reporting both internally and externally are important features of an Internal Control process. The Accounting Policy and Procedures Manual addresses regular monthly, quarterly and annual reporting internally to the City Departments, City Manager and the City Commission and externally to the citizens and other interested parties.

### ON-GOING MONITORING

Management, along with department staff, constantly monitors financial transactions. Exceptions to any control procedures are reported to management and a detailed review is initiated.

## FINANCIAL PLANNING POLICIES

The City Commission will establish and maintain practices for the administration and amendment of the annual budget.

### BALANCED BUDGET

The Budget shall be balanced with *"The amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. The budget must regulate expenditures of the municipality, and it is unlawful for any officer of a municipal government to expend or contract for expenditures in any fiscal year except in pursuance of budgeted appropriations"* as discussed in Chapter 166.241(2) Florida Statutes.

### FUNDS

The Budget will contain a budget for all funds of the City. Including the Community Redevelopment Agency, Governmental fund budgets will be prepared on the modified accrual basis of accounting. Proprietary and Internal Service funds will be budgeted on the accrual basis of accounting, except the full amount of capital expenditures and debt payments will be budgeted as expenses in order to facilitate encumbrance and budgetary control for these disbursements.



## City of Lake Worth Comprehensive Financial Policies

### LONG RANGE PLANNING

The Office of Management and Budget will annually prepare a Five-Year Forecast. The forecast will be for all operating funds of the City and will include the best estimates available of all operating revenues and expenditures. The forecast will include estimated operating costs and revenues of future capital improvements.

### ASSET POLICIES

The City will maintain an inventory of all assets with a value in excess of \$1,000 and an estimated life of more than one year, per Chapter 69I-73 Florida Administrative and Chapter 274 the Florida Statutes. In addition, an inventory of infrastructure will be maintained with a value in excess of \$15,000.

### ANNUAL INVENTORY

The City will perform an annual inventory of property. Any assets that are determined to be unaccounted for shall be reported to the City Commission and the State as required.

### DISPOSAL OF SURPLUS PROPERTY

1. Real Property shall be disposed of in accordance with Chapter 2 City Charter and Code of Ordinances.
2. Personal Property – A listing of property determined to be surplus to the City's needs shall be presented to the City Commission annually. The Commission will declare such property surplus and authorize the sale of said property. The City Manager will then sell such property in accordance with the requirements of Chapter 274.05 Florida Statutes.
3. Property purchased with State/Federal or other Grantor monies – Permission of the Grantor will be obtained before any such property is disposed of in accordance with numbers 1 and 2 above.

### INVESTMENT POLICIES

The City Commission will annually review its Investment Policy. The policy will provide guidance for staff and any investment managers hired by the City. The policy will comply with the requirements of Chapter 218.415 Florida Statutes.

### INTER-FUND LOAN POLICY

Inter-fund loan policies are intended to provide parameters and guidance for the management of loans between funds. Inter-fund loans may be necessary to provide adequate cash flow for reimbursable grants and contractual obligations with deferred revenues.



## City of Lake Worth Comprehensive Financial Policies

1. Repayment of any loan shall not exceed one year without approval of the City Commission. Loans outstanding at fiscal year-end will be reported to the City Commission.
2. Any fund may be given a total loan of up to \$25,000 with approval from the Finance Director and the Office of Management and Budget Manager or City Manager. Such loans must be an appropriate use of cash from the loaning fund.
3. Any fund may be given a total loan in excess of \$25,000 with the approval from the City Commission. Such loans must be an appropriate use of cash from the loaning fund.
4. Due to the receipts of ad-valorem taxes not being sufficiently received until the end of November, the City may not have sufficient carry forward of cash fund balances to maintain an adequate cash flow in the beginning of the fiscal year. Therefore upon the approval of the Finance Director, Office of Management and Budget Manager and the City Manager, the general fund may borrow, short-term, from other appropriate funds until the receipts of ad-valorem tax revenue are received to provide adequate cash flow. In no instance, without approval of the City Commission, shall the loan remain unpaid past December 31 of the year the loan is made.

### ACCOUNTS RECEIVABLE

The City's accounts receivables will be segregated according to the activity that generates the account.

#### General Government Accounts

1. Accounts will be billed monthly unless another cycle is required by contract.
2. Beginning the 25<sup>th</sup> day after billing, in-house collection activity including
  - a. Delinquent letter sent the next day
  - b. Phone calls starting by the 35<sup>th</sup> day
  - c. Demand letter by the 60<sup>th</sup> day
  - d. Legal or collection agency action by the 90<sup>th</sup> day

#### Utility Accounts

1. Accounts will be billed on a regular cycle.
2. Beginning the 21<sup>st</sup> day after billing
  - a. Delinquent notice sent
  - b. In-house collection activity begins on the 22<sup>nd</sup> through the 90<sup>th</sup> day past due.
  - c. Collection agency activity begins on the 90<sup>th</sup> day

The City will retain one or more collection agencies to assist in collecting past due accounts. The agencies will be selected via a competitive process with a contract of no more than 3 years with the possibility of two one year renewals.



## City of Lake Worth Comprehensive Financial Policies

In-house collection activity will be designed by the Finance and Utility departments and documented in the Policies and Procedures manuals of those departments.

Reporting to the Commission on the accounts receivable balances will be done on a regular basis.

### FUND BALANCE CLASSIFICATION

The City's fund and retained earnings balances will be classified in accordance with the requirements of Governmental Accounting Standards Board Statement 54. The Statement classifies fund and retained earnings balances in four categories:

1. Non-spendable
2. Assigned
3. Committed
4. Unassigned

## OPERATING BUDGET POLICY

### BUDGET REQUESTS

The City shall establish an annual budget process to:

1. Develop a proposed and planned budget to include personal services, operating, capital outlay, and non-operating categories.
2. All Departments of the City and the Community Redevelopment Agency shall submit the annual budget request in the manner and form prescribed by the Office of Management and Budget no later than the date set forth in the Budget Instruction Manual.

### CASH RESERVE CARRY FORWARDS (ASSIGNED FUND BALANCE) – ALL OPERATING FUNDS

1. The City will maintain an annual un-appropriated or cash carry forward (assigned) fund balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing. The assigned fund balance shall be separate from the portions of fund balance committed to fund the budgeted reserve for contingency, or assigned to fund emergency reserves.
2. The amount of cash carry forward to be budgeted shall be analyzed and determined during the annual budget process.



## City of Lake Worth Comprehensive Financial Policies

### BUDGETED RESERVE FOR CONTINGENCY

1. It is the intent of the City to establish budgeted contingency reserves in all operating funds. The budgeted reserve for contingency will be funded by a committed portion of fund balance. The purpose of the budgeted reserve for contingency is intended to provide for the following:
  - a) Funding for authorized mid-year increases that will provide for a level of service that was not anticipated during the budget process
  - b) Funding for unexpected increases in the cost of providing existing levels of service
  - c) Temporary and nonrecurring funding for unanticipated projects
  - d) Funding of a local match for public or private grants
  - e) Funding to off-set losses in revenue caused by actions of other governmental bodies and/or unanticipated economic downturns
  - f) Funding to accommodate unanticipated program mandates from other governmental bodies
  - g) Funding for emergencies, whether economic, natural disaster or acts of war
  - h) Funding for market and economic fluctuations in enterprise and internal service funds
  - i) Funding for contamination remediation
  - j) Funding for rate stabilization
2. Budgeted Reserve for Contingency Utilization and Maintenance Policies
  - a) Reserve for contingency requests must be approved by the City Commission. Such requests will be evaluated to ensure consistency with other City Commission policies, the urgency of the request, the scope of services to be provided, the short and long-term fiscal impact of the request, a review of alternative methods of funding or providing the services, a review for duplication of services with other agencies, a review of efforts to secure non-City funding, a discussion of why funding was not sought during the normal budget cycle, and a review of the impact of not funding or delaying funding to the next fiscal year.
  - b) The reserve for contingency shall be calculated and budgeted by the Office of Management and Budget for each operating fund in an amount not greater than 10% of the total budgeted expenditures/expenses of the fund.



## City of Lake Worth Comprehensive Financial Policies

- c) The reserve for contingency shall be separate from any assigned cash carry forward fund balances.
- d) The individual fund budget will be adjusted at such time as the City Commission authorizes the use of contingency reserves. All requests for the use of any reserve for contingency shall be accompanied by information prepared by Office of Management and Budget showing the year-to-date activity of the reserve account as well as the current account balance and the net effect on the account balance. The adjustment will be authorized by motion of the City Commission.

### GENERAL FUND

1. The City will strive to attain a reserve for contingency at a level of 2-1/2% of the general fund operating expenditures. Once attained, if the reserve for contingency falls below 50% of the minimum level, a plan for reestablishing the reserves over a multiple fiscal year period will be developed.
2. The City shall strive to maintain \$5.173 million (\$5,173,000) in a reserve for hurricane/catastrophic loss as required by Resolution 06-2008. This amount is considered a committed portion of fund balance.

### FLEET MANAGEMENT FUND

1. A vehicle/fleet management fund will be maintained to ensure adequate funding for the systemic replacement of fleet vehicles.
2. Operating departments will be charged for fleet operating costs per vehicle and replacement costs spread out over the useful life of the vehicles.

### SELF INSURANCE FUND

1. Risk management reserves will be maintained at a level that, together with purchased insurance policies, will adequately indemnify the City's property and liability risks in accordance with actuarial estimates. A qualified firm shall be retained on an annual basis in order to recommend appropriate funding levels.
2. The City will strive to maintain reserves in the self-insurance program at a confidence level of 50% based on an annual cost of risk allocation study and may include use of accumulated retained earnings to maintain this confidence level.

### TECHNOLOGY FUND

1. An Information Technology Fund will be maintained to ensure adequate fund balance required for systemic replacement of technology.
2. Operating departments will be charged for technology operating costs. Equipment replacement costs spread out over the useful life of the assets.



## City of Lake Worth Comprehensive Financial Policies

### ENTERPRISE FUNDS

1. The City will maintain appropriately sized renewal and replacement (R&R) accounts in each of the operating enterprise funds. The R&R accounts will be funded in accordance with annual engineering analysis.

### REVENUE POLICY

1. Office of Management and Budget will review revenue streams on an annual basis. As a part of the review, Office of Management and Budget will estimate revenues as early as possible in the budget process in order to provide expenditure guidelines. The City Commission will establish the City's budget priorities based upon the revenue estimates and expenditure guidelines.
2. The budget shall be balanced. The total estimated receipts (including balances brought forward) shall equal the total appropriations and reserves in accordance with Chapters 166 and 200 Florida Statutes.
3. In general, current operating revenue should be sufficient to support current operating expenditures, with adjustments made to budgeted fund balance or appropriations if necessary.
4. In recognition of the overall dependence on ad valorem taxes, the City will strive to develop a diversified and stable revenue system.
5. "Earmarking" of available revenues that would unnecessarily restrict the full range of potential uses of such revenues will be avoided. The use of various funds, however, will be consistent with generally accepted accounting principles and Chapter 166 Florida Statutes.
6. One-time revenues will be utilized to fund one-time expenditures wherever possible. If one-time revenues are assigned to pay for recurring expenditures then a 3-5 year plan for transferring the expenditure to a recurring revenue source will be adopted by the City as a part of the budget process in the initial year.
7. The City Commission is authorized to establish and collect fees and charges for certain services rendered by the City. These services are available to all residents of the City but are not needed by the majority of residents, therefore, those utilizing the services are charged for the service. All fees and charges are to represent a reasonable reimbursement to the City for its actual cost in providing a City service. All requested changes to the "schedule of fees and charges" during the fiscal year are presented to the City Commission for its review and approval.



## City of Lake Worth Comprehensive Financial Policies

8. Vehicle/fleet surplus sale proceeds, insurance claims, and investment income will be maintained within the applicable fleet management fund to help offset future vehicle and equipment costs.

### APPROPRIATION POLICY

Budget appropriations will be made as follows:

1. Appropriations will be made at the major expenditure category: personal services, operating expense, capital outlay, debt service, grants and aids, and non-operating expenses.
2. The Office of Management and Budget will ensure that the application of the inter-city charges, do not adversely affect the provision of services of the fund receiving the indirect charge.
3. Position Control will be maintained by the Human Resources Department.

### EXPENDITURES POLICY

1. Current operating expenditures should not exceed current operating revenues. When current operating expenditures exceed current operating revenues, adjustments will be made in the subsequent years' budget.
2. The financial impact associated with new programs or program modifications will be analyzed and determined prior to adoption by the City Commission.
3. Internal service funds will be self-supporting whenever possible. Internal service fees and the direct impact to City operating budgets shall be analyzed annually as part of the budget process.
4. Grant applications to fund services/programs with state or federal funds will be reviewed by the Office of Management and Budget and the City Manager, with significant consideration given to:
  - a. the cost of administering the grant relative to the amount of the grant
  - b. the availability of matching funds
  - c. The extent to which locally generated funds will be required to support the program when the grant funding is no longer available
  - d. A recommendation will be presented to the Commission
5. Travel budgets will be adopted in accordance with Resolution 41-2007 of the City.



## City of Lake Worth Comprehensive Financial Policies

### CAPITAL MANAGEMENT POLICIES

The Capital Improvement Program (CIP) shall consist of projects/equipment with a cost estimate of at least \$25,000 and an asset life of at least five (5) years as well as capital preservation improvement items costing \$25,000 or more. A CIP project, under this definition, is intended to include those projects that involve a new purchase of capital outlay, infrastructure and any new construction or renovation of City infrastructure, excluding routine repair and maintenance.

1. Annually, a five-year Capital Improvement Program (CIP) will be developed. The CIP will be consistent with and implement the Capital Improvement Element (CIE) of the City's Comprehensive Plan. The CIE established a level of service standards for facilities required by law to address the impacts of development, level of service guidelines for other public facilities, and priorities for capital improvement projects. (See Chapter 163.3177(3) Florida Statutes and capital improvement element of City's Comprehensive Plan) Projects needed to maintain adopted level of service standards shall be financially feasible, with identified funding sources based on current revenue projections for the five year period.
2. The first year of the five year Capital Improvement Program will be used as the basis for formal fiscal year appropriations during the annual budget process. Appropriations from prior years for which expenditures have not been incurred nor projects completed, will be reevaluated and incorporated into appropriations for the new fiscal year.
3. Each Capital improvement project budget may include a reserve for contingency for each project, if appropriate. The contingency should be between 5% and 10% of the estimated project cost.
4. Capital improvement life cycle and operating costs shall be coordinated with the development of the operating budget. Future operating, maintenance, and replacement costs associated with the new capital improvements will be forecasted, matched to available revenue sources, and included in future operating budgets. Additionally, all known future operating costs shall be included within all project detail and description information. If, after review of the operating cost detail, the City determines it is unable to provide for future operating costs the project will be delayed until the operating costs can be funded.
5. The City shall maintain a replacement plan in the internal service funds that provide for the acquisition/replacement of fleet, computers, and other designated equipment. The replacement plan and funds will be maintained in such a way as to minimize the impact on other funds. It is the intent of the funds to capitalize as many purchases as appropriate under the City's capitalization guidelines.
6. The City shall utilize a combination of debt and pay as you go financing for capital projects. The particular funding mechanism for each project will be determined and included in the CIP.



## City of Lake Worth Comprehensive Financial Policies

### DEBT MANAGEMENT POLICIES

Debt management policies are intended to provide a comprehensive and viable debt management plan which recognizes the capital improvement needs of the City as well as the taxpayers' ability to pay while taking into account existing legal, economic, financial, and debt market considerations.

The City has a capital planning and financing system for use in preparing a multi-year capital improvement plan, which is adopted by the City Commission as a part of the City's budget process. No City debt issued for the purpose of funding capital projects shall be authorized by the City Commission unless it has been included in the capital improvement plan or until the City Commission has modified the plan.

### PURPOSES OF DEBT ISSUANCE

1. The City shall issue long-term debt only for the purposes of constructing or acquiring capital improvements (specifically, the approved Capital Improvement Program) for making major renovations to existing capital improvements, and for refunding outstanding debt when sufficient cost savings can be realized or it is advantageous to do so.
2. The City may also enter into long-term leases for the acquisition of major equipment when it is cost justifiable to do so.
3. The City may utilize pension obligation bonds if it is determined that the City can benefit from lower costs by doing so. All such recommendations would be based on financial advisor and actuarial recommendations.

### FINANCING REQUIREMENTS

1. Where possible, capital expenditures shall be funded through pay-as-you-go programs, debt restructuring and alternative financing mechanisms, such as state loan programs or federal pilot projects.
2. Capital improvements related to enterprise fund operations should be financed solely by debt to be repaid from user fees and charges and other legally available sources generated from the respective enterprise fund's operation.
3. Capital improvements not related to enterprise fund operations shall be financed by debt to be repaid from legally available revenue sources able to be pledged for same.
4. Cash surpluses, to the extent available and appropriable, shall be used to finance scheduled capital improvements if it is deemed to be the best financing method for that particular improvement.



## City of Lake Worth Comprehensive Financial Policies

5. Revenue sources shall be pledged for debt only when legally available. Revenue sources that have previously been used for operation and maintenance expenses and/or general operating expenditures will be pledged only when other sufficient revenue sources are available to replace same to meet operation and maintenance expenses and/or general operating expenditures as deemed appropriate by the City Commission.

### MATURITY LIMITATIONS

1. All capital improvements financed through the issuance of debt shall be financed for a period not to exceed the useful life of the improvements, but in no event to exceed 30 years.
2. All capital improvements financed through lease-purchase obligations shall be financed for a period not to exceed the useful life of the improvements.

### GENERAL DEBT LIMITATIONS

1. Rapid debt repayment is a goal of the City's debt management policies. Each borrowing shall be structured to repay principal as rapidly as the amount of the pledged revenue source will allow. Adjustment in repayment time frames may be modified to reflect changes in the interest rate environment, which may argue for shorter or longer retirement plans.
2. The City shall manage its debt and sustain its financial position in order to seek and maintain the highest credit rating possible.
3. The City shall not construct or acquire a public facility if it is unable to adequately provide for the identifiable annual operation and maintenance costs of the facility.
4. The City shall consider coordinating with other local government entities, to the fullest extent possible, to minimize overlapping debt burden to citizens.
5. The City shall ensure that an adequate system of internal control exists so as to provide reasonable assurance as to compliance with applicable laws, rules, regulations, and covenants associated with outstanding debt.

### DEBT ISSUANCE RESTRICTIONS

1. The City shall market its debt through the use of competitive bids whenever deemed feasible, cost effective, and advantageous to do so. However, it is recognized that in some situations, certain complexities and intricacies of a particular debt issue are such that it may be advantageous to market the debt via negotiated sale.
2. The City shall use the services of outside finance professionals selected under the terms of the City's Procurement Code.



## City of Lake Worth Comprehensive Financial Policies

3. Credit enhancements (insurance, letters of credit, etc.) shall be used only in those instances where the anticipated present value savings in terms of reduced interest expense exceeds the cost of the credit enhancement.
4. In order to maintain a stable debt service burden, the City shall attempt to issue debt that carries a fixed interest rate. However, it is recognized that certain circumstances may warrant the issuances of variable rate debt. In those instances, the City shall attempt to stabilize debt service payments through the use of an appropriate stabilization arrangement.

### REFUNDING

1. The City shall, on a quarterly basis, monitor its outstanding debt in relation to existing conditions in the debt market and shall refund any outstanding debt when sufficient cost savings can be realized.
2. Outstanding debt shall be refunded as long as the net present value savings between the refunded bonds and the refunding bonds is equal to or greater than 3% without extending the maturity of the debt being refunded, unless extenuating circumstances would justify a smaller percentage savings (i.e. historically low interest rates).
3. The City may also refund existing debt for the purpose of revising existing bond covenants to meet particular organizational and/or strategic needs of the City when it is advantageous to do so.

### DISCLOSURE REQUIREMENTS

It is the policy of the City to endeavor to provide full and fair disclosure in connection with the initial sale and distribution of its publicly marketed debt instruments and to provide appropriate ongoing secondary market information, in compliance with the requirements of applicable federal and state securities laws, rules, and regulations, including Securities and Exchange Commission Rule 15c2-12.

### ARBITRAGE REPORTING

The Finance Department shall establish a system of record keeping and reporting (or procure the services of a company specializing in arbitrage management /calculation) to meet the arbitrage rebate compliance requirements of the Federal Tax Code. This includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebateable earnings to the Federal Government in a timely manner in order to preserve the tax-exempt status of the City's outstanding and future debt issues.

### INVESTMENT OF BOND PROCEEDS

The investment of bond proceeds shall be governed by the City's Investment Policy and any applicable bond covenants. In the event of conflicting policies, the more restrictive policy shall be enforced.



## City of Lake Worth Comprehensive Financial Policies

### SHORT-TERM AND INTERIM FINANCING

1. Bond Anticipation Notes - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such must be planned for and determined to be feasible by the financial advisor.
2. Tax (Revenue) Anticipation Notes - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to issue Tax or Revenue Anticipation Notes as a source of interim operating financing.
3. Other - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to use other short-term financing tools such as a line of credit or pooled commercial paper programs.

### DEBT AFFORDABILITY ASSESSMENT

1. The Florida Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. For debt issues to be placed on the ballot, the Commission must approve both the capital and financing proposals. Although there is no statutory limit on the amount of debt and corresponding tax levy the voters can approve, the City Charter and Code of Ordinances limits the amount of debt to be a maximum equal to 25% of the assessed value of the taxable property in the corporate limits of the City.
2. The City shall determine reasonable debt levels for the City as part of the annual budget process and capital improvement plan.

### BUDGET MANAGEMENT

Budgetary levels of authority are as follows:

#### BUDGET TRANSFER

1. Transfers requested within a major expenditure category, between major expenditure categories, and/or between divisions within the same department, or between activity codes within the same department but not across funds, require approval by the Office of Management and Budget. Transfer request will require Department Head approval and contain an explanation along with account analysis for the transfer to and from accounts.
2. The Office of Management and Budget will provide the Commission with a quarterly report of all budget transfers in excess of \$25,000 that are approved within this policy.



## City of Lake Worth Comprehensive Financial Policies

### BUDGET AMENDMENT

1. Appropriations related to prior year non-operating encumbrances and capital projects not completed will be submitted to the City Commission as a budget amendment at the beginning of each fiscal year. The total carry forward amounts will be reported in the prior year Comprehensive Annual Financial Report (CAFR) as assigned fund balances.
2. Amendments between Departments or from the reserve for budget stabilization require City Commission approval, except for all capital project funds with multiple divisions which require approval from the Office of Management and Budget.
3. Establishing a budget for revenues that were not anticipated during the annual budget process requires that City Commission adopt an ordinance, to recognize the revenue, appropriate the revenue, and establish a new fund if appropriate.
4. A quarterly budget amendment cycle based on actual revenues and expenditure needs will be established.
5. Budgets for grants/contracts accepted by the City during the year will be adopted by resolution of the City Commission at that time and will be included in the quarterly budget amendment by ordinance.
6. All capital project budget amendments will concurrently amend the 5 Year Capital Improvement Plan.
7. Upon completion of the prior fiscal year's Comprehensive Annual Financial Report, the operating budget may be adjusted to reflect actual beginning fund balances. Audited fund balances that are less than the budgeted amount will be adjusted during the mid-year process to prevent spending of resources not available.
8. Amendments not specifically authorized in Chapter 166.241 (a-e) Florida Statutes, (i.e. increase or decrease of the total fund appropriations), require the amendment be authorized by ordinance of the City Commission and adopted following two (2) public hearings. The public hearing must be advertised at least two (2) days, but not more than five (5) days, before the date of the hearing. The advertisement and adoption procedures are the same as those required for adoption of the original budget.



## PERFORMANCE MEASUREMENT

The City of Lake Worth staff is developing a performance management program. The program will be designed to ensure that performance results support identified strategies and goals and ensure accountability for our efforts.

Performance management is a powerful tool used to integrate strategic planning, budgeting, and management, with evaluation and reporting in a system that helps create an accountable, transparent, and responsive organization.

The City of Lake Worth chooses to use a performance management system to:

1. Align the City's mission, vision and values and the City Commission's Final Version of the City of Lake Worth's 2010 Goals & Objectives, April 2010 with department/division objectives and employee performance.
2. Set program priorities to ensure organizational priorities match those of the community via the Commission's guidance.
3. Develop meaningful measures, especially outcome measures, to gauge program success, and Increase organizational coordination to eliminate waste and duplication.

Performance management improves organizational capacity by providing our managers with data on established measures. This performance data empowers managers by supplying data and information necessary to make effective and efficient management decisions to achieve desired results. Making this data available to the public through the annual Tentative and Adopted Budget documents keeps government accountable and transparent to all stakeholders.

## PROCESS

Each Department Director establishes the following for their department and updates their narrative annually in the budget/performance measurement system:

1. Mission statement
2. Vision statement
3. Summary of services provided
4. Strategic plan
5. Executive summary

Division and Program Managers identify the following and provide annual updates in the Budget/Performance Measurement System:

1. Mission statement
2. Summary of services provided
3. Major variances



## City of Lake Worth Comprehensive Financial Policies

4. Advisory board info (if applicable)
5. Objectives
6. Performance measures

Performance measures are established to ensure the regular collection of specific information about the effectiveness, the quality and the efficiency of government services and programs. It is the responsibility of the department, division, or program director/manager to establish, review, and update performance measures.

Periodically, new performance measures will be added, or existing performance measures edited, as the need arises based upon changes in the City Commission's goals and objectives, changes to the agency's desired outcomes, changes in program scope or establishment of new programs based upon mandated reporting requirements, or where program evaluation results in the need for additional measures.

Performance measures will be tracked and recorded on a regular basis as determined by the department, division, or program depending on the reporting frequency needed to effectively and efficiently react to performance changes that are out of line with performance targets.

Prior to the submission of the tentative budget, the Office of Management and Budget Manager will review all narratives, objectives, and measures to ensure alignment and consistency within the agency. Status reports will be furnished to the City Commission on at least an annual basis.

### FINANCIAL AND BUDGETARY REPORTING, AUDITS AND ANALYSIS

1. Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass five years and will be updated annually.
2. The City's accounting and financial reporting systems will be maintained in conformance with all state, federal and local laws, generally accepted accounting principles as required in the City Charter and Code of Ordinances as well as the requirements of Chapter 166 and 218 Florida Statutes.
3. An annual audit will be performed by an independent public accounting firm, as required by Chapter 218.39 Florida Statutes. The results of the audit will be reported to the City Commission and the audit opinion included in the City's Comprehensive Annual Financial Report (CAFR).
4. The City will submit the CAFR to the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.



## City of Lake Worth Comprehensive Financial Policies

5. The Office of Management and Budget will submit the City's Budget to the GFOA's Distinguished Budget Presentation Program.
6. Financial information including the CAFR and the budget, once adopted, will be published on the City's website.
7. The City will publish a Citizens Report annually, in order to better communicate the City's financial information to the citizens. The report will also be submitted to the GFOA's Popular Annual Financial Reporting Award Program.
8. Secondary market disclosures as required by the Securities and Exchange Commission will be included in the CAFR.
9. The Office of Management and Budget will perform quarterly reviews to determine if the budgetary plan is being followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.