



Lake Worth, Florida. The Art of Florida Living.<sup>sm</sup>



# **FY 2017 Adopted Annual Operating Budget**



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# City of Lake Worth



FY 2017

## Adopted Annual Operating Budget



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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

## **CITY ATTORNEY**

Glen J. Torcivia

## **EXECUTIVE MANAGEMENT TEAM**

City Clerk, Pamela J. Lopez

Community Sustainability Director, William Waters

Electric Utility Director, John Borsch

Financial Services Director, Marie W. Elianor

Human Resources Director, Germaine English

Leisure Services Director, Juan Ruiz

Public Services Director, Jamie Brown

Water and Sewer Utilities Director, Brian Shields

Internal Auditor, Kenneth Oakes

# FINANCIAL SERVICES TEAM

## Administration

Marie W. Elianor  
Lynn Sexton

## Accounting

Corinne Elliott  
Darren Portner  
Joanne Gill  
Sharon Gostnell  
Carolyn Santa-Maria  
Summer Wethern

## Budget

Clyde Johnson  
Jessica Savidge

## Purchasing

Hirut Darge  
Sharee Haynes-Dyer

## Information Technology

Nelly Peralta  
Alfonso Boudri  
Brenton Farr  
Lonnie Grazier  
Anthony Ritch

# **CHAPTER 2**

## **INTRODUCTORY SECTION**





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# **CITY MANAGER**

## **FY 2017 BUDGET TRANSMITTAL LETTER**

September 13, 2016

Honorable Mayor and Members of the Commission  
City of Lake Worth  
7 N. Dixie Highway  
Lake Worth, Florida 33460

Re: Fiscal Year 2017 Proposed Budget

Honorable Mayor, Vice Mayor, and City Commissioners:

In accordance with Article IV, Section 5 (e) of the Charter of the City of Lake Worth, I hereby submit the proposed Operating Budget for all funds for the fiscal year beginning October 1, 2016 for your review and consideration. The budget is balanced and emphasizes a professional, transparent, and conservative fiscal approach.

As the City continues to move forward, I wish to note that every effort has been made to provide our residents with quality municipal services. This document serves as an aid to the residents in providing a better understanding of the City's operating and fiscal programs. I am proud to present the proposed FY 2017 Budget that reflects an overall commitment to greater financial transparency and stability.

A copy of the proposed budget is available for public inspection in the City Clerk's Office. Additionally, a user-friendly electronic copy can be found on the City's website, [www.lakeworth.org](http://www.lakeworth.org). The public hearing dates for the review of the proposed budget are September 13, 2016 and September 20, 2016 at 6:00 PM in the City of Lake Worth City Hall Commission Chambers.

### **Introduction**

This organization prides itself on transparency and fiscal stewardship. This document reaffirms this organization's perspective regarding open, honest, and effective local government. Over the next year, economic development, human resources and infrastructure stewardship will be at the forefront of this organization's initiatives. Even though the economy remains fragile, we are beginning to see major market indicators depicting the perspective that economic stabilization is beginning to occur. Furthermore, infrastructure investments in roadways, public safety and housing will be critical to this organization's long-term sustainability. In order to accommodate responsive growth, the appropriate infrastructure must be present for both existing demand and future needs.

The City will embark upon creating a strategic plan intended to map out the City's future goals and objectives. This project will enlist public participation (civic engagement) for the purpose of charting the course for City of Lake Worth over the next three (3) to five (5) years. Long-term economic sustainability and fiscally prudent investments will always be at the forefront of this organization's list of priorities.

### **Budget Process**

The Fiscal Year 2017 Budget Process provided opportunities for the City Commission, residents and employees to provide input on the development of the annual budget beginning on June 23, when the 2017 Budget was initially presented in summary form through the Budget-in-Brief document. There were four (4) Budget Work Sessions. The first Budget Work Session on July 12 focused on policy discussions regarding public safety, public services and license compliance. Clear policy direction was provided to staff and is reflected in the proposed Fiscal Year 2017 Budget. Other sessions focused on governmental fees and rates for electric, water, and sewer.



# CITY MANAGER

## FY 2017 BUDGET TRANSMITTAL LETTER

### Overview

City Management has completed and submitted a proposed balanced FY 2017 operating budget for the City Commission's review and consideration. The total FY 2017 budget is \$171,869,270, which is a 3.91% decrease of \$6,992,858 from the FY 2016 Adopted Budget of \$178,862,128. The proposed budget reflects the same millage rate of 5.4945 mils and Municipal Service Taxing Unit (MSTU) of 3.4581 mils as the FY 2016 budget.

The proposed City of Lake Worth property tax rate is 5.4945 (\$5.4945 per \$1,000 of property value). This is the same rate levied the prior four (4) years. Marking the continued growth in our real estate category and the city as a whole, the Palm Beach County Property Appraiser's Office reflects a 12.14% increase in property values for Lake Worth, the 4<sup>th</sup> highest increase in Palm Beach County for tax year 2016. This percentage change has realized an increase in ad valorem revenues of \$605,179 in the general fund.

The Fiscal Year 2017 budget maintains and improves service levels wherever possible, with the restraint of gradual increases in revenues. The City of Lake Worth continues to look for efficiencies and improved productivity in the reorganization of its departments and infrastructure planning of capital projects.

### Challenges and Proposed Resolutions

The City has been working hard in past years to find a viable mix of financial resources to fund our Road Rehabilitation Program throughout the City. With limited funding from Community Development Block Grant (CDBG) and revenues from the Road Improvement Fund, the City managed to complete minimum street maintenance to include patching potholes. For the new fiscal year, the City is exploring alternative financing that may include a bond program to fund a comprehensive infrastructure project, which will attract new stakeholders (businesses, residents, tourists) upon completion.

Our contractual agreement with the PBSO includes a 2% increase of \$244,420 in the FY 2017 budget. Additionally, in order to reduce and maintain low crime rates, the City has changed the service level agreement to include five (5) new sworn officers for a total of \$617,000 or \$123,400 for each officer.

In prior years, the City did not have the tools to track and project revenues, expenditures and utility rates for electric, water, sewer and stormwater beyond a five year period. To overcome this challenge, the City has processed all nine of the major funds through an integrated financial system using multiple real time scenarios to model the best mix of working capital, appropriate levels of capital projects, adequate fund reserves, more accurate utility rates for residents and cash flow levels over a ten (10) year projection period. This integrated financial modelling provides both short-term and long-term information to aid in a better decision making process.

The FY2017 operating expenditures by major fund are comprised as follows:

#### General Fund -

The proposed budget is \$33,371,329, with \$246,800 budgeted for additional public safety, \$565,785 additional for streets maintenance and \$30,000 additional for license code compliance. The recommended millage rate of \$5.4945 per \$1,000 of property value remains the same from last fiscal year.

#### Electric Fund -

The proposed budget is \$62,528,474 with no rate increase from last fiscal year. Electric Fund's participation in the Park of Commerce project will be approximately \$1,544,884 in FY 2017. This project has been awarded \$1,389,100 in EDA grant funding for Phase 1A. The Electric Fund has restructured its Meter Shop from Transmission and Distribution. The Electric Fund is also spearheading the centralized call center.



# CITY MANAGER

## FY 2017 BUDGET TRANSMITTAL LETTER

### **Water & Sewer Fund -**

The proposed budget is \$22,516,135, with aggressive 2" watermain capital improvement projects budgeted for \$3,196,000 in FY 2017. The recommended rate increase of 2.75% will be effective fiscal year 2017.

### **Local Sewer Fund -**

The proposed budget is \$8,172,463, with \$692,297 budgeted in FY 2017 for various capital improvements for various projects. The recommended rate increase is 3.00% this fiscal year.

### **Regional Sewer Fund -**

The proposed budget is \$6,942,400, with \$65,000 budgeted for capital improvement projects budgeted.

### **Refuse Fund -**

The proposed budget is \$5,877,020, with \$545,000 budgeted for the purchase of a new dumpster truck. The recommended fee of \$245.76 for each ERU has remained the same from last fiscal year.

### **Beach Fund -**

The proposed budget is \$3,686,080, with \$436,800 budgeted for additional PBSO deputies, a new bus shelter for Palm Tran, and new pool heaters. Full loan repayment has also been included in budgetary calculations. There will be no parking rate increases in FY 2017.

### **Storm Water -**

The proposed budget is \$2,019,517, with \$372,559 budgeted for capital improvement projects. The recommended fee of \$75.60 per ERU will remain consistent with last fiscal year.

### **Golf Fund -**

The proposed budget is \$1,126,842.

### **Building Permit Fund -**

The proposed budget is \$928,319, with proposed revenue to be \$1,048,159. This fund will work in coordination with the General Fund and its Community Sustainability division to address the policy directives by the Commission to achieve a higher code compliance rate.

### **Road Improvement Fund -**

The proposed budget is \$523,481 with an estimated revenue projection of \$619,234.

### **Internal Service Fund -**

The proposed budget is \$22,739,936 to provide operating expenditures and capital improvement projects for Information Technology, Self-Insurance, Garage and Benefits.

## **Other Budgetary Items**

### **Health Insurance Rates**

The contract for our employee health insurance expires in September 30, 2016, at which time the renewal rates will take effect. The initial budget included an assumed 10% increase in these rates, as these were the preliminary rates based on trends and market conditions. After extensive negotiations, the adopted health insurance rate remained the same for employee contributions for FY 2017.

### **Labor/Union Agreements**

As per existing contracts wage reopener, we negotiated wages for FY 2017 for the IBEW and the PEU/PMSA employees. Contracts reflecting a four (4) percent increase were recently approved by the City Commission. Employees not covered by a bargaining agreement receive benefits identical to those of the employees under collective bargaining. This is the second year the City has afforded an adjustment in salaries of four (4) percent.



# CITY MANAGER

## FY 2017 BUDGET TRANSMITTAL LETTER

### **Pension**

Staff continues to work on the Commission's goal to managing and curtailing escalating pension costs. We will continue working on this and will have a more comprehensive plan later in the fiscal year. The City's cost of funding the Pension \$4.086 million.

### **Finance Advisory Board**

In 2010, the City created the Finance Advisory Board which according to Sec. 2-131 shall have the duties to review and make recommendations to the City Commissioners regarding the City's annual budget and capital improvement program and perform such other duties and assignments as requested by the City Commissioners or the City Manager, including but not limited to:

- Review and recommend action relating to the City's Comprehensive Annual Financial Report (CAFR), audits, investments and bond or other debt related instruments to be issued by the City.
- Review and make recommendations on the rates and fees charged for City services.
- Review and make recommendations on the City Manager's proposed annual budget.
- Review and make recommendations on the City's proposed annual capital improvement program.

City staff provided and reviewed the FY 2017 Proposed Budget with the Finance Advisory Board to ensure transparency and accountability of the City's financial position.

### **Performance Measures**

Each City department will be tasked to develop performance measures during this fiscal year that will align with strategic goals to assess the efficacy of what the City does and to make better, more focused decisions, especially during challenging budgetary planning.

Performance management uses data to evaluate and improve the effectiveness of an organization. It involves making decisions based on facts, not assumptions, perceptions, or emotion. We will use this data for the following purposes:

- Provide evidence of success or progress towards a goal.
- Highlight problem areas that need attention and corrective action.
- Determine the degree of resident satisfaction with City services and the quality of services.
- Quantify customer dissatisfaction and pinpoint what is causing dissatisfaction.
- Identify areas where the City's costs are out of line with other cities providing similar service.
- Determine where response or processing times are not meeting the City's goals or generally-accepted standards.
- Focus management attention and resources on the things that matter.

Osborn and Gaebler, authors of the 1992 book *Reinventing Government*, offered these reasons for why performance management is important:

- If you don't measure results, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you might be rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.



## **CITY MANAGER**

# **FY 2017 BUDGET TRANSMITTAL LETTER**

There are several types of performance measures:

- Workload Measures - the amount of work performed or services rendered.
- Effectiveness Measures - compares the outcome of an organization's efforts to what is intended to be accomplished.
- Efficiency Measures - also known as a cost-effectiveness measure.

### **Palm Beach County Sheriff's Office (PBSO)**

The contractual service with the PBSO provides approximately 134 personnel to patrol and protect the City that includes Crime Scene Technicians, Communication Officers, Records personnel and approximately eighty (80) sworn officers (FY 2016 Staffing Chart). Based on contract escalators, the general fund is absorbing a 2% cost increase of \$246,800, thus bringing our FY 2017 cost obligation to \$12,465,000. In our efforts to drastically reduce and maintain low crime rates in our community, we anticipate asking for five (5) additional sworn officers at a cost of \$123,400 each for a total of \$617,000 is included in this budget.

### **Public Services Department: Road Maintenance /Infrastructure Issues**

Repairing our roads and potholes continues to be a long standing priority, as well maintained roads provide economic value and quality of life to our community stakeholders (residents, visitors and the business sector). City Administration is exploring alternative funding that might possibly include a bond program for these problems. Completing infrastructure projects will attract businesses, create jobs and further economic growth. Our Public Services department has requested additional staff of three (3) Street Maintenance Technicians at a unit cost of \$57,179 to provide the necessary maintenance so badly needed. This added personnel cost and operating cost of \$565,785 is included in the FY 2017 budget summary totals.

### **Community Sustainability Department: License Compliance Program**

Beginning in FY 2014, the City was able to combine the requirements of the City's Business License Program into one seamless bill that includes the Business Tax Receipt (BTR), the Use & Occupancy Registration and the Use & Occupancy Inspection, which occurs every three (3) years. The combined bill fostered a higher compliance rate over previous years and a successful renewal season in both FY 2014 and FY 2015. Unfortunately, the overall compliance rate is nowhere near the City's target rate of 85 to 90%. In an effort to raise the compliance rate to the target of 85 to 90%, the City is proposing additional resources within the Code Compliance Division discussed as Option 2. The cost of Option 2 of \$30,000 is included in the budget.

### **Acknowledgement**

As previously acknowledged, it took the dedicated efforts of the entire workforce to provide on-going service delivery while at the same time preparing the proposed budget over an extended timeframe. I want to acknowledge and thank the entire Budget Team and all department directors for preparing responsible department budgets.

Respectfully submitted,

Michael Bornstein  
City Manager

# Budget Calendar



## City of Lake Worth FY 2017 Preliminary Budget Calendar

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### *Budget Kick-off Meeting – Commission Chambers (2 – 4 pm)*

- March 10, 2016 City Manager and Budget Team meet with Departments
- FY 2016 Adopted Budget
    - Revenues and Expenditures YTD Budget vs. Actual
    - Budget Amendments
  - FY 2017 Annual Operating Budget Strategy
    - Calendar
    - Revenue Assumptions
    - Funding Request entry '**FY17-01**'
    - Projecting Overtime, Leave payouts, retirements, and other adjustments
    - Organizational Charts and Narratives (goals, objectives and performance measures)
  - 5-Yr Capital Improvement Plan
  - SunGard Budget Module Training
- March 11, 2016 SunGard Budget Module Training for Departments
- March 14, 2016 Budget Module Open for Entry
- March 14-18, 2016 Departments meet with HR
- HR to reconcile and update Position Control file with latest FY 2016 changes
  - Estimates of Overtime, Leave payouts, retirements, and other adjustments
  - FY 2017 Organization Charts, Position Change Forms
  - Procedures for reclassifying, transferring or adding new personnel
- Forecasting Webinar with Burton and Associates **(Major Funds)**
- Mar 18-April 1, 2016 Departments to submit to Budget Team:
- FY 2016 Year End Forecast of revenues and expenditures.
  - FY 2017 Budget Request
    - Funding information to be entered in '**FY17-01**'
    - Estimates of Overtime, Leave payouts, retirements, and other adjustments
    - Budget Narratives (goals, objectives and performance measures)
    - Organization Charts; Position Change Forms
  - FY 2017 Capital Improvement Project requests
- Budget Team to review Internal Service Funds data for FY 2017  
Management Advance – Senior Executive Team (SET) Session #1

# Budget Calendar



## City of Lake Worth FY 2017 Preliminary Budget Calendar

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April 25-29, 2016      City Manager meets Departments to review Operating Budget requests and FY 2017 Capital Improvement Project requests

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May 4, 2015              Budget Team provides City Manager with Draft FY 2017 Annual Operating Budget, 5-Yr Capital Improvement Program and FY 2017 Capital Improvement Projects funding

May 11 – 27, 2016      Budget Team makes corrections/updates from City Commission meeting  
  
City Manager meets Departments to review Operating Budget and FY 2017 Capital Improvement Project funding

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June 1, 2016              **Receive *Preliminary* Taxable Property Values Estimate from Palm Beach County Property Appraiser**

June 10, 2016            Management Advance – Senior Executive Team (SET) Session #2

**June 21, 2016**            **6:00 p.m. – City Commission – (Regular Meeting- Session #1)**  
**MEETING DID NOT TAKE PLACE**

- **Presentation of City Manager Proposed 2017 Annual Operating Budget**
  - **Discuss updates from May 10, 2016 Budget Workshop**
  - **Discuss update from Preliminary Taxable Property Value Estimate**
- **Presentation of 5-Yr Capital Improvement Program and FY 2017 Capital Improvement Projects Funding**
- **Presentation of Burton & Associates Financial Model: Water Fund, Electric Fund, General Fund, Beach Fund, Refuse Fund, Stormwater Fund, Local Sewer Fund, Regional Sewer Fund.**

---

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

**July 12, 2016**            **6:00 p.m. – City Commission – (Budget Workshop – Session #1)**

- **Proposed 2017 Annual Operating Budget**
  - **Discuss proposed millage rate**
- **5-Yr Capital Improvement Program and FY 2017 Capital Improvement Projects Funding**

**July 19, 2016**            **6:00 p.m. – City Commission – (Regular Meeting – Session #2)**

- **City Commission Establishes Proposed Millage Rate for FY 2016-2017**
- **City Commission Establishes Time, Date, and Place of first Public Hearing**

# Budget Calendar



## City of Lake Worth FY 2017 Preliminary Budget Calendar

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- July 26, 2016**      **6:00 p.m. – City Commission – (Budget Workshop – Session #3) Added**  
**Presentation of City Manager Proposed 2017 Annual Operating Budget**
- 
- Aug 1, 2016      Submit Proposed Millage Rate to Palm Beach County Property Appraiser with Time, Date, and 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 1<sup>st</sup> - required no later than August 4<sup>th</sup>)*
- August 9, 2016**      **6:00 p.m. – City Commission – (Budget Workshop-Session #4)**
- **Presentation of Burton & Associates Financial Model:**
  - **Water Fund, Electric Fund, Beach Fund, Local & Regional Sewer Fund, Refuse and Stormwater funds.**
- August 23, 2016**      **6:00 p.m. – City Commission – (Budget Workshop- Session #5) Added**
- Budget Wrap-Up Presentation:**
- Review of FY 2017 Annual Operating Budget**
- Aug 24, 2016      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 1<sup>st</sup> - required by August 24<sup>th</sup>)**
- 
- Sept 9, 2016      Reminder to post tentative budget on the website 2 days before budget hearing pursuant to s.200.065.
- Sept 13, 2016**      **6:00 p.m. – City Commission – Regular Meeting [1<sup>st</sup> Public Hearing]**  
**(Cannot conflict with PBCC Public Budget Hearing)**
- **City Commission Adopts FY 2017 Capital Improvement Plan**
  - **Commission Adopts FY 2017 Fees Resolution Schedule**
  - **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 1<sup>st</sup> – (Sep 3<sup>rd</sup> to Sep 18<sup>th</sup>)*

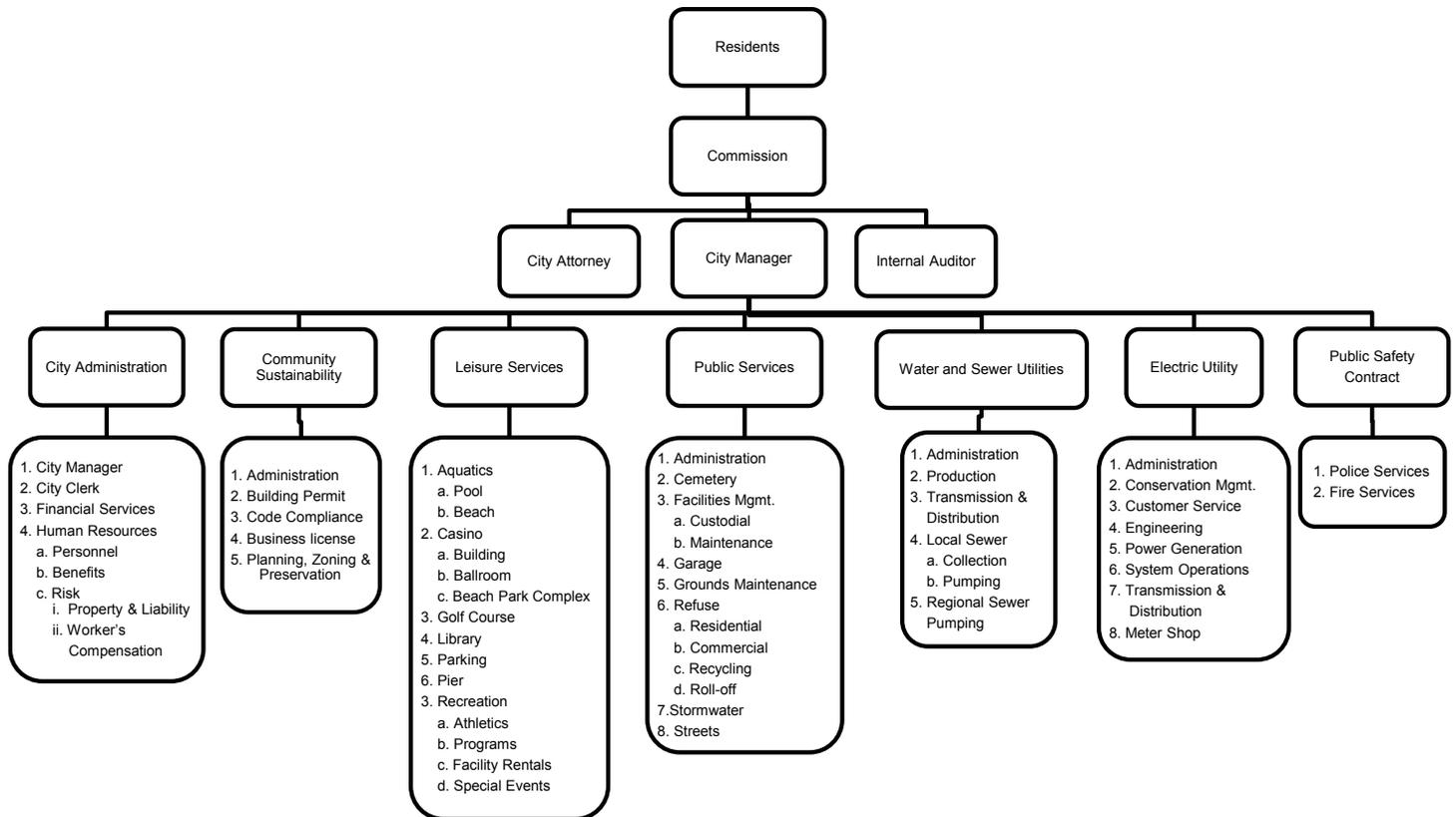
# Budget Calendar



## City of Lake Worth FY 2017 Preliminary Budget Calendar

Sept 14, 2016	Send Advertisement to Palm Beach Post for Public Hearing on adopting Budget <b>DEADLINE 3:00 PM</b>
Sept 17, 2016	Advertisement in Palm Beach Post of Final Millage and Annual Operating Budget. (Required within 15 days after tentative adoption – last date Sep 28st)
<b>Sept 20, 2016</b>	<b><u>6:00 p.m. – City Commission – Regular Meeting [2<sup>nd</sup> Public Hearing] – Adopting</u></b> <b><u>(Cannot conflict with PBC School Board Public Meeting)</u></b> <ul style="list-style-type: none"> <li>• <b>Commission adopts Final Millage Rate and Annual Operating Budget.</b></li> <li>• <b>Commission adopts Fees Resolution Schedule effective Oct 1<sup>st</sup>, 2016</b> (Required within 2 to 5 days after advertisement is published- tentative 9/20/16) (Required between September 16<sup>th</sup> and September 20<sup>th</sup>) (To be held within 20 days of the first public hearing)</li> </ul>
Sept 23, 2016	Deliver Final Millage Rate <u>Ordinance</u> to Palm Beach County Property Appraiser and Tax Collector. (Required within 3 days of budget adoption – required by September 23rd)
<hr/>	
Oct 12, 2016	Deliver Certification of TRIM Compliance (DR-487) to the Department of Revenue.  <b>Form DR-487            [Certification of Compliance]</b>  <b>Form DR-422            [Certification of Final Taxable Value]</b>  <b>Form DR-422DEBT      [Certification of Final Voted Debt Millage]</b>  <b>Form DR-420MM        [Maximum Millage Levy Calculation Final Disclosure]</b>  <i>(Within 30 days of Final Hearing to be held on Sep 23<sup>rd</sup> – last day Oct 20th)</i>  Submit Certification of FINAL Taxable Value (DR-422) to PBC Property Appraiser.  <b>Form DR-422            [Certification of Final Taxable Value]</b>  <b>Form DR-422DEBT      [Certification of Final Voted Debt Millage]</b>  <b><i>(Within 3 days after receipt of Form DR-422 [Certification of Final Taxable Value])</i></b>
<hr/>	
December 20, 2016	Mail final Budget Book to Government Finance Officers Association (GFOA).  <i>(Required within 90 days of budget adoption – Reach GFOA by Dec 20th )</i>

# City-Wide Organizational Chart



# Staff Count Report

PERSONNEL COUNT BY DEPARTMENT / DIVISION						
Department	Budget FY 2012	Budget FY 2013	Budget FY 2014	Budget FY 2015	Budget FY 2016	Budget FY 2017
<b>City Commission</b>	5	5	5	5	5	5
<b>City Attorney</b>	3	4	Contractual	Contractual	Contractual	Contractual
<b>Internal Auditor</b>	1	1	1	1	1	1
<b><u>Administrative Services</u></b>						
City Manager	3	2	4	4	5	4
City Clerk	4	4	4	4	5	5
Finance	12	11	14	14	14	14
Office of Mgmt. & Budget	4	3	-	-	-	-
Human Resources / Ins	5	5	5	5	6	6
Information Technology	6	6	6	6	5	5
Community Sustainability	23	26	27	29	30	34
<b><u>Public Services</u></b>						
Administration	5	5	5	4	4	4
Streets Maintenance/ Traffic	-		2	2	2	6
Grounds	11	15	15	15	18	17
Cemetery	2	1	1	1	1	1
Facilities Management	11	11	11	11	11	11
Stormwater	6	6	7	7	7	7
Refuse	30	33	33	33	33	36
Garage	5	5	5	5	6	6
<b><u>Leisure Services</u></b>						
Library	5	6	6	7	7	7
Pool & Beach	10	17	19	19	23	24
Beach Parking	3	6	6	6	6	7
Beach Park Area			-	2	2	2
Recreation	9	12	16	14	14	14
Golf Course / Restaurant	16	10	9	8	8	8
Casino Building <sup>1</sup>	1	8	7	7	6	13
Ballroom	-	-	2	2	2	2
<b><u>Electric Utility</u></b>						
Utility Conservation	5	4	2	1	1	See meter shop
Electric <sup>2</sup>	95	76	72	69	69	84
Customer Service <sup>3</sup>		22	17	14	16	25
<b><u>Water &amp; Sewer Utility</u></b>						
Water	25	28	29	32	35	37
Local Sewer	12	12	12	12	12	13
Regional Sewer	3	-	-	-	-	-
<b>Total Staff Count</b>	<b>319</b>	<b>344</b>	<b>342</b>	<b>339</b>	<b>354</b>	<b>398</b>
<sup>1</sup> Leisure Services/Casino - staff increase resulted from adding new positions. <sup>2</sup> Electric/Meter Shop - staff reorganization included new division #6035 - Meter Shop. <sup>3</sup> Electric/Customer Service - staff increase resulted from adding a new Call Center function.						

# Palm Beach County Sheriff's Office Staff Count

## District 14

Palm Beach County Sheriff Staff Count								
Position Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Captain	1	1	1	1	1	1	1	1
Lieutenant	6	3	1	1	1	1	1	1
Sergeant	12	12	11	11	11	11	11	11
Sergeant	2	1	0	0	0	0	0	0
Deputy Sheriff	66	64	64	64	64	64	64	69
Deputy Sheriff	4	3	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1	1	1
Communications Officer	12	10	10	10	10	10	10	10
Communications Part Time	4	4	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1	1	1
School Crossing Part Time	10	10	10	10	22	22	24	25
Evidence Technician	2	2	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1	1	1
<b>TOTAL</b>	<b>133</b>	<b>124</b>	<b>120</b>	<b>120</b>	<b>132</b>	<b>132</b>	<b>134</b>	<b>140</b>



# Palm Beach County Fire Rescue Staff Count

Station 91 / Engine 19 / Rescue 91 and Station 93 / Engine 93 / Rescue 93

<b>Palm Beach County Fire &amp; Rescue Staff / Lake Worth District</b>			
<u>Station 91 / Engine 91 / Rescue 91</u>		<u>Station 93 / Engine 93 / Rescue 93</u>	
Drivers	1	Drivers	1
Captain	1	Captain	1
Firefighter/Paramedic	1	Firefighter/Paramedic	1
<b><u>Rescue</u></b>		<b><u>Rescue</u></b>	
Lieutenant	1	Lieutenant	1
Firefighter/Paramedic	2	Firefighter/Paramedic	2
EMS Captain - 1			
Battalion Chief - 1			

**Footnote by PBC Fire & Rescue:**

There are 47 other Fire & Rescue stations that provide back up services when needed.





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# **CHAPTER 3**

## **ORGANIZATION AND FINANCIAL**

### **SECTION**



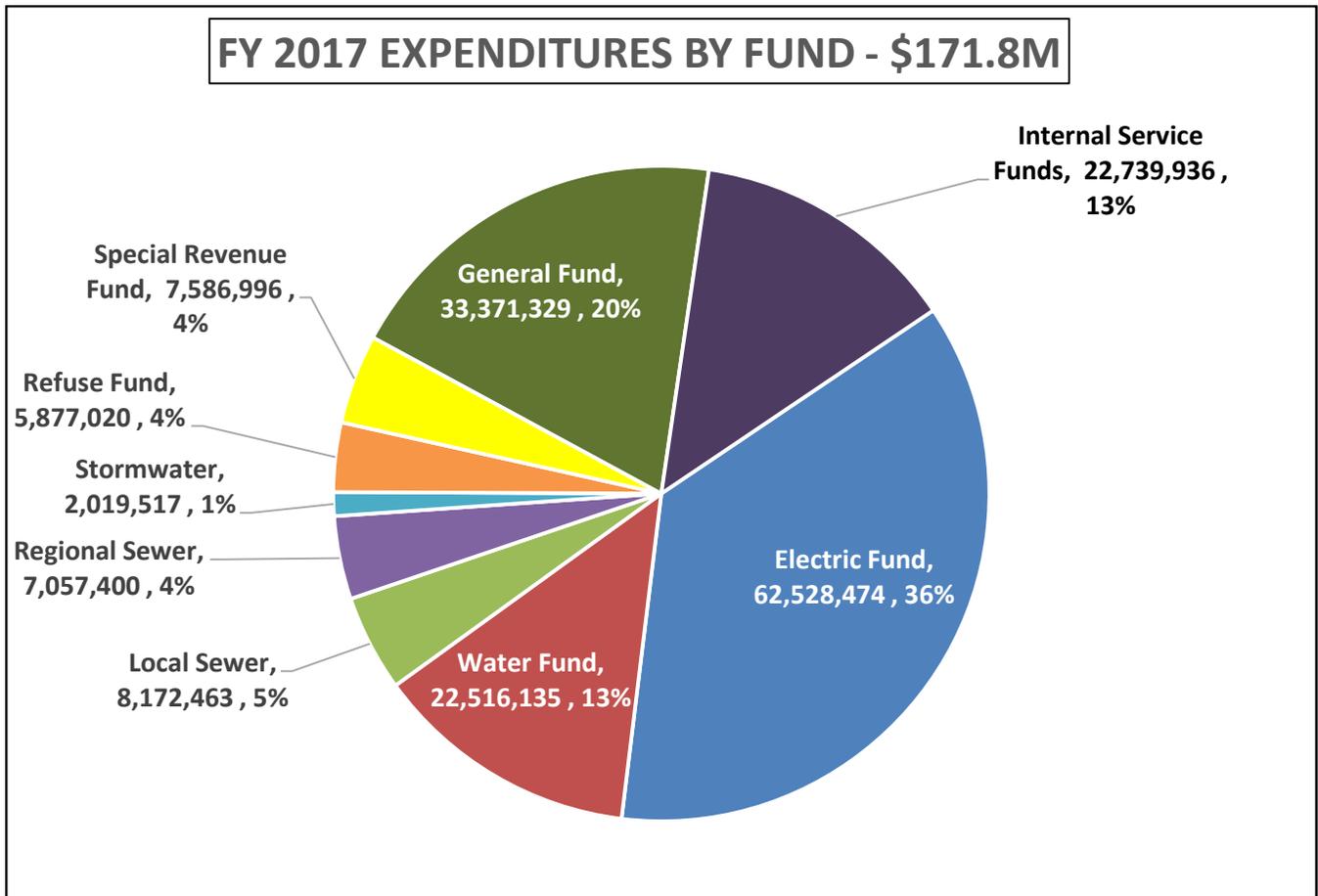


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# City-Wide Expenditures

Fund Category	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adjusted Budget	FY 2016 YTD Actuals (Oct-Aug)	FY 2016 Forecast	FY 2017 Adopted Budget	FY 2017 Increase / Decrease	% Change FY17 Bud vs FY16 F/Cast
<b>General Fund</b> <sup>1</sup>	\$29,235,103	\$29,222,405	\$31,170,580	\$28,959,415	\$30,316,273	\$33,371,329	3,055,056	10.08%
<b>Total General Fund</b>	<b>\$29,235,103</b>	<b>\$29,222,405</b>	<b>\$31,170,580</b>	<b>\$28,959,415</b>	<b>\$30,316,273</b>	<b>\$33,371,329</b>	<b>3,055,056</b>	<b>10.08%</b>
<b>Special Revenue Funds</b>								
Building Permit Fund <sup>2</sup>	568,559	1,125,921	942,986	615,763	650,111	928,319	278,208	42.79%
Beach Fund <sup>3</sup>	2,008,345	1,908,886	3,107,808	1,973,860	2,903,299	3,686,080	782,781	26.96%
Parking Improvement Fund	30	65	-	-	-	-	-	
Code Remediation Fund	73,187	352,678	368,100	170,246	369,500	390,600	21,100	5.71%
Housing Initiative	-	-	-	-	-	-	-	
Road Improvement Fund <sup>4</sup>	630,492	395,817	1,338,571	224,035	1,320,959	523,481	(797,478)	-60.37%
Grant Fund	214,761	684,486	1,703,166	465,550	842,590	840,139	(2,451)	-0.29%
Tree Beautification Fund	164	4,008	1,895	91	1,895	1,425	(470)	-24.80%
Utility Conservation Fund	129,225	90,946	96,325	85,307	92,890	90,110	(2,780)	-2.99%
Golf Course	1,037,419	1,118,448	1,105,969	672,147	1,080,191	1,126,842	46,651	4.32%
Simpkin Trust <sup>5</sup>	63,227	82,409	60,000	-	60,000	-	(60,000)	-100.00%
Library Trust Fund <sup>6</sup>	53,000	-	2,000	-	2,000	-	(2,000)	-100.00%
Criminal Justice	-	-	-	-	-	-	-	
Incentive fund	8,035	8,035	8,435	-	-	-	-	
State Forfeiture Fund	-	-	-	-	-	-	-	
Donations/Special Trust Funds	80,048	80,048	-	-	-	-	-	
<b>Total Special Revenue Funds</b>	<b>4,866,492</b>	<b>5,851,747</b>	<b>8,735,255</b>	<b>4,206,999</b>	<b>7,323,435</b>	<b>7,586,996</b>	<b>263,561</b>	<b>3.60%</b>
<b>Capital Projects Funds</b>								
Capital Projects Funds	1,404,517	1,166,171	211,887	459,691	206,752	-	(206,752)	-100.00%
Beach Redevelopment	55,710	-	-	-	-	-	-	
Casino Redevelopment	202,480	-	-	-	-	-	-	
Park of Commerce <sup>7</sup>	529,625	338,966	8,700,000	326,964	8,735,176	-	(8,735,176)	-100.00%
Master Infrastructure	876,491	-	-	-	-	-	-	
Performance Contract Loan <sup>8</sup>	-	-	22,964,693	16,346,978	13,824,766	-	(13,824,766)	-100.00%
<b>Total Capital Projects Funds</b>	<b>3,068,823</b>	<b>1,505,137</b>	<b>31,876,580</b>	<b>17,133,633</b>	<b>22,766,694</b>	<b>-</b>	<b>(22,766,694)</b>	<b>-100.00%</b>
<b>Enterprise Funds</b>								
Electric Fund	55,870,806	53,091,996	60,932,925	45,086,815	59,444,974	62,528,474	3,083,500	5.19%
Water Fund	11,341,019	10,982,916	23,332,625	9,437,385	22,980,399	22,516,135	(464,264)	-2.02%
Local Sewer Fund <sup>9</sup>	7,392,522	7,233,511	12,792,139	4,966,975	12,687,609	8,172,463	(4,515,146)	-35.59%
Regional Sewer	7,009,273	7,345,090	7,255,029	5,130,786	7,255,520	7,057,400	(198,120)	-2.73%
Stormwater Utility Fund <sup>10</sup>	1,523,895	1,692,520	2,678,510	730,448	2,654,239	2,019,517	(634,722)	-23.91%
Refuse, Collection & Disp	5,516,910	4,748,164	6,089,524	2,249,284	5,953,985	5,877,020	(76,965)	-1.29%
<b>Total Enterprise Funds</b>	<b>88,654,425</b>	<b>85,094,197</b>	<b>113,080,752</b>	<b>67,601,693</b>	<b>110,976,726</b>	<b>108,171,009</b>	<b>(2,805,717)</b>	<b>-2.53%</b>
<b>Internal Service Funds</b>								
Information Technology	1,333,306	1,238,290	1,530,514	835,348	1,437,903	1,359,541	(78,362)	-5.45%
Self Insurance Fund	1,712,895	1,998,728	11,932,563	1,861,856	11,918,228	12,279,954	361,726	3.04%
City Garage Fund <sup>11</sup>	850,851	1,037,584	1,960,008	854,386	1,894,869	1,014,220	(880,649)	-46.48%
Employee Benefits	7,754,794	7,759,031	8,790,878	5,639,385	8,139,150	8,086,221	(52,929)	-0.65%
<b>Total Internal Service Funds</b>	<b>11,651,846</b>	<b>12,033,633</b>	<b>24,213,963</b>	<b>9,190,975</b>	<b>23,390,150</b>	<b>22,739,936</b>	<b>(650,214)</b>	<b>-2.78%</b>
<b>Total All Funds</b>	<b>137,476,689</b>	<b>133,707,119</b>	<b>209,077,130</b>	<b>127,092,715</b>	<b>194,773,278</b>	<b>171,869,270</b>	<b>(22,904,008)</b>	<b>-11.76%</b>
<b>Footnotes / Explanations for differences of more than 10%:</b>								
<sup>1</sup> General Fund increase includes 4% salary increase, 2 Deputy Sheriffs added, gym floor and bleachers project costs, and additional staff costs.								
<sup>2</sup> Building department renovation project and furniture costs								
<sup>3</sup> Beach Fund increase includes 2 Deputy Sheriffs and pool heater replacement costs								
<sup>4</sup> Change in Community Development Block Grant (CDBG) grants awarded								
<sup>5</sup> No appropriation from the Simpkin trust fund in FY 2017								
<sup>6</sup> No appropriation from the Library trust fund in FY 2017								
<sup>7</sup> Park of Commerce project costs are budgeted in the respective departments budget, not in the POC fund as was the case in FY 2016								
<sup>8</sup> One time Performance Contract Loan was recorded in FY 2016								
<sup>9</sup> Major capital projects were rescheduled / pushed back into future years								
<sup>10</sup> Net amount of multiple new stormwater projects and reduction of funding to the Park of Commerce project								
<sup>11</sup> Most heavy duty /dump trucks were purchased in FY 2016								

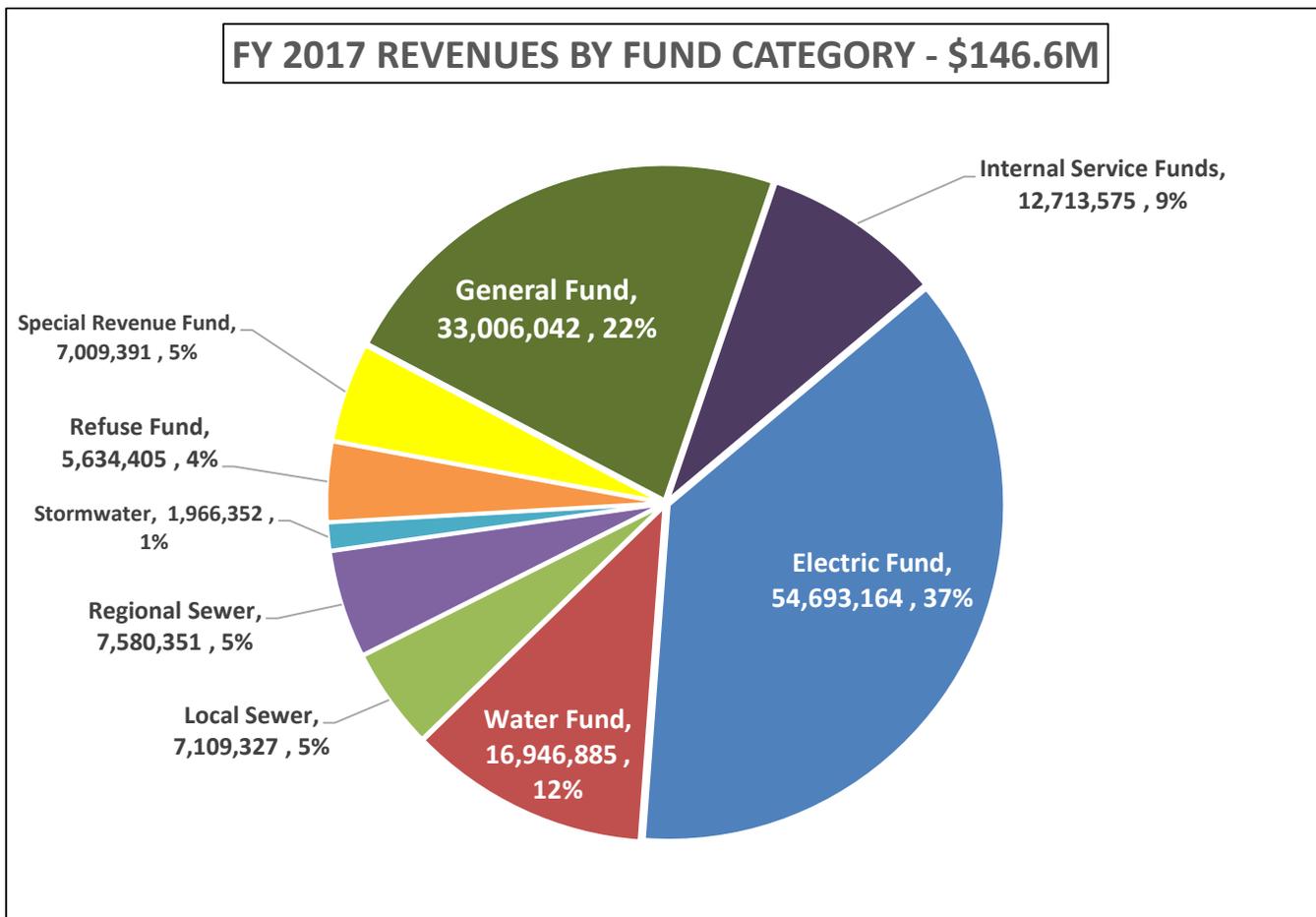
# City-Wide Expenditures



# City Wide Revenue Funds

CITY-WIDE REVENUE BUDGET BY INDIVIDUAL FUND								
Fund Category	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adjusted Budget	FY 2016 YTD Actuals (Oct-Aug)	FY 2016 Forecast	FY 2017 Adopted Budget	\$ Budget Change Increase / Decrease	% Budget Change FY17 Bud vs FY16 F/Cast
<b>General Fund</b>	29,256,334	29,795,845	31,009,144	16,445,683	31,280,920	33,006,042	1,725,122	5.51%
<b>Total General Fund</b>	<b>29,256,334</b>	<b>29,795,845</b>	<b>31,009,144</b>	<b>16,445,683</b>	<b>31,280,920</b>	<b>33,006,042</b>	<b>1,725,122</b>	<b>5.51%</b>
<b>Special Revenue Funds</b>								
Building Permit Fund	787,582	1,587,369	992,159	1,139,014	1,267,780	1,048,159	(219,621)	-17.32%
Beach Fund	2,475,142	2,738,626	2,908,804	2,212,062	2,927,534	2,986,899	59,365	2.03%
Parking Improvement Fund	215	448	-	-	-	-	-	0.00%
Road Improvement Fund	902,957	354,162	994,482	274,648	994,482	619,234	(375,248)	-37.73%
Code Remediation Fund	261,556	182,562	368,100	387,921	461,000	355,000	(106,000)	-22.99%
Housing Initiative	-	-	-	-	-	-	-	-
Grant Fund	166,349	590,825	1,690,581	370,067	744,675	840,139	95,464	12.82%
Tree Beautification Fund	310	2,500	1,425	1,684	1,684	1,425	(259)	-15.38%
Utility Conservation Fund	3,253	7,096	-	-	-	-	-	0.00%
Golf Course	1,187,938	1,127,266	1,146,535	709,193	1,038,035	1,158,535	120,500	11.61%
Simpkin Trust	1,373	3,214	60,000	-	-	-	-	-
Library Trust Fund	5,044	5,651	777	6,580	6,500	-	(6,500)	-100.00%
Criminal Justice	7,410	11,299	-	5,033	3,153	-	(3,153)	-100.00%
State Forfeiture Fund	7,481	367	-	5,960	-	-	-	-
<b>Total Special Revenue Funds</b>	<b>5,806,610</b>	<b>6,611,385</b>	<b>8,162,863</b>	<b>5,112,162</b>	<b>7,444,843</b>	<b>7,009,391</b>	<b>(435,452)</b>	<b>-5.85%</b>
<b>Capital Projects Funds</b>								
Capital Projects Fund	296,607	209,422	211,887	180,000	130,000	-	(130,000)	-100.00%
Beach Redevelopment	500,000	-	-	-	-	-	-	-
Park of Commerce	700,000	662,436	8,700,000	-	8,700,000	-	(8,700,000)	-100.00%
Master Infrastructure	310,097	-	-	-	-	-	-	-
Performance Contract	-	-	22,964,693	12,932,480	12,211,628	-	(12,211,628)	-46.82%
<b>Total Capital Projects Funds</b>	<b>1,806,704</b>	<b>871,858</b>	<b>31,876,580</b>	<b>13,112,480</b>	<b>21,041,628</b>	<b>-</b>	<b>(21,041,628)</b>	<b>-100.00%</b>
<b>Enterprise Funds</b>								
Electric Fund	55,782,628	55,010,912	54,223,803	55,948,874	54,074,495	54,693,164	618,669	1.14%
Water Fund	12,751,605	13,643,855	16,938,000	10,468,104	16,964,700	16,946,885	(17,815)	-0.11%
Local Sewer Fund	6,743,873	7,660,509	12,792,139	6,074,720	7,886,497	7,109,327	(777,170)	-9.85%
Regional Sewer & RR	5,954,966	6,316,786	7,255,029	5,329,667	7,277,149	7,580,351	303,202	4.17%
Stormwater Utility Fund	2,070,474	1,862,680	1,935,750	1,717,156	1,825,140	1,966,352	141,212	7.74%
Refuse, Collection & Disp	5,828,764	5,993,731	5,288,551	5,469,407	5,293,823	5,634,405	340,582	6.43%
<b>Total Enterprise Funds</b>	<b>89,132,310</b>	<b>90,488,473</b>	<b>98,433,272</b>	<b>85,007,928</b>	<b>93,321,804</b>	<b>93,930,484</b>	<b>608,680</b>	<b>0.65%</b>
<b>Internal Service Funds</b>								
Information Technology	1,487,853	1,153,524	1,221,324	1,163,601	1,221,324	1,282,233	60,909	4.99%
Self Insurance Fund	2,981,051	3,001,048	2,302,312	467,740	2,302,469	2,302,312	(157)	-0.01%
City Garage Fund	1,585,833	1,088,473	1,679,800	682,600	1,687,704	831,600	(856,104)	-50.73%
Employee Benefits	8,085,320	7,591,545	7,710,965	640,739	7,710,965	8,297,430	586,465	7.61%
<b>Total Internal Service Funds</b>	<b>14,140,057</b>	<b>12,834,590</b>	<b>12,914,401</b>	<b>2,954,680</b>	<b>12,922,462</b>	<b>12,713,575</b>	<b>(208,887)</b>	<b>-1.62%</b>
<b>Total All Funds</b>	<b>140,142,015</b>	<b>140,602,151</b>	<b>182,396,260</b>	<b>122,632,933</b>	<b>166,011,657</b>	<b>146,659,492</b>	<b>(19,352,165)</b>	<b>-11.7%</b>

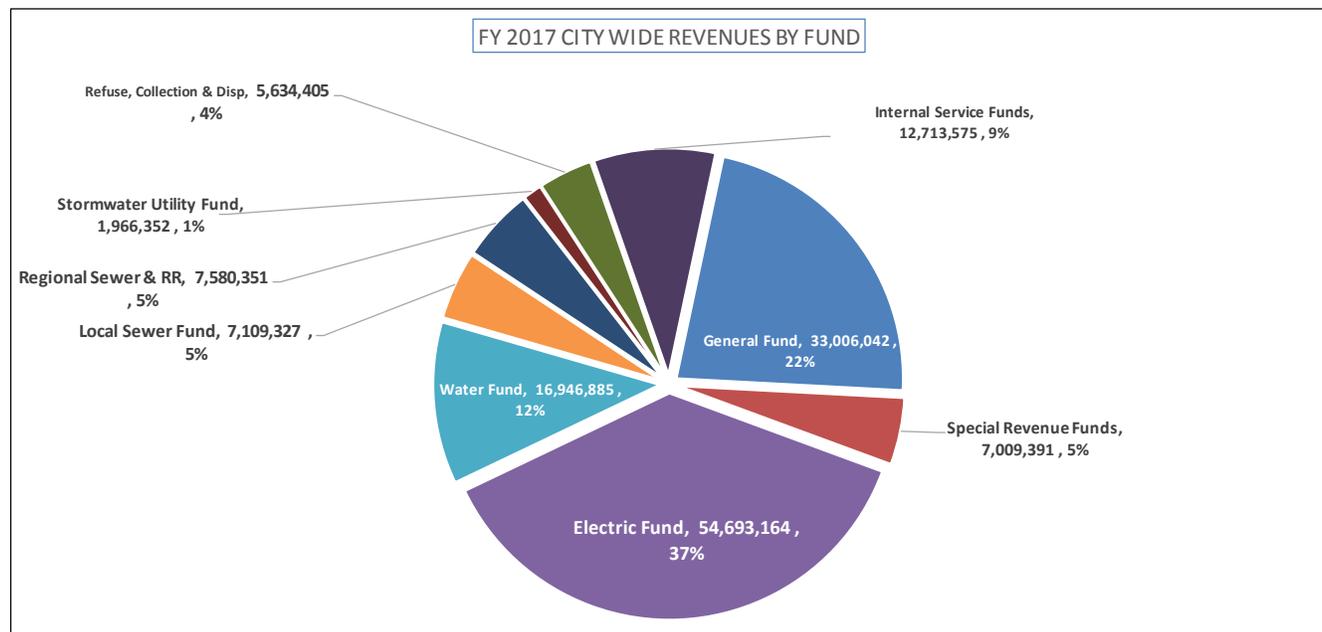
# City Wide Revenue Funds



# City Wide Revenue Funds

CITY-WIDE REVENUE BUDGET BY GROUP FUND								
Fund Category	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	\$ Budget Change	% Budget Change
	Actuals	Actuals	Adjusted Budget	Actuals (Oct-Aug)	Forecast	Adopted Budget	Increase / Decrease	FY17 Bud vs FY16 F/Cast
General Fund	29,256,334	29,795,845	31,009,144	16,445,683	31,280,920	33,006,042	1,725,122	5.51%
Special Revenue Funds	5,806,610	6,611,385	8,162,863	5,112,162	7,444,843	7,009,391	(435,452)	-5.85%
Capital Projects Funds	1,806,704	871,858	31,876,580	13,112,480	21,041,628	-	(21,041,628)	-100.00%
Enterprise Funds	89,132,310	90,488,473	98,433,272	85,007,928	93,321,804	93,930,484	608,680	0.65%
Internal Service Funds	14,140,057	12,834,590	12,914,401	2,954,680	12,922,462	12,713,575	(208,887)	-1.62%
<b>Total All Funds</b>	<b>140,142,015</b>	<b>140,602,151</b>	<b>182,396,260</b>	<b>122,632,933</b>	<b>166,011,657</b>	<b>146,659,492</b>	<b>(19,352,165)</b>	<b>-11.7%</b>

CITY-WIDE REVENUE BUDGET BY FUND (SUMMARY)								
Fund Category	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017	\$ Budget Change	% Budget Change
	Actuals	Actuals	Adjusted Budget	Actuals (Oct-Aug)	Forecast	Adopted Budget	Increase / Decrease	FY17 Bud vs FY16 F/Cast
General Fund	29,256,334	29,795,845	31,009,144	16,445,683	31,280,920	33,006,042	1,725,122	5.51%
Special Revenue Funds	5,806,610	6,611,385	8,162,863	5,112,162	7,444,843	7,009,391	(435,452)	-5.85%
Capital Projects Funds	1,806,704	871,858	31,876,580	13,112,480	21,041,628	-	(21,041,628)	-100.00%
Electric Fund	55,782,628	55,010,912	54,223,803	55,948,874	54,074,495	54,693,164	618,669	1%
Water Fund	12,751,605	13,643,855	16,938,000	10,468,104	16,964,700	16,946,885	(17,815)	0%
Local Sewer Fund	6,743,873	7,660,509	12,792,139	6,074,720	7,886,497	7,109,327	(777,170)	-10%
Regional Sewer & RR	5,954,966	6,316,786	7,255,029	5,329,667	7,277,149	7,580,351	303,202	4%
Stormwater Utility Fund	2,070,474	1,862,680	1,935,750	1,717,156	1,825,140	1,966,352	141,212	8%
Refuse, Collection & Disp	5,828,764	5,993,731	5,288,551	5,469,407	5,293,823	5,634,405	340,582	6%
Internal Service Funds	14,140,057	12,834,590	12,914,401	2,954,680	12,922,462	12,713,575	(208,887)	-1.62%
<b>Total All Funds</b>	<b>140,142,015</b>	<b>140,602,151</b>	<b>182,396,260</b>	<b>122,632,933</b>	<b>166,011,657</b>	<b>146,659,492</b>	<b>(19,352,165)</b>	<b>-11.7%</b>



# Budget Summary Appropriations

## BUDGET SUMMARY

City of Lake Worth - Fiscal Year 2016-2017

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE (CITY OF LAKE WORTH) ARE 3.9% LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

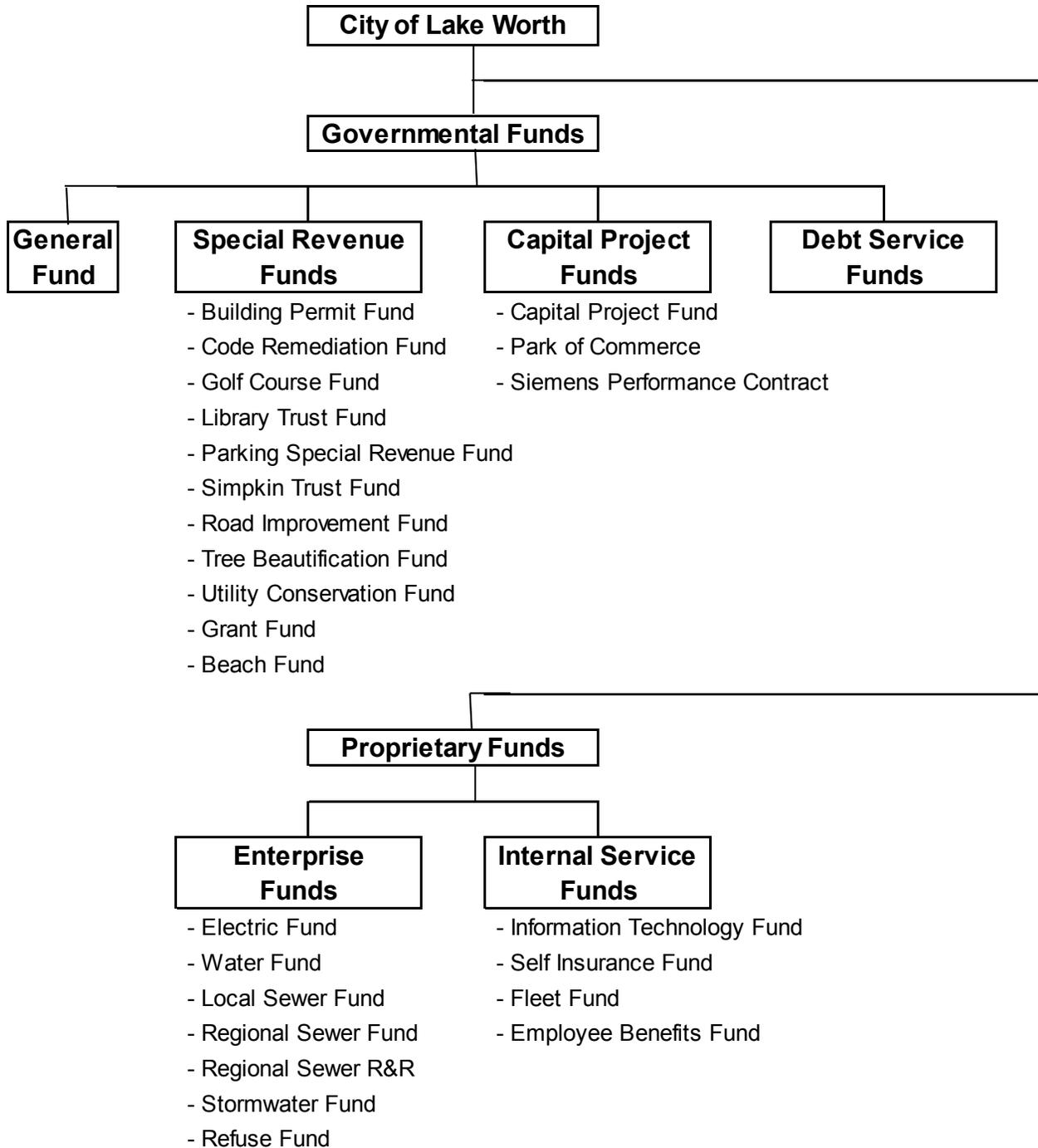
### Millage Rate per \$1,000

General Fund 5.4945

	General Fund	Special Revenue	Utility Funds	Enterprise Funds	Internal Service	Capital Projects	Total All Funds
<b>ESTIMATED REVENUES</b>							
Taxes:							
Ad Valorem Taxes 5.4945	7,696,871	-	-	-	-	-	7,696,871
Sales & Use Taxes	996,759	-	-	-	-	-	996,759
Franchise Taxes	20,000	323,000	-	27,500	-	-	370,500
Utility Service Taxes	3,926,445	-	-	-	-	-	3,926,445
Licenses and Permits	967,000	1,142,741	-	-	-	-	2,109,741
Intergovernmental Revenue	6,313,999	65,139	-	-	22,524	-	6,401,662
Charges For Service	1,545,150	3,851,112	80,926,601	7,506,191	12,470,582	-	106,299,636
Fines and Forfeitures	657,355	174,996	40,000	-	-	-	872,351
Miscellaneous	83,200	383,369	1,012,823	67,066	201,717	-	1,748,175
Contribution From Enterprise Operations	10,757,903	-	762,303	-	-	-	11,520,206
Transfers In	-	294,034	292,000	-	18,752	-	604,786
Other Financing Sources	41,360	775,000	3,296,000	-	-	-	4,112,360
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>33,006,042</b>	<b>7,009,391</b>	<b>86,329,727</b>	<b>7,600,757</b>	<b>12,713,575</b>	<b>-</b>	<b>146,659,492</b>
Available Fund Balance	365,287	824,891	14,467,696	295,780	10,237,570	-	26,191,224
<b>TOTAL ESTIMATED REVENUES &amp; BALANCES</b>	<b>33,371,329</b>	<b>7,834,282</b>	<b>100,797,423</b>	<b>7,896,537</b>	<b>22,951,145</b>	<b>-</b>	<b>172,850,716</b>
<b>EXPENDITURES/EXPENSES</b>							
General Government	4,148,988	775,000	-	-	13,256,790	-	18,180,778
Public Safety	20,937,829	1,318,669	-	-	-	-	22,256,498
Physical Environment	3,583,420	614,716	74,907,468	6,929,091	-	-	86,034,695
Transportation	1,125,482	420,373	-	-	-	-	1,545,855
Culture & Recreation	2,337,902	4,328,634	-	-	-	-	6,666,536
Capital Outlay	-	50,454	14,277,756	-	100,000	-	14,428,210
Non-Departmental	117,316	21,150	7,419,351	296,550	9,383,146	-	17,237,513
Transfers Out	1,120,392	58,000	3,669,897	670,896	-	-	5,519,185
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>33,371,329</b>	<b>7,586,996</b>	<b>100,274,472</b>	<b>7,896,537</b>	<b>22,739,936</b>	<b>-</b>	<b>171,869,270</b>
Net Assets Available for Operations	-	247,286	522,951	-	211,209	-	981,446
<b>TOTAL APPROPRIATED EXPENDITURES /RESERVES</b>	<b>33,371,329</b>	<b>7,834,282</b>	<b>100,797,423</b>	<b>7,896,537</b>	<b>22,951,145</b>	<b>-</b>	<b>172,850,716</b>

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

# Fund Structure



# Budget Overview

**The City of Lake Worth's** annual operating budget serves as a strategic financial and capital plan for the upcoming fiscal year. The City of Lake Worth's annual budget year begins on October 1, 2016 and ends on September 30, 2017 and is referred to as "Fiscal Year 2017." The adopted annual operating budget authorizes all expenditures made by the City throughout the year hence, 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 specific purposes. The budget also contains an estimate of revenues to be received by the City during the same time period. The legal authorization to collect revenues, such as the property tax, utility tax, and user fees, is established by the City Commission via ordinances and authorized general government fees resolutions. The City Charter and State law require the City to have a balanced budget, meaning expenditures should not exceed the combination of revenues and available fund balances.

The FY 2017 budget season started with a preliminary budget calendar, a leadership strategic meeting and a budget kickoff meeting that involved budget related staff, where the Budget Team, consisting of the City Manager, Finance Director and the Budget Manager, communicated the budget policies, deadlines and guidelines to department heads and their staff.

Department directors are given at least three years of historical data including current year actual from which to develop the Capital Improvement Plan and the preliminary budget. There is a review process of revenues, expenditures and fund balances, while paying attention to exceptional or one-time flow of revenues and expenditures to be included or excluded. 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 Finance Advisory Board is a citizen committee appointed by the City Commission whose members serve in an advisory capacity by reviewing the proposed budget and making recommendations to the City Commission.

The first year project costs of the Capital Improvement Plan are also included in the budget once funding is identified and viable, and reviewed extensively by the City Manager, who then submits the proposed budget to the City Commission through multiple budget workshop sessions.

- In July, upon receiving the assessed property value, the City Commission establishes a maximum proposed property tax rate to be levied for the budgeted fiscal year. This rate is included in the TRIM (Truth-in-Millage - Notice of Proposed Property Taxes) notices which are mailed to all property owners in August by the Palm Beach County Property Appraiser.
- In August, the City Commission reviews all capital projects and proposed budgets by divisions during special work sessions.
- In September, two mandatory public hearings are held with public participation regarding the Capital Improvement Plan, reauthorization of general government fees by resolution, the proposed and final adoption of the millage rate and annual operating budget for the fiscal year.

The annual operating budget serves as more than a financial plan for the City. 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.

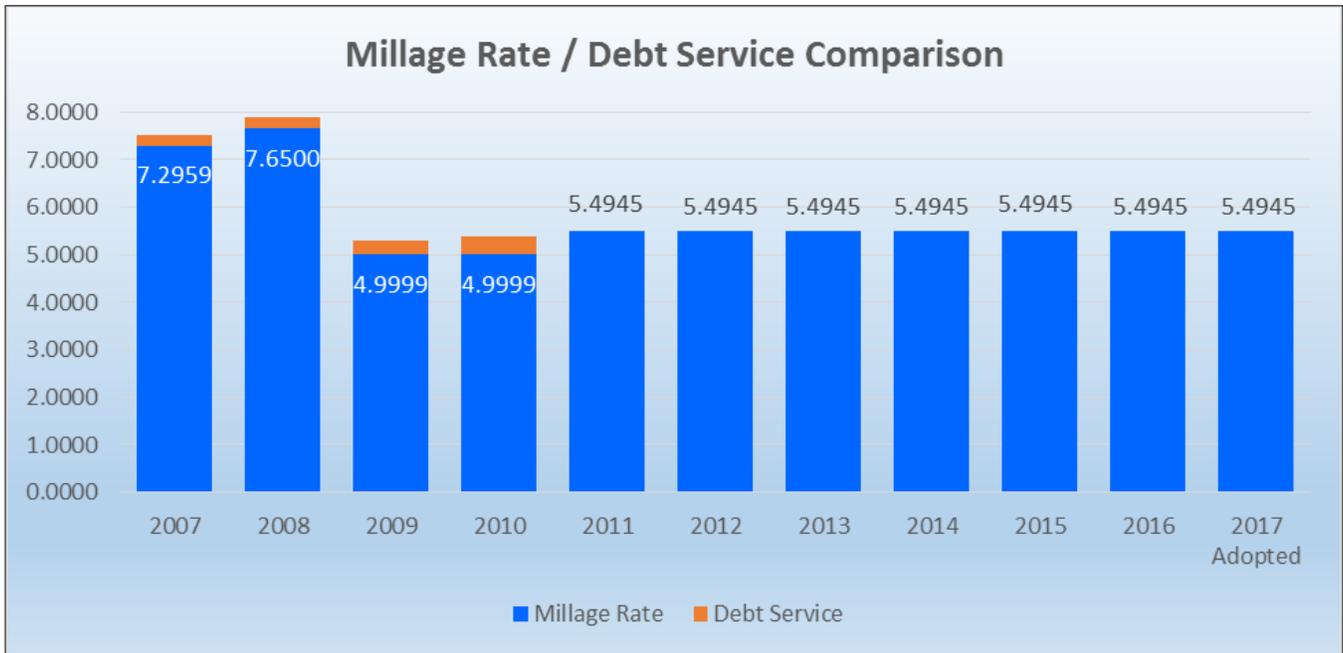
**Accountability:** The budget also serves as a tool for legalizing public expenditures. The annual operating budget serves as a mechanism to report the use of public resources.

# Budget Overview

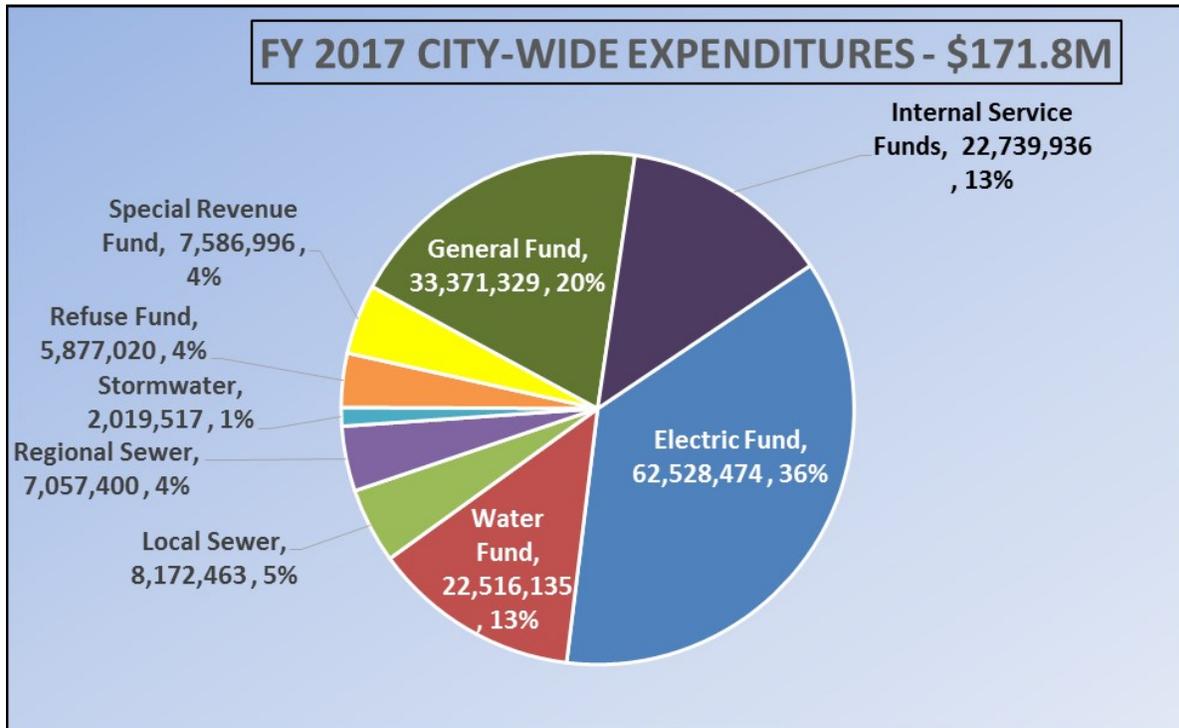
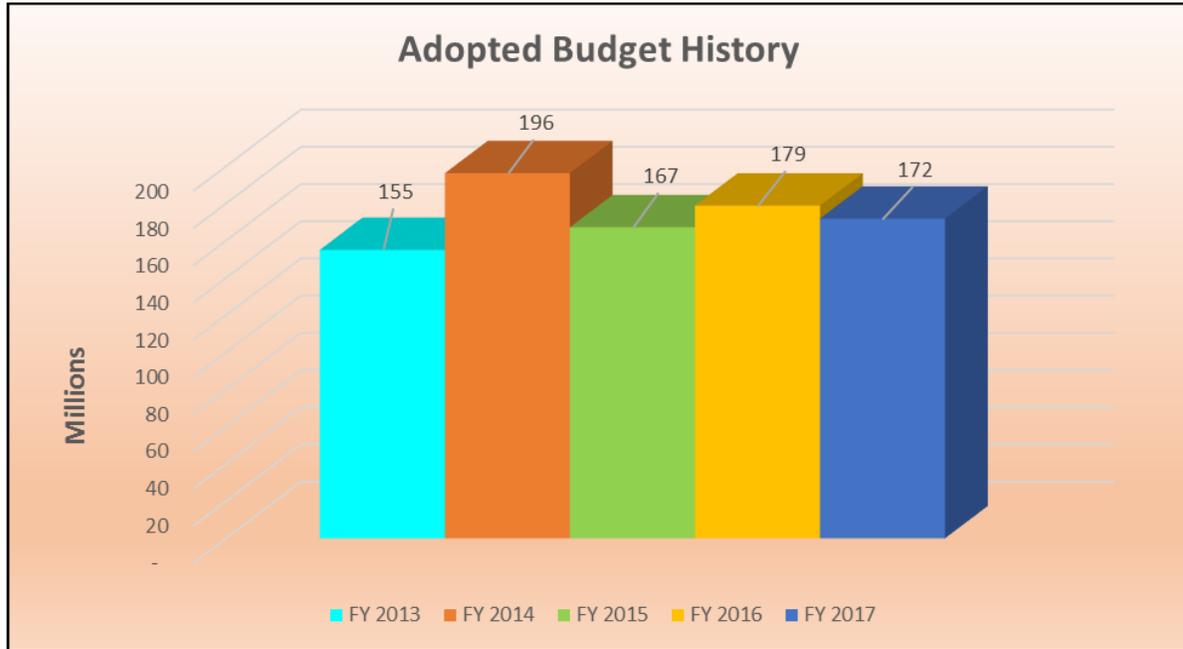
**Evaluation:** The budget is used to help explain the progress the City is making. The City of Lake Worth is developing a comprehensive performance measurement system, as this system progresses performance measures will be further integrated in to the daily operation of the organization, and the workload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

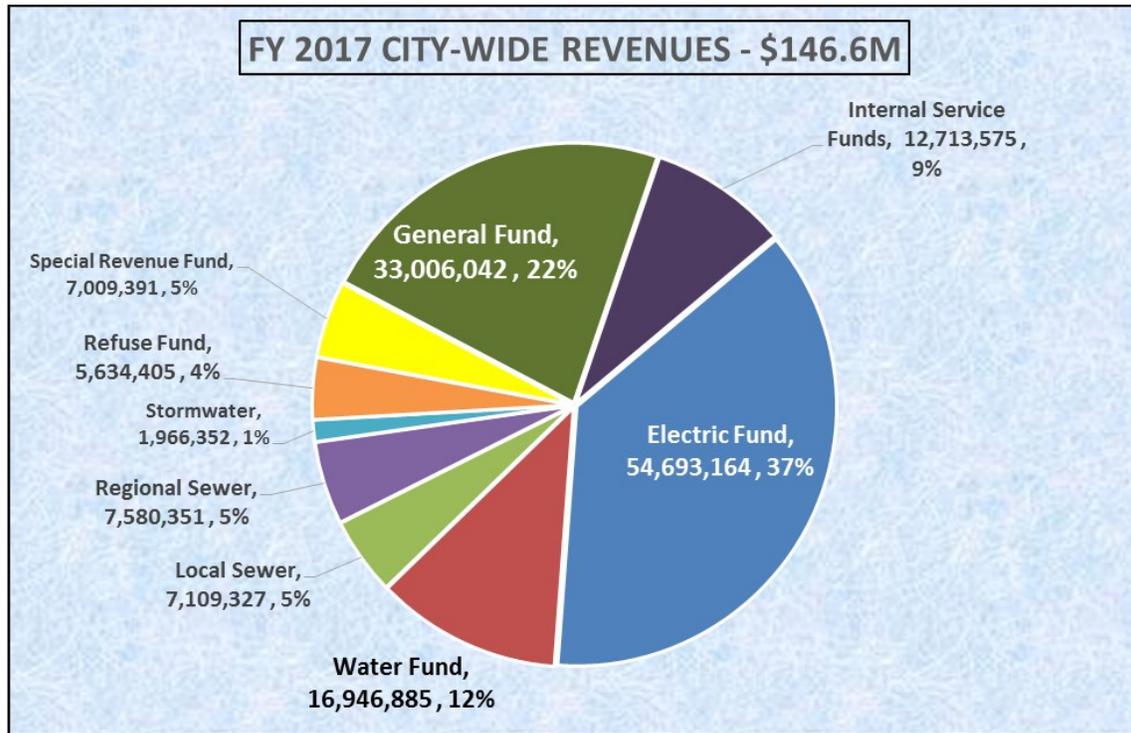
## Budget-In-Brief



# Budget Overview



# Budget Overview



GENERAL FUND BUDGET BY EXPENDITURE CATEGORY								
GENERAL FUND	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adjusted Budget	FY 2016 YTD Actuals	FY 2016 Forecast	FY 2017 Adopted Budget	FY 2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages <sup>1</sup>	4,050,915	3,811,858	4,600,486	2,768,784	3,834,374	5,470,465	1,636,091	42.67%
* Benefits	7,472,778	7,577,178	7,754,049	3,996,168	7,750,449	7,753,977	3,528	0.05%
Sub-total	11,523,693	11,389,036	12,354,535	6,764,952	11,584,823	13,224,442	1,639,619	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	13,931,689	14,066,420	14,811,333	10,366,136	14,728,563	15,352,164	623,601	4.23%
* Travel & Training	141,129	179,680	194,104	122,188	212,174	200,284	(11,890)	-5.60%
* Utility & Communication	1,039,666	1,102,177	990,268	747,632	1,022,156	1,038,067	15,911	1.56%
* Insurance	392,884	511,812	544,946	26,106	544,946	546,446	1,500	0.28%
* Maintenance <sup>2</sup>	473,233	569,902	495,187	311,364	490,077	606,888	116,811	23.84%
* Operating Expense <sup>3</sup>	731,106	655,351	833,824	364,209	810,151	983,979	173,828	21.46%
Sub-total	16,709,707	17,085,342	17,869,662	11,937,635	17,808,067	18,727,828	919,761	
<b>CAPITAL<sup>4</sup></b>	91,915	4,835	11,500	7,795	8,500	197,550	189,050	2224.12%
<b>MISC</b>								
* Other Uses	374	-	-	-	-	53,801	53,801	0.00%
* Debt Service	-	-	-	-	-	47,316	47,316	0.00%
* Transfer (CRA Ad Valorem) <sup>5</sup>	909,414	743,192	934,883	914,883	914,883	1,120,392	205,509	22.46%
Sub-total	909,788	743,192	934,883	914,883	914,883	1,221,509	306,626	
<b>TOTAL</b>	<b>29,235,103</b>	<b>29,222,405</b>	<b>31,170,580</b>	<b>19,625,265</b>	<b>30,316,273</b>	<b>33,371,329</b>	<b>3,055,056</b>	<b>10.08%</b>

**Footnotes: Differences more than 10%**

<sup>1</sup> Increase includes a 4% salary increase for general employees, plus increase in staff count.

<sup>2</sup> Increase maintenance costs for repairs to ball field fence, tennis courts and lights.

<sup>3</sup> Misc increases in office supplies, training & travel, postage, and promotional activities.

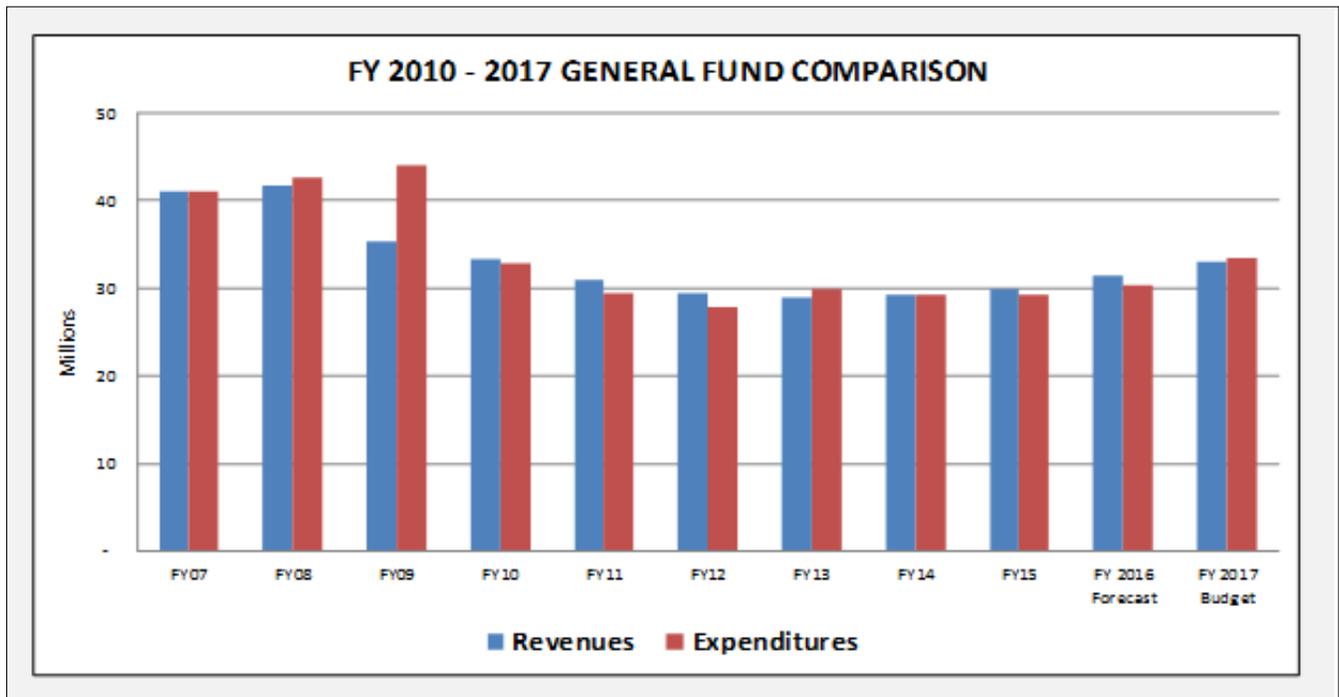
<sup>4</sup> Recreation building costs for new gym floor and bleachers.

<sup>5</sup> Increase in assessed property values, generated increase in ad valorem transfer out to the CRA (millage rate unchanged).

# Budget Overview

General Fund (Budgeted -vs- Actual) Use of Fund Balance								
Category	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Adj	FY 2017
Budgeted	(1,737,178)	(599,352)	(62,311)	(423,927)	(950,175)	(264,544)	(68,889)	(365,287)
Actual	702,746	1,514,868	1,461,231	370,426	(484,125)	573,440	(161,436)	N/A

The actual use-of-fund balances for the years FY 2010 through FY 2015, shown above, have been less than what was originally budgeted which is a hallmark of fiscal responsibility.

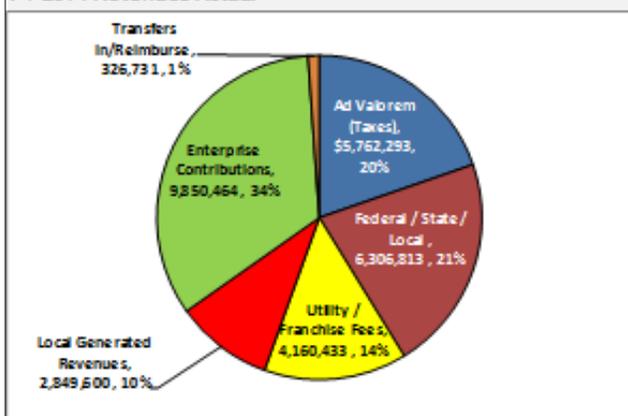


# Budget Overview

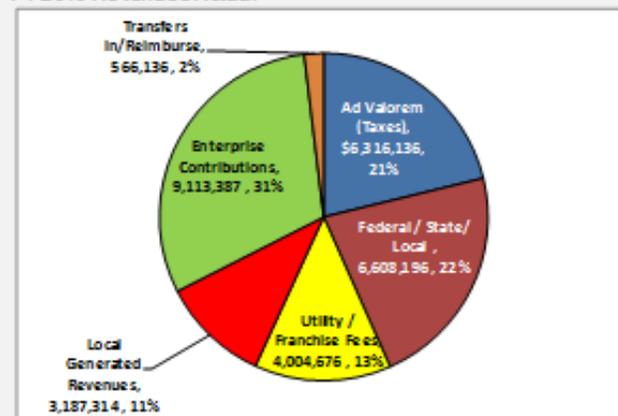
## Source of General Fund Revenues

GENERAL FUND REVENUES BY CATEGORY							
Category	Actual FY 2014	Actual FY 2015	Adjusted Budget FY 2016	Forecast FY 2016	Adopted Budget FY 2017	Change FY17 Request/ FY16 Forecast	% Change
Ad Valorem (Taxes)	\$5,762,293	\$6,316,136	\$6,946,193	\$7,213,968	\$7,756,871	542,903	7.5%
Federal / State/ Local	6,306,813	6,608,196	7,288,998	6,990,773	7,250,758	259,985	3.7%
Utility / Franchise Fees	4,160,433	4,004,676	4,024,000	4,032,000	3,946,445	(85,555)	-2.1%
Local Generated Revenues	2,849,600	3,187,314	2,989,555	3,343,541	3,252,705	(90,836)	-2.7%
Enterprise Contributions	9,850,464	9,113,387	9,659,038	9,659,038	10,757,903	1,098,865	11.4%
Transfers In/Reimburse	326,731	566,136	101,360	41,600	41,360	(240)	-0.6%
<b>TOTAL</b>	<b>29,256,334</b>	<b>29,795,845</b>	<b>31,009,144</b>	<b>31,280,920</b>	<b>33,006,042</b>	<b>1,725,122</b>	<b>5.51%</b>

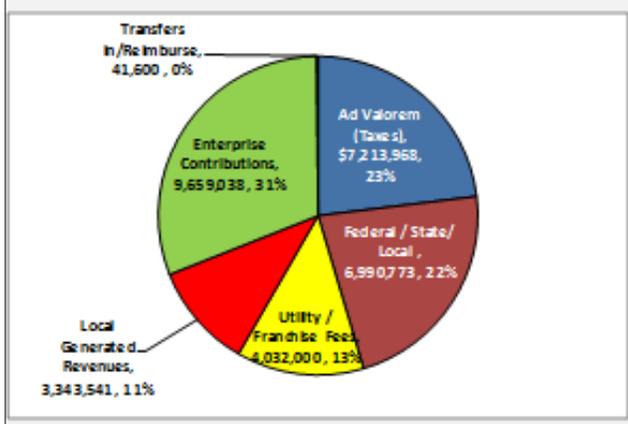
FY 2014 Revenues Actual



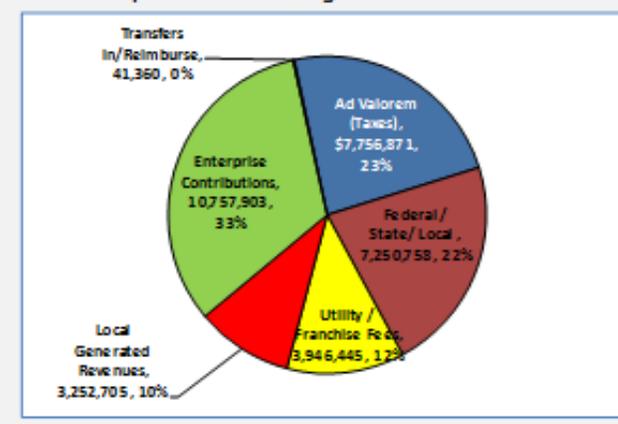
FY 2015 Revenues Actual



FY 2016 Revenues Forecast



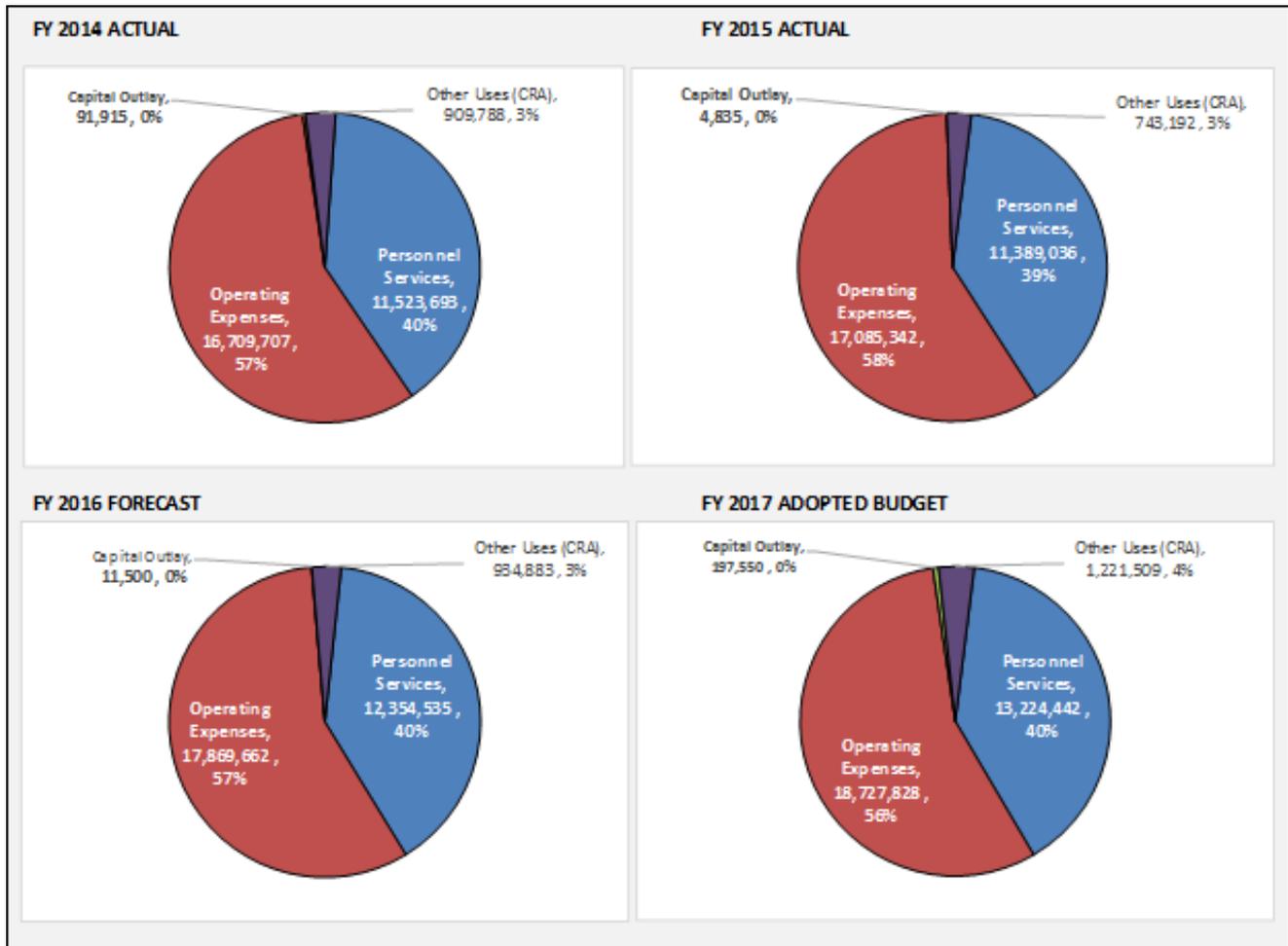
FY 2017 Adopted Revenues Budget



# Budget Overview

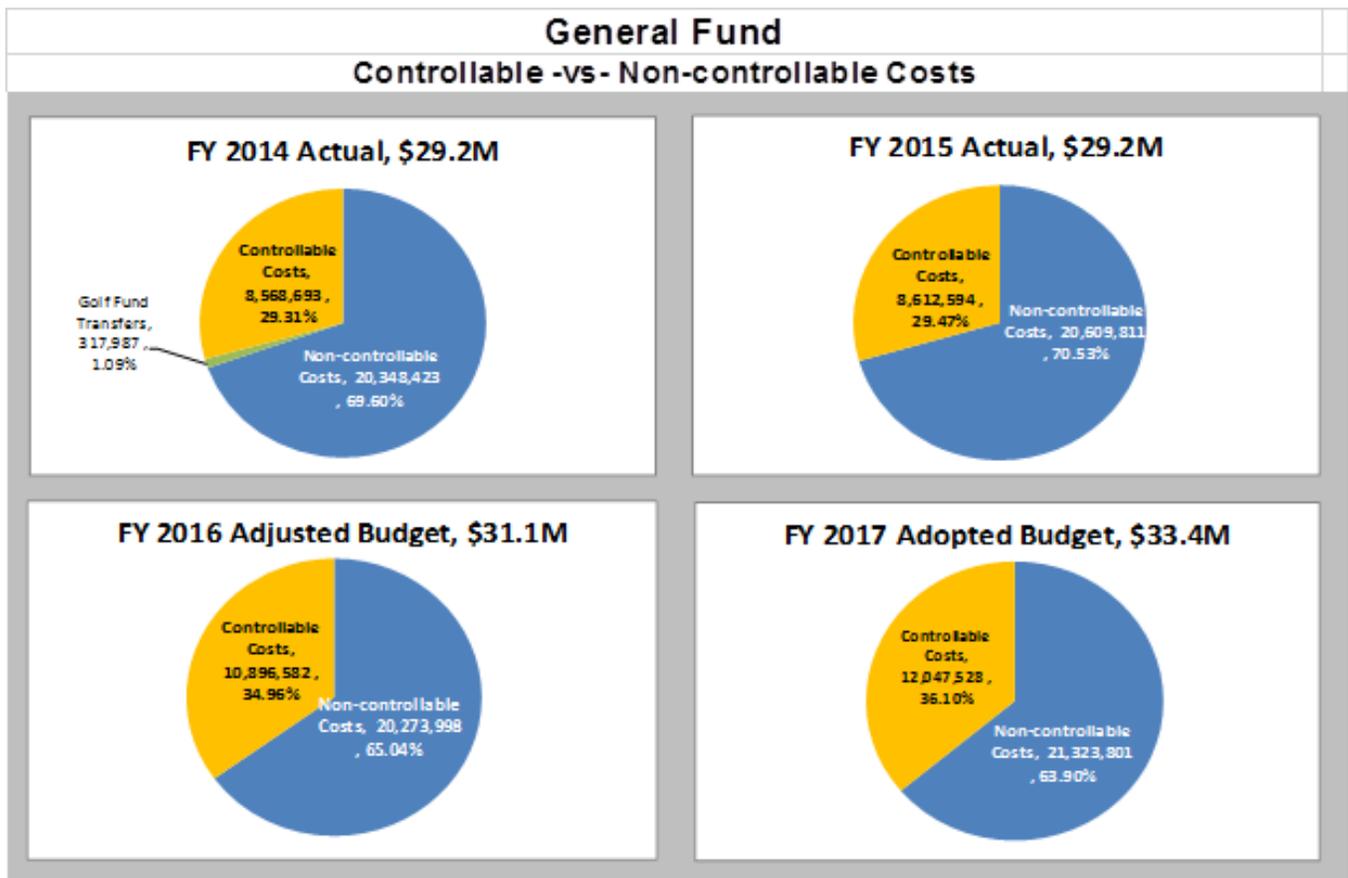
How is the general fund spent?

General Fund Expenditures by Category							
CATEGORY	Actual FY 2014	Actual FY 2015	Adjusted Budget FY 2016	Forecast FY 2016	Adopted Budget FY 2017	\$ Change FY16 -vs- FY15	% Change FY16 -vs- FY15
Personnel Services	11,523,693	11,389,036	12,354,535	11,584,823	13,224,442	1,639,619	14.15%
Operating Expenses	16,709,707	17,085,342	17,869,662	17,808,067	18,727,828	919,761	5.16%
Capital Outlay	91,915	4,835	11,500	8,500	197,550	189,050	2224.12%
Other Uses (CRA)	909,788	743,192	934,883	914,883	1,221,509	306,626	33.52%
<b>TOTAL</b>	<b>29,235,103</b>	<b>29,222,405</b>	<b>31,170,580</b>	<b>30,316,273</b>	<b>33,371,329</b>	<b>3,055,056</b>	<b>10.08%</b>



# Budget Overview

City staff continues to monitor the general fund expenditures in an attempt to compare the controllable and non-controllable cost factors, with the goal of shrinking the controllable costs year over year where applicable, as shown in chart below.



# 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, 2016 and ends September 30, 2017.

**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 (IT) services as well as vehicle maintenance services.

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

## **What is a millage rate?**

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

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



# General Fund

# General Fund

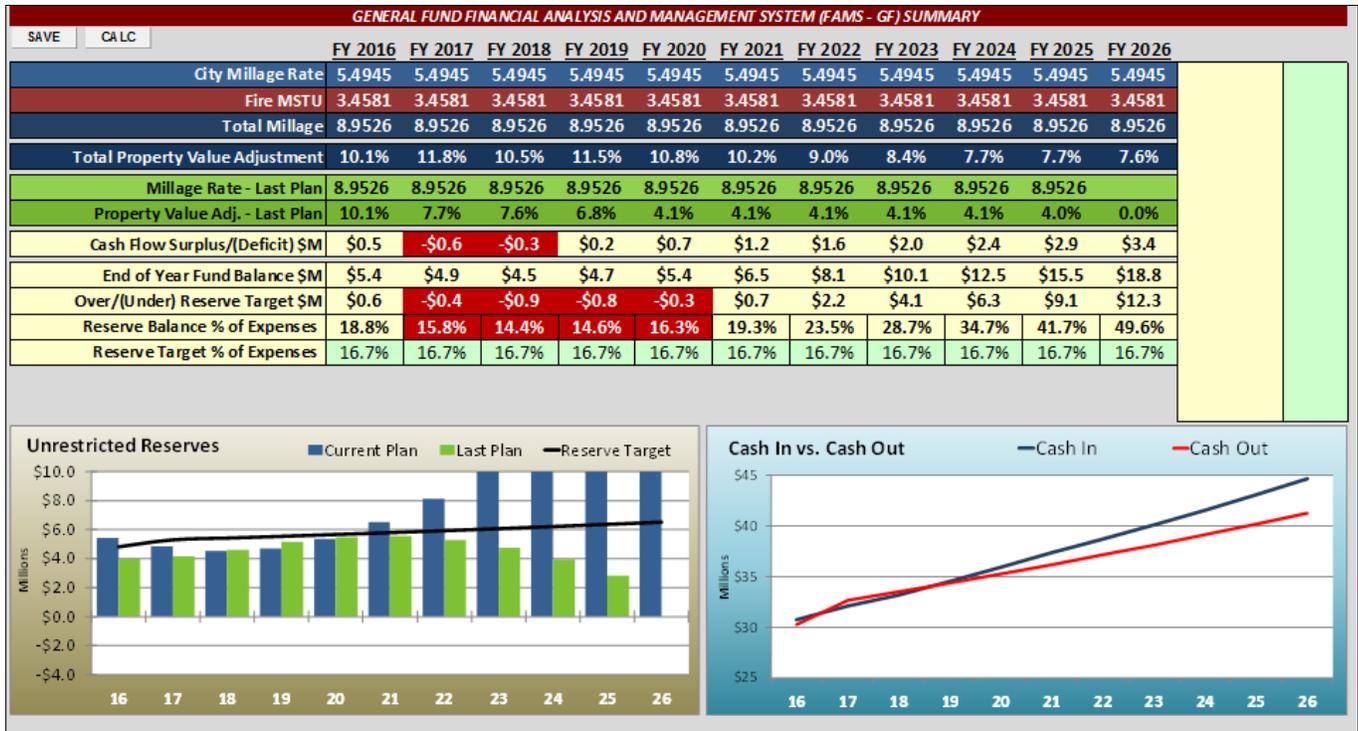
**General Fund (Fund 001)** - is the general operating fund of the City. All general tax revenue and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. General operating expenditures and capital improvement costs that are not required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

General Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Ad valorem	5,762,293	6,316,136	6,946,193	6,746,996	7,213,968	7,756,871	542,903	7.53%
Ad valorem - Fire Services							-	-
Special Assessment							-	-
Sales, Use & Fuel	832,744	886,080	890,000	601,798	890,000	936,759	46,759	5.25%
Franchise Fees	36,127	39,358	20,000	23,208	28,000	20,000	(8,000)	-28.57%
Utility Services Taxes	4,124,306	3,965,318	4,004,000	2,817,051	4,004,000	3,926,445	(77,555)	-1.94%
Business Licenses	510,087	614,602	745,000	651,479	687,000	800,000	113,000	16.45%
Permits	107,819	130,559	150,000	120,617	160,000	167,000	7,000	4.38%
State Shared Revenues	4,749,838	5,068,793	5,376,573	2,958,560	5,389,573	5,602,799	213,226	3.96%
Shared revenue local units(Cnty/Div II Contr;)	724,231	653,323	1,022,425	501,732	711,200	711,200	-	-
General Government	397,008	384,549	392,300	377,067	438,550	417,200	(21,350)	-4.87%
Public Safety	415,392	214,728	270,000	302,039	320,000	295,000	(25,000)	-7.81%
Physical Environment	691,040	739,298	655,500	582,548	667,500	655,500	(12,000)	-1.80%
Transportation	36,446	34,234	31,000	24,716	33,300	31,000	(2,300)	-6.91%
Culture/Recreation	131,376	162,135	135,450	114,579	143,950	146,450	2,500	1.74%
Judgments & Fines	73,143	58,888	57,000	38,242	57,000	57,000	-	-
Violations of Local Ordinances	323,435	744,168	470,105	535,975	740,405	600,355	(140,050)	-18.92%
Interest & other Earnings	45,860	49,465	39,200	213	30,300	39,200	8,900	29.37%
Rents & Royalties	21,921	21,099	21,900	15,697	21,900	21,900	-	-
Sale of Surplus Material	-	-	-	10,486	10,486	-	(10,486)	-100.00%
Donations	448	2,627	2,000	13,029	13,050	2,000	(11,050)	-84.67%
Other Miscellaneous Revenue	95,625	30,962	20,100	8,958	20,100	20,100	-	-
General Government Surcharge	3,478,403	2,959,575	3,028,506	-	3,028,506	3,746,888	718,382	23.72%
Franchise Fees	6,372,061	6,153,812	6,630,532	-	6,630,532	7,011,015	380,483	5.74%
Non-Operating Sources/Reimbursements	43,820	42,076	41,360	693	41,600	41,360	(240)	-0.58%
Transfers In	282,911	524,060	60,000	-	-	-	-	-
Debt Loan Proceeds							-	-
subtotal	29,256,334	29,795,845	31,009,144	16,445,683	31,280,920	33,006,042	1,725,122	5.51%
Use of Fund Balance	-	-	161,436	-	-	365,287	-	-
<b>Total Sources of Funds</b>	<b>29,256,334</b>	<b>29,795,845</b>	<b>31,170,580</b>	<b>16,445,683</b>	<b>31,280,920</b>	<b>33,371,329</b>		

# General Fund (continued)

General Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Use of Funds</b>								
City Commission	226,023	239,304	251,436	88,596	251,166	255,966	4,800	1.91%
City Manager	492,735	497,330	726,226	335,041	681,748	727,304	45,556	6.68%
City Clerk	381,191	415,537	534,945	223,728	467,357	533,818	66,461	14.22%
Internal Auditor	156,195	171,243	160,089	91,251	163,207	168,218	5,011	3.07%
City Attorney	746,658	776,254	748,104	375,862	748,124	770,743	22,619	3.02%
Finance / OMB	1,449,821	1,239,029	1,523,354	543,556	1,432,382	1,430,558	(1,824)	-0.13%
Human Resources / Personnel	200,913	196,573	272,507	92,672	238,221	234,730	(3,491)	-1.47%
Human Resources / Benefits	11,093	-	27,651	-	-	27,651	27,651	#DIV/0!
Community Sustainability - Administration	200,049	159,943	178,815	95,007	173,325	226,594	53,269	30.73%
Community Sustainability / Use & occupancy	-	-	-	-	-	67,808	67,808	#DIV/0!
Community Sustainability / Business Licenses	116,903	72,187	82,454	33,562	84,959	89,456	4,497	5.29%
Community Sustainability / Planning & Zoning	554,991	635,777	778,314	291,807	647,247	1,023,412	376,165	58.12%
Community Sustainability / Code Enforcement	860,455	896,442	1,080,883	443,050	946,788	1,164,166	217,378	22.96%
Public Safety - Police Services	14,818,555	15,088,112	15,019,483	11,074,545	15,047,282	15,619,780	572,498	3.80%
Public Safety - Fire Services	2,830,595	2,756,417	2,745,014	1,987,142	2,745,014	2,746,613	1,599	0.06%
Public Services - Administration	226,798	212,404	332,586	207,773	332,581	369,973	37,392	11.24%
Public Services - Streets Maintenance	615,915	763,267	902,063	568,881	890,896	1,115,152	224,256	25.17%
Public Services - Parking	9,290	8,444	10,675	4,722	10,475	10,330	(145)	-1.38%
Public Services - Grounds Maintenance	1,441,505	1,491,809	1,577,627	781,738	1,431,414	1,783,351	351,937	24.59%
Public Services - Cemetery	244,319	259,202	276,183	182,107	292,893	275,444	(17,449)	-5.96%
Facilities Management- Custodial	83,695	82,251	107,438	68,827	107,438	107,237	(201)	-0.19%
Facilities Management- Maintenance	893,598	884,244	1,031,916	476,029	978,470	1,047,415	68,945	7.05%
Leisure Services - Library	465,322	455,470	484,142	207,985	458,920	578,356	119,436	26.03%
Leisure Services - Rec / Facility Rentals	440,403	433,102	501,127	228,134	476,649	760,422	283,773	59.54%
Leisure Services - Rec / Community Programs	316,536	366,938	398,271	185,574	391,359	526,181	134,822	34.45%
Leisure Services - Special Events	413,745	310,053	414,394	122,793	333,475	419,142	85,667	25.69%
Leisure Services - Aquatics	-	-	-	-	-	53,801	-	-
Non-Departmental	152,371	67,881	70,000	-	70,000	117,316	47,316	67.59%
Transfer Out - Capital Projects	-	-	-	-	-	-	-	100.00%
Transfer Out- CRA	622,290	743,192	914,883	914,883	914,883	1,120,392	205,509	22.46%
Transfer Out - Golf Fund	253,139	-	-	-	-	-	-	100.00%
Transfer Out - Beach Fund	-	-	-	-	-	-	-	-
Transfer Out - Grants	10,000	-	-	-	-	-	-	-
Transfer Out - Information Technology	-	-	20,000	-	-	-	-	-
subtotal	29,235,103	29,222,405	31,170,580	19,625,265	30,316,273	33,371,329	3,055,056	10.08%
Reserve for future use	21,231	573,440	-	-	964,647	-	-	-
<b>Total Uses of Funds</b>	<b>29,256,334</b>	<b>29,795,845</b>	<b>31,170,580</b>	<b>19,625,265</b>	<b>31,280,920</b>	<b>33,371,329</b>		

# General Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 2 months of Operating & Maintenance Expenses
- Ensure funding of ongoing Operating Costs
- Maintain strong Level of Service
- Decisions effecting Utility Revenues impact General Fund
  - PILOT Transfers: 8% of Revenues from Utility Funds

## Changes from 2015 Study

- Increased Operating Budget Expenditures
  - Public Safety
  - Public Services – Roads and Grounds Improvements
  - Community Sustainability – Code Enforcement Option #2
  - Potential 4% Salary Adjustment
- Increased Growth
  - Taxable Property Valuations outpace projections
  - Growth or Economic Activity related revenues outpacing projections

# General Fund Revenues

	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
GENERAL FUND REVENUES	Actuals	Actuals	Adjusted Budget	YTD Actuals (Thru Aug)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>AD VALOREM TAXES</b>								
Current	\$ 5,002,382	\$ 5,513,703	\$ 5,971,310	\$ 5,781,589	\$ 6,120,000	\$ 6,576,479	\$ 456,479	7.46%
CRA	\$ 682,143	\$ 751,869	\$ 914,883	\$ 788,399	\$ 914,883	\$ 1,120,392	\$ 205,509	22.46%
Delinquent	\$ 67,717	\$ 38,369	\$ 55,000	\$ 174,085	\$ 174,085	\$ 55,000	\$ (119,085)	-68.41%
Interest - Delinquent	\$ 10,051	\$ 12,195	\$ 5,000	\$ 2,923	\$ 5,000	\$ 5,000	\$ -	-
<b>TOTAL AD VALOREM TAXES</b>	<b>\$ 5,762,293</b>	<b>\$ 6,316,136</b>	<b>\$ 6,946,193</b>	<b>\$ 6,746,996</b>	<b>\$ 7,213,968</b>	<b>\$ 7,756,871</b>	<b>\$ 542,903</b>	<b>7.53%</b>
<b>SALES, USE &amp; FUEL TAX</b>								
Gas Tax	\$ 832,744	\$ 886,080	\$ 890,000	\$ 601,798	\$ 890,000	\$ 936,759	\$ 46,759	5.25%
<b>TOTAL SALES, USE &amp; FUEL TAX</b>	<b>\$ 832,744</b>	<b>\$ 886,080</b>	<b>\$ 890,000</b>	<b>\$ 601,798</b>	<b>\$ 890,000</b>	<b>\$ 936,759</b>	<b>\$ 46,759</b>	<b>5.25%</b>
<b>FRANCHISE TAXES</b>								
Gas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Refuse	\$ 36,127	\$ 39,358	\$ 20,000	\$ 23,208	\$ 28,000	\$ 20,000	\$ (8,000)	-28.57%
<b>TOTAL FRANCHISE TAXES</b>	<b>\$ 36,127</b>	<b>\$ 39,358</b>	<b>\$ 20,000</b>	<b>\$ 23,208</b>	<b>\$ 28,000</b>	<b>\$ 20,000</b>	<b>\$ (8,000)</b>	<b>-28.57%</b>
<b>UTILITY SERVICE TAXES</b>								
Electricity	\$ 2,151,698	\$ 1,966,219	\$ 2,084,000	\$ 1,436,274	\$ 2,084,000	\$ 2,084,000	\$ -	-
Telecommunications	\$ 951,929	\$ 912,252	\$ 914,000	\$ 520,843	\$ 914,000	\$ 836,445	\$ (77,555)	-8.49%
Water	\$ 889,405	\$ 955,720	\$ 890,000	\$ 769,011	\$ 890,000	\$ 890,000	\$ -	-
Gas	\$ 113,168	\$ 114,234	\$ 100,000	\$ 78,750	\$ 100,000	\$ 100,000	\$ -	-
Propane	\$ 18,106	\$ 16,893	\$ 16,000	\$ 12,173	\$ 16,000	\$ 16,000	\$ -	-
<b>TOTAL UTILITY SERVICE TAXES</b>	<b>\$ 4,124,306</b>	<b>\$ 3,965,318</b>	<b>\$ 4,004,000</b>	<b>\$ 2,817,051</b>	<b>\$ 4,004,000</b>	<b>\$ 3,926,445</b>	<b>\$ (77,555)</b>	<b>-1.94%</b>
<b>BUSINESS LICENSE</b>								
General	\$ 420,680	\$ 481,695	\$ 550,000	\$ 449,264	\$ 480,000	\$ 550,000	\$ 70,000	14.58%
Certificate of Use Fee	\$ 89,407	\$ 132,907	\$ 195,000	\$ 202,215	\$ 207,000	\$ 250,000	\$ 43,000	20.77%
<b>TOTAL BUSINESS LICENSE</b>	<b>\$ 510,087</b>	<b>\$ 614,602</b>	<b>\$ 745,000</b>	<b>\$ 651,479</b>	<b>\$ 687,000</b>	<b>\$ 800,000</b>	<b>\$ 113,000</b>	<b>16.45%</b>
<b>PERMITS &amp; FEES</b>								
Public Services	\$ 12,897	\$ 44,054	\$ 25,000	\$ 22,936	\$ 28,000	\$ 25,000	\$ (3,000)	-10.71%
Re-inspection Fee	\$ 17	\$ -	\$ 1,000	\$ 16	\$ 1,000	\$ 1,000	\$ -	-
Public Services	\$ 290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Public Services	\$ 1,700	\$ (120)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Site Plan Review Fee	\$ 945	\$ 2,850	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	-
Community Development	\$ 75	\$ 10,275	\$ 25,000	\$ 9,895	\$ 20,000	\$ 25,000	\$ 5,000	25.00%
Foreclosure Registry Fees	\$ 90,525	\$ 72,900	\$ 95,000	\$ 85,050	\$ 105,000	\$ 110,000	\$ 5,000	4.76%
Public Services	\$ 1,370	\$ 600	\$ 500	\$ 2,720	\$ 2,500	\$ 2,500	\$ -	-
<b>TOTAL PERMITS &amp; FEES</b>	<b>\$ 107,819</b>	<b>\$ 130,559</b>	<b>\$ 150,000</b>	<b>\$ 120,617</b>	<b>\$ 160,000</b>	<b>\$ 167,000</b>	<b>\$ 7,000</b>	<b>4.38%</b>
<b>STATE SHARED REVENUE</b>								
Vehicle Rebate	\$ 24,526	\$ 24,075	\$ 14,000	\$ 8,796	\$ 14,000	\$ 14,000	\$ -	-
Mobile Home Licenses	\$ 43,527	\$ 46,659	\$ 45,000	\$ 40,713	\$ 47,000	\$ 45,000	\$ (2,000)	-4.26%
Alcoholic Beverages Licen	\$ 44,617	\$ 51,290	\$ 44,000	\$ 54,305	\$ 55,000	\$ 44,000	\$ (11,000)	-20.00%
Fire Ins Prem Tax	\$ 291,439	\$ 280,722	\$ 350,000	\$ -	\$ 350,000	\$ 350,000	\$ -	-
Police Ins Prem Tax	\$ 404,603	\$ 426,376	\$ 450,000	\$ 859	\$ 450,000	\$ 450,000	\$ -	-
Entitlement	\$ 1,354,468	\$ 1,469,121	\$ 1,493,128	\$ 1,084,053	\$ 1,493,128	\$ 1,616,619	\$ 123,491	8.27%
Half Cent Sales Taxes	\$ 2,586,658	\$ 2,770,550	\$ 2,980,445	\$ 1,769,834	\$ 2,980,445	\$ 3,083,180	\$ 102,735	3.45%
Fire Supplemental Comp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL STATE SHARED REVENUE</b>	<b>\$ 4,749,838</b>	<b>\$ 5,068,793</b>	<b>\$ 5,376,573</b>	<b>\$ 2,958,560</b>	<b>\$ 5,389,573</b>	<b>\$ 5,602,799</b>	<b>\$ 213,226</b>	<b>3.96%</b>
<b>SHARED REVENUE- LOCAL UNITS</b>								
Pension Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
County Contributions	\$ 724,231	\$ 653,323	\$ 711,200	\$ 501,732	\$ 711,200	\$ 711,200	\$ -	-
Division II Contributions	\$ -	\$ -	\$ 311,225	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL SHARED REVENUE- LOCAL UNITS</b>	<b>\$ 724,231</b>	<b>\$ 653,323</b>	<b>\$ 1,022,425</b>	<b>\$ 501,732</b>	<b>\$ 711,200</b>	<b>\$ 711,200</b>	<b>\$ -</b>	<b>-</b>

# General Fund Revenues (continued)

	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
GENERAL FUND REVENUES	Actuals	Actuals	Adjusted Budget	YTD Actuals (Thru Aug)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>GENERAL GOVERNMENT SERVICE</b>								
Public Services	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Code	\$ 107,497	\$ 126,155	\$ 115,000	\$ 139,368	\$ 151,000	\$ 125,000	\$ (26,000)	-17.22%
Other	\$ 698	\$ 640	\$ 600	\$ 398	\$ 500	\$ 500	\$ -	-
Zoning Fees	\$ 82,453	\$ 58,757	\$ 65,000	\$ 53,301	\$ 58,000	\$ 65,000	\$ 7,000	12.07%
Planning Fees	\$ 43,000	\$ 26,819	\$ 35,000	\$ 46,835	\$ 50,000	\$ 50,000	\$ -	-
Historic Preservation Fee	\$ 21,992	\$ 16,982	\$ 25,000	\$ 22,933	\$ 27,000	\$ 25,000	\$ (2,000)	-7.41%
Mapping Fees	\$ 560	\$ 665	\$ 500	\$ 523	\$ 550	\$ 500	\$ (50)	-9.09%
Business License Review-P	\$ 4,265	\$ 24,460	\$ 25,000	\$ 15,687	\$ 25,000	\$ 25,000	\$ -	-
Sale of Maps/Publication	\$ -	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ -	-
Certification/Records	\$ 135,575	\$ 128,740	\$ 125,000	\$ 97,125	\$ 125,000	\$ 125,000	\$ -	-
Photocopies	\$ 387	\$ 550	\$ 400	\$ 415	\$ 450	\$ 400	\$ (50)	-11.11%
Reimbursements	\$ 291	\$ 192	\$ 400	\$ 291	\$ 400	\$ 400	\$ -	-
NSF and Bank Charges	\$ 265	\$ 116	\$ 200	\$ -	\$ 200	\$ 200	\$ -	-
NSF Fees - Business	\$ -	\$ 80	\$ 100	\$ 190	\$ 350	\$ 100	\$ (250)	-71.43%
Miscellaneous	\$ -	\$ 290	\$ 100	\$ 1	\$ 100	\$ 100	\$ -	-
<b>TOTAL GENERAL GOVERNMENT SERVICE</b>	<b>\$ 397,008</b>	<b>\$ 384,549</b>	<b>\$ 392,300</b>	<b>\$ 377,067</b>	<b>\$ 438,550</b>	<b>\$ 417,200</b>	<b>\$ (21,350)</b>	<b>-4.87%</b>
<b>PUBLIC SAFETY</b>								
False Alarms	\$ 61,700	\$ 76,325	\$ 45,000	\$ 47,695	\$ 55,000	\$ 45,000	\$ (10,000)	-18.18%
Use & Occ Inspection	\$ 353,692	\$ 138,403	\$ 225,000	\$ 254,344	\$ 265,000	\$ 250,000	\$ (15,000)	-5.66%
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 415,392</b>	<b>\$ 214,728</b>	<b>\$ 270,000</b>	<b>\$ 302,039</b>	<b>\$ 320,000</b>	<b>\$ 295,000</b>	<b>\$ (25,000)</b>	<b>-7.81%</b>
<b>PHYSICAL ENVIRONMENT</b>								
Water outside Surcharge	\$ 505,634	\$ 540,258	\$ 480,000	\$ 425,615	\$ 488,000	\$ 480,000	\$ (8,000)	-1.64%
Sewer Outside Charge	\$ 169,986	\$ 187,690	\$ 160,000	\$ 143,983	\$ 164,000	\$ 160,000	\$ (4,000)	-2.44%
Cemetery Fees	\$ 15,420	\$ 11,350	\$ 15,500	\$ 12,950	\$ 15,500	\$ 15,500	\$ -	-
<b>TOTAL PHYSICAL ENVIRONMENT</b>	<b>\$ 691,040</b>	<b>\$ 739,298</b>	<b>\$ 655,500</b>	<b>\$ 582,548</b>	<b>\$ 667,500</b>	<b>\$ 655,500</b>	<b>\$ (12,000)</b>	<b>-1.80%</b>
<b>TRANSPORTATION</b>								
Parking Meters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Parking Meters-Taxable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Parking Permits	\$ 5,045	\$ 6,810	\$ 5,000	\$ 6,716	\$ 7,300	\$ 5,000	\$ (2,300)	-31.51%
Boat Launch	\$ 12,985	\$ 12,108	\$ 11,000	\$ 7,817	\$ 11,000	\$ 11,000	\$ -	-
Boat Launch taxable	\$ 16,916	\$ 15,316	\$ 15,000	\$ 10,183	\$ 15,000	\$ 15,000	\$ -	-
Parking Lot Rental Tax Ex	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL TRANSPORTATION</b>	<b>\$ 36,446</b>	<b>\$ 34,234</b>	<b>\$ 31,000</b>	<b>\$ 24,716</b>	<b>\$ 33,300</b>	<b>\$ 31,000</b>	<b>\$ (2,300)</b>	<b>-6.91%</b>
<b>CULTURE-RECREATION</b>								
Library Fees	\$ 1,261	\$ 1,077	\$ 1,200	\$ 900	\$ 1,200	\$ 1,200	\$ -	-
Staff Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Summer Camp	\$ 8,735	\$ 13,962	\$ 13,500	\$ 12,410	\$ 14,000	\$ 13,500	\$ (500)	-3.57%
Sports Program	\$ 20,932	\$ 19,208	\$ 22,000	\$ 17,261	\$ 22,000	\$ 22,000	\$ -	-
Event Tenant Liab Ins	\$ -	\$ 740	\$ 750	\$ -	\$ 750	\$ 750	\$ -	-
Event Liab Ins Tax Exempt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Veteran's Day Parade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Holiday Celebration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
4th of July Celebration	\$ 33,154	\$ 10,899	\$ -	\$ -	\$ 10,000	\$ 11,000	\$ 1,000	10.00%
Evenings on the Avenue	\$ 1,869	\$ 15,964	\$ 18,000	\$ 3,884	\$ 6,000	\$ 18,000	\$ 12,000	200.00%
Latin Music Festival	\$ -	\$ -	\$ -	\$ 1,888	\$ 2,000	\$ -	\$ (2,000)	-100.00%
Art Festival	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Fees	\$ 100	\$ 11,444	\$ 15,000	\$ 4,974	\$ 7,000	\$ 15,000	\$ 8,000	114.29%
Park Rental	\$ 20,035	\$ 29,785	\$ 20,000	\$ 19,835	\$ 20,000	\$ 20,000	\$ -	-
Osbourne Center Rental	\$ 15,720	\$ 15,096	\$ 15,000	\$ 10,219	\$ 15,000	\$ 15,000	\$ -	-
Tax Exempt Sales	\$ 29,570	\$ 43,960	\$ 30,000	\$ 43,208	\$ 46,000	\$ 30,000	\$ (16,000)	-34.78%
<b>TOTAL CULTURE-RECREATION</b>	<b>\$ 131,376</b>	<b>\$ 162,135</b>	<b>\$ 135,450</b>	<b>\$ 114,579</b>	<b>\$ 143,950</b>	<b>\$ 146,450</b>	<b>\$ 2,500</b>	<b>1.74%</b>

# General Fund Revenues (continued)

	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
GENERAL FUND REVENUES	Actuals	Actuals	Adjusted Budget	YTD Actuals (Thru Aug)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>FINES &amp; FORFEITURES</b>								
Fines	\$ 64,601	\$ 49,594	\$ 50,000	\$ 32,320	\$ 50,000	\$ 50,000	\$ -	-
Library Fines	\$ 8,542	\$ 9,294	\$ 7,000	\$ 5,922	\$ 7,000	\$ 7,000	\$ -	-
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>\$ 73,143</b>	<b>\$ 58,888</b>	<b>\$ 57,000</b>	<b>\$ 38,242</b>	<b>\$ 57,000</b>	<b>\$ 57,000</b>	<b>\$ -</b>	<b>-</b>
<b>VIOLATIONS-LOCAL ORDINANCE</b>								
Parking Fines	\$ 32,695	\$ 28,276	\$ 30,000	\$ 24,546	\$ 30,000	\$ 30,000	\$ -	-
Delinquent Code	\$ 40	\$ 102	\$ 105	\$ -	\$ 105	\$ 105	\$ -	-
Citations	\$ 287,825	\$ 714,090	\$ 425,000	\$ 509,279	\$ 695,000	\$ 550,000	\$ (145,000)	-20.86%
Noise Fines	\$ 2,875	\$ 1,600	\$ 15,000	\$ 1,900	\$ 15,000	\$ 20,000	\$ 5,000	33.33%
Late Fees	\$ -	\$ -	\$ -	\$ 250	\$ 300	\$ 250	\$ (50)	-16.67%
Violations - Other	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL VIOLATIONS-LOCAL ORDINANCE</b>	<b>\$ 323,435</b>	<b>\$ 744,168</b>	<b>\$ 470,105</b>	<b>\$ 535,975</b>	<b>\$ 740,405</b>	<b>\$ 600,355</b>	<b>\$ (140,050)</b>	<b>-18.92%</b>
<b>INTEREST EARNINGS</b>								
Investments	\$ 44,165	\$ 37,890	\$ 20,000	\$ -	\$ 15,000	\$ 20,000	\$ 5,000	33.33%
Tax Collections	\$ 212	\$ 218	\$ 200	\$ 213	\$ 300	\$ 200	\$ (100)	-33.33%
Miscellaneous	\$ 25,844	\$ 6,374	\$ 19,200	\$ -	\$ 15,200	\$ 19,200	\$ 4,000	26.32%
Unrealized Gain/(Loss)	\$ (23,428)	\$ 4,582	\$ -	\$ -	\$ -	\$ -	\$ -	-
Realized Gain/(Loss)	\$ (933)	\$ 401	\$ (200)	\$ -	\$ (200)	\$ (200.00)	\$ -	-
<b>TOTAL INTEREST EARNINGS</b>	<b>\$ 45,860</b>	<b>\$ 49,465</b>	<b>\$ 39,200</b>	<b>\$ 213</b>	<b>\$ 30,300</b>	<b>\$ 39,200</b>	<b>\$ 8,900</b>	<b>29.37%</b>
<b>RENTS &amp; ROYALTIES</b>								
Leased Properties	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Leased Properties	\$ 19,447	\$ 19,448	\$ 19,400	\$ 14,585	\$ 19,400	\$ 19,400	\$ -	-
Miscellaneous	\$ 2,474	\$ 1,651	\$ 2,500	\$ 1,112	\$ 2,500	\$ 2,500	\$ -	-
<b>TOTAL RENTS &amp; ROYALTIES</b>	<b>\$ 21,921</b>	<b>\$ 21,099</b>	<b>\$ 21,900</b>	<b>\$ 15,697</b>	<b>\$ 21,900</b>	<b>\$ 21,900</b>	<b>\$ -</b>	<b>-</b>
<b>SALE OF ASSETS</b>								
Furniture & Equipment	\$ -	\$ -	\$ -	\$ 10,486	\$ 10,486	\$ -	\$ (10,486)	-100.00%
<b>TOTAL SALE OF ASSETS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,486</b>	<b>\$ 10,486</b>	<b>\$ -</b>	<b>\$ (10,486)</b>	<b>-100.00%</b>
<b>DONATIONS</b>								
Donations	\$ 448	\$ 2,627	\$ 2,000	\$ 13,029	\$ 13,050	\$ 2,000	\$ (11,050)	-84.67%
<b>TOTAL DONATIONS</b>	<b>\$ 448</b>	<b>\$ 2,627</b>	<b>\$ 2,000</b>	<b>\$ 13,029</b>	<b>\$ 13,050</b>	<b>\$ 2,000</b>	<b>\$ (11,050)</b>	<b>-84.67%</b>
<b>OTHER MISC REVENUE</b>								
Disp of Fixed Assets	\$ 24,279	\$ 1,841	\$ -	\$ -	\$ -	\$ -	\$ -	-
Settlements	\$ 11,786	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 59,503	\$ 29,121	\$ 20,000	\$ 8,958	\$ 20,000	\$ 20,000	\$ -	-
Taxable	\$ 57	\$ -	\$ 100	\$ -	\$ 100	\$ 100	\$ -	-
<b>TOTAL OTHER MISC REVENUE</b>	<b>\$ 95,625</b>	<b>\$ 30,962</b>	<b>\$ 20,100</b>	<b>\$ 8,958</b>	<b>\$ 20,100</b>	<b>\$ 20,100</b>	<b>\$ -</b>	<b>-</b>
<b>GENERAL GOVERNMENT SURCHARGE</b>								
Electric-Administrative	\$ 2,151,041	\$ 1,814,889	\$ 1,814,889	\$ -	\$ 1,814,889	\$ 1,814,899	\$ 10	0.00%
Water- Administrative	\$ 541,326	\$ 478,539	\$ 522,470	\$ -	\$ 522,470	\$ 859,841	\$ 337,371	64.57%
Golf- Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Refuse- Administrative	\$ 147,001	\$ 185,235	\$ 185,235	\$ -	\$ 185,235	\$ 217,997	\$ 32,762	17.69%
Stormwater- Administrative	\$ 138,522	\$ 73,344	\$ 73,344	\$ -	\$ 73,344	\$ 73,344	\$ -	-
CRA- Administrative	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ -	-
Local Sewer- Administrative	\$ 308,783	\$ 251,533	\$ 251,533	\$ -	\$ 251,533	\$ 599,772	\$ 348,239	138.45%
Regional Sewer- Administrative	\$ 166,730	\$ 156,035	\$ 156,035	\$ -	\$ 156,035	\$ 156,035	\$ -	-
Building Fund- Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL GENERAL GOVERNMENT SURCHARGE</b>	<b>\$ 3,478,403</b>	<b>\$ 2,959,575</b>	<b>\$ 3,028,506</b>	<b>\$ -</b>	<b>\$ 3,028,506</b>	<b>\$ 3,746,888</b>	<b>\$ 718,382</b>	<b>23.72%</b>
<b>FRANCHISE FEE (PILOT)</b>								
Electric Contributions- (PILOT)	\$ 4,141,958	\$ 3,932,889	\$ 4,240,980	\$ -	\$ 4,240,980	\$ 4,375,453	\$ 134,473	3.17%
Water Contributions- (PILOT)	\$ 1,030,564	\$ 1,022,788	\$ 1,104,889	\$ -	\$ 1,104,889	\$ 1,350,899	\$ 246,010	22.27%
Refuse Contributions- (PILOT)	\$ 439,651	\$ 459,095	\$ 489,631	\$ -	\$ 489,631	\$ 489,631	\$ -	-
Stormwater Contributions- (PILOT)	\$ 164,071	\$ 169,960	\$ 181,265	\$ -	\$ 181,265	\$ 181,265	\$ -	-
Local Sewer Contributions- (PILOT)	\$ 595,817	\$ 569,080	\$ 613,767	\$ -	\$ 613,767	\$ 613,767	\$ -	-
<b>TOTAL FRANCHISE FEE</b>	<b>\$ 6,372,061</b>	<b>\$ 6,153,812</b>	<b>\$ 6,630,532</b>	<b>\$ -</b>	<b>\$ 6,630,532</b>	<b>\$ 7,011,015</b>	<b>\$ 380,483</b>	<b>5.74%</b>

# General Fund Revenues (continued)

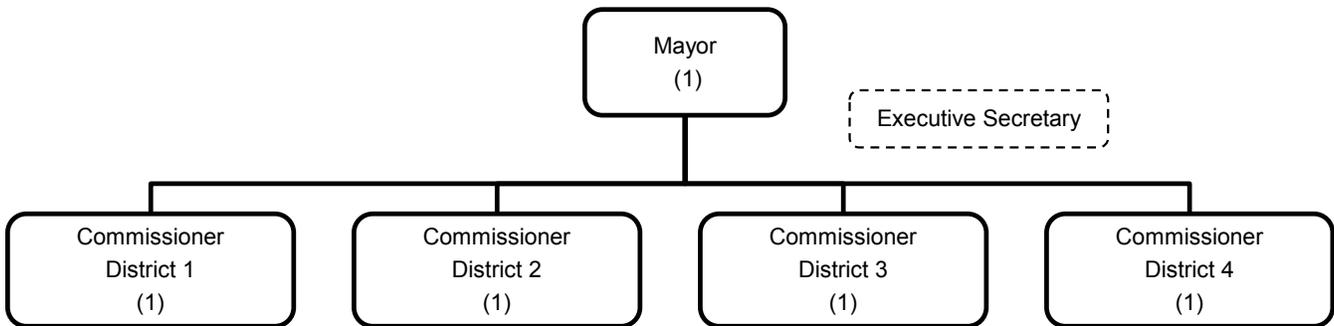
GENERAL FUND REVENUES	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Thru Aug)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>REIMBURSEMENT INTER-FUNDS</b>								
Reimb- Ground Maintenance	39,996	39,980	40,000	-	40,000	40,000	-	-
Reimb - CRA	-	-	-	-	-	-	-	-
Reimb - Special Events	1,015	1,586	1,000	93	1,000	1,000	-	-
Tax Exempt	2,809	510	360	600	600	360	(240)	-40.00%
<b>TOTAL REIMBURSEMENT INTER-FUNDS</b>	<b>43,820</b>	<b>42,076</b>	<b>41,360</b>	<b>693</b>	<b>41,600</b>	<b>41,360</b>	<b>(240)</b>	<b>-0.58%</b>
<b>TRANSFERS IN</b>								
Foreclosure Fund	-	-	-	-	-	-	-	-
Road Improvement Fund	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Capital Project Fund	-	-	-	-	-	-	-	-
Simpkin Trust Fund	63,000	82,000	60,000	-	-	-	-	-
Library Trust Fund	53,000	-	-	-	-	-	-	-
Sanitation Fund	149,541	-	-	-	-	-	-	-
Governmental Fund	17,370	442,060	-	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>282,911</b>	<b>524,060</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	-	-	-	-	-	365,287	-	-
<b>TOTAL GENERAL FUND SOURCES OF FUNDS</b>	<b>\$ 29,256,334</b>	<b>\$ 29,795,845</b>	<b>\$ 31,170,580</b>	<b>\$ 16,445,683</b>	<b>\$ 31,280,920</b>	<b>\$ 33,371,329</b>	<b>\$ 2,090,409</b>	<b>6.68%</b>

# 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. The City Commission shall elect from among its members a vice mayor and a vice mayor pro tem to serve at the pleasure of the Commission. Election of the vice mayor and vice mayor pro tem shall be done annually at the first regular city commission meeting after the general election. The vice mayor shall act as mayor in the absence or disability of the mayor. The vice mayor pro tem shall act as mayor in the absence or disability of the mayor and vice mayor. 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.



# City Commission

## 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

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.

# City Commission



## 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.

# City Commission



## 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 and in 2016 was reelected for his 3rd 2-year term. As a native Floridian and a 37-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 new 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's first openly gay elected official. He currently seats as second Vice President of the National League of Cities Constituency Group (GLBTLO). In 2014, he was appointed to the National League of Cities Advocacy and Policy Board. In 2015, Commissioner Amoroso was appointed to Palm Beach County League of Cities Board of Directors and reappointed in 2016, and in 2015 he was also appointed to the Women's Foundation of Palm Beach County. Most recently, he was appointed to the Florida League of Cities Transportation & Intergovernmental Relations Committee. He was also appointed to the Palm Beach County Business Development Board. Commissioner Amoroso's 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 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 2<sup>nd</sup> 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.

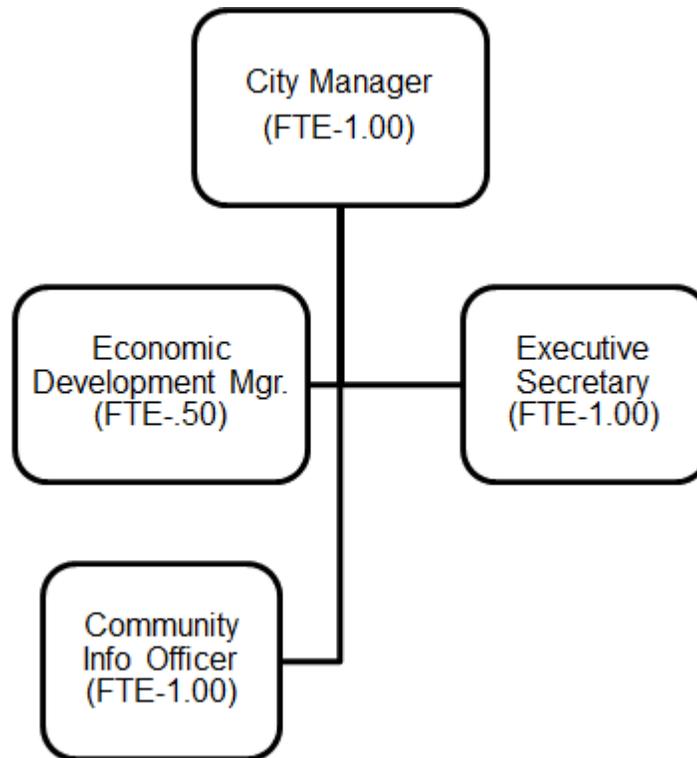
# City Commission

City Commission	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	74,799	74,913	74,199	53,407	74,199	74,199	-	-
* Benefits	47,960	49,384	51,496	3,218	51,496	52,092	596	1.16%
<b>Sub-Total</b>	<b>122,759</b>	<b>124,297</b>	<b>125,695</b>	<b>56,625</b>	<b>125,695</b>	<b>126,291</b>	<b>596</b>	<b>0.47%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	38,242	35,780	35,793	-	35,293	35,327	34	0.10%
* Travel & Training	21,533	21,631	27,250	1,620	27,250	29,800	2,550	9.36%
* Utility & Communication	4,630	4,383	4,407	3,374	4,737	4,407	(330)	-6.97%
* Insurance	16,174	21,846	21,846	-	21,846	21,846	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	22,685	31,367	36,445	26,977	36,345	38,295	1,950	5.37%
<b>Sub-Total</b>	<b>103,264</b>	<b>115,007</b>	<b>125,741</b>	<b>31,971</b>	<b>125,471</b>	<b>129,675</b>	<b>4,204</b>	<b>3.35%</b>
CAPITAL							-	-
<b>TOTAL</b>	<b>226,023</b>	<b>239,304</b>	<b>251,436</b>	<b>88,596</b>	<b>251,166</b>	<b>255,966</b>	<b>4,800</b>	<b>1.91%</b>

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.50	0	-1.00	0	3.50
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# 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.

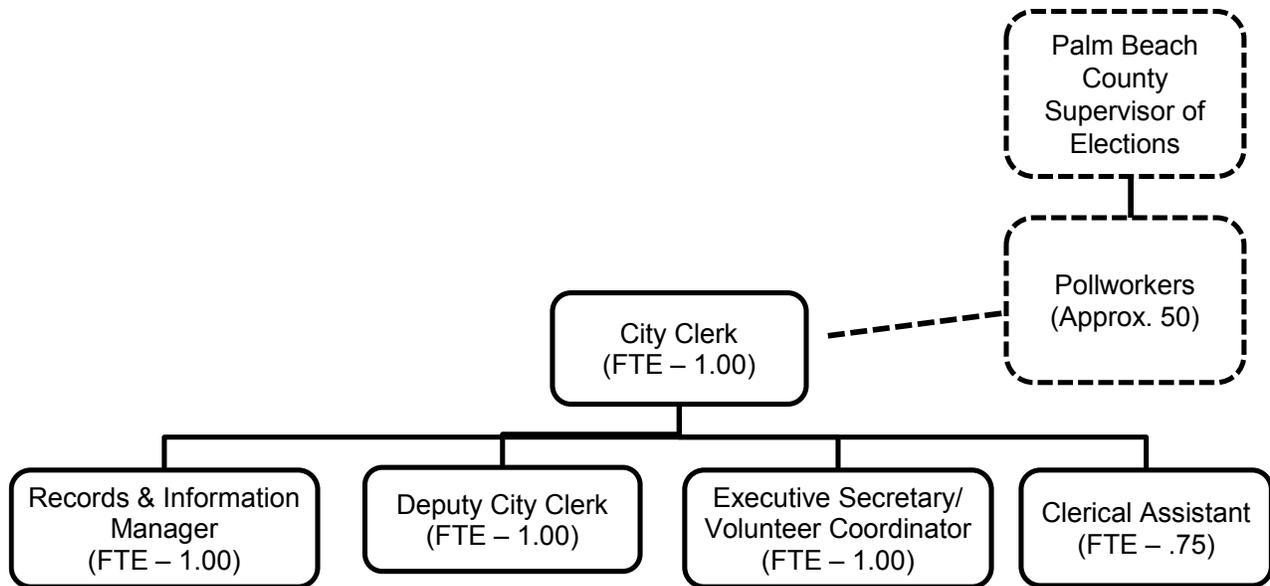
Along with ensuring the successful achievements of the City Commission's priorities, the City Manager's office is also responsible for providing general management of all City departments in a manner that inspires success and quality customer service. The City Manager serves as the primary liaison between 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	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1020	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	267,265	260,468	305,370	206,276	290,875	355,048	64,173	22.06%
* Benefits	106,608	102,677	149,593	13,282	147,219	117,916	(29,303)	-19.90%
<b>Sub-Total</b>	<b>373,873</b>	<b>363,145</b>	<b>454,963</b>	<b>219,558</b>	<b>438,094</b>	<b>472,964</b>	<b>34,870</b>	<b>7.96%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	55,807	75,954	174,951	86,014	147,342	160,952	13,610	9.24%
* Travel & Training	4,122	7,582	11,069	87	11,069	12,900	1,831	16.54%
* Utility & Communication	4,825	4,570	4,570	3,518	4,570	4,570	-	-
* Insurance	16,132	22,442	22,442	-	22,442	22,442	-	-
* Maintenance	98	-	1,813	-	1,813	1,813	-	-
* Operating Expense	37,878	23,637	56,418	25,864	56,418	51,663	(4,755)	-8.43%
<b>Sub-Total</b>	<b>118,862</b>	<b>134,185</b>	<b>271,263</b>	<b>115,483</b>	<b>243,654</b>	<b>254,340</b>	<b>10,686</b>	<b>4.39%</b>
CAPITAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>492,735</b>	<b>497,330</b>	<b>726,226</b>	<b>335,041</b>	<b>681,748</b>	<b>727,304</b>	<b>45,556</b>	<b>6.68%</b>

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.00	0	0	0	4.00
Part-time (FTE)	.75	0	0	0	.75

Related Funds: General Fund

# City Clerk

## 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 2017 INITIATIVES**

In FY 2017, 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 2017 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

Continue to assist all departments with the placement of volunteers.

Depending on funding availability, sponsor a volunteer recognition event

# City Clerk

**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 2001 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.**

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 FY 2017 to offer advice and options for use of off-site storage.

Discuss funding source with departments during FY 2017.

**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 2009.

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

**Conduct public records and hurricane preparedness seminars.**

Conduct two public records seminars with representatives from each department.

Conduct two hurricane preparedness seminars.

**Provide access to City Clerk office public records through the City's website.**

Meet with the City's imaging vendor to discuss/create a public portal for access to all City Clerk office records.

Launch a public portal on the City's website to access all City Clerk office records.

## **FY 2016 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.

Outreach efforts were present during PrideFest event.

Depending on funding availability, sponsor a volunteer recognition event.

Planned and implemented the Third Annual Volunteer Appreciation Breakfast event .

# City Clerk

**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 present over a period of several fiscal years.

Original City resolutions from 1987 through 2000 were bound.

**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.**

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 to offer advice and options for use of off-site storage.

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

Discuss funding source with departments.

Discussions on funding sources with departments were held.

**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 through calendar year 2008.

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

Prepared records for shredding and destruction.

Destroyed boxes from Utilities Customer Service, City Fire/Rescue department and City Clerk's office.

**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.

Conduct two hurricane preparedness seminars

Conducted two hurricane preparedness seminars.

# City Clerk

## FY 2017 Performance Measures - City Clerk

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Number of Commission meeting agenda items	600	550	550	400	400	357	550	368	375
Commission meeting minute pages prepared	1,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Commission meeting minutes prepared	35	35	36	37	36	42	36	44	40
Public meeting notices posted	100	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of lien requests	1,400	1,494	1,400	1,561	1,500	1,560	1,550	1,521	1,500
City Commission regular and run-off elections held	2	N/A	2	2	2	1	1	1	2
Publish legal advertisements	32	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Executed contracts, ordinances, and resolutions	200	225	200	189	200	274	200	273	200
Monitor board member term expiration and attendance	100	80	80	76	76	80	80	80	76
Assist Financial Services by authorizing the printing of City-run checks	72	88	88	88	88	88	88	78	78
Customer assistance	3,300	3,300	3,300	3,250	N/A	N/A	3,300	3,174	3,180
Candidate and new board orientation	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cubic feet of records destroyed	300	300	300	526	500	425	525	460	425
Number Public Records Requests	105	128	105	150	125	151	135	135	145
Volunteer In Public Services				60	65	41	65	43	41

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Complete agenda meeting backup material on time	95%	75%	75%	90%	90%	90%	95%	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	10%	N/A	N/A	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%	100%	100%	100%	100%	100%	100%	100%
Complete Commission minutes within 2 weeks	75%	90%	90%	98%	95%	95%	95%	98%	95%

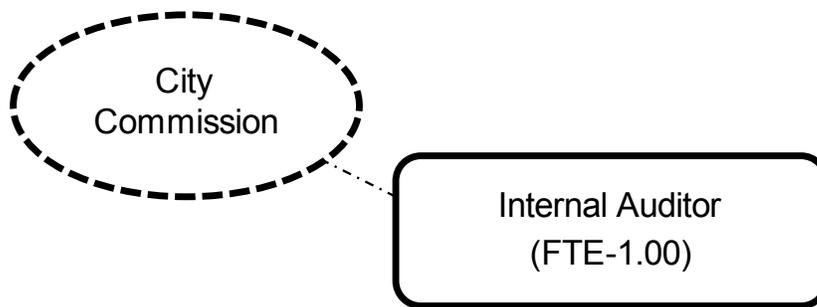
# City Clerk

City Clerk	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1030	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	226,939	238,866	306,902	185,289	238,124	331,532	93,408	39.23%
* Benefits	92,125	93,229	131,620	14,374	132,535	109,852	(22,683)	-17.11%
<b>Sub-Total</b>	<b>319,064</b>	<b>332,095</b>	<b>438,522</b>	<b>199,663</b>	<b>370,659</b>	<b>441,384</b>	<b>70,725</b>	<b>19.08%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	33,566	30,601	30,803	7,022	34,303	41,314	7,011	20.44%
* Travel & Training	962	751	3,000	465	3,000	3,000	-	-
* Utility & Communication	5,189	4,914	4,902	3,784	4,952	4,902	(50)	-1.01%
* Insurance	8,388	12,901	12,901	-	12,901	12,901	-	-
* Maintenance	-	912	1,425	-	1,425	1,425	-	-
* Operating Expense	14,022	33,363	43,392	12,794	40,117	28,892	(11,225)	-27.98%
<b>Sub-Total</b>	<b>62,127</b>	<b>83,442</b>	<b>96,423</b>	<b>24,065</b>	<b>96,698</b>	<b>92,434</b>	<b>(4,264)</b>	<b>-4.41%</b>
CAPITAL							-	-
<b>TOTAL</b>	<b>381,191</b>	<b>415,537</b>	<b>534,945</b>	<b>223,728</b>	<b>467,357</b>	<b>533,818</b>	<b>66,461</b>	<b>14.22%</b>

# 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	FY 2016 - FY 2017
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Internal Auditor

## CORE PROCESSES AND OUTPUTS

Core processes of the Internal Audit Department are designed to help accomplish the mission. They include four broad areas:

- Risk management
- Internal control improvement and assurance
- Governance
- Fraud prevention

By performing audits of City operations and contracts, Internal Audit 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

Output of the Internal Audit Department is the audit report. This is the vehicle through which each component of the mission and core processes are 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
- Assurance. The Commission can take comfort that changes are not necessary.

## FY 2017 GOALS AND OBJECTIVES

### DISCUSSION

This audit plan for FY 2017 is based primarily on the risk assessment interviews conducted in December, 2014 for FY 2015 and detailed in the Risk Assessment report issued on December 22, 2014. A risk analysis exercise is conducted approximately every two years. During that two year cycle, information regarding risks and threats facing the City will be gathered continually as part of the normal functioning of the Internal Audit Department. The risk profile of the City is always subject to change based. The next risk assessment will be conducted this FY year during November and December, 2016.

Information obtained from audit work and interviews performed during calendar 2015 and 2016 to date and a review of available policies and procedures are also used to shape the audit plan for FY 2017. Note there will generally be more than one audit project in process at any given point in time, as work schedules for the auditees may conflict. Down time on one audit project may be filled with active time on another, so the goal is for at least two projects to run simultaneously. These audit projects will be started in the approximate order presented below.

### AUDITS PROPOSED

#### **Overtime analysis for hourly employees**

Focus will be on the Electric Utility areas, including T&D and the power plant.

Overtime worked will be compared with budgeted amounts to determine compliance with the budget as approved by the Commission.

Compliance with union contracts will be addressed.

Budgetary savings or shortfalls will be analyzed.

# Internal Auditor

## **Accounts Payable**

The entire process will be walked through.  
Basic controls will be identified and tested.  
Approval authority will be tested.  
Our flow will be compared to best practices.  
Continuous monitoring of high risk payments will be suggested where appropriate.

## **Procurement process will begin after area is fully staffed**

Walk-through of the entire process.  
Particular attention to bidding, RFP, vendor selection, due diligence, new vendor additions to the purchasing system.  
Purchase order or requisition review is viewed as cumbersome and could require very high level approval for immaterial acquisitions.

## **Water Operations**

Physical security  
Safety  
Staffing  
Basic financial controls

## **Video Monitoring**

A study of current video systems and new systems for open, high risk areas is in process.  
A comprehensive report will be issued.

## **Revenue Cycle**

The flow of revenues from all sources will be examined.

## **Risk Assessment**

As noted above, a risk assessment for the City was completed in December, 2014. As this is anticipated to be completed every two years, the process will be scheduled for approximately December 2016 (FY 2017). This may be performed earlier if appropriate.

## **Ongoing Projects**

Monthly monitoring of P-Card charges will continue.  
Investigations will take place as warranted.

## **Special Projects**

During the course of planned audit work throughout calendar 2014 and 2015 numerous special audits, inquiries and investigations occurred that were not anticipated. These added audit time to the schedule. Such unanticipated work during calendar 2016 may possibly trigger several reprioritizations of audit work throughout FY 2017.

## **FY 2016 INITIATIVES REPORT CARD**

Initiatives are included within the Goals and Objectives discussed below. Note that the discussion below of Initiatives and Goals and Objectives covers the first six months of Fiscal 2016 through the date that this document has been prepared (March 15, 2016).

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

Department staffing levels have been monitored by Internal Audit.

# Internal Auditor

Accounts Payable and Procurement are both part of the Financial Services Department. A formal audit has not been completed due to incomplete staffing in these areas. Progress has been made, and are included in the Internal Audit Plan for FY 2017 to be submitted to the Commission.

Utilities, concentrating on the T&D area, were audited. A report is in draft form and will be issued during the third quarter of FY 2017.

Ongoing projects are by definition continuous audit activities without finite endings. They have and will include the following:

- P-card review
- Due diligence on vendors
- Investigations
- Process ownership analysis

# Internal Auditor

## FY 2017 Performance Measures - Internal Auditor

Workload Measurements
To conduct six (6) audits of operational areas/departments to determine controls and accountability.
An audit report must be issued to the City Commission and the appropriate City Directors 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
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.

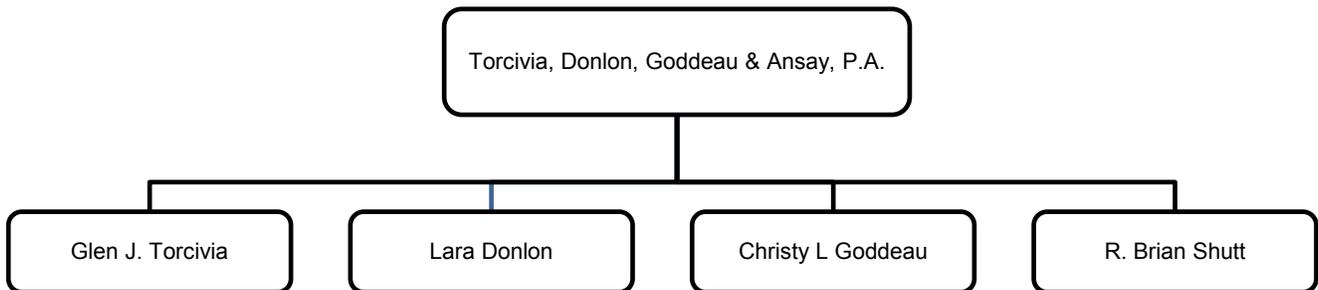
Internal Auditor	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1040	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	112,200	111,657	115,500	83,101	118,583	121,968	3,385	2.85%
* Benefits	33,473	46,350	30,320	6,118	30,320	30,348	28	0.09%
<b>Sub-Total</b>	<b>145,673</b>	<b>158,007</b>	<b>145,820</b>	<b>89,219</b>	<b>148,903</b>	<b>152,316</b>	<b>3,413</b>	<b>2.29%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	3,801	2,438	2,438	-	2,438	2,631	193	7.92%
* Travel & Training	1,000	1,721	2,545	1,300	2,545	4,100	1,555	61.10%
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	4,854	8,086	8,086	-	8,086	8,086	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	867	991	1,200	732	1,235	1,085	(150)	-12.15%
<b>Sub-Total</b>	<b>10,522</b>	<b>13,236</b>	<b>14,269</b>	<b>2,032</b>	<b>14,304</b>	<b>15,902</b>	<b>1,598</b>	<b>11.17%</b>
<b>CAPITAL</b>								
<b>TOTAL</b>	<b>156,195</b>	<b>171,243</b>	<b>160,089</b>	<b>91,251</b>	<b>163,207</b>	<b>168,218</b>	<b>5,011</b>	<b>3.07%</b>

# 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. The office of the City Attorney provides legal counsel to the City Commission, City boards and committees, City Manager, 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.



Related Funds: General Fund, Electric Utility Fund, Water Fund, Local Sewer Fund, Regional Sewer Fund

# City Attorney

## **CORE PROCESSES AND OUTPUTS**

The City Attorney is a Charter officer responsible for providing legal counsel and representation to the City Commission, City Manager, City Clerk and all City departments.

The City Attorney provides legal counsel to the City Commission:

- for the Commission's legislative actions and their quasi-judicial responsibilities
- by preparing 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 and sunshine law matters

The City Attorney assists City department directors in the preparation of their ordinances, resolutions, leases and contracts.

The City Attorney provides legal advice and negotiations on purchasing, contract and bidding matters.

The City Attorney represents the City in code enforcement cases and appeals, foreclosures of City liens and nuisance abatement proceedings.

The City Attorney represents the City in planning, zoning, building and land use issues.

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

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

## **FY 2017 GOALS AND OBJECTIVES**

**Goal 1: To provide sound, timely and cost-effective legal advice to the City.**

Objective: Continue to be responsive to all the City's legal needs with an emphasis on efficiency and cost savings.

**Goal 2: To provide proactive legal advice to minimize risk to the City.**

Objective: Continue to work closely with management and staff to identify issues and propose strategies to reduce risk to the City.

**Goal 3: Successfully prosecute, defend and/or resolve new cases.**

Objective: Efficiently address new litigation cases filed by and against the City..

**Goal 4: Reduce legal expenses for the City.**

Objective: Identify issues causing any increase in legal expenses and recommend procedures to reduce the same. Identify areas where revenue may be recouped via legal procedures.

# City Attorney

## **Goal 5: Improve oversight of outside counsel and claim management.**

Objective: Continue to manage outside counsel to ensure efficient handling of litigation and work closely with Human Resources, the contracted Risk Management firm and the City's insurance carriers to effectively resolve claims.

## **Goal 6: Resolve pending, outstanding litigation and legal issues including the pending issues at the Casino Building.**

Objective: Continue to work towards resolution of outstanding litigation and legal issues including Charlotte Taylor cases and the issues at the Casino Building.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

### **Goal 1: To provide sound, timely and cost-effective legal services to the City.**

Objective: Continue to be responsive to all of the City's legal needs with an emphasis on efficiency and cost savings.

**Report:** During FY 2012 and 2013, the Office of the City Attorney successfully accomplished a smooth transition from the in-house counsel model to an outside counsel model. In FY 2014 and 2015, the Office of the City Attorney maintained that seamless transition by being readily available for all of the City's legal needs. In FY 2016, the Office of the City Attorney continued to provide on-site legal services at least two (2) days a week (in addition to regular and special meetings) along with being very responsive to all requests for legal advice and services.

### **Goal 2: To provide proactive legal advice to minimize risk to the City.**

Objective: Continue to work closely with management and staff to identify issues and propose strategies to reduce risk to the City.

**Report:** During FY 2016, the Office of the City Attorney continued to provide high quality representation to the City Commission, City Manager and departments and boards of the City. The attorneys with particular expertise in various areas have worked closely with City staff to efficiently address many issues and establish processes and procedures to minimize risk. Lara Donlon worked closely with Human Resources on labor negotiations and employment law matters. Christy Goddeau assisted the City Manager and City staff on contracts, purchasing, ethics, public records, sunshine law matters and prepared/approved agenda items. Jennifer Hunecke advised staff on unsafe building cases and related code compliance processes. Barbara Alterman and Carolyn Ansay assisted Community Sustainability staff on planning, zoning, land use and historic preservation issues. Brian Shutt prosecuted code enforcement cases, prepared contracts and revamped the ordinances and policies for the City's public services department. Glen Torcivia provided representation at City Commission meetings, negotiated resolution of litigation cases and managed litigation by outside counsel.

### **Goal 3: Successfully prosecute, defend and/or resolve new cases.**

Objective: Efficiently address new litigation cases filed by and against the City.

**Report:** During FY 2016, the Office of the City Attorney continued reducing Charlotte Taylor cases, which have been a financial drain on the City for over 10 years. Working closely with the law firm of Johnson, Anselmo, Murdoch, Burke, Piper & Hochman, P.A., the City saw success with having some of Ms. Taylor's cases dismissed. By taking a more assertive role in these cases, the Office of the City Attorney should see more success in resolving Ms. Taylor's cases in FY 2017 along with recovering Ms. Taylor's former property and a

# City Attorney

significant portion of the cost of the property's tax deed the City purchased in FY 2016. During FY 2016, the City continued working under a settlement agreement to resolve two (2) cases related to the Champion Tree (Pineapple Ridge) and entered a settlement with Clear Channel to resolve litigation over billboards.

## **Goal 4: Reduce legal expenses for the City.**

Objective: Identify issues causing any increase in legal expenses and recommend procedure to reduce the same. Identify areas where revenue may be recouped via legal procedures.

**Report:** In addition to resolving cases, the Office of the City Attorney engaged with staff to review and recommend ordinances and policies to proactively address potential legal issues. The Office worked closely with Code Enforcement and Planning and Zoning to revise code provisions to address arising or anticipated issues. In FY 2016, the Office also took over the process for filing claims for surplus amounts from foreclosures and tax deed sales. This process generates revenue for the City based on various City liens. The Office of the City Attorney also worked closely with outside counsel in attempts to resolve the issues at the Casino Building without litigation.

## **Goal 5: Improve oversight of outside counsel and claim management**

Objective: Continue to manage outside counsel to ensure efficient handling of litigation and work closely with Human Resources and the City's insurance carrier to effectively resolve claims.

**Report:** In FY 2016, the Office of the City Attorney continued to closely manage outside counsel and ensure all legal expenditures were appropriate and proper. The Office of the City Attorney also worked closely with the City's outside Risk Management firm and Third Party Administrator to address new claims and lawsuits. Working with the Risk Management firm, the Office of the City Attorney worked to create revisions to the process of evaluating, reviewing and acquiring appropriate insurance for the City in an effort for the City and its Commission to have a complete understanding of the City's insurance coverage.

## **Goal 6: Resolve pending, outstanding litigation.**

Objective: Continue to work towards resolution of outstanding litigation including Sunset Drive and Charlotte Taylor cases.

**Report:** As noted above, the Office of the City Attorney continued to reduce Ms. Taylor's cases in FY 2016 by working closely with outside counsel. While Sunset Drive continues to be on the list of pending cases, the Office of the City Attorney reduced the City's expenditure of funds in FY 2016 on the case. Resolution of other cases and claims occurred in FY 2016 with the Office of the City Attorney working closely with the City Manager, Risk Management firm and Third Party Administrator on the same.

# City Attorney

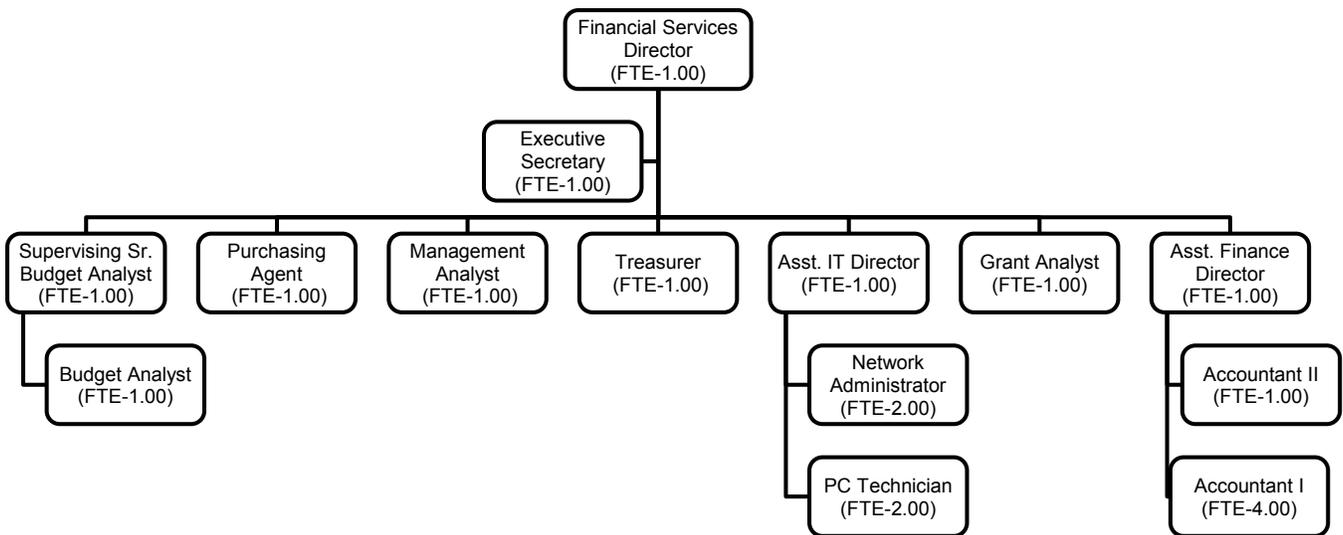
City Attorney	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1110	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	721,353	742,355	719,105	363,724	719,105	741,744	22,639	3.15%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	2,761	2,614	2,750	2,013	2,770	2,750	(20)	-0.72%
* Insurance	9,426	14,089	14,089	-	14,089	14,089	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	13,118	17,196	12,160	10,125	12,160	12,160	-	-
<b>Sub-Total</b>	<b>746,658</b>	<b>776,254</b>	<b>748,104</b>	<b>375,862</b>	<b>748,124</b>	<b>770,743</b>	<b>22,619</b>	<b>3.02%</b>
CAPITAL								
<b>TOTAL</b>	<b>746,658</b>	<b>776,254</b>	<b>748,104</b>	<b>375,862</b>	<b>748,124</b>	<b>770,743</b>	<b>22,619</b>	<b>3.02%</b>

# Financial Services

## MISSION

The Financial Services Division is responsible for the financial and technology operations of the City.

This includes its financial policies, internal controls, accounting, financial reporting, procurement, budgeting, technology infrastructure and system applications.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	19.00	0	0	0	19.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund, Information Technology Fund

# Financial Services

## **CORE PROCESSES AND OUTPUTS**

### **ACCOUNTING AND FINANCIAL REPORTING**

All accounting and reporting in the City takes place in the Financial Services department, including 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).

### **BUDGET PREPARATION AND MANAGEMENT**

Within the Financial Services department, the budget team develops, implements and evaluates the plan for the provision of goods and services and capital assets to ensure compliance with all State of Florida laws governing municipal budgets. In coordination with City departments, Financial Services develops and updates the Five (5) Year Capital Improvement Plan (CIP). The budget relies on and incorporates forecasts and multi-year budget plans to best develop sound and strategic City-wide budgetary practices. Financial Services proposes the Annual Operating Budget for adoption in September.

### **CASH MANAGEMENT**

The department manages all cash functions for the City and CRA including daily positive pay functions, cash movements among the City and CRA bank accounts, monitoring the investment portfolio and reconciliation of all accounts.

### **DEBT MANAGEMENT**

The Financial Services department leads the City in all bond and debt financing, including all debt covenant compliance issues as well as debt service payments.

### **EMPLOYEE PAY AND ACCOUNTS PAYABLE PROCESSING**

The department handles payroll processing for all City employees, including deduction and fringe benefit processing and payment and Federal tax remittance and reporting. Financial Services processes all City and CRA expenses.

### **FIXED ASSET CONTROL**

Financial Services works in coordination with City departments to record and track the land, buildings, infrastructure and equipment belonging to the City.

### **GRANTS FINANCIAL MANAGEMENT**

Financial Services administers the financial portions of all grants received by the City and ensures financial compliance documentation is correct and provided to the granting entity on time. Compliant to the guidelines, Financial Services coordinates the annual audit of the various grants received by the City.

### **PURCHASING**

Financial Services centralizes all procurements for the City following established purchasing guidelines. The Purchasing division within the department creates and issues all requests for qualifications, requests for proposals and bid specifications. Subsequently, staff reviews and approves all City purchase orders prepared by the user departments.

# Financial Services

## **REVENUE COLLECTING AND RECEIPTING**

Financial Services manages all revenue collections for the City and CRA, including billing and collection for all general City revenues. In addition, the department oversees cash collection activities of all departments.

## **FY 2017 GOALS AND OBJECTIVES**

### **FINANCIAL SERVICES**

The Financial Services department, which includes the Information Technology division, continues to streamline and implement best practices to best serve the City departments and its residents.

### **STREAMLINE THE PROCUREMENT AND CONTRACTING PROCESS**

This department will continue its review of the City's purchasing process and has developed a tracking process so departments are aware of the status of documents for the RFP, IFB and other activities. Upon updating the procurement code, Financial Services will put in place a more streamlined procurement process that includes standardized contracts for construction, service and item purchases to strengthen the City's internal contract review and control process.

## **FY 2016 INITIATIVES REPORT CARD**

### **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 the development of 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 and resulted in continually and proactive analysis. Leadership continues to pursue this.

# Financial Services

Finance & OMB	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1220 & 1230	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	823,641	622,776	800,447	400,296	715,650	828,648	112,998	15.79%
* Benefits	432,279	392,410	460,169	27,628	461,794	376,565	(85,229)	-18.46%
<b>Sub-Total</b>	<b>1,255,920</b>	<b>1,015,186</b>	<b>1,260,616</b>	<b>427,924</b>	<b>1,177,444</b>	<b>1,205,213</b>	<b>27,769</b>	<b>2.36%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	121,106	144,799	164,066	86,230	153,666	134,738	(18,928)	-12.32%
* Travel & Training	1,113	9,128	20,185	404	23,685	18,000	(5,685)	-24.00%
* Utility & Communication	15,952	15,103	15,464	11,629	16,601	15,464	(1,137)	-6.85%
* Insurance	17,808	25,793	25,793	-	25,793	25,793	-	-
* Maintenance	3,130	3,811	2,225	2,661	2,838	2,225	(613)	-21.60%
* Operating Expense	34,792	25,209	35,005	14,708	32,355	29,125	(3,230)	-9.98%
<b>Sub-Total</b>	<b>193,901</b>	<b>223,843</b>	<b>262,738</b>	<b>115,632</b>	<b>254,938</b>	<b>225,345</b>	<b>(29,593)</b>	<b>-11.61%</b>
CAPITAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,449,821</b>	<b>1,239,029</b>	<b>1,523,354</b>	<b>543,556</b>	<b>1,432,382</b>	<b>1,430,558</b>	<b>(1,824)</b>	<b>-0.13%</b>

## 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 340 desktop computers and laptops, approximately 51 Windows servers and 51 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 145 cell phones and 56 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.

# Financial Services

## **FY 2017 INITIATIVES**

The IT Department will be focusing on network security and redundancy, as well as end user improvement and efficiencies of software and hardware. We will continue to work on refining the network infrastructure and system applications in conformance with the City's goals and objectives by exploring new technologies and upgrading our existing infrastructure. IT will continue to support and work closely with the City's GIS staff to ensure the technology acquired is meeting the City's needs and addressing the recommendation of the needs assessment conducted by GTG. The IT department will begin deploying SunGard's Naviline Edge new user interface Citywide providing a user friendly interface, an improved work flow and software utilization.

## **FY 2016 REPORT CARD**

**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.**

The City's GIS System upgrade was completed in February 2016. Three different software were upgraded: ESRI, Futura & GTG GeoBlade & GeoViewer.

An enterprise licensing agreement was purchased providing unlimited licensing of GIS to all departments and accessibility to all employees.

The electric GIS system, Futura, upgrade to the latest version. This included server and client upgrade. GTG GeoBlade and GeoViewer were replaced by GTG's new product, GTG Vantage Points Viewer and GTG Vantage Points Address. This also included server and client upgrade.

A Citywide GIS needs assessment was performed by GTG in August 2016 which resulted in a five year plan of recommendations to address the current and future needs and desires of the City.

**Installation of Naviline Edge, a new Naviline graphical user interface to improve the Naviline work flow and software utilization.**

Naviline Edge user interface was installed in January 2016 and has currently been installed in the Finance and Information Technology areas. We will be upgrading the software to V9.16.1.3 in November 2016 and will begin the deployment to all City staff thereafter.

**Upgrade the IBM System I (server hosting the SunGard Naviline system).**

The IBM System I was completed in April 2016. A new IBM Power 8 System was installed and configured, replacing the former System I which was end of life and used for over 9 years. All data and spool files were migrated from the former System I to the new IBM Power 8 System.

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

Meetings have been held with various departments and will continue with the department Directors and the Director of Financial Services

**Provide IT support for the Siemens project.**

IT provided assistance with the network configuration, additional subnets, servers install and server room reconfiguration. IT staff also attended Tantalus training along with Electric and Water Utilities staff members. Files for upload to the Tantalus system were created by IT as a temporary solution. SunGard has provided a quote to automate the process and will discuss further with Electric Utilities staff.

# Financial Services

The IT department continues to provide technical and software support as the Siemens project is still active.

## **Continue to coordinate and provide Naviline training to all departments.**

The City currently has an annual educational plan with SunGard which includes unlimited online web classes and up to 80 hours of customized training. The classes continue to be available to all City staff members and numerous classes were scheduled throughout the year for various departments.

Cognos Business Intelligence Report Writer Software training was made available to all departments. We had a total of four days of onsite training in which several departments attended.

Personalized training was also provided to the Human Resources and Financial Services Departments.

## **Cell phones: Switch to the State of Florida contract realizing cost savings.**

The City's current cell phone service provider is Sprint. On December 15, 2015, the City Manager signed the Sprint agreement to switch from WSCA contract to the State of Florida contract resulting in approximately a 25% cost savings.

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

This has been moved to FY2017

## **FY 2016 PROJECTS COMPLETED**

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

ESET antivirus upgrade – server and client installs

Firewall upgrade/replacement

Naviline software upgrade

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

Naviline Edge User Interface Software Installation – Includes server and client install

Cognos Business Intelligence software install – Includes server and client installs

Sonicall wall upgrade/replacement for Library

IBM System I upgrade/replacement

PS Server room UPS upgrade

Public Services network configuration for new trailer

Leisure Services network configuration for new location at old Commerce building

Utilities Administration Building network expansion

Network infrastructure reconfiguration realizing cost savings

# Financial Services

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)

### **FY 2017 Performance Measures - Information Technology**

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Software Installation	175	100	100	50	50	300	50	209	350
Software Support	1,300	1,280	1,300	800	800	815	800	885	800
Workstation & Laptop Installation	60	60	60	75	75	35	50	29	25
Workstation & Laptop Repair	50	50	50	40	40	45	40	41	40
Server Installation	10	10	10	8	8	5	10	9	5
Server Repair/Maintenance	150	200	200	15	15	15	20	145	150
Switch & Router Installation	5	10	10	10	10	10	10	3	5
Switch & Router Programming	20	20	20	15	15	20	10	3	10
Network Engineering	10	10	10	5	5	5	5	2	2
Telephone Installation	15	10	10	10	10	10	15	8	10
Telephone Programming	125	130	130	50	50	60	50	84	50
Cell Phone	75	80	80	50	75	55	50	73	50
Software Training (Hours)	240	120	120	120	120	120	120	120	120
Telephone Usage Review	12	12	12	12	12	12	12	6	6
Internet Usage Review	4	4	4	4	4	0	4	1	4
Hardware Maintenance/Support (NEW)								285	200
Equipment Setup (NEW)								78	75

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2016
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Complete Critical Priority Work Orders within 6 hrs	95%	95%	95%	95%	95%	95%	95%	95%	95%
Complete Urgent Priority Work Orders within 1 Day	85%	85%	88%	85%	90%	85%	90%	85%	90%
Complete High Priority Work Orders within 2 Days	85%	85%	90%	85%	90%	85%	90%	85%	90%
Complete Medium Priority Work Orders within 4 Days	85%	85%	90%	85%	90%	85%	90%	90%	90%
Complete Low Priority Work Orders within 6 Days	85%	85%	90%	85%	90%	85%	90%	95%	90%

# Financial Services

Information Technology Fund- Technical - 1520	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	325,919	316,216	346,917	210,708	264,521	338,890	74,369	28%
* Benefits	182,192	183,291	176,978	15,918	176,978	145,447	(31,531)	-18%
<b>Sub-Total</b>	<b>508,111</b>	<b>499,507</b>	<b>523,895</b>	<b>226,626</b>	<b>441,499</b>	<b>484,337</b>	<b>42,838</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	30,156	24,725	33,850	17,525	33,850	32,900	(950)	(0)
* Travel & Training	10,670	10,425	24,615	10,300	17,900	24,400	6,500	36%
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	2,301	2,509	2,509	-	2,509	2,509	-	-
* Maintenance	30,956	37,224	37,880	24,509	34,880	30,085	(4,795)	-14%
* Operating Expense	509,990	545,096	588,561	403,132	586,265	535,381	(50,884)	-9%
<b>Sub-Total</b>	<b>584,073</b>	<b>619,979</b>	<b>687,415</b>	<b>455,466</b>	<b>675,404</b>	<b>625,275</b>	<b>(50,129)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	121,388	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>121,388</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	119,734	-	319,204	153,256	321,000	249,929	(71,071)	-22%
<b>TOTAL</b>	<b>1,333,306</b>	<b>1,119,486</b>	<b>1,530,514</b>	<b>835,348</b>	<b>1,437,903</b>	<b>1,359,541</b>	<b>(78,362)</b>	<b>-5%</b>

Information Technology Fund-Non Dept - 1520	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	118,804	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>118,804</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	0	-
							0	

# Human Resources

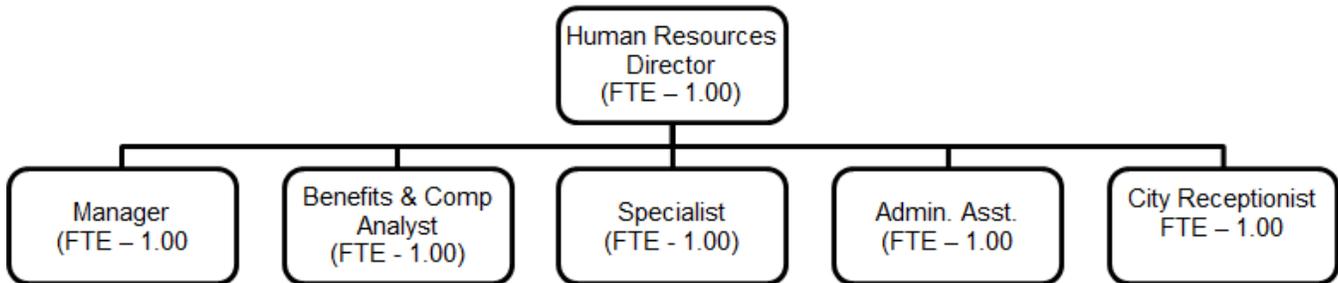
## MISSION

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 as catalysts 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 the women and men of the Human Resources department 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	6.00	0	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund, Self Insurance Fund

# Human Resources

## **CORE PROCESSES AND OUTPUTS**

The Human Resources (HR) department supports all other City departments through the implementation and management of comprehensive employee benefit programs, development and administration of safety and workers comp programs, ensuring of current and compliant personnel policies and procedures, supervision of performance and compensation programs, and support of all employee relations issues. Development and administration of these programs in one office ensures consistency and objectivity in their administration.

Human Resources works to ensure all other City departments have the necessary resources and support to best manage their human capital. Our department provides centralized personnel administration and record-keeping, background screening, training and development programs, collective-bargaining support, workers' compensation case management, and uniform application and consideration of State and Federal labor laws and of the City's Personnel Rules and Regulations. Our department strives to stay abreast of all state and federal legal changes in order to ensure full compliance across the City.

## **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 Financial Services 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 an employee health fair led by a 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. Risk Management has been charged with ensuring safety, security and well-being of all employees.

The Risk Management division attends all departmental safety meetings and leads the City-wide 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. The Safety Committee has been charged with revising the current Safety Manual to ensure it conforms to all current legislation.

# Human Resources

## **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.

## **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 reach in litigation status and budgeting for the City's insurance fund.

## **FY 2017 INITIATIVES**

Minimize the City's exposure to employer-liability issues and maintain excellent employee/employer relations through staff and supervisor knowledge of and compliance with all State and Federal employment laws and City policies.

## **FY 2017 GOALS & OBJECTIVES**

**Ensure the City remains competitive in recruiting and retaining the highest quality of staff by improving our compensation practices by updating Comprehensive Pay Plan.**

Review and/or update job descriptions based on the survey information.

Implement a new City Comprehensive Pay and Classification Plan upon receipt of classification and compensation study.

**Minimize the City's exposure to employer-liability issues and maintain excellent employee/employer relations through staff and supervisor knowledge of and compliance with all State and Federal employment laws and City policies.**

Partner with all departments to create a city-wide Safety Committee and Accident Review Board.

Partner with our insurance company risk division to perform thorough risk, safety and security analysis of all City property, structures and vehicles.

Review and update the Safety Manual, ensuring compliance with all current local, state and federal guidelines.

Develop safety training programs designed to encourage employee safety awareness and compliance with best practices.

**Provide the highest quality customer service and seek to maintain/improve employee job-satisfaction and retention rates through the speedy recruitment of strong employees in the pursuit of excellence throughout the City.**

# Human Resources

Streamline current recruiting process, eliminating redundancy and ensuring ease of process for hiring managers as well as candidates.

Implement online recruiting module to increase speed and efficiency of the recruiting process.

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

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.

Reduce turnover subsequently identified and associated with poor hiring decisions.

Create a Health and Wellness Awareness Program through incentives with our health insurance providers and local vendors.

Create informed employees who proactively manage their health.

Drive creation of employee led Health & Wellness Committee.

Partner with employees, vendors, and local businesses to hold First Annual Employee Health Fair.

Improve the loss benefit ratio with our health care providers (premiums paid/cost of benefits provided) thus reducing the cost to the City.

Promote a healthier work force.

**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.

**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.

**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.**

# Human Resources

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 achieve 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.

Annually host an Employee Service Award Luncheon for employees and spouses.

Recognize employees who attain certifications and complete professional achievement programs.

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

Create informed employees who proactively manage their health.

Improve the loss benefit ratio with our health care providers (premiums paid/cost of benefits provided) thus reducing the cost to the City.

Promote a healthier work force.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

**Initiate 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.**

Negotiated wages and benefits packages which are sustainable in our current economic environment.

Negotiations were settled with all three unions ratifying contracts through 2018.

Removed ambiguity and returned the workforce to a state of normalcy that will allow the City to focus on fulfilling its mission to the citizens of Lake Worth.

**Continue to strengthen the Human Capital Team through cross training.**

Ensure the HR staff is not dependent upon any one individual to provide a service that if they are absent or otherwise unavailable would leave the City's employees without a needed service. This objective is ongoing.

**Increase productivity within the HR function by using the Volunteers In Public Services (VIPs) to free up the Information Hub person another 12 hours a week, taking our volunteer usage to 25 hours a week from the current level of 12 hours a week.**

This objective is ongoing.

**Partner with Volunteers in Public Service (VIPs) coordinator to publicize the City's program and provide meaningful opportunities to Lake Worth residents and students.**

Establish a program with Palm Beach County schools to work with developmentally challenged students and provide real world work experiences. This objective was completed in March 2016.

# Human Resources

Partner with student service organizations to provide a means for students to complete required volunteer hours with the City. This objective was completed in January 2016.

## **Maintain good relationships with all applicants for employment with the City for current and future openings.**

Applicants for positions which are not open and available will receive an acknowledgement of credentials letter within two weeks of submitting a resume or application. This objective was completed and will continue going forward.

All interviewed candidates will receive a letter from the HR department once the position has been accepted. This objective was completed and will continue going forward.

## **New goals and objectives achieved during FY 2016**

### **Establish an online benefit enrollment process.**

Employees participated in an informational session in August 2016. Meetings with employees and benefit counselors were held in September 2016.

### **Upgrade City facilities' security access.**

This objective is ongoing.

### **Initiate 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.**

Negotiations were settled with all three unions ratifying contracts through 2018.

# Human Resources

Personnel	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1310	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	97,115	104,702	123,508	59,927	98,068	107,162	9,094	9.27%
* Benefits	42,597	43,054	53,294	4,487	53,294	49,061	(4,233)	-7.94%
<b>Sub-Total</b>	<b>139,712</b>	<b>147,756</b>	<b>176,802</b>	<b>64,414</b>	<b>151,362</b>	<b>156,223</b>	<b>4,861</b>	<b>3.21%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	40,435	26,213	57,623	20,271	56,715	48,055	(8,660)	-15.27%
* Travel & Training	33	2,194	2,650	379	2,650	2,650	-	-
* Utility & Communication	3,801	3,599	3,728	2,772	3,758	3,728	(30)	-0.80%
* Insurance	4,939	7,274	7,274	-	7,274	7,274	-	-
* Maintenance	2,450	3,062	675	1,837	2,337	675	(1,662)	-71.12%
* Operating Expense	9,543	6,475	23,755	2,999	14,125	16,125	2,000	14.16%
<b>Sub-Total</b>	<b>61,201</b>	<b>48,817</b>	<b>95,705</b>	<b>28,258</b>	<b>86,859</b>	<b>78,507</b>	<b>(8,352)</b>	<b>-9.62%</b>
<b>CAPITAL</b>							0	-
<b>TOTAL</b>	<b>200,913</b>	<b>196,573</b>	<b>272,507</b>	<b>92,672</b>	<b>238,221</b>	<b>234,730</b>	<b>(3,491)</b>	<b>-1.47%</b>

Employee Benefits Fund- HR	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1320	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	38,689	63,726	111,507	56,495	81,083	99,190	18,107	22%
* Benefits	7,672,602	7,657,301	8,631,174	5,573,292	8,010,823	7,933,193	(77,630)	-1%
<b>Sub-Total</b>	<b>7,711,291</b>	<b>7,721,027</b>	<b>8,742,681</b>	<b>5,629,787</b>	<b>8,091,906</b>	<b>8,032,383</b>	<b>(59,523)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	28,228	25,109	26,509	5,752	25,556	31,100	5,544	22%
* Travel & Training	-	299	2,350	-	2,350	2,350	-	-
* Utility & Communications	3,468	3,603	3,795	2,775	3,795	3,795	-	-
* Insurance	3,554	5,753	5,753	-	5,753	5,753	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	8,253	3,240	9,790	1,071	9,790	10,840	1,050	11%
<b>Sub-Total</b>	<b>43,503</b>	<b>38,004</b>	<b>48,197</b>	<b>9,598</b>	<b>47,244</b>	<b>53,838</b>	<b>6,594</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PRINCIPAL</b>								
<b>TOTAL</b>	<b>7,754,794</b>	<b>7,759,031</b>	<b>8,790,878</b>	<b>5,639,385</b>	<b>8,139,150</b>	<b>8,086,221</b>	<b>(52,929)</b>	

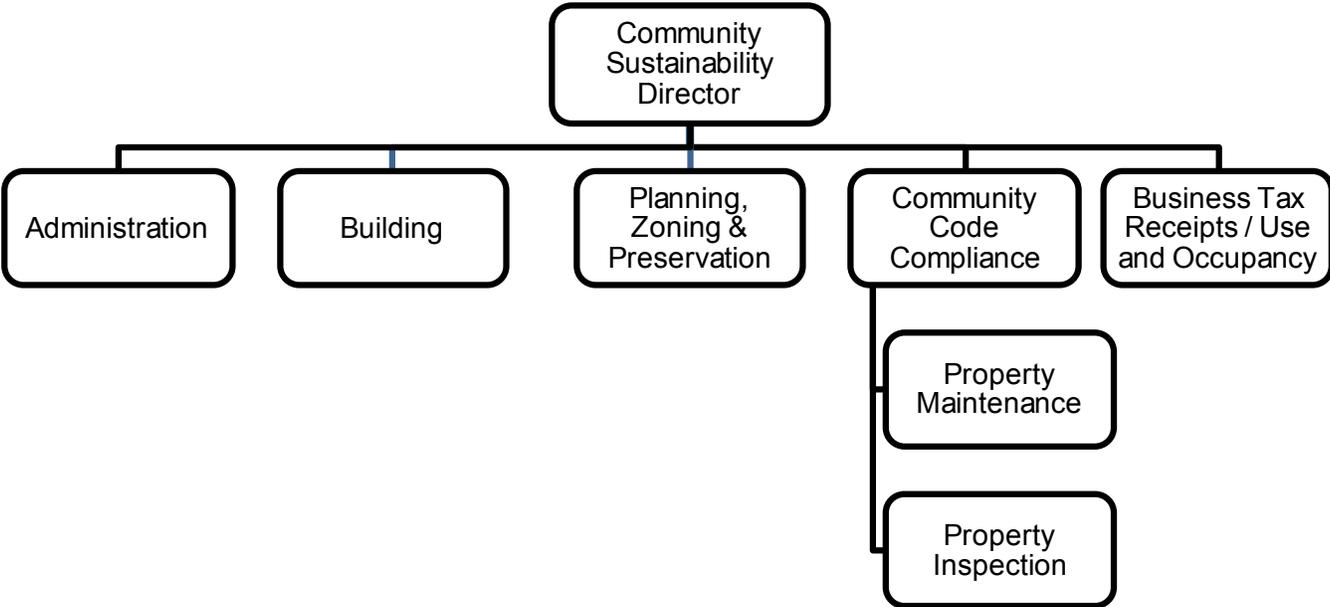
Self Insurance Fund- Property & Liability - 1331	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	72,571	47,036	50,700	24,696	41,217	78,099	36,882	89%
* Benefits	38,278	28,564	18,087	1,836	18,087	33,579	15,492	86%
<b>Sub-Total</b>	<b>110,849</b>	<b>75,600</b>	<b>68,787</b>	<b>26,532</b>	<b>59,304</b>	<b>111,678</b>	<b>52,374</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	108,515	88,137	606,537	357,423	623,737	819,349	195,612	31%
* Travel & Training	-	1,495	6,419	-	6,419	6,419	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	1,075,372	1,253,991	1,125,200	1,105,288	1,125,200	1,330,000	204,800	18%
* Maintenance	-	-	26,225	-	26,225	26,225	-	-
* Operating Expense	-	2,920	12,100	2,249	12,100	12,100	-	-
<b>Sub-Total</b>	<b>1,183,887</b>	<b>1,346,543</b>	<b>1,776,481</b>	<b>1,464,960</b>	<b>1,793,681</b>	<b>2,194,093</b>	<b>400,412</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PRINCIPAL</b>								
<b>TOTAL</b>	<b>1,294,736</b>	<b>1,422,143</b>	<b>1,845,268</b>	<b>1,491,492</b>	<b>1,852,985</b>	<b>2,305,771</b>	<b>452,786</b>	<b>24%</b>

# Human Resources

Self Insurance Fund- Worker's Compensation 1332	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	39,524	28,683	35,100	23,102	28,785	53,222	24,437	85%
* Benefits	17,199	13,768	9,129	1,714	9,129	19,581	10,452	114%
<b>Sub-Total</b>	<b>56,723</b>	<b>42,451</b>	<b>44,229</b>	<b>24,816</b>	<b>37,914</b>	<b>72,803</b>	<b>34,889</b>	<b>92%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	60,619	21,270	201,683	71,170	141,683	143,234	1,551	1%
* Travel & Training	3,770	-	3,500	-	1,000	3,500	2,500	250%
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	280,394	376,164	308,500	144,378	368,500	368,500	-	-
* Maintenance	3,354	-	-	-	-	-	-	-
* Operating Expense	945	-	3,000	-	3,000	3,000	-	-
<b>Sub-Total</b>	<b>349,082</b>	<b>397,434</b>	<b>516,683</b>	<b>215,548</b>	<b>514,183</b>	<b>518,234</b>	<b>4,051</b>	<b>1%</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL								
<b>TOTAL</b>	<b>405,805</b>	<b>439,885</b>	<b>560,912</b>	<b>240,364</b>	<b>552,097</b>	<b>591,037</b>	<b>38,940</b>	<b>7%</b>

Self- Insurance Fund Non - Dept 9010	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	3,844	6,700	3,000	-	3,000	3,000	-	-
<b>Sub-Total</b>	<b>3,844</b>	<b>6,700</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	8,510	130,000	9,523,383	130,000	9,510,146	9,380,146	(130,000)	-1%
<b>Sub-Total</b>	<b>8,510</b>	<b>130,000</b>	<b>9,523,383</b>	<b>130,000</b>	<b>9,510,146</b>	<b>9,380,146</b>	<b>(130,000)</b>	<b>-1%</b>
CAPITAL PRINCIPAL								
<b>TOTAL</b>	<b>12,354</b>	<b>136,700</b>	<b>9,526,383</b>	<b>130,000</b>	<b>9,513,146</b>	<b>9,383,146</b>	<b>(130,000)</b>	<b>-1%</b>

# Community Sustainability

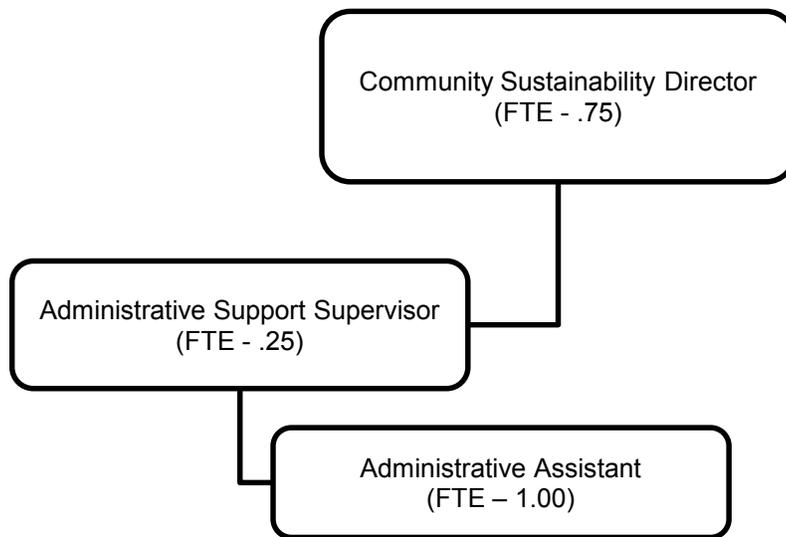


Related Funds: General Fund, Building Fund, Code Remediation Fund

# Community Sustainability Administration

## MISSION

The department develops and oversees the implementation of programs that impact the City's physical, historical, cultural and sustainable character as well as 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.00	+1.00	0	0	2.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Community Sustainability Administration

## **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 2017 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.

## **FY 2017 GOALS AND OBJECTIVES**

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

Objective: Market the Land Development Regulations as a mechanism to brand the City and encourage development investment.

Objective: Submit nominations for awards to projects and initiatives implementing the City's Land Development Regulations.

# Community Sustainability Administration

## **Goal 2: Develop, organize, staff and implement Comprehensive Use & Occupancy Program.**

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

Objective: Complete hiring process of all staffing.

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 improvement of the City's neighborhoods through strict enforcement of the City's Use & Occupancy Regulations.

## **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 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 the City's Evaluation and Appraisal Report (EAR) of its Comprehensive Plan.**

Objective: Conduct outreach and neighborhood input regarding amendments to the City's Comprehensive Plan.

Objective: Coordinate development of Economic Development, Housing and Neighborhood, Coastal Sea Level Rise, Floodplain Management, Transportation and Utility Chapters for Comprehensive Plan.

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 fiscal year.

## **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 bidding, permitting and construction commencement.

Objective: Assist with coordination and management of Economic Development Administration (EDA) grant for Boutwell Road Infrastructure Improvements.

## **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.

## **Goal 8: Initiate successful annexations under the City's Interlocal Service Boundary Agreement (ISBA).**

Objective: Coordinate annexations through enclave agreements with Palm Beach County.

# Community Sustainability Administration

## **FY 2016 INITIATIVES REPORT CARD**

Continue implementing, marketing and branding of the City's Land Development Regulations.  
**On-Going.**

Broaden and streamline the Comprehensive Community Blight Elimination Program.  
**Completed.**

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

Perform a building permit rate study and analysis.  
**Completed.**

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

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

Complete correction of the City's Formal Land Files.  
**On-Going.**

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

## **FY 2016 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.  
**Completed.**

Objective: Complete hiring process of all staffing by end of calendar year 2016.  
**Completed.**

# Community Sustainability Administration

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

**Completed.**

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

**On-Going.**

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 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.

**On-Going**

**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 2016.

**On-Going**

**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.

**On-Going.**

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

**On-Going.**

# Community Sustainability Administration

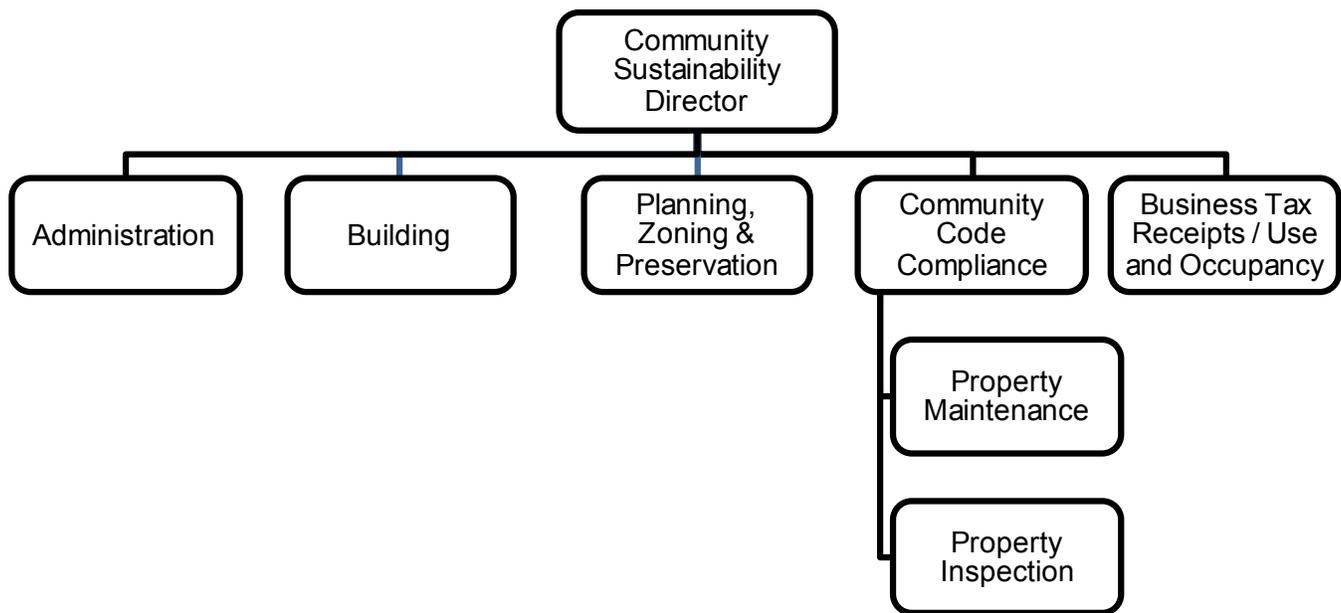
## FY 2017 Performance Measures - Community Sustainability Administration

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Meetings on Park of Commerce Redevelopment	274	30	30	47	30	45	45	57	30
Meetings Concerning Annexations	10	10	10	5	10	8	10	5	5
Meetings with Prospective Business Owners/Investors	100	150	150	142	150	125	150	148	150
Establish Sustainability Goals and Objectives for Department	yes	yes							
Ensure Performance Evaluations for All Staff	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Positive Return on Customer Comment Cards	90.00%	*	90.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Recruitment of New Businesses to Lake Worth	25	2	10	2	10	5	5	2	10
Negotiate Successful Annexations of Land into Lake Worth	3	2	3	2	3	1	3	2	2
All Staff have Secured Certifications for Their Positions	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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%	100%	100%

Community Sustainability- A Admin - 2010	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	122,387	106,877	111,206	82,975	111,206	137,900	26,694	24.00%
* Benefits	38,504	26,723	27,271	5,881	27,271	40,958	13,687	50.19%
<b>Sub-Total</b>	<b>160,891</b>	<b>133,600</b>	<b>138,477</b>	<b>88,856</b>	<b>138,477</b>	<b>178,858</b>	<b>40,381</b>	<b>29.16%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	20,894	11,542	16,542	-	15,042	24,815	9,773	64.97%
* Travel & Training	1,791	321	2,650	35	2,650	2,075	(575)	-21.70%
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	3,451	3,971	3,971	-	3,971	3,971	-	-
* Maintenance	4,900	6,125	4,900	3,675	4,900	4,900	-	-
* Operating Expense	8,122	4,384	12,275	2,441	8,285	11,975	3,690	44.54%
<b>Sub-Total</b>	<b>39,158</b>	<b>26,343</b>	<b>40,338</b>	<b>6,151</b>	<b>34,848</b>	<b>47,736</b>	<b>12,888</b>	<b>36.98%</b>
<b>CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>200,049</b>	<b>159,943</b>	<b>178,815</b>	<b>95,007</b>	<b>173,325</b>	<b>226,594</b>	<b>53,269</b>	<b>30.73%</b>

# Community Sustainability

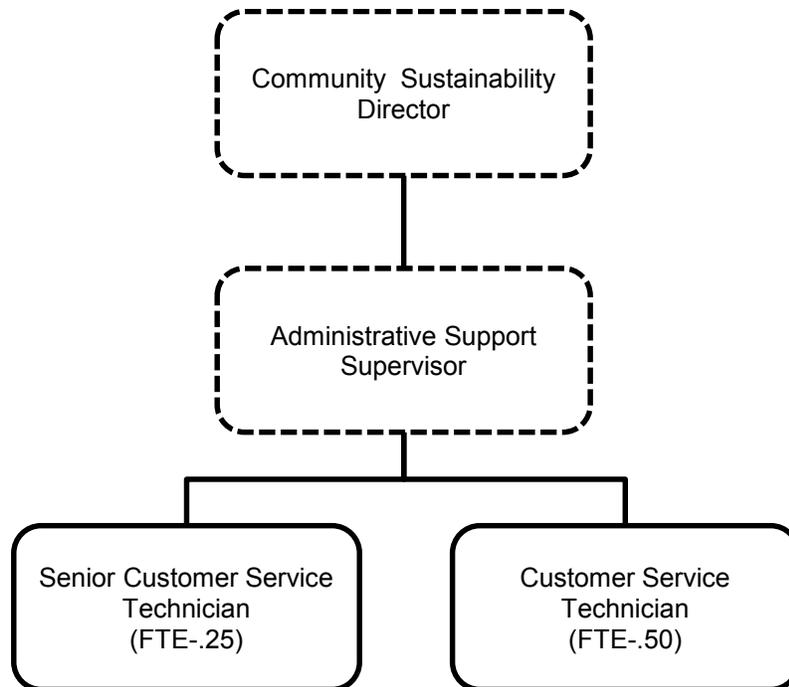


Related Funds: General Fund, Building Fund, Code Remediation Fund

# Business License

## MISSION

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



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 – FY 2017
Full-time	.75	0	0	0	.75
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Business License

## **CORE PROCESSES AND OUTPUTS**

The Business License Division is responsible for invoicing and processing business license applications, which include three (3) parts: Business Tax Receipt, Use & Occupancy, and an inspection once every three years. 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.

## **FY 2017 INITIATIVES**

Business Tax Receipt Study for classification and rate changes.

Coordinate with IT to set up renewal payments so that they may be processed on-line.

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

## **FY 2017 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.

Objective: Coordinate outreach to businesses throughout the City to build awareness of the requirements of having a business license and the steps to apply.

**Goal 2: Improve classifications and collections of business tax receipts in the Business License Program through the adoption of a new rate and classification system.**

Objective: Coordinate the completion of an up to date rate and classification study for business tax receipts in the City.

Objective: Adopt a new rate and classification schedule that is commensurate with the City's new Land Development Regulations including the uses and classification that are prevalent for the 21<sup>st</sup> Century.

## **FY 2016 INITIATIVES REPORT CARD**

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

**On-going.**

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

**On-going.**

# Business License

## FY 2016 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.

### FY 2017 Performance Measures - Business License

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Renewal and processing of Commercial Business Licenses (New & Renewal)	2,500	1,800	2,000	1,536	2,000	232**	300	500	500
Renewal and Processing of Rental Business Licenses (New & Renewal)	3,000	2,750	3,000	1,694	3,000	1,853	3,000	3,500	3,500
Schedule Inspection for Use & Occupancy with Code Compliance Inspector	2,500	2,500	4,250	1,841	4,250	1,651	4,250	2,000	2,500
Business Tax Receipt (Renewals & New) Printed and Mailed	5,500	5,000	5,500	5,000	5,500	5,000	5,500	5,000	6,000
Input and Processing of Business Tax Receipt (Renewal & New) Payments	5,500	5,000	5,500	5,000	5,500	3,174	5,500	5,500	6,000

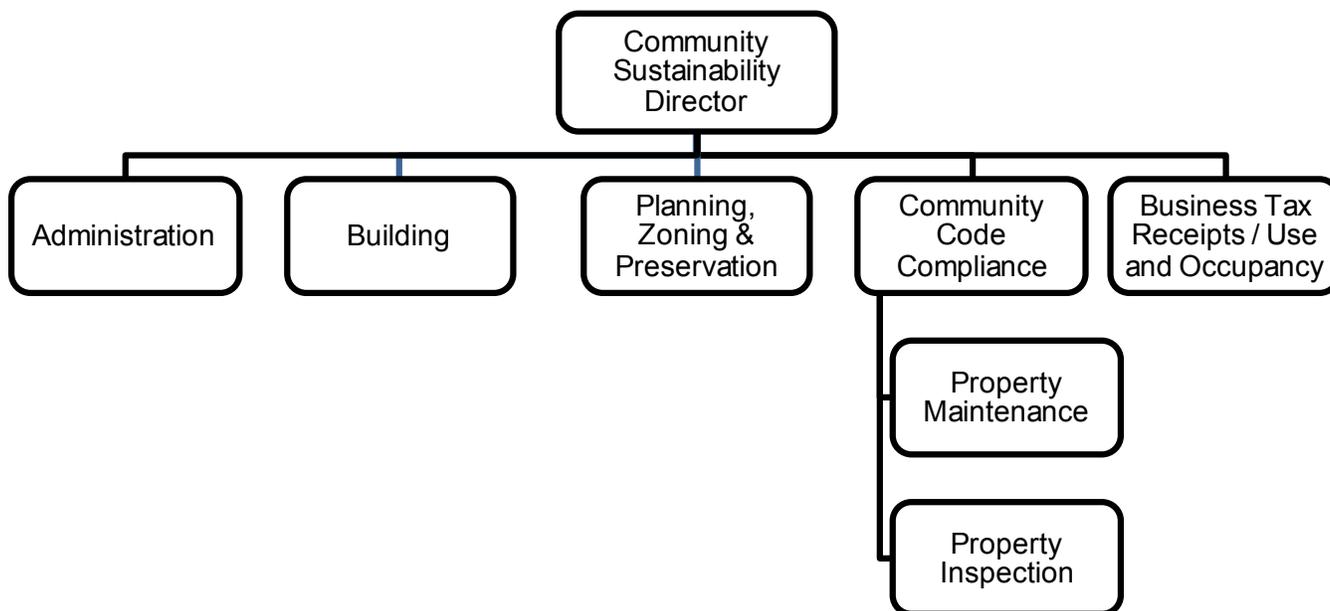
Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2016
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Business License Renewals Mailed by August 1	*	*	100.00%	100.00%	100%	100%	100.00%	100.00%	100%
Telephone Calls Returned Within 24 hrs 98% of the time	95%	95%	95%	95%	95%	95%	95%	95%	95%

\* Not measured in prior year

\*\* Change from Business Tax Receipt to Business License

Business License/Billing &	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017	FY 2016-2017
2050	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast	
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages	47,559	24,259	25,670	18,222	25,650	29,460	3,810	14.85%	
* Benefits	31,431	14,340	16,848	1,213	16,848	17,353	505	3.00%	
<b>Sub-Total</b>	<b>78,990</b>	<b>38,599</b>	<b>42,518</b>	<b>19,435</b>	<b>42,498</b>	<b>46,813</b>	<b>4,315</b>	<b>10.15%</b>	
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service	14,174	12,712	12,712	-	12,712	15,419	2,707	21.29%	
* Travel & Training	448	617	1,700	302	1,400	1,500	100	7.14%	
* Utility & Communication	385	424	424	-	424	424	-	-	
* Insurance	-	-	-	-	-	-	-	-	
* Maintenance	22,906	19,835	25,100	13,825	27,925	25,300	(2,625)	-9.40%	
* Operating Expense	-	-	-	-	-	-	-	-	
<b>Sub-Total</b>	<b>37,913</b>	<b>33,588</b>	<b>39,936</b>	<b>14,127</b>	<b>42,461</b>	<b>42,643</b>	<b>182</b>	<b>0.43%</b>	
<b>CAPITAL</b>							0	-	
<b>TOTAL</b>	<b>116,903</b>	<b>72,187</b>	<b>82,454</b>	<b>33,562</b>	<b>84,959</b>	<b>89,456</b>	<b>4,497</b>	<b>5.29%</b>	

# Community Sustainability

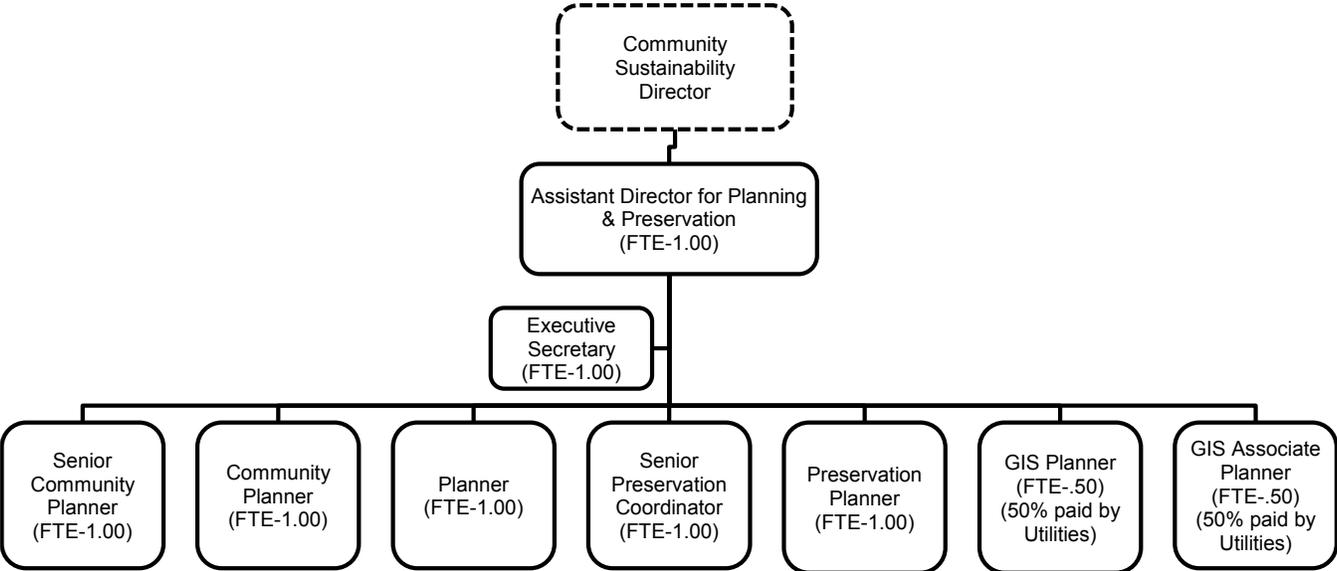


Related Funds: General Fund, Building Fund, Code Remediation Fund

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	8.00	0	0	0	8.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Planning, Zoning & Preservation

## **CORE PROCESSES AND OUTPUTS**

The Planning & 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 March 2016, the division had processed 154 Certificates of Appropriateness, 99 Planning & Zoning cases and requests, conducted 79 application meetings and performed 430 building permit reviews and 290 business license reviews. In FY 2015, the Division processed 264 Certificates of Appropriateness, 141 Planning & Zoning cases and requests, conducted 148 application meetings and performed 758 building permit reviews and 248 business license reviews.

Total revenues were \$133,945.67 in FY 2015 and by the end of March 2016, total revenues were \$90,327.75 for FY 2016.

## **FY 2017 INITIATIVES**

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

Undertake the Evaluation and Appraisal Report (EAR)-based amendments to the City's Comprehensive Plan.

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

With grant assistance from the Certified Local Government for drafting of Historic Preservation Design Guidelines, initiate banner/signage program for the City's historic districts .

# Planning, Zoning & Preservation

## **FY 2017 GOALS AND OBJECTIVES**

### **Goal 1: Review, update and maintain the Land Development Regulations.**

Objective: Codify, promote and explain appeal of land development regulations including zoning district, development framework and approval processes as well as undertake semi-annual reviews and updates of the Code.

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

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

### **Goal 3: Complete hearing and adoption of new elements to the City Comprehensive Plan relative 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 update the Evaluation and Appraisal Report (EAR)-based amendments.

### **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 such as website links, paperless filing, and interactive mapping.

### **Goal 5: Improve understanding and appreciation of the City's historic preservation program and its historic district 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 2016 INITIATIVES REPORT CARD**

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

### **Placed on hold due to staffing limitations.**

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

### **Ongoing.**

Grant assistance from Certified Local Government for Historic Preservation Design Guidelines.

### **Ongoing.**

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

### **Ongoing.**

# Planning, Zoning & Preservation

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

### **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 the code.

#### **Ongoing**

### **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. Collaboration of efforts of both City and County staff to prepare an enclave agreement to facilitate formal 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 June 2016.**

### **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.

#### **Ongoing - coinciding with EAR-based amendment 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.

#### **Ongoing.**

### **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.

**Brochures for Historic Preservation published and available. Mailer inserts in utility bills will be provided to bolster understanding of historic preservation program.**

# Planning, Zoning & Preservation

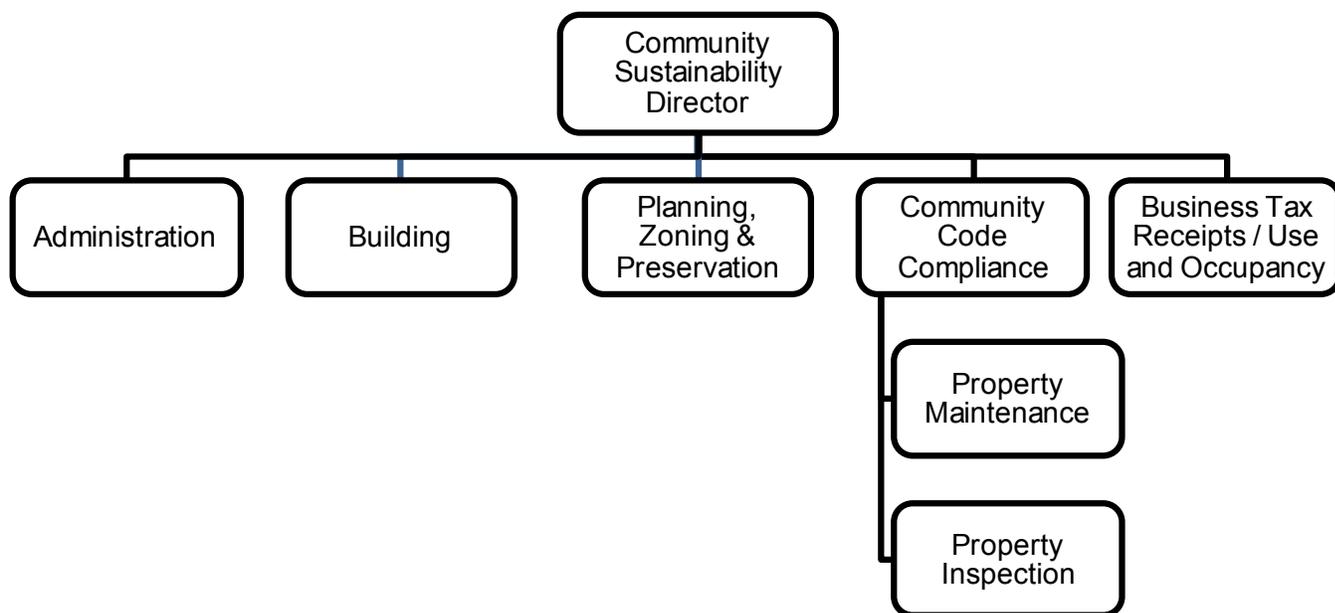
## FY 2017 Performance Measures - Planning, Zoning & Historic Preservation

Workload Measurements:	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
P&Z Board Cases	30	25	30	19	20	29	20	35	20
HRPB Cases	50	50	75	40	45	46	45	65	45
Staff Level Reviews and Approvals	150	200	250	226	275	218	275	200	275
Zoning Determinations Made (Formal)	25	45	70	96	75	112	75	75	75
GIS Land File Maintenance (Properties)	1,500	1,750	2,500	1,750	6,500	3,827	6,500	2,500	5,000
Use and Occupancy Verification - Commercial	500	500	1,750	500	2,000	503	2,000	300	500
Use and Occupancy Verification - Residential	1,500	2,000	2,500	2,000	1,500	1,148	1,500	1,250	1,500
Building Permit Reviews				577	650	758	700	650	650
Business License Reviews	750	300	750	199	350	248	350	350	350

Effectiveness Measurement	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Initiate development of comprehensive plan amendments to address neighborhoods and economic development	*	*	*	*	100%	50%	100%	100%	100%
Draft and codify ordinances to regulate community gardens, dark sky, mobile food vending, parking regulations, and sustainability.	100%	*	*	*	50%	50%	75%	75%	50%
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.	95%		75%	80%	100%	85%	90%	80%	100%
Initiate another phase of Land Development Regulations for clarity and elimination of inconsistencies and simplify permitted use tables.			80%	100%	80%	100%	100%	100%	80%

Planning & Zoning	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
2030	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	292,066	324,510	395,227	225,766	264,135	623,528	359,393	136.06%
* Benefits	158,557	213,581	221,784	16,442	221,784	181,885	(39,899)	-17.99%
<b>Sub-Total</b>	<b>450,623</b>	<b>538,091</b>	<b>617,011</b>	<b>242,208</b>	<b>485,919</b>	<b>805,413</b>	<b>319,494</b>	<b>65.75%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	76,067	77,834	124,457	38,774	123,924	160,070	36,146	29.17%
* Travel & Training	1,291	3,080	5,525	204	5,525	5,575	50	0.90%
* Utility & Communication	1,301	1,339	1,181	929	1,181	1,181	-	-
* Insurance	294	323	323	-	323	323	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	25,415	15,110	29,817	9,692	30,375	22,350	(8,025)	-26.42%
<b>Sub-Total</b>	<b>104,368</b>	<b>97,686</b>	<b>161,303</b>	<b>49,599</b>	<b>161,328</b>	<b>189,499</b>	<b>28,171</b>	<b>17.46%</b>
CAPITAL	-	-	-	-	-	28,500	28,500	0.00%
<b>TOTAL</b>	<b>554,991</b>	<b>635,777</b>	<b>778,314</b>	<b>291,807</b>	<b>647,247</b>	<b>1,023,412</b>	<b>376,165</b>	<b>58.12%</b>

# Community Sustainability

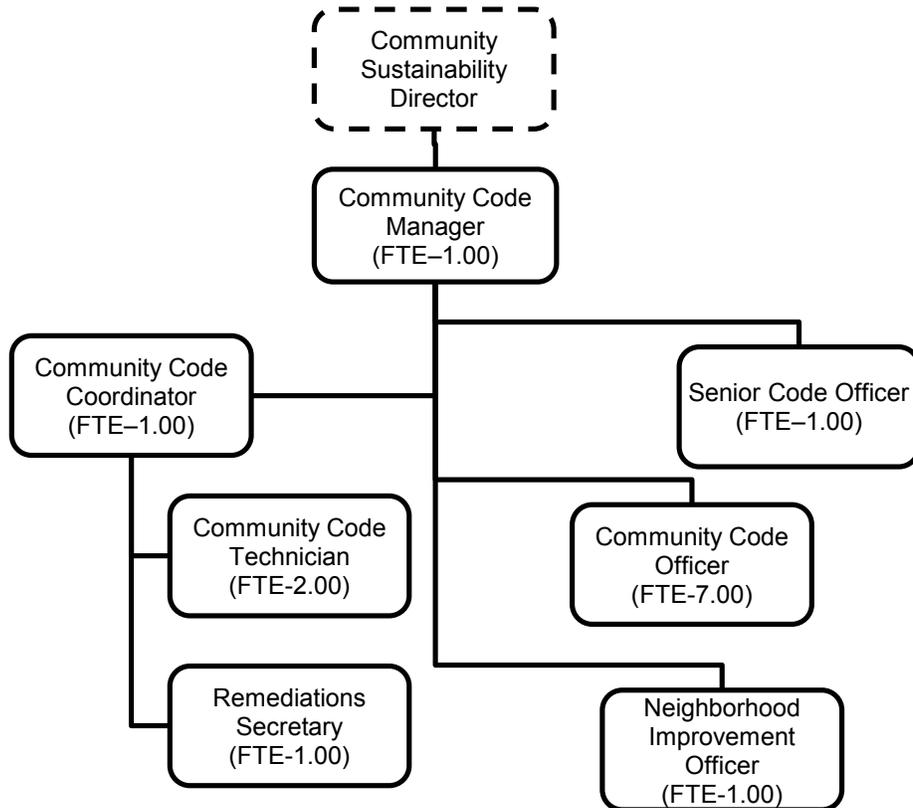


Related Funds: General Fund, Building Fund, Code Remediation Fund

# Community Code Compliance

## MISSION

To protect and enhance property values, maintain community appearance standards, and to preserve the quality of life in our Community through the enforcement of City Codes and Ordinances.



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 – FY 2017
Full-time	13.00	1.00	0	0	14.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund, Code Remediation Fund

# 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.

During FY 2015, the division initiated 2,157 code cases, performed 6,431 site inspections, responded to 709 complaint and completed lot clearing and board & secure services at 94 properties as well as 6 demolitions. By the end of March 2016, the Division had initiated 1,173 code cases, performed 3,201 site inspections, responded to 727 complaints and completed lot clearing and board & secure services at 42 properties, as well as 4 demolitions.

## FY 2017 INITIATIVES

Improving our effectiveness by concentrating the efforts on solutions to an influx of residential violations created by recent demographic and market trends.

Completing a comprehensive code compliance effort on the core commercial corridors within the City concentrating on sign violations, outdoor display, and overall curb appeal of businesses.

## FY 2017 GOALS AND OBJECTIVES

**Goal 1:** Reduce the percentage of complaint investigations to 20% of the total investigations completed.

Objective: Redirect compliance efforts to more proactive investigations, thereby having a greater impact on the aesthetic condition of the Community.

**Goal 2:** Continue to increase our overall compliance rate to closer to 80%.

Objective: Improve our efficiency output by managing more cases to a point of compliance. This will require increases in our education and communication components.

**Goal 3:** Increase the delinquency collection rate of Use/Occupancy inspections and fees.

Objective: Utilizing the Senior Code Officer to concentrate on delinquent U/O inspections and capturing those that otherwise were missed in previous years.

# Community Code Compliance

## **FY 2016 INITIATIVES REPORT CARD**

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.

**Completed – included abandoned vehicle remediation in this process as well.**

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

**Ongoing – matched number of NOA presentations from FY 2016 with 6 months left.**

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.

**Completed – process improved with the addition of Remediation Secretary.**

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.

**Ongoing – results of this effort will not be seen until FY 2017.**

Institute initiative to bring improved compliance with Business License Program including the addition of a Senior Code Compliance Officer dedicated to this effort as well as improving delivery of other field operations.

**Completed – position was filled in January 2016.**

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

**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.

**Ongoing – continuous improvements being made to the process and data system to get the most out of our efforts.**

**Goal 2: Increase the effectiveness of the Business License Program.**

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

**Ongoing – with the implementation of the Senior Code Compliance Officer we should see the results of this program in FY 2017.**

# Community Code Compliance

## FY 2017 Performance Measures - Community Code Compliance

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
New Code Cases Initiated	2,500	2,500	3,000	2,540	2,500	2,157	2,000	2,250	2,500
Code Cases Resolved	2,500	2,500	3,000	2,000	1,500	1,005	1,000	2,000	1,500
Notices of Violation Generated	2,000	2,250	2,500	1,888	1,250	1,968	1,750	1,500	1,250
Complaints Received	*	420	450	266	375	709	375	1,000	375
Site Inspections	3,500	7,000	10,000	5,949	7,500	6,431	6,000	6,000	7,500
Magistrate Orders Issued	300	500	750	560	500	608	500	400	500
Use and Occupancy Inspections Commercial	1,500	500	1,750	516	1,500	503	1,250	400**	500
Use and Occupancy Inspections Residential	1,500	2,000	2,500	1,313	1,000	1,148	1,500	1500**	1,500
Vacant Property Registrations	850	500	750	1,208	1,250	824	1,250	1,350	1,250
Board Up and Lot Clearing Services	50	20	50	20	50	94	75	75	75
Chronic Nuisance Property Declarations	25	15	25	15	25	-	25	5	5
City Initiated Demolitions	15	5	15	5	15	6	10	10	10

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Telephone Calls Returned Within 24 hours 98% of the time	95%	95%	95%	95%	95%	90%	95%	95%	95%
Percent of Code Cases Brought Into Voluntary Compliance Prior to an Administrative Hearing	50%	*	50%	*	50%	*	50%	50%	50%
Percentage of Cases Brought Into Compliance	70%	*	70%	*	70%	*	70%	70%	70%
Complaints as a Percent of Total Cases	20%	*	20%	*	20%	*	20%	20%	20%

\* Not measured in prior year

\*\* Changed to every 3 year cycle for inspections

Code Compliance	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
2040, 2041, & 2042	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	423,612	463,375	577,125	370,492	454,300	664,182	209,882	46.20%
* Benefits	286,871	297,760	340,361	26,922	340,361	332,971	(7,390)	-2.17%
<b>Sub-Total</b>	<b>710,483</b>	<b>761,135</b>	<b>917,486</b>	<b>397,414</b>	<b>794,661</b>	<b>997,153</b>	<b>202,492</b>	<b>25.48%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	78,246	60,031	60,531	-	61,031	70,522	9,491	15.55%
* Travel & Training	565	2,039	3,650	445	5,150	6,575	1,425	27.67%
* Utility & Communication	1,006	1,036	944	718	944	944	-	-
* Insurance	4,003	4,422	4,422	-	4,422	4,422	-	-
* Maintenance	34,668	42,875	39,200	28,175	39,200	44,100	4,900	12.50%
* Operating Expense	31,484	24,904	50,150	16,298	41,380	37,450	(3,930)	-9.50%
<b>Sub-Total</b>	<b>149,972</b>	<b>135,307</b>	<b>158,897</b>	<b>45,636</b>	<b>152,127</b>	<b>164,013</b>	<b>11,886</b>	<b>7.81%</b>
<b>CAPITAL</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>	<b>#DIV/0!</b>
<b>TOTAL</b>	<b>860,455</b>	<b>896,442</b>	<b>1,080,883</b>	<b>443,050</b>	<b>946,788</b>	<b>1,164,166</b>	<b>217,378</b>	<b>22.96%</b>

# Community Code Compliance

Code Remediation Fund	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
2040	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	73,976	245,203	368,000	142,314	369,400	390,500	21,100	5.71%
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense							-	-
<b>Sub-Total</b>	73,976	245,203	368,000	142,314	369,400	390,500	21,100	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL							-	-
<b>TOTAL</b>	73,976	245,203	368,000	142,314	369,400	390,500	21,100	5.71%

Code Remediation Fund	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	(789)	107,475	100	-	100	100	-	-
<b>Sub-Total</b>	(789)	107,475	100	-	100	100	-	-
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL							0	0
<b>TOTAL</b>	(789)	107,475	100	-	100	100	-	-

# 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 FY 2015, PBSO charged the City \$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%.

For FY 2016, the contract amount of \$12,221,000 included a 1% contract increase from FY 2015.

For FY 2017, the contract amount of \$12,465,420 included a 2% contract increase from FY 2016. Additionally, in our efforts to drastically reduce and maintain low crime rates in our community, we also budgeted in FY 2017 for five (5) additional sworn officers at \$123,400 each for a total cost of \$617,000, of which \$246,800 is funded from the general fund.

The Sheriff is contractually required to invoice the City within ten days of the close of each month, and the City is required to provide payment by the 25<sup>th</sup> day of the month following the receipt of the invoice.

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 by June 30, of any given year, for termination to be effective on October 1 of that same year.

Related Funds: General Fund, Beach Fund, Electric Fund, Water Fund

# Palm Beach County Sheriff's Office

Palm Beach County Sheriff Staff Count								
Position Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Captain	1	1	1	1	1	1	1	1
Lieutenant	6	3	1	1	1	1	1	1
Sergeant	12	12	11	11	11	11	11	11
Sergeant	2	1	0	0	0	0	0	0
Deputy Sheriff	66	64	64	64	64	64	64	69
Deputy Sheriff	4	3	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1	1	1
Communications Officer	12	10	10	10	10	10	10	10
Communications Part Time	4	4	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1	1	1
School Crossing Part Time	10	10	10	10	22	22	24	25
Evidence Technician	2	2	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1	1	1
<b>TOTAL</b>	<b>133</b>	<b>124</b>	<b>120</b>	<b>120</b>	<b>132</b>	<b>132</b>	<b>134</b>	<b>140</b>

Police	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
3010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	2,543,956	2,774,251	2,615,683	1,810,262	2,615,683	2,696,961	81,278	3.11%
<b>Sub-Total</b>	<b>2,543,956</b>	<b>2,774,251</b>	<b>2,615,683</b>	<b>1,810,262</b>	<b>2,615,683</b>	<b>2,696,961</b>	<b>81,278</b>	<b>3.11%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	12,102,930	12,104,820	12,224,020	9,169,000	12,224,020	12,715,240	491,220	4.02%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	82,693	90,094	81,561	82,152	109,360	109,360	-	-
* Insurance	47,616	72,219	72,219	-	72,219	72,219	-	-
* Maintenance	23,360	46,728	26,000	13,131	26,000	26,000	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>12,256,599</b>	<b>12,313,861</b>	<b>12,403,800</b>	<b>9,264,283</b>	<b>12,431,599</b>	<b>12,922,819</b>	<b>491,220</b>	<b>3.95%</b>
CAPITAL	18,000	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>14,818,555</b>	<b>15,088,112</b>	<b>15,019,483</b>	<b>11,074,545</b>	<b>15,047,282</b>	<b>15,619,780</b>	<b>572,498</b>	<b>3.80%</b>

# Palm Beach County Fire Rescue

On April 7, 2009, the City of Lake Worth entered into an interlocal agreement with Palm Beach County to provide fire-rescue services to the City from October 1, 2009, until October 1, 2019. Under this agreement, all City Fire Department employees and personnel matters, including rendition of service and standards of performance, were transferred and merged into the County Fire/Rescue Department. Transferred employees that were part of the Lake Worth Firefighters' Pension Trust Fund deferred retirement option plan (DROP) had the option to remain in the program with the understanding they would be terminated upon conclusion of their DROP period.

The fire-rescue agreement requires that the County provide the City with all personnel and equipment necessary to provide adequate fire suppression, emergency medical services, special operations, hazardous material response and mitigation, emergency communications, confined space rescue, dive rescue, fire code inspections and testimony related thereto, response to all subpoenas related to fire rescue activities, arson investigation, new construction inspection, community education programs and all other emergency and non-emergency services generally provided by the Palm Beach County Fire/Rescue Department.

Under the fire-rescue agreement, the City is required to avail its fire-rescue facilities to the County for the provision of contractually required services. The City is also required to maintain all fire-rescue related records created or maintained by the City prior to or after the commencement of the interlocal agreement. The agreement also required the transfer of all fire-rescue apparatus and related equipment, reserve equipment, maintenance and support equipment and furnishings in the City's Fire Rescue Department facilities to the County.

The provision of fire-rescue services is funded under the Municipal Services Taxing Unit (MSTU).

Palm Beach County Fire/Rescue is required to provide a monthly report maintained and summarized by category of all calls containing: the time the call was received, time of dispatch, time en route, travel time and time of arrival in responding to each call.

The interlocal agreement may only be terminated by written agreement between the two parties; by either party, upon written notice to the other party, if the non-terminating party has defaulted on any of its material obligations and failed to cure said default in accordance with the prescribed cure 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 2017 budget reflects the same terms of agreement as in the FY 2016 Budget.

Related Funds: General Fund

# Palm Beach County Fire Rescue

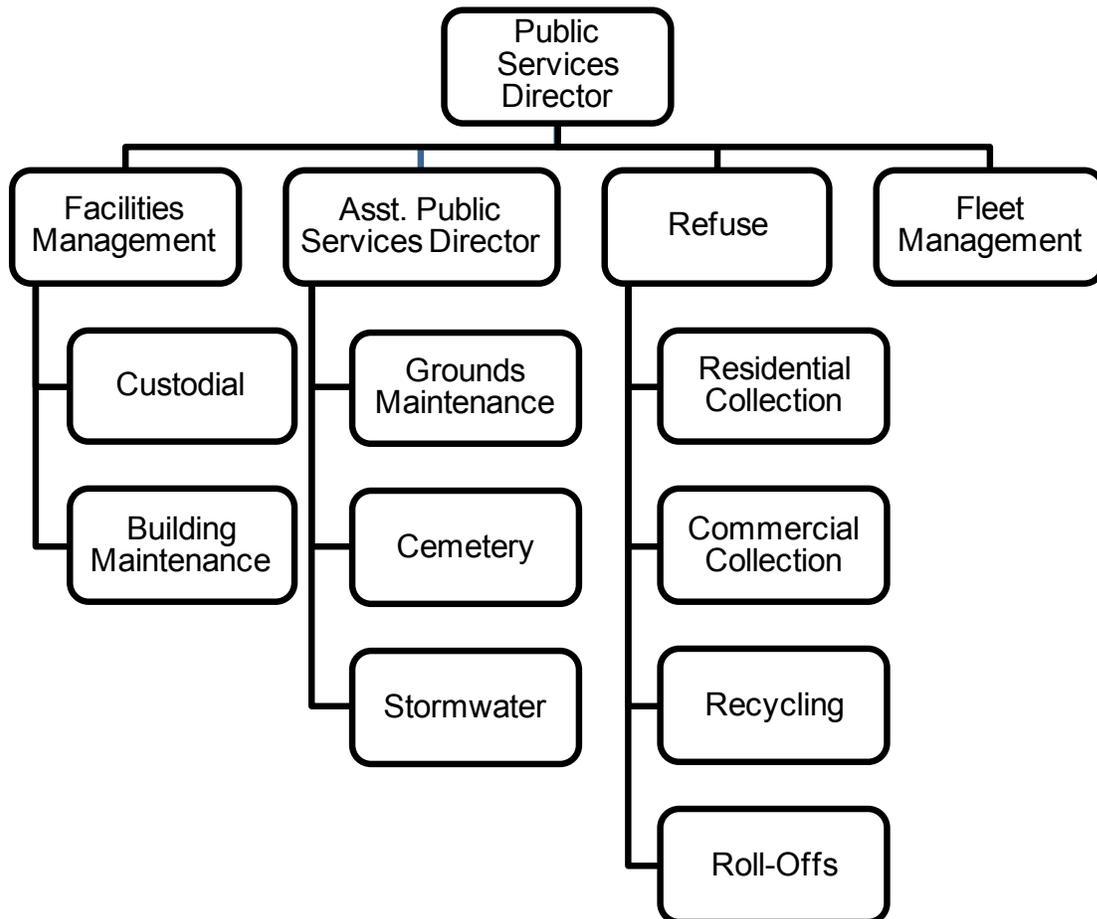
<b>Palm Beach County Fire &amp; Rescue Staff / Lake Worth District</b>			
<u>Station 91 / Engine 91 / Rescue 91</u>		<u>Station 93 / Engine 93 / Rescue 93</u>	
Drivers	1	Drivers	1
Captain	1	Captain	1
Firefighter/Paramedic	1	Firefighter/Paramedic	1
<b><u>Rescue</u></b>		<b><u>Rescue</u></b>	
Lieutenant	1	Lieutenant	1
Firefighter/Paramedic	2	Firefighter/Paramedic	2
EMS Captain - 1			
Battalion Chief - 1			

**Footnote by PBC Fire & Rescue:**

There are 47 other Fire & Rescue stations that provide back up services when needed.

Fire	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
4010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	2,798,673	2,721,527	2,709,016	1,985,378	2,709,016	2,710,615	1,599	0.06%
<b>Sub-Total</b>	2,798,673	2,721,527	2,709,016	1,985,378	2,709,016	2,710,615	1,599	0.06%
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	29,215	32,538	32,538	-	32,538	32,538	-	-
* Maintenance	2,707	2,352	3,460	1,764	3,460	3,460	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	31,922	34,890	35,998	1,764	35,998	35,998	-	-
<b>CAPITAL</b>	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>2,830,595</b>	<b>2,756,417</b>	<b>2,745,014</b>	<b>1,987,142</b>	<b>2,745,014</b>	<b>2,746,613</b>	<b>1,599</b>	<b>0.06%</b>

# Public Services

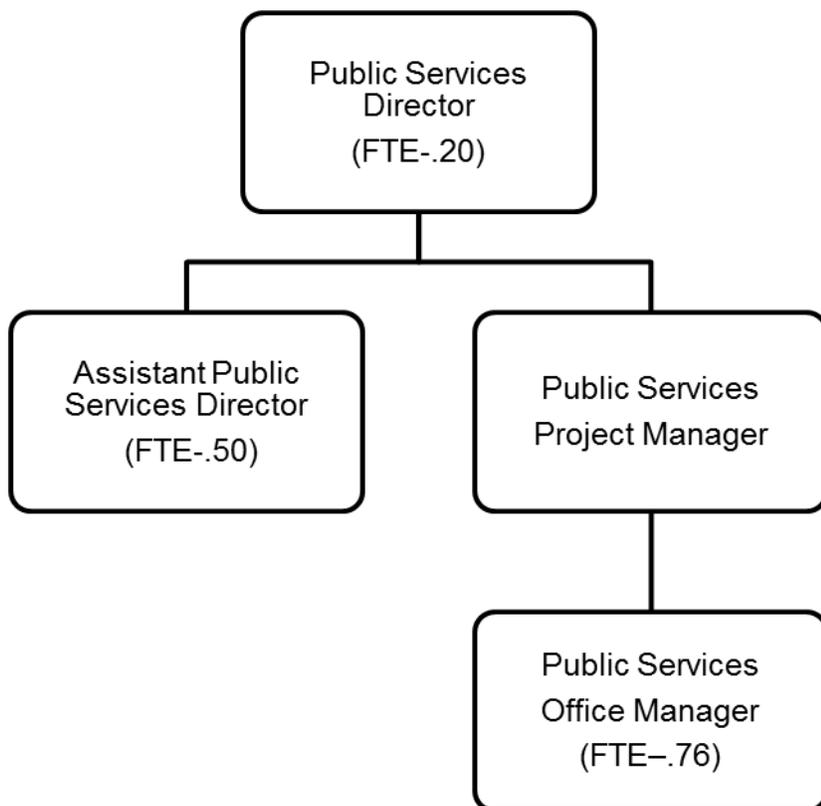


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.46	0	0	0	1.46
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Public Services Administration

## **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 2017 INITIATIVES**

Work closely with each Division to develop competency in analyzing and utilizing Naviline to manage each respective Division similar to a business.

## **FY 2017 GOALS AND OBJECTIVES**

Increase staffing levels to maximize City services and quality of the aesthetic of the City.

## **FY 2016 INITIATIVES REPORT CARD**

Given the existing levels of staffing, the Divisions remained productive and were able to accomplish many projects, both large and small, that had good impact on the City.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

The Capital Improvements Plan was carried out as planned and completed under budget and ahead of schedule.

# Public Services Administration

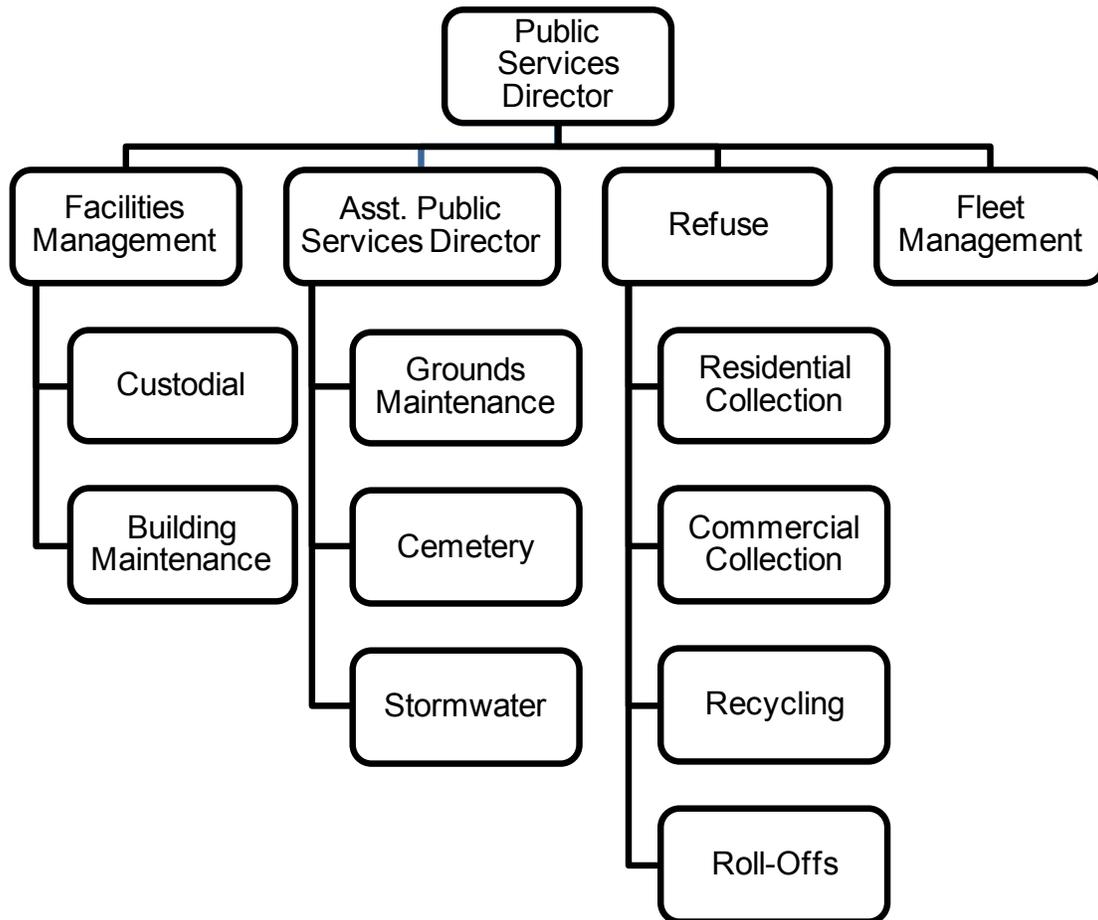
## FY 2017 Performance Measures - Public Services Administration

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Forward incoming service calls and emails to appropriate division in a timely manner	90%	90%	90%	90%	95%	95%	95%	95%	100%
Number of resident requests satisfied	85%	85%	90%	90%	90%	90%	95%	95%	100%
Respond to fee inspections within 48 hrs	90%	90%	90%	90%	95%	95%	98%	100%	100%
Timely response to resident divisional requests	*	*	90%	90%	90%	95%	95%	100%	100%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Response time for incoming service calls and emails	90%	90%	90%	90%	95%	95%	98%	100%	100%
Monitor Project Manager's inspection log weekly	*	*	100%	95%	100%	95%	95%	95%	100%
Monitor and correct divisional responses to residents	*	*	*	*	*	*	100%	100%	100%

Public Services Administration	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017 \$ Change	FY 2016-2017 % Change
5010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	FY 17 Budget & FY 16 Forecast	FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	97,551	93,690	99,122	71,505	99,122	124,125	25,003	25.22%
* Benefits	59,736	45,087	35,248	5,195	35,248	38,004	2,756	7.82%
<b>Sub-Total</b>	<b>157,287</b>	<b>138,777</b>	<b>134,370</b>	<b>76,700</b>	<b>134,370</b>	<b>162,129</b>	<b>27,759</b>	<b>20.66%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	35,295	33,468	154,306	112,247	154,306	167,334	13,028	8.44%
* Travel & Training	3,995	712	8,400	2,448	8,400	5,000	(3,400)	-40.48%
* Utility & Communication	360	330	337	210	337	337	-	-
* Insurance	10,531	17,637	17,637	-	17,637	17,637	-	-
* Maintenance	11,800	14,750	9,800	14,267	9,800	9,800	-	-
* Operating Expense	7,530	6,730	7,736	1,901	7,731	7,736	5	0.06%
<b>Sub-Total</b>	<b>69,511</b>	<b>73,627</b>	<b>198,216</b>	<b>131,073</b>	<b>198,211</b>	<b>207,844</b>	<b>9,633</b>	<b>4.86%</b>
CAPITAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>226,798</b>	<b>212,404</b>	<b>332,586</b>	<b>207,773</b>	<b>332,581</b>	<b>369,973</b>	<b>37,392</b>	<b>11.24%</b>

# Public Services

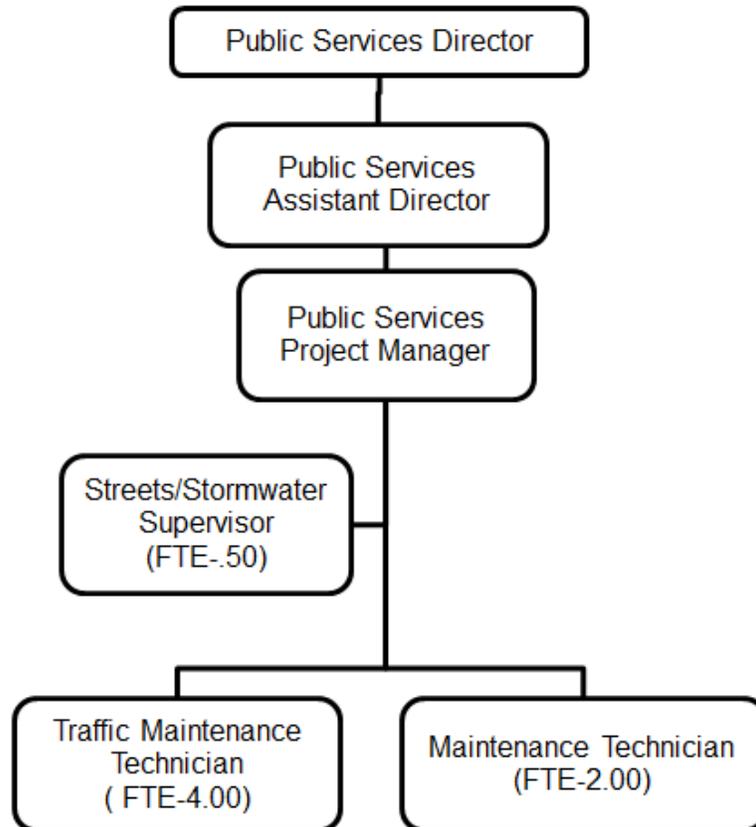


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Streets

## MISSION

The mission of the Streets and Stormwater division is to provide exceptional customer service and response time to roadway and stormwater issues while maintaining a proactive roadway and stormwater maintenance program.



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 – FY 2017
Full-time	1.50	+3.00	0	+2.00	6.50
Part-time (FTE)	2.00	0	0	-2.00	0

Related Funds: General Fund, Road Improvement Fund

# Streets

## **CORE PROCESSES AND OUTPUTS**

The 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 Streets division has certified technical staff and a fleet of heavy equipment that are active in our community.

### **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 2017 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.

### **FY 2017 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 2016 INITIATIVES REPORT CARD**

The Streets crew performed a multitude of projects ranging from full depth pavement repairs, asphalt overlays, right of way grading, outfall maintenance ad various other projects throughout the City.

# Streets

## FY 2017 Performance Measures - Streets

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Increase repairs of potholes throughout City	95%	90%	95%	75%	95%	90%	95%	95%	95%
Increase repair of ADA sidewalk complaints	85%	90%	90%	90%	100%	90%	90%	90%	90%
Maintain, repair and reinstall down traffic signs	80%	100%	100%	70%	100%	90%	90%	95%	95%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
% of pothole repairs within 2 weeks of issuance of work order using Cold Patch	95%	90%	95%	25%	95%	95%	100%	100%	100%
% of pothole repairs within 2 weeks of issuance of work order using Permanent Hot Patch	*	*	95%	50%	95%	75%	75%	75%	80%
Converting all traffic signs to mandated MUTCD reflective signage	*	*	25%	25%	25%	10%	15%	10%	10%

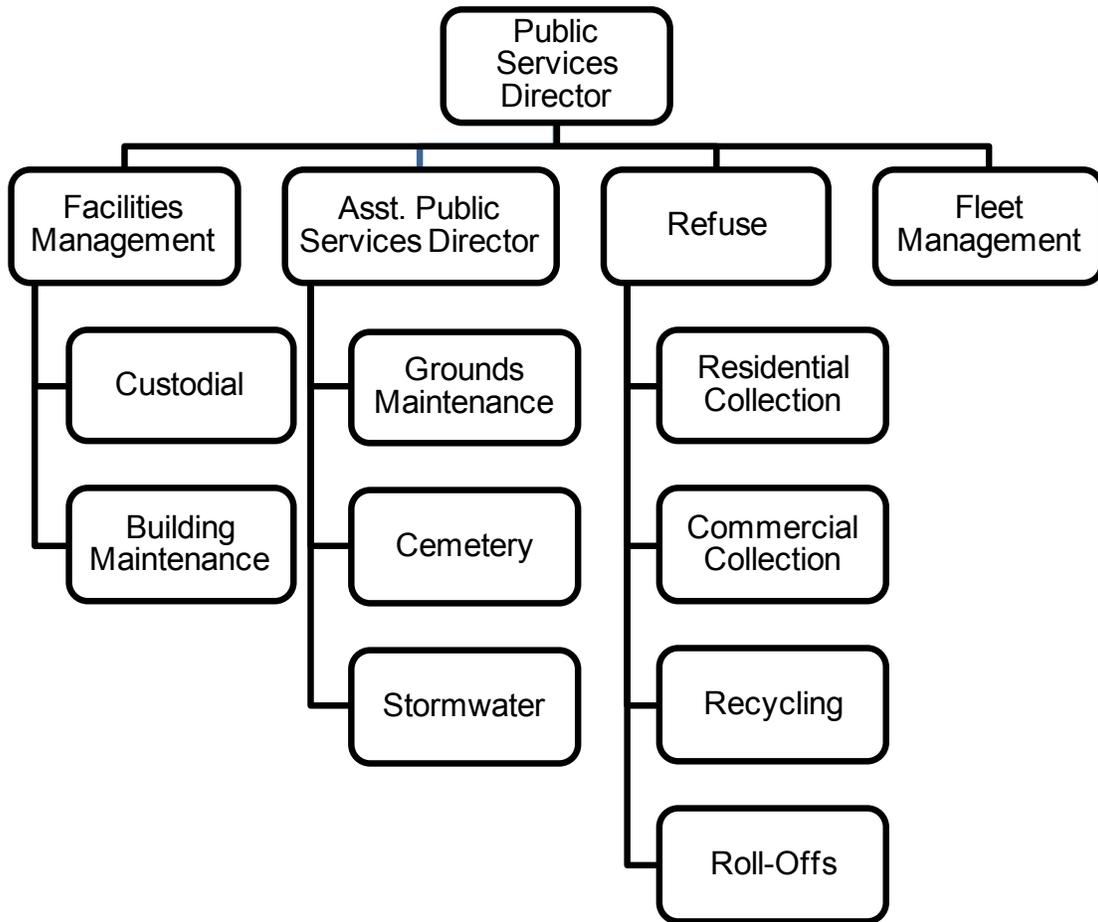
General Fund - Streets	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5020	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	30,812	82,103	77,841	40,286	70,852	162,558	91,706	129.43%
* Benefits	2,366	23,928	34,987	3,029	34,987	57,008	22,021	62.94%
<b>Sub-Total</b>	<b>33,178</b>	<b>106,031</b>	<b>112,828</b>	<b>43,315</b>	<b>105,839</b>	<b>219,566</b>	<b>113,727</b>	<b>107.45%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	30,604	109,730	240,468	143,638	235,468	249,667	14,199	6.03%
* Travel & Training	454	-	1,402	-	1,402	3,000	1,598	113.98%
* Utility & Communication	405,002	402,717	399,214	298,763	398,736	399,214	478	0.12%
* Insurance	1,833	1,855	1,855	-	1,855	1,855	-	-
* Maintenance	52,386	65,534	56,200	37,230	56,200	63,100	6,900	12.28%
* Operating Expense	55,516	72,565	83,096	38,140	82,896	160,750	77,854	93.92%
<b>Sub-Total</b>	<b>545,795</b>	<b>652,401</b>	<b>782,235</b>	<b>517,771</b>	<b>776,557</b>	<b>877,586</b>	<b>101,029</b>	<b>13.01%</b>
CAPITAL	36,942	4,835	7,000	7,795	8,500	18,000	9,500	111.76%
<b>TOTAL</b>	<b>615,915</b>	<b>763,267</b>	<b>902,063</b>	<b>568,881</b>	<b>890,896</b>	<b>1,115,152</b>	<b>224,256</b>	<b>25.17%</b>

# Streets

Road Improvement Fund- Streets Maintenance		FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5020		Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages								-	-
* Benefits								-	-
<b>Sub-Total</b>		-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service		-	-	320,000	-	320,000	218,274	(101,726)	-32%
* Travel & Training								-	-
* Utility & Communications								-	-
* Insurance								-	-
* Maintenance								-	-
* Operating Expense		-	-	-	-	-	-	-	-
<b>Sub-Total</b>		-	-	320,000	-	320,000	218,274	(101,726)	
<b>NON-OPERATING</b>									
* Debt Service								-	-
* Depreciation								-	-
* Grants & Aids								-	-
* Other Uses								-	-
<b>Sub-Total</b>		-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL		629,218	394,730	1,018,271	224,035	1,000,659	304,907	(695,752)	-70%
<b>TOTAL</b>		<b>629,218</b>	<b>394,730</b>	<b>1,338,271</b>	<b>224,035</b>	<b>1,320,659</b>	<b>523,181</b>	<b>(797,478)</b>	<b>-60.38%</b>

Road Improvement Fund- Non Dept.		FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010		Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages								-	-
* Benefits								-	-
<b>Sub-Total</b>		-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service								-	-
* Travel & Training								-	-
* Utility & Communications								-	-
* Insurance								-	-
* Maintenance								-	-
* Operating Expense		1,274	1,087	300	-	300	300	-	-
<b>Sub-Total</b>		1,274	1,087	300	-	300	300	-	-
<b>NON-OPERATING</b>									
* Debt Service								-	-
* Depreciation								-	-
* Grants & Aids								-	-
* Other Uses		-	-	-	-	-	-	-	-
<b>Sub-Total</b>		-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL								0	-
								0	-
<b>TOTAL</b>		<b>1,274</b>	<b>1,087</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>-</b>	<b>-</b>

# Public Services

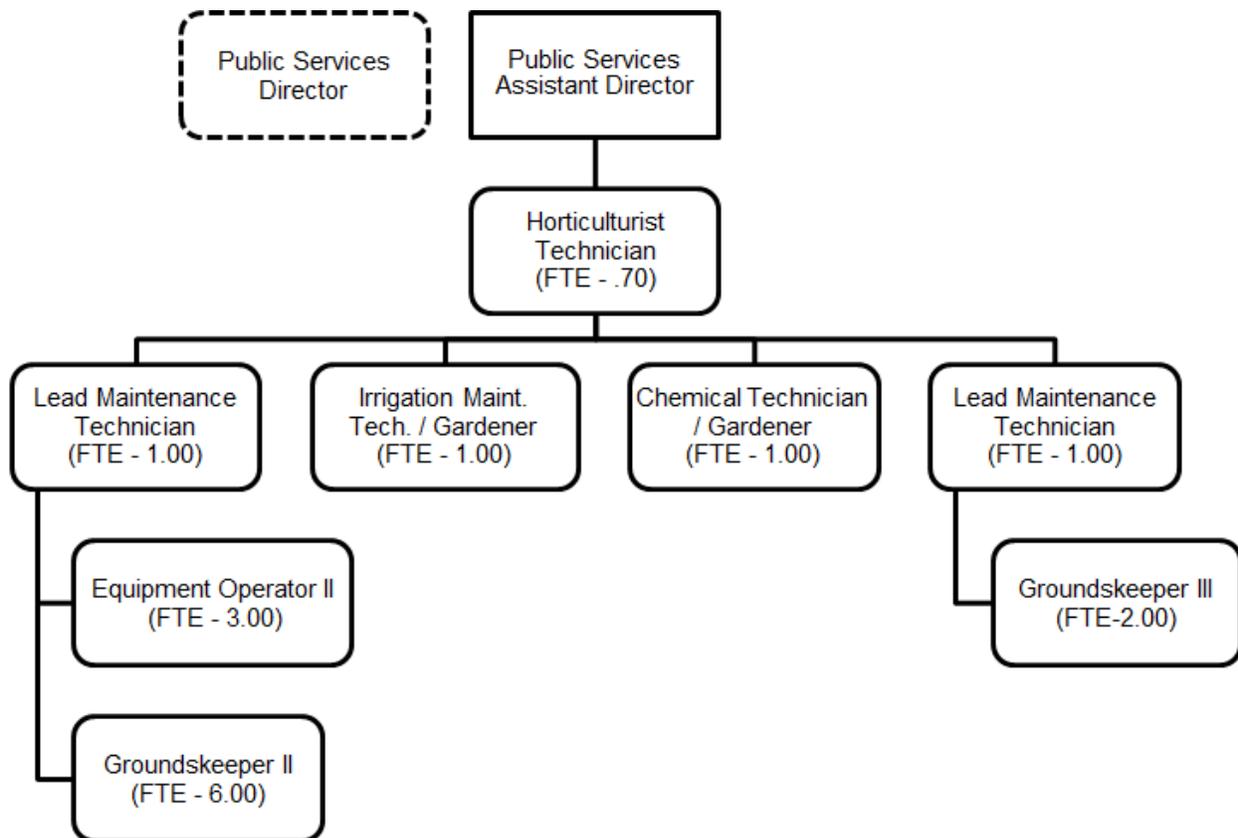


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Grounds Maintenance

## MISSION

The mission of the Grounds Maintenance Division is to provide exceptional grounds maintenance of the City's parks, public spaces and rights of ways for the visitors, residents and employees that work and play here.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	16.60	0	0	0	16.60
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund, Tree Beautification Fund

# Grounds Maintenance

## **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, emptying 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), 10<sup>th</sup> Avenue North (city/CRA), 6<sup>th</sup> 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 interlocal 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.

### **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.

# Grounds Maintenance

## **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.

## **DOWNTOWN AND SUPPLEMENTAL WATERING**

The division also uses a water truck to water all of the planters in the Lake and Lucerne corridor.

## **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 2017 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 2017 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 2016 INITIATIVES REPORT CARD**

The division was successful in implementing many small projects City wide with a combination of current staffing and subcontracts. Each City owned site is inspected regularly and maintained to the best ability of the division.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

The tree maintenance program has ramped up with the focus on proactive maintenance of City owned property. There is 100% coverage on all City sites on regular intervals.

# Grounds Maintenance

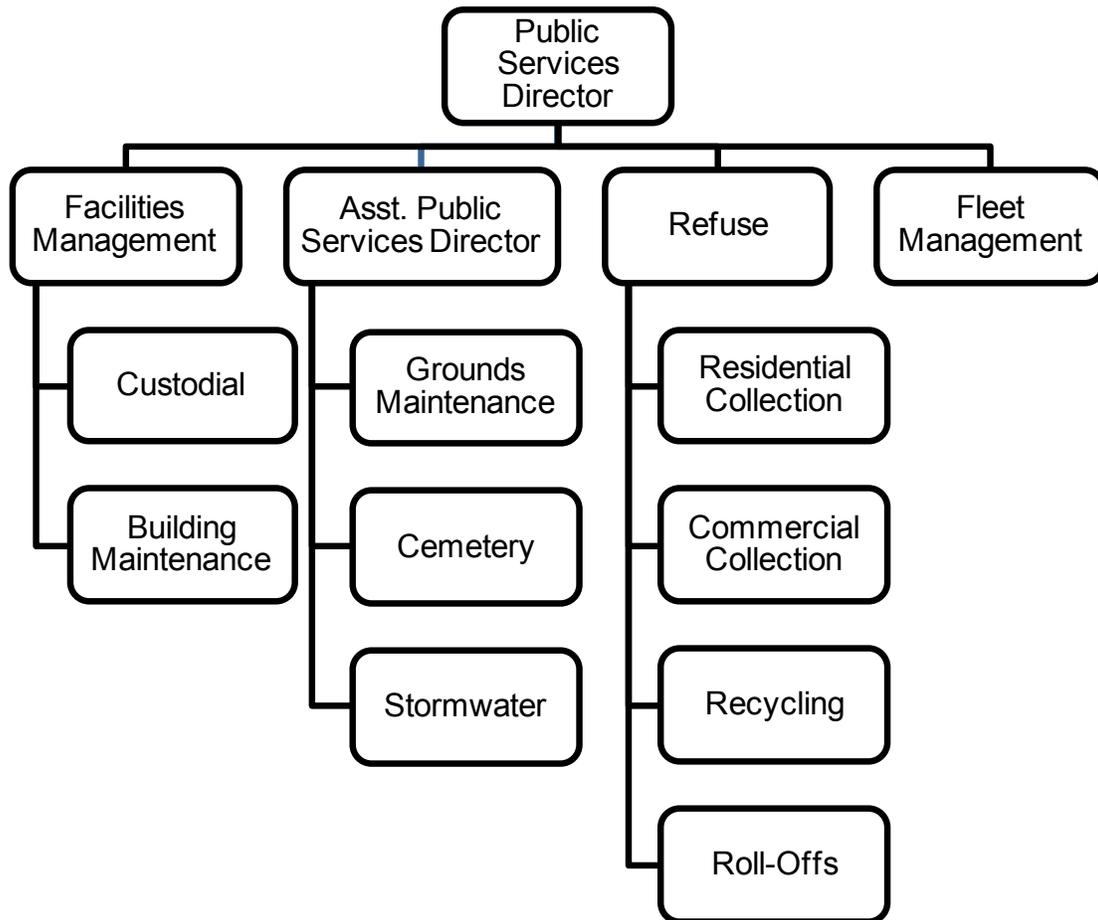
## FY 2017 Performance Measures - Grounds Maintenance

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Improve appearance/maintenance of parks and pavilions	85%	80%	80%	75%	80%	80%	85%	85%	90%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Loads of mulch annually ( 100 yards/load )	10	10	10	10	10	10	10	10	10
Number of trash cans emptied per week	500	500	500	500	500	500	500	500	500

Grounds	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5040	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	427,613	401,198	466,853	298,014	363,885	631,629	267,744	73.58%
* Benefits	248,545	248,943	275,264	23,434	277,189	343,516	66,327	23.93%
<b>Sub-Total</b>	<b>676,158</b>	<b>650,141</b>	<b>742,117</b>	<b>321,448</b>	<b>641,074</b>	<b>975,145</b>	<b>334,071</b>	<b>52.11%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	164,048	186,285	267,231	120,496	217,231	231,402	14,171	6.52%
* Travel & Training	844	225	415	-	415	1,500	1,085	261.45%
* Utility & Communication	318,293	383,153	289,067	217,129	294,067	309,067	15,000	5.10%
* Insurance	29,647	33,197	33,197	-	33,197	33,197	-	-
* Maintenance	144,470	153,524	137,365	80,256	137,105	132,865	(4,240)	-3.09%
* Operating Expense	106,895	85,284	108,235	42,409	108,325	100,175	(8,150)	-7.52%
<b>Sub-Total</b>	<b>764,197</b>	<b>841,668</b>	<b>835,510</b>	<b>460,290</b>	<b>790,340</b>	<b>808,206</b>	<b>17,866</b>	<b>2.26%</b>
CAPITAL	1,150	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,441,505</b>	<b>1,491,809</b>	<b>1,577,627</b>	<b>781,738</b>	<b>1,431,414</b>	<b>1,783,351</b>	<b>351,937</b>	<b>24.59%</b>

# Public Services

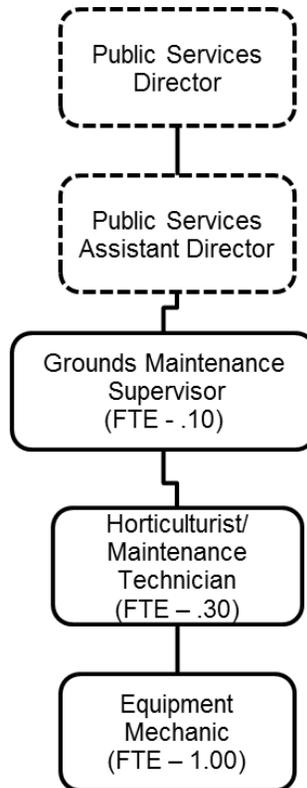


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Cemetery

## MISSION

The mission of the Cemetery division is to provide exceptional customer service and maintain a beautiful place of peace for the visitors and assemblies that gather to honor those who have passed away.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.40	0	0	0	1.40
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Cemetery

## **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 2017 INITIATIVES**

Exceed maintenance expectations of the grounds and facilities that service the cemetery properties.

## **FY 2017 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 2016 INITIATIVES REPORT CARD**

Successful utilization of volunteer groups to help clean up the grounds and maintain an aesthetically pleasing environment.

# Cemetery

## FY 2016 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:

	<u>Budget</u>	<u>Actual Use</u>
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	\$122,215.31
FY 2016:	\$95,000	\$50,000 (through Feb. 2016)

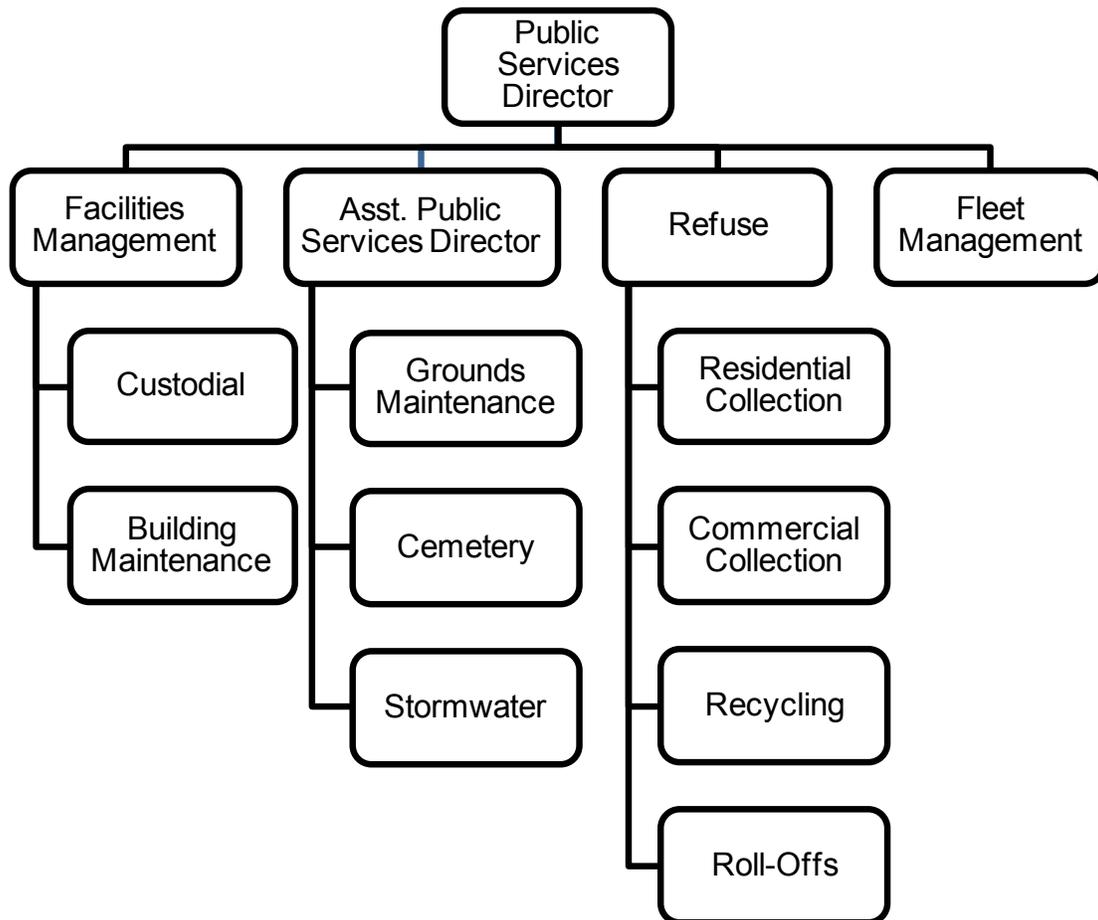
### FY 2017 Performance Measures - Cemetery

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Improve Appearance of Grounds	*	*	90%	90%	90%	90%	95%	95%	95%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	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	200	2,000	2,000
Funerals Serviced	50	50	50	50	50	50	50	30	30
Equipment Serviced/Repaired (per day)	4	4	4	4	4	4	4	4	5

Cemetery	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5050	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	77,208	64,796	69,045	38,219	71,555	76,077	4,522	6.32%
* Benefits	37,796	44,159	49,543	2,528	49,543	38,719	(10,824)	-21.85%
<b>Sub-Total</b>	<b>115,004</b>	<b>108,955</b>	<b>118,588</b>	<b>40,747</b>	<b>121,098</b>	<b>114,796</b>	<b>(6,302)</b>	<b>-5.20%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	5,874	3,315	3,315	-	3,315	4,868	1,553	46.85%
* Travel & Training	101,942	129,514	101,513	114,499	115,713	101,513	(14,200)	-12.27%
* Utility & Communication	4,683	8,697	8,697	-	8,697	8,697	-	-
* Insurance	12,226	1,461	34,595	26,106	34,595	36,095	1,500	4.34%
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	3,139	7,260	9,475	755	9,475	9,475	-	-
<b>Sub-Total</b>	<b>127,864</b>	<b>150,247</b>	<b>157,595</b>	<b>141,360</b>	<b>171,795</b>	<b>160,648</b>	<b>(11,147)</b>	<b>-6.49%</b>
CAPITAL	1,451	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>244,319</b>	<b>259,202</b>	<b>276,183</b>	<b>182,107</b>	<b>292,893</b>	<b>275,444</b>	<b>(17,449)</b>	<b>-5.96%</b>

# Public Services

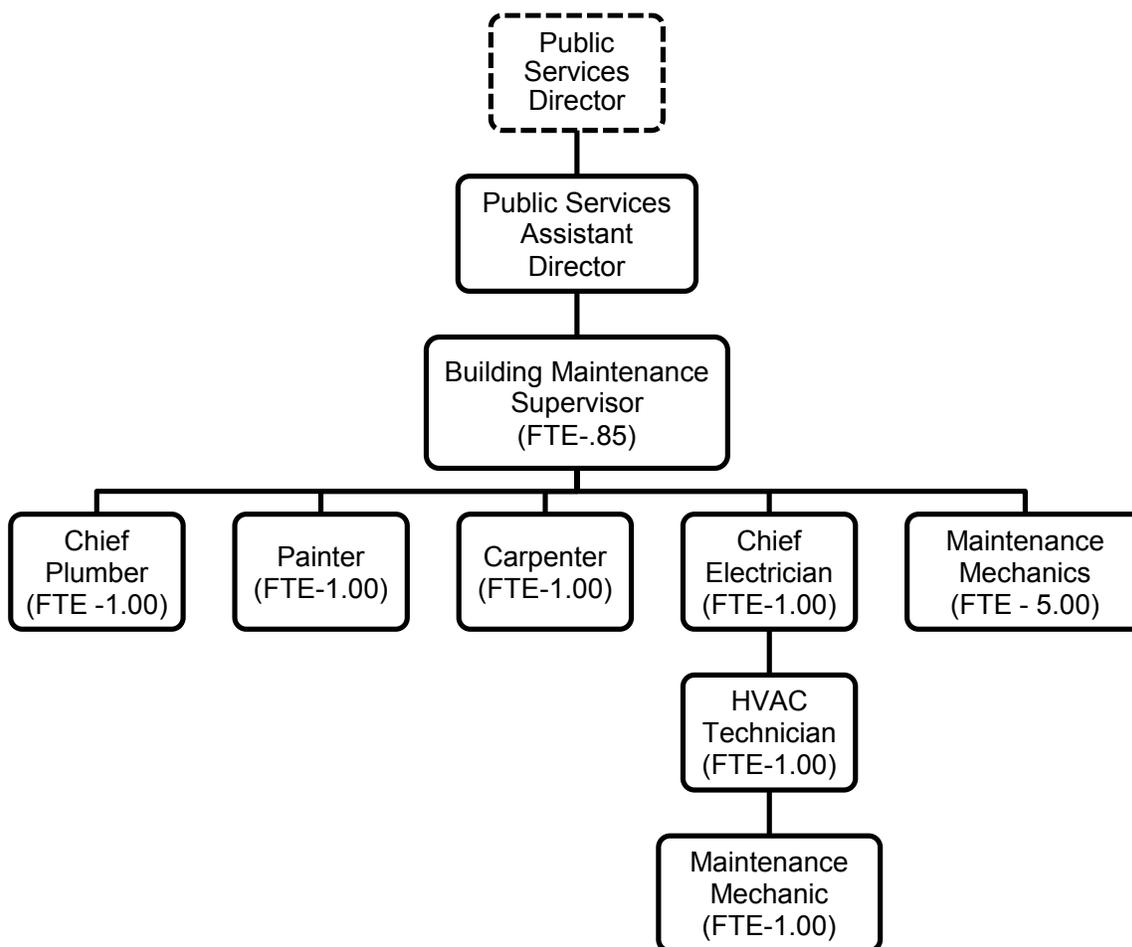


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Facilities Management

## MISSION

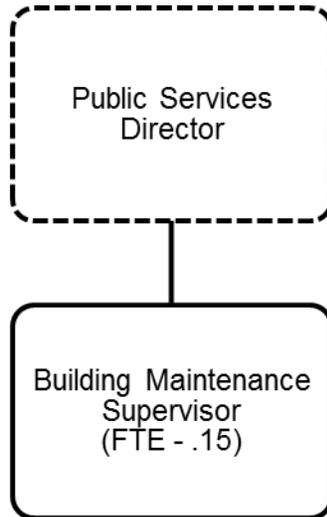
The Facilities Maintenance division's mission is to provide exceptional service to the City's facilities and provide timely and proactive repairs.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	10.85	+1.00	0	0	11.85
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Facilities Management - Custodial



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	.15	0	0	0	.15
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Facilities Management

## **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 4<sup>th</sup>), 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 2017 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 2017 GOALS AND OBJECTIVES**

**Performance of a comprehensive 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.

**Set forth the ADA transitions plan and bring City owned facilities into full compliance.**

**Perform proactive maintenance to facilities to further the life of the City's assets.**

## **FY 2016 INITIATIVES REPORT CARD**

The division was successful in proactive maintenance of City owned buildings and identifying major issues prior to them becoming emergencies. HVAC issues, plumbing repairs and electrical repairs were all resolved in a timely and efficient manner.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

The division completed multiple projects associated with HVAC replacements, electrical panel upgrades and other facility related work. The in-house specialties of the Facilities staff helps to save the City money and be completed in a timely manner.

# Facilities Management

## FY 2017 Performance Measures - Facilities Management

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Reduce the number of emergency calls	30	37	30	28	30	30	25	30	25
Replace aged and inefficient HVAC systems	10	2	10	2	5	3	3	5	5
Track number of HVAC calls	100	85	100	75	75	50	50	50	40
Track Hours spent on special events	*	*	350	300	250	300	350	400	400
Reduce the ADA deficiencies in all City facilities	3	1	3	1	2	5	10	10	15
Track work orders at Casino/Beach Complex	*	*	20	50	20	20	20	40	40

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Reduce energy consumption	20%	20%	20%	22%	20%	20%	20%	20%	20%
Increase work orders for work performed	70%	55%	70%	20%	70%	70%	70%	75%	75%
Track work order labor hours	100%	90%	100%	95%	100%	95%	95%	95%	95%
Track Casino Complex work order labor hours	*	*	100%	95%	100%	95%	95%	95%	95%

## FY 2017 Performance Measures - Facilities Custodial Services

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Track the number of custodial complaints	25	15	15	17	15	15	10	12	5

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Respond to custodial requests and forward to cleaning contractor.	85%	90%	100%	100%	100%	100%	100%	100%	100%

Facilities Management	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5060, 5061 & 5062	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	392,791	383,346	450,993	311,780	400,897	495,712	94,815	23.65%
* Benefits	246,197	238,141	305,821	22,906	305,821	266,026	(39,795)	-13.01%
<b>Sub-Total</b>	<b>638,988</b>	<b>621,487</b>	<b>756,814</b>	<b>334,686</b>	<b>706,718</b>	<b>761,738</b>	<b>55,020</b>	<b>7.79%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	110,391	112,339	182,162	117,073	181,712	156,636	(25,076)	-13.80%
* Travel & Training	1,036	165	600	-	400	1,400	1,000	250.00%
* Utility & Communication	25,589	19,854	20,753	15,003	20,753	20,753	-	-
* Insurance	36,912	43,550	43,550	-	43,550	43,550	-	-
* Maintenance	110,365	145,158	105,350	68,052	105,100	140,450	35,350	33.63%
* Operating Expense	29,812	23,942	30,125	10,042	27,675	30,125	2,450	8.85%
<b>Sub-Total</b>	<b>314,105</b>	<b>345,008</b>	<b>382,540</b>	<b>210,170</b>	<b>379,190</b>	<b>392,914</b>	<b>13,724</b>	<b>3.62%</b>
<b>CAPITAL</b>	<b>24,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>977,293</b>	<b>966,495</b>	<b>1,139,354</b>	<b>544,856</b>	<b>1,085,908</b>	<b>1,154,652</b>	<b>68,744</b>	<b>6.33%</b>

# Facilities Management

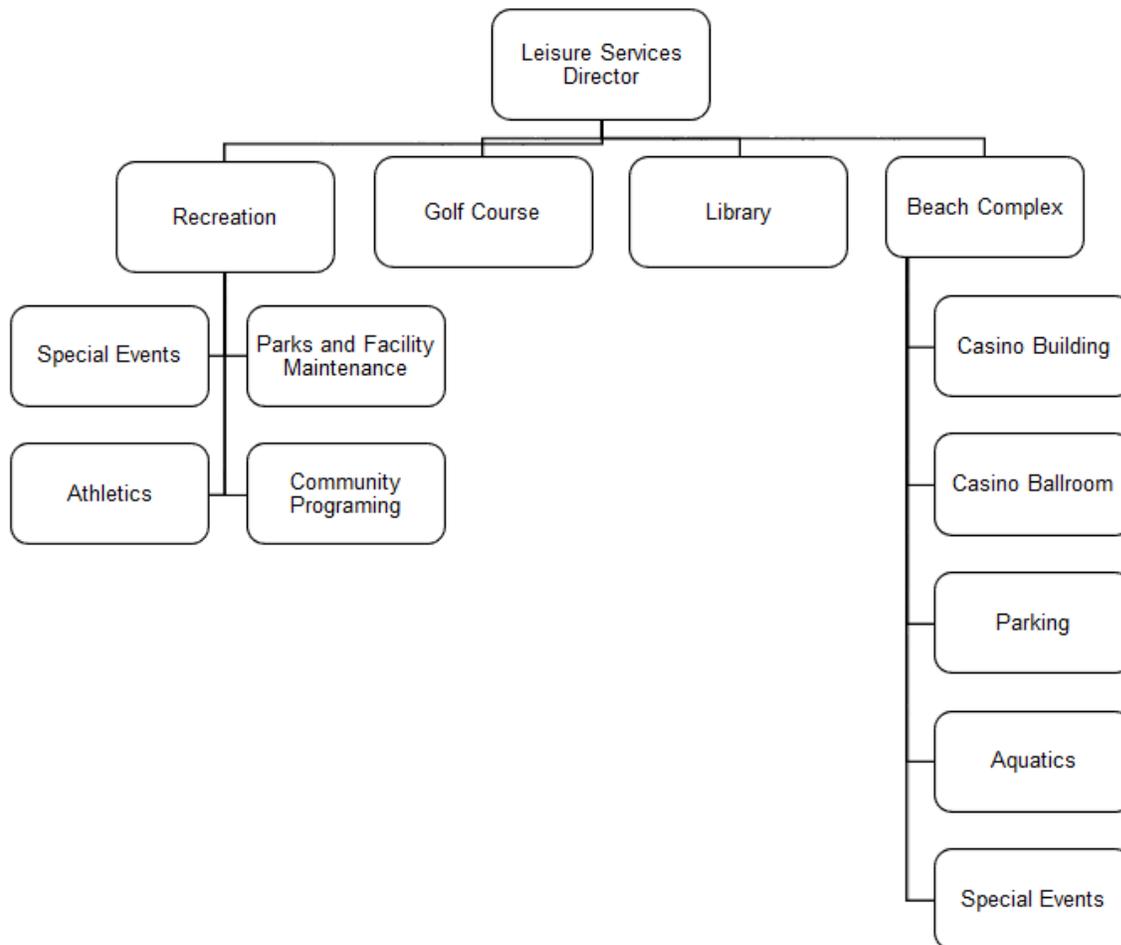
Facilities - Custodial	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5061	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	7,057	7,260	7,532	5,484	7,532	7,825	293	3.89%
* Benefits	4,381	4,427	4,906	388	4,906	4,412	(494)	-10.07%
<b>Sub-Total</b>	<b>11,438</b>	<b>11,687</b>	<b>12,438</b>	<b>5,872</b>	<b>12,438</b>	<b>12,237</b>	<b>(201)</b>	<b>-1.62%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	72,257	70,564	95,000	62,955	95,000	95,000	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>72,257</b>	<b>70,564</b>	<b>95,000</b>	<b>62,955</b>	<b>95,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>
CAPITAL							-	-
<b>TOTAL</b>	<b>83,695</b>	<b>82,251</b>	<b>107,438</b>	<b>68,827</b>	<b>107,438</b>	<b>107,237</b>	<b>(201)</b>	<b>-0.19%</b>

Facilities - Maintenance	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5062	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	385,734	376,086	443,461	306,296	393,365	487,887	94,522	24.03%
* Benefits	241,816	233,714	300,915	22,518	300,915	261,614	(39,301)	-13.06%
<b>Sub-Total</b>	<b>627,550</b>	<b>609,800</b>	<b>744,376</b>	<b>328,814</b>	<b>694,280</b>	<b>749,501</b>	<b>55,221</b>	<b>7.95%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	38,134	41,775	87,162	54,118	86,712	61,636	(25,076)	-28.92%
* Travel & Training	1,036	165	600	-	400	1,400	1,000	250.00%
* Utility & Communication	25,589	19,854	20,753	15,003	20,753	20,753	-	-
* Insurance	36,912	43,550	43,550	-	43,550	43,550	-	-
* Maintenance	110,365	145,158	105,350	68,052	105,100	140,450	35,350	33.63%
* Operating Expense	29,812	23,942	30,125	10,042	27,675	30,125	2,450	8.85%
<b>Sub-Total</b>	<b>241,848</b>	<b>274,444</b>	<b>287,540</b>	<b>147,215</b>	<b>284,190</b>	<b>297,914</b>	<b>13,724</b>	<b>4.83%</b>
CAPITAL	24,200	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>893,598</b>	<b>884,244</b>	<b>1,031,916</b>	<b>476,029</b>	<b>978,470</b>	<b>1,047,415</b>	<b>68,945</b>	<b>7.05%</b>

# Leisure Services

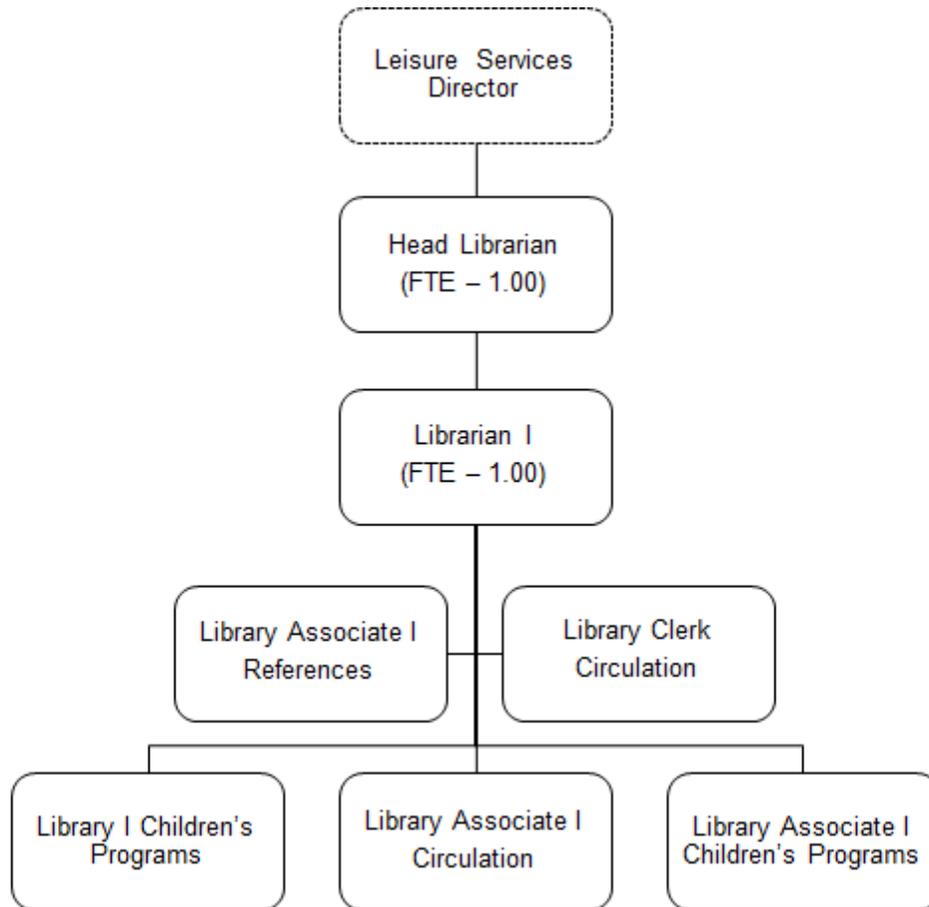
## MISSION

The Leisure Services department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund,

# Library



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.00	0	0	0	4.00
Part-time (FTE)	3.00	0	0	0	3.00

Related Funds: General Fund, Library Trust Fund, Simpkin Trust Fund

# 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 Inter-library 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 through 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 through 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 2017 INITIATIVES**

Over the next 2 years, renovate the 1940's style restrooms to enhance their appeal.

Replace the 1950's library furnishings to enhance the interior appeal of the library.

Over the next two years, replace the 15 aging public access computers.

## **FY 2016 INITIATIVES REPORT CARD**

**Goal 1:** The library will repurpose space 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.

The library has repurposed inside space and created a new "School Zone" to provide homework assistance, reserved computers for their needs after school, created a "family restroom," and added two new programs for children aged 8 to 12.

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

The library staff attended the American Library Association in Orlando and learned about new available materials, databases, trends in library programs, etc.

## **FY 2017 GOALS AND OBJECTIVES**

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

Objective: Continue to seek community partners for funding and support of children's programming.

Objective: Working with computer partners the library will continue and expand its Early Literacy and Educational Programming with three programs:

*1000 Books Before Kindergarten* – A program to teach parents how to read to and interact with their child to increase literacy for preschool children.

*Lego Technology Program* – Children will use legos to learn and have fun building items with gears, cogs, moving parts, and even how to program small moving robots.

*Encouraging Literacy Through Art* – In cooperation with community partners the library will be bringing a book illustrator to our area to work with children.

**Goal 2: Recognize and protect our unique character.**

Objective: Work with volunteers to establish either a Friends of the Museum or a historical society 501c3 group to assist in the protection and preservation of the City's history.

**Goal 3: Provide effective and efficient services.**

Objective: Work with the Recreation division to strengthen literacy programming at the Osborne Center and gymnasium by developing a Reading Buddies program and other literacy/reading based activities.

Objective: Over the next two years replace the fifteen aging public access computers.

# Library

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

### **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.

A parent information center where current books on educational stages, preschool children learning to read, and grade specific resources was created to aid parents to help their children.

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

Working with community partners, School Board of Palm Beach County, Rotary, Migrant Worker's Farm Council and Friends of the Library, Children's Services has created a new outreach program called a "1000 Books Before Kindergarten" which teaches parents how to read to their preschool children.

**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.

We have hired a Library Associate I to assist with children's programming. The library now offers 2 additional programs for K-5 school children and homework help.

### **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.

The library has purchased 35 new books to enhance the Florida history collection with legal and travel guides, local history and fiction for the patrons to use for leisure reading and research.

### **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.

The library provided assistance and space for tutors and parents to assist their children with reading, homework and research.

# Library

## FY 2017 Performance Measures - Library

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
# of Youth Programs/Story Times	200	212	200	212	185	254	220	240	240
# of Adult Programs	40	34	30	51	40	35	40	45	50
# of Grants	2	1	1	1	1	1	1	1	2
# of Items Circulated	82,000	81,482	70,000	61,832	70,000	45,234	58,000	48,000	48,000
# of items in Collection	73,000	73,376	70,000	74,861	70,000	73,481	65,000	68,000	65,000

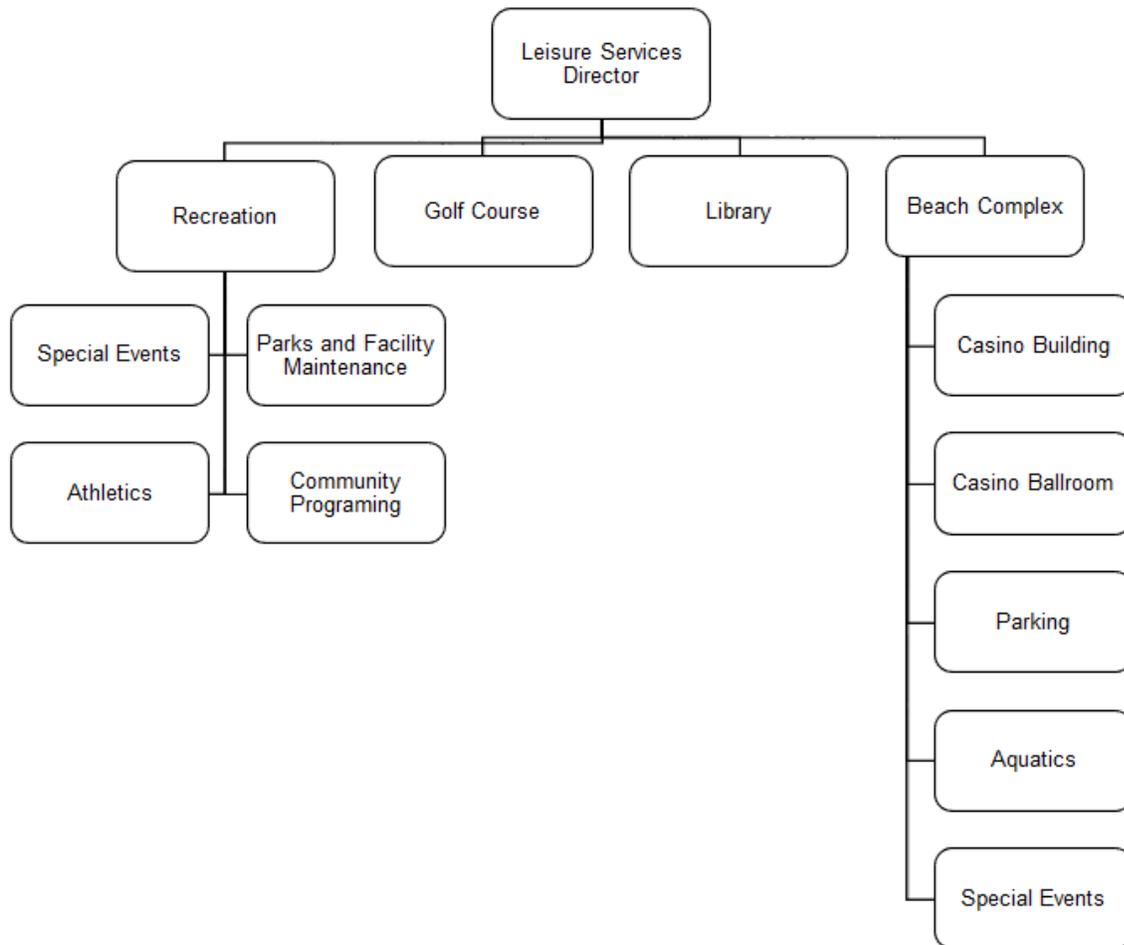
Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Avg. # items circulated / day	325	327	300	249	290	178	260	180	190
Avg. # Computer Sessions / day	110	128	110	118	111	110	100	100	100
Materials Expenditures per Capita	2	2	1	2	2	2	2	2	2
Avg. # Children's Programs / mon.	17	16	16	18	16	21	19	20	22

Library	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8020	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	186,775	188,290	211,158	144,429	179,206	240,727	61,521	34.33%
* Benefits	92,237	87,699	97,264	10,769	97,264	86,749	(10,515)	-10.81%
<b>Sub-Total</b>	<b>279,012</b>	<b>275,989</b>	<b>308,422</b>	<b>155,198</b>	<b>276,470</b>	<b>327,476</b>	<b>51,006</b>	<b>18.45%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	76,115	68,721	70,171	2,440	70,171	78,190	8,019	11.43%
* Travel & Training	-	-	-	-	-	1,146	1,146	0.00%
* Utility & Communication	17,971	18,949	16,975	12,539	16,975	16,975	-	-
* Insurance	20,358	27,637	27,637	-	27,637	27,637	-	-
* Maintenance	2,627	4,097	2,910	1,229	2,910	9,450	6,540	224.74%
* Operating Expense	63,597	60,077	58,027	36,579	64,757	98,482	33,725	52.08%
<b>Sub-Total</b>	<b>180,668</b>	<b>179,481</b>	<b>175,720</b>	<b>52,787</b>	<b>182,450</b>	<b>231,880</b>	<b>49,430</b>	<b>27.09%</b>
<b>CAPITAL</b>	<b>5,642</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,000</b>	<b>19,000</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>465,322</b>	<b>455,470</b>	<b>484,142</b>	<b>207,985</b>	<b>458,920</b>	<b>578,356</b>	<b>119,436</b>	<b>26.03%</b>

# Leisure Services

## MISSION

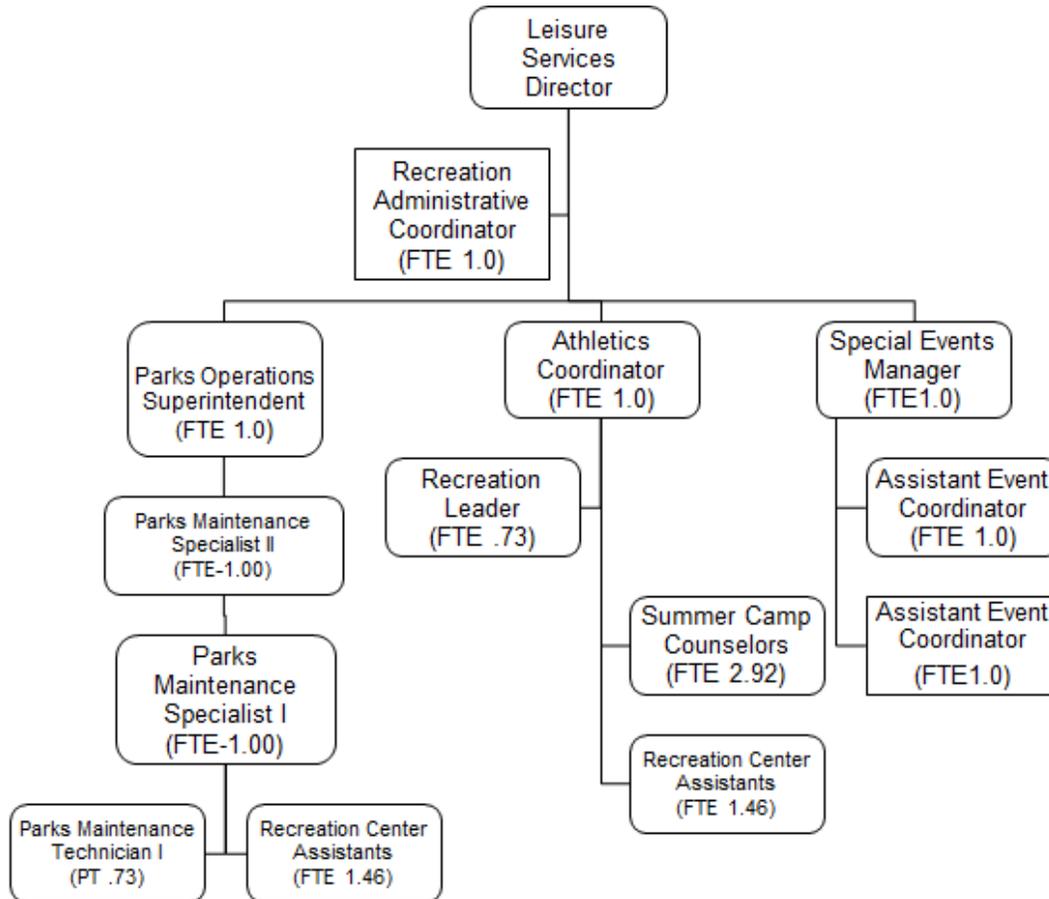
The Leisure Services Department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund,

# Recreation

## Athletics, Facilities, Programs, Parks Maintenance and Special Events



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.00	3.00	0	0	7.00
Part-time (FTE)	5.78	0	0	0	5.78

Related Funds: General Fund

# Recreation

## CORE PROCESSES AND OUTPUTS

**Athletic Programs** – The Recreation division has strived this past year to develop quality and innovative programs for youth, adults and seniors. Our emphasis to expand on programs provides residents and non-residents with the opportunity participate in multiple activities throughout the year. The Recreation division offers several youth programs which include Lake Worth Warriors tackle football and cheerleading, flag football tournaments, recreational soccer, baseball and bitty basketball, as well as travel soccer and Lake Worth Pride basketball. New activities include pickleball, youth softball for girls, adult tennis and soccer. Our athletic programs have a combined estimate of over 2,000 participants and 2,100 games played. In conjunction with local and national organization, the City of Lake Worth Recreation division has attracted an estimated 20,000 new visitors.

**Facilities** – The Recreation division has invested funding and labor this past year to improving yet enhancing the divisions' facilities, park and fields, structure and equipment. Recently we renovated the playground at Northwest Park for the public to enjoy. These improvements have provided added security and more opportunity for residents and non-residents to enjoy our facilities. Installing new equipment such as pickleball courts, improved security and field lighting, windscreens, water fountains, seating and nets, is a life-benefiting initiative to ensure that all facilities, parks and fields are well maintained.

**Special Events** - The Special Events division is responsible for all City-sponsored signature events, community events and assists with coordinating, as well as permitting, private special events. One of our initiatives is not only to attract visitors but provide an experience that will encourage them to become residents here in the City of Lake Worth. In efforts to see a substantial gain we have expanded our community events to include Evening on the Avenue, Screen on the Green, Oceanside Farmers Market, Road Rascals Car Show and Bonfires on the Beach. Amongst our City-signature events - the Annual Holiday Parade, Holiday Bike Giveaway - Santa's Winter Workshop is the highlight of the festivities! Throughout the year residents, non-residents and tourists can enjoy and/or volunteer at Street Painting Festival, Reggae Festival, PrideFest, Veteran's Day Parade, St. Patrick's Day Parade, July 4<sup>th</sup> Celebration, Daddy-Daughter/Mother-Son Date Night, Easter Egg Hunt and The Tropical Triathlon. The Special Events division also offers destination locations for weddings and receptions, social gatherings, ceremonies, bridal and baby showers, bah mitzvahs and other special occasions.

**Out of School Programs** - The Youth Empowerment Center is home for over 120 youth residents. Our goal is to continue to identify and foster at-risk youth who may benefit from the program as we remain in partnership with local schools and community partners. In the coming year, the Recreation division will be implementing activities to improve participants' life-skills and interpersonal development to enhance the value of the program.

**Summer Camp** - With a full calendar of sports, field trips, crafts and activities, our summer camp is still proclaimed to be "*the most fun camp ever!*" This year we are partnering with our local library to implement the "Let's Move" and "Just Read" initiatives, which we believe will encourage healthy lifestyles and reading as the foundation of all learning. The Recreation division hopes to exceed last year's attendance of 65 campers with this year's recreation and additional activities, while still maintaining one of the lowest program costs in the county.

## FY 2017 INITIATIVES

Implement an effective marketing and advertising strategy that shows a spirit of embrace and invitation to all as well as target ideal visitors and customers to enjoy our many events; activities, programs and services.

Generate funds and unique experiences for enjoyment and the added purpose of showcasing the City or venue for short and long term economic development with municipal image enhancement.

# Recreation

Strive to meet the demands of the public by continual improvement of services, events, facilities, parks and fields.

Expand popular recreational programs/activities that will appeal to all ages. Critical thinking, due diligence and historical experience will be utilized to visualize what events, activities, programs and services are most beneficial to the City, its residents and its visitors.

## **FY 2017 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 prospective homebuyers, as well as encourage current residents to participate in recreational activities and facility and neighborhood enrichment programs.

### **Goal 2: Enrich and protect our unique character by promoting the City motto “*Art of Florida Living*”.**

The Recreation division recognizes the City’s diversity as one of its most unique characteristics. We will strive to provide events, programs and activities that promote the City’s uniqueness and inclusive experiences while continuing to work in partnership, and actively seek new partnerships, with those who share, or can further, our vision and objectives for the City.

### **Goal 3: Provide effective and efficient services.**

The Recreation Division hopes to continue to provide stress-free and totally inclusive services for residents and non-residents. We will continue to enhance the efficiency of City departments, calendars and logistics.

## **FY 2016 INITIATIVES REPORT CARD**

The Recreation division is constantly seeking ways to improve services and facilities for the use of our residents, non-residents and business partners. Initiatives successfully completed and ongoing include:

Improved security, lighting and amenities at every facility, park and field.

Implemented an effective and easy payment system for residents and non-residents.

Maintained program quality while enlarging participant base.

Improved community bonding and participation. Our City-signature events unified the community and created a positive atmosphere within the City.

Seasonal athletic tournaments in various sports and activities throughout the year have resulted in many new visitors to the City as well as increased profits for local vendors and businesses.

Partnered with PBSO, Palm Beach State College and adult soccer sponsors to present new events, show diversity, improve economic activity and promote a sense of community to the City.

# Recreation

## FY 2016 GOALS AND OBJECTIVES REPORT CARD

### Goal 1: Increase indoor and recreational opportunities for City residents, non-residents and visitors.

The Recreation division expanded youth and family recreational opportunities by working in partnership with other public and private entities. We co-coordinated the Annual Santa's Winter Workshop with local civic organizations and the Lake Worth Kiwanis. We secured several sponsorships from local civic organizations and private business donations that enabled several local youth to participate in one of many of the different recreational programs. The Recreation division 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 programs and events throughout each year such as the Easter Egg Hunt, Daddy-Daughter/Mother-Son Date Night, Holiday Parade, Street Painting Festival, Bonfires on the Beach, Evening on the Avenue, Screen on the Green and several sporting tournaments.

### Goal 3: Improve and upgrade the current parks and recreational facilities to safety standards and improve resident use.

The Recreation division has maintained the current level of quality and structural integrity of our park and recreational facilities while addressing ADA access concerns, risk management issues, improved resident safety facility access and convenience.

### FY 2017 Performance Measures - Recreation

Workload Measurements	FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Community Events Coordinated	16	16	3	3	3	7	7
Special Events Permits Processed	140	130	140	145	145	130	140
Grants Coordinated	4	4	4	4	4	4	3
Athletic Leagues Organized	6	10	9	6	6	8	8
Athletic Tournaments Coordinated	15	10	12	11	11	10	8
Sponsorships Secured	15	12	16	15	15	16	17
Indoor Facility Permits Processed	100	35	12	22	22	33	40
Athletic Field Permits Processed	615	335	350	348	348	449	455
Park Pavilion Permits Processed	70	90	100	100	100	100	100

Effectiveness Measurements	FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Avg. # of Monthly Event Permits Processed	11	11	11	12	12	12	12
Avg. Cost per Youth (Athletics) to City	\$ 65	\$ 60	\$55	\$ 78	\$78	\$78	\$78
Avg. # of Monthly Indoor Facility Permits Processed	8	4	1	4	5	5	4
Avg. # of Athletic Field Permits Processed	51	28	29	29	30	30	38
Avg. # of Park Pavilion Permits Processed	6	7	8	8	8	8	9
% of Grant Funding Reimbursed	100%	100%	100%	100%	100%	100%	\$100

# Recreation

Recreation (Combined)	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8060, 8061, 8062, & 8063	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	336,523	261,832	364,262	175,886	253,969	399,755	145,786	57.40%
* Benefits	169,784	111,698	140,352	12,895	140,352	171,534	31,182	22.22%
<b>Sub-Total</b>	<b>506,307</b>	<b>373,530</b>	<b>504,614</b>	<b>188,781</b>	<b>394,321</b>	<b>571,289</b>	<b>176,968</b>	<b>44.88%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	171,485	192,925	228,676	98,607	238,806	271,740	32,934	13.79%
* Travel & Training	-	-	1,500	-	870	500	(370)	-42.53%
* Utility & Communication	144,889	140,401	135,294	93,099	133,294	135,294	2,000	1.50%
* Insurance	117,834	160,571	160,571	-	160,571	160,571	-	-
* Maintenance	57,347	60,220	76,624	44,261	67,124	139,185	72,061	107.36%
* Operating Expense	168,292	182,446	206,513	111,753	206,497	298,116	91,619	44.37%
<b>Sub-Total</b>	<b>659,847</b>	<b>736,563</b>	<b>809,178</b>	<b>347,720</b>	<b>807,162</b>	<b>1,005,406</b>	<b>198,244</b>	<b>24.56%</b>
CAPITAL	4,530	-	-	-	-	129,050	129,050	0.00%
<b>TOTAL</b>	<b>1,170,684</b>	<b>1,110,093</b>	<b>1,313,792</b>	<b>536,501</b>	<b>1,201,483</b>	<b>1,705,745</b>	<b>504,262</b>	<b>41.97%</b>

Recreation- Community Programs	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8060, 8061	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	106,527	126,481	136,832	86,496	129,936	178,143	48,207	37.10%
* Benefits	44,147	57,068	57,472	6,295	57,472	97,503	40,031	69.65%
<b>Sub-Total</b>	<b>150,674</b>	<b>183,549</b>	<b>194,304</b>	<b>92,791</b>	<b>187,408</b>	<b>275,646</b>	<b>88,238</b>	<b>47.08%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	27,671	18,259	18,259	-	18,259	45,669	27,410	150.12%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	72,258	70,202	64,698	46,550	64,698	64,698	-	-
* Insurance	14,283	18,241	18,241	-	18,241	18,241	-	-
* Maintenance	16,087	27,537	36,960	24,014	36,960	45,335	8,375	22.66%
* Operating Expense	31,033	49,150	65,809	22,219	65,793	76,592	10,799	16.41%
<b>Sub-Total</b>	<b>161,332</b>	<b>183,389</b>	<b>203,967</b>	<b>92,783</b>	<b>203,951</b>	<b>250,535</b>	<b>46,584</b>	<b>22.84%</b>
CAPITAL	4,530	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>316,536</b>	<b>366,938</b>	<b>398,271</b>	<b>185,574</b>	<b>391,359</b>	<b>526,181</b>	<b>134,822</b>	<b>34.45%</b>

# Recreation

Recreation - Facilities								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8062	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	97,480	79,165	96,066	71,612	83,088	150,673	67,585	81.34%
* Benefits	44,603	28,137	30,845	5,230	30,845	62,848	32,003	103.75%
<b>Sub-Total</b>	<b>142,083</b>	<b>107,302</b>	<b>126,911</b>	<b>76,842</b>	<b>113,933</b>	<b>213,521</b>	<b>99,588</b>	<b>87.41%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	116,281	122,189	148,730	88,119	148,730	141,079	(7,651)	-5.14%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communication	72,256	70,199	70,596	46,549	68,596	70,596	2,000	2.92%
* Insurance	70,652	106,222	106,222	-	106,222	106,222	-	-
* Maintenance	35,582	25,586	39,664	15,989	30,164	92,450	62,286	206.49%
* Operating Expense	3,549	1,604	9,004	635	9,004	7,504	(1,500)	-16.66%
<b>Sub-Total</b>	<b>298,320</b>	<b>325,800</b>	<b>374,216</b>	<b>151,292</b>	<b>362,716</b>	<b>417,851</b>	<b>55,135</b>	<b>15.20%</b>
CAPITAL	-	-	-	-	-	129,050	129,050	-
<b>TOTAL</b>	<b>440,403</b>	<b>433,102</b>	<b>501,127</b>	<b>228,134</b>	<b>476,649</b>	<b>760,422</b>	<b>283,773</b>	<b>59.54%</b>

Recreation- Special Events								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8063	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	132,516	56,186	131,364	17,778	40,945	70,939	29,994	73.25%
* Benefits	81,034	26,493	52,035	1,370	52,035	11,183	(40,852)	-78.51%
<b>Sub-Total</b>	<b>213,550</b>	<b>82,679</b>	<b>183,399</b>	<b>19,148</b>	<b>92,980</b>	<b>82,122</b>	<b>(10,858)</b>	<b>-11.68%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	27,533	52,477	61,687	10,488	71,817	84,992	13,175	18.35%
* Travel & Training	-	-	1,500	-	870	500	(370)	-42.53%
* Utility & Communication	375	-	-	-	-	-	-	-
* Insurance	32,899	36,108	36,108	-	36,108	36,108	-	-
* Maintenance	5,678	7,097	-	4,258	-	1,400	1,400	0.00%
* Operating Expense	133,710	131,692	131,700	88,899	131,700	214,020	82,320	62.51%
<b>Sub-Total</b>	<b>200,195</b>	<b>227,374</b>	<b>230,995</b>	<b>103,645</b>	<b>240,495</b>	<b>337,020</b>	<b>96,525</b>	<b>40.14%</b>
CAPITAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>413,745</b>	<b>310,053</b>	<b>414,394</b>	<b>122,793</b>	<b>333,475</b>	<b>419,142</b>	<b>85,667</b>	<b>25.69%</b>

# Non-Departmental

Non-Departmental	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2014-2015	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals	Forecast	Adopted Budget	\$ Change FY 16 Budget & FY 15 Forecast	% Change FY 16 Budget & FY 15 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							0	-
* Benefits							0	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>							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	-	-
<b>Sub-Total</b>	<b>1,456,791</b>	<b>128,012</b>	<b>98,531</b>	<b>37,455</b>	<b>98,531</b>	<b>70,000</b>	<b>(28,531)</b>	
Debt Service	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Settlements- Garnishments	-	374	-	-	-	-	-	-
<b>Sub-Total</b>	-	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	<b>751,986</b>	<b>909,414</b>	<b>743,192</b>	<b>743,192</b>	<b>743,192</b>	<b>914,883</b>	<b>171,691</b>	
<b>TOTAL</b>	<b>2,208,777</b>	<b>1,037,800</b>	<b>841,723</b>	<b>780,647</b>	<b>841,723</b>	<b>984,883</b>	<b>143,160</b>	<b>17.01%</b>

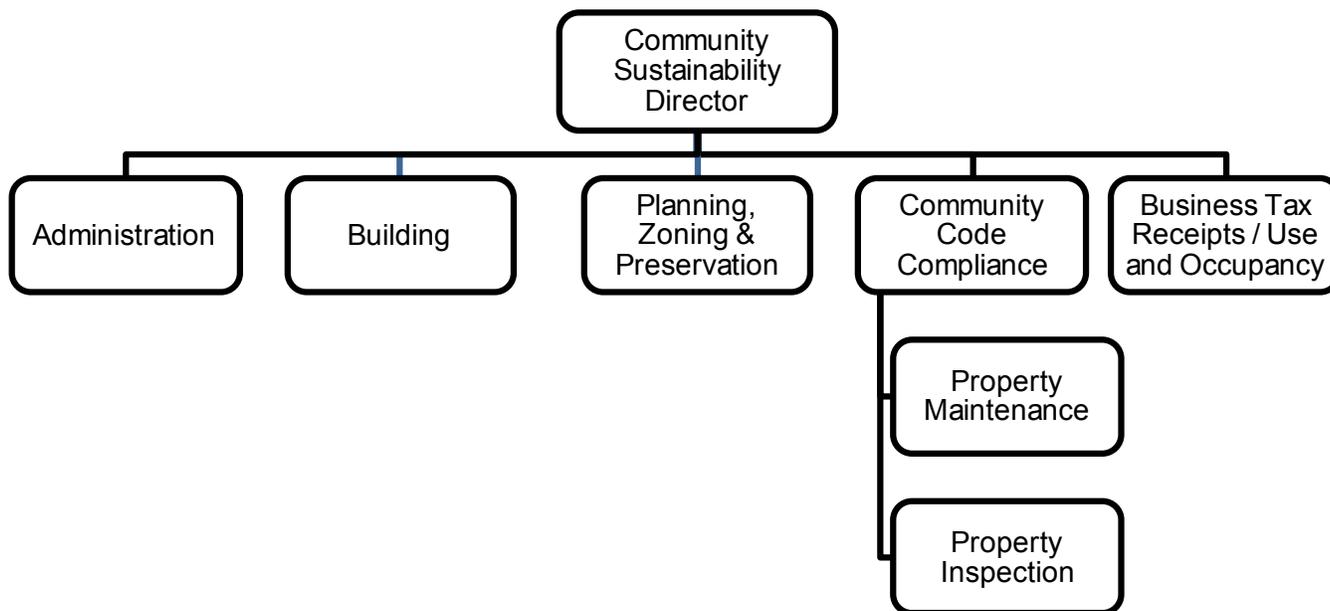


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# Special Revenue Funds

# Community Sustainability

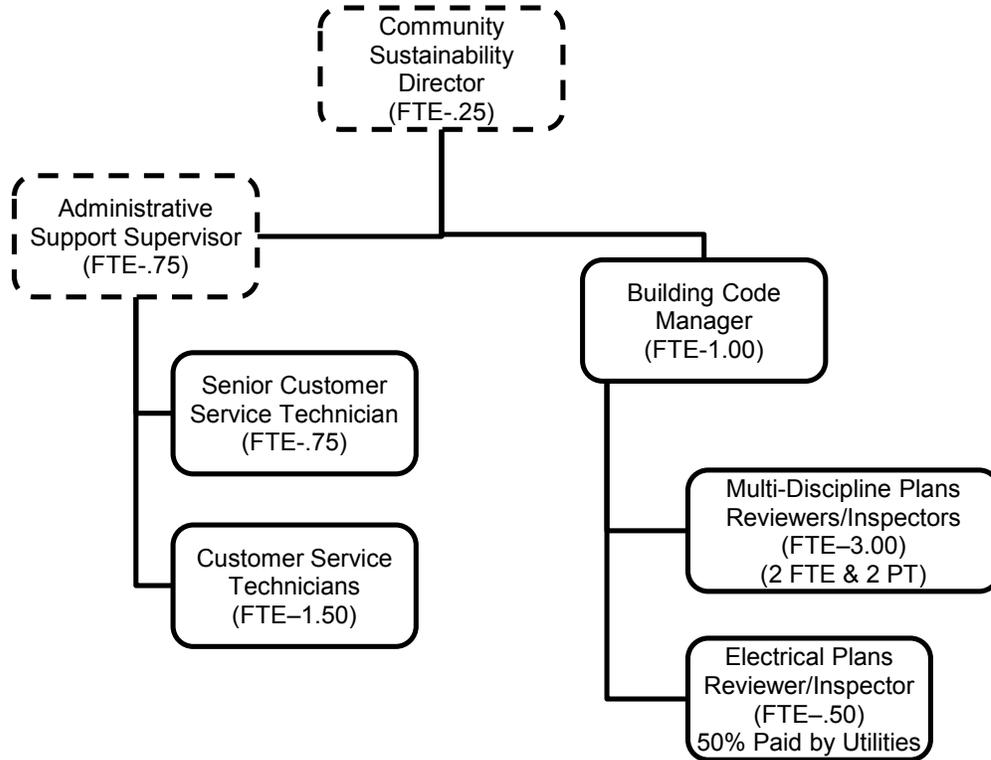


Related Funds: General Fund, Building Permit Fund, Code Remediation

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	3.75	+1.00	0	0	4.75
Part-time (FTE)	3.00	0	0	0	3.00

Related Funds: Building Permit Fund

# 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 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. Additionally, fire plan review services are provided by Palm Beach County Fire Rescue.

Through this process, the City received 1,138 permit applications, issued 1,586 permits, performed 3,709 inspections, undertook 2,357 plan reviews and issued 45 Certificates of Occupancy, Temporary Certificates of Occupancy and Certificates of Completion as of the end of March 2016. For FY 2015, 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.

Total revenues were \$1,345,527.81 in FY 2015 and by the end of March total revenues were \$847,890.87 for FY 2016.

## **FY 2017 INITIATIVES**

Institute automated inspection request via phone and or computer scheduling

Provide more efficient computer user options for resulting plan reviews and inspections.

Restructure plan filing system.

## **FY 2017 GOALS AND OBJECTIVES**

**Goal 1: Improve delivery of service and efficiencies by broadening staff resources for all disciplines of plan review and inspections.**

Objective: Aggressively recruit trained, experienced staff for the disciplines of mechanical and building plans review and inspections.

# Building Division

**Goal 2: Improve efficiencies and productivity of staff through upgraded technologies and field operations.**

Objective: Provide computer tablets for each field inspector to enhance field operations and improve productivity.

Objective: Upgrade interface and accessibility of the Naviline HTE system with regard to permit application intake, permit review, inspection scheduling and final close outs.

## **FY 2016 INITIATIVES REPORT CARD**

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

Ongoing.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

**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.

Complete

**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.

Ongoing.

### **FY 2017 Performance Measures - Building Division**

Workload Measurements	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal								
Permit Applications Processed	*	2,500	2,500	2,500	3,000	2,259	3,000	2,640	3,000	2,500	3,000
Plan Review Performed	2,750	4,000	3,250	4,000	4,500	4,995	4,500	5,122	4,500	4,500	4,500
Inspections Performed	3,000	5,000	4,000	6,500	6,500	5,993	6,500	6,826	6,000	7,000	7,000
Meetings with Contractors	240	*	100	*	150	*	150	95	150	100	100
Preliminary Reviews with Permit Applicants	120	*	100	*	150	*	150	125	150	100	100
Effectiveness Measurement	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal								
Turn Around Permits Issued Within 60 Minutes	100%	100%	100%	100%	100%	90%	100%	85%	95%	95%	95%
Phone Messages Returned Same Business Day	75%	75%	85%	90%	90%	85%	90%	90%	90%	85%	90%
Initial Building Comments Provided Within 30 Days	*	*	*	*	100%	90%	100%	100%	100%	100%	100%
Inspections Scheduled Within One Business Day	100.0%	100.0%	100.0%	100.0%	100%	100%	100%	100%	100%	100%	100%

# Building Division

Community Sustainability - Building Permit Fund - 2020	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	239,955	338,018	388,625	259,993	328,800	493,605	164,805	50%
* Benefits	156,258	189,733	176,911	18,482	176,911	208,187	31,276	18%
<b>Sub-Total</b>	<b>396,213</b>	<b>527,751</b>	<b>565,536</b>	<b>278,475</b>	<b>505,711</b>	<b>701,792</b>	<b>196,081</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	143,485	84,688	117,724	33,140	102,724	95,351	(7,373)	-7%
* Travel & Training	556	434	4,500	35	4,500	6,600	2,100	47%
* Utility & Communications	3,979	4,098	3,850	2,842	3,850	3,850	-	-
* Insurance	1,411	1,526	1,526	-	1,526	1,526	-	-
* Maintenance	14,700	21,641	19,600	14,700	19,600	19,600	-	-
* Operating Expense	7,295	9,453	12,600	4,439	12,050	11,850	(200)	-2%
<b>Sub-Total</b>	<b>171,426</b>	<b>121,840</b>	<b>159,800</b>	<b>55,156</b>	<b>144,250</b>	<b>138,777</b>	<b>(5,473)</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	-	-	217,500	-	-	87,600	87,600	-
<b>TOTAL</b>	<b>567,639</b>	<b>649,591</b>	<b>942,836</b>	<b>333,631</b>	<b>649,961</b>	<b>928,169</b>	<b>278,208</b>	<b>42.80%</b>

Community Sustainability Building Permit Non Dept Fund - 9010	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	920	1,270	150	-	150	150	-	-
<b>Sub-Total</b>	<b>920</b>	<b>1,270</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>-</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses		475,060					-	-
<b>Sub-Total</b>	<b>-</b>	<b>475,060</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL							-	-
<b>TOTAL</b>	<b>920</b>	<b>476,330</b>	<b>150</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>-</b>	

# Building Permit Fund

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

<b>Building Permit Fund</b>	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Permits	756,730	1,561,388	986,500	1,138,984	1,267,750	1,042,500	(225,250)	-17.77%
Plan Review	-	-	-	-	-	-	-	-
General Government	1,430	180	825	30	30	825	795	2650.00%
Other Miscellaneous Revenue	5,437	25,801	4,834	-	-	4,834	4,834	#DIV/0!
Transfers In	23,985	-	-	-	-	-	-	100.00%
subtotal	787,582	1,587,369	992,159	1,139,014	1,267,780	1,048,159	(219,621)	-17.32%
Use of Fund Balance	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>787,582</b>	<b>1,587,369</b>	<b>992,159</b>	<b>1,139,014</b>	<b>1,267,780</b>	<b>1,048,159</b>	<b>(219,621)</b>	
<b>Use of Funds</b>								
Building Services	567,639	649,591	942,836	333,631	649,961	928,169	278,208	42.80%
Non-Departmental	920	1,270	150	-	150	150	-	100.00%
Transfers Out	-	475,060	-	-	-	-	-	-
subtotal	568,559	1,125,921	942,986	333,631	650,111	928,319	278,208	42.79%
Reserve for future use	219,023	461,448	49,173	805,383	617,669	119,840	(497,829)	
<b>Total Uses of Funds</b>	<b>787,582</b>	<b>1,587,369</b>	<b>992,159</b>	<b>1,139,014</b>	<b>1,267,780</b>	<b>1,048,159</b>	<b>(219,621)</b>	

# Code Remediation Fund

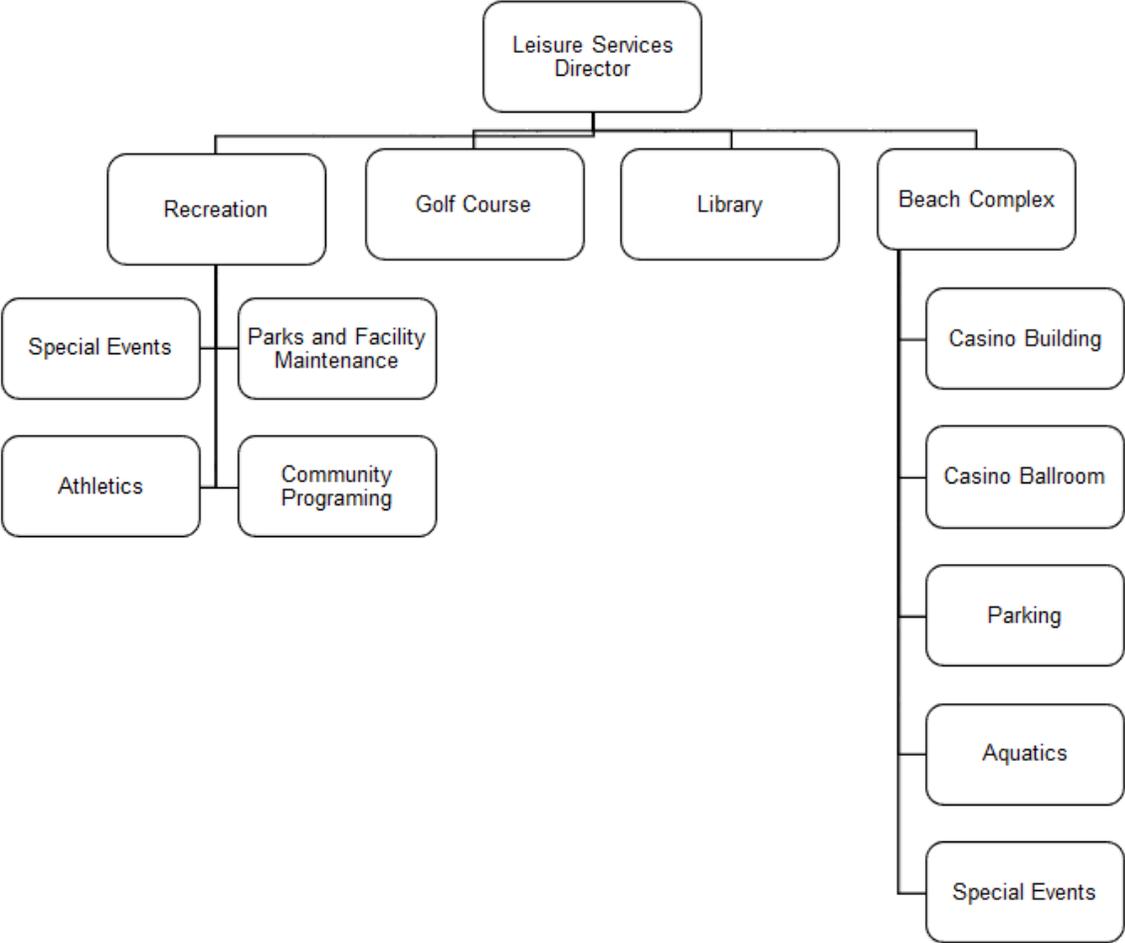
**Code Remediation Fund (Fund 160)** –Created by the City Commission to account for the costs and revenues associated with the City acquiring, maintaining and selling foreclosed properties. (Sec. 2 Code of Ordinances, Commission action 8/3/2004)

Code Remediation Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Interest & other Earnings	5,408	(3,320)	-	-	-	-	-	-
Other Miscellaneous Rev	53,737	185,882	371,515	387,921	461,000	355,000	(106,000)	-22.99%
Transfers In	202,411	-	(3,415)	-	-	-	-	-
subtotal	261,556	182,562	368,100	387,921	461,000	355,000	(106,000)	-22.99%
Use of Fund Balance	-	170,116	-	-	-	35,600	35,600	-
<b>Total Sources of Funds</b>	<b>261,556</b>	<b>352,678</b>	<b>368,100</b>	<b>387,921</b>	<b>461,000</b>	<b>390,600</b>	<b>(70,400)</b>	
<b>Use of Funds</b>								
Code Enforcement	73,976	245,203	368,000	142,314	369,400	390,500	21,100	5.71%
Non-Departmental	(789)	107,475	100	-	100	100	-	-
Transfers Out	-	-	-	-	-	-	-	-
subtotal	73,187	352,678	368,100	142,314	369,500	390,600	21,100	5.71%
Reserve for future use	188,369	-	-	245,607	91,500	-	(91,500)	-
<b>Total Uses of Funds</b>	<b>261,556</b>	<b>352,678</b>	<b>368,100</b>	<b>387,921</b>	<b>461,000</b>	<b>390,600</b>	<b>(70,400)</b>	

# Leisure Services

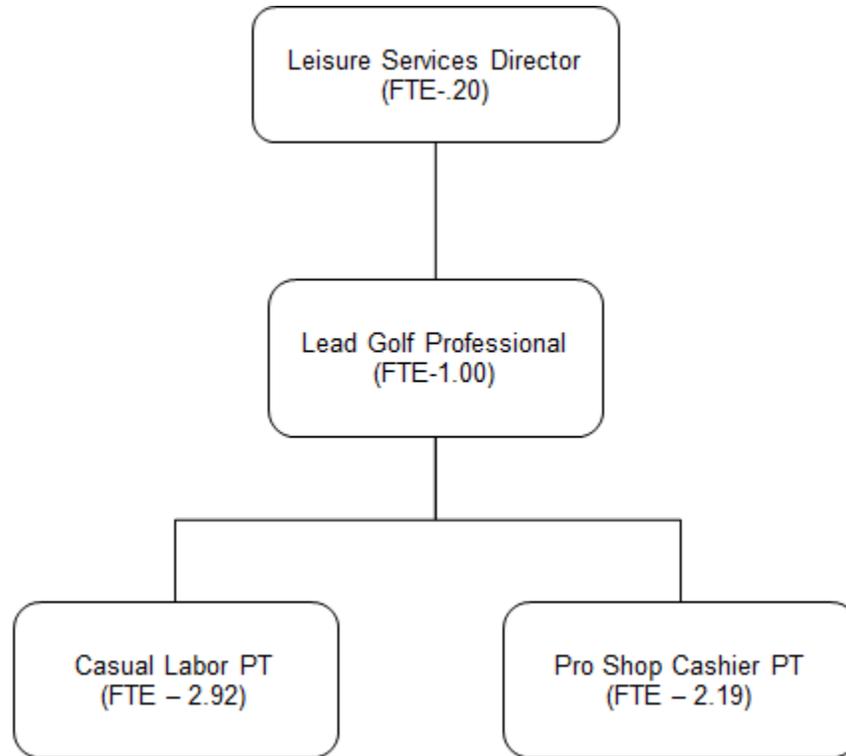
## MISSION

The Leisure Services Department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund

# Golf Course



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	2.00	-1.00	0	0	1.00
Part-time (FTE)	3.63	+1.48	0	0	5.11

Related Funds: Golf Fund

# 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 2016 was 76 members. The summer membership sold very well this year as we reached 986 memberships sold. 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 2017. The high level of 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 web site 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. 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**

Lake Worth Golf Club will continue to look for the best deals in merchandise to ensure the function is profitable. The course will strive to operate a COGS (Cost of Good Sold) of 53% or higher, which will make considerably 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 popular 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 hosted a significant number of parties, HOA meetings and other community gatherings and it's expected that this will continue to grow as more people visit Lake Worth Golf Club.

### **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. Valley Crest and the golf course will continue to work together to improve golf course conditions, giving customers the best experience possible

# Golf Course

## **FY 2016 INITIATIVES REPORT CARD**

Lake Worth Golf Club continued to look for ways to improve customer services and the overall condition of our facility for the use of our citizens and business partners. Initiatives successfully completed during FY 2016 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 986 summer golf memberships, with a profit of \$54,000, and should increase in the near future.

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 2017 INITIATIVES**

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.

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.

## **FY 2016 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 guest a higher level of customer service. This will in turn sell more memberships and increase daily revenue.

### **Goal 2: Create a 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 years 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.

# Golf Course

## **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 Lagoon will have a new vendor for the upcoming season that looks to do a lot more with the facility. The new restaurant should have more activity which will increase facility awareness in the community.

## **FY 2017 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

## FY 2017 Performance Measures - Golf

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Resident Members	55	36	41	47	50	48	50	50	50
Non-Resident Member	35	16	20	22	25	24	25	25	25
Resident Unlimited Members	12	19	21	26	30	28	28	28	28
Non-Resident Unlimited	17	12	17	18	20	22	25	25	25
Resident Walking	25	16	19	15	19	20	20	20	20
Non-Resident Walking	20	14	19	16	20	22	25	25	25
Seasonal	15	13	15	17	18	18	20	20	20
Summer Memberships	*	*	700	998	1000	1000	1,100	1,100	1,100
Golf Course Customer Survey									
Totals	*	*	800	877	900	1000	1000	1000	1000

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Average Cost Resident	\$975	\$975	\$975	\$985	\$985	\$985	\$1,100	\$1,101	\$1,102
Average Cost Non-Resident	1,575	1,575	1,575	1,625	1,650	1,625	1,725	1,725	1,725
First Quarter Membership Revenue	20,000	17,750	30,000	36,000	36,000	38,050	38,000	46,017	48,000
Second Quarter Membership Revenue	10,000	9,850	10,000	13,526	14,000	12,500	14,000	14,000	16,000
Third Quarter Membership Revenue	35,000	32,350	35,000	39,850	45,000	42,000	45,000	45,000	46,000
Fourth Quarter Membership Revenue	80,000	79,800	85,000	91,225	92,000	100,000	110,000	110,000	110,000
Average \$ Per Round Merchandise	1.50	1.44	1.50	1.49	1.50	1.55	1.55	1.55	1.55
Customer Approval Rating Survey	*	*	85.00%	87.00%	90.00%	90.00%	95.00%	95.00%	95.00%

# Golf Course

Golf Course Fund - Golf Course Operations								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8030	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	149,106	152,412	170,582	83,761	142,699	161,229	18,530	13%
* Benefits	80,930	37,235	56,461	6,283	56,461	24,425	(32,036)	-57%
<b>Sub-Total</b>	<b>230,036</b>	<b>189,647</b>	<b>227,043</b>	<b>90,044</b>	<b>199,160</b>	<b>185,654</b>	<b>(13,506)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	576,188	582,672	599,021	441,683	599,021	594,784	(4,237)	-1%
* Travel & Training	-	39	-	-	-	-	-	-
* Utility & Communications	102,754	118,636	113,012	85,943	116,992	113,012	(3,980)	-3%
* Insurance	54,971	62,818	62,818	-	62,818	62,818	-	-
* Maintenance	12,934	32,064	29,430	12,982	25,169	41,000	15,831	63%
* Operating Expense	47,711	118,926	56,075	36,027	58,461	52,825	(5,636)	-10%
<b>Sub-Total</b>	<b>794,558</b>	<b>915,155</b>	<b>860,356</b>	<b>576,635</b>	<b>862,461</b>	<b>864,439</b>	<b>1,978</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Sources	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	5,470	5,468	5,470	63,649	58,179	1064%
<b>TOTAL</b>	<b>1,024,594</b>	<b>1,104,802</b>	<b>1,092,869</b>	<b>672,147</b>	<b>1,067,091</b>	<b>1,113,742</b>	<b>46,651</b>	<b>4.37%</b>

Golf Course Fund- Non Dept.								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals	Forecast	Proposed Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	12,825	13,646	13,100	-	13,100	13,100	-	-
<b>Sub-Total</b>	<b>12,825</b>	<b>13,646</b>	<b>13,100</b>	<b>-</b>	<b>13,100</b>	<b>13,100</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Sources	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>12,825</b>	<b>13,646</b>	<b>13,100</b>	<b>-</b>	<b>13,100</b>	<b>13,100</b>	<b>-</b>	<b>-</b>

# Golf Course Fund

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

Golf Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
General Government	-	-	-	-	-	-	-	-
Culture/Recreation	903,091	994,618	1,135,750	708,587	1,026,700	1,147,750	121,050	11.79%
Interest & other Earnings	-	-	-	-	-	-	-	-
Disposition of Fixed Assets	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Donations	-	9,991	10,785	-	10,785	10,785	-	-
Other Miscellaneous Rev	570	657	-	606	550	-	(550)	-100.00%
Reimbursements	-	122,000	-	-	-	-	-	-
Transfers In	284,277	-	-	-	-	-	-	100.00%
subtotal	1,187,938	1,127,266	1,146,535	709,193	1,038,035	1,158,535	120,500	11.61%
Use of Fund Balance	-	-	-	-	42,156	-	(42,156)	-
<b>Total Sources of Funds</b>	<b>1,187,938</b>	<b>1,127,266</b>	<b>1,146,535</b>	<b>709,193</b>	<b>1,080,191</b>	<b>1,158,535</b>	<b>78,344</b>	
<b>Use of Funds</b>								
Golf Course	1,024,594	1,104,802	1,092,869	672,147	1,067,091	1,113,742	46,651	4.37%
Restaurant /Clubhouse	-	-	-	-	-	-	-	-
Non-Departmental	12,825	13,646	13,100	-	13,100	13,100	-	-
Repayment cash advance	-	-	-	-	-	-	-	100.00%
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Reserve for future capital use	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-
subtotal	1,037,419	1,118,448	1,105,969	672,147	1,080,191	1,126,842	46,651	4.32%
Reserve for future use	150,519	8,818	40,566	37,046	-	31,693	31,693	-
<b>Total Uses of Funds</b>	<b>1,187,938</b>	<b>1,127,266</b>	<b>1,146,535</b>	<b>709,193</b>	<b>1,080,191</b>	<b>1,158,535</b>	<b>78,344</b>	

# Golf Fund Revenues

GOLF FUND REVENUES	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
	Actuals	Actuals	Adjusted Budget	YTD Actuals (March)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>CULTURE/RECREATION</b>								
Walker Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Memberships	\$ 71,206	\$ 190,783	\$ 215,000	\$ 58,526	\$ 215,000	\$ 215,000	\$ -	-
Green Fees	\$ 664,108	\$ 625,273	\$ 727,000	\$ 551,880	\$ 617,950	\$ 727,000	\$ 109,050	17.65%
Driving Range Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Cart Rental	\$ 87,539	\$ 86,056	\$ 87,500	\$ 31,806	\$ 87,500	\$ 87,500	\$ -	-
Locker Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Club Services	\$ 11,456	\$ 12,903	\$ 13,250	\$ 11,372	\$ 13,250	\$ 13,250	\$ -	-
Green Surcharge-Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Merchandise Sales	\$ 38,782	\$ 43,603	\$ 57,000	\$ 28,003	\$ 57,000	\$ 57,000	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Tax Exempt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beverage Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beverage Cart	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Clubhouse Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Tax Exempt Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 30,000	\$ 36,000	\$ 36,000	\$ 27,000	\$ 36,000	\$ 48,000	\$ 12,000	33.33%
Golf Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Clubhouse Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
City Functions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL CULTURE/RECREATION</b>	<b>\$ 903,091</b>	<b>\$ 994,618</b>	<b>\$ 1,135,750</b>	<b>\$ 708,587</b>	<b>\$ 1,026,700</b>	<b>\$ 1,147,750</b>	<b>\$ 121,050</b>	<b>11.79%</b>
<b>DONATIONS</b>								
Donations	\$ -	\$ 9,991	\$ 10,785	\$ -	\$ 10,785	\$ 10,785	\$ -	-
<b>TOTAL DONATIONS</b>	<b>\$ -</b>	<b>\$ 9,991</b>	<b>\$ 10,785</b>	<b>\$ -</b>	<b>\$ 10,785</b>	<b>\$ 10,785</b>	<b>\$ -</b>	<b>-</b>
<b>OTHER MISC. REVENUE</b>								
Other	\$ 570	\$ 657	\$ -	\$ 606	\$ 550	\$ -	\$ (550)	-100.00%
Disposal of Fixed Assets	\$ -	\$ 122,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL OTHER MISC. REVENUE</b>	<b>\$ 570</b>	<b>\$ 122,657</b>	<b>\$ -</b>	<b>\$ 606</b>	<b>\$ 550</b>	<b>\$ -</b>	<b>\$ (550)</b>	<b>-100.00%</b>
<b>TRANSFERS IN</b>								
General Fund	\$ 253,139	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sanitation Fund	\$ 31,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL TRANSFERS IN</b>	<b>\$ 284,277</b>	<b>\$ -</b>	<b>-</b>					
<b>TOTAL GOLF FUND SOURCES OF FUNDS</b>	<b>\$ 1,187,938</b>	<b>\$ 1,127,266</b>	<b>\$ 1,105,969</b>	<b>\$ 709,193</b>	<b>\$ 1,038,035</b>	<b>\$ 1,158,535</b>	<b>\$ 120,500</b>	<b>11.61%</b>

# Library Trust Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Budget	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Interest & other Earnings	(15)	-	-	-	-	-	-	-
Sale of Surplus Material	3,634	4,639	-	2,803	3,000	-	(3,000)	-100.00%
Donations	1,425	1,012	777	3,777	3,500	-	(3,500)	-100.00%
Transfers In	-	-	-	-	-	-	-	-
subtotal	5,044	5,651	777	6,580	6,500	-	(6,500)	-100.00%
Use of Fund Balance	47,956	-	1,223	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>53,000</b>	<b>5,651</b>	<b>2,000</b>	<b>6,580</b>	<b>6,500</b>	<b>-</b>	<b>(6,500)</b>	
<b>Use of Funds</b>								
New Library Serve & PACs	-	-	2,000	-	2,000	-	(2,000)	-100.00%
Non-Departmental	53,000	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
subtotal	53,000	-	2,000	-	2,000	-	(2,000)	-100.00%
Reserve for future use	-	5,651	-	6,580	4,500	-	(4,500)	-
<b>Total Uses of Funds</b>	<b>53,000</b>	<b>5,651</b>	<b>2,000</b>	<b>6,580</b>	<b>6,500</b>	<b>-</b>	<b>(6,500)</b>	

# Parking Special Revenue Fund

**Parking Special Revenue 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 Special Revenue Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Charges for services	-	-	-	-	-	-	-	-
Interest & other Earnings	215	448	-	-	-	-	-	-
Disp of Fixed Assets	-	-	-	-	-	-	-	-
Other Miscellaneous Rev	-	-	-	-	-	-	-	-
Transfer in	-	-	-	-	-	-	-	-
subtotal	215	448	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>215</b>	<b>448</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds</b>								
Parking	-	-	-	-	-	-	-	-
Barricade Control	-	-	-	-	-	-	-	-
Non-Departmental	30	65	-	-	-	-	-	-
subtotal	30	65	-	-	-	-	-	-
Reserve for future use	185	383	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>215</b>	<b>448</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Simpkin Trust Fund

**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.

<b>Simpkin Library Trust Fund</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct-Mar)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>Change FY 16 Forecast &amp; FY 17 Request</b>	<b>% Change (Forecast -vs- Request)</b>
<b><u>Source of Funds</u></b>								
Interest & other Earnings	1,373	3,214	-	-	-	-	-	-
Transfers In			60,000					
<b>subtotal</b>	<b>1,373</b>	<b>3,214</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	61,854	79,195	-	-	60,000	-	(60,000)	
<b>Total Sources of Funds</b>	<b>63,227</b>	<b>82,409</b>	<b>60,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>(60,000)</b>	
<b><u>Use of Funds</u></b>								
Non-Departmental	227	409	-	-	-	-	-	-
Transfers Out	63,000	82,000	60,000	-	60,000	-	(60,000)	-100.00%
<b>subtotal</b>	<b>63,227</b>	<b>82,409</b>	<b>60,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>(60,000)</b>	<b>-100.00%</b>
Reserve for future use	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>63,227</b>	<b>82,409</b>	<b>60,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>(60,000)</b>	

# Road Improvement Fund

**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).

<b>Road Improvement Fund</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct-Mar)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>Change FY 16 Forecast &amp; FY 17 Request</b>	<b>% Change (Forecast -vs- Request)</b>
<b>Source of Funds</b>								
Franchise Fees	318,955	347,532	992,282	274,648	992,282	323,000	(669,282)	-67.45%
Interest & other earnings	3,055	6,630	2,200	-	2,200	2,200	-	-
Transfers In	580,947	-	-	-	-	294,034	294,034	#DIV/0!
<b>subtotal</b>	<b>902,957</b>	<b>354,162</b>	<b>994,482</b>	<b>274,648</b>	<b>994,482</b>	<b>619,234</b>	<b>(375,248)</b>	<b>-37.73%</b>
Use of Fund Balance	-	41,655	344,089	-	326,477	-	(326,477)	-
<b>Total Sources of Funds</b>	<b>902,957</b>	<b>395,817</b>	<b>1,338,571</b>	<b>274,648</b>	<b>1,320,959</b>	<b>619,234</b>	<b>(701,725)</b>	
<b>Use of Funds</b>								
Street improvements	629,218	394,730	1,338,271	224,035	1,320,659	523,181	(797,478)	-60.38%
Non-Departmental Capital projects	1,274	1,087	300	-	300	300	-	-
Transfers Out - Capital Projects	-	-	-	-	-	-	-	100.00%
Transfers Out	-	-	-	-	-	-	-	-
<b>subtotal</b>	<b>630,492</b>	<b>395,817</b>	<b>1,338,571</b>	<b>224,035</b>	<b>1,320,959</b>	<b>523,481</b>	<b>(797,478)</b>	<b>-60.37%</b>
Reserve for future use	272,465	-	-	50,613	-	95,753	95,753	-
<b>Total Uses of Funds</b>	<b>902,957</b>	<b>395,817</b>	<b>1,338,571</b>	<b>274,648</b>	<b>1,320,959</b>	<b>619,234</b>	<b>(701,725)</b>	

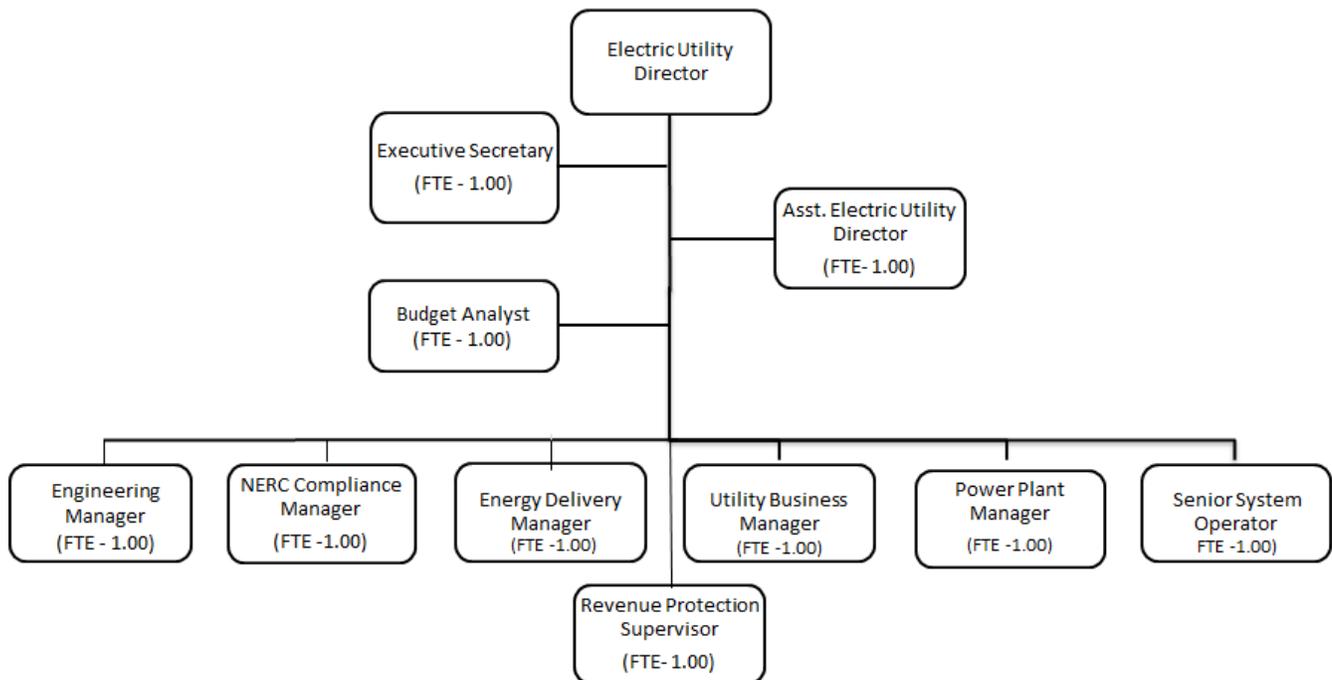
# Tree Beautification Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
Intergovernmental							-	-
Donations	310	2,500	1,425	1,684	1,684	1,425	(259)	-15.38%
Transfers In	-	-	-	-	-	-	-	-
subtotal	310	2,500	1,425	1,684	1,684	1,425	(259)	-15.38%
Use of Fund Balance	-	1,508	470	-	211	-	(211)	
<b>Total Sources of Funds</b>	<b>310</b>	<b>4,008</b>	<b>1,895</b>	<b>1,684</b>	<b>1,895</b>	<b>1,425</b>	<b>(470)</b>	
<b>Use of Funds</b>								
Grounds	164	4,008	1,895	91	1,895	1,425	(470)	-24.80%
Capital Outlay	-	-	-	-	-	-	-	-
Transfers Out								
subtotal	164	4,008	1,895	91	1,895	1,425	(470)	-24.80%
Reserve for future use	146	-	-	1,593	-	-	-	
<b>Total Uses of Funds</b>	<b>310</b>	<b>4,008</b>	<b>1,895</b>	<b>1,684</b>	<b>1,895</b>	<b>1,425</b>	<b>(470)</b>	

# Electric Utility

## Electric Utility Management

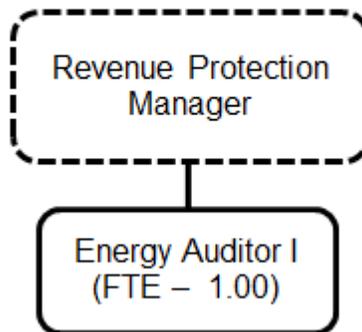


Related Funds: Electric Fund, Utility Conservation Fund

# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Utility Conservation Fund

# Conservation Management

## **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 2017 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 2017 GOALS AND OBJECTIVES**

**Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.**

Conservation Management will perform energy audits as requested by the customers of Lake Worth Electric Utility.

Conservation Management will participate in City sponsored activities in order to promote water and electricity conservation measures.

Conservation Management will do what they can to help our customers reduce their monthly utility bill.

## **FY 2016 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.**

# Conservation Management

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.

Review conservation initiatives offered by other agencies and determine appropriateness of adoption by the City.

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 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.

# Conservation Management

Utility Conservation Fund- Building Permit, Admin. & Util Conservation								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6015	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	32,575	43,437	50,870	36,014	50,870	50,870	-	-
* Benefits	53,489	24,523	27,087	2,592	27,087	27,087	-	-
<b>Sub-Total</b>	<b>86,064</b>	<b>67,960</b>	<b>77,957</b>	<b>38,606</b>	<b>77,957</b>	<b>77,957</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	26,792	6,188	6,293	-	6,058	3,878	(2,180)	-36%
* Travel & Training	-	315	1,500	-	-	-	-	-
* Utility & Communications	43	-	-	-	-	-	-	-
* Insurance	2,972	3,375	3,375	-	3,375	3,375	-	-
* Maintenance	9,800	12,250	4,900	4,900	4,900	4,900	-	-
* Operating Expense	3,615	576	2,200	309	500	-	(500)	-100%
<b>Sub-Total</b>	<b>43,222</b>	<b>22,704</b>	<b>18,268</b>	<b>5,209</b>	<b>14,833</b>	<b>12,153</b>	<b>(2,680)</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Sources	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL								
	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>129,286</b>	<b>90,664</b>	<b>96,225</b>	<b>43,815</b>	<b>92,790</b>	<b>90,110</b>	<b>(2,680)</b>	<b>-2.89%</b>

Utility Conservation Fund- Non Departmental								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	(61)	282	100	-	100	-	(100)	-100%
<b>Sub-Total</b>	<b>(61)</b>	<b>282</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Sources	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL								
	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>(61)</b>	<b>282</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>-100.00%</b>

# Utility Conservation Fund

**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.

<b>Utility Conservation Fund</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct-Aug)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>Change FY 16 Forecast &amp; FY 17 Request</b>	<b>% Change (Forecast -vs- Request)</b>
<b>Source of Funds</b>								
Physical Environment	(15)	(198)	-	-	-	-	-	-
Interest & Other Earnings	3,268	7,294	-	-	-	-	-	-
<b>subtotal</b>	<b>3,253</b>	<b>7,096</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	125,972	83,850	96,325	43,815	92,890	90,110	(2,780)	
<b>Total Sources of Funds</b>	<b>129,225</b>	<b>90,946</b>	<b>96,325</b>	<b>43,815</b>	<b>92,890</b>	<b>90,110</b>	<b>(2,780)</b>	
<b>Use of Funds</b>								
Building Permits	-	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-
Utility Conservation	129,286	90,664	96,225	43,815	92,790	90,110	(2,680)	-2.89%
Non-Departmental Other	(61)	282	100	-	100	-	(100)	-100.00%
<b>subtotal</b>	<b>129,225</b>	<b>90,946</b>	<b>96,325</b>	<b>43,815</b>	<b>92,890</b>	<b>90,110</b>	<b>(2,780)</b>	<b>-2.99%</b>
Reserve for future use	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>129,225</b>	<b>90,946</b>	<b>96,325</b>	<b>43,815</b>	<b>92,890</b>	<b>90,110</b>	<b>(2,780)</b>	

# Grant Fund

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

Grants	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<u>Source of Funds</u>								
Federal Grants:								
Culture/Recreation	45,033	63,985	124,186	9,843	14,186	-	(14,186)	-100.00%
General Government	510,000	235,676	31,761	-	31,761	65,139	33,378	105.09%
Physical Environment	30,616	276,879	1,460,328	341,287	679,589	775,000	95,411	14.04%
Public Safety	80,700	14,285	49,306	18,937	19,139	-	(19,139)	-100.00%
Transportation	-	-	-	-	-	-	-	-
Total Federal Grants	666,349	590,825	1,665,581	370,067	744,675	840,139	95,464	12.82%
State Grants - culture/recreation	-	-	-	-	-	-	-	-
Grants From Local Units - culture/recreation	-	-	-	-	-	-	-	-
Transfers In	-	-	12,585	-	-	-	-	-
subtotal	666,349	590,825	1,678,166	370,067	744,675	840,139	95,464	12.82%
Use of Fund Balance	-	93,661	-	91,091	97,915	-	(97,915)	
<b>Total Sources of Funds</b>	<b>666,349</b>	<b>684,486</b>	<b>1,678,166</b>	<b>461,158</b>	<b>842,590</b>	<b>840,139</b>	<b>(2,451)</b>	<b>-0.29%</b>
<u>Use of Funds</u>								
Grants - City Funds	5,395	57,079	-	-	-	-	-	-
Grants - Public Safety	65,354	577,491	1,587,855	351,073	716,989	826,599	109,610	15.29%
Grants - State Funds	2,793	31,683	90,311	52,958	68,474	13,540	(54,934)	-80.23%
Grants - Local Funds	57,479	18,233	-	57,127	57,127	-	(57,127)	-100.00%
Grants - Non-Departmental	122,080	-	-	-	-	-	-	-
Transfers Out to General Fund	17,370	-	-	-	-	-	-	-
subtotal	270,471	684,486	1,678,166	461,158	842,590	840,139	(2,451)	-0.29%
Reserve for future use	395,878	-	-	-	-	-	-	
<b>Total Uses of Funds</b>	<b>666,349</b>	<b>684,486</b>	<b>1,678,166</b>	<b>461,158</b>	<b>842,590</b>	<b>840,139</b>	<b>(2,451)</b>	<b>-0.29%</b>



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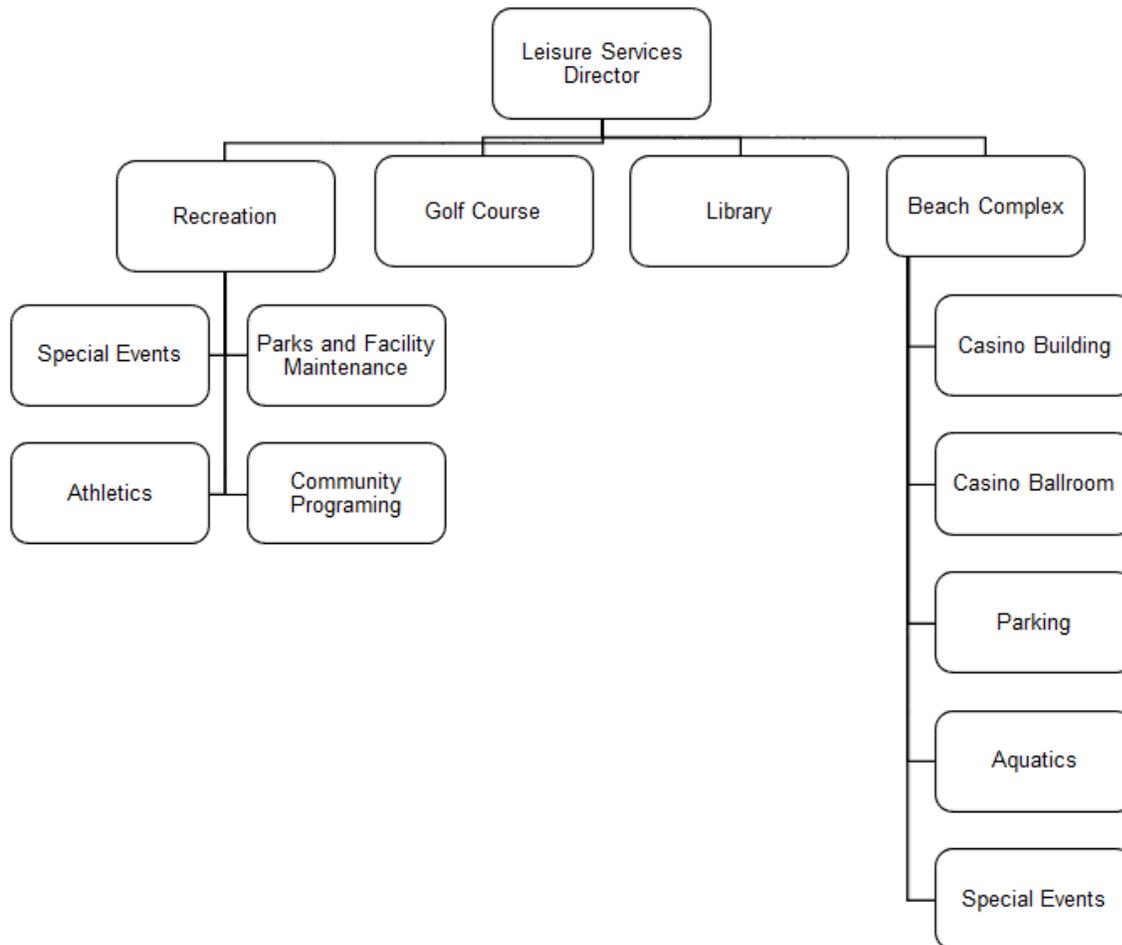


# Beach Fund

# Leisure Services

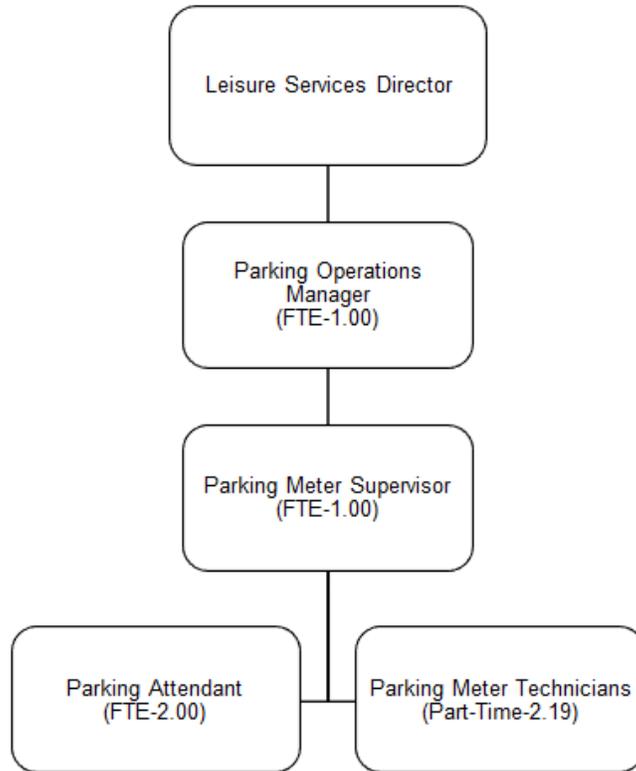
## MISSION

The Leisure Services department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund,

# Parking



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.00	0	0	0	4.00
Part-time (FTE)	2.19	0	0	0	2.19

Related Funds: Parking Improvement Fund

# Parking

## **CORE PROCESSES AND OUTPUTS**

The Parking division manages parking in the City's downtown and metered lots at Lake Worth Beach Complex, Bryant Park Boat Ramp and the Old Bridge Park lot. Responsibilities include providing a safe parking environment, customer service to residents and visitors, answering questions, 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 dates for citizens.

The Leisure Services department works with and oversees the Parking division. The Parking division operates the parking systems and enforces the City of Lake Worth ordinances at the Lake Worth Beach, Old Bridge Park, Lake Worth Golf Course, Bryant Park Boat Ramp, downtown and surrounding streets and alleys.

## **FY 2017 INITIATIVES**

### **Improve the parking experience throughout the City of Lake Worth.**

Objective: Continue to improve the parking experience throughout the City of Lake Worth, by continuing to make customer service a priority, as well as a safe and pleasant one.

Objective: Continue to improve the posted signs throughout the beach lots, as well as the entire City, to improve parking and aide the public in locating parking areas.

Objective: Continue to maintain staffing levels at the 2016 budget level, while adding volunteers to assist in everyday activities to increase overall production.

Objective: Continue to seek and find ways to expand and improve parking throughout the entire City. This may be done through signage, exploring different areas, parking studies or interacting with the residents of the City of Lake Worth.

### **To reduce costs through vehicles, repairs, collections.**

Objective: Continue to use existing vehicles to reduce costs.

Objective: Continue to do repairs on meters by Parking Division personnel to keep costs down, while keeping a minimum supply of parts to use quickly to keep meters functioning properly at all times.

Objective: Personnel will continue to collect coins from pay stations throughout the City and process coins for deposit, instead of outsourcing.

## **FY 2017 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 welcoming parking facilities for residents, business owners and visitors, making the parking experience a pleasant one throughout our City.

# Parking

## **Goal 2: Recognize and protect our unique character.**

Objective: The Parking division will work with City leaders, homeowners and homeowner representatives to ensure sufficient parking is available for community and official City events throughout the 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 and work with the Palm Beach Sheriff's Office to provide safe Sheriff-protected parking areas.

## **FY 2016 INITIATIVES REPORT CARD**

In an effort to improve outstanding revenue collection money owed to the City, the City entered into an agreement with OnLine Collections to collect outstanding money owed. The projected current procurement is approximately \$100,000.00.

The Parking division is updating the parking ordinance, resolution and fee schedule to allow for more options available for Parking employees to use in the issuance of citations.

Increased the parking office area to allow more work space for personnel, equipment and storage.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

**Goal 1:** The goal of the Parking division is to continue to enhance the customer experience with continued use of signs, parking lot striping, pavement markings and continued meter usage. Work in coordination with Special Events to provide good parking areas for attendees, as well as for City events and parades. Enhance all aspects of the level of service to all customers throughout the year by providing good quality customer service experiences.

# Parking

## FY 2017 Performance Measures - Parking

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Citation Revenue	*	*	\$100,000	\$100,000	\$100,000	\$214,000	\$215,000	\$215,000	\$225,000
Delinquent Citation Revenue	*	*	\$33,000	\$30,000	\$55,000	\$66,000	\$67,000	\$67,000	\$70,000
Citation Revenue Paid Online (Clancy)	*	*	\$13,750	\$6,415	\$30,000	\$78,376	\$79,000	\$79,000	\$80,000
Pay-by-Phone App Users	*	*	4,740	4,740	6,000	4,763	4,800	4,800	4,900

Effectiveness Measuremen	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
% of Issued Citations vs. Collected Revenue	*	*	65%	65%	75%	61%	65%	65%	70%
% of Delinquent Citations vs. Collected Revenue	*	*	33%	33%	50%	49%	50%	50%	55%
Citations Paid Online	*	*	550	558	1200	1804	1820	1820	1850

Downtown Parking	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5030	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	4,015	4,200	4,098	2,914	4,098	4,213	115	2.81%
* Benefits	2,370	2,237	2,424	207	2,424	2,427	3	0.12%
<b>Sub-Total</b>	<b>6,385</b>	<b>6,437</b>	<b>6,522</b>	<b>3,121</b>	<b>6,522</b>	<b>6,640</b>	<b>118</b>	<b>1.81%</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	1,643	1,088	1,963	600	1,963	1,500	(463)	-23.59%
* Travel & Training	-	-	50	-	50	50	-	-
* Utility & Communication	-	-	-	-	-	-	-	-
* Insurance	1,243	-	-	-	-	-	-	-
* Maintenance	19	919	2,140	1,001	1,940	2,140	200	10.31%
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>2,905</b>	<b>2,007</b>	<b>4,153</b>	<b>1,601</b>	<b>3,953</b>	<b>3,690</b>	<b>(263)</b>	<b>-6.65%</b>
CAPITAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>9,290</b>	<b>8,444</b>	<b>10,675</b>	<b>4,722</b>	<b>10,475</b>	<b>10,330</b>	<b>(145)</b>	<b>-1.38%</b>

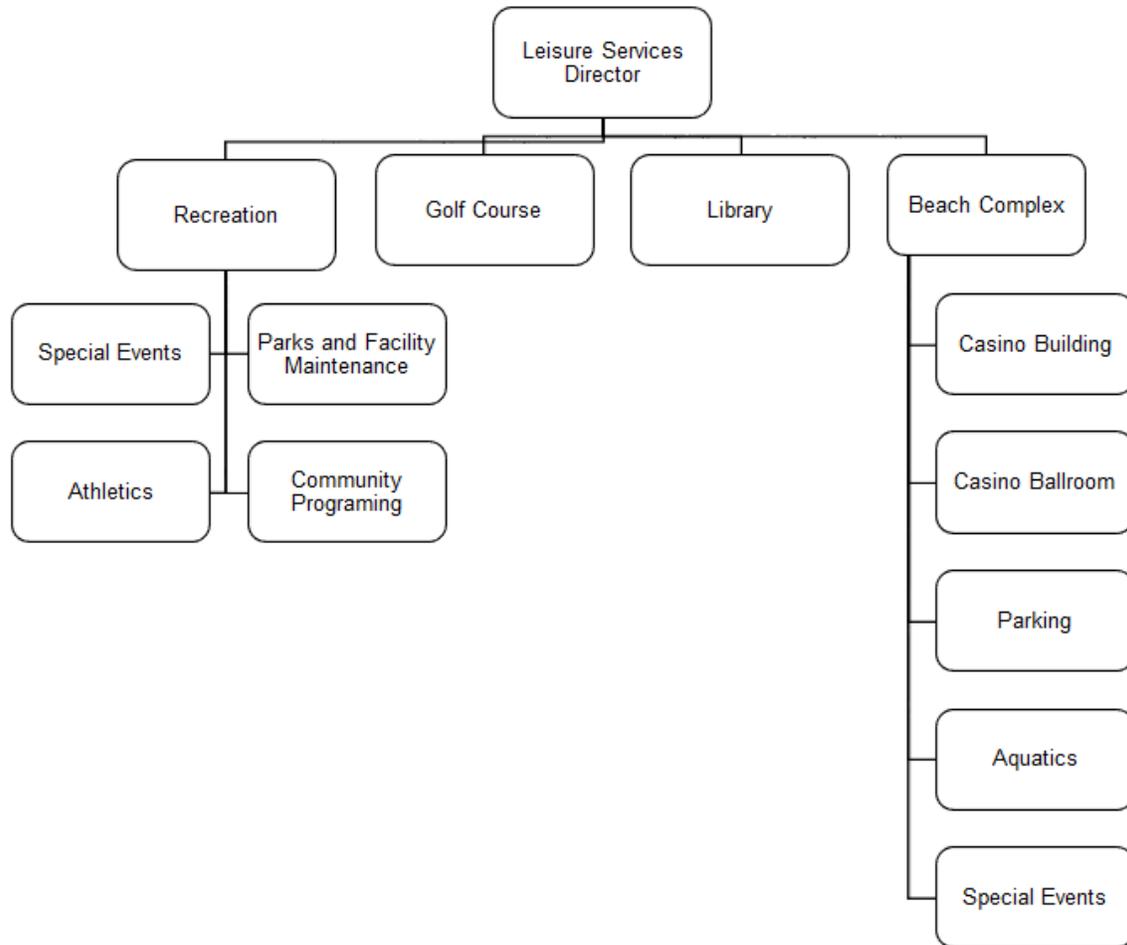
# Parking

Beach Fund- Beach Parking	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8050	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	173,336	163,243	255,826	116,908	205,826	216,578	10,752	5%
* Benefits	63,362	64,077	114,751	8,396	114,751	94,600	(20,151)	-18%
<b>Sub-Total</b>	<b>236,698</b>	<b>227,320</b>	<b>370,577</b>	<b>125,304</b>	<b>320,577</b>	<b>311,178</b>	<b>(9,399)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	25,918	36,218	43,009	21,543	38,009	51,389	13,380	35%
* Travel & Training	500	107	150	75	200	973	773	387%
* Utility & Communications	3,966	4,633	4,633	-	4,633	4,633	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	20,736	23,880	23,500	20,562	23,500	27,300	3,800	16%
* Operating Expense	26,387	12,030	19,550	7,578	24,500	24,900	400	2%
<b>Sub-Total</b>	<b>77,507</b>	<b>76,868</b>	<b>90,842</b>	<b>49,758</b>	<b>90,842</b>	<b>109,195</b>	<b>18,353</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	8,446	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>322,651</b>	<b>304,188</b>	<b>461,419</b>	<b>175,062</b>	<b>411,419</b>	<b>420,373</b>	<b>8,954</b>	<b>2.18%</b>

# Leisure Services

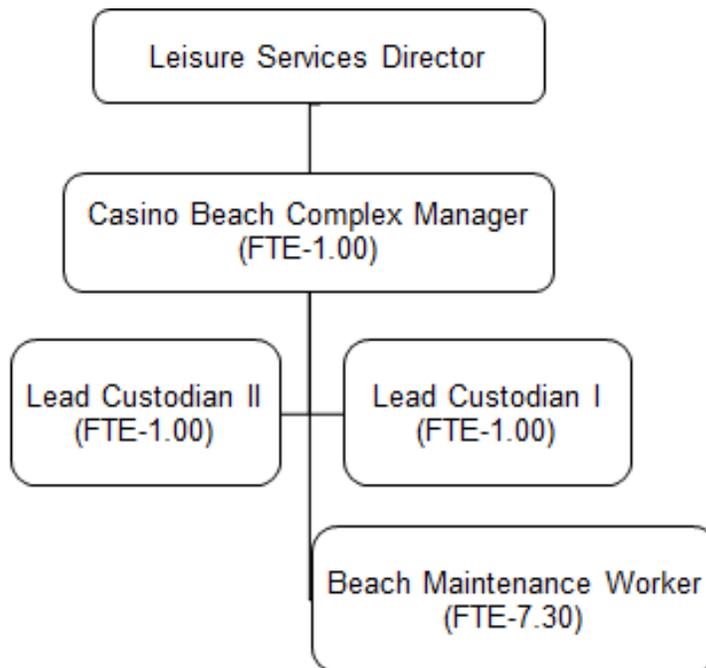
## MISSION

The Leisure Services Department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund,

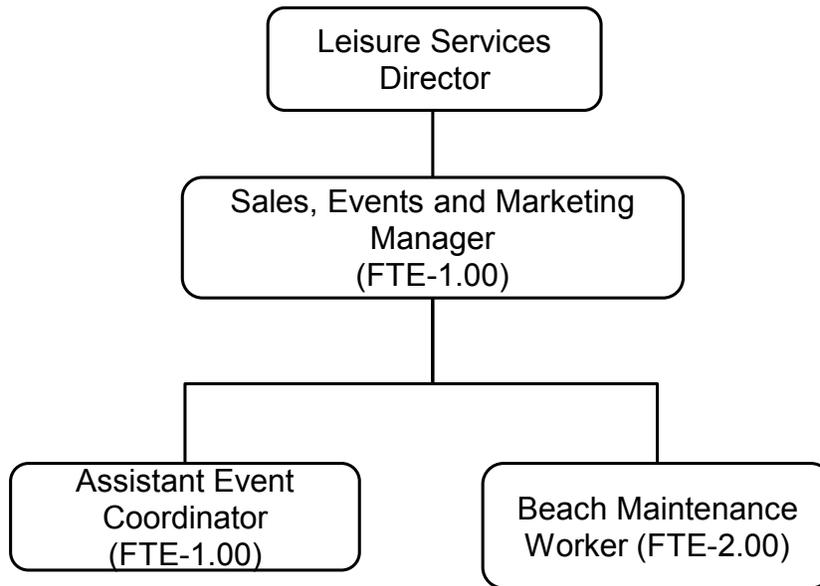
# Casino Building



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	2.00	+1.00	0	0	3.00
Part-time (FTE)	7.30	0	0	0	7.30

Related Funds: Beach Fund

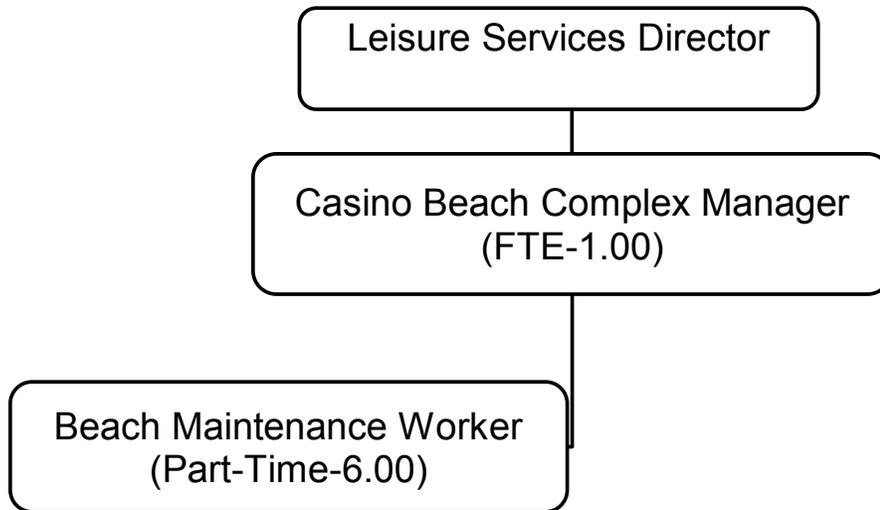
# Casino Ballroom



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	2.00	+2.00	0	0	4.00
Part-time (FTE)	1.45	-1.45	0	0	0

Related Funds: Beach Fund

# Beach Complex Park



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	6.00	0	0	0	6.00

Related Funds: Beach Fund

# Casino Building and Beach Complex

## **CORE PROCESSES AND OUTPUTS**

Located at 10 S. 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, decaded 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.

### **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 including the beach bonfires, festivals, competitive races and Farmers Market (remaining at Old Bridge Park), attract visitors and residents.

## **FY 2017 INITIATIVES**

Provide a unique, culturally significant and beautiful space for hosting events, weddings or a special occasion with the goal of being rented on average three 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 the 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 2017 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 to 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.

# Casino Building and Beach Complex

## **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.

## **FY 2016 INITIATIVES REPORT CARD**

### CASINO BALLROOM

The Casino Ballroom is available for rent 365 days a year for all events including, but not limited to, weddings, receptions, quinces, retirement parties, meetings etc. Staff is constantly evaluating pricing and processes to stay competitive in the market.

### BEACH COMPLEX

The Beach Complex offers meticulously manicured beach front property 365 days a year. Staff is dedicated to making the complex a clean, safe and marketable destination.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

Provide a unique, culturally significant and beautiful space for hosting events, weddings or special occasion with the goal of being rented an average 2-3 days a week or for 100 bookings for FY 2016.

### **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 the City.

### **The first annual Kickoff to Spring Break Beach Concert Series was held Monday, March 21.**

Increase marketing and promotion of the beach bonfires and broaden the scope of the event to increase traffic and revenues for tenants and the City.

### **Staff is always evaluating and adjusting marketing strategies.**

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

### **Completed and ongoing.**

To continue the social media campaign (Facebook, Twitter and Instagram) to market, advertise and raise awareness to the beach complex.

### **Completed and ongoing.**

# Casino Building and Beach Complex

## FY 2017 Performance Measures - Casino Ballroom

Workload Measurements	FY 2013		FY 2014		FY 2015/16		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
# of half day room rentals	48	15	40	42	40	11	20
# of full day room rentals	24	27	52	48	52	49	60
# of hourly room rentals			15	18	15	5	15
# of Beach Weddings	-	13	22	34	22	30	45
# of Weekday Meeting/Seminar rentals	12	2	12	0	12	12	20
# of non-profit rentals	-	10	20	7	20	7	15

Effectiveness Measurements	FY 2013		FY 2014		FY 2015/2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of actual versus goal of half day room	75%	31%	75%	105%	75%	27%	75%
% of actual versus goal of full day rentals	75%	113%	75%	92%	75%	94%	75%
% of actual versus goal of hourly room rentals	75%	100%	75%	102%	75%	3%	75%
% of actual versus goal of beach weddings	75%	17%	75%	105%	75%	136%	75%
% of actual versus goal of weekday meeting	75%	100%	75%	0%	75%	100%	75%
% of actual versus goal of non-profit rentals	75%	100%	75%	35%	75%	35%	75%

Data provided as of 3/25/2016

Beach Fund-Casino Building	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8055	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	69,903	57,820	74,205	52,377	69,205	108,637	39,432	57%
* Benefits	31,541	22,115	23,365	4,028	23,477	40,685	17,208	73%
<b>Sub-Total</b>	<b>101,444</b>	<b>79,935</b>	<b>97,570</b>	<b>56,405</b>	<b>92,682</b>	<b>149,322</b>	<b>56,640</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	32,063	26,286	39,998	17,576	33,348	34,518	1,170	4%
* Travel & Training	-	-	520	-	520	520	-	-
* Utility & Communications	74,051	68,247	49,854	51,692	55,100	49,854	(5,246)	-10%
* Insurance	47,012	37,293	37,293	-	37,293	37,293	-	-
* Maintenance	37,488	22,120	68,900	18,443	70,400	17,400	(53,000)	-75%
* Operating Expense	5,486	5,215	9,400	4,434	7,750	7,200	(550)	-7%
<b>Sub-Total</b>	<b>196,100</b>	<b>159,161</b>	<b>205,965</b>	<b>92,145</b>	<b>204,411</b>	<b>146,785</b>	<b>(57,626)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	69,308	488,000	-	488,000	550,000	62,000	13%
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>69,308</b>	<b>488,000</b>	<b>-</b>	<b>488,000</b>	<b>550,000</b>	<b>62,000</b>	
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>297,544</b>	<b>308,404</b>	<b>791,535</b>	<b>148,550</b>	<b>785,093</b>	<b>846,107</b>	<b>61,014</b>	<b>7.77%</b>

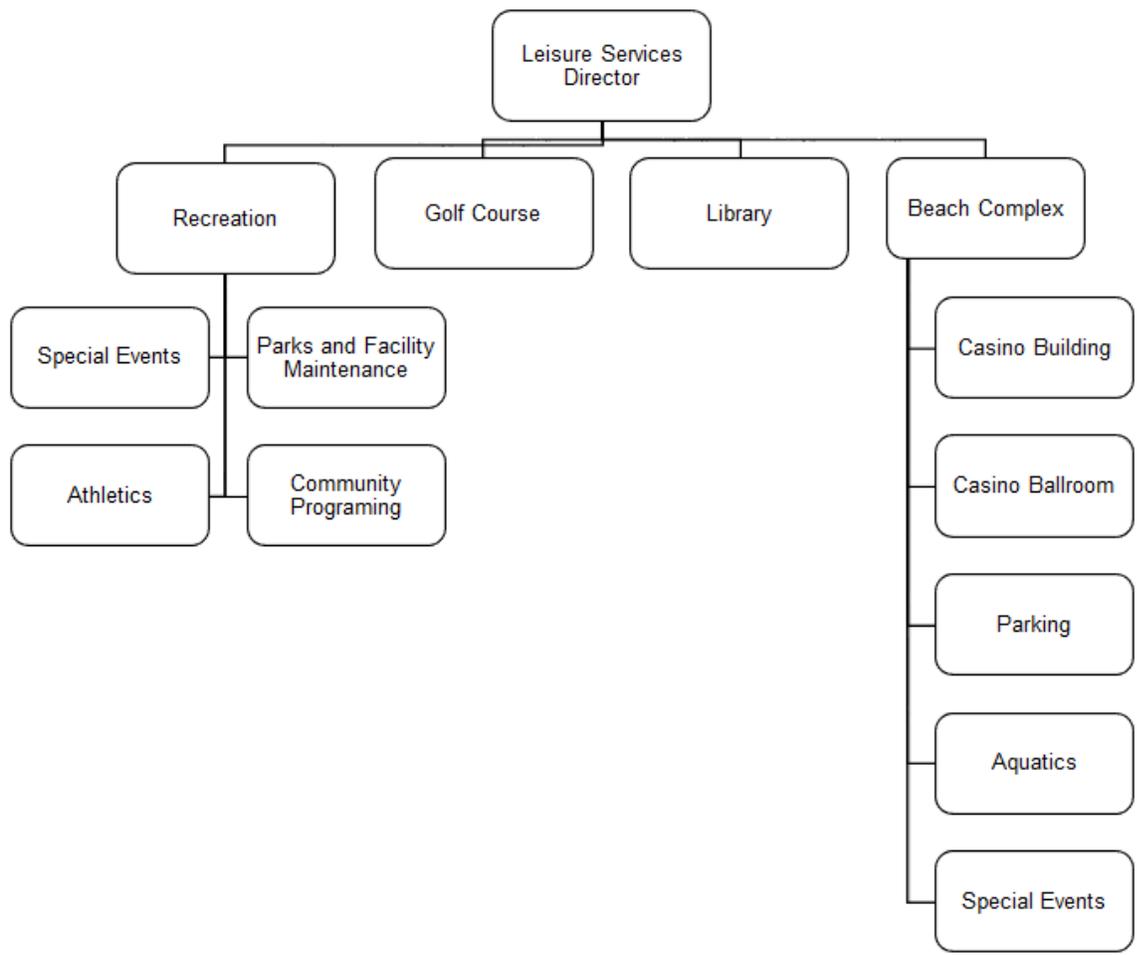
# Casino Building and Beach Complex

Beach Fund- Ballroom	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8056	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	31,127	58,715	93,222	59,873	93,472	130,287	36,815	39%
* Benefits	19,254	37,572	40,445	4,549	40,445	46,643	6,198	15%
<b>Sub-Total</b>	<b>50,381</b>	<b>96,287</b>	<b>133,667</b>	<b>64,422</b>	<b>133,917</b>	<b>176,930</b>	<b>43,013</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	13,508	7,866	7,660	-	7,660	8,680	1,020	13%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	16,020	-	16,020	16,020	-	-
* Insurance	9,933	6,828	6,828	-	6,828	6,828	-	-
* Maintenance	1,728	915	12,829	1,876	15,000	10,500	(4,500)	-30%
* Operating Expense	51,821	29,661	38,100	22,513	39,800	29,115	(10,685)	-27%
<b>Sub-Total</b>	<b>76,990</b>	<b>45,270</b>	<b>81,437</b>	<b>24,389</b>	<b>85,308</b>	<b>71,143</b>	<b>(14,165)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>127,371</b>	<b>141,557</b>	<b>215,104</b>	<b>88,811</b>	<b>219,225</b>	<b>248,073</b>	<b>28,848</b>	<b>13.16%</b>

# Leisure Services

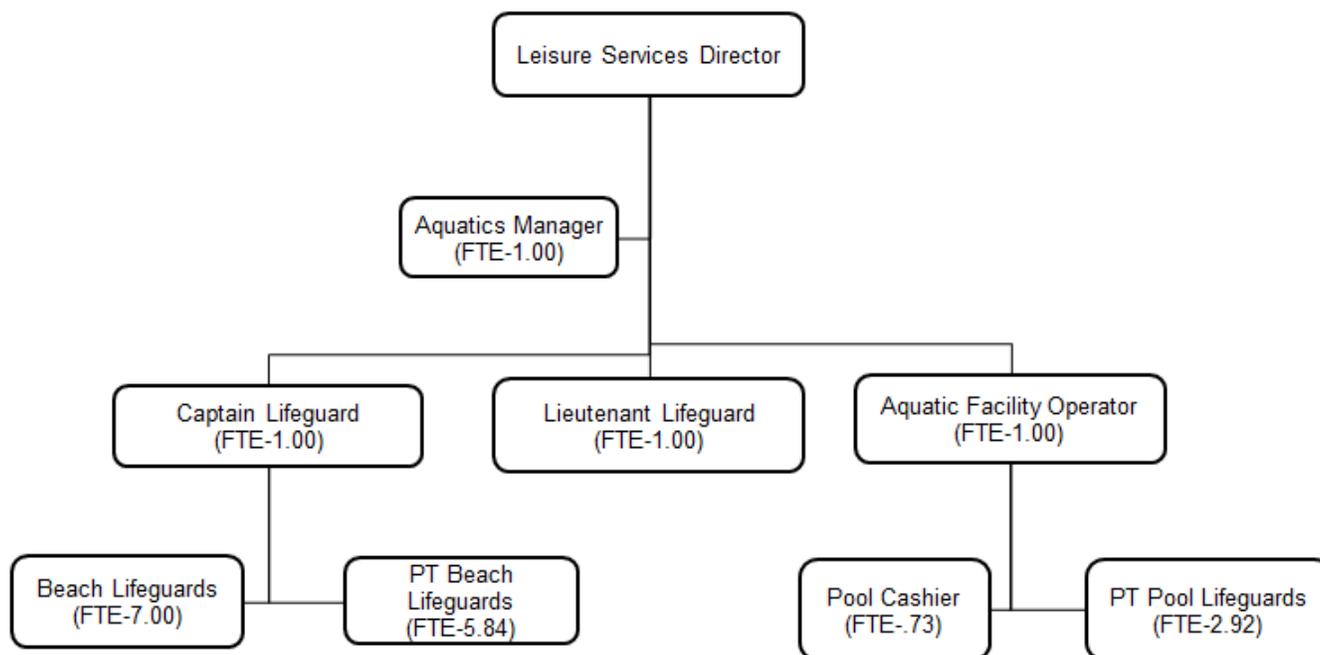
## MISSION

The Leisure Services department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund

# Aquatics Division



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	10.00	+1.00	0	0	11.00
Part-time (FTE)	9.49	0	0	0	9.49

Related Funds: Beach Fund

# 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.

## **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. The Lake Worth Ocean Rescue also coordinates the Lake Worth Junior Lifeguard Program successfully each year.

## **FY 2017 INITIATIVES**

The beach lifeguard staff, through on-going training, is committed to keeping the public safe when visiting our beautiful beaches. The beach lifeguards are finding new ways to provide a safe environment for their specific needs. To better serve the public, swim buoys are going to be installed. These buoys will give the public a well-marked safe-swim area and allow lifeguards to better control any hazards that may be present. Beach lifeguards will continue 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. Beach lifeguards will continue to collaborate with the Casino Beach Complex Special Events Manager in coordination of the Beach Bonfires and Spring Break Concert Series.

## **FY 2017 GOALS AND OBJECTIVES**

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

Objective: Maintain a clean, safe and relaxing environment for the community to enjoy outdoor recreational activities.

Objective: Provide a recreational area that promotes environmental awareness and sustainability.

### **Goal 2: Recognize and protect our unique character.**

Objective: Continue Ocean Safety Day to better educate residents and visitors to the City of Lake Worth of the environmental conditions and marine hazards associated with the beach.

Objective: Continue aiding in executing and implementation of the beach bonfires in order to provide a unique and safe after hours beach experience for the community.

### **Goal 3: Provide effective and efficient services.**

Objective: Identify and provide excellent emergency response using the best practices, strategies and tactics in order to eliminate water related injury and fatalities.

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

# Aquatics Division - Ocean Rescue

## **FY 2016 INITIATIVES REPORT CARD**

Ocean rescue has extended the hours of operation to better serve the needs of the public during busy times of the year. Having lifeguards on the beach later in the day will make a difference in the amount of EMS responses taking place after hours.

The third annual Ocean Safety Day and "Underwater Pier Clean-Up day were both a success.

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

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

Objective: Sustain the volleyball court on the south side of the beach.

Volleyball nets are replaced twice a year and lifeguards have increased with enforcing no littering rules around the court in order to keep it clean.

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

We continue to maintain contracts with our cabana service, Oceanside Beach Services, and our beach raking service, Beachkeeper LLC.

### **Goal 2: Recognize and protect our unique character.**

Objective: Continue Ocean Safety Day 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.

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

The Underwater Pier and Beach Clean-Up days were a success and we hope to increase involvement with these events next year.

### **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: Have all supervisors be certified as United States Lifesaving Association Surf Lifesaving Training Officers.

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

All Lifeguard staff maintain mandatory certification and all new hires are required to have certifications. All recertification is done in-house by our lifeguard instructor.

# Aquatics Division - Ocean Rescue

## FY 2017 Performance Measures - Aquatics/Ocean Rescue

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Drowning Victims Rescued	100%	225	220	180	200	193	100%	200	100%
Minor Medical Treatments	250	695	650	642	650	805	600	750	100%
Preventative Rescues/ Preventative Action	8,000	8,135	6,500	6,749	6,500	5,984	6,500	6000	100%
Emergency Medical Service / Sheriff Backup	40	40	35	59	35	64	30	50	0

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Beach Patrons Educated of Hazards/ Public Assists	8,000	9,053	8,000	8,977	9,000	6,760	10,000	7000	8000
Number of Lifeguard Trainings								12	24

Beach Fund- Beach	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8072	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	313,826	315,330	448,175	243,474	313,530	509,950	196,420	63%
* Benefits	139,195	135,899	239,917	18,503	239,917	171,350	(68,567)	-29%
<b>Sub-Total</b>	<b>453,021</b>	<b>451,229</b>	<b>688,092</b>	<b>261,977</b>	<b>553,447</b>	<b>681,300</b>	<b>127,853</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	27,451	25,816	25,348	8,631	25,348	31,559	6,211	25%
* Travel & Training	1,272	930	1,000	-	1,000	900	(100)	-10%
* Utility & Communications	-	-	3,130	-	3,130	3,130	-	-
* Insurance	11,448	14,179	14,179	-	14,179	14,179	-	-
* Maintenance	16,499	11,589	9,400	6,070	9,400	10,700	1,300	14%
* Operating Expense	21,024	19,157	17,200	11,789	17,220	19,250	2,030	12%
<b>Sub-Total</b>	<b>77,694</b>	<b>71,671</b>	<b>70,257</b>	<b>26,490</b>	<b>70,277</b>	<b>79,718</b>	<b>9,441</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PRINCIPAL</b>	<b>1,615</b>	<b>-</b>	<b>8,348</b>	<b>8,348</b>	<b>8,348</b>	<b>-</b>	<b>(8,348)</b>	<b>-100%</b>
<b>TOTAL</b>	<b>532,330</b>	<b>522,900</b>	<b>766,697</b>	<b>296,815</b>	<b>632,072</b>	<b>761,018</b>	<b>128,946</b>	<b>20.40%</b>

# 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.

## **CORE PROCESSES AND OUTPUTS**

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

Lake Worth Municipal Pool offers a one of a kind experience to train this close to the Atlantic Ocean with its cool ocean breezes unlike any other aquatic facility. Many northern colleges and swim teams are quickly recognizing the Lake Worth Pool as the up and coming winter destination. By partnering with local instructors and businesses, the Lake Worth Pool offers many pool focused training opportunities such as exercise classes, SCUBA diving classes and lifeguarding courses, to promote health and vitality to the local community and surrounding areas.

## **FY 2017 INITIATIVES**

Continue providing the highest level of safety and aquatic activities for our residents and visitors. Increase revenue by growing the number of swim teams that visit the facility. 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 2017 GOALS AND OBJECTIVES**

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

Objective: Provide a clean and safe 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 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 become 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 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 keeping 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 2016 GOALS AND OBJECTIVES REPORT CARD**

### **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.

Improvements to enhance usage for swim teams have been made, such as installation of brighter pool deck lights which allows longer training times.

Cosmetic improvements have been made with the installation of the new pool fence.

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

Lake Worth pool continues working with ARC, a program for children with disabilities, and the Drowning Prevention Alliance.

### **Goal 2: Recognize and protect our unique character.**

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

All participant in the Junior Lifeguard program are trained in CPR/AED.

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

Local daycares and camps are booking pool rental time for summer scheduling.

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

Lake Worth pool continues to offer lifeguard classes and the pool programs such as the East Coast Aquatic Club and Water Aerobics, which continues increasing in numbers.

### **Goal 3: Provide effective and efficient services,**

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

Two supervising staff members are currently AFO certified.

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.

# Aquatics Division - Municipal Pool

## FY 2017 Performance Measures - Aquatics/Pool

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016	FY 2016	FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Pool Patrons	*	*	*	8,118	9,000	8,600	11,000	9000	11000
Independent Contractors	*	*	*	2	2	1	4	2	4
Pool Rentals	*	*	*	4	5	10	15	2	15
Participants for Jr. Lifeguards	30	44	30	41	45	45	45	45	50
Seasonal Pool Passes	*	*	30	34	30	20	35	100	130

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016	FY 2016	FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
# of Summer Camps Renting Pool	0	0	3	3	4	4	6	4	6
# of Swim Teams Renting Pool	0	0	4	0	4	6	8	3	6
% of Jr. Lifeguards Satisfied with Program	100%	100%	100%	100%	100%	100%	100%	100%	100%

Beach Fund- Pool	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8071	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	69,191	68,596	123,661	57,247	107,961	169,703	61,742	57%
* Benefits	22,908	21,433	34,986	4,363	34,986	42,296	7,310	21%
<b>Sub-Total</b>	<b>92,099</b>	<b>90,029</b>	<b>158,647</b>	<b>61,610</b>	<b>142,947</b>	<b>211,999</b>	<b>69,052</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	5,470	-	-	-	-	-	-
* Travel & Training	255	642	1,110	-	1,110	1,110	-	-
* Utility & Communications	69,718	68,244	72,382	56,025	68,382	72,382	4,000	6%
* Insurance	10,038	8,744	8,744	-	8,744	8,744	-	-
* Maintenance	3,024	16,562	32,000	13,067	34,000	57,000	23,000	68%
* Operating Expense	19,597	24,648	32,000	12,192	32,100	34,975	2,875	9%
<b>Sub-Total</b>	<b>102,632</b>	<b>124,310</b>	<b>146,236</b>	<b>81,284</b>	<b>144,336</b>	<b>174,211</b>	<b>29,875</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	1,299	-	-	-	43,054	43,054	-
<b>TOTAL</b>	<b>194,731</b>	<b>215,638</b>	<b>304,883</b>	<b>142,894</b>	<b>287,283</b>	<b>429,264</b>	<b>141,981</b>	<b>49.42%</b>

# Aquatics

Beach Fund- Beach Park	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8074	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	45,951	82,173	101,383	54,811	79,633	113,360	33,727	42%
* Benefits	25,234	24,865	30,996	4,102	30,996	38,022	7,026	23%
<b>Sub-Total</b>	<b>71,185</b>	<b>107,038</b>	<b>132,379</b>	<b>58,913</b>	<b>110,629</b>	<b>151,382</b>	<b>40,753</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	33,469	22,624	39,000	11,106	30,000	287,800	257,800	859%
* Travel & Training						1,325	1,325	
* Utility & Communications	198,154	204,205	195,681	161,307	204,309	201,681	(2,628)	-1%
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	6,044	4,865	15,000	4,135	15,000	15,000	-	-
* Operating Expense	41,595	43,693	33,121	15,163	35,300	62,320	27,020	77%
<b>Sub-Total</b>	<b>279,262</b>	<b>275,387</b>	<b>282,802</b>	<b>191,711</b>	<b>284,609</b>	<b>568,126</b>	<b>283,517</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	7,310	-	-	-	-	157,400	157,400	-
<b>TOTAL</b>	<b>357,757</b>	<b>382,425</b>	<b>415,181</b>	<b>250,624</b>	<b>395,238</b>	<b>876,908</b>	<b>481,670</b>	<b>121.87%</b>

Beach Fund- Non Dept.	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense	104,746	(4,500)	7,500	726	8,132	7,500	(632)	-7.77%
<b>Sub-Total</b>	<b>104,746</b>	<b>(4,500)</b>	<b>7,500</b>	<b>726</b>	<b>8,132</b>	<b>7,500</b>	<b>(632)</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses	50,000	-	108,652	-	126,000	58,000	(68,000)	-54%
<b>Sub-Total</b>	<b>50,000</b>	<b>-</b>	<b>108,652</b>	<b>-</b>	<b>126,000</b>	<b>58,000</b>	<b>(68,000)</b>	
CAPITAL PRINCIPAL							-	-
<b>TOTAL</b>	<b>154,746</b>	<b>(4,500)</b>	<b>116,152</b>	<b>726</b>	<b>134,132</b>	<b>65,500</b>	<b>(68,632)</b>	<b>-51.17%</b>

# 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 2017 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	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
8075	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	12,004	28,837	28,837	-	28,837	28,837	-	-
* Maintenance	9,211	9,437	8,000	6,384	10,000	10,000	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	21,215	38,274	36,837	6,384	38,837	38,837	-	-
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL								
<b>TOTAL</b>	21,215	38,274	36,837	6,384	38,837	38,837	-	-

# Beach Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
hourly parking rates								
<b>Source of Funds</b>								
Transportation - Public Parking	1,336,803	1,456,206	1,624,558	1,158,531	1,605,148	1,605,047	(101)	-0.01%
Transportation - Permit & Decal Parking	51,890	75,060	56,730	84,460	90,140	100,241	10,101	11.21%
Violations	111,131	187,124	175,000	194,502	175,000	174,996	(4)	0.00%
Culture/Recreation - beach concessions	82,773	74,458	88,090	24,916	50,690	40,150	(10,540)	-20.79%
Culture/Recreation - pool fees	26,863	71,717	63,350	86,014	104,250	118,950	14,700	14.10%
Rents & Royalties	777,871	728,084	750,196	522,170	738,176	759,375	21,199	2.87%
Ballroom rental	53,392	137,614	142,580	137,237	158,000	179,840	21,840	13.82%
Donations	-	-	-	-	-	-	-	-
Misc. Revenue	7,744	8,363	8,300	4,232	6,130	8,300	2,170	35.40%
Transfers (refund of SWA annual assessment)	26,675	-	-	-	-	-	-	-
subtotal operating revenues	2,475,142	2,738,626	2,908,804	2,212,062	2,927,534	2,986,899	59,365	2.03%
Transfer in from General Fund								
Advance	-	-	-	-	-	-	-	-
subtotal	2,475,142	2,738,626	2,908,804	2,212,062	2,927,534	2,986,899	59,365	2.03%
Use of Fund Balance	-	-	199,004	-	-	699,181	699,181	
<b>Total Sources of Funds</b>	<b>2,475,142</b>	<b>2,738,626</b>	<b>3,107,808</b>	<b>2,212,062</b>	<b>2,927,534</b>	<b>3,686,080</b>	<b>758,546</b>	<b>25.91%</b>
<b>Use of Funds</b>								
Beach Parking	314,205	304,188	243,919	175,062	411,419	420,373	8,954	2.18%
Casino Building	297,544	308,404	791,535	148,550	785,093	846,107	61,014	7.77%
Ballroom	127,371	141,557	215,104	88,811	219,225	248,073	28,848	13.16%
Pool	194,731	215,638	304,883	142,894	287,283	386,210	98,927	34.44%
Beach	530,715	522,900	766,697	296,815	632,072	761,018	128,946	20.40%
Beach Park	357,757	381,126	415,181	250,624	395,238	869,508	474,270	120.00%
Pier	21,215	38,274	36,837	6,384	38,837	38,837	-	-
Non-Departmental	104,746	(4,500)	7,500	726	8,132	7,500	(632)	-7.77%
Capital Outlay	10,061	1,299	217,500	-	-	50,454	50,454	#DIV/0!
subtotal operating expenses	1,958,345	1,908,886	2,999,156	1,109,866	2,777,299	3,628,080	850,781	
Principal	-	-	-	-	-	-	-	100.00%
Interest	-	-	-	-	-	-	-	-
Beach Fund (R&R) Repair & Replacement								
Transfers out - cash advance repayment	50,000	-	108,652	-	126,000	58,000	(68,000)	100.00%
subtotal	2,008,345	1,908,886	3,107,808	1,109,866	2,903,299	3,686,080	782,781	26.96%
Reserve for future use	466,797	829,740	-	1,102,196	24,235	-	(24,235)	
<b>Total Uses of Funds</b>	<b>2,475,142</b>	<b>2,738,626</b>	<b>3,107,808</b>	<b>2,212,062</b>	<b>2,927,534</b>	<b>3,686,080</b>	<b>758,546</b>	<b>25.91%</b>

# Beach Fund Revenues

	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	\$ Change	% Change
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Thru Aug)	Forecast	Adopted Budget	FY17 Bud & FY16 Forecast	FY17 Bud & FY16 Forecast
<b>BEACH FUND REVENUES</b>								
<b>TRANSPORTATION</b>								
Parking Meters	\$ 552,158	\$ 609,309	\$ 615,819	\$ 488,911	\$ 615,819	\$ 615,819	\$ -	-
Parking Meters-Taxable	722,702	794,065	923,728	636,947	923,728	923,728	-	-
Parking Permits	57,426	61,660	63,941	55,602	63,941	63,941	-	-
Tenant Employee Parking	17,634	31,913	36,300	24,887	36,300	36,300	-	-
Valet Parking	-	-	-	5,887	14,000	24,000	10,000	71.43%
Pier parking	28,126	19,363	25,000	18,302	25,000	25,000	-	-
Parking Lot Rentals	2,476	8,031	8,800	7,804	8,800	8,800	-	-
Parking Lot Rental Tax Ex	8,171	6,925	7,700	4,551	7,700	7,700	-	-
<b>TOTAL TRANSPORTATION</b>	<b>1,388,693</b>	<b>1,531,266</b>	<b>1,681,288</b>	<b>1,242,891</b>	<b>1,695,288</b>	<b>1,705,288</b>	<b>10,000</b>	<b>0.59%</b>
<b>CULTURE/RECREATION</b>								
Pavillion Rentals	965	520	1,000	890	1,000	1,000	-	-
Tax Exempt - Pavilion	195	-	150	280	150	150	-	-
Pool rental	24,739	36,587	39,300	27,509	39,300	39,300	-	-
Junior LifeGuard Program	12,900	-	14,650	13,000	14,650	14,650	-	-
Pool Admission Fees	30,749	44,629	55,000	27,502	55,000	55,000	-	-
Pool Admiss - Tax Exempt	662	2,002	3,000	460	3,000	3,000	-	-
Pool Summer Memberships	2,146	302	2,000	6,849	5,500	5,000	(500)	-9.09%
Pool Programs	180	17,325	5,000	4,400	5,000	5,000	-	-
Pier Fees	-	-	-	-	-	-	-	-
Beach Concession Rentals	26,915	31,500	30,000	27,000	30,000	36,000	6,000	20.00%
Other	9,298	12,720	1,340	3,000	1,340	-	(1,340)	-100.00%
Merchandise Sales	-	-	-	-	-	-	-	-
Event Tenant Liab Ins	-	-	-	-	-	-	-	-
Veteran's Day Parade	546	-	-	-	-	-	-	-
Pier Fees	-	-	-	-	-	-	-	-
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>109,636</b>	<b>146,175</b>	<b>151,440</b>	<b>110,930</b>	<b>154,940</b>	<b>159,100</b>	<b>4,160</b>	<b>2.68%</b>
<b>VIOLATIONS</b>								
Parking Fines	110,838	187,154	175,000	194,502	175,000	174,996	(4)	0.00%
Delinquent	293	(30)	-	-	-	-	-	-
<b>TOTAL VIOLATIONS</b>	<b>111,131</b>	<b>187,124</b>	<b>175,000</b>	<b>194,502</b>	<b>175,000</b>	<b>174,996</b>	<b>(4)</b>	<b>0.00%</b>
<b>RENTS &amp; ROYALTIES</b>								
Leased Properties	289,594	299,818	307,299	232,430	307,299	352,765	45,466	14.80%
Patio Area	39,870	39,870	39,870	30,916	39,870	39,870	-	-
Common Area Maintenance	83,230	94,292	90,257	80,009	94,257	91,590	(2,667)	-2.83%
Miscellaneous	1,200	1,200	900	900	900	900	-	-
Rent Pier	240,434	240,000	246,000	180,000	246,000	246,000	-	-
Ball Room Rental	134,274	149,174	171,840	102,857	171,840	171,480	(360)	-0.21%
Ball Room Tax Exempt	3,340	7,672	8,000	3,150	8,000	8,000	-	-
Intercoastal Rental	510	1,993	1,800	1,360	1,800	1,800	-	-
Ocean Terrace Rental	-	210	210	948	210	210	-	-
Kitchen Rental	10,502	18,810	14,500	17,490	15,000	14,500	(500)	-3.33%
Kitchen Rental Tax Exempt	-	2,120	2,500	-	2,500	2,500	-	-
Beach Weddings	10,733	9,730	7,500	8,875	7,500	7,500	-	-
Misc Item Rental	1,169	809	2,100	472	1,000	2,100	1,100	110.00%
Misc Item Tax Exempt	100	-	-	-	-	-	-	-
Special Events	14,642	-	-	-	-	-	-	-
Special Events Tax Exempt	1,665	-	-	-	-	-	-	-
Leased Properties	-	-	-	-	-	-	-	-
Rent Pier	-	-	-	-	-	-	-	-
<b>TOTAL RENTS &amp; ROYALTIES</b>	<b>831,263</b>	<b>865,698</b>	<b>892,776</b>	<b>659,407</b>	<b>896,176</b>	<b>939,215</b>	<b>43,039</b>	<b>4.80%</b>
<b>DONATIONS</b>								
Special Events	-	-	-	-	-	-	-	-
<b>TOTAL DONATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MISCELLANEOUS REVENUE</b>								
Inter & Admin Fee Casino	4,059	2,908	4,300	-	1,300	4,300	3,000	230.77%
Other	3,685	5,455	4,000	4,232	4,830	4,000	(830)	-17.18%
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>7,744</b>	<b>8,363</b>	<b>8,300</b>	<b>4,232</b>	<b>6,130</b>	<b>8,300</b>	<b>2,170</b>	<b>35.40%</b>
<b>TRANSFERS IN</b>								
Other Transfers	26,675	-	-	-	-	-	-	-
Capital Projects Fund Advance	-	-	-	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>26,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BEACH FUND SOURCES OF FUNDS</b>	<b>\$ 2,475,142</b>	<b>\$ 2,738,626</b>	<b>\$ 2,908,804</b>	<b>\$ 2,211,962</b>	<b>\$ 2,927,534</b>	<b>\$ 2,986,899</b>	<b>\$ 59,365</b>	<b>2.03%</b>

# Beach Complex Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 4 months of Operating & Maintenance Expenses
- Public Safety
- Capital Improvement Projects (Pool Heaters and Bus Shelter)
- Loan Repayments to Water, Capital and Self Insurance Funds
  - \$550,000 annually
- Limited Revenue Enhancement Options

## Changes from 2015 Study

- Operating Budget Expenditures less than projected
- Increased Activity has enhanced variable revenues year over year

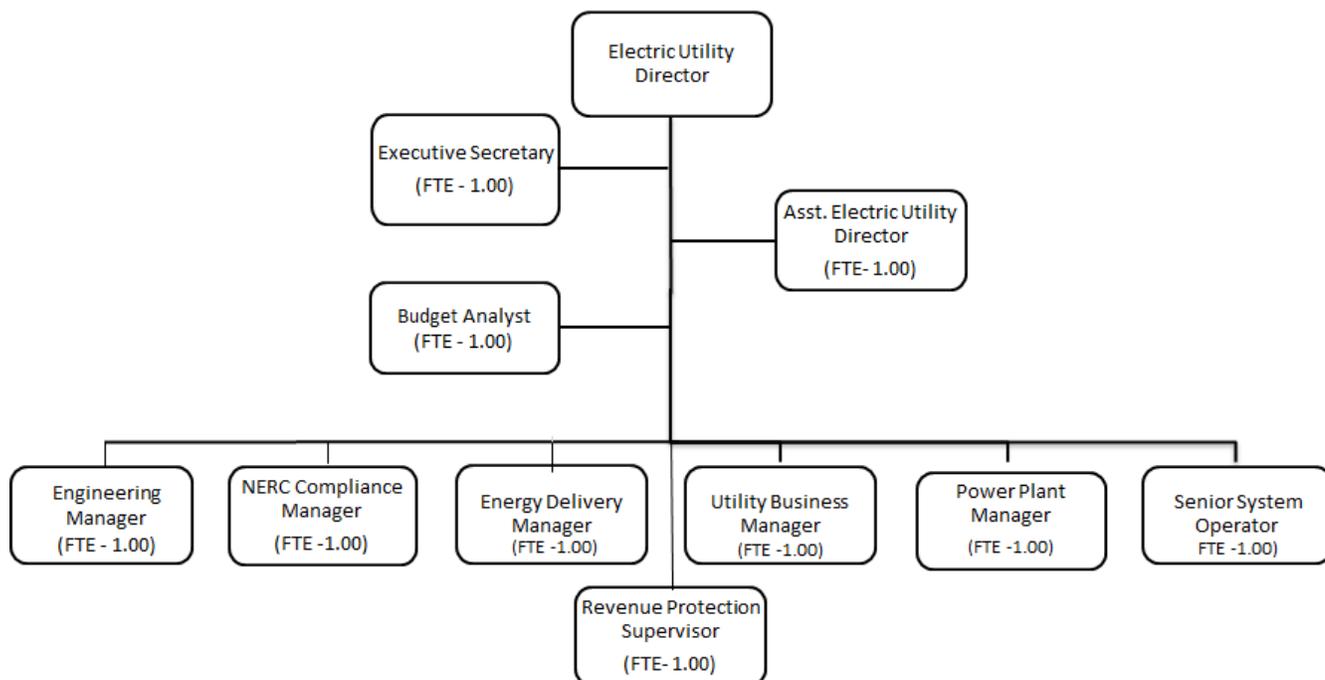
Fund Continues to face a Cash Flow Deficit that will Deplete Available Reserves



# Electric Fund

# Electric Utility

## Electric Utility Management

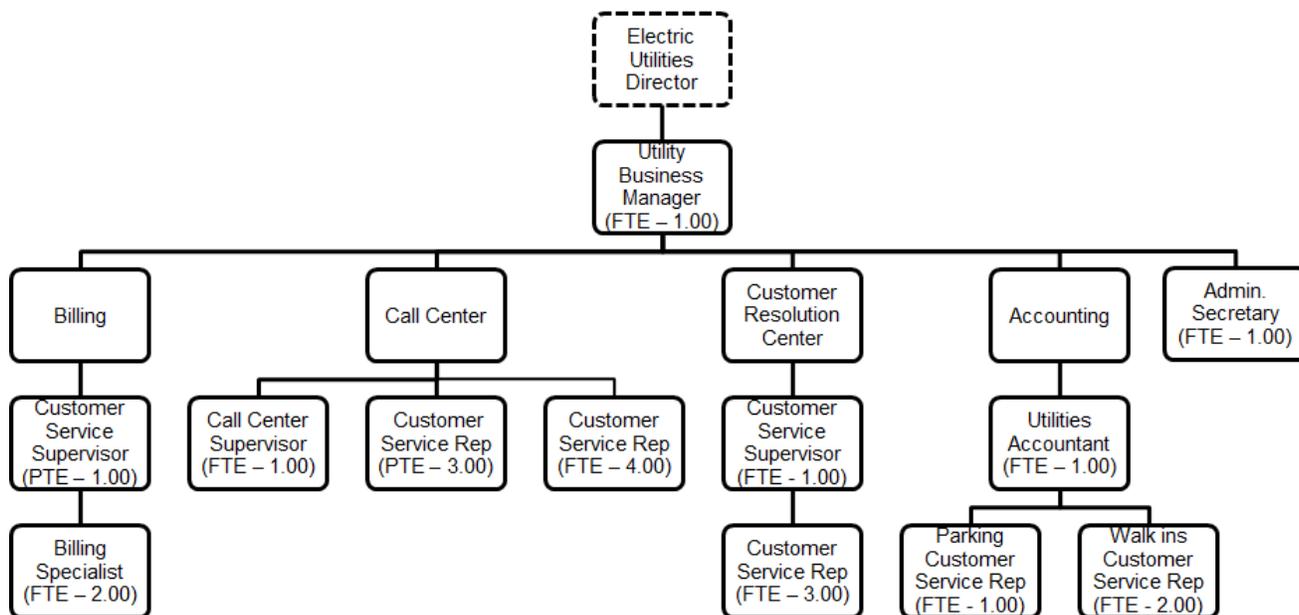


Related Funds: Electric Fund

# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	13.00	+5.00	0	0	18.00
Part-time (FTE)	0	+3.00	0	0	3.00

Related Funds: Electric Fund

# Customer Service

## **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 also collects and processes payments for beach decals, boat ramp decals and parking and noise citations

## **FY 2017 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.

**Pre-Paid Meters:** Partner with Revenue Protection to implement a pre-paid program with an outside vendor.

**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 2017 GOALS AND OBJECTIVES**

**Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.**

**Improve communications with our customers to better serve them.**

**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..

Take back that knowledge and apply to the daily operation.

**Review existing customers' deposits and adjust according to the City resolution.**

**Find the most cost effective practices to pass along to the customers.**

# Customer Service

## **FY 2016 INITIATIVES REPORT CARD**

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.

**Ongoing.**

## **FY 2016 GOALS AND OBJECTIVES REPORT CARD**

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.

**Ongoing training continues for all front line City employees.**

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.

**Ongoing improvement to the bill format.**

Create new online forms to help customers avoid a visit to the office and saving time.

**New forms have been created with others coming out before the end of 2017.**

Click2Gov was upgraded. Provide support to customers and direct them how to create a profile and re-register their accounts. Troubleshoot problems associated with the upgrade.

**Ongoing support continues.**

# Customer Service

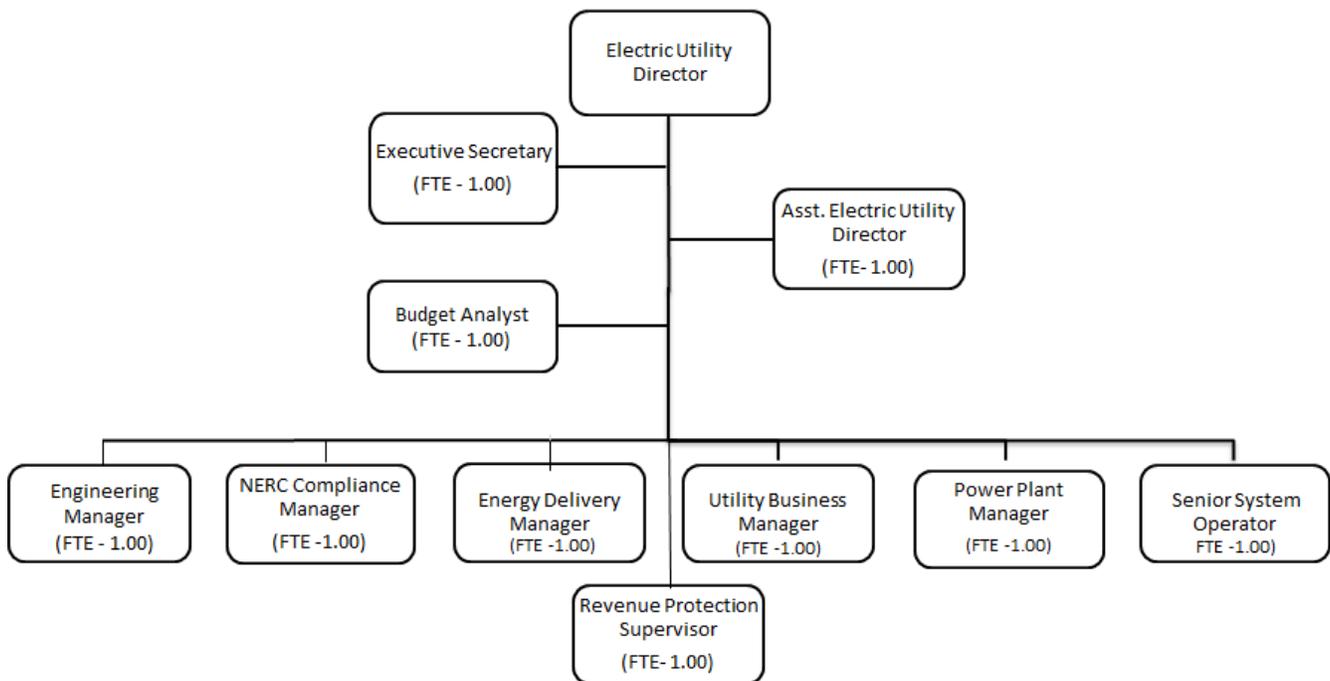
## FY 2017 Performance Measures - Customer Service

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Uncollectible as a % of Revenue	0.50%	*	0.50%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%
Percent of Revenue 60-90 Days in arrears	1.26%	**	1.26%	1.26%	1.20%	1.20%	1.20%	1.20%	1.20%
Customer Service Rep phone availability	85%	85%	90%	90%	95%	95%	95%	95%	97%
Speed of Answer (Call Center measure)	25 secs	75 secs	20 secs						
Percent of calls resolved on first contact	90%	70%	90%	95%	97%	95%	95%	95%	97%
Meter Reading and Billing errors	0.05%	***	0.05%	0.05%	0.05%	0.05%	2.00%	0.05%	0.00%
Percent of estimated bills	0.20%	****	0.20%	0.15%	0.10%	0.08%	6.00%	0.08%	0.00%

Electric -Customer Service	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
1240	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	508,648	449,642	514,480	320,194	397,405	802,642	405,237	102%
* Benefits	293,105	249,077	229,184	23,266	229,184	415,351	186,167	81%
<b>Sub-Total</b>	<b>801,753</b>	<b>698,719</b>	<b>743,664</b>	<b>343,460</b>	<b>626,589</b>	<b>1,217,993</b>	<b>591,404</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	269,547	424,218	386,950	120,027	417,950	766,122	348,172	83%
* Travel & Training	1,529	2,074	7,000	193	3,000	5,000	2,000	67%
* Utility & Communications	22,190	22,821	21,356	17,468	21,356	21,356	-	-
* Insurance	30,738	39,351	39,351	-	39,351	39,351	-	-
* Maintenance	17,627	16,909	23,400	10,545	23,400	19,600	(3,800)	-16%
* Operating Expense	213,363	90,062	107,400	54,136	106,400	112,400	6,000	6%
<b>Sub-Total</b>	<b>554,994</b>	<b>595,435</b>	<b>585,457</b>	<b>202,369</b>	<b>611,457</b>	<b>963,829</b>	<b>352,372</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	0	-
<b>TOTAL</b>	<b>1,356,747</b>	<b>1,294,154</b>	<b>1,329,121</b>	<b>545,829</b>	<b>1,238,046</b>	<b>2,181,822</b>	<b>943,776</b>	<b>76.23%</b>

# Electric Utility

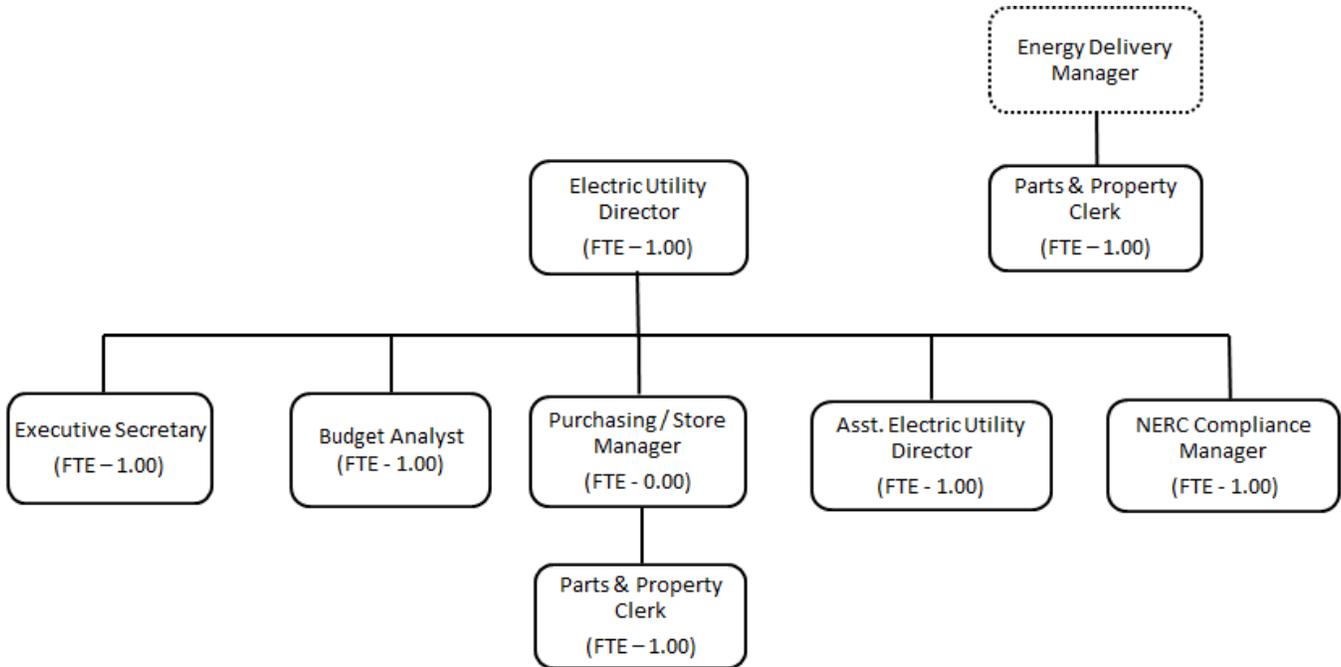
## Electric Utility Management



# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	7.00	-1.00	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Electric Utility Administration

## **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 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 Director. In addition, the Assistant Electric Director serves as the City's representative on the Florida Municipal Power Producers' Operating Committee. The Administration Division continually evaluates and identifies operational issues in the utility and addresses through the engineering staff.

## **FY 2017 INITIATIVES**

Remain in the lower 10% of Florida electric suppliers as per Florida Municipal Electric Agency.

Improve on customer outage rates by 5% over FY 2016 results.

1 million man hours without lost time.

Develop a five year rolling budget in both capital improvements and major maintenance.

## **FY 2017 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 < five recordable accidents utility wide.
- Award purchase power contract.
- Review and implement a Naviline training module program.

## **FY 2016 INITIATIVES REPORT CARD**

**Warehouse:** Improve the operation of the utilities warehouse through the development of standard operating procedures, securing inventory, and development of a barcode checkout system.

Administration completed the corrective action to comply with finance audit reports, as well as improved the inventory audit time by half.

**Reporting:** Develop standard reports for evaluation of operational losses and gains, work order progress, and financial losses and gains.

Administration reduced inventory audit time by half which standardized operational losses and gains.

Industry standard reliability indices area measured and tracked on an ongoing basis. The reliability of the system has improved steadily.

# Electric Utility Administration

## 2016 GOALS AND OBJECTIVES REPORT CARD

Provide an electric power supply to Lake Worth utility customers that is innovative, economical and environmentally sensitive.

Utility management worked throughout FY 2016 to identify areas in need of efficiency improvements, cut costs where possible and eliminate dual duty staffing.

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.

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. The Electric Utility was recognized at the recent FMEA lineman's rodeo.

### FY 2017 Performance Measures - Utilities Administration

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Respond to cCustomer inquires within 1 working day	100%	100%	100%	100%	100%	100%	100%	100%	100%
Respond to EUAB data requests within 5 working days							100%	100%	100%
Safety Training for all employees	100%	100%	100%	100%	100%	100%	100%	100%	100%
Crosstrain managers to develop bench strength	*	*	*	*	*	*	100%	100%	100%
More interaction with crosstraining with other departments	*	*	*	*	*	*	100%	100%	100%
Seek the advice of EUAB in the Electric Utility's decision making process	*	*	*	*	*	*	100%	100%	100%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Remain within 5% of budget	*	*					100%	85%	100%
NIMS 100 and 200 certification for all employees	*	*	*	*	*	*	100%	90%	100%
Maintain zero lost time accident record	-	-	-	-	-	-	100%	95%	100%
NIMS 700 certification for management employees	-	-	-	-	-	-	100%	100%	100%

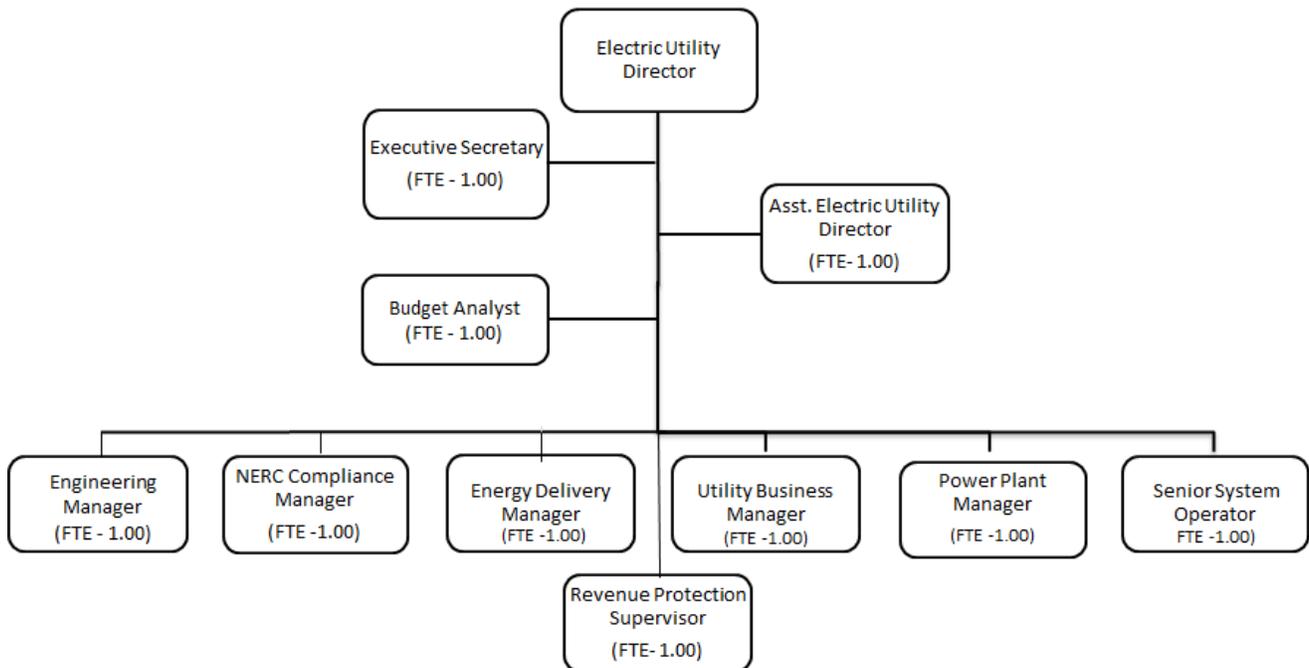
# Electric Utility Administration

Utilities - Administration	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	444,085	296,941	471,242	305,622	421,242	497,890	76,648	18%
* Benefits	192,294	145,130	205,472	23,007	205,472	168,927	(36,545)	-18%
<b>Sub-Total</b>	<b>636,379</b>	<b>442,071</b>	<b>676,714</b>	<b>328,629</b>	<b>626,714</b>	<b>666,817</b>	<b>40,103</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	137,443	170,993	230,289	58,118	230,289	855,088	624,799	271%
* Travel & Training	10,772	10,466	49,500	27,064	49,500	59,500	10,000	20%
* Utility & Communications	13,181	19,039	16,145	7,708	16,806	6,145	(10,661)	-63%
* Insurance	33,814	40,961	40,961	-	40,961	40,961	-	-
* Maintenance	75,097	86,877	97,195	45,121	104,531	78,430	(26,101)	-25%
* Operating Expense	68,638	58,773	134,455	61,573	132,300	910,050	777,750	588%
<b>Sub-Total</b>	<b>338,945</b>	<b>387,109</b>	<b>568,545</b>	<b>199,584</b>	<b>574,387</b>	<b>1,950,174</b>	<b>1,375,787</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	47,285	-	34,000	-	34,000	470,000	436,000	1282%
<b>TOTAL</b>	<b>1,022,609</b>	<b>829,180</b>	<b>1,279,259</b>	<b>528,213</b>	<b>1,235,101</b>	<b>3,086,991</b>	<b>1,851,890</b>	<b>149.94%</b>

Utilities - Non-Departmental	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6090, 9010 & 9099	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	2,151,041	1,814,889	1,814,890	-	1,814,890	1,814,899	9	0%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	316,310	-	-	-	-	-	-	-
* Operating Expense	4,682,548	4,318,431	4,348,630	4,644	4,348,630	4,483,103	134,473	3%
<b>Sub-Total</b>	<b>7,149,899</b>	<b>6,133,320</b>	<b>6,163,520</b>	<b>4,644</b>	<b>6,163,520</b>	<b>6,298,002</b>	<b>134,482</b>	
<b>NON-OPERATING</b>								
* Debt Service	754,539	712,128	2,268,300	-	2,268,300	3,103,685	835,385	37%
* Depreciation	1,660,266	1,783,544	1,752,270	-	1,752,270	-	(1,752,270)	-100%
* Grants & Aids	(11,388)	35	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>2,403,417</b>	<b>2,495,707</b>	<b>4,020,570</b>	<b>-</b>	<b>4,020,570</b>	<b>3,103,685</b>	<b>(916,885)</b>	
CAPITAL PRINCIPAL	991,620	-	2,000,000	47,765	2,016,000	-	-	-100%
<b>TOTAL</b>	<b>10,544,936</b>	<b>8,629,027</b>	<b>12,184,090</b>	<b>52,409</b>	<b>12,200,090</b>	<b>9,401,687</b>	<b>(782,403)</b>	<b>-22.94%</b>

# Electric Utility

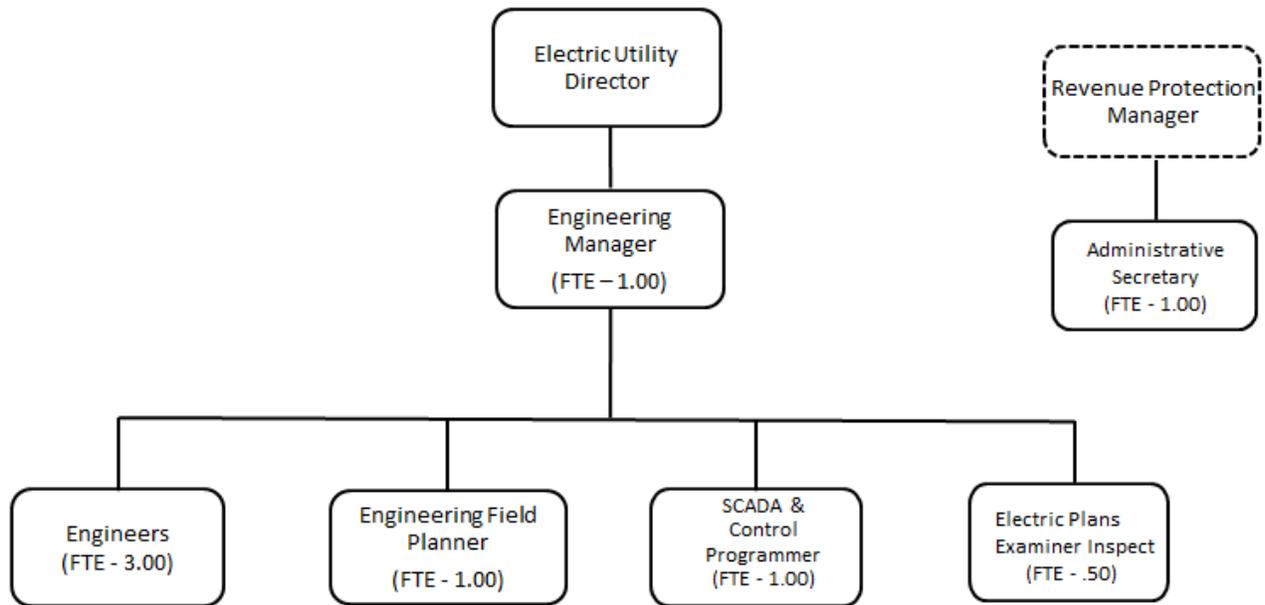
## Electric Utility Management



# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	7.50	0	0	0	7.50
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Engineering

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.

## **CORE PROCESSES AND OUTPUTS**

The Engineering division is responsible for overall utility system design, electric system protection, construction standards, maintenance programs, customer service requirements, and technical expertise to field personnel.

The Engineering division keeps all system maps current, files required reports with government agencies, evaluates alternatives for economic and reliability considerations for new customer load, designates required metering, specifies material and equipment standards, and recommends total system improvements.

The Engineering division provides planning services, both short and long range, for all utility systems, maintaining status of all regulatory issues related to the utility systems, evaluates system interruptions and problems, and provides system design of maintenance and in-house construction projects

## **FY 2017 INITIATIVES**

Engineering Process Manual: Develop a comprehensive Engineering Process Manual which covers project planning, industry design standards, specifications, construction standards and project budgeting that will be utilized for future projects.

Central File System: Create a central project file system and file structure for future projects.

Contribution in aid of construction accounts: Develop an internal administrative process to improve the logistics of processing construction costs for the electric utility.

## **FY 2017 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 requirements and provide adequate PPE

## **FY 2016 INITIATIVES REPORT CARD**

Comply with North American Electric Reliability Corporation (NERC) and Florida Reliability Coordinating Council (FRCC) audit violations.

This project has been developed and implemented. The Engineering Division worked with Compliance to submit and close the three open mitigation plans.

# Engineering

Replace 138kV underground cable, conduit and terminations from GT1 Generator Step-Up Transformer to Main Switch Yard.

This project has been developed and implemented. Engineering, T&D and Systems Operations worked together to complete this project.

Upgrade East Switch Station to include relocation and upgrade of protective relays, install new capacitor bank breaker, new cable management system including cable troughs, cable trays and conduit. Install new Automatic Transfer Switch (ATS) for station service along with new AC/DC panels and DC battery backup system. Update Supervisory and Control Data Acquisition (SCADA) equipment from analog to new WiMax digital system.

This project has been developed and implemented. Engineering, T&D and Systems Operations worked together to complete this project.

## **FY 2016 GOALS AND OBJECTIVES 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.

# Engineering

## FY 2017 Performance Measures - Engineering

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actuals	Goal
Inventory Control – maintained at minimum or better	100%	75%	100%	95%	100%	90%	100%	100%	100%
Response to customer inquires within 1 working day	100%	90%	100%	100%	100%	100%	100%	100%	100%
Storm Hardening 50 Poles (new measure for 2016)	*	*	*	*	*	*	50 Poles	100%	150 Poles
Completion of the Park of Commerce Project									100%
Safety training for all employees	100%	100%	100%	100%	100%	100%	100%	100%	100%

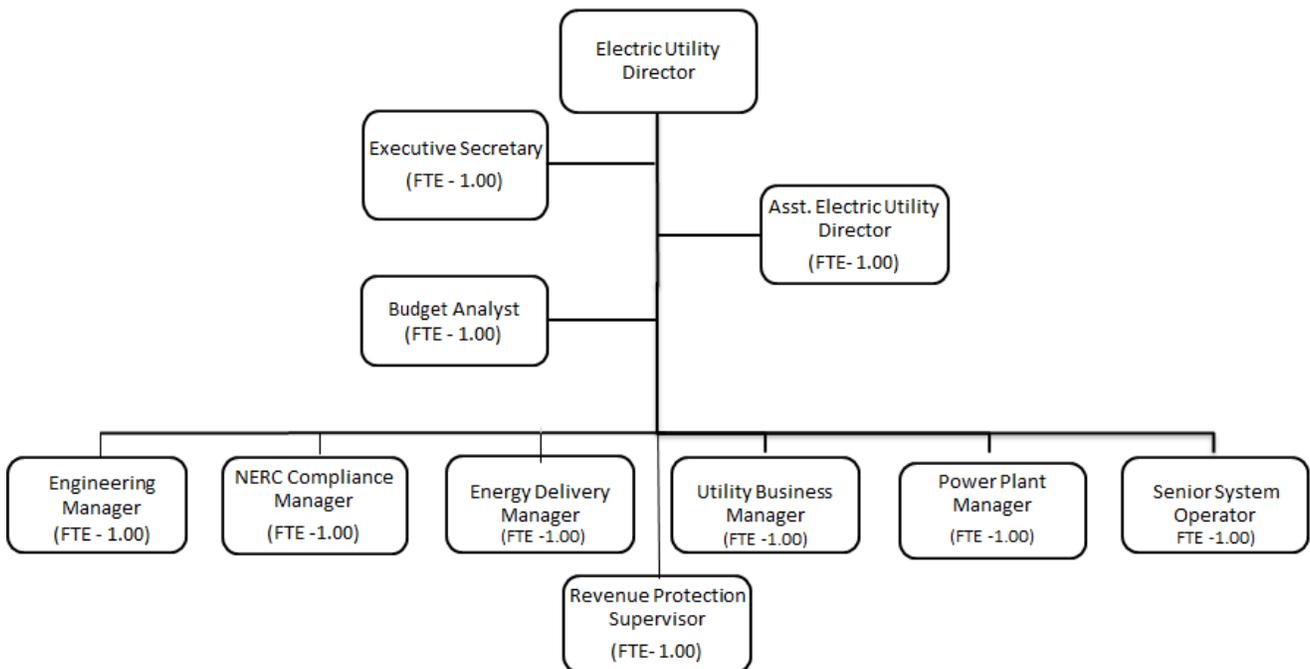
\* Not measured in prior years

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
NIMS 100 and 200 certification for all employees	100%	100%	100%	100%	100%	100%	100%	100%	100%
Create Construction Standards Manual	*	*	80%	75%	80%	85%	80%	90%	100%
Rebuild Electrical GIS Database	*	*	50%	50%	75%	75%	80%	80%	90%
Improve the process for the contribution in aid of construction accounts [CIAC]	*	*	*	*	*	*	*	*	100%
Develop a process manual for Engineering	*	*	*	*	*	*	*	*	100%
Develop a central file system for Engineering	*	*	*	*	*	*	*	*	100%

Electric-Engineering	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6020	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	494,640	391,438	586,673	343,444	431,125	579,575	148,450	34%
* Benefits	305,797	269,773	291,261	25,354	291,261	241,504	(49,757)	-17%
<b>Sub-Total</b>	<b>800,437</b>	<b>661,211</b>	<b>877,934</b>	<b>368,798</b>	<b>722,386</b>	<b>821,079</b>	<b>98,693</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	218,779	132,698	268,189	11,846	268,189	145,014	(123,175)	-46%
* Travel & Training	7,573	4,614	-	-	-	7,000	7,000	
* Utility & Communications	1,673	1,722	1,620	1,194	1,620	1,620	-	
* Insurance	2,239	2,471	2,471	-	2,471	2,471	-	
* Maintenance	4,900	6,125	20,900	3,675	20,900	20,800	(100)	0%
* Operating Expense	3,848	7,834	4,785	179	7,393	11,852	4,459	60%
<b>Sub-Total</b>	<b>239,012</b>	<b>155,464</b>	<b>297,965</b>	<b>16,894</b>	<b>300,573</b>	<b>188,757</b>	<b>(111,816)</b>	
<b>NON-OPERATING</b>								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	14,523	-	3,320	3,295	3,320	201,000	197,680	60
<b>TOTAL</b>	<b>1,053,972</b>	<b>816,675</b>	<b>1,179,219</b>	<b>388,987</b>	<b>1,026,279</b>	<b>1,210,836</b>	<b>184,557</b>	<b>17.98%</b>

# Electric Utility

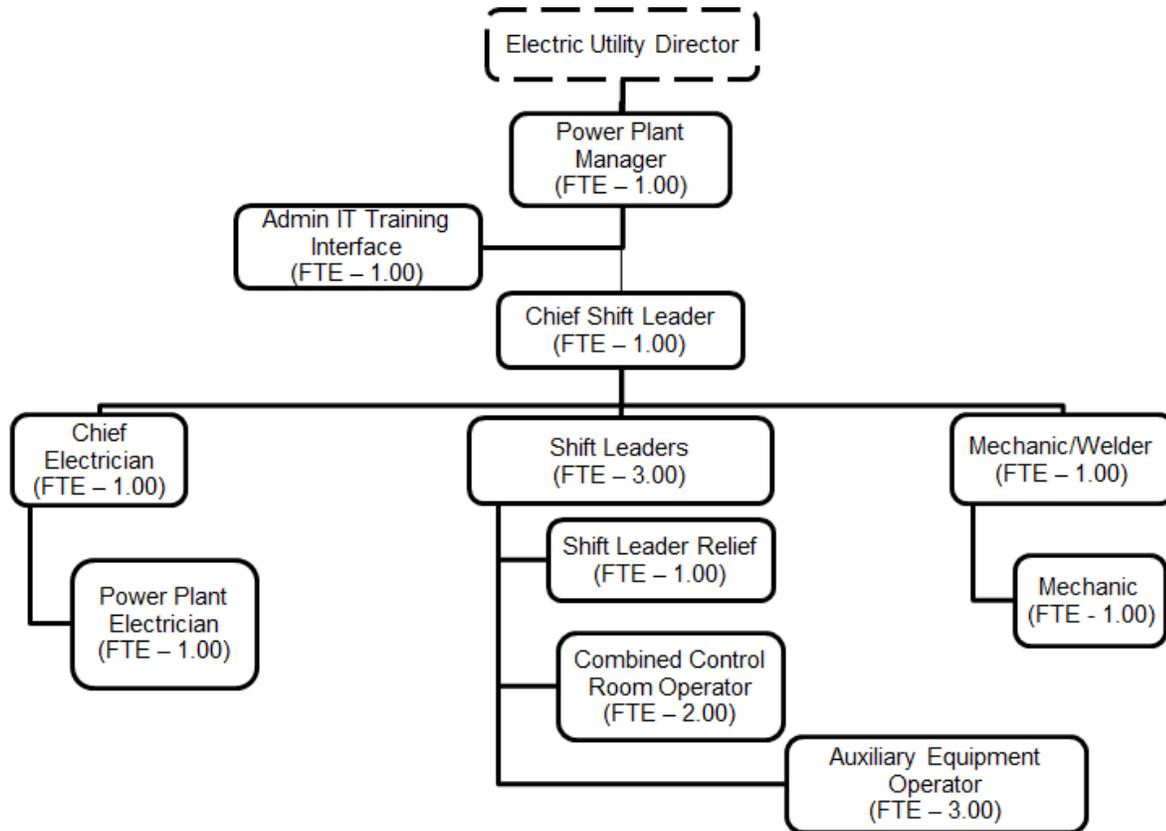
## Electric Utility Management



# Power Plant

## 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	16.00	0	0	0	16.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Power Plant

## **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 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 2017 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 2016 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 continues to be available and is dispatched through OUC to meet load and system requirements.

Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety plan.

The electric utility has a safety committee that addresses issues as and when they arise. There have been no major accidents at the power plant. All required safety training is completed annually.

## **FY 2017 INITIATIVES**

Coordinate with OUC to provide secure access to and information about the power plant facilities and their dispatch capabilities.

# Power Plant

## FY 2017 Performance Measures - Power Plant

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Action	Goal	Actual	Goal	Action	Goal
Maintain generation unit availability for economic dispatch:									
Unit S5	85%	85%	85%	85%	85%	85%	100%	50%	85%
Unit S3	85%	85%	85%	85%	85%	85%	100%	49%	85%
Unit GT1	85%	85%	85%	85%	85%	85%	100%	49%	85%
MU 1	85%	85%	85%	85%	85%	85%	100%	50%	85%
MU 2	85%	85%	85%	85%	85%	85%	100%	50%	85%
MU 3	85%	85%	85%	85%	85%	85%	100%	50%	85%
MU 4	85%	85%	85%	85%	85%	85%	100%	50%	85%
MU 5	85%	85%	85%	85%	85%	85%	100%	50%	85%

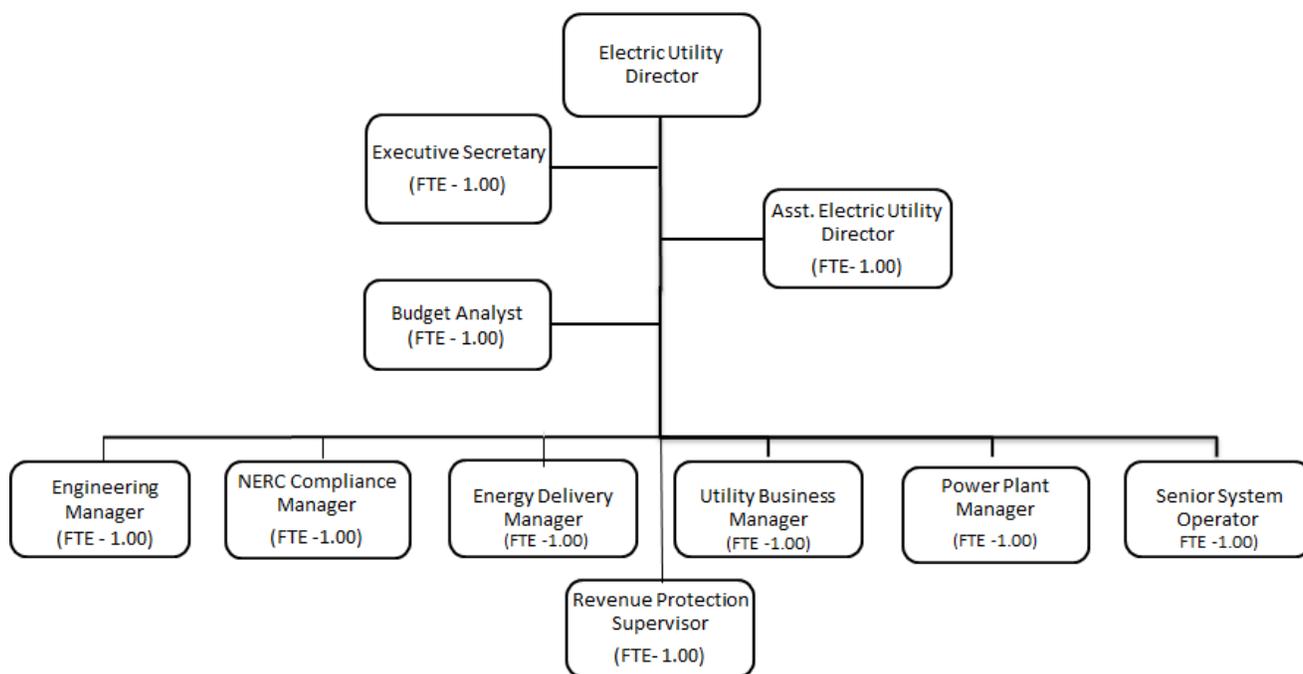
Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Maintain generation unit availability for economic dispatch:									
Units GT-2 & S5	85%	92%	85%	85%	85%	85%	85%	50%	85%
Unit S3	85%	8%	85%	85%	85%	85%	85%	49%	85%
Unit GT1	85%	100%	85%	85%	85%	100%	85%	49%	85%
MU 1	85%	100%	85%	85%	85%	100%	85%	50%	85%
MU 2	85%	100%	85%	85%	85%	100%	85%	50%	85%
MU 3	85%	100%	85%	85%	85%	100%	85%	50%	85%
MU 4	85%	100%	85%	85%	85%	100%	85%	50%	85%
MU 5	85%	100%	85%	85%	85%	100%	85%	50%	85%

# Power Plant

Electric-Power Plant	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6031	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	1,228,403	1,137,275	1,353,664	774,799	1,119,264	1,266,834	147,570	13%
* Benefits	638,997	575,588	662,276	56,513	662,276	556,382	(105,894)	-16%
<b>Sub-Total</b>	<b>1,867,400</b>	<b>1,712,863</b>	<b>2,015,940</b>	<b>831,312</b>	<b>1,781,540</b>	<b>1,823,216</b>	<b>41,676</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	157,418	173,115	304,505	148,517	286,405	150,237	(136,168)	-48%
* Travel & Training	1,481	5,350	7,600	-	7,600	7,825	225	3%
* Utility & Communications	127,067	159,889	120,242	81,549	120,242	133,894	13,652	11%
* Insurance	447,883	533,487	533,487	-	533,487	533,487	-	-
* Maintenance	128,646	124,129	148,800	74,487	148,800	159,900	11,100	7%
* Operating Expense	86,517	105,145	109,650	25,588	107,416	92,450	(14,966)	-14%
<b>Sub-Total</b>	<b>949,012</b>	<b>1,101,115</b>	<b>1,224,284</b>	<b>330,141</b>	<b>1,203,950</b>	<b>1,077,793</b>	<b>(126,157)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	199,250	-	624,000	-	600,000	80,000	(520,000)	-87%
<b>TOTAL</b>	<b>3,015,662</b>	<b>2,813,978</b>	<b>3,864,224</b>	<b>1,161,453</b>	<b>3,585,490</b>	<b>2,981,009</b>	<b>(604,481)</b>	<b>-16.86%</b>

# Electric Utility

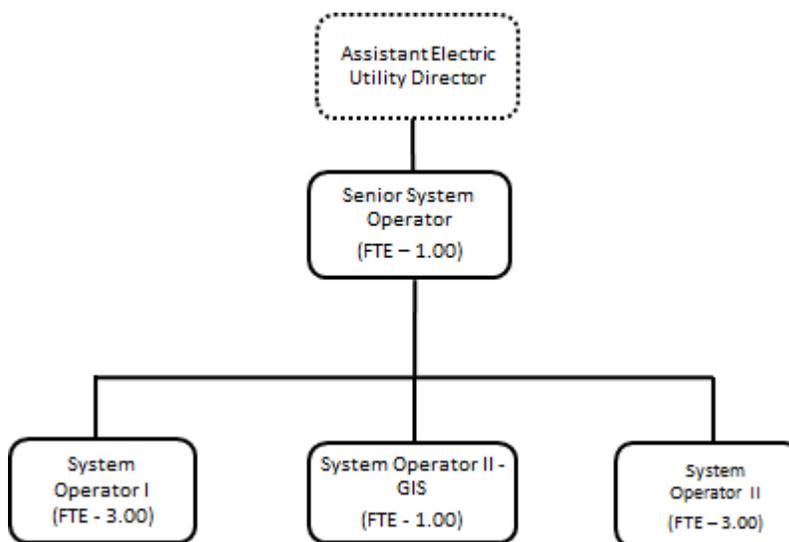
## Electric Utility Management



# 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.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	7.00	-1.00	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# System Operations

## **CORE PROCESSES AND OUTPUTS**

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 2017 INITIATIVES**

Maintain reliability indices at or better than industry standards.

## **FY 2017 GOALS AND OBJECTIVES**

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Develop a training program to NERC certify System Operators.

## **FY 2016 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.

Developed the new advanced metering infrastructure [AMI] system to work with existing GIS and IVR systems.

## **FY 2016 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.

Coordinated with landscaping contractor in conjunction with the line department to ensure proper vegetation management in the City.

Ensure the safety of Lake Worth employees and customers through the development of a comprehensive safety and training program.

Established monthly safety meetings as well safety NERC training for operators.

System Operators performed sufficient switching for storm hardening and maintenance projects for the line department.

# System Operations

## FY 2017 Performance Measures - Systems Operations

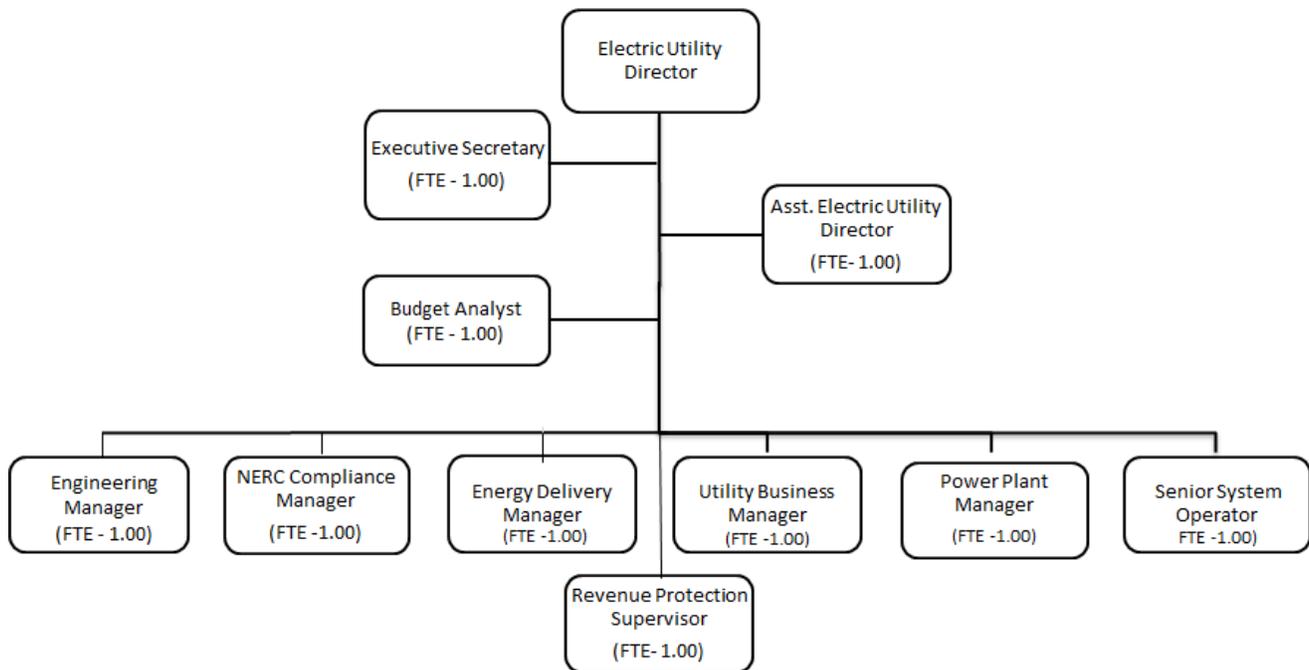
Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percent of calls resolved on first contact	97%	97%	97%	98%	95%	94%	95%	85%	95%
System Average Interruption Duration (SAIDI) – measures the total duration of an interruption (minutes) for the average customer during a given period of time (yearly)	25.5	25.5	22	11.8	20	23.5	20	12.9	20
Customer Average Interruption Duration (CAIDI) measures the average time to restore service once an outage occurs (minutes)	55.0	55	45.0	54.1	50.0	45.7	55.0	32.5	55.0
System Average Interruption Frequency (SAIFI) – measures the average number of times that a customer experiences an outage (yearly)	0.7	0.7	0.6	0.1	0.5	0.3	0.3	0.6	0.3

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Projection	Goal	Projection	Goal	Actual	Goal
Maintain compliance with all NERC Operating Standards	100%	100%	100%	100%	100%	100%	100%	100%	100%
Safety training for all employees	100%	100%	100%	100%	100%	100%	100%	100%	100%

Electric - Systems Operation	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6033	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	569,667	573,676	583,612	355,552	498,807	753,722	254,915	51%
* Benefits	307,559	268,442	284,859	25,260	284,859	350,233	65,374	23%
<b>Sub-Total</b>	<b>877,226</b>	<b>842,118</b>	<b>868,471</b>	<b>380,812</b>	<b>783,666</b>	<b>1,103,955</b>	<b>320,289</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	31,611,893	32,662,973	32,674,483	18,972,161	32,674,483	32,913,480	238,997	1%
* Travel & Training	12,106	300	10,400	4,800	10,400	10,400	-	-
* Utility & Communications	29,591	27,772	23,313	19,887	23,313	28,371	5,058	22%
* Insurance	27,143	31,899	31,899	-	31,899	31,899	-	-
* Maintenance	16,325	10,373	8,289	5,507	10,400	10,900	500	5%
* Operating Expense	13,419	5,720	7,785	3,272	7,236	17,735	10,499	145%
<b>Sub-Total</b>	<b>31,710,477</b>	<b>32,739,037</b>	<b>32,756,169</b>	<b>19,005,627</b>	<b>32,757,731</b>	<b>33,012,785</b>	<b>255,054</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	51,026	-	-	-	-	5,000	5,000	-
<b>TOTAL</b>	<b>32,638,729</b>	<b>33,581,155</b>	<b>33,624,640</b>	<b>19,386,439</b>	<b>33,541,397</b>	<b>34,121,740</b>	<b>580,343</b>	<b>1.73%</b>

# Electric Utility

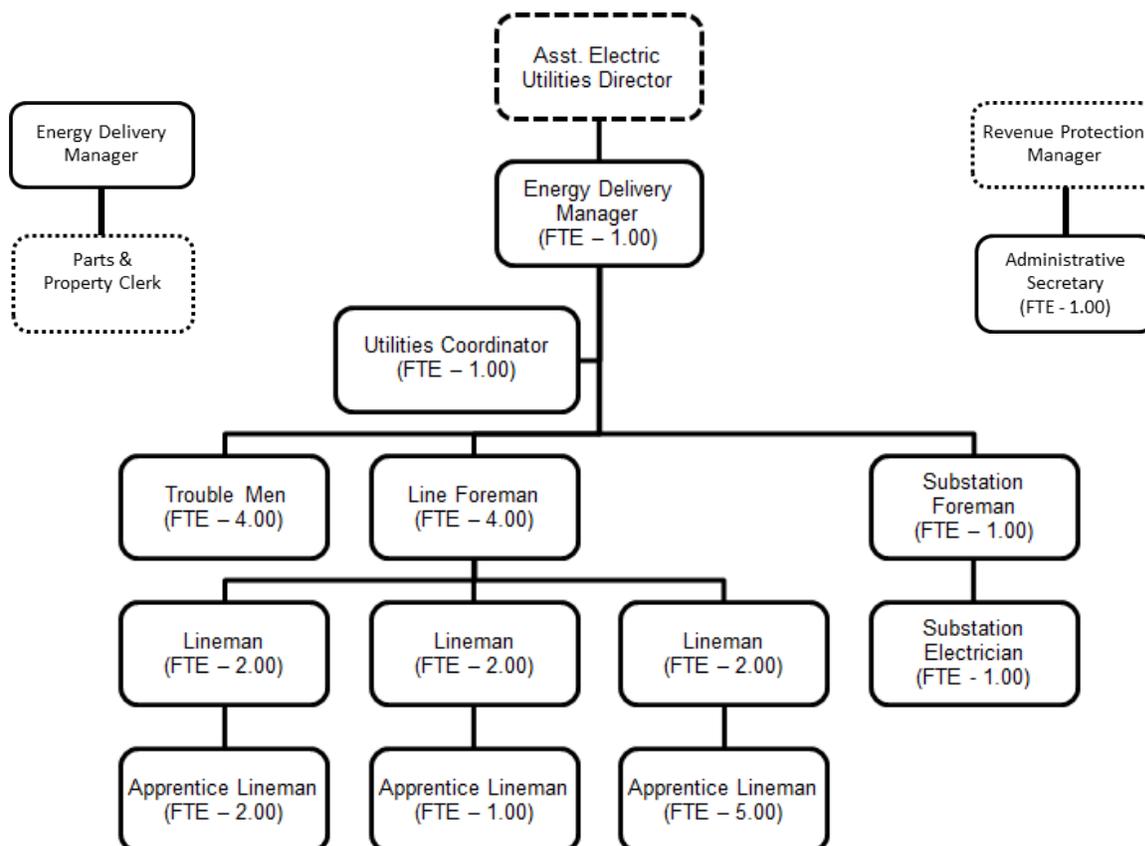
## Electric Utility Management



# Transmission & Distribution

## MISSION

To provide the most reliable, efficient electrical service possible to customers with minimal interruptions.



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 – FY 2017
Full-time	34.00	+3.00	-10.00		27.00
Part-time (FTE)	0				

Related Funds: Electric Fund

# Transmission & Distribution

## **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 2017 INITIATIVES**

Apprenticeship program: Continue implementation of a comprehensive certification program for Apprentice Lineman to include training, testing, and documentation of completion.

Storm Hardening: Continue with the storm hardening program to stay in compliance with the PSC for hardening mandates.

Safety Training: Continue to provide training on all new equipment and procedures. Also, maintain compliance with all safety related training as required.

Substation and SCADA Upgrades: Implement substation upgrades starting with Hypoluxo and Canal Sub to install all necessary equipment and protections to better serve our customers.

## **FY 2017 GOALS AND OBJECTIVES**

Continue with weekly safety meetings and develop and implement a monthly all-hands safety meeting.

Maintain zero lost time accident record.

Develop a preventive maintenance program for substation equipment that would include upgrading transformers, breakers, our current SCADA system and all related equipment to better serve our customers.

Continue with all training efforts and implement all aspects of T&D training.

## **FY 2016 INITIATIVE REPORT CARD**

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.

The division is reporting to Public Service Commission for hardening mandates and developed storm hardening / pole inspection procedures to increase system reliability.

# Transmission & Distribution

Implement and develop pole replacement storm hardening to begin with 50 poles and continue to replace poles system wide for better reliability and service to our customers.

The T&D division completed the pole inspection process and has replaced 25% of poles to improve reliability and service to customers.

Continue the state approved apprentice training program to provide the City with trained, qualified employees that are familiar with the City system as well as safety procedures and all additional training.

The apprentice lineman program committee has graduated two journey lineman since the conception of the program.

# Transmission & Distribution

## FY 2017 Performance Measures - Transmission & Distribution

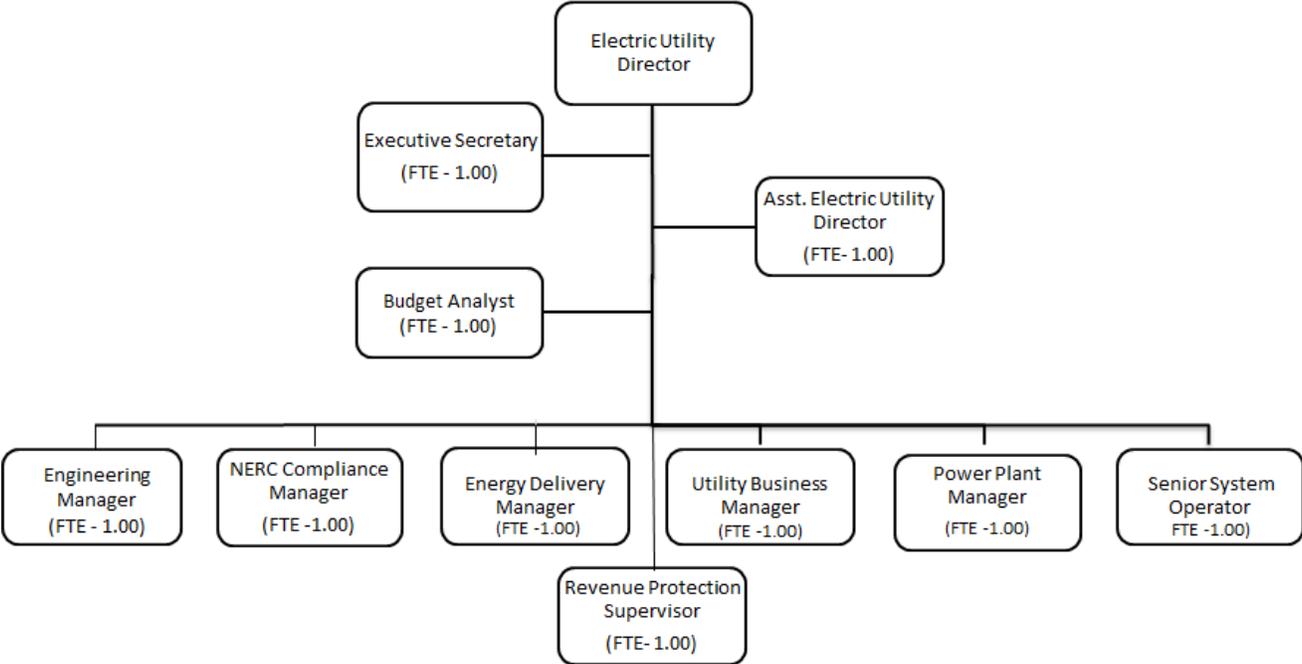
Workload Measurements	FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal
Pole inspections per year	900	900	1200	1200	200
Substation upgrades	*	*	100%	50%	50%
Scada upgrades	*	*	100%	50%	50%
Hardening pole replacements	*	*	50 Poles	10%	150 Poles

Effectiveness Measurements	FY 2015		FY 2016		FY 2017
	Goal	Projection	Goal	Projection	Goal
Respond to street light outages within 3 working days	100%	100%	100%	100%	100%
Respond to emergency outages within 45 minutes	90%	92%	90%	90%	90%
Required safety training for all employees	100%	100%	100%	100%	100%
Continue in house Apprentice Training	*	*	100%	100%	100%

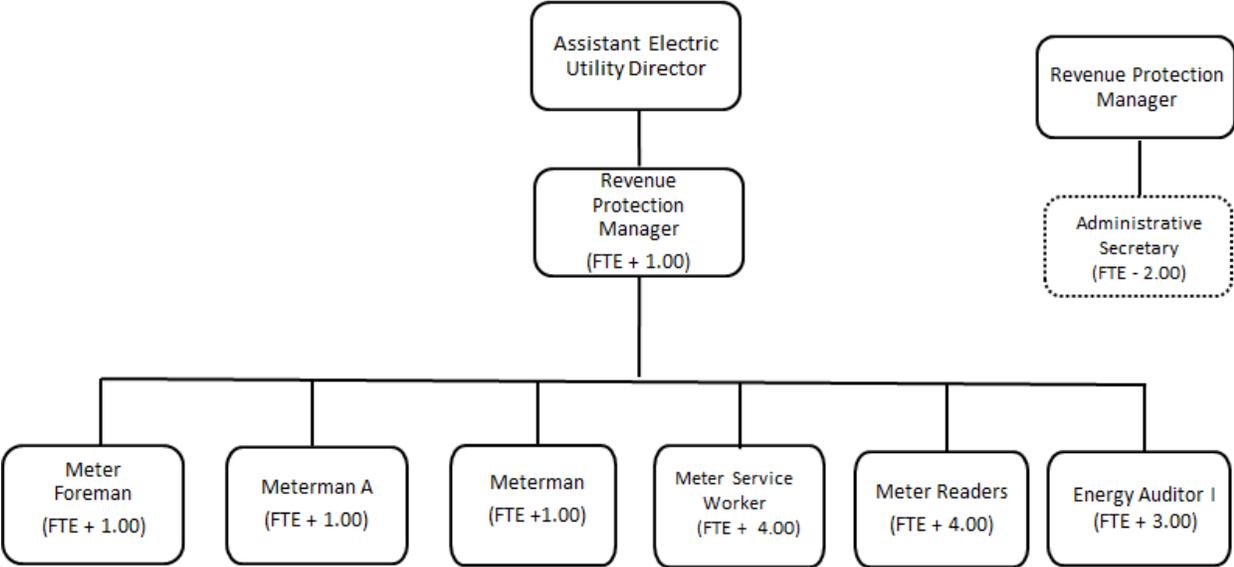
Electric - Transmission & Distribution	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6034	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	2,327,508	2,051,960	2,382,518	1,751,377	2,285,532	2,460,690	175,158	8%
* Benefits	1,025,277	370,209	1,126,905	132,681	1,128,960	1,064,290	(64,670)	-6%
<b>Sub-Total</b>	<b>3,352,785</b>	<b>2,422,169</b>	<b>3,509,423</b>	<b>1,884,058</b>	<b>3,414,492</b>	<b>3,524,980</b>	<b>110,488</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	737,865	705,342	819,404	477,843	838,917	826,666	(12,251)	-1%
* Travel & Training	18,892	21,693	49,000	14,888	20,000	20,000	-	-
* Utility & Communications	69,275	63,028	49,009	41,048	49,009	49,009	-	-
* Insurance	63,437	73,058	73,058	-	73,058	73,058	-	-
* Maintenance	1,242,488	1,390,325	1,526,915	1,045,857	1,682,400	1,009,801	(672,599)	-40%
* Operating Expense	1,065,493	452,212	288,751	107,771	265,695	283,951	18,256	7%
<b>Sub-Total</b>	<b>3,197,450</b>	<b>2,705,658</b>	<b>2,806,137</b>	<b>1,687,407</b>	<b>2,929,079</b>	<b>2,262,485</b>	<b>(666,594)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	679,536	-	1,156,812	21,300	275,000	2,565,157	2,290,157	833%
<b>TOTAL</b>	<b>7,229,771</b>	<b>5,127,827</b>	<b>7,472,372</b>	<b>3,592,765</b>	<b>6,618,571</b>	<b>8,352,622</b>	<b>1,734,051</b>	<b>26.20%</b>

# Electric Utility

## Electric Utility Management



# Meter Shop



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	0	+3.00	+12.00	0	15.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Meter Shop

## **CORE PROCESSES AND OUTPUTS**

The Electric Meter Shop is one of the Electric Utility divisions that make up the 401 Electric Fund. Its primary function is to ensure proper and accurate metering of all electric kilowatt hours that go to electric and water utility customers. The meter shop consists of 13 highly trained staff members: 1 Revenue Protection Manager, 1 Meterman (A), 1 Meterman, 4 Meter Service Workers, 4 Meter Readers and 2 Administrative Secretaries. Staff is responsible to investigate all electric meter tampering. Staff works with the local police to prosecute electric theft offenders and to collect that lost revenue.

## **FY 2017 INITIATIVES**

Meter Shop staff will assist in the new AMI metering system.

Meter Shop staff works to reduce the annual amount of electric theft. They will turn electric and water services on and off for customers as needed.

Complete the upgrade project of the City's School Safety Zone lights to solar power.

## **FY 2017 GOALS AND OBJECTIVES**

Adopt policies to ensure a safe environment to work.

Improve the quality of life for Lake Worth customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

Track the number of electric theft investigations, disconnects for non-payment and defective electric meters.

Ensure the safety of Lake Worth Utility employees and customers through the development of a comprehensive safety and training program including:

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.

# Meter Shop

## FY 2017 Performance Measures - Meter Shop

Workload Measurements	FY 2017
	Goal
New Meter Installs	1,000
Tampering Investigations	300
Current Transformer Test / Rewire	100
Meeting Opportunities Per Year	10
New School Safety Zone light Installations	7
Electric Meter Tests	500
Failed Electric Meter Tests	0
Cust for Non-Payment	5,000
Revenue Gained From All New AMI Electric Meters	\$120,000

Electric - Meter Shop	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6035	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	658,278	658,278	
* Benefits	-	-	-	-	-	339,410	339,410	
<b>Sub-Total</b>	-	-	-	-	-	997,688	997,688	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	-	-	-	-	80,579	80,579	
* Travel & Training	-	-	-	-	-	-	-	
* Utility & Communications	-	-	-	-	-	-	-	
* Insurance	-	-	-	-	-	-	-	
* Maintenance	-	-	-	-	-	101,000	101,000	
* Operating Expense	-	-	-	-	-	12,500	12,500	
<b>Sub-Total</b>	-	-	-	-	-	194,079	194,079	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	-	-	-	-	-	-	-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	-	-	-	-	-	-	-	
<b>Sub-Total</b>	-	-	-	-	-	-	-	
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	
<b>TOTAL</b>	-	-	-	-	-	1,191,767	1,191,767	

# Utilities Non-Departmental

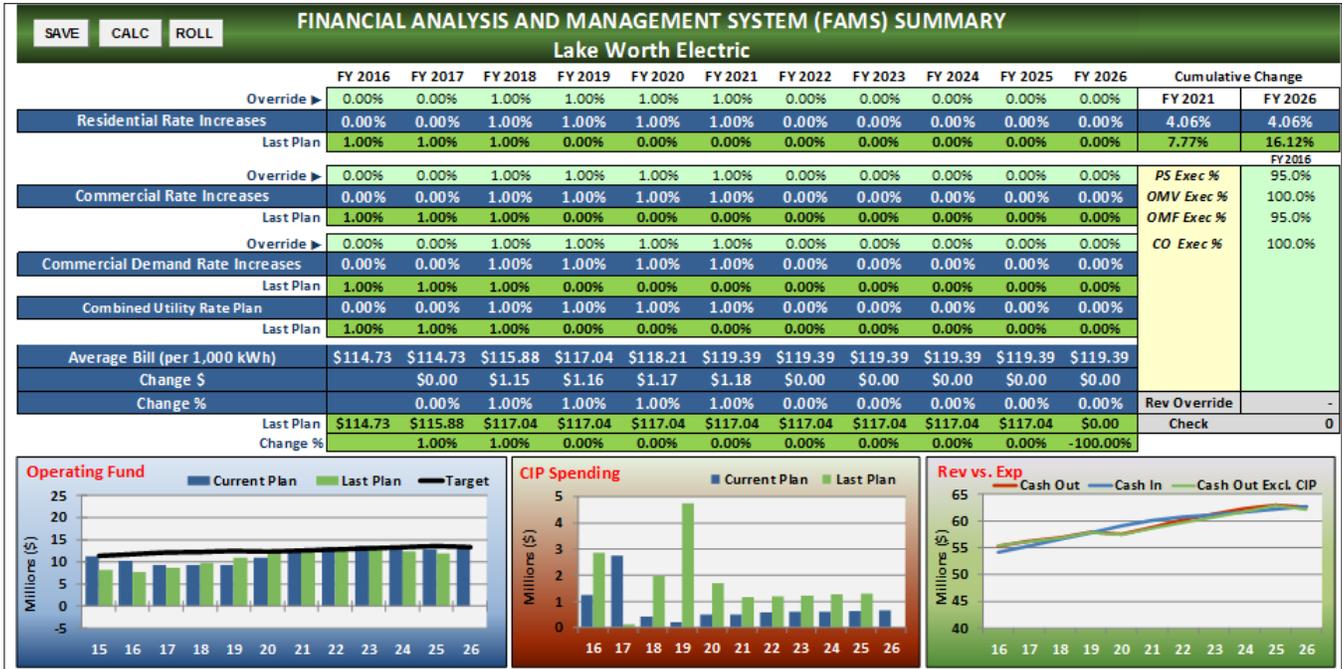
Utilities - Non-Departmental	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
6090, 9010 & 9099	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	
* Benefits							-	
<b>Sub-Total</b>	-	-	-	-	-	-	-	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	2,151,041	1,814,889	1,814,890	-	1,814,890	1,814,899	9	0%
* Travel & Training	-	-	-	-	-	-	-	
* Utility & Communications	-	-	-	-	-	-	-	
* Insurance	-	-	-	-	-	-	-	
* Maintenance	316,310	-	-	-	-	-	-	
* Operating Expense	4,682,548	4,318,431	4,348,630	4,644	4,348,630	4,483,103	134,473	3%
<b>Sub-Total</b>	7,149,899	6,133,320	6,163,520	4,644	6,163,520	6,298,002	134,482	
<b>NON-OPERATING</b>								
* Debt Service	754,539	712,128	2,268,300	-	2,268,300	3,103,685	835,385	37%
* Depreciation	1,660,266	1,783,544	1,752,270	-	1,752,270	-	(1,752,270)	-100%
* Grants & Aids	(11,388)	35	-	-	-	-	-	
* Other Uses	-	-	-	-	-	-	-	
<b>Sub-Total</b>	2,403,417	2,495,707	4,020,570	-	4,020,570	3,103,685	(916,885)	
CAPITAL PRINCIPAL	991,620	-	2,000,000	47,765	2,016,000	-	-	-100%
<b>TOTAL</b>	<b>10,544,936</b>	<b>8,629,027</b>	<b>12,184,090</b>	<b>52,409</b>	<b>12,200,090</b>	<b>9,401,687</b>	<b>(782,403)</b>	<b>-22.94%</b>

# Electric Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
General Government	124,498	144,819	146,500	145,685	162,000	146,500	(15,500)	-9.57%
Physical Environment	52,967,445	53,469,283	53,160,000	39,036,173	53,160,000	53,160,000	-	-
Violations of Local Ordinance	47,770	29,690	40,000	18,100	40,000	40,000	-	-
Interest & Other Earnings	98,019	130,079	85,000	-	85,000	85,000	-	-
Sale of Surplus Material	133,678	12,349	-	22,153	25,216	-	(25,216)	-100.00%
Other Miscellaneous Rev	674,132	462,389	30,000	404,880	602,279	499,361	(102,918)	-17.09%
Contribution from Enterprise	1,691,677	762,303	762,303	-	-	762,303	762,303	-
Transfers In	45,409	-	-	-	-	-	-	-
subtotal	55,782,628	55,010,912	54,223,803	39,626,991	54,074,495	54,693,164	618,669	1.14%
Use of Net Operating Assets	88,178	-	4,709,122	-	5,370,479	7,835,310	-	-
Use of Available Bond Proceeds	-	-	2,000,000	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>55,870,806</b>	<b>55,010,912</b>	<b>60,932,925</b>	<b>39,626,991</b>	<b>59,444,974</b>	<b>62,528,474</b>	<b>3,083,500</b>	<b>5.19%</b>
<b>Use of Funds</b>								
Administration	975,324	829,180	1,245,259	528,213	1,201,101	2,616,991	1,415,890	117.88%
Engineering	1,039,449	816,675	1,175,899	385,692	1,022,959	1,009,836	(13,123)	-1.28%
Power Plant	2,816,412	2,813,978	3,240,224	1,161,453	2,985,490	2,901,009	(84,481)	-2.83%
System Operation	32,587,703	33,581,155	33,624,640	19,386,439	33,541,397	34,116,740	575,343	1.72%
Transmission & Distrib.	6,550,235	5,127,827	6,315,560	3,571,465	6,343,571	5,787,465	(566,106)	-8.77%
Customer Service	1,356,747	1,294,154	1,329,121	545,829	1,238,046	2,181,822	943,776	76.23%
Meter Shop	-	-	-	-	-	1,191,767	1,191,767	0.00%
Non-Departmental Other	893,067	433,132	107,650	52,409	2,123,650	155,205	(1,968,445)	-92.69%
Interfund Admin. Services	2,151,041	1,814,889	1,814,890	-	1,814,890	1,814,899	9	0.00%
Contribution to General Fund	4,141,958	3,932,889	4,240,980	-	4,240,980	4,375,453	134,473	3.17%
Depreciation	1,660,266	1,783,544	1,752,270	-	1,752,270	-	(1,752,270)	-100.00%
Subtotal Operating Expenses	54,172,202	52,427,423	54,846,493	25,631,500	56,264,354	56,151,187	(113,167)	-
Transfers Out - Park of Commerce (Bond Procee	-	-	-	-	-	-	-	100.00%
Capital Outlay - operating	991,620	-	1,818,132	24,595	912,320	3,321,157	2,408,837	264.03%
Capital Outlay - (Bond proceeds)	-	-	2,000,000	-	-	-	-	0.00%
Capital Outlay - LW2020	-	-	-	-	-	-	-	-
capital Outlay - Park of Commerce	-	-	-	-	-	-	-	-
Debt Payments- Principal	-	-	1,582,500	-	1,582,500	1,717,500	135,000	8.53%
Debt Payments- Interest	706,984	664,573	685,800	-	685,800	1,338,630	652,830	95.19%
subtotal	55,870,806	53,091,996	60,932,925	25,656,095	59,444,974	62,528,474	3,083,500	5.19%
Reserve for future use	-	1,918,916	-	13,970,896	-	-	-	-
<b>Total Uses of Funds</b>	<b>55,870,806</b>	<b>55,010,912</b>	<b>60,932,925</b>	<b>39,626,991</b>	<b>59,444,974</b>	<b>62,528,474</b>	<b>4,414,730</b>	<b>5.19%</b>

# Electric Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 3 months of Operating & Maintenance Expenses
- Ensure funding of needed Capital and Renewal & Replacement Plan

## Changes from 2015 Study

- Increased Operating Budget Expenditures
- Increased Capital Expenditures
- Increased Customer Base
  - Current year growth in customer base increased over prior projection
  - Future annual growth increased per trends
    - Provides additional annual revenues

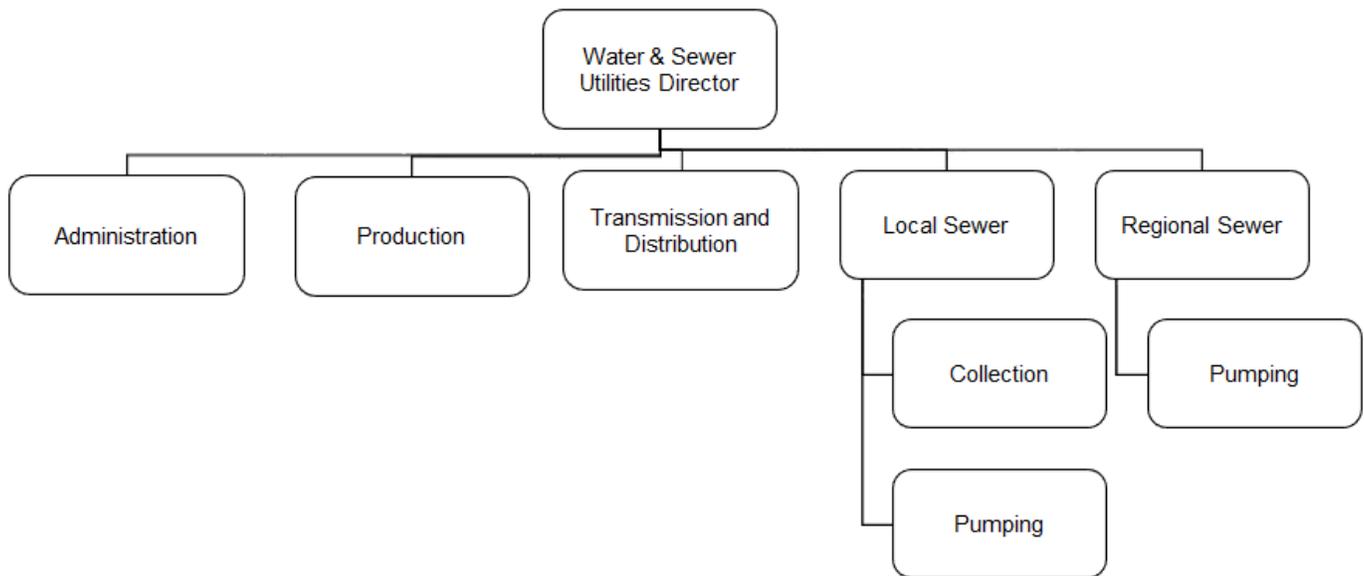


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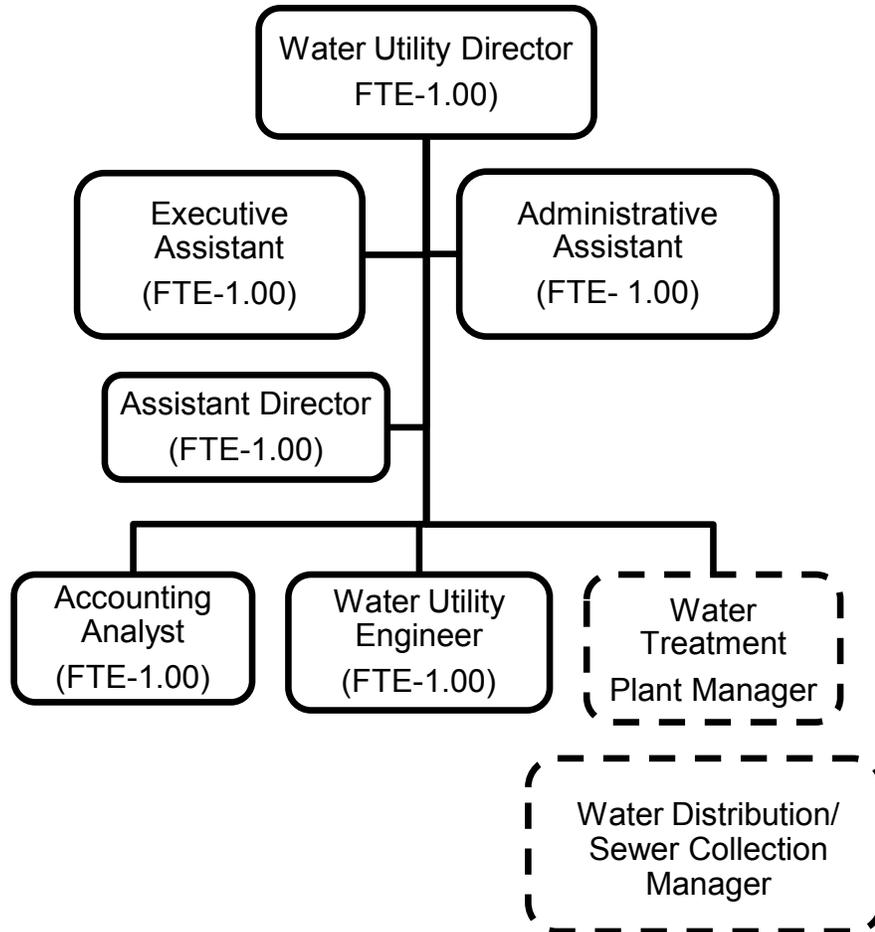
# Water Fund

# Water and Sewer Utility Administration



Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# Water and Sewer Utility Administration



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	6.00	0	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Water Fund

# 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 2017 INITIATIVES**

Five Year Capital Improvement Plan: Design and/or construct the projects programmed for FY 2017. Update the Five Year CIP schedule for the next budget cycle.

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 2017 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.

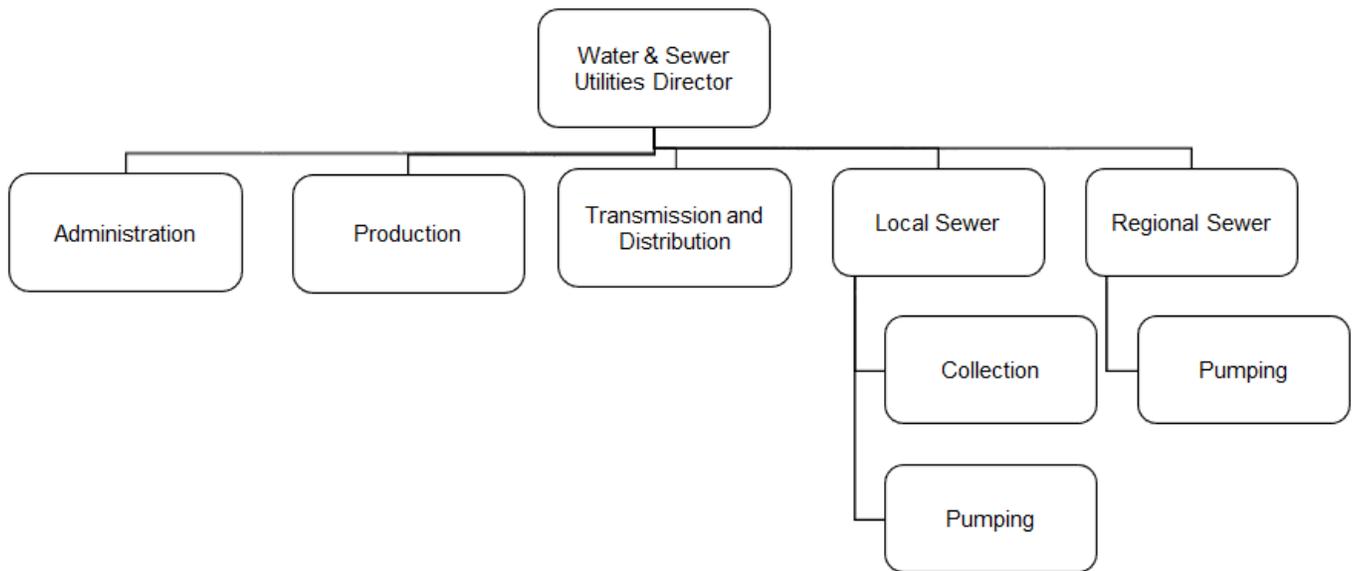
## **FY 2016 INITIATIVES REPORT CARD**

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. Administration worked with City team members to establish a long range capital plan for capital improvements.

# Water and Sewer Utility Administration

Water- Administration	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	268,923	266,215	216,707	275,195	243,016	(32,179)	-12%
* Benefits	-	144,230	119,289	16,121	119,289	74,670	(44,619)	-37%
<b>Sub-Total</b>	-	413,153	385,504	232,828	394,484	317,686	(76,798)	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	382,097	441,030	134,071	441,030	664,946	223,916	51%
* Travel & Training	-	612	6,000	389	6,000	11,000	5,000	83%
* Utility & Communications	-	2,511	7,400	1,587	7,400	12,300	4,900	66%
* Insurance	-	19,483	30,500	5,892	31,150	30,000	(1,150)	-4%
* Maintenance	-	-	3,000	-	3,751	3,200	(551)	-15%
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	404,703	487,930	141,939	489,331	721,446	232,115	
<b>NON-OPERATING</b>								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	-	817,856	873,434	374,767	883,815	1,039,132	155,317	18%

# Water and Sewer Utility Administration

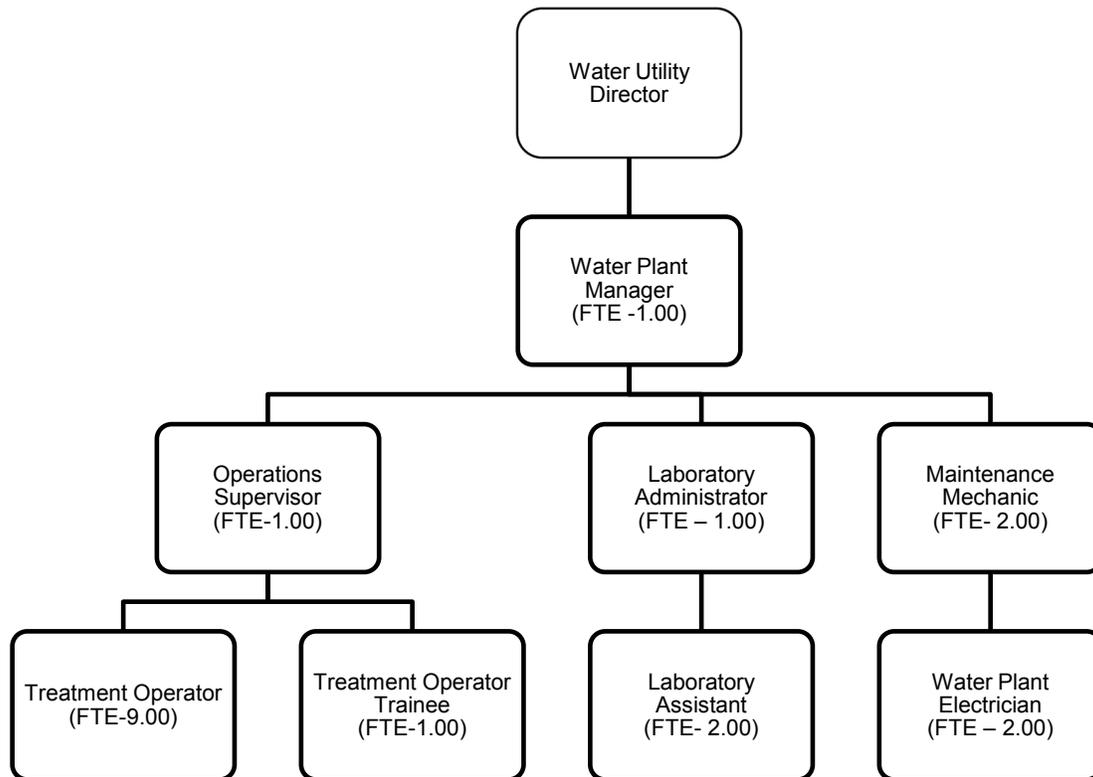


Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# Production

## MISSION

To provide safe and aesthetically pleasing potable water to customers for domestic drinking water and fire protection purposes.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	17.00	+2.00	0	0	19.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Water Fund

# Production

## **MISSION STATEMENT**

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 I-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**

The Water Treatment plant currently employs nineteen full time equivalent (FTE) personnel.

## **CAPITAL PROJECTS**

The Lake Worth Water Treatment Plant has a number of projects planned for FY 2017, including:

Addition of a lime scrubber to provide increased reliability.

Structural repairs to the old lime plant, including the flash mixer, water basins and walkways.

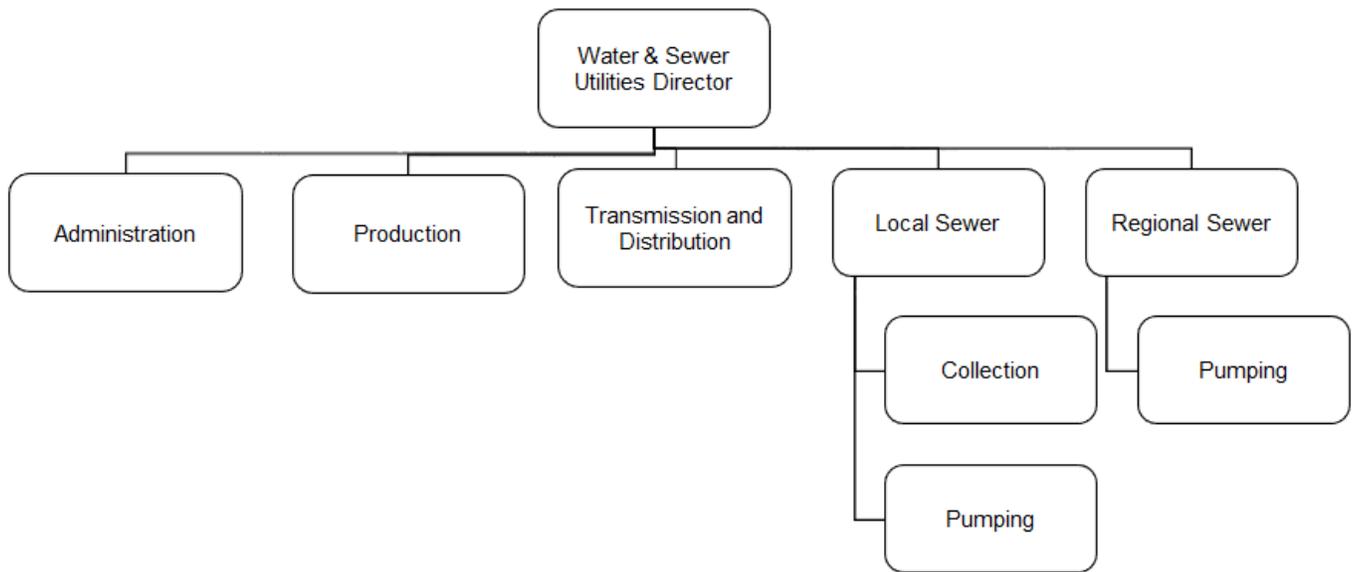
Storage tank repairs to all three storage tanks.

Test Well 18 to determine the feasibility of additional wells west of I-95.

# Production

<b>Water- Treatment</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
<b>7022</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct - Aug)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>\$ Change FY 17 Budget &amp; FY 16 Forecast</b>	<b>% Change FY 17 Budget &amp; FY 16 Forecast</b>
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	1,075,354	961,180	1,316,037	703,011	1,125,437	1,365,067	239,630	21%
* Benefits	615,604	369,044	700,858	50,988	700,858	636,023	(64,835)	-9%
<b>Sub-Total</b>	<b>1,690,958</b>	<b>1,330,224</b>	<b>2,016,895</b>	<b>753,999</b>	<b>1,826,295</b>	<b>2,001,090</b>	<b>174,795</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	304,555	273,592	423,066	161,021	387,559	401,242	13,683	4%
* Travel & Training	4,534	5,507	6,500	1,660	5,000	6,500	1,500	30%
* Utility & Communications	657,859	695,235	805,000	484,322	755,000	769,400	14,400	2%
* Insurance	313,123	371,297	371,297	-	371,297	371,297	-	
* Maintenance	96,419	79,083	94,600	71,354	85,500	79,700	(5,800)	-7%
* Operating Expense	465,717	538,385	724,386	394,465	694,940	646,350	(48,590)	-7%
<b>Sub-Total</b>	<b>1,842,207</b>	<b>1,963,099</b>	<b>2,424,849</b>	<b>1,112,822</b>	<b>2,299,296</b>	<b>2,274,489</b>	<b>(24,807)</b>	
<b>NON-OPERATING</b>								
* Debt Service								
* Depreciation								
* Grants & Aids								
* Other Uses								
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>CAPITAL PRINCIPAL</b>	<b>110,145</b>	<b>-</b>	<b>2,688,288</b>	<b>393,464</b>	<b>2,583,288</b>	<b>2,026,500</b>	<b>(556,788)</b>	<b>-22%</b>
<b>TOTAL</b>	<b>3,643,310</b>	<b>3,293,323</b>	<b>7,130,032</b>	<b>2,260,285</b>	<b>6,708,879</b>	<b>6,302,079</b>	<b>(406,800)</b>	<b>-6%</b>

# Water and Sewer Utility Administration

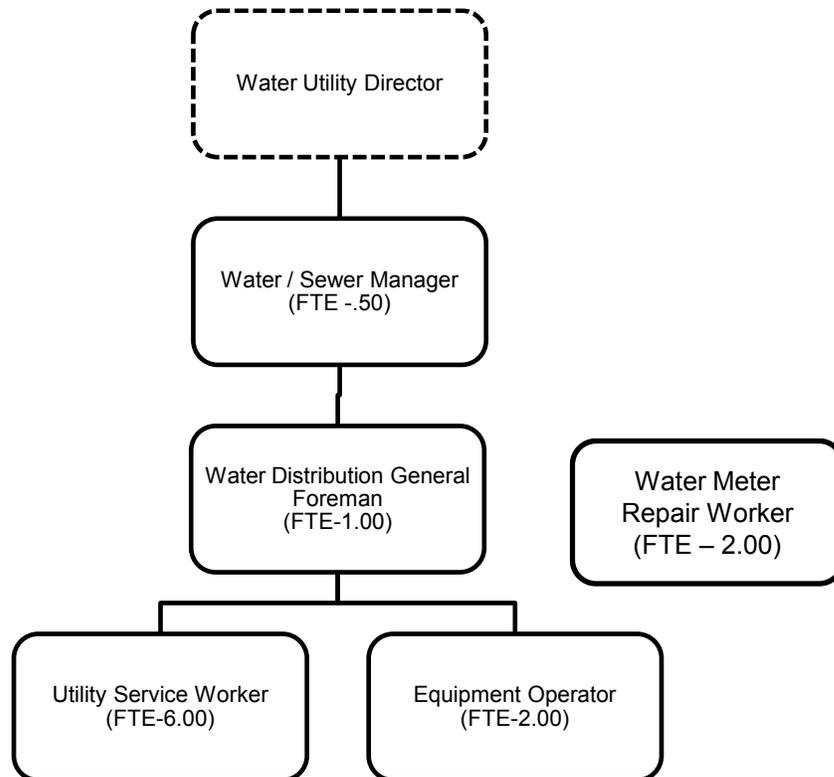


Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	11.50	0	0	0	11.50
Part-time (FTE)	0	0	0	0	0

Related Funds: Water Fund

# Transmission & Distribution

## **MISSION STATEMENT**

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 for the FY 2017 budget will be maintained at 11.5 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 2017.

Tropical Drive and Barton - Install 12" water main to Barton Elementary school, including fire hydrants for residents.

Boutwell Road - Install 12" transmission main from 2<sup>nd</sup> Ave. N to 10<sup>th</sup> 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.

# Transmission & Distribution

Water- Transmission & Distribution		FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7034		Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages		510,434	509,139	576,520	374,872	511,520	587,191	75,671	15%
* Benefits		280,502	269,731	319,885	27,121	319,885	283,786	(36,099)	-11%
<b>Sub-Total</b>		<b>790,936</b>	<b>778,870</b>	<b>896,405</b>	<b>401,993</b>	<b>831,405</b>	<b>870,977</b>	<b>39,572</b>	
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service		131,696	95,323	128,686	30,245	128,686	177,140	48,454	38%
* Travel & Training		457	1,082	2,400	2,280	2,400	2,700	300	13%
* Utility & Communications		23,869	25,394	36,200	18,823	36,200	31,200	(5,000)	-14%
* Insurance		34,137	37,465	37,465	-	37,465	37,465	-	-
* Maintenance		389,321	264,781	655,684	156,599	746,132	626,500	(119,632)	-16%
* Operating Expense		62,749	61,015	87,700	32,127	87,750	76,430	(11,320)	-13%
<b>Sub-Total</b>		<b>642,229</b>	<b>485,060</b>	<b>948,135</b>	<b>240,074</b>	<b>1,038,633</b>	<b>951,435</b>	<b>(87,198)</b>	
<b>NON-OPERATING</b>									
* Debt Service		-	-	-	-	-	-	-	-
* Depreciation		-	-	-	-	-	-	-	-
* Grants & Aids		-	-	-	-	-	-	-	-
* Other Uses		-	-	-	-	-	-	-	-
<b>Sub-Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL		8,347	-	4,891,120	686,548	5,020,158	7,659,602	2,639,444	53%
<b>TOTAL</b>		<b>1,441,512</b>	<b>1,263,930</b>	<b>6,735,660</b>	<b>1,328,615</b>	<b>6,890,196</b>	<b>9,482,014</b>	<b>2,591,818</b>	<b>38%</b>

Water- Pumping		FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7021		Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages								-	-
* Benefits								-	-
<b>Sub-Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service								-	-
* Travel & Training								-	-
* Utility & Communications		126,615	143,536	161,327	114,076	161,327	176,100	14,773	9%
* Insurance		-	-	-	-	-	-	-	-
* Maintenance		212,556	53,281	212,000	46,095	116,000	175,000	59,000	51%
* Operating Expense		(853)	561	-	-	-	-	-	-
<b>Sub-Total</b>		<b>338,318</b>	<b>197,378</b>	<b>373,327</b>	<b>160,171</b>	<b>277,327</b>	<b>351,100</b>	<b>73,773</b>	
<b>NON-OPERATING</b>									
* Debt Service								-	-
* Depreciation								-	-
* Grants & Aids								-	-
* Other Uses								-	-
<b>Sub-Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL		6,473	-	443,165	262,338	443,165	60,000	(383,165)	-86%
<b>TOTAL</b>		<b>344,791</b>	<b>197,378</b>	<b>816,492</b>	<b>422,509</b>	<b>720,492</b>	<b>411,100</b>	<b>(309,392)</b>	<b>-43%</b>

# Transmission & Distribution

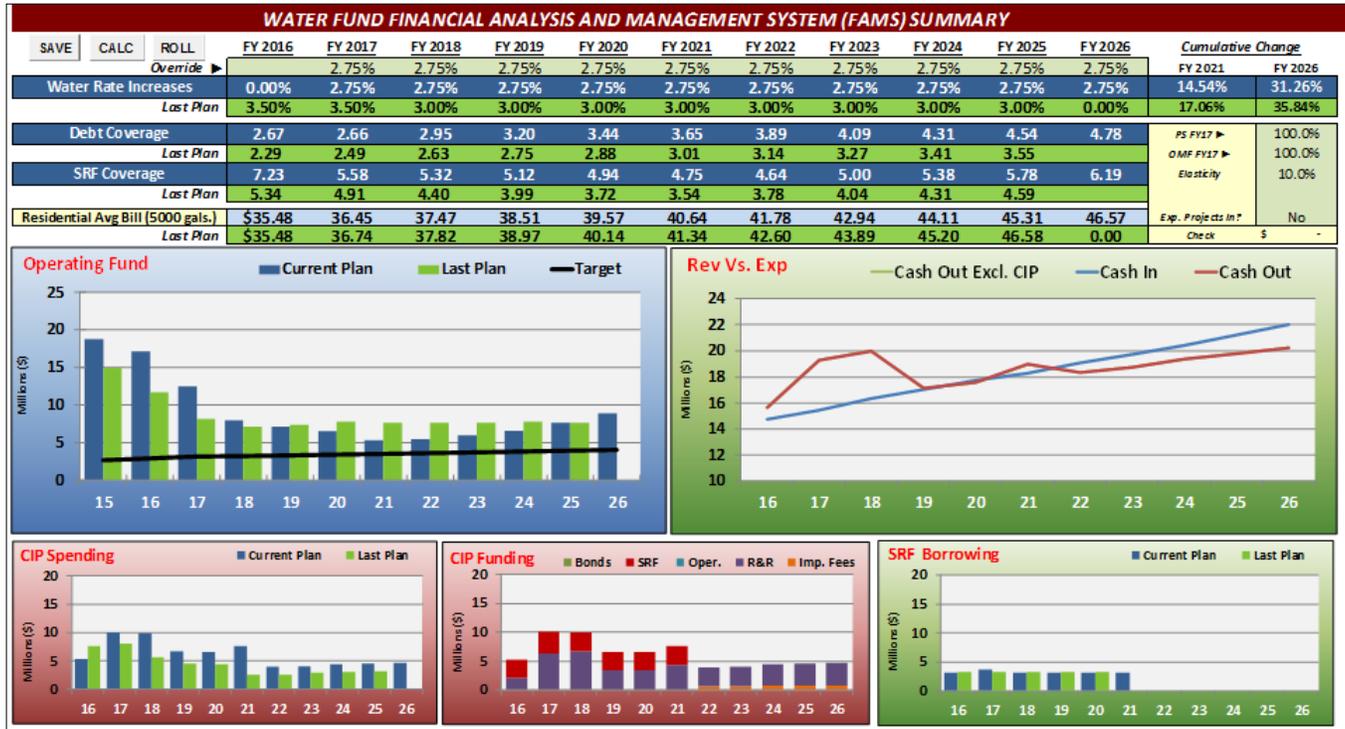
<b>Water- Non - Dept; 7090, 9010 &amp; 9099</b>	<b>FY 2014 Actuals</b>	<b>FY 2015 Actuals</b>	<b>FY 2015-2016 Adjusted Budget</b>	<b>FY 2015-2016 YTD Actuals (Oct - Aug)</b>	<b>FY 2015-2016 Forecast</b>	<b>FY 2016-2017 Adopted Budget</b>	<b>FY 2016-2017 \$ Change FY 17 Budget &amp; FY 16 Forecast</b>	<b>FY 2016-2017 % Change FY 17 Budget &amp; FY 16 Forecast</b>
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages								
* Benefits								
<b>Sub-Total</b>	-	-	-	-	-	-		
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	1,468,466	859,841	859,841	-	859,841	859,841		
* Travel & Training	-	-	-	-	-	-		
* Utility & Communications	-	-	-	-	-	-		
* Insurance	-	-	-	-	-	-		
* Maintenance	-	-	-	-	-	-		
* Operating Expense	1,068,137	1,059,591	1,114,889	977	1,114,899	1,360,899	246,000	22%
<b>Sub-Total</b>	2,536,603	1,919,432	1,974,730	977	1,974,740	2,220,740	246,000	
<b>NON-OPERATING</b>								
* Debt Service	927,463	877,295	2,794,091	-	2,794,091	3,061,070		
* Depreciation	2,412,876	2,424,174	2,298,186	-	2,298,186	-		
* Grants & Aids	861	-	-	-	-	-		
* Other Uses	33,603	189,528	710,000	-	710,000	-	(710,000)	-100%
<b>Sub-Total</b>	3,374,803	3,490,997	5,802,277	-	5,802,277	3,061,070	(710,000)	
CAPITAL PRINCIPAL	124,964	-	8,025,573	1,342,350	8,050,362	9,749,302		
<b>TOTAL</b>	<b>6,036,370</b>	<b>5,410,429</b>	<b>15,802,580</b>	<b>1,343,327</b>	<b>15,827,379</b>	<b>15,031,112</b>	<b>(464,000)</b>	<b>-5%</b>

# Water Fund (Fund 402)

**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.

<b>Water Fund</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct-Aug)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>Change FY 16 Forecast &amp; FY 17 Request</b>	<b>% Change (Forecast -vs- Request)</b>
Revenue change assumptions:								
<b>Source of Funds</b>								
General Government	12,029,862	13,064,156	13,120,000	10,287,751	13,120,000	13,120,000	-	-
Physical Environment	-	-	-	-	-	-	-	-
Violation of Lake Worth Ordinance	-	-	-	-	-	-	-	-
Interest & other Earnings	-	400	-	-	-	-	-	-
Spec Assess/Impact	231,294	386,760	225,000	178,588	251,700	225,000	(26,700)	-10.61%
Advance Reimbursement	4	(21,887)	-	-	-	-	-	100.00%
Grants/Aid	-	-	-	-	-	-	-	-
Other Miscellaneous Rev	-	-	5,000	1,765	5,000	13,885	8,885	177.70%
Debt proceeds	56,395	205,006	3,296,000	-	3,296,000	3,296,000	-	-
Transfers In	434,050	-	292,000	-	292,000	292,000	-	-
<b>subtotal</b>	<b>12,751,605</b>	<b>13,634,435</b>	<b>16,938,000</b>	<b>10,468,104</b>	<b>16,964,700</b>	<b>16,946,885</b>	<b>(17,815)</b>	<b>-0.11%</b>
Use of Net Assets	-	-	6,394,625	-	6,015,699	5,569,250	(446,449)	-
<b>Total Sources of Funds</b>	<b>12,751,605</b>	<b>13,634,435</b>	<b>23,332,625</b>	<b>10,468,104</b>	<b>22,980,399</b>	<b>22,516,135</b>	<b>(464,264)</b>	<b>-2.02%</b>
<b>Use of Funds</b>								
Administration	-	817,856	870,434	374,767	880,064	1,035,932	155,868	-
Pumping	338,318	197,378	373,327	160,171	277,327	351,100	73,773	26.60%
Water Treatment Plant	3,533,165	3,293,323	4,441,744	1,866,821	4,125,591	4,275,579	149,988	3.64%
Transmission & Distrib.	1,433,165	1,263,930	1,844,540	642,067	1,870,038	1,822,412	(47,626)	-2.55%
Customer Service	-	-	-	-	-	-	-	-
Non-Departmental Other	469,820	891,513	864,841	-	864,841	864,841	-	-48.08%
Contribution to General Fund	1,030,564	1,022,788	1,104,889	-	1,104,899	1,350,899	246,000	51.92%
Transfers Out - to Capital Project Fund	33,603	189,528	710,000	-	710,000	-	(710,000)	151.92%
Transfers Out - Park of Commerce	-	-	-	-	-	-	-	251.92%
Capital Outlay	124,965	-	8,025,573	1,342,350	8,050,362	9,749,302	1,698,940	21.10%
Debt Payments- Principal	1,034,214	-	1,880,452	-	1,880,452	2,304,429	423,977	22.55%
Debt Payments- Interest	930,329	882,426	918,639	977	918,639	761,641	(156,998)	-17.09%
Depreciation	2,412,876	2,424,174	2,298,186	-	2,298,186	-	(2,298,186)	-100.00%
<b>subtotal</b>	<b>11,341,019</b>	<b>10,982,916</b>	<b>23,332,625</b>	<b>4,387,153</b>	<b>22,980,399</b>	<b>22,516,135</b>	<b>(464,264)</b>	<b>-2.02%</b>
Reserve for future use	1,410,586	2,651,519	-	6,080,951	-	-	-	-
<b>Total Uses of Funds</b>	<b>12,751,605</b>	<b>13,634,435</b>	<b>23,332,625</b>	<b>10,468,104</b>	<b>22,980,399</b>	<b>22,516,135</b>	<b>(464,264)</b>	<b>-2.02%</b>

# Water Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 4 months of Operating & Maintenance Expenses
- Maintaining Sufficient Debt Service Coverage
  - Target: Net Revenues at least 1.5 times greater than annual debt service
- Ensure funding of needed Renewal & Replacement Plan

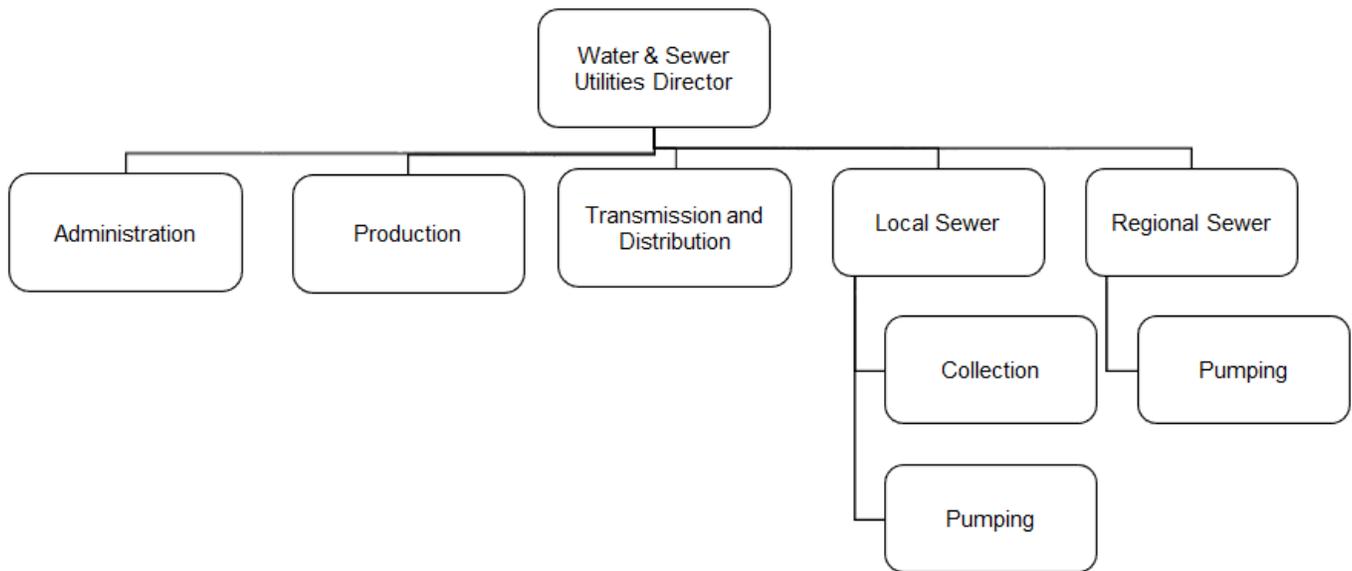
## Changes from 2015 Study

- Increased Customer Base
  - Current year growth in customer base increased over prior projection
  - Future annual growth increased per trends
  - Provides additional annual revenues
- Increased annual R&R Program



# Local Sewer Fund

# Water and Sewer Utility Administration

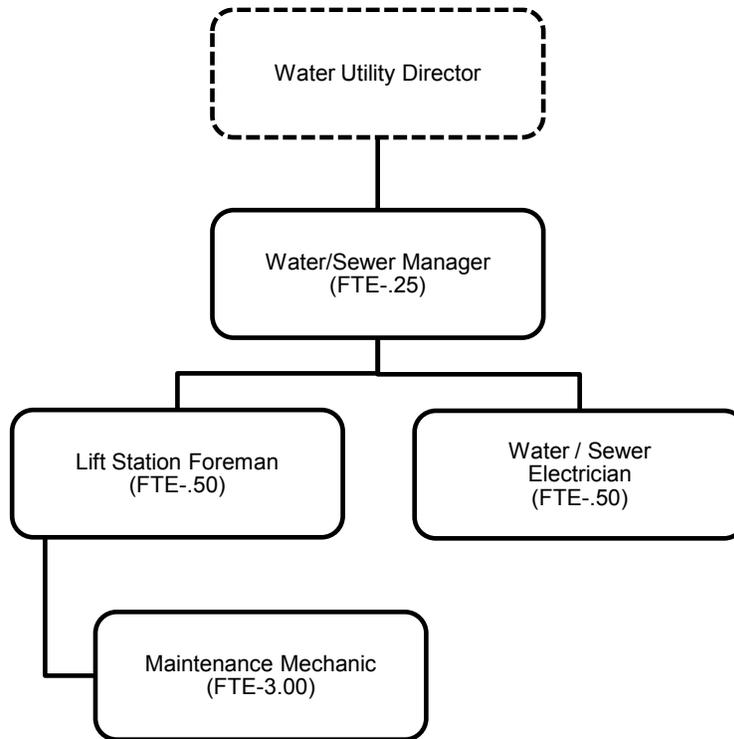


Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	4.25	0	0	0	4.25
Part-time (FTE)	0	0	0	0	0

Related Funds: Local Sewer Fund

# Local Sewer Pumping

## **MISSION STATEMENT**

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**

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.

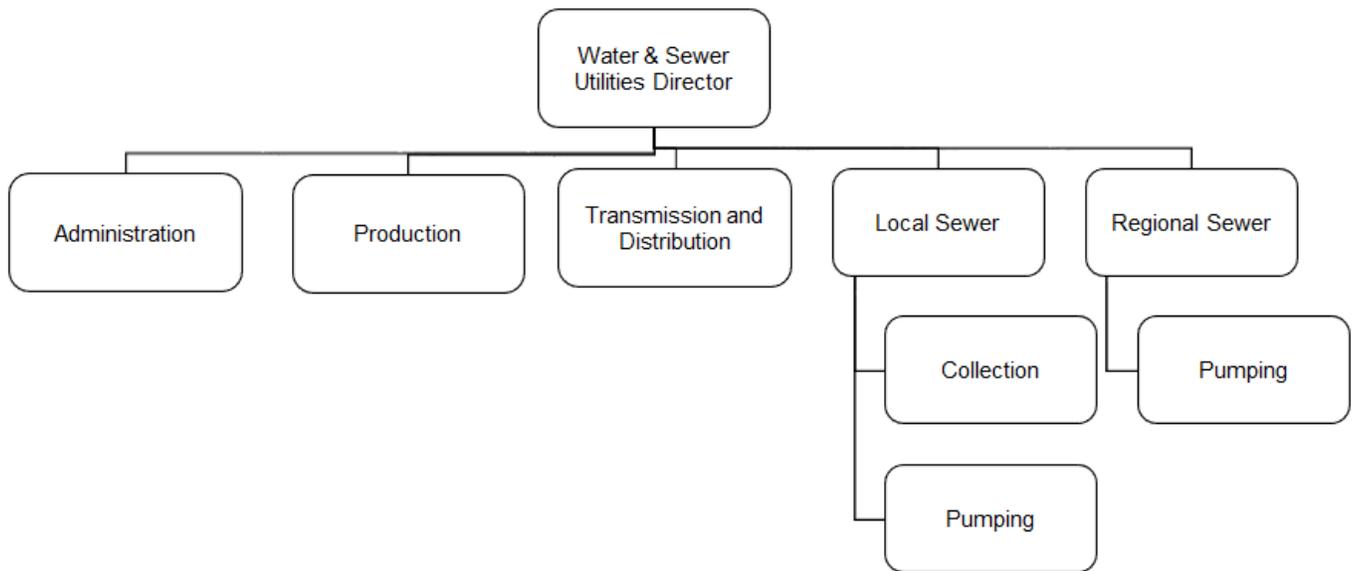
## **CAPITAL IMPROVEMENT PROJECTS**

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 intra-coastal and reduce the risk of environmental damage due to overflows.

# Local Sewer Pumping

Local Sewer- Pumping	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7221	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	177,288	124,685	211,469	101,972	171,525	130,779	(40,746)	-24%
* Benefits	90,859	70,680	120,272	7,217	120,272	68,123	(52,149)	-43%
<b>Sub-Total</b>	<b>268,147</b>	<b>195,365</b>	<b>331,741</b>	<b>109,189</b>	<b>291,797</b>	<b>198,902</b>	<b>(92,895)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	34,218	25,923	28,224	-	28,224	29,326	1,102	4%
* Travel & Training	466	724	2,100	1,200	2,100	2,100	-	
* Utility & Communications	31,727	34,144	38,300	28,711	38,300	36,700	(1,600)	
* Insurance	21,039	22,364	22,364	-	22,364	22,364	-	
* Maintenance	329,281	86,909	111,800	74,775	111,800	99,300	(12,500)	-11%
* Operating Expense	39,028	24,809	60,800	17,417	60,800	68,900	8,100	13%
<b>Sub-Total</b>	<b>455,759</b>	<b>194,873</b>	<b>263,588</b>	<b>122,103</b>	<b>263,588</b>	<b>258,690</b>	<b>(4,898)</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	
* Depreciation							-	
* Grants & Aids							-	
* Other Uses							-	
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	125,657	-	70,000	24	70,000	75,000	5,000	7%
<b>TOTAL</b>	<b>849,563</b>	<b>390,238</b>	<b>665,329</b>	<b>231,316</b>	<b>625,385</b>	<b>532,592</b>	<b>(92,793)</b>	<b>-15%</b>

# Water and Sewer Utility Administration

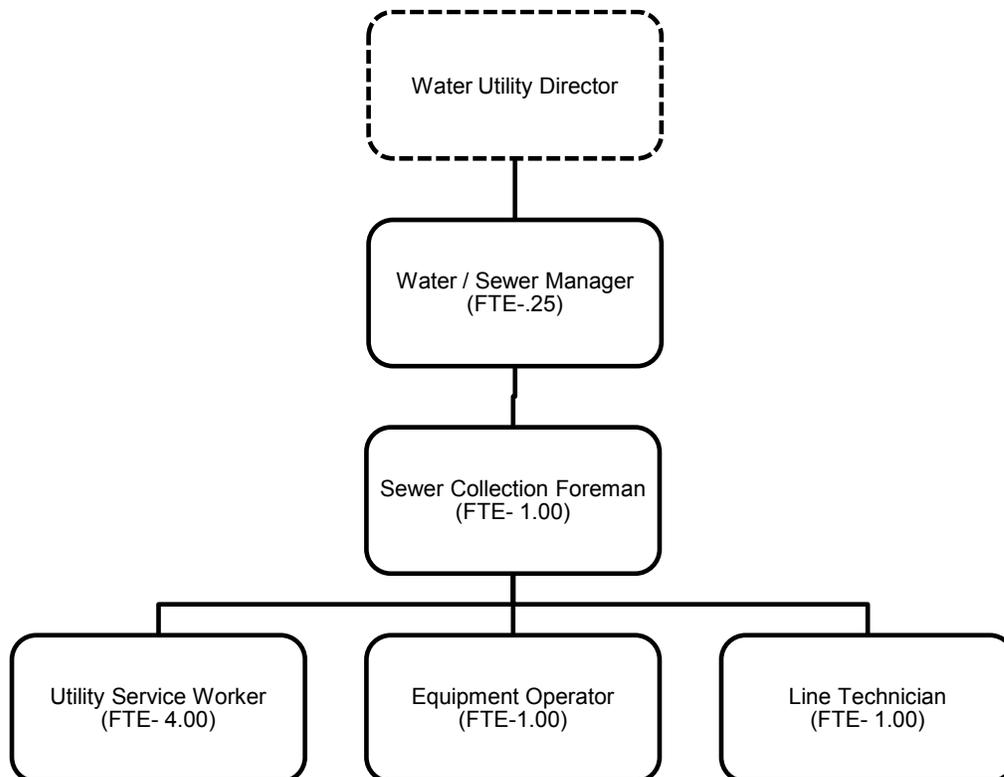


Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	7.25	0	0	0	7.25
Part-time (FTE)	0	0	0	0	0

Related Funds: Local Sewer Fund

# Local Sewer Collection

## **MISSION STATEMENT**

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**

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, 6<sup>th</sup> Ave. S and 15<sup>th</sup> Ave. S . Additional lining and rehabilitation will be ongoing through FY 2017.

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 continues 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	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7231	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	524,343	519,788	579,832	359,223	482,832	538,046	55,214	11%
* Benefits	288,336	190,658	320,870	26,286	320,870	278,330	(42,540)	-13%
<b>Sub-Total</b>	<b>812,679</b>	<b>710,446</b>	<b>900,702</b>	<b>385,509</b>	<b>803,702</b>	<b>816,376</b>	<b>12,674</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	44,656	91,385	181,339	66,659	181,339	273,037	91,698	51%
* Travel & Training	1,500	1,414	2,400	-	2,400	2,600	200	8%
* Utility & Communications	1,925	-	2,000	-	2,000	2,000	-	-
* Insurance	31,616	34,212	34,212	-	34,212	34,212	-	-
* Maintenance	235,388	225,643	230,850	130,906	230,850	233,850	3,000	1%
* Operating Expense	51,301	46,947	88,975	31,833	88,975	80,800	(8,175)	-9%
<b>Sub-Total</b>	<b>366,386</b>	<b>399,601</b>	<b>539,776</b>	<b>229,398</b>	<b>539,776</b>	<b>626,499</b>	<b>86,723</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	82,305	-	4,466,601	1,101,844	4,492,601	1,092,297	(3,400,304)	-76%
<b>TOTAL</b>	<b>1,261,370</b>	<b>1,110,047</b>	<b>5,907,079</b>	<b>1,716,751</b>	<b>5,836,079</b>	<b>2,535,172</b>	<b>(3,300,907)</b>	<b>-57%</b>

Local Sewer- Admin	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7010 & 7210	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	244,764	266,214	216,701	272,628	252,380	(20,248)	-7%
* Benefits	-	144,931	119,288	16,118	119,288	84,022	(35,266)	-30%
<b>Sub-Total</b>	<b>-</b>	<b>389,695</b>	<b>385,502</b>	<b>232,819</b>	<b>391,916</b>	<b>336,402</b>	<b>(55,514)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	-	52,130	89,421	33,261	89,421	113,489	24,068	27%
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>52,130</b>	<b>89,421</b>	<b>33,261</b>	<b>89,421</b>	<b>113,489</b>	<b>24,068</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>441,825</b>	<b>474,923</b>	<b>266,080</b>	<b>481,337</b>	<b>449,891</b>	<b>(31,446)</b>	<b>-7%</b>

# Local Sewer Collection

Local Sewer - Non Dept; 9010 & 9099	FY 2014 Actuals	FY 2015 Actuals	FY 2015-2016 Adjusted Budget	FY 2015-2016 YTD Actuals (Oct - Aug)	FY 2015-2016 Forecast	FY 2016-2017 Adopted Budget	FY 2016-2017 \$ Change FY 17 Budget & FY 16 Forecast	FY 2016-2017 % Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	3,959,371	3,923,744	4,036,041	2,752,828	4,036,041	4,036,041	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance							-	-
* Operating Expense	616,619	587,992	618,767	-	618,767	618,767	-	-
<b>Sub-Total</b>	4,575,990	4,511,736	4,654,808	2,752,828	4,654,808	4,654,808	-	-
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	637,067	655,216	590,000	-	590,000	-	(590,000)	-100%
* Grants & Aids							-	-
* Other Uses	276,494	124,449	500,000	-	500,000	-	(500,000)	(1)
<b>Sub-Total</b>	913,561	779,665	1,090,000	-	1,090,000	-	(1,090,000)	
CAPITAL PRINCIPAL	(207,962)	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>5,281,589</b>	<b>5,291,401</b>	<b>5,744,808</b>	<b>2,752,828</b>	<b>5,744,808</b>	<b>4,654,808</b>	<b>(1,090,000)</b>	<b>-19%</b>

# Local Sewer Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
Revenue change assumptions:						3.00%		
<b>Source of Funds</b>								
Physical Environment	6,336,182	7,235,926	6,700,000	5,933,528	7,482,373	6,700,000	(782,373)	-10.46%
Interest & other Earnings	40,892	99,778	64,500	-	65,000	64,500	(500)	-0.77%
Spec Assess/Impact	84,866	288,108	339,124	141,192	339,124	339,124	-	-
Disp of Fixed Assets	5,439	36,697	-	-	-	-	-	-
Other Miscellaneous Rev	-	-	-	-	-	5,703	5,703	0.00%
Capital Contributions	276,494	-	-	-	-	-	-	-
Transfers In	-	-	5,688,515	-	-	-	-	-
<b>subtotal</b>	<b>6,743,873</b>	<b>7,660,509</b>	<b>12,792,139</b>	<b>6,074,720</b>	<b>7,886,497</b>	<b>7,109,327</b>	<b>(777,170)</b>	<b>-9.85%</b>
Use of Net Assets	648,649	-	-	-	4,801,112	1,063,136	(3,737,976)	-
<b>Total Sources of Funds</b>	<b>7,392,522</b>	<b>7,660,509</b>	<b>12,792,139</b>	<b>6,074,720</b>	<b>12,687,609</b>	<b>8,172,463</b>	<b>(4,515,146)</b>	<b>-35.59%</b>
<b>Use of Funds</b>								
Administration	-	441,825	474,923	266,080	481,337	449,891	(31,446)	-
Pumping	849,563	390,238	665,329	231,316	625,385	532,592	(92,793)	-14.84%
Sewer Collection	1,261,370	1,110,047	5,907,079	1,716,751	5,836,079	2,535,172	(3,300,907)	-56.56%
Sewer Treatment & Disposal	-	-	-	-	-	-	-	-
Customer Service	-	-	-	-	-	-	-	-
Non-Departmental Other	3,980,173	3,942,656	4,041,041	2,752,828	4,041,041	4,041,041	-	-
Contribution to General Fund	595,817	569,080	613,767	-	613,767	613,767	-	-
<b>Subtotal Operating Expenses</b>	<b>6,686,923</b>	<b>6,453,846</b>	<b>11,702,139</b>	<b>4,966,975</b>	<b>11,597,609</b>	<b>8,172,463</b>	<b>(3,425,146)</b>	
Transfers Out - to Master Plan Project Fund	276,494	124,449	500,000	-	500,000	-	(500,000)	-100.00%
Capital Outlay	(207,962)	-	-	-	-	-	-	-
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-	-	-	-
Depreciation	637,067	655,216	590,000	-	590,000	-	(590,000)	-100.00%
<b>subtotal</b>	<b>7,392,522</b>	<b>7,233,511</b>	<b>12,792,139</b>	<b>4,966,975</b>	<b>12,687,609</b>	<b>8,172,463</b>	<b>(4,515,146)</b>	<b>-35.59%</b>
Reserve for future use	-	426,998	-	1,107,745	-	-	-	-
<b>Total Uses of Funds</b>	<b>7,392,522</b>	<b>7,660,509</b>	<b>12,792,139</b>	<b>6,074,720</b>	<b>12,687,609</b>	<b>8,172,463</b>	<b>(4,515,146)</b>	<b>-35.59%</b>

# Local Sewer Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 4 months of Operating & Maintenance Expenses
- Ensure funding of needed Renewal & Replacement Plan

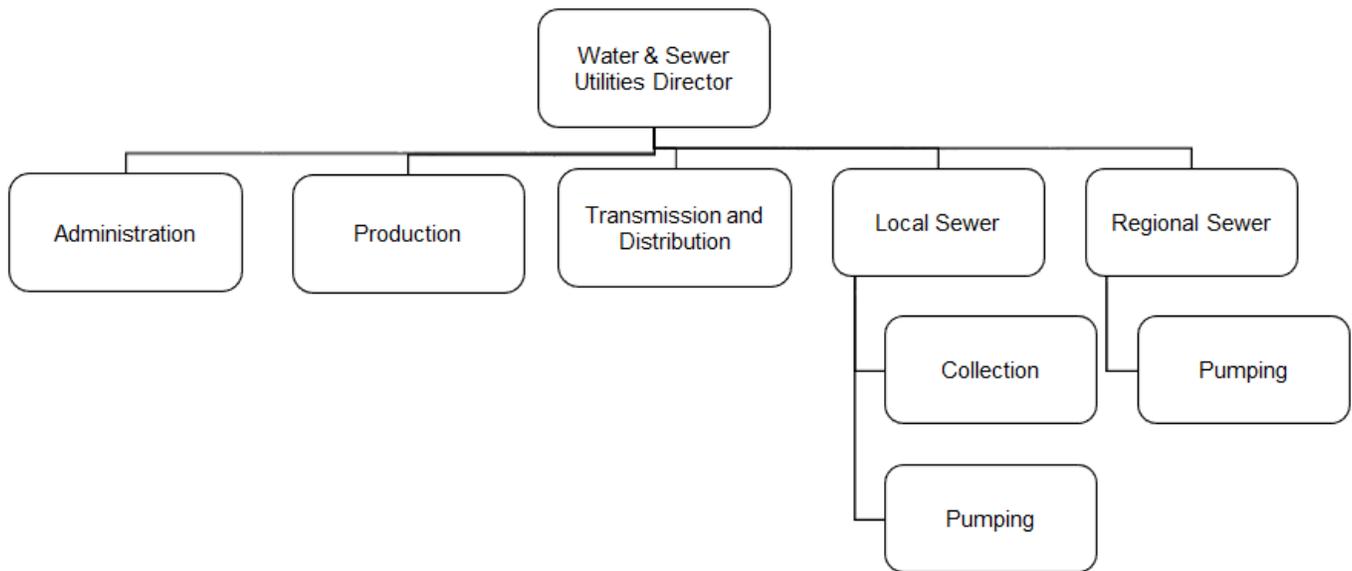
## Changes from 2015 Study

- Increased Customer Base
  - Current year growth in customer base increased over prior projection
  - Future annual growth increased per trends
  - Provides additional annual revenues
- Increased Regional Expense Projection
- Increased annual R&R Program



# Regional Sewer Fund

# Water and Sewer Utility Administration

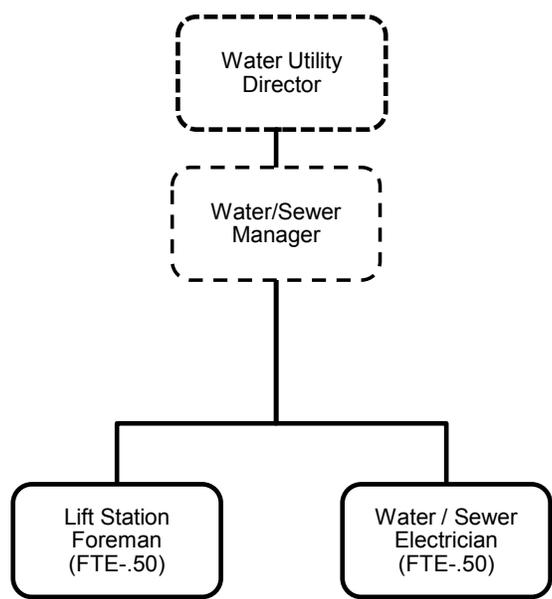


Related Funds: Water Fund, Local Sewer Fund, Regional Sewer Fund

# 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 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Regional Sewer Fund

# Regional Sewer Pumping

## **MISSION STATEMENT**

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**

The 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**

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 2016 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.

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	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
7421	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	141,434	145,339	143,365	101,972	143,856	165,265	21,409	15%
* Benefits	74,884	48,258	77,402	7,216	77,402	95,180	17,778	23%
<b>Sub-Total</b>	<b>216,318</b>	<b>193,597</b>	<b>220,767</b>	<b>109,188</b>	<b>221,258</b>	<b>260,445</b>	<b>39,187</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	3,672,436	4,465,115	5,935,960	4,599,500	5,935,960	5,916,146	(19,814)	0%
* Travel & Training	206	-	2,250	-	2,250	2,500	250	0
* Utility & Communications	218,422	178,478	210,070	133,639	210,070	201,700	(8,370)	(0)
* Insurance	33,787	34,174	34,174	-	34,174	34,174	-	-
* Maintenance	41,147	44,739	101,900	76,063	101,900	146,900	45,000	44%
* Operating Expense	171,588	175,233	235,700	153,690	235,700	223,500	(12,200)	-5%
<b>Sub-Total</b>	<b>4,137,586</b>	<b>4,897,739</b>	<b>6,520,054</b>	<b>4,962,892</b>	<b>6,520,054</b>	<b>6,524,920</b>	<b>4,866</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>4,353,904</b>	<b>5,091,336</b>	<b>6,740,821</b>	<b>5,072,080</b>	<b>6,741,312</b>	<b>6,785,365</b>	<b>44,053</b>	<b>1%</b>

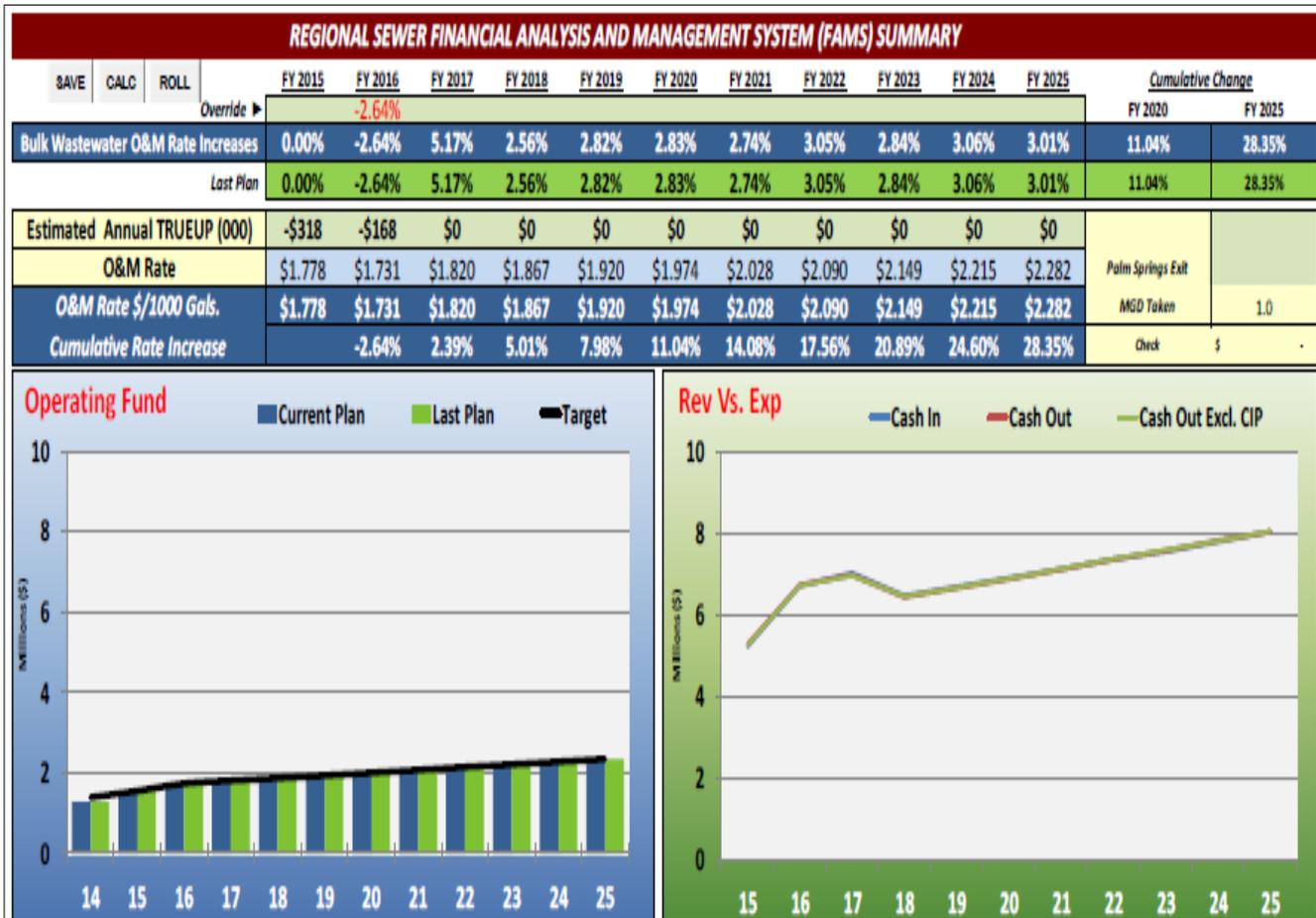
Regional Sewer- Non Dept.	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	338,389	156,035	156,035	-	156,035	156,035	-	-
* Travel & Training	-	-	-	-	-	-	-	-
* Utility & Communications	-	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	1,034	2,418	1,000	-	1,000	1,000	-	-
<b>Sub-Total</b>	<b>339,423</b>	<b>158,453</b>	<b>157,035</b>	<b>-</b>	<b>157,035</b>	<b>157,035</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aid	-	-	-	-	-	-	-	-
* Other Uses	1,891,242	1,669,496	-	-	-	-	-	-
<b>Sub-Total</b>	<b>1,891,242</b>	<b>1,669,496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>2,230,665</b>	<b>1,827,949</b>	<b>157,035</b>	<b>-</b>	<b>157,035</b>	<b>157,035</b>	<b>-</b>	<b>-</b>

# Regional Sewer Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
Rate per 1000 gallons								
<b>Source of Funds</b>								
Physical Environment	5,859,838	6,137,326	6,798,707	5,105,774	6,820,827	7,277,378	456,551	6.69%
Renewal and Replacement contributions	86,862	160,060	357,173	223,893	357,173	297,723	(59,450)	-16.64%
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Interest & other Earnings	8,266	19,400	5,250	-	5,250	5,250	-	-
Transfers In	-	-	93,899	-	93,899	-	-	-
Capital Contributions	-	-	-	-	-	-	-	-
subtotal	5,954,966	6,316,786	7,255,029	5,329,667	7,277,149	7,580,351	303,202	4.17%
Use of Net Assets	1,054,307	1,028,304	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>7,009,273</b>	<b>7,345,090</b>	<b>7,255,029</b>	<b>5,329,667</b>	<b>7,277,149</b>	<b>7,580,351</b>	<b>303,202</b>	<b>4.17%</b>
<b>Use of Funds</b>								
Transmission & Distribution	-	-	-	-	-	-	-	-
Pumping	4,271,599	5,091,336	2,274,220	3,970,236	2,248,711	5,693,068	3,444,357	153.17%
Non-Department Other	2,230,665	1,827,949	157,035	-	157,035	157,035	-	-
Interfund Admin Services	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-	-	-	-
Reserve for Renewal & Replacement	-	-	357,173	58,706	357,173	115,000	(242,173)	-
Capital Outlay	82,305	-	4,466,601	1,101,844	4,492,601	1,092,297	(3,400,304)	-75.69%
Depreciation	424,704	425,805	-	-	-	-	-	-
subtotal	7,009,273	7,345,090	7,255,029	5,130,786	7,255,520	7,057,400	(198,120)	-2.73%
Reserve for future use	-	-	-	198,881	21,629	522,951	501,322	2317.82%
<b>Total Uses of Funds</b>	<b>7,009,273</b>	<b>7,345,090</b>	<b>7,255,029</b>	<b>5,329,667</b>	<b>7,277,149</b>	<b>7,580,351</b>	<b>303,202</b>	<b>4.17%</b>

# Regional Sewer Fund Financial Projection



## Key Challenges

- Effects Local Sewer Fund's largest Operating Expense
- Ensure funding of need Capita; and Renewal & Replacement Plan
- Annual True-Up

## Changes from 2015 Study

- Increased annual Capital/R&R Program
- Increased annual R&R Program

Local Wastewater Fund Regional Treatment Expense						
Fiscal Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Update	\$3,476,000	\$3,767,000	\$3,478,000	\$3,717,000	\$3,817,000	\$3,921,000
Prior Study	\$3,476,000	\$3,487,000	\$3,237,000	\$3,478,000	\$3,425,000	\$3,519,000
\$ Change		\$280,000	\$241,000	\$239,000	\$392,000	\$402,000

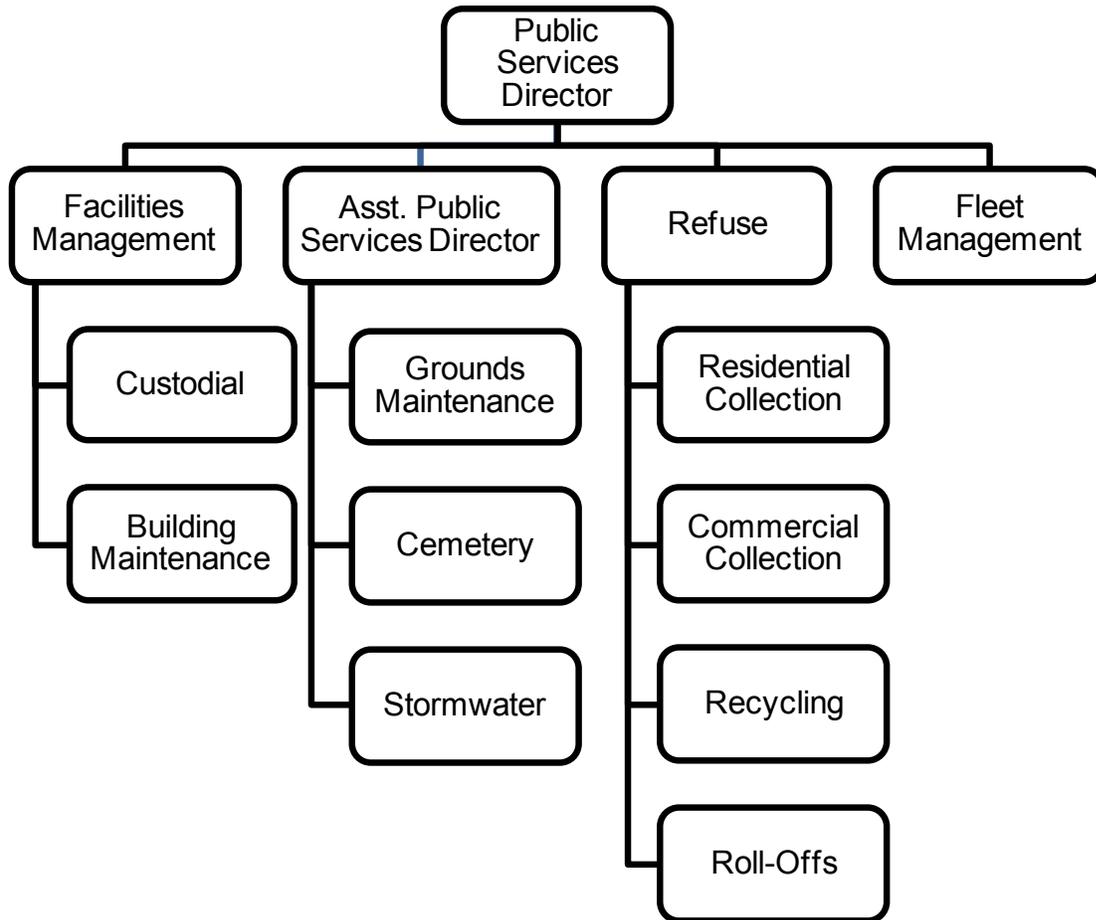


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# Stormwater Fund

# Public Services

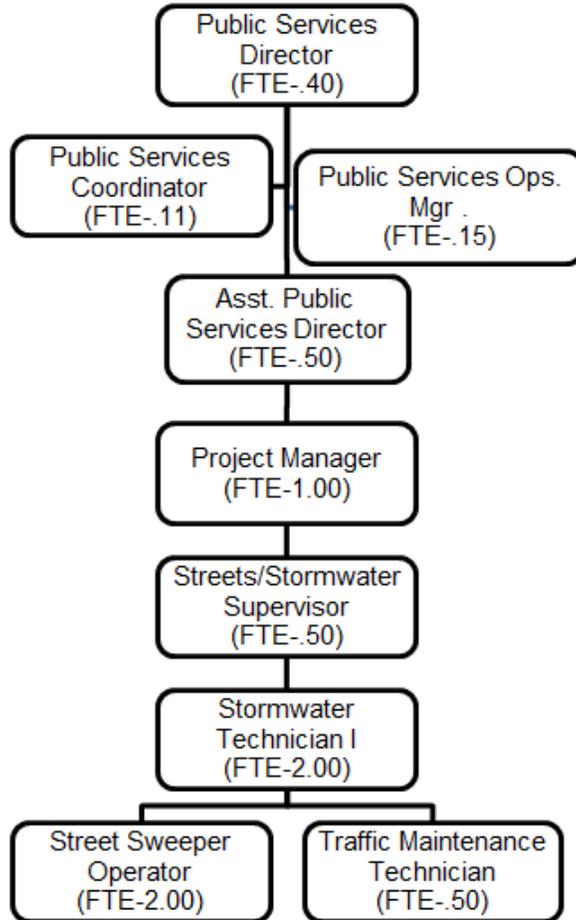


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Stormwater

## MISSION

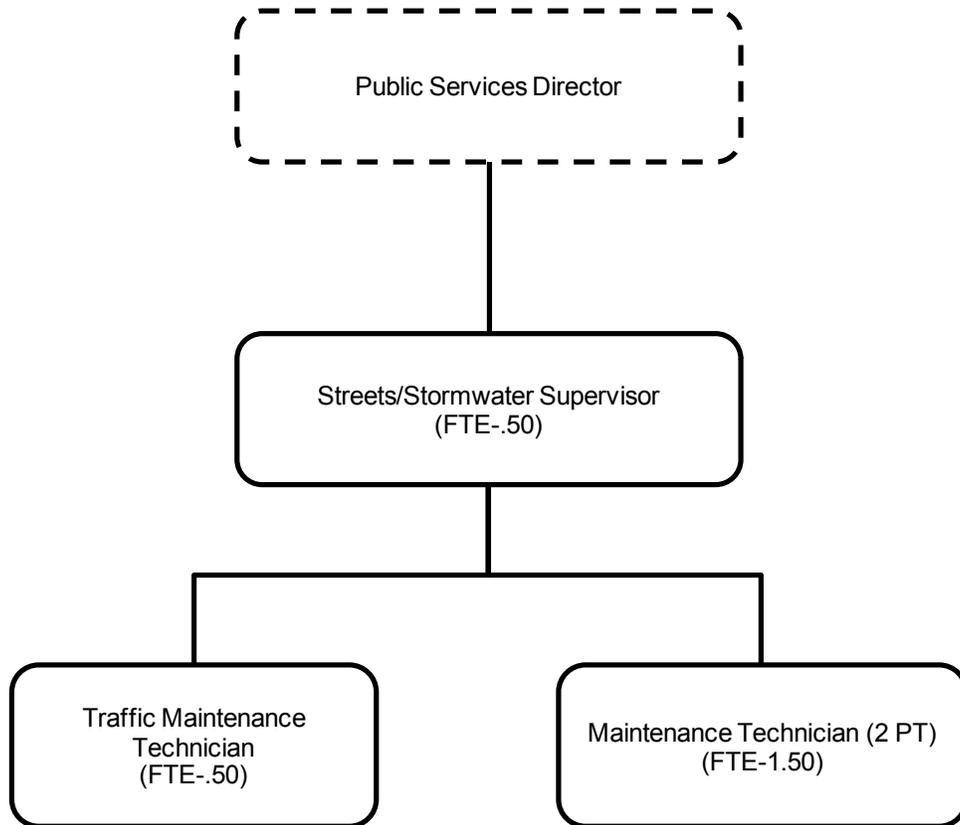
The mission of the Streets and Stormwater Division is to provide exceptional customer service and response time to roadway and stormwater issues while maintaining a proactive roadway and stormwater maintenance pro-



	FY 2015 – FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 – FY 2017
Full-time	8.30	0	0	-1.14	7.16
Part-time (FTE)	0	0	0	0	0

Related Funds: Stormwater Fund

# Stormwater



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	0	0	0	+1.00	1.00
Part-time (FTE)	0	+1.50	0	0	1.50

Related Funds: Stormwater Fund

# Stormwater

## **CORE PROCESSES AND OUTPUTS**

The Stormwater 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 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.

## **FY 2017 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 intracoastal waterways.

## **FY 2016 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.

# Stormwater

## FY 2016 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.

### 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, lagoons and ocean.

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.

### FY 2017 Performance Measures - Stormwater

Workload Measures	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Increase in Sweeper Trucks activity	100%	50%	100%	90%	100%	90%	95%	95%	95%
Increase storm drain and storm pipe cleaning inspections	20%	10%	15%	5%	15%	10%	10%	12%	15%
Increase pre and post survey inspections of stormwater pipes using TV Truck	10%	15%	25%	50%	25%	10%	20%	12%	25%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Tonnage of debris removed by sweepers per NPDES guidelines	250	186	200	300	600	500	500	5000	6500
Monitor miles of storm pipe cleaned by Jet Truck with the addition of catch basin inspections per NPDES guidelines.	25	17	25	8	25	25	30	20	30
Perform pre-survey of storm lines with TV Truck for storm drains using NPDES proactive maintenance measures	80%	80%	90%	50%	90%	75%	80%	75%	80%

# Stormwater

Stormwater Fund	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5090	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	381,713	321,213	316,245	228,848	313,193	380,673	67,480	22%
* Benefits	209,824	118,951	178,938	17,005	178,938	198,938	20,000	11%
<b>Sub-Total</b>	<b>591,537</b>	<b>440,164</b>	<b>495,183</b>	<b>245,853</b>	<b>492,131</b>	<b>579,611</b>	<b>87,480</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	208,680	175,910	213,840	100,226	198,840	505,768	306,928	154%
* Travel & Training	2,391	909	3,504	480	3,504	5,550	2,046	58%
* Utility & Communications	-	-	-	-	-	-	-	
* Insurance	31,282	36,129	36,130	-	36,130	36,130	-	
* Maintenance	65,419	158,785	153,800	77,827	176,800	169,900	(6,900)	-4%
* Operating Expense	35,602	23,435	41,994	12,797	35,775	42,390	6,615	18%
<b>Sub-Total</b>	<b>343,374</b>	<b>395,168</b>	<b>449,268</b>	<b>191,330</b>	<b>451,049</b>	<b>759,738</b>	<b>308,689</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	284,471	-	-	-	-	-	-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	-	-	-	-	-	-	-	
<b>Sub-Total</b>	<b>284,471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	330,101	-	166,450	112,000	143,450	422,559	279,109	195%
<b>TOTAL</b>	<b>1,549,483</b>	<b>835,332</b>	<b>1,110,901</b>	<b>549,183</b>	<b>1,086,630</b>	<b>1,761,908</b>	<b>675,278</b>	<b>62%</b>

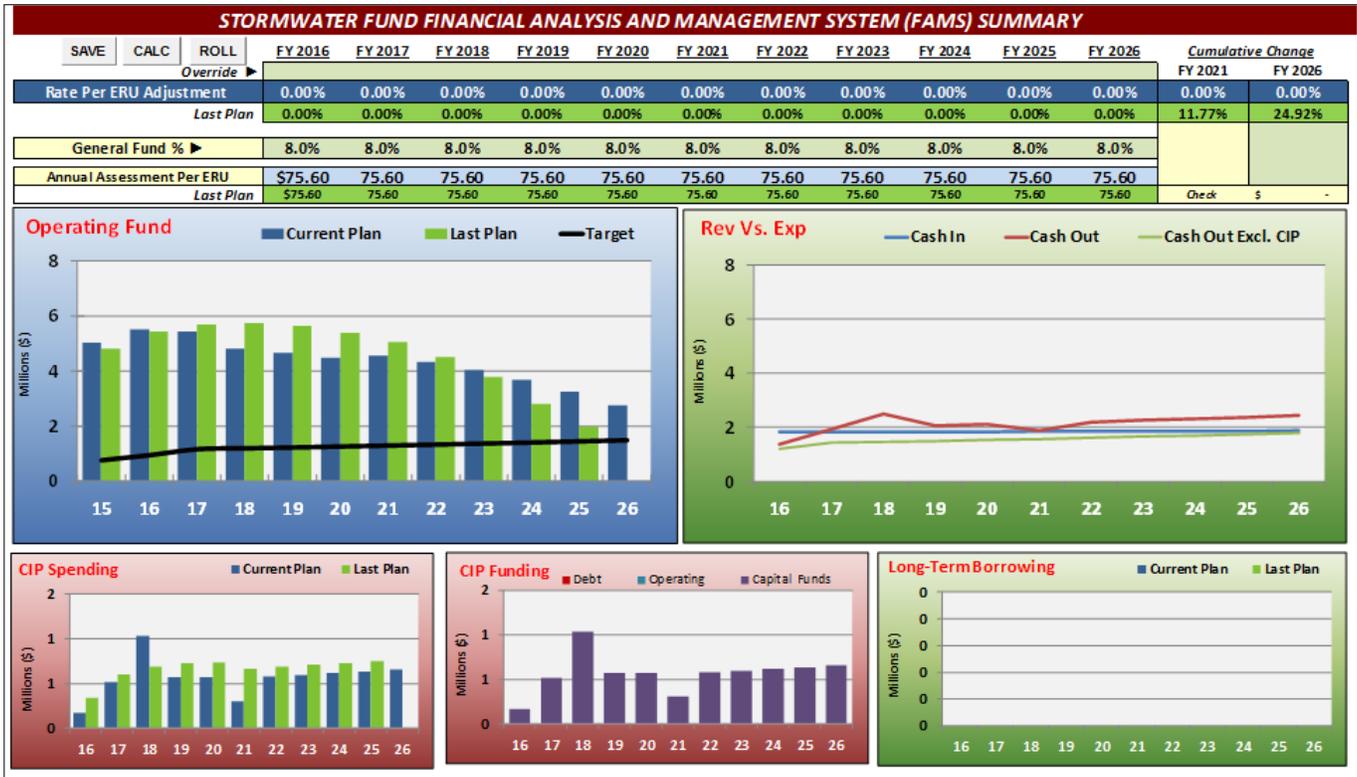
Stormwater Fund- Non Dept.	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010 & 9099	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	-	-	-	-	-	-	-	
* Benefits	-	-	-	-	-	-	-	
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	138,522	73,344	73,344	-	73,344	73,344	-	
* Travel & Training	-	-	-	-	-	-	-	
* Utility & Communications	-	-	-	-	-	-	-	
* Insurance	-	-	-	-	-	-	-	
* Maintenance	-	-	-	-	-	-	-	
* Operating Expense	165,991	173,215	184,265	-	184,265	184,265	-	
<b>Sub-Total</b>	<b>304,513</b>	<b>246,559</b>	<b>257,609</b>	<b>-</b>	<b>257,609</b>	<b>257,609</b>	<b>-</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	-	262,170	310,000	-	310,000	-	(310,000)	-100%
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	-	348,459	1,000,000	-	1,000,000	-	(1,000,000)	-100%
<b>Sub-Total</b>	<b>-</b>	<b>610,629</b>	<b>1,310,000</b>	<b>-</b>	<b>1,310,000</b>	<b>-</b>	<b>(1,310,000)</b>	
CAPITAL PRINCIPAL	(330,101)	-	-	-	-	-	-	
<b>TOTAL</b>	<b>(25,588)</b>	<b>857,188</b>	<b>1,567,609</b>	<b>-</b>	<b>1,567,609</b>	<b>257,609</b>	<b>(1,310,000)</b>	<b>-84%</b>

# Stormwater Fund

**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

<b>Stormwater Fund</b>	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
Revenue Rate per ERU:			\$ 75.60	\$ 75.60		\$ 75.60		
<b>Source of Funds</b>								
Taxes	5,153	5,529	6,000	19,039	19,053	6,000	(13,053)	-68.51%
Physical Environment	1,804,984	1,799,159	1,914,000	1,697,206	1,802,036	1,930,000	127,964	7.10%
Disposition of Fixed Assets	273	-	-	-	-	-	-	-
Grant Revenue								
Interest & other Earnings	27,633	57,483	15,750	897	4,037	15,750	11,713	290.14%
Misc. Revenue	114	509	-	14	14	14,602	14,588	104200.00%
Transfers In	232,317	-	-	-	-	-	-	-
subtotal	2,070,474	1,862,680	1,935,750	1,717,156	1,825,140	1,966,352	141,212	7.74%
Use of Net Assets	-	-	742,760	-	829,099	53,165	(775,934)	-93.59%
<b>Total Sources of Funds</b>	<b>2,070,474</b>	<b>1,862,680</b>	<b>2,678,510</b>	<b>1,717,156</b>	<b>2,654,239</b>	<b>2,019,517</b>	<b>(634,722)</b>	<b>-23.91%</b>
<b>Use of Funds</b>								
Stormwater	604,810	835,332	1,110,901	549,183	1,086,630	1,761,908	675,278	62.14%
Non-Department Other	140,442	76,599	76,344	-	76,344	76,344	-	-
Contribution to General Fund	164,071	169,960	181,265	181,265	181,265	181,265	-	100.00%
Transfers Out	-	-	-	-	-	-	-	-
Transfers Out - to Master Plan Project Fund	-	-	-	-	-	-	-	100.00%
Transfers Out - Park of Commerce	-	-	-	-	-	-	-	-
Capital Outlay	330,101	348,459	1,000,000	-	1,000,000	-	(1,000,000)	-100.00%
Depreciation	284,471	262,170	310,000	-	310,000	-	(310,000)	-100.00%
subtotal	1,523,895	1,692,520	2,678,510	730,448	2,654,239	2,019,517	(634,722)	-23.91%
Reserve for future use	546,579	170,160	-	986,708	-	-	-	-
<b>Total Uses of Funds</b>	<b>2,070,474</b>	<b>1,862,680</b>	<b>2,678,510</b>	<b>1,717,156</b>	<b>2,654,239</b>	<b>2,019,517</b>	<b>(634,722)</b>	<b>-23.91%</b>

# Stormwater Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 12 months of Operating & Maintenance Expenses
- Ensure funding of needed Capital and Renewal & Replacement Plan
- Account growth does not increase at the pace of other Utility funds

## Changes from 2015 Study

- Minor Budget and Capital changes

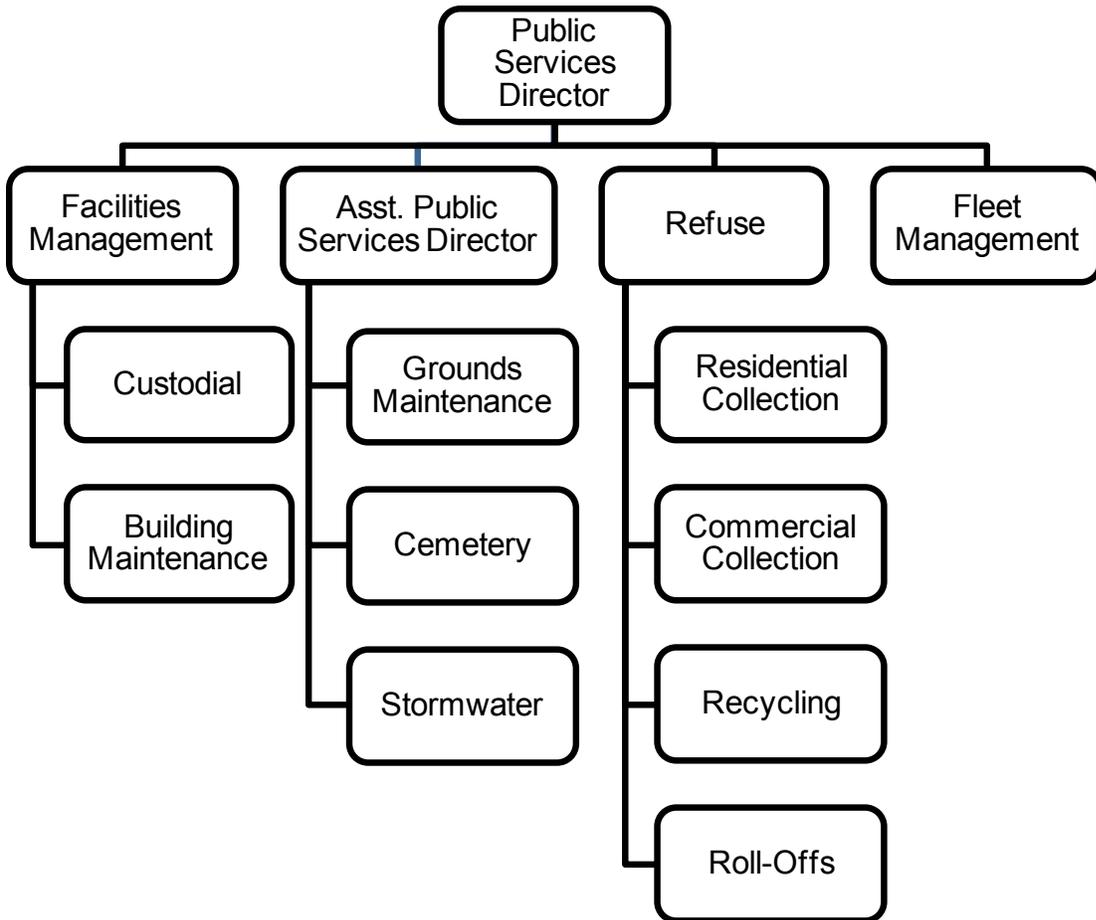


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# Refuse Fund



# Public Services

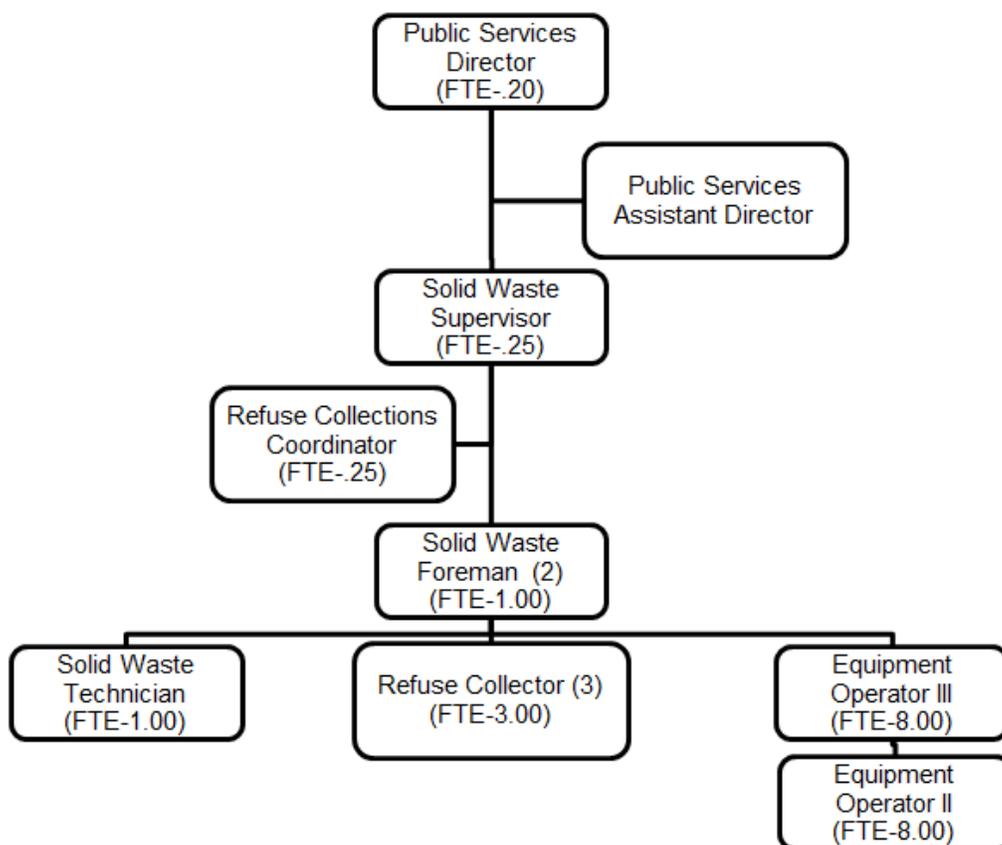


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Refuse - Residential Collection

## MISSION

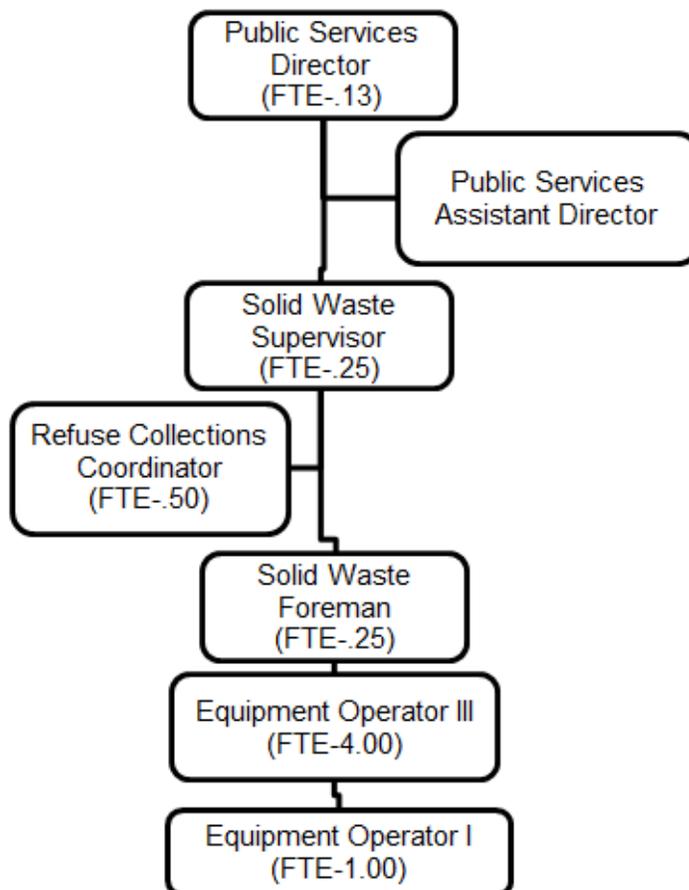
The mission of the Refuse division is to provide exceptional service to the customers and public through on-time collection, recycling education and maintaining a litter free City.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	21.70	0	0	0	21.70
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

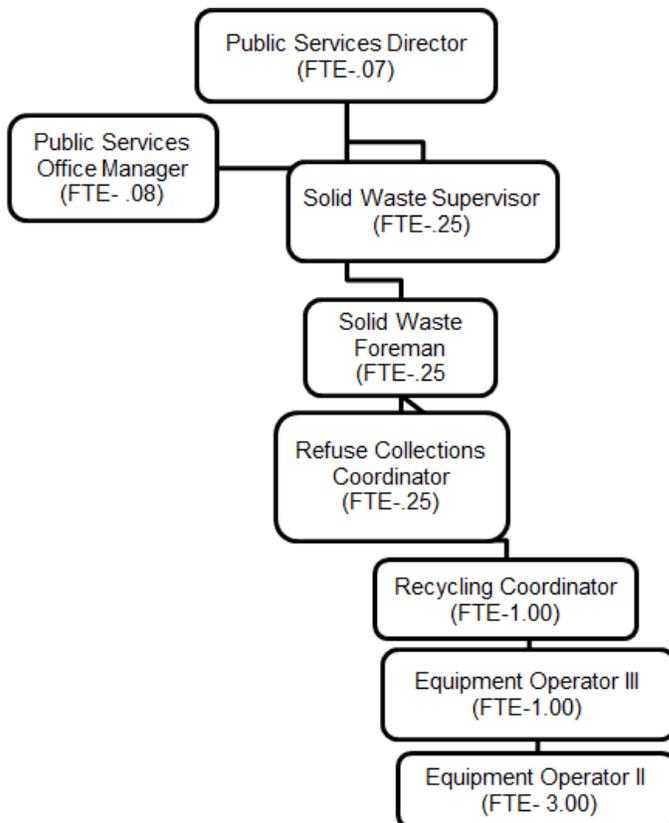
# Refuse - Commercial Collection



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	6.13	0	0	0	6.13
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

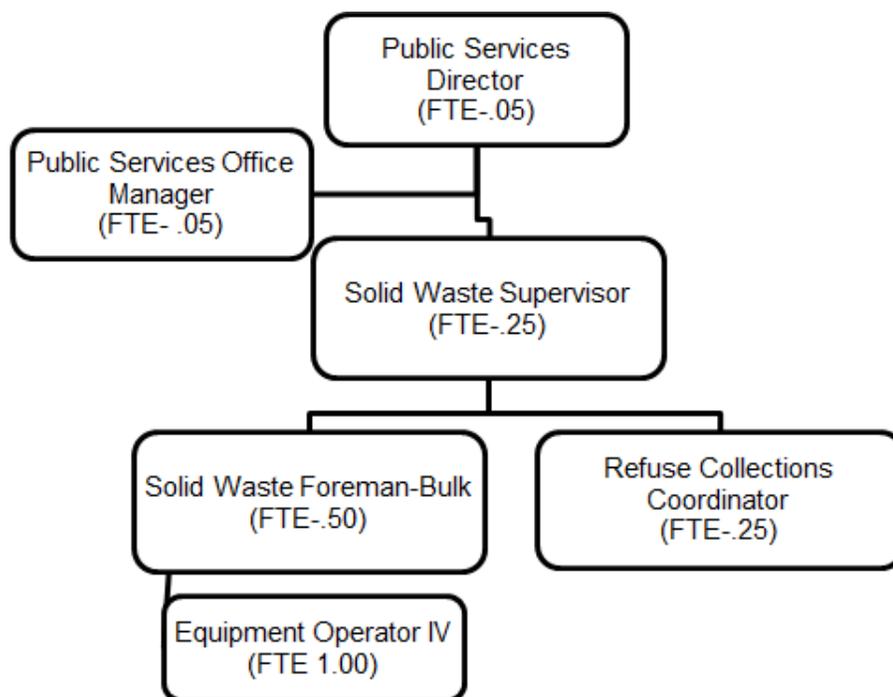
# Refuse - Recycling



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	6.90	0	0	0	6.90
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

# Refuse - Roll-Offs



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	2.10	0	0	0	2.10
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

# 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** – 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 2017 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 2017 GOALS AND OBJECTIVES

To provide exceptional customer service and timely collection of refuse.

## FY 2016 INITIATIVES REPORT CARD

The Refuse division continued to make a large impact on the cleanliness and appearance of the downtown corridor. The designated Refuse Collectors have been instrumental in keeping the downtown free of trash, debris and blight.

# Refuse

## FY 2016 GOALS AND OBJECTIVES REPORT CARD

The Refuse Roll-off division was subcontracted out to Waste Management and has been running smoothly and efficiently. The operation was in the red since the City took on the work and now operates with a positive cash flow enabling other services to be stepped up.

### FY 2017 Performance Measures - Refuse

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Projection	Goal	Actual	Goal	Projection	Goal
Number of Dumpster Workorders	280	250	250	708	900	850	900	800	850
Number of Load Tickets	5,000	5,200	5,000	4,790	4,900	5,200	5,000	5,000	5,500
Tire Tonnage	4	3	3	5	5	8	5	5	4
Recycle Tonnage	2,500	2,400	2,500	2,722	3,000	2,800	3,000	3,000	3,300
Construction Debris Tonnage	18	20	22	45	50	60	60	65	60

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Projection	Goal	Actual	Goal	Projection	Goal
Increase % of Work Orders	80%	75%	75%	95%	75%	75%	75%	75%	75%
Reduce Gasoline Consumption	15%	1%	5%	6%	5%	3%	5%	5%	5%
Response Time for Incoming Calls and Emails	90%	85%	90%	90%	90%	90%	90%	90%	90%

Refuse, Collection & Disposal Fund- Refuse/Collection	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5080, 5081, 5082, 5083, 5084 & 9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	1,267,392	1,188,334	1,318,110	887,153	1,168,768	1,494,017	325,249	28%
* Benefits	685,899	499,993	804,062	69,664	807,912	834,189	26,277	3%
<b>Sub-Total</b>	<b>1,953,291</b>	<b>1,688,327</b>	<b>2,122,172</b>	<b>956,817</b>	<b>1,976,680</b>	<b>2,328,206</b>	<b>351,526</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	1,061,512	1,175,008	1,322,775	555,305	1,324,780	1,185,666	(139,114)	-11%
* Travel & Training	780	4,054	5,870	-	5,870	5,870	-	-
* Utility & Communications	179,303	189,284	182,013	158,270	185,643	182,013	(3,630)	-2%
* Insurance	104,082	122,451	122,451	-	122,451	122,451	-	-
* Maintenance	1,060,780	727,822	685,114	412,026	685,114	667,037	(18,077)	-3%
* Operating Expense	723,334	704,650	868,908	156,412	858,194	837,998	(20,196)	-2%
<b>Sub-Total</b>	<b>3,129,791</b>	<b>2,923,269</b>	<b>3,187,131</b>	<b>1,282,013</b>	<b>3,182,052</b>	<b>3,001,035</b>	<b>(181,017)</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>CAPITAL</b>	<b>45,820</b>	<b>-</b>	<b>615,193</b>	<b>-</b>	<b>625,000</b>	<b>545,000</b>	<b>(80,000)</b>	
Adjusting entry for 410-5080	10,200	9,794	2,645	11,726	7,870	2,779	(5,091)	
<b>TOTAL</b>	<b>5,139,102</b>	<b>4,621,390</b>	<b>5,927,141</b>	<b>2,250,556</b>	<b>5,791,602</b>	<b>5,877,020</b>	<b>85,418</b>	<b>1%</b>

# Refuse

Refuse, Collection & Disposal Fund- Residential Collection								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5081	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	722,145	694,074	753,186	511,122	636,726	908,957	272,231	43%
* Benefits	381,207	215,885	444,136	39,567	445,511	518,216	72,705	16%
<b>Sub-Total</b>	<b>1,103,352</b>	<b>909,959</b>	<b>1,197,322</b>	<b>550,689</b>	<b>1,082,237</b>	<b>1,427,173</b>	<b>344,936</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	436,633	360,177	436,768	210,131	436,768	443,469	6,701	2%
* Travel & Training	-	280	1,400	-	1,400	2,790	1,390	99%
* Utility & Communications	163,565	171,213	171,652	147,176	171,652	171,652	-	
* Insurance	49,666	58,358	58,358	-	58,358	58,358	-	
* Maintenance	561,806	373,951	385,575	234,583	385,575	387,300	1,725	0%
* Operating Expense	139,970	110,745	152,624	65,333	150,625	151,511	886	1%
<b>Sub-Total</b>	<b>1,351,640</b>	<b>1,074,724</b>	<b>1,206,377</b>	<b>657,223</b>	<b>1,204,378</b>	<b>1,215,080</b>	<b>10,702</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	-	-	-	-	-	-	-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	-	-	-	-	-	-	-	
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	24,244	-	615,193	-	625,000	545,000	(80,000)	-13%
<b>TOTAL</b>	<b>2,479,236</b>	<b>1,984,683</b>	<b>3,018,892</b>	<b>1,207,912</b>	<b>2,911,615</b>	<b>3,187,253</b>	<b>275,638</b>	<b>9%</b>

Refuse, Collection & Disposal Fund- Commercial Collection								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5082	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	248,580	220,245	231,746	166,160	231,746	244,683	12,937	6%
* Benefits	125,596	117,296	137,287	11,928	137,287	140,413	3,126	2%
<b>Sub-Total</b>	<b>374,176</b>	<b>337,541</b>	<b>369,033</b>	<b>178,088</b>	<b>369,033</b>	<b>385,096</b>	<b>16,063</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	236,171	350,308	387,623	261,251	387,623	389,990	2,367	1%
* Travel & Training	-	1,242	1,390	-	1,390	1,390	-	
* Utility & Communications	5,246	6,024	5,772	3,698	5,772	5,772	-	
* Insurance	50,749	59,490	59,490	-	59,490	59,490	-	
* Maintenance	382,991	157,578	136,575	114,920	136,575	138,300	1,725	1%
* Operating Expense	76,323	65,674	113,254	60,711	104,772	109,883	5,111	5%
<b>Sub-Total</b>	<b>751,480</b>	<b>640,316</b>	<b>704,104</b>	<b>440,580</b>	<b>695,622</b>	<b>704,825</b>	<b>9,203</b>	
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	
* Depreciation	-	-	-	-	-	-	-	
* Grants & Aids	-	-	-	-	-	-	-	
* Other Uses	-	-	-	-	-	-	-	
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL	21,576	-	-	-	-	-	-	
<b>TOTAL</b>	<b>1,147,232</b>	<b>977,857</b>	<b>1,073,137</b>	<b>618,668</b>	<b>1,064,655</b>	<b>1,089,921</b>	<b>25,266</b>	<b>2%</b>

# Refuse

Refuse, Collection & Disposal Fund- Recycling								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5083	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	194,661	171,730	227,366	139,237	191,409	235,776	44,367	23%
* Benefits	125,036	112,953	158,960	12,838	161,435	128,126	(33,309)	-21%
<b>Sub-Total</b>	<b>319,697</b>	<b>284,683</b>	<b>386,326</b>	<b>152,075</b>	<b>352,844</b>	<b>363,902</b>	<b>11,058</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	19,403	19,312	23,097	390	23,097	24,107	1,010	0
* Travel & Training	780	1,266	1,690	-	1,690	1,690	-	-
* Utility & Communications	5,246	6,024	2,295	3,698	4,427	2,295	(2,132)	(0)
* Insurance	3,552	4,487	4,487	-	4,487	4,487	-	-
* Maintenance	78,021	131,805	101,412	24,295	101,412	103,137	1,725	2%
* Operating Expense	53,378	24,682	65,296	17,661	65,290	67,341	2,051	0
<b>Sub-Total</b>	<b>160,380</b>	<b>187,576</b>	<b>198,277</b>	<b>46,044</b>	<b>200,403</b>	<b>203,057</b>	<b>2,654</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL							-	-
<b>TOTAL</b>	<b>480,077</b>	<b>472,259</b>	<b>584,603</b>	<b>198,119</b>	<b>553,247</b>	<b>566,959</b>	<b>13,712</b>	<b>2%</b>

Refuse, Collection & Disposal Fund- Roll-offs								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
5084	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages	102,006	102,285	105,812	70,634	108,887	104,601	(4,286)	-4%
* Benefits	54,060	53,859	63,679	5,331	63,679	47,434	(16,245)	-26%
<b>Sub-Total</b>	<b>156,066</b>	<b>156,144</b>	<b>169,491</b>	<b>75,965</b>	<b>172,566</b>	<b>152,035</b>	<b>(20,531)</b>	
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	179,112	227,214	257,290	83,533	259,295	110,103	(149,192)	-58%
* Travel & Training	-	1,266	1,390	-	1,390	-	(1,390)	-100%
* Utility & Communications	5,246	6,023	2,294	3,698	3,792	2,294	(1,498)	-40%
* Insurance	115	116	116	-	116	116	-	-
* Maintenance	37,962	64,488	61,552	38,228	61,552	38,300	(23,252)	-38%
* Operating Expense	12,469	29,275	45,894	12,707	45,667	17,423	(28,244)	-62%
<b>Sub-Total</b>	<b>234,904</b>	<b>328,382</b>	<b>368,536</b>	<b>138,166</b>	<b>371,812</b>	<b>168,236</b>	<b>(203,576)</b>	
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation							-	-
* Grants & Aids							-	-
* Other Uses							-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL PRINCIPAL							-	-
<b>TOTAL</b>	<b>390,970</b>	<b>484,526</b>	<b>538,027</b>	<b>214,131</b>	<b>544,378</b>	<b>320,271</b>	<b>(224,107)</b>	<b>-41%</b>

# Refuse

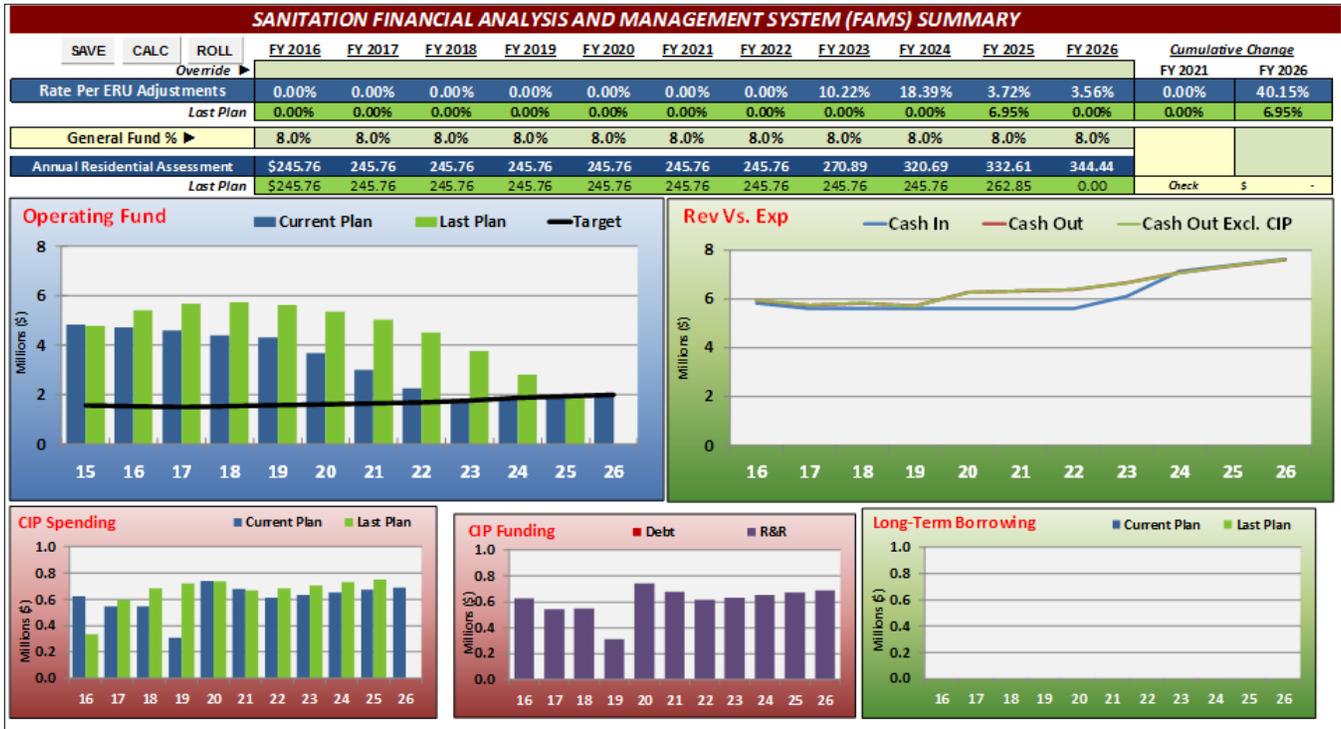
Refuse, Collection & Disposal Fund- Non Dept.								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service	190,193	217,997	217,997	-	217,997	217,997	-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance	-	-	-	-	-	-	-	-
* Operating Expense	441,194	474,274	491,840	-	491,840	491,840	-	-
<b>Sub-Total</b>	631,387	692,271	709,837	-	709,837	709,837	-	-
<b>NON-OPERATING</b>								
* Debt Service	-	-	-	-	-	-	-	-
* Depreciation	168,454	126,774	162,383	-	162,383	-	(162,383)	-100%
* Grants & Aids							-	-
* Other Uses	255,174	-	-	-	-	-	-	-
<b>Sub-Total</b>	423,628	126,774	162,383	-	162,383	-	(162,383)	-
CAPITAL PRINCIPAL	(45,820)	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,009,195</b>	<b>819,045</b>	<b>872,220</b>	<b>-</b>	<b>872,220</b>	<b>709,837</b>	<b>(162,383)</b>	<b>-19%</b>

# Refuse Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
Revenue change assumptions								
Residential Rate per ERU:			\$ 245.86	\$ 245.86		\$ 245.86		
<b>Source of Funds</b>								
Taxes	21,653	32,313	27,500	5,020	27,500	27,500	-	-
Franchise Fees	27,099	29,522	16,500	17,408	16,500	16,500	-	-
Physical Environment								
Residential user fees	3,448,170	3,458,891	3,100,000	3,393,105	3,100,000	3,475,000	375,000	12.10%
Commercial user fees	1,524,566	1,602,779	1,460,000	1,517,699	1,456,351	1,625,000	168,649	11.58%
Other user fees	777,760	791,835	664,337	531,957	664,337	470,191	(194,146)	-29.22%
Interest & other Earnings	27,085	52,614	20,214	2,493	27,410	20,214	(7,196)	-26.25%
Disp of Fixed Assets	2,401	25,777	-	-	-	-	-	-
Sale of Surplus Material	-	-	-	1,725	1,725	-	(1,725)	-100.00%
General Government	30	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
subtotal	5,828,764	5,993,731	5,288,551	5,469,407	5,293,823	5,634,405	340,582	6.43%
Use of Net Assets	-	-	800,973	-	660,162	242,615	(417,547)	-
<b>Total Sources of Funds</b>	<b>5,828,764</b>	<b>5,993,731</b>	<b>6,089,524</b>	<b>5,469,407</b>	<b>5,953,985</b>	<b>5,877,020</b>	<b>(76,965)</b>	<b>-1.29%</b>
<b>Use of Funds</b>								
Refuse, Collection	10,200	9,794	2,645	10,454	7,870	2,779	(5,091)	-64.69%
Residential Collection	2,479,236	1,984,683	3,018,892	1,207,912	2,911,615	3,187,253	275,638	9.47%
Commercial Collection	1,147,232	977,857	1,073,137	618,668	1,064,655	1,089,921	25,266	2.37%
Recycling	480,077	472,259	584,603	198,119	553,247	566,959	13,712	2.48%
Rolloffs	390,970	484,526	538,027	214,131	544,378	320,271	(224,107)	-41.17%
Non-Department Other	145,916	233,176	220,206	-	220,206	220,206	-	-
Contribution to General Fund	439,651	459,095	489,631	-	489,631	489,631	-	100.00%
Capital Outlay	-	-	-	-	-	-	-	-
Transfers Out (SWA Annual Assessment refund)	255,174	-	-	-	-	-	-	-
Debt Payments- Principal	-	-	-	-	-	-	-	-
Debt Payments- Interest	-	-	-	-	-	-	-	-
Vehicle Replacement contribution	-	-	-	-	-	-	-	100.00%
Depreciation	168,454	126,774	162,383	-	162,383	-	(162,383)	-100.00%
subtotal	5,516,910	4,748,164	6,089,524	2,249,284	5,953,985	5,877,020	(76,965)	-1.29%
Reserve for future use	311,854	1,245,567	-	3,220,123	-	-	-	-
<b>Total Uses of Funds</b>	<b>5,828,764</b>	<b>5,993,731</b>	<b>6,089,524</b>	<b>5,469,407</b>	<b>5,953,985</b>	<b>5,877,020</b>	<b>(76,965)</b>	<b>-1.29%</b>

# Refuse Fund Financial Projection



## Key Challenges

- Maintaining Sufficient Operating Reserves
  - Target: 4 months of Operating & Maintenance Expenses
- Ensure funding of needed Capital and Renewal & Replacement Plan
- Customer growth does not increase at the pace of other Utility funds

## Changes from 2015 Study

- Increased O&M Expenses in Budget
- Increased annual Capital Program



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# Information Technology Fund



# Information Technology Fund

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

Information Technology Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
General Government	1,445,939	1,152,572	1,202,572	1,163,601	1,202,572	1,263,481	60,909	5.06%
Other Miscellaneous Rev	1,904	-	-	-	-	-	-	-
Contribution from Enterpr	-	-	-	-	-	-	-	-
Capital Contributions	31,500	952	18,752	-	18,752	18,752	-	-
Transfer In	8,510	-	-	-	-	-	-	-
subtotal	1,487,853	1,153,524	1,221,324	1,163,601	1,221,324	1,282,233	60,909	4.99%
Use of Net Assets	-	84,766	309,190	-	216,579	77,308	(139,271)	-
<b>Total Sources of Funds</b>	<b>1,487,853</b>	<b>1,238,290</b>	<b>1,530,514</b>	<b>1,163,601</b>	<b>1,437,903</b>	<b>1,359,541</b>	<b>(78,362)</b>	<b>-5.45%</b>
<b>Use of Funds</b>								
Technical	1,333,306	1,119,486	1,530,514	835,348	1,437,903	1,359,541	(78,362)	-5.45%
Non-Departmental	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Depreciation	-	118,804	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
subtotal	1,333,306	1,238,290	1,530,514	835,348	1,437,903	1,359,541	(78,362)	-5.45%
Reserve for future use	154,547	-	-	328,253	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,487,853</b>	<b>1,238,290</b>	<b>1,530,514</b>	<b>1,163,601</b>	<b>1,437,903</b>	<b>1,359,541</b>	<b>(78,362)</b>	<b>-5.45%</b>

# Self Insurance Fund



# Self Insurance Fund

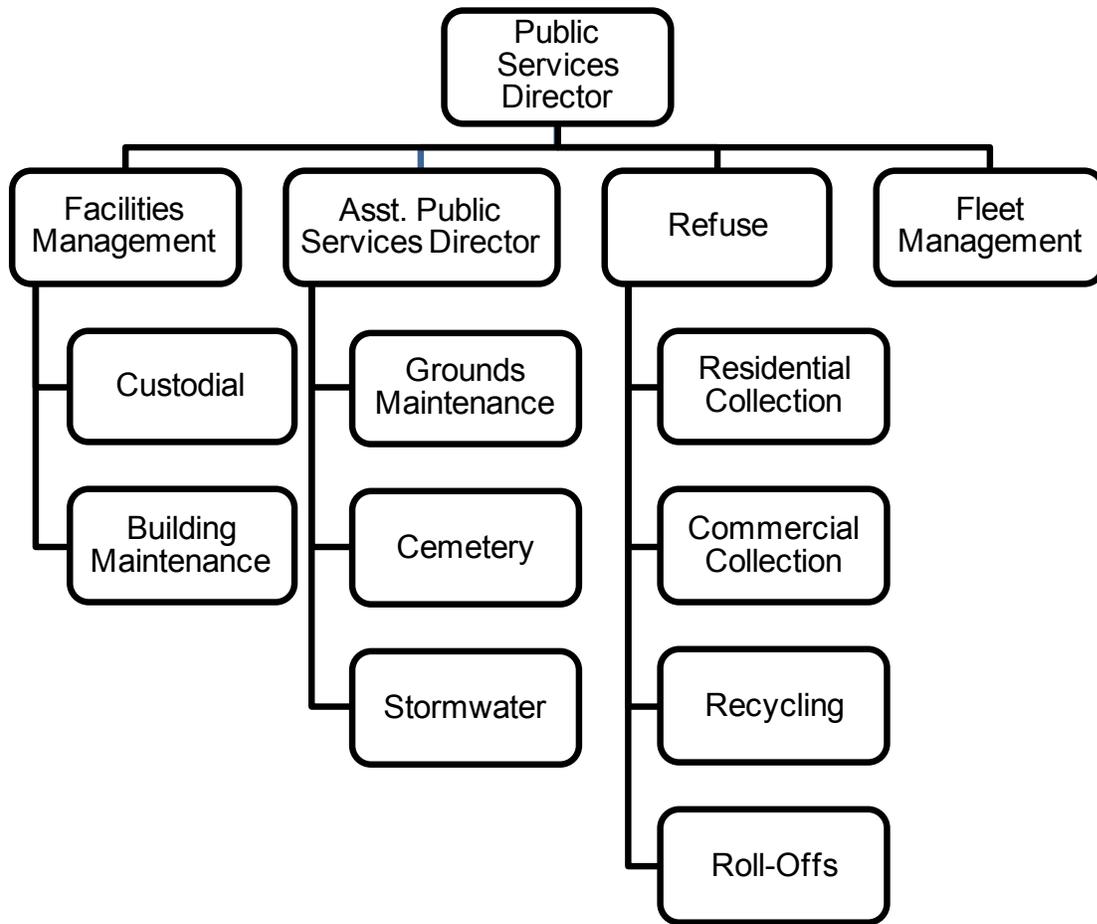
**Self Insurance Fund (Fund 520)** – To account for the property and liability insurance expenses along with the workers' compensation cost and reserves which benefit the City of Lake Worth as a whole.

Self Insurance Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>								
General Government	1,742,360	2,107,320	2,107,321	-	2,107,321	2,107,321	-	-
Interest & Other Earnings	16,575	80,099	46,491	-	46,648	46,491	(157)	-0.34%
Other Miscellaneous Revenue	1,222,116	13,629	2,500	467,740	2,500	2,500	-	-
Advance reimbursement	-	-	146,000	-	146,000	146,000	-	-
Transfers	-	800,000	-	-	-	-	-	-
subtotal	2,981,051	3,001,048	2,302,312	467,740	2,302,469	2,302,312	(157)	0%
Use of Net Assets	-	-	9,630,251	1,394,116	9,615,759	9,977,642	361,883	4%
<b>Total Sources of Funds</b>	<b>2,981,051</b>	<b>3,001,048</b>	<b>11,932,563</b>	<b>1,861,856</b>	<b>11,918,228</b>	<b>12,279,954</b>	<b>361,726</b>	<b>3%</b>
<b>Use of Funds</b>								
Property & Liability	1,294,736	1,422,143	1,845,268	1,491,492	1,852,985	2,305,771	452,786	24%
Worker's Compensation	405,805	439,885	560,912	240,364	552,097	591,037	38,940	7%
Non-Departmental	3,844	136,700	9,526,383	130,000	9,513,146	9,383,146	(130,000)	-1%
Contingencies / Reserves	-	-	-	-	-	-	-	-
Transfers Out	8,510	-	-	-	-	-	-	-
subtotal	1,712,895	1,998,728	11,932,563	1,861,856	11,918,228	12,279,954	361,726	3%
Reserve for future use	1,268,156	1,002,320	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,712,895</b>	<b>1,998,728</b>	<b>11,932,563</b>	<b>1,861,856</b>	<b>11,918,228</b>	<b>12,279,954</b>	<b>361,726</b>	<b>3%</b>

# Fleet Management Fund



# Public Services

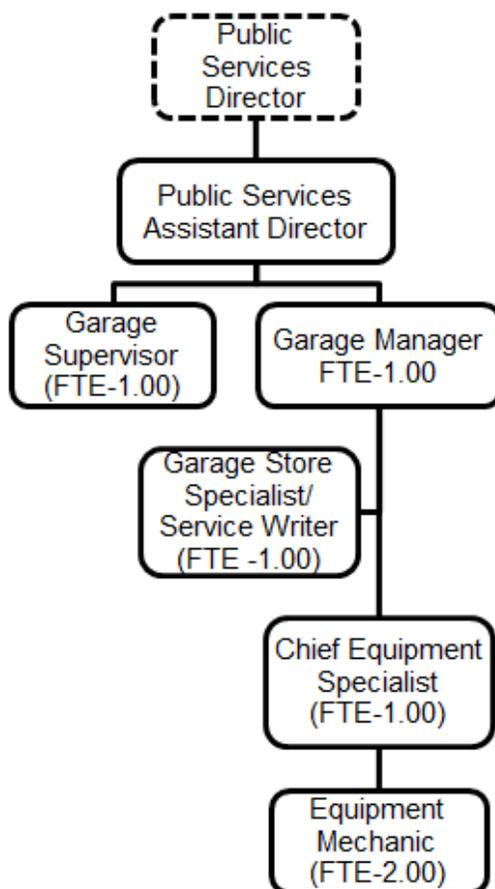


Related Funds: General Fund, Road Improvement Fund, Capital Projects Fund, Park of Commerce Fund, Stormwater Fund, Refuse Fund, Fleet Management Fund

# Fleet Management

## MISSION

The mission of the Fleet Maintenance division is to provide exceptional service to the internal City departments and to be proactive in servicing and maintaining the City's vehicle and equipment fleet.



	FY 2015 - FY 2016	Additions/Deletions	Transfers In/Out	Reclassify	FY 2016 - FY 2017
Full-time	6.00	0	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Fleet Management Fund

# Fleet Management

## CORE PROCESSES AND OUTPUTS

The Garage/Fleet division is responsible for the maintenance and repairs of all City owned vehicles and equipment. As an internal fund, the division has divided its services into three levels:

- 1/2 ton and under (passenger vehicles and small trucks)
- Over 1/2 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 1/2 ton and under, \$6,900 for over 1/2 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 2017 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 2017 GOALS AND OBJECTIVES

**Increase the efficiency and return time of repair orders across each department through increased communication prior to, during and after a Work Order is created.**

Continue to effectively communicate with all departments regarding their vehicle and/r equipment needs and efficiently handle the repair order, whether performed in-house or outsourced.

## FY 2016 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 2016 GOALS AND OBJECTIVES REPORT CARD

**Evaluate and reallocate the use of vehicles within City departments.**

The division was successful in auctioning numerous vehicles and equipment. The auction proceeds generated approximately \$50,000 that were placed back into the General Fund.

# Fleet Management

## FY 2017 Performance Measures - Fleet Management

Workload Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Process vehicle work orders within 72 hours of receipt	80%	75%	75%	50%	75%	75%	75%	75%	75%
Reduce cost of outsourcing fleet vehicle repairs	80%	75%	10%	5%	10%	10%	20%	40%	40%

Effectiveness Measurements	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Projection	Goal
Percentage of repairs completed within 72 hours of vehicle delivery to Fleet Garage	*	*	75%	50%	75%	70%	75%	75%	80%
Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Garage	*	*	75%	50%	75%	70%	75%	75%	80%

Fleet Management Fund- Maintenance	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017	FY 2016-2017
5070	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	FY 17 Budget & FY 16 Forecast	FY 17 Budget & FY 16 Forecast	% Change
<b>PERSONNEL SERVICES</b>									
* Salaries & Wages	262,203	261,108	318,289	192,453	254,060	330,267	76,207		30%
* Benefits	147,721	130,495	179,990	14,241	179,990	161,368	(18,622)		-10%
<b>Sub-Total</b>	<b>409,924</b>	<b>391,603</b>	<b>498,279</b>	<b>206,694</b>	<b>434,050</b>	<b>491,635</b>	<b>57,585</b>		
<b>OPERATING EXPENSES</b>									
* Prof. & Contract. Service	35,096	32,881	32,829	765	32,829	26,446	(6,383)		-19%
* Travel & Training	-	418	-	-	-	3,000	3,000		0%
* Utility & Communications	26,265	16,773	15,600	10,791	15,600	15,600	-		
* Insurance	25,047	32,034	32,034	-	32,034	32,034	-		
* Maintenance	74,171	126,679	191,475	94,165	191,475	227,200	35,725		19%
* Operating Expense	52,594	61,363	102,495	13,801	101,585	118,305	16,720		16%
<b>Sub-Total</b>	<b>213,173</b>	<b>270,148</b>	<b>374,433</b>	<b>119,522</b>	<b>373,523</b>	<b>422,585</b>	<b>49,062</b>		
<b>NON-OPERATING</b>									
* Debt Service							-	-	
* Depreciation							-	-	
* Grants & Aids							-	-	
* Other Uses							-	-	
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
CAPITAL PRINCIPAL									
<b>TOTAL</b>	<b>623,097</b>	<b>661,751</b>	<b>872,712</b>	<b>326,216</b>	<b>807,573</b>	<b>914,220</b>	<b>106,647</b>		<b>13%</b>

# Fleet Management

Fleet Management Fund- Non Dept.								
	FY 2014	FY 2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
9010	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct - Aug)	Forecast	Adopted Budget	\$ Change FY 17 Budget & FY 16 Forecast	% Change FY 17 Budget & FY 16 Forecast
<b>PERSONNEL SERVICES</b>								
* Salaries & Wages							-	-
* Benefits							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>								
* Prof. & Contract. Service							-	-
* Travel & Training							-	-
* Utility & Communications							-	-
* Insurance							-	-
* Maintenance							-	-
* Operating Expense							-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-	-
<b>NON-OPERATING</b>								
* Debt Service							-	-
* Depreciation	227,754	375,833	-	-	-	-	-	-
* Grants & Aids							-	-
* Other Uses	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	227,754	375,833	-	-	-	-	-	-
CAPITAL PRINCIPAL	-	-	1,087,296	528,170	1,087,296	100,000	(987,296)	-91%
<b>TOTAL</b>	<b>227,754</b>	<b>375,833</b>	<b>1,087,296</b>	<b>528,170</b>	<b>1,087,296</b>	<b>100,000</b>	<b>(987,296)</b>	<b>-91%</b>

# Fleet Management Fund

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

Fleet Management Fund	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Aug)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast - vs- Request)
<b>Source of Funds</b>								
Intergovernmental	837,256	1,065,655	819,800	668,059	819,800	831,600	11,800.00	1.44%
General Government	23,912	22,780	-	14,541	7,904	-	(7,904)	-100.00%
Miscellaneous Revenue	724,665	-	860,000	-	860,000	-	(860,000)	-100.00%
Non-Operating Sources	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
subtotal	1,585,833	1,088,435	1,679,800	682,600	1,687,704	831,600	(856,104)	-50.73%
Use of Net Assets	-	-	280,208	171,786	207,165	182,620	(24,545)	-
<b>Total Sources of Funds</b>	<b>1,585,833</b>	<b>1,088,435</b>	<b>1,960,008</b>	<b>854,386</b>	<b>1,894,869</b>	<b>1,014,220</b>	<b>(880,649)</b>	<b>-46.48%</b>
<b>Use of Funds</b>								
Garage Maintenance	623,097	661,751	872,712	326,216	807,573	914,220	106,647	13.21%
Non-Departmental	-	-	-	-	-	-	-	100.00%
Depreciation	227,754	375,833	1,087,296	528,170	1,087,296	100,000	(987,296)	-90.80%
Capital	-	-	-	-	-	-	-	-
Reserve for Future Capital Expenditures	-	-	-	-	-	-	-	-
subtotal	850,851	1,037,584	1,960,008	854,386	1,894,869	1,014,220	(880,649)	-46.48%
Reserve for future use	734,982	50,851	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,585,833</b>	<b>1,088,435</b>	<b>1,960,008</b>	<b>854,386</b>	<b>1,894,869</b>	<b>1,014,220</b>	<b>(880,649)</b>	<b>-46.48%</b>



# Employee Benefits Fund



# Employee Benefits Fund

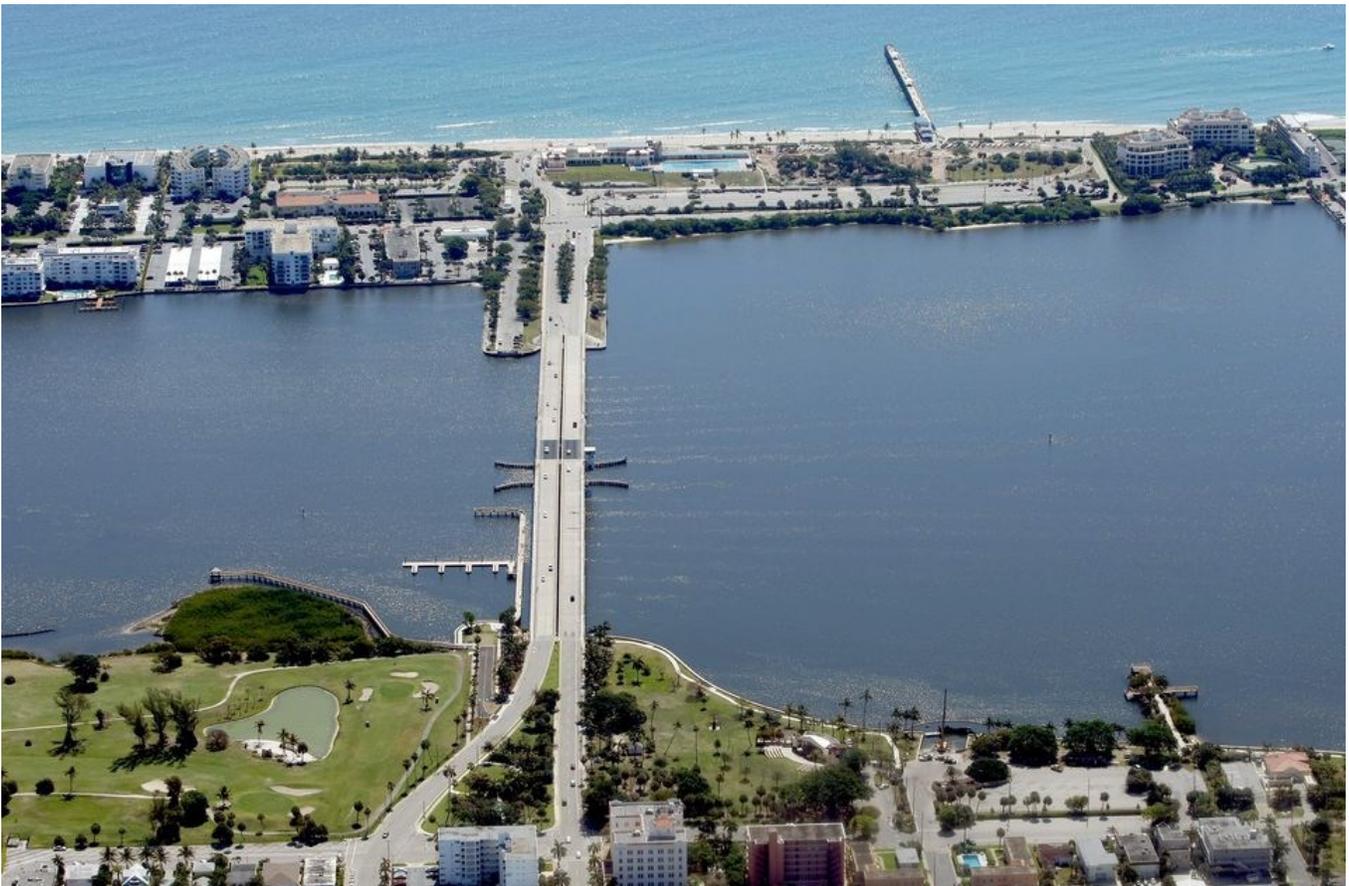
**Employee Benefits Fund (Fund 540)** – To account for the benefits provided to active and retired employees.

<b>Employee Benefits Fund</b>	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>	<b>FY 2016-2017</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Adjusted Budget</b>	<b>YTD Actuals (Oct-Aug)</b>	<b>Forecast</b>	<b>Adopted Budget</b>	<b>Change FY 16 Forecast &amp; FY 17 Request</b>	<b>% Change (Forecast - vs- Request)</b>
<b>Source of Funds</b>								
General Government	8,057,719	7,565,544	7,681,715	628,837	7,681,715	8,268,180	586,465	7.63%
Interest & Other Earnings							-	-
Shared Revenue Local Units	24,016	19,275	22,524	8,401	22,524	22,524	-	-
Other Miscellaneous Revenue	3,585	6,726	6,726	3,501	6,726	6,726	-	-
subtotal	8,085,320	7,591,545	7,710,965	640,739	7,710,965	8,297,430	586,465	7.61%
Use of Net Assets	-	167,486	1,079,913	4,998,646	428,185	-	(428,185)	-
<b>Total Sources of Funds</b>	<b>8,085,320</b>	<b>7,759,031</b>	<b>8,790,878</b>	<b>5,639,385</b>	<b>8,139,150</b>	<b>8,297,430</b>	<b>158,280</b>	<b>1.94%</b>
<b>Use of Funds</b>								
Benefits	7,754,794	7,759,031	8,790,878	5,639,385	8,139,150	8,086,221	(52,929)	-0.65%
Non-Departmental							-	-
subtotal	7,754,794	7,759,031	8,790,878	5,639,385	8,139,150	8,086,221	(52,929)	-0.65%
Reserve for future use	330,526	-	-	-	-	211,209	211,209	-
<b>Total Uses of Funds</b>	<b>8,085,320</b>	<b>7,759,031</b>	<b>8,790,878</b>	<b>5,639,385</b>	<b>8,139,150</b>	<b>8,297,430</b>	<b>105,351</b>	<b>1.94%</b>

# **CHAPTER 4**

## **FIVE YEAR CAPITAL IMPROVEMENT**

### **PLAN**





## OFFICE OF THE CITY MANAGER

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### MEMORANDUM

**TO:** Hon. Mayor and City Commissioners

**FROM:** Michael Bornstein  
City Manager

**DATE:** September 13, 2016

**SUBJECT:** FY 2017-2021 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 2017-2021) 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 2017-2021 totals \$68,958,338 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 \$16,912,932 for the year FY 2017 will be part of the City's FY 2017 Annual Operating Budget.

SUMMARY OF PROJECTS BY DEPARTMENTS							
DEPARTMENTS	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Community Sustainability	85,100	75,000	-	-	-	160,100	0%
Information Technology	234,929	195,000	160,000	160,000	160,000	909,929	2%
Leisure Services	303,604	63,650	-	-	-	367,254	0%
Public Services	2,365,741	1,924,980	2,365,799	1,405,000	1,080,000	9,141,520	19%
Utility Electric	3,240,157	1,631,888	3,880,888	100,000	100,000	8,952,933	27%
Utility Water & Sewer	10,683,401	15,501,735	7,791,884	7,135,470	8,314,112	49,426,602	52%
<b>Totals</b>	<b>\$16,912,932</b>	<b>\$19,392,253</b>	<b>\$14,198,571</b>	<b>\$8,800,470</b>	<b>\$9,654,112</b>	<b>\$68,958,338</b>	<b>100%</b>
% / Year	25%	28%	21%	13%	14%	100%	

**Table .1**



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Of the total capital improvement costs contained in the FY 2017-2021 Plan, \$2,168,207 relates to the Park of Commerce project /Phase 1 as shown in **Table .2**, under the category of Economic Development. The majority of the capital projects in the FY 2017-2021 CIP are contained in three departments, most notably in the Public Services, Electric Utility, and Water & Sewer Departments.

SUMMARY BY PROJECT CATEGORY							
PROJECT CATEGORY	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Building Maintenance	-	-	-	-	-	-	0.53%
Building Rehabilitation	60,100	-	-	-	-	60,100	0.00%
Economic Development	2,168,207	1,654,465	2,633,284	-	-	6,455,956	7.28%
Electric Systems	1,163,700	1,455,000	3,704,000	100,000	100,000	6,522,700	26.68%
Stormwater projects	355,000	175,000	175,000	400,000	150,000	1,255,000	6.08%
Leisure Programs	303,604	63,650	-	-	-	367,254	0.08%
Sewer Maintenance	749,671	5,667,805	969,501	813,203	1,192,650	9,392,830	9.00%
Streets Maintenance	1,250,000	300,000	-	325,000	325,000	2,200,000	11.40%
Technology Improvement	234,929	195,000	160,000	160,000	160,000	909,929	2.23%
Vehicle Replacement	1,080,000	605,000	292,000	680,000	605,000	3,262,000	1.83%
Water System	9,547,721	9,276,333	6,264,786	6,322,267	7,121,462	38,532,569	34.90%
<b>Totals</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>100%</b>
<b>% Expenditures by Year</b>	<b>25%</b>	<b>28%</b>	<b>21%</b>	<b>13%</b>	<b>14%</b>	<b>100%</b>	

**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 under the Park of Commerce umbrella 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 2017-21 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, Microsoft Enterprise Agreement, Computer Server Upgrades and Data Recovery-Off Site Storage and Backup. 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 to include replacing aging Sanitation fleet of trash truck, rear steer and automated one-armed trucks, Stormwater's mini-excavator, and Sewer's Vacuum Truck.

### **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** Additionally, Electric Utility will pursue multiple Transmission & Distribution projects.

### **Water and Sewer**

The Water and Sewer Department has been a stand-alone department since FY 2014, and is tasked with critical 2" watermain replacement project, construction of new wells, and rehabilitation of sewer lining and lift stations for an approximate amount of \$10,323,399 as shown in **Table .3** under the categories of Water, Sewer, and the State Revolving Fund (SRF) loan. The Water & Sewer department will also be spearheading the Park of Commerce project as the City expects approximately \$1,289,000 in grants to help fund the Park of Commerce.

### **Leisure Services**

The Leisure Services department is tasked with replacing the pool heater, refurbishing the gym floor and bleachers; and also building a new bus shelter to accommodate extended Palm Tran bus routes to the Casino, east of the intra-coastal bridge.



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SUMMARY OF PROJECTS BY FUNDING SOURCES							
FUNDING SOURCES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Available Bond Proceeds	-	1,030,000	3,280,000	-	-	4,310,000	6.3%
Beach Fund	193,054	-	-	-	-	193,054	0.3%
Building Permits	85,100	-	-	-	-	85,100	0.1%
Electric Fund	2,708,584	601,888	555,605	100,000	100,000	4,066,077	5.9%
Garage/Fleet Fund	100,000	-	-	-	-	100,000	0.1%
General Fund	110,550	138,650	-	-	-	249,200	0.4%
Golf Course Fund	-	-	-	-	-	-	0.0%
Grants (CDBG)	256,726	-	-	-	-	256,726	0.4%
Grants (Federal)	1,306,573	378,259	479,268	-	-	2,164,100	3.1%
Grants (State)	-	-	-	-	-	-	0.0%
Grants (County)	-	-	125,000	-	-	125,000	0.2%
Information Technology Fund	234,929	195,000	160,000	160,000	160,000	909,929	1.3%
Insurance Fund	-	-	-	-	-	-	0.0%
Local Sewer Fund	1,002,297	4,369,438	791,134	513,203	892,650	7,568,722	11.0%
Park of Commerce Fund	2,168,206	1,654,464	2,633,283	-	-	6,455,953	Adjusted
Regional Sewer	115,000	1,420,000	300,000	300,000	300,000	2,435,000	3.5%
Refuse Fund	545,000	530,000	292,000	680,000	605,000	2,652,000	3.8%
Road Improvement Fund	266,456	704,395	1,327,488	325,000	325,000	2,948,339	4.3%
Stormwater Fund	422,559	455,071	330,071	400,000	150,000	1,757,701	2.5%
SRF Loan - ( 2" Watermain Proj	3,215,221	3,353,333	2,218,786	1,914,267	2,575,462	13,277,069	19.3%
Water Fund	6,350,883	6,216,219	4,339,219	4,408,000	4,546,000	25,860,321	37.5%
<b>Totals</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>100%</b>

**Table .3**

**Tables .3 and .4** show the same capital expenditure cost data, however, separated into funding sources and project summary costs by divisions to better identify the funding of projects, the divisions responsible for the projects, and the scope of projects across the board.



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SUMMARY OF PROJECTS BY DIVISIONS							
DIVISIONS	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Administration - Ut Electric	399,000	325,000	324,000	-	-	1,048,000	1%
Building Permits	85,100	-	-	-	-	85,100	1%
Code Compliance	-	50,000	-	-	-	50,000	1%
Engineering	2,176,457	176,888	176,888	-	-	2,530,233	
Facilities Management	-	-	-	-	-	-	1%
Facilities (Building Rehab)	-	-	-	-	-	-	0%
Garage/Fleet	100,000	-	-	-	-	100,000	2%
Information Technology	234,929	195,000	160,000	160,000	160,000	909,929	2%
Leisure Services - Golf	-	-	-	-	-	-	0%
Leisure Services - Recreation	110,550	63,650	-	-	-	174,200	0%
Leisure Services - Beach Pool	43,054	-	-	-	-	43,054	
Leisure Services - Beach Park	150,000	-	-	-	-	150,000	0%
Local Sewer Coll & Pumping	1,002,297	4,411,290	832,986	513,203	892,650	7,652,426	7%
Planning & Preserv	-	25,000	-	-	-	25,000	
Power Generation	80,000	-	-	-	-	80,000	1%
Public Services Admin	-	-	-	-	-	-	0%
Regional Sewer Coll & Pumping	115,000	1,420,000	300,000	300,000	300,000	2,435,000	2%
Public Services Stormwater	422,559	551,439	551,439	400,000	150,000	2,075,437	6%
Public Services Refuse	545,000	530,000	292,000	680,000	605,000	2,652,000	
Streets Maintenance	1,298,182	843,541	1,522,360	325,000	325,000	4,314,083	11%
System Operations	101,000	-	-	-	-	101,000	0%
Transmission & Distribution	483,700	1,130,000	3,380,000	100,000	100,000	5,193,700	25%
Water & Sewer Admin	-	-	-	-	-	-	7%
Water Distribution	7,629,604	7,443,445	6,058,898	5,360,267	6,021,462	32,513,676	29%
Water Treatment	1,936,500	2,227,000	600,000	962,000	1,100,000	6,825,500	6%
<b>Totals</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>100%</b>

**Table .4**

**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 collaboration from the City Manager’s Office, City departments, and Budget Team; and constructively reflects the critical needs of the city after many years of neglect. The CIP has been presented to the Commission for their review and input during multiple budget workshops, and is hereby submitted for adoption at the first Public Hearing on September 13, 2016.

Michael Bornstein

# Capital Improvement Plan

## FY 2017 Schedule Of Projects

Departments / Divisions Project Description	Estimated Expenditures		Fiscal Year	5 Yr Total	Total Project				
	thru 9/30/15	FY16 Bud	2017	2018	2019	2020	2021	FY 2017-2021	Estimate
<b>PUBLIC SERVICES DEPARTMENT</b>									
<b>Road Improvement/Streets Maintenance</b>									
6th Ave S - Dixie Hwy to Federal Hwy - Mill & Overlay	-	210,000	-	-	-	-	-	-	210,000
11th Ave South Greenway project	-	267,396	-	-	-	-	-	-	267,396
MP0102 - Tropical Dr & Barton Rd	-	674,182	-	-	-	-	-	-	674,182
Park of Commerce-Phase 1A (include grant)	-	172,056	48,181	543,541	1,522,360	-	-	2,114,082	2,286,138
Roadway Rehab	-	-	218,274	-	-	-	-	218,274	218,274
2nd Ave South-Dixie to Federal	-	-	256,726	-	-	-	-	256,726	256,726
5th Ave South Bikeway Project	-	-	775,000	-	-	-	-	775,000	775,000
Downtown Improvements Project	-	-	-	250,000	-	-	-	250,000	250,000
MP0103 - North F Street - 5th Ave N to 10th Ave N	-	-	-	50,000	-	-	-	50,000	50,000
MP0608-Duke Dr, Lakeside Dr, Wellesley Dr	-	-	-	-	-	325,000	-	325,000	325,000
MP0104 - 15th, 16th, 17th, 18th Ave N; Terrace Dr.	-	-	-	-	-	-	325,000	325,000	325,000
<b>Sub-Total</b>	-	<b>1,323,634</b>	<b>1,298,181</b>	<b>843,541</b>	<b>1,522,360</b>	<b>325,000</b>	<b>325,000</b>	<b>4,314,082</b>	<b>5,637,716</b>
<b>Stormwater</b>									
6th Avenue South-Dixie to Federal	-	115,000	-	-	-	-	-	-	115,000
Park of Commerce-Phase 1A (includes grant)	-	67,342	17,559	376,439	376,439	-	-	770,437	837,779
North K St and North M St-2nd Ave N to 9th Ave N	-	-	250,000	-	-	-	-	250,000	250,000
Downtown Improvements Project	-	-	25,000	125,000	-	-	-	150,000	150,000
North F St-11th Ave N to 13th Ave N	-	-	-	-	125,000	-	-	125,000	125,000
Duke Drive-Fed Highway to N Lakeside Dr	-	-	-	-	-	350,000	-	350,000	350,000
15th Ave N, 16th Ave N, 17th Ave N, 18th Ave N-N A St to N D St	-	-	-	-	-	-	100,000	100,000	100,000
Misc-Design/Engineering	-	-	30,000	-	-	-	-	30,000	30,000
Stormwater Outfall Check Valve Project	-	-	50,000	50,000	50,000	50,000	50,000	250,000	250,000
<b>Sub-Total</b>	-	<b>182,342</b>	<b>372,559</b>	<b>551,439</b>	<b>551,439</b>	<b>400,000</b>	<b>150,000</b>	<b>2,025,437</b>	<b>2,207,779</b>
<b>Garage / Fleet</b>									
Public Services (Stormwater)-Mini Excavator	-	-	50,000	-	-	-	-	50,000	50,000
Public Services (Refuse)	-	-	545,000	530,000	292,000	680,000	605,000	2,652,000	2,652,000
Community Sustainability (Bldg Permit) Vehicle	-	-	25,000	-	-	-	-	25,000	25,000
Community Sustainability (Code) Vehicle	-	-	-	50,000	-	-	-	50,000	50,000
Community Sustainability (Planning/Zoning) Vehicle	-	-	-	25,000	-	-	-	25,000	25,000
Fleet Replacement (From Reserves)	-	-	100,000	-	-	-	-	100,000	100,000
Sewer Vacuum Truck (Local Sewer)	-	-	310,000	-	-	-	-	310,000	310,000
Sewer Vacuum Truck (Regional Sewer)	-	-	50,000	-	-	-	-	50,000	50,000
<b>Sub-Total</b>	-	-	<b>1,080,000</b>	<b>605,000</b>	<b>292,000</b>	<b>680,000</b>	<b>605,000</b>	<b>3,262,000</b>	<b>3,262,000</b>
<b>Public Services Total:</b>		<b>1,505,976</b>	<b>2,750,740</b>	<b>1,999,980</b>	<b>2,365,799</b>	<b>1,405,000</b>	<b>1,080,000</b>	<b>9,601,519</b>	<b>11,107,495</b>
<b>PARK OF COMMERCE</b>									
Park of Commerce (Combined Dept Project)	-	324,696	2,168,206	1,654,464	2,633,283	-	-	6,455,953	6,780,649
<b>Park of Commerce Project Total:</b>	-	<b>324,696</b>	<b>2,168,206</b>	<b>1,654,464</b>	<b>2,633,283</b>	-	-	<b>6,455,953</b>	<b>6,780,649</b>
<b>COMMUNITY SUSTAINABILITY</b>									
Community Sustainability Office Remodel	13,125	217,500	60,100	-	-	-	-	60,100	290,725
<b>Community Sustainability Total:</b>	<b>13,125</b>	<b>217,500</b>	<b>60,100</b>	-	-	-	-	<b>60,100</b>	<b>290,725</b>
<b>LEISURE SERVICES DEPARTMENT</b>									
<b>Beach</b>									
Pool Heaters (Pool)	-	-	43,054	-	-	-	-	43,054	43,054
Bus Shelter for Beach Area	-	-	150,000	-	-	-	-	150,000	150,000
<b>Sub-Total</b>	-	-	<b>193,054</b>	-	-	-	-	<b>193,054</b>	<b>193,054</b>
<b>Recreation</b>									
Restroom facility for Memorial Field	-	-	-	63,650	-	-	-	63,650	63,650
Gym Floor & Bleachers Replacement	-	-	110,550	-	-	-	-	110,550	110,550
<b>Sub-Total</b>	-	-	<b>110,550</b>	<b>63,650</b>	-	-	-	<b>174,200</b>	<b>174,200</b>
<b>Leisure Services Total:</b>	-	-	<b>303,604</b>	<b>63,650</b>	-	-	-	<b>367,254</b>	<b>367,254</b>

# Capital Improvement Plan

## FY 2017 Schedule Of Projects (continued)

Departments / Divisions	Estimated Expenditures		Fiscal Year	5 Yr Total	Total Project					
	Project Description	thru 9/30/15	FY16 Bud	2017	2018	2019	2020	2021	FY 2017-2021	Estimate
<b>UTILITY - ELECTRIC</b>										
<b>Electric - Engineering</b>										
Park of Commerce - Phase 1A (includes grant)	-	18,021	2,076,457	176,888	176,888	-	-	-	2,430,233	2,448,254
Hypoluxo 138kV Solid Disconnect Switches	-	-	35,000	-	-	-	-	-	35,000	35,000
Hypoluxo Stations Relay Upgrades	-	108,000	100,000	-	-	-	-	-	100,000	208,000
MOS 3030-3031 Replacement	-	-	66,000	-	-	-	-	-	66,000	66,000
City WiFi	-	-	249,000	325,000	324,000	-	-	-	898,000	898,000
<b>Sub-Total</b>	-	<b>126,021</b>	<b>2,526,457</b>	<b>501,888</b>	<b>500,888</b>	-	-	-	<b>3,529,233</b>	<b>3,655,254</b>
<b>Electric - Power Plant Division</b>										
Vacuum Breakers	-	-	80,000	-	-	-	-	-	80,000	80,000
<b>Sub-Total</b>	-	-	<b>80,000</b>	-	-	-	-	-	<b>80,000</b>	<b>80,000</b>
<b>Electric - Transmission &amp; Distribution</b>										
138kV insulator	-	-	90,000	-	-	-	-	-	90,000	90,000
145 kV In-Line Switch	-	-	265,000	-	-	-	-	-	265,000	265,000
Main Sub Oil Curcuit Breakers Replacement	-	-	28,700	-	-	-	-	-	28,700	28,700
System Maintenance	-	-	100,000	100,000	100,000	100,000	100,000	500,000	500,000	500,000
Capital Equipment for Long Range Plan	-	-	-	570,000	-	-	-	-	570,000	570,000
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
<b>Sub-Total</b>	-	<b>360,000</b>	<b>483,700</b>	<b>1,130,000</b>	<b>3,380,000</b>	<b>100,000</b>	<b>100,000</b>	<b>5,193,700</b>	<b>5,553,700</b>	
<b>Electric - Administration</b>										
Call Center	-	-	100,000	-	-	-	-	-	100,000	100,000
Ladies' Restroom Buildout	-	-	50,000	-	-	-	-	-	50,000	50,000
<b>Sub-Total</b>	-	-	<b>150,000</b>	-	-	-	-	-	<b>150,000</b>	<b>150,000</b>
<b>Utility - Electric Total:</b>	-	<b>486,021</b>	<b>3,240,157</b>	<b>1,631,888</b>	<b>3,880,888</b>	<b>100,000</b>	<b>100,000</b>	<b>8,952,933</b>	<b>9,438,954</b>	
<b>UTILITY - WATER &amp; SEWER</b>										
<b>Water Distribution</b>										
Watermain Replacement (Park of Commerce)	-	40,977	18,383	394,112	394,112	-	-	-	806,607	847,584
Watermain Replacement: 11th Ave S&S F St	330,000	-	-	-	-	-	-	-	-	330,000
Watermain Replacement: Tropical Dr&Barton Rd	-	934,158	-	-	-	-	-	-	-	934,158
Watermain Replacement: O St & S Palm Way MP yr 7	-	-	84,340	562,268	-	-	-	-	646,608	646,608
Watermain Replacement: K St & M St	-	-	2,107,696	-	-	-	-	-	2,107,696	2,107,696
Watermain Replacement: N F St	-	-	699,798	-	-	-	-	-	699,798	699,798
Watermain Replacement: Vassar & Bryn Mawr	-	-	86,822	718,830	-	-	-	-	805,652	805,652
Watermain Repl: Duke, Lakeside Dr, Wellesley Dr	-	-	121,000	1,251,810	-	-	-	-	1,372,810	1,372,810
Watermain Replacement: Elm, F St	-	-	15,000	150,000	-	-	-	-	165,000	165,000
Watermain Replacement: 15th Ave S & S N St	-	-	100,563	670,425	-	-	-	-	770,988	770,988
Watermain Repl: 15,16,17,18 Ave N, Terr Dr	-	-	-	-	1,982,601	-	-	-	1,982,601	1,982,601
Watermain Replacement: Snowden & Collier	-	-	-	-	236,185	1,574,566	-	-	1,810,751	1,810,751
Watermain Replacement: S C, D, E, F St	-	-	-	-	-	242,981	1,619,875	-	1,862,856	1,862,856
Watermain Replacement: S East Coast & S H St	-	-	-	-	-	96,720	644,800	-	741,520	741,520
Watermain Repl S B, C, F, St, 3rd, 4th, 5th Ave	-	-	-	-	-	-	164,193	-	164,193	164,193
Watermain Replacement: Wright, Small, Barber Dr	-	-	-	-	-	-	146,594	-	146,594	146,594
2" Watermain Replacement	816,000	3,196,000	3,196,000	3,196,000	3,196,000	3,196,000	3,196,000	15,980,000	19,992,000	
Watermain: Downtown Lake & Lucerne	50,000	80,000	1,200,000	-	-	-	-	-	1,200,000	1,330,000
<b>Sub-Total</b>	<b>1,196,000</b>	<b>4,251,135</b>	<b>7,629,602</b>	<b>6,943,445</b>	<b>5,808,898</b>	<b>5,110,267</b>	<b>5,771,462</b>	<b>31,263,674</b>	<b>36,710,809</b>	
<b>Water Treatment</b>										
Membrane Replacement at RO Plant	-	-	-	-	250,000	250,000	250,000	-	750,000	750,000
HS Pump #5 Replace & VDFs	-	-	-	500,000	-	-	-	-	500,000	500,000
WTP Post Chlorination System	-	-	236,500	-	-	-	-	-	236,500	236,500
Local GST, N & S Booster Station Repairs	-	200,000	240,000	100,000	100,000	100,000	100,000	-	640,000	840,000
Flash Mixer Structural Modification	-	80,000	500,000	-	-	-	-	-	500,000	580,000
Cleanwell Structural Improvements	-	70,000	750,000	-	-	-	-	-	750,000	820,000
Washwater Recovery Basin	-	10,000	100,000	1,200,000	-	-	-	-	1,300,000	1,310,000
Design-Build Genetor Screen Walls	-	-	50,000	-	-	-	-	-	50,000	50,000
Well #17	-	-	60,000	662,000	-	-	-	-	722,000	722,000
Well #F-4 New Construction	-	-	-	-	-	80,000	1,000,000	-	1,080,000	1,080,000
Well #9 Generator	-	-	-	100,000	-	-	-	-	100,000	100,000
Well #18	-	-	-	-	60,000	662,000	-	-	722,000	722,000
Well #16, #17, #18 Raw WM Construction	-	-	-	120,000	-	-	120,000	-	240,000	240,000
Well #7 Rehabilitation	-	-	-	45,000	440,000	-	-	-	485,000	485,000
<b>Sub-Total</b>	-	<b>360,000</b>	<b>1,936,500</b>	<b>2,727,000</b>	<b>850,000</b>	<b>1,212,000</b>	<b>1,350,000</b>	<b>8,075,500</b>	<b>8,435,500</b>	

# Capital Improvement Plan

## FY 2017 Schedule Of Projects (continued)

Departments / Divisions Project Description	Estimated Expenditures		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	5 Yr Total	Total Project
	thru 9/30/15	FY16 Bud	2017	2018	2019	2020	2021	FY 2017-2021	Estimate
<b>Local Sewer Collection &amp; Pumping</b>									
Sewer -Park of Commerce (includes grant)	-	26,300	7,626	163,485	163,485	-	-	334,596	360,896
Sewer Masterplan	-	1,227,031	-	-	-	-	-	-	1,227,031
Sewer Masterplan: Vassar & Bryn Mawr	-	-	43,921	292,805	-	-	-	336,726	336,726
Sewer Masterplan: Duke, Lakeside, Wellesley	-	-	90,750	605,000	-	-	-	695,750	695,750
Sewer Masterplan: 15,16,17,18 Ave N, Terr Dr	-	-	-	-	219,501	-	-	219,501	219,501
Sewer Masterplan: Wright, Small, Barber Dr	-	-	-	-	-	-	21,300	21,300	21,300
Sewer Masterplan: S East Coast & S H St	-	-	-	-	-	63,203	421,350	484,553	484,553
Global Manhole Rehabilitation Lining Project	-	100,000	150,000	150,000	150,000	150,000	150,000	750,000	850,000
11th Ave N Trunkline Rehab	50,000	-	-	1,400,000	-	-	-	1,400,000	1,450,000
3rd Ave North Sewer Lining	-	50,000	-	1,000,000	-	-	-	1,000,000	1,050,000
Lift Station 4 Interceptor Lining	-	-	-	500,000	-	-	-	500,000	500,000
Sewer Collector Main Rehab	-	-	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000
Lift Station #15 Electrical Panel & ATS Replace	-	-	100,000	-	-	-	-	100,000	100,000
Lift Stations Rehabilitation-General	-	-	100,000	100,000	100,000	100,000	100,000	500,000	500,000
<b>Sub-Total</b>	<b>50,000</b>	<b>1,403,331</b>	<b>692,297</b>	<b>4,411,290</b>	<b>832,986</b>	<b>513,203</b>	<b>892,650</b>	<b>7,342,426</b>	<b>8,795,757</b>
<b>Regional Sewer Collection &amp; Pumping</b>									
Design-Build Generator Screen Wall	-	-	25,000	-	-	-	-	25,000	25,000
ECR Shared Forcemain Assessment	-	-	-	500,000	-	-	-	500,000	500,000
Replace Lift Station #12	-	-	40,000	400,000	-	-	-	440,000	440,000
MPS Pump Replacement 102,103,101,104	-	-	-	300,000	300,000	300,000	300,000	1,200,000	1,200,000
MPS Backup Pump	-	-	-	220,000	-	-	-	220,000	220,000
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>65,000</b>	<b>1,420,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,385,000</b>	<b>2,385,000</b>
<b>Utility - Water &amp; Sewer Total:</b>	<b>1,246,000</b>	<b>6,014,466</b>	<b>10,323,399</b>	<b>15,501,735</b>	<b>7,791,884</b>	<b>7,135,470</b>	<b>8,314,112</b>	<b>49,066,600</b>	<b>56,327,066</b>
<b>INFORMATION TECHNOLOGY</b>									
Microsoft Enterprise Agreement	49,929	49,929	49,929	-	-	-	-	49,929	149,787
Computer Workstation Upgrades	249,500	25,000	35,000	35,000	35,000	35,000	35,000	175,000	449,500
Computer Server Upgrades	50,000	25,000	15,000	50,000	50,000	50,000	50,000	215,000	290,000
Data Recovery-Off Site Storage & Backup	-	-	25,000	-	-	-	-	25,000	25,000
ESRI	-	35,000	35,000	35,000	-	-	-	70,000	105,000
Network Risk Assessment & Audit	-	-	25,000	25,000	25,000	25,000	25,000	125,000	125,000
Network Infrastructure Replacement	114,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000	414,000
<b>Information Technology Total:</b>	<b>463,429</b>	<b>184,929</b>	<b>234,929</b>	<b>195,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>909,929</b>	<b>1,558,287</b>
<b>Gross Total:</b>	<b>1,722,554</b>	<b>6,733,588</b>	<b>19,081,135</b>	<b>21,046,717</b>	<b>16,831,854</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>75,414,288</b>	<b>85,870,430</b>
Adjust P.O.C funding from Electric Fund	-	(18,021)	(2,076,457)	(176,887)	(176,887)	-	-	(2,430,231)	(2,448,252)
Adjust P.O.C funding from Water Fund	-	(40,977)	(18,383)	(394,112)	(394,112)	-	-	(806,607)	(847,584)
Adjust P.O.C funding from Road Imprv	-	(172,056)	(48,181)	(543,540)	(1,522,359)	-	-	(2,114,080)	(2,286,136)
Adjust P.O.C funding from Local Sewer	-	(26,300)	(7,626)	(163,485)	(163,485)	-	-	(334,596)	(360,896)
Adjust P.O.C funding from Stormwater Fund	-	(67,342)	(17,559)	(376,439)	(376,439)	-	-	(770,437)	(837,779)
<b>Net Grand Total:</b>	<b>1,722,554</b>	<b>8,408,892</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>79,089,783</b>
<b>5 Yr Total Percentage (%)</b>			<b>25%</b>	<b>28%</b>	<b>21%</b>	<b>13%</b>	<b>14%</b>	<b>100%</b>	

# Capital Improvement Plan

## Project Category

SUMMARY BY PROJECT CATEGORY							
PROJECT CATEGORY	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Building Maintenance	-	-	-	-	-	-	0.53%
Building Rehabilitation	60,100	-	-	-	-	60,100	0.00%
Economic Development	2,168,207	1,654,465	2,633,284	-	-	6,455,956	7.28%
Electric Systems	1,163,700	1,455,000	3,704,000	100,000	100,000	6,522,700	26.68%
Stormwater projects	355,000	175,000	175,000	400,000	150,000	1,255,000	6.08%
Leisure Programs	303,604	63,650	-	-	-	367,254	0.08%
Sewer Maintenance	749,671	5,667,805	969,501	813,203	1,192,650	9,392,830	9.00%
Streets Maintenance	1,250,000	300,000	-	325,000	325,000	2,200,000	11.40%
Technology Improvement	234,929	195,000	160,000	160,000	160,000	909,929	2.23%
Vehicle Replacement	1,080,000	605,000	292,000	680,000	605,000	3,262,000	1.83%
Water System	9,547,721	9,276,333	6,264,786	6,322,267	7,121,462	38,532,569	34.90%
<b>Totals</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>100%</b>

# Capital Improvement Plan

## Funding Sources

SUMMARY OF PROJECTS BY FUNDING SOURCES							
FUNDING SOURCES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Yr Total	% / 5 Yr Total
Available Bond Proceeds	-	1,030,000	3,280,000	-	-	4,310,000	6.3%
Beach Fund	193,054	-	-	-	-	193,054	0.3%
Building Permits	85,100	-	-	-	-	85,100	0.1%
Electric Fund	2,708,584	601,888	555,605	100,000	100,000	4,066,077	5.9%
Garage/Fleet Fund	100,000	-	-	-	-	100,000	0.1%
General Fund	110,550	138,650	-	-	-	249,200	0.4%
Golf Course Fund	-	-	-	-	-	-	0.0%
Grants (CDBG)	256,726	-	-	-	-	256,726	0.4%
Grants (Federal)	1,306,573	378,259	479,268	-	-	2,164,100	3.1%
Grants (State)	-	-	-	-	-	-	0.0%
Grants (County)	-	-	125,000	-	-	125,000	0.2%
Information Technology Fund	234,929	195,000	160,000	160,000	160,000	909,929	1.3%
Insurance Fund	-	-	-	-	-	-	0.0%
Local Sewer Fund	1,002,297	4,369,438	791,134	513,203	892,650	7,568,722	11.0%
Park of Commerce Fund	2,168,206	1,654,464	2,633,283	-	-	6,455,953	Adjusted
Regional Sewer	115,000	1,420,000	300,000	300,000	300,000	2,435,000	3.5%
Refuse Fund	545,000	530,000	292,000	680,000	605,000	2,652,000	3.8%
Road Improvement Fund	266,456	704,395	1,327,488	325,000	325,000	2,948,339	4.3%
Stormwater Fund	422,559	455,071	330,071	400,000	150,000	1,757,701	2.5%
SRF Loan - ( 2" Watermain Proj)	3,215,221	3,353,333	2,218,786	1,914,267	2,575,462	13,277,069	19.3%
Water Fund	6,350,883	6,216,219	4,339,219	4,408,000	4,546,000	25,860,321	37.5%
<b>Totals</b>	<b>16,912,932</b>	<b>19,392,253</b>	<b>14,198,571</b>	<b>8,800,470</b>	<b>9,654,112</b>	<b>68,958,338</b>	<b>100%</b>

# Capital Improvement Plan

## **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-estimate phase at the onset of each budget cycle. During the developmental phase of the Capital Improvement Plan (CIP), factors such as enhanced revenues, maintenance costs, utility costs, additional personnel and materials and supplies from capital projects are thoroughly analyzed for ongoing budget cycles.

The net operating impact costs are included in the annual budget at the completion of the capital projects. For the FY 2017–2021 Capital Improvement Plan, the net operating impact amount for completed projects is - \$37,640, as shown below. This amount resulted from \$19,300 in enhanced revenues from Leisure Services activities and \$56,940 in operating expenses from Leisure Services and Utility Electric projects.

<b>FY 2017 CIP Net Operating Impact:</b>							
<b>A. Revenues Generated:</b>			<b>B. Expenses Incurred:</b>			<b>Net Impact</b>	
A.1- Revenue #1 (Fees/Rentals)	19,300		B.1- Personnel:	1,440	B.5- Utilities :	2,400	
A.2- Revenue #2 (Leagues)	-		B.2- Debt Service Costs:	-	B.6- Materials/Supplies:	50,400	
A.3- Revenue #3	-		B.3- Contract Services:	2,450	B.7- Equipment:	250	
A.4- Revenue #4	-		B.4- Fixed Costs :	-	B.8- Miscellaneous:	-	
<b>Revenue Totals (A.1 -to- A.4)</b>	<b>19,300</b>		<b>Expense Totals (B.1 -to- B.8)</b>			<b>56,940</b>	<b>\$ (37,640)</b>

# Capital Projects Fund

**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.

Capital Projects Fund		FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Jun)	Forecast	Adopted Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<b>Source of Funds</b>									
Federal Grants		-	-	-	-	-	-	-	-
Interest & Other Earnings		-	-	-	-	-	-	-	-
Other Miscellaneous Rev		6,972	46,422	-	-	-	-	-	-
Debt proceeds				-	-	-			100.00%
Repayment from Beach fund - principal & interest				36,000	50,000	-	-	-	100.00%
Transfers In		289,635	163,000	143,237	130,000	130,000	-	(130,000)	-100.00%
	subtotal	296,607	209,422	179,237	180,000	130,000	-	(130,000)	-100.00%
Use of Fund Balance		1,107,910	956,749	32,650	279,691	76,752	-	(76,752)	
	Total Sources of Funds	1,404,517	1,166,171	211,887	459,691	206,752	-	(206,752)	
<b>Use of Funds</b>									
General Improvements		123,150	12,625	-	252,090	-	-	-	-
Public Services Bldg/ Maintenance		42,185	66,355	143,237	138,951	138,102	-	(138,102)	-100.00%
Park of Commerce Drainage Improvements				-	-	-	-	-	-
Road Improvements		151,042	155,480	-	-	-	-	-	-
Sidewalk improvements		-	-	-	-	-	-	-	-
Bike Lane Striping		-	-	-	-	-	-	-	-
City Hall Roof Replacement		-	78,280	-	-	-	-	-	-
Public Services Grounds		89,339	-	-	-	-	-	-	-
Bryant Park Boat Ramp		-	-	-	-	-	-	-	-
Park Furnishings		-	-	-	-	-	-	-	-
ADA Compliance		-	-	-	-	-	-	-	-
Pier Building roof		-	-	-	-	-	-	-	-
Parking Meters		-	-	-	-	-	-	-	-
NW Ballfield Improvements		-	-	-	-	-	-	-	-
Update Library Fire Alarm		-	-	-	-	-	-	-	-
HTE Core Financials		-	-	-	-	-	-	-	-
Leisure Services - Golf course restoration		60,065	46,335	68,650	68,650	68,650	-	(68,650)	-100.00%
Leisure Services - Recreation		37,500	4,500	-	-	-	-	-	-
Leisure Services - Roof repl - Bryant Park		-	-	-	-	-	-	-	100.00%
Leisure Services - Bryant Park Concession Bldg		-	-	-	-	-	-	-	-
Capital - Non Departmental		901,236	802,596	-	-	-	-	-	100.00%
City Hall alarm system & electric upgrade		-	-	-	-	-	-	-	100.00%
City Hall Chiller		-	-	-	-	-	-	-	100.00%
Shuffle Board Court renovation		-	-	-	-	-	-	-	100.00%
Gymnasium floor/Bleachers		-	-	-	-	-	-	-	100.00%
Land acquisition		-	-	-	-	-	-	-	100.00%
Building renovations		-	-	-	-	-	-	-	100.00%
Landfill restoration		-	-	-	-	-	-	-	-
	Total Capital Projects	1,404,517	1,166,171	211,887	459,691	206,752	-	(206,752)	-100.00%

# Park of Commerce Fund

**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 2013-2014	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2015-2016	FY 2016-2017	FY 2016-2017	FY 2016-2017
	Actuals	Actuals	Adjusted Budget	YTD Actuals (Oct-Mar)	Forecast	Proposed Budget	Change FY 16 Forecast & FY 17 Request	% Change (Forecast -vs- Request)
<u>Source of Funds</u>								
Intergovernmental/Grants						-	-	-
General Government								
Miscellaneous Revenue	-	-	-	-	-	-	-	-
Non-Operating Sources/debt proceeds								
Transfers In	700,000	662,436	8,700,000	-	8,700,000	-	(8,700,000)	100.00%
subtotal	700,000	662,436	8,700,000	-	8,700,000	-	(8,700,000)	
Use of Fund Balance	-	-	-	326,964	35,176	-	(35,176)	
<b>Total Sources of Funds</b>	<b>700,000</b>	<b>662,436</b>	<b>8,700,000</b>	<b>326,964</b>	<b>8,735,176</b>	<b>-</b>	<b>(8,735,176)</b>	
<u>Use of Funds</u>								
Street Maintenance	529,625	338,966	4,610,130	288,772	8,700,000	-	(8,700,000)	100.00%
Stormwater	-	-	1,804,380	16,852	15,521	-	(15,521)	-100.00%
Transmission & Distribution	-	-	482,850	4,445	4,089	-	(4,089)	-100.00%
Water Distribution	-	-	1,097,940	10,408	9,598	-	(9,598)	-100.00%
Sewer Collection	-	-	704,700	6,487	5,968	-	(5,968)	-100.00%
subtotal	529,625	338,966	8,700,000	326,964	8,735,176	-	(8,735,176)	
Reserve for future use	170,375	323,470	-	-	-	-	-	
<b>Total Uses of Funds</b>	<b>700,000</b>	<b>662,436</b>	<b>8,700,000</b>	<b>326,964</b>	<b>8,735,176</b>	<b>-</b>	<b>(8,735,176)</b>	

# **CHAPTER 5**

## **DEBT ADMINISTRATION**



# Debt Administration

## Long Term Liabilities

As of September 30, 2015, the City's total outstanding debt was \$55.8 million. Of this amount, \$49.6 million is secured enterprise fund revenue sources.

(Extract from FY 2015 CAFR/A-4)

<b>Long-Term Liabilities (In Millions)</b>						
Debt Classification	Governmental Activities		Business-Type Activities		Total	
	2015	2014	2015	2014	2015	2014
Revenue Bonds	-	-	49.6	52.8	49.6	52.8
Notes Payable	-	-	6.2	6.5	6.2	6.5
<b>Total</b>	-	-	<b>55.8</b>	<b>59.3</b>	<b>55.8</b>	<b>59.3</b>

The City's total debt decreased by approximately \$3.5 million or 6% 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. The table below shows the City's debt levels are within the maximum allowable range.

<b>Debt Affordability Assessment (In Thousands)</b>				
Fiscal Years Ending	Assessed Taxable Value	Maximum Debt (25%)	Outstanding Debt Service	Within Charter Guidelines
2015	1,317,159	329,290	-	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

# **CHAPTER 6**

## **COMMUNITY REDEVELOPMENT**

### **AGENCY BUDGET**



# Community Redevelopment Agency FY 2017 Budget

<b>LAKE WORTH COMMUNITY REDEVELOPMENT AGENCY</b>			
<b>FINAL BUDGET FY 2016/2017</b>			
	<b>APPROVED</b>	<b>FINAL (Amended)</b>	<b>FINAL</b>
	<b>FY 2015/2016</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>
<b>REVENUES</b>			
AD VALOREM TAXES	790,353	790,353	973,388
INTEREST ARNINGS-MISC	3,500	3,500	2,000
MISCELLANEOUS - DONATIONS	5,000	5,000	2,000
CITY TIF SHARE (TRANSFER FROM CITY)	914,883	914,883	1,120,392
GRANT - CONSERVATION & REHAB	-	-	125,000
GRANT-NEIGHBORWORKS	75,000	75,000	-
GRANT REVENUE	-	72,700	-
FUND BALANCE	1,165,392	1,230,392	60,000
<b>TOTAL REVENUES</b>	<b>2,954,128</b>	<b>3,091,828</b>	<b>2,282,780</b>
<b>EXPENSES</b>			
<b>ADMINISTRATION</b>			
REGULAR SALARY/WAGES	226,941	226,941	394,206
FICA	17,361	17,361	30,157
DEFERRED COMPENSATION	11,347	11,347	18,017
LIFE & HEALTH INS	13,862	13,862	23,000
UNEMPLOYMENT COMP	4,000	4,000	7,500
SUBTOTAL PERSONNEL	273,511	273,511	472,880
PROFESSIONAL SERVICES - LEGAL	30,000	30,000	35,000
CITY ADMIN CHARGES	20,000	20,000	20,000
TRAVEL & TRAINING	4,000	4,000	5,800
TELEPHONE	2,500	2,500	2,500
UTILITY SERVICE-ELECTRIC	5,000	5,000	6,500
POSTAGE & FREIGHT	500	500	1,000
RENTS & LEASES	54,300	54,300	54,800
PROMOTIONAL ACTIVITY	12,000	12,000	13,500
INSURANCE-PROPERTY/LIABILITY	9,000	9,000	9,000
PRINTING & BINDING	5,000	5,000	7,500
OFFICE SUPPLIES	3,000	3,000	5,000
IT/ MEDIA	14,000	14,000	15,000
COMPUTER SOFTWARE	1,000	1,000	3,000
SMALL TOOLS & OTHERS	1,000	1,000	3,000
BOOKS-MEMBERSHIP-DUES	2,405	2,405	3,100
OPERATING SUPPLIES	6,500	6,500	6,500
MISC EXPENSES	1,500	1,500	2,000
MACHINERY & EQUIPMENT	2,000	2,000	5,000
SUBTOTAL OPERATING	173,705	173,705	198,200
<b>SUBTOTAL ADMINISTRATION</b>	<b>447,216</b>	<b>447,216</b>	<b>671,080</b>
<b>PROGRAMS</b>			
PROFESSIONAL SERVICES	10,000	10,000	15,000
WAY FINDING/ SIGNAGE	50,000	50,000	40,000
ECONOMIC DEVELOPMENT / BUSINESS RECRUITMENT	55,000	55,000	130,000
LOAN/ TECHNICAL ASSISTANCE PROGRAMS	287,500	287,500	248,000
PROPERTY MANAGEMENT	15,000	15,000	23,000
COMMERCIAL GRANT PROGRAM	100,000	100,000	150,000
TAX INCREMENT REBATE	100,000	100,000	95,000
BEAUTIFICATION - BANNERS AND DECORATIONS	17,000	17,000	20,000
WI-FI PROGRAM	-	-	48,000
RESIDENTIAL REHABILITATION PROGRAM	-	-	175,000
SUBTOTAL PROGRAM-OPERATING	634,500	634,500	944,000
<b>PROJECTS / GRANTS</b>			
CULTURAL FACILITIES GRANT / SWA	-	137,700	20,000
NEIGHBORHOOD IMPROVEMENTS	-	-	90,000
NEIGHBORHOOD ENHANCEMENT	1,500	1,500	3,000
PARKS/GREENSPACE - 5th AVE. SOUTH	50,000	50,000	35,000
SUBTOTAL PROGRAM-GRANTS	51,500	189,200	148,000
<b>BUILDINGS/ 1000 LAKE AVE</b>			
INSURANCE	15,000	15,000	16,500
MAINTENANCE/MARKETING	25,000	25,000	240,000
UTILITIES	15,000	15,000	17,000
OFFICE BUILDING RESERVE	-	-	200,000
SUBTOTAL-BUILDING	55,000	55,000	473,500
<b>SUBTOTAL PROJECTS / PROGRAMS</b>	<b>741,000</b>	<b>878,700</b>	<b>1,565,500</b>

# Community Redevelopment Agency FY 2017 Budget

<b>LULA - PROGRAM</b>			
PROFESSIONAL SERVICES	3,000	3,000	5,200
PROJECTS	9,000	9,000	10,000
PROGRAMS	7,700	7,700	16,000
MARKETING	5,500	5,500	7,500
<b>SUBTOTAL LULA PROGRAM</b>	<b>25,200</b>	<b>25,200</b>	<b>38,700</b>
<b>DEBT SERVICE</b>			
AMORITIZATION OF BOND FUNDS/ BANK FEES	6,000	6,000	7,500
INT-CRA LOAN	58,111	58,111	-
PRINCIPAL-CRA LOAN	1,676,601	1,676,601	-
<b>SUBTOTAL DEBT SERVICE</b>	<b>1,740,712</b>	<b>1,740,712</b>	<b>7,500</b>
<b>TOTAL EXPENSES</b>	<b>2,954,128</b>	<b>3,091,828</b>	<b>2,282,780</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	-	-	<b>(0)</b>



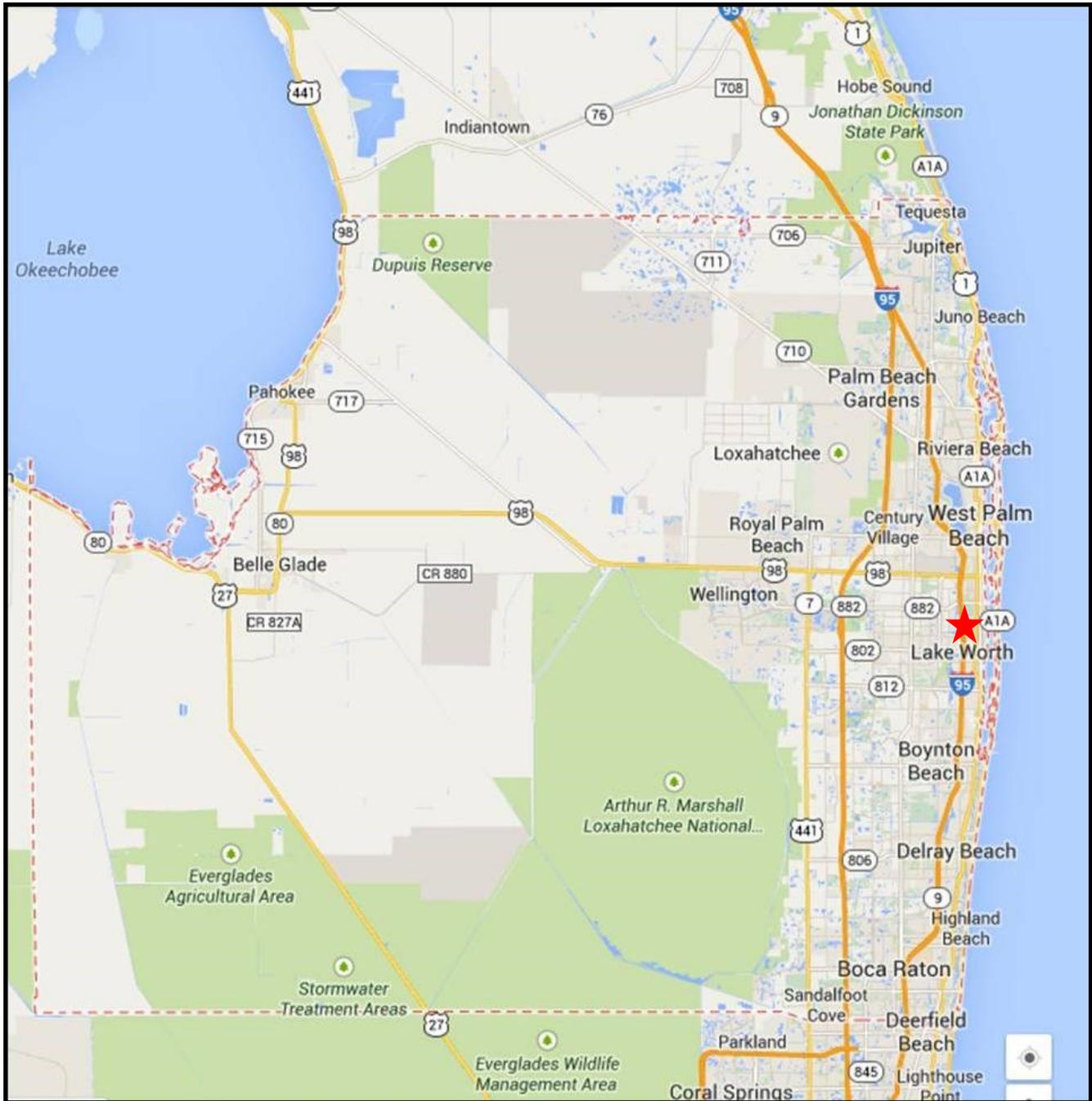
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# **CHAPTER 7**

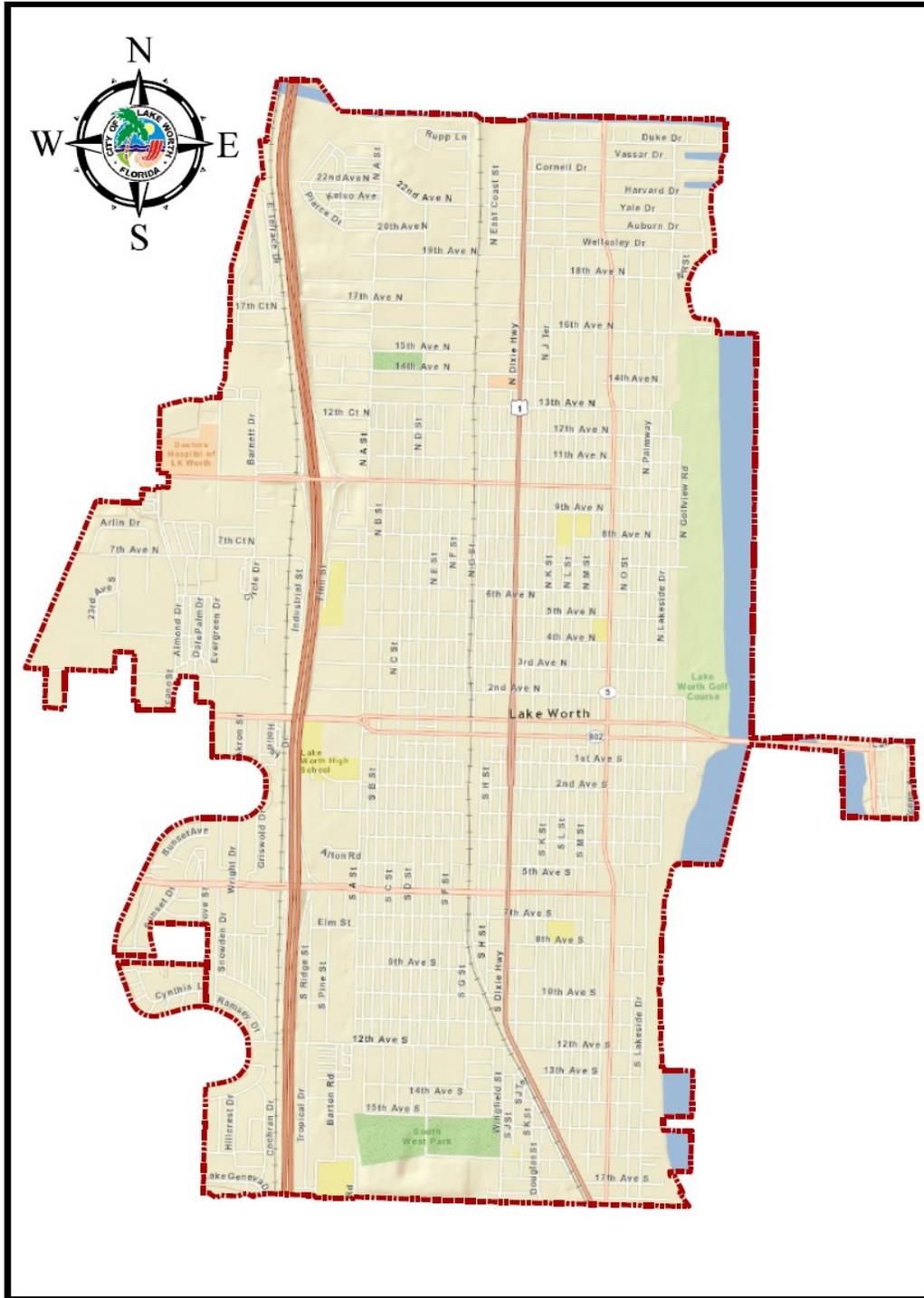
## **APPENDICES AND GLOSSARY**



# 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: 37,674 (BEBR Florida Est. of Population 2015)
- ◆ Median age: 35.7 (US Census Bureau)
- ◆ Percentage of population with a High School Degree or higher: 67.2%
- ◆ Percentage of population with a Bachelor's Degree or higher: 19.7%
- ◆ Median household income: \$37,036 (US Census Bureau)
  - 28.7% of population below poverty rate
  - 4.5% unemployment rate
- ◆ Estimated number of households: 11,824 (US Census Bureau)
  - Owner Occupied - 48%; Renter Occupied - 51%
  - Homeownership rate: 50.2%
- ◆ Average number of persons per household: 2.98 (US Census Bureau)
- ◆ Number of households with children under 18: 3,433 (US Census Bureau)

## **ELECTIONS**

- ◆ Registered voters: 15,690
- ◆ Votes cast in last municipal election: 5,489

## **RECREATION AMENITIES**

- ◆ Casino Building and Beach Complex
- ◆ Cultural Plaza
- ◆ Municipal Swimming Pool
- ◆ Municipal Park Acreage: 140 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: 110 acres
- ◆ John Prince Park (county park on western border): 9,924.36 acres
- ◆ Number of recreation programs and classes: 15
- ◆ Number of special event permits issued: 135

# Lake Worth at a Glance

## **STREETS & SIDEWALKS**

- ◆ Paved public streets/alleys: 116.25 miles
- ◆ Unpaved shell rock streets: 22.5 miles

## **SOLID WASTE COLLECTION**

- ◆ Residential accounts: 13,137
- ◆ Commercial accounts: 1,152

## **PUBLIC SAFETY**

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

Sworn Police Officers	80
Civilian Employees	30
Crossing guards	22

### **FIRE PROTECTION:** *(Fire services provided to City under contractual agreement with PB County Fire MSTU)*

Suppression Units	2
Early response stabilization units	2
Fire Stations	2

## **LAND USAGE**

Residential	55.30%	2478 acres
Commercial	10.30%	461 acres
Institutional	2.50%	112 acres
Industrial	8.20%	367 acres
Recreational	<u>23.70%</u>	<u>1062 acres</u>
<b>Total</b>	<b>100.00%</b>	<b>4480 acres</b>

Other \* 34.40%      1541 acres      *\*includes institutional, conservation and industrial*

## **UTILITY SYSTEM**

### Active accounts (as of August 31, 2016)

Water	13,131
Sewer	12,010
Electric	26,185

## **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	157 miles
Miles of sewer mains	123 miles
Fire Hydrants	1,011
Water - Lime Softening Plant	12.9 MGD (Permitted)
Water - Reverse Osmosis Water Plant	4.5 MGD
Sewer - East Central Regional Water Reclamation Facility	70 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 including Kilwins Chocolate, Mamma Mia's on the Beach, Mulligan's Beach House Bar & Grill and Lake Worth Tee Shirt Company
- ◆ Fishing
- ◆ Golf Course including E.R. Bradley's Beach Club restaurant
- ◆ Swimming Pool
- ◆ Oceanfront Park with picnic tables
- ◆ Municipal Pier including Benny's on the Beach
- ◆ 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 County 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

2015 Principal Property Taxpayers			
Tax Payers	Net Assessed Value	Rank	% of Total Value
Palm Beach Investments, LLC	10,836,170	1	0.82%
Palm Beach Mobile Home Park, LLC	8,546,155	2	0.65%
1920 10th Ave. LLC	8,514,356	3	0.65%
Tackett, Patricia A.	8,027,772	4	0.61%
Cubsmart LP	7,835,367	5	59.00%
Bellsouth Telecommunications, Inc.	7,219,214	6	0.55%
GSG Investments	6,491,713	7	0.49%
Lake Worth Town Plaza, LLC	5,280,750	8	0.40%
Publix Supermarkets Inc.	5,109,564	9	0.39%
Arbor Square Realth Co., LLC	4,961,466	10	0.38%

Source: Tax roll provided by Palm Beach County Property Appraiser's Office

Principal Employers		
Employers	Employees	Rank
City of Lake Worth	286	1
Lake Worth High School	225	2
Highland Elementary	131	3
Publix (214 N. Dixie Hwy.)	129	4
Wayne Akers Ford	125	5
Medicana Nursing & Rehabilitation	112	6
North Grade Elementary	110	7
Lake Worth Middle School	106	8
Barton Elementary	101	9
Publix (1910 Lake Worth Rd.)	100	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.



City of Lake Worth  
Comprehensive Financial Policies



Adopted -December 7, 2010

1<sup>st</sup> Revision -September 26, 2011

2<sup>nd</sup> Revision -September 25, 2012

3<sup>rd</sup> Revision -March 27, 2013

4<sup>th</sup> Revision - December 3, 2013

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City of Lake Worth

1

Comprehensive Finance Policies



# City of Lake Worth Comprehensive Financial Policies

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## City of Lake Worth Comprehensive Financial Policies

The following policies establish the framework for the City's overall financial planning and management. These policies show the citizens, credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. These policies also improve the City's fiscal stability by helping City officials plan fiscal strategy in a consistent manner. Adherence to adopted financial policies promotes sound financial management.

### GENERAL FINANCIAL GOALS

1. Protect the assets of the City through an adequate system of internal controls.
2. Maintain the financial viability of the City in order to ensure adequate levels of City services.
3. Maintain financial flexibility in order to continually adapt to local and regional economic and demographic changes.
4. Maintain and enhance public infrastructure in order to provide for the health, safety and welfare of the City's citizens.
5. Report to the Citizens, State and Federal Governments, and creditors on the financial operations of the City.

### INTERNAL CONTROL ENVIRONMENT

All financial transactions in the City happen within the internal control framework defined in these policies and supplemented by the procedures contained in the Accounting Policies and Procedures Manual. These internal controls follow the Committee of Sponsoring Organizations (COSO) model.

### THE CONTROL ENVIRONMENT

1. The City Commission details its ethical requirements in Chapter 2 of the City Charter and Code of Ordinances, which governs "financial integrity and Department Head accountability".
2. Procurement Ordinance 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.



## City of Lake Worth Comprehensive Financial Policies

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*



## City of Lake Worth Comprehensive Financial Policies

*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 1 and 2 above.



## City of Lake Worth Comprehensive Financial Policies

### 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 25<sup>th</sup> day after billing, in-house collection activity including
  - a. Delinquent letter sent the next day
  - b. Phone calls starting by the 35<sup>th</sup> day
  - c. Demand letter by the 60<sup>th</sup> day



## City of Lake Worth Comprehensive Financial Policies

- d. Legal or collection agency action by the 90<sup>th</sup> day

### Utility Accounts

1. Accounts will be billed on a regular cycle.
2. Beginning the 21<sup>st</sup> day after billing
  - a. Delinquent notice sent
  - b. In-house collection activity begins on the 22<sup>nd</sup> through the 90<sup>th</sup> day past due.
  - c. Collection agency activity begins on the 90<sup>th</sup> day

The City will retain one or more collection agencies to assist in collecting past due accounts. The agencies will be selected via a competitive process with a contract of no more than 3 years with the possibility of two one year renewals.

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



## City of Lake Worth Comprehensive Financial Policies

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.



## City of Lake Worth Comprehensive Financial Policies

### 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



## City of Lake Worth Comprehensive Financial Policies

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.



## City of Lake Worth Comprehensive Financial Policies

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



## City of Lake Worth Comprehensive Financial Policies

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.



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### 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 Statutes.
6. One-time revenues will be utilized to fund one-time expenditures wherever possible. If one-time revenues are assigned to pay for recurring expenditures then a 3-5 year plan for transferring the expenditure to a recurring revenue source will be adopted by the City as a part of the budget process in the initial year.



## City of Lake Worth Comprehensive Financial Policies

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.



## City of Lake Worth Comprehensive Financial Policies

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 Statutes and capital improvement element of City's Comprehensive Plan) Projects needed to maintain adopted level of service standards shall be financially feasible, with identified funding sources based on current revenue projections for the five year period.
  
2. The first year of the five year Capital Improvement Program will be used as the basis for formal fiscal year appropriations during the annual budget process. Appropriations from prior years for which expenditures have not been incurred nor projects completed, will be reevaluated and incorporated into appropriations for the new fiscal year.
  
3. Each Capital improvement project budget may include a reserve for contingency for each project, if appropriate. The contingency should be between 5% and 10% of the estimated project cost.



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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.



## City of Lake Worth Comprehensive Financial Policies

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 appropriate, 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.



## City of Lake Worth Comprehensive Financial Policies

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



## City of Lake Worth Comprehensive Financial Policies

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.



## City of Lake Worth Comprehensive Financial Policies

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,



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- 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.



## City of Lake Worth Comprehensive Financial Policies

### 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



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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).



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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.



