Lake Worth, Florida. The Art of Florida Living.sm

Annual Operating Budget

Fiscal Year 2015 - 2016

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City of Lake Worth

Annual Operating Budget

Fiscal Year 2015 - 2016

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CHAPTER 1
GENERAL INFORMATION

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MISSION STATEMENT

VISION

Lake Worth will capitalize on its natural resources, arts, culture, history, architecture and great neighborhoods to provide opportunity for all.

MISSION

The City of Lake Worth will create a viable and healthy community through partnership among our citizens, businesses and stakeholders to preserve and foster our cherished unique and independent character.

VALUES

- Honesty and Integrity
- Focus on Fundamentals
- Innovation
- Transparency and Openness
- Responsiveness
- Accountability
- Dedication
- Hard Work

CITY-WIDE GOALS AND OBJECTIVES

- Create a context for improving property values and quality of life
- Recognize and protect our unique character
- Provide effective and efficient programs and services

Mayor and City Commission

Pam Triolo, Mayor

Scott Maxwell, Vice Mayor and Commissioner District 1

Christopher McVoy, Commissioner District 2

Andy Amoroso, Commissioner District 3

Ryan Maier, Commissioner District 4

Left to Right:
Commissioner Andy Amoroso, Vice Mayor and Commissioner Scott Maxwell,
Mayor Pam Triolo, Commissioner Ryan Maier, Commissioner Christopher McVoy

CITY MANAGER

Michael Bornstein

EXECUTIVE MANAGEMENT TEAM

Auditor, Kenneth Oakes

City Attorney, Glen J. Torcivia

City Clerk, Pamela J. Lopez

Community Sustainability Director, William Waters

Electric Utility Director, John Borsch

Finance Director, Nerahoo Hemraj

Human Resources Director, Germaine English

Information Technology Asst. Director, Nelly Peralta

Leisure Services Director, Juan Ruiz

Public Services Director, Jamie Brown

Water & Sewer Utilities Director, Larry Johnson

BUDGET TEAM

Finance Director, Nerahoo Hemraj

Budget Manager, Clyde Johnson

DISTINGUISHED BUDGET AWARD

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Lake Worth

Florida

For the Fiscal Year Beginning

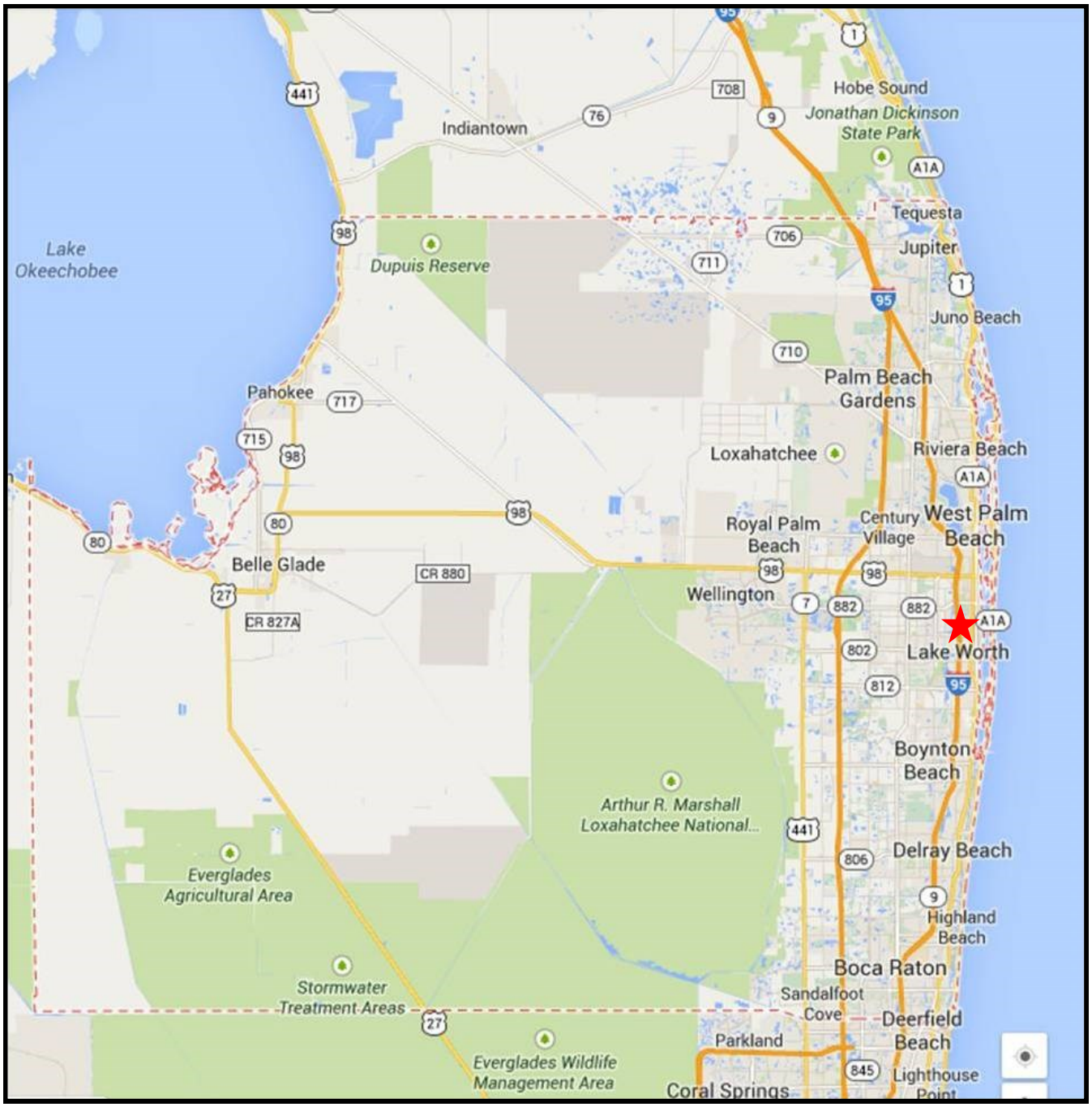
October 1, 2014

Executive Director

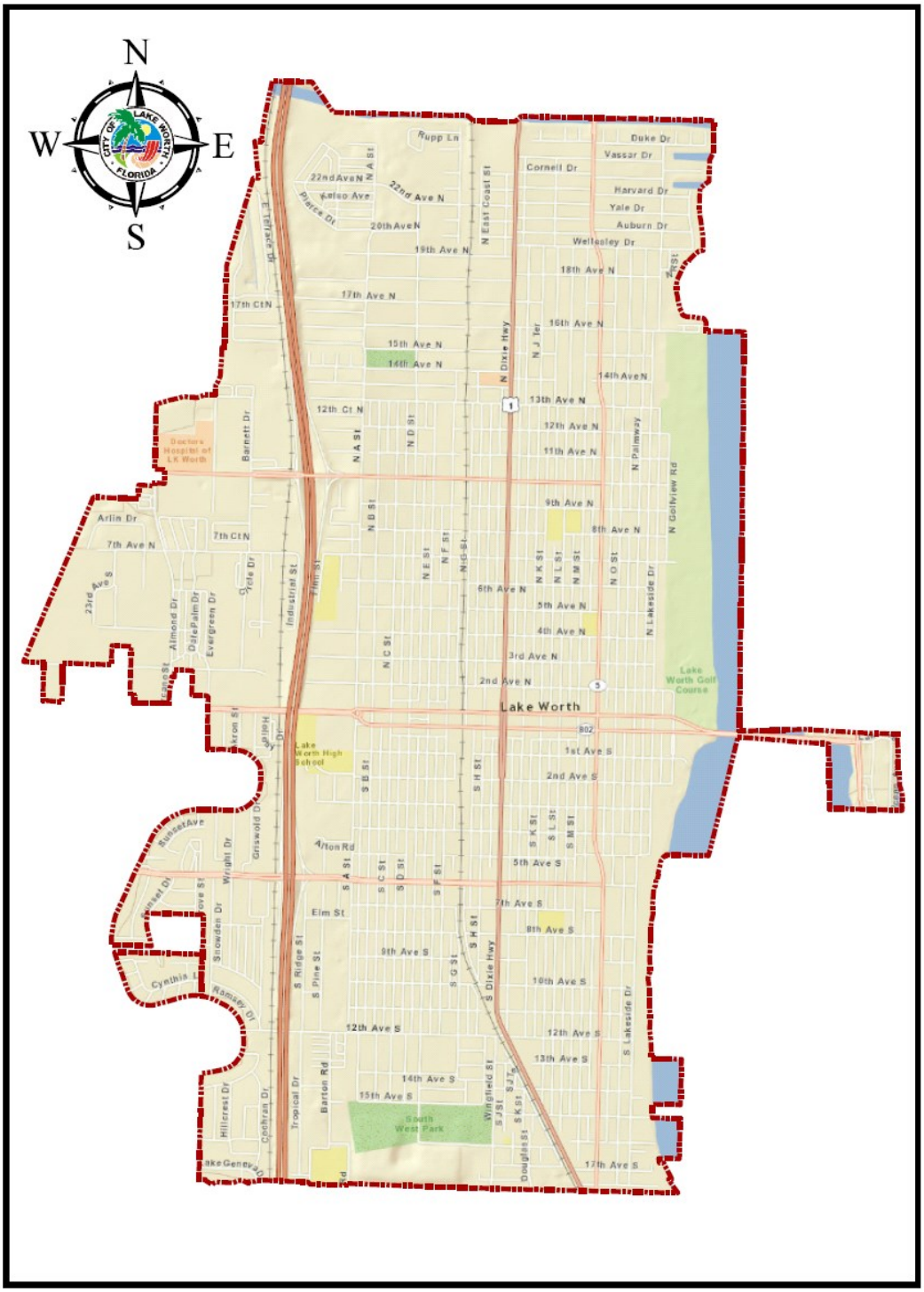
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Lake Worth, Florida for its annual budget for the fiscal year beginning October 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to the GFOA to determine its eligibility for another award.

Map of Palm Beach County



Map of Lake Worth



Lake Worth at a Glance

POPULATION DATA

- Total Area: 6.97 Square Miles
  - 5,068 persons per square mile
- Total Population: 36,234 (BEBR Florida Est. of Population 2014)
- Median age: 35.5 (US Census Bureau)
- Percentage of population with a High School Degree or higher: 67.7%
- Percentage of population with a Bachelor's Degree or higher: 19%
- Median household income: $34,712 (US Census Bureau)
  - 32.5% of population below poverty rate
  - 11.3% unemployment rate
- Estimated number of households: 11,998 (US Census Bureau)
  - Owner Occupied - 5,695; Renter Occupied - 6,303
  - Homeownership rate: 50.2%
- Average number of persons per household: 2.63 (US Census Bureau)
  - Owner Occupied = 2.57; Renter Occupied = 3.31
- Number of households with children under 18: 3,433 (US Census Bureau)

ELECTIONS

- Registered voters: 15,848
- Votes cast in last municipal election: 2,543

RECREATION AMENITIES

- Casino Building and Beach Complex
- Cultural Plaza
- Municipal Swimming Pool
- Municipal Park Acreage: 99.53 Acres
  - Barton Park
  - Bryant Park
  - Bryant Park South
  - Constitution Park
  - Harold Grimes Memorial Park
  - Howard Park
  - Lend a Hand Park
  - Memorial Park
  - Northwest Park and Ball Fields
  - Old Bridge Park
  - Snook Islands Natural Area
  - South Palm Park
  - Spillway Park
  - Sunset Ridge Park
  - Triangle Park
  - Tropical Ridge Fitness Park
- Golf Course: 107.06 acres
- John Prince Park (county park on western border): 726.36 acres (includes 338 lake acres)
- Number of recreation programs and classes: 14
- Number of special events: 5

Lake Worth at a Glance

STREETS & SIDEWALKS

- Paved public streets/alleys: 116 miles
- Unpaved shell rock streets: 22.7 miles

SOLID WASTE COLLECTION

- Residential accounts: 16,613
- Commercial accounts: 1,162

PUBLIC SAFETY

POLICE PROTECTION: *(Police services provided to City under contractual agreement with Palm Beach County)*

Sworn Police Officers	80
Civilian Employees	30
Crossing guards	24

FIRE PROTECTION: *(Fire services provided to City under contractual agreement with Palm Beach County Fire Rescue)*

Suppression Units	2
Early response stabilization units	2
Fire Stations	2

LAND USAGE

Residential	55.30%	2,478 acres
Commercial	10.30%	461 acres
Institutional	2.50%	112 acres
Industrial	8.20%	367 acres
Recreational	23.70%	1,062 acres
Total	**100.00%**	**4,480 acres**
Other *	34.40%	1,541 acres

**includes institutional, conservation and industrial*

UTILITY SYSTEM

Active accounts as of September 30, 2014:

Water	13,620
Sewer	11,596
Electric	26,375

ELECTRIC UTILITY CAPACITIES

Electric - Gas and oil	87 MW
Electric - Nuclear	18.4 MW
Electric - Coal	10 MW

Lake Worth at a Glance

WATER PLANT CAPACITIES

Miles of water mains	156.8 miles
Miles of sewer mains	98.3 miles
Fire Hydrants	996
Water - Lime Softening Plant	5.28 MGD (Permitted)
Water - Reverse Osmosis Water Plant	4.5 MGD
Sewer - East Central Regional Water Reclamation Facility	11.5 MGD

DOWNTOWN / BEACH ATTRACTIONS

- Beach
  - Chair and umbrella rentals
- 37,000 sq. ft. Casino Building and Beach Complex
  - Oceanfront ballroom (for rent)
  - Restaurants and shops
- Fishing
- Golf Course with restaurant
- Swimming Pool
- Oceanfront Park with picnic tables
- Municipal Pier
- Restaurants
- Shopping
- Waterways

COLLEGES AND UNIVERSITIES

- Palm Beach State College
- Palm Beach Atlantic University
- Florida Atlantic University

AIR AND LAND TRANSPORTATION

- Palm Beach International Airport is just 7.5 miles from Lake Worth
- Palm Beach Park Airport
- Major roadways include Interstate 95 and the Florida Turnpike
- Lake Worth is a hub for access to the Tri-Rail commuter rail service and the Palm Tran bus service which connects to the Tri-Rail

Lake Worth at a Glance

COMMUNITY INFORMATION

2014 Principal Property Taxpayers			
Tax Payers	**Net Assessed Value**	**Rank**	**% of Total Value**
Palm Club Townhomes LLC	9,948,799	1	0.83%
Bellsouth Telecommunications Inc.	8,021,684	2	0.67%
Palm Beach Mobile Home Park LLC	7,860,851	3	0.66%
Tackett, Patricia A.	7,282,655	4	0.61%
1920 10th Ave. LLC	7,162,113	5	0.60%
GSG Investments	6,068,487	6	0.51%
Investors Warranty of America Inc.	5,136,480	7	0.43%
Lake Worth Town Plaza LLC	4,903,311	8	0.41%
Arbor Square Realty Co. LLC	4,678,090	9	0.39%
Publix Supermarkets Inc.	4,665,809	10	0.39%

Source: Tax roll provided by Palm Beach County Property Appraiser's Office
Based on Lake Worth Top Ten Taxpayer Report

Principal Employers		
Employers	**Employees**	**Rank**
City of Lake Worth	309	1
Lake Worth High School	280	2
Wayne Akers Ford	135	3
Highland Elementary	131	4
Publix (214 N. Dixie Hwy.)	130	5
North Grade Elementary	105	6
Lake Worth Middle School	104	7
Publix (1910 Lake Worth Road) closed 12/14	100	8
Barton Elementary	99	9
Medicana Nursing & Rehab.	92	10

Source: Business Development Board of Palm Beach County

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 town site 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 town site 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 town site 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.

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 town site 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 multipurpose 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.

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.

History of Lake Worth

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.

CHAPTER 2
INTRODUCTORY SECTION

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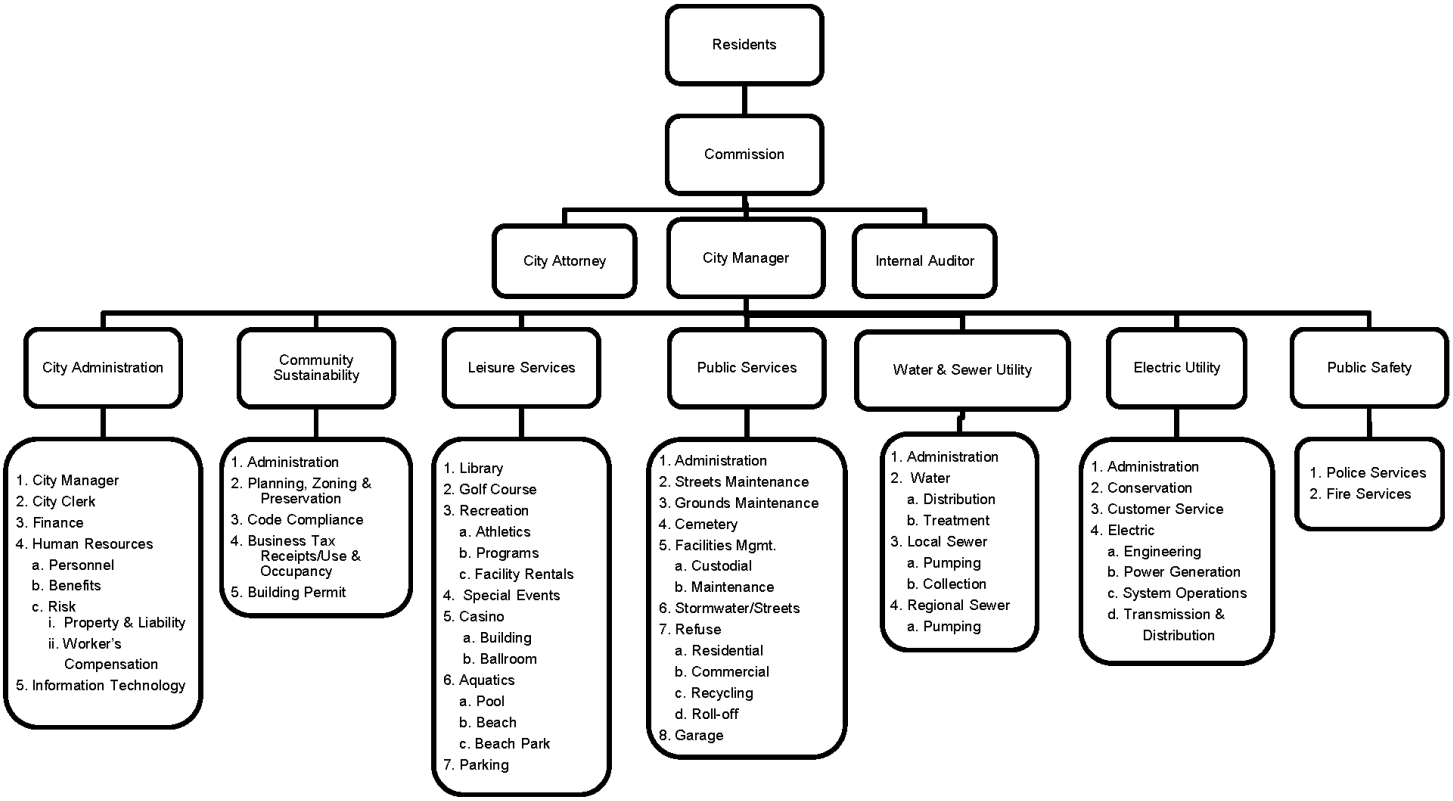
City-Wide Organizational Chart



Budget Calendar

City of Lake Worth
FY 2015 - 2016 Budget Calendar

Budget Kick-off Meeting – Commission Chambers Feb 26th 2015 (9.00 am – 10.30 am)

February 26, 2015 City Manager & Budget Team meet with Directors and their designees to discuss:

- FY 2015-16 Annual Operating Budget Strategy & Calendar
- (FY 2015 YTD Actual vs. Budget), Revenues & Expenditures.
- FY 2015-16 Decision Package Statement
- Discuss revenues and cost savings opportunities – Ideas are welcome
- Lake Worth 20/20 Capital Program & 5-Yr Capital Improvement Plan
- Org Charts & Narratives (goals, objectives & performance measures)
- Internal Service Funds - Info Technology, Garage, Insurance / Benefits
- Procedures for reclassifying, transferring or adding new personnel
- Position Change Forms (send to HR)
- SunGard Budget Module Training.

February 28, 2015 HR to review and update Position Control file with FY 2015 changes

Input current Payroll projection data in the system for FY 2016
Budget Team input FY14 actual in SunGard for FY 2016

March 2, 2015 SunGard Budget Module Training for Department Heads and support personnel

March 16, 2015 Departments to submit to Budget Team:-

- FY15 Forecast of revenues and operating expenditures.
- Position Control Forms (send to HR).
- Estimates of Overtime, Leave payouts, retirements, & other increases.
- Revised Organizational Charts.

March 23, 2015 Departments to submit the following:-

- FY 2015 Budget Request numbers in Level 'FY16-01
- FY 2016-2020 CIP Project Requests
  - You can re-allocate Operating Expenses but stay within the division total.
  - *Depts to list details of non-payroll related items, such as professional services, contractual services, training, travel & memberships, etc.*

Budget Team to review Internal Service Funds data for FY 2016

Budget Calendar

City of Lake Worth
FY 2015 - 2016 Budget Calendar

April 6th thru April 10th, 2015	Budget Team meets with Directors re: Operating Budget, personnel position, decision packages, and 5-YR CIP Projects.
April 20th thru April 24th, 2015	City Manager meets Directors and Budget Team re: Operating Budget, personnel position, decision packages, and 5-YR CIP Projects.
April 28, 2015	The following deliverables are due for discussion with City Manager: • Narratives due (Goals, Objectives, Initiatives, Performance Measures). • Revisions to Budget Requests from meetings with CM
May 1-31, 2015	Open for multiple meetings with City Manager, Directors and Budget Team to review Annual Operating Budget and 5-Yr CIP Plan
May 4, 2015	Budget Team provides City Manager with annual operating budget and 5-Yr (CIP)
May 28 2015	City Manager meets with Budget Team to review FY16 Requests, CIP Projects
May 30, 2015	**1:00 p.m. – City Commission – (Budget Workshop – Session #1)** • **Discuss the following Funds using Burton & Assoc Financial Model:** ○ Water Fund ○ Electric Fund ○ General Fund ○ Beach Fund
June 1, 2015	**Receive *Preliminary* Taxable Property Values Estimate from Palm Beach County Property Appraiser**
June 9, 2015	**6:00 p.m. – City Commission – (Budget Workshop – Session #2)** • **Discuss the following Funds:** ○ Water ○ Local & Regional Sewer Funds ○ Code Remediation Fund ○ Building Fund

Budget Calendar

City of Lake Worth
FY 2015 - 2016 Budget Calendar

June 30, 2015 — **6:00 p.m. – City Commission – (Budget Workshop - Session #3)**

- **Discussion the following Funds**
  - Refuse Fund
  - Stormwater Fund
  - Road Improvement Fund
  - Library / Simpkin Trust
  - General Fund recap before proposed millage

June 30, 2015 — Narratives due (Goals, Objectives, Initiatives, Performance Measures).

July 1, 2015 — **Receive Preliminary Certification of Taxable Property Values from PBC Property Appraiser electronically through the e-Trim system.**

July 14, 2015 — **6:00 p.m. – City Commission – (Regular Meeting – Session #4)**

- **City Commission Establishes Proposed Millage Rate for FY 2015-2016**
- **City Commission Establishes Time, Date, & Place of first Public Hearing.**

July 31, 2015 — Submit Proposed Millage Rate to Palm Beach County Property Appraiser with Time, Date, & Place of First Public Hearing:

Form DR-420	**[Certification of Taxable Value]**
Form DR-420MM-P	**[Maximum Millage Levy Calculation Preliminary Disclosure]**
Form DR-420TIF	**Tax Increment Adjustment Worksheet]**
Form DR-420DEBT	**[Certification of Voted Debt Millage]**

(required within 35 days of July 1st - required no later than August 4th)

Aug 11, 2015 — **6:00 p.m. – City Commission – (Budget Workshop - Session #5)**

- **Internal Service Funds**
  - (Garage, Info Technology, Insurance & Employee Benefits)
- **5 Yr- Capital Improvement Plan**
- **Start Wrap-Up Session (If time allows)**

Budget Calendar

City of Lake Worth
FY 2015 - 2016 Budget Calendar

August 25, 2015	**6:00 p.m. – City Commission – (Regular Meeting – Session #6)** • **Budget Wrap-Up Work Session**
August 25, 2015	Palm Beach County Property Appraiser **to mail** TRIM (Truth in Millage) Notice **Form DR-474 [Notice of Proposed Property Taxes]** ***(Required within 55 days of July 1st - required by August 24th)***
August 31, 2015	Present copies of Annual Operating Budget to City Commission and City Manager.
Sept. 10, 2015	Reminder to post tentative budget on the website 2 days before budget hearing pursuant to s.200.065.
Sept. 15, 2015	**6:00 p.m. – City Commission – Special Meeting [1st Public Hearing] – Tentative** **(Cannot conflict with PBCC Public Budget Hearing)** • **City Commission Adopts FY 2015 Capital Improvement Plan w/o LW2020** • **Commission Adopts Tentative Millage Rate & Annual Operating Budget.** • **City Commission Establishes Time, Date, & Place of 2nd Public Hearing.** **(required from 65 to 80 days of July 1st – (Sep 3rd to Sep 18th)**
Sept. 16, 2015	Send Advertisement to Palm Beach Post for Public Hearing on Tentative Budget
Sept. 18, 2015	Advertisement in Palm Beach Post of Final Millage and Annual Operating Budget. ***(required within 15 days after tentative adoption – last date Sep 29th)***
Sept. 22, 2015	**6:00 p.m. – City Commission – Special Meeting [2nd Public Hearing] – Adopting** **(Cannot conflict with PBC School Board Public Meeting)** • **Commission adopts Final Millage Rate and Annual Operating Budget.** • **Commission adopts Fees Resolution Schedule effective Oct 1st, 2015** **(Required within 2 to 5 days after advertisement is published- tentative 9/19/15)** **(Required between September 19th and September 23rd)** **(To be held within 20 days of the first public hearing)**

Budget Calendar

City of Lake Worth
FY 2015 - 2016 Budget Calendar

Sept. 25, 2015	Deliver Final Millage Rate Ordinance to Palm Beach County Property Appraiser and Tax Collector. ***(required within 3 days of budget adoption – required by September 26th)***
October 12, 2015	Deliver Certification of TRIM Compliance (DR-487) to the Department of Revenue. **Form DR-487** **[Certification of Compliance]** **Form DR-422** **[Certification of Final Taxable Value]** **Form DR-422DEBT** **[Certification of Final Voted Debt Millage]** **Form DR-420MM** **[Maximum Millage Levy Calculation Final Disclosure]** ***(Within 30 days of Final Hearing to be held on Sep 23rd – last day Oct 23rd)*** Submit Certification of FINAL Taxable Value (DR-422) to PBC Property Appraiser. **Form DR-422** **[Certification of Final Taxable Value]** **Form DR-422DEBT** **[Certification of Final Voted Debt Millage]** ***(Within 3 days after receipt of Form DR-422 [Certification of Final Taxable Value])***
December 14, 2015	Mail final Budget Book to Government Finance Officers Association (GFOA). ***(required within 90 days of budget adoption – reach GFOA by Dec 22nd)***

CHAPTER 3
BUDGET MESSAGE SECTION

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CITY MANAGER FY 2016
BUDGET TRANSMITTAL LETTER

September 22, 2015

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

As required by the City Charter, herewith is submitted for your final approval the tentatively adopted Annual Operating Budget for Fiscal Year 2016.

The total FY 2016 budget for the City is proposed at $178,862,128, which is $5,875,082 less than the FY 2015 current amended budget. The total FY 2016 budget is comprised as follows:

- General Fund $ 31.1 million
- Other General Fund $ 6.4 million
- Utilities $109.0 million
- Capital Project (P.O.C) $ 8.7 million
- Internal Service Fund $ 23.7 million

The General Fund millage rate remains at 5.4945 mils as it has been for the last three years, with projected Ad Valorem revenues of $6.9M. The General Fund budget of $31,078,033 is $691,796 more than the FY 2015 current amended general fund budget with the following comments:

- 1% increase of $121,000 for the Palm Beach Sheriff Office (PBSO) contract
- 4% across-the-board salary increase for employees
- Use of approximately $68,889 from the General Fund available fund balance
- Approximately 34% of the General Fund costs are controllable with 66% non-controllable costs which includes approximately $6.3M in pension obligation costs for Police, Fire and general employees **(Fig.1).**

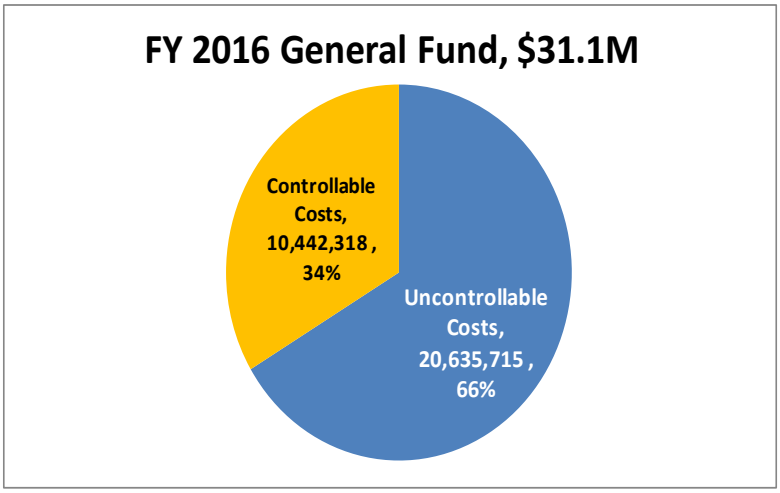

Fig. 1

CITY MANAGER FY 2016
BUDGET TRANSMITTAL LETTER

The Water and Sewer Utility is now separated from the Electric Utility Department, however, the total Enterprise/Utility proposed budget of $109M reflects the following information on rates.

- Water rates will increase by 3.5% in FY 2016.
- Local Sewer rates will increase by 3% and Regional rates by 8% in FY 2016.
- Electric, Stormwater and Sanitation rates will remain unchanged in FY 2016.

Additional information on rates:

- Parking meter rates will remain the same, but will be revisited in 6 months - April 2016.
- Golf course membership rates will increase by 2% and green fees rates by $2.00 per round.

The budget for a municipality is normally the most important policy statement of the City since it sets a course for the government in the coming year. However, the past several years have not been kind to local governments in general and in particular to the City of Lake Worth. Numerous large scale issues abound of which any single one would be considered substantial for an organization.

With the Real Estate sector of our economy having shown some stability in FY 2014, and infrastructural projects completed or in progress throughout the City, we have experienced Ad Valorem revenue increases of 9.71% in FY 2015, with projected increases of 10.47% for FY 2016.

Your City government is engaged in implementing change across a variety of fronts in an attempt to adapt to the realities it faces. In spite of these difficulties, the City is adjusting course, taking action, and assuming its role in helping to lead the community through troubled waters. This FY 2016 budget document should be considered as much a necessary and required policy report and set of guidelines for operations.

The FY 2016 budget includes $3.2M for the 2" Watermain Replacement capital project, $1.6M in Water treatment and production projects and $2.5M in Sewer rehabilitation projects. Alternatively our administration must come up with other creative long term strategies to fund the repairs and maintenance of our roadways, storm drains, sidewalks and city buildings. In doing so, we firmly believe it will add value to our community and embrace our efforts to attract a vibrant business sector to Lake Worth. Our continued focus will be on the Park of Commerce economical development project which reflects $8.7M in capital costs for FY 2016 to include land acquisition, utility system infrastructure, and underground telephone and cable.

With limited funding we have embarked on creative solutions by reorganizing staff positions, dipping into the General Fund reserves and proceeding with bite-size infrastructure projects. As stated above, this is not ideal or normal but it is a step in the right direction for an organization that must remain nimble, embrace change, and create opportunities for itself with active and prudent policy decisions.

I believe the upcoming FY 2016 will be a dynamic and exciting period for the City of Lake Worth.

In Public Service,

Mike Bornstein

CHAPTER 4
DEBT ADMINISTRATION

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Debt Administration

Long Term Liabilities

As of September 30, 2014, the City had debt outstanding of approximately $59.3 million. Of this amount, approximately $52.8 million is secured by specific enterprise fund revenue sources, as shown in Table 1.

Table .1
(Extract from FY 2014 CAFR/A-4)

Long-Term Liabilities (In Millions)						
Debt Classification	Governmental Activities		Business-Type Activities		Total	
	2014	2013	2014	2013	2014	2013
Revenue Bonds	-	-	52.8	54.0	52.8	54.0
Notes Payable	-	-	6.5	6.9	6.5	6.9
Total	**-**	**-**	**59.3**	**60.9**	**59.3**	**60.9**

The City's total debt decreased by $1.6 million due to the net effect of scheduled principal payments. Other obligations include compensated absences such as unused vacation and sick leave, deposits payable, and outstanding/estimated insurance claims.

Debt Affordability Assessment

The City Charter and Code of Ordinances limits the City's total debt service to be a maximum equal to 25% of the assessed value of the taxable property in the corporate limits of the City. Table .2 shows the City's debt levels are within the maximum allowable range.

Table .2

Debt Affordability Assessment (In Thousands)				
Fiscal Years Ending	Assessed Taxable Value	Maximum Debt (25%)	Outstanding Debt Service	Within Charter Guidelines
2015	1,319,250	329,813	-	Yes
2014	1,198,460	299,615	-	Yes
2013	1,097,155	274,289	-	Yes
2012	1,047,017	261,754	-	Yes
2011	1,110,135	277,534	-	Yes
2010	1,498,652	374,663	410	Yes
2009	1,955,343	488,836	800	Yes

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CHAPTER 5
FUNDS SECTION

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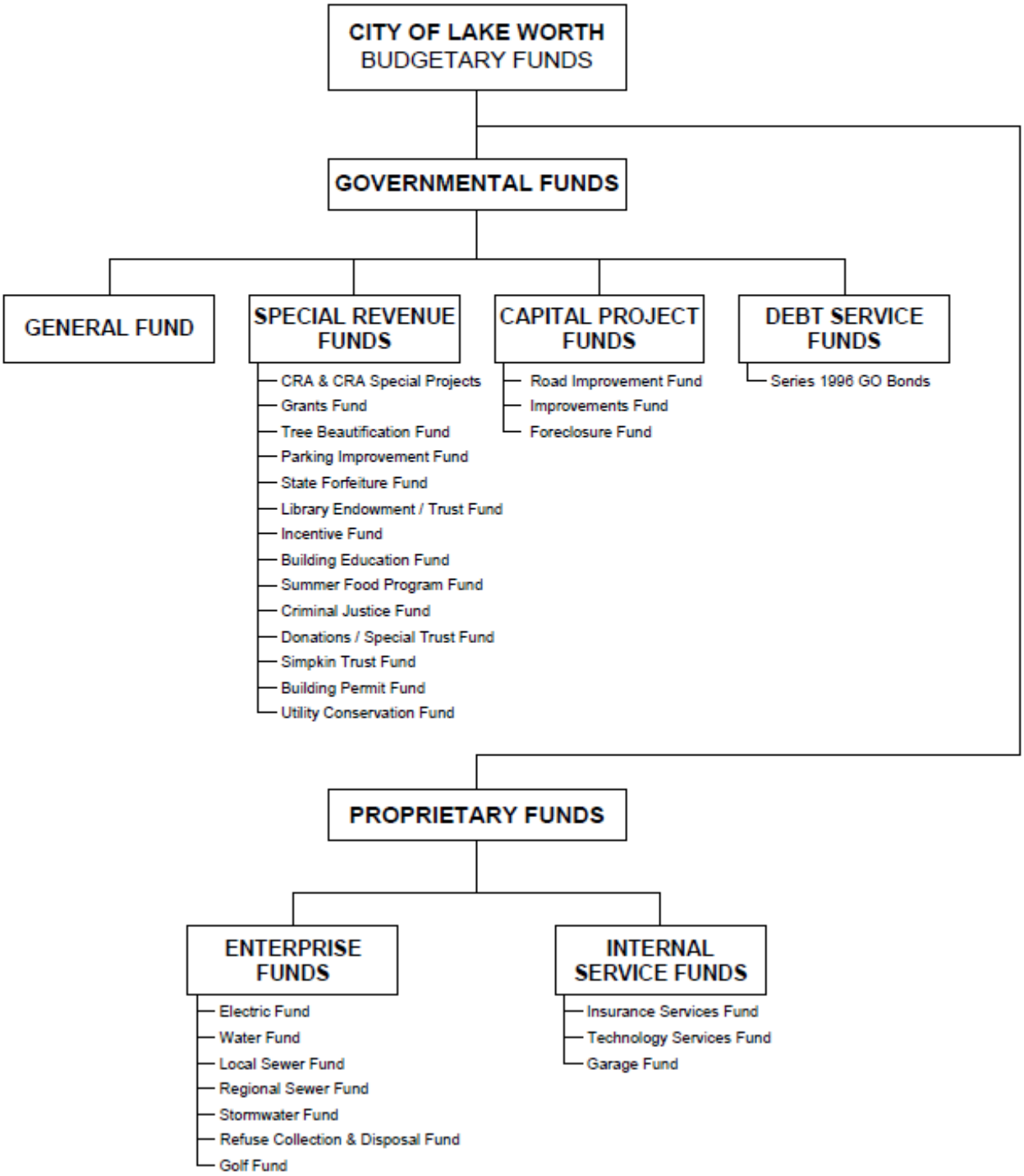
CITY OF LAKE WORTH
FUND STRUCTURE

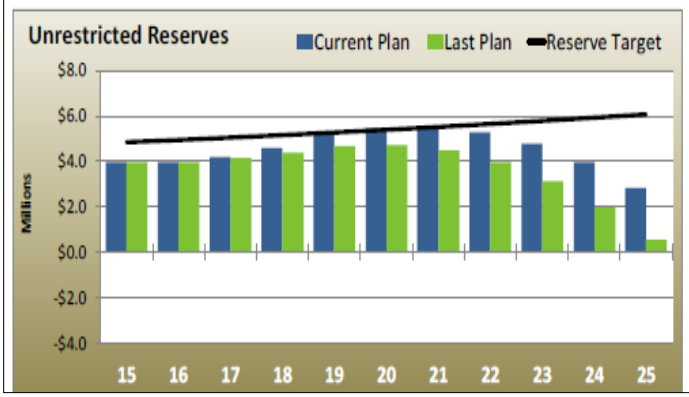


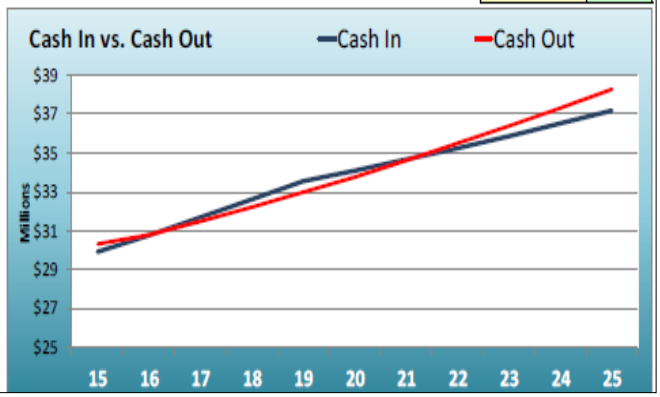
General Fund Financial Projection

GENERAL FUND FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS - GF) SUMMARY

SAVE CALC

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Pension Scenario	Current
City Millage Rate	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945	5.4945		
Millage Rate Adjustment													
Fire MSTU	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581	3.4581		
Total Millage	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526		
Property Appraiser's Adjustment	N/A	9.8%	3.0%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%		
New Construction	N/A	0.3%	4.7%	4.6%	3.8%	0.6%	0.6%	0.6%	0.6%	0.6%	0.5%		
Total Property Value Adjustment	9.7%	10.1%	7.7%	7.6%	6.8%	4.1%	4.1%	4.1%	4.1%	4.1%	4.0%		
Millage Rate - Last Plan	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526	8.9526		
Property Value Adj. - Last Plan	9.7%	10.1%	7.4%	6.1%	6.0%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%		
Cash Flow Surplus/(Deficit) $M	-$0.4	$0.0	$0.2	$0.4	$0.6	$0.3	$0.1	-$0.2	-$0.5	-$0.8	-$1.1		
End of Year Fund Balance $M	$4.0	$4.0	$4.2	$4.6	$5.2	$5.5	$5.5	$5.3	$4.8	$4.0	$2.8		
Reserve Target Surplus/(Deficit) $M	-$0.9	-$1.0	-$0.9	-$0.6	-$0.1	$0.1	$0.0	-$0.4	-$1.0	-$2.0	-$3.2		
Reserve Balance % of Expenses	13.7%	13.5%	13.9%	15.0%	16.5%	17.1%	16.9%	15.8%	13.9%	11.2%	7.9%		
Reserve Target % of Expenses	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%		





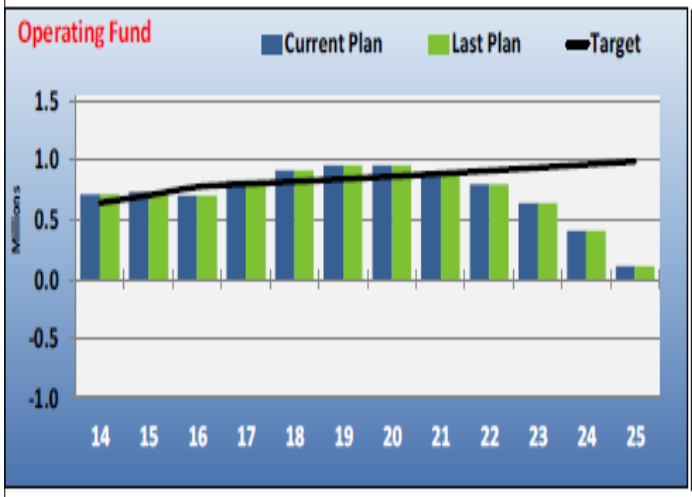
Beach Complex Financial Projection

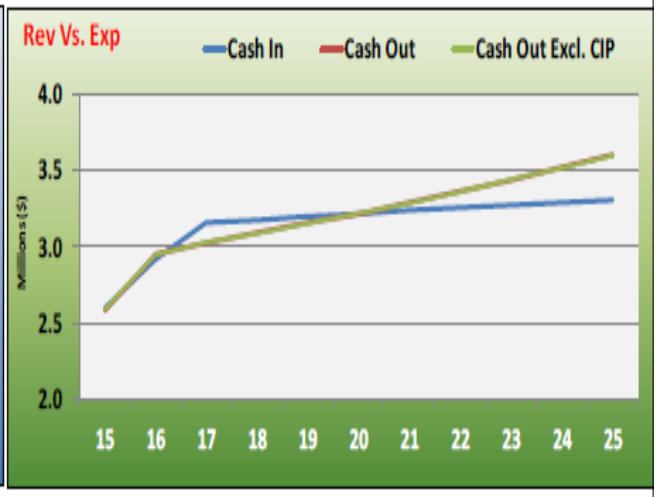
BEACH FUND FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

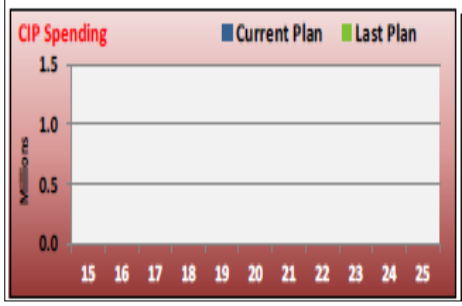
SAVE | CALC | ROLL

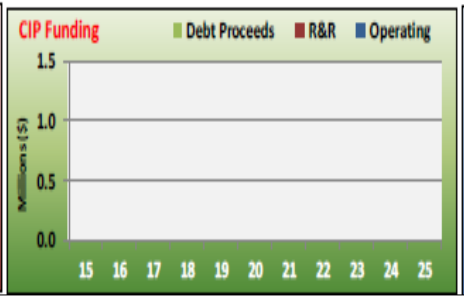
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Metered Parking Rate	$2.00	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal
CIP $ Redistribution ▶	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
CIP Execution % ▶	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Reserve Mo ▶	4	4	4	4	4	4	4	4	4	4	4

Seasonal Option	Y
2nd Floor Revenue?	Y
Loan Repay Start	FY 2015
Loan Repay Period	14
Check	$ -







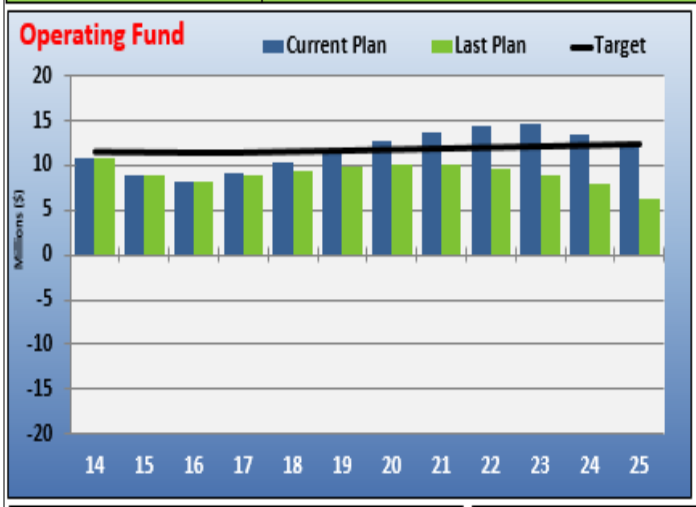


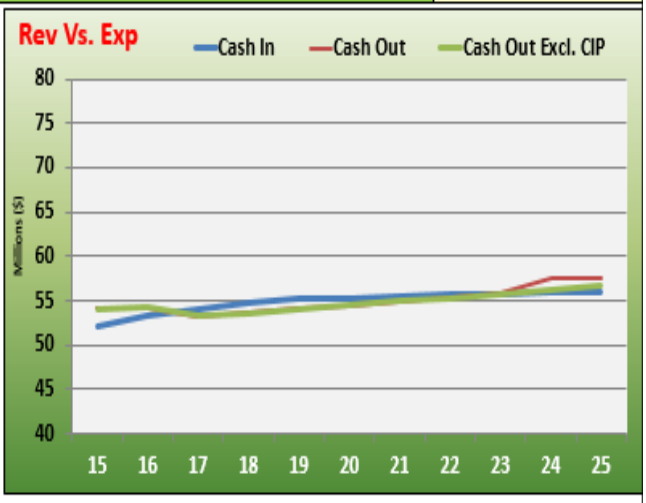
Electric Fund Financial Projection

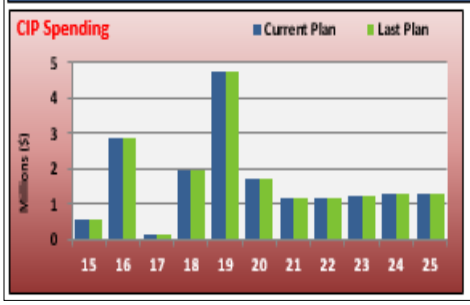
FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

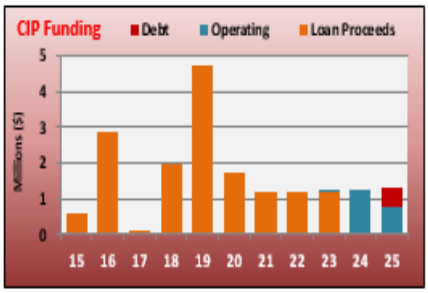
SAVE CALC ROLL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change FY 2020	Cumulative Change FY 2025
Override ▶		0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Rate Adjustments	0.00%	0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	2.00%
Last Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rate Covenant	2.52	3.16	3.51	3.62	3.73	3.65	3.54	3.43	3.31	3.18	3.00		
Last Plan	2.52	3.16	3.37	3.34	3.30	3.20	3.08	2.96	2.83	2.60	2.36		
General Fund % ▶	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%		
Average Residential Bill	$114.73	$114.73	$115.49	$116.25	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03		
Effective Rate Adjustment		0.00%	0.66%	0.66%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Last Plan	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	*Check*	$ -







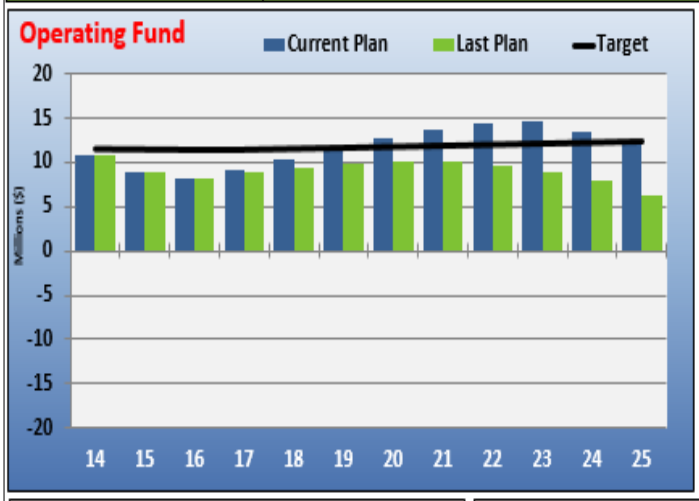


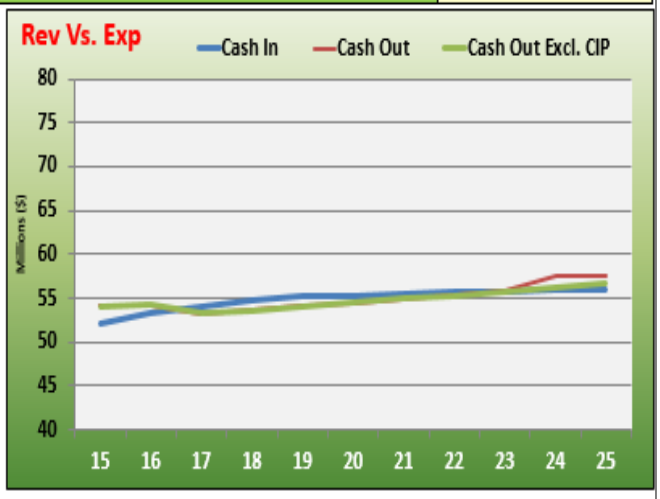
Water Fund Financial Projection

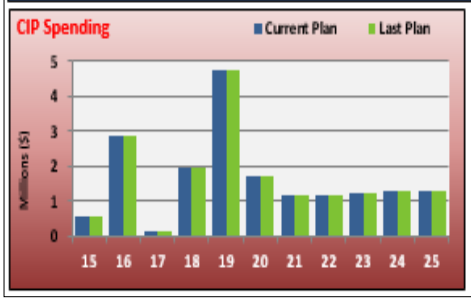
FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

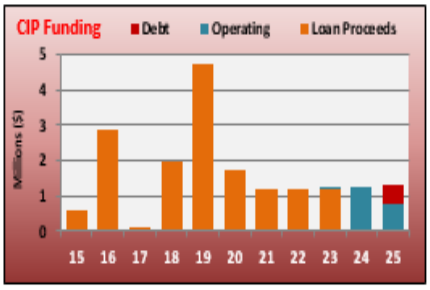
SAVE | CALC | ROLL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change FY 2020	Cumulative Change FY 2025
Override ▶		0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Rate Adjustments	0.00%	0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	2.00%
Last Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rate Covenant	2.52	3.16	3.51	3.62	3.73	3.65	3.54	3.43	3.31	3.18	3.00		
Last Plan	2.52	3.16	3.37	3.34	3.30	3.20	3.08	2.96	2.83	2.60	2.36		
General Fund % ▶	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%		
Average Residential Bill	$114.73	$114.73	$115.49	$116.25	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03		
Effective Rate Adjustment		0.00%	0.66%	0.66%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Last Plan	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	*Check*	$ -



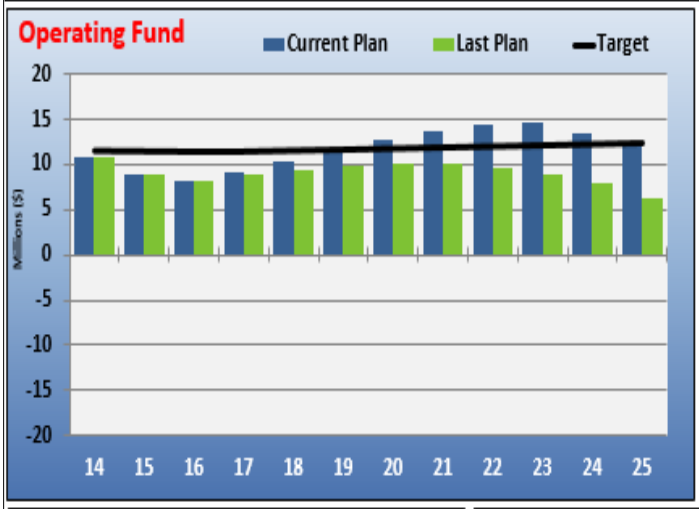


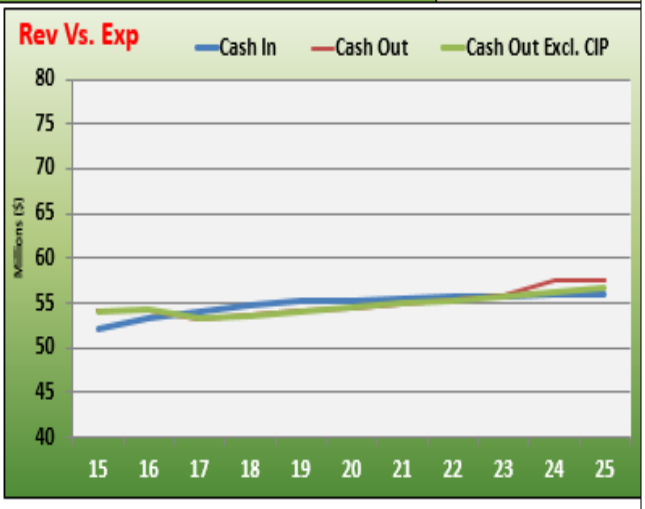


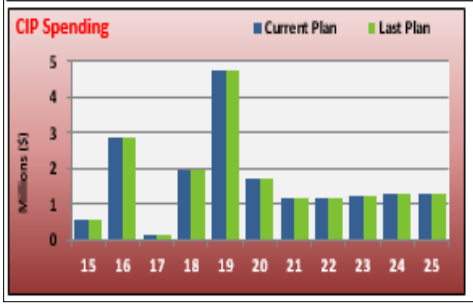


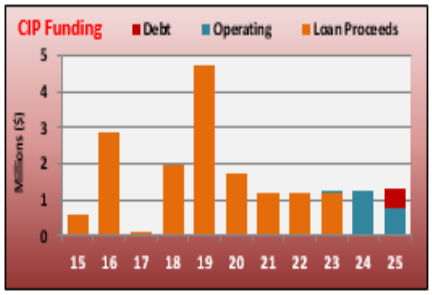
Local Sewer Fund Financial Projection

FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY													
SAVE CALC ROLL	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change	
Override ▶		0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	FY 2020	FY 2025
Rate Adjustments	0.00%	0.00%	1.00%	1.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	2.00%
Last Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rate Covenant	2.52	3.16	3.51	3.62	3.73	3.65	3.54	3.43	3.31	3.18	3.00		
Last Plan	2.52	3.16	3.37	3.34	3.30	3.20	3.08	2.96	2.83	2.60	2.36		
General Fund % ▶	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%		
Average Residential Bill	$114.73	$114.73	$115.49	$116.25	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03	$117.03		
Effective Rate Adjustment		0.00%	0.66%	0.66%	0.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Last Plan	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	$114.73	Check	$ -







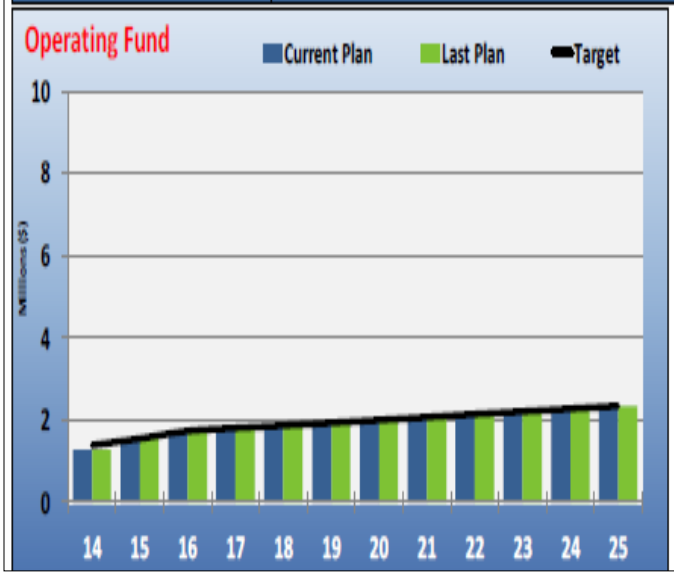


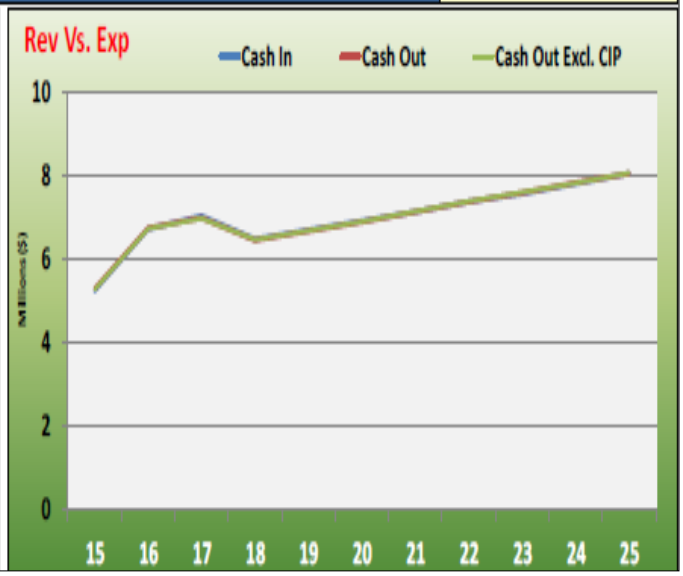
Regional Sewer Fund Financial Projection

REGIONAL SEWER FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE CALC ROLL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change FY 2020	Cumulative Change FY 2025
Override ▶		-2.64%											
Bulk Wastewater O&M Rate Increases	0.00%	-2.64%	5.17%	2.56%	2.82%	2.83%	2.74%	3.05%	2.84%	3.06%	3.01%	11.04%	28.35%
Last Plan	0.00%	-2.64%	5.17%	2.56%	2.82%	2.83%	2.74%	3.05%	2.84%	3.06%	3.01%	11.04%	28.35%
Estimated Annual TRUEUP (000)	-$318	-$168	$0	$0	$0	$0	$0	$0	$0	$0	$0		
O&M Rate	$1.778	$1.731	$1.820	$1.867	$1.920	$1.974	$2.028	$2.090	$2.149	$2.215	$2.282	Palm Springs Exit	
O&M Rate $/1000 Gals.	$1.778	$1.731	$1.820	$1.867	$1.920	$1.974	$2.028	$2.090	$2.149	$2.215	$2.282	MGD Taken	1.0
Cumulative Rate Increase		-2.64%	2.39%	5.01%	7.98%	11.04%	14.08%	17.56%	20.89%	24.60%	28.35%	Check	$ -

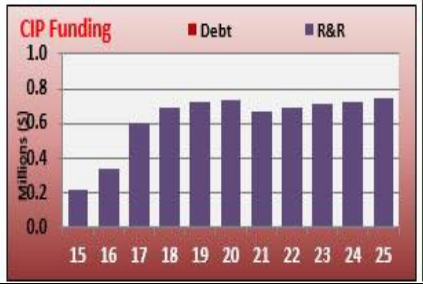




Refuse Fund Financial Projection

SANITATION FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE CALC ROLL	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change	
Override ▶										4.00%		FY 2020	FY 2025
Rate Per ERU Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.95%	0.00%	6.95%
Last Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CIP $ Redistribution ▶	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	PS FY16▶	100.0%
CIP Execution % ▶	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	OMV FY16▶	100.0%
Net CIP Funding % ▶	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
Operating Reserve Mo ▶	4	4	4	4	4	4	4	4	4	4	4	OMF FY16▶	100.0%
General Fund % ▶	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%		
Annual Residential Assessment	$245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	262.85		
Last Plan	$245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	Check	$ -



Stormwater Fund Financial Projection

SANITATION FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE CALC ROLL	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cumulative Change	
Override ▶										4.00%		FY 2020	FY 2025
Rate Per ERU Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.95%	0.00%	6.95%
Last Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CIP $ Redistribution ▶	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	PS FY16▶	100.0%
CIP Execution % ▶	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	OMV FY16▶	100.0%
Net CIP Funding % ▶	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
Operating Reserve Mo ▶	4	4	4	4	4	4	4	4	4	4	4	OMF FY16▶	100.0%
General Fund % ▶	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%		
Annual Residential Assessment	$245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	262.85		
Last Plan	$245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	245.76	Check	$ -

Fund Summaries

General Fund

General Fund (Fund 001) - is the general operating fund of the City. All general tax revenue and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. General operating expenditures and capital improvement costs that are not required to be paid through other funds are paid from this fund.

General Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Ad valorem	5,646,125	5,762,293	6,315,694	6,300,107	6,315,694	6,946,193	630,499	9.98%
Ad valorem - Fire Services							-	-
Special Assessment							-	-
Sales, Use & Fuel	808,215	832,744	840,000	672,677	840,000	890,000	50,000	5.95%
Franchise Fees	54,068	36,127	41,600	32,238	51,600	20,000	(31,600)	-61.24%
Utility Services Taxes	4,013,258	4,124,306	4,040,000	3,098,397	4,025,000	4,004,000	(21,000)	-0.52%
Business Licenses	577,715	510,087	725,000	588,814	640,000	745,000	105,000	16.41%
Permits	100,477	107,819	129,000	109,536	134,000	150,000	16,000	11.94%
Grants	-	-	-	-	-	-	-	-
State Shared Revenues	4,472,701	4,749,838	5,003,800	3,126,428	4,918,500	5,376,573	458,073	9.31%
Shared revenue local units(Cnty/Div II Contr;)	896,615	724,231	1,022,425	558,730	1,023,225	1,022,425	(800)	-0.08%
General Government	250,458	397,008	383,010	327,896	364,710	392,300	27,590	7.56%
Public Safety	365,174	415,392	270,000	201,222	278,000	270,000	(8,000)	-2.88%
Physical Environment	676,493	691,040	660,000	617,955	655,500	655,500	-	-
Transportation	39,476	36,446	29,000	28,665	32,500	31,000	(1,500)	-4.62%
Culture/Recreation	114,212	131,376	190,948	141,087	166,278	135,450	(30,828)	-18.54%
Judgments & Fines	68,948	73,143	57,000	47,381	57,500	57,000	(500)	-0.87%
Violations of Local Ordinances	81,467	323,435	255,600	633,512	653,250	470,105	(183,145)	-28.04%
Interest & other Earnings	28,690	45,860	20,000	15,149	20,131	39,200	19,069	94.72%
Rents & Royalties	22,874	21,921	22,400	17,485	21,900	21,900	-	-
Sale of Surplus Material	-	-	-	-	-	-	-	-
Donations	4,665	448	-	2,627	2,707	2,000	(707)	-26.12%
Other Miscellaneous Revenue	169,294	95,625	351,692	21,901	21,100	20,100	(1,000)	-4.74%
General Government Surcharge	3,537,104	3,478,403	2,984,575	2,466,314	2,984,575	3,505,226	520,651	17.44%
Franchise Fees	6,374,998	6,372,061	6,153,812	5,128,176	6,153,812	6,153,812	-	-
Non-Operating Sources/Reimbursements	94,100	43,820	40,000	34,887	41,930	41,360	(570)	-1.36%
Transfers In	565,548	282,911	524,060	524,060	524,060	60,000	(464,060)	-88.55%
Debt Loan Proceeds							-	-
subtotal	28,962,675	29,256,334	30,059,616	24,695,244	29,925,972	31,009,144	1,083,172	3.62%
Use of Fund Balance	971,350	-	326,621	-	417,759	68,889		
Total Sources of Funds	29,934,025	29,256,334	30,386,237	24,695,244	30,343,731	31,078,033		

Fund Summaries

General Fund (continued)

General Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Use of Funds								
City Commission	204,291	226,023	249,544	195,098	246,613	246,536	(77)	-0.03%
City Manager	341,803	492,735	553,241	397,991	557,458	671,226	113,768	20.41%
City Clerk	410,558	381,191	429,825	341,588	425,846	534,945	109,099	25.62%
Internal Auditor	132,682	156,195	173,288	138,808	174,819	160,089	(14,730)	-8.43%
City Attorney	883,035	746,658	825,033	573,252	809,896	803,104	(6,792)	-0.84%
Finance / OMB	1,364,574	1,449,821	1,455,746	1,025,626	1,485,088	1,523,354	38,266	2.58%
Human Resources / Personnel	201,545	200,913	244,918	166,807	233,556	272,507	38,951	16.68%
Human Resources / Benefits	118,356	11,093	-	10,670	-	27,651	27,651	#DIV/0!
Community Sustainability - Admininstration	248,046	200,049	177,433	127,435	177,484	178,815	1,331	0.75%
Community Sustainability / Business Licenses	100,911	116,903	79,194	56,104	55,407	82,454	27,047	48.82%
Community Sustainability / Planning & Zoning	482,050	554,991	683,871	511,119	685,059	778,314	93,255	13.61%
Community Sustainability / Code Enforcement	694,492	860,455	975,282	717,644	966,620	1,013,236	46,616	4.82%
Public Safety - Police Services	14,737,944	14,818,555	15,306,633	13,216,244	15,298,633	15,019,483	(279,150)	-1.82%
Public Safety - Fire Services	2,678,895	2,830,595	2,936,028	1,859,483	2,936,028	2,745,014	(191,014)	-6.51%
Public Services - Administration	239,213	226,798	221,477	157,559	221,870	332,586	110,716	49.90%
Public Services - Streets Maintenance	550,145	615,915	789,953	617,612	787,340	902,063	114,723	14.57%
Public Services - Parking	36,876	9,290	10,688	5,936	9,868	10,675	807	8.18%
Public Services - Grounds Maintenance	1,658,177	1,441,505	1,495,912	1,184,179	1,490,338	1,577,627	87,289	5.86%
Public Services - Cemetery	232,825	244,319	255,386	205,165	255,670	276,183	20,513	8.02%
Facilities Management- Custodial	83,160	83,695	88,513	66,344	88,513	107,438	18,925	21.38%
Facilities Management- Maintenance	876,668	893,598	934,231	697,894	934,609	1,031,916	97,307	10.41%
Leisure Services - Library	485,508	465,322	462,422	360,829	462,723	484,142	21,419	4.63%
Leisure Services - Recreation	-	-	-	4,098	1,275	-	(1,275)	-100.00%
Leisure Services - Recreation / Athletics	366,579	316,536	396,261	270,247	386,454	398,271	11,817	3.06%
Leisure Services - Rec / Facility Rentals	302,421	440,403	456,812	365,412	449,032	491,627	42,595	9.49%
Leisure Services - Rec / Community Programs	294,494	413,745	342,823	273,923	361,809	423,894	62,085	17.16%
Aquatics - moved to Beach Fund	-	-	-	-	-	-	-	-
Non-Departmental	1,456,791	152,371	98,531	37,455	98,531	70,000	(28,531)	-28.96%
Transfer Out - Capital Projects	102,208	-	-	-	-	-	-	100.00%
Transfer Out- CRA	557,778	622,290	743,192	743,192	743,192	914,883	171,691	23.10%
Transfer Out - Golf Fund	-	253,139	-	-	-	-	-	100.00%
Transfer Out - Beach Fund	-	-	-	-		-	-	-
Transfer Out - Grants	92,000	10,000	-	-	-	-	-	-
subtotal	29,934,025	29,235,103	30,386,237	24,327,714	30,343,731	31,078,033	734,302	2.42%
Reserve for future use	-	21,231	-	367,530	-	-		
Total Uses of Funds	29,934,025	29,256,334	30,386,237	24,695,244	30,343,731	31,078,033		
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	3,823,324	2,851,974	2,873,205	2,546,584	2,914,114	2,496,355	(417,759)	
Repayment of Advances								
Use of fund balance	(971,350)	-	(326,621)	-	(417,759)	(68,889)	348,870	
Excess Revenues over Expenditures	-	21,231	-	367,530	-	-	-	
Reserve for future capital projects	-				-	-	-	
Transfer Out - Self Insurance	-	-	-	-	-	-	-	
Emergency Reserve	-	-	-	-	-	-	-	
Estimated Remaining Fund Balance	2,851,974	2,873,205	2,546,584	2,914,114	2,496,355	2,427,466	(68,889)	

Fund Summaries

Special Revenue Funds

Special Revenue Funds are established to account for revenues and expenditures that are restricted by law or contract. The City operates the following Special Revenue Funds:

Building Permit Fund (Fund 103) - is used to account for the enforcement and interpretation of the Florida Building Codes, Local Codes, Florida Statues, and Federal Statues regarding new construction within corporate limits of the City of Lake Worth. Florida Statute 553.80 (7)

Building Permit Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Permits	1,224,298	756,730	681,793	1,402,791	998,060	986,500	(11,560)	-1.16%
Plan Review	-	-	-	-	-	-	-	-
General Government	1,750	1,430	1,750	180	950	825	(125)	-13.16%
Other Miscellaneous Revenue	4,142	5,437	4,142	15,702	19,720	4,834	(14,886)	-75.49%
Transfers In	-	23,985	-	-	-	-	-	100.00%
subtotal	1,230,190	787,582	687,685	1,418,673	1,018,730	992,159	(26,571)	-2.61%
Use of Fund Balance	-	-	533,547	-	222,820	-	(222,820)	
Total Sources of Funds	1,230,190	787,582	1,221,232	1,418,673	1,241,550	992,159	(249,391)	
Use of Funds								
Building Services	528,848	567,639	745,985	518,704	766,303	725,336	(40,967)	-5.35%
Non-Departmental	188	920	187	175	187	150	(37)	100.00%
Transfers Out	-	-	475,060	475,060	475,060	-	(475,060)	-100.00%
subtotal	529,036	568,559	1,221,232	993,939	1,241,550	725,486	(516,064)	-41.57%
Reserve for future use	701,154	219,023	-	424,734	-	266,673	266,673	
Total Uses of Funds	1,230,190	787,582	1,221,232	1,418,673	1,241,550	992,159	(249,391)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	607,712	1,308,866	1,527,889	1,527,889	1,527,889	1,305,069	(222,820)	-14.58%
Reserve for future use	701,154	219,023	(533,547)	424,734	(222,820)	266,673	489,493	-219.68%
Estimated Remaining Fund Balance	1,308,866	1,527,889	994,342	1,952,623	1,305,069	1,571,742	266,673	

Fund Summaries

Special Revenue Funds (continued)

Beach Fund (Fund 140) – The Beach Fund is used to account for the revenues and expenditures of the beach, pier, pool, beach parking and casino building (Ord. 36-2010).

Beach Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
hourly parking rates					$ 2.00	Seasonal Rate		
Source of Funds								
Transportation - Public Parking	929,841	1,313,633	1,314,000	1,242,601	1,399,770	1,581,047	181,277	12.95%
Transportation - Permit & Decal Parking	51,890	75,060	56,730	84,460	90,140	100,241	10,101	11.21%
Violations	59,102	111,131	100,000	162,892	160,470	175,000	14,530	9.05%
Culture/Recreation - beach consessions	67,130	37,919	30,735	27,360	32,075	32,490	415	1.29%
Culture/Recreation - pool fees	26,863	71,717	63,350	86,014	104,250	118,950	14,700	14.10%
Rents & Royalties	561,148	693,649	860,022	589,677	694,308	712,936	18,628	2.68%
Ballroom rental	53,392	137,614	142,580	137,237	158,000	179,840	21,840	13.82%
Donations	-	-	-	-	-	-	-	-
Misc. Revenue	9,536	7,744	6,812	5,969	9,713	8,300	(1,413)	-14.55%
Transfers (refund of SWA annual assessment)	-	26,675	-	-	-	-	-	-
subtotal operating revenues	1,758,902	2,475,142	2,574,229	2,336,210	2,648,726	2,908,804		
Transfer in from General Fund								
Advance	-	-	-	-	-	-	-	-
subtotal	1,758,902	2,475,142	2,574,229	2,336,210	2,648,726	2,908,804	260,078	9.82%
Use of Fund Balance	18,595	-	-	-	-	152,999	152,999	
Total Sources of Funds	1,777,497	2,475,142	2,574,229	2,336,210	2,648,728	3,061,803	413,075	
Use of Funds								
Beach Parking	175,289	314,205	363,166	233,749	365,740	415,414	49,674	13.58%
Casino Building	643,633	297,544	224,492	182,207	227,684	285,185	57,501	25.25%
Ballroom	224,543	127,371	189,820	98,329	190,328	217,275	26,947	14.16%
Pool	131,410	194,731	284,404	175,784	285,703	266,883	(18,820)	-6.59%
Beach	476,144	530,715	569,837	423,625	521,672	798,349	276,677	53.04%
Beach Park	4,950	350,447	431,699	296,862	432,633	408,360	(24,273)	-5.61%
Pier	40,394	21,215	38,837	31,517	38,837	38,837	-	-
Non-Departmental	35,516	104,746	35,516	9,741	15,015	7,500	(7,515)	-50.05%
Capital Outlay	21,618	17,371	1,300	1,299	1,299	-	(1,299)	-100.00%
subtotal operating expenses	1,753,497	1,958,345	2,139,071	1,453,113	2,078,911	2,437,803	358,892	
Principal	-	-	250,000	-	250,000	438,000	188,000	100.00%
Interest	24,000	-	50,000	-	50,000	50,000	-	-
Beach Fund (R&R) Repair & Replacement						100,000		
Transfers out - cash advance repayment	-	50,000	50,000	50,000	50,000	36,000	(14,000)	100.00%
subtotal	1,777,497	2,008,345	2,489,071	1,503,113	2,428,911	3,061,803	632,892	26.06%
Reserve for future use	-	466,797	85,158	833,097	219,815	-	(219,815)	
Total Uses of Funds	1,777,497	2,475,142	2,574,229	2,336,210	2,648,726	3,061,803	413,077	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	316,665	298,070	764,867	764,867	764,867	984,682	219,815	28.74%
Advance due to other funds	-				-	-	-	-
Reserve for Future Use/ (Use of fund balance)	(18,595)	466,797	85,158	833,097	219,815	(152,999)	(372,814)	-169.60%
Estimated Remaining Available Fund Balance	298,070	764,867	850,025	1,597,964	984,682	831,683	(152,999)	

Fund Summaries

Special Revenue Funds (continued)

Parking Improvement Fund (Fund 150) – Established by the City Commission to account for funds from development assessments for parking on downtown area properties. The monies are used for parking lot maintenance, striping and installation of parking meters to control parking in the Downtown core area (Sec. 23.21-006 Code of Ordinances).

Parking Improvement Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Charges for services	-	-	-	-	-	-	-	-
Interest & other Earnings	3	215	-	90	129	-	(129)	-100.00%
Disp of Fixed Assets							-	-
Other Miscellaneous Rev							-	-
Transfer in	-						-	-
subtotal	3	215	-	90	129	-	(129)	-100.00%
Use of Fund Balance	84,198	-	66,380	-	66,251	-	(66,251)	
Total Sources of Funds	84,201	215	66,380	90	66,380	-	(66,380)	
Use of Funds								
Parking	1,700	-	66,380	-	66,380	-	(66,380)	-100.00%
Barricade Control	-	-	-	-	-	-	-	-
Non-Departmental	82,501	30	-	6	-	-	-	-
subtotal	84,201	30	66,380	6	66,380	-	(66,380)	-100.00%
Reserve for future use	-	185	-	84	-	-	-	
Total Uses of Funds	84,201	215	66,380	90	66,380	-	(66,380)	
Fund Balance Analysis:	150,498	66,300	66,485	66,485	66,485	234	(66,251)	-99.65%
Actual Available Fund Balance / Estimated	(84,198)	185	(66,380)	84	(66,251)	-	66,251	100.00%
Use of fund balance							-	
Estimated Remaining Fund Balance	66,300	66,485	105	66,569	234	234	-	

Fund Summaries

Special Revenue Funds (continued)

Code Remediation Fund (Fund 160) –Created by the City Commission to account for the costs and revenues associated with the City acquiring, maintaining and selling foreclosed properties. (Sec. 2 Code of Ordinances, Commission action 8/3/2004)

Code Remediation Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Interest & other Earnings	613	5,408	-	10,911	11,986	-	(11,986)	-100.00%
Other Miscellaneous Rev	5,562	53,737	-	140,168	142,851	371,515	228,664	160.07%
Transfers In	100,000	202,411	-	-	-	-	-	-
subtotal	106,175	261,556	-	151,079	154,837	371,515	216,678	139.94%
Use of Fund Balance	-	-	302,134	38,264	197,297	-	(197,297)	
Total Sources of Funds	106,175	261,556	302,134	189,343	352,134	371,515	19,381	
Use of Funds								
Code Enforcement	60,688	73,976	302,000	189,285	352,000	368,000	16,000	4.55%
Non-Departmental	35,716	(789)	134	58	134	100	(34)	-25.37%
Transfers Out	-	-	-	-	-	-	-	-
subtotal	96,404	73,187	302,134	189,343	352,134	368,100	15,966	4.53%
Reserve for future use	9,771	188,369	-	-	-	3,415	3,415	
Total Uses of Funds	106,175	261,556	302,134	189,343	352,134	371,515	19,381	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	274,326	284,097	472,466	472,466	472,466	275,169	(197,297)	-41.76%
Reserve for Future Use/ (Use of fund balance)	9,771	188,369	(302,134)	(38,264)	(197,297)	3,415	200,712	-101.73%
Estimated Remaining Available Fund Balance	284,097	472,466	170,332	434,202	275,169	278,584	3,415	

Footnote: Code Remediation Fund formerly Foreclosure Fund

Fund Summaries

Special Revenue Funds (continued)

Road Improvement Fund (Fund 170) – Created by the City Commission utilizing a franchise fee equivalent to 6% of the sales of sewer service within the City. The expenditures are for the construction, repair and maintenance of City streets. (Ord. 98-36).

Road Improvement Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Franchise Fees	354,885	318,955	323,000	291,225	323,000	992,282	669,282	207.21%
Interest & other earnings	554	3,055	1,200	1,336	3,054	2,200	(854)	-27.96%
Transfers In	213,231	580,947	-	-	-	-	-	-
subtotal	568,670	902,957	324,200	292,561	326,054	994,482	668,428	205.01%
Use of Fund Balance	255,729	-	1,221,262	-	1,084,408	-	(1,084,408)	
Total Sources of Funds	824,399	902,957	1,545,462	292,561	1,410,462	994,482	(415,980)	
Use of Funds								
Street improvements	240,846	629,218	1,545,162	235,091	1,410,162	989,282	(420,880)	-29.85%
Non-Departmental	2,553	1,274	300	92	300	300	-	-
Capital projects	-	-	-	-	-	-	-	100.00%
Transfers Out - Capital Projects			-		-	-	-	-
Transfers Out	581,000	-	-	-	-	-	-	-
subtotal	824,399	630,492	1,545,462	235,183	1,410,462	989,582	(420,880)	-29.84%
Reserve for future use	-	272,465	-	57,378	-	4,900	4,900	
Total Uses of Funds	824,399	902,957	1,545,462	292,561	1,410,462	994,482	(415,980)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	1,088,641	832,912	1,105,377	1,105,377	1,105,377	20,969	(1,084,408)	-98.10%
Use of fund balance	(255,729)	272,465	(1,221,262)	57,378	(1,084,408)	4,900	1,089,308	-100.45%
Estimated Remaining Fund Balance	832,912	1,105,377	(115,885)	1,162,755	20,969	25,869	4,900	

Fund Summaries

Special Revenue Funds (continued)

Grant Fund (Fund 180) – To account for the revenues and expenditures related to Federal, State and Local grants awarded to the City.

Grants	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Federal Grants:							-	-
Culture/Recreation	432,000	393,859	73,790		47,416	-	(47,416)	-100.00%
General Government	130,000	-	-		-	-	-	-
Physical Enviornment	318,406	-	2,300,542		1,030,146	31,761	(998,385)	-96.92%
Public Safety	124,006	140,007	9,636		9,636	-	(9,636)	-100.00%
Transportation	96,532	-	-		-	-	-	-
Total Federal Grants	1,100,944	533,866	2,383,968	-	1,087,198	31,761	(1,055,437)	-97.08%
State Grants - culture/recreation	111,000	-	3,900	-	3,900	-	(3,900)	-100.00%
Grants From Local Units - culture/recreation	276,532	179,912	-		-	-	-	-
Transfers In	53,520	92,000	-		-	-	-	-
subtotal	1,541,996	805,778	2,387,868	-	1,091,098	31,761	(1,059,337)	-97.09%
Use of Fund Balance	274,820	-	219,771	83,740	219,771	-	(219,771)	
Total Sources of Funds	1,816,816	805,778	2,607,639	83,740	1,310,869	31,761	(1,279,108)	
Use of Funds								
CDBG - Sunset Ridge improvement	200,000	47,000	-		-	-	-	-
CDBG - Sunset Ridge equipment	-	43,952	-		-	-	-	-
CDBG - Street Calming	96,532		-		-	-	-	-
CDBG - Wimbeley Gym	200,000	-	200,000		-	-	-	-
CDBG - Infrastructure	226,253	-	1,280,542		1,015,146	-	(1,015,146)	-100.00%
CDBG - Shuffleboard courts parking area, etc.	97,000	-	-		-	-	-	-
ARRA Justice Assistance Grant	142,526	143,718	73,803		73,803	-	(73,803)	-100.00%
DOJ-YEC Afterschool & Crime Prevention	-	77,039	43,102		16,728	31,761	15,033	89.87%
DOJ - Fiber Optics Expansxion	-	-	18,088		18,088	-	(18,088)	-100.00%
EECGB from Refuse	122,153	-	-		-	-	-	-
ARRA Leap - Local Energy Assurance Plan	130,000	-	-		-	-	-	-
Bryant Park	111,000	401,664	-		-	-	-	-
Derelict vessel grant	-	11,250	-		-	-	-	-
Fish & Wildlife - Bryant Pakr parking lot	-	-	91,392		91,392	-	(91,392)	-100.00%
PBC Drowning Prevention Coalition	5,000	-	-		-	-	-	-
PBC Bryant Park Water Front Access	300,000	-	-		-	-	-	-
Youth Empowerment Grant - 2011	71,352	-	12,600		12,600	-	(12,600)	-100.00%
State Aid to Library	-	10,424	10,472		10,472	-	(10,472)	-100.00%
LG1303 - Keep Palm Beach Beautiful	-	-	3,900		3,900	-	(3,900)	-100.00%
Urban and Community Forest Program	-	-	15,000		15,000	-	(15,000)	-100.00%
Cycle for Transportation Alternatives Program	-	-	775,000		-	-	-	-
Transfers Out	115,000	30,000	83,740	83,740	53,740	-	(53,740)	-100.00%
							-	-
subtotal	1,816,816	765,047	2,607,639	83,740	1,310,869	31,761	(1,279,108)	-97.58%
Reserve for future use	-	40,731	-	-	-	-	-	
Total Uses of Funds	1,816,816	805,778	2,607,639	83,740	1,310,869	31,761	(1,279,108)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	179,040	179,040	219,771	219,771	219,771	-	(219,771)	-100.00%
Use of fund balance	(274,820)	40,731	(219,771)	(83,740)	(219,771)	-	219,771	-100.00%
							-	-
Estimated Remaining Fund Balance	(95,780)	219,771	-	136,031	-	-	-	

Fund Summaries

Special Revenue Funds (continued)

Tree Beautification Fund (Fund 190) – Accounts for the collection of tree removal fees and donations to be used for the preservation, maintenance, relocation or restoration of tree ecosystems on public or private land within the city limits. (Sec. 23.21.13.12 City Code

Tree Beautification Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Mar)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Intergovernmental							-	-
Donations	1,425	310	1,425	2,500	2,500	1,425	(1,075)	-43.00%
Transfers In	-	-	-	-	-	-	-	-
subtotal	1,425	310	1,425	2,500	2,500	1,425	(1,075)	-43.00%
Use of Fund Balance	468	-	4,493	1,508	2,258	470	(1,788)	
Total Sources of Funds	1,893	310	5,918	4,008	4,758	1,895	(2,863)	
Use of Funds								
Grounds	1,893	164	5,918	4,008	4,758	1,895	(2,863)	-60.17%
Capital Outlay							-	-
Transfers Out							-	-
subtotal	1,893	164	5,918	4,008	4,758	1,895	(2,863)	-60.17%
Reserve for future use	-	146	-	-	-	-	-	
Total Uses of Funds	1,893	310	5,918	4,008	4,758	1,895	(2,863)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	9,138	8,670	8,816	8,816	8,816	6,558	(2,258)	-25.61%
Use of fund balance	(468)	146	(4,493)	(1,508)	(2,258)	(470)	1,788	-79.19%
							-	
Estimated Remaining Fund Balance	8,670	8,816	4,323	7,308	6,558	6,088	(470)	

Fund Summaries

Special Revenue Funds (continued)

Utility Conservation Fund (Fund 195) - Funded via a per kilowatt hour surcharge on utility bills. The proceeds go back to the community in the form of a grant program for low income and age-eligible customers who need to improve the energy efficiency of their owner-occupied homes. The suspension of the Utility Conservation surcharge is still in effect for FY 2014.

Utility Conservation Fund	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Jun)	Forecast	Adopted Budget	Change FY 15 Forecast & FY 16 Request	% Change (Forecast -vs- Request)
Source of Funds								
Physical Environment	(186)	(15)	-	(198)	198	-	(198)	-100.00%
Interest & Other Earnings	1,807	3,268	-	1,524	3,484	-	(3,484)	-100.00%
subtotal	1,621	3,253	-	1,326	3,682	-	(3,682)	-100.00%
Use of Fund Balance	320,947	125,972	684,122	68,484	190,387	96,325	(94,062)	
Total Sources of Funds	322,568	129,225	684,122	69,810	194,069	96,325	(97,744)	
Use of Funds								
Building Permits	-	-	-	-	-	-	-	
Administration	343	-	-	-	-	-	-	
Utility Conservation	319,487	129,286	683,622	69,705	193,964	96,225	(97,739)	-50.39%
Non-Departmental Other	2,738	(61)	500	105	105	100	(5)	-4.76%
subtotal	322,568	129,225	684,122	69,810	194,069	96,325	(97,744)	-50.37%
Reserve for future use	-	-	-	-	-	-	-	
Total Uses of Funds	322,568	129,225	684,122	69,810	194,069	96,325	(97,744)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	1,169,585	848,638	722,666	722,666	722,666	532,279	(190,387)	-26.35%
Use of fund balance	(320,947)	(125,972)	(684,122)	(68,484)	(190,387)	(96,325)	94,062	-49.41%
Estimated Remaining Fund Balance	848,638	722,666	38,544	654,182	532,279	435,954	(96,325)	

Fund Summaries

Special Revenue Funds (continued)

Golf Course Fund (Fund 404) – To account for the operation and maintenance of the municipal golf course, including restaurant operations.

Golf Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Mar)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
General Government	-	-	-	-	-	-	-	-
Culture/Recreation	951,970	903,091	1,075,020	811,959	1,139,000	1,135,750	(3,250)	-0.29%
Interest & other Earnings	-	-	-	-	-	-	-	-
Disposition of Fixed Assets	-	-	-	-	-	-	-	-
Intergovernmental							-	-
Donations	9,721	-	10,785	9,991	10,785	10,785	-	-
Other Miscellaneous Rev	1,874,901	570	-	8,519	8,400	-	(8,400)	-100.00%
Reimbursements	-	-	54,000	-	-	-		
Transfers In	-	284,277	-	-	-	-	-	100.00%
subtotal	2,836,592	1,187,938	1,139,805	830,469	1,158,185	1,146,535	(11,650)	-1.01%
Use of Fund Balance	-	-	-	35,810	-	-	-	
Total Sources of Funds	2,836,592	1,187,938	1,139,805	866,279	1,158,185	1,146,535	(11,650)	
Use of Funds								
Golf Course	991,711	1,024,594	1,079,901	858,753	1,080,929	1,092,869	11,940	1.10%
Restaurant /Clubhouse	2,648	-	-	-	-	-	-	-
Non-Departmental	62,686	12,825	13,643	4,006	13,643	13,100	(543)	-3.98%
Repayment cash advance	-	-	-	-	-	-	-	100.00%
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-	-	-	-
Capital Outlay	4,870	-	16,000	3,520	16,000	-	(16,000)	-100.00%
Reserve for future capital use	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
subtotal	1,061,915	1,037,419	1,109,544	866,279	1,110,572	1,105,969	(4,603)	-0.41%
Reserve for future use	1,774,677	150,519	30,261	-	47,613	40,566	(7,047)	
Total Uses of Funds	2,836,592	1,187,938	1,139,805	866,279	1,158,185	1,146,535	(11,650)	
Net Asset Analysis:								
Actual Available Fund Balance / Estimated	(1,996,104)	(221,427)	(70,908)	(70,908)	(70,908)	(23,295)	47,613	-67.15%
Advances forgiven	-				-	-		
(Use of Fund Balance)/ Reserve for Future Use	1,774,677	150,519	30,261	(35,810)	47,613	40,566	(7,047)	-14.80%
Estimated Remaining Fund Balance	(221,427)	(70,908)	(40,647)	(106,718)	(23,295)	17,271	40,566	-81.95%

Fund Summaries

Special Revenue Funds (continued)

Simpkin Trust Fund - (Fund 605) – Funded from a bequest received in 1992 from the estate of Dorothy W. Simpkin. Use of the funds must be approved by the City Commission upon the recommendation of the Library Board or City Manager. All funds expended are to be used for library use only per City Code Section 13.5.

Simpkin Library Trust Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Interest & other Earnings	973	1,373	800	688	1,563	-	(1,563)	-100.00%
Transfers In							-	-
subtotal	973	1,373	800	688	1,563	-	(1,563)	-100.00%
Use of Fund Balance	109,354	61,854	81,300	81,359	80,487	60,000	(20,487)	
Total Sources of Funds	110,327	63,227	82,100	82,047	82,050	60,000	(22,050)	
Use of Funds								
Non-Departmental	294	227	100	47	50	-	(50)	-100.00%
Transfers Out	110,033	63,000	82,000	82,000	82,000	60,000	(22,000)	-26.83%
subtotal	110,327	63,227	82,100	82,047	82,050	60,000	(22,050)	-26.87%
Reserve for future use	-	-	-	-	-	-	-	
Total Uses of Funds	110,327	63,227	82,100	82,047	82,050	60,000	(22,050)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	504,845	395,491	333,637	333,637	333,637	253,150	(80,487)	-24.12%
Use of fund balance	(109,354)	(61,854)	(81,300)	(81,359)	(80,487)	(60,000)	20,487	-25.45%
Estimated Remaining Fund Balance	395,491	333,637	252,337	252,278	253,150	193,150	(60,000)	

Fund Summaries

Special Revenue Funds (continued)

Library Trust Fund (Fund 607) - Funded from monies received from bequests from various individuals and from used book sales. Use of the funds must be approved by the City Commission upon the recommendation of the Library Board or City Manager. All funds expended are to be for library use only per City Code Section 13.5.

Library Trust Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Interest & other Earnings	(149)	(15)	-	-	-	-	-	-
Sale of Surplus Material	2,553	3,634	1,500	3,761	3,661	-	(3,661)	-100.00%
Donations	561	1,425	600	938	919	777	(142)	-15.45%
Transfers In	2,194	-	-	-	-	-	-	-
subtotal	5,159	5,044	2,100	4,699	4,580	777	(3,803)	-83.03%
Use of Fund Balance	104,900	47,956	-	-	-	1,223	1,223	
Total Sources of Funds	110,059	53,000	2,100	4,699	4,580	2,000	(2,580)	
Use of Funds								
New Library Serve & PACs	-	-	-	-	-	2,000	2,000	#DIV/0!
Non-Departmental	26	-	-	-	-	-	-	-
Transfers Out	110,033	53,000	-	-	-	-	-	-
subtotal	110,059	53,000	-	-	-	2,000	2,000	#DIV/0!
Reserve for future use	-	-	2,100	4,699	4,580	-	(4,580)	
Total Uses of Funds	110,059	53,000	2,100	4,699	4,580	2,000	(2,580)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	174,478	69,578	21,622	21,622	21,622	26,202	4,580	21.18%
Use of fund balance	(104,900)	(47,956)	2,100	4,699	4,580	(1,223)	(5,803)	-126.70%
Estimated Remaining Fund Balance	69,578	21,622	23,722	26,321	26,202	24,979	(1,223)	

Fund Summaries

Special Revenue Funds (continued)

Criminal Justice Fund (Fund 640) – To account for the monies received from court cost assessments for training of public safety personnel. Florida Statue 938.15

Criminal Justice Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Judgements & Fines	7,122	7,410	5,000	8,129	7,619	-	(7,619)	100.00%
Transfers In							-	-
subtotal	7,122	7,410	5,000	8,129	7,619	-	(7,619)	100.00%
Use of Fund Balance	-	-	1,122	-	-	-	-	
Total Sources of Funds	7,122	7,410	6,122	8,129	7,619	-	(7,619)	
Use of Funds								
Administration	-	-	6,122	-	6,122	-	(6,122)	-100.00%
Transfers Out							-	-
subtotal	-	-	6,122	-	6,122	-	(6,122)	-100.00%
Reserve for future use	7,122	7,410	-	8,129	1,497	-	(1,497)	
Total Uses of Funds	7,122	7,410	6,122	8,129	7,619	-	(7,619)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	33,020	40,142	47,552	47,552	47,552	49,049	1,497	3.15%
Reserve for future use	7,122	7,410	(1,122)	8,129	1,497	-	(1,497)	-100.00%
Estimated Remaining Fund Balance	40,142	47,552	46,430	55,681	49,049	49,049	-	

Fund Summaries

Special Revenue Funds (continued)

State Forfeiture Fund (Fund 647) - To account for monies derived from the sale of assets forfeited due to commission of a crime. The proceeds may be spent for crime prevention, drug abuse education and safe neighborhood programs. Florida Statute 932.7055(5)(a)

State Forfeiture Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								-
Confiscated Property	6,333	7,281	-	-	-	-	-	-
Interest & other Earnings	89	200	150	93	213	-	(213)	-100.00%
Transfers In	-						-	-
subtotal	6,422	7,481	150	93	213	-	(213)	-100.00%
Use of Fund Balance	-	-	49,871	23,328	23,208	-	(23,208)	
Total Sources of Funds	6,422	7,481	50,021	23,421	23,421	-	(23,421)	
Use of Funds								
Administration	4,528	1,375	50,021	23,415	23,415	-	(23,415)	-100.00%
Non-Departmental	25	31	-	6	6	-	(6)	-
Transfers Out	-	-					-	-
subtotal	4,553	1,406	50,021	23,421	23,421	-	(23,421)	-100.00%
Reserve for future use	1,869	6,075	-	-	-	-	-	
Total Uses of Funds	6,422	7,481	50,021	23,421	23,421	-	(23,421)	
Fund Balance Analysis:								
Actual Available Fund Balance / Estimated	48,997	50,866	56,941	56,941	56,941	33,733	(23,208)	-40.76%
Reserve for future use	1,869	6,075	(49,871)	(23,328)	(23,208)	-	23,208	-100.00%
Estimated Remaining Fund Balance	50,866	56,941	7,070	33,613	33,733	33,733	-	

Fund Summaries

Capital Projects Fund

Capital Project Funds are established to account for the revenues and expenditures associated with a major capital improvement project, particularly where there are multiple revenue sources and the design and construction covers multiple financial years.

General Capital Projects Fund (Fund 301) – To account for general government capital projects adopted by the City Commission via the annual budget and capital improvements plan.

General Capital Projects Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
Federal Grants	192,986	(11,768)	-	-	-	-	-	-
Interest & Other Earnings	31,624	8,016	-	-	-	-	-	-
Other Miscellaneous Rev	-	65,000	-	-	-	-	-	-
Repayment from Beach fund - principal & interest			50,000	50,000	50,000	36,000	(14,000)	100.00%
Transfers In	214,708	214,708	239,636	239,636	239,636	-	(239,636)	-100.00%
subtotal	439,318	275,956	289,636	289,636	289,636	36,000	(253,636)	-87.57%
Use of Fund Balance	419,740	982,233	3,070,026	1,248,150	1,462,286	-	(1,462,286)	
Total Sources of Funds	859,058	1,258,189	3,359,662	1,537,786	1,751,922	36,000	(1,715,922)	
Use of Funds								
General Improvements	3,113	2,821	377,322	91,000	91,000	-	(91,000)	-100.00%
Public Services Bldg			1,176,407	39,250	45,000	-	(45,000)	-100.00%
Park of Commerce Drainage Improvements			-	-	-	-	-	-
Road Improvements	20,661	348,838	317,270	212,375	317,270	-	(317,270)	-100.00%
Sidewalk improvements			-	-	-	-	-	-
Bike Lane Striping			-	-	-	-	-	-
City Hall Roof Replacement	-	70,692	-	-	-	-	-	-
Irrigation Upgrade Bryant			-	-	-	-	-	-
Bryant Park Boat Ramp	-	92,277	-	-	-	-	-	-
Park Furnishings	12,329	17,415	89,350	89,339	89,339	-	(89,339)	-100.00%
ADA Compliance			-	-	-	-	-	-
Pier Building roof	5,300	53,307	-	-	-	-	-	-
Parking Meters	1,764							
NW Ballfield Improvements	38,000		-	-	-	-	-	-
Update Library Fire Alarm	-	25,385	-	-	-	-	-	-
HTE Core Financials			-	-	-	-	-	-
Golf course restoration	183,003		112,313	8,822	112,313	-	(112,313)	-100.00%
Building Licensing - building renovation			-	-	-	-	-	-
Roof replacement - Bryant Park			30,000	-	-	-	-	100.00%
Bryant Park Concession Building			65,000	-	-	-	-	
Public safety building air conditioners			79,000	79,000	79,000	-	(79,000)	100.00%
City Hall alarm system & electric upgrade			40,000	40,000	40,000	-	(40,000)	100.00%
City Hall Chiller			-	-	-	-	-	100.00%
Shuffle Board Court renovation			37,500	37,500	37,500	-	(37,500)	100.00%
Gymansium floor/Bleachers			95,000	-	-	-	-	100.00%
Land acquisition			40,500	40,500	40,500	-	(40,500)	100.00%
Landfill restoration			-	-	-	-	-	-
subtotal Capital Projects	264,170	610,735	2,459,662	637,786	851,922	-	(851,922)	-100.00%
Transfers Out	153,967	411,534	900,000	900,000	900,000	-	(900,000)	-100.00%
Advance - Beach fund	405,000	200,000	-	-	-	-	-	-
Non Operating								
Dept Payments- Principal	31,118	32,064	-	-	-	-	-	-
Debt Payments- Interest	4,803	3,856	-	-	-	-	-	-
subtotal	859,058	1,258,189	3,359,662	1,537,786	1,751,922	-	(1,751,922)	-100.00%
Reserve for future use	-	-	-	-	-	36,000	36,000	
Total Uses of Funds	859,058	1,258,189	3,359,662	1,537,786	1,751,922	36,000	(1,715,922)	
Fund Balance Analysis:								
301 Fund	2,699,863	4,125,466	3,483,942	3,483,942	3,483,942	-	(3,483,942)	-100.00%
102 Fund	147,217	111,296	-	-	-	-	-	-
Actual Available Fund Balance / Estimated	2,847,080	4,236,762	3,483,942	3,483,942	3,483,942	-	(3,483,942)	-100.00%
Advance to Beach Fund			-	-	-	-		
Use of fund balance	(419,740)	(982,233)	(3,070,026)	(1,248,150)	(1,462,286)	36,000	1,498,286	-102.46%
							-	
Estimated Remaining Fund Balance	2,427,340	3,254,529	413,916	2,235,792	2,021,656	36,000	(1,985,656)	

Fund Summaries

Capital Projects Fund (continued)

Park of Commerce Fund (Fund 304) – To account for the construction costs of the Park of Commerce project funded from city funds, grants and other financing.

Park of Commerce	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								-
Intergovernmental/Grants						4,500,000	4,500,000	#DIV/0!
General Government							-	-
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Non-Operating Sources/debt proceeds							-	-
Transfers In	-	700,000	662,436	662,436	662,436	4,200,000	3,537,564	100.00%
subtotal	-	700,000	662,436	662,436	662,436	8,700,000	8,037,564	
Use of Fund Balance	-	-	-	-	462,564	-	(462,564)	
Total Sources of Funds	-	700,000	662,436	662,436	1,125,000	8,700,000	7,575,000	
Use of Funds								
Street Maintenance	-	529,625	520,375	305,340	1,125,000	8,700,000	7,575,000	100.00%
Stormwater	-	-	-	-	-	-	-	-
Transmission & Distribution	-	-	-	-	-	-	-	-
Water Distribution	-	-	-	-	-	-	-	-
Sewer Collection	-	-	-	-	-	-	-	-
subtotal	-	529,625	520,375	305,340	1,125,000	8,700,000	7,575,000	
Reserve for future use	-	170,375	142,061	357,096	-	-	-	
Total Uses of Funds	-	700,000	662,436	662,436	1,125,000	8,700,000	7,575,000	
Net Assets Analysis:								
Actual Available Net Assets / Estimated			-	-	-	-	-	-
PY Reserve for Future Capital Expenditures						-	-	-
Use of Net Assets						-	-	-
Estimated Remaining Fund Balance	-	-	-	-	-	-	-	-
Transfers In:								
Capital Fund	0	700000	662436	662436	662436	4,200,000		
Stormwater	-		-	-	-	1,000,000		
Transmission & Distribution			-	-	-	2,000,000		
Water			-	-	-	700,000		
Local Sewer			-	-	-	500,000		
	-	700,000	662,436	662,436	662,436	4,200,000		

Fund Summaries

Enterprise Fund

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to a commercial enterprise, where the intent of the Commission is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City operates the following enterprise funds:

Electric Fund (Fund 401) – To account for the provision of electric service to residents of the service area. All activities to provide such service are accounted for in this fund, including administration, generation, transmission, distribution, and customer service.

Electric Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Budget	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
General Government	72,574	124,498	86,500	106,468	155,707	146,500	(9,207)	-5.91%
Physical Environment	49,615,915	52,967,445	51,192,600	42,870,221	50,952,600	53,160,000	2,207,400	4.33%
Violations of Local Ordinance	46,479	47,770	40,000	24,550	40,000	40,000	-	-
Interest & Other Earnings	81,758	98,019	85,000	31,603	91,709	85,000	(6,709)	-7.32%
Sale of Surplus Material	23,111	133,678	-	8,356	6,708	-	(6,708)	-100.00%
Other Miscellaneous Rev	183,299	674,132	30,000	6,389	30,000	30,000	-	-
Contribution from Enterprise	1,691,677	1,691,677	762,303	635,253	762,366	762,303	(63)	-0.01%
Transfers In	8,600	45,409	-	-	-	-	-	-
subtotal	51,723,413	55,782,628	52,196,403	43,682,840	52,039,090	54,223,803	2,184,713	
Use of Net Operating Assets	7,053,033	88,178	10,166,230	-	10,251,338	2,598,310		
Use of Available Bond Proceeds	-	-	5,215,000	-	-	2,875,000		
Total Sources of Funds	58,776,446	55,870,806	67,577,633	43,682,840	62,290,428	59,697,113		
Use of Funds								
Administration	792,924	975,324	980,775	643,939	1,010,090	1,155,887	145,797	14.43%
Engineering	1,448,698	1,039,449	1,189,614	675,051	1,189,614	1,135,953	(53,661)	-4.51%
Power Plant	3,003,265	2,816,412	3,135,369	2,304,017	3,132,857	3,126,770	(6,087)	-0.19%
System Operation	33,583,615	32,587,703	34,019,611	24,096,582	34,016,870	33,600,751	(416,119)	-1.22%
Transmission & Distrib.	6,113,409	6,550,235	9,657,029	4,348,243	6,108,707	6,255,540	146,833	2.40%
Customer Service	1,513,097	1,356,747	1,330,462	1,018,095	1,339,112	1,329,121	(9,991)	-0.75%
Non-Departmental Other	979,144	893,067	207,500	90,807	118,685	107,650	(11,035)	-9.30%
Interfund Admin. Services	2,151,041	2,151,041	1,814,889	1,512,408	1,814,890	1,814,890	-	-
Contribution to General Fund	4,459,183	4,141,958	3,932,889	3,277,408	3,932,890	4,240,980	308,090	7.83%
Depreciation	1,717,913	1,660,266	1,717,912	-	1,717,912	1,752,270	34,358	2.00%
Subtotal Operating Expenses	55,762,289	54,172,202	57,986,050	37,966,550	54,381,627	54,519,812	138,185	
Transfers Out - Park of Commerce (Bond Proceeds)	-	-	2,000,000	-	-	2,000,000	-	100.00%
Capital Outlay - operating	-	991,620	2,108,283	957,911	5,640,501	34,001	(5,606,500)	-99.40%
Capital Outlay - (Bond proceeds)			3,215,000	-	-	875,000	875,000	100.00%
Debt Payments- Principal	*2,097,023*	-	1,582,500	-	1,582,500	1,582,500	-	-
Debt Payments- Interest	917,134	706,984	685,800	-	685,800	685,800	-	-
subtotal	58,776,446	55,870,806	67,577,633	38,924,461	62,290,428	59,697,113	(4,593,315)	
Reserve for future use	-	-	-	4,758,379	-	-		
Total Uses of Funds	58,776,446	55,870,806	67,577,633	43,682,840	62,290,428	59,697,113		
Net Assets Analysis:								
Actual Available Net Assets / Estimated	26,587,115	13,251,395	14,591,209	14,591,209	14,591,209	6,057,783	(8,533,426)	-58.48%
(Use of Net Assets)/Reserve for future use	(7,053,033)	(88,178)	(15,381,230)	4,758,379	(10,251,338)	(5,473,310)	4,778,028	-46.61%
Non cash items: Depreciation	1,717,913	1,660,266	1,717,912	-	1,717,912	1,752,270	34,358	2.00%
Remaining bond proceeds	(15,786,023)	(14,739,595)	(9,524,595)	(9,524,595)	(9,524,595)	(6,649,595)	2,875,000	-30.19%
Estimated Remaining Available Net Assets	5,465,972	83,888	(8,596,704)	9,824,993	(3,466,812)	(4,312,852)	(846,040)	

Fund Summaries

Enterprise Funds (continued)

Water Fund (Fund 402) – To account for the provision of water service to residents of the service area. All activities to provide such service are accounted for in this fund, including administration, generation, transmission, distribution, and customer service. . City Code Section 18

Water Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Revenue change assumptions:						3.5%		
Source of Funds								
General Government	-	-	-	-	-	-	-	-
Physical Environment	11,562,792	12,029,862	12,966,036	10,877,129	12,574,250	13,120,000	545,750	4.34%
Violation of Lake Worth Ordinance	-	-	500	-	-	-	-	-
Interest & other Earnings	61,626	56,395	107,838	31,768	59,800	100,000	40,200	67.22%
Spec Assess/Impact	213,219	231,294	5,000	380,884	373,500	225,000	(148,500)	-39.76%
Advance Reimbursement	(217,828)	4	-	16,660	-	292,000	292,000	100.00%
Grants/Aid	245,723	-	-	-	-	-	-	-
Other Miscellaneous Rev	7,362	-	-	5,812	6,000	5,000	(1,000)	-16.67%
Debt proceeds						3,196,000		
Transfers In	-	434,050	166,667	-	166,667	-	(166,667)	-100.00%
subtotal	11,872,894	12,751,605	13,246,041	11,312,253	13,180,217	16,938,000	3,757,783	28.51%
Use of Net Assets	2,810,047	-	6,101,491	-	4,616,163	5,763,172	1,147,009	
Total Sources of Funds	14,682,941	12,751,605	19,347,532	11,312,253	17,796,380	22,701,172	4,904,792	
Use of Funds								
Administration	-	-	1,055,079	549,911	902,115	914,541	12,426	
Pumping	192,248	338,318	248,327	152,112	373,399	373,327	(72)	-0.02%
Water Treatment Plant	4,164,958	3,533,165	3,870,790	2,801,425	3,936,768	4,405,637	468,869	11.91%
Transmission & Distrib.	1,271,701	1,433,165	1,681,583	1,018,374	1,554,265	1,915,502	361,237	23.24%
Non-Departmental Other	*1,647,774*	*1,554,070*	937,359	724,669	930,482	928,530	(1,952)	-48.08%
Contribution to General Fund	1,075,572	1,030,564	1,022,788	852,323	1,022,788	1,104,889	82,101	51.92%
Transfers Out - to Capital Project Fund	400,500	33,603	590,028	189,528	189,528	700,000	510,472	151.92%
Capital Outlay	-	124,965	4,907,990	1,498,332	3,853,447	7,325,158	3,471,711	90.09%
Debt Payments- Principal	*2,461,675*	*1,034,214*	1,880,452	-	1,880,452	1,880,452	-	-
Debt Payments- Interest	1,170,326	880,293	854,950	-	854,950	854,950	-	-
Depreciation	2,298,187	2,412,876	2,298,186	-	2,298,186	2,298,186	-	-
subtotal	14,682,941	12,375,233	19,347,532	7,786,674	17,796,380	22,701,172	4,904,792	27.56%
Reserve for future use	-	376,372	-	3,525,579	-	-	-	
Total Uses of Funds	14,682,941	12,751,605	19,347,532	11,312,253	17,796,380	22,701,172	4,904,792	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	24,039,185	20,852,766	20,152,689	20,152,689	20,152,689	17,834,712	(2,317,977)	-11.50%
Reserve for future use/(Use of Net Assets)	(2,810,047)	376,372	(6,101,491)	3,525,579	(4,616,163)	(5,763,172)	(1,147,009)	24.85%
Adjustment for Non-cash items (i.e. Depreci	2,298,187	2,412,876	2,298,186	-	2,298,186	2,298,186	-	-
Less cash advances for the following:								
Beach Redevelopment Internal Loan	(1,276,830)	-	-	-	-	-	-	
Casino Building Internal Loan	(3,833,333)	(3,833,333)	(3,833,333)	(3,833,333)	(3,833,333)	(3,541,333)	292,000	
Estimated Available Ending Net Assets	18,417,162	19,808,681	12,516,051	19,844,935	14,001,379	10,828,393	(3,172,986)	13.35%
Capital Outlay	-	124,965	4,907,990	1,498,332	3,853,447	7,325,158	5,601,855	90.09%
* Production	-	6,473	580,000	31,535	2,250,144	120,000	(2,130,144)	-94.67%
* Treatment	-	110,145	2,286,249	1,340,938	1,490,000	1,815,000	325,000	21.81%
* Distribution	-	8,347	2,041,741	125,859	113,303	5,390,158	5,276,855	4657.30%
* Non-Departmental	-	-	-	-	-	-	-	
* Distribution - bond proceeds								

Fund Summaries

Enterprise Funds (continued)

Local Sewer Fund (Fund 403) – To account for the provision of sewer service to customers of the local service area. All activities to provide such service are accounted for in this fund, including administration, collection, pumping, treatment, disposal and customer service. City Code Section 18

Local Sewer Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Revenue change assumptions:						3.00%		
Source of Funds								
Physical Environment	7,263,337	6,336,182	6,957,425	5,491,060	6,500,000	6,700,000	200,000	3.08%
Interest & other Earnings	31,135	40,892	49,482	20,116	50,880	64,500	13,620	26.77%
Spec Assess/Impact	165,535	84,866	250,000	292,825	345,000	339,124	(5,876)	-1.70%
Other Miscellaneous Rev	3,872,838	-	-	-	-	-	-	-
subtotal	11,332,845	6,743,873	7,256,907	5,820,661	6,912,540	7,103,624	191,084	2.76%
Use of Net Assets	-	856,611	3,937,930	-	1,601,361	3,853,945	2,252,584	
Total Sources of Funds	11,332,845	7,600,484	11,194,837	5,820,661	8,513,901	10,957,569	2,443,668	
Use of Funds								
Administration	-	-	551,317	316,856	492,301	474,923	(17,378)	
Pumping	384,629	723,906	789,206	327,704	802,901	595,329	(207,572)	-25.85%
Sewer Collection	1,041,947	1,179,065	1,264,319	940,708	1,246,977	1,440,478	193,501	15.52%
Non-Departmental Other	3,322,903	3,980,173	3,002,199	3,291,552	2,999,076	4,041,041	1,041,965	34.74%
Contribution to General Fund	223,037	595,817	569,080	474,233	569,080	613,767	44,687	7.85%
Subtotal Operating Expenses	4,972,516	6,478,961	6,176,121	5,351,053	6,110,335	7,165,538	1,055,203	
Transfers Out - to Master Plan Project Func	-	276,494	2,760,137	124,449	124,449	500,000	375,551	301.77%
Capital Outlay	-	207,962	1,670,556	130,992	1,691,094	2,702,031	1,010,937	59.78%
Debt Payments- Principal	3,570,000	-	-	-	-	-	-	-
Debt Payments- Interest	24,535	-	-	-	-	-	-	-
Depreciation	588,024	637,067	588,023	-	588,023	590,000	1,977	0.34%
subtotal	9,155,075	7,600,484	11,194,837	5,606,494	8,513,901	10,957,569	2,443,668	28.70%
Reserve for future use	2,177,770	-	-	214,167	-	-	-	
Total Uses of Funds	11,332,845	7,600,484	11,194,837	5,820,661	8,513,901	10,957,569	2,443,668	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	9,660,767	12,426,561	12,207,017	10,485,360	12,207,017	11,193,679	(1,013,338)	-8.30%
Reserve for future use/(Use of Net Assets)	2,177,770	(856,611)	(3,937,930)	214,167	(1,601,361)	(3,853,945)	(2,252,584)	140.67%
Adjustment for Non-cash items (i.e. Deprec	588,024	637,067	588,023	-	588,023	590,000	1,977	0.34%
Estimated Available Ending Net Assets	12,426,561	12,207,017	8,857,110	10,699,527	11,193,679	7,929,734	(3,263,945)	-29.16%
Capital Outlay	-	207,962	1,670,556	130,992	1,691,094	2,702,031	1,010,937	59.78%
Pumping	-	125,657	50,000	20,939	50,000	70,000	20,000	
Sewer Collection	-	82,305	1,620,556	110,053	1,641,094	2,632,031	990,937	60.38%
Sewer Collection - Non Departmental Vehicles	-	-	-	-	-	-		

Fund Summaries

Enterprise Funds (continued)

Regional Sewer Fund (Fund 405) – To account for the provision of sewer service to customers of the regional service area. All activities to provide such service are accounted for in this fund, including administration, collection, pumping, treatment, disposal and customer service. Chapter 85.439 Laws of Florida

Regional Sewer Fund	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Jun)	Forecast	Adopted Budget	Change FY 15 Forecast & FY 16 Request	% Change (Forecast -vs- Request)
Rate per 1000 gallons			$ 1.44	$ 1.44				
Source of Funds								
Physical Environment	5,231,267	5,859,838	5,227,528	5,196,764	6,004,524	6,798,707	794,183	13.23%
Renewal and Replacement contributions	298,526	82,414	500,001	98,768	298,526	298,526	-	-
Miscellaneous Revenue	299,250	-	-	-	-	-	-	-
Interest & other Earnings	4,427	12,714	5,000	6,087	8,879	7,250	(1,629)	-18.35%
Transfers In	1,713,405	-	-	-	-	-		
Capital Contributions							-	-
subtotal	7,546,875	5,954,966	5,732,529	5,301,619	6,311,929	7,104,483	792,554	12.56%
Use of Net Assets	5,533,109	1,054,307	3,520,430	1,234,750	611,367	-	(611,367)	
Total Sources of Funds	13,079,984	7,009,273	9,252,959	6,536,369	6,923,296	7,104,483	181,187	
Use of Funds								
Transmission & Distribution	-	-	-	-	-	-	-	-
Pumping	4,949,631	4,353,904	5,190,886	4,840,327	5,089,118	6,740,821	1,651,703	32.46%
Non-Department Other	5,616,865	2,316,980	2,288,487	1,041,132	1,098,143	1,000	(1,097,143)	-99.91%
Interfund Admin Services	338,389	338,389	156,035	130,029	156,035	156,035		
Transfers Out	1,713,405	-	-	-	-	-	-	-
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	28,718	-	-	-	-	-	-	-
Reserve for Renewal & Replacement	-	-	-	-	-	-	-	
Capital Outlay	-	-	1,184,575	524,881	580,000	-	(580,000)	-100.00%
Depreciation	432,976	-	432,976	-	-	-	-	-
subtotal	13,079,984	7,009,273	9,252,959	6,536,369	6,923,296	6,897,856	(25,440)	-0.37%
Reserve for future use	-	-	-	-	-	206,627	206,627	
Total Uses of Funds	13,079,984	7,009,273	9,252,959	6,536,369	6,923,296	7,104,483	181,187	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	6,095,666	995,533	20,173,960	20,173,960	20,173,960	19,562,593	(611,367)	-3.03%
Investment in Joint Venture			(18,662,012)	(18,662,012)	(18,662,012)	(18,662,012)		
Reserve for future use/(Use of Net Assets)	(5,533,109)	(1,054,307)	(3,520,430)	(1,234,750)	(611,367)	206,627	817,994	-133.80%
Adjustment for Non-cash items (i.e. Deprecia	432,976	-	432,976	-	-	-	-	100.00%
Estimated Available Ending Net Assets	995,533	(58,774)	(1,575,506)	277,198	900,581	1,107,208	206,627	22.94%
Capital Outlay	-	-	1,184,575	524,881	580,000	-	(580,000)	-100.00%
Pumping	-	-	1,184,575	524,881	580,000	-	(580,000)	-100.00%
R&R Analysis:								
Beginning balance			1,917,766		1,917,766	1,636,292		
Revenues			500,001		298,526	298,526		
Capital Outlay			(1,184,575)		(580,000)	-		
Ending Balance			1,233,192		1,636,292	1,934,818		

Fund Summaries

Enterprise Funds (continued)

Stormwater Fund (Fund 408) – To account for the operation and maintenance of the Stormwater utility systems. Revenues in this fund are obtained via non ad-valorem tax receipts. City Code Section 18.4 and Section 2.151

Stormwater Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Revenue Rate per ERU:			$ 75.60	$ 75.60		$ 75.60		
Source of Funds								
Taxes	42,516	5,153	6,000	37	6,000	6,000	-	-
Physical Environment	1,821,675	1,804,984	1,915,751	1,782,017	1,914,653	1,914,000	(653)	-0.03%
Interest & other Earnings	17,773	27,633	15,750	15,086	29,884	15,750	(14,134)	-47.30%
Misc. Revenue	30	114	-	318	318	-	(318)	-100.00%
Transfers In	-	232,317	200,000	-	-	-	-	
subtotal	1,881,994	2,070,474	2,137,501	1,797,458	1,950,855	1,935,750	(15,105)	-0.77%
Use of Net Assets	-	-	156,106	-	322,794	690,760	367,966	
Total Sources of Funds	1,881,994	2,070,474	2,293,607	1,797,458	2,273,649	2,626,510	352,861	
Use of Funds								
Stormwater	902,601	1,219,382	1,082,179	741,994	1,064,868	1,028,901	(35,967)	-3.38%
Non-Department Other	140,793	140,442	76,726	61,852	74,079	76,344	2,265	3.06%
Contribution to General Fund	165,126	164,071	169,960	141,633	169,960	181,265	11,305	100.00%
Transfers Out	166,000	-	348,459	348,459	348,459	1,000,000	651,541	186.98%
Transfers Out - to Master Plan Project Fund	-	-	-	-	-	-	-	100.00%
Transfers Out - Park of Commerce	-	-	-	-		-	-	-
Capital Outlay	-	-	307,754	232,112	307,754	30,000	(277,754)	-90.25%
Depreciation	308,530	-	308,529	-	308,529	310,000	1,471	0.48%
subtotal	1,683,050	1,523,895	2,293,607	1,526,050	2,273,649	2,626,510	352,861	15.52%
Reserve for future use	198,944	546,579	-	271,408	-	-	-	
Total Uses of Funds	1,881,994	2,070,474	2,293,607	1,797,458	2,273,649	2,626,510	352,861	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	4,150,872	4,658,346	5,204,925	5,204,925	5,204,925	5,190,660	(14,265)	-0.27%
Reserve for future use/(Use of Net Assets)	198,944	546,579	(156,106)	271,408	(322,794)	(690,760)	(367,966)	113.99%
Adjustment for Non-cash items (i.e. Deprecia	308,530	-	308,529	-	308,529	310,000		
Estimated Available Ending Net Assets	4,658,346	5,204,925	5,357,348	5,476,333	5,190,660	4,809,900	(382,231)	-7.34%
Debt Payments- Principal								
Capital Outlay	-	330,101	307,754	232,112	307,754	30,000	(277,754)	-90.25%
* Stormwater	-	330,101	307,754	232,112	307,754	30,000	(277,754)	-90.25%
* Non-Departmental	-	-	-	-	-	-	-	

Fund Summaries

Enterprise Funds (continued)

Refuse Fund (Fund 410) – To account for the provision of solid waste removal for the residents and businesses of the service area. All activities to provide for such service are accounted for in this fund, including collection and disposal. Revenues in this fund are obtained via non ad-valorem tax receipts for residential collection and billed service fees for commercial collections. City Code Section 12.15 and Section 2.151

Refuse Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Revenue change assumptions								
Residential Rate per ERU:			$ 245.86	$ 245.86		$ 245.86		
Source of Funds								
Taxes	71,125	21,653	71,124	16,409	18,500	27,500	9,000	48.65%
Franchise Fees	13,417	27,099	13,200	24,181	24,181	16,500	(7,681)	-31.76%
Physical Environment	-	-	-	-	-	-		
Residential user fees	3,410,152	3,144,600	3,100,000	3,111,093	3,100,000	3,100,000	-	-
Commercial user fees	1,492,682	1,445,000	1,505,540	1,184,134	1,505,540	1,505,540	-	-
Other user fees	574,080	1,160,896	653,056	1,014,954	583,926	618,797	34,871	5.97%
Interest & other Earnings	15,724	27,085	10,000	20,236	30,076	20,214	(9,862)	-32.79%
Disp of Fixed Assets	-	2,401	-	13,720	13,720	-	(13,720)	-100.00%
Sale of Surplus Material	-	-	-	-	-	-	-	-
General Government	-	30	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
subtotal	5,577,180	5,828,764	5,352,920	5,384,727	5,275,943	5,288,551	12,608	0.24%
Use of Net Assets	-	-	-	-	-	800,973	800,973	
Total Sources of Funds	5,577,180	5,828,764	5,352,920	5,384,727	5,275,943	6,089,524	813,581	
Use of Funds								
Refuse, Collection	4,893	10,200	-	7,205	5,955	2,645	(3,310)	-55.58%
Residential Collection	1,885,065	2,479,236	2,193,583	1,817,290	2,186,209	2,401,700	215,491	9.86%
Commercial Collection	917,364	1,147,232	962,127	763,482	964,825	1,063,995	99,170	10.28%
Recycling	477,035	480,077	546,095	379,154	549,632	584,597	34,965	6.36%
Rolloffs	330,308	390,970	513,936	392,156	432,332	539,367	107,035	24.76%
Non-Department Other	194,484	145,916	220,206	182,823	220,206	220,206	-	-
Contribution to General Fund	452,080	439,651	459,095	382,579	459,095	489,631	30,536	100.00%
Capital Outlay	-	-	-	-	-	625,000	625,000	#DIV/0!
Transfers Out (SWA Annual Assessment refund	328,843	255,174	-	-	-	-	-	-
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	812	-	-	-	-	-	-	-
Vehicle Replacement contribution	-	-	-	-	-	-	-	100.00%
Depreciation	162,383	168,454	162,383	-	162,383	162,383	-	-
subtotal	4,753,267	5,516,910	5,057,425	3,924,689	4,980,637	6,089,524	1,108,887	22.26%
Reserve for future use	823,913	311,854	295,495	1,460,038	295,306	-	(295,306)	
Total Uses of Funds	5,577,180	5,828,764	5,352,920	5,384,727	5,275,943	6,089,524	813,581	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	1,869,995	2,856,291	3,336,599	3,336,599	3,336,599	3,794,288	457,689	13.72%
Reserve for future use/(Use of Net Assets)	823,913	311,854	295,495	1,460,038	295,306	(800,973)	(1,096,279)	-371.23%
Adjustment for Non-cash items (i.e. Depreciatior	162,383	168,454	162,383	-	162,383	162,383	-	100.00%
Estimated Available Ending Net Assets	2,856,291	3,336,599	3,794,477	4,796,637	3,794,288	3,155,698	(638,590)	-16.83%
Capital Outlay	-	45,820	-	-	-	-	- -	
Residential	-	24,244	-	-	-		-	-
Vehicle replacement								
Commercial	-	21,576	-	-	-	-	-	-
Vehicle replacement								

Fund Summaries

Internal Service Funds

Internal Service Funds are self-supporting entities deriving their revenues from charges levied on other City departments using their services. The City operates the following Internal Service Funds:

Information Technology (Fund 510) – To account for the City's information technology costs and infrastructure .

Information Technology Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								-
General Government	1,431,512	1,445,939	1,162,572	958,810	1,152,573	1,172,572	19,999	1.74%
Other Miscellaneous Rev	-	1,904	-	-	-	-	-	-
Capital Contributions	3,440	31,500	18,752	952	18,752	18,752	-	-
Transfer In	-	8,510	-	-	-	-	-	-
subtotal	1,434,952	1,487,853	1,181,324	959,762	1,171,325	1,191,324	19,999	1.71%
Use of Net Assets	-	-	846,869	18,126	636,264	67,190	(569,074)	
Total Sources of Funds	1,434,952	1,487,853	2,028,193	977,888	1,807,589	1,258,514	(549,075)	
Use of Funds								
Technical	1,039,591	1,333,306	1,294,328	910,813	1,268,544	1,168,514	(100,030)	-7.89%
Capital	-	-	620,578	67,075	425,758	90,000	(335,758)	-78.86%
Depreciation	113,288	-	113,287	-	113,287	-	(113,287)	-100.00%
Transfers Out	-	-	-	-	-	-	-	-
subtotal	1,152,879	1,333,306	2,028,193	977,888	1,807,589	1,258,514	(549,075)	-30.38%
Reserve for future use	282,073	154,547	-	-	-	-	-	
Total Uses of Funds	1,434,952	1,487,853	2,028,193	977,888	1,807,589	1,258,514	(549,075)	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	585,738	981,099	1,135,646	1,135,646	1,135,646	612,669	(522,977)	-46.05%
Reserve for future use/(Use of Net Assets)	282,073	154,547	(846,869)	(18,126)	(636,264)	(67,190)	569,074	-89.44%
Adjustment for Non-cash items (i.e. Depreciatio	113,288	-	113,287	-	113,287	-	(113,287)	100.00%
								-
Estimated Available Ending Net Assets	981,099	1,135,646	402,064	1,117,520	612,669	545,479	(67,190)	-10.97%

Fund Summaries

Internal Service Funds (continued)

Self Insurance Fund (Fund 520) – To account for the property and liability insurance expenses along with the workers' compensation cost; and reserves which benefit the City of Lake Worth as a whole.

Self Insurance Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								
General Government	1,937,067	1,742,360	2,107,320	1,756,102	2,107,322	2,107,321	(1)	0.00%
Interest & Other Earnings	18,371	16,575	35,000	11,565	46,491	46,491	-	-
Other Miscellaneous Revenue	54,157	1,222,116	838,833	13,629	13,629	2,500	(11,129)	-81.66%
Advance reimbursement	-	-	83,333	-	83,333	146,000	62,667	75.20%
Transfers	-	-	800,000	800,000	800,000	-	(800,000)	(1)
subtotal	2,009,595	2,981,051	3,864,486	2,581,296	3,050,775	2,302,312	(748,463)	(0)
Use of Net Assets	1,538,598	-	8,150,505	-	8,786,665	9,487,014	700,349	0
Total Sources of Funds	3,548,193	2,981,051	12,014,991	2,581,296	11,837,440	11,789,326	(48,114)	(0)
Use of Funds								
Property & Liability	1,320,234	1,294,736	1,780,722	1,147,971	1,603,104	1,845,268	242,164	0
Worker's Compensation	353,152	405,805	519,123	267,274	519,190	560,912	41,722	0
Non-Departmental	1,866,207	3,844	3,000	795	3,000	3,000	-	-
Contingencies / Reserves	-	-	9,712,146	-	9,712,146	9,380,146	(332,000)	(0)
Transfers Out	8,600	8,510	-	-	-	-	-	-
subtotal	3,548,193	1,712,895	12,014,991	1,416,040	11,837,440	11,789,326	(48,114)	(0)
Reserve for future use	-	1,268,156	-	1,165,256	-	-	-	-
Total Uses of Funds	3,548,193	1,712,895	12,014,991	1,416,040	11,837,440	11,789,326	(48,114)	(0)
Net Assets Analysis:								
Actual Available Net Assets / Estimated	7,514,103	7,975,505	7,975,505	7,975,505	7,975,505	7,975,505	-	
Reserve for future use/(Use of Net Assets)	(1,538,598)	1,268,156	1,561,641	1,165,256	925,481	(106,868)	(1,032,349)	
Transfers in - General Fund	-	-	-	-	-	-	-	
Advance to Casino Building Project	(2,000,000)	(2,000,000)	-	-	-	-	-	
Reserves	(7,975,505)	(7,975,505)	(9,712,146)	-	(9,712,146)	(9,380,146)	332,000	
Estimated Available Ending Net Assets	(4,000,000)	(731,844)	(175,000)	9,140,761	(811,160)	(1,511,509)	(700,349)	

Fund Summaries

Internal Service Funds (continued)

Fleet Management Fund (Fund 530) – To account for the maintenance and replacement of the City's fleet of vehicles.

Fleet Management Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								-
Intergovernmental	-	-			-	-	- -	
General Government	879,256	837,256	819,800	717,068	589,328	819,800	230,472	39.11%
Miscellaneous Revenue	21,540	23,912	-	16,958	12,139	-	(12,139)	-100.00%
Non-Operating Sources	89,970	724,665	970,000	-	970,000	860,000	(110,000)	-11.34%
Transfers In	-	-					-	-
subtotal	990,766	1,585,833	1,789,800	734,026	1,571,467	1,679,800	108,333	6.89%
Use of Net Assets	-	-	1,301,953	766,470	1,276,997	152,912	(1,124,085)	
Total Sources of Funds	990,766	1,585,833	3,091,753	1,500,496	2,848,464	1,832,712	(1,015,752)	
Use of Funds								
Garage Maintenance	604,096	623,097	699,111	510,882	632,722	872,712	239,990	37.93%
Non-Departmental	-	-	-	-	-	-	-	100.00%
Depreciation	211,581	227,754	211,581	-	211,581	-	(211,581)	-100.00%
Capital	-	-	2,004,161	989,614	2,004,161	960,000	(1,044,161)	-52.10%
Reserve for Future Capital Expenditures	-	-	176,900	-	-	-	-	-
subtotal	815,677	850,851	3,091,753	1,500,496	2,848,464	1,832,712	(1,015,752)	-35.66%
Reserve for future use	175,089	734,982	-	-	-	-	-	
Total Uses of Funds	990,766	1,585,833	3,091,753	1,500,496	2,848,464	1,832,712	(1,015,752)	
Net Assets Analysis:								
Actual Available Net Assets / Estimated	654,624	755,694	1,432,830	1,432,830	1,432,830	181,814	(1,251,016)	-87.31%
Adjustment for Non-cash items (i.e. Depreciation)	211,581	227,754	211,581	-	211,581	-		
PY Reserve for Future Capital Expenditures	(285,600)	(285,600)	(285,600)	(285,600)	(185,600)	-	185,600	-100.00%
Reserve for future use/(Use of Net Assets)	175,089	734,982	(1,301,953)	(766,470)	(1,276,997)	(152,912)	1,124,085	-88.03%
Estimated Available Ending Net Assets	755,694	1,432,830	56,858	380,760	181,814	28,902	58,669	-84.10%

Fund Summaries

Internal Service Funds (continued)

Employee Benefits Fund - (Fund 540) – To account for the benefits provided active and retired employees

Employee Benefits Fund	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 Change FY 15 Forecast & FY 16 Request	FY 2015-2016 % Change (Forecast -vs- Request)
Source of Funds								-
General Government	7,167,054	8,057,719	7,681,714	6,311,456	7,240,623	7,681,715	441,092	6.09%
Interest & Other Earnings							-	-
Shared Revenue Local Units	22,525	24,016	22,524	16,847	9,967	22,524	12,557	125.99%
Other Miscellaneous Revenue	972	3,585	-	6,726	6,726	6,726	-	-
subtotal	7,190,551	8,085,320	7,704,238	6,335,029	7,257,316	7,710,965	453,649	6.25%
Use of Net Assets	-	-	487,405	352,523	950,098	1,079,913	129,815	
Total Sources of Funds	7,190,551	8,085,320	8,191,643	6,687,552	8,207,414	8,790,878	583,464	
Use of Funds								
Benefits	6,945,539	7,754,794	8,191,643	6,687,552	8,207,414	8,790,878	583,464	7.11%
							-	-
subtotal	6,945,539	7,754,794	8,191,643	6,687,552	8,207,414	8,790,878	583,464	7.11%
Reserve for future use	245,012	330,526	-	-	-	-	-	
Total Uses of Funds	7,190,551	8,085,320	8,191,643	6,687,552	8,207,414	8,790,878	1,166,928	
Net Assets Analysis:								
Actual Available Fund Balance / Estimated	1,009,196	1,254,208	1,584,734	1,584,734	1,584,734	634,636	(950,098)	-59.95%
Reserve for future use/(Use of Net Assets)	245,012	330,526	(487,405)	(352,523)	(950,098)	(1,079,913)	(129,815)	13.66%
Estimated Available Ending Net Assets	1,254,208	1,584,734	1,097,329	1,232,211	634,636	(445,277)	(1,079,913)	-170.16%

CHAPTER 6
FIVE YEAR CAPITAL IMPROVEMENT PLAN

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OFFICE OF THE CITY MANAGER

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MEMORANDUM

TO: Hon. Mayor and City Commissioners

FROM: Michael Bornstein
City Manager

DATE: September 15, 2015

SUBJECT: FY 2016-2020 Capital Improvement Plan (CIP)

In accordance with the City Charter, I hereby submit to the City Commission the proposed 5-Year Capital Improvement Plan (FY 2016-2020) for the City of Lake Worth, which includes the Park of Commerce economic development project.

A Capital Expenditure is the approved budget for improvements to, or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with a cost of $25,000 or more.

The Capital Improvement Plan for FY 2016-2020 totals $66,605,201 as shown in **Table 1** and reflects the costs of capital improvement projects in excess of $25,000 throughout the City for the next five years. Upon adoption by the Commission, the project costs of $20,806,471 for FY 2016 will be part of the City's FY 2016 Annual Operating Budget.

SUMMARY OF PROJECTS BY DEPARTMENTS								
DEPARTMENTS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Community Sustainability	-	-	-	-	-	-	-	0%
Information Technology	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2%
Leisure Services	-	35,000	-	-	-	35,000	35,000	0%
Public Services	1,424,282	2,228,812	2,414,852	2,710,708	1,595,370	10,374,024	10,839,285	19%
Utility Electric	875,000	125,000	1,675,000	5,735,000	125,000	8,535,000	9,432,167	27%
Utility Water & Sewer	18,432,189	12,661,703	7,529,374	4,506,350	4,256,561	47,386,177	53,307,132	52%
Totals	**$20,806,471**	**$15,100,515**	**$11,669,226**	**$13,002,058**	**$6,026,931**	**$66,605,201**	**$73,988,584**	**100%**
% / Year	**31%**	**23%**	**18%**	**20%**	**9%**	**100%**		

Table 1

Of the total capital improvement costs contained in the FY 2016-2020 Plan, $8.7M relates to the Park of Commerce project /Phase I as shown in **Table 2**, under the category of Economic Development. The majority of the capital projects in the FY 2016-2020 CIP are contained in three departments, most notably in the Public Services, Electric Utility, and Water & Sewer Departments with a 98% share of the 5-Year expenditures.

SUMMARY BY PROJECT CATEGORY								
PROJECT CATEGORY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Building Maintenance	-	125,000	-	-	-	125,000	125,000	0.53%
Building Rehabilitation	-	-	-	-	-	-	-	0.00%
Economic Development	8,700,000	3,500,000	-	-	-	12,200,000	13,750,250	7.28%
Electric Systems	875,000	125,000	1,675,000	5,735,000	125,000	8,535,000	9,432,167	26.68%
Infrastructure	30,000	420,922	97,852	237,958	467,370	1,254,102	1,254,102	6.08%
Leisure Programs	-	35,000	-	-	-	35,000	35,000	0.08%
Sewer Maintenance	2,577,031	1,199,671	2,006,223	477,280	371,100	6,631,305	7,863,305	9.00%
Streets Maintenance	669,282	1,390,890	1,670,000	1,812,000	476,000	6,018,172	6,483,433	11.40%
Technology Improvement	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2.23%
Vehicle Replacement	960,000	292,000	647,000	660,750	652,000	3,211,750	3,211,750	1.83%
Water System	6,920,158	7,962,032	5,523,151	4,029,070	3,885,461	28,319,872	31,458,577	34.90%
Totals	**20,806,471**	**15,100,515**	**11,669,226**	**13,002,058**	**6,026,931**	**66,605,201**	**73,988,584**	**100%**
% Expenditures by Year	**31%**	**23%**	**18%**	**20%**	**9%**	**100%**		

Table 2

To recap our strategy, the City modified and expanded the Capital Improvement Plan into a more refined management tool and comprehensively identified long term infrastructural capital needs of the City. The next phase is to responsibly fund the capital projects which upon completion would attract businesses and other economic activities to the City. Staff also promoted a more holistic approach to capital management, where a number of projects that were shown individually in multiple departments, because of various funding sources, have now been consolidated into single projects under one department. For example, the redevelopment of the Park of Commerce consists of many new roads, storm water facilities and utility services which are all now included within the Park of Commerce Fund as a single economic development project. This should make it easier to identify total costs of capital projects and to better conceptualize the various project components.

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A summary of some of our capital activities are captured under various departments.

Information Technology

FY 2016-2020 Capital Improvement Plan (CIP) total reflects consistent cost levels to improve and maintain the necessary technological infrastructural City-wide and will focus on Network Infrastructure Replacement and Microsoft Enterprise Agreement. The I.T department will also continue their year round task of work station upgrades.

Public Service

The Public Services department will have the continued task of streets maintenance throughout the City that includes fixing potholes, milling, resurfacing, and paving. Their Fleet Division is also responsible for multiple vehicle replacements during the upcoming year with sanitation investing $625,000 in replacement of front load and one-arm trucks.

Electric Utility

The Electric Utility department is also tasked with major contributions to the Park of Commerce project / phase 1 as shown in **Table .3** under the category of Available Bond Proceeds in the amount of $2.875M. Additionally, the Electric Utility will be conducting overhaul to generators, turbines, relay systems, and expansion to the control room.

Water and Sewer

The Water and Sewer department has been a stand-alone department since FY 2014 and is tasked with the critical 2" Watermain Replacement project, construction of new wells and rehabilitation of sewer lining and lift stations for an approximate amount of $10.7M as shown in **Table 3** under the categories of Water, Sewer, and the State Revolving Fund (SRF) loan.

The Water and Sewer department will also be spearheading the Park of Commerce project. The City is expecting approximately $4.3M in grants to help fund the Park of Commerce project.

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Tables 3 and 4 show the same capital expenditure data, however, separated into funding sources and project category to better identify the scope of projects across the board, and how they are funded throughout the five-year period of FY 2016-2020.

SUMMARY OF PROJECTS BY FUNDING SOURCES								
FUNDING SOURCES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Available Bond Proceeds	2,875,000	125,000	1,675,000	5,735,000	125,000	10,535,000	11,432,167	53.3%
Beach Fund	-	-	-	-	-	-	-	
Capital Improvement Fund	-	125,000	-	-	-	125,000	1,175,000	1.1%
Electric Fund	-	-	-	-	-	-	-	1.2%
Garage/Fleet Fund	100,000	-	-	-	-	100,000	100,000	0.7%
General Fund	-	-	-	-	-	-	-	0.2%
Golf Course Fund	-	35,000	-	-	-	35,000	35,000	0.1%
Grants (Federal)	1,000,000	-	-	-	-	1,000,000	1,000,000	2.2%
Grants (State)	3,500,000	2,500,000	-	-	-	6,000,000	6,000,000	
Information Technology Fund	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2.2%
Insurance Fund	-	-	-	-	-	-	-	0.0%
Local Sewer Fund	3,077,031	1,449,671	2,006,223	477,280	371,100	7,381,305	8,313,305	8.6%
Park of Commerce Fund	-	-	-	-	-	-	500,250	0.0%
Regional Sewer	-	-	-	-	-	-	300,000	1.7%
Refuse Fund	625,000	292,000	647,000	660,750	652,000	2,876,750	2,876,750	
Road Improvement Fund	155,939	1,390,890	1,670,000	1,812,000	476,000	5,504,829	5,702,694	11.4%
Stormwater Fund	1,030,000	670,922	97,852	237,958	467,370	2,504,102	2,504,102	6.1%
SRF Loan - (2" Watermain Project)	3,196,000	3,196,000	3,196,000	3,196,000	3,196,000	15,980,000	16,796,000	
Water Fund	4,659,158	5,266,032	2,327,151	833,070	689,461	13,774,872	16,097,577	11.3%
Totals	**20,806,471**	**15,100,515**	**11,669,226**	**13,002,058**	**6,026,931**	**66,605,201**	**73,988,584**	**100%**

Table 3

SUMMARY BY PROJECT CATEGORY								
PROJECT CATEGORY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Building Maintenance	-	125,000	-	-	-	125,000	125,000	0.53%
Building Rehabilitation	-	-	-	-	-	-	-	0.00%
Economic Development	8,700,000	3,500,000	-	-	-	12,200,000	13,750,250	7.28%
Electric Systems	875,000	125,000	1,675,000	5,735,000	125,000	8,535,000	9,432,167	26.68%
Infrastructure	30,000	420,922	97,852	237,958	467,370	1,254,102	1,254,102	6.08%
Leisure Programs	-	35,000	-	-	-	35,000	35,000	0.08%
Sewer Maintenance	2,577,031	1,199,671	2,006,223	477,280	371,100	6,631,305	7,863,305	9.00%
Streets Maintenance	669,282	1,390,890	1,670,000	1,812,000	476,000	6,018,172	6,483,433	11.40%
Technology Improvement	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2.23%
Vehicle Replacement	960,000	292,000	647,000	660,750	652,000	3,211,750	3,211,750	1.83%
Water System	6,920,158	7,962,032	5,523,151	4,029,070	3,885,461	28,319,872	31,458,577	34.90%
Totals	**20,806,471**	**15,100,515**	**11,669,226**	**13,002,058**	**6,026,931**	**66,605,201**	**73,988,584**	**100%**
% Expenditures by Year	**31%**	**23%**	**18%**	**20%**	**9%**	**100%**		

Table 4

OFFICE OF THE CITY MANAGER

7 North Dixie Highway · Lake Worth, Florida 33460 · Phone: 561-586-1630 · Fax: 561-586-1750

Conclusion:

A comprehensive 5-Year Capital Improvement Plan affords the City the opportunity to strategize on how best to implement and execute capital projects. This document is the result of the professional input from the City Manager's Office, Budget Team and all City departments with capital projects. This CIP document constructively reflects the critical needs of the City after many years of neglect.

The FY 2016-2020 Capital Improvement Plan has been presented to the City Commission for their review and input during multiple budget workshops, and is hereby submitted for adoption at the first Public Hearing of the Annual Operating Budget process on September 15, 2015.

Michael Bornstein

Capital Improvement Plan

FY 2016 Schedule Of Projects

Departments / Divisions	Estimated Expenditures		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	5 Yr Total	Total Project
Project Description	thru 9/30/14	FY15 Bud	2016	2017	2018	2019	2020	FY 2016-2020	Estimate
I. PUBLIC SERVICES DEPARTMENT									
A. Streets Maintenance									
6th Ave S - Dixie Hwy to Federal Hwy - Mill & Overlay	-	197,865	-	-	-	-	-	-	197,865
11th Ave South Greenway project	-	267,396	-	-	-	-	-	-	267,396
MP0102 - Tropical Dr & Barton Rd	-	-	669,282	-	-	-	-	669,282	669,282
MP0101 - North K St & North M St - 2nd Ave N to 9th Ave	-	-	-	673,390	-	-	-	673,390	673,390
MP0103 - North F Street - 5th Ave N to 10th Ave N	***Construction Costs***		-	525,000	-	-	-	525,000	525,000
MP0607 - Vassar Drive and Bryn Mawr Dr	***Design & Engineering Costs***		-	70,000	450,000	-	-	520,000	520,000
MP0608 - Duke Drive - Federal Hwy to Lakeside	-	-	-	42,000	243,000	-	-	285,000	285,000
MP0608 - N Lakeside Dr - Wellesley Dr to Duke Dr	-	-	-	62,000	360,000	-	-	422,000	422,000
MP0608 - Wellesley Dr - N Lakeside to Notre Dame Dr	-	-	-	18,500	107,000	-	-	125,500	125,500
MP0201 - Snowden Dr (6th Ave S to Lake Osborne) and Collier Dr (Snowden Dr to Lake Osborne)	-	-	-	-	230,000	-	-	230,000	230,000
MP0202 - South C,D,E,F St (Lake Ave to 3rd Ave S)	-	-	-	-	280,000	-	-	280,000	280,000
MP0104 - 15th, 16th, 17th, 18th Ave N; Terrace Dr.	-	-	-	-	-	932,000	-	932,000	932,000
MP0203 - South B,C,F St (3rd Ave S to 6th Ave S) and 3rd,4th,5th Ave S (South C St to S F St)	-	-	-	-	-	355,000	-	355,000	355,000
MP0401 - Elm St and South F St	-	-	-	-	-	74,000	-	74,000	74,000
MP0501 - 15th Ave S (S M St to Lakeside) and S N St (13th Ave S to Dixie)	-	-	-	-	-	45,000	-	45,000	45,000
MP0502 - Wright Dr, Small Dr, Barber Dr	-	-	-	-	-	176,000	-	176,000	176,000
MP0503 - S East Coast St and South H St (Lake Ave to 6th Ave S)	-	-	-	-	-	230,000	-	230,000	230,000
MP0603 - Hillcrest Drive - Montague to Crest	-	-	-	-	-	-	46,000	46,000	46,000
MP0604 - South K,L,M St (Lake Ave to 3rd Ave S) and 1s	-	-	-	-	-	-	253,000	253,000	253,000
MP0605 - 15th Ave S and S G St	-	-	-	-	-	-	55,000	55,000	55,000
MP0601 - 13th Ave N and 11th Ave N (N A St to I-95)	-	-	-	-	-	-	50,000	50,000	50,000
MP0602 - N H St - 2nd Ave N to 5th Ave N	-	-	-	-	-	-	72,000	72,000	72,000
Sub-Total	-	465,261	669,282	1,390,890	1,670,000	1,812,000	476,000	6,018,172	6,483,433
B. Facilities Management									
Install A/C Chiller Lines /City Hall	-	-	-	125,000	-	-	-	125,000	125,000
Sub-Total	-	-	-	125,000	-	-	-	125,000	125,000
C. Stormwater									
GIS Services	-	-	30,000	-	-	-	-	30,000	30,000
11th Ave N - North A St. to North F St.	-	-	-	210,461	-	-	-	210,461	210,461
12th Ave N - North A St. to North F St.	-	-	-	210,461	-	-	-	210,461	210,461
16th Ave North - North A St to North D St	-	-	-	-	32,291	-	-	32,291	32,291
17th Ave North - North A St to North D St	-	-	-	-	32,291	-	-	32,291	32,291
18th Ave North - North A St to North D St	-	-	-	-	33,270	-	-	33,270	33,270
North K St. - 2nd Ave N to 9th Ave N	-	-	-	-	-	118,979	-	118,979	118,979
North M St. - 2nd Ave N to 9th Ave N	-	-	-	-	-	118,979	-	118,979	118,979
North F St. - 11th Ave N to 13th Ave N	-	-	-	-	-	-	118,721	118,721	118,721
Duke Drive - Federal Hwy to Lakeside	-	-	-	-	-	-	348,649	348,649	348,649
Sub-Total	-	-	30,000	420,922	97,852	237,958	467,370	1,254,102	1,254,102
D. Garage / Fleet									
Fleet Replacement (1/2 ton & under)	-	-	100,000	-	-	-	-	100,000	100,000
Public Services (Refuse)	-	-	625,000	292,000	647,000	660,750	652,000	2,876,750	2,876,750
Water & Sewer Vehicles	-	-	235,000	-	-	-	-	235,000	235,000
Sub-Total	-	-	960,000	292,000	647,000	660,750	652,000	3,211,750	3,211,750
E. Stormwater - Funding (P.O.C) Only									
Funding only for P.O.C project			1,000,000	**Stormwater is funding $1M for the POC project, included in POC project amt.**				1,000,000	1,000,000
Public Services Total:	**-**	**465,261**	**2,659,282**	**2,228,812**	**2,414,852**	**2,710,708**	**1,595,370**	**11,609,024**	**12,074,285**

Capital Improvement Plan

FY 2016 Schedule Of Projects (continued)

Departments / Divisions	Estimated Expenditures		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	5 Yr Total	Total Project
Project Description	thru 9/30/14	FY15 Bud	2016	2017	2018	2019	2020	FY 2016-2020	Estimate
II. COMBINED DEPARTMENT PROJECT									
A. Park of Commerce (POC)									
Park of Commerce	500,250	1,050,000	8,700,000	3,500,000	-	-	-	12,200,000	13,750,250
Park of Commerce Project Total:	**500,250**	**1,050,000**	**8,700,000**	**3,500,000**	**-**	**-**	**-**	**12,200,000**	**13,750,250**
III. LEISURE SERVICES DEPARTMENT									
A. Golf Course									
Golf Course Shed Replacement	-	-	-	35,000	-	-	-	35,000	35,000
Sub-Total	-	-	-	35,000	-	-	-	35,000	35,000
Leisure Services Total:	**-**	**-**	**-**	**35,000**	**-**	**-**	**-**	**35,000**	**35,000**
IV. UTILITY - ELECTRIC									
A. Electric - Power Generation									
MU 1&5 Overhaul & Generator Rebuild	-	-	100,000	-	-	-	-	100,000	100,000
GT-2 Gas Turbine Overhaul & Control	-	-	500,000	-	-	-	-	500,000	500,000
Sub-Total	-	-	600,000	-	-	-	-	600,000	600,000
B. Electric - Transmission & Distribution									
Control Room & System Relays Upgrade	252,167	125,000	275,000	125,000	125,000	125,000	125,000	775,000	1,152,167
15th Avenue South Sub-Station	-	-	-	-	360,000	1,390,000	-	1,750,000	1,750,000
Capital Equipment for Long Range Plan	-	-	-	-	570,000	-	-	570,000	570,000
26.4 KV Sub Transmission Loop - North	80,000	80,000	-	-	80,000	420,000	-	500,000	660,000
26.4 KV Sub Transmission Loop - South	-	-	-	-	80,000	520,000	-	600,000	600,000
4th Ave North Sub-Station	-	-	-	-	100,000	1,650,000	-	1,750,000	1,750,000
18th Ave North Sub-Station	-	360,000	-	-	-	1,390,000	-	1,390,000	1,750,000
6th Avenue South Sub-station	-	-	-	-	360,000	240,000	-	600,000	600,000
Sub-Total	332,167	565,000	275,000	125,000	1,675,000	5,735,000	125,000	7,935,000	8,832,167
C. Electric - Funding (P.O.C) Only									
Funding only for P.O.C proj (Bond Proceeds)			2,000,000	Electric UT is funding $2M for the POC project, included in POC project amt.				2,000,000	2,000,000
Utility - Electric Total:	**332,167**	**565,000**	**2,875,000**	**125,000**	**1,675,000**	**5,735,000**	**125,000**	**10,535,000**	**11,432,167**
V. UTILITY - WATER & SEWER									
A. Water Distribution									
Watermain Replacement (Park of Commerce)	-	-	700,000	Water UT is funding $700K for the POC project, included in POC project amt.				700,000	700,000
Watermain Replacement (Master Plan Projects)	-	330,000	934,158	3,064,032	1,627,151	523,070	359,461	6,507,872	6,837,872
2" Watermain Replacement	-	816,000	3,196,000	3,196,000	3,196,000	3,196,000	3,196,000	15,980,000	16,796,000
8th Ave S Watermain	-	40,000	300,000	-	-	-	-	300,000	340,000
Watermain - Lake & Lucerne, G, J, K, L, M St	-	50,000	800,000	-	-	-	-	800,000	850,000
Watermain - Columbia & pennsylvania	-	-	100,000	-	-	-	-	100,000	100,000
Sub-Total	-	1,236,000	6,030,158	6,260,032	4,823,151	3,719,070	3,555,461	24,387,872	25,623,872
B. Water Treatment									
HS Pumps # 3, 4, 5 Repl	-	350,000	-	300,000	-	-	-	300,000	650,000
Slaker #4	-	200,000	100,000	-	-	-	-	100,000	300,000
Water Plant Structural Repairs	-	-	750,000	-	-	-	-	750,000	750,000
Flash Mixer Structural Modification	-	-	350,000	-	-	-	-	350,000	350,000
Ground Storage Tank Repairs	-	-	200,000	-	-	-	-	200,000	200,000
Ground Storage Tank Transfer Pump	-	-		60,000	-	-	-	60,000	60,000
Clearwell Structural Imoprovements	-	-	70,000	500,000	-	-	-	570,000	570,000
Washwater Recovery Basin	-	10,000	-	60,000	600,000			660,000	670,000
Membrane Replacement at RO Plant	-	-	-	-	-	250,000	250,000	500,000	500,000
Sub-Total	-	560,000	1,470,000	920,000	600,000	250,000	250,000	3,490,000	4,050,000

Capital Improvement Plan

FY 2016 Schedule Of Projects (continued)

Departments / Divisions	Estimated Expenditures		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	5 Yr Total	Total Project
Project Description	thru 9/30/14	FY15 Bud	2016	2017	2018	2019	2020	FY 2016-2020	Estimate
C. Water Production									
Well # 4 New Constr	-	-	-	-	-	-	80,000	80,000	80,000
Well # 9 Generator	-	-	-	-	100,000	-	-	100,000	100,000
Well # 17 New Constr	-	-	60,000	662,000	-	-	-	722,000	722,000
Well # 18a & 18b (Testing Only)	-	50,000	60,000	-	-	-	-	60,000	110,000
Well # 18 New Constr	-	-	-	-	-	60,000	-	60,000	60,000
Well # 16,17,18 Raw Wtr Main Constr	69,500	1,223,205	-	120,000	-	-	-	120,000	1,412,705
Sub-Total	69,500	1,273,205	120,000	782,000	100,000	60,000	80,000	1,142,000	2,484,705
C. Local Sewer Collection & Pumping									
Sewer Masterplan Projects (Park of Commerce)	-	-	500,000	Local Sewer is funding $500K for POC project, included in POC project amt.				500,000	500,000
Sewer Masterplan Projects	-	600,000	727,031	134,671	1,131,223	177,280	71,100	2,241,305	2,841,305
Global Manhole Rehabilitation Lining Project	87,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	687,000
Lift Station #4 Trunk Line	-	-	-	25,000	175,000	-	-	200,000	200,000
11th Ave N Trunkline Rehab	-	50,000	800,000	-	-	-	-	800,000	850,000
New Sewer 11th to 12th Ave S, B to C	-	25,000	150,000	-	-	-	-	150,000	175,000
Sewer Repair 5th to 6th from E to F	-	30,000	200,000	-	-	-	-	200,000	230,000
Sewer Rehab 3rd Ave North	-	-	50,000	700,000	-	-	-	750,000	750,000
Collector Main Rehabilitation	-	-	-	200,000	200,000	200,000	200,000	800,000	800,000
Lift Station # 4 Coll Main Replacement	-	40,000	400,000	-	-	-	-	400,000	440,000
Lift Station #16 Piping Control Panel	-	-	150,000	-	-	-	-	150,000	150,000
Replace Lift Station # 12	-	-	-	40,000	400,000	-	-	440,000	440,000
Sub-Total	87,000	845,000	3,077,031	1,199,671	2,006,223	477,280	371,100	7,131,305	8,063,305
D. Regional Sewer Collection & Pumping									
Water Main Repl Masterplan Projs - see # 79	-	300,000	-	-	-	-	-	-	300,000
Sub-Total	-	300,000	-	-	-	-	-	-	300,000
Utility - Water & Sewer Total:	**156,500**	**4,214,205**	**10,697,189**	**9,161,703**	**7,529,374**	**4,506,350**	**4,256,561**	**36,151,177**	**40,521,882**
VI. INFORMATION TECHNOLOGY									
Microsoft Enterprise Agreement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	350,000
Network Infrastructure Replacement	-	-	25,000	-	-	-	-	25,000	25,000
Information Technology Total:	**50,000**	**50,000**	**75,000**	**50,000**	**50,000**	**50,000**	**50,000**	**275,000**	**375,000**
Gross Total:	1,038,917	6,344,466	25,006,471	15,100,515	11,669,226	13,002,058	6,026,931	70,805,201	78,188,584
Adjust P.O.C funding from Electric Fund			(2,000,000)	-	-	-	-	(2,000,000.0)	(2,000,000.0)
Adjust P.O.C funding from Water Fund			(700,000)	-	-	-	-	(700,000.0)	(700,000.0)
Adjust P.O.C funding from Local Sewer			(500,000)	-	-	-	-	(500,000.0)	(500,000.0)
Adjust P.O.C funding from Stormwater Fund			(1,000,000)	-	-	-	-	(1,000,000.0)	(1,000,000.0)
Net Grand Total:	1,038,917	6,344,466	20,806,471	15,100,515	11,669,226	13,002,058	6,026,931	66,605,201	73,988,584
5 Yr Total Percentage (%)			31%	23%	18%	20%	9%	100%	

Capital Improvement Plan

Project Category

SUMMARY BY PROJECT CATEGORY								
PROJECT CATEGORY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Building Maintenance	-	125,000	-	-	-	125,000	125,000	0.53%
Building Rehabilitation	-	-	-	-	-	-	-	0.00%
Economic Development	8,700,000	3,500,000	-	-	-	12,200,000	13,750,250	7.28%
Electric Systems	875,000	125,000	1,675,000	5,735,000	125,000	8,535,000	9,432,167	26.68%
Infrastructure	30,000	420,922	97,852	237,958	467,370	1,254,102	1,254,102	6.08%
Leisure Programs	-	35,000	-	-	-	35,000	35,000	0.08%
Sewer Maintenance	2,577,031	1,199,671	2,006,223	477,280	371,100	6,631,305	7,863,305	9.00%
Streets Maintenance	669,282	1,390,890	1,670,000	1,812,000	476,000	6,018,172	6,483,433	11.40%
Technology Improvement	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2.23%
Vehicle Replacement	960,000	292,000	647,000	660,750	652,000	3,211,750	3,211,750	1.83%
Water System	6,920,158	7,962,032	5,523,151	4,029,070	3,885,461	28,319,872	31,458,577	34.90%
Totals	**20,806,471**	**15,100,515**	**11,669,226**	**13,002,058**	**6,026,931**	**66,605,201**	**73,988,584**	**100%**
% Expenditures by Year	**31%**	**23%**	**18%**	**20%**	**9%**	**100%**		

Funding Sources

SUMMARY OF PROJECTS BY FUNDING SOURCES								
FUNDING SOURCES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5-Yr Total	Total Proj Est.	% / 5 Yr Total
Available Bond Proceeds	2,875,000	125,000	1,675,000	5,735,000	125,000	10,535,000	11,432,167	53.3%
Beach Fund	-	-	-	-	-	-	-	
Capital Improvement Fund	-	125,000	-	-	-	125,000	1,175,000	1.1%
Electric Fund	-	-	-	-	-	-	-	1.2%
Garage/Fleet Fund	100,000	-	-	-	-	100,000	100,000	0.7%
General Fund	-	-	-	-	-	-	-	0.2%
Golf Course Fund	-	35,000	-	-	-	35,000	35,000	0.1%
Grants (Federal)	1,000,000	-	-	-	-	1,000,000	1,000,000	2.2%
Grants (State)	3,500,000	2,500,000	-	-	-	6,000,000	6,000,000	
Information Technology Fund	75,000	50,000	50,000	50,000	50,000	275,000	375,000	2.2%
Insurance Fund	-	-	-	-	-	-	-	0.0%
Local Sewer Fund	3,077,031	1,449,671	2,006,223	477,280	371,100	7,381,305	8,313,305	8.6%
Park of Commerce Fund	-	-	-	-	-	-	500,250	0.0%
Regional Sewer	-	-	-	-	-	-	300,000	1.7%
Refuse Fund	625,000	292,000	647,000	660,750	652,000	2,876,750	2,876,750	
Road Improvement Fund	155,939	1,390,890	1,670,000	1,812,000	476,000	5,504,829	5,702,694	11.4%
Stormwater Fund	1,030,000	670,922	97,852	237,958	467,370	2,504,102	2,504,102	6.1%
SRF Loan - (2" Watermain Project)	3,196,000	3,196,000	3,196,000	3,196,000	3,196,000	15,980,000	16,796,000	
Water Fund	4,659,158	5,266,032	2,327,151	833,070	689,461	13,774,872	16,097,577	11.3%
Totals	**20,806,471**	**15,100,515**	**11,669,226**	**13,002,058**	**6,026,931**	**66,605,201**	**73,988,584**	**100%**

CAPITAL IMPROVEMENT PLAN (CIP) OPERATING IMPACT

The impact of operating costs on the annual budget stemming from the completion of capital projects is a critical part of the budget process and requires a reliable cost-estimating phase at the onset of each budget cycle. During the developmental phase of the Capital Improvement Plan (CIP), factors such as enhanced revenues, future maintenance, utility costs, additional personnel, materials and supplies are thoroughly analyzed

The impact costs are included in the annual budget at the completion of the capital projects. For the FY 2016 – 2020 Capital Improvement Plan, there are no operating impact amounts for completed projects. Hence, the net operational impact in the Proposed FY 2016 - 2020 CIP Plan is $0.00 as shown in the table below.

FY 2016 CIP Net Operating Impact:						
A. Revenues Generated:		**B. Expenses Incurred:**				**Net Impact**
A.1- Revenue #1 (Fees/Rentals)	-	B.1- Personnel:	-	B.5- Utilities:	-	
A.2- Revenue #2 (Leagues)	-	B.2- Debt Service Costs:	-	B.6- Materials/Supplies:	-	
A.3- Revenue #3	-	B.3- Contract Services:	-	B.7- Equipment:		
A.4- Revenue #4	-	B.4- Fixed Costs:	-	B.8- Miscellaneous:	-	
Revenue Totals (A.1 -to- A.4)	-	**Expense Totals (B.1 -to- B.8)**			-	**$ -**

CHAPTER 7
FINANCIAL SECTION AND HIGHLIGHTS

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Budget Overview

The City of Lake Worth's annual operating budget serves as a strategic financial and capital plan for the coming fiscal year which begins on October 1, 2015 and ends on September 30, 2016. The fiscal year that begins on October 1, 2015, is referred to as "Fiscal Year 2016." 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 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.

The FY 2016 budget season started with a preliminary budget calendar, a leadership strategic meeting, and a budget kick-off meeting involving budget related staff. The Budget Team, consisting of the City Manager, Finance Director and the Budget Manager, works closely with Department Heads to communicate the budget policy and guidelines for the upcoming budget. Department Directors are given at least three years of historical data including current year actual from which to develop the Capital Improvement Plan and preliminary budget. There is a review process of revenues, expenditures, and fund balances, while paying special attention to exceptional or one time flow of revenues or expenditures that will be excluded or included. Revenues are budgeted in every revenue account of each fund, based on historical trends and future assumptions regarding economic performance, redevelopment, changes in state statutes, and other factors.

The first year expenditures of the Capital Improvement Plan are also included in the budget once funding capacity is viable and identified and reviewed extensively by the City Manager, who then submits the proposed budget to the City Commission through multiple budget workshop sessions. 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. The Finance Advisory Board is a citizen committee appointed by the City Commission and serves in an advisory capacity by reviewing the proposed budget and making recommendations to the City Commission. In September, two public hearings are held regarding the Capital Improvement Plan, the reauthorization of fees the City charges for general government, the proposed property tax rate and the proposed annual 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 annual operating budget serves as a financial plan for the City, but it also serves the following purposes:

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 Overview

BUDGET QUESTIONS & ANSWERS

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 a 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 FISCAL YEAR?

A fiscal year is a budgetary cycle that comprises a twelve-month operational period that starts on October 1, 2015 and ends September 30, 2016.

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.

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.

WHAT IS A 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.

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

Budget Overview

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 (I.T.) 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 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.

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.

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).

WHAT GUIDELINES GOVERN THE BUDGET 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 first year of the adopted five year CIP is included in the respective year budget that is up for adoption on the second public hearing.

Budget Overview

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:

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.

AMENDING THE BUDGET

The annual operating budget can only be modified through a Commission approved budget amendment within the fiscal year. 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 proposed budget amendment is then put on a City Commission agenda where the City Commission must pass a majority vote to approve the proposed budget amendment.

FY 2016 Budget Presentation

FY 2015-16 CITY-WIDE BUDGET OVERVIEW

- **General Fund**
  - ❖ General Fund use of $68,889 Fund Balance
  - ❖ 1% increase in PBSO contract of $121,000
  - ❖ Property Tax rate remains the same as the past 4 years at 5.4945 mills.
  - ❖ 10.47% increase in Ad Valorem revenues, $630K
  - ❖ Increase in State Shared revenues of $381,000

12/2/2015 2

FY 2015-16 CITY-WIDE BUDGET OVERVIEW

- **General Fund**
  - ❖ Controllable Costs – 33.60% or $10.4M
  - ❖ Non- Controllable Costs – 66.40% or $20.6M

    Pension costs ---
    - Fire --- 2.6 million
    - Police --- $2.7 million
    - General Employees --- 1.2 million
  - ❖ Police Service Contract --- $12.2
  - ❖ Transfer to CRA --- $0.9M

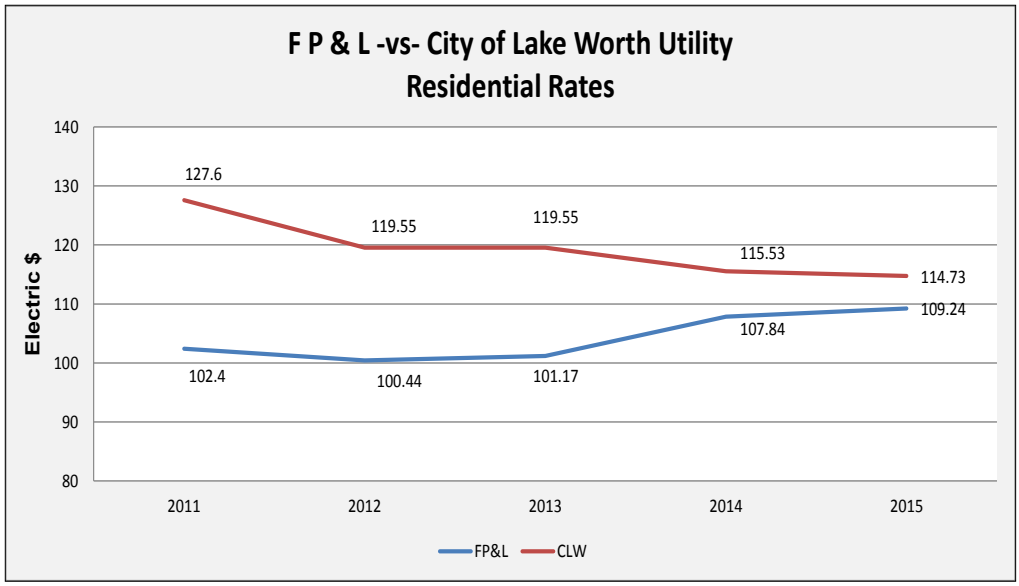
12/4/2015 2

FY 2016 Budget Presentation

FY 2016 BUDGET OVERVIEW

- **Electric Utility**
  - ❖ Rate parity report card – Lake Worth's rates are within 4.79% of FPL present rate
  - ❖ Since 2012, rates have lowered over the past 4 years:
    - ❖ 11.5% for Residential
    - ❖ 12.2% for Small Commercial
    - ❖ 17% for Large Commercial
  - ❖ Proposing No Rate Increase for FY 15/16
  - ❖ Reliability indices continue to improve

12/4/2015 14



FY 2016 Budget Presentation

FY 2015 – 2016 Review

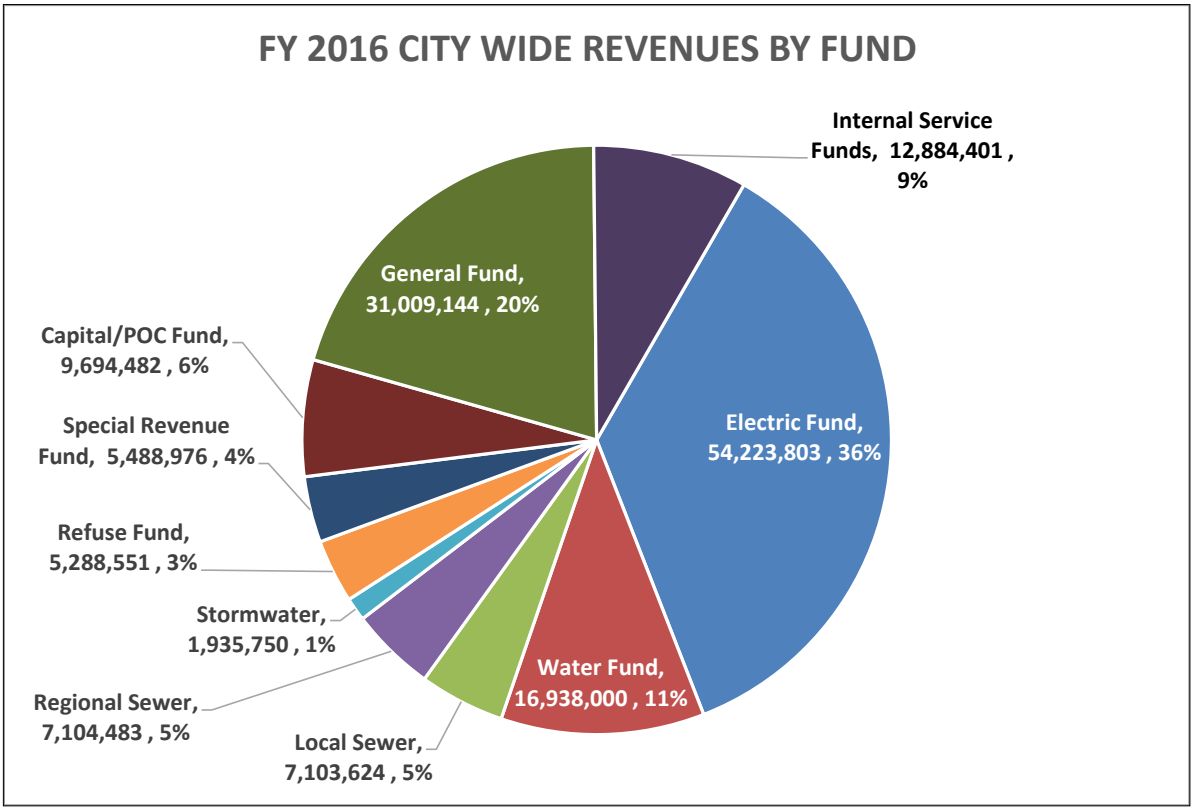
- **Stormwater and Refuse Collection Rates**
  - ❑ **Stormwater Rates are the same as they have been since 2009**
  - ❑ **Refuse Rates are the same as they have been since 2009**

1/27/2016 2

- **<u>Beach Parking Rates</u>**
  - ❖ No rate increase, rates remain at $2.00 and will reviewed by the City Commission in March 2016
  - ❖ Rates remains at $2.00 since 2011

FY 2016 Budget Presentation

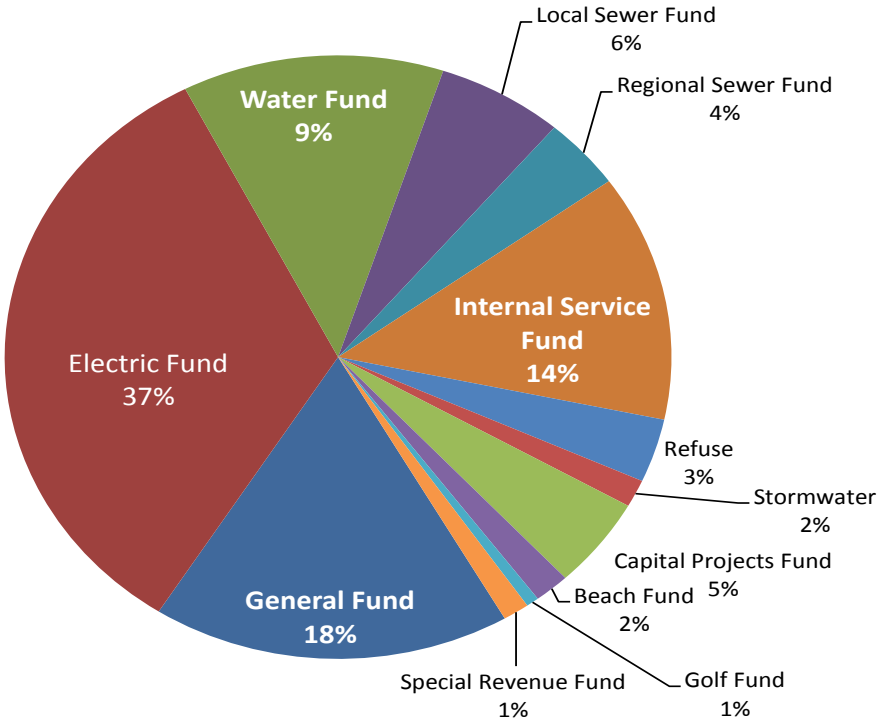
CITY-WIDE REVENUES BY FUND							
Fund Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adjusted Budget	FY 2015 Forecast	FY 2016 Adopted Budget	FY16 Bud -vs FY15 F/cast	% Budget Change
Total General Fund	$28,962,675	$29,256,334	$30,059,616	$29,925,972	$31,009,144	$824,159	3.62%
Total Special Revenue Funds	8,082,399	6,446,199	7,123,262	6,417,916	6,447,458	(1,085,719)	0.46%
Total Capital Projects Fund	3,541,298	1,786,053	4,735,260	952,072	8,736,000	1,943,364	817.58%
Total Enterprise Funds	89,935,201	89,132,310	85,922,301	85,670,574	92,594,211	269,095	8.08%
Total Internal Service Fund	11,625,864	14,140,057	14,539,848	13,050,883	12,884,401	1,374,895	-1.28%
GRAND TOTALS	$ 142,147,437	$ 140,760,953	$ 142,380,287	$ 136,017,417	$ 151,671,214	$ 15,653,797	11.5%



FY 2016 Budget Presentation

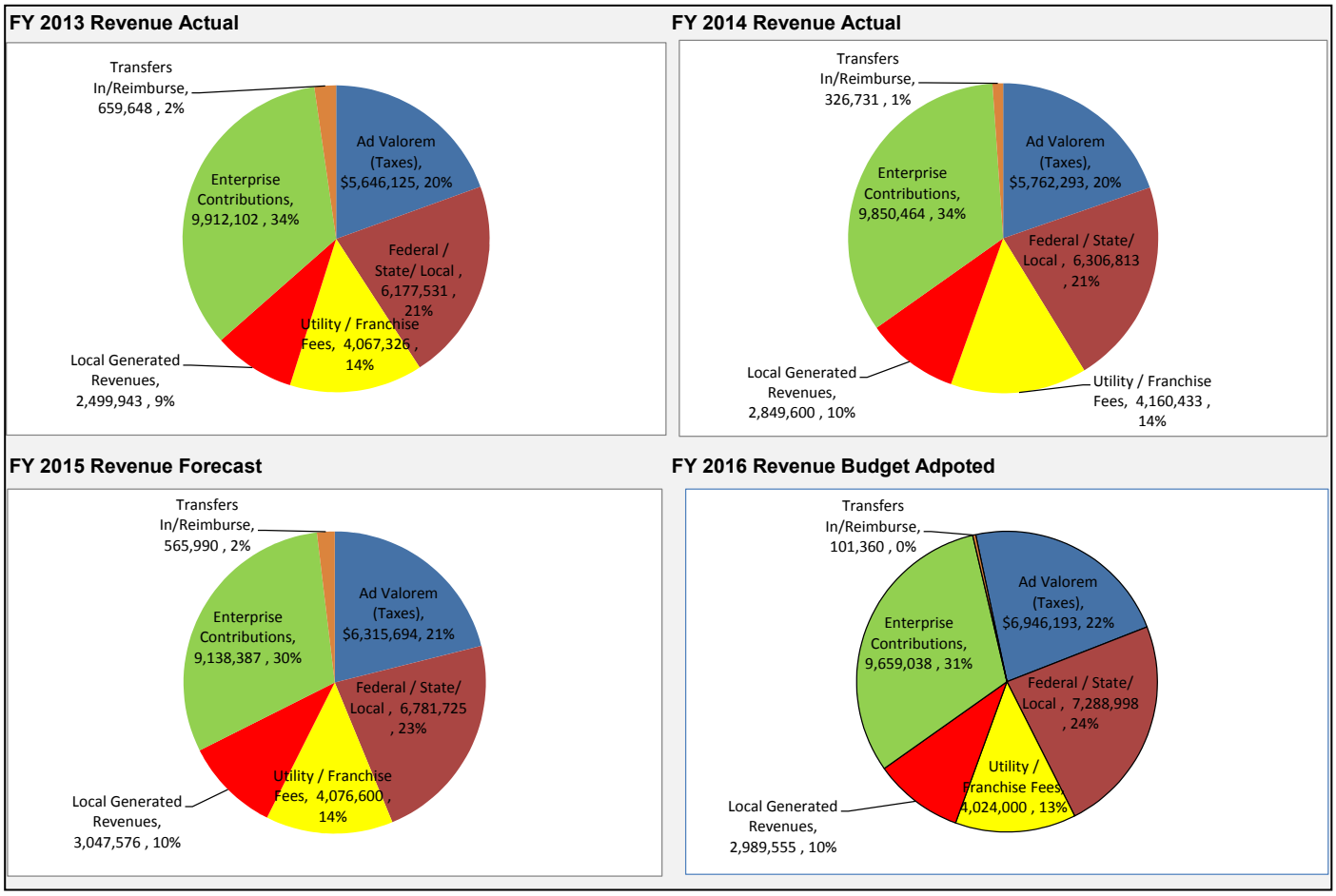
FY 2016 City-Wide Expenditures	
Fund Category	**Totals**
General Fund	31,078,033
Electric Fund	59,697,113
Water Fund	22,701,172
Local Sewer Fund	10,957,569
Regional Sewer Fund	6,897,856
Internal Service Fund	23,671,430
Refuse	6,089,524
Stormwater	2,626,510
Capital Projects Fund	8,700,000
Beach Fund	3,061,803
Golf Fund	1,105,969
Special Revenue Fund	2,275,149
	178,862,128

CITY WIDE EXPENDITURES BY FUND



FY 2016 Budget Presentation

GENERAL FUND REVENUES BY CATEGORY						
Category	Actual FY 2013	Actual FY 2014	Forecast FY 2015	Budget Request FY 2016	Change FY16 Request/ FY15 Forecast	% Change
Ad Valorem (Taxes)	$5,646,125	$5,762,293	$6,315,694	$6,946,193	630,499	10.0%
Federal / State/ Local	6,177,531	6,306,813	6,781,725	7,288,998	507,273	7.5%
Utility / Franchise Fees	4,067,326	4,160,433	4,076,600	4,024,000	(52,600)	-1.3%
Local Generated Revenues	2,499,943	2,849,600	3,047,576	2,989,555	(58,021)	-1.9%
Enterprise Contributions	9,912,102	9,850,464	9,138,387	9,659,038	520,651	5.7%
Transfers In/Reimburse	659,648	326,731	565,990	101,360	(464,630)	-82.1%
TOTAL	**28,962,675**	**29,256,334**	**29,925,972**	**31,009,144**	**1,083,172**	**3.62%**



FY 2016 Budget Presentation

GENERAL FUND EXPENDITURES BY CATEGORY

General Fund Expenditures by Category

CATEGORY	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Forecast FY 2015	Adopted Budget FY 2016	$ Change FY16 -vs- FY15	% Change FY16 -vs- FY15
Personnel Services	10,752,575	11,523,693	12,238,896	12,256,521	12,379,906	123,385	1.01%
Operating Expenses	18,348,064	16,709,707	17,377,603	17,316,197	17,774,744	458,547	2.65%
Capital Outlay	102,200	91,915	26,546	26,546	8,500	(18,046)	-67.98%
Other Uses	731,186	909,788	743,192	744,467	914,883	170,416	22.89%
TOTAL	29,934,025	29,235,103	30,386,237	30,343,731	31,078,033	734,302	2.42%

11/21/2016

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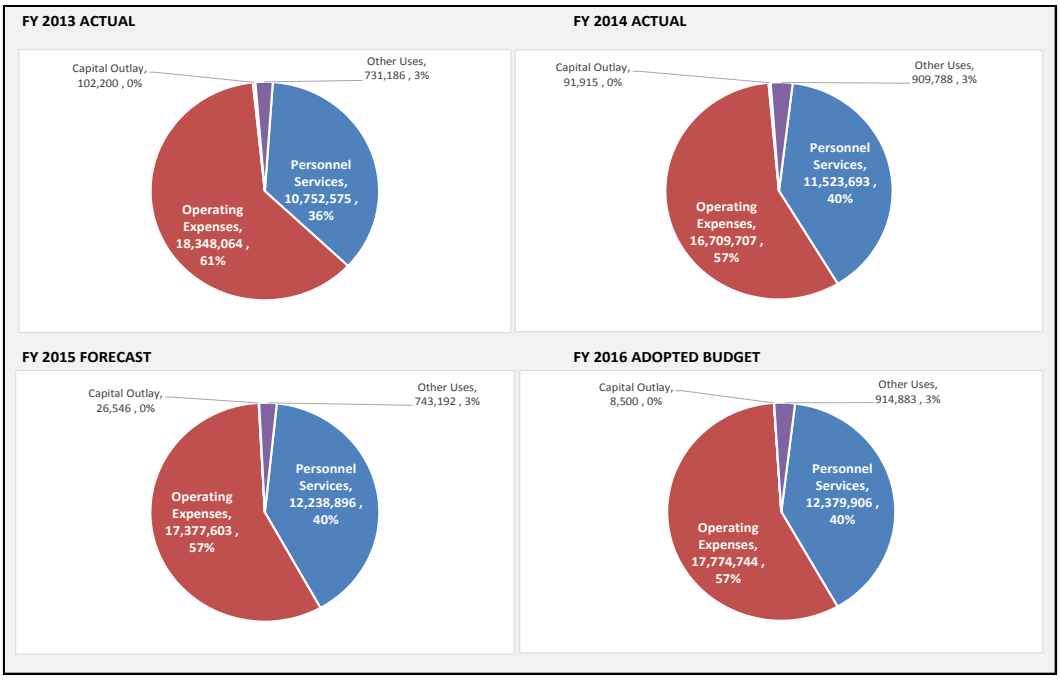
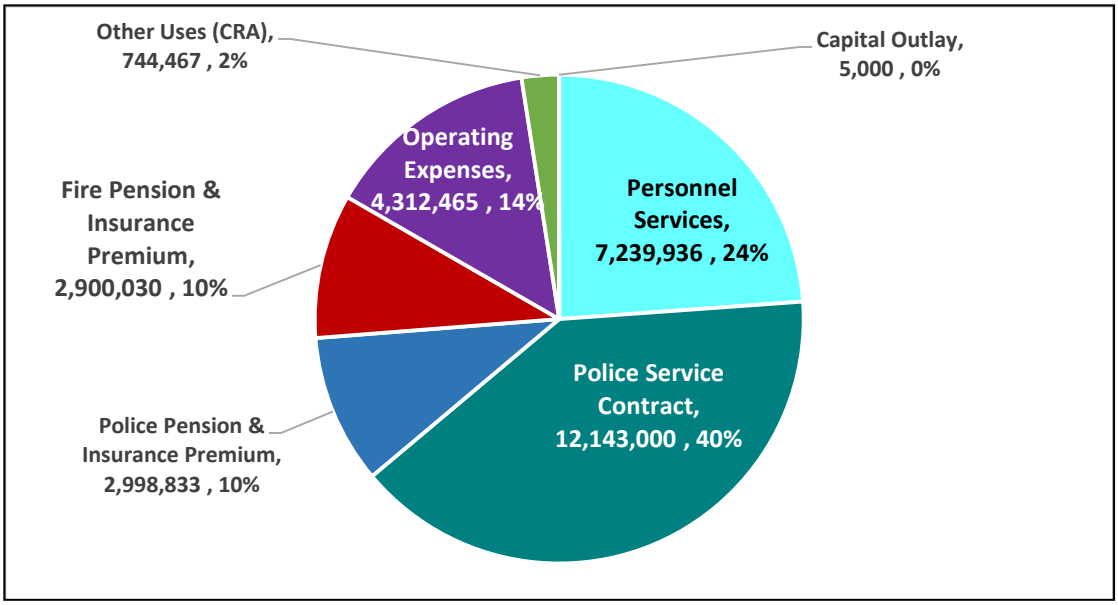


FY 2016 Budget Presentation

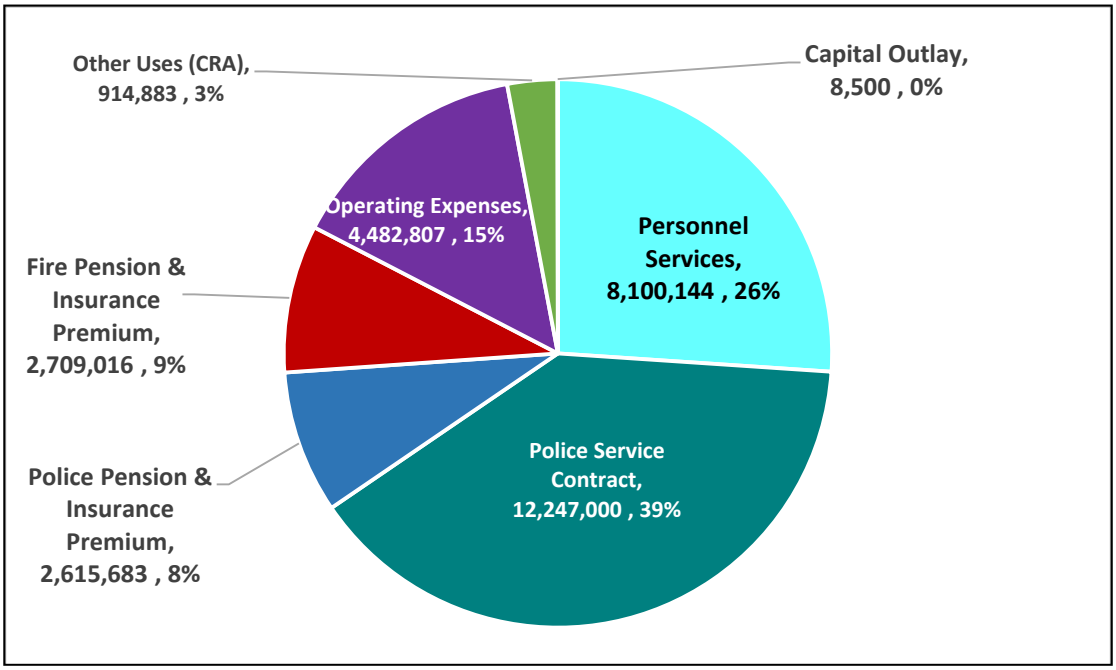
GENERAL FUND EXPENDITURES BY CATEGORY

FY 2015 GENERAL FUND FORECAST - $30.3M

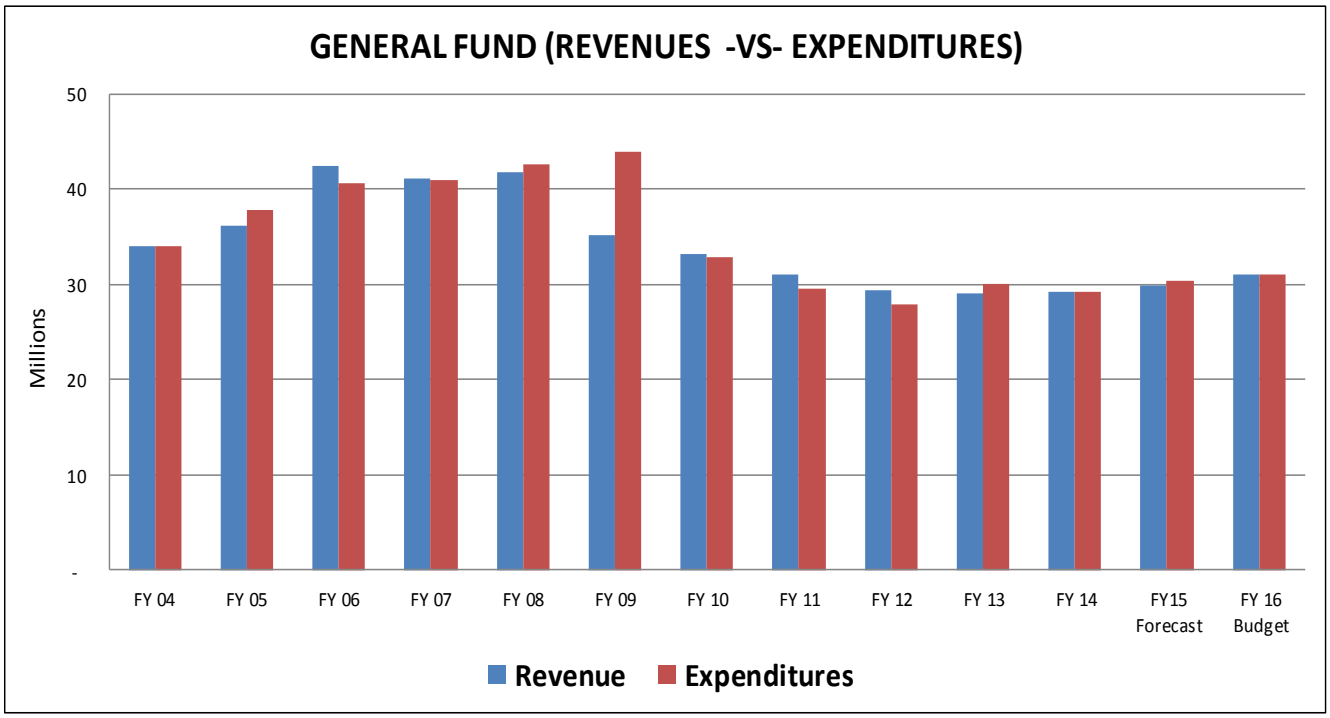


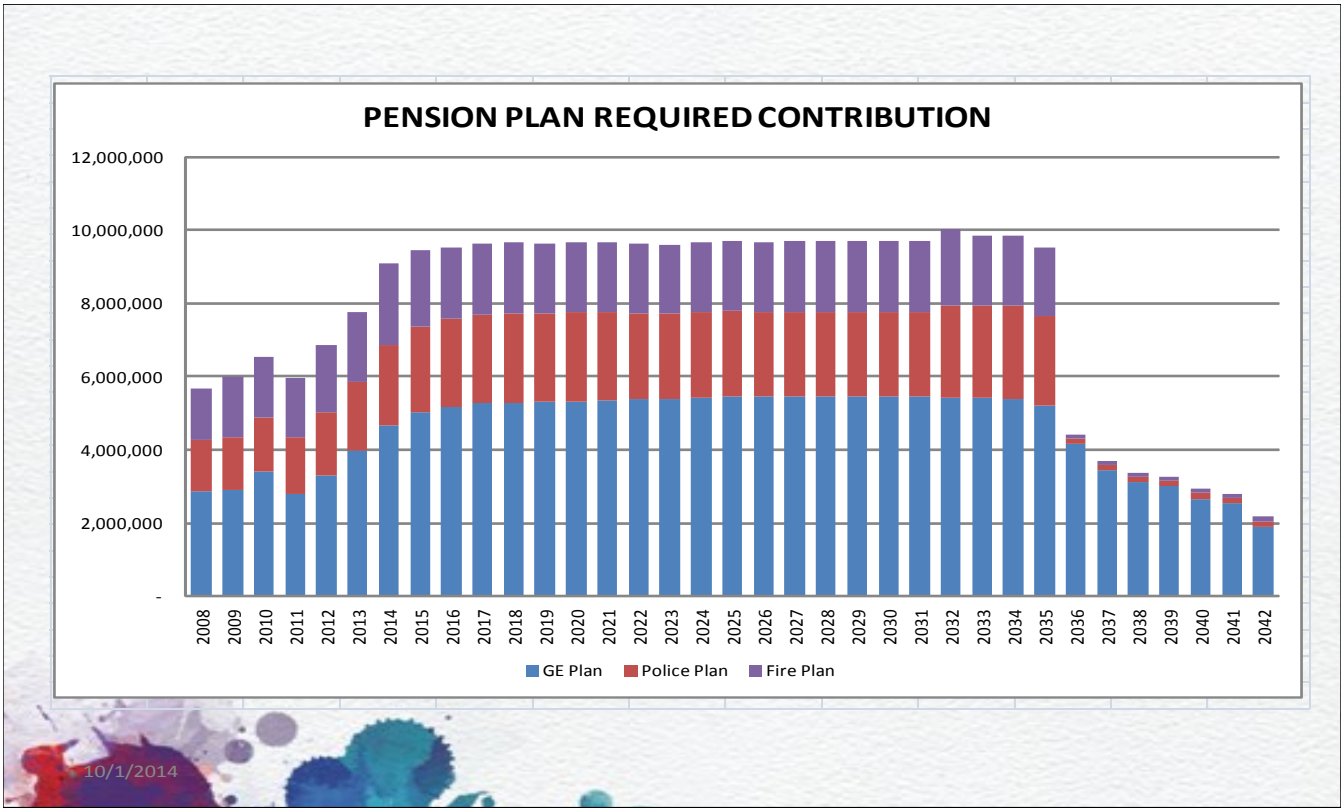
GENERAL FUND EXPENDITURES BY CATEGORY

FY 2016 GENERAL FUND BUIDGET - $31.0M



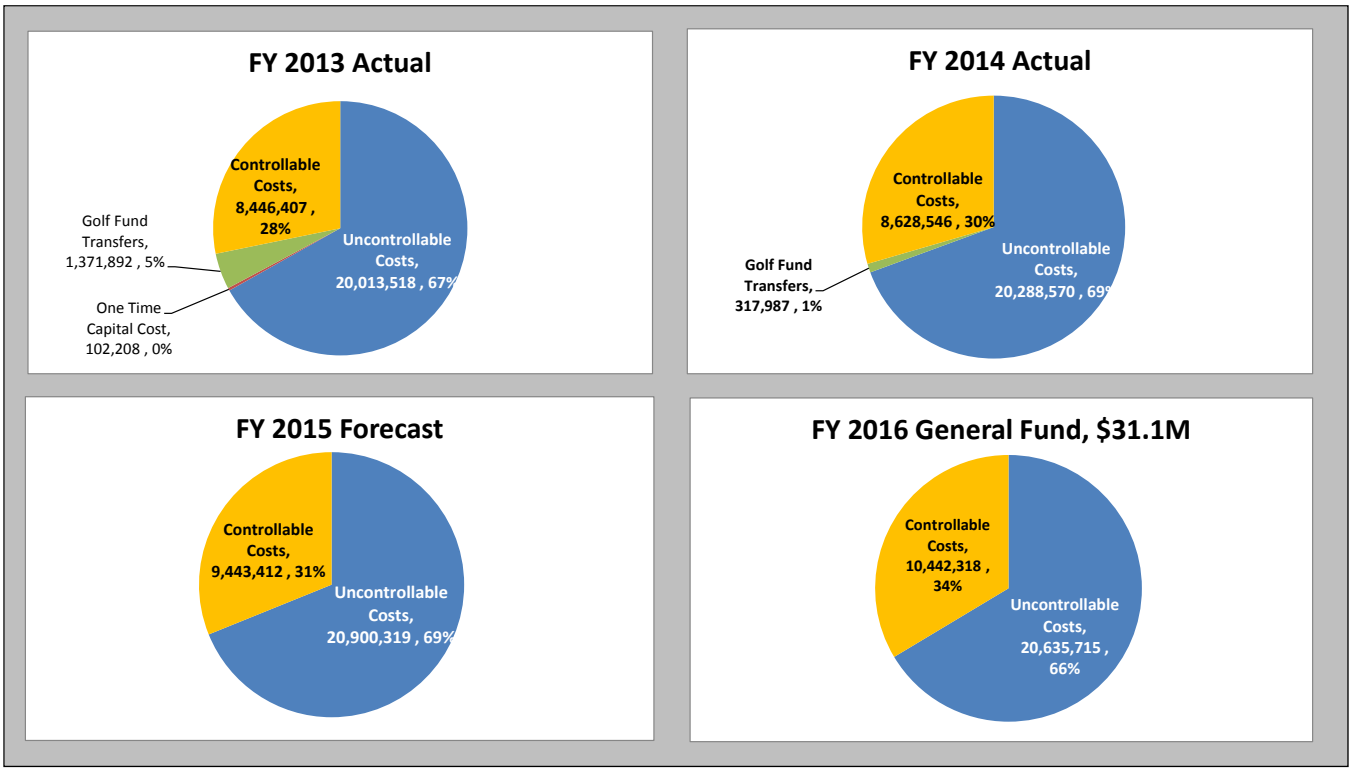
FY 2016 Budget Presentation





FY 2016 Budget Presentation

Controllable vs. Non-Controllable Costs					
General Fund					
Category		**FY 2013 Actual**	**FY 2014 Actual**	**FY 2015 Forecast**	**FY 2016 Budget Request-2**
General Fund Expenditures		**$ 29,934,025**	**$ 29,235,103**	**$ 30,343,731**	**$ 31,078,033**
Non-Controllable Costs:					
Police Services Contract		$ 12,120,833	$ 12,123,360	$ 12,143,000	$ 12,247,000
Police Service Plan & Insurance Prem Pass Thru		2,478,718	2,543,956	2,998,833	2,615,683
Fire Service Plan & Insurance Prem Pass Thru		2,615,257	2,798,673	2,900,030	2,709,016
General Employee Plan		922,072	1,063,751	992,861	1,046,473
CRA Required Contribution		651,402	622,290	743,192	914,883
Utility Costs		1,225,236	1,136,540	1,122,403	1,102,660
Total Non-Controllable Costs		**$ 20,013,518**	**$ 20,288,570**	**$ 20,900,319**	**$ 20,635,715**
Controllable Costs:					
One Time Capital Costs		102,208	-	-	-
Golf Fund Transfers		1,371,892	317,987	-	-
Controllable Operating Costs		$8,446,407	$8,628,546	$9,443,412	$10,442,318
% Other Contollable Costs / Gen Fund		28.22%	29.51%	31.12%	33.60%



FY 2016 Budget Presentation

Budgeted –vs- Actual Use of Fund Balance

Budgeted Use -vs- Actual Use of Fund Balance							
Category	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Budgeted	(1,737,178)	(599,352)	(62,311)	(423,927)	(950,175)	(264,544)	(68,889)
Actual	702,746	1,514,868	1,461,231	370,426	(484,125)	Pending	-

2/29/2016

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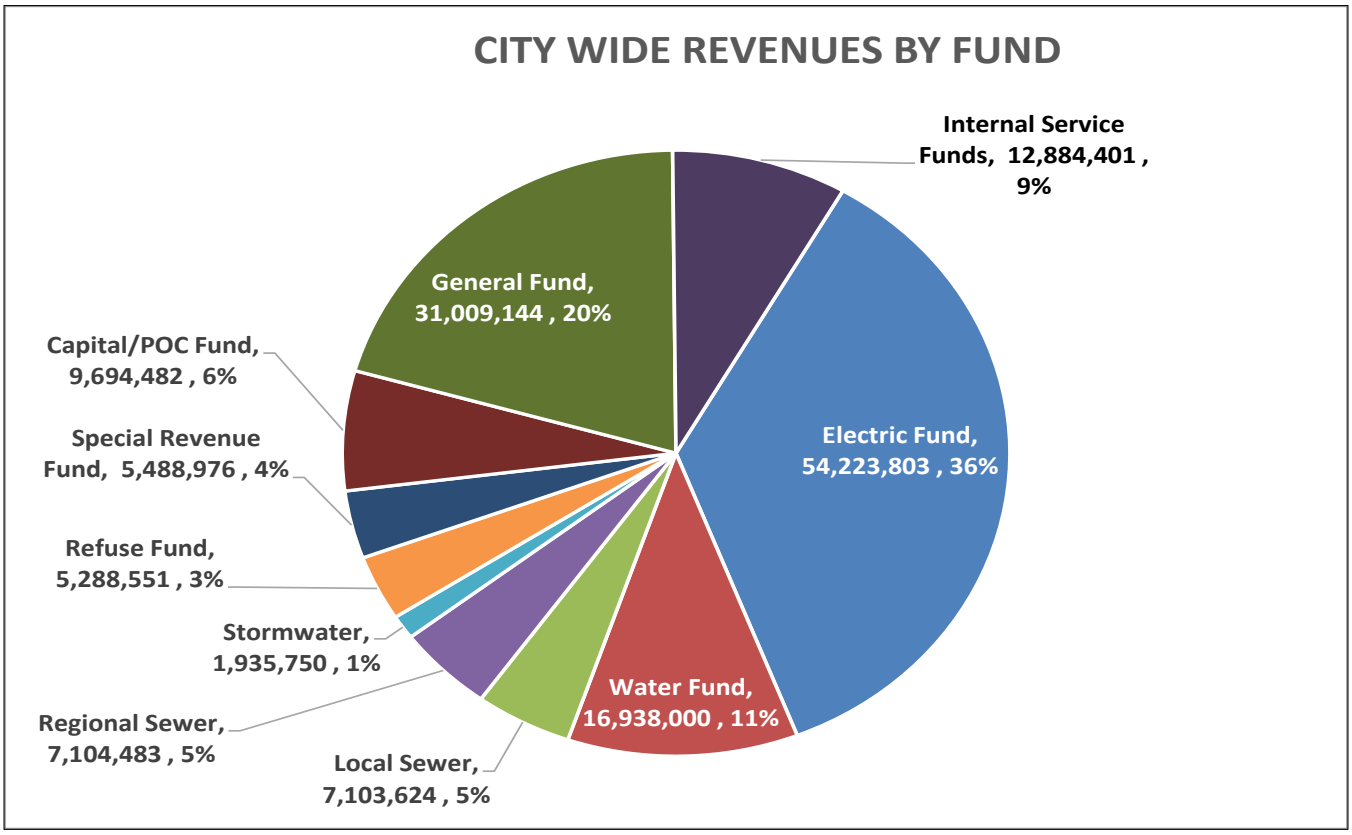

Budget FAQ

General Budget Questions

1. **How was the initial draft of the FY 2016 budget developed?**
   - Review the accounting used for developing the budget-Modified Accrual
   - Departments were given access to historical data of FY 2013 Actuals, FY 2014 Actuals, FY 2015 Adjusted Budget and FY 2015 Year-to-Date to develop trend patterns.
   - Adjustments were made for to the following:
     - Robust and proactive planning in controlling variable costs
     - Increase in PBSO contract cost by 1 % ($121,000)
     - Replacing rolling stocks (fleet) and IT technology as needed
     - 4% across the board salary increase
     - No rate increase at this time for the internal services3
     - Water rates increased by 3.5% and Sewer rates by 3%
     - No rate increases for Electric, Sanitation or Stormwater services
     - Approximate 10.47% increase in Ad Valorem revenues; $458,808 for General Fund and $171,691 for CRA = net increase of $630,491)
     - Increase of State Shared Revenues of approximately $381,000
     - Removal of "one time" revenues/grants (SERMA/CDBG)

2. **How is the FY 2016 total budget of $178,8M comprised?**
   - General Fund $ 31,078,033
   - Other General Government $ 6,442,921
   - Utilities-Electric $ 59,697,113
   - Utilities-Water, Local & Regional Sewer $ 40,556,597
   - Refuse & Stormwater $ 8,716,034
   - Internal Service Funds $ 23,671,430 **
     - ***** Includes reserves/contingency of $9.3M***
   - Capital Projects (P.O.C) $ 8,700,000

3. **How much of the *General Fund* budget is controllable costs versus non-controllable?**
   - 33.60% Controllable = $10.4 million
   - 66.40% Non-Controllable = $20.6 million

4. **Why is the ratio 2:1 in the above category #3?**
   - There are several large costs that the City is obligated (non-controllable) to pay that it cannot directly control:
     - Pension Costs
       - Fire - $2.6 million
       - Police - $2.7 million
       - General Employees - $1.2 million
     - Police Services Contract - $12.2 million
     - Transfer to the CRA – $0.9 million
     - Utility costs - $1.1 million

Budget FAQ

5. **Is the property tax rate being changed?**
   - No. The rate remains at 5.4945 mils, the same as the past 3 years.

6. **Why would the amount of tax I pay be more?**
   - The value of your house may have risen and that would cause the total you pay to be more, even though the City tax rate did not change.

7. **Is the Garbage fee going up?**
   - No. The garbage fee is remaining the same in FY 2016 as it has been since 2009.

8. **Is the Stormwater fee going up?**
   - No. The stormwater fee is remaining the same in FY 2016 as it has been since 2009.

9. **Is the Parking rate at the Beach going up?**
   - No. Parking rates remain at $2.00 and will be reviewed by the Commission in 6 months.

10. **Is the pool going to be open?**
    - Yes. The pool will be open 29 hours per week, year round.

Specific Department Questions

PUBLIC SERVICES

1) **What is being paid for with the Community Development Block Grant (CDBG) funds?**
   - Greenways in the following sequence:
     - 5th Ave North – Project completed April 24, 2015
     - 9th Ave South – Project completed May 11, 2015
     - 11th Ave South – Design work has been completed
     - 8th Ave South – Design work to commence in FY 2016
   - Roadway projects:
     - 7th Ave South – New roadway project including a new 8" watermain. 100% plans completed. Project to be bid out in the fourth quarter of 2015
     - 10th Ave South – New roadway project completed March 9, 2015.

2) **How has the City improved its roadway repair program?**
   - The City has developed policies and procedures to better respond to pothole repair inquiries. The City's website has a "Report a Roadway Issue" link that allows the public to send in messages through the website that get immediate responses by the responsible departments.
   - Additional equipment and training for staff that specialize in roadway repairs have significantly benefited the response time and quality of roadway repairs.

Budget FAQ

3) **How is Public Services improving customer service and providing timely responses to inquiries?**
   - Public Services administration staff is working diligently to field, collect, track and respond to all inquiries with a focus on customer service. From there, the information is provided to the appropriate department and the caller is then updated on the status of the issue and the approximate date of completion. The goal is to provide a seamless process from call-intake to final follow-up.

COMMUNITY SUSTAINABILITY

1) **What changes are planned for FY 2016?**
   - **Administration Division**
     - No staffing or budgetary changes.
     - Implementation of Interlocal Service Boundary Area (ISBA) agreement with Palm Beach County to encourage annexation into the City.
   - **Business License Division**
     - Combining of Business Tax Receipts and Use & Occupancy programs under Lake Worth Business License completed; also unified billing for Business Licenses.
     - increases in revenues due to improved collections, code compliance and unified billing.
   - **Planning, Zoning & Historic Preservation Division**
     - Moderate fee revenue increases from implementation of land development regulations, increased development interest and competitiveness in market.
     - Addition of Associate Planner for historic preservation to assist with streamlining and more efficiently reviewing Certificate of Appropriateness (CoA) applications and to decrease time for building permit reviews.
     - Undertake statutorily required Evaluation and Review (EAR) based amendment process for Comprehensive Plan and to incorporate Economic Development, Housing & Neighborhood, updated Transportation, updated Floodplain management and sustainability elements including focus on climate change.
   - **Code Compliance Division**
     - Addition of Senior Code Compliance Officer to improve compliance with Business License requirements and improve productive and effectiveness of Chronic Nuisance Abatement Services Program.
     - Moderate increases in revenue based on improved collections and incentive program to bring properties into compliance.
   - **Building Division**
     - No staff changes.
     - Moderate increases in revenue projections due to increasing development activities and new construction of larger projects.

Budget FAQ

WATER/SEWER UTILITIES

1) **What programs/services/functions does the Water Fund support?**
   - The water fund supplies potable water and water for fire protection, both within the city limits and within the utility service area located west of the city. Water is pumped from groundwater wells and treated at the city's combined lime softening and reverse osmosis plant.

2) **What programs/services/functions does the Local Sewer Fund support?**
   - The local sewer fund provides wastewater collection, pumping, treatment and disposal for customers within the city and within the utility service area west of the city. Wastewater is discharged into the Regional Sewer system.

3) **What programs/services/functions does the Regional Sewer Fund support?**
   - The Regional Sewer Fund provides wastewater pumping, transmission, treatment and disposal for the City and seven sub-regional municipal contract customers. Wastewater is collected in regional wastewater mains and pumped through the Master Pump Station to the East Central Regional (ECR) Wastewater Facility in WPB.

4) **What are the main accomplishments being achieved in FY 2015?**
   - Completed construction of new water main and road improvements for 14th, 15th and Crestwood
   - Completed construction of water treatment plant improvements to the water disinfection process.
   - Completed design of water main and sewer improvements on Tropical, Barton and Boutwell Roads.
   - Completing design of Year 1, 2 inch steel water pipe replacement for District 3 and 4.
   - Installing 22 new fire hydrants with in-house staff.

5) **What programs/services/functions are being changed in FY 2016?**
   - Starting construction of new water mains in the downtown area, construction of water mains to the Barton Elementary school and lining of gravity sewers to reduce water infiltration.
   - Starting construction of Year 1, 2 inch water pipe replacement.
   - Adding regulatory programs to reduce oils and grease from commercial facilities going into the sewer system. This reduces the number of sewer backups experienced throughout the city.
   - Adding regulatory programs to inspect private lift stations that pump sewage to the city's gravity sewer system, and cause sewer backups within the city.
   - Modeling the influence of sea level rise on the city's well fields.

Budget FAQ

6) **Water Utilities Department staff count…. Is that changing in FY 2016?**
   - The Water Fund has 32.5 employees in FY 2016. This is an increase of 1 operator, 1 operator trainee and 1 electrician for the water treatment plant. The additional operators and electrician are needed to improve three shift operation of the plant, reduce overtime and improve maintenance.
   - The Local Sewer Fund has 11.5 employees in FY 2016. This is an increase of 0.5 from the FY 2015 staffing levels. The additional 0.5 position is for a full-time industrial electrician to improve maintenance of the Master Pump Station and lift stations.
   - The Regional Sewer Fund has 1 employee (2 persons - 50% time) in FY 2016. This is the same as in FY 2015.

7) **Are the water or sewer rates going up in FY 2016?**
   - Yes, the water rates are increasing 3.5% per the recommendations of the rate consulta3nt. This increase is 0.5% less than the increase in FY2015. The increase is for additional Capital Improvement Projects, including the replacement of 2" steel water lines within the city. The City's water rates will be competitive with surrounding cities, even with the proposed increase.
   - Yes, the local sewer rates are increasing 3% per the recommendations of the rate consultant due to the increasing pass through costs from the ECR wastewater facility, and the Palm Beach County force main rehabilitation.
   - Yes, the regional sewer rates are increasing 8%. This increase was reviewed by the subregional wastewater board, and is due to the increasing pass through costs from the ECR wastewater facility, and the Palm Beach County force main rehabilitation capital project, which is partially funded by the subregional rates.=

8) **Are the water/sewer budgets going up in FY 2016?**
   - **<u>Water Fund - YES</u>**

     Operating revenues are sufficient for operating expenses, debt service and contribution to general fund of $1 million. The FY 2016 budget includes capital projects of $5,000,000, which are paid from water fund reserves. An additional $3,126,000 capital project, to be funded from a state revolving fund loan, is planned for the replacement of 2 inch steel water pipes in FY 2016.

     Utility rate studies recommend cash reserves of 33% of the operating budget ($5 million), which are maintained in the FY 2016 budget.

   - **<u>Local Sewer Fund - YES</u>**

     Operating revenues are sufficient for operating expenses, debt service and contribution to general fund of $0.5 million. The FY 2016 budget includes capital projects of $3,173,000, which are paid from local sewer fund reserves. The budget increase is due to the increased capital outlays in FY 2016.

Budget FAQ

- **Regional Sewer Fund – YES**
  The Regional Sewer Fund has been adjusted based on the FY 2016 budget of the ECR Wastewater Facility Board, which included increased operational flow charges, due to construction of the Biosolids capital project, and increased rehabilitation charges. The Budget also includes an addition to pay the subregional share of a Palm Beach County force main rehabilitation project.

CITY CLERK

1. **Are there any staffing changes in the City Clerk's budget in FY 2016?**
   - Yes, the position of Deputy City Clerk is added.

2) **What are the changes to the City Clerk's budget in FY 2016?**
   - Reduction in overall costs for the municipal election due to piggy-backing the State's Presidential Preference Primary in March.

LEISURE SERVICES

Recreation

1) What are the changes to the recreation athletic budget in FY 2016?
- The only change in the recreation athletic budget is the return of a Girls Youth Softball league. City cost $1,980.00 and projected revenue $2,500.00
- There are no new positions being added.

2) Why is there an increase in the recreation facilities budget in FY 2016?
- There is a budgetary request for $18,000 to install irrigation wells at both Howard Park and Sunset Ridge Park. The irrigation wells will provide a budgetary savings of approximately $40,000.

Library

- The library will be dropping the library page/shelver position funded by the State-Aid to Library Grant and adding a Library Associate I–Children's Services position. This position will be partially funded by the State-Aid to Libraries Grant ($8,320), or 44%, and the remainder from the General fund ($10,590), or 56%, for total position cost of $18,910.
- Library's material purchasing for books, DVDs and other items will remain the same as last fiscal year at $55,000.
- The Library Board has approved $60,000 to be appropriated from the Simpkin Trust Fund for the FY 2016 budget.

Budget FAQ

Beach Complex

1) Are there any changes proposed for FY 2016 for the Casino Ballroom?

- Adding one part-time custodian to assist with ballroom and beach weddings.
- Ballroom fees are being increased by 4%.

2) Are there any changes proposed for FY 2016 for the Casino Beach Complex?

- Adding one part-time custodian position due to the ever increasing number of patrons to our beach and Casino Complex.

3) Are there any changes proposed for FY 2016 for the Parking Division?

- Parking Rates will remain the same at $2.00.
- Convert on PT Parking Technician to a FT Parking Technician.

4) Are there any changes proposed for FY 2016 for the Beach Division?

- Proposed increase of guarded hours on the beach to 10 hours per day. Change requires the addition of 3 FT beach lifeguards and 1 PT lifeguard.

5) Are there any changes proposed for FY 2016 for the Pool Division?

- Pool will remain open for 29 hours per week, an increase to 40 hours per week would require an additional $186,000 in expenses.

Golf Course

1) Are there any changes proposed for FY 2016?

- The golf course will be increasing the membership rates by 2%, as well as increasing the green fee rates by $2 per round, at an estimated 48,000 rounds next year. The reasoning behind this is to capture a guaranteed revenue for the new driving range in FY 2016. The increase will reflect in greens fees and membership fees, and every golfer will have unlimited access to the driving range, when they pay to play golf.

HUMAN RESOURCES

11. How many employees worked for the City? Is that changing in 2016?

- For FY 2014 the City General Government had 172 employees and Utility operations employed an additional 170, for a total of 342.
- For FY 2015 the City General Government had 172 employees and the Utility operations employed an additional 167, for a total of 339. In FY 2015, the additional position of Assistant Human Resources Director was approved by City Commission.
- For FY 2016, an additional 17 positions are proposed.
    - The additional positions are:
        - Public Services
            - 3 PT Groundskeeper, 1 Garage Manager

§ Leisure Services
    - 1 Lt. Lifeguard, 3 PT Lifeguards, 1 PT Custodian
    - 1 Division Parking Manager, 1 Event Coordinator
- Water
    - 1 Electrician
- Clerk
    - 1 Deputy Clerk
- Community Sustainability/Economic Development
    - 1 PT MD Inspector, 1 Associate Planner,1 Sr. Code Officer
- City Manager
    - 1 Community Information Officer/PIO

- Elimination of the following 3 positions are proposed for FY 2016:
    - IT Director– Finance, Project Manager & Project Director – Public Services

12. Will there be a raise in FY 2016?

- In FY 2016 a one-time 4% across the board salary increase will occur in compliance with Union Contracts ($940,000=GF 40%; $376,000=all others funds 60%)
    - For PEU/PMSA/IBEW employees, the 4% increase will be effective the date of the new contracts without retro pay.
    - For all non-bargaining employees, the 4% increase takes effect October 1, 2015.
    - The Mayor, Commissioners and the City Manager are excluded from receiving this salary increase.

13. Are there other adjustments to Human Resources/Risk Management FY 2016 Budget?

- Adjustments were made for the following City-wide costs:
    - Pension costs
    - Health and property insurance costs

Staff Count Report

PERSONNEL COUNT BY DEPARTMENT / DIVISION							
Department	Budget FY 2010	Budget FY 2011	Budget FY 2012	Budget FY 2013	Budget FY 2014	Budget FY 2015	Budget FY 2016
City Commission	5	5	5	5	5	5	5
City Attorney	3	3	3	4	Contractual	Contractual	Contractual
Internal Auditor	-	-	1	1	1	1	1
Administrative Services							
City Manager	2	2	3	2	4	4	5
City Clerk	4	4	4	4	4	4	5
Finance	12	11	12	11	14	14	14
Office of Mgmt. & Budget	4	5	4	3	-	-	-
Human Resources / Ins	5	5	5	5	5	5	6
Information Technology	6	6	6	6	6	6	5
Public Safety - Police	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Public Safety - Fire	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Community Sustainability	22	21	23	26	27	29	30
Public Services							
Administration	6	5	5	5	5	4	4
Streets Maintenance/ Traffic	8	7	-		2	2	2
Master Plan Project	-	-	-	-	-	-	-
Parking	-	-	-	-	-	-	-
Grounds	32	31	11	15	15	15	18
Building Services	N/A	N/A	N/A		N/A	N/A	N/A
Cemetery	N/A	N/A	2	1	1	1	1
Facilities Management	18	18	11	11	11	11	11
Stormwater	5	7	6	6	7	7	7
Refuse	30	30	30	33	33	33	33
Garage	6	6	5	5	5	5	6
Leisure Services							
Library	9	9	5	6	6	7	7
Pool & Beach	15	12	10	17	19	19	23
Beach Parking	-	-	3	6	6	6	6
Beach Park Area					-	2	2
Recreation	7	7	9	12	16	14	14
Golf Course / Restaurant	21	25	16	10	9	8	8
Casino Building	-	-	1	8	7	7	6
Ballroom	-	-	-	-	2	2	2
Utilities Electric							
Utility Conservation	5	5	5	4	2	1	1
Electric	94	92	95	76	72	69	69
Customer Service				22	17	14	16
Utilities Water & Sewer							
Water	28	28	25	28	29	32	35
Local Sewer	12	13	12	12	12	12	12
Regional Sewer	3	2	3	-	-	-	-
Total Staff Count	**361**	**359**	**319**	**344**	**342**	**339**	**354**

Palm Beach County Sheriff Office Staff Count

Palm Beach County Sheriff Staffing Allocations							
Position Title	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Captain	1	1	1	1	1	1	1
Lieutenant	6	3	1	1	1	1	1
Sergeant	12	12	11	11	11	11	11
Sergeant	2	1	0	0	0	0	0
Deputy Sheriff	66	64	64	64	64	64	64
Deputy Sheriff	4	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1	1
Communications Officer	12	10	10	10	10	10	10
Communications Part Time	4	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1	1
School Crossing Part Time	10	10	10	10	22	22	24
Evidence Technician	2	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1	1
TOTAL	**133**	**124**	**120**	**120**	**132**	**132**	**134**

City-Wide Expenditures

CITY-WIDE EXPENDITURE BUDGET BY FUND								
Fund Category	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2015 Forecast	FY 2016 Adopted Budget	(+/-) Increase / Decrease	% Change FY16 Bud vs FY15 F/Cast
General Fund	$29,934,025	$29,235,103	$30,386,237	$24,327,714	$30,343,731	$31,078,033	734,302	2.42%
Total General Fund	**$29,934,025**	**$29,235,103**	**$30,386,237**	**$24,327,714**	**$30,343,731**	**$31,078,033**	**734,302**	**2.42%**
Special Revenue Funds								
Building Permit Fund	529,036	568,559	1,221,232	993,939	1,241,550	725,486	(516,064)	-41.57%
Beach Fund	1,777,497	2,008,345	2,489,071	1,503,113	2,428,911	3,061,803	632,892	26.06%
Parking Improvement Fund	84,201	30	66,380	6	66,380	-	(66,380)	-100.00%
Code Remediation Fund	96,404	73,187	302,134	189,343	352,134	368,100	15,966	4.53%
Housing Initiative	195	-	194	-	-	-	-	0.00%
Road Improvement Fund	824,399	630,492	1,545,462	235,183	1,410,462	989,582	(420,880)	-29.84%
Grant Fund	1,816,816	765,047	2,607,639	83,740	1,310,869	31,761	(1,279,108)	-97.58%
Tree Beautification Fund	1,893	164	5,918	4,008	4,758	1,895	(2,863)	-60.17%
Utility Conservation Fund	322,568	129,225	684,122	69,810	194,069	96,325	(97,744)	-50.37%
Golf Course	1,061,915	1,037,419	1,109,544	866,279	1,110,572	1,105,969	(4,603)	-0.41%
Simpkin Trust	110,327	63,227	82,100	82,047	82,050	60,000	(22,050)	-26.87%
Library Trust Fund	110,059	53,000	-	-	-	2,000	2,000	0.00%
Criminal Justice	-	-	6,122	-	6,122	-	(6,122)	-100.00%
Incentive fund	-	8,035	8,435	-	-	-	-	0.00%
State Forfeiture Fund	4,553	1,406	50,021	23,421	23,421	-	(23,421)	-100.00%
Donations/Special Trust Funds	33,630	80,048	-	-	-	-	-	
Total Special Revenue Funds	**6,773,493**	**5,418,184**	**10,178,374**	**4,050,889**	**8,231,298**	**6,442,921**	**(1,788,377)**	**-21.73%**
Dept Service Fund								
GO Bond 1995	-	-	-	-	-	-	-	0%
Total Debt Service Fund	**-**	**-**	**-**	**-**	**-**	**-**	**-**	0.0%
Capital Projects Funds								
Capital Projects Fund	859,058	1,258,189	3,359,662	1,537,786	1,751,922	-	(1,751,922)	-100.00%
Park of Commerce	-	529,625	520,375	305,340	1,125,000	8,700,000	7,575,000	673.33%
Master Infrastructure	158	876,491	179,016	235,238	306,982	-	(306,982)	-100.00%
Total Capital Projects Funds	**3,651,776**	**2,922,495**	**4,059,053**	**2,078,364**	**3,183,904**	**8,700,000**	**5,516,096**	**173.25%**
Beach Redevelopment & Casino hidden								
Enterprise Funds								
Electric Fund	58,776,446	55,870,806	67,577,633	38,924,461	62,290,428	59,697,113	(2,593,315)	-4.16%
Water Fund	14,682,941	12,375,233	19,347,532	7,786,674	17,796,380	22,701,172	4,904,792	27.56%
Local Sewer Fund	9,155,075	7,600,484	11,194,837	5,606,494	8,513,901	10,957,569	2,443,668	28.70%
Regional Sewer	13,079,984	7,009,273	9,252,959	6,536,369	6,923,296	6,897,856	(25,440)	-0.37%
Stormwater Utility Fund	1,683,050	1,523,895	2,293,607	1,526,050	2,273,649	2,626,510	352,861	15.52%
Refuse, Collection & Disp	4,753,267	5,516,910	5,057,425	3,924,689	4,980,637	6,089,524	1,108,887	22.26%
Total Enterprise Funds	**102,130,763**	**89,896,601**	**114,723,993**	**64,304,737**	**102,778,291**	**108,969,744**	**6,191,453**	**6.02%**
Internal Service Funds								
Information Technology	1,152,879	1,333,306	2,028,193	977,888	1,807,589	1,258,514	(549,075)	-30.38%
Self Insurance Fund	3,548,193	1,712,895	12,014,991	1,416,040	11,837,440	11,789,326	(48,114)	-0.41%
City Garage Fund	815,677	850,851	3,091,753	1,500,496	2,848,464	1,832,712	(1,015,752)	-35.66%
Employee Benefits	6,945,539	7,754,794	8,191,643	6,687,552	8,207,414	8,790,878	583,464	7.11%
Total Internal Service Funds	**12,462,288**	**11,651,846**	**25,326,580**	**10,581,976**	**24,700,907**	**23,671,430**	**(1,029,477)**	**-4.17%**
Total All Funds	**$154,952,345**	**$139,124,229**	**$184,674,237**	**$105,343,680**	**$169,238,131**	**$178,862,128**	**$9,623,997**	**5.69%**

City-Wide Revenue Funds

CITY-WIDE REVENUE BUDGET BY FUND								
Fund Category	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Oct-Jun)	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	(+/-) Increase / Decrease	% Budget Cahnge FY16 Bud vs FY15 F/Cast
General Fund	$28,962,675	$29,256,334	$30,059,616	$23,935,794	$29,925,972	$31,009,144	1,083,172	3.62%
Total General Fund	**$28,962,675**	**$29,256,334**	**$30,059,616**	**$23,935,794**	**$29,925,972**	**$31,009,144**	**1,083,172**	**3.62%**
Special Revenue Funds								
Building Permit Fund	1,230,190	787,582	687,685	1,418,673	1,018,730	992,159	(26,571)	-2.61%
Beach Fund	1,758,902	2,475,142	2,574,229	2,336,210	2,648,726	2,908,804	260,078	9.82%
Road Improvement Fund	568,670	902,957	324,200	292,561	326,054	994,482	668,428	205.01%
Code Remediation Fund	106,175	261,556	-	151,079	154,837	371,515	216,678	139.94%
Grant Fund	1,541,996	805,778	2,387,868	-	1,091,098	31,761	(1,059,337)	-97.09%
Tree Beautification Fund	1,425	310	1,425	2,500	2,500	1,425	(1,075)	-43.00%
Utility Conservation Fund	1,621	3,253	-	1,326	3,682	-	(3,682)	-100.00%
Golf Course	2,836,592	1,187,938	1,139,805	830,469	1,158,185	1,146,535	(11,650)	-1.01%
Simpkin Trust	973	1,373	800	688	1,563	-	(1,563)	-100.00%
Library Trust Fund	5,159	5,044	2,100	4,699	4,580	777	(3,803)	-83.03%
Criminal Justice	7,122	7,410	5,000	8,129	7,619	-	(7,619)	-100.00%
Total Special Revenue Funds	**8,065,410**	**6,446,199**	**7,123,262**	**5,046,517**	**6,417,916**	**6,447,458**	**29,542**	**0.46%**
Capital Projects Funds								
Capital Projects Fund	439,318	275,956	289,636	289,636	289,636	36,000	(253,636)	-87.57%
Park of Commerce	-	700,000	662,436	662,436	662,436	8,700,000	8,037,564	1213.33%
Total Capital Projects Funds	**3,541,298**	**1,786,053**	**4,735,260**	**952,072**	**952,072**	**8,736,000**	**7,783,928**	**817.58%**
Enterprise Funds								
Electric Fund	51,723,413	55,782,628	52,196,403	43,682,840	52,039,090	54,223,803	2,184,713	4.20%
Water Fund	11,872,894	12,751,605	13,246,041	11,312,253	13,180,217	16,938,000	3,757,783	28.51%
Local Sewer Fund	11,332,845	6,743,873	7,256,907	5,820,661	6,912,540	7,103,624	191,084	2.76%
Regional Sewer	7,546,875	5,954,966	5,732,529	5,301,619	6,311,929	7,104,483	792,554	12.56%
Stormwater Utility Fund	1,881,994	2,070,474	2,137,501	1,797,458	1,950,855	1,935,750	(15,105)	-0.77%
Refuse, Collection & Disp	5,577,180	5,828,764	5,352,920	5,384,727	5,275,943	5,288,551	12,608	0.24%
Total Enterprise Funds	**89,935,201**	**89,132,310**	**85,922,301**	**73,299,558**	**85,670,574**	**92,594,211**	**6,923,637**	**8.08%**
Internal Service Funds								
Information Technology	1,434,952	1,487,853	1,181,324	959,762	1,171,325	1,191,324	19,999	1.71%
Self Insurance Fund	2,009,595	2,981,051	3,864,486	2,581,296	3,050,775	2,302,312	(748,463)	-24.53%
City Garage Fund	990,766	1,585,833	1,789,800	734,026	1,571,467	1,679,800	108,333	6.89%
Employee Benefits	7,190,551	8,085,320	7,704,238	6,335,029	7,257,316	7,710,965	453,649	6.25%
Total Internal Service Funds	**11,625,864**	**14,140,057**	**14,539,848**	**10,610,113**	**13,050,883**	**12,884,401**	**(166,482)**	**-1.28%**
Total All Funds	$142,130,448	$140,760,953	$142,380,287	$113,844,054	$136,017,417	$151,671,214	15,653,797	11.5%

Budget Summary Appropriations

BUDGET SUMMARY
City of Lake Worth - Fiscal Year 2015-2016

THE ADOPTED OPERATING BUDGET EXPENDITURES OF THE (CITY OF LAKE WORTH) ARE 7.0% MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

Millage Rate per $1,000

General Fund 5.4945

	General Fund	Special Revenue	Utility Funds	Enterprise Funds	Internal Service	Capital Projects	Total All Funds
ESTIMATED REVENUES							
Taxes:							
Ad Valorem Taxes 5.4945	6,946,193	-	-	-	-	-	6,946,193
Sales & Use Taxes	890,000	-	-	-	-	-	890,000
Franchise Taxes	20,000	323,000	-	-	-	-	343,000
Utility Service Taxes	4,004,000	-	-	-	-	-	4,004,000
Licenses and Permits	895,000	1,086,741	-	-	-	-	1,981,741
Intergovernmental Revenue	6,398,998	701,043	-	-	22,524	-	7,122,565
Charges For Service	1,484,250	3,761,013	80,448,733	7,188,337	12,641,408	-	105,523,741
Fines and Forfeitures	527,105	175,000	40,000	-	-	-	742,105
Miscellaneous	83,200	400,661	630,874	35,964	201,717	-	1,352,416
Contribution From Enterprise Operations	9,659,038	-	762,303	-	-	-	10,421,341
Transfers In	60,000	-	292,000	-	18,752	4,236,000	4,606,752
Other Financing Sources	41,360	-	3,196,000	-	-	4,500,000	7,737,360
TOTAL REVENUES AND OTHER FINANCING SOURCES	31,009,144	6,447,458	85,369,910	7,224,301	12,884,401	8,736,000	151,671,214
Available Fund Balance	68,889	311,017	15,090,427	1,491,733	10,787,029	-	27,749,095
TOTAL ESTIMATED REVENUES & BALANCES	31,078,033	6,758,475	100,460,337	8,716,034	23,671,430	8,736,000	179,420,309
EXPENDITURES/EXPENSES							
General Government	5,154,295	-	-	-	13,238,284	-	18,392,579
Public Safety	19,817,316	1,093,336	-	-	-	-	20,910,652
Physical Environment	3,325,750	1,087,402	71,661,552	5,621,205	-	8,700,000	90,395,909
Transportation	912,738	415,414	-	-	-	-	1,328,152
Culture & Recreation	1,797,934	3,141,519	-	-	-	-	4,939,453
Capital Outlay	-	-	10,936,157	655,000	1,050,000	-	12,641,157
Non-Departmental	70,000	645,250	14,456,001	1,439,829	9,383,146	-	25,994,226
Transfers Out	-	60,000	3,200,000	1,000,000	-	-	4,260,000
TOTAL EXPENDITURES/EXPENSES	31,078,033	6,442,921	100,253,710	8,716,034	23,671,430	8,700,000	178,862,128
Net Assets Available for Operations	-	315,554	206,627	-	-	36,000	558,181
TOTAL APPROPRIATED EXPENDITURES /RESERVES	31,078,033	6,758,475	100,460,337	8,716,034	23,671,430	8,736,000	179,420,309

The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.

General Fund Revenues

GENERAL FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
AD VALOREM TAXES								
Current	$ 4,776,945	$ 5,002,382	$ 5,512,502	$ 5,513,703	$ 5,512,502	$ 5,971,310	$ 458,808	8.32%
CRA	$ 651,402	$ 682,143	$ 743,192	$ 751,869	$ 743,192	$ 914,883	$ 171,691	23.10%
Debt	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Delinquent	$ 198,035	$ 67,717	$ 55,000	$ 29,690	$ 55,000	$ 55,000	$ -	-
Interest - Deliquent	$ 19,743	$ 10,051	$ 5,000	$ 4,845	$ 5,000	$ 5,000	$ -	-
TOTAL AD VALOREM TAXES	**$ 5,646,125**	**$ 5,762,293**	**$ 6,315,694**	**$ 6,300,107**	**$ 6,315,694**	**$ 6,946,193**	**$ 630,499**	**9.98%**
AD VALOREM -FIRE SERVICES								
Fire Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL AD VALOREM -FIRE SERVICES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
SPECIAL ASSESSMENTS								
Fire Services Assessment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Street Light Assessment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL SPECIAL ASSESSMENTS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
SALES, USE & FUEL TAX								
Gas Tax	$ 808,215	$ 832,744	$ 840,000	$ 672,677	$ 840,000	$ 890,000	$ 50,000	5.95%
TOTAL SALES, USE & FUEL TAX	**$ 808,215**	**$ 832,744**	**$ 840,000**	**$ 672,677**	**$ 840,000**	**$ 890,000**	**$ 50,000**	**5.95%**
FRANCHISE TAXES								
Gas	$ 36,180	$ -	$ 31,600	$ -	$ 31,600	$ -	$ (31,600)	-100.00%
Refuse	$ 17,888	$ 36,127	$ 10,000	$ 32,238	$ 20,000	$ 20,000	$ -	-
TOTAL FRANCHISE TAXES	**$ 54,068**	**$ 36,127**	**$ 41,600**	**$ 32,238**	**$ 51,600**	**$ 20,000**	**$ (31,600)**	**-61.24%**
UTILITY SERVICE TAXES								
Electricity	$ 1,896,128	$ 2,151,698	$ 2,084,000	$ 1,577,468	$ 2,084,000	$ 2,084,000	$ -	-
Telecommunications	$ 1,139,977	$ 951,929	$ 950,000	$ 619,601	$ 935,000	$ 914,000	$ (21,000)	-2.25%
Water	$ 845,373	$ 889,405	$ 890,000	$ 798,242	$ 890,000	$ 890,000	$ -	-
Gas	$ 121,303	$ 113,168	$ 100,000	$ 89,967	$ 100,000	$ 100,000	$ -	-
Propane	$ 10,477	$ 18,106	$ 16,000	$ 13,119	$ 16,000	$ 16,000	$ -	-
TOTAL UTILITY SERVICE TAXES	**$ 4,013,258**	**$ 4,124,306**	**$ 4,040,000**	**$ 3,098,397**	**$ 4,025,000**	**$ 4,004,000**	**$ (21,000)**	**-0.52%**
BUSINESS LICENSE								
General	$ 432,979	$ 420,680	$ 550,000	$ 453,462	$ 500,000	$ 550,000	$ 50,000	10.00%
Certificate of Use Fee	$ 144,736	$ 89,407	$ 175,000	$ 135,352	$ 140,000	$ 195,000	$ 55,000	39.29%
TOTAL BUSINESS LICENSE	**$ 577,715**	**$ 510,087**	**$ 725,000**	**$ 588,814**	**$ 640,000**	**$ 745,000**	**$ 105,000**	**16.41%**
PERMITS & FEES								
Bldg Permits	$ -	$ -	$ -	$ -	$ -	$ 500	$ 500	#DIV/0!
Public Services	$ -	$ 12,897	$ 10,000	$ 43,016	$ 45,000	$ 25,000	$ (20,000)	-44.44%
Re-inspection Fee	$ -	$ 17	$ 1,000	$ -	$ 500	$ 1,000	$ 500	100.00%
Public Services	$ -	$ 290	$ -	$ -	$ -	$ -	$ -	-
Public Services	$ 10,478	$ 1,700	$ 3,000	$ (120)	$ -	$ -	$ -	-
Site Plan Review Fee	$ -	$ 945	$ -	$ 2,850	$ 3,000	$ 3,000	$ -	-
Fire	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Community Development	$ 10,500	$ 75	$ 20,000	$ 7,690	$ 25,000	$ 25,000	$ -	-
Foreclosure Registry Fees	$ 79,499	$ 90,525	$ 95,000	$ 55,650	$ 60,000	$ 95,000	$ 35,000	58.33%
Public Services	$ -	$ 1,370	$ -	$ 450	$ 500	$ 500	$ -	-
TOTAL PERMITS & FEES	**$ 100,477**	**$ 107,819**	**$ 129,000**	**$ 109,536**	**$ 134,000**	**$ 150,000**	**$ 16,000**	**11.94%**
FEDERAL GRANTS								
General Government	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL FEDERAL GRANTS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
STATE SHARED REVENUE								
Vehicle Rebate	$ 23,092	$ 24,526	$ 14,000	$ 15,677	$ 17,000	$ 14,000	$ (3,000)	-17.65%
Mobile Home Licenses	$ 40,194	$ 43,527	$ 45,000	$ 45,535	$ 47,000	$ 45,000	$ (2,000)	-4.26%
Alcoholic Beverages Licen	$ 44,930	$ 44,617	$ 38,000	$ 42,444	$ 43,500	$ 44,000	$ 500	1.15%
Fire Ins Prem Tax	$ 282,462	$ 291,439	$ 350,000	$ -	$ 295,000	$ 350,000	$ 55,000	18.64%
Police Ins Prem Tax	$ 407,529	$ 404,603	$ 450,000	$ -	$ 410,000	$ 450,000	$ 40,000	9.76%
Entitlement	$ 1,262,112	$ 1,354,468	$ 1,390,000	$ 1,106,650	$ 1,390,000	$ 1,493,128	$ 103,128	7.42%
Half Cent Sales Taxes	$ 2,412,382	$ 2,586,658	$ 2,716,800	$ 1,916,122	$ 2,716,000	$ 2,980,445	$ 264,445	9.74%
Fire Supplemental Comp	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL STATE SHARED REVENUE	**$ 4,472,701**	**$ 4,749,838**	**$ 5,003,800**	**$ 3,126,428**	**$ 4,918,500**	**$ 5,376,573**	**$ 458,073**	**9.31%**
SHARED REVENUE- LOCAL UNITS								
Pension Contributions	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
County Contributions	$ 570,660	$ 724,231	$ 711,200	$ 558,730	$ 712,000	$ 711,200	$ (800)	-0.11%
Division II Contributions	$ 325,955	$ -	$ 311,225	$ -	$ 311,225	$ 311,225	$ -	-
TOTAL SHARED REVENUE- LOCAL UNITS	**$ 896,615**	**$ 724,231**	**$ 1,022,425**	**$ 558,730**	**$ 1,023,225**	**$ 1,022,425**	**$ (800)**	**-0.08%**

General Fund Revenues (continued)

GENERAL FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
GENERAL GOVERNMENT SERVICE								
Public Services	$ -	$ 25	$ -	$ -	$ -	$ -	$ -	-
Code	$ 67,502	$ 107,497	$ 110,000	$ 111,817	$ 112,000	$ 115,000	$ 3,000	2.68%
Other	$ 853	$ 698	$ 600	$ 544	$ 600	$ 600	$ -	-
Zoning Fees	$ 39,488	$ 82,453	$ 65,000	$ 49,460	$ 50,000	$ 65,000	$ 15,000	30.00%
Planning Fees	$ 6,525	$ 43,000	$ 35,000	$ 17,319	$ 30,000	$ 35,000	$ 5,000	16.67%
Historic Preservation Fee	$ 2,550	$ 21,992	$ 25,000	$ 15,115	$ 20,000	$ 25,000	$ 5,000	25.00%
Mapping Fees	$ -	$ 560	$ 500	$ 565	$ 600	$ 500	$ (100)	-16.67%
Business License Review-P	$ -	$ 4,265	$ 20,000	$ 21,105	$ 25,000	$ 25,000	$ -	-
Sale of Maps/Publication	$ 440	$ -	$ 10	$ 103	$ 110	$ -	$ (110)	-100.00%
Certification/Records	$ 131,250	$ 135,575	$ 125,000	$ 110,965	$ 125,000	$ 125,000	$ -	-
Photocopies	$ 807	$ 387	$ 800	$ 225	$ 400	$ 400	$ -	-
Building Janitorial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Reimbursements	$ 826	$ 291	$ 800	$ 192	$ 400	$ 400	$ -	-
NSF and Bank Charges	$ 205	$ 265	$ 200	$ 116	$ 200	$ 200	$ -	-
NSF Fees - Business	$ -	$ -	$ -	$ 80	$ 100	$ 100	$ -	-
Miscellaneous	$ 12	$ -	$ 100	$ 290	$ 300	$ 100	$ (200)	-66.67%
TOTAL GENERAL GOVERNMENT SERVICE	**$ 250,458**	**$ 397,008**	**$ 383,010**	**$ 327,896**	**$ 364,710**	**$ 392,300**	**$ 27,590**	**7.56%**
PUBLIC SAFETY								
Outside Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
False Alarms	$ 60,386	$ 61,700	$ 45,000	$ 57,175	$ 53,000	$ 45,000	$ (8,000)	-15.09%
Fire Rescue Response	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Fire Code	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
COU - Code Fee	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
COU - Admin Fee	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Use & Occ Inspection	$ 304,788	$ 353,692	$ 225,000	$ 144,047	$ 225,000	$ 225,000	$ -	-
ALS Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Other Charges & Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL PUBLIC SAFETY	**$ 365,174**	**$ 415,392**	**$ 270,000**	**$ 201,222**	**$ 278,000**	**$ 270,000**	**$ (8,000)**	**-2.88%**
PHYSICAL ENVIRONMENT								
Water outside Surcharge	$ 474,216	$ 505,634	$ 480,000	$ 448,599	$ 480,000	$ 480,000	$ -	-
Sewer Outside Charge	$ 180,077	$ 169,986	$ 160,000	$ 157,931	$ 160,000	$ 160,000	$ -	-
Cemetery Fees	$ 22,200	$ 15,420	$ 20,000	$ 11,425	$ 15,500	$ 15,500	$ -	-
TOTAL PHYSICAL ENVIRONMENT	**$ 676,493**	**$ 691,040**	**$ 660,000**	**$ 617,955**	**$ 655,500**	**$ 655,500**	**$ -**	**-**
TRANSPORTATION								
Parking Meters	$ 7,216	$ -	$ -	$ -	$ -	$ -	$ -	-
Parking Meters-Taxable	$ 9,354	$ -	$ -	$ -	$ -	$ -	$ -	-
Parking Permits	$ -	$ 5,045	$ 3,000	$ 6,260	$ 6,500	$ 5,000	$ (1,500)	-23.08%
Boat Launch	$ 9,947	$ 12,985	$ 11,000	$ 9,934	$ 11,000	$ 11,000	$ -	-
Boat Launch taxable	$ 12,959	$ 16,916	$ 15,000	$ 12,471	$ 15,000	$ 15,000	$ -	-
Parking Lot Rentals	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Parking Lot Rental Tax Ex	$ -	$ 1,500	$ -	$ -	$ -	$ -	$ -	-
Barricade Rental	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL TRANSPORTATION	**$ 39,476**	**$ 36,446**	**$ 29,000**	**$ 28,665**	**$ 32,500**	**$ 31,000**	**$ (1,500)**	**-4.62%**
CULTURE-RECREATION								
Library Fees	$ 1,337	$ 1,261	$ 1,500	$ 947	$ 1,200	$ 1,200	$ -	-
Staff Time	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Swim programs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Rentals	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Summer Camp	$ 25,980	$ 8,735	$ 13,500	$ 13,962	$ 14,000	$ 13,500	$ (500)	-3.57%
Sports Program	$ 19,751	$ 20,932	$ 26,478	$ 19,138	$ 26,478	$ 22,000	$ (4,478)	-16.91%
Pool Admission Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Pier Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Beach Concession Rentals	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Other							$ -	-
Event Tenant Liab Ins	$ -	$ -	$ 750	$ -	$ 750	$ 750	$ -	-
Event Liab Ins Tax Exempt	$ 270	$ -	$ -	$ -	$ -	$ -	$ -	-
Veteran's Day Parade	$ -	$ -	$ 3,000	$ -	$ -	$ -	$ -	-
Holiday Celebration	$ -	$ -	$ 4,000	$ -	$ -	$ -	$ -	-
4th of July Celebration	$ -	$ 33,154	$ 15,000	$ 8,541	$ 6,550	$ -	$ (6,550)	-100.00%
Evenings on the Avenue	$ -	$ 1,869	$ 40,720	$ 15,152	$ 18,000	$ 18,000	$ -	-
Latin Music Festival	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Art Festival	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Other Fees	$ -	$ 100	$ 7,000	$ 8,619	$ 15,300	$ 15,000	$ (300)	-1.96%
Park Rental	$ 17,687	$ 20,035	$ 39,000	$ 19,982	$ 25,000	$ 20,000	$ (5,000)	-20.00%
Osbourne Center Rental	$ 20,351	$ 15,720	$ 15,000	$ 11,694	$ 15,000	$ 15,000	$ -	-
Tax Exempt Sales	$ 28,836	$ 29,570	$ 25,000	$ 43,052	$ 44,000	$ 30,000	$ (14,000)	-31.82%
TOTAL CULTURE-RECREATION	**$ 114,212**	**$ 131,376**	**$ 190,948**	**$ 141,087**	**$ 166,278**	**$ 135,450**	**$ (30,828)**	**-18.54%**

General Fund Revenues (continued)

GENERAL FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
FINES & FORFEITURES								
Fines	$ 60,759	$ 64,601	$ 50,000	$ 39,853	$ 50,000	$ 50,000	$ -	-
Library Fines	$ 8,189	$ 8,542	$ 7,000	$ 7,528	$ 7,500	$ 7,000	$ (500)	-6.67%
TOTAL FINES & FORFEITURES	**$ 68,948**	**$ 73,143**	**$ 57,000**	**$ 47,381**	**$ 57,500**	**$ 57,000**	**$ (500)**	**-0.87%**
VIOLATIONS-LOCAL ORDINANCE								
Parking Fines	$ 1,291	$ 32,695	$ 500	$ 25,741	$ 28,000	$ 30,000	$ 2,000	7.14%
Delinquent	$ -	$ 40	$ -	$ 102	$ 150	$ 105	$ (45)	-30.00%
Code	$ 79,076	$ 287,825	$ 225,000	$ 606,094	$ 610,000	$ 425,000	$ (185,000)	-30.33%
Citations	$ 750	$ 2,875	$ 30,000	$ 1,475	$ 15,000	$ 15,000	$ -	-
Noise Fines	$ 250	$ -	$ -	$ -	$ -	$ -	$ -	-
Late Fees	$ 100	$ -	$ 100	$ 100	$ 100	$ -	$ (100)	-100.00%
Violations - Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL VIOLATIONS-LOCAL ORDINANCE	**$ 81,467**	**$ 323,435**	**$ 255,600**	**$ 633,512**	**$ 653,250**	**$ 470,105**	**$ (183,145)**	**-28.04%**
INTEREST EARNINGS								
Investments	$ 25,980	$ 44,165	$ 20,000	$ 11,163	$ 20,000	$ 20,000	$ -	-
Tax Collections	$ -	$ 212	$ -	$ 131	$ 131	$ 200	$ 69	52.67%
Miscellaneous	$ 19,543	$ 25,844	$ 19,200	$ 6,374	$ 19,200	$ 19,200	$ -	-
Unrealized Gain/(Loss)	$ (16,211)	$ (23,428)	$ (19,000)	$ (2,346)	$ (19,000)	$ -	$ 19,000	-100.00%
Realized Gain/(Loss)	$ (622)	$ (933)	$ (200)	$ (173)	$ (200)	(200.00)	$ -	-
TOTAL INTEREST EARNINGS	**$ 28,690**	**$ 45,860**	**$ 20,000**	**$ 15,149**	**$ 20,131**	**$ 39,200**	**$ 19,069**	**94.72%**
RENTS & ROYALTIES								
Leased Properties	$ 9,377	$ -	$ -	$ -	$ -	$ -	$ -	-
Leased Properties	$ 10,410	$ 19,447	$ 19,400	$ 16,207	$ 19,400	$ 19,400	$ -	-
Miscellaneous	$ 3,087	$ 2,474	$ 3,000	$ 1,278	$ 2,500	$ 2,500	$ -	-
TOTAL RENTS & ROYALTIES	**$ 22,874**	**$ 21,921**	**$ 22,400**	**$ 17,485**	**$ 21,900**	**$ 21,900**	**$ -**	**-**
SALE OF ASSETS								
Furniture & Equipmemt	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL SALE OF ASSETS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
DONATIONS								
Donations	$ 4,665	$ 448	$ -	$ 2,627	$ 2,707	$ 2,000	$ (707)	-26.12%
TOTAL DONATIONS	**$ 4,665**	**$ 448**	**$ -**	**$ 2,627**	**$ 2,707**	**$ 2,000**	**$ (707)**	**-26.12%**
OTHER MISC REVENUE								
Disp of Fixed Assets	$ -	$ 24,279	$ -	$ -	$ -	$ -	$ -	-
Setttlements	$ 89	$ 11,786	$ 341,592	$ -	$ -	$ -	$ -	-
Other	$ 159,311	$ 59,503	$ 10,000	$ 21,901	$ 21,000	$ 20,000	$ (1,000)	-4.76%
Taxable	$ 9,894	$ 57	$ 100	$ -	$ 100	$ 100	$ -	-
TOTAL OTHER MISC REVENUE	**$ 169,294**	**$ 95,625**	**$ 351,692**	**$ 21,901**	**$ 21,100**	**$ 20,100**	**$ (1,000)**	**-4.74%**
GENERAL GOVERNMENT SURCHARGE								
Electric-Administrative	$ 2,151,041	$ 2,151,041	$ 1,814,889	$ 1,512,408	$ 1,814,889	$ 1,814,889	$ -	-
Water- Administrative	$ 541,326	$ 541,326	$ 478,539	$ 398,783	$ 478,539	$ 522,470	$ 43,931	9.18%
Golf- Administrative	$ 43,703	$ -	$ -	$ -	$ -	$ -	$ -	-
Refuse- Administrative	$ 147,001	$ 147,001	$ 185,235	$ 154,363	$ 185,235	$ 185,235	$ -	-
Stormwater- Administrative	$ 138,522	$ 138,522	$ 73,344	$ 61,120	$ 73,344	$ 73,344	$ -	-
CRA- Administrative	$ 25,000	$ 25,000	$ 25,000	$ -	$ 25,000	$ 25,000	$ -	-
Local Sewer- Administrative	$ 308,783	$ 308,783	$ 251,533	$ 209,611	$ 251,533	$ 251,533	$ -	-
Regional Sewer- Administrative	$ 166,730	$ 166,730	$ 156,035	$ 130,029	$ 156,035	$ 156,035	$ -	-
Building Fund- Administrative	$ 14,998	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL GENERAL GOVERNMENT SURCHAR	**$ 3,537,104**	**$ 3,478,403**	**$ 2,984,575**	**$ 2,466,314**	**$ 2,984,575**	**$ 3,028,506**	**$ 43,931**	**1.47%**
FRANCHISE FEE (PILOT)								
Electric Contributions- (PILOT)	$ 4,459,183	$ 4,141,958	$ 3,932,889	$ 3,277,408	$ 3,932,889	$ 4,240,980	$ 308,091	7.83%
Water Contributions- (PILOT)	$ 1,075,572	$ 1,030,564	$ 1,022,788	$ 852,323	$ 1,022,788	$ 1,104,889	$ 82,101	8.03%
Refuse Contributions- (PILOT)	$ 452,080	$ 439,651	$ 459,095	$ 382,579	$ 459,095	$ 489,631	$ 30,536	6.65%
Stormwater Contributions- (PILOT)	$ 165,126	$ 164,071	$ 169,960	$ 141,633	$ 169,960	$ 181,265	$ 11,305	6.65%
Local Sewer Contributions- (PILOT)	$ 223,037	$ 595,817	$ 569,080	$ 474,233	$ 569,080	$ 613,767	$ 44,687	7.85%
TOTAL FRANCHISE FEE	**$ 6,374,998**	**$ 6,372,061**	**$ 6,153,812**	**$ 5,128,176**	**$ 6,153,812**	**$ 6,630,532**	**$ 476,720**	**7.75%**

General Fund Revenues (continued)

GENERAL FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
REIMBURSEMENT INTER-FUNDS								
Reimb- Ground Maintenance	$ 40,000	$ 39,996	$ 40,000	$ 33,317	$ 40,000	$ 40,000	$ -	-
Reimb - CRA	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	-
Reimb - Special Events	$ 4,100	$ 1,015	$ -	$ 1,210	$ 1,570	$ 1,000	$ (570)	-36.31%
Tax Exempt	$ -	$ 2,809	$ -	$ 360	$ 360	$ 360	$ -	-
TOTAL REIMBURSEMENT INTER-FUNDS	**$ 94,100**	**$ 43,820**	**$ 40,000**	**$ 34,887**	**$ 41,930**	**$ 41,360**	**$ (570)**	**-1.36%**
TRANSFERS IN								
Foreclosure Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Road Improvement Fund	$ 48,919	$ -	$ -	$ -	$ -	$ -	$ -	-
Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Capital Project Fund	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -	-
Simpkin Trust Fund	$ 110,033	$ 63,000	$ 82,000	$ 82,000	$ 82,000	$ 60,000	$ (22,000)	-26.83%
Library Trust Fund	$ 110,033	$ 53,000	$ -	$ -	$ -	$ -	$ -	-
Sanitation Fund	$ 185,674	$ 149,541	$ -	$ -	$ -	$ -	$ -	-
Govermental Fund	$ 85,889	$ 17,370	$ 442,060	$ 442,060	$ 442,060	$ -	$ (442,060)	-100.00%
TOTAL TRANSFERS	**$ 565,548**	**$ 282,911**	**$ 524,060**	**$ 524,060**	**$ 524,060**	**$ 60,000**	**$ (464,060)**	**-88.55%**
TOTAL GENERAL FUND SOURCES OF FUND	**$ 28,962,675**	**$ 29,256,334**	**$ 30,059,616**	**$ 24,695,244**	**$ 29,925,972**	**$ 31,009,144**	**$ 1,083,172**	**3.62%**

Excludes "Use of Fund" Balances

Beach Fund Revenues

BEACH FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
TRANSPORTATION								
Parking Meters	$ 403,743	$ 552,158	$ 569,000	$ 526,271	$ 543,908	$ 615,819	$ 71,911	13.22%
Parking Meters-Taxable	$ 526,098	$ 722,702	$ 745,000	$ 686,050	$ 815,862	$ 923,728	$ 107,866	13.22%
Parking Permits	$ 46,250	$ 57,426	$ 46,250	$ 57,380	$ 57,140	$ 63,941	$ 6,801	11.90%
Tenant Employee Parking	$ 5,640	$ 17,634	$ 10,480	$ 27,080	$ 33,000	$ 36,300	$ 3,300	10.00%
Valet Parking	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Pier parking	$ -	$ 28,126	$ -	$ 16,302	$ 25,000	$ 25,000	$ -	-
Parking Lot Rentals	$ -	$ 2,476	$ -	$ 7,478	$ 8,000	$ 8,800	$ 800	10.00%
Parking Lot Rental Tax Ex	$ -	$ 8,171	$ -	$ 6,500	$ 7,000	$ 7,700	$ 700	10.00%
TOTAL TRANSPORTATION	**$ 981,731**	**$ 1,388,693**	**$ 1,370,730**	**$ 1,327,061**	**$ 1,489,910**	**$ 1,681,288**	**$ 191,378**	**12.84%**
CULTURE/RECREATION								
Pavillion Rentals	$ 585	$ 965	$ 585	$ 520	$ 585	$ 1,000	$ 415	70.94%
Tax Exempt - Pavilion	$ 150	$ 195	$ 150	$ -	$ 150	$ 150	$ -	-
Pool rental	$ 2,550	$ 24,739	$ 26,600	$ 30,860	$ 33,300	$ 39,300	$ 6,000	18.02%
Junior LifeGuard Program	$ 14,650	$ 12,900	$ 14,650	$ -	$ 14,650	$ 14,650	$ -	-
Pool Admission Fees	$ 9,096	$ 30,749	$ 20,000	$ 37,268	$ 37,000	$ 55,000	$ 18,000	48.65%
Pool Admiss - Tax Exempt	$ 1	$ 662	$ -	$ 1,484	$ 1,500	$ 3,000	$ 1,500	100.00%
Pool Summer Memberships	$ 566	$ 2,146	$ 1,600	$ 302	$ 1,000	$ 2,000	$ 1,000	100.00%
Pool Programs	$ -	$ 180	$ 500	$ 16,100	$ 16,800	$ 5,000	$ (11,800)	-70.24%
Pier Fees	$ 59,631	$ -	$ -	$ -	$ -	$ -	$ -	-
Beach Concession Rentals	$ 6,000	$ 26,915	$ 30,000	$ 25,500	$ 30,000	$ 30,000	$ -	-
Other	$ -	$ 9,298	$ -	$ 1,340	$ 1,340	$ 1,340	$ -	-
Merchandise Sales	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Event Tenant Liab Ins	$ 764	$ -	$ -	$ -	$ -	$ -	$ -	-
Veteran's Day Parade	$ -	$ 546	$ -	$ -	$ -	$ -	$ -	-
Pier Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL CULTURE & RECREATION	**$ 93,993**	**$ 109,636**	**$ 94,085**	**$ 113,374**	**$ 136,325**	**$ 151,440**	**$ 15,115**	**11.09%**
VIOLATIONS								
Parking Fines	$ 59,102	$ 110,838	$ 100,000	$ 162,922	$ 160,500	$ 175,000	$ 14,500	9.03%
Delinquent	$ -	$ 293	$ -	$ (30)	$ (30)	$ -		
TOTAL VIOLATIONS	**$ 59,102**	**$ 111,131**	**$ 100,000**	**$ 162,892**	**$ 160,470**	**$ 175,000**	**$ 14,530**	**9.05%**
RENTS & ROYALTIES								
Leased Properties	$ 259,944	$ 289,594	$ 385,528	$ 250,335	$ 296,896	$ 307,299	$ 10,403	3.50%
Patio Area	$ 39,510	$ 39,870	$ 60,870	$ 33,225	$ 39,870	$ 39,870	$ -	-
Common Area Maintenance	$ 58,903	$ 83,230	$ 157,274	$ 75,660	$ 89,032	$ 90,257	$ 1,225	1.38%
Miscellaneous	$ 550	$ 1,200	$ 700	$ 1,000	$ 800	$ 900	$ 100	12.50%
Rent Pier	$ 187,286	$ 240,434	$ 240,000	$ 200,000	$ 240,000	$ 246,000	$ 6,000	2.50%
Ball Room Rental	$ 50,812	$ 134,274	$ 140,000	$ 129,565	$ 150,000	$ 171,840	$ 21,840	14.56%
Ball Room Tax Exempt	$ 2,580	$ 3,340	$ 2,580	$ 7,672	$ 8,000	$ 8,000	$ -	-
Intercoastal Rental	$ -	$ 510	$ -	$ 1,993	$ 1,800	$ 1,800	$ -	-
Ocean Terrace Rental	$ 1,200	$ -	$ -	$ 210	$ 210	$ 210	$ -	-
Kitchen Rental	$ 972	$ 10,502	$ 5,000	$ 17,220	$ 14,050	$ 14,500	$ 450	3.20%
Kitchen Rental Tax Exempt	$ -	$ -	$ -	$ 2,120	$ 2,500	$ 2,500	$ -	-
Beach Weddings	$ 1,100	$ 10,733	$ 7,500	$ 7,105	$ 7,500	$ 7,500	$ -	-
Misc Item Rental	$ 250	$ 1,169	$ 1,200	$ 809	$ 1,200	$ 2,100	$ 900	75.00%
Misc Item Tax Exempt	$ 150	$ 100	$ 150	$ -	$ 150	$ -	$ (150)	-100.00%
Special Events	$ 11,283	$ 14,642	$ -	$ -	$ -	$ -	$ -	-
Special Events Tax Exempt	$ -	$ 1,665	$ 1,800	$ -	$ 300	$ -	$ (300)	-100.00%
Leased Properties	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Rent Pier	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL RENTS & ROYALTIES	**$ 614,540**	**$ 831,263**	**$ 1,002,602**	**$ 726,914**	**$ 852,308**	**$ 892,776**	**$ 40,468**	**4.75%**
DONATIONS								
Special Events	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL DONATIONS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
MISCELLANEOUS REVENUE								
Inter& Admin Fee Casino	$ 6,723	$ 4,059	$ 4,000	$ 574	$ 4,363	$ 4,300	$ (63)	-1.44%
Other	$ 2,813	$ 3,685	$ 2,812	$ 5,395	$ 5,350	$ 4,000	$ (1,350)	-25.23%
TOTAL MISCELLANEOUS REVENUE	**$ 9,536**	**$ 7,744**	**$ 6,812**	**$ 5,969**	**$ 9,713**	**$ 8,300**	**$ (1,413)**	**-14.55%**
TRANSFERS IN								
Other Transfers	$ -	$ 26,675	$ -	$ -	$ -	$ -	$ -	-
Capital Projects Fund Advance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL TRANSFERS	**$ -**	**$ 26,675**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
TOTAL BEACH FUND SOURCES OF FUNDS	**$ 1,758,902**	**$ 2,475,142**	**$ 2,574,229**	**$ 2,336,210**	**$ 2,648,726**	**$ 2,908,804**	**$ 260,078**	**9.82%**
Excludes "Use of Fund" Balances								
	$ -	$ -	$ (86,458)	$ -	$ (86,458)	$ -	**$ 86,458**	**-100.00%**
TOTAL USE OF FUND BALANCE	**$ -**	**$ -**	**$ (86,458)**	**$ -**	**$ (86,458)**	**$ -**	**$ 86,458**	**-100.00%**

Golf Fund Revenues

GOLF FUND REVENUES	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals (Jun)	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY16 Budget & FY15 Forecast	% Change FY16 Budget & FY15 Forecast
CULTURE/RECREATION								
Walker Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Memberships	$ 154,354	$ 71,206	$ 154,000	$ 70,343	$ 225,000	$ 215,000	$ (10,000)	-4.44%
Green Fees	$ 614,548	$ 664,108	$ 681,520	$ 599,532	$ 705,000	$ 727,000	$ 22,000	3.12%
Driving Range Fees	$ -	$ -	$ 50,000	$ -	$ 20,000	$ -	$ (20,000)	-100.00%
Cart Rental	$ 83,708	$ 87,539	$ 75,000	$ 61,675	$ 85,000	$ 87,500	$ 2,500	2.94%
Locker Rental	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Club Services	$ 10,704	$ 11,456	$ 14,500	$ 10,684	$ 13,000	$ 13,250	$ 250	1.92%
Green Surcharge-Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Merchandise Sales	$ 65,817	$ 38,782	$ 64,000	$ 39,725	$ 55,000	$ 57,000	$ 2,000	3.64%
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Tax Exempt	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Food Sales	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Beverage Sales	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Beverage Cart	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Clubhouse Events	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Tax Exempt Sales	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Other	$ 22,839	$ 30,000	$ 36,000	$ 30,000	$ 36,000	$ 36,000	$ -	-
Golf Events	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Clubhouse Events	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
City Functions	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL CULTURE/RECREATION	**$ 951,970**	**$ 903,091**	**$ 1,075,020**	**$ 811,959**	**$ 1,139,000**	**$ 1,135,750**	**$ (3,250)**	**-0.29%**
DONATIONS								
Donations	$ 9,721	$ -	$ 10,785	$ 9,991	$ 10,785	$ 10,785	$ -	-
TOTAL DONATIONS	**$ 9,721**	**$ -**	**$ 10,785**	**$ 9,991**	**$ 10,785**	**$ 10,785**	**$ -**	**-**
OTHER MISC. REVENUE								
Other	$ 1,874,901	$ 570	$ -	$ 8,519	$ 8,400	$ -	$ (8,400)	-100.00%
Discount Taken	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL OTHER MISC. REVENUE	**$ 1,874,901**	**$ 570**	**$ -**	**$ 8,519**	**$ 8,400**	**$ -**	**$ (8,400)**	**-100.00%**
TRANSFERS IN								
General Fund	$ -	$ 253,139	$ -	$ -	$ -	$ -	$ -	-
Other	$ -	$ -	$ 54,000	$ -	$ -	$ -	$ -	-
Sanitation Fund	$ -	$ 31,138	$ -	$ -	$ -	$ -	$ -	-
Capital Project Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
TOTAL TRANSFERS IN	**$ -**	**$ 284,277**	**$ 54,000**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
TOTAL GOLF FUND SOURCES OF FUNDS	**$ 2,836,592**	**$ 1,187,938**	**$ 1,139,805**	**$ 830,469**	**$ 1,158,185**	**$ 1,146,535**	**$ (11,650)**	**-1.01%**

Excludes "Use of Fund" Balances

CHAPTER 8
DEPARTMENT SUMMARIES

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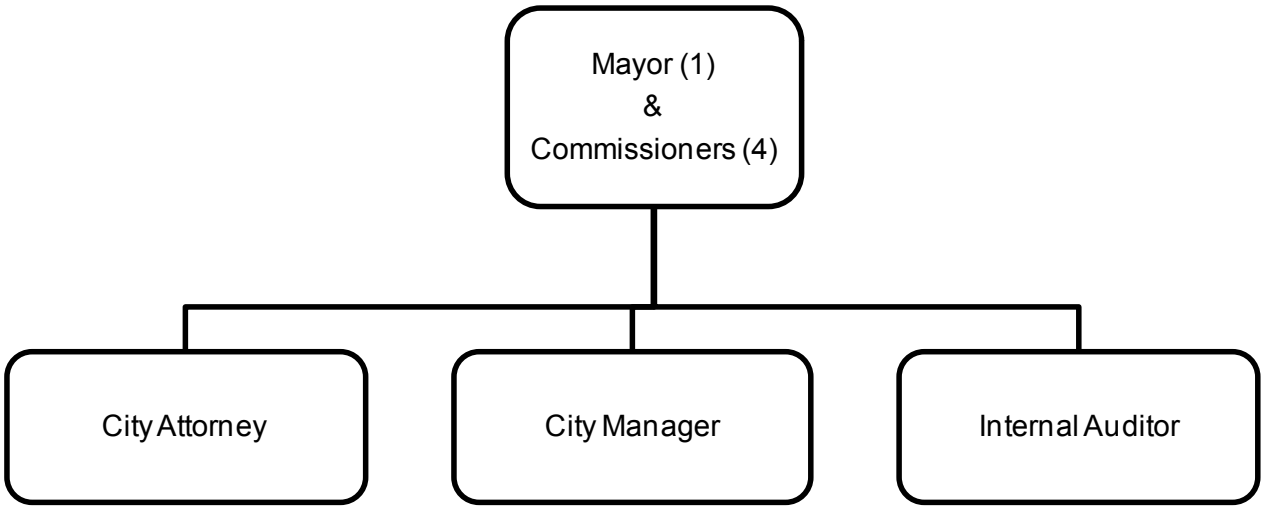
Executive Branch



City Commission

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.

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.

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 PAM TRIOLO

Mayor Pam Triolo was elected to office in November 2011. Following in the footsteps of her late mother Sandy, who was an elected official in Huntington, New York, Mayor Triolo is passionate about helping her community. Residing in Lake Worth for over 15 years and owning two local businesses, she is focused on leading the City toward financial stability, transparency and openness, and addressing long standing infrastructure issues.

As Mayor she has been instrumental in helping drive change and focusing on improving the City's financial future. These changes include the elimination of 21 costly fire and street light assessments, working to hire a charter mandated Internal Auditor, increasing efforts to fight blight, enforce codes and build smart while maintaining our hometown charm. Ms. Triolo has consistently pushed for implementation of clear and reasonable land development regulations and for a user friendly permit process. She helped champion the creation of the Electric Utility Advisory Board (EUAB) to assist in the transition from FMPA to a new affordable, reliable power provider. Bringing electric rates down and allowing utility customers to participate will benefit everyone.

The City's infrastructure (roads, sidewalks and parks) is a focus of her efforts. She is taking a leadership role in pushing for the development of the working master plans to direct investment into our neighborhoods and business districts. She believes potholes, dirt roads, broken and missing sidewalks, and bad drainage are disincentives to families moving to the City and depresses property value for existing homeowners.

Over the years, Mayor Triolo has served the community through numerous affiliations with various entities including: Public Relations Committee of the Convention Center and Visitors Bureau, Past President of the American Women and Radio and Television, Board Member of the Advertising Federation of the Greater Palm Beaches, PR Chair for Friends of Abused Children, Central Palm Beach County Chamber member, Sacred

City Commission

MAYOR PAM TRIOLO (continued)

Heart Church, and, as a volunteer announcer for 6 years for the Susan G. Komen Race For The Cure. She has participated in helping with many charities including: The MS Society, Cafe Joshua and The Lord's Place, The Children's Place At Homesafe, Seagull Industries for the Disabled, CAP, Hospice of Palm Beach County, The Red Cross, The American Cancer Society, Peggy Adams Rescue League, Catholic Charities, Sloan Kettering Memorial Hospital, Vinceremos Therapeutic Riding Center and The Alzheimer's Association Southeast Florida Chapter.

Mayor Triolo is the President and owner of First Impressions Creative Services, Inc., an award winning full service advertising, marketing and public relations firm that has been in business since 1997 and is located in our beautiful downtown. She represents non-profit organizations and small, medium and Fortune 500 businesses in South Florida and across the world. Prior to starting her own business, Mayor Triolo was a TV and radio News Director, PR Director, morning show Co-host and copywriter in both the Massachusetts and South Florida Markets. She earned a BFA degree with specialization in communications and performing arts from the prestigious Emerson College, where she studied in New England and Europe, where her German and Italian language skills were fully utilized. Her passion for the arts fuel her desire for Lake Worth to become the premiere historic arts district in our region.

VICE MAYOR AND COMMISSIONER SCOTT MAXWELL

Vice Mayor/Commissioner Scott Maxwell is serving his third term as a member of the City Commission, having been elected in 2001, 2009 and 2011. He began his service to Lake Worth in 2000 as a member of the Code Enforcement Board and was elevated to the position of Chairman.

Vice Mayor/Commissioner Scott Maxwell believes that the long term financial health of Lake Worth lies in its ability to successfully expand and diversify the City's tax base by first eliminating the primary disincentive for meaningful investment, primarily the cost of utility services.

Commissioner Maxwell has championed the cause of making the reduction of utility costs a primary objective for the City Commission and offered a multi-pronged plan to achieve this objective and understands that by achieving this objective the City will be best positioned to fully address the development of the Park of Commerce, the creation of new and sustainable jobs and the attraction of responsible home owners willing to invest in the community.

COMMISSIONER CHRISTOPHER MCVOY

Commissioner Christopher McVoy was elected to serve District 2 in November 2010. Commissioner McVoy served on the Planning and Zoning Board in 2010 and previously advocated to keep the Lake Worth Beach public. For the last 15 years, Dr. McVoy has conducted both field and library research in support of Everglades restoration and has recently completed a book on the Everglades. Dr. McVoy is committed to helping Lake Worth prosper as it becomes known for its leadership in urban sustainability and the arts.

COMMISSIONER ANDY AMOROSO

Commissioner Andy Amoroso has been elected to serve District 3 since November of 2011 and in 2014 he ran unopposed for his second 2-year term. As a native Floridian and a 36-year resident of Lake Worth, a longtime small business owner, former president of his Neighborhood Association and an active community leader, he is committed to make a positive difference for the citizens of Lake Worth. As former Vice-Chairman of the city's Community Redevelopment Agency (CRA), Commissioner Amoroso has helped lead the effort to bring Publix and the Palm Beach County Cultural Council to Lake Worth, creating jobs and adding to the city's tax base.

He has worked with the CRA board to secure a $23 million NSP2 grant to stabilize neighborhoods affected by foreclosed and abandoned properties and promote home ownership. Currently, as the CRA's Liaison to the City, Commissioner Amoroso continues to move the City forward with the new arts program LULA by continuing to promote art growth with the new art-work live spaces and mural projects as well as promoting new music and art events within the City of Lake Worth. Commissioner Amoroso believes that the safety of the residents of Lake Worth is a top priority; therefore, he supports keeping the Palm Beach County Sheriff's Office. Commissioner Amoroso supports the 5-year initiative to lower the electric utility costs. Commissioner Amoroso is proud to be Palm Beach County and Lake Worth first openly gay elected-official. He currently seats as second Vice President of the National League of Cities Constituency Group (GLBTLO). Most recently, he has been appointed to Palm Beach County League of Cities Board of Directors and in 2014 he was appointed to the National League of Cities Advocacy and Policy Board. His desire and goal is to have a city that "works" for the people of Lake Worth.

COMMISSIONER RYAN MAIER

Commissioner Ryan Maier is the District 4 Commissioner for the City of Lake Worth, as well as a local home and business owner. Commissioner Maier is a native of western Pennsylvania who moved to Palm Beach County as a teen.

He entered college as a performing arts major, and graduated from Stockton University in 2002 with a B.A. Commissioner Maier subsequently attended the graduate school at the University of North Carolina as a choreography major, and was an active member of the dance community in the Southeastern U.S. for several years.

Commissioner Maier came back to Palm Beach County in 2007, and purchased his Lake Worth home on 2nd Avenue South in 2008. In 2011, he purchased and renovated the property across the street from his house and keeps it as rental property. In November 2015, Ryan opened "The Other Salon" at 14 South J Street in Lake Worth's downtown. Earlier that year, Commissioner Maier was elected to the Lake Worth City Commission and is proud to serve his community.

City Commission

City Commission 1010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	74,200	74,799	74,199	59,829	74,199	74,199	-	-
* Benefits	28,302	47,960	51,688	41,008	51,688	51,496	(192)	-0.37%
Sub-Total	102,502	122,759	125,887	100,837	125,887	125,695	(192)	-0.15%
OPERATING EXPENSES								
* Prof. & Contract. Service	36,081	38,242	35,893	29,828	35,894	35,893	(1)	0.00%
* Travel & Training	11,497	21,533	24,645	10,923	22,700	22,350	(350)	-1.54%
* Utility & Communication	4,438	4,630	4,488	3,680	4,001	4,407	406	10.15%
* Insurance	13,770	16,174	21,846	18,205	21,846	21,846	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	36,003	22,685	36,785	31,625	36,285	36,345	60	0.17%
Sub-Total	101,789	103,264	123,657	94,261	120,726	120,841	115	0.10%
CAPITAL							-	-
TOTAL	**204,291**	**226,023**	**249,544**	**195,098**	**246,613**	**246,536**	**(77)**	**-0.03%**

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.

The City of Lake Worth has currently contracted all legal services with an independent legal firm in Palm Beach County.

CORE PROCESSES AND OUTPUTS

City Charter officer responsible for providing legal counsel and representation to the City Commission, the City Manager, City Clerk and the departments of the City.

Provides legal counsel to the City Commission:

- for the Commission's legislative actions and their quasi-judicial responsibilities.
- prepares ordinances, resolutions, contracts and referendum questions as directed by the City Commission.
- on all matters coming before the Commission and on specific requested issues, which include, but are not limited to, contract, ethics, public records, sunshine law matters and procedural issues.

Assists City department directors in the preparation of their ordinances, resolutions, leases and contracts.

Provides legal advice and negotiations on contract and bidding matters.

Represents the City in code enforcement cases and appeals, foreclosures of City liens and nuisance abatement proceedings to provide safe and better housing to City residents.

Represents the City in planning, zoning, building and land use issues.

Prosecutes and defends the City in various actions in the federal and state civil trial courts, the appellate courts, in administrative hearings and prosecutes all City ordinance violations in county criminal court, which includes attendance at arraignments, hearings and trials.

Represents the City in labor negotiations, arbitrations, grievance proceedings, pensions and other types of personnel and benefits matters, oversee litigation matters where the City is represented by outside counsel.

FY 2016 GOALS AND OBJECTIVES

Goal 1: To provide sound, timely and cost-effective legal advice to the City Commission, City Manager, and all Departments and Boards of the City.

Objective: Continue to be responsive to all the City's legal needs.

City Attorney

Goal 2: To provide legal advice and develop legal strategies to minimize risk to the City.

Objective: Continue to work closely with staff and management to identify legal issues and develop proactive responses to reduce liability to the City.

Goal 3: To effectively represent the City in all pending litigation.

Objective: Continue to work with and monitor outside counsel to resolve pending litigation and minimize unnecessary legal expenses.

Goal 4: To reduce legal expenses for the City.

Objective: Work to resolve cases and issues causing a financial drain on the legal budget and invest in efforts to proactively address and resolve emerging legal issues.

Goal 5: To improve the management of legal work by outside counsel.

Objective: Continue to develop close working relationship with outside counsel and continue to monitor activities to ensure all legal work is in best interests of City.

Goal 6: To resolve outstanding disputes and litigation (including trying cases when appropriate).

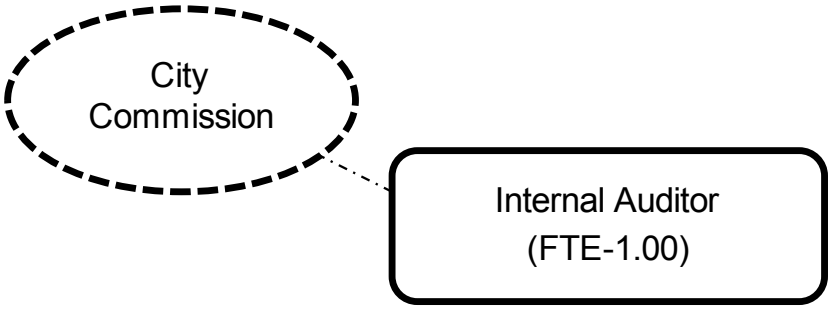
Objective: Resolve on-going litigation and other pending matters.

City Attorney 1110	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	12,624	-	-	-	-	-	-	-
* Benefits	70,610	-	-	-	-	-	-	-
Sub-Total	83,234	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	760,245	721,353	777,605	544,522	777,605	774,105	(3,500)	-0.45%
* Travel & Training	10	-	-	-	-	-	-	-
* Utility & Communication	2,647	2,761	2,679	2,193	2,542	2,750	208	8.18%
* Insurance	9,191	9,426	14,089	11,741	14,089	14,089	-	-
* Maintenance							-	-
* Operating Expense	27,708	13,118	30,660	14,796	15,660	12,160	(3,500)	-22.35%
Sub-Total	799,801	746,658	825,033	573,252	809,896	803,104	(6,792)	-0.84%
CAPITAL								-
TOTAL	**883,035**	**746,658**	**825,033**	**573,252**	**809,896**	**803,104**	**(6,792)**	**-0.84%**

Internal Auditor

MISSION

To provide independent, objective audit and consultative services that are designed to add value, improve the effectiveness, transparency and efficiency of the City's operations, directly improve the property values in the City and have a positive impact on the quality of City life and the preservation of the City's unique character.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Internal Auditor

CORE PROCESSES AND OUTPUTS

The activities of internal audit, are designed to help accomplish the mission under three broad areas:

- Risk management
- Internal control improvement and assurance
- Governance

By performing audits of City's operations and contracts, the internal auditor will:

- Provide public accountability for the use of City tax dollars
- Provide a mechanism to investigate suspected fraud, waste and abuse
- Serve as an independent, objective source of information and advice for the City Commission on matters of financial and operational importance

An audit report is the initial output of the Internal Auditor. It is the vehicle through which each component of the Mission and Core Processes is addressed. The ultimate output, however, will fall under either of the following:

- Change - the City's processes will change resulting in an improvement in any of the mission components noted above; or
- Assurance - the Commission can take comfort that changes are not necessary.

GOALS AND OBJECTIVES

For FY 2016, the following specific audits will be scheduled:

- Revenue integrity testing for the electric and water utilities
- Procurement process
- Revenue Cycle
- Allocations
- Revisit Code Enforcement
- Follow-ups on code enforcement, cash handling, inventory, P-cards and, assuming completion prior to the beginning of fiscal 2015, accounts payable, CAM payments and security over City assets.

MEASURES OF PERFORMANCE

- For each audit performed, a formal report must be prepared in writing. This report must be submitted to the department head in charge of the audited area, and responses to the findings and recommendations must be requested. Best efforts must be made to receive these responses.

- The report must be issued to the Commission and the City Manager within a reasonable time period after the audit is complete. This issuance must occur whether or not responses are received, as the responsiveness of the department head is not within the control of the Internal Auditor.

- Risk Assessment for FY 2016

MEASURES OF SUCCESS

Measuring the effectiveness of the internal audit function is an ongoing process which may require management to evaluate changes in any or all of the above. It is also possible that after an audit of an area is completed, the overall conclusion of the auditor is that few if any process or control changes would benefit that area (i.e., assurance has been achieved, as noted above). Evaluating change would therefore not apply.

An objective effectiveness measure may emerge when internal audit performs a follow-up on a completed audit and issues a report on this exercise. Such follow-ups are anticipated at least three months (and more likely six months) after any given audit has been completed and a report issued to the Commission.

The following is from the document titled "Internal Audit Scope and Functional Description," which was sent to the City Commission in February 2013. This document, along with other documents, defined the internal audit function for the City and may be viewed here as a partial list of criteria that can and should be used to judge whether the internal audit department has performed within its scope and expectations.

One or more of the following should be addressed during any audit and the reader may form conclusions as to whether internal audit succeeded in its audit task.

- Risks are appropriately identified and managed

- Interaction with the various governance groups occurs as needed

- Significant financial, managerial, and operating information is accurate, reliable, and timely delivered

- Employee actions are in compliance with policies, standards, procedures and applicable laws, ordinances and regulations

- City assets are acquired economically, used efficiently, and adequately protected

- Programs and plans are implemented in accordance with their terms

- Quality and continuous improvement are fostered by the City's control processes

- Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately

- Opportunities for improving management control, revenue realization and the City's image which are identified during audits are communicated to the appropriate levels of governance and management

Internal Auditor

The nine items listed below under Effectiveness Measures are anticipated to be an integral part of each and every audit completed. They are expected to be satisfied in all projects undertaken, and therefore the goal would be 100% in each case. Measuring the effectiveness of the Internal Audit function is an ongoing process which may require management to evaluate changes in any or all of the above. It is also possible that, after an audit of an area is completed, the overall conclusion of the auditor is that few if any process or control changes would benefit that area. Evaluating change would thereafter not apply.

An objective effectiveness measure may emerge when Internal Audit performs a follow-up on a completed audit and issues a report on this exercise. Such follow-ups are anticipated at least three months and more likely six months after an audit has been completed and a report issued to the Commission.

Performance Measures - FY 2016 Budget

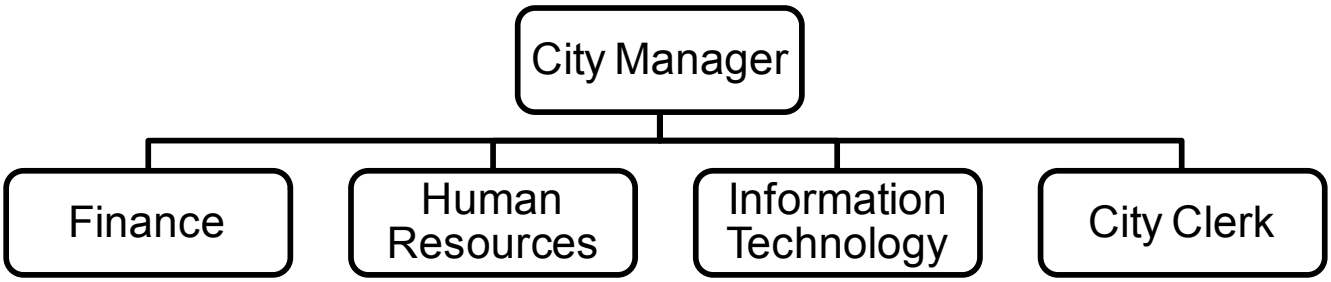
Internal Auditor

Workload Measurements **Measure:**
To conduct audits of operational areas/departments to determine controls and accountability
The report must be issued to the Commission and the appropriate City managers within a reasonable time period after the audit is complete. This issuance must occur whether or not responses are received, as the responsiveness of the Director is not within the control of the Internal Auditor.
Effectiveness Measurements: **Measure - Each audit will contain the following:**
Risks are appropriately identified and managed
Interaction with the various governance groups occurs as needed
Significant financial, managerial, and operating information is accurate, reliable, and timely delivered
Employee actions are in compliance with policies, standards, procedures and applicable laws, ordinances and regulations
City assets are acquired economically, used efficiently, and adequately protected
Programs and plans are implemented in accordance with their terms
Quality and continuous improvement are fostered by the City's control processes
Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately
Opportunities for improving management control, revenue realization and the City's image which are identified during audits are communicated to the appropriate levels of governance and management

Internal Auditor

Internal Auditor 1040	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	79,195	112,200	111,300	88,999	112,831	115,500	2,669	2.37%
* Benefits	42,055	33,473	46,734	38,327	46,734	30,320	(16,414)	-35.12%
Sub-Total	121,250	145,673	158,034	127,326	159,565	145,820	(13,745)	-8.61%
OPERATING EXPENSES								
* Prof. & Contract. Service	4,496	3,801	2,438	2,032	2,438	2,438	-	-
* Travel & Training	500	1,000	3,500	1,721	3,500	2,545	(955)	-27.29%
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	5,306	4,854	8,086	6,738	8,086	8,086	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	1,130	867	1,230	991	1,230	1,200	(30)	-2.44%
Sub-Total	11,432	10,522	15,254	11,482	15,254	14,269	(985)	-6.46%
CAPITAL								
TOTAL	**132,682**	**156,195**	**173,288**	**138,808**	**174,819**	**160,089**	**(14,730)**	**-8.43%**

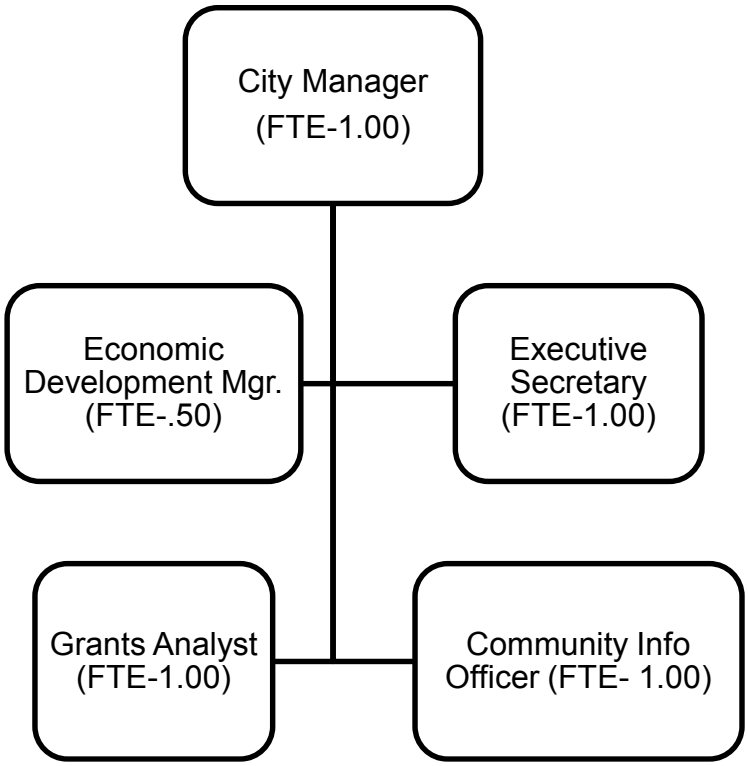
General Administration



City Manager

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.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	3.50	1	0	0	4.50
Part-time (FTE)	0	0	0	0	0

City Manager

CORE PROCESSES AND OUTPUTS

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

The City Manager directs and assists 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.

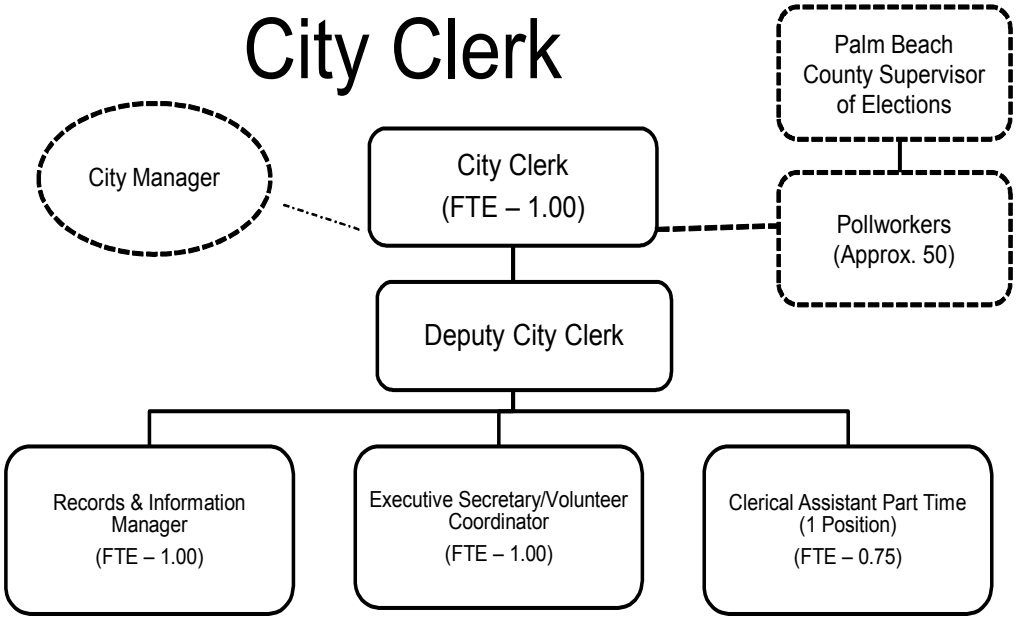
Along with ensuring the successful achievements of the City Commission's priorities, the City Manager's office is also responsible for providing general management of all City departments in a manner that inspires success and quality customer service. The City Manager serves as the primary liaison between 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 the major projects City staff is working on.

City Manager 1020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	183,632	267,265	264,870	204,072	271,946	332,979	61,033	22.44%
* Benefits	70,681	106,608	114,608	84,587	114,600	149,593	34,993	30.53%
Sub-Total	254,313	373,873	379,478	288,659	386,546	482,572	96,026	24.84%
OPERATING EXPENSES								
* Prof. & Contract. Service	28,478	55,807	88,942	65,555	74,342	92,342	18,000	24.21%
* Travel & Training	4,599	4,122	11,069	687	11,069	11,069	-	-
* Utility & Communication	4,628	4,825	4,679	3,836	4,828	4,570	(258)	-5.34%
* Insurance	15,478	16,132	22,442	18,702	22,442	22,442	-	-
* Maintenance	-	98	1,313	-	1,813	1,813	-	-
* Operating Expense	34,307	37,878	45,318	20,552	56,418	56,418	-	-
Sub-Total	87,490	118,862	173,763	109,332	170,912	188,654	17,742	10.38%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**341,803**	**492,735**	**553,241**	**397,991**	**557,458**	**671,226**	**113,768**	**20.41%**

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.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	3	1	0	0	4
Part-time (FTE)	.75	0	0	0	0.75

CORE PROCESSES AND OUTPUTS

CITY CLERK

City Charter mandates - 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.

Attest executor contracts and deeds - The City Clerk attests 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.

Legal Advertisements - The City Clerk is also responsible for writing and submitting legal advertisements in accordance with Chapter 166 of Florida Statutes.

Local Supervisor of Elections - The City Clerk serves as the local Supervisor of Elections in all matters concerning the annual planning, coordinating, and overseeing the City's Municipal General and, if necessary, Run-Off Elections. In that role the City Clerk is expected to maintain an effective system of internal accounting and administrative control.

Master Communication Committee – The City Clerk is responsible for chairing this Committee to provide scheduling information and communication from and between City staff members representing every department in order to identify any event scheduling conflicts that may impact the community, elected officials, and staff's attendance.

Register Domestic Partnerships – The City Clerk's Office issues certificates of registered domestic partnerships and filing amendments and/or terminations of registered domestic partnerships.

RECORDS AND INFORMATION MANAGEMENT

The City Clerk's Office is responsible for managing and distributing the City's public records in compliance with Chapter 119 of Florida Statutes. Staff is required to have 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. This also includes presenting public records seminars several times a year for various departments.

Records Management - Cemeteries – The City Clerk's Office inputs and maintains the database for cemetery plot ownership and location information for both I.A. Banks Memorial Park and Pinecrest Cemetery, processes documentation necessary for the sale of cemetery plots or the disinterment of an occupant, and issues plot deeds.

Records Management – Disaster Recovery and Public Records Law – the City Clerk's Office is responsible for conducting annual seminars scheduled throughout the Fiscal Year on employees' role in the Disaster Recovery Plan and complying with Public Records Law Chapter 119 of Florida Statutes.

Records Management - Fire/Rescue – The City Clerk's Office is responsible for the retention and disposition of all former Fire/Rescue Department records, particularly those that are subject to HIPPA laws.

City Clerk

Records Management Mandates – The City Clerk's Office is mandated by Chapter 257 of Florida Statutes to maintain an active program for the economical and efficient management of records. This includes compliance with Chapter 257 to systematically dispose of records no longer needed subject to the State Library and Archives of Florida's Record and Information Management program.

Imaging Documents – The City Clerk's Office trains and assists all departments on the use of the City's imaging system to increase retrieval efficiency, eliminate paper, increase space availability, and meet the City's goal to reduce its reliance on paper.

Interpreting Records Management State Statutes – The City Clerk's Office is responsible for interpreting State laws and providing assistance to all departments on the retention and method of retention and disposition of records.

Lien Search - The City Clerk's Office is responsible for coordinating with Utilities Customer Service, Finance Department, Building Division, and Code Compliance staff in researching all lien search requests for utilities accounts, outstanding miscellaneous debt, open building permits, code enforcement violations, and City assessments and liens. Certificates of lien search results are issued to all requestors.

Tax Deeds and Applications for Surplus Property – The City Clerk's Office is responsible for maintaining Tax Deed Applications and providing a Statement of Claims to collect funds owed to the City for foreclosed properties sold on the Courthouse steps.

LEGISLATIVE SUPPORT AND VOLUNTEERS IN PUBLIC SERVICE ASSISTANCE

Legislative support – The City Clerk's Office is responsible for providing administrative and clerical support to the City Commission.

Volunteers in Public Service (VIP) program - The City Clerk's Office is responsible for recruiting volunteers, accepting Volunteers in Public Service (VIP) applications, and coordinating and assigning VIP members to various departments and divisions throughout the organization.

Oversees Board/Committee memberships – The City Clerk's Office monitors 14 City board and committee members' attendance, participation in ethics training, membership expiration and reappointment process, and filing required financial statements.

FY 2016 INITIATIVES

In Fiscal Year 2016, the City Clerk's Office will continue to comply with mandated State Laws and continue our quest to increase utilization of information technology available to the City.

FY 2016 GOALS & OBJECTIVES

Continue to promote the City's Volunteer Program. This goal is in keeping with the City Commission's goal to provide effective and efficient services through the increased use of volunteers to assist staff and the public.

Continue to find new agencies participating in volunteer or community-based services

Depending on funding availability, sponsor a volunteer recognition event

Preserve City Resolutions. This goal is in keeping with the City Commission's goal to recognize and protect the City's unique character through the preservation of its historical resolutions.

Depending on funding availability, bind original City Resolutions from 1994 to the present over a period of several fiscal years

Continue to upload City events, meetings, and informational material to the City Hall lobby television. This goal is in keeping with the City Commission's goal to provide effective and efficient service through the use of time saving techniques.

Develop a plan for submission of advisory board agendas for uploading, continually monitoring the information to make sure it's current

Continue to locate, identify, and move long-retention records to off-site storage facility. This goal is in keeping with the City Commission's goal to recognize and protect institutional records.

Meet with department representatives during Fiscal Year 2016 to offer advice and options for use of off-site storage

Discuss funding source with departments during Fiscal Year 2016

Continue overseeing the retention and purge of City department records

Destroy former City Fire/Rescue Department records in accordance with State Law through Calendar Year 2007

Identify, prepare, and coordinate the destruction of records from various departments in accordance with State Law

Conduct public records and hurricane preparedness seminars

Conducted two public records seminars with representatives from each department

Conducted two hurricane preparedness seminars

FY 2015 GOALS & OBJECTIVES REPORT CARD

Continue to promote the City's Volunteer Program. This goal is in keeping with the City Commission's goal to provide effective and efficient services through the increased use of volunteers to assist staff and the public.

Continue to find new agencies participating in volunteer or community-based services.
Outreach efforts were present during the Mayor's State of the City Address in February 2015.
Outreach efforts were present during PrideFest event in March 2015.

Meet with Lake Worth High School and local university staff to encourage an ongoing relationship.
Met with approximately 30 individuals interested in volunteering throughout Fiscal Year 2015.

Depending on funding availability, sponsor a volunteer recognition event.
Planned and implemented the Second Annual Volunteer Appreciation Breakfast event held on April 2015.

Continue to find new agencies to participate in volunteer or community-based services.

Meet with Lake Worth High School and Senior Center staff to recruit individuals for voluntary services

Met with approximately 30 individuals interested in volunteering throughout Fiscal Year 2015. Assigned approximately 25 volunteers to 6 departments or divisions throughout Fiscal Year 2015.

Coordinated the creation and implementation of an Information Center at the City Hall Annex.

Preserve City Resolutions. This goal is in keeping with the City Commission's goal to recognize and protect the City's unique character through the preservation of its historical resolutions.

Depending on funding availability, bind original City Resolutions from 1987 to the present over a period of several fiscal years.

Original City Resolutions from 1987 through 1993 were bound in January 2015.

Continue to upload City events, meetings, and informational material to the City Hall lobby television. This goal is in keeping with the City Commission's goal to provide effective and efficient service through the use of time saving techniques.

Work with the Information Technology staff to improve the uploading process method

Met with Information Technology staff in October 2014

Developed and implemented an uploading process using Microsoft PowerPoint in October 2014

Develop a plan for submission of advisory board agendas for uploading

Created an agenda distribution list for all advisory board liaisons to submit agendas for posting and televising in November 2014

Continually monitoring the information to make sure it's current

Monitoring information is performed daily to assure the information is current and accurate.

Continue to locate, identify, and move long-retention records to off-site storage facility. This goal is in keeping with the City Commission's goal to recognize and protect institutional records.

Meet with department representatives during Fiscal Year 2015 to offer advice and options for use of off-site storage

Meetings with department representatives were held in October 2014 to advise on the availability of an off-site storage facility.

Discuss funding source with departments during Fiscal Year 2015

Discussion on funding sources with departments was held in January 2015. Continue overseeing the retention and purge of City department records.

Destroy former City Fire/Rescue Department records in accordance with State Law through Calendar Year 2006

Prepared records for shredding and destruction in June 2015

Destroyed approximately 20 boxes of records in June 2015

City Clerk

Identify, prepare, and coordinate the destruction of records from various departments in accordance with State Law

No various departments records were destroyed.
No Finance Department records were destroyed due to possible lawsuit.

Conduct public records and hurricane preparedness seminars

Conduct two public records seminars with representatives from each department
Conducted two public records seminars with representatives from each department in February 2015

Conduct two hurricane preparedness seminars
Conducted two hurricane preparedness seminars in June 2015

Performance Measures - FY 2016 Budget

City Clerk

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Number of Commission meeting agenda items	600	600	600	550	550	400	400	400	550
Commission meeting minute pages prepared	500	500	1,000	N/A	N/A	N/A	N/A	N/A	N/A
Commission meeting minutes prepared	40	50	35	35	36	37	36	40	36
Public meeting notices posted	90	100	100	N/A	N/A	N/A	N/A	N/A	N/A
Number of lien requests	1,400	1,400	1,400	1,494	1,400	1,561	1,500	1,560	1,550
City Commission regular and run-off elections held	2	2	2	N/A	2	2	2	1	1
Publish legal advertisements	32	32	32	N/A	N/A	N/A	N/A	N/A	N/A
Executed contracts, ordinances, and resolutions	130	200	200	225	200	189	200	200	200
Monitor board member term expiration and attendance	115	100	100	80	80	76	76	80	80
Authorize and print all City-run checks	72	72	72	88	88	88	88	88	88
Customer assistance	3,300	3,300	3,300	3,300	3,300	3,250	N/A	N/A	3,300
Candidate and new board orientation	3	1	1	N/A	N/A	N/A	N/A	N/A	N/A
Cubic feet of records destroyed	150	391	300	300	300	526	500	500	525
Number Public Records Requests	105	105	105	128	105	150	125	135	135
Volunteer In Public Services						60	65	65	65

Effectiveness Measurement:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Complete agenda meeting backup material on time	90%	90%	95%	75%	75%	90%	90%	90%	95%
Respond to phone messages/email within 6 hours	100%	100%	100%	100%	100%	100%	100%	100%	100%
Reduce the purchase of paper and file folders	30%	10%	10%	N/A	N/A	N/A	N/A	N/A	N/A
Comply with lien search requests within 2 business days (rush)	100%	100%	100%	100%	100%	100%	100%	100%	100%
Respond to Public Record Requests within 48 hrs	100%	100%	100%	100%	100%	100%	100%	100%	100%
Comply with lien search requests within 7-10 business days	100%	100.0%	100%	100%	100%	100%	100%	100%	100%
Complete Commission minutes within 2 weeks	98%	75%	75%	90%	90%	98%	95%	95%	95%

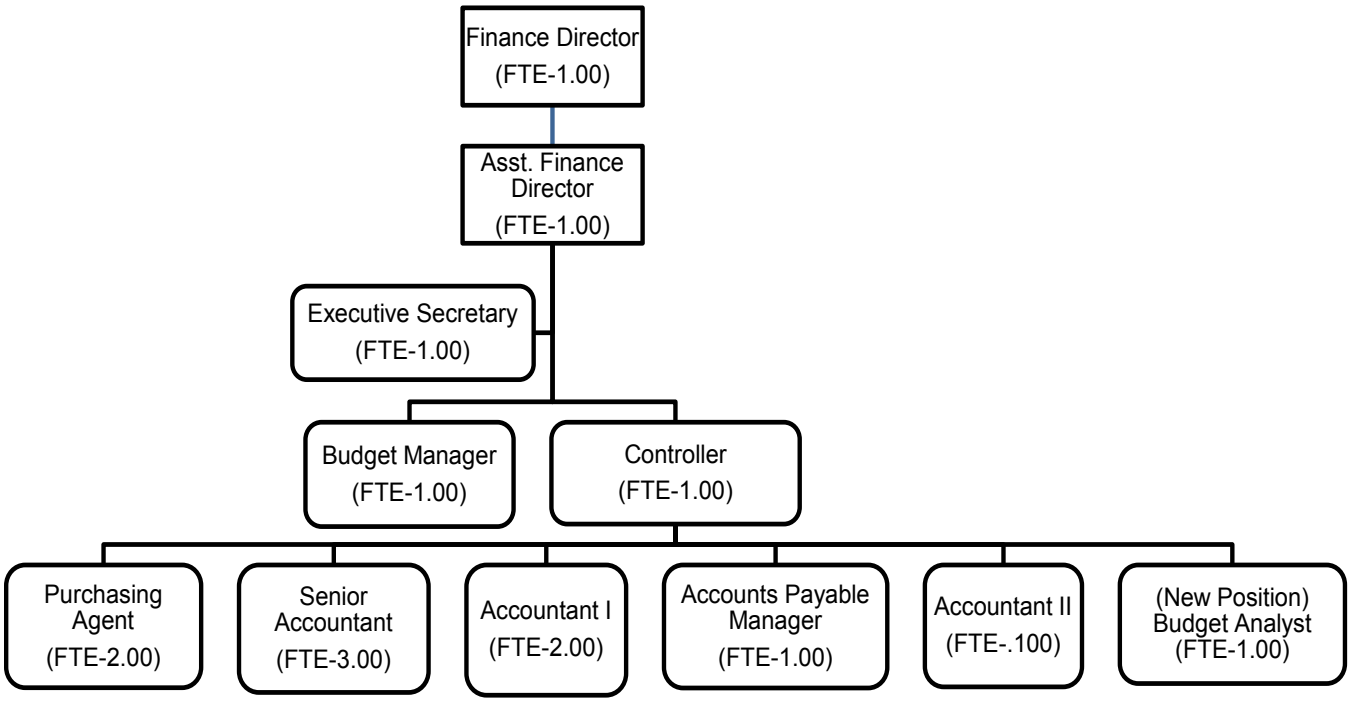
City Clerk

City Clerk 1030	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	221,478	226,939	239,440	192,812	241,190	317,902	76,712	31.81%
* Benefits	81,562	92,125	94,154	77,143	94,156	131,620	37,464	39.79%
Sub-Total	303,040	319,064	333,594	269,955	335,346	449,522	114,176	34.05%
OPERATING EXPENSES								
* Prof. & Contract. Service	49,372	33,566	36,578	26,765	36,578	34,303	(2,275)	-6.22%
* Travel & Training	588	962	850	407	850	3,000	2,150	252.94%
* Utility & Communication	4,976	5,189	5,032	4,124	4,951	4,902	(49)	-0.99%
* Insurance	8,935	8,388	12,901	10,751	12,901	12,901	-	-
* Maintenance	1,010	-	1,425	156	1,425	1,425	-	-
* Operating Expense	42,637	14,022	39,445	29,430	33,795	28,892	(4,903)	-14.51%
Sub-Total	107,518	62,127	96,231	71,633	90,500	85,423	(5,077)	-5.61%
CAPITAL							-	-
TOTAL	**410,558**	**381,191**	**429,825**	**341,588**	**425,846**	**534,945**	**109,099**	**25.62%**

Finance

MISSION

The Finance Department is responsible for the financial operations of the City which includes its systems of financial policies, internal controls, accounting, financial reporting, procurement and budgeting.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	14.00	+1.00		0	15.00
Part-time (FTE)	0	0	0	0	0

Finance

CORE PROCESSES AND OUTPUTS

BUDGET PREPARATION AND MANAGEMENT

Develops, implements, and evaluates the plan for the provision of goods and services and capital assets. Ensures compliance with all State of Florida laws governing municipal budgets. Develops and updates the Five Year Capital Improvement Plan. Creates and maintains budget forecasts and multi-year budget plans.

ACCOUNTING AND FINANCIAL REPORTING

All accounting and reporting in the City takes place from within the Finance Department. This includes internal reports for use by Elected Officials, management of the City and CRA as well as external reporting including the Comprehensive Annual Financial Report (CAFR) and reports required by State and Federal Agencies.

EMPLOYEE PAY AND ACCOUNTS PAYABLE PROCESSING

The department handles payroll processing for all City employees. This function includes paying employees, deduction and fringe benefit processing and payment as well as Federal tax remittance and reporting. Finance is also responsible for paying for all City and CRA expenses.

PURCHASING

Responsible for ensuring that all procurements for the City follow established purchasing guidelines. Creates and issues all Requests for Qualifications, Requests for Proposals and Bid Specifications. Reviews and approves all City purchase orders prepared by the user departments.

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.

REVENUE COLLECTING 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 as well as processing the results of the utility billing and collection process. In addition, the department oversees cash collection activities of operating departments in satellite locations.

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 reconcilement 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.

Finance

GRANTS FINANCIAL MANAGEMENT

Administers the financial portions of all grants received by the City. Ensures financial compliance documentation is correct and provided to the granting entity on time. Coordinates the annual audit of the various grants received by the City.

FY 2016 GOALS AND OBJECTIVES

STREAMLINE THE PROCUREMENT AND CONTRACTING PROCESS

Continue the review of the City's purchasing process and develop a tracking process so departments are aware of the status of documents for the RFP, IFB and other activities in support of the operating departments.

REVIEW OF THE CITY'S COMPUTER APPLICATIONS

Begin a review of the computer applications in use and determine changes to how used. Review those applications not currently in use and determine need and use of each.

REVIEW THE PROCUREMENT AND FINANCIAL POLICES FOR UPDATING

Review these documents for any needed updating or revisions to ensure current application of the policies in place.

FY 2015 INITIATIVES REPORT CARD

MONITORED THE COMPREHENSIVE FEE SCHEDULE AND CHARGES FOR SERVICES MANUAL.

Finance Department developed the City's Comprehensive Fee Resolution to include MOST all City Charges in one central document. Significant progress was made in centralizing fee information in this document, however, not all fees were included and the process will continue on an annual basis. This will help ensure that all fees are reviewed on a regular basis.

PENSION ANALYSIS

Pension costs are a multimillion dollar cost for the City. Although a number of necessary changes to the pension plans have been made in order to make them more affordable the plans still require significant contributions. The analysis of these plans with the assistance of an actuary and develop a long range plan for redesigning the City's pension plans to make them more affordable over time was completed. The results are being reviewed by staff in conjunction with employee groups. It is anticipated that the recommended changes can be implemented by October 1, 2015 and reviewed annually thereafter.

STREAMLINE THE PROCUREMENT AND CONTRACTING PROCESS

Utilizing the updated procurement code, put in place a more streamlined procurement process that includes standardized contracts for construction, service and item purchases. Part of this initiative will be to strengthen the City's internal contract review and control process to better manage grant and construction contracts.

Implemented the requirements of the Regional Sewer agreement requiring an annual operational audit.
Village of Palm Springs billing issues were identified and calculated as to the amount overpaid to Palm Beach County and underpaid to the Village of Palm Springs. Since FY 2014 the City has been working with both entities to bring this issue to closure.

Finance

FIVE YEAR BUDGET PLANS FOR ALL OPERATING FUNDS

Five year budget plans were developed for all operating funds to better help the City see trends and create long-term sustainable financial plans.

Finance 1220	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	803,727	823,641	786,549	509,305	832,154	830,947	(1,207)	-0.15%
* Benefits	375,138	432,279	408,899	328,516	408,899	460,169	51,270	12.54%
Sub-Total	1,178,865	1,255,920	1,195,448	837,821	1,241,053	1,291,116	50,063	4.03%
OPERATING EXPENSES								
* Prof. & Contract. Service	125,580	121,106	156,756	133,285	143,666	129,916	(13,750)	-9.57%
* Travel & Training	2,798	1,113	25,760	2,121	26,350	23,685	(2,665)	-10.11%
* Utility & Communication	15,295	15,952	15,464	12,679	15,801	15,464	(337)	-2.13%
* Insurance	18,659	17,808	25,793	21,494	25,793	25,793	-	-
* Maintenance	3,113	3,130	2,225	2,790	2,225	2,225	-	-
* Operating Expense	20,264	34,792	34,300	15,436	30,200	35,155	4,955	16.41%
Sub-Total	185,709	193,901	260,298	187,805	244,035	232,238	(11,797)	-4.83%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**1,364,574**	**1,449,821**	**1,455,746**	**1,025,626**	**1,485,088**	**1,523,354**	**38,266**	**2.58%**

Human Resources

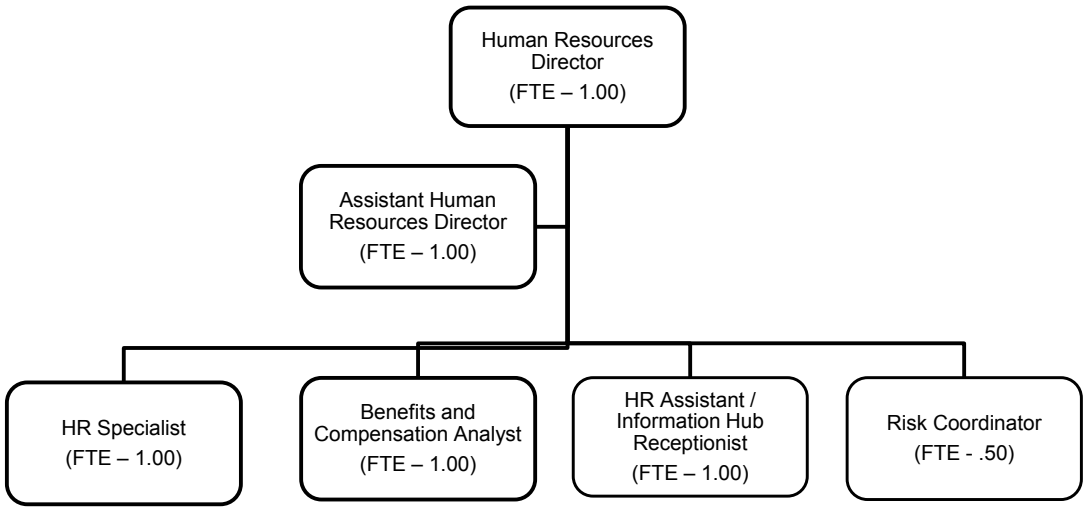
MISSION

The Human Resources department strives to support the City in delivering exceptional services to our community through the acquisition, development and retention of qualified highly motivated employees. Human Resources will take a leadership role and provide service in support of the City of Lake Worth's Vision by promoting the concept that our employees are our most valuable resource and will be treated as such.

The Human Resources department will act a catalyst enabling City of Lake Worth employees to contribute at optimum levels towards the success of their Division and the City.

Human Resources will do this by:

- Ensuring Human Resource staff are given the tools, training and motivation to operate in the most efficient and effective manner.
- Promoting and recruiting the best qualified people, recognizing and encouraging the value of diversity in the work place.
- Providing a competitive wage and benefit package and developing the full potential of our work force by providing training and development for career enhancement and organizational success.
- Providing a work atmosphere that is safe, healthy and secure and also conscious of long-term family and community goals.
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining organizational compliance with employment and labor laws, City Commission resolutions and directives and labor agreements.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	5.00				5.00
Part-time	.50				.50

Human Resources

CORE PROCESSES AND OUTPUTS

The Human Resources Department is primarily chartered to be an internal service provider for the municipal organization, but also has frequent opportunities to connect/interact with the general public through advertising employment opportunities and providing information for general inquiries made at the information desk and or in the Human Resources Department. The Human Resources Department is divided into three primary functions: Human Capital, Employee Benefits and Risk Management. The department's primary services include talent acquisition and development, total rewards (job classification and compensation), benefit planning and administration, risk management, policy administration, employee and labor relations while providing support and guidance to management on all human resources related issues.

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

HUMAN CAPITAL

The Human Capital division is responsible for the acquisition and retention of talent of qualified employees of a variety of positions required to provide City services to residents. The Human Capital Division also serves as the official custodian of records and personnel files. Human Capital also facilitates employee development and training opportunities to ensure Lake Worth employees have the skills necessary to perform their duties effectively and efficiently. This division is also responsible for the general maintenance of electronic employee file information through the HTE/SunGard system.

Ultimately, the Human Capital associates are focused on maintaining a work environment that inspires and empowers employees to contribute to their maximum potential to provide Best in Class service to the residents of the City of Lake Worth

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 work with the Finance unit to provide the highest quality benefits possible while ensuring the cost associated with the provision of benefits are affordable. Furthermore this Division works to ensure that City employees become educated consumers of their benefit plans to maximize effective utilization of the plans and minimize cost to the employees and the City. To this end, the Division will again hold a further employee health fair led by an employee led Wellness Committee to target preventative initiatives that will lower the City's health insurance experience rating. Efforts such as these 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 and properties. The Division oversees programs that reduce costs, including the cost of accidental losses, insurance premiums, loss control and administrative costs associated with liability claims or subrogated damage claim recovery.

WORKERS' COMPENSATION

The primary responsibility of the Workers Compensation Division is the evaluation, administration and renewal of workers compensation insurance. The Division also coordinates with third party claims administrators and adjustors all active claims involving employee injuries; working with departments and third party administrators to implement preventive safety measures; providing information to the State to

maintain compliance with State Labor Laws; finding work for employees assigned to light duty, challenging questionable claims, and budgeting for the City's insurance fund.

The Workers Compensation Division will also lead the Employee Safety Committee which takes steps necessary to ensure effective departmental safety practices are in place, followed and where required Personal Protective Equipment is provided and utilized 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 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; determination of the proper deductible limits and retention levels for the City; coordination with the City Attorney on any claims that that reach in litigation status and budgeting for City's insurance fund.

FY 2016 INITIATIVES

Identify ways to minimize the City's cost exposure due to employee accidents and the implementation of the Affordable Care Act guidelines, while complying with all mandated federal, state and local laws.

FY 2016 GOALS & OBJECTIVES

Strengthen the human capital team through cross training, additional staff, reorganization job functions and subject to fund availability provide professional HR training and build a HR law resource library for staff.

Addition of an Assistant HR Director position (or a second manager position) to work closely with and report to the Director of Human Resources to oversee day to day HR functions.

Establish a HR Specialist position to focus on HRIS processes and assist with recruiting.

Establish a Compensation and Benefits Analyst position to focus on the compensation structure and to begin work towards potentially moving to an ERISA benefit plan.

Establish a Risk Coordinator position to assist with certificates of Insurance and initial risk claim paperwork.

Attend HR Florida state professional conference.

Each functional area of Human Resources to begin working on a procedure manual in order to establish an HR manual to provide efficient coverage during training, vacations or leaves.

Each member of Human Resources to join the Society for Human Resources Management (SHRM) to begin building an HR law and practice library for staff.

Establish a benefit platform with a medical provider that has extensive coverage outside of the state of Florida.

Work closely with the Benefit Broker to find vendor with minimal plan disruption.

Human Resources

Application and Recruiting Process

Establish an electronic/online application and recruiting process for ease of use by managers and applicants
Continue contract negotiations with the IBEW culminating in a signed collective bargaining agreement which reflect the needs of the City while providing our employees with clarity and a work environment that reflects equity and consistency.

Complete wages and benefits package negotiations that are sustainable in our current economic environment.

Continue contract negotiations with the PEU and PMSA Unions culminating in signed collective bargaining agreements that reflect the needs of the City while providing our employees with clarity and a work environment that reflects equity and consistency.

Complete two contracts with wages and benefits package negotiations that are sustainable in our current economic environment.

Train all Directors, Managers and hiring Supervisors in conducting the legal employment interview, using elements of competency/behavioral events and biographical pattern interviewing techniques.

Acquire and retain a highly motivated work force capable of meeting current and future challenges.

Reduce and minimize the City's exposure to litigation and allegations of discriminatory treatment by candidates as a result of practices that do not focus on job specific or related questions.

Strengthen the employee team through the acquisition of talented individuals who possess the necessary skills to be successful and not have to be taught those skills.

Competency and behavioral events interview practices provides a methodology of predicting future success based on based performance demonstrated by the candidate which they can articulate.

Reduce turnover subsequently identified and associated with poor hiring decisions.

Subject to funding availability, encourage team building exercises amongst all division heads and their direct reports that demonstrate to staff that leadership cares about them as people and how they work together.

Provide forums for staff to get to know their leaders as people, not just as the person who signs the timecard.

Develop teams who work together to achieve the greater good despite personal differences.

Subject to funding availability, create a multi-faceted Employee Recognition Program for the employees of the City to enhance employee engagement, retention and citizen recognition of the contributions individuals make to the city.

Monthly recognition by the City Manager in the weekly CM Report of City employees "Caught Doing Right" that acknowledges our employees going above the call of duty to deliver high quality service to our city. Employees would be nominated by their division leader and approved by the senior director team.

Quarterly recognition of staff who achieves milestone service anniversaries (5, 10, 15, 20 and 25 years) with the City, along with the loyalty and commitment they have demonstrated.

Quarterly staff updates to our employees on coming attractions, wellness fairs, bowling leagues and stories about our people and their families to establish pride in being a City employee.

Human Resources

Annually host an employee service award luncheon for employees and spouses with more than 10 years of service with the City.

Recognize employees who attain certifications and complete professional achievement programs.

Continue with the creation of a personnel handbook.

Continue to meet with the City's Labor Attorney to formulate policy in phases.

Distribute a draft copy of the handbook to department Directors for input.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Continue contract negotiations with the IBEW culminating in a signed collective bargaining agreement which reflect the needs of the City while providing our employees with clarity and a work environment that reflects equity and consistency.

Completed contract negotiations for the beginning of the fiscal year.
Continue negotiations regarding pension reform into FY 2016.

Continue contract negotiations with the PEU and PMSA Unions culminating in signed collective bargaining agreements that reflect the needs of the City while providing our employees with clarity and a work environment that reflects equity and consistency.

Continue negotiations with both units into FY 2016.

Create a multi-faceted Employee Recognition Program for the employees of the City of Lake Worth to enhance employee engagement, retention and citizen recognition of the contributions individuals make to the city.

The above was not completed due to staff shortages.

Create a Comprehensive Pay Plan

The above was not completed due to staff shortages.

Continue to create a Health Awareness and Individual Responsibility (HAIR) Program through incentives with our health insurance providers and local vendors.

The above was not completed due to staff shortages and will not continue due the change in medical providers.

Continue with the creation of a personnel handbook.

Continue to meet with the City's Labor Attorney to formulate policy in phases.

Human Resources

Performance Measures - FY 2016 Budget

Human Resources

Workload Measurements:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Number of employee evaluations processed	300	55%	75%	75%	75%	65%	85%	85%	85%	85%	75%
Number of employees trained during the year	40%	25%	75%	75%	60%	75%	85%	85%	85%	75%	75%
All supervisory staff and above, completed workplace disrimination and harassment prevention courses	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
All employees participated in Open Enrollment introducing new Group Health plans options	100%	100%	100%	75%	100%	90%	100%	95%	95%	100%	85%
Blood Drives, free health screening events - more than 50% employee participation	75%	50%	75%	25%	40%	50%	60%	0%	0%	0%	0%
All employee pre-employment background checks work	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Effectiveness Measurement:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Return telephone voice messages within 24 hours	N/A	N/A	100%	75%	100%	95%	100%	100%	100%	85%	90%
All employees will complete Ethics Training on first day of employment	N/A	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%
All employees involved in accidents will have a drug/alcohol screen as part of the investigation.	N/A	N/A	100%	75%	100%	85%	100	100%	100%	95%	100%
All retirees will have their service recognized as a tribute to what they have done for the City	N/A	N/A	N/A	N/A	100%	90%	100	0%	0%	0%	0%
Provide harassment and discrimination prevention training to all hourly staff	N/A	N/A	N/A	N/A	95%	90%	100%	100%	100%	75%	100%

Personnel 1310	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	91,332	97,115	105,047	82,281	103,972	121,666	17,694	17.02%
* Benefits	48,231	42,597	42,365	35,743	42,365	53,294	10,929	25.80%
Sub-Total	139,563	139,712	147,412	118,024	146,337	174,960	28,623	19.56%
OPERATING EXPENSES								
* Prof. & Contract. Service	37,756	40,435	56,215	23,149	51,215	57,215	6,000	11.72%
* Travel & Training	2,223	33	3,650	-	2,650	2,650	-	-
* Utility & Communication	3,645	3,801	3,687	3,021	3,558	3,728	170	4.78%
* Insurance	5,155	4,939	7,274	6,062	7,274	7,274	-	-
* Maintenance	2,450	2,450	675	2,042	1,492	675	(817)	-54.76%
* Operating Expense	10,753	9,543	26,005	3,839	21,030	26,005	4,975	23.66%
Sub-Total	61,982	61,201	97,506	38,113	87,219	97,547	10,328	11.84%
CAPITAL							0	-
TOTAL	**201,545**	**200,913**	**244,918**	**156,137**	**233,556**	**272,507**	**38,951**	**16.68%**

Human Resources

Employee Benefits Fund- HR 1320	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	38,689	75,100	41,167	65,576	110,415	44,839	68%
* Benefits	6,945,539	7,672,602	8,076,858	6,628,119	8,102,049	8,636,174	534,125	7%
Sub-Total	6,945,539	7,711,291	8,151,958	6,669,286	8,167,625	8,746,589	578,964	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	28,228	20,956	8,447	20,956	22,606	1,650	8%
* Travel & Training	-	-	300	-	-	2,350	2,350	0%
* Utility & Communications	-	3,468	3,691	3,024	3,795	3,795	-	-
* Insurance	-	3,554	5,753	4,794	5,753	5,753	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	-	8,253	8,985	2,001	9,285	9,785	500	5%
Sub-Total	-	43,503	39,685	18,266	39,789	44,289	4,500	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**6,945,539**	**7,754,794**	**8,191,643**	**6,687,552**	**8,207,414**	**8,790,878**	**583,464**	

Self Insurance Fund- Property & Liability - 1331	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	69,285	72,571	74,324	37,831	78,764	49,608	(29,156)	-37%
* Benefits	24,440	38,278	30,767	23,707	30,767	18,087	(12,680)	-41%
Sub-Total	93,725	110,849	105,091	61,538	109,531	67,695	(41,836)	
OPERATING EXPENSES								
* Prof. & Contract. Service	259,901	108,515	505,629	50,643	325,629	607,629	282,000	87%
* Travel & Training	-	-	6,419	-	6,419	6,419	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	959,325	1,075,372	1,125,258	1,033,957	1,125,200	1,125,200	-	-
* Maintenance	-	-	26,225	-	26,225	26,225	-	-
* Operating Expense	7,283	-	12,100	1,833	10,100	12,100	2,000	20%
Sub-Total	1,226,509	1,183,887	1,675,631	1,086,433	1,493,573	1,777,573	284,000	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL								
PRINCIPAL								
TOTAL	**1,320,234**	**1,294,736**	**1,780,722**	**1,147,971**	**1,603,104**	**1,845,268**	**242,164**	

Human Resources

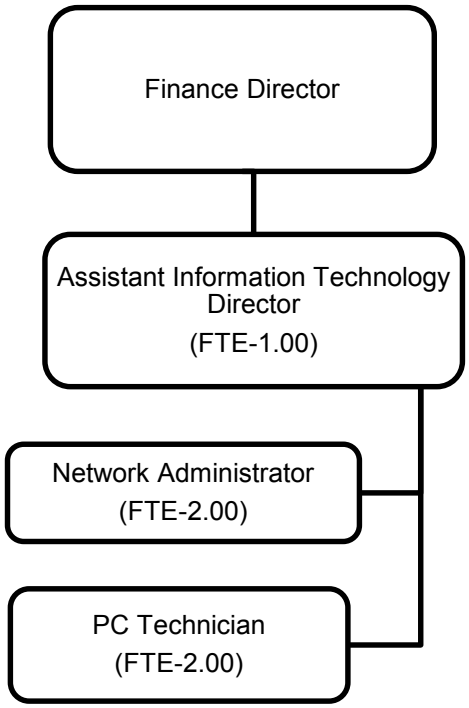
Self Insurance Fund- Worker's Compensation 1332	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	39,891	39,524	41,575	22,532	41,642	34,008	(7,634)	-18%
* Benefits	12,567	17,199	14,773	11,373	14,773	9,129	(5,644)	-38%
Sub-Total	52,458	56,723	56,348	33,905	56,415	43,137	(13,278)	
OPERATING EXPENSES								
* Prof. & Contract. Service	21,002	60,619	137,775	14,422	137,775	142,775	5,000	4%
* Travel & Training	-	3,770	3,500	-	3,500	3,500	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	279,692	280,394	318,500	218,947	318,500	368,500	50,000	16%
* Maintenance	-	3,354	-	-	-	-	-	-
* Operating Expense	-	945	3,000	-	3,000	3,000	-	-
Sub-Total	300,694	349,082	462,775	233,369	462,775	517,775	55,000	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL								
PRINCIPAL								
TOTAL	**353,152**	**405,805**	**519,123**	**267,274**	**519,190**	**560,912**	**41,722**	

Self Insurance Fund Non - Dept 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	266,207	3,844	3,000	795	3,000	3,000	-	-
Sub-Total	266,207	3,844	3,000	795	3,000	3,000	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	1,608,600	8,510	9,712,146	-	9,712,146	9,380,146	(332,000)	-3%
Sub-Total	1,608,600	8,510	9,712,146	-	9,712,146	9,380,146	(332,000)	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**1,874,807**	**12,354**	**9,715,146**	**795**	**9,715,146**	**9,383,146**	**(332,000)**	

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 the residents of the City of Lake Worth.



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	5.00	0	0	0	5.00
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 accurate and timely information is provided to management, staff, City Commission and citizens.

The IT Department manages the enterprise computer network, phone systems, cell phones and security systems.

The enterprise computer network consists of 335 desktop computers and laptops, approximately 50 Windows Servers and 40 routers and/or switches.

The department maintains multiple Windows 7 virtual machines which are currently accessed via City owned iPad tablets.

The backbone of the enterprise computer network is the connectivity between the numerous City buildings. A combination of fiber optics, microwave wireless, cable modems and DSL modems are used to connect the sixteen (16) City buildings.

The IT Department maintains the City's telecommunication resources. This includes landline phones, cell phones and wireless air cards.

The main phone system for the City is a Cisco VoIP (Voice over IP) that uses the enterprise computer network for connectivity between phones and Cisco Call Managers.

Currently there are 130 cell phones and 45 wireless air cards used by City employees.

The department maintains a variety of software applications (programs) and provides first level support for all applications used within the City. The largest of these applications is the SunGard Public Sectors Naviline system which is used throughout every department in the City.

FY 2016 INITIATIVES

The IT Department will continue to work on improving the network infrastructure and system applications in conformance with the City's goals and objectives by exploring new technologies and upgrading our existing infrastructure.. The City's GIS system will be upgraded to comply with the current demands Citywide and we will work closely with the Utilities and Community Sustainability Departments to provide the tools and solutions required to meet the City's needs. In addition, we will be providing a new user interface for the SunGard Naviline system, Naviline Edge, to improve the work flow and software utilization. A new report writing software, Cognos BI, will be implemented to assist with the Naviline reports and data extraction.

FY 2016 GOALS AND OBJECTIVES

Upgrade the City's GIS system

This will require ESRI upgrade, Electric Futura GIS upgrade and installation of GTG Vantage points to replace Looking Glass & GeoMap.

Installation of Naviline Edge: New Naviline graphical user interface to improve the Naviline work flow and software utilization.

Upgrade the IBM System i – Server hosting the SunGard Naviline system

Information Technology

Continue to meet with department Directors to determine future project requirements and IT resources and request feedback on future IT needs.

Provide IT support for the Siemens project.

Continue to coordinate and provide Naviline training to all Departments.

Cell phones – Switch to the State of Florida contract realizing cost savings.

Reconfiguration/upgrade of telephone lines. Replace PRI's to Metro Ethernet to increase number of lines and reduce cost.

FY 2015 REPORT CARD

Continue to meet with department Directors to determine future project requirements and IT resources and request feedback on future IT needs.

Meetings held with Utilities Electric and Water, Community Sustainability and Public Services to discuss IT needs and GIS upgrade.

Continue to refine the training program for SunGard Naviline applications.

Onsite Naviline Payroll/Personnel training provided by SunGard to the Human Resources and Finance Departments.

In house Naviline Purchasing and Inventory training provided to all City departments by IT and Finance staff.

Several web trainings were provided to Finance related to Naviline Budget Process and Implementation, Asset Management and Fleet Management.

Implement SunGard Applicant tracking software.

The Information Technology Department will work with the Human Resources Department to implement SunGard Applicant Tracking software. Applicant Tracking is an automated, flexible recruitment management tool that integrates with SunGard Payroll/Personnel and Human Resources applications. This will reduce paperwork by tracking the entire applicant process online, from job opening to employee selection.

Due to staff constraints, this goal was not completed.

Programmatically update the Naviline Land Parcel Management address database.

The Information Technology Department will partner with the City's GIS Planner to determine which Palm Beach County files will be used and coordinate with SunGard's programming team to develop and implement the interface for Land Parcel Management land file update.

Due to staff constraints, this goal was not completed.

Information Technology

FY 2015 Projects Completed

Naviline Click2Gov upgrade - Naviline online solution for utility billing/payments, community services, business licenses, permits and code enforcement

Naviline software upgrade

Network infrastructure reconfiguration realizing cost savings

Budget Worksheets Update – Assisted finance with the data extraction and report formatting through the entire budget process.

Naviline training

Current Projects to be Completed

Workstation upgrade/replacement (continuous)

GIS Upgrade – ESRI, GTG Looking Glass & GeoMap & Futura GIS

PRI Migration – Primary rate interface line migration ATT VOIP

Data server upgrade

LAN Infrastructure upgrade – increase bandwidth within City buildings

Performance Measures - FY 2016 Budget

Information Technology

Workload Measurements:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Software Installation	175	126	175	175	175	100	100	50	50	300	50
Software Support	600	1,376	1,500	1,200	1,300	1,280	1,300	800	800	815	800
Workstation & Laptop Installation	65	37	50	60	60	60	60	75	75	35	50
Workstation & Laptop Repair	200	55	50	55	50	50	50	40	40	45	40
Server Installation	30	18	10	10	10	10	10	8	8	5	10
Server Repair/Maintenance	150	200	150	125	150	200	200	15	15	15	20
Switch & Router Installation	17	15	6	10	5	10	10	10	10	10	10
Switch & Router Programming	45	40	25	20	20	20	20	15	15	20	10
Network Engineering	20	25	10	10	10	10	10	5	5	5	5
Telephone Installation	40	30	15	15	15	10	10	10	10	10	15
Telephone Programming	100	110	100	125	125	130	130	50	50	60	50
Cell Phone	65	84	75	90	75	80	80	50	75	55	50
Software Training (Hours)	80	160	320	240	240	120	120	120	120	120	120
Telephone Usage Review	12	12	12	12	12	12	12	12	12	12	12
Internet Usage Review	3	0	12	1	4	4	4	4	4	0	4

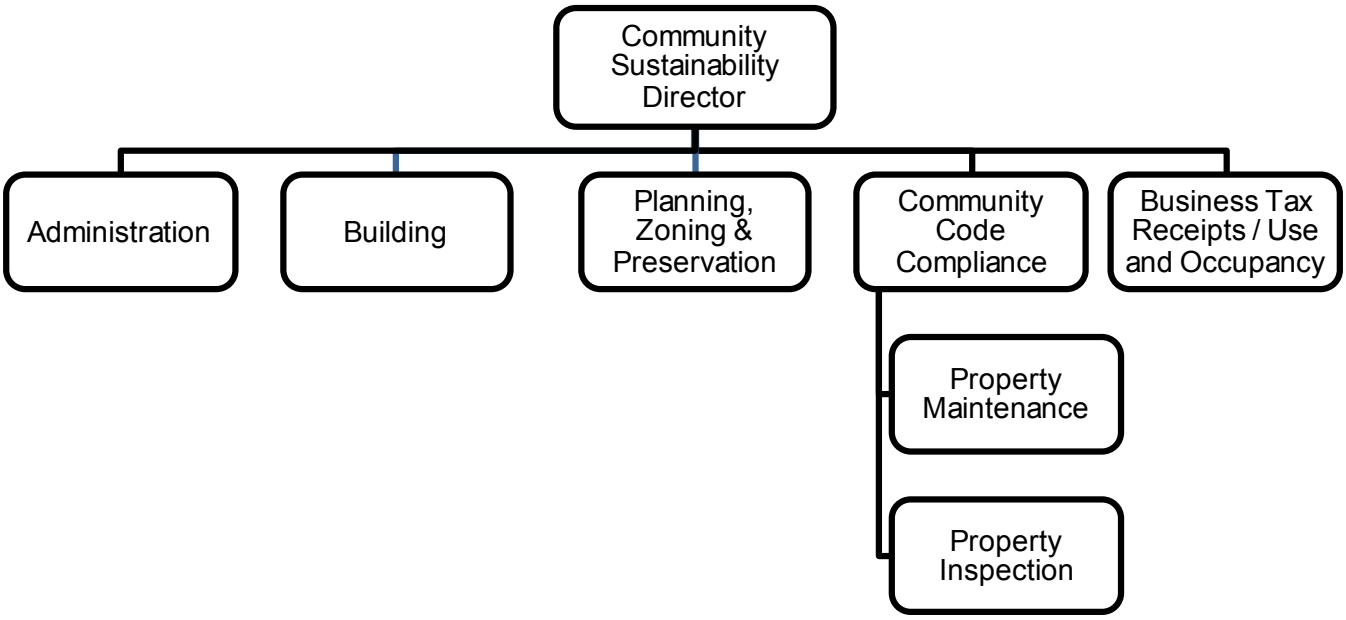
Effectiveness Measurement:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Complete Critical Priority Work Orders within 6 hrs	75%	75%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Complete Urgent Priority Work Orders within 1 Day	75%	79%	80%	85%	85%	85%	88%	85%	90%	85%	90%
Complete High Priority Work Orders within 2 Days	75%	81%	80%	85%	85%	85%	90%	85%	90%	85%	90%
Complete Medium Priority Work Orders within 4 Days	75%	80%	80%	85%	85%	85%	90%	85%	90%	85%	90%
Complete Low Priority Work Order within 6 Days	75%	80%	80%	85%	85%	85%	90%	85%	90%	85%	90%

Information Technology

Information Technology Fund- Technical - 1520	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	308,937	325,919	407,112	259,032	409,612	346,917	(62,695)	-15%
* Benefits	159,066	182,192	191,038	151,931	191,038	176,978	(14,060)	-7%
Sub-Total	468,003	508,111	598,150	410,963	600,650	523,895	(76,755)	
OPERATING EXPENSES								
* Prof. & Contract. Service	51,394	30,156	33,850	21,143	33,850	33,850	-	-
* Travel & Training	10,598	10,670	24,415	-	24,415	24,615	200	1%
* Utility & Communications							-	-
* Insurance	2,291	2,301	2,509	2,091	2,509	2,509	-	-
* Maintenance	28,632	30,956	43,500	31,099	43,500	37,880	(5,620)	-13%
* Operating Expense	478,673	509,990	591,904	445,517	563,620	545,765	(17,855)	-3%
Sub-Total	571,588	584,073	696,178	499,850	667,894	644,619	(23,275)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation	-	121,388	-	-	-	-	-	-
* Grants & Aids							-	-
* Other Uses	-	-	-	-	-	-	-	-
Sub-Total	-	121,388	-	-	-	-	-	
CAPITAL	-	119,734	620,578	67,075	425,758	90,000	(335,758)	-79%
PRINCIPAL							-	-
TOTAL	**1,039,591**	**1,333,306**	**1,914,906**	**977,888**	**1,694,302**	**1,258,514**	**(435,788)**	

Information Technology Fund-Non Dept - 1520	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation	113,288	-	113,287	-	113,287	-	(113,287)	-100%
* Grants & Aids							-	-
* Other Uses	-	-	-	-	-	-	-	-
Sub-Total	113,288	-	113,287	-	113,287	-	(113,287)	
CAPITAL	-	(119,734)	-	-	-	-	0	-
PRINCIPAL							0	-
TOTAL	**113,288**	**(119,734)**	**113,287**	**-**	**113,287**	**-**	**(113,287)**	

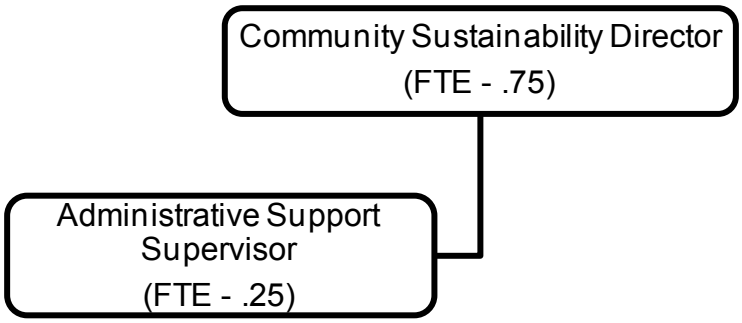
Community Sustainability



Community Sustainability Administration

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.



	FY 2014-2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015-2016
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Community Sustainability Administration

DEPARTMENT FOR COMMUNITY SUSTAINABILITY

The Department develops and oversees the implementation of programs that impact the City's physical, historic, and sustainable character and quality of life. Management of the programs requires close partnership with the City Manager and other City Staff to keep the City Commission and citizens informed of progress being made and proposed private and public investments in the City. The primary mission of the department is to foster a sustainable community that is economically diversified and stable, encourages systematic private/public investment to build the tax base, provides a high quality of life, stimulates options for "live, learn, work and play", preserves its unique cultural, natural and historic assets, and offers a wide array of services to facilitate both healthy neighborhoods and a vigorous commercial sector.

CORE PROCESSES AND OUTPUTS

The Administration Division is responsible for the overall direction and management of the Department and oversees four other divisions: Planning, Zoning and Preservation; Community Code Compliance; Business License; and Building Services. The Division administers Federal, State Regional and County grant funded programs promoting sustainable economic growth and development. It also serves as a one stop location for all services related to investing in the City.

The Department Director serves as the facilitator and administrator of the Department. The position demands close coordination with other local agencies such as the Community Redevelopment Agency (CRA) as well as other municipal entities. Collaboration with County, Regional, State and Federal agencies is critical to the success of the Department's mission and its many goals and objectives.

The Department shall serve as the lead in encouraging and implementing sustainable practices and investments in the City through a coordinated effort with other Departments and the creation of a Sustainable "Green" approach to all of its operations.

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

FY 2016 INITIATIVES

Continue implementing, marketing and branding of the City's Land Development Regulations.

Broaden and streamline the Comprehensive Community Blight Elimination Program.

Collaborate with Economic Development and the CRA to target additional short term and long term economic strategies for the City.

Perform a building permit rate study and analysis.

Complete a formal annexation study and comprehensive plan amendment for areas of the Park of Commerce.

Complete comprehensive plan amendments related to both an Economic Development element and a Housing and Neighborhood element.

Complete correction of the City's Formal Land Files.

Co-Coordinate efforts of the Park of Commerce Infrastructure Improvement initiative.

Community Sustainability Administration

FY 2016 GOALS AND OBJECTIVES

Goal 1: Implement, brand and market the City's Revised Land Development Regulations

Objective: Codify, market and explain new land development regulations including new zoning districts, development parameters and approval processes.

Objective: Market the LDRs as a mechanism to brand the city and encourage development investment.
Objective: Submit nominations for awards to recognize LDRs, branding efforts, and marketing materials.

Goal 2: Develop, Organize, Staff and Implement Comprehensive Community Blight Elimination Program for City.

Objective: Improve and streamline policies and procedures for program including qualitative and quantitative performance measures.

Objective: Complete hiring process of all staffing by end of calendar year 2013.

Objective: Review City Code for any additional necessary amendments to ensure defensible program activities and results.

Objective: Manage effectively team approach from all City Departments to ensure that all aspects of program are efficient and effective.

Objective: Work in tandem with other municipal, county and regional agencies both public and private to provide as broad an impact as possible on the blighted areas of the city including remediation of slum properties with emphasis on "slum landlords", overcrowding, fire/safety violations, unsafe structures and vacant/abandoned properties.

Goal 3: Organize strategies in tandem with Economic Development and CRA to facilitate both short term and long term investments in the City.

Objective: Further implement of strategies identified in the EPA Next Steps Memorandum including no cost incentives, streamlined processes, marketing, capacity building and technical assistance and support.

Goal 4: Complete hearing and adoption of new elements to the City Comprehensive Plan related to Economic Development, Housing and Neighborhoods, Sea Level/Climate Change, Transportation.

Objective: Schedule final hearings before City Commission and Florida State Department of Economic Opportunity review for EAR based amendments to the City's comprehensive Plan.

Goal 5: Complete update and verification of City's Land Development Files

Objective: Continue Land File verifications with goal to have project completed by end of year 2015.

Goal 6: Coordinate Park of Commerce Infrastructure Improvement initiative including owner's representation and project design.

Objective: Successfully oversee the contractual requirements from both Owner's Representative and Engineering Firm for initial conceptual design, right of way acquisition and negotiations, construction documents, bidding and permitting and construction

Community Sustainability Administration

Goal 7: Facilitate improved customer service processes and experience through continued improvement of processes and self-help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self-help options.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal 1: Implement, brand and market the City's Revised Land Development Regulations

Objective: Codify, market and explain new land development regulations including new zoning districts, development parameters and approval processes.

Objective: Market the LDRs as a mechanism to brand the city and encourage development investment.

Objective: Submit nominations for awards to recognize LDRs, branding efforts, and marketing materials.
On-going

Goal 2: Develop, Organize, Staff and Implement Comprehensive Community Blight Elimination Program for City.

Objective: Improve and streamline policies and procedures for program including qualitative and quantitative performance measures.

Objective: Complete hiring process of all staffing by end of calendar year 2013.

Objective: Review City Code for any additional necessary amendments to ensure defensible program activities and results.

Objective: Manage effectively team approach from all City Departments to ensure that all aspects of program are efficient and effective.

Objective: Work in tandem with other municipal, county and regional agencies both public and private to provide as broad an impact as possible on the blighted areas of the city including remediation of slum properties with emphasis on "slum landlords", overcrowding, fire/safety violations, unsafe structures and vacant/abandoned properties. On-going.

Goal 3: Organize strategies in tandem with Economic Development and CRA to facilitate both short term and long term investments in the City.

Objective: Further implement of strategies identified in the EPA Next Steps Memorandum including no cost incentives, streamlined processes, marketing, capacity building and technical assistance and support. On-going.

Goal 4: Complete a comprehensive building permit cost analysis to determine competitive rates that cover costs of delivering services.

Objective: Organize in house staff with outside support to study costs of providing building permitting and inspections services and prepare an updated draft rate schedule including a sliding scale for larger projects.
Rate review completed. Sliding scale building permit fees proposed as part of FY 2016 schedule of fees.

Community Sustainability Administration

Goal 5: Coordinate in tandem with assistance from Palm Beach County and Treasure Coast Regional Planning Council a formal annexation study for the City.

Objective: Organize efforts of both city, county and regional staff to prepare the data and analysis to draft a formal comprehensive annexation study for the city which can be adopted as part of both the City's and County's Comprehensive Plans.

Study completed. Annexation agreement in process of being approved by City and County with implementation scheduled by end of Fiscal Year.

Goal 6: Complete hearing and adoption of new elements to the City Comprehensive Plan related to Economic Development and Housing and Neighborhoods.

Objective: Schedule final hearings before City Commission and Florida State Department of Economic Opportunity review for two additional elements to the City's comprehensive Plan.

Rescheduled for FY 2016.

Goal 7: Complete update and verification of City's Land Development Files

Objective: Continue Land File verifications with goal to have project completed by end of year 2015.
80% of land file corrected. Completion expected in FY 2016.

Goal 8: Coordinate Park of Commerce Infrastructure Improvement initiative including owner's representation and project design.

Objective: Successfully oversee the contractual requirements from both Owner's Representative and Engineering Firm for initial conceptual design, right of way acquisition and negotiations, construction documents, bidding and permitting and construction. On-going.

Goal 9: Facilitate improved customer service processes and experience through continued improvement of processes and self help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self help options.

Rescheduled for FY 2016.

Goal 10: Complete series of informative brochures to build awareness and appreciation of the Department's mission and functions.

Objective: Finalize brochures for each Departmental Division including a collateral package for new businesses, investors and property owners outlining functions and processes.

Completed series of brochures for Welcome to Lake Worth, Annexations, Fences, Code Compliance, Historic Preservation, Business License Program and Building Division forthcoming.

Community Sustainability Administration

Performance Measures - FY 2016 Budget

Community Sustainability Administration

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Projection	Goal	Projection	Goal	Actual	Goal	Projection	Goal
Meetings on Park of Commerce redevelopment	6	18	274	30	30	47	30	45	45
Meetings concerning annexations	*	7	10	10	10	5	10	8	10
Meetings with prospective business owners/investors	*	75	100	150	150	142	150	125	150
Ensure performance evalautations for all staff	100%	100%	100%	100%	100%	100%	100%	100%	100%

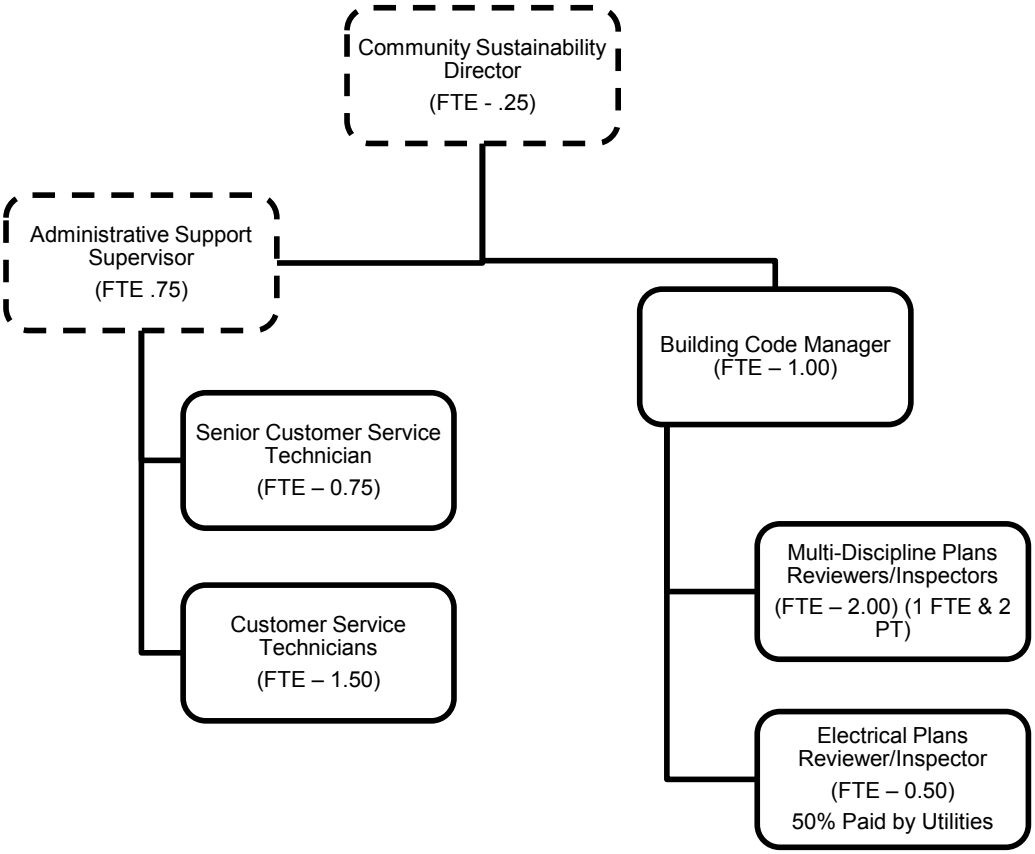
Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Projection	Goal	Projection	Goal	Actual	Goal	Projection	Goal
Customer Comment Cards positive return	85%	*	90%	*	90%	95%	95%	95%	95%
Recuitment of New Businesses to Lake Worth	60	*	25	2	10	2	10	5	10
Negotiate successful annexations of land into Lake Worth	5	2	3	2	3	2	3	1	3
All staff have secured ceftifications for their positions	100%	100%	100%	100%	100%	100%	100%	100%	100%
All complaints and requests 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%	100%	100%	100%	100%	100%	100%

Community Sustainability- Admin - 2010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	159,767	122,387	106,545	85,123	106,546	111,206	4,660	4.37%
* Benefits	52,077	38,504	30,700	21,924	30,700	27,271	(3,429)	-11.17%
Sub-Total	211,844	160,891	137,245	107,047	137,246	138,477	1,231	0.90%
OPERATING EXPENSES								
* Prof. & Contract. Service	23,176	20,894	16,542	9,618	16,542	16,542	-	-
* Travel & Training	2,307	1,791	2,350	68	2,400	2,650	250	10.42%
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	3,349	3,451	3,971	3,309	3,971	3,971	-	-
* Maintenance	4,900	4,900	4,900	4,083	4,900	4,900	-	-
* Operating Expense	2,470	8,122	12,425	3,310	12,425	12,275	(150)	-1.21%
Sub-Total	36,202	39,158	40,188	20,388	40,238	40,338	100	0.25%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**248,046**	**200,049**	**177,433**	**127,435**	**177,484**	**178,815**	**1,331**	**0.75%**

Building Division

MISSION

The Building 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.



	FY 2014-2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015-2016
Full-time	3.75	0	0	0	3.75
Part-time (FTE)	3	0	0	0	3

Building Division

CORE PROCESSES AND OUTPUTS

The Building Permit Division is responsible for the enforcement and interpretation of Florida Building Codes, Local Codes, and Florida and Federal Statutes regarding new construction. The Division promotes and supports sustainable building practices that increase the efficiencies in energy and water consumption and use of materials.

All permit applications are reviewed by permit technicians for accuracy and required documentation. Each includes a checklist to ensure that the applicant is aware of all the required documents to be provided at time of permit submission. In addition, application materials are available on-line at the City's website. Following 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 as well as the Planning, Zoning and Preservation Division for adherence to the City's Zoning Code. When appropriate, the plans are also routed to both the Utilities Public Services Departments. The Plan Reviewer performs precise plan review for compliance with building, electrical, plumbing, and 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, inspection requests are received on a dedicated phone line and are scheduled on a daily basis. Inspections are performed by the specific trade inspector and results are put into the Division's software system.

The 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.

Day to day operations are coordinated and managed by the Department's Director in close communication with the Building Official. Additional supplemental plans In addition, fire plans review services are provided by Palm Beach County Fire Rescue.

Through this process, the City received 2,139 permit applications, issued 2,002 permits, performed 5,137 inspections, undertook 3,937 plan reviews and issued 61 Certificates of Occupancy, Temporary Certificates of Occupancy and Certificates of Completion as of the end of June 2015. For FY 2014, the City received 2,259 permit applications, issued 2,127 permits, performed 5,993 inspections, undertook 4,995 plan reviews and issued 8 Certificates of Occupancy, Temporary Certificates of Occupancy and Certificates of Completion.

Total revenues were $757,967.67 in FY 2014 and by the end of June total revenues were $1,345,527.81 for FY 2015.

NEW INITIATIVES

Complete reorganization and renovation of Building Division office to facilitate improved customer service and relocation of building files from City Hall to 1900 Second Avenue North

FY 2016 GOALS AND OBJECTIVES

Goal 1: Complete implementation of new sliding scale permit fee structure.

Objective: Promote competitive fee schedule as part of economic development and initiatives to increase investment in the city.

Building Division

Goal 2: Complete series of informative brochures to build awareness and appreciation of the Division's functions and processes.

Objective: Finalize brochures for Division including a collateral package for new businesses, investors and property owners outlining functions and processes.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal 1: Complete a comprehensive building permit cost analysis to determine competitive rates that cover costs of delivering services.

Objective: Organize in house staff with outside support to study costs of providing building permitting and inspections services and prepare an updated draft rate schedule including a sliding scale for larger projects.
Completed with new permit fee schedule proposed as part of FY 2016 budget

Goal 2: Complete series of informative brochures to build awareness and appreciation of the Division's functions and processes.

Objective: Finalize brochures for Division including a collateral package for new businesses, investors and property owners outlining functions and processes.
Drafted with printing to be completed in FY 2016

Goal 3: Undertake staffing coordination and organization study to ensure most appropriate arrangement of staffing to provide highest level of consistent, effective and efficient service. On-going.

Performance Measures - FY 2016 Budget

Building Division

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Permit Applications Processed	*	2,500	2,500	2,500	3,000	2,259	3,000	2,500	3,000
Plan review performed	2,750	4,000	3,250	4,000	4,500	4,995	4,500	4,500	4,500
Inspections performed	3,000	5,000	4,000	6,500	6,500	5,993	6,500	5,500	6,000
Meetings with Contractors	240	*	100	*	150	*	150	*	150
Preliminary Reviews with Permit Applicants	120	*	100	*	150	*	150	100+	150

Effectiveness Measurement:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Turn around permits issued within 60 minutes	100%	100%	100%	100%	100%	90%	100%	85%	95%
Phone messages returned same business day	75%	75%	85%	90%	90%	85%	90%	90%	90%
Initial buiding comments provided within 30 days	*	*	*	*	100%	90%	100%	100%	100%
Inspections Scheduled w/in one 1 business day	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100%	100%

Building Division

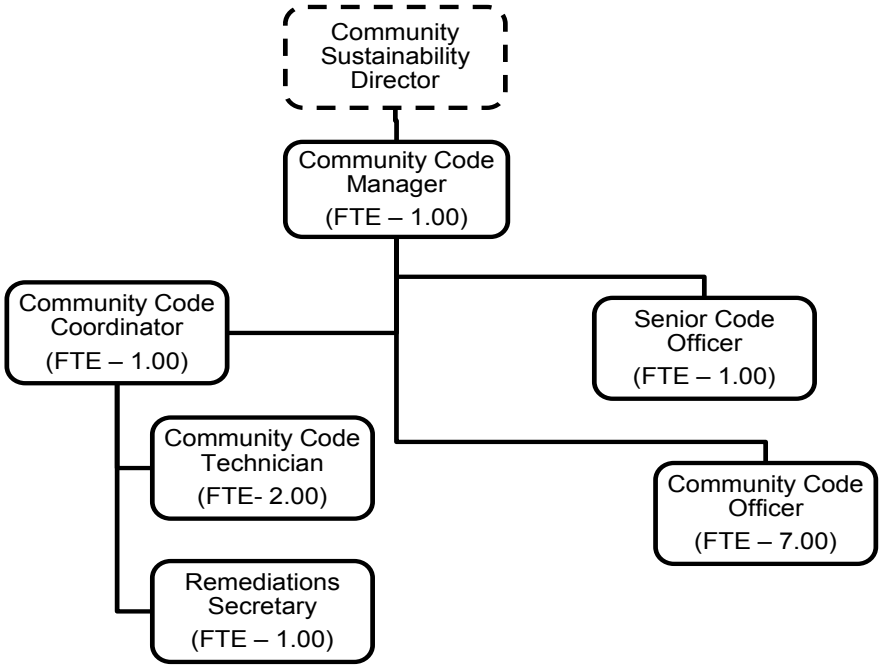
Community Sustainability - Building Permit Fund - 2020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	179,628	239,955	384,192	268,674	407,192	388,625	(18,567)	-4.56%
* Benefits	134,090	156,258	198,993	157,184	198,994	176,911	(22,083)	-11.10%
Sub-Total	313,718	396,213	583,185	425,858	606,186	565,536	(40,650)	
OPERATING EXPENSES								
* Prof. & Contract. Service	184,368	143,485	118,041	69,037	118,041	117,724	(317)	-0.27%
* Travel & Training	2,116	556	4,400	334	4,500	4,500	-	-
* Utility & Communications	3,723	3,979	3,850	3,246	3,850	3,850	-	-
* Insurance	1,391	1,411	1,526	1,272	1,526	1,526	-	-
* Maintenance	14,700	14,700	19,600	13,475	19,600	19,600	-	-
* Operating Expense	8,832	7,295	15,383	5,482	12,600	12,600	-	-
Sub-Total	215,130	171,426	162,800	92,846	160,117	159,800	(317)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	-	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**528,848**	**567,639**	**745,985**	**518,704**	**766,303**	**725,336**	**(40,967)**	**-5.35%**

Community Sustainability Building Permit Non Dept Fund - 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	188	920	187	175	187	150	(37)	-20%
Sub-Total	188	920	187	175	187	150	(37)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	-	-	475,060	475,060	475,060	-	(475,060)	-100%
Sub-Total	-	-	475,060	475,060	475,060	-	(475,060)	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**188**	**920**	**475,247**	**475,235**	**475,247**	**150**	**(475,097)**	**-99.97%**

Community 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.



	FY 2014-2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015-2016
Full-time	12.0	1.0	0	0	13.0
Part-time (FTE)	0	0	0	0	0

Community Code Compliance

CORE PROCESSES AND OUTPUTS

The Code Compliance Division ensures compliance with the Lake Worth Code of Ordinances including property maintenance and zoning codes. Code Compliance Officers insure compliance through either complaints or self generated inspections. They also perform scheduled inspections, including rental inspections, re-inspections and compliance inspections ordered by the Special Magistrate. The manner in which complaints are handled is paramount to establishing a positive relationship with the public and is indicative of performing at a high standard. The compliance process is a three pronged procedure. The first is to ***educate***, second to ***communicate***, and thirdly to ***initiate***. In the ***education*** phase, the respondent is made aware of the violation and the benefit/rationale to compliance. In this phase officers make use of verbal warnings, courtesy door hangers, phone calls and public speaking opportunities. In the second phase, ***communication*** of the violation is established through statutorily mandated notices sent according to F.S. 162 standards. The third phase, ***initiates*** the quasi-judicial element of the compliance process. It begins as violating respondents are taken to a Special Magistrate hearing for a finding of fact and imposition of liens. This process looks to establish a means for the City to enforce the tenets of its Code of Ordinances in a system that is fair, efficient and expeditious.

Ultimately, the Division looks to foster an environment that encourages voluntary compliance and the initiatives and performance measures provided, create a means to achieving this goal. Through the Code Compliance process, there have been 1,561 new cases created during FY 2015 through the end of June with 431 cases complied and closed as well as 4,766 site inspections and 1,972 Use & Occupancy Inspections. We will be looking to increase this number with a renewed emphasis on proactive enforcement. In addition, the Division will be focused on the over 1,000 cases where there is either a running lien or an unpaid lien. During FY 2014, 2,540 new cases were opened and 2,000 cases complied and closed with 5,949 site inspections and 1.841 Use & Occupancy Inspections being undertaken. Total revenues were $474,757.48 in FY 2014 and by the end of June total revenues were $732,003.36 for FY 2015.

NEW INITIATIVES

Improving the Blight Elimination Program by implementing the position of Code Remediation Secretary to deal with the increase in remedial services provided to remedy non-compliant properties.

There will be a renewed emphasis to improve the Division's reputation in the community by identifying and implementing proven and accepted industry standards and best practices.

The Division will be more involved in Community Relations activities such as grass roots organization participation, neighborhood clean-ups, and HOA meetings.

Demolition proceedings will continue and will become more streamlined and focused as demolitions are prioritized and targeted to give the greatest benefit as it relates to community appearance.

The Division will concentrate more on the Board/Secure aspect of the compliance effort by reinforcing the requirement that properties can only be boarded up for one year before they are required to be improved.

Institute initiative to bring improved compliance with Business License Program.

Community Code Compliance

FY 2016 GOALS AND OBJECTIVES

Goal 1: Increase the effectiveness of the Use & Occupancy Inspection Scheduling and Compliance.

Objective: Improve the scheduling and effectiveness of Use & Occupancy inspections through automated service and customized inspection process for City's file management system

Goal 2: Increase the effectiveness of the Business License Program

Objective: Improve compliance with Business License Program with increased staff oversight to ensure revenue collections and appropriate licenses.

Goal 3: Increase the effectiveness of the Chronic Nuisance Program

Objective: Improve processes, notifications and administration of lot clearing, board & secure and demolition activities to speed up process and meet regulatory requirements for assessing costs.

Goal 4: Improve image, awareness and understanding of Code Compliance Program

Objective: Through proactive neighborhood involvement and collaboration foster better understanding of community code compliance with presentations, on-line access to information and regular commission updates.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal 1: Increase the effectiveness of the Vacant Property Registration Process.

Objective: Improve the output services of the Vacant Property Registrations by incorporating a requirement to register vacant unimproved property. There will also be an increase in the amount of each registration to $200.

Implemented with improved revenue stream and higher compliance rates

Goal 2: Successfully Implement Robo Call system to reduce sign litter placed throughout the City.

Adjusted to be calling system for the entire Division and Use & Occupancy Inspections

Goal 3: Increase the professional skill level of the inspection staff by providing training as minimum housing inspectors.

Objective: Improve the level of inspection proficiency by insuring that all of the inspection staff is trained through I.C.C. as a Minimum Housing Inspector. This would increase the ability of inspection staff to address non-compliant issues found during Use/Occupancy inspections as well as during Lake Worth Business License inspections. On-Going.

Community Code Compliance

Performance Measures - FY 2016 Budget

Community Code Compliance

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
New Code Cases Initiated	2500	2,500	2,500	2,500	3,000	2,540	2,500	1,850	2,000
Code Cases Resolved	3000	2,500	2,500	2,500	3,000	2,000	1,500	600	1,000
Notices of Violation Generated	*	2,200	2,000	2,250	2,500	1,888	1,250	1,611	1,750
Complaints Received	*	*	*	420	450	266	375	486	375
Site Inspections	*	*	3,500	7,000	10,000	5,949	7,500	5,500	6,000
Magistrate Orders Issued	*	297	300	500	750	560	500	448	500
Use and Occupancy Inspections Commercial	*	500	1,500	500	1,750	516	1,500	1,092	1,250
Use and Occupancy Inspections Residential	*	1,250	1,500	2,000	2,500	1,313	1,000	1,568	1,500
Vacant Property Registrations	*	800	850	500	750	1,208	1,250	1,000	1,250
Board Up and Lot Clearing Services	*	30	50	20	50	20	50	81	75
Chronic Nuisance Property Declarations	*	15	25	15	25	15	25	20	25
City Initiated Demolitions	15	10	15	5	15	5	15	10	10

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Telephone calls returned within 24 hrs 98% of the time.	90%	90%	95%	95%	95%	95%	95%	90%	95%
Percent of Code Cases brought into voluntary compliance prior to an Administrative hearing	*	*	50%	*	50%	*	50%	*	50%
Percentage of cases brought into compliance	*	*	70%	*	70%	*	70%	*	70%
Complaints as a percent of total cases	*	*	20%	*	20%	*	20%	*	20%

* Not measured in prior year

Code Compliance 2040, 2041, & 2042	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	345,440	423,612	508,741	367,101	508,920	538,817	29,897	5.87%
* Benefits	193,504	286,871	303,613	246,796	303,422	311,522	8,100	2.67%
Sub-Total	538,944	710,483	812,354	613,897	812,342	850,339	37,997	4.68%
OPERATING EXPENSES								
* Prof. & Contract. Service	83,667	78,246	65,031	50,026	62,531	65,031	2,500	4.00%
* Travel & Training	2,878	565	7,150	1,374	5,150	5,150	-	-
* Utility & Communication	942	1,006	975	820	975	944	(31)	-3.18%
* Insurance	3,696	4,003	4,422	3,685	4,422	4,422	-	-
* Maintenance	34,300	34,668	39,200	28,583	39,200	39,200	-	-
* Operating Expense	30,065	31,484	46,150	19,259	42,000	48,150	6,150	14.64%
Sub-Total	155,548	149,972	162,928	103,747	154,278	162,897	8,619	5.59%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**694,492**	**860,455**	**975,282**	**717,644**	**966,620**	**1,013,236**	**46,616**	**4.82%**

Community Code Compliance

Code Remediation Fund 2040	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	15,677	-	-	-	-	-	-	-
Sub-Total	15,677	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	45,011	73,976	302,000	189,285	352,000	368,000	16,000	4.55%
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense							-	-
Sub-Total	45,011	73,976	302,000	189,285	352,000	368,000	16,000	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**60,688**	**73,976**	**302,000**	**189,285**	**352,000**	**368,000**	**16,000**	

Code - Property Maint. 2041	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	345,440	(13,233)	-	-	-	-	-	-
* Benefits	193,504	(977)	192	-	-	-	-	-
Sub-Total	538,944	(14,210)	192	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	62,094	-	-	-	-	-	-	-
* Travel & Training	2,878	-	-	-	-	-	-	-
* Utility & Communication	471	-	-	-	-	-	-	-
* Insurance	3,031	-	-	-	-	-	-	-
* Maintenance	24,500	-	-	-	-	-	-	-
* Operating Expense	21,206	-	-	-	-	-	-	-
Sub-Total	114,180	-	-	-	-	-	-	
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**653,124**	**(14,210)**	**192**	**-**	**-**	**-**	**-**	**-**

Community Code Compliance

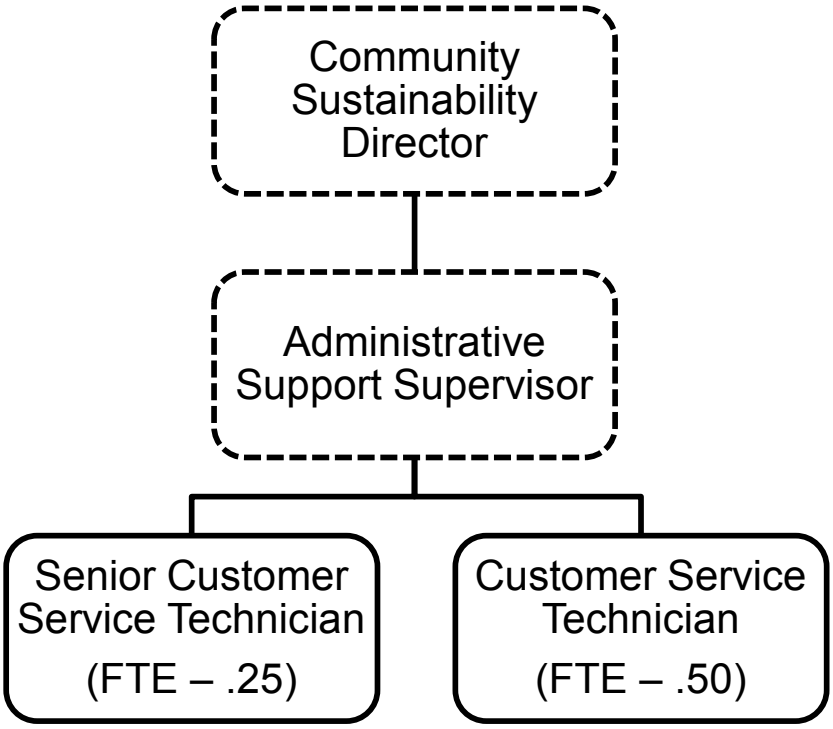
Code - Property Inspection - 2042	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	21,573	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	471	-	-	-	-	-	-	-
* Insurance	665	-	-	-	-	-	-	-
* Maintenance	9,800	-	-	-	-	-	-	-
* Operating Expense	8,859	-	-	-	-	-	-	-
Sub-Total	41,368	-	-	-	-	-	-	
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**41,368**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Code Remediation Fund 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications	1,046	-	-	-	-	-	-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	34,670	(789)	134	58	134	100	(34)	(0)
Sub-Total	35,716	(789)	134	58	134	100	(34)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							0	
PRINCIPAL							0	
TOTAL	**35,716**	**(789)**	**134**	**58**	**134**	**100**	**(34)**	

Business License

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.



	FY 2014-2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015-2016
Full-time	.75	0	0	0	.75
Part-time (FTE)	0	0	0	0	0

Business License

CORE PROCESSES AND OUTPUTS

The Business License Division is responsible for invoicing and processing Business License applications, which include two (2) parts: Business Tax Receipt and Use & Occupancy. All commercial and residential businesses located within the City are required to have a license. The Staff reviews Business License applications and verifies the name of the applicant and associated use. Once payment is processed, the application is submitted to the Planning, Zoning and Preservation Division for approval. An inspection for Use and Occupancy is then scheduled as part of the requirements to verify that the use is allowed and there are no life safety issues or code violations. The Division invoices and processes approximately 5,250 business licenses annually and schedules more than 3,000 use and occupancy property inspections.

Total revenues were $733,734.86 in FY 2014 and by the end of June total revenues were $743,367.43 for FY 2015.

NEW INITIATIVES

Streamline servicing of Business License Applications and scheduling of Use & Occupancy inspections.

Coordinate a semi-annual workshop to assist business owners and residential landlords on benefits of Division services.

Reorganize customer service experience in lobby area of 1900 Second Avenue in tandem with improvements for the Building Division.

FY 2016 GOALS AND OBJECTIVES

Goal 1: Improve efficiency and effectiveness of the Business License Program through coordinated efforts of Building, Code Compliance and Planning, Zoning and Preservation.

Objective: Streamline inspection scheduling and issuance of business licenses including coordination with Building Division when changes of occupancy and/or use occur.

Goal 2: Facilitate improved customer service processes and experience through continued improvement of processes and self-help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self-help options.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal 1: Improve efficiency and effectiveness of the Business License Program through coordinated efforts of Building, Code Compliance and Planning, Zoning and Preservation.

Objective: Streamline inspection scheduling and issuance of business licenses including coordination with Building Division when changes of occupancy and/or use occur. On-going.

Goal 2: Facilitate improved customer service processes and experience through continued improvement of processes and self help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self help options. On-going.

Business License

Performance Measures - FY 2016 Budget

Business Tax Receipts and Use & Occupancy

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Renewal and processing of Business Licenses (Commercial). (New & Renewal)	2500	2,100	2,500	1,800	2,000	1,536	2,000	2,152	3,000
Renewal and procesing of Business Licenses (Rental). (New & Renewal)	3000	2,500	3,000	2,750	3,000	1,694	3,000	3,042	3,000
Schedule inspection for Use & Occupancy with Code Compliance Inspector	2,750	1,750	2,500	2,500	4,250	1,841	4,250	2,000	2,500
Business Licenses (Renewals & New) printed and mailed.	4,000	5,000	5,500	5,000	5,500	5,000	5,500	5,200	6,000
Input and processing of Business License (Renewal & New) payments	4,000	5,000	5,500	5,000	5,500	5,000	5,500	5,200	6,000

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Business License Renewals Mailed by August 1	*	*	*	*	100.00%	100.00%	100%	100%	100%
Telephone calls returned within 24 hrs 98% of the time.	90%	90%	95%	95%	95%	95%	95%	95%	95%

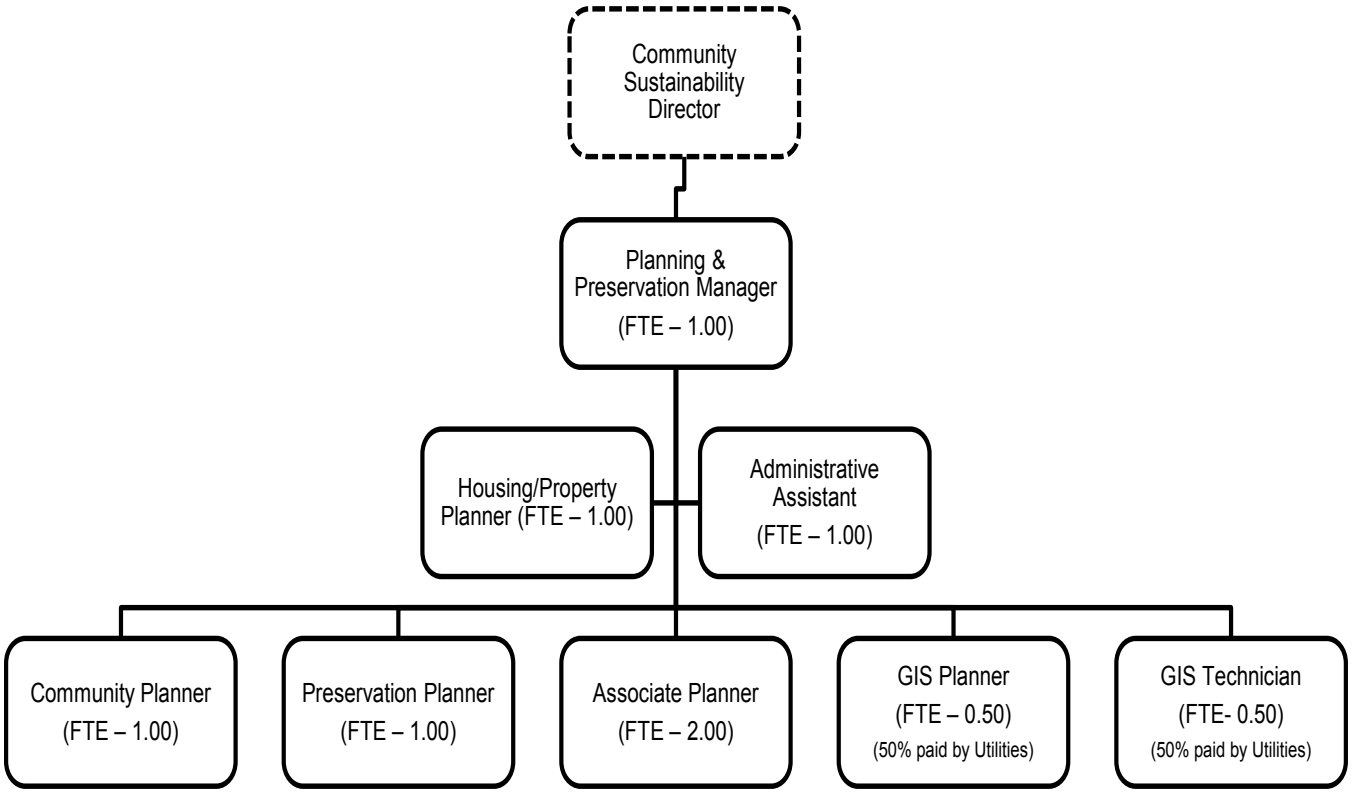
* Not measured in prior year

Business License/Billing & 2050	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	44,148	47,559	24,287	19,384	500	25,670	25,170	5034.00%
* Benefits	25,041	31,431	14,471	11,896	14,471	16,848	2,377	16.43%
Sub-Total	69,189	78,990	38,758	31,280	14,971	42,518	27,547	184.00%
OPERATING EXPENSES								
* Prof. & Contract. Service	11,544	14,174	12,712	10,593	12,712	12,712	-	-
* Travel & Training	586	448	1,200	-	1,200	1,200	-	-
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	354	385	424	353	424	424	-	-
* Maintenance							-	-
* Operating Expense	19,238	22,906	26,100	13,878	26,100	25,600	(500)	-1.92%
Sub-Total	31,722	37,913	40,436	24,824	40,436	39,936	(500)	-1.24%
CAPITAL							0	-
TOTAL	**100,911**	**116,903**	**79,194**	**56,104**	**55,407**	**82,454**	**27,047**	**48.82%**

Planning, Zoning & Preservation

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 Zoning & Preservation 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.



	FY 2014-2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015-2016
Full-time	7.0	1.0	0	0	8.0
Part-time (FTE)	0	0	0	0	0

Planning, Zoning & Preservation

CORE PROCESSES AND OUTPUTS

The Planning, Zoning and Preservation Division provides professional staffing of all meetings of the Planning & Zoning Board (P&ZB) and the Historic Resources Preservation Board (HRPB). The P&ZB 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 Future Land Use Map. The Division works with property owners to prepare and present applications for development and annexation. The Division is also responsible for reporting City Commission decisions to appropriate state agencies.

As a Certified Local Government, the City is responsible for the preservation of historic properties. The HRPB reviews and recommends applications for designation of historic properties or districts to the City Commission. The Division is responsible for providing direction to the HRPB with respect to applications within the City's six (6) local historic districts, and for reporting decisions to appropriate state agencies. Additional responsibilities include maintenance and update of the City's Historic Resource Surveys and facilitating Section 106 reviews for projects being undertaken within the City.

The Division is charged with zoning review, land development regulations, minor and major site plans, conditional land uses and administrative land uses, fences, setbacks, Business Tax Receipt zoning review, Use & Occupancy verifications and review of permitted uses within different zoning districts as well as comprehensive planning including maintenance and updates for the City's Comprehensive Plan.

Additional Division responsibilities are scheduling Site Plan Review meetings for major development projects, and reviewing site plans and permits for compliance with zoning regulations and historic preservation requirements. GIS Mapping and Land File Management of the City's 13,000 parcels also are the responsibility of the division.

By the end of June 2015, the Division had processed 194 Certificates of Appropriateness, 126 Planning & Zoning Cases and requests, conducted 131 application meetings and performed 630 building permit reviews and 253 business license reviews. In FY 2014, the Division processed 256 Certificates of Appropriateness, 110 Planning & Zoning Cases and requests, conducted 142 application meetings and performed 577 building permit reviews and 199 business license reviews.

Total revenues were $153,347.46 in FY 2014 and by the end of June total revenues were $102,445.67 for FY 2015.

NEW INITIATIVES

Draft appropriate sustainable, "Green" architecture, archaeology and conservation elements for the City's Land Development Regulations.

Initiate first phase of interactive GIS mapping on the City's new website.

With grant assistance from Certified Local Government for Historic Preservation Design Guidelines

With grant assistance from the State Historic Preservation Office under survey updates for the City's historic districts.

Planning, Zoning & Preservation

FY 2016 GOALS AND OBJECTIVES

Goal 1: Review, update and maintain Land Development Regulations

Objective: Codify, market and explain new land development regulations including new zoning districts, development parameters and approval processes as well as undertake semi-annual reviews and updates of Code.

Goal 2: Coordinate marketing and promotion of City's Interlocal Service Boundary Agreement (ISBA) to encourage annexation.

Objective: Proactively support annexations and future projects for the City through its new adopted ISBA to increase investment in the City and to build the tax base...

Goal 3: Complete hearing and adoption of new elements to the City Comprehensive Plan related to Economic Development and Housing and Neighborhoods.

Objective: Schedule final hearings before City Commission and Florida State Department of Economic Opportunity review for two additional elements to the City's Comprehensive Plan and four updates there the Evaluation and Review (EAR) process.

Goal 4: Facilitate improved customer service processes and experience through continued improvement of processes and self-help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self-help options including website links, paperless filing, and interactive mapping.

Goal 5: Improve understanding and appreciation of the City's Historic Preservation program and its historic districts through education and awareness building.

Objective: Initiate new survey work for the City's historic districts and development of official Lake Worth Historic Preservation Guidelines to foster broader understanding, awareness and support for historic preservation efforts.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal 1: Complete adoption process and begin implementation of Revised Land Development Regulations

Objective: Codify, market and explain new land development regulations including new zoning districts, development parameters and approval processes. On-Going.

Goal 2: Coordinate in tandem with assistance from Palm Beach County and Treasure Coast Regional Planning Council a formal annexation study for the City.

Objective: Organize efforts of both city, county and regional staff to prepare the data and analysis to draft a formal comprehensive annexation study for the city which can be adopted as part of both the City's and County's Comprehensive Plans.

Scheduled to be completed in October 2015.

Planning, Zoning & Preservation

Goal 3: Complete hearing and adoption of new elements to the City Comprehensive Plan related to Economic Development and Housing and Neighborhoods.

Objective: Schedule final hearings before City Commission and Florida State Department of Economic Opportunity review for two additional elements to the Comprehensive Plan.

Postponed to the FY 2016 year to coincide with EAR process.

Goal 4: Facilitate improved customer service processes and experience through continued improvement of processes and self help initiatives.

Objective: Initiate physical and technical improvements at customer service intake to bolster customer service delivery including self help options including website links, paperless filing, and interactive mapping. On-Going

Goal 5: Complete series of informative brochures to build awareness and appreciation of the Department's mission and functions

Objective: Finalize brochures for each Division including a collateral package for new businesses, investors, home owners and property owners outlining functions and processes.

Brochures for Fencing, Historic Preservation, Annexation published and available.

Performance Measures - FY 2016 Budget

Planning, Zoning & Historic Preservation

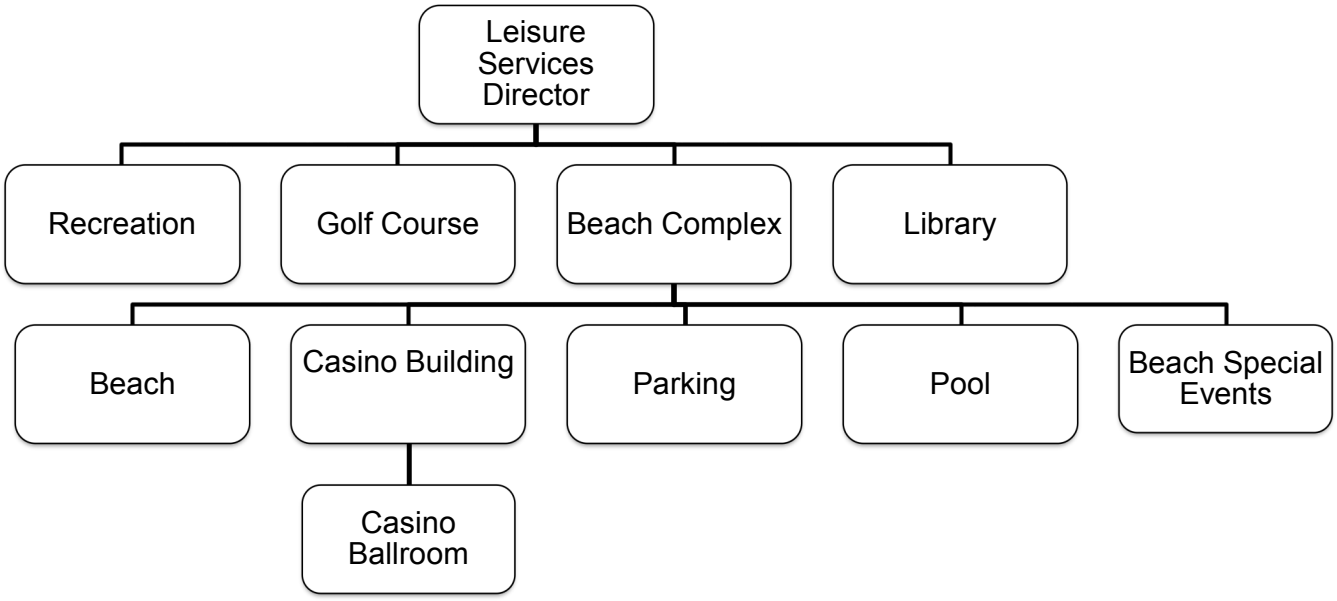
Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
P&Z Board Cases	75	25	30	25	30	19	20	24	20
HRPB Cases	*	40	50	50	75	40	45	42	45
Staff Level Reviews and Approvals	*	118	150	200	250	226	275	200	275
Zoning Determinations Made (Formal)	20	15	25	45	70	96	75	75	75
GIS Land File Maintenance (Properties)	*	750	1,500	1,750	2,500	1,750	6,500	5,000	6,500
Use and Occupancy Verfication - Commercial	*	350	500	500	1,750	500	2,000	1,450	2,000
Use and Occupancy Verfication - Residential	*	1,250	1,500	2,000	2,500	2,000	1,500	1,000	1,500
Buildng Permit Reviews						577	650	700	700
Business License Reviews	3000	710	750	300	750	199	350	300	350

Effectiveness Measurement:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Initiate development of comprehensive plan amendments to address neighborhoods and economic development	*	*	*	*	*	*	100%	50%	100%
Draft and codify ordinances to regulate community gardens, dark sky, mobile food vending, parking regulations, and sustainability.	*	*	100%	*	*	*	50%	50%	75%
Assist in development of the Interlocal Service Area Boundary Agreement with Palm Beach County for annexations.	100%	100%	100%		100%	*	100%	100%	100%
Phone messages returned within 24 hours.	75%	90%	95%		75%	80%	100%	85%	90%
Initiate another phase of Land Development Regulations for clarity and elimitation of inconsistencies and simplify permitted use tables.					80%	100%	80%	100%	100%

Planning, Zoning & Preservation

Planning & Zoning 2030	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	252,317	292,066	339,469	258,787	340,165	395,227	55,062	16.19%
* Benefits	148,355	158,557	215,520	177,175	215,762	221,784	6,022	2.79%
Sub-Total	400,672	450,623	554,989	435,962	555,927	617,011	61,084	10.99%
OPERATING EXPENSES								
* Prof. & Contract. Service	67,367	76,067	92,424	61,163	92,424	122,424	30,000	32.46%
* Travel & Training	225	1,291	6,725	1,569	7,025	7,025	-	-
* Utility & Communication	1,216	1,301	1,260	1,062	1,260	1,181	(79)	-6.27%
* Insurance	270	294	323	269	323	323	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	12,300	25,415	28,150	11,094	28,100	30,350	2,250	8.01%
Sub-Total	81,378	104,368	128,882	75,157	129,132	161,303	32,171	24.91%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**482,050**	**554,991**	**683,871**	**511,119**	**685,059**	**778,314**	**93,255**	**13.61%**

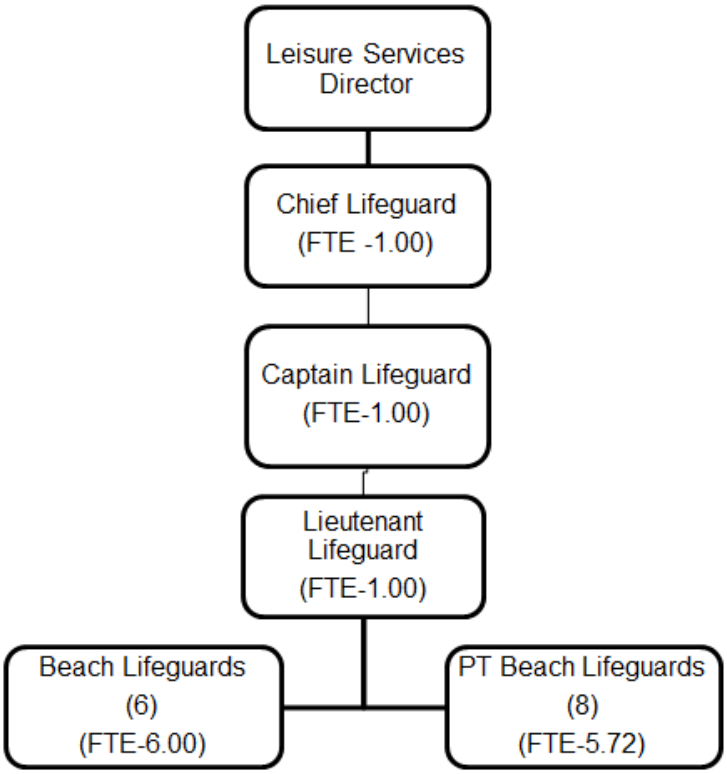
Leisure Services



Aquatics Division - Ocean Rescue

MISSION

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



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	6.00	3.00			9.00
Part-time	5.00	.72			5.72

Aquatics Division - Ocean Rescue

MISSION STATEMENT

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

CORE PROCESSES AND OUTPUTS

The primary focus of the Lake Worth Ocean Rescue lifeguards is to protect the patrons from physical harm and mortal injury to the best of their training abilities and qualifications. Lake Worth Ocean Rescue lifeguards are proven life savers. According to the C.D.C., drowning is the second leading cause of unintentional injury death for children ages 1 to 14 years, and the fifth leading cause for people of all ages, with 43% happening in natural waters. The most proven strategy to prevent drowning is to provide 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 effect on drowning prevention. Our lifeguards are continually training and refreshing their waterman skills in and around the water. T hey are trained by United States Lifesaving Association certified surf lifesaving training officers on a daily basis. The lifeguards work close with local law enforcement and fire rescue personnel to keep the chain of life saving rescues moving quickly and effectively.

The Lake Worth Ocean Rescue also holds the Lake Worth Junior Lifeguard Program successfully each year and with noticeable continual growth in the program. The large number of the youth who have participated in the past have gone on to save lives around the water with the skills learned in the program. With the addition of beach cabana rentals, improvement to the facility, and increased popularity with the surrounding area, growing populations of beach patrons are returning for the luxurious commodities now offered at Lake Worth Beach. The continued use of the volleyball court has seen an increase to the number of beach patrons visiting the southernmost side of Lake Worth Beach. With the addition of summertime surf camps, the area south of the pier is becoming a learning center for future lifeguards and ocean-minded individuals. Implemented by our lifeguards at tower two is the first ever free toy box where toys left on the beach or donated by patrons can be enjoyed by youth throughout the day.

FY 2016 GOALS AND OBJECTIVES

Goal # 1: Create a context for improved property values and quality of life.

Objective: Increase safety for all beach going patrons with mass distribution of Florida Beach Safety Awareness brochures and implementing temporary beach condition signs near the shoreline where the hazards are least recognizable.

Objective: By partnering with local vendors we will continue to provide high quality beach cabana rental services, surfing schools, and beach seaweed raking services.

Objective: Sustain the volleyball court for the recreational enjoyment of beach patrons on the south side of the beach.

Goal # 2: Recognize and protect our unique character:

Objective: Continue Ocean Safety Day to better educate residents and visitors to the Lake Worth Beach of the environmental conditions and marine hazards associated with the ocean and coastal areas.

Objective: Continue overall beach safety and cleanliness with daily and spot cleanup checks and coordination.

Objective: Continue the Underwater Pier and Beach Clean-up day tradition for the cleanliness of our coastal area.

Aquatics Division - Ocean Rescue

Goal # 3: Provide effective and efficient services:

Objective: Meet or exceed all national accreditation requirements in order to provide the community with a professional and adequately trained Ocean Rescue team

Objective: Have all supervisors be certified as United States Lifesaving Association surf lifesaving training officers.

Objective: Provide CPR/AED training to all members of the Lake Worth Junior Lifeguards.

FY 2016 INITIATIVES

The lifeguard staff is continually increasing their training and interaction with the general public. We are finding new ways to provide a safe environment for their specific needs. We plan on continuing our widely successful Ocean Safety Day and underwater pier clean up initiative aimed at cleaning fishing line and entanglement debris from the Lake Worth Pier. Lifeguards are readily available for impromptu instructions to the general public for the safest and most enjoyable day at the beach.

FY 2015 INITIATIVES REPORT CARD

Continue providing public education through "Ocean Safety Day", Junior Lifeguards and cooperation with local high schools.

The "Ocean Safety Day" was a total success and we plan to hold this safety awareness each year along with handing out Florida Beach Safety Awareness flyers.

Obtain United States Lifeguard Association Beach status.

Chief lifeguard Timothy Ehmke has taken and passed the USLA surf lifesaving training officer's academy ranking top of his class.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal # 1: Create a context for improved property values and quality of life

Objective: Maintain certifications of CPR for the Professional Rescuer and Administration of Emergency Oxygen for all lifeguards.

All lifeguards are recertified in the American Red Cross lifeguard certification classes and emergency medical oxygen administration.

Objective: Increase public awareness of inherent coastal dangers.

Towers were moved 15 feet closer to the ocean creating a better viewpoint for our lifeguards. Brochures on beach safety are given out to inform beach goers of the inherent dangers that can be easily avoided with the proper instructions.

Goal # 2: Recognize and protect our unique character.

Objective: Continue Rip Current Public Awareness Campaign to better educate residents and visitors to the City of Lake Worth of the environmental conditions and marine hazards associated with the beach.

Beach Awareness day was a huge success and will be given again this year due to its success with all beachgoers.

Aquatics Division - Ocean Rescue

Objective: Provide CPR/AED training to all members of the Lake Worth Junior Lifeguards.

The Lake Worth Junior Lifeguard program was a huge success and 45 juniors learned many lifesaving skills.

Objective: Provide public education to the surrounding schools and daycares.

The Lake Worth lifeguards are partnering with the Lake Worth Library to hold classes for the youth that inform them of basic safety procedures that save lives.

Goal # 3: Provide effective and efficient services.

Objective: Meet or exceed all national accreditation requirements in order to provide the community with a professional and adequately trained Ocean Rescue team.

We are working closely with the United States Lifeguarding Association to become an accredited organization.

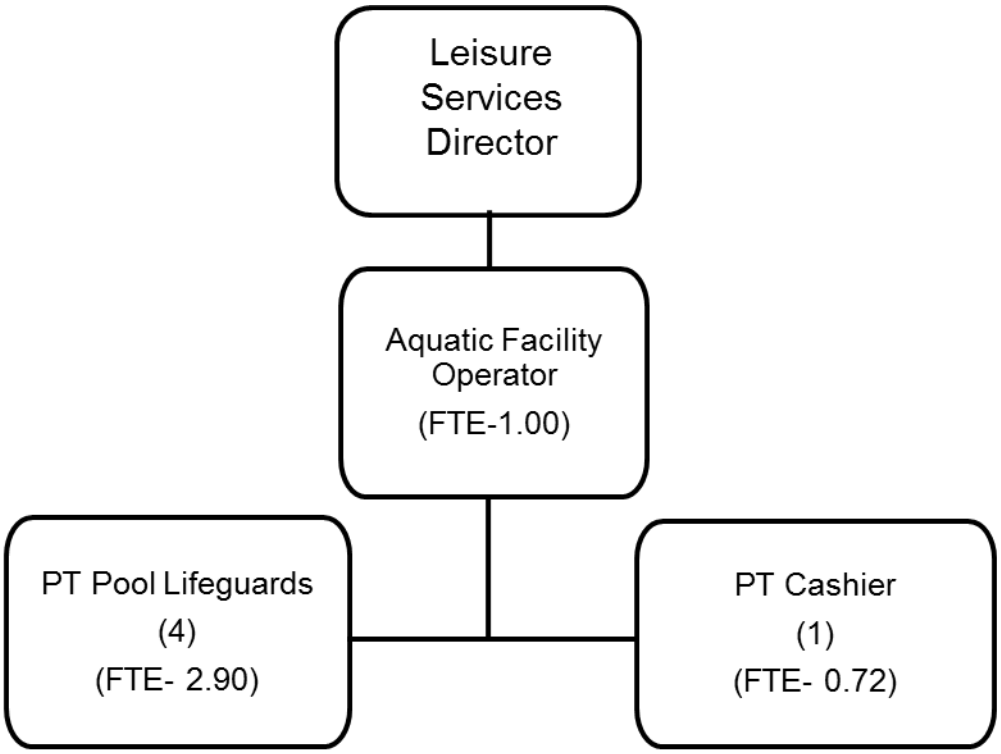
Objective: Increase the overall physical fitness and enhance the knowledge of rescue related equipment to reduce the response time for rescue situations.

The Lake Worth Lifeguards train one hour every day to become better lifeguards with fitness and waterman skills in and around the waters of Lake Worth Beach.

Aquatics Division - Municipal Pool

MISSION

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



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	1.00				1.00
Part-time	3.62				3.62

Aquatics Division - Municipal Pool

MISSION STATEMENT

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

CORE PROCESSES AND OUTPUTS

The primary focus of the Lake Worth Pool is to protect the patrons from physical harm and mortal injury to the best of our training abilities and qualifications. Lake Worth lifeguards are proven life savers. The number one activity in South Florida in the summer is to visit a pool.

The Lake Worth Municipal Pool is committed towards being the number one aquatic facility to visit in South Florida. The pool is the premier aquatic facility that offers a swimming facility a few feet away from the beautiful Lake Worth Beach. This exemplifies our commitment to the knowledge of swimming, diving, and our customer service. We offer a one of a kind experience to train this close to the Atlantic Ocean with cool ocean breezes unlike any other aquatic facilities. The pool has seen a vast increase of swim teams rent the pool for its unique training opportunities. Many northern colleges and swim teams are quickly recognizing the Lake Worth Pool as the up and coming winter destination with our pool heated during the winter and the warmer weather South Florida has to offer. By partnering with local instructors and businesses, the Lake Worth Pool hosts exercise classes, SCUBA diving classes, and lifeguarding courses and other pool-focused training to invigorate the surrounding community with health and vitality.

FY 2016 GOALS AND OBJECTIVES

Goal #1: Create a context for improved property values and quality of life.

Objective: Provide a one of a kind swimming and training experience in a controlled and protected environment.

Objective: Reach out to our community and offer a swimming and learning location year round.

Goal #2: Recognize and protect our unique character.

Objective: Provide CPR/AED training to all members of the Lake Worth Junior Lifeguards.

Objective: Provide the public a safe and fun aquatic experience for surrounding camps and youth care facilities.

Objective: Continue to offer water related pool programs for the community through partnering with local water and safety instructors.

Goal #3: Provide effective and efficient services.

Objective: Meet or exceed all national accreditation requirements in order to provide the community with a professional and adequately trained Aquatic staff.

Objective: Have all supervisors be certified as National Recreation and Park Association Aquatic Facility Operators.

Objective: Maintain certifications of CPR for the Professional Rescuer and administration of Emergency Oxygen for all lifeguards.

Aquatics Division - Municipal Pool

FY 2016 INITIATIVES

Continue providing the highest level of safety and aquatic activities for our residents and visitors alike. Increase revenue by continually growing the number of swim teams that visit the facility and awareness of the programs available to the public. Through proper training and management bring the pool above Health Department Standards with oversight into new ways to improve operations to bring in new revenue and save costs on operational needs. We look to have all of the supervisors trained to the highest standards set forth by the National Recreation and Park Association nationally accredited Aquatic Facility Operators course.

FY 2015 INITIATIVES REPORT CARD

The Pool staff is continuing providing the highest level of safety and aquatic activities for our residents and visitors alike by hiring lifeguards who are enthusiastic about the welfare of the municipal pool and keeps the facility in the highest of standards.

We have increased revenue by bringing in more swim teams and advertising our facilities hours of operations and programs to the general public.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal #1: Create a context for improved property values and quality of life.

Objective: Maintain certifications of CPR for the Professional Rescuer and Administration of Emergency Oxygen for all lifeguards.

All lifeguards are recertified in the American Red Cross lifeguard certification classes and emergency medical oxygen administration.

Objective: Further develop and maintain strong community relations.

All programs are increasing in size and participation exponentially.

Goal #2: Recognize and protect our unique character.

Objective: Continue to offer water related pool programs for the community and its surrounding area to enjoy.

The pool programs offered, such as the East Coast Aquatic Club and Water Aerobics, are increasing in numbers

Objective: Provide public education to the surrounding schools and daycare.

Pool lifeguards have been scheduled to give safety presentations to local schools and our Lake Worth Library to increase water safety awareness.

Goal #3: Provide effective and efficient services.

Objective: Meet or exceed all national accreditation requirements in order to provide the community with professional and adequately trained pool lifeguards.

All supervisors are National Recreation and Park Association certified Aquatic Facility Operators.

Aquatics Division - Municipal Pool

Objective: Increase the overall physical fitness and enhance the knowledge of rescue related equipment to reduce the response time for rescue situations.

The Lake Worth Lifeguards train one hour every day to become better lifeguards with fitness and waterman skills in and around the waters of the Lake Worth Pool.

Performance Measures - FY 2016 Budget

Aquatics Division - Ocean Rescue

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Drowning Victims Rescued	*	160	*	225	*	180	*	250	100%
Minor Medical Treatments	*	308	*	695	*	642	*	600	100%
Patrons Visiting Lake Worth Beach	500,000	587,300	600,000	859,280	600,000	834,754	800,000	1,000,000	1,500,000
Preventative Rescues	*	5,670	*	8,135	*	6,749	*	8,000	*
Emergency Medical Service / Sheriff Backup	*	34	*	40	*	59	*	35	*
Beach Bonfires Attendance	5,000	7,500	5,000	7,500	8,000	10,000	8,000	10,000	10,000
Junior Lifeguards Participants	30	28	30	50	30	45	45	45	45

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Pounds of trash picked up by lifegaurds on beach	No Data	No data	8,000	No Data	8,000	10,576	12,000	15,000	15,000
Number of beach patrons educated of hazards	6,000	6,404	8,000	9,053	8,000	8,977	9,000	9,000	10,000

Performance Measures Aquatics Pool - FY 2016

Aquatics Division - Pool

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Pool Patrons	*	*	*	*	*	8,118	9,000	8,600	11,000
Pool Rentals	*	*	*	*	*	4	5	10	15
Junior Lifeguard Participants	30	28	30	50	30	45	45	45	45
Seasonal Pool Passes	*	*	*	*	30	34	30	20	35

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of summer camps renting pool	0	0	0	0	3	3	4	4	6
# of swim teams renting the pool	0	0	0	0	4	0	4	6	8
% of Jr. Lifeguards satisfied with program	100%	100%	100%	100%	100%	100%	100%	100%	100%

*Pool/program was not operational during that time

Aquatics

Beach Fund- Pool 8071	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	38,549	69,191	119,277	48,838	119,277	83,661	(35,616)	(0)
* Benefits	4,105	22,908	30,392	17,242	30,392	34,986	4,594	0
Sub-Total	42,654	92,099	149,669	66,080	149,669	118,647	(31,022)	
OPERATING EXPENSES								
* Prof. & Contract. Service	5,112	-	5,859	5,470	4,109	-	(4,109)	(1)
* Travel & Training	-	255	650	57	1,500	1,110	(390)	(0)
* Utility & Communications	46,885	69,718	71,682	59,783	72,882	72,382	(500)	(0)
* Insurance	11,477	10,038	8,744	7,287	8,744	8,744	-	-
* Maintenance	17,340	3,024	14,900	13,369	15,000	34,000	19,000	1
* Operating Expense	7,942	19,597	31,600	22,439	32,500	32,000	(500)	(0)
Sub-Total	88,756	102,632	133,435	108,405	134,735	148,236	13,501	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	-	1,300	1,299	1,299	-	(1,299)	(1)
PRINCIPAL							-	-
TOTAL	**131,410**	**194,731**	**284,404**	**175,784**	**285,703**	**266,883**	**(18,820)**	**-6.59%**

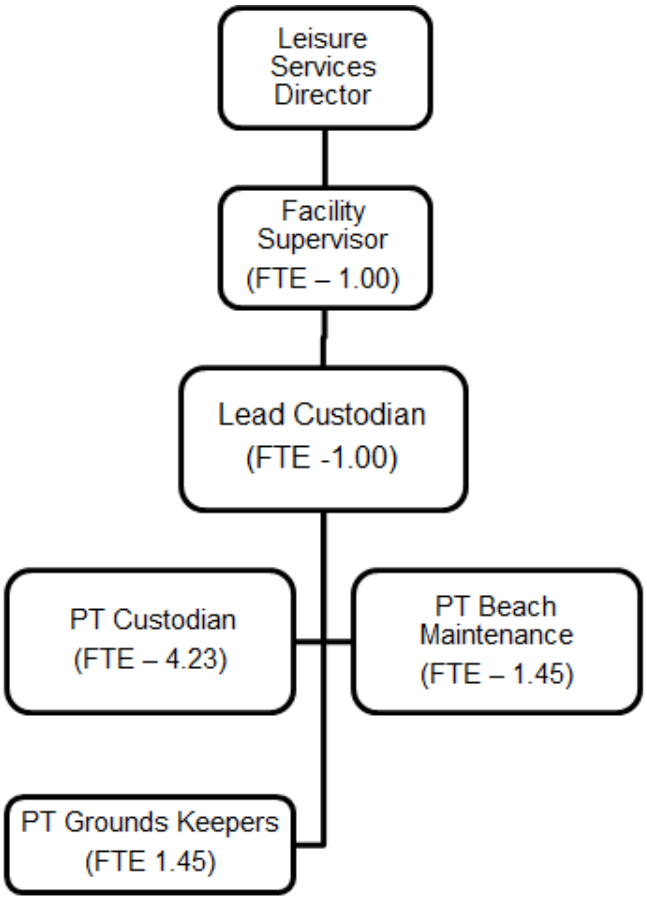
Beach Fund- Beach 8072	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	274,216	313,826	339,240	252,717	341,075	488,175	147,100	0
* Benefits	122,441	139,195	153,603	112,541	103,603	239,917	136,314	1
Sub-Total	396,657	453,021	492,843	365,258	444,678	728,092	283,414	
OPERATING EXPENSES								
* Prof. & Contract. Service	18,581	27,451	27,565	21,206	27,565	25,348	(2,217)	(0)
* Travel & Training	1,355	1,272	965	300	1,400	1,000	(400)	(0)
* Utility & Communications	3,130	-	4,900	-	4,900	3,130	(1,770)	(0)
* Insurance	12,721	11,448	14,179	11,816	14,179	14,179	-	-
* Maintenance	13,236	16,499	10,330	8,148	10,500	9,400	(1,100)	(0)
* Operating Expense	30,464	21,024	19,055	16,897	18,450	17,200	(1,250)	(0)
Sub-Total	79,487	77,694	76,994	58,367	76,994	70,257	(6,737)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	1,615	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**476,144**	**532,330**	**569,837**	**423,625**	**521,672**	**798,349**	**276,677**	**53.04%**

Aquatics

Beach Fund- Beach Park 8074	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	45,951	98,339	65,870	98,658	101,383	2,725	-
* Benefits	-	25,234	30,774	20,522	30,774	30,996	222	-
Sub-Total	-	71,185	129,113	86,392	129,432	132,379	2,947	
OPERATING EXPENSES								
* Prof. & Contract. Service	4,950	33,469	33,000	15,314	33,000	20,000	(13,000)	(0)
* Travel & Training							-	-
* Utility & Communications	-	198,154	209,901	171,691	209,901	195,681	(14,220)	(0)
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	6,044	15,000	4,865	15,000	15,000	-	-
* Operating Expense	-	41,595	44,685	18,600	45,300	45,300	-	-
Sub-Total	4,950	279,262	302,586	210,470	303,201	275,981	(27,220)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	7,310	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**4,950**	**357,757**	**431,699**	**296,862**	**432,633**	**408,360**	**(24,273)**	**-5.61%**

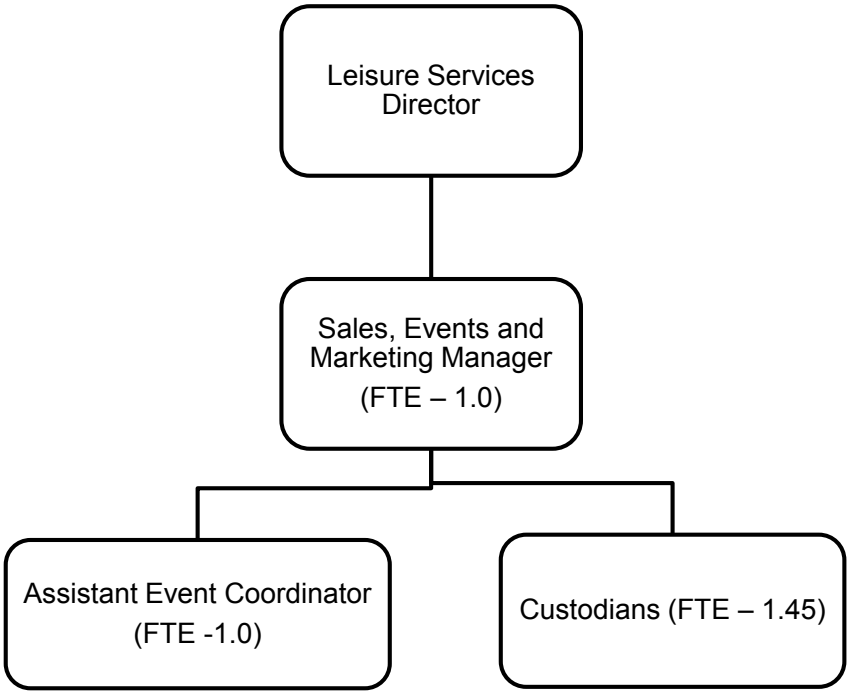
Beach Fund- Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	35,516	104,746	35,516	9,741	15,015	7,500	(7,515)	-50.05%
Sub-Total	35,516	104,746	35,516	9,741	15,015	7,500	(7,515)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	-	50,000	50,000	50,000	50,000	136,000	86,000	172%
Sub-Total	-	50,000	50,000	50,000	50,000	136,000	86,000	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**35,516**	**154,746**	**85,516**	**59,741**	**65,015**	**143,500**	**78,485**	**120.72%**

Casino Building



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	2	0	0	0	2
Part-time	5.8	0	0	0	5.8

Casino Ballroom



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	2				2
Part-time	0				1.45

Casino Building and Beach Complex

CASINO BALLROOM

The Ballroom offers an impressive setting for any event including weddings, receptions, anniversary parties, reunions, corporate dinners, awards ceremonies, meetings, seminars or other special events. Additionally, beach weddings and courtyard weddings are available in addition to hosting the receptions. The ballroom is available for rent 365 days a year with competitive pricing that includes discounts for residents, non-profit organizations and off-peak rates.

BEACH COMPLEX

The complex is uniquely marketable as the premiere beachfront destination in Palm Beach County. With ample parking and public spaces, it is open for all ages and demographics to enjoy. The eclectic mix of tenants in the Casino Building is appropriate and non-competitive with plenty of business for all. Special events held throughout the year which include the beach bonfires, festivals, competitive races and Farmers Market (remaining at Old Bridge Park) attract visitors and residents year-round.

CORE PROCESSES AND OUTPUTS

Located at 10 South Ocean Boulevard, this 1920's style Casino Building and Beach Complex sits on a site of nearly nineteen acres directly adjacent to the Atlantic Ocean. The Beach Complex, in addition to the building, includes two shaded pavilions, restroom facilities, playground, park, over 600 metered parking spaces, decaled resident parking and the Municipal Pier, which houses Benny's on The Beach. The Casino Building includes 4 tenants, one 5,000 sq. ft. space for lease and features a 3,000 sq. ft. ballroom with a full kitchen and a wraparound terrace with breath taking views of the Atlantic Ocean.

FY 2015 REPORT CARD

Provide a unique, culturally significant and beautiful space for hosting events, weddings or special occasions with the goal of being rented a on average 3 days a week or for 156 bookings for 2015.

This is an on-going process.

Offer a major festival at the beach complex to draw visitors and residents to increase traffic and revenues for tenants and city.

TBD

Increase marketing and promotion of the Beach Bonfires and broaden the scope of the event to increase traffic and revenues for tenants and city.

Completed.

To positively position the beach complex as a premiere tourism destination.

Completed and on-going.

To continue the Social Media Campaign (Facebook, Twitter & Instagram) to market, advertise and raise awareness to the beach complex.

Completed and on-going process.

Casino Building and Beach Complex

FY 2016 INITIATIVES

Provide a unique, culturally significant and beautiful space for hosting events, weddings or special occasion with the goal of being rented a on average three (3) times per week for 2016.

Increase marketing and promotion of the Beach Bonfires and broaden the scope of the event to increase traffic and revenues for tenants and city.

Implement a series of evening events that will attract customers to the beach at night during the off-season.

To positively position the beach complex as a premiere tourism destination.

FY 2016 GOALS AND OBJECTIVES

Goal #1: Create a context for improved property values and quality of life.

Objective: Meet or exceed the resident and visitor expectations for a clean and safe environment at the Casino and Beach Complex.

Objective: Provide an environment that produces repeat customers that visit the Casino and Beach Complex.

Objective: Ensure that the City resident investment in the Casino and Beach Complex is maintained and secured to last for years to come.

Goal #2: Recognize and protect our unique character.

Objective: Continue to ensure that the Casino and Beach Complex retains its historic and unique architecture and public access as initially designed and maintained through the decades since 1922 and into the future.

Objective: Provide a friendly and exciting atmosphere during events in the ballroom and complex grounds throughout the year and during the numerous events and holidays celebrated at the facility.

Goal #3: Provide effective and efficient services.

Objective: Maintain the “newness” of the facility as well as meet the expectations of a City owned facility that began in 1922.

Objective: Provide economically feasible services to maintain the cleanliness and safety of a facility of this type.

Casino Building and Beach Complex

Performance Measures - FY 2016 Budget

Casino Ballroom

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of half day room rentals	*	*	48	15	40	42	40	40	45
# of full day rooom rentals	*	*	24	27	52	48	52	55	60
# of hourly room rentals					15	18	15	16	20
# of Beach Weddings	*	*	*	13	22	34	22	39	45
# of Weekday Meeting/Seminar rentals	*	*	12	2	12	0	12	14	15
# of non-profit rentals	*	*	*	10	20	7	20	8	10

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of actual versus goal of half day room rentals	*	*	75%	31%	75%	105%	75%	100%	75%
% of actual versus goal of full day rentals	*	*	75%	113%	75%	92%	75%	105%	75%
% of actual versus goal of hourly room rentals	*	*	75%	100%	75%	102%	75%	106%	75%
% of actual versus goal of beach weddings	*	*	75%	17%	75%	105%	75%	177%	75%
% of actual versus goal of weekday meeting rentals	*	*	75%	100%	75%	0%	75%	116%	75%
% of actual versus goal of non-profit rentals	*		75%	100%	75%	35%	75%	40%	75%

Beach Fund-Casino Building 8055	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	23,370	69,903	56,383	44,788	56,483	74,205	17,722	31%
* Benefits	15,633	31,541	23,346	18,322	23,346	23,365	19	0%
Sub-Total	39,003	101,444	79,729	63,110	79,829	97,570	17,741	
OPERATING EXPENSES								
* Prof. & Contract. Service	154,940	32,063	34,498	23,273	34,498	33,348	(1,150)	-3%
* Travel & Training	-	-	520	-	520	520	-	-
* Utility & Communications	388,127	74,051	43,852	55,522	46,944	49,854	2,910	6%
* Insurance	54,821	47,012	37,293	31,078	37,293	37,293	-	-
* Maintenance	5,508	37,488	22,400	5,956	22,400	60,400	38,000	170%
* Operating Expense	1,234	5,486	6,200	3,268	6,200	6,200	-	-
Sub-Total	604,630	196,100	144,763	119,097	147,855	187,615	39,760	
NON-OPERATING								
* Debt Service	24,000	-	50,000	-	50,000	50,000	-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	24,000	-	50,000	-	50,000	50,000	-	
CAPITAL	3,773	-	-	-	-	-	-	-
PRINCIPAL	-	-	250,000	-	250,000	438,000	188,000	75%
TOTAL	**671,406**	**297,544**	**524,492**	**182,207**	**527,684**	**773,185**	**245,501**	**46.52%**

Casino Building and Beach Complex

Beach Fund- Ballroom 8056	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	68,272	31,127	69,549	43,176	70,054	93,222	23,168	0
* Benefits	44,515	19,254	40,081	30,877	40,081	40,445	364	0
Sub-Total	112,787	50,381	109,630	74,053	110,135	133,667	23,532	
OPERATING EXPENSES								
* Prof. & Contract. Service	2,931	13,508	7,977	6,589	7,977	7,660	(317)	(0)
* Travel & Training							-	-
* Utility & Communications	-	-	16,020	-	16,020	16,020	-	-
* Insurance	10,916	9,933	6,828	5,690	6,828	6,828	-	-
* Maintenance	896	1,728	3,000	875	3,000	15,000	12,000	4
* Operating Expense	97,013	51,821	46,365	11,122	46,368	38,100	(8,268)	(0)
Sub-Total	111,756	76,990	80,190	24,276	80,193	83,608	3,415	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	1,078	-	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**225,621**	**127,371**	**189,820**	**98,329**	**190,328**	**217,275**	**26,947**	**14.16%**

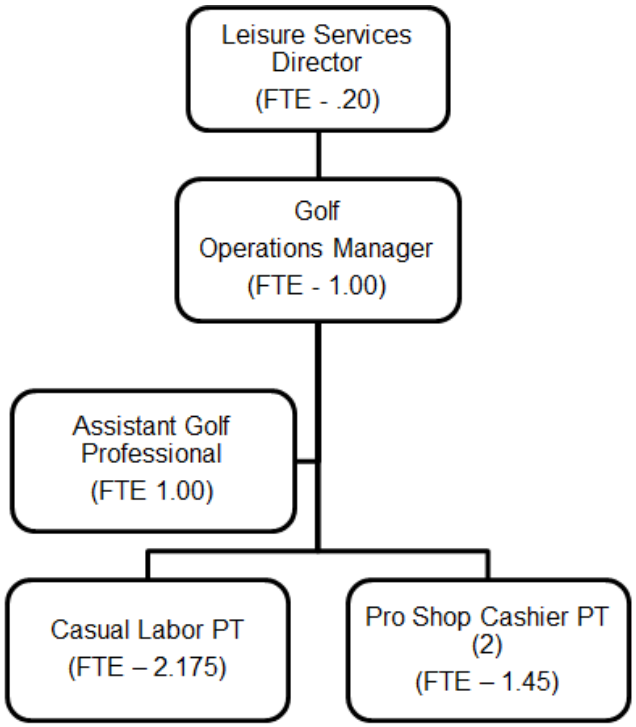
Golf Course

MISSION

The mission of Lake Worth Golf Club is to reflect the history of the club combined with unparalleled service and golf playing conditions, while offering an unforgettable private club experience at a **public** golf facility.

VISION

Lake Worth Golf Club will be a recognized leader in providing a high-quality experience by ensuring that our facilities and service exceed the expectations of our members, our customers and our employees.



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	2.00				2.00
Part-time	3.63				3.63

Golf Course

CORE PROCESSES AND OUTPUTS

Memberships

The membership at the golf course will continue to be a stable part of our golf rounds. The membership for FY 2015 was at 154 total, where as last year we had a total of 128. The Summer Membership sold very well this year as we reached a new record of 1,200 members. The idea behind the Summer Membership is to bring more golfers to Lake Worth Golf Club who may not have played at our facility before, and by the end of summer, the golf course will try to get our Summer Members to join full time, which will increase the golf course revenue for FY 2016. The high level customer service, mixed with the support of a well trained staff have pleased the current members and attracted new members as well.

Daily Golf and Group Play

Group Play has become a big part of our winter revenue. The golf course now caters to regular groups during the winter months that bring a guaranteed revenue of up to $55,000 over the span of 5 months. The daily play is the biggest part of our golf round budget. Daily round golfers play the most rounds and pay the highest price for their golfing experience. As Lake Worth Golf Club continues to grow the game of golf in Lake Worth, there will be an increase in these rounds.

Email and Text Specials

Attached to our golf course website is an option for people to join our email special list, and through this option we have reached over 6,000 people. The golf course has found that, on average, our email specials add an extra 20 to 40 people per day, which can turn into an added profit of up to $1,000 per day. This year's Summer Membership was advertised through Groupon, and gave the golf course a big advantage over other public golf courses in the area. With Groupon, the golf course was able to sell 500 memberships within one month, at a direct profit of $23,000. Every Summer Member must provide a valid email address when they join. With an extra 816 email addresses from our Summer Membership, the golf course will be able to drop Groupon from our advertising plan next year, and save an approximately $8,000 on next year's Summer Memberships. The golf course also uses text message specials to generate last minute tee times which help us reach maximum capacity. With the age of technology, Lake Worth Golf Club feels that this will allow the golf course to reach a new market of younger golfers that will help the golf course expand our profits and the game of golf.

Merchandise

The golf shop has been nominated for "Golf Shop of the Year" in the South Florida section for the second year in a row. This is for the style, the look, and the revenue that the shop has been producing. Lake Worth Golf Club will continue to look for the best deals in merchandise so our pricing can stay low. Lake Worth Golf Club intends to make the shop as profitable as possible by purchasing merchandise in the correct manner and keeping the prices where our golfers can afford to make purchases. The course will strive to operate a CoGS of 53% or higher which will make considerable more profit for the City than in years past. As the shop builds its brand, a loyalty discount to members will be introduced and the course should see an increase in the dollars spent in the pro shop.

The Beach Club

The new restaurant serves both the golfers and the community for any and all events. With the newly renovated restaurant and bar, The Beach Club has enhanced the image of the club house, and in return, brought more business to the golf course. This year, The Beach Club has been the location for 11 weddings and over 26 private parties and that number is expected to grow as more people visit Lake Worth Golf Club.

Golf Course

Course Maintenance

Valley Crest Golf Course Maintenance is living up to the standards and specifications of their contract as the golf course continues to improve. This year Valley Crest has rebuilt two tee boxes and implemented a new weed killing program with 100% organic materials. Valley Crest and the golf course City team will continue to work together to improve the golf course conditions in order to give the customers the best experience possible.

FY 2015 INITIATIVES REPORT CARD

Lake Worth Golf Club continued to look for ways to improve customer service and the overall condition of our facility for the use of our citizens and business partners. Initiatives successfully completed during FY 2015 include:

The weekly marketing program was created and served the course well. The Tee Time magazine, daily emails, and text message specials were the main focus of the marketing program.

Social media was used to attract the next generation of golfers to Lake Worth Golf Club. By partnering with Groupon, the club was able to sell over 700 Summer Golf Memberships, with a profit of $54,000 and should increase in the near future.

The hotel and condo rental program has been a success, as the golf course has arranged “Stay and Play” packages for the guests at the Omphoy Hotel, as well as The Four Seasons Hotel. This past season the golf course has sold over 150 rounds to hotels, and sold 4 new Seasonal Memberships at the price of $975 per membership.

The golf course has improved the green irrigation program by installing new sprinkler heads that control water flow to the greens, which gave the greens a healthy look throughout the Winter Season.

The new membership application, as well as the golf club rental application, has worked well this year, as there were fewer problems with members and golfers abusing the facility and the rental clubs.

FY 2016 NEW INITIATIVES

Develop weekly clinic schedule for juniors, men and women to learn more about the game and improve their game. Teach the “Tee It Forward” program to as many golfers as possible to reduce the amount of time needed to play Lake Worth.

Continue the marketing program that ensures golf round throughout the year and maximizes revenues. This will be done through the use of emails, text messages, and local hotel sponsors.

Market the golf course in various newspapers, radio, movie theatres, as well as online through email blasts, social media, and text marketing. Scale back on using Can-Am and Golf Now to advertise, as the dollar per round becomes much less.

Develop a vacation program where the condos and homes that are rented weekly will market the course to the vacationers.

Upgrade the look of the restrooms and locker rooms to provide a more modern and upscale look.

Continue to improve the condition of the golf course to increase the amount of golfers who desire to play here. Create a tour look to the course with two cuts of rough and faster and smoother greens which will lead to younger and better golfers wanting to play here.

Golf Course

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal #1: Create more member involvement, by hosting 3 member / guest tournaments.

Hosting a member / guest tournament will generate more revenue for the golf club, as well as give the member and their guests a higher level of customer service. This will in turn sell more memberships and increase daily revenue.

Goal #2: Create more opportunities for families to play at Lake Worth Golf Course.

Initiate a Family Membership program to the course and provide weekly clinics for junior golfers. The course saw an increase in the number of women and families that were using the facility and with this upcoming year's marketing program and clinic schedule, this should continue. The new tees helped in increasing the number of women and reducing the amount of time it takes to play.

Goal #3: Improve the overall image of Lake Worth Golf Club.

Golfers are still becoming aware of the improved playing conditions of the facility and the 89% approval rating the course received this season was a good start to improving the facilities image. This kind of marketing and branding will continue throughout the next years. The restaurant has added have more activity, thus increasing facility awareness in the community.

FY 2016 GOALS AND OBJECTIVES

Create a context for improved property values and quality of life.

The Lake Worth Golf Club will consistently promote the game of golf and be a responsible member of the community. The club will make available to the Lake Worth community and its visitors a superb golfing experience, where every person is treated with respect, dignity, and fellowship in an unsurpassed setting.

Recognize and protect our unique character.

The Lake Worth Golf Club has been in operation since 1927 and is a valuable piece of the culture and history of Lake Worth. The Lake Worth Golf Club strives to provide a quality experience to all walks of life by maintaining high standards of course operation, conditioning, as well as maintaining the natural setting.

Provide effective and efficient services.

The Lake Worth Golf Club has a passionate dedication to quality, financial performance and the development of our team members.

The golf club will host 3 member specified tournaments to give a true golf club experience. The golf club will provide an unparalleled experience to our guests and members through personalized service, consistency, and uncompromising attention to detail.

Golf Course

Performance Measures - FY 2016 Budget

Golf Course

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Resident Members	26	38	55	36	41	47	50	48	50
Non-Resident Member	23	20	35	16	20	22	25	24	25
Resident Unlimited Members	7	6	12	19	21	26	30	28	28
Non-Resident Unlimited	8	11	17	12	17	18	20	22	25
Resident Walking	23	16	25	16	19	15	19	20	20
Non-Resident Walking	23	12	20	14	19	16	20	22	25
Seasonal	0	0	15	13	15	17	18	18	20
Summer Memberships	*	*	*	*	700	998	1000	1000	1,100
Golf Course Customer Survey Totals	*	*	*	*	800	877	900	1000	1000

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Ave. cost Resident	$995	$830	$975	$975	$975	$985	$985	$985	$1,100
Ave. Cost Non-Resident	1,575	1,310	1,575	1,575	1,575	1,625	1,650	1,625	1,725
First Quarter Membership Revenue	*	*	20,000	17,750	30,000	36,000	36,000	38,050	38,000
Second Quarter Membership Revenue	*	*	10,000	9,850	10,000	13,526	14,000	12,500	14,000
Third Quarter Membership Revenue	*	*	35,000	32,350	35,000	39,850	45,000	42,000	45,000
Fourth Quarter Membership Revenue	*	*	80,000	79,800	85,000	91,225	92,000	100,000	110,000
Average $ per round Merchandise	*	*	1.50	1.44	1.50	1.49	1.50	1.55	1.55
Customer Approval Rating Survey	*	*	*	*	85.00%	87.00%	90.00%	90.00%	95.00%

Golf Course Fund - Golf Course Operations 8030	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	168,195	149,106	188,652	123,952	189,114	192,682	3,568	0
* Benefits	37,907	80,930	52,098	30,809	45,488	56,461	10,973	0
Sub-Total	206,102	230,036	240,750	154,761	234,602	249,143	14,541	
OPERATING EXPENSES								
* Prof. & Contract. Service	546,771	576,188	585,346	486,406	585,346	586,921	1,575	0
* Travel & Training	547	-	650	-	650	650	-	-
* Utility & Communications	102,848	102,754	119,012	98,781	119,012	113,012	(6,000)	(0)
* Insurance	57,877	54,971	62,818	52,348	62,818	62,818	-	-
* Maintenance	12,279	12,934	23,500	18,381	23,500	25,500	2,000	0
* Operating Expense	65,287	47,711	47,825	35,932	55,001	54,825	(176)	(0)
Sub-Total	785,609	794,558	839,151	691,848	846,327	843,726	(2,601)	
NON-OPERATING								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids							-	-
* Other Sources							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	1,270	-	16,000	15,664	16,000	-	(16,000)	(1)
PRINCIPAL							-	-
TOTAL	**992,981**	**1,024,594**	**1,095,901**	**862,273**	**1,096,929**	**1,092,869**	**(4,060)**	

Golf Course

Golf Fund- Restaurant 8035	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	2,648	-	-	-	-	-	-	-
Sub-Total	2,648	-	-	-	-	-	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Sources							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	3,600	-	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**6,248**	**-**	**-**	**-**	**-**	**-**	**-**	

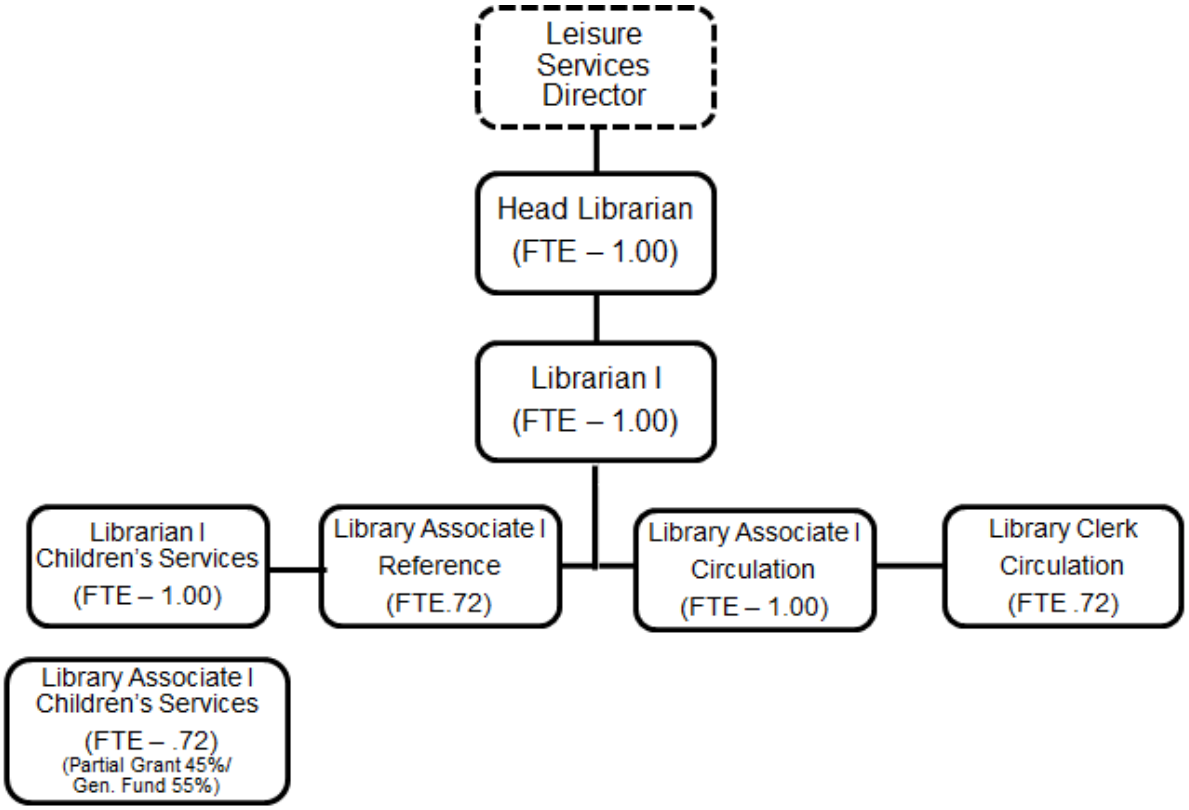
Day to day operations are coordinated and managed by the department's Director in close communication with the Building Official. In addition, fire plans review services are provided by Palm Beach County Fire Rescue.

Golf Course Fund- Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	43,703	-	-	-	-	-	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	13,645	12,825	13,643	4,006	13,643	13,100	(543)	(0)
Sub-Total	57,348	12,825	13,643	4,006	13,643	13,100	(543)	
NON-OPERATING								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids							-	-
* Other Sources	5,338	-	-	-	-	-	-	-
Sub-Total	5,338	-	-	-	-	-	-	
CAPITAL							-	
PRINCIPAL							-	
TOTAL	**62,686**	**12,825**	**13,643**	**4,006**	**13,643**	**13,100**	**(543)**	

Library

MISSION

The library provides free access to information, resources, programs and technology to meet Lake Worth citizens' needs for recreational reading, research, Internet access, e-government services, cultural activities and lifelong learning.



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	4.00	0	0	0	4.00
Part-time	2.16	0	0	0	2.16

Library

CORE PROCESS AND OUTPUTS

The 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.

Circulation Services – Handles user accounts and the loaning/returning and shelving of materials; registering, verifying and maintaining borrowers records; notifying borrowers of overdue materials; placing holds for material; providing security for the collection; material renewals; collecting fines, fees and assisting users requesting Interlibrary Loan materials.

Reference Services -- Answers user questions either in person, by telephone, mail, e-mail, or online chat by using various sources such as books, databases, Internet, newspapers, and periodicals. Reference services assist users locating materials on the shelf though the use of the online catalog. Users receive assistance accessing the Internet, e-government resources, using computers, word processors, online databases, genealogical research and locating a good book to read. In addition we participate in the state wide online chat "Ask a Librarian" service.

Cataloging/Technical Services -- Works behind the scenes with library materials by ordering books, DVDs, audio CDs, and other materials. An important part of ordering library materials is processing purchase suggestions and Interlibrary Loans for our patrons. Cataloging prepares these materials upon receipt by adding them to the library database by creating MARC records, labeling, covering, and distributing the new materials for circulation; preserves and repairs damaged books and materials; and removes old or outdated material from the collection. The technical services side maintains the library's technological resources for day to day use which includes public access computers, online public access catalogs, circulation scanners, printers and other devices.

Children's Services – Encourages children to read and use the library for fun or research thorough the Summer Reading program, outreach programs to schools and daycares, and story times. Children's services works with cataloging services to order materials for the children's collection, provides references services to children, and helps children locate books and other materials.

Library Administration - Supervises the day to day running of the library and staff, and encourages use of the library by the community for their recreational and research needs. Plans which materials the library should acquire and purchase, organizes and classifies them. It ensures the preservation of rare and fragile archival materials for research use. Establishes library policies and procedures, and prepares and administers the library's long -term goals and annual budget. Plans and implements various programs for children's outreach services, adult services, and the library and public access computer systems and services. Library administration works with the Library Board, Friends of the Library, community and other City of Lake Worth departments to ensure the best possible service to the citizens of Lake Worth.

Museum - Volunteers provide access to the collections of historical significance to the community by maintaining open hours and providing tours. Answers research questions relating to past events, people, and ethnic groups of the City. It partners with non-profits and schools to bring groups to learn the history of the City. Present programs related to City history, genealogy, and related topics.

Library

FY 2015 INITIATIVES REPORT CARD

#1 - Participate in shared cataloging resource Online Computer Library Catalog (OCLC). This will allow the library to quickly and accurately catalog and process new materials to make them available to library card holders.

The library has joined OCLC cataloging and interlibrary loan services. We can now quickly process our library materials with accurate information from MARC records and our patrons now have access to hundreds of library's materials through Inter-library Loans.

#2 - The Museum will seek additional volunteers to provide more hours of service to allow more community members access to the displays.

The museum has been unable to recruit additional volunteers so the hours remain the same: Wednesday and Friday, 1:00 to 4:00 pm.

FY 2016 INITIATIVES

#1 - The library will repurpose space in the library to expand Youth Services to the entire back half of the library. Additional space will allow the library to add additional activities, story times and services inside the library.

#2 - Enhance library staff professional development by attending the American Library Association National Convention in Orlando, FL on Saturday, June 25, 2016. The library will be closed that day to allow all staff to travel together for cost savings.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal #1: Create a context for improved property values and quality of life.

Objective: The library will seek to join the library consortia of the Southeast Library Information Network (SEFLIN) which will allow library card holders to receive requested interlibrary loan materials within 3-4 days from libraries statewide and access to the digital ebook collection; library staff training via online webinars and workshops.

> The library has joined SEFLIN and patrons have access to material from libraries throughout Florida from interlibrary loan. Also available are digital ebooks, and this year we have added digital magazines for patrons to access from their smartphone, tablet or computer. Library staff are now taking advantage of free webinar training through SEFLIN to enhance their knowledge of customer service, cataloging and to keep current on library topics.

Objective: Expand Lake Worth Historical Museum's educational component to interpret the history of the City through programs and tours.

> The Historical Museum has designed a new "Historical Walking Tour" flyer for self-guided tours of downtown Lake Worth's historic buildings. In addition the museum is doing school tours for North Grade and South Grade students to introduce them to some of the wonderful history at the museum.

Library

Goal #2: Recognize and protect our unique character.

Objective: Promote emerging literacy in the Lake Worth community by working with non-English speaking children and their parents in storytimes, workshops, and in the library's children's room. Develop and maintain a children's collection of materials which encourages literacy and providing positive library/book/ reading experiences for young children.

> The library is working with community partner "BRIDGES at Highland" and "BRIDGES at Lake Worth" and schools to connect families, children and the library to increase literacy through story times and reading. During FY 2015 the library held 40+ outreach programs and $30,000 of new children's books were purchased to replaced outdated and damaged materials. With new materials we continue to encourage children to read, explore and learn. New materials also aided them with their school assignments.

Objective: Update displays to better interpret the historical significance of artifacts in the collection relative to City development and history.

> New labels on museum artifacts are being updated with additional information and to enhance their legibility.

Goal #3: Provide effective and efficient services.

Objective: Partner with local cultural and commercial agencies to promote library card ownership and library use.

> The library, in conjunction with Palm Beach County Schools, encourages children to obtain library cards at the beginning of each school year, during school library tours and outreach story times at schools. During National Library Card Signup Month in September 2014. the library registered 58 students for library cards.

FY 2016 GOALS AND OBJECTIVES

Goal #1: Create a context for improved property values and quality of life.

Objective: Develop a parent informational resource collection with books, DVDs and community contact information. Subject information for this collection will include child developmental, educational stages, and grade specific resources.

Objective: Seek community partnerships with the Friends of the Lake Worth Library, Kiwanis, Rotary, BRIDGES, and Neighborhood Associations.

Objective: Hire an additional part-time Library Associate I for Youth Services. This individual will enable the library to offer additional programs and services to school age students.

Goal #2: Recognize and protect our unique character.

Objective: Increase the library's Florida History Collection by adding 30 new books about Florida's history and culture.

Goal #3: Provide effective and efficient services.

Objective: Support afterschool education efforts by providing space and resources for tutors and parents to assist students who need additional educational help.

Library

Performance Measures - FY 2016

Library

Workload Measurements: Measure:	FY 2013		FY 2014		FY 2015		FY 2016
	Goal	Actual	Goal	Actual	Goal	Projection	Goal
# of Youth Programs/Story times	200	212	200	212	185	215	220
# of Adult Programs	40	34	30	51	40	41	40
# of Grants	2	1	1	1	1	1	1
# of Items Circulated	82,000	81,482	70,000	61,832	70,000	61,000	58,000
# of items in Collection	73,000	73,376	70,000	74,861	70,000	65,000	65,000

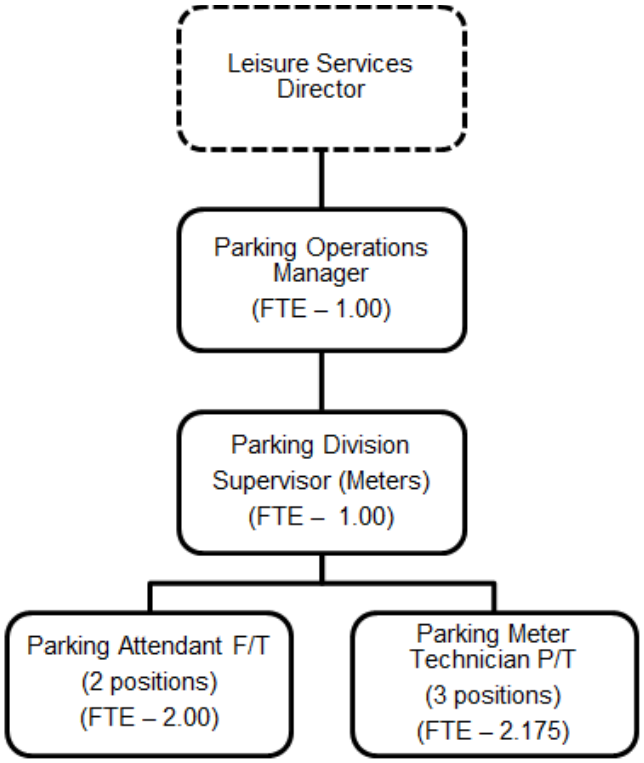
Effectiveness Measurements: Measure:	FY 2013		FY 2014		FY 2015		FY 2016
	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Avg. # items circulated / day	325	327	300	249	290	250	260
Avg. # Computer Sessions / day	110	128	110	118	111	100	100
Materials Expenditures per Capita	2	2.10	1.00	1.68	2	1.68	1.68
Ave. # Children's Programs / mo.	17	16	16	18	16	16	19

Library 8020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	180,432	186,775	192,511	150,442	192,511	211,158	18,647	9.69%
* Benefits	85,162	92,237	89,292	72,601	89,293	97,264	7,971	8.93%
Sub-Total	265,594	279,012	281,803	223,043	281,804	308,422	26,618	9.45%
OPERATING EXPENSES								
* Prof. & Contract. Service	90,806	76,115	63,426	51,353	63,426	63,441	15	0.02%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	23,166	17,971	17,081	15,268	17,081	16,975	(106)	-0.62%
* Insurance	22,060	20,358	27,637	23,031	27,637	27,637	-	-
* Maintenance	1,856	2,627	3,505	3,006	3,210	2,910	(300)	-9.35%
* Operating Expense	80,851	63,597	64,612	44,443	65,207	64,757	(450)	-0.69%
Sub-Total	218,739	180,668	176,261	137,101	176,561	175,720	(841)	-0.48%
CAPITAL	1,175	5,642	4,358	685	4,358	-	(4,358)	-100.00%
	-	-	-	-	-	-	-	-
TOTAL	**485,508**	**465,322**	**462,422**	**360,829**	**462,723**	**484,142**	**21,419**	**4.63%**

Parking

MISSION

The Parking Division's mission is to provide courteous and professional customer service to residents and visitors alike to the City of Lake Worth and enforce the City's parking ordinances.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	3.00	1.00			4.00
Part-time	4.00	1.00		1.00	3.00

Parking

MISSION: THE PARKING DIVISION'S MISSION IS TO PROVIDE COURTEOUS AND PROFESSIONAL CUSTOMER SERVICE TO RESIDENTS AND VISITORS ALIKE TO THE CITY OF LAKE WORTH AND ENFORCE THE CITY'S PARKING ORDINANCES.

CORE PROCESSES AND OUTPUTS

The Parking Division provides four-hour free parking for daily users in the City's downtown and metered parking at Lake Worth Beach Complex, Bryant Park Boat Ramp and Old Bridge Park lot. Responsibilities include: providing a safe parking environment; customer service to residents and visitors, answering questions concerning meters, tourist guide information, providing maintenance to parking lot pay stations, updating signage, enforcement of ordinances, issuance of citations, tracking of meter revenues and resolving citation disputes by processing Hearing Request Forms to obtain court hearing dates for residents.

FY 2016 INITIATIVES

Improve Parking experience throughout City of Lake Worth

Objective: Continue making patrons parking needs a priority

Objective: Continue making the parking experience at the City of Lake Worth a safe and pleasant one.

Objective: Continue to improve the lighting at the beach parking lot without interfering with Department of Environmental Protection's required turtle lighting.

Objective: Modify scheduling of parking staff to extend enforcement to downtown and surrounding streets and alleys.

Reduce cost of maintenance, signage and collection.

Objective: Minimize the cost of signs by recycling the old signs and increasing the use of in house sign machine, when feasible.

Objective: Continue to do repairs on meters by the Parking Division when possible to control maintenance costs with contracted vendor. Proposed tasks to be done will include: servicing, replacing or repairing parts such as coin acceptors, credit card acceptors, main boards, screens, printers and rolls of paper.

Objective: Parking Division staff will continue to collects coins from pay stations throughout City and process coins for deposit instead of outsourcing.

FY 2016 GOALS AND OBJECTIVES

Goal # 1: Create a context for improved property values and quality of life.

Objective: The Parking Division will work with other City departments to provide safe and welcoming parking facilities for residents, business owners and visitors, making their parking experience a pleasant one throughout our City.

Parking

Goal # 2: Recognize and protect our unique character.

Objective: Parking will work with City community leaders, home owner association representatives and City staff to ensure sufficient parking in available for community annual calendar events and official City events in the coming fiscal year.

Goal # 3: Provide effective and efficient services.

Objective: The Parking Division will work with other City departments to update and maintain parking signage.

Objective: The Parking Division will coordinate with Palm Beach Sheriff's Office to provide safe police-protected parking areas.

FY 2015 INITIATIVES REPORT CARD

#1 - In an effort to improve the parking experience for City visitors, the City entered into an agreement with Clancy Software System, which included a software package for ticket issuance, ticket processing and management reports. Both wireless technology and Android cell phones were used by parking technician's allowing them to track paid and unpaid parking spaces and issue e-citations for unpaid parking spaces accordingly. The use of this technology has increased the percentage of paid parking spaces and reduced the number of disputed citations as all citations included up to three pictures of cited vehicle.

#2 - The use of golf carts at the beach parking lot allowed additional visibility of parking attendants on duty. Parking lots are safer and parking technicians more accessible to the public, allowing them to provide faster and easier service to the public.

#3 - As requested by casino complex tenants and their employees, a safety meeting with a PBSO representative was held, lighting was restored and landscaping reduced at Old Bridge Park, in order to provide a safer parking environment for them.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Goal #1: Continue modifying parking lots throughout the City to provide convenient parking spaces for tenants, customers, their employees, residents and visitors.

Modification of casino complex parking lot was not able to be done due to constraints with the active inter-local agreement with Palm Beach County. Requested event parking was provided for City sponsored events and casino ballroom events without disrupting parking flow for other tenants and beachgoers. Casino complex tenant employees' parking lot located at Old Bridge Park received a facelift with additional lighting, reduced landscaping, signage and restriping of parking spaces. Pay stations at the beach parking lot were relocated to reduce the length of waiting time at meters in the most commonly used areas.

Parking

Performance Measures - FY 2016 Budget

Leisure Services - Parking

Workload Measurements:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Citation revenue	*	*	*	*	*	*	$100,000	$100,000	$100,000	$214,000	$215,000
Delinquent citation revenue	*	*	*	*	*	*	$33,000	$30,000	$55,000	$66,000	$67,000
Citation revenue paid online	*	*	*	*	*	*	$13,750	$6,415	$30,000	$78,376	$79,000
Pay-by-Phone app users	*	*	*	*	*	*	4,740	4,740	6,000	4,763	4,800

Effectiveness Measurements:	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of issued citations vs. collected revenue	*	*	*	*	*	*	65%	65%	75%	61%	65%
% of delinquent citations vs. collected revenue	*	*	*	*	*	*	33%	33%	50%	49%	50%
Citations paid online	*	*	*	*	*	*	550	558	1200	1804	1820

Downtown Parking 5030	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	3,960	4,015	3,937	3,090	3,937	4,098	161	4.09%
* Benefits	2,136	2,370	2,601	1,835	2,601	2,424	(177)	-6.81%
Sub-Total	6,096	6,385	6,538	4,925	6,538	6,522	(16)	-0.24%
OPERATING EXPENSES								
* Prof. & Contract. Service	8,352	1,643	1,363	1,011	1,363	1,963	600	44.02%
* Travel & Training	50	-	50	-	50	50	-	-
* Utility & Communication							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	1,243	-	-	-	-	-	-
* Operating Expense	22,378	19	2,737	-	1,917	2,140	223	11.63%
Sub-Total	30,780	2,905	4,150	1,011	3,330	4,153	823	24.71%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**36,876**	**9,290**	**10,688**	**5,936**	**9,868**	**10,675**	**807**	**8.18%**

Parking

Beach Fund- Beach Parking 8050	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	111,747	173,336	196,320	134,599	198,893	232,051	33,158	17%
* Benefits	25,085	63,362	81,545	53,293	81,546	92,521	10,975	13%
Sub-Total	136,832	236,698	277,865	187,892	280,439	324,572	44,133	
OPERATING EXPENSES								
* Prof. & Contract. Service	13,939	25,918	38,918	22,772	34,918	38,009	3,091	9%
* Travel & Training	250	500	200	107	200	200	-	-
* Utility & Communications							-	-
* Insurance	4,296	3,966	4,633	3,861	4,633	4,633	-	-
* Maintenance	7,048	20,736	16,200	11,919	18,700	23,500	4,800	26%
* Operating Expense	12,924	26,387	25,350	7,198	26,850	24,500	(2,350)	-9%
Sub-Total	38,457	77,507	85,301	45,857	85,301	90,842	5,541	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	16,767	8,446	-	-	-	-	-	-
PRINCIPAL							-	-
TOTAL	**192,056**	**322,651**	**363,166**	**233,749**	**365,740**	**415,414**	**49,674**	**13.58%**

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 fishermen 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.

OPERATIONS

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.

FY 2016 GOALS AND OBJECTIVES

Increase outdoor land based activities for the residents of Lake Worth.

Increase public awareness of pier activities by creating an official website and researching other web based social networks to promote fishing pier activities.

Identify the opportunity to coordinate additional non-fishing related special events held on the pier.

Maximize fishing pier revenue generating opportunities.

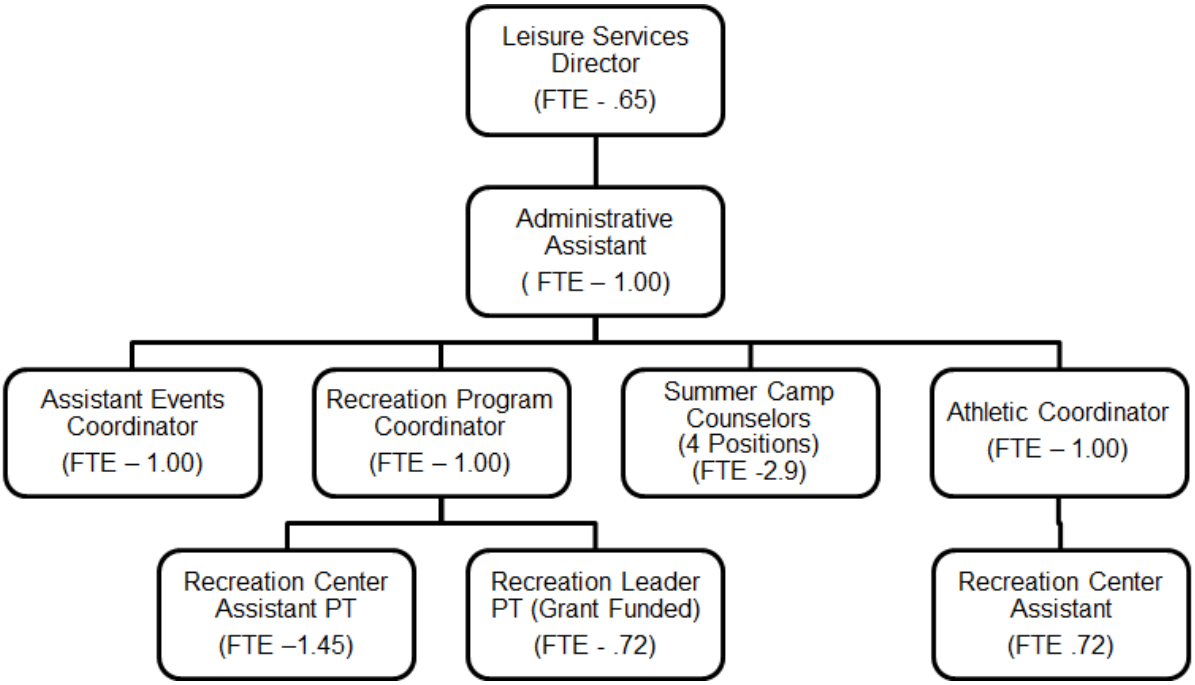
Explore creating additional revenue generating opportunities through special events and pier rentals for weddings, birthday parties, etc.

Beach Fund- Pier 8075	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	15,610	-	-	-	-	-	-	-
* Travel & Training							-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	14,379	12,004	28,837	24,031	28,837	28,837	-	-
* Maintenance	10,405	9,211	10,000	7,486	10,000	10,000	-	-
* Operating Expense	-	-	-	-	-	-	-	-
Sub-Total	40,394	21,215	38,837	31,517	38,837	38,837	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**40,394**	**21,215**	**38,837**	**31,517**	**38,837**	**38,837**	**-**	**-**

Recreation

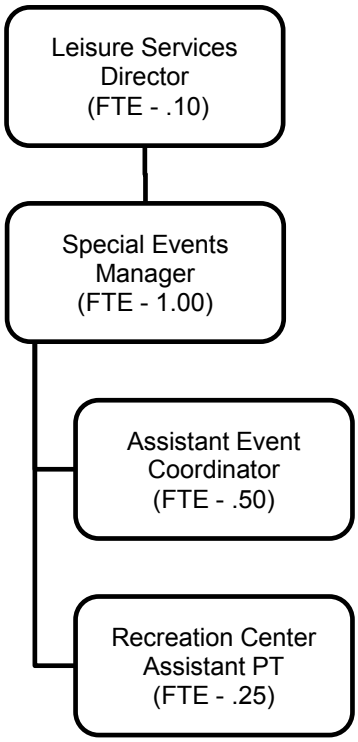
MISSION

The City of Lake Worth Recreation Department is committed to enriching the quality of life and increasing the level of service to the residents we serve by providing excellent customer service, safe accessible facilities and a diversified program of recreational activities.



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 - FY 2016
Full-time	3.00	0		1.00	4.00
Part-time	6.50	0			5.78

Special Events



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015– FY 2016
Full-time	1.60	+.25	0	0	1.85
Part-time (FTE)	0	0	0	0	0

Recreation

Core Processes and Outputs:

Athletic Programs - The Recreation Division's Athletic Program is focused on providing quality athletic events for the youth of the City of Lake Worth and its surrounding neighbors. This year's youth leagues had a combined estimate of over 2,000 participants engaging in several different types of sports. Athletic leagues coordinated by the department's staff and volunteer groups included: recreation basketball, travel basketball, tackle football, travel soccer, soccer, recreation baseball, travel baseball, flag football, and cheerleading, which included 1,800 games. The Athletic Program also coordinates several youth baseball, basketball, soccer and flag football tournaments held throughout the year attracting an estimated 20,000 new visitors to Lake Worth.

Facilities – Recreation has utilized this past year as an opportunity to spot needed improvement and replacement items throughout our facilities by replacing doors, windows, fencing, improving security lighting, repairing sidewalks and parking, upgrading irrigation systems, and remodeling restrooms and buildings in most all of the City's athletic facilities and parks. This was done in conjunction with the Building Maintenance and Grounds Divisions using several funding sources.

Special Events Programs - The Special Events Program is responsible for all City-sponsored community special events. The current annual special events include the Veteran's Day Parade, Holiday Parade, 4th of July Celebration, Daddy Daughter Date Night, Easter Egg Hunt, Holiday Bike Giveaway and Santa's Winter Workshop.

Out of School Programs - The recently renovated Youth Empowerment Center and the updated computer lab at the Osborne Center; along with the Norman J. Wimbley Gymnasium is home for almost 100 Lake Worth Youth participating in the **Youth Empowerment Center.** Working with the local schools to identify at risk youth who could benefit from this program, hopes are to add to the program in the coming year. Computer programming, access to a conducive study environment, ability to learn some life skills, and highly skilled counselors have created some very positive results with the participants at their respective schools.

The Summer Sports Camp is still going strong as ever with a full slate of sports and activities to provide a structured environment of healthy, positive exercise and fun for all campers. The Sports Camp is hoping to bring 65 campers into the program this year with additional activities and direction, while still maintaining one of the lowest program costs in the County.

NEW INITIATIVES FOR FY 2016

Continue to evaluate, identify and improve deficiencies that will improve the delivery of services and continue to strive to provide quality recreational experiences for everyone.

The division will be conducting community surveys to seek information from residents to better gauge what type of recreational opportunities the community would like to see offered. Continue to promote the City's resources such as: the athletic fields and park pavilions in order to increase revenues generated by the division. With the completion of South Bryant Park, construction improvements at Sunset Ridge Park and a new multi-purpose athletic field at Howard Park, the department will increase its effort to generate revenue at these locations by improved marketing and a more consumer friendly payment system.

Recreation

FY 2016 GOALS AND OBJECTIVES

Goal #1: Create a context for improved property values and quality of life.

The Recreation Division will work with other City departments and outside companies to establish and maintain alluring facilities in order to attract families and professionals to the area as perspective homebuyers, as well as encourage current residents to participate in recreational activities and facility and neighborhood enrichment programs.

Goal #2: Recognize and protect our unique character.

The Recreation Division recognizes the City's diversity as one of its most unique characteristics. We will strive to provide services geared towards the inclusion of all residents and visitors.

Goal #3: Provide effective and efficient services.

By surveying current and potential participants, the Recreation Division will be able to affectively access the relevance, needs and desires of current and possible programming. A resident vs. non-residence comparison will also be utilized to visualize what programs are most beneficial to City residents.

FY 2015 INITIATIVES REPORT CARD

The Recreation Division is constantly looking for ways to improve services and facilities for the use of our citizens and business partners. Initiatives successfully completed and ongoing include:

Improved physical and safety standards of our fields, facilities, and buildings.

Evaluated, identified and improved deficiencies to better deliver services.

Provided quality recreational experiences for everyone.

Promoted City's resources such as the athletic fields, park pavilions, facilities, indoor activities and events, in order to increase revenues generated by the division.

The Recreation Division has promoted community bonding and large participation involving the whole community. The Holiday & Veterans Day Parade, Daddy Daughter Date Nite, Easter Egg Hunt and 4th of July Celebration brought the whole community together and created a positive atmosphere in the City.

Hosting baseball, soccer and basketball tournaments in the City brought hundreds of individuals to the City who left with a positive image of Lake Worth.

Staff worked with PBSO to sponsor soccer and other athletic events helping bring the different nationalities within the community together in a positive and safe way.

Recreation

2015 GOALS AND OBJECTIVES REPORT CARD

Goal #1: Increase recreational opportunities in the City.

Expanded family and youth recreational opportunities by working in partnership with other public and private entities by co-coordinating the annual Santa's Winter Workshop, Daddy Daughter Date Nite and the Easter Egg Hunt celebration with local civic organizations such as the Lake Worth Kiwanis. Staff secured several sponsorships from local civic organizations and private business donations that enabled several local youth the opportunity to participate in one of many of the different recreation programs. Coordinated and implemented several new youth and adult athletic leagues and after-school programs including Bitty Basketball, Adult Flag Football and Adult Softball.

Goal #2: To provide comprehensive, community-bonding Leisure Services programs for all City residents.

Coordinated numerous community-bonding events throughout each year such as Daddy Daughter Date Night, Easter Egg Hunt, Youth Empowerment Day, holiday parade and several baseball, flag football and basketball tournaments.

Goal #3: Improve the ability of current parks and recreational facilities to accommodate a substantial increase in active programs and resident participation.

Maintained the current level of quality and structural integrity in our current park and recreational facilities while addressing improved ADA access, risk management issues, improved resident safety, and facility access and convenience.

Performance Measures - FY 2016 Budget

Leisure Services - Recreation

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Community Events Coordinated	14	14	16	16	16	16	3	3	3
Community Event Permits Processed	-	-	-	139	140	130	140	145	145
Grants Coordinated	5	5	5	5	4	4	4	4	4
Athletic Leagues Organized	13	13	13	6	6	10	9	6	6
Athletic Tournaments Coordinated	-	-	-	-	15	10	12	11	11
Sponsorships Secured	15	15	15	15	15	12	16	15	15
Indoor Facility Permits Processed	-	-	-	98	100	35	12	22	22
Athletic Field Permits Processed	-	-	-	604	615	335	350	348	348
Park Pavilion Permits Processed	-	-	-	66	70	90	100	100	100

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Avg. # of monthly Event Permits processed	2,350	2,350	11,000	11,000	11	11	11	12	12
Avg. Cost per Youth (Athletics) to City	$ 49	$ 49	$ 49	$ 65	$ 65	$ 60	$55	$ 78	$78
Avg. # of monthly Indoor Facility Permits Processed	-	-	-	8	8	4	1	4	5
Avg. # of Athletic Field Permits Processed	-	-	-	50	51	28	29	29	30
Avg. # of Park Pavilion Permits Processed	-	-	-	5	6	7	8	8	8
% of Grant Funding Reimbursed	100%	100%	100%	100%	100%	100%	100%	100%	100%

Recreation

Recreation (Combined) 8060, 8061, 8062, & 8063	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	261,189	336,523	294,474	213,972	282,345	354,513	72,168	25.56%
* Benefits	92,677	169,784	118,204	93,456	119,480	140,352	20,872	17.47%
Sub-Total	353,866	506,307	412,678	307,428	401,825	494,865	93,040	23.15%
OPERATING EXPENSES								
* Prof. & Contract. Service	67,730	171,485	201,880	173,576	230,555	248,555	18,000	7.81%
* Travel & Training	571	-	525	-	420	870	450	107.14%
* Utility & Communication	235,686	144,889	145,230	112,590	144,086	135,294	(8,792)	-6.10%
* Insurance	119,485	117,834	160,571	133,809	160,571	160,571	-	-
* Maintenance	41,332	57,347	67,234	44,222	69,134	67,124	(2,010)	-2.91%
* Operating Expense	137,596	168,292	207,778	142,055	191,979	206,513	14,534	7.57%
Sub-Total	602,400	659,847	783,218	606,252	796,745	818,927	22,182	2.78%
CAPITAL	7,228	4,530	-	-	-	-	-	-
TOTAL	**963,494**	**1,170,684**	**1,195,896**	**913,680**	**1,198,570**	**1,313,792**	**115,222**	**9.61%**

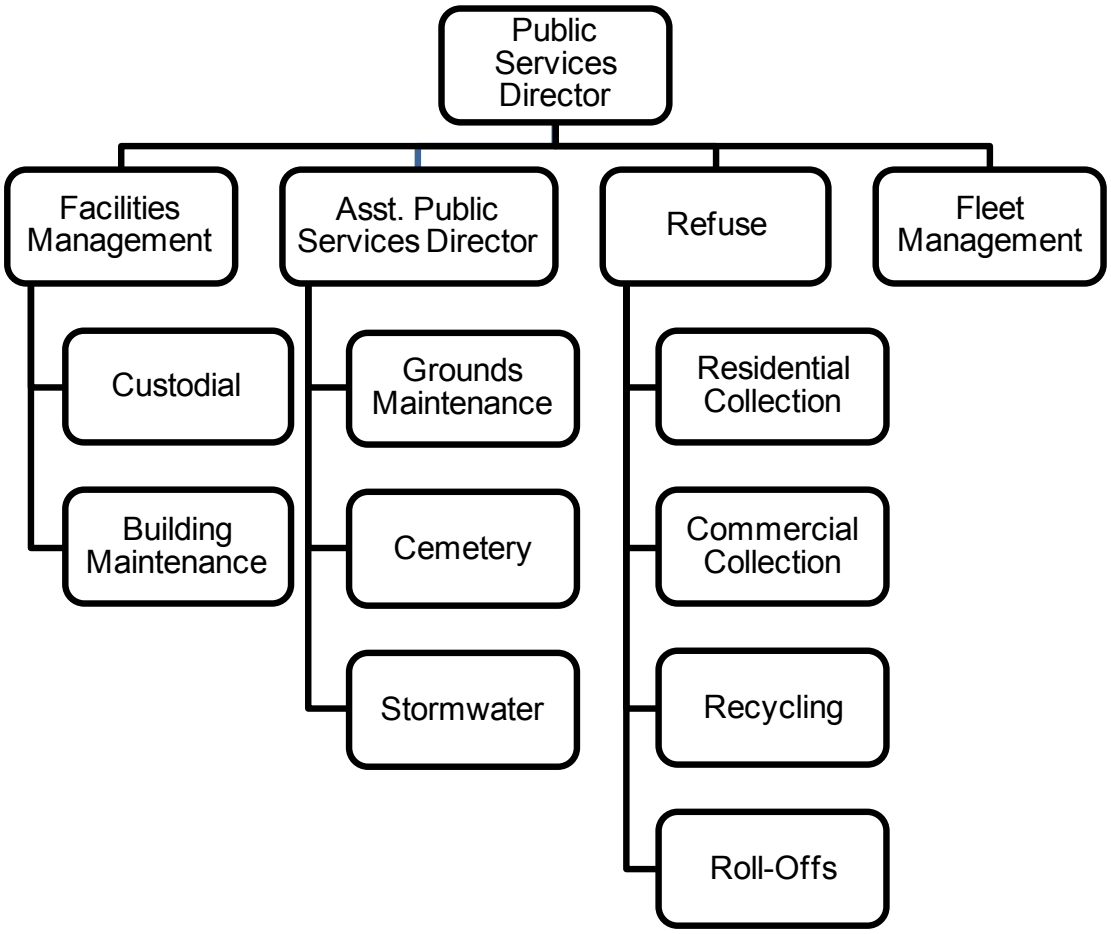
Recreation- Community Programs 8061	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	109,304	106,527	129,698	98,383	120,241	136,832	16,591	13.80%
* Benefits	38,108	44,147	58,059	43,618	58,060	57,472	(588)	-1.01%
Sub-Total	147,412	150,674	187,757	142,001	178,301	194,304	16,003	8.98%
OPERATING EXPENSES								
* Prof. & Contract. Service	22,007	27,671	18,259	15,216	18,259	18,259	-	-
* Travel & Training	313	-	-	-	-	-	-	-
* Utility & Communication	134,109	72,258	72,615	56,296	72,293	64,698	(7,595)	-10.51%
* Insurance	14,987	14,283	18,241	15,201	18,241	18,241	-	-
* Maintenance	13,360	16,087	36,960	18,433	36,960	36,960	-	-
* Operating Expense	34,391	31,033	62,429	23,100	62,400	65,809	3,409	5.46%
Sub-Total	219,167	161,332	208,504	128,246	208,153	203,967	(4,186)	-2.01%
CAPITAL	-	4,530	-	-	-	-	-	-
TOTAL	**366,579**	**316,536**	**396,261**	**270,247**	**386,454**	**398,271**	**11,817**	**3.06%**

Recreation

Recreation - Facilities 8062	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	43,707	97,480	79,343	62,532	72,385	96,066	23,681	32.72%
* Benefits	14,110	44,603	30,394	23,194	30,394	30,845	451	1.48%
Sub-Total	57,817	142,083	109,737	85,726	102,779	126,911	24,132	23.48%
OPERATING EXPENSES								
* Prof. & Contract. Service	23,840	116,281	130,730	112,379	130,730	148,730	18,000	13.77%
* Travel & Training	258	-	-	-	-	-	-	-
* Utility & Communication	101,577	72,256	72,615	56,294	71,793	70,596	(1,197)	-1.67%
* Insurance	76,657	70,652	106,222	88,518	106,222	106,222	-	-
* Maintenance	27,862	35,582	30,164	21,057	30,164	30,164	-	-
* Operating Expense	7,182	3,549	7,344	1,438	7,344	9,004	1,660	22.60%
Sub-Total	237,376	298,320	347,075	279,686	346,253	364,716	18,463	5.33%
CAPITAL	7,228	-	-	-	-	-	-	-
TOTAL	**302,421**	**440,403**	**456,812**	**365,412**	**449,032**	**491,627**	**42,595**	**9.49%**

Recreation- Special Events 8063	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	108,178	132,516	85,433	53,057	89,719	121,615	31,896	35.55%
* Benefits	40,459	81,034	29,751	22,546	29,751	52,035	22,284	74.90%
Sub-Total	148,637	213,550	115,184	75,603	119,470	173,650	54,180	45.35%
OPERATING EXPENSES								
* Prof. & Contract. Service	21,883	27,533	52,891	45,981	81,566	81,566	-	-
* Travel & Training	-	-	525	-	420	870	450	107.14%
* Utility & Communication	-	375	-	-	-	-	-	-
* Insurance	27,841	32,899	36,108	30,090	36,108	36,108	-	-
* Maintenance	110	5,678	110	4,732	2,010	-	(2,010)	-100.00%
* Operating Expense	96,023	133,710	138,005	117,517	122,235	131,700	9,465	7.74%
Sub-Total	145,857	200,195	227,639	198,320	242,339	250,244	7,905	3.26%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**294,494**	**413,745**	**342,823**	**273,923**	**361,809**	**423,894**	**62,085**	**17.16%**

Public Services



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.

CORE PROCESSES AND OUTPUTS

Public Services Administration oversees the following divisions: Facilities Management, Storm Water/Streets Management, Grounds and Cemetery Maintenance, Fleet Maintenance and Refuse/Recycling Services.

Public Services Administration – Public Services Administration function has various duties and responsibilities. The department's main focus is to provide safe, clean, and essential services to citizens and visitors of the City of Lake Worth. Public Services Administration is responsible for all supervisory and administrative duties within the divisions incorporated under Public Services overseeing division budgets, schedules, personnel, equipment, and overall management. 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.

Facilities Management – Public Services and Facilities employees maintain and upgrade the City infrastructure staying environmentally conscious to protect and preserve the natural environment.

Stormwater & Streets Division - Public Services works in conjunction with the Stormwater/Streets Division to generate work orders for patching potholes, erecting street signs, regulatory signs and other required signage. Also managed through this coordination is the maintenance of storm sewers, removal of fallen trees and limbs from the roads and the clean up and sweeping of city roads, right-of-ways and easements.

Public Events Coordination – All Public Services divisions participate in coordinating City and community events by working with HOA representatives, civil organizations and City staff. Specific responsibilities include participating in site planning activities and reviews, project management and inspection services.

Capital Improvement Projects – Public Services Administration participates 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.

Grants Management – Public Services Administration works in conjunction with City staff to implement and adhere to grant regulations, assure grant projects are completed in a timely manner and submit proper documentation to grant agencies for full reimbursement.

FY 2016 INITIATIVES

Work closely with each division to maximize staff resources and maximize efficiency of operations.

FY 2016 GOALS AND OBJECTIVES

Implement Capital Improvement Projects plan

6th Ave South – Dixie to Federal Roadway Improvements project

Tropical Drive and Barton Rd Watermain Improvements Project – multi-departmental project complete with watermain improvements and roadway improvements

Public Services Administration

11th Ave South Greenway – South A St to South H St

Neighborhood Traffic Calming project – CDBG Target Area

8th Ave South Greenway – South A St to South F St.

FY 2015 INITIATIVES REPORT CARD

Continue to manage the reduced budget while adapting to unforeseen challenges in order to provide the highest quality of public services.

Administration staff accomplished the successful management of a reduced budget with the same resources. Teamwork, open communication, departmental coordination and the ability to multi-task on a daily basis were the recipe for the completion of a successful year.

Continue the City of Lake Worth Infrastructure Masterplan composed of stormwater, roadway, sidewalk and utility master plans.

Although the bond referendum did not pass, City staff has developed a roadmap of infrastructure projects that will guide the decision makers to the right decisions based on empirical data. The City's departments are well coordinated and in tune with inter-related future projects.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Proceed with a public private partnership for a new City services building.

The department worked diligently to finalize a new City Services Complex; however, it was ultimately determined that current budget restrictions would not allow for the project to proceed. A multi-departmental plan has been established for future use when budgetary allocations permit.

Continued distribution of information for community and City staff through meetings.

The department was very active in neighborhood association meetings, City events and meetings at City Hall. Staff were present at practically every after-hour meeting and were available to represent the City and answer important questions.

City infrastructure improvements.

Completed Capital Improvement projects:

2nd Ave North Striping project – completed on time and under budget

MLK Ball at the Cultural Plaza – after further analysis of the ball itself, it was determined to be out of round and the base was out of plumb. The CIP budget did not have sufficient funds to cover the cost to repair.

7th Avenue South – South A St to South F St – completed on time and on budget. Staff worked closely with residents to design a partial greenway with one-way road to maximize pervious areas and provide additional greenspace to the area.

10th Avenue South – South A St to South G St – completed ahead of schedule and under budget. The unimproved shellrock road was converted to a two-way road complete with water, sewer, drainage, curbing, sidewalk and roadway improvements.

Public Services Administration

9th Ave South Greenway – South B St to South F St – completed ahead of schedule and under budget. The un-improved shellrock road was converted to a greenway complete with shared use path, trees, sodding, irrigation and safety improvements.

5th Ave North Greenway – North A St to North C St – completed ahead of schedule and under budget. The un-improved shellrock road was converted to a greenway complete with shared use path, trees, sodding, irrigation and safety improvements.

Performance Measures - FY 2016 Budget

Public Services Administration

Workload Measurements	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Forwarding service calls and emails to appropriate division in a timely manner.	90%	89%	90%	90%	90%	90%	95%	95%	95%
Number of resident requests satisfied	85%	85%	85%	85%	90%	90%	90%	90%	95%
Respond to fee inspections within 48 hours	85%	85%	90%	90%	90%	90%	95%	95%	98%
Timely response to resident divisional requests	*	*	*	*	90%	90%	90%	95%	95%

Effectiveness Measurements	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Improve response time for incoming service calls and emails	90%	89%	90%	90%	90%	90%	95%	95%	98%
Monitor Project Manager's inspection log on a weekly basis	*	*	*	*	100%	95%	100%	95%	95%

Public Services Administration 5010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	97,601	97,551	96,755	75,153	97,098	99,122	2,024	2.08%
* Benefits	48,483	59,736	46,506	37,357	46,506	35,248	(11,258)	-24.21%
Sub-Total	146,084	157,287	143,261	112,510	143,604	134,370	(9,234)	-6.43%
OPERATING EXPENSES								
* Prof. & Contract. Service	60,979	35,295	37,391	16,088	39,306	159,306	120,000	305.30%
* Travel & Training	822	3,995	4,755	25	3,400	3,400	-	-
* Utility & Communication	9,210	360	337	264	337	337	-	-
* Insurance	9,816	10,531	17,637	14,698	17,637	17,637	-	-
* Maintenance	5,845	11,800	9,800	9,833	9,800	9,800	-	-
* Operating Expense	6,457	7,530	8,296	4,141	7,786	7,736	(50)	-0.64%
Sub-Total	93,129	69,511	78,216	45,049	78,266	198,216	119,950	153.26%
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**239,213**	**226,798**	**221,477**	**157,559**	**221,870**	**332,586**	**110,716**	**49.90%**

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.

CORE PROCESSES AND OUTPUTS

The Cemetery Division is responsible for all of the grounds maintenance at the City's two Cemeteries: Pinecrest Cemetery and I.A. Banks Memorial Park. The maintenance at these locations includes all lawn, tree and shrub maintenance including mowing, blowing, trimming, mulching, chemical weed control and trash and debris removal. This also includes the string trimming of approximately 8,000 headstones and markers.

FUNERAL AND BURIAL RESPONSIBILITIES

The Division is responsible for all grave preparations and setups for both full burials and cremation services (cremation is not performed by the City). These duties include identifying the correct grave location, excavation of the grave site, preparing the lowering device for the lowering of the coffin, setting up of the canopy and chairs in order to provide a comfortable setting and environment for the family and friends of the deceased, and closing of the grave after the service has completed.

GENEALOGY AND GRAVE LOCATION ASSISTANCE

The Division assists visitors with finding the location of grave sites. Assistance by the Division staff is usually necessary and the cemetery software system, "Pontem," is utilized to find the exact section and lot where the person was laid to rest. We then take the cemetery map book and bring the family or friend out to the exact location of the grave they are looking for.

FY 2016 GOALS AND OBJECTIVES

To continue to trend the usage of water in a downward cycle by managing the irrigation with the latest standards and equipment, within budgetary allocations.

Increase the synergy between the City's Division staff and the City's volunteer groups to aid in clean-up and maintenance of the cemeteries general day-to-day appearance.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Reduce Water Usage.

Based on the year-to-date water data for FY 2015, the cemetery seems to be trending towards a reduced water consumption usage than the previous fiscal year 2014. This is a major improvement over previous years as shown below:

	Budget	Actual Use
FY 2010:	$95,000	$120,498.98
FY 2011:	$124,500	$175,563.47
FY 2012:	$112,383	$118,222.68
FY 2013:	$124,870	$68,437.44
FY 2014:	$124,870	$95,087.36
FY 2015:	$103,241	On track for $70,000+/-

Cemetery

Performance Measures - FY 2016 Budget

Public Services - Cemetery

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Improve appearance of cemetery grounds	*	*	*	*	90%	90%	90%	90%	95%

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Areas mowed (acres per week)	19	19	19	19	19	19	19	19	19
Head stones weed wacked (per week)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Funerals serviced	50	50	50	50	50	50	50	50	50
Equipment serviced/repaired (per day)	4	4	4	4	4	4	4	4	4

Cemetery 5050	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	59,383	77,208	67,094	51,665	67,263	69,045	1,782	2.65%
* Benefits	45,971	37,796	47,987	36,663	47,987	49,543	1,556	3.24%
Sub-Total	105,354	115,004	115,081	88,328	115,250	118,588	3,338	2.90%
OPERATING EXPENSES								
* Prof. & Contract. Service	4,435	5,874	3,315	2,763	3,315	3,315	-	-
* Travel & Training							-	-
* Utility & Communication	81,236	101,942	109,854	100,907	109,854	101,513	(8,341)	-7.59%
* Insurance	4,739	4,683	8,697	7,248	8,697	8,697	-	-
* Maintenance	6,187	12,226	6,991	1,461	7,106	34,595	27,489	386.84%
* Operating Expense	12,451	3,139	11,448	4,458	11,448	9,475	(1,973)	-17.23%
Sub-Total	109,048	127,864	140,305	116,837	140,420	157,595	17,175	12.23%
CAPITAL	18,423	1,451	-	-	-	-	-	-
TOTAL	**232,825**	**244,319**	**255,386**	**205,165**	**255,670**	**276,183**	**20,513**	**8.02%**

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.

CORE PROCESSES AND OUTPUTS

The Facilities Maintenance Division administers both in-house and outsourced service contracts, such as pest control, custodial, fire, and security protection for all City-owned facilities. In-house services include carpentry, electrical, air conditioning, painting, plumbing, and ancillary functions.

Facilities Maintenance – 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 within the budget plan.

Facilities Budget Management - The Division's budget provides funding and set-up assistance for all City sponsored events including the City Christmas Parade, Street Painting Festival, Reggae Fest, Tropic Fest (July 4th), Tropical Triathlon, and Hispanic Fest. The department provides tents, tables, chairs, lighting, and an on-call or assigned electrician for these events.

Facilities Non-Scheduled Maintenance Tasks – The Division aids all departments in federal and state regulated storage of public records. The moving of furniture, boxes, file records, performing flag raising ceremonies, installing Home Owners Association neighborhood banners, and providing public address systems for events. The Division is also responsible for emergency protection of City buildings from weather related incidents and ensuring the safety and security of these City assets.

FY 2016 NEW INITIATIVES

The Facilities Division will continue maintaining the ADA standards and improving the energy efficiency throughout the City of Lake Worth facilities.

The Facilities Division will be performing full inspections on all City owned buildings and properties to ensure the safety, equipment useful life and overall condition of the asset is identified and budgeted for repair/replacement if necessary.

FY 2016 GOALS AND OBJECTIVES

Performance of a 4-Point Inspection on all City owned Buildings.

Division will perform inspections of the Electrical, Mechanical, Roofing, and Plumbing systems to identify repairs, replacements and preparation of future years budgets.

Continue to implement water conservation methods for replacing older plumbing fixtures throughout the City.

Replace older toilets with water efficient toilets.

Replace manual faucets with sensor activated faucets.

Implement a long range plan for replacement of inefficient electrical fixtures throughout the City.

Facilities Management

FY 2015 INITIATIVES REPORT CARD

The Division was successful in completing projects involving ADA compliance and access. The existing stairwell at City Hall received handrails on all levels. The Water Utilities new trailers received ADA ramps for access to their offices. Painting was refreshed on many stair treads to allow for greater visibility.

The Facilities Division is coordinating daily with the Leisure Services Department with efforts to provide excellent maintenance of the Casino Complex. Painting, pressure cleaning, vandalism repairs, and plumbing repairs are all items that are completed on a regular basis to ensure this vibrant City asset is maintained to the best standards.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Support for Public Services Building.

Due to budgetary restrictions, the process for the construction of a new City Services Complex was placed on hold until budgetary allocations can be made.

Implement water conservation plan for replacing older plumbing fixtures throughout the City.

Replace older toilets with water efficient toilets.

Replace manual faucets with sensor activated faucets.

Implement a long range plan for replacement of air conditioning systems.

The Division has inspected the City's existing mechanical systems for age, useful life and efficiency and identified many of the buildings are due for replacement. City Hall's existing chiller unit was replaced and the chiller unit for the Public Safety Complex was replaced.

The Facilities Division performed wood preservation applications to the Lake Worth Pier, Snook Islands boardwalks and Bryant Park Fishing Jetty.

The replacement of the roof of City Hall was completed successfully. The project was challenging given the historical nature of the building and the access restrictions.

The Facilities Division coordinated with community agencies such as City of Lake Worth Community Redevelopment Agency, home owners associations and COMPASS to prepare for their community events and ceremonies. This entails putting up banners, tents, and temporary electrical power for special events.

Since the opening of the Lake Worth Casino complex building, the Facilities Division has assisted in the repair of air conditioning units, ballroom doors, plumbing, electrical and touch up painting throughout the Casino complex and beach area.

Facilities Management

Performance Measures - FY 2016 Budget

Public Services - Facilities Management

Workload Measurement	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Reduce the number of emergency calls	30	35	30	37	30	28	30	30	25
Replace aged and inefficient HVAC systems	10	10	10	2	10	2	5	3	3
Track number of HVAC calls	100	80	100	85	100	75	75	50	50
Track hours spent on special events	*	*	*	*	350	300	250	300	350
Reduce the ADA deficiencies in all city facilities	4	2	3	1	3	1	2	5	10
Track workorders at Casino/Beach Complex	*	*	*	*	20	50	20	20	20

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Reduce energy consumption	20%	12%	20%	20%	20%	22%	20%	20%	20%
Increase workorders for work performed	50%	38%	70%	55%	70%	20%	70%	70%	70%
Track workorder labor hours	100%	80%	100%	90%	100%	95%	100%	95%	95%
Track Casino Complex workorder labor hours	*	*	*	*	100%	95%	100%	95%	95%

Public Services - Facilities Custodial Services

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Track the number of custodial complaints	25	40	25	15	15	17	15	15	10

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Respond to custodial requests and forward to cleaning contractor	80%	80%	85%	90%	100%	100%	100%	100%	100%

Facilities Management 5060, 5061 & 5062	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	404,834	392,791	402,269	314,118	404,815	450,993	46,178	11.41%
* Benefits	218,794	246,197	265,587	198,090	265,588	305,821	40,233	15.15%
Sub-Total	623,628	638,988	667,856	512,208	670,403	756,814	86,411	12.89%
OPERATING EXPENSES								
* Prof. & Contract. Service	106,535	110,391	123,172	93,654	122,576	182,162	59,586	48.61%
* Travel & Training	-	1,036	400	-	400	600	200	50.00%
* Utility & Communication	20,640	25,589	23,538	15,968	22,538	20,753	(1,785)	-7.92%
* Insurance	36,555	36,912	43,550	36,292	43,550	43,550	-	-
* Maintenance	122,497	110,365	113,586	73,635	117,100	105,350	(11,750)	-10.03%
* Operating Expense	32,297	29,812	33,454	16,768	29,367	30,125	758	2.58%
Sub-Total	318,524	314,105	337,700	236,317	335,531	382,540	47,009	14.01%
CAPITAL	17,676	24,200	17,188	15,713	17,188	-	(17,188)	-100.00%
TOTAL	**959,828**	**977,293**	**1,022,744**	**764,238**	**1,023,122**	**1,139,354**	**116,232**	**11.36%**

Facilities Management

Facilities - Custodial 5061	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	6,883	7,057	6,906	5,831	6,906	7,532	626	9.06%
* Benefits	3,795	4,381	4,743	3,675	4,743	4,906	163	3.44%
Sub-Total	10,678	11,438	11,649	9,506	11,649	12,438	789	6.77%
OPERATING EXPENSES								
* Prof. & Contract. Service	72,482	72,257	76,864	56,838	76,864	95,000	18,136	23.59%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-	-
Sub-Total	72,482	72,257	76,864	56,838	76,864	95,000	18,136	23.59%
CAPITAL							-	-
TOTAL	**83,160**	**83,695**	**88,513**	**66,344**	**88,513**	**107,438**	**18,925**	**21.38%**

Facilities - Maintenance 5062	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	397,951	385,734	395,363	308,287	397,909	443,461	45,552	11.45%
* Benefits	214,999	241,816	260,844	194,415	260,845	300,915	40,070	15.36%
Sub-Total	612,950	627,550	656,207	502,702	658,754	744,376	85,622	13.00%
OPERATING EXPENSES								
* Prof. & Contract. Service	34,053	38,134	46,308	36,816	45,712	87,162	41,450	90.68%
* Travel & Training	-	1,036	400	-	400	600	200	50.00%
* Utility & Communication	20,640	25,589	23,538	15,968	22,538	20,753	(1,785)	-7.92%
* Insurance	36,555	36,912	43,550	36,292	43,550	43,550	-	-
* Maintenance	122,497	110,365	113,586	73,635	117,100	105,350	(11,750)	-10.03%
* Operating Expense	32,297	29,812	33,454	16,768	29,367	30,125	758	2.58%
Sub-Total	246,042	241,848	260,836	179,479	258,667	287,540	28,873	11.16%
CAPITAL	17,676	24,200	17,188	15,713	17,188	-	(17,188)	-100.00%
TOTAL	**876,668**	**893,598**	**934,231**	**697,894**	**934,609**	**1,031,916**	**97,307**	**10.41%**

Non-Departmental

Non-Departmental 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							0	-
* Benefits							0	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES							0	-
* Prof. & Contract. Service	61,980	29,613	68,531	28,611	68,531	40,000	(28,531)	-41.63%
* Travel & Training							-	-
* Utility & Communication	1,385	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Benefits	1,393,426	98,399	30,000	8,844	30,000	30,000	-	-
Sub-Total	**1,456,791**	**128,012**	**98,531**	**37,455**	**98,531**	**70,000**	**(28,531)**	
Debt Service	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Settlements- Garnishments	-	374	-	-	-	-	-	-
Sub-Total	-	374	-	-	-	-	-	
Transfer to Building Fund	-	23,985	-	-	-	-	-	-
Transfer to Golf Fund	-	253,139	-	-	-	-	-	-
Transfer to GO Bond Fund	-	-	-	-	-	-	-	-
Transfer to CRA	557,778	622,290	743,192	743,192	743,192	914,883	171,691	23.10%
Transfer to Information Technology	-	-	-	-	-	-	-	-
Transfer to Capital Projects	102,208	-	-	-	-	-	-	-
Transfer to Grant Fund	92,000	10,000	-	-	-	-	-	-
Transfer to Insurance Fund	-	-	-	-	-	-	-	-
Transfer to Tree Beautification	-	-	-	-	-	-	-	-
Transfer to Police Pension	-	-	-	-	-	-	-	-
* Transfers out	**751,986**	**909,414**	**743,192**	**743,192**	**743,192**	**914,883**	**171,691**	
TOTAL	**2,208,777**	**1,037,800**	**841,723**	**780,647**	**841,723**	**984,883**	**143,160**	17.01%

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 downtime to a minimum.

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:

1/2 ton and under (passenger vehicles and small trucks)
Over ½ ton to 1 ton trucks/vehicles
Over 1 ton trucks and heavy equipment

The cost breakdown for repairs and replacement is as follows: $4,900 for ½ ton and under, $6,900 for over ½ ton to 1 ton, with 70% going toward repairs and 30% toward replacement. All "over 1 ton and heavy equipment" will be directly charged to each department the vehicle is registered to.

Small Engine Maintenance – Garage/Fleet Division continues to be handled in-house as feasible based on the type of equipment and in accordance with current allocated budget. The Garage division handles tire mounting and service calls as required. Monthly administrative fleet management reporting on fuel usage will continue.

FY 2016 NEW INITIATIVES

Continue to operate a more proactive and efficient Fleet Maintenance operation focused on reducing vehicle and equipment downtime through diagnostics and inspections.

Continue to streamline the process for the procurement of parts and accessories to save the City time and money within fleet maintenance operations.

FY 2016 GOALS AND OBJECTIVES

Increase the efficiency and return time of repair orders across each department through increased communication prior to, during and after a workorder is created.

Continue to effectively communicate with all departments regarding their vehicle and/or equipment needs and efficiently handle the repair order, whether performed in-house or outsourced.

FY 2015 INITIATIVES REPORT CARD

Continue to evaluate, identify, and improve deficiencies that will improve the timely delivery of fleet services.

The Division was successful in establishing contracts with multiple vendors for the supply and delivery of fuel, supply and delivery of parts and accessories, supply and delivery of tires, and fleet services for repair of vehicles and equipment. This has enabled the Division to maintain City procurement compliance as well increase efficiency of operations.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Evaluate and reallocate the use of vehicles within City departments.

The Division was successful in auctioning 14 vehicles and transferring 5 vehicles to another department for better usage of that vehicle. The auction generated approximately $50,000 in proceeds that were placed back into the General Fund.

Fleet Management

Performance Measures - FY 2016 Budget

Public Services - Fleet Management

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	n	Goal
Process vehicle work orders within 72 hours of receipt	80%	70%	80%	75%	75%	50%	75%	75%	75%
Reduce cost of outsourcing fleet vehicle repairs	80%	70%	80%	75%	10%	5%	10%	10%	20%

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	n	Goal
Percentage of repairs completed within 72 hours of vehicle delivery to Fleet Garage	*	*	*	*	75%	50%	75%	70%	75%
Percentage of programmed maintenance (PM) services completed same day delivery of vehicle to Fleet Garage	*	*	*	*	75%	50%	75%	70%	75%

Fleet Management Fund-Maintenance 5070	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	229,430	262,203	254,076	202,025	254,076	318,289	64,213	0
* Benefits	129,923	147,721	140,284	107,961	140,284	179,990	39,706	0
Sub-Total	359,353	409,924	394,360	309,986	394,360	498,279	103,919	
OPERATING EXPENSES								
* Prof. & Contract Service	29,996	35,096	32,831	27,042	32,652	32,829	177	0
* Travel & Training	-	-	1,000	-	1,000	-	(1,000)	(1)
* Utility & Communications	16,132	26,266	24,721	13,527	14,600	15,600	1,000	0
* Insurance	28,516	26,047	32,034	26,096	32,034	32,034	-	-
* Maintenance	77,921	74,171	191,475	92,471	191,475	191,475	-	-
* Operating Expense	92,178	52,594	22,690	40,561	(33,399)	102,495	135,894	(4
Sub-Total	244,743	213,173	304,751	200,896	238,362	374,433	136,071	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	604,096	623,097	699,111	510,882	632,722	872,712	239,990	

Fleet Management

Fleet Management Fund-Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense							-	-
Sub-Total	-	-	-	-	-	-	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation	211,581	227,754	211,581	-	211,581	-	(211,581)	(1)
* Grants & Aids							-	-
* Other Uses	-	-	176,900	-	-	-	-	-
Sub-Total	211,581	227,754	388,481	-	211,581	-	(211,581)	
CAPITAL	-	-	2,004,161	989,614	2,004,161	960,000	(1,044,161)	(1)
PRINCIPAL							-	-
TOTAL	**211,581**	**227,754**	**2,392,642**	**989,614**	**2,215,742**	**960,000**	**(1,255,742)**	

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.

CORE PROCESSES AND OUTPUTS

LANDSCAPE MAINTENANCE AT CITY OWNED BUILDINGS

The Grounds Maintenance Division is responsible for all landscape maintenance at City-owned buildings such as City Hall, City Hall Annex, Library, Shuffleboard building, Osborne Community Center, Community Development Corp. Building, Utilities Administration-Warehouse, Streets/Storm Water-Refuse building, Safety Complex, Fire Station# 2 and the Public Services Administration Complex. The maintenance at these locations includes all lawn, tree, and shrub maintenance including mowing (contracted in some locations), blowing, trimming, mulching, chemical weed control and trash and debris removal.

LANDSCAPE AND JANITORIAL MAINTENANCE AT ALL PARKS

This Division is also responsible for the landscape and janitorial maintenance at all parks; Howard Park, South Palm Park, Bryant Park and Bryant Park South, Constitution Park, Sunset Ridge Park, Spillway Park, Barton Park (the Beach), Triangle Park, Old Bridge Park, Cultural Plaza and athletic field common areas including the Northwest baseball fields, Sunset Ridge soccer field and Memorial Park football/soccer field. The maintenance in these areas include all mowing (contracted), blowing, hedge trimming, tree trimming, mulching, trash pick-up, empting of trash cans and planting. An integral part of the Grounds Maintenance duties in these areas is the janitorial maintenance of the park pavilions and restrooms, which includes restocking toiletry items, cleaning toilets/sinks and blowing and/or hosing of picnic pavilions.

MAINTENANCE OF MEDIANS AND RIGHT OF WAYS

Due to numerous interlocal agreements, the Grounds Maintenance Division is tasked with the maintenance of medians and right of ways, some 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 right-of-ways and tree wells (state), Dixie Highway (state), Federal Highway (state), A-1A median (state), 10th Avenue North (city/CRA), 6th Avenue South (county/CRA), Boutwell Road (county), South Palm Way Blvd. (city) and Wingfield Street (city) and the Lake Worth Road roundabout and medians (state). The current inter-local agreements require the City to assume all maintenance in these areas including tree and hedge trimming, mowing, mulching, chemical weed control, trash pick-up, garbage can emptying and maintenance of irrigation systems.

MOWING OF VACANT LOTS

The Ground Maintenance Division also manages the contract for the mowing of 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. At the present time, the City maintains roughly 25-30 vacant lots.

UNPAVED RIGHTS-OF-WAY AND STREETS

The Division also maintains the vegetation in unpaved rights of ways and streets which including periodic mowing, invasive vegetation removal, and trash pickup.

Grounds Maintenance

DOWNTOWN AND SUPPLEMENTAL WATERING

The Division also uses a water truck to water all of the planters in the Lake and Lucerne corridor.

MAINTAIN CLOSED LANDFILLS

Per Environmental Protection Agency requirements, the Grounds Maintenance Division manages the contract to maintain two (2) closed landfills. The maintenance in these areas includes mowing, weed control, tree trimming, fence/gate repair, and clearing of methane pits.

SPECIAL EVENT SERVICES

This Division also provides clean up and custodial services for special events such as the City Holiday Parade, Street Painting Festival, Reggae Fest, Tropic Fest (Fourth of July), Hispanic Fest, and the Tropical Triathlon. This Division also provides garbage pick-up and custodial services at all other events that are held in city parks and properties. All of the events impact the Division's overtime and operating budgets.

TREE BOARD SUPPORT

The Grounds Maintenance Division supports the Lake Worth City Tree Board by assisting with the Annual Festival of Trees, the Annual Shade Tree Give-Away, maintaining the Tree Board's City web page and posting notices, agendas and minutes to the web page.

FY 2016 INITIATIVES

Perform more outreach to the neighborhoods and City organizations to get better feedback on the present maintenance quality standards and where improvements can be made.

FY 2016 GOALS AND OBJECTIVES

Maximize vendor support of contractual mowing services.

The number of parcels and parks that are to be mowed on a recurring basis is growing yearly. The reliance on quality mowing contractors is important to the overall cleanliness of the City and associated public image.

Performance of targeted projects throughout the City.

The Division possesses many skilled staff members in various trades from trimming, irrigation, minor electrical, and mechanical. There are many small projects in the City that can be performed with in-house staff that provide value to the neighborhoods and effectively beautify the area.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Make full use of current staff and contracted inmate labor.

Current staffing levels mandated that efficiency in scheduling and rates of production were reviewed regularly. The Division was successful in completing maintenance schedules and performing at a high rate of service for the City.

Increase urban forestry awareness throughout the City.

The City completed the Urban Forest and Tree Inventory study and adopted the recommendations within the plan. Additional trees were added by the City to the canopy in the form of new "Greenway" projects located in District 1. The City's tree canopy covers approximately 28% of the City's municipal area and approximately 100 new trees

Grounds Maintenance

Performance Measures - FY 2016 Budget

Public Services - Grounds Maintenance

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Improve appearance/maintenance of parks and pavilions	85%	70%	85%	80%	80%	75%	80%	80%	85%

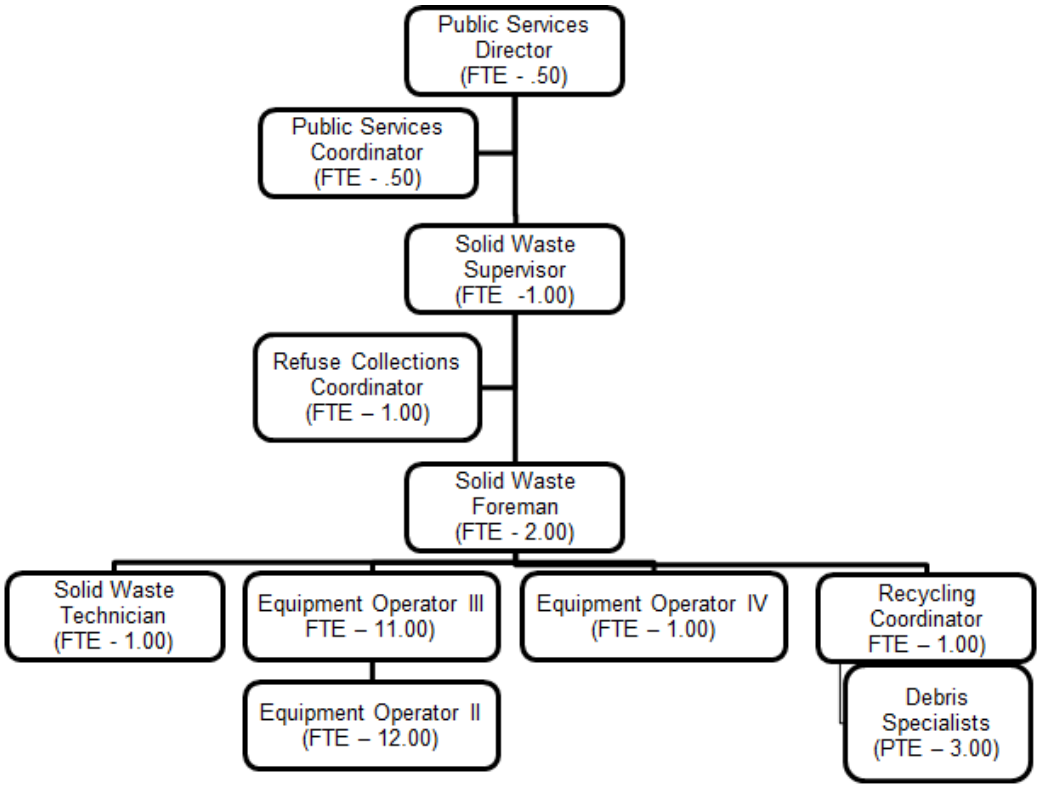
Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Loads of Mulch put out per year (100 yards/load)	*	*	10	10	10	10	10	10	10
Number of trash cans emptied per week	500	500	500	500	500	500	500	500	500

Grounds 5040	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	464,149	427,613	445,975	320,227	439,806	496,853	57,047	12.97%
* Benefits	203,997	248,545	271,185	205,126	271,185	275,264	4,079	1.50%
Sub-Total	668,146	676,158	717,160	525,353	710,991	772,117	61,126	8.60%
OPERATING EXPENSES								
* Prof. & Contract. Service	262,002	164,048	189,231	128,957	189,231	217,231	28,000	14.80%
* Travel & Training	415	844	415	80	415	415	-	-
* Utility & Communication	357,244	318,293	310,270	328,793	310,270	309,067	(1,203)	-0.39%
* Insurance	28,731	29,647	33,197	27,664	33,197	33,197	-	-
* Maintenance	170,475	144,470	137,415	110,588	137,970	137,365	(605)	-0.44%
* Operating Expense	134,266	106,895	108,224	62,744	108,264	108,235	(29)	-0.03%
Sub-Total	953,133	764,197	778,752	658,826	779,347	805,510	26,163	3.36%
CAPITAL	36,898	1,150	-	-	-	-	-	-
TOTAL	**1,658,177**	**1,441,505**	**1,495,912**	**1,184,179**	**1,490,338**	**1,577,627**	**87,289**	**5.86%**

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.



	FY 2014 - FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	29.00				29.00
Part-time	3.00				3.00

Refuse

CORE PROCESSES AND OUTPUTS

The Refuse Division provides full-service solid waste collection to the residents of Lake Worth. Unlike many providers within Palm Beach County, one fixed yearly fee placed on the tax roll for "solid waste" services provides twice weekly automated garbage and once a week automated recycling, yard waste, and bulk waste collection. The Division also offers a full spectrum of services for commercial customers including roll-off containers and frontload container services.

Refuse Division Responsibilities – The 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.

Refuse Residential Services – The Refuse Residential Services Division is responsible for providing timely and safe household refuse collection, at the curbside, from residences and some small businesses twice a week. Automated and semi-automated loading vehicles are used to collect refuse from customers.

Refuse Commercial Services - The Commercial Services Division is responsible for providing the collection of commercial bins, compactors, and roll-off containers to customers who are required (by City ordinance) to use commercial container services (dumpsters) to dispose of their refuse. These customers are primarily businesses and multi-family residential complexes. Both front-end and semi-automated vehicles, specially designed to pick up bins and containers, are used to provide this service. The City currently provides collection service from one day a week to six days a week depending on volume.

Refuse Recycling Services – The Recycling Division is responsible for implementing, monitoring, and administering the department's comprehensive recycling program. This includes curbside and multi-family recycling, yard waste recycling, office paper, and commercial recycling programs.

Refuse Roll-off Services – This is a service that's provided ONLY by the City of Lake Worth Refuse Division. Roll-off containers are primarily for use on larger jobs that require large roll-off containers at competitive pricing. The division will continue to educate our citizens on the proper usage of roll-off containers.

FY 2016 INITIATIVES

All divisions worked together to continue providing public services to our residents in a timely manner.

The Refuse Division will continue to focus on commercial recycling for the businesses of Lake Worth.

The Refuse Division will continue to increase recycling efforts with the help of citizen participation. Refuse is a key role in the sustainability effort of our City.

The Refuse Division will strive to continue to work with the residents and all City departments in an effort to keep and enhance the beauty of the community.

FY 2016 GOALS AND OBJECTIVES

Develop and sustain new City-wide programs that will achieve or exceed FY 2015 recycling intake.

Identify, implement and/or maintain programs for ensuring that solid wastes are managed in accordance with Federal and State laws and regulations in a manner that protects public health, safety and the environment.

Protect the environment by fulfilling the laws, regulations, ordinances and other requirements as set forth by the County of Palm Beach Florida and the U.S. EPA.

Refuse

Maintain enforcement of Chapter 12 of the City of Lake Worth ordinance, which provides for minimum standards and requirements for solid waste management.

Establish minimum standards and requirements for recycling that are achievable and understandable.

Provide recycling opportunities to the public for special wastes, including scrap metal, appliances, tires, electronics, and other wastes that require special handling.

Ensure that the City leads by the example in effective recycling.

FY 2015 INITIATIVES REPORT CARD

All divisions worked together to continue providing public services to our residents in a timely manner.

The Refuse Division's focus on commercial recycling for the businesses of Lake Worth brought increased recycling efforts to the downtown businesses and the addition of multiple 8 CY recycling containers.

The Refuse Division increased recycling efforts with neighborhood outreach and attendance of neighborhood meetings. Refuse is a key role in the sustainability effort of our City.

The Refuse Division continues to work with the residents and all City departments in an effort to keep and enhance the beauty of the community.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

The Division completed a recycling web page dedicated to education and public outreach regarding recycling and sustainability.

Connected with the public via marketing, advertising, and online work orders to be filled out by the residents online or at Refuse division main office.

Improved the efficiency of the roll-off container program by providing excellent customer service and response time.

Worked to ensure all roll-off containers used in the City's jurisdiction are maintained and provided by the Refuse division. Multiple citations were given for the improper use of outside vendors.

Maintained enforcement of Chapter 12 of the City of Lake Worth ordinances through regular route inspections for violators.

Refuse

Performance Measures - FY 2016 Budget

Public Services - Refuse

Workload Measures:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Number of Dumpster workorders	150	226	280	250	250	708	900	850	900
Number of Load Tickets	4,500	5,358	5,000	5,200	5,000	4,790	4,900	5,200	5,000
Tire Tonnage	10	5	4	3	3	5	5	8	900
Recycle tonnage	2,000	2,487	2,500	2,400	2,500	2,722	3,000	2,800	3
Construction Debris Tonnage	8	11	18	20	22	45	50	60	60

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Projection	Goal	Projection	Goal
Increase % of Workorders	50%	76%	80%	75%	75%	95%	75%	75%	75%
Reduce Gasoline Consumption	15%	11%	15%	1%	5%	6%	5%	3%	5%
Improve response time for incoming calls and emails	90%	80%	90%	85%	90%	90%	90%	90%	90%

Refuse, Collection & Disposal Fund- Refuse/Collection 5080, 5081, 5082, 5083, 5084 & 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	1,226,532	1,267,392	1,274,066	967,371	1,280,734	1,318,110	37,376	3%
* Benefits	613,810	685,899	732,726	535,898	732,726	804,062	71,336	10%
Sub-Total	1,840,342	1,953,291	2,006,792	1,503,269	2,013,460	2,122,172	108,712	
OPERATING EXPENSES								
* Prof. & Contract. Service	953,311	1,061,512	1,140,601	959,776	1,060,114	1,324,780	264,666	25%
* Travel & Training	3,767	780	5,860	777	5,860	5,870	10	0%
* Utility & Communications	13,584	179,303	188,277	185,013	185,417	182,013	(3,404)	
* Insurance	113,391	104,082	122,451	102,043	122,451	122,451	-	
* Maintenance	559,850	1,070,980	660,789	592,370	608,412	687,509	79,097	13%
* Operating Expense	774,902	723,334	770,272	581,441	822,540	857,346	34,806	4%
Sub-Total	2,418,805	3,139,991	2,888,250	2,421,420	2,804,794	3,179,969	375,175	
NON-OPERATING								
* Debt Service	812	-	-	-	-	-	-	
* Depreciation	162,383	168,454	162,383	-	162,383	162,383	-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	330,925	255,174	-	-	-	-	-	
Sub-Total	494,120	423,628	162,383	-	162,383	162,383	-	
CAPITAL	-	-	-	-	-	625,000	625,000	
PRINCIPAL	-	-	-	-	-	-	-	
TOTAL	**4,753,267**	**5,516,910**	**5,057,425**	**3,924,689**	**4,980,637**	**6,089,524**	**1,108,887**	

Refuse

Refuse, Collection & Disposal Fund- Residential Collection 5081	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	660,506	722,145	732,276	559,298	732,619	753,186	20,567	3%
* Benefits	379,760	381,207	413,488	299,403	413,488	444,136	30,648	7%
Sub-Total	1,040,266	1,103,352	1,145,764	858,701	1,146,107	1,197,322	51,215	
OPERATING EXPENSES								
* Prof. & Contract. Service	355,760	436,633	358,621	333,018	352,503	436,768	84,265	24%
* Travel & Training	597	-	1,258	-	1,390	1,400	10	1%
* Utility & Communications	3,396	163,565	170,961	170,145	171,652	171,652	-	
* Insurance	54,076	49,666	58,358	48,632	58,358	58,358	-	
* Maintenance	283,554	561,806	331,699	312,199	310,575	385,575	75,000	24%
* Operating Expense	147,416	139,970	126,922	94,595	145,624	150,625	5,001	3%
Sub-Total	844,799	1,351,640	1,047,819	958,589	1,040,102	1,204,378	164,276	
NON-OPERATING								
* Debt Service		-	-	-	-	-	-	
* Depreciation	-	-	-	-			-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses			-	-	-	-	-	
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	24,244	-	-	-	-	-	
PRINCIPAL							-	
TOTAL	**1,885,065**	**2,479,236**	**2,193,583**	**1,817,290**	**2,186,209**	**2,401,700**	**215,491**	

Refuse, Collection & Disposal Fund- Commercial Collection 5082	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	242,571	248,580	226,034	177,066	226,209	231,746	5,537	2%
* Benefits	136,740	125,596	130,763	97,287	130,763	137,287	6,524	5%
Sub-Total	379,311	374,176	356,797	274,353	356,972	369,033	12,061	
OPERATING EXPENSES								
* Prof. & Contract. Service	255,920	236,171	305,252	250,513	307,583	387,623	80,040	26%
* Travel & Training	283	-	1,434	259	1,390	1,390	-	
* Utility & Communications	3,396	5,246	5,772	4,956	5,772	5,772	-	
* Insurance	55,087	50,749	59,490	49,575	59,490	59,490	-	
* Maintenance	130,750	382,991	133,855	129,638	128,855	136,575	7,720	6%
* Operating Expense	92,617	76,323	99,527	54,188	104,763	104,112	(651)	-1%
Sub-Total	538,053	751,480	605,330	489,129	607,853	694,962	87,109	
NON-OPERATING								
* Debt Service							-	
* Depreciation							-	
* Grants & Aids							-	
* Other Uses							-	
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	21,576	-	-	-	-	-	
PRINCIPAL							-	
TOTAL	**917,364**	**1,147,232**	**962,127**	**763,482**	**964,825**	**1,063,995**	**99,170**	

Refuse

Refuse, Collection & Disposal Fund- Recycling 5083	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	217,693	194,661	214,317	148,513	220,467	227,366	6,899	3%
* Benefits	89,466	125,036	129,015	94,539	129,015	158,960	29,945	23%
Sub-Total	307,159	319,697	343,332	243,052	349,482	386,326	36,844	
OPERATING EXPENSES								
* Prof. & Contract. Service	21,784	19,403	19,797	16,179	23,097	23,097	-	-
* Travel & Training	2,887	780	1,734	259	1,690	1,690	-	-
* Utility & Communications	3,396	5,246	5,772	4,956	3,781	2,295	(1,486)	(0)
* Insurance	4,124	3,552	4,487	3,739	4,487	4,487	-	-
* Maintenance	101,703	78,021	133,683	89,576	101,805	101,412	(393)	0%
* Operating Expense	35,982	53,378	37,290	21,393	65,290	65,290	-	-
Sub-Total	169,876	160,380	202,763	136,102	200,150	198,271	(1,879)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	
PRINCIPAL							-	
TOTAL	**477,035**	**480,077**	**546,095**	**379,154**	**549,632**	**584,597**	**34,965**	

Refuse, Collection & Disposal Fund- Roll-offs 5084	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	105,762	102,006	101,439	82,494	101,439	105,812	4,373	4%
* Benefits	7,844	54,060	59,460	44,669	59,460	63,679	4,219	7%
Sub-Total	113,606	156,066	160,899	127,163	160,899	169,491	8,592	
OPERATING EXPENSES								
* Prof. & Contract. Service	129,654	179,112	238,934	178,402	158,934	259,295	100,361	63%
* Travel & Training	-	-	1,434	259	1,390	1,390	-	
* Utility & Communications	3,396	5,246	5,772	4,956	4,212	2,294	(1,918)	
* Insurance	104	115	116	97	116	116	-	
* Maintenance	38,955	37,962	61,552	54,428	61,552	61,552	-	
* Operating Expense	44,593	12,469	45,229	26,851	45,229	45,229	-	
Sub-Total	216,702	234,904	353,037	264,993	271,433	369,876	98,443	
NON-OPERATING								
* Debt Service							-	
* Depreciation							-	
* Grants & Aids							-	
* Other Uses							-	
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	
PRINCIPAL							-	
TOTAL	**330,308**	**390,970**	**513,936**	**392,156**	**432,332**	**539,367**	**107,035**	

Refuse

Refuse, Collection & Disposal Fund- Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	190,193	190,193	217,997	181,664	217,997	217,997	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	454,289	441,194	461,304	383,738	461,304	491,840	30,536	7%
Sub-Total	644,482	631,387	679,301	565,402	679,301	709,837	30,536	
NON-OPERATING								
* Debt Service	812	-	-	-	-	-	-	-
* Depreciation	162,383	168,454	162,383	-	162,383	162,383	-	-
* Grants & Aids							-	-
* Other Uses	330,925	255,174	-	-	-	-	-	-
Sub-Total	494,120	423,628	162,383	-	162,383	162,383	-	
CAPITAL	-	(45,820)	-	-	-	625,000	625,000	#DIV/0!
PRINCIPAL							-	-
TOTAL	**1,138,602**	**1,009,195**	**841,684**	**565,402**	**841,684**	**1,497,220**	**655,536**	

Stormwater/Streets

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).

STREETS 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.

CORE PROCESSES AND OUTPUTS

STORMWATER/STREETS DIVISION works closely with Public Services Administration in keeping a clean and safe environment to live, work, and play by performing various daily tasks to maintain proper drainage and keep pollutants from reaching our inlets and drains that lead into coastal waterways. The Stormwater/ Streets Division has certified technical staff and a fleet of heavy equipment that are active in our community.

STORMWATER/STREETS MAINTENANCE

The Stormwater/Streets Division on a daily basis: records, inspects, repairs, and cleans stormwater pipe lines with a Jet-vac truck, TV camera truck, two sweepers, and a fleet of heavy equipment and light utility trucks on standby. The Stormwater/Streets Division is responsible for four (4) retention/detention ponds, 53 outfalls', 850 manholes, 1,900 catch basins, and 55 miles of underground pipes.

STORMWATER (NPDES) PERMIT MANAGEMENT

The Stormwater Division also maintains structural controls as per National Pollutant Discharge Elimination System (NPDES) permit requirements. This division conducts inspections and maintains internal records for the City's Municipal Separate Storm Sewer System (MS4) permit, by keeping the system according to schedule, documenting inspections, and maintaining activities performed on structural controls owned, operated, and maintained by the City.

STREETS

The Streets Division is responsible for maintaining 116 miles of paved roads/alleys and 27 miles of unpaved roads within the City limits. This division inspects form boards for curb cuts, demolition, silt fencing, dumpster enclosure, sidewalk repairs, and new construction. This department also makes needed repairs to sidewalks as well as curbs and gutters when necessary, grades unpaved roads, repairs pot holes, installs signs, paints stops bars and crosswalks, and cleans drains before and after rain events and major storms.

FY 2016 INITIATIVES

Maximize the efficiency of the crew by ensuring continued training and procedural awareness.

Improve the scheduling process for crews to ensure proactive improvements are performed while also keeping up with reactive repairs.

Implement additional maintenance plans and inspections to adhere to new N.P.D.E.S changes that will require more monitoring of our outfalls/drainage segments before they reach our lakes and intra-coastal waterways. The City of Lake Worth will be entering year 5 of a Phase II Cycle for N.P.D.E.S permitting.

Stormwater/Streets

FY 2016 GOALS AND OBJECTIVES

Street Signage Updating.

As the existing signage continues to deteriorate due to UV rays and weathering, the Division will proactively replace non-compliant signs and posts to ensure visibility to the public.

Increase the amount of full depth pavement repairs.

As the number of potholes continues to increase due to roadway failure, the Division will become more proactive in performing full depth pavement repairs to eliminate the cause of potholes, underlying base rock failure.

FY 2015 INITIATIVES REPORT CARD

Continued to use proactive storm drain and stormwater line cleaning throughout the year to aid in the performance of the storm system during heavy rainfalls. Implemented a three point check on the City's drainage system.

Pre-survey of storm lines using the TV truck.

Increased the use of the jet-vac truck and sweepers to reduce debris and increase speed of drainage in the storm system.

Followed up with post survey inspections for viewing of storm pipes and drains.

Increased usage of the in-house CAD sign software and machinery to update traffic signs to high reflective signage mandated by the Federal Highway Administration MUTCD (Manual on Uniform Traffic Control Devices).

Inspected new signage installed by other agencies for height and size ordinance compliance.

Continued a joint effort with Northern Palm Beach County Water Improvement District Co-Permittees to provide a monitoring program of Stormwater treatment ponds, channel control structures, pollution control boxes, and swale/ditch inspections as required by NPDES.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Stormwater Awareness

Literature was distributed again to educate and encourage residents to maintain properties by using best management practices. This effort will help keep storm drains free of pollutants and debris. The Division was also active in participation of school programs. In 2015, we were once again part of the Coral Reef Elementary Vehicle Fair Day and passed out stormwater activity coloring books.

Stormwater/Streets

City of Lake Worth Water Preservation

Additional stormwater maintenance routes were added to remove more pollutants and every day elements, such as illicit toxins that drain off roadways into the City drains. Once in the system, these toxins eventually make it to the lake, outfalls, lagoon, and ocean.

Began implementation of a new ordinance that would allow the Stormwater Division to issue fines for illicit discharges into our storm drains via the City of Lake Worth Florida Friendly Fertilizer Ordinance adopted by the City of Lake Worth Commission.

Increased monitoring of the City outfalls to reduce the amount of debris reaching Lake Worth Lagoon, Lake Osborne and the intracoastal.

Improved flood control, aquifer recharge, stormwater harvesting, and water conservation.

Stormwater/Streets

Performance Measures - FY 2016 Budget

Public Services - Stormwater

Workload Measures	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Increase in Sweeper Trucks activity	*	*	100%	50%	100%	90%	100%	90%	95%
Increase Pro-active storm drain and storm pipe cleaning inspections throughout year.	*	*	20%	10%	15%	5%	15%	10%	10%
Increase Pre & Post survey inspections of storm water pipes using TV Truck.	*	*	10%	15%	25%	50%	25%	10%	20%

Effectiveness Measurements	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Tonnage of debris removed by sweepers per NPDES guidelines	150	250	250	186	200	300	600	500	500
Monitor Miles of storm pipe cleaned by Jet Truck with the addition of catch basin inspections per NPDES guidelines.	25	15	25	17	25	8	25	25	30
Perform pre-Survey of storm lines with TV Truck for storm drains using NPDES pro-active maintenance measures.	*	*	80%	80%	90%	50%	90%	75%	80%

Stormwater Fund-Stormwater 5090	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	343,669	381,713	334,430	262,945	335,850	341,245	5,395	2%
* Benefits	182,728	209,824	177,223	136,062	177,223	178,938	1,715	1%
Sub-Total	526,397	591,537	511,653	399,007	513,073	520,183	7,110	
OPERATING EXPENSES								
* Prof. & Contract. Service	265,096	208,680	258,157	141,459	251,825	258,840	7,015	3%
* Travel & Training	2,353	2,391	3,800	649	3,800	3,504	(296)	-8%
* Utility & Communications	-	-	12,400	-	-	-	-	
* Insurance	33,448	31,282	36,129	30,108	36,130	36,130	-	
* Maintenance	46,546	65,419	227,790	151,032	227,850	176,800	(51,050)	-22%
* Operating Expense	28,761	35,602	32,250	19,739	32,190	33,444	1,254	4%
Sub-Total	376,204	343,374	570,526	342,987	551,795	508,718	(43,077)	
NON-OPERATING								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	-	284,471	-	-	-	-	-	
* Grants & Aids							-	
* Other Uses	-	-	-	-	-	-	-	
Sub-Total	-	284,471	-	-	-	-	-	
CAPITAL	-	330,101	307,754	232,112	307,754	30,000	(277,754)	-90%
PRINCIPAL							-	-
TOTAL	**902,601**	**1,549,483**	**1,389,933**	**974,106**	**1,372,622**	**1,058,901**	**(313,721)**	

Stormwater/Streets

Stormwater Fund- Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	138,522	138,522	73,344	61,120	73,344	73,344	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	167,397	165,991	173,342	142,365	170,695	184,265	13,570	8%
Sub-Total	305,919	304,513	246,686	203,485	244,039	257,609	13,570	
NON-OPERATING								
* Debt Service							-	-
* Depreciation	308,530	-	308,529	-	308,529	310,000	1,471	0%
* Grants & Aids							-	-
* Other Uses	166,000	-	348,459	348,459	348,459	1,000,000	651,541	187%
Sub-Total	474,530	-	656,988	348,459	656,988	1,310,000	653,012	
CAPITAL	-	(330,101)	-	-	-	-	-	
PRINCIPAL							-	
TOTAL	**780,449**	**(25,588)**	**903,674**	**551,944**	**901,027**	**1,567,609**	**666,582**	

Stormwater/Streets

Performance Measures - FY 2016 Budget

Public Services - Streets

Workload Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Projection	Goal	Projection	Goal
Increase repairs of potholes throughout city	95%	95%	95%	90%	95%	75%	95%	90%	95%
Increase repair of ADA sidewalk complaints	80%	80%	85%	90%	90%	90%	100%	90%	90%
Maintain, repair and reinstall down traffic signs	60%	80%	80%	100%	100%	70%	100%	90%	90%

Effectiveness Measurements:	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016
Measure:	Goal	Actual	Goal	Actual	Goal	Projection	Goal	Projection	Goal
% of pothole repairs within 2 weeks of issuance of work order using Cold Patch	95%	95%	95%	90%	95%	25%	95%	95%	100%
% of pothole repairs within 2 weeks of issuance of work order using Permanent Hot Patch	*	*	*	*	95%	50%	95%	75%	75%
Converting all traffic signs to mandated MUTCD reflective signage.	*	*	*	*	25%	25%	25%	10%	15%

General Fund - Streets 5020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	30,812	82,546	64,573	83,386	82,841	(545)	-0.65%
* Benefits	-	2,366	29,911	19,648	29,912	34,987	5,075	16.97%
Sub-Total	-	33,178	112,457	84,221	113,298	117,828	4,530	4.00%
OPERATING EXPENSES								
* Prof. & Contract. Service	80,028	30,604	128,670	95,801	136,670	235,468	98,798	72.29%
* Travel & Training	-	454	1,850	-	1,850	1,402	(448)	-24.22%
* Utility & Communication	371,284	405,002	402,214	335,348	398,760	399,214	454	0.11%
* Insurance	1,521	1,833	1,855	1,546	1,855	1,855	-	-
* Maintenance	49,673	52,386	57,000	46,896	56,000	56,200	200	0.36%
* Operating Expense	47,639	55,516	80,907	48,965	73,907	81,596	7,689	10.40%
Sub-Total	550,145	545,795	672,496	528,556	669,042	775,735	106,693	15.95%
CAPITAL	-	36,942	5,000	4,835	5,000	8,500	3,500	70.00%
TOTAL	**550,145**	**615,915**	**789,953**	**617,612**	**787,340**	**902,063**	**114,723**	**14.57%**

Stormwater/Streets

Road Improvement Fund-Streets Maintenance 5020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	240,846	-	545,000	-	545,000	320,000	(225,000)	-41%
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	-	-	-	-	-	-	-	-
Sub-Total	240,846	-	545,000	-	545,000	320,000	(225,000)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	629,218	1,000,162	235,091	865,162	669,282	(195,880)	-23%
PRINCIPAL							-	-
TOTAL	**240,846**	**629,218**	**1,545,162**	**235,091**	**1,410,162**	**989,282**	**(420,880)**	

Road Improvement Fund-Non Dept. 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	2,553	1,274	300	92	300	300	-	-
Sub-Total	2,553	1,274	300	92	300	300	-	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	581,000	-	-	-	-	-	-	-
Sub-Total	581,000	-	-	-	-	-	-	
CAPITAL							0	-
PRINCIPAL							0	-
TOTAL	**583,553**	**1,274**	**300**	**92**	**300**	**300**	**-**	

Electric Utility Administration

MISSION

To be responsible stewards of the City of Lake Worth electric utility, providing exemplary customer service at the most reasonable cost to customers.

CORE PROCESSES AND OUTPUTS

The Administrative Division ensures the health of the technical, financial, and managerial aspects of the electric utility as well as conservation management and the utility warehouse. The focus of this division includes identifying basic needs and upgrades while maximizing service reliability. All facets of electrical generation, transmission, distribution and customer service are directed through Administration.

The Electric 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 Electric Utility Director. The Electric Utility Director continually evaluates and identifies operational issues in all utilities and addresses through the engineering staff.

Utilities Administration is also responsible for the safety of all utility employees. The Safety Manager position plays a vital role in all aspects of utility operation.

FY 2016 INITIATIVES

Warehouse: Improve the operation of the utilities warehouse through the development of standard operating procedures, securing inventory, and development of a barcode checkout system.

Reporting: Develop standard reports for evaluation of operational losses and gains, work order progress, and financial losses and gains.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety and training program.

Maintain zero lost time accident record.

Maintain < 5 recordable accidents utility-wide.

Develop and implement a weekly vehicle inspection program.

Develop requirements and provide adequate PPE.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Provide an electric power supply to Lake Worth Utility customers that is innovative, economical, and environmentally sensitive.

Electric Utility Administration

Utility management worked throughout FY 2015 to identify areas in need of efficiency improvements, cut costs where possible, and eliminate dual duty staffing. The rate sufficiency analysis for all utilities was started early in the year in order to provide adequate time for evaluation of scenarios that could provide rate relief for customers. The resulting rate reductions will provide the goal reduced rates with no reduction in service levels.

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.

Industry standard reliability indices area measured and tracked on an ongoing basis. The reliability of the system has improved steadily since 2009.

Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety program.

The Utility has maintained a qualified safety manager. The development of a utility wide safety committee addresses issues as/when they arise. There have been no major accidents and all required safety training has been completed. The Electric Utility was recognized with a second place in safety at the recent FMEA lineman's rodeo.

Improve customer satisfaction of services provided by Utilities' field personnel.

A utility-wide emphasis was placed on customer responsiveness during FY 2015. Training of field crews and refining of the work order process have reduced the number of customer complaints. The motto "Your Hometown Service People" has become a living standard for all employees.

Electric Utility Administration

Utilities - Administriation 6010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	284,074	444,085	338,847	217,936	372,677	418,673	45,996	12%
* Benefits	166,808	192,294	152,072	118,797	152,072	171,069	18,997	12%
Sub-Total	450,882	636,379	490,919	336,733	524,749	589,742	64,993	
OPERATING EXPENSES								
* Prof. & Contract. Service	148,383	137,443	200,135	142,186	184,735	230,289	45,554	25%
* Travel & Training	4,900	10,772	35,000	2,785	35,000	49,500	14,500	41%
* Utility & Communications	5,509	13,181	18,645	17,680	18,645	16,145	(2,500)	-13%
* Insurance	39,450	33,814	40,961	34,134	40,961	40,961	-	-
* Maintenance	49,290	75,097	76,315	61,681	65,700	97,700	32,000	49%
* Operating Expense	94,510	68,638	118,800	48,740	140,300	131,550	(8,750)	-6%
Sub-Total	342,042	338,945	489,856	307,206	485,341	566,145	80,804	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	0	47,285	45,000	19,804	45,000	34,000	(11,000)	-24%
PRINCIPAL							-	-
TOTAL	**792,924**	**1,022,609**	**1,025,775**	**663,743**	**1,055,090**	**1,189,887**	**134,797**	

Utilities - Non-Departmental 6090 and 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	
* Benefits							-	
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	2,151,041	2,151,041	1,814,889	1,512,408	1,814,890	1,814,890	-	
* Travel & Training							-	
* Utility & Communications	1,307	-	-	-	-	-	-	
* Insurance	-	-	-	-	-	-	-	
* Maintenance	-	316,310	-	-	-	-	-	
* Operating Expense	5,050,003	4,682,548	4,140,389	3,368,180	4,051,540	4,348,630	297,090	7%
Sub-Total	7,202,351	7,149,899	5,955,278	4,880,588	5,866,430	6,163,520	297,090	
NON-OPERATING								
* Debt Service	1,018,314	754,539	2,268,300	-	2,268,300	2,268,300	-	
* Depreciation	1,717,913	1,660,266	1,717,912	-	1,717,912	1,752,270	34,358	2%
* Grants & Aids	(7,578)	(11,388)	-	35	35	-	(35)	-100%
* Other Uses	293,415	-	2,000,000	-	-	2,000,000	2,000,000	#DIV/0!
Sub-Total	3,022,064	2,403,417	5,986,212	35	3,986,247	6,020,570	2,034,323	
CAPITAL	-	(991,620)	-	-	-	-		
PRINCIPAL	2,097,023			-			-	-
TOTAL	**12,321,438**	**8,561,696**	**11,941,490**	**4,880,623**	**9,852,677**	**12,184,090**	**2,331,413**	

Conservation Management

MISSION

To educate City of Lake Worth customers in ways they can reduce energy and water usage and, where applicable, provide financial assistance for energy-efficiency upgrades to obtain substantial reductions in City-wide energy and water consumption.

CORE PROCESSES AND OUTPUTS

Energy Audits - 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 and contain information and specific recommendations that assist customers in reducing energy and water consumption, thereby reducing utility bills.

Rebate Program - The rebate program has been discontinued at this time due to lack of funding.

ECAP - The **E**nergy **C**onservation **A**ssistance **P**rogram has been discontinued.

High Bill Assistance - This service provides customers with a single point of contact available to meet them on site for a thorough investigation into the cause of high bills and provides a process for resolution.

Public Education - Conservation staff attend events and meetings with local homeowner's and neighborhood associations to provide educational information and materials regarding energy and water conservation. The Division hosts a Conservation Expo day annually to provide the community a wide range of commercial contacts for energy and water saving ideas.

Net Metering - This program, mandated by legislation, is provided for customers who wish to install customer owned renewable generation. The customer is provided a staff contact that will remain with the project from inception to completion. In addition, Conservation Management staff read the net meters to ensure billing accuracy. Reports are prepared and submitted to in compliance with State mandates.

Key Accounts - Conservation Management staff provide personal assistance to large commercial utility accounts through monthly account monitoring, outage notification, and business office assistance as necessary.

FY 2016 INITIATIVES

Audit program: Perform energy audits as requested by customers and as a follow-up to 'out of range' consumption for water or electric usage.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

The Conservation Management Department will perform energy audits as requested by the customers of Lake Worth utilities.

The Conservation Management Department will participate in City sponsored activities in order to promote water and electricity conservation measures.

Conservation Management

FY 2015 GOALS AND OBJECTIVES REPORT CARD

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.

Tracking procedures were developed to provide meaningful information to measure the success of the conservation program from many aspects – financial, reduction goals, participation goals, etc. Data is stored in a data base and retrievable upon demand. Data collection allows success measurement of programs as they relate to customer statistics by averaging the reduction in electricity and water usage for all recipients and averaging results.

For residential audit recipients, the result has been an average monthly reduction of 165 kWh of electricity and 931 gallons of water. This results in a total average monthly monetary reduction of approximately $50.00.

Review conservation initiatives offered by other agencies and determine appropriateness of adoption by the City of Lake Worth.

Conservation staff is active in statewide and national conservation organizations. Programs from other municipal utilities have been reviewed and at times replicated to improve City of Lake Worth programs. Lake Worth is the only municipal utility in the state with a tracking / data collection program. In addition, the Lake Worth audit reports are more comprehensive and thorough than all other municipal utilities that provide audit services.

Utility Conservation Fund-Building Permit, Admin. & Util Conservation	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016
6015	Actuals	Actuals	Adjusted Budget	YTD Actuals	Forecast	Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	78,814	32,575	50,860	32,907	49,110	50,870	1,760	0
* Benefits	72,727	53,489	25,986	20,188	25,986	27,087	1,101	0
Sub-Total	151,541	86,064	76,846	53,095	75,096	77,957	2,861	
OPERATING EXPENSES								
* Prof. & Contract. Service	135,456	26,792	6,293	5,178	6,293	6,293	-	-
* Travel & Training	129	-	2,000	-	2,000	1,500	(500)	(0)
* Utility & Communications	436	43	-	-	-	-	-	-
* Insurance	3,110	2,972	3,375	2,813	3,375	3,375	-	-
* Maintenance	19,600	9,800	4,900	8,167	4,900	4,900	-	-
* Operating Expense	9,558	3,615	6,165	452	2,300	2,200	(100)	(0)
Sub-Total	168,289	43,222	22,733	16,610	18,868	18,268	(600)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Sources							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	-	584,043	-	100,000	-	(100,000)	(1)
PRINCIPAL							-	-
TOTAL	**319,830**	**129,286**	**683,622**	**69,705**	**193,964**	**96,225**	**(97,739)**	

Conservation Management

Utility Conservation Fund- Non Departmental 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	2,738	(61)	500	105	105	100	(5)	-5%
Sub-Total	2,738	(61)	500	105	105	100	(5)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Sources							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**2,738**	**(61)**	**500**	**105**	**105**	**100**	**(5)**	

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.

CORE PROCESSES AND OUTPUTS

The customer service office is primarily responsible for utility bill production, collection activities, opening new accounts, routine turn-on and turn-off services, collection/enforcement turn-off services and customer inquiry responses.

Customer service functions will focus on new bill formats, additional payment options and improved account activation processes.

FY 2016 NEW INITIATIVES

Standard Operating Procedures: SOPs in manual form will be developed for all business functions of the customer service office. They will be consistent with the Code of Ordinances and best business practices.

Training: A training manual and training modules for all business functions of the Customer Service office will be developed consistent with the Code of Ordinances and best business practices. Satisfactory completion by staff will be required.

New Bill Format: A new bill format will be developed itemizing electric charges, water/sewer charges and miscellaneous charges as well as contribution to general fund charges and taxes.

Online Forms: Create new forms to be completed online to help the customer by avoiding a visit to the office and saving time.

Desk Manuals: Create and maintain training manuals for all staff for quick reference and new hire training.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Contact other utilities and communicate ideas and accomplishments as a way to improve our own department. Share software and policies and include these when it will benefit the organization.

Meet with local utilities monthly or quarterly and rotate the locations between the utilities.

Establish roundtable discussions on each utility's policies and procedures.

Gain knowledge on how other utilities operate and apply to daily operations.

Take back that knowledge and apply to the daily operation.

Update data in Naviline to separate owners and renters on utility accounts.

Find the most cost effective practices to pass along to the customers.

Utilities Customer Service

FY 2015 NEW INITIATIVES REPORT CARD

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 outlay, bill duplication on demand (made possible by the electronic archiving of bill files), the 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.

> Additional services for bill pay alternatives, e-billing, and email notifications will be implemented in stages. A phone 'app' has been developed for online payments.

Develop a process to reduce systematically, meter reading and billing errors and 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.

> All reports are reviewed and billing errors have decreased.

Reduce walk-in traffic to the Customer Service office complex and reduce the amount of cash on hand within the office. 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 and 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, the security risk incurred by the taking of cash is greatly reduced. This goal will be met through 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.

> During the outsource bill print implementation, additional pay alternatives will be reviewed and best practices will drive decisions on implementation.

> The utility is developing new Code of Ordinance sections for the operation of the utility, which will in part address the billing / payment due timeline, deposit requirements, and service disconnection procedures.

FY 2015 GOALS AND OBJECTIVES REPORT CARD

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

> Phone wait times have decreased, complaints are down. Customers complete survey cards to let us know how we are doing and how to improve.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety and training program.

> Training time has been reserved for every Thursday morning from 8:00 am to 9:00 am.

Utilities Customer Service

Develop a community partnership through an employee charity drive.

Establish Employee Committee

Choose a charity

Establish program goals

Develop scheduled communication with the charity

Staff donates a dollar every time they wear jeans on the designated day.

Electric -Customer Service 1240	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	620,066	508,648	491,132	360,764	492,781	514,480	21,699	4%
* Benefits	356,578	293,105	258,773	206,828	258,773	229,184	(29,589)	-11%
Sub-Total	976,644	801,753	749,905	567,592	751,554	743,664	(7,890)	
OPERATING EXPENSES								
* Prof. & Contract. Service	227,666	269,547	386,950	315,982	396,950	386,950	(10,000)	-3%
* Travel & Training	4,118	1,529	7,000	331	3,000	7,000	4,000	133%
* Utility & Communications	22,185	22,190	21,356	18,799	21,356	21,356	-	-
* Insurance	36,152	30,738	39,351	32,793	39,352	39,351	(1)	0%
* Maintenance	22,891	17,627	21,500	14,658	19,500	23,400	3,900	20%
* Operating Expense	223,441	213,363	104,400	67,940	107,400	107,400	-	-
Sub-Total	536,453	554,994	580,557	450,503	587,558	585,457	(2,101)	
NON-OPERATING								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	-	-	-	-	-	-	-
PRINCIPAL							0	-
TOTAL	**1,513,097**	**1,356,747**	**1,330,462**	**1,018,095**	**1,339,112**	**1,329,121**	**(9,991)**	

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.

Electric-Engineering 6020	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	735,076	494,640	553,348	311,359	553,348	576,482	23,134	4%
* Benefits	341,851	305,797	285,106	223,761	285,106	283,898	(1,208)	0%
Sub-Total	1,076,927	800,437	838,454	535,120	838,454	860,380	21,926	
OPERATING EXPENSES								
* Prof. & Contract. Service	350,847	218,779	298,689	122,707	298,689	243,189	(55,500)	-19%
* Travel & Training	10,860	7,573	11,900	2,046	11,900	-	(11,900)	-100%
* Utility & Communications	1,565	1,673	1,620	1,364	1,620	1,620	-	
* Insurance	2,262	2,239	2,471	2,059	2,471	2,471	-	
* Maintenance	898	4,900	20,887	4,083	20,887	20,900	13	0%
* Operating Expense	5,339	3,848	15,593	7,672	15,593	7,393	(8,200)	-53%
Sub-Total	371,771	239,012	351,160	139,931	351,160	275,573	(75,587)	
NON-OPERATING								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	14,523	-	-	-	1	1	#DIV/0!
PRINCIPAL							-	-
TOTAL	**1,448,698**	**1,053,972**	**1,189,614**	**675,051**	**1,189,614**	**1,135,954**	**(53,660)**	

Electric - 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.

CORE PROCESSES AND OUTPUTS

The Power Plant is one of four divisions that make up the 401 Electric Fund. The division is operational twenty-four hours per day, seven days a week. The generating units are economically dispatched through by the Orlando Utilities Commission (OUC).

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 21 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 118 net megawatts of power.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety and training program.

Maintain zero lost time accident record.

Maintain < 5 recordable accidents utility wide.

Develop and implement a weekly vehicle inspection program.

Develop requirements and provide adequate PPE.

FY 2015 GOALS AND OBJECTIVE REPORT CARD

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.

The power plant has been available and has been dispatched through FMPP to meet load and system requirements. The unit availability has met all contract measures.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety plan.

The development of a utility wide safety committee addresses issues as/when they arise. There have been no major accidents and all required safety training has been completed.

Electric - Power Generation

Electric-Power Plant 6031	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	1,281,606	1,228,403	1,265,323	934,576	1,266,498	1,274,479	7,981	1%
* Benefits	584,307	638,997	605,354	478,076	605,355	604,007	(1,348)	0%
Sub-Total	1,865,913	1,867,400	1,870,677	1,412,652	1,871,853	1,878,486	6,633	
OPERATING EXPENSES								
* Prof. & Contract. Service	154,554	157,418	271,863	134,037	271,863	287,505	15,642	6%
* Travel & Training	6,430	1,481	8,500	5,350	8,500	7,600	(900)	-11%
* Utility & Communications	104,480	127,067	154,242	142,203	151,894	120,242	(31,652)	-21%
* Insurance	531,742	447,883	533,487	444,573	533,488	533,487	(1)	0%
* Maintenance	247,306	128,646	144,950	92,401	144,950	189,800	44,850	31%
* Operating Expense	92,840	86,517	151,650	72,801	150,309	109,650	(40,659)	-27%
Sub-Total	1,137,352	949,012	1,264,692	891,365	1,261,004	1,248,284	(12,720)	
NON-OPERATING								
* Debt Service								
* Depreciation	-	-	-	-	-	-		
* Grants & Aids								
* Other Uses								
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	199,250	150,000	-	-	600,000	600,000	#DIV/0!
PRINCIPAL							-	-
TOTAL	**3,003,265**	**3,015,662**	**3,285,369**	**2,304,017**	**3,132,857**	**3,726,770**	**593,913**	

Electric - System Operations

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.

CORE PROCESS AND OUTPUTS

The System Operations is responsible for the day-to-day functions of the electric transmission and distribution systems. Monitoring and switching functions are maintained 24 hours a day, 7 days a week.

FY 2016 NEW INITIATIVES

Continue to improve the IVR system and the GIS system to communicate system status to all customers.

Maintain reliability indices at or better than industry standards.

Coordinate with OUC for new power supply.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Ensure the safety of Lake Worth employees and customers through the development of a comprehensive safety and training program.

FY 2015 NEW INITIATIVES REPORT CARD

System Operations will upgrade the SCADA (System Control and Data Acquisition) System, the Outage Management System, and the GIS Mapping System such that all three systems will function together and be compatible to source each segment.

A new IVR system has been developed to work with the SCADA and GIS systems.

Electric - System Operations

Electric - Systems Operation 6033	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	605,567	569,667	553,119	475,605	565,413	583,612	18,199	3%
* Benefits	271,142	307,559	275,872	223,238	275,873	284,859	8,986	3%
Sub-Total	876,709	877,226	828,991	698,843	841,286	868,471	27,185	
OPERATING EXPENSES								
* Prof. & Contract. Service	32,599,261	31,611,893	33,098,225	23,338,066	33,084,645	32,647,483	(437,162)	-1%
* Travel & Training	14,095	12,106	5,000	-	9,200	10,400	1,200	13%
* Utility & Communications	34,730	29,591	23,313	23,024	26,856	23,313	(3,543)	-13%
* Insurance	30,567	27,143	31,899	26,583	31,900	31,899	(1)	0%
* Maintenance	18,065	16,325	17,400	6,065	12,150	11,400	(750)	-6%
* Operating Expense	10,188	13,419	14,783	4,001	10,833	7,785	(3,048)	-28%
Sub-Total	32,706,906	31,710,477	33,190,620	23,397,739	33,175,584	32,732,280	(443,304)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	51,026	2,172	1,068	2,172	-	(2,172)	(1)
PRINCIPAL							-	-
TOTAL	**33,583,615**	**32,638,729**	**34,021,783**	**24,097,650**	**34,019,042**	**33,600,751**	**(418,291)**	

Transmission & Distribution

MISSION

To provide the most reliable, efficient electrical service possible to customers with minimal interruptions.

CORE PROCESSES AND OUTPUTS

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 Station. 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 21 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.

FY 2016 NEW INITIATIVES

Revenue Protection: Continue a comprehensive metering program to ensure best practices are employed for meter reading, meter change out, prosecution of meter theft, disconnect/reconnect and work order processing.

Apprenticeship program: Continue implementation of a comprehensive certification program for Apprentice Lineman to include training, testing and documentation of completion

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety and training program.

Maintain zero lost time accident record.

Maintain < 5 recordable accidents utility wide.

Develop and implement a weekly vehicle inspection program.

Develop requirements and provide adequate PPE.

Transmission & Distribution

FY 2015 INITIATIVE REPORT CARD

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 2015 include the following:

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.

> The HTE program has been fully integrated into all divisions of the utility. The labor and material tracking and reporting function has not yet been developed.

Continue 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.

Continue the training program for lineman apprentice programs. This will enable us to provide a more efficient work force.

> This project has been development and completed. The program will allow the City to “home-grow” linemen with first-hand knowledge of the City of Lake Worth system. The added benefit of succession planning will ensure that the City of Lake Worth maintains highly qualified electric line crews over the next ten years, as an estimated five linemen qualify for retirement. The state certified apprentice program has been adopted and includes on the job and class room training.

Develop a preventive maintenance program for pad mount transformers which will enable staff to identify transformers that need to be replaced before failure.

> This project has been developed and implemented. Twelve (12) pad mount transformers were changed out, primarily associated with large commercial customers. This proactive approach to system maintenance customer reliability, allows scheduled work of outages to reduce impact to customer business, and cuts costs through planned work, rather than emergency response.

FY 2015 GOALS AND OBJECTIVE REPORT CARD

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.

Projects have been incorporated into the budget process and included with the data collected and reviewed for the annual rate sufficiency analysis.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety program.

The development of a utility wide safety committee addresses issues as/when they arise. There have been no major accidents and all required safety training has been completed.

Improve customer satisfaction of services provided by utility field personnel.

The Utilities Department improved responsiveness to customer inquiries and complaints through improved communications via radio response requirements for all field personnel, improved work order processing, and utility wide training between departments.

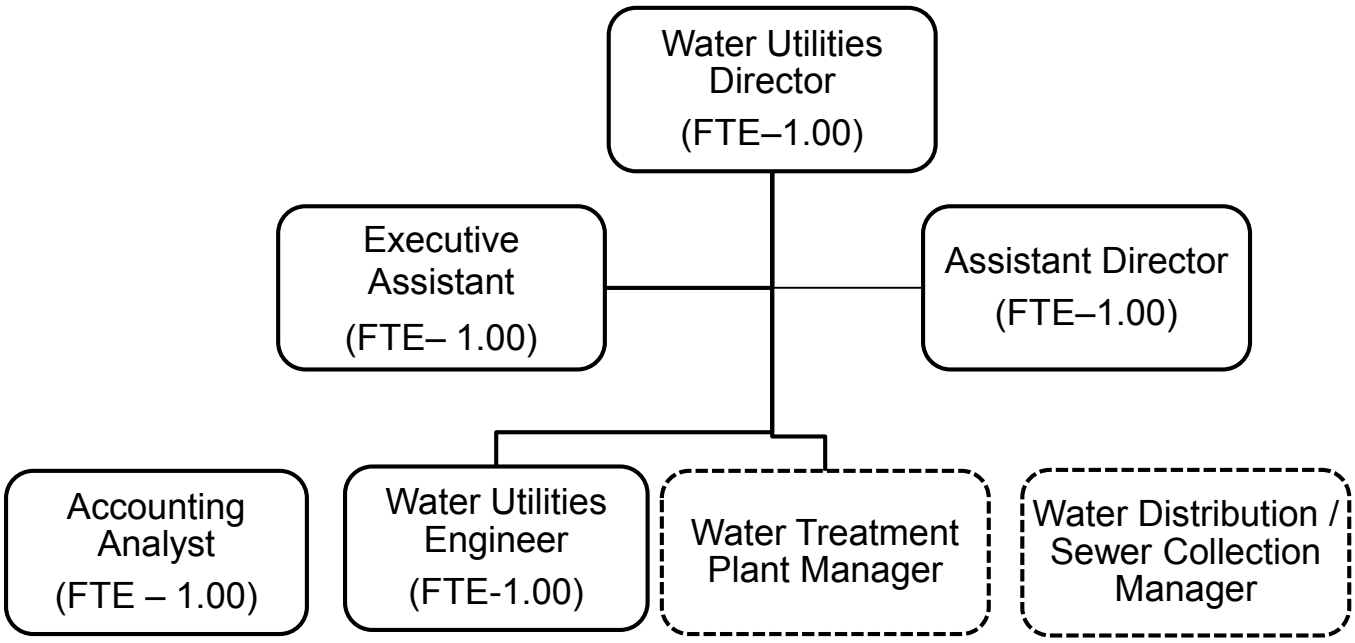
Transmission & Distribution

Electric - Transmission & Distribution 6034	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	2,179,892	2,327,508	2,209,293	1,663,074	2,229,546	2,372,728	143,182	6%
* Benefits	1,069,846	1,025,277	416,302	851,938	416,303	1,108,675	692,372	166%
Sub-Total	3,249,738	3,352,785	2,625,595	2,515,012	2,645,849	3,481,403	835,554	
OPERATING EXPENSES								
* Prof. & Contract. Service	754,241	737,865	1,077,855	539,871	945,255	845,917	(99,338)	-11%
* Travel & Training	22,603	18,892	65,000	14,623	65,000	49,000	(16,000)	-25%
* Utility & Communications	80,489	69,275	48,159	49,494	51,009	49,009	(2,000)	-4%
* Insurance	67,530	63,437	73,058	60,882	73,058	73,058	-	-
* Maintenance	1,281,090	1,242,488	2,287,272	1,047,474	2,091,401	1,468,402	(622,999)	-30%
* Operating Expense	657,718	1,065,493	265,090	120,887	237,135	288,751	51,616	22%
Sub-Total	2,863,671	3,197,450	3,816,434	1,833,231	3,462,858	2,774,137	(688,721)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	679,536	5,126,111	937,039	5,593,329	275,000	(5,318,329)	(1)
PRINCIPAL							-	-
TOTAL	**6,113,409**	**7,229,771**	**11,568,140**	**5,285,282**	**11,702,036**	**6,530,540**	**(5,171,496)**	

Utilities Non-Departmental

Utilities - Non-Departmental 6090 and 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	
* Benefits							-	
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	2,151,041	2,151,041	1,814,889	1,512,408	1,814,890	1,814,890	-	
* Travel & Training							-	
* Utility & Communications	1,307	-	-	-	-	-	-	
* Insurance	-	-	-	-	-	-	-	
* Maintenance	-	316,310	-	-	-	-	-	
* Operating Expense	5,050,003	4,682,548	4,140,389	3,368,180	4,051,540	4,348,630	297,090	7%
Sub-Total	7,202,351	7,149,899	5,955,278	4,880,588	5,866,430	6,163,520	297,090	
NON-OPERATING								
* Debt Service	1,018,314	754,539	2,268,300	-	2,268,300	2,268,300	-	
* Depreciation	1,717,913	1,660,266	1,717,912	-	1,717,912	1,752,270	34,358	2%
* Grants & Aids	(7,578)	(11,388)	-	35	35	-	(35)	-100%
* Other Uses	293,415	-	2,000,000	-	-	2,000,000	2,000,000	#DIV/0!
Sub-Total	3,022,064	2,403,417	5,986,212	35	3,986,247	6,020,570	2,034,323	
CAPITAL	-	(991,620)	-	-	-	-		
PRINCIPAL	2,097,023			-			-	-
TOTAL	**12,321,438**	**8,561,696**	**11,941,490**	**4,880,623**	**9,852,677**	**12,184,090**	**2,331,413**	

Water and Sewer Utility Administration



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	5	0	0	0	5
Part-time	0	0	0	0	0

Water and Sewer Utility Administration

CORE PROCESSES AND OUTPUTS

The Administration Division is responsible for overall water utility system operation and maintenance including capital projects.

The Administration Division includes engineering of water utilities system modifications, construction standards, maintenance programs, customer service requirements, and technical expertise for field personnel.

The Administration Division keeps all system maps current, files required reports with government agencies, evaluates alternatives for economic and reliability considerations for new customers, designates required water metering, specifies material and equipment standards, and recommends total system improvements.

The Administration Division provides planning services, both short and long range, for all Water Utility systems, maintaining status of all regulatory issues related to the water and sewer systems, evaluates and provides design of maintenance and in-house construction projects.

FY 2016 INITIATIVES

Five Year Capital Improvement Plan: Design and/or construct the projects programmed for FY 2016. Update the Five Year CIP schedule for the next budget cycle.

Provide smooth management transitions to maintain the efficiency and productivity of the department.

2” Steel Water Lines: Construct the Phase 1 improvements and design the Phase 2 improvements. Obtain DW SRF Loans for construction of these projects.

FY 2016 GOALS AND OBJECTIVES

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Ensure the long term viability of the Floridan and Surficial Aquifers to ensure adequate water supply, prevent saltwater intrusion, and protect rate-payer investments.

Ensure the safety of Lake Worth utility employees and customers through the development of a comprehensive safety and training program.

FY 2015 INITIATIVES REPORT CARD

The Administration Division established Ordinances, Policies and Procedures governing the Water Utility Department. The department continued strong working relationships with other City Departments, and established work processes for each section within the department. Administration worked with other team members within the City to establish a Park of Commerce Phase 1 Design for improvements to Boutwell Road. The Department also participated in the review of the Siemens Energy Conservation proposal, which was approved by the Commission. Administration worked with City team members to establish a long range capital plan for capital improvements.

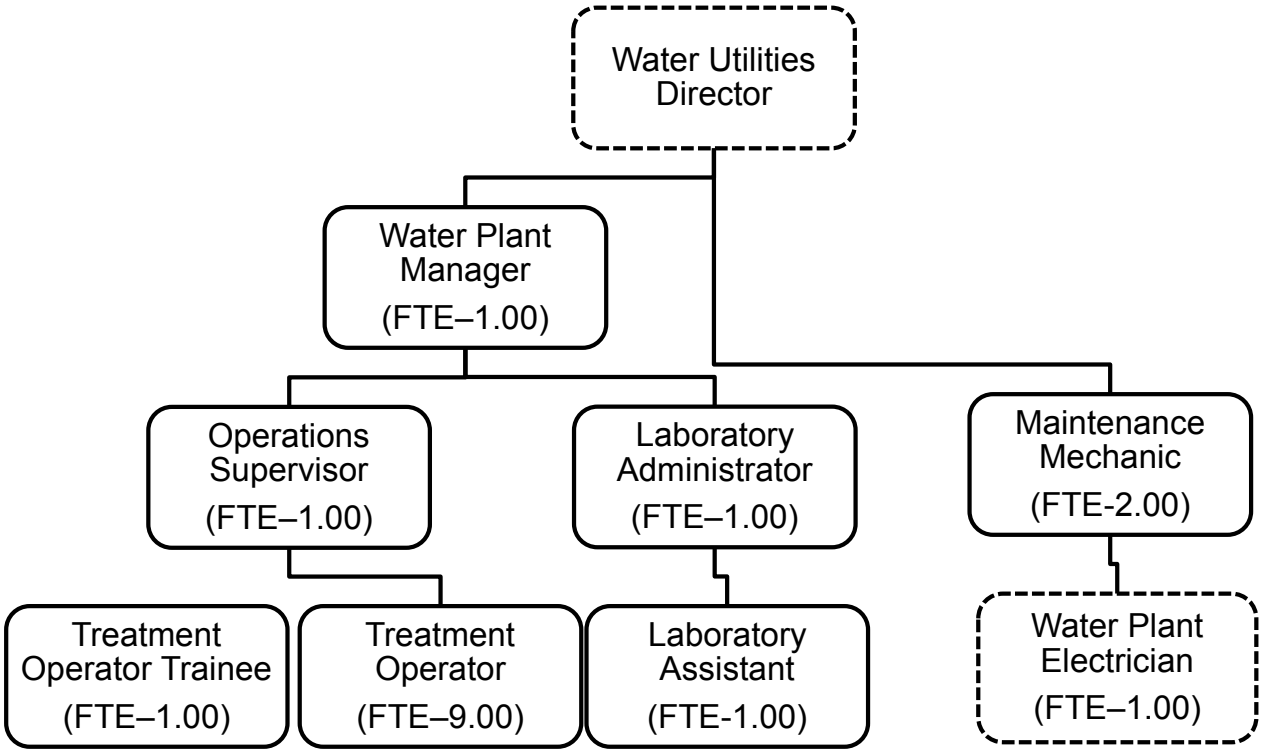
Water and Sewer Utility Administration

Water- Administration 7010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	294,487	183,512	299,273	266,215	(33,058)	-11%
* Benefits	-	-	152,804	118,738	152,804	119,289	(33,515)	-22%
Sub-Total	-	-	447,291	302,250	452,077	385,504	(66,573)	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	-	559,888	237,922	414,888	482,137	67,249	16%
* Travel & Training	-	-	7,000	538	3,500	6,000	2,500	71%
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance	-	-	6,900	1,539	5,900	7,400	1,500	25%
* Operating Expense	-	-	29,000	7,662	22,750	30,500	7,750	34%
Sub-Total	-	-	602,788	247,661	447,038	526,037	78,999	
NON-OPERATING								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
Sub-Total	-	-	-	-	-	-		
CAPITAL	-	-	5,000	-	3,000	3,000		
PRINCIPAL								
TOTAL	**-**	**-**	**1,055,079**	**549,911**	**902,115**	**914,541**	**12,426**	**1%**

Water Production

MISSION

To provide safe and aesthetically pleasing potable water to customers for domestic drinking water and fire protection purposes.



	FY 2014 – FY2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	15.00	2.00	0	0	17.00
Part-time	0	0	0	0	0

Water Production

MISSION

To serve and protect the public health and welfare by providing safe and reliable potable water supply to the public, while meeting all State and Federal guidelines, producing high quality water in a sustainable and efficient manner today and into the future.

SERVICE LEVEL NARRATIVE

Water Production is one of three divisions that make up the 402 Water System Fund in the Water Utility Department, along with Administration and Water Distribution. The Lake Worth Water Plant is a 24 hour, seven day a week operation. We also have a state certified laboratory that runs bacteriological samples on raw and finished water from the plant and water in the distribution system.

The City currently maintains a surficial aquifer wellfield to supply raw water to the 12 million gallon per day (MGD) lime softening WTP. The wellfield consists of 15 wells varying in age from 1 to 50 years with the majority of the wells located east of 1-95. A #16 well was constructed in FY 2015 west of I-95. The eastern wells have restricted withdrawal limits placed on them by the SFWMD with a capacity of approximately 5 MGD. The City's lime softening WTP provides lime softening, filtration, chemical addition, and disinfection processes to produce potable water.

The City received a 20 year permit from SFWMD, constructed three Floridan wells and a 4.5 MGD Reverse Osmosis (RO) plant adjacent to the lime plant, which started operation in 2011. The wells draw brackish (salty) water from 1000 feet deep. The RO plant uses high pressure feed pumps and plastic membranes to remove the salt and impurities from the water. Hydrogen sulfide gas is then removed from the water and it is blended with water from the lime plant. The combination of two water sources and two treatment plants provides the city a long term sustainable water supply. The City's water storage facilities include three above ground storage tanks, two clearwells and two elevated storage tanks for a total storage of 5.9 million gallons to meet peak hourly and fire flow demands, and to provide adequate contact time for disinfection prior to distribution. One of the clearwells was modified this year to provide enhanced disinfection as recommended by the Health Department.

The South Florida Water Management District mandatory water restrictions require no more than three day per week irrigation. The City continues to encourage water conservation, and has one of the lowest per capita usage figures in the county.

PERSONNEL STAFFING & BENEFITS

The Water Treatment plant currently employs fifteen full time equivalent (FTE) personnel, including sharing an electrician with the Distribution and Collection division. The division is requesting two additional operators and a full-time electrician to reduce overtime expense and enhance safety. This number is the same as the number of personnel budgeted in the FY 2008 budget.

Water Production

CAPITAL PROJECTS

The Lake Worth Water Treatment Plant has a number of projects planned for FY 2016, including:

Addition of a fourth lime slaker to provide increased reliability.

Structural repairs to the old lime plant, including the flash mixer, water basins and walkways.

Storage tank repairs to all three storage tanks.

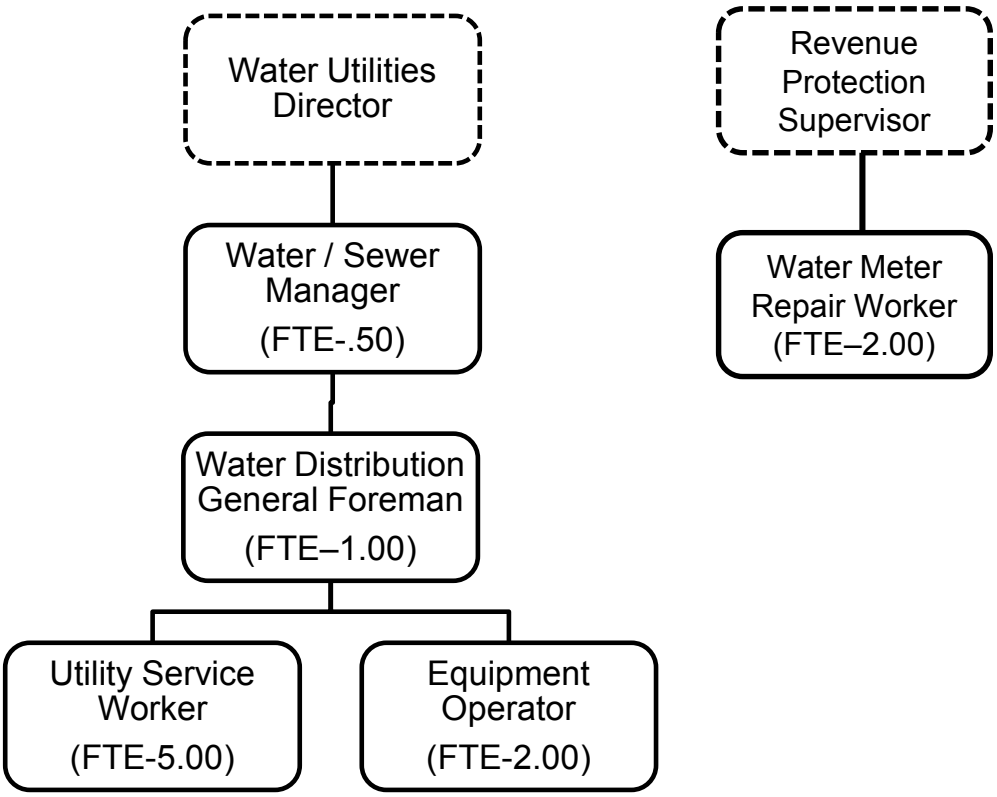
Test Well 18 to determine the feasibility of additional wells west of I-95.

Water- Treatment 7022	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	1,002,491	1,075,354	1,063,013	786,659	1,077,147	1,321,037	243,890	23%
* Benefits	445,013	615,604	592,889	446,238	593,714	700,858	107,144	18%
Sub-Total	1,447,504	1,690,958	1,655,902	1,232,897	1,670,861	2,021,895	351,034	
OPERATING EXPENSES								
* Prof. & Contract. Service	379,143	304,555	346,959	219,657	346,959	381,959	35,000	10%
* Travel & Training	8,578	4,534	6,404	3,351	6,404	6,500	96	1%
* Utility & Communications	1,381,039	657,859	703,541	560,865	765,000	805,000	40,000	5%
* Insurance	367,376	313,123	371,297	309,414	371,297	371,297	-	
* Maintenance	173,323	96,419	84,600	49,697	84,600	94,600	10,000	12%
* Operating Expense	407,995	465,717	702,087	425,544	691,647	724,386	32,739	5%
Sub-Total	2,717,454	1,842,207	2,214,888	1,568,528	2,265,907	2,383,742	117,835	
NON-OPERATING								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
Sub-Total	-	-	-	-	-	-		
CAPITAL	-	110,145	2,286,249	1,340,938	1,490,000	1,815,000	325,000	
PRINCIPAL							-	
TOTAL	**4,164,958**	**3,643,310**	**6,157,039**	**4,142,363**	**5,426,768**	**6,220,637**	**793,869**	**15%**

Water Transmission & 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.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	10.50	0	0	0	10.50
Part-time	0	0	0	0	0

Water Transmission & Distribution

MISSION

To ensure the distribution of potable drinking water to our customers, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to these potable water piping systems throughout the City.

SERVICE LEVEL NARRATIVE

Water Distribution is one of three divisions that make up the 402 Water System Fund, along with Administration and Water Production.

The main mission for the water distribution division is to respond to all water system service calls, maintain the water transmission and distribution piping system, maintain and test fire hydrants, and maintain water meters. Past engineering reports and water flow modeling have shown that the water distribution system needs substantial improvements to improve fire flows, increase customer pressures, improve water distribution water quality, reduce flushing and improve reliability. Replacement of 22 miles of 2 inch steel water pipe installed in the 1950s and 1960s are a high priority for the department.

During the past year, the water distribution division installed 22 new fire hydrants throughout the city. Water distribution also installed new water meters as part of the city's replacement program.

PERSONNEL STAFFING & BENEFITS

Staffing for the FY 2016 budget will be maintained at 10.5 FTEs. This includes a Manager that supervises the water distribution, sewer collection and sewer pumping crews, and a general foreman for the water distribution crew.

CAPITAL PROJECTS

The department has an aggressive capital program to address the water transmission and distribution system needs. The department has a five year capital plan with several capital improvements scheduled for FY 2016.

Tropical Drive and Barton - Install 12" water main to Barton Elementary school, including fire hydrants for residents.

Boutwell Road - Install 12" transmission main from 2nd Ave. N to 10th Ave. N to increase fire flow and pressure.

2 inch steel water pipe replacement – District 3.

Watermain replacement, Lake and Lucerne downtown area from Dixie to Federal.

Water Transmission & Distribution

Water- Transmission & Distribution 7034	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	490,171	510,434	511,137	407,414	501,919	571,520	69,601	14%
* Benefits	278,064	280,502	292,042	223,655	292,403	319,885	27,482	9%
Sub-Total	768,235	790,936	803,179	631,069	794,322	891,405	97,083	
OPERATING EXPENSES								
* Prof. & Contract. Service	94,340	131,696	114,100	89,698	114,100	114,200	100	0%
* Travel & Training	2,008	457	3,355	192	3,355	2,400	(955)	-28%
* Utility & Communications	19,898	23,869	22,421	21,005	36,200	36,200	-	
* Insurance	34,902	34,137	37,465	31,221	37,465	37,465	-	
* Maintenance	288,761	389,321	610,632	198,485	481,132	746,132	265,000	55%
* Operating Expense	63,557	62,749	90,431	46,704	87,691	87,700	9	0%
Sub-Total	503,466	642,229	878,404	387,305	759,943	1,024,097	264,154	
NON-OPERATING								
* Debt Service	-	-	-	-	-	-		
* Depreciation								
* Grants & Aids								
* Other Uses	-	-	-	-	-	-		
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	8,347	2,041,741	125,859	113,303	5,390,158	5,276,855	
PRINCIPAL							-	
TOTAL	**1,271,701**	**1,441,512**	**3,723,324**	**1,144,233**	**1,667,568**	**7,305,660**	**5,638,092**	**338%**

Water- Pumping 7021	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications	96,549	126,615	126,327	119,400	126,399	126,327	(72)	(0)
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	98,040	212,556	122,000	32,712	247,000	247,000	-	-
* Operating Expense	(2,341)	(853)	-	-	-	-	-	-
Sub-Total	192,248	338,318	248,327	152,112	373,399	373,327	(72)	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	6,473	580,000	31,535	2,250,144	120,000	(2,130,144)	
PRINCIPAL							-	
TOTAL	**192,248**	**344,791**	**828,327**	**183,647**	**2,623,543**	**493,327**	**(2,130,216)**	**-81%**

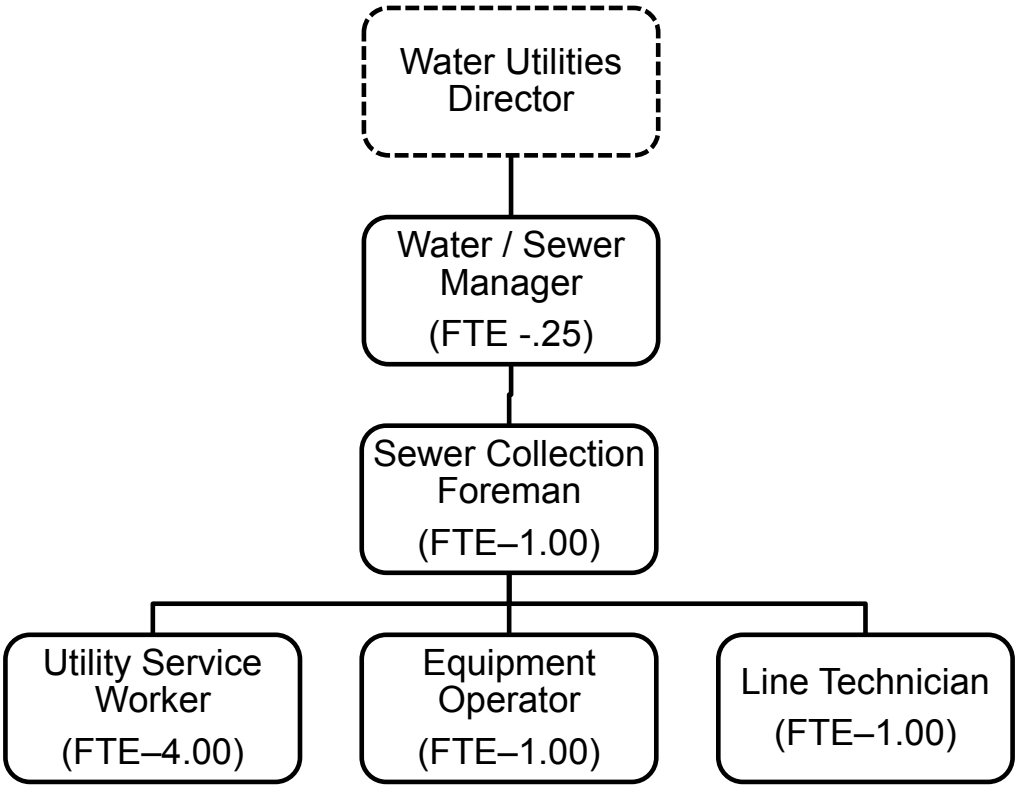
Water Transmission & Distribution

Water- Non Dept. & Customer Service 7090	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages								
* Benefits								
Sub-Total	-	-	-	-	-	-		
OPERATING EXPENSES								
* Prof. & Contract. Service	1,468,466	1,468,466	859,841	716,534	859,841	859,841		
* Travel & Training								
* Utility & Communications								
* Insurance	-	-	-	-	-	-		
* Maintenance								
* Operating Expense	1,168,631	1,068,137	1,040,665	859,506	1,033,788	1,114,889	81,101	8%
Sub-Total	2,637,097	2,536,603	1,900,506	1,576,040	1,893,629	1,974,730	81,101	
NON-OPERATING								
* Debt Service	1,253,419	927,463	2,794,091	-	2,794,091	2,794,091		
* Depreciation	2,298,187	2,412,876	2,298,186	-	2,298,186	2,298,186		
* Grants & Aids	3,156	861	-	-	-	-		
* Other Uses	400,500	33,603	590,980	190,480	190,480	700,000	509,520	267%
Sub-Total	3,955,262	3,374,803	5,683,257	190,480	5,282,757	5,792,277	509,520	
CAPITAL	-	(124,964)	-	-	-	-		
PRINCIPAL				-				
TOTAL	**6,592,359**	**5,786,442**	**7,583,763**	**1,766,520**	**7,176,386**	**7,767,007**	**590,621**	

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.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	7.25	0	0	0	7.25
Part-time	0	0	0	0	0

Local Sewer Collection and

MISSION

To ensure the environmentally safe collection and transfer of sanitary sewerage from our customers, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to these sewer collection and transfer systems throughout the City and service area.

SERVICE LEVEL NARRATIVE

Sewer Collections is one of two crews that make up the 403 Local Sewer Fund, along with the Local Sewer Pumping crew. These crews are part of the Water Distribution/Sewer Collection division. This crew maintains the gravity and force main sanitary sewer system piping, consisting of approximately 100 miles of collector lines, main collector and interceptor piping. Supported functions include maintenance of sewer backups, grease control, root control, repair/replacement of piping, televising and grouting of sewer lines.

The Sewer Collection crew is beginning a fats, oil and grease (FOG) program to inspect and regulate commercial facilities that produce oils and greases that can cause sewer backups. Staff is also using the new video camera truck on a regular basis to identify and document the condition of the collection system.

PERSONNEL STAFFING & BENEFITS

This crew is managed by the division manager. The collections crew consists of a foreman, an equipment operator, four utility services workers and a line technician. This is two less than the FY 2008 budget.

CAPITAL IMPROVEMENT PROJECTS

The gravity sewer system has several areas with leaks that allow infiltration and damage to the road system. The department is lining 100 manholes and gravity sewers on Fordham, 6th Ave. S and 15th Ave. S during FY 2015. Additional lining and rehabilitation will be completed during FY 2016 on 11th Ave. N.

The local sewer system experienced excessive wastewater flows during FY 2014, due to heavy rains. This indicates that rainfall inflow to the sewer system must be reduced. The city is working to insert manhole dishes to reduce inflows.

The force main along Boutwell Road will also be replaced as part of a capital project, due to multiple leaks.

Local Sewer Collection

Local Sewer- Collection 7231	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	496,435	524,343	509,667	407,149	510,449	579,832	69,383	14%
* Benefits	255,817	288,336	292,526	223,349	292,527	320,870	28,343	10%
Sub-Total	752,252	812,679	802,193	630,498	802,976	900,702	97,726	
OPERATING EXPENSES								
* Prof. & Contract. Service	38,299	44,656	126,014	83,062	117,889	181,339	63,450	54%
* Travel & Training	1,829	1,500	2,400	1,414	2,400	2,400	-	-
* Utility & Communications	92	1,925	2,000	-	2,000	2,000	-	-
* Insurance	31,848	31,616	34,212	28,510	34,212	34,212	-	-
* Maintenance	164,564	235,388	240,850	158,602	230,850	230,850	-	-
* Operating Expense	53,063	51,301	56,650	38,622	56,650	88,975	32,325	57%
Sub-Total	289,695	366,386	462,126	310,210	444,001	539,776	95,775	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	82,305	1,620,556	110,053	1,641,094	2,632,031	990,937	60%
PRINCIPAL							-	-
TOTAL	**1,041,947**	**1,261,370**	**2,884,875**	**1,050,761**	**2,888,071**	**4,072,509**	**1,184,438**	**41%**

Local Sewer- Admin 7010 & 7210	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Proposed Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	294,487	183,504	299,371	266,214	(33,157)	-11%
* Benefits	-	-	153,508	119,323	153,509	119,288	(34,221)	-22%
Sub-Total	-	-	447,995	302,827	452,880	385,502	(67,378)	
OPERATING EXPENSES								
* Prof. & Contract. Service	-	-	103,322	14,029	39,421	89,421	50,000	127%
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense							-	-
Sub-Total	-	-	103,322	14,029	39,421	89,421	50,000	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL							-	-
PRINCIPAL							-	-
TOTAL	**-**	**-**	**551,317**	**316,856**	**492,301**	**474,923**	**(17,378)**	**-4%**

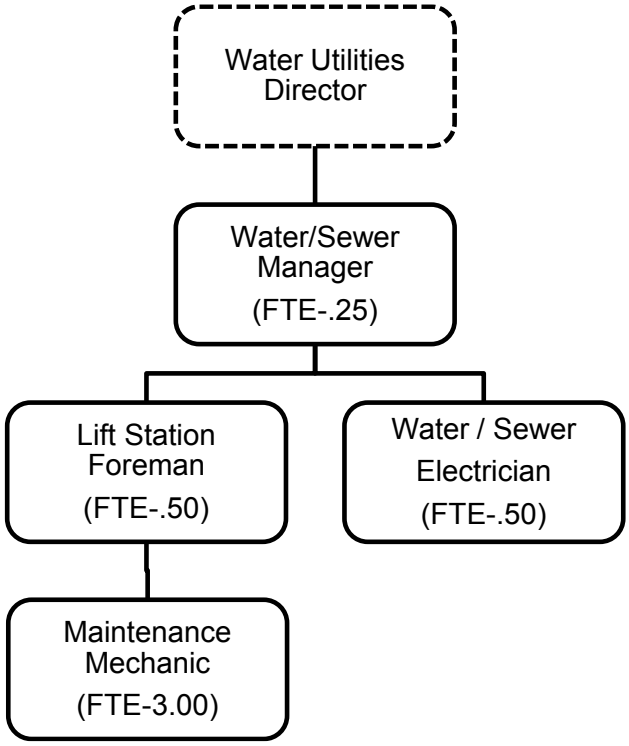
Local Sewer Collection

Local Sewer- Non Dept., Sewer Treatment 9010 & 9099	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	3,226,018	3,959,371	2,995,076	3,290,169	2,995,076	4,036,041	1,040,965	35%
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	270,559	616,619	576,203	475,616	573,080	618,767	45,687	8%
Sub-Total	3,496,577	4,575,990	3,571,279	3,765,785	3,568,156	4,654,808	1,086,652	
NON-OPERATING								
* Debt Service	73,898	-	-	-	-	-	-	-
* Depreciation	588,024	637,067	588,023	-	588,023	590,000	1,977	0%
* Grants & Aids							-	-
* Other Uses	-	276,494	2,760,137	124,449	124,449	500,000	375,551	3
Sub-Total	661,922	913,561	3,348,160	124,449	712,472	1,090,000	377,528	
CAPITAL	-	(207,962)	-	-	-	-	-	
PRINCIPAL	3,570,000						-	
TOTAL	**7,728,499**	**5,281,589**	**6,919,439**	**3,890,234**	**4,280,628**	**5,744,808**	**1,464,180**	**34%**

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

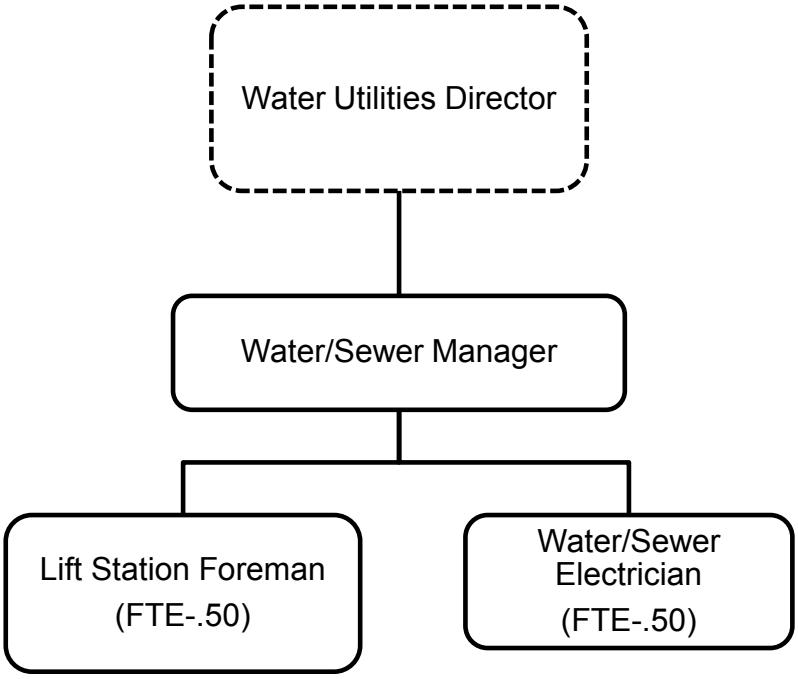


	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	4.00	0.25	0	0	4.25
Part-time	0	0	0	0	0

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.



	FY 2014 – FY 2015	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2015 – FY 2016
Full-time	1.00	0	0	0	1.00
Part-time	0	0	0	0	0

Local and Regional Sewer Pumping

MISSION

To ensure the environmentally safe collection and transfer of sanitary sewerage from our customers, with consistent quality and minimal interruption, by providing maintenance, operation and emergency repairs to the sewer pumping systems throughout the City and service area.

SERVICE LEVEL NARRATIVE

This crew maintains and operates the local sanitary sewer system pump stations, consisting of the Master Pump Station in Bryant Park and 30 lift stations located throughout the service area. Maintenance includes cleaning, monitoring and pump replacement. The lift stations are monitored at the Water Treatment Plant, the division office and the Master Pump Station, using the SCADA system.

PERSONNEL STAFFING & BENEFITS

This crew is managed by the division manager. Lift station maintenance staffing is provided by the lift station crew, and shared with the Regional Sewer Pumping operation. The crew consists of a foreman, three lift station mechanics and an electrician who is also shared with the WTP. A full time electrician is proposed in FY 2016 to provide improved electrical maintenance.

CAPITAL IMPROVEMENT PROJECTS

The City's CIP program will include replacement of Lift station # 4 at the golf course, which has the second largest flow in the city. Replacement of this aged lift station will improve reliability, reduce inflow from the intracoastal and reduce the risk of environmental damage due to overflows.

Local Sewer Pumping

Local Sewer- Pumping 7221	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	137,757	177,288	132,046	117,199	142,050	211,469	69,419	49%
* Benefits	74,154	90,859	75,143	58,627	75,143	120,272	45,129	60%
Sub-Total	211,911	268,147	207,189	175,826	217,193	331,741	114,548	
OPERATING EXPENSES								
* Prof. & Contract. Service	30,530	34,218	27,744	23,966	27,744	28,224	480	2%
* Travel & Training	1,190	466	2,100	724	2,100	2,100	-	
* Utility & Communications	31,112	31,727	34,609	30,962	38,300	38,300	-	
* Insurance	20,941	21,039	22,364	18,637	22,364	22,364	-	
* Maintenance	53,528	329,281	436,800	58,334	436,800	111,800	(325,000)	-74%
* Operating Expense	35,417	39,028	58,400	19,255	58,400	60,800	2,400	4%
Sub-Total	172,718	455,759	582,017	151,878	585,708	263,588	(322,120)	
NON-OPERATING								
* Debt Service							-	
* Depreciation							-	
* Grants & Aids							-	
* Other Uses							-	
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	125,657	50,000	20,939	50,000	70,000	20,000	
PRINCIPAL							-	
TOTAL	**384,629**	**849,563**	**839,206**	**348,643**	**852,901**	**665,329**	**(187,572)**	**-22%**

Local and Regional Sewer Pumping

MISSION

To ensure the environmentally safe transfer of sanitary sewerage from our City and surrounding contract customers, to the Palm Beach County force main and then to the East Central Region (ECR) Wastewater Treatment Facility, with consistent quality and minimal interruption, by providing maintenance, operation and emergency repairs to the sewer transfer system.

SERVICE LEVEL NARRATIVE

This Regional Sewer Fund maintains and operates the Lake Worth Sub-Regional wastewater system. This system is comprised of the Master Pump Station and large diameter (36–42 inch) pressure transmission piping and associated inflow lines and meters from an array of contract cities and organizations.

The City resolved a lawsuit with the subregional partners in 2013, and has been working to improve our relationship and trust among the partners. Rates and budgets are set annually with input from the subregional partners and a true-up calculation is performed at the end of each fiscal year. Funds not needed for operating or rehabilitation and replacement are refunded to the partners.

The ECR wastewater treatment facility has increased operations and R&R charges over the past two years to recover increased costs for operations and needed capital projects. These increases are a pass through to the subregional partners.

PERSONNEL STAFFING & BENEFITS

The department director is a member of the ECR Board representing the City.

The Local Sewer Pumping Crew is also responsible for the subregional pumping duties. These personnel consist of a foreman, three lift station mechanics and an electrician. No change in staffing for the regional sewer system is planned.

CAPITAL IMPROVEMENT PROJECTS

A capital improvement project was completed in FY 2015 to replace air release valves and manholes for the regional force main system. An additional capital project to replace variable frequency drives for two 400 HP pumps at the Master Pump Station is ongoing. No further capital projects are planned by the city in FY 2016.

Palm Beach County is designing a force main rehabilitation project near its Pump Station 5229 for FY 2016-2017. The subregional partners are committed to pay 42% of the estimated $3.5 million for this project. The partners voted to collect these funds over a two year period starting in FY 2016.

Regional Sewer Pumping

Regional Sewer- Pumping 7421	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	144,701	141,434	136,046	117,197	141,206	143,365	2,159	2%
* Benefits	74,153	74,884	75,521	58,626	75,521	77,402	1,881	2%
Sub-Total	218,854	216,318	211,567	175,823	216,727	220,767	4,040	
OPERATING EXPENSES								
* Prof. & Contract. Service	4,382,357	3,672,436	4,451,447	4,310,285	4,350,797	5,935,960	1,585,163	36%
* Travel & Training	300	206	2,250	-	2,250	2,250	-	-
* Utility & Communications	190,179	218,422	216,348	150,433	210,070	210,070	-	-
* Insurance	30,715	33,787	34,174	28,478	34,174	34,174	-	-
* Maintenance	55,763	41,147	60,600	38,758	94,900	101,900	7,000	7%
* Operating Expense	71,463	171,588	214,500	136,550	180,200	235,700	55,500	31%
Sub-Total	4,730,777	4,137,586	4,979,319	4,664,504	4,872,391	6,520,054	1,647,663	
NON-OPERATING								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
Sub-Total	-	-	-	-	-	-	-	
CAPITAL	-	-	-	-	-	-	-	
PRINCIPAL							-	
TOTAL	**4,949,631**	**4,353,904**	**5,190,886**	**4,840,327**	**5,089,118**	**6,740,821**	**1,651,703**	

Regional Sewer Pumping

Regional Sewer- Non Dept. 7490 & 9010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages							-	-
* Benefits							-	-
Sub-Total	-	-	-	-	-	-	-	
OPERATING EXPENSES								
* Prof. & Contract. Service	338,389	338,389	156,035	130,029	156,035	156,035	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	1,097,082	1,034	2,041	269	2,041	1,000	(1,041)	-51%
Sub-Total	1,435,471	339,423	158,076	130,298	158,076	157,035	(1,041)	
NON-OPERATING								
* Debt Service	28,718	-	-	-	-	-	-	-
* Depreciation	432,976	-	432,976	-	-	-	-	-
* Grants & Aid							-	-
* Other Uses	6,232,918	1,891,242	1,101,601	515,832	515,832	-	(515,832)	(1)
Sub-Total	6,694,612	1,891,242	1,534,577	515,832	515,832	-	(515,832)	
CAPITAL						-	-	
PRINCIPAL							-	
TOTAL	**8,130,083**	**2,230,665**	**1,692,653**	**646,130**	**673,908**	**157,035**	**(516,873)**	

Palm Beach County Fire Rescue

On April 7, 2009, the City of Lake Worth entered into an inter-local 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).

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 inter-local 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 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. The City renegotiated the contract with favorable terms in 2011 which resulted in an approximate $10 million savings over its term. The FY 2016 budget reflects the same terms of agreement in the FY 2015 Budget.

Palm Beach County Fire Rescue

Fire 4010	FY 2012-2013 Actuals	FY 2013-2014 Actuals	FY 2014-2015 Adjusted Budget	FY 2014-2015 YTD Actuals	FY 2014-2015 Forecast	FY 2015-2016 Adopted Budget	FY 2015-2016 $ Change FY 16 Budget & FY 15 Forecast	FY 2015-2016 % Change FY 16 Budget & FY 15 Forecast
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	2,615,257	2,798,673	2,900,030	1,830,604	2,900,030	2,709,016	(191,014)	-6.59%
Sub-Total	2,615,257	2,798,673	2,900,030	1,830,604	2,900,030	2,709,016	(191,014)	-6.59%
OPERATING EXPENSES								
* Prof. & Contract. Service	26,025	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	2,216	-	-	-	-	-	-	-
* Insurance	31,937	29,215	32,538	27,115	32,538	32,538	-	-
* Maintenance	3,460	2,707	3,460	1,764	3,460	3,460	-	-
* Operating Expense	-	-	-	-	-	-	-	-
Sub-Total	63,638	31,922	35,998	28,879	35,998	35,998	-	-
CAPITAL	-	-	-	-	-	-	-	-
TOTAL	**2,678,895**	**2,830,595**	**2,936,028**	**1,859,483**	**2,936,028**	**2,745,014**	**(191,014)**	**-6.51%**

Palm Beach County Sheriff's Office

In August of 2008, the City of Lake Worth dissolved the Lake Worth Police Department and signed a ten year 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 fiscal year 2015, PBSO charged the City of Lake Worth $12,100,000 to provide law enforcement services. Each year, the Sheriff is to provide an initial proposal to the City Commission in an amount not to exceed 7%. The FY 2016 budget reflects a contract amount of $12,221,000 which is a 1% contract increase from FY 2015. 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 25th day of the month following the receipt of the invoice. The FY 2016 budget reflects the same terms of agreement and levels of services in the FY 2015 budget.

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:

- Veterans Day
- Holiday Parade
- July 4th Event
- Street Painting Festival
- Reggae Fest
- One event to be announced

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.

Palm Beach County Sheriff's Office

Palm Beach County Sheriff Staffing Allocations							
Position Title	**FY 2010**	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
Captain	1	1	1	1	1	1	1
Lieutenant	6	3	1	1	1	1	1
Sergeant	12	12	11	11	11	11	11
Sergeant	2	1	0	0	0	0	0
Deputy Sheriff	66	64	64	64	64	64	64
Deputy Sheriff	4	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1	1
Communications Officer	12	10	10	10	10	10	10
Communications Part Time	4	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1	1
School Crossing Part Time	10	10	10	10	22	22	24
Evidence Technician	2	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1	1
TOTAL	**133**	**124**	**120**	**120**	**132**	**132**	**134**

Police **3010**	**FY 2012-2013** **Actuals**	**FY 2013-2014** **Actuals**	**FY 2014-2015** **Adjusted Budget**	**FY 2014-2015** **YTD Actuals**	**FY 2014-2015** **Forecast**	**FY 2015-2016** **Adopted Budget**	**FY 2015-2016** **$ Change FY 16 Budget & FY 15 Forecast**	**FY 2015-2016** **% Change FY 16 Budget & FY 15 Forecast**
PERSONNEL SERVICES								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	2,478,599	2,543,956	2,998,833	1,955,694	2,998,833	2,615,683	(383,150)	-12.78%
Sub-Total	2,478,599	2,543,956	2,998,833	1,955,694	2,998,833	2,615,683	(383,150)	-12.78%
OPERATING EXPENSES								
* Prof. & Contract. Service	12,103,020	12,102,930	12,103,020	11,095,037	12,103,020	12,224,020	121,000	1.00%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	83,118	82,693	81,561	72,044	81,561	81,561	-	-
* Insurance	52,055	47,616	72,219	60,183	72,219	72,219	-	-
* Maintenance	20,833	23,360	51,000	33,286	43,000	26,000	(17,000)	-39.53%
* Operating Expense	319	-	-	-	-	-	-	-
Sub-Total	12,259,345	12,256,599	12,307,800	11,260,550	12,299,800	12,403,800	104,000	0.85%
CAPITAL	-	18,000	-	-	-	-	-	-
TOTAL	**14,737,944**	**14,818,555**	**15,306,633**	**13,216,244**	**15,298,633**	**15,019,483**	**(279,150)**	**-1.82%**

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CHAPTER 9
APPENDICES AND GLOSSARY

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City of Lake Worth
Comprehensive Financial Policies

Adopted –December 7, 2010

1st Revision -September 26, 2011

2nd Revision –September 25, 2012

3rd Revision –March 27, 2013

4th Revision – December 3, 2013

City of Lake Worth
Comprehensive Financial Policies

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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 2013-13 which governs the "purchase of goods and services for the City".

3. Travel Resolution - 57-2012 which governs the reimbursement rates for employee travel.

4. 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.

5. 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.

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.

Long Range Planning

The Finance Department Budget office 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 Manager at least annually. The City Manager will declare such property surplus and authorize the disposal of said property in accordance with the rules of the City Procurement code (ordinance 2013-13).

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 1and 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.

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/or the 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, 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 25th day after billing, in-house collection activity including
    a. Delinquent letter sent the next day
    b. Phone calls starting by the 35th day
    c. Demand letter by the 60th day

d. Legal or collection agency action by the 90th day

Utility Accounts

1. Accounts will be billed on a regular cycle.
2. Beginning the 21st day after billing
   a. Delinquent notice sent
   b. In-house collection activity begins on the 22nd through the 90th day past due.
   c. Collection agency activity begins on the 90th 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.
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

As defined by the *Governmental Accounting, Auditing and Financial Reporting of the Government Finance Officers Association*, fund balance is "The difference between assets and liabilities reported in a governmental fund."

Fund Balance will be stratified and accounted for in accordance with current Generally Accepted Accounting Principles

STRATIFICATION CATEGORIES AND LEVEL OF AUTHORITY REQUIRED

NON-SPENDABLE FUND BALANCE

Amounts that are (a) not in spendable form; or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as long-term amount of loans and notes receivable, as well as property acquired for resale. The corpus (or principal) of a permanent fund is an example of an amount that is legally or contractually required to be maintained intact.

RESTRICTED FUND BALANCE
Amounts that can be spent only for specific purposes as stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or

regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance

Amounts that can be used only for the specific purposes determined by a formal action (resolution or ordinance) of the City Commission, the City's highest level of decision making authority. Commitments may be changed or lifted only by the City Commission taking the same formal action (resolution or ordinance) that imposed the constraint originally. Resources accumulated pursuant to stabilization arrangements sometimes are reported in this category.

Assigned Fund Balance

Includes spendable fund balance amounts established by management of the City (City Manager) that are intended to be used for specific purposes that are neither considered restricted or committed.

Unassigned Fund Balance

Unassigned fund balance is the residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund as described in these policies. Certain stabilization arrangements would also qualify to be reported in this category.

Reservations of Fund Balance

Committed

The City hereby establishes the following committed fund balances

Emergency Operating Reserve

In order to provide the resources necessary to ensure continued operations of the City should a natural disaster or significant change in the weather pattern occur, the City shall establish and maintain an Operating Reserve Fund within the General Fund/Self Insurance Funds. The amount shall be determined as part of the annual budget process and in accordance with City Resolution 06-2008

General Fund – Assigned Fund Balance

The subsequent year's budget fund balance reserve is assigned by City management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

Minimum Level of Unassigned Fund Balance

Unassigned fund balance is the residual classification for the General Fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the General Fund.

The City will strive to maintain an adequate level of unassigned fund balance to provide for necessary cash flow to minimize any short-term borrowings.

Spending Order of Fund Balances

The City uses restricted amounts to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the City would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

Annual Review and determination of Fund Balance Policy

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the amounts of restricted, committed, assigned, and non-spendable and the minimum level of unassigned fund balance shall be determined during this process.

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 Finance Department Budget office no later than the date set forth in the Budget Instruction Manual.

Estimated Beginning Fund Balance

In order to achieve the most accurate estimate possible, the Finance Department Budget office or designee shall project both Sources of Funds (revenues, prior years unrestricted fund balances carried forward and other financing sources) and Uses of Funds (operating and non-operating

expenditures), including accruals, for each department in each governmental fund through September 30th of the then current fiscal year. These projections will be shown in a separate column entitled "Estimated Actual" for each fund in the proposed, tentative and final budget documents. The difference between the estimated actual sources of funds and estimated actual uses of funds is the calculated estimated beginning fund balance for the subsequent fiscal year. If planned for use in the subsequent fiscal year, committed and assigned fund balance may be included in the estimated beginning fund balance.

Estimated Ending Fund Balance

For the year being budgeted, a calculation of estimated ending fund balance shall also be made. This calculation shall be the difference between the budgeted sources of funds and the budgeted uses of funds as described above. Since the uses of funds are restricted, committed or assigned in all other governmental fund types there is no policy required as to the amount of ending fund balance unless the project is completed and the fund should be closed. In this situation, a residual equity transfer will be made to zero-out any remaining fund balance.

If, after the annual audit, the actual General Fund unassigned fund balance is greater than that needed for adequate cash carry forward, the excess may be used in one or a combination of the following ways:

a) Left in the General Fund to earn interest and roll forward into the subsequent year's beginning fund balance;

b) Appropriated by resolution of City Commission for a one-time expenditure or opportunity that does not increase recurring operating costs;

c) Committed to establish or increase a formal stabilization arrangement or reserve (including but not limited to economic stabilization, contingency reserves or disaster reserves); or

d) Appropriated for start-up expenditures of new programs undertaken at mid-year, provided that such action is considered in the context of commission approved multiyear projections of revenues and expenditures.

Cash Carry Forwards– All Operating Funds

1. The City will maintain an annual un-appropriated or cash carry forward fund balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing. The cash carry forward portion of 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.

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 Finance Department Budget office for each operating fund in an amount not greater than 10% of the total budgeted expenditures/expenses of the fund.

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 the Finance Department Budget office 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

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.

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.

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. The Finance Department Budget office will review revenue streams on an annual basis. As a part of the review, Finance Department Budget office 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 Statues.

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.

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 Finance Department Budget office 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 Finance Department Budget office 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 57-2012 41-2007 of the City.

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 Statues 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.

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.

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.

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.

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

Budget Adoption

City Charter -Sec. 2-262. Budget;

1. *Annual budget.* The city commission shall adopt a budget each fiscal year in accordance with sections 166.241 and 200.065, Fla. Stat., as amended from time to time and any other applicable law. The budget shall be adopted by resolution.

2. *Budget amendments.* The city commission at any time within a fiscal year or within 60 days following the end of the fiscal year may amend a budget for that year as follows:

i. City Commission Authority

1. Appropriations for expenditures for a department or between departments within a fund may be decreased or increased by motion recorded in the minutes if the total appropriations of the fund are not changed.
2. If a budget amendment is required for a purpose not specifically authorized in paragraphs 2(i)(1) above or (3) below, the budget amendment must be adopted by resolution.
   a. Included in this section would be amendments such as for example:
      i. where the total budget of a fund was increased or decreased,
      ii. fund balance/retained earnings were being appropriated,

iii. new funds created,
iv. additional revenues were expected to be received and a budget created for them

3. Budget officer authority: In accordance with City Charter -Sec. 2-262. Budget - that allows the City Commission to establish; procedures through its Comprehensive Financial Policies, by which the designated budget officer may authorize budget transfers within a department, as long as the total appropriations of the fund are not changed.
    a. Transfers requested within a major expenditure category, between major expenditure categories, and/or between divisions within the same department, or between activities codes within the same department but not across funds, require approval by the City Manager designee which is the Finance Department Budget office. The Transfer request will require Department Head approval and contain an explanation along with account analysis for the transfer to and from accounts.

4. Other Budget Management Rules
    a. 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 Restricted/Committed/Assigned/un assigned fund balances as required by GASB 54.
    b. A quarterly budget amendment cycle based on actual revenues and expenditure needs will be established.
    c. 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.
    d. All capital project budget amendments will concurrently amend the 5 Year Capital Improvement Plan.
    e. 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
    f. Website posting requirement per section 166.241, Fla. Stat.
        i. The tentative annual budget must be posted on the city's official website at least 2 days before the budget hearing, held pursuant to section 200.065, Fla. Stat. or other law, to consider such budget. The final adopted budget must be posted on the city's official website within 30 days after adoption.

        ii. If the city commission amends the budget pursuant to paragraph (b) (1) b. above, the proposed amendment will be posted, if feasible, on the city's official website 3 days before the meeting where it will be considered for adoption. The adopted amendment must be posted on the City's official website within 5 days after adoption.

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
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 Finance Department Budget office 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.

5. The Finance Department Budget office 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 Finance Department Budget office 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.

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: An accounting method that measures the performance and position of a company by recognizing economic events regardless of when cash transaction occur.

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.

Arbitrage: The practice of taking advantage of a price difference from the simultaneous purchase and sale of an asset.

Arbitration: The process of resolving disputes between people or groups by referring them to a third party, either agreed on by them or provided by law, who makes a judgment

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.

CRA: Community Redevelopment Agency—designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low and moderate income neighborhoods.

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.

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.

GLOSSARY

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 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.

GLOSSARY

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.

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.

GLOSSARY

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.

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).

Sources:

Bailey, Larry P; Governmental GAAP Guide; Harcourt Brace; 1994.

Bland, R; Budgeting-A Guide for Local Governments, ICMA, 1997.

#LakeWorthBeach

CITY OF LAKE WORTH

FLORIDA