

# FY 2012-13 Adopted Budget



## City of Fort Walton Beach, Florida



# City of Fort Walton Beach, Florida

107 Miracle Strip Parkway SW, Fort Walton Beach, FL 32548

[www.fwb.org](http://www.fwb.org)

## PHONE DIRECTORY

Mayor and City Council	833-9509	City Clerk	833-9509
City Manager	833-9504	Financial Services	
Public Information	833-9504	Accounting	833-9513
Administrative Services		Customer Service (Utility Billing)	833-9500
Human Resources	833-9507	Purchasing	833-9524
Information Technology	833-9620	Fire Services (emergencies 911)	
Police Services (emergencies 911)		Administration	833-9565
Administration	833-9547	Recreation & Cultural Services	
Dispatch	833-9533	Administration	833-9576
Records	833-9541	Cemetery (Beal Memorial)	833-9618
Engineering & Utility Services		Chester Pruitt Recreation Center	833-9582
Administration	833-9607	Creative Senior Center	833-9587
Building & Permitting	833-9605	Docie Bass Recreation Center	833-9581
Code Enforcement	833-9601	Fred Hedrick Recreation Center	833-9577
Field Office	833-9613	Golf Course	833-9664
Garbage Collection	833-9655	Heritage Park & Cultural Center	833-9595
Planning & Zoning	833-9697	Library	833-9590
Streets & Stormwater	833-9932	Tennis Center	833-9588
Water Operations	833-9630		

### On the Cover

The iconic two-story building situated in the heart of downtown Fort Walton Beach at the intersection of Eglin Parkway and U.S. Highway 98 has housed several entertainment venues over the years. Opened as Tringas Theatre in 1940, the location has been home to several dance clubs and movie theaters over the years.

At Cinema Plus – the current namesake – patrons enjoy sandwiches and pizza, along with traditional fare such as popcorn and candy, while watching current movies with family and friends at tables and sofas downstairs or on the upstairs balcony.

### Budget Availability

Reference copies of the annual budget are available at the City Clerk's Office and Library.

The budget may also be viewed and printed from the City's website: [www.fwb.org](http://www.fwb.org).



# CITY OF FORT WALTON BEACH, FL

## FY 2012-13 Budget

### Table of Contents



	<u>Page #</u>
<b>City Council, Appointed Officers, &amp; Directors</b> .....	1
<b>Core Values, Vision, Mission</b> .....	2
<b>City Manager’s Budget Message</b> .....	3
<b>Executive Budget Summary</b> .....	10
<b>Budget Overview</b>	
Fund Structure .....	14
Budget Basis & Budget Process .....	16
Financial Policies .....	20
Debt Schedules .....	26
<b>Summary Budget Information</b>	
Summary of Estimated Financial Sources & Uses .....	28
Revenue Trends .....	30
Expenditure Trends .....	34
Personal Services Trends .....	40
Position Summary .....	44
<b>Detail Information by Fund</b>	
<b>GENERAL FUND</b>	
Fund Highlights .....	45
Revenues .....	46
0100 City Council .....	51
0200 City Manager .....	52
0300 Administrative Services .....	54
0310 Risk Management .....	56
0320 Information Technology .....	58
0400 City Clerk .....	60
0500 Financial Services .....	62
0530 Purchasing .....	64
0800 Police .....	66
0900 Fire .....	70
1000 Recreation Services .....	74
1010 Parks .....	78
1015 Right-of-Way .....	80
1020 Senior Center .....	82
1060 Library .....	84
1070 Museum .....	86
1080 Cemetery .....	88
1200 Engineering Services .....	91
1205 Planning & Zoning .....	94
1217 Code Enforcement .....	96
1220 Fleet .....	98
1230 Facilities .....	100
1240 Streets .....	102
1500 Non-Departmental .....	104
<b>LAW ENFORCEMENT TRUST FUND</b> .....	105
<b>LAW ENFORCEMENT TRAINING FUND</b> .....	108
<b>FLORIDA BUILDING CODE FUND</b> .....	110
<b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND</b> .....	115
<b>COMMUNITY REDEVELOPMENT AGENCY FUND</b> .....	118

## Table of Contents cont'd

	<u>Page #</u>
DEBT SERVICE FUND .....	124
BEAL MEMORIAL CEMETERY PERPETUAL CARE FUND .....	126
<b>UTILITIES FUND</b>	
Fund Highlights .....	129
Revenues .....	131
0520 Customer Service .....	132
1300 Utility Services .....	134
1310 Water Operations .....	136
1340 Water Distribution .....	138
1350 Sewer Collection & Treatment .....	140
1500 Non-Departmental .....	143
<b>SANITATION FUND</b>	
Fund Highlights .....	144
Revenues .....	145
1360 Solid Waste .....	146
1370 Recycling .....	148
1500 Non-Departmental .....	150
<b>GOLF FUND</b>	
Fund Highlights .....	152
Revenues .....	153
0700 Golf Operations .....	154
0710 Grounds Maintenance .....	156
1500 Non-Departmental .....	158
<b>STORMWATER FUND</b>	
Fund Highlights .....	160
Revenues .....	161
1380 Stormwater .....	162
1500 Non-Departmental .....	164
<b>Fleet Replacement Program .....</b>	<b>165</b>
<b>Capital Improvements Program (CIP)</b>	
CIP Process .....	170
Five-Year Funding Schedule .....	172
General Fund Projects .....	174
CRA Fund Projects .....	188
Utilities Fund Projects .....	192
Golf Fund Projects .....	198
Stormwater Fund Projects .....	202
<b>Statistical Information</b>	
History & Profile .....	205
Neighborhood Information .....	206
Location, Economy .....	210
Demographics .....	211
Property Taxes .....	212
Select Fee Schedules .....	213
Five Year Financial Forecasts .....	214
<b>Glossary of Terms &amp; Acronyms</b>	
Glossary of Terms .....	215
Acronyms .....	224
<b>Budget Resolutions</b>	
Millage Rate .....	225
Budget Adoption .....	226

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

## **City Council**



Left to right (standing):  
Bobby Griggs (Seat 1), Joyce Gossom (Seat 2), Bobby Nabors (Seat 5), and Dick Rynearson (Seat 7).

Left to right (seated):  
Dennis Reeves (Seat 3), Mayor Mike Anderson, Trey Goodwin (Seat 4), and Bull Ridgon (Seat 6).

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

### **Appointed Officers**

City Manager – Michael Beedie  
City Clerk – Helen Spencer  
City Attorney – Hayward Dykes, Jr.

### **Department Directors**

Administrative Services – Sylvia Hanks  
Engineering & Utility Services – Tim Bolduc (Acting)  
Financial Services – Brandy Ferris  
Fire Services – Ken Perkins, Chief  
Police Services – Ted Litschauer, Chief  
Recreation & Cultural Services – Jeff Peters

## **Core Values**

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

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

### **Integrity**

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

### **Accountability**

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

### **Teamwork**

We will work together to provide quality services.

### **Customer Service**

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

### **Continual Improvement**

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

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

### **Vision**

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

### **Mission**

To enhance and protect the Community by providing quality services.

# City Manager's Budget Message



October 1, 2012

Honorable Mayor, City Council Members, and Citizens:

It is my pleasure to submit the fiscal year 2012-13 municipal budget. The City of Fort Walton Beach budget is designed to meet the highest standards of municipal budgeting. The core of the City's budget process places an emphasis on sound fiscal management and operational decision-making in accordance with the goals and objectives established by the citizens, City Council, and staff. This budget continues the City's commitment of providing quality services in a cost controlled manner, developing an assortment of revenues to fund programs, and maintaining prudent cash reserves.

The FY 2012-13 budget of \$33,497,609 is \$4,436,135 or 11.7% less than the adopted FY 2011-12 budget due to police department reductions this year and last year's capital improvement projects in the Utilities Fund. The General Fund, which includes services such as police and fire, recreation programs and parks, planning and code enforcement, streets and right-of-way, and general government administration, totals \$16,801,950 and is \$597K or 3.4% less than the prior year. Full-time equivalent (FTE) positions total 289.95 compared to 298.40 last year. The City's 2012 assessed taxable value is \$1.114 billion, a 3.3% decrease. The budget is predicated on maintaining a millage rate of 4.5383 mills.

## BUDGET ISSUES & CHALLENGES

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



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

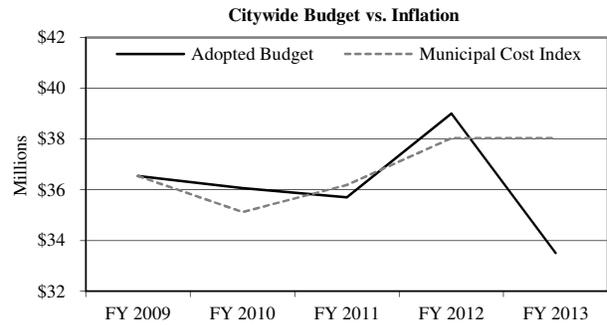
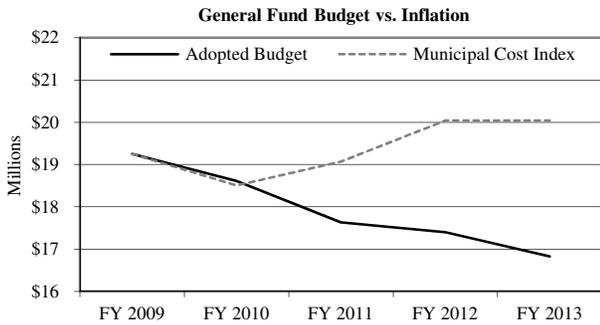
The Consumer Price Index (CPI) – prepared by the US Bureau of Labor Statistics and the most widely used gauge of inflation – is 1.7% higher than a year ago. The Municipal Cost Index – prepared by American City & County to show the effects of inflation on the cost of providing municipal services – is 1.2% higher than a year ago. The Consumer Confidence Index – prepared by The Conference Board based on a representative sample of US households – is 6.0% higher than a year ago (though it has declined each of the past four months). The Leading Economic Index – also prepared by The Conference Board and designed to signal turning point patterns in economic data – is 17.1% lower than a year ago. Says Ken Goldstein, economist at The Conference Board: “The U.S. economy is growing very slowly. The Leading Economic Index is pointing to no strengthening over the next few months, as the economy continues to sail through strong headwinds domestically and internationally.”

The City's revenue sharing funds from the State suffer when discretionary spending decreases in a weak economy. Economic challenges are coupled with fiscal constraints previously imposed by the Florida Legislature and voters. Legislation passed in June 2007 caps property tax revenues based on the majority vote of the governing body and a Constitutional amendment passed by Florida voters in January 2008 provides additional property tax exemptions and assessment caps.

For the fifth consecutive year, the City continues to navigate an environment of decreased

**City Manager's Budget Message**

revenues, coupled with a desire to maintain the same level of programs and services. City Council is to be commended for its prudent approach: long-term solutions, 'right-sizing' the organization, and only using reserves for non-recurring expenses.



Compared to five years ago, General Fund expenditures are down 12.7% while the municipal cost index – which illustrates the effects of inflation on the cost of providing municipal services – is up 4.1%. Citywide, expenses have declined 8.3% compared to the MCI's 4.1% increase.

**TOP 3 BUDGET ISSUES**

Current Year – FY 2012-13	
<b>Pension Contributions</b>	<b>\$146,744 ▲</b> <i>City contributions per actuaries: 27.91% general, 36.7% police officers, 33.6% firefighters.</i>
<b>Property Taxes</b>	<b>\$149,078 ▼</b> <i>Assessed value decrease of \$38M or 3.0% due to declining property values; Millage rate unchanged.</i>
<b>Staffing Changes</b>	<b>\$839,549 ▼</b> <i>FTE's reduced from 298.4 to 289.95; eight sworn police officers among positions eliminated.</i>

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

**Pension Contributions**

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

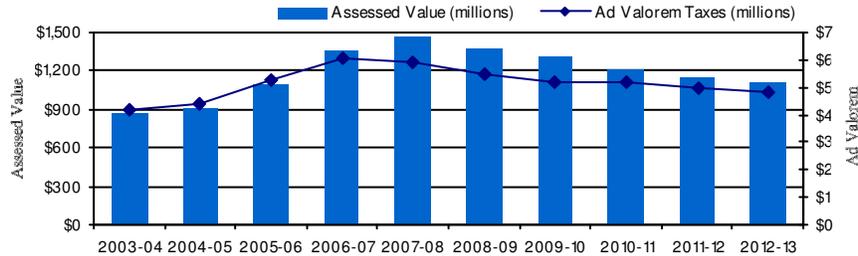
The City's contribution to the General Employees defined benefit plan is budgeted at \$1.3M, unchanged from the prior year. The City's contribution to the Police Officers plan is budgeted at \$738K, a decrease of \$6K or 0.8% due to position eliminations offsetting the required contribution increase. The City's contribution to the Firefighters plan is budgeted at \$676K, an increase of \$85K or 12.7% to compensate for investment losses.

**Property Taxes**

The City's 2012 gross taxable property value for operating purposes is \$1.114 billion, a decrease of \$37.8 million or 3.3% from the 2011 final gross taxable property value of \$1.152 billion. The budget is predicated on maintaining a millage rate of 4.5383, which generates \$149K less property tax revenue than the prior year due to decreases in property values. One mill equals \$1 per \$1000 of taxable property value.

## City Manager's Budget Message

Property taxes levied by the City comprise \$4.8M or 14.3% of total revenues and contribute to 24% or \$4.0M of General Fund revenues and 57% or \$760K of Community Redevelopment Agency (CRA) Fund revenues. Funding from County property taxes comprises \$551K or 42% of CRA Fund revenues. Property tax revenues are allocated to the CRA Fund based on the growth in assessed value from the base year (i.e. year of CRA designation).



### Personnel

General Fund revenues are down \$2.8M or 14.1% from their pre-Great Recession level (i.e. FY 2008) and cuts have been made to recreation, community development, right-of-way maintenance, and other “non-essential” areas in previous years. Since the police department comprises 30% of the General Fund budget, reductions in this department were no longer avoidable. The number of sworn officers has been reduced from 46 to 38. To minimize the impact to patrol operations and high-priority call response time, the department will transition from three 11-hour overlapping shifts with 5 officers per shift to two 24-hour shifts with 7 officers per shift. The investigative unit will be reduced from 9 to 4, supplemented by participation in a regional task force. Two administrative positions and a communications officer were also eliminated.

The number of full-time equivalent (FTE) positions in the City totals 289.95, compared to 298.40 in the previous year. The following changes were made:

- a. Eliminations (due to vacancies & attrition) – police admin coordinator, five police officers, police support services supervisor, recreation center manager, recreation center manager (0.73 FTE)
- b. Eliminations (reduction in force) – communications officer, three police sergeants
- c. New Positions – planning/permit/grant tech (0.70 FTE), recreation specialist (0.45 FTE), recreation specialist (0.14 FTE), recreation supervisor (0.75 FTE), sewer service worker I
- d. Reclassifications – inventory specialist 0.75 FTE to property administrator 1 FTE, fleet staff assistant from 0.75 to 0.88 FTE, library assistant from 0.70 to 0.62 FTE, golf cart/range attendants from unpaid marshal to 0.94 FTE, golf club attendants 0.94 FTE to golf cart/range attendants 0.94 FTE, service worker III to heavy equipment operator, service worker III to sewer inspector

### **OTHER ASSUMPTIONS & CHANGES**

#### **REVENUES (detailed discussion on pages 29-31)**

1. Revenues are estimated at conservative levels to guard against unanticipated economic shifts, legislative changes, or collection levels. General government revenues are largely budgeted based on historical collection and growth levels. Enterprise revenues are based on historical usage and/or number of customers, adjusted for current rates.

2. Water and sewer rates will increase 3.0% on October 1, 2012 per the current multi-year rate plan adopted by City Council in March 2010.
3. No changes to the fee schedule are proposed.
4. Use of reserves – Appropriations from fund balance (governmental funds) or net assets (enterprise funds) are budgeted as follows:
  - a. General Fund – \$9,500 from restricted fund balance (Harvey Trust - funding bequeathed to the City for library purposes) for new shelving and painting the interior walls and exterior rails; \$55,148 from unassigned fund balance for the performance incentive program (only a portion funded from reserves).
  - b. Law Enforcement Trust Fund – \$14,700 from unassigned fund balance for crime prevention and safe neighborhood activities (required per Florida Statute to spend 15% of prior year forfeitures on these types of activities).
  - c. Utilities Fund – \$37,500 from restricted net assets (2005 Utility Bond proceeds) for water line replacements; \$128,278 from restricted net assets (renewal & replacement) for equipment replacements.

**EXPENSES (detailed discussion on pages 33-36)**

1. Wages have been adjusted as follows:
  - a. Cost of living adjustment – Due to fiscal constraints, no October 1 cost of living wage adjustment is budgeted for employees. Instead, all full-time employees will receive a lump-sum payment of \$500. The amount will be pro-rated for part-time employees based on their full-time equivalency. The estimated cost is \$156K (including FICA).
  - b. Performance adjustment – Due to fiscal constraints, no wage adjustment is budgeted for employees on their anniversary date. However, employees may elect up to \$500 or 32 hours leave based on their annual evaluation score as a performance incentive. Employees electing a lump-sum dollar amount do not receive a permanent pay increase subject to future wage adjustments and pension contributions. The initiative is therefore funded partly from reserves in the General Fund. Employees electing leave hours must use the time before their next anniversary date and will not be paid in the event of separation from employment during the year.

While the full amount of \$156K (including FICA) is budgeted for the performance incentive, the full amount will likely not be incurred since all employees do not receive superior evaluation scores and some employees will elect leave time.
2. Benefits have been adjusted as follows:
  - a. Medical insurance – Staff anticipates a less than 3% premium increase, and the City's contribution is budgeted to decrease \$6K or 0.4% due to position reductions.
3. The following vehicle and equipment replacements are budgeted at a total cost of \$330K; fleet replacement schedule on pages 162-164.
  - a. General Fund, Fire Inspector ½ ton truck
  - b. Utilities Fund, Sewer Collection, flat bed dump truck
  - c. Sanitation Fund, two knucklebooms

4. The following capital improvement projects are budgeted at a total cost of \$248K. More detailed information is available on pages 168-199.

Recurring

- a. General Fund, Street Resurfacing
- b. CRA Fund, Street Resurfacing
- c. Utilities Fund, Water Line Replacement

Non-Recurring

- a. There are no non-recurring projects this fiscal year
5. Certain capital improvement projects, grants, and/or purchases that were authorized, budgeted, and appropriated by City Council in a prior fiscal year but are incomplete as of September 30 are carried forward into the new fiscal year. These special projects and purchase order encumbrances are identified in the budget resolution at the end of the document.

**PERFORMANCE EXCELLENCE PROGRAM**

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

The next step in the City's journey towards Performance Excellence is to implement a concept called "Rounding", which can be compared to doctors making their "rounds" in hospitals to check on patients. Each month, managers will "round" with each and every employee under their direct supervision, asking specific questions to allow the managers to better stay on top of what employees really want and need, gather valuable information in a structured way, become proactive, help the City get a better handle on problems before they occur, and reinforce positive behaviors. Rounding is quite simply a proactive vs. reactive approach that promotes all of the City's Core Values:

***Integrity*** and ***Accountability*** within the management team as the managers identify any outstanding issues and have the opportunity to quickly address them and report the status back to the employees; managers will keep monthly logs and status reports that will be reviewed by management at each level;

***Teamwork*** between the managers and the employees through improved communication via monthly face-to-face meetings, which fosters a collaborative working environment to address good and bad processes;

***Continual Improvement*** for the City as a whole through the identification of the processes that are working well and not working well, and the identification of what tools and equipment are needed to improve efficiency; and

***Customer Service*** improves through the proper handling of the issues and the promotion of the other four Core Values.

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

**ACKNOWLEDGEMENTS**

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

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

Sincerely,



Michael D. Beedie

City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fort Walton Beach  
Florida**

**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**October 1, 2011**

*Linda C. Dandson Jeffrey R. Emer*

President

Executive Director

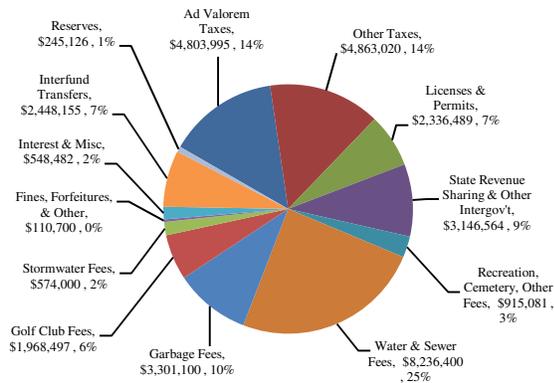
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fort Walton Beach, Florida for its annual budget for the fiscal year beginning October 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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

# Executive Budget Summary

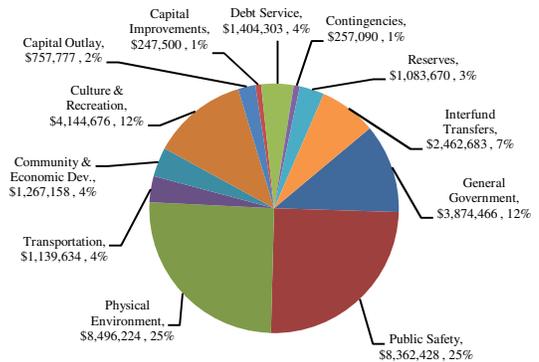
## Where the Money Comes From ...

Budgeted Revenues: \$33,497,609



## ... And Where the Money Goes

Budgeted Expenditures: \$33,497,609



**User Fees** are the largest revenue source – 44.8% – for the City and generate \$15.0M. Unlike taxes, these charges are directly related to the service received and are collected for recreation & golf activities, water and sewer services, and garbage collection.

**Other Taxes** total \$4.9M and are the second largest revenue source at 14.5% and include fuel tax, utility taxes, communication services tax, business tax receipts, and insurance premium tax for police and fire pensions.

**Property Taxes** are the City’s third largest source of revenue at \$4.8M or 14.3% of revenues.

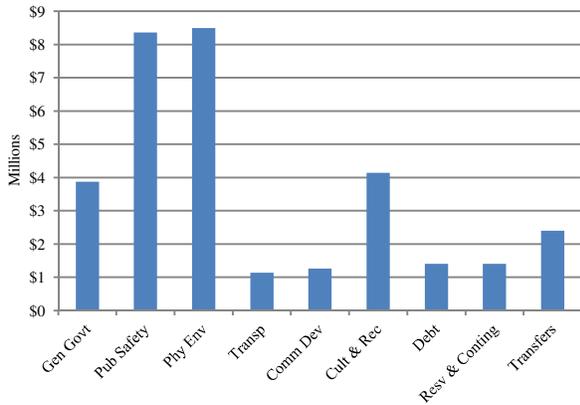
**Physical Environment** including water, sewer, stormwater, and cemetery operations comprises the largest expense to the City at \$8.5M or 25.4%.

**Public Safety** includes the police and fire departments and totals \$8.4M or 25.0%. Declining revenues necessitated a \$1.0M or 19.0% cut in the police department budget, including 8 sworn officers and 3 non-sworn positions.

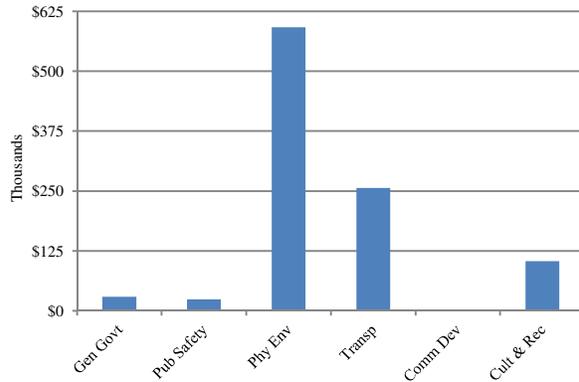
**Culture & Recreation** totals \$4.1M or 12.4% for parks & recreation programs and facilities, senior center, library, museums, and golf courses.

BUDGET SUMMARY				
	<u>FY 2012-13</u>	<u>FY 2011-12</u>	<u>\$ Variance</u>	<u>% Variance</u>
General Fund	16,801,950	17,399,021	-597,071	-3.4%
Law Enf. Trust Fund	16,500	13,275	3,225	24.3%
Law Enf. Training	7,000	10,000	-3,000	-30.0%
FBC Fund	263,444	0	263,444	100.0%
CDBG Fund	124,541	126,575	-2,034	-1.6%
CRA Fund	1,326,101	1,416,522	-90,421	-6.4%
Debt Service Fund	476,277	455,644	20,633	4.5%
Utilities Fund	8,489,269	12,360,728	-3,871,459	-31.3%
Sanitation Fund	3,315,600	3,340,600	-25,000	-0.7%
Golf Fund	2,065,927	2,076,641	-10,714	-0.5%
Stormwater Fund	575,400	694,172	-118,772	-17.1%
Beal Memorial Fund	35,600	42,600	-7,000	-16.4%
<b>GRAND TOTAL</b>	<b>\$33,497,609</b>	<b>\$37,935,778</b>	<b>-\$4,438,169</b>	<b>-11.7%</b>

**Operating Budget  
\$32,492,332**



**Capital Budget  
\$1,005,277**



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



Highlights for the upcoming year include:

**Street Resurfacing** will occur on Hollywood Blvd from Eglin Pkwy to Bay Dr. Other locations TBD based on MicroPaver update of Pavement Condition Index.

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



**Sidewalk Construction** will be on hold this fiscal year while crews focus on repairs to existing sidewalks.



**Water Lines** will be replaced on portions of Bayou Woods Dr and Watson Dr.

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



**Sewer Line** rehab and replacement will be on hold this fiscal year while crews focus on maintenance and videoing the system.



**Stormwater** – projects TBD based on the Master Plan anticipated to be completed in January 2013.



**Community Development** includes building inspection/permitting, CDBG assistance to low-mod income families for housing rehab, and CRA revitalizes slum and blighted areas.



**Recreation** activities include neighborhood and facility parks, senior center, tennis center, skateboard park, library, museum complex, and two championship 18-hole golf courses.



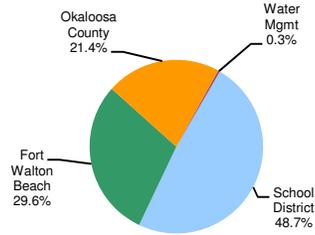
*While new funding for capital improvements is limited this year, ongoing projects include the Soundside residential development (CRA tax increment funding) and pump station #1 force main replacement (2005 bond proceeds and SRF loan).*

**Did You Know? . . .**

**2012 Property Tax Allocation  
for a City Property Owner**

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

	Millage	Taxes	% of Total
School District	7.4760	560.70	48.7%
Fort Walton Beach	4.5383	340.37	29.6%
Okaloosa County	3.2899	246.74	21.4%
Water Mgmt	0.0400	3.00	0.3%
	15.3442	\$ 1,150.81	100.0%



**What you Pay...**

**Annual Cost of City Services**

Ad Valorem Taxes	340.37
Water/Sewer Fees <sup>(1)</sup>	318.00
Garbage Fee	190.20
Stormwater Fee	36.00
	<u>\$ 884.57</u>

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



**What you Get...**

**What City Services Your Dollars Buy**

- Police
- General Government
- Fire
- Recreation
- Engineering
- Transportation
- Debt Service
- Water
- Sewer
- Garbage
- Stormwater

Taxes	User Fees		
	Property	Utilities	Garbage
87.52	-	-	-
82.13	-	-	-
73.24	-	-	-
56.73	-	-	-
13.03	-	-	-
18.08	-	-	-
9.63	-	-	-
-	99.60	-	-
-	218.40	-	-
-	-	190.20	-
-	-	-	36.00
<u>\$ 340.37</u>	<u>\$ 318.00</u>	<u>\$ 190.20</u>	<u>\$ 36.00</u>

**Cost of . . .**



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

Starting Salary	32,445
Incentive Pay	3,120
Overtime	702
Holiday Worked	1,287
Health Insurance	11,327
Pension	14,662
Federal Taxes	2,873
Workers Comp	1,554
<i>Personnel</i>	<u>\$ 67,970</u>
Equipment & Supplies	1,898
Vehicle Fuel & Repair	3,411
Insurance	827
<i>Operating</i>	<u>\$ 6,136</u>
<i>Annual Recurring</i>	<u>74,106</u>
Immunizations	225
Radio, Uniform, Vest, Gun	2,437
Vehicle & Equipment	37,091
<i>Non-Recurring</i>	<u>\$ 39,753</u>
Total Cost to Hire & Equip One Officer	\$ 113,859
2 Officers Required for 24 Hour Coverage	x 2
<b>Total Cost</b>	<b>\$ 227,718</b>

The cost per day for one police officer is \$623.88

The City has 43 sworn police officers.

**Cost of . . .**



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

Starting Salary	30,024
Incentive Pay	1,800
Overtime	2,227
Holiday Worked	1,155
Health Insurance	11,327
Pension	12,797
Federal Taxes	2,694
Workers Comp	1,773
<i>Personnel</i>	<u>\$ 63,797</u>
Physicals, Immunizations	325
Uniform Replacement	225
Training/Other	872
<i>Operating</i>	<u>\$ 1,422</u>
<i>Annual Recurring</i>	<u>65,219</u>
Uniform	2,949
<i>Non-Recurring</i>	<u>\$ 2,949</u>
Total Cost to Hire & Equip One Firefighter	\$ 68,168
3 Firefighters Required (min. manning) for 24 Hour Coverage	x 3
<b>Total Cost</b>	<b>\$ 204,504</b>

The cost per day for one firefighter/EMT is \$560.28

The City has 36 firefighters/EMTs.

**Cost to . . .**



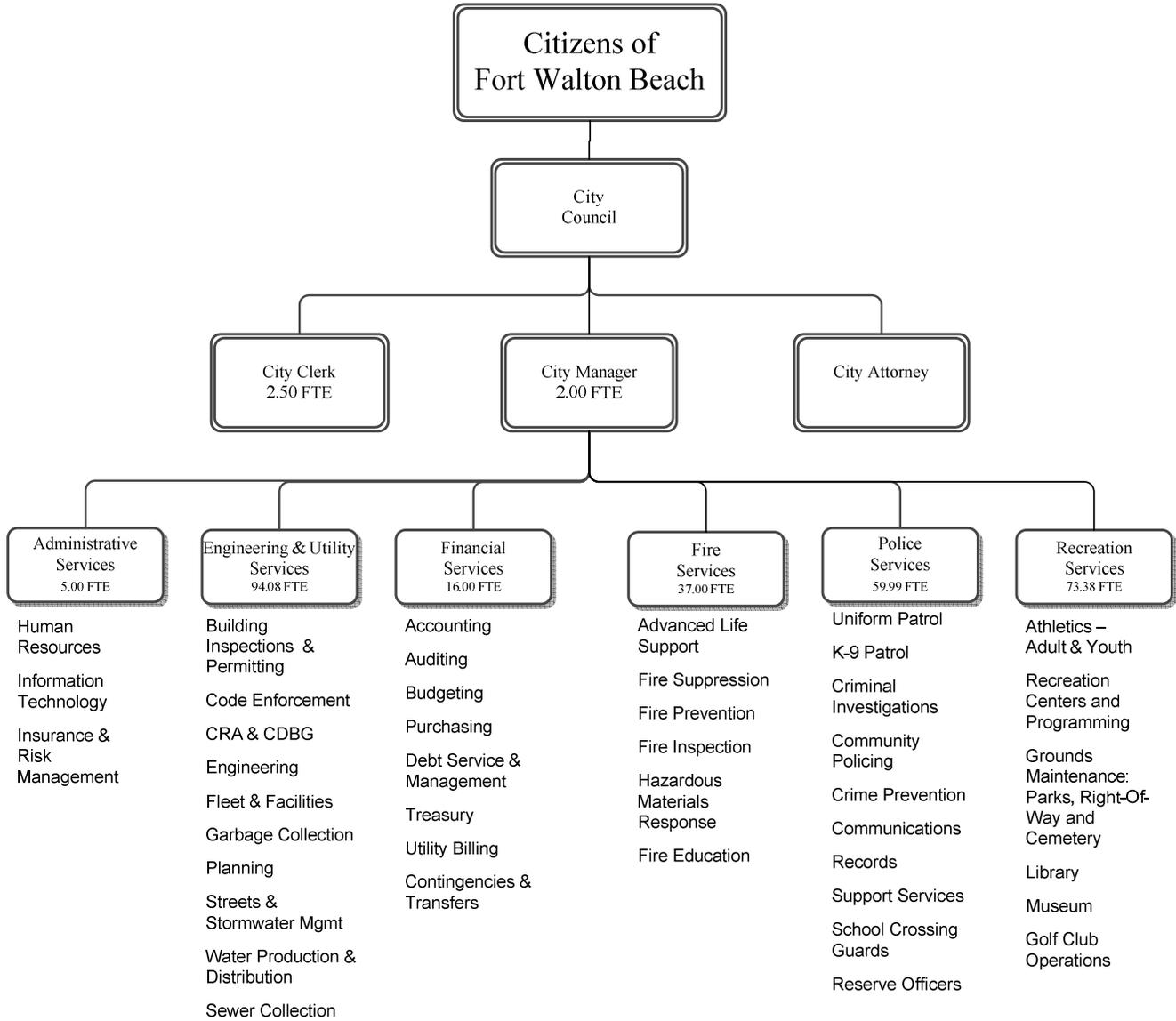
**Maintain 10 Acres of Park**

Salaries	17,530
Taxes & Benefits	10,475
<i>Personnel</i>	<u>\$ 28,005</u>
Utilities & Fuel	4,860
Vehicle/Equip Repair	717
Grounds Maintenance	2,793
Other	393
<i>Operating</i>	<u>\$ 8,763</u>
<i>Annual Recurring</i>	<u>36,768</u>
½ Ton Truck	16,700
52" Mower	12,500
Field Rake	9,800
Trailer	2,500
Backpack Blower	475
16" Chainsaw	250
<i>Non-Recurring</i>	<u>\$ 42,225</u>
<b>Total Cost</b>	<b>\$ 78,993</b>

The cost per day to maintain 10 acres of parks is \$216.42

The City has 182.70 acres of parks.

**Executive Budget Summary**



DATE OF INCORPORATION: June 16, 1941	
FORM OF GOVERNMENT: Council & Manager	PAVED STREETS: 92.65 miles
GEOGRAPHIC AREA: 7.41 square miles	SIDEWALKS: 62.80 miles
TAXABLE ASSESSED VALUE: \$1,114,258,123	WATER & SEWER LINES: 241.15 miles
CITY MILLAGE RATE: 4.5383	STORM DRAIN: 41.64 miles
POPULATION: 19,534	POLICE STATIONS: 1      FIRE STATIONS: 2
EMPLOYEES: 349 positions, 289.20 FTE's	LIBRARIES: 1      MUSEUMS: 3
SWORN POLICE OFFICERS: 43	18-HOLE GOLF COURSES: 2
FIREFIGHTING PERSONNEL: 36	ACRES OF PARKS: 182.70

# Budget Overview

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

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

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

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

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

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

**The City’s Business is *SERVICE***

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

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

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

## FUND STRUCTURE

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

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

## Budget Overview

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

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

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

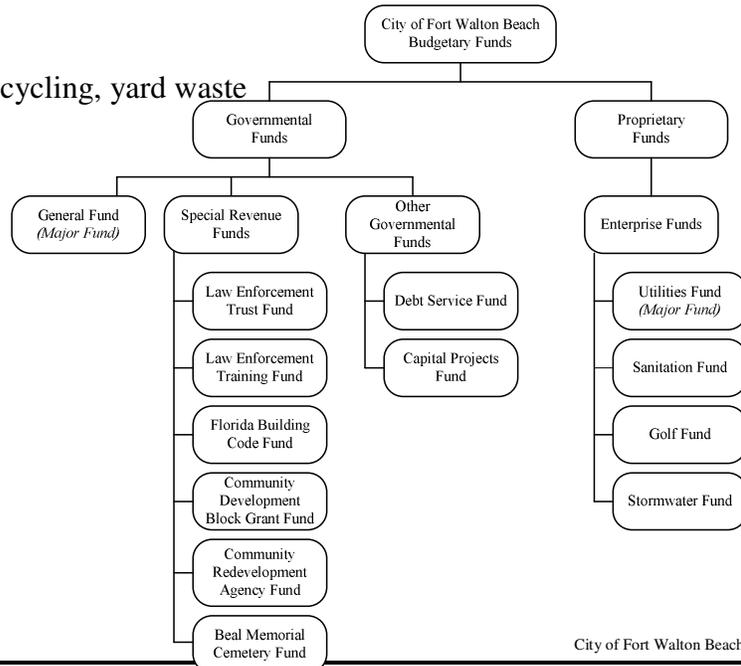
- Law Enforcement Trust Fund – grants, forfeitures
- Law Enforcement Training Fund – traffic fines
- Florida Building Code Fund – building permit & inspection fees
- Community Development Block Grant – entitlement grant
- Community Redevelopment Agency – tax increment financing (i.e. ad valorem taxes)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

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

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

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

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



**Budget Overview**

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

		Accounting										
		Department/ Division	General	Law Enf. Trust	Law Enf. Train	FBC	CDBG	CRA	Utilities	Sanitation	Storm Water	Golf
Operations	General Gov't \$4.6M	City Council	√									
		City Manager	√									
		Admin Services	√									
		Risk Management	√									
		Information Tech	√									
		City Clerk	√									
		Finance	√									
		Purchasing	√									
		Fleet	√									
		Facilities	√									
	Public Safety \$8.8M	Police	√	√	√			√				
		Fire	√									
	Recreation Services \$5.1M	Recreation	√				√					
		Parks	√					√				
		Right-of-Way	√									
		Senior Center	√									
		Library	√									
		Museum	√									
		Cemetery	√									
	Golf Club										√	
	Engineering & Utility Services \$15.0M	Engineering Svcs	√				√	√				
		Planning/Zoning	√									
		Bldg Insp/Permits				√						
		Code Enforcement	√									
		Streets	√									
		Customer Service							√			
		Utility Services							√			
		Water Operations							√			
		Sewer Operations							√			
		Water Distribution							√			
		Sewer Collection							√			
		Sanitation								√		
	Stormwater									√		

**DEPARTMENT & DIVISION INFORMATION**

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

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

**BUDGET BASIS**

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

## Budget Overview

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

### BUDGET PROCESS

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

#### Planning Processes

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

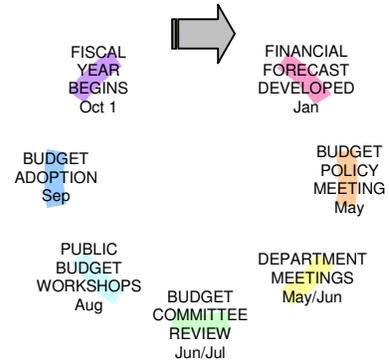
#### Roles & Responsibilities

The budget process begins in January with the Finance Director and Budget & Grants Manager developing five-year financial forecasts for the General and Enterprise Funds, including best, likely, and worst-case scenarios. Revenue assumptions are developed using financial forecasting software to analyze historical trends and account for any anticipated major economic or legislative changes. Revenue projections are continually updated until the budget is adopted to

## Budget Overview

ensure the amounts are based on the most current information available. Expenditure assumptions are similarly developed in the forecast model considering relevant benchmark indices such as the municipal cost index, consumer price index, and producer price index. New programs and projects are also included to determine the future impact of current financial decisions.

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



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

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

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

### Community Participation

The City solicits input from its residents in the budget process. A 7.5% response rate (655 responses out of 8797 surveys) was achieved for the second annual City Services Survey included in the February 2012 monthly water bill. The responses were presented to City Council at the May Budget Policy Meeting and have been used to ensure resources are allocated to the most highly valued programs and activities. Staff intends to continue to use this type of survey to obtain citizen feedback on an annual basis to gauge citizen satisfaction and progress toward improving services. The City's website and utility bills contain notices regarding the budget process and City Council's budget meetings. Additionally, there are two public hearings before final adoption of the budget.

**City Council Budget Review**

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

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

<b>BUDGET SCHEDULE</b>	
January 2012	Five-Year Financial Forecasts Developed
May 2012	Budget Policy Meeting
June 2012	First Department Budget Submission <ul style="list-style-type: none"><li>● Revenues</li><li>● Personnel</li><li>● Computers</li><li>● Capital Improvement Projects</li><li>● Fee Schedule</li><li>● Operating Expenses</li><li>● Equipment/Vehicles</li></ul>
June 2012	Departmental Budget Reviews
June 26, 2012	City Council Meeting – Set Proposed Millage Rate for TRIM Notice
July 2012	Second Department Budget Submission <ul style="list-style-type: none"><li>● Current Year Accomplishments</li><li>● Budget Year Goals &amp; Objectives</li><li>● Performance Measures</li></ul>
August 13, 2012	City Council Meeting – Review Budget
September 5, 2012	City Council Meeting – Adopt Tentative Millage Rate and Budget by Resolution
September 19, 2012	City Council Meeting – Adopt Final Millage Rate and Budget by Resolution

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

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

**Budget Maintenance**

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

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

**Budget Transfers**

Operationally, the City functions at a fund level basis allowing budget transfers within funds for individual line items that exceed the budgeted amount without a formal budget amendment. Budget transfers are used only to transfer appropriations between line items within a fund, not to increase the total budget or to transfer resources between funds. Budget transfers are permitted

in accordance with Administrative Policy FIN-13. All budget transfers are performed in the City's accounting system by the Finance Department.

### **Budget Amendment**

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

## **FINANCIAL POLICIES**

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

### **Financial Planning**

Long-Range Planning – Update the Vision Plan every ten years and hold a Budget Policy Meeting annually to ensure current and proposed programs and services reflect the values shared by citizens, City Council, and staff and to evaluate the impact on revenues and/or reserves. Prepare five-year General Fund revenue & expenditures projections and five-year Enterprise Fund pro-formas in conjunction with current year budget development to highlight the long-term impact of current decisions. These forecasts are provided in graphical format on page 210.

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

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

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

### Revenues

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

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

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

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

### Expenditures

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

Contingencies – Appropriate contingency funds in the General Fund and Enterprise Funds to guard against unanticipated price increases (e.g. fuel, utilities), emergency repairs, or revenue shortfalls. The State of Florida allows up to a maximum of 10% of anticipated revenues to be allocated toward contingencies. City practice is to budget 1% of personnel and operating expenses as contingency funds to be used as a last resort. Budget residuals (excess budget funds transferred out of an account by the Finance Department once the budgeted expense has been incurred) will be exhausted before contingency funds are used. The City currently meets this policy for the applicable funds.

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

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

**Fund Balance (governmental funds)**

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

Restricted

1. *Nonspendable (inherently nonspendable)* – resources that cannot be spent because of form (e.g. inventory, long-term loans receivable) or because they must be maintained intact (e.g. endowment principal).
2. *Restricted (externally enforceable limitations)* – resources with limitations imposed by creditors, grantors, laws, regulations, or enabling legislation.
  - Harvey Trust – There is appropriated \$9,500 from the Harvey Trust in the current year budget to fund painting of the building interior and exterior rails as well as new shelving.

Unrestricted

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

	Actual			Estimate	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Unrestricted Fund Balance %	40.3%	45.8%	45.5%	42.1%	43.2%
Unrestricted Fund Balance \$	\$7,665,707	\$8,994,679	\$7,946,840	\$7,325,448	\$7,270,300

4. *Assigned (limitation resulting from intended use)* – resources whose use is constrained by a body or official designated by the governing body.
  - Subsequent Year’s Budget – City Council authorizes City management to set forth in the annual budget (and any amendments thereto) fund balance for specific purposes per Resolution 2011-13 adopted August 16, 2011. There is appropriated \$55,148 in the current year budget for the performance incentive program.
5. *Unassigned (residual net assets not otherwise classified)* – total fund balance in excess of the nonspendable, restricted, committed, and assigned fund balances (e.g. surplus).

Changes in Fund Balance

Due to the minimal use of reserves in the FY 2012-13 budget, only one governmental fund is anticipated to experience a change in fund balance greater than 10%. The Law Enforcement

## Budget Overview

Training Fund is budgeted to incur a \$3K or 40.9% increase because expenses are conservative to guard against declining traffic fine revenues.

	Actual	Estimate		Variance FY12 to FY13	
	FY 2011	FY 2012	FY 2013	\$	%
General Fund	\$11,214,334	\$10,429,754	\$10,235,313	-\$194,441	-1.9%
Law Enf. Trust Fund	\$261,216	\$250,941	\$236,241	-\$14,700	-5.9%
Law Enf. Training Fund	\$7,404	\$7,404	\$10,429	\$3,025	40.9%
FBC Fund	\$0	\$0	\$0	\$0	0.0%
CDBG Fund	-\$306	\$0	\$0	\$0	0.0%
CRA Fund	\$4,212,984	\$1,307,225	\$1,307,225	\$0	0.0%
Debt Service Fund	\$113,816	\$113,816	\$113,816	\$0	0.0%
Beal Memorial Fund	\$1,929,448	\$1,948,048	\$1,982,648	\$34,600	1.8%

### Working Capital (proprietary funds)

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

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

	Actual		
	FY 2009	FY 2010	FY 2011
Utilities Fund	331	220	163
Sanitation Fund	195	259	228
Golf Fund	-65	-61	-14
Stormwater Fund	148	344	425

### Net Assets (proprietary funds)

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

1. *Restricted* – funds committed for identified purposes or legally required to be segregated; not available to liquidate liabilities of the current period (e.g. debt service, impact fees).
2. *Unrestricted* – funds not required to be on hand and have not been identified for a particular purpose; available for capital projects or to balance the budget; the measure of financial health for an enterprise fund.
  - City Council established that unrestricted net assets will be maintained at 33% of operating, debt service, and transfers out per Resolution 2011-13 adopted August 16, 2011. The City currently meets this policy for all funds except Golf (to which the policy is not applicable at this time).

## Budget Overview

	Actual			Estimate	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Utilities Fund	84.3%	56.9%	43.2%	57.4%	54.0%
Sanitation Fund	52.4%	60.3%	61.1%	70.9%	72.8%
Golf Fund	-12.5%	-12.3%	4.2%	-11.9%	-21.1%
Stormwater Fund	39.6%	91.3%	113.7%	89.5%	68.8%

### Investments

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

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

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

### Debt Issuance

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

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

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

**Budget Overview**

- Pay-As-You-Use – A type of financing whereby long term debt is used to pay for capital improvements. Example: debt financing for a new municipal facility.

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

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

Debt Capacity – The General Fund’s debt capacity is 20% of revenues, exclusive of appropriations from fund balance. The City is currently at 11% of its \$3.3M debt capacity, including Golf Fund debt for which non-ad valorem revenues are pledged. The Utilities Fund’s debt capacity is contingent upon available resources and existing debt. The current outstanding debt requires a coverage ratio of 1.25 times earnings, and the City is currently at 2.30. The Sanitation and Stormwater funds are debt-free.

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

	Actual			Estimate	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
General Fund	13.2%	12.9%	14.0%	14.4%	13.9%
Utilities Fund	33.5%	32.6%	33.0%	32.7%	31.8%
Golf Fund	80.7%	81.4%	87.3%	97.3%	97.5%
Stormwater Fund	3.9%	1.4%	0.0%	0.0%	0.0%

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

**DEBT SCHEDULES**

**Bond Debt Service by Fiscal Year**



<u>Fiscal Year</u>	<u>2001 Bond Municipal Facilities</u>	<u>2005 Bond Utility System Improvements</u>	<u>Repay General Fund for 2010 Defeasing of 1999 Clubhouse Bond</u>	<u>Grand Total</u>
2012-13	\$369,405.00	\$722,558.76	\$169,216.40	\$1,261,180.16
2013-14	\$367,805.00	\$722,758.76	\$169,216.40	\$1,259,780.16
2014-15	\$370,830.00	\$722,246.26	\$169,216.40	\$1,262,292.66
2015-16	\$368,240.00	\$720,996.26	\$169,216.40	\$1,258,452.66
2016-17	\$370,250.00	\$719,371.26	\$169,216.40	\$1,258,837.66
2017-18	\$366,700.00	\$721,571.26	\$169,216.40	\$1,257,487.66
2018-19	\$367,635.00	\$723,171.26	\$169,216.40	\$1,260,022.66
2019-20	\$368,080.00	\$724,171.26	\$169,216.40	\$1,261,467.66
2020-21	\$368,035.00	\$724,115.00	\$169,216.40	\$1,261,366.40
2021-22	\$367,500.00	\$723,440.00	\$169,216.40	\$1,260,156.40
2022-23	\$371,250.00	\$721,850.00	\$169,216.40	\$1,262,316.40
2023-24	\$369,250.00	\$719,425.00	\$169,216.40	\$1,257,891.40
2024-25	\$366,750.00	\$721,362.50	\$169,216.40	\$1,257,328.90
2025-26	\$368,750.00	\$722,450.00	\$169,216.40	\$1,260,416.40
2026-27	\$370,000.00	\$721,435.00	\$169,216.40	\$1,260,651.40
2027-28	\$370,500.00	\$719,515.00	\$169,216.40	\$1,259,231.40
2028-29	\$370,250.00	\$721,690.00	\$169,216.40	\$1,261,156.40
2029-30	\$369,250.00	\$722,735.00	\$169,216.48	\$1,261,201.48
2030-31	\$367,500.00	\$722,650.00	0	\$1,090,150.00
2031-32	0	\$721,550.00	0	\$721,550.00
2032-33	0	\$724,325.00	0	\$724,325.00
2033-34	0	\$720,750.00	0	\$720,750.00
2034-35	0	\$721,050.00	0	\$721,050.00
	<u>\$7,007,980.00</u>	<u>\$16,605,187.58</u>	<u>\$3,045,895.28</u>	<u>\$26,659,062.86</u>

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

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

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



<u>Fiscal Year</u>	<u>Fire Ladder Truck</u>	<u>Golf Greens Mowers</u>	<u>Golf Equipment</u>	<u>Grand Total</u>
2012-13	\$84,625.14	\$17,170.74	\$13,537.02	\$115,332.90
2013-14	\$84,625.14	\$17,170.74		\$101,795.88
2014-15	\$84,625.14	\$17,170.73		\$101,795.87
2015-16	\$84,625.14	\$12,878.04		\$97,503.18
2016-17	\$84,625.14			\$84,625.14
2017-18	\$84,625.14			\$84,625.14
2018-19	\$84,625.14			\$84,625.14
2019-20	\$84,625.14			\$84,625.14
2020-21	<u>\$63,468.86</u>			<u>\$63,468.86</u>
	<u>\$740,469.98</u>	<u>\$64,390.25</u>	<u>\$13,537.02</u>	<u>\$818,397.25</u>

**Debt Principal and Interest Payments by Fund**

Fiscal Yr	General Fund		Utilities Fund		Golf Fund	
	Principal	Interest	Principal	Interest	Principal	Interest
2012-13	218,399.94	235,630.20	280,000.00	442,558.76	159,010.02	40,914.14
2013-14	225,160.89	227,269.25	290,000.00	432,758.76	147,912.16	38,474.98
2014-15	236,967.19	218,488.15	300,000.00	422,246.26	150,311.95	36,075.18
2015-16	243,819.97	209,045.18	310,000.00	410,996.26	148,459.63	33,634.81
2016-17	255,720.45	199,154.69	320,000.00	399,371.26	137,787.85	31,428.55
2017-18	262,669.87	188,655.29	335,000.00	386,571.26	139,862.42	29,353.98
2018-19	274,669.46	177,590.68	350,000.00	373,171.26	141,968.22	27,248.18
2019-20	286,720.55	165,984.60	365,000.00	359,171.26	144,105.73	25,110.67
2020-21	277,668.15	153,835.71	380,000.00	344,115.00	146,275.42	22,940.98
2021-22	225,000.00	142,500.00	395,000.00	328,440.00	148,477.78	20,738.62
2022-23	240,000.00	131,250.00	410,000.00	311,850.00	150,713.30	18,503.10
2023-24	250,000.00	119,250.00	425,000.00	294,425.00	152,982.47	16,233.93
2024-25	260,000.00	106,750.00	445,000.00	276,362.50	155,285.82	13,930.58
2025-26	275,000.00	93,750.00	465,000.00	257,450.00	157,623.84	11,592.56
2026-27	290,000.00	80,000.00	485,000.00	236,435.00	159,997.06	9,219.34
2027-28	305,000.00	65,500.00	505,000.00	214,515.00	162,406.02	6,810.38
2028-29	320,000.00	50,250.00	530,000.00	191,690.00	164,851.24	4,365.16
2029-30	335,000.00	34,250.00	555,000.00	167,735.00	167,333.37	1,883.11
2030-31	350,000.00	17,500.00	580,000.00	142,650.00		
2031-32			605,000.00	116,550.00		
2032-33			635,000.00	89,325.00		
2033-34			660,000.00	60,750.00		
2034-35			690,000.00	31,050.00		
	5,131,796.47	2,616,653.75	10,315,000.00	6,290,187.58	2,735,364.30	388,458.25

	Principal	Interest	Total
Existing Debt	\$657,410	\$719,103	\$1,376,513
New Debt anticipated in FY 2012-13	n/a	n/a	n/a
<b>FY 2012-13 Budget Debt Impact:</b>	<b>\$657,410</b>	<b>\$719,103</b>	<b>\$1,376,513</b>

**CITY OF FORT WALTON BEACH, FL**  
**Summary of Estimated Financial Sources & Uses - All Funds**

	<b>Major Funds <sup>1</sup></b>					
	<b>GENERAL FUND</b>			<b>UTILITIES FUND</b>		
	2010-11 Actual	2011-12 Budget	2012-13 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Financial Sources</b>						
Ad Valorem Taxes	4,392,986	4,149,255	4,043,901	-	-	-
Other Taxes	5,149,445	5,076,798	4,863,020	-	-	-
Licenses and Permits	2,428,621	2,397,989	2,077,249	-	-	-
Intergovernmental Revenue	2,525,152	2,320,171	2,471,016	-	-	-
Charges for Services	911,405	883,617	915,081	7,592,633	7,728,600	8,236,400
Fines and Forfeitures	125,885	139,200	103,700	-	-	-
Interest & Other Revenues	778,076	406,916	376,472	249,570	72,865	40,380
Other Financing Sources	739,805	-	-	-	2,000,000	-
	17,051,375	15,373,946	14,850,439	7,842,203	9,801,465	8,276,780
Appropriation from Reserves	-	251,961	64,648	-	2,521,900	165,778
	<b>\$ 17,051,375</b>	<b>\$ 15,625,907</b>	<b>\$ 14,915,087</b>	<b>\$ 7,842,203</b>	<b>\$ 12,323,365</b>	<b>\$ 8,442,558</b>
Interfund Transfers In	1,807,790	1,773,114	1,886,863	36,242	37,363	46,711
<b>Total Financial Sources</b>	<b>\$ 18,859,165</b>	<b>\$ 17,399,021</b>	<b>\$ 16,801,950</b>	<b>\$ 7,878,446</b>	<b>\$ 12,360,728</b>	<b>\$ 8,489,269</b>
<b>Financial Uses</b>						
General Government	3,562,666	3,678,484	3,874,466	-	-	-
Public Safety	8,325,583	8,581,715	7,927,115	-	-	-
Physical Environment	306,365	274,214	287,085	7,669,382	5,297,831	5,344,177
Transportation	977,544	1,094,561	1,139,634	-	-	-
Community & Economic Dev.	504,886	458,770	223,179	-	-	-
Culture & Recreation	2,201,847	2,375,060	2,388,130	-	-	-
Capital Outlay	786,041	214,228	169,302	211,269	221,505	246,207
Capital Improvements	303,870	145,000	125,000	2,061,902	4,674,150	37,500
Debt Service	-	-	-	499,924	721,674	722,559
Reclass of Capital Outlay	-	-	-	(1,279,551)	-	-
	16,968,802	16,822,032	16,133,911	9,162,926	10,915,160	6,350,443
Contingencies	-	64,326	157,810	-	52,830	53,110
Reserves	-	-	-	-	227,710	895,972
	<b>\$ 16,968,802</b>	<b>\$ 16,886,358</b>	<b>\$ 16,291,721</b>	<b>\$ 9,162,926</b>	<b>\$ 11,195,700</b>	<b>\$ 7,299,525</b>
Interfund Transfers Out	489,155	512,663	510,229	959,557	1,165,028	1,189,744
<b>Total Financial Uses</b>	<b>\$ 17,457,956</b>	<b>\$ 17,399,021</b>	<b>\$ 16,801,950</b>	<b>\$ 10,122,481</b>	<b>\$ 12,360,728</b>	<b>\$ 8,489,269</b>
Net Increase/(Decrease) in Fund Balance / Net Assets <sup>4</sup>	1,401,209	(251,961)	(64,648)	(2,244,035)	(2,294,190)	730,194
Fund Bal / Net Assets <sup>4</sup> - Oct 1	6,545,631	7,946,840	7,694,879	6,613,741	4,369,706	2,075,516
<b>Fund Bal / Net Assets<sup>4</sup> - Sep 30</b>	<b>\$ 7,946,840</b>	<b>\$ 7,694,879</b>	<b>\$ 7,630,231</b>	<b>\$ 4,369,706</b>	<b>\$ 2,075,516</b>	<b>\$ 2,805,710</b>

**Notes**

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

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

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

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

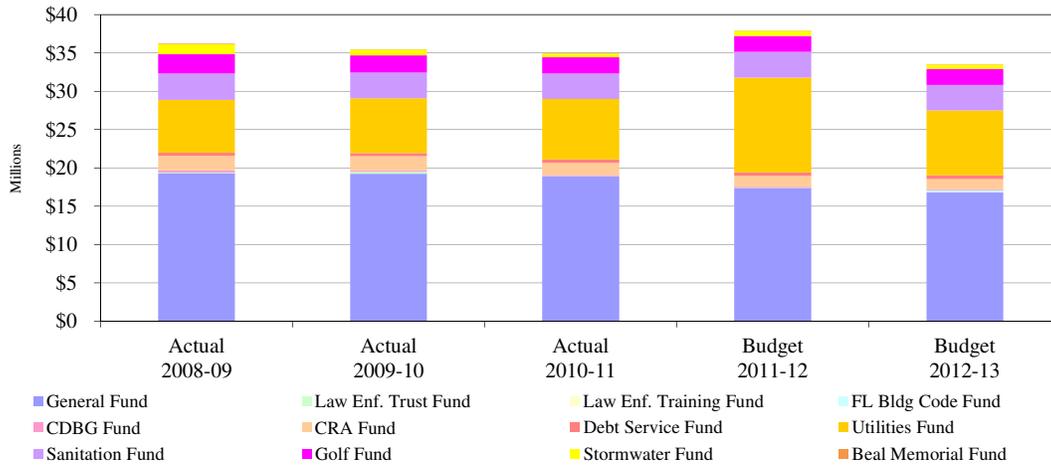
**Non-Major Funds**

OTHER GOVERNMENTAL <sup>2</sup>			OTHER ENTERPRISE <sup>3</sup>			Total All Funds			% of Budget
2010-11 Actual	2011-12 Budget	2012-13 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget	2010-11 Actual	2011-12 Budget	2012-13 Budget	
896,050	803,818	760,094	-	-	-	5,289,036	4,953,073	4,803,995	14.3%
-	-	-	-	-	-	5,149,445	5,076,798	4,863,020	14.5%
-	-	254,740	3,751	5,000	4,500	2,432,372	2,402,989	2,336,489	7.0%
833,463	709,279	675,548	-	-	-	3,358,615	3,029,450	3,146,564	9.4%
-	-	-	5,744,436	5,860,800	5,843,597	14,248,474	14,473,017	14,995,078	44.8%
25,731	10,000	7,000	-	-	-	151,616	149,200	110,700	0.3%
39,897	46,000	22,800	221,074	118,022	108,830	1,288,617	643,803	548,482	1.6%
-	-	-	-	-	-	739,805	2,000,000	-	0.0%
1,795,141	1,569,097	1,720,182	5,969,261	5,983,822	5,956,927	32,657,980	32,728,330	30,804,328	
-	10,275	14,700	-	100,172	-	-	2,884,308	245,126	0.7%
<b>\$ 1,795,141</b>	<b>\$ 1,579,372</b>	<b>\$ 1,734,882</b>	<b>\$ 5,969,261</b>	<b>\$ 6,083,994</b>	<b>\$ 5,956,927</b>	<b>\$ 32,657,980</b>	<b>\$ 35,612,638</b>	<b>\$ 31,049,454</b>	
489,154	485,244	514,581	-	27,419	-	2,333,186	2,323,140	2,448,155	7.3%
<b>\$ 2,284,295</b>	<b>\$ 2,064,616</b>	<b>\$ 2,249,463</b>	<b>\$ 5,969,261</b>	<b>\$ 6,111,413</b>	<b>\$ 5,956,927</b>	<b>\$ 34,991,166</b>	<b>\$ 37,935,778</b>	<b>\$ 33,497,609</b>	
-	-	-	-	-	-	3,562,666	3,678,484	3,874,466	11.6%
166,959	413,076	435,313	-	-	-	8,492,542	8,994,791	8,362,428	25.0%
13,149	24,000	1,000	2,858,504	2,797,587	2,863,962	10,847,400	8,393,632	8,496,224	25.4%
-	-	-	-	-	-	977,544	1,094,561	1,139,634	3.4%
476,555	722,057	1,043,979	-	-	-	981,441	1,180,827	1,267,158	3.8%
-	-	-	1,994,383	1,762,604	1,756,546	4,196,230	4,137,664	4,144,676	12.4%
36,082	110,100	-	309,291	461,620	342,268	1,342,683	1,007,453	757,777	2.3%
315,651	220,795	85,000	176,290	300,000	-	2,857,713	5,339,945	247,500	0.7%
434,967	455,644	476,277	205,405	240,537	205,467	1,140,296	1,417,855	1,404,303	4.2%
-	-	-	(479,886)	-	-	(1,759,437)	-	-	0.0%
1,443,363	1,945,672	2,041,569	5,063,987	5,562,348	5,168,243	32,639,078	35,245,212	29,694,166	
-	-	-	-	27,960	46,170	-	145,116	257,090	0.8%
-	18,600	37,625	-	-	150,073	-	246,310	1,083,670	3.2%
<b>\$ 1,443,363</b>	<b>\$ 1,964,272</b>	<b>\$ 2,079,194</b>	<b>\$ 5,063,987</b>	<b>\$ 5,590,308</b>	<b>\$ 5,364,486</b>	<b>\$ 32,639,078</b>	<b>\$ 35,636,638</b>	<b>\$ 31,034,926</b>	
111,924	100,344	170,269	759,402	521,105	592,441	2,320,038	2,299,140	2,462,683	7.4%
<b>\$ 1,555,287</b>	<b>\$ 2,064,616</b>	<b>\$ 2,249,463</b>	<b>\$ 5,823,389</b>	<b>\$ 6,111,413</b>	<b>\$ 5,956,927</b>	<b>\$ 34,959,115</b>	<b>\$ 37,935,778</b>	<b>\$ 33,497,609</b>	
729,008	8,325	22,925	145,872	(100,172)	150,073	32,051	(2,637,998)	838,544	
5,413,118	6,142,126	6,150,451	2,344,374	2,490,246	2,390,074	20,916,864	20,948,918	18,310,920	
<b>\$ 6,142,126</b>	<b>\$ 6,150,451</b>	<b>\$ 6,173,376</b>	<b>\$ 2,490,246</b>	<b>\$ 2,390,074</b>	<b>\$ 2,540,147</b>	<b>\$ 20,948,915</b>	<b>\$ 18,310,920</b>	<b>\$ 19,149,464</b>	

# CITY OF FORT WALTON BEACH, FL

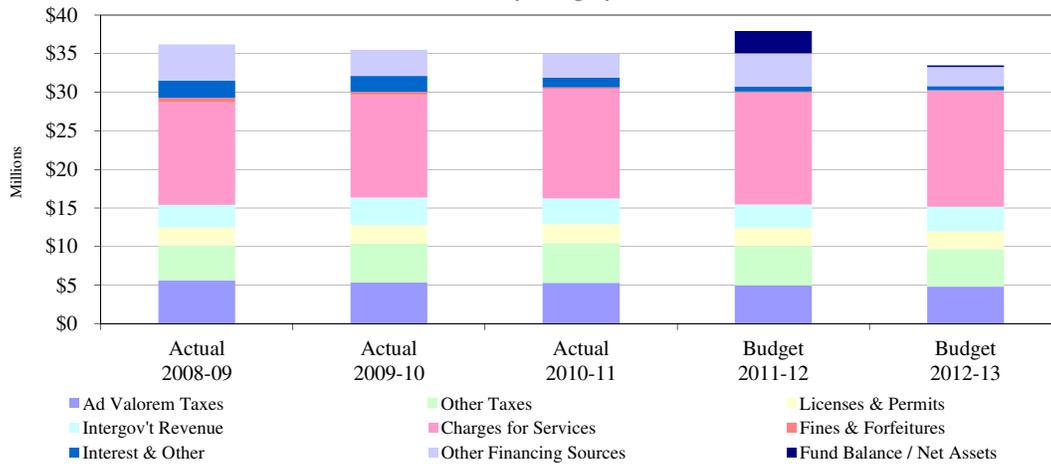
## Revenue Trends - All Funds

**Revenues by Fund**



	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
General Fund	19,329,577	19,252,950	18,859,165	17,399,021	16,801,950	(597,071)	-3.43%
Law Enf. Trust Fund	69,824	262,970	50,644	13,275	16,500	3,225	24.29%
Law Enf. Training Fund	13,159	10,433	7,945	10,000	7,000	(3,000)	-30.00%
FL Bldg Code Fund	-	-	-	-	263,444	263,444	100.00%
CDBG Fund	274,878	161,274	153,012	126,575	124,541	(2,034)	-1.61%
CRA Fund	1,861,122	1,846,458	1,572,638	1,416,522	1,326,101	(90,421)	-6.38%
Debt Service Fund	415,723	416,889	455,903	455,644	476,277	20,633	4.53%
Utilities Fund	6,907,081	7,127,094	7,878,446	12,360,728	8,489,269	(3,871,459)	-31.32%
Sanitation Fund	3,427,713	3,371,021	3,346,651	3,340,600	3,315,600	(25,000)	-0.75%
Golf Fund	2,539,801	2,229,232	2,123,080	2,076,641	2,065,927	(10,714)	-0.52%
Stormwater Fund	1,307,005	769,021	499,530	694,172	575,400	(118,772)	-17.11%
Beal Memorial Fund	60,122	44,442	44,152	42,600	35,600	(7,000)	-16.43%
<b>Revenues</b>	<b>36,206,005</b>	<b>35,491,784</b>	<b>34,991,166</b>	<b>37,935,778</b>	<b>33,497,609</b>	<b>(4,438,169)</b>	<b>-11.70%</b>

**Revenues by Category**

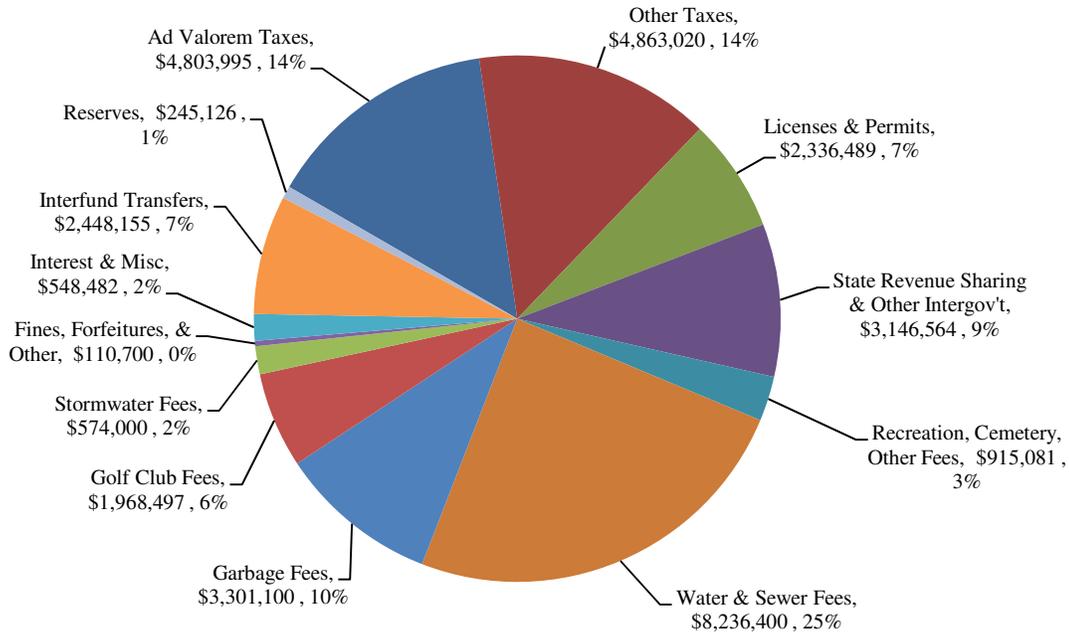


	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
Ad Valorem Taxes	5,582,822	5,332,480	5,289,036	4,953,073	4,803,995	(149,078)	-3.01%
Other Taxes	4,576,095	5,034,292	5,149,445	5,076,798	4,863,020	(213,778)	-4.21%
Licenses & Permits	2,327,486	2,413,145	2,432,372	2,402,989	2,336,489	(66,500)	-2.77%
Intergov't Revenue	2,935,179	3,596,353	3,358,615	3,029,450	3,146,564	117,114	3.87%
Charges for Services	13,265,761	13,281,128	14,248,474	14,473,017	14,995,078	522,061	3.61%
Fines & Forfeitures	582,999	389,578	151,616	149,200	110,700	(38,500)	-25.80%
Interest & Other	2,224,014	2,064,440	1,288,617	643,803	548,482	(95,321)	-14.81%
Other Financing Sources	4,711,650	3,380,369	3,072,991	4,323,140	2,448,155	(1,874,985)	-43.37%
Fund Balance / Net Assets	-	-	-	2,884,308	245,126	(2,639,182)	-91.50%
<b>Revenues</b>	<b>36,206,005</b>	<b>35,491,784</b>	<b>34,991,166</b>	<b>37,935,778</b>	<b>33,497,609</b>	<b>(4,438,169)</b>	<b>-11.70%</b>

# Revenues

## FY 2012-13 Budgeted Revenues

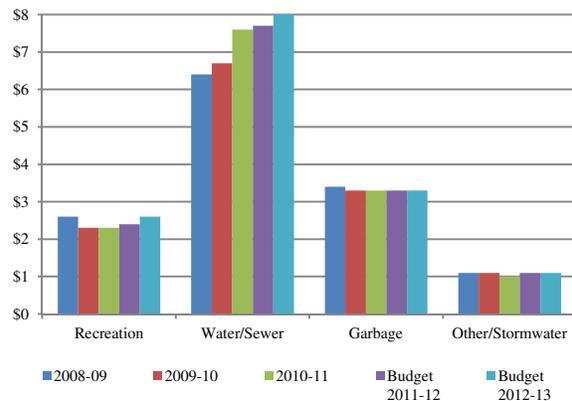
\$33,497,609



**Charges for Services (User Fees)** – The City levies user fees to fund the cost of regulating an activity or providing a service or facility. Charges for services are anticipated to generate approximately \$15.0 million and are the largest source of revenue for the City at 44.8%. Unlike taxes, these service charges are directly related to the service received. User fees include leisure services such as recreation programs, senior center, library, museum, and golf; water and sewer service; garbage collection; and stormwater management. Fees are set by City Council based on the cost of providing these services, reviewed and adjusted annually as part of the budget process, and published in the Comprehensive Fee Schedule. Revenues are budgeted based on historical usage and/or number of customers adjusted for current rates. This revenue source averages a 3.1% annual increase.

Water and sewer rates, which generate \$8.2M, will increase 3% on October 1 in accordance with a multi-year rate plan adopted by City Council in March 2010. The rate plan provides annual increases for inflation each October 1 through FY 2013-14.

Garbage fees account for \$3.3M in revenues and golf club fees account for \$2.0M in revenues. Other fees – recreation program fees, park rentals, senior center, library, museum, cemetery sales, stormwater fee – comprise \$1.5M in revenues. No fee increases are proposed for these services.

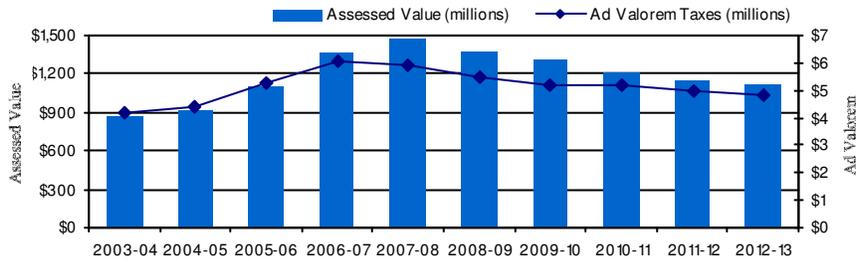


**Ad Valorem (Property) Taxes** – Ad valorem taxes levied by the City comprise \$4.8M or 14.3% of total revenues and contribute 24% or \$4.0M of General Fund revenues and 57% or \$760K of

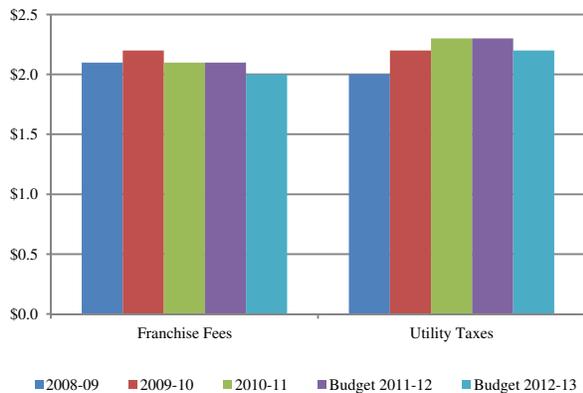
**Revenues**

Community Redevelopment Agency (CRA) Fund revenues. Funding from County property taxes comprises \$551K or 42% of CRA Fund revenues. Property tax revenues are allocated to the CRA Fund based on the growth in assessed value from the base year (i.e. year of CRA designation).

The City’s 2012 gross taxable property value for operating purposes is \$1.114 billion, a decrease of \$37.8 million or 3.3% from the 2011 final gross taxable property value of \$1.152 billion. The budget is predicated on maintaining a millage rate of 4.5383, which generates \$149K less property tax revenue than the prior year due to decreases in property values. One mill equals \$1 per \$1000 of taxable property value.



**Franchise Fees & Utility Taxes** – The City’s franchise fee agreements provide a 6% rate on gross electric and gas sales of utility companies serving Fort Walton Beach. A \$1.75 per ton sanitation host fee on garbage collected outside the City limits and brought to the transfer station is also collected per contract. Franchise fees comprise \$2.0M or 6.1% of revenues and have decreased 1.1% per year on average over the last five years.

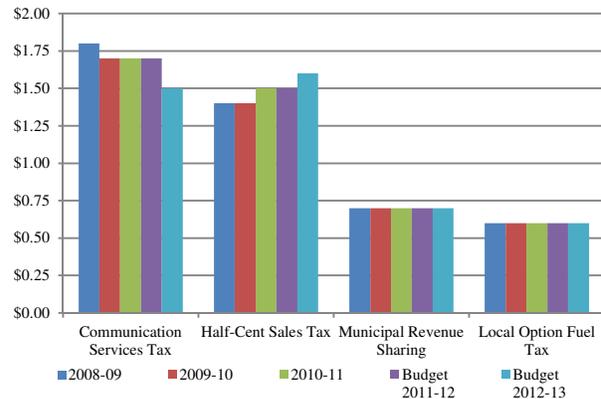


Utility taxes are contractually levied against electric, gas, and water revenues of local utility companies at the rate of 10% and have averaged a 2.5% annual increase over the past five years, in large part due to a \$20/month cap for residential consumers, a \$50/month cap for non-residential consumers, and a 50 kilowatt/month exemption for residential use being eliminated effective October 1, 2008. Electric and natural gas utility taxes are based on 1973 fuel prices.

Although the entire base rate is taxable, a large portion of these utility bills is exempt (since the current cost of these fuels is irrelevant) and the City’s revenues will only increase if usage increases. Utility taxes are anticipated to generate \$2.2M or 6.7% of total revenues.

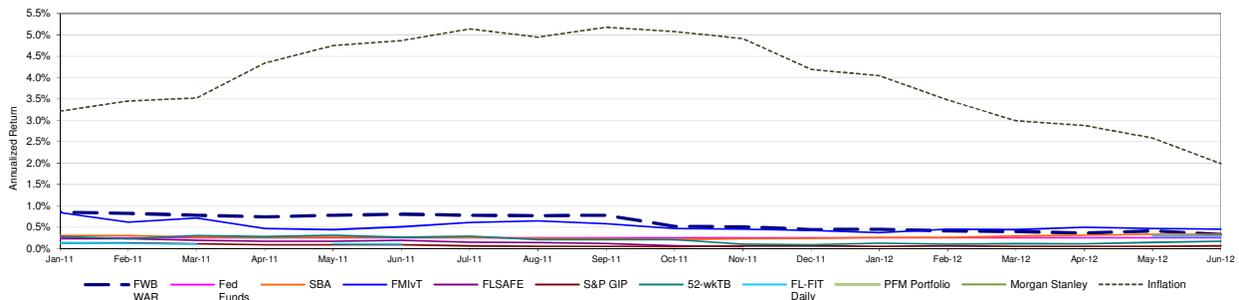
**Communication Services Tax** – This tax was created in FY 2001-02 as a flat tax rate for all communication services. The Department of Revenue collects the tax from vendors and remits the appropriate amounts to local jurisdictions. The Office of Economic and Demographic Research (EDR) provides revenue estimates for cities and counties. Based on information from EDR, \$1.5M is budgeted (4.5% of total revenues). This revenue stream has been declining as more consumers eliminate land lines and service providers bundle taxable services with non-taxable services, thereby eliminating payment of the tax.

**Half-Cent Sales Tax** – This state-shared revenue distribution, anticipated to generate approximately \$1.6M or 4.7% of total revenues, is derived from net 6% state sales tax revenue and is the largest source of revenue sharing for local governments. The revenue estimate, also published by the Office of Economic and Demographic Research (EDR), is rebounding as the economy improves.



**Municipal Revenue Sharing** – This is funded by 1.3409% of sales and use tax collections, 12.5% of state alternative fuel user decal collections, and the net collections from the one-cent municipal fuel tax. This revenue estimate is also published by the Office of Economic and Demographic Research (EDR), and is budgeted at \$720K, or 2.1% of total revenues. This revenue source is anticipated to remain flat in FY 2013. Although fuel prices are up, this revenue is predicated on consumption and remains suppressed along with consumer confidence.

**Interest Income** – Interest earnings are budgeted at \$87K or 0.3% of total revenues and fluctuate based on the interest rate environment, the City’s types of investments, and funds available for investment. Currently, \$19.5M in operating reserves (excludes checking accounts, bond proceeds, and pension funds) is invested. Although staff’s conservative investment approach has consistently outperformed benchmark money funds governed by SEC Rule 2a-7, the City has retained a professional portfolio manager with the goal of achieving a return that at least ensures the principal balance keeps pace with inflation and provides modest growth for long-term funds.

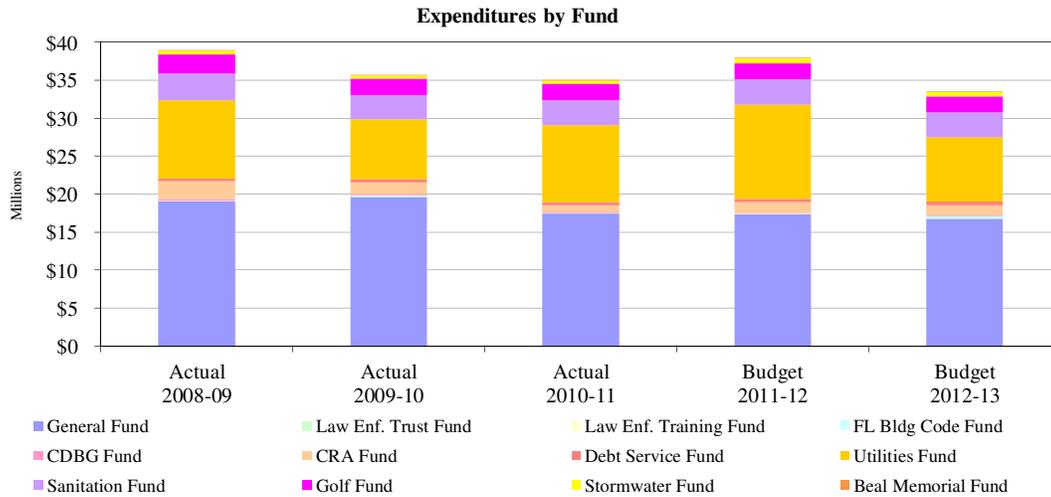


**Appropriation from Reserves** – Use of fund balance (governmental funds) or net assets (enterprise funds) – accounts for \$245K or 0.7% of total revenues:

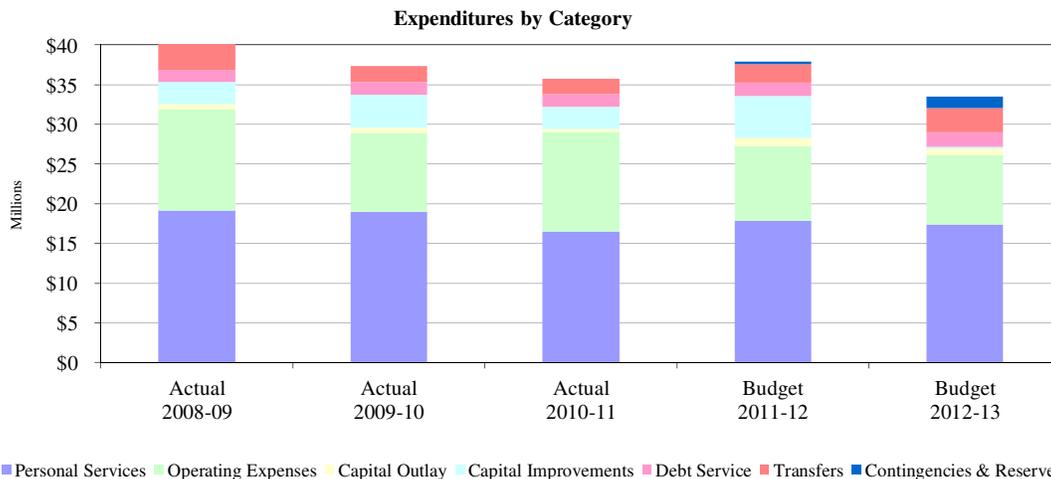
- a. General Fund – \$9,500 from restricted fund balance (Harvey Trust - funding bequeathed to the City for library purposes) will be used for new shelving and painting the interior walls and exterior rails; \$55,148 from unassigned fund balance for the performance incentive program (only a portion funded from reserves).
- b. Law Enforcement Trust Fund – \$14,700 from unassigned fund balance for crime prevention and safe neighborhood activities (required per Florida Statute to spend 15% of prior year forfeitures on these types of activities).
- c. Utilities Fund - \$37,500 from restricted net assets (2005 Utility Bond proceeds) for water line replacements; \$128,278 from restricted net assets (renewal & replacement) for equipment replacements.

# CITY OF FORT WALTON BEACH, FL

## Expenditure Trends - All Funds



	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
General Fund	19,015,139	19,630,808	17,457,956	17,399,021	16,801,950	(597,071)	-3.43%
Law Enf. Trust Fund	71,522	233,922	52,289	13,275	16,500	3,225	24.29%
Law Enf. Training Fund	33,406	24,289	7,282	10,000	7,000	(3,000)	-30.00%
FL Bldg Code Fund	-	-	-	-	263,444	263,444	100.00%
CDBG Fund	266,132	166,408	156,935	126,575	124,541	(2,034)	-1.61%
CRA Fund	2,302,897	1,522,533	890,665	1,416,522	1,326,101	(90,421)	-6.38%
Debt Service Fund	415,723	415,723	434,967	455,644	476,277	20,633	4.53%
Utilities Fund	10,286,251	7,823,386	10,122,481	12,360,728	8,489,269	(3,871,459)	-31.32%
Sanitation Fund	3,461,817	3,214,884	3,269,274	3,340,600	3,315,600	(25,000)	-0.75%
Golf Fund	2,529,420	2,228,934	2,199,552	2,076,641	2,065,927	(10,714)	-0.52%
Stormwater Fund	495,323	389,951	354,565	694,172	575,400	(118,772)	-17.11%
Beal Memorial Fund	67,650	15,555	13,149	42,600	35,600	(7,000)	-16.43%
<b>Expenditures</b>	<b>38,945,278</b>	<b>35,666,392</b>	<b>34,959,115</b>	<b>37,935,778</b>	<b>33,497,609</b>	<b>(4,438,169)</b>	<b>-11.70%</b>

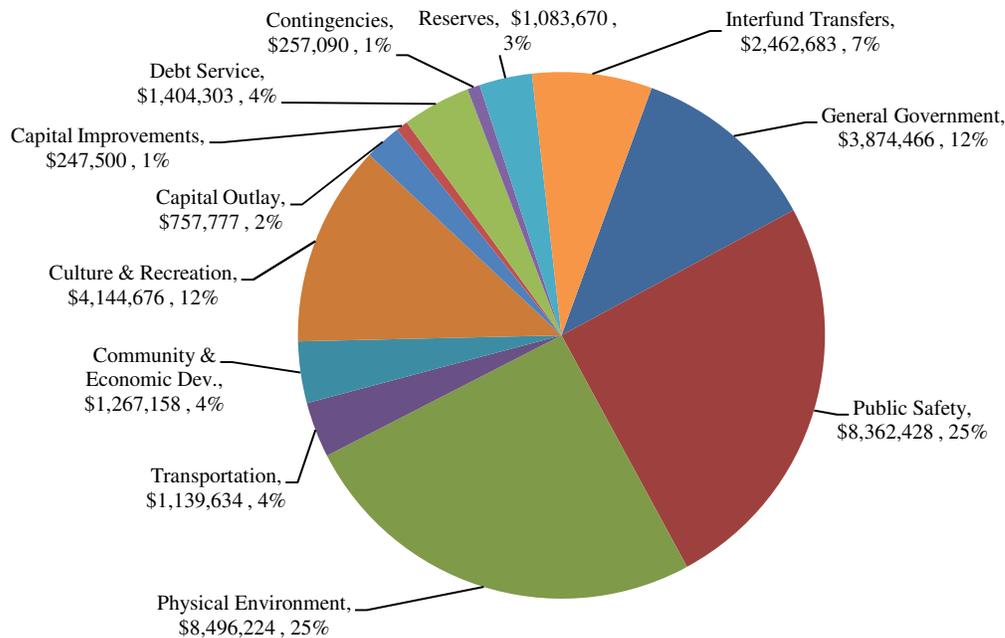


	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
Personal Services	19,122,351	18,945,749	16,497,717	17,841,355	17,411,687	(429,668)	-2.41%
Operating Expenses	12,777,291	10,013,339	12,546,957	9,405,494	8,724,300	(681,194)	-7.24%
Capital Outlay	627,077	652,120	342,683	1,007,453	754,777	(252,676)	-25.08%
Capital Improvements	2,784,744	4,170,211	2,857,713	5,339,945	250,500	(5,089,445)	-95.31%
Debt Service	1,546,554	1,566,399	1,596,200	1,704,282	1,880,580	176,298	10.34%
Transfers	3,315,213	2,016,267	1,877,283	2,264,423	3,071,076	806,653	35.62%
Contingencies & Reserves	-	-	-	372,826	1,404,689	1,031,863	276.77%
Reclass of Capital Outlay	(1,227,953)	(1,697,695)	(1,759,437)	-	-	-	0.00%
<b>Expenditures</b>	<b>38,945,278</b>	<b>35,666,392</b>	<b>33,959,115</b>	<b>37,935,778</b>	<b>33,497,609</b>	<b>(4,438,169)</b>	<b>-11.70%</b>

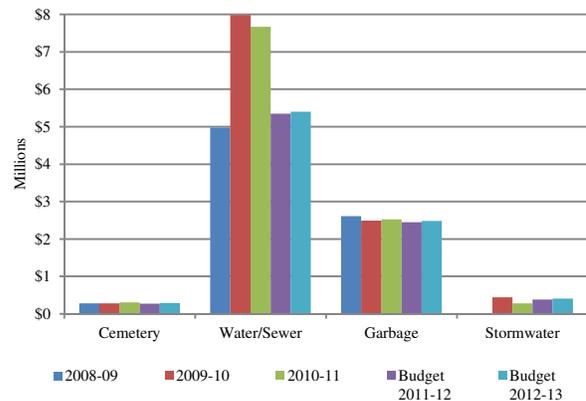
# Expenditures

## FY 2012-13 Budgeted Expenditures

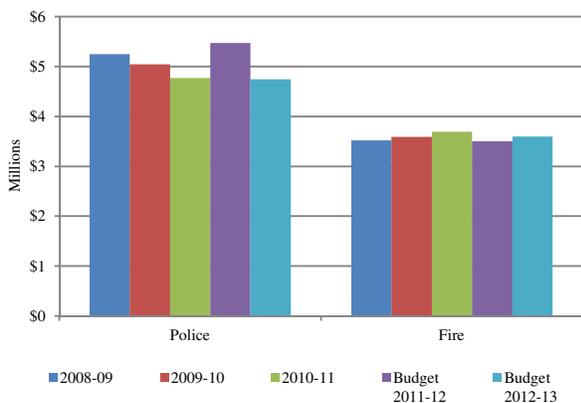
**\$33,497,609**



**Physical Environment** – This category comprises \$8.5M or 25.4% of total expenses and includes cemetery operations and the following enterprise activities: water, sewer, stormwater, and garbage. These operations are self-sustaining since cemetery revenues exceed expenses and enterprise activities are funded by user fees rather than general revenues such as property taxes. The \$103K or 1.2% increase in this category is attributable to general inflationary increases in the cost of operating expenses. For instance, the City’s agreement with the County for the treatment & disposal of wastewater includes a 3% adjustment each March.



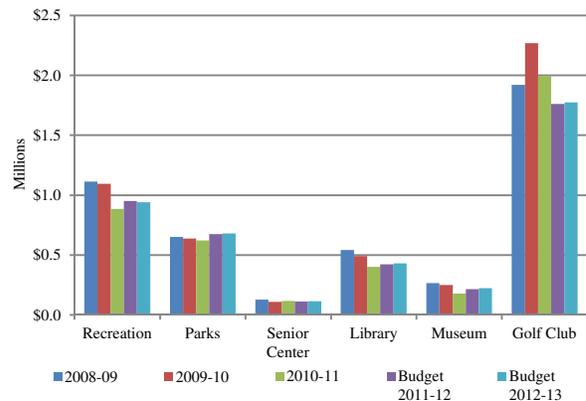
**Public Safety** – This category includes police and fire services and totals \$8.4M or 25.0% of total expenses. The \$632K or 7.0% decrease is attributable to a \$1.0M or 19.0% decrease in the police department budget. A portion of this reduction was offset by pension contribution increases. General Fund revenues are down \$2.8M or 14.1% from their pre-Great Recession level (i.e. FY 2008) and cuts have been made to recreation, community development, right-of-way maintenance, and other “non-essential” areas in previous years. Since the police department comprises 30% of the General Fund



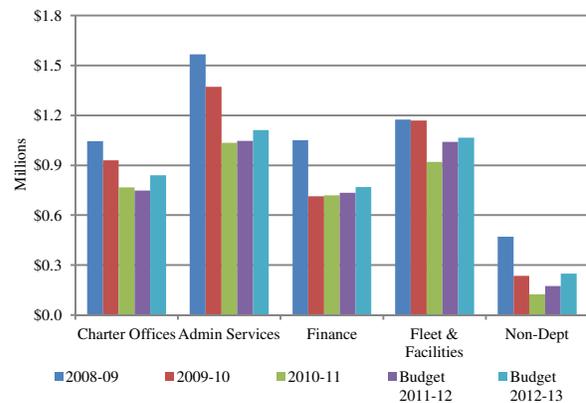
## Expenditures

budget, reductions in this department were no longer avoidable. The number of sworn officers has been reduced from 46 to 38. To minimize the impact to patrol operations, the department will transition from three 11-hour overlapping shifts with 5 officers per shift to two 24-hour shifts with 7 officers per shift. The investigative unit will be reduced from 9 to 4, supplemented by participation in a regional task force. Two administrative positions and a communications officer were also eliminated. Response times for high-priority calls is not anticipated to be impacted by these changes.

**Culture & Recreation** – This category equals \$4.1M or 12.4% of total expenses and includes parks & recreation programs and facilities, senior center, library, museums, and golf courses. Golf operations are intended to be self-sufficient through user fees and not rely on property taxes; however, assistance from the General Fund has been required in previous years. A portion of the other leisure services expenses are offset by revenues such as facility and park rentals, youth and adult athletic fees, and museum entrance fees. This category is down \$457K or 9.9% over the past five years due to budget constraints.



**General Government** – This category is \$3.9M or 11.6% of total expenses and includes the following departments: City Council, City Manager, City Clerk, Administrative Services (human resources, risk management, information technology), Financial Services (accounting, purchasing), Fleet and Facilities, and other non-departmental expenses. These units of City government are funded from ad valorem tax proceeds and provide support services to other departments and information to the public. This category has declined \$1.3M or 24.0% over the past five years due to staffing and operational budget cuts, as well as property & casualty insurance returning to pre-reinsurance spike levels as a result of the 2004 & 2005 Florida hurricane seasons.



**Interfund Transfers** – The City’s interfund transfers represent \$2.5M or 7.4% of total expenses. Transfers to the General Fund total \$1.4M based on the Cost Allocation Plan, which provides reasonable and proportionate reimbursement for services provided to the enterprise funds such as city clerk, city council (including city attorney), city manager, administrative services (i.e. human resources, risk management, information technology), financial services (i.e. budget, grants, accounting, accounts payable, payroll, purchasing), and engineering services (i.e. engineering, fleet, facilities). At the budget meeting in August, City Council again waived a large portion of the Golf Fund transfer to retain revenues for golf course operational use. The Stormwater Fund is now self-sustaining and paying its full transfer. This category has increased \$164K or 7.1% in large part due to adjustments to the CRA cost allocation transfer to account for higher staffing levels at this time compared to when the cost allocation was updated in 2009 and

## Expenditures

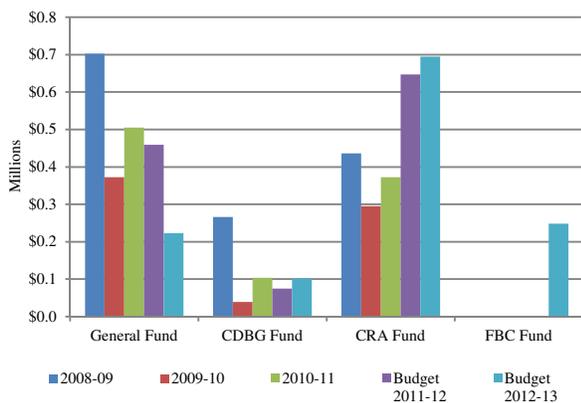
to account for half of a shared police sergeant assigned to the CRA, as well as increasing the Stormwater transfer to reflect the fund's full proportionate share.

Additionally, the General Fund receives \$320K (4% of water & sewer fees) from the Utilities Fund as a franchise/right-of-way access fee and \$130K from the Sanitation Fund to compensate for additional roadway wear & tear (sanitation trucks vs. passenger vehicles).

The General Fund transfers \$456K to the Debt Service Fund for principal and interest payments and \$30K (20% of lot sales) to the Beal Memorial Cemetery Fund for investment for perpetual care once all locations are sold. The Sanitation Fund transfers \$39K to the Utilities Fund to offset a proportionate share of customer service division expenses.

**Debt Service** – This category totals \$1.4M or 4.2% of total expenses and includes principal and interest payments for the City's equipment and facilities funded via capital lease/purchase, bond issue, or other debt financing. These expenses are \$14K or 1.0% less than the previous year.

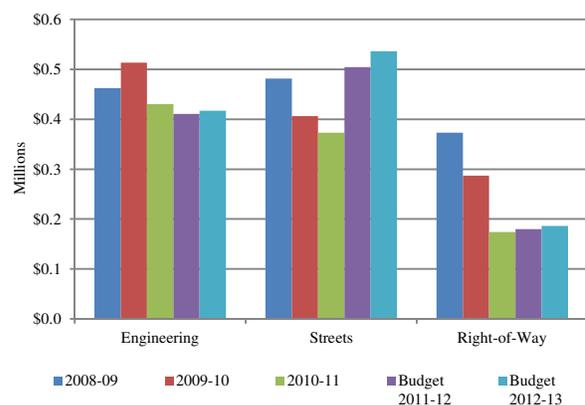
**Community/Economic Development** – This category totals \$1.3M or 3.8% of total expenses and includes planning and code enforcement in the General Fund, Community Development



Block Grant (CDBG), Community Redevelopment Agency (CRA), and Florida Building Code (FBC). Plan review fees and code enforcement fines offset a portion of these expenses in the General Fund. Building inspection and permitting activities related to enforcing the Florida Building Code (FBC) have been separated into a new fund this year for tracking purposes. Per Florida Statute, permitting and inspection fees may be set at a rate that recovers, but does not exceed, the cost to enforce the FBC. Properly segregating these

expenses accounts for the \$86K or 7.3% increase from the prior year.

**Transportation** – This category represents \$1.1M or 3.4% of total expenses and includes the following activities: engineering, streets, and right-of-way. Roadway-related expenses are funded from local option fuel tax proceeds. The \$45K or 4.1% increase in this category is attributable to the focus on sidewalk repairs in the upcoming year (rather than sidewalk construction classified as capital outlay). A decrease of \$177K or 13.5% in this category has been achieved over the last five years in large part due to transitioning to inmate labor for right-of-way maintenance due to budget constraints.



**Reserves** – Reserve funds are budgeted when revenues exceed expenses or to rebuild net assets in the enterprise funds. Reserves totaling \$1.1M or 3.2% of expenses are budgeted in the Law Enforcement Training, Utilities, Sanitation, Stormwater, and Beal Memorial Cemetery funds.

**Capital Outlay** – This category is \$755K or 2.3% of total expenses and includes the purchase of computers, vehicles, equipment, and other assets with a value greater than \$500 and a useful life

## **Expenditures**

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of more than one year. In addition to computers and various pieces of equipment, the following vehicle replacements are budgeted in the amount of \$330K: ½ ton fire inspector truck, sewer collection flat bed dump truck, and sanitation knuckleboom (2).

**Contingencies** – Contingency funds total \$257K or 0.8% of total expenses and are budgeted to guard against unanticipated price increases (e.g. fuel, utilities), emergency repairs, or revenue shortfalls. The City budgets 1% of personnel and operating expenses as contingency funds in the General Fund and all four Enterprise Funds.

**Capital Improvements** – This category accounts for \$251K or 0.7% of total expenses and includes the acquisition, construction, replacement, or renovation of facilities and infrastructure with a value greater than \$25,000 and a useful life of ten years or more (e.g. buildings, parks, streets, water and sewer lines). Planned capital improvements are identified in the City’s five-year Capital Improvements Program, but projects may be delayed or completed in phases due to funding constraints. The funding level varies annually based on identified needs and whether the projects will be debt-financed or paid from current revenues. Projects budgeted in FY 2012-13 include: street resurfacing and water line replacement.

While new funding for capital improvements is limited this year, ongoing projects include the Soundside residential development (CRA tax increment funding) and pump station #1 force main replacement (2005 bond proceeds and SRF loan).

# CITY OF FORT WALTON BEACH, FL

## Total Expenditures by Category - All Funds

	Personal	Operating	Capital	Capital	Debt	Transfers	2012-13	2011-12	Budget Change	
	Services	Expenses	Outlay	Improv.	Service	Out	Budget	Budget	\$	%
City Council	130,737	280,007	-	-	-	-	410,744	324,877	85,867	26.4%
City Manager	226,904	3,459	650	-	-	-	231,013	231,735	(722)	-0.3%
Administrative Services	200,563	41,593	650	-	-	-	242,806	270,696	(27,890)	-10.3%
Risk Management	-	492,670	-	-	-	-	492,670	426,360	66,310	15.6%
Information Technology	194,874	180,923	16,850	-	-	-	392,647	366,758	25,889	7.1%
City Clerk	152,632	45,897	-	-	-	-	198,529	190,499	8,030	4.2%
Finance	504,193	126,982	-	-	-	-	631,175	597,742	33,433	5.6%
Purchasing	128,756	8,992	-	-	-	-	137,748	136,377	1,371	1.0%
Police	3,877,954	450,582	-	-	173,839	-	4,502,375	5,371,469	(869,094)	-16.2%
Fire	3,392,713	205,866	23,650	-	210,164	-	3,832,393	3,713,565	118,828	3.2%
Recreation	567,822	372,629	650	-	-	-	941,101	950,898	(9,797)	-1.0%
Parks	511,648	167,693	43,800	-	-	-	723,141	700,321	22,820	3.3%
Right-of-Way	62,123	124,207	22,000	-	-	-	208,330	180,275	28,055	15.6%
Senior Center	71,182	42,086	-	-	-	-	113,268	112,029	1,239	1.1%
Library	320,927	110,360	25,250	-	22,317	-	478,854	474,234	4,620	1.0%
Museum	165,751	58,032	-	-	-	-	223,783	214,789	8,994	4.2%
Cemetery	153,225	133,860	-	-	-	29,600	316,685	325,374	(8,689)	-2.7%
Engineering Services	381,500	35,307	-	-	-	-	416,807	410,523	6,284	1.5%
Planning & Zoning	56,188	15,004	-	-	-	4,352	75,544	76,164	(620)	-0.8%
Bldg Insp/Permitting	-	-	-	-	-	-	-	232,714	(232,714)	-100.0%
Code Enforcement	141,399	10,588	-	-	-	-	151,987	149,892	2,095	1.4%
Fleet	390,395	62,971	6,702	-	-	-	460,068	436,116	23,952	5.5%
Facilities	398,790	213,438	4,600	-	69,957	-	686,785	654,256	32,529	5.0%
Streets	228,468	308,029	24,500	125,000	-	-	685,997	649,413	36,584	5.6%
Non-Departmental	75,000	172,500	-	-	-	-	247,500	201,945	45,555	22.6%
<b>General Fund</b>	<b>12,333,744</b>	<b>3,663,675</b>	<b>169,302</b>	<b>125,000</b>	<b>476,277</b>	<b>33,952</b>	<b>16,801,950</b>	<b>17,399,021</b>	<b>(597,071)</b>	<b>-3.4%</b>
<b>Law Enf. Trust Fund</b>	<b>3,000</b>	<b>13,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,500</b>	<b>13,275</b>	<b>3,225</b>	<b>24.3%</b>
<b>Law Enf. Training Fund</b>	<b>-</b>	<b>3,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,025</b>	<b>7,000</b>	<b>10,000</b>	<b>(3,000)</b>	<b>-30.0%</b>
<b>FBC Fund</b>	<b>227,936</b>	<b>19,980</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,528</b>	<b>263,444</b>	<b>-</b>	<b>263,444</b>	<b>100.0%</b>
<b>CDBG Fund</b>	<b>11,106</b>	<b>90,537</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,898</b>	<b>124,541</b>	<b>126,575</b>	<b>(2,034)</b>	<b>-1.6%</b>
Police-CRA	397,424	17,414	-	-	-	45,526	460,364	484,901	(24,537)	100.0%
CRA	101,298	593,122	-	85,000	-	86,317	865,737	931,621	(65,884)	-7.1%
<b>CRA Fund</b>	<b>498,722</b>	<b>610,536</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>131,843</b>	<b>1,326,101</b>	<b>1,416,522</b>	<b>(90,421)</b>	<b>-6.4%</b>
<b>Debt Service Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>476,277</b>	<b>-</b>	<b>476,277</b>	<b>455,644</b>	<b>20,633</b>	<b>4.5%</b>
Customer Service	224,322	164,942	-	-	-	-	389,264	373,630	15,634	4.2%
Utility Services	458,445	124,638	11,900	-	-	-	594,983	609,566	(14,583)	-2.4%
Water Operations	438,921	445,908	12,000	-	133,609	-	1,030,438	1,046,913	(16,475)	-1.6%
Water Distribution	219,816	86,143	45,505	37,500	261,476	-	650,440	833,763	(183,323)	-22.0%
Sewer Collect & Treatmt	672,884	2,492,008	176,802	-	327,474	-	3,669,168	8,036,288	(4,367,120)	-54.3%
Non-Departmental	15,000	54,260	-	-	-	2,085,716	2,154,976	1,460,568	694,408	47.5%
<b>Utilities Fund</b>	<b>2,029,388</b>	<b>3,367,899</b>	<b>246,207</b>	<b>37,500</b>	<b>722,559</b>	<b>2,085,716</b>	<b>8,489,269</b>	<b>12,360,728</b>	<b>(3,871,459)</b>	<b>-31.3%</b>
Solid Waste	940,686	1,492,494	265,428	-	-	-	2,698,608	2,858,785	(160,177)	-5.6%
Recycling	-	24,330	21,190	-	-	-	45,520	-	45,520	100.0%
Non-Departmental	1,500	25,055	-	-	-	544,917	571,472	481,815	89,657	18.6%
<b>Sanitation Fund</b>	<b>942,186</b>	<b>1,541,879</b>	<b>286,618</b>	<b>-</b>	<b>-</b>	<b>544,917</b>	<b>3,315,600</b>	<b>3,340,600</b>	<b>(25,000)</b>	<b>-0.7%</b>
Golf Operations	401,655	289,171	5,000	-	169,217	-	865,043	672,928	192,115	28.5%
Grounds Maintenance	666,616	397,529	29,150	-	36,250	-	1,129,545	1,183,996	(54,451)	-4.6%
Non-Departmental	500	18,625	-	-	-	52,214	71,339	219,717	(148,378)	-67.5%
<b>Golf Fund</b>	<b>1,068,771</b>	<b>705,325</b>	<b>34,150</b>	<b>-</b>	<b>205,467</b>	<b>52,214</b>	<b>2,065,927</b>	<b>2,076,641</b>	<b>(10,714)</b>	<b>-0.5%</b>
Stormwater	296,334	107,493	21,500	-	-	-	425,327	674,922	(249,595)	-37.0%
Non-Departmental	500	4,190	-	-	-	145,383	150,073	19,250	130,823	679.6%
<b>Stormwater Fund</b>	<b>296,834</b>	<b>111,683</b>	<b>21,500</b>	<b>-</b>	<b>-</b>	<b>145,383</b>	<b>575,400</b>	<b>694,172</b>	<b>(118,772)</b>	<b>-17.1%</b>
<b>Beal Memorial Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,600</b>	<b>35,600</b>	<b>42,600</b>	<b>(7,000)</b>	<b>-16.4%</b>
<b>TOTAL ALL FUNDS</b>	<b>17,411,687</b>	<b>10,128,989</b>	<b>757,777</b>	<b>247,500</b>	<b>1,880,580</b>	<b>3,071,076</b>	<b>33,497,609</b>	<b>37,935,778</b>	<b>(4,436,135)</b>	<b>-11.7%</b>

# CITY OF FORT WALTON BEACH, FL

## Personal Services by Category - All Funds

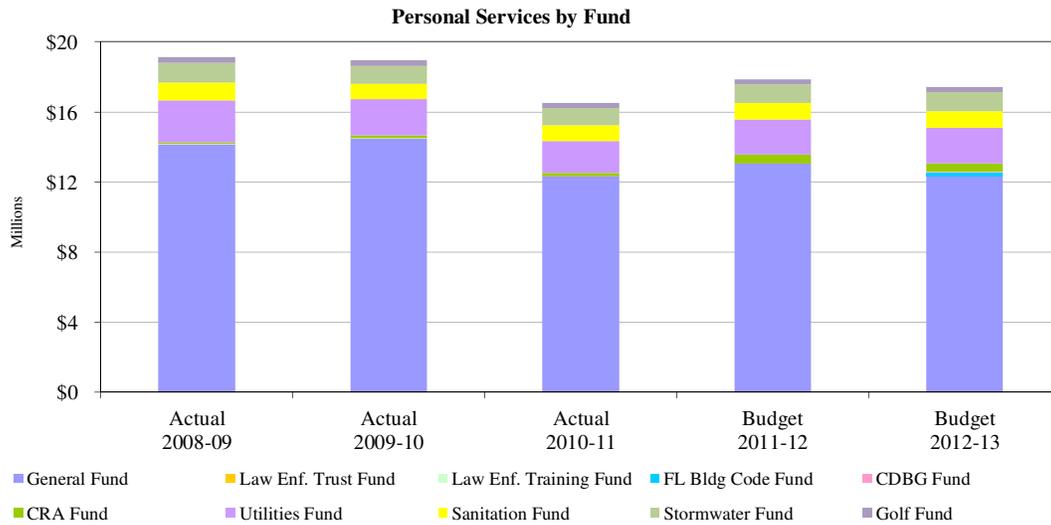
	Wages	Service Awards	Incentive/ Merit Pay	Add Pays	Gross Wages	Overtime & Holiday	Total Wages
City Council	39,488	-	-	-	39,488	-	39,488
City Manager	163,231	-	2,153	-	165,384	-	165,384
Administrative Services	146,531	-	3,230	-	149,761	-	149,761
Information Technology	127,094	-	2,153	1,800	131,047	-	131,047
City Clerk	112,933	477	2,691	1,200	117,301	-	117,301
Finance	334,511	106	7,536	-	342,153	-	342,153
Purchasing	92,756	106	2,691	-	95,553	-	95,553
Police	2,170,089	1,537	59,197	62,216	2,293,039	88,000	2,381,039
Fire	1,626,822	689	39,831	138,970	1,806,312	269,731	2,076,043
Recreation	421,743	-	14,447	-	436,190	500	436,690
Parks	304,126	53	11,842	-	316,021	4,250	320,271
Right-of-Way	36,371	-	1,077	-	37,448	100	37,548
Senior Center	50,113	106	1,992	-	52,211	-	52,211
Library	238,809	-	8,634	-	247,443	200	247,643
Museum	111,844	530	3,875	-	116,249	-	116,249
Cemetery	87,724	212	3,230	-	91,166	2,875	94,041
Engineering Services	259,763	-	5,383	-	265,146	-	265,146
Planning & Zoning	44,873	-	1,077	-	45,950	-	45,950
Code Enforcement	91,382	-	2,153	-	93,535	-	93,535
Fleet	261,965	-	9,559	-	271,524	250	271,774
Facilities	262,680	424	8,612	-	271,716	6,000	277,716
Streets	145,869	-	5,921	-	151,790	1,000	152,790
Non-Departmental	50,000	-	-	-	50,000	-	50,000
<b>General Fund</b>	<b>7,180,717</b>	<b>4,240</b>	<b>197,284</b>	<b>204,186</b>	<b>7,586,427</b>	<b>372,906</b>	<b>7,959,333</b>
<b>Law Enf. Trust Fund</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>
<b>FL Bldg Code Fund</b>	<b>167,248</b>	<b>106</b>	<b>3,983</b>	<b>-</b>	<b>171,337</b>	<b>-</b>	<b>171,337</b>
<b>CDBG Fund</b>	<b>10,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,030</b>	<b>-</b>	<b>10,030</b>
Police-CRA	214,765	106	5,383	12,036	232,290	13,750	246,040
CRA	73,130	-	3,230	-	76,360	-	76,360
<b>CRA Fund</b>	<b>287,895</b>	<b>106</b>	<b>8,613</b>	<b>12,036</b>	<b>308,650</b>	<b>13,750</b>	<b>322,400</b>
Customer Service	160,508	106	5,921	-	166,535	100	166,635
Utility Services	298,743	-	7,536	-	306,279	-	306,279
Water Operations	273,472	265	9,689	-	283,426	4,550	287,976
Water Distribution	131,502	53	5,383	-	136,938	9,000	145,938
Sewer Collect & Treatmt	402,734	477	13,995	-	417,206	36,000	453,206
Non-Departmental	15,000	-	-	-	15,000	-	15,000
<b>Utilities Fund</b>	<b>1,281,959</b>	<b>901</b>	<b>42,524</b>	<b>-</b>	<b>1,325,384</b>	<b>49,650</b>	<b>1,375,034</b>
Solid Waste	552,509	265	20,454	-	573,228	27,200	600,428
Non-Departmental	1,500	-	-	-	1,500	-	1,500
<b>Sanitation Fund</b>	<b>554,009</b>	<b>265</b>	<b>20,454</b>	<b>-</b>	<b>574,728</b>	<b>27,200</b>	<b>601,928</b>
Golf Operations	322,697	212	15,351	-	338,260	-	338,260
Grounds Maintenance	449,766	53	16,955	-	466,774	5,800	472,574
Non-Departmental	500	-	-	-	500	-	500
<b>Golf Fund</b>	<b>772,963</b>	<b>265</b>	<b>32,306</b>	<b>-</b>	<b>805,534</b>	<b>5,800</b>	<b>811,334</b>
Stormwater	184,510	-	6,459	-	190,969	1,000	191,969
Non-Departmental	500	-	-	-	500	-	500
<b>Stormwater Fund</b>	<b>185,010</b>	<b>-</b>	<b>6,459</b>	<b>-</b>	<b>191,469</b>	<b>1,000</b>	<b>192,469</b>
<b>TOTAL ALL FUNDS</b>	<b>10,442,831</b>	<b>5,883</b>	<b>311,623</b>	<b>216,222</b>	<b>10,976,559</b>	<b>470,306</b>	<b>11,446,865</b>

Social Security	Pension Medicare	Retirement Defined Benefit	Health, Dental & Life Ins.	Work Comp	Unempl. Comp	Total Benefits	FY 2012-13 TOTAL
2,448	573	-	-	88,148	80	91,249	130,737
10,624	2,485	14,772	17,111	16,175	353	61,520	226,904
8,244	1,928	12,820	6,985	20,529	296	50,802	200,563
7,363	1,722	35,472	-	19,009	261	63,827	194,874
7,080	1,656	9,175	7,282	9,899	239	35,331	152,632
19,140	4,476	84,145	2,641	50,953	685	162,040	504,193
5,528	1,293	15,113	1,857	9,225	187	33,203	128,756
128,113	29,961	784,090	1,913	338,388	53,015	1,335,480	3,716,519
119,289	27,898	697,555	-	260,662	77,481	1,182,885	3,258,928
25,271	5,910	42,596	6,367	38,576	12,412	131,132	567,822
16,855	3,942	67,162	4,185	88,839	10,394	191,377	511,648
1,922	449	10,151	-	9,399	2,654	24,575	62,123
2,947	689	8,937	-	4,837	1,561	18,971	71,182
14,473	3,385	44,582	-	10,086	758	73,284	320,927
6,611	1,546	20,031	2,030	19,058	226	49,502	165,751
4,733	1,107	24,484	-	23,611	5,249	59,184	153,225
15,433	3,610	72,500	-	24,286	525	116,354	381,500
2,676	626	-	2,244	4,601	91	10,238	56,188
5,364	1,255	25,505	-	13,776	1,964	47,864	141,399
14,830	3,469	67,807	-	26,618	5,897	118,621	390,395
15,232	3,562	64,713	2,311	23,821	11,435	121,074	398,790
8,197	1,917	23,534	2,895	28,495	10,640	75,678	228,468
-	-	-	-	-	-	25,000	75,000
<b>442,373</b>	<b>103,459</b>	<b>2,125,144</b>	<b>57,821</b>	<b>1,128,991</b>	<b>196,403</b>	<b>25,000</b>	<b>4,079,191</b>
-	-	-	-	-	-	-	<b>3,000</b>
<b>9,821</b>	<b>2,297</b>	<b>9,566</b>	<b>8,446</b>	<b>23,856</b>	<b>2,613</b>	<b>-</b>	<b>56,599</b>
<b>622</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>309</b>	<b>-</b>	<b>1,076</b>
13,758	3,217	90,497	-	36,374	7,538	151,384	397,424
4,152	971	-	4,683	13,804	1,328	24,938	101,298
<b>17,910</b>	<b>4,188</b>	<b>90,497</b>	<b>4,683</b>	<b>50,178</b>	<b>8,866</b>	<b>-</b>	<b>498,722</b>
9,442	2,208	21,936	5,328	18,449	324	57,687	224,322
16,932	3,960	60,655	5,975	60,146	4,498	152,166	458,445
15,749	3,683	68,993	1,314	51,374	9,832	150,945	438,921
7,642	1,787	31,060	1,011	22,781	9,597	73,878	219,816
22,132	5,176	76,300	7,144	97,912	11,014	219,678	672,884
-	-	-	-	-	-	-	15,000
<b>71,897</b>	<b>16,814</b>	<b>258,944</b>	<b>20,772</b>	<b>250,662</b>	<b>35,265</b>	<b>-</b>	<b>2,029,388</b>
31,087	7,270	129,289	5,007	123,707	43,898	340,258	940,686
-	-	-	-	-	-	-	1,500
<b>31,087</b>	<b>7,270</b>	<b>129,289</b>	<b>5,007</b>	<b>123,707</b>	<b>43,898</b>	<b>-</b>	<b>942,186</b>
19,701	4,607	25,775	-	7,910	5,402	63,395	401,655
26,593	6,219	98,727	3,032	52,263	7,208	194,042	666,616
-	-	-	-	-	-	-	500
<b>46,294</b>	<b>10,826</b>	<b>124,502</b>	<b>3,032</b>	<b>60,173</b>	<b>12,610</b>	<b>-</b>	<b>1,068,771</b>
10,695	2,501	43,486	2,153	32,071	13,459	104,365	296,334
-	-	-	-	-	-	-	500
<b>10,695</b>	<b>2,501</b>	<b>43,486</b>	<b>2,153</b>	<b>32,071</b>	<b>13,459</b>	<b>-</b>	<b>296,834</b>
<b>630,699</b>	<b>147,500</b>	<b>2,781,428</b>	<b>101,914</b>	<b>1,669,638</b>	<b>313,423</b>	<b>25,000</b>	<b>5,669,602</b>

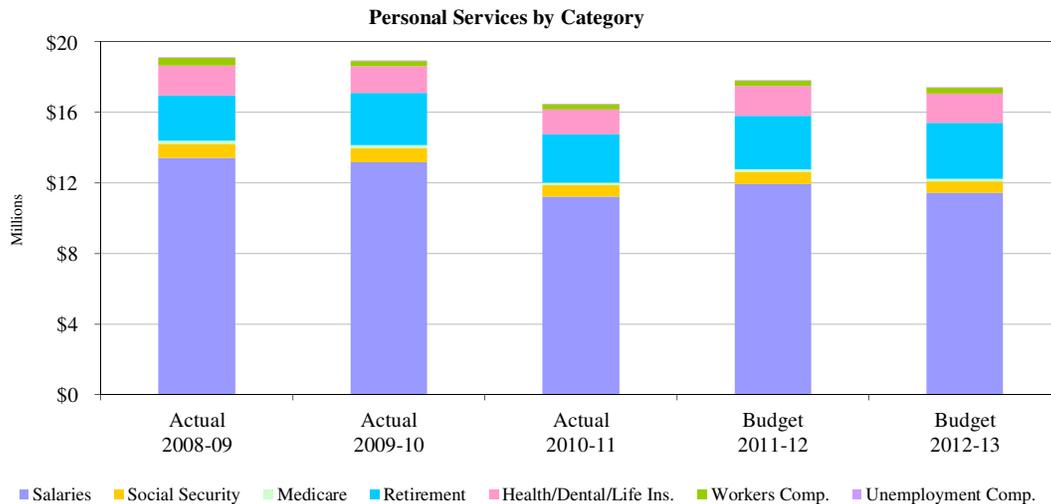
state contribution police 161,435  
state contribution fire 133,785  
17,411,687

# CITY OF FORT WALTON BEACH, FL

## Personal Services Trends - All Funds



	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
General Fund	14,164,914	14,479,590	12,323,377	13,066,856	12,333,744	(733,112)	-5.61%
Law Enf. Trust Fund	2,450	2,926	2,323	3,000	3,000	-	0.00%
Law Enf. Training Fund	25,852	19,898	-	-	-	-	0.00%
FL Bldg Code Fund	-	-	-	-	227,936	227,936	100.00%
CDBG Fund	5,426	9,480	12,734	11,078	11,106	28	0.25%
CRA Fund	80,598	158,977	194,336	482,850	498,722	15,872	3.29%
Utilities Fund	2,395,486	2,049,687	1,813,532	2,004,679	2,029,388	24,709	1.23%
Sanitation Fund	1,001,362	890,829	896,449	943,267	942,186	(1,081)	-0.11%
Stormwater Fund	1,121,356	1,022,008	975,952	1,042,365	1,068,771	26,406	2.53%
Golf Fund	324,907	312,354	279,014	287,260	296,834	9,574	3.33%
<b>Personal Services</b>	<b>19,122,351</b>	<b>18,945,749</b>	<b>16,497,717</b>	<b>17,841,355</b>	<b>17,411,687</b>	<b>(429,668)</b>	<b>-2.41%</b>



	Actual 2008-09	Actual 2009-10	Actual 2010-11	Budget 2011-12	Budget 2012-13	\$ Variance	% Variance
Salaries	13,427,514	13,186,784	11,211,926	11,955,470	11,446,865	(508,605)	-4.25%
Social Security	787,983	772,312	655,501	672,532	630,699	(41,833)	-6.22%
Medicare	183,699	181,889	153,429	157,293	147,500	(9,793)	-6.23%
Retirement	2,554,228	2,952,508	2,728,524	3,031,818	3,178,562	146,744	4.84%
Health/Dental/Life Ins.	1,725,349	1,527,524	1,438,626	1,676,113	1,669,638	(6,475)	-0.39%
Workers Comp.	405,726	290,697	262,961	298,129	313,423	15,294	5.13%
Unemployment Comp.	37,852	34,035	46,751	50,000	25,000	(25,000)	-50.00%
<b>Personal Services</b>	<b>19,122,351</b>	<b>18,945,749</b>	<b>16,497,717</b>	<b>17,841,355</b>	<b>17,411,687</b>	<b>(429,668)</b>	<b>-2.41%</b>



# CITY OF FORT WALTON BEACH, FL

## Full Time Equivalent (FTE) Position Summary

Department	Actual			Budget	Mid Year		Budget	Budget
	2008-09	2009-10	2010-11	2011-12	Changes		Changes	2012-13
City Manager	2.00	2.00	2.00	2.00				2.00
Administrative Services	7.75	7.75	5.00	5.00				5.00
City Clerk	3.00	3.00	2.50	2.50				2.50
Financial Services	16.50	17.00	15.00	15.00	1.00	f		16.00
Police Services	68.05	67.59	67.99	70.99			(11.00)	59.99
Fire Services	38.00	38.00	37.00	37.00				37.00
Recreation Services	88.81	83.02	73.85	72.91	0.72	a,b,c,d	(0.25)	73.38
Engineering Services	105.37	94.12	92.75	93.00	(0.05)	e,f	1.13	94.08
<b>Total Funded FTE's</b>	<b>329.48</b>	<b>312.48</b>	<b>296.09</b>	<b>298.40</b>	<b>1.67</b>		<b>(10.12)</b>	<b>289.95</b>
Frozen/Unfunded FTE's								
<b>Total Authorized FTE's</b>	<b>329.48</b>	<b>312.48</b>	<b>296.09</b>	<b>298.40</b>	<b>1.67</b>		<b>(10.12)</b>	<b>289.95</b>

2011-12 Mid-Year Changes

	<u>Impact</u>
(a) Two Cart/Range Attendants 0.94 FTE were not reclassified to unpaid Marshal positions as budgeted	17,586
(b) Two vacant Golf Club Attendants 0.94 FTE were reclassified to Cart/Range Attendants	-
(c) Eliminated one 0.73 FTE Center Manager & Added two Recreation Specialists 0.45 FTE and 0.14 FTE	(11,355)
(d) Reclassed one Library Assistant I from 0.70 to 0.62 FTE	(5,819)
(e) Added Planning/Permit/Grant Tech 0.70 FTE in lieu of contractual services as budgeted	17,405
(f) Reclassed Inventory Specialist 0.75 FTE to Property Administrator 1.0 FTE	10,920
	<u>28,737</u>

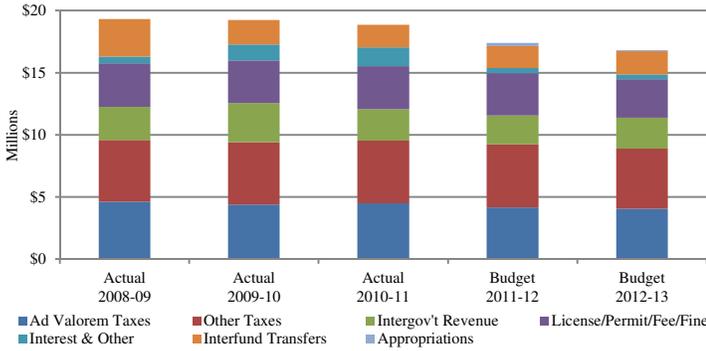
2012-13 Budget Changes

(a) Eliminated 1 Admin Coordinator, 1 Communications Officer, 5 Police Officers, 3 Sergeants, 1 Support Services Supervisor	(828,051)
(b) Reclassed Fleet Staff Assistant from 0.75 FTE to 0.88 FTE	2,930
(c) Reclassed 1.0 FTE Center Manager to 0.75 FTE Recreation Supervisor	(30,728)
(d) Reclassed two Sewer Service Worker III to Heavy Equip Operator and Sewer Inspector	-
(e) Added a Sewer Service Worker I	16,300
	<u>(839,549)</u>
<b>Grand Total Payroll Changes</b>	<b>(810,811)</b>

# General Fund

The General Fund encompasses 50.2% of the City's activities and services and accounts for all financial resources not accounted for in other funds. Services such as police and fire protection, code enforcement, recreation, grounds maintenance, streets, along with internal support functions such as human resources, finance, purchasing, information technology, and fleet and facility maintenance are funded here.

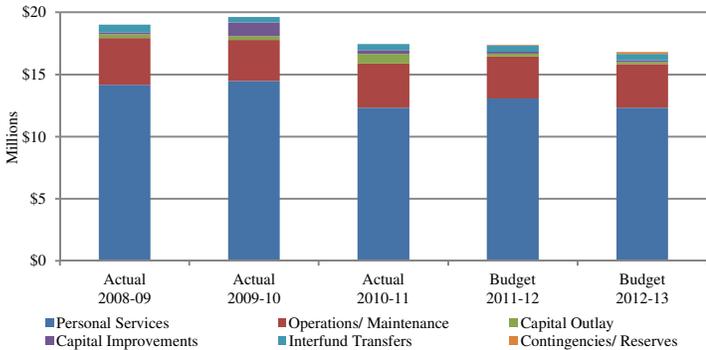
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Ad Valorem Taxes	4,043,901	(2.5%)	(105,354)
Other Taxes	4,863,020	(4.2%)	(213,778)
Intergov't Revenue	2,471,016	6.5%	150,845
Licenses/Permit/Fees/Fines	3,096,030	(9.5%)	(324,776)
Interest & Other	376,472	(7.5%)	(30,444)
Interfund Transfers	1,886,863	6.4%	113,749
Appropriations	<u>64,648</u>	<u>(74.3%)</u>	<u>(187,313)</u>
	16,801,950	(3.4%)	(597,071)

- The budget is predicated on maintaining a millage (property tax) rate of 4.5383. One mill equals \$1 per \$1000 of taxable property value. Due to declining property values and the continued economic malaise, all types of tax revenues are projected lower than the previous year.
- Building permit and inspection activity has been segregated to a new fund – the Florida Building Code Fund – which accounts for the decline in the permitting revenue category.
- The budget is balanced with the use of reserves (fund balance) only budgeted for a portion of the lump-sum performance incentive.

## Expenditure Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	12,333,744	(5.6%)	(733,112)
Operations/Maintenance	3,506,175	3.2%	110,227
Capital Outlay	169,302	(21.0%)	(44,926)
Capital Improvements	125,000	(13.8%)	(20,000)
Interfund Transfers	510,229	(0.5%)	(2,434)
Contingencies/Reserves	<u>157,500</u>	<u>144.8%</u>	<u>93,174</u>
	16,801,950	(3.4%)	(597,071)

- The personal services decrease is attributable to the police department's reduction of 8 sworn and 3 non-sworn positions.
- The increase in operating expenses is largely attributable to a \$64K or 17.0% increase in property & casualty and flood insurance.
- Contingency funds in the amount of 1% of personnel and operating expenses is budgeted for unanticipated price increases (e.g. fuel, utilities), emergency purchases/repairs, or revenue shortfalls.

**001 GENERAL FUND - REVENUES**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
4,584,038	4,318,861	4,392,986	4,149,255	0500-311-1000	Ad Valorem Taxes	4,043,901 -2.54%
13,243	23,482	50,924	-	0500-311-2000	Delinquent Ad Valorem Taxes	- 0.00%
33,747	37,878	38,910	-	0500-311-3000	Penalties & Interests - Ad Valorem Taxes	- 0.00%
<b>\$ 4,631,028</b>	<b>\$ 4,380,221</b>	<b>\$ 4,482,819</b>	<b>\$ 4,149,255</b>		<b>Total Ad Valorem Taxes</b>	<b>\$ 4,043,901 -2.54%</b>
571,241	577,963	613,050	635,000	0500-312-4100	Local Option Fuel Tax	645,000 1.57%
171,511	165,213	161,435	165,213	0800-312-5200	Insurance Premium Tax - Police Pension	161,435 -2.29%
255,724	165,184	164,291	133,785	0900-312-5100	Insurance Premium Tax - Fire Pension	133,785 0.00%
<b>\$ 998,476</b>	<b>\$ 908,361</b>	<b>\$ 938,776</b>	<b>\$ 933,998</b>		<b>Total Other Taxes</b>	<b>\$ 940,220 0.67%</b>
1,592,831	1,804,128	1,845,820	1,875,000	0500-314-1000	Electric	1,850,000 -1.33%
192,656	201,805	227,640	220,000	0500-314-3000	Water	220,000 0.00%
180,018	202,330	185,170	195,000	0500-314-4000	Gas	150,000 -23.08%
-	-	10,593	10,000	0500-314-8000	Propane	10,000 0.00%
<b>\$ 1,965,505</b>	<b>\$ 2,208,263</b>	<b>\$ 2,269,223</b>	<b>\$ 2,300,000</b>		<b>Total Utility Taxes</b>	<b>\$ 2,230,000 -3.04%</b>
1,781,938	1,706,100	1,657,707	1,650,000	0500-315-1000	Communications Services Tax	1,500,000 -9.09%
<b>\$ 1,781,938</b>	<b>\$ 1,706,100</b>	<b>\$ 1,657,707</b>	<b>\$ 1,650,000</b>		<b>Total Communications Services Tax</b>	<b>\$ 1,500,000 -9.09%</b>
179,075	181,074	187,081	190,000	0500-316-1000	Business Tax Receipts	190,000 0.00%
3,647	3,507	3,206	2,500	0500-316-1010	Penalties - Business Tax Receipts	2,500 0.00%
170	90	80	300	0500-316-1020	Transfer Fees	300 0.00%
26,574	25,935	3,360	-	0500-316-2000	Reg Fees - Contractor License	- 0.00%
956	964	179	-	0500-316-2010	Penalties - Contractor License	- 0.00%
<b>\$ 210,421</b>	<b>\$ 211,570</b>	<b>\$ 193,905</b>	<b>\$ 192,800</b>		<b>Total Business Tax Receipts</b>	<b>\$ 192,800 0.00%</b>
<b>\$ 9,587,368</b>	<b>\$ 9,414,513</b>	<b>\$ 9,542,431</b>	<b>\$ 9,226,053</b>		<b>TOTAL TAXES</b>	<b>\$ 8,906,921 -3.46%</b>
107,331	113,693	124,928	120,000	1215-322-1000	Building Permits	- -100.00%
-	-	1,892	1,000	1215-322-1001	Re-Inspection Fee	- -100.00%
-	-	9,750	7,500	1215-322-1002	Working Without A Permit Fee	- -100.00%
1,810	2,051	1,925	2,500	1215-322-1010	Notice of Commencement	- -100.00%
3,511	2,855	4,271	1,280	1215-322-1020	Certificate of Occupancy/Completion/Use	- -100.00%
28,029	33,229	35,676	25,600	1215-322-1030	Processing Fee	- -100.00%
15,742	16,020	16,469	16,000	1215-322-2000	Electrical Permits	- -100.00%
8,307	7,986	9,023	8,000	1215-322-3000	Plumbing Permits	- -100.00%
2,737	3,346	3,291	2,560	1215-322-4000	Gas Permits	- -100.00%
8,741	10,774	12,718	6,400	1215-322-5000	Mechanical Permits	- -100.00%
-	-	811	-	1215-322-9090	Surcharge F.S. 468.631 & 553.721	- 0.00%
<b>\$ 176,208</b>	<b>\$ 189,954</b>	<b>\$ 220,755</b>	<b>\$ 190,840</b>		<b>Total Licenses &amp; Permits</b>	<b>\$ - -100.00%</b>
1,845,167	1,900,433	1,903,039	1,925,000	0500-323-1000	Electric	1,900,000 -1.30%
242,960	233,139	214,047	200,000	0500-323-4000	Gas	145,000 -27.50%
18,671	19,292	16,759	18,000	0500-323-7000	Solid Waste - Host Fee	3,600 -80.00%
<b>\$ 2,106,798</b>	<b>\$ 2,152,864</b>	<b>\$ 2,133,844</b>	<b>\$ 2,143,000</b>		<b>Total Franchise Fees</b>	<b>\$ 2,048,600 -4.41%</b>
1,200	5,340	1,800	-	1240-325-1001	Sidewalk/Asphalt	- 0.00%
1,710	2,222	1,966	1,966	1240-325-1002	Girard Avenue	1,966 0.00%
4,095	14,688	3,432	3,433	1240-325-1003	Stokes Avenue	3,433 0.00%
<b>\$ 7,004</b>	<b>\$ 22,250</b>	<b>\$ 7,198</b>	<b>\$ 5,399</b>		<b>Total Special Assessments</b>	<b>\$ 5,399 0.00%</b>
529	744	631	750	0800-329-4000	Taxi Permit/Bicycle License	750 0.00%
4,720	2,149	3,839	3,000	0900-329-2010	Fire Safety Plan Review	3,000 0.00%
8,850	6,229	11,853	12,500	1205-329-1001	Zoning/Variances Fees	17,000 36.00%
1,522	1,150	726	2,500	1205-329-2000	Zoning Site Plan Review	2,500 0.00%
27,467	32,853	44,508	37,000	1215-329-1000	Building Plan Review	- -100.00%
110	-	-	-	1215-329-1020	Development Review Committee	- 0.00%
3,128	4,352	5,228	3,000	1215-329-3000	Sign/Banner Permit	- -100.00%
-	600	39	-	1215-329-5000	Right-of-Way	- 0.00%
<b>\$ 46,327</b>	<b>\$ 48,077</b>	<b>\$ 66,824</b>	<b>\$ 58,750</b>		<b>Total Other Licenses &amp; Permits</b>	<b>\$ 23,250 -60.43%</b>
<b>\$ 2,336,336</b>	<b>\$ 2,413,145</b>	<b>\$ 2,428,621</b>	<b>\$ 2,397,989</b>		<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ 2,077,249 -13.38%</b>

**001 GENERAL FUND - REVENUES**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
-	-	30,209	-	-	0.00%
\$ -	\$ -	\$ 30,209	\$ -	\$ -	0.00%
203,684	826,176	182,756	-	-	0.00%
\$ 203,684	\$ 826,176	\$ 182,756	\$ -	\$ -	0.00%
100,462	4,568	(22,283)	-	-	0.00%
\$ 100,462	\$ 4,568	\$ (22,283)	\$ -	\$ -	0.00%
702,180	703,243	707,056	702,000	720,000	2.56%
14,167	11,479	13,706	11,500	11,500	0.00%
23,652	28,970	26,692	28,000	28,000	0.00%
1,406,717	1,365,374	1,453,784	1,450,000	1,585,000	9.31%
5,485	5,538	5,556	9,000	5,500	-38.89%
\$ 2,152,201	\$ 2,114,604	\$ 2,206,794	\$ 2,200,500	\$ 2,350,000	6.79%
160,850	148,560	79,748	79,671	76,016	-4.59%
\$ 160,850	\$ 148,560	\$ 79,748	\$ 79,671	\$ 76,016	-4.59%
47,516	43,622	47,928	40,000	45,000	12.50%
\$ 47,516	\$ 43,622	\$ 47,928	\$ 40,000	\$ 45,000	12.50%
\$ 2,664,713	\$ 3,137,530	\$ 2,525,152	\$ 2,320,171	\$ 2,471,016	6.50%
20	-	-	-	-	0.00%
451	325	250	300	300	0.00%
2,624	2,527	480	2,500	2,500	0.00%
11,275	7,750	6,225	3,104	2,296	-26.03%
2,550	2,800	1,575	2,500	250	-90.00%
-	-	3,525	3,500	3,500	100.00%
14	57	385	-	-	100.00%
-	14	122	50	50	0.00%
342	343	866	200	200	0.00%
200	-	200	-	200	100.00%
241	802	625	500	500	0.00%
-	-	100	-	-	0.00%
\$ 17,716	\$ 14,618	\$ 14,352	\$ 12,654	\$ 9,796	-22.59%
35	26	69	-	25	0.00%
813	180	-	750	-	-100.00%
6,445	2,561	1,685	5,000	2,500	-50.00%
-	1,422	-	300	-	-100.00%
50	-	325	200	200	0.00%
470	1,660	5,572	350	5,000	1328.57%
1,539	1,489	1,593	1,500	1,500	0.00%
400	-	105	-	-	0.00%
-	-	-	-	15,000	0.00%
2,655	2,498	2,700	3,000	3,000	0.00%
1,500	1,500	1,500	-	-	0.00%
28,177	22,446	22,644	25,000	25,000	0.00%
1,702	6,554	(3,363)	-	-	0.00%
\$ 43,785	\$ 40,335	\$ 32,830	\$ 36,100	\$ 52,225	44.67%
111,205	113,630	177,112	148,000	148,000	0.00%
4,020	10,630	6,875	8,200	8,200	0.00%
5,825	14,005	4,350	9,800	9,800	0.00%
9,237	8,115	6,420	10,000	10,000	0.00%
156,323	142,875	177,720	156,000	156,000	0.00%
-	-	1,498	-	-	0.00%
\$ 286,610	\$ 289,255	\$ 373,975	\$ 332,000	\$ 332,000	0.00%

**001 GENERAL FUND - REVENUES**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
42,503	42,503	42,504	42,505	1015-344-9007	DOT Right-of-Way Maintenance Contract	42,505	0.00%
-	-	2,250	-	1240-343-9100	Cut Paved Surface/Curb	-	0.00%
44,672	57,092	62,272	76,093	1240-344-9008	DOT Lighting Maintenance Contract	77,830	2.28%
<b>\$ 87,175</b>	<b>\$ 99,595</b>	<b>\$ 107,026</b>	<b>\$ 118,598</b>		<b>Total Transportation</b>	<b>\$ 120,335</b>	<b>1.46%</b>
174,391	167,871	154,355	171,500	1000-347-2000	Program Revenue	165,000	-3.79%
-	-	23,226	-	1000-347-2011	Program Revenue - Not City Staff Provided	27,715	100.00%
29,275	27,245	23,159	27,900	1000-347-2100	Sponsorship Revenue	26,750	-4.12%
12,492	27,924	22,819	22,000	1000-347-2200	Rental - Auditorium, Rec Centers, etc	22,000	0.00%
30,077	24,656	23,693	24,500	1000-347-2210	Rentals tax-exempt - Auditorium, Rec Centers, etc	24,500	0.00%
735	-	-	-	1000-347-2300	Concession Revenue	-	0.00%
-	-	348	-	1000-347-2400	Non Cash/Check Payment	250	100.00%
980	1,820	1,822	1,700	1000-347-4030	Holiday Parade Entry Fee	1,700	0.00%
<b>\$ 247,950</b>	<b>\$ 249,516</b>	<b>\$ 249,422</b>	<b>\$ 247,600</b>		<b>Total Recreation</b>	<b>\$ 267,915</b>	<b>8.20%</b>
7,878	10,703	10,933	9,000	1010-347-2200	Rentals - Liza Jackson	9,000	0.00%
2,210	2,235	2,457	2,500	1010-347-2210	Rentals tax-exempt - Liza Jackson	2,500	0.00%
2,231	2,863	2,440	2,500	1010-347-4010	Spec Evt - Landing, Chester Pruitt	2,500	0.00%
530	2,115	4,885	4,000	1010-347-4020	Spec Evt tax-exempt - Landing, Chester Pruitt	4,000	0.00%
-	80	-	-	1010-347-4330	Special Event Misc Charge	-	0.00%
11,306	7,666	9,499	8,000	1010-347-5910	Boat Launch Fee	8,000	0.00%
<b>\$ 24,155</b>	<b>\$ 25,661</b>	<b>\$ 30,214</b>	<b>\$ 26,000</b>		<b>Total Parks</b>	<b>\$ 26,000</b>	<b>0.00%</b>
3,602	3,069	2,100	3,250	1020-347-2200	Rental - Center, etc	2,500	-23.08%
1,442	360	1,302	1,200	1020-347-2210	Rental - Tax Exempt	1,200	0.00%
18,407	16,456	7	100	1020-347-5600	Program Revenue	100	0.00%
13,598	16,027	14,747	12,000	1020-347-5610	Memberships	14,000	16.67%
-	-	12,176	15,900	1020-347-5611	Program Revenue - Not City Staff Provided	13,145	-17.33%
62	19	20	50	1020-347-5620	Copy Machine	50	0.00%
46	21	32	75	1020-347-5630	Commissions on Shop	75	0.00%
555	849	707	700	1020-347-5640	Concessions	700	0.00%
<b>\$ 37,712</b>	<b>\$ 36,800</b>	<b>\$ 31,090</b>	<b>\$ 33,275</b>		<b>Total Senior Center</b>	<b>\$ 31,770</b>	<b>-4.52%</b>
2,590	2,730	2,124	2,740	1060-347-1000	Library Fees	2,740	0.00%
6,253	5,771	6,203	5,800	1060-347-1010	Photo Copy Revenue	5,800	0.00%
500	750	400	250	1060-347-1210	Rentals - Taxable	400	60.00%
50	-	25	25	1060-347-1220	Rentals - Tax Exempt	25	0.00%
<b>\$ 9,393</b>	<b>\$ 9,251</b>	<b>\$ 8,751</b>	<b>\$ 8,815</b>		<b>Total Library</b>	<b>\$ 8,965</b>	<b>1.70%</b>
2,490	1,240	1,773	1,500	1070-347-2000	Program Revenue	1,500	0.00%
5,500	-	-	-	1070-347-2100	Sponsorship Revenue	-	0.00%
30,909	27,029	26,935	30,000	1070-347-3500	Admission Fees	28,000	-6.67%
31,290	27,063	26,462	30,000	1070-347-3510	Merchandise Sales	28,000	-6.67%
159	147	-	75	1070-347-3515	Merchandise Sales - Tax Exempt	75	0.00%
8,872	7,080	8,576	7,000	1070-347-3520	Fees - Tax Exempt	8,500	21.43%
<b>\$ 79,220</b>	<b>\$ 62,559</b>	<b>\$ 63,746</b>	<b>\$ 68,575</b>		<b>Total Museum</b>	<b>\$ 66,075</b>	<b>-3.65%</b>
<b>\$ 833,716</b>	<b>\$ 827,591</b>	<b>\$ 911,405</b>	<b>\$ 883,617</b>		<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 915,081</b>	<b>3.56%</b>

**001 GENERAL FUND - REVENUES**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted				
				2012-13 Adopted	% Change		
74,648	58,780	50,147	55,000	0800-351-5000	Traffic Fines	40,000	-27.27%
44,736	36,325	27,659	35,000	0800-351-5030	Traffic Fines - Law Enforcement Automation	20,000	-42.86%
<b>\$ 119,384</b>	<b>\$ 95,105</b>	<b>\$ 77,806</b>	<b>\$ 90,000</b>		<b>Total Traffic Fines</b>	<b>\$ 60,000</b>	<b>-33.33%</b>
13,791	14,053	13,024	12,000	1060-352-1000	Library Fines	12,000	0.00%
65	25	-	200	1060-352-1010	Lost Publications	200	0.00%
<b>\$ 13,855</b>	<b>\$ 14,078</b>	<b>\$ 13,024</b>	<b>\$ 12,200</b>		<b>Total Library Fines</b>	<b>\$ 12,200</b>	<b>0.00%</b>
8,951	3,563	(71)	5,000	0800-354-1100	Parking Citations	5,000	0.00%
3,550	1,600	2,825	1,000	0800-354-1200	False Alarm Fines - Police	1,000	0.00%
-	3,950	650	6,000	0900-354-1200	False Alarm Fines - Fire	500	-91.67%
172,181	63,692	24,150	20,000	1217-354-1000	Code Enforcement - Fines	20,000	0.00%
7,030	8,155	7,500	5,000	1217-354-1010	Code Enforcement - Fees	5,000	0.00%
<b>\$ 191,712</b>	<b>\$ 80,960</b>	<b>\$ 35,054</b>	<b>\$ 37,000</b>		<b>Total Violations of Local Ordinances</b>	<b>\$ 31,500</b>	<b>-14.86%</b>
<b>\$ 324,952</b>	<b>\$ 190,143</b>	<b>\$ 125,885</b>	<b>\$ 139,200</b>		<b>TOTAL FINES &amp; FORFEITURES</b>	<b>\$ 103,700</b>	<b>-25.50%</b>
206,164	120,381	115,286	80,000	1500-361-1000	Interest Income	40,000	-50.00%
-	-	-	41,349	1500-361-1004	Interest Income - Golf Fund 1999 Bond debt payoff	39,424	-4.66%
22,075	7,861	6,593	8,000	1500-361-2000	Dividend Income	8,000	0.00%
-	-	(25,971)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ 228,239</b>	<b>\$ 128,242</b>	<b>\$ 95,907</b>	<b>\$ 129,349</b>		<b>Total Interest Income</b>	<b>\$ 87,424</b>	<b>-32.41%</b>
-	-	1,724	4,500	1010-362-1000	Rentals & Leases	3,023	-32.82%
227,932	233,265	224,154	216,862	1500-362-1000	Rental and Lease Income	227,795	5.04%
<b>\$ 227,932</b>	<b>\$ 233,265</b>	<b>\$ 225,879</b>	<b>\$ 221,362</b>		<b>Total Rents and Royalties</b>	<b>\$ 230,818</b>	<b>4.27%</b>
2,514	9,266	17,584	7,500	1500-364-1000	Sale of Surplus - Assets	7,500	0.00%
-	801,000	-	-	1500-364-1030	Sale of Surplus - Land	-	0.00%
138	301	403	300	1220-365-1010	Sale of Used Oil	300	0.00%
<b>\$ 2,652</b>	<b>\$ 810,567</b>	<b>\$ 17,987</b>	<b>\$ 7,800</b>		<b>Total Disposal of Fixed Assets</b>	<b>\$ 7,800</b>	<b>0.00%</b>
-	-	-	-	0100-366-1000	Contributions/Donations - City Council	3,525	0.00%
11,813	2,737	363,094	-	0800-366-1000	Contributions/Donations - Police	-	0.00%
-	25	-	-	0900-366-1000	Contributions/Donations - Fire	-	0.00%
15,193	7,329	1,715	-	1000-366-1000	Contributions/Donations - Recreation	-	0.00%
-	70,691	-	-	1010-366-1000	Contributions/Donations - Parks	-	0.00%
43	18	12	-	1015-366-1000	Contributions/Donations - Right-of-Way	-	0.00%
3,531	3,383	6,653	-	1020-366-1000	Contributions/Donations - Senior Center	-	0.00%
3,465	5,103	3,239	-	1060-366-1000	Contributions/Donations - Library	-	0.00%
4,419	6,650	2,806	1,500	1070-366-1000	Contributions/Donations - Museum	-	0.00%
950	100	200	-	1200-366-1000	Contributions/Donations - Engineering	-	0.00%
3,200	335	274	-	1500-366-1000	Contributions/Donations - General	-	0.00%
<b>\$ 42,615</b>	<b>\$ 96,371</b>	<b>\$ 377,993</b>	<b>\$ 1,500</b>		<b>Total Contributions/Donations</b>	<b>\$ 3,525</b>	<b>135.00%</b>
52	19	52	20	0800-369-1710	Police Patches	20	0.00%
1,072	1,131	1,473	1,500	0000-369-9091	Discounts	1,500	0.00%
-	-	2,174	-	1500-369-1000	Worker's Comp Proceeds	-	0.00%
7	43	78	25	1500-369-1500	City Clerk Store	25	0.00%
27,404	6,761	9,162	-	1500-369-3000	Proceeds - Insurance	-	0.00%
360	360	360	360	1500-369-5000	Proceeds - Sales Tax Credit	360	0.00%
674	-	-	-	1500-369-7000	Credit Card Surcharge Fee	-	0.00%
74	66	9	-	1500-369-8000	Radon Surcharge	-	0.00%
11,619	16,936	47,001	45,000	1500-369-9000	Miscellaneous	45,000	0.00%
<b>\$ 41,263</b>	<b>\$ 25,316</b>	<b>\$ 60,310</b>	<b>\$ 46,905</b>		<b>Total Other Revenues</b>	<b>\$ 46,905</b>	<b>0.00%</b>
<b>\$ 542,701</b>	<b>\$ 1,293,761</b>	<b>\$ 778,076</b>	<b>\$ 406,916</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 376,472</b>	<b>-7.48%</b>

**001 GENERAL FUND - REVENUES**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
-	8,952	4,553	-	1600-381-2200	Transfer from Law Enforcement Trust Fund	-	0.00%
67,650	15,555	13,149	24,000	1600-381-2400	Transfer from Beal Memorial Cemetery Fund	1,000	-95.83%
-	32,461	29,295	23,315	1600-381-2500	Transfer from CDBG Fund	18,546	-20.45%
287,865	73,656	78,076	77,029	1600-381-9119	Transfer from CRA Fund	131,843	71.16%
1,703,281	1,097,641	959,557	1,165,028	1600-382-4100	Transfer from Utilities Fund	1,189,744	2.12%
928,460	708,003	708,039	418,742	1600-382-4300	Transfer from Sanitation Fund	420,144	0.33%
49,810	25,000	99	50,000	1600-382-4400	Transfer from Golf Fund	52,214	4.43%
2,725	15,000	15,022	15,000	1600-382-4500	Transfer from Stormwater Fund	73,372	389.15%
<b>\$ 3,039,791</b>	<b>\$ 1,976,267</b>	<b>\$ 1,807,790</b>	<b>\$ 1,773,114</b>		<b>Total Interfund Transfers</b>	<b>\$ 1,886,863</b>	<b>6.42%</b>
-	-	739,805	-	1500-384-1075	Hancock Bank Note Payable	-	0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 739,805</b>	<b>\$ -</b>		<b>Total Proceeds from Debt/Loans</b>	<b>\$ -</b>	<b>0.00%</b>
-	-	-	214,801	1600-389-9100	Appropriation from Unassigned Fund Balance	55,148	-74.33%
-	-	-	1,840	1600-389-9500	Approp. from Assigned Fund Balance - 4th of July	-	-100.00%
-	-	-	35,320	1600-389-9600	Approp. from Restricted Fund Balance - Harvey Trust	9,500	-73.10%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 251,961</b>		<b>Total Non-Operating Sources</b>	<b>\$ 64,648</b>	<b>-74.34%</b>
<b>\$ 3,039,791</b>	<b>\$ 1,976,267</b>	<b>\$ 2,547,595</b>	<b>\$ 2,025,075</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ 1,951,511</b>	<b>-3.63%</b>
<b>\$ 19,329,577</b>	<b>\$ 19,252,950</b>	<b>\$ 18,859,165</b>	<b>\$ 17,399,021</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 16,801,950</b>	<b>-3.43%</b>

**001 GENERAL FUND - 0100 CITY COUNCIL**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
200	-	200	-	341-9120 Election Qualifying Fees	200 100.00%
-	-	-	-	366-1000 Contributions/Donations	3,525 100.00%
<b>\$ 200</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>TOTAL REVENUES</b>	<b>\$ 3,725 100.00%</b>
<b>Personal Services:</b>					
39,379	38,166	39,379	39,488	511-1100 Executive Salaries	39,488 0.00%
2,442	2,366	2,442	2,448	511-2100 FICA Taxes	2,448 0.00%
571	553	571	573	511-2101 Medicare	573 0.00%
44,737	44,243	47,369	49,155	511-2300 Dental, Life & Health Insurance	88,148 79.33%
115	74	73	82	511-2400 Worker's Compensation	80 -2.44%
<b>\$ 87,243</b>	<b>\$ 85,404</b>	<b>\$ 89,833</b>	<b>\$ 91,746</b>	<b>Total Personal Services</b>	<b>\$ 130,737 42.50%</b>
<b>Operating Expenditures:</b>					
40,000	40,000	6,900	-	511-3100 Professional Services	30,000 100.00%
96,051	82,221	84,602	95,000	511-3101 Legal Services	95,500 0.53%
95,431	87,787	87,787	82,710	511-3400 Other Services	102,310 23.70%
9,600	3,868	4,196	9,000	511-4000 Travel and Per Diem	9,000 0.00%
328	761	271	325	511-4100 Communication Services	275 -15.38%
-	1,290	-	-	511-4400 Rentals & Leases	2,410 100.00%
747	939	-	-	511-4800 Promotional Activities	- 0.00%
-	25,183	23,156	22,745	511-4801 Special Events	-
16,141	-	14,517	-	511-4910 Election Expense	16,000 100.00%
10,142	7,918	8,243	3,750	511-5200 Operating Supplies	5,415 44.40%
5,132	2,682	3,077	2,822	511-5400 Books, Dues & Publications	2,350 -16.73%
-	570	978	800	511-5500 Training	800 0.00%
84,650	34,162	32,263	15,979	511-8200 Grants & Aids	15,947 -0.20%
				Economic Development Council	
				West Florida Regional Planning Council	
				Transportation Planning Organization	
<b>\$ 358,221</b>	<b>\$ 287,382</b>	<b>\$ 265,989</b>	<b>\$ 233,131</b>	<b>Total Operating Expenditures</b>	<b>\$ 280,007 20.11%</b>
<b>Capital Outlay:</b>					
711	-	-	-	511-6402 Equipment	- 0.00%
<b>\$ 711</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 446,175</b>	<b>\$ 372,786</b>	<b>\$ 355,822</b>	<b>\$ 324,877</b>	<b>TOTAL EXPENSES</b>	<b>\$ 410,744 26.43%</b>
<b>\$ (445,975)</b>	<b>\$ (372,786)</b>	<b>\$ (355,622)</b>	<b>\$ (323,037)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (407,019) 26.00%</b>

**001 GENERAL FUND - 0200 CITY MANAGER**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
20	-	-	-	341-7000 FWBTV Dubbing Fees	- 0.00%
<b>\$ 20</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>TOTAL REVENUES</b>	<b>\$ - 0.00%</b>
<b>Personal Services:</b>					
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>2.00</b>
-	-	106,395	-	512-1100 Executive Salaries	110,302 100.00%
156,153	157,969	42,961	149,193	512-1200 Regular Salaries	52,929 -64.52%
-	-	-	1,949	512-1202 Incentive/Merit Pay	2,153 10.47%
-	25	-	-	512-1400 Salaries - Overtime	-
1,304	-	-	-	512-1508 Auto/Phone Allowance	-
10,557	10,192	9,608	9,579	512-2100 FICA Taxes	10,624 10.91%
2,880	2,384	2,247	2,241	512-2101 Medicare	2,485 10.89%
28,008	43,848	39,843	44,663	512-2200 Retirement Contributions	14,772 -66.93%
-	-	-	-	512-2204 Retirement Contributions - DC Plan	11,596 100.00%
6,348	5,218	5,210	5,212	512-2210 Deferred Compensation	5,515 5.81%
10,211	15,008	13,281	13,985	512-2300 Dental, Life & Health Insurance	16,175 15.66%
488	326	300	331	512-2400 Worker's Compensation	353 6.65%
<b>\$ 215,949</b>	<b>\$ 234,970</b>	<b>\$ 219,845</b>	<b>\$ 227,153</b>	<b>Total Personal Services</b>	<b>\$ 226,904 -0.11%</b>
<b>Operating Expenditures:</b>					
1,014	198	933	1,077	512-4000 Travel and Per Diem	880 -18.29%
1,443	576	1,025	900	512-4100 Communication Services	1,319 46.56%
79	165	91	100	512-4200 Postage	50 -50.00%
575	-	625	-	512-4630 Equipment Repair	- 0.00%
3,544	-	-	-	512-4700 Printing & Binding	- 0.00%
8,432	-	-	-	512-4907 Brownfields Expense	- 0.00%
3,254	-	-	-	512-4920 Advertising	- 0.00%
202	(273)	172	200	512-5100 Office Supplies	200 0.00%
1,848	475	508	100	512-5200 Operating Supplies	- -100.00%
126	-	163	-	512-5231 Computer Hardware/Software	- 0.00%
441	606	1,972	1,415	512-5400 Books, Dues & Publications	315 -77.74%
-	-	1,440	790	512-5500 Training	695 -12.03%
1,247	1,651	88	-	Grant-Related Expenses (FWBTV)	-
<b>\$ 22,205</b>	<b>\$ 3,397</b>	<b>\$ 7,018</b>	<b>\$ 4,582</b>	<b>Total Operating Expenditures</b>	<b>\$ 3,459 -24.51%</b>
<b>Capital Outlay:</b>					
-	-	-	-	512-6420 Computer Hardware/Software	650 100.00%
-	-	-	-	IPAD - City Manager	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 650 100.00%</b>
<b>\$ 238,154</b>	<b>\$ 238,368</b>	<b>\$ 226,864</b>	<b>\$ 231,735</b>	<b>TOTAL EXPENSES</b>	<b>\$ 231,013 -0.31%</b>
<b>\$ (238,134)</b>	<b>\$ (238,368)</b>	<b>\$ (226,864)</b>	<b>\$ (231,735)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (231,013) -0.31%</b>

# CITY MANAGER

Share of City Budget

\$231,013,  
0.7%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

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

Customer Satisfaction with Overall City Services

### Promote Organizational Efficiency

Overall Employee Satisfaction (Strongly Agree & Agree)

Performance Excellence / Leadership Training Courses

### Deliver Services in Most Cost-Efficient Manner

Cost of Services per Citizen - General Fund

	Actual		YTD thru 6/30	Budget	
	2008-09	2009-10		2011-12	2012-13
Customer Satisfaction with Overall City Services	n/a	n/a	n/a	n/a	90%
Overall Employee Satisfaction (Strongly Agree & Agree)	n/a	n/a	79.4%	69.8%	80%
Performance Excellence / Leadership Training Courses	n/a	n/a	n/a	1	6
Cost of Services per Citizen - General Fund	\$920	\$1,006	\$894	annual measure	\$862

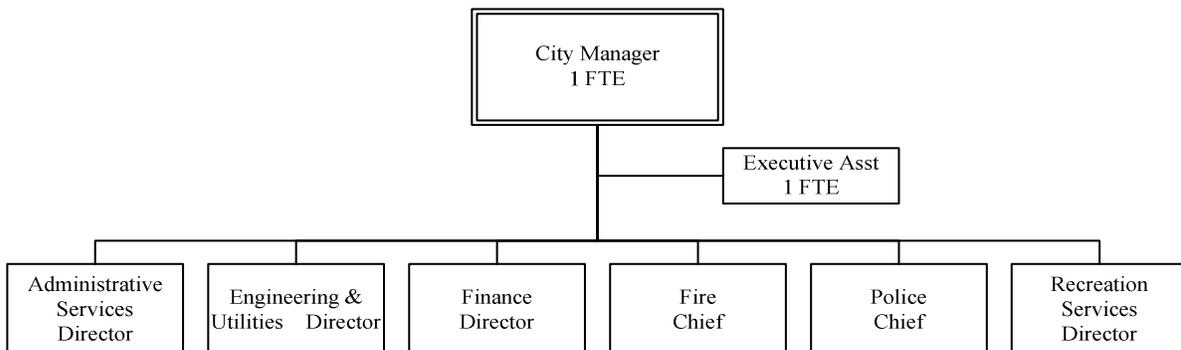
- ✓ Create a Customer Satisfaction Survey to form a baseline for measuring customer satisfaction with all City services.
- ✓ Increase Employee Satisfaction through the Employee Opinion Survey by a minimum of 10% from FY 2011-12.
- ✓ Maintain the cost of General Fund services per citizen at FY 2011-12 levels through improved efficiencies.

## FUTURE GOALS

- ✓ Create a City Leadership Academy / University for current and future managers and supervisors.
- ✓ Explore additional revenue sources through expansion and/or innovative ideas for enhancing services.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Continued the implementation of Performance Excellence through the attendance at the Florida Sterling Conference, a partnership with The Studer Group for Leadership Training, and the implementation of Process Improvement Teams.
- ✓ Completed the revision of the Code of Ordinances and the Land Development Code.
- ✓ Developed flexible work schedules as a benefit to the customers and employees.
- ✓ Revised the Employee Performance Evaluation process to focus more on performance and Core Values.



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

**001 GENERAL FUND - 0300 ADMINISTRATIVE SERVICES**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
Division Does Not Generate Revenue					
\$ -	\$ -	\$ -	\$ -	<b>TOTAL REVENUES</b>	\$ - 0.00%
<b>Personal Services:</b>					
4.00	4.00	3.00	3.00	<i>Number of Funded Employees (FTE's)</i>	3.00
-	-	78,000	-	513-1100 Executive Salaries	78,214 100.00%
214,142	207,222	57,125	146,531	513-1200 Regular Salaries	68,317 -53.38%
-	-	-	2,924	513-1202 Incentive/Merit Pay	3,230 10.47%
-	-	8,285	-	513-1300 Part-Time Wages	- 0.00%
-	85	-	-	513-1400 Salaries - Overtime	-
12	-	-	-	513-1503 Auto Allowance	-
12,551	13,525	8,423	8,353	513-2100 FICA Taxes	8,244 -1.30%
2,935	3,369	1,970	1,954	513-2101 Medicare	1,928 -1.33%
36,536	37,425	10,208	11,736	513-2200 Retirement Contributions	12,820 9.24%
-	675	6,531	6,986	513-2204 Retirement Contributions - DC Plan	6,985 -0.01%
26,166	20,500	13,921	19,661	513-2300 Dental, Life & Health Insurance	20,529 4.41%
619	402	270	304	513-2400 Worker's Compensation	296 -2.63%
<b>\$ 292,961</b>	<b>\$ 283,204</b>	<b>\$ 184,733</b>	<b>\$ 198,449</b>	<b>Total Personal Services</b>	<b>\$ 200,563 1.07%</b>
<b>Operating Expenditures:</b>					
12,744	35,416	5,624	14,556	513-3100 Professional Services	11,781 -19.06%
20,963	17,371	35,390	30,500	513-3101 Legal Services	- -100.00%
13,148	13,764	10,873	6,200	513-3102 Employee Physicals & Immunizations	6,200 0.00%
2,285	-	-	-	513-3400 Other Services	-
3,106	59	1,089	2,055	513-4000 Travel and Per Diem	1,000 -51.34%
3,785	2,312	1,382	1,500	513-4100 Communication Services	1,705 13.67%
2,037	1,085	603	1,000	513-4200 Postage	500 -50.00%
1,035	844	1,000	758	513-4400 Rentals & Leases	758 0.00%
8,049	7,052	7,215	-	513-4610 Maintenance Contracts	-
4,206	676	-	1,000	513-4700 Printing & Binding	1,000 0.00%
17,203	6,539	3,061	-	513-4800 Promotional Activities	- 0.00%
2,855	2,695	-	-	513-4901 Recruitment/Relocation	-
-	-	416	600	513-4920 Advertising	600 0.00%
2,198	1,793	1,892	2,270	513-5100 Office Supplies	2,205 -2.86%
6,305	6,544	5,158	7,753	513-5200 Operating Supplies	12,900 66.39%
550	2,674	422	610	513-5400 Books, Dues & Publications	494 -19.02%
-	635	488	3,445	513-5500 Training	2,450 -28.88%
<b>\$ 100,469</b>	<b>\$ 99,459</b>	<b>\$ 74,614</b>	<b>\$ 72,247</b>	<b>Total Operating Expenditures</b>	<b>\$ 41,593 -42.43%</b>
<b>Capital Outlay:</b>					
-	-	-	-	513-6420 Computer Hardware/Software	650 100.00%
-	-	-	-	IPAD - Director	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 650 100.00%</b>
<b>\$ 393,430</b>	<b>\$ 382,663</b>	<b>\$ 259,347</b>	<b>\$ 270,696</b>	<b>TOTAL EXPENSES</b>	<b>\$ 242,806 -10.30%</b>
<b>\$ (393,430)</b>	<b>\$ (382,663)</b>	<b>\$ (259,347)</b>	<b>\$ (270,696)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (242,806) -10.30%</b>

# ADMINISTRATIVE SERVICES

Share of City Budget

\$242,806,  
0.7%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Implement and Enhance Performance Excellence Program

Positions with Redesigned Performance Evaluation

Process Improvement Teams Created and Trained

### Attract and Retain a High-Quality Workforce

Career Development and Training Classes Held

Employees Recognized

Managers Recognized

Turnover Rate: Public Safety Personnel

Turnover Rate: Non-Public Safety Personnel

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Positions with Redesigned Performance Evaluation	n/a	n/a	n/a	0%	100%	100%
Process Improvement Teams Created and Trained	n/a	n/a	n/a	3	3	6
Career Development and Training Classes Held	n/a	n/a	n/a	18	10	25
Employees Recognized	n/a	n/a	n/a	19	12	24
Managers Recognized	n/a	n/a	n/a	3	12	12
Turnover Rate: Public Safety Personnel	n/a	n/a	n/a	2%	30%	20%
Turnover Rate: Non-Public Safety Personnel	n/a	n/a	n/a	4%	24%	12%

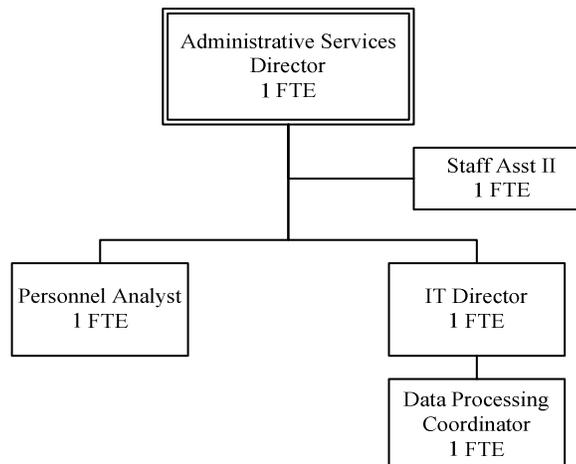
- ✓ Implement and enhance Performance Excellence Program by redesigning the performance evaluation for all positions and creating process improvement teams.
- ✓ Develop ongoing training for leadership with the Studer Group.
- ✓ Develop and introduce employee handbook to all employees.
- ✓ Offer avenues of career development and training to promote a high-quality workforce and environment of continual improvement.
- ✓ Revise Employee of Year and Manager of Year programs by making recognition a monthly activity, culminating with the annual award.
- ✓ Reduce turnover for both public safety and non-public safety personnel.

## FUTURE GOALS

- ✓ Revise the compensation and classification plan.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Began performance excellence training for leadership with the Studer Group.
- ✓ Developed and implemented new employee orientation for all new hires.



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

**001 GENERAL FUND - 0310 RISK MANAGEMENT**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
Division Does Not Generate Revenue					
\$ -	\$ -	\$ -	\$ -	<b>TOTAL REVENUES</b>	\$ - 0.00%
<b>Personal Services:</b>					
1.00	1.00	-	-	<i>Number of Funded Employees (FTE's)</i>	-
37,152	37,161	15,804	-	519-1200 Regular Salaries	- 0.00%
2,197	2,204	1,480	-	519-2100 FICA Taxes	- 0.00%
514	516	346	-	519-2101 Medicare	- 0.00%
6,339	8,450	3,507	-	519-2200 Retirement Contributions	- 0.00%
4,050	4,075	1,925	-	519-2300 Dental, Life & Health Insurance	- 0.00%
108	72	30	-	519-2400 Worker's Compensation	- 0.00%
<b>\$ 50,360</b>	<b>\$ 52,478</b>	<b>\$ 23,092</b>	<b>\$ -</b>	<b>Total Personal Services</b>	<b>\$ - 0.00%</b>
<b>Operating Expenditures:</b>					
-	8,650	-	-	519-3100 Professional Services	- 0.00%
25	-	356	-	519-4000 Travel and Per Diem	2,300 100.00%
334	259	249	-	519-4100 Communication Services	- 0.00%
494,362	487,559	348,808	376,360	519-4500 Insurance	440,370 17.01%
80,562	55,738	46,631	50,000	519-4501 Unrecovered Insurance Claims	50,000 0.00%
<b>\$ 575,283</b>	<b>\$ 552,206</b>	<b>\$ 396,044</b>	<b>\$ 426,360</b>	<b>Total Operating Expenditures</b>	<b>\$ 492,670 15.55%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 625,643</b>	<b>\$ 604,684</b>	<b>\$ 419,136</b>	<b>\$ 426,360</b>	<b>TOTAL EXPENSES</b>	<b>\$ 492,670 15.55%</b>
<b>\$ (625,643)</b>	<b>\$ (604,684)</b>	<b>\$ (419,136)</b>	<b>\$ (426,360)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (492,670) 15.55%</b>

# RISK MANAGEMENT

Share of City Budget

\$492,670,  
1.4%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Reduce Workers Compensation Expense</b>						
Workers Compensation Accidents	n/a	n/a	65	34	73	50
Workers Compensation Accidents with Injuries	n/a	n/a	41	10	55	20
Workers Compensation Lost Work Days	n/a	n/a	45	24	36	36
Workers Compensation Open Claims	n/a	n/a	15	6	13	10
Workers Compensation Experience Modification	0.81	0.79	1.13	annual measure	1.21	1.08
<b>Minimize Liability Exposure</b>						
At-Fault Employee Vehicle & Equipment Incidents	n/a	n/a	8	7	13	10
<b>Provide a Safe Workplace</b>						
Safety Training Classes Held	n/a	n/a	n/a	8	12	24

- ✓ Reduce workers compensation accident frequency, accidents with injuries, and lost work hours through improved safety training.
- ✓ Conduct first aid and CPR training and certification for all departments.
- ✓ Reduce at-fault employee vehicle and equipment incidents through improved safety program.
- ✓ Offer avenues of safety training to promote a safe workplace and environment of continual improvement.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Redesigned Safety Committee to include all departments and divisions.
- ✓ Reduced workers compensation reserve amounts by over \$50,000.

**001 GENERAL FUND - 0320 INFORMATION TECHNOLOGY**

2008-09	2009-10	2010-11	2011-12 Adopted	Budget	
				2012-13 Adopted	% Change
<b>Revenues:</b>					
Division Does Not Generate Revenue					
\$ -	\$ -	\$ -	\$ -	<b>TOTAL REVENUES</b>	\$ - 0.00%
<b>Personal Services:</b>					
<b>2.75</b>	<b>2.75</b>	<b>2.00</b>	<b>2.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>2.00</b>
143,503	129,737	127,233	127,095	516-1200 Regular Salaries	127,094 0.00%
-	-	-	1,949	516-1202 Incentive/Merit Pay	2,153 10.47%
1,596	1,803	1,808	1,800	516-1503 Auto Allowance	1,800 0.00%
8,737	7,598	7,368	7,305	516-2100 FICA Taxes	7,363 0.79%
2,043	1,777	1,723	1,709	516-2101 Medicare	1,722 0.76%
21,486	28,387	28,244	32,473	516-2200 Retirement Contributions	35,472 9.24%
18,876	15,883	17,333	18,206	516-2300 Dental, Life & Health Insurance	19,009 4.41%
419	255	243	268	516-2400 Worker's Compensation	261 -2.61%
<b>\$ 196,661</b>	<b>\$ 185,439</b>	<b>\$ 183,952</b>	<b>\$ 190,805</b>	<b>Total Personal Services</b>	<b>\$ 194,874 2.13%</b>
<b>Operating Expenditures:</b>					
-	-	-	93,989	516-3100 Professional Services	116,775 24.24%
48,993	68,707	69,925	-	516-3400 Other Services	-
1,581	1,050	779	800	516-4000 Travel and Per Diem	800 0.00%
60,398	53,464	51,834	45,834	516-4100 Communication Services	42,853 -6.50%
25,997	14,639	22,109	-	516-4610 Maintenance Contracts	-
7,960	11,284	8,122	11,010	516-4630 Equipment Repair	11,000 -0.09%
2,195	2,539	1,010	3,100	516-5200 Operating Supplies	3,100 0.00%
9,182	3,888	22,350	4,000	516-5231 Computer Hardware/Software	4,000 0.00%
340	457	366	470	516-5400 Books, Dues & Publications	2,320 393.62%
-	-	75	75	516-5500 Training	75 0.00%
-	-	(3,386)	-	516-9905 Capitalized Costs Allocation - Labor	- 0.00%
-	-	(1,480)	-	516-9906 Capitalized Costs Allocation - Benefits	- 0.00%
<b>\$ 156,646</b>	<b>\$ 156,028</b>	<b>\$ 171,704</b>	<b>\$ 159,278</b>	<b>Total Operating Expenditures</b>	<b>\$ 180,923 13.59%</b>
<b>Capital Outlay:</b>					
5,825	21,277	15,871	16,675	516-6420 Computer Hardware/Software	16,850 1.05%
				Repl PC's w/ P4E 3.0G or less processors	
				Replacement Cisco Switch - City Hall	
<b>\$ 5,825</b>	<b>\$ 21,277</b>	<b>\$ 15,871</b>	<b>\$ 16,675</b>	<b>Total Capital Outlay</b>	<b>\$ 16,850 1.05%</b>
<b>\$ 359,132</b>	<b>\$ 362,744</b>	<b>\$ 371,527</b>	<b>\$ 366,758</b>	<b>TOTAL EXPENSES</b>	<b>\$ 392,647 7.06%</b>
<b>\$ (359,132)</b>	<b>\$ (362,744)</b>	<b>\$ (371,527)</b>	<b>\$ (366,758)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (392,647) 7.06%</b>

# INFORMATION TECHNOLOGY

Share of City Budget

\$392,647,  
1.2%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide Current Technology to Users</b>						
Computers & Laptops Replaced	20%	8%	24%	14%	13%	12%
Police Laptops Replaced	n/a	n/a	2%	21%	23%	21%
<b>Support Department Productivity by Minimizing Downtime</b>						
Hours of Downtime: Public Safety (police & fire)	n/a	n/a	n/a	6	24	12
Hours of Downtime: Non-Public Safety	n/a	n/a	n/a	3	50	24

- ✓ Ensure current technology to users by replacing desktop computers with P4, 3.0G or less processors.
- ✓ Ensure current technology to police department by replacing laptops every five years.
- ✓ Ensure no more than 12 hours of downtime for public safety personnel.
- ✓ Ensure no more than 24 hours of downtime for non-public safety personnel.

## FUTURE GOALS

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

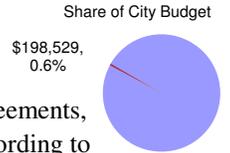
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced existing Microsoft Exchange 2003 Server.
- ✓ Installed software and hardware to meet two factor authentication requirements.

**001 GENERAL FUND - 0400 CITY CLERK**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
241	802	625	500	341-9300	Photo Copies/Certifying	500	0.00%
7	43	78	25	369-1500	City Clerk Store	25	0.00%
<b>\$ 248</b>	<b>\$ 845</b>	<b>\$ 704</b>	<b>\$ 525</b>	<b>TOTAL REVENUES</b>		<b>\$ 525</b>	<b>0.00%</b>
<b>Personal Services:</b>							
3.00	3.00	2.50	2.50	<i>Number of Funded Employees (FTE's)</i>		2.50	
-	-	75,471	-	512-1100	Executive Salaries	70,707	100.00%
148,203	149,135	32,882	112,933	512-1200	Regular Salaries	32,873	-70.89%
-	-	-	-	512-1201	Service Awards	477	100.00%
-	-	-	2,437	512-1202	Incentive/Merit Pay	2,691	10.42%
-	-	583	-	512-1300	Part-Time Wages	9,353	100.00%
-	132	-	-	512-1400	Salaries - Overtime	-	-
1,205	1,205	1,205	1,200	512-1503	Auto Allowance	1,200	0.00%
9,282	12,274	6,924	7,168	512-2100	FICA Taxes	7,080	-1.23%
2,171	2,870	1,619	1,677	512-2101	Medicare	1,656	-1.25%
25,940	23,004	7,305	8,399	512-2200	Retirement Contributions	9,175	9.24%
-	2,427	3,539	3,536	512-2204	Retirement Contributions - DC Plan	3,535	-0.03%
3,832	3,832	3,770	3,828	512-2210	Deferred Compensation	3,747	-2.12%
8,836	8,708	5,091	5,160	512-2300	Dental, Life & Health Insurance	9,899	91.84%
443	300	214	245	512-2400	Worker's Compensation	239	-2.45%
<b>\$ 199,910</b>	<b>\$ 203,887</b>	<b>\$ 138,605</b>	<b>\$ 146,583</b>	<b>Total Personal Services</b>		<b>\$ 152,632</b>	<b>4.13%</b>
<b>Operating Expenditures:</b>							
12,709	-	9,615	13,574	512-3100	Professional Services	18,134	33.59%
-	-	13,723	-	512-3400	Other Services	-	0.00%
783	160	46	950	512-4000	Travel and Per Diem	950	0.00%
1,385	826	921	973	512-4100	Communication Services	935	-3.91%
234	186	202	250	512-4200	Postage	250	0.00%
15,467	14,037	11,580	11,138	512-4400	Rentals & Leases	11,138	0.00%
1,838	1,838	1,873	-	512-4610	Maintenance Contracts	-	-
240	218	-	-	512-4620	Vehicle Repair	-	-
23,771	-	511	-	512-4801	Special Events	-	-
-	1,221	815	500	512-4912	Recording Fees	500	0.00%
6,252	8,738	4,662	14,700	512-4915	Legal Advertising	11,750	-20.07%
1,537	2,260	1,447	835	512-5100	Office Supplies	915	9.58%
-	-	-	-	512-5101	Office Supplies - City Hall Copier	265	100.00%
3,264	610	112	200	512-5200	Operating Supplies	200	0.00%
747	441	-	-	512-5204	Fuel & Oil	-	-
159	-	35	-	512-5231	Computer Hardware/Software	-	0.00%
1,030	435	355	471	512-5400	Books, Dues & Publications	535	13.59%
-	95	-	325	512-5500	Training	325	0.00%
<b>\$ 69,417</b>	<b>\$ 31,064</b>	<b>\$ 45,897</b>	<b>\$ 43,916</b>	<b>Total Operating Expenditures</b>		<b>\$ 45,897</b>	<b>4.51%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 269,327</b>	<b>\$ 234,951</b>	<b>\$ 184,502</b>	<b>\$ 190,499</b>	<b>TOTAL EXPENSES</b>		<b>\$ 198,529</b>	<b>4.22%</b>
<b>\$ (269,079)</b>	<b>\$ (234,106)</b>	<b>\$ (183,798)</b>	<b>\$ (189,974)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (198,004)</b>	<b>4.23%</b>

# CITY CLERK



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Properly Maintain Public Records</b>						
Eligible Records Destroyed on Time	n/a	n/a	100%	57%	68%	90%
Records with Retention Greater than 10 Year Available on Laserfische	n/a	n/a	90%	30%	100%	90%
<b>Provide Prompt Customer Service</b>						
Public Records Requests Responded To within 2 Days	n/a	n/a	94%	88%	95%	95%
<b>Encourage Donations for Public Events</b>						
Fourth of July Fundraising	n/a	n/a	\$2,471	\$950	\$2,500	\$2,000

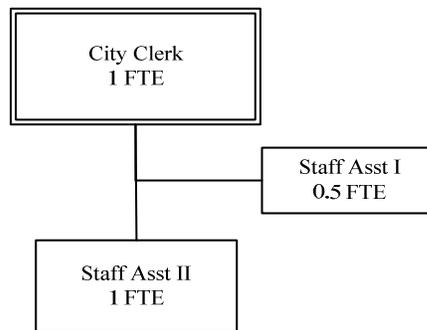
- ✓ Destroy all records that have met their retention period in early October.
- ✓ Laserfiche all records with a retention period greater than 10 years.
- ✓ Respond to 95% of public records requests within 2 Days (some may require longer research period).

## FUTURE GOALS

- ✓ Raise at least \$2,000 through Fourth of July fundraising activities.
- ✓ Purge contract files to reflect current contracts; archive expired/inactive contracts; ensure all contracts are in electronic format.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Council/Board Minutes completed and posted to web page within 2 working days of meeting.



**001 GENERAL FUND - 0500 FINANCE**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
Division Does Not Generate Revenue					
\$ -	\$ -	\$ -	\$ -	<b>TOTAL REVENUES</b>	\$ - 0.00%
<b>Personal Services:</b>					
7.00	7.00	7.00	7.00	<b>Number of Funded Employees (FTE's)</b>	7.00
-	-	90,290	-	513-1100 Executive Salaries	86,350 100.00%
319,587	332,355	227,100	334,512	513-1200 Regular Salaries	248,161 -25.81%
-	-	-	-	513-1201 Service Awards	106 100.00%
-	-	-	6,823	513-1202 Incentive/Merit Pay	7,536 10.45%
-	-	7,190	-	513-1300 Part-Time Wages	- 0.00%
19,066	19,851	18,947	19,432	513-2100 FICA Taxes	19,140 -1.50%
4,459	4,642	4,431	4,545	513-2101 Medicare	4,476 -1.52%
58,543	80,573	69,773	77,396	513-2200 Retirement Contributions	84,145 8.72%
-	-	2,008	3,961	513-2204 Retirement Contributions - DC Plan	2,641 -33.32%
39,706	36,581	37,601	40,591	513-2300 Dental, Life & Health Insurance	50,953 25.53%
931	654	619	703	513-2400 Worker's Compensation	685 -2.56%
<b>\$ 442,292</b>	<b>\$ 474,656</b>	<b>\$ 457,959</b>	<b>\$ 487,963</b>	<b>Total Personal Services</b>	<b>\$ 504,193 3.33%</b>
<b>Operating Expenditures:</b>					
10,530	33	1,047	31,277	513-3100 Professional Services	47,497 51.86%
62,073	51,935	61,984	51,984	513-3200 Annual Audit Services	51,984 0.00%
11,961	15	1,009	90	513-3400 Other Services	90 0.00%
3,938	2,174	3,185	2,261	513-4000 Travel and Per Diem	3,781 67.23%
3,842	2,356	2,241	2,488	513-4100 Communication Services	2,795 12.34%
6,494	4,676	5,564	4,800	513-4200 Postage	5,000 4.17%
-	-	1,314	-	513-4300 Utilities	- 0.00%
780	780	780	780	513-4400 Rentals & Leases	780 0.00%
25,455	25,906	27,022	620	513-4610 Maintenance Contracts	675 8.87%
1,236	859	1,836	2,100	513-4700 Printing and Binding	1,830 -12.86%
72	0	12	-	513-4903 Sales Tax Expense/Penalty	25 100.00%
5,692	5,921	4,322	7,110	513-5100 Office Supplies	3,700 -47.96%
3,810	5,308	2,081	2,700	513-5200 Operating Supplies	3,765 39.44%
8,221	5,779	4,884	-	513-5230 ACH/Credit Card Fees	-
450	-	300	-	513-5231 Computer Hardware/Software	- 0.00%
1,362	1,390	1,546	1,630	513-5400 Books, Dues & Publications	1,740 6.75%
-	260	1,299	1,939	513-5500 Training	3,320 71.22%
<b>\$ 145,918</b>	<b>\$ 107,391</b>	<b>\$ 120,426</b>	<b>\$ 109,779</b>	<b>Total Operating Expenditures</b>	<b>\$ 126,982 15.67%</b>
<b>Capital Outlay:</b>					
-	2,434	-	-	513-6402 Equipment	- 0.00%
<b>\$ -</b>	<b>\$ 2,434</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 588,210</b>	<b>\$ 584,482</b>	<b>\$ 578,386</b>	<b>\$ 597,742</b>	<b>TOTAL EXPENSES</b>	<b>\$ 631,175 5.59%</b>
<b>\$ (588,210)</b>	<b>\$ (584,482)</b>	<b>\$ (578,386)</b>	<b>\$ (597,742)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (631,175) 5.59%</b>

# FINANCE

Share of City Budget

\$631,175,  
1.8%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Accurate and Timely Financial Information

Monthly Financial Reports Prepared within 20 Days

Findings From External Auditors

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

Achieve GFOA Distinguished Budget Presentation Award (possible points awarded)

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

	Actual		YTD thru 6/30	Budget		
	2008-09	2009-10		2011-12	2012-13	
Monthly Financial Reports Prepared within 20 Days	0%	25%	89%	56%	92%	92%
Findings From External Auditors	0	0	0	annual measure	0	0
Achieve GFOA Distinguished Budget Presentation Award (possible points awarded)	78%	91%	86%	annual measure	95%	95%
Achieve GFOA Certificate of Achievement for Financial Reporting (possible points awarded)	✓	✓	✓	annual measure	100%	100%

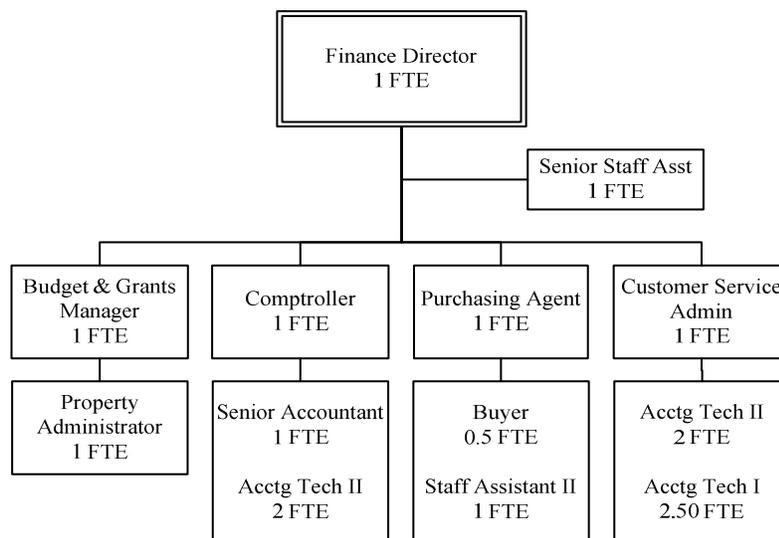
- ✓ Prepare 92% of monthly financial reports within 20 days of the end of the month to provide timely financial information.
- ✓ Develop a plan and funding methodology to address GASB 43 and 45 OPEB requirements.
- ✓ Implement ACH processing for vendor payments.
- ✓ Achieve growth beyond the rate of inflation for invested surplus funds.

## FUTURE GOALS

- ✓ Automate reporting process by converting monthly financial and budget reports to Q-Rep software.
- ✓ Review and update all finance policies and procedures to ensure accuracy, completeness, and functionality.
- ✓ Provide internal training opportunities for city staff to enable effective use of the available information within the City's computerized accounting system.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented an electronic time, attendance, and leave system.
- ✓ Began revamping investment strategy to align with future goals of the City.



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

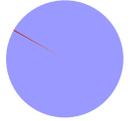
**001 GENERAL FUND - 0530 PURCHASING**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
Division Does Not Generate Revenue					
\$ -	\$ -	\$ -	\$ -	<b>TOTAL REVENUES</b>	\$ - 0.00%
<b>Personal Services:</b>					
<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>Number of Funded Employees (FTE's)</b>	<b>2.50</b>
79,261	91,249	80,988	92,756	513-1200 Regular Salaries	78,909 -14.93%
-	-	-	-	513-1201 Service Awards	106 100.00%
-	-	-	2,437	513-1202 Incentive/Merit Pay	2,691 10.42%
-	-	13,651	-	513-1300 Part-Time Wages	13,847 100.00%
4,721	5,437	5,707	5,516	513-2100 FICA Taxes	5,528 0.22%
1,104	1,272	1,335	1,290	513-2101 Medicare	1,293 0.23%
13,539	19,993	15,696	13,835	513-2200 Retirement Contributions	15,113 9.24%
-	-	890	1,857	513-2204 Retirement Contributions - DC Plan	1,857 0.00%
7,662	8,487	8,943	9,567	513-2300 Dental, Life & Health Insurance	9,225 -3.57%
228	177	178	193	513-2400 Worker's Compensation	187 -3.11%
<b>\$ 106,515</b>	<b>\$ 126,615</b>	<b>\$ 127,389</b>	<b>\$ 127,451</b>	<b>Total Personal Services</b>	<b>\$ 128,756 1.02%</b>
<b>Operating Expenditures:</b>					
-	-	-	7,175	513-3100 Professional Services	7,392 3.02%
453	967	68	25	513-4000 Travel and Per Diem	- -100.00%
2,461	1,224	1,392	1,356	513-4100 Communication Services	1,205 -11.14%
-	1,321	61	100	513-4200 Postage	125 25.00%
5,373	1,872	66	-	513-4300 Utilities	
378	-	777	-	513-4400 Rentals & Leases	
6,834	6,615	7,086	-	513-4610 Maintenance Contracts	
75	263	-	-	513-4630 Equipment Repair	
138	-	23	-	513-4640 Building Maintenance	
-	-	62	200	513-4700 Printing & Binding	200 0.00%
3,004	3,496	2,791	-	513-4915 Legal Advertising	
-	363	306	-	513-5200 Operating Supplies	
-	115	37	-	513-5204 Fuel & Oil	
85	-	-	-	513-5210 Uniform Expense	
675	-	-	-	513-5231 Computer Hardware/Software	- 0.00%
115	35	70	70	513-5400 Books, Dues & Publications	70 0.00%
				Sams Club Membership/Credit Card Fee	
<b>\$ 19,591</b>	<b>\$ 16,270</b>	<b>\$ 12,739</b>	<b>\$ 8,926</b>	<b>Total Operating Expenditures</b>	<b>\$ 8,992 0.74%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 126,106</b>	<b>\$ 142,885</b>	<b>\$ 140,128</b>	<b>\$ 136,377</b>	<b>TOTAL EXPENSES</b>	<b>\$ 137,748 1.01%</b>
<b>\$ (126,106)</b>	<b>\$ (142,885)</b>	<b>\$ (140,128)</b>	<b>\$ (136,377)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (137,748) 1.01%</b>

# PURCHASING

Share of City Budget

\$137,748,  
0.4%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Procure Products As Efficiently As Possible

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
Purchases Made By Purchase Order	n/a	n/a	83.6%	82.1%	75%	80%
Purchases Made By Direct Payment	n/a	n/a	13.7%	14.8%	15%	15%
Purchases Made By Credit Card	n/a	n/a	2.7%	3.1%	10%	5%

- ✓ Develop program to track vendor performance for on time delivery schedule.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented program to maintain current certificates of insurance on file for required vendors.

**001 GENERAL FUND - 0800 POLICE**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
171,511	165,213	161,435	165,213	312-5200 Insurance Premium Tax - Police Pension	161,435 -2.29%
529	744	631	750	329-4000 Taxi Permit/Bicycle Registration	750 0.00%
35	26	69	-	342-1020 Witness Fees	25 100.00%
813	180	-	750	342-1021 Concession Income	- -100.00%
6,445	2,561	1,685	5,000	342-1200 Fingerprinting	2,500 -50.00%
-	1,422	-	300	342-1300 Police Special Events	- -100.00%
50	-	325	200	342-1400 Wrecker Inspection	200 0.00%
470	1,660	5,572	350	342-1700 Record Checks	5,000 1328.57%
1,539	1,489	1,593	1,500	342-1800 Photo Copies	1,500 0.00%
400	-	105	-	342-1900 Restitution	- 0.00%
-	-	-	-	342-9001 Take Home Vehicle Fee	15,000 100.00%
74,648	58,780	50,147	55,000	351-5000 Traffic Fines	40,000 -27.27%
44,736	36,325	27,659	35,000	351-5030 Traffic Fines - Law Enforcement Automation	20,000 -42.86%
8,951	3,563	(71)	5,000	354-1100 Parking Citations	5,000 0.00%
3,550	1,600	2,825	1,000	354-1200 False Alarm Fines	1,000 0.00%
11,813	2,737	363,094	-	366-1000 Contributions/Donations	- 0.00%
52	19	52	20	369-1710 Police Patches	20 0.00%
38,667	40,196	3,176	-	Grant Revenue	- 0.00%
-	-	-	-	Transfer from CRA Fund	45,526 100.00%
<b>\$ 364,209</b>	<b>\$ 316,515</b>	<b>\$ 618,297</b>	<b>\$ 270,083</b>	<b>TOTAL REVENUES</b>	<b>\$ 297,956 10.32%</b>

<b>Personal Services:</b>					
<b>66.67</b>	<b>64.67</b>	<b>65.99</b>	<b>65.99</b>	<b>Number of Funded Employees (FTE's)</b>	<b>54.99</b>
-	-	102,029	-	521-1100 Executive Salaries	99,180 100.00%
3,027,386	2,805,598	2,303,214	2,701,713	521-1200 Regular Salaries	1,956,950 -27.57%
-	-	-	1,246	521-1201 Service Awards	1,537 23.35%
-	-	-	22,408	521-1202 Incentive/Merit Pay	59,197 164.18%
-	-	132,017	-	521-1300 Part-Time Wages	116,959 100.00%
36,710	49,350	50,228	40,000	521-1400 Salaries - Overtime	28,000 -30.00%
70,162	59,959	58,100	60,000	521-1401 Salaries - Overtime Holiday Worked	60,000 0.00%
102,878	90,115	75,258	84,333	521-1501 Incentive Pay	59,216 -29.78%
6,340	3,786	4,428	4,200	521-1507 Clothing Allowance	3,000 -28.57%
190,751	197,131	158,826	167,536	521-2100 FICA Taxes	128,113 -23.53%
44,611	46,820	37,145	39,181	521-2101 Medicare	29,961 -23.53%
88,929	116,864	99,592	109,747	521-2200 Retirement Contributions - General Employees	119,884 9.24%
395,145	496,443	539,256	672,212	521-2201 Retirement Contributions - Police Officers	664,206 -1.19%
171,511	165,213	161,435	165,213	521-2203 Insurance Premium Tax - Police Pension	161,435 -2.29%
-	584	6,180	9,023	521-2204 Retirement Contributions - DC Plan	1,913 -78.80%
357,158	339,547	339,878	410,289	521-2300 Dental, Life & Health Insurance	338,388 -17.52%
78,762	61,213	53,658	64,031	521-2400 Worker's Compensation	53,015 -17.20%
-	-	-	(3,000)	Wages/Benefits Transferred to 102 LETF Fund	(3,000) 0.00%
<b>\$ 4,570,343</b>	<b>\$ 4,432,623</b>	<b>\$ 4,121,242</b>	<b>\$ 4,548,132</b>	<b>Total Personal Services</b>	<b>\$ 3,877,954 -14.74%</b>

<b>Operating Expenditures:</b>					
-	-	1,733	89,964	521-3100 Professional Services	86,476 -3.88%
2,626	3,900	1,425	4,000	521-3101 Legal	3,000 -25.00%
175	-	228	600	521-3102 Employee Physicals & Immunizations	400 -33.33%
668	-	16,000	750	521-3400 Other Services	- -100.00%
3,215	2,834	938	3,000	521-3510 Information & Evidence	- -100.00%
-	-	1,807	-	521-4000 Travel and Per Diem	- 0.00%
44,823	37,627	38,153	61,108	521-4100 Communication Services	34,435 -43.65%
2,140	2,339	1,624	1,850	521-4200 Postage	1,500 -18.92%
47,952	46,986	44,994	49,000	521-4300 Utilities	47,243 -3.59%
6,940	7,001	9,062	8,285	521-4400 Rentals & Leases	8,285 0.00%
112,230	113,300	123,714	17,960	521-4610 Maintenance Contracts	33,469 86.35%
64,586	60,624	60,035	62,000	521-4620 Vehicle Repair	38,154 -38.46%

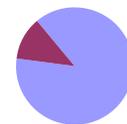
**001 GENERAL FUND - 0800 POLICE**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
1,911	170	1,088	300	521-4630	Equipment Repair	100	-66.67%
7,619	6,909	12,036	2,500	521-4640	Building Maintenance	2,500	0.00%
-	-	-	-	521-4645	Heating/Cooling Repairs	5,250	100.00%
621	-	6	700	521-4650	Grounds Maintenance	450	-35.71%
154	1,361	1,671	350	521-4700	Printing & Binding	350	0.00%
954	941	477	1,078	521-4904	Wrecker Expense	1,000	-7.24%
-	97	-	-	521-4915	Legal Advertising		
5,101	5,765	5,367	6,250	521-5100	Office Supplies	4,930	-21.12%
29,866	20,417	18,874	34,785	521-5200	Operating Supplies	19,500	-43.94%
109,422	119,456	141,348	159,700	521-5204	Fuel & Oil	142,312	-10.89%
10,321	12,518	10,349	9,000	521-5210	Uniform Expense	10,580	17.56%
4,827	3,811	8,479	13,355	521-5213	Ammunition Expense	4,000	-70.05%
695	-	538	-	521-5224	Explorer Post Donation Spending		
-	1,344	4,233	-	521-5225	K-9 Expenses		
-	-	550	-	521-5226	Designated Donation Spending		
-	420	332	800	521-5231	Computer Hardware/Software	-	-100.00%
2,652	1,890	6,183	3,455	521-5400	Books, Dues & Publications	6,648	92.42%
-	-	1,185	-	521-5500	Training	-	0.00%
-	-	(1,746)	-	521-9905	Capitalized Costs Allocation - Labor	-	0.00%
-	-	(855)	-	521-9906	Capitalized Costs Allocation - Benefits	-	0.00%
14,100	44,545	3,261	-		Grant-Related Expenses		
<b>\$ 473,598</b>	<b>\$ 494,256</b>	<b>\$ 513,090</b>	<b>\$ 530,790</b>		<b>Total Operating Expenditures</b>	<b>\$ 450,582</b>	<b>-15.11%</b>
<b>Capital Outlay:</b>							
640	-	-	-	521-6310	Improvements Other Than Building	-	0.00%
52,526	-	99,934	100,000	521-6403	Passenger Vehicles	-	-100.00%
31,528	-	1,420	9,768	521-6405	Communication Equipment	-	-100.00%
7,509	-	51,401	-	521-6406	Specialized Equipment	-	0.00%
14,824	8,192	15,399	8,400	521-6420	Computer Hardware/Software	-	-100.00%
-	-	404,058	-	521-6821	Software	-	0.00%
<b>\$ 107,026</b>	<b>\$ 8,192</b>	<b>\$ 572,212</b>	<b>\$ 118,168</b>		<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Debt Service</b>							
172,798	172,797	174,992	174,379	581-9121	Transfer to Debt Service Fund	173,839	-0.31%
					2001 Bond -Municipal Facilities- year 12 of 30		
<b>\$ 172,798</b>	<b>\$ 172,797</b>	<b>\$ 174,992</b>	<b>\$ 174,379</b>		<b>Total Debt Service</b>	<b>\$ 173,839</b>	<b>-0.31%</b>
<b>\$ 5,323,764</b>	<b>\$ 5,107,867</b>	<b>\$ 5,381,535</b>	<b>\$ 5,371,469</b>		<b>TOTAL EXPENSES</b>	<b>\$ 4,502,375</b>	<b>-16.18%</b>
<b>\$ (4,959,555)</b>	<b>\$ (4,791,353)</b>	<b>\$ (4,763,238)</b>	<b>\$ (5,101,386)</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (4,204,419)</b>	<b>-17.58%</b>

# POLICE

Share of City Budget

\$4,502,375  
, 11.8%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				YTD thru 6/30	Budget	
	2008-09	2009-10	2010-11	2011-12		2011-12	2012-13
<b>Respond Promptly to Calls for Service</b>							
Sworn Officers per 1,000 Citizens	2.37	2.41	2.36	annual measure	2.51	2.25	
Top Priority Calls per Sworn Officer	225	199	107	123	200	150	
Medium Priority Calls per Sworn Officer	n/a	n/a	n/a	n/a	n/a	325	
Low Priority Calls per Sworn Officer	n/a	n/a	n/a	n/a	n/a	325	
Response Time: Top Priority Calls (min:sec, call received to on-scene)	1:24	1:48	2:22	1:05	2:45	2:45	
Response Time: Medium Priority Calls (min:sec, call received to on-scene)	n/a	n/a	n/a	n/a	n/a	3:50	
Response Time: Low Priority Calls (min:sec, call received to on-scene)	n/a	n/a	n/a	n/a	n/a	7:30	
<b>Protect Life and Property</b>							
Criminal Activity in Downtown Area	n/a	n/a	100	94	85	125	
Apprehension Rate - Order Maintenance Offenses	n/a	n/a	n/a	3%	30%	50%	
RUOK Applications Accepted	n/a	n/a	n/a	100%	95%	97%	
RUOK Subscribers Checked On within One Hour if No Response	n/a	n/a	n/a	100%	100%	100%	
Security House Check Applications Completed	n/a	n/a	n/a	100%	90%	90%	
<b>Promote Community Involvement</b>							
Citizens Police Academy Participants	15	0	0	21	12	15	

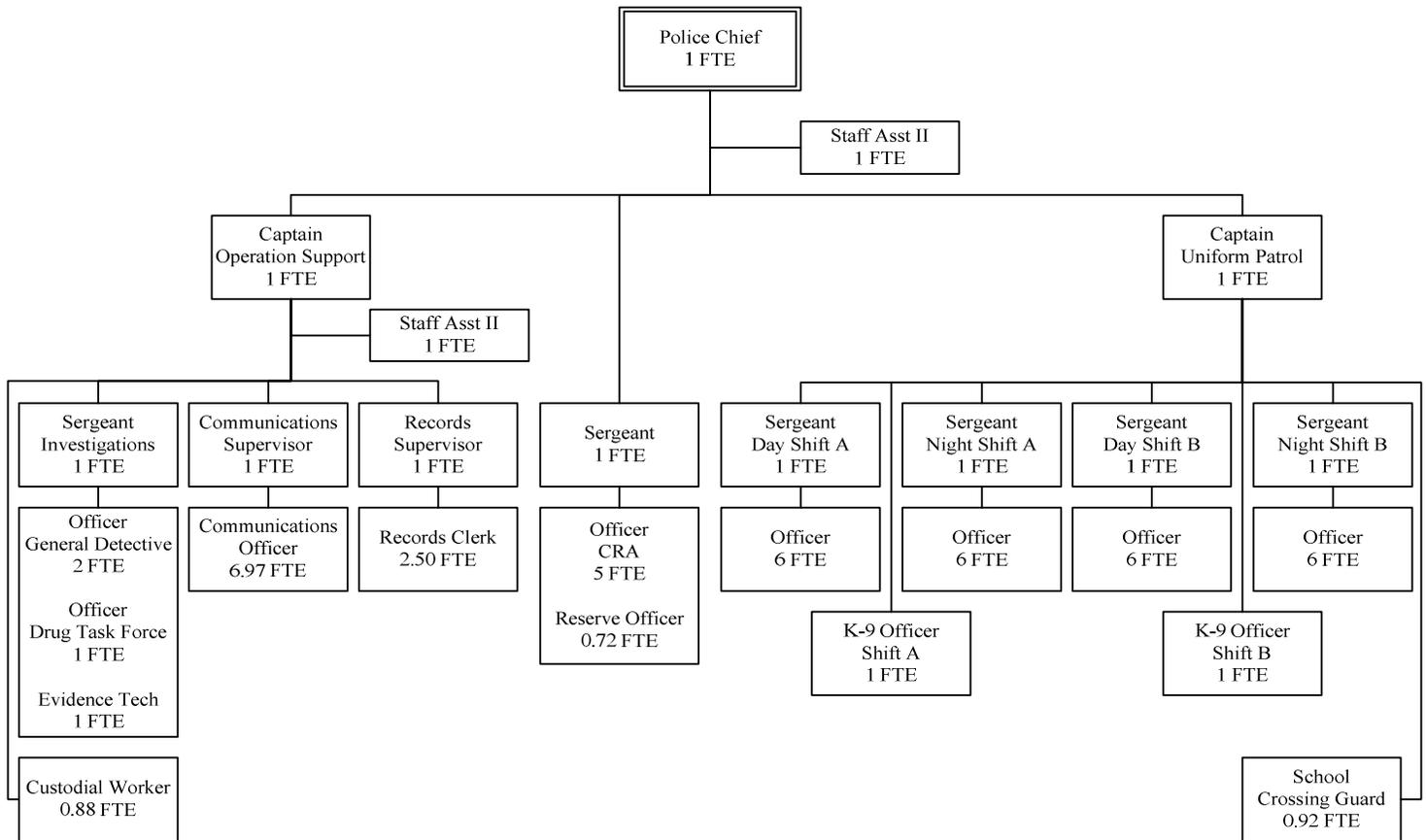
- ✓ Achieve average response times (call received to officer on-scene) of under 3 minutes for top priority calls, under 4 minutes for medium priority calls, and under 8 minutes for low priority calls.
- ✓ Prevent an increase in vandalism and other criminal activity, particularly during overnight hours, in the downtown area through preventative means such as police visibility and effective apprehension rates for order maintenance offenses.
- ✓ Accept all RUOK subscribers and respond within one hour to check on any RUOK subscriber who fails to acknowledge the verification call.
- ✓ Conduct house checks for all subscribing citizens.
- ✓ Conduct a Citizen's Police Academy with at least 15 participants.

## FUTURE GOALS

- ✓ Enroll all qualified citizens in RUOK Program.
- ✓ Conduct one Basic Citizens Police Academy annually with 25 participants.
- ✓ Conduct one Advanced Citizens Police Academy annually with 10 participants.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ FWBPD Officer of the Year was selected as the Area's Law Enforcement Officer of the Year by Bridgeway. This was the second consecutive year that the FWBPD nominee was chosen.
- ✓ Successfully investigated a home invasion homicide and robbery, arresting five suspects and clearing additional cases for other jurisdictions.
- ✓ Four officers were recognized and presented awards my M.A.D.D. (Mothers Against Drunk Driving) for the number if DUI arrests made during the previous year. The top FWBPD officer had 31 DUI arrests last year.



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

**001 GENERAL FUND - 0900 FIRE**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
255,724	165,184	164,291	133,785	312-5100	Insurance Premium Tax - Fire Pension	133,785	0.00%
4,720	2,149	3,839	3,000	329-2010	Fire Safety Plan Review	3,000	0.00%
5,485	5,538	5,556	9,000	335-2100	Fire Supplemental Compensation	5,500	-38.89%
2,655	2,498	2,700	3,000	342-2200	Safety Permits & Licenses	3,000	0.00%
1,500	1,500	1,500	-	342-2300	Fire Prevention Programs	-	0.00%
28,177	22,446	22,644	25,000	342-2700	Annual Safety Inspection Fees	25,000	0.00%
1,702	6,554	(3,363)	-	342-2500	Fire Protection Cost Recovery	-	0.00%
-	3,950	650	6,000	354-1200	False Alarm Fines	500	-91.67%
-	25	-	-	366-1000	Contributions/Donations	-	0.00%
52,133	48,378	147,561	-		Grant Revenue	-	0.00%
<b>\$ 352,095</b>	<b>\$ 258,222</b>	<b>\$ 345,378</b>	<b>\$ 179,785</b>		<b>TOTAL REVENUES</b>	<b>\$ 170,785</b>	<b>-5.01%</b>

<b>38.00</b>				<b>38.00</b>		<b>37.00</b>		<b>37.00</b>	
				<b>Number of Funded Employees (FTE's)</b>					
-	-	90,851	-	522-1100	Executive Salaries	90,247	100.00%		
1,657,165	1,654,076	1,572,407	1,654,049	522-1200	Regular Salaries	1,536,575	-7.10%		
-	-	-	379	522-1201	Service Awards	689	81.79%		
-	-	-	36,064	522-1202	Incentive/Merit Pay	39,831	10.45%		
-	-	9,041	-	522-1300	Part-Time Wages	-	0.00%		
188,210	235,426	197,050	221,414	522-1400	Salaries - Overtime	212,117	-4.20%		
2,085	49,247	-	-	522-1400	Salaries - Overtime (FUSAR Training)	-			
56,359	57,317	57,501	58,947	522-1401	Salaries - Overtime Holiday Supplement	57,614	-2.26%		
13,800	13,404	13,713	7,096	522-1501	Incentive Pay	7,995	12.67%		
99,570	94,083	90,639	84,572	522-1506	Paramedic Pay	78,464	-7.22%		
42,758	44,004	44,282	38,668	522-1507	EMT Pay	40,439	4.58%		
12,072	12,072	8,437	12,072	522-1508	Battalion Chief Pay	12,072	0.00%		
124,759	127,715	123,955	121,888	522-2100	FICA Taxes	119,289	-2.13%		
29,116	29,869	28,990	28,506	522-2101	Medicare	27,898	-2.13%		
11,609	6,455	6,302	8,181	522-2200	Retirement Contributions - General Employees	8,937	9.24%		
414,101	574,278	594,672	590,071	522-2202	Retirement Contributions - Firefighters	688,618	16.70%		
255,724	165,184	164,291	133,785	522-2203	Insurance Premium Tax - Fire Pension	133,785	0.00%		
258,330	233,018	227,223	249,534	522-2300	Dental, Life & Health Insurance	260,662	4.46%		
77,285	53,757	53,944	59,863	522-2400	Worker's Compensation	77,481	29.43%		
<b>\$ 3,242,940</b>	<b>\$ 3,349,904</b>	<b>\$ 3,283,297</b>	<b>\$ 3,305,089</b>		<b>Total Personal Services</b>	<b>\$ 3,392,713</b>	<b>2.65%</b>		

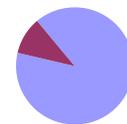
<b>Operating Expenditures:</b>							
6,000	6,000	41,468	14,975	522-3100	Professional Services	10,536	-29.64%
3,667	6,012	3,618	5,850	522-3102	Employee Physicals & Immunizations	6,300	7.69%
81,310	6,276	6,551	5,228	522-3400	Other Services	5,048	-3.44%
4,799	1,724	387	1,355	522-4000	Travel and Per Diem	3,905	188.19%
16,559	10,403	6,954	13,562	522-4100	Communication Services	10,648	-21.49%
359	224	85	1,300	522-4200	Postage	900	-30.77%
46,489	52,668	44,361	50,000	522-4300	Utilities	46,579	-6.84%
2,700	3,879	2,637	2,629	522-4400	Rentals & Leases	2,629	0.00%
13,222	14,341	12,214	9,231	522-4610	Maintenance Contracts	9,796	6.12%
28,789	30,906	26,277	22,464	522-4620	Vehicle Repair	30,000	33.55%
6,728	6,595	4,887	6,425	522-4630	Equipment Repair	7,000	8.95%
7,225	9,421	8,472	6,500	522-4640	Building Maintenance	6,500	0.00%
-	-	-	-	522-4645	Heating/Cooling Repairs	2,000	100.00%
936	760	623	800	522-4650	Grounds Maintenance	800	0.00%
912	731	992	800	522-4700	Printing & Binding	800	0.00%
1,000	15	-	200	522-4917	Public Relations	1,000	400.00%
930	726	1,020	970	522-5100	Office Supplies	1,000	3.09%
19,080	8,352	7,687	8,600	522-5200	Operating Supplies	22,100	156.98%
23,350	25,068	30,157	35,450	522-5204	Fuel & Oil	22,145	-37.53%
13,726	8,746	7,728	9,100	522-5210	Uniform Expense	9,100	0.00%

**001 GENERAL FUND - 0900 FIRE**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
1,887	110	463	700	522-5216	Medical Supplies	700	0.00%
120	-	-	-	522-5231	Computer Hardware/Software	-	0.00%
1,759	1,080	482	670	522-5400	Books, Dues & Publications	780	16.42%
-	4,050	1,356	895	522-5500	Training	5,600	525.70%
369	557	-	-	522-5501	Tuition Reimbursement	-	0.00%
931	-	-	-	522-5520	Fire Prevention	-	-
61,657	18,246	199,534	-		Grant-Related Expenses	-	-
<b>\$ 344,502</b>	<b>\$ 216,890</b>	<b>\$ 407,954</b>	<b>\$ 197,704</b>		<b>Total Operating Expenditures</b>	<b>\$ 205,866</b>	<b>4.13%</b>
<b>Capital Outlay:</b>							
-	-	12,000	-	522-6402	Equipment	-	0.00%
-	-	-	-	522-6404	Trucks	23,000	100.00%
					Veh 2387 - '97 GMC 1/2 ton - Fire Inspector		
1,774	-	-	-	522-6420	Computer Hardware/Software	650	100.00%
					IPAD - Chief		
<b>\$ 1,774</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>		<b>Total Capital Outlay</b>	<b>\$ 23,650</b>	<b>100.00%</b>
<b>Capital Improvements Program:</b>							
-	-	47,637	-	522-6997	5342 - Fire Station 7 Renovations	-	0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 47,637</b>	<b>\$ -</b>		<b>Total Capital Improvements Program</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Debt Service</b>							
173,224	173,225	189,387	210,772	581-9121	Transfer to Debt Service Fund	210,164	-0.29%
					2011 Cap Imp Rev Note -Ladder Truck- yr 2 of 10		
					2001 Bond -Municipal Facilities- year 12 of 30		
<b>\$ 173,224</b>	<b>\$ 173,225</b>	<b>\$ 189,387</b>	<b>\$ 210,772</b>		<b>Total Debt Service</b>	<b>\$ 210,164</b>	<b>-0.29%</b>
<b>\$ 3,762,440</b>	<b>\$ 3,740,019</b>	<b>\$ 3,940,274</b>	<b>\$ 3,713,565</b>		<b>TOTAL EXPENSES</b>	<b>\$ 3,832,393</b>	<b>3.20%</b>
<b>\$ (3,410,346)</b>	<b>\$ (3,481,797)</b>	<b>\$ (3,594,896)</b>	<b>\$ (3,533,780)</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (3,661,608)</b>	<b>3.62%</b>

# FIRE

Share of City Budget  
\$3,832,393  
, 10.3%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Respond Promptly to Calls for Service</b>						
Response Time Under 5 Minutes (dispatch to on-scene)	n/a	n/a	n/a	n/a	n/a	80%
Fire Code Review of Construction Plans Completed within 5 Business Days	n/a	n/a	n/a	n/a	n/a	80%
<b>Minimize Injuries, Death, and Property Destruction</b>						
One & Two Family Residential Structure Fires Confined to Room of Origin	n/a	n/a	n/a	n/a	n/a	75%
Patients in Full Cardiac Arrest Who Regain a Specified Heart Rhythm	n/a	n/a	n/a	n/a	n/a	15%
<b>Reduce Liability Exposure</b>						
Fire Personnel Injuries with Time Lost per 1000 Incidents	n/a	n/a	n/a	n/a	n/a	0.40
Property Damage and Equipment Loss	n/a	n/a	\$2,500	\$900	\$2,000	\$2,000
<b>Promote Community Involvement</b>						
Events, Programs, Outreach Initiatives	n/a	n/a	10	31	15	40

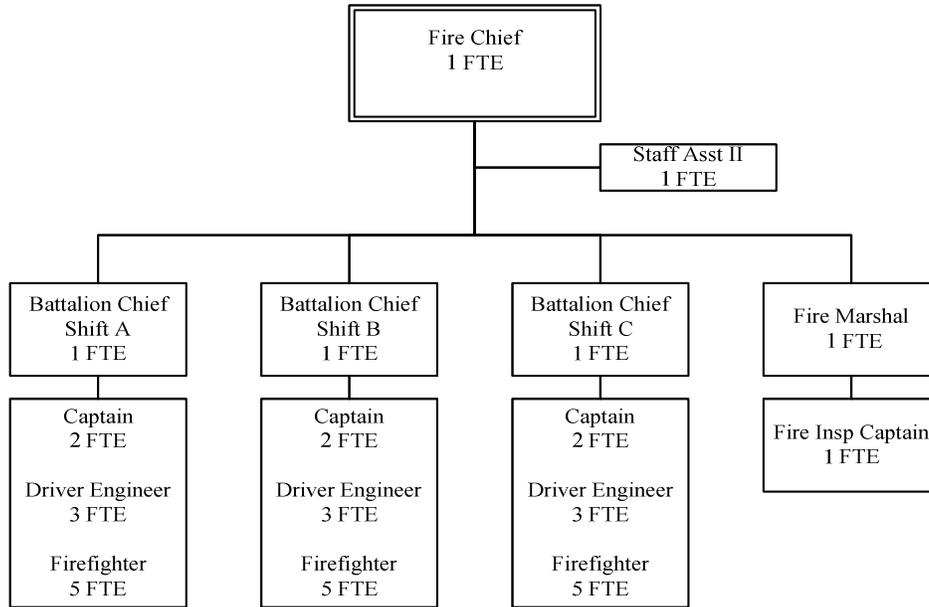
- ✓ Achieve a response time (dispatch to on-scene arrival) of under 5 minutes at least 80% of the time.
- ✓ Complete Fire Code review of construction plans within 5 business days of submission at least 80% of the time.
- ✓ Ensure patients in full cardiac arrest regain a specified heart rhythm prior to ambulance arrival at least 15% of the time.
- ✓ Decrease the number of on-the-job injuries through implementation of a comprehensive department Safety Program and implementation of appropriate safety rules, regulations, and guidelines.
- ✓ Conduct or attend at least 40 community and public relations events.

## FUTURE GOALS

- ✓ Implement a departmental Leadership Development Program for current and future fire officers.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Took delivery of new E-One ladder truck to replace a 1996 Pierce ladder truck that was well past its expected useful service as a front line apparatus. The new ladder truck and associated equipment was placed in service in June 2012.
- ✓ Awarded a grant from FEMA for the purchase of 3 multi-gas detectors, 20 portable radios, 3 AEDs, and a new laptop computer.
- ✓ Revamped FY 2013 performance indicators based on new software tracking and reporting capabilities implemented in FY 2012.



**001 GENERAL FUND - 1000 RECREATION**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
174,391	167,871	154,355	171,500	347-2000	Program Revenue	165,000	-3.79%
-	-	23,226	-	347-2011	Program Revenue - Not City Staff Provided	27,715	100.00%
29,275	27,245	23,159	27,900	347-2100	Sponsorship Revenue	26,750	-4.12%
12,492	27,924	22,819	22,000	347-2200	Rentals - Auditorium, Rec Centers, etc	22,000	0.00%
30,077	24,656	23,693	24,500	347-2210	Rentals tax-exempt - Auditorium, Rec Centers, etc	24,500	0.00%
735	-	-	-	347-2300	Concession Revenue	-	0.00%
-	-	348	-	347-2400	Non Cash/Check Payment	250	100.00%
980	1,820	1,822	1,700	347-4030	Holiday Parade Entry Fee	1,700	0.00%
15,193	7,329	1,715	-	366-1000	Contributions/Donations	-	0.00%
<b>\$ 263,143</b>	<b>\$ 256,845</b>	<b>\$ 251,137</b>	<b>\$ 247,600</b>	<b>TOTAL REVENUES</b>		<b>\$ 267,915</b>	<b>8.20%</b>

<b>Personal Services:</b>							
<b>17.19</b>	<b>15.93</b>	<b>13.81</b>	<b>13.81</b>	<b>Number of Funded Employees (FTE's)</b>		<b>13.42</b>	
-	-	86,802	-	572-1100	Executive Salaries	87,041	100.00%
560,481	549,204	207,690	446,257	572-1200	Regular Salaries	173,867	-61.04%
-	-	-	109	572-1201	Service Awards	-	-100.00%
-	-	-	13,461	572-1202	Incentive/Merit Pay	14,447	7.32%
-	-	134,545	-	572-1300	Part-Time Wages	160,835	100.00%
244	39	458	500	572-1400	Salaries - Overtime	500	0.00%
1,215	-	-	-	572-1503	Auto Allowance	-	-
33,476	42,771	25,896	26,881	572-2100	FICA Taxes	25,271	-5.99%
7,829	10,234	6,061	6,287	572-2101	Medicare	5,910	-6.00%
80,422	107,018	51,561	59,280	572-2200	Retirement Contributions	42,596	-28.14%
-	266	4,010	4,011	572-2204	Retirement Contributions - DC Plan	6,367	58.74%
58,955	54,944	30,254	32,355	572-2300	Dental, Life & Health Insurance	38,576	19.23%
20,134	14,725	10,326	11,836	572-2400	Worker's Compensation	12,412	4.87%
<b>\$ 762,756</b>	<b>\$ 779,200</b>	<b>\$ 557,604</b>	<b>\$ 600,977</b>	<b>Total Personal Services</b>		<b>\$ 567,822</b>	<b>-5.52%</b>

<b>Operating Expenditures:</b>							
-	-	19,000	1,900	572-3100	Professional Services	4,300	126.32%
55,969	52,427	41,938	51,075	572-3400	Other Services	49,275	-3.52%
-	-	-	-	572-3407	Program Instruction	42,300	100.00%
7,510	-	-	250	572-4000	Travel and per Diem	770	208.00%
8,234	5,161	5,436	6,242	572-4100	Communication Services	5,549	-11.10%
502	202	230	250	572-4200	Postage	200	-20.00%
142,977	161,544	150,340	163,000	572-4300	Utilities	157,857	-3.16%
3,762	4,015	4,332	3,963	572-4400	Rentals & Leases	5,763	45.42%
2,439	3,176	2,725	2,025	572-4610	Maintenance Contracts	2,185	7.90%
569	63	414	350	572-4620	Vehicle Repair	350	0.00%
-	165	390	200	572-4630	Equipment Repair	400	100.00%
14,612	13,613	17,468	7,175	572-4640	Building Maintenance	8,345	16.31%
-	-	-	-	572-4645	Heating/Cooling Repairs	8,500	100.00%
1,391	303	205	1,150	572-4650	Grounds Maintenance	4,500	291.30%
187	14	30	400	572-4700	Printing and Binding	500	25.00%
7,391	3,472	4,655	1,700	572-4801	Special Events	2,200	29.41%
3,378	2,882	3,404	6,891	572-5100	Office Supplies	6,875	-0.23%
2,353	628	2,671	10,725	572-5200	Operating Supplies	14,325	33.57%
1,508	1,962	1,141	1,600	572-5204	Fuel & Oil	1,615	0.94%
50,146	49,790	47,951	62,600	572-5207	Program Expense	28,850	-53.91%
26,852	26,742	21,480	27,900	572-5208	Sponsorship Expense	26,750	-4.12%
270	162	-	-	572-5210	Uniform Expense	-	0.00%
1,229	5,221	2,949	-	572-5225	Donation Spending	-	0.00%
-	-	516	-	572-5230	ACH/Credit Card Fees	-	-
-	-	227	-	572-5231	Computer Hardware/Software	-	0.00%
-	-	100	-	572-5233	Tools	-	0.00%
627	365	-	225	572-5400	Books, Dues & Publications	225	0.00%

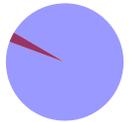
**001 GENERAL FUND - 1000 RECREATION**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change	
-	490	45	300	572-5500 Training	995	231.67%
<b>\$ 331,904</b>	<b>\$ 332,398</b>	<b>\$ 327,646</b>	<b>\$ 349,921</b>	<b>Total Operating Expenditures</b>	<b>\$ 372,629</b>	<b>6.49%</b>
<b>Capital Outlay:</b>						
3,672	10,085	-	-	572-6214 Building Improvements	-	0.00%
1,723	3,538	-	-	572-6310 Improvements Other Than Building	-	0.00%
-	652	-	-	572-6401 Office Furniture & Fixtures	-	0.00%
5,484	1,305	2,555	-	572-6402 Equipment	-	0.00%
800	-	538	-	572-6406 Specialized Equipment	-	0.00%
1,262	-	-	-	572-6420 Computer Hardware/Software	650	100.00%
<b>\$ 12,942</b>	<b>\$ 15,580</b>	<b>\$ 3,093</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 650</b>	<b>100.00%</b>
<b>Capital Improvements Program:</b>						
-	28,200	31,258	-	Prior Years Capital Improvement Program	-	0.00%
<b>\$ -</b>	<b>\$ 28,200</b>	<b>\$ 31,258</b>	<b>\$ -</b>	<b>Total Capital Improvements Program</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 1,107,602</b>	<b>\$ 1,155,378</b>	<b>\$ 919,600</b>	<b>\$ 950,898</b>	<b>TOTAL EXPENSES</b>	<b>\$ 941,101</b>	<b>-1.03%</b>
<b>\$ (844,459)</b>	<b>\$ (898,533)</b>	<b>\$ (668,464)</b>	<b>\$ (703,298)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (673,186)</b>	<b>-4.28%</b>

# RECREATION

Share of City Budget

\$941,101,  
2.7%



## DESCRIPTION

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

## MISSION

Provide recreational and athletic opportunities to adults and youth alike.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Diverse Recreational Opportunities

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Youth After School Participants	n/a	n/a	45	136	50	50
Youth After School Program Capacity	n/a	n/a	75%	89%	80%	100%
Adult & Youth Sports Teams Participants	n/a	n/a	125	332	130	140
Adult & Youth Sports Teams with Sponsors	n/a	n/a	86%	92%	90%	90%

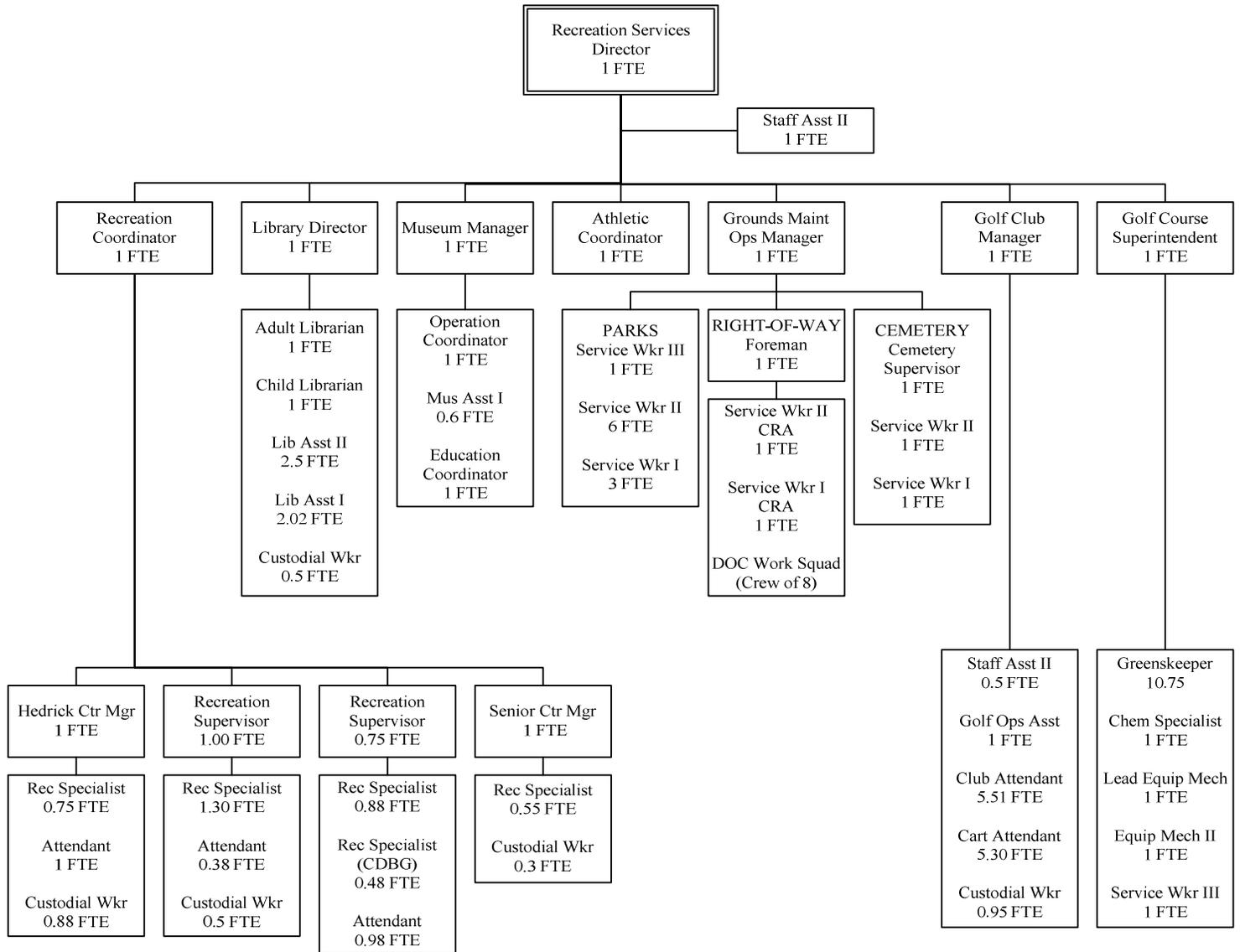
- ✓ Increase total team participation for Youth and Adult Sports.
- ✓ Implement on-line recreation registration.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented automated recreation system software to improve accountability and reporting.
- ✓ Increased youth athletic participation numbers by 12 teams
- ✓ Issued an RFQ for Construction Manager at Risk for proposed Recreational Complex



**001 GENERAL FUND - 1010 PARKS**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
<b>Revenues:</b>						
7,878	10,703	10,933	9,000	347-2200	Rentals	9,000 0.00%
2,210	2,235	2,457	2,500	347-2210	Rentals tax-exempt	2,500 0.00%
2,231	2,863	2,440	2,500	347-4010	Spec Evt - Landing, Chester Pruitt	2,500 0.00%
530	2,115	4,885	4,000	347-4020	Spec Evt - tax-exempt - Landing, Chester Pruitt	4,000 0.00%
11,306	7,666	9,499	8,000	347-5910	Boat Launch Fee	8,000 0.00%
-	-	1,724	4,500	362-1000	Rentals & Leases	3,023 -32.82%
-	70,691	-	-	366-1000	Contributions/Donations	- 0.00%
23,007	-	-	-		Grant Revenue	- 0.00%
<b>\$ 47,162</b>	<b>\$ 96,352</b>	<b>\$ 31,938</b>	<b>\$ 30,500</b>	<b>TOTAL REVENUES</b>		<b>\$ 29,023 -4.84%</b>
<b>Personal Services:</b>						
<b>11.90</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>Number of Funded Employees (FTE's)</b>		<b>11.00</b>
290,353	288,423	293,033	304,126	572-1200	Salaries	304,126 0.00%
-	-	-	325	572-1201	Service Awards	53 -83.69%
-	-	-	10,722	572-1202	Incentive/Merit Pay	11,842 10.45%
3,874	3,659	2,494	4,000	572-1400	Salaries - Overtime	4,000 0.00%
173	276	422	250	572-1401	Salaries - Overtime Holiday Worked	250 0.00%
16,129	16,134	16,246	16,626	572-2100	FICA Taxes	16,855 1.38%
3,772	3,773	3,799	3,888	572-2101	Medicare	3,942 1.39%
47,706	57,473	49,534	61,482	572-2200	Retirement Contributions	67,162 9.24%
-	2,149	4,677	3,680	572-2204	Retirement Contributions - DC Plan	4,185 13.72%
97,373	86,361	88,896	104,646	572-2300	Dental, Life & Health Insurance	88,839 -15.11%
11,076	8,174	7,457	9,042	572-2400	Worker's Compensation	10,394 14.95%
<b>\$ 470,457</b>	<b>\$ 466,421</b>	<b>\$ 466,558</b>	<b>\$ 518,787</b>	<b>Total Personal Services</b>		<b>\$ 511,648 -1.38%</b>
<b>Operating Expenditures:</b>						
-	-	-	300	572-3100	Professional Services	390 30.00%
70	-	-	-	572-4000	Travel and Per Diem	300 100.00%
900	1,843	1,622	1,837	572-4100	Communication Services	2,390 30.10%
82,510	68,898	72,163	70,000	572-4300	Utilities	75,771 8.24%
-	-	-	1,200	572-4400	Rentals & Leases	1,200 0.00%
1,062	-	-	72	572-4610	Maintenance Contracts	72 0.00%
4,733	4,588	1,475	2,300	572-4620	Vehicle Repair	2,300 0.00%
12,542	8,925	6,032	10,800	572-4630	Equipment Repair	10,800 0.00%
2,953	5,005	9,126	1,150	572-4640	Building Maintenance	1,150 0.00%
43,210	40,572	37,755	41,125	572-4650	Grounds Maintenance	42,075 2.31%
-	-	227	990	572-4905	Safety Programs/Supply	990 0.00%
3,340	2,612	2,602	5,475	572-5200	Operating Supplies	6,225 13.70%
14,904	16,681	21,360	18,800	572-5204	Fuel & Oil	20,735 10.29%
1,598	1,206	1,399	1,375	572-5210	Uniform Expense	1,485 8.00%
-	-	348	1,150	572-5233	Tools	1,000 -13.04%
110	110	210	110	572-5400	Books, Dues & Publications	110 0.00%
-	75	200	150	572-5500	Training	700 366.67%
<b>\$ 167,932</b>	<b>\$ 150,515</b>	<b>\$ 154,518</b>	<b>\$ 156,834</b>	<b>Total Operating Expenditures</b>		<b>\$ 167,693 6.92%</b>
<b>Capital Outlay:</b>						
-	-	-	8,000	572-6214	Building Improvements	- -100.00%
-	59,460	35,000	-	572-6310	Improvements Other Than Building	- 0.00%
-	6,527	-	-	572-6370	Irrigation Systems	- 0.00%
14,714	-	24,718	-	572-6402	Equipment Sod Cutter MJ475 - '02 Toro - 72" Mower Side Discharge Deck	25,800 100.00%
16,042	-	16,695	16,700	572-6404	Trucks	- -100.00%
-	-	14,889	-	572-6406	Specialized Equipment Playground Equipment - Mimosa Park	18,000 100.00%
<b>\$ 30,756</b>	<b>\$ 65,987</b>	<b>\$ 91,302</b>	<b>\$ 24,700</b>	<b>Total Capital Outlay</b>		<b>\$ 43,800 77.33%</b>
<b>Capital Improvements Program:</b>						
21,203	-	121	-	Prior Years Capital Improvement Program		-
<b>\$ 21,203</b>	<b>\$ -</b>	<b>\$ 121</b>	<b>\$ -</b>	<b>Total Capital Improvements Program</b>		<b>\$ - 0.00%</b>
<b>\$ 690,348</b>	<b>\$ 682,922</b>	<b>\$ 712,500</b>	<b>\$ 700,321</b>	<b>TOTAL EXPENSES</b>		<b>\$ 723,141 3.26%</b>
<b>\$ (643,186)</b>	<b>\$ (586,570)</b>	<b>\$ (680,562)</b>	<b>\$ (669,821)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (694,118) 3.63%</b>

# PARKS

Share of City Budget

\$723,141,  
2.1%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

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

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Park Rentals - Liza Jackson, Landing, Chester Pruitt Park	336	343	302	344	385	385
Field Rentals	n/a	93	72	146	110	115
Controller Monitors Connected to I.Q. Irrigation Central Control System	5%	12%	15%	30%	20%	25%

- ✓ Remove all playground equipment with safety concerns.
- ✓ Install new ground cover in all playground areas.
- ✓ Increase field and park rentals by 5%

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced Garnier's Beach restroom with prefabricated facility.
- ✓ Installed concrete at Jet Stadium through donated funds.
- ✓ Installed new playground equipment at Comet Park.

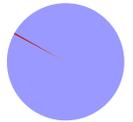
**001 GENERAL FUND - 1015 RIGHT-OF-WAY**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
42,503	42,503	42,504	42,505	344-9007 DOT Right-of-Way Maintenance Contract	42,505 0.00%
43	18	12	-	366-1000 Contributions/Donations	- 0.00%
63,935	-	8,706	-	Grant Revenue	- 0.00%
<b>\$ 106,482</b>	<b>\$ 42,521</b>	<b>\$ 51,222</b>	<b>\$ 42,505</b>	<b>TOTAL REVENUES</b>	<b>\$ 42,505 0.00%</b>
<b>Personal Services:</b>					
<b>8.00</b>	<b>7.00</b>	<b>1.00</b>	<b>1.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>1.00</b>
208,385	148,224	36,488	36,371	541-1200 Salaries	36,371 0.00%
-	-	-	975	541-1202 Incentive/Merit Pay	1,077 10.46%
-	624	19	100	541-1400 Salaries - Overtime	100 0.00%
11,867	8,322	1,970	1,939	541-2100 FICA Taxes	1,922 -0.88%
2,775	1,946	461	454	541-2101 Medicare	449 -1.10%
35,349	31,248	8,083	9,293	541-2200 Retirement Contributions	10,151 9.23%
46,522	34,810	8,760	9,202	541-2300 Dental, Life & Health Insurance	9,399 2.14%
14,887	7,928	2,238	2,458	541-2400 Worker's Compensation	2,654 7.97%
<b>\$ 319,785</b>	<b>\$ 233,581</b>	<b>\$ 58,018</b>	<b>\$ 60,792</b>	<b>Total Personal Services</b>	<b>\$ 62,123 2.19%</b>
<b>Operating Expenditures:</b>					
300	-	49,755	59,204	541-3400 Other Services	59,204 0.00%
241	-	-	-	541-4000 Travel and Per Diem	- 0.00%
901	1,655	804	684	541-4100 Communication Services	835 22.08%
19,215	20,932	31,945	30,000	541-4300 Utilities	33,543 11.81%
1,275	-	-	-	541-4610 Maintenance Contracts	- 0.00%
1,958	2,207	2,203	1,300	541-4620 Vehicle Repair	1,300 0.00%
6,013	6,218	3,925	4,130	541-4630 Equipment Repair	4,130 0.00%
10,173	6,281	7,998	10,050	541-4650 Grounds Maintenance	10,050 0.00%
-	150	-	-	541-4655 Beautification Committee Donation Spending	-
136	102	78	90	541-4905 Safety Programs/Supply	90 0.00%
2,452	5,003	7,339	1,550	541-5200 Operating Supplies	1,600 3.23%
9,075	9,712	11,905	11,300	541-5204 Fuel & Oil	12,320 9.03%
1,384	1,114	171	125	541-5210 Uniform Expense	135 8.00%
-	-	-	350	541-5233 Tools	950 171.43%
15	-	25	-	541-5400 Books, Dues & Publications	- 0.00%
-	-	35	50	541-5500 Training	50 0.00%
<b>\$ 53,138</b>	<b>\$ 53,375</b>	<b>\$ 116,185</b>	<b>\$ 118,833</b>	<b>Total Operating Expenditures</b>	<b>\$ 124,207 4.52%</b>
<b>Capital Outlay:</b>					
63,935	-	14,845	-	541-6355 Landscaping	-
-	22,346	53	650	541-6402 Equipment MJ453 - '01 Toro - 72" Mower Base Deck	22,000 3284.62%
5,293	10,500	-	-	541-6404 Trucks	- 0.00%
<b>\$ 69,228</b>	<b>\$ 32,846</b>	<b>\$ 14,898</b>	<b>\$ 650</b>	<b>Total Capital Outlay</b>	<b>\$ 22,000 3284.62%</b>
<b>\$ 442,151</b>	<b>\$ 319,802</b>	<b>\$ 189,101</b>	<b>\$ 180,275</b>	<b>TOTAL EXPENSES</b>	<b>\$ 208,330 15.56%</b>
<b>\$ (335,669)</b>	<b>\$ (277,281)</b>	<b>\$ (137,879)</b>	<b>\$ (137,770)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (165,825) 20.36%</b>

# RIGHT-OF-WAY

Share of City Budget

\$208,330,  
0.6%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Maintain Tree City Designation

	Actual		YTD thru 6/30	Budget		
	2008-09	2009-10		2011-12	2012-13	
Per Capita Spending for Tree City Designation	\$9.30	\$2.00	\$2.28	annual measure	\$2.00	\$2.00

Per Capita Spending for Tree City Designation

- ✓ Maintain Tree City designation by spending at least \$2 per capita for related activities.

## FUTURE GOALS

- ✓ Apply for grant funding to landscape south side of Lewis Turner Blvd along FWB Golf Course.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed installation of trees & irrigation on Lewis Turner Blvd medians.
- ✓ Relandscaped all streetscaped areas in downtown FWB.

**001 GENERAL FUND - 1020 SENIOR CENTER**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
3,602	3,069	2,100	3,250	347-2200	Rental - Center, etc	2,500	-23.08%
1,442	360	1,302	1,200	347-2210	Rental - Tax Exempt	1,200	0.00%
18,407	16,456	7	100	347-5600	Program Revenue	100	0.00%
13,598	16,027	14,747	12,000	347-5610	Memberships	14,000	16.67%
-	-	12,176	15,900	347-5611	Program Revenue - Not City Staff Provided	13,145	-17.33%
62	19	20	50	347-5620	Copy Machine	50	0.00%
46	21	32	75	347-5630	Commissions on Shop	75	0.00%
555	849	707	700	347-5640	Concessions	700	0.00%
3,531	3,383	6,653	-	366-1000	Contributions/Donations	-	0.00%
<b>\$ 41,243</b>	<b>\$ 40,183</b>	<b>\$ 37,744</b>	<b>\$ 33,275</b>	<b>TOTAL REVENUES</b>		<b>\$ 31,770</b>	<b>-4.52%</b>
<b>Personal Services:</b>							
<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>Number of Funded Employees (FTE's)</b>		<b>1.85</b>	
52,201	51,407	31,838	50,114	572-1200	Salaries	32,021	-36.10%
-	-	-	-	572-1201	Service Awards	106	100.00%
-	-	-	1,803	572-1202	Incentive/Merit Pay	1,992	10.48%
-	-	19,626	50,114	572-1300	Part-Time Wages	18,092	-63.90%
-	-	68	-	572-1400	Overtime	-	0.00%
3,045	3,024	3,022	2,919	572-2100	FICA Taxes	2,947	0.96%
712	707	707	683	572-2101	Medicare	689	0.88%
5,486	7,289	7,116	8,182	572-2200	Retirement Contributions	8,937	9.23%
6,145	4,411	4,525	4,784	572-2300	Dental, Life & Health Insurance	4,837	1.11%
1,971	1,450	1,300	1,397	572-2400	Worker's Compensation	1,561	11.74%
<b>\$ 69,560</b>	<b>\$ 68,290</b>	<b>\$ 68,202</b>	<b>\$ 69,882</b>	<b>Total Personal Services</b>		<b>\$ 71,182</b>	<b>1.86%</b>
<b>Operating Expenditures:</b>							
-	-	-	150	572-3400	Other Services	150	0.00%
-	-	-	-	572-3407	Program Instruction	9,200	100.00%
840	504	651	600	572-4100	Communication Services	545	-9.17%
243	279	267	250	572-4200	Postage	250	0.00%
24,986	27,658	24,109	25,500	572-4300	Utilities	25,314	-0.73%
587	503	769	649	572-4400	Rentals & Leases	649	0.00%
501	556	603	504	572-4610	Maintenance Contracts	610	21.03%
-	-	64	100	572-4630	Equipment Repair	100	0.00%
1,369	2,133	12,785	800	572-4640	Building Maintenance	800	0.00%
140	-	15	250	572-4650	Grounds Maintenance	250	0.00%
-	-	-	91	572-5100	Office Supplies	115	26.37%
1,355	638	449	2,450	572-5200	Operating Supplies	2,450	0.00%
-	340	271	500	572-5201	Coffee Supplies	500	0.00%
8,678	7,125	6,596	10,075	572-5207	Program Expense	925	-90.82%
356	1,819	-	-	572-5223	Aluminum Can Spending	-	0.00%
-	-	219	-	572-5224	General Donation Spending	-	0.00%
-	-	110	-	572-5225	Fundraising Spending	-	0.00%
-	-	997	-	572-5226	Designated Donation Spending	-	0.00%
226	245	209	228	572-5400	Books, Dues & Publications	228	0.00%
<b>\$ 39,279</b>	<b>\$ 41,800</b>	<b>\$ 48,115</b>	<b>\$ 42,147</b>	<b>Total Operating Expenditures</b>		<b>\$ 42,086</b>	<b>-0.14%</b>
<b>Capital Outlay:</b>							
2,883	-	-	-	572-6214	Building Improvements	-	0.00%
-	-	1,500	-	572-6402	Equipment	-	0.00%
<b>\$ 2,883</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 111,722</b>	<b>\$ 110,090</b>	<b>\$ 117,817</b>	<b>\$ 112,029</b>	<b>TOTAL EXPENSES</b>		<b>\$ 113,268</b>	<b>1.11%</b>
<b>\$ (70,479)</b>	<b>\$ (69,907)</b>	<b>\$ (80,073)</b>	<b>\$ (78,754)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (81,498)</b>	<b>3.48%</b>

# SENIOR CENTER

Share of City Budget

\$113,268,  
0.3%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Ensure Member Satisfaction</b>						
Number of Members (City, County, Non-Resident)	261	254	249	230	261	275
Memberships Variance	-51%	-3%	-2%	annual measure	+/- 5%	+/- 5%
Number of Pancake Breakfast & Spaghetti Luncheon Participants	n/a	356	353	317	360	396

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

## FUTURE GOALS

- ✓ Intitiate a Senior Center program for endowments.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Additional programs offered this year - Afternoon movies and crafting time.

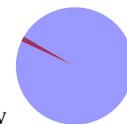
**001 GENERAL FUND - 1060 LIBRARY**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
				<b>Revenues:</b>		
160,850	148,560	79,748	79,671	337-7000	Cooperative Funding - Operations	76,016 -4.59%
11,275	7,750	6,225	3,104	341-9110	Passport Fees	2,296 -26.03%
2,590	2,730	2,124	2,740	347-1000	Library Fees	2,740 0.00%
6,253	5,771	6,203	5,800	347-1010	Photo Copy Revenue	5,800 0.00%
500	750	400	250	347-1210	Rentals - Taxable	400 60.00%
50	-	25	25	347-1220	Rentals - Tax Exempt	25 0.00%
13,791	14,053	13,024	12,000	352-1000	Library Fines	12,000 0.00%
65	25	-	200	352-1010	Lost Publications	200 0.00%
3,465	5,103	3,239	-	366-1000	Contributions/Donations	- 0.00%
894	-	38,753	35,320	389-9600	Approp. from Reserved Fund Bal - Harvey Trust	9,500 -73.10%
<b>\$ 199,733</b>	<b>\$ 184,743</b>	<b>\$ 149,740</b>	<b>\$ 139,302</b>	<b>TOTAL REVENUES</b>		<b>\$ 108,977 -21.77%</b>
				<b>Personal Services:</b>		
9.90	9.90	8.10	8.10	<b>Number of Funded Employees (FTE's)</b>		<b>8.02</b>
301,210	269,457	159,880	246,840	571-1200	Regular Salaries	159,736 -35.29%
-	-	-	163	571-1201	Service Awards	- -100.00%
-	-	-	7,895	571-1202	Incentive/Merit Pay	8,634 9.36%
-	-	80,456	-	571-1300	Part-Time Wages	79,073 100.00%
252	256	163	-	571-1400	Salaries - Overtime	200 100.00%
18,423	17,514	14,574	14,935	571-2100	FICA Taxes	14,473 -3.09%
4,309	4,096	3,409	3,493	571-2101	Medicare	3,385 -3.09%
33,906	42,030	35,506	40,830	571-2200	Retirement Contributions	44,582 9.19%
15,829	12,358	9,042	9,552	571-2300	Dental, Life & Health Insurance	10,086 5.59%
1,131	742	670	760	571-2400	Worker's Compensation	758 -0.26%
<b>\$ 375,060</b>	<b>\$ 346,455</b>	<b>\$ 303,700</b>	<b>\$ 324,468</b>	<b>Total Personal Services</b>		<b>\$ 320,927 -1.09%</b>
				<b>Operating Expenditures:</b>		
-	-	4	1,944	571-3100	Professional Services	1,957 0.67%
3,348	2,378	1,889	1,500	571-3400	Other Services	1,680 12.00%
-	68	63	250	571-4000	Travel and Per Diem	250 0.00%
2,443	2,067	1,659	1,810	571-4100	Communication Services	1,680 -7.18%
800	59	101	100	571-4200	Postage	100 0.00%
59,013	67,639	55,736	60,000	571-4300	Utilities	58,523 -2.46%
11,981	11,708	11,972	11,862	571-4400	Rentals & Leases	11,862 0.00%
3,072	2,851	3,418	4,393	571-4610	Maintenance Contracts	4,418 0.57%
3,771	3,996	8,077	1,900	571-4640	Building Maintenance	9,700 410.53%
8,680	12	-	200	571-4650	Grounds Maintenance	200 0.00%
1,190	1,183	1,110	-	571-4800	Promotional Activities	-
2,333	1,573	1,916	126	571-5100	Office Supplies	95 -24.60%
4,033	4,199	8,758	11,340	571-5200	Operating Supplies	18,065 59.30%
931	967	-	1,200	571-5207	Program Expense	1,200 0.00%
56	-	-	-	571-5210	Uniform Expense	-
4,598	10,033	2,970	-	571-5223	Passport Fee Spending	-
1,090	631	370	-	571-5224	General Donation Spending	-
331	-	-	-	571-5231	Computer Hardware/Software	- 0.00%
7,384	1,370	630	630	571-5400	Books, Dues & Publications	630 0.00%
1,560	-	-	-	571-5501	Tuition Reimbursement	- 0.00%
<b>\$ 116,613</b>	<b>\$ 110,735</b>	<b>\$ 98,672</b>	<b>\$ 97,255</b>	<b>Total Operating Expenditures</b>		<b>\$ 110,360 13.47%</b>
				<b>Capital Outlay:</b>		
752	-	-	-	571-6401	Furniture and Fixtures	- 0.00%
-	18,276	-	-	571-6402	Equipment	- 0.00%
636	608	1,053	-	571-6420	Computer Hardware/Software	- 0.00%
41,219	42,276	33,915	30,250	571-6600	Books, Publications & Library Materials	25,250 -16.53%
<b>\$ 42,606</b>	<b>\$ 61,160</b>	<b>\$ 34,968</b>	<b>\$ 30,250</b>	<b>Total Capital Outlay</b>		<b>\$ 25,250 -16.53%</b>
				<b>Debt Service</b>		
22,011	22,011	22,291	22,261	581-9121	Transfer to Debt Service Fund	22,317 0.25%
					2001 Bond -Municipal Facilities- year 12 of 30	
<b>\$ 22,011</b>	<b>\$ 22,011</b>	<b>\$ 22,291</b>	<b>\$ 22,261</b>	<b>Total Debt Service</b>		<b>\$ 22,317 0.25%</b>
<b>\$ 556,290</b>	<b>\$ 540,361</b>	<b>\$ 459,630</b>	<b>\$ 474,234</b>	<b>TOTAL EXPENSES</b>		<b>\$ 478,854 0.97%</b>
<b>\$ (356,557)</b>	<b>\$ (355,618)</b>	<b>\$ (309,890)</b>	<b>\$ (334,932)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (369,877) 10.43%</b>

# LIBRARY

Share of City Budget

\$478,854,  
1.4%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

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

	Actual			YTD thru 6/30	Budget	
	2008-09	2009-10	2010-11		2011-12	2012-13
Inventoried Collection Per Citizen	3.6	3.5	3.6	annual measure	4.0	3.8
Circulation per Item	n/a	n/a	n/a	annual measure	new	1.7
Circulation per Active Borrower (City and Non-City Residents)	n/a	5.6	6.6	1.8	5.0	6.8
City Residents Who Have an Active Library Card	n/a	46%	30%	annual measure	50%	35%
Checkouts Performed Using the Self-Checkout Unit	n/a	n/a	n/a	7%	50%	na

- ✓ Increase library use in the community by providing updated technology and materials to include a growing collection of ebooks.
- ✓ Improve library staff knowledge and awareness of the needs of library patrons accessing online career information, benefits, and education resources.

## FUTURE GOALS

- ✓ Improve the library's website and participate in the continued development of the city website and other electronic resources.
- ✓ Work with the new Okaloosa County Public Library Cooperative Coordinator to improve programming, marketing, and services of the library countywide.
- ✓ Purchase with donated funds at least one touch-screen literacy station for children.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Set up and maintained a viable presence in the Facebook and Pinterest social networking sites to communicate more effectively with patrons and the community at large.
- ✓ Re-purposed library space to facilitate browsing of the library's most desirable materials.
- ✓ Worked with the Okaloosa County Public Library Cooperative to establish an ebook service and collection for library patrons.
- ✓ Completed a major patron-database cleanup project to remove expired patrons and better classify patrons based on their residency and tax districts to facilitate funding in future years.

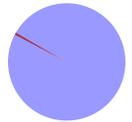
**001 GENERAL FUND - 1070 MUSEUM**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
				<b>Revenues:</b>		
2,550	2,800	1,575	2,500	341-9110	Passport Fees	250 -90.00%
2,490	1,240	1,773	1,500	347-2000	Program Revenue	1,500 0.00%
5,500	-	-	-	347-2100	Sponsorship Revenue	- 0.00%
30,909	27,029	26,935	30,000	347-3500	Admission Fees	28,000 -6.67%
31,290	27,063	26,462	30,000	347-3510	Merchandise Sales	28,000 -6.67%
159	147	-	75	347-3515	Merchandise Sales - Tax Exempt	75 0.00%
8,872	7,080	8,576	7,000	347-3520	Fees - Tax Exempt	8,500 21.43%
4,419	6,650	2,806	1,500	366-1000	Contributions/Donations	- -100.00%
<b>\$ 86,189</b>	<b>\$ 72,010</b>	<b>\$ 68,127</b>	<b>\$ 72,575</b>		<b>TOTAL REVENUES</b>	<b>\$ 66,325 -8.61%</b>
				<b>Personal Services:</b>		
<b>4.98</b>	<b>3.85</b>	<b>2.60</b>	<b>3.60</b>		<b>Number of Funded Employees (FTE's)</b>	<b>3.60</b>
147,102	115,141	81,036	111,845	573-1200	Regular Salaries	98,834 -11.63%
-	-	-	-	573-1201	Service Awards	530 100.00%
-	-	-	3,509	573-1202	Incentive/Merit Pay	3,875 10.43%
-	-	12,050	-	573-1300	Part-Time Wages	13,010 100.00%
125	-	-	-	573-1400	Salaries - Overtime	- 0.00%
8,990	6,871	5,491	6,632	573-2100	FICA Taxes	6,611 -0.32%
2,103	1,607	1,284	1,551	573-2101	Medicare	1,546 -0.32%
21,122	22,835	15,950	18,338	573-2200	Retirement Contributions	20,031 9.23%
-	-	-	1,354	573-2204	Retirement Contributions - DC Plan	2,030 49.93%
15,584	16,498	17,333	18,269	573-2300	Dental, Life & Health Insurance	19,058 4.32%
831	275	175	232	573-2400	Worker's Compensation	226 -2.59%
<b>\$ 195,856</b>	<b>\$ 163,226</b>	<b>\$ 133,318</b>	<b>\$ 161,730</b>		<b>Total Personal Services</b>	<b>\$ 165,751 2.49%</b>
				<b>Operating Expenditures:</b>		
-	-	-	1,530	573-3100	Professional Services	1,730 13.07%
-	30	30	200	573-3400	Other Services	200 0.00%
2,182	1,026	1,102	1,210	573-4100	Communication Services	1,120 -7.44%
524	372	137	400	573-4200	Postage	150 -62.50%
13,126	18,576	15,474	20,000	573-4300	Utilities	17,248 -13.76%
1,545	1,349	1,613	1,257	573-4400	Rentals & Leases	1,257 0.00%
1,592	1,524	1,571	1,669	573-4610	Maintenance Contracts	1,697 1.68%
89	54	53	100	573-4630	Equipment Repair	100 0.00%
2,912	1,151	1,745	5,150	573-4640	Building Maintenance	2,650 -48.54%
-	-	-	-	573-4645	Heating/Cooling Repairs	7,100 100.00%
376	338	407	480	573-4650	Grounds Maintenance	4,430 822.92%
1,636	1,577	1,470	1,850	573-4700	Printing & Binding	1,700 -8.11%
2,363	1,695	1,924	2,100	573-4800	Promotional Activities	2,100 0.00%
-	24	-	358	573-5100	Office Supplies	455 27.09%
101	1,003	547	1,500	573-5200	Operating Supplies	1,200 -20.00%
14,924	13,390	12,632	13,000	573-5205	Goods For Resale	13,000 0.00%
820	201	425	800	573-5207	Program Expense	350 -56.25%
4,343	1,239	-	-	573-5208	Sponsorship Expense	-
769	397	646	900	573-5215	Exhibit / Collection Supplies	900 0.00%
604	320	397	-	573-5223	Passport Fee Spending	-
3,209	1,572	-	-	573-5224	General Donation Spending	-
-	-	1,398	-	573-5225	Fundraising Spending	-
-	-	100	-	573-5226	Designated Donation Spending	-
1,262	1,426	1,301	-	573-5230	ACH/Credit Card Fees	-
-	406	-	-	573-5231	Computer Hardware/Software	- 0.00%
801	774	540	555	573-5400	Books, Dues & Publications	645 16.22%
<b>\$ 53,226</b>	<b>\$ 48,443</b>	<b>\$ 43,514</b>	<b>\$ 53,059</b>		<b>Total Operating Expenditures</b>	<b>\$ 58,032 9.37%</b>
				<b>Capital Outlay:</b>		
2,828	3,217	27,252	-	573-6214	Building Improvements	- 0.00%
-	3,700	-	-	573-6402	Equipment	- 0.00%
605	-	-	-	573-6420	Computer Hardware/Software	- 0.00%
<b>\$ 3,433</b>	<b>\$ 6,917</b>	<b>\$ 27,252</b>	<b>\$ -</b>		<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 252,515</b>	<b>\$ 218,586</b>	<b>\$ 204,084</b>	<b>\$ 214,789</b>		<b>TOTAL EXPENSES</b>	<b>\$ 223,783 4.19%</b>
<b>\$ (166,326)</b>	<b>\$ (146,576)</b>	<b>\$ (135,957)</b>	<b>\$ (142,214)</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (157,458) 10.72%</b>

# MUSEUM

Share of City Budget

\$223,783,  
0.7%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Share Community History With Public</b>						
Visitors Per General Visitation Hour of Operation	3.5	3.9	3.9	5.9	4.7	4.0
Educational Programming Visitors During Non-General Visitation Hours	4,530	3,807	4,515	4,324	4,500	4,500
City Savings from Volunteer Assistance	\$11,909	\$21,915	\$30,550	\$31,560	\$15,000	\$25,000

- ✓ Create an inviting and pleasant entrance area to the Indian Temple Mound Museum to replace removed arch.
- ✓ Increase general visitation per hour through marketing and extension programming.
- ✓ Provide an event and lecture series related to the Camp Walton Schoolhouse 100th birthday celebration.

## FUTURE GOALS

- ✓ Complete NAGPRA process from filing to certification; clear collections ownership issues.
- ✓ Acquire sponsorship for future summer / travelling exhibit.
- ✓ Establish outreach program in the schools in conjunction with the Camp Walton Schoolhouse 100th birthday celebration.

## PRIOR YEAR ACCOMPLISHMENTS

**001 GENERAL FUND - 1080 CEMETERY**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
				<b>Revenues:</b>		
111,205	113,630	177,112	148,000	343-8000 Sale of Lots	148,000	0.00%
4,020	10,630	6,875	8,200	343-8100 Crypt Sales	8,200	0.00%
5,825	14,005	4,350	9,800	343-8200 Niche Sales	9,800	0.00%
9,237	8,115	6,420	10,000	343-8300 Weekend/Holidays Interments	10,000	0.00%
156,323	142,875	177,720	156,000	343-8400 Openings/Closings	156,000	0.00%
-	-	1,498	-	343-8500 Transfer Fees	-	0.00%
67,650	15,555	13,149	24,000	381-2400 Transfer from Beal Memorial Cemetery Fund	1,000	-95.83%
<b>\$ 354,260</b>	<b>\$ 304,810</b>	<b>\$ 387,124</b>	<b>\$ 356,000</b>	<b>TOTAL REVENUES</b>	<b>\$ 333,000</b>	<b>-6.46%</b>
				<b>Personal Services:</b>		
<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>3.00</b>	
90,018	86,901	86,881	86,867	539-1200 Regular Salaries	87,724	0.99%
-	-	-	55	539-1201 Service Awards	212	285.45%
-	-	-	2,924	539-1202 Incentive/Merit Pay	3,230	10.47%
2,365	866	1,182	2,500	539-1400 Salaries - Overtime	2,500	0.00%
-	288	236	375	539-1401 Salaries - Overtime Holiday Worked	375	0.00%
5,101	4,840	4,849	4,711	539-2100 FICA Taxes	4,733	0.47%
1,193	1,132	1,134	1,102	539-2101 Medicare	1,107	0.45%
15,271	20,025	19,602	22,195	539-2200 Retirement Contributions	24,484	10.31%
26,096	25,099	25,198	26,641	539-2300 Dental, Life & Health Insurance	23,611	-11.37%
4,479	3,719	4,097	4,460	539-2400 Worker's Compensation	5,249	17.69%
<b>\$ 144,523</b>	<b>\$ 142,870</b>	<b>\$ 143,180</b>	<b>\$ 151,830</b>	<b>Total Personal Services</b>	<b>\$ 153,225</b>	<b>0.92%</b>
				<b>Operating Expenditures:</b>		
-	-	-	865	539-3100 Professional Services	865	0.00%
85,365	54,960	64,145	60,000	539-3400 Other Services	60,000	0.00%
1,207	982	1,051	934	539-4100 Communication Services	890	-4.71%
37,861	39,505	72,659	42,000	539-4300 Utilities	51,995	23.80%
-	-	-	60	539-4400 Rentals & Leases	60	0.00%
1,054	1,131	1,077	215	539-4610 Maintenance Contracts	240	11.63%
13	-	-	-	539-4620 Vehicle Repair	-	0.00%
1,623	944	1,174	1,850	539-4630 Equipment Repair	1,850	0.00%
378	296	815	600	539-4640 Building Maintenance	-	-100.00%
9,483	7,655	8,405	11,125	539-4650 Grounds Maintenance	13,125	17.98%
122	50	39	270	539-4905 Safety Programs/Supply	270	0.00%
-	-	10,855	-	539-4980 Repurchase Cemetery Lots	-	0.00%
803	646	890	2,375	539-5200 Operating Supplies	2,375	0.00%
1,027	1,205	1,562	1,300	539-5204 Fuel & Oil	1,745	34.23%
-	411	479	375	539-5210 Uniform Expense	405	8.00%
-	-	-	375	539-5233 Tools	-	-100.00%
-	35	35	40	539-5500 Training	40	0.00%
<b>\$ 138,937</b>	<b>\$ 107,820</b>	<b>\$ 163,185</b>	<b>\$ 122,384</b>	<b>Total Operating Expenditures</b>	<b>\$ 133,860</b>	<b>9.38%</b>
				<b>Capital Outlay:</b>		
-	-	10,994	17,000	539-6214 Building Improvements	-	-100.00%
19,800	8,473	-	-	539-6355 Landscaping & Fences	-	0.00%
-	7,082	-	4,560	539-6402 Equipment	-	-100.00%
<b>\$ 19,800</b>	<b>\$ 15,555</b>	<b>\$ 10,994</b>	<b>\$ 21,560</b>	<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>-100.00%</b>
				<b>Capital Improvements Program:</b>		
47,850	-	2,155	-	5323 - Beal Cemetery Improvements	-	0.00%
<b>\$ 47,850</b>	<b>\$ -</b>	<b>\$ 2,155</b>	<b>\$ -</b>	<b>Total Capital Improvements Program</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Interfund Transfers:</b>		
24,173	22,726	33,251	29,600	581-9162 Transfer to Beal Memorial Perpetual Care Fund	29,600	0.00%
				Lot Sales - 20% of revenues		
<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 33,251</b>	<b>\$ 29,600</b>	<b>Total Interfund Transfers</b>	<b>\$ 29,600</b>	<b>0.00%</b>
<b>\$ 375,283</b>	<b>\$ 288,971</b>	<b>\$ 352,765</b>	<b>\$ 325,374</b>	<b>TOTAL EXPENSES</b>	<b>\$ 316,685</b>	<b>-2.67%</b>
<b>\$ (21,023)</b>	<b>\$ 15,838</b>	<b>\$ 34,358</b>	<b>\$ 50,000</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 16,315</b>	<b>-67.37%</b>

# CEMETERY

Share of City Budget

\$316,685,  
0.9%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

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

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
Cemetery Grounds with Turf in Good Condition	50%	60%	65%	80%	80%	85%

Cemetery Grounds with Turf in Good Condition

- ✓ Plant 5 oak trees and 5 crape myrtles in the new Hope Section addition.
- ✓ Sod hope section for new plots.
- ✓ Re-landscape outside of cemetery office building.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Extended the Hope Section westward including markers for each plot.
- ✓ Constructed a 16' x 28' storage building for smaller maintenance equipment using perpetual care funds.
- ✓ Added 136 plots to the Hope Section of the cemetery.
- ✓ Irrigated entire Hope Section for new plots.
- ✓ Renovated Cemetery office area with new paint, tile, and office furniture.



**001 GENERAL FUND - 1200 ENGINEERING SERVICES**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
-	-	3,525	3,500	341-3001 Overhead Banner Installation Fee	3,500 0.00%
14	57	385	-	341-9310 Engineering Drawings	- 0.00%
950	100	200	-	366-1000 Contributions/Donations	- 0.00%
<b>\$ 964</b>	<b>\$ 157</b>	<b>\$ 4,110</b>	<b>\$ 3,500</b>	<b>TOTAL REVENUES</b>	<b>\$ 3,500 100.00%</b>
<b>Personal Services:</b>					
7.00	6.00	5.00	5.00	<i>Number of Funded Employees (FTE's)</i>	5.00
-	-	90,126	-	541-1100 Executive Salaries	90,319 100.00%
178,408	328,131	170,124	259,764	541-1200 Regular Salaries	169,444 -34.77%
-	-	-	217	541-1201 Service Awards	- -100.00%
-	-	-	4,874	541-1202 Incentive/Merit Pay	5,383 10.44%
-	53	-	-	541-1400 Salaries - Overtime	-
1,215	-	-	-	541-1503 Auto Allowance	-
10,564	19,780	15,443	15,353	541-2100 FICA Taxes	15,433 0.52%
2,471	4,626	3,611	3,591	541-2101 Medicare	3,610 0.53%
27,649	70,150	57,757	66,370	541-2200 Retirement Contributions	72,500 9.24%
-	4	-	-	541-2204 Retirement Contributions - DC Plan	- 0.00%
26,965	23,611	22,117	23,287	541-2300 Dental, Life & Health Insurance	24,286 4.29%
2,963	639	489	540	541-2400 Worker's Compensation	525 -2.78%
<b>\$ 250,235</b>	<b>\$ 446,994</b>	<b>\$ 359,667</b>	<b>\$ 373,996</b>	<b>Total Personal Services</b>	<b>\$ 381,500 2.01%</b>
<b>Operating Expenditures:</b>					
-	39,575	16,920	6,168	541-3100 Professional Services	6,191 0.37%
-	9,748	20,390	90	541-3400 Other Services	90 0.00%
-	526	-	800	541-4000 Travel and Per Diem	800 0.00%
3,447	3,694	3,418	2,894	541-4100 Communication Services	2,784 -3.80%
174	4,995	4,521	2,950	541-4200 Postage	5,000 69.49%
1,531	8,321	13,213	13,260	541-4400 Rentals & Leases	6,757 -49.04%
-	8,010	5,947	-	541-4610 Maintenance Contracts	3,920 100.00%
55	21	11	100	541-4620 Vehicle Repair	100 0.00%
-	-	125	100	541-4630 Equipment Repair	100 0.00%
-	482	16	1,100	541-4700 Printing & Binding	1,100 0.00%
-	2,843	-	-	541-4915 Legal Advertisements	- 0.00%
6,237	6,752	6,161	7,035	541-5100 Office Supplies	6,435 -8.53%
-	328	187	625	541-5200 Operating Supplies	625 0.00%
991	884	429	600	541-5204 Fuel & Oil	500 -16.67%
-	-	75	255	541-5210 Uniform Expense	355 39.22%
2,218	1,385	504	-	541-5223 Earth Day	- 0.00%
781	583	374	150	541-5400 Books, Dues & Publications	150 0.00%
-	300	10	400	541-5500 Training	400 0.00%
-	27	-	-	541-5501 Tuition Reimbursement	- 0.00%
-	(602)	(1,433)	-	519-9905 Capitalized Costs Allocation - Labor	- 0.00%
-	(280)	-	-	519-9906 Capitalized Costs Allocation - Benefits	- 0.00%
<b>\$ 15,435</b>	<b>\$ 87,593</b>	<b>\$ 70,868</b>	<b>\$ 36,527</b>	<b>Total Operating Expenditures</b>	<b>\$ 35,307 -3.34%</b>
<b>Capital Outlay:</b>					
631	-	-	-	512-6420 Computer Hardware/Software	- 0.00%
<b>\$ 631</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 266,301</b>	<b>\$ 534,587</b>	<b>\$ 430,536</b>	<b>\$ 410,523</b>	<b>TOTAL EXPENSES</b>	<b>\$ 416,807 1.53%</b>
<b>\$ (265,338)</b>	<b>\$ (534,430)</b>	<b>\$ (426,426)</b>	<b>\$ (407,023)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (413,307) 1.54%</b>

# ENGINEERING SERVICES

Share of City Budget

\$416,807,  
1.2%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Develop GIS System to Track &amp; Monitor City Assets</b>						
Street Data Entered in GIS (collected by Okaloosa County)	n/a	n/a	n/a	annual measure	90%	98%
Water System Features Accurately Entered in GIS	n/a	n/a	n/a	70%	75%	80%
Sanitary Sewer System Features Accurately Entered in GIS	n/a	n/a	n/a	40%	45%	60%
Stormwater System Features Accurately Entered in GIS	n/a	n/a	n/a	100%	100%	100%

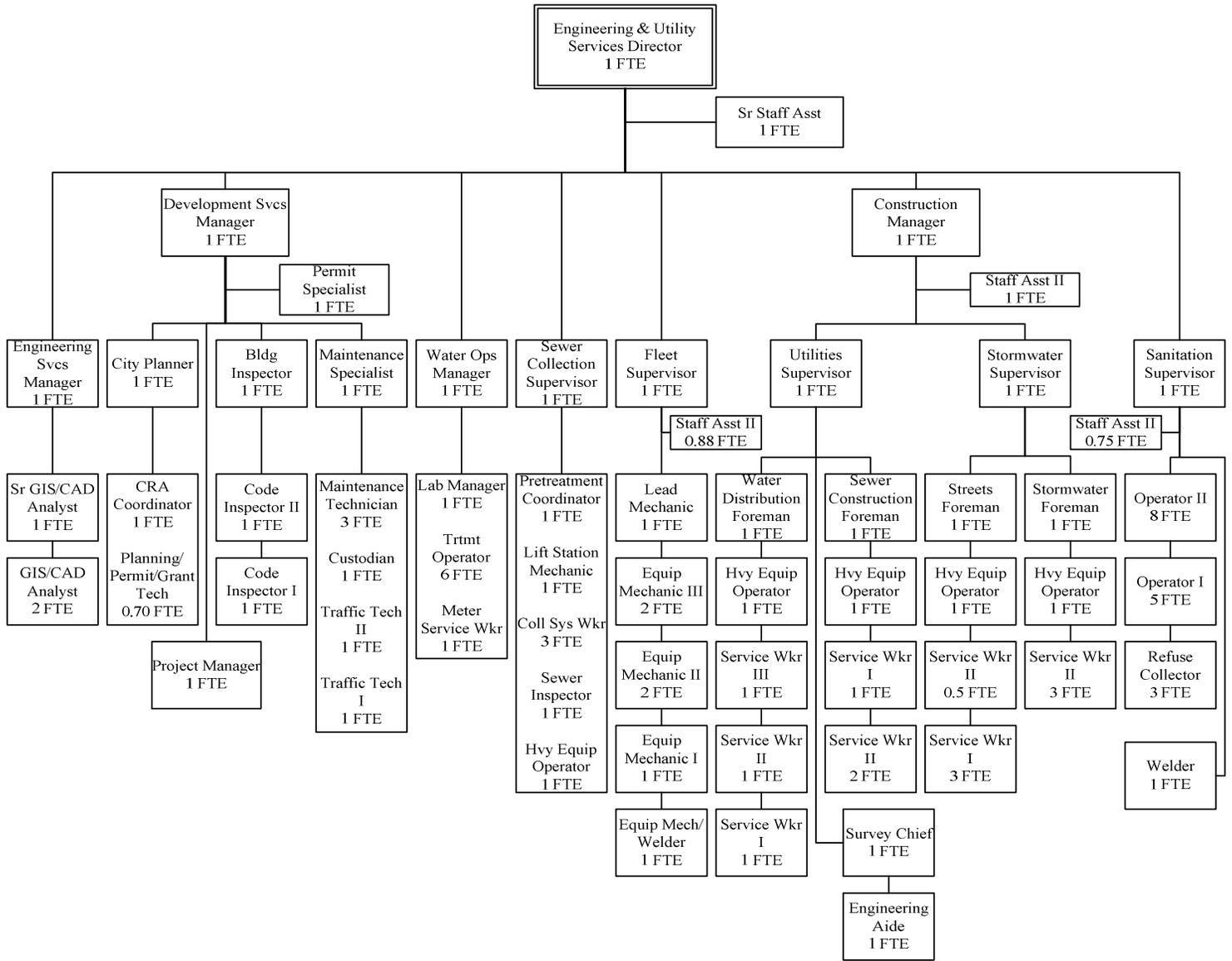
- ✓ Collect a minimum of 10% of additional field data for the potable water and sanitary sewer infrastructure systems for input into the GIS system and complete a minimum of two training courses from ESRI for ArcGIS Server.
- ✓ Develop a GIS web interface for public use to provide access for our citizens to GIS data via the internet.
- ✓ Continue to develop and refine the GIS web interface for City employees via the City intranet.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed 20% of the GPS data collection and GIS database creation for City's water and sewer infrastructure.
- ✓ Completed 100% of the GPS data collection and GIS database creation for City's stormwater infrastructure.
- ✓ FEMA CRS rating increased to a Class 6, which provides a 5% increase in the flood insurance discount from 15% to 20%.
- ✓ Implemented GIS Web Map Application for all City employees on the City Intranet. Completed 20 days of GIS training.

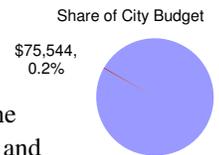


**PERFORMANCE EXCELLENCE**  
**Every Service – Every Employee – Every Day**

**001 GENERAL FUND - 1205 PLANNING & ZONING**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
<b>Revenues:</b>							
8,850	6,229	11,853	12,500	329-1001	Zoning/Variances Fees	17,000	36.00%
1,522	1,150	726	2,500	329-2000	Zoning Site Plan Review	2,500	0.00%
<b>\$ 10,372</b>	<b>\$ 7,379</b>	<b>\$ 12,579</b>	<b>\$ 15,000</b>		<b>TOTAL REVENUES</b>	<b>\$ 19,500</b>	<b>30.00%</b>
<b>Personal Services:</b>							
2.00	-	1.00	1.00		<i>Number of Funded Employees (FTE's)</i>	1.00	
173,887	-	44,922	44,873	515-1200	Regular Salaries	44,873	0.00%
-	-	-	975	515-1202	Incentive/Merit Pay	1,077	10.46%
783	-	-	-	515-1503	Auto Allowance	-	
11,308	-	2,700	2,690	515-2100	FICA Taxes	2,676	-0.52%
2,645	-	631	629	515-2101	Medicare	626	-0.48%
26,876	-	-	-	515-2200	Retirement Contributions	-	0.00%
-	-	2,246	2,244	515-2204	Retirement Contributions - DC Plan	2,244	0.00%
4,836	-	4,193	4,447	515-2300	Dental, Life & Health Insurance	4,601	3.46%
507	-	85	93	515-2400	Worker's Compensation	91	-2.15%
<b>\$ 220,842</b>	<b>\$ -</b>	<b>\$ 54,777</b>	<b>\$ 55,951</b>		<b>Total Personal Services</b>	<b>\$ 56,188</b>	<b>0.42%</b>
<b>Operating Expenditures:</b>							
-	-	-	16,476	515-3100	Professional Services	9,424	-42.80%
-	-	65,900	-	515-3400	Other Services	-	
115	-	432	1,100	515-4000	Travel and Per Diem	1,100	0.00%
2,504	-	609	517	515-4100	Communication Services	460	-11.03%
3,636	-	-	-	515-4200	Postage	1,300	100.00%
1,531	-	-	-	515-4400	Rentals & Leases	-	
2,564	-	6,287	-	515-4610	Maintenance Contracts	-	
7	-	1,322	1,500	515-4700	Printing & Binding	1,385	-7.67%
6,651	-	5,856	-	515-4915	Legal Advertisements	-	
-	-	39	-	515-5100	Office Supplies	260	100.00%
35	-	-	-	515-5200	Operating Supplies	-	0.00%
-	-	-	-	515-5210	Uniform Expense	100	100.00%
1,175	-	275	395	515-5400	Books, Dues & Publications	400	1.27%
-	-	940	225	515-5500	Training	575	155.56%
3,254	-	-	-	515-5501	Tuition Reimbursement	-	0.00%
<b>\$ 21,473</b>	<b>\$ -</b>	<b>\$ 81,660</b>	<b>\$ 20,213</b>		<b>Total Operating Expenditures</b>	<b>\$ 15,004</b>	<b>-25.77%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Other Financing Activity:</b>							
-	-	-	-	581-9106	Transfer to FBC Fund	4,352	100.00%
					Wage Allocation (25% PlanningPermitGrant Tech)		
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Other Financing Activity</b>	<b>\$ 4,352</b>	<b>100.00%</b>
<b>\$ 242,316</b>	<b>\$ -</b>	<b>\$ 136,437</b>	<b>\$ 76,164</b>		<b>TOTAL EXPENSES</b>	<b>\$ 75,544</b>	<b>-0.81%</b>
<b>\$ (231,944)</b>	<b>\$ 7,379</b>	<b>\$ (123,858)</b>	<b>\$ (61,164)</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (56,044)</b>	<b>-8.37%</b>

# PLANNING & ZONING



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Reduce Commercial & Industrial Vacancies

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
Vacant Parcels - Commerce & Technology Park	n/a	n/a	n/a	43	15	15
Vacant Parcels - CRA	n/a	n/a	n/a	192	10	10

- Vacant Parcels - Commerce & Technology Park
- Vacant Parcels - CRA

- ✓ Reduce commercial and industrial vacancies by developing a list of vacancies and citywide targeted infill development list for use by potential businesses wanting to relocate or expand in the City.
- ✓ Work closely with CRA to promote economic development in the area by providing economic incentives to business owners.
- ✓ Secure grant funding for and complete at least one community improvement / transportation project.
- ✓ Continue to refine and implement the new streamlined development review process.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Adopted the 2012 Land Development Code.
- ✓ Obtained grant funding for brownfields clean-up at 25 Miracle Strip Pkwy and Brooks Landing Waterfront Park.
- ✓ Integrated and streamlined the Business Tax Receipt process.
- ✓ Streamlined the development review process.

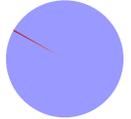
**001 GENERAL FUND - 1217 CODE ENFORCEMENT**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
					<b>Revenues:</b>		
-	63,692	24,150	20,000	354-1000	Code Enforcement - Fines	20,000	0.00%
-	8,155	7,500	5,000	354-1010	Code Enforcement - Fees	5,000	0.00%
<b>\$ -</b>	<b>\$ 71,847</b>	<b>\$ 31,650</b>	<b>\$ 25,000</b>		<b>TOTAL REVENUES</b>	<b>\$ 25,000</b>	<b>0.00%</b>
					<b>Personal Services:</b>		
-	2.00	2.00	2.00		<i>Number of Funded Employees (FTE's)</i>	2.00	
-	91,483	91,483	91,382	529-1200	Regular Salaries	91,382	0.00%
-	-	-	217	529-1201	Service Awards	-	-100.00%
-	-	-	1,949	529-1202	Incentive/Merit Pay	2,153	10.47%
-	5,395	5,403	5,376	529-2100	FICA Taxes	5,364	-0.22%
-	1,262	1,264	1,258	529-2101	Medicare	1,255	-0.24%
-	20,803	20,308	23,348	529-2200	Retirement Contributions	25,505	9.24%
-	13,384	12,953	13,648	529-2300	Dental, Life & Health Insurance	13,776	0.94%
-	1,834	1,846	2,035	529-2400	Worker's Compensation	1,964	-3.49%
<b>\$ -</b>	<b>\$ 134,160</b>	<b>\$ 133,257</b>	<b>\$ 139,213</b>		<b>Total Personal Services</b>	<b>\$ 141,399</b>	<b>1.57%</b>
					<b>Operating Expenditures:</b>		
-	-	-	2,672	529-3100	Professional Services	2,753	3.03%
-	12,263	1,246	2,500	529-3101	Legal Services	2,500	0.00%
-	-	10,660	500	529-3400	Other Services	500	0.00%
-	-	-	500	529-4000	Travel and Per Diem	1,000	100.00%
-	1,639	1,331	1,357	529-4100	Communication Services	1,310	-3.46%
-	2,469	2,590	-	529-4610	Maintenance Contracts	-	
-	270	225	200	529-4620	Vehicle Repair	200	0.00%
-	58	61	50	529-5200	Operating Supplies	40	-20.00%
-	1,070	1,516	1,800	529-5204	Fuel & Oil	1,675	-6.94%
-	55	60	100	529-5400	Books, Dues & Publications	110	10.00%
-	295	24	1,000	529-5500	Training	500	-50.00%
<b>\$ -</b>	<b>\$ 18,119</b>	<b>\$ 17,713</b>	<b>\$ 10,679</b>		<b>Total Operating Expenditures</b>	<b>\$ 10,588</b>	<b>-0.85%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ -</b>	<b>\$ 152,279</b>	<b>\$ 150,970</b>	<b>\$ 149,892</b>		<b>TOTAL EXPENSES</b>	<b>\$ 151,987</b>	<b>1.40%</b>
<b>\$ -</b>	<b>\$ (80,431)</b>	<b>\$ (119,320)</b>	<b>\$ (124,892)</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (126,987)</b>	<b>1.68%</b>

# CODE ENFORCEMENT

Share of City Budget

\$151,987,  
0.5%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Implement Nuisance Abatement Program

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Number of Derelict Properties Brought Into Compliance - CRA	n/a	n/a	n/a	0	3	3
Number of Derelict Properties Brought Into Compliance - non-CRA	n/a	n/a	n/a	1	1	1

- ✓ Enhance the beatification, safety and stability of the City’s neighborhoods through adoption of an updated Property Maintenance Ordinances, and block by block enforcement.
- ✓ Streamline and modernize the Code Enforcement process by evaluating operational ordinances and revising where necessary.

## FUTURE GOALS

- ✓ Implement new policy and procedures for the resolution of liens and orders issued by the Code Enforcement Board.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented a Nuisance Abatement program throughout the CRA.
- ✓ Adopted a new sign code in the Land Development Code.

**001 GENERAL FUND - 1220 FLEET**

Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
138	301	403	300	365-1010	Sale of Used Oil	300	0.00%
<b>\$ 138</b>	<b>\$ 301</b>	<b>\$ 403</b>	<b>\$ 300</b>	<b>TOTAL REVENUES</b>		<b>\$ 300</b>	<b>0.00%</b>
<b>Personal Services:</b>							
<b>11.00</b>	<b>10.00</b>	<b>8.75</b>	<b>8.75</b>	<b>Number of Funded Employees (FTE's)</b>		<b>8.88</b>	
309,751	304,020	244,355	259,249	519-1200	Regular Salaries	242,949	-6.29%
-	-	-	109	519-1201	Service Awards	-	-100.00%
-	-	-	8,529	519-1202	Incentive/Merit Pay	9,559	12.08%
-	-	17,184	-	519-1300	Part-Time Wages	19,016	100.00%
302	872	113	250	519-1400	Salaries - Overtime	250	0.00%
-	-	48	-	519-1401	Salaries - Overtime Holiday Worked	-	0.00%
1,215	-	-	-	519-1503	Auto Allowance	-	-
17,940	18,798	14,925	14,676	519-2100	FICA Taxes	14,830	1.05%
4,196	4,396	3,491	3,433	519-2101	Medicare	3,469	1.05%
52,898	68,653	54,026	62,074	519-2200	Retirement Contributions	67,807	9.24%
46,303	35,937	24,423	25,540	519-2300	Dental, Life & Health Insurance	26,618	4.22%
8,766	6,148	5,396	5,891	519-2400	Worker's Compensation	5,897	0.10%
<b>\$ 441,371</b>	<b>\$ 438,825</b>	<b>\$ 363,961</b>	<b>\$ 379,751</b>	<b>Total Personal Services</b>		<b>\$ 390,395</b>	<b>2.80%</b>
<b>Operating Expenditures:</b>							
-	-	-	6,470	519-3100	Professional Services	6,665	3.01%
-	-	-	-	519-3400	Other Services	2,030	100.00%
107	-	45	100	519-4000	Travel and Per Diem	100	0.00%
2,340	1,587	1,526	1,646	519-4100	Communication Services	1,760	6.93%
21,894	24,619	24,041	25,000	519-4300	Utilities	25,243	0.97%
384	441	179	-	519-4400	Rentals & Leases	-	0.00%
7,455	7,734	7,592	244	519-4610	Maintenance Contracts	974	299.18%
734	861	702	520	519-4620	Vehicle Repair	520	0.00%
811	6,100	4,989	1,000	519-4630	Equipment Repair	1,000	0.00%
486	390	259	500	519-4640	Building Maintenance	500	0.00%
-	-	-	-	519-4645	Heating/Cooling Repairs	6,500	100.00%
231	66	443	400	519-4905	Safety Programs/Supply	400	0.00%
15,862	12,066	11,831	13,680	519-5200	Operating Supplies	11,650	-14.84%
3,432	12,968	326	-	519-5203	Fleet Maintenance Clearing Account	-	-
2,067	2,447	2,616	2,900	519-5204	Fuel & Oil	1,840	-36.55%
1,610	1,438	1,266	1,580	519-5210	Uniform Expense	1,760	11.39%
-	-	162	-	519-5233	Tools	873	100.00%
225	225	74	-	519-5400	Books, Dues & Publications	-	0.00%
-	-	50	100	519-5500	Training	1,156	1056.00%
<b>\$ 57,639</b>	<b>\$ 70,941</b>	<b>\$ 56,100</b>	<b>\$ 54,140</b>	<b>Total Operating Expenditures</b>		<b>\$ 62,971</b>	<b>16.31%</b>
<b>Capital Outlay:</b>							
-	-	1,200	2,225	519-6402	Equipment	6,702	201.21%
Recovery/Recycler Unit, Recycler Diagnostic Equipment, Genisys 2011 w/HD Oil Pump, Reels and Meter Assembly 22-Ton Axle Jack							
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200</b>	<b>\$ 2,225</b>	<b>Total Capital Outlay</b>		<b>\$ 6,702</b>	<b>201.21%</b>
<b>\$ 499,010</b>	<b>\$ 509,765</b>	<b>\$ 421,261</b>	<b>\$ 436,116</b>	<b>TOTAL EXPENSES</b>		<b>\$ 460,068</b>	<b>5.49%</b>
<b>\$ (498,872)</b>	<b>\$ (509,464)</b>	<b>\$ (420,858)</b>	<b>\$ (435,816)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (459,768)</b>	<b>5.50%</b>

# FLEET

Share of City Budget

\$460,068,  
1.4%



## DESCRIPTION

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

## MISSION

Ensure fleet is available and functioning properly

## CURRENT GOALS, OBJECTIVES, & METRICS

### Minimize Unscheduled/Unanticipated Downtime and Repairs

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Workload Attributable to Scheduled Preventative Maintenance & Inspections	n/a	n/a	37%	41%	45%	39%
Unscheduled/Unanticipated Repairs Performed In-House	n/a	n/a	61%	57%	52%	59%
Unscheduled/Unanticipated Repairs Performed Contracted	n/a	n/a	2%	1%	3%	2%

### Support Department Productivity by Minimizing Downtime

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
Hours of Downtime: Public Safety (police & fire)	n/a	n/a	n/a	not being tracked	6500	
Hours of Downtime: Non-Public Safety	n/a	n/a	n/a	not being tracked	1600	

- ✓ Reduce the number of unscheduled/unanticipated repairs by 5%.
- ✓ Implement tracking system in HTE to determine the amount of downtime experienced per major and minor repair incident.
- ✓ Develop a training system for new diagnostic equipment for shop mechanics.

## FUTURE GOALS

- ✓ Reduce repair costs while maintaining safe working order of all vehicles and equipment in the City's fleet.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Repaired damaged tailgate on vehicle 2415, Solid Waste Front Loader. These repairs will ensure that the truck remains in service longer.
- ✓ Installed COTA transmission on the rear engine of vehicle 2429, Sewer Collection Sewer Cleaner which will ensure that the truck remains in service longer.
- ✓ Prepared eleven (11) Police patrol cars for use to include, decals, radio, Coban top cameras and cages at a total savings of \$22,000.
- ✓ Repaired damaged C-Arm on vehicle 2539, Solid Waste Automated Side Loader at a total savings of \$5,000.
- ✓ Proactive measures are being taken based on the executive summary of the Munilytics Report recommending purchasing new tires versus the retreading of the old tires, this step while also cost effective, will also extend the life of the tires.

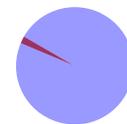
**001 GENERAL FUND - 1230 FACILITIES**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
-	14	122	50	50	0.00%
342	343	866	200	200	0.00%
<b>\$ 342</b>	<b>\$ 357</b>	<b>\$ 988</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>0.00%</b>
<b>Revenues:</b>					
341-9330				Special Events - Barricades, Orange Cones	
341-9600				Sign Shop Sales	
				<b>TOTAL REVENUES</b>	<b>0.00%</b>
<b>11.00</b>	<b>11.00</b>	<b>8.00</b>	<b>8.00</b>	<b>Personal Services:</b>	
329,152	382,788	259,016	258,515	<i>Number of Funded Employees (FTE's)</i>	<b>8.00</b>
-	-	-	217	519-1200	Regular Salaries
-	-	-	7,798	519-1201	Service Awards
4,310	2,020	2,444	5,000	519-1202	Incentive/Merit Pay
650	-	914	1,000	519-1400	Salaries - Overtime
1,215	-	-	-	519-1401	Salaries - Overtime Holiday Worked
19,700	29,648	15,482	15,205	519-1503	Auto Allowance
4,607	7,012	3,621	3,557	519-2100	FICA Taxes
57,004	82,530	51,284	58,177	519-2101	Medicare
-	1,587	2,314	2,312	519-2200	Retirement Contributions
39,136	46,485	20,934	20,063	519-2204	Retirement Contributions - DC Plan
18,665	15,336	11,361	12,392	519-2300	Dental, Life & Health Insurance
<b>\$ 474,440</b>	<b>\$ 567,407</b>	<b>\$ 367,368</b>	<b>\$ 384,236</b>	519-2400	Worker's Compensation
				<b>Total Personal Services</b>	<b>3.79%</b>
16,325	-	-	1,100	<b>Operating Expenditures:</b>	
160	-	330	-	519-3400	Other Services
2,596	2,551	2,191	2,569	519-4000	Travel and Per Diem
127,268	110,355	100,685	110,000	519-4100	Communication Services
1,400	-	-	-	519-4300	Utilities
1,371	779	29,476	36,229	519-4400	Rentals & Leases
5,837	3,855	5,154	3,560	519-4610	Maintenance Contracts
636	156	126	300	519-4620	Vehicle Repair
8,800	9,739	10,131	9,900	519-4630	Equipment Repair
-	-	-	26,100	519-4640	Building Maintenance
241	-	-	-	519-4645	Heating/Cooling Repairs
505	510	425	500	519-4650	Grounds Maintenance
171	35	161	525	519-4670	Traffic Signal Repair
13,278	4,750	7,894	6,055	519-4905	Safety Programs/Supply
8,975	9,460	10,409	11,100	519-5200	Operating Supplies
1,633	1,308	1,155	1,000	519-5204	Fuel & Oil
-	-	176	1,550	519-5210	Uniform Expense
9,878	9,448	10,231	11,050	519-5233	Tools
-	-	69	-	519-5301	Street Markings
-	-	295	250	519-5400	Books, Dues & Publications
(2,879)	(27,335)	(30,589)	-	519-5500	Training
(950)	(10,360)	(10,053)	-	519-5905	Capitalized Costs Allocation - Labor
(513)	(6,127)	(6,475)	-	519-5906	Capitalized Costs Allocation - Benefits
<b>\$ 194,731</b>	<b>\$ 109,122</b>	<b>\$ 131,791</b>	<b>\$ 221,788</b>	519-9907	Capitalized Costs Allocation - Overhead
				<b>Total Operating Expenditures</b>	<b>-3.76%</b>
-	-	-	-	<b>Capital Outlay:</b>	
-	-	4,790	-	519-6310	Improvements Other Than Building
-	-	-	-		Roof for Bucket Truck
-	-	-	-	519-6402	Equipment
-	-	-	-		Table Saw
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,790</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>100.00%</b>
19,751	-	16,784	-	<b>Capital Improvements Program:</b>	
<b>\$ 19,751</b>	<b>\$ -</b>	<b>\$ 16,784</b>	<b>\$ -</b>		Prior Years Capital Improvement Program
				<b>Total Capital Improvements Program</b>	<b>0.00%</b>
47,690	47,690	48,298	48,232	<b>Debt Service</b>	
				581-9121	Transfer to Debt Service Fund
					2013 Equip Rev Note -Bucket Truck- yr 1 of 10
					2001 Bond -Municipal Facilities- year 12 of 30
<b>\$ 47,690</b>	<b>\$ 47,690</b>	<b>\$ 48,298</b>	<b>\$ 48,232</b>	<b>Total Debt Service</b>	<b>45.04%</b>
<b>\$ 736,612</b>	<b>\$ 724,218</b>	<b>\$ 569,031</b>	<b>\$ 654,256</b>	<b>TOTAL EXPENSES</b>	<b>4.97%</b>
<b>\$ (736,271)</b>	<b>\$ (723,861)</b>	<b>\$ (568,043)</b>	<b>\$ (654,006)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>4.97%</b>

# FACILITIES

Share of City Budget

\$686,785,  
2.0%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide Safe &amp; Clean Facilities for Employees &amp; the Public</b>						
Manhours per Job Order	n/a	n/a	n/a	5.3	6	6
Works Orders Satisfactorily Completed within 3 Business Days	n/a	n/a	84%	90%	90%	90%

- ✓ Develop a tracking system in HTE to determine the amount of manhours being utilized on different types of work orders to gauge the efficiency of the division and ensure satisfactory completion of work orders within 3 business days.
- ✓ Perform comprehensive facility assessment to develop maintenance program and extend the life of facilities.
- ✓ Construct a roof cover for new bucket truck utilizing in-house labor.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed light sensor project to increase efficiency of lighting system at City Hall and Annex
- ✓ Continued sign replacement program.
- ✓ Began renovation of the Heritage Park and Cultural Center.
- ✓ Remodeled the Cemetary offices including tile and painting utilizing in-house labor.
- ✓ Completely re-constructed the pier and installed new lighting at the new Brooks Bridge Park utilizing in-house labor.

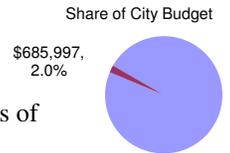
**001 GENERAL FUND - 1240 STREETS**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Revenues:</b>					
571,241	577,963	613,050	635,000	312-4100 Local Option Fuel Tax	645,000 1.57%
1,200	5,340	1,800	-	325-1001 Sidewalk/Asphalt	- 0.00%
1,710	2,222	1,966	1,966	325-1002 Girard Avenue	1,966 0.00%
4,095	14,688	3,432	3,433	325-1003 Stokes Avenue	3,433 0.00%
-	-	2,250	-	343-9100 Cut Paved Surface/Curb	- 0.00%
44,672	57,092	62,272	76,093	344-9008 DOT Lighting Maintenance Contract	77,830 2.28%
1,999	742,241	1,029	-	Grant Revenue	- 0.00%
<b>\$ 624,916</b>	<b>\$ 1,399,547</b>	<b>\$ 685,800</b>	<b>\$ 716,492</b>	<b>TOTAL REVENUES</b>	<b>\$ 728,229 1.64%</b>
<b>Personal Services:</b>					
<b>6.50</b>	<b>6.50</b>	<b>5.50</b>	<b>5.50</b>	<b>Number of Funded Employees (FTE's)</b>	<b>5.50</b>
178,285	137,040	136,022	144,636	541-1200 Regular Salaries	133,639 -7.60%
-	-	-	109	541-1201 Service Awards	- -100.00%
-	-	-	5,361	541-1202 Incentive/Merit Pay	5,921 10.45%
-	-	-	-	541-1300 Part-Time Wages	12,230 100.00%
814	1,545	269	1,000	541-1400 Salaries - Overtime	1,000 0.00%
1,215	-	-	-	541-1503 Auto Allowance	-
10,533	7,964	8,020	8,378	541-2100 FICA Taxes	8,197 -2.16%
2,463	1,862	1,876	1,960	541-2101 Medicare	1,917 -2.19%
28,630	29,538	20,674	21,545	541-2200 Retirement Contributions	23,534 9.23%
-	-	2,332	2,405	541-2204 Retirement Contributions - DC Plan	2,895 20.37%
23,158	23,608	16,727	23,469	541-2300 Dental, Life & Health Insurance	28,495 21.42%
13,280	8,056	8,341	9,776	541-2400 Worker's Compensation	10,640 8.84%
<b>\$ 258,379</b>	<b>\$ 209,613</b>	<b>\$ 194,261</b>	<b>\$ 218,639</b>	<b>Total Personal Services</b>	<b>\$ 228,468 4.50%</b>
<b>Operational Expenditures:</b>					
230	-	18	-	541-4000 Travel and Per Diem	- 0.00%
1,003	708	283	324	541-4100 Communication Services	962 196.91%
230,466	246,612	239,199	247,500	541-4300 Utilities	254,967 3.02%
1,354	1,585	68	-	541-4400 Rentals & Leases	75 100.00%
300	360	-	-	541-4610 Maintenance Contracts	- 0.00%
2,975	701	3,822	5,950	541-4620 Vehicle Repair	3,800 -36.13%
16,513	5,692	2,873	6,965	541-4630 Equipment Repair	3,000 -56.93%
1,808	1,349	-	-	541-4640 Building Maintenance	- 0.00%
-	-	-	-	541-4650 Grounds Maintenance	20,000 100.00%
901	475	966	1,310	541-4905 Safety Programs/Supply	1,310 0.00%
4,845	4,352	4,945	3,500	541-5200 Operating Supplies	3,285 -6.14%
5,467	6,281	9,379	8,800	541-5204 Fuel & Oil	9,170 4.20%
1,021	811	1,230	1,125	541-5210 Uniform Expense	1,260 12.00%
-	-	141	1,000	541-5233 Tools	900 -10.00%
1,341	5,730	5,864	4,000	541-5300 Road Materials & Supplies	4,000 0.00%
3,820	4,099	1,187	5,000	541-5304 Street Materials/Concrete	5,000 0.00%
-	-	200	300	541-5500 Training	300 0.00%
(31,657)	(49,052)	(59,815)	-	541-9905 Capitalized Costs Allocation - Labor	- 0.00%
(11,511)	(21,803)	(19,388)	-	541-9906 Capitalized Costs Allocation - Benefits	- 0.00%
(5,589)	(11,348)	(12,428)	-	541-9907 Capitalized Costs Allocation - Overhead	- 0.00%
<b>223,285</b>	<b>196,552</b>	<b>178,545</b>	<b>285,774</b>	<b>Total Operating Expenditures</b>	<b>308,029 7.79%</b>
<b>Capital Outlay:</b>					
-	79,016	(5,082)	-	541-6351 Roads	- 0.00%
1,502	-	1,043	-	541-6402 Equipment Roller (Vibratory) Traffic Monitoring Equipment & Software	24,500 100.00%
<b>\$ 1,502</b>	<b>\$ 79,016</b>	<b>\$ (4,039)</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 24,500 100.00%</b>
<b>Capital Improvements Program:</b>					
63,453	134,873	123,497	125,000	5018 - Street Resurfacing	125,000 0.00%
7,619	4,205	-	20,000	541-6351 Refer to CIP for specific locations	- -100.00%
2,499	743,546	82,418	-	5306 - Sidewalk Construction Prior Years Capital Improvement Program	-
<b>\$ 73,571</b>	<b>\$ 882,624</b>	<b>\$ 205,915</b>	<b>\$ 145,000</b>	<b>Total Capital Improvements Program</b>	<b>\$ 125,000 -13.79%</b>
<b>\$ 556,737</b>	<b>\$ 1,367,805</b>	<b>\$ 574,682</b>	<b>\$ 649,413</b>	<b>TOTAL EXPENSES</b>	<b>\$ 685,997 5.63%</b>
<b>\$ 68,179</b>	<b>\$ 31,742</b>	<b>\$ 111,118</b>	<b>\$ 67,079</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 42,232 -37.04%</b>

# STREETS

## DESCRIPTION

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



## MISSION

Provide a safe and reliable transportation network.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide A Dependable Transportation Network

Streets With Pavement Condition Index of 'Fair' or Better

Streets With Sidewalks on At Least One Side

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

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

	Actual			YTD thru 6/30	Budget	
	2008-09	2009-10	2010-11		2011-12	2012-13
Streets With Pavement Condition Index of 'Fair' or Better	n/a	88.1%	91.8%	annual measure	95%	96.0%
Streets With Sidewalks on At Least One Side	n/a	n/a	80.0%	annual measure	82%	84.0%
Capital Projects Completed On-Time	n/a	n/a	n/a	annual measure	100%	100%
Capital Projects Completed Within Budget	n/a	n/a	n/a	annual measure	100%	100%

- ✓ Develop a Sidewalk Deficiency Map in GIS to create a 5- and 10-year prioritized Sidewalk Construction Program.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Installed sidewalk along the following streets: Harbeson Ave SE, Methodist Ave SE, Carson Dr. SE, Aloconese Ave SE, First St. SE, Lake Dr. NW, Williams St. NW, Butler Dr. NW, and Combs Manor Ct. NW.
- ✓ Completed asphalt paving and curb installation for Neptune Court NW.
- ✓ Completed asphalt paving for the following streets: Gilmore Court SE, Eagle St. NE, Robinwood Dr. SW, Leila Pla NW, Poulton Dr. NW, Cowrie Ave NW, Deal Ave NW, Chestnut Ave SE, Ferry Rd SE, Perry Ave SE, Third St. SE, and Vine Ave NE

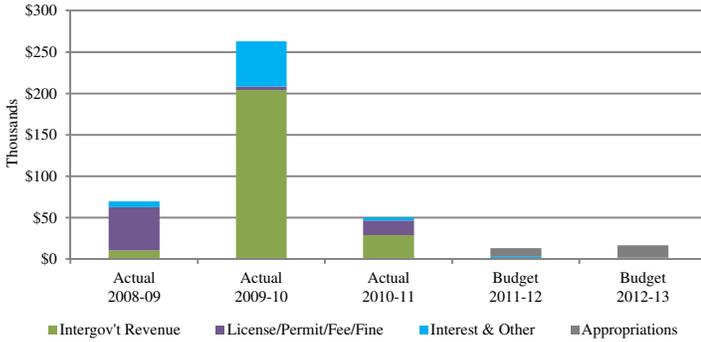
**001 GENERAL FUND - 1500 NON-DEPARTMENTAL**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
135,371	818,367	44,256	50,000	519-1216 Final Leave Pay	50,000 0.00%
37,852	34,035	46,751	50,000	519-2500 Unemployment Compensation	25,000 -50.00%
<b>\$ 173,224</b>	<b>\$ 852,401</b>	<b>\$ 91,007</b>	<b>\$ 100,000</b>	<b>Total Personal Services</b>	<b>\$ 75,000 -25.00%</b>
<b>Operating Expenditures:</b>					
6,412	3,201	2,879	10,200	519-4400 Rentals & Leases	9,800 -3.92%
-	-	-	-	519-4911 Holiday Gift Certificates	5,200 100.00%
-	-	-	64,326	519-4995 Contingencies	157,500 144.85%
61,683	2,841	32,600	-	Prior Years Operating Expenditures	
<b>\$ 61,683</b>	<b>\$ 2,841</b>	<b>\$ 32,600</b>	<b>\$ 74,526</b>	<b>Total Operating Expenditures</b>	<b>\$ 172,500 131.46%</b>
<b>\$ 234,906</b>	<b>\$ 855,243</b>	<b>\$ 123,607</b>	<b>\$ 174,526</b>	<b>TOTAL EXPENSES</b>	<b>\$ 247,500 41.81%</b>
-	1,167	20,936	-	581-9121 Transfer to Debt Service Fund	
178,000	178,000	-	27,419	581-9175 Transfer to Golf Fund	- -100.00%
<b>\$ 178,000</b>	<b>\$ 179,167</b>	<b>\$ 20,936</b>	<b>\$ 27,419</b>	<b>Total Other Financing Activity</b>	<b>\$ - -100.00%</b>
<b>\$ 178,000</b>	<b>\$ 179,167</b>	<b>\$ 20,936</b>	<b>\$ 27,419</b>	<b>TOTAL TRANSFERS</b>	<b>\$ - 100.00%</b>
<b>224.24</b>	<b>215.95</b>	<b>196.60</b>	<b>197.60</b>	<b>Number of Funded Employees (FTE's)</b>	<b>183.26 -7.26%</b>
<b>446,175</b>	<b>372,786</b>	<b>355,822</b>	<b>324,877</b>	<b>City Council</b>	<b>410,744 26.43%</b>
<b>238,154</b>	<b>238,368</b>	<b>226,864</b>	<b>231,735</b>	<b>City Manager</b>	<b>231,013 -0.31%</b>
<b>1,378,205</b>	<b>1,350,090</b>	<b>1,050,009</b>	<b>1,063,814</b>	<b>Administrative Services</b>	<b>1,128,123 6.05%</b>
<b>269,327</b>	<b>234,951</b>	<b>184,502</b>	<b>190,499</b>	<b>City Clerk</b>	<b>198,529 4.22%</b>
<b>714,316</b>	<b>727,366</b>	<b>718,514</b>	<b>734,119</b>	<b>Finance</b>	<b>768,923 4.74%</b>
<b>5,323,764</b>	<b>5,107,867</b>	<b>5,381,535</b>	<b>5,371,469</b>	<b>Police</b>	<b>4,502,375 -16.18%</b>
<b>3,762,440</b>	<b>3,740,019</b>	<b>3,940,274</b>	<b>3,713,565</b>	<b>Fire</b>	<b>3,832,393 3.20%</b>
<b>3,535,910</b>	<b>3,316,110</b>	<b>2,955,498</b>	<b>2,957,920</b>	<b>Recreation Services</b>	<b>3,005,162 1.60%</b>
<b>2,957,962</b>	<b>3,508,842</b>	<b>2,500,395</b>	<b>2,609,078</b>	<b>Engineering Services</b>	<b>2,477,188 -5.06%</b>
<b>412,906</b>	<b>1,034,410</b>	<b>144,543</b>	<b>201,945</b>	<b>Non-Departmental</b>	<b>247,500 22.56%</b>
<b>\$ 19,015,139</b>	<b>\$ 19,630,808</b>	<b>\$ 17,457,956</b>	<b>\$ 17,399,021</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 16,801,950 -3.43%</b>
<b>\$ 314,438</b>	<b>\$ (377,858)</b>	<b>\$ 1,401,209</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 0 0.00%</b>

# Law Enforcement Trust Fund

The Law Enforcement Trust Fund encompasses 0.05% of the City’s activities and services and accounts for revenues from grants and forfeitures that are legally restricted for specific purposes such as crime prevention, community policing, and drug education. Per State Statute, law enforcement agencies that receive at least \$15,000 in forfeitures within a fiscal year must expend or donate no less than 15% of such funds to support drug abuse prevention, crime prevention, or safe neighborhood programs.

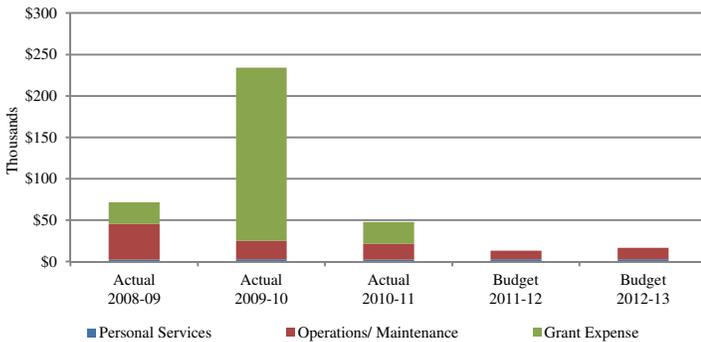
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Interest & Other	1,800	(40.0%)	(1,200)
Appropriations	14,700	43.1%	4,425
	16,500	24.3%	3,225

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

## Expenditure Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	3,000	0.0%	0
Operations/Maintenance	13,500	31.4%	3,225
	16,500	24.3%	3,225

- State expenditures are focused on crime prevention and other community policing activities permissible per State Statute.

**102 LAW ENFORCEMENT TRUST FUND**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
10,591	204,127	28,892	-	Grant Revenues	-	0.00%
<b>\$ 10,591</b>	<b>\$ 204,127</b>	<b>\$ 28,892</b>	<b>\$ -</b>	<b>Total Grants</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 10,591</b>	<b>\$ 204,127</b>	<b>\$ 28,892</b>	<b>\$ -</b>	<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ -</b>	<b>0.00%</b>
52,180	2,498	367	-	1800-356-1000 Fines & Forfeitures	-	0.00%
-	1,303	16,404	-	1800-358-2000 Assets Seized by Law Enforcement	-	0.00%
173	595	1,060	-	1800-359-3000 Restitution	-	0.00%
<b>\$ 52,353</b>	<b>\$ 4,396</b>	<b>\$ 17,831</b>	<b>\$ -</b>	<b>Total Fines &amp; Forfeitures</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 52,353</b>	<b>\$ 4,396</b>	<b>\$ 17,831</b>	<b>\$ -</b>	<b>TOTAL FINES &amp; FORFEITURES</b>	<b>\$ -</b>	<b>0.00%</b>
5,142	2,744	2,326	2,000	1800-361-1000 Interest Income	800	-60.00%
-	-	(778)	-	1800-361-3000 Unrealized Gain/(Loss)	-	0.00%
<b>\$ 5,142</b>	<b>\$ 2,744</b>	<b>\$ 1,547</b>	<b>\$ 2,000</b>	<b>Total Interest Income</b>	<b>\$ 800</b>	<b>-60.00%</b>
436	4	1,746	1,000	1800-364-1000 Sale of Surplus Assets	1,000	0.00%
1,301	6,769	629	-	1800-366-1000 Contributions/Donations	-	0.00%
-	44,931	-	-	1800-369-9000 Miscellaenous Revenue	-	0.00%
<b>\$ 1,737</b>	<b>\$ 51,704</b>	<b>\$ 2,375</b>	<b>\$ 1,000</b>	<b>Total Other Revenues</b>	<b>\$ 1,000</b>	<b>0.00%</b>
<b>\$ 6,880</b>	<b>\$ 54,447</b>	<b>\$ 3,922</b>	<b>\$ 3,000</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 1,800</b>	<b>-40.00%</b>
-	-	-	10,275	1600-389-9100 Appropriation from Fund Balance	14,700	43.07%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,275</b>	<b>Total Non-Operating Sources</b>	<b>\$ 14,700</b>	<b>43.07%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,275</b>	<b>TOTAL TRANSFERS IN</b>	<b>\$ 14,700</b>	<b>43.07%</b>
<b>\$ 69,824</b>	<b>\$ 262,970</b>	<b>\$ 50,644</b>	<b>\$ 13,275</b>	<b>TOTAL FUND REVENUES</b>	<b>\$ 16,500</b>	<b>24.29%</b>

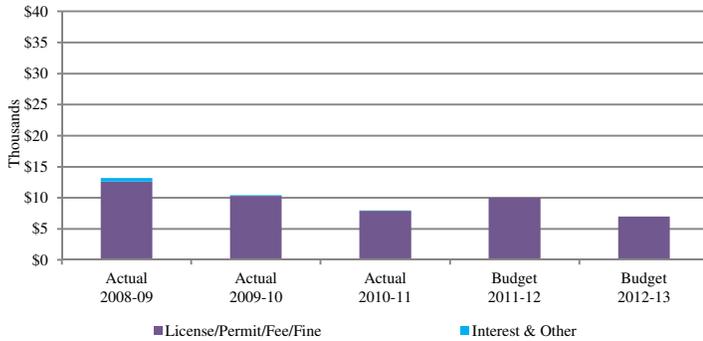
**102 LAW ENFORCEMENT TRUST FUND**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change	
<b><u>1800 - STATE FORFEITURE EXPENSES</u></b>						
<b>Grant Expenses:</b>						
12,023	208,854	25,389	-	-	0.00%	
<b>\$ 12,023</b>	<b>\$ 208,854</b>	<b>\$ 25,389</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>	
<b>Total Grant Expenses</b>						
<b>Personal Services:</b>						
1,935	2,243	1,711	521-1200	Regular Salaries		
120	139	106	521-2100	FICA Taxes		
28	33	25	521-2101	Medicare		
294	444	441	521-2201	Retirement Contributions - Police Pension		
73	68	40	521-2400	Worker's Compensation		
-	-	-		Wages/Benefits Transferred from General Fund	3,000 0.00%	
<b>\$ 2,450</b>	<b>\$ 2,926</b>	<b>\$ 2,323</b>	<b>\$ 3,000</b>	<b>Total Personal Services</b>	<b>\$ 3,000 0.00%</b>	
<b>Operating Expenditures:</b>						
-	-	-	521-3100	Professional Services	5,000 100.00%	
16,378	-	7,226	521-3101	Legal Services	5,000 0.00%	
1,230	2,036	-	521-4912	Forfeiture Filing Fees	- 0.00%	
2,013	605	395	521-4915	Legal Advertising	500 0.00%	
1,530	773	305	521-5200	Operating Supplies	1,000 -63.64%	
60	-	-	521-5230	ACH/Credit Card Fees	- 0.00%	
-	1,385	-	521-5231	Computer Hardware/Software	- 0.00%	
25	-	-	521-5400	Books, Dues & Publications	- -100.00%	
<b>\$ 21,235</b>	<b>\$ 4,799</b>	<b>\$ 7,926</b>	<b>\$ 8,275</b>	<b>Total Operating Expenditures</b>	<b>\$ 11,500 38.97%</b>	
<b>Capital Outlay:</b>						
-	-	3,900	521-6403	Vehicles	- 0.00%	
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,900</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>	
<b>Other Financing Activity:</b>						
-	8,952	4,553	581-9101	Transfer to General Fund	- 0.00%	
<b>\$ -</b>	<b>\$ 8,952</b>	<b>\$ 4,553</b>	<b>\$ -</b>	<b>Total Other Financing Activity</b>	<b>\$ - 0.00%</b>	
<b>\$ 61,896</b>	<b>\$ 231,031</b>	<b>\$ 44,092</b>	<b>\$ 11,275</b>	<b>STATE EXPENDITURES</b>	<b>\$ 14,500 28.60%</b>	
<b><u>1820 - FEDERAL FORFEITURE EXPENSES</u></b>						
<b>Operating Expenditures:</b>						
238	73	7,004	2,000	1543-521-5210	Uniform Expense	2,000 0.00%
7,288	797	-	-	521-5213	Ammunition Expense	
2,099	2,020	1,193	-	521-5223	Donation/Alumni Spending	
<b>\$ 9,625</b>	<b>\$ 2,891</b>	<b>\$ 8,197</b>	<b>\$ 2,000</b>	<b>Total Operating Expenditures</b>	<b>\$ 2,000 0.00%</b>	
<b>\$ 9,625</b>	<b>\$ 2,891</b>	<b>\$ 8,197</b>	<b>\$ 2,000</b>	<b>FEDERAL EXPENDITURES</b>	<b>\$ 2,000 0.00%</b>	
<b>\$ 71,522</b>	<b>\$ 233,922</b>	<b>\$ 52,289</b>	<b>\$ 13,275</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 16,500 24.29%</b>	
<b>\$ (1,698)</b>	<b>\$ 29,048</b>	<b>\$ (1,644)</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>	

# Law Enforcement Training Fund

The Law Enforcement Training Fund encompasses 0.02% of the City’s activities and services and accounts for revenues from traffic fines that are legally restricted for specific purposes such as school crossing guards and police officer training.

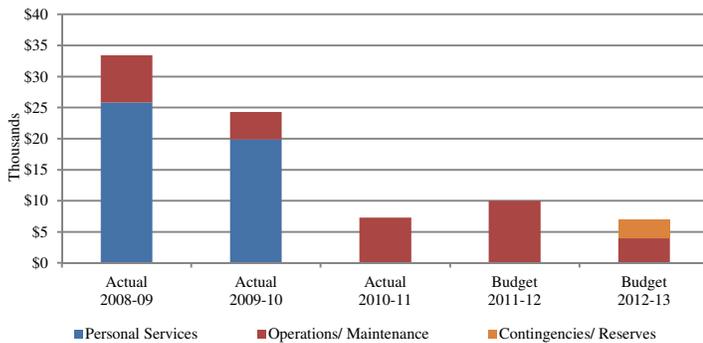
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Fines	<u>7,000</u>	<u>(30.0%)</u>	<u>(3,000)</u>
	7,000	(30.0%)	(3,000)

- Traffic fines have declined \$5K or 44.4% over the past five years as the state retains a larger portion of the revenue for court and clerk operations.

## Expenditure Highlights



	Budget 2012-13	% Change	\$ Change
Operations/Maintenance	<u>3,975</u>	<u>(60.3%)</u>	<u>(6,025)</u>
Contingencies/Reserves	<u>3,025</u>	<u>100.0%</u>	<u>3,025</u>
	7,000	(3.4%)	(3,000)

- All police officer training is accounted for in this fund.

**103 LAW ENFORCEMENT TRAINING FUND**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
12,595	10,311	7,900	10,000	7,000	-30.00%
<b>\$ 12,595</b>	<b>\$ 10,311</b>	<b>\$ 7,900</b>	<b>\$ 10,000</b>	<b>\$ 7,000</b>	<b>-30.00%</b>
<b>\$ 12,595</b>	<b>\$ 10,311</b>	<b>\$ 7,900</b>	<b>\$ 10,000</b>	<b>\$ 7,000</b>	<b>-30.00%</b>
565	122	69	-	-	0.00%
-	-	(25)	-	-	0.00%
<b>\$ 565</b>	<b>\$ 122</b>	<b>\$ 45</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 565</b>	<b>\$ 122</b>	<b>\$ 45</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 13,159</b>	<b>\$ 10,433</b>	<b>\$ 7,945</b>	<b>\$ 10,000</b>	<b>\$ 7,000</b>	<b>-30.00%</b>
1.38	0.92	-	-	-	
23,332	18,035	-	-	-	0.00%
1,447	1,118	-	-	-	0.00%
338	261	-	-	-	0.00%
70	17	-	-	-	0.00%
666	467	-	-	-	0.00%
<b>\$ 25,852</b>	<b>\$ 19,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
-	-	2,774	-	-	
7,554	2,877	2,363	9,000	3,375	-62.50%
-	1,515	2,145	1,000	600	-40.00%
<b>\$ 7,554</b>	<b>\$ 4,392</b>	<b>\$ 7,282</b>	<b>\$ 10,000</b>	<b>\$ 3,975</b>	<b>-60.25%</b>
-	-	-	-	3,025	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,025</b>	<b>100.00%</b>
<b>\$ 33,406</b>	<b>\$ 24,289</b>	<b>\$ 7,282</b>	<b>\$ 10,000</b>	<b>\$ 7,000</b>	<b>-30.00%</b>
<b>\$ (20,247)</b>	<b>\$ (13,857)</b>	<b>\$ 663</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

1830-351-5020

Traffic Fines - Training

**Total Fines & Forfeitures**

**TOTAL FINES & FORFEITURES**

1830-361-1000

Interest Income

1830-361-3000

Unrealized Gain/(Loss)

**Total Interest Income**

**TOTAL INTEREST & OTHER REVENUES**

**TOTAL FUND REVENUES**

**Personal Services:**

*Number of Employees (FTE's)*

521-1200

521-2100

521-2101

521-2300

521-2400

**Total Personal Services**

**Operating Expenditures:**

521-3100

521-4000

521-5500

**Total Operating Expenditures**

**Other Financing Activity:**

581-9900

**Total Other Financing Activity**

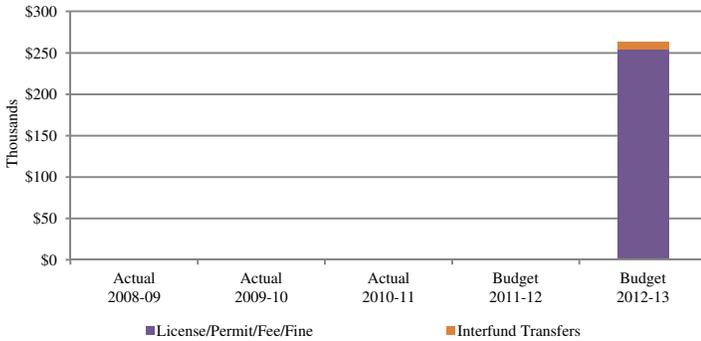
**TOTAL FUND EXPENSES**

**NET REVENUE / (EXPENSE)**

# Florida Building Code Fund

The Florida Building Code Fund encompasses 0.08% of the City’s activities and services and accounts for revenues from building permits and inspections that are legally restricted for enforcing the Florida Building Code per State Statute.

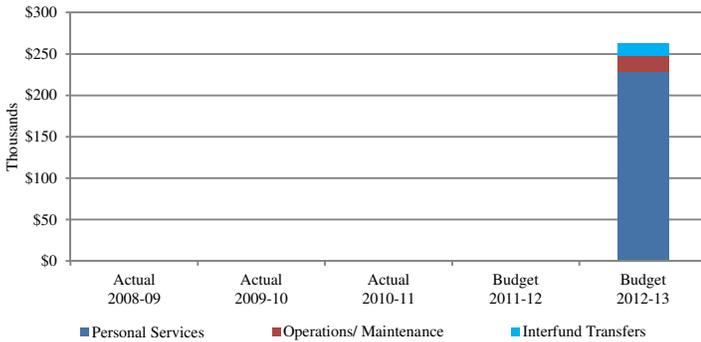
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Permits/Fees	254,740	100.0%	254,740
Interfund Transfers	8,704	100.0%	8,704
	263,444	100.0%	263,444

- Building permit and inspection revenues were previously accounted for in the General Fund.
- The interfund transfer accounts for the Planning/Permit/Grant Tech’s time that is devoted to planning activities in the General Fund and reporting activities in the CDBG Fund.

## Expenditure Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	227,936	100.0%	227,936
Operations/Maintenance	19,980	100.0%	19,980
Interfund Transfers	15,528	100.0%	15,528
	263,444	100.0%	263,444

- There are 3.2 full-time equivalent positions dedicated to building permitting and inspection activities.
- The interfund transfer accounts for reimbursement to the General Fund for cost allocation related expenses.

**106 FBC FUND - 1215 BUILDING INSPECTIONS & PERMITTING**

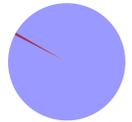
Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Revenues:</b>							
-	-	-	-	322-1000	Building Permits	125,000	100.00%
-	-	-	-	322-1001	Re-Inspection Fee	6,000	100.00%
-	-	-	-	322-1002	Working Without A Permit Fee	6,500	100.00%
-	-	-	-	322-1010	Notice of Commencement	2,000	100.00%
-	-	-	-	322-1020	Certificate of Occupancy/Completion/Use	5,500	100.00%
-	-	-	-	322-1030	Processing Fee	33,000	100.00%
-	-	-	-	322-2000	Electrical Permits	15,000	100.00%
-	-	-	-	322-3000	Plumbing Permits	9,000	100.00%
-	-	-	-	322-4000	Gas Permits	4,000	100.00%
-	-	-	-	322-5000	Mechanical Permits	10,000	100.00%
-	-	-	-	322-9090	Surcharge F.S. 468.631 & 553.721	800	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Licenses &amp; Permits</b>	<b>\$ 216,800</b>	<b>100.00%</b>
-	-	-	-	329-1000	Building Plan Review	35,000	100.00%
-	-	-	-	329-3000	Sign/Banner Permit	2,940	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Other Licenses &amp; Permits</b>	<b>\$ 37,940</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ 254,740</b>	<b>100.00%</b>
-	-	-	-	381-0100	Transfer from General Fund	4,352	100.00%
-	-	-	-	381-2500	Transfer from CDBG Fund	4,352	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Interfund Transfers</b>	<b>\$ 8,704</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ 8,704</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>TOTAL REVENUES</b>	<b>\$ 263,444</b>	<b>100.00%</b>



# FLORIDA BUILDING CODE FUND (FBC)

Share of City Budget

\$263,444,  
0.8%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide Timely &amp; Efficient Building Permits</b>						
% of Residential Permits Issued within 3 Business Days of Application	n/a	n/a	n/a	90%	90%	95%
% of Commercial Permits Issued within 5 Business Days of Application	n/a	n/a	n/a	94%	90%	90%
<b>Provide Timely &amp; Efficient Building Inspections</b>						
% of Residential Inspections Completed within 3 Business Days of Request	n/a	n/a	n/a	100%	90%	95%
% of Commercial Inspections Completed within 3 Business Days of Request	n/a	n/a	n/a	100%	90%	95%

- ✓ Enhance contractor and developer education through no less than two training seminars provided by the Building Division.
- ✓ Implement and achieve a higher level of customer service.
- ✓ Work to utilize permitting and plan review software to its full potential.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

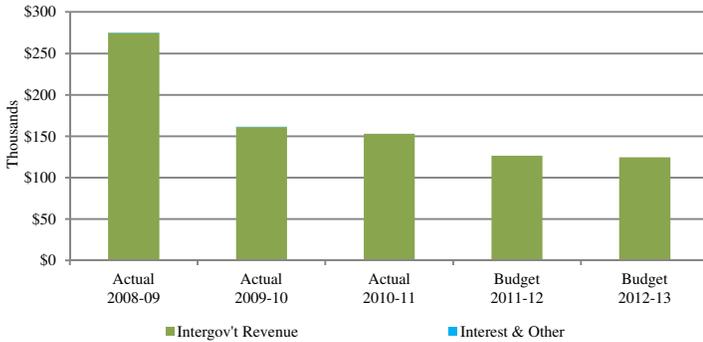
- ✓ Streamlined the building inspections process to achieve a completion time of less than 3 days for all inspections.
- ✓ Streamlined the floodplain plan review process for compliance with CRS requirements.
- ✓ Cross-trained newly hired CDBG/Planning Tech as back up for permit entry and processing.
- ✓ Acquired commercial building license by the building inspector.



# Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Fund encompasses 0.4% of the City’s activities and services and accounts for grant funds from the US Department of Housing and Urban Development that are legally restricted for specific purposes such as housing rehabilitation and after school programs to benefit low and moderate income families.

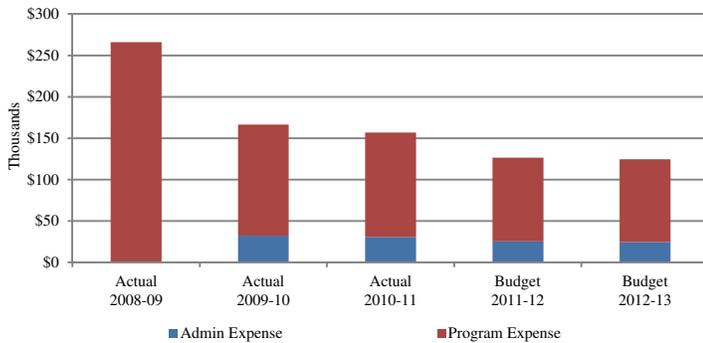
## Revenue Highlights



	Budget <u>2012-13</u>	<u>% Change</u>	<u>\$ Change</u>
Intergov't Revenue	124,541	(1.6%)	(2,034)
	124,541	(1.6%)	(2,034)

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

## Expenditure Highlights



	Budget <u>2012-13</u>	<u>% Change</u>	<u>\$ Change</u>
Admin Expense	24,908	(1.6%)	(407)
Program Expense	99,633	(1.6%)	(1,627)
	124,541	(3.4%)	(2,034)

- The CDBG program allows up to 20% of the federal grant to be used for administrative expense associated with carrying out the Annual Action Plan objectives. These funds are transferred to the General Fund to offset staff time related to CDBG.
- Program expense has been allocated as follows: \$25K to a small business incentive program, \$30K to World Changers, \$19K to Chester Pruitt recreation center youth programs, \$7K to a computer lab, and \$19K to Habitat for Humanity.

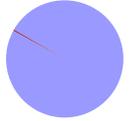
**107 COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
259,875	151,247	153,012	126,575	124,541	-1.61%
<b>\$ 259,875</b>	<b>\$ 151,247</b>	<b>\$ 153,012</b>	<b>\$ 126,575</b>	<b>\$ 124,541</b>	<b>-1.61%</b>
15,000	10,000	-	-	-	0.00%
<b>\$ 15,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 274,875</b>	<b>\$ 161,247</b>	<b>\$ 153,012</b>	<b>\$ 126,575</b>	<b>\$ 124,541</b>	<b>-1.61%</b>
3	27	-	-	-	0.00%
<b>\$ 3</b>	<b>\$ 27</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 3</b>	<b>\$ 27</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 274,878</b>	<b>\$ 161,274</b>	<b>\$ 153,012</b>	<b>\$ 126,575</b>	<b>\$ 124,541</b>	<b>-1.61%</b>
				<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	
				<b>TOTAL FUND REVENUES</b>	<b>-1.61%</b>
				<b>\$ 124,541</b>	
<u>0.48</u>	<u>0.48</u>	<u>0.48</u>	<u>0.48</u>	<u>0.48</u>	
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Total Personal Services</b>	<b>0.00%</b>
				<b>\$ -</b>	
				<b>\$ -</b>	
-	63	64	-	10	100.00%
-	1,189	1,604	2,000	2,000	0.00%
181,605	-	-	-	-	0.00%
27,753	-	-	-	-	0.00%
-	-	-	-	-	0.00%
41,257	59,820	12,270	30,000	30,000	0.00%
15,516	37,923	89,925	42,965	25,931	-39.65%
<b>\$ 266,132</b>	<b>\$ 98,996</b>	<b>\$ 103,862</b>	<b>\$ 74,965</b>	<b>\$ 82,833</b>	<b>10.50%</b>
-	34,952	23,778	28,295	-	-100.00%
-	-	-	-	18,810	100.00%
-	<b>34,952</b>	<b>23,778</b>	<b>28,295</b>	<b>18,810</b>	<b>-33.52%</b>
-	32,461	29,295	23,315	16,998	-27.09%
-	-	-	-	1,548	100.00%
-	-	-	-	4,352	100.00%
<b>\$ -</b>	<b>\$ 32,461</b>	<b>\$ 29,295</b>	<b>\$ 23,315</b>	<b>\$ 22,898</b>	<b>-1.79%</b>
<b>\$ 266,132</b>	<b>\$ 166,408</b>	<b>\$ 156,935</b>	<b>\$ 126,575</b>	<b>\$ 124,541</b>	<b>-1.61%</b>
<b>\$ 8,746</b>	<b>\$ (5,134)</b>	<b>\$ (3,923)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

# COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Share of City Budget

\$124,541,  
0.4%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Ensure Decent Housing to Target Population</b>						
Homes/Structures Improved through World/City Changers	24	19	10	14	20	20
Applications Granted - Housing Assistance	n/a	0%	n/a	n/a	90%	75%
<b>Provide Enrichment Programs to Target Population</b>						
Summer Youth Program Participants	40	42	44	9	50	50
After School Program Participants	880	1177	1160	1097	1200	1200
Applications Granted - Summer Youth Program	n/a	n/a	n/a	100%	90%	90%
Applications Granted - After School Program	n/a	n/a	n/a	100%	90%	90%
<b>Disburse Grant Funds in Timely Fashion</b>						
Grant Funds Spent in Same Year Awarded	96%	75%	28%	annual measure	100%	100%

- ✓ Assist one low- to moderate- income family with decent and affordable housing by acquiring the property at 36 Carson Dr NE, which will be developed by Habitat for Humanity.
- ✓ Increase summer youth program participants to 50 and increase after school participants to 1,200.
- ✓ Fund a computer lab to assist in job training for low- to moderate- income individuals.
- ✓ Provide small business incentive loans to qualifying businesses who create or retain one FTE position, filled by a low- to moderate- income individual, per loan granted.
- ✓ Assist 20 low- to moderate-income households with new roofing and/or exterior painting improvements through the World Changers program.

## FUTURE GOALS

- ✓ Complete at least one economic development project each year.
- ✓ Spend all grant funds in same year awarded.
- ✓ Use all income generated by the small business loan program to build loan fund for future applications.

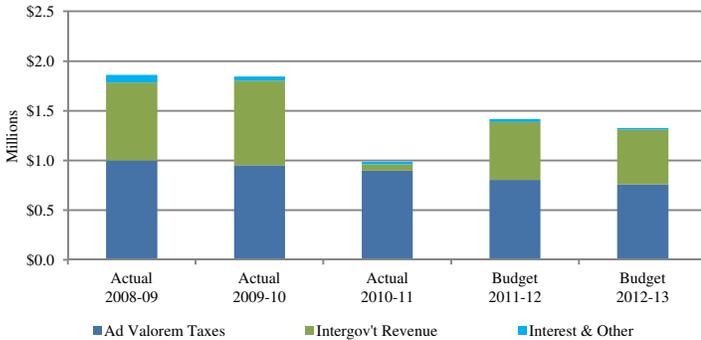
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Utilized CDBG funding and in-house labor to install a new sidewalk along Combs Manor Ct NW.

# Community Redevelopment Agency Fund

The Community Redevelopment Agency (CRA) Fund encompasses 4.0% of the City’s activities and services and accounts for funding derived from City of Fort Walton Beach and Okaloosa County Tax Increment Funding (TIF) – proceeds from increases in the taxable assessed value of the CRA District. The original CRA area was formed in 1980, with that being the base year for the purpose of determining the growth in assessed taxable value. In 1999 the CRA area was expanded to include an additional area. The TIF is determined by the growth in the assessed value of taxable property located in the CRA district from the base year to the current tax year and is multiplied by the current tax rate for the City and County. Expenditures in the CRA area target eliminating blight in residential and commercial areas.

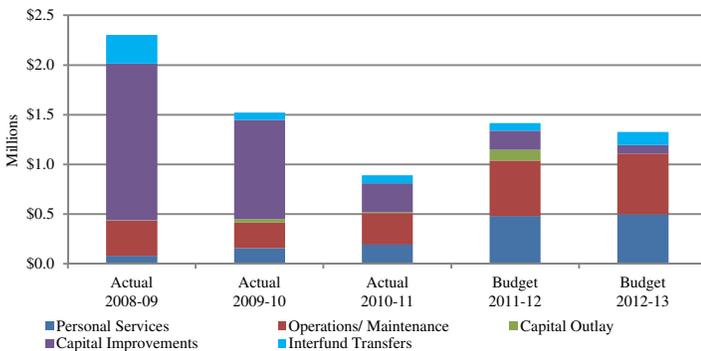
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Ad Valorem Taxes	760,094	(5.4%)	(43,724)
Intergov't Revenue	551,007	(5.4%)	(31,697)
Interest & Other	15,000	(50.0%)	(15,000)
	1,326,101	(6.4%)	(90,421)

- The budget is predicated on maintaining a City millage (property tax) rate of 4.5383 and County millage rate of 3.2899. One mill equals \$1 per \$1000 of taxable property value. Due to declining property values, ad valorem taxes are projected to decrease.
- County ad valorem tax proceeds are accounted for under intergovernmental revenues.

## Expenditure Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	498,722	3.3%	(15,872)
Operations/Maintenance	610,536	10.2%	56,493
Capital Outlay	0	(100.0%)	(110,100)
Capital Improvements	85,000	(55.8%)	(107,500)
Interfund Transfers	131,843	71.2%	54,814
	1,326,101	(6.4%)	(90,421)

- Operating expenses are increasing as a result of including all expenses related to CRA police officers, as well as new initiatives for development assistance and other incentives.
- Capital outlay is down compared to last year’s purchase of three patrol cars and related equipment.
- Capital improvements are reduced due to the reallocation of funds from capital to operating for the aforementioned reasons.

**109 COMMUNITY REDEVELOPMENT AGENCY FUND**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
754,091	730,345	693,075	638,388	2000-311-1000	Ad Valorem Taxes - City Original TIF	608,797	-4.64%
244,693	221,914	202,975	165,430	2000-311-1100	Ad Valorem Taxes - City Expanded TIF	151,297	-8.54%
<b>\$ 998,784</b>	<b>\$ 952,259</b>	<b>\$ 896,050</b>	<b>\$ 803,818</b>		<b>Total Ad Valorem Taxes</b>	<b>\$ 760,094</b>	<b>-5.44%</b>
<b>\$ 998,784</b>	<b>\$ 952,259</b>	<b>\$ 896,050</b>	<b>\$ 803,818</b>		<b>TOTAL TAXES</b>	<b>\$ 760,094</b>	<b>-5.44%</b>
300	250	-	-	2000-329-2000	Site Plan Review	-	0.00%
<b>\$ 300</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Other Licenses &amp; Permits</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 300</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ -</b>		<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ -</b>	<b>0.00%</b>
592,608	572,277	504,419	462,780	2000-338-2000	Ad Valorem Taxes - County Original TIF	441,329	-4.64%
192,294	173,885	147,140	119,924	2000-338-2100	Ad Valorem Taxes - County Expanded TIF	109,678	-8.54%
<b>\$ 784,902</b>	<b>\$ 746,162</b>	<b>\$ 651,559</b>	<b>\$ 582,704</b>		<b>Total Local Shared Revenues</b>	<b>\$ 551,007</b>	<b>-5.44%</b>
-	103,449	-	-		Prior Years Grants	-	0.00%
<b>\$ -</b>	<b>\$ 103,449</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Grants</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 784,902</b>	<b>\$ 849,611</b>	<b>\$ 651,559</b>	<b>\$ 582,704</b>		<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 551,007</b>	<b>-5.44%</b>
75,983	44,301	37,559	30,000	1500-361-1000	Interest Income	15,000	-50.00%
-	-	(12,541)	-	1500-361-1000	Interest Income	-	0.00%
<b>\$ 75,983</b>	<b>\$ 44,301</b>	<b>\$ 25,019</b>	<b>\$ 30,000</b>		<b>Total Interest Income</b>	<b>\$ 15,000</b>	<b>-50.00%</b>
1,150	3	-	-	1500-369-9000	Miscellaneous Revenue	-	0.00%
4	35	11	-	1500-369-9091	Discounts	-	0.00%
<b>\$ 1,154</b>	<b>\$ 38</b>	<b>\$ 11</b>	<b>\$ -</b>		<b>Total Other Revenues</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 77,137</b>	<b>\$ 44,339</b>	<b>\$ 25,029</b>	<b>\$ 30,000</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 15,000</b>	<b>-50.00%</b>
<b>\$ 1,861,122</b>	<b>\$ 1,846,458</b>	<b>\$ 1,572,638</b>	<b>\$ 1,416,522</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 1,326,101</b>	<b>-6.38%</b>

**109 CRA FUND - 0800 POLICE**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
-	2.00	2.00	5.00		
-	75,859	76,056	210,737	5.00	
-	-	-	-	214,765	1.91%
-	-	-	-	106	100.00%
-	-	-	-	5,383	100.00%
-	390	810	1,250	5,000	300.00%
-	3,390	3,244	8,750	8,750	0.00%
-	6,644	7,954	13,721	12,036	-12.28%
-	5,227	5,280	13,652	13,758	0.78%
-	1,222	1,235	3,194	3,217	0.72%
-	18,138	23,589	71,391	90,497	26.76%
-	4,905	10,054	41,194	36,374	-11.70%
-	2,183	2,256	6,304	7,538	19.57%
<b>\$ -</b>	<b>\$ 117,958</b>	<b>\$ 130,477</b>	<b>\$ 370,193</b>	<b>\$ 397,424</b>	<b>7.36%</b>
<b>Personal Services:</b>					
<i>Number of Employees (FTE's)</i>					
<b>Operating Expenses:</b>					
-	-	-	-	257	100.00%
-	1,728	1,033	3,291	3,555	8.02%
-	216	432	455	2,207	385.05%
-	1,600	1,317	2,000	2,000	0.00%
-	-	-	-	175	100.00%
-	-	-	-	125	100.00%
-	-	-	-	250	100.00%
-	-	-	992	1,000	0.81%
-	4,242	4,622	10,000	6,510	-34.90%
-	-	-	2,870	500	-82.58%
-	-	-	-	835	100.00%
<b>\$ -</b>	<b>\$ 7,787</b>	<b>\$ 7,404</b>	<b>\$ 19,608</b>	<b>\$ 17,414</b>	<b>-11.19%</b>
<b>Capital Outlay:</b>					
-	-	-	75,000	-	-100.00%
-	-	9,370	16,500	-	-100.00%
-	-	-	3,600	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,370</b>	<b>\$ 95,100</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Other Financing Activity:</b>					
-	-	-	-	45,526	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,526</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ 125,744</b>	<b>\$ 147,252</b>	<b>\$ 484,901</b>	<b>\$ 460,364</b>	<b>-5.06%</b>

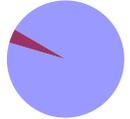




# COMMUNITY REDEVELOPMENT AREA (CRA)

Share of City Budget

\$1,326,101  
3.8%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Attract &amp; Retain Businesses in the Target Area</b>						
New Businesses in the CRA	n/a	n/a	n/a	24	3	10
Square Footage of Business Expansions in the CRA	n/a	n/a	n/a	0	5000	5000
Decrease in Number of Vacant Commercial Properties	n/a	n/a	n/a	14%	10%	10%
Businesses Approved for Economic Incentive Grants	n/a	n/a	n/a	1	3	15
Value of Economic Incentive Grants Provided to New or Expanding Businesses	n/a	n/a	n/a	n/a	n/a	\$80,000
<b>Attract &amp; Retain Residents in the Target Area</b>						
New Housing Units in the CRA	n/a	n/a	n/a	3	10	10
Decrease in Number of Vacant Residential Properties	n/a	n/a	n/a	6%	10%	10%
<b>Maintain a Balanced Approach to Funding Allocation</b>						
Residential Area Improvements	21%	29%	22%	annual measure	6%	25%
Commercial Area Improvements	47%	36%	11%	annual measure	7%	25%
Crime Prevention	7%	8%	17%	annual measure	34%	25%
Maintenance & General Operations	25%	27%	51%	annual measure	53%	25%
<b>Complete CRA Plan Projects Within Three Years From Appropriation</b>						
Reserve Level as % of Ad Valorem Proceeds	205%	189%	272%	annual measure	195%	100%

- ✓ Adopt the 2012 Update to the CRA Plan by September 2012.
- ✓ Promote economic incentive grant programs in order to encourage new businesses and expansion of business.
- ✓ Create a targeted infill development list for the CRA District.
- ✓ Remediate the Brownfield site at 25 Miracle Strip Parkway SW and return the property to the development market.
- ✓ Fully develop the Commercial Revolving Loan Fund Program and Land Value Investment Program.

## FUTURE GOALS

- ✓ Develop a long term (5- year and 10- year) capital improvements project list for the CRA District.
- ✓ Develop marketing strategies and incentive programs to attract businesses to the CRA District.
- ✓ Invest in the CRA through public-private partnerships and public infrastructure improvements.

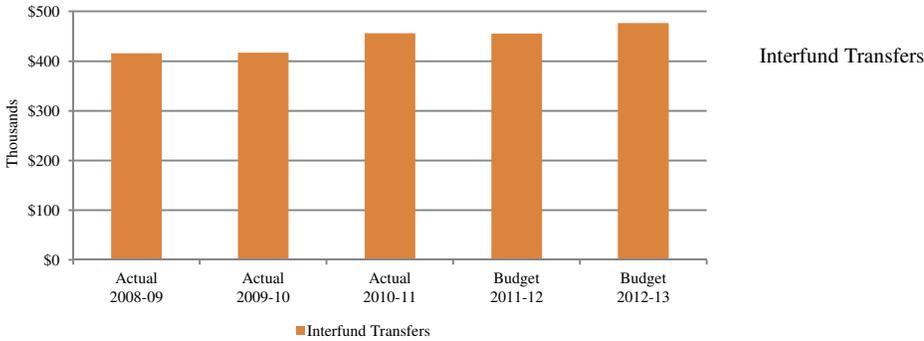
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Created and implemented 4 economic incentive grant programs for use by new and expanding businesses.
- ✓ Created Land Value Investment Program to help facilitate the removal of blight in the community.

# Debt Service Fund

The Debt Service Fund encompasses 1.4% of the City's activities and services and accounts for the accumulation of resources for and the payment of general long-term debt principal and interest. Funds are transferred from the General Fund.

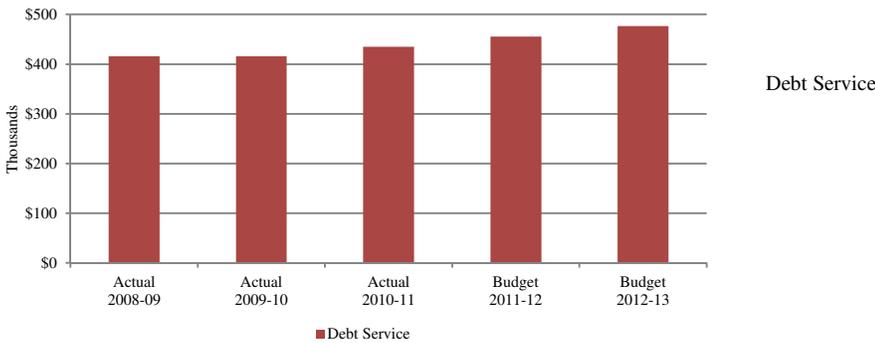
## Revenue Highlights



Budget	% Change	\$ Change
<u>2012-13</u>		
476,277	4.5%	20,633
476,277	4.5%	20,633

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

## Expenditure Highlights



Budget	% Change	\$ Change
<u>2012-13</u>		
476,277	4.5%	20,633
476,277	4.5%	20,633

- Lease/Purchases: Fire Ladder Truck (year 2 of 10).
- Bond Issues: 2001 Municipal Facilities (year 12 of 30).

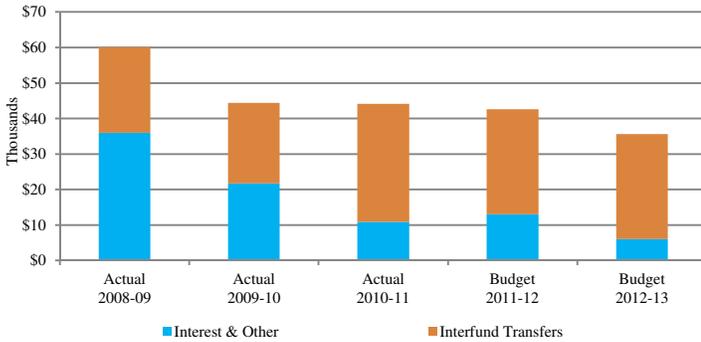
**201 DEBT SERVICE FUND**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
415,723	416,889	455,903	455,644	1600-381-0100	Transfer from General Fund	476,277	4.53%
<b>\$ 415,723</b>	<b>\$ 416,889</b>	<b>\$ 455,903</b>	<b>\$ 455,644</b>	<b>Total Interfund Transfers</b>		<b>\$ 476,277</b>	<b>4.53%</b>
<b>\$ 415,723</b>	<b>\$ 416,889</b>	<b>\$ 455,903</b>	<b>\$ 455,644</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ 476,277</b>	<b>4.53%</b>
<b>\$ 415,723</b>	<b>\$ 416,889</b>	<b>\$ 455,903</b>	<b>\$ 455,644</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 476,277</b>	<b>4.53%</b>
<b>Debt Service:</b>							
168,949	175,629	198,699	211,684	2100-517-7100	Principal Payments	233,400	10.26%
					2011 Cap Imp Rev Note -Ladder Truck- yr 2 of 10		
					2013 Equip Rev Note -Bucket Truck- yr 1 of 10		
					2001 Bond -Municipal Facilities- year 12 of 30		
246,397	239,716	235,890	243,582	2100-517-7200	Interest Expense	242,500	-0.44%
					2011 Cap Imp Rev Note -Ladder Truck- yr 2 of 10		
					2013 Equip Rev Note -Bucket Truck- yr 1 of 10		
					2001 Bond -Municipal Facilities- year 12 of 30		
377	377	377	378	2100-517-7300	Paying Agent Fees	377	-0.26%
<b>\$ 415,723</b>	<b>\$ 415,723</b>	<b>\$ 434,967</b>	<b>\$ 455,644</b>	<b>Total Debt Service</b>		<b>\$ 476,277</b>	<b>4.53%</b>
<b>\$ 415,723</b>	<b>\$ 415,723</b>	<b>\$ 434,967</b>	<b>\$ 455,644</b>	<b>TOTAL FUND EXPENSES</b>		<b>\$ 476,277</b>	<b>4.53%</b>
<b>\$ -</b>	<b>\$ 1,167</b>	<b>\$ 20,936</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ -</b>	<b>0.00%</b>

# Beal Memorial Cemetery Fund

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

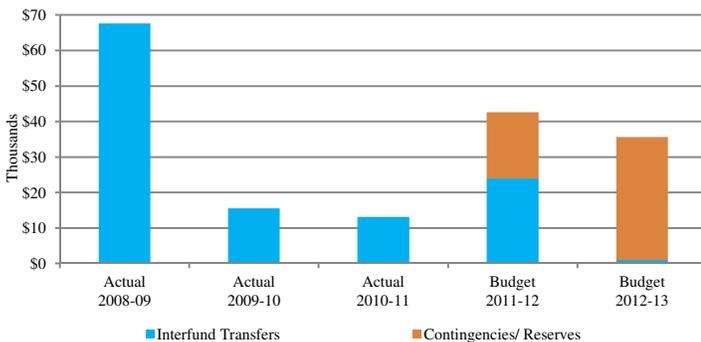
## Revenue Highlights



	Budget <u>2012-13</u>	<u>% Change</u>	<u>\$ Change</u>
Interest & Other	6,000	(53.8%)	(7,000)
Appropriations	<u>29,600</u>	<u>0%</u>	<u>0</u>
	35,600	(16.4%)	(7,000)

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

## Expenditure Highlights



	Budget <u>2012-13</u>	<u>% Change</u>	<u>\$ Change</u>
Interfund Transfers	1,000	(95.8%)	(23,000)
Contingencies/Reserves	<u>34,600</u>	<u>86.0%</u>	<u>16,000</u>
	35,600	(16.4%)	(7,000)

- Funds are budgeted to be transferred to the General Fund to relandscape around the cemetery office building.
- The balance is budgeted to increase the fund's reserves.

**602 BEAL MEMORIAL CEMETERY CARE FUND**

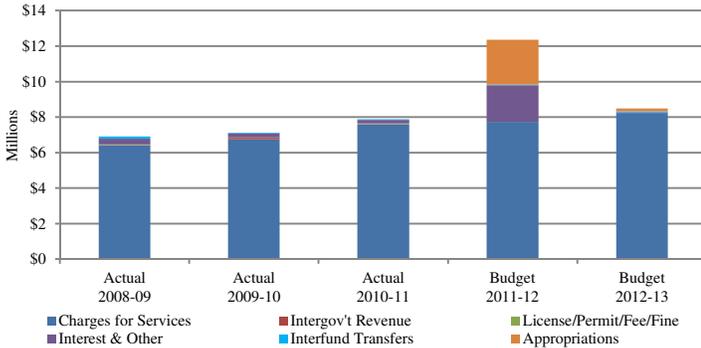
Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
35,949	21,716	16,601	13,000	1500-361-1000	Interest Income	6,000	-53.85%
-	-	(5,700)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ 35,949</b>	<b>\$ 21,716</b>	<b>\$ 10,901</b>	<b>\$ 13,000</b>		<b>Total Interest Income</b>	<b>\$ 6,000</b>	<b>-53.85%</b>
<b>\$ 35,949</b>	<b>\$ 21,716</b>	<b>\$ 10,901</b>	<b>\$ 13,000</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 6,000</b>	<b>-53.85%</b>
24,173	22,726	33,251	29,600	2200-381-0100	Transfer from General Fund	29,600	0.00%
<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 33,251</b>	<b>\$ 29,600</b>		<b>Total Interfund Transfers</b>	<b>\$ 29,600</b>	<b>0.00%</b>
<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 33,251</b>	<b>\$ 29,600</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ 29,600</b>	<b>0.00%</b>
<b>\$ 60,122</b>	<b>\$ 44,442</b>	<b>\$ 44,152</b>	<b>\$ 42,600</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 35,600</b>	<b>-16.43%</b>
					<u>Other Financing Activity:</u>		
67,650	15,555	13,149	24,000	1600-581-9102	Transfer to General Fund	1,000	-95.83%
-	-	-	18,600	2200-539-9920	Re-Landscape Cemetery Building Exterior Reserve for Future Cemetery Perpetual Care	34,600	86.02%
<b>\$ 67,650</b>	<b>\$ 15,555</b>	<b>\$ 13,149</b>	<b>\$ 42,600</b>		<b>Total Other Financing Activity</b>	<b>\$ 35,600</b>	<b>-16.43%</b>
<b>\$ 67,650</b>	<b>\$ 15,555</b>	<b>\$ 13,149</b>	<b>\$ 42,600</b>		<b>TOTAL FUND EXPENSES</b>	<b>\$ 35,600</b>	<b>-16.43%</b>
<b>\$ (7,528)</b>	<b>\$ 28,887</b>	<b>\$ 31,003</b>	<b>\$ -</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ -</b>	<b>0.00%</b>



# Utilities Fund

The Utilities Fund encompasses 25.3% of the City's activities and services and accounts for water production and distribution and sewer collection and treatment. These activities are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges.

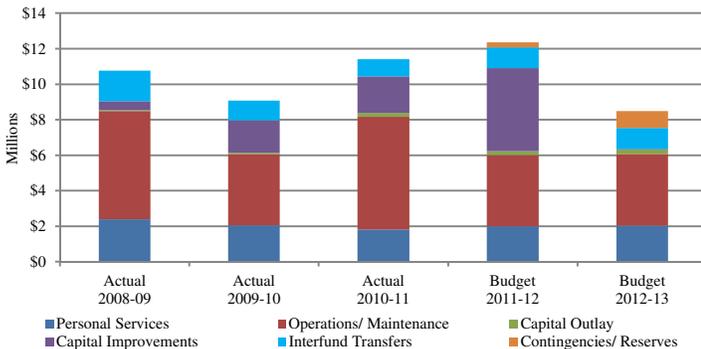
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Charges for Services	8,236,400	6.6%	507,800
Licenses/Permit/Fees/Fines	0	(100.0%)	(500)
Interest & Other	40,380	(98.1%)	(2,031,985)
Interfund Transfers	46,711	25.0%	9,348
Appropriations	<u>165,778</u>	<u>(93.4%)</u>	<u>(2,356,122)</u>
	8,489,269	(31.3%)	(3,871,459)

- Water and sewer rates will increase 3.0% on October 1 in accordance with a multi-year rate plan adopted by City Council in March 2010. The rate plan provides annual increases for inflation each October 1 through FY 2013-14.
- Interest & other revenues are down due to last year's \$2M State Revolving Fund loan.
- Appropriations are down due to last year's \$2.5M from 2005 utility bond proceeds for capital projects.

## Expense Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	2,029,388	1.2%	24,709
Operations/Maintenance	4,037,348	0.6%	22,522
Capital Outlay	246,207	14.8%	31,702
Capital Improvements	37,500	(99.2%)	(4,636,650)
Interfund Transfers	1,189,744	2.1%	24,716
Contingencies/Reserves	<u>949,082</u>	<u>238.3%</u>	<u>668,542</u>
	8,489,269	(31.3%)	(3,871,459)

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

- Capital improvements have declined due to last year's budget including \$2M for pump station #1 force main reconstruction and \$2.5M for sewer system rehabilitation and water & sewer line replacements (all from 2005 utility bond proceeds).
- The diminished budget for capital necessitates an increased budget for reserves to ensure the fund does not realize a net loss when the financial statements are prepared in accordance with GAAP at year end.

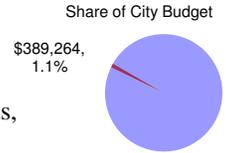


### 401 UTILITIES FUND - REVENUES

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
1,496,553	1,564,143	1,697,545	1,719,400	1310-343-3000	Service Fees - Residential	1,843,700	7.23%
748,959	815,770	1,056,044	1,081,100	1310-343-3100	Service Fees - Commercial	1,133,000	4.80%
3,213	5,248	5,659	4,500	1500-343-3600	Connection Fees - Residential	4,500	0.00%
5,520	7,810	2,700	5,000	1500-343-3700	Connection Fees - Commercial	5,000	0.00%
2,695	1,144	56	500	1500-343-3810	Hydrant Service	500	0.00%
<b>\$ 2,256,940</b>	<b>\$ 2,394,114</b>	<b>\$ 2,762,005</b>	<b>\$ 2,810,500</b>		<b>Total Water Operations</b>	<b>\$ 2,986,700</b>	<b>6.27%</b>
2,924,252	3,051,528	3,243,817	3,305,500	1350-343-5000	Service Fees - Residential	3,517,450	6.41%
1,019,470	1,103,267	1,388,175	1,419,600	1350-343-5100	Service Fees - Commercial	1,519,250	7.02%
3,501	5,460	7,580	4,500	1500-343-5600	Connection Fees - Residential	4,500	0.00%
2,900	2,400	-	5,000	1500-343-5700	Connection Fees - Commercial	5,000	0.00%
<b>\$ 3,950,123</b>	<b>\$ 4,162,655</b>	<b>\$ 4,639,572</b>	<b>\$ 4,734,600</b>		<b>Total Sewer Operations</b>	<b>\$ 5,046,200</b>	<b>6.58%</b>
3,542	3,474	2,943	3,500	0520-343-3001	Administrative Fee - Returned Checks	3,500	0.00%
95,360	85,829	89,880	85,000	1310-343-3200	Service Charges	95,000	11.76%
96,647	95,425	98,234	95,000	1310-343-3300	Penalties	105,000	10.53%
<b>\$ 195,549</b>	<b>\$ 184,728</b>	<b>\$ 191,056</b>	<b>\$ 183,500</b>		<b>Total Combined Operations</b>	<b>\$ 203,500</b>	<b>10.90%</b>
<b>\$ 6,402,612</b>	<b>\$ 6,741,497</b>	<b>\$ 7,592,633</b>	<b>\$ 7,728,600</b>		<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 8,236,400</b>	<b>6.57%</b>
16,438	5,794	6,482	-	1310-324-2100	Impact Fees - Water - Residential	-	0.00%
21,146	2,770	9,135	-	1310-324-2200	Impact Fees - Water - Commercial	-	0.00%
-	7,478	7,281	-	1350-324-2100	Impact Fees - Sewer - Residential	-	0.00%
-	4,116	9,402	-	1350-324-2200	Impact Fees - Sewer - Commercial	-	0.00%
650	-	-	500	1500-329-6010	Lift Station Registration	-	-100.00%
<b>\$ 38,234</b>	<b>\$ 20,157</b>	<b>\$ 32,300</b>	<b>\$ 500</b>		<b>Total Licenses &amp; Permits</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 38,234</b>	<b>\$ 20,157</b>	<b>\$ 32,300</b>	<b>\$ 500</b>		<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ -</b>	<b>0.00%</b>
222,156	132,898	45,241	50,000	1500-361-1000	Interest Income	18,000	-64.00%
80,782	45,716	21,075	-	1500-361-1020	Interest Income - 2005 Bond	-	0.00%
-	-	(15,211)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ 302,938</b>	<b>\$ 178,615</b>	<b>\$ 51,105</b>	<b>\$ 50,000</b>		<b>Total Interest Income</b>	<b>\$ 18,000</b>	<b>-64.00%</b>
14,553	14,990	15,439	16,365	1500-362-2020	Rental and Lease Income	16,380	0.09%
<b>\$ 14,553</b>	<b>\$ 14,990</b>	<b>\$ 15,439</b>	<b>\$ 16,365</b>		<b>Total Rents and Royalties</b>	<b>\$ 16,380</b>	<b>0.09%</b>
167	21,726	70,168	5,000	1500-364-1000	Sale of Surplus Assets	5,000	0.00%
13,531	-	-	-	1500-369-7000	Credit Card Surcharge Fee	-	0.00%
1,378	2,703	46,386	1,000	1500-369-9000	Miscellaneous Revenue	1,000	0.00%
39	14,094	14,977	-	0000-369-9091	Discounts	-	0.00%
15,845	93,312	19,195	-		Prior Year Grants	-	0.00%
<b>\$ 30,960</b>	<b>\$ 131,835</b>	<b>\$ 150,726</b>	<b>\$ 6,000</b>		<b>Total Other Revenues</b>	<b>\$ 6,000</b>	<b>0.00%</b>
<b>\$ 348,451</b>	<b>\$ 325,439</b>	<b>\$ 217,270</b>	<b>\$ 72,365</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 40,380</b>	<b>-44.20%</b>
54,609	-	-	-	1600-381-0100	Transfer from General Fund	-	0.00%
40,000	40,000	36,242	37,363	1600-382-4300	Transfer from Sanitation Fund	38,926	4.18%
					10% of Customer Service Budget		
23,176	-	-	-	1600-382-4500	Transfer from Stormwater Fund	7,785	0.00%
					2% of Customer Service Budget		
<b>\$ 117,785</b>	<b>\$ 40,000</b>	<b>\$ 36,242</b>	<b>\$ 37,363</b>		<b>Total Interfund Transfers</b>	<b>\$ 46,711</b>	<b>25.02%</b>
-	-	-	2,000,000	1500-384-1050	State Revolving Loan Fund	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>		<b>Total Debt Proceeds</b>	<b>\$ -</b>	<b>-100.00%</b>
-	-	-	-	1600-389-9110	Renewal & Replacement	128,278	15.85%
-	-	-	2,521,900	1600-389-9515	Appropriation from Desig. Net Assets (2005 Bond)	37,500	-98.51%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,521,900</b>		<b>Total Non-Operating Sources</b>	<b>\$ 165,778</b>	<b>-93.43%</b>
<b>\$ 117,785</b>	<b>\$ 40,000</b>	<b>\$ 36,242</b>	<b>\$ 4,559,263</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ 212,489</b>	<b>-95.34%</b>
<b>\$ 6,907,081</b>	<b>\$ 7,127,094</b>	<b>\$ 7,878,446</b>	<b>\$ 12,360,728</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 8,489,269</b>	<b>-31.32%</b>



# CUSTOMER SERVICE



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide Accurate Water Meter Consumption Information</b>						
Accounts with Meter Profile Evaluations Performed	n/a	n/a	1.4%	1.5%	5.0%	2.0%
<b>Minimize Account Write-Offs</b>						
Write-Offs as % of Current Year Billing	0.86%	0.88%	0.59%	annual measure	< 1%	<1%

- ✓ Evaluate the credit card payment process for utility customers, determine the most effective and efficient methods and processes to utilize, and make changes accordingly.

## FUTURE GOALS

- ✓ Prepare an RFP for the City’s bad debt collections to include delinquent utility bills, code enforcement fees, fire safety inspection fees, and all other miscellaneous receivables in anticipation of a reduced collection expense percentage.
- ✓ Convert the water/sewer taps paid records from paper to electronic, including the old records. The data will be a component of the City's GIS database.

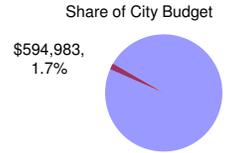
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Utilized the meter profiling feature of the new water meter reading software to assist customers in detecting leaks.
- ✓ Informed customers of new hours of operation to ensure a smooth transition. Added an answering machine to the main phone line with complete information message and eliminated answering by police dispatch after hours.

**401 UTILITIES FUND - 1300 UTILITY SERVICES**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
<i>Number of Funded Employees (FTE's)</i>				7.00	
2.00	1.00	6.75	6.75		
230,824	104,483	243,858	291,046	298,743	2.64%
-	-	-	325	-	-100.00%
-	-	-	6,579	7,536	14.55%
-	-	11,895	-	-	0.00%
-	73	327	-	-	0.00%
2,430	-	-	-	-	
14,018	9,678	14,626	16,625	16,932	1.85%
3,279	2,264	3,421	3,888	3,960	1.85%
38,067	23,426	47,704	55,527	60,655	9.24%
-	-	1,983	4,137	5,975	44.43%
11,987	11,734	46,716	52,007	60,146	15.65%
674	2,285	3,755	4,894	4,498	-8.09%
<b>\$ 301,278</b>	<b>\$ 153,943</b>	<b>\$ 374,285</b>	<b>\$ 435,028</b>	<b>\$ 458,445</b>	<b>5.38%</b>
<b>Total Personal Services</b>					
<b>Operating Expenditures:</b>					
2,455	54,129	5,894	122,843	87,783	-28.54%
781	-	1,105	200	760	280.00%
3,853	-	-	-	-	0.00%
4,201	1,927	2,403	3,759	4,377	16.44%
803	531	203	150	200	33.33%
7,875	4,225	943	900	990	10.00%
1,134	1,911	2,552	2,128	2,128	0.00%
2,545	1,579	2,742	3,090	3,282	6.21%
6	28	295	1,000	500	-50.00%
71	29	340	700	700	0.00%
-	674	1,525	3,000	1,500	-50.00%
-	-	-	1,100	-	-100.00%
119	251	-	-	-	0.00%
-	-	92	-	-	0.00%
5,669	3,067	1,035	4,195	4,000	-4.65%
200	36	1,420	3,850	3,750	-2.60%
834	975	1,915	1,650	2,035	23.33%
180	-	304	460	690	50.00%
-	-	999	-	-	0.00%
-	-	14	400	700	75.00%
764	253	160	730	730	0.00%
-	-	1,249	12,485	10,115	-18.98%
-	(315)	(12,403)	-	-	0.00%
-	(146)	(6,324)	-	-	0.00%
-	-	(2,404)	-	-	0.00%
398	398	398	398	398	0.00%
<b>\$ 31,887</b>	<b>\$ 69,553</b>	<b>\$ 4,458</b>	<b>\$ 163,038</b>	<b>\$ 124,638</b>	<b>-23.55%</b>
<b>Total Operating Expenditures</b>					
<b>Capital Outlay:</b>					
-	-	919	11,500	1,350	-88.26%
-	-	-	-	10,550	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 919</b>	<b>\$ 11,500</b>	<b>\$ 11,900</b>	<b>3.48%</b>
<b>Total Capital Outlay</b>					
<b>Capital Improvements Program:</b>					
-	52,161	120,005	-	-	
<b>\$ -</b>	<b>\$ 52,161</b>	<b>\$ 120,005</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Capital Improvements Program</b>					
<b>\$ 333,165</b>	<b>\$ 275,656</b>	<b>\$ 499,667</b>	<b>\$ 609,566</b>	<b>\$ 594,983</b>	<b>-2.39%</b>
<b>TOTAL EXPENSES</b>					

# UTILITY SERVICES



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide Timely &amp; Responsive Customer Service</b>						
Citizen Requests/Complaints Responded to within 2 Business Days	n/a	n/a	98%	100%	99%	99%
Locate & Mark Existing Utilities within 48 Hours of Request	n/a	n/a	100%	99%	100%	100%

- ✓ Complete the design of a new force main and pump station improvements related to Pump Station No. 1 and the existing 30" PCCP force main.

## FUTURE GOALS

- ✓ Implement an aggressive in-house training program to increase the knowledge base and safety awareness of the employees through no less than once a month "brown bag" workshops for field employees and supervisors.
- ✓ Develop and maintain computer hydraulic models of water, sewer, and stormwater systems to assist in identifying and prioritizing CIP projects.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed 100% of the GPS data collection and GIS database creation for City's stormwater infrastructure.
- ✓ Completed 20% of the GPS data collection and GIS database creation for the City's utility infrastructure for a total of 60% completed to date.
- ✓ Implemented an aggressive safety awareness and training program for all department employees.
- ✓ Completed all line spot tickets within the required time frame.

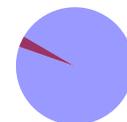
**401 UTILITIES FUND - 1310 WATER OPERATIONS**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
<i>Number of Funded Employees (FTE's)</i>				9.00	
7.00	7.00	10.00	9.00		
241,073	223,859	292,306	288,313	533-1200 Regular Salaries	273,472 -5.15%
-	-	-	109	533-1201 Service Awards	265 143.12%
-	-	-	8,772	533-1202 Incentive/Merit Pay	9,689 10.45%
2,392	1,800	809	2,700	533-1400 Salaries - Overtime	2,700 0.00%
1,804	1,754	1,683	1,850	533-1401 Salaries - Overtime Holiday Worked	1,850 0.00%
608	-	-	-	533-1503 Auto Allowance	
14,335	13,351	17,094	16,504	533-2100 FICA Taxes	15,749 -4.57%
3,353	3,122	3,998	3,860	533-2101 Medicare	3,683 -4.59%
40,453	51,046	61,783	73,664	533-2200 Retirement Contributions	68,993 -6.34%
-	-	-	-	533-2204 Retirement Contributions - DC Plan	1,314 100.00%
34,364	26,474	35,119	38,306	533-2300 Dental, Life & Health Insurance	51,374 34.11%
11,426	7,814	8,895	9,546	533-2400 Worker's Compensation	9,832 3.00%
<b>\$ 349,807</b>	<b>\$ 329,220</b>	<b>\$ 421,687</b>	<b>\$ 443,624</b>	<b>Total Personal Services</b>	<b>\$ 438,921 -1.06%</b>
<b>Operating Expenditures:</b>					
5,300	2,415	20,074	14,110	533-3100 Professional Services	10,000 -29.13%
-	-	-	300	533-3400 Other Services	90 -70.00%
824	286	147	300	533-4000 Travel and Per Diem	600 100.00%
1,618	1,406	2,093	2,677	533-4100 Communication Services	3,565 33.17%
200,584	205,230	204,339	205,000	533-4300 Utilities	214,556 4.66%
3,557	2,792	3,135	5,062	533-4610 Maintenance Contracts	8,557 69.04%
3,536	7,509	5,131	5,250	533-4620 Vehicle Repair	5,000 -4.76%
682	778	2,091	2,075	533-4630 Equipment Repair	10,700 415.66%
1,097	886	375	1,200	533-4640 Building Maintenance	800 -33.33%
-	-	-	500	533-4645 Heating/Cooling Repairs	- -100.00%
22,679	25,030	26,873	124,000	533-4680 Plant & System Repair	124,000 0.00%
457	457	895	1,250	533-4700 Printing & Binding	1,250 0.00%
81	-	622	810	533-4905 Safety Programs/Supply	810 0.00%
23,166	22,096	31,595	49,922	533-5200 Operating Supplies	32,100 -35.70%
11,406	11,894	21,214	22,100	533-5204 Fuel & Oil	20,590 -6.83%
227	1,176	1,434	1,688	533-5210 Uniform Expense	1,890 11.97%
-	-	155	-	533-5231 Computer Hardware/Software	- 0.00%
-	-	2,574	1,200	533-5233 Tools	1,200 0.00%
1,771	798	7,632	7,500	533-5400 Books, Dues & Publications	7,600 1.33%
-	1,529	3,784	1,200	533-5500 Training	2,600 116.67%
<b>\$ 276,984</b>	<b>\$ 284,283</b>	<b>\$ 334,163</b>	<b>\$ 446,144</b>	<b>Total Operating Expenditures</b>	<b>\$ 445,908 -0.05%</b>
<b>Capital Outlay:</b>					
-	-	13,440	-	533-6214 Building Improvements	- 0.00%
-	1,071	-	4,500	533-6402 Equipment	12,000 166.67%
				BOD Low Temp Incubator	
				Fisher Isotemp Refrigerator	
-	-	33,789	18,000	533-6404 Trucks	- -100.00%
-	-	-	1,200	533-6420 Computer Hardware/Software	- -100.00%
<b>\$ -</b>	<b>\$ 1,071</b>	<b>\$ 47,229</b>	<b>\$ 23,700</b>	<b>Total Capital Outlay</b>	<b>\$ 12,000 -49.37%</b>
<b>Capital Improvements Program:</b>					
22,244	23,574	21,100	-	Prior Years Capital Improvement Program	
<b>\$ 22,244</b>	<b>\$ 23,574</b>	<b>\$ 21,100</b>	<b>\$ -</b>	<b>Total Capital Improvements Program</b>	<b>\$ - 0.00%</b>
<b>Debt Service</b>					
-	-	-	49,926	590-7100 Principal Payments	51,775 3.70%
73,150	85,193	84,262	83,519	591-7200 Interest Expense	81,834 -2.02%
<b>\$ 73,150</b>	<b>\$ 85,193</b>	<b>\$ 84,262</b>	<b>\$ 133,445</b>	<b>Total Debt Service</b>	<b>\$ 133,609 0.12%</b>
<b>\$ 722,185</b>	<b>\$ 723,340</b>	<b>\$ 908,441</b>	<b>\$ 1,046,913</b>	<b>TOTAL EXPENSES</b>	<b>\$ 1,030,438 -1.57%</b>

# WATER OPERATIONS

Share of City Budget

\$1,030,438  
3.0%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Provide High Quality Drinking Water to the Public</b>						
Samples Exceeding Federal/State Maximum Containment Levels	n/a	n/a	n/a	0	0	0
<b>Minimize Unbilled Water Loss</b>						
Metered Revenue Consumption as % of Water Production	81.4%	81.9%	85.3%	84.5%	85.0%	85.0%

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

## FUTURE GOALS

- ✓ Achieve a 15% unaccounted for water loss within a 12-month period after the Water Meter Replacement Program is completed.
- ✓ Research automated control enhancement to facilitate a coroneted alternating pumping scheme for the wells.
- ✓ Expand the utilization of the City's environmental laboratory to include analysis of surface waters and stormwater runoff.
- ✓ Upgrade Well 11 by replacing the well pump with a new water lubricated pump.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Repainted water lines and inside and outside of Wells 2 and 3.
- ✓ Removed and repaired well pump at Well 9.
- ✓ Upgraded Telemetry to Data Flow Systems Hyper-Tac III for Water Wells.

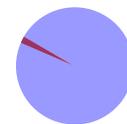
**401 UTILITIES FUND - 1340 WATER DISTRIBUTION**

Actual				Budget		
2008-09	2009-10	2010-11	2011-12 Adopted		2012-13 Adopted	% Change
6.00	6.00	5.00	5.00	<b>Personal Services:</b>		
192,513	170,413	128,386	131,503	<i>Number of Funded Employees (FTE's)</i>	5.00	
-	-	-	-	533-1200 Regular Salaries	131,502	0.00%
-	-	-	4,874	533-1201 Service Awards	53	100.00%
8,609	10,044	6,813	9,000	533-1202 Incentive/Merit Pay	5,383	10.44%
53	147	418	100	533-1400 Salaries - Overtime	8,500	-5.56%
11,385	10,402	8,149	7,849	533-1401 Salaries - Overtime Holiday Worked	500	400.00%
2,663	2,433	1,906	1,836	533-2100 FICA Taxes	7,642	-2.64%
33,191	40,573	28,426	28,434	533-2101 Medicare	1,787	-2.67%
-	-	290	1,011	533-2200 Retirement Contributions	31,060	9.24%
50,441	36,892	16,024	24,516	533-2204 Retirement Contributions - DC Plan	1,011	0.00%
10,241	7,085	6,833	6,529	533-2300 Dental, Life & Health Insurance	22,781	-7.08%
				533-2400 Worker's Compensation	9,597	46.99%
<b>\$ 309,094</b>	<b>\$ 277,989</b>	<b>\$ 197,245</b>	<b>\$ 215,652</b>	<b>Total Personal Services</b>	<b>\$ 219,816</b>	<b>1.93%</b>
				<b>Operating Expenditures:</b>		
-	-	-	200	533-3102 Employee Physicals & Immunizations	200	0.00%
535	702	11,442	1,275	533-3400 Other Services	960	-24.71%
380	-	260	450	533-4000 Travel and Per Diem	900	100.00%
840	662	360	324	533-4100 Communication Services	972	200.00%
89	1,386	4,867	4,500	533-4300 Utilities	5,111	13.58%
3,019	4,362	5,841	2,500	533-4620 Vehicle Repair	6,900	176.00%
3,485	2,186	10,350	4,250	533-4630 Equipment Repair	4,250	0.00%
71,286	40,049	29,849	65,500	533-4680 Plant & System Repair	39,500	-39.69%
683	685	1,357	1,025	533-4905 Safety Programs/Supply	1,025	0.00%
4,221	3,638	1,177	2,365	533-5200 Operating Supplies	2,250	-4.86%
9,953	13,251	15,573	16,800	533-5204 Fuel & Oil	10,200	-39.29%
1,379	491	913	938	533-5210 Uniform Expense	1,050	11.94%
-	-	-	-	533-5222 Landfill Fees	5,000	100.00%
-	-	56	1,000	533-5233 Tools	1,000	0.00%
6,824	5,873	5,139	7,000	533-5300 Road Materials & Supplies	5,250	-25.00%
-	-	-	75	533-5400 Books, Dues & Publications	75	0.00%
-	450	700	450	533-5500 Training	1,500	233.33%
(14,015)	(36,092)	(84,481)	-	533-9905 Capitalized Costs Allocation - Labor	-	0.00%
(7,694)	(18,151)	(37,750)	-	533-9906 Capitalized Costs Allocation - Benefits	-	0.00%
(2,391)	(5,974)	(18,663)	-	533-9907 Capitalized Costs Allocation - Overhead	-	0.00%
<b>\$ 78,594</b>	<b>\$ 13,516</b>	<b>\$ (53,010)</b>	<b>\$ 108,652</b>	<b>Total Operating Expenditures</b>	<b>\$ 86,143</b>	<b>-20.72%</b>
				<b>Capital Outlay:</b>		
-	-	61,783	22,655	533-6402 Equipment	45,505	100.86%
				Mole		
				Concrete Saw		
				18" Chain Saw		
				Portable Light Cart		
				Pipe Horn		
				6" Wellpoint Pump		
-	-	-	48,500	533-6404 Vehicles	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 61,783</b>	<b>\$ 71,155</b>	<b>Total Capital Outlay</b>	<b>\$ 45,505</b>	<b>-36.05%</b>
				<b>Capital Improvements Program:</b>		
87,860	56,891	11,286	177,150	5056 - Water Line Replacement	37,500	-78.83%
-	804,646	895,394	-	533-6360 Bayou Woods Dr, Watson Dr (2005 bond proceeds)		
<b>\$ 87,860</b>	<b>\$ 861,537</b>	<b>\$ 906,680</b>	<b>\$ 177,150</b>	<b>Total Capital Improvements Program</b>	<b>\$ 37,500</b>	<b>-78.83%</b>
				<b>Debt Service</b>		
-	-	-	97,706	590-7100 Principal Payments	101,325	3.70%
				2005 Utility System Bond - year 8 of 30		
139,512	167,276	165,052	163,448	591-7200 Interest Expense	160,151	-2.02%
				2005 Utility System Bond - year 8 of 30		
<b>\$ 139,512</b>	<b>\$ 167,276</b>	<b>\$ 165,052</b>	<b>\$ 261,154</b>	<b>Total Debt Service</b>	<b>\$ 261,476</b>	<b>0.12%</b>
<b>\$ 615,061</b>	<b>\$ 1,320,318</b>	<b>\$ 1,277,750</b>	<b>\$ 833,763</b>	<b>TOTAL EXPENSES</b>	<b>\$ 650,440</b>	<b>-21.99%</b>

# WATER DISTRIBUTION

Share of City Budget

\$650,440,  
1.9%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Replace Substandard 2¼" Water Mains

Linear Feet of 2¼" Water Main to be Replaced

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

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

Commercial Water Meters Replaced

Residential Water Meters Replaced

	Actual			YTD thru 6/30 2011-12	Budget	
	2008-09	2009-10	2010-11		2011-12	2012-*13
Linear Feet of 2¼" Water Main to be Replaced	n/a	n/a	n/a	1930	6105	1250
Capital Projects Completed On-Time	n/a	n/a	n/a	annual measure	100%	100%
Capital Projects Completed Within Budget	n/a	n/a	n/a	annual measure	100%	100%
Commercial Water Meters Replaced	n/a	83%	98%	99.7%	100%	100%
Residential Water Meters Replaced	n/a	33%	85%	100%	100%	100%

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

## FUTURE GOALS

- ✓ Implement a new 5- and 10-year replacement program for 2¼" water mains throughout the City's service area.
- ✓ Implement a new 5-year replacement program for all existing asbestos cement water mains in the City's service area.
- ✓ Respond to all water outage reports within one hour of initial notification.
- ✓ Coordinate with the Fire Department to ensure fire protection standards are exceeded throughout the City via increased water main sizes, installation of additional fire hydrants, and "looping" of the distribution system.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed water line upgrade on Laurie Drive from Lakeside Court to Hunter Place, Hunter Place from Laurie Drive to Laurie Drive, and Laurie Drive from Hollywood Boulevard to Okaloosa Road.
- ✓ Completed the water meter replacement project for residential and commercial meters.
- ✓ Assisted FDOT on utility adjustments for both Lewis Turner Boulevard and Eglin Parkway resurfacing projects.

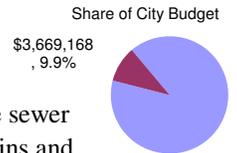
**401 UTILITIES FUND - 1350 SEWER COLLECTION & TREATMENT**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<i>11.00</i>	<i>11.00</i>	<i>12.00</i>	<i>12.00</i>		
354,664	359,333	372,864	391,858	13.00	
-	-	-	55		
-	-	-	11,696		
31,279	40,941	20,829	34,000		
1,839	1,626	1,223	2,000		
21,916	25,319	22,369	21,606		
5,125	5,921	5,231	5,053		
63,963	90,224	83,705	94,552		
-	-	222	1,090		
68,618	68,716	82,682	98,729		
13,437	11,775	11,435	13,708		
<b>\$ 560,840</b>	<b>\$ 603,855</b>	<b>\$ 600,559</b>	<b>\$ 674,347</b>		
<b>Personal Services:</b>					
<i>Number of Funded Employees (FTE's)</i>				13.00	
				402,734	2.78%
				477	767.27%
				13,995	19.66%
				34,000	0.00%
				2,000	0.00%
				22,132	2.43%
				5,176	2.43%
				76,300	-19.30%
				7,144	555.41%
				97,912	-0.83%
				11,014	-19.65%
				<b>\$ 672,884</b>	<b>-0.22%</b>
<b>Operating Expenditures:</b>					
	1,500	-	350	2,150	514.29%
	377	108	875	575	-34.29%
535	17,743	1,817,548	1,949,275	2,036,960	4.50%
2,328	-	-	450	450	0.00%
3,165	2,938	3,479	3,721	5,700	53.18%
100,411	120,113	120,314	125,000	126,329	1.06%
5,887	7,051	6,621	9,300	7,700	-17.20%
10,497	11,518	13,390	18,320	21,839	19.21%
10,961	15,079	42,987	14,000	20,000	42.86%
4,212	10,910	4,411	8,200	17,200	109.76%
173	82	-	200	400	100.00%
110,457	56,975	71,829	216,750	183,290	-15.44%
-	172	163	200	150	-25.00%
1,975	617	1,968	1,635	2,260	38.23%
18,642	17,020	19,770	22,700	18,000	-20.70%
18,566	23,631	25,710	34,100	28,595	-16.14%
2,313	1,093	1,936	2,250	2,520	12.00%
-	-	444	1,000	1,650	65.00%
12,482	11,441	9,622	11,750	10,000	-14.89%
50	25	25	90	90	0.00%
-	-	3,081	2,550	6,150	141.18%
(42,590)	(48,372)	(42,949)	-	-	0.00%
(17,506)	(22,179)	(21,377)	-	-	0.00%
(6,758)	(1,157)	(2,947)	-	-	0.00%
<b>\$ 235,799</b>	<b>\$ 226,577</b>	<b>\$ 2,076,133</b>	<b>\$ 2,422,716</b>	<b>\$ 2,492,008</b>	<b>2.86%</b>
<b>Capital Outlay:</b>					
	11,200	-	-	-	0.00%
50,829	9,545	101,338	96,650	109,635	13.44%
56	45,184	-	18,500	67,167	263.06%
525	-	-	-	-	0.00%
<b>\$ 51,409</b>	<b>\$ 65,929</b>	<b>\$ 101,338</b>	<b>\$ 115,150</b>	<b>\$ 176,802</b>	<b>53.54%</b>

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

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
-	70,174	132,619	2,370,000		
126,709	16,700	11,071	127,000		
197,953	111,332	870,427	2,000,000		
<b>\$ 324,661</b>	<b>\$ 198,205</b>	<b>\$ 1,014,117</b>	<b>\$ 4,497,000</b>		
<b>Capital Improvements Program:</b>					
				5032 - Sewer System Rehabilitation	- -100.00%
				5065 - Sewer Line Replacement	- -100.00%
				Prior Years Capital Improvement Program	
				<b>Total Capital Improvements Program</b>	<b>\$ - -100.00%</b>
<b>Debt Service</b>					
-	-	-	122,369	590-7100 Principal Payments	126,900 3.70%
				2005 Utility System Bond - year 8 of 30	
89,631	79,548	227,452	204,706	591-7200 Interest Expense	200,574 -2.02%
				2005 Utility System Bond - year 8 of 30	
1,651	1,657	959	-	590-7300 Paying Agent Fees	- 0.00%
26,801	27,733	22,200	-	590-7310 Amortization	- 0.00%
<b>\$ 118,083</b>	<b>\$ 108,938</b>	<b>\$ 250,610</b>	<b>\$ 327,075</b>	<b>Total Debt Service</b>	<b>\$ 327,474 0.12%</b>
<b>\$ 1,290,793</b>	<b>\$ 1,203,504</b>	<b>\$ 4,042,757</b>	<b>\$ 8,036,288</b>	<b>TOTAL EXPENSES</b>	<b>\$ 3,669,168 -54.34%</b>

# SEWER COLLECTION & TREATMENT



## DESCRIPTION

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

## MISSION

Collect and dispose of wastewater in an environmentally sound manner.

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
<b>Ensure Sewer Collection System is in Good Working Order</b>						
Linear Feet of Sewer Main Inspected	24,000	16,702	23,917	37,286	25,000	25,000
Sewer System Inspected	3.8%	2.7%	3.8%	5.9%	4.0%	4.0%
<b>Ensure Capital Projects are Completed On-Time &amp; Within Budget</b>						
Capital Projects Completed On-Time	n/a	n/a	n/a	annual measure	100%	100%
Capital Projects Completed Within Budget	n/a	n/a	n/a	annual measure	100%	100%

- ✓ Complete the FCC bandwidth migration before the mandated January 2013 deadline.
- ✓ Implement the parallel force main from Pump Station No. 1 and obtain State Revolving Loan funding for construction.
- ✓ Rehabilitate manholes, wet wells, and gravity sewer mains based on the SSES pilot program using 2005 bond proceeds.
- ✓ Continue facility demolition and disposal of the Waste Water Treatment Plant.

## FUTURE GOALS

- ✓ Perform television inspections of the entire sanitary sewer collection system to prioritize future projects and locate and eliminate sources of inflow and infiltration.
- ✓ Adopt a new grease trap ordinance.
- ✓ Install guide rail systems and safety hatches at all lift stations for easier access and reduction of confined space entries.
- ✓ Install stainless steel inflow protectors in sewer manholes located in flood-prone areas and require the inflow protectors in all new manholes.
- ✓ Continue an in-house flow monitoring program of the City's collection system basins to evaluate the capacity of the system.
- ✓ Perform repairs to gravity system in basins 3, 5, 10 and 11 based on I and I study.

## PRIOR YEAR ACCOMPLISHMENTS

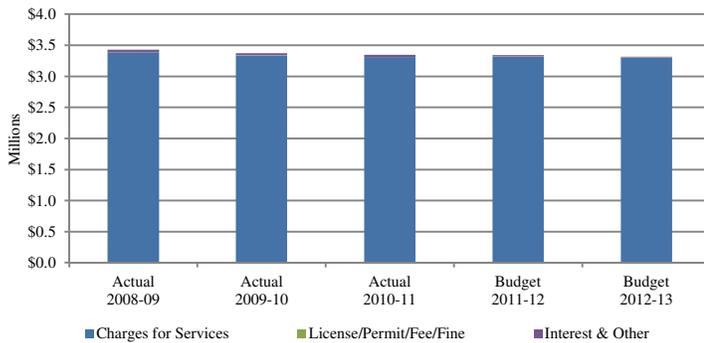
- ✓ Installed auxiliary generator and automatic transfer switch at Lift Station 1 to provide for immediate response to electrical system failure.
- ✓ Completed refurbish and upgrade of Lift Station 43 at Indian Temple Mound to meet Florida Department of Environmental Protection standards.
- ✓ Replaced pumps at Lift Station 23 with high efficiency pumps.
- ✓ Waste Water Treatment Plant Demolition - Removed all residual solids and liquids.
- ✓ Repaired gravity sewer system in basins at Lift Station 5 based on I and I study.
- ✓ Increased frequency of grease trap inspections from quarterly to monthly. The level of citations were reduced along with overflows
- ✓ Upgraded the Telemetry to Data Flow Systems Hyper-Tac III.
- ✓ Completed numerous point repairs without interrupting customer service.



# Sanitation Fund

The Sanitation Fund encompasses 9.9% of the City’s activities and services and accounts for solid waste operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. The City provides residential and commercial garbage collection, as well as yard waste and white goods collection. Several residential recycling drop-off centers are available and the City recently started a commercial recycling program.

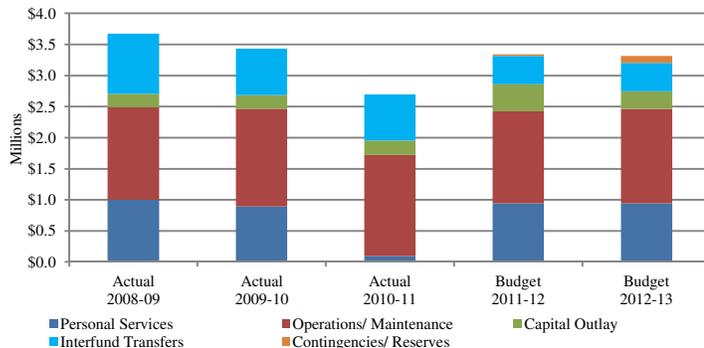
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Charges for Services	3,301,100	(0.4%)	(12,500)
Licenses/Permit/Fees/Fines	4,500	(10.0%)	(500)
Interest & Other	<u>10,000</u>	<u>(54.5%)</u>	<u>(12,000)</u>
	3,315,600	(0.7%)	(25,000)

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

## Expense Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	942,186	(0.1%)	(1,081)
Operations/Maintenance	1,517,299	2.6%	38,401
Capital Outlay	286,618	(34.6%)	(151,502)
Interfund Transfers	459,070	0.7%	2,965
Contingencies/Reserves	<u>110,427</u>	<u>356.1%</u>	<u>86,217</u>
	3,315,600	(0.7%)	(25,000)

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

- The decrease in capital outlay is attributable to the replacement of two knucklebooms being less expensive than the replacement of a sideloader and front loader.
- The diminished budget for capital necessitates an increased budget for reserves to ensure the fund does not realize a net loss when the financial statements are prepared in accordance with GAAP at year end.

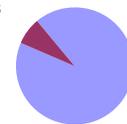
### 403 SANITATION FUND - REVENUES

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
1,068,924	1,062,953	1,048,548	1,046,800	1360-343-4000	Service Fees - Residential	1,050,000	0.31%
6,964	6,107	7,448	10,000	1360-343-4010	Extra Pick-Up Residential	4,000	-60.00%
902,450	879,919	879,533	877,700	1360-343-4100	Service Fees - Commercial	869,000	-0.99%
5,145	4,239	1,164	5,000	1360-343-4110	Extra Pick-Up Commercial	3,000	-40.00%
520,592	530,082	529,863	530,100	1360-343-4200	Tipping Fees - Residential	542,000	2.24%
859,110	852,042	840,047	842,700	1360-343-4300	Tipping Fees - Commercial	832,000	-1.27%
14,243	-	-	-	1360-343-4410	Fuel Surcharge - Residential	-	0.00%
1,463	-	-	-	1360-343-4420	Fuel Surcharge - Commercial	-	0.00%
<b>\$ 3,378,891</b>	<b>\$ 3,335,342</b>	<b>\$ 3,306,602</b>	<b>\$ 3,312,300</b>		<b>Total Solid Waste</b>	<b>\$ 3,300,000</b>	<b>-0.37%</b>
-	-	-	-	1370-343-4600	Service Fees - Recycling	-	0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Recycling</b>	<b>\$ -</b>	<b>0.00%</b>
(3,279)	994	877	1,200	1360-343-4080	Cinco Bayou	1,000	-16.67%
-	200	514	100	1360-343-4330	Special Events - Dumpster Delivery/Pickup	100	0.00%
<b>\$ (3,279)</b>	<b>\$ 1,194</b>	<b>\$ 1,391</b>	<b>\$ 1,300</b>		<b>Total Fees &amp; Fines</b>	<b>\$ 1,100</b>	<b>-15.38%</b>
<b>\$ 3,375,613</b>	<b>\$ 3,336,536</b>	<b>\$ 3,307,993</b>	<b>\$ 3,313,600</b>		<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 3,301,100</b>	<b>-0.38%</b>
4,597	4,025	3,751	5,000	1360-323-7010	Solid Waste - 10% Roll Off	4,500	-10.00%
<b>\$ 4,597</b>	<b>\$ 4,025</b>	<b>\$ 3,751</b>	<b>\$ 5,000</b>		<b>Total Franchise Fees</b>	<b>\$ 4,500</b>	<b>-10.00%</b>
<b>\$ 4,597</b>	<b>\$ 4,025</b>	<b>\$ 3,751</b>	<b>\$ 5,000</b>		<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ 4,500</b>	<b>-10.00%</b>
37,108	22,050	17,723	18,000	1500-361-1000	Interest Income	6,000	-66.67%
-	-	(5,954)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ 37,108</b>	<b>\$ 22,050</b>	<b>\$ 11,769</b>	<b>\$ 18,000</b>		<b>Total Interest Income</b>	<b>\$ 6,000</b>	<b>-66.67%</b>
1,615	3,719	4,625	-	1500-364-1000	Sale of Surplus Assets	-	0.00%
8,763	4,565	10,791	4,000	1500-365-1000	Recycling Scrap Metal Sales	4,000	0.00%
-	73	7,695	-	1500-369-9000	Miscellaneous Revenues	-	0.00%
17	53	27	-	0000-369-9091	Discounts	-	0.00%
<b>\$ 10,395</b>	<b>\$ 8,410</b>	<b>\$ 23,138</b>	<b>\$ 4,000</b>		<b>Total Other Revenues</b>	<b>\$ 4,000</b>	<b>0.00%</b>
<b>\$ 47,503</b>	<b>\$ 30,460</b>	<b>\$ 34,907</b>	<b>\$ 22,000</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 10,000</b>	<b>-54.55%</b>
<b>\$ 3,427,713</b>	<b>\$ 3,371,021</b>	<b>\$ 3,346,651</b>	<b>\$ 3,340,600</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 3,315,600</b>	<b>-0.75%</b>



# SOLID WASTE

Share of City Budget  
\$2,698,608  
, 7.5%



## DESCRIPTION

Solid Waste is responsible for the collection and disposal of garbage and yard waste. Residential garbage is collected curbside twice per week, residential yard waste is collected curbside once per week, and commercial dumpsters are emptied as scheduled based on business needs.

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Promote Neighborhood Cleanups</b>						
Household waste collections conducted	n/a	n/a	1	1	2	2

- ✓ Educate and promote the reduction and diversion of solid waste from landfills.
- ✓ Finalize negotiations for a new long-term contract with a local waste hauler that includes a payback to the City for single-stream recycling.
- ✓ Conduct Neighborhood Clean-Up for household waste semi-annually.

## FUTURE GOALS

- ✓ Ensure standards of Customer Service Excellence are met by those providing Solid Waste collection service.
- ✓ Develop and implement an action plan to provide education to residents and businesses through specialized brochures, meetings and press releases.

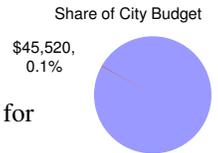
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented Neighborhood Clean-up for Bulk Household Waste during the months of January and August.
- ✓ Updated the Solid Waste webpage to better inform both residents and businesses of all services provided to them by the City.

**403 SANITATION FUND - 1370 RECYCLING**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
-	-	-	-	-	-
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0.00%</u>
<b>Personal Services:</b>					
Number of Funded Employees (FTE's)					
Total Personal Services					
<b>Operating Expenditures:</b>					
-	-	-	-	870	100.00%
-	-	-	-	7,400	100.00%
-	-	-	-	6,500	100.00%
-	-	-	-	1,500	100.00%
-	-	-	-	7,500	100.00%
-	-	-	-	130	100.00%
-	-	-	-	430	100.00%
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 24,330</u>	<u>100.00%</u>
<b>Capital Outlay:</b>					
-	-	-	-	21,190	100.00%
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 21,190</u>	<u>100.00%</u>
-	-	-	-	<b>45,520</b>	<b>100.00%</b>

# RECYCLING



## DESCRIPTION

Residential single-stream recycling is available via multiple drop-off locations. Commercial dumpsters are available for single-stream recycling.

## MISSION

Reduce the waste stream deposited in landfills.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Promote Reduction of the Residential Waste Stream

Single Stream Recycling Drop-Off Locations

Recycling Tonnage Collected

Waste Stream Diverted from Landfills

### Promote Reduction of the Commercial Waste Stream

Recycling Tonnage Collected

Waste Stream Diverted from Landfills

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
Single Stream Recycling Drop-Off Locations	n/a	2	8	8	8	8
Recycling Tonnage Collected	150	161	172	172	241	275
Waste Stream Diverted from Landfills	1.5%	1.6%	2.4%	3.6%	2.5%	3.0%
Recycling Tonnage Collected	n/a	n/a	n/a	1	250	275
Waste Stream Diverted from Landfills	n/a	n/a	n/a	0.0%	2.4%	3.0%

- ✓ Improve marketing and promotional ideas for the City's residential and commercial single stream recycling programs.
- ✓ Finalize negotiations for a new long-term contract with a local waste hauler that includes a payback to the City for single-stream recycling.
- ✓ Research and develop ways to recycle multi-family complexes.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented a new commercial recycling program with an associated fee schedule.
- ✓ Installed large decals on Residential refuse trucks promoting single stream recycling.
- ✓ Used Lamar signs as an advertising tool to promote residential single stream recycling.

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

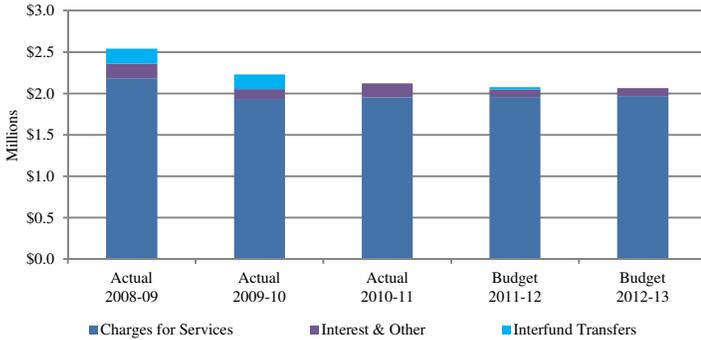
Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
19,084	9,706	3,203	1,500	534-1216 Final Leave Pay	1,500 0.00%
8,315	(1,483)	4,768	-	534-1250 Compensated Absences	
636	(114)	364	-	534-2150 FICA - Compensated Absences	
<b>\$ 28,035</b>	<b>\$ 8,109</b>	<b>\$ 8,335</b>	<b>\$ 1,500</b>	<b>Total Personal Services</b>	<b>\$ 1,500 0.00%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	534-4911 Holiday Gift Certificates	475 100.00%
(626)	15,990	9,177	-	534-4924 Bad Debt Expense	- 0.00%
-	-	-	24,210	534-4995 Contingencies	24,580 1.53%
164,025	188,197	208,047	-	534-5900 Depreciation	- 0.00%
-	411	411	-	534-5910 Depreciation on Contributed Capital	- 0.00%
9,357	7,888	-	-	590-9502 OPEB Obligation	- 0.00%
<b>\$ 172,757</b>	<b>\$ 212,486</b>	<b>\$ 217,635</b>	<b>\$ 24,210</b>	<b>Total Operating Expenditures</b>	<b>\$ 25,055 3.49%</b>
<b>\$ 200,791</b>	<b>\$ 220,595</b>	<b>\$ 225,970</b>	<b>\$ 25,710</b>	<b>TOTAL EXPENSES</b>	<b>\$ 26,555 3.29%</b>
928,460	708,003	708,039	288,742	581-9101 Transfer to General Fund Per Cost Allocation Plan	290,144 0.49%
-	-	-	130,000	581-9102 Transfer to General Fund Truck Additional Wear & Tear on Roadways	130,000 0.00%
40,000	40,000	36,242	37,363	581-9141 Transfer to Utilities Fund 10% of Customer Service Budget	38,926 4.18%
-	-	-	-	581-9999 Reserved - Undesignated Net Assets	85,847 0.00%
<b>\$ 968,460</b>	<b>\$ 748,003</b>	<b>\$ 744,281</b>	<b>\$ 456,105</b>	<b>Total Other Financing Activity</b>	<b>\$ 544,917 19.47%</b>
<b>\$ 968,460</b>	<b>\$ 748,003</b>	<b>\$ 744,281</b>	<b>\$ 456,105</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 544,917 19.47%</b>
19.87	19.62	18.75	19.00	Number of Funded Employees (FTE's)	19.00 0.00%
2,507,433	2,466,994	2,524,904	2,858,785	Solid Waste	2,698,608 -5.60%
-	-	-	-	Recycling	45,520 100.00%
1,169,251	968,598	970,251	481,815	Non-Departmental	571,472 18.61%
(214,867)	(220,709)	(225,881)	-	Reclassification of Capital Outlay	- 0.00%
<b>\$ 3,461,817</b>	<b>\$ 3,214,884</b>	<b>\$ 3,269,274</b>	<b>\$ 3,340,600</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 3,315,600 -0.75%</b>
<b>\$ (34,104)</b>	<b>\$ 156,138</b>	<b>\$ 77,377</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>



# Golf Fund

The Golf Fund encompasses 6.2% of the City’s activities and services and accounts for golf course operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. The City operates two championship 18-hole golf courses along with driving and putting ranges.

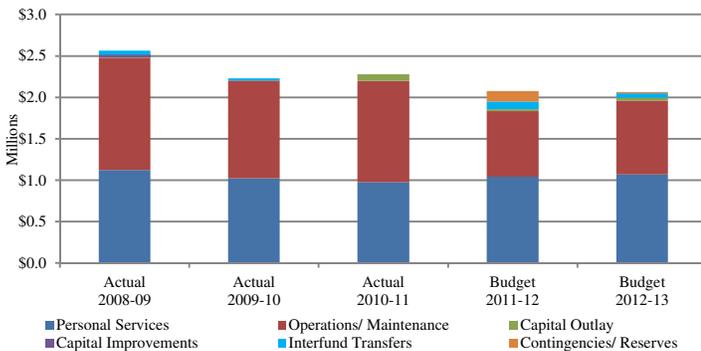
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Charges for Services	1,968,497	0.6%	12,297
Interest & Other	97,430	4.7%	4,408
Interfund Transfers	0	(100.0%)	(27,419)
	2,065,927	(0.5%)	(10,714)

- Revenue expectations from greens fees, cart fees, memberships, and the driving range are in line with prior year actuals.
- The fund is anticipated to be self-sustaining without a transfer from the General Fund to support operations.

## Expense Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	1,068,771	2.5%	26,406
Operations/Maintenance	893,242	12.8%	101,683
Capital Outlay	34,150	45.3%	10,650
Interfund Transfers	52,214	(42.8%)	(39,135)
Contingencies/Reserves	17,550	(86.3%)	110,318
	2,065,927	(0.5%)	(10,714)

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

- The personal services increase is largely attributable to two cart/range attendants (0.94 FTE) not being reclassified to volunteer Marshal positions as budgeted in the previous year.
- Operational cuts have been made to accommodate increases elsewhere in the budget.
- The \$52K interfund transfer to the General Fund does not represent the full \$359K cost of services provided per the 2009 Cost Allocation Plan. At the Budget Meeting in August, City Council forgave a large portion of the transfer to permit the Golf Fund to retain all revenues for operational use.
- Contingency funds in the amount of 1% of personnel and operating expenses have been budgeted to guard against unanticipated price increases (e.g. fuel, utilities), emergency repairs, or revenue shortfalls.

### 404 GOLF FUND - REVENUES

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 City Manager	%
1,135,835	1,039,355	946,549	967,300	0700-347-5000	Greens Fees	950,000	-1.79%
152,429	114,460	115,263	115,000	0700-347-5020	Tournament Fees	115,000	0.00%
104,026	108,397	123,161	120,000	0700-347-5100	Membership Fees	125,000	4.17%
670,528	569,566	656,803	653,500	0700-347-5200	Golf Cart Rental	665,000	1.76%
2,799	1,812	1,671	3,000	0700-347-5210	Pull Cart Rental	2,000	-33.33%
98,557	80,463	86,902	86,900	0700-347-5300	Driving Range	87,000	0.12%
1,815	1,620	1,905	1,800	0700-347-5510	GHIN Handicapping Service	1,800	0.00%
15,838	18,599	22,335	8,700	0700-347-5900	League Play	22,697	160.89%
<b>\$ 2,181,827</b>	<b>\$ 1,934,271</b>	<b>\$ 1,954,589</b>	<b>\$ 1,956,200</b>	<b>Total Golf Operations</b>		<b>\$ 1,968,497</b>	<b>0.63%</b>
<b>\$ 2,181,827</b>	<b>\$ 1,934,271</b>	<b>\$ 1,954,589</b>	<b>\$ 1,956,200</b>	<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$ 1,968,497</b>	<b>0.63%</b>
-	-	1,028	-	1500-361-1000	Interest Income	420	100.00%
-	-	(493)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 536</b>	<b>\$ -</b>	<b>Total Interest Income</b>		<b>\$ 420</b>	<b>100.00%</b>
67,082	66,881	67,524	68,422	0700-347-5400	Rental and Lease Income - Restaurant & Pro Shop	72,410	5.83%
33,067	33,040	30,652	24,600	0700-362-2010	Rental and Lease Income - Tower	24,600	0.00%
<b>\$ 100,149</b>	<b>\$ 99,921</b>	<b>\$ 98,176</b>	<b>\$ 93,022</b>	<b>Total Rents and Royalties</b>		<b>\$ 97,010</b>	<b>4.29%</b>
161	120	(264)	-	0700-347-5920	Cash Over/(Under)	-	0.00%
65,253	15,131	-	-	1500-364-1000	Sale of Surplus Assets	-	0.00%
13,418	1,789	70,043	-	1500-369-9000	Miscellaneous Revenues	-	0.00%
<b>\$ 78,831</b>	<b>\$ 17,040</b>	<b>\$ 69,779</b>	<b>\$ -</b>	<b>Total Other Revenues</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 178,980</b>	<b>\$ 116,961</b>	<b>\$ 168,491</b>	<b>\$ 93,022</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>		<b>\$ 97,430</b>	<b>4.74%</b>
178,000	178,000	-	27,419	1600-381-0100	Transfer from General Fund	-	-100.00%
<b>\$ 178,000</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>\$ 27,419</b>	<b>Total Interfund Transfers</b>		<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 178,000</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>\$ 27,419</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 2,539,801</b>	<b>\$ 2,229,232</b>	<b>\$ 2,123,080</b>	<b>\$ 2,076,641</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 2,065,927</b>	<b>-0.52%</b>

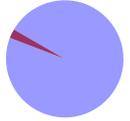
**404 GOLF FUND - 0700 GOLF OPERATIONS**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>31.01</b>	<b>14.26</b>	<b>14.26</b>	<b>13.32</b>		
850,865	314,880	72,069	308,365	92,350	-70.05%
-	-	-	271	212	-21.77%
-	-	-	12,067	15,351	27.21%
-	-	237,301	-	230,347	100.00%
3,627	181	-	-		
3,125	-	-	-		
1,880	-	-	-		
52,923	19,399	18,942	18,802	19,701	4.78%
12,377	4,537	4,430	4,397	4,607	4.78%
98,327	19,922	20,271	23,641	25,775	9.03%
63,730	4,332	7,346	7,567	7,910	4.53%
17,581	4,543	4,250	4,694	5,402	15.08%
<b>\$ 1,104,436</b>	<b>\$ 367,794</b>	<b>\$ 364,609</b>	<b>\$ 379,804</b>	<b>\$ 401,655</b>	<b>5.75%</b>
				<b>Total Personal Services</b>	
<b>Personal Services:</b>					
<i>Number of Employees (FTE's)</i>					
<b>Operating Expenditures:</b>					
-	1,770	6,500	7,753	38,137	391.90%
1,293	2,168	2,278	-		
6,974	3,889	3,968	4,308	4,145	-3.78%
209	256	169	250	250	0.00%
129,933	89,866	79,231	91,500	83,193	-9.08%
36,672	118,235	123,343	123,005	122,305	-0.57%
11,201	8,688	7,796	1,791	1,451	-18.98%
304	24	-	-	-	0.00%
38,534	2,881	3,730	2,000	4,010	100.50%
6,310	7,280	11,686	3,950	4,850	22.78%
-	-	-	1,100	1,790	62.73%
351,613	-	-	-		
535	299	-	650	650	0.00%
22,820	11,669	3,869	9,000	9,500	5.56%
442	101	-	-		
2,116	105	3,411	-		
969	626	889	1,178	1,320	12.05%
31,550	15,056	11,751	11,475	13,475	17.43%
507	97	-	-		
28,314	-	15	-	165	100.00%
948	-	-	-	1,440	100.00%
29,282	27,526	29,038	30,084	-	-100.00%
-	-	2,499	-	300	100.00%
935	711	260	1,580	2,190	38.61%
<b>\$ 701,459</b>	<b>\$ 291,247</b>	<b>\$ 290,433</b>	<b>\$ 289,624</b>	<b>\$ 289,171</b>	<b>-0.16%</b>
				<b>Total Operating Expenditures</b>	
<b>Capital Outlay:</b>					
-	-	-	-	3,000	100.00%
1,570	-	-	3,500	-	-100.00%
-	-	2,155	-	2,000	100.00%
<b>\$ 1,570</b>	<b>\$ -</b>	<b>\$ 2,155</b>	<b>\$ 3,500</b>	<b>\$ 5,000</b>	<b>42.86%</b>
				<b>Total Capital Outlay</b>	
<b>\$ 32,703</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Total Capital Improvements Program</b>	
<b>Debt Service:</b>					
-	-	-	127,868	129,793	1.51%
200,581	163,993	73,590	41,349	39,424	-4.66%
250	250	117	-	-	0.00%
9,028	9,028	126,900	-	-	0.00%
<b>\$ 209,859</b>	<b>\$ 173,271</b>	<b>\$ 200,606</b>	<b>\$ 169,217</b>	<b>\$ 169,217</b>	<b>0.00%</b>
				<b>Total Debt Service</b>	
<b>2,050,028</b>	<b>832,312</b>	<b>857,804</b>	<b>842,145</b>	<b>865,043</b>	<b>2.72%</b>
				<b>TOTAL EXPENSES</b>	

# GOLF OPERATIONS

Share of City Budget

\$865,043,  
2.5%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Ensure Player Satisfaction</b>						
Active Memberships	374	357	572	512	600	600
Active Youth Memberships	n/a	n/a	60	86	100	100
<b>Promote Play During Off-Peak Times</b>						
Rounds Teeing Off Between Noon and 4pm	n/a	n/a	8,066	16,193	11,292	15,000
% of Rounds Teeing Off Between Noon and 4pm	n/a	n/a	16%	34%	23%	30%
Marketing Rounds Distributed	n/a	n/a	557	365	750	775
Marketing Rounds Redeemed	n/a	n/a	441	508	600	650
Revenues Generated from Marketing Rounds	n/a	n/a	\$19,664	\$39,074	\$25,800	\$45,000

- ✓ Provide facility for hosting First Tee Program.
- ✓ Increase the number of memberships to 600.
- ✓ Increase rounds during off-peak times to 30% of total play.
- ✓ Establish quality teaching program.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Increased Corporate Challenge to two days a week.
- ✓ Increased tournament and league play by 370 rounds or 6.1%.
- ✓ Created City Club Championship.

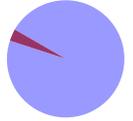
**404 GOLF FUND - 0710 GROUNDS MAINTENANCE**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
-	15.75	15.75	15.75	15.75	
<i>Number of Employees (FTE's)</i>					
-	453,588	420,797	450,024	414,386	-7.92%
-	-	-	217	53	-75.58%
-	-	-	15,352	16,955	10.44%
-	-	16,130	-	35,380	100.00%
-	1,675	925	2,600	2,600	0.00%
-	2,990	3,253	3,200	3,200	0.00%
-	27,335	25,993	26,555	26,593	0.14%
-	6,393	6,079	6,210	6,219	0.14%
-	96,506	85,382	95,610	98,727	3.26%
-	409	1,018	2,022	3,032	49.95%
-	48,172	46,188	53,735	52,263	-2.74%
-	6,295	5,808	6,536	7,208	10.28%
<b>\$ -</b>	<b>\$ 643,363</b>	<b>\$ 611,575</b>	<b>\$ 662,061</b>	<b>\$ 666,616</b>	<b>0.69%</b>
<b>Total Personal Services</b>					
<b>Operating Expenditures:</b>					
-	-	-	2,250	2,250	0.00%
-	-	1,119	-	12,000	100.00%
-	545	492	502	585	16.53%
-	44,616	46,607	42,000	11,185	-73.37%
-	205	2,805	3,561	13,654	283.43%
-	2,847	2,988	220	220	0.00%
-	207	168	500	500	0.00%
-	39,613	34,662	31,000	31,000	0.00%
-	3,038	716	1,000	1,000	0.00%
-	-	-	8,000	400	-95.00%
-	288,622	315,807	294,925	282,925	-4.07%
-	-	-	680	680	0.00%
-	-	-	39	45	15.38%
-	8,863	11,210	8,000	8,000	0.00%
-	265	858	-	-	-
-	27,027	30,759	31,500	26,350	-16.35%
-	933	3,191	3,273	3,570	9.07%
-	-	646	3,000	3,000	0.00%
-	485	165	165	165	0.00%
<b>\$ -</b>	<b>\$ 417,264</b>	<b>\$ 452,192</b>	<b>\$ 430,615</b>	<b>\$ 397,529</b>	<b>-7.68%</b>
<b>Total Operating Expenditures</b>					
<b>Capital Outlay:</b>					
-	-	77,600	20,000	29,150	45.75%
Equipment					
Sand Trap Rake					
FCC Narrowband Migration - 2 radios					
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 77,600</b>	<b>\$ 20,000</b>	<b>\$ 29,150</b>	<b>45.75%</b>
<b>Total Capital Outlay</b>					
<b>Debt Service:</b>					
-	-	-	68,025	33,828	-50.27%
Principal Payments					
Landscaping Equipment Lease - year 6 of 6					
2011 Cap Imp Rev Note -Equipment- yr 2 of 5					
2013 Equip Rev Note -Fairway Sweeper/Vacuum- yr 1 of 10					
-	5,072	4,147	3,295	2,422	-26.49%
Interest Expense					
Landscaping Equipment Lease - year 6 of 6					
2011 Cap Imp Rev Note -Equipment- yr 2 of 5					
2013 Equip Rev Note -Fairway Sweeper/Vacuum- yr 1 of 10					
-	-	316	-	-	0.00%
<b>\$ -</b>	<b>\$ 5,072</b>	<b>\$ 4,463</b>	<b>\$ 71,320</b>	<b>\$ 36,250</b>	<b>-49.17%</b>
<b>Total Debt Service</b>					
<b>-</b>	<b>1,065,699</b>	<b>1,145,830</b>	<b>1,183,996</b>	<b>1,129,545</b>	<b>-4.60%</b>
<b>TOTAL EXPENSES</b>					

# GROUNDS MAINTENANCE

Share of City Budget

\$1,129,545  
3.3%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

### Reduce Maintenance Costs

	Actual				Budget	
	2008-09	2009-10	2010-11	YTD thru 6/30 2011-12	2011-12	2012-13
Out-of-Play Areas with Native Plant Material	n/a	n/a	n/a	10%	10%	

- ✓ Continue to naturalize out of play areas with native plant material to reduce maintenance costs.
- ✓ Provide a quality course conditions despite not overseeding the Pines & Oaks fairways this upcoming winter.

## FUTURE GOALS

- ✓ Rebuild all sand traps by removing old sand, adding new sand with proper size sand and proper depth, and re-sod edges.
- ✓ Enlarge green on hole #7 of the Oaks course and relocate green hole #4 of the Oaks course to provide better growing conditions.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Planted 200 slash pine trees throughout Pines & Oaks golf courses to replace trees damaged by lightning and insect damage.
- ✓ Planted native plants in wooded area holes #4 & 5 Pines & #10, 11, 12 & 13 Oaks Courses.
- ✓ Eliminated overseeding of fairways Oaks course to reduce costs of seed & fertilizer and improve turf quality of bermuda grass.
- ✓ Planted cordgrass in canals holes #3 & 6 of the Oaks course to eliminate storm runoff erosion problem & enhance appearance.
- ✓ Added additional drainage in approach area hole #11 Oaks course to eliminate wet conditions.

**404 GOLF FUND - 1500 NON-DEPARTMENTAL**

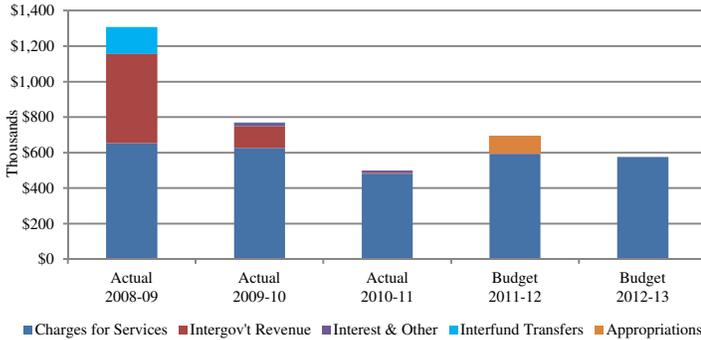
Actual				Budget			
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change		
<b>Personal Services:</b>							
24,272	5,201	1,394	500	572-1216	Final Leave Pay	500	0.00%
(6,828)	5,248	(1,510)	-	572-1250	Compensated Absences		
(524)	402	(116)	-	572-2150	FICA - Compensated Absences		
<b>\$ 16,920</b>	<b>\$ 10,851</b>	<b>\$ (232)</b>	<b>\$ 500</b>		<b>Total Personal Services</b>	<b>\$ 500</b>	<b>0.00%</b>
<b>Operating Expenditures:</b>							
10,000	-	-	-	572-3200	Audit/Accounting	-	0.00%
-	-	-	-	572-4911	Holiday Gift Certificates	1,075	100.00%
-	41	(265)	-	572-4916	Inventory (Short)/Over	-	0.00%
-	-	-	-	572-4995	Contingencies	17,550	100.00%
427,256	289,717	263,068	-	572-5900	Depreciation	-	0.00%
-	13,003	13,003	-	536-5910	Depreciation on Contributed Capital	-	0.00%
9,679	(7,690)	-	-	590-9502	OPEB Obligation	-	0.00%
<b>\$ 446,936</b>	<b>\$ 295,072</b>	<b>\$ 275,806</b>	<b>\$ -</b>		<b>Total Operating Expenditures</b>	<b>\$ 18,625</b>	<b>100.00%</b>
<b>\$ 463,856</b>	<b>\$ 305,923</b>	<b>\$ 275,575</b>	<b>\$ 500</b>		<b>TOTAL EXPENSES</b>	<b>\$ 19,125</b>	<b>3725.00%</b>
49,810	25,000	99	50,000	581-9101	Transfer to General Fund Per Cost Allocation Plan	52,214	4.43%
-	-	-	-	581-9999	Reserved - Undesignated Net Assets	-	100.00%
<b>\$ 49,810</b>	<b>\$ 25,000</b>	<b>\$ 99</b>	<b>\$ 50,000</b>		<b>Total Other Financing Activity</b>	<b>\$ 52,214</b>	<b>4.43%</b>
<b>\$ 49,810</b>	<b>\$ 25,000</b>	<b>\$ 99</b>	<b>\$ 50,000</b>		<b>TOTAL TRANSFERS</b>	<b>\$ 52,214</b>	<b>4.43%</b>
31.01	30.01	30.01	29.07		<i>Number of Funded Employees (FTE's)</i>	30.01	3.23%
2,050,028	832,312	857,804	842,145		<b>Golf Operations</b>	865,043	2.72%
-	1,065,699	1,145,830	1,183,996		<b>Grounds Maintenance</b>	1,129,545	-4.60%
513,665	330,923	275,674	50,500		<b>Non-Departmental</b>	71,339	41.27%
(34,273)	-	(79,756)	-		<i>Reclassification of Capital Outlay</i>	-	0.00%
<b>\$ 2,529,420</b>	<b>\$ 2,228,934</b>	<b>\$ 2,199,552</b>	<b>\$ 2,076,641</b>		<b>TOTAL FUND EXPENSES</b>	<b>\$ 2,065,927</b>	<b>-0.52%</b>
<b>\$ 10,381</b>	<b>\$ 298</b>	<b>\$ (76,472)</b>	<b>\$ -</b>		<b>NET REVENUE / (EXPENSE)</b>	<b>\$ -</b>	<b>0.00%</b>



# Stormwater Fund

The Stormwater Fund encompasses 1.7% of the City’s activities and services and accounts for stormwater management operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. This fund accounts for stormwater, storm drainage, and water quality initiatives.

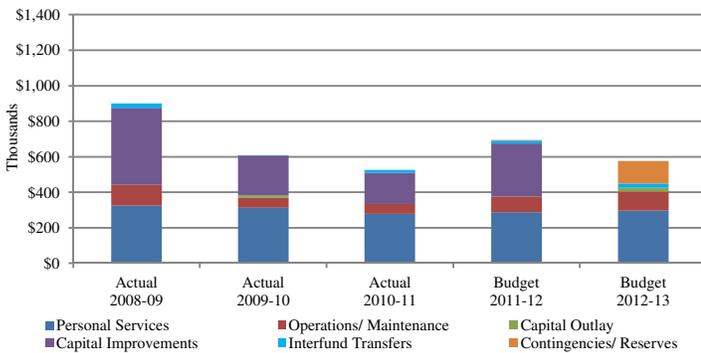
## Revenue Highlights



	Budget 2012-13	% Change	\$ Change
Charges for Services	574,000	(2.9%)	(17,000)
Interest & Other	1,400	(53.3%)	(1,600)
Appropriations	0	(100.0%)	(100,172)
	575,400	(17.1%)	(118,772)

- Service fees are budgeted to decrease based on the determination that the School Board is exempt from the stormwater fee.

## Expense Highlights



	Budget 2012-13	% Change	\$ Change
Personal Services	296,834	3.3%	9,574
Operations/Maintenance	107,643	22.1%	19,481
Capital Outlay	21,500	100.0%	21,500
Capital Improvements	0	(100.0%)	(300,000)
Interfund Transfers	23,228	54.9%	8,228
Contingencies/Reserves	126,195	3265.2%	122,445
	575,400	(17.1%)	(118,772)

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

- Operating expenses are budgeted to increase due to hydraulic modeling software maintenance and hazardous waste disposal fees.
- No capital improvements are budgeted pending completion of the Stormwater Master Plan, anticipated in January 2013. Those funds have been budgeted as reserves for future use, accounting for the large increase in that category.
- The \$73K interfund transfer to the General Fund represents the full cost of services provided per the 2009 Cost Allocation Plan. In previous years, City Council forgave a large portion of the transfer to permit the Stormwater Fund to retain revenues for capital projects. The fund is now self-sustaining.
- An \$8K transfer to the Utilities Fund is budgeted for providing billing and customer service.

**405 STORMWATER FUND - REVENUES**

Actual						Budget	
2008-09	2009-10	2010-11	2011-12 Adopted			2012-13 Adopted	% Change
316,676	324,046	335,785	336,000	1380-343-7001	Stormwater Management Fee - Residential	336,000	0.00%
335,988	302,859	146,069	255,000	1380-343-7101	Stormwater Management Fee - Commercial	238,000	-6.67%
<b>\$ 652,664</b>	<b>\$ 626,905</b>	<b>\$ 481,854</b>	<b>\$ 591,000</b>		<b>Total Stormwater Operations</b>	<b>\$ 574,000</b>	<b>-2.88%</b>
<b>\$ 652,664</b>	<b>\$ 626,905</b>	<b>\$ 481,854</b>	<b>\$ 591,000</b>		<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 574,000</b>	<b>-2.88%</b>
109	1,407	3,740	3,000	1500-361-1000	Interest Income	1,400	-53.33%
-	-	(1,188)	-	1500-361-3000	Unrealized Gain/(Loss)	-	0.00%
<b>\$ 109</b>	<b>\$ 1,407</b>	<b>\$ 2,552</b>	<b>\$ 3,000</b>		<b>Total Interest Income</b>	<b>\$ 1,400</b>	<b>-53.33%</b>
-	19,314	1,111	-	1500-364-1000	Sale of Surplus Assets	-	0.00%
503,763	121,058	4,000	-		Prior Year Grants	-	0.00%
186	13	10,013	-		Miscellaneous Revenues	-	0.00%
<b>\$ 503,949</b>	<b>\$ 140,385</b>	<b>\$ 15,124</b>	<b>\$ -</b>		<b>Total Other Revenues</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 504,058</b>	<b>\$ 141,792</b>	<b>\$ 17,676</b>	<b>\$ 3,000</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 1,400</b>	<b>100.00%</b>
-	325	-	-	1600-349-1010	Transfer from CRA Fund	-	0.00%
140,210	-	-	-	1600-381-0100	Transfer from General Fund	-	0.00%
10,073	-	-	-	1600-382-4100	Transfer from Utilities Fund	-	0.00%
<b>\$ 150,283</b>	<b>\$ 325</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Interfund Transfers</b>	<b>\$ -</b>	<b>0.00%</b>
-	-	-	100,172	1600-389-9300	Appropriation from Net Assets	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,172</b>		<b>Total Non-Operating Sources</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 150,283</b>	<b>\$ 325</b>	<b>\$ -</b>	<b>\$ 100,172</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ -</b>	<b>100.00%</b>
<b>\$ 1,307,005</b>	<b>\$ 769,021</b>	<b>\$ 499,530</b>	<b>\$ 694,172</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 575,400</b>	<b>-17.11%</b>

**405 STORMWATER FUND - 1380 STORMWATER**

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
8.00	8.00	6.00	6.00		
222,418	211,301	184,037	184,510	6.00	
-	-	-	55	184,510	0.00%
-	-	-	5,848	-	-100.00%
1,279	2,399	632	1,000	6,459	10.45%
-	261	-	-	1,000	0.00%
13,243	12,613	10,715	10,742	10,695	-0.44%
3,097	2,950	2,506	2,512	2,501	-0.44%
36,906	41,422	34,305	39,809	43,486	9.24%
-	1,597	1,395	2,153	2,153	0.00%
27,443	31,571	33,488	30,879	32,071	3.86%
11,666	8,172	9,288	9,252	13,459	45.47%
<b>\$ 316,052</b>	<b>\$ 312,285</b>	<b>\$ 276,366</b>	<b>\$ 286,760</b>	<b>\$ 296,334</b>	<b>3.34%</b>
<b>Personal Services:</b>					
<i>Number of Funded Employees (FTE's)</i>					
<b>Operating Expenditures:</b>					
-	-	-	613	5,144	739.15%
395	-	41	450	450	0.00%
1,267	1,251	1,033	1,021	2,545	149.27%
-	24	16	10	25	150.00%
363	2,118	1,118	1,200	1,174	-2.17%
65	77	-	-	-	0.00%
2,085	1,131	565	-	-	0.00%
9,850	12,000	17,988	10,000	16,000	60.00%
4,575	6,405	14,239	8,000	9,700	21.25%
8,485	5,669	2,137	24,400	24,400	0.00%
1,299	480	346	1,230	1,230	0.00%
-	113	378	500	500	0.00%
3,628	2,877	2,309	2,100	2,100	0.00%
11,088	11,506	20,279	23,700	17,915	-24.41%
1,516	1,192	944	938	1,260	34.33%
-	-	-	-	10,000	100.00%
-	-	89	2,000	2,000	0.00%
12,878	10,055	14,925	10,000	10,000	0.00%
-	-	557	500	500	0.00%
-	25	2,127	1,500	2,550	70.00%
15,000	-	-	-	-	0.00%
(10,105)	(36,050)	(57,851)	-	-	0.00%
-	(16,538)	(25,703)	-	-	0.00%
-	(8,416)	(12,406)	-	-	0.00%
<b>\$ 62,389</b>	<b>\$ (6,083)</b>	<b>\$ (16,868)</b>	<b>\$ 88,162</b>	<b>\$ 107,493</b>	<b>21.93%</b>
<b>Capital Outlay:</b>					
-	13,181	3,655	-	21,500	100.00%
<b>\$ -</b>	<b>\$ 13,181</b>	<b>\$ 3,655</b>	<b>\$ -</b>	<b>\$ 21,500</b>	<b>100.00%</b>
<b>Capital Improvements Program:</b>					
-	87,355	118,851	-	-	0.00%
532,493	136,109	57,439	300,000	-	-100.00%
<b>\$ 532,493</b>	<b>\$ 223,464</b>	<b>\$ 176,290</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Debt Service</b>					
2,053	1,211	336	-	-	0.00%
<b>\$ 2,053</b>	<b>\$ 1,211</b>	<b>\$ 336</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ 912,987</b>	<b>\$ 544,059</b>	<b>\$ 439,778</b>	<b>\$ 674,922</b>	<b>\$ 425,327</b>	<b>-36.98%</b>

# STORMWATER

Share of City Budget

\$425,327,  
1.3%



## DESCRIPTION

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

## MISSION

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

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2011-12	2011-12	2012-13
<b>Improve Water Quality</b>						
City Streets Swept at Least Once per Month	n/a	n/a	n/a	93%	95%	95%
Cubic Yards of Debris Removed from Stormwater Separators	n/a	n/a	5	6	6	6
<b>Improve Stormwater Infrastructure</b>						
Linear Feet of New Stormwater Pipe Installed	1540	0	0	120	100	100
Linear Feet of Stormwater Pipe Replaced	165	440	880	290	200	200
Stormwater Line System Replaced	0.1%	0.2%	0.4%	0.1%	0.1%	0.1%
<b>Ensure Capital Projects are Completed On-Time &amp; Within Budget</b>						
Capital Projects Completed On-Time	n/a	n/a	n/a	annual measure	100%	100%
Capital Projects Completed Within Budget	n/a	n/a	n/a	annual measure	100%	100%

- ✓ Sweep every City street at least once per month.
- ✓ Maintain the current amount of debris removed from stormwater separators through regular collection schedule.
- ✓ Replace failing corrugated metal pipe at various locations throughout the City.
- ✓ Complete a Stormwater Master Plan that includes a hydraulic model of existing infrastructure to determine recommended system improvements for both water quantity and quality.

## FUTURE GOALS

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

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced the outfall and 300 linear feet of failing 18" corrugated metal pipe along Bay Drive SE.
- ✓ Removed and replaced the outfall and 130 linear feet of failing 18" corrugated metal pipe along Alconese Avenue SE.
- ✓ Installed curb inlet and 120 linear feet of 8" perforated PVC at the intersection of Hughes St. NE and Ferry Rd NE to alleviate flooding.

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

Actual				Budget	
2008-09	2009-10	2010-11	2011-12 Adopted	2012-13 Adopted	% Change
<b>Personal Services:</b>					
43	761	-	500	538-1216 Final Leave Pay	500 0.00%
8,185	(642)	2,460	-	538-1250 Compensated Absences	
627	(50)	188	-	538-2150 FICA - Compensated Absences	
<b>\$ 8,855</b>	<b>\$ 69</b>	<b>\$ 2,648</b>	<b>\$ 500</b>	<b>Total Personal Services</b>	<b>\$ 500 0.00%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	538-4911 Holiday Gift Certificates	150 100.00%
3,665	3,885	688	-	538-4924 Bad Debt Expense	- 0.00%
-	-	-	3,750	538-4995 Contingencies	4,040 7.73%
46,589	20,983	38,290	-	538-5900 Depreciation	- 0.00%
-	39,289	32,388	-	538-5910 Depreciation on Contributed Capital	- 0.00%
2,581	(1,688)	-	-	590-9502 OPEB Obligation	- 0.00%
<b>\$ 52,836</b>	<b>\$ 62,469</b>	<b>\$ 71,366</b>	<b>\$ 3,750</b>	<b>Total Operating Expenditures</b>	<b>\$ 4,190 11.73%</b>
<b>\$ 61,690</b>	<b>\$ 62,538</b>	<b>\$ 74,014</b>	<b>\$ 4,250</b>	<b>TOTAL EXPENSES</b>	<b>\$ 4,690 10.35%</b>
2,725	15,000	15,022	15,000	581-9101 Transfer to General Fund Per Cost Allocation Plan	73,372 389.15%
23,176	-	-	-	581-9141 Transfer to Utilities Fund 2% of Customer Service Budget	7,785 100.00%
-	-	-	-	581-9999 Reserved - Undesignated Net Assets	64,226 100.00%
<b>\$ 25,901</b>	<b>\$ 15,000</b>	<b>\$ 15,022</b>	<b>\$ 15,000</b>	<b>Total Other Financing Activity</b>	<b>\$ 145,383 869.22%</b>
<b>\$ 25,901</b>	<b>\$ 15,000</b>	<b>\$ 15,022</b>	<b>\$ 15,000</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 145,383 869.22%</b>
8.00	8.00	6.00	6.00	Number of Funded Employees (FTE's)	6.00 0.00%
912,987	544,059	439,778	674,922	Stormwater	425,327 -36.98%
87,591	77,538	89,036	19,250	Non-Departmental	150,073 679.60%
(505,256)	(231,645)	(174,249)	-	Reclassification of Capital Outlay	- 0.00%
<b>\$ 495,323</b>	<b>\$ 389,951</b>	<b>\$ 354,565</b>	<b>\$ 694,172</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 575,400 -17.11%</b>
<b>\$ 811,683</b>	<b>\$ 379,070</b>	<b>\$ 144,965</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

# Fleet Replacement Program

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

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

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

## REPLACEMENT CRITERIA

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

### Point Ranges for Replacement Consideration:

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

*Overall Condition*      *May be used if needed to further refine prioritization (e.g. in the event of funding constraints). One (1) to five (5) points assigned based on the condition of the body, rust, interior, anticipated repairs, etc. Five (5) points represents extremely poor condition and (1) one point represents like new condition. Any ranking over (3) will require a repair estimate.*

Department	Acct	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY13
						Age	Mileage	Maintenance	TOTAL	
Fire	0900	401	1947	Chevy	Fire Truck	32.5	0.6	5	38.1	
Police	0800	2505	2002	Ford	Crown Victoria Police Interceptor	5.0	27.3	4	36.3	remove
Police	0800	2500	2000	Ford	Crown Victoria Police Interceptor	6.0	20.1	5	31.1	remove
Facilities	1230	2286	1990	GMC	3/4 Ton Pickup Truck W/ V-8	11.0	12.8	4	27.8	
Police	0800	2406	1999	Ford	Crown Victoria Police Interceptor	6.5	14.7	5	26.2	remove
Police	0800	2442	2001	Ford	Crown Victoria Police Interceptor	5.5	15.7	5	26.2	remove
Police	0800	2460	2003	Ford	Crown Victoria Police Interceptor	4.5	15.2	5	24.7	remove
Parks	1010	2321	1991	Ford	F150 1/2 Ton Pickup Truck	10.5	10.0	4	24.5	
Fire	0900	2377	1996	Pierce	Ladder Fire Truck 6	8.0	13.3	3	24.3	
Police	0800	2504	2002	Ford	Crown Victoria Police Interceptor	5.0	17.2	4	26.2	remove
Police	0800	2435	1976	Chevy	Van	18.0	3.2	3	24.2	
Police	0800	2420	2000	Ford	Crown Victoria Police Interceptor	6.0	13.2	5	24.2	remove
Fire	0900	2351	1993	Pierce Arrow	Pierce Custom Pumper Mounted on Arrow Chassis	9.5	12.5	2	24.0	
Police	0800	2386	1997	Jeep	Jeep Cherokee	7.5	14.5	2	24.0	
Police	0800	2421	2000	Ford	Crown Victoria Police Interceptor	6.0	14.7	3	23.7	remove
Police	0800	2443	2001	Ford	Crown Victoria Police Interceptor	5.5	14.1	4	23.6	remove
Police	0800	2404	1999	Ford	Crown Victoria Police Interceptor	6.5	13.8	3	23.3	remove
Police	0800	2459	2003	Ford	Crown Victoria Police Interceptor	4.5	13.7	5	23.2	
Police	0800	2514	2000	Ford	Crown Victoria Police Interceptor	6.0	13.8	5	24.8	
Police	0800	2570	2004	Nissan	Altima	4.0	18.5	0	22.5	
Fire	0900	2387	1997	GMC	1/2 Ton Pickup Truck	7.5	11.0	4	22.5	✓
Fleet	1220	2279	1989	Chevy	1/2 Ton Pickup Truck W/ V-8, Std. Bed CC10703	11.5	8.9	2	22.4	
Police	0800	2403	1999	Ford	Crown Victoria Police Interceptor	6.5	12.9	3	22.4	
Police	0800	2418	2000	Ford	Crown Victoria Police Interceptor	6.0	11.2	5	22.2	
Police	0800	2461	2003	Ford	Crown Victoria Police Interceptor	4.5	12.4	5	21.9	✓
Police	0800	2449	2002	Ford	Crown Victoria Police Interceptor	5.0	13.7	3	21.7	✓
Police	0800	2410	1999	Ford	Crown Victoria Police Interceptor	6.5	12.2	3	21.7	✓
Police	0800	2512	1999	Chrysler	Jeep Cherokee	6.5	14.1	1	21.6	
Facilities	1230	2378	1997	Ford	F250 3/4 Ton Pickup Truck	7.5	12.9	1	21.4	
Police	0800	2419	2000	Ford	Crown Victoria Police Interceptor	6.0	12.3	3	21.3	
Fleet	1220	2300	1990	Chevy	1/2 Ton Fleetside Pickup Truck	11.0	7.9	2	20.9	
Police	0800	2417	2000	Ford	Crown Victoria Police Interceptor	6.0	10.8	4	20.8	
Police	0800	2475	2004	Ford	Crown Victoria Police Interceptor	4.0	11.6	5	20.6	
Police	0800	2503	2000	Ford	Crown Victoria Police Interceptor	6.0	12.5	5	23.5	
Police	0800	2585	2003	Kia	Rio	4.5	15.0	0	19.5	
Police	0800	2368	1996	Jeep	Jeep Cherokee	8.0	9.4	2	19.4	
Police	0800	2384	1997	Chevy	Lumina	7.5	10.7	1	19.2	
Police	0800	2441	2001	Ford	Crown Victoria Police Interceptor	5.5	10.4	3	18.9	
Police	0800	2361	1995	GMC	Safari Van	8.5	8.4	2	18.9	
Police	0800	2541	1997	Toyota	4 Runner SUV	7.5	11.3	0	18.8	
Police	0800	2407	1999	Ford	Crown Victoria Police Interceptor	6.5	10.2	2	18.7	
Facilities	1230	2400	1999	International	Bucket Truck	6.5	9.1	3	18.6	
Facilities	1230	2316	1991	Ford	F250 3/4 Ton Pickup Truck	10.5	6.8	1	18.3	
Fire	0900	2550	2002	Ford	Explorer	5.0	11.2	1	17.2	
Police	0800	2446	2002	Ford	Crown Victoria Police Interceptor	5.0	9.2	3	17.2	
Police	0800	2496	2006	Ford	Crown Victoria Police Interceptor	3.0	11.1	3	17.1	
Fire	0900	2482	2001	Chevy	Blazer	5.5	9.5	2	17.0	
Facilities	1230	2369	1996	Ford	Ranger XL	8.0	6.9	2	16.9	
Police	0800	2521	2000	Ford	Crown Victoria Police Interceptor	6.0	8.8	5	19.8	
Police	0800	2520	2000	Ford	Crown Victoria Police Interceptor	6.0	8.4	5	19.4	
Right-of-Way	1015	2558	2001	Dodge	Dakota Pickup Truck	5.5	9.7	1	16.2	
Police	0800	2489	2005	Ford	Crown Victoria Police Interceptor	3.5	9.0	3	15.5	
Police	0800	2434	2001	Ford	Taurus	5.5	6.4	3	14.9	
Street	1240	2390	1997	Ford	Asphalt Truck	7.5	6.3	1	14.8	
Facilities	1230	2456	2002	GMC	GMC Sierra 1500 1/2 ton Pick up	5.0	7.6	2	14.6	
Parks	1010	2426	2001	Dodge	Ram 1500 1/2 ton	5.5	7.9	1	14.4	
Parks	1010	2402	1999	Dodge	1/2 Ton Pickup Truck	6.5	4.8	3	14.3	
Street	1240	2437	2001	Chrysler	Ram 1500 1/2 ton Pickup Truck	5.5	6.8	2	14.3	
Police	0800	2448	2002	Ford	Crown Victoria Police Interceptor	5.0	6.6	2	13.6	
Police	0800	2547	2008	Ford	Crown Victoria Police Interceptor	2.0	8.3	3	13.3	
Police	0800	2447	2002	Ford	Crown Victoria Police Interceptor	5.0	7.2	1	13.2	
Street	1240	2439	2001	Chrysler	Ram 3500 1 Ton Pickup Truck	5.5	6.6	1	13.1	
Police	0800	2554	2001	Mercury	Sable	5.5	7.2	0	12.7	
Parks	1010	2466	2003	Ford	F150 1/2 Ton Pickup Truck	4.5	5.2	3	12.7	
Fleet	1220	2294	1990	Dodge	D-250 3/4 Ton Cab/Chassis, w/Service Body	11.0	0.3	1	12.3	
Police	0800	2495	2006	Ford	Crown Victoria Police Interceptor	3.0	6.3	3	12.3	
Police	0800	2526	2007	Ford	Crown Victoria Police Interceptor	2.5	8.4	1	11.9	

Department	Acct	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY13
						Age	Mileage	Maintenance	TOTAL	
Right-of-Way	1015	2563	2006	Ford	E350 Van	3.0	7.7	1	11.7	
Police	0800	2513	2005	Buick	LeSabre	3.5	8.2	0	11.7	
Police	0800	2494	2006	Ford	Crown Victoria Police Interceptor	3.0	7.0	1	11.0	
Facilities	1230	2470	2003	Ford	Cargo Van	4.5	5.2	1	10.7	
Fire	0900	2483	2004	E-One	Fire Truck Engine 7	4.0	6.6	0	10.6	
Police	0800	2546	2008	Ford	Crown Victoria Police Interceptor	2.0	7.4	1	10.4	
Parks	1010	2465	2003	Ford	F150 1/2 Ton Pickup Truck	4.5	5.7	0	10.2	
Police	0800	2527	2007	Ford	Crown Victoria Police Interceptor	2.5	7.6	0	10.1	
Facilities	1230	2425	2000	Ford	F150 1/2 Ton Pickup Truck	6.0	4.0	0	10.0	
Parks	1010	2477	2004	Chevy	1/2 Ton Pickup Truck	4.0	4.2	1	9.2	
Code Enforce	1217	2455	2002	Ford	Ranger	5.0	3.2	1	9.2	
Police	0800	2548	2008	Ford	Crown Victoria Police Interceptor	2.0	6.1	1	9.1	
Fire	0900	2506	2006	GMC	Rescue 6 Paramedic Truck	3.0	5.8	0	8.8	
Police	0800	2553	2006	Dodge	Charger	3.0	5.8	1	9.8	
Recreation	1000	2485	2005	Chevy	1/2 Ton Pickup Truck	3.5	5.1	0	8.6	
Police	0800	2525	2007	Ford	Crown Victoria Police Interceptor	2.5	4.9	1	8.4	
Police	0800	2408	1998	Ford	E150 Van	7.0	1.1	0	8.1	
Parks	1010	2498	2006	Ford	3/4 Ton Pickup Truck	3.0	3.8	1	7.8	
Fire	0900	2531	2007	Yukon	GMC Yukon 2500 3/4 Ton	2.5	5.1	0	7.6	
Street	1240	2486	2005	Chevy	1/2 Ton Pickup Truck	3.5	2.9	1	7.4	
Police	0800	2556	2009	Ford	Crown Victoria Police Interceptor	1.5	4.8	0	6.3	
Parks	1010	2497	2006	Ford	3/4 Ton Pickup Truck	3.0	2.0	1	6.0	
Parks	1010	2532	2007	Ford	F150 1/2 Ton Pickup Truck	2.5	2.4	1	5.9	
Police	0800	2555	2009	Ford	Crown Victoria Police Interceptor	1.5	4.2	0	5.7	
Facilities	1230	2540	2007	Dodge	Ram 3/4 Ton Pickup Truck	2.5	3.1	0	5.6	
Fleet	1220	2510	2007	Chevy	1 Ton Pickup truck	2.5	1.6	1	5.1	
Police	0800	2499	2006	Ford	3/4 Ton Pickup Truck	3.0	2.1	0	5.1	
Police	0800	2549	2008	Ford	Crown Victoria Police Interceptor	2.0	2.6	0	4.6	
Street	1240	2542	2008	Ford	F-550 Flatbed Dump Truck	2.0	2.5	0	4.5	
Police	0800	2524	2007	Ford	Crown Victoria Police Interceptor	2.5	1.0	1	4.5	
Code Enforce	1217	2535	2008	Ford	Ranger	2.0	2.5	0	4.5	
Fire	0900	2543	2008	Ford	Ranger	2.0	2.4	0	4.4	
Engineering	1200	2537	2007	Ford	F150 1/2 Ton Pickup Truck	2.5	1.7	0	4.2	
Police	0800	2561	2010	Ford	Expedition (U.S. Marshal)	1.0	1.7	0	2.7	
Recreation	1000	2557	2009	Ford	F-150 1/2 Ton Pickup Truck	1.5	0.7	0	2.2	
Parks	1010	2569	2011	Ford	F150 1/2 Ton Pickup Truck	0.5	1.4	0	1.9	
Police	0800	2565	2011	Ford	Crown Victoria Police Interceptor	0.5	1.0	0	1.5	
Police	0800	2564	2011	Ford	Crown Victoria Police Interceptor	0.5	1.0	0	1.5	
Police	0800	2567	2011	Ford	Crown Victoria Police Interceptor	0.5	0.9	0	1.4	
Police	0800	2566	2011	Ford	Crown Victoria Police Interceptor	0.5	0.9	0	1.4	
Police	0800	2578	2011	Ford	Crown Victoria Police Interceptor	0.5	0.7	0	1.2	
Police	0800	2577	2011	Ford	Crown Victoria Police Interceptor	0.5	0.5	0	1.0	
Police	0800	2576	2011	Ford	Crown Victoria Police Interceptor	0.5	0.4	0	0.9	
Police	0800	2579	2011	Ford	Crown Victoria Police Interceptor	0.5	0.4	0	0.9	
Fire	0900	2586	2012	E-One	Typhoon	0.0	0.2	0	0.2	
Parks	1010	2582	2012	Ford	F150 1/2 Ton Pickup Truck	0.0	0.1	0	0.1	
Building & Zoning	1215	2492	2006	Ford	Ranger XLT Pickup Truck	3.0	4.4	0	7.4	
Building & Zoning	1215	2508	2007	Ford	Ranger	2.5	3.8	0	6.3	
Police CRA	0800	2488	2005	Ford	Crown Victoria Police Interceptor	3.5	6.0	1	10.5	
Police CRA	0800	2523	2007	Ford	Crown Victoria Police Interceptor	2.5	5.0	1	8.5	
Police CRA	0800	2573	2011	Ford	Crown Victoria Police Interceptor	0.5	0.3	0	0.8	
Police CRA	0800	2574	2011	Ford	Crown Victoria Police Interceptor	0.5	0.2	0	0.7	
Police CRA	0800	2575	2011	Ford	Crown Victoria Police Interceptor	0.5	0.2	0	0.7	
Right-of-Way / CRA	2000	2457	2002	GMC	GMC Sierra 1500 1/2 Ton Pick up	5.0	0.5	1	6.5	
Right-of-Way / CRA	2000	2487	2005	Chevy	1/2 Ton Pickup Truck	3.5	3.4	1	7.9	
Water Operations	1310	2444	2001	Dodge	Ram 1500 1/2 ton Pickup Truck	5.5	12.9	5	23.4	
Water Operations	1310	2458	2002	GMC	GMC Sierra 1500 1/2 ton Pick up	5.0	15.6	2	22.6	
Water Distribution	1340	2430	2000	Dodge	Ram 2500 Van	6.0	14.4	2	22.4	
Sewer Collections	1350	2343	1992	Ford	F700 Cab & Chassis W/ 12' Flat Bed Dump Body	10.0	8.5	3	21.5	✓
Water Operations	1310	2427	2000	Chevy	3/4 Ton Pickup Truck	6.0	11.1	3	20.1	
Sewer Operations	1350	2462	2002	International	12yd Dump Truck	5.0	12.3	2	19.3	
Sewer Collections	1350	2322	1991	Ford	F150 1/2 Ton Pickup Truck	10.5	4.8	4	19.3	
Sewer Collections	1350	2474	1994	Chevy	Panel Van	9.0	5.8	2	16.8	
Sewer Collections	1350	2398	1998	Ford	F250 1 1/2 Ton Pickup Truck	7.0	8.3	1	16.3	

Department	Acct	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY13
						Age	Mileage	Maintenance	TOTAL	
Water Operations	1310	2469	2003	Ford	Ranger	4.5	9.2	2	15.7	
Water Distribution	1340	2471	2003	Ford	F350 1 Ton Pickup Truck	4.5	9.1	2	15.6	
Water Distribution	1340	2411	1999	Chevy	Chevy 3/4 ton Pickup Truck	6.5	7.8	1	15.3	
Water Distribution	1340	2432	2000	Ford	Flatbed Truck w/dump body	6.0	5.9	1	12.9	
Sewer Collections	1350	2438	2001	Chrysler	Ram 3500 1 Ton Pickup Truck	5.5	5.8	1	12.3	
Sewer Collections	1350	2414	1999	Sterling	12 yard Dump Truck	6.5	4.7	1	12.2	
Water Operations	1310	2493	2006	GMC	1/2 Ton Sierra Pickup Truck	3.0	7.2	1	11.2	
Sewer Collections	1350	2362	1995	Chevy	Van	8.5	1.4	0	9.9	
Water Distribution	1340	2511	2007	Ford	F350 1 Ton Pickup Truck	2.5	6.0	1	9.5	
Sewer Collections	1350	2473	2003	Ford	F450 1 Ton Pickup Truck w/Articulated Crane	4.5	3.3	0	7.8	
Sewer Collections	1350	2484	2005	Ford	3/4 Ton Pickup Truck	3.5	4.3	0	7.8	
Sewer Collections	1350	2429	2001	Freight Liner	Sewer Cleaner	5.5	0.2	2	7.7	
Utilities Services	1300	2536	2007	Ford	F150 1/2 Ton Pickup Truck	2.5	3.4	0	5.9	
Sewer Collections	1350	2552	2008	Freight Liner	Sewer Cleaner	2.0	2.5	0	4.5	
Sewer Collections	1350	2530	2008	Ford	3/4 Ton F250 Pickup Truck	2.0	2.5	0	4.5	
Water Operations	1310	2568	2011	Ford	F250 Pickup Truck	0.5	1.1	0	1.6	
Water Operations	1310	2581	2012	ford	F150 1/2 Ton Pickup Truck	0.0	0.5	0	0.5	
Sewer Collections	1350	2580	2012	Ford	F150 1/2 Ton Pickup Truck	0.0	0.4	0	0.4	
Water Distribution	1340	2583	2012	Ford	F350 1 Ton Pickup Truck	0.0	0.0	0	0.0	
Solid Waste	1360	2452	2002	Peterbilt	Front Loader	5.0	14.3	5	24.3	
Solid Waste	1360	2415	1999	Peterbilt	Front Loader	6.5	9.3	5	20.8	
Solid Waste	1360	2479	2004	Ford	Knuckle Boom	4.0	10.7	3	17.7	✓
Solid Waste	1360	2467	2003	Peterbilt	Automated Side Loader	4.5	6.3	4	14.8	
Solid Waste	1360	2366	1995	Peterbilt	Rear Loader Cab/Chassis	8.5	5.1	1	14.6	
Solid Waste	1360	2476	2004	Ford	F350 1 Ton Pickup Truck	4.0	6.1	4	14.1	
Solid Waste	1360	2401	1999	Peterbilt	Automated Side Loader	6.5	2.1	5	13.6	
Solid Waste	1360	2490	2006	Peterbilt	Front Loader	3.0	5.8	3	11.8	
Solid Waste	1360	2507	2007	Peterbilt	Automated Side Loader	2.5	5.2	3	10.7	
Solid Waste	1360	2451	2002	International	Knuckle Boom	5.0	1.3	4	10.3	✓
Solid Waste	1360	2464	2003	Ford	F350 1 Ton Pickup Truck	4.5	3.5	2	10.0	
Solid Waste	1360	2533	2007	International	Knuckle Boom	2.5	5.9	1	9.4	
Solid Waste	1360	2551	2009	Sterling	Knuckle Boom	1.5	5.4	2	8.9	
Solid Waste	1360	2539	2008	Autocar	Automated Side Loader	2.0	3.5	3	8.5	
Solid Waste	1360	2545	2008	Peterbilt	Front Loader	2.0	4.7	1	7.7	
Solid Waste	1360	2509	2007	Ford	F350 1 Ton Pickup Truck	2.5	3.6	0	6.1	
Solid Waste	1360	2559	2010	Peterbilt	Automated Side Loader	1.0	2.9	1	4.9	
Solid Waste	1360	2544	2005	Freight Liner	2 Ton Chassis & Container Truck (dumpster trk)	3.5	1.0	0	4.5	
Solid Waste	1360	2562	2010	Mack	Front Loader	1.0	3.3	0	4.3	
Solid Waste	1360	2571	2012	International	Knuckle Boom	0.0	1.6	1	2.6	
Solid Waste	1360	2572	2012	International	Knuckle Boom	0.0	1.4	1	2.4	
Solid Waste	1360	2560	2010	Ford	F150 1/2 Ton Pickup truck	1.0	1.3	0	2.3	
Solid Waste	1360	2584	2012	Peterbilt	Side Loader	0.0	0.2	0	0.2	
Golf Club	0700	2538	2008	Ford	F350 1 Ton Dump Truck	2.0	0.2	0	2.2	
Stormwater	1380	2380	1997	Ford	F350 1 Ton Pickup Truck	7.5	9.3	2	18.8	
Stormwater	1380	2376	1997	Ford	Dump Truck LNT8000	7.5	8.6	2	18.1	
Stormwater	1380	2472	2003	Ford	F350 1 Ton Pickup Truck	4.5	6.6	1	12.1	
Stormwater	1380	2480	2004	Freight Liner	Street Sweeper	4.0	4.4	2	10.4	
Stormwater	1380	2423	2000	Ford	F150 1/2 Ton Pickup Truck	6.0	4.0	0	10.0	
Stormwater	1380	2491	2006	International	2 Ton Flat Bed Truck	3.0	3.6	0	6.6	
Stormwater	1380	2534	2008	Ford	Ranger	2.0	1.0	0	3.0	



# Capital Improvements Program

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

## CIP PROCESS

The FY 2012-13 budget, the first year of the CIP, is the only year for which funding may legally be appropriated. Future years' funding requirements are identified, but are not authorized. The CIP provides information on the current and long-range infrastructure needs of the City and provides a mechanism for balancing needs and resources as well as setting priorities and schedules for capital projects. Each project or program is assigned a four-digit CIP number so expenditures can be easily tracked during the year and also across years.

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

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

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

## FINANCING ALTERNATIVES

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

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

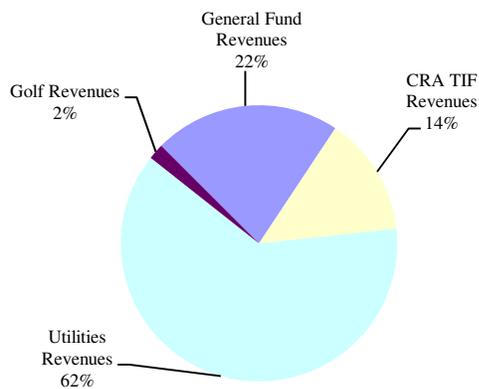
generating capacity of the project being financed. However, unlike general obligation bonds, non-ad valorem revenue bonds are payable solely from revenues derived from the pledged revenue (such as sales tax, local option fuel tax, and the guaranteed portion of municipal revenue sharing).

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

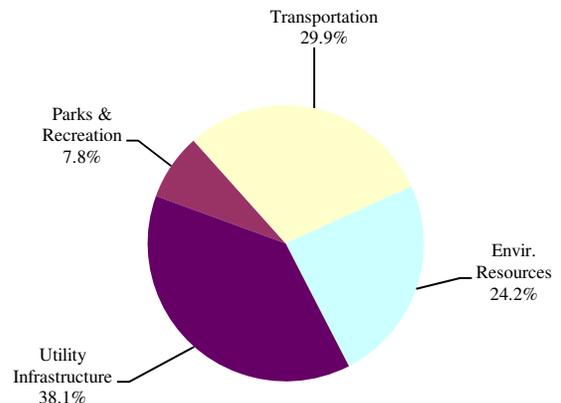
## CITY OF FORT WALTON BEACH, FL Five Year Capital Improvements Program

Page	CIP	Project Name	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FIVE YEAR TOTAL
170	5342	Fire Station 7 Renovation	<i>beyond current five-year CIP horizon</i>					-
		Fire	-	-	-	-	-	-
172	5117	Recreation Complex	<i>budget amendment when project funding secured</i>					-
		Recreation	-	-	-	-	-	-
174	5013	Jet Stadium Improvements	-	-	-	55,000	210,000	265,000
		Parks	-	-	-	55,000	210,000	265,000
176	5074	City Hall Complex Renovation	<i>beyond current five-year CIP horizon</i>					-
178	5147	Field Office Consolidation	<i>beyond current five-year CIP horizon</i>					-
		Facilities	-	-	-	-	-	-
180	5018	Street Resurfacing	125,000	125,000	125,000	125,000	125,000	625,000
182	5306	Sidewalk Construction	-	20,000	20,000	20,000	20,000	80,000
		Streets	125,000	145,000	145,000	145,000	145,000	705,000
		<b>GENERAL FUND TOTAL</b>	<b>125,000</b>	<b>145,000</b>	<b>145,000</b>	<b>200,000</b>	<b>355,000</b>	<b>970,000</b>
184	5018	Street Resurfacing	85,000	100,000	100,000	100,000	100,000	485,000
186	5306	Sidewalk Construction	-	17,000	40,000	40,000	40,000	137,000
		<b>CRA FUND TOTAL</b>	<b>85,000</b>	<b>117,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>622,000</b>
188	5056	Water Line Replacement	37,500	64,500	51,750	250,000	250,000	653,750
		Water Distribution	37,500	64,500	51,750	250,000	250,000	653,750
190	5032	Sewer System Rehabilitation	-	185,000	185,000	185,000	185,000	740,000
192	5065	Sewer Line Replacement	-	75,000	75,000	75,000	75,000	300,000
		Sewer Collection & Treatment	-	260,000	260,000	260,000	260,000	1,040,000
		<b>UTILITIES FUND TOTAL</b>	<b>37,500</b>	<b>324,500</b>	<b>311,750</b>	<b>510,000</b>	<b>510,000</b>	<b>1,693,750</b>
194	5037	Irrigation Improvements	<i>beyond current five-year CIP horizon</i>					-
196	5039	Bulkhead Replacement	-	-	82,500	-	-	82,500
		<b>GOLF FUND TOTAL</b>	<b>-</b>	<b>-</b>	<b>82,500</b>	<b>-</b>	<b>-</b>	<b>82,500</b>
198	5019	Stormwater Improvements	-	100,000	100,000	400,000	475,000	1,075,000
		<b>STORMWATER FUND TOTAL</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>400,000</b>	<b>475,000</b>	<b>1,075,000</b>
		<b>GRAND TOTAL - ALL FUNDS</b>	<b>247,500</b>	<b>686,500</b>	<b>779,250</b>	<b>1,250,000</b>	<b>1,480,000</b>	<b>4,443,250</b>

Where the funding comes from...



...and where it goes



FUNDING METHODOLOGY						FY 2012-13 TIMELINE		FUTURE	
Operating Revenues	Grant	Bond / Debt Issue	Other <sup>(1)</sup> / In-Kind <sup>(2)</sup>	Fund Bal / Net Assets	FIVE YEAR TOTAL	Estimated Start	Project Duration	YEAR EXPENSES	
<i>beyond current five-year CIP horizon</i>						-		2,050,000	
-	-	-	-	-	-			2,050,000	
<i>budget amendment when project funding secured</i>						-	Jan-13	18-24 mo	5,000,000
-	-	-	-	-	-			5,000,000	
265,000	-	-	-	-	265,000			-	
265,000	-	-	-	-	265,000			-	
<i>beyond current five-year CIP horizon</i>						-		TBD	
<i>beyond current five-year CIP horizon</i>						-		TBD	
-	-	-	-	-	-			-	
625,000	-	-	-	-	625,000	Apr-13	2 mo	-	
80,000	-	-	-	-	80,000			-	
705,000	-	-	-	-	705,000			-	
970,000	-	-	-	-	970,000			7,050,000	
485,000	-	-	-	-	485,000	May-13	2 mo	-	
137,000	-	-	-	-	137,000			-	
622,000	-	-	-	-	622,000			-	
653,750	-	-	-	-	653,750	Jan-13	4 mo	-	
653,750	-	-	-	-	653,750			-	
740,000	-	-	-	-	740,000			-	
300,000	-	-	-	-	300,000			-	
1,040,000	-	-	-	-	1,040,000			-	
1,693,750	-	-	-	-	1,693,750			-	
<i>beyond current five-year CIP horizon</i>						-		1,000,000	
82,500	-	-	-	-	82,500			-	
82,500	-	-	-	-	82,500			1,000,000	
600,000	-	-	475,000	-	1,075,000			-	
600,000	-	-	475,000	-	1,075,000			-	
3,968,250	-	-	475,000	-	4,443,250			8,050,000	

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

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

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

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



<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	No payroll impact
Operating						-	Utilities increase, equipment repair decrease TBD
Capital Outlay						-	
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

All prior year objectives are complete.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Renovations to Bathrooms, Kitchen, Bunk Room, Day Room, Entry Room	9,221
FY 2010-11	Renovations to Bathrooms, Kitchen, Bunk Room, Day Room, Entry Room	47,637
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
		56,858



**Station 7 on Lewis Turner Boulevard**

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Recreation

CIP #: 5117       New Project       Project Update

CIP Title: Recreation Complex      Neighborhood: Oakland

Investment Objective: Upgrade Service      Operational Impact: Increase Revenue

Objective: Consolidate Recreation/Community Facilities & Parks

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

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

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

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

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

*Note: not included in FY 2012-13 budget; a budget amendment will be adopted when project pricing is finalized and funding is secured.*

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Debt	001	5,000,000					5,000,000	20-year Bank Qualified Loan
Debt	001	2,500,000					2,500,000	Donations, Alternative Financing
							-	
		7,500,000	-	-	-	-	7,500,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction	5,000,000					5,000,000	Recreation Center
Construction	2,500,000					2,500,000	Athletic Fields
						-	
						-	
						-	
	7,500,000	-	-	-	-	7,500,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees			8,575	8,575	8,575	25,725	5% increase in program and athletic participation
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	8,575	8,575	8,575	25,725	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating			-	-	-	-	operational savings will offset debt payments
Capital Outlay						-	
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

Construction Manager at Risk to be selected by City Council; Final Cost Estimate to be Received; Final Funding Alternatives to be Determined

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Conceptual Site Plan, 30% Design Docs	222,383
FY 2010-11	Conceptual Site Plan	31,258
FY 2009-10	Building Condition Assessment	28,201
FY 2008-09		-
FY 2007-08		-
		281,842



**Hedrick Recreation Center**

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Parks

CIP #: 5013       New Project       Project Update

CIP Title: Jet Stadium Improvements      Neighborhood: Northwest ▼

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

Objective: Pave Parking Area and Replace Field Lights

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

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues ▼	001 ▼				55,000	210,000	265,000	
							-	
							-	
		-	-	-	55,000	210,000	265,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction ▼				55,000		55,000	Limerock Aggregate
Construction ▼					80,000	80,000	Parking Area Asphalt
Construction ▼					130,000	130,000	Field Lighting
						-	
						-	
	-	-	-	55,000	210,000	265,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	Future utilities decrease with more efficient lighting
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

Status:

n/a
-----

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		-
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-



**Jet Stadium Parking Lot**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Facilities

CIP #: 5074       New Project       Project Update

CIP Title: City Hall Complex Renovation      Neighborhood: Seabreeze

Investment Objective: Maintain Service      Operational Impact: Reduce Cost

Objective: Modernize City Hall Complex

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

Scope:

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

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼	001						-	Funding Source TBD
▼							-	
▼							-	
		-	-	-	-	-	-	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼						-	Project Cost TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	-	-	-	-	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	\$30K utilities savings estimated
Capital Outlay						-	
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

All prior year objectives are complete.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Repair Annex Light Sensor	931
FY 2010-11	Energy Efficiency Lighting Controls & Training Room Installed	16,784
FY 2009-10		-
FY 2008-09	HVAC Chiller	19,752
FY 2007-08		-
		<b>37,467</b>



**City Hall**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Facilities

CIP #: 5147       New Project       Project Update

CIP Title: Field Office Consolidation      Neighborhood: Seabreeze ▼

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

Objective: Consolidate Field Offices

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

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼	001 ▼						-	Funding Source TBD
▼	▼						-	
▼	▼						-	
		-	-	-	-	-	-	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼						-	Project Cost TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	-	-	-	-	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	\$35K staffing reduction anticipated
Operating						-	\$10K utilities savings anticipated
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

Status:

n/a
-----

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		-
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-



**Facilities Maintenance Building on Hollywood**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets

CIP #: 5018       New Project       Project Update

CIP Title: Street Resurfacing      Neighborhood: Various

Investment Objective: Maintain Service      Operational Impact: Budget Neutral

Objective: Maintain Smooth Roadways

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

Scope:

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

Current Year Objectives:

Hollywood Blvd from Chicago Ave to Bay Dr  
Other locations TBD Based on MicroPaver Update; Pavement Condition Index

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues	001	125,000	125,000	125,000	125,000	125,000	625,000	Local Option Fuel Tax Revenue
							-	
							-	
		125,000	125,000	125,000	125,000	125,000	625,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction	85,000					85,000	Hollywood Blvd
Construction	40,000	125,000	125,000	125,000	125,000	540,000	Locations Based on PCI
						-	
						-	
						-	
	125,000	125,000	125,000	125,000	125,000	625,000	

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

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

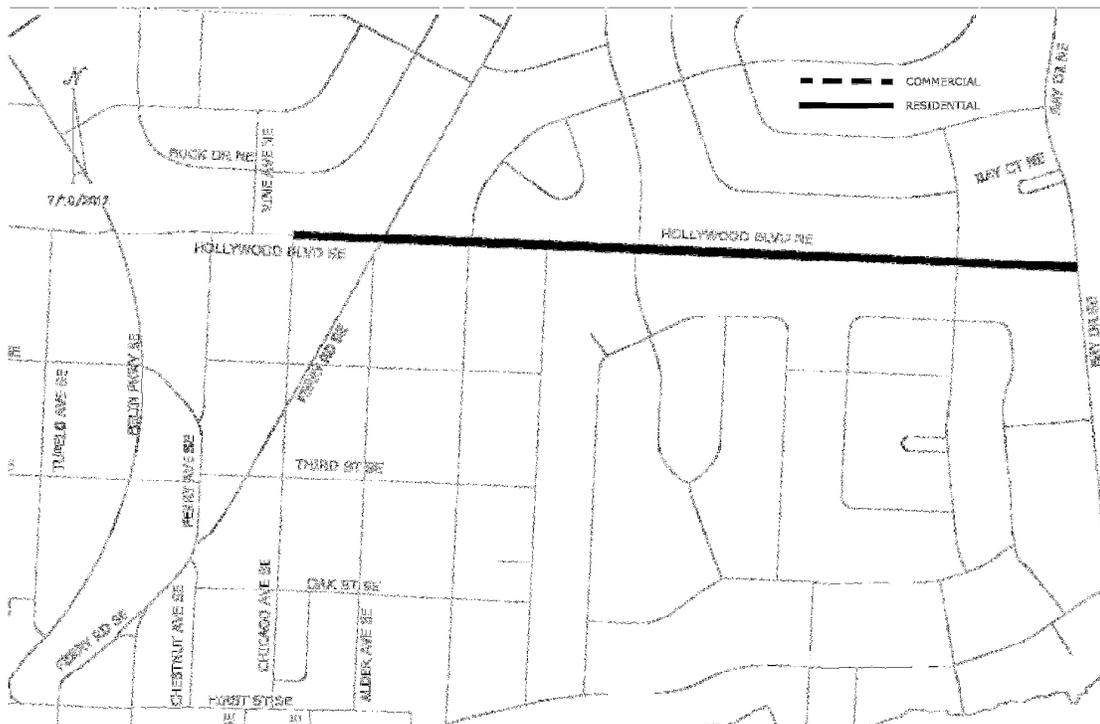
OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

Status:

All prior year objectives are complete.

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2011-12	Gilmore Ct, Eagle St, Victoria Pl, Leila Pl, Poulton Dr, Fleet St, Rodney Ave, Deal Ave, Cowrie Ave, Robinwood Dr, Fourth St, Forsman Dr, and Forsman Cir	124,255
FY 2010-11	Odin Ln, North Sea Ln, Nordic Ln, Sea Rover Ln, Viking Dr, Eagle St, Bay Ct, Gregory Ave, Cecelia Dr, Lula Belle Ln	123,498
FY 2009-10	Street Overlays	134,874
FY 2008-09	Street Overlays	63,454
FY 2007-08	Street Overlays	108,102
		554,183



**Scheduled Street Resurfacing**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets

CIP #: 5306       New Project       Project Update

CIP Title: Sidewalk Construction      Neighborhood: Various

Investment Objective: Expand Service      Operational Impact: Increase Cost

Objective: Construct New Sidewalks

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

Scope:

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues	001	-	20,000	20,000	20,000	20,000	80,000	Local Option Fuel Tax
							-	
							-	
		-	20,000	20,000	20,000	20,000	80,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction	-					-	N/A
Construction		20,000	20,000	20,000	20,000	80,000	Locations TBD
						-	
						-	
						-	
	-	20,000	20,000	20,000	20,000	80,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating		50	50	50	50	200	New sidewalk will be added to maintenance program
Capital Outlay						-	
<b>Total</b>	-	50	50	50	50	200	

**Project Update/Carry-Over**

**Status:**

All prior year objectives are complete.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Butler Drive NW, Lake Drive NW, Williams Street NW	18,473
FY 2010-11		-
FY 2009-10	Driftwood Avenue SW	4,206
FY 2008-09	Hollywood Blvd	7,620
FY 2007-08		-
		30,299



**Sidewalk Construction**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets (CRA)

CIP #: 5018       New Project       Project Update

CIP Title: Street Resurfacing      Neighborhood: Various ▼

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

Objective: Maintain Smooth Roadways

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

Scope:

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

Current Year Objectives:

Hollywood Blvd from Eglin Pkwy to Chicago Ave

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues ▼	109 ▼	85,000	100,000	100,000	100,000	100,000	485,000	
▼	▼						-	
▼	▼						-	
		85,000	100,000	100,000	100,000	100,000	485,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction ▼		50,000	50,000	50,000	50,000	200,000	Residential areas, solid line
Construction ▼	85,000	50,000	50,000	50,000	50,000	285,000	Commercial areas, dashed line
▼						-	
▼						-	
▼						-	
	85,000	100,000	100,000	100,000	100,000	485,000	

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

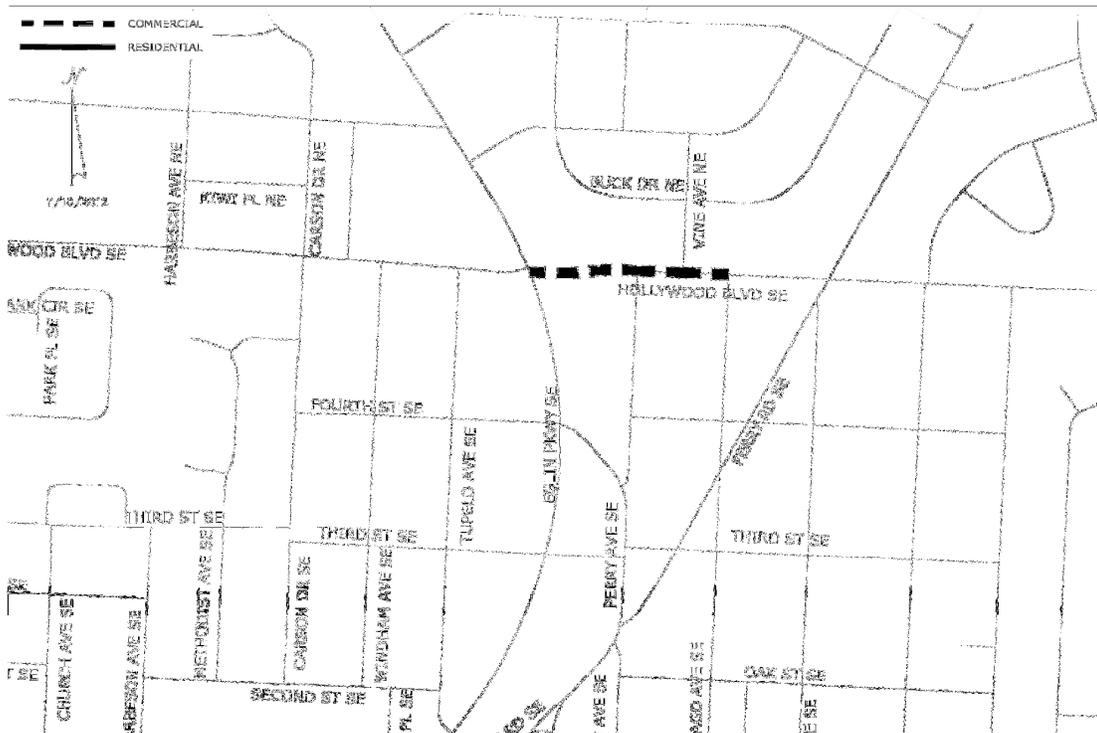
REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

Status:

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2011-12	Alconese Ave, Chicago Ave, Windham Ave, Ferry Rd, Third St, Vine Ave, Perry Ave, Chestnut Ave, Chicago Ave, Tupelo Ave, Cedar Ave	124,406
FY 2010-11	Methodist Ave, Second St, Windham Ave, Lowery Pl, Tupelo Ave, Kiwi Pl, Church Ave, Park Pl, Shell Ave, Ferry Rd, Florida Blanca Pl	106,783
FY 2009-10	Bass Ave, Shell Ave, Third St, Fourth St, Tupelo Ave, & First St	132,850
FY 2008-09	Handicap Ramp on Windham	543
FY 2007-08	Harris parking lot, Walter Martin, Hollywood, First, Ferry Brooks	12,646
		377,228



**Scheduled Street Resurfacing**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets (CRA)

CIP #: 5306       New Project       Project Update

CIP Title: Sidewalk Construction      Neighborhood: Various

Investment Objective: Expand Service      Operational Impact: Increase Cost

Objective: Construct New Sidewalks

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

Scope:

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues	109		17,000	40,000	40,000	40,000	137,000	
							-	
							-	
		-	17,000	40,000	40,000	40,000	137,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction		17,000				17,000	Brooks St SE, Alconese to Elm
Construction			40,000	40,000	40,000	120,000	Locations TBD
						-	
						-	
						-	
	-	17,000	40,000	40,000	40,000	137,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating		50	50	50	50	200	New sidewalk will be added to maintenance program
Capital Outlay						-	
<b>Total</b>	-	50	50	50	50	200	

**Project Update/Carry-Over**

**Status:**

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Harbeson Ave, Methodist Ave, Carson Dr, Florida Blanca Pl, Alconese Ave, Brooks St, Vine Ave, Alconese Ave	27,164
FY 2010-11	Windham Ave, Second St, First St, Third Ave, and Tupelo Ave	134,669
FY 2009-10	Harbeson, Perry, Bass, First, Tupelo, Third, Ferry, Cedar, and Shell	25,238
FY 2008-09		-
FY 2007-08	Presidio Condominiums	4,001
		191,073



**Sidewalk Construction**

## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Water Distribution

CIP #: 5056       New Project       Project Update

CIP Title: Water Line Replacement      Neighborhood: Various ▼

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

Objective: Replace Substandard Water Lines

Justification: Improved water pressure and fire protection.

Scope:

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

Current Year Objectives: Bayou Woods Dr, Watson Dr

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues ▼	401 ▼		64,500	51,750	250,000	250,000	616,250	Operating Revenue
Debt ▼	401 ▼	37,500					37,500	2005 Utility Bond Proceeds
							-	
		37,500	64,500	51,750	250,000	250,000	653,750	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction ▼	37,500					37,500	Bayou Woods Dr., Watson
Construction ▼		64,500				64,500	Oak St., Stacy Cir., Nebraska Ave.
Construction ▼			51,750			51,750	Andalusia St, Vista St, Wheeler St
Construction ▼				250,000	250,000	500,000	Locations TBD
Construction ▼						-	
	37,500	64,500	51,750	250,000	250,000	653,750	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	Difficult to quantify operational impact
Capital Outlay						-	
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Laurie Dr, Hunter Pl, California Dr, Baker Ave, Coral Dr, Irwin Ave	77,873
FY 2010-11	Baytowne View, Judicial Center, Girard Avenue - new development	11,286
FY 2009-10	Judicial Center Water Main Extension	56,892
FY 2008-09	Kepner Dr.	87,861
FY 2007-08	Highland Ave., Laurie Dr./Gardner Dr.	15,715
		<b>249,628</b>



**Old Line Removed, Ready for Installation of New Line**

## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Sewer

CIP #: 5032       New Project       Project Update

CIP Title: Sewer System Rehabilitation      Neighborhood: Various ▼

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

Objective: Grout & Line Sewer Lines

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

Scope:

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues ▼	401 ▼		185,000	185,000	185,000	185,000	740,000	
▼	▼						-	
▼	▼						-	
		-	185,000	185,000	185,000	185,000	740,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction ▼		185,000	185,000	185,000	185,000	740,000	Locations TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	185,000	185,000	185,000	185,000	740,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	Flow monitors will eventually measure inflow &
Capital Outlay						-	infiltration before and after rehabilitation projects
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

no rehabs are scheduled for FY13; focus will be on videoing the lines

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12	Sanitary Sewer Evaluation Study	67,391
FY 2010-11	Sanitary Sewer Evaluation Study	132,619
FY 2009-10	Pump Station #1 - Repair 36" Gravity Main	70,175
FY 2008-09		-
FY 2007-08		-
		270,185



**Checking Sewer Lines**

## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Sewer

CIP #: 5065       New Project       Project Update

CIP Title: Sewer Line Replacement      Neighborhood: Various ▼

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

Objective: Replace deteriorating sewer lines

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

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

Current Year Objectives:   
  
 n/a

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues ▼	401 ▼		75,000	75,000	75,000	75,000	300,000	
▼	▼						-	
▼	▼						-	
		-	75,000	75,000	75,000	75,000	300,000	

PROJECT EXPENSES							
Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction ▼		75,000	75,000	75,000	75,000	300,000	Locations TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	75,000	75,000	75,000	75,000	300,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	Flow monitors will eventually measure inflow &
Capital Outlay						-	infiltration before and after rehabilitation projects
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

no replacements are scheduled for FY13; focus will be on maintenance

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		-
FY 2010-11	Alabama Avenue Sewer Line Relocation	11,072
FY 2009-10	Alabama Avenue Sewer Line Relocation	16,701
FY 2008-09	Holmes Blvd - Martisa Rd to Memorial Pkwy	126,710
FY 2007-08	Holmes Blvd - Martisa Rd to Memorial Pkwy	15,355
		169,838



**Replacing Sewer Line**

### Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Golf

CIP #: 5037       New Project       Project Update

CIP Title: Irrigation Improvements      Neighborhood: Kenwood

Investment Objective: Maintain Service      Operational Impact: Budget Neutral

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

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

Scope:

Irrigation project would be bid out to certified golf course irrigation contractor to replace all piping, sprinkler heads, and control system. Irrigation heads would be added to cover areas not currently watered. Golf course would have to be shut down for a 6-8 month period of time to complete the work. This project would be undertaken in conjunction with the rebuilding of greens to minimize course downtime.

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

Current Year Objectives: n/a

#### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼	401						-	Funding Source TBD
▼							-	
▼							-	
		-	-	-	-	-	-	

PROJECT EXPENSES							
Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
▼						-	Project Cost TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	-	-	-	-	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	Revenue decrease while course closed for repairs
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact because reclaimed water
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

n/a
-----

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		-
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-



**Pines Course Irrigation**

### Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Golf

CIP #: 5039       New Project       Project Update

CIP Title: Bulkhead Replacement      Neighborhood: Kenwood

Investment Objective: Maintain Service      Operational Impact: Budget Neutral

Objective: Replace Deteriorating Bulkhead

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

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

Current Year Objectives: n/a

#### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues	401			82,500			82,500	
							-	
							-	
		-	-	82,500	-	-	82,500	

PROJECT EXPENSES							
Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Other			82,500			82,500	
						-	
						-	
						-	
						-	
	-	-	82,500	-	-	82,500	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact
Capital Outlay						-	
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

All prior year objectives are complete.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		-
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08	#11 Oaks bridge & Bulk Head and Tee #6 on west side of canals	47,543
		47,543



**Bulkhead**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Stormwater

CIP #: 5019       New Project       Project Update

CIP Title: Stormwater Improvements      Neighborhood: Various

Investment Objective: Maintain Service      Operational Impact: Budget Neutral

Objective: Replace and Improve Stormwater Infrastructure

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

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

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Revenues	405		100,000	100,000	400,000		600,000	
Revenues	405					475,000	475,000	In-Kind Services for FDEP Grant
							-	
		-	100,000	100,000	400,000	475,000	1,075,000	

#### PROJECT EXPENSES

Activity	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Construction		100,000	100,000			200,000	Corrugated Metal Pipe
Construction				400,000		400,000	Powell Drive
Construction					475,000	475,000	North Holding Pond Upgrades
						-	
						-	
	-	100,000	100,000	400,000	475,000	1,075,000	

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

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
<b>Total</b>	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact, but quality of life
Capital Outlay						-	improvement for residents
<b>Total</b>	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

no projects scheduled for FY13; Master Plan pending completion in January 2013

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2011-12		
FY 2010-11	Fountainhead Condos	118,851
FY 2009-10	Linstew Drive	87,356
FY 2008-09		-
FY 2007-08		-
		206,207



**Deteriorating Storm Drain**



# Statistical Information

## HISTORY & PROFILE

The City of Fort Walton Beach, Florida prides itself on being a small, family-oriented seaside community boasting a downtown area that was home to a significant prehistoric Native American community on the Gulf Coast of Northwest Florida. Situated at the junction of two major highways - US 98 (Miracle Strip Parkway) and SR 85 (Eglin Parkway) - Fort Walton Beach enjoys the benefits of its crossroads location along the coastal portion of the Northwest Florida regional transportation network. The City offers a full-service government providing police and fire protection; cultural and recreational activities including parks, a library, a museum, and two championship golf courses; planning and zoning; public works such as street, sidewalk, right-of-way, and cemetery maintenance; utilities service including water, sewer, and storm water; and garbage and recycling collection to a coastal community of 19,534 full-time residents.

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



First Schoolhouse

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



Landing Park

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



Protecting the Environment:  
Building an Oyster Reef

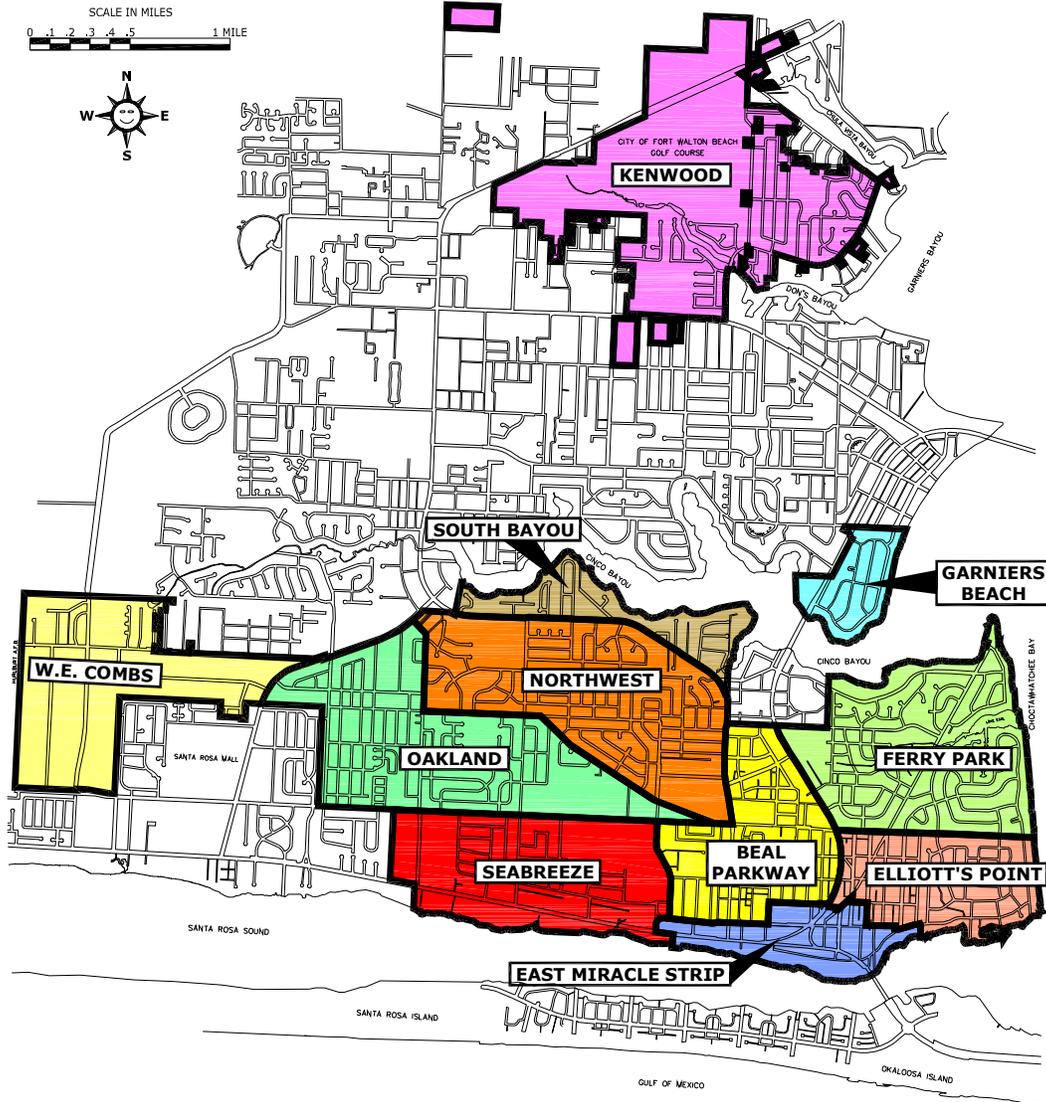


Downtown Redevelopment:  
Indianola Condominiums



Upgrading Infrastructure:  
Water Tank Replacement

CITY NEIGHBORHOODS



**BEAL PARKWAY**

**CHARACTERISTICS:** Mostly Residential, CRA District

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

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

### **EAST MIRACLE STRIP**

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

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

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

### **ELLIOTT'S POINT**

**CHARACTERISTICS:** Residential, Waterfront

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

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

### **FERRY PARK**

**CHARACTERISTICS:** Residential, Waterfront

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

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

### **GARNIER'S BEACH**

**CHARACTERISTICS:** Residential, Waterfront

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

## Statistical Information

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

### **KENWOOD**

**CHARACTERISTICS:** Primarily Residential

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

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

### **NORTHWEST**

**CHARACTERISTICS:** Primarily Residential

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

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

### **OAKLAND**

**CHARACTERISTICS:** Residential

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

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

### SEABREEZE

CHARACTERISTICS: Mixed Zoning, Waterfront

BOUNDARIES: The Seabreeze Neighborhood extends from Hollywood Boulevard on the north, Bass Avenue and Robinwood Drive to the east, Santa Rosa Sound on the south, and the City of Mary Esther on the west.

ATTRIBUTES AND QUALITIES: The Seabreeze Neighborhood is one of the most diverse neighborhoods relative to land use, including single family residential in the Santa Rosa Park, Seabreeze and Santasia Park Subdivisions, multiple family residential in the Fountainhead and Jackson Trail Apartment Complexes, professional offices in complexes like Paradise Village, highway commercial uses like the restaurants, hotel/motels and new car dealerships, light industrial uses like the United Parcel Service and Keego Brick; and utilities like Gulf Power Company. There is an abundance of public and quasi-public land uses such as schools (Edwins Elementary and Fort Walton Beach High) and churches (St. Mary's Catholic, First Church of Christian Science, Holy Trinity Lutheran Church, Nazarene Church, and the Seventh Day Adventists). St. Mary's also has a parochial school for First through Eighth grades. Public parks include Liza Jackson Park and the Memorial Park/Senior Citizens Center.

### SOUTH BAYOU

CHARACTERISTICS: Residential, Waterfront

BOUNDARIES: The South Bayou Neighborhood's southern boundary is the major arterial road Beal Parkway NW. The eastern boundary is where the City limits abut those of the Town of Cinco Bayou. To the west lies unincorporated Okaloosa County near where Mary Esther Cutoff (SR 393) intersects Beal Parkway.

ATTRIBUTES AND QUALITIES: The South Bayou Neighborhood is one of the most prestigious in the City. Many fine homes are located along the waterfront on large lots at the end of the numerous cul-de-sacs. Most of the streets begin at Beal Parkway and wind toward the waterfront. This area also has a nice tree canopy along many of the streets. There are several passive parks located throughout the neighborhood, Briarwood Park, Mimosa Park and Ewing Park. The neighborhood is almost entirely composed of single family detached residential subdivisions. The lone exception is a small commercial area located at Howell Drive/Beal Parkway comprising an office for a cellular phone company and a medical office.

### W.E. COMBS

CHARACTERISTICS: Primarily Commercial

BOUNDARIES: The Combs-New Heights Neighborhood is comprised largely of the City's Commerce and Technology Park. It is bounded on the north by unincorporated Okaloosa County, on the east by the Sylvania Heights area of Okaloosa County and Mary Esther Cut-Off, on the south by the City of Mary Esther and to the west by Hurlburt Field, which is part of the Eglin Air Force Base Complex.

ATTRIBUTES AND QUALITIES: The Combs-New Heights Neighborhood includes Combs-New Heights elementary school, which gives the neighborhood its name, and dates to the 1950's and 1960's when most of the residential areas were platted. These subdivisions were annexed to the City by special election for large areas and by individual voluntary requests during the early 1960's. The residential area is a quiet area which lies between Gap Creek and Lovejoy Road and until the early 1990's had no sanitary sewer or paved roads. The residential area's proximity to the industrial and heavy business area to the south and west as well as the very rundown unincorporated area, Sylvania Heights, located to the east, provides a myriad of incompatible land uses. Hurlburt Arms, a multifamily subdivision/apartment complex, is an enclave that lies between Mary Esther on the south, east and west, and the City's Industrial Park on its north, near Anchors Street. A large portion of this neighborhood is industrial, warehousing and wholesaling enterprises, which were developed on land owned and strictly controlled by the City from the 1960's until 1994. Most of the industrially zoned lands are developed although there are still several tracts that have never been sold.

**LOCATION**



**WEATHER**

Summer Temp. 80°F



Winter Temp. 51°F



Annual Rainfall 64"



**LOCAL AREA ECONOMY**

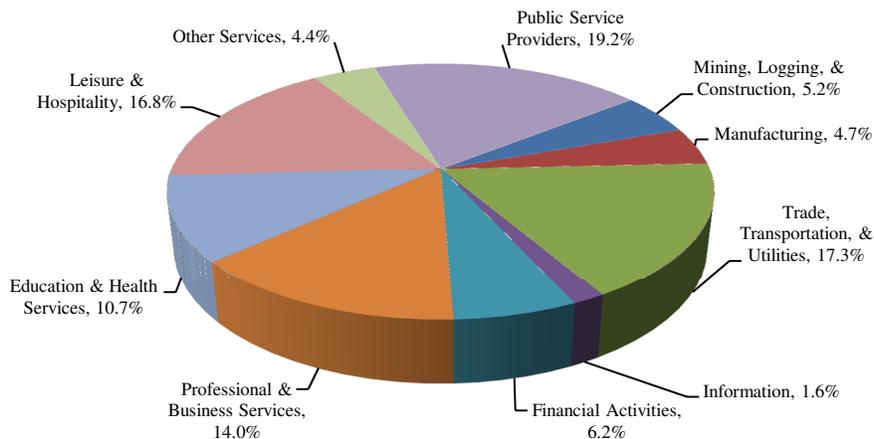
**Top 10 Employers**

<u>Employer</u>	<u>Product/Service</u>	<u>Employees</u>
USAF – Eglin AFB*	Air Force Development Test Center	17,095
USAF – Hurlburt AFB**	Air Force Special Operations Command	11,171
Okaloosa County School District	Education Services	3,388
Okaloosa County Government	Government Services	1,363
Lockheed Martin Corporation	Military Technical Support	932
DRS Training & Control Systems	Defense Electronics	837
Fort Walton Beach Medical Center	Medical Services	812
InDyne Inc.	Military Technical Support	783
Jacobs Technology – TEAS Group	Military Technical Support	700
Northwest Florida State College	Education Services	680

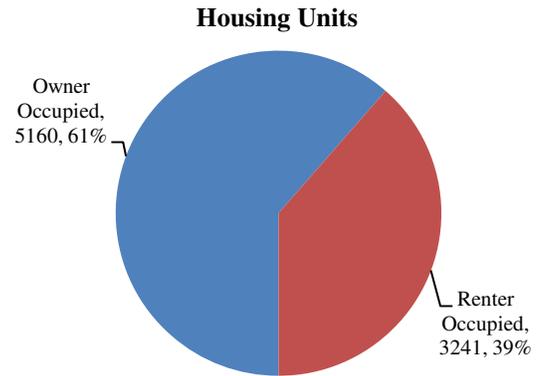
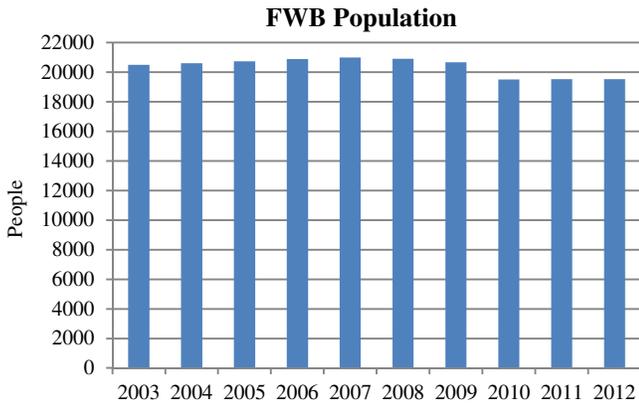
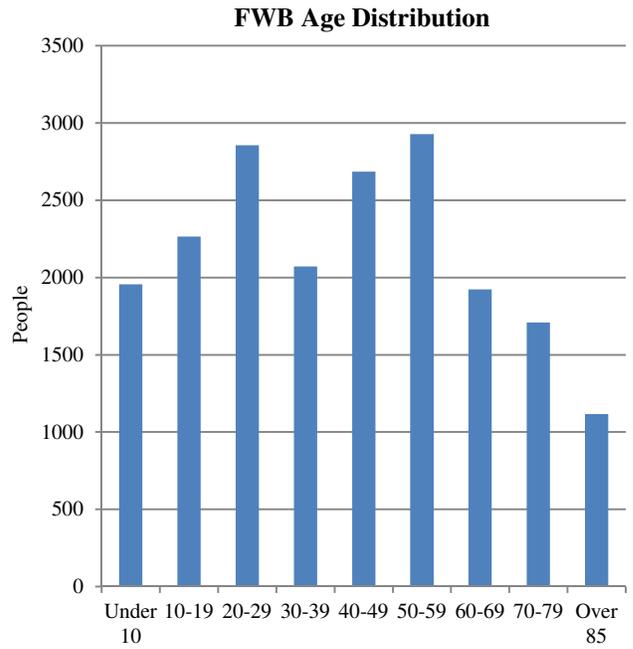
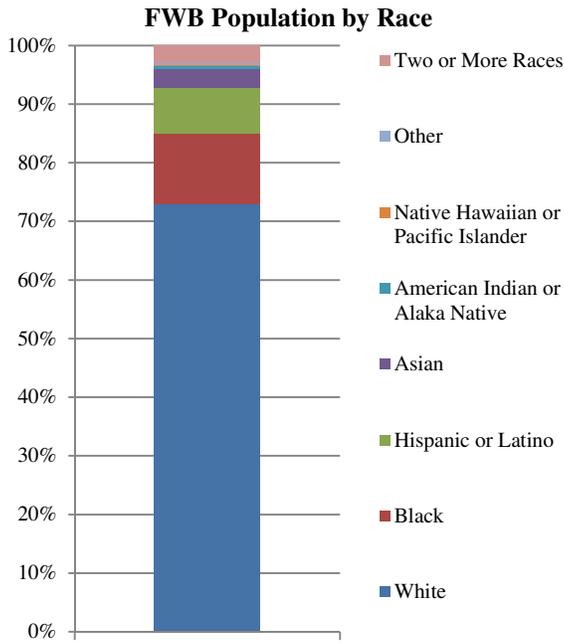
\*Includes military, civilian, and contractor personnel

\*\*Includes military and civilian personnel

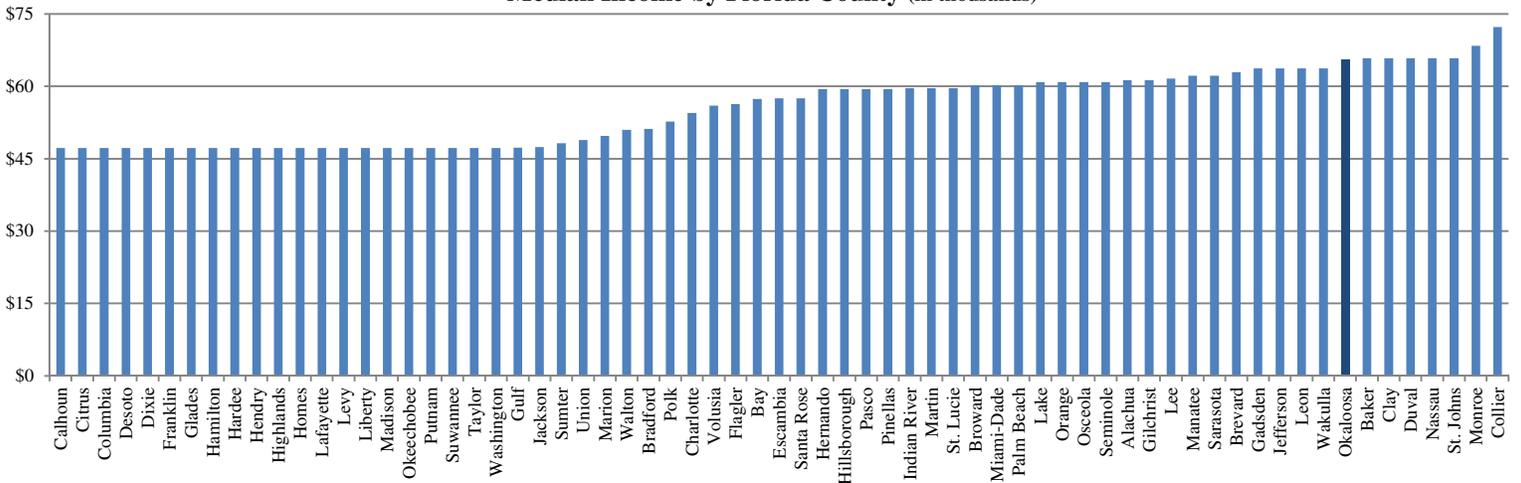
**Non-Agricultural Employment by Industry**



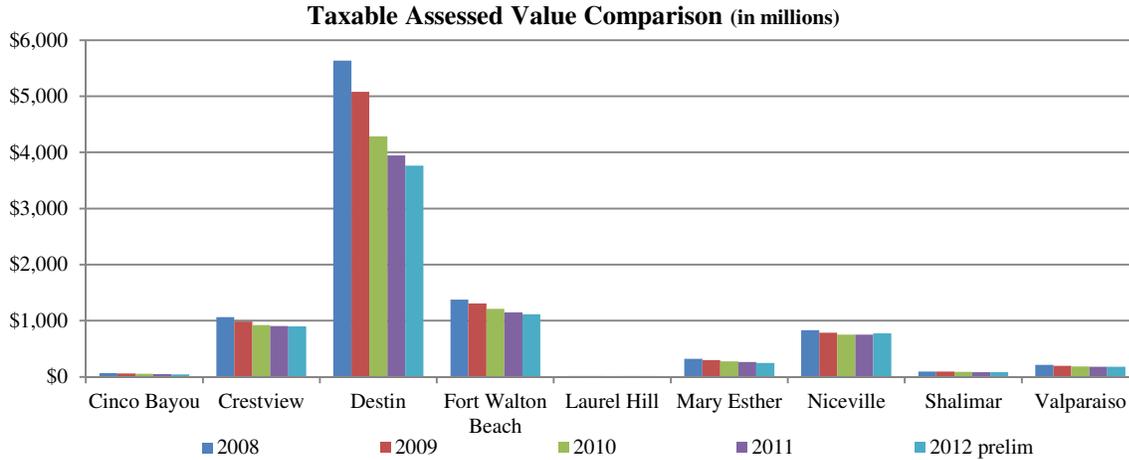
DEMOGRAPHICS



### Median Income by Florida County (in thousands)



PROPERTY TAXES 



**Property Tax Burden Comparison for Okaloosa County’s Municipalities**

Municipality	Total Millage	Taxable Value	Population	Ad Valorem per Capita
Laurel Hill	3.5000	\$15.0M	527	\$100
Valparaiso	3.9330	\$179.8M	5,061	\$140
Mary Esther	2.6435	\$250.1M	3,844	\$172
Niceville	3.6500	\$777.8M	12,834	\$221
Crestview	5.5966	\$902.2M	21,474	\$235
<b>Fort Walton Beach</b>	<b>4.5383</b>	<b>\$1,114.3M</b>	<b>19,534</b>	<b>\$259</b>
Shalimar	4.0000	\$85.9M	720	\$477
Cinco Bayou	4.3500	\$45.7M	384	\$517
Destin	2.4550	\$3,763.8M	12,319	\$750
Okaloosa County	6.4649	\$13,554.5M	180,280	\$486

*Fort Walton Beach is the only full-service city, providing police, fire, water & sewer, garbage, and stormwater services along with recreational programs, senior center, library, museums, and two 18-hole golf courses.*

**Top 10 Fort Walton Beach Taxpayers - 2011**

Taxpayer	Total Taxable Value	Percentage
Uptown Station Investors LLC	10,471,773	0.91%
Presidio Developers LLC	8,008,000	0.70%
BLC Westwood LLC	6,854,902	0.59%
DRS Training & Control Systems	5,831,767	0.51%
DDRM Shoppes at Paradise	5,245,344	0.46%
EHC II-Captain’s Quarters LLC	4,515,973	0.39%
FNBT.COM Bank	4,400,508	0.38%
Choctaw Plaza LTD	4,338,158	0.38%
Mariner Plaza Realty Assoc.	4,193,878	0.36%
DEAS J Jr ET AL	4,181,537	0.36%
	<u>\$58,041,840</u>	5.04%
Other Taxpayers	\$1,094,064,214	94.96%
Total Taxable Assessed Value	\$1,152,106,054	100.00%

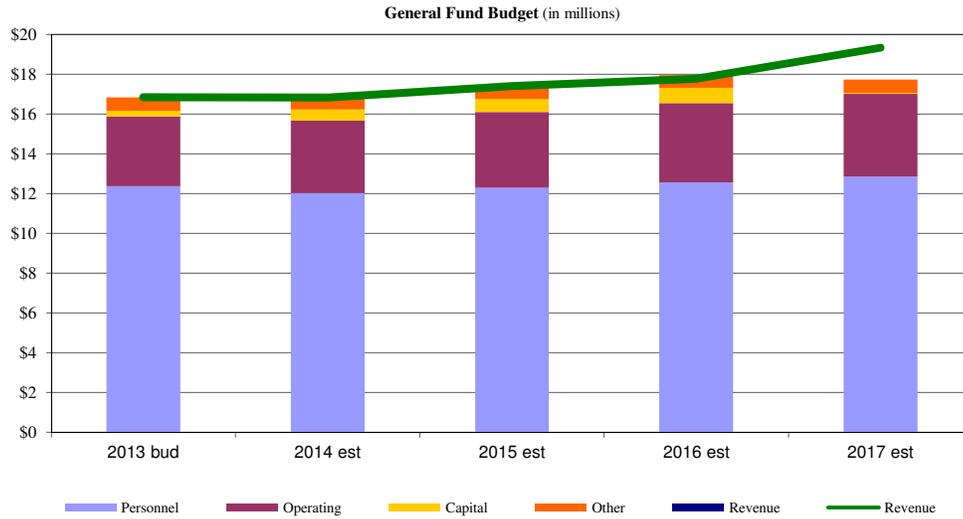
SELECT FEE SCHEDULES

Water & Wastewater Rates Effective October 1, 2012						
Monthly Water Rates <sup>(1,2)</sup>	Residential		Commercial		Res 2010-9	03/23/10
	Inside	Outside <sup>(3)</sup>	Inside	Outside <sup>(3)</sup>		
Lifeline Rate <sup>(4)</sup>	\$8.30	\$10.37	\$8.30	\$10.37	Res 2010-9	03/23/10
Monthly Base Charge, Meter Size:					Res 2010-9	03/23/10
3/4"	\$8.30	\$10.37	\$8.30	\$10.37	Res 2010-9	03/23/10
1.0"	\$8.30	\$10.37	\$8.30	\$10.37	Res 2010-9	03/23/10
1.5"	\$11.29	\$14.11	\$11.29	\$14.11	Res 2010-9	03/23/10
2.0"	\$19.17	\$23.96	\$19.17	\$23.96	Res 2010-9	03/23/10
3.0"	\$29.22	\$36.52	\$29.22	\$36.52	Res 2010-9	03/23/10
4.0"	\$36.52	\$45.65	\$36.52	\$45.65	Res 2010-9	03/23/10
6.0"	\$58.10	\$72.62	\$58.10	\$72.62	Res 2010-9	03/23/10
8.0" & 10.0"	\$87.07	\$108.83	\$87.07	\$108.83	Res 2010-9	03/23/10
Multi-Residential / Multi-Commercial, Additional per Unit	\$6.14	\$7.67	\$8.30	\$10.37	Res 2011-14	06/14/11
Gallage Rate-per 1,000 gallons per unit			Inside	Outside <sup>(3)</sup>	Res 2010-9	03/23/10
Block 1 (0-2,000)	Included in Monthly Base Charge				Res 2010-9	03/23/10
Block 2 (2,001 - 4,000)			\$2.48	\$3.10	Res 2010-9	03/23/10
Block 3 (4,001 - 8,000)			\$3.03	\$3.78	Res 2010-9	03/23/10
Block 4 (8,001 +)			\$4.54	\$5.67	Res 2010-9	03/23/10
Monthly Wastewater Rates <sup>(2)</sup>			Residential	Commercial	Res 2010-9	03/23/10
Lifeline Rate <sup>(4)</sup>			\$18.20		Res 2010-9	03/23/10
Monthly Base Charge			\$18.20	\$21.84	Res 2010-9	03/23/10
Gallage Rate-per 1,000 gallons per unit <sup>(4,5)</sup>					Res 2010-9	03/23/10
Block 1 (0-2,000)	Included in Monthly Base Charge				Res 2010-9	03/23/10
Block 2 (2,001 +)			\$5.72	\$6.86	Res 2010-9	03/23/10

<sup>(1)</sup>Irrigation customers subject to water rates as outlined herein; <sup>(2)</sup>Monthly Base Charge is per Unit. Residential Single Family and Commercial count as 1 unit. Multi-Family and Multi-Commercial are billed according to meter size and unit count; <sup>(3)</sup>Outside City surcharge of 25% for water; <sup>(4)</sup>Single family residence with less than 2,000 gallons per month; <sup>(5)</sup>Residential service capped at 16,000 gallons per unit.

Basic Garbage Rates					Res 2012-3	02/14/12	
	Residential:	Garbage	Tipping*	Fuel			Total
One Container		\$10.60	\$5.45	\$0.00	\$16.05	Res 2012-3	02/14/12
Two Containers		\$21.20	\$10.85	\$0.00	\$32.05	Res 2012-3	02/14/12
Residential Dumpsters, Individual meters		\$10.60	\$5.45	\$0.00	\$16.05	Res 2012-3	02/14/12
Commercial:							
One Container		\$28.60	\$6.15	\$0.00	\$34.75	Res 2012-3	02/14/12
Two Containers		\$57.20	\$12.35	\$0.00	\$69.55	Res 2012-3	02/14/12
Sharing Dumpster (Minimum charge)		\$28.60	\$6.15	\$0.00	\$34.75	Res 2012-3	02/14/12
2 Cubic Yards:							
2 Cubic Yards, 2 x week		\$60.70	\$44.45	\$0.00	\$105.15	Res 2012-3	02/14/12
2 Cubic Yards, 3 x week		\$91.05	\$66.60	\$0.00	\$157.65	Res 2012-3	02/14/12
2 Cubic Yards, 4 x week		\$121.45	\$88.75	\$0.00	\$210.20	Res 2012-3	02/14/12
2 Cubic Yards, 5 x week		\$151.75	\$110.95	\$0.00	\$262.70	Res 2012-3	02/14/12
2 Cubic Yards, 6 x week		\$182.10	\$133.10	\$0.00	\$315.20	Res 2012-3	02/14/12
4 Cubic Yards:							
4 Cubic Yards, 2 x week		\$85.70	\$88.75	\$0.00	\$174.45	Res 2012-3	02/14/12
4 Cubic Yards, 3 x week		\$128.55	\$133.10	\$0.00	\$261.65	Res 2012-3	02/14/12
4 Cubic Yards, 4 x week		\$171.40	\$177.45	\$0.00	\$348.85	Res 2012-3	02/14/12
4 Cubic Yards, 5 x week		\$214.25	\$221.80	\$0.00	\$436.05	Res 2012-3	02/14/12
4 Cubic Yards, 6 x week		\$257.10	\$266.15	\$0.00	\$523.25	Res 2012-3	02/14/12
6 Cubic Yards:							
6 Cubic Yards, 2 x week		\$112.50	\$133.10	\$0.00	\$245.60	Res 2012-3	02/14/12
6 Cubic Yards, 3 x week		\$168.75	\$199.65	\$0.00	\$368.40	Res 2012-3	02/14/12
6 Cubic Yards, 4 x week		\$224.95	\$266.15	\$0.00	\$491.10	Res 2012-3	02/14/12
6 Cubic Yards, 5 x week		\$281.20	\$332.65	\$0.00	\$613.85	Res 2012-3	02/14/12
6 Cubic Yards, 6 x week		\$337.45	\$399.25	\$0.00	\$736.70	Res 2012-3	02/14/12
8 Cubic Yards:							
8 Cubic Yards, 2 x week		\$135.70	\$177.45	\$0.00	\$313.15	Res 2012-3	02/14/12
8 Cubic Yards, 3 x week		\$203.55	\$266.15	\$0.00	\$469.70	Res 2012-3	02/14/12
8 Cubic Yards, 4 x week		\$271.40	\$354.85	\$0.00	\$626.25	Res 2012-3	02/14/12
8 Cubic Yards, 5 x week		\$339.25	\$443.60	\$0.00	\$782.85	Res 2012-3	02/14/12
8 Cubic Yards, 6 x week		\$407.10	\$532.30	\$0.00	\$939.40	Res 2012-3	02/14/12

FIVE-YEAR FINANCIAL FORECASTS



Pro-Forma for Utilities Fund

	Budget		Projected		
	2012-13	2013-14	2014-15	2015-16	2016-17
OPERATING INCOME (LOSS)	1,659,433	1,488,802	1,563,308	1,638,448	1,714,076
NON-OPERATING REVENUES/(EXPENSES)	(425,338)	(455,918)	(445,405)	(434,155)	(422,530)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	1,234,095	1,032,884	1,117,903	1,204,293	1,291,546
CONTRIBUTIONS AND (TRANSFERS)	(1,143,033)	(1,152,649)	(1,203,678)	(1,213,880)	(1,224,388)
CHANGE IN NET ASSETS	91,062	(119,765)	(85,775)	(9,587)	67,159

Pro-Forma for Sanitation Fund

	Budget		Projected		
	2012-13	2013-14	2014-15	2015-16	2016-17
OPERATING INCOME (LOSS)	598,086	393,683	314,047	230,333	142,193
NON-OPERATING REVENUES/(EXPENSES)	14,500	14,500	14,500	14,500	14,500
INCOME (LOSS) BEFORE OPERATING TRANSFERS	612,586	408,183	328,547	244,833	156,693
CONTRIBUTIONS AND (TRANSFERS)	(459,070)	(459,070)	(482,024)	(482,024)	(482,024)
CHANGE IN NET ASSETS	153,516	(50,888)	(153,476)	(237,190)	(325,331)

Pro-Forma for Golf Fund

	Budget		Projected		
	2012-13	2013-14	2014-15	2015-16	2016-17
OPERATING INCOME (LOSS)	(83,394)	(263,202)	(317,968)	(374,782)	(433,760)
NON-OPERATING REVENUES/(EXPENSES)	(73,394)	(69,986)	(66,559)	(63,032)	(59,676)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	(156,788)	(333,188)	(384,527)	(437,814)	(493,436)
CONTRIBUTIONS AND (TRANSFERS)	(52,214)	(52,214)	(54,825)	(54,825)	(54,825)
CHANGE IN NET ASSETS	(209,002)	(385,402)	(439,352)	(492,639)	(548,261)

Pro-Forma for Stormwater Fund

	Budget		Projected		
	2012-13	2013-14	2014-15	2015-16	2016-17
OPERATING INCOME (LOSS)	92,991	37,638	24,533	10,862	(3,418)
NON-OPERATING REVENUES/(EXPENSES)	1,400	1,400	1,400	1,400	1,400
INCOME (LOSS) BEFORE OPERATING TRANSFERS	94,391	39,038	25,933	12,262	(2,018)
CONTRIBUTIONS AND (TRANSFERS)	(81,157)	(81,157)	(85,215)	(85,215)	(85,215)
CHANGE IN NET ASSETS	13,234	(42,119)	(59,281)	(72,953)	(87,233)

## **GLOSSARY OF TERMS**

### **ACCRUAL BASIS OF ACCOUNTING**

A basis of accounting under which the financial effects of transactions, events, and interfund activities are recognized when they occur, regardless of the timing of related cash flows. All proprietary funds use the accrual basis of accounting.

### **AD VALOREM**

A Latin term meaning “according to value” commonly used when referring to property taxes.

### **ADOPTED BUDGET**

An annual budget approved by City Council each September detailing the revenues and expenditures of the City for the upcoming fiscal year.

### **ANNUAL BUDGET**

A budget applicable to a single fiscal year.

### **AMENDED BUDGET**

A revised version of the adopted budget prepared after the close of each fiscal year to reflect actual revenues and expenditures.

### **AMENDMENT ONE**

A Florida constitutional amendment approved by voters in 2008 that provides 1) an additional \$25,000 homestead exemption, 2) a 10% annual cap for assessed value increases to non-homesteaded properties, 3) a \$25,000 exemption for tangible personal property, and 4) portability of accrued “Save Our Homes” benefits.

### **APPROPRIATED BUDGET**

An expenditure authority created by Ordinance, which is signed into law, and the related estimated revenues. The appropriated budget includes all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

### **APPROPRIATION**

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

### **APPROPRIATION FROM FUND BALANCE**

A non-revenue funding source used to bridge the gap between anticipated revenues and expenditures in the adopted budget of governmental, special revenue, and similar funds.

### **APPROPRIATION FROM NET ASSETS**

A non-revenue funding source used to bridge the gap between anticipated revenues and expenditures in the adopted budget of enterprise funds.

### **ASSESSED VALUE**

A dollar value of property (land and/or structures) assigned by a public tax assessor for the purposes of taxation.

### **BALANCED BUDGET**

The total of all available financial resources (either on hand at the beginning of the fiscal year or generated during the fiscal year) equals or exceeds the total of all financial requirements (either planned spending during the year or funds required to be on hand at the end of the fiscal year). The requirement for a balanced budget is established at the fund level and must be met for each individual fund budgeted.

### **BEAL MEMORIAL CEMETERY PERPETUAL CARE FUND**

Accounts for funds accumulated to meet the requirements of maintaining the City owned cemetery.

**BETTERMENT**

An addition to, or change in, a fixed asset other than maintenance, to prolong its life or increase its efficiency. The cost of the addition or change is added to the book value of the asset.

**BOND**

A method of issuing debt for the purpose of raising capital, with a term of more than one year and usually with a fixed interest rate.

**BUDGET**

A plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

**BUDGET AMENDMENT**

An increase or decrease in the total adopted budget amount. This must be accomplished by an Ordinance approved by the City Council.

**BUDGET BASIS**

The budget is prepared on a basis consistent with generally accepted accounting principles (GAAP) and generally follows the basis of accounting with few exceptions. During the year, the City's accounting system is maintained on the same basis as the adopted budget, which enables department budgets to be easily monitored through the accounting system. The major difference between this budget and GAAP for governmental funds is that certain revenues and expenditures (e.g. compensated absences and depreciation) are not recognized for budgetary purposes, but are recorded in the accounting system at year-end. The difference to GAAP for enterprise funds is that debt principal payments and capital outlay are budgeted as expenditures for budgetary purposes while any depreciation and compensated absences are not budgeted. However, all these items are recorded in the accounting system at year-end in accordance with GAAP.

**BUDGET RESIDUALS**

Excess budget funds transferred out of an account by the Finance Department once the budgeted expense has been incurred (e.g. capital purchase, maintenance contract). Reallocation of these funds requires City Manager approval.

**BUDGET TRANSFER**

A reallocation of funds among line items, within the same fund, with the approval of the City Manager or designee.

**CAPITAL EXPENDITURE**

An expenditure resulting in the acquisition of or an addition to the government's general fixed assets.

**CAPITAL IMPROVEMENT PROGRAM (CIP)**

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. The CIP includes equipment, vehicles, and construction projects valued over \$25,000.

**CAPITAL OUTLAY**

Generally, a capital outlay item may be defined as an item valued between \$500 and \$25,000 with a life expectancy of less than 10 years. Capital outlay includes furniture, equipment, and vehicles needed to support the operation of the City's programs, minor construction projects, landscaping projects, and facility repairs. However, for purposes of budgeting, staff has combined small projects into a CIP when collectively they relate to an overall improvement program or project for a facility or system. For example, the repair of bleachers, batting cages, and lighting at the Softball Complex may be part of a CIP for the renovation of the facility, even though individually the specific items do not meet the CIP threshold.

## **CAPITAL PROJECT**

There are two types of capital expenditures: infrastructure projects and operating programs. Capital projects are addressed in the CIP and generally include major fixed assets or infrastructure with long-term value, such as buildings, roads, and parks. Capital project costs include all expenditures related to planning, design, equipment, and construction and may involve some form of debt financing.

## **CAPITAL PROJECTS FUND**

Accounts for the planned capital improvements to municipal facilities and infrastructure construction.

## **CASH BASIS**

A basis of accounting under which revenues are recognized when cash is received and expenses are recognized when cash is paid.

## **CODE ENFORCEMENT BOARD (CEB)**

Enforces the provisions of the City code and ordinances (i.e. building maintenance, grass height, signage). The board has the authority to impose administrative fines and other non-criminal penalties. The seven members of the board must be residents of the City of Fort Walton Beach and are appointed to three-year terms. The members are limited to two successive terms. The board meets the second Wednesday of each month at 4 PM in the Council Chambers at City Hall.

## **COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND**

Accounts for funding from the Federal government to provide services to the citizens with a financial need. These services include providing funding to area non-profit social service organizations, rehabilitating single-family homes, and clearing dilapidated structures.

## **COMMUNITY DEVELOPMENT SERVICES (CDS)**

A City department providing overall direction and supervision of building inspections, code enforcement, planning, zoning, CDBG, and CRA.

## **COMMUNITY REDEVELOPMENT AGENCY (CRA)**

A public organization that works to improve a specific area (called a Community Redevelopment District) in a community through redevelopment and economic investment. The targeted area must meet the state definition of "slum and blight," which includes 14 conditions such as deteriorating buildings, lack of parking and sidewalks, inadequate roadways, faulty lot layout, flooding problems, and outdated building patterns.

## **COMMUNITY REDEVELOPMENT AGENCY (CRA) BOARD**

Oversees redevelopment projects and recommends infrastructure improvements within the CRA district. The board endeavors to implement specific projects to encourage redevelopment within the CRA district. The board has seven members who are appointed to four-year terms. Members must either reside in the City or be engaged in business in the CRA district and are limited to two successive terms. The commission meets the first Wednesday of each month at 5:30 PM in the Council Chambers at City Hall.

## **COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND**

A "discretely presented component unit" that accounts for the revenues and expenditures associated with the CRA.

## **COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)**

An audited financial report prepared annually per Florida State Statute 218.32.

## **COMPREHENSIVE LAND DEVELOPMENT PLAN**

A comprehensive plan which "guides public capital investments, other public fiscal policies, operating policies of the Fort Walton Beach government, and the future use of land in the City" per the Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes). The City's comprehensive

plan may be amended up to twice a year and must be evaluated and updated every five years. The plan must address the following elements: Future Land Use; Traffic Circulation; Sanitary Sewer, Solid Waste, Drainage, Potable Water, and Natural Groundwater; Parks, Recreation, and Open Space; Aquifer Recharge; Capital Improvements; Coastal Management; Conservation; Intergovernmental Coordination; and Housing Element.

**CONNECTION FEE**

A fee charged to join or to extend an existing utility system.

**CONTINGENCIES**

Funds that do not have an identified purpose and are budgeted for unanticipated or emergency purchases or repairs. The State of Florida allows up to a maximum of 10% of anticipated revenues to be allocated toward contingencies.

**DEBT CAPACITY**

The amount of debt that can be repaid in a timely manner without forfeiting financial viability. Includes the determination of the appropriate limit to the amount of long-term debt that can remain outstanding at any point of time, as well as the total amount of debt that can be incurred.

**DEBT RATIO**

A financial ratio that indicates the percentage of assets that are financed via debt; the ratio of total debt (current and long-term) and total assets (current, fixed, and other).

**DEBT SERVICE FUND**

Accounts for the principle and interest payments of General Fund debt.

**DEPARTMENT**

A distinct operating unit within the City, normally contained within one fund, that may or may not be subdivided into divisions.

**DEPRECIATION**

A portion of the cost of a fixed asset, other than waste, charged as an expense during a particular period.

**DISCRETELY PRESENTED COMPONENT UNIT**

In accordance with GASB 14, the City (primary government) is financially accountable if it appoints a voting majority of the component's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit to or impose specific financial burden on the City. In addition, component units can be other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

**DIVISION**

A specialized component of a department.

**ENTERPRISE FUND**

Accounts for business-type activities of a government that are financed in whole or part by user fees, such as utilities, mass transit, and airports.

**EQUITY IN POOLED CASH**

Each fund's proportionate share of the City's investment and checking accounts is called equity in pooled cash. The City commingles each fund's resources for practical and investment purposes, which is permissible by generally accepted accounting principles.

**EXPENDITURE**

A decrease in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, inter-governmental grants, entitlements, or shared revenues.

**EXPENSE**

A use of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or central operations.

**FIDUCIARY FUND**

Type of fund used to account for assets not available to support the government's programs that are held in a trustee or agent capacity. Includes private-purpose trust, pension and other employee benefit trust, investment trust, and agency fund types.

**FISCAL YEAR**

The City's budget year, which runs from October 1 to September 30.

**FORFEITURE**

An automatic loss of cash or other property as a penalty for not complying with legal provisions and as compensation for the resulting damages or losses. This term should not be confused with confiscation. The latter term designates the actual taking over of the forfeited property by the government. Even after property has been forfeited, it is not considered confiscated until the government claims it.

**FRANCHISE FEE**

A fee levied in proportion to gross receipts on business activities of all or designated types of businesses.

**FULL-TIME EQUIVALENT (FTE)**

One position funded for a full year. Either one full-time position funded at 40 hours/week for 52 weeks/year or multiple part-time positions whose funding equates to 40 hours/week for 52 weeks/year.

**FUND**

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**FUND BALANCE**

The difference between current financial assets and liabilities accounted for in a governmental fund; the net available financial resources externally or internally constrained as to use. Might be better described as a measure of liquidity rather than net worth. It attempts to measure how much would be left over at the end of the current fiscal year for the subsequent fiscal year's budget were the government to budget in accordance with generally accepted accounting principles (GAAP).

**GASB 34**

A new accounting standard issued by the Governmental Accounting Standards Board applicable to all state and local governments. Compliance with GASB 34 is necessary in the preparation of financial statements in accordance with Generally Accepted Accounting Principles.

**GENERAL FUND**

Accounts for primarily unrestricted resources and those resources not requiring reporting elsewhere. This fund exists from inception of the government throughout the government's existence.

**GENERAL OBLIGATION BOND**

A bond for which payment is pledged based on the full faith and credit of the issuing government.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)**

A uniform accounting and financial reporting system used by the City to accurately track all government expenditures, revenues, assets, and liabilities.

**GOLF ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's golf course operations.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)**

A professional association of state and local finance officers that has served the public finance profession since 1906.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)**

An organization that establishes and improves the standards of state and local governmental accounting and financial reporting to produce meaningful information for users of financial reports.

**GOVERNMENTAL FUND**

Type of fund through which most governmental functions typically are financed and accounts for taxes, grants, and similar resources. Includes general, special revenue, capital projects, debt service, and permanent fund types. May be referred to as "source and use" funds.

**IMPACT FEE**

Imposed on new construction in order to support specific new demands on a given service (i.e. streets, water lines, sewer lines, parks, police, fire).

**IMPROVEMENT OTHER THAN BUILDING**

An attachment or annexation to land that is intended to remain attached or annexed, such as sidewalks, trees, drives, tunnels, drains, and sewers. Sidewalks, curbing, sewers and highways are sometimes referred to as betterments, but the term "improvements" is preferred.

**INVESTMENT**

Most commonly, securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in government operations.

**LAW ENFORCEMENT TRUST and TRAINING FUNDS (LETFs)**

The Law Enforcement Trust Fund accounts for funds received from the sale of confiscated property that are used for drug enforcement. The Law Enforcement Training Fund accounts for funds received from court fines that are used for additional Police Department training.

**LEGAL DEBT LIMIT**

The State of Florida does not place a legal limit of debt on the municipalities. For general obligation debts greater than one year, the City must conduct a voter referendum process. Special revenue debt is pledged by a specific revenue source and limited by available revenue; therefore it is not subject to voter referendum.

**LEGISLATIVE COMMITTEE ON INTERGOVERNMENTAL RELATIONS**

Branch of the Department of Revenue that computes and published estimates for the following state-shared revenue sources: communication services tax, half-cent sales tax, local option fuel tax, and municipal revenue sharing.

**MACHINERY AND EQUIPMENT**

Property that does not lose its identity when removed from its location and is not changed materially or consumed immediately (i.e. within one year) by use.

**METROPOLITAN STATISTICAL AREA (MSA)**

A core area containing a substantial population nucleus, together with adjacent communities having a high degree of social and economic integration with that core. The

Fort Walton Beach MSA includes all of Okaloosa County.

**MILLAGE RATE**

A tax rate on property expressed in mills per dollar value of property. One mill equals \$1 per \$1,000 of assessed taxable property value.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING**

A basis of accounting under which revenues are recognized in the accounting period in which they become both available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due. All governmental funds use the modified accrual basis of accounting.

**MUNICIPAL PLANNING BOARD (MPB)**

Acts in an advisory capacity to the City Council on rezoning and development regulations, and monitors the implementation of the City's Comprehensive Plan. The seven members serve four-year terms, must be City of Fort Walton Beach residents, and are limited to two successive terms. The board meets the first Thursday of each month at 5 PM in the Council Chambers at City Hall.

**MUNICIPALITY**

A political unit, such as a city, town, or village, incorporated for local self-government.

**NET ASSETS**

The difference between assets and liabilities accounted for in an enterprise fund. Might be described as a measure of net worth. It attempts to measure how much left over at the end of the current fiscal year for the subsequent fiscal year's budget were the government to budget in accordance with generally accepted accounting principles (GAAP).

**NON-OPERATING EXPENSE**

A fund expense not directly related to the fund's primary activities.

**NON-OPERATING REVENUE**

A fund revenue incidental to or a by-product of the fund's primary activities.

**NON-RECURRING EXPENSE**

A one-time expense, such as the purchase of a computer or a piece of equipment.

**OPERATING BUDGET**

A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled.

**OPERATING TRANSFER**

An inter-fund transfer other than a residual equity transfer (i.e. a legally authorized transfer from a fund receiving revenue to the fund through which the resources are to be expended).

**ORDINANCE**

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances.

**PAY AS YOU GO**

A type of financing whereby current revenues, taxes, and/or grants rather than long term debt are used to pay for capital improvements.

**PAY AS YOU USE**

A type of financing whereby long term debt rather than current revenues is used to pay for capital improvements.

**PERSONAL SERVICES**

The combination of regular wages, overtime, incentive pay, social security, Medicare, and benefits including deferred compensation, retirement, insurance (dental, health, & life), and worker's compensation.

**PLAN FOR NEIGHBORHOOD ACTION (PNA)**

The action plan developed by each neighborhood in response to the issues and concerns brought forward by that particular neighborhood in the Great Neighborhoods Partnership Program. The PNA's are then placed in the future land use element of the City's Comprehensive Plan Directions.

**PRO FORMA**

A financial statement for an enterprise fund that illustrates projected cash flows and changes in net assets. Pro forma statements may be used to demonstrate the expected effect of proposed changes to revenues or expenses on the fund's financial viability. Lenders require such statements to structure or confirm compliance with debt covenants such as debt service reserve coverage and debt to equity ratios.

**PROPRIETARY FUND**

Type of fund used to account for a government's ongoing organizations and activities which are similar to those often found in the private sector. Fund types include enterprise and internal service funds. May be referred to as "income-determining" funds.

**PUBLIC SAFETY**

The combination of Police and Fire services.

**RECURRING EXPENSE**

An expense incurred year after year, such as a maintenance contract for software or equipment.

**REFUND**

To pay back or allow credit for an amount due to an over collection or the return of an object sold.

**RESOLUTION**

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**REVENUE**

An increase in the net current assets of a fund from sources other than expenditure refunds and residual equity transfers.

**REVENUE BOND**

A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

**ROLL-BACK RATE**

The millage rate that will provide the same ad Valorem tax revenue for the taxing authority as was levied during the prior year, exclusive of new construction, additions to structures, deletions, increases in the value of improvements that have undergone a substantial rehabilitation which increased the assessed value of such improvements by at least 100 percent, and property added due to geographic boundary changes.

**SANITATION ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's solid waste and recycling operations.

**“SAVE OUR HOMES”**

A Florida constitutional amendment approved by voters in 1992 that provides a \$25,000 exemption and limits the amount a homestead property can increase in value on the tax rolls each year. The law limits value increases to three percent or a figure equal to the Consumer Price Index - whichever is less.

**SHARED REVENUE**

Revenue levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

**SPECIAL PROJECT CARRY-OVER**

A project carried forward to the next fiscal year due to incompleteness. The project was originally budgeted in the year appropriated, so appropriation is likewise carried forward.

**SPECIAL REVENUE FUND**

Accounts for resources restricted by law or contract for specific purposes. The fund exists only for the life of the restriction.

**STATUTE**

A written law enacted by a duly organized and constituted legislative body.

**STORMWATER ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's stormwater operations.

**TAX INCREMENT FINANCING (TIF)**

Florida law allows the use of tax increment financing (TIF) to fund specific public improvement projects in the CRA area. The TIF is determined by the growth in the assessed value of taxable property in the CRA area from the base year to the current tax year and multiplied by the current tax rate for the City and County.

**TRUTH IN MILLAGE (TRIM)**

A uniform method for calculating and reporting ad Valorem tax rates in accordance with Chapter 200 of the Florida State Statutes.

**UTILITIES ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's water and sewer operations.

**WORKING CAPITAL**

The difference between current assets and current liabilities reported in a proprietary fund. This measure indicates relative liquidity.

## **ACRONYMS**

**CAFR** – Comprehensive Annual Financial Report

**CEB** – Code Enforcement Board

**CDBG** – Community Development Block Grant

**CDS** – Community Development Services

**CIP** – Capital Improvement Program

**CRA** – Community Redevelopment Agency

**DOR** – Department of Revenue

**FBC** – Florida Building Code

**FRDAP** – Florida Recreation and Development Assistance Program

**FDEP** – Florida Department of Environmental Protection

**FTE** – Full-Time Equivalent

**GAAP** – Generally Accepted Accounting Principles

**GASB** – Governmental Accounting Standards Board

**GFOA** – Government Finance Officer's Association

**LCIR** – Legislative Committee on Intergovernmental Relations

**LDC** – Land Development Code

**LETF** – Law Enforcement Trust/Training Fund

**MPB** – Municipal Planning Board

**MSA** – Metropolitan Statistical Area

**NPDES** – National Pollutant Discharge Elimination System

**PNA** – Plan for Neighborhood Action

**SRF** – State Revolving Fund

**TIF** – Tax Increment Financing

**TRIM** – Truth In Millage

RESOLUTION 2012-13

A RESOLUTION OF THE CITY OF FORT WALTON BEACH, FLORIDA, ADOPTING THE MILLAGE RATE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012 AND ENDING SEPTEMBER 30, 2013; AND PROVIDING AN EFFECTIVE DATE.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FORT WALTON BEACH, FLORIDA, THAT:

1. **Purpose**

The City of Fort Walton Beach held a public budget meeting on August 13, 2012 to discuss the FY 2012-13 budget. The City held public budget hearings on September 5, 2012 and September 19, 2012 as required by Section 200.065 of the Florida Statutes. The Okaloosa County Property Appraiser has certified that the gross taxable value for operating purposes not exempt from taxation within the City of Fort Walton Beach is \$1,114,258,123.

2. **Millage Rate**

The City hereby sets the FY 2012-13 operating millage rate at 4.5383 mills, which is 3.57% less than the rolled-back rate of 4.7063 mills. There is no voted debt service millage.

3. **Effective Date**

This resolution shall take effect immediately upon approval by the City Council.

September 19, 2012  
Adopted

Mike Anderson  
Mike Anderson, Mayor

Attest:  
sufficiency:

Approved for form and legal

Helen A. Spencer  
Helen Spencer, City Clerk

Hayward Dykes, Jr.  
Hayward Dykes, Jr., City Attorney

**Resolution 2012-24**

**A RESOLUTION OF THE CITY OF FORT WALTON BEACH, FLORIDA, ADOPTING THE BUDGET FOR CERTAIN EXPENDITURES, EXPENSES, CAPITAL IMPROVEMENTS AND CERTAIN INDEBTEDNESS FOR THE CITY OF FORT WALTON BEACH, FLORIDA, FOR THE YEAR BEGINNING OCTOBER 1, 2012 AND ENDING SEPTEMBER 30, 2013; AND PROVIDING AN EFFECTIVE DATE.**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FORT WALTON BEACH, FLORIDA, THAT:

1. Purpose

Prior to the beginning of a new fiscal year, the City is required to pass and adopt a budget for the operation of the City government. The City held a public budget meeting on August 13, 2012 to discuss the FY 2012-13 budget. The City held public budget hearings on September 5, 2012 and September 19, 2012 as required by Florida Statutes section 200.065.

2. Tax Rate

The City Council set the tax rate at 4.5383 mills for property assessed as of January 1, 2012.

3. Adoption of Budget

The document entitled "City of Fort Walton Beach FY 2012-13 Adopted Budget", dated October 1, 2012, comprises the total amount of \$33,497,609 for all funds reported. The budget is being presented as a balanced budget whereby there are sufficient revenues to offset all estimated expenditures or expenses. All budget appropriations are based upon the total expenditure and/or expenses even though the budget has been prepared based on line items and summarized to a categorical level.

4. Budget Amendments

a. The City Council may make any amendments to the adopted budget, by resolution, as it may deem necessary and proper.

b. Budget amendments requesting additional expenditures or expenses must also identify the corresponding funding source.

5. Budget Transfers

Budget transfers shall be accomplished pursuant to Administrative Policy FIN-13 as provided by Resolution 2011-19 adopted by the City Council on August 16, 2011.

6. Debt Service

Debt service for the General Fund will be paid from operating revenues and/or transfers from the Debt Service Fund. Debt service for the Utilities, Golf, and Stormwater Enterprise Funds will be paid from operating revenues from these Enterprise Funds.

7. Carryovers

a. Projects that were not completed during the prior fiscal year are carried forward and are funded with the corresponding carryover appropriations of the prior year. These are commitments anticipated to be incomplete as of September 30, 2012 and will be continued and made a part of the FY 2012-13 budget. The document entitled "City of Fort Walton Beach FY 2012-13 Grant & CIP Project Carryovers", dated September 19, 2012, comprises the total amount of \$4,826,970 for all funds reported.

b. Encumbrances (open purchase orders) that were not completed during the prior fiscal year are carried forward and are funded with the corresponding carryover appropriations of the prior year. These are commitments anticipated to be incomplete as of September 30, 2012 and will be continued and made a part of the FY 2012-13 budget. The document entitled "City of Fort Walton Beach FY 2012-13 Encumbrance Carryovers", dated September 19, 2012, comprises the total amount of \$873,695 for all funds reported.

8. Effective Date

This resolution shall become effective on and after October 1, 2012.

September 19, 2012  
Adopted

Mike Anderson  
Mike Anderson, Mayor

Attest:

Helen A. Spencer  
Helen Spencer, City Clerk

Approved for form and legal sufficiency:

Hayward Dykes, Jr.  
Hayward Dykes, Jr., City Attorney

**CITY OF FORT WALTON BEACH**

FY 2012-13 Grant & CIP Project Carryovers

Council Meeting 09/19/12

Divison	Project	Amount	Account	Completion
Fire	Assistance to Firefighters Grant	11,133	001-1568-522-6407	Jan 2013
Streets	Wright Parkway Sidewalk	163,691	001-1585-541-6353	Sep 2013
	<b>General Fund</b>	<b>174,824</b>		
CDBG	Fair Housing - purpose TBD	500	107-1900-554-5200	TBD
CDBG	Land Clearance	19,483	107-1910-554-5207	Oct 2012
CDBG	World Changers	7,689	107-1930-554-4650	Jun 2013
CDBG	Chester Pruitt	3,572	107-1940-554-5251	Oct 2012
CDBG	Public Services - purpose TBD	2,143	107-1940-554-6997	TBD
CDBG	Combs Manor Court Sidewalk	20,106	107-1950-554-6353	Dec 2012
CDBG	Infrastructure - purpose TBD	2,140	107-1950-554-6997	TBD
	<b>CDBG Fund</b>	<b>55,633</b>		
Planning	Brooks Landing Waterfront Grant	2,247	109-1586-572-6355	Oct 2012
Planning	Brownfield Cleanup Program Grant	51,245	109-5498-552-6159	Dec 2012
Facilities	Heritage Park Oyster Shell Archway	41,293	109-8118-572-6310	Sep 2013
Streets	Alconese Avenue Sidewalk Installation ST1229	22,237	109-8306-541-6353	Mar 2013
Planning	Soundside Affordable Housing Development Closing Expenses	700,000	109-8607-552-8105	TBD
	<b>CRA Fund</b>	<b>817,022</b>		
Sewer	Defense Infrastructure Grant - Hurlburt Reuse Line	2,609,918	401-5421-535-6365	May 2013
Water	Well #9 Repairs	35,000	401-8500-533-4680	Jan 2013
Water	California Drive Water Line Replacement WO1204	33,080	401-8056-533-6360	Dec 2012
Water	Baker Ave Water Line Replacement WO1205	33,080	401-8056-533-6360	Dec 2012
Water	Coral Drive Water Line Replacement WO1206	33,080	401-8056-533-6360	Dec 2012
Sewer	Lift Station 9 - Liner Rehab	12,500	401-8500-535-6300	Jan 2013
Sewer	Lift Station 15 - Liner Rehab	12,500	401-8500-535-6300	Jan 2013
Sewer	Lift Station 16 - Liner Rehab	7,500	401-8500-535-6300	Jan 2013
Sewer	Lift Station 23 - Liner Rehab	12,500	401-8500-535-6300	Jan 2013
Sewer	Lift Station 26 - Liner Rehab	14,500	401-8500-535-6300	Jan 2013
Sewer	Lift Station 1 - Upgrade Wet Well, Replace Pumps WF0042835	13,375	401-8500-535-4680	Mar 2013
Sewer	Lift Station 8 - Replace Wet Well & Pumps WF0041053	13,375	401-8500-535-4680	Mar 2013
Sewer	Pump Station 1 Parallel Force Main	949,083	401-8031-535-6361	Nov 2013
	<b>Utilities Fund</b>	<b>3,779,491</b>		
<b>Grant &amp; CIP Project Carryovers - All Funds</b>		<b>4,826,970</b>		

**CITY OF FORT WALTON BEACH**

FY 2012-13 Encumbrance Carryovers

Council Meeting 09/19/12

PO	Date	Vendor	Description	PO Balance	Account	Completion
76225	09/14/12	Jones Floor Products	Flooring	\$4,358.40	001-0800-521-4640	Oct 2012
75848	07/30/12	Florida Bullet	Ammunition	\$9,206.70	001-0800-521-5213	Nov 2012
76142	09/04/12	Consolidated Storage Co.	Drawer Unit	\$1,179.89	001-0800-521-6401	Oct 2012
75983	08/16/12	SRT Supply	HK trade	\$1,434.00	001-0800-521-6406	Oct 2012
74658	03/14/12	MV7, Inc.	Hollywood Demo	\$2,531.00	001-1500-519-3400	Nov 2012
76083	08/27/12	Gulf Coast Traffic Engineers	Install thermoplastic roadway markings	\$3,646.25	001-5018-541-6351	Oct 2012
72934	09/08/11	Hatch Mott MacDonald	Hedrick Investigation Study & Permitting	\$14,609.60	001-5117-572-6214	Oct 2012
				<b>General Fund</b>	<b>36,965.84</b>	
69781	08/16/10	Lewis, Longman & Walker	Legal Representation for Soundside	\$16,654.38	109-2000-552-3101	TBD
76084	08/14/12	Gulf Coast Traffic Engineers	Install thermoplastic roadway markings	\$2,154.50	109-5018-541-6351	Oct 2012
70247	10/27/10	Goodwyn, Mills & Cawood	Brooks Street Parking – Consulting Services	\$1,700.00	109-5356-545-3100	Nov 2012
75292	05/29/12	Perdido Paving & Grading	Brooks Street Parking Lot	\$42,512.65	109-5356-545-6357	Nov 2012
76138	09/04/12	TBE Group, Inc. (Cardno TBE)	Phase A - Happy Food Stores	\$15,466.50	109-5498-552-6159	Dec 2012
76139	09/04/12	TBE Group, Inc. (Cardno TBE)	Phase B – Happy Food Stores	98,960.00	109-5498-552-6159	Dec 2012
71041	01/31/11	Goodwyn, Mills & Cawood	Pedestrian Crosswalks	\$7,650.00	109-5602-541-6310	Nov 2012
71042	01/31/11	Goodwyn, Mills & Cawood	Downtown Streetscapes – CRA Imp.	\$4,800.00	109-5602-541-6310	Nov 2012
74699	03/19/12	MV7, Inc.	Soundside Demo	\$75,612.50	109-5607-552-6159	TBD
69316	08/04/10	Soundside Apartments, LLC	Pre Closing Costs for Soundside	\$88,810.00	109-5607-552-8105	TBD
				<b>CRA Fund</b>	<b>354,320.53</b>	
69738	09/03/10	Goodwyn, Mills & Cawood	Standard Document Development	\$8,000.00	401-1300-536-3100	Sep 2013
75299	05/29/12	Control Systems & Instrument	Electric motor control system at Well #09	\$9,902.42	401-1310-533-4680	Oct 2012
75525	06/22/12	Layne-Central Co	Remove and inspect Well Pump at Well #09	\$11,949.00	401-1310-533-4680	Oct 2012
75290	07/03/12	Goodwyn, Mills & Cawood	Water Storage Tank Inspections	\$2,400.00	401-1310-533-4680	Nov 2012
75639	07/05/12	Goodwyn, Mills & Cawood	Lift Station #3 Wet Well	\$28,000.00	401-1350-535-3100	Nov 2012
73610	01/18/12	Data Flow Systems	Narrowband Adjustment	\$1,890.00	401-1350-535-4680	Nov 2012
75290	07/03/12	Goodwyn, Mills & Cawood	Water Storage Tank Inspections	\$800.00	401-1350-535-4680	Nov 2012
69655	08/27/10	Hatch, Mott MacDonald	Pump Station #1	\$2,570.00	401-5031-535-3100	Dec 2012
74452	02/17/12	Hatch, Mott MacDonald	Additional Services for PS1 & Force Main	\$196.00	401-5031-535-6361	Dec 2012
74015	12/29/11	Hatch, Mott MacDonald	PS#1 & Force Main Eval & Eng Report	\$18,129.21	401-5031-535-3100	Dec 2012
75677	07/10/12	Insituform Technologies	Sewer Pipe Lining	\$230,658.50	401-5032-535-6361	Oct 2012
75934	08/10/12	Gulf Coast Environmental	Preparing an environmental baseline survey report	\$3,728.00	401-5032-535-6361	Oct 2012
73289	10/13/11	Fabre Engineering	Hurlburt Reuse Construction Drawings	\$51,860.95	401-5421-535-6365	Dec 2012
				<b>Utilities Fund</b>	<b>370,084.08</b>	
75440	07/12/12	TOTER, LLC	225qty. 96 Gallon Cans	\$12,044.25	403-1360-534-5226	Oct 2012
				<b>Sanitation Fund</b>	<b>12,044.25</b>	
72985	09/23/11	Hatch Mott MacDonald	Stormwater Master Plan	\$100,280.19	405-1380-538-3100	Apr 2013
				<b>Stormwater Fund</b>	<b>100,280.19</b>	
				<b>Purchase Order Encumbrance Carryover - All Funds</b>	<b>873,694.89</b>	

