



City of  
**Lake Worth  
Beach**  
FLORIDA™



# FY 2020 ADOPTED ANNUAL BUDGET

TO BE A CITY WHERE OUR  
*Dreams* BECOME A REALITY

[lakeworthbeachfl.gov](http://lakeworthbeachfl.gov)





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# FY 2020 Annual Operating Budget



Please Click Link Below to Access the City's Vibrant New Website:

[www.lakeworthbeachfl.gov/](http://www.lakeworthbeachfl.gov/)

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# GENERAL INFORMATION





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# New Strategic Plan



**Beginning in the summer of 2018**, the City of Lake Worth Beach embarked on the development of a formal Strategic Plan to work hand-in-hand with the City's Comprehensive plan and annual budget. The resulting *mission, vision, core values, and strategic priorities/pillars* will be our dynamic roadmap to achieve a vibrant and sustainable future.

The Strategic Plan is our framework for making critical policy and budgetary decisions about investing resources **TODAY** in order to maximize performance in the **FUTURE** by:

- Setting priorities
- Focusing energy and resources;
- Strengthening operations;
- Ensuring employees and stakeholders are working toward common goals;
- Establishing benchmarks, intended outcomes, and measurable results; and
- Assessing adjusting the City's direction in response to a changing environment.

# Mission Statement & Vision



City of  
**Lake Worth  
Beach**  
FLORIDA<sup>SM</sup>

*dreams become a reality*

## Mission

The City of Lake Worth Beach is a City of Neighborhoods committed to provide the highest quality of public service through a commitment to integrity, hard work and a friendly attitude. Through collaboration and inclusion of the residents and the business community, we will foster safer neighborhoods, encourage community pride, build a vibrant and diverse economy, plan thoughtfully for the future, and preserve and enhance our natural, historical and cultural environment.

## Vision

Lake Worth is...

- B**old & Beautiful
- E**xciting & Enthusiastic
- A**mbitious & Artsy
- C**ompassionate & Confident
- H**OME



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# Strategic Plan – City Core Values



## Core Values



### Team Work

“Team work makes the dream work”. A group of people coming together to accomplish a common goal/dream. Working together; sharing a commission vision, using clearly defined goals and objectives to achieve a goal.



### Ethics

Doing the right thing at the right time for the right reason. Supporting the code of interpersonal behavior/norms considered right or acceptable in society.



### Accountability and Transparency

Responsibility for results. Accepting and admitting to mistakes and failures = Growth without fear and by developing a culture of openness.



### Commitment to Innovation and Excellence

Embracing new technologies and ideas to improve our community within a diverse workforce.



### Honesty and Integrity

Be authentic; transparent. A refusal to lie, steal, or deceive in any way. Strong moral principles.



# Organization Wide Strategic Priorities/Objectives

The City of Lake Worth Beach's organization wide strategic priorities/objectives are directly tied to the City's mission statement and core values.

The new Strategic Plan seeks to reinforce the City's mission statement & core values while establishing a direct link between the organization wide strategic priorities/objectives. These Strategic Priorities/Objectives address short- and long-term concerns and issues that have been facing the City.



## Strategic Priorities



### Positioning Lake Worth Beach to be a **COMPETITIVE VIABLE LOCATION** of choice

- A. Ensure effective economic development incentives and zones
- B. Adopt and implement clear, concise, consistent, predictable and unified rules, regulations and processes
- C. Optimize business district traffic patterns and parking assessments
- D. Foster the assessment and planning for City owned assets including beach, golf and marina
- E. Provide superior public amenities and services to retain existing and entice new residents and businesses



### Strengthening Lake Worth Beach as a **'COMMUNITY OF NEIGHBORHOODS'**

- A. Diversify housing options
- B. Continue crime reduction and prevention in achieving a safe, livable and friendly community
- C. Sustain infrastructure investments
- D. Preserve the character and protect historic resources
- E. Deliver sustainable indoor-outdoor leisure opportunities (Parks and Open Spaces)
- F. Collaborate with schools to foster rich, diverse and culturally enriching educational opportunities for all



### Celebrating the unique, historical, coastal and cultural **DIVERSITY OF THE CITY**

- A. Expand branding and marketing outreach as the central Palm Beach County location for 'Live, Learn, Work and Play' within a culturally diverse, artistically vibrant, historically authentic, and intrinsically Old Florida Beach Community
- B. Preserve, Restore, Repurpose, and Activate Historic City Owned Assets
- C. Encourage tourism by increasing options for visitors to stay and experience the city
- D. Inspire arts and culture through City events and programs



### Navigating towards a **SUSTAINABLE COMMUNITY**

- A. Achieve economic and financial sustainability through a versatile and stable tax base
- B. Focus on technology innovations to support sustainable development, improve resilience, meet residents' expectations and attract investment, new business and talent
- C. Facilitate environmental sustainability through infrastructure investments, environmental resiliency, capital improvement planning, training, and regional partnership and planning
- D. Influence the supply and expansion of jobs
- E. Ensure facility placement, construction and development that anticipates and embraces the future
- F. Support and improve emergency preparedness to build resiliency and ensure recovery from natural and manmade disasters

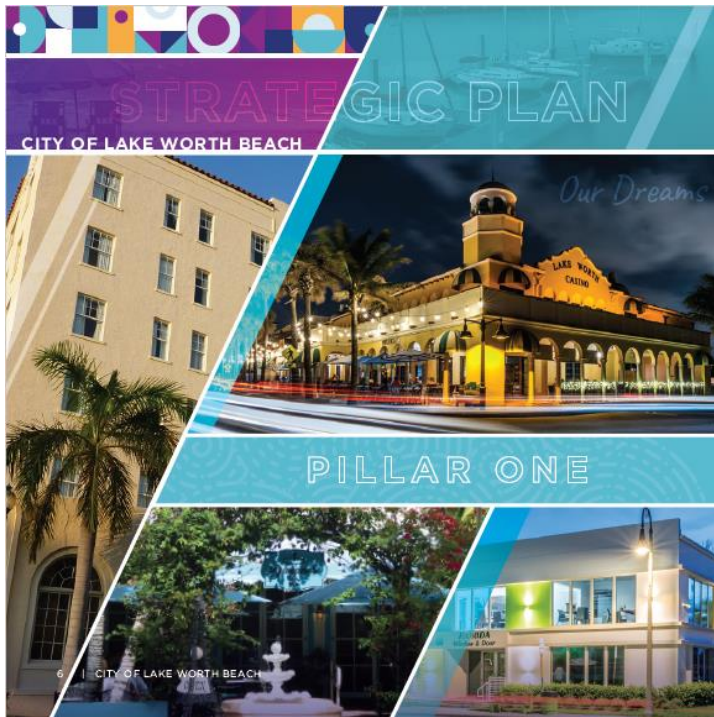


### Affirming **GOVERNMENT FOR ALL**

- A. Ensure effective, efficient, consistent and seamless services that exceed customer expectations
- B. Establish a workplace culture of high performance, continuous improvement, and human-centered innovation that encourages employee growth and collaboration
- C. Strengthen state of the art, standardized, and repeatable processes
- D. Maximize technology to enhance efficiency, productivity, security and convenience
- E. Support and foster an environment of inclusion and social consciousness



# Strategic Plan – Pillars (1-5) & Strategic Priorities/Objectives

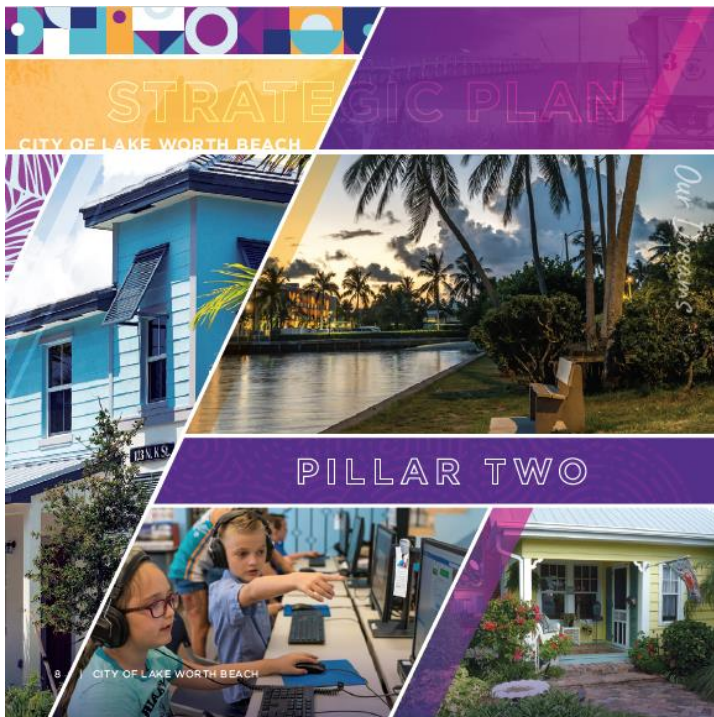


MISSION • VISION • CORE VALUES • STRATEGIC PRIORITIES/PILLARS

## POSITIONING LAKE WORTH BEACH TO BE A COMPETITIVE VIABLE LOCATION OF CHOICE

- A. Ensure effective economic development incentives and zones
- B. Adopt and implement clear, concise, consistent, predictable and unified rules, regulations and processes
- C. Optimize business district traffic patterns and parking assessments
- D. Foster the assessment and planning for City owned assets including beach, golf and marina
- E. Provide superior public amenities and services to retain existing and entice new residents and businesses

THE STRATEGIC PLAN 2020 - 2025 | 7



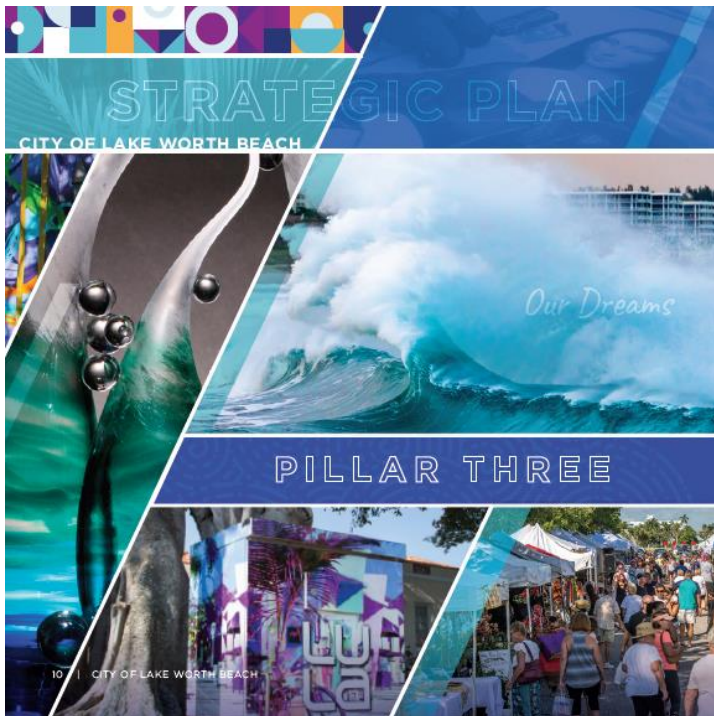
MISSION • VISION • CORE VALUES • STRATEGIC PRIORITIES/PILLARS

## STRENGTHENING LAKE WORTH BEACH AS A 'COMMUNITY OF NEIGHBORHOODS'

- A. Diversify housing options
- B. Continue crime reduction and prevention in achieving a safe, livable and friendly community
- C. Sustain infrastructure investments
- D. Preserve the character and protect historic resources
- E. Deliver sustainable indoor-outdoor leisure opportunities (Parks and Open Spaces)
- F. Collaborate with schools to foster rich, diverse and culturally enriching educational opportunities for all

THE STRATEGIC PLAN 2020 - 2025 | 9

# Strategic Plan – Pillars & Strategic Priorities/Objectives



MISSION • VISION • CORE VALUES • STRATEGIC PRIORITIES/PILLARS

## CELEBRATING THE UNIQUE, HISTORICAL, COASTAL AND CULTURAL DIVERSITY OF THE CITY

- A. Expand branding and marketing outreach as the central Palm Beach County location for 'Live, Learn, Work and Play' within a culturally diverse, artistically vibrant, historically authentic, and intrinsically Old Florida Beach Community
- B. Preserve, Restore, Repurpose, and Activate Historic City Owned Assets
- C. Encourage tourism by increasing options for visitors to stay and experience the city
- D. Inspire arts and culture through City events and programs

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MISSION • VISION • CORE VALUES • STRATEGIC PRIORITIES/PILLARS

## NAVIGATING TOWARDS A SUSTAINABLE COMMUNITY

- A. Achieve economic and financial sustainability through a versatile and stable tax base
- B. Focus on technology innovations to support sustainable development, improve resilience, meet residents' expectations and attract investment, new business and talent
- C. Facilitate environmental sustainability through infrastructure investments, environmental resiliency, capital improvement planning, training, and regional partnership and planning
- D. Influence the supply and expansion of jobs
- E. Ensure facility placement, construction and development that anticipates and embraces the future
- F. Support and improve emergency preparedness to build resiliency and ensure recovery from natural and manmade disasters

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# Strategic Plan – Pillars & Strategic Priorities/Objectives

**STRATEGIC PLAN**  
CITY OF LAKE WORTH BEACH

**PILLAR FIVE**

**AFFIRMING GOVERNMENT FOR ALL**

- A.** Ensure effective, efficient, consistent and seamless services that exceed customer expectations
- B.** Establish a workplace culture of high performance, continuous improvement, and human-centered innovation that encourages employee growth and collaboration
- C.** Strengthen state of the art, standardized, and repeatable processes
- D.** Maximize technology to enhance efficiency, productivity, security and convenience
- E.** Support and foster an environment of inclusion and social consciousness

MISSION • VISION • CORE VALUES • STRATEGIC PRIORITIES/PILLARS

THE STRATEGIC PLAN 2020 - 2025 | 15

# City Employee Recognition Plan

In conjunction with the new Strategic Plan, The City of Lake Worth Beach developed and implemented a brand-new Employee Recognition program. This Employee Recognition Program was created to encourage City employees to go beyond our citizen's expectations and meet the highest standards of service to the City by performing their work in a manner that reinforces one or more of the City's Strategic Priorities/Objectives.

Recognizing the useful role that Employee Recognition Plans can play in encouraging superior employee performance and innovation, this program serves to reward performance and dedication that exceeds normal expectations by going above and beyond,



**RECOGNITION**

*I want to recognize*

**for demonstrating:**

- Team Work
- Accountability and Transparency
- Honesty and Integrity
- Ethics
- Commitment to Innovation and Excellence

**In the following way:**

**By doing this, you have positively impacted the following Strategic Pillar(s):**

- Positioning Lake Worth Beach to be a competitive viable location of choice
- Strengthening Lake Worth Beach as a 'Community of Neighborhoods'
- Celebrating the unique, historical, coastal and cultural diversity of the City
- Navigating towards a sustainable community Affirming Government for All

*Given by:* \_\_\_\_\_ *Date:* \_\_\_\_\_



## Mayor and City Commission

Pam Triolo, Mayor

District 1: Scott Maxwell, Vice Mayor Pro-Tem and Commissioner

District 2: Omari Hardy, Commissioner

District 3: Andy Amoroso, Vice Mayor and Commissioner

District 4: Herman Robinson, Commissioner



*Left to Right:*

Vice Mayor Pro-Tem and Commissioner Scott Maxwell, Commissioner Omari Hardy, Mayor Pam Triolo, Commissioner Herman Robinson, Vice Mayor and Commissioner Andy Amoroso

## **CITY MANAGER**

Michael Bornstein

## **ASSISTANT CITY MANAGER**

Juan Ruiz

## **CITY ATTORNEY**

Torcivia, Donlon, Goddeau & Ansay, P.A.

## **EXECUTIVE MANAGEMENT TEAM**

City Clerk, Deborah Andrea

Community Sustainability Director, William Waters

Electric Utility Director, Edward Liberty

Financial Services Director, Bruce Miller

Human Resources Director, Loren Slaydon

Interim I.T. Director, Nelly Peralta

Internal Auditor, William Brown

Leisure Services Director, Lauren Bennett

Public Services Director, Jamie Brown

Water and Sewer Utilities Director, Brian Shields

# **FINANCIAL SERVICES TEAM**

## Administration

Bruce Miller  
Yannick Ngendahayo

## Accounting

Kilene Baptiste  
Candace Dale  
Claudia Eugene  
Joanne Gill  
Sharon Gostnell  
Andre McAden  
Carole Williams

## Budget

Sybil Shaw

## Grants

Jerry Kelly

## Purchasing

Jeffrey Gomez  
Valentina Ivankov-Sustaita  
Rebecca Reed



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lake Worth Beach**

**Florida**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Budget Presentation to the City of Lake Worth Beach for its annual budget for the fiscal year beginning October 1, 2018 and ending on September 30, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.



# **INTRODUCTION**





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# **CITY MANAGER**

## **FY 2020 BUDGET TRANSMITTAL LETTER**

September 12, 2019

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

Re: Fiscal Year 2020 Proposed Budget

Honorable Mayor, Vice Mayor, and City Commissioners:

In accordance with Article IV, Section 5(e) of the Charter of the City of Lake Worth Beach, I hereby submit the proposed Operating Budget for all funds for the fiscal year beginning October 1, 2019 for your review and consideration. The budget is balanced and emphasizes a professional, transparent, and conservative fiscal approach.

As the City continues to move forward, I wish to note that every effort has been made to provide our residents with quality municipal services. This document serves as an aid to the residents in providing a better understanding of the City's operating and fiscal programs. I am proud to present the proposed FY 2020 Budget that reflects an overall commitment to greater financial transparency and stability.

A copy of the proposed budget is available for public inspection in the City Clerk's Office. Additionally, a user-friendly electronic copy can be found on the City's website, [www.lakeworthbeachfl.gov](http://www.lakeworthbeachfl.gov). The public hearing dates for the review of the proposed budget are September 12, 2019 and September 24, 2019 at 6:00 PM in the City of Lake Worth Beach City Hall Commission Chambers.

### **Introduction**

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

The City has created a new Strategic Plan intended to map out the City's future goals and objectives. This project enlisted public participation (civic engagement) for the purpose of charting the course for the City of Lake Worth Beach over the next three (3) to five (5) years. Community engagement, combined with long-term economic sustainability and fiscally prudent investments, will always be at the forefront of this organization's list of priorities.

### **Budget Process**

The Fiscal Year 2020 Budget Process provided opportunities for the City Commission, residents and employees to provide input on the development of the annual budget. There were four (4) Budget Work Sessions.



# CITY MANAGER

## FY 2020 BUDGET TRANSMITTAL LETTER

(Continued)

### Overview

City Management has completed and submitted a proposed balanced FY 2020 operating budget for the City Commission's review and consideration. The total FY 2020 budget is \$164,184,603. The proposed budget reflects the same millage rate of 5.4945 mils and Municipal Service Taxing Unit (MSTU) of 3.4581 mils as the FY 2019 budget.

The proposed City of Lake Worth Beach property tax rate is 5.4945 (\$5.4945 per \$1,000 of property value). Marking the continued growth in our real estate category and the city as a whole, the Palm Beach County Property Appraiser's Office reflects an 9.24% increase in property values for Lake Worth Beach, the 7<sup>th</sup> highest increase in Palm Beach County for tax year 2019.

The FY 2020 budget maintains and improves service levels wherever possible, with the restraint of gradual increases in revenues. The City of Lake Worth Beach continues to, and will continue to, look for efficiencies and improved productivity in the reorganization of its departments and infrastructure planning of capital projects.

### Challenges and Proposed Resolutions

The City of Lake Worth Beach is continuing to find and secure a viable mix of financial resources to fund multiple Citywide projects. Similar to last year, the City's proposed budget included a voter approved bond program to fund a comprehensive infrastructure project, which will attract new stakeholders (businesses, residents, tourists) upon completion.

As the City continues to experience growth and the effects of urbanization throughout the City and the Region, it is critical for the City to continue to pay very close attention to the rising cost of services.

The City of Lake Worth Beach is striving to better serve our residents, and business community, as we continue to work together to move the City forward and preserve our great city for generations to come.

Our contractual agreement with the Palm Beach Sheriff's Office (PBSO) continues with a ninth addendum which includes a 2% increase of \$272,475 in the FY 2020 budget.

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

### The FY 2020 operating expenditures by major fund are comprised as follows:

#### General Fund

The proposed budget is \$36,758,599. The recommended millage rate of \$5.4945 per \$1,000 of property value remains the same from last fiscal year. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

#### Electric Fund

The proposed budget is \$59,986,743. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.



# CITY MANAGER

## FY 2020 BUDGET TRANSMITTAL LETTER

(Continued)

### **Water Fund**

The proposed budget is \$15,297,707. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Local Sewer Fund**

The proposed budget is \$9,110,073. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Regional Sewer Fund**

The proposed budget is \$10,847,002. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Refuse Fund**

The proposed budget is \$6,284,766. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Beach Fund**

The proposed budget is \$3,955,461. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Storm Water**

The proposed budget is \$2,462,034. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Golf Fund**

The proposed budget is \$1,205,030. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Building Permit Fund**

The proposed budget is \$960,195. Please reference, the FY 2020 Capital Improvement Plan to see budgeted projects and details.

### **Internal Service Fund**

The proposed budget is \$14,672,209. This Fund serves to provide operating expenditures and capital improvement projects for Information Technology, Self-Insurance, Garage, and Benefits.

### **Other Budgetary Items**

#### **Health Insurance Rates**

The new contract for our employee health insurance began on October 1, 2019. The new contract has a term of three (3) years and does not have any renewal options.

#### **Pension**

Staff continues to work on the Commission's goal to managing and curtailing escalating pension costs. We will continue working on this and will have a more comprehensive plan later in the fiscal year.



# CITY MANAGER

## FY 2020 BUDGET TRANSMITTAL LETTER

(Continued)

### **Finance Advisory Board**

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

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

### **Performance Measures**

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

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

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

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

The contractual service with the PBSO provides approximately 140 personnel to patrol and protect the City that includes Crime Scene Technicians, Communication Officers, Records personnel and approximately eighty (80) sworn officers (FY 2020 Staffing Chart). Based on contract escalators, the general fund is absorbing a 2% cost increase of \$272,475, thus bringing our FY 2020 cost obligation to \$13,896,202.

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

Repairing our roads and potholes continues to be a long standing priority, as well maintained roads provide economic value and quality of life to our community stakeholders (residents, visitors and the business sector). The City's proposed budget included a voter approved bond program to provide funding for these problems. Completing infrastructure projects will attract businesses, create jobs and further economic growth.



# **CITY MANAGER**

## **FY 2020 BUDGET TRANSMITTAL LETTER**

(Continued)

### **Community Sustainability Department**

The City of Lake Worth Beach has adopted a variety of innovative and significant incentives to encourage private investment and to facilitate a robust, sustainable city. Density, Intensity, Height, Financial and Transfer of Development Rights are all incentives that the City has embraced to foster a healthy climate for investment and sustained economic growth.

### **Acknowledgement**

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

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Michael Bornstein", with a long horizontal flourish extending to the right.

Michael Bornstein  
City Manager

# Revenue Information

## **AD VALOREM TAXES**

The City of Lake Worth Beach taxes property owners based on the assessed value of their properties. The Palm Beach County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed. Each mill generates \$1 of tax revenue for every \$1,000 of assessed property value.

## **FRANCHISE FEES**

Franchise fees are charges to service providers for the right to operate within the boundaries of the City. The City has agreements to collect franchise fees for natural gas and cable. The revenue estimates are based on rate increase information received from the respective companies, expected growth, and historical trends.

## **UTILITY SERVICE TAX**

The City owns all of its own utilities and has the right, by Florida State Law, to tax utility services provided. The current rates charged to customers within the City limits are as follows:

Electric - 8%  
Water - 10%  
Sewer - 6%

## **PROFESSIONAL AND BUSINESS TAX**

The revenue received from issuing licenses to City businesses are estimated in FY 2021 based on license costs, historical, and recent collection trends.

## **WATER AND SEWER IMPACT FEES**

The "In City" and "Out of City" impact fees are charges to new customers for the additional burden they place upon the infrastructure.

## **GOLF COURSE**

The City of Lake Worth Beach owns and operates one municipal golf course. The course generates revenue from users for annual memberships, green fees, cart fees, and miscellaneous charges.

## **STORMWATER UTILITY**

Stormwater utility fees are charged through the Palm Beach County Property Appraiser under the Uniform Assessment Collection Act. The current year special assessment is \$78.25 per ERU. The revenue is anticipated to remain static in FY 2020.

## **REFUSE UTILITY**

Residential refuse fees are charged through the Palm Beach County Property Appraiser under the Uniform Assessment Collection Act. The current year special assessment is \$233.47 per residential unit. Commercial rates are charged through the utility billing.

# Revenue Information

## **DISCRETIONARY SURTAX**

In November 2016, Palm Beach County voters approved raising the sales tax from 6% to 7%. This 1-cent sales tax increase took effect January 1, 2017 and will sunset on December 31, 2026 unless \$2.7 billion is collected before then. The City of Lake Worth Beach is estimated to receive \$2.5 million per year. The City created an Discretionary Surtax Fund for the purpose of accepting and disbursing the funds. The City's Bond Oversight Committee includes the Financial Advisory Board and 7 additional members. The oversight is for the expenditures through this fund. Projects funded by the surtax funds have been identified in the proposed Capital Improvements Program Budget.

## **INTEREST ON INVESTMENTS**

The revenue generated from interest on investments is estimated based on the investment market and cash-flow forecasts. Interest income has fluctuated over the past years due mainly to variances in interest rates.



## 2020 Budget Calendar

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- April 05, 2019: Budget Module open to Departments  
*(NaviLine Budget Module Training will be provided as needed)*
- April 19, 2019: Operating Line Number / Appropriation Budgets due and entered into NaviLine by Departments  
*Level Service Budget*  
Enhancement Requests – supplemental schedules provided to Finance
- Enhancement request are any new expenditures, personnel, benefits and operating, that are not included as part of the prior year appropriation. The enhancement requests tie to new programs or the improvement of a current programs and shall identify all new expenditures and revenues associated with the request and shall justify the request in a cost/benefit analysis. **There should be a direct linkage between enhancement requests with the City’s adopted/proposed Strategic and Visioning Plan.**
- April 19, 2019: Program Budgets Due
- April 25, 2019: Capital Budget requests due
- April 25, 2019: Position Control reconciled to budget requests
- Revenue estimates, including recommended fee changes and potential new revenue sources
  - Supplemental budget documents due
    - Organization Charts
    - Position Change Forms
    - Budget Narratives, goals, objectives, achievements,
    - Benchmarking, Performance Measurements, Dash Boards
- May 1 – 12, 2019: City Manager Departmental Review with directors/financial staff.  
*Operating budget requests*
- May 19, 2019: City Manager’s Proposed Operating Budget
- May 22-  
May 23, 2019: Overview All Funds Workshop  
City Manager Department review with directors/financial staff.  
*Capital budget requests*
- June 10, 2019: City Manager’s Proposed Capital Budget
- June 11 –  
June 19, 2019: Preliminary Budgets to FAB





## 2020 Budget Calendar

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- June 20, 2019: Work Shop 2  
Capital Budgets- all funds  
Enterprise Funds Discussion
- June 28, 2019: FAB receives Operating and Capital Budget Presentations
- July 15, 2019: Preliminary Taxable Property Values from Palm Beach County Property Appraiser, and State Shared Revenues
- July xx, 2019: Final Certification of Taxable Properties from Palm Beach County
- July 16, 2019: City Commission Meeting – Preliminary discussion on millage rate
- Discussion relative to the proposed FY 2020 millage rate
  - Establish date/time of 1<sup>st</sup> Public Hearing on millage rate
- July 19, 2019: Submit Proposed Millage Rate to Palm Beach County Property Appraiser
- July 23, 2019: Workshop 3 – Capital Budget Presentation, all funds
- July 25, 2019: Governmental Funds Discussion
- July 25 – August 21, 2019: Planning and Zoning Board Meeting, presentation
- August 22, 2019: Workshop 4 –
- Operating and Capital; all funds
  - Revenue Manual
  - Comprehensive fiscal policies
  - Staff Count and comp/class schedules
  - Contributions and Administrative Cost Schedule
  - FAB report
- August 23 – September 11, 2019: Advertise Notice of proposed tax increase and budget summary
- September 12, 2019: City Commissioner’s Regular Meeting
- Public Hearing 1
    - Millage Rate
    - Debt Service Rate
    - Budget
- (Cannot conflict with PBCC Public Budget Hearing)*



## 2020 Budget Calendar

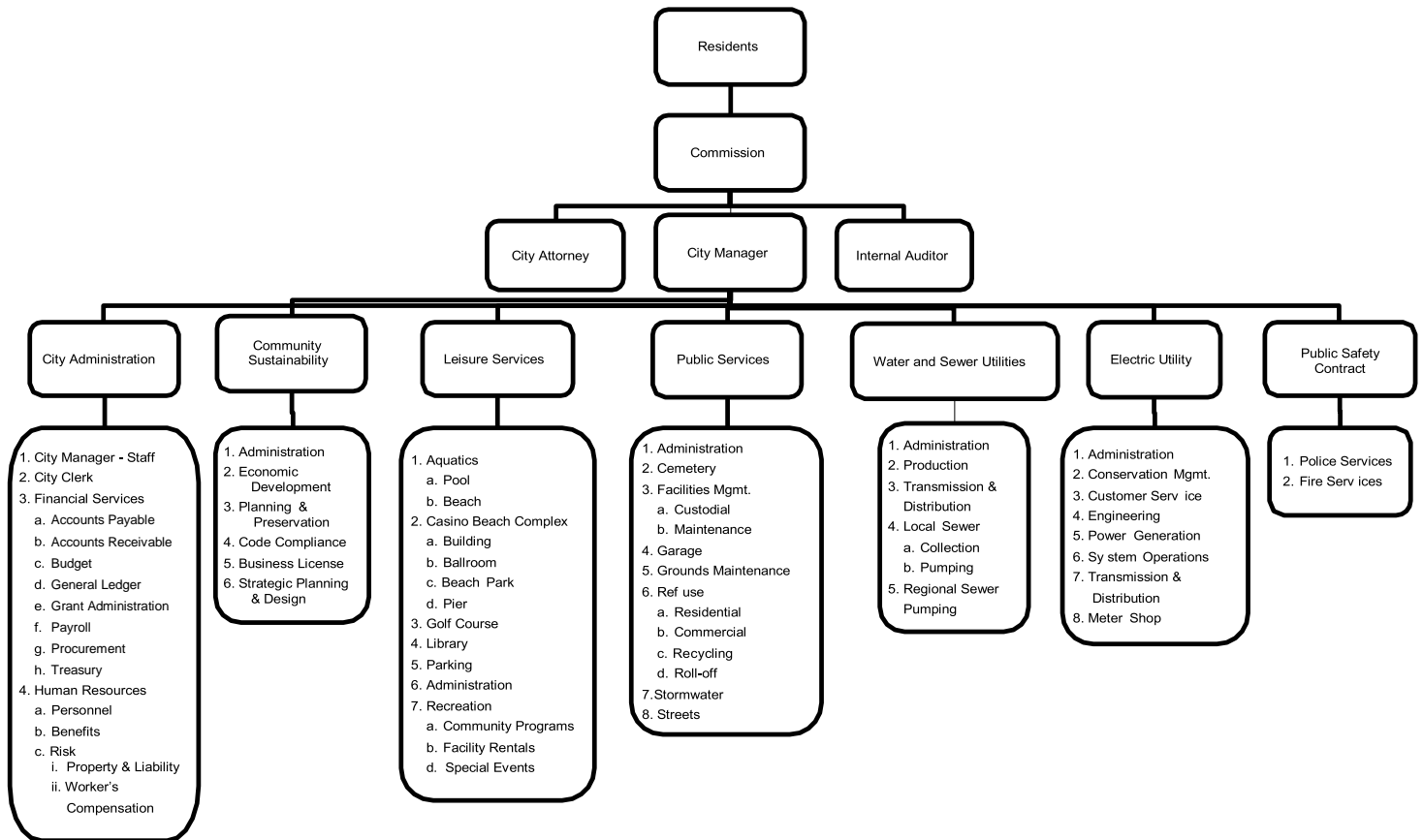
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September 24, 2019: City Commissioner's Regular Meeting

- Public Hearing 2
  - Millage Rate
  - Debt Service Rate
  - Budget

*(Cannot conflict with PBC School Board Public Meeting)*

# City-Wide Organizational Chart



PERSONNEL COUNT BY DEPARTMENT / DIVISION						
Department	Budget FY 2015	Budget FY 2016	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020
<b>City Commission</b>	5	5	5	5	5	5
<b>City Attorney</b>	Contractual	Contractual	Contractual	Contractual	Contractual	Contractual
<b>Internal Auditor</b>	1	1	1	1	1	1
<b><u>Administrative Services</u></b>	-	-	-	-	-	-
City Manager	4	5	5	5	4	4
City Clerk	4	5	6	6	6	6
Financial Services	14	14	13	15	14	15
Human Resources / Ins	5	6	6	6	6	6
Information Technology	6	5	5	7	8	9
Community Sustainability	29	30	34	34	37	36
<b><u>Public Services</u></b>	-	-	-	-	-	-
Administration	4	4	4	4	4	4
Streets Maintenance/ Traffic	2	2	6	6	6	6
Grounds	15	18	17	21	20	20
Cemetery	1	1	1	1	1	1
Facilities Management	11	11	11	11	11	11
Stormwater-Street Sweep	7	7	7	5	0	0
Refuse	33	33	34	34	34	34
Garage	5	6	6	6	6	6
<b><u>Leisure Services</u></b>	-	-	-	-	-	-
Library	7	7	7	7	7	5
Pool & Beach	19	23	24	24	22	23
Parking	6	6	7	7	7	9
Beach Park	2	2	0	0	0	0
Recreation	14	14	16	13	14	15
Golf Course	8	8	8	8	8	8
Casino Building	7	6	13	13	13	13
Ballroom	2	2	2	2	2	2
<b><u>Electric Utility</u></b>	-	-	-	-	-	-
Utility Conservation	1	1	1	1	1	1
Electric	69	69	82	78	80	93
Customer Service	14	16	24	22	22	20
<b><u>Water &amp; Sewer Utility</u></b>	-	-	-	-	-	-
Water	32	35	36	37	37	36
Stormwater	0	0	0	2	7	7
Local Sewer	12	12	13	13	13	13
Regional Sewer	-	-	-	-	-	-
<b>Total Staff Count:</b>	<b>339</b>	<b>354</b>	<b>394</b>	<b>394</b>	<b>396</b>	<b>409</b>

# Palm Beach County Sheriff's Office Staff Count

## District 14

PALM BEACH COUNTY SHERIFF STAFF COUNT						
Department	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Captain	1	1	1	1	1	1
Lieutenant	1	1	1	1	1	1
Sergeant	11	11	11	11	11	11
Sergeant	0	0	0	0	0	0
Deputy Sheriff	64	64	69	69	69	69
Deputy Sheriff	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1
Communications Officer	10	10	10	10	10	10
Communications Part-Time	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1
School Crossing Part-Time	22	24	25	25	25	25
Evidence Technician	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1
<b>Total Staff Count:</b>	<b>132</b>	<b>134</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>



# Palm Beach County Fire Rescue Staff Count

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

**Palm Beach County Fire & Rescue Staff / Lake Worth District**

Station 91 / Engine 91 / Rescue 91		Station 93 / Engine 93 / Rescue 93	
Drivers	1	Drivers	1
Captain	1	Captain	1
Firefighter/Paramedic	1	Firefighter/Paramedic	1
Rescue		Rescue	
Lieutenant	1	Lieutenant	1
Firefighter/Paramedic	2	Firefighter/Paramedic	2

EMS Captain - 1 Battalion Chief - 1





**ORGANIZATION AND FINANCIAL**





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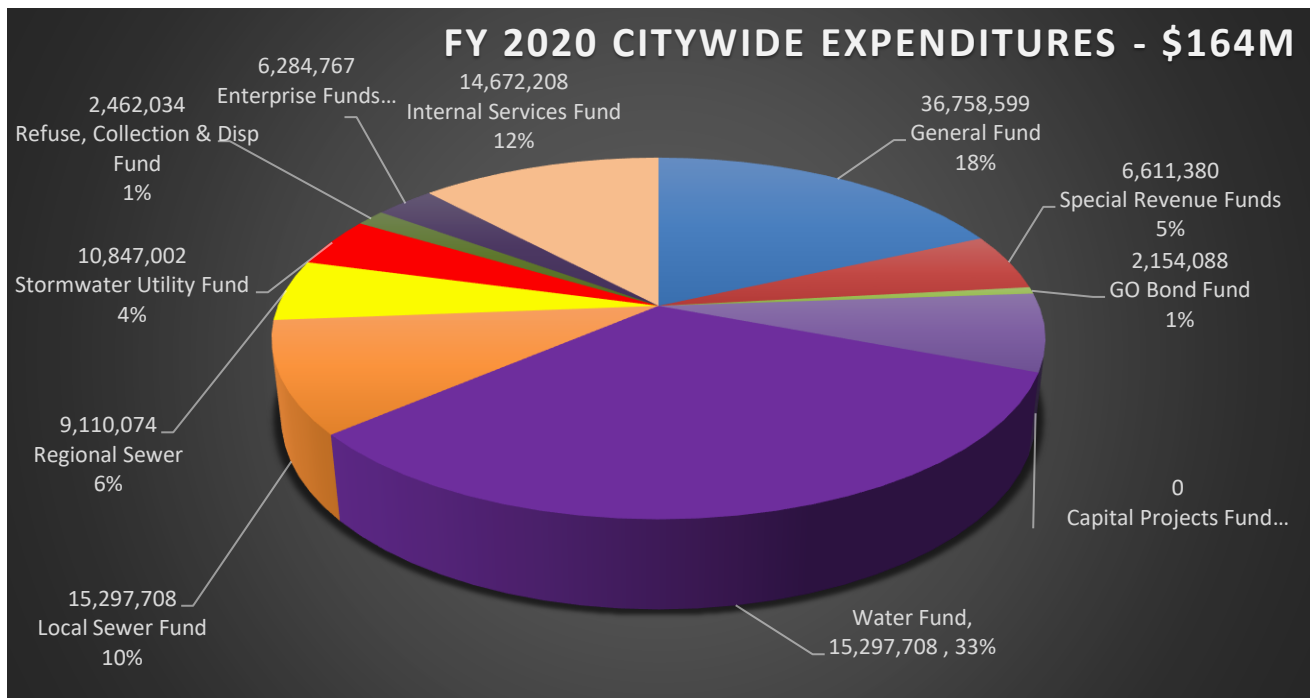


# City-Wide Expenditures

CITY-WIDE EXPENDITURE BUDGET BY FUND						
Fund Category	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2019 ADJ Budget	FY 2020 Proposed Budget	(+/-) Increase / Decrease	% Budget Change FY19 ADJ Budget vs FY20 Proposed Budget
<b>General Fund</b>	34,001,678	36,452,715	36,530,996	36,758,599	227,603	0.62%
<b>Total General Fund</b>	<b>34,001,678</b>	<b>36,452,715</b>	<b>36,530,996</b>	<b>36,758,599</b>	<b>227,603</b>	<b>0.62%</b>
<b>Special Revenue Funds</b>						
Building Permit Fund	872,003	966,028	1,068,184	960,196	(107,988)	-10.11%
Beach Fund	2,945,878	4,006,698	4,101,693	3,955,462	(146,231)	-3.57%
Parking Improvement Fund	56	-	-	50	50	-
Road Improvement Fund	977,361	-	-	-	-	-
Code Remediation Fund	90,427	597,500	622,928	182,500	(440,428)	-70.70%
Housing Initiative	-	-	-	-	-	-
Grant Fund	1,591,537	595,748	987,504	147,964	(839,540)	-85.02%
Tree Beautification Fund	374	2,000	2,000	6,000	4,000	200.00%
Utility Conservation Fund	103,920	125,792	125,792	114,178	(11,614)	-9.23%
Discretionary Sales Tax Fund	1,578,465	-	-	-	-	-
Golf Course	1,115,064	1,159,301	1,159,301	1,205,031	45,730	3.94%
Simpkin Trust	30,248	30,200	30,200	30,000	(200)	-0.66%
Library Trust Fund	-	-	-	-	-	-
Criminal Justice	-	-	-	-	-	-
Incentive fund	-	-	-	-	-	-
State Forfeiture Fund	11	10,000	10,000	10,000	-	0.00%
Donations/Special Trust Funds	-	-	-	-	-	-
<b>Total Special Revenue Funds</b>	<b>9,305,345</b>	<b>7,493,267</b>	<b>8,107,602</b>	<b>6,611,380</b>	<b>(1,496,222)</b>	<b>-18.45%</b>
GO Bond 1995	1,167,724	2,014,978	2,014,978	2,154,088	139,110	6.90%
<b>Total Debt Service Fund</b>	<b>1,167,724</b>	<b>2,014,978</b>	<b>2,014,978</b>	<b>2,154,088</b>	<b>139,110</b>	<b>6.90%</b>
<b>Capital Projects Funds</b>						
Capital Projects Fund	198,679	802,220	283,043	-	(283,043)	-100.00%
Beach Redevelopment	-	-	-	-	-	-
Park of Commerce	457,558	4,457,810	1,318,189	-	(1,318,189)	-100.00%
Master Infrastructure	-	-	-	-	-	-
Casino Fund	-	-	-	-	-	-
Neighborhood Road Program	-	11,585,788	9,286,848	-	(9,286,848)	-100.00%
<b>Total Capital Projects Funds</b>	<b>656,237</b>	<b>16,845,818</b>	<b>10,888,080</b>	<b>-</b>	<b>(10,888,080)</b>	<b>-100.00%</b>
<b>Enterprise Funds</b>						
Electric Fund	61,505,588	67,086,258	66,739,295	59,986,744	(6,752,551)	-10.12%
Water Fund	13,320,587	23,784,862	35,319,824	15,297,708	(20,022,116)	-56.69%
Local Sewer Fund	10,149,204	10,272,879	10,569,107	9,110,074	(1,459,033)	-13.80%
Regional Sewer	6,327,633	9,945,250	9,003,853	10,847,002	1,843,149	20.47%
Stormwater Utility Fund	1,922,820	3,978,599	4,433,402	2,462,034	(1,971,368)	-44.47%

# City-Wide Expenditures

CITY-WIDE EXPENDITURE BUDGET BY FUND						
Fund Category	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2019 ADJ Budget	FY 2020 Proposed Budget	(+/-) Increase / Decrease	% Budget Change FY19 ADJ Budget vs FY20 Proposed Budget
Refuse, Collection & Disp	5,498,131	6,135,478	6,135,476	6,284,767	149,291	2.43%
<b>Total Enterprise Funds</b>	<b>5,498,131</b>	<b>6,135,478</b>	<b>6,135,476</b>	<b>6,284,767</b>	<b>149,291</b>	<b>2.43%</b>
<b>Internal Service Funds</b>						
Information Technology	1,450,115	1,930,785	1,997,567	1,920,615	(76,952)	-3.85%
Self Insurance Fund	3,620,835	9,391,188	9,414,785	2,822,537	(6,592,248)	-70.02%
City Garage Fund	1,242,943	1,440,196	918,861	1,233,510	314,649	34.24%
Employee Benefits	7,868,088	8,051,135	8,051,135	8,695,547	644,412	8.00%
<b>Total Internal Service Funds</b>	<b>14,181,981</b>	<b>20,813,304</b>	<b>20,382,348</b>	<b>14,672,208</b>	<b>(5,710,140)</b>	<b>-28.02%</b>
<b>Total All Funds</b>	<b>158,036,927</b>	<b>204,823,408</b>	<b>210,124,961</b>	<b>164,184,603</b>	<b>(45,940,358)</b>	<b>-21.86%</b>

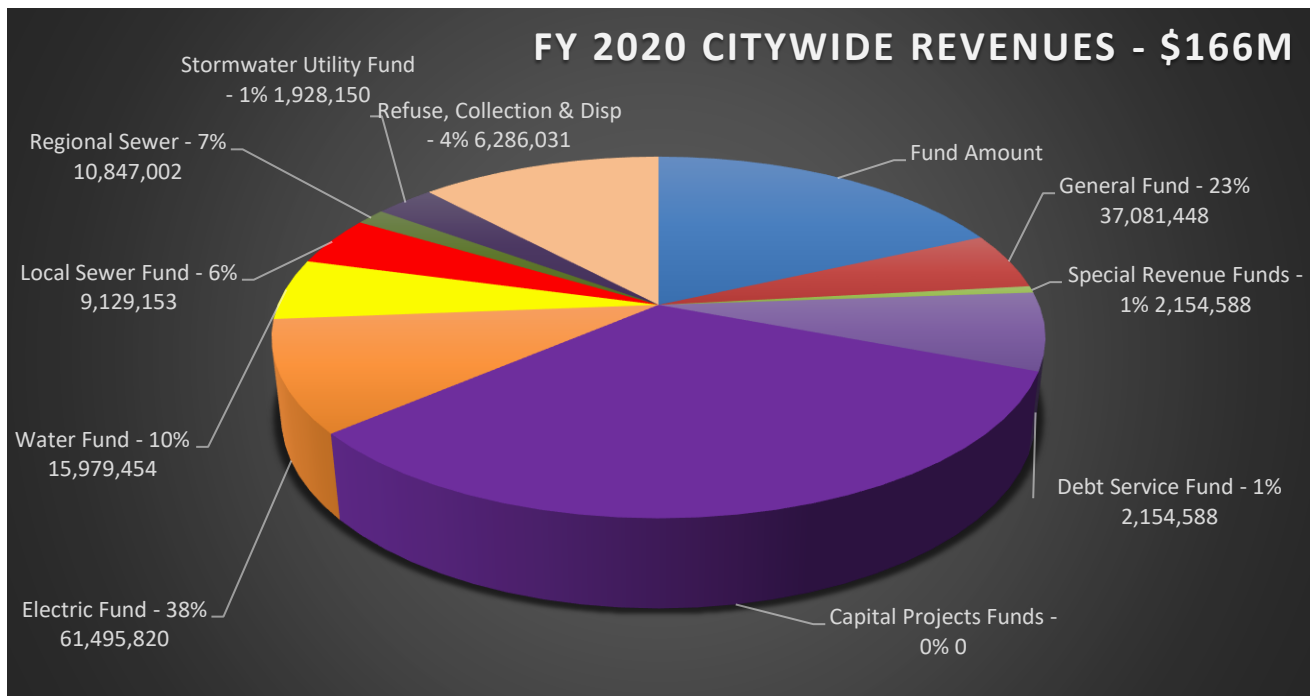


# City Wide Revenue Funds

CITY-WIDE REVENUE BUDGET BY FUND						
Fund Category	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2019 ADJ Budget	FY 2020 Proposed Budget	(+/-) Increase / Decrease	% Budget Change FY19 ADJ Budget vs FY20 Proposed Budget
<b>General Fund</b>	33,796,594	36,006,308	36,530,996	37,081,448	550,452	1.51%
<b>Total General Fund</b>	<b>33,796,594</b>	<b>36,006,308</b>	<b>36,530,996</b>	<b>37,081,448</b>	<b>550,452</b>	<b>1.51%</b>
<b>Special Revenue Funds</b>						
Building Permit Fund	1,502,538	1,307,150	1,581,469	1,217,150	(364,319)	-23.04%
Beach Fund	3,088,393	4,006,698	3,302,578	3,962,553	659,975	19.98%
Parking Improvement Fund	268	211	-	500	500	-
Road Improvement Fund	384,096	-	-	-	-	-
Code Remediation Fund	220,600	532,243	622,928	184,000	(438,928)	-70.46%
Housing Initiative	-	-	-	-	-	-
Grant Fund	1,438,986	595,748	987,504	471,314	(516,190)	-52.27%
Tree Beautification Fund	2,195	2,000	2,000	6,000	4,000	200.00%
Utility Conservation Fund	2,321	2,100	2,100	-	(2,100)	-100.00%
Discretionary Sales Tax Fund	2,708,847	2,602,820	2,602,820	-	(2,602,820)	-100.00%
Golf Course	1,110,003	1,175,200	1,159,301	1,216,325	57,024	4.92%
Simpkin Trust	1,049	1,000	1,000	2,500	1,500	150.00%
Library Trust Fund	7,435	5,000	5,000	5,000	-	0.00%
Criminal Justice	6,890	6,500	6,000	6,000	-	0.00%
Incentive fund	-	-	-	-	-	-
State Forfeiture Fund	-	50	50	-	(50)	-100.00%
Donations/Special Trust Funds	-	-	-	-	-	-
<b>Total Special Revenue Funds</b>	<b>10,473,622</b>	<b>10,236,720</b>	<b>10,272,750</b>	<b>7,071,342</b>	<b>(3,201,408)</b>	<b>-31.16%</b>
<b>Debt Service Fund</b>						
GO Bond 1995	1,181,995	2,014,978	2,014,978	2,154,588	139,610	6.93%
<b>Total Debt Service Fund</b>	<b>1,181,995</b>	<b>2,014,978</b>	<b>2,014,978</b>	<b>2,154,588</b>	<b>139,610</b>	<b>6.93%</b>
<b>Capital Projects Funds</b>						
Capital Projects Fund	177,836	430,000	430,000	-	(430,000)	-100.00%
Beach Redevelopment	-	-	-	-	-	-
Park of Commerce	2,242,510	3,629,270	3,629,270	-	(3,629,270)	-100.00%
Master Infrastructure	-	-	-	-	-	-
Casino Fund	-	-	-	-	-	-
Neighborhood Road Program	-	310,000	-	-	-	-
<b>Total Capital Projects Funds</b>	<b>2,420,346</b>	<b>4,369,270</b>	<b>4,059,270</b>	<b>-</b>	<b>(4,059,270)</b>	<b>-100.00%</b>
<b>Enterprise Funds</b>						
Electric Fund	54,990,877	66,739,295	66,739,295	61,495,820	(5,243,475)	-7.86%
Water Fund	14,639,382	19,925,610	19,910,610	15,979,454	(3,931,156)	-19.74%

# City Wide Revenue Funds

Local Sewer Fund	7,415,414	8,426,937	8,426,937	9,129,153	702,216	8.33%
Regional Sewer	8,040,151	9,051,867	9,003,853	10,847,002	1,843,149	20.47%
Stormwater Utility Fund	1,925,932	1,900,150	1,855,000	1,928,150	73,150	3.94%
Refuse, Collection & Disp	6,163,905	6,467,895	6,459,455	6,286,031	(173,424)	-2.68%
<b>Total Enterprise Funds</b>	<b>93,175,661</b>	<b>112,511,754</b>	<b>112,395,150</b>	<b>105,665,610</b>	<b>(6,729,540)</b>	<b>-5.99%</b>
<b>Internal Service Funds</b>						
Information Technology	1,537,083	1,518,640	1,518,640	1,728,742	210,102	13.83%
Self Insurance Fund	2,831,507	3,140,439	3,140,439	2,855,457	(284,982)	-9.07%
City Garage Fund	1,697,351	944,997	944,997	936,900	(8,097)	-0.86%
Employee Benefits	7,567,134	7,853,264	7,853,264	8,819,123	965,859	12.30%
<b>Total Internal Service Funds</b>	<b>13,633,075</b>	<b>13,457,340</b>	<b>13,457,340</b>	<b>14,340,222</b>	<b>882,882</b>	<b>6.56%</b>
<b>Total All Funds</b>	<b>154,681,292</b>	<b>178,596,370</b>	<b>178,730,484</b>	<b>166,313,210</b>	<b>(12,417,274)</b>	<b>-6.95%</b>



# Budget Summary Appropriations

CITY-WIDE REVENUE BUDGET BY GROUP FUND						
Fund Category	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2019 ADJ Budget	FY 2020 Proposed Budget	(+/-) Increase / Decrease	% Budget Change FY19 ADJ Budget vs FY20 Proposed Budget
General Fund	33,796,594	36,006,308	36,530,996	37,081,448	550,452	1.51%
Special Revenue Funds	10,473,622	10,236,720	10,272,750	7,071,342	(3,201,408)	-31.16%
Debt Service Fund	1,181,995	2,014,978	2,014,978	2,154,588	139,610	6.93%
Capital Projects Funds	2,420,346	4,369,270	4,059,270	-	-	-
Enterprise Funds	93,175,661	112,511,754	112,395,150	105,665,610	(6,729,540)	-5.99%
Internal Service Funds	13,633,075	13,457,340	13,457,340	14,340,222	882,882	6.56%
<b>Total All Funds</b>	<b>154,681,292</b>	<b>178,596,370</b>	<b>178,730,484</b>	<b>166,313,210</b>	<b>(8,358,004)</b>	<b>-4.68%</b>

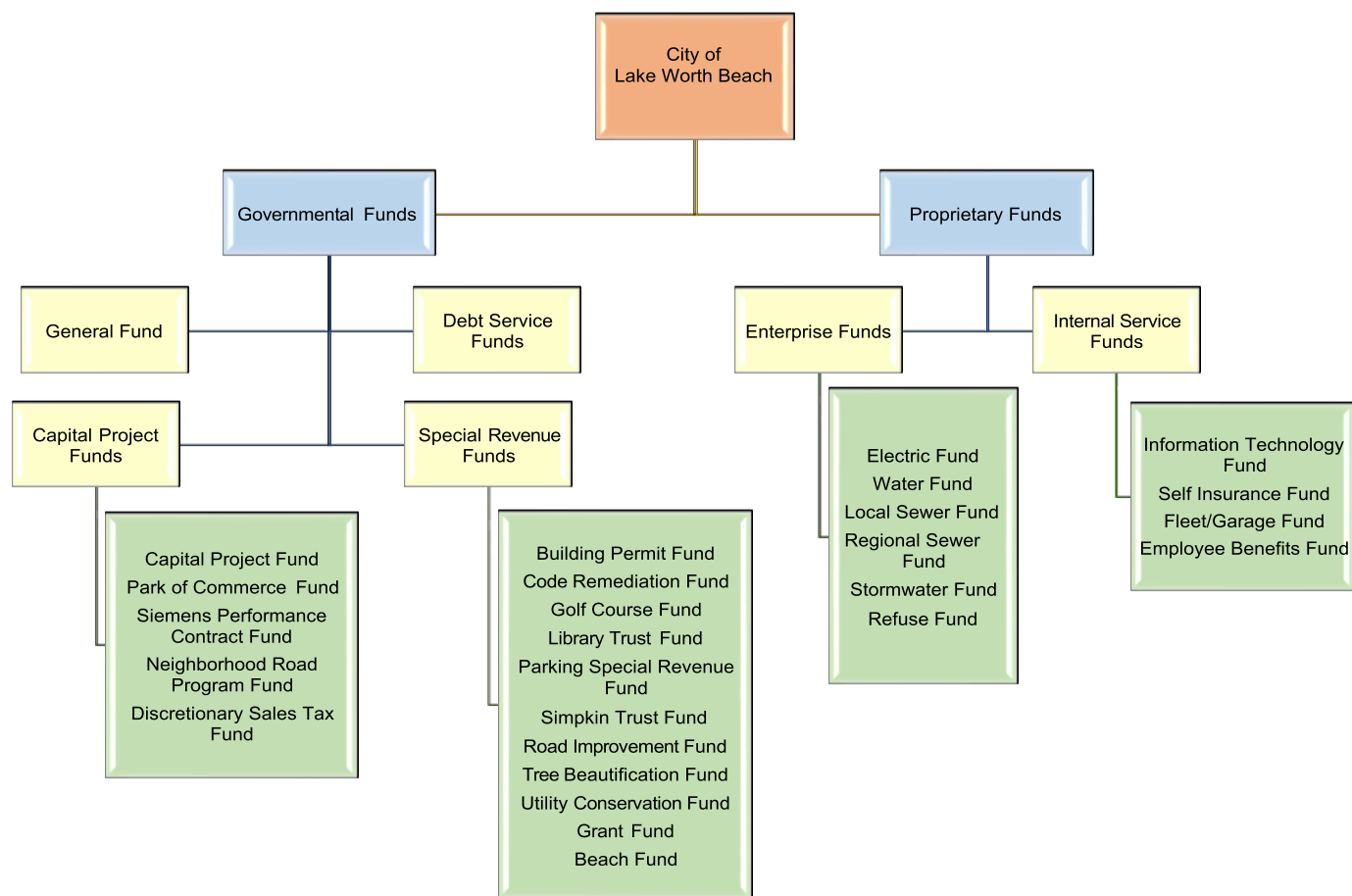
CITY-WIDE REVENUE BUDGET BY GROUP FUND						
Fund Category	FY 2018 Actuals	FY 2019 Adopted Budget	FY 2019 ADJ Budget	FY 2020 Proposed Budget	(+/-) Increase / Decrease	% Budget Change FY19 ADJ Budget vs FY20 Proposed Budget
General Fund	33,796,594	36,006,308	36,530,996	37,081,448	550,452	1.51%
Special Revenue Funds	10,473,622	10,236,720	10,272,750	7,071,342	(3,201,408)	-31.16%
Debt Service Fund	1,181,995	2,014,978	2,014,978	2,154,588	139,610	6.93%
Capital Projects Funds	2,420,346	4,369,270	4,059,270	-	-	-
Electric Fund	54,990,877	66,739,295	66,739,295	61,495,820	(5,243,475)	-7.86%
Water Fund	14,639,382	19,925,610	19,910,610	15,979,454	(3,931,156)	-19.74%
Local Sewer Fund	7,415,414	8,426,937	8,426,937	9,129,153	702,216	8.33%
Regional Sewer & RR	8,040,151	9,051,867	9,003,853	10,847,002	1,843,149	20.47%
Stormwater Utility Fund	1,925,932	1,900,150	1,855,000	1,928,150	73,150	3.94%
Refuse, Collection & Disp Fund	6,163,905	6,467,895	6,459,455	6,286,031	(173,424)	-2.68%
Internal Service Funds	13,633,075	13,457,340	13,457,340	14,340,222	882,882	6.56%
<b>Total All Funds</b>	<b>154,681,292</b>	<b>178,596,370</b>	<b>178,730,484</b>	<b>166,313,210</b>	<b>(8,358,004)</b>	<b>-4.68%</b>

# Budget Summary Appropriations

<b>BUDGET SUMMARY</b>								
City of Lake Worth Beach - Fiscal Year 2019-2020								
THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE (CITY OF LAKE WORTH BEACH ARE 18.6% LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.								
<b>Proposed Operating Millage Rate</b>								
<b>per \$1,000</b>								
General Fund	5,4945							
Voted Debt	1,1100							
	General Fund	Special Revenue	Utility Funds	Enterprise Funds	Internal Service	Capital Projects	Debt Service	Total All Funds
<b>ESTIMATED REVENUES</b>								
Taxes								
Ad Valorem Taxes 5,4945 / 1.1100	10,698,350	-	-	-	-	-	2,154,088	12,852,438
Sales & Use Taxes	969,092	-	-	-	-	-	-	969,092
Franchise Taxes	96,874	-	-	-	-	-	-	96,874
Utility Service Taxes	4,172,332	-	-	-	-	-	-	4,172,332
Licenses and Permits	1,212,540	1,328,251	-	-	-	-	-	2,540,791
Intergovernmental Revenue	5,456,106	456,314	-	-	14,000	-	-	5,926,420
Charges For Service	1,813,852	4,829,454	95,783,485	8,154,550	14,324,223	-	-	124,805,564
Fines and Forfeitures	676,519	233,500	30,000	-	-	-	-	940,019
Miscellaneous	252,678	208,823	553,410	59,631	2,000	-	500	1,077,042
Contribution From Enterprise Operations	11,351,105	-	714,080	-	-	-	-	12,065,185
Transfers In	382,000	15,000	-	-	-	-	-	397,000
Other Financing Sources	-	-	370,454	-	-	-	-	370,454
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>37,081,448</b>	<b>7,071,342</b>	<b>97,451,429</b>	<b>8,214,181</b>	<b>14,340,223</b>	<b>-</b>	<b>2,154,588</b>	<b>166,313,211</b>
Available Fund Balance	-	152,500	-	675,000	462,000	-	-	1,319,500
<b>TOTAL ESTIMATED REVENUES &amp; BALANCES</b>	<b>37,081,448</b>	<b>7,223,842</b>	<b>97,451,429</b>	<b>8,889,181</b>	<b>14,832,223</b>	<b>-</b>	<b>2,154,588</b>	<b>167,632,711</b>
<b>EXPENDITURES/EXPENSES</b>								
General Government	4,248,515	-	-	-	14,367,159	-	-	18,615,674
Public Safety	21,939,421	1,135,280	-	-	-	-	-	23,074,701
Physical Environment	4,007,566	235,178	71,481,559	6,877,314	-	-	-	82,601,617
Transportation	1,868,425	772,961	-	-	-	-	-	2,641,386
Culture & Recreation	2,546,833	4,379,829	-	-	-	-	-	6,926,662
Capital Outlay	-	-	-	-	-	-	-	-
Non-Departmental	2,131,839	58,132	23,759,969	1,817,487	5,050	-	2,154,088	29,926,565
Transfers Out	15,000	30,000	-	52,000	300,000	-	-	397,000
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>36,758,599</b>	<b>6,611,380</b>	<b>95,241,528</b>	<b>8,746,801</b>	<b>14,672,209</b>	<b>-</b>	<b>2,154,088</b>	<b>164,184,605</b>
Net Assets Available for Operations	322,849	612,462	2,209,901	142,380	160,014	-	500	3,448,106
<b>TOTAL APPROPRIATED EXPENDITURES/RESERVES</b>	<b>37,081,448</b>	<b>7,223,842</b>	<b>97,451,429</b>	<b>8,889,181</b>	<b>14,832,223</b>	<b>-</b>	<b>2,154,588</b>	<b>167,632,711</b>
The tentative, adopted, and/or final budgets are on file in the office of the above referenced taxing authority as a public record.								

WFO20201481-148

# Fund Structure



# Fund Balance Summary

Fund Balance Summary by Fund Fiscal Year 2020							
Fund	Actual Fund Balance 09/30/2018	Estimated change as of 09/30/2019	Estimated Fund Balance 09/30/2019	FY 2020 Revenue	FY 2020 Expenditure	Use of Fund Balance	Estimated Fund Balance 09/30/2020
GENERAL FUND (001)	4,650,049	232,448	4,882,497	32,470,369	31,345,675	1,124,694	6,007,191
BUILDING FUND (103)	3,447,566	388,980	3,836,546	1,373,419	1,052,870	320,549	4,157,094
BEACH FUND (140)	(3,431,486)	13,517,076	10,085,590	9,860,659	3,367,487	6,493,172	16,578,761
PARKING FUND (150)	67,598	456	68,054	590	134	456	68,510
CODE REMEDIATION FUND (160)	805,220	54,936	860,156	63,703	194,875	(131,172)	728,984
ROAD IMPROVEMENT FUND (170)	644,134	79,210	723,344	490,784	253,999	236,785	960,130
GRANTS FUND (180)	63,347	222,684	286,031	371,262	689,109	(317,848)	(31,817)
TREE BEAUTIFICATION FUND (190)	14,006	600	14,606	5,000	-	5,000	19,606
UTILITY CONSERVATION FUND (195)	366,275	(86,877)	279,398	3,269	62,696	(59,427)	219,971
DEBT SERVICE FUND (203)	-	8,679	(17,357)	2,140,741	2,154,088	(13,347)	(30,704)
CAPITAL PROJECT FUND (301)	991,244	(128,190)	863,054	177,853	193	177,660	1,040,714
PARK OF COMMERCE FUND (304)	1,944,493	2,275,725	4,220,218	420,301	1,875,192	(1,454,891)	2,765,327
DISCRETIONARY SALES TAX (307)	3,005,382	1,420,009	4,425,391	2,726,955	141,756	2,585,200	7,010,591
NEIGHBORHOOD ROAD PROGRAM FUND (308)	22,953,734	(8,738,167)	14,215,567	199,138	7,933,455	(7,734,318)	6,481,249
ELECTRIC FUND (401)	19,003,224	(1,085,306)	17,917,918	54,086,472	48,795,479	5,290,992	23,208,910
WATER FUND (402)	54,079,305	1,585,061	55,664,366	18,309,206	10,390,804	7,918,401	63,582,788
LOCAL SEWER FUND (403)	16,895,917	(1,238,644)	15,657,273	9,356,489	8,002,874	1,353,615	17,010,888
GOLF FUND (404)	(332,484)	194,107	(138,377)	1,434,870	1,198,899	235,971	97,594
REGIONAL SEWER / R&R FUND (405/406)	32,244,741	4,338,985	36,583,726	9,620,281	7,707,420	1,912,861	38,496,587
STORMWATER FUND (408)	8,003,410	(409,009)	7,594,401	2,021,402	1,405,139	616,263	8,210,664
REFUSE COLLECTION / SEWER FUND (410)	5,376,613	1,109,648	6,486,261	6,738,942	6,501,155	237,787	6,724,048
INFORMATION TECHNOLOGY (510)	1,203,468	(576,130)	627,338	1,739,051	2,067,846	(328,795)	298,542
SELF INSURANCE FUND (520)	5,969,192	(1,958,521)	4,010,671	2,640,219	3,859,627	(1,219,408)	2,791,262
CITY GARAGE FUND (530)	2,598,121	(320,535)	2,277,586	1,346,022	960,087	385,935	2,663,521
EMPLOYEE BENEFITS FUND (540)	1,550,630	171,705	1,722,335	1,158,290	5,021,551	(3,863,261)	(2,140,926)
SIMPKIN TRUST FUND (605)	167,476	(26,423)	141,053	1,241	281	960	142,013
LIBRARY TRUST FUND (607)	48,094	5,698	53,792	229	-	229	54,021
CRIMINAL JUSTICE EDUCATION (640)	81,415	5,272	86,687	4,008	-	4,008	90,696
STATE FORFEITURE (647)	-	3,703	7,405	116	26	90	7,495
<b>TOTAL ALL FUNDS</b>	<b>182,410,684</b>	<b>11,043,475</b>	<b>193,428,123</b>	<b>158,760,881</b>	<b>144,982,718</b>	<b>13,778,162</b>	<b>207,206,196</b>



# Budget Overview

**The City of Lake Worth Beach's** annual operating budget serves as a strategic financial and capital plan for the upcoming fiscal year. The City of Lake Worth Beach's annual budget year begins on October 1, 2019 and ends on September 30, 2020 and is referred to as "Fiscal Year 2020." The adopted annual operating budget authorizes all expenditures made by the City throughout the year hence, the City cannot spend funds unless they are appropriated within the budget. An appropriation is the legal approval given by the City Commission to City staff to utilize funds for specific purposes. The budget also contains an estimate of revenues to be received by the City during the same time period. The legal authorization to collect revenues, such as the property tax, utility tax, and user fees, is established by the City Commission via ordinances and authorized general government fees resolutions. The City Charter and State law require the City to have a balanced budget, meaning expenditures should not exceed the combination of revenues and available fund balances.

The FY 2020 budget season started with a preliminary budget calendar, a leadership strategic meeting, and a budget kickoff meeting that involved budget related staff, where the Budget Team, consisting of the City Manager, Finance Director, and designees, communicated the budget policies, deadlines, and guidelines to department heads and their staff.

Department directors are given at least three years of historical data including current year actual from which to develop the Capital Improvement Plan and the preliminary budget. There is a review process of revenues, expenditures and fund balances, while paying attention to exceptional or one-time flow of revenues and expenditures to be included or excluded. Revenues are budgeted in every revenue account of each fund based on historical trends and future assumptions regarding economic performance, redevelopment, changes in state statues, and other factors. The Finance Advisory Board is a citizen committee appointed by the City Commission whose members serve in an advisory capacity by reviewing the proposed budget and making recommendations to the City Commission.

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

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

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

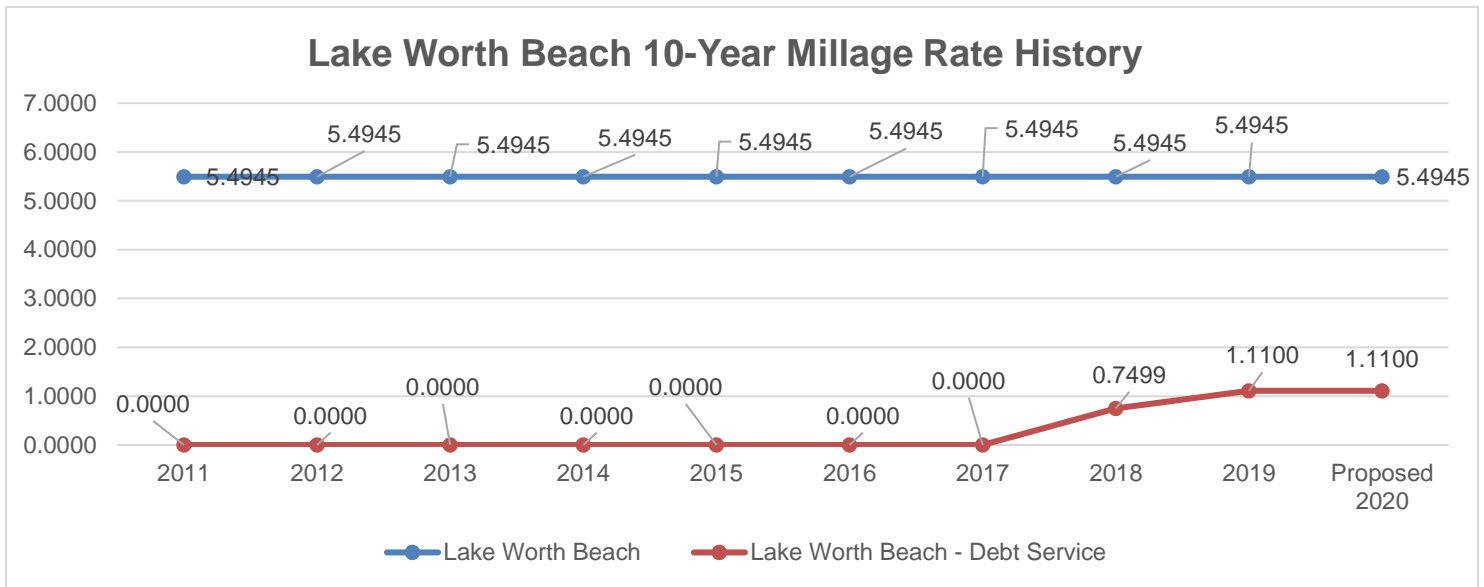
**Information:** The annual operating budget is the primary conduit for City Administration to justify its planned expenditures for the upcoming fiscal year. Through the budget residents can better understand how their tax dollars and other revenues collected by the City will be expended.

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

# Budget Overview

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

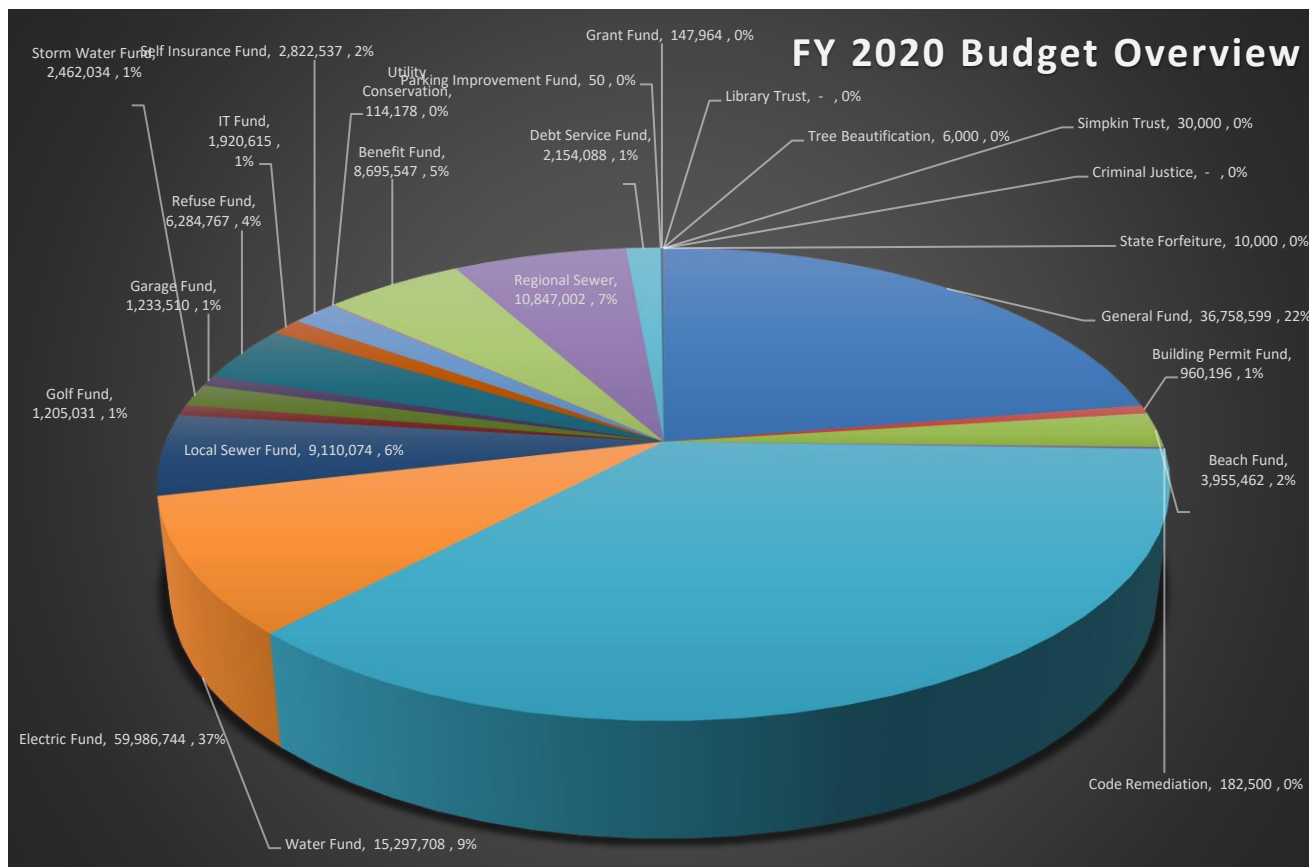
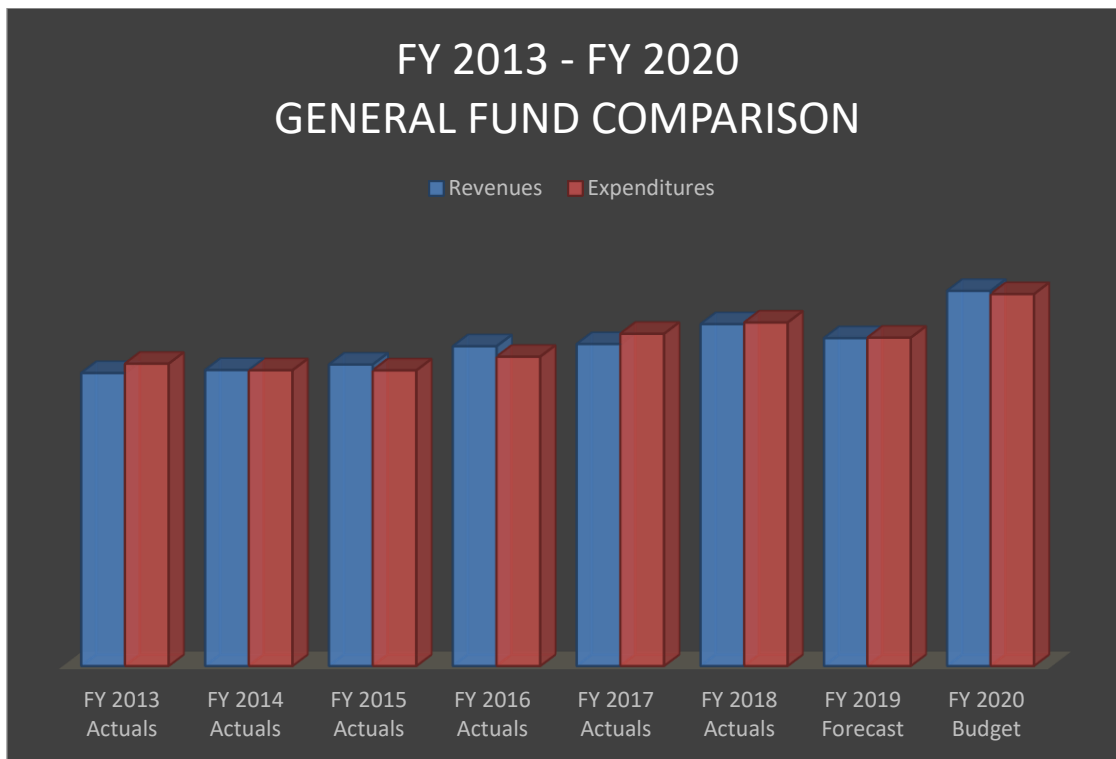
**Planning:** The budget serves as the City's strategic operational plan; ultimately the City is expected to expend funds based on its priorities and all programming and services provided are geared toward the City meeting its short term and long term vision for the community.



# Budget Overview

GENERAL FUND BUDGET BY EXPENDITURE CATEGORY							
General Fund	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2018-2019 Change FY 20 Budget & FY 19 Forecast	FY 2018-2019 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	5,023,604	5,296,803	6,086,746	4,769,676	5,565,553	795,877	16.69%
* Benefits	7,474,944	7,591,660	8,624,586	7,667,669	8,343,491	675,822	8.81%
<b>Sub-Total</b>	<b>12,498,548</b>	<b>12,888,463</b>	<b>14,711,332</b>	<b>12,437,345</b>	<b>13,909,044</b>	<b>1,471,699</b>	<b>11.83%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	15,331,060	15,840,211	16,295,518	15,822,263	16,858,083	1,035,820	6.55%
* Travel & Training	98,900	87,523	110,690	99,038	106,815	7,777	7.85%
* Utility & Communication	1,283,250	1,398,559	1,361,360	1,347,723	1,507,930	160,207	11.89%
* Insurance	519,472	519,580	519,580	519,544	561,146	54,566	10.50%
* Maintenance	726,776	735,001	638,830	700,202	574,110	394,330	56.32%
* Operating Expense	902,917	837,412	1,086,138	942,156	1,094,532	152,376	16.17%
<b>Sub-Total</b>	<b>18,862,375</b>	<b>19,418,286</b>	<b>20,012,116</b>	<b>19,430,926</b>	<b>20,702,616</b>	<b>1,271,690</b>	<b>6.54%</b>
<b>CAPITAL MISC</b>							
* Other Uses	200,117	118,174	179,037	165,776	348,169	182,393	110.02%
* Debt Service	47,308	73,193	-	60,250	-	60,250	100.00%
* Transfer Out (Other)	76,923	1,383,562	25,000	495,162	-	730,243	147.48%
* Transfer (CRA Ad Valorem)	1,120,392	120,000	1,546,139	928,844	1,802,170	873,326	94.02%
<b>Sub-Total</b>	<b>1,444,740</b>	<b>1,694,929</b>	<b>1,750,176</b>	<b>1,650,032</b>	<b>2,150,339</b>	<b>500,307</b>	<b>30.32%</b>
<b>TOTAL</b>	<b>32,805,663</b>	<b>34,001,678</b>	<b>36,473,624</b>	<b>33,518,302</b>	<b>36,761,999</b>	<b>3,243,697</b>	<b>9.68%</b>

# Budget Overview

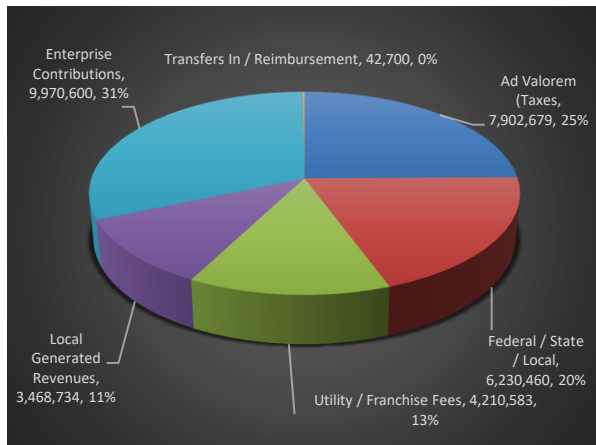


# Budget Overview

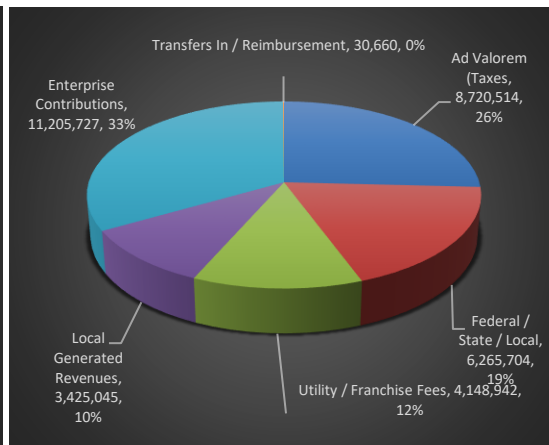
## Source of General Fund Revenues

GENERAL FUND REVENUES BY CATEGORY							
CATEGORY	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
Ad Valorem (Taxes)	7,902,679	8,720,514	9,740,863	8,788,019	10,698,350	1,910,332	21.74%
Federal / State / Local	6,230,460	6,265,704	6,530,704	6,342,289	6,522,072	179,783	2.83%
Utility / Franchise Fees	4,210,583	4,148,942	4,253,081	4,204,202	4,172,332	(31,870)	-0.76%
Local Generated Revenues	3,468,734	3,425,045	4,310,625	3,734,801	3,855,589	120,787	3.23%
Enterprise Contributions	9,970,600	11,205,727	11,650,723	10,942,350	11,351,105	408,755	3.74%
Transfers In / Reimbursement	42,700	30,660	45,000	39,453	482,000	442,547	1121.70%
<b>TOTAL</b>	<b>\$31,825,756</b>	<b>\$33,796,592</b>	<b>\$36,530,996</b>	<b>\$34,051,115</b>	<b>\$37,081,448</b>	<b>550,452</b>	<b>1.62%</b>

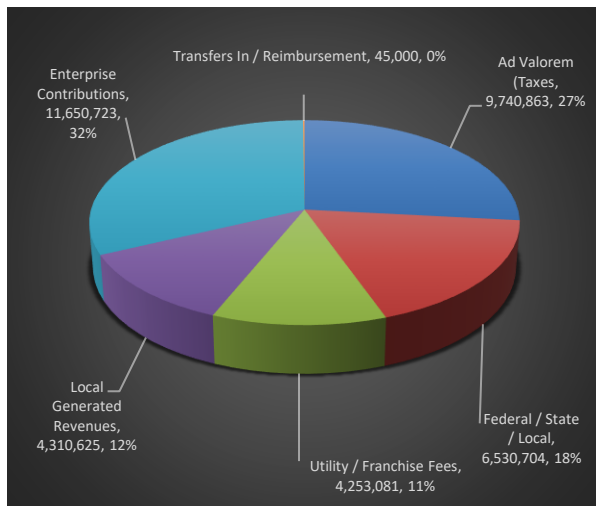
FY 2017 Actuals – Revenue



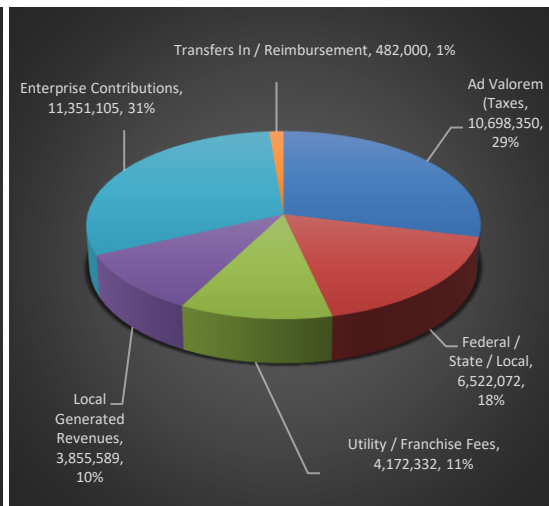
FY 2018 Actuals – Revenue



FY 2019 Adjusted Budget – Revenue



FY 2020 Adopted Budget – Revenue

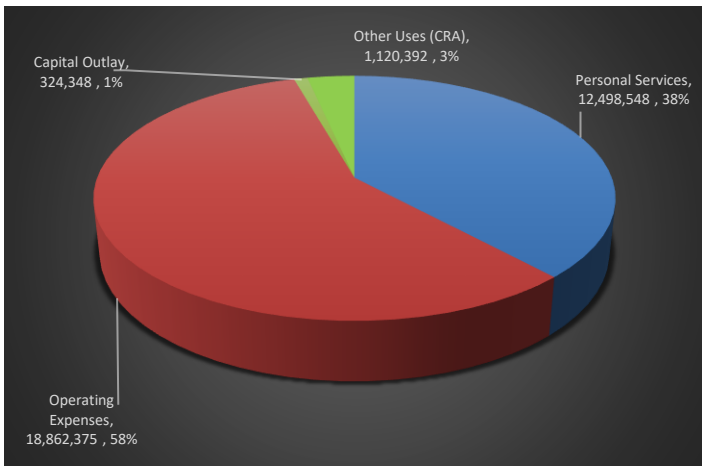


# Budget Overview

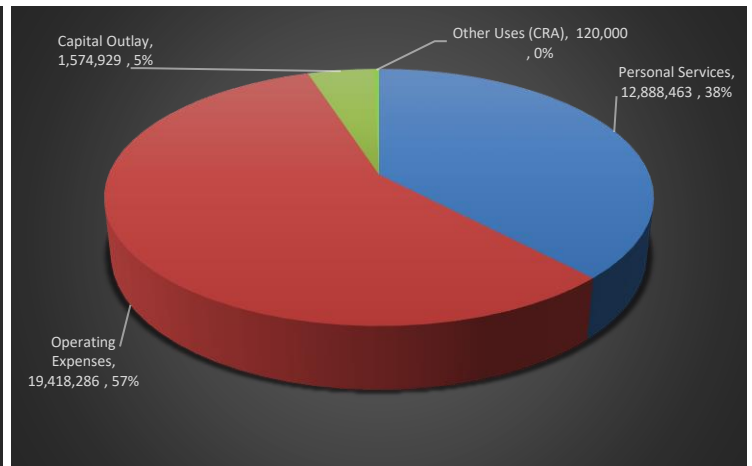
How is the general fund spent?

GENERAL FUND EXPENDITURES BY CATEGORY							
CATEGORY	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
Personal Services	12,498,548	12,888,463	14,711,332	13,366,114	13,909,044	-802,288	-5.45%
Operating Expenses	18,862,375	19,418,286	20,012,116	19,030,926	20,702,616	690,500	3.45%
Capital Outlay & Other Uses	324,348	1,574,929	204,037	192,419	348,169	144,132	70.64%
Other Uses (CRA)	1,120,392	120,000	1,546,139	928,844	1,802,170	256,031	16.56%
<b>TOTAL</b>	<b>\$32,805,663</b>	<b>\$34,001,678</b>	<b>\$36,473,624</b>	<b>\$33,518,302</b>	<b>\$36,761,999</b>	<b>\$288,375</b>	<b>0.79%</b>

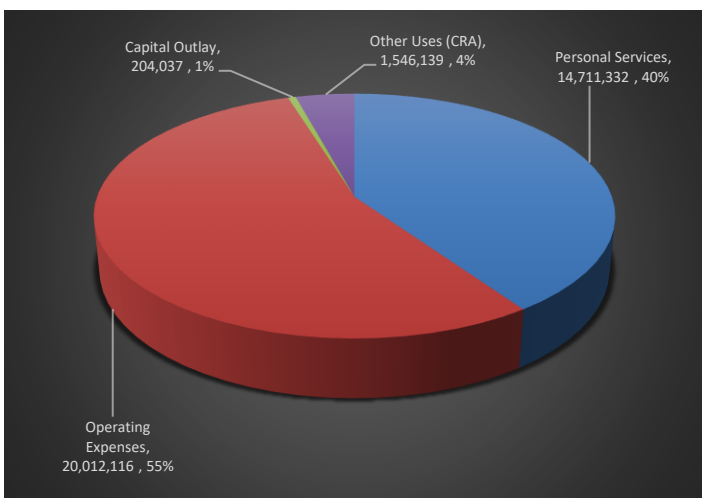
FY 2017 Actuals – Expenditures



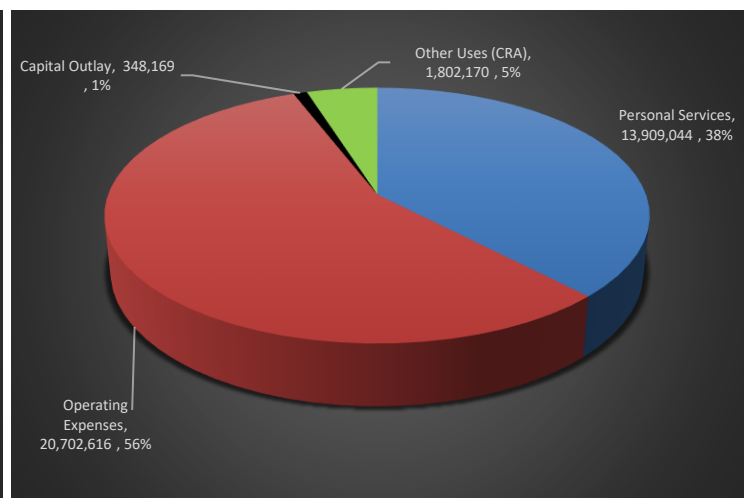
FY 2018 Actuals – Expenditures



FY 2019 Adjusted Budget – Expenditures



FY 2020 Adopted Budget – Expenditures



# Budget Overview

## Budget Questions & Answers

### **What is revenue?**

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

### **What is an expenditure?**

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

### **What is a fiscal year?**

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

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt.

### **What is a fund?**

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

### **What is a fund balance?**

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

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

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

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

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

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

# Budget Overview

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

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

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

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

**Roll-Back Rate:** The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

**Truth in Millage (TRIM):** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate. The effect of TRIM is to inform tax-payers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

## **What guidelines govern the budget process?**

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

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

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

The City of Lake Worth Beach prepares a five year Capital Improvement Plan (CIP) annually. The CIP is required by state statute and represents the City's multi-year capital expenditure strategy. CIP's are invaluable to municipalities because without a multi-year plan, there is no way of ensuring there will be sufficient funds to cover the costs of major capital projects. The first year of the adopted five year CIP is included in the respective year budget that is up for adoption on the second public hearing.



# Budget Overview

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

1. The new assessed value and the assessed value for the prior year;
- 2. The tax bill if the current property tax rate is charged for the new year;**
- 3. The tax bill if the adjusted rolled-back rate is levied for the new year (the rolled-back rate is that property tax rate which would derive the same amount of revenue based on the new assessed values as was raised in the prior year at the old assessed values; it discounts for inflation); and**
- 4. The property tax bill if the proposed budget is adopted.**

The second public hearing is advertised in the newspaper. Accompanying this advertisement is a summary of the revenues and expenditures contained within the budget tentatively approved at the first public hearing.

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

## **Amending the Budget**

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



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# General Fund

# General Fund

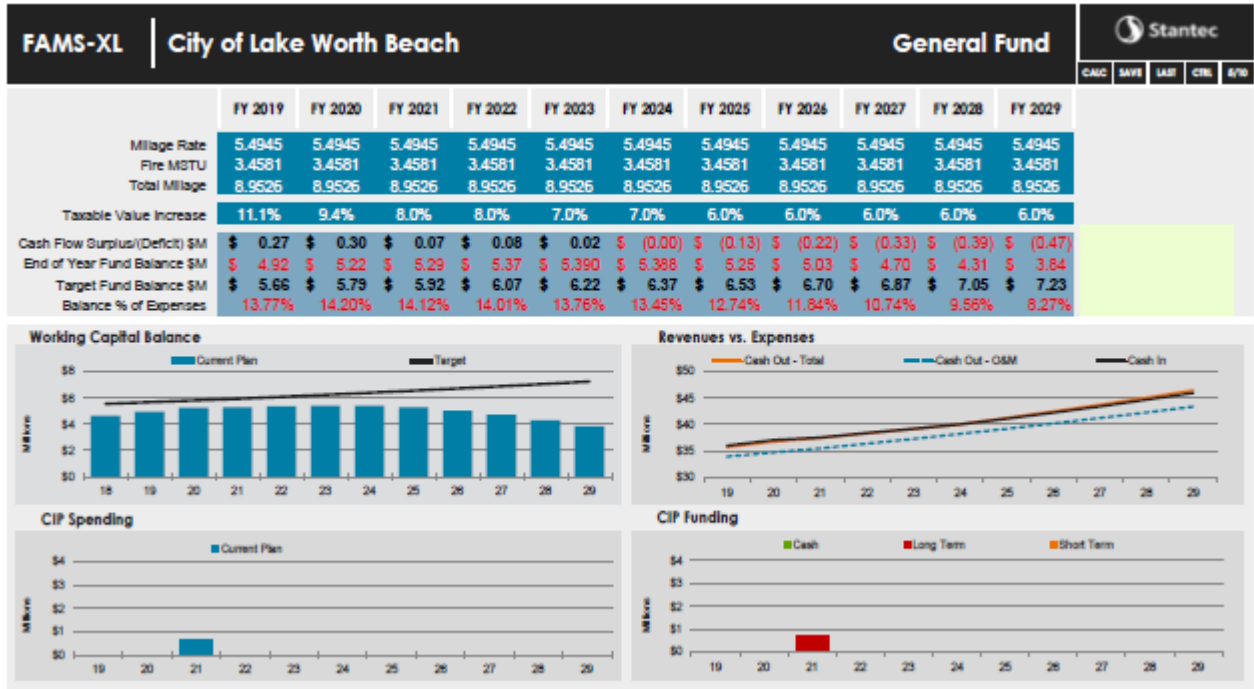
**General Fund (Fund 001)** - is the general operating fund of the City. All general tax revenue and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. General operating expenditures and capital improvement costs that are not required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

GENERAL FUND	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
<b>Taxes</b>							
Ad Valorem	7,902,679	8,720,514	9,740,863	7,946,817	10,698,350	2,751,533	34.62%
Sales & Use Taxes	962,936	948,818	1,040,302	1,024,823	969,092	(55,731)	-5.44%
Franchise Fees	57,146	149,379	-	-	96,874	-	0.00%
Utility Services Taxes	4,153,437	3,999,563	4,191,081	4,094,066	4,172,332	78,266	1.91%
<b>TOTAL TAXES</b>	<b>13,076,198</b>	<b>13,818,274</b>	<b>14,972,246</b>	<b>13,065,705</b>	<b>15,936,648</b>	<b>2,870,943</b>	<b>21.97%</b>
<b>Licenses &amp; Permits</b>							
Business Licenses	768,570	815,733	1,125,000	764,019	1,077,500	313,481	41.03%
Permits	111,131	11,915	22,600	25,679	18,471	(7,208)	-28.07%
Plan Review	-	18,305	28,000	15,968	15,000	(968)	-6.06%
Special Assessments	-	-	-	-	-	-	0.00%
Other Permits and Fees	-	39,750	77,500	68,220	101,569	33,349	48.88%
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>879,701</b>	<b>885,703</b>	<b>1,253,100</b>	<b>873,886</b>	<b>1,212,540</b>	<b>338,654</b>	<b>38.75%</b>
<b>Intergovernmental Revenue</b>							
State Shared Revenues	4,714,579	4,823,732	4,890,402	4,943,131	4,974,649	31,517	0.64%
Shared Revenue Local Units (cmty/Div II Contr.)	552,945	493,154	600,000	571,278	481,457	(89,821)	-15.72%
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>5,267,524</b>	<b>5,316,886</b>	<b>5,490,402</b>	<b>5,514,409</b>	<b>5,456,106</b>	<b>(58,303)</b>	<b>-1.06%</b>
<b>Charges for Services</b>							
General Government	419,068	434,554	453,740	438,773	419,784	(18,989)	-4.33%
Public Safety	189,538	316,212	373,000	287,543	370,000	82,457	28.68%
Physical Environment / Service Charges	805,714	798,374	782,500	790,557	841,450	50,894	6.44%
Transportation	36,981	49,242	42,380	40,206	46,151	5,944	14.78%
Culture/Recreation	124,819	104,343	128,600	121,752	136,467	14,715	12.09%
Non-Operating Sources/Reimbursements	42,700	-	-	-	-	-	#DIV/0!
<b>TOTAL CHARGES FOR SERVICES</b>	<b>1,618,820</b>	<b>1,702,725</b>	<b>1,780,220</b>	<b>1,678,831</b>	<b>1,813,852</b>	<b>135,022</b>	<b>8.04%</b>
<b>Fines and Forfeitures</b>							
Fines and Forfeitures	883,548	697,944	681,310	841,646	676,519	(165,127)	-19.62%
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>883,548</b>	<b>697,944</b>	<b>681,310</b>	<b>841,646</b>	<b>676,519</b>	<b>(165,127)</b>	<b>-19.62%</b>
<b>Miscellaneous</b>							
Interest & other Earnings	38,142	29,780	50,300	28,684	50,327	21,643	75.45%
Donations	11,580	6,678	-	10,436	-	-	0.00%
Sale of Surplus Material	-	-	-	3,495	-	-	0.00%
Other Miscellaneous Revenue	79,643	81,553	36,740	58,083	41,039	(17,044)	-29.34%
<b>TOTAL MISCELLANEOUS</b>	<b>129,365</b>	<b>118,011</b>	<b>87,040</b>	<b>100,697</b>	<b>91,366</b>	<b>(9,332)</b>	<b>-9.27%</b>
<b>Contributions from Enterprise Operations</b>							
Franchise Fees	7,011,015	7,516,600	3,957,270	7,052,716	7,438,453	385,737	5.47%
General Government Surcharge	2,959,585	3,719,127	7,738,453	3,232,762	4,394,652	1,161,890	35.94%
<b>TOTAL CONTRIBUTIONS FROM ENTERPRISE OPERATIONS</b>	<b>9,970,600</b>	<b>11,235,727</b>	<b>11,695,723</b>	<b>10,285,478</b>	<b>11,833,105</b>	<b>1,547,627</b>	<b>15.05%</b>
<b>Transfers In</b>							
Special Assessment	-	-	-	-	-	-	0.00%
Rents & Royalties	-	20,662	20,527	20,780	20,572	(208)	-1.00%
Debt Loan Proceeds	-	660	40,740	28,073	40,740	12,667	45.12%
Transfers In	-	-	-	-	-	-	0.00%
<b>TOTAL TRANSFERS IN</b>	<b>-</b>	<b>21,322</b>	<b>61,267</b>	<b>48,853</b>	<b>61,312</b>	<b>12,459</b>	<b>25.50%</b>
Subtotal	31,825,756	33,796,592	36,021,308	32,409,505	37,081,448	4,671,942	14.42%
Use of Fund Balance	-	-	509,688	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>31,825,756</b>	<b>33,796,592</b>	<b>36,530,996</b>	<b>32,409,505</b>	<b>37,081,448</b>	<b>4,671,942</b>	<b>14.42%</b>

# General Fund Financial Projection

GENERAL FUND	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Use of Funds</b>							
City Commission	342,653	372,790	390,265	320,584	443,626	123,042	38.38%
City Manager	792,349	962,163	844,850	803,816	701,344	(102,472)	-12.75%
Communications	-	-	-	-	-	-	-
City Clerk	598,970	521,863	549,479	534,186	529,904	(4,282)	-0.80%
Internal Auditor	53,485	150,103	174,911	141,697	177,728	36,031	25.43%
City Attorney	623,960	606,648	714,390	662,444	627,305	(35,139)	-5.30%
Financial Services	1,379,141	1,306,361	1,546,560	1,318,540	1,445,267	126,727	9.61%
Human Resources / Personnel	236,537	210,502	228,388	223,520	287,812	64,292	28.76%
Human Resources / Benefits	4,012	14,790	16,047	9,401	36,530	27,129	288.58%
Community Sustainability - Administration	273,141	382,486	440,219	275,768	348,313	72,545	26.31%
Community Sustainability - Economic Development	-	-	142,441	-	-	-	-
Community Sustainability / Planning & Zoning	761,497	731,847	702,383	724,484	670,837	(53,647)	-7.40%
Community Sustainability / Code Enforcement	1,135,460	1,256,639	1,556,943	1,108,931	1,325,080	216,149	19.49%
Community Sustainability / Business Licenses	71,475	73,946	91,527	74,177	102,746	28,569	38.51%
Community Sustainability / Strategic Planning & Design	-	-	218,078	-	-	-	-
Community Sustainability / Use & Occupancy	-	-	-	1,108,931	-	-	-
Public Safety - Police Services	15,798,499	15,554,590	16,263,029	15,556,612	16,384,349	827,736	5.32%
Public Safety - Fire Services	2,754,704	2,732,271	2,949,719	2,785,335	3,108,096	322,761	11.59%
Public Services - Administration	315,750	278,855	306,639	312,126	278,368	(33,757)	-10.82%
Public Services - Streets Maintenance	1,018,330	1,078,510	1,386,703	1,015,702	1,865,575	849,873	83.67%
Public Services - Parking	9,953	5,864	2,850	8,189	2,850	(5,339)	-65.20%
Public Services - Grounds Maintenance	1,803,495	2,072,008	1,958,426	1,782,848	2,147,784	364,935	20.47%
Public Services - Cemetery	266,994	272,767	280,473	279,907	262,336	(17,571)	-6.28%
Facilities Management- Custodial	75,777	77,025	137,771	84,059	188,485	104,426	124.23%
Facilities Management- Maintenance	1,075,548	1,272,850	1,018,169	1,104,858	1,130,593	25,734	2.33%
Recreation - Administration	-	-	164,442	-	151,097	151,097	0.00%
Leisure Services - Library	524,348	508,446	540,673	495,634	434,536	(61,098)	-12.33%
Leisure Services - Rec / Community Programs	444,255	475,737	561,209	407,633	711,567	303,934	74.56%
Leisure Services - Rec / Facility Rentals	750,730	966,256	796,122	732,467	884,963	152,496	20.82%
Leisure Services - Special Events	356,689	408,956	468,027	354,614	364,670	10,056	2.84%
Leisure Services - Aquatics	-	-	322,083	6,720	-	-	-
Non-Departmental	140,596	1,525,239	1,700,808	1,324,981	344,669	(980,312)	-73.99%
Transfer Out - Capital Projects	-	-	-	-	-	-	-
Transfer Out- CRA	1,120,392	120,000	1,546,139	40,000	1,802,170	1,762,170	4405.43%
Transfer Out - Golf Fund	-	-	-	-	-	-	-
Transfer Out - Beach Fund	-	-	-	-	-	-	-
Transfer Out - Grants	41,829	-	25,000	-	-	-	-
Transfer Out - Information Technology	19,094	1,400	-	6,831	-	-	-
Transfer Out - GO Bond	-	-	-	13,943	-	-	-
Transfer Out - Employee Benefits	16,000	16,000	-	10,667	-	-	-
<b>Subtotal</b>	<b>32,805,663</b>	<b>33,956,912</b>	<b>38,044,763</b>	<b>33,629,606</b>	<b>36,758,599</b>	<b>3,128,993</b>	<b>9.30%</b>
Reserve for future use	(979,907)	-	-	-	-	-	0.00%
<b>Total Use of Funds</b>	<b>31,825,756</b>	<b>33,956,912</b>	<b>38,044,763</b>	<b>33,629,606</b>	<b>36,758,599</b>	<b>3,128,993</b>	<b>9.30%</b>

# General Fund Financial Projection



## Key Challenges, Conclusions, & Recommendations:

- The analysis projects that the City's General Fund working capital balances will stay below the minimum reserve target (2 months of operating expenses) for the entire projection period. Starting in FY 2025, projected working capital reserves will be used to cover annual cash flow deficits such that by FY 2029, the Fund's projected working capital reserve will be equal to approximately 1 month of O&M expenses.
- The City will monitor this fund closely each year so that corrective actions can be taken if the trend of declining reserve balances that appears in FY 2025 continues.

# General Fund Revenues

GENERAL FUND	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>AD VALOREM TAXES</b>							
Current	6,860,958.00	7,188,917.00	8,124,724.00	6,722,420.00	8,842,078.00	2,119,658.00	31.53%
CRA	935,585.00	1,471,161.00	1,546,139.00	1,080,311.67	1,802,170.00	721,858.33	66.82%
Delinquent	92,219.00	48,256.00	55,000.00	127,772.33	40,818.89	(86,953.45)	-68.05%
Interest - Delinquent	13,917.00	12,180.00	15,000.00	16,313.00	13,283.43	(3,029.57)	-18.57%
<b>TOTAL AD VALOREM TAXES</b>	<b>7,902,679.00</b>	<b>8,720,514.00</b>	<b>9,740,863.00</b>	<b>7,946,817.00</b>	<b>10,698,350.31</b>	<b>2,751,533.31</b>	<b>34.62%</b>
<b>AD VALOREM - FIRE SERVICES</b>							
Fire Services	-	-	-	-	-	-	0.00%
<b>TOTAL AD VALOREM -FIRE SERVICES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>SPECIAL ASSESSMENTS</b>							
Fire Services Assessment	-	-	-	-	-	-	0.00%
Street Light Assessment	-	-	-	-	-	-	0.00%
<b>TOTAL SPECIAL ASSESSMENTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>SALES, USE &amp; FUEL TAX</b>							
Gas Tax	962,936.00	948,818.00	978,302.00	942,461.33	969,092.00	26,630.67	2.83%
<b>TOTAL SALES, USE &amp; FUEL TAX</b>	<b>962,936.00</b>	<b>948,818.00</b>	<b>978,302.00</b>	<b>942,461.33</b>	<b>969,092.00</b>	<b>26,630.67</b>	<b>2.83%</b>
<b>FRANCHISE TAXES</b>							
Gas	-	-	-	-	-	-	0.00%
Refuse	57,146.00	149,379.00	62,000.00	82,361.33	96,874.42	14,513.09	17.62%
<b>TOTAL FRANCHISE TAXES</b>	<b>57,146.00</b>	<b>149,379.00</b>	<b>62,000.00</b>	<b>82,361.33</b>	<b>96,874.42</b>	<b>14,513.09</b>	<b>17.62%</b>
<b>UTILITY SERVICE TAXES</b>							
Electricity	2,057,814.00	1,936,551.00	2,064,000.00	2,029,013.67	2,064,000.00	34,986.33	1.72%
Telecommunications	857,685.00	879,525.00	900,081.00	864,484.00	879,237.66	14,753.66	1.71%
Water	1,096,839.00	1,044,604.00	1,090,000.00	1,062,843.33	1,090,000.00	27,156.67	2.56%
Gas	119,141.00	117,960.00	115,000.00	117,140.33	117,372.59	232.26	0.20%
Propane	21,958.00	20,923.00	22,000.00	20,584.33	21,721.61	1,137.27	5.52%
<b>TOTAL UTILITY SERVICE TAXES</b>	<b>4,153,437.00</b>	<b>3,999,563.00</b>	<b>4,191,081.00</b>	<b>4,094,065.67</b>	<b>4,172,331.86</b>	<b>78,266.19</b>	<b>1.91%</b>
<b>BUSINESS LICENSE</b>							
General	543,588.00	578,509.00	625,000.00	543,640.33	577,500.00	33,859.67	6.23%
Certificate of Use Fee	224,982.00	237,224.00	500,000.00	220,378.67	500,000.00	279,621.33	126.88%

# General Fund Revenues

<b>TOTAL BUSINESS LICENSE</b>	768,570.00	815,733.00	1,125,000.00	764,019.00	1,077,500.00	313,481.00	41.03%
<b>PERMITS &amp; FEES</b>							
Bldg Permits	-	-	500.00	-	-	-	0.00%
Public Services	33,286.00	11,765.00	21,000.00	25,490.00	18,471.00	(7,019.00)	-27.54%
Re-inspection Fee	-	-	1,000.00	5.33	-	(5.33)	-100.00%
Public Services	400.00	150.00	100.00	183.33	-	(183.33)	-100.00%
Site Plan Review Fee	-	-	-	-	15,000.00	15,000.00	0.00%
Community Development	15,680.00	18,305.00	25,000.00	15,968.33	-	(15,968.33)	-100.00%
Foreclosure Registry Fees	57,725.00	39,450.00	75,000.00	65,866.67	100,000.00	34,133.33	51.82%
Public Services	4,040.00	300.00	2,500.00	2,353.33	1,568.89	(784.44)	-33.33%
<b>TOTAL PERMITS &amp; FEES</b>	<b>111,131.00</b>	<b>69,970.00</b>	<b>125,100.00</b>	<b>109,867.00</b>	<b>135,039.89</b>	<b>25,172.89</b>	<b>22.91%</b>
<b>FEDERAL GRANTS</b>							
General Government	-	-	-	-	-	-	0.00%
<b>TOTAL FEDERAL GRANTS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>STATE SHARED REVENUE</b>							
Vehicle Rebate	26,774.00	26,368.00	25,000.00	25,460.00	25,460.00	-	0.00%
Mobile Home Licenses	45,094.00	50,348.00	45,000.00	47,746.00	47,746.00	-	0.00%
Alcoholic Beverages Licen	49,089.00	51,959.00	45,000.00	55,600.67	55,600.67	-	0.00%
Fire Ins Prem Tax	8,619.00	-	-	85,200.67	-	-	0.00%
Police Ins Prem Tax	-	438.00	-	156,799.00	-	-	0.00%
Entitlement	1,634,080.00	1,647,276.00	1,700,000.00	1,603,209.67	1,700,000.00	96,790.33	6.04%
Half Cent Sales Taxes	2,950,923.00	3,047,343.00	3,075,402.00	2,969,115.33	3,145,842.00	176,726.67	5.95%
<b>TOTAL STATE SHARED REVENUE</b>	<b>4,714,579.00</b>	<b>4,823,732.00</b>	<b>4,890,402.00</b>	<b>4,943,131.33</b>	<b>4,974,648.67</b>	<b>31,517.33</b>	<b>0.64%</b>
<b>SHARED REVENUE-LOCAL UNITS</b>							
County Contributions	552,945.00	493,154.00	600,000.00	571,277.67	481,456.96	(89,820.71)	-15.72%
<b>TOTAL SHARED REVENUE-LOCAL UNITS</b>	<b>552,945.00</b>	<b>493,154.00</b>	<b>600,000.00</b>	<b>571,277.67</b>	<b>481,456.96</b>	<b>(89,820.71)</b>	<b>-15.72%</b>
<b>GENERAL GOVERNMENT SERVICE</b>							
Public Services	75.00	25.00	-	33.33	-	(33.33)	-100.00%
Code	125,292.00	154,318.00	150,000.00	147,978.33	150,000.00	2,021.67	1.37%
Other	808.00	50.00	500.00	455.33	500.00	44.67	9.81%
Zoning Fees	49,513.00	44,114.00	60,000.00	51,701.67	45,000.00	(6,701.67)	-12.96%
Planning Fees	48,873.00	30,328.00	50,000.00	43,178.67	35,000.00	(8,178.67)	-18.94%
Historic Preservation Fee	26,858.00	26,486.00	30,000.00	27,658.67	27,842.00	183.33	0.66%
Mapping Fees	868.00	4,832.00	750.00	2,176.00	750.00	(1,426.00)	-65.53%
Business License Review-P	28,410.00	23,781.00	30,000.00	24,902.67	20,000.00	(4,902.67)	-19.69%
Applicant Chargets	-	-	-	-	8,000.00	-	0.00%
Certification/Records	137,550.00	149,585.00	132,000.00	139,685.00	132,000.00	(7,685.00)	-5.50%



# General Fund Revenues

Photocopies	321.00	277.00	320.00	351.33	320.00	(31.33)	-8.92%
Reimbursements	-	100.00	-	130.33	130.33	(0.00)	0.00%
NSF and Bank Charges	70.00	633.00	70.00	234.33	-	(234.33)	-100.00%
NSF Fees - Business	130.00	-	100.00	145.67	100.00	(45.67)	-31.35%
Miscellaneous	300.00	25.00	-	142.00	142.00	-	0.00%
<b>TOTAL GENERAL GOVERNMENT SERVICE</b>	<b>419,068.00</b>	<b>434,554.00</b>	<b>453,740.00</b>	<b>438,773.33</b>	<b>419,784.33</b>	<b>(18,989.00)</b>	<b>-4.33%</b>
<b>PUBLIC SAFETY</b>							
Outside Overtime	-	-	-	-	-	-	0.00%
False Alarms	69,205.00	78,200.00	70,000.00	73,275.00	70,000.00	(3,275.00)	-4.47%
COU - Code Fee	-	2,900.00	3,000.00	966.67	-	(966.67)	-100.00%
Use & Occ Inspection	120,333.00	235,112.00	300,000.00	213,301.00	300,000.00	86,699.00	40.65%
<b>TOTAL PUBLIC SAFETY</b>	<b>189,538.00</b>	<b>316,212.00</b>	<b>373,000.00</b>	<b>287,542.67</b>	<b>370,000.00</b>	<b>82,457.33</b>	<b>28.68%</b>
<b>PHYSICAL ENVIRONMENT</b>							
Water outside Surcharge	590,282.00	602,671.00	565,000.00	584,788.67	613,612.33	28,823.67	4.93%
Sewer Outside Charge	196,307.00	176,003.00	200,000.00	187,409.67	205,770.33	18,360.66	9.80%
Cemetery Fees	19,125.00	19,700.00	17,500.00	18,368.33	22,067.66	3,709.32	20.21%
<b>TOTAL PHYSICAL ENVIRONMENT</b>	<b>805,714.00</b>	<b>798,374.00</b>	<b>782,500.00</b>	<b>790,556.67</b>	<b>841,450.32</b>	<b>50,893.66</b>	<b>6.44%</b>
<b>TRANSPORTATION</b>							
Parking Meters-Taxable	200.00	-	-	66.67	-	(66.67)	-100.00%
Parking Permits	8,067.00	10,227.00	15,000.00	8,653.33	15,093.92	6,440.59	74.43%
Boat Launch	12,504.00	16,988.00	12,200.00	13,700.00	13,525.30	(174.70)	-1.28%
Boat Launch taxable	16,210.00	21,925.00	15,180.00	17,752.33	17,531.51	(220.83)	-1.24%
In-Person Service Charge	-	102.00	-	34.00	-	(34.00)	-100.00%
<b>TOTAL TRANSPORTATION</b>	<b>36,981.00</b>	<b>49,242.00</b>	<b>42,380.00</b>	<b>40,206.33</b>	<b>46,150.73</b>	<b>5,944.39</b>	<b>14.78%</b>
<b>CULTURE-RECREATION</b>							
Library Fees	846.00	1,070.00	1,100.00	1,005.33	1,145.47	140.14	13.94%
Summer Camp	9,700.00	13,175.00	15,000.00	12,145.00	25,000.00	12,855.00	105.85%
Sports Program	20,574.00	18,968.00	22,500.00	19,770.67	28,680.00	8,909.33	45.06%
4th of July Celebration	8,429.00	7,850.00	7,000.00	6,307.00	6,307.00	-	0.00%
Evenings on the Avenue	329.00	-	6,000.00	2,156.00	2,156.00	-	0.00%
Latin Music Festival	-	-	-	629.33	-	(629.33)	-100.00%
Other Fees	6,994.00	5,476.00	6,000.00	5,410.67	5,410.67	-	0.00%
Veteran's Day Parade	-	1,245.00	-	415.00	-	(415.00)	-100.00%
Other Fees	400.00	200.00	2,000.00	845.33	845.33	-	0.00%
Park Rental	20,696.00	9,532.00	31,000.00	17,155.67	9,000.00	(8,155.67)	-47.54%
Osbourne Center Rental	18,194.00	18,452.00	15,000.00	17,989.33	20,000.00	2,010.67	11.18%
Tax Exempt Sales	38,657.00	28,375.00	23,000.00	37,922.33	37,922.33	-	0.00%
<b>TOTAL CULTURE-RECREATION</b>	<b>124,819.00</b>	<b>104,343.00</b>	<b>128,600.00</b>	<b>121,751.67</b>	<b>136,466.80</b>	<b>14,715.14</b>	<b>12.09%</b>

# General Fund Revenues

<b>FINES &amp; FORFEITURES</b>							
Fines	30,559.00	45,584.00	40,000.00	39,225.00	32,618.09	(6,606.91)	-16.84%
Library Fines	7,012.00	5,909.00	7,000.00	6,830.00	6,381.10	(448.90)	-6.57%
Misc. Fines	-	-	-	-	-	-	0.00%
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>37,571.00</b>	<b>51,493.00</b>	<b>47,000.00</b>	<b>46,055.00</b>	<b>38,999.19</b>	<b>(7,055.81)</b>	<b>-15.32%</b>
<b>VIOLATIONS-LOCAL ORDINANCE</b>							
Parking Fines	33,164.00	28,665.00	25,000.00	31,301.67	30,005.73	(1,295.94)	-4.14%
Code	811,863.00	615,484.00	600,000.00	761,805.67	603,700.00	(158,105.67)	-20.75%
Citations	450.00	200.00	7,500.00	1,141.67	2,500.00	1,358.33	118.98%
Noise Fines	-	-	-	83.33	55.56	(27.77)	-33.33%
Late Fees	500.00	2,102.00	1,810.00	1,258.67	1,258.67	0.00	0.00%
Violations - Other	-	-	-	-	-	-	0.00%
<b>TOTAL VIOLATIONS-LOCAL ORDINANCE</b>	<b>845,977.00</b>	<b>646,451.00</b>	<b>634,310.00</b>	<b>795,591.00</b>	<b>637,519.96</b>	<b>(158,071.04)</b>	<b>-19.87%</b>
<b>INTEREST EARNINGS</b>							
Investments	43,654.00	73,907.00	50,000.00	51,627.33	50,000.00	(1,627.33)	-3.15%
Tax Collections	286.00	918.00	300.00	490.00	326.67	(163.33)	-33.33%
Tax Exempt	19,447.00	19,448.00	19,457.00	19,447.33	19,448.52	1.19	0.01%
Miscellaneous	1,256.00	525.00	-	175.00	1,123.48	948.48	541.99%
Unrealized Gain/(Loss)	(23,817.00)	(46,239.00)	-	(22,627.00)	-	22,627.00	-100.00%
Realized Gain/(Loss)	(2,684.00)	669.00	-	(981.67)	-	981.67	-100.00%
Other	-	-	36,740.00	-	41,038.89	41,038.89	0.00%
<b>TOTAL INTEREST EARNINGS</b>	<b>38,142.00</b>	<b>49,228.00</b>	<b>106,497.00</b>	<b>48,131.00</b>	<b>111,937.56</b>	<b>63,806.56</b>	<b>132.57%</b>
<b>RENTS &amp; ROYALTIES</b>							
Leased Properties	-	-	-	-	-	-	0.00%
Leased Properties	-	-	-	-	-	-	0.00%
Rent Pier	-	-	-	-	-	-	0.00%
Miscellaneous	-	1,214.00	1,070.00	1,332.33	-	(1,332.33)	-100.00%
<b>TOTAL RENTS &amp; ROYALTIES</b>	<b>-</b>	<b>1,214.00</b>	<b>1,070.00</b>	<b>1,332.33</b>	<b>-</b>	<b>(1,332.33)</b>	<b>-100.00%</b>
<b>SALE OF ASSETS</b>							
Sale of Surplus Material	-	-	-	-	-	-	0.00%
Furniture & Equipment	-	-	-	3,495.33	-	(3,495.33)	-100.00%
<b>TOTAL SALE OF ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,495.33</b>	<b>-</b>	<b>(3,495.33)</b>	<b>-100.00%</b>
<b>DONATIONS</b>							
Donations	11,580.00	6,678.00	-	10,435.67	-	(10,435.67)	-100.00%
<b>TOTAL DONATIONS</b>	<b>11,580.00</b>	<b>6,678.00</b>	<b>-</b>	<b>10,435.67</b>	<b>-</b>	<b>(10,435.67)</b>	<b>-100.00%</b>

# General Fund Revenues

<b>OTHER MISC REVENUE</b>							
Disp of Fixed Assets	2,714.00	50,780.00	-	17,831.33	-	(17,831.33)	-100.00%
Pavers	-	-	-	-	-	-	0.00%
Other	76,929.00	30,738.00	-	40,239.67	-	(40,239.67)	-100.00%
Taxable	-	35.00	-	11.67	-	(11.67)	-100.00%
<b>TOTAL OTHER MISC REVENUE</b>	<b>79,643.00</b>	<b>81,553.00</b>	<b>-</b>	<b>58,082.67</b>	<b>-</b>	<b>(58,082.67)</b>	<b>-100.00%</b>
<b>GENERAL GOVERNMENT SURCHARGE</b>							
Electric-Administrative	1,814,899.00	1,814,899.00	1,814,900.00	1,814,895.67	1,814,900.00	4.33	0.00%
Water- Administrative	478,539.00	859,842.00	859,850.00	605,640.00	859,850.00	254,210.00	41.97%
Golf- Administrative	-	-	-	-	-	-	0.00%
Refuse- Administrative	185,235.00	185,235.00	218,000.00	185,235.00	218,000.00	32,765.00	17.69%
Stormwater- Administrative	73,344.00	73,344.00	73,350.00	73,344.00	73,350.00	6.00	0.01%
CRA- Administrative	-	-	-	-	-	-	0.00%
Local Sewer- Administrative	251,533.00	599,772.00	599,780.00	367,612.67	599,780.00	232,167.33	63.16%
Regional Sewer- Administrative	156,035.00	156,035.00	308,180.00	156,035.00	308,180.00	152,145.00	97.51%
Building Fund- Administrative	-	-	38,210.00	-	38,592.10	38,592.10	0.00%
<b>TOTAL GENERAL GOVERNMENT SURCHARGE</b>	<b>2,959,585.00</b>	<b>3,689,127.00</b>	<b>3,912,270.00</b>	<b>3,202,762.33</b>	<b>3,912,652.10</b>	<b>709,889.77</b>	<b>22.16%</b>
<b>FRANCHISE FEE (PILOT)</b>							
Electric Contributions- (PILOT)	4,375,453.00	4,647,610.00	4,836,491.00	4,421,347.67	4,536,491.00	115,143.33	2.60%
Water Contributions- (PILOT)	1,350,899.00	1,350,100.00	1,489,728.00	1,268,629.33	1,489,728.00	221,098.67	17.43%
Golf Contributions- (PILOT)	-	-	-	-	-	-	0.00%
Refuse Contributions- (PILOT)	489,631.00	431,810.00	601,797.00	470,357.33	601,797.00	131,439.67	27.94%
Stormwater Contributions- (PILOT)	181,265.00	181,270.00	201,567.00	181,266.67	201,567.00	20,300.33	11.20%
Local Sewer Contributions- (PILOT)	613,767.00	905,810.00	608,870.00	711,114.67	608,870.00	(102,244.67)	-14.38%
<b>TOTAL FRANCHISE FEE</b>	<b>7,011,015.00</b>	<b>7,516,600.00</b>	<b>7,738,453.00</b>	<b>7,052,715.67</b>	<b>7,438,453.00</b>	<b>385,737.33</b>	<b>5.47%</b>
<b>REIMBURSEMENT INTER-FUNDS</b>							
Reimb- Intradepartmental	-	-	-	-	-	-	0.00%
Reimb- Ground Maintenance	40,000.00	-	40,000.00	26,660.00	40,000.00	13,340.00	50.04%
Reimb - Stormwater	-	-	-	-	-	-	0.00%
Reimb - CRA	-	-	-	-	-	-	0.00%
Reimb- Bldg Maintenance	-	-	-	-	-	-	0.00%
Reimb - Special Events	-	540.00	240.00	211.00	240.00	29.00	13.74%
Tax Exempt	2,700.00	120.00	500.00	1,202.33	500.00	(702.33)	-58.41%
Other	-	-	-	-	-	-	0.00%
<b>TOTAL REIMBURSEMENT INTER-FUNDS</b>	<b>42,700.00</b>	<b>660.00</b>	<b>40,740.00</b>	<b>28,073.33</b>	<b>40,740.00</b>	<b>12,666.67</b>	<b>45.12%</b>
<b>TRANSFERS IN</b>							
Community Redevelopment	-	-	-	-	100,000.00	100,000.00	0.00%

# General Fund Revenues

Foreclosure Fund	-	-	-	-	-	-	0.00%
Road Improvement Fund	-	-	-	-	-	-	0.00%
Debt Service	-	-	-	-	-	-	0.00%
Capital Project Fund	-	-	15,000.00	-	-	-	0.00%
Simpkin Trust Fund	-	30,000.00	30,000.00	30,000.00	30,000.00	-	0.00%
Library Trust Fund	-	-	-	-	-	-	0.00%
Sanitation Fund	-	-	-	-	52,000.00	52,000.00	0.00%
Building Fund	-	-	-	-	-	-	0.00%
Governmental Fund	-	-	-	-	-	-	0.00%
Self Insurance Fund	-	-	-	-	-	-	0.00%
Internal Service Funds	-	-	-	-	300,000.00	300,000.00	0.00%
Summer Food Program	-	-	-	-	-	-	0.00%
<b>TOTAL TRANSFERS</b>	-	30,000.00	45,000.00	30,000.00	482,000.00	452,000.00	1506.67%
Use of Fund Balance	-	-	509,688.00	-	-	-	0.00%
<b>TOTAL GENERAL FUND SOURCES OF FUNDS</b>	<b>31,825,756.00</b>	<b>33,796,592.00</b>	<b>36,527,996.00</b>	<b>32,409,505.33</b>	<b>37,081,448.10</b>	<b>4,671,942.77</b>	<b>14.42%</b>

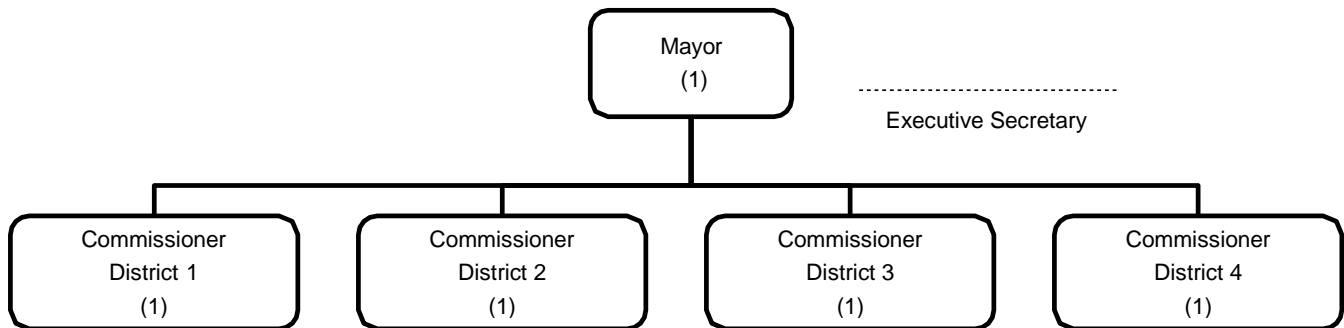
# LAKE WORTH BEACH GOVERNMENT

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

The Lake Worth Beach City Commission is comprised of five members who serve staggered two-year terms and are elected on a nonpartisan basis by the residents of Lake Worth Beach. The Mayor is elected at-large to serve a two year term as the presiding officer at City Commission meetings and as the official head of the City of Lake Worth Beach for legislative and ceremonial purposes. The other four Commissioners are elected to represent one of four geographic Commission districts. The City Commission shall elect from among its members a vice mayor and a vice mayor pro tem to serve at the pleasure of the Commission. Election of the vice mayor and vice mayor pro tem shall be done annually at the first regular city commission meeting after the general election. The vice mayor shall act as mayor in the absence or disability of the mayor. The vice mayor pro tem shall act as mayor in the absence or disability of the mayor and vice mayor. Local elections are held each November.

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

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



# City Commission

## MEET THE COMMISSION



### MAYOR PAM TRIOLO

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

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

affordable, reliable power provider. Bringing electric rates down and allowing utility customers to participate will benefit everyone.

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

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

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

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

# City Commission



## COMMISSIONER SCOTT MAXWELL

Commissioner Scott Maxwell is serving his fourth term as a member of the City Commission. He began his service to Lake Worth Beach in 2000 as a member of the Code Enforcement Board and was elevated to the position of Chairman.

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

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



## COMMISSIONER OMARI HARDY

Omari Hardy is a 4th generation educator, teaching civics and world history at Roosevelt Community Middle School in West Palm Beach, FL. He is a native Floridian, born and raised in Fort Lauderdale and educated at the University of Miami, where in 2012, he earned his Bachelor of Arts degree, with a major concentration in economics and a minor concentration in philosophy. After working for his alma mater's Frost School of Music, he moved to Lake Worth Beach to take a position with Adopt-A-Family of the Palm Beaches, where he still works part-time today.

It was after putting down roots in Lake Worth Beach that he became deeply involved in his community and his interest in local government intensified. Motivated by the prospect of progress in this beautiful, seven square-mile city, he decided to run for Lake Worth Beach city commission.

## VICE MAYOR AND COMMISSIONER ANDY AMOROSO



Commissioner Andy Amoroso has been elected to serve District 3 since November of 2011 and in 2014 he ran unopposed for his second 2-year term and in 2018 was reelected for his 4th term. As a native Floridian and a 38-year resident of Lake Worth Beach, a longtime small business owner, former president of his Neighborhood Association and an active community leader, he is committed to make a positive difference for the citizens of Lake Worth Beach.

As former Vice-Chairman of the City's Community Redevelopment Agency (CRA), Commissioner Amoroso has helped lead the effort to bring Publix and the Palm Beach County Cultural Council to Lake Worth Beach, creating new jobs and adding to the City's tax base. He has worked with the CRA board to secure a \$23 million NSP2 grant to stabilize neighborhoods affected by foreclosed and abandoned properties and promote home ownership. Currently, as the CRA's Liaison to the City, Commissioner Amoroso continues to move the City forward with the new arts program, LULA, by continuing to promote art growth with the new art-work live spaces and mural projects, as well as promoting new music and art events within the City of Lake Worth Beach.

# City Commission

Commissioner Amoroso believes that the safety of the residents of Lake Worth Beach is a top priority; therefore, he supports keeping the Palm Beach County Sheriff's Office. Commissioner Amoroso supports the 5-year initiative to lower the electric utility costs. Commissioner Amoroso is proud to be Palm Beach County and Lake Worth Beach's first openly gay elected official. He currently seats as second Vice President of the National League of Cities Constituency Group (GLBTLO). In 2014, he was appointed to the National League of Cities Advocacy and Policy Board. In 2015, Commissioner Amoroso was appointed to Palm Beach County League of Cities Board of Directors and reappointed in 2016, and in 2015 he was also appointed to the Women's Foundation of Palm Beach County. Most recently, he was appointed to the Florida League of Cities Transportation & Intergovernmental Relations Committee. He was also appointed to the Palm Beach County Business Development Board. Commissioner Amoroso's desire and goal is to have a City that "works" for the people of Lake Worth Beach.

## COMMISSIONER HERMAN ROBINSON



Commissioner Herman Robinson was elected to serve District 4 in March 2017. He has a long history of service to the Lake Worth Beach community beginning in 1999, when he was instrumental in establishing the Bryant Park Neighborhood Association, serving as its President for six years. During his tenure, the annual "Derby Day" celebration was initiated, as well as "The Great American Raft Race". Both events have become a Lake Worth Beach tradition and get bigger and better each year. A founding member of the Neighborhood Associations President's Council (NACP), he has remained an active supporter of its city wide civic and recreational events. A member of the Lake Worth Beach Kiwanis Club, Commissioner Robinson was elected President in 2004. In 2010 Kiwanis spearheaded development of the soccer field at Sunset Ridge Park.

He served on the Lake Worth Beach Planning & Zoning Board for three years and on the Historic Resource Preservation Board, resigning as Chair to seek elected office as District 4 Commissioner. He is a recipient of the Community Service Award on behalf of the Lake Worth Beach Community (Kiwanis, Rotary, Lions Club,

Salvation Army, City of Lake Worth Beach, Chamber of Commerce and Lake Worth CDC.) Commissioner Robinson is proud to be the first gentleman to be a member of the GFWC Women's Club of Lake Worth Beach. He also helped launch the Lake Worth Sailing Club.

Commissioner Robinson is a member of the Martin Luther King Memorial Committee. With his daughter, Catherine Hom, he opened the Lake Avenue Chocolate Company at 609 Lake Avenue, after restoring the 1912 building to an ambiance fondly remembered to this day.

Commissioner Herman Robinson graduated from Bordentown Military Institute and attended Rider College in Trenton New Jersey. He served in the U.S. Army from 1967-1970 and is currently a Licensed General Contractor in the State of Florida.

As the Commissioner for District 4, he is working hard to bring the Beach Complex to its full potential, facilitate the Gulfstream Hotel development, serve as the City liaison for all Neighborhood Associations and ensure a responsive, transparent administration that never loses sight of its mission to provide a safe, secure and prosperous city for all.



# City Commission

City Commission - 1010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	130,922	156,040	156,346	120,523	161,130	40,607	33.69%
* Benefits	54,411	44,623	59,209	49,680	74,931	25,252	50.83%
<b>Sub-Total</b>	<b>185,333</b>	<b>200,663</b>	<b>215,555</b>	<b>170,202</b>	<b>236,061</b>	<b>65,859</b>	<b>38.69%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	66,825	110,103	71,410	79,258	102,017	22,759	28.71%
* Travel & Training	2,434	891	37,500	1,477	37,500	36,023	2438.93%
* Utility & Communication	26,490	25,994	5,150	26,043	5,650	(20,393)	-78.30%
* Insurance	1,858	1,084	21,850	1,206	23,598	22,392	1857.26%
* Maintenance	3,924	2,882	-	2,669	-	(2,669)	-
* Operating Expense	55,789	31,173	38,800	39,730	38,800	(930)	-2.34%
<b>Sub-Total</b>	<b>157,320</b>	<b>172,127</b>	<b>174,710</b>	<b>150,382</b>	<b>207,565</b>	<b>57,183</b>	<b>38.02%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>342,653</b>	<b>372,790</b>	<b>390,265</b>	<b>320,584</b>	<b>443,626</b>	<b>123,042</b>	<b>38.38%</b>

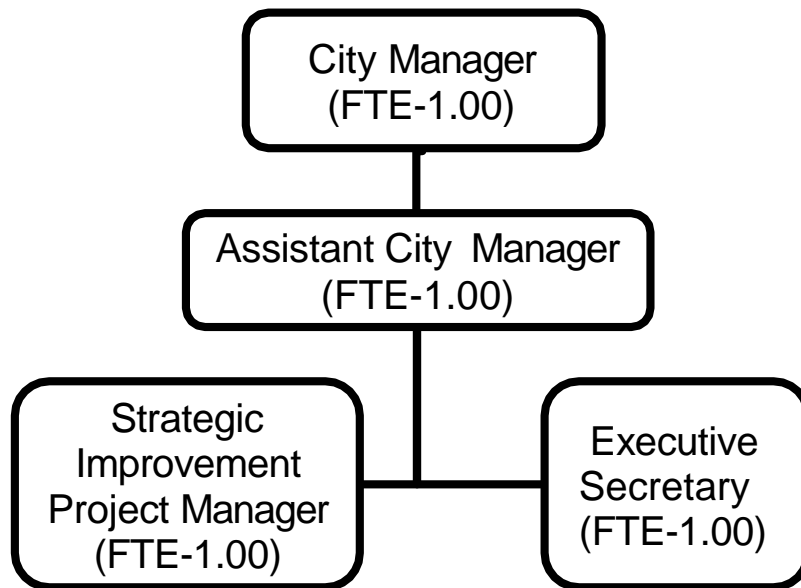
# City Manager

The City Manager's Office focuses on ensuring the proper execution of the City Commission's policies in an efficient and cost effective manner.

The City Manager's office directs and assists City departments in the successful implementation of the City Commission's priorities. The **2020-2025 Strategic Plan** priorities include positioning Lake Worth Beach to be a competitive viable location of choice, strengthening Lake Worth Beach as a community of neighborhoods, celebrating the unique, historical, coastal and cultural diversity of the city, navigating towards a sustainable community, and affirming government for all.

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

in the City workforce that will directly & indirectly benefit the taxpayers of the City of Lake Worth Beach.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	5.00	1	-1.00	0	4.00
Part-time	0	0	0	0	0

Related Funds: General Fund

# City Manager

## MISSION

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

## GOALS

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

## OBJECTIVES (FY 2020)

Instill culture of excellence and continuous improvement in the City workforce that directly benefits the residential and commercial taxpayers of the City of Lake Worth Beach.

Continue to develop a variety of City sponsored programming to create a vibrant, high quality entertainment and cultural venue.

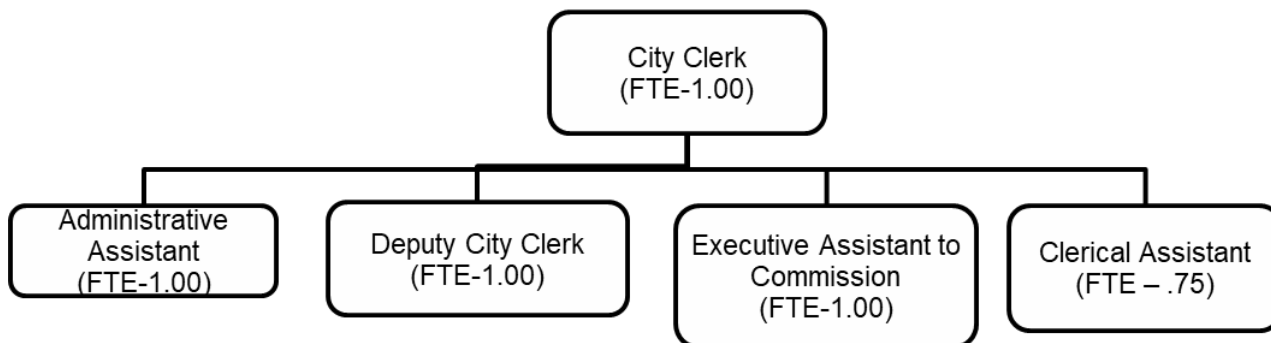
Continue to develop a strong citizen outreach program and an effective website with easily accessible information.

City Manager - 1020	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	459,336	584,559	530,328	447,820	403,505	(44,315)	-9.90%
* Benefits	125,879	191,186	151,482	154,879	128,419	(26,460)	-17.08%
<b>Sub-Total</b>	<b>585,215</b>	<b>775,745</b>	<b>681,810</b>	<b>602,699</b>	<b>531,924</b>	<b>(70,775)</b>	<b>-11.74%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	123,054	113,334	91,090	125,780	96,654	(29,127)	-23.16%
* Travel & Training	8,551	4,732	6,500	6,510	6,500	(10)	-0.15%
* Utility & Communication	7,453	5,158	5,320	5,867	5,570	(297)	-5.07%
* Insurance	22,442	22,450	22,450	22,445	24,246	1,801	8.03%
* Maintenance	-	268	1,530	89	300	211	235.82%
* Operating Expense	45,634	40,476	36,150	40,426	36,150	(4,276)	-10.58%
<b>Sub-Total</b>	<b>207,134</b>	<b>186,418</b>	<b>163,040</b>	<b>201,117</b>	<b>169,420</b>	<b>(31,698)</b>	<b>-15.76%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>792,349</b>	<b>962,163</b>	<b>844,850</b>	<b>803,816</b>	<b>701,344</b>	<b>(102,472)</b>	<b>-12.75%</b>

# City Clerk

## MISSION

The City Clerk's office is working together to cooperate with and assist all City departments, City Commission, and general public, in gathering and disseminating information within the boundaries of federal, state, and local laws in order to effectively and efficiently grow, change, and become one with all departments in the City.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	5.00	0	0	0	5.00
Part-time	1.00	0	0	0	1.00

Related Funds: General Fund

# City Clerk

## CITY CLERK

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

**Attest Executor Contracts and Deeds** - The City Clerk attests all executory contracts made on behalf of the City. The City Clerk is expected to preserve, file and index all contracts, deeds and other records to which the City is a party, and must furnish those records to the City Commission or City Manager upon request.

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

**Local Supervisor of Elections/Official Filing Officer** - The City Clerk serves as the local Supervisor of Elections and official Filing Officer in all matters concerning the annual planning, coordinating, and overseeing the City's Municipal General and, if necessary, Run-Off Elections. In that role, the City Clerk maintains an effective system of internal accounting and administrative control. It takes months to organize and prepare this key element in the democratic process, which is essential for a successful outcome.

**Meeting Information** – The City Clerk publishes the agendas, backup and minutes for all City Commission regular, special, electric utility and work session meetings.

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

## RECORDS AND INFORMATION MANAGEMENT

The City Clerk's Office is responsible for managing and distributing the City's public records in compliance with Chapter 119 of Florida Statutes. Staff is required to have extensive knowledge and understanding of Florida Statute exemptions in order to protect the City from releasing records protected under Chapter 119. Responsibilities include analyzing which department(s) may have possession of public records, collecting records, redacting information exempt from Florida Statutes, and invoicing and collecting revenue from public record requests. This also includes presenting public records seminars several times a year for various departments.

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

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

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

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

# City Clerk

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

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

## **LEGISLATIVE SUPPORT AND VOLUNTEERS IN PUBLIC SERVICE ASSISTANCE**

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

**Oversees Board/Committee Memberships** – The City Clerk’s Office monitors 14 City boards, tracking members’ attendance, participation in ethics training, membership expiration and reappointment process, and filing required financial statements.

In Fiscal Year 2020, the City Clerk’s Office will continue to comply with mandated State Laws and continue its quest to increase utilization of information technology available to the City.

## **GOALS & OBJECTIVES & ACHIEVEMENTS**

**Continue to successfully preserve City Resolutions and Ordinances. This goal is in keeping with the City Commission’s goal to recognize and protect the City’s unique character through the preservation of its historical resolutions and ordinances.**

Continue to bind original City Resolutions, Ordinances and Minutes from 2016 to the present.

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

Continually monitor the information to make sure it is current & accurate.

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

Continue to meet with department representatives during Fiscal Year 2020 to offer advice and options for use of off- site storage.

Work to establish a strong partnership between the City & City stakeholders.

Successfully held over sixty five (65) public meetings in the City Chambers.

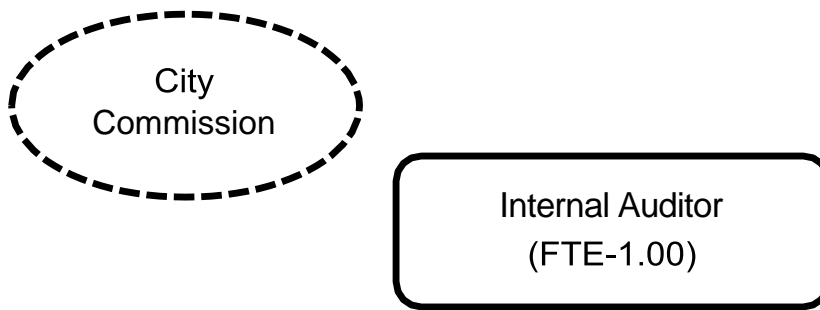
# City Clerk

City Clerk - 1030	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	353,657	292,821	289,483	305,390	271,225	(34,165)	-11.19%
* Benefits	112,189	126,865	139,454	123,576	115,654	(7,922)	-6.41%
<b>Sub-Total</b>	<b>465,846</b>	<b>419,686</b>	<b>428,937</b>	<b>428,966</b>	<b>386,879</b>	<b>(42,087)</b>	<b>-9.81%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	50,497	44,908	45,656	41,473	70,522	29,049	70.04%
* Travel & Training	3,009	4,050	5,000	3,057	5,000	1,943	63.54%
* Utility & Communication	8,436	5,955	5,950	6,741	6,800	59	0.87%
* Insurance	12,901	12,910	12,910	12,904	13,943	1,039	8.05%
* Maintenance	122	-	1,330	41	100	59	145.90%
* Operating Expense	34,128	34,354	49,696	32,994	46,660	13,666	41.42%
<b>Sub-Total</b>	<b>109,093</b>	<b>102,177</b>	<b>120,542</b>	<b>97,210</b>	<b>143,025</b>	<b>45,815</b>	<b>47.13%</b>
CAPITAL	24,031	-	-	8,010	-	(8,010)	-
<b>TOTAL</b>	<b>598,970</b>	<b>521,863</b>	<b>549,479</b>	<b>534,186</b>	<b>529,904</b>	<b>(4,282)</b>	<b>-0.80%</b>

# Internal Auditor

## MISSION

To provide independent, objective audit and consulting services that are designed to add value, improve the effectiveness, transparency and efficiency of the City's operations.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	1.00	0	0	0	1.00
Part-time	0	0	0	0	0

Related Funds: General Fund



# Internal Auditor

## GOALS

To provide a high standard of internal audit services to the City Commission, City Departments, and City Management by conducting audit work associated with the following areas:

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

## OBJECTIVES

By performing audits of City operations and contracts, the Internal Auditor will:

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

The Internal Auditor will conduct an Annual Risk Assessment, identifying areas of risk that could negatively impact the City's ability to achieve its objectives. The Annual Risk Assessment allows the Internal Auditor to prioritize where audit work will be conducted. The Internal Auditor will create an Annual Audit Plan which identifies internal audits to be started during the current year. The Internal Auditor will conduct internal audits in accordance with the Internal Audit Charter. An Audit Report is the output of each planned audit. The Audit Report documents audit findings, and recommendations - with the ultimate objective of audit work falling under either of the following:

- Change. The City's processes will improve based on enhanced internal control of risks and/or Increased efficiency; or
- Assurance. The City Commission is provided assurance that internal controls and processes are functioning as intended.

## ACHIEVEMENTS

OBJECTIVE 2019-2020	ACHIEVEMENTS
The Internal Auditor will conduct an Annual Risk Assessment.	Annual Risk Assessment documented and distributed.
The Internal Auditor will create an Annual Audit Plan.	Annual Audit Plan authorized and distributed.
A review of the Code Compliance process will be performed, to include a menu of recommended ways to address any deficiencies found.	A review of the Code Compliance process will be performed, to include a menu of recommended ways to address any deficiencies found.
The Internal Auditor will conduct audit work for the Community Sustainability Department.	A review of Business License Revenue will be conducted, to include identifying additional revenue opportunities.
The Internal Auditor will conduct a City-wide Contracts Audit.	Sampled contracts will be evaluated for compliance to City policy and Procurement Code, contract terms and stipulations, and contract process consistency from department to department.

# Internal Auditor

## PERFORMANCE MEASURES

OBJECTIVE	FY 2020 TARGET
Financial: Additional Revenue remitted	\$65,000.00
Customer: Percent of recommendations accepted by auditee	100%
Internal Business Processes: Percent of audits utilizing advanced Data Analytics	65%
Learning and Growing: Percent of audits utilizing new learnings or skills	50%

# Internal Auditor

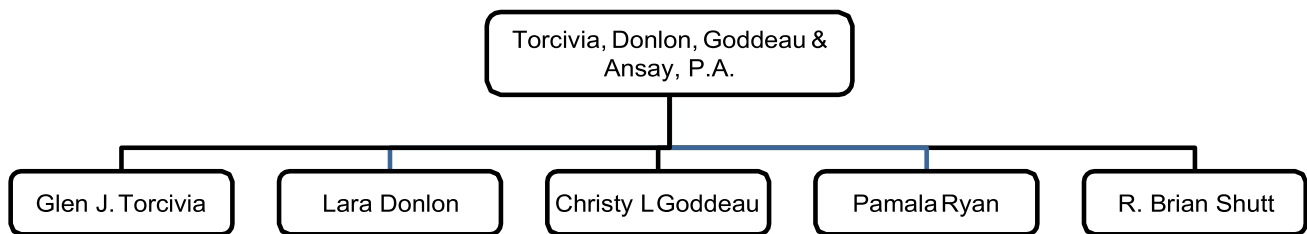
Internal Auditor - 1040	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	74,936	104,118	118,200	98,385	117,490	19,105	19.42%
* Benefits	28,077	18,592	26,911	25,770	29,368	3,598	13.96%
<b>Sub-Total</b>	<b>103,013</b>	<b>122,710</b>	<b>145,111</b>	<b>124,155</b>	<b>146,858</b>	<b>22,703</b>	<b>18.29%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	2,631	15,320	14,820	6,796	15,243	8,447	124.28%
* Travel & Training	-	2,776	4,100	1,974	4,100	2,126	107.74%
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	8,086	8,090	8,090	8,087	8,737	650	8.04%
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	115	1,207	2,790	685	2,790	2,105	307.50%
<b>Sub-Total</b>	<b>10,832</b>	<b>27,393</b>	<b>29,800</b>	<b>17,542</b>	<b>30,870</b>	<b>13,328</b>	<b>75.98%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>113,845</b>	<b>150,103</b>	<b>174,911</b>	<b>141,697</b>	<b>177,728</b>	<b>36,031</b>	<b>25.43%</b>

# City Attorney

## **MISSION**

The office of the City Attorney is committed to protecting the legal interests and assets of the City, with the highest level of professionalism and ethics and is dedicated to serving the City of Lake Worth Beach for the benefit of its citizens. The office of the City Attorney provides legal counsel to the City Commission, City boards and committees, City Manager, City Clerk and all City departments.

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



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

# City Attorney

## **GOALS**

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

The City Attorney provides legal counsel to the City Commission:

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

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

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

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

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

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

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

## **OBJECTIVES**

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

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

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

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

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

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

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

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

# City Attorney

**Goal 5: Maintain close oversight of outside counsel and claim management.**

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

**Goal 6: Resolve pending, outstanding litigation and legal issues.**

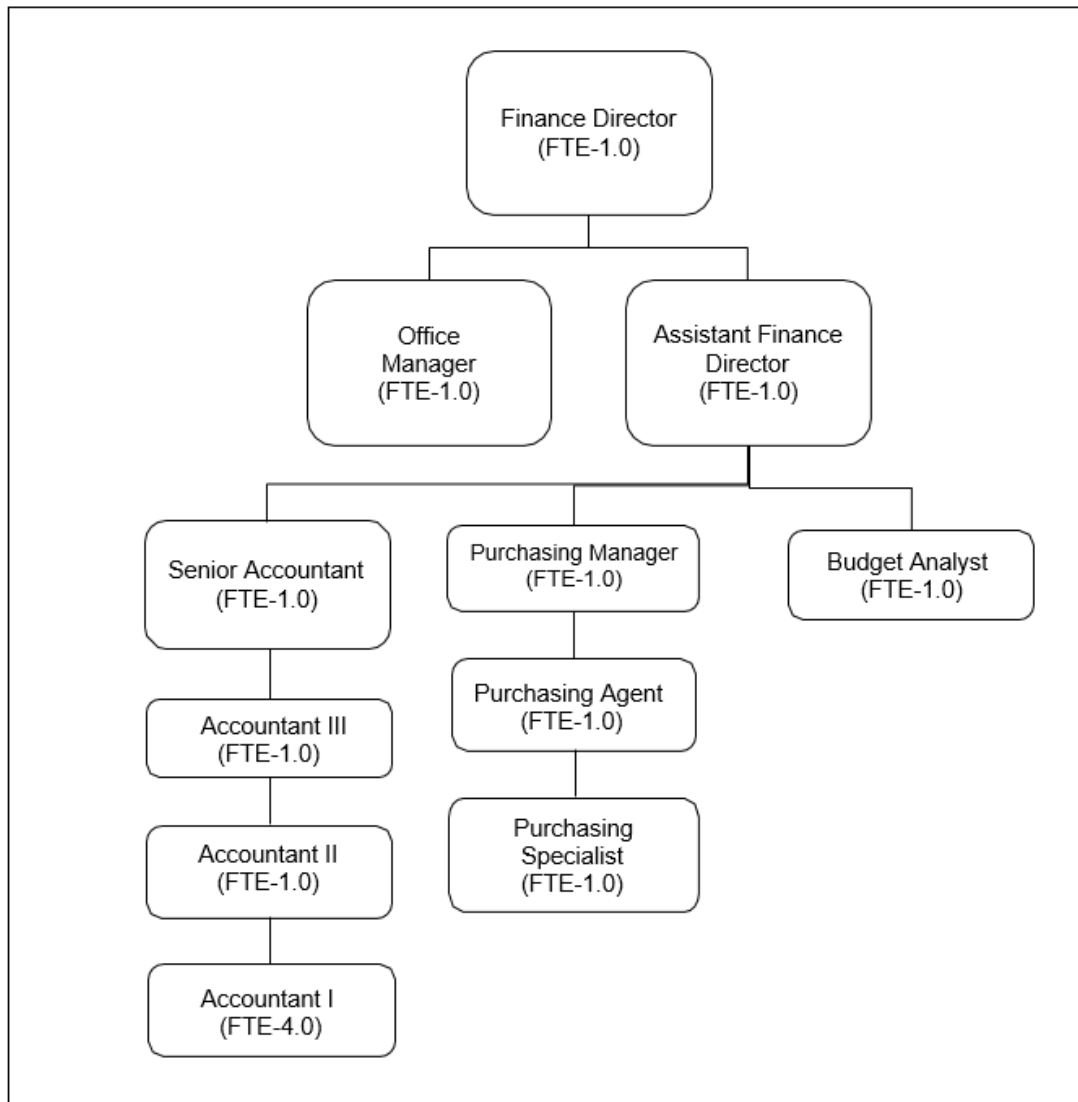
Objective: Continue to work towards resolution of outstanding litigation and legal issues.

City Attorney - 1110	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	598,094	579,974	697,250	634,872	608,638	(26,235)	-4.13%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	4,200	2,937	3,050	3,324	3,450	126	3.80%
* Insurance	14,089	14,090	14,090	14,089	15,217	1,128	8.01%
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	7,577	9,647	-	10,159	-	(10,159)	-100.00%
<b>Sub-Total</b>	<b>623,960</b>	<b>606,648</b>	<b>714,390</b>	<b>662,444</b>	<b>627,305</b>	<b>(35,139)</b>	<b>-5.30%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>623,960</b>	<b>606,648</b>	<b>714,390</b>	<b>662,444</b>	<b>627,305</b>	<b>(35,139)</b>	<b>-5.30%</b>

# Financial Services

## MISSION

The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to foster innovative solutions achieving an outstanding level of service. Financial Services manages the City's financial resources in the most cost effective and efficient manner. The Department provides relevant, timely financial, cash management, debt information to the public, decision makers and to City management. Financial Services is responsible for the systems of financial policies, internal controls, accounting, financial reporting, procurement and budgeting.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	16.00	-1.00	0	0	15.00
Part-time	0	0	0	0	0

Related Funds: General Fund

# Financial Services

## **ACCOUNTING AND FINANCIAL REPORTING**

All accounting and reporting in the City takes place in the Financial Services department, including internal reports for use by elected officials, management of the City and CRA, as well as external reporting (including the Comprehensive Annual Financial Report (CAFR) and reports required by State and Federal Agencies).

## **BUDGET PREPARATION AND MANAGEMENT**

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

## **CASH MANAGEMENT**

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

## **DEBT MANAGEMENT**

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

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

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

## **FIXED ASSET CONTROL**

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

## **GRANTS FINANCIAL MANAGEMENT**

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

## **PURCHASING**

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



# Financial Services

## **REVENUE COLLECTING AND RECEIPTING**

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

## **GOALS & OBJECTIVES**

To provide a high standard of transparent comprehensive financial services to City Departments, the public, bond rating agencies, and other governmental agencies while safeguarding the City's financial assets and physical assets through appropriate controls. The Financial Services department continues to streamline and implement best practices to best serve the City departments and its residents.

Maintain retirement sustainability to reduce the financial burden, if any, of retiree defined benefit plan payments on future taxpayers.

Coordinate any necessary bond issues and work with the City's financial consultant to obtain recommendations on bond issuance.

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

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

## **PENSION ANALYSIS**

Pension costs are a multimillion dollar cost for the City. Although a number of necessary changes to the pension plans have been made in order to make them more affordable, the plans still require significant contributions. The analysis of these plans, with the assistance of an actuary, and the development of a long range plan for redesigning the City's pension plans to make them more affordable over time was completed. The results are being reviewed by staff in conjunction with employee groups and resulted in continually and proactive analysis. Leadership continues to pursue this.

# Financial Services

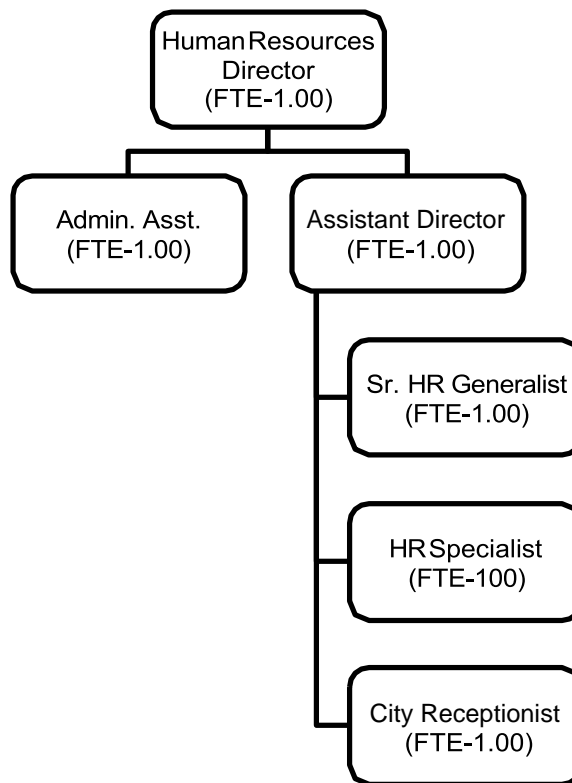
Financial Services - 1220	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	775,869	699,416	843,645	688,469	831,445	142,976	20.77%
* Benefits	367,237	393,736	438,495	400,859	341,811	(59,048)	-14.73%
<b>Sub-Total</b>	<b>1,143,106</b>	<b>1,093,152</b>	<b>1,282,140</b>	<b>1,089,327</b>	<b>1,173,256</b>	<b>83,928</b>	<b>7.70%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	127,271	121,458	163,200	136,212	171,188	34,975	25.68%
* Travel & Training	24,512	11,085	20,000	14,162	20,000	5,838	41.22%
* Utility & Communication	27,345	21,253	22,110	22,763	22,110	(653)	-2.87%
* Insurance	25,793	25,800	25,800	25,795	27,864	2,069	8.02%
* Maintenance	3,355	3,445	3,520	3,358	1,060	(2,298)	-68.43%
* Operating Expense	27,759	30,168	29,790	26,922	29,790.00	2,868	10.65%
<b>Sub-Total</b>	<b>236,035</b>	<b>213,209</b>	<b>264,420</b>	<b>229,213</b>	<b>272,012</b>	<b>42,799</b>	<b>18.67%</b>
CAPITAL							
<b>TOTAL</b>	<b>1,379,141</b>	<b>1,306,361</b>	<b>1,546,560</b>	<b>1,318,540</b>	<b>1,445,267</b>	<b>126,727</b>	<b>9.61%</b>

# Human Resources

## MISSION

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

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



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	6.00	0	0	0	6.00
Part-time	0	0	0	0	0

Related Funds: General Fund, Self Insurance Fund

# Human Resources

## **HUMAN CAPITAL**

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

This division is responsible for recruiting volunteers, accepting Volunteers in Public Service (VIP) applications, and coordinating and assigning VIP members to various departments and divisions throughout the City.

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

## **EMPLOYEE BENEFITS**

The Employee Benefits division is charged with managing all employee benefits including health, dental, vision, life, flexible spending accounts, and retirement plans. The division works closely with Financial Services to provide the highest quality benefits possible while ensuring the cost associated with the provision of benefits remains affordable. Furthermore, this division works to ensure that City employees become educated consumers of their benefit plans to maximize effective utilization of the plans and minimize cost to the employees and the City. This division executes a comprehensive wellness program and holds an annual employee health fair to target preventative initiatives that will lower the City's health insurance experience rating.

## **RISK MANAGEMENT**

The Risk Management division is responsible for ensuring a safe working environment for all Lake Worth Beach employees and visitors to City owned facilities and properties. The division oversees programs that reduce costs, including the cost of accidental losses, insurance premiums, loss control and administrative costs associated with liability claims or subrogated damage claim recovery. Risk Management ensures safety, security and well-being of all employees.

The Risk Management division attends all departmental safety meetings and leads the City-wide Employee Safety Task Force which takes steps to ensure effective departmental safety practices are in place, followed and where required, Personal Protective Equipment provided and utilized throughout the organization. The Safety Task Force enforces the current Safety Manual to ensure it conforms to all current legislation and best practices.

## **WORKERS' COMPENSATION**

The primary responsibility of the Workers Compensation division is the evaluation, administration and renewal of workers' compensation insurance. The division also coordinates with third party claims administrators and adjustors for all active claims involving employee injuries; working with departments and third party administrators to implement preventive safety measures; providing information to the State to maintain compliance with State Labor Laws; finding work for employees assigned to light duty, challenging questionable claims and budgeting for the City's insurance fund

# Information Technology

## **PROPERTY AND CASUALTY INSURANCE**

The Risk Management division is responsible for the administration of property and casualty insurance. The City has the following primary types of insurance: general liability, property, automobile, flood and underground storage tank liability. The division is in the process of obtaining cyber-security insurance.

The division's major activities include the annual evaluation and renewal of all City insurance policies, coordination with various departments on accidents or other potential claims, evaluation of claims, determination of the proper deductible limits and retention levels for the City, coordination with the City Attorney on any claims that reach litigation status and budgeting for the City's insurance fund.

## **OBJECTIVES**

Successfully maintain the newly implemented Wellness Initiative (MotivateMe) to help with preventative measures to lower health insurance costs for City employees.

Continue to develop an online employee evaluation program across the City.

Continue to develop a new Safety Manual, ensuring compliance with all current local, state and federal guidelines. Develop safety-training programs designed to encourage employee safety awareness and compliance with best practices

Continue working to implement a more effective and efficient online payroll and timekeeping system.

Continue working on updating and reclassify positions and job descriptions in accordance with federal labor law changes and collective bargaining agreements. Submit to Public Employment Relations Commission for final approval. Continue working to complete the classification and compensation analysis of all positions and pay grades across the City.

Continuing to roll out the Foundations of Leadership Academy to all managers and front-line supervisors across the City.

Continue providing outstanding customer service to all City employees, applicants, volunteers, and citizens.

Successfully recruit, hire and retain best qualified talent for every position while creating a culture of high performance and cooperative relationships, where learning and training keep us at the cutting edge.

Promote the highest ethical standards amongst employees.

## **ACHIEVEMENTS**

Similar to last fiscal year, Human Resources was able to develop H.R. compliance training for all City staff members addressing potential pitfalls, including sexual harassment, anti-discrimination, effective communication for better customer service, and outside threat prevention. This training will continue to be explored in future fiscal years. Additionally, Human Resources was able to:

- Consolidate and audit all employee files.
- Revise the claims review process to surrogate claims where the City is due reparation.
- Centralize the City's Volunteer Program to better allocate this great source of Human Capital.
- Implement an applicant tracking system in order to streamline the City hiring process. H.R. is building off of the progress made last fiscal year.

# Information Technology

General Fund - Personnel Services - 1310	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	118,372	108,041	92,207	104,424	179,195	74,771	71.60%
* Benefits	53,715	51,360	49,238	52,850	60,478	7,629	14.43%
<b>Sub-Total</b>	<b>172,087</b>	<b>159,401</b>	<b>141,445</b>	<b>157,274</b>	<b>239,673</b>	<b>82,400</b>	<b>52.39%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	34,268	29,820	58,840	35,430	41,966	6,536	18.45%
* Travel & Training	5,594	1,354	3,500	3,029	3,500	471	15.56%
* Utility & Communication	6,968	4,774	7,440	5,328	8,040	2,712	50.89%
* Insurance	7,274	7,280	7,280	7,276	7,862	586	8.06%
* Maintenance	2,968	5,308	1,910	3,575	680	(2,895)	-80.98%
* Operating Expense	11,390	17,355	24,020	11,440	22,620	11,180	97.72%
<b>Sub-Total</b>	<b>68,462</b>	<b>65,891</b>	<b>102,990</b>	<b>66,079</b>	<b>84,668</b>	<b>18,590</b>	<b>28.13%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>240,549</b>	<b>225,292</b>	<b>244,435</b>	<b>223,352</b>	<b>324,342</b>	<b>100,989</b>	<b>45.22%</b>

General Fund - Personnel Services - 1320	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	4,012	-	-	-	-	-	-
<b>Sub-Total</b>	<b>4,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>4,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Information Technology

Employee Benefits Fund - 1320	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	99,521	96,435	132,874	109,610	62,881	(46,729)	-42.63%
* Benefits	7,866,998	7,085,922	7,771,467	7,574,796	8,499,478	924,682	12.21%
<b>Sub-Total</b>	<b>7,966,519</b>	<b>7,182,357</b>	<b>7,904,341</b>	<b>7,684,406</b>	<b>8,562,359</b>	<b>877,953</b>	<b>11.43%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	40,462	666,687	119,714	275,621	120,339	(155,282)	-56.34%
* Travel & Training	1,981	3,060	2,750	2,597	2,750	153	5.89%
* Utility & Communication	5,790	5,545	7,370	6,235	7,370	1,135	18.20%
* Insurance	5,753	5,760	5,760	5,758	5,760	2	0.04%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	2,375	4,680	11,200	6,085	16,960	10,875	178.72%
<b>Sub-Total</b>	<b>56,361</b>	<b>685,732</b>	<b>146,794</b>	<b>296,296</b>	<b>153,179</b>	<b>(143,117)</b>	<b>-48.30%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>8,022,880</b>	<b>7,868,089</b>	<b>8,051,135</b>	<b>7,980,701</b>	<b>8,715,537</b>	<b>734,836</b>	<b>9.21%</b>

Self Insurance Fund - Property & Liability 1331	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	74,058	78,100	77,821	64,038	89,419	25,381	39.63%
* Benefits	34,848	25,709	31,731	26,031	30,592	4,560	17.52%
<b>Sub-Total</b>	<b>108,906</b>	<b>103,809</b>	<b>109,552</b>	<b>90,070</b>	<b>120,011</b>	<b>29,941</b>	<b>33.24%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	182,412	124,041	227,422	246,269	230,043	(16,227)	-6.59%
* Travel & Training	8,034	11,325	7,960	5,784	7,960	2,176	37.61%
* Utility & Communication	-	-	500	109	505	396	364.72%
* Insurance	1,606,009	1,659,378	1,770,000	1,663,566	1,819,100	155,534	9.35%
* Maintenance	2,279	-	20,140	760	-	(760)	-100.00%
* Operating Expense	4,138	11,957	39,700	6,562	26,225	19,663	299.64%
<b>Sub-Total</b>	<b>1,802,872</b>	<b>1,806,701</b>	<b>2,065,722</b>	<b>1,923,050</b>	<b>2,083,832</b>	<b>160,782</b>	<b>8.36%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>1,911,778</b>	<b>1,910,510</b>	<b>2,175,274</b>	<b>2,013,120</b>	<b>2,203,843</b>	<b>190,723</b>	<b>9.47%</b>

# Information Technology

Self Insurance Fund - Human Resources Worker's Compensation 1332	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	60,308	63,715	80,671	52,946	71,727	18,781	35.47%
* Benefits	20,104	21,099	22,886	16,803	23,789	6,986	41.58%
<b>Sub-Total</b>	<b>80,412</b>	<b>84,814</b>	<b>103,557</b>	<b>69,749</b>	<b>95,516</b>	<b>25,767</b>	<b>36.94%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	309,680	149,402	168,194	209,983	170,243	(39,740)	-18.93%
* Travel & Training	232	945	10,000	634	5,000	4,366	688.64%
* Utility & Communication	-	-	-	-	-	-	#DIV/0!
* Insurance	185,747	457,332	338,500	304,057	341,885	37,828	12.44%
* Maintenance	-	-	-	-	-	-	#DIV/0!
* Operating Expense	71	1,095	3,000	389	1,000	611	157.29%
<b>Sub-Total</b>	<b>495,730</b>	<b>608,774</b>	<b>519,694</b>	<b>515,063</b>	<b>518,128</b>	<b>3,065</b>	<b>0.60%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>576,142</b>	<b>693,588</b>	<b>623,251</b>	<b>584,812</b>	<b>613,644</b>	<b>28,832</b>	<b>4.93%</b>

Self Insurance Fund - Human Resources Administration 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	3,740	13,857	5,000	9,074	5,050	(4,024)	-44.35%
<b>Sub-Total</b>	<b>3,740</b>	<b>13,857</b>	<b>5,000</b>	<b>9,074</b>	<b>5,050</b>	<b>(4,024)</b>	<b>-44.35%</b>
Reser for Future Cap Exp	1,892,594	1,002,881	6,611,260	965,158	-	(965,158)	-100.00%
Transfer to Capital Pro	-	-	-	43,333	-	(43,333)	-100.00%
<b>TOTAL</b>	<b>1,896,334</b>	<b>1,016,738</b>	<b>6,616,260</b>	<b>1,017,566</b>	<b>5,050</b>	<b>(1,012,516)</b>	<b>-99.50%</b>

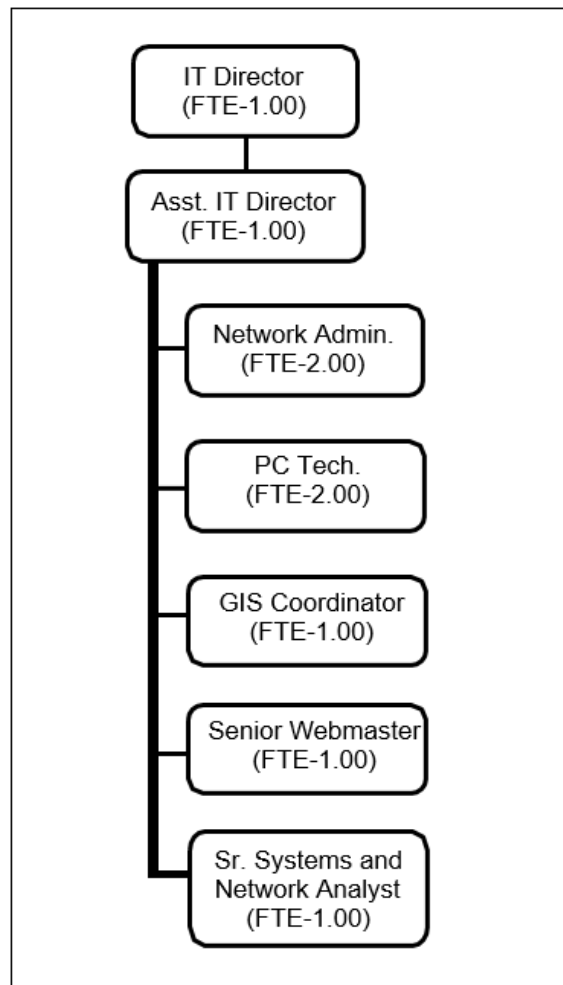


# Information Technology

## **MISSION**

The Information Technology (IT) Department coordinates the use of technology to ensure accurate and timely information is provided to management, staff, City Commission and citizens.

The IT Department manages the enterprise computer network, phone systems, cell phones and security systems, providing service to over 350 employees,



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	9.00	0	0	0	9.00
Part-time	0	0	0	0	0

Related Funds: Information Technology Fund

# Information Technology

The Information Technology (IT) Division coordinates the use of technology to ensure accurate and timely information is provided to management, staff, City Commission and citizens.

IT manages the enterprise computer network, phone systems, cell phones and security systems, providing service to over 350 employees.

The enterprise computer network consists of more than 325 desktop computers and laptops, approximately 61 Windows servers and 51 routers and/or switches. The backbone of the enterprise computer network is the connectivity between the numerous City buildings. A combination of fiber optics, micro-wave wireless, cable modems and DSL modems connect the twenty (20) City buildings.

The IT Division maintains the City's telecommunication resources. This includes landline phones, cell phones and wireless air cards. The main phone system for the City is a Cisco VoIP (Voice over IP) that uses the enterprise computer network for connectivity between phones and Cisco Call Managers. Currently there are 156 cell phones and 61 wireless air cards used by City employees.

In addition, the division maintains a variety of software applications and provides first level support for all applications used within the City. The largest of these applications is the Central Square Technologies Naviline ERP system used throughout every department in the City.

## GOALS

To proactively provide service and value to the City government and the citizenry at large through communication, education, smart growth and efficient use of technologies including telephony, internet services, program development, hardware infrastructure, public broadcasting, and resource security ensuring that the City of Lake Worth Beach is known not only as a premier community but as a world-class local government

Continually improve cybersecurity through end user behavior training.

Continually improve cybersecurity through real time monitoring and automate

responses. Maintain existing service levels with reduced IT technical staffing due to

budget cuts.

## ACHIEVEMENTS

Was able to successfully support and maintain the technological infrastructure as well as appropriate software and programing solutions to satisfy the needs of City staff, business partners, and citizens.

Successfully improved cybersecurity levels by utilizing and leveraging industry best standards & practices.

Successful expansion of situational awareness software.

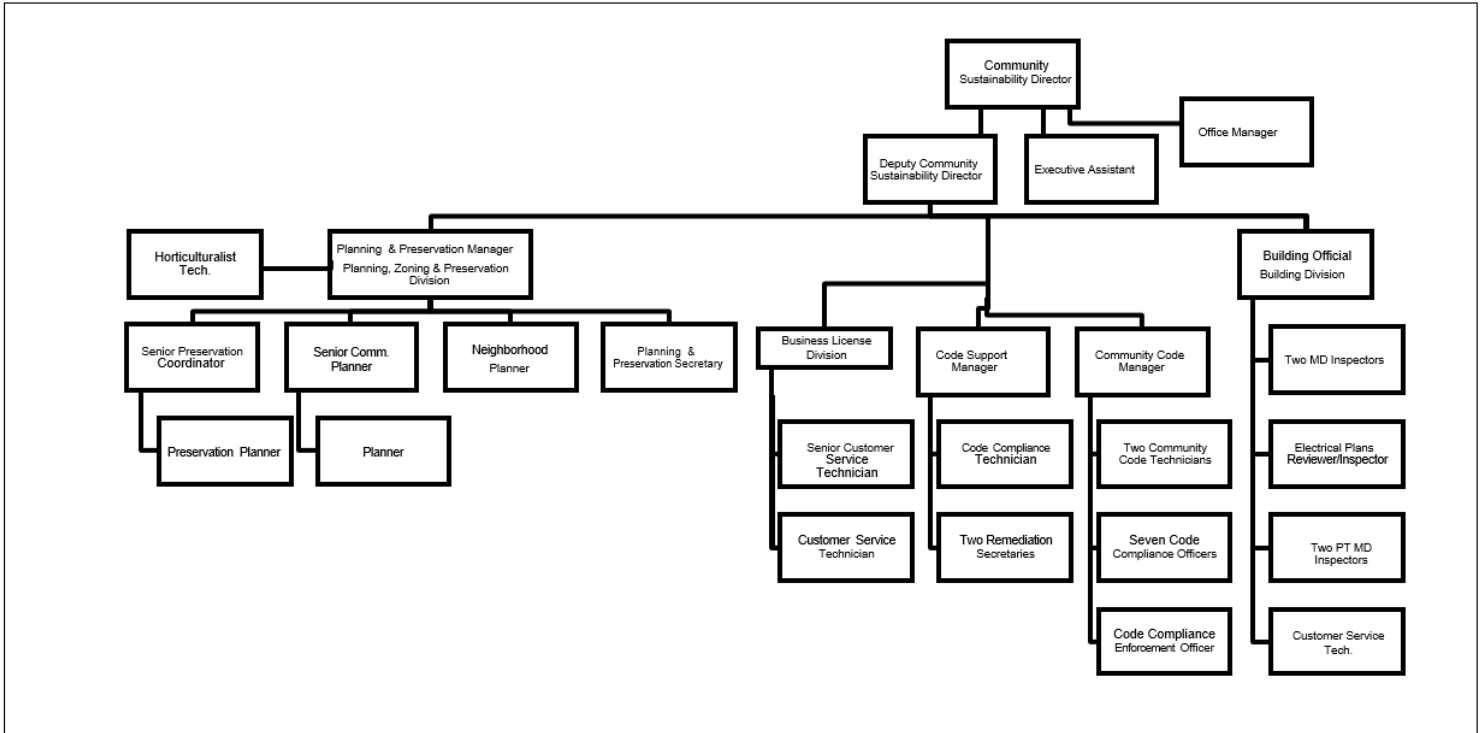
Was able to increase public engagement by creating a new vibrant, informational, City website.

# Information Technology

Information Technology Fund - Technical 510 - 1520	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	345,565	407,021	564,637	159,469	629,030	469,561	294.45%
* Benefits	144,795	175,882	234,163	64,237	230,075	165,838	258.16%
<b>Sub-Total</b>	<b>490,360</b>	<b>582,903</b>	<b>798,800</b>	<b>223,706</b>	<b>859,105</b>	<b>635,399</b>	<b>284.03%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	50,198	90,838	187,975	46,589	135,000	88,411	189.77%
* Travel & Training	14,009	15,400	37,250	9,215	23,000	13,785	149.59%
* Utility & Communication	228,995	249,578	268,300	109,221	250,500	141,279	129.35%
* Insurance	2,509	2,510	2,509	959	2,710	1,751	182.69%
* Maintenance	21,302	30,074	75,253	16,856	30,800	13,944	82.73%
* Operating Expense	383,360	383,104	527,716	174,931	525,000	350,069	200.12%
<b>Sub-Total</b>	<b>700,373</b>	<b>771,504</b>	<b>1,099,003</b>	<b>357,770</b>	<b>967,010</b>	<b>609,239</b>	<b>170.29%</b>
CAPITAL	-	-	99,764	-	94,500	-	-
<b>TOTAL</b>	<b>1,190,733</b>	<b>1,354,407</b>	<b>1,997,567</b>	<b>581,476</b>	<b>1,920,615</b>	<b>1,339,138</b>	<b>230.30%</b>

Information Technology Fund - Non-Departmental 510 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	83,888	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>83,888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>83,888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Community Sustainability

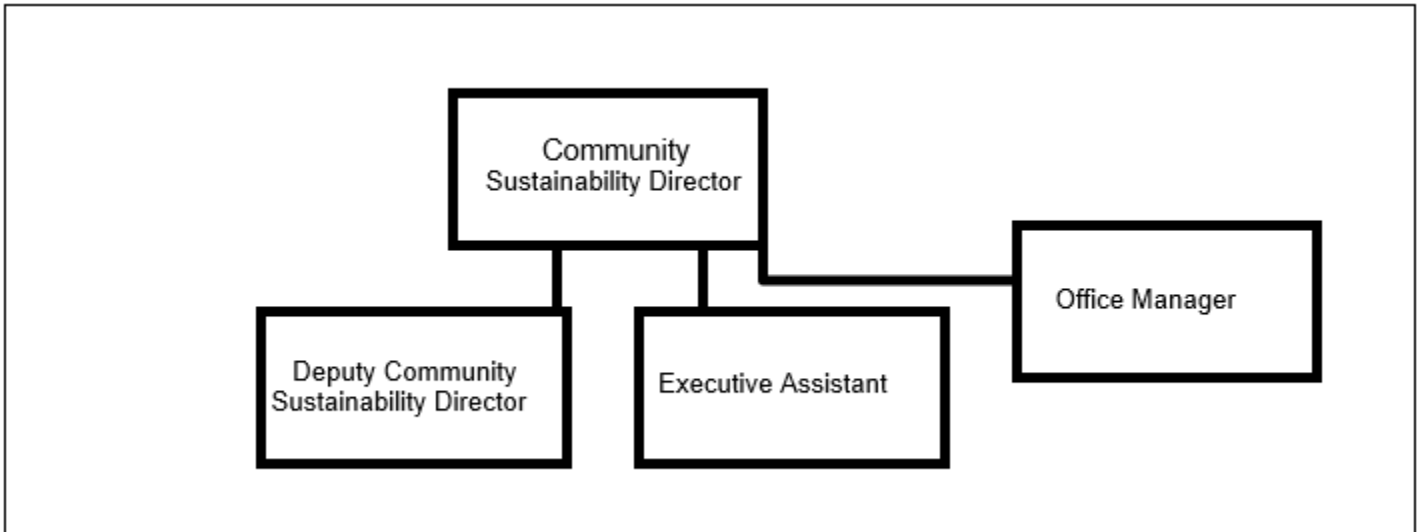


Related Funds: General Fund, Building Fund, Code Remediation Fund

# Community Sustainability Administration

## MISSION

The department develops and oversees the implementation of programs that impact the City's physical, historical, cultural and sustainable character as well as quality of life. Management of the programs requires close partnership with the City Manager and other City staff to keep the City Commission and citizens informed of progress being made and proposed private and public investments in the City. The primary mission of the department is to facilitate and process private investment to build the tax base, preserve its unique cultural, natural and historic assets, and offer a wide array of services to facilitate both healthy neighborhoods and a vigorous commercial sector.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	4.00	0	0	0	4.00
Part-time	0	0	0	0	0

Related Funds: General Fund

# Community Sustainability Administration

## **GOALS**

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

Coordinate with other local agencies such as the Community Redevelopment Agency (CRA) as well as other municipal entities to improve the overall livability and attractiveness of the City for “Live, Learn, Work & Play”.

Collaborate with County, Regional, State and Federal agencies to facilitate overall sustainability for the city.

## **OBJECTIVES**

- Continue implementing, marketing and branding of the City’s Land Development Regulations.
- Continue to implement the goals and objectives of the City’s newly adopted Strategic Plan.
- Establish formalized comprehensive development review process inclusive of all Departments.

OBJECTIVE 2019-2020	ACHIEVEMENT
Continue implementing, marketing and branding of the City’s Land Development Regulations	On-Going
Implement the goals and objectives of the City’s newly adopted Strategic Plan.	On-Going
Establish formalized comprehensive development review process Inclusive of all departments.	On-Going

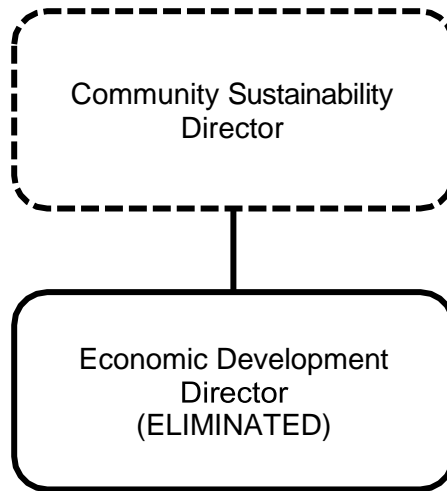
# Community Sustainability Administration

Community Sustainability - 2010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	187,449	251,467	249,564	184,933	97,260	(87,673)	-47.41%
* Benefits	45,267	78,896	123,720	50,799	26,857	(23,942)	-47.13%
<b>Sub-Total</b>	<b>232,716</b>	<b>330,363</b>	<b>373,284</b>	<b>235,732</b>	<b>124,117</b>	<b>(111,615)</b>	<b>-47.35%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	17,315	36,400	43,780	21,752	37,347	15,595	71.69%
* Travel & Training	1,694	912	3,975	1,619	3,900	2,281	140.84%
* Utility & Communication	-	-	250	-	250	250	-
* Insurance	3,971	3,980	3,980	3,974	4,298	324	8.16%
* Maintenance	4,900	4,900	4,900	4,900	4,900	-	0.00%
* Operating Expense	5,200	5,931.00	8,550	5,342	6,575	1,233	23.09%
<b>Sub-Total</b>	<b>33,080</b>	<b>52,123</b>	<b>65,435</b>	<b>37,587</b>	<b>57,270</b>	<b>19,683</b>	<b>52.37%</b>
CAPITAL	7,345	-	1,500	2,448	1,500	(948)	-38.73%
<b>TOTAL</b>	<b>273,141</b>	<b>382,486</b>	<b>440,219</b>	<b>275,768</b>	<b>182,888</b>	<b>(92,880)</b>	<b>-33.68%</b>

# Economic Development

## MISSION

Economic Development refers to the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area. It is a combination of quantitative and qualitative factors covering the development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy, and jobs. Simply phrased, Economic Development is: live, play, learn, and work.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	1	- 1.00	0	0	0
Part-time	0	0	0	0	0

Related Funds: General Fund



# Economic Development

## GOALS

To create an environment that will foster and stimulate economic growth and provide opportunities for businesses and the citizenry to prosper while enhancing the City's tax base.

## OBJECTIVES

Expand job training opportunities aligned with the needs of the local economy.

Promote and support a diverse mix of industries vital to a growing economy.

Create and maintain an environment friendly to businesses, large and small.

## ACHIEVEMENTS & PERFORMANCE MEASURES

<b>OBJECTIVES 2019-2020</b>	<b>ACHIEVEMENTS &amp; PM</b>
Expand job training opportunities aligned with the needs of the local economy	On-Going
Promote and support a diverse mix of industries vital to a growing economy	On-Going
Create and maintain an environment friendly to businesses, large and small	On-Going

Over the past several fiscal years, Economic Development has:

Collaborated with Code Compliance Division in the creation of new mini-pocket folder, rack card, and other collateral materials needed for Neighborhood Outreach Program, as well as, thank you cards for officers to send to residents.

Assisted in authoring, designing, and securing the printing of materials for "The Good Landlord Initiative" presented by the Code Compliance Division.

Oversight of graphic & photography teams in the creation of "Lake Worth Little Free Libraries - Inspired Reading" promotional booklet. The excellence of the work resulted in accolades from Todd Bol, the Creator and CEO of Little Free Library.org.

Administer Economic Development Electricity Incentive Rate Program resulting in 65+ Full-Time Jobs for citizens

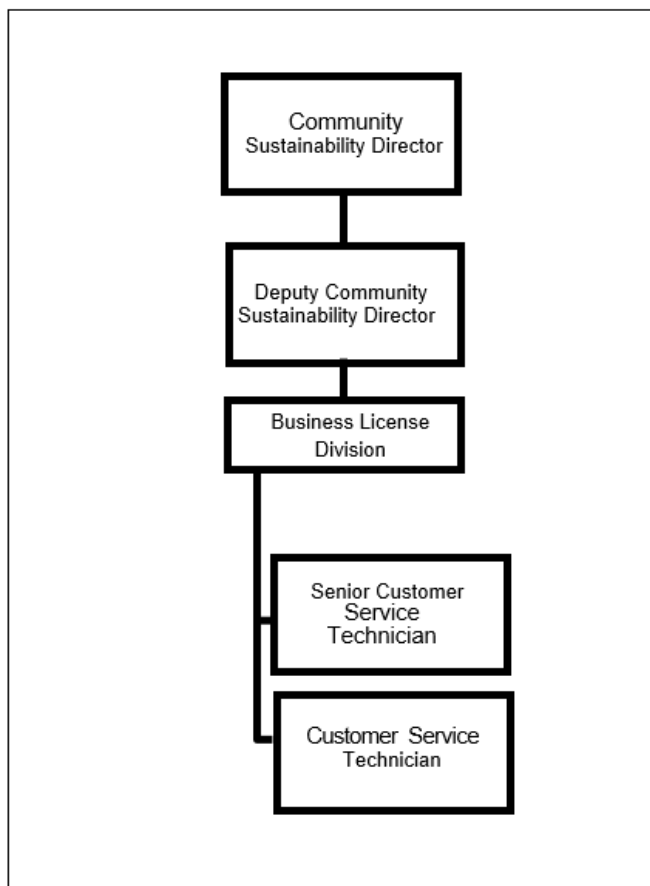
# Economic Development

Economic Development - 2012	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	50,742	-	(50,742)	-100.00%
* Benefits	-	-	-	12,500	-	(12,500)	-100.00%
<b>Sub-Total</b>	-	-	-	63,242	-	(63,242)	-100.00%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	25,264	-	(25,264)	-100.00%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	10	-	(10)	-100.00%
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	5,598	-	(5,598)	-100.00%
<b>Sub-Total</b>	-	-	-	30,872	-	(30,872)	-100.00%
CAPITAL	-	-	-	2,200	-	-	-
<b>TOTAL</b>	-	-	-	96,314	-	(96,314)	-100.00%

# Business License

## **MISSION**

The primary mission of the department is to foster a sustainable community that is economically diverse, stable and encourages systematic private and public investment to increase the tax base while providing a high quality of life that stimulates opportunities for “live, learn, work and play”. We strive to preserve the unique cultural, natural and historic assets while offering a wide array of services that facilitate healthy neighborhoods and commercial sector.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	2.00	0	0	0	2.00
Part-time	0	0	0	0	0

Related Funds: General Fund

# Business License

The Business License Division is responsible for invoicing and processing Business License applications, which comprise of three (3) parts: A Business Tax Receipt, Use and Occupancy review, and a Use and Occupancy inspection conducted once every three (3) years. All commercial and residential businesses located within the city limits are required to have a license. Staff reviews Business License applications and verifies the type of business and associated use. After the payment is submitted, the application is submitted to the Planning, Zoning and Preservation Division for approval. A Use and Occupancy inspection is scheduled simultaneously to verify the requested use, check for any code violations, and inspect the location for life safety issues.

## **GOALS**

- Positioning Lake Worth Beach to be a competitive viable location of choice
- Strengthening Lake Worth Beach as a 'Community of Neighborhoods'
- Affirming Government for All

## **OBJECTIVES**

- Online application submittal
- Online renewal payments
- Research and implement strategies to collect on lost revenues

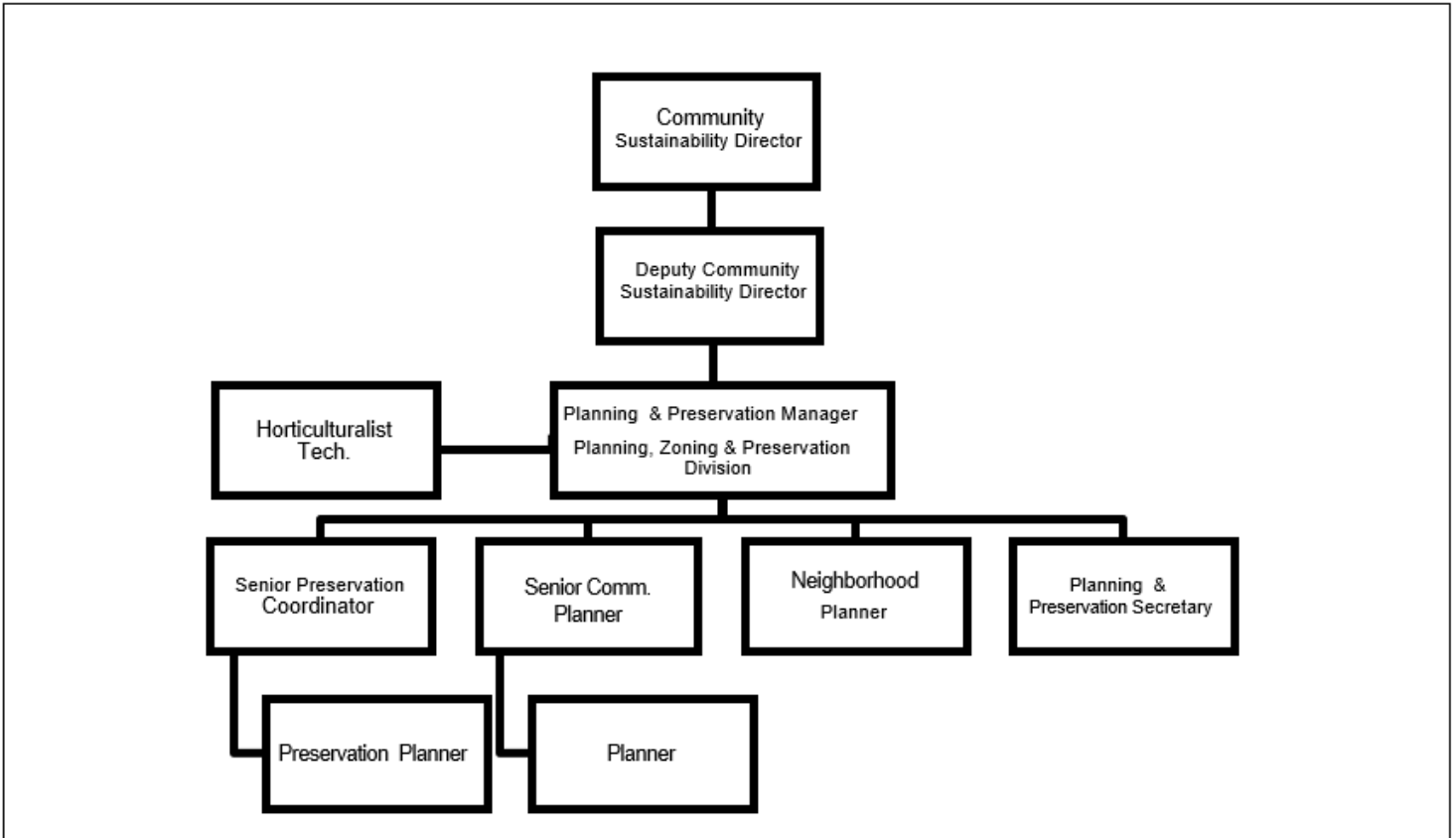
# Business License

Business License - 2050	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	25,919	27,049	22,297	26,104	29,290	3,186	12.21%
* Benefits	16,735	14,153	20,460	15,866	22,381	6,514	41.06%
<b>Sub-Total</b>	<b>42,654</b>	<b>41,202</b>	<b>42,757</b>	<b>41,970</b>	<b>51,671</b>	<b>9,701</b>	<b>23.11%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	15,419	20,140	20,140	16,090	23,161	7,071	43.94%
* Travel & Training	806	1,174	4,000	1,091	3,700.0000000	2,609	239.14%
* Utility & Communication	8,131	4,660	12,500	7,072	12,500	5,428	76.75%
* Insurance	424	430	430	426	464	38	9.01%
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	4,041	6,340	11,700	7,528	11,250	3,722	49.44%
<b>Sub-Total</b>	<b>28,821</b>	<b>32,744</b>	<b>48,770</b>	<b>32,207</b>	<b>51,075</b>	<b>18,868</b>	<b>58.58%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>71,475</b>	<b>73,946</b>	<b>91,527</b>	<b>74,177</b>	<b>102,746</b>	<b>28,569</b>	<b>38.51%</b>

# Planning, Zoning and Preservation

## **MISSION**

Manage the day to day administration of the Land Development Ordinances and implementation and “Gate Keeper” of the Comprehensive Plan. The Planning & Preservation Division provides professional staffing of all meetings of the Planning & Zoning Board (P&ZB) and the Historic Resources Preservation Board (HRPB). The P&ZB is the City’s designated Local Planning Agency and is responsible for reviewing changes and making recommendations to the City Commission regarding the City’s Comprehensive Plan and Future Land Use Map. The Division works with other City Department and property owners to prepare and present applications for development and annexation. The Division is also responsible for reporting City Commission decisions to appropriate state agencies.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	8.00	0	0	0	8.00
Part-time	0	0	0	0	0

Related Funds: General Fund

# Planning, Zoning and Preservation

## GOALS

- Positioning Lake Worth Beach to be a competitive viable location of choice
- Strengthening Lake Worth Beach as a 'Community of Neighborhoods'
- Celebrating the unique, historical, coastal and cultural diversity qualities of the City.
- Preserve the character and protect historic resources
- Expand branding and marketing outreach as the central Palm Beach County location for 'Live, Learn, Work and Play' within a culturally diverse, artistically vibrant, historically authentic, and intrinsically Old Florida Beach Community
- Preserve, restore, repurpose and activate historically City owned assets
- Navigating toward a sustainable community
- Affirming Government for All

## OBJECTIVES

- Review and Update Section 23 of the City Code (LDRs)
- Staff support for PZB and HRPB
- Prepare Staff reports for PZB, HRPB, and City Commission
- Accept and process Site plans, Prepare Zoning Verification Letters, Zoning review of Business licenses, Customer support (Planner-On-Call)
- Manage the Historic Preservation Program, review and process COA Applications
- Support City EOC Operations

# Planning, Zoning and Preservation

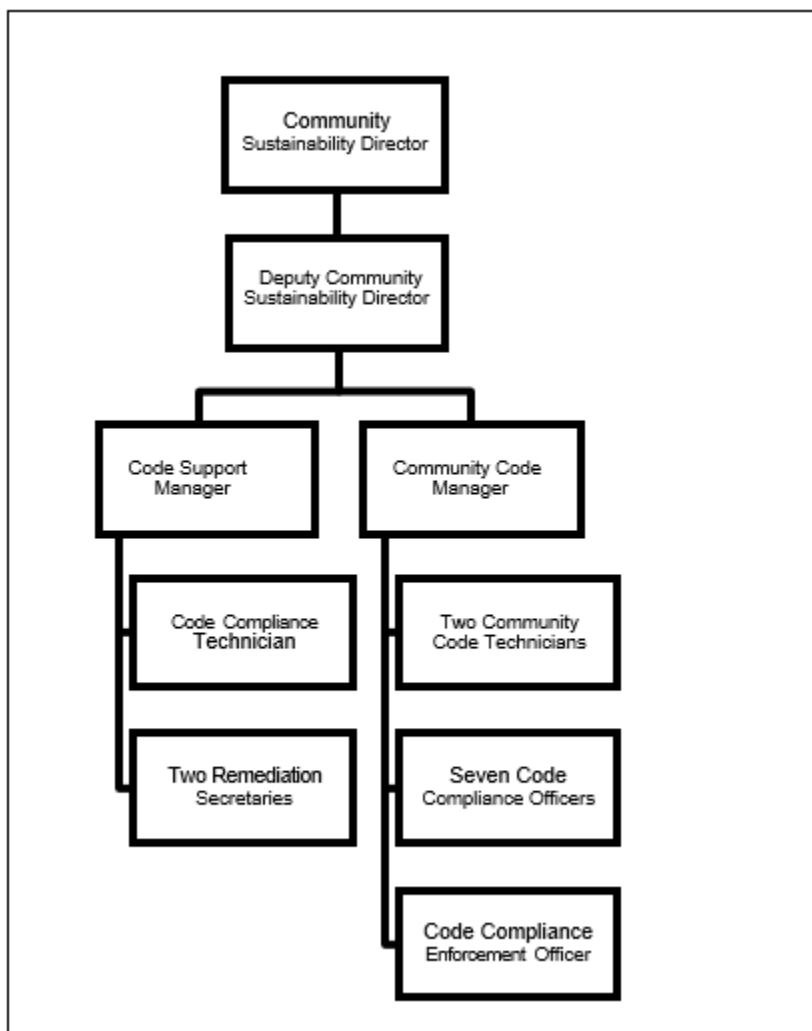
Planning, Zoning and Preservation - 2030	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	402,074	376,111	402,102	367,870	369,091	1,221	0.33%
* Benefits	179,747	165,597	223,411	187,138	148,622	(38,516)	-20.58%
<b>Sub-Total</b>	<b>581,821</b>	<b>541,708</b>	<b>625,513</b>	<b>555,008</b>	<b>517,713</b>	<b>(37,295)</b>	<b>-6.72%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	151,424	157,789	41,850	143,837	118,128	(25,710)	-17.87%
* Travel & Training	1,762	2,526	3,950	1,830	3,950	2,120	115.85%
* Utility & Communication	2,053	2,731	2,210	2,116	2,340	224	10.59%
* Insurance	323	330	330	325	356	31	9.55%
* Maintenance	-	-	-	-	-	25,350	0.00%
* Operating Expense	9,929	25,126	24,530	16,093	25,350	134,031	832.83%
<b>Sub-Total</b>	<b>165,491</b>	<b>188,502</b>	<b>72,870</b>	<b>164,202</b>	<b>150,124</b>	<b>(14,078)</b>	<b>-8.57%</b>
CAPITAL	14,185	1,637	4,000	5,274	3,000	(2,274)	-43.12%
<b>TOTAL</b>	<b>761,497</b>	<b>731,847</b>	<b>702,383</b>	<b>724,484</b>	<b>670,837</b>	<b>(53,647)</b>	<b>-7.40%</b>



# Code Compliance

## **MISSION**

To enhance the quality of life by protecting property values, maintaining community appearance standards, and preserving and improving the safety, health and welfare in our Community through education, citizen participation and cooperation and orderly enforcement of Municipal Codes and Ordinances.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	15.00	0	0	0	15.00
Part-time	0	0	0	0	0

Related Funds: General Fund, Code Remediation Fund

# Code Compliance

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

Ultimately, the division looks to foster an environment that encourages voluntary compliance, and the initiatives and performance measures provided create a means to achieving this goal.

## GOALS

- Strengthen Lake Worth Beach as a 'Community of Neighborhoods'
  - Continue crime reduction and prevention in achieving a safe, livable and friendly community
  - Preserve the character and protect historic resources
- Affirming Government for All
  - Ensure effective, efficient, consistent and seamless services that exceed customer satisfaction

## OBJECTIVES

Continue to develop and implement educational materials that meet the needs of the community.

Continue to provide ongoing customer service training to staff.

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

# Code Compliance

Code Remediation Fund 2040	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	608,229	635,791	691,876	645,299	691,876	46,577	7.22%
* Benefits	327,023	290,168	399,661	338,951	399,661	60,710	17.91%
<b>Sub-Total</b>	<b>935,252</b>	<b>925,959</b>	<b>1,091,537</b>	<b>984,249</b>	<b>1,091,537</b>	<b>107,288</b>	<b>10.90%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	68,022	193,270	329,220	196,837	222,228	25,391	12.90%
* Travel & Training	5,690	6,074	6,750	6,171	5,750	(421)	-6.83%
* Utility & Communication	7,083	23,295	15,960	15,446	25,970	10,524	68.13%
* Insurance	4,422	4,430	4,430	4,427	4,784	357	8.07%
* Maintenance	49,408	60,084	63,700	57,731	58,800	1,069	1.85%
* Operating Expense	26,583	37,196	41,846	35,208	38,196	2,988	8.49%
<b>Sub-Total</b>	<b>161,208</b>	<b>324,349</b>	<b>461,906</b>	<b>315,821</b>	<b>355,728</b>	<b>39,907</b>	<b>12.64%</b>
CAPITAL	14,444	6,331	3,500	8,092	3,500	(4,592)	-56.75%
<b>TOTAL</b>	<b>1,110,904</b>	<b>1,256,639</b>	<b>1,556,943</b>	<b>1,308,162</b>	<b>1,450,765</b>	<b>142,603</b>	<b>10.90%</b>

Code Compliance 2040 / Use & Occupancy Compliance 2043	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	24,556	-	-	-	-	-	-
<b>Sub-Total</b>	<b>24,556</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>24,556</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Code Compliance

Code Remediation Fund - Non-Departmental 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-	-	-

# Strategic Planning and Design

## **MISSION**

The office oversees the overall strategic planning and development initiatives to ensure a fiscal and physically healthy and sustainable City. The primary mission of the office is to foster a sustainable community that is economically diversified and stable, encourages systematic private/public investment to build the tax base, provides a high quality of life, stimulates options for “live, learn, work and play”, and strategically provides vision and master planning to ensure the overall sustainable future of the City.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	1	0	0	0	1
Part-time	0	0	0	0	0

Related Funds: General Fund

# Strategic Planning and Design

Manage, coordinate, brand and market the overall urban design, economic investment, strategic vision, development incentives and sustainability for the City of Lake Worth Beach. Implementation of historic preservation grants awarded by the Florida Department of State. This includes two grants funded for Fiscal Year 19 and two funded for Fiscal Year 20.

## GOALS

- Positioning Lake Worth Beach to be a competitive viable location of choice
- Strengthening Lake Worth Beach as a 'Community of Neighborhoods'
- Celebrating the unique, historical, coastal and cultural diversity qualities of the City.
- Preserve the character and protect historic resources
- Expand branding and marketing outreach as the central Palm Beach County location for 'Live, Learn, Work and Play' within a culturally diverse, artistically vibrant, historically authentic, and intrinsically Old Florida Beach Community
- Preserve, restore, repurpose and activate historically City owned assets
- Navigating toward a sustainable community
- Affirming Government for All

## OBJECTIVES

- Implement overall economic component to City's comprehensive plan
- Develop series of urban planning methodologies to embrace Lake Worth Beach character and encourage investment
- Expand branding and marketing outreach of Lake Worth Beach
- Market Lake Worth Beach as an historic, community-oriented beach town  
Collaborate with CRA to develop marketing and identity package

# Strategic Planning and Design

Strategic Planning and Design - 2070	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	76,421	44,106	80,520.00	36,414	82.56%
* Benefits	-	-	15,557	13,863	18,705	4,842	34.93%
<b>Sub-Total</b>	-	-	91,978	57,969	99,225	41,256	71.17%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	80,000	62,253	45,000	(17,253)	-27.71%
* Travel & Training	-	-	2,500	2,379	2,000	(379)	-15.93%
* Utility & Communication	-	-	500	-	500	500	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	13,600	5,513	16,600	11,087	201.11%
<b>Sub-Total</b>	-	-	96,600	70,145	64,100	(6,045)	-8.62%
CAPITAL	-	-	29,500	27,257	5,500	(21,757)	-79.82%
<b>TOTAL</b>	-	-	218,078	155,371	168,825	13,454	8.66%

# Palm Beach County Sheriff's Office



In August of 2008, the City of Lake Worth dissolved the Lake Worth Police Department and signed a ten year Law Enforcement Services Agreement (LESA) with the Palm Beach County Sheriff's Office (PBSO). This agreement involved the transfer of all Lake Worth PD staff, vehicle fleet, radios, evidence in custody and the use of public safety facilities to PBSO.

The LESA requires PBSO to provide semiannual reports to the City segregated by type and geographic locations, including calls for service by time of day, geographic location, day of the week and type, reported incidents, criminal and non-criminal, by category, number and types of arrests, traffic accidents, traffic citations, response times to emergency calls by priority classification, number and type of special law enforcement activities, law enforcement forfeiture activity, monthly expenditure reports and monthly overtime reports.

Under the LESA, PBSO assumed responsibility for all insurance benefits, compensation, and status ranking for Lake Worth PD employees. City employees had the option to either remain in the Lake Worth sponsored retirement plan or opt in to the Florida Retirement System offered through PBSO.

For FY 2015, PBSO charged the City \$12,100,000 to provide law enforcement services. Each year, the Sheriff is to provide an initial proposal to the City Commission in an amount not to exceed 7%.

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

For FY 2017, the contract amount of \$13,094,701 included the addition of five (5) Deputy Sheriffs and one (1) Crossing Guard.

For FY 2018, the contract amount of \$13,356,595 was approved by the City Commission on August 15, 2017. To increase efforts in keeping our beach complex safe two officers, in the amount of \$246,000, are funded by the Beach Fund.

For FY 2019, the contract amount of \$13,623,727 was approved by the City Commission on August 21, 2018, with terms and conditions unchanged. The Beach Fund allocates \$251,736 for two officers at the Beach Complex.

For **FY 2020**, the contract amount of \$13,896,202 was approved by the City Commission on August 20, 2019. The Beach Fund allocates \$295,000 for two officers at the Beach Complex.

Under the LESA, the City or PBSO have the opportunity to terminate the agreement with or without cause through written notice provided by June 30, of any given year, for termination to be effective on October 1 of that same year.

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





# Palm Beach County Sherriff's Office

PALM BEACH COUNTY SHERIFF STAFF COUNT						
Department	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Captain	1	1	1	1	1	1
Lietenant	1	1	1	1	1	1
Sergeant	11	11	11	11	11	11
Sergeant	0	0	0	0	0	0
Deputy Sheriff	64	64	69	69	69	69
Deputy Sheriff	3	3	3	3	3	3
Communications Supervisor	1	1	1	1	1	1
Communications Officer	10	10	10	10	10	10
Communications Part-Time	4	4	4	4	4	4
Community Service Aide	2	2	2	2	2	2
Law Enforcement Aide	1	1	1	1	1	1
Community Service Specialist	1	1	1	1	1	1
Criminal Intelligence Analyst	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1
Office Support Supervisor	1	1	1	1	1	1
Central Records Supervisor	1	1	1	1	1	1
Central Records Specialist	3	3	3	3	3	3
Crime Scene Technician	1	1	1	1	1	1
School Crossing Part-Time	22	24	25	25	25	25
Evidence Technician	2	2	2	2	2	2
Clerical Specialist	1	1	1	1	1	1
<b>Total Staff Count:</b>	<b>132</b>	<b>134</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>

# Palm Beach County Sherriff's Office

Palm Beach County Sheriff's Office - 3010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	2,494,961	2,540,005	2,962,654	2,639,250	2,768,691	129,441	4.90%
<b>Sub-Total</b>	<b>2,494,961</b>	<b>2,540,005</b>	<b>2,962,654</b>	<b>2,639,250</b>	<b>2,768,691</b>	<b>129,441</b>	<b>4.90%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	13,095,421	12,772,513	13,126,955	12,697,395	13,386,660	689,265	5.43%
* Travel & Training	-	-	-	-	-	-	#DIV/0!
* Utility & Communication	91,518	92,254	101,200	98,728	101,000	2,272	2.30%
* Insurance	72,219	72,220	72,220	72,219	77,998	5,778	8.00%
* Maintenance	44,380	77,598	-	49,020	50,000	980	2.00%
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>13,303,538</b>	<b>13,014,585</b>	<b>13,300,375</b>	<b>12,917,363</b>	<b>13,615,658</b>	<b>698,295</b>	<b>5.41%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>15,798,499</b>	<b>15,554,590</b>	<b>16,263,029</b>	<b>15,556,612</b>	<b>16,384,349</b>	<b>827,736</b>	<b>5.32%</b>

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

# Palm Beach County Fire Rescue

On April 7, 2009, the City of Lake Worth Beach entered into an interlocal agreement, as amended on July 28, 2011 and November 15, 2011, with Palm Beach County to provide fire-rescue services to the City from October 1, 2009, until October 1, 2021. Under this agreement, all City Fire Department employees and personnel matters, including rendition of service and standards of performance, were transferred and merged into the County Fire/Rescue Department. Transferred employees that were part of the Lake Worth Firefighters' Pension Trust Fund deferred retirement option plan (DROP) had the option to remain in the program with the understanding they would be terminated upon conclusion of their DROP period.

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

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

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

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

The interlocal agreement may only be terminated by written agreement between the two parties; by either party, upon written notice to the other party, if the non-terminating party has defaulted on any of its material obligations and failed to cure said default in accordance with the prescribed cure period; by written agreement from either party due to budgetary limitations or constraints warranting an MSTU amendment; if the City does not pay the agreed upon employee offset costs; or in the instance that either party properly enacted an ordinance, adopted and effective prior to April 30, 2009, that terminates or voids that party's prior consent to the City of Lake Worth Beach's inclusion in the Fire/Rescue MSTU. The City renegotiated the contract with favorable terms in 2011 which resulted in an approximate \$10 million savings over its term. The FY 2020 budget reflects the same terms of agreement as in the FY 2019 budget.



# Palm Beach County Fire Rescue

## Palm Beach County Fire & Rescue Staff / Lake Worth District

Station 91 / Engine 91 / Rescue 91		Station 93 / Engine 93 / Rescue 93	
Drivers	1	Drivers	1
Captain	1	Captain	1
Firefighter/Paramedic	1	Firefighter/Paramedic	1

Rescue		Rescue	
Lieutenant	1	Lieutenant	1
Firefighter/Paramedic	2	Firefighter/Paramedic	2

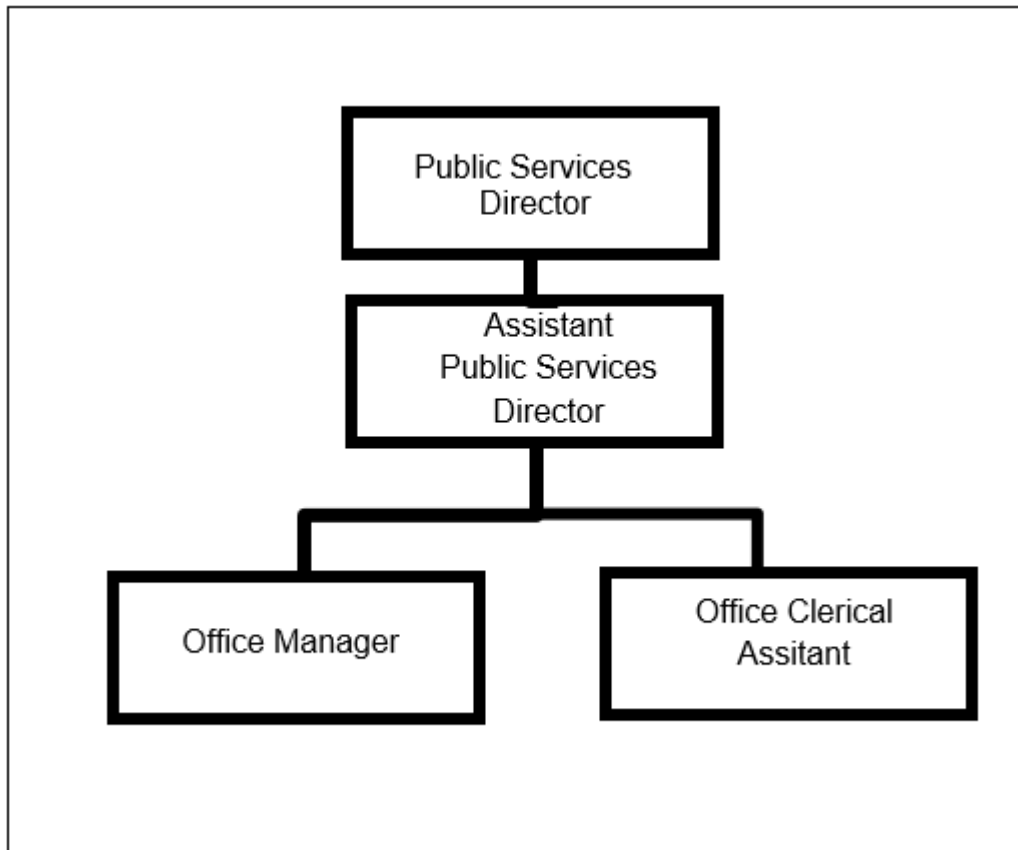
EMS Captain - 1  
 Battalion Chief –1

Palm Beach County Fire Rescue - 4010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	2,719,234	2,697,169	2,794,459	2,750,181	3,062,953	312,772	11.37%
<b>Sub-Total</b>	<b>2,719,234</b>	<b>2,697,169</b>	<b>2,794,459</b>	<b>2,750,181</b>	<b>3,062,953</b>	<b>312,772</b>	<b>11.37%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	7,000	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	32,538	32,540	32,540	32,539	\$35,143.20	2,605	8.00%
* Maintenance	2,932	2,562	115,720	2,615	10,000	7,385	282.36%
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>35,470</b>	<b>35,102</b>	<b>155,260</b>	<b>35,154</b>	<b>45,143</b>	<b>9,989</b>	<b>28.42%</b>
<b>CAPITAL</b>							
TOTAL	2,754,704	2,732,271	2,949,719	2,785,335	3,108,096	322,761	11.59%

# Public Services Administration

## MISSION

The mission of the Public Services Administration Department is to provide timely services to the public and to effectively manage the operational divisions in an efficient and cost effective manner.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	3.00	0	0	0	3.00
Part-time	1.00	0	0	0	1.00

Related Funds: General Fund

# Public Services Administration

The Administration Division manages all components of Public Works inclusive of Facilities Management, Streets Management, Grounds and Cemetery Maintenance, Fleet Maintenance and Solid Waste and Recycling Services.

The Public Works Administration function has various duties and responsibilities. The Department's main focus is to provide safe, clean, and essential services to citizens and visitors of the City of Lake Worth Beach. Public Works Administration is responsible for all supervisory and administrative duties within the Divisions incorporated under Public Works overseeing divisional budgets, schedules, personnel, equipment, and overall management. The Department's administrative members also provide support and coordination to City staff and citizens in need of all the multi-disciplinary functions of the Department.

## GOALS

### **Continued distribution of information for community and City staff through meetings.**

Attend City organized calendar meetings to update other departments and City staff of Public Services projects and events. Furnish flyers to communities via email and press releases, attend Home Owners Associations meetings and meet with community leaders on upcoming projects and events. Work with Palm Beach Sherriff's Office to inform residents and businesses via meetings of police related incident reports and instruct on personal safety measures.

## OBJECTIVES

OBJECTIVES 2019-2020	ACHIEVEMENTS
<p><b>Design and Construction of the Neighborhood Road Program.</b></p> <p>Public Works Administration along with Water Utilities Administration is finalizing the Neighborhood Road Program and completing \$40 million in roadway, ADA and infrastructure improvements City wide.</p>	<p>Completion of the Year 3 Neighborhood Road Program with multiple projects completed in Districts 1, 2, 3, and 4. Coordination with other City Departments proved critical to carrying out the workload and communicating with the Public.</p>
<p><b>Increased monitoring of Public Works fees for:</b> annual permitting fees, right-of-way usage fees, maintenance of traffic fees, sidewalk café Permit fees, sidewalk café application fees, site plan review fees, general permit application fees (sidewalks or curb cuts, driveway aprons), and demolition fees.</p> <p>Managed a reduced budget in order to continue providing essential services in a timely manner.</p> <p>All divisions worked together to continue providing public services to our residents in a timely manner. Divisions strived to minimize outsourcing and focused on performing tasks in-house when possible.</p>	<p><b>Respond to Public Works complaints and concerns generated by residents.</b></p> <p>All divisions coordinated to work together to respond to requests, issues, and concerns from our residents and businesses within 24 hours. In most cases this goal was achieved. Public Works updated division contact information on the City webpage, printed new booklets for waste removal and recycling program, advertised upcoming events and projects via press releases, the electronic board, and utilized door hangers and the local media making our department more accessible to residents.</p>

# Public Services Administration

## PERFORMANCE MEASURES

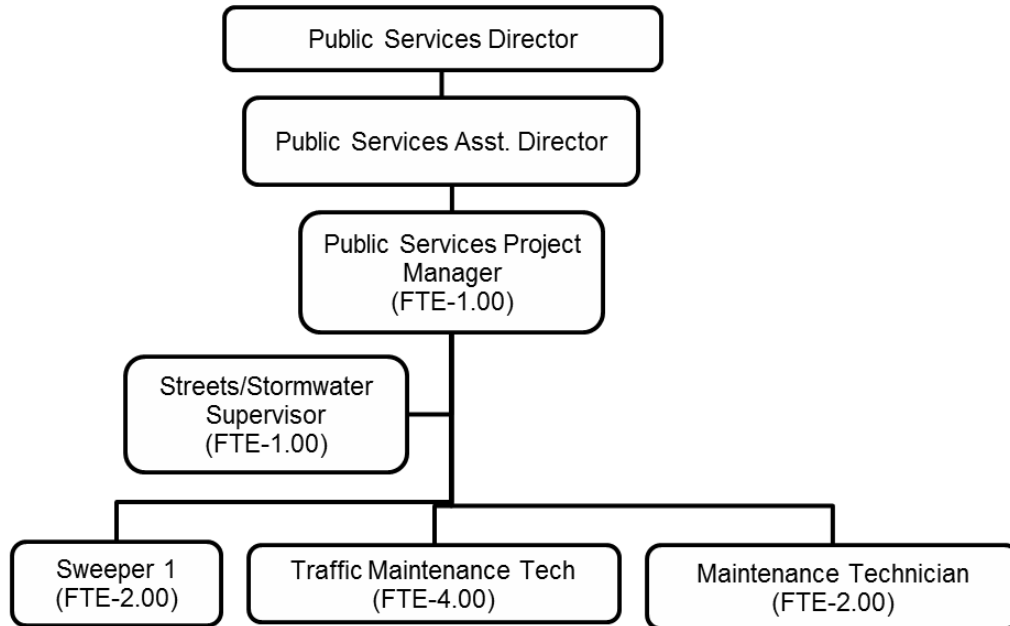
OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ESTIMATED	FY 2019-2020 TARGET
Customer: To create a customer service oriented Department that is responsive to the needs of the Citizens and other Departments city wide	5000 customer calls and complaints	5500 customer calls and complaints	5600 customer calls and complaints
Internal Businesses Processes: Focus on customer service training of Supervisory level staff	10 hours of training	20 hours of training	24 hours of training
Learning and Growing: Emphasis of safety in all job duties across all Divisions	12 hours of training	30 hours of training	40 hours of training

Public Services Administration - 5010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	114,780	111,567	126,447	108,642	108,890	248	0.23%
* Benefits	36,791	48,101	37,242	40,055	47,845	7,790	19.45%
<b>Sub-Total</b>	<b>151,571</b>	<b>159,668</b>	<b>163,689</b>	<b>148,697</b>	<b>156,735</b>	<b>8,038</b>	<b>5.41%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	109,373	74,238	102,680	113,635	84,632	(29,003)	-25.52%
* Travel & Training	4,174	3,314	5,000	4,718	5,000	282	5.98%
* Utility & Communication	552	438	540	449	540	91	20.36%
* Insurance	17,637	17,640	17,640	17,638	19,051	1,413	8.01%
* Maintenance	20,448	18,748	9,920	19,788	5,020	(14,768)	-74.63%
* Operating Expense	5,425	4,809	7,170	5,012	7,390	2,378	47.46%
<b>Sub-Total</b>	<b>157,609</b>	<b>119,187</b>	<b>142,950</b>	<b>161,239</b>	<b>121,633</b>	<b>(39,605)</b>	<b>-24.56%</b>
CAPITAL	6,570	-	-	2,190	-	(2,190)	-100.00%
<b>TOTAL</b>	<b>315,750</b>	<b>278,855</b>	<b>306,639</b>	<b>312,126</b>	<b>278,368</b>	<b>(33,757)</b>	<b>-10.82%</b>

# Streets

## MISSION

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



\*Traffic Maintenance Tech & Maintenance Technicians

	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	6.00	0	0	0	6.00
Part-time	0	0	0	0	0

Related Funds: General Fund, Road Improvement Fund



# Streets

The Streets Division is responsible for the maintenance of approximately 116 miles of paved roadways and 22 miles of alleyways. The maintenance responsibilities are inclusive of roadway patching, sidewalk repair and installation, curb repair and installation, signage and striping, street sweeping, and maintenance of all City owned facility parking lots.

## GOALS

The Streets Division is actively engaged in roadway patching work and as part of the Neighborhood Road Program nearing completion, the quantity of permanent hot patches will increase by 50%, from 300 tons to 450 tons of material used per year.

## OBJECTIVES

Increase the use of hot mix asphalt by 50% from 300 tons to 450 tons for all streets patches.

Effectively and efficiently sweep all Districts twice per month to maintain compliance with the City's NPDES permit.

Proactively inspect and repair signage City-wide a minimum of 3 days per week.

## ACHIEVEMENTS

Training of Streets crew to more efficiently perform job tasks with tools, equipment, and inventory management training. Resulted in the 10% reduction of downtime and lack of production equating to more field work hours.

Cross- training of the Streets crews into all areas of work including flatwork, paving, signage, striping, and other associated work.

<b>ACHIEVEMENTS 2018 - 2019</b>	<b>OBJECTIVES 2019 - 2020</b>
Street sweeping operations were consistent year round with the vendor US Sweeping and in-house sweeper work. Each district was swept a minimum of twice per month.	Increase the use of hot mix asphalt by 50% from 300 tons to 450 tons.
Streets crew staff response time to repairs and customer requests improved to 24 hours and in many cases same day.	Effectively and efficiently sweep all districts twice per month and keeping maintenance requirements current with the City NPDES
Streets staff attended traffic control maintenance courses improving their skill set for working in the right of way around traffic.	Proactively inspect and repair signage City-wide a minimum of 3 days per week.

## PERFORMANCE MEASURES

<b>OBJECTIVE</b>	<b>FY 2017-2018 ACTUAL</b>	<b>FY 2018-2019 ESTIMATED</b>	<b>FY 2019-2020 TARGET</b>
Internal Business Processes: Maintain a high level of staff competency through increased training and reinforcement.	4 hours per month of employee training via meetings	8 hours per month of on-site and in-office training	10 hours per month inclusive of on-site, office, and vendor training
Learning and Growing: Continual education on means and methods of Streets related work, equipment, and material.	2 hours per month via staff meetings	2 hours per month via staff meetings	4 hours per month via staff meetings, e-learning, vendor training, and on-site

# Streets

Streets - 5020	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	162,711	214,013	223,441	144,335	239,135	94,800	65.68%
* Benefits	38,124	99,528	132,402	53,639	144,649	91,010	169.67%
<b>Sub-Total</b>	<b>200,835</b>	<b>313,541</b>	<b>355,843</b>	<b>197,974</b>	<b>383,784</b>	<b>185,809</b>	<b>93.86%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	189,830	60,561	317,550	190,675	677,183	486,508	255.15%
* Travel & Training	1,961	2,545	1,750	1,533	1,750	217	14.18%
* Utility & Communication	393,507	460,947	399,350	417,313	462,000	44,687	10.71%
* Insurance	1,855	1,860	1,860	1,857	2,009	152	8.19%
* Maintenance	59,628	71,348	58,200	60,285	86,700	26,415	43.82%
* Operating Expense	150,555	147,252	252,150	137,148	252,150	115,002	83.85%
<b>Sub-Total</b>	<b>797,336</b>	<b>744,513</b>	<b>1,030,860</b>	<b>808,810</b>	<b>1,481,791</b>	<b>672,981</b>	<b>83.21%</b>
CAPITAL	-	20,456	-	8,917	-	(8,917)	-100.00%
<b>TOTAL</b>	<b>998,171</b>	<b>1,078,510</b>	<b>1,386,703</b>	<b>1,015,702</b>	<b>1,865,575</b>	<b>849,873</b>	<b>83.67%</b>

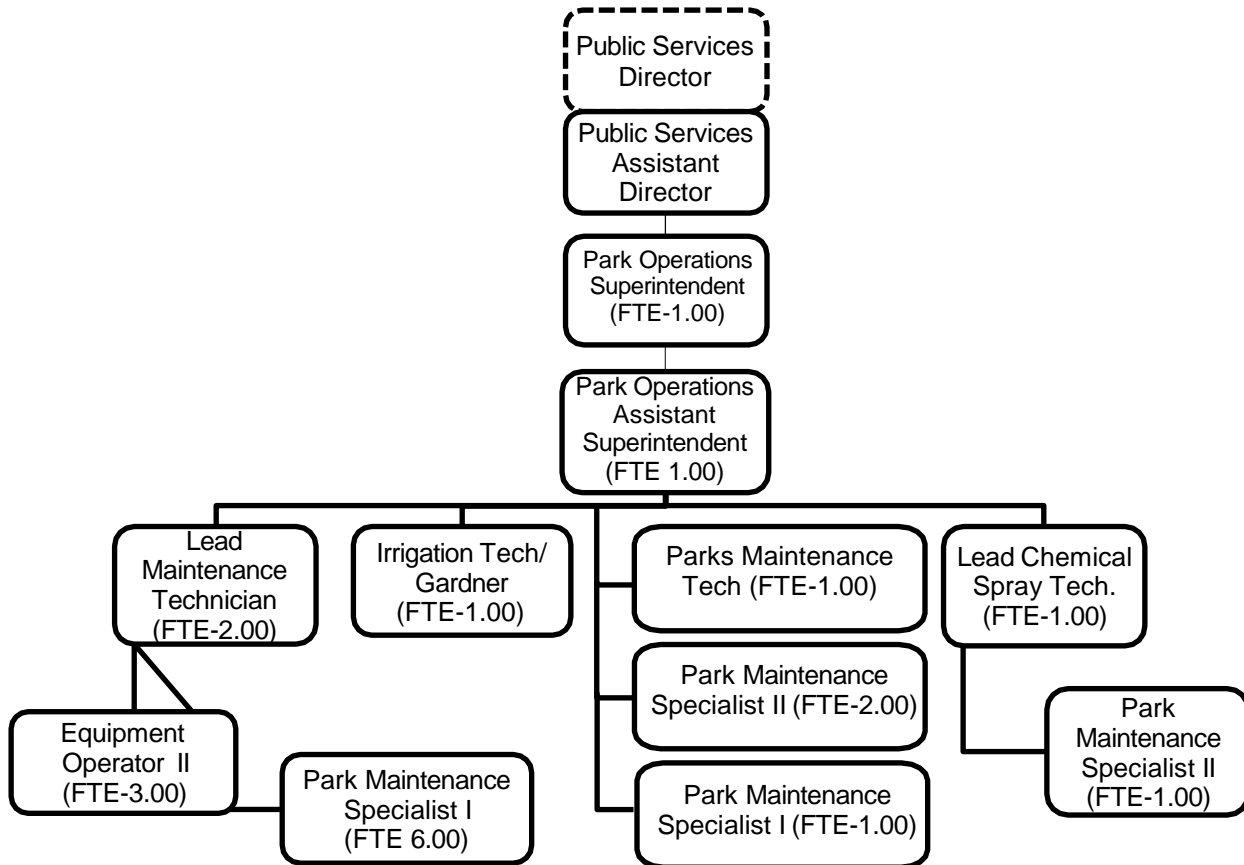
# Parking - General Fund

Parking - 5030	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	4,217	2,004	2,004	3,439	-	(3,439)	-100.00%
* Benefits	2,249	2,043	2,043	2,176	-	(2,176)	-100.00%
<b>Sub-Total</b>	<b>6,466</b>	<b>4,047</b>	<b>4,047</b>	<b>5,615</b>	<b>-</b>	<b>(5,615)</b>	<b>-100.00%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	456	1,500	1,044	228.71%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	481	46	46	176	100	(76)	-43.07%
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	3,006	1,771	1,771	1,942	1,250	(692)	-35.63%
<b>Sub-Total</b>	<b>3,487</b>	<b>1,817</b>	<b>1,817</b>	<b>2,574</b>	<b>2,850</b>	<b>276</b>	<b>10.72%</b>
<b>CAPITAL</b>							
TOTAL	9,953	5,864	5,864	8,189	2,850	(5,339)	-65.20%

# Grounds Maintenance

## MISSION

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



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	20.00	0	0	0	20.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund, Tree Beautification Fund

# Grounds Maintenance

## **LANDSCAPE MAINTENANCE AT CITY OWNED BUILDINGS**

The Grounds Maintenance division is responsible for all landscape maintenance at City-owned buildings such as City Hall, City Hall Annex, Library, Shuffleboard building, Osborne Community Center, Community Development Corp. Building, Utilities Administration-Warehouse, Streets/Storm Water-Refuse building, Safety Complex, Fire Station# 2 and the Public Services Administration Complex. The maintenance at these locations includes all lawn, tree, and shrub maintenance including mowing (contracted in some locations), blowing, trimming, mulching, chemical weed control and trash and debris removal.

## **LANDSCAPE AND JANITORIAL MAINTENANCE AT ALL PARKS**

This division is also responsible for the landscape and janitorial maintenance at all parks: Howard Park, South Palm Park, Bryant Park North and South, Constitution-Blue Star, Sunset Ridge Park, Spillway Park, Barton Park (the beach), Triangle Park, Old Bridge Park, Cultural Plaza and athletic field common areas including the Northwest baseball fields, Sunset Ridge soccer field and Memorial Park football/soccer field. The maintenance in these areas include all mowing (contracted), blowing, hedge trimming, tree trimming, mulching, trash pick-up, emptying of trash cans and planting. An integral part of the Grounds Maintenance duties in these areas is the janitorial maintenance of the park pavilions and restrooms, which includes restocking toiletry items, cleaning toilets/sinks and blowing and/or hosing of picnic pavilions.

## **MAINTENANCE OF MEDIANS AND RIGHT OF WAYS**

Due to numerous interlocal agreements, the Grounds Maintenance division is tasked with the maintenance of medians and right of ways, some of which are not owned by the City or are out of the City limits. These areas are Interstate I-95 interchanges and right-of-ways (state), Lake and Lucerne right-of-ways and tree wells (state), Dixie Highway (state), Federal Highway (state), A-1A median (state), 10<sup>th</sup> Avenue North (city/CRA), 6<sup>th</sup> Avenue South (county/CRA), Boutwell Road (county), South Palm Way Blvd. (city) and Wingfield Street (city) and the Lake Worth Road roundabout and medians (state). The current interlocal agreements require the City to assume all maintenance in these areas including tree and hedge trimming, mowing, mulching, chemical weed control, trash pick-up, garbage can emptying and maintenance of irrigation systems. This division also maintains numerous greenways throughout the City.

## **MOWING OF VACANT LOTS**

The Ground Maintenance division also manages the contract for the mowing of vacant lots and foreclosed properties that are owned by the City. This includes mowing, trash pickup, and the reporting of unsafe conditions such as unsecured areas of entry and possible squatters. At the present time, the City maintains roughly 25-30 vacant lots.

## **UNPAVED RIGHTS-OF-WAY, GREENWAYS AND STREETS**

The division also maintains the vegetation in unpaved rights of ways, greenways and streets, which include periodic mowing, invasive vegetation removal and trash pickup.

## **MAINTAIN CLOSED LANDFILLS**

Per Environmental Protection Agency requirements, the Grounds Maintenance division manages the contract to maintain two (2) closed landfills. The maintenance in these areas includes mowing, weed control, tree trimming, fence/gate repair and clearing of methane pits.

## **SPECIAL EVENT SERVICES**

This Division also provides clean up and custodial services for special such as the City Holiday Parade, Street Painting Festival, Reggae Fest, Tropic Fest (Fourth of July), Hispanic Fest and the Tropical Triathlon. This Division also provides garbage pick-up and custodial services at all other events that are held in City parks and properties. All of the events impact the Division's overtime and operating budgets.

# Grounds Maintenance

## **DOWNTOWN AND SUPPLEMENTAL WATERING**

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

## **TREE MANAGEMENT PLAN SUPPORT**

The Grounds Maintenance division supports the Lake Worth Beach City Tree management plan by assisting with the City Horticulturist with planting, pruning and fertilizing of trees.

## **GOALS**

The mission of the Grounds Maintenance Division is to provide professionally maintained City of Lake Worth Beach properties. Consisting of City of Lake Worth Beach parks, public spaces, greenways, right of ways, cemeteries and the beach for the visitors, residents and employees that work and play here.

Perform more outreach to the neighborhoods and City organizations to get better feedback on the present maintenance quality standards and where improvements can be made.

Implement an improved agronomy program in order to revitalize the turf conditions as budget allows.

## **OBJECTIVES**

Maintain a close relationship with grounds maintenance contractors to improve and maintain the highest level of service.

Cross training staff to improve productivity and coverage of various positions to maintain uninterrupted service.

## **ACHIEVEMENTS**

<b>OBJECTIVES 2019-2020</b>	<b>ACHIEVEMENTS</b>
The Division has been successful with a new maintenance contract that is being performed by a contractor. Most city facilities, parks and rights of ways are mowed and maintained by a contractor, allowing City Grounds staff more time to perform detailed maintenance work and tree trimming.	Made full use of current staff and contractor forces.  Current staffing levels mandated that efficiency in scheduling and rates of production were reviewed regularly. The Division was successful in completing maintenance schedules and performing at a high rate of service for the City.  The City increased the Urban Forest and Tree Inventory study and adopted the recommendations within the plan. Additional trees were added by the City to the canopy in the form of new "Greenway" projects located throughout the City. The City added approximately 100 new trees to the canopy.  The City's tree canopy covers approximately 28% of the City's municipal area.

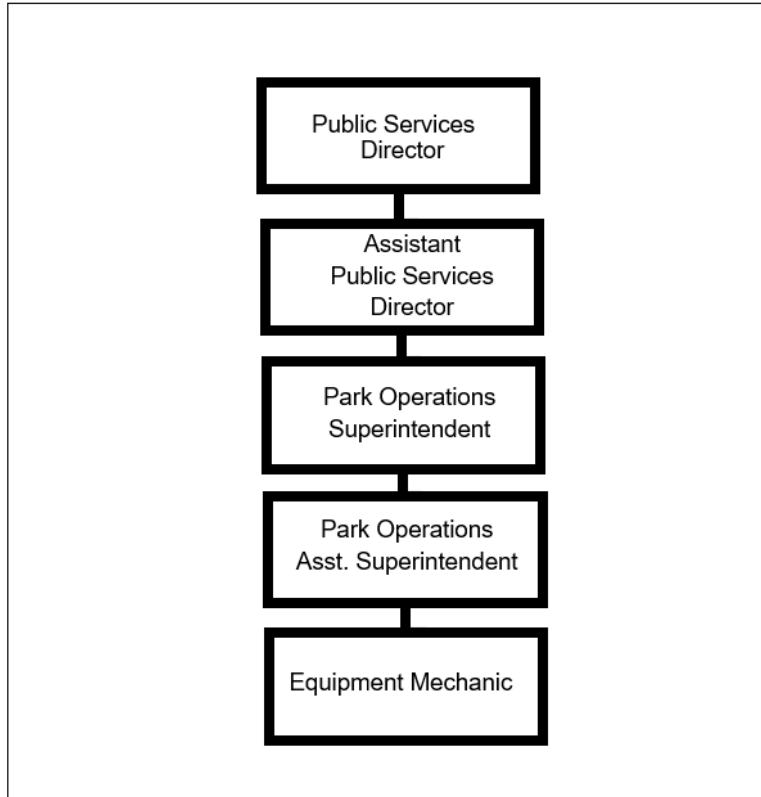
# Grounds Maintenance

Grounds Maintenance - 5040	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	520,867	549,331	543,662	493,480	600,460	106,980	21.68%
* Benefits	310,394	307,237	319,465	287,298	353,100	65,802	22.90%
<b>Sub-Total</b>	<b>831,261</b>	<b>856,568</b>	<b>863,127</b>	<b>780,778</b>	<b>953,560</b>	<b>172,782</b>	<b>22.13%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	249,304	391,241	303,290	303,460	304,259	799	0.26%
* Travel & Training	2,035	995	1,500	1,072	1,500	428	39.97%
* Utility & Communication	468,139	501,431	474,740	427,032	574,740	147,708	34.59%
* Insurance	33,197	33,200	33,200	33,198	35,856	2,658	8.01%
* Maintenance	120,471	139,338	137,500	124,463	132,800	8,337	6.70%
* Operating Expense	99,088	119,863	140,069	103,054	140,069	37,015	35.92%
<b>Sub-Total</b>	<b>972,234</b>	<b>1,186,068</b>	<b>1,090,299</b>	<b>992,280</b>	<b>1,189,224</b>	<b>196,944</b>	<b>19.85%</b>
CAPITAL	-	29,372	5,000	9,791	5,000	(4,791)	-48.93%
<b>TOTAL</b>	<b>1,803,495</b>	<b>2,072,008</b>	<b>1,958,426</b>	<b>1,782,848</b>	<b>2,147,784</b>	<b>364,935</b>	<b>20.47%</b>

# Cemetery

## **MISSION**

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



\*Equipment Mechanic

	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund



# Cemetery

The Cemetery division is responsible for all of the grounds maintenance at the City's two Cemeteries: Pine-crest Cemetery and I.A. Banks Memorial Park. The maintenance at these locations includes all lawn, tree and shrub maintenance including mowing, blowing, trimming, mulching, chemical weed control and trash and debris removal. This also includes the string trimming of approximately 10,000 headstones and markers.

## **FUNERAL AND BURIAL RESPONSIBILITIES**

The division is responsible for all grave preparations and setups for both full burials and cremation services (cremations are not performed by the City). These duties include identifying the correct grave location, excavation of the grave site, preparing the lowering device for the lowering of the coffin, setting up of the canopy and chairs in order to provide a comfortable setting and environment for the family and friends of the deceased, and closing of the grave after the service has completed.

## **GENEALOGY AND GRAVE LOCATION ASSISTANCE**

The division assists visitors with finding the location of grave sites. Assistance by the division staff is usually necessary and the cemetery software system, "Pontem," is utilized to find the exact section and lot where the person was laid to rest. We then take the cemetery map book and bring the family or friend out to the exact location of the grave they are looking for.

## **GOALS**

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

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

To implement an improved agronomy program in order to revitalize the turf conditions.

## **OBJECTIVES**

To establish an environmentally and agronomically sound irrigation program with our new well system.

Implement a chemical and herbicide program to improve turf conditions as budget allows.

Increase the synergy between the City's Division staff and the City's volunteer groups to aid in clean-up and maintenance of the cemeteries general day-to-day appearance.

## **ACHIEVEMENTS**

<b>OBJECTIVES 2019-2020</b>	<b>ACHIEVEMENTS</b>
<p>To establish an environmentally and agronomically sound irrigation program with our new well system. Implement a chemical and herbicide program to improve turf conditions as budget allows.</p> <p>Increase the synergy between the City's Division staff and the City's volunteer groups to aid in clean-up and maintenance of the cemeteries general day-to-day appearance.</p>	<p>Installed new well, including new power supply and electronic system controls</p> <p>Made full use of current staff and contractor.</p> <p>Current staffing levels mandated that efficiency in scheduling and rates of production were reviewed regularly. The Division was successful in completing maintenance schedules and performing at a high rate of service for the City.</p>

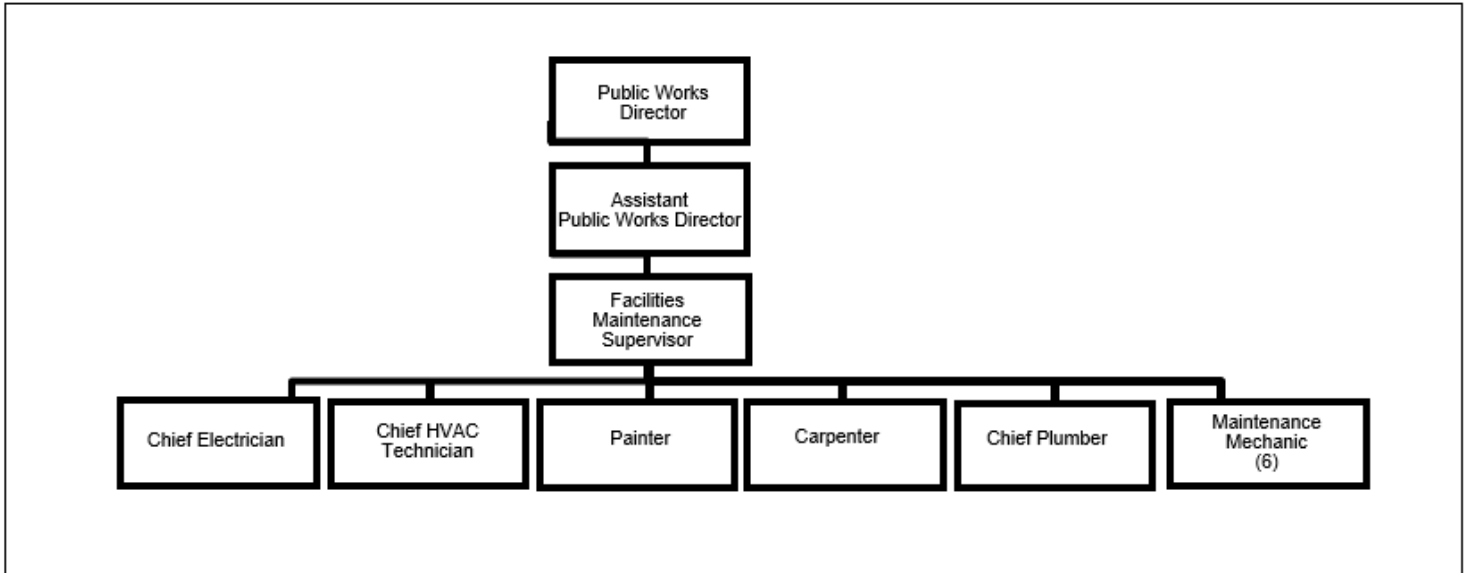
# Cemetery

Cemetery - 5050	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	75,909	80,118	62,494	71,180	66,095	(5,085)	-7.14%
* Benefits	34,708	34,361	28,909	38,177	34,346	(3,831)	-10.03%
<b>Sub-Total</b>	<b>110,617</b>	<b>114,479</b>	<b>91,403</b>	<b>109,357</b>	<b>100,441</b>	<b>(8,916)</b>	<b>-8.15%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	4,868	4,990	4,990	4,391	5,739	1,348	30.69%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	102,971	103,314	126,970	118,673	98,350	(20,323)	-17.13%
* Insurance	8,697	8,700	8,700	8,698	9,396	698	8.02%
* Maintenance	32,401	36,152	39,500	32,379	39,500	7,121	21.99%
* Operating Expense	7,440	5,132	8,910	6,408	8,910	2,502	39.05%
<b>Sub-Total</b>	<b>156,377</b>	<b>158,288</b>	<b>189,070</b>	<b>170,549</b>	<b>161,895</b>	<b>(8,655)</b>	<b>-5.07%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>266,994</b>	<b>272,767</b>	<b>280,473</b>	<b>279,907</b>	<b>262,336</b>	<b>(17,571)</b>	<b>-6.28%</b>

# Facilities Management

## **MISSION**

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



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	11.00	0	0	0	11.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Facilities Management

## **OBJECTIVES**

The Facilities Maintenance division administers both in-house and outsourced service contracts, such as pest control, custodial, fire, and security protection for all City-owned facilities. In-house services include carpentry, electrical, air conditioning, painting, plumbing and ancillary functions.

**Facilities Maintenance** – The division will focus more acutely on essential building repairs and maintenance due to stricter budget restraints. Therefore, the aesthetic appearance of buildings will be analyzed and performed on an as needed and available funding basis. All essential facility maintenance of City property is maintained within the budget plan.

**Facilities Budget Management** - The division’s budget provides funding and set-up assistance for all City sponsored events including the Holiday Parade, Street Painting Festival, Pride Fest, Midnight Sun Festival, 4th of July, Tropical Triathlon and Veterans Parade. The department provides tents, tables, chairs, lighting, and an on-call or assigned electrician for these events.

**Facilities Non-Scheduled Maintenance Tasks** – The division aids all departments in federal and state regulated storage of public records. The moving of furniture, boxes, file records, performing flag raising ceremonies, installing Home Owners Association neighborhood banners, and providing public address systems for events. The division is also responsible for emergency protection of City buildings from weather related incidents and ensuring the safety and security of these City assets.

The Facilities Division will be performing full inspections on all City owned buildings and properties to ensure the safety, equipment useful life and overall condition of the asset is identified and budgeted for repair/replacement if necessary.

The Facilities Division will be updating and maintaining a key control log for all City of Lake Worth Beach owned Facilities.

## **ACHIEVEMENTS & PERFORMANCE MEASURES**

<b>OBJECTIVES 2019-2020</b>	<b>ACHIEVEMENTS</b>
The Facilities Division will continue maintaining the ADA standards and improving the energy efficiency throughout the City of Lake Worth Beach facilities.	The Division was successful in completing projects involving ADA compliance and access. The Park restrooms were retrofitted to bring them up to ADA compliance. Library Restrooms and Hatch were remodeled to meet ADA Compliance Standards.
The Facilities Division will be performing full inspections on all City owned buildings and properties to ensure the safety, equipment useful life and overall condition of the asset is identified and budgeted for repair/replacement if necessary.	The Facilities Division is coordinating daily with the Leisure Services Department with efforts to provide excellent maintenance of the casino complex. Painting, pressure cleaning, vandalism repairs, and plumbing repairs are all items that are completed on a regular basis to ensure this vibrant City asset is maintained to the best standards.
The Facilities Division will be updating and maintaining a key control log for all City of Lake Worth Beach owned Properties.	City key inventory was audited for accuracy and completeness, and all keys are now updated current.
The Facilities Division will continue monitoring and inspecting the current Custodial company to ensure the contract is being executed as designated.	A tracking system for complaints and corrections has been put into place to ensure deficiencies within the facilities are addressed and completed in a timely manner.

# Facilities Management

## ACHIEVEMENTS

After inspections of City Facilities a list of deficiencies needing repair has been compiled and given priority coding for inclusion of the City's 2020 CIP Budget. Some of the repairs required will be the Public Safety old section roof, Fire Station 91, Bryant Park Bandshell, updating the electrical at the City Hall Annex and installing a new fire alarm system at CRA Hatch Building.

Repainting of the interior of library has been completed to ensure a more customer friendly atmosphere. The installation of all the impact windows and the installation of the third floor A/C at City Hall to ensure energy efficiency. The Facilities Division is coordinating daily with the Leisure Services Department with efforts to provide excellent maintenance of the casino beach complex.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ESTIMATED	FY 2019-2020 TARGET
Financial: The objective for Facilities Services is to maximize the Department budgets while increasing efficiency amongst the Divisions	5061-\$75,776 5062-\$1,295,279	5061-\$125,000 5062-\$1,295,279	5061-\$200,000 5062-\$1,300,279
Customer: To create a customer service oriented Department that is responsive to the needs of the Citizens and other Departments city wide by tracking HVAC and Custodial Complaints	250	192	Reduce by 7%
Internal Businesses Processes: Implement Survey 123 to track work orders			Track 100% of work orders created
Learning and Growing: Conduct Safety Meetings and encourage continuing education in the Trades.	Safety meetings once a month HVAC and backflow training	Safety meetings once a month Playground inspections	Safety meetings twice monthly CEU's for the trades

# Facilities Management

General Fund Facilities - Maintenance 5061 & 5062	FY 2016 Actuals	FY 2017 Actuals	FY 2017-2018 Adjusted Budget	FY 2017-2018 Budget Forecast	FY 2018-2019 Adopted Budget	FY 2018-2019 \$ Change FY 19 Budget & FY 18 Forecast	FY 2018-2019 % Change FY 19 Budget & FY 18 Budget
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	435,538	485,406	491,126	506,999	472,256	(18,870)	-3.84%
* Benefits	273,515	236,287	235,943	243,984	285,664	49,721	21.07%
<b>Sub-Total</b>	<b>709,053</b>	<b>721,693</b>	<b>727,069</b>	<b>750,983</b>	<b>757,920</b>	<b>30,851</b>	<b>4.24%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	173,385	125,932	414,345	432,450	172,450	(241,895)	-58.38%
* Travel & Training	308	774	1,400	1,400	1,400	-	0.00%
* Utility & Communication	21,437	20,267	20,760	19,740	19,740	(1,020)	-4.91%
* Insurance	43,550	43,550	43,550	43,550	43,550	-	0.00%
* Maintenance	96,124	219,056	204,950	204,750	95,000	(109,950)	-53.65%
* Operating Expense	21,695	20,053	10,130	23,180	20,880	10,750	106.12%
<b>Sub-Total</b>	<b>356,499</b>	<b>429,632</b>	<b>695,135</b>	<b>725,070</b>	<b>353,020</b>	<b>(342,115)</b>	<b>-49.22%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>\$ 1,065,552</b>	<b>\$ 1,151,325</b>	<b>\$ 1,422,204</b>	<b>\$ 1,476,053</b>	<b>\$ 1,110,940</b>	<b>\$ (311,264)</b>	<b>-21.89%</b>

General Fund Facilities - Custodial 5061	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 \$ Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	7,926	7,747	7,830	7,742	8,435	693	8.95%
* Benefits	4,024	2,908	4,941	3,817	5,050	1,233	32.31%
<b>Sub-Total</b>	<b>11,950</b>	<b>10,655</b>	<b>12,771</b>	<b>11,559</b>	<b>13,485</b>	<b>1,926</b>	<b>16.66%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	63,827	66,370	125,000	72,500	175,000	102,500	141.38%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	-	-	-	-	-	-	0.00%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>63,827</b>	<b>66,370</b>	<b>125,000</b>	<b>72,500</b>	<b>175,000</b>	<b>102,500</b>	<b>141.38%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>75,777</b>	<b>77,025</b>	<b>137,771</b>	<b>84,059</b>	<b>188,485</b>	<b>104,426</b>	<b>124.23%</b>

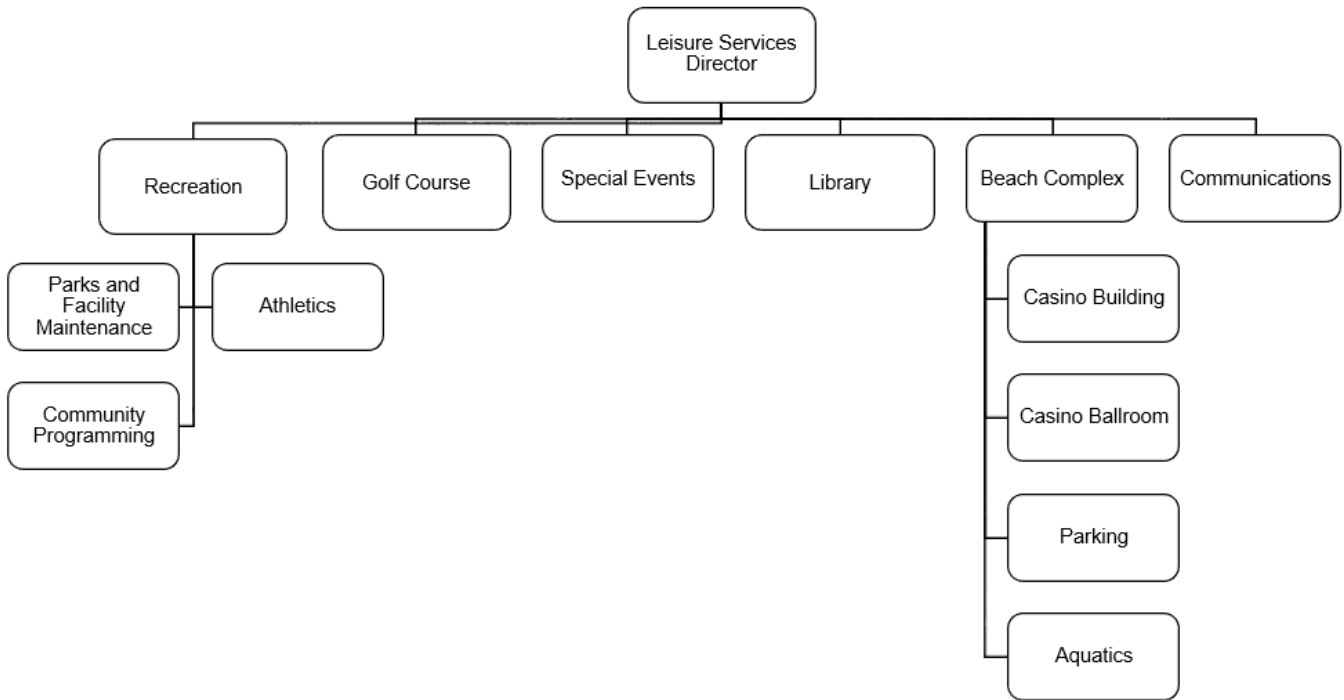
# Facilities Management

General Fund Facilities - Maintenance 5062	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	477,480	453,354	464,426	452,939	492,844	39,905	8.81%
* Benefits	232,263	182,903	280,723	228,054	328,767	100,713	44.16%
<b>Sub-Total</b>	<b>709,743</b>	<b>636,257</b>	<b>745,149</b>	<b>680,993</b>	<b>821,611</b>	<b>140,618</b>	<b>20.65%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	62,105	325,183	52,450	157,790	107,068	(50,723)	-32.15%
* Travel & Training	774	1,807	1,400	963	1,400	437	45.38%
* Utility & Communication	20,267	17,754	19,740	19,819	22,000	2,181	11.00%
* Insurance	43,550	43,550	43,550	43,550	47,034	3,484	8.00%
* Maintenance	219,056	219,526	120,000	178,235	108,600	(69,635)	-39.07%
* Operating Expense	20,053	28,773	35,880	23,507	22,880	(627)	-2.67%
<b>Sub-Total</b>	<b>365,805</b>	<b>636,593</b>	<b>273,020</b>	<b>423,865</b>	<b>308,982</b>	<b>(114,884)</b>	<b>-27.10%</b>
<b>CAPITAL</b>							
	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,075,548</b>	<b>1,272,850</b>	<b>1,018,169</b>	<b>1,104,858</b>	<b>1,130,593</b>	<b>25,734</b>	<b>2.33%</b>

# Leisure Services

## MISSION

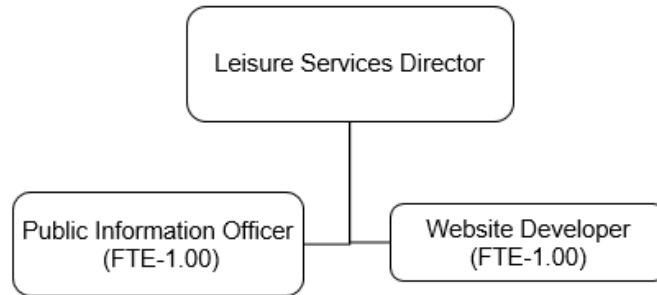
The Leisure Services department is committed to enhancing the lives of its citizens and visitors, by providing safe, healthy, cultural, educational and recreational opportunities for the community, while preserving and enhancing natural resources and stimulating the economic vitality of the community.



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



# Leisure Services Administration



	FY 2018 - FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	1.00	+1.00	0	0	2.00
Part-time (FTE)	0	0	0	0	0

### **Emergency Communications**

The Public Information Office really came into its own during this Hurricane Season. Over the course of the season, the PIO provided residents with multiple Email updates, social media Updates, and video updates.

### **Worth Noting (email newsletter)**

The Lake Worth Beach email newsletter grew its readership, once again, and was sent out multiple times throughout the year.

### **Newsorthy (print newsletter)**

The Lake Worth Beach print newsletter has been delivered to every resident along with the monthly utility bill every month this year. These print newsletters have provided an easy to read method for residents to stay updated on everything happening within the City.

### **Commission Meeting A/V**

The Public Information Office continues to oversee the enhanced A/V system in the Commission chambers which allows greater numbers of residents to watch commission meetings.

### **Marketing**

The Public Information Office has worked on multiple marketing projects including producing digital billboards for the City's usage agreement with an I-95 billboard. The office has also worked with the *Atlantic* magazine, *Suomi* in-flight magazine and the *Palm Beach Post* to develop local, national and international marketing campaigns.

# Leisure Services Administration

## GOALS

### **Studio – Still in Progress**

As a development of the City's A/V ambitions, a studio will be constructed inside the City Hall Annex and will be utilized in generating video content to better expand the reach of the City's communications.

### **Drone Program – Still in Progress**

The PIO will develop and implement a drone program within the City to utilize the fast growing drone technology across multiple departments and to ensure that drone footage being captured within the City meets the legal requirements set by the FAA.

### **Website / Social Media – Still in Progress**

Work will continue on developing a mobile and user friendly website that can better serve the residents of Lake Worth Beach. The website is an important communications tool and needs to be updated to stay relevant.

### **Enhanced Emergency Communication – Still in Progress**

Following Hurricane Irma the need for an even more developed set of communication tools was identified. As part of this initiative a hurricane specific and general emergency website will be developed and tested along with additional communication methods. In addition, staff will be identified to join the communications team during an emergency to assist with the workload and provide cover to reduce operational fatigue.

## OBJECTIVES

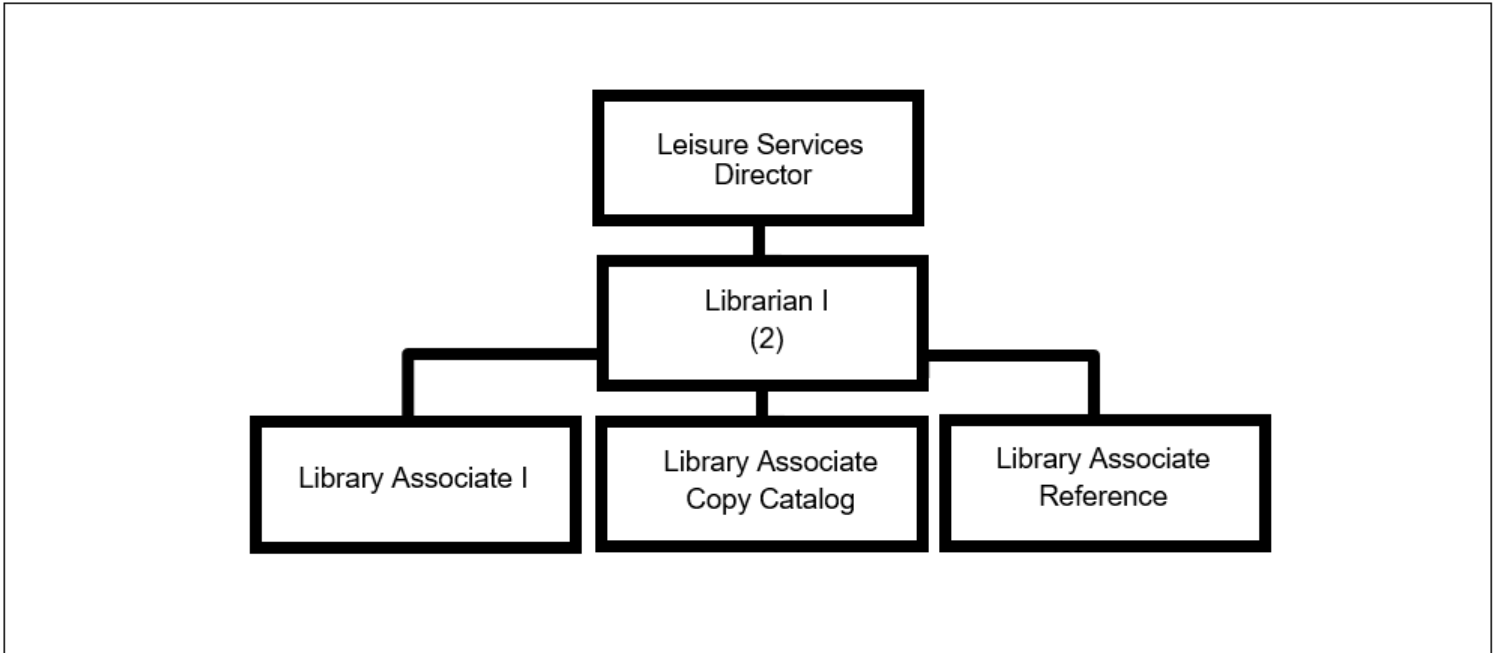
The PIO division will continue to develop marketing and communications into an effective tool for City management to undertake hearts-and-minds campaigns to further develop and benefit the City and its residents.

Leisure Services Administration - 8010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	70,885	70,885	75,450	4,565	6.44%
* Benefits	-	-	31,987	31,987	24,852	(7,135)	-22.31%
<b>Sub-Total</b>	-	-	102,872	102,872	100,302	(2,570)	-2.50%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	22,500	22,500	27,000	4,500	20.00%
* Travel & Training	-	-	665	665	665	-	0.00%
* Utility & Communication	-	-	750	750	-	(750)	-100.00%
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	37,655	37,655	23,130	(14,525)	-38.57%
<b>Sub-Total</b>	-	-	61,570	61,570	50,795	(10,775)	-17.50%
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	-	-	164,442	164,442	151,097	(13,345)	-8.12%

# Library

## **MISSION**

The Lake Worth Beach Public Library provides the facility, services, and programming in order that our community may enjoy the benefits of literacy.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	4.00	-1.00	0	0	3.00
Part-time (FTE)	3.00	-1.00	0	0	2.00

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

# Library

## **GOALS**

The Library will create a context for improved property values and quality of life by offering excellence and innovation in programming that exceeds the expectations of our community.

The Library will recognize and protect our unique character by restoring the building's beauty, providing a unique venue for community use, and repurposing the space to meet present and future demands.

The Library will provide effective and efficient customer services that meet the needs of our community.

## **OBJECTIVES**

Improve the Library users' experience by offering excellent and innovative programming.

Repurpose the Library facility to reflect current user needs. Position the Library to meet future user demands. Provide a venue for the community and visitors to visit the Library.

Reorganize Library services to improve efficiency and customer satisfaction.

## **ACHIEVEMENTS**

<b>OBJECTIVES 2019-2020</b>	<b>ACHIEVEMENTS</b>
Continue to remove outdated print materials.	The Library removed over 13,000 outdated materials to date.
Continue to add digital materials, expand access to electronic materials.	The Library has successfully acquired membership to Libby and the Cloud Library giving patrons access to thousands of titles.
Continue to acquire an online language learning re- source.	The Library Acquired Duolingo for patron use on-line.
Continue to seek additional volunteers.	The Library added 2 volunteers to its roster.
Continue to improve the user experience.	The Library added 12+ wireless Chromebooks for patron use.
Continue programming efforts.	On Going

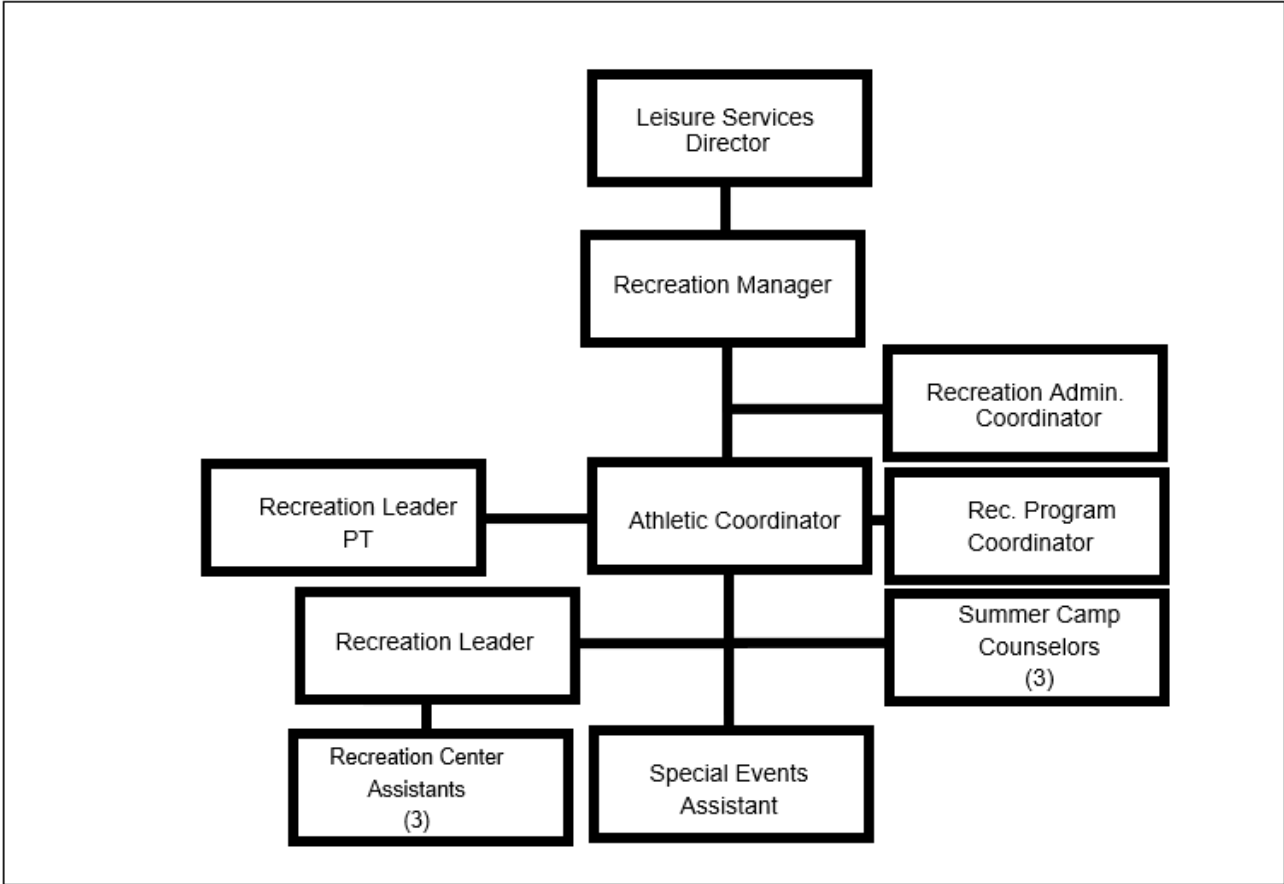
# Library

## PERFORMANCE MEASURES

MEASURE	FY 2018-2019 ACTUALS	FY 2019-2020 ESTIMATED
Materials expenditure per capita	\$ .92	\$1.42
Circulation (items checked out)	28,789	20,524
Collection (items on shelf)	44,020	41,804
Membership (library cards holders)	19,489	20,903
Ebooks accessible	15,732	118,000
WiFi clients	1,867	2,000
Public Computer Sessions (12 machines)	19,183	18,000
Programs/Attendance	202 / 9,329	200 / 9,500

Library - 8020	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	228,225	218,143	230,250	213,493	155,677	(57,816)	-27.08%
* Benefits	85,237	83,451	99,773	88,109	67,669	(20,439)	-23.20%
<b>Sub-Total</b>	<b>313,462</b>	<b>301,594</b>	<b>330,023</b>	<b>301,602</b>	<b>223,346</b>	<b>(78,256)</b>	<b>-25.95%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	74,517	70,356	70,960	69,784	81,229	11,445	16.40%
* Travel & Training	-	419	-	140	-	(140)	-100.00%
* Utility & Communication	15,881	16,292	18,090	16,852	17,080	228	1.35%
* Insurance	27,637	27,640	27,640	27,638	29,851	2,213	8.01%
* Maintenance	9,974	8,566	3,500	6,910	3,500	(3,410)	-49.35%
* Operating Expense	82,877	83,579	90,460	72,709	79,530	6,821	9.38%
<b>Sub-Total</b>	<b>210,886</b>	<b>206,852</b>	<b>210,650</b>	<b>194,032</b>	<b>211,190</b>	<b>17,158</b>	<b>8.84%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>524,348</b>	<b>508,446</b>	<b>540,673</b>	<b>495,634</b>	<b>434,536</b>	<b>(61,098)</b>	<b>-12.33%</b>

# Recreation – Athletics, Programs and Facilities



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	15.00	0	0	0	15.00
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Recreation - Athletics, Programs and Facilities

## MISSION

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

The Recreation maintenance division is responsible for all of the parks and recreational facility grounds maintenance, sports field and ball field maintenance along with the common areas as well as the associated play grounds. The maintenance at these locations includes all lawn, tree and shrub maintenance including mowing, blowing, trimming, mulching, chemical weed control, trash and debris removal. This also includes the upkeep of all playground equipment with regular inspections.

## GOAL

To provide innovation comprehensive recreation programs, activities and facilities that respond to the changing needs of the community.

## OBJECTIVE

To expand youth and family recreational opportunities by working in partnership with other public and private entities. Secured several sponsorships from local civic organizations and private business donations that enabled several local youth to participate in one of many of the different recreational programs. Coordinate and implement several youth and athletic programs to include Beach Boot Camp, Yoga, Recreation to GO, and Archery Tag. Enhance our ongoing community programs, such as Afterschool and Senior Program. Recreation will also complete the conversion of Rectrac to complete Webtrac, so we can better assist our patrons.

OBJECTIVE 2019-2020	ACHIEVEMENT
To continue to expand youth and family recreational opportunities by working in partnership with other public and private entities.	Successful implementation and attendance of new recreation programs, by partnering with Palm Beach County Schools and For The Children. On going objective.
Continuing to work to obtain new sponsorships from local civic organizations and private business donations that enabled several local youth to participate in one of many of the different recreational programs.	Solicit other business for sponsorship opportunities which would help assist underprivileged youth participate in recreational programs. On going objective.
Work to coordinate and implement several youth and athletic programs.	On going objective.
Continue to Enhance our ongoing community programs.	Increase our senior club activity, and expand the programs to be City-wide for participants. On going objective.
Finalize and complete conversion of Rectrac & Webtrac.	On going objective.

# Recreation - Athletics, Programs and Facilities

Recreation - Athletics, Programs and Facilities - 8060, 8061, 8062, & 8063	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	352,976	425,112	513,188	343,216	590,416	247,200	72.02%
* Benefits	164,074	186,909	272,063	159,934	260,490	100,556	62.87%
<b>Sub-Total</b>	<b>517,050</b>	<b>612,021</b>	<b>785,251</b>	<b>503,150</b>	<b>850,906</b>	<b>347,756</b>	<b>69.12%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	226,750	631,923	443,387	358,711	455,725	97,014	27.05%
* Travel & Training	1,881	5,467	600	2,787	600	(2,187)	-78.47%
* Utility & Communication	129,061	126,027	138,940	126,731	138,940	12,209	9.63%
* Insurance	160,571	160,590	160,590	160,577	173,437	12,860	8.01%
* Maintenance	147,243	72,302	77,600	97,479	72,150	(25,329)	-25.98%
* Operating Expense	235,576	182,241	213,122	196,549	269,442	72,893	37.09%
<b>Sub-Total</b>	<b>901,082</b>	<b>1,178,550</b>	<b>1,034,239</b>	<b>942,834</b>	<b>1,110,294</b>	<b>167,461</b>	<b>17.76%</b>
CAPITAL	133,542	60,378	5,868	64,640	-	(64,640)	-100.00%
<b>TOTAL</b>	<b>1,551,674</b>	<b>1,850,949</b>	<b>1,825,358</b>	<b>1,510,624</b>	<b>1,961,200</b>	<b>450,576</b>	<b>29.83%</b>

General Fund- Community Programs - 8060 & 8061	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	133,538	176,496	214,085	144,448	327,081	182,633	126.43%
* Benefits	89,410	50,804	92,134	64,005	115,997	51,991	81.23%
<b>Sub-Total</b>	<b>222,948</b>	<b>227,300</b>	<b>306,219</b>	<b>208,454</b>	<b>443,078</b>	<b>234,624</b>	<b>112.55%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	46,753	55,430	65,930	40,147	74,170	34,022	84.74%
* Travel & Training	199	4,740	-	1,646	-	(1,646)	-100.00%
* Utility & Communication	64,600	63,465	69,210	63,539	69,210	5,671	8.92%
* Insurance	18,241	18,250	18,250	18,244	19,710	1,466	8.04%
* Maintenance	22,584	17,886	23,800	23,832	26,700	2,868	12.03%
* Operating Expense	68,930	88,666	77,800	68,016	78,700	10,684	15.71%
<b>Sub-Total</b>	<b>221,307</b>	<b>248,437</b>	<b>254,990</b>	<b>215,426</b>	<b>268,490</b>	<b>53,064</b>	<b>24.63%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>444,255</b>	<b>475,737</b>	<b>561,209</b>	<b>423,879</b>	<b>711,567</b>	<b>287,688</b>	<b>67.87%</b>



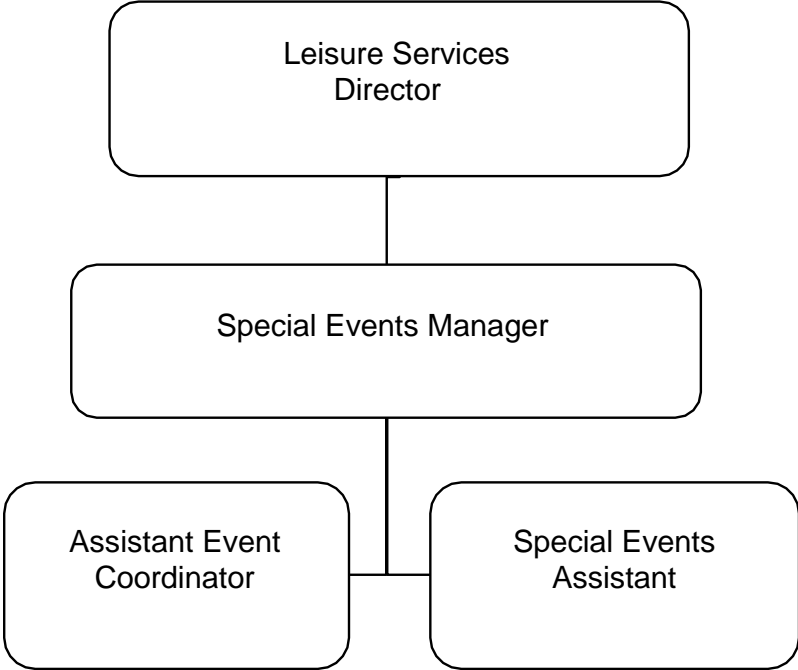
# Recreation - Athletics, Programs and Facilities

General Fund Recreation Facilities - 8062	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	134,059	149,101	185,936	126,100	198,800	72,700	57.65%
* Benefits	59,476	97,048	111,749	61,526	120,753	59,228	96.26%
<b>Sub-Total</b>	<b>193,535</b>	<b>246,149</b>	<b>297,685</b>	<b>187,626</b>	<b>319,553</b>	<b>131,927</b>	<b>70.31%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	131,813	437,608	251,817	240,296	324,110	83,814	34.88%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	64,436	62,551	69,480	63,177	69,480	6,303	9.98%
* Insurance	106,222	106,230	106,230	106,225	114,728	8,504	8.01%
* Maintenance	119,027	48,738	48,900	67,984	40,550	(27,434)	-40.35%
* Operating Expense	2,155	4,602	16,142	2,183	16,542	14,359	657.76%
<b>Sub-Total</b>	<b>423,653</b>	<b>659,729</b>	<b>492,569</b>	<b>479,864</b>	<b>565,410</b>	<b>85,546</b>	<b>17.83%</b>
CAPITAL	133,542	60,378	5,868	64,640	-	(64,640)	-100.00%
<b>TOTAL</b>	<b>750,730</b>	<b>966,256</b>	<b>796,122</b>	<b>732,467</b>	<b>884,963</b>	<b>152,496</b>	<b>20.82%</b>

# Special Events

## **MISSION**

The Special Events division is responsible for all City-sponsored signature events, community events and assists with coordinating as well as permitting private special events.



	<b>FY 2018 - FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2019 - FY 2020</b>
Full-time	2.50	0	0	0	2.50
Part-time (FTE)	0	0	0	0	0

Related Funds: General Fund

# Special Events

## GOALS

Expand popular events that will appeal to all ages.

## OBJECTIVES / ACHIEVEMENTS

One of our initiatives is not only to attract visitors but provide an experience that will encourage them to become residents herein the City of Lake Worth Beach. In efforts to see a substantial gain we have expanded our community events.

OBJECTIVE FY 2020	ACHIEVEMENT
Continue to expand community events and enhance existing events	On Going
Continue to secure additional sponsorships from local organizations and private business donations that enable several local youths to participate in one of many of the different community events	On Going
Continue to enhance our ongoing community events	On Going

Special Events - 8063	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	85,379	99,515	113,167	72,668	64,535	(8,133)	-11.19%
* Benefits	15,188	39,057	68,180	34,403	23,740	(10,663)	-30.99%
<b>Sub-Total</b>	<b>100,567</b>	<b>138,572</b>	<b>181,347</b>	<b>107,070</b>	<b>88,275</b>	<b>(18,795)</b>	<b>-17.55%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	48,184	138,885	125,640	78,267	57,446	(20,821)	-26.60%
* Travel & Training	1,682	727	600	1,140	600	(540)	-47.38%
* Utility & Communication	25	11	250	15	250	235	1566.67%
* Insurance	36,108	36,110	36,110	36,109	38,999	2,890	8.00%
* Maintenance	5,632	5,678	4,900	5,663	4,900	(763)	-13.47%
* Operating Expense	164,491	88,973	119,180	126,350	174,200	47,850	37.87%
<b>Sub-Total</b>	<b>256,122</b>	<b>270,384</b>	<b>286,680</b>	<b>247,544</b>	<b>276,395</b>	<b>28,851</b>	<b>11.65%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>356,689</b>	<b>408,956</b>	<b>468,027</b>	<b>354,614</b>	<b>364,670</b>	<b>10,056</b>	<b>2.84%</b>



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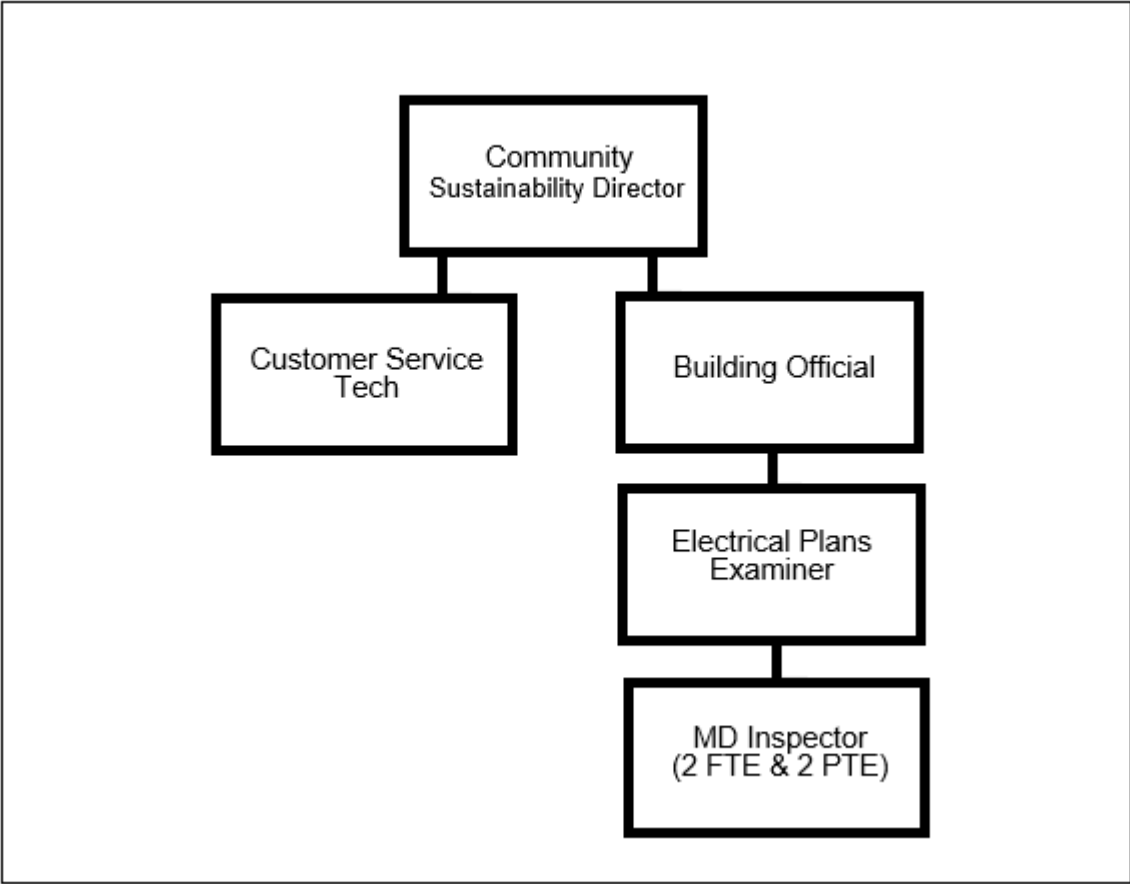


# Special Revenue Funds

# Building Division

**MISSION**

The Building Division is responsible for the enforcement and interpretation of Florida Building Codes, Local Codes, and Florida and Federal Statutes regarding new construction and renovations to existing structures. The Florida building Code apply to the design, construction, erection, alteration, modification, repair, demolition of public or private buildings or facilities in the city and to the enforcement of such requirements which will allow effective and reasonable protection for public safety, health and general welfare of the residents of the city. The Division promotes and supports sustainable building practices that increase the efficiencies in energy and water consumption and use of materials.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	5.00	0	0	0	5.00
Part-time (FTE)	2.00	0	0	0	2.00

Related Funds: Building Permit Fund

# Building Division

## **GOALS**

- Positioning Lake Worth Beach to be a competitive viable location of choice
- Strengthening Lake Worth Beach as a 'Community of Neighborhoods'
- Navigating towards a sustainable community
- Affirming Government for All

## **OBJECTIVES**

- Accepting digital applications January 2020 [Compliance with FS 553.79(1)(b)]
- Utilize digital plan review January 2020
- Begin converting property paper files to digital files FY 2020 utilizing State Historic Preservation Grant)

# Building Division

Building Division - 2020	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	372,701	416,934	469,656	417,949	486,936	68,987	16.51%
* Benefits	196,959	244,209	239,132	224,869	225,976	1,107	0.49%
<b>Sub-Total</b>	<b>569,660</b>	<b>661,143</b>	<b>708,788</b>	<b>642,818</b>	<b>712,912</b>	<b>70,093</b>	<b>10.90%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	150,861	138,735	239,800	137,820	152,430	14,609	10.60%
* Travel & Training	968	2,457	4,600	2,071	4,600	2,529	122.08%
* Utility & Communication	3,891	3,929	4,220	3,995	4,205	210	5.27%
* Insurance	1,526	1,530	1,530	1,529	1,652	124	8.09%
* Maintenance	24,212	29,400	24,500	26,275	24,500	(1,775)	-6.76%
* Operating Expense	9,185	10,956	16,536	9,671	11,305	1,634	16.89%
<b>Sub-Total</b>	<b>190,643</b>	<b>187,007</b>	<b>291,186</b>	<b>181,362</b>	<b>198,692</b>	<b>17,330</b>	<b>9.56%</b>
CAPITAL	194,081	21,780	30,000	73,566	10,000	(63,566)	-86.41%
<b>TOTAL</b>	<b>954,384</b>	<b>869,930</b>	<b>1,029,974</b>	<b>897,746</b>	<b>921,604</b>	<b>23,857</b>	<b>2.66%</b>

Building Permit Fund - Non Dept - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	824	2,075	38,210	14,595	38,592	23,997	164.42%
<b>Sub-Total</b>	<b>824</b>	<b>2,075</b>	<b>38,210</b>	<b>14,595</b>	<b>38,592</b>	<b>23,997</b>	<b>164.42%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>824</b>	<b>2,075</b>	<b>38,210</b>	<b>14,595</b>	<b>38,592</b>	<b>23,997</b>	<b>164.42%</b>



# Building Permit Fund

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

Building Permit Fund - 103	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Permits	1,032,799	1,487,173	1,302,000	1,331,766	1,202,000	(129,766)	-9.74%
Plan Review	-	-	-	-	-	#VALUE!	-
General Government	150	110	150	258	150	(108)	-41.86%
Other Miscellaneous Revenue	26,219	15,254	5,000	42,953	15,000	(27,953)	-65.08%
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>1,059,168</b>	<b>1,502,537</b>	<b>1,307,150</b>	<b>1,374,977</b>	<b>1,217,150</b>	<b>(157,827)</b>	<b>-11.48%</b>
Use of Fund Balance	-	-	(238,966)	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,059,168</b>	<b>1,502,537</b>	<b>1,068,184</b>	<b>1,374,977</b>	<b>1,217,150</b>	<b>(157,827)</b>	<b>-11.48%</b>
<b>Use of Funds</b>							
Building Services	760,303	848,150	999,974	1,261,342	911,604	(349,738)	-27.73%
Non-Departmental	824	2,075	-	1,858	-	(1,858)	-100.00%
Capital Outlay	194,081	21,780	30,000	73,566	10,000	(63,566)	-86.41%
Transfer Out	-	-	38,210	38,210	38,592	382	1.00%
<b>Sub-Total</b>	<b>955,208</b>	<b>872,005</b>	<b>1,068,184</b>	<b>1,374,977</b>	<b>960,196</b>	<b>(414,781)</b>	<b>-30.17%</b>
Reserve for future use	103,960	630,532	-	-	256,954	256,954	-
<b>Total Uses of Funds</b>	<b>1,059,168</b>	<b>1,502,537</b>	<b>1,068,184</b>	<b>1,374,977</b>	<b>1,217,150</b>	<b>(157,827)</b>	<b>-12.97%</b>

# Code Remediation Fund

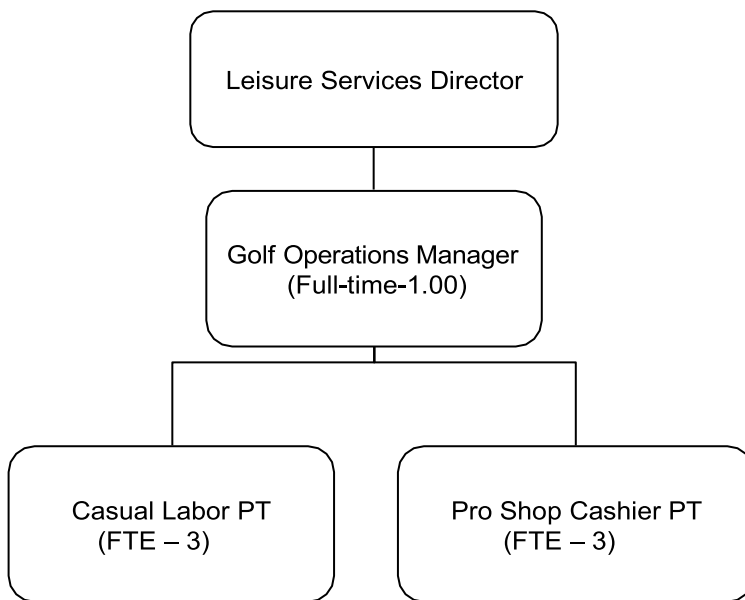
**Code Remediation Fund (Fund 160)** –Created by the City Commission to account for the costs and revenues associated with the City acquiring, maintaining and selling foreclosed properties. (Sec. 2 Code of Ordinances, Commission action 8/3/2004)

Code Remediation Fund - 160	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Interest & Other Earnings	21,671	21,959	2,240	15,598	4,000	(11,598)	-74.36%
Other Miscellaneous Revenue	316,792	198,642	530,003	237,423	180,000	(57,423)	-24.19%
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>338,463</b>	<b>220,601</b>	<b>532,243</b>	<b>253,021</b>	<b>184,000</b>	<b>(69,021)</b>	<b>-27.28%</b>
Use of Fund Balance	-	-	90,685	-	-	-	-
<b>Total Sources of Funds</b>	<b>338,463</b>	<b>220,601</b>	<b>622,928</b>	<b>253,021</b>	<b>184,000</b>	<b>(69,021)</b>	<b>-27.28%</b>
<b><u>Use of Funds</u></b>							
Code Enforcement	160,401	95,920	615,428	121,294	175,000	53,706	44.28%
Non-Departmental	107,382	(5,493)	7,500	55,342	7,500	(47,842)	-86.45%
Transfer Out	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>267,783</b>	<b>90,427</b>	<b>622,928</b>	<b>176,636</b>	<b>182,500</b>	<b>5,864</b>	<b>3.32%</b>
Reserve for Future Use	70,680	130,174	-	76,385	1,500	(74,885)	-98.04%
<b>TOTAL</b>	<b>338,463</b>	<b>220,601</b>	<b>622,928</b>	<b>253,021</b>	<b>184,000</b>	<b>(69,021)</b>	<b>-27.28%</b>

# Golf Course

## MISSION

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



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	1.00	0	0	0	1.00
Part-time (FTE)	7.00	0	0	0	7.00

Related Funds: Golf Fund

# Golf Course

## **MISSION**

Located at One 7th Avenue North, the Lake Worth Beach Golf Club and Pro Shop has been in business since 1926. The golf course is comprised of a unique old Florida design with a scenic 6,100 yard, par 70 course located along 1.2 miles of the Intracoastal Waterway. We offer daily fee rates as well as annual and seasonal memberships, along with a fully stocked Pro Shop.

## **MEMBERSHIPS**

The membership at the golf course will continue to be a stable part of our golf rounds. Our memberships bring in about \$100,000 for the club annually. The Frequent Player card has done very well over the past few years. We currently have almost 200 players who have joined this membership. It is a great deal for the golfer, and the course benefits when they bring guests as well as increasing the amount of golf they play. The high level customer service, mixed with the support of a well trained staff, has pleased the current members and attracted new ones as well.

## **DAILY GOLF AND GROUP PLAY**

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

## **EMAIL SPECIALS**

Attached to our golf course website is an option for people to join our email special list, and through this option we have reached over 6,000 people. The golf course has found that on average, our email specials add an extra 10 people per day, which can turn into an added profit of up to \$500 per day. The email blasts help to fill gaps when we have holidays or if the tee sheet just isn't filling up. Even sending out the email two or three days out can generate play.

## **MERCHANDISE**

Lake Worth Beach Golf Club will continue to look for the best deals in merchandise to ensure the function is profitable. The course will strive to operate a Cost of Goods Sold (COGS) of 53% or higher, which will make considerably more profit for the City than in years past. As the shop builds its brand, a loyalty discount to members will be introduced and the course should see an increase in the dollars spent in the Pro Shop.

## **THE BEACH CLUB**

The popular restaurant serves both the golfers and the community for any and all events. With the newly renovated restaurant and bar, The Beach Club has enhanced the image of the clubhouse, and, in return, brought more business to the golf course. This year, The Beach Club has hosted a significant number of parties, HOA meetings and other community gatherings and it's expected that this will continue to grow as more people visit Lake Worth Beach Golf Club.

## **COURSE MAINTENANCE**

BrightView Golf Maintenance has been striving to improve the overall appearance of the golf course and change the way people think of Lake Worth Beach Golf Club. For years the golf course had been neglected with poor drainage and old irrigation, which hinders the ability to properly maintain the golf course. Brightview has made the best of the situation and the golf course has improved significantly. Although there is still a long road ahead to compete with neighboring golf courses, Brightview and the golf course will continue to work together to improve golf course conditions, giving customers the best experience possible.

# Golf Course

## GOALS

Increase the total number of golf members.

Increase our rating on GolfNow & Social Media. With so many golf courses in Palm Beach County, it is very important to have our ratings as high as possible.

Provide effective and efficient services. The Lake Worth Beach Golf Club has passionate dedication to quality, financial performance and the development of our team members. The golf club will host 2 member specified tournaments to give a true golf club experience. The golf club will provide an unparalleled experience to our guests and members through personalized service, consistency, and uncompromising attention to detail.

## OBJECTIVE

Our objective is to provide the community with an excellent golf experience. From the moment you drop off your clubs until you hit your last putt, we want every customer to feel as if they are a member. We pride ourselves on our customer service and people return to play here every year because they are treated like family. A day at Lake Worth Beach Golf Club will have each guest always wanting to come back for more. In addition to providing an excellent golf experience, we always strive to increase revenue as well as total number of golf rounds. These two go hand in hand, but having a well maintained course is key to achieving this goal. If not we would have to reduce rates and our average price per round would decrease.

## ACHIEVEMENTS

OBJECTIVES FY 2019	ACHIEVEMENTS
Sell over 100 FPC	We Sold 120 FPC
Increase total rounds of golf YOY	Increased by 9,811 rounds
Increase revenue YOY	Increased by \$329,540.94

## PERFORMANCE MEASURES

OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 ESTIMATED
Membership Revenue	\$98,756.71	\$130,872.60	\$110,000
Total Rounds of Golf	38,869	48,680	45,000
Total Revenue	\$1,118,373.41	\$1,447,914.35	\$1,300,000

# Golf Course

Golf Course Fund Golf Course Operations 404 - 8030	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	115,896	117,306	133,831	120,912	172,035	51,123	42.28%
* Benefits	18,369	56,744	34,150	36,054	48,334	12,280	34.06%
<b>Sub-Total</b>	<b>134,265</b>	<b>174,050</b>	<b>167,981</b>	<b>156,966</b>	<b>220,369</b>	<b>63,403</b>	<b>40.39%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	593,351	591,441	596,010	594,953	599,237	4,284	0.72%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	132,620	127,379	137,020	189,156	133,110	(56,046)	-29.63%
* Insurance	62,818	62,820	62,820	62,819	67,846	5,026	8.00%
* Maintenance	44,022	35,867	43,000	42,361	38,000	(4,361)	-10.29%
* Operating Expense	114,488	104,888	132,980	60,240	126,980	66,740	110.79%
<b>Sub-Total</b>	<b>947,299</b>	<b>922,395</b>	<b>971,830</b>	<b>949,529</b>	<b>965,172</b>	<b>15,643</b>	<b>1.65%</b>
CAPITAL	4,993	-	-	1,248	-	(1,248)	-100.00%
<b>TOTAL</b>	<b>1,086,557</b>	<b>1,096,445</b>	<b>1,139,811</b>	<b>1,107,743</b>	<b>1,185,541</b>	<b>77,798</b>	<b>7.02%</b>

Golf Course Fund - Non Dept 404 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	18,802	18,621	19,490	12,335	19,490	7,155	58.00%
<b>Sub-Total</b>	<b>18,802</b>	<b>18,621</b>	<b>19,490</b>	<b>12,335</b>	<b>19,490</b>	<b>7,155</b>	<b>58.00%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>18,802</b>	<b>18,621</b>	<b>19,490</b>	<b>12,335</b>	<b>19,490</b>	<b>7,155</b>	<b>58.00%</b>

# Golf Course Fund

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

Golf Course Fund 404	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
General Government	-	-	-	-	-	-	-
Culture / Recreation	1,036,692	1,098,555	1,165,200	756,444	1,215,325	458,881	60.66%
Interest & Other Earnings	-	-	-	-	-	-	-
Disposition of Fixed Assets	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-
Donations	10,076	10,683	10,000	5,190	-	(5,190)	-100.00%
Other Miscellaneous Revenue	625	766	-	522	1,000	478	91.66%
Reimbursements	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>1,047,393</b>	<b>1,110,004</b>	<b>1,175,200</b>	<b>762,156</b>	<b>1,216,325</b>	<b>454,170</b>	<b>59.59%</b>
Use of Fund Balance	-	-	(15,899)	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,047,393</b>	<b>1,110,004</b>	<b>1,159,301</b>	<b>762,156</b>	<b>1,216,325</b>	<b>454,170</b>	<b>59.59%</b>
<b><u>Use of Funds</u></b>							
Golf Course	1,081,564	1,096,445	1,139,811	817,464	1,185,541	368,077	45.03%
Restaurant / Clubhouse	-	-	-	-	-	-	-
Non-Departmental	18,802	18,621	19,490	13,215	19,490	6,276	47.49%
Repayment Cash Advance	-	-	-	-	-	-	-
Debt Payments - Principal	-	-	-	-	-	-	-
Debt Payments - Interest	-	-	-	-	-	-	-
Capital Outlay	4,993	-	-	-	-	-	-
Reserve for future capital use	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>1,105,359</b>	<b>1,115,066</b>	<b>1,159,301</b>	<b>830,678</b>	<b>1,205,031</b>	<b>374,353</b>	<b>45.07%</b>
Reserve for future use	(57,966)	(5,062)	-	(68,523)	11,294	79,817	-116.48%
<b>Total Uses of Funds</b>	<b>1,047,393</b>	<b>1,110,004</b>	<b>1,159,301</b>	<b>762,156</b>	<b>1,216,325</b>	<b>454,170</b>	<b>59.59%</b>

# Golf Fund Revenues

Golf Course Fund 404	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020		
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast	
<b><u>CULTURE/RECREATION</u></b>								
Walker Fees	-	-	-	-	-	-	-	-
Memberships	105,469	98,757	70,000	88,148	110,000	21,853	24.79%	
Green Fees	804,303	875,420	958,000	572,164	960,000	387,837	67.78%	
Driving Range Fees	-	-	-	-	-	-	-	
Cart Rental	15,454	14,926	20,000	18,936	33,000	14,064	74.27%	
Locker Rental	-	-	-	-	-	-	-	
Club Services	14,959	15,616	15,000	11,443	15,000	3,557	31.09%	
Green Surcharge-Capital	-	-	-	-	-	-	-	
Merchandise Sales	42,417	38,756	46,000	29,087	40,000	10,913	37.52%	
Tax Exempt	-	-	-	-	-	-	-	
Food Sales	-	-	-	-	-	-	-	
Beverage Sales	-	-	-	-	-	-	-	
Beverage Cart	-	-	-	-	-	-	-	
Clubhouse Events	-	-	-	-	-	-	-	
Tax Exempt Sales	-	-	-	-	-	-	-	
Golf Events	-	-	-	-	-	-	-	
City Functions	-	-	-	-	-	-	-	
Other	54,090	55,080	56,200	36,668	57,325	20,658	56.34%	
<b>TOTAL CULTURE/RECREATION</b>	<b>1,036,692</b>	<b>1,098,555</b>	<b>1,165,200</b>	<b>756,444</b>	<b>1,215,325</b>	<b>458,881</b>	<b>60.66%</b>	
Use of Fund Balance	-	-	(15,899)	-	-	-	-	
<b>Total Sources of Funds</b>	<b>1,036,692</b>	<b>1,098,555</b>	<b>1,149,301</b>	<b>756,444</b>	<b>1,215,325</b>	<b>458,881</b>	<b>60.66%</b>	
<b><u>DONATIONS</u></b>								
Donations	10,076	10,683	10,000	5,190	-	(5,190)	-100.00%	
<b>TOTAL DONATIONS</b>	<b>10,076</b>	<b>10,683</b>	<b>10,000</b>	<b>5,190</b>	<b>-</b>	<b>(5,190)</b>	<b>-100.00%</b>	
<b><u>OTHER MISC. REVENUE</u></b>								
Other	625	766	-	522	1,000	478	91.66%	
Disposal of Fixed Assets	-	-	-	-	-	-	-	
<b>TOTAL OTHER MISC. REVENUE</b>	<b>625</b>	<b>766</b>	<b>-</b>	<b>522</b>	<b>1,000</b>	<b>478</b>	<b>91.66%</b>	
<b><u>TRANSFER IN</u></b>								
General Fund	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	
Sanitation Fund	-	-	-	-	-	-	-	
Capital Projects Fund	-	-	-	-	-	-	-	
<b>TOTAL TRANSFERS IN</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL GOLF FUND SOURCES OF FUNDS</b>	<b>1,047,393</b>	<b>1,110,004</b>	<b>1,159,301</b>	<b>762,156</b>	<b>1,216,325</b>	<b>454,170</b>	<b>37.34%</b>	



# Library Trust Fund

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

Library Trust Fund - 607	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Interest & Other Earnings	5,295	7,013	5,208	5,839	-	(5,839)	-100.00%
Sale of Surplus Materials	-	-	-	-	5,000	5,000	-
Donations	525	422	490	479	-	(479)	-100.00%
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>5,820</b>	<b>7,435</b>	<b>5,698</b>	<b>6,318</b>	<b>5,000</b>	<b>(1,318)</b>	<b>-20.86%</b>
Use of Fund Balance	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>5,820</b>	<b>7,435</b>	<b>5,698</b>	<b>6,318</b>	<b>5,000</b>	<b>(1,318)</b>	<b>-20.86%</b>
<b><u>Use of Funds</u></b>							
New Library Service & PACs	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
Transfer Out	-	-	-	6,318	5,000	(1,318)	-20.86%
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,318</b>	<b>5,000</b>	<b>(1,318)</b>	<b>-20.86%</b>
Reserve for future use	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,318</b>	<b>5,000</b>	<b>(1,318)</b>	<b>-20.86%</b>

# Parking Improvement Fund

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

Parking Improvement Fund - 150	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Charges for Services	-	-	-	-	-	-	-
Interest & Other Earnings	179.47	268	211	219	500	281	127.84%
Disposition of Fixed Assets	-	-	-	-	-	-	-
Other Miscellaneous Revenue	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>179</b>	<b>268</b>	<b>211</b>	<b>219</b>	<b>500</b>	<b>281</b>	<b>127.84%</b>
Use of Fund Balance	-	-	(211)	-	-	-	-
<b>Total Sources of Funds</b>	<b>179</b>	<b>268</b>	<b>-</b>	<b>219</b>	<b>500</b>	<b>281</b>	<b>127.84%</b>
<b>Use of Funds</b>							
Parking	29	56	-	44	50	6	13.64%
Barricade Control	-	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>29</b>	<b>56</b>	<b>-</b>	<b>44</b>	<b>50</b>	<b>6</b>	<b>13.64%</b>
Reserve for future use	150	212	-	175	450	275	156.47%
<b>Total Uses of Funds</b>	<b>179</b>	<b>268</b>	<b>-</b>	<b>219</b>	<b>500</b>	<b>281</b>	<b>127.84%</b>

# Simpkin Trust Fund

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

Simpkin Trust Fund - 605	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Interest & Other Earnings	823	1,049	1,000	3,705	2,500	(1,205)	-32.52%
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>823</b>	<b>1,049</b>	<b>1,000</b>	<b>3,705</b>	<b>2,500</b>	<b>(1,205)</b>	<b>-32.52%</b>
Use of Fund Balance	-	-	29,200	-	27,500	27,500	-
<b>Total Sources of Funds</b>	<b>823</b>	<b>1,049</b>	<b>30,200</b>	<b>3,705</b>	<b>30,000</b>	<b>26,295</b>	<b>709.71%</b>
<b><u>Use of Funds</u></b>							
Non-Departmental	155	248	-	128	-	(128)	-100.00%
Transfer Out	-	30,000	30,000	30,000	30,000	-	0.00%
<b>Sub-Total</b>	<b>155</b>	<b>30,248</b>	<b>30,000</b>	<b>30,128</b>	<b>30,000</b>	<b>(128)</b>	<b>-0.43%</b>
Reserve for future use	668	(29,199)	200	(26,423)	-	26,423	-100.00%
<b>Total Uses of Funds</b>	<b>823</b>	<b>1,049</b>	<b>30,200</b>	<b>3,705</b>	<b>30,000</b>	<b>26,295</b>	<b>709.71%</b>

# Road Improvement Fund

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

Road Improvement Fund - 170	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Franchise Fees	383,777	379,736	415,353	389,230	-	(389,230)	-
Interest & Other Earnings	2,521	4,360	18,095	4,469	-	(4,469)	-
Transfers In	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>386,298</b>	<b>384,096</b>	<b>433,448</b>	<b>393,699</b>	<b>-</b>	<b>(393,699)</b>	<b>-</b>
Use of Fund Balance	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>386,298</b>	<b>388,456</b>	<b>433,448</b>	<b>398,167</b>	<b>-</b>	<b>(398,167)</b>	<b>-</b>
<b>Use of Funds</b>							
Street Improvements	250,597	-	121,131	-	-	-	-
* Prof. & Contract. Service	41,358	201	232,155	206	-	-	-
Non-Departmental	826	1,364	952	1,364	-	-	-
Capital Projects	8,395	-	-	-	-	-	-
Transfer Out - Capital Projects	-	-	-	-	-	-	-
Transfer Out	70,136	975,796	-	989,862	-	-	-
<b>Sub-Total</b>	<b>371,312</b>	<b>977,361</b>	<b>354,238</b>	<b>991,432</b>	<b>-</b>	<b>(991,432)</b>	<b>-</b>
Reserve for future use	14,986	(593,265)	79,210	(593,265)	-	593,265	-
<b>Total Uses of Funds</b>	<b>386,298</b>	<b>384,096</b>	<b>433,448</b>	<b>398,167</b>	<b>-</b>	<b>(398,167)</b>	<b>-</b>

# Tree Beautification Fund

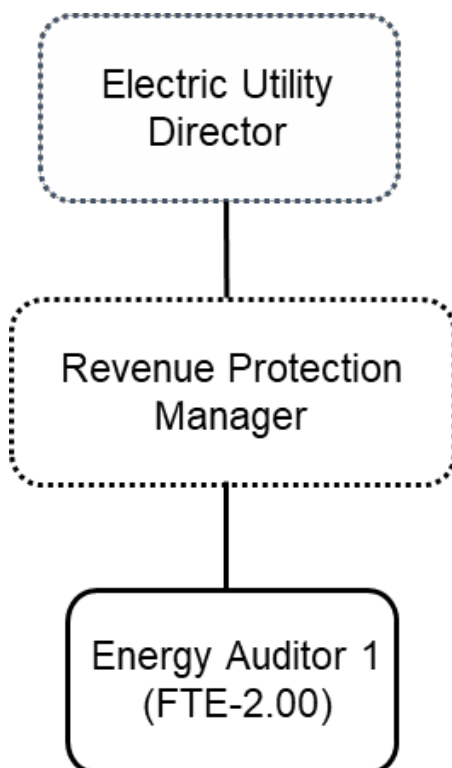
**Tree Beautification Fund (Fund 190)** – Accounts for the collection of tree removal fees and donations to be used for the preservation, maintenance, relocation or restoration of tree ecosystems on public or private land within the city limits. (Sec. 23.21.13.12 City Code)

Tree Beautification Fund - 190	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Intergovernmental	-	-	-	-	-	-	0.00%
Donations	3,300	2,195	900	2,132	6,000	3,868	181.47%
Transfers In	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>3,300</b>	<b>2,195</b>	<b>900</b>	<b>2,132</b>	<b>6,000</b>	<b>3,868</b>	<b>181.47%</b>
Use of Fund Balance	-	-	-	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>3,300</b>	<b>2,195</b>	<b>900</b>	<b>2,132</b>	<b>6,000</b>	<b>3,868</b>	<b>181.47%</b>
<b><u>Use of Funds</u></b>							
Grounds	16	374	299	230	6,000	-	0.00%
Capital Projects	-	-	-	-	-	-	0.00%
Transfer Out	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>16</b>	<b>374</b>	<b>299</b>	<b>230</b>	<b>6,000</b>	<b>5,770</b>	<b>2512.48%</b>
Reserve for future use	3,284	1,821	601	1,902	-	(1,902)	-100.00%
<b>Total Uses of Funds</b>	<b>3,300</b>	<b>2,195</b>	<b>900</b>	<b>2,132</b>	<b>6,000</b>	<b>3,868</b>	<b>181.47%</b>

# Conservation Management

## MISSION

The Conservation division is committed to providing guidance to our customers to help them conserve electric and water. We accomplish this by increasing awareness and knowledge on the principles and methods needed to promote electric and water conservation.



	FY 2019	Additions/ Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	3.00	-1.00	0	0	2.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Utility Conservation Fund

# Conservation Management

## GOALS

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

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

## OBJECTIVES

With the continuation of our energy and water audit program, we are helping our residents to lower their utility bills.

We will identify our top 30 Key Accounts and work with them to better understand their electric and water usage. We will provide these accounts with a Key account representative.

## ACHIEVEMENTS

Assisted Community Sustainability with Commercial Business Licenses.

OBJECTIVES FY 2019	ACHIEVEMENTS
Improve the quality of life for Lake Worth Beach customers by enhancing the reliability of the utility systems to ensure customer satisfaction.	With the continuation of our energy and water audit program, we are helping our residents to lower their utility bills.
Ensure the safety of Lake Worth Beach Utility employees and customers through the development of a comprehensive safety and training program.	We have no lost time accidents.
Maintain < 5 recordable accidents utility wide.	We have had zero recordable accidents.
Implement a weekly vehicle inspection program.	We have implemented a weekly vehicle inspection program.
Develop requirements and provide adequate personal protection equipment.	Purchased new safety shoes and bright safety colored shirts.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2018-2019 Actual	FY 2018-2019 Actual	FY 2019-2020 Target
Audits Performed	200	278	200
Key Accounts Identified	30	30	30
Business License Assist	50	139	150

# Utility Conservation Fund

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

Utility Conservation Fund - 195	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Physical Environment	-	-	-	-	-	-	0.00%
Interest & Other Earnings	2,124	2,321	7,978	4,141	-	(4,141)	-100.00%
<b>Sub-Total</b>	<b>2,124</b>	<b>2,321</b>	<b>7,978</b>	<b>4,141</b>	<b>-</b>	<b>(4,141)</b>	<b>-100.00%</b>
Use of Fund Balance	-	-	-	-	115,000	115,000	0.00%
<b>Total Sources of Funds</b>	<b>2,124</b>	<b>2,321</b>	<b>7,978</b>	<b>4,141</b>	<b>115,000</b>	<b>110,859</b>	<b>2677.05%</b>
<b>Use of Funds</b>							
Building Permits	-	-	-	-	-	-	0.00%
Administration	-	-	-	-	-	-	0.00%
Utility Conservation	86,285	103,620	(98)	63,269	113,978	50,709	80.15%
Non-Departmental Other	130	301	98	176	200	24	13.49%
<b>Sub-Total</b>	<b>86,415</b>	<b>103,920</b>	<b>-</b>	<b>63,445</b>	<b>114,178</b>	<b>50,732</b>	<b>79.96%</b>
Reserve for future use	(84,291)	(101,599)	(86,878)	(90,923)	822	91,745	-100.90%
<b>Total Uses of Funds</b>	<b>2,124</b>	<b>2,321</b>	<b>(86,878)</b>	<b>(27,478)</b>	<b>115,000</b>	<b>142,478</b>	<b>-518.52%</b>



# Grant Fund

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

Grant Fund - 180	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
<b>Federal Grants</b>							
- Culture/Recreation	107,824	657,045	444,897	403,255	260,870	(142,385)	-35.31%
- General Government	-	80,000	-	-	-	-	0.00%
- Physical Environment	726,133	196,506	-	307,546	62,480	(245,066)	-79.68%
- Public Safety	31,264	31,979	18,993	27,412	21,176	(6,236)	-22.75%
- Transportation	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>865,221</b>	<b>965,530</b>	<b>463,890</b>	<b>738,214</b>	<b>344,526</b>	<b>(393,688)</b>	<b>-53.33%</b>
<b>State Grants - Culture/Recreation</b>	18,750	-	12,320	10,357	111,788	101,431	979.38%
<b>Grants from Local Units - Culture/Recreation</b>	-	-	90,000	-	-	-	0.00%
<b>Transfers In</b>	146,965	473,456	46,160	222,194	15,000	(207,194)	-93.25%
<b>Subtotal</b>	<b>1,030,936</b>	<b>1,438,986</b>	<b>612,370</b>	<b>970,764</b>	<b>471,314</b>	<b>(499,450)</b>	<b>-51.45%</b>
Use of Fund Balance	-	-	-	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>1,030,936</b>	<b>1,438,986</b>	<b>612,370</b>	<b>970,764</b>	<b>471,314</b>	<b>(499,450)</b>	<b>-51.45%</b>
<b>Use of Funds</b>							
Grants - City Funds	-	-	-	-	-	-	0.00%
Grants - Public Safety	803,488	1,570,115	381,615	884,668	344,526	(540,142)	-61.06%
Grants - State Funds	1,770	8,695	8,071	6,179	126,788	120,609	1952.07%
Grants - Local Funds	-	-	-	-	-	-	0.00%
Grants - Non-Departmental	-	-	-	-	-	-	0.00%
Transfer Out to General Fund	56,060	12,727	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>861,318</b>	<b>1,591,537</b>	<b>389,686</b>	<b>890,847</b>	<b>471,314</b>	<b>(419,533)</b>	<b>-47.09%</b>
Reserve for future use	169,618	(152,551)	222,684	79,917	-	(79,917)	-100.00%
<b>Total Uses of Funds</b>	<b>1,030,936</b>	<b>1,438,986</b>	<b>612,370</b>	<b>970,764</b>	<b>471,314</b>	<b>(499,450)</b>	<b>-51.45%</b>

# Criminal Justice Fund

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

Criminal Justice Fund - 640	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Court Cases	9,803	6,890	5,273	7,322	6,000	(1,322)	-18.06%
Transfers In	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>9,803</b>	<b>6,890</b>	<b>5,273</b>	<b>7,322</b>	<b>6,000</b>	<b>(1,322)</b>	<b>-18.06%</b>
Use of Fund Balance	-	-	-	-	-	-	0.00%!
<b>Total Sources of Funds</b>	<b>9,803</b>	<b>6,890</b>	<b>5,273</b>	<b>7,322</b>	<b>6,000</b>	<b>(1,322)</b>	<b>-18.06%</b>
<b><u>Use of Funds</u></b>							
Transfer Out	-	-	-	-	-	-	#DIV/0!
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>
Reserve for future use	9,803	6,890	5,273	7,322	6,000	(1,322)	-18.06%
<b>Total Uses of Funds</b>	<b>9,803</b>	<b>6,890</b>	<b>5,273</b>	<b>7,322</b>	<b>6,000</b>	<b>(1,322)</b>	<b>-18.06%</b>

# State Forfeiture Fund

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

State Forfeiture Fund - 647	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Physical Environment	-	-	-	-	-	-	0.00%
Interest & Other Earnings	35	53	7,414	2,501	50	(2,451)	-98.00%
<b>Sub-Total</b>	<b>35</b>	<b>53</b>	<b>7,414</b>	<b>2,501</b>	<b>50</b>	<b>(2,451)</b>	<b>-98.00%</b>
Use of Fund Balance	-	-	-	-	9,950	9,950	0.00%
<b>Total Sources of Funds</b>	<b>35</b>	<b>53</b>	<b>7,414</b>	<b>2,501</b>	<b>10,000</b>	<b>7,499</b>	<b>299.89%</b>
<b><u>Use of Funds</u></b>							
Police Administration	25,850	11	7,414	11,092	-	-	0.00%
Non-Departmental	6	-	-	2	10,000	-	0.00%
<b>Sub-Total</b>	<b>25,856</b>	<b>11</b>	<b>7,414</b>	<b>11,094</b>	<b>10,000</b>	<b>-</b>	<b>0.00%</b>
Reserve for future use	(25,820)	42	-	(8,593)	-	8,593	-100.00%
<b>Total Uses of Funds</b>	<b>35</b>	<b>53</b>	<b>7,414</b>	<b>2,501</b>	<b>10,000</b>	<b>7,499</b>	<b>299.88%</b>



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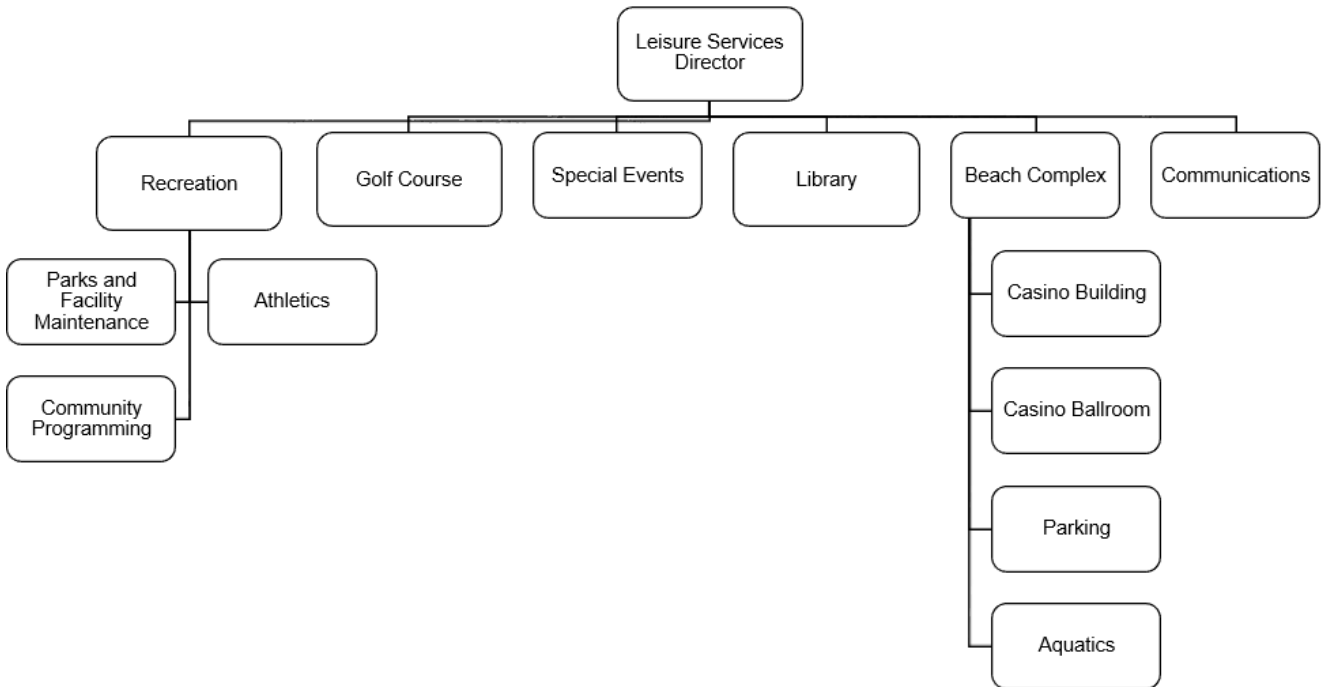


# Beach Fund

# Leisure Services

## MISSION

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

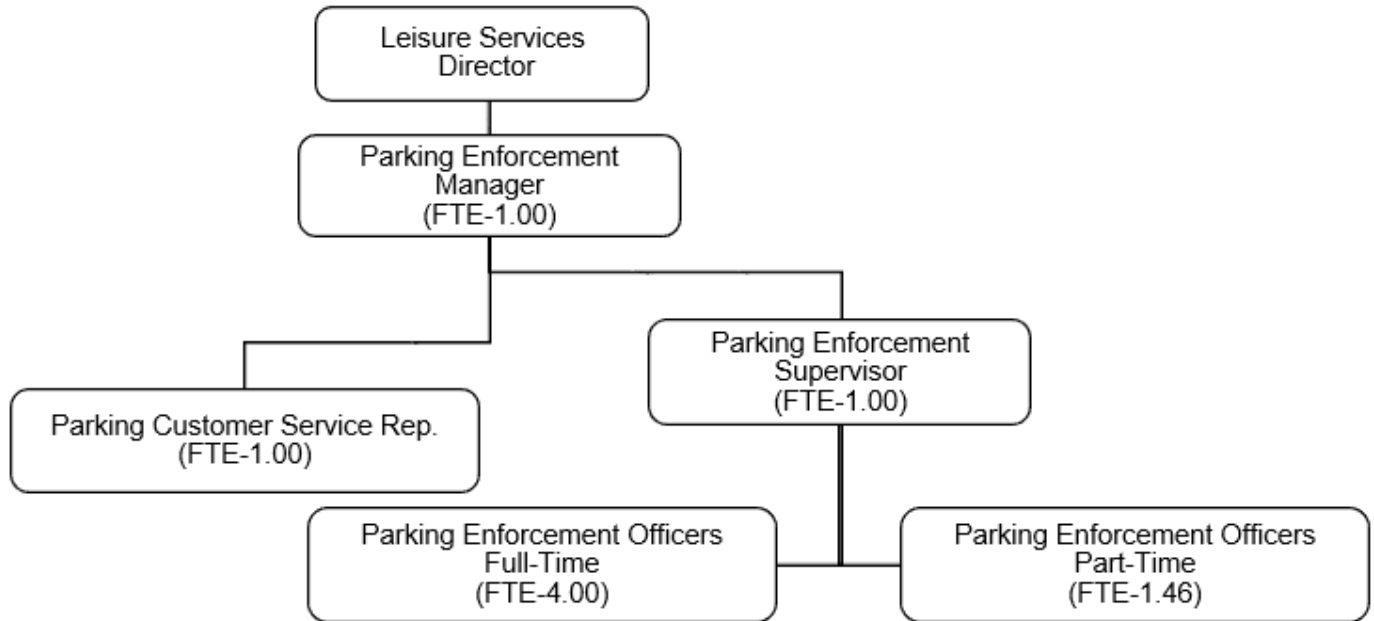


Related Funds: General Fund, Golf Fund, Library Trust Fund, Parking Improvement Fund, Simpkin Trust Fund, Tree Beautification Fund, Beach Fund,

# Parking

## MISSION

The Parking division manages parking in the City’s downtown and metered lots at Lake Worth Beach – Casino Beach Complex, Bryant Park Boat Ramp and the Old Bridge Park lot. Responsibilities include providing a safe parking environment, customer service to residents and visitors, answering questions, tourist guide information, providing maintenance to parking lot pay stations, updating signage, enforcement of ordinances, issuance of citations, tracking of meter revenues and resolving citation disputes by processing Hearing Request Forms to obtain court dates for citizens.



	FY 2018-FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	6.00	+1.00	0	0	7.00
Part-time (FTE)	1.46	0	0	0	1.46

Related Funds: Beach Fund, General Fund, Parking Improvement Fund

# Parking

## GOALS

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

Recognize and protect our unique character.

Provide effective and efficient services.

Provide quality parking for the entire City.

## OBJECTIVES

The Parking division will work with other City departments to provide safe welcoming parking facilities for residents, business owners and visitors, making the parking experience a pleasant one throughout our City through continued improvements.

The Parking division will work with City leaders and departments, business owners, homeowners and homeowner representatives to ensure sufficient parking is available for numerous community calendar events and official City events throughout the year.

The Parking division will work with other City departments to update and maintain parking signage.

The Parking division coordinates and works with the Palm Beach Sheriff's Office to provide safe protected parking areas.

## ACHIEVEMENTS

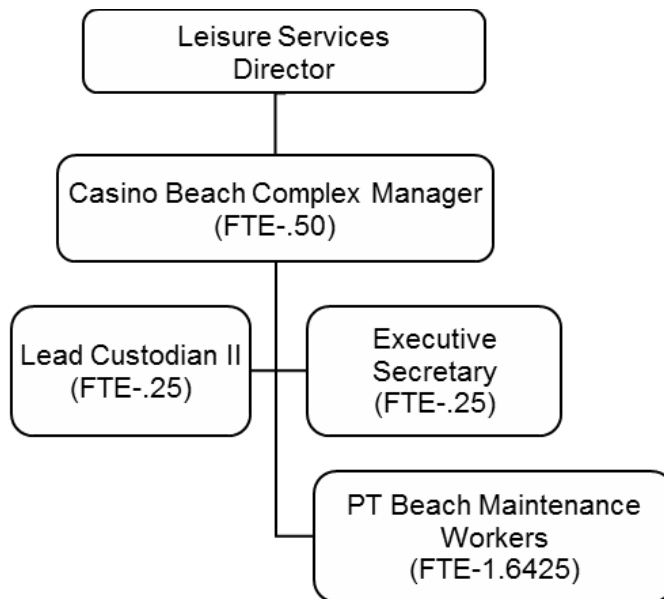
<b>OBJECTIVE FOR FY 2020</b>	<b>RECENT ACHIEVEMENTS</b>
Improve the parking experience throughout the City.	Continue to improve the parking experience throughout the City by making customer service a priority, as well as a safe and pleasant one.
	Continue to improve posted parking signs to aid the public in locating designated parking areas.
	Parking Division personnel will continue to collect coins from pay stations and process coins for deposit, instead of outsourcing.
	Promote the ability to pay for parking through the ParkMobile app for convenience.



# Parking

Beach Fund - Beach Parking 140 - 8050	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	199,910	207,807	259,856	215,815	336,609	120,795	55.97%
* Benefits	85,116	61,153	123,646	87,298	168,586	81,289	93.12%
<b>Sub-Total</b>	<b>285,026</b>	<b>268,960</b>	<b>383,502</b>	<b>303,112</b>	<b>505,195</b>	<b>202,083</b>	<b>66.67%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	44,660	58,328	112,510	62,915	86,627	23,712	37.69%
* Travel & Training	913	423	1,700	840	1,000	160	19.08%
* Utility & Communication	496	1,287	1,200	1,290	1,200	(90)	-6.96%
* Insurance	4,633	4,640	4,640	4,637	5,011	375	8.08%
* Maintenance	33,059	50,310	24,600	34,420	22,728	(11,692)	-33.97%
* Operating Expense	24,546	28,745	29,090	24,204	101,200	76,997	318.12%
<b>Sub-Total</b>	<b>108,307</b>	<b>143,733</b>	<b>173,740</b>	<b>128,304</b>	<b>217,766</b>	<b>89,461</b>	<b>69.73%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	7,237	117,900	7,201	32,184	-	(32,184)	-100.00%
<b>TOTAL</b>	<b>400,570</b>	<b>530,593</b>	<b>564,443</b>	<b>463,600</b>	<b>722,961</b>	<b>259,361</b>	<b>55.94%</b>

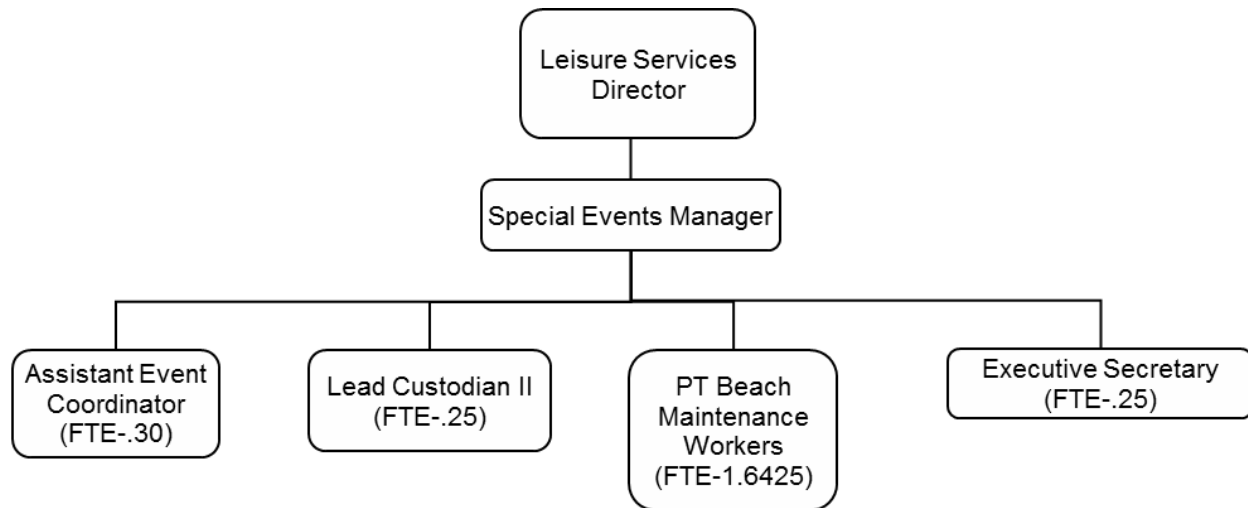
# Casino Beach Complex Building



	FY 2018 - FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	1.25	0	0	-.25	1.00
Part-time (FTE)	2.628	0	0	-.9855	1.6425

Related Funds: Beach Fund

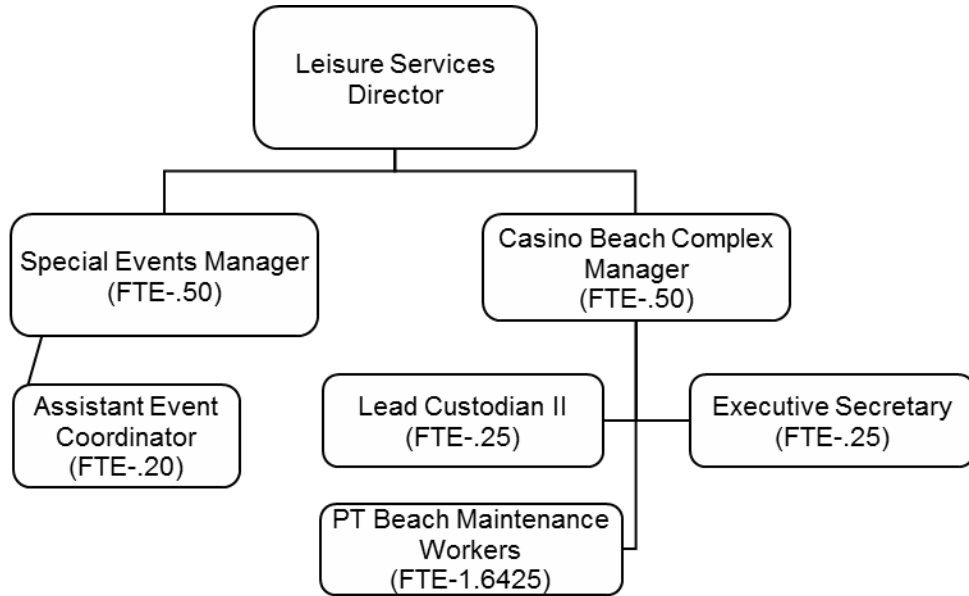
# Casino Beach Complex Ballroom



	FY 2018 - FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	1.10	0	0	-.30	.80
Part-time (FTE)	1.46	0	0	+.1825	1.6425

Related Funds: Beach Fund

# Casino Beach Complex Park



	FY 2018 - FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	2.20	0	0	-.50	1.70
Part-time (FTE)	1.752	0	0	-.1095	1.6425

Related Funds: Beach Fund

# Casino Building and Beach Complex

## **MISSION**

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

## **CASINO BALLROOM**

The ballroom offers an impressive setting for any event including weddings, receptions, anniversary parties, reunions, corporate dinners, awards ceremonies, meetings, seminars or other special events. Additionally, beach weddings and courtyard weddings are available in addition to hosting the receptions. The ballroom is available for rent 365 days a year with competitive pricing that includes discounts for residents, non-profit organizations and off-peak rates. The ballroom was awarded the prestigious WeddingWire Couples' Choice Award for 2018, its second consecutive win.

## **BEACH COMPLEX**

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

## **GOALS**

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

Recognize and protect our unique character.

Provide effective and efficient services.

## **OBJECTIVES**

Meet or exceed the resident and visitor expectations for a clean and safe environment.

Provide an environment that produces repeat customers.

Retain its historic and unique architecture and public access as initially designed and maintained through the decades since 1922 and into the future.

Provide a friendly and exciting atmosphere during events and holidays.

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

# Casino Building and Beach Complex

## ACHIEVEMENTS

OBJECTIVES FY 2019	ACHIEVEMENTS
<p>Provide a unique, culturally significant and beautiful space for hosting events, wed-dings or special occasion with the goal of being rented a on average three times per week.</p>	<p>The Ballroom is available for rent throughout the year for all events including but not limited to weddings, receptions, quinces, retirement parties, meetings, etc. Staff is con-stantly evaluating pricing and processes to stay competitive in the market.</p>
<p>Implement a series of events throughout the year.</p>	<p>In addition to the bonfires, the complex hosted the following in FY 2019:</p> <ul style="list-style-type: none"> <li>FAU Boca Bowl</li> <li>Daddy-Daughter &amp; Mother-Son Date Night</li> <li>Road Rascals Car Show</li> <li>Crossing For A Cure</li> </ul>

# Casino Building and Beach Complex

Beach Fund - Casino Bldg 140 - 8055	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	114,201	106,610	161,764	96,780	128,108	31,328	32.37%
* Benefits	38,567	30,042	34,732	30,958	48,329	17,371	56.11%
<b>Sub-Total</b>	<b>152,768</b>	<b>136,652</b>	<b>196,496</b>	<b>127,738</b>	<b>176,437</b>	<b>48,699</b>	<b>38.12%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	24,689	36,725	55,890	34,755	40,885	6,130	17.64%
* Travel & Training	-	-	520	109	525	416	382.94%
* Utility & Communication	91,753	76,406	67,100	79,089	81,665	2,576	3.26%
* Insurance	37,293	37,300	37,300	37,297	40,284	2,988	8.01%
* Maintenance	68,263	66,880	31,903	59,687	55,000	(4,687)	-7.85%
* Operating Expense	9,472	7,316	12,390	9,729	12,000	2,272	23.35%
<b>Sub-Total</b>	<b>231,470</b>	<b>224,627</b>	<b>205,103</b>	<b>220,665</b>	<b>230,359</b>	<b>9,695</b>	<b>4.39%</b>
<b>NON-OPERATING</b>							
* Debt Service	55,682	72,457	605,682	44,344	605,682	561,338	1265.87%
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>55,682</b>	<b>72,457</b>	<b>605,682</b>	<b>44,344</b>	<b>605,682</b>	<b>561,338</b>	<b>1265.87%</b>
CAPITAL	-	-	100,000	-	-	-	-
<b>TOTAL</b>	<b>439,920</b>	<b>433,736</b>	<b>1,107,281</b>	<b>392,747</b>	<b>1,012,478</b>	<b>619,732</b>	<b>157.79%</b>

Beach Fund - Ballroom 140 - 8056	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	56,541	63,417	67,207	66,265	86,476	20,212	30.50%
* Benefits	37,626	36,786	22,779	33,858	26,095	(7,763)	-22.93%
<b>Sub-Total</b>	<b>94,167</b>	<b>100,203</b>	<b>89,986</b>	<b>100,123</b>	<b>112,571</b>	<b>12,449</b>	<b>12.43%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	13,748	18,238	17,370	14,986	16,316	1,330	8.87%
* Travel & Training	1,046	-	-	755	-	(755)	-100.00%
* Utility & Communication	623	1,814	21,230	779	21,230	20,451	2624.41%
* Insurance	6,828	6,830	6,830	6,829	7,376	547	8.02%
* Maintenance	7,631	14,440	23,000	11,352	15,000	3,649	32.14%
* Operating Expense	25,947	5,791	11,650	21,702	11,650	(10,052)	-46.32%
<b>Sub-Total</b>	<b>55,823</b>	<b>47,113</b>	<b>80,080</b>	<b>56,403</b>	<b>71,572</b>	<b>15,169</b>	<b>26.89%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>149,990</b>	<b>147,316</b>	<b>170,066</b>	<b>156,525</b>	<b>184,143</b>	<b>27,618</b>	<b>17.64%</b>

# Casino Building and Beach Complex

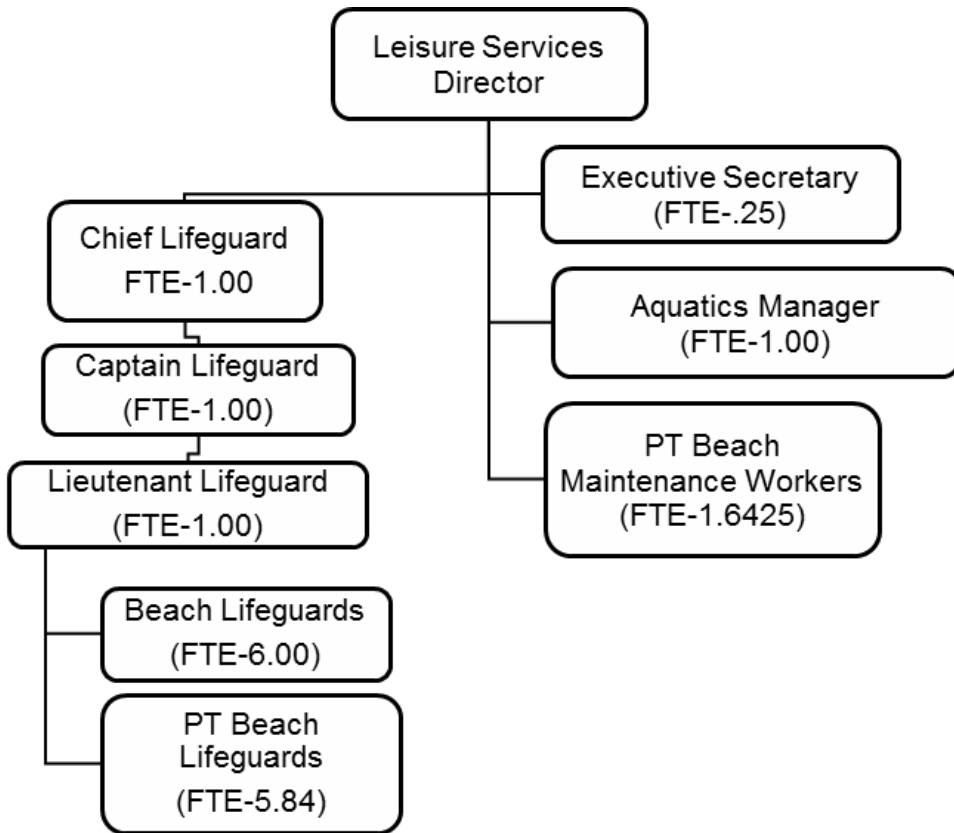
Beach Fund - Beach Park 140 - 8074	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	36,170	169,289	234,231	132,418	157,844	25,426	19.20%
* Benefits	34,696	61,948	72,447	47,894	58,373	10,480	21.88%
<b>Sub-Total</b>	<b>70,866</b>	<b>231,237</b>	<b>306,678</b>	<b>180,311</b>	<b>216,217</b>	<b>35,906</b>	<b>19.91%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	64,887	315,876	300,707	178,069	295,000	116,931	65.67%
* Travel & Training	250	628	480	220	480	261	118.68%
* Utility & Communication	295,319	269,390	201,700	256,539	276,000	19,461	7.59%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	7,955	30,655	35,000	19,031	35,000	15,969	83.91%
* Operating Expense	56,335	51,728	54,850	48,865	54,300	5,435	11.12%
<b>Sub-Total</b>	<b>424,746</b>	<b>668,277</b>	<b>592,737</b>	<b>502,723</b>	<b>660,780</b>	<b>158,057</b>	<b>31.44%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	31,287	-	1,207	9,702	1,219	(8,482)	-87.43%
<b>TOTAL</b>	<b>526,899</b>	<b>899,514</b>	<b>900,622</b>	<b>692,736</b>	<b>878,216</b>	<b>185,480</b>	<b>26.78%</b>



# Aquatics Division – Ocean Rescue

## MISSION

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



	FY 2018 – FY2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2019 - FY 2020
Full-time	11.25	0	0	-1.00	10.25
Part-time (FTE)	10.764	0	0	-3.2815	7.4825

Related Funds: Beach Fund

# Aquatics Division - Ocean Rescue

## MISSION

Lake Worth Beach Ocean Rescue is responsible for overseeing the safety of all of its visitors along its ¼ mile beach front property 7 days a week 365 day a year. Every day our lifeguards continue to put their lives on the line to ensure all beach patrons have a fun and safe experience while swimming and enjoying our property. Not only do our lifeguards watch over swimmers to prevent drownings, they administer numerous first aids and take many preventative actions a day. Our lifeguards pride themselves on their skill and knowledge and train on a daily basis to stay prepared for any emergencies that may happen.

## GOALS

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

Recognize and protect our unique character.

Provide effective and efficient services.

## OBJECTIVES

The primary objective of the Lake Worth Beach Ocean Rescue lifeguards is to protect the patrons from physical harm and mortal injury to the best of their training abilities and qualifications. According to the C.D.C., drowning is the second leading cause of unintentional injury death for children ages 1 to 14 years, and the fifth leading cause for people of all ages, with 43% happening in natural waters. The most proven strategy to prevent drowning is to provide lifeguards in public areas where people are known to swim and to encourage people to swim in those protected areas. The City of Lake Worth Beach Ocean Rescue division is committed to ensuring the safety of all patrons while providing a positive and enjoyable aquatic experience for all visitors

OBJECTIVES 2019-2020	ACHIEVEMENTS
Continue to provide a clean safe environment for the community to enjoy outdoor recreational activities	Lifeguards responded to 36 rescues, 465 medicals, 46 #911 calls and 18,000 prevents. Lifeguards removed over 10,000 gallons of trash from the beach. Ocean Rescue staff continue to promote and host beach bonfires.
Continue to provide a recreational area that pro- motes environmental awareness and sustainability.	Ocean rescue staff continues to promote and host the annual Pier Clean-up Day and Ocean Safety Week to educate residents and visitors to the City of Lake Worth Beach of the environmental conditions and marine hazards associated with the beach. Lake Worth Beach Ocean Rescue hosted the Regional Jr Lifeguard completion for the first time in many years winning 7 gold medals along with 7 2nd place finishes. Ocean Rescue continues develop strong partnerships with non-profit group Crossing for a Cure, hosting the Bahamas crossing event for cystic fibrosis.
Continue to provide effective and efficient service.	Identify and provide excellent emergency response using the best practices, strategies and tactics in order to eliminate water related injury and fatalities
	All lifeguard staff maintain mandatory certification and all new hires are required to have certifications. All recertification is done in-house by our lifeguard instructor.
	Working closely with the United States Lifeguarding Association to become an accredited organization and now have a USLA training officer in house
	Maintain ADA beach mats for increased handicap access.

# Aquatics Division - Ocean Rescue

Beach Fund - Beach 140 - 8072	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	446,993	547,272	580,007	480,486	653,300	172,814	35.97%
* Benefits	146,045	124,632	230,449	176,432	248,385	71,954	40.78%
<b>Sub-Total</b>	<b>593,038</b>	<b>671,904</b>	<b>810,456</b>	<b>656,918</b>	<b>901,685</b>	<b>244,768</b>	<b>37.26%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	30,603	32,078	34,542	30,810	35,125	4,316	14.01%
* Travel & Training	784	72	3,650	1,373	3,000	1,628	118.58%
* Utility & Communication	-	202	5,300	251	5,300	5,049	2013.66%
* Insurance	14,179	7,180	14,180	12,430	15,314	2,885	23.21%
* Maintenance	9,064	14,841	9,700	10,646	9,050	(1,596)	-14.99%
* Operating Expense	18,294	22,812	20,190	19,533	18,380.00	(1,153)	-5.90%
<b>Sub-Total</b>	<b>72,924</b>	<b>77,185</b>	<b>87,562</b>	<b>75,041</b>	<b>86,169</b>	<b>11,128</b>	<b>14.83%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	7,000	-	3,837	-	(3,837)	-100.00%
<b>TOTAL</b>	<b>665,962</b>	<b>749,089</b>	<b>898,018</b>	<b>735,796</b>	<b>987,855</b>	<b>252,059</b>	<b>34.26%</b>

# Aquatics Division

Beach Fund - Pool 140 - 8071	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	71,236	2,687	6,001	42,691	5,695	(36,996)	-86.66%
* Benefits	28,513	206	403	15,608	2,211	(13,398)	-85.84%
<b>Sub-Total</b>	<b>99,749</b>	<b>2,893</b>	<b>6,404</b>	<b>58,299</b>	<b>7,906</b>	<b>(50,393)</b>	<b>-86.44%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	19,994	-	-	4,999	-	(4,999)	-100.00%
* Travel & Training	-	-	-	19	-	(19)	-100.00%
* Utility & Communication	49,905	14,448	33,710	38,723	11,305	(27,418)	-70.81%
* Insurance	8,744	8,750	8,750	8,747	9,450	703	8.04%
* Maintenance	48,948	-	-	18,732	-	(18,732)	-100.00%
* Operating Expense	10,581	-	-	9,453	-	(9,453)	-100.00%
<b>Sub-Total</b>	<b>138,172</b>	<b>23,198</b>	<b>42,460</b>	<b>80,671</b>	<b>20,755</b>	<b>(59,916)</b>	<b>-74.27%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>							
	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>237,921</b>	<b>26,091</b>	<b>48,864</b>	<b>138,970</b>	<b>28,661</b>	<b>(110,309)</b>	<b>-79.38%</b>

The Lake Worth Municipal Pool was closed in February 2017.

# Pier

## **MISSION**

The William O' Lockhart Municipal Fishing Pier was reopened in 2009 after being closed for five years due to damages incurred during hurricanes Frances and Jeanne. Over 100,000 fishermen visit the pier annually to experience some of the best land-based fishing the east coast of Florida has to offer. The fishing pier extends 960 feet into the ocean and offers benches, cutting stations and shade. The on-site bait shop sells tackle, live bait and has rod rentals. The original pier was built in 1959 as a platform for laying a sewage outfall pipe into the ocean and officially opened in 1960 to a throng of enthusiastic anglers. The fishing pier now offers annual fishing tournaments and other special events held throughout the year.

## **OPERATIONS**

Benny's on the Beach currently operates the Lake Worth Beach Pier and bait and tackle shop. The Facilities Maintenance division maintains and cleans the pier.

## **GOALS / OBJECTIVES**

### **Maximize fishing pier revenue generating opportunities.**

Several groups have enjoyed fishing outings on the pier and we will continue to explore creating additional revenue generating opportunities through special events and pier rentals for weddings, birthday parties, etc.

### **Pier Maintenance**

A major pier restoration project took place in FY 2019, fixing structural damage, stabilizing the pier and replacing damaged planks. Deteriorating planks on the pier will continue to be replaced as needed.

# Pier

Beach Fund - Pier 140 - 8075	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	14,900	-	2,400	3,725	-	(3,725)	-100.00%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	28,837	28,840	28,840	28,839	31,147	2,309	8.01%
* Maintenance	8,629	29,302	-	11,925	-	(11,925)	-100.00%
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>52,366</b>	<b>58,142</b>	<b>31,240</b>	<b>44,489</b>	<b>31,147</b>	<b>(13,342)</b>	<b>-29.99%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	16,470	326,159	146,917	50,000	(96,917)	-65.97%
<b>TOTAL</b>	<b>52,366</b>	<b>74,612</b>	<b>357,399</b>	<b>191,406</b>	<b>81,147</b>	<b>(110,259)</b>	<b>-57.60%</b>

Beach Fund - Non-Dept 140 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	80,053	77,931	55,000	64,422	60,000	(4,422)	-7.37%
<b>Sub-Total</b>	<b>80,053</b>	<b>77,931</b>	<b>55,000</b>	<b>64,422</b>	<b>60,000</b>	<b>(4,422)</b>	<b>-6.86%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>80,053</b>	<b>77,931</b>	<b>55,000</b>	<b>64,422</b>	<b>60,000</b>	<b>(4,422)</b>	<b>-6.86%</b>

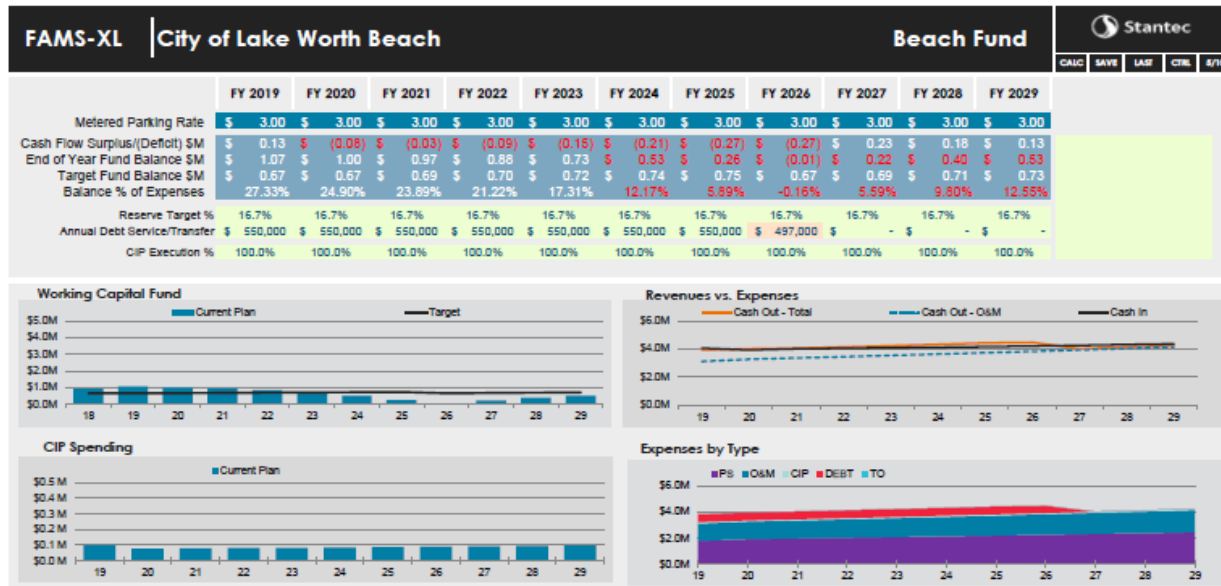
# Beach Fund

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

Beach Fund - 140	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
- Transportation - Public Parking	1,674,686	1,674,686	1,674,686	1,674,686	1,674,686	-	0.00%
- Transportation - Permit & Decal Parking	170,160	177,292	161,500	184,293	171,982	(12,311)	-6.68%
- Violations	252,661	243,232	238,875	255,542	227,500	(28,042)	-10.97%
- Culture/Recreation-Beach Concessions	58,101	64,067	80,000	65,481	100,000	34,519	52.72%
- Culture/Recreation-Pool Fees	31,290	14,715	14,500	44,390	14,500	(29,890)	-67.34%
- Rents & Royalties	756,867	770,915	799,853	771,965	792,519	20,555	2.66%
- Ballroom Rental	131,061	128,156	195,000	123,266	135,259	11,992	9.73%
- Donations	-	-	-	-	-	-	-
- Miscellaneous Revenue	17,326	8,714	10,270	43,252	14,093	(29,158)	-67.42%
- Transfers (refund of SWA Annual Assessment)	-	-	-	-	-	-	-
<b>Subtotal Operating Revenues</b>	<b>3,092,152</b>	<b>3,081,777</b>	<b>3,174,684</b>	<b>3,162,874</b>	<b>3,130,539</b>	<b>(32,335)</b>	<b>-1.02%</b>
- Transfer In - From General Fund	-	-	-	-	-	-	-
- Advance	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	-	-	127,894	-	-	-	-
<b>Total Sources of Funds</b>	<b>3,092,152</b>	<b>3,081,777</b>	<b>3,302,578</b>	<b>3,162,874</b>	<b>3,130,539</b>	<b>(32,335)</b>	<b>-1.02%</b>
<b>Use of Funds</b>							
Beach Parking	400,570	530,593	564,443	463,600	722,961	259,361	55.94%
Casino Parking	439,920	433,736	1,107,281	392,747	1,012,478	619,732	157.79%
Ballroom	149,990	147,316	170,066	156,525	184,143	27,618	17.64%
Pool	237,921	26,091	48,864	138,970	28,661	(110,309)	-79.38%
Beach	665,962	756,089	898,018	735,796	987,855	252,059	34.26%
Beach Park	626,899	899,514	900,622	692,736	878,216	185,480	26.78%
Pier	52,366	74,612	357,399	191,406	81,147	(110,259)	-57.60%
Non-Departmental	80,053	77,931	55,000	64,422	60,000	(4,422)	-6.86%
Capital Outlay	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>2,653,681</b>	<b>2,945,882</b>	<b>4,101,693</b>	<b>2,836,202</b>	<b>3,955,462</b>	<b>1,233,940</b>	<b>43.51%</b>
Principal	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Beach Fund - Repair & Replacement (R&R)	-	-	-	-	-	-	-
Transfers Out - Cash Advance Repayment	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve for Future Use	438,471	135,895	(799,115)	326,673	(824,922)	(1,151,595)	-352.52%
<b>TOTAL</b>	<b>3,092,152</b>	<b>3,081,777</b>	<b>3,302,578</b>	<b>3,162,874</b>	<b>3,130,539</b>	<b>(32,335)</b>	<b>-1.02%</b>

# Beach Fund

## Financial Projection:



The analysis projects that the City's Beach Fund will be sustainable through FY 2023 given the current hourly parking rates. However, annual cash flow deficits that are projected to start in FY 2020 will cause the Fund's working capital fund balance to fall below the 2-month O&M reserve for the remainder of the forecast period.

The City should continue to review the financial performance of the Beach Fund on an annual basis and evaluate the adequacy of its revenues to meet ongoing expenses. Doing so will allow for the recognition of updated revenue and expense information, as well as unforeseen changes in economic conditions. Continual review will allow for consideration of any necessary adjustments in FY 2020 and beyond, which will allow the Beach Fund to meet its financial requirements as well as mitigate impacts to taxpayers from future events occurring differently than presently projected.



# Beach Fund Revenues

Beach Fund Revenues - 140	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>TRANSPORTATION</u></b>							
Parking Meters	727,436	727,436	727,436	727,436	727,436	-	0.00%
Parking Meters - Taxable	947,250	947,250	947,250	947,250	947,250	-	0.00%
Parking Permits	71,852	76,115	68,000	73,927	75,000	1,074	1.45%
Tenant Employee Parking	36,488	35,649	36,000	35,457	36,101	643	1.81%
Valet Parking	-	-	-	1,472	1,308	(164)	-11.11%
Pier Parking	25,739	33,003	26,000	28,436	28,228	(208)	-0.73%
Parking Lot Rentals	30,684	29,091	27,000	40,710	27,000	(13,710)	-33.68%
Parking Lot Rental Tax Exempt	5,397	2,946	4,500	3,706	4,323	617	16.66%
In-Person Service Charge	-	488	-	562	-	(562)	-100.00%
NSF and Bank Charges	-	-	-	25	22	(3)	-11.11%
<b>TOTAL TRANSPORTATION</b>	<b>1,844,846</b>	<b>1,851,978</b>	<b>1,836,186</b>	<b>1,858,979</b>	<b>1,846,668</b>	<b>(12,311)</b>	<b>-0.66%</b>
<b><u>CULTURE/RECREATION</u></b>							
Pavilion Rentals	-	590	300	735	543	(193)	-26.19%
Tax Exempt - Pavillion	240	-	-	-	93	93	0.00%
Pool Rental	6,361	-	-	10,980	-	(10,980)	-100.00%
Tax Exempt - Pool Rental	-	-	-	14	-	(14)	-100.00%
Junior Life Guard Program	12,375	14,841	14,500	14,614	14,500	(114)	-0.78%
Pool Admission Fees	6,308	-	-	11,784	-	(11,784)	-100.00%
Pool Admission Fees - Tax Exempt	-	-	-	316	-	(316)	-100.00%
Pool Summer Memberships	784	(126)	-	2,337	-	(2,337)	-100.00%
Pool Programs	5,462	-	-	4,347	-	(4,347)	-100.00%
Beach Concession Rentals	43,500	48,000	80,000	52,079	90,000	37,921	72.82%
Other	14,601	16,067	-	13,402	10,000	(3,402)	-25.39%
Merchandise Sales	-	-	-	-	-	-	-
Event Tenant Liab Ins	-	-	-	-	-	-	-
Veternan's Day Parade	-	-	-	-	-	-	-
Pier Fees	-	-	-	-	-	-	-
<b>TOTAL CULTURE/RECREATION</b>	<b>89,631</b>	<b>79,372</b>	<b>94,800</b>	<b>110,607</b>	<b>115,136</b>	<b>4,530</b>	<b>4.10%</b>
<b><u>VIOLATIONS</u></b>							
Parking Fines	246,051	242,812	210,000	253,784	225,000	(28,784)	-11.34%
Towing Fines	-	-	375	-	-	-	-
Boot Fines	-	-	8,500	-	-	-	-
Deliquent	6,610	420	20,000	1,758	2,500	743	42.25%
<b>TOTAL VIOLATIONS</b>	<b>252,661</b>	<b>243,232</b>	<b>238,875</b>	<b>255,542</b>	<b>227,500</b>	<b>(28,042)</b>	<b>-10.97%</b>
<b><u>INTEREST &amp; OTHER EARNINGS</u></b>							
Investments	6,122	18,853	7,500	12,179	5,000	(7,179)	-58.94%
Inter& Admin Fee Casino	424	-	-	989	-	(989)	-100.00%
Unrealized Gain/(Loss)	(2,972)	(10,114)	-	1,401	-	(1,401)	-100.00%
Bond Proceeds	-	-	-	-	-	-	-

# Beach Fund Revenues

Realized Gain/(Loss)	(347)	135	-	(53)	-	53	-100.00%
<b>TOTAL INTEREST &amp; OTHER EARNINGS</b>	<b>3,227</b>	<b>8,874</b>	<b>7,500</b>	<b>14,514</b>	<b>5,000</b>	<b>(9,514)</b>	<b>-65.55%</b>
<b><u>RENTS/ROYALTIES</u></b>							
Leased Properties	320,918	329,687	340,701	325,263	350,922	25,659	7.89%
Patio Area	42,710	45,635	47,353	44,233	47,353	3,120	7.05%
Common Area Maintenance	109,170	110,965	114,299	110,278	116,465	6,187	5.61%
Miscellaneous	1,200	3,069	4,270	2,368	4,270	1,902	80.30%
Rent Pier	240,000	239,400	240,000	239,850	240,000	150	0.06%
Ballroom Rental	124,114	124,866	190,000	117,428	130,000	12,573	10.71%
Ballroom Rental - Tax Exempt	6,947	3,290	5,000	5,839	5,259	(580)	-9.93%
Intercoastal Rental	5,543	3,355	-	3,193	1,000	(2,193)	-68.68%
Ocean Terrace Rental	160	704	1,000	1,076	643	(432)	-40.18%
Ocean Terrace Rental - Tax Exempt	20,110	20,860	-	18,299	-	-	0.00%
Kitchen Rental	1,340	265	39,000	476	14,000	13,524	2839.63%
Kitchen Rental - Tax Exempt	10,368	8,158	-	8,809	-	(8,809)	-100.00%
Beach Weddings	263	-	5,000	66	5,000	4,934	7504.56%
Beach Weddings - Tax Exempt	766	522	-	924	-	(924)	-100.00%
Misc. Item Rental	2,052	1,900	700	1,213	-	(1,213)	-100.00%
Misc. Item Rental - Tax Exempt	-	-	-	-	-	-	-
Special Events	-	-	-	1,580	7,000	5,421	343.18%
Special Events - Tax Exempt	-	-	-	564	-	(564)	-100.00%
<b>TOTAL RENTS/ROYALTIES</b>	<b>885,661</b>	<b>892,676</b>	<b>987,323</b>	<b>881,457</b>	<b>921,912</b>	<b>40,455</b>	<b>4.59%</b>
<b><u>DONATIONS</u></b>							
Donations	-	-	-	-	-	-	-
<b>TOTAL DONATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>MISCELLANEOUS REVENUE</u></b>							
Inter & Admin Fee Casino	-	-	-	-	-	-	-
Courtyard	-	-	4,000	893	4,500	3,607	404.06%
Other	16,126	5,645	6,000	40,884	9,823	(31,060)	-75.97%
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>16,126</b>	<b>5,645</b>	<b>10,000</b>	<b>41,776</b>	<b>14,323</b>	<b>(27,453)</b>	<b>-65.71%</b>
<b><u>TRANSFERS IN</u></b>							
Other Transfers - Use of Fund Balance	-	-	127,894	-	-	-	-
Capital Projects Fund Advance	-	-	-	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>127,894</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL USE OF FUNDS:</b>	<b>3,092,152</b>	<b>3,081,777</b>	<b>3,302,578</b>	<b>3,162,874</b>	<b>3,130,539</b>	<b>(32,335)</b>	<b>-1.02%</b>

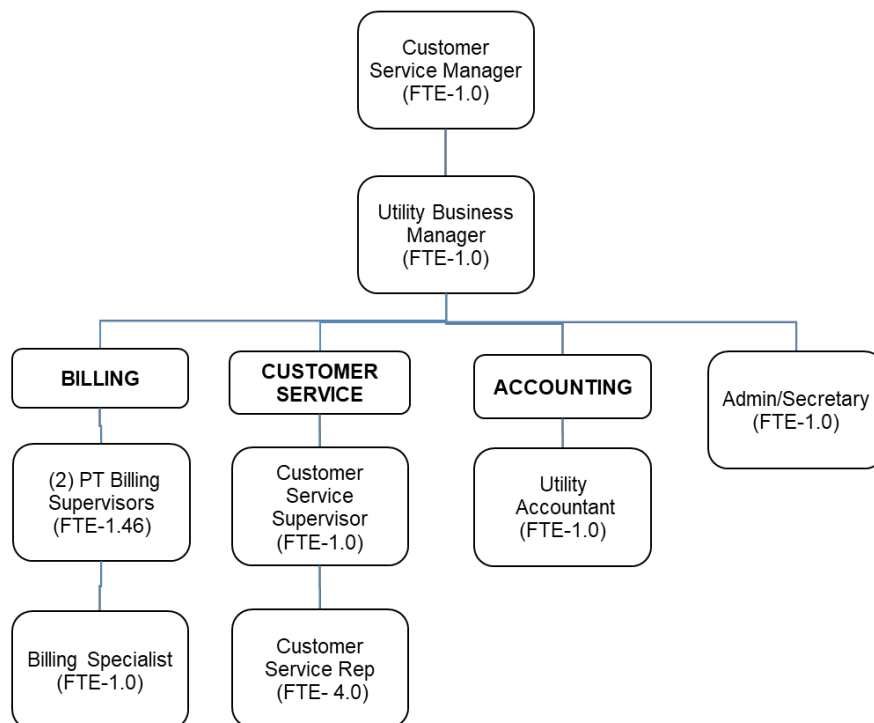


# Electric Fund

# Customer Service

## MISSION

To provide City of Lake Worth Beach Utilities with efficient, accurate and timely, customer service activities, while also endeavoring to be the professional, honest and reassuring, face of the City of Lake Worth Beach for its citizens.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	15	-4	-1	0	10
Part-time (FTE)	1.46	0	0	0	1.46

Related Funds: Electric Fund

# Customer Service

## MISSION

The customer service office is primarily responsible for utility bill production, collection activities, opening new utility accounts, routine turn-on and turn-off services, collection/enforcement, turn-off services and customer inquiry responses.

## GOALS

Improve the quality of life for Lake Worth Beach customers by streamlining the utility billing payment systems to ensure customer satisfaction with every interaction at the same time providing more self-service options for our customers.

## OBJECTIVES

**Financial Goals** – The Customer Service division will focus on process improvements and technology enhancements in order to reduce the amount of manual ‘touch-points’ during the billing, payment collection and customer inquiry process in order to gain efficiencies and reduce the bottom line expense of providing utility billing to our customers while increasing the overall customer experience.

**Customer Goals** - The Customer Service division’s focus will shift to that of a more customer experience perspective. Analyzing every product and service currently offered to our customers and changing the design to that of a more ‘self-service’ interaction thus expanding the options and accessibility of our services beyond our normal business hours.

**Process Goals** – The Customer Service division will work closely with other departments to streamline our ‘internal processes’ and migrate the customer experience over to that of a true ‘one-stop’ shop experience. Internal processes will also be automated wherever possible to reduce and minimize the potential of ‘human error’ increasing the reliability of all utility billing transactions.

**People Goals (learning & growth)** - The Customer Service team members will continue to shift their focus to that of a “What Can We Do” for our customers instead of “What Can’t be done”. The recent deployment of our online Customer Service Training modules has helped to engage the teams in conversations around handling difficult situations and irate customers. It has also helped foster a team mentality around problem solving escalated issues. The Customer Service team will continue to evolve and develop with further in depth training and role-playing scenarios to help create a ‘Can-Do’ spirit of hospitality toward our customers.

## ACHIEVEMENTS

OBJECTIVES 2019-2020	ACHIEVEMENTS
Roll-out of Off-Site Cash Payment solution to customers at any CVS/Family Dollar/7-Eleven retailers across the country (some retailers open 24/7/365)	Effective Jan.1, 2020 all cash payments can now be made at any CVS/ Family Dollar or 7-Eleven retail location across the country by presenting a barcode (printed or sent via text)
Roll-out of Automated Pay-by-Phone solution (available 7x24)	Effective October 24th customers can now use our automated pay-by-phone service to pay their utility bills at no charge. The fully automated system is available 24 x 7 x 365.
Roll-out of New Online Payment System	Effective October 24th customers can use our new online payment system to pay their utility bills at no additional charge. This new self-service payment solution allows customers to set up auto-pay or one-time payments via the web or by SMS text message. Email reminders are also available prior to the due date to help avoid late fees and service disconnection.

# Customer Service

## PERFORMANCE MEASURES

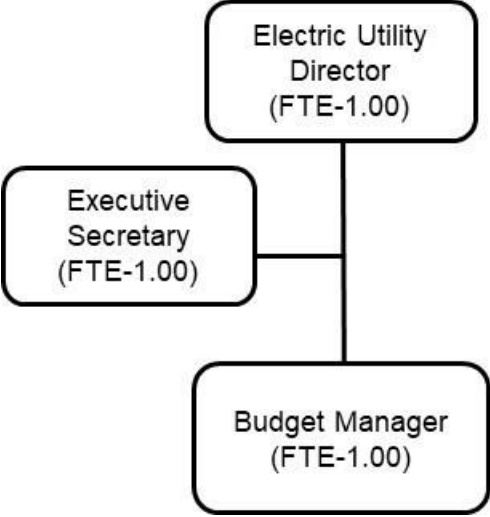
OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ACTUAL	FY 2019-2020 TARGET
Financial: Remain within 5% of budget	90%	90%	90%
Customer: Provide more Self-Service options to our customers	80%	85%	90%
Internal Businesses Processes: Respond to Lien Searches all Interdepartmental Requests within 24 hours	90%	100%	100%
Learning and Growing: Cross Train Reps to be able to service all types of Customer interactions	80%	85%	90%

Electric Fund - Customer Service - 1240	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	607,838	663,683	649,828	581,777	537,480	(44,297)	-7.61%
* Benefits	396,571	446,162	326,653	345,655	228,287	(117,369)	-33.96%
<b>Sub-Total</b>	<b>1,004,409</b>	<b>1,109,845</b>	<b>976,481</b>	<b>927,432</b>	<b>765,767</b>	<b>(161,665)</b>	<b>-17.43%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	382,000	725,154	926,482	591,553	816,073	224,520	37.95%
* Travel & Training	2,538	7,279	10,000	3,821	2,500	(1,321)	-34.57%
* Utility & Communication	53,508	69,164	58,260	63,090	66,440	3,351	5.31%
* Insurance	39,351	39,360	39,360	39,356	42,509	3,153	8.01%
* Maintenance	19,430	50,232	22,967	26,932	15,900	(11,032)	-40.96%
* Operating Expense	65,266	63,244	77,748	61,878	77,050	15,172	24.52%
<b>Sub-Total</b>	<b>562,093</b>	<b>954,433</b>	<b>1,134,817</b>	<b>786,629</b>	<b>1,020,472</b>	<b>233,843</b>	<b>29.73%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	5,799	(5,038)	-	697	-	(697)	-100.00%
<b>Sub-Total</b>	<b>5,799</b>	<b>(5,038)</b>	<b>-</b>	<b>697</b>	<b>-</b>	<b>(697)</b>	<b>-100.00%</b>
<b>CAPITAL</b>							
	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,572,301</b>	<b>2,059,240</b>	<b>2,111,298</b>	<b>1,714,758</b>	<b>1,786,239</b>	<b>71,481</b>	<b>4.17%</b>

# Electric Utility Administration

**MISSION**

To be responsible stewards of the City of Lake Worth Beach electric utility, providing exemplary customer service at the most reasonable cost to customers.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	5.00	-2.00	0	0	3.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Electric Utility Administration

## **MISSION**

The Administrative division ensures the health of the technical, financial, and managerial aspects of the electric utility as well as conservation management and the utility warehouse. The focus of this division includes identifying basic needs and upgrades while maximizing service reliability. All facets of electrical generation, transmission, distribution and customer service are directed through Administration.

## **GOALS**

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

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

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

1 million man hours without lost time injury.

Improve on customer outage by 5% over FY19.

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

## **OBJECTIVES**

Strive to accomplish and maintain rate parity per City ordinance.

Maintain zero lost time accident record.

Maintain less than five recordable accidents utility wide.

Maintain training and continued education programs.

## **ACHIEVEMENTS**

<b>OBJECTIVES 2018-2019</b>	<b>ACHIEVEMENTS</b>
Strive to accomplish and maintain rate parity per City ordinance	Met Goal
Maintain zero lost time accident record	Within Goal
Maintain less than five recordable accidents utility wide.	Within Goal
Review and implement a Naviline training module program.	Met Goal
Continue Excel training program and Cognos report writing for staff	25%



# Electric Utility Administration

## PERFORMANCE MEASURES

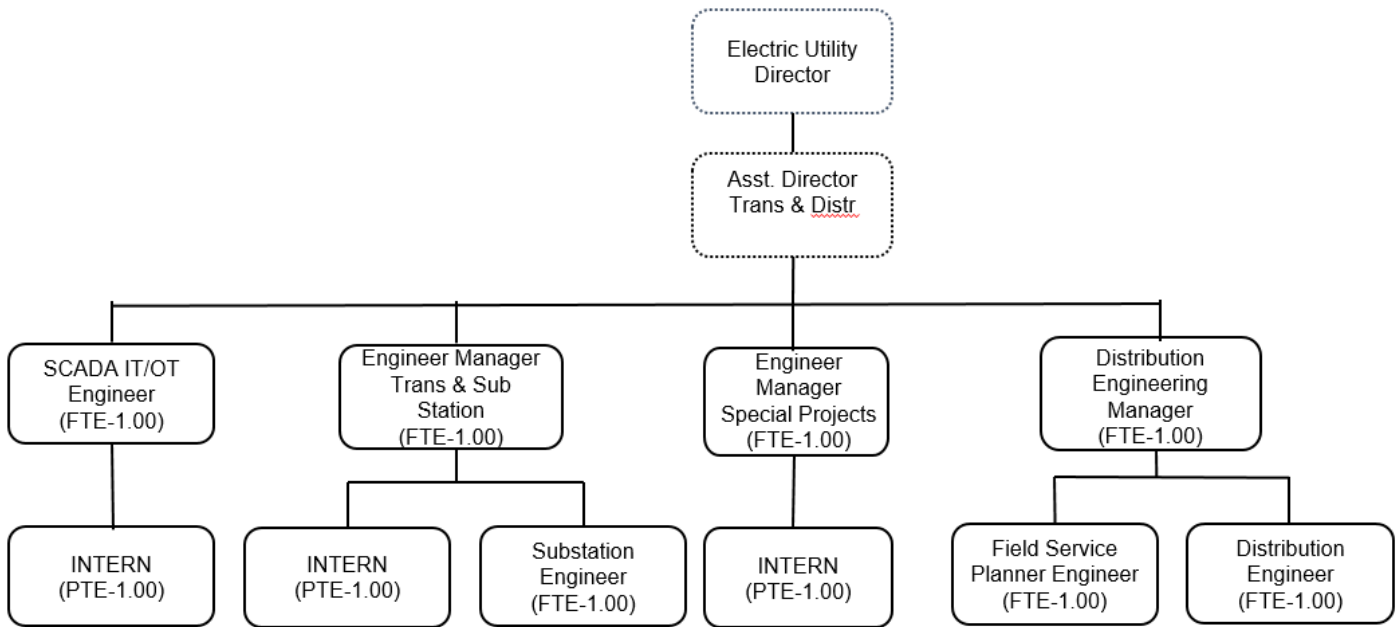
OBJECTIVES 2019-2020	ACHIEVEMENTS
Strive to accomplish and maintain rate parity per City ordinance	On Going
Maintain zero lost time accident record	On Going
Maintain less than five recordable accidents utility wide.	On Going
Review and implement a Naviline training module program.	On Going
Continue Excel training program and Cognos report writing for staff	On Going

Electric Fund - Administration - 6010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	461,543	549,279	744,828	496,080	688,922	192,842	38.87%
* Benefits	155,854	251,357	224,847	223,260	300,762	77,502	34.71%
<b>Sub-Total</b>	<b>617,397</b>	<b>800,636</b>	<b>969,675</b>	<b>719,340</b>	<b>989,684</b>	<b>270,344</b>	<b>37.58%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	232,067	574,425	708,122	382,908	538,609	155,701	40.66%
* Travel & Training	35,529	14,001	15,000	30,133	15,000	(15,133)	-50.22%
* Utility & Communication	5,776	6,557	8,520	8,172	8,260	88	1.08%
* Insurance	40,961	40,970	40,970	40,966	44,248	3,282	8.01%
* Maintenance	58,599	68,787	43,900	59,398	48,800	(10,598)	-17.84%
* Operating Expense	307,221	126,330	148,440	166,628	160,100	(6,528)	-3.92%
<b>Sub-Total</b>	<b>680,153</b>	<b>831,070</b>	<b>964,952</b>	<b>688,204</b>	<b>815,017</b>	<b>126,813</b>	<b>18.43%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	345,837	10,842	-	(10,842)	-100.00%
<b>TOTAL</b>	<b>1,297,550</b>	<b>1,631,706</b>	<b>2,280,464</b>	<b>1,418,386</b>	<b>1,804,700</b>	<b>386,314</b>	<b>27.24%</b>

# Engineering

## MISSION

To provide an engineering approach to all principles, including the human factor, involved in the production, transmission, and distribution of electric service to Lake Worth Beach electric utility customers and employees. We dedicate our energies to provide safe, reliable, cost effective service to enhance the lifestyles of the citizens of Lake Worth Beach giving consideration to the environment, the economy, and the security of the region.



	FY 2018-2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	9.00	0	0	0	9.00
Part-time (PTE)	3.00	0	0	0	3.00

Related Funds: Electric Fund

# Engineering

The Engineering department is one of seven divisions within the Electric Utility 401 Fund. We have a staff of 6 and are responsible for the design, construction, maintenance, operation and compliance of the electrical system for the City.

## **GOALS**

Continue to improve the reliability, safety, and efficiency of the City's electric utility system. All of which improve the quality of life for our Customers to ensure customer satisfaction.

## **OBJECTIVES**

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

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

Compliance: Continue to improve on regulatory compliance with North American Electric Reliability Corporation (NERC) and South East Reliability Coordinating Council (SERCC).

## **PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>FY 2018-2019</b>	<b>FY 2019-2020 TARGET</b>
Financial: Remain within 5% of Project Budgets	90%	100%
Customer: Respond to customer, vendor and contractor related issues on timely basis	95%	100%
Internal Business Processes: Execute PO's, review & pay invoices on a timely basis	90%	100%
Learning and Growing: Continue staff development to meet and exceed compliance requirements as well as industry standards	90%	100%

# Engineering

## ACHIEVEMENTS

OBJECTIVES 2019-2020	STATUS
Continuation of System Hardening and Reliability Improvement Program (SHRIP) Capital Program	On Going
Continuation of 1W13 Circuit System Hardening Project	On Going
Continuation of 1W05 Circuit System Hardening Project	On Going
Continuation of Park of Commerce Project (Multiple Phases)	On Going
Continuation of 7 <sup>th</sup> Avenue North Substation Project	On Going
Continuation of Regulatory Compliance Project	On Going
Continuation of Relay Protection Scheme Upgrades Project	On Going
Continuation of Distribution Automation & Control Project (DAC) Project	On Going
Continuation of Computer Aided Protection Engineering (CAPE) software modeling Project	On Going
Continuation of VT SCADA (Supervisory Control And Data Acquisition) system Project	On Going

Developed means of tracking new developer projects to assist in forecasting electrical load growth and additional revenues.

Continue to work with Legal Team to update all Pole Attachment Agreements with franchise utility agency owners in addition to Small Cell site carriers.

# Engineering

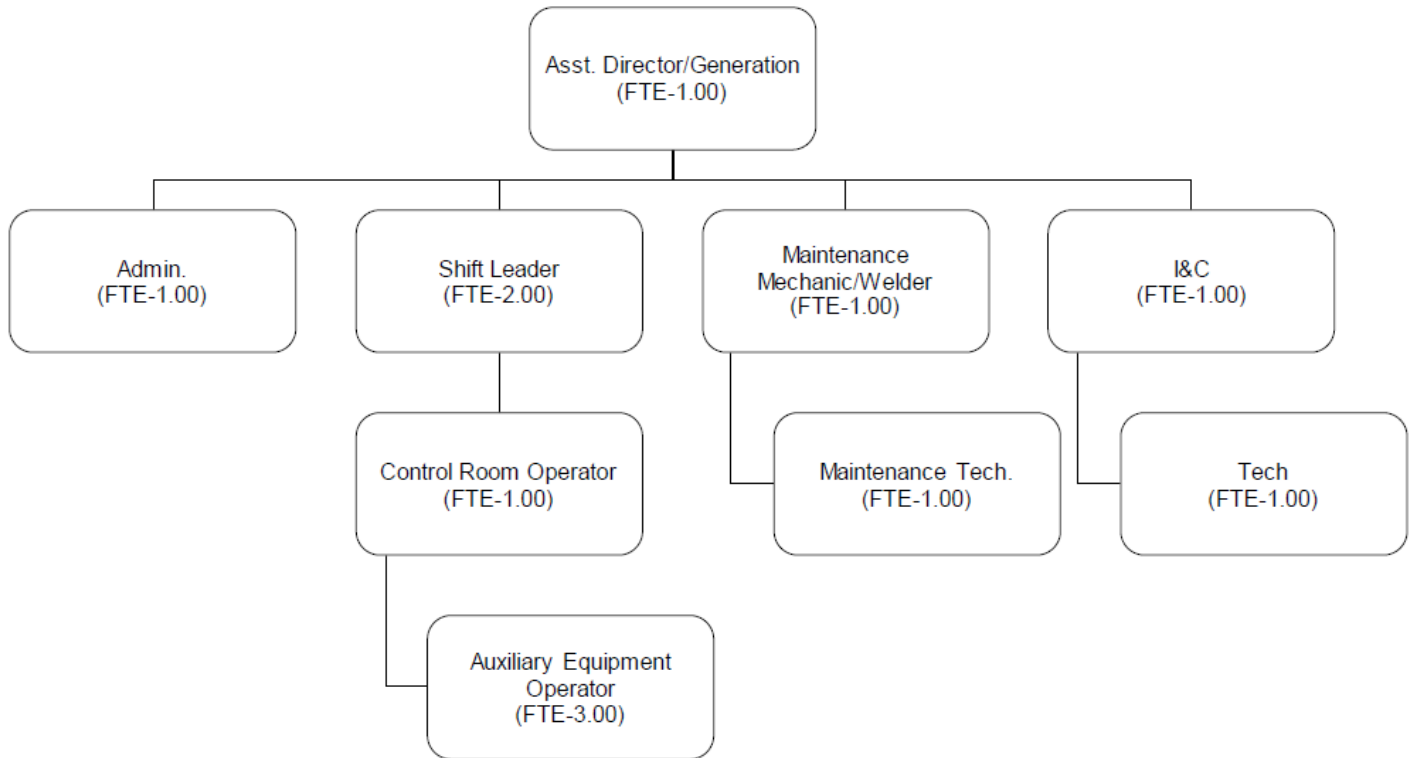
Electric Fund - Engineering 401 - 6020	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	623,801	605,557	943,364	577,119	959,985	382,867	66.34%
* Benefits	242,657	249,953	298,995	263,750	354,230	90,480	34.31%
<b>Sub-Total</b>	<b>866,458</b>	<b>855,510</b>	<b>1,242,359</b>	<b>840,869</b>	<b>1,314,215</b>	<b>473,346</b>	<b>56.29%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	64,869	181,255	321,597	170,878	267,728	96,850	56.68%
* Travel & Training	893	1,693	10,000	2,072	12,000	9,928	479.22%
* Utility & Communication	1,521			1,607		(1,607)	-100.00%
* Insurance	2,471			2,511		(2,511)	-100.00%
* Maintenance	12,273	2,056	19,200	10,716	24,100	13,384	124.90%
* Operating Expense	3,443	54,381	215,000	33,643	172,000	138,357	411.25%
<b>Sub-Total</b>	<b>85,470</b>	<b>239,385</b>	<b>565,797</b>	<b>221,425</b>	<b>475,828</b>	<b>254,402</b>	<b>114.89%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	772,032	71,593	-	(71,593)	-100.00%
<b>TOTAL</b>	<b>951,928</b>	<b>1,094,895</b>	<b>2,580,188</b>	<b>1,133,887</b>	<b>1,790,042</b>	<b>656,155</b>	<b>57.87%</b>

# Power Plant

## MISSION

The City of Lake Worth Beach Municipal Power Plant staff are committed to operating the facility safely, efficiently and in a manner that will optimize reliability and capacity at minimal expense.

The Power Plant is committed to fostering a working environment that is conducive to proud ownership, fair treatment, personal growth and mutual respect through setting the highest standards of ethics and professionalism.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	12.00	0	0	0	12.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# Power Plant

Generation is one of the divisions that make up the 401 Electric Fund and is operated/manned twenty-four hours per day, seven days a week. The generating units are economically dispatched by OUC.

The Generation Division operates a variety of generating units. Our fleet is made up of five (5) 567D internal combustion diesel engines rated at 2 megawatts each, one (1) 251B Westinghouse single fuel diesel gas turbine rated at 30 megawatts, one (1) Westinghouse steam turbine rated at 25 megawatts powered by a Riley Stoker boiler rated at 225,000 PPH steam flow, one (1) dual fueled 5001P GE gas turbine in combined cycle mode with a GE steam turbine rated at 10 megawatts powered by the VOGT Heat Recovery Steam Generator (HRSG) rated at 90,000 PPH steam flow, and a newly installed 1.71 MW solar array. These on-site generators provide approximately 87 net megawatts of back up generation.

The City also owns 22 megawatts of nuclear power through the FMPA St. Lucie project and 10 megawatts of coal power through the FMPA Stanton project which are managed through the power plant. The total generation owned by the City is equal to 118 net megawatts of power.

## **GOALS**

The City of Lake Worth Beach Municipal Power Plant staff are committed to operating the facility safely, efficiently and in a manner that will optimize reliability and capacity at minimal expense.

The Power Plant Staff will continue to be challenged by cyclic operation of the facility. Therefore, a majority of our efforts will be devoted to handling this challenge as safely and efficiently as possible while reducing stress on staff. Safety and efficiency will be addressed by continued training and management oversight. Additionally, staff effectiveness in support of maintenance tasks shall be addressed utilizing vendor/On-The-Job Training and mentoring with more experienced Technicians.

We are committed to fostering a working environment that is conducive to proud ownership, fair treatment, personal growth and mutual respect through setting the highest standards of ethics and professionalism.

## **OBJECTIVES**

- Maintain zero lost time accident record
- Power Plant SOP Review: Review and revise the SOP's for the power plant. Develop new procedures and provide training in areas of theory and fundamentals
- Complete Mezzanine concrete fill work
- Transfer storage of cable/transformers from T&D to Power Plant
- Develop streetlights program IFB to maximize availability/reliability and reduce downtime
- Repair failing concrete on all S3 levels
- Maintain Offering Memorandum
- Implement Hot Work Permit Program
- Review Street Light Contracts and determine long term strategy
- Commission an effective Incident Reporting System including root cause analysis and corrective action
- Continue Maintenance/Operations cross training
- Warehouse inventory / removal of obsolete parts
- Increase operational fundamental level of knowledge via training in house and vendor supplied
- S3 BFWP repair / replacement
- Borescope GT1; GT2

# Power Plant

## ACHIEVEMENTS

OBJECTIVES FY 2019	STATUS
Evaluate / Revise Unit Data Sheets with OUC	On Going
Safety barrier installation	On Going
GT2 Liquid fuel firing test	On Going
S3/S5 drift eliminator replacement	On Going
HRSG HP BFWP motor replacement	On Going
TPTL1 replacement	On Going
Munit repairs / painting	On Going
Plant Wide Safety Programs	On Going

- HRSG damper cable and piston replacement
- Removed decommissioned bunker oil piping from S3
- Commissioned new gas meter for GT2
- Implemented “jumper” log for any bypass or jumpers
- Continued daily “night orders” to relay all information to off hour shifts
- Continued monthly tests for generation equipment which has proved crucial to ensuring readiness and identifying potential operational issues.
- Sprinkler annual inspection
- Replaced leak detection system on oil piping



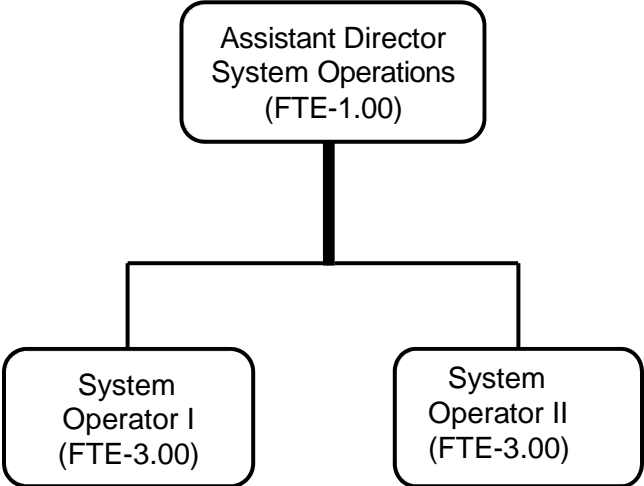
# Power Plant

Electric Fund - Power Plant 401 - 6031	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	1,475,144	1,191,167	1,035,842	1,201,688	1,047,960	(153,728)	-12.79%
* Benefits	537,086	571,513	483,741	535,288	523,602	(11,686)	-2.18%
<b>Sub-Total</b>	<b>2,012,230</b>	<b>1,762,680</b>	<b>1,519,583</b>	<b>1,736,976</b>	<b>1,571,562</b>	<b>(165,414)</b>	<b>-9.52%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	190,279	473,509	135,440	279,003	179,484	(99,519)	-35.67%
* Travel & Training	6,635	15,806	13,700	9,075	15,000	5,925	65.29%
* Utility & Communication	124,417	124,028	134,040	146,186	149,500	3,314	2.27%
* Insurance	533,487	533,490	533,490	533,489	576,169	42,681	8.00%
* Maintenance	377,801	1,393,469	238,425	523,239	245,775	(277,464)	-53.03%
* Operating Expense	78,151	230,900	105,435	180,882	74,185	(106,697)	-58.99%
<b>Sub-Total</b>	<b>1,310,770</b>	<b>2,771,202</b>	<b>1,160,530</b>	<b>1,671,872</b>	<b>1,240,113</b>	<b>(431,759)</b>	<b>-25.82%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>3,323,000</b>	<b>4,533,882</b>	<b>2,680,113</b>	<b>3,408,849</b>	<b>2,811,675</b>	<b>(597,173)</b>	<b>-17.52%</b>

# System Operations

## MISSION

The Systems Operation division is dedicated to ensure the coordinated operation of the City of Lake Worth Beach electric system will provide reliable service to the diverse customer base through day-to-day and emergency system operation of the electric distribution system and substation network.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	7.0	0.0	0	0	7.0
Part-time (FTE)	0	0	0	0	0

Related Funds: Electric Fund

# System Operations

The System Operations division is responsible for real-time operation of the electric transmission and distribution system. We continuously monitor the system and take corrective action as needed to keep all equipment within its operating limits and customers in service. We are staffed 24 hours a day, 7 days a week, and 365 days a year to respond to the needs of our customers.

## GOALS

To improve the quality of life for Lake Worth Beach Utility customers by enhancing the reliability of the utility system to ensure customer satisfaction, improve responsiveness, and serve the public while expertly and safely maintaining and monitoring City equipment and assets in the most efficient manner.

## OBJECTIVES

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

Continue to improve and update the GIS Mapping System to reflect the real time status of the Electric system.

Edit and maintain the Outage Management System to communicate accurate outage information to our customers.

Maintain reliability indices to meet benchmark.

Improve accuracy of outage reporting data and collection activity.

Perform employee performance assessments.

## PERFORMANCE MEASURES

<b>OBJECTIVE</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 TARGET</b>
<b>Financial:</b> Remain within budget limit	85%	100%
<b>Customer:</b> Respond to OUC, Stanton, St. Lucie in accordance with contract obligation	100%	100%
<b>Internal Business Processes:</b> Respond to EU Director's request by set deadlines	100%	100%
<b>Learning and Growing:</b> Staff Training	90%	100%

# System Operations

## ACHIEVEMENTS

OBJECTIVES FY 2019	STATUS
Ensure the safety of Lake Worth Beach Utility employees and customers through the development of a comprehensive safety and training program.	On Going
Continue to improve and update the GIS Mapping System to reflect the real time status of the Electric system.	On Going
Edit and maintain the Outage Management System to communicate accurate outage information to our customers.	On Going
Maintain reliability indices with the goal of meeting benchmark.	On Going
Improve accuracy of outage reporting data and collection activity.	On Going
Perform employee performance assessments.	On Going
Maintain NERC Certified Operators through ongoing training	On Going

# System Operations

## PERFORMANCE MEASURES

OBJECTIVE	CALENDAR 2018 ACTUAL	CALENDAR 2019 ACTUAL	CALENDAR 2020 TARGET *
SAIDI	132.747	79.842	51.20
SAIFI	3.262	1.967	0.789
CAIDI	40.701	40.585	51.04
MAIFI	4.663	4.835	1.390
L-Bar	173.843	124.614	78.64

\* First quartile of FMPA member cities.

SAIDI – System Average Interruption Duration – Measures the total duration of an interruption in minutes for the average customer during a given period of time – yearly.

SAIFI – System Average Interruption Frequency – Measures the average number of times that a customer experiences an outage during a given period of time – yearly.

CAIDI – Customer Average Interruption Duration – Measures the average time to restore service once an outage occurs – minutes

MAIFI – Momentary Average Interruption Event Frequency Index – Indicates the average frequency of momentary interruption events. These are momentary blinks lasting only seconds.

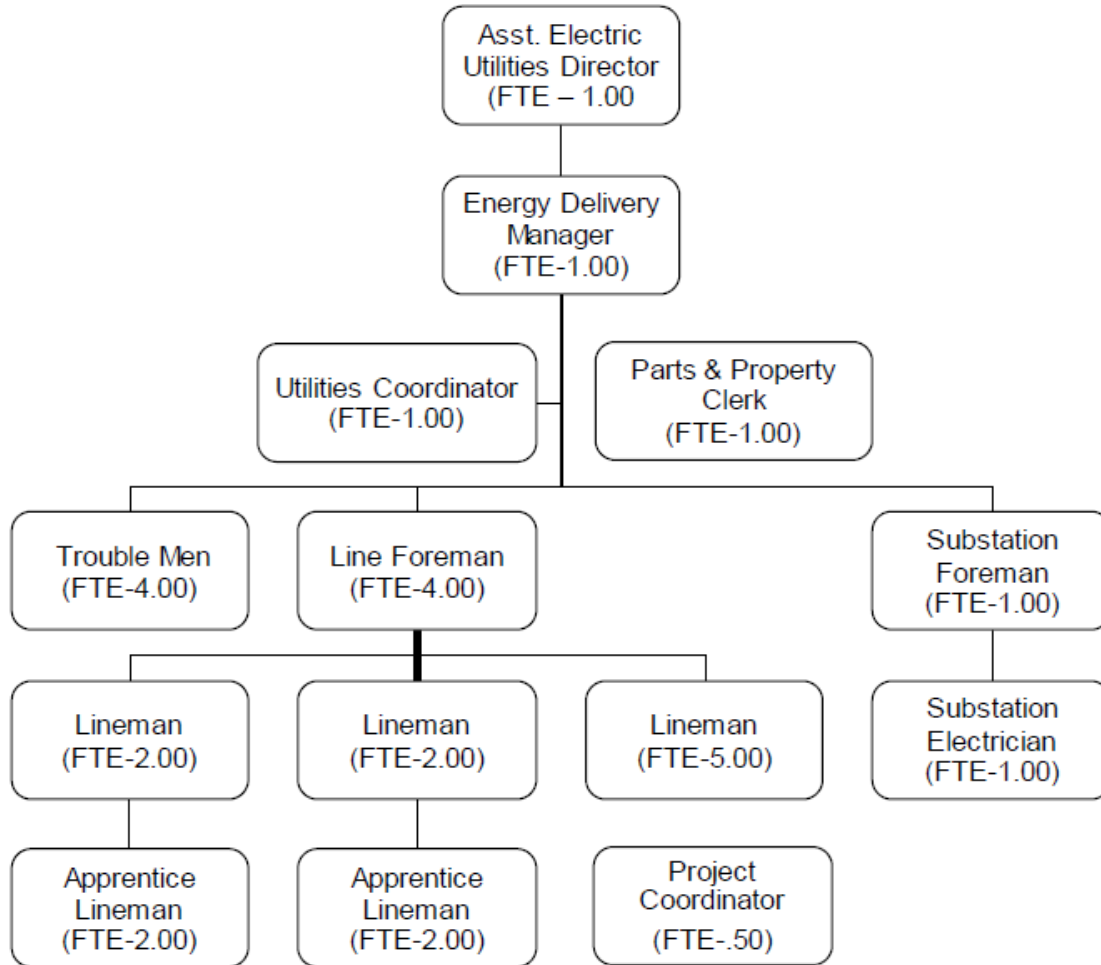
L-Bar – Average Length of a Service Interruption – Indicates the average length of a service interruption for a given period of time – yearly.

Electric Fund - System Operation 401 - 6033	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	720,099	699,881	698,152	649,531	676,770	27,240	4.19%
* Benefits	322,988	304,950	329,308	304,015	351,455	47,440	15.60%
<b>Sub-Total</b>	<b>1,043,087</b>	<b>1,004,831</b>	<b>1,027,460</b>	<b>953,546</b>	<b>1,028,225</b>	<b>74,679</b>	<b>7.83%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	33,796,898	34,906,073	30,892,438	32,324,236	32,319,670	(4,566)	-0.01%
* Travel & Training	12,617	11,174	16,000	9,643	16,000	6,357	65.93%
* Utility & Communication	27,703	27,342	28,380	28,357	31,300	2,943	10.38%
* Insurance	31,899	31,900	31,900	31,900	34,452	2,553	8.00%
* Maintenance	8,159	6,958	12,325	8,328	3,000	(5,328)	-63.98%
* Operating Expense	13,430	9,503	9,250	10,369	9,250	(1,119)	-10.79%
<b>Sub-Total</b>	<b>33,890,706</b>	<b>34,992,950</b>	<b>30,990,293</b>	<b>32,412,832</b>	<b>32,413,672</b>	<b>840</b>	<b>0.00%</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>34,933,793</b>	<b>35,997,781</b>	<b>32,017,753</b>	<b>33,366,378</b>	<b>33,441,897</b>	<b>75,519</b>	<b>0.23%</b>

# Transmission & Distribution

## MISSION

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



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	24.00	+ 3.00	0	0	27.00
Part-time (FTE)	.50	0	0	0	.50

Related Funds: Electric Fund

# Transmission & Distribution

The Electric Transmission and Distribution Department is responsible for the operation, construction, and maintenance of the electrical system in order to provide safe, timely, and reliable service. The electrical system covers approximately 12 square miles of combined transmission and distribution lines serving 27,000 customers. The system is comprised of 138kV transmission, 26kV sub-transmission and 4kV distribution supported through 11 substations.

## **GOALS**

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

Develop and implement a Disconnect and Gang switch maintenance program

Reduce cost and improve crew productivity

Improve outage response time and overall electrical reliability.

Improve streetlight outage response time.

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

## **OBJECTIVES**

Maintain zero lost time accident record.

## **ACHIEVEMENTS**

OBJECTIVES 2018-2019	ACHIEVEMENTS
Continue with all training efforts and implement all aspects of T&D training.	All team members have completed First Aid, CPR and pole top rescue. Also, team members have completed Bucket truck rescue and bucket truck training.
Maintain zero lost time accident record.	Team still has zero lost time accident record. Team will continue training and safety awareness and strive to maintain zero lost time accident record.
Continued storm hardening for Public Service Commission compliance	T&D team currently has a contractor onsite hardening on our worst performing circuits. Team has increased wood pole standards to include only Class 1 and Class 2 wood poles.
Continued the state approved apprentice training program to provide the City with trained, qualified employees that are familiar with the City system as well as safety procedures and all additional training.	Apprenticeship program is ongoing with all 4 apprentices in their final year of training. All due to graduate in January of 2021.

# Transmission & Distribution

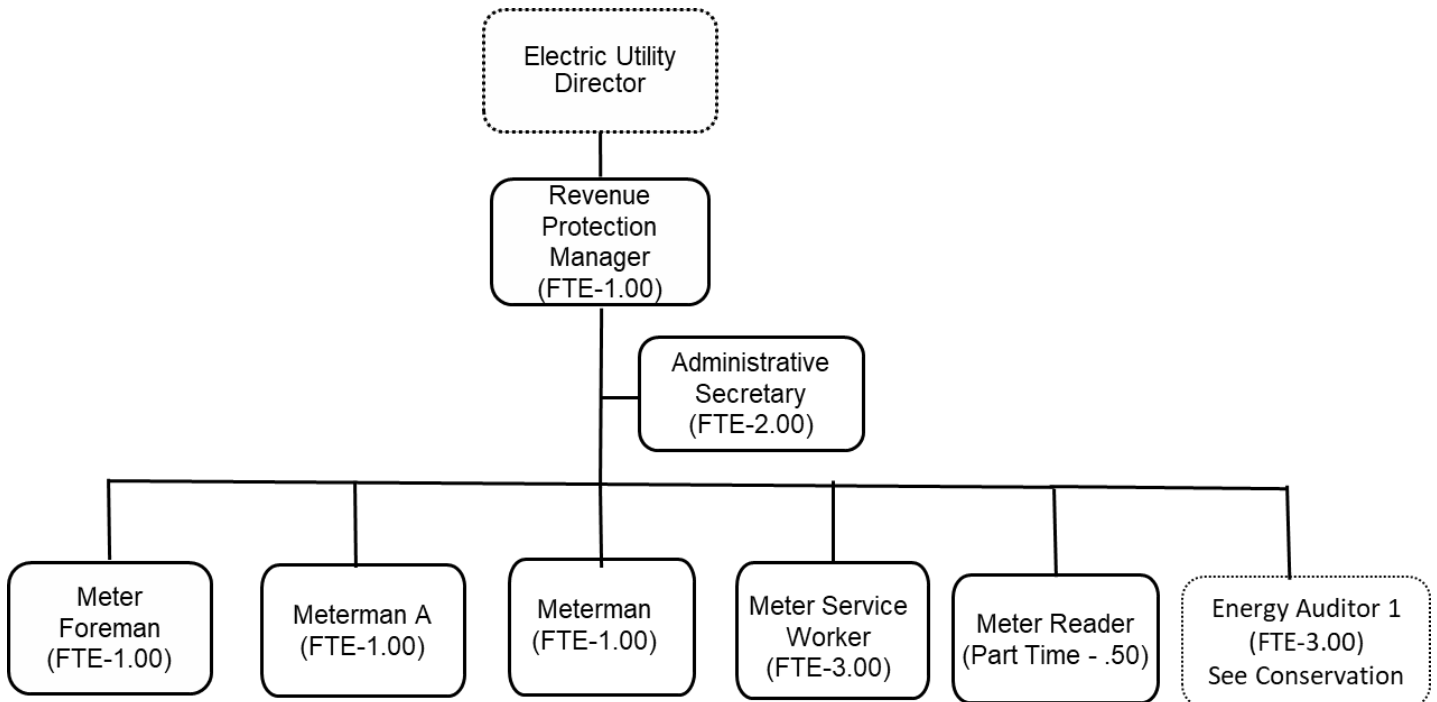
Electric Fund - Transmission & Distribution 401 - 6034	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	2,884,052	2,181,057	2,265,668	2,450,226	2,872,762	422,537	17.24%
* Benefits	501,975	1,170,620	856,361	809,876	1,236,131	426,256	52.63%
<b>Sub-Total</b>	<b>3,386,027</b>	<b>3,351,677</b>	<b>3,122,029</b>	<b>3,260,101</b>	<b>4,108,893</b>	<b>848,792</b>	<b>26.04%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	779,475	780,984	923,040	817,609	1,135,024	317,415	38.82%
* Travel & Training	14,778	24,021	18,000	20,149	55,000	34,851	172.96%
* Utility & Communication	52,381	53,041	74,450	58,209	82,000	23,791	40.87%
* Insurance	73,058	73,060	73,060	73,059	78,905	5,846	8.00%
* Maintenance	955,606	872,132	2,033,168	1,138,268	1,112,700	(25,568)	-2.25%
* Operating Expense	504,827	489,976	256,200	313,997	256,800	(57,197)	-18.22%
<b>Sub-Total</b>	<b>2,380,125</b>	<b>2,293,214</b>	<b>3,377,918</b>	<b>2,421,291</b>	<b>2,720,429</b>	<b>299,138</b>	<b>12.35%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	0.00%
* Depreciation	-	-	-	-	-	-	0.00%
* Grants & Aids	-	-	-	-	-	-	0.00%
* Other Uses	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
CAPITAL	-	-	9,969,862	1,492,951	-	(1,492,951)	-100.00%
<b>TOTAL</b>	<b>5,766,152</b>	<b>5,644,891</b>	<b>16,469,809</b>	<b>7,174,343</b>	<b>6,829,322</b>	<b>(345,021)</b>	<b>-4.81%</b>



# Meter Shop

## MISSION

The **Meter Shop** is committed to provide accurate metering and conservation resources to our residents. We will continue to invest in materials and training to ensure satisfaction.



	<b>FY 2019</b>	<b>Additions/ Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	8.00	+1.00	0	0	9.00
Part-time (FTE)	.50	0	0	0	.50

Related Funds: Electric Fund

# Meter Shop

The Meter Shop is a division within the Electric Utility 401 Fund. We have a staff of 9. We are responsible for the accurate monthly readings of 27,000 electric and 15,000 water meters. We also are responsible to turn on and off those same meters as needed for our Customers. Our service territory is approximately 15 square miles of combined electric and water meters serving 42,000 customers.

## GOALS

Continue to improve the quality of life for our Customers by enhancing the reliability of the utility systems to ensure customer satisfaction.

## OBJECTIVES

To maintain our AMI System.

Maintain a weekly vehicle inspection program.

Continue the Electric Meterman Apprentice Program.

## ACHIEVEMENTS

OBJECTIVE	STATUS
Continue to try and maintain a zero lost time accident record	On Going
Continue to try and maintain less than 5 recordable accidents	On Going
Continue to try and maintain a weekly vehicle inspection program	On Going
Continue to develop requirements and provide adequate personal protective equipment.	On Going

Identify and monitor ongoing issues with the new AMI system.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2018-2019 Actual	FY 2018-2019 Actual	FY 2019-2020 Target
New Meter Installs	500	2790	2500
Tampering Investigations	200	95	200
New School Zone Lights Installations	5	0	0
Electric Meter tests	200	2944	2500
Failed Electric Meter Tests	100	2186	2000
Cut services for Non Payment	5000	6564	6000

# Meter Shop

Electric Fund - Meter Shop 401 - 6035	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	186,251	530,676	622,538	314,428	593,600	279,173	88.79%
* Benefits	280,088	229,976	248,589	187,588	285,060	97,473	51.96%
<b>Sub-Total</b>	<b>466,339</b>	<b>760,652</b>	<b>871,127</b>	<b>502,015</b>	<b>878,660</b>	<b>376,645</b>	<b>75.03%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	92,476	21,353	102,700	43,015	105,455	62,440	145.16%
* Travel & Training	146	916	4,000	473	3,000	2,527	534.25%
* Utility & Communication	-	-	-	-	-	-	#DIV/0!
* Insurance	-	-	-	-	-	-	#DIV/0!
* Maintenance	63,604	247,463	220,400	101,724	229,900	128,176	126.00%
* Operating Expense	7,796	11,713	85,500	7,577	35,500	27,923	368.52%
<b>Sub-Total</b>	<b>164,022</b>	<b>281,445</b>	<b>412,600</b>	<b>152,789</b>	<b>373,855</b>	<b>221,066</b>	<b>144.69%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>630,361</b>	<b>1,042,097</b>	<b>1,283,727</b>	<b>654,805</b>	<b>1,252,515</b>	<b>597,711</b>	<b>91.28%</b>

# Utilities Non-Departmental

Electric Fund - Non-Departmental 401 - 6090 & 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	0.00%
<b>OPERATING EXPENSES</b>							
* Depreciation	1,819,728	1,706,914	-	1,327,437	-	(1,327,437)	-100.00%
* Capital Outlay Contra	-	(5,582)	-	(1,396)	-	1,396	-100.00%
* Principal	-	-	2,457,412	-	2,508,711	2,508,711	-
* Interest	1,450,893	980,044	895,328	988,189	897,366	(90,823)	-9.19%
* Other Debt Service Cost	47,555	47,555	47,556	35,666	47,556	11,890	33.34%
* Commercial Lightg Upgrade	2,273	-	-	-	-	-	-
* Client Refund Interest Ex	38,858	39,941	7,500	33,676	40,000	6,324	18.78%
<b>Sub-Total</b>	3,359,307	2,768,872	3,407,796	2,383,573	3,493,633	1,110,060	46.57%
<b>NON-OPERATING</b>							
* Bank Charges and Fees	279,415	289,246	280,000	284,400	280,000	(4,400)	-1.55%
* Interfund Admins Services	1,814,899	1,814,899	1,814,900	1,814,897	1,814,900	3	0.00%
* Contribution to GF	4,375,453	4,647,610	4,836,491	4,525,134	4,536,491	11,358	0.25%
* Lawsuits	95,530	95,530	23,885	71,647	-	(71,647)	-100.00%
<b>Sub-Total</b>	6,565,297	6,847,285	6,955,276	6,696,077	6,631,391	(64,686)	-0.97%
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>9,924,604</b>	<b>9,616,157</b>	<b>10,363,072</b>	<b>9,079,651</b>	<b>10,125,024</b>	<b>1,045,374</b>	<b>11.51%</b>

# Electric Fund

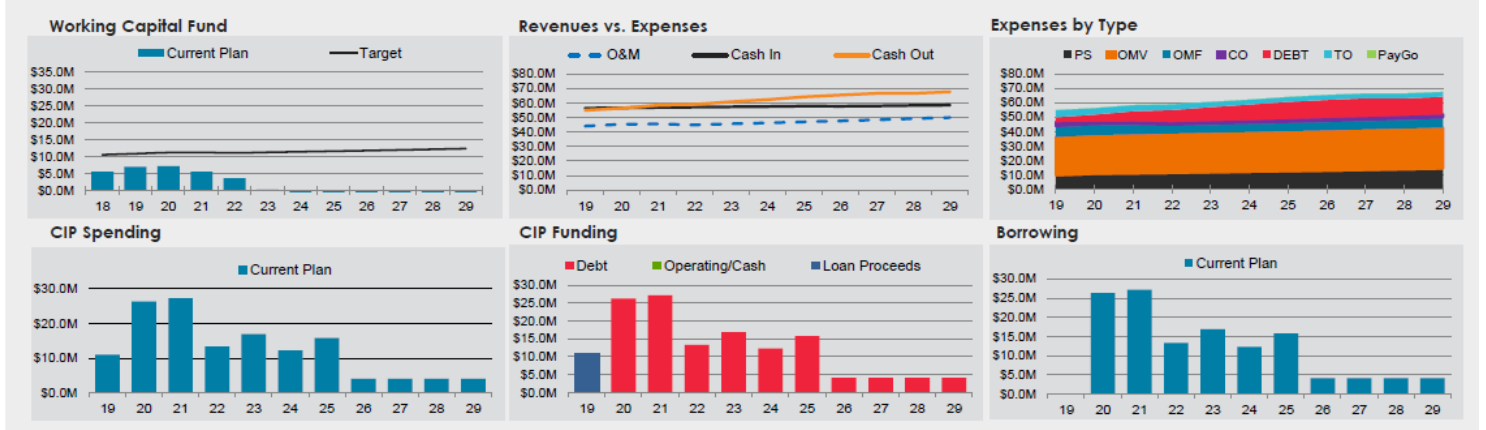
**Electric Fund (Fund 401)** – To account for the provision of electric service to residents of the service area. All activities to provide such service are accounted for in this fund, including administration, generation, transmission, distribution, and customer service.

Electric Fund	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
General Government	131,075	184,323	175,810	222,467	261,600	39,133	17.59%
Physical Environment	55,211,542	53,169,203	55,377,355	54,678,808	60,196,245	5,517,437	10.09%
Violations of Local Ordinance	16,700	14,806	15,000	16,924	15,000	(1,924)	-11.37%
Interest & Other Earnings	141,414	258,288	156,750	240,695	147,895	(92,800)	-38.55%
Sale of Surplus Material	10,095	7,631	-	11,547	-	(11,547)	-100.00%
Other Miscellaneous Revenue	682,791	594,325	161,000	644,115	161,000	(483,115)	-75.00%
Contribution from Enterprise	762,303	762,303	10,849,780	750,247	714,080	(36,167)	-4.82%
Transfers In	-	-	-	-	-	-	-
Other Sources	-	-	3,936,035	-	-	-	-
<b>Subtotal</b>	<b>56,955,920</b>	<b>54,990,879</b>	<b>70,671,730</b>	<b>56,564,803</b>	<b>61,495,820</b>	<b>4,931,018</b>	<b>8.72%</b>
Use of Net Operating Assets	-	-	-	-	-	-	-
Use of Available Bond Proceeds	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>56,955,920</b>	<b>54,990,879</b>	<b>70,671,730</b>	<b>56,564,803</b>	<b>61,495,820</b>	<b>4,931,018</b>	<b>8.72%</b>
<b>Use of Funds</b>							
Administration	1,297,550	1,631,706	2,280,464	1,418,386	1,804,700	386,314	27.24%
Engineering	951,928	1,099,002	2,585,428	1,133,887	1,795,371	661,484	58.34%
Power Plant	3,323,000	4,533,882	2,680,113	3,408,849	2,811,675	(597,173)	-17.52%
System Operation	34,933,793	35,997,781	32,017,753	33,366,378	33,441,897	75,519	0.23%
Transmission & Distribution	5,766,152	5,644,891	16,469,809	7,174,343	6,829,322	(345,021)	-4.81%
Customer Service	1,572,301	2,059,240	2,111,298	1,714,758	1,786,239	71,481	4.17%
Meter Shop	630,361	1,042,097	1,283,727	654,805	1,252,515	597,711	91.28%
Non-Departmental	735,207	838,162	1,222,341	844,179	507,556	(336,623)	-39.88%
Interfund Admin. Services	1,814,899	1,814,899	1,814,900	1,814,897	1,814,900	3	0.00%
Contribution to General Fund	4,375,453	4,647,610	4,836,491	4,525,134	4,536,491	11,358	0.25%
Depreciation	1,819,728	1,706,914	-	1,327,437	-	(1,327,437)	-100.00%
Capital Outlay Contra	-	(5,582)	-	(1,396)	-	1,396	-100.00%
<b>Sub-Total</b>	<b>57,220,372</b>	<b>61,010,602</b>	<b>67,302,324</b>	<b>57,381,656</b>	<b>56,580,667</b>	<b>(800,989)</b>	<b>-1.40%</b>
Capital Outlay - Park of Commerce	-	-	-	-	-	-	-
Debt Payments - Principal	-	-	2,457,412	-	2,508,711	2,508,711	-
Debt Payments - Interest	1,450,893	980,044	895,328	988,189	897,366	(90,823)	-9.19%
<b>Sub-Total</b>	<b>1,450,893</b>	<b>980,044</b>	<b>3,352,740</b>	<b>988,189</b>	<b>3,406,077</b>	<b>2,417,888</b>	<b>244.68%</b>
Reserve for future use	(1,715,345)	(6,999,767)	16,666	(1,805,042)	1,509,076	3,314,119	-183.60%
<b>Total Uses of Funds</b>	<b>56,955,920</b>	<b>54,990,879</b>	<b>70,671,730</b>	<b>56,564,803</b>	<b>61,495,820</b>	<b>4,931,018</b>	<b>8.72%</b>

# Electric Fund Financial Projection

## Financial Projection:

FAMS-XL		LAKE WORTH BEACH ELECTRIC UTILITY										Stantec				
												CALC	SAVE	CTRL	LAST	OVR
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028		
Residential Rate Plan		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Commercial Rate Plan		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Commercial Demand Rate Plan		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Senior-Lien DSC		3.63	2.30	1.61	1.45	1.20	1.04	0.91	0.81	0.74	0.75	0.69	Scenario Manager			
Residential Bill (1000 kWh)		\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	\$107.99	FY19 REV	Forecast		
\$ Monthly Bill Impact		NA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
Net Operating Cash Flow		1.44	0.21	(1.62)	(1.88)	(3.43)	(4.69)	(6.33)	(7.68)	(8.63)	(8.34)	(9.23)				
Net Cash Flow		1.44	0.21	(1.62)	(1.88)	(3.43)	(4.69)	(6.33)	(7.68)	(8.63)	(8.34)	(9.23)				



The current electric rates are not sufficient to meet operating, capital, debt service coverage, and minimum operating reserve requirements over the projection period. It has been recommended that the City continue to closely track budgeted revenues and expenses and consider the option of raising electric rates over the projection period. Stantec is currently working on a separate Combined Enterprise Fund analysis for the City of Lake Worth Beach. The Combined Enterprise Fund analysis includes different debt assumptions provided by the City's financial advisor, Davenport & Company, which may result in a different conclusion regarding the level of rate adjustments necessary in future years.

The City should consider updating this analysis on an annual basis to evaluate the adequacy of the revenues provided by its current electric rates. Doing so will allow for the incorporation of updated revenue and expense information as well as changes in economic conditions, and other factors so that any necessary adjustments can be made to the financial management plan presented herein. This will allow the Utility to meet its financial and operating requirements during the projection period and minimize rate impacts to customers from future events occurring differently than currently projected.



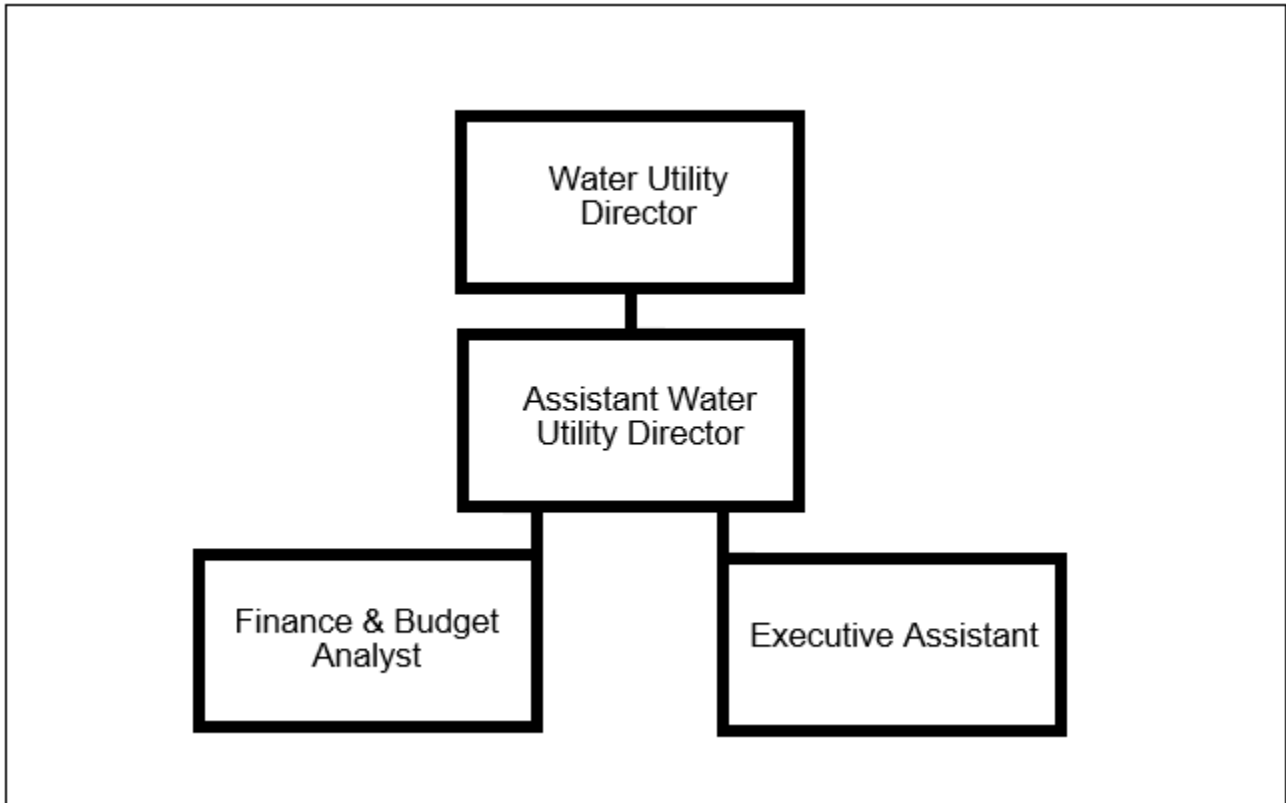
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# Water Fund



# Water and Sewer Utility Administration



	<b>FY 2019</b>	<b>Additions/ Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	5.00	-1.00	0	0	4.00
Part-time (FTE)	0	0	0	0	.0

Related Funds: Water Fund

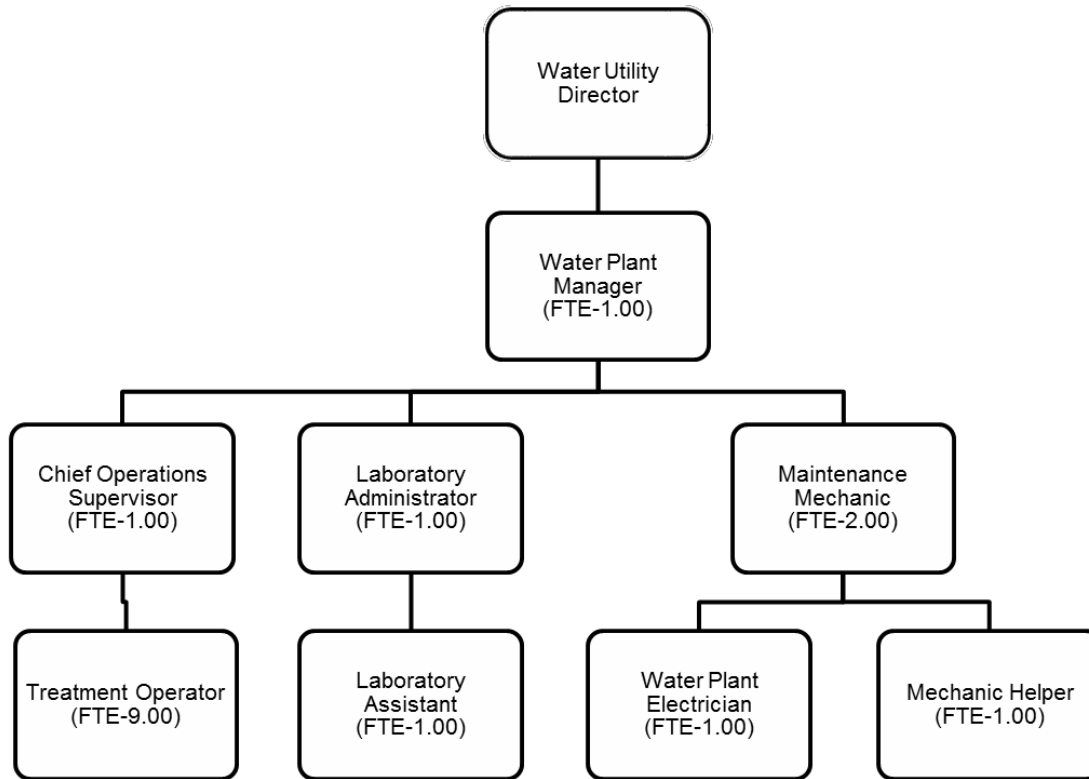
# Water and Sewer Utility Administration

Water Fund - Administration 402 - 7010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	295,352	287,666	354,840	301,284	482,386	181,102	60.11%
* Benefits	74,179	185,418	151,230	131,207	167,781	36,573	27.87%
<b>Sub-Total</b>	<b>369,531</b>	<b>473,084</b>	<b>506,070</b>	<b>432,491</b>	<b>650,167</b>	<b>217,676</b>	<b>50.33%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	419,038	263,449	786,991	331,274	642,692	311,417	94.01%
* Travel & Training	11,027	3,473	11,000	5,738	11,000	5,262	91.70%
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	657	2,200	857	2,200	1,343	156.63%
* Maintenance	177	1,048	2,500	433	2,500	2,067	477.03%
* Operating Expense	16,282	19,787	25,500	15,568	30,000	14,433	92.71%
<b>Sub-Total</b>	<b>446,524</b>	<b>288,414</b>	<b>828,191</b>	<b>353,871</b>	<b>688,392</b>	<b>334,521</b>	<b>94.53%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>							
<b>TOTAL</b>	<b>816,055</b>	<b>761,498</b>	<b>1,334,261</b>	<b>786,362</b>	<b>1,338,558</b>	<b>552,197</b>	<b>70.22%</b>

# Production

## MISSION

The mission of the Water Treatment division is to serve and protect the public health and welfare by providing safe and reliable potable water supply to the public, while meeting all State and Federal guidelines, producing high quality water in a sustainable and efficient manner today and into the future.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	1	0.00	-2.0	0	17.00
Part-time	0	0	0	0	0

Related Funds: Water Fund

# Production

The Water Treatment Division is responsible for the operation of the Lake Worth Beach Water Treatment Plant (WTP), the associated well fields, finished water storage and pumping facilities, and concentrate deep injection well.

This plant operates 24 hours per day, 7 days a week and currently employs fifteen (15) personnel.

The treatment plant consists of a Lime Softening water treatment facility with a design capacity of up to 12.9 million gallons per day (MGD) and a Reverse Osmosis (RO) water treatment facility with a design capacity of up to 4.5 MGD. The Division maintains two wellfields, one Surficial and one Floridan, to supply groundwater to the Lime Softening plant and the RO plant. The Surficial Aquifer well field supplies water to the City's Lime Softening WTP. All of the 13 wells are located within a half mile radius of the plant and vary in age from 1 to 53 years. The Floridan Aquifer well field supplies water to the City's RO WTP. All 3 of the wells are located within a half mile radius of the plant and vary in age from 13 to 15 years. RO technology produces high quality water, and when blended with the lime softened water, has greatly improved the overall finished water quality to our customers.

The City's water storage facilities include three above ground storage tanks, two clearwells and two elevated storage tanks for a total storage capacity of 5.9 million gallons.

The Water Treatment Division operates, maintains, troubleshoots, repairs and replaces components to keep all of these systems in operation. The division also includes a state certified laboratory that runs an extensive variety of testing that includes daily analysis, processing customer concerns, and over 1,200 bacteriological samples each year on both raw and finished water.

## **GOALS**

Continue to improve the quality of life for Lake Worth Beach utility customers by enhancing the reliability of our utility to ensure customer satisfaction and maintain high levels of service.

Continue to improve ongoing maintenance schedules.

Continue new well design per SFWMD Consumptive Use permit.

Continue to implement and develop CIP projects.

## **OBJECTIVES**

Continue preventative maintenance program to ensure uninterrupted service.

Continue to utilize Naviline or other system to track work orders.

Continue to ensure all necessary routine maintenance is performed in a methodical and well-planned manner.

# Production

## ACHIEVEMENTS

OBJECTIVES 2018-2019	ACHIEVEMENTS
Implement preventative maintenance program to ensure uninterrupted service.	Maintenance is on a set program schedule and has prevented many emergencies and disasters.
Utilize Naviline or other system to track work orders.	Staff has begun to use the work order system in Naviline to track tasks.
Develop a structured system maintenance program that will ensure all necessary routine maintenance is performed in a methodical and well-planned manner.	Staff prepared schedules that all employees are aware of and responsible for on daily, weekly, and monthly maintenance.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2018-2019 ACTUAL	FY 2018-2019 ESTIMATED	FY 2019-2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 5% of total personnel expenditures	4.63%	4.9%	<4.4%
<b>Customer:</b> Maintain an average monthly tap water pH level of 8.35 or higher	8.45	8.52	>8.35
<b>Internal Business Processes:</b> Maintain a water treatment loss of 17% or lower	17.9%	19.3%	<17.0%
<b>Learning and Growing:</b> Safety training for all employees	100%	100%	100%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with employee cross-training and new hire orientation	7	9	9

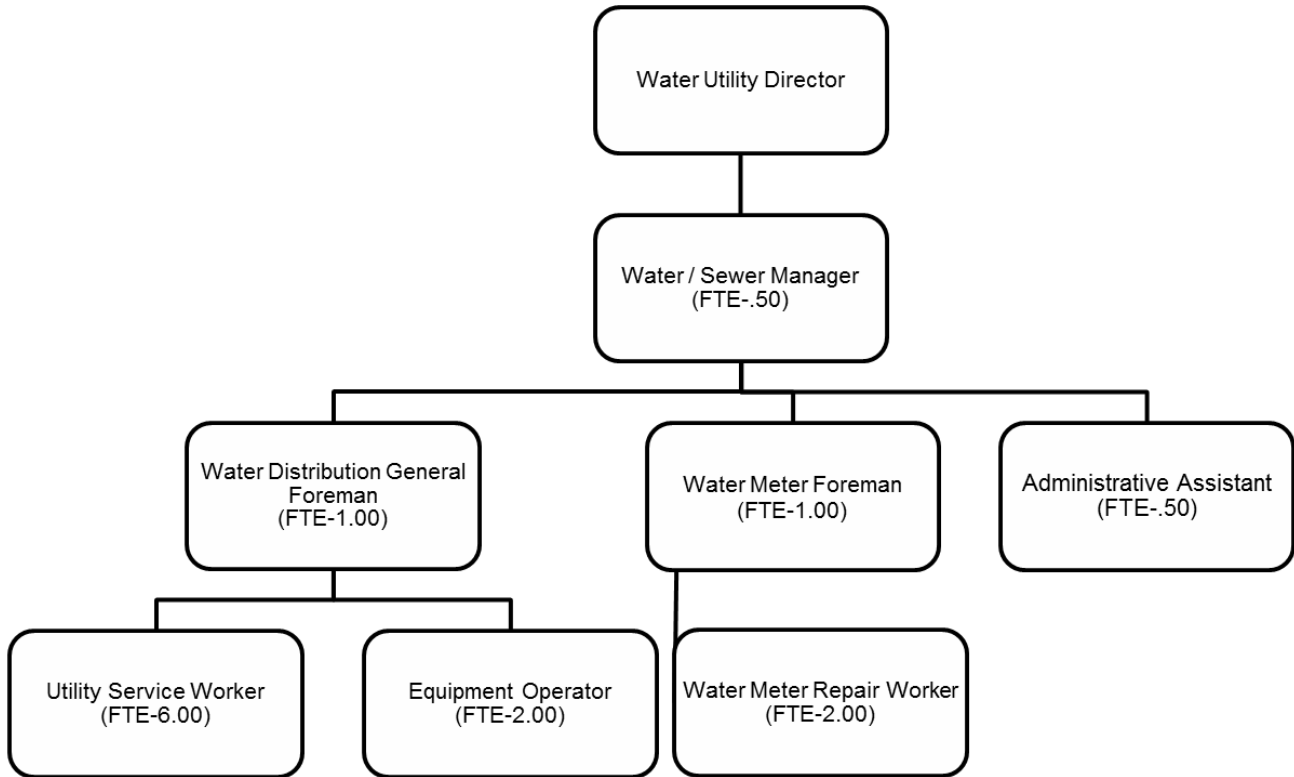
# Production

Water Fund - Treatment 402 - 7022	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	1,356,800	1,310,761	1,191,876	1,230,858	1,320,800	89,942	7.31%
* Benefits	408,998	562,558	588,841	506,989	742,566	235,577	46.47%
<b>Sub-Total</b>	<b>1,765,798</b>	<b>1,873,319</b>	<b>1,780,717</b>	<b>1,737,847</b>	<b>2,063,366</b>	<b>325,519</b>	<b>18.73%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	320,785	294,693	588,186	323,077	362,319	39,242	12.15%
* Travel & Training	5,112	2,974	4,500	3,754	5,000	1,246	33.20%
* Utility & Communication	736,638	698,677	892,400	708,020	789,500	81,480	11.51%
* Insurance	371,297	371,300	371,300	371,299	401,004	29,706	8.00%
* Maintenance	234,055	188,705	339,637	191,702	241,300	49,598	25.87%
* Operating Expense	564,948	570,489	732,750	580,132	865,250	285,118	49.15%
<b>Sub-Total</b>	<b>2,232,835</b>	<b>2,126,838</b>	<b>2,928,773</b>	<b>2,177,983</b>	<b>2,664,373</b>	<b>486,390</b>	<b>22.33%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	820,315	84,744	-	(84,744)	-100.00%
<b>TOTAL</b>	<b>3,998,633</b>	<b>4,000,157</b>	<b>5,529,805</b>	<b>4,000,574</b>	<b>4,727,739</b>	<b>727,165</b>	<b>18.18%</b>

# Transmission & Distribution

## MISSION

The mission of the Water Distribution division is to ensure the distribution of potable drinking water to our customers, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to the potable water piping systems throughout the City.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	12.50	0	+ .50	0	13.00
Part-time	0	0	0	0	0

Related Funds: Water Fund

# Transmission & Distribution

The division carries out the mission through responding to all water system service calls, maintaining the water transmission and distribution piping system, maintaining and testing fire hydrants, and maintaining water meters. Ongoing maintenance, emergency repairs and upgrades are conducted on this system throughout the year.

The Water Distribution Division oversees all maintenance and operations of the City's potable water piping system. This includes 24/7 emergency call-outs, the flushing of slow use water mains (insuring that water service remains safe and clean), the replacement or repair of aging or leaking services and main lines, installation of water meters, repair or replacement of fire hydrants, and the inspection of all new water lines and water services in our service area. The water distribution piping includes associated appurtenances such as fire hydrants, valves and water meters. Work includes assisting customer service, preventative maintenance of hydrants and valves, replacement of deficient piping infrastructure and emergency repairs to the water distribution lines throughout the City to maintain service to all customers.

The water distribution network consists of approximately 150 miles of water distribution and transmission mains. The piping includes mains sized from 6-inch through 36-inch and waterlines feeding services sized 2 inches and larger .

## **GOALS**

Continue to improve the quality of life for Lake Worth Beach utility customers by enhancing the reliability of our utility to ensure customer satisfaction and maintain high levels of service.

Continue to improve City records of water distribution system in GIS.

Continue installing fire hydrants per the Fire Hydrant Coverage Program.

Continue to implement and develop CIP projects.

## **OBJECTIVES**

Continue to update preventative maintenance program to ensure uninterrupted service.

Continue to respond to all emergency call-outs within 45-minutes of field personnel. notification.

Continue to record data into GIS Collector app on cell phone in field.

Continue to work to cover the entire Water Service Area with coverage of fire hydrants with no more than 300-feet of spacing between hydrants.



# Transmission & Distribution

## ACHIEVEMENTS

OBJECTIVES 2018-2019	ACHIEVEMENTS
Implement preventative maintenance program to ensure uninterrupted service	City staff continues to conduct preventative maintenance to have least interruption to customers.
Respond to all emergency call-outs within 45-minutes of field personnel notification.	Responded to all emergency call-outs within 45-minutes of field personnel notification.
Record data into GIS Collector app on cell phone in field	Staff made several updates to the GIS water distribution system.
Work to cover the entire Water Service Area with coverage of fire hydrants with no more than 300-feet of spacing between hydrants	Staff made great progress adding hydrants to the system for maximum coverage, adding or replacing 35 hydrants.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ESTI- MATED	FY 2019-2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 8% of total personnel expenditures	7.24%	6.67%	<8.0%
<b>Customer:</b> Issue less than 40 boil water notices a year	49	31	<40
<b>Internal Business Processes:</b> Maintain a total water loss of less than 11%	12.33%	9.78.1%	<11.0%
<b>Learning and Growing:</b> Incrementally work towards all employees being cross-trained	55%	60%	64%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with employee cross-training and new hire orientation	0	3	2

# Transmission & Distribution

Water Fund - Transmission & Distribution 402 - 7034	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	655,635	631,946	702,904	642,368	702,904	60,537	9.42%
* Benefits	265,855	289,944	374,318	309,902	374,318	64,417	20.79%
<b>Sub-Total</b>	<b>921,490</b>	<b>921,890</b>	<b>1,077,222</b>	<b>952,269</b>	<b>1,077,222</b>	<b>124,953</b>	<b>13.12%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	132,265	145,140	269,040	172,820	327,841	155,022	89.70%
* Travel & Training	2,501	2,561	2,700	2,685	2,700	15	0.57%
* Utility & Communication	24,830	16,025	33,200	24,276	33,200	8,924	36.76%
* Insurance	37,465	37,470	37,470	37,468	40,468	3,000	8.01%
* Maintenance	374,198	508,625	444,990	370,175	479,790	109,615	29.61%
* Operating Expense	51,913	75,242	87,480	63,857	87,500	23,643	37.02%
<b>Sub-Total</b>	<b>623,172</b>	<b>785,063</b>	<b>874,880</b>	<b>671,280</b>	<b>971,499</b>	<b>300,219</b>	<b>44.72%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	(46,875)	-	14,660,135	1,675,895	-	(1,675,895)	-100.00%
<b>TOTAL</b>	<b>1,497,787</b>	<b>1,706,953</b>	<b>16,612,237</b>	<b>3,299,444</b>	<b>2,048,721</b>	<b>(1,250,723)</b>	<b>-37.91%</b>

# Transmission & Distribution

Water Fund - Pumping 402 - 7021	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	2,485	-	-	621	-	(621)	-100.00%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	148,740	134,693	166,100	144,189	151,100	6,911	4.79%
* Insurance	-	-	-	-	-	-	-
* Maintenance	126,749	119,281	175,000	86,174	281,900	195,726	227.13%
* Operating Expense	8,139	751	-	2,361	-	(2,361)	-100.00%
<b>Sub-Total</b>	286,113	254,725	341,100	233,345	433,000	199,655	85.56%
CAPITAL	-	-	60,000	-	60,000	-	-
<b>TOTAL</b>	<b>286,113</b>	<b>254,725</b>	<b>401,100</b>	<b>233,345</b>	<b>493,000</b>	<b>259,655</b>	<b>111.28%</b>

Water Fund - Non-Departmental 402 - 7090, 9010, 9700 & 9730	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	859,841	859,841	1,241,160	955,171	1,241,160	285,989	29.94%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	1,416,705	1,907,074	2,314,728	1,707,045	1,706,778	(267)	-0.02%
<b>Sub-Total</b>	2,276,546	2,766,915	3,555,888	2,662,216	2,947,938	285,722	10.73%
<b>NON-OPERATING</b>							
* Debt Service	1,218,930	954,156	3,360,176	950,462	3,605,092	2,654,631	-
* Depreciation	2,577,418	2,687,464	-	1,934,508	-	(1,934,508)	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	3,796,348	3,641,620	3,360,176	2,884,969	3,605,092	720,123	24.96%
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>6,072,894</b>	<b>6,408,535</b>	<b>6,916,064</b>	<b>5,547,185</b>	<b>6,553,030</b>	<b>1,005,845</b>	<b>18.13%</b>

# Water Fund (Fund 402)

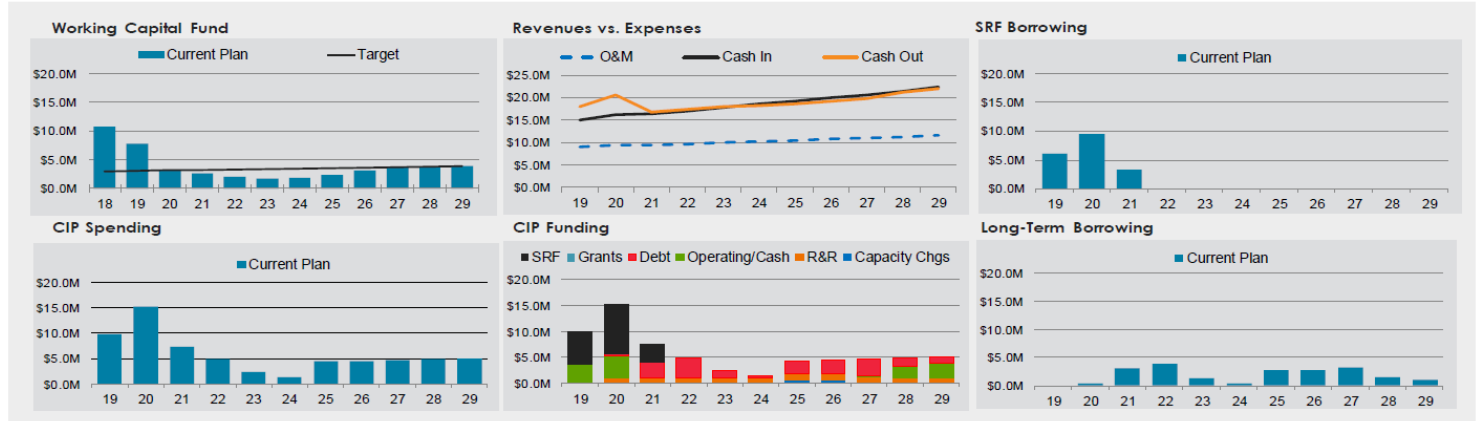
**Water Fund (Fund 402)** – To account for the provision of water service to residents of the service area. All activities to provide such service are accounted for in this fund, including administration, generation, transmission, distribution and customer service. City Code Section 18.

Water Fund - 402	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
General Government	14,697,096	14,056,451	15,125,100	14,626,216	15,320,000	693,784	4.74%
Physical Environment	-	-	-	-	-	-	-
Violation of Lake Worth Beach Ordinance	-	-	-	-	-	-	-
Interest & Other Earnings	-	-	-	-	-	-	-
Spec Assess/Impact	393,160	291,037	200,000	294,732	200,000	(94,732)	-32.14%
Advance Reimbursement	-	-	-	-	-	-	-
Grants/Aid	-	-	-	-	-	-	-
Other Miscellaneous Revenue	(10,085)	149,851	19,922,724	6,687,497	387,454	(6,300,043)	-94.21%
Debt proceeds	116,374	142,044	72,000	110,139	72,000	(38,139)	-34.63%
Transfers In	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>15,196,545</b>	<b>14,639,383</b>	<b>35,319,824</b>	<b>21,718,584</b>	<b>15,979,454</b>	<b>(5,739,130)</b>	<b>-26.42%</b>
Use of Net Operating Assets	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>15,196,545</b>	<b>14,639,383</b>	<b>35,319,824</b>	<b>21,718,584</b>	<b>15,979,454</b>	<b>(5,739,130)</b>	<b>-26.42%</b>
<b>Use of Funds</b>							
Administration	816,055	761,498	1,334,261	970,605	1,338,558	367,953	37.91%
Pumping	286,113	254,725	341,100	293,979	433,000	139,021	47.29%
Water Treatment Plant	3,998,633	4,000,157	4,709,490	4,236,093	4,727,739	491,646	11.61%
Transmission & Distrib.	1,450,912	1,706,953	1,952,102	1,703,322	2,245,381	542,058	31.82%
Customer Service	-	-	-	-	-	-	-
Non-Departmental Other	1,019,397	1,416,815.00	2,066,160	1,500,791	1,358,210	(142,581)	-9.50%
Contribution to General Fund	1,350,899	1,350,100	1,489,728	1,396,909	1,489,728	92,819	6.64%
Transfers Out - to Capital Project Fund	-	-	-	-	-	-	-
Transfers Out - to Information Technology Fund	-	-	-	-	-	-	-
Transfers Out - Park of Commerce	-	-	-	-	-	-	-
Capital Outlay	(46,875)	-	15,540,450	5,164,525	100,000	(5,064,525)	-98.06%
Debt Payments- Principal	-	-	2,524,469	841,490	2,731,471	1,889,981	224.60%
Debt Payments- Interest	1,218,930	954,156	835,707	1,002,931	873,621	(129,310)	-12.89%
Depreciation	2,577,418	2,687,464	-	-	-	-	-
<b>Sub-Total</b>	<b>12,671,482</b>	<b>13,131,868</b>	<b>30,793,467</b>	<b>17,110,645</b>	<b>15,297,708</b>	<b>(1,812,937)</b>	<b>-10.60%</b>
Reserve for future use	2,525,063	1,507,515	4,526,357	4,607,939	681,746	(3,926,193)	-85.20%
<b>Total Uses of Funds</b>	<b>15,196,545</b>	<b>14,639,383</b>	<b>35,319,824</b>	<b>21,718,584</b>	<b>15,979,454</b>	<b>(5,739,130)</b>	<b>-26.42%</b>

# Water Fund Financial Projection

## FINANCIAL PROJECTION:

FAMS-XL		LAKE WORTH BEACH WATER FUND										Stantec		
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Water Rate Increases		0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.18%	44.50%
Commercial Rate Plan		0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%		
Irrigation Rate Plan		0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%		
Senior-Lien DSC		1.96	2.15	2.07	2.04	2.07	2.17	2.21	2.22	2.23	3.16	3.32	Scenario Manager	
SRF Coverage		4.93	3.20	2.26	2.16	2.35	2.61	2.83	3.02	3.21	4.23	4.57		
Average Single Family Bill		\$38.60	\$40.03	\$41.54	\$43.09	\$44.71	\$46.37	\$48.12	\$49.91	\$51.79	\$53.76	\$55.77		
Operating Cash Flow		0.73	(0.17)	(0.59)	(0.56)	(0.27)	0.15	0.48	0.78	0.71	2.33	2.88		
Net Cash Flow		(3.02)	(4.59)	(0.59)	(0.56)	(0.27)	0.15	0.48	0.78	0.55	0.10	0.10		



The Fund's current water rates are not sufficient to meet its operating, capital, debt service coverage, and minimum operating reserve requirements over the projection period.

The City should consider adopting the annual rate adjustments identified in the FSA and shown in the table below.

2020 FSA	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Water Revenue Adjustments	3.75%	3.75%	3.75%	3.75%	3.75%

The City should consider updating this analysis on an annual basis to evaluate the adequacy of the revenues provided by its current water rates. Doing so will allow for the incorporation of updated revenue and expense information as well as changes in economic conditions, and other factors so that any necessary adjustments can be made to the financial management plan. This will allow the Utility to meet its financial and operating requirements during the projection period and minimize rate impacts to customers from future events occurring differently than currently projected.

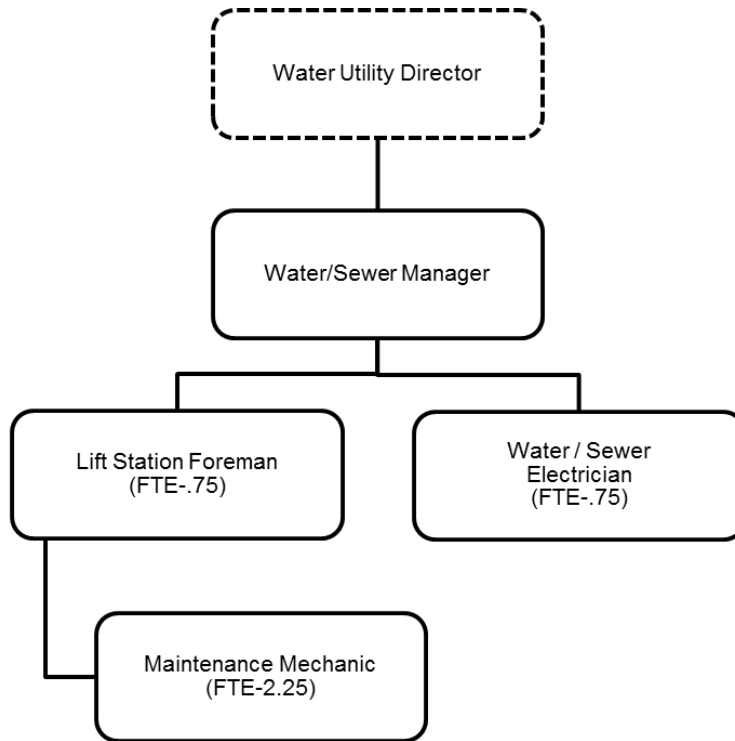


# Local Sewer Fund

# Local Sewer Pumping

## MISSION

The mission of the Local Sewer Pumping division is to ensure the environmentally safe collection and transfer of sanitary sewerage from our customers through our infrastructure system, with consistent quality and minimal interruption by providing maintenance, construction and emergency repairs to these sewer pumping systems throughout the City and service area.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	3.75	0	0	0	3.75
Part-time (FTE)	0	0	0	0	0

Related Funds: Local Sewer Fund

# Local Sewer Pumping

The Local Sewer Pumping division is one of two divisions that make up the 403 Local Sewer Fund, along with the Local Sewer Collection division. The Local Sewer Pumping division maintains and operates the Lake Worth Beach wastewater pump stations. There are 33 wastewater pump stations in the system. Ongoing maintenance, emergency repairs and upgrades are conducted on this system throughout the year. Common tasks performed by Sewer Pumping staff on the local sewer system include monitoring flows, clearing and re- pairing pumps, cleaning and degreasing the pump station wet wells, and other maintenance as required.

Staff are available 24/7 for emergency call-outs. The division responds to emergency calls for wastewater pump station failures or issues, which are monitored through the Supervisory Control And Data Acquisition (SCADA) system which is viewed at the Water Treatment Plant, division office, and Master Pump Station.

## GOALS

Improve the quality of life for Lake Worth Beach utility customers by enhancing the reliability of our utility to ensure customer satisfaction and maintain high levels of service.

Improve SCADA system operations and improve reliability of the system.

Improve City records of lift stations in GIS.

Implement Capital Improvement projects.

## OBJECTIVES

Implement radio improvements to improve SCADA system.

Respond to all emergency call-outs within 45-minutes of field personnel notification.

Record data into GIS Collector app on cell phone in field.

## ACHIEVEMENTS

<b>OBJECTIVES</b>	<b>STATUS</b>
Continue to implement and develop a preventative maintenance program to ensure uninterrupted service	On Going
Continue to respond to all emergency call-outs within 45-minutes of field personnel notification.	On Going
Continue to record data into GIS Collector app on cell phone in field.	On Going



# Local Sewer Pumping

## PERFORMANCE MEASURES

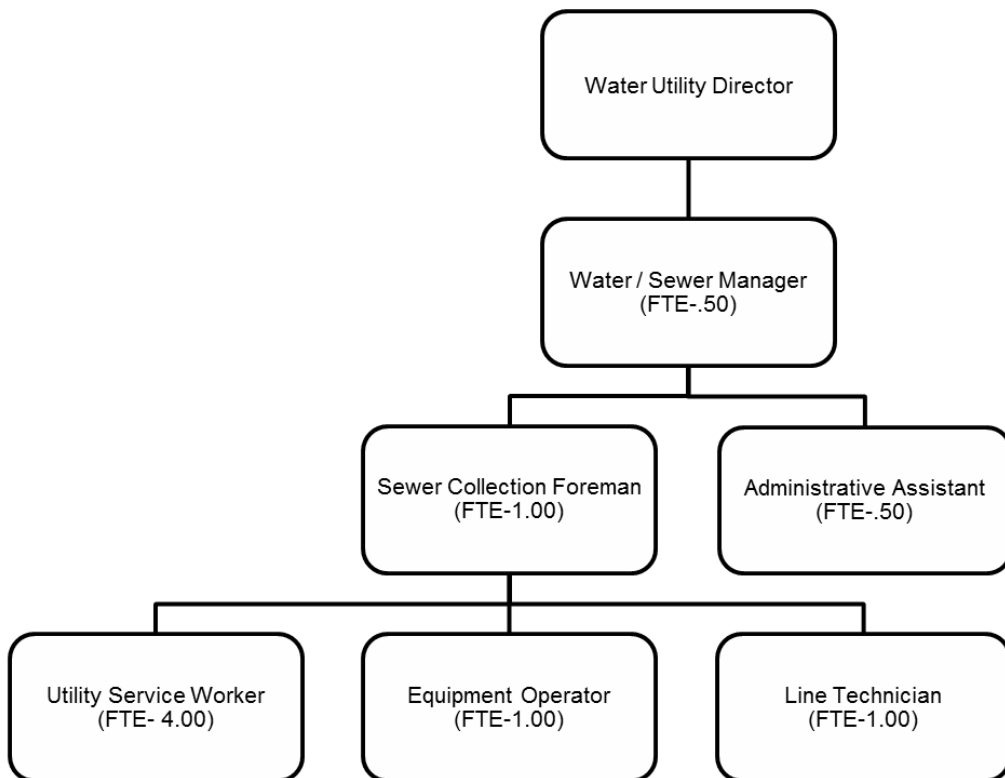
OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ESTIMATED	FY 2019-2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 8% of total personnel expenditures	11.91%	13.41%	7.5%
<b>Customer:</b> Less than 300 sewer back-ups per year	314	316	<300
<b>Internal Business Processes:</b> Perform evaluations on odor and degreasing solutions	3	0	5
<b>Learning and Growing:</b> Incrementally work towards all employees being cross-trained	17%	17%	33%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with employee cross-training and new hire orientation	0	2	2

Local Sewer Fund - Pumping 403 - 7221	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	163,257	178,420	240,441	189,169	238,229	49,060	25.93%
* Benefits	65,603	76,119	137,397	95,856	160,617	64,761	67.56%
<b>Sub-Total</b>	<b>228,860</b>	<b>254,539</b>	<b>377,838</b>	<b>285,024</b>	<b>398,846</b>	<b>113,821</b>	<b>39.93%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	28,075	34,678	35,690	24,832	37,694	12,862	51.79%
* Travel & Training	1,505	1,845	2,100	1,677	2,100	423	25.25%
* Utility & Communication	46,220	45,747	47,650	44,038	47,650	3,612	8.20%
* Insurance	22,364	22,370	22,370	22,366	24,160	1,794	8.02%
* Maintenance	68,564	112,064	113,400	90,905	103,500	12,595	13.86%
* Operating Expense	41,526	37,947	52,000	48,954	53,400	4,446	9.08%
<b>Sub-Total</b>	<b>208,254</b>	<b>254,651</b>	<b>273,210</b>	<b>232,772</b>	<b>268,504</b>	<b>35,732</b>	<b>15.35%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	617,982	-	-	-	-
<b>TOTAL</b>	<b>437,114</b>	<b>509,190</b>	<b>1,269,030</b>	<b>517,796</b>	<b>667,349</b>	<b>149,553</b>	<b>28.88%</b>

# Local Sewer Collection

## MISSION

The mission of the Local Sewer Collection division is to ensure environmentally safe collection and transfer of sanitary sewerage from our customers, with consistent quality and minimal interruption by providing maintenance, construction and emergency repairs to these sewer collection and transfer systems throughout the



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended 2020</b>
Full-time	8	0	0	0	8.00
Part-time	0	0	0	0	0

Related Funds: Local Sewer Fund

# Local Sewer Collection

The Local Sewer Collection division is one of two divisions that make up the 403 Local Sewer Fund, along with the Local Sewer Pumping division. The Local Sewer Collection division maintains and operates the Lake Worth Beach wastewater collection system. This system is comprised of approximately 100 miles of 8-36" diameter pipe, 2,100 manholes, and sanitary sewer laterals and cleanouts that serve customers. Part of the collection system is sanitary sewer pump stations, which are maintained by the Local Sewer Pumping division. Ongoing maintenance, emergency repairs and upgrades are conducted on this system throughout the year. Other functions include maintenance of sewer backups, grease control, root control, repair/replacement of piping, televising and grouting of sewer lines. Staff are available 24/7 for emergency call-outs, hazardous spills, and clean up.

The Local Sewer Collection division maintains a fats, oil and grease (FOG) program to inspect and regulate commercial facilities that produce oils and greases that can cause sewer backups. The division conducts annual inspections and provides reports noting compliance and any issues that need to be addressed.

The division responds to emergency calls for sanitary sewer overflows and sanitary sewer backups in the pipe or into customer's properties. Repairs are made and the overflow or backup cleaned up promptly. The division also responds to sanitary sewer pipe and manhole collapses, sinkholes due to pipe collapse and various other repair needs.

The division also performs inspections of new connections to the sanitary sewer system in the service area. The division installs new and replacement gravity sanitary sewer pipelines and manholes in the system as well as removing blockages, roots, and assesses the condition of the pipes. The division utilizes a video camera truck on a regular basis to identify and document the condition of the collection system.

## **GOALS**

Improve the quality of life for Lake Worth Beach utility customers by enhancing the reliability of our utility to ensure customer satisfaction and maintain high levels of service.

Work to decrease inflow and infiltration in local sewer system.

Continue manhole rehabilitation program.

Perform sewer line preventive maintenance programs in coordination with the PACP program, including Closed Circuit Television (CCTV) underground inspections, high-pressure jet cleaning and chemical line treatments.

Implement Capital Improvement projects.

Improve City records of sewer collection system in GIS

## **OBJECTIVES**

Update preventative maintenance program to work towards uninterrupted service

Continue to inspect and install sanitary sewer manhole inflow inserts

Remove solids, sand, grease, and roots from the gravity system

Televising and inspect known old portions of gravity sewer system piping.

Continue data recording in GIS Collector app on cell phone in field.

# Local Sewer Collection

## ACHIEVEMENTS

OBJECTIVES FY 2019	STATUS
Continue to implement and develop the preventative maintenance program to ensure uninterrupted service. Action Step: Respond to all emergency call-outs within 45-minutes of field personnel notification	On Going
Continue to install sanitary sewer manhole inflow inserts	On Going
Continue to remove solids, sand, grease, and roots from the gravity system.	On Going
Continue work on determining the condition of our existing gravity sewer system piping.	On Going
Continue to consistently and accurately record data into GIS Collector app on cell phone in field.	On Going

## PERFORMANCE MEASURES

OBJECTIVE	FY 2017-2018 ACTUAL	FY 2018-2019 ESTIMATED	FY 2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 7% of total personnel expenditures	6.66%	7.52%	<7%
<b>Customer:</b> Less than 5 sanitary sewer overflows per year	3	7	<5
<b>Internal Business Processes:</b> Clean a minimum of 80,000 feet of gravity sewer	58,000	69,200	>43,000
<b>Learning and Growing:</b> Incrementally work towards all employees being cross-trained	57%	64%	71%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with employee cross-training and new hire orientation	0	2	2

# Local Sewer Collection

Local Sewer Fund - Collection 403 - 7231	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	603,341	593,413	593,263	556,915	601,292	44,378	7.97%
* Benefits	187,893	221,554	294,810	221,496	333,436	111,940	50.54%
<b>Sub-Total</b>	<b>791,234</b>	<b>814,967</b>	<b>888,073</b>	<b>778,410</b>	<b>934,728</b>	<b>156,318</b>	<b>20.08%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	122,797	710,359	764,184	327,779	222,639	(105,141)	-32.08%
* Travel & Training	1,763	2,480	2,600	1,414	2,600	1,186	83.83%
* Utility & Communication	841	514	6,000	559	6,000	5,441	972.71%
* Insurance	34,212	34,220	34,220	34,215	36,958	2,743	8.02%
* Maintenance	175,558	254,821	337,226	201,674	147,500	(54,174)	-26.86%
* Operating Expense	64,154	69,190	89,500	58,798	65,500	6,702	11.40%
<b>Sub-Total</b>	<b>399,325</b>	<b>1,071,584</b>	<b>1,233,730</b>	<b>624,440</b>	<b>481,196</b>	<b>(143,244)</b>	<b>-22.94%</b>
CAPITAL	-	-	1,408,064	-	-	-	-
<b>TOTAL</b>	<b>1,190,559</b>	<b>1,886,551</b>	<b>3,529,867</b>	<b>1,402,850</b>	<b>1,415,924</b>	<b>13,074</b>	<b>0.93%</b>

Local Sewer Fund - Administration 403 - 7010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	305,304	276,662	335,399	292,925	254,158	(38,766)	-13.23%
* Benefits	85,582	189,700	146,232	133,735	100,436	(33,299)	-24.90%
<b>Sub-Total</b>	<b>390,886</b>	<b>466,362</b>	<b>481,631</b>	<b>426,659</b>	<b>354,594</b>	<b>(72,065)</b>	<b>-16.89%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	39,327	35,947	115,917	37,679	39,485	1,806	4.79%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>39,327</b>	<b>35,947</b>	<b>115,917</b>	<b>37,679</b>	<b>39,485</b>	<b>1,806</b>	<b>4.79%</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>430,213</b>	<b>502,309</b>	<b>597,548</b>	<b>464,338</b>	<b>394,079</b>	<b>(70,259)</b>	<b>-15.13%</b>

# Local Sewer Non-Departmental

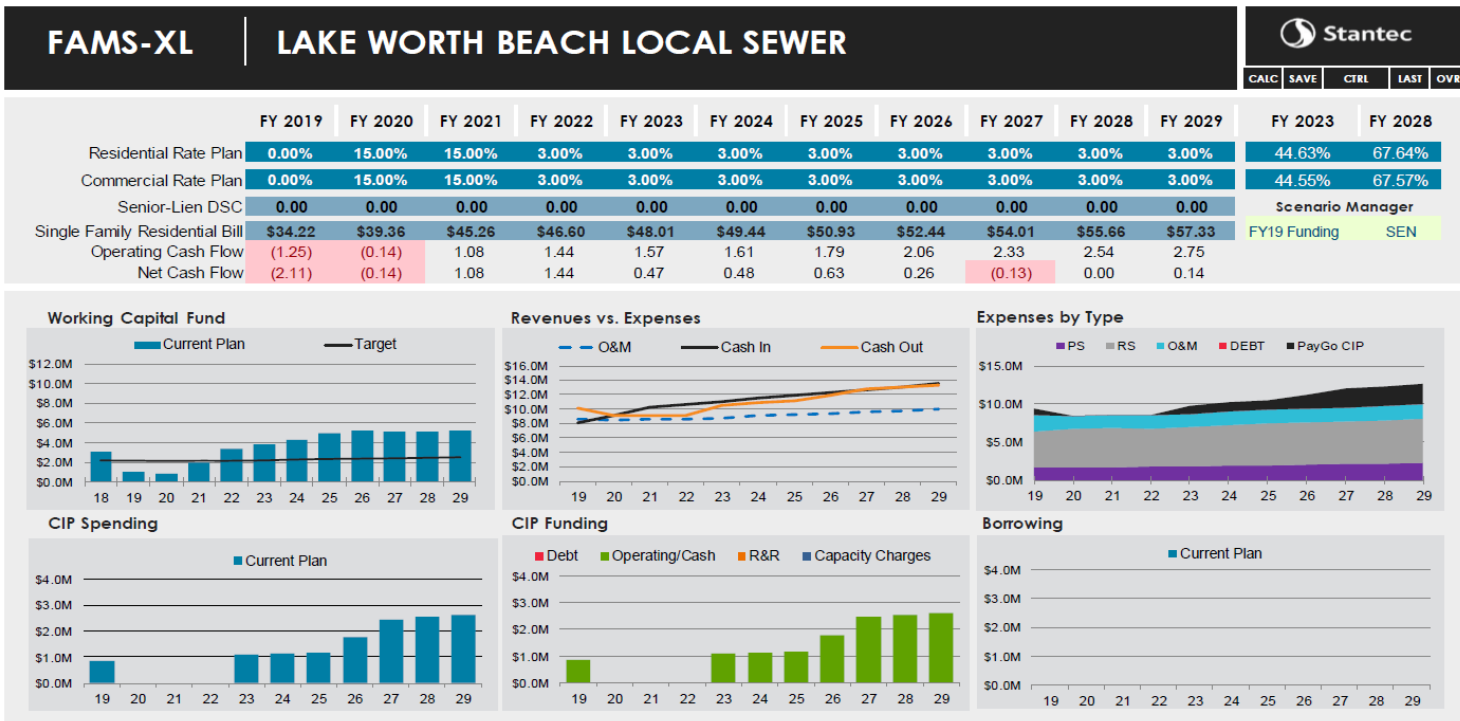
Local Sewer Fund - Non-Departmental 403 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	-	-	-	-	-	-	-
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	4,453,969	5,071,499	4,767,792	4,518,445	6,001,852	1,483,407	32.83%
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	613,767	905,810	608,870	711,115	608,870	(102,245)	-14.38%
<b>Sub-Total</b>	5,067,736	5,977,309	5,376,662	5,229,560	6,610,722	1,381,162	26.41%
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	750,525	873,843	-	773,233	-	(773,233)	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	-	400,000	96,000	133,333	22,000	(111,333)	-
<b>Sub-Total</b>	750,525	1,273,843	96,000	906,566	22,000	(884,566)	-97.57%
<b>CAPITAL</b>							
	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>5,818,261</b>	<b>7,251,152</b>	<b>5,472,662</b>	<b>6,136,126</b>	<b>6,632,722</b>	<b>496,596</b>	<b>8.09%</b>

# Local Sewer Fund

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

Water Fund - 402	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Physical Environment	7,191,804	7,094,899	8,164,432	7,328,868	8,899,638	1,570,770	21.43%
Interest & Other Earnings	30,877	38,749	65,500	53,127	50,000	(3,127)	-5.89%
Spec Assess/Impact	246,226	180,134	176,905	193,283	179,515	(13,768)	-7.12%
Disp of Fixed Assets	6,566	101,632	20,100	36,066	-	(36,066)	-100.00%
Other Miscellaneous Revenue	-	-	-	-	-	-	0.00%
Capital Contributions	-	-	-	-	-	-	0.00%
Transfers In	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>7,475,473</b>	<b>7,415,414</b>	<b>8,426,937</b>	<b>7,611,344</b>	<b>9,129,153</b>	<b>1,517,809</b>	<b>19.94%</b>
Use of Net Operating Assets	-	-	2,142,170	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>7,475,473</b>	<b>7,415,414</b>	<b>10,569,107</b>	<b>7,611,344</b>	<b>9,129,153</b>	<b>1,517,809</b>	<b>19.94%</b>
<b>Use of Funds</b>							
Administration	430,213	502,309	597,548	461,838	394,079	(67,759)	-14.67%
Pumping	437,114	509,190	1,269,030	476,990	667,349	190,359	39.91%
Sewer Collection	1,190,559	1,886,551	3,529,867	1,402,998	1,415,924	-	0.00%
Sewer Treatment & Disposal	-	-	-	-	-	-	0.00%
Customer Service	-	-	-	-	-	-	0.00%
Non-Departmental Other	4,454,851	5,471,499	4,863,792	6,136,059	6,001,852	(134,207)	-2.19%
Contribution to General Fund	613,767	905,810	608,870	-	608,870	608,870	0.00%
<b>Sub-Total Operating Expenses</b>	<b>7,126,504</b>	<b>9,275,359</b>	<b>10,869,107</b>	<b>8,477,885</b>	<b>9,088,074</b>	<b>610,189</b>	<b>7.20%</b>
Transfers Out - to Pay-Go Capital - Capital Fund	-	-	-	-	22,000	22,000	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Debt Payments- Principal	-	-	-	-	-	-	0.00%
Debt Payments- Interest	-	-	-	-	-	-	0.00%
Depreciation	750,525	873,843	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>750,525</b>	<b>873,843</b>	<b>-</b>	<b>-</b>	<b>22,000</b>	<b>1,207,451</b>	<b>0.00%</b>
Reserve for future use	(401,556)	(2,733,788)	(300,000)	(866,542)	19,079	885,621	-102.20%
<b>Total Uses of Funds</b>	<b>7,475,473</b>	<b>7,415,414</b>	<b>10,569,107</b>	<b>7,611,344</b>	<b>9,129,153</b>	<b>1,517,809</b>	<b>19.94%</b>

# Local Sewer Financial Projection



The Fund's current sewer rates are not sufficient to meet its operating, capital, debt service coverage, and minimum operating reserve requirements over the projection period.

The City should consider adopting the annual rate adjustments identified in the FSA as shown in the table below.

2020 FSA	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Sewer Revenue Adjustments	15.00%	15.00%	3.00%	3.00%	3.00%

The City should consider updating this analysis on an annual basis to evaluate the adequacy of the revenues provided by its current sewer rates. Doing so will allow for the incorporation of updated revenue and expense information as well as changes in economic conditions, and other factors so that any necessary adjustments can be made to the financial management plan presented herein. This will allow the Utility to meet its financial and operating requirements during the projection period and minimize rate impacts to customers from future events occurring differently than currently projected.





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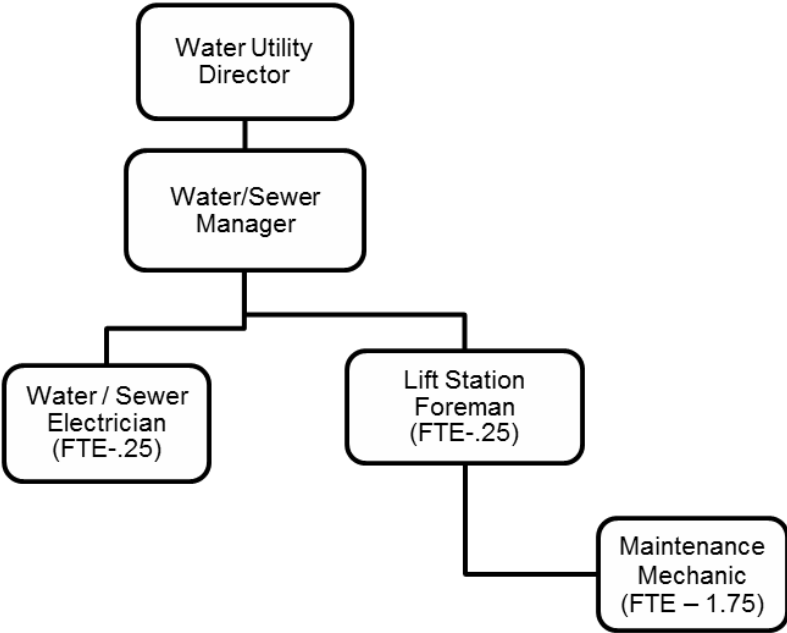


# Regional Sewer Fund

# Regional Sewer Pumping

## MISSION

The mission of the Regional Sewer division is to ensure the environmentally safe transfer of sanitary sewerage from our City and surrounding contract customers to the Palm Beach County sanitary sewer shared force main and then on to the East Central Regional (ECR) Wastewater Treatment Facility for treatment. This department executes this transfer with consistent quality and minimal interruption by providing maintenance, operation and emergency repairs to the sewer collection and transfer system.



	<b>FY 2019</b>	<b>Additions/ Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	2.25	0	0	0	2.25
Part-time	0	0	0	0	0

Related Funds: Regional Sewer Fund

# Regional Sewer Pumping

This Regional Sewer Pumping division maintains repairs, replaces and operates the Lake Worth Beach Subregional wastewater system. This system is comprised of the Master Pump Station, a large diameter (36 and 42 inch) pressure transmission pipe and associated gravity sewer inflow lines, meters and shared pump stations from subregional contract municipalities and organizations. Ongoing maintenance, repair and upgrades are conducted on this system throughout the year.

Common tasks performed by Regional Sewer Pumping staff on the regional system include monitoring flows, clearing and repairing pumps, cleaning and degreasing the lift station wet wells, and other maintenance as required. Staff are available 24/7 for emergency call-outs.

The day-to-day operations are carried out by a foreman and the associated lift station mechanics and electrician. The Water, Sewer, Storm Administrator supervises the foreman and performs procurement, work orders, payroll and various other duties.

Rates and budgets are set annually with input from the subregional partners and a financial true-up calculation is performed at the end of each fiscal year. Funds not needed for operating or rehabilitation and replacement (R&R) are refunded to the partners. The City meets at least two times per year with the subregional partners to provide reports, both financial and comprehensive annual report of the system, as well as to review and discuss the proposed budgets, reports from Palm Beach County and from ECR.

The Department director serves as the chair of the ECR board, which is comprised of 5 members from the various entities that contribute wastewater to the facility. The ECR wastewater treatment facility has increased operations and R&R charges over the past two years to recover increased costs for operations and needed capital projects. These increases are passed through to the subregional partners, which includes the City.

## **GOALS**

Continue to assess the subregional system and plan for future improvements

Start to work toward building an account balance of 5% system replacement value for R&R fund

Work to decrease inflow and infiltration in Subregional system

Implement Capital Improvement projects

## **OBJECTIVES**

Conduct a subregional force main assessment to verify pipe condition and wear as joint effort with Palm Beach County

Plan for future pump replacements at Master Pump Station and rebuild or repair of existing pumps

Work with subregional partners on their inflow and infiltration mitigation plans

Work to building account balance to greater percentage of system replacement value

# Regional Sewer Pumping

## ACHIEVEMENTS

OBJECTIVES FY 2019	STATUS
Conduct a subregional force main assessment to verify pipe condition and wear as joint effort with Palm Beach County	On Going
Plan for future pump replacements at Master Pump Station and rebuild or repair of existing pumps	On Going
Conduct phase 2 of the Inflow and Infiltration study	On Going
Work with subregional partners on their inflow and infiltration mitigation plans	On Going

## PERFORMANCE MEASURES

OBJECTIV E	FY 2019 ESTIMATED	FY 2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 8% of total personnel expenditures	10.96%	7.5%
<b>Customer:</b> Field response time to emergency call-outs within 45 minutes	100%	100%
<b>Internal Business Processes:</b> En- sure 100% of regional air release valves receive quarterly mainte- nance	100%	100%
<b>Learning and Growing:</b> Incremen- tally work towards all employees being cross-trained	33%	33%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with em- ployee cross- training and new hire orientation	2	2

# Regional Sewer Pumping

Regional Sewer Fund - Pumping 405 - 7421	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	199,525	231,714	149,859	190,753	165,248	(25,505)	-13.37%
* Benefits	76,108	93,750	79,806	77,318	103,139	25,821	33.40%
<b>Sub-Total</b>	<b>275,633</b>	<b>325,464</b>	<b>229,665</b>	<b>268,071</b>	<b>268,387</b>	<b>316</b>	<b>0.12%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	4,214,136	5,026,650	7,773,125	4,449,850	9,579,508	5,129,658	115.28%
* Travel & Training	419	1,585	2,500	1,201	2,500	1,299	108.10%
* Utility & Communication	172,166	199,680	192,200	182,969	200,200	17,231	9.42%
* Insurance	34,174	34,180	34,180	34,176	36,914	2,738	8.01%
* Maintenance	61,372	98,452	209,503	81,914	196,800	114,886	140.25%
* Operating Expense	617,446	198,003	253,500	195,385	253,500	58,115	29.74%
<b>Sub-Total</b>	<b>5,099,713</b>	<b>5,558,550</b>	<b>8,465,008</b>	<b>4,945,495</b>	<b>10,269,422</b>	<b>5,323,927</b>	<b>107.65%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>5,375,346</b>	<b>5,884,014</b>	<b>8,694,673</b>	<b>5,213,566</b>	<b>10,537,809</b>	<b>5,324,243</b>	<b>102.12%</b>

Regional Sewer Fund - Non- Departmental 405 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	-
* Benefits	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	156,035	156,035	-	-	-	-	-
* Travel & Training	-	-	-	-	-	-	-
* Utility & Communication	-	-	-	-	-	-	-
* Insurance	-	-	-	-	-	-	-
* Maintenance	-	-	-	-	-	-	-
* Operating Expense	223	-	-	-	-	-	-
<b>Sub-Total</b>	<b>156,258</b>	<b>156,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	-
* Depreciation	-	-	-	-	-	-	-
* Grants & Aids	-	-	-	-	-	-	-
* Other Uses	(713,925)	(187,113)	-	-	-	-	-
<b>Sub-Total</b>	<b>(713,925)</b>	<b>(187,113)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>(557,667)</b>	<b>(31,078)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Regional Sewer Fund

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

Regional Sewer Fund / R&R405 / 406	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Charges for Services	6,981,202	8,037,738	8,901,004	7,973,315	10,847,002	2,873,687	36.04%
Renewal and Replacement Contributions	-	-	-	-	-	-	0.00%
Miscellaneous Revenue	-	-	-	-	-	-	0.00%
Interest & Other Earnings	(86)	2,414	1,600	1,309	-	(1,309)	-100.00%
Transfers In	-	-	-	-	-	-	0.00%
Capital Contributions	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>6,981,116</b>	<b>8,040,152</b>	<b>8,902,604</b>	<b>7,974,624</b>	<b>10,847,002</b>	<b>2,872,378</b>	<b>36.02%</b>
Use of Net Operating Assets	-	-	101,249	-	-	-	
<b>Total Sources of Funds</b>	<b>6,981,116</b>	<b>8,040,152</b>	<b>9,003,853</b>	<b>7,974,624</b>	<b>10,847,002</b>	<b>2,872,378</b>	<b>36.02%</b>
<b>Use of Funds</b>							
Wages	199,525	231,714	149,859	193,699	165,248	(28,451)	-14.69%
Benefits	76,108	93,750	79,806	69,702	103,139	33,437	47.97%
Operating Expenditures	4,541,981	5,527,500	8,774,188	7,711,223	10,578,615	2,867,392	37.18%
Interfund Admin Services	-	-	-	-	-	-	0.00%
Transfers Out	-	-	-	-	-	-	0.00%
Debt Payments- Principal	-	-	-	-	-	-	0.00%
Debt Payments- Interest	-	-	-	-	-	-	0.00%
Reserve for Renewal & Replacement	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
<b>Sub-Total Operating Expenses</b>	<b>4,817,614</b>	<b>5,852,964</b>	<b>9,003,853</b>	<b>7,974,624</b>	<b>10,847,002</b>	<b>2,872,378</b>	<b>36.02%</b>
Reserve for future use	2,163,502	2,187,188	-	-	-	-	0.00%
<b>Total Uses of Funds</b>	<b>6,981,116</b>	<b>8,040,152</b>	<b>9,003,853</b>	<b>7,974,624</b>	<b>10,847,002</b>	<b>2,872,378</b>	<b>36.02%</b>

# Regional Sewer Financial Projection

## FINANCIAL PROJECTION:

### Projection of Regional Sewer Costs

Schedule 12

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<i>O&amp;M Costs</i>											
Projected O&M Rates	\$2,4803	\$2,5977	\$2,6768	\$2,7391	\$2,8019	\$2,8656	\$2,9309	\$2,9979	\$3,0667	\$3,1373	\$3,2097
Projected Flows (KGAL)	1,555,590	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808	1,556,808
<b>Projected Total Flow Costs</b>	<b>\$3,858,331</b>	<b>\$4,044,137</b>	<b>\$4,167,336</b>	<b>\$4,264,313</b>	<b>\$4,361,945</b>	<b>\$4,461,117</b>	<b>\$4,562,844</b>	<b>\$4,667,206</b>	<b>\$4,774,285</b>	<b>\$4,884,168</b>	<b>\$4,996,944</b>
<i>R&amp;R Contributions</i>											
East Regional Wastewater System	575,171	572,437	572,437	572,437	547,327	724,818	746,562	683,519	616,022	616,022	616,022
Palm Beach County	-	702,831	175,708	-	-	-	-	-	-	-	-
LWB SubRegional	159,340	153,964	153,964	153,964	153,964	153,964	153,964	153,964	153,964	153,964	153,964
<b>Total R&amp;R Contributions</b>	<b>\$734,511</b>	<b>\$1,429,232</b>	<b>\$902,109</b>	<b>\$726,401</b>	<b>\$701,291</b>	<b>\$878,782</b>	<b>\$900,526</b>	<b>\$837,483</b>	<b>\$769,986</b>	<b>\$769,986</b>	<b>\$769,986</b>
<b>Total Charges to Lake Worth Local Sewer<sup>1</sup></b>	<b>\$4,592,842</b>	<b>\$5,089,952</b>	<b>\$5,069,444</b>	<b>\$4,990,713</b>	<b>\$5,063,236</b>	<b>\$5,339,899</b>	<b>\$5,463,371</b>	<b>\$5,504,689</b>	<b>\$5,544,271</b>	<b>\$5,654,154</b>	<b>\$5,766,930</b>

<sup>1</sup> FY 2020 Expense provided by City Staff.

This FSA evaluated the adequacy of current sewer revenues to meet the Fund's financial requirements over a multi-year projection period as described above. The results of a recently conducted analysis indicate that due to higher personnel costs, higher Regional Sewer pass through costs, and lower overall rate revenues, the Fund's current revenues are not sufficient to sustain operations over the 10-year projection period, and an annual rate adjustment of 15.00% in FY 2020 and in FY 2021 will be necessary to sustain operations in those two years. Additionally, the City will need to consider adopting a future annual sewer rate indexing policy of 3.00% for the remaining years of the forecast period in order to meet the enterprise fund's estimated revenue requirements. The table below illustrates the required annual rate adjustments identified by this FY 2020 FSA over the next five fiscal years.

2020 FSA <sup>6</sup>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Sewer Annual Rate Adjustments	15.00%	15.00%	3.00%	3.00%	3.00%





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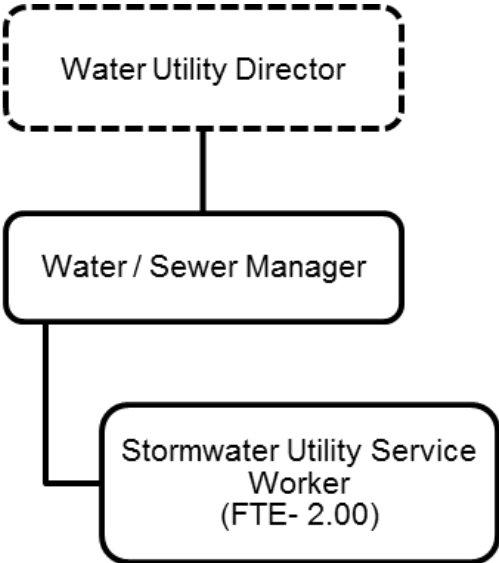


# Stormwater Fund

# Stormwater

## MISSION

The mission of the Stormwater division is to ensure the collection, treatment and pollutant-free discharge of stormwater in a timely manner from all City owned property and right-of-way, with consistent quality and minimal interruption, by providing maintenance, construction and emergency repairs to these stormwater piping systems throughout the City.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	2	0	0	0	2.00
Part-time	0	0	0	0	0

Related Funds: Stormwater Fund

# Stormwater

The division carries out the mission through responding to all stormwater system service calls, maintaining the manholes, inlets, baffle boxes, nutrient separators, outfalls and piping system, clearing debris and structures that provide blockages, blasting and vacuuming out the debris, and closed circuit televising of the piping system to assess the condition. Ongoing maintenance, emergency repairs and upgrades are conducted on this system throughout the year.

The Stormwater Division works closely with the Streets division and oversees all maintenance and operations of the City's stormwater piping system which includes 24/7 emergency call-outs, the flushing or jetting of clogged lines (insuring that water quality remains clean per standard). The replacement or repair of aging or leaking lines, and the inspection of all new stormwater lines, manholes, baffle boxes, and catch basins and inlets in our service area. Work includes assisting customer service, preventative maintenance on the system, replacement of deficient piping infrastructure and emergency repairs to the stormwater lines throughout the City to maintain non-flooded roadways clear for residents and visitors alike.

The stormwater piping network consists of approximately 55 miles of stormwater mains, 53 outfalls, 850 manholes, 1,900 catch basins, and 4 retention/detention ponds. The piping includes mains sized from 6-inch through 36-inch and waterlines feeding services sized 2 inches and larger.

The Stormwater Division also maintains structural controls as per National Pollutant Discharge Elimination System (NPDES) permit requirements. This division conducts inspections and maintains internal records for the City's Municipal Separate Storm Sewer System (MS4) permit, by keeping the system according to schedule, documenting inspections, and maintaining activities performed on structural controls owned, operated, and maintained by the City.

## GOALS

Improve the quality of life for Lake Worth Beach utility customers by enhancing the reliability of our utility to ensure customer satisfaction and maintain high levels of service.

Improve City records of stormwater system in GIS

Work towards a more proactive maintenance approach of to the system than reactive approach

Implement Capital Improvement projects

Continue outfall check valve installation program

Tag and Identify storm inlets with public notification of no dumping

## OBJECTIVES

Update preventative maintenance program to ensure uninterrupted service

Respond to all emergency call-outs within 45-minutes of field personnel notification.

Update data in GIS Collector app on cell phone in field

Televise stormwater lines and prevent collapses and sinkholes in roadways due to these lines

Develop a plan for repair/lining many of the stormwater mains

# Stormwater

## ACHIEVEMENTS

OBJECTIVES 2019	ACHIEVEMENTS
Implement preventative maintenance program to ensure uninterrupted service	Staff has a firm schedule of cleaning and clearing problem areas of the stormwater system.
Respond to all emergency call-outs within 45-minutes of field personnel notification.	Staff has responded to emergency call outs within the 45-minute goal timeframe.
Record data into GIS Collector app on cell phone in field	Many lines have been updated that did not exist or were not included in GIS and manholes updated.
TV stormwater lines and prevent collapses and sinkholes in roadways due to these lines	Staff has been reactive and efficient in repairing sinkholes in roadways due to stormwater mains.
Develop a plan for lining many of the stormwater mains	Staff are working to truth the known system we have with the available GIS data to get a good handle on the system and will work towards a plan in the future for lining and repairs as funds become available.

## PERFORMANCE MEASURES

OBJECTIVE	FY 2019 ESTIMATED	FY 2020 TARGET
<b>Financial:</b> Overtime expenditures not to exceed 3% of total personnel expenditures	1.30%	<3.0%
<b>Customer:</b> Tonnage of debris removed by sweepers per NPDES guidelines	700	750
<b>Internal Business Processes:</b> Increase proactive storm drain and storm pipe cleaning inspections	100%	100%
<b>Learning and Growing:</b> Incrementally work towards all employees being cross-trained	50%	50%
<b>Learning and Growing:</b> Number of Standard Operating Procedure's (SOP) available to assist with employee cross-training and new hire orientation	2	2

# Stormwater

Stormwater Fund - 408 - 5090	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	291,334	250,153	262,112	281,864	293,320	11,456	4.06%
* Benefits	149,422	40,595	119,854	110,142	156,914	46,772	42.47%
<b>Sub-Total</b>	<b>440,756</b>	<b>290,748</b>	<b>381,966</b>	<b>392,006</b>	<b>450,234</b>	<b>58,228</b>	<b>14.85%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	230,291	250,393	351,447	277,377	349,490	72,113	26.00%
* Travel & Training	259	2,706	1,570	1,512	1,570	58	3.86%
* Utility & Communication	57	30	100	62	100	38	60.43%
* Insurance	36,130	21,670	21,670	26,490	23,404	(3,086)	-11.65%
* Maintenance	96,433	138,452	159,872	131,586	151,900	20,314	15.44%
* Operating Expense	15,254	23,747	18,040	19,014	18,040	(974)	-5.12%
<b>Sub-Total</b>	<b>378,424</b>	<b>436,998</b>	<b>552,699</b>	<b>456,040</b>	<b>544,504</b>	<b>88,464</b>	<b>19.40%</b>
CAPITAL	-	-	1,843,179	-	-	-	0.00%
<b>TOTAL</b>	<b>819,180</b>	<b>727,746</b>	<b>2,777,844</b>	<b>848,046</b>	<b>994,738</b>	<b>146,692</b>	<b>17.30%</b>

Stormwater Fund - Sweeping 408 - 5099	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	36,645	133,827	184,401	118,291	155,435	37,144	31.40%
* Benefits	2,617	174,991	83,632	87,080	76,977	(10,103)	-11.60%
<b>Sub-Total</b>	<b>39,262</b>	<b>308,818</b>	<b>268,033</b>	<b>205,371</b>	<b>232,412</b>	<b>27,041</b>	<b>13.17%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	14,111	252,688	133,400	246,098	112,698	84.48%
* Travel & Training	-	-	500	-	500	500	#DIV/0!
* Utility & Communication	-	-	-	-	-	-	#DIV/0!
* Insurance	-	14,460	14,460	14,460	15,617	1,157	8.00%
* Maintenance	-	-	9,900	-	7,500	7,500	0.00%
* Operating Expense	-	-	8,250	-	8,250	8,250	0.00%
<b>Sub-Total</b>	<b>-</b>	<b>28,571</b>	<b>285,798</b>	<b>147,860</b>	<b>277,964</b>	<b>130,105</b>	<b>87.99%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>39,262</b>	<b>337,389</b>	<b>553,831</b>	<b>353,231</b>	<b>510,376</b>	<b>157,146</b>	<b>44.49%</b>

# Stormwater

Stormwater Fund - Non-Departmental 408 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	0.00%
* Benefits	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	-	-	-	-	-	-	0.00%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	73,344	73,344	73,350	73,346	73,350	4	0.01%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	-	-	-	-	-	-	0.00%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	182,338	187,040	204,567	191,315	208,570	17,255	9.02%
<b>Sub-Total</b>	255,682	260,384	277,917	264,661	281,920	17,259	6.52%
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	0.00%
* Depreciation	205,138	220,861	-	-	-	-	0.00%
* Grants & Aids	-	-	-	-	-	-	0.00%
* Pay-Go Capital; Xfers to Capital Funds	-	376,440	823,810	600,125	675,000	74,875	12.48%
<b>Sub-Total</b>	205,138	597,301	823,810	600,125	675,000	74,875	12.48%
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>460,820</b>	<b>857,685</b>	<b>1,101,727</b>	<b>864,786</b>	<b>956,920</b>	<b>92,134</b>	<b>10.65%</b>

# Stormwater Fund

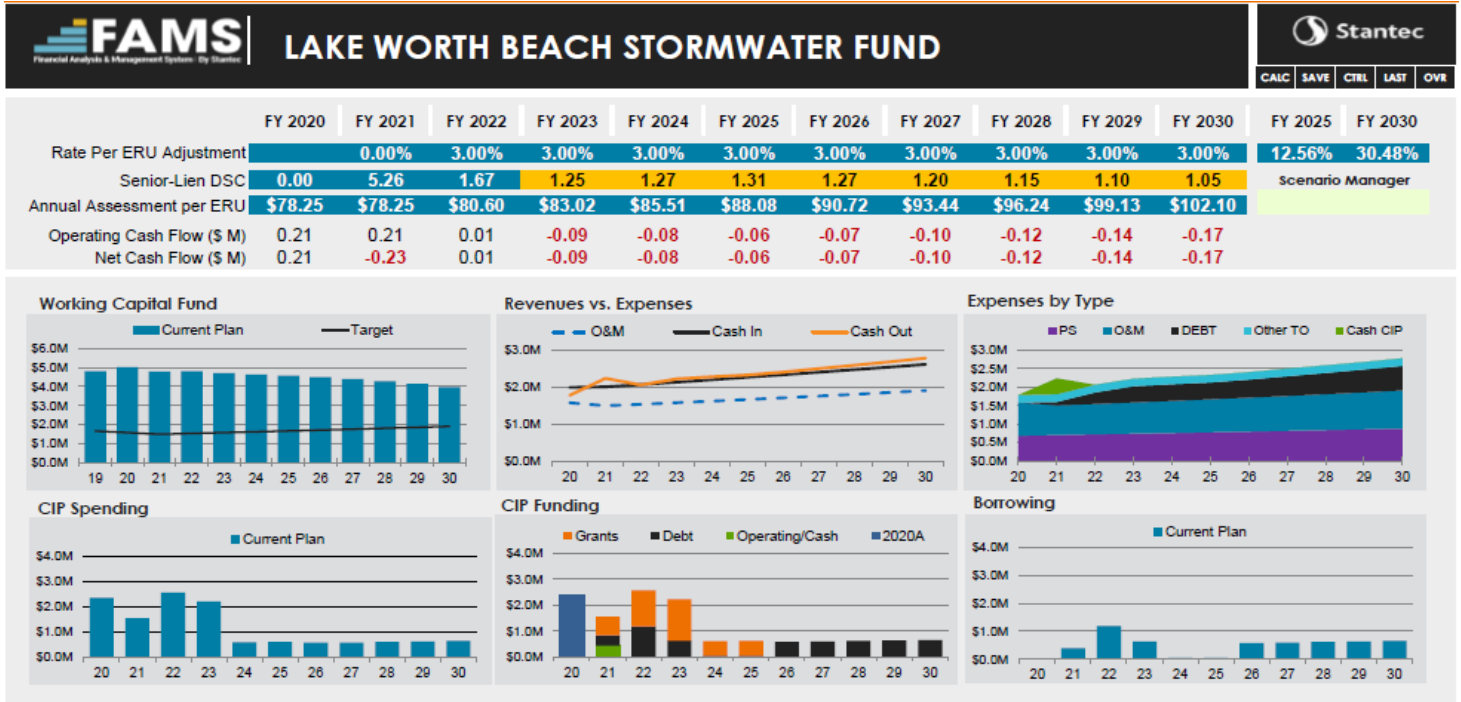
**Stormwater Fund (Fund 408)** – To account for the operation and maintenance of the Stormwater utility systems. Revenues in this fund are obtained via non ad-valorem tax receipts. City Code Section 18.4 and Section 2.151

Stormwater Fund 408	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Taxes	16,657	15,815	20,000	17,491	20,000	2,509	14.35%
Physical Environment	1,820,766	1,860,302	1,855,000	1,845,356	1,855,000	9,644	0.52%
Disposition of Fixed Assets	-	-	25,150	-	-	-	0.00%
Grant Revenue	-	-	-	-	-	-	0.00%
Interest & Other Earnings	24,713	38,301	-	-	53,150	53,150	0.00%
Miscellaneous Revenue	128,559	11,514	-	-	-	-	0.00%
Transfers In	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>1,990,695</b>	<b>1,925,932</b>	<b>1,900,150</b>	<b>1,862,847</b>	<b>1,928,150</b>	<b>65,303</b>	<b>3.51%</b>
Use of Net Operating Assets	-	-	2,572,909	-	675,000	-	0.00%
<b>Total Sources of Funds</b>	<b>1,990,695</b>	<b>1,925,932</b>	<b>4,473,059</b>	<b>1,862,847</b>	<b>2,603,150</b>	<b>740,303</b>	<b>39.74%</b>
<b>Use of Funds</b>							
Stormwater	819,180	727,746	2,777,844	1,441,590	994,738	(446,852)	-31.00%
Stormwater Sweeping	39,262	337,389	553,831	310,161	510,376	200,215	64.55%
Non-Departmental Other	74,719	857,685	1,101,727	678,044	956,920	278,876	41.13%
Contribution to General Fund	181,265	-	-	-	-	-	0.00%
Transfers Out	-	-	-	-	-	-	0.00%
Transfers Out - to Master Plan Project Fund	-	-	-	-	-	-	0.00%
Transfers Out - Park of Commerce	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Depreciation	205,138	-	-	-	-	-	0.00%
<b>Sub-Total Operating Expenses</b>	<b>1,319,564</b>	<b>1,922,820</b>	<b>4,433,402</b>	<b>2,429,794</b>	<b>2,462,034</b>	<b>32,240</b>	<b>1.33%</b>
Reserve for future use	671,131	3,112	39,657	237,967	141,116	(96,851)	-40.70%
<b>Total Uses of Funds</b>	<b>1,990,695</b>	<b>1,925,932</b>	<b>4,473,059</b>	<b>2,667,761</b>	<b>2,603,150</b>	<b>(64,611)</b>	<b>-2.42%</b>



# Stormwater Financial Projection

## FINANCIAL PROJECTION:



The Fund’s current stormwater assessment fee per ERU is not sufficient to meet operating, capital, debt service coverage, and minimum operating reserve requirements in FY 2020 and beyond.

Based upon the results of a financial analysis, we recommend that the City adjusts stormwater assessment fees per ERU by 3.50% starting in FY 2020 and then by 5.00% for each year thereafter.

The City should consider updating this analysis on an annual basis to evaluate the adequacy of the revenues provided by its current stormwater rates. Doing so will allow for the incorporation of updated revenue and expense information as well as changes in economic conditions, and other factors so that any necessary adjustments can be made to the financial management plan. This will allow the Utility to meet its financial and operating requirements during the projection period and minimize rate impacts to customers from future events occurring differently than currently projected.

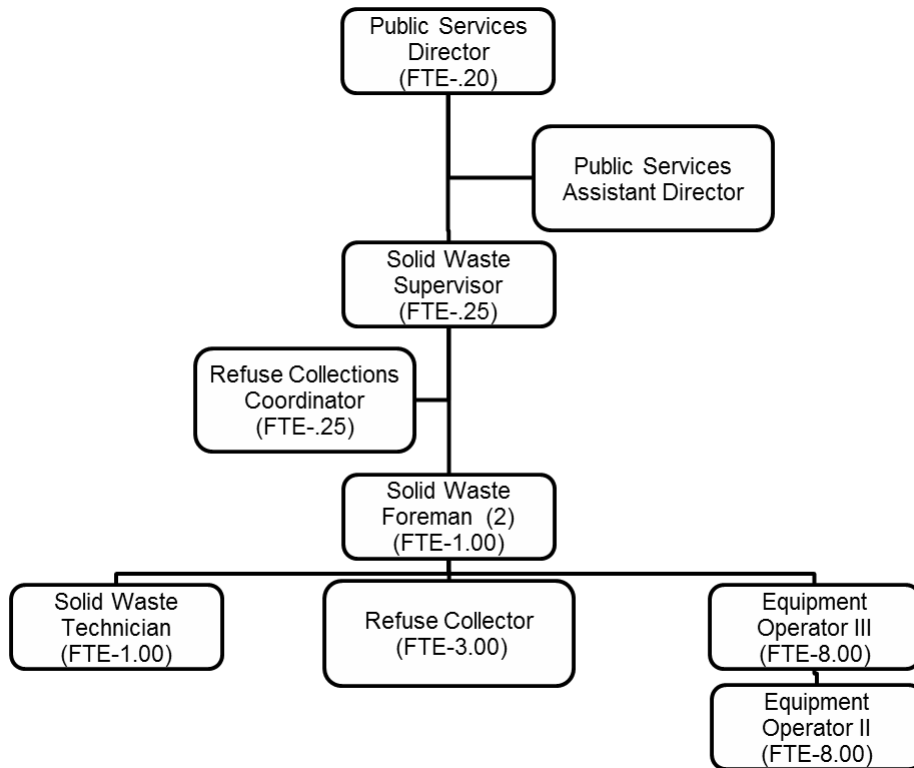


# Refuse Fund

# Refuse - Residential Collection

## MISSION

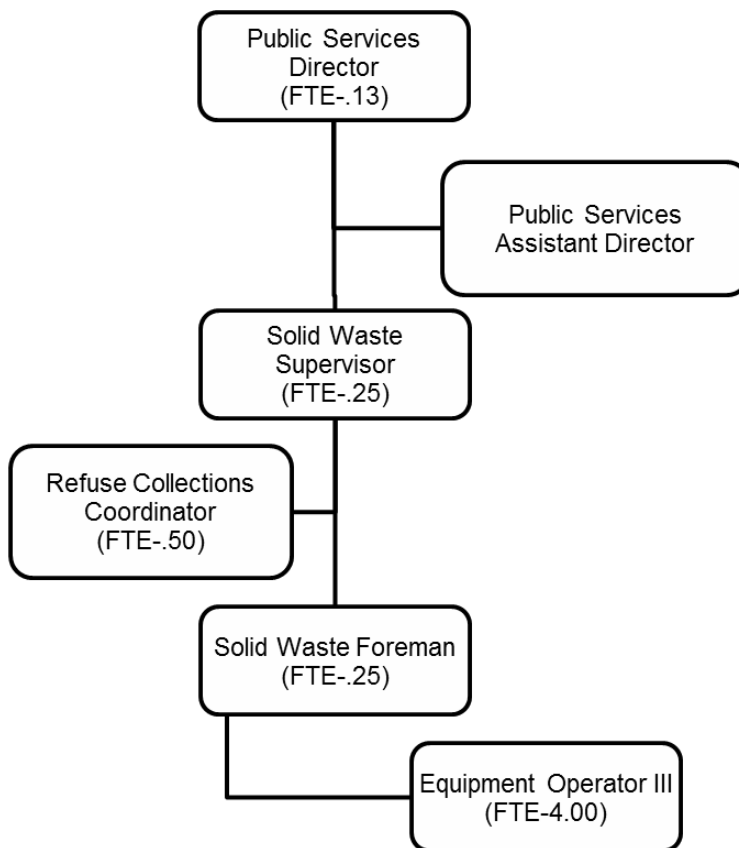
The mission of the Refuse division is to provide exceptional service to the customers and public through on-time collection, recycling education and maintaining a litter free City.



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	23.70	0	0	0	23.70
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

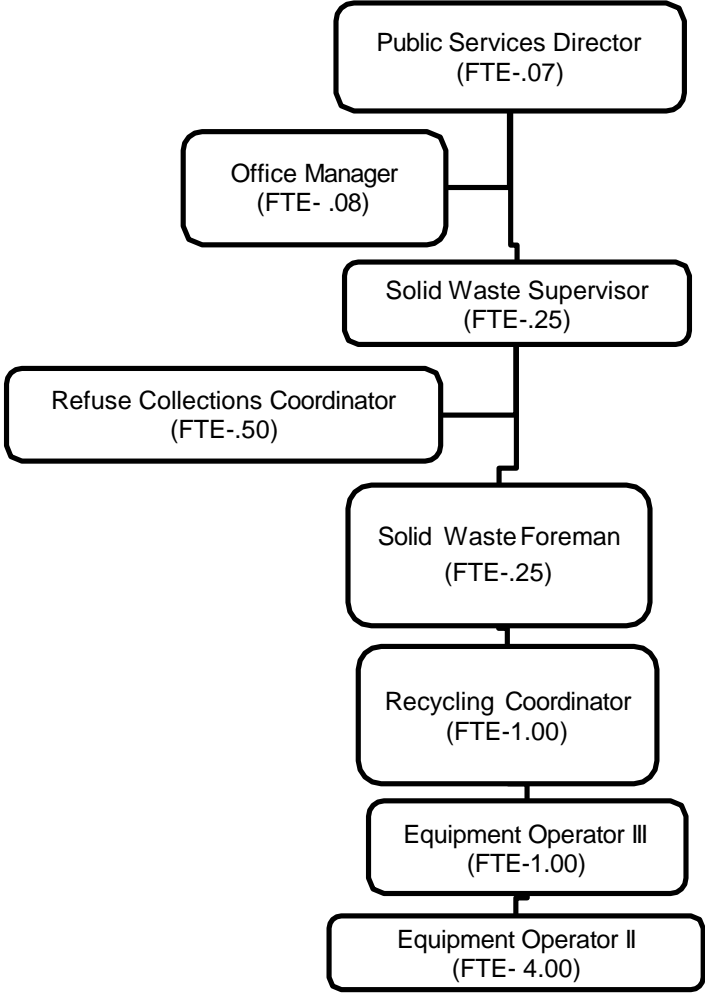
# Refuse - Commercial Collection



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	5.13	0	0	0	5.13
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

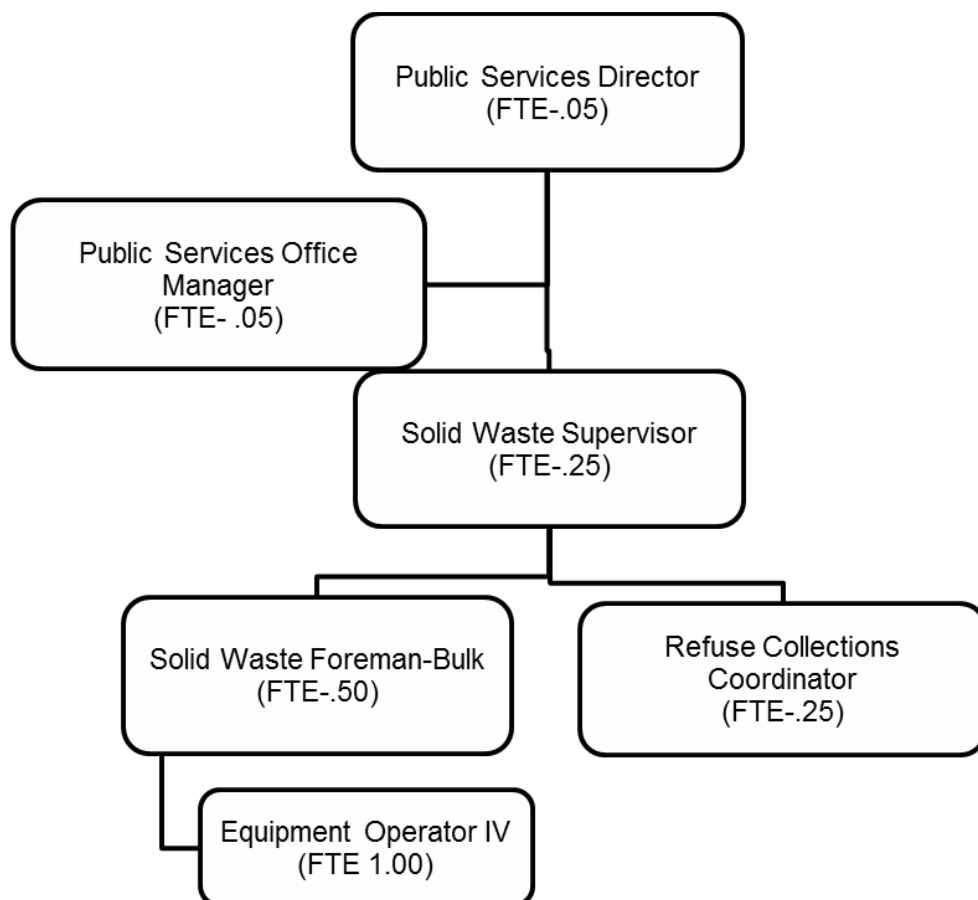
# Refuse - Recycling



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	7.15	0	0	0	7.15
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

# Refuse - Roll-Offs



	<b>FY 2019</b>	<b>Additions/Deletions</b>	<b>Transfers In/Out</b>	<b>Reclassify</b>	<b>Recommended FY 2020</b>
Full-time	2.10	0	0	0	2.10
Part-time (FTE)	0	0	0	0	0

Related Funds: Refuse Fund

# Refuse

The mission of the Solid Waste and Recycling division is to provide exceptional service to the residents and customers through on-time collection, community education and maintaining a litter-free City.

The Solid Waste and Recycling division provides full-service solid waste collection to the residents of Lake Worth Beach. Unlike many providers within Palm Beach County, City residents pay a fixed yearly fee placed on the tax roll for "solid waste" services that includes twice weekly automated garbage and once a week automated recycling, yard waste, and once a month bulk waste collection. The division also provides a full spectrum of services for commercial customers including frontload container services and roll-off per contractor.

**Division Responsibilities** – Refuse Administration is responsible for all supervisory and administrative duties in the Refuse division. Administration creates the weekly schedule, establishes routes, inspects equipment, schedules equipment maintenance and handles customer inquiries.

**Residential Services** – The Residential Services division is responsible for providing timely and safe household refuse collection, at the curbside, from residences and some small businesses twice a week. Automated and semi-automated loading vehicles are used to collect refuse from customers.

**Commercial Services** - The Commercial Services division is responsible for providing the collection of commercial bins, compactors, and roll-off containers to customers who are required (by City ordinance) to use commercial container services (dumpsters) to dispose of their refuse. These customers are primarily businesses and multi-family residential complexes. Both front-end and semi-automated vehicles, specially designed to pick up bins and containers, are used to provide this service. The City currently provides collection service from two days a week to seven days a week, depending on volume.

**Recycling Services** – The Recycling division is responsible for implementing, monitoring, and administering the department's comprehensive Dual Stream recycling program. This includes curbside, multi-family and commercial recycling. Additional responsibilities include providing community education and outreach to improve participation and reduce contamination.

**Roll-off Services** – This service is provided by contract with Waste Management. Roll-off containers are primarily for use on larger jobs, such as construction sites, that require large roll-off containers at competitive pricing. The division monitors the proper usage of roll-off containers and educates our citizens on contractual requirements to use Waste Management per the contract.

## GOALS

Develop and sustain new City-wide programs that will achieve or exceed fiscal year 2020 with F.A.C.E training, new equipment and software programs to provide exceptional services.

Identify, implement and/or maintain programs for ensuring that solid waste & recycling is managed in accordance with Federal, State and local laws and regulations in a manner that protects public health, safety, and the environment.

Protect the environment by fulfilling the laws, regulations, ordinances, and other requirements as set forth by the County of Palm Beach, Florida and the U.S. EPA.

Maintain enforcement of Chapter 12 of the City of Lake Worth Beach code of ordinances, which provides for minimum standards and requirements for solid waste management.

Establish minimum standards and requirements for Dual Stream recycling that are achievable and understandable.

Inform the community of recycling opportunities for special wastes, including scrap metal, appliances, tires, electronics, and other wastes that require special handling.

Ensure that the City leads by the example in effective recycling.

# Refuse

## **OBJECTIVES**

All divisions working together to continue providing public services to our residents in a timely manner.

The Solid Waste & Recycling Division will continue to focus on commercial recycling for the businesses of Lake Worth Beach.

The Solid Waste & Recycling Division will continue to educate the community about the Dual Stream Recycling program and requirements through our website, social media, printed material and community outreach. Local schools, neighborhood associations and citizen participation will be utilized as part of educational efforts. Solid Waste & recycling is a large component of sustainability efforts of our City.

The Solid Waste & Recycling Division will strive to continue to work with the residents and all City departments in an effort to keep and enhance the beauty of the community.

## **ACHIEVEMENTS**

All divisions worked together to continue providing public services to our residents in a timely manner.

The Solid Waste & Recycling Division continues to focus on commercial recycling for the businesses of Lake Worth Beach and researching innovative opportunities to increase recycling efforts at the Casino/Beach businesses area to collect the material. Ensure that the City leads by the example in effective recycling.

The Solid Waste & Recycling Division completed the conversion to Dual Stream Recycling throughout the city and provides on-going community education and outreach to ensure program success and quality of materials collected. Solid Waste & Recycling is a large component of the sustainability efforts of our City.

The Solid Waste & Recycling Division continues to work with the residents, businesses and all City departments in an effort to keep and enhance the beauty of the community.

The Solid Waste & Recycling Division completed a Solid Waste & Recycling web page dedicated to educating the community about all Division services, including recycling and sustainability.

Connected with the public via website, social media, printed material, and community outreach.

The Solid Waste & Recycling Division will be reaching out to the residents and businesses within the city to promote Dual Stream Recycling city wide with literature, website, social media and community outreach.

Worked to ensure all roll-off containers used in the City's jurisdiction are maintained and provided by the contract with Waste Management. Multiple citations were given for the improper use of outside vendors.

Maintained enforcement of Chapter 12 of the City of Lake Worth Beach code of ordinances through regular route inspections for violators.



# Refuse

Refuse Fund - 410 - 5080, 5081, 5082, 5083, 5084 & 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	1,665,718	1,164,961	1,460,895	1,427,785	1,594,045	166,260	11.64%
* Benefits	595,336	769,875	838,103	730,931	1,002,319	271,389	37.13%
<b>Sub-Total</b>	<b>2,261,054</b>	<b>1,934,836</b>	<b>2,298,998</b>	<b>2,158,716</b>	<b>2,596,364</b>	<b>437,648</b>	<b>20.27%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	1,077,785	1,099,049	1,313,678	1,098,741	1,233,724	134,983	12.29%
* Travel & Training	939	504	1,000	1,549	3,000	1,451	93.72%
* Utility & Communication	144,668	178,147	184,785	167,494	188,085	20,591	12.29%
* Insurance	118,080	122,460	122,460	122,457	132,257	9,800	8.00%
* Maintenance	551,064	491,403	608,868	507,454	496,300	(11,154)	-2.20%
* Operating Expense	785,156	790,387	985,687	848,713	1,033,037	184,324	21.72%
<b>Sub-Total</b>	<b>2,677,692</b>	<b>2,681,950</b>	<b>3,216,478</b>	<b>2,746,407</b>	<b>3,086,402</b>	<b>339,995</b>	<b>12.38%</b>
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	0.00%
* Depreciation	231,398	353,364	-	194,921	-	(194,921)	-100.00%
* Grants & Aids	-	-	-	-	-	-	0.00%
* Other Uses	-	-	-	-	52,000	52,000	0.00%
<b>Sub-Total</b>	<b>231,398</b>	<b>353,364</b>	<b>-</b>	<b>194,921</b>	<b>52,000</b>	<b>(142,921)</b>	<b>-73.32%</b>
CAPITAL	-	-	620,000	97,650	550,000	452,350	463.24%
Adjusting Entry for 410-5080	17,483	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>5,187,627</b>	<b>4,970,150</b>	<b>6,135,476</b>	<b>5,197,694</b>	<b>6,284,767</b>	<b>1,087,073</b>	<b>20.91%</b>

Refuse Collection & Disposal Fund - Refuse Collection 410 - 5080	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	215,229	(219,559)	-	-	-	-	0.00%
* Benefits	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	<b>215,229</b>	<b>(219,559)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	0.00%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	-	-	-	-	-	-	0.00%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	13,807	24,643	33,128	14,787	26,500	11,713	79.21%
* Operating Expense	3,676	8,023	11,000	6,395	-	(6,395)	-100.00%
<b>Sub-Total</b>	<b>17,483</b>	<b>32,666</b>	<b>44,128</b>	<b>21,182</b>	<b>26,500</b>	<b>5,318</b>	<b>25.11%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>232,712</b>	<b>(186,893)</b>	<b>44,128</b>	<b>21,182</b>	<b>26,500</b>	<b>5,318</b>	<b>25.11%</b>

# Refuse

Refuse Collection & Disposal Fund - Residential Collection 410 - 5081	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	831,372	820,006	868,638	846,877	947,380	100,503	11.87%
* Benefits	325,693	457,426	535,396	436,954	621,284	184,330	42.19%
<b>Sub-Total</b>	<b>1,157,065</b>	<b>1,277,432</b>	<b>1,404,034</b>	<b>1,283,831</b>	<b>1,568,664</b>	<b>284,833</b>	<b>22.19%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	404,813	388,574	540,669	413,961	463,825	49,863	12.05%
* Travel & Training	551	504	-	352	1,000	648	184.36%
* Utility & Communication	133,506	165,947	171,695	154,353	174,325	19,972	12.94%
* Insurance	58,358	58,360	58,360	58,359	63,029	4,669	8.00%
* Maintenance	341,893	271,795	340,000	292,494	247,900	(44,594)	-15.25%
* Operating Expense	125,148	156,477	152,060	138,495	152,210	13,715	9.90%
<b>Sub-Total</b>	<b>1,064,269</b>	<b>1,041,657</b>	<b>1,262,784</b>	<b>1,058,014</b>	<b>1,102,288</b>	<b>44,274</b>	<b>4.18%</b>
CAPITAL	-	-	620,000	97,650	550,000	452,350	463.24%
<b>TOTAL</b>	<b>2,221,334</b>	<b>2,319,089</b>	<b>3,286,818</b>	<b>2,439,495</b>	<b>3,220,952</b>	<b>781,457</b>	<b>32.03%</b>

Refuse Fund - Commercial Collection 410 - 5082	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	252,102	262,516	266,944	265,010	291,105	26,095	9.85%
* Benefits	120,234	151,006	165,842	145,350	198,480	53,129	36.55%
<b>Sub-Total</b>	<b>372,336</b>	<b>413,522</b>	<b>432,786</b>	<b>410,360</b>	<b>489,585</b>	<b>79,224</b>	<b>19.31%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	368,175	454,930	477,940	402,542	442,321	39,779	9.88%
* Travel & Training	388	-	-	194	1,000	806	415.46%
* Utility & Communication	3,722	4,134	6,020	4,476	4,630	154	3.45%
* Insurance	59,490	59,490	59,490	59,490	64,249	4,759	8.00%
* Maintenance	156,402	145,589	138,300	141,379	160,000	18,621	13.17%
* Operating Expense	135,834	126,659	144,190	131,893	184,160	52,267	39.63%
<b>Sub-Total</b>	<b>724,011</b>	<b>790,802</b>	<b>825,940</b>	<b>739,973</b>	<b>856,360</b>	<b>116,387</b>	<b>15.73%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>1,096,347</b>	<b>1,204,324</b>	<b>1,258,726</b>	<b>1,150,334</b>	<b>1,345,945</b>	<b>195,611</b>	<b>17.00%</b>

# Refuse

Refuse Fund - Recycling 410 - 5083	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	252,997	216,710	194,189	219,222	285,420	66,198	30.20%
* Benefits	109,594	132,561	101,156	114,001	132,991	18,990	16.66%
<b>Sub-Total</b>	<b>362,591</b>	<b>349,271</b>	<b>295,345</b>	<b>333,222</b>	<b>418,411</b>	<b>85,188</b>	<b>25.57%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	43,400	12,267	23,300	17,944	24,803	6,859	38.22%
* Travel & Training	-	-	1,000	1,003	1,000	(3)	-0.30%
* Utility & Communication	3,720	4,048	4,300	4,351	4,700	349	8.03%
* Insurance	116	4,490	4,490	4,489	4,849	360	8.02%
* Maintenance	19,481	31,409	73,140	40,827	49,900	9,073	22.22%
* Operating Expense	11,015	21,178	52,940	35,940	66,170	30,230	84.11%
<b>Sub-Total</b>	<b>77,732</b>	<b>73,392</b>	<b>159,170</b>	<b>104,554</b>	<b>151,422</b>	<b>46,868</b>	<b>44.83%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>440,323</b>	<b>422,663</b>	<b>454,515</b>	<b>437,777</b>	<b>569,833</b>	<b>132,056</b>	<b>30.17%</b>

Refuse Fund - Roll Offs 410 - 5084	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	114,018	85,288	131,124	96,676	70,140	(26,536)	-27.45%
* Benefits	39,815	28,882	35,709	34,626	49,566	14,940	43.15%
<b>Sub-Total</b>	<b>153,833</b>	<b>114,170</b>	<b>166,833</b>	<b>131,302</b>	<b>119,706</b>	<b>(11,597)</b>	<b>-8.83%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	43,400	25,281	53,769	35,372	52,005	16,633	47.02%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	3,720	4,018	2,770	4,315	4,430	115	2.66%
* Insurance	116	120	120	119	130	11	9.21%
* Maintenance	19,481	17,967	24,300	17,967	12,000	(5,967)	-33.21%
* Operating Expense	11,015	25,593	20,700	13,473	20,700	7,227	53.64%
<b>Sub-Total</b>	<b>77,732</b>	<b>72,979</b>	<b>101,659</b>	<b>71,246</b>	<b>89,265</b>	<b>18,018</b>	<b>25.29%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>231,565</b>	<b>187,149</b>	<b>268,492</b>	<b>202,549</b>	<b>208,970</b>	<b>6,422</b>	<b>3.17%</b>

# Refuse Fund

Refuse Fund - Non-Departmental 410 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	0.00%
* Benefits	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	-	-	-	-	-	-	0.00%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	217,997	217,997	218,000	228,921	250,770	21,849	9.54%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	-	-	-	-	-	-	0.00%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	498,468	452,457	604,797	522,516	609,797	87,281	16.70%
<b>Sub-Total</b>	716,465	670,454	822,797	751,437	860,567	109,130	14.52%
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	0.00%
* Depreciation	231,398	353,364	-	194,921	-	(194,921)	-100.00%
* Grants & Aids	-	-	-	-	-	-	0.00%
* Other Uses	-	-	-	-	52,000	52,000	0.00%
<b>Sub-Total</b>	231,398	353,364	-	194,921	52,000	(142,921)	-73.32%
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>947,863</b>	<b>1,023,818</b>	<b>822,797</b>	<b>946,358</b>	<b>912,567</b>	<b>(33,791)</b>	<b>-3.57%</b>

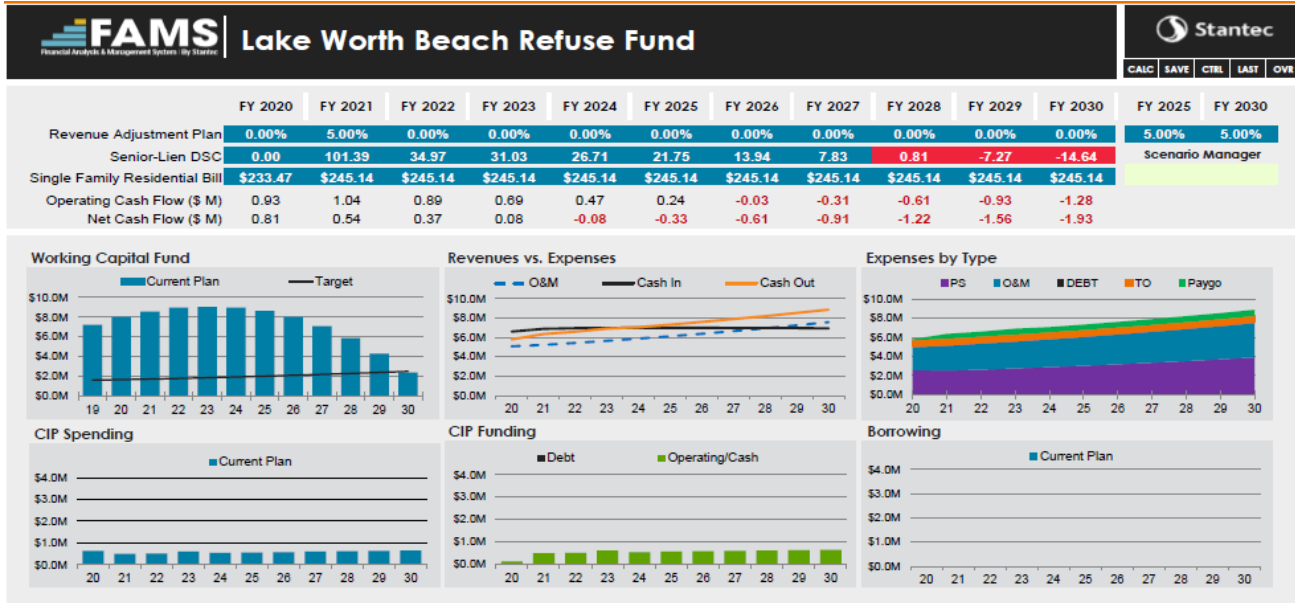
# Refuse Fund

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

Refuse Fund 410	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020		
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast	
<b>Source of Funds</b>								
Taxes	32,951	33,787	29,000		37,148	33,900	(3,248)	-8.74%
Franchise Fees	42,864	109,993	150,000		84,262	95,000	10,738	12.74%
Physical Environment	-	-	-		-	-	-	0.00%
Residential user fees	3,481,576	3,476,189	3,117,790		3,433,020	3,200,000	-	0.00%
Commercial user fees	1,804,482	1,943,644	2,426,576		2,181,739	2,550,000	-	0.00%
Other user fees	582,023	481,439	655,451		414,804	347,500	-	0.00%
Interest & other Earnings	23,081	65,765	69,078		41,944	35,250	(4,105)	-9.79%
Disp of Fixed Assets	28,912	53,088	20,000		39,355	24,381	(14,974)	-38.05%
Sale of Surplus Material	2,059	-	-		4,074	-	-	0.00%
General Government	-	-	-		-	-	-	0.00%
Transfers In	-	-	-		-	-	-	0.00%
<b>Subtotal</b>	<b>5,997,948</b>	<b>6,163,905</b>	<b>6,467,895</b>		<b>6,236,347</b>	<b>6,286,031</b>	<b>49,683</b>	<b>0.80%</b>
Use of Fund Balance	-	-	(8,440)		-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>5,997,948</b>	<b>6,163,905</b>	<b>6,459,455</b>		<b>6,236,347</b>	<b>6,286,031</b>	<b>49,683</b>	<b>0.80%</b>
<b>Use of Funds</b>								
Refuse, Collection	232,712	(186,893)	44,128		19,512	26,500	6,988	35.82%
Residential Collection	2,221,334	2,319,089	3,286,818		2,439,495	3,220,952	781,457	32.03%
Commercial Collection	1,096,347	1,204,324	1,258,726		1,150,269	1,345,945	195,676	17.01%
Recycling	494,741	422,663	454,515		437,777	569,833	132,056	30.17%
Rolloffs	231,565	187,149	268,492		198,814	208,970	10,156	5.11%
Non-Department Other	226,834	1,023,818	822,797		946,358	912,567	(33,791)	-3.57%
Contribution to General Fund	489,631	-	-		-	-	-	0.00%
Capital Outlay	-	-	-		-	-	-	0.00%
Transfers Out (SWA Annual Assessment refund)	-	-	-		-	-	-	0.00%
Debt Payments- Principal	-	-	-		-	-	-	0.00%
Debt Payments- Interest	-	-	-		-	-	-	0.00%
Vehicle Replacement contribution	-	-	-		-	-	-	0.00%
Depreciation	231,398	-	-		-	-	-	0.00%
<b>Sub-Total Operating Expenses</b>	<b>5,224,562</b>	<b>4,970,150</b>	<b>6,135,476</b>		<b>5,192,224</b>	<b>6,284,767</b>	<b>1,092,542</b>	<b>21.04%</b>
Net Sources over Uses of Funds	773,386	1,193,755	323,979		1,044,123	1,264	(1,042,859)	-99.88%
<b>Total Uses of Funds</b>	<b>5,997,948</b>	<b>6,163,905</b>	<b>6,459,455</b>		<b>6,236,347</b>	<b>6,286,031</b>	<b>49,683</b>	<b>0.80%</b>

# Refuse Fund Financial Projection

## FINANCIAL PROJECTION:



The Fund’s current refuse assessment fees are not sufficient to meet its operating, capital, and minimum operating reserve requirements over the projection period.

The City should consider adopting the annual rate adjustments identified in the FSA and shown in the table below.

2020 FSA	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Annual Refuse Fee Adjustments (%)	0.00%	1.25%	1.25%	1.25%	1.25%

The City should consider updating this analysis on an annual basis to evaluate the adequacy of the revenues provided by its current refuse rates. Doing so will allow for the incorporation of updated revenue and expense information as well as changes in economic conditions, and other factors so that any necessary adjustments can be made to the financial management plan. This will allow the Utility to meet its financial and operating requirements during the projection period and minimize rate impacts to customers from future events occurring differently than currently projected.



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# Information Technology Fund



# Information Technology Fund

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

Information Technology Fund 510	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
General Government	1,263,481	1,535,350	1,512,550	1,480,981	1,728,742	247,761	16.73%
Other Miscellaneous Rev	-	1,733	-	-	-	-	0.00%
Contribution from Enterpr	19,094	-	-	-	-	-	0.00%
Capital Contributions	-	-	-	-	-	-	0.00%
Transfers In	148	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>1,282,723</b>	<b>1,537,083</b>	<b>1,512,550</b>	<b>1,480,981</b>	<b>1,728,742</b>	<b>247,761</b>	<b>16.73%</b>
Use of Net Operating Assets	-	-	485,017	-	192,000	192,000	0.00%
<b>Total Sources of Funds</b>	<b>1,282,723</b>	<b>1,537,083</b>	<b>1,997,567</b>	<b>1,480,981</b>	<b>1,920,742</b>	<b>439,761</b>	<b>29.69%</b>
<b>Use of Funds</b>							
Technical	1,190,733	1,354,407	1,897,803	1,480,981	1,920,615	439,634	29.69%
Non-Departmental	-	-	-	-	-	-	0.00%
Capital	-	-	99,764	-	-	-	0.00%
Depreciation	-	-	-	-	-	-	0.00%
Transfers Out	-	-	-	-	-	-	0.00%
<b>Sub-Total Operating Expenses</b>	<b>1,190,733</b>	<b>1,354,407</b>	<b>1,997,567</b>	<b>1,480,981</b>	<b>1,920,615</b>	<b>439,634</b>	<b>29.69%</b>
Reserve for future use	91,915	182,676	-	-	127	127	0.00%
<b>Total Uses of Funds</b>	<b>1,282,648</b>	<b>1,537,083</b>	<b>1,997,567</b>	<b>1,480,981</b>	<b>1,920,742</b>	<b>439,761</b>	<b>29.69%</b>



# Self Insurance Fund

# Self Insurance Fund

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

Self Insurance Fund 520	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
General Government	2,107,321	2,773,710	2,780,499	2,329,451	2,855,457	526,007	22.58%
Interest & Other Earnings	39,890	57,148	(40,060)	55,028	-	(55,028)	-100.00%
Other Miscellaneous Revenue	402,460	649	400,000	290,362	-	(290,362)	-100.00%
Advance reimbursement	-	-	-	-	-	-	0.00%
Transfers In	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>2,549,671</b>	<b>2,831,507</b>	<b>3,140,439</b>	<b>2,674,840</b>	<b>2,855,457</b>	<b>180,617</b>	<b>6.75%</b>
Use of Net Operating Assets	-	-	6,274,346	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>2,549,671</b>	<b>2,831,507</b>	<b>9,414,785</b>	<b>2,674,840</b>	<b>2,855,457</b>	<b>180,617</b>	<b>6.75%</b>
<b>Use of Funds</b>							
Property & Liability	1,911,778	1,910,510	2,175,274	2,013,120	2,203,843	190,723	9.47%
Worker's Compensation	576,142	693,588	623,251	584,812	613,644	28,832	4.93%
Non-Departmental	1,896,334	1,016,738	6,616,260	1,017,566	5,050	(1,012,516)	-99.50%
Contingencies / Reserves	-	-	-	-	-	-	0.00%
Transfers Out	-	-	-	-	-	-	0.00%
<b>Sub-Total Operating Expenses</b>	<b>4,384,254</b>	<b>3,620,836</b>	<b>9,414,785</b>	<b>3,615,497</b>	<b>2,822,537</b>	<b>(792,960)</b>	<b>-21.93%</b>
Reserve for future use	(1,834,583)	(789,329)	-	(940,657)	32,921	973,577	-103.50%
<b>Total Uses of Funds</b>	<b>2,549,671</b>	<b>2,831,507</b>	<b>9,414,785</b>	<b>2,674,840</b>	<b>2,855,457</b>	<b>180,617</b>	<b>6.75%</b>

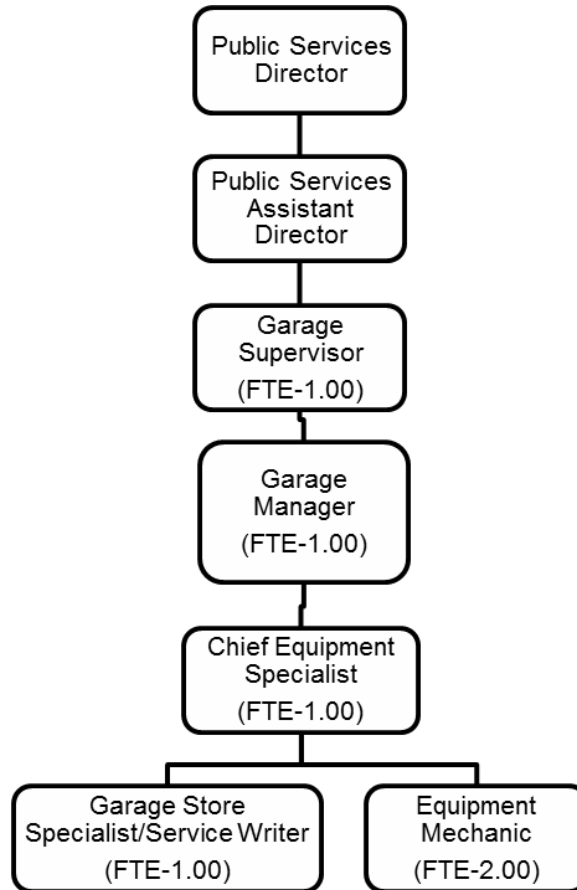


# Fleet Management Fund

# Fleet Management

## MISSION

The mission of the Fleet Maintenance division is to provide exceptional service to the internal City departments and to be proactive in servicing and maintaining the City's vehicle and equipment fleet.



	FY 2019	Additions/Deletions	Transfers In/Out	Reclassify	Recommended FY 2020
Full-time	6.00	0	0	0	6.00
Part-time (FTE)	0	0	0	0	0

Related Funds: Fleet Management Fund

# Fleet Management

The Garage/Fleet division is responsible for the maintenance and repairs of all City owned vehicles and equipment. As an Internal Fund, the division has divided its services into three levels:

- 1/2 ton and under (passenger vehicles and small trucks)
- Over 1/2 ton to 1 ton trucks/vehicles
- Over 1 ton trucks and heavy equipment

The cost breakdown for repairs and replacement is as follows: \$4,900 for 1/2 ton and under, \$6,900 for over 1/2 ton to 1 ton, with 70% going toward repairs and 30% toward replacement. All “over 1 ton and heavy equipment” will be directly charged to each department the vehicle is registered to.

**Small Engine Maintenance** – Garage/Fleet division continues to be handled in-house as feasible based on the type of equipment and in accordance with current allocated budget. The Garage division handles tire mounting and service calls as required. Monthly administrative fleet management reporting on fuel usage will continue.

## GOALS

Increase the efficiency and return time of repair orders across each department through increased communication prior to, during and after a work order is created

Continue to effectively communicate with all departments regarding their vehicle and/r equipment needs and efficiently handle the repair order, whether performed in-house or outsourced.

## OBJECTIVES

<b>OBJECTIVES 2020</b>
Continue working to increase the efficiency and return time of repair orders across each Department through increased communication prior to, during and after a Work Order is created ,continue to evaluate, identify, and improve deficiencies that will improve the timely delivery of fleet services.
Continue to implement more fuel efficient vehicle purchases and transition Electric Vehicles and Bio-Diesel into fleet operations

# Fleet Management

## PERFORMANCE MEASURES

OBJECTIVES 2020	FY 2020 TARGET
Financial: The objective for Fleet Division is to maximize the Department budgets while increasing efficiency amongst the Divisions	-
Customer: To create a customer service oriented Department that is responsive to the needs of the Citizens and other Departments city wide	200 + Customer Calls & Complaints
Internal Businesses Processes: To expedite the time of routine maintenance service of vehicles to private industry standards	2 Days or Less
Learning and Growing: To train the Fleet Maintenance staff in the latest technology available to diagnose equipment and vehicles	Train additional two (2) staff and purchase latest scanner software

City Garage Fund 530 5070	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	321,783	320,795	332,594	325,057	343,881	18,824	5.79%
* Benefits	149,983	160,074	175,964	162,007	217,331	55,324	34.15%
<b>Sub-Total</b>	<b>471,766</b>	<b>480,869</b>	<b>508,558</b>	<b>487,064</b>	<b>561,212</b>	<b>74,148</b>	<b>15.22%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	25,046	34,602	34,107	31,252	42,245	10,993	35.18%
* Travel & Training	-	697	438	568	1,500	933	164.32%
* Utility & Communication	16,211	15,974	18,064	16,750	15,850	(900)	-5.37%
* Insurance	32,034	32,040	32,040	32,038	34,603	2,565	8.01%
* Maintenance	167,187	182,949	166,908	172,348	148,400	(23,948)	-13.90%
* Operating Expense	18,547	45,298	94,941	52,929	429,700	376,771	711.85%
<b>Sub-Total</b>	<b>259,025</b>	<b>311,560</b>	<b>346,498</b>	<b>305,884</b>	<b>672,298</b>	<b>366,415</b>	<b>119.79%</b>
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>730,791</b>	<b>792,429</b>	<b>855,056</b>	<b>792,948</b>	<b>1,233,510</b>	<b>440,562</b>	<b>55.56%</b>

# Fleet Management

City Garage Fund 530 - 9010	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	-	-	-	-	-	-	0.00%
* Benefits	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	-	-	-	-	-	-	0.00%
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	-	-	-	-	-	-	0.00%
* Travel & Training	-	-	-	-	-	-	0.00%
* Utility & Communication	-	-	-	-	-	-	0.00%
* Insurance	-	-	-	-	-	-	0.00%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	-	-	-	-	-	-	0.00%
<b>NON-OPERATING</b>							
* Debt Service	-	-	-	-	-	-	0.00%
* Depreciation	469,125	450,516	521,973	480,538	-	(480,538)	-100.00%
* Grants & Aids	-	-	-	-	-	-	0.00%
* Other Uses	-	-	-	-	-	-	0.00%
<b>Sub-Total</b>	469,125	450,516	521,973	480,538	-	(480,538)	-100.00%
CAPITAL	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>469,125</b>	<b>450,516</b>	<b>521,973</b>	<b>480,538</b>	<b>-</b>	<b>(480,538)</b>	<b>-100.00%</b>



# Fleet Management Fund

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

City Garage Fund 530	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Intergovernmental	1,046,893	1,242,943	918,861	419,721	1,233,510	813,789	193.89%
General Government	31,000	-	-	-	-	-	0.00%
Miscellaneous Revenue	26,809	-	-	-	-	-	0.00%
Non-Operating Sources	-	-	-	-	-	-	0.00%
Transfers In	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	<b>1,104,702</b>	<b>1,242,943</b>	<b>918,861</b>	<b>419,721</b>	<b>1,233,510</b>	<b>813,789</b>	<b>193.89%</b>
Use of Net Assets	-	-	-	-	-	-	0.00%
<b>Total Sources of Funds</b>	<b>1,104,702</b>	<b>1,242,943</b>	<b>918,861</b>	<b>419,721</b>	<b>1,233,510</b>	<b>813,789</b>	<b>193.89%</b>
<b><u>Use of Funds</u></b>							
Garage Maintenance	730,791	1,242,943	918,861	419,721	1,233,510	813,789	193.89%
Non-Departmental	-	-	-	-	-	-	0.00%
Depreciation	469,125	-	-	-	-	-	0.00%
Capital	-	-	-	-	-	-	0.00%
Reserve for future Capital Expenditures	-	-	-	-	-	-	#DIV/0!
<b>Sub-Total</b>	<b>1,199,916</b>	<b>1,242,943</b>	<b>918,861</b>	<b>419,721</b>	<b>1,233,510</b>	<b>813,789</b>	<b>0.00%</b>
Reserve for future use	(95,214)	-	-	-	-	-	0.00%
<b>Total Uses of Funds</b>	<b>1,104,702</b>	<b>1,242,943</b>	<b>918,861</b>	<b>419,721</b>	<b>1,233,510</b>	<b>813,789</b>	<b>193.89%</b>



# Employee Benefits Fund

# Employee Benefits Fund

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

Employee Benefits Fund 540	FY 2016 Actuals	FY 2017 Actuals	FY 2018 ADJ Budget	FY 2018 Budget Forecast	FY 2019 Adopted Budget	FY 2018 Increase / Decrease	FY 2019 % Change FY 18 Budget Forecast
<b>Source of Funds</b>							
General Government	8,033,325	7,969,559	7,078,140	7,558,054	7,835,264	277,210	3.67%
Interest & Other Earnings	-	(754)	-	1,563	2,000	437	27.96%
Shared Revenue Local Units	11,599	30,126	22,530	31,740	16,000	(15,740)	-49.59%
Other Miscellaneous Revenue	3,501	82	6,730	5	-	(5)	-100.00%
Subtotal	8,048,425	7,999,013	7,107,400	7,591,362	7,853,264	261,902	3.45%
Use of Net Assets	(492,093)	23,867	523,780	1,158,624	197,871	(960,753)	-82.92%
<b>Total Sources of Funds</b>	<b>7,556,332</b>	<b>8,022,880</b>	<b>7,631,180</b>	<b>8,749,986</b>	<b>8,051,135</b>	<b>(698,851)</b>	<b>-7.99%</b>
<b>Use of Funds</b>							
Benefits	7,556,332	8,022,880	7,631,180	8,749,986	8,051,135	(698,851)	-7.99%
Non-Departmental	-	-	-	-	-	-	N/A
Subtotal	7,556,332	8,022,880	7,631,180	8,749,986	8,051,135	(698,851)	-7.99%
Reserve for future use	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>7,556,332</b>	<b>8,022,880</b>	<b>7,631,180</b>	<b>8,749,986</b>	<b>8,051,135</b>	<b>(698,851)</b>	<b>-7.99%</b>

Employee Benefits Fund - HR 1320	FY 2016 Actuals	FY 2017 Actuals	FY 2018 ADJ Budget	FY 2018 Budget Forecast	FY 2019 Adopted Budget	FY 2018 Increase / Decrease	FY 2019 % Change FY 18 Budget Forecast
<b>PERSONNEL SERVICES</b>							
* Salaries & Wages	78,895	99,521	96,540	99,040	132,874	33,834	34.16%
* Benefits	7,445,271	7,866,998	7,407,210	7,911,256	7,771,467	(139,789)	-1.77%
<b>Sub-Total</b>	<b>7,524,166</b>	<b>7,966,519</b>	<b>7,503,750</b>	<b>8,010,296</b>	<b>7,904,341</b>	<b>(105,955)</b>	<b>-1.32%</b>
<b>OPERATING EXPENSES</b>							
* Prof. & Contract. Service	21,104	40,462	91,905	711,950	86,329	(625,621)	-87.87%
* Travel & Training	702	1,981	2,350	1,250	2,750	1,500	120.00%
* Utility & Communication	3,908	5,790	5,370	5,370	5,620	250	4.66%
* Insurance	5,753	5,753	5,760	5,760	5,760	-	0.00%
* Maintenance	-	-	-	-	-	-	0.00%
* Operating Expense	699	2,375	11,885	11,860	12,950	1,090	9.19%
<b>Sub-Total</b>	<b>32,166</b>	<b>56,361</b>	<b>117,270</b>	<b>736,190</b>	<b>113,409</b>	<b>(622,781)</b>	<b>-84.60%</b>
<b>CAPITAL</b>							
	-	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>\$ 7,556,332</b>	<b>\$ 8,022,880</b>	<b>\$ 7,621,020</b>	<b>\$ 8,746,486</b>	<b>\$ 8,017,750</b>	<b>\$ (728,736)</b>	<b>-8.33%</b>



**FIVE YEAR CAPITAL IMPROVEMENT PLAN**



**MEMORANDUM**

**TO:** Hon. Mayor and City Commissioners  
**FROM:** Michael Bornstein, City Manager  
**DATE:** September 30, 2019  
**SUBJECT:** FY 2020-2024 Capital Improvement Plan (CIP)

In accordance with the City Charter, I hereby submit to the city commission the proposed 5-Year Capital Improvement Plan (FY 2020-2024) for the City of Lake Worth Beach.

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

The Capital Improvement Plan for FY 2020-2024 totals \$174,994,641 as shown in table 1. And reflects the costs of capital improvement projects in excess of \$25,000 throughout the City for the next five years. Upon adoption by the commission, the project costs of \$70,680,843 for FY 2020 will be part of the City’s FY 2020 Annual Operating Budget.

SUMMARY BY OF PROJECTS BY DEPARTMENTS							
Project Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total	% of 5-Year Total
Leisure Services	280,000	290,000	425,000	345,000	765,000	2,105,000	1.20%
Public Services	23,845,702	2,759,010	2,826,835	2,221,778	1,730,125	33,383,449	19.08%
Information Technology	400,000	925,000	1,225,000	1,175,000	1,725,000	5,450,000	3.11%
Electric Utility	28889870	26840000	12745000	16905000	12280000	97,659,870	55.81%
Water & Sewer	17,265,271	10,455,051	4,802,000	2,462,000	1,412,000	36,396,322	20.80%
<b>TOTAL CAPITAL PROJECTS</b>	<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>	<b>100.00%</b>

As you will notice, the majority of the capital projects in the FY 2020-2024 CIP are contained in, most notably, the Public Services, Electric Utility, Water, and Sewer Departments.



SUMMARY BY PROJECTS CATEGORY							
Project Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total	% of 5-Year Total
Building Rehabilitation	33,792,480	26,630,000	11,735,000	16,980,000	12,235,000	101,372,480	57.93%
Electric Services	545,000	25,000	-	-	-	570,000	0.33%
Neighborhood Road Program	15,471,400	865,051	150,000	-	-	16,486,451	9.42%
Park of Commerce	3,175,000	260,000	10,000	-	-	3,445,000	1.97%
Recreational Enhancements	235,000	265,000	235,000	120,000	330,000	1,185,000	0.68%
Sewer Projects	2,050,000	3,740,000	800,000	800,000	750,000	8,140,000	4.65%
Streets Maintenance	2,135,092	1,979,010	1,751,835	1,021,778	860,125	7,747,839	4.43%
Technology Improvement	727,000	925,000	1,225,000	1,175,000	1,725,000	5,777,000	3.30%
Vehicle Replacement	565,000	850,000	2,225,000	1,350,000	1,350,000	6,340,000	3.62%
Water System	11,984,871	5,730,000	3,892,000	1,662,000	662,000	23,930,871	13.68%
<b>TOTAL CAPITAL PROJECTS</b>	<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>	<b>100.00%</b>

To recap out strategy, the City modified and expanded the Capital Improvement Plan into a more refined management tool and comprehensively identified long term infrastructural capital needs of the City. The current phase is to responsibly fund the capital projects which upon completion would attract businesses and other economic activities to the City.

In FY 2018, staff were able to promote a more holistic approach to capital management, where a number of projects that were shown indivial in multiple departments, because of the various funding sources, have no been consolidated into single projects under one department. Example: the redevelopment of the Park of Commerce consists of many new roads, storm water facilities, and utility services which are all now included under the Park of Commerce umbrella as a single economic development project. This should make it easier to identify total costs of capital projects and to conceptualize the various project components.



A summary of some of our capital activities are captured below under various departments. For a complete list of all of the City's CIP activities, please reference Pages 304-309.

**Public Services:**

The Public Services Department will have the continued task of regular streets maintenance throughout the City that includes, but is not limited to, the fixing of potholes, milling, resurfacing, and paving. The Public Services department will also pursue additional streets maintenance as it applies to the Neighborhood Road Program as shown in the above table under the category of Street Maintenance.

**Water and Sewer:**

The Water Utility Department has been a stand-alone department since FY 2014, and is tasked with many complex and high-level projects.

**Conclusion:**

A comprehensive 5-Year Capital Improvement Plan affords the City the opportunity to strategize on how best to implement and execute capital projects. This document is the result of the collaboration from the City Manager's Office, City departments, and Budget Team; and constructively reflects the critical needs of the city after many years of neglect. The CIP has been presented to the commission for their review and input during multiple budget workshops, and is hereby submitted for adoption at a future Public Hearing date.

Respectfully Submitted,

Michael Bornstein

# Capital Improvement Plan

## City of Lake Worth Beach FY 2020 Proposed - 5 Year Capital Plan FY 2020 - 2024

Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
1	Elevator Replace - City Hall	001	100,000	-	-	-	-	100,000
2	Bathroom Plumbing City Hall (All Bathrooms)	001	-	-	50,000	-	-	50,000
3	Fire Alarm - CRA Hatch - 1121 Lucerne	001	30,000	-	-	-	-	30,000
4	Electrical Update - City Hall Annex - 414 Lake Ave.	001	50,000	-	-	-	-	50,000
5	Plumbing Replace - City Hall Annex - 414 Lake Ave.	001	-	-	50,000	-	-	50,000
6	Park of Commerce - Phase 1B- Funded	001	1,400,000	-	-	-	-	1,400,000
7	Park of Commerce - Phase 2 - Funded	001	726,000	-	-	-	-	726,000
<b>Total General Government:</b>			<b>2,306,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>2,406,000</b>
8	Elevator - Police/Fire Admin - 120 N G St.	001	150,000.00	-	-	-	-	150,000
<b>Total Police:</b>			<b>150,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
9	Replace Roof - Fire Station # 2 - 1229 Detroit	001	250,000.00	-	-	-	-	250,000
10	Fire Alarm Upgrade - Fire Station # 2 - 1220 Detroit	001	40,000.00	-	-	-	-	40,000
<b>Total Fire:</b>			<b>290,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290,000.00</b>
11	Electrical Upgrades - Library - 15 N M St.	001	75,000.00	-	-	-	-	75,000.00
12	Windows - Library - 15 N M St.	001	75,000.00	-	-	-	-	75,000.00
<b>Total Library Services:</b>			<b>150,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000.00</b>
13	Roof - NW Concession - 22nd Ave. N	001	-	-	-	-	30000	30,000
14	Replace Roof - Wimbley Gym - 1515 Wingfield	001	-	-	-	125000	-	125,000
15	Replace Roof - Osborne Center - 1699 Wingfield	001	-	-	-	-	200000	200,000
16	Elevator - Compass - 202 N H St.	001	-	-	-	100000	-	100,000
17	Replace Roof & Canopy - Bandshell - 100 S Golf View	001	120000	-	-	-	-	120,000
18	Electrical Upgrade - Bandshell	001	-	25000	-	-	-	25,000
19	Re-surface court - Howard Basketball Court	001	-	80000	-	-	-	80,000
20	Equipment Replacement - Howard Park Playground	001	-	-	-	85000	-	85,000
21	Bath / Tables - Howard Park Pavilion	001	25000	-	-	-	-	25,000
22	Roof - Howard Park Pavilion	001	-	-	30000	-	-	30,000
23	New Foundation / Re-surface - Howard Park Futsal Court	001	-	-	50000	-	-	50,000
24	Re-Surface - Sunset Park Basketball Court	001	-	-	30000	-	-	30,000
25	D ST Slab Pavilion Replacement - Sunset Park Pavilion	001	35000	-	-	-	-	35,000
26	Replacement Sunset Park Playground	001	-	-	-	-	60000	60,000
27	Re-Surface Sunset Park Tennis Court	001	-	-	-	-	80000	80,000
28	Pavilion - Sunset Park Pavilion	001	-	-	-	-	50000	50,000
29	Dugouts - NW Ballfields	001	50000	-	-	-	-	50,000
30	4 Scoreboard - NW Ballfields	001	25000	-	-	-	-	25,000
31	Replace Fence - NW Ballfields	001	-	-	100000	-	-	100,000
32	Replace Playground - NW Ballfields	001	-	-	-	-	60000	60,000
33	Scoreboard - Manzo Ballfield	001	-	-	25000	-	-	25,000
34	Manzo Quads - Manzo Ballfield Lighting	001	-	35000	-	35000	35000	105,000
35	Replace Playground - South Bryant Playground	001	-	150000	-	-	-	150,000
36	New Pavilion - South Bryant Pavilion	001	-	-	-	-	75000	75,000



# Capital Improvement Plan

Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
37	Fitness Equipment - Mid Bryant - 100 S Golfview Rd.	001	25000	-	25000	-	25000	75,000
38	Replace Playground - South Palm Playground	001	-	-	85000	-	-	85,000
39	New Roof - Memorial Park	001	-	-	40000	-	-	40,000
40	Re-sod field - Memorial Park	001	-	-	-	-	150000	150,000
41	New Roof - Spillway Park	001	-	-	40000	-	-	40,000
<b>Total Leisure Services:</b>			<b>280,000</b>	<b>290,000</b>	<b>425,000</b>	<b>345,000</b>	<b>765,000</b>	<b>2,105,000</b>
42	Street Resurfacing + ADA Improvements	001	500,000	700,000	750,000	-	-	1,950,000
43	Roadway Project: 12TH Ave- From S G ST To S F ST	001	49,415	-	-	-	-	49,415
44	Roadway Project: Akron ST - From Lake OSBORNE DR To LAKE WORTH RD	001	108,191	-	-	-	-	108,191
45	Roadway Project: 14TH AVE N - From N A ST To KILGORE LN	001	37,656	-	-	-	-	37,656
46	Roadway Project: 14TH AVE N - From DEAD END To N F ST	001	19,617	-	-	-	-	19,617
47	Roadway Project: 20TH AVE N - From FLORIDA ST To E COAST AVE N	001	67,755	-	-	-	-	67,755
48	Roadway Project: N F ST - From LAKE AVE To LUCERNE AVE	001	40,155	-	-	-	-	40,155
49	Roadway Project: N H ST - From 9TH AVE N To 10TH AVE N	001	71,393	-	-	-	-	71,393
50	Roadway Project: 18TH AVE N - From N J ST To DEAD END	001	33,320	-	-	-	-	33,320
51	Roadway Project: 3RD AVE N - From N FEDERAL HWY To N M ST	001	49,412	-	-	-	-	49,412
52	Roadway Project: 4TH AVE N - From N J ST To N DIXIE HWY	001	50,956	-	-	-	-	50,956
53	Roadway Project: 4TH AVE N - From N K ST To N J ST	001	49,412	-	-	-	-	49,412
54	Roadway Project: COLGATE LN - From DEAD END To DUKE DR	001	35,317	-	-	-	-	35,317
55	Roadway Project: N J ST - From LAKE AVE To LUCERNE AVE	001	40,155	-	-	-	-	40,155
56	Roadway Project: N N ST - From 16TH AVE N To 15TH AVE N	001	67,936	-	-	-	-	67,936
57	Roadway Project: N OCEAN BREEZE - From LAKE AVE To LUCERNE AVE	001	40,165	-	-	-	-	40,165
58	Roadway Project: N PALM WAY - From 5TH AVE N To 6TH AVE N	001	67,955	-	-	-	-	67,955
59	Roadway Project: 10TH AVE S - From S N ST To S M ST	001	49,412	-	-	-	-	49,412
60	Roadway Project: 1ST AVE S - From S LAKESIDE DR To S PALMWAY	001	49,412	-	-	-	-	49,412
61	Roadway Project: 10TH AVE S - From S LAKESIDE DR To S PALMWAY	001	31,651	-	-	-	-	31,651
62	Roadway Project: S M ST - From 10TH AVE S To 9TH AVE S	001	67,936	-	-	-	-	67,936
63	Roadway Project: S M ST - From 10TH AVE S To 11TH AVE S	001	-	67,936	-	-	-	67,936
64	Roadway Project: S M ST - From 13TH AVE S To 14TH AVE S	001	-	67,928	-	-	-	67,928
65	Roadway Project: S N ST - From 6TH AVE S To 7TH AVE S	001	-	67,936	-	-	-	67,936
66	Roadway Project: 3RD AVE S - From DEAD END To S F ST	001	-	36,864	-	-	-	36,864
67	Roadway Project: 4TH AVE S - From S DIXIE HWY To S H ST	001	-	50,956	-	-	-	50,956
68	Roadway Project: LAKE GENEVA DR - From DEAD END To COCHRAN DR	001	-	31,709	-	-	-	31,709
69	Roadway Project: S E ST - From 10TH AVE S To 12TH AVE S	001	-	136,344	-	-	-	136,344
70	Roadway Project: S RIDGE ST - From ELM ST To 12TH AVE S	001	-	302,301	-	-	-	302,301
71	Roadway Project: 14TH AVE N - From KILGORE LN To RICHARD LN	001	-	37,053	-	-	-	37,053
72	Roadway Project: 21ST AVE N - From DEAD END To PARK ST	001	-	42,045	-	-	-	42,045
73	Roadway Project: 5TH AVE N - From N H ST To N G ST	001	-	49,422	-	-	-	49,422
74	Roadway Project: BARNETT DR - From DEAD END To ARAGON AVE	001	-	188,517	-	-	-	188,517
75	Roadway Project: N D ST - From 17TH AVE N To 18TH AVE N	001	-	-	62,654	-	-	62,654
76	Roadway Project: N G ST - From 3RD AVE N To 4TH AVE N	001	-	-	67,955	-	-	67,955
77	Roadway Project: N H ST - From LAKE AVE To LUCERNE AVE	001	-	-	53,766	-	-	53,766
78	Roadway Project: PARK ST - From 20TH AVE N To 21ST AVE N	001	-	-	41,688	-	-	41,688
79	Roadway Project: 12TH AVE N - From N GOLFVIEW DR To N LAKESIDE DR	001	-	-	46,900	-	-	46,900
80	Roadway Project: 17TH AVE N - From N J TER To N J ST	001	-	-	38,594	-	-	38,594

# Capital Improvement Plan

Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
81	Roadway Project: 18TH AVE N - From N L ST To N K ST	001	-	-	32,061	-	-	32,061
82	Roadway Project: 18TH AVE N - From N M ST To N L ST	001	-	-	32,053	-	-	32,053
83	Roadway Project: 4TH AVE N - From N M ST To N L ST	001	-	-	49,412	-	-	49,412
84	Roadway Project: 6TH AVE N - From N DIXIE HWY To N J ST	001	-	-	50,947	-	-	50,947
85	Roadway Project: N M ST - From 16TH AVE N To 17TH AVE N	001	-	-	67,936	-	-	67,936
86	Roadway Project: N PALM WAY - From 6TH AVE N To 7TH AVE N	001	-	-	67,965	-	-	67,965
87	Roadway Project: 12TH AVE S - From S L ST To S K ST	001	-	-	49,409	-	-	49,409
88	Roadway Project: 14TH AVE S - From S PALMWAY To S FEDERAL HWY	001	-	-	54,804	-	-	54,804
89	Roadway Project: LAKESIDE PALMS CT - From DEAD END To S LAKESIDE DR	001	-	-	30,877	-	-	30,877
90	Roadway Project: S L ST - From 10TH AVE S To 9TH AVE S	001	-	-	67,946	-	-	67,946
91	Roadway Project: S M ST - From 2ND AVE S To 3RD AVE S	001	-	-	67,955	-	-	67,955
92	Roadway Project: S N ST - From 10TH AVE S To 11TH AVE S	001	-	-	67,936	-	-	67,936
93	Roadway Project: 12TH AVE S - From WINGFIELD ST To S H ST	001	-	-	27,792	-	-	27,792
94	Roadway Project: SOUTH RD - From TROPICAL DR To DEAD END	001	-	-	23,185	-	-	23,185
95	Roadway Project: 13TH AVE N - From N B ST To N A ST	001	-	-	-	42,928	-	42,928
96	Roadway Project: 23RD AVE N - From FLORIDA ST To E COAST AVE N	001	-	-	-	68,952	-	68,952
97	Roadway Project: 24TH AVE N - From N EAST COAST ST To FLORIDA ST	001	-	-	-	69,357	-	69,357
98	Roadway Project: PINE TER - From 9TH AVE N To LAVUE AVE	001	-	-	-	39,208	-	39,208
99	Roadway Project: 15TH AVE N - From N N ST To N FEDERAL HWY	001	-	-	-	38,594	-	38,594
100	Roadway Project: 18TH AVE N - From N J TER To N J ST	001	-	-	-	32,062	-	32,062
101	Roadway Project: 7TH AVE N - From N LAKESIDE DR To N PALM WAY	001	-	-	-	49,412	-	49,412
102	Roadway Project: 9TH AVE N - From N K ST To N J ST	001	-	-	-	49,402	-	49,402
103	Roadway Project: N K ST - From 11TH AVE N To 12TH AVE N	001	-	-	-	67,955	-	67,955
104	Roadway Project: N L ST - From 10TH AVE N To 11TH AVE N	001	-	-	-	67,955	-	67,955
105	Roadway Project: N LAKESIDE DR - From 14TH AVE N To 13TH AVE N	001	-	-	-	67,936	-	67,936
106	Roadway Project: N PALM WAY - From 11TH AVE N To 10TH AVE N	001	-	-	-	67,965	-	67,965
107	Roadway Project: 11TH AVE S - From S J ST To DEAD END	001	-	-	-	27,189	-	27,189
108	Roadway Project: 6TH AVE S - From S PALMWAY To S FEDERAL HWY	001	-	-	-	54,036	-	54,036
109	Roadway Project: 8TH AVE S - From S LAKESIDE DR To S PALMWAY	001	-	-	-	31,661	-	31,661
110	Roadway Project: 1ST AVE S - From S B ST To S A ST	001	-	-	-	43,495	-	43,495
111	Roadway Project: 5TH AVE S - From S DIXIE HWY To S H ST	001	-	-	-	50,947	-	50,947
112	Roadway Project: COCHRAN DR - From COCHRAN DR To GODFREY	001	-	-	-	34,526	-	34,526
113	Roadway Project: LAKE GENEVA DR - From NANETTE CT To HIGH RIDGE RD	001	-	-	-	118,199	-	118,199
114	Roadway Project: S PINE ST - From 6TH AVE S To ELM ST	001	-	-	-	-	106,644	106,644
115	Roadway Project: 19TH AVE N - From RAILROAD To N D ST	001	-	-	-	-	136,201	136,201
116	Roadway Project: 9TH AVE N - From DEAD END To N F ST	001	-	-	-	-	24,778	24,778
117	Roadway Project: N B ST - From 10TH AVE N To 11TH AVE N	001	-	-	-	-	64,586	64,586
118	Roadway Project: N G ST - From 7TH AVE N To 8TH AVE N	001	-	-	-	-	67,965	67,965
119	Roadway Project: N H ST - From 12TH AVE N To 13TH AVE N	001	-	-	-	-	69,204	69,204
120	Roadway Project: 15TH AVE N - From N FEDERAL HWY To N M ST	001	-	-	-	-	38,604	38,604
121	Roadway Project: 7TH AVE N - From N PALM WAY To N O ST	001	-	-	-	-	49,412	49,412
122	Roadway Project: 8TH AVE N - From N FEDERAL HWY To N M ST	001	-	-	-	-	49,412	49,412
123	Roadway Project: N J ST - From 10TH AVE N To 11TH AVE N	001	-	-	-	-	67,955	67,955
124	Roadway Project: S M ST - From 15TH AVE S To DEAD END	001	-	-	-	-	46,364	46,364
125	Roadway Project: 12TH AVE S - From S N ST To S M ST	001	-	-	-	-	49,409	49,409

# Capital Improvement Plan

Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
126	Roadway Project: 4TH AVE S - From S J ST To S DIXIE HWY	001	-	-	-	-	50,986	50,986
127	Roadway Project: 15TH AVE S - From S D ST To S C ST	001	-	-	-	-	38,606	38,606
<b>Total Street Maintenance:</b>			<b>1,527,222</b>	<b>1,779,010</b>	<b>1,751,835</b>	<b>1,021,778</b>	<b>860,125</b>	<b>6,939,969</b>
<b>Grand Total - General Fund:</b>			<b>4,703,222</b>	<b>2,069,010</b>	<b>2,276,835</b>	<b>1,366,778</b>	<b>1,625,125</b>	<b>12,040,969</b>
128	Elevator Cab - Casino - 10 S Ocean	140	50,000	-	-	-	-	50,000
129	Replace Generator - Casino - 10 S Ocean	140	30,000	-	-	-	-	30,000
130	Table / Bench / Playground - Beach Park	140	100,000	-	-	-	-	100,000
131	Replace Landscape - Beach Park	140	-	30,000	-	-	-	30,000
132	Rails / Decking - Beach Park	140	-	-	125,000	-	-	125,000
133	Pier Wood - Beach Park	140	-	-	-	25,000	-	25,000
134	Replace Roof - Beach Park	140	-	-	-	-	20,000	20,000
135	Paint Exterior - Casino - 10 S Ocean	140	150,000	-	-	-	-	150,000
136	Railing - Casino - 10 S Ocean	140	35,000	-	-	-	-	35,000
137	Replace Chiller - Casino - 10 S Ocean	140	-	100,000	-	-	-	100,000
138	Interceptor - Parking Vehicle	140	65,000	-	-	-	-	65,000
139	Bus Shelter - Approved but not appropriated	140	250,000	-	-	-	-	250,000
<b>Total Beach Fund:</b>			<b>680,000</b>	<b>130,000</b>	<b>125,000</b>	<b>25,000</b>	<b>20,000</b>	<b>980,000</b>
140	HVAC - Golf Clubhouse / Pro Shop - 17th Ave. N	404	25,000	-	-	-	-	25,000
141	Replace Roof - Golf Clubhouse / Pro Shop - 17th Ave. N	404	-	-	-	250,000	-	250,000
142	Golf Clubhouse Bathrooms / Carpet/ Pro Shop - 17th Ave. N	404	100,000	-	-	-	-	100,000
<b>Total Golf Fund:</b>			<b>125,000</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>375,000</b>
143	Public Works and Fleet Maintenance Facility	530	1,500,000	-	-	-	-	1,500,000
144	Annual Vehicle Replacement Budget	530	-	350,000	350,000	350,000	350,000	1,400,000
<b>Total Garage Fund:</b>			<b>1,500,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,900,000</b>
145	Agenda Maker / Opt iView Replacement	510	75,000	-	-	-	-	75,000
146	Enterprise Resource Planning (ERP) Replacement	510	-	750,000	1,000,000	1,000,000	1,500,000	4,250,000
147	Computer Server Upgrades	510	50,000	50,000	50,000	50,000	50,000	250,000
148	Data Recovery Offsite Storage & Backup	510	50,000	-	50,000	-	50,000	150,000
149	Network Infrastructure Replacement	510	50,000	50,000	50,000	50,000	50,000	250,000
150	Network Security Upgrade and Replacement	510	50,000	50,000	50,000	50,000	50,000	250,000
151	Fiber Channel Switch	510	100,000	-	-	-	-	100,000
152	Security Access Control System	510	25,000	25,000	25,000	25,000	25,000	125,000
<b>Total Information Technology Fund:</b>			<b>400,000</b>	<b>925,000</b>	<b>1,225,000</b>	<b>1,175,000</b>	<b>1,725,000</b>	<b>5,450,000</b>
153	Energy Efficient Lighting	180	62,480	-	-	-	-	62,480
154	Royal Poinciana Playground- Equipment	180	85,000	-	-	-	-	85,000
155	Park Land Aquisition CDBG	180	250,000	-	-	-	-	250,000
156	Park Land Aquisition Tax Deed	180	70,000	-	-	-	-	70,000
<b>Total Grant Fund:</b>			<b>467,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>467,480</b>
157	Neighborhood Road Program - Bond funded	308	125,000	-	-	-	-	125,000
158	Neighborhood Road Program - Year 4 - Bond Funded	308	13,000,000	-	-	-	-	13,000,000
<b>Total Neighborhood Road Fund:</b>			<b>13,125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,125,000</b>
159	Electric Sys Ops Center (Cat 5 Level)	401	420,000	-	-	-	-	420,000
160	FDOT & PBC 6th Ave S. Improvements	401	460,000	200,000	-	-	-	660,000
161	NERC CIP & Security Camera System Improvements	401	277,000	-	-	-	-	277,000

# Capital Improvement Plan

Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
162	Park of Commerce Phase 2	401	140,000	140,000	-	-	-	280,000
163	Safety Information Management System (SIMS)	401	50,000	-	-	-	-	50,000
164	2nd Tie Line	401	10,000,000	12,000,000	-	-	-	22,000,000
165	System Hardening & Reliability Improvement (SHRIP)	401	17,120,000	14,500,000	11,370,000	16,405,000	11,780,000	71,175,000
166	Line Truck Replacement	401	-	-	1,375,000	500,000	500,000	2,375,000
167	Roof Replacement - Utilities / Purchasing - 1900 2nd Ave. N.	401	250,000	-	-	-	-	250,000
168	Charging Station	401	25,000	-	-	-	-	25,000
169	1601 N. Dixie Incentive Project	401	147,870	-	-	-	-	147,870
<b>Total Electric Fund:</b>			<b>28,889,870</b>	<b>26,840,000</b>	<b>12,745,000</b>	<b>16,905,000</b>	<b>12,280,000</b>	<b>97,659,870</b>
170	Well #17 New Construction- Design	402	662,000	-	-	-	-	662,000
171	Raw WM Well 16-17-18 & Connect to Repump Generator	402	170,000	170,000	-	-	-	340,000
172	Clearwell Structural Improvements, Transf Pump	402	925,000	200,000	-	-	-	1,125,000
173	Flash Mixer Structural Modification	402	500,000	-	-	-	-	500,000
174	S Booster Repairs- N booster	402	1,156,419	600,000	-	-	-	1,756,419
175	Lake Osborne Estates Watermain Replacement - SRF Funded	402	3,750,000	1,500,000	-	-	-	5,250,000
176	2" Watermain Replacement-Construction- SRF Funded	402	4,371,452	1,750,000	-	-	-	6,121,452
177	Neighborhood Roads: District 1	402	974,400	324,800	-	-	-	1,299,200
178	Neighborhood Roads: District 2	402	-	190,251	-	-	-	190,251
179	1601 N Dixie Incentive Project	402	250,000	-	-	-	-	250,000
180	10th Ave N West of Boutwell WM Upsizing	402	100,000	-	-	-	-	100,000
181	Park of Commerce - Phase 1B	402	190,000	-	-	-	-	190,000
182	Park of Commerce Phase 2	402	22,000	10,000	-	-	-	32,000
183	Dual Zone Monitoring Well	402	-	500,000	500,000	-	-	1,000,000
184	New Construction Well F4	402	-	80,000	1,000,000	-	-	1,080,000
185	Wash Water Recovery Basin	402	-	500,000	700,000	-	-	1,200,000
186	WTP Roof Evaluation/Redo	402	-	80,000	-	-	-	80,000
187	New Construction Well 18 & Test Well 18	402	-	60,000	662,000	662,000	662,000	2,046,000
188	10TH Ave N WM Extension West of Canal to Congress	402	-	290,000	400,000	-	-	690,000
189	Fuel Management System	402	100,000	-	-	-	-	100,000
190	HSP #5	402	-	-	500,000	-	-	500,000
191	New Construction Well F5	402	-	-	80,000	1,000,000	-	1,080,000
<b>Total Water Fund:</b>			<b>13,171,271</b>	<b>6,255,051</b>	<b>3,842,000</b>	<b>1,662,000</b>	<b>662,000</b>	<b>25,592,322</b>
192	Lift Station #13 Electrical, #14 Repairs	403	350,000	200,000	-	-	-	550,000
193	Lift Station #19 Rehab / Replace	403	150,000	-	-	-	-	150,000
194	Misc. Equipment (Wacker Portable Generator, Odor Control, Power Saws)	403	-	50,000	50,000	50,000	50,000	200,000
195	Lake Bass Canal Aerial Forcemain Relocation	403	50,000	300,000	-	-	-	350,000
196	Global manhole lining	403	-	150,000	150,000	150,000	150,000	600,000
197	Sewer Collection Rehab	403	-	200,000	-	-	-	200,000
198	Park of Commerce- Phase 2	403	22,000	10,000	10,000	-	-	42,000
199	Lift Station #25 SCADA	403	-	50,000	-	-	-	50,000
<b>Total Local Sewer Fund:</b>			<b>572,000</b>	<b>960,000</b>	<b>210,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,142,000</b>
200	Neighborhood Roads: District 3	408	1,072,000	350,000	-	-	-	1,422,000
201	Neighborhood Roads: District 4	408	300,000	-	-	-	-	300,000
202	13th Ave North - GOLF COURSE 72" REPAIR/LINING	408	100,000	-	-	-	-	100,000
203	10TH AVE N LINING	408	200,000	-	-	-	-	200,000

# Capital Improvement Plan

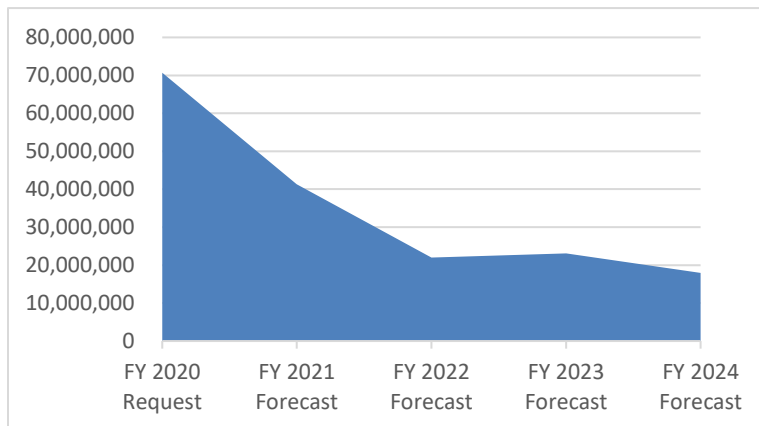
Item	Project Title	Fund	FY 2020 Request	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	Total Cost
204	Park of Commerce - Phase 1B	408	495,000	-	-	-	-	495,000
205	Park of Commerce- Phase 2	408	180,000	100,000	-	-	-	280,000
206	Storm Water Master Plan	408	25,000	-	-	-	-	25,000
207	ST Outfall Check Valve	408	-	50,000	50,000	50,000	50,000	200,000
208	ADD .5 acres South by Lake	408	-	500,000	-	-	-	500,000
209	North O St Second to Lake Ave	408	-	350,000	-	-	-	350,000
210	Miscellaneous Outfall	408	-	500,000	500,000	500,000	500,000	2,000,000
211	Neighborhood Roads: District 4	408	-	-	150,000	-	-	150,000
<b>Total Stormwater Fund:</b>			<b>2,372,000</b>	<b>1,850,000</b>	<b>700,000</b>	<b>550,000</b>	<b>550,000</b>	<b>6,022,000</b>
212	Heavy Truck Replacement Budget	410	500,000	500,000	500,000	500,000	500,000	2,500,000
213	Sewer Lift Station - Streets Sanitation - 1880 2nd Ave N.	410	25,000	-	-	-	-	25,000
214	Roof Replacement - Streets Sanitation - 1880 2nd Ave N.	410	-	-	-	75,000	-	75,000
<b>Total Sanitation Fund:</b>			<b>525,000</b>	<b>500,000</b>	<b>500,000</b>	<b>575,000</b>	<b>500,000</b>	<b>2,600,000</b>
215	Lift Station 12 Replacement	405	400,000	-	-	-	-	400,000
216	MPS Bypass Hardening	405	150,000	-	-	-	-	150,000
217	Line 36" line by MPS, manhole rehab	405	250,000	-	-	-	-	250,000
218	MPS Pump Replacement 101, 102, 103, 104	405	50,000	50,000	50,000	50,000	-	200,000
219	6th Ave S Bridge FM Utility Adjustments for PBC	405	300,000	-	-	-	-	300,000
220	PBC PS 5229 repairs/pump	405	-	840,000	-	-	-	840,000
221	ECR Shared Pipeline assessment	405	-	500,000	-	-	-	500,000
<b>Total Regional Sewer Fund:</b>			<b>1,150,000</b>	<b>1,390,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>2,640,000</b>
222	Public Works and Fleet Maintenance Facility	195	3,000,000	-	-	-	-	3,000,000
<b>Total Utility Fund:</b>			<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>
<b>Grand Total - FY 2020 - Capital Improvement Projects (CIP)</b>			<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>

# Capital Improvement Plan

## Project Category

SUMMARY BY OF PROJECTS BY DEPARTMENTS							
Project Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total	% of 5-Year Total
Leisure Services	280,000	290,000	425,000	345,000	765,000	2,105,000	1.20%
Public Services	23,845,702	2,759,010	2,826,835	2,221,778	1,730,125	33,383,449	19.08%
Information Technology	400,000	925,000	1,225,000	1,175,000	1,725,000	5,450,000	3.11%
Electric Utility	28889870	26840000	12745000	16905000	12280000	97,659,870	55.81%
Water & Sewer	17,265,271	10,455,051	4,802,000	2,462,000	1,412,000	36,396,322	20.80%
<b>TOTAL CAPITAL PROJECTS</b>	<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>	<b>100.00%</b>

SUMMARY BY PROJECTS CATEGORY							
Project Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total	% of 5-Year Total
Building Rehabilitation	33,792,480	26,630,000	11,735,000	16,980,000	12,235,000	101,372,480	57.93%
Electric Services	545,000	25,000	-	-	-	570,000	0.33%
Neighborhood Road Program	15,471,400	865,051	150,000	-	-	16,486,451	9.42%
Park of Commerce	3,175,000	260,000	10,000	-	-	3,445,000	1.97%
Recreational Enhancements	235,000	265,000	235,000	120,000	330,000	1,185,000	0.68%
Sewer Projects	2,050,000	3,740,000	800,000	800,000	750,000	8,140,000	4.65%
Streets Maintenance	2,135,092	1,979,010	1,751,835	1,021,778	860,125	7,747,839	4.43%
Technology Improvement	727,000	925,000	1,225,000	1,175,000	1,725,000	5,777,000	3.30%
Vehicle Replacement	565,000	850,000	2,225,000	1,350,000	1,350,000	6,340,000	3.62%
Water System	11,984,871	5,730,000	3,892,000	1,662,000	662,000	23,930,871	13.68%
<b>TOTAL CAPITAL PROJECTS</b>	<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>	<b>100.00%</b>



# Capital Improvement Plan

## Funding Sources

SUMMARY OF PROJECTS BY FUNDING SOURCES							
Funding Sources	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	5-Year Total	% of 5-Year Total
Available Bond Proceeds	-	-	-	-	-	-	-
General Fund	4,703,222	2,069,010	2,276,835	1,366,778	1,625,125	12,040,969	39.06%
Beach Fund	680,000	130,000	125,000	25,000	20,000	980,000	69.39%
Building Permit Fund	-	-	-	-	-	-	-
Capital Project Fund	-	-	-	-	-	-	-
Electric Fund	28,889,870	26,840,000	12,745,000	16,905,000	12,280,000	97,659,870	29.58%
Garage/Fleet Fund	1,500,000	350,000	350,000	350,000	350,000	2,900,000	51.72%
General Utility	3000000	-	-	-	-	3000000	100.00%
Golf Course Fund	125,000	-	-	250,000	-	375,000	33.33%
Grant Fund	467,480	-	-	-	-	467,480	100.00%
Information Technology Fund	400,000	925,000	1,225,000	1,175,000	1,725,000	5,450,000	7.34%
Insurance Fund	-	-	-	-	-	-	-
Local Sewer Fund	572,000	960,000	210,000	200,000	200,000	2,142,000	26.70%
Park of Commerce Fund	-	-	-	-	-	-	-
Regional Sewer Fund	1,150,000	1,390,000	50,000	50,000	-	2,640,000	43.56%
Sanitation Fund	525,000	500,000	500,000	575,000	500,000	2,600,000	20.19%
Road Improvement Fund	-	-	-	-	-	-	-
Stormwater Fund	2,372,000	1,850,000	700,000	550,000	550,000	6,022,000	39.39%
SRF Loan - (2' Watermain Project)	-	-	-	-	-	-	-
Water Fund	13,171,271	6,255,051	3,842,000	1,662,000	662,000	25,592,322	51.47%
Neighborhood Road Program	13,125,000	-	-	-	-	13,125,000	100.00%
<b>TOTAL CAPITAL PROJECTS</b>	<b>70,680,843</b>	<b>41,269,061</b>	<b>22,023,835</b>	<b>23,108,778</b>	<b>17,912,125</b>	<b>174,994,641</b>	<b>40.39%</b>

# Capital Projects Fund

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

Capital Projects Fund 301	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020 Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Federal Grants	-	-	-	-	-	-	-
Interest & Other Earnings	51,810	52,836	(154,854)	52,323	-	-	-
Other Miscellaneous Rev	-	-	-	-	-	-	-
Debt proceeds	123,759	125,000	-	124,380	-	-	-
Repayment from Beach fund - principal & interest	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>175,569</b>	<b>177,836</b>	<b>(154,854)</b>	<b>176,702</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	60,179	20,843	-	(58,837)	-	-	-
<b>Total Sources of Funds</b>	<b>235,748</b>	<b>198,679</b>	<b>(154,854)</b>	<b>117,866</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds</b>							
Community Sustainability - Building Permits	-	197,835	-	98,918	-	-	-
General Improvements	-	-	-	-	-	-	-
Public Services Bldg/ Maintenance	-	-	48,043	-	-	-	-
Park of Commerce Drainage Improvements	-	-	220,000	-	-	-	-
Road Improvements	125,535	(7326.14)	-	59,104	-	-	-
Sidewalk improvements	-	-	-	-	-	-	-
Bike Lane Striping	-	-	-	-	-	-	-
City Hall Roof Replacement	-	-	-	-	-	-	-
Public Services Grounds	-	-	-	-	-	-	-
Transfers / To General Fund	-	-	15,000	-	-	-	-
Bryant Park	-	-	-	-	-	-	-
Boat Ramp	-	-	-	-	-	-	-
Park Furnishings	-	-	-	-	-	-	-
ADA Compliance	-	-	-	-	-	-	-
Pier Building Roof	-	-	-	-	-	-	-
NW Ballfield Improvements	-	-	-	-	-	-	-
Update Library Fire Alarm	-	-	-	-	-	-	-
HTE Core Financials	-	-	-	-	-	-	-
Police Administration	33,390	-	-	16,695	-	-	-
Leisure Services - Golf Course Restoration	-	-	-	-	-	-	-
Leisure Services - Recreation	-	-	-	-	-	-	-
Leisure Services - Roof repl - Bryant Park	-	-	-	-	-	-	-
Leisure Services - Bryant Park Concession Bldg	-	-	-	-	-	-	-
Leisure Services - Library	76,530	7,602	-	42,066	-	-	-
Leisure Services - Casino Bldg	-	-	-	-	-	-	-
City Hall Alarm System & Electric Upgrade	-	-	-	-	-	-	-
City Hall Chiller	-	-	-	-	-	-	-
Shuffle Board Court Renovation	-	-	-	-	-	-	-
Gymnasium floor/Bleachers	-	-	-	-	-	-	-
Land Acquisition	-	-	-	-	-	-	-
Building Renovations	-	-	-	-	-	-	-
Landfill Restoration	-	-	-	-	-	-	-
Non-Departmental	293	568	-	-	-	-	-
<b>TOTAL CAPITAL FUNDS</b>	<b>235,748</b>	<b>198,679</b>	<b>283,043</b>	<b>117,866</b>	<b>-</b>	<b>(117,866)</b>	<b>-100.00%</b>



# Park of Commerce Fund

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

Park of Commerce Fund 304	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020
						Change FY 20 Budget & FY 19 Forecast	% Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Intergovernmental/Grants	-	750	750	750	-	-	-
General Government	-	2,241,760	2,241,760	2,241,760	-	(2,241,760)	-100.00%
Miscellaneous Revenue	7,000	-	-	-	-	-	-
Non-Operating Sources/debt proceeds	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>7,000</b>	<b>2,242,510</b>	<b>2,242,510</b>	<b>2,242,510</b>	<b>-</b>	<b>(2,242,510)</b>	<b>-100.00%</b>
Use of Fund Balance	22,778	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>29,778</b>	<b>2,242,510</b>	<b>2,242,510</b>	<b>2,242,510</b>	<b>0</b>	<b>(2,242,510)</b>	<b>-100.00%</b>
<b>Use of Funds</b>							
Street Maintenance	29,778	457,558	457,558	457,558	-	(457,558)	-100.00%
Stormwater	-	-	-	-	-	-	-
Transmission & Distribution	-	-	-	-	-	-	-
Water Distribution	-	-	-	-	-	-	-
Sewer Collection	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>29,778</b>	<b>457,558</b>	<b>457,558</b>	<b>457,558</b>	<b>-</b>	<b>(457,558)</b>	<b>-100.00%</b>
Reserve for future use	-	1,784,952	1,784,952	1,784,952	-	(1,784,952)	-100.00%
<b>Total Uses of Funds</b>	<b>29,778</b>	<b>2,242,510</b>	<b>4,485,019</b>	<b>4,485,019</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Discretionary Sales Tax Fund

**Discretionary Sales Tax Fund - (Fund 307)** - To account for the “Palm Beach County District Schools, Cities and County Government Infrastructure One-Cent Sales Surtax” for the acquisition or construction of major capital facilities and the purchase of capital items.

Discretionary Sales Tax 307	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	FY 2019-2020 %
						Change FY 20 Budget & FY 19 Forecast	Change FY 20 Budget & FY 19 Forecast
<b><u>Source of Funds</u></b>							
Discretionary Surtax	1,876,373	2,705,726	2,791,290	2,457,796	-	-	-
Non-Operating Sources/debt proceeds	-	-	-	-	-	-	0.00%
Other Sources	(1,372)	3,121	72,376	24,708	-	-	0.00%
<b>Subtotal</b>	<b>1,875,000</b>	<b>2,708,847</b>	<b>2,863,666</b>	<b>2,482,504</b>	<b>-</b>	<b>(2,482,504)</b>	<b>-100.00%</b>
Use of Fund Balance	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,875,000</b>	<b>2,708,847</b>	<b>2,863,666</b>	<b>2,482,504</b>	<b>-</b>	<b>(2,482,504)</b>	<b>-100.00%</b>
<b><u>Use of Funds</u></b>							
* Prof. & Contract. Service	-	264,380	98,120	181,250	-	(181,250)	-100.00%
* Operating Expense	-	84,086	170,915	127,500	-	(127,500)	-100.00%
<b>Sub-Total</b>	<b>-</b>	<b>348,465</b>	<b>269,035</b>	<b>308,750</b>	<b>-</b>	<b>(308,750)</b>	<b>-100.00%</b>
Transfer to CRA	-	1,230,000	1,174,623	1,202,312	-	(1,202,312)	-100.00%
Reserve for future use	-	1,130,382	1,420,008	1,275,195	-	-	0.00%
<b>Total Uses of Funds</b>	<b>-</b>	<b>2,708,847</b>	<b>2,863,666</b>	<b>2,786,256</b>	<b>-</b>	<b>(2,786,256)</b>	<b>-100.00%</b>

# GO Bond/Debt Fund

**GO Bond/Debt Fund (Fund 203) – To account for the payment of Voter Debt Obligations of the City.**

GO Bond Fund 203	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 %
<b>Source of Funds</b>							
Ad Valorem	-	1,181,995	1,997,489	1,589,742	2,154,088	(1,589,742)	-100.00%
General Government	-	-	-	-	-	-	0.00%
Miscellaneous Revenue	-	-	-	-	500	-	0.00%
Non-Operating Sources/Debt Proceeds	-	-	-	-	-	-	0.00%
Transfers In	-	-	-	-	-	-	0.00%
<b>Subtotal</b>	-	1,181,995	1,997,489	1,589,742	2,154,588	(1,589,742)	-100.00%
Use of Fund Balance	-	-	-	-	-	-	0.00%
<b>Total Sources of Funds</b>	-	1,181,995	1,997,489	1,589,742	2,154,588	(1,589,742)	-100.00%
<b>Use of Funds</b>							
Principal	-	380,000	655,000	517,500	-	(517,500)	-100.00%
Interest	-	787,724	1,359,978	1,073,851	1,424,088	(1,073,851)	-100.00%
Non-Department Other	-	-	(34,846)	-	-	-	0.00%
<b>Sub-Total</b>	-	1,167,724	1,980,132	1,591,351	-	(1,591,351)	-100.00%
Reserve for future use	-	14,271	17,357	15,814	500	(15,814)	-100.00%
<b>Total Uses of Funds</b>	-	1,181,995	1,997,489	1,607,165	2,154,088	(1,607,165)	-100.00%

The City's Debt Service Fund is used to accumulate the repayment of vote r-approved General Obligation debt.

# Neighborhood Road Program Fund

**Neighborhood Road Program Fund (Fund 308)** – To account for the City's largest capital improvement project to improve transportation throughout the City's residential areas. It is being funded through a general obligation bond not to exceed \$40 million.

Neighborhood Road Program Fund 308	FY 2017 Actuals	FY 2018 Actuals	FY 2018-2019 Adjusted Budget	FY 2018-2019 Budget Forecast	FY 2019-2020 Adopted Budget	FY 2019-2020	
						Change FY 20 Budget & FY 19 Forecast	FY 2019-2020 % Change FY 20 Budget & FY 19 Forecast
<b>Source of Funds</b>							
Investments	64,577	329,448	310,000	234,675	-	-	-
Debt	22,272,285	17,638,050	11,275,788	17,062,041	-	-	-
<b>Subtotal</b>	<b>22,336,862</b>	<b>17,967,497</b>	<b>11,585,788</b>	<b>17,296,716</b>	<b>-</b>	<b>-</b>	<b>-</b>
Use of Fund Balance	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>22,336,862</b>	<b>17,967,497</b>	<b>11,585,788</b>	<b>17,296,716</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Funds</b>							
* Prof. & Contract. Service	256,428	87,622	27,696	123,915	-	-	-
* Operating Expense	-	-	-	-	-	-	-
* Capital Expense	2,437,155	14,569,421	9,259,152	8,755,243	-	-	-
<b>Sub-Total</b>	<b>2,693,583</b>	<b>14,657,043</b>	<b>9,286,848</b>	<b>8,879,158</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve for future use	19,643,279	3,310,455	2,298,940	8,417,558	-	-	-
<b>Total Uses of Funds</b>	<b>22,336,862</b>	<b>17,967,497</b>	<b>11,585,788</b>	<b>17,296,716</b>	<b>-</b>	<b>-</b>	<b>-</b>



**DEBT ADMINISTRATION**

# Debt Administration

## Description of Funds

The funds account for the accumulation of resources to meet current and future long-term debt service requirements such as capital lease obligations and bond principal, interest and related costs. Long-term debt will be used for construction, rehabilitation, or acquisitions of infrastructure and other assets; refinancing existing debt obligations; or to reduce unfunded accrued liabilities associated with pension obligations or other post-employment benefits. Long-term debt will not be used to finance current operations or for routine repairs and maintenance issues.

## Current Trends and Issues

Total outstanding debt as of September 30, 2019 for the City of Lake Worth Beach is \$106,289,297. The debt consists of \$39,783,306 in Governmental Activities and \$66,505,991 in Business Type activities. The annual debt service payments for FY 2020 total \$8,610,128, consisting of principal and interest for all City debt. The City's charter permits the City to pledge funds or property taxing power of the City for the payment of Debt and Bonds. This is subject to mandatory requirements that the total indebtedness of the City shall never exceed an amount equal to 25% of the total assessed value of the taxable property within its corporate limit.

Taxable Assessed Valuation	<u>\$ 1,999,455,000</u>
Debt Limit (25% of Valuation)	\$ 499,863,750
Outstanding Governmental Debt	\$ 39,783,306
Debt-contracting Margin	<u>\$ 460,080,444</u>
Percentage Debt-contracting Limit Remaining	<u>92.04%</u>

City-Wide Debt Summary	Original Issue	Principal Outstanding as of 9/30/19	FY 2020 Principal	FY 2020 Interest	Total FY 2020 Debt Service
<b>GOVERNMENTAL FUNDS</b>					
2018 GO Bond	17,295,000	17,040,000	310,000	670,963	980,963
2017 GO Bond	21,685,000	20,905,000	420,000	753,125	1,173,125
Note Payable	985,420	894,528	50,664	28,098	78,762
<b>Total Governmental</b>	<b>39,965,420</b>	<b>38,839,528</b>	<b>780,664</b>	<b>1,452,186</b>	<b>2,232,850</b>
<b>UTILITY FUNDS</b>					
2013 Utility Refunding Revenue Bond	54,030,000	36,035,000	3,730,000	434,294	4,164,294
State Revolving Loan - 501700	469,252	323,637	21,929	8,973	30,902
State Revolving Loan - 501701	6,756,301	4,626,911	317,496	118,704	436,200
* State Revolving Loan - 501710	-	-	-	-	-
* State Revolving Loan - 501720	-	-	-	-	-
* State Revolving Loan - 501730	-	-	-	-	-
Notes Payable	22,545,721	19,828,511	1,123,046	622,836	1,745,882
<b>TOTAL UTILITY FUNDS</b>	<b>83,801,274</b>	<b>60,814,059</b>	<b>5,192,471</b>	<b>1,184,807</b>	<b>6,377,278</b>
<b>TOTAL DEBT</b>	<b>123,766,694</b>	<b>99,653,587</b>	<b>5,973,135</b>	<b>2,636,993</b>	<b>8,610,128</b>

\* These projects are still in progress. A final amortization schedule will be available once finalized.

# Debt Administration

## Revenues Pledged

### **Governmental Funds**

**2017 & 2018 GO Bonds** - The Series 2017 & 2018 Bonds are payable from ad valorem tax to be levied annually on all taxable property within the City. The taxes are to be levied and collected at the same time and in the same manner as ad valorem taxes levied for operating expenses of the City and are to be in addition to all other taxes authorized to be levied by the City. The debt service payments are appropriated in the Debt Service Fund.

**Notes Payable** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the General Fund.

### **Enterprise Funds**

**2013 Utility Refunding Revenue Bond** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**State Revolving Loan – 501700** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**State Revolving Loan – 501701** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**State Revolving Loan – 501710** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**State Revolving Loan – 501720** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**State Revolving Loan – 501730** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.

**Notes Payable** - The note is secured by the City's covenant to annually budget and appropriate City revenues that are not derived from taxation. The debt service payments are appropriated in the Electric and Water funds.



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# **COMMUNITY REDEVELOPMENT AGENCY**



# Community Redevelopment Agency FY 2020 Budget

<b>LAKE WORTH BEACH COMMUNITY REDEVELOPMENT AGENCY</b>		
<b>FINAL BUDGET FY 2019/2020</b>		
	FINAL- APPROVED FY 2019/2020	<i>Amendment #1 Nov. 12, 2019</i> <i>FY 2019/2020</i>
<b>REVENUES</b>		
AD VALOREM TAXES	1,560,451	1,560,451
INTEREST EARNINGS-MISC.	2,000	2,000
MISCELLANEOUS - DONATIONS	-	-
RENTAL INCOME	-	-
CITY TIF SHARE (TRANSFER FROM CITY)	1,802,170	1,802,170
TRANSFER FROM GENERAL FUND (INTERLOCAL)	-	-
LOAN PROCEEDS	-	-
GRANT - REVENUE	-	-
DESIGNATED RESERVE BALANCE - LOC	-	-
FUND BALANCE	215,447	<i>1,215,447</i>
<b>TOTAL REVENUES</b>	<b>3,580,068</b>	<b>4,580,068</b>
<b>EXPENSES</b>		
<b>ADMINISTRATION</b>		
REGULAR SALARY/WAGES	428,602	428,602
FICA	32,788	32,788
DEFERRED COMPENSATION	17,143	17,143
LIFE & HEALTH INS	21,500	21,500
UNEMPLOYMENT COMP	6,500	6,500
<i>SUBTOTAL PERSONNEL</i>	<i>506,533</i>	<i>506,533</i>
PROFESSIONAL SERVICES - LEGAL	45,000	45,000
CITY ADMIN CHARGES	20,000	20,000
TRAVEL & TRAINING	7,000	7,000
TELEPHONE	3,500	3,500
UTILITY SERVICE-ELECTRIC	13,500	13,500
POSTAGE & FREIGHT	1,500	1,500
RENTS & LEASES	3,200	3,200
PROMOTIONAL ACTIVITY	33,500	33,500
INSURANCE-PROPERTY/LIABILITY	9,000	9,000
PRINTING & BINDING	11,750	11,750
OFFICE SUPPLIES	5,000	5,000
IT/ MEDIA	20,000	20,000
COMPUTER SOFTWARE	1,500	1,500
SMALL TOOLS & OTHERS	8,000	8,000
BOOKS-MEMBERSHIP-DUES	4,130	4,130
OPERATING SUPPLIES	6,500	6,500
<i>SUBTOTAL OPERATING</i>	<i>193,080</i>	<i>198,080</i>
<b>SUBTOTAL ADMINISTRATION</b>	<b>699,613</b>	<b>699,613</b>
<b>PROGRAMS</b>		
PROFESSIONAL SERVICES	45,000	45,000
ECONOMIC DEVELOPMENT / BUSINESS RECRUITMENT	1,100,000	<i>2,100,000</i>
COMMERCIAL GRANT PROGRAM	550,000	550,000
TAX INCREMENT REBATE	43,196	43,196
BEAUTIFICATION - BANNERS AND DECORATIONS	35,000	35,000
DOWNTOWN IMPROVEMENTS	30,000	30,000
NEIGHBORHOOD IMPROVEMENTS	25,000	25,000
RESIDENTIAL GRANT PROGRAM	10,000	10,000
<i>SUBTOTAL PROGRAM-OPERATING</i>	<i>1,838,196</i>	<i>2,838,196</i>
<b>PROJECTS / GRANTS</b>		
TRANSFER TO CAPITAL PROJECT FUND	22,500	22,500
<i>SUBTOTAL PROJECTS-GRANTS</i>	<i>22,500</i>	<i>22,500</i>
<b>BUILDINGS/ 1000 LAKE AVE/ACQUISITIONS</b>		
INSURANCE (INCLUDING ACQUISITIONS)	20,000	20,000
DEMO/ DISPOSITIONS	186,250	186,250
PROPERTY MANAGEMENT (INCLUDES ACQUISITIONS & HATCH)	59,483	59,483
UTILITIES	15,000	15,000

# Community Redevelopment Agency FY 2020 Budget

<i>SUBTOTAL-BUILDING</i>	280,733	280,733
<b><i>SUBTOTAL PROJECTS / PROGRAMS</i></b>	<b>2,141,429</b>	<b>3,141,429</b>
<b><i>LULA - PROGRAM</i></b>		
PROFESSIONAL SERVICES	6,100	6,100
PROJECTS	8,000	8,000
PROGRAMS	20,500	20,500
MARKETING	7,000	7,000
TRANSFER TO CULTURAL RENAISSANCE FOUNDATION	-	-
<b><i>SUBTOTAL LULA PROGRAM</i></b>	<b>41,600</b>	<b>41,600</b>
<b><i>DEBT SERVICE</i></b>		
AMORITIZATION OF BOND FUNDS/ BANK FEES	4,000	4,000
TRANSFER TO DEBT SERVICE	693,426	693,426
<b><i>SUBTOTAL DEBT SERVICE</i></b>	<b>697,426</b>	<b>697,426</b>
<b>TOTAL EXPENSES</b>	<b>3,580,068</b>	<b>4,580,068</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	-	-

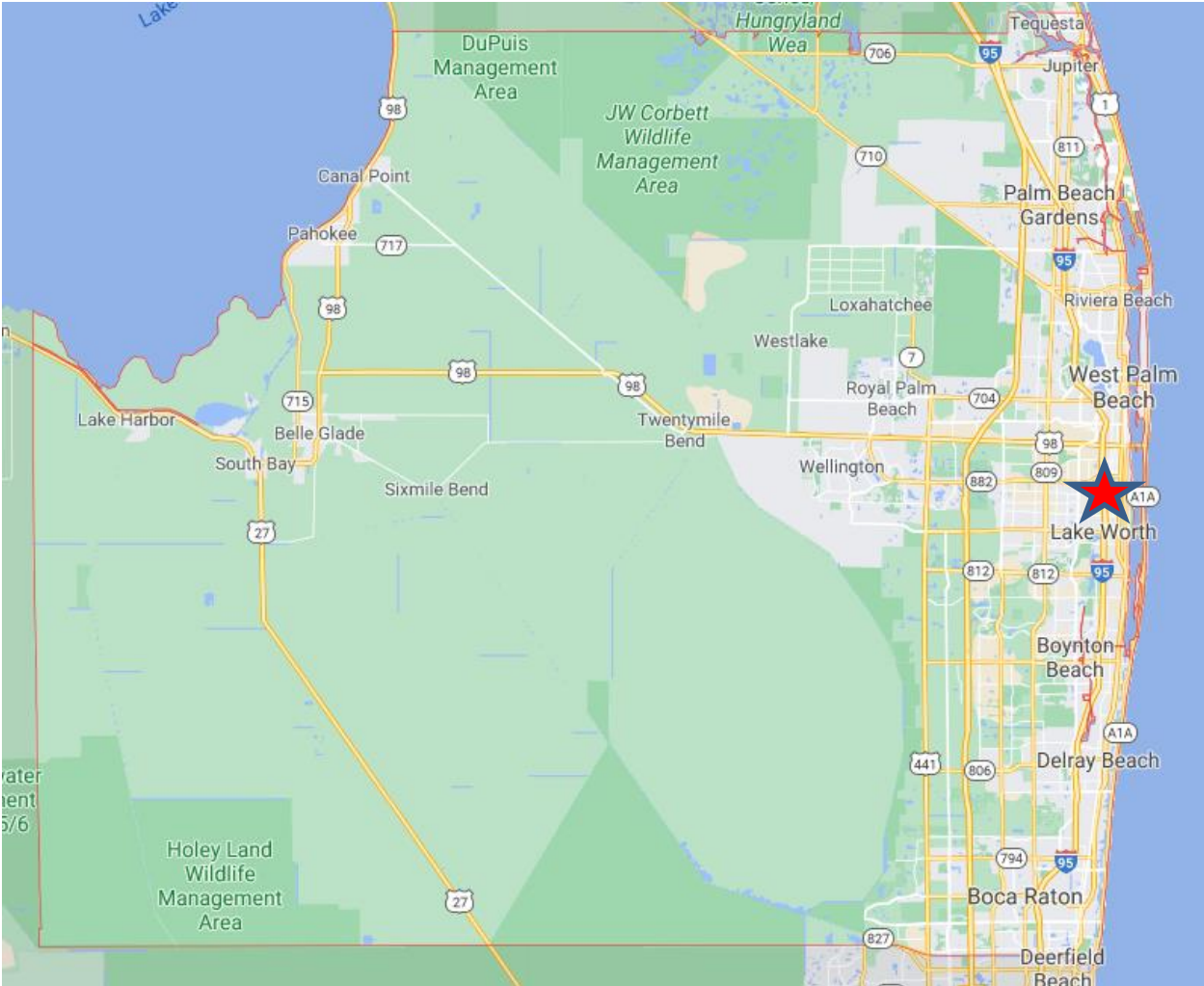


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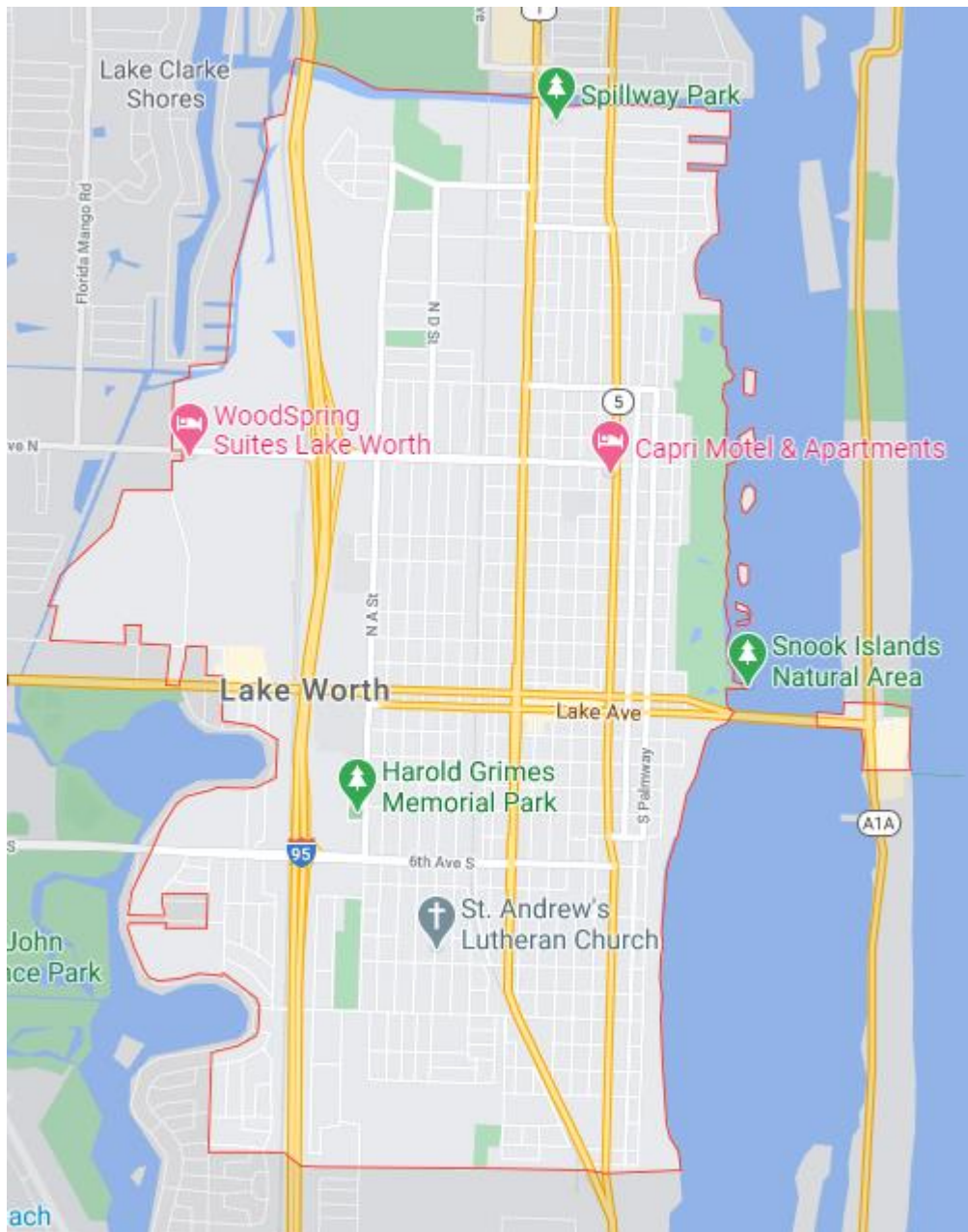


## **APPENDICES AND GLOSSARY**

# Map of Palm Beach County



# Map of Lake Worth Beach, Florida



# Lake Worth Beach at a Glance - Demographics

## POPULATION DATA

- ◆ Total Area: 6.97 Square Miles
  - 5,543 persons per square mile
- ◆ Total Population: 38,641 (Palm Beach County Business Development Board)
- ◆ Median age: 35.66 (US Census Bureau)
- ◆ Percentage of population with a High School Degree or higher: 70.6%
- ◆ Percentage of population with a Bachelor's Degree or higher: 20.56%
- ◆ Median household income: \$43,386 (PB Co Bus Dev Board)
  - 29% of population below poverty rate
  - 3.2% unemployment rate
- ◆ Estimated number of households: 14,145 (PB Co Bus Dev Board)
  - Owner Occupied - 52.31%; Renter Occupied - 47.69%
- ◆ Average number of persons per household: 2.83 (US Census Bureau)

## ELECTIONS

- ◆ Registered voters: 18,973
- ◆ Votes cast in last municipal election: 2,874 (16.03% turnout)

## RECREATION AMENITIES

- ◆ Casino Building and Beach Complex (19 acres)
- ◆ Golf Course: 110 acres
- ◆ Municipal Park Acreage: 140 Acres
  - Barton Park
  - Bryant Park
  - Bryant Park South
  - Constitution Park
  - Harold Grimes Memorial Park
  - Howard Park
  - Lend a Hand Park
  - Memorial Park
  - Northwest Park and Ball Fields
  - Old Bridge Park
  - Snook Islands Natural Area
  - South Palm Park
  - Spillway Park
  - Sunset Ridge Park
  - Triangle Park
  - Tropical Ridge Fitness Park
- ◆ Cultural Plaza
- ◆ John Prince Park (county park on western border): 9,924.36 acres
- ◆ Number of recreation programs and classes: 15
- ◆ Number of special event permits issued: 120



# Lake Worth Beach at a Glance - Demographics

## STREETS & SIDEWALKS

- ◆ Paved public streets/alleys: 116.25 miles
- ◆ Unpaved shell rock streets: 22.5 miles

## SOLID WASTE COLLECTION

- ◆ Residential accounts: 14,924
- ◆ Commercial accounts: 3,571 (includes all industrial, residential over 8 units, condos, commercial)

## PUBLIC SAFETY

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

Sworn Police Officers	80
Civilian Employees	36
Crossing guards	25

### **FIRE PROTECTION:** *(Fire services provided to City under contractual agreement with PB County Fire MSTU)*

Suppression Units	2
Early response stabilization units	2
Fire Stations	2

## LAND USAGE

Residential	1,578.1736 acres
Commercial	413.0786
Institutional	524.7573
Industrial	243.3052
Recreational	<u>242.3336</u>

**Total 3,232.7551 acres**

Other 231.1268 *includes conservation*

## UTILITY SYSTEM

Active accounts (as of September 30, 2018)

Water	13,791
Sewer	12,205
Electric	26,476 (Residential - 23,654, Commercial - 3,105, Demand - 88, as of 12/2019)

## ELECTRIC UTILITY CAPACITIES

Electric - Gas and oil	90.4 mW
Electric - Nuclear	22.2 mW
Electric - Coal	11.2 mW
Electric - Solar	1.7 mW

# Lake Worth Beach at a Glance - Demographics

## WATER PLANT CAPACITIES

Miles of water mains	168 miles
Miles of sewer mains	124 miles
Fire Hydrants	1,105
Water - Lime Softening Plant	12.9 MGD (Permitted)
Water - Reverse Osmosis Water Plant	4.5 MGD
Sewer - East Central Regional Water Reclamation Facility	70 MGD

## BEACH / INTRACOASTAL WATERWAY / DOWNTOWN AREA ATTRACTIONS

- ◆ Quarter-Mile Beach
  - Chair and umbrella rentals
- ◆ 37,000 sq. ft. Casino Building
  - Oceanfront Ballroom (for rent)
  - Restaurants and shops including Kilwins Chocolate, Mamma Mia's on the Beach, Mulligan's Beach House Bar & Grill and Lake Worth Tee Shirt Company
- ◆ Oceanfront park with picnic tables and pavilion rental
- ◆ William O. Lockhart Municipal Pier
  - Benny's on the Beach restaurant
  - Fishing (rod and bait rentals available)
- ◆ Snook Islands - fishing, kayaking and paddle boarding
- ◆ Lake Worth Golf Club -located on the intracoastal waterway, 18 hole par 70 course, including E.R. Bradley's Beach Club Restaurant
- ◆ Downtown district with over two dozen restaurants
- ◆ Shopping
- ◆ Cultural Plaza
- ◆ Municipal Library
- ◆ Lake Worth Playhouse
- ◆ Cultural Council of Palm Beach County

## COLLEGES AND UNIVERSITIES

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

## AIR AND LAND TRANSPORTATION

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

# Lake Worth Beach at a Glance

## COMMUNITY INFORMATION

2018 Principal Property Taxpayers			
Tax Payers	Net Assessed Value	Rank	% of Total Value
Lake Worth Village, LLC	\$20,965,792	1	1.08%
CP Logistics Lake Worth, LLC	\$19,519,622	2	1.16%
Palm Club Investments, LLC	\$13,373,327	3	0.74%
GSG Investments	\$10,515,634	4	0.58%
Cubesmart LP	\$9,980,925	5	0.55%
Palm Beach Mobile Home Park, LLC	\$9,199,868	6	0.51%
Patricia A. Tackett	\$9,094,305	7	0.50%
1920 10th Avenue, LLC	\$8,500,000	8	0.47%
Cubesmart LP	\$7,785,101	9	0.43%
Lake Worth Town Plaza, LLC	\$6,619,989	10	0.37%

Source: Tax roll provided by Palm Beach County Property Appraiser's Office

Principal Employers		
Employers	Employees	Rank
City of Lake Worth Beach	308	1
Lake Worth High School	250	2
Highland Elementary	175	3
Publix (214 N. Dixie Hwy.)	141	4
Wayne Akers Ford	140	5
Medicana Nursing & Rehab	125	6
North Grade Elementary	115	7
Publix (1910 Lake Worth Rd.)	115	8
Barton Elementary	111	9
Lake Worth Middle School	110	10

Source: Business Development Board of Palm Beach County

# History of Lake Worth Beach

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

The name Jewel was subsequently changed to the town site of Lucerne, and platting began shortly thereafter. Lake Worth was formally incorporated in 1912, and in January of that year Lake Avenue became the first street to be graded and rocked. On March 12, 2019, residents voted to change the name of the City to Lake Worth Beach.

As the town site began to grow, residents saw the need to construct a dock at the foot of Lake Avenue that extended 1,000 feet into the Lake Worth Lagoon. Shortly thereafter Bryant Park was established, a park that remains beautifully active today, complete with a modern band shell where people enjoy festivals, concerts and recreation.

As settlers moved to Lake Worth Beach in the early twentieth century, they built homes, grocery stores, churches and restaurants. During the summer of 1912, a survey of the town site was completed that laid out 55 miles of streets, and nearly as many miles of alleys, as well as 7,000 residential lots ranging in size from 25 to 50 feet wide. The small lot sizes were part of a sales tactic that coupled the purchase of multiple acres of western farm land with a small town lot in present-day Lake Worth Beach.

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

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

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

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

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

# History of Lake Worth Beach

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

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





City of Lake Worth  
Comprehensive Financial Policies



Adopted -December 7, 2010

1<sup>st</sup> Revision -September 26, 2011

2<sup>nd</sup> Revision -September 25, 2012

3<sup>rd</sup> Revision -March 27, 2013

4<sup>th</sup> Revision - December 3, 2013

**5<sup>th</sup> Revision - September 19, 2017**

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City of Lake Worth

1

Comprehensive Finance Policies



# City of Lake Worth Comprehensive Financial Policies

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## City of Lake Worth Comprehensive Financial Policies

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## City of Lake Worth Comprehensive Financial Policies

The following policies establish the framework for the City's overall financial planning and management. These policies show the citizens, credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. These policies guide the City's officials and its development and implementation of policy and strategic planning and its fiscal impacts in a consistent manner. Adherence to adopted financial policies promotes sound financial management.

### GENERAL FINANCIAL GOALS

1. Protect the assets of the City through an adequate system of internal controls.
2. Maintain the financial viability of the City to ensure adequate levels of City services.
3. Maintain financial flexibility in order to continually adapt to local and regional economic and demographic changes.
4. Maintain and enhance public infrastructure in order to provide for the health, safety and welfare of the City's citizens.
5. Report to the Citizens, State and Federal Governments, and creditors on the financial operations of the City.

### INTERNAL CONTROL ENVIRONMENT

All financial transactions in the City happen within the internal control framework defined in these policies and supplemented by the procedures contained in the Accounting Policies and Procedures Manual. These internal controls aim to follow the Committee of Sponsoring Organizations (COSO) model.

### THE CONTROL ENVIRONMENT

1. The City Commission details its ethical requirements in Chapter 2 of the City Charter and Code of Ordinances, which governs "financial integrity and Department Head accountability".
2. Procurement Ordinance 2013-13 which governs the "purchase of goods and services for the City".
3. Travel Resolution - 57-2012 which governs the reimbursement rates for employee travel.



## City of Lake Worth Comprehensive Financial Policies

4. Resolution No. 18-2017 – FY 2017-2018 City of Lake Worth Employee Personnel Policies, and union contracts, which govern the payment of City employees.
5. External Audit – the City Commission, acting as the Audit Committee, will secure the services of an Independent Certified Public Accountants to audit the financial operations of the City, in accordance with Chapter 218.39 Florida Statutes.

### RISK ASSESSMENT

1. The external auditors include an assessment of The City's internal control activities as a part of their scope of work.
2. The City's Internal Auditor reviews and assists the City in achieving economical, efficient and effective administration in all areas of responsibility by performing independent, objective assurance and consulting activities to ensure that the City is fulfilling its fiduciary responsibilities to the citizens and taxpayers of the City.
3. The Financial Services Department includes risk assessment activities as a part of the Accounting Policy and Procedures Manual. These activities include review of cash collection processes, fixed asset reporting and review of business processes in all areas.

### CONTROL ACTIVITIES

The Accounting Policy and Procedures Manual contains detailed procedures for processing all types of transactions.

### INFORMATION AND COMMUNICATIONS

Reporting both internally and externally are important features of an Internal Control process. The Accounting Policy and Procedures Manual addresses regular monthly, quarterly and annual reporting internally to the City Departments, City Manager and the City Commission and externally to the citizens and other interested parties.

### ONGOING MONITORING

Management, along with department staff, constantly monitors financial transactions. Exceptions to any control procedures are reported to management and a detailed review is initiated.

### FINANCIAL PLANNING POLICIES

The City Commission will establish and maintain practices for the administration and amendment of the annual budget.



## City of Lake Worth Comprehensive Financial Policies

### BALANCED BUDGET

The Budget shall be balanced with *“The amount available from taxation and other sources, including amounts carried over from prior fiscal years must equal the total appropriations for expenditures and reserves. The budget must regulate expenditures of the municipality, and it is unlawful for any officer of a municipal government to expend or contract for expenditures in any fiscal year except in pursuance of budgeted appropriations”* as discussed in Chapter 166.241(2) Florida Statutes.

### FUNDS

The Budget will contain a budget for all funds of the City, including the Community Redevelopment Agency. Governmental fund budgets will be prepared on the modified accrual basis of accounting. Proprietary and Internal Service funds will be budgeted on the accrual basis of accounting, except the full amount of capital expenditures and debt payments will be budgeted as expenses in order to facilitate encumbrance and budgetary control for these disbursements.

### LONG RANGE PLANNING

The Financial Services Department Budget Division will annually prepare a Five-Year Forecast. The forecast will be for all operating funds of the City and will include the best estimates available of all operating revenues and expenditures. The forecast will include estimated operating costs and revenues of future capital improvements.

### ASSET POLICIES

The City will maintain an inventory of all assets with a value in excess of \$1,000 and an estimated life of more than one year, per Chapter 69I-73 Florida Administrative and Chapter 274 the Florida Statutes. In addition, an inventory of infrastructure will be maintained with a value in excess of \$15,000.

### ANNUAL INVENTORY

The City will perform an annual inventory of property. Any assets that are determined to be unaccounted for shall be reported to the City Commission and the State as required.

### DISPOSAL OF SURPLUS PROPERTY

1. Real Property shall be disposed of in accordance with Chapter 2 City Charter and Code of Ordinances.
2. Personal Property – A listing of property determined to be surplus to the City’s needs shall be presented to the City Manager at least annually. The City Manager will declare such



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property surplus and authorize the disposal of said property in accordance with the rules of the City Procurement Code (Ordinance 2013-13).

3. Property purchased with State/Federal or other Grantor monies – Permission of the Grantor will be obtained before any such property is disposed of in accordance with numbers 1 and 2 above.

### INVESTMENT POLICIES

The City Commission will annually review its Investment Policy. The policy will provide guidance for staff and any investment managers hired by the City. The policy will comply with the requirements of Chapter 218.415 Florida Statutes.

### INTERFUND LOAN POLICY

Inter-fund loan policies are intended to provide parameters and guidance for the management of loans between funds. Interfund loans may be necessary to provide adequate cash flow for reimbursable grants and contractual obligations with deferred revenues.

1. Repayment of any loan shall not exceed one year without approval of the City Commission. Loans outstanding at fiscal year-end will be reported to the City Commission.
2. Any fund may be given a total loan of up to \$25,000 with approval from the Financial Services Director and/or the City Manager. Such loans must be an appropriate use of cash from the loaning fund.
3. Any fund may be given a total loan in excess of \$25,000 with the approval from the City Commission. Such loans must be an appropriate use of cash from the loaning fund.
4. Due to the receipts of ad-valorem taxes not being sufficiently received until the end of November, the City may not have sufficient carry forward of cash fund balances to maintain an adequate cash flow in the beginning of the fiscal year. Therefore upon the approval of the Financial Services Director and the City Manager, the general fund may borrow, short-term, from other appropriate funds until the receipts of ad-valorem tax revenue are received to provide adequate cash flow. In no instance, without approval of the City Commission, shall the loan remain unpaid past December 31 of the year the loan is made.

### ACCOUNTS RECEIVABLE

The City's accounts receivables will be segregated according to the activity that generates the account.



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### General Government Accounts

1. Accounts will be billed monthly unless another cycle is required by contract.
2. Beginning the 25<sup>th</sup> day after billing, in-house collection activity including
  - a. Delinquent letter sent the next day
  - b. Phone calls starting by the 35<sup>th</sup> day
  - c. Demand letter by the 60<sup>th</sup> day
  - d. Legal or collection agency action by the 90<sup>th</sup>

### Utility Accounts

1. Accounts will be billed on a regular cycle.
2. Billing will begin after billing according to internal policy
  - a. Delinquent notice sent and late fee applied
  - b. In-house collection activity begins according to internal policy.
  - c. Collection agency activity begins on the according to internal policy day after billing.

The City will retain one or more collection agencies to assist in collecting past due accounts. The agencies will be selected via a competitive process with a contract of no more than 3 years with the possibility of two one year renewals.

In-house collection activity will be designed by the Finance and Utility Departments and documented in the Policies and Procedures manuals of those departments.

Reporting to the Commission on the accounts receivable balances will be done on an as needed basis.

### FUND BALANCE

As defined by the *Governmental Accounting, Auditing and Financial Reporting of the Government Finance Officers Association*, fund balance is "The difference between assets and liabilities reported in a governmental fund."

Fund Balance will be stratified and accounted for in accordance with current Generally Accepted Accounting Principles

### STRATIFICATION CATEGORIES AND LEVEL OF AUTHORITY REQUIRED

#### NON-SPENDABLE FUND BALANCE

Amounts that are (a) not in spendable form; or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items that are not expected to be



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converted to cash (such as inventories and prepaid amounts) and items such as long-term amount of loans and notes receivable, as well as property acquired for resale. The corpus (or principal) of a permanent fund is an example of an amount that is legally or contractually required to be maintained intact.

### RESTRICTED FUND BALANCE

Amounts that can be spent only for specific purposes as stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

### COMMITTED FUND BALANCE

Amounts that can be used only for the specific purposes determined by a formal action (resolution or ordinance) of the City Commission, the City's highest level of decision making authority. Commitments may be changed or lifted only by the City Commission taking the same formal action (resolution or ordinance) that imposed the constraint originally. Resources accumulated pursuant to stabilization arrangements sometimes are reported in this category.

### ASSIGNED FUND BALANCE

Includes spendable fund balance amounts established by management of the City (City Manager) that are intended to be used for specific purposes that are neither considered restricted or committed.

### UNASSIGNED FUND BALANCE

Unassigned fund balance is the residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund as described in these policies. Certain stabilization arrangements would also qualify to be reported in this category.

### RESERVATIONS OF FUND BALANCE

#### COMMITTED

The City hereby establishes the following committed fund balances

#### EMERGENCY OPERATING RESERVE

In order to provide the resources necessary to ensure continued operations of the City should a natural disaster or significant change in the weather pattern occur, the City shall establish and maintain an Operating Reserve Fund within the General



## City of Lake Worth Comprehensive Financial Policies

Fund/Self Insurance Funds. The amount shall be determined as part of the annual budget process and in accordance with City Resolution.

### GENERAL FUND – ASSIGNED FUND BALANCE

The subsequent year's budget fund balance reserve is assigned by City management as set forth in the annual budget (and any amendments thereto) to appropriate a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

### MINIMUM LEVEL OF UNASSIGNED FUND BALANCE

Unassigned fund balance is the residual classification for the General Fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the General Fund.

The City will strive to maintain an adequate level of unassigned fund balance to provide for necessary cash flow to minimize any short-term borrowings.

### SPENDING ORDER OF FUND BALANCES

The City uses restricted amounts to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the City would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

### ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY

Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process, and the amounts of restricted, committed, assigned, and non-spendable and the minimum level of unassigned fund balance shall be determined during this process.

### OPERATING BUDGET POLICY

#### BUDGET REQUESTS

The City shall establish an annual budget process as follows:

1. Develop a proposed and planned budget to include personal services, operating, capital outlay, and non-operating categories.



## City of Lake Worth Comprehensive Financial Policies

2. All Departments of the City and the Community Redevelopment Agency shall submit the annual budget request in the manner and form prescribed by the Financial Services Department Budget Division no later than the date set forth.

### ESTIMATED BEGINNING FUND BALANCE

In order to achieve the most accurate estimate possible, the Financial Services Department Budget Division shall project both revenues and expenditure, for each governmental fund through September 30th of the then current fiscal year. These projections will be shown separately in the final budget documents. The difference between the estimated revenues and estimated expenditures is the calculated estimated beginning fund balance for the subsequent fiscal year.

### ESTIMATED ENDING FUND BALANCE

For the year being budgeted, a calculation of estimated ending fund balance shall also be made. This calculation shall be the difference between the budgeted sources of funds and the budgeted uses of funds as described above. Since the uses of funds are restricted, committed or assigned in all other governmental fund types there is no policy required as to the amount of ending fund balance unless the project is completed and the fund should be closed. In this situation, a residual equity transfer will be made to zero-out any remaining fund balance.

If, after the annual audit, the actual General Fund unassigned fund balance is greater than that needed for adequate cash carry forward, the excess may be used in one or a combination of the following ways:

- a) Left in the General Fund to earn interest and roll forward into the subsequent year's beginning fund balance;
- b) Appropriated by resolution of City Commission for a one-time expenditure or opportunity that does not increase recurring operating costs;
- c) Committed to establish or increase a formal stabilization arrangement or reserve (including but not limited to economic stabilization, contingency reserves or disaster reserves); or
- d) Appropriated for start-up expenditures of new programs undertaken at mid-year, provided that such action is considered in the context of commission approved multiyear projections of revenues and expenditures.

### CASH CARRY FORWARDS ALL OPERATING FUNDS

1. The City will maintain an annual un-appropriated or cash carry forward fund balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing. The cash carry forward portion of fund balance shall be separate from the





## City of Lake Worth Comprehensive Financial Policies

portions of fund balance committed to fund the budgeted reserve for contingency, or assigned to fund emergency reserves.

2. The amount of cash carry forward to be budgeted shall be analyzed and determined during the annual budget process.

### BUDGETED RESERVE FOR CONTINGENCY

1. It is the intent of the City to establish budgeted contingency reserves in all operating funds. The budgeted reserve for contingency will be funded by a committed portion of fund balance. The purpose of the budgeted reserve for contingency is intended to provide for the following:

- a) Funding for authorized mid-year increases that will provide for a level of service that was not anticipated during the budget process
- b) Funding for unexpected increases in the cost of providing existing levels of service
- c) Temporary and nonrecurring funding for unanticipated projects
- d) Funding of a local match for public or private grants
- e) Funding to off-set losses in revenue caused by actions of other governmental bodies and/or unanticipated economic downturns
- f) Funding to accommodate unanticipated program mandates from other governmental bodies
- g) Funding for emergencies, whether economic, natural disaster or acts of war
- h) Funding for market and economic fluctuations in enterprise and internal service funds
- i) Funding for contamination remediation
- j) Funding for rate stabilization

2. Budgeted Reserve for Contingency Utilization and Maintenance Policies

- a) Reserve for contingency requests must be approved by the City Commission. Such requests will be evaluated to ensure consistency with other City Commission policies,



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the urgency of the request, the scope of services to be provided, the short and long-term fiscal impact of the request, a review of alternative methods of funding or providing the services, a review for duplication of services with other agencies, a review of efforts to secure non-City funding, a discussion of why funding was not sought during the normal budget cycle, and a review of the impact of not funding or delaying funding to the next fiscal year.

- b) The reserve for contingency shall be calculated and budgeted by the Financial Services Department Budget Division for each operating fund in an amount not greater than 10% of the total budgeted expenditures/expenses of the fund.
- c) The reserve for contingency shall be separate from any assigned cash carry forward fund balances.
- d) The individual fund budget will be adjusted at such time as the City Commission authorizes the use of contingency reserves. All requests for the use of any reserve for contingency shall be accompanied by information prepared by the Financial Services Department Budget Division showing the year-to-date activity of the reserve account as well as the current account balance and the net effect on the account balance. The adjustment will be authorized by motion of the City Commission.

### GENERAL FUND

The City will strive to attain a sufficient reserve for contingency according to City Ordinance. Once attained, if the reserve for contingency falls below 50% of the minimum level, a plan for reestablishing the reserves over a multiple fiscal year period will be developed.

### FLEET MANAGEMENT FUND

1. A vehicle/fleet management fund will be maintained to ensure adequate funding for the systemic replacement of fleet vehicles.
2. Operating departments will be charged for fleet operating costs per vehicle and replacement costs spread out over the useful life of the vehicles.

### SELF INSURANCE FUND

1. Risk management reserves will be maintained at a level that, together with purchased insurance policies, will adequately indemnify the City's property and liability risks in accordance with actuarial estimates. A qualified firm shall be retained on an annual basis in order to recommend appropriate funding levels.



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2. The City will strive to maintain reserves in the self-insurance program at a confidence level of 50% based on an annual cost of risk allocation study and may include use of accumulated retained earnings to maintain this confidence level.

### TECHNOLOGY FUND

1. An Information Technology Fund will be maintained to ensure adequate fund balance required for systemic replacement of technology.
2. Operating departments will be charged for technology operating costs. Equipment replacement costs spread out over the useful life of the assets.

### ENTERPRISE FUNDS

1. The City will maintain appropriately sized renewal and replacement (R&R) accounts in each of the operating enterprise funds. The R&R accounts will be funded in accordance with annual engineering analysis.

### REVENUE POLICY

1. The Financial Services Department Budget Division will review revenue streams on an annual basis. As a part of the review, Financial Services Department Budget Division will estimate revenues as early as possible in the budget process in order to provide expenditure guidelines. The City Commission will establish the City's budget priorities based upon the revenue estimates and expenditure guidelines.
2. The budget shall be balanced. The total estimated receipts (including balances brought forward) shall equal the total appropriations and reserves in accordance with Chapters 166 - and 200 - Florida Statutes.
3. In general, current operating revenue should be sufficient to support current operating expenditures, with adjustments made to budgeted fund balance or appropriations if necessary.
4. In recognition of the overall dependence on ad valorem taxes, the City will strive to develop a diversified and stable revenue system.
5. "Earmarking" of available revenues that would unnecessarily restrict the full range of potential uses of such revenues will be avoided. The use of various funds, however, will be consistent with generally accepted accounting principles and Chapter 166 - Florida Statutes.



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6. One-time revenues will be utilized to fund one-time expenditures wherever possible. If one-time revenues are assigned to pay for recurring expenditures then a 3-5 year plan for transferring the expenditure to a recurring revenue source will be adopted by the City as a part of the budget process in the initial year.
7. The City Commission is authorized to establish and collect fees and charges for certain services rendered by the City. These services are available to all residents of the City but are not needed by the majority of residents, therefore, those utilizing the services are charged for the service. All fees and charges are to represent a reasonable reimbursement to the City for its actual cost in providing a City service. All requested changes to the "schedule of fees and charges" during the fiscal year are presented to the City Commission for its review and approval in a format to be determined by the Finance Director.
8. Vehicle/fleet surplus sale proceeds, insurance claims, and investment income will primarily be maintained within the applicable fleet management fund to help offset future vehicle and equipment costs.

### APPROPRIATION POLICY

Budget appropriations will be made as follows:

1. Appropriations will be made at the major expenditure category: personal services, operating expense, capital outlay, debt service, grants and aids, and non-operating expenses.
2. The Financial Services Department Budget Division will ensure that the application of the inter-city charges, do not adversely affect the provision of services of the fund receiving the indirect charge.
3. Position Control (Staff Count) will be maintained by the Human Resources Department in conjunction with the Budget Division of Financial Services.

### EXPENDITURES POLICY

1. Current operating expenditures should not exceed current operating revenues. When current operating expenditures exceed current operating revenues, adjustments will be made in the subsequent years' budget.



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2. The financial impact associated with new programs or program modifications will be analyzed and determined prior to adoption by the City Commission.
3. Internal service funds will be self-supporting whenever possible. Internal service fees and the direct impact to City operating budgets shall be analyzed annually as part of the budget process.
4. Grant applications to fund services/programs with state or federal funds will be reviewed by the Financial Services Department Budget Division and the City Manager, with significant consideration given to:
  - a. the cost of administering the grant relative to the amount of the grant;
  - b. the availability of matching funds;
  - c. the extent to which locally generated funds will be required to support the program when the grant funding is no longer available; and
  - d. a recommendation will be presented to the Commission
5. Travel budgets will be adopted in accordance with Resolution 57-2012 and 41-2007 of the City. (Note: The Travel Policy will be reviewed and updated as needed)

### CAPITAL MANAGEMENT POLICIES

The Capital Improvement Program (CIP) shall consist of projects with a cost estimate of at least \$25,000 and an asset life of at least five (5) years as well as capital preservation improvement items costing \$25,000 or more. A CIP project, under this definition, is intended to include those projects that involve a new purchase of capital outlay, infrastructure and any new construction or renovation of City infrastructure, excluding routine repair and maintenance.

1. Annually, a five-year Capital Improvement Program (CIP) will be developed. The CIP will be consistent with and implement the Capital Improvement Element (CIE) of the City's Comprehensive Plan. The CIE established a level of service standards for facilities required by law to address the impacts of development, level of service guidelines for other public facilities, and priorities for capital improvement projects. (See Chapter 163.3177(3) Florida Statutes and capital improvement element of City's Comprehensive Plan) Projects needed to maintain adopted level of service standards shall be financially feasible, with identified funding sources based on current revenue projections for the five year period. (discuss)
2. The first year of the five year Capital Improvement Program will be used as the basis for formal fiscal year appropriations during the annual budget process. Appropriations from



## City of Lake Worth Comprehensive Financial Policies

prior years for which expenditures have not been incurred nor projects completed, will be reevaluated and incorporated into appropriations for the new fiscal year.

3. Each Capital improvement project budget may include a reserve for contingency for each project, if appropriate. The contingency should be between 5% and 10% of the estimated project cost.
4. Capital improvement life cycle and operating costs shall be coordinated with the development of the operating budget. Future operating, maintenance, and replacement costs associated with the new capital improvements will be forecasted, matched to available revenue sources, and included in future operating budgets. Additionally, all known future operating costs shall be included within all project detail and description information. If, after review of the operating cost detail, the City determines it is unable to provide for future operating costs the project will be delayed until the operating costs can be funded.
5. The City shall maintain a replacement plan in the internal service funds that provides for the acquisition/replacement of fleet, computers, and other designated equipment. The replacement plan and funds will be maintained in such a way as to minimize the impact on other funds. It is the intent of the funds to capitalize as many purchases as appropriate under the City's capitalization guidelines.
6. The City shall utilize a combination of debt and pay as you go financing for capital projects. The particular funding mechanism for each project will be determined and included in the CIP.
7. The City shall seek grant funding wherever possible to assist in offsetting the expenditure of local funding for capital projects.

### DEBT MANAGEMENT POLICIES

Debt management policies are intended to provide a comprehensive and viable debt management plan which recognizes the capital improvement needs of the City as well as the taxpayers' ability to pay while taking into account existing legal, economic, financial, and debt market considerations.

The City has a capital planning and financing system for use in preparing a multi-year capital improvement plan, which is adopted by the City Commission as a part of the City's budget process. No City debt issued for the purpose of funding capital projects shall be authorized by the City Commission unless it has been included in the capital improvement plan or until the City Commission has modified the plan.



## City of Lake Worth Comprehensive Financial Policies

### PURPOSES OF DEBT ISSUANCE

1. The City shall issue long-term debt only for the purposes of constructing or acquiring capital improvements (specifically, the approved Capital Improvement Program) for making major renovations to existing capital improvements and for refunding outstanding debt when sufficient cost savings can be realized or it is advantageous to do so.
2. The City may also enter into long-term leases for the acquisition of major equipment when it is cost justifiable to do so.
3. The City may utilize pension obligation bonds if it is determined that the City can benefit from lower costs by doing so. All such recommendations would be based on financial advisor and actuarial recommendations.

### FINANCING REQUIREMENTS

1. Where possible, capital expenditures shall be funded through pay-as-you-go programs, debt restructuring and alternative financing mechanisms, such as state loan programs or federal pilot projects.
2. Capital improvements related to enterprise fund operations should be financed solely by debt to be repaid from user fees and charges and other legally available sources generated from the respective enterprise fund's operation.
3. Capital improvements not related to enterprise fund operations shall be financed by debt to be repaid from legally available revenue sources able to be pledged for same.
4. Cash surpluses, to the extent available and appropriable, shall be used to finance scheduled capital improvements if it is deemed to be the best financing method for that particular improvement.
5. Revenue sources shall be pledged for debt only when legally available. Revenue sources that have previously been used for operation and maintenance expenses and/or general operating expenditures will be pledged only when other sufficient revenue sources are available to replace same to meet operation and maintenance expenses and/or general operating expenditures as deemed appropriate by the City Commission.

### MATURITY LIMITATIONS

1. All capital improvements financed through the issuance of debt shall be financed for a period not to exceed the useful life of the improvements, but in no event to exceed 30 years.



## City of Lake Worth Comprehensive Financial Policies

2. All capital improvements financed through lease-purchase obligations shall be financed for a period not to exceed the useful life of the improvements.

### GENERAL DEBT LIMITATIONS

1. Rapid debt repayment is a goal of the City's debt management policies. Each borrowing shall be structured to repay principal as rapidly as the amount of the pledged revenue source will allow. Adjustment in repayment time frames may be modified to reflect changes in the interest rate environment, which may argue for shorter or longer retirement plans.
2. The City shall manage its debt and sustain its financial position in order to seek and maintain the highest credit rating possible.
3. The City shall not construct or acquire a public facility if it is unable to adequately provide for the identifiable annual operation and maintenance costs of the facility.
4. The City shall consider coordinating with other local government entities, to the fullest extent possible, to minimize overlapping debt burden to citizens.
5. The City shall ensure that an adequate system of internal control exists so as to provide reasonable assurance as to compliance with applicable laws, rules, regulations, and covenants associated with outstanding debt.

### DEBT ISSUANCE RESTRICTIONS

1. The City shall market its debt through the use of competitive bids whenever deemed feasible, cost effective, and advantageous to do so. However, it is recognized that in some situations, certain complexities and intricacies of a particular debt issue are such that it may be advantageous to market the debt via negotiated sale.
2. The City shall use the services of outside finance professionals selected under the terms of the City's Procurement Code.
3. Credit enhancements (insurance, letters of credit, etc.) shall be used only in those instances where the anticipated present value savings in terms of reduced interest expense exceeds the cost of the credit enhancement.
4. In order to maintain a stable debt service burden, the City shall attempt to issue debt that carries a fixed interest rate. However, it is recognized that certain circumstances may warrant the issuances of variable rate debt. In those instances, the City shall attempt to stabilize debt service payments through the use of an appropriate stabilization arrangement.





## City of Lake Worth Comprehensive Financial Policies

### REFUNDING

1. The City shall, on a quarterly basis, monitor its outstanding debt in relation to existing conditions in the debt market and shall refund any outstanding debt when sufficient cost savings can be realized.
2. Outstanding debt shall be refunded as long as the net present value savings between the refunded bonds and the refunding bonds is equal to or greater than 3% without extending the maturity of the debt being refunded, unless extenuating circumstances would justify a smaller percentage savings (i.e. historically low interest rates).
3. The City may also refund existing debt for the purpose of revising existing bond covenants to meet particular organizational and/or strategic needs of the City when it is advantageous to do so.

### DISCLOSURE REQUIREMENTS

It is the policy of the City to endeavor to provide full and fair disclosure in connection with the initial sale and distribution of its publicly marketed debt instruments and to provide appropriate ongoing secondary market information, in compliance with the requirements of applicable federal and state securities laws, rules, and regulations, including Securities and Exchange Commission Rule 15c2-12.

### ARBITRAGE REPORTING

The Financial Services Department shall establish a system of record keeping and reporting (or procure the services of a company specializing in arbitrage management /calculation) to meet the arbitrage rebate compliance requirements of the Federal Tax Code. This includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebateable earnings to the Federal Government in a timely manner in order to preserve the tax-exempt status of the City's outstanding and future debt issues.

### INVESTMENT OF BOND PROCEEDS

The investment of bond proceeds shall be governed by the City's Investment Policy and any applicable bond covenants. In the event of conflicting policies, the more restrictive policy shall be enforced.

### SHORT-TERM AND INTERIM FINANCING

1. Bond Anticipation Notes - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such must be planned for and determined to be feasible by the financial advisor.



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2. Tax (Revenue) Anticipation Notes - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to issue Tax or Revenue Anticipation Notes as a source of interim operating financing.
3. Other - Where their use is judged by City staff, City's bond counsel and financial advisor to be prudent and advantageous to the City, the City may choose to use other short-term financing tools such as a line of credit or pooled commercial paper programs.

### DEBT AFFORDABILITY ASSESSMENT

1. The Florida Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. For debt issues to be placed on the ballot, the Commission must approve both the capital and financing proposals. Although there is no statutory limit on the amount of debt and corresponding tax levy the voters can approve, the City Charter and Code of Ordinances limits the amount of debt to be a maximum equal to 25% of the assessed value of the taxable property in the corporate limits of the City.
2. The City shall determine reasonable debt levels for the City as part of the annual budget process and capital improvement plan.

### BUDGET MANAGEMENT

#### Budget Adoption

City Charter -Sec. 2-262. Budget;

1. *Annual budget.* The city commission shall adopt a budget each fiscal year in accordance with sections 166.241 and 200.065, Fla. Stat., as amended from time to time and any other applicable law. The budget shall be adopted by resolution.
2. *Budget amendments.* The city commission at any time within a fiscal year or within 60 days following the end of the fiscal year may amend a budget for that year as follows:
  - i. City Commission Authority
    1. Appropriations for expenditures for a department or between departments within a fund may be decreased or increased by motion recorded in the minutes if the total appropriations of the fund are not changed.



## City of Lake Worth Comprehensive Financial Policies

2. If a budget amendment is required for a purpose not specifically authorized in paragraphs 2(i)(1) above or (3) below, the budget amendment must be adopted by resolution.
  - a. Included in this section would be amendments such as for example:
    - i. where the total budget of a fund was increased or decreased,
    - ii. fund balance/retained earnings were being appropriated,
    - iii. new funds created,
    - iv. additional revenues were expected to be received and a budget created for them
3. Budget Division authority: In accordance with City Charter -Sec. 2-262. Budget - that allows the City Commission to establish; procedures through its Comprehensive Financial Policies, by which the designated Budget Division may authorize budget transfers within a department, as long as the total appropriations of the fund are not changed.
  - a. Transfers requested within a major expenditure category, between major expenditure categories, and/or between divisions within the same department, or between activities codes within the same department but not across funds, require approval by the City Manager designee which is the Financial Services Department Budget Division. The Transfer request will require Department Head approval and contain an explanation along with account analysis for the transfer to and from accounts.
4. Other Budget Management Rules
  - a. Appropriations related to prior year non-operating encumbrances and capital projects not completed will be submitted to the City Commission as a part of the subsequent budget adoption and will be implemented at the beginning of each fiscal year. The total carry forward amounts will be reported in the prior year Comprehensive Annual Financial Report (CAFR) as Restricted/Committed/Assigned/un assigned fund balances as required by GASB 54.
  - b. A quarterly budget amendment cycle based on actual revenues and expenditure needs will be established.
  - c. Budgets for grants/contracts accepted by the City during the year will be adopted by resolution of the City Commission at that time and will be included in the quarterly budget amendment.
  - d. All capital project budget amendments will concurrently amend the 5 Year Capital Improvement Plan.



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- e. Upon completion of the prior fiscal year's Comprehensive Annual Financial Report, the operating budget may be adjusted to reflect actual beginning fund balances. Audited fund balances that are less than the budgeted amount will be adjusted during the mid-year process to prevent spending of resources not available.
- f. Website posting requirement per section 166.241, Fla. Stat.
  - i. The tentative annual budget must be posted on the city's official website at least 2 days before the budget hearing, held pursuant to section 200.065, Fla. Stat. or other law, to consider such budget. The final adopted budget must be posted on the city's official website within 30 days after adoption.
  - ii. If the city commission amends the budget pursuant to paragraph (b) (1) b. above, the proposed amendment will be posted, if feasible, on the city's official website 3 days before the meeting where it will be considered for adoption. The adopted amendment must be posted on the City's official website within established timeframe after adoption.

### PERFORMANCE MEASUREMENT

The City of Lake Worth staff is developing a performance management program. The program will be designed to ensure that performance results support identified strategies and goals and ensure accountability for our efforts.

Performance management is a powerful tool used to integrate strategic planning, budgeting, and management. Evaluation and reporting in a systematic manner helps create an accountable, transparent, and responsive organization.

Performance management improves organizational capacity by providing our managers with data on established measures. This performance data empowers managers by supplying data and information necessary to make effective and efficient management decisions to achieve desired results. Making this data available to the public annually keeps government accountable and transparent to all stakeholders.

Performance measures are established to ensure the regular collection of specific information about the effectiveness, the quality, and the efficiency of government services and programs.

Performance measures will be tracked and recorded on a regular basis to effectively and efficiently react to performance changes that are out of line with performance targets.



## City of Lake Worth Comprehensive Financial Policies

### FINANCIAL AND BUDGETARY REPORTING, AUDITS AND ANALYSIS

1. Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will encompass five years and will be updated annually.
2. The City's accounting and financial reporting systems will be maintained in conformance with all state, federal and local laws, generally accepted accounting principles as required in the City Charter and Code of Ordinances as well as the requirements of Chapter 166 and 218 Florida Statutes.
3. An annual audit will be performed by an independent public accounting firm, as required by Chapter 218.39 Florida Statutes. The results of the audit will be reported to the City Commission and the audit opinion included in the City's Comprehensive Annual Financial Report (CAFR).
4. The City will submit the CAFR to the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program.
5. The Financial Services Department Budget Division will submit the City's Budget to the GFOA's Distinguished Budget Presentation Program.
6. Financial information including the CAFR and the budget, once adopted, will be published on the City's website.
7. The City will publish a Citizens Report, format to be determined by the Finance Director annually, in order to better communicate the City's financial information to the citizens. The report will also be submitted to the GFOA's Popular Annual Financial Reporting Award Program, when able. Other forms of transparency such as OpenGov will be utilized.
8. Secondary market disclosures as required by the Securities and Exchange Commission will be included in the CAFR.
9. The Financial Services Department Budget Division will perform quarterly reviews to determine if the budgetary plan is being followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.

# GLOSSARY

**Abatement:** A partial or complete waiver of taxes, service charges or fees imposed by the city for purposes of economic development incentives.

**Account:** A separate financial reporting unit. All budgetary transactions are recorded in accounts.

**Accrual:** An accounting method that measures the performance and position of a company by recognizing economic events regardless of when cash transaction occur.

**Accrual Basis of Accounting:** A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

**Actuarial:** A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

**Ad Valorem Tax:** A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

**Amended Budget:** The adopted budget as formally adjusted by the City Commission.

**Amortization:** The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**Appropriation:** A specific amount of money authorized by the City Commission for the purchase of goods or services.

**Arbitrage:** The practice of taking advantage of a price difference from the simultaneous purchase and sale of an asset.

**Arbitration:** The process of resolving disputes between people or groups by referring them to a third party, either agreed on by them or provided by law, who makes a judgment

**Assessed Property Value:** The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

**Balanced Budget:** A budget in which planned funds or revenues available are equal to fund planned expenditures.

**Benefits:** Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

**Bond Covenants:** A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

**Bonds:** A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

**Budget Calendar:** A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

**Budget Highlights:** Included in the opening section of the budget, provides a summary of most important challenges of the budget year, changes from previous years, and recommendations regarding the financial policy for the upcoming period.

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

# GLOSSARY

**Capital Equipment:** Equipment and property with an expected life of five years or more.

**Capital Expenditure:** The approved budget for improvements to or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with an estimated cost of \$25,000 or more.

**Capital Improvement Plan (CIP):** A plan for capital expenditures to be incurred each year over a five- year period. The plan allows for a systematic evaluation of all potential projects, specifies funding sources for all approved projects, and serves as an economic development tool.

**Community Development Block Grant (CDBG):** One of the longest-running programs of the U.S. Department of Housing and Urban Development that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

**CRA:** Community Redevelopment Agency; designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low and moderate income neighborhoods.

**Comprehensive Annual Financial Report (CAFR):** This official annual report presents the status of the City's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

**Debt Service:** The payment of principal and interest on borrowed funds such as bonds and loans.

**Deficit:** The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Encumbrances:** Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

**Enterprise Fund:** A self supporting fund designed to account for activities supported by user charges; e.g. refuse.

**Expenditure:** The disbursement of appropriated funds to purchase goods and/or service.

**Fiscal Year (FY):** Any period of 12 consecutive months designated as the budget year. The City 's budget year begins October 1st and ends September 30th.

**Fixed Asset:** Items owned by the City that cost a considerable amount and has a useful life exceeding two years; e.g., computers, furniture, equipment and vehicles.

**Fleet:** The vehicles owned and operated by the City.

**Franchise:** The right granted by a government, through a contract, permitting private utilities the use of public property, such as city streets, for wires, cables, pipes and other facilities to deliver their services.

**Full-Time Equivalent (FTE) Position:** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund:** A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

# GLOSSARY

**Fund Balance:** The difference between assets and liabilities reported in a governmental fund at the end of the fiscal year.

**GAAP:** Generally Accepted Accounting Principles, as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

**General Fund:** A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

**General Obligation Bonds:** Bonds for the payment of which the full faith and credit of the issuing government are pledged.

**Governmental Funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant:** A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

**Homestead Exemption:** Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

**HTE:** The City's main data application vendor, also known as Sungard or Naviline.

**Inflation:** A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

**Infrastructure:** Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

**Interest Income:** Revenue associated with the City cash management activities of investing fund balances.

**Intergovernmental Revenue:** Revenue received from or through the federal, state, or county government. These include cigarette tax, state revenue sharing, alcoholic beverage tax and sales tax..

**Interlocal Agreement (ILA):** A contractual agreement between two or more governmental entities.

**Internal Service Fund:** A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.

**Mandate:** A requirement from a higher level of government that a lower level of government perform a task in a particular way or standard.

**Market Value:** The appraised value assigned to property by the County Property Appraiser. Typically, this value represents "Fair Market Value", less estimated selling expenses.

**Mill:** A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

**Millage:** The total tax obligation per \$1,000 of assessed valuation of property.

**Mission Statement:** The statement that identifies the particular purpose and function of a department.



# GLOSSARY

**Modified Accrual Basis:** The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt.

**Municipal Code:** A collection of laws, rules and regulations that apply to the City and its citizens.

**Objective:** Something to be accomplished in specific, well defined, and measurable terms and that is achievable within a specific time frame.

**Operating Budget:** A budget for general revenues and expenditures such as salaries, utilities, and supplies.

**Ordinance:** A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

**Pension Fund:** The Pension Fund accounts for the accumulation of resources to be used for retirement benefit payments to the City's employees.

**Per Capita:** A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

**Performance Measure (PM):** Data collected to determine how effective and efficient a program is in achieving its objectives.

**Potable Water:** Water that is fit to drink.

**Present Value:** The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. To put it another way, a dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

**Privatization:** An act of outsourcing a program or process to a non-governmental entity.

**Property Tax:** A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

**Proprietary Fund:** Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

**Purchase Order:** A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

**Reclassification:** The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

**Resolution:** A legislative act by the City with less legal formality than an ordinance.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the enterprise fund's property.

# GLOSSARY

**Roll-Back Rate:** The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

**Sales Tax:** Taxes imposed on the taxable sales of all final goods.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund:** A fund used to account for revenues legally restricted to expenditures for a particular purpose.

**Taxable Value:** The assessed value less homestead and other exemptions, if applicable.

**Trust Funds:** Funds used to account for assets held by a government in a trustee capacity for a specific purpose.

**Truth in Millage (TRIM):** The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate. The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).

**Unappropriated:** Not obligated for specific purposes.

**Unencumbered:** The portion of an allotment not yet expended or encumbered.

**Useful Life:** The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

**User Fees:** Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g., building inspections).

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# Vision

Lake Worth  
Beach is...

