

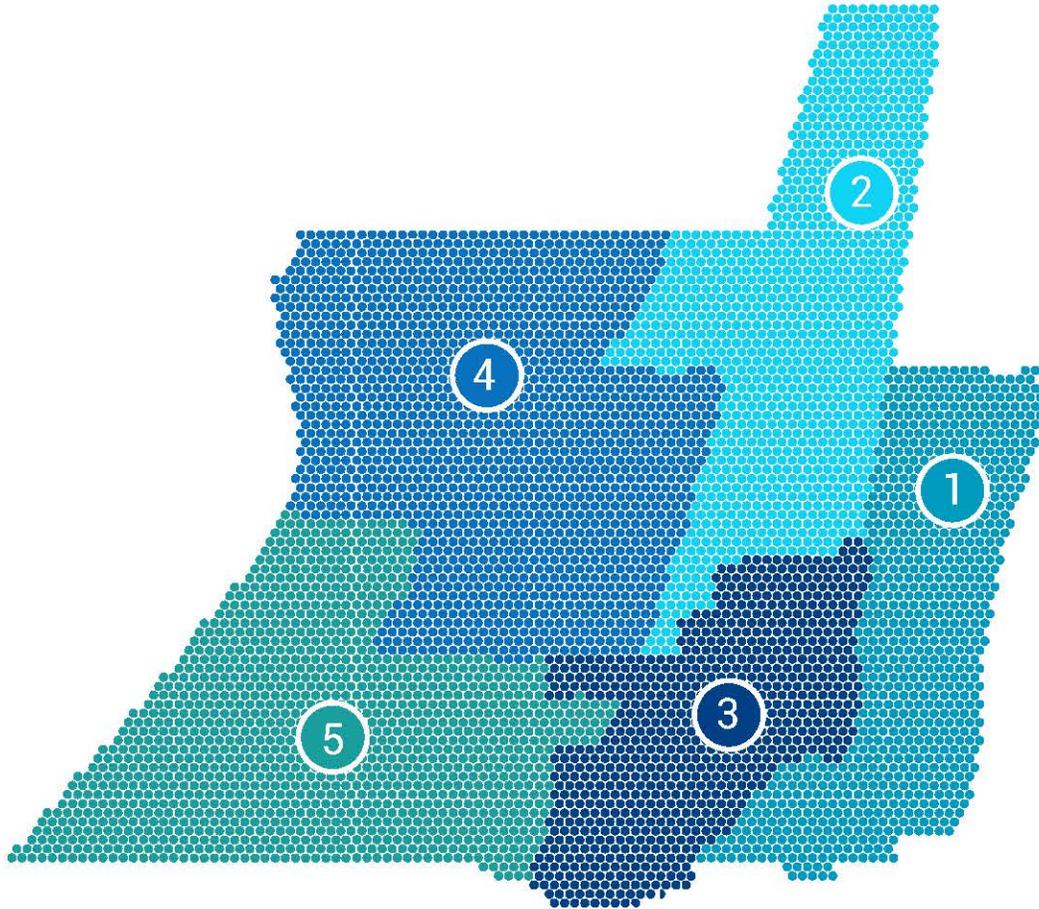
CITY OF POMPANO BEACH ADOPTED OPERATING BUDGET

FY 2017





CITY OF POMPANO BEACH COMMISSION DISTRICTS



LAMAR FISHER

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Vice Mayor - District 2
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Commissioner - District 1
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Executive Team

Dennis W. Beach
City Manager

Phyllis A. Korab
Assistant City Manager

Gregory Harrison
Assistant City Manager

Brian Donovan
Deputy City Manager

John Jurgle
Fire Chief

Mark E. Berman
City Attorney

Asceleta Hammond
City Clerk

Suzette Sibble
Finance Director

Barbara T. DeLeon
Internal Auditor

Major John Hale
Broward County Sheriff's Office

Mark Beaudreau
Recreation Programs Administrator

Robin Bird
Development Services Director

Miriam Carrillo
OHUI Director

Eddie Beecher
Human Resources Director

A. Randolph Brown
Utilities Director

Robert McCaughan
Public Works Director

Sandra King
Public Communications Director

Gene Zamoski
IT Director

Otis Thomas
General Services Director

John Sfiropoulos
City Engineer

Horacio Danovich
Capital Improvement Manager

Budget Office

Brian Donovan
Deputy City Manager

David L. Recor
Strategic Performance Manager

Erjeta Diamanti
Budget Analyst

Christine Kendel
Department Head Secretary

Brenda Joseph
Management Intern



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Pompano Beach
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Pompano Beach, Florida** for its annual budget for the fiscal year beginning **October 1, 2015**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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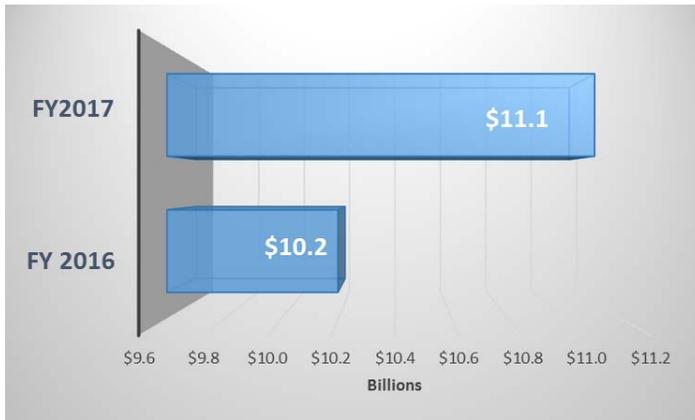
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Budget Overview

TO THE HONORABLE MAYOR AND THE CITY COMMISSION

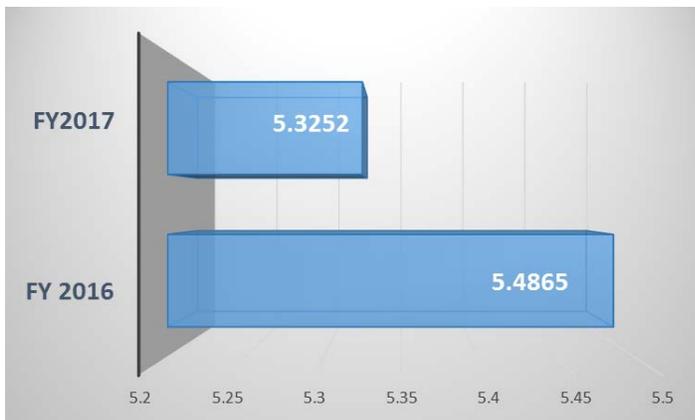
Pursuant to the City Charter, I respectfully submit the Annual Adopted Operating Budget for Fiscal Year 2016 - 2017, for the period of October 1, 2016 through September 30, 2017. The Adopted Budget continues moving the City closer to realizing its Vision; it builds on the levels of service provided last fiscal year while minimizing the tax burden on residents.

TAX BASE



The City’s tax base for the upcoming fiscal year increased by almost one billion dollars. This increase included new construction of over \$154 million. As the City continues to invest in its infrastructure, this will draw in more private investment, which will increase the tax base. Business cycles aside, an increasing tax base allows the City to annually cover expenditures while keeping a low and competitive tax rate.

TAX RATE



The adopted millage rate for FY 2017 is 5.3252. Compared to last year’s adopted tax rate of 5.4865, this represents a decrease of .1613 mills, or 2.94%. The adopted millage rate is approximately .207 mills above the rollback rate (5.1205). The rollback rate is the millage rate in which the City would raise the same amount of property taxes as last fiscal year. The adopted millage rate would raise an anticipated \$56.8 million to support public safety and other services

throughout the City. This represents about 22% of the total adopted budget of \$256 million.

CITYWIDE REVENUES AND EXPENSES

The total City of Pompano Beach Adopted Budget for Fiscal Year 2017 is \$256,267,192. This number represents the cost of all services and projects that will be carried out on behalf of our residents; compared to last Fiscal Year, this is an 8.05% or a \$19.1 million increase over the Fiscal Year 2016 Adopted Budget of \$237,168,756. The increase in the budget can be attributed to new services and projects as well as annual service cost increases that can include such factors as cost of living adjustments and retirement contributions.

ENHANCEMENTS FOR FISCAL YEAR 2017

CLEAN, BRIGHT AND BEAUTIFUL



In order to make the City a more desirable place to live, visit or do business the City Commission approved a Solid Waste Special Service Fee during FY 2016. The purpose of the fee is to implement specialized teams to improve the visual appearance of the City. In order to carry out the new services, a new fund will be created that will consist of 11 staff positions, 10 of which will be new.

Four additional service worker positions will be divided into two teams that will focus on keeping the City's right-of-ways and parks clean. There will be three additional service worker positions dedicated to keeping the canals clean. Two additional service workers will comprise of a roadway and entry point maintenance team. A Recycling Specialist and a Customer Service Representative will also assist with anticipated increases in workload. In addition to these positions, \$500,000 was placed in the new fund to beautify entrances. The total cost for these new services is \$1.9 million and will be covered by the Solid Waste Special Service Fee.

INNOVATION

In order to attract leading edge industries in to the City and create high paying jobs for our residents, staff is looking at the characteristics that cause these industries to cluster and connect in other geographic regions. One of the ways in which the City can begin to position itself to attract such businesses is to invest in its infrastructure.

During FY 2016, the City entered into an Agreement with the Florida Department of Transportation (FDOT) to acquire the right-of-way on Dixie Highway that runs through the City. By entering into this Agreement, the City can begin to design a more complete street that helps attract private investment. Part of the Agreement resulted in FDOT transferring \$4.6 million to the City to assist with the purposes described above. The transfer is reflected in the Adopted Budget and as a result increased the Capital Improvement Fund by a net of \$2.9 million.

ARTS & CULTURE

The adopted budget includes \$481,000 for programming associated with the new Cultural Center and \$436,000 to develop a Blanche Ely Educational Museum. Both enhancements will continue to build upon the City's efforts to make Pompano a destination for arts and cultural events.

PARKING



One of the City's most important assets are its beaches; residents and people from all over the world come to our City to visit and enjoy them. The City and its East Community Redevelopment Agency (CRA) have recognized the need to invest in and around the beaches. Over the past several years, a significant amount of money was invested to improve and enhance the coastal infrastructure. Streetscape improvements were made to East Atlantic and Pompano Beach Boulevards as well as, a new Beach Fire Station and Library were built. The City funded a new Tourism Division, and the transformation of Briny Avenue is just beginning. These improvements have spurred private investment in the area. However, as public and private investments grew, the need for adequate parking grew as well.

The City embarked on developing a new parking garage; a garage that would be unique and aesthetically compatible with the beach area. After securing the necessary financing to build the structure, Pier Parking Garage opened for service on time on July 4th, 2016. In addition, the City has implemented a new technology such as License Plate Recognition (LPR), passport parking (pay by phone) and contracted with a private company to serve as a parking ambassador for the City's parking patrons, thereby enhancing customer service and further preserving the parking systems revenue capacity by enforcing the City's parking codes.

As a result of the activities described above, the Parking Fund's adopted budget increased by \$1.5 million. This increase is due to increased debt service payments, increased payments to the City's parking vendor and transfers back to the General Fund.

AVIATION

The Airpark's Capital Improvement budget increased by \$1.1 million; this increase is the result of staff securing grants to help defray the costs of updating the Airpark's Master Plan and renovating the Administration Building. The Master Plan is being updated due to recent changes relating to airport design standards and industry trends affecting airport infrastructure improvements. The Administration Building is old and in need of improvement and modernization for enhanced safety.

PUBLIC SAFETY

The Adopted Budget includes increases for both police services (Broward Sheriff's Office-BSO) (\$3.2M) and fire services (\$829K). The increase in the BSO's cost is mainly associated with retirement plan while the increase in Fire is associated with capital replacement program. Additionally, funds have been added to pay for body worn cameras for BSO Deputies. The Sheriff's Office is moving to have all its deputies outfitted with the cameras by early FY 2017. Once implemented, the body worn cameras will ensure a high quality of service for our residents and protect police officers.

PERSONNEL



One of the greatest assets of any organization is its employees. It is the employees who directly carry out the policies of the Commission and it is the employees who interact with the public on a daily basis. Without good employees, the City will undoubtedly have a tough time realizing its vision. With that said, the adopted budget includes a 3% cost of living adjustment for all employees.

Furthermore, the adopted budget includes an increase of 37 personnel. However, it is important to point out that some of the positions were approved, and in some cases funded, prior to the development of the FY 2017 budget.

As mentioned earlier, 10 of the positions are associated with the new Solid Waste Special Service Fund. There was also the addition of 2 Landscape Inspectors that were approved by the Commission during FY 2016 to help address workload issues in the Planning and Zoning Department. There are 4 positions associated with the Office of Housing and Urban Improvement. The positions, however, already existed and were being funded; they just needed to be reflected and accounted for.

Fifteen additional Firefighter/Paramedics are added to provide full time coverage to the Palm Aire Community. They will improve response time to both Palm Aire and other areas of the City.

Out of the remaining positions added to the budget, 3 new grounds maintenance positions will address lot maintenance for CRA owned properties and will be funded by the NW CRA; a Building Fields Inspector and a Utilities Electrician have been added, as well. Finally, the adopted budget includes a new Contract Manager position; this position will ensure City contracts are drafted and followed in accordance with best practices.

The impact on the budget for the cost of living increases and additional positions is \$2.8 million.

HEALTH



One of the ways in which the City attracts and retains good employees is by offering a competitive health insurance plan. Maintaining such plans can be challenging, as health costs have traditionally outpaced inflation. However, staff has worked hard to keep insurance increases below average by promoting wellness activities throughout the City. By taking a proactive approach to our employees' health, problems or issues can be identified early on. Not only does this save money, but more importantly it saves lives.

The City's health insurance costs for FY 2017 are expected to increase by \$1.4 million compared to last fiscal year. A little over \$900K of this increase is attributable to normal inflationary increases while the remaining increase is associated with the addition of new positions added in the budget.

GENERAL FUND

The General Fund makes about half of the total Fiscal Year 2017 Adopted Budget. It is the Fund where the majority of tax dollars are appropriated and it is where some of the most visible services are carried out; such as police, fire and parks. The Fiscal Year 2017 Adopted General Fund budget is \$124,922,115; this is approximately a \$10.6 million or 9.25% more than last year's Adopted General Fund budget of \$114,336,767.

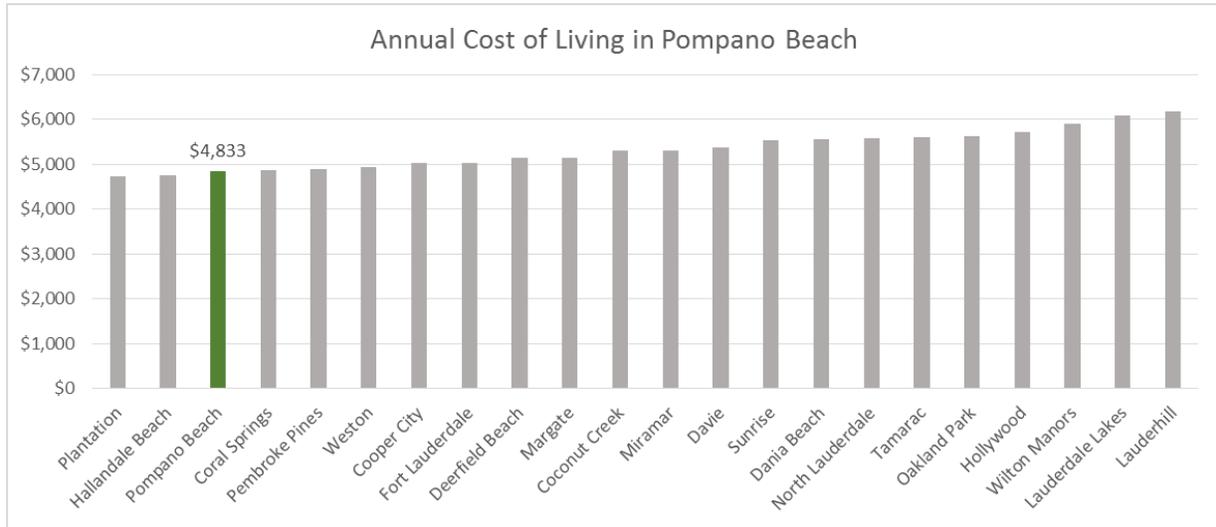
Out of the total increase in the General Fund, close to \$4 million is associated with the transfer of the Golf Course into the General Fund. At this juncture, staff transferred the golf expenses and revenues into the General Fund. The reason for this transfer is that the Golf Fund has not functioned as a true Enterprise Fund for a significant period of time. This transfer will not have any negative impact on the City's budget and in no way diminishes staff's ability to continue to find ways of making the Golf Course a self-sustaining operation again.

In addition to Golf, other increases in the General Fund include BSO at \$3.2 million, increased salary costs for COLA's and merits at \$1.5M, replacement of vehicles and equipment at \$1.5 million and increased pension contributions at \$0.5 million.

The cost increases in the General Fund will be covered through additional ad-valorem collections of \$2.7 million, increased collections in fees and charges of \$6.5 and fund balance of 1.3 million.

COST OF LIVING IN POMPANO BEACH

In consideration of the above mentioned increases in the budget, it is important to determine where the City stands, in relation to other similar sized cities, in terms of the cost of living or doing business in the City. The following chart was recently developed by the City of Hallandale Beach. As it is shown by the chart, Pompano Beach continues to offer a high quality of life and a low cost of living for our residents and business owners; the chart also reflects the fiscal stewardness of the policies and decisions made by the Commission.



STRATEGIC PLAN



During Fiscal Year 2016, we selected an experienced local government professional to serve as the City’s new Strategic Performance Manager, a new position in the City Manager’s Office. The Strategic Performance Manager subsequently coordinated a comprehensive update to the City’s initial Five-Year Strategic Plan adopted by the Mayor and Commission in September 2013. This collaborative effort ensured the accuracy of the City’s Vision and established updated five-year Goals with specific action Items reflective of the Priorities identified by the Mayor and City Commission.

During the upcoming fiscal year, the Strategic Performance Manager will be focused on improving the functionality of the City’s Quarterly Performance Reports, working with City departments to refine performance metrics and coordinate the City’s business process improvement efforts as the organization’s Lean Six Sigma Black Belt.

Furthermore, I encourage both the Commission and the public to review the section of the budget titled “Citywide Programs”. This section furthers our strategic planning efforts by linking the City’s performance accomplishments with the budgeted allocations. Through the annual budget process, resources were allocated in support of these performance objectives, and through performance monitoring we continue to track progress that will aid us in making adjustments for further improvement. Moreover, it provides for a four year annual performance comparison.

LOOKING AHEAD

Every budget cycle has its challenges, some more than others. Looking ahead to the following year's budget (FY 2018), significant challenges await. It is currently anticipated that the City's annual required contributions to its pension plans will increase by \$4 million in FY 2018, and that is before any other actuarial adjustments. This increase is mainly a result of the State requiring municipalities to use a different Mortality Table. Such changes, when carried out at the State level, can produce significant impacts, or unfunded mandates. While the City will do everything it can to get the State to modify its position, the City will need to start preparing now in case no changes are made. Therefore, I have asked staff to begin reviewing their operations to try to limit the anticipated impact without significant disruptions to services.

Another challenge that faces the City is the cost of maintaining and improving its infrastructure. This challenge is not unique to Pompano Beach. It has been well documented through news articles and reports that a significant amount of infrastructure in our Country needs to be fixed or improved. The City allocates around \$20 million a year for capital improvements. However, our total capital improvement needs currently approaches \$300 million. In order to bridge this gap and address local infrastructure needs, Broward County municipalities worked with the County Commission on putting forth a Transportation and Infrastructure Sales Tax on the ballot in November 2016.

The combined levy would be \$.01; out of the one penny, approximately half would be dedicated for infrastructure and distributed to the cities based on population. The other half would go to the County for transit oriented expenses. Both taxes would sunset in 30 years. The cities would receive 100% of the proceeds for the first 20 years; the remaining 10 years the cities' proceeds would be split with the County 60/40 – 60% to the City and 40% to the County.

If the voters approve the measures, the City would anticipate receiving over \$10 million per year, for the first twenty years, and then \$6 million per year for the remaining 10 years. The funding would be used for improving our infrastructure and replacing fire and police equipment and vehicles. As already stated, none of this can happen without the approval of voters. Therefore, staff is working closely with the Commission and other cities over the next couple of months to educate the public.

CLOSING

The City's Vision looks for Pompano Beach to become an even greater place to live along the Atlantic coast of South Florida. A sense of place and family with distinctive architecture and a broad range of amenities and employment opportunities that will make the City a draw for many people to live, visit and invest in. Over the past several years the City has made great strides to make that Vision more of a reality. We are close to having a new Library and Cultural Center, Old Downtown is coming back to life with new businesses, the Ali Cultural Arts Center will complement the streetscape improvements being carried out on Martin Luther King Jr. Boulevard, the uniquely designed Pier Parking Garage will open along with a Welcome Visitor Center and our newest and biggest artificial reef system - Shipwreck Park, a major scuba diving attraction.

I wish to thank the Mayor and City Commission for sharing their guidance and leadership as we move the City closer to realizing its Vision. I thank all staff who worked hard to be more proactive in addressing our citizens' needs, and a special thanks to Deputy City Manager Brian Donovan, Erjeta Diamanti, Christine Kendel and Brenda Joseph for their diligent work and attention to detail in the

preparation of this document. There are always anticipated and unanticipated challenges that may arise during the development of the budget, and staff and I will continue to work with the Mayor and City Commission to address these challenges and continue make Pompano Beach a great destination.

Very truly yours,

A handwritten signature in black ink that reads "Dennis W. Beach". The signature is written in a cursive style with a large initial "D" and "B".

Dennis W. Beach
City Manager

The City of Pompano Beach

History

The City of Pompano Beach was an important port and city by the 1820s. After the extension of the Florida East Coast Railway in 1896, farming communities were established as well.

Pompano Beach is the second oldest city in Broward County, and the fifth oldest in all of South Florida. Most of the earliest residents came from northern Florida, Georgia, the Carolinas, and Bahamas.



Old Downtown and Pompano Beach Today



- It is named after the pompano fish found off the Atlantic coast.
- The first school opened in 1899.
- The first store opened in 1909 and soon the Pompano Board of Trade was established.
- John R. Mizell was elected to be the first mayor.
- In 1908, Pompano was incorporated within Dade County. In 1915, the City was incorporated with Broward County.
- In 1939, Farmers Market was opened and boasted a loading platform over 1000 feet long –supposedly the longest in the world.
- In 1947, the City of Pompano merged with the newly-formed municipality on the beach and became the City of Pompano Beach.
- Post-war economic growth led to the organization of the Pompano Beach Chamber of Commerce in 1948.
- In 1971, the Pompano Fashion Square opened as a state-of-the-art retail indoor shopping mall.

The Old Pompano Beach Downtown was a few blocks just northeast of today's intersection of Atlantic Dixie Highway. However, with rapid suburban-style development of Pompano beginning in the 1950s and 1960s, downtown was completely abandoned.

Although little remains from the Old Downtown, this area will soon open a new Civic and Cultural Center including a new 25,000 square-foot Pompano Beach Library and Cultural Center (early January 2017). In the meantime, streetscape improvements along Flagler Avenue, NE 1st Avenue, NE 1st, 2nd, 3rd Street are complete. Work included upgrading sidewalks and roadways, lush landscaping, new lighting, undergrounding of overhead utilities and upgrading water, wastewater and drainage mains.

Old Downtown and Pompano Beach Today (cont.)



Pompano Beach Library and Cultural Center

In addition, the old Bailey Hotel has been refurbished and converted into the Bailey Contemporary Arts Center (BaCA), which is the first cultural facility promoting the arts in Downtown Pompano. The Ali Building, located at 353 Hammondville Road, was is being restored as another cultural center to service the MLK Boulevard historical district as well (open to the public since late 2015). Pompano is home to Ely Educational Museum, Meridian Gallery, and Pompano Beach Art Gallery, two theatres, a golf course, and several parks.

The CRA/City recently completed multi-million dollar improvements along Atlantic Boulevard, Harbor Village, and Pompano Beach Boulevard. The ladder has received many accolades and prestigious nominations for awards such as, the Urban Land Institute (ULI) 2014 Vision Award as the 2014 Best Project. In the next couple of years, there are plans to improve the Atlantic Boulevard Bridge, the Fisherman's Pier, and the Pier Parking Lot, a public-private partnership. This last project was made possible by relocating the existing lift station, Fire Station 11, and the Beach Library, which was expanded to a new 5,400 square foot building, including a 1,000 square foot meeting room. In support of this partnership, the City designed and built the first public garage, an iconic structure with capacity for 609 cars inside and 54 on-street spaces. The structure features a sails-theme, a Guy Harvey-like mural, and a glass elevator. The garage is open to the public since June 30, 2016.

Pompano Beach is the third most important city in the Miami - Fort Lauderdale - Pompano Beach Metropolitan area. The City has a total of 25.3 square miles, of which 24.0 square miles is land and 1.3 square miles is water; it includes 3 miles of beachfront. The City of Pompano Beach is bounded by these municipalities: Hillsboro Beach and Lighthouse Point on its northeast, Deerfield Beach on its north, Margate and North Lauderdale on its southwest, Coconut Creek in west, Lauderdale-by-the-Sea in southwest, and Fort Lauderdale on its south. It is anticipated that its population for FY 2017 will be approximately 106,260.

Source:

Pompano Beach Historical Society: <http://pompanohistory.com/phc/>

Metro Atlantic, September 20, 2012: <http://metroatlantic.wordpress.com/2012/09/20downtown-pompano-beach-master-plan/>
Community Redevelopment Agency, City of Pompano Beach

United States Census Bureau: <http://quickfacts.census.gov/qfd/states/12125805.htm>

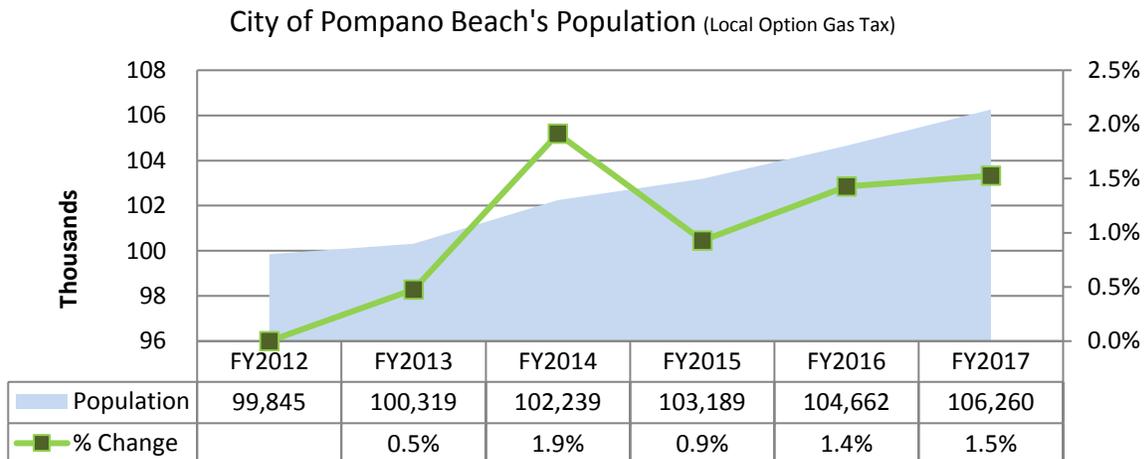
Economic Variables



This section focuses on some key economic variables, such as population and economic growth, new construction and foreclosures, and tourism. Although it is important to highlight how these variables fluctuate and impact the City of Pompano Beach’s overall economy, it is important to understand Florida’s national economy as well.

Population Growth

The City of Pompano Beach was first incorporated within Dade County in 1908 and then with Broward County in 1915. Following the First World War, Florida’s economy and population grew rapidly. However, the Great Depression followed soon after this rapid economic and demographic growth. Since FY 2012, the average increase in the City’s population, illustrated by the chart below, is 1.3%. For FY 2016, population increased by 1.5% when compared to last fiscal year’s population of 104,662. This increase is also associated with Florida’s population growth overall, which according to the Office of Economic and Demographic Research (EDR) (July, 2016), is expected to remain above 1.5% over the next few years. Most of Florida’s population growth through 2030 will be from net migration (92.9%).



The City is currently revitalizing its beachfront and downtown area to help accommodate its growing population. The City is also enhancing the community by constructing a 47,000 square foot Library Cultural Arts Center across from City Hall. These enhancements will help support the City’s growing real estate market and attractions for the diversity of the residents and tourists.

Census Data		Race	
Population 2017	107,762	White	62.6%
Median age	42.7	Black/African-American	28.9%
Median household income	\$40,534	Hispanic or Latino	17.5%
Median family income	\$45,645	Asian	1.3%
Per capita income	\$24,829		
Persons below poverty level	22.8%		
Sex		Household	
Male	49.3%	Occupied Housing Unit	42,182
Female	50.7%	Owner-Occupied Housing Units	24,992
		Renter-Occupied Housing Units	17,190
Age		Family Households	22,557
18 years and over	81.7%	Non-Family Households	19,625
65 years and over	18.9%		

Economic Growth

As one of the largest cities in the Miami-Fort Lauderdale-Pompano Beach Metropolitan area, the City of Pompano Beach has a significant impact on South Florida’s economic growth. EDR (July, 2016) states that in the final quarter of 2015, the pace of Florida’s economic growth increased relative to other states, ranking 5th in the country. However, Florida’s per capita income was below the nation as a whole and ranked 28th in the United States. Pompano Beach’s per capita income is \$24,829.

New Construction and Foreclosures

Property values are one of the key economic factors that affect local government's finances. From January 2nd, 2015 to January 2nd, 2016, the City of Pompano Beach experienced a 9.02% increase in its assessed taxable value, its fourth increase since the 2007 assessment; as well as a \$107,622,530 increase in new construction compared to FY 2016 of \$46,052,220.

While Florida’s construction and real estate activity is continuing its path to recovery, realtytrac.com reported that there are currently 3,303 properties in Pompano Beach that are in some stage of foreclosure (pre-foreclosure, auction or bank owned). They also reported that similar to Broward County and the State of Florida, the foreclosure rates for the City of Pompano Beach remain high. As of July 2016, 1 in every 735 housing units received foreclosure filings in Pompano Beach; though the number was 6% lower than the previous month and 61% lower than the same time last year. The table below provides the top ten condominium taxpayers and the top ten taxpayers in the City:

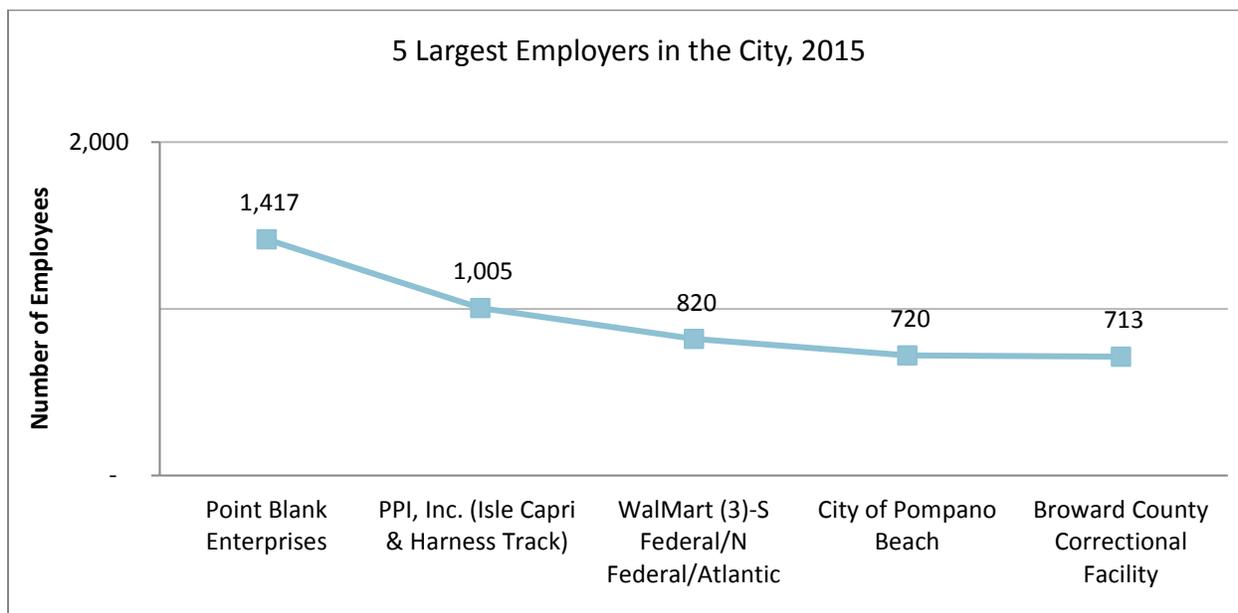
Rank	Property Name	Amount
Top 10 Condominium Taxpayers		
1	PALM VACATION GROUP	\$1,081,411
2	OCEAN RANCH VACATION GROUP	\$413,165
3	SEA GARDENS BEACH & TENNIS RESORT	\$294,059
4	VACATION BREAK RESORTS INC	\$221,241
5	LA COSTA BEACH CLUB CONDO ASSOCIATION	\$130,938
6	SEA GARDENS BEACH & TENNIS RESORT	\$104,927
7	CANADA HOUSE BEACH CLUB EAST	\$93,154
8	SEA GARDENS BEACH & TENNIS RESORT	\$86,738
9	CANADA HOUSE BEACH CLUB WEST	\$60,502
10	LIGHTHOUSE COVE CONDOMINIUM	\$51,344

Top 10 City Taxpayers		
1	DUKE ATLANTIC BUS CENTER LAND LLC	\$1,815,366
2	PPI INC	\$1,101,683
3	DUKE PCB 10 & 11 LLC	\$1,092,089
4	EQR-BAYVIEW LLC	\$861,384
5	DUKE SAMPLE 1 LLC	\$851,037
6	CLPF - POMPANO CENTER LLC	\$755,804
7	ASSOCIATED GROCERS	\$727,814
8	WAL-MART STORES EAST LP	\$696,982
9	CRP PRESERVE PALM AIRE LLC	\$666,148
10	SVAP POMPANO CITI CENTRE LP	\$630,394

Employment Growth

According to EDR (May, 2016), the unemployment rate in the State of Florida was 4.7%, while the labor force participation rate was 58.9%. Furthermore, the preliminary data for Florida’s average annual wage, which has typically been below the US average, has showed a slight improvement to 87.4% of the US average in 2015; the posting in 2014 was 87.2%. Below you will find the employment status and the five largest employers for 2015 as provided by Census for the City of Pompano Beach:

Employment Status**	16 years and over
In labor force	49,792
Civilian labor force	49,788
Employed	43,060
Unemployed	6,728
Armed forces	4
Not in labor force	35,967



Tourism



Residents and visitors can access and enjoy recreational opportunities of 52 Parks and Facilities within the City of Pompano Beach, including an aquatic center, a Greg Norman Signature Pines Golf Course, and a Municipal Tennis Center with 16 professional clay courts for day and night play.

The City of Pompano Beach offers a variety of accommodations to choose from with 38 hotels and approximately 2,522 rooms; as well as a vast variety of wonderful restaurants. The beach with fine golden sand runs from Sunset Lane south of Atlantic Boulevard north to the Hillsboro Inlet offering all types of exciting water activities such as scuba diving, snorkeling, fishing, boating, kayaking, banana boating, fly boarding, surfing, jet skiing, and paddle boarding.

Shipwreck Park – The "Lady Luck" and Scuba Diving in Pompano Beach

Pompano Beach has the most magnificent natural coral reefs that you can swim to from the shore. The City is also known as the "Wreck Capital" of Florida with Shipwreck Park, featuring the newest and biggest artificial reef system and one of the most easily accessible major dive sites in the nation.



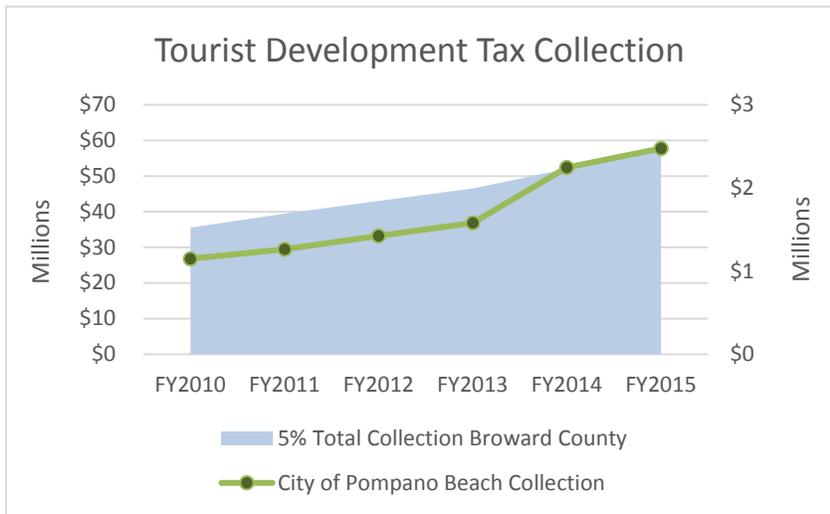
The 324 foot tanker ship “Lady Luck,” sunk approximately one-mile off the Pompano Beach pier and is surrounded by 16 other wrecks covered with marine life, dating back to the 1800’s. Shipwreck Park is a unique underwater cultural arts park which will have rotating underwater art exhibits to create and enhance dive experiences for local and international tourists.

Visit Shipwreck Park Website: <http://www.shipwreckparkpompano.org/>

Watch "Lady Luck" sinking: <https://www.youtube.com/watch?v=as20fRLwaaU>

Local Option Tourist Taxes

Local Option Tourist Taxes not only represent important funding mechanisms for a variety of tourism related expenditures, such as tourism promotion and shoreline maintenance, but they also have a significant economic impact in Florida’s economy.



One of the local option tourist taxes is the Tourist Development Tax, which is sometimes referred to as resort tax, bed tax or transient rental tax. The Broward County Tourist Development Tax Rate is 5%. The total amount charged to every person who rents or leases any living quarters or accommodations, such as a hotel/motel, apartment, rooming house, mobile home/RV park, condominium, timeshare or single family home for a period

of six months or less is subject to the tourist development tax. The FY 2010 – FY 2015 Tourist Development Tax Collection chart illustrates the 5% tourist tax and the amount Broward County collects from the City of Pompano Beach.

Note: Tax amounts are for FY 2016
 Source: Census: American Community Survey: 2010-2014 American Community Survey 5-Year Profiles
 Broward County Property Appraiser’s Office: <http://www.bcpa.net/homepage.asp>
 City of Pompano Beach Development Services Department via: South Florida Business Journal 2014 Book Lists
 Comprehensive Annual Financial Report 2015 (CAFR), City of Pompano Beach
 Florida: An Economic Overview. (August, 2015). Office of Economic and Demographic Research (EDR)
<http://edr.state.fl.us/Content/presentations/index.cfm#economic> http://edr.state.fl.us/content/presentations/economic/FlEconomicOverview_7-14-16.pdf
 Pompano Beach Real Estate and Market Info. (August, 2015). realtytrac.com
<http://www.realtytrac.com/statsandtrends/foreclosuretrends/fl/broward-county/pompano-beach>
 Public Communications Office, City of Pompano
 Beach: http://pompanobeachfl.gov/pages/misc_pages/tourist_info/tourist_info.html.php
www.shipwreckparkpompano.com
 Records, Taxes & Treasury Division, Tourist Development Tax Section, Broward County
 United States Census Bureau: <http://quickfacts.census.gov/qfd/states/12/1258050.html>

Education System

The City of Pompano Beach offers a variety of public, private, charter and magnet educational opportunities and promotes academic excellence, creativity, and cultural diversity for all the residents. Public schools in Pompano Beach are administered by the School Board of Broward County, one of the largest employers in Broward County and in the State of Florida.

Unlike charter schools and private schools, magnet schools available at each level of education are equipped with a special curricular focus and provide additional funding for instructional staff and clerical personnel, as well as, for field trips, materials, and labs activities. A quality and dynamic learning environment are two of the most important factors when families and businesses decide to live in the City.

Examples of magnet schools include: Charles Drew Elementary offers a magnet program in Science, Mathematics and Technology; Pompano Beach Middle School features a Communication and Broadcasting Magnet Program for students interested in newspaper journalism, radio, television, public speaking and satellite communications; also, Blanche Ely High offers a Mathematics and Science Program that helps and prepares students to continue their education in the fields of engineering, science, mathematics, architecture, and/or technology. Pompano Beach High offers a magnet program in International Affairs with informational technology which provides students with essential skills, abilities and knowledge to enter the international field of global networking. Many of the magnet programs accept students via an application and review process and the students must maintain specific grade requirements.

Recently, the State of Florida has administered a new statewide form of testing for the Florida Standard Assessments (FSA) to report the student's performance in the areas of science and the standard core classes. These areas include: language arts, math, algebra, geometry, biology, U.S. history, and civics. The FSA will aid students and educators by providing them with a clear understanding of their performance with the areas that require improvement.

The 2014-2015 school year marked the first administration of the FSA. Each time a new assessment is administered, the Florida Department of Education (FDOE) must conduct a standard setting process to set achievement level scores, which indicates what students, have learned and their abilities at each grade level. All the schools within Pompano Beach that completed the FSA for the first time received scores in 2015 and followed with preliminary scores in 2016.

There were a few schools within the City that scored fairly well while others will be utilizing the required tools based on the scores to improve in those areas. The schools that scored in the lower ranges will work in conjunction with students, parents, and staff to target those areas through more hands-on learning and focusing on core classes. The City Commissioners and staff also volunteer in reading to the elementary school students. In addition, the City recently donated \$10,000 to Pompano Beach Elementary School to further student development. The schools in Pompano Beach will continue to enrich the students through cultural learning with the completion of the Pompano Beach Library and Cultural Center. Below, you will find a list of the public schools located in the City of Pompano Beach:

Public Schools	Enrollment** 2015-2016	Grades*** 2015-2016
High Schools		
Blanche Ely High	2,108	C
Flagler High	320	n/a*
Mavericks High of North Broward County	238	n/a
Pompano Beach High	1,210	A
Middle Schools		
Crystal Lake Community Middle	1,319	C
Pompano Beach Middle	985	C
Somerset Academy Pompano Middle (6-8)	21	B
Elementary Schools		
Baby Boomers	n/a	n/a
C. Robert Markham Elementary	578	D
Charles Drew Elementary	591	D
Cresthaven Elementary	717	D
Cypress Elementary	813	D
Innovation Charter School	237	F
McNab Elementary	610	B
Norcrest Elementary	836	C
Palmview Elementary	619	C
Pompano Beach Elementary	526	D
Sanders Park Elementary	509	B
Somerset Academy Pompano (k-5)	169	C
Tedder Elementary	704	D
Combination of Schools		
Bright Horizons	140	n/a
Broward Children's Center North	n/a	n/a
Cross Creek	141	n/a
Cypress Run Alternative/Ese	118	n/a
Dave Thomas Education Center	618	n/a
Somerset Pines Academy	519	C

Note:

*n/a – The information was not available at the time of the publication or it was not applicable.

**Enrollment data is for school year 2015-2016.

***Reported grades are for school year 2015-2016, based on the FSA testing criteria.

Source:

Broward County Public Schools: <http://www.browardschools.com/>

Broward County Public Schools, Demographics & Student Assignments, 2015-2016 Benchmark Day Enrollment Report:

<http://www.broward.k12.fl.us/dsa/counts/1516/BenchmarkDayCount1516.shtml>

Florida Department of Education: <http://schoolgrades.fldoe.org/>

http://www.broward.k12.fl.us/sar/releases/reports/2014_15_FSA_Results.pdf

Transportation

Mass transit service in the City of Pompano Beach is provided by Broward County Transit (BCT) and private carriers. The major provider of service is the Broward County Mass Transit Division which operates the countywide bus system. The county also contracts with private vendors for public school busing and Social Service Transportation (SST). Other service providers include private taxi service companies based in the Greater Pompano Beach area and the Greyhound/Trailways Bus Company.

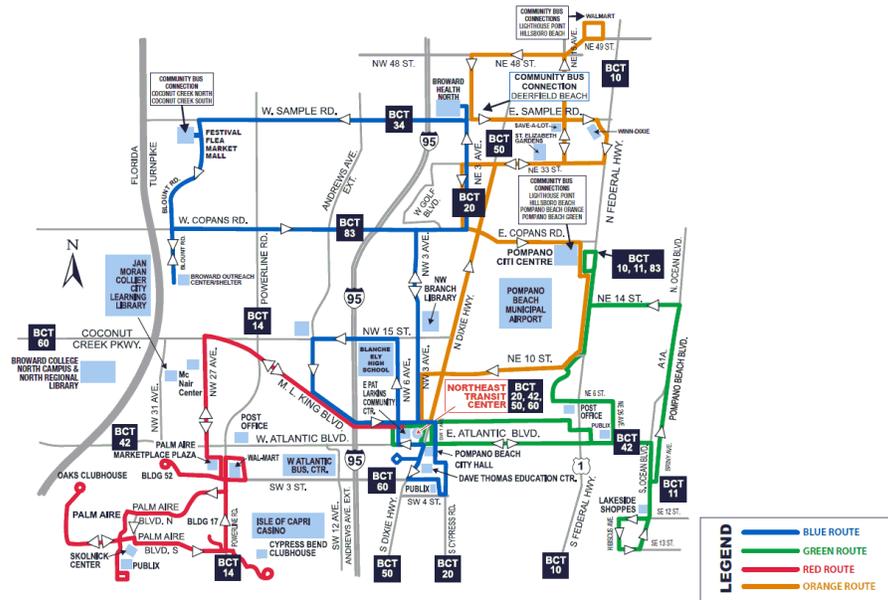
The City is also served by the South Florida Regional Transportation Authority (Tri-Rail) system. This commuter train service has eighteen (18) stations located in Palm Beach, Broward and Dade Counties. Tri-Rail is a seventy-two (72) mile at-grade commuter rail line serving Palm Beach, Broward and Dade Counties. Tri-Rail service connects to Metrorail in Dade County at the Tri-Rail/Metrorail Station and to Miami International Airport (MIA) via a shuttle bus service provided at the last stop.

Other transit providers include Broward County TOPS, which is a paratransit service providing specialized transportation services for the County's qualified elderly and handicapped population; the free school bus system that serves all of the public schools in Pompano Beach and is provided by a private company contracted by the Broward County School Board; regional, statewide and interstate travel is provided by the Greyhound/Trailways Bus-line; and a taxi company currently located in Pompano Beach; service by other companies is also provided from Coral Springs, Margate and Fort Lauderdale.

Community Bus Program

The City of Pompano Beach and Broward County Transit (BCT) are providing this community bus transportation service to increase the number of destinations within the City limits that can be reached through public transit. This service is designated to work in conjunction with connections to BCT Routes 1, 10, 20, 31, 50, 60, 83, 93 and 95. The Pompano Beach Community Bus Service is wheelchair accessible in accordance with the American Disabilities Act (ADA). The table on the next page, provides community bus ridership and passenger per hour data:

Pompano Beach Community Bus System Map



Community Bus Program (cont.)

<u>Community Bus Monthly Ridership</u>	<u>Jun-16</u>	<u>Jun-15</u>	<u>% Change</u>	<u>FY16 YTD</u>	<u>FY15 YTD</u>	<u>% Change</u>
Pompano Beach-Blue	2,681	2,811	-4.6%	22,366	23,037	-2.9%
Pompano Beach-Green	1,880	1,914	-1.8%	26,658	25,370	5.1%
Pompano Beach-Red	3,026	2,404	25.9%	26,658	25,370	5.1%
Pompano Beach-Orange	2,142	1,599	34.0%	19,073	14,577	30.8%
Total Average	2,432	2,182.0	11.5%	23,689	22,088.5	7.2%
<u>Passenger per Hour</u>	<u>Jun-16</u>	<u>Jun-15</u>	<u>% Change</u>	<u>FY16 YTD</u>	<u>FY15 YTD</u>	<u>% Change</u>
Pompano Beach-Blue	15.3	16.1	-4.6%	14.7	15.2	-3.4%
Pompano Beach-Green	10.9	11.1	-1.8%	11.2	10.2	9.9%
Pompano Beach-Red	17.3	13.7	25.9%	17.6	16.8	4.5%
Pompano Beach-Orange	12.2	9.1	34.0%	12.6	9.6	30.2%
Total Average	13.9	12.5	11.4%	14.0	13.0	8.3%

Airpark

The Pompano Airpark is located in the north central section of Pompano Beach and it operates with three runways. The Airpark is a general aviation facility utilized for recreational, instructional and short range business flying. Access to the main airpark facilities is provided by NE 10th Street where three ingress/egress points are located. Access to the Goodyear Blimp facility is provided from NE 5th Avenue which runs between Atlantic Boulevard and Copans Road.

Regional transportation network access is provided by Atlantic Boulevard and Copans Road which link the facility to US1, SR A1A, Dixie Highway and I-95. NE 10th Street and Martin Luther King Jr. Boulevard provide access to the Florida Turnpike. Roadway access from the Airpark to Port Everglades in (Fort Lauderdale/Hollywood) and Fort Lauderdale/Hollywood International Airport (south of Fort Lauderdale) is via I-95, I-595 or US1. Access to the Florida East Coast (FEC) and CSX Railroads is also provided via the local roadway network. Other transportation components include pedestrian and bicycle facilities, Atlantic Intracoastal Waterway, and the Pompano State Farmers Market.

Three Important Corridors

All three important corridors in the City of Pompano Beach: Dixie Highway, Federal Highway/US1 and Atlantic Boulevard not only provide linkages to regional and local destinations and serve as a gateway to the City and its neighborhoods, but they often function as focal points of a community's employment, retail, civic and recreational activities. In December 2013, the City conducted a study and elaborated a plan with the objective to elevate the visibility of the three corridors, provide strategies to ensure the corridors remain economically viable into the future, and help them achieve their full potential. The results will enrich the City, and the business and property owners along the corridors, ensuring long term sustainability and prosperity for the corridors, meanwhile, the residential areas surrounding the corridors will benefit from enhanced and varied access to goods and services, the stability of additions attention to the corridors, and rising property values that come with improved conditions.

Source:

City of Pompano Beach Comprehensive Plan, Transportation Element – Adopted in January 2010 as amended in 2012; Department of Development Services
 Broward County Transit Division, Service and Capital Planning, June 2014
 Community Bus Program, City of Pompano Beach: http://pompanobeachfl.gov/pages/misc_pages/residents/bus/bus.html.php Broward County, Community Bus: <http://www.broward.org/BCT/Resources/Documents/RidershipReports/June2016Ridership.pdf> Transportation Corridor Studies. Transformation Plan Dixie Highway, Federal Highway/US1, Atlantic Boulevard, City of Pompano Beach, December 2013
 Service and Capital Planning, Broward County Transit Division, June 2016

Public Safety

Police Services

Since August 1, 1999, the City of Pompano Beach has contracted with Broward County Sheriff's Office to provide police services for residents and businesses, making it the largest City in Broward County to utilize the law enforcement services of the BSO.

Emergency Medical Services (EMS)

Since its emergence in the early 60s, Emergency Medical Services has become an integral part of hundreds of fire departments in North America. In Pompano Beach, EMS has also been a key component of the fire department's daily activities since 1975. This service provides the residents and visitors of the City with comprehensive pre-hospital care 24 hours per day, 365 days per year. The EMS division was one of the original [if not the first] fire departments to provide Emergency Medical Services in the State of Florida.



Emergency Management and Fire Rescue

The City of Pompano Beach educates its residents through the Community Emergency Response Team (CERT) Program about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Pompano Beach Ocean Rescue

Pompano Beach Ocean Rescue is a division of Pompano Beach Fire Rescue. The beach patrol consists of highly trained men and women who protect swimmers along 1,200 yards of beach. All of our ocean lifeguards are Certified First Responders or Emergency Medical Technicians who are trained to handle any emergency and are equipped with full basic life support equipment such as AED's and oxygen. Our agency's lifeguard certification is provided through the United States Lifesaving Association.

Source:

Broward County Sheriff's Office: http://www.sheriff.org/about_bso/dledistricts/d11/index.cfm
Fire Rescue Department, City of Pompano Beach: http://pompanobeachfl.gov/pages/departments_directory/fire_department/fire_rescue/fire_rescue.html.php

Governmental Structure



Form of Government

The City of Pompano Beach has a City Commission/City Manager form of government. The City Commission shall appoint an officer of the City who shall have the title of City Manager solely on the basis of his executive and administrative qualifications, with special reference to his actual experience in, or his knowledge of, accepted practice in respect to the duties of his office as hereinafter set forth. Except for the purpose of inquiry, the Commission and its members shall deal with the administrative services solely through the City Manager.

The City Commission shall appoint an officer of the City who shall have the title of City Clerk. He/she shall serve at the pleasure of the City Commission and shall be under the direction and control of the City Manager.

The City Commission shall appoint a City Attorney who shall act as the legal advisor to, and attorney and counselor for, the municipality and all of its officers in matters relating to their official duties.

The City Commission shall appoint an officer of the City who shall have the title of Internal Auditor. The Internal Auditor shall serve at the pleasure of the Commission; provided, however that the individual holding the position of Internal Auditor when this section becomes effective shall, at his/her election, remain in the classified service entitled to all rights and benefits of the classification.

Powers

The powers of the City Commission include the determination of all matters of policy. The City Commission may by Ordinance or Resolution prescribe the manner in which any power of said City shall be exercised. The City Commission shall have the power to appoint and remove the City Manager, City Clerk, the City Attorney, and the Internal Auditor.

The City Manager shall have power and shall be required to: Appoint and, when necessary for the good of the City, remove all officers and employees of the City, except as otherwise provided by this Charter, and except that he may authorize the head of a department or office to appoint and remove subordinates in such department or office; Fix the salary of officers and employees; Endorse on all contracts, bonds and other instruments in writing in which the municipality is interested his approval of the substance thereof; Prepare the budget annually and submit it to the City Commission, and be responsible for its administration after adoption; Prepare and submit to the City Commission, as of the end of the fiscal year, a complete report on the finances and administrative activities of the City for the preceding year; Keep the City Commission advised of the financial condition and future needs of the City, and make such recommendations as may seem to him desirable; Perform such other duties as may be prescribed by this Charter or required of him by the City Commission, not inconsistent therewith.

The City Clerk shall give notice of the meetings of the City Commission; shall keep the journal of its proceedings; shall authenticate by his/her signature and record in full in a book kept for that purpose all ordinances and resolutions; shall attest to and/or countersign by his/her signature all contracts, bonds

Governmental Structure (cont.)

and other instruments as required by law; shall perform the duties of registration officer; shall have the power and authority to administer oaths; and shall perform any other duties required by this Charter as assigned by the City Commission or by the City Manager.

The City Attorney shall prepare all contracts, bonds, leases and other instruments in writing in which the municipality is concerned, and shall endorse on each his approval of the form and correctness thereof, but failure to do so shall not affect its validity. When required to do so by the City Commission, he shall prosecute and defend for and in behalf of the City, all civil complaints, suits and controversies in which the City is a party. He shall furnish the City Commission, the City Manager, the head of any department, or any officer, board, commission or agency not included in any department, his opinion on any question of law relating to their respective powers and duties. In addition to the duties specifically imposed under the preceding section, he shall perform such other professional duties as may be required of him by ordinance or resolution of the City Commission, or as are prescribed for city attorneys under the general law of the state, which are not inconsistent with this Charter and with any ordinance or resolution which may be passed by the City Commission.

The Internal Auditor shall submit an Annual Audit Plan at the beginning of each fiscal year which shall be adopted by a majority vote of the City Commission and which may be amended from time to time by a majority vote of the City Commission. The Internal Auditor shall perform independent and objective audits or reviews of financial, compliance and operational activities of the city and the city's contractors, licensees and franchisees. Audits or reviews performed by the Internal Auditor shall analyze and evaluate financial management systems and operational controls and procedures of the city to develop recommended policies and procedures. The Internal Auditor shall also perform such other duties as may be imposed or required by ordinance, resolution or direction of a majority of the City Commission.

Elections

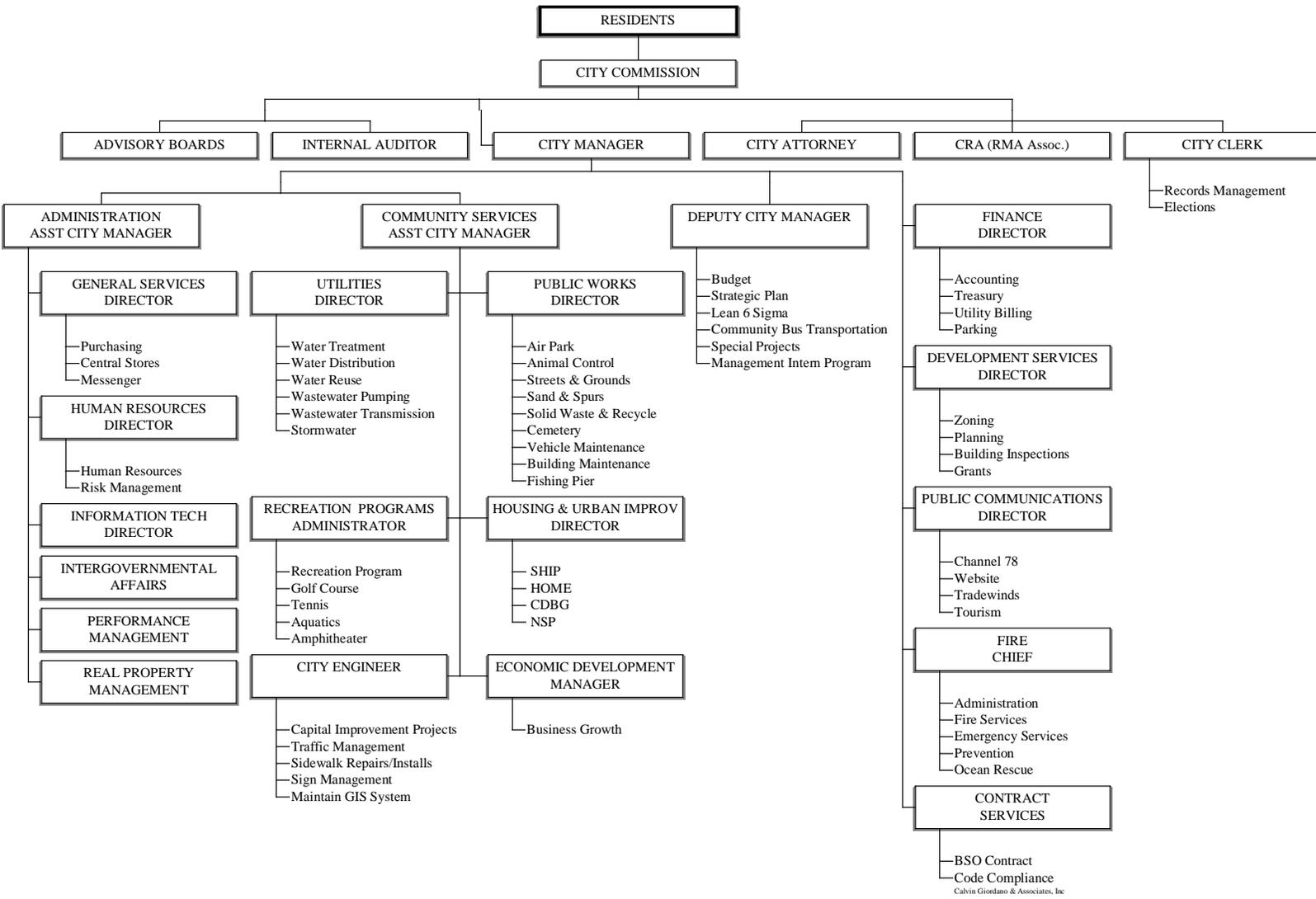
The Mayor is elected "At-Large" by a majority of the citywide voters. The term of the Mayor-At-Large for the City of Pompano Beach is three years. The Mayor presides at City Commission meetings and shall be recognized as head of the City Government for purposes of military law, and shall execute all instruments to which the City is a party when directed to do so by the City Commission, unless otherwise provided by the Charter or by Ordinance, but the Mayor shall not have any regular administrative duties. The Vice Mayor is elected at the first meeting after the regular annual election. The City Commission elects by secret ballot a Vice-Mayor from their group by the majority vote of not less than three members for each office. In the case of a tie vote in election of Vice Mayor, the Commission continues to ballot; but if the tie persists after four ballots, the names of those persons nominated are written on appropriate slips of paper by the City Clerk and placed in a box with several slips of paper bearing no names.

Members of the City Commission shall have residence of the election district from which they are elected for at least one year immediately preceding their election. They shall have the qualifications of electors in the City and shall be registered to vote in the City. Further, they must continue to reside during their term of office in the respective election district from which they were appointed. Members of the City of Pompano Beach City Commission shall not hold any other elected public office while serving on the Commission.

Source:

Code of Ordinances, City of Pompano Beach: [http://www.amelegal.com/nxt/gateway.dll/Florida/Pompano/cityofpompanobeachfloridacodeofordinance?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:pompanobeach_fl](http://www.amelegal.com/nxt/gateway.dll/Florida/Pompano/cityofpompanobeachfloridacodeofordinance?f=templates$fn=default.htm$3.0$vid=amlegal:pompanobeach_fl)

City of Pompano Beach Organizational Chart 2016 – 2017



Rev: 6/2016

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
GENERAL FUND:					
GENERAL GOVERNMENT					
City Commission					
City Commission	6.0	6.0	6.0	6.0	6.0
Total	6.0	6.0	6.0	6.0	6.0
City Manager					
City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	2.0	2.0	2.0	2.0	2.0
Executive Secretary	1.0	1.0	1.0	1.0	1.0
Secretary II	-	-	-	1.0	1.0
Total	4.0	4.0	4.0	5.0	5.0
Northwest CRA					
Civil Engineer II	0.5	-	-	-	-
Service Worker IV	-	-	-	-	1.0
Service Worker II	-	-	-	-	2.0
Service Worker I	1.0	1.0	1.0	1.0	1.0
Department Head Secretary	0.5	0.5	0.5	0.5	0.5
Total	2.0	1.5	1.5	1.5	4.5
East CRA					
Civil Engineer II	0.5	-	-	-	-
Department Head Secretary	0.5	0.5	0.5	0.5	0.5
Total	1.0	0.5	0.5	0.5	0.5
Public Communications					
Public Communications Director	1.0	1.0	1.0	1.0	1.0
Public Communications Specialist II	1.0	1.0	1.0	1.0	1.0
Public Communications Specialist I	2.0	2.0	2.0	2.0	2.0
Total	4.0	4.0	4.0	4.0	4.0
Economic Development					
Economic Development Manager	-	-	-	1.0	1.0
Total	0.0	0.0	0.0	1.0	1.0
Tourism					
Tourism Marketing Manager	-	-	-	1.0	1.0
Customer Service Representative	-	-	-	1.0	1.0
Total	0.0	0.0	0.0	2.0	2.0
City Attorney					
City Attorney	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	3.0	3.0	3.0	3.0	3.0
Paralegal	-	-	1.0	1.0	1.0
Legal Assistant	2.0	2.0	1.0	1.0	1.0
Total	6.0	6.0	6.0	6.0	6.0
City Clerk					
City Clerk	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0
Records Technician	1.0	1.0	1.0	1.0	1.0
Office Assistant I	1.0	1.0	1.0	1.0	1.0
Total	4.0	4.0	4.0	4.0	4.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Human Resources					
Human Resources Director	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Analyst	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	1.0	1.0
Human Resources Specialist	1.0	1.0	1.0	1.0	1.0
Human Resources Clerk	1.0	1.0	1.0	1.0	1.0
Total	5.0	5.0	5.0	5.0	5.0
Internal Audit					
Internal Auditor	1.0	1.0	1.0	1.0	1.0
Deputy Internal Auditor	1.0	1.0	1.0	1.0	1.0
Audit Assistant	1.0	1.0	1.0	1.0	1.0
Total	3.0	3.0	3.0	3.0	3.0
FINANCE DEPARTMENT					
Administration & Accounting					
Finance Director	1.0	1.0	1.0	1.0	1.0
Controller	1.0	1.0	1.0	1.0	1.0
Accounting Systems Analyst	1.0	1.0	1.0	1.0	1.0
Collections Specialist	-	-	-	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0	1.0
Payroll Specialist II	1.0	1.0	1.0	1.0	1.0
Payroll Specialist I	1.0	1.0	1.0	1.0	1.0
Accounting Clerk III	1.0	1.0	1.0	1.0	1.0
Accounting Clerk II	3.0	3.0	3.0	3.0	3.0
Department Head Secretary	1.0	1.0	1.0	1.0	1.0
Total	12.0	12.0	12.0	13.0	13.0
Treasury					
Revenue Collections Manager	1.0	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0	1.0
Head Cashier	1.0	1.0	1.0	1.0	1.0
Cashier	3.0	3.0	3.0	3.0	3.0
Accounting Clerk III	-	-	1.0	1.0	1.0
Accounting Clerk II	1.0	1.0	-	-	-
Total	7.0	7.0	7.0	7.0	7.0
BUDGET OFFICE					
Deputy City Manager	-	-	-	-	1.0
Assistant to the City Manager	1.0	1.0	1.0	1.0	0.0
Strategic Performance Manager	-	-	-	1.0	1.0
Budget Analyst	1.0	1.0	1.0	1.0	1.0
Department Head Secretary	-	-	-	1.0	1.0
Budget Assistant	-	-	1.0	-	-
Office Assistant II	1.0	1.0	-	-	-
Total	3.0	3.0	3.0	4.0	4.0
DEVELOPMENT SERVICES DEPARTMENT					
Planning & Zoning					
Development Services Director	1.0	1.0	1.0	1.0	1.0
Assistant Development Services Director	-	1.0	1.0	1.0	1.0
Principal Planner	3.0	2.0	2.0	2.0	2.0
Senior Planner	-	-	-	1.0	1.0
Grant Coordinator	-	1.0	1.0	1.0	1.0
Chief Business Tax Inspector	1.0	1.0	1.0	1.0	1.0
Planner	3.0	5.0	5.0	4.0	5.0
Urban Forester	1.0	1.0	1.0	1.0	1.0
Landscape Inspector	2.0	2.0	2.0	2.0	4.0
Business Tax Inspector	4.0	4.0	4.0	4.0	4.0
Zoning Technician	2.0	2.0	2.0	2.0	1.0
Department Head Secretary	1.0	1.0	1.0	1.0	1.0
Secretary II	1.0	1.0	1.0	1.0	1.0
Business Tax Technician	2.0	2.0	2.0	2.0	2.0
Total	21.0	24.0	24.0	24.0	26.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Advisory Board					
Zoning Technician	-	1.0	1.0	1.0	1.0
Advisory Board Secretary	1.0	-	-	-	-
Contract Administrator	1.0	-	-	-	-
Total	2.0	1.0	1.0	1.0	1.0
Building Inspections					
Building Official	1.0	1.0	1.0	-	-
Chief Building Inspector	4.0	4.0	4.0	-	-
Building Plans Examiner	7.0	7.0	7.0	-	-
Building Field Inspector	19.0	19.0	19.0	-	-
Plans Coordinator	1.0	1.0	1.0	-	-
Permit Technician Support	-	-	1.0	-	-
Permit Expeditors	4.0	4.0	5.0	-	-
Customer Service Representative	5.0	5.0	5.0	-	-
Office Assistant II	2.0	2.0	2.0	-	-
Office Assistant I	1.0	1.0	2.0	-	-
Secretary II	1.0	1.0	1.0	-	-
Secretary I	1.0	1.0	1.0	-	-
Total	46.0	46.0	49.0	0.0	0.0
FIRE DEPARTMENT					
Fire Administration					
Fire Chief	1.0	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator	1.0	1.0	-	-	-
Fire Administrative Service Manager	-	-	1.0	1.0	1.0
Department Head Secretary	1.0	1.0	1.0	1.0	1.0
Total	4.0	4.0	4.0	4.0	4.0
Fire Operations					
Division Chief	1.0	1.0	1.0	1.0	1.0
Emergency Manager	1.0	1.0	1.0	1.0	1.0
Battalion Chief	3.0	3.0	3.0	3.0	3.0
Fire Captain	-	-	-	15.0	15.0
Fire Lieutenant	15.0	15.0	15.0	-	-
Logistics Manager	1.0	1.0	1.0	1.0	1.0
Fire Training Commander	1.0	1.0	1.0	1.0	1.0
Fire Training Officer	2.0	2.0	-	-	-
Fire Training Captain	-	-	2.0	2.0	2.0
Fire Marshal	1.0	1.0	-	-	-
Fire Inspector	8.0	8.0	-	-	-
Driver Engineer	18.0	18.0	18.0	18.0	18.0
Firefighter	57.0	57.0	57.0	57.0	57.0
Secretary I	1.0	1.0	-	-	-
Total	109.0	109.0	99.0	99.0	99.0
Ocean Rescue					
Ocean Rescue Captain	1.0	1.0	1.0	1.0	1.0
Ocean Rescue Lieutenant	2.0	2.0	2.0	2.0	2.0
Ocean Rescue Lifeguard	14.0	14.0	14.0	14.0	14.0
Total	17.0	17.0	17.0	17.0	17.0
Fire Prevention					
Fire Marshal	-	-	1.0	1.0	1.0
Secretary I	-	-	1.0	1.0	1.0
Fire Inspector	-	-	8.0	8.0	8.0
Total	0.0	0.0	10.0	10.0	10.0
PUBLIC WORKS DEPARTMENT					
Public Works Administration					
Public Works Director	1.0	1.0	1.0	1.0	1.0
Assistant Public Works Director	-	1.0	1.0	1.0	1.0
Grounds Maintenance Supervisor	-	-	-	1.0	1.0
Department Head Secretary	1.0	1.0	1.0	1.0	1.0
Total	2.0	3.0	3.0	4.0	4.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Engineering					
City Engineer	1.0	1.0	1.0	1.0	1.0
Engineering Project Manager (I,II,III)	3.0	3.0	3.0	-	-
Senior Engineering Inspector	1.0	1.0	1.0	1.0	1.0
Construction Manager	2.0	2.0	2.0	-	-
Engineering Inspector (I,II,III)	3.0	3.0	3.0	3.0	3.0
GIS Coordinator	-	-	1.0	1.0	1.0
Engineering Technician	-	-	2.0	2.0	2.0
Secretary I	-	-	-	1.0	1.0
Drafting Technician	2.0	2.0	-	-	-
Total	12.0	12.0	13.0	9.0	9.0
Sanitation					
Sanitation Supervisor	-	-	-	1.0	1.0
Maintenance Foreman	1.0	1.0	1.0	-	-
Service Worker IV	3.0	3.0	3.0	3.0	2.0
Service Worker II	2.0	2.0	2.0	2.0	2.0
Service Worker I	2.0	2.0	3.0	2.0	2.0
Total	8.0	8.0	9.0	8.0	7.0
Streets					
Streets Operations Manager	-	1.0	1.0	1.0	1.0
Streets Superintendent	1.0	-	-	-	-
Streets Supervisor	2.0	1.0	1.0	1.0	1.0
Maintenance Foreman	3.0	3.0	-	-	-
Heavy Equipment Operator	3.0	2.0	2.0	2.0	2.0
Heavy Equipment Operator/Mechanic	1.0	1.0	1.0	1.0	1.0
Chief Traffic Sign Mechanic	1.0	1.0	1.0	1.0	1.0
Traffic Sign Technician	1.0	1.0	1.0	1.0	1.0
Service Worker IV	2.0	3.0	5.0	5.0	5.0
Service Worker III	3.0	3.0	4.0	4.0	4.0
Service Worker II	5.0	5.0	5.0	5.0	5.0
Service Worker I	2.0	2.0	2.0	2.0	2.0
Office Assistant II	1.0	1.0	2.0	2.0	2.0
Secretary II	1.0	1.0	-	-	-
Total	26.0	25.0	25.0	25.0	25.0
Grounds and Park Maintenance					
Grounds Operations Manager	-	1.0	1.0	1.0	1.0
Grounds Maintenance Supervisor	2.0	3.0	3.0	3.0	3.0
Athletic Facilities Maintenance Foreman	-	-	1.0	1.0	1.0
Sector Foreman	3.0	-	-	-	-
Maintenance Foreman	8.0	8.0	-	-	-
Irrigation Foreman	1.0	1.0	1.0	1.0	1.0
Pest Control Worker	2.0	2.0	2.0	2.0	2.0
Nursery Technician	1.0	1.0	1.0	1.0	1.0
Service Worker IV	4.0	5.0	12.0	14.0	14.0
Irrigation Technician	4.0	4.0	4.0	4.0	4.0
Service Worker III	9.0	9.0	9.0	7.0	7.0
Service Worker II	11.0	12.0	12.0	12.0	12.0
Service Worker I	22.0	26.0	25.0	25.0	25.0
Office Assistant II	-	-	1.0	-	-
Total	67.0	72.0	72.0	71.0	71.0
Animal Control					
Public Works Inspector	2.0	2.0	2.0	2.0	2.0
Total	2.0	2.0	2.0	2.0	2.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Building Maintenance					
Building Maintenance Operations Manager	-	1.0	1.0	1.0	1.0
Building Maintenance Superintendent	1.0	-	-	-	-
Facilities Maintenance Foreman	-	-	1.0	1.0	1.0
Foreman	1.0	1.0	-	-	-
Senior Electrician	-	-	1.0	1.0	1.0
Electrician	1.0	1.0	-	-	-
Plumber	1.0	1.0	1.0	1.0	1.0
Carpenter	3.0	3.0	3.0	3.0	3.0
Welder	1.0	1.0	1.0	1.0	1.0
General Trades Mechanic	6.0	6.0	6.0	6.0	6.0
Custodian	-	-	-	3.0	3.0
Service Worker I	-	-	-	1.0	1.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	15.0	15.0	15.0	19.0	19.0
Cemetery					
Cemetery Sexton	-	-	-	1.0	1.0
Grounds Maintenance Supervisor	1.0	1.0	1.0	-	-
Service Worker II	2.0	2.0	2.0	2.0	2.0
Total	3.0	3.0	3.0	3.0	3.0
Riding Stables					
Sand and Spurs Attendant	1.0	1.0	1.0	1.0	1.0
Total	1.0	1.0	1.0	1.0	1.0
<u>PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT</u>					
Aquatics					
Recreation Activities Supervisor	-	-	-	2.0	2.0
Lifeguard Lieutenant	2.0	2.0	2.0	-	-
Pool Lifeguard	4.0	4.0	4.0	4.0	4.0
Cashier	2.0	2.0	2.0	2.0	2.0
Total	8.0	8.0	8.0	8.0	8.0
Recreation Activities					
Recreation Program Administrator	1.0	1.0	1.0	1.0	1.0
Recreation Manager	3.0	3.0	3.0	3.0	3.0
Recreation Activities Supervisor	8.0	8.0	8.0	8.0	8.0
Department Head Secretary	1.0	1.0	1.0	1.0	1.0
Recreation Leader	9.0	8.0	8.0	8.0	8.0
Bus Driver	1.0	1.0	1.0	1.0	1.0
General Trades Mechanic	1.0	1.0	1.0	1.0	1.0
Service Worker III	1.0	1.0	1.0	1.0	1.0
Service Worker II	1.0	1.0	1.0	1.0	1.0
Service Worker I	7.0	5.0	5.0	5.0	5.0
Cashier	6.0	6.0	7.0	7.0	7.0
Accounting Clerk III	1.0	1.0	1.0	1.0	1.0
Office Assistant II	1.0	2.0	2.0	2.0	2.0
Total	41.0	39.0	40.0	40.0	40.0
Preschool					
Preschool Teacher	2.0	2.0	-	-	-
Cashier	1.0	1.0	-	-	-
Total	3.0	3.0	0.0	0.0	0.0
Tennis Center					
Recreation Supervisor	-	-	-	-	1.0
Recreation Leader	-	1.0	1.0	1.0	-
Service Worker I	-	1.0	1.0	1.0	1.0
Office Assistant II	1.0	-	-	-	-
Total	1.0	2.0	2.0	2.0	2.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Golf Operations					
Golf Course Manager	-	-	-	-	1.0
Golf Cart Mechanic	-	-	-	-	1.0
Head Cashier	-	-	-	-	1.0
Golf Cart Attendant	-	-	-	-	2.0
Cashier	-	-	-	-	2.0
Custodian	-	-	-	-	1.0
Golf Starter	-	-	-	-	2.0
Total	0.0	0.0	0.0	0.0	10.0
NON-DEPARTMENTAL					
Program Compliance Manager	-	-	-	1.0	1.0
Total	0.0	0.0	0.0	1.0	1.0
GENERAL FUND TOTAL	445.0	450.0	453.0	410.0	424.0

SPECIAL REVENUE FUNDS:

BUILDING PERMIT FUND:

Building Inspections					
Building Official	-	-	-	1.0	1.0
Chief Building Inspector	-	-	-	4.0	4.0
Building Plans Examiner	-	-	-	8.0	8.0
Building Field Inspector	-	-	-	19.0	20.0
Plans Coordinator	-	-	-	1.0	1.0
Permit Technician Support	-	-	-	1.0	1.0
Permit Expeditors	-	-	-	5.0	5.0
Customer Service Representative	-	-	-	5.0	5.0
Office Assistant II	-	-	-	2.0	2.0
Office Assistant I	-	-	-	2.0	2.0
Secretary II	-	-	-	1.0	1.0
Secretary I	-	-	-	1.0	1.0
Total	0.0	0.0	0.0	50.0	51.0

EMS SPECIAL DISTRICT FUND:

EMS					
EMS Division Chief	1.0	1.0	1.0	1.0	1.0
Battalion Chief	-	-	3.0	3.0	3.0
EMS Captain	3.0	3.0	-	-	-
Fire Captain	-	-	-	14.0	14.0
Fire Lieutenant	14.0	14.0	14.0	-	-
Fire Rescue Lieutenant	-	-	-	30.0	30.0
Driver Engineer	12.0	12.0	12.0	12.0	12.0
Firefighter	54.0	54.0	54.0	24.0	39.0
Secretary I	1.0	1.0	1.0	1.0	1.0
Material Handling Specialist	1.0	1.0	1.0	1.0	1.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	87.0	87.0	87.0	87.0	102.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017

OFFICE OF HOUSING & URBAN IMPROVEMENT FUND:

Administration

Housing and Urban Improvement Director	1.0	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator	1.0	-	-	-	1.0
Construction Manager	0.0	0.0	0.0	-	1.0
Community Development Program Specialist	1.0	1.0	1.0	-	-
Program Compliance Manager	1.0	1.0	1.0	-	-
Secretary II	2.0	2.0	2.0	-	1.0
Office Assistant II	-	-	-	-	1.0
Total	7.0	6.0	6.0	2.0	6.0

ADMINISTRATIVE CAPITAL FUND:

Project Administration

Capital Improvement Project Manager	-	-	-	1.0	1.0
Engineering Project Manager (I,II,III)	-	-	-	2.0	2.0
Engineering Inspector (I,II,III)	-	-	-	2.0	2.0
Total	0.0	0.0	0.0	5.0	5.0

SPECIAL REVENUE FUNDS TOTAL	94.0	93.0	93.0	144.0	164.0
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ENTERPRISE FUNDS:

UTILITY FUND:

Water Administration

Utilities Director	0.5	0.5	0.5	0.5	0.5
Utility Compliance & Efficiency Manager	-	0.5	0.5	0.5	0.5
Civil Engineer III	-	-	-	0.5	0.5
Reuse Outreach & Water Conservation Coordinator	1.0	-	-	-	-
Asset Management/Projects Management Specialist	-	-	1.0	1.0	0.5
Analytics Assistant	-	-	-	1.0	1.0
Department Head Secretary	0.5	0.5	0.5	0.5	0.5
Utilities Program Coordinator	0.5	0.5	0.5	0.5	0.5
Secretary I	0.5	0.5	0.5	-	-
Total	3.0	2.5	3.5	4.5	4.0

Utility Billing

Customer Service Manager	1.0	1.0	1.0	1.0	1.0
Assistant Customer Service Manager	1.0	1.0	1.0	1.0	1.0
Customer Service Foreman	1.0	1.0	1.0	1.0	1.0
Field Service Representative II	2.0	2.0	2.0	2.0	2.0
Field Service Representative I	-	1.0	1.0	1.0	1.0
Water Meter Reader	1.0	-	-	-	-
Customer Service Representative	4.0	4.0	4.0	4.0	4.0
Total	10.0	10.0	10.0	10.0	10.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Water Treatment Plant					
Utilities Treatment Plant Superintendent	1.0	1.0	1.0	1.0	1.0
Utility Compliance & Efficiency Manager	1.0	-	-	-	-
Laboratory Manager	1.0	1.0	1.0	1.0	1.0
Utilities Maintenance Supervisor	0.5	0.5	0.5	0.5	0.5
Utilities Treatment Plant Operations Supervisor	1.0	1.0	1.0	1.0	1.0
Analytical/QA Specialist	1.0	1.0	1.0	1.0	1.0
Field Sampling Specialist	2.0	2.0	2.0	2.0	2.0
Utilities Electrician	0.5	0.5	0.5	0.5	1.0
Water Plant Mechanic	3.5	3.5	3.5	3.5	3.5
Utilities Treatment Plant Operator II	4.0	4.0	4.0	4.0	4.0
Utilities Treatment Plant Operator	10.0	10.0	10.0	10.0	10.0
Service Worker IV	4.0	4.0	4.0	4.0	4.0
Service Worker I	1.0	1.0	1.0	1.0	1.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	31.5	30.5	30.5	30.5	31.0
Water Distribution					
Utilities Field Superintendent	1.0	1.0	1.0	1.0	1.0
Water Distribution Supervisor	2.0	1.5	1.5	1.5	1.5
Utility System Foreman	5.0	4.0	5.0	5.0	5.0
Meter Technician	1.0	1.0	1.0	1.0	1.0
Heavy Equipment Operator	2.0	1.0	2.0	2.0	2.0
Backflow Technician	1.0	1.0	1.0	1.0	1.0
Utilities System Operator III	5.0	3.0	3.0	3.0	3.0
Utilities System Operator II	4.0	3.0	2.0	2.0	2.0
Utilities System Operator I	4.0	8.0	8.0	8.0	8.0
Service Worker I	4.0	-	-	-	-
Secretary II	0.5	0.5	0.5	0.5	0.5
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	30.5	25.0	26.0	26.0	26.0
Reuse Water Treatment Plant					
Utilities Treatment Plant Operator II	1.0	1.0	1.0	1.0	1.0
Utilities Treatment Plant Operator	1.0	1.0	1.0	1.0	1.0
Water Plant Mechanic	0.5	0.5	0.5	0.5	0.5
Total	2.5	2.5	2.5	2.5	2.5
Reuse Administration					
Reuse Outreach & Water Conservation Coordinator	-	1.0	1.0	1.0	1.0
Asset Management/Projects Management Specialist	-	-	-	-	0.5
Total	0.0	1.0	1.0	1.0	1.5
Reuse Distribution					
Water Distribution Supervisor	-	0.5	0.5	0.5	0.5
Utility System Foreman	-	1.0	1.0	1.0	1.0
Heavy Equipment Operator	-	1.0	1.0	1.0	1.0
Utilities System Operator III	-	1.0	1.0	1.0	1.0
Utilities System Operator II	-	1.0	1.0	1.0	1.0
Utilities System Operator I	-	1.0	1.0	1.0	1.0
Total	0.0	5.5	5.5	5.5	5.5
Wastewater Administration					
Utilities Director	0.5	0.5	0.5	0.5	0.5
Utility Compliance & Efficiency Manager	-	0.5	0.5	0.5	0.5
Civil Engineer III	-	-	-	0.5	0.5
Engineering Inspector (I,II,III)	1.0	1.0	1.0	1.0	1.0
Department Head Secretary	0.5	0.5	0.5	0.5	0.5
Utilities Program Coordinator	0.5	0.5	0.5	0.5	0.5
Secretary I	0.5	0.5	0.5	-	-
Total	3.0	3.5	3.5	3.5	3.5

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017

Wastewater Pumping

Wastewater Pumping Station Supervisor	1.0	1.0	1.0	1.0	1.0
Utilities Maintenance Supervisor	0.5	0.5	0.5	0.5	0.5
Utilities Mechanic	1.0	1.0	1.0	1.0	1.0
Utilities Electrician	0.5	0.5	0.5	0.5	1.0
Lift Station Operator II	4.0	4.0	4.0	4.0	4.0
Lift Station Operator I	4.0	4.0	4.0	4.0	4.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	12.0	12.0	12.0	12.0	12.5

Wastewater Transmission

Wastewater Collections Supervisor	1.0	1.0	1.0	1.0	1.0
Utility System Foreman	4.0	4.0	3.0	3.0	3.0
TV Equipment Operator	1.0	1.0	1.0	1.0	1.0
Heavy Equipment Operator	1.0	1.0	-	-	-
Utilities System Operator III	4.0	4.0	4.0	4.0	4.0
Utilities System Operator II	5.0	5.0	6.0	6.0	6.0
Utilities System Operator I	4.0	5.0	5.0	5.0	5.0
Service Worker I	1.0	-	-	-	-
Secretary II	0.5	0.5	-	-	-
Total	21.5	21.5	20.0	20.0	20.0

UTILITY FUND TOTAL	114.0	114.0	114.5	115.5	116.5
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STORMWATER FUND:

Administration/Operations

Utilities Stormwater Supervisor	1.0	1.0	1.0	1.0	1.0
Utility System Foreman	1.0	1.0	1.0	1.0	1.0
Utilities System Operator III	2.0	2.0	2.0	2.0	2.0
Utilities System Operator II	2.0	2.0	3.0	3.0	3.0
Utilities System Operator I	2.0	2.0	3.0	3.0	3.0
Secretary II	-	-	0.5	0.5	0.5
Total	8.0	8.0	10.5	10.5	10.5

AIRPARK FUND:

Operations

Airpark Manager	1.0	1.0	1.0	1.0	1.0
Airpark Maintenance Foreman	1.0	1.0	1.0	1.0	1.0
Service Worker III	1.0	1.0	1.0	1.0	1.0
Service Worker II	1.0	1.0	1.0	1.0	1.0
Secretary I	-	1.0	1.0	1.0	1.0
Office Assistant I	1.0	-	-	-	-
Total	5.0	5.0	5.0	5.0	5.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017

GOLF FUND:

Operations

Golf Course Manager	-	1.0	1.0	1.0	-
Golf Cart Mechanic	1.0	1.0	1.0	1.0	-
Head Cashier	1.0	1.0	1.0	1.0	-
Golf Cart Attendant	2.0	2.0	2.0	2.0	-
Cashier	2.0	2.0	2.0	2.0	-
Custodian	1.0	1.0	1.0	1.0	-
Golf Starter	2.0	2.0	2.0	2.0	-
Total	9.0	10.0	10.0	10.0	0.0

SOLID WASTE FUND:

Solid Waste Operations Manager	-	-	1.0	1.0	1.0
Recycling Specialist	1.0	1.0	-	-	-
Solid Waste Inspector	1.0	-	-	-	-
Service Worker III	-	1.0	1.0	1.0	1.0
Office Assistant II	-	1.0	1.0	1.0	1.0
Office Assistant I	1.0	-	-	-	-
Total	3.0	3.0	3.0	3.0	3.0

SOLID WASTE SPECIAL SERVICE FUND:

Recycling Specialist	-	-	-	-	1.0
Service Worker IV	-	-	-	-	2.0
Service Worker III	-	-	-	-	2.0
Service Worker I	-	-	-	-	5.0
Customer Service Representative	-	-	-	-	1.0
Total	0.0	0.0	0.0	0.0	11.0

ENTERPRISE FUNDS TOTAL	139.0	140.0	143.0	144.0	146.0
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INTERNAL SERVICE FUNDS:

Central Stores

Chief Material Handling Specialist	1.0	1.0	1.0	1.0	1.0
Material Handling Specialist	1.0	1.0	1.0	1.0	1.0
Total	2.0	2.0	2.0	2.0	2.0

Schedule of Personnel

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Information Technologies					
Information Technologies Director	1.0	1.0	1.0	1.0	1.0
Information Technologies Supervisor	1.0	1.0	1.0	1.0	1.0
Information Technologies Analyst IV	2.0	3.0	2.0	2.0	2.0
Information Technologies Analyst III	1.0	1.0	2.0	2.0	2.0
Information Technologies Analyst II	1.0	-	-	-	-
Information Technologies Analyst I	2.0	2.0	2.0	2.0	2.0
Information Technologies Specialist II	1.0	1.0	1.0	1.0	1.0
Information Technologies Specialist I	1.0	-	-	-	-
Secretary II	1.0	1.0	1.0	1.0	1.0
Total	11.0	10.0	10.0	10.0	10.0
Central Services					
Messenger	1.0	1.0	1.0	1.0	1.0
Total	1.0	1.0	1.0	1.0	1.0
Purchasing					
General Services Director	1.0	1.0	1.0	1.0	1.0
Purchasing Supervisor	-	-	1.0	1.0	1.0
Contract Manager	-	-	-	-	1.0
Business Specialist	-	-	-	1.0	1.0
Purchasing Agent	2.0	2.0	1.0	1.0	1.0
Buyer	1.0	1.0	1.0	1.0	1.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	5.0	5.0	5.0	6.0	7.0
Risk Management					
Risk Manager	1.0	1.0	1.0	1.0	1.0
Claims Adjuster II	1.0	1.0	1.0	1.0	1.0
Claims Adjuster I	1.0	1.0	1.0	1.0	1.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	4.0	4.0	4.0	4.0	4.0
Vehicle Services					
Fleet Operations Manager	-	1.0	1.0	1.0	1.0
Fleet Manager	1.0	-	-	-	-
Fleet Operations Supervisor	-	-	-	1.0	1.0
Garage Foreman	1.0	-	-	-	-
Mechanic III	2.0	2.0	2.0	2.0	2.0
Mechanic II	3.0	3.0	3.0	2.0	2.0
Mechanic I	2.0	2.0	2.0	2.0	2.0
Office Assistant II	1.0	1.0	1.0	1.0	1.0
Total	10.0	9.0	9.0	9.0	9.0
INTERNAL SERVICE FUNDS TOTAL	33.0	31.0	31.0	32.0	33.0

	Adopted Personnel				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
SUMMARY:					
General Fund	445	450	453	410	424
Building Permit Fund	-	-	-	50	51
EMS Fund	87	87	87	87	102
Office of Housing & Urban Improvement	7	6	6	2	6
Administrative Capital Fund	-	-	-	5	5
Utility Fund	114	114	115	116	117
Stormwater Fund	8	8	11	11	11
Airpark Fund	5	5	5	5	5
Golf Fund	9	10	10	10	0
Solid Waste Fund	3	3	3	3	3
Solid Waste Special Service Fund	-	-	-	-	11
Internal Service Funds	33	31	31	32	33
ALL FUNDS TOTAL	711	714	720	730	767

FY 2016 - 2017 Budget Calendar

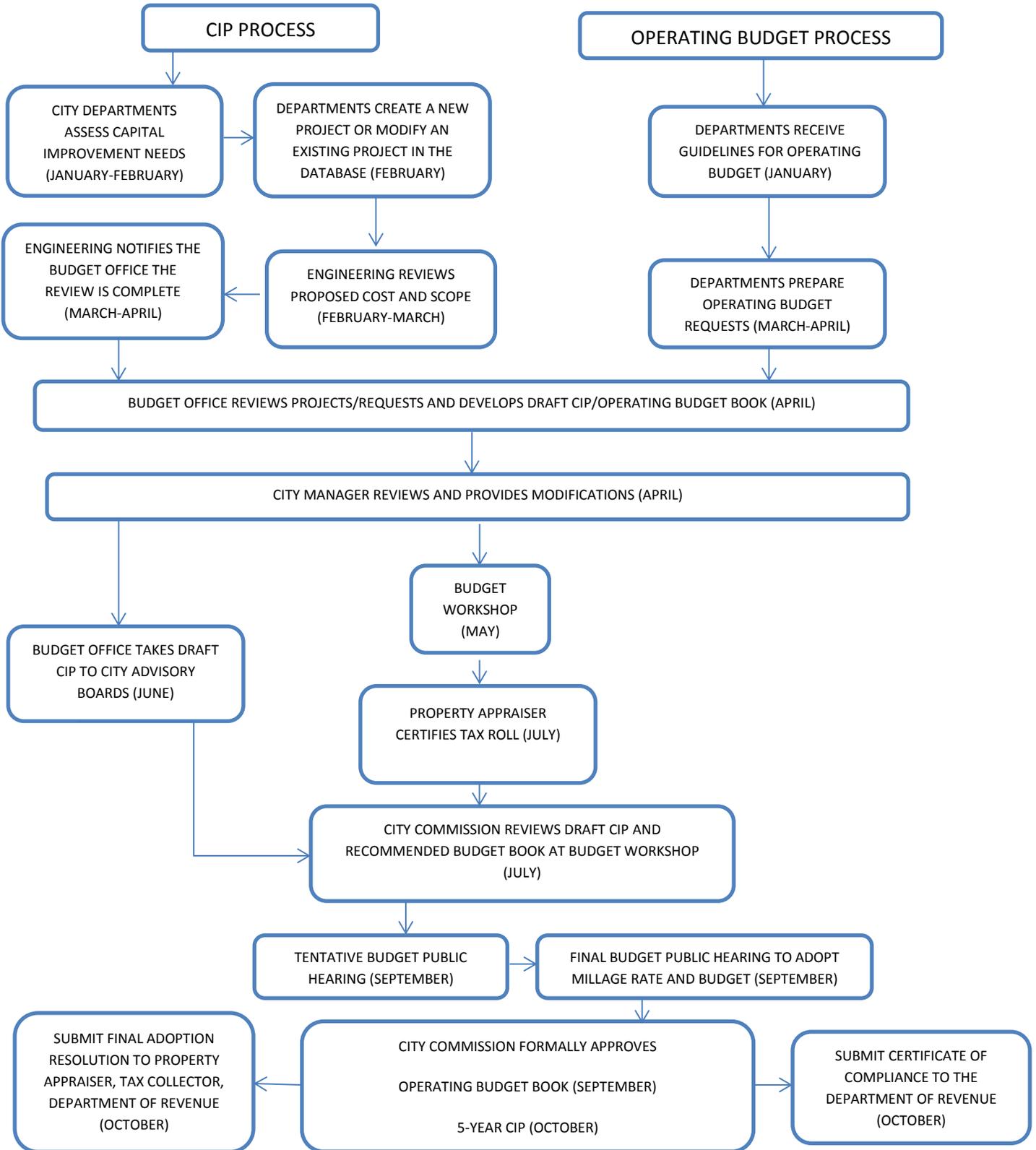
Budget Workshop	May 17, 2016	9:00 a.m.
Budget Overview and Summary Workshop/CIP	July 18, 2016	9:00 a.m.
Tentative Budget Public Hearing	September 12, 2016	5:15 p.m.
Final Budget Public Hearing	September 19, 2016	5:15 p.m.

City of Pompano Beach



100 West Atlantic Boulevard
Pompano Beach, Florida 33060

Budget Process Flowchart



Budget Process Highlights

- In January 2016, staff began working on the development of the Fiscal Year 2017 Budget.
- A Public Workshop was held with the City Commission on May 17, 2016 to begin solidifying the policies through which the budget would be developed.
- The second workshop 'Budget Overview and Summary/CIP, was held on July 18, 2016.
- The Tentative Public Hearing was held on September 12, 2016 followed by the Final Public Hearing on September 19, 2016: Adoption of millage rate and budget for both the City and the EMS.
- After adoption, the City submits the Final Resolution to the Property Appraiser, Tax Collector and Department of Revenue; and Certificate of Compliance to the Department of Revenue.

Budget Policy and Procedures

The budgeting process emphasizes a performance-based approach for allocating resources based on the City's Strategic Planning priorities. Our strategic planning and budgeting processes are linked to assure that the City's budget reflects the City's strategic priorities. The Strategic Plan enables the City to address strategic goals and initiatives as prioritized by the City Commission. It is driven by the City's vision; with priorities established at the strategic level based on public input. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance monitoring is used to track progress and make adjustments for further improvement.

Guiding Principles:

- Great Places: Redevelopment that provides for a distinguished feel and look.
- Superior Capacity: Ensures the infrastructure needed for economic growth.
- Quality and Affordable Services: Ensures highly cost effective and quality public services.
- Confidence Building Government: Provides for transparency, stability, and professionalism.

Top Priorities for FY 2016-2017 (Based on enhancements in the FY 2017 Adopted Operating Budget):

- Provide for a safe community
- Make City more attractive to the residents, visitors, and tourists
- The active community
- Redevelop "Old Pompano/Downtown" as a dining, entertainment and arts destination
- Have a customer focused organization
- Provide quality services based on data-driven performance
- Leadership in water management
- Strengthen skilled and committed human capital

The Basis of Budgeting – The City of Pompano Beach's budget is on the same basis as the basis of accounting: modified accrual for governmental funds and full accrual for proprietary (enterprise and internal service) funds. Fiduciary funds are used to account for resources held for the benefit of parties outside

the City. Fiduciary funds are not reflected in the government-wide financial statements because the sources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds (CAFR, 2014 City of Pompano Beach).

Personal Services - Certain personal service line items (other than regular full-time salary accounts) will start out at the fiscal year 2016 budget level and should be input at the amount provided even though they are subject to adjustment based on the justification presented on the appropriate schedule(s).

Operating Expenses – In most cases, departments will begin with the same level of operating funding that was provided in Fiscal Year 2016 less one-time adjustments. The Budget Office will modify internal service and administrative service charges amounts based on approved internal services fund levels and applicable administrative service charge allocations. The “core” budget will show the total operating expenses available for financial system input by the division. At the discretion of the department director, divisions may make changes to specific line items or move funding between divisions to meet the needs of the department as long as the department's “core” budget total is not increased. The latter should be communicated to the Budget Office when submitting department folders.

Capital Expenditures - Because the capital needs of the City vary significantly from year to year, an annual reprioritization of operating capital funding is performed. Departments/Divisions will not automatically receive any operating capital funding.

Additionally, the City will continue to use its Employee Suggestion Program. This program is utilized as a way to encourage innovation through our employees. If a department and/or group of employees are able to identify a more innovative/efficient way of operating, then the actual measurable savings will be shared. Moreover, the savings will be shared over several years, not just one. But, please note that this will be for only those programs that provide material and substantial savings.

Revenues - Prior to estimating revenues for fiscal year 2017, the departments should determine revenue estimates for the remainder of the current fiscal year while considering actual revenues from Fiscal Year 2016. In addition, departments and divisions are encouraged to review their current rate structures for user fees and service charges to determine if any fees or charges need to be adjusted for Fiscal Year 2017.

One-Time Revenues – One-time revenues can be used to build up the unassigned fund balance or be used for truly one-time expenses without impacting service levels.

Budget Amendments

After adoption at the fund and department level, any transfer between fund and department must be approved by the City Commission. To cover unexpected deviations in estimated revenues or expenses, the budget may have to be amended.

Budget adjustments are usually initiated by Department Heads, but may also be prepared by the Director of Finance from a Commission approved resolution. Departments must complete an original budget adjustment in its entirety when requesting an adjustment of funds. The department must forward the prepared budget adjustment to the Budget Officer for approval. The Budget Officer confirms the availability of funds and determines the course of approval the adjustment must follow; i.e., whether or not the City

Commission must approve it. The budget adjustment is then forwarded to the Director of Finance for approval.

Certain budget adjustments, as listed below, must be approved by the City Commission:

- Adjustments which increase the overall spending authority of the department;
 - Appropriation from fund balance
- Adjustments that change the intent of the budget or increase the level of services of operations from that contemplated by the City Commission at the time the budget was adopted based upon the interpretation of the City Manager;
 - Transfer between capital and operating budgets
 - Transfer between capital projects
- Adjustments requiring a transfer between funds; AND
- Adjustments that involve acceptance and appropriation of grant funding.

Per Resolution 16- 262, the City Manager is hereby authorized to approve the transfer of budgeted funds in accordance with the following terms and conditions:

- A. Requests shall be made by a Department Head to the Budget Office and the Director of Finance of their recommendation and shall then be sent to the City Manager for his approval.
- B. The City Manager may transfer funds between funds between any line items of any division and between departments of the same fund; and provided further, that such transfer or transfers shall not exceed amounts set forth in the Exhibit "A" referenced by the Resolutions adopting the annual budget of estimated expenditures/expenses and receipts/revenues.
- C. The City Manager should provide the City Commission a report of any and all fund transfers exceeding \$10,000 not later than 30 days following the end of each quarter.
- D. All transfers not authorized by this Resolution shall be presented to the City Commission for approval.

After City Commission approval, the budget adjustment is forwarded to the City Manager for signature and then to the Finance Department. The Accounting Division verifies the account numbers.

After all appropriate personnel have approved the budget adjustment; an accounting clerk will input it into the general ledger computer system. The budget adjustment will not be input unless all required signatures are present.

Pompano Beach, Code of Ordinances: § 36.019 Budget Amendment

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the several objects and purposes therein named; provided, however, that during the fiscal year, the budget may be amended by the City Commission.

BUDGET SUMMARY
CITY OF POMPANO BEACH - FISCAL YEAR 2016/2017
THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF POMPANO BEACH
ARE 8.05 PERCENT MORE THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

	GENERAL FUND	EMS FUND	GENERAL CAPITAL FUND	C.D.B.G. GRANT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CEMETERY TRUST FUND	ADMINISTRATIVE CAPITAL FUND	BUILDING PERMIT FUND	TOTAL
<u>CASH BALANCE BROUGHT FORWARD</u>	\$1,291,617	\$180,000	\$1,000,000	-	\$4,588,605	\$2,008,504	\$25,000	-	-	\$9,093,726
<u>ESTIMATED REVENUES:</u>										
Taxes:	Millage Per \$1,000									
AD VALOREM TAXES (GEN) 4.8252	\$51,401,389	(EMS) 0.5000	\$5,377,899	-	-	-	-	-	-	\$56,779,288
Sales and Use Taxes	10,080,000	-	2,620,000	-	-	-	-	-	-	\$12,700,000
Franchise Taxes	7,528,498	-	-	-	-	-	-	-	-	\$7,528,498
Communications Tax	5,300,000	-	758,678	-	-	-	-	-	-	\$6,058,678
Business Taxes	2,140,900	-	-	-	-	-	-	-	-	\$2,140,900
Licenses and Permits	12,465,406	-	-	-	-	-	-	-	7,407,838	\$19,873,244
Intergovernmental Revenue	12,402,337	96,309	4,562,065	1,240,315	1,092,500	30,000	-	-	-	\$19,423,526
Charges for Services	5,633,900	3,600,000	-	-	55,145,724	5,000	-	-	115,000	\$64,499,624
Fines and Forfeitures	992,500	-	-	-	434,017	-	-	-	-	\$1,426,517
Miscellaneous Revenues	3,155,921	41,800	391,000	-	3,384,039	3,736,712	-	-	120,000	\$10,829,472
Other Financing Sources	12,529,647	5,615,595	1,350,000	-	6,182,000	19,042,415	-	1,194,062	-	\$45,913,719
<u>TOTAL REVENUES AND OTHER FINANCING SOURCES</u>	<u>\$123,630,498</u>	<u>\$14,731,603</u>	<u>\$9,681,743</u>	<u>\$1,240,315</u>	<u>\$66,238,280</u>	<u>\$22,814,127</u>	<u>\$0</u>	<u>\$1,194,062</u>	<u>\$7,642,838</u>	<u>\$247,173,466</u>
<u>TOTAL ESTIMATED REVENUES AND BALANCES</u>	<u>\$124,922,115</u>	<u>\$14,911,603</u>	<u>\$10,681,743</u>	<u>\$1,240,315</u>	<u>\$70,826,885</u>	<u>\$24,822,631</u>	<u>\$25,000</u>	<u>\$1,194,062</u>	<u>\$7,642,838</u>	<u>\$256,267,192</u>
<u>EXPENDITURES/EXPENSES</u>										
General Government Services	\$25,017,472	-	\$918,000	\$187,333	-	\$21,895,453	-	\$1,194,062	-	\$49,212,320
Public Safety	63,733,421	14,911,603	1,333,000	-	-	-	-	-	7,642,838	\$87,620,862
Physical Environment	12,034,343	-	6,129,665	1,052,982	50,017,881	-	-	-	-	\$69,234,871
Transportation	2,940,950	-	1,222,000	-	2,500,568	2,927,178	-	-	-	\$9,590,696
Human Services	376,837	-	-	-	-	-	-	-	-	\$376,837
Culture & Recreation	11,808,224	-	590,901	-	3,001,503	-	-	-	-	\$15,400,628
Debt Services	861,493	-	-	-	4,109,087	-	-	-	-	\$4,970,580
Other Financing Sources (Uses)	6,965,595	-	487,203	-	8,765,769	-	-	-	-	\$16,218,567
<u>TOTAL EXPENDITURES/EXPENSES</u>	<u>\$123,738,335</u>	<u>\$14,911,603</u>	<u>\$10,680,769</u>	<u>\$1,240,315</u>	<u>\$68,394,808</u>	<u>\$24,822,631</u>	<u>-</u>	<u>\$1,194,062</u>	<u>\$7,642,838</u>	<u>\$252,625,361</u>
Reserves	1,183,780	-	974	-	2,432,077	-	25,000	-	-	3,641,831
<u>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</u>	<u>\$124,922,115</u>	<u>\$14,911,603</u>	<u>\$10,681,743</u>	<u>\$1,240,315</u>	<u>\$70,826,885</u>	<u>\$24,822,631</u>	<u>\$25,000</u>	<u>\$1,194,062</u>	<u>\$7,642,838</u>	<u>\$256,267,192</u>

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE BUDGET OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

Property Tax Millage Summary

	City Millage	EMS Millage	Total Millage
FY 2016 Adopted Millage	4.9865	0.5000	5.4865
FY 2017 Rolled Back Millage Rate	4.6210	0.4620	5.1205
FY 2017 Adopted Millage	4.8252	0.5000	5.3252
% Increase over Rolled Back Rate	4.42%	8.23%	4.00%

FY 2017 Value of 1 Mill			Property Taxes at 5.3252		
Mills	Gross Revenue	Net Revenue (95%)	Assessed Value of Home	With \$50,000 Homestead Exemption	No Homestead Exemption
1.00	\$10,569,798	\$10,041,308	\$325,000	\$1,464	\$1,731
0.90	\$9,512,818	\$9,037,177	\$300,000	\$1,331	\$1,598
0.80	\$8,455,838	\$8,033,046	\$275,000	\$1,198	\$1,464
0.70	\$7,398,859	\$7,028,916	\$250,000	\$1,065	\$1,331
0.60	\$6,341,879	\$6,024,785	\$225,000	\$932	\$1,198
0.50	\$5,284,899	\$5,020,654	\$200,000	\$799	\$1,065
0.40	\$4,227,919	\$4,016,523	\$175,000	\$666	\$932
0.30	\$3,170,939	\$3,012,392	\$150,000	\$533	\$799
0.20	\$2,113,960	\$2,008,262	\$125,000	\$399	\$666
0.10	\$1,056,980	\$1,004,131	\$100,000	\$266	\$533

10 Year Millage, Taxable Value, and Revenue History					
Fiscal Year	Tax Rate/ Millage	Final Taxable Values*	Actual Property Tax Revenue**	Adopted Budget	% Change in Budgeted Revenue
2006	4.6531	\$9,728,595,282	\$42,210,284	\$41,810,131	0.95%
2007	4.3197	\$11,688,204,065	\$47,456,266	\$47,185,020	0.57%
2008	3.8073	\$12,802,962,779	\$45,305,096	\$45,468,746	-0.36%
2009	3.9602	\$12,016,115,184	\$45,582,485	\$45,599,091	-0.04%
2010	4.6663	\$10,855,079,433	\$44,860,700	\$47,876,125	-6.72%
2011	4.9077	\$9,170,445,898	\$41,018,698	\$43,360,967	-5.71%
2012	5.2027	\$8,721,234,104	\$41,602,480	\$43,588,646	-4.77%
2013	5.4700	\$8,679,134,412	\$44,275,615	\$45,441,376	-2.63%
2014	5.3712	\$8,952,472,327	\$45,122,198	\$45,999,228	-1.94%
2015	5.2470	\$9,649,254,214	\$46,839,059	\$48,124,736	-2.74%
2016	5.4865	\$10,199,716,114	\$53,192,084	\$53,192,084	
2017	5.3252	\$11,119,957,885	\$56,286,288	\$56,286,288	

* FY 2016 and FY 2017 represents adopted taxable value prior to Value Adjustment Board adjustments.

** FY 2016 and FY 2017 represent adopted budgeted property tax revenue.

Property Tax Millage Summary (cont.)

The Broward County Property Appraiser determined that as of January 1, 2016, the certified taxable value for real, personal, and centrally assessed property within the City of Pompano Beach is **\$11,119,957,885**. This amount includes net new additions to the tax roll of **\$920.2 million**.

The table below illustrates the tax values for the previous four years, as well as the Certification for FY 2017.

	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Adopted	FY 2016/17 Adopted
<u>Initial Certified Taxable Values</u>				
Existing Values	\$8,977,819,122	\$9,585,900,404	\$10,153,663,894	\$10,966,283,135
New Construction	31,991,740	63,353,810	46,052,220	153,674,750
July 1st Certified Taxable Value	9,009,810,862	9,649,254,214	10,199,716,114	11,119,957,885
Value of 1 Mill	9,009,811	9,649,254	10,199,716	11,119,958
	(135,147)	(144,739)	(152,996)	(166,799)
	8,874,664	9,504,515	10,046,720	10,953,159
	(310,613)	(332,658)	(351,635)	(383,361)
	8,564,050	9,171,857	9,695,085	10,569,798
<u>Adopted Tax Rate</u>				
General Operating	4.8712	4.7470	4.9865	4.8252
Emergency Medical Services	0.5000	0.5000	0.5000	0.5000
Total Millage	5.3712	5.2470	5.4865	5.3252
Tax Collection at 100%	48,393,496	50,629,637	55,960,742	59,216,000
Budgeted 95% Value of 1 Mill (See Note 1)	8,564,050	9,171,857	9,695,085	10,569,798
<u>Budgeted Tax Collection</u>				
General Operating	41,717,203	43,538,807	48,344,542	51,001,389
Emergency Medical Services	4,282,025	4,585,929	4,847,543	5,284,899
Total Budgeted Levy	45,999,228	48,124,736	53,192,084	56,286,287
Value Adjustment Board				
Deductions	(8,027,065)	-	-	
Other Deductions	(124,397,240)	(34,771,152)	(5,081,417)	
Certificates Adjustments	75,085,770	(116,930,814)	(62,461,039)	
Final Taxable Value	8,952,472,327	9,497,552,248	10,132,173,658	(See Note 2)
Actual Tax Collection	45,122,198	46,839,059		
% of Original 100% Levy	-1.94%	-2.74%		

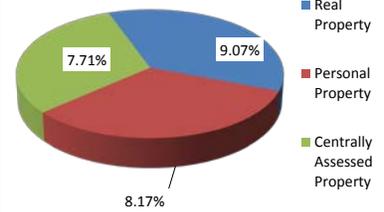
Notes:

- 1) The millage values have been discounted at 95% for early discounts, delinquencies, etc.
- 2) The final values for 2016 will be determined after Value Adjustment Board petitions.

Change in Assessed Valuation

	FY 2016	FY 2017	\$ Gain/Loss	% Change
Real Property	\$9,626,016,000	\$10,499,429,920	\$873,413,920	9.07%
Personal Property	\$561,769,248	\$607,676,672	\$45,907,424	8.17%
Centrally Assessed Property	\$11,930,866	\$12,851,293	\$920,427	7.71%
Net Taxable Value	\$10,199,716,114	\$11,119,957,885	\$920,241,771	9.02%

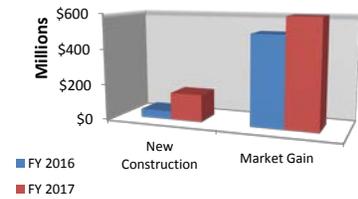
Yearly Variance



Breakdown:

	FY 2016	FY 2017	\$ Gain/Loss	% Change
New Construction	\$46,052,220	\$153,674,750	\$107,622,530	233.70%
Market Gain	\$504,409,680	\$766,567,021	\$262,157,341	51.97%
Total	\$550,461,900	\$920,241,771	\$369,779,871	285.67%

Comparison



FY 2016 - 2017 Capital Outlay

<u>Department</u>	<u>Amount</u>	<u>Count</u>	<u>Item</u>
<u>Development Services Department</u>			
Planning & Zoning - 1510	\$ 78,000	3	Ford Escapes
<u>Fire Department</u>			
Fire Administration - 2205	35,000	1	Utility Vehicle
	1,144	1	Laptop Computer
Fire Operations - 2210	107,000	1	Command Vehicle
	105,000	3	Sport Utility Vehicles
	35,247	2	Thermal Imagers
	21,612	-	Extrication Equipment
	19,055	1	Hoseline
	8,487	4	AEDs
	2,408	-	Water Flow/Testing Equipment
	1,900	2	LifePac AED Trainers
	1,600	1	Mannequin
	1,548	1	Commercial Grade Smoke Machine
Fire Buildings - 2220	1,144	1	Ice Machine
Ocean Rescue - 2250	20,437	2	All Terrain Vehicles
	8,487	1	Row Boat
	7,957	10	Vessel Exclusion Buoys
	4,244	2	Rescue Paddleboards
	2,652	1	Surf Ski
	1,804	1	Boat Trailer
<u>Public Works Department</u>			
Engineering - 3010	29,000	1	Ford Explorer
Streets - 3030	110,000	1	Dump Truck
	77,791	1	Backhoe
	59,268	2	Crew Cab Trucks
	43,505	1	Printer/Laminator
	1,775	1	Walk Behind Saw
Grounds and Park Maintenance - 3040	130,000	1	John Deere Backhoe
	111,006	2	Ford F-450 Crew Cab Dump Trucks
	47,766	1	Irrigation Truck
	35,050	1	Vermeer Chipper
	12,286	1	Frontline Mower
	7,560	1	John Deere Gator

FY 2016 - 2017 Capital Outlay

<u>Department</u>	<u>Amount</u>	<u>Count</u>	<u>Item</u>
Animal Control - 3050	7,500	1	Holding Cage
Building Maintenance - 3060	48,303	1	Step Van
	29,323	1	Ford F-250 Pickup
	20,534	1	Ford E-250 Van
	5,418	1	Water Trailer
Cemetery - 3070	6,900	1	Casket Lowering Device
<u>Parks, Recreation & Cultural Arts Department</u>			
Aquatics - 3910	13,492	2	Pool Vacuums (Aquatic Center/Houston Sworn)
	5,296	1	AED (Houston Sworn)
	4,093	3	Competition Paddle Boards
	1,200	1	Junior Lifeguard Ocean Kayak
	1,100	1	Junior Lifeguard Paddle Board
Recreation Activities - 3920	89,734	2	Front Doors for McNair/Mitchell Moore Centers
	40,000	1	Portable Stage
	15,000	1	Gazebo for Skolnick Center
	14,000	-	Furniture for CC/MM
	12,410	1	Genie Lift
	11,087	-	Outside Lighting for Centers
	5,175	-	Fencing
Tennis - 3950	22,879	1	Club Cart
	5,644	1	Shade Canopy
	5,200	1	Tennis Ball Machine
	3,496	1	Utility Vehicle
	2,833	1	Ice Maker
Golf - 3960	37,500	-	Golf Cart Fleet Batteries/Cables
Non-Departmental - 9910	27,000	1	Ford Escape
TOTAL GENERAL FUND	\$ 1,564,850		
Building Inspections - 110-1550	208,000	8	Ford Escapes
	1,131	1	Computer
EMS - 140-2231	303,291	1	Rescue Van
	71,643	2	ECG Defibrillator/Pacemaker
	31,000	2	Stretchers
	9,444	20	Sets of Carbon Monoxide Monitors for Life Packs
TOTAL SPECIAL REVENUE FUNDS	\$ 624,509		

FY 2016 - 2017 Capital Outlay

<u>Department</u>	<u>Amount</u>	<u>Count</u>	<u>Item</u>
Utility - Water			
Water Treatment Plant - 3320	115,927	1	Dump Truck
	52,884	1	Storage Tank
	42,207	1	Vacuum Filter
	37,131	5	Well Flow Meters
	36,050	1	Well Telemetry
	36,000	1	Service Truck
	35,833	1	Degasifier Blower/Motor
	33,963	5	Membrane Feed Valve Actuators
	27,027	5	Membrane Concentrate Valve Actuators
	23,370	1	Air Conditioner
	18,972	3	Valve Actuators
	15,000	1	Autoclave
	11,420	4	pH Meters
	11,233	1	Bypass Flow Meter
	9,952	1	VFD for Treatment Unit
	7,600	1	Auto Sampler
	3,954	3	Field pH Meters
	2,863	1	Level Transmitter
Water Distribution - 3330	121,687	1	Backhoe
	27,682	1	Pick-up Truck
	19,421	1	Air Compressor
	8,152	1	Ice Machine
	5,252	1	GIS Laptop
	3,698	1	Ice Machine Bin
	2,184	1	Ingersoll Tamper
	1,985	1	Fire King File Cabinet
	1,307	1	Pipe Saw
Reuse Water Treatment Plant - 3340	23,370	1	Filter Feed Pump
	18,548	2	High Pressure Pump Drives
	13,912	8	Neumatic Valves
	12,721	16	Wash Filter System Sensors
	7,856	1	Filter Feed Pump
	6,948	1	Polymer Feed Pump
	3,582	2	Panelview Touchscreen
Reuse Distribution - 3355	29,500	1	Ford F-150
	2,184	1	Tamper
Utility - Wastewater			
Wastewater Pumping - 3510	143,430	80	Lift Station Pumps
	72,412	1	Emergency Generator
	37,132	-	SCADA Hardware
	35,002	1	Ford F-250
	25,828	2	Service Trucks
	4,500	1	Portable Welder

FY 2016 - 2017 Capital Outlay

<u>Department</u>	<u>Amount</u>	<u>Count</u>	<u>Item</u>
Wastewater Transmission - 3520	113,039	1	Dump Truck
	48,070	1	Towable Well Point Pump
	4,845	1	Rodding Machine (Snake)
	1,968	1	Trash Blower
	1,140	1	Manhole Blower
<u>Stormwater Utility</u>			
Stormwater Distribution - 3805	19,235	1	Air Compressor
	2,319	1	Tideflex Valve
	1,512	1	Pipe Saw
<u>Airpark</u>			
Airpark - 4610	26,896	1	Ford F-150
<u>Solid Waste Disposal</u>			
Solid Waste Operations - 4910	55,000	1	Pickup Truck
<u>Solid Waste Special Services</u>			
Special Services Solid Waste - 4920	137,000	1	Sideloaded Garbage Truck
	95,000	1	Boat
	75,000	3	Service Vehicles
	30,000	2	Utility Service Carts
	25,000	1	Service Vehicle SUV
	22,593	1	Ford Ranger
	6,553	1	Canal Cleaning Boat
	2,410	1	Boat Trailer
TOTAL ENTERPRISE FUNDS	\$ 1,817,259		
<u>Central Stores</u>			
Central Stores Operations - 5110	33,000	1	Forklift
	15,000	1	Golf Cart
<u>Information Technologies</u>			
Telecommunications - 5220	243,500	-	Fire Station Alert System
Graphics/Messenger Service - 5330	52,803	-	Mailing System/Opener and Plate Maker
<u>Vehicle Services</u>			
Maintenance Operations/Garage - 5710	50,000	2	Vehicle Lifts
	26,000	1	Ford Escape
TOTAL INTERNAL SERVICE FUNDS	\$ 420,303		
TOTAL ALL FUNDS	\$ 4,426,921		

Strategic Plan

City of Pompano Beach

Strategic Planning Roadmap Diagram



Note: The activities contained within the Strategic Planning Process have not all been implemented as of FY 2016.

Strategic Plan and Performance Improvement

In 2013, the City of Pompano Beach in an effort to address the residents' desires and expectations for a safe community, diverse recreation and affordable housing, developed and adopted its Strategic Plan. The Plan development process involved two phases: Context analysis and community engagement and the strategic plan development; as well as, multiple actors such as the residents, local businesses and non-profit organizations, City Commission, City management team, and the City employees. Since the adoption of the Strategic Plan, the Budget Office has made significant revisions to the Plan.

Community Input

In December 2014, the City of Pompano Beach initiated and launched a new opportunity for its residents to participate in the preparation of the City's Recommended Operating and Capital Budget. Each year, from December through February, residents are encouraged to participate in the budget process by submitting a Budget Input Form via the City's website.

The Community Input form provides valuable input, direction, and support, as well as, improves the relationship between local government and its residents. It encourages and empowers the informed and active citizens to understand how to voice their interests and make decisions about policy choices.

Currently, the Budget Office is in the process of updating the 2013 Adopted Strategic Plan document.

The Strategic Plan constitutes of five important elements:

1. Vision

By 2030, Pompano Beach will be an even greater place to live along the Atlantic coast of South Florida. The sense of place and family, the distinctive architecture, the broad range of amenities, the comparative safety of the community and the opportunity for employment in many diverse economic sectors will make it a draw for many people. At the same time, the location and talent that exists in the City make it a very attractive site for businesses to locate and grow. Pompano Beach is a city of great places and of great opportunity.

2. Results

The fundamental result this plan seeks is a more prosperous community that consists of:

- A diverse range of local service businesses providing both market sensitive and higher-end products to residents and visitors
- Leading edge manufacturing and service industries that have regional to global markets Higher wage jobs and a strong job market
- Stable, diverse neighborhoods, improving property values and a strong housing market
- A full range of recreation and entertainment options attractive to all age, ethnic and economic groups

- Increased private investment in commercial properties, redevelopment areas and neighborhood improvement
3. Strategic Goals
 - Pompano Beach is a preferred place to live
 - Pompano Beach is a preferred place to do business
 - Pompano Beach is a preferred place to visit

4. Strategies

The plan offers four specific strategies that the City will need to enact in order to achieve its vision:

- **Great Places (Comfort, Wellness, and Opportunity):** This strategy seeks to redevelop the City so that it is highly attractive while having a distinguishing feel and look that sets it apart from other cities. The feel and look includes not only architecture and public spaces, but also a variety and range of experiences not easily duplicated by other cities.
- **Superior Capacity (Infrastructure):** This strategy seeks to ensure that the infrastructure (physical and regulatory) needed for economic growth is in place.
- **Quality and Affordable Services (Value):** This strategy seeks to ensure that public services meet or exceed the community's expectations of quality, while remaining highly cost effective and advantageous for residents and businesses.
- **Confidence Building Government (Governance):** This last strategy concentrates on three factors that lead to a high level of confidence in local government. One is that there is transparency in government operations so that citizens can see their government at work. Two is that there is stability of policy direction so that private investment is drawn to the City. The third is the professionalism of City staff so that the City operates efficiently and effectively.

5. Operational Goals, Initiatives, and Objectives

Each strategy is dissected into several operational goals, the respective initiatives and performance objectives. The "Citywide Programs" section, contained within, has been developed to assist establishing a link between program performance and the Strategic Plan performance measures. For further details on our Strategic Plan performance you can visit the Performance Program website at:

http://pompanobeachfl.gov/pages/departments_directory/strategic_plan/performance_program.html
[hp](#)

Why is Performance Measurement Important?

Collecting analytical driven data provides a means to clearly and concisely illustrate a project or program's success. It speaks to the effectiveness and efficiency of programs. It further provides a system to allocate financial resources to the City's goals and objectives; establishing a link between the budget and Strategic Plan.

Moreover, maintaining and collecting accurate data is essential to grant seeking opportunities and performance improvement initiatives, such as Lean Six Sigma.

City of Pompano Beach Lean/6 Sigma

The City of Pompano Beach renewed its commitment to excellence in 2011 and joined the Florida Benchmarking Consortium. Membership in this statewide organization of municipalities and counties allowed for reporting performance data in 18 service areas (such as Human Resources, Animal Control, etc.) and allowed the City to compare its performance to other similar cities. Since resources are limited, improvements in the City's service areas or departments required prioritization and unified planning.

In 2013, the City of Pompano Beach developed a vision for the future and captured this vision in a comprehensive Strategic Plan. The Strategic Plan identifies the objectives needed to reach the City's vision. In order to accomplish the objectives, the staff needed a methodology as well as tools. We had the "what" and now needed the "how." The Utilities Department had been using Lean/6 Sigma methods with excellent results, and these methods were evaluated and adopted for citywide use. Lean and 6 Sigma were being used by customer and quality driven private and government organizations throughout the world, with results including better service and products and lower costs.

What is Lean?

Lean is a business methodology developed by Toyota Manufacturing that eliminates waste and inefficiency in providing products or services. The tools used in Lean focus on "seeing" and eliminating waste. Projects can often be completed in one or two days.

What is Six Sigma?

Six Sigma is a process improvement framework developed by Motorola that includes statistical tools to eliminate product or service defects based on customer needs. The Six Sigma name comes from the statistical definition of a level of product or service variation that only allows about 3 defects for every one million opportunities for a defect. It is a high level of commitment to quality and service. The basic framework for Six Sigma process improvement is the DMAIC process. This acronym for Define, Measure, Analyze, Improve and Control, boil down to the scientific process we studied in school. The results are amazing with most Six Sigma projects resulting in cost savings of over \$20,000.

Progress to Date

In February 2015, the City launched its Lean/6 Sigma program at the Strategic Plan Retreat. A series of one day Staff Executive Leadership training sessions were then conducted to explain the benefits and basic methodology requirements to staff, as well as on how to apply the Lean Six Sigma concepts.

Since March 2015, training was provided to staff to develop the expertise needed to work on process improvement projects and strategic plan projects. Lean/6 Sigma competency level is recognized by a belt designation similar to martial arts belts.

- 358 staff were trained at the White Belt level (White Belt training provides the skills need to participate in a group).
- 84 staff were trained at the Yellow Belt level (Yellow Belt training provides the skills needed to lead teams on simple or fast projects).
- 82 staff have completed the Green Belt level (Green Belt training provides the skills needed to lead teams on more complex or involved projects). Florida Atlantic University and TQMS Inc. partnered with the City to provide the training and guidance on the roll-out.

In June 2015, the City began the first round of projects. Although many of these projects were simple enough to allow staff to gain proficiency with their new skills, cost savings and process improvements were expected. Subsequent rounds of projects are expected to yield greater results.

The Lean/6 Sigma methodology allows the City to accomplish the Strategic Plan Objectives and improve business/internal processes to reach our City's Vision. The journey toward this vision can only be accomplished by a commitment to providing quality products and services that meet our customers' requirements in terms of availability and cost. We are excited about our process to meet this commitment and look forward to providing you updates on our accomplishments.

Citywide Programs

City Manager's Office - Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Strategic Planning	High	Annually hold at least one (1) strategic planning retreat with staff	# of retreats held	2014-2018	1	1	1	1	1
	High	Establish a citywide performance measurement/reporting system	% established	2015	100%	N/A	100%	N/A	N/A
	High	Develop analytical driven-high impact products that improve the strategic direction and long range planning	# of products developed	2015-2016	4-FY15 1-FY16	N/A	4	1	N/A
Strategy: Great Places		Goal: Improve growth in office, commercial, distribution and manufacturing sectors							
Economic Development Strategies	High	Serve as liaison between the City and various Broward County entities promoting economic development strategies	# of economic development strategies identified and assessed	2015-2016	4	N/A	4	4	N/A
Strategy: Quality & Affordable Services		Goal: A safe community							
Capital Projects	High	Achieve a high level of projects that meet expected date of completion	% of capital projects on schedule for completion	2016-2020	75%	N/A	N/A	75%	75%

Notes:

TBD - To Be Determined

PNI - Program Not Identified

TD – Target Date

LEEP - LEEP Program is aimed at enhancing the appearance and quality of life within the City's various neighborhoods.

Not all the Performance Objectives listed, fall under the highlighted Strategy and Goal. The Budget Office prioritized based on the Program Impact.

City Manager’s Office (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Provide quality services based on data-driven performance							
Citizen Survey	High	Achieve high level of customer satisfaction in four distinct areas	Overall % rating achieved in every (18-24 mth.) customer service survey	2014-2018	90%	91.25%	N/A	90%	N/A
	Medium	Review FBC data and identify two (2) areas per year for productivity enhancements	# of areas identified	2014-2018	2	2	2	2	2
Strategy: Great Places		Goal: Increase social capital in the community							
Community Improvement “LEEP”	Medium	Provide funding to improve the quality of life and appearance in our neighborhoods	Funding amount provided	2014-2016	\$10,000	\$10,000	\$10,000	\$10,000	N/A

Program Descriptions:

- **Strategic Planning:** To develop the citywide performance measures and reporting system.
- **Economic Development Strategies:** To promote economic development in the City, Staff attends various networking functions with different local and regional business groups.
- **Capital Projects:** To increase and measure the effectiveness and efficiency of capital improvement projects on schedule for completion.
- **Citizen Survey:** To benchmark and improve City services.
- **Community Improvement “LEEP”:** The City of Pompano Beach’s LEEP Program is aimed at enhancing the appearance and quality of life within the City’s various neighborhoods.

Community Redevelopment Agency (CRA) – Programs*



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Grow existing businesses							
		CRA expand use of local sub-contractors by 5% a year	% increase of local subs participation	2014-2018	>5%	1.35%	5%	>5%	>5%
		CRA expand incubator by 5% a year	% change	2014-2018	>5%	1.75%	5%	>5%	>5%
		Develop CRA business directory	% developed	2014-2015	100%	75%	80%	100%	N/A
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
		East Library relocated and rebuilt	% design (0-40%) and construction completed (41-100%)	2014-2015	100%	75%	100%	N/A	N/A
		Establish City/CRA Beach/Tourism Marketing Campaign	% completed	2014-2015	100%	80%	80%	100%	N/A
		Complete Ali Building	% design (0-30%) and construction completed (31-100%)	2014-2015	100%	99%	100%	N/A	N/A
		Establish parking agreement with Sands Hotel	% established	2015	100%	N/A	0%	0%	100%
		Hold a fishing tournament at the Pier	# of tournaments	2018	1	N/A	N/A	N/A	N/A
		Assist Pier developer with future tenant, design and construction	# of tenant references provided	2015	5	N/A	5	N/A	N/A
		Establish a NW CRA tree nursery	% established	2017	100%	N/A	N/A	N/A	100%
		Support a Brazilian Festival	Festival occurs	2014-2018	Yes	Yes	Yes	Yes	Yes

CRA (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Improve growth in office, commercial, distribution and manufacturing sectors							
		Analyze current merchant mix in CRA	% data analysis completed	2014-2015	100%	50%	55%	100%	N/A
		Update marketing plan for East CRA	% plan updated	2014-2015	100%	95%	95%	100%	N/A
		Acquire property for NW Business Park	% of property acquired	2015	100%	N/A	100%	N/A	N/A
		Create a new drainage district for the Downtown Pompano Transit Oriented Corridor	% completed	2014	100%	100%	N/A	N/A	N/A
		Develop separate marketing plan for Downtown Pompano Transit Oriented Corridor	% market plan developed	2015	100%	N/A	0%	100%	N/A
		Update Master Plan for Collier City	% updated	2015	100%	N/A	0%	100%	N/A
Strategy: Great Places		Goal: Enhance Corridor Redevelopment							
		Establish design guidelines and zoning in the Downtown Pompano Transit Oriented Corridor	% designed	2014	100%	100%	N/A	N/A	N/A
		CRA to sponsor an annual local realtor group tour	1 tour annually	2014-2018	1/yr.	1	1	1	1
		Complete MLK streetscape project	% design (0-20%) and construction completed (21-100%)	2014-2015	100%	72%	100%	N/A	N/A

CRA (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Redevelop "Old Pompano/Downtown" as a dining, entertainment and arts destination							
		Complete Bailey Hotel	% design and construction completed	2014	100%	100%	N/A	N/A	N/A
		Complete Commercial Kitchen	% design and construction completed	2014-2015	100%	0%	0%	100%	N/A
		Execute lease agreement with First Baptist Church	% lease executed	2014-2015	100%	18%	100%	N/A	N/A
		Complete Old Pompano streetscape	% design (0-20%) and construction completed (21-100%)	2014-2015	100%	75%	100%	N/A	N/A
		Complete Old Pompano Plaza	% design (0-45%) and construction completed (46-100%)	2014-2015	100%	40%	45%	100%	N/A
		Implement branding initiative for Creative Arts District in Old Pompano	% implemented	2015	100%	N/A	0%	100%	N/A
Strategy: Great Places		Goal: Job growth for residents							
		CRA to expand micro lending by 5% a year	% change	2014-2018	>5%	3%	3%	>5%	>5%
		Expand Business Resource Center job placement by 5%	% change	2015-2016	>5%	N/A	5%	>5%	N/A

CRA (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Job growth for residents							
		Work the Business Resource Center and CareerSource Broward formally known as WorkForce One to identify the various social agencies that aid with job placement and training	# of persons placed in jobs	2015	25	N/A	0	25	N/A
		Institute urban farmer and community gardens facility and effort	% completed	2015	100%	N/A	3%	100%	N/A
Strategy: Superior Capacity		Goal: Increase available parking							
		Update parking demand study for beach	% updated	2014	100%	100%	N/A	N/A	N/A
		Design for future garage at pier city parking lot	% completed	2014-2015	100%	5%	100%	N/A	N/A
Strategy: Quality & Affordable Services		Goal: A safe community							
		Have appropriate CRA projects incorporate CPTED principles	# of projects involving CPTED	2014-2018	5	5	5	5	5
Strategy: Quality & Affordable Services		Goal: The active community							
		CRA to add a pocket park in areas where new housing is developed	# of parks added	2014-2018	1	0	0	1	1

CRA (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen educational partnerships							
		Establish one (1) to three (3) new higher education affiliations with the City	# of affiliations added	2017	1-3	N/A	N/A	N/A	1-3
		Develop one (1) partnership with a local college for an incubator	# of partnerships developed	2015-2019	1	N/A	0	1	1
		Host bi-annual job fair for local residents	# of job fairs held	2015-2019	1	N/A	1	1	1
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
		Construct Collier City Mini Park	% of project completed	2015	100%	N/A	0%	100%	N/A
Strategy: Great Places		Goal: Enhance CRA area redevelopment							
		Expand target area of programs to include other major corridors	% of target areas expanded	2014	100%	100%	N/A	N/A	N/A
		Increase the number of property owners in Old Pompano that make building improvements	# of property owners making improvements	2015	3	N/A	0	3	N/A

* The objectives for the CRA are consistent with the East District and NW District 5 Year Financing and Implementation Plan.

Public Communications Office – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Effective communication & coordination							
Information Dissemination	High	Add businesses to the TradeWinds magazine mailing list	# of business added	2014	6,000	6,000	N/A	N/A	N/A
	High	Create E-Newsletter for businesses	# created	2014-2018	4	2	4	4	4
	Medium	Produce original documentaries on informative topics for community as well as event coverage of important City events the community is interested in	# of television programs produced	2015-2019	4/yr.	N/A	5	4	4
	High	Upgrade audio/visual equipment in the City Commission Chambers	% completed	2015	100%	N/A	100%	N/A	N/A
City Press Release	High	Send press releases to keep the community informed on events, news items, City information and announcements	# of press releases sent out	2015-2019	75/yr.	N/A	75	75	75
Strategy: Quality & Affordable Services		Goal: Have a customer focused organization							
Survey	High	Conduct citizen satisfaction surveys in 24 month intervals	# conducted	2014, 2016, 2018	1	1	N/A	1	N/A

Program Descriptions:

- **Information Dissemination:** The Public Communications Office provides important information about the City Commission, meetings, processes, developments, events and positions taken by the City that would ordinarily not be covered by mainstream media. The mediums utilized for disseminating the information is through Tradewinds Magazine, Points of Interest digital newsletter, City website and original programming and live meetings on Ch. 78.

- **City Press Release:** Official City of Pompano Beach Press Releases are issued to over 100 recipients in the news media and other targeted publications and officials for the purpose of letting the public know of City developments. They generate positive publicity to get the City of Pompano Beach coverage in publications, TV news and radio stations.
- **Survey:** Customer Service Surveys are conducted for residents with the goal of benchmarking and improving City services. The surveys are taken from a cross section of City of Pompano Beach residents by an outside firm to determine their attitudes and perceptions towards various City services. This Customer Service Survey is confirmation that the City of Pompano Beach continues to make great strides in improving City services customer satisfaction. With this very important feedback we continue our effort to improve our City's customer experience.

Economic Development – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Expand property tax base and sales tax revenue							
Economic Development	High	Identify and assess current strategies and services	% completed	2014	100%	100%	N/A	N/A	N/A
	High	Identify what functions need to be expanded or redesigned	% prepared	2014	100%	100%	N/A	N/A	N/A
	High	Develop overall City approach to economic development	% developed	2015	100%	N/A	100%	N/A	N/A
	Medium	Utilize BTR database to facilitate inter-business connections	% developed	2014	100%	100%	N/A	N/A	N/A
	Medium	Identify and map industrial and manufacturing targeted industries	% of map created	2014	100%	100%	N/A	N/A	N/A
	Medium	Create citywide marketing plan to promote economic development	% created	2015	100%	N/A	95%	100%	N/A
	Low	Develop report identifying zoning and land use challenges to Air Park development	% developed	2014	100%	100%	N/A	N/A	N/A
	Medium	Assess utility infrastructure need in industrial area	% completed	2015	100%	N/A	0%	100%	N/A
	Low	Research the urban characteristics that attract the creative class and evaluate or create City's incentive strategies that accommodate those needs	% of incentives implemented	2016	25%	N/A	50%	N/A	N/A

Economic Development (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Expand property tax base and sales tax revenue							
Economic Development	Low	Create a centralized listing of all economic development programs in the City and add to website	% created	2016	100%	N/A	50%	100%	N/A
	Medium	Train staff in the use of CoStar software, in order to facilitate the attraction of target industries	# of staff trained	2017	2	N/A	N/A	N/A	2
	Medium	Begin holding one (1) outreach effort annually to engage business owners to expand their business to Pompano Beach	# of outreach efforts	2015-2016	1	N/A	0	1	N/A
	High	Implement required actions associated with the Greater Fort Lauderdale Alliance Platinum City designation	% of policies implemented	2015	100%	N/A	100%	N/A	N/A

Program Description:

- **Economic Development:** The Economic Development Program provides data collection and research as well as, industry support with a focus on targeted industries while supporting specific industries pertinent to the Pompano Beach market.

Tourism – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Redevelop “Old Pompano/Downtown” as a dining, entertainment and arts destination							
Tourism Marketing	High	Create tourism guide listing tourism assets and resources	% created	2014	100%	100%	N/A	N/A	N/A
	High	Create and open a Visitors Center	% of project completed	2016	100%	N/A	N/A	100%	N/A
	High	Establish relationship with Convention & Visitors Bureau	# of events attended with CVB	2014-2018	12/yr.	4	12	12	12
	Medium	Advertise in selected tourism publications that will promote the City to increase the number of visitors to the City from far and near	# of tourism ads placed	2015-2019	7/yr.	N/A	7	7	7

Program Descriptions:

- **Tourism Marketing:** The primary objective of the tourism marketing department is to increase the number of visitors into the City through marketing initiatives and various distribution channels. Partnering with the Greater Ft. Lauderdale Convention and Visitors Bureau as well as VISIT FLORIDA helps the City to maximize its tourism budget resulting in greater visibility and tourism growth.

City Clerk's Office - Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: The informed community							
Information Dissemination	High	Ensure Commission agenda packets are available to the public on the City's website the day after receipt from the City Manager's Office	% posted day after receipt	2014-2018	100%	100%	100%	100%	100%
Posting Results of Meetings	High	Action Minutes are distributed within two (2) days following each Commission Meeting	% distributed within 2 days	2014-2018	100%	100%	100%	100%	100%
Documents Execution	High	Obtain City official signatures within 5 to 7 days of the Commission Meeting	% of standard met	2014-2018	100%	100%	100%	100%	100%
Public Education	Low	Provide public education materials on Florida Election Laws and City Charter	% completed	2017-2021	100%	N/A	N/A	N/A	100%
Partnership Established	Medium	Conduct study to assess feasibility of paperless agenda	% conducted	2015-2016	>50%	N/A	85%	100%	N/A
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Legislative Update	High	Update City Codes within a month of any approved changes	% of changes updated within 1 month	2014-2018	100%	100%	100%	100%	100%
Survey	Medium	Explore establishing a lobbyist registration fee	% of surveying other cities to determine average fee charged	2014-2015	100%	100%	100%	N/A	N/A

City Clerk’s Office (cont.)

Program		Program Impact		Objectives		Performance Measures		Data			
				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017		
Strategy: Confidence Building Gov.		Goal: Effective communication & coordination									
Outreach	High	Ensure boards/committees are at 90% capacity with qualified members	% of positions filled	2014-2018	90%	90%	90%	90%	90%		
Database	Medium	Develop Commission report for boards meeting less than once per quarter	% of data collected from boards meeting on a monthly basis	2015-2019	100%	N/A	100%	100%	100%		

Program Descriptions:

- **Information Dissemination:** This program ensures City Commission agenda documents are accessible via internet in a timely and efficient manner.
- **Posting Results of Meetings:** This program pertains to the timely availability of action minutes to city residents and stakeholders at the end of each City Commission meeting. Action minutes provide the results for each agenda item, as well as a brief summary of any directives given at the meeting.
- **Documents Execution:** This program involves preparing all City Commission approved agenda items for execution and distribution to all stakeholders involved.
- **Public Education:** The purpose of this program is to equip Pompano Beach residents with information on how to become a city commissioner or to serve as an advisory board member. Educational materials will be compiled to explain the requirements of the Florida Election Laws, City Charter and Sunshine Laws.
- **Partnership Established:** To identify opportunities to improve the City’s Agenda Management Program, which involves partnering with the City Manager’s Office and all other departments of the City. Collaboration among departments will identify utilizing a software for agenda management.
- **Legislative Update:** This program ensures that all adopted ordinances are properly codified and posted on the City’s website, as well as distributed to City departments and outside agencies.
- **Survey:** The focus of this program is to collect information from other municipalities to determine the feasibility of establishing a lobbyist fee.
- **Outreach:** The program solicits community participation on the advisory boards/committees. A record is maintained of voluntary participants, as well as applicants to be appointed by the City Commission as needed.
- **Database:** This program entails establishing a report to reflect on a quarterly basis the meeting activities of all advisory boards/committees. Specifically, it will provide the City Commission with an overview of the total number of meetings held with established quorums.

Human Resources Department – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Increase technological competitiveness							
Performance Management	High	Establish online performance evaluation form	% established	2015	100%	N/A	50%	100%	N/A
	High	Conduct analysis of essential functions (back-up capacity)	% of analysis conducted	2014-2015	100%	75%	100%	N/A	N/A
	High	Have 100% of City job descriptions/ requirements updated every five (5) years to reflect skills and abilities required	% of job descriptions updated annually	2014-2018	100%	10%	46%	60%	80%
	High	Develop customer service performance criteria on employee annual reviews	Rating % achieved	2018	TBD	N/A	N/A	N/A	N/A
	High	Provide two (2) classes on customer service per year	# of classes provided	2014-2018	2/yr.	6	8	2	2
	Medium	Develop timeframes to obtain new credentials	# of job categories reviewed	2014-2018	36/yr.	36	36	36	36
	Medium	Ensure that 100% of essential functions have backup support	% of essential functions have a designated backup	2018	100%	N/A	N/A	N/A	N/A
Strategy: Superior Capacity		Goal: Increase e-government capacity							
Administrative Efficiency	High	Develop inter-active online employment applications	% developed	2014	100%	100%	N/A	N/A	N/A
	Medium	Scan all personnel files	% scanned	2019	100%	N/A	N/A	N/A	N/A

Human Resources (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Competitive Pay and Benefit	Medium	Annually benchmark against other communities total compensation allocated to benefits using the FBC (HR11 and HR12) data (<i>The FBC data is reported one year behind</i>)	City compared to benchmark median	2015, 2017, 2019	Median	N/A	TBD	N/A	Median
	Medium	Perform comprehensive benefit survey every three (3) years	% of survey conducted	2017	100%	N/A	N/A	N/A	100%
	Medium	Keep annual full time employee turnover to less than 5%	% turnover rate	2014-2018	<5%	5.68%	4.44%	<5%	<5%
	High	Compensate utility staff for obtaining higher level licenses	% of qualified staff compensated	2014-2015	100%	50%	100%	N/A	N/A
Training and Development	High	Train 100% of mid-management on process improvement such as Lean & 6 Sigma	% of staff trained	2015-2019	100%	N/A	25%	50%	75%
	Medium	Establish career paths and goals for all full time employees	% of employees with established career goals	2018	25%	N/A	N/A	N/A	N/A
	Low	Expand Annual Employee Breakfast to include individual achievements	% expanded	2014	100%	100%	N/A	N/A	N/A
Strategy: Great Places		Goal: Job growth for residents							
Community Outreach	Low	Employ five (5) youth per year in summer youth employment program	# employed	2014-2018	5/yr.	8	7	5	5

Program Descriptions:

- **Performance Management:** Process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
- **Administrative Efficiency:** To accomplish methods of working to make it more efficient to include online HR files. Performance management online system that tracks and connects with objectives.
- **Competitive Pay and Benefit:** A generous employee benefits package can be an excellent way to keep employees.
- **Training and Development:** Any attempt to improve an employee's current or future performance by increasing his or her ability to perform through learning usually by changing the employee's attitude or increasing his or her skills and knowledge.
- **Community Outreach:** Reaching out to others, or becoming involved in a community or effort.

Internal Audit – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Debt Service Payments	High	Perform bi-annual internal audit of debt service payments by auditing general obligations or enterprise obligations in alternating years	% of audit performed	2014-2015	100%	50%	100%	N/A	N/A
Federal and State Grant	High	Perform annual audit of a selected federal or state grant	% of audit performed for federal or state grant selected	2014-2018	100%	100%	100%	100%	100%
Revenue Recovery	High	Perform an audit every two (2) years on revenues valued at +\$.5M to ensure appropriate remittance to the City	% of audit performed	2014, 2016, 2018	100%	100%	N/A	100%	N/A
Management Requests	High	Perform requested audits within desired due date	% of requests completed within turnaround time established	2016	100%	N/A	100%	100%	N/A
Strategy: Confidence Building Gov.		Goal: Increase technological competitiveness							
Information Technology & Management Information Systems	High	Perform IT control and security audit for selected computerized system(s) or areas by auditing an IT security component annually	% of audit performed	2014-2018	100%	100%	19%	100%	100%

Internal Audit (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Standard Operating Procedures (SOP)	High	Perform Standard Operating Procedures audit by auditing one major division of the selected department annually	% of division audit performed	2014-2017	100%	100%	100%	100%	100%

Program Descriptions:

- **Debt Service Payments:** The audit examines compliance with required monthly and semi-annual payment for bonds or leases to ensure compliance with bond covenants and long-term lease requirements. The City issued bonds for long term capital improvement projects or executed long-term leases for equipment.
- **Federal and State Grant:** The audit examines compliance with required regulations governing revenues and expenditures of federal and state grants. City Departments apply for Federal and State Grants. After these grants are awarded, an audit will be performed annually as part of the annual audit of the City's audit of financial statements. A Single Audit report of Federal and State Grants will be issued annually for compliance with regulations.
- **Revenue Recovery:** The audit examines revenues over \$500,000 from external parties which remit revenues to the City. Underlying revenue trends over a three to five year period will be examined for potential impact on increases or decreases to budgeted revenues. The audit program will be performed to ensure the City has received revenues that are due to City.
- **Management Requests:** At the request of the City Commission, City Administration or City Departments, audits examine compliance with contracts, Federal, State or City regulations, internal control processes. Internal Audit recommendations will be made to enhance future operations.
- **Information Technology and Management Information Systems –** The audit examines various computerized systems, data retention and back-up, data security and access to City computerized applications and cloud based computerized system. Internal Audit recommendations will be made to enhance management information systems to promote confidence and reliability of data for City operations.
- **Standard Operating Procedures (SOP):** The audit examines the standard operating procedures of City Department with emphasis on the internal control systems and risk assessments for daily City operations. Internal Audit recommendations will be made to City Departments to enhance internal control systems to minimize risks.

Finance Department – Programs

Administration and Accounting



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Capital Financing/Debt Service Process	High	Review Stormwater Financing Plan	% approved	2015-2016	100%	N/A	50%	100%	N/A
Strategy: Superior Capacity		Goal: Increase available parking							
Parking	High	Establish a City Parking Enterprise Fund	% established	2014	100%	100%	N/A	N/A	N/A
	High	Identify alternate funding mechanisms for parking infrastructure	Identify various funding alternatives	2014	100%	100%	N/A	N/A	N/A
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Bond Rating	High	Establish bond rating for Parking Enterprise Fund	% established	2014-2015	100%	60%	100%	N/A	N/A
Financial Reporting	High	Annually obtain the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association	100% achieved	2014-2018	100%	100%	100%	100%	100%
Delinquent Account Collections	High	Increase collections on delinquent accounts by 5% a year	% increase in delinquent collections	2014-2018	5%	8.9%	3.1%	5%	5%
Other Administration	High	Annually evaluate competitiveness of rates and charges for a major department	% reviewed	2014-2018	100%	100%	100%	100%	100%

Program Descriptions:

- **Capital Financing/Debt Service Process:** Program entails securing the most cost effective financing products as a means of financing the City's capital initiatives and ensure post compliance with all debt service requirements.
- **Parking:** The City's Parking Program encompasses the administration, operation, maintenance, and revenue collection for all public on-street parking, public parking lots and public parking garage parking facilities throughout the City. Parking patrons may pay for parking via on-site parking meters or with smart devices (i.e. smart phone) via a pay-by-phone application. Other services include resident permits, decals and hangtags. The Parking Program further promotes parking turnover, thereby controlling parking demand, as well as provides financial resources to self-sustain its operations and other general municipal purposes as may be approved by the City Commission from time to time.
- **Bond Rating:** Program entails seeking and obtaining a bond rating of at least "A" (goal of "AA") from any of the nationally recognized rating agencies (S&P, Moody's, Fitch) for external financings, as dictated by the marketplace in order to minimize the cost of borrowing. Policies and practices are recommended to the City Administration and elected officials to ensure goals are obtained and maintained.
- **Financial Reporting:** Program entails maintaining accurate complete financial records for the City and generating financial reports in accordance with regulatory and statutory requirements for use by all stakeholders.
- **Delinquent Account Collections:** Program entails maximizing collections on all outstanding City accounts and recommending policies and procedures to maximize efforts.
- **Other Administration:** Program entails reviewing major rate structures with various City Departments for recovery of program costs or some component thereof, as well as benchmarking against peer cities.

Other Programs:

- **Accounts Payable Process:** Program entails the coordination of the processing of accurate, timely and authorized payments to vendors who provide goods and services to the City.
- **Payroll Process:** Program entails the accurate, timely and authorized processing of all payroll related payments, as well as ensuring compliance with all related local, state and federal requirements.
- **Cash Management and Investment:** Program entails oversight for all expected cash receipts, projection of cash flow needs and investment of surplus funds in accordance with local and statutory requirements.
- **Capital Assets Process:** Program entails the capturing and capitalization of the City's capital assets in accordance with established thresholds and depreciation (as applicable) in accordance with policies, as well as the safeguard of these assets from theft, etc.

Treasury Program Descriptions:

- **Bank Account Management:** Oversee the banking service agreement. Maintain adequate level of cash in bank for management of day-to-day operations. Ensure all public deposit accounts are properly documented and reported.
- **Cash Receipts:** Establish accountability with receipt of documents for all payment transactions and completion of bank deposits.
- **Credit Card Management:** Establish merchant account numbers and appropriate gateways for different methods of processing credit cards ensuring compliance with Payment Card Industry Data Security standards.
- **Cash Forecasting:** Estimate cash flows based on historical trends and current information available.
- **Unclaimed Property Management:** Report and remit all uncashed checks as unclaimed property to the State of Florida as required after dormancy period has been met.
- **Other Administration:** Calculate and remit all sales tax collected for each Sales and Use Tax Certificate of Registration accounting for tax exemptions and collection fee. Ensure that all tax exempt customers submit the appropriate documentation for exemption status.

The Budget Office - Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Capital Improvement	High	Allocate funds yearly for fire station renovations	Amount budgeted	2014-2018	\$1M	\$1M	\$1.02M	\$1M	\$1M
Strategy: Confidence Building Gov.		Goal: Provide quality services based on data-driven performance							
Strategic Performance Improvement	High	Link submitted enhancements to Lean Six Sigma projects	% of submitted enhancements linked to LSS projects	2016	40%	N/A	N/A	40%	N/A
	High	Conduct analysis for the City's Strategic Plan goals and objectives	% of strategic goals and objectives met	2016	60%	N/A	N/A	60%	N/A
	High	Rate the City's Strategic Plan as a useful management tool	% of statements rated "strongly agree"	2016-2020	75%	N/A	N/A	75%	75%
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Succession Planning	High	Establish career paths and goals for budget staff	% of employees with established career goals	2015	100%	N/A	100%	N/A	N/A
Strategy: Superior Capacity		Goal: Increase community accessibility and mobility							
Community Bus Service	High	Develop a transportation plan that focuses around connecting to the neighborhood transit center and a future rail station	Review 2 route modifications per year	2016	2	N/A	N/A	2	N/A
	High	Establish a fourth Community Bus route	Total # of bus routes	2014	4	4	N/A	N/A	N/A
Strategy: Confidence Building Gov.									
PIN		Advisory Board meetings digitally recorded	% of boards digitally recording meetings	2014	100%	88%	N/A	N/A	N/A

Program Descriptions:

- **Capital Improvement:** Review capital improvement projects for potential funding sources.
- **Strategic Performance Improvement:** The program is focused on analyzing City's Strategic Plan data.
- **Succession Planning:** The Budget Office motivates and engages staff to pursue a career path and goals for their continued growth and development.
- **Community Bus Service:** This program aims to improve connectivity and accessibility for Pompano Beach residents and visitors to services provided within the City limits.

Development Services – Programs

Planning and Zoning



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Design	High	Review 100% of development review applications for compliance with the City's newly adopted design standards	% of project complied	2014	100%	100%	N/A	N/A	N/A
	High	Develop Urban Design Studio concept	% established	2014-2015	100%	45%	55%	100%	N/A
Strategy: Great Places		Goal: Enhance Corridor Redevelopment							
Corridor Implementation	High	Implement recommendations from corridor studies	# of recommendations implemented	2014-2018	4	4	4	4	4
	Medium	Complete comprehensive review of sidewalks and provide citywide recommendations for sidewalk installations	% completed	2015-2016	100%	N/A	50%	100%	N/A
	High	Increase densities around transit stops	# of land use and zoning changes	2014-2018	1	1	.5	.5	1
Strategy: Great Places		Goal: Grow existing businesses							
Improve Customer Service	Medium	Conduct analysis of current landscaping codes and enforcement practices	% of analysis conducted	2014-2016	100%	30%	60%	100%	N/A

Planning and Zoning (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Public Art	High	Develop a Public Art Master Plan	% developed	2014-2015	100%	70%	98%	100%	N/A
	High	Complete aesthetic improvements to Hillsboro Inlet Bridge	% completed	2015-2016	100%	N/A	75%	100%	N/A
Historic Preservation	Medium	Complete an inventory of the historic objects, complete renovations of the home and establish the organizational structure/programming needed to open the Blanche Ely House to the public	% completed	2015-2016	100%	N/A	40%	60%	100%
Grants	Medium	Apply for one (1) tree planting grant per year	# of grants submitted	2014-2018	1	1	1	1	1
	Medium	Apply for a grant to complete a comprehensive tree inventory	# of grants submitted	2017	1	N/A	1	N/A	N/A
	Medium	Identify grant funding opportunities for Martin Luther King Jr. Boulevard	# of grants submitted	2014-2015	2	0	5	N/A	N/A
	Medium	Apply for grants to enhance commuter services	# of grants submitted	2014-2018	2-5 yr.	0	3	2-5	2-5
Strategy: Great Places		Goal: Enhance Corridor Redevelopment							
Corridor Planning	High	Initiate additional corridor studies for Powerline Road, Copans Road and Andrews Avenue	% completed	2014-2015	100%	5%	70%	100%	N/A

Planning and Zoning (cont.)



					Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability								
Update Fees	High	Explore fees for zoning permit reviews	% of analysis conducted and reported	2015	100%	N/A	100%	N/A	N/A	
Strategy: Great Places		Goal: Enhance Corridor Redevelopment								
Transportation	Medium	Work with Coconut Creek, Margate, Coral Springs and MPO to undergo a grant-funded transit study with the goal of connecting educational resources and transit opportunities along the education corridor	% completed	2015	100%	N/A	90%	100%	N/A	
	Medium	Develop a transportation plan that focuses on providing comprehensive transit service in the city, which is focused around connecting to the neighborhood transit center and future rail station	% developed	2018	100%	N/A	N/A	N/A	50%	
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets								
Neighborhood Planning	High	Create a citywide neighborhood assessment in the first year and one (1) neighborhood improvement plan per year	% of annual plan completed	2014-2018	100%	20%	60%	100%	N/A	
Urban Forestry	Medium	Apply for one (1) tree planting grant per year	# of grants submitted	2014-2018	1	1	1	1	1	
	Medium	Apply for a grant to complete a comprehensive tree inventory	# of grants awarded	2017	1	N/A	1	N/A	N/A	

Planning and Zoning (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Improve neighborhoods							
Expand Rental Housing Program	High	Increase the number of rental housing BTR's and inspections by 20% per year	% change	2014-2018	20%	171%	98%	20%	20%
Strategy: Superior Capacity		Goal: Increase e-government capacity							
Technological Advancements	High	Establish paperless Development Review Committee review process	% of process established	2015	100%	N/A	100%	N/A	N/A
	Medium	Improve NaviLine's capability to automatically generate templates, letters and agendas	% capacity established	2015	100%	N/A	35%	100%	N/A
	High	Add laptops and/or tablets in the Commission Chambers in order to facilitate the electronic distribution of agenda materials	% of computers	2015	100%	N/A	100%	N/A	N/A
Strategy: Quality & Affordable Services		Goal: A safe community							
CPTED	Medium	Increase development services staff certification in CPTED	# of staff certified	2015-2017	4	N/A	0	0	4
	Medium	Review the Zoning Code to determine if specific CPTED principals can be incorporated into the code	% of recommendations adopted	2014	100%	100%	N/A	N/A	N/A
	High	BSO participates in all development plan reviews with Development Services Department	% of reviews participated	2014	100%	100%	N/A	N/A	N/A

Planning and Zoning (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Improve neighborhoods							
BrowardNEXT, EAR and Comp Planning	High	Integrate sea level changes in Comprehensive Plan	% of Comp. Plan amendments completed	2018	100%	N/A	N/A	N/A	60%

Program Descriptions:

- **Design:** The planning and design process can impact both the quality of the architecture and how the construction fits in with the existing neighborhood. The department strives to continuously add to and improve the urban design services offered.
- **Corridor Implementation:** The City understands the importance of a strong economic base to support the community and provide jobs for residents. As such, elected officials had the foresight to select a vision for each of the major corridors in the City. The resulting “Corridor Studies” identify the actions the public sector should take to ensure the corridors remain economically viable into the future and achieve their full potential.
- **Improve Customer Service:** Providing excellent customer service is one of the department’s most critical functions. Efforts include participating in contractor’s forums, customer service cards, and most significantly, the recent 3rd floor remodel.
- **Public Art:** A Public Art Master Plan was recently adopted that outlines projects and strategies for the next ten years. An Annual Plan is adopted with each fiscal year to describe the projects that are forthcoming within that year.
- **Historic Preservation:** The Department staffs and supports the Historic Preservation Committee. Projects include nominations for the Local Register of Historic Places, as well as the renovation plan for the Blanche Ely Museum.
- **Grants:** A Grants Coordinator was hired to manage grants citywide. In FY15, the Grants Coordinator with other City departments collectively applied for \$66,237,364 in grant funding. A total of \$4,554,976 was awarded citywide.
- **Corridor Planning:** The Corridor studies outline strategies to promote sustainable development patterns and guide the department’s ongoing corridor implementation efforts. Completed corridors are Atlantic, Federal and Dixie. A1A is approaching completion. Powerline Road and Copans Road are the next planned roadways.
- **Update Fees:** The Department will periodically review the existing fees to ensure they cover all application types and accurately capture the City’s cost of performing the service.

- **Transportation:** The Department has a permanent seat on the Broward Metropolitan Planning Council's Technical Coordinating Committee. Past transportation plans include the Educational Corridor Transit Study. Future work will include the traffic analysis and traffic calming plan included within the East Transit Oriented Corridor (TOC).
- **Neighborhood Planning:** This program involves preparing improvement plans for the City's neighborhoods. These plans will help guide public sector investment and will also help staff understand a neighborhood's needs when evaluating proposals for new construction projects.
- **Urban Forestry:** The Urban Forestry Division is charged primarily with reviewing Tree Removal Permits, Building Permits and Site Plans. They additionally support other tree related efforts, such as the Arbor Day celebration, Plants and People Day and the Tree Giveaway.
- **Expand Rental Housing Program:** The Rental Housing Program helps protect Pompano Beach residents living in rental units by establishing minimum standards for safety, sanitation and habitation.
- **Technological Advancements:** This program will eliminate rooms dedicated to the storage and distribution of paper and with technological advances, new solutions will evolve and will help eliminate paper and waste.
- **CPTED:** The Crime Prevention through Environmental Design (CPTED) program is a multi-disciplinary approach to deterring criminal behavior through environmental design. The Broward Sheriff's Office reviews all site plans for compliance with CPTED standards.
- **BrowardNEXT, EAR and Comp Planning:** The City's Comprehensive Plan is used to evaluate development proposals of a significant nature, including Land Use Plan Amendments, Rezoning's, Flex Unit Allocations, and Major Site Plans. Additionally, Broward County Planning Council is currently going through an effort called BrowardNEXT.

Code Compliance



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Enhance Corridor Redevelopment							
Corridor Code Compliance Assessment	High	Complete full Corridor Code Compliance Assessment Program every other year	% of corridor assessed	2014, 2016, 2018	100%	100%	N/A	50%	100%
Strategy: Quality & Affordable Services		Goal: A safe community							
Expand Public Outreach	High	Increase interaction with Civic and Homeowner's Associations	# of meetings attended	2014-2018	50/yr.	64	72	50	50
	High	Increase public education on Code Compliance	Hold 3 meetings/year	2014-2018	3/yr.	4	6	3	3
Improve Efficiency	Medium	Enhance mobile technology in the Code Compliance Unit to reduce down time in the field by 20%	% change in downtime	2017	20%	N/A	20%	N/A	N/A
Strategy: Superior Capacity		Goal: Leadership in water management							
Assist with Water Conservation	Medium	Enforce year round irrigation restrictions	# of citations issued on Friday	2014-2018	400/yr.	118	422	400	400

Program Descriptions:

- **Corridor Code Compliance Assessment:** The Code Compliance Unit completes a full assessment of all main corridors. All properties along the main corridors are to be assessed for Code violations, including, but not limited to Property Maintenance, Landscaping, Address Numbers, Vacant Buildings, Outside Storage, Fence Maintenance, Lot Clearing, Public Nuisance, Business Tax Receipt and Work without Permits. A monthly report is provided to the City Manager reflecting a current inventory of violations, and a month-to-month comparison of the compliance progress. Main Corridors have been identified as: Dixie Highway, Atlantic Boulevard, Federal Highway, Powerline Road, I-95, Andrews Avenue, Sample Road, Copans Road, McNab Road, and Ocean Boulevard.
- **Expand Public Outreach:** This program is aimed at increasing interaction with residents and civic leaders, and by bringing the positive role of Code Compliance to the forefront, Code Inspectors are able to pinpoint those issues that are most important to residents and their communities.
- **Improve Efficiency:** This program is aimed at improving efficiency of services for Code Compliance which include mobile technology advancements and in the future, it may include synchronized cellphones.
- **Assist with Water Conservation:** This program is due to cities being required to enforce irrigation restrictions as mandated by the Water Management District and required per our consumptive use permit.

Broward County Sheriff's Office/Police Services - Programs



					Target Dates(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community								
CPTED Certification Program	High	Certify deputies each year in Crime Prevention through Environmental Design to the level recommended by the Florida Attorney General's Office	# of deputies certified	2014-2018	3-4	3	4	3	3	
District Crime Reduction Program	Medium	Reallocating enforcement resources to reduce part-one neighborhood crimes by 15%	15% reduction	2015	15%	N/A	12%	N/A	N/A	
City Employee Crime Prevention Awareness Program	Medium	Train 20% of City staff each year in crime awareness (suspicious activities)	% of staff trained	2014-2018	20%	20%	5%	20%	20%	
CSIA Program	High	Conduct Feasibility study on using CSIA's (Civilian) on road patrol duties	% completed	2014-2015	100%	25%	75%	100%	N/A	
BSO CPTED Principle Plan Review Program	High	Review the Zoning Code to determine if specific CPTED principals can be incorporated into the code	# of CPTED principles incorporated	2014	5	6	N/A	N/A	N/A	
	High	BSO participates in all development plan reviews with Development Services Department	# of plan reviews participated in	2014-2018	255	176	387	255	255	
BSO Nuisance Abatement Program	High	Establish a program in which property owners are held accountable for repeated law enforcement calls for services and repeated crimes situated with their property	% established	2015-2016	100%	N/A	80%	100%	N/A	

Police Services – Programs (cont.)



						Target Dates(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: The informed community									
BSO Familiarization Program	Medium	Establish BSO ride along for City Officials	# of ride alongs	2014-2018	4	8	0	4	4		
Strategy: Superior Capacity		Goal: Increase community accessibility and mobility									
BSO & City Youth Bicycle Safety Program	Medium	Host a series of two (2) bicycle safety rodeos for local children during the summer	# of bicycle safety rodeos held	2014-2018	2	1	1	2	2		
High Visibility Program	Medium	BSO to partner with FDOT - Community Traffic Safety Program Manager to participate in pedestrian/bicycle safety campaigns in Broward County	# of safety campaigns conducted	2014-2018	43	0	29	43	43		
Strategy: Confidence Building Government		Goal: Increase technological competitiveness									
BSO Crime Mapping Program	Medium	Link SunGard Open System to City website	% established	2014-2016	100%	0%	0%	100%	N/A		
Strategy: Superior Capacity		Goal: Increase e-government capacity									
Sheriff's E-Alert Program	Medium	Establish capacity to receive crime tips/information via social media channels, i.e. Facebook, tweeting and text messaging	% established	2014	100%	100%	N/A	N/A	N/A		



				Target Dates(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: TBD		Goal: TBD							
PNI		Implement new DUI Detection by utilizing state of the art video camera systems	% established	2014	100%	100%	N/A	N/A	N/A
PNI		Develop conceptual plan for the creation of a "downtown" district patrol zone	% developed	2015-2016	100%	N/A	0%	100%	N/A
PNI		Have two (2) command staff officials complete Police Executive Leadership program per year	# of staff per year	2014-2018	2	9	2	2	2
PNI		BSO to host one (1) Brazilian Police Citizen's Academy per year	# of academies conducted	2014-2018	1	0	0	1	1
PNI		Annually hold one (1) open house for police facilities	# of open houses	2014-2018	1	0	0	1	1
PNI		Provide three (3) PSA's per year to the public on reporting suspicious activity	# of PSA's provided	2014-2018	3	0	5	3	3

Program Descriptions:

- **CPTED Certification Program:** A multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. The Broward Sheriff's Office - Pompano Beach District sends deputies to these certification courses where they learn different crime prevention techniques.
- **District Crime Reduction Program:** The Broward Sheriff's Office - Pompano Beach District uses hot spot mapping, as well as other technological programs to track crime so that better crime prevention techniques can be used. COP's (Citizen Observer Patrols) in neighborhoods where these volunteers live, free security and crime prevention surveys for residents and businesses, Sheriff's E-Alerts that sends out crime prevention tips to registered viewers are examples of these programs.

- **City Employee Crime Prevention Awareness Program:** This program allows BSO and the City to provide valuable information to City employees so that they may stay safe not only at home but at work too. Some programs include “See Something, Say Something” as well as holiday drunken driving awareness.
- **CSIA Program:** The Broward Sheriff’s Office - Pompano Beach District has instituted a program whereas civilian employees, called Community Service Aides work directly with the Deputies as we service the community. The CSIA’s functions include the processing of crime scenes, latent fingerprint reviews, as well as investigating traffic crashes. With the involvement of CSIA’s, they allow for the deputies to go back into service from any burglary or accident scene sooner and therefore allow for more proactive patrolling of neighborhoods.
- **BSO CPTED Principle Plan Review Program:** CPTED Certified deputies work with the Planning Review Committee and provide valuable input regarding crime prevention.
- **BSO Nuisance Abatement Program:** This program provides where property owners are held accountable for repeated law enforcement calls for service and repeated crimes that are situated on their property.
- **BSO Familiarization Program:** This program provides for City Department Heads the ability to ride with deputies to become familiar with law enforcement.
- **BSO & City Youth Bicycle Safety Program:** This program allows children to learn bicycle safety in a safe environment and taught by law enforcement professionals.
- **High Visibility Program:** This program allows for the education and enforcement of pedestrian and bicycle safety in selected roadways in the City.
- **BSO Crime Mapping Program:** BSO has established a website link for residents who may wish to see crime and crime trends that occur within their neighborhoods.
- **Sheriff's E-Alert Program:** This program allows for citizens to receive on the social networks breaking crime news as well as traffic alerts and crime prevention techniques.

Fire Rescue Department – Programs

Administration



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen educational partnerships							
Planning, Management, Budgeting and Oversight	High	Ensure complete implementation of TeleStaff Management System at the Fire Department	% of system implemented	2014	100%	100%	N/A	N/A	N/A
	Medium	Integrate Fire Department Plan into the City's Plan	% of plan updated	2017	100%	N/A	N/A	N/A	100%
	High	Enhance Communications capability and effectiveness	% completed	2018	20%	N/A	N/A	N/A	N/A
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Recruiting and Personnel Development	High	Create officer development program to better prepare employees who may want to move into management positions in the Fire Department	% of program created	2014	100%	100%	N/A	N/A	N/A
Strategy: Quality & Affordable Services		Goal: A safe community							
Professional Standards	High	Improve cardiac arrest patient (successful resuscitation) outcomes to 32%	% of successful resuscitations (ROSC)	2015	32%	30.4%	31.4%	N/A	N/A

Program Descriptions:

- **Planning, Management, Budgeting and Oversight:** This program leverages organizational capital to increase the department's ability to respond to challenges, to adapt to new conditions, and to recover quickly from difficulties and emergencies that will come our way.
- **Recruiting and Personnel Development:** This program provides opportunities for all employees who may want to move into management positions in their career.
- **Professional Standards:** This program is designed to understand the reasons for a heart event in the patient or sudden death, and to determine the best course of action to reduce risk in all family members.

Operations



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Fire Combat Services	Low	Develop feasibility plan to add a fully staffed Crash Fire Truck to the airport	% developed	2016	100%	N/A	N/A	100%	N/A
	High	Perform pre-fire planning on every target hazard in the City	# performed	2020	700	700	100	100	200
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Fire Training and Employee Development	High	Maintain Development Program for new Captains	# of hours of fire training per new captain	2014-2018	80	N/A	N/A	80	80
	High	Maintain Company training for all combat personnel in accordance with ISO standards	ISO standards: 192 hrs. per person	2020	192	192	192	192	192
	High	Maintain facility training for all combat personnel in accordance with ISO standards	ISO standards: 18 hrs. per officer	2020	18	N/A	18	18	18
	High	Maintain Officer training in accordance with ISO standards	ISO standards: 12 hrs. per officer	2020	12	N/A	12	12	12
	High	Maintain HAZMAT training for all combat personnel in accordance with ISO standards	ISO standards: 6 hrs. per officer	2020	6	N/A	6	6	6
	High	Maintain Driver Engineer training in accordance with ISO standards	ISO standards: 12 hrs. per driver engineer	2020	12	N/A	12	12	12
	High	Maintain Development Program for new Driver Engineers	# of hours of fire training per new driver engineer	2020	80	80	80	80	80

	High	Maintain Development Program for new Firefighters	# of hours of fire training per new firefighter	2020	240	240	240	240	240
Strategy: Quality & Affordable Services		Goal: A safe community							
Emergency Management	High	Update Comprehensive Emergency Operations Plan	% of plan related to vulnerable populations updated in FY16 # of plan related to City Ordinances updated in FY17	2020	100%	N/A	N/A	100%	100%
	Medium	Train 240 residents in disaster preparedness by year 2020	# of residents trained through the CERT program	2020	60	41	45	50	60
	High	Obtain compliance with National Incident Command Management System (NIMS)	% compliance	2020	97%	95%	95%	90%	95%
	High	Complete installation of generators and switches at designated centers	% completed	2014	100%	100%	N/A	N/A	N/A

Program Descriptions:

- **Fire Combat Services:** The program is dedicated to designing, supplying, installing and maintaining firefighting and protection equipment and services throughout the City ensuring that people and premises are safe from fire.
- **Fire Training and Employee Development:** The program is designed to maintain the appropriate trainings for all combat personnel and other fire employees.
- **Emergency Management:** The program is designed to prepare all personnel, residents and the facility to respond to and recover from all hazards.

Fire Buildings/Logistics



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Property/Facility Management	High	Construction of Fire Station 24	% completed	2018	100%	N/A	N/A	N/A	70%
	High	Complete construction of the Cresthaven Fire Station	% of construction phase completed	2014-2015	100%	50%	70%	100%	N/A
	High	Complete construction of the Beach Fire Station	% of construction phase completed	2014-2015	100%	90%	100%	N/A	N/A

Program Descriptions:

- **Property/Facility Management:** To lead Fire Department efforts for successful renovations of fire stations and lead initiative to develop the facility management program.

Ocean Rescue



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Beach Safety Services	High	Improve tower design, storage capacity and employee efficiency of Ocean Rescue	# of lifeguard towers replaced per year	2021	2	N/A	N/A	N/A	2

Program Descriptions:

- **Beach Safety Services:** The Pompano Beach Ocean Rescue is committed to providing safety services in the beach environment through beach management, education, outreach, prevention, and response with on-scene emergency medical care.

Fire Prevention



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Fire Safety Code Enforcement	High	Percentage of assigned inspectors completing 2,000 inspections per year	Perform a minimum of 11,000 inspections per year	2014-2018	11,000	6,113	4,209	6,000	11,000
	High	Decrease plan review turnaround time <5 days	# of days for average turnaround	2017	<5 days	6	5	5	<5
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Fire Safety Public Education	High	Offer Public Education programs focusing on fire, life-safety and evacuation	# of people reached	2018	3,000	2,700	3,000	3,000	3,500

Program Descriptions:

- **Fire Safety Code Enforcement:** The program performs annual inspections on commercial properties and multi-residential units in Pompano Beach to eliminate or reduce the number of hazards in the City.
- **Fire Safety Public Education:** This program offers Public Education programs focusing on fire, life-safety and evacuation.

Public Works Department – Programs

Engineering



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Leadership in energy efficiency and sustainable development							
Conservation (Energy)	High	100% of new facilities meet FL State Statute LEED guidelines	% of LEED standard facilities in compliance	2014-2018	100%	0%	0%	100%	100%
	Low	Publish article in Tradewinds featuring a facility built to LEED standards	# of articles published	2014-2018	1	0	0	0	1
	Medium	Establish a LEED Policy for existing facilities	% established	2015-2016	100%	N/A	0%	100%	N/A
	High	Develop a City Energy Policy	% developed	2015	100%	N/A	0%	100%	N/A
	High	Integrate energy-efficient materials/methods into Engineering Standards	% established	2016	100%	N/A	100%	N/A	N/A
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
Support/Maintain GIS System	High	Implement citywide GIS archiving and asset management system	% implemented	2020	100%	N/A	50%	60%	70%
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Conservation (Environmental)	High	Partner with Army Corps of Engineers to renourish beach	% of project completed	2014, 2016	100%	100%	N/A	100%	N/A

Engineering (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Increase community accessibility and mobility							
Traffic Management	Low	Install Traffic Calming improvements where needed	# of improvements installed	2014-2018	4	0	0	4	4
Engineering Assessment	Medium	Institute Canal Dredging Study	% of study completed	2016	100%	N/A	N/A	100%	N/A
	Medium	Conduct an analysis of the potential impacts of rising ocean levels on the City	% completed	2017	100%	N/A	N/A	N/A	100%

Program Descriptions:

- **Conservation (Energy):** To establish policies on integrating energy efficient measures and adopt LEED construction standards on existing and new projects to assist in preventing future resource depletion.
- **Support/Maintain GIS System:** To continue advancing our Geographical Information System (GIS) to document our assets, map and interpret data, and improve record keeping to assist with engineering, planning and management.
- **Conservation (Environmental):** To establish policies on integrating environmental conservation efforts on existing and new projects to assist in protecting and sustaining the environment for the benefit of both the natural habitat and human activity.
- **Traffic Management:** Coordinates with City's designated Traffic Engineer, Broward County, the review, assessment, validation, and implementation of various traffic control issues. Traffic Management control issues may include; traffic studies, traffic signals, signal synchronization, signage, pavement markings and pedestrian crosswalks.
- **Engineering Assessment:** Conduct engineering assessments when required or recommended on existing and new projects to evaluate the conditions to better plan and prioritize proposed improvements.

Streets



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
City Sign Maintenance	High	Implement annual way-finding sign installation	% of signs installed	2015-2016	100%	N/A	90%	100%	N/A
Strategy: Superior Capacity		Goal: Increase community accessibility and mobility							
Sidewalk Repair and Sidewalk Installation	High	Establish Sidewalk Installation Prioritization Schedule	% established	2014	100%	100%	N/A	N/A	N/A
	High	Install 1.5 miles of sidewalk per year	Miles of sidewalk installed	2015-2016	1.5 miles	N/A	1.2 miles	1.5 miles	N/A

Program Descriptions:

- **City Sign Maintenance:** Promote safety signs and maintenance, repaired and/or replace daily throughout the City streets and facilities.
- **Sidewalk Repair:** Cracked and damaged sidewalks are repaired daily during the year throughout the City to avoid hazards.
- **Sidewalk Installation:** Citywide sidewalk installation program is a five year program installing 1.5 miles of sidewalk per year.

Other Program Descriptions:

- **Road Resurfacing:** Resurface City streets according to street resurface plan, this is a yearly program.
- **Utilities Repair:** Restore water and sewer drainage to concrete and asphalt roadways.
- **Potholes Repair:** Repair potholes weekly throughout the City.
- **Right of Way Swale:** Regrade swale areas in the cities right of way to ensure proper drainage and flood prevention.
- **Storm Drain Cleaning and Street Sweeping:** Clean storm drains and sweep City streets, highways and facilities, to ensure proper water drainage, to prevent area flooding and to provide clean streets and parking lots.
- **City Demolition:** Demolition of City acquired and/or abandoned nuisance properties.

Grounds and Park Maintenance



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Facility Maintenance	High	Allocate \$100K to annually refurbish and replace park equipment	Amount annually allocated	2014-2018	\$100K	\$629K	\$80K	\$100K	\$100K
Urban Forest Management	Medium	Apply for one (1) tree planting grant per year	# of grants applied	2014-2018	1	1	1	1	1
	Medium	Apply for a grant to complete a comprehensive tree inventory	% of tree inventory completed	2017	100%	N/A	N/A	N/A	100%
Road Right of Way Maintenance	High	Develop master landscaping and maintenance/replacement plan along I-95	% developed	2016	100%	N/A	N/A	100%	N/A
	High	Establish sector Grounds Maintenance	% of program established	2014	100%	100%	N/A	N/A	N/A
Strategy: Superior Capacity		Goal: Increase community accessibility and mobility							
CIP Implementation	High	Improve Air Park path landscaping and lighting at the rate of .5 miles per year	Miles of landscaping completed	2014-2018	.5 miles /yr.	0.25 miles	0 miles	.5 miles	.5 miles
	High	Enhance landscaping on FDOT roadway projects	Amount spent	2014-2018	\$75K	\$75K	\$75K	\$75K	\$75K

Program Descriptions:

- **Facility Maintenance:** The Building Maintenance Division maintains all City buildings, parks and recreation centers in a neat, clean and safe manner. The division is also responsible for 234 structures and facilities, approximately 6,500 streetlights, over 175 bathrooms, over 150 air conditioning units and 50 parks.

- **Urban Forest Management:** Develops action plan for the department providing detailed information, recommendations, and resources needed to effectively and proactively manage 20,000+ public trees. Arborists and tree trimming crews' implement the scheduled tree trimming of inventory and tree trimming/removal as necessary to ensure public safety.
- **Road Right of Way Maintenance:** The Grounds and Park Maintenance Division responsibilities include, mowing the 610 acres of grass according to City maintenance schedules, maintaining the irrigation systems and repairing leaks and breaks, maintaining roadsides for proper storm water drainage, providing pest control service for City parks and facilities, maintaining parks and park equipment, as well as, athletic fields citywide. The division also grows native tree seedlings for annual distribution to residents and provides tree maintenance to improve visibility and clearance for motorists and pedestrians. Contributes significantly to City earning designation as a "Tree City USA" for 25 consecutive years.
- **CIP Implementation:** The Capital Improvement Plan (CIP) is a planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 5 years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. The CIP includes a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is implemented and updated annually to reflect changing community needs, priorities and funding opportunities.

Building Maintenance



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Leadership in water management							
Conservation (Water)	High	Install low flow plumbing fixtures in City facilities	% of fixtures installed	2014-2018	100%	0%	60%	100%	100%
Strategy: Confidence Building Gov.		Goal: Provide quality services based on data-driven performance							
Facility Maintenance	High	Develop a master city facility maintenance schedule	% developed	2016	100%	N/A	25%	100%	N/A

Program Descriptions:

- **Conservation (Water):** This program involves the Building Maintenance Division changing out fixtures to low flow systems citywide.
- **Facility Maintenance:** This program in Public Works involves the newly implemented work order system which tracks facility repairs citywide. This system compiles labor, equipment and material costs to make various repairs to the City facilities and infrastructure.

Cemetery



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Cemetery Sustainment	High	Make the municipal cemetery a self-sustaining operation		100% cost recovery	2022	100%	N/A	N/A	N/A

Program Descriptions:

- **Cemetery Sustainment:** Making the Pompano Beach Cemetery self-sustaining by the year 2021.

Parks, Recreation and Cultural Arts – Programs

Aquatics



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Competitive Program	Medium	Establish three (3) Aquatic partnerships with local, national and international event organizers to secure sports business in the area	# of partnerships established	2015-2018	3	N/A	3	3	3
	Low	Develop three (3) additional Aquatic agreements for overflow events	# of agreements established	2016	3	N/A	N/A	3	N/A
	Low	Create a sports calendar for Aquatics in coordination with the Convention & Visitors Bureau	% created	2014	100%	100%	N/A	N/A	N/A
Improvement Program	High	Assess existing recreation structures to determine if the City meets national and international standards for sports tourism	% of assessment completed	2015	100%	N/A	60%	100%	N/A
Strategy: Quality & Affordable Services		Goal: The active community							
Cost Recovery Program	High	Conduct cost/benefit analysis of Aquatic program participation	% of analysis conducted	2015	100%	N/A	0%	100%	N/A
	High	Bi-annually evaluate the impact of fees on program participation	% of study completed	2015	100%	N/A	0%	100%	N/A
	High	Establish review standards for the evaluation of existing Aquatic programs	# of standards established	2016	4	N/A	N/A	4	N/A

Program Descriptions:

- **Competitive Program:** This program establishes partnerships with local, national and international event organizers to secure competitive competitions in Pompano Beach.
- **Improvement Program:** This program includes reviewing and assessing the current Aquatic Facilities in Pompano and determining if they meet National and/or International standards to attract programs to Pompano Beach.
- **Cost Recovery Program:** This program involves annually conducting a cost/benefit analysis of Aquatic Program participation, as well as a bi-annual comparison of the City of Pompano Beach to other municipalities on program costs and evaluate the needs of the community.

Recreation



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive							
Youth and Adult Program Opportunities	High	Establish three (3) partnerships with local, national and international event organizers to secure sports business in the area	Establish three (3) partnerships	2015-2018	3	N/A	3	3	3
	Low	Create a sports calendar in coordination with the Convention & Visitors Bureau	% created	2014	100%	100%	N/A	N/A	N/A
	Medium	Create Sports Tourism Committee	% created	2014	100%	100%	N/A	N/A	N/A
	Low	Develop three (3) additional agreements for overflow events	# of agreements established	2016	3	N/A	N/A	3	N/A
Event	Medium	Increase the number of public events at the beach by 5% a year	% of annual increase	2015-2018	5%	N/A	25%	5%	5%
	High	Annually initiate two (2) new beach signature events	# of signature events on beach	2015-2016	2	N/A	0	2	N/A
Strategy: Confidence Building Gov.		Goal: Strengthen educational partnerships							
Teen Program	High	Annually hold a Student Government Day	# of events held	2014-2018	1	1	1	1	1
	High	Develop Teen college tour program	% program completed	2017	100%	N/A	N/A	N/A	100%

Recreation (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Increase and improve recreation infrastructure							
Improvement Program	Medium	Develop annual report evaluating trends in the sporting industry and community, and incorporate into future program activities	% of report developed	2015	100%	N/A	40%	100%	N/A
	High	Establish a Barrier Island Community Center	% of project completed	2017	100%	N/A	10%	50%	100%
	High	Establish a Cresthaven Community Center	% of project completed	2015-2017	100%	N/A	10%	50%	100%
	High	Complete all approved Master Plan projects	% of project completed	2025	100%	N/A	N/A	N/A	N/A
	High	Complete Alsdorf Park improvements	% of project completed	2014-2015	100%	10%	20%	100%	N/A
Strategy: Quality & Affordable Services		Goal: The active community							
Senior Program	High	Provide social, educational and recreational opportunities for Seniors	# of participants	2015-2018	40-50	N/A	38	40-50	40-50

Program Descriptions:

- **Youth and Adult Program Opportunities:** This program is to increase/ensure the delivery and opportunities of a wide array of options in daily programs and/or activities for residents and visitors.
- **Event:** This program provides a variety of diverse events that provide unique year-round experiences for residents and tourists.
- **Teen Program:** This program involves creating programming that reflects the needs and identities of all teens in the community and facilitate teen-led programs to be hosted in spaces that support the engagement, growth, and achievement of teens.
- **Improvement Program:** This program will focus on improving our current facilities and add new facilities that will meet the needs of the community.
- **Senior Program:** This program will improve the City's current Senior Programs and increase social interactions.

Amphitheater



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Improvement Program	High	Enhance Amphitheater sound, lighting, ticketing, concessions and restroom facilities	% of improvements completed	2016	100%	N/A	N/A	0% (Not Funded)	100%
Contractor Program	High	Increase shows	# of shows	2015-2018	24	N/A	15	18	21

Program Descriptions:

- **Improvement Program:** This program involves contracting with an organization to provide cultural arts programming, management, and marketing services for the Amphitheater.
- **Contractor Program:** This program involves reviewing and assessing the current Amphitheater Facility and determining what upgrades need to be done to be in alignment with similar venues.

Tennis



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Membership and Marketing	High	Initiate marketing campaign to attract residents and visitors to purchase new memberships	# of new members	2016	15	N/A	N/A	15	N/A
Improvement Program	High	Resurface Tennis Courts	% of courts resurfaced	2014-2015	100%	45%	100%	N/A	N/A
	High	Upgrade Tennis Center building	% of project completed	2016-2017	100%	N/A	N/A	0%	100%
	High	Add two additional tennis courts	% completion	2018	100%	N/A	N/A	N/A	N/A

Program Descriptions:

- **Membership and Marketing:** This program includes a marketing campaign to attract residents and visitors to the Pompano Beach Tennis Center for lessons, camps, clinics and memberships.
- **Improvement Program:** This program involves resurfacing the tennis courts, upgrades to the Tennis Center building and adding additional tennis courts for members and visitors.

Golf



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: The active community							
Junior Golf Program (4-18)	High	Increase golf play each year	% golf play increase	2014-2018	10%	4%	4%	10%	10%
	High	Increase golf revenue each year	% revenue increase	2014-2018	10%	9%	10%	10%	10%
Junior Golf Clinics	Low	Be a host site for the First Tee Program	# of participants	2016-2020	100	N/A	N/A	100	100
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Improvement Program	Medium	Improve Palms Course	% completed	2015-2018	100%	N/A	0%	0%	30%
	Low	Complete Master Plan recommendations to improve existing golf structures and grounds	% completed	2018	100%	N/A	N/A	N/A	N/A
Strategy: TBD		Goal: TBD							
Adult Golf Program		Not Available							

Program Descriptions:

- **Junior Golf Program (4-18):** This program is designed to get juniors to play golf. We instruct juniors on all aspects of the game of golf. We educate the juniors on the golf swing, rules of game and the life style of golf.
- **Junior Golf Clinics:** We offer a number of junior clinics throughout the year and in these clinics we teach them how to swing the club, the rules of the game and playing tactics.
- **Improvement Program:** We are continuing to improve the Palms Course by reducing the weed population, improving the turf quality and general clean up course cleanup projects.
- **Adult Golf Program:** Our adult program is designed for adults that have never played golf or who have played and for whatever reason stopped playing. We show these individuals that you can pick up the game of golf at any time in your life.

Building Inspections - Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Grow existing businesses							
Improve Customer Service	High	Host Contractors Forum twice annually to gain feedback from the building community	# of forums hosted	2014-2018	2/yr.	2	2	2	2
	High	Complete 3rd floor renovation to improve customer service	% of project completed	2014-2016	100%	45%	95%	100%	N/A
Strategy: Superior Capacity		Goal: Improve neighborhoods							
Complete Structure Inventory	High	Conduct an inventory within each neighborhood and rate all structures as good, fair, or poor	% of inventory completed bi-annually	2014, 2016, 2018	100%	100%	N/A	100%	N/A
Strategy: TBD		Goal: TBD							
Expedite All Building Permits		Not Available							

Programs Description:

- **Improve Customer Service:** This program begins with the Contractors Outreach, to allow the public and our customers to provide ideas and deficiencies solutions for a more effective and efficient Division.
- **Complete Structure Inventory:** This program is a bi-annual assessment of our neighborhood structures, which allows the City to implement the superior standards of living by monitoring structures and buildings and categorizing them in levels of their current status.
- **Expedite All Building Permits:** This program was initiated with the implementation of the Electronic Plans Review (EPR) software as a backbone to increase our effectiveness and time reduction. A “Quick Service” program was also initiated in 2013 to handle the small and single review items.

Emergency Medical Services – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Administrative and Supervisory Services	High	Review all ALS calls in an effort to improve EMS care	% of ALS calls reviewed	2020	66%	N/A	33%	66%	100%
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and committed human capital							
EMS Training and Employee Development	High	Maintain EMS training hours to meet or exceed all state requirements	% of required training hours met	2020	100%	100%	100%	100%	100%
	High	Maintain Development Program for new Lieutenants	# of hours of EMS training per new lieutenant	2020	40	N/A	40	40	40
	High	Maintain Development Program for new Firefighters	# of hours of EMS training per new firefighter	2020	80	80	80	80	80

Program Descriptions:

- **Administrative and Supervisory Services:** Build systems to eventually centralize purchasing for all goods and services to support Fire Department operations (e.g., construction/maintenance of facilities, acquisition/maintenance of vehicles, and so forth).
- **EMS Training and Employee Development:**

Office of Housing and Urban Improvement (OHUI) – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen educational partnerships							
Blanche Ely Scholarship Program	Medium	Provide 7 to 10 college scholarships to deserving low/moderate income high school seniors	# of scholarships awarded	2014-2015	7-10/yr.	5	6	N/A	N/A
Strategy: Superior Capacity		Goal: Leadership in energy efficiency and sustainable development							
Housing Rehabilitation Program & Emergency Repair Program (CDBG & SHIP)	Medium	Purchase of energy efficient appliances for 100% of eligible homes	% of eligible homes	2015-2016	100%	N/A	100%	100%	N/A
Strategy: Superior Capacity		Goal: Improve neighborhoods							
CHDO Program (HOME)	High	Develop affordable single family homes for low and moderate income first time homebuyers per year	# of affordable single family homes developed	2015-2016	1	N/A	13	1	N/A
First Time Homebuyer Program	High	Provide First Time Homebuyers Purchase Assistance to eligible buyers per year	# of individuals assisted	2015-2016	3	N/A	5	3	N/A
HOME Program	Medium	Enter into agreements with developers to develop affordable housing	# of agreements	2014-2018	1	3	0	1	1
SHIP Program	High	Convene an Affordable Housing Advisory Committee (AHAC) to implement housing plan strategies	% of committee convened	2015, 2017	100%	N/A	N/A	N/A	100%

OHUI (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Improve neighborhoods							
Housing Rehabilitation Program & Emergency Repair Program (CDBG & SHIP)	High	Rehabilitate or complete emergency repairs on thirty three (33) owner-occupied housing units per year	# of units rehabbed	2015-2016	33/yr.	N/A	16	33	N/A
Economic Development (CDBG)	Medium	Establish Façade Improvement Program*	% established	2014-2015	100%	0%	0%	100%	N/A

Program Descriptions:

- **Blanche Ely Scholarship Program:** This program, which ended after FY15, provided college scholarships to deserving low/moderate income high school seniors.
- **Housing Rehabilitation Program (CDBG & SHIP):** The City provides up to \$30,000 for home repairs for income eligible homeowners. These funds are utilized to make necessary improvements to ensure that the home is safe and meets current code requirements. Eligible repairs include correcting code violations, weatherization, roof, plumbing and electrical improvements, septic systems, etc.
- **Emergency Repair Program (CDBG & SHIP):** This program provides a one-time emergency repair assistance grant to low-income single family detached owner-occupied households up to a maximum of \$15,000.
- **CHDO Program (HOME):** This program provides funding to organizations designated as Community Housing Development Organizations (CHDO). These organizations must have a mission of providing decent housing that is affordable to low-income and moderate-income persons, as evidenced in their charter, articles of incorporation, resolutions or by-laws.
- **First Time Homebuyer Program:** This program provides funding to eligible first time home buyers to purchase a home. Funding will be used to pay all or a portion of the costs and/or down payment required for the purchase.
- **SHIP Program:** This program provides funds to local governments as an incentive to create partnerships to produce and preserve affordable home ownership and multifamily housing.
- **HOME Program:** This program is the largest Federal block grant for State and local governments designed exclusively to create affordable housing for low-income households. The program was designed to reinforce several important values and principles of community development.

- **Economic Development (CDBG):** The City of Pompano Beach through the Office of Housing and Urban Improvement seeks to recruit new industry, support existing businesses and create new employment opportunities thereby enhancing the quality of life for its residents.

New Program:

- **Rental and Security Deposit Strategies:** The City anticipates allocating \$100,000 for Rental & Eviction Assistance through SHIP Funds. Funds will be provided to persons who are homeless or in danger of becoming homeless to pay security and/or utility deposits for a new rental residence. The rental unit must meet Housing Quality Standards as defined in 24 CFR 982.401. Utilities for which deposits and arrearages may be paid include water, sewer, solid waste, electricity and gas. The regional 2-1-1 Hotline, homeless assistance providers, social service agencies, Veterans Affairs offices and medical centers, and housing providers will serve as access points for persons needing assistance. An eligible family must consist of a person with Special Needs as defined by F.S. 420.0004 or homeless as defined by F.S. 420.621

*Establish Façade Improvement Program will be incorporated into the existing Revolving Loan Fund Loan Program.

Administrative Capital – Programs

Project Administration



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
CIP Implementation	High	Complete installation of generators and switches at designated centers	% of project completed	2014	100%	100%	N/A	N/A	N/A
	High	Implement Sand Spur Park improvements	% of project completed	2016	100%	N/A	N/A	100%	N/A
	High	Construct new Pier at NE 2nd Street and Intracoastal (pending regulatory approval)	% constructed	2017	100%	N/A	100% (Design only)	N/A	100%
	High	Complete aesthetic improvements to Hillsboro Inlet Bridge	% of improvements completed	2015-2016	100%	N/A	75%	100%	N/A
	High	Repair and replace tiles on Public Safety Administration building	% of project completed	2014-2015	100%	70%	100%	N/A	N/A
	High	Implement Highlands Park improvements	% of project completed	2017	100%	N/A	N/A	N/A	100%
	High	Construct a Skate Park	% of project completed	2017	100%	N/A	N/A	N/A	100%
	High	Emma Lou Olson Civic Center improvements	% of project completed	2017	100%	N/A	N/A	N/A	100%
	High	Underground utility lines on Briny	% of project completed	2015-2016	100%	N/A	100% (Design)	30%	100%
	High	Upgrade Tennis Center Building	% of project completed	2016-2017	100%	N/A	N/A	0%	100%

Project Administration (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
CIP Implementation (cont.)	High	Improve Palms Course	% completed	2015-2018	100%	N/A	0%	0%	100%
	High	Implement Sand Spur Park improvements	% of project completed	2016	100%	N/A	N/A	100%	N/A
	High	Establish a Cresthaven Community Center	% of project completed	2015-2017	100%	N/A	95% (Design)	100% (Design)	100% (Const.)
	High	Establish a Barrier Island Community Center	% of project completed	2015-2017	100%	N/A	10%	On Hold	On Hold
	High	Complete all approved Master Plan projects	% of project completed	2025	100%	N/A	N/A	N/A	N/A
	High	Implement ADA improvements	% of project completed	2017	100%	N/A	N/A	N/A	100%
	High	Rebuild roadways with bicycle lanes where ROW allows, on major roads	Miles of bike lanes constructed	2015-2016	7 miles	N/A	0	7	N/A
	High	Install six foot wide sidewalk along the west side of SW 36th Avenue	% of project completed	2015	100%	N/A	100% (Design)	100%	N/A
	High	Complete 3rd Floor renovation to improve customer service	% of project completed	2014-2016	100%	45%	95%	100%	N/A
	High	Allocate funds to annually repair or replace seawalls	Linear feet of seawalls repaired or replaced per year	2015-2019	150	N/A	0	0	150
	High	Paint traffic signal arms	% of traffic arms painted	2014-2018	100%	100%	0%	100%	100%

Project Administration (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
CIP Implementation (cont.)	High	Complete undergrounding of electric on A1A	% of project completed	2015-2016	100%	N/A	90% (Design)	100% (Design)	50%
	High	Complete construction of the Cresthaven Fire Station	% of project completed	2015	100%	N/A	75%	100%	N/A
	High	Complete construction of the Beach Fire Station	% of project completed	2015	100%	N/A	100%	N/A	N/A
	High	Construct Library/Cultural Arts Center	% of project completed	2014-2016	100%	100% (Design)	10%	100%	N/A
	High	Complete Skolnick Center parking addition	% of project completed	2014-2015	100%	100% (Design) 25%	100%	N/A	N/A

Program Descriptions:

- **CIP Implementation:** The Capital Improvement Plan (CIP) is a planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a 5-year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment. The CIP includes a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is implemented and updated annually to reflect changing community needs, priorities and funding opportunities.

Utilities – Programs

Water and Wastewater Administration



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Leadership in water management							
Water Conservation	Medium	Develop water conservation website	% developed	2015	100%	N/A	100%	N/A	N/A
Facility Replacement	Medium	Replace Utilities Field Office	% of project completed	2014-2015	100%	48%	60%	100%	N/A
Water Supply Development	High	Investigate shallow well injection for saltwater intrusion	% plan completed	2017	100%	N/A	N/A	N/A	100%
Strategy: Quality & Affordable Services		Goal: Have a customer focused organization							
Public Outreach	Medium	Achieve customer satisfaction with each completed job 80% of time	% of Utilities jobs with satisfied ratings	2014-2018	>80%	100%	100%	>80%	>80%
	Medium	Redesign Utilities webpage	% redesigned	2015	100%	N/A	100%	N/A	N/A
	Medium	Create dashboard for Utility Benchmarks and post on webpage	# of benchmarks posted	2015-2016	10	N/A	10	10	N/A
Strategy: Quality & Affordable Services		Goal: A safe community							
Water Administration/Budget/Rates	Medium	Complete Water Master Plan update	% of plan complete	2015	100%	N/A	10%	100%	N/A
	High	Implement Asset Management System in Utilities	% of system implemented	2015-2018	100%	N/A	33%	80%	100%
	High	Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	% completed	2014-2015	100%	80%	100%	N/A	N/A

Water and Wastewater Administration (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Wastewater Administration/Budget/Rates	Medium	Update Wastewater Master Plan	% updated	2016	100%	N/A	N/A	100%	N/A
	High	Implement Asset Management System in Utilities	% of system implemented	2015-2018	100%	N/A	33%	0%	0%
	High	Annually review Large User Agreement with Broward County to ensure sufficient capacity	Sufficient capacity	2014-2018	Yes w/ 17 MGD or >	Yes 17	Yes 17	Yes 17 MGD	Yes 17 MGD

Program Descriptions:

- **Water Conservation:** This water saving program involves conducting outreach and education, providing water saving plumbing retrofits (showerheads, faucet aerators) to residential water customers, and work with commercial and multi-family properties.
- **Facility Replacement:** The Utilities Field office construction project will be finished in April 2016, and will house the field operations staff and equipment.
- **Water Supply Development:** The goals of this project is to provide reuse water into the ground at strategic locations to push back saltwater intrusion and protect the City drinking water production wells. The shallow injection well project feasibility plan will be started in FY2017. Based on the plan, construction may begin around 2019.
- **Public Outreach:** This program provides public outreach, education and project updates using the Utilities webpages, community events, social media and other forms of public engagement. The goal is to keep water customers informed on water related issues and how they can impact water sustainability and environmental protection within our service area.
- **Water Administration/Budget/Rates:** Financial strength and rate sufficiency is the core program for this division. Activities include rates development, capital improvement project planning, and development/tracking of Department budgets.
- **Wastewater Administration/Budget/Rates:** Financial strength and rate sufficiency is the core program for this division. Activities include rates development, capital improvement project planning, and development/tracking of Department budgets. The department carefully monitors wastewater treatment demands at the Broward North Regional Facility in order to ensure sufficient capacity for wastewater customers.

- **Safety:** The safety program provides training, conducts facility inspections and accident reviews in order to ensure staff safety and low accident costs. The Department has reduced Workman's comp costs by 95% since 2010.
- **Lean/6 Sigma Continuous Improvement:** The Utilities Department had seven active projects underway in 2015 to reduce waste and improve efficiency and quality. These included the implementation of an asset management system, revision of job performance standards, enhancement of wastewater maintenance operations, knowledge retention strategies, stormwater truck decanting process improvement, improvement of the backflow tracking processes, and development of new chemical coagulation processes at the water plant.

Utility Billing



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Leadership in energy efficiency and sustainable development							
Customer Service	High	Fully implement AMI system to detect customer leaks	% implemented	2015	100%	10%	10%	100%	N/A
Strategy: Quality & Affordable Services		Goal: The informed community							
Billing	High	Implement envelope billing to increase outreach and information	% implemented	2015	100%	N/A	100%	N/A	N/A
Strategy: Superior Capacity		Goal: Leadership in water management							
Reuse Program	High	Ensure 100% of current commercial and multi-family reuse customers are connected	% connected	2015-2016	100%	41%	47%	100%	N/A

Program Descriptions:

- **Customer Service:** Phone and front counter representatives handle customer inquiries and set up and close accounts.
- **Billing:** Process and bill 19,000 utility accounts per month.
- **Reuse Program:** 60% of all customers with available reuse are hooked up. Code Compliance is notifying commercial customers of required hookup.

Other Programs:

- **Delinquency Processing:** 700-1000 accounts are processed each month for cut-off or payment. Final accounts are referred to Penn Credit.
- **Meter Register & MIU Repairs:** One (1) Field Representative is designated for MIU repairs. Neptune is processing repairs and replacement of all old MIU's.
- **Field Service:** Three (3) Field Representatives and one (1) Foreman process delinquencies and all others process turn offs/ons for new services and customer requests.

Water Treatment Plant



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Wellfield/Wellhouse Maintenance	High	Rehabilitate five (5) wells per year	# of wells rehabilitated	2014-2018	5/yr.	5	5	5	5
	High	Implement Asset Management System in Utilities	% of system implemented	2015-2018	100%	N/A	33%	80%	100%
	High	Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	% completed	2014-2015	100%	80%	100%	N/A	N/A
Drinking Water Production	High	Complete electrical system upgrades to treatment plant	% completed	2018	100%	N/A	N/A	N/A	N/A
	High	Replace membrane filters every five (5) years	% replacement	2016	100%	N/A	N/A	100%	N/A
	Medium	Complete Water Master Plan update	% completed	2015	100%	N/A	10%	100%	N/A
	High	Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	% completed	2014-2015	100%	80%	100%	N/A	N/A
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./ (Dec.) per year	2015-2016	10%	N/A	89%	10%	N/A
	Medium	Paint water treatment plant facility	% of facility repainted	2017	100%	N/A	N/A	N/A	100%
Strategy: Superior Capacity		Goal: Leadership in water management							
Water Conservation	Medium	Investigate water savings through a reduction in concentrate	Volume of water saved	2018	TBD	N/A	N/A	N/A	N/A

Program Descriptions:

- **Wellfield/Wellhouse Maintenance:** This program includes various maintenance, rehabilitation and operational enhancements to the existing wellfields. Well optimization, rehabilitation of all aspects including mechanical, electrical and telemetry infrastructure.
- **Drinking Water Production:** This program treats raw water from the wellfields by two processes; lime softening and filtration and by membrane technology. Both water process streams are blended and disinfected before storage and distribution to customers.
- **Water Conservation:** This program includes investigating water savings through a reduction in concentrate.
- **Sampling & Laboratory Testing:** This program ensures that all sampling and analytical testing required by permits, regulations or agreements are performed following the Florida Department of Environmental Protection requirements for sampling and Florida Administrative Code 62-160 for sample analysis. This program also ensures that reports are prepared according to regulatory requirements and submitted on time.

Water Distribution



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Distribution Pipe/ System Maintenance	Medium	Complete Water Master Plan update	% completed	2015	100%	N/A	10%	100%	N/A
	High	Develop inter-utility connections	% of project completed	2016	100%	N/A	N/A	100%	N/A
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./ (Dec.) per year	2015-2016	10%	N/A	89%	10%	N/A
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%
Pipe/System Construction	High	Replace 3,700 feet of water mains per year	Feet of water mains replaced per year	2014-2018	3,700	6,602	4,667	3,700	3,700
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Water Meter Replacement	High	Have no more than 10% of water meters in service for 10 years or longer	% of meters with over ten years of service	2017	<10%	N/A	N/A	N/A	<10%

Program Descriptions:

- **Distribution Pipe/System Maintenance:** Maintenance consists of flushing of mains, and repairing of main line leaks, as well as service line leaks. We do a preventative maintenance to replace galvanized pipe service lines.
- **Pipe/System Construction:** Per the CIP, we replace a minimum of 3700 feet of pipe per year. We are replacing all of the 2" galvanized water mains, as well as mains that are reaching their life span.
- **Water Meter Replacement:** This program is to replace meters that are 10 years old and have reached their life expectancy, as well as meters that are malfunctioning. Malfunctioning of meters means loss of revenue.
- **Backflow & Cross Connection:** Backflow program is in effect to protect the COPB water supply system. Backflows are also used to prevent the water system if there is a cross connection, which is a non-potable source connecting to the potable source. Backflow Solutions, Inc. is a company that helps us be sure that residents and businesses are in compliance. The testable backflows are to be tested annually.

Reuse Administration



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Reuse Connection "I Can Water"	Medium	Complete Reuse Master Plan update	% completed	2015	100%	90%	100%	N/A	N/A
	High	Complete connection for 70% of newly available single family homes	% connected	2014-2018	40 – 70%	41%	42%	65%	40-70%
	High	Increase reuse usage by 5% per year	% change in usage	2014-2018	5%	30%	14%	5%	5%
	Medium	Redesign Utilities webpage	% redesigned	2015	100%	N/A	100%	N/A	N/A
	Medium	Create dashboard for Utility Benchmarks and post on webpage	# of benchmarks posted	2015-2016	10	N/A	10	10	N/A
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%
Strategy: Superior Capacity		Goal: Leadership in water management							
Reuse Connection OASIS	High	Ensure 100% of current commercial & multi-family reuse customers are connected	% connected	2015-2016	100%	N/A	100%	100%	N/A
Reuse Admin/ Budget/Rates	High	Complete Reuse Master Plan update	% completed	2015	100%	90%	100%	N/A	N/A
	High	Complete Lower East Coast Ten Year Water Supply Plan for Dept. of Community Affairs approval	% completed	2014-2015	100%	80%	100%	N/A	N/A
	High	Complete agreement with Broward County to serve Highlands/Cresthaven through wholesale contract	% completed	2014-2015	100%	0%	0%	100%	N/A

Program Descriptions:

- **Reuse Connection “I Can Water”:** This program connects single family homes within the reuse area with no out of pocket expense for the homeowner. In FY2015, this program went from 613 single family residential connections to 704 connections, resulting in a drinking water savings of approximately 21 million gallons per year. This program produces the largest drinking water conservation savings for the City water customers.
- **Reuse Connection OASIS:** This program, performed by Customer Service and Code Compliance, ensures that multi-family and commercial properties with reuse availability connect to the OASIS system, when available, as per City Ordinance.
- **Reuse Admin/Budget/Rates:** Financial strength and rate sufficiency is the core program for this division. Activities include rates development, capital improvement project planning, and development/tracking of department budgets.
- **Safety:** This program provides training, conducts facility inspections and accident reviews in order to ensure staff safety and low accident costs.

Reuse Distribution



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Leadership in water management							
Reuse Pipe Construction	Medium	Expand the reuse system 2 miles/year	Miles expanded per year	2014-2016	2/yr.	0.792	0	2	2
	Medium	Complete Reuse Master Plan update	% completed	2015	100%	90%	100%	N/A	N/A
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./Dec. per year	2015-2016	10%	N/A	89%	10%	N/A
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Reuse Water Meter Replacement	High	Have no more than 10% of water meters in service for 10 years or longer	% of meters with over ten years of service	2017	<10%	N/A	N/A	N/A	<10%

Program Descriptions:

- **Reuse Pipe Construction:** This program is in place for the future expansion of reuse services. Currently, the division has submitted a Reuse Pipe expansion and design proposal to service the City of Lighthouse Point with reuse water from our OASIS Facility.
- **Reuse Water Meter Replacement:** This program is not active, since there are no scheduled reuse water meters being replaced.
- **Reuse System Maintenance:** This program consists of inspecting the reuse water main lines, service connections and backflow devices.

Reuse Water Treatment Plant



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Reuse Water Production	High	Implement Asset Management System in Utilities	% of system implemented	2015-2018	100%	N/A	33%	80%	100%
	High	Increase reuse usage by 5% per year	% change in usage	2014-2018	5%	30%	14%	5%	5%
	Medium	Complete Reuse Master Plan update	% completed	2015	100%	90%	100%	N/A	N/A
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./(Dec.) per year	2015-2016	10%	N/A	89%	10%	N/A

Program Descriptions:

- **Reuse Water Production:** The major program for the Reuse Treatment Plant (OASIS) is to provide reuse water for the golf course, parks and medians, over 700 single family residences and to Lighthouse Point medians. This program involves a multitude of programs including maintenance and rehab, regulatory compliance and administrative functions.
- **Sampling & Laboratory Testing:** This program ensures that all sampling and analytical testing required by permits, regulations or agreements are performed following the Florida Department of Environmental Protection requirements for sampling and Florida Administrative Code 62-160 for sample analysis. This program also ensures that reports are prepared according to regulatory requirements and submitted on time.

Wastewater Pumping



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Lift Station Equipment Maintenance and Rehabilitation	High	Implement Asset Management System in Utilities	% of system implemented	2015-2018	100%	N/A	33%	30%	30%
	Medium	Update Wastewater Master Plan	% updated	2016	100%	N/A	N/A	100%	N/A
	High	Fully implement Capacity Management Operations Maintenance	% implemented	2016	100%	N/A	N/A	100%	N/A
	Medium	Allocate \$700K per year for rehabbing lift station	\$700K spent/year	2014-2018	\$700K	\$204K	\$545K	\$700K	\$700K
	Medium	Install electronic flow meters at lift stations	% installed	2017	100%	N/A	N/A	N/A	100%
	High	Annually review Large User Agreement with Broward County to ensure sufficient capacity	Sufficient capacity	2014-2018	Yes w/ 17 MGD or >	No 14.3	No 13.1	Yes 17 MGD or >	Yes 17 MGD or >
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./(Dec.) per year	2015-2016	10%	N/A	89%	10%	N/A
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%

Program Descriptions:

- **Lift Station Equipment Maintenance and Rehabilitation:** This program involves performing preventative maintenance and corrective maintenance on all field equipment. This effort ranges from the refurbishing of pumps and motors, to the general appearance of lift stations.
- **Maintenance of Non-Utility Lift Station:** This program involves the inspection and maintaining of six (6) lift stations for other governmental agencies. The City currently maintains two (2) lift stations for the Town of Lauderdale-by-the-Sea, two (2) for the City of Pompano Beach Fire Department, one (1) for the City Golf Course and one (1) for the City Air Park.

Wastewater Transmission



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Pipe/System Installation & Inspection & Repair	Medium	Update Wastewater Master Plan	% updated	2016	100%	N/A	N/A	100%	N/A
	High	Fully implement Capacity Management Operations Maintenance	% implemented	2016	100%	N/A	N/A	100%	N/A
	Medium	Inspect 20 miles of wastewater lines per year	20 miles/year	2014-2018	20 miles	28.87 miles	21.76 miles	20 miles	20 miles
	Medium	Rehab 108 manholes per year	# of manholes rehabbed	2014-2018	108/yr.	50	108	108	108
	High	Annually review Large User Agreement with Broward County to ensure sufficient capacity	Sufficient capacity	2014-2018	Yes w/ 17 MGD or >	Yes 17	Yes 17	Yes 17	Yes 17 MGD
	Medium	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	Medium	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./ (Dec.) per year	2015-2016	10%	N/A	89%	10%	N/A
	Medium	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied rating	2014-2018	>80%	100%	100%	>80%	>80%

Program Descriptions:

- **Pipe/System Installation & Inspection & Repair:** The Wastewater Transmission Division routinely inspects gravity mains ranging in size 8"-42" utilizing a Closed-Circuit Television (CCTV). There are approximately 181 miles of gravity mains throughout the City of Pompano. Closed circuit television inspection will indicate pipe conditions including breaks and leaks, leaking and protruding laterals, root intrusions and other blockages including the exact locations of all features and problems.
- **Customer System/City Interface Inspection:** The Wastewater Transmission Division routinely rehabs manholes utilizing a spray on cementitious materials. There are approximately 4,300 manholes in the gravity system throughout the City of Pompano. Manholes can be a significant source of Infiltration and Inflow (I & I).

Wastewater Treatment



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
Wastewater Treatment by Broward County	Medium	Update Wastewater Master Plan	% updated	2016	100%	N/A	N/A	100%	N/A
	High	Fully implement Capacity Management Operations Maintenance	% implemented	2016	100%	N/A	N/A	100%	N/A
	High	Annually review Large User Agreement with Broward County to ensure sufficient capacity	Sufficient capacity	2014-2018	Yes w/ 17 MGD or >	Yes 17	Yes 17	Yes 17 MGD or >	Yes 17 MGD or >

Program Descriptions:

- **Wastewater Treatment by Broward County:** This program involves annually reviewing the wastewater demand at the Broward County North Regional Wastewater Treatment Facility in order to determine if there is sufficient capacity purchased by the City for its wastewater customers.

Stormwater – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Strengthen skilled and community							
Stormwater Inspection, Maintenance and Rehabilitation	High	Hold one (1) annual in-house training class for utility licenses	# classes held/year	2014-2018	1/yr.	1	2	1	1
	High	Increase seminar/workshop attendance by 10% per year	Attendance: % Inc./Dec. per year	2015-2016	10%	N/A	89%	10%	10%
	High	Achieve customer satisfaction with each completed job 80% of the time	% of Utilities jobs with satisfied ratings	2014-2016	>80%	100%	100%	100%	>80%
Strategy: Quality & Affordable Services		Goal: A safe community							
Stormwater Construction	High	Complete Stormwater Master Plan update	% of plan completed	2014	100%	100%	N/A	N/A	N/A
	High	Review Stormwater Financing Plan	% approved	2015-2016	100%	N/A	50%	100%	N/A
	High	Complete projects identified in Master Plan	% of projects completed	2033	100%	N/A	N/A	N/A	N/A
	High	Avondale Stormwater Project	% completion	2016	100%	N/A	N/A	100%	N/A
Strategy: Quality & Affordable Services		Goal: The informed community							
Outreach	Medium	Redesign Utilities webpage	% redesigned	2015	100%	N/A	100%	N/A	N/A
	Medium	Create dashboard for Utility Benchmarks and post on webpage	# of benchmarks posted	2015-2016	10	N/A	N/A	10	N/A

Stormwater (cont.)



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: A safe community							
NPDES/MS4 Permit Compliance	High	Achieve 100% compliance with NPDES permit	% compliance	2014-2018	100%	83%	87%	100%	100%
	High	Purchase and implement Stormwater Asset Management system to track permit maintenance requirements	% implemented	2015	100%	N/A	0%	100%	N/A
	High	Develop utility permit compliance tracking system	% developed	2016	100%	N/A	N/A	100%	N/A
	High	Complete Pompano Canal delisting from impaired water bodies list	Pompano Canal delisted	2015	Yes	N/A	Yes	N/A	N/A

Program Descriptions:

- **Stormwater Inspection, Maintenance and Rehabilitation:** The Stormwater Division inspects all City assets required on an annual basis to meet the NPDES requirements. This includes catch basins, pipes, weirs, and outfalls. During each inspection the crews are also checking for any signs of an illicit discharge. Repairs are made as needed.
- **Stormwater Construction:** This program involves installing new stormwater pipe to replace the old existing pipe throughout the year.
- **Outreach:** This program involves distributing brochures and performing outreach to the public.
- **NPDES/MS4 Permit Compliance:** The City of Pompano uses a data system called GIS to track the maintenance to keep the City in compliance.

Airpark – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Make the City more attractive to residents, visitors and tourists & expand visitor and tourism markets							
Air Park Community Relations	Medium	Organize Air Park open house every other year	# of open houses	2014, 2016, 2018	1	1	N/A	1	N/A
Strategy: Superior Capacity		Goal: Ensure capacity for growth							
Air Park Master Plan	High	Complete the relocation of Taxiway Kilo	% of project completed	2014	100%	100%	N/A	N/A	N/A
	High	Complete the relocation of Taxiway Golf	% of project completed	2018	100%	N/A	N/A	N/A	N/A
Strategy: Superior Capacity		Goal: Expand property tax base and sales tax revenue							
Air Park Business Plan	Medium	Examine feasibility of hotel at Air Park	% of study conducted	2018	100%	N/A	N/A	N/A	N/A

Program Descriptions:

- **Air Park Community Relations:** This program coordinates with tenants, special aviation related or charitable events open to the public and hosted at the airport.
- **Air Park Master Plan:** The Air Park Master Plan is a “blueprint” for the long-term development of an airport and illustrates existing airport features, future development and land use, as well as identifies realistic financial plans to support development. The FAA recommends updating the Master Plan periodically.
- **Air Park Business Plan:** The Air Park Business Plan is a summary of operational and financial objectives for the near future and show how the objectives can be achieved.

Solid Waste Disposal – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Quality & Affordable Services		Goal: Improve solid waste and wastewater disposal process							
Waste Disposal	High	Improve solid waste pickup services	% implemented	2015	100%	N/A	0%	100%	N/A

Program Descriptions:

- **Waste Disposal:** As per §403.706 of the Florida State Statute, the City of Pompano Beach has a responsibility to provide for disposal of solid waste that is generated within city borders. The City has gone into contract (expires in 2022) with Waste Management for the proper disposal of all solid waste materials generated within city borders.

Information Technologies – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Superior Capacity		Goal: Increase e-government capacity							
New Construction	Medium	IT to participate in plan review process for all new construction or renovation of City facilities	# of reviews	2014-2018	9	9	9	9	9
New Technology	High	Identify new technology options every five (5) years that may increase productivity	# of improvements implemented	2014-2018	6	8	6	6	6
Strategy: Confidence Building Gov.		Goal: Increase technological competitiveness							
IT Annual PC Replacement Program	High	Annually replace computers and servers	# of computers replaced	2014-2018	75	220	152	75	75
Symantec Endpoint Antivirus	Medium	Keep security system breach to less than 1%	% of system annually breached	2014-2018	<1%	0%	0%	<1%	<1%
IT Security Notification to All Users	High	Bi-annually inform users of IT security procedures	# of identifications provided	2014-2018	2	2	2	2	2

Program Descriptions:

- **New Construction:** IT participates in the plan review process of City owned buildings that are new or renovated construction to confirm all communication specifications are included in the plan. This covers telephone and network communications in the facility and verifying connectivity to our communications infrastructure. IT staff are contacted by the City Engineer Project Manager to begin the plan review process when a start date for the project has been determined.
- **New Technology:** Throughout the year, IT identifies new technology options that will improve productivity for various City Departments.

- **IT Annual PC Replacement Program:** IT has put in place a plan to replace computer workstations and IT servers to the latest computer standards. Due to budget constraint, staff is able to replace 15% of City computers and servers annually. This measures out to approximately 75 computer workstations and any servers whose maintenance is due to expire.
- **Symantec Endpoint Antivirus:** IT administers a server to protect City computers from viruses and other malware and prevent an attack to the City's computer network and data. Each City computer is protected with client software that links to the server to keep up-to-date with the latest protection files. IT monitors attempts of attacks and deletes any viruses that are quarantined. IT has also implemented a service from Microsoft that scans email documents prior to receiving mail on the email server. This service scans for virus and junk mail filtering.
- **IT Security Notification to All Users:** The IT Department informs all users through email bi-annually of current policies for their review. IT staff updates these procedures throughout the year. The IT department has been providing this information for many years. This objective is met in January and July of each year.

Central Services Programs

Purchasing



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Great Places		Goal: Grow existing businesses							
Outreach Program	Medium	Add community outreach options to solicitations for successful Bidders of City Projects	% completed	2015-2018	100%	N/A	25%	50%	100%
	Medium	Develop Local Business opportunities	% increase in local vendor registrations	2015-2019	3%	N/A	1.5%	3%	3%
Strategy: Superior Capacity		Goal: Increase e-government capacity							
Local/SBE Spend	Medium	Develop requirement for user departments to track local/SBE business enterprises usage	% developed	2016	100%	N/A	N/A	0%	100%
Solicitation Automation	Low	Develop automated online notification system for procurement	% developed	2015	100%	N/A	100%	N/A	N/A
Strategy: Confidence Building Gov.		Goal: Increase technological competitiveness							
Purchase Order Process Automation	Medium	Scan purchasing bids and purchase orders	# of docs scanned	2014-2015	600,000	601,426	4,830	N/A	N/A

Program Descriptions:

- **Outreach Program:** Add community outreach programs to City solicitations in order to assist local/SBE vendors and contractors.
- **Local/SBE Spend:** Develop a process for user departments to track local/SBE business enterprises usage after projects have been awarded.
- **Solicitation Automation:** Research and investigate a system that will allow the purchasing department to solicit bids, RFP's, RLI's, and RFQ's automatically via on-line.
- **Purchase Order Process Automation:** Develop a process that will allow the purchasing department to process purchase orders automatically.

Vehicle Service – Programs



				Target Date(s)	Target	Actual FY 2014	Actual FY 2015	Est. FY 2016	Target FY 2017
Strategy: Confidence Building Gov.		Goal: Ensure financial strength and stability							
Conservation (Energy)	High	Replace 90% of conventional staff vehicles on annual replacement schedule with low Greenhouse Gas and more fuel efficient units	% of vehicles replaced	2014-2018	90%	40%	25%	75%	90%
Strategy: Confidence Building Gov.		Goal: Provide quality services based on data-driven performance							
Vehicle Maintenance	High	Work with City garage to reduce fire fleet downtime by 10% per year	% change in fleet downtime	2015-2018	10%/yr.	N/A	0%	10%	10%

Program Descriptions:

- **Conservation (Energy):** To replace current vehicles with poor fuel economy (low MPG) with vehicles that have better fuel economy and more fuel efficient (higher MPG).
- **Vehicle Maintenance:** To work with City garage to reduce downtime for Fire Department.

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Financials

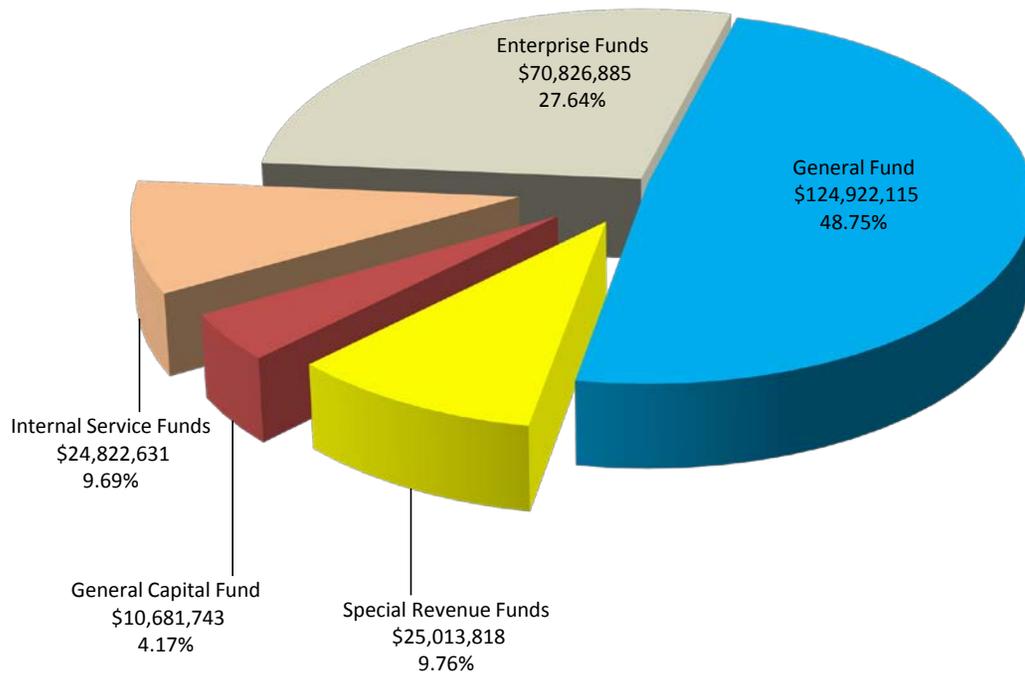
Department to Fund Relationship

Department/Division	FTE	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Projects	Grants/Contributions	Adopted FY 16/17 Total
GENERAL / INTERNAL SERVICES								
City Commission	6.0	444,493						444,493
City Manager	5.0	979,029						979,029
Public Communications	4.0	596,390						596,390
Economic Development	1.0	128,351						128,351
Tourism	2.0	287,447						287,447
City Attorney	6.0	1,110,778						1,110,778
City Clerk	4.0	469,666						469,666
Elections		63,012						63,012
Human Resources	5.0	870,130						870,130
Internal Audit	3.0	457,335						457,335
Government Buildings		4,706,656						4,706,656
Central Stores Operations	2.0			347,025				347,025
Information Technologies	10.0			2,030,363				2,030,363
Telecommunications				408,610				408,610
Purchasing	7.0			805,420				805,420
Graphic / Messenger Service	1.0			390,917				390,917
Health Insurance				12,722,263				12,722,263
Risk Management	4.0			5,190,855				5,190,855
TOTAL	60.0	\$10,113,287	\$0	\$21,895,453	\$0	\$0	\$0	\$32,008,740
FINANCE SERVICES								
Accounting & Administration	13.0	1,643,942						1,643,942
Parking Operations					3,653,873			3,653,873
Utility Billing	10.0				1,314,124			1,314,124
Treasury	7.0	713,440						713,440
Budget	4.0	533,944						533,944
TOTAL	34.0	\$2,891,326	\$0	\$0	\$4,967,997	\$0	\$0	\$7,859,323
DEVELOPMENT SERVICES								
Planning & Zoning	26.0	3,057,691						3,057,691
Code Compliance		1,262,156						1,262,156
Advisory Board Development Services	1.0	136,793						136,793
Building Inspections	51.0		7,642,838					7,642,838
TOTAL	78.0	\$4,456,640	\$7,642,838	\$0	\$0	\$0	\$0	\$12,099,478
POLICE SERVICES								
BSO - Contract		41,750,635						41,750,635
TOTAL	\$0	\$41,750,635	\$0	\$0	\$0	\$0	\$0	\$41,750,635
FIRE / RESCUE SERVICES								
Fire Administration	4.0	852,276						852,276
Fire Operations	99.0	16,336,252						16,336,252
Fire Buildings		216,696						216,696
Ocean Rescue	17.0	1,732,326						1,732,326
Fire Prevention	10.0	1,583,080						1,583,080
Fire Station 24						1,020,000		1,020,000
Lifeguard Towers Replacement						313,000		313,000
Emergency Medical Services	102.0		14,911,603					14,911,603
TOTAL	232.0	\$20,720,630	\$14,911,603	\$0	\$0	\$1,333,000	\$0	\$36,965,233
MUNICIPAL SERVICES								
Administrative Capital	5.0		1,194,062					1,194,062
Public Works Administration	4.0	482,314						482,314
Engineering Services	9.0	1,544,156						1,544,156
Sanitation	7.0	1,232,293						1,232,293
Streets	25.0	2,940,950						2,940,950
Grounds and Park Maintenance	71.0	7,126,452						7,126,452
Animal Control	2.0	271,014						271,014
Building Maintenance	19.0	3,082,365						3,082,365
Cemetery	3.0	322,219						322,219
Riding Stables	1.0	311,950						311,950
Pier Operations					153,595			153,595
Airpark Operations	5.0				1,138,640			1,138,640
Solid Waste Operations	3.0				7,649,167			7,649,167
Solid Waste Special Service	11.0				1,904,040			1,904,040
Cemetery Trust Admin			25,000					25,000
Road Resurfacing Program						620,000		620,000
Citywide Sidewalk Improvements						102,000		102,000
General Government Buildings						918,000		918,000
Traffic Signal Mast Arm Painting						102,000		102,000
Major Bridge Repair / Rehab						500,000		500,000
City Parking Lot Improvements						102,000		102,000
Enhance Landscaping - FDOT						325,600		325,600
Streetscape Improvements							4,562,065	4,562,065
Airpark Pavement						46,000		46,000
Airpark Master Plan Update						17,500	332,500	350,000
Airpark Building Renovations						190,000	760,000	950,000
Vehicle Garage Administration	9.0			1,224,806				1,224,806
Motor Pool Operations				1,702,372				1,702,372
Project Admin Fee						503,131		503,131
Working Capital Reserve						974		974
TOTAL	174.0	\$17,313,713	\$1,219,062	\$2,927,178	\$10,845,442	\$3,427,205	\$5,654,565	\$41,387,165

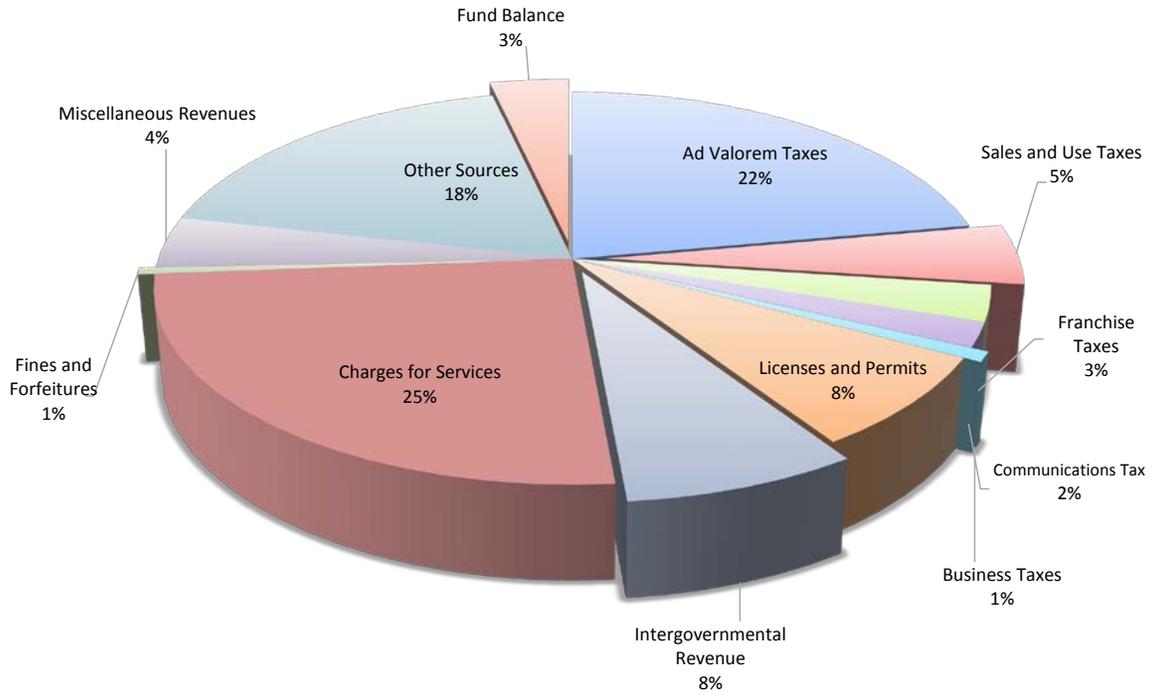
Department to Fund Relationship (cont.)

Department/Division	FTE	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Projects	Grants/Contributions	Adopted FY 16/17 Total
RECREATIONAL SERVICES								
Aquatics	8.0	1,122,124						1,122,124
Recreation Activities	40.0	5,259,727						5,259,727
Amphitheater		1,395,014						1,395,014
Tennis Center	2.0	328,339						328,339
Refurbish Park Amenities						150,000		150,000
Wayfinding Signage						102,000		102,000
Canal Dredging						500,000		500,000
Blanche Ely Renovations						436,000		436,000
Court Resurfacing						30,000		30,000
Emma Lou Olson Civic Center Improvements						171,666		171,666
North Pompano Hardscape and Landscape						239,235		239,235
Golf Course Operations	10.0	3,391,070						3,391,070
TOTAL	60.0	\$11,496,274	\$0	\$0	\$0	\$1,628,901	\$0	\$13,125,175
NON-DEPARTMENTAL								
General Oper/Admin	1.0	15,668,979						15,668,979
TOTAL	1.0	\$15,668,979	\$0	\$0	\$0	\$0	\$0	\$15,668,979
OFFICE OF HOUSING & URBAN IMPROV.								
OHUI Administration	6.0						187,333	187,333
OHUI Program Services							749,334	749,334
Home Program							303,648	303,648
TOTAL	6.0	\$0	\$0	\$0	\$0	\$0	\$1,240,315	\$1,240,315
UTILITIES SERVICES								
Water Administration	4.0				6,273,986			6,273,986
Water Treatment Plant	31.0				5,935,815			5,935,815
Water Distribution	26.0				3,460,492			3,460,492
Reuse Water Treatment	2.5				497,997			497,997
Reuse Administration	1.5				329,450			329,450
Reuse Distribution	5.5				739,748			739,748
Wastewater Administration	3.5				2,963,649			2,963,649
Wastewater Pumping	12.5				2,634,094			2,634,094
Wastewater Transmission	20.0				2,472,887			2,472,887
Wastewater Treatment					7,809,313			7,809,313
Water & Wastewater Debt					4,109,087			4,109,087
Utility R & R Capital						4,044,500		4,044,500
Interfund Transfers (CIP)					6,000,000			6,000,000
Stormwater Distribution	10.5				1,559,693			1,559,693
Stormwater Capital Projects						2,123,950		2,123,950
Project Admin Fee						583,298		583,298
Working Capital Reserve					335,460	1,778,099		2,113,559
TOTAL	117.0	\$0	\$0	\$0	\$45,121,671	\$8,529,847	\$0	\$53,651,518
COMMUNITY REDEVELOPMENT								
NW CRA	4.5	492,939						492,939
East CRA	0.5	17,692						17,692
TOTAL	5.0	\$510,631	\$0	\$0	\$0	\$0	\$0	\$510,631
FUND TOTALS	767	\$124,922,115	\$23,773,503	\$24,822,631	\$60,935,110	\$14,918,953	\$6,894,880	\$256,267,192

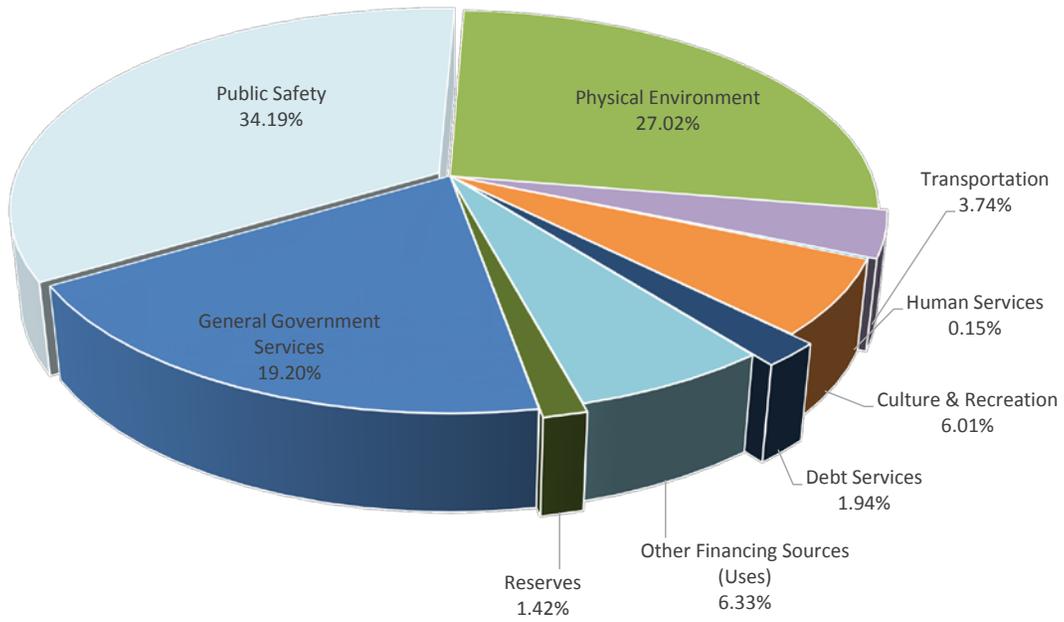
CITYWIDE (FY 2016 - 2017)
ALL FUNDS - EXPENDITURES: \$256,267,192



CITYWIDE (FY 2016 - 2017)
TOTAL REVENUE SOURCES: \$256,267,192



CITYWIDE (FY 2016 - 2017)
TOTAL USES: \$256,267,192

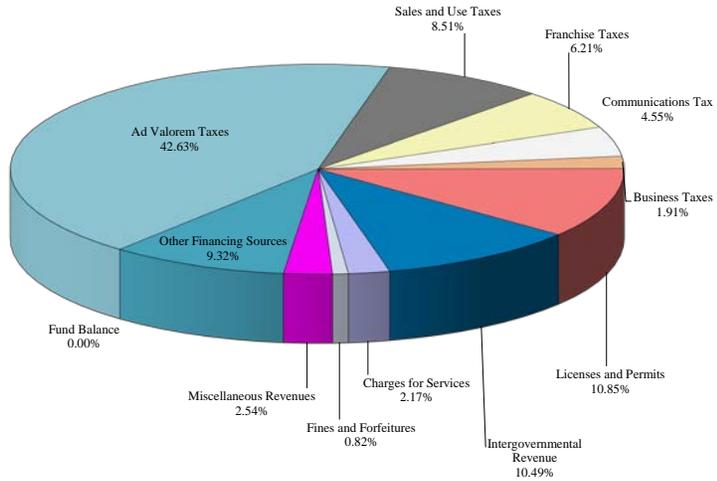


GENERAL FUND (FY 2016 - 2017)
REVENUE SOURCES: \$124,922,115

ADOPTED BUDGET FY 2016

FY 2016

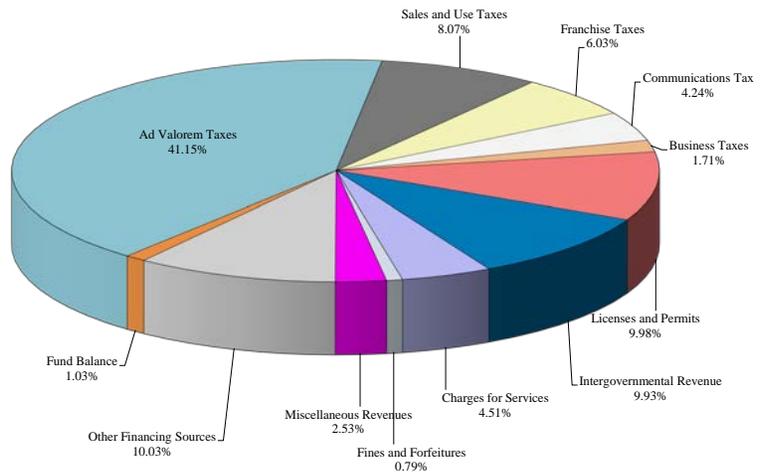
Ad Valorem Taxes	\$48,744,542
Sales and Use Taxes	\$9,728,765
Franchise Taxes	\$7,103,000
Communications Tax	\$5,206,740
Business Taxes	\$2,178,559
Licenses and Permits	\$12,402,505
Intergovernmental Revenue	\$11,996,901
Charges for Services	\$2,476,251
Fines and Forfeitures	\$942,500
Miscellaneous Revenues	\$2,906,482
Other Financing Sources	\$10,650,522
Fund Balance	\$0
Total	\$114,336,767



ADOPTED BUDGET FY 2017

FY 2017 % Change

Ad Valorem Taxes	\$51,401,389	5.45%
Sales and Use Taxes	\$10,080,000	3.61%
Franchise Taxes	\$7,528,498	5.99%
Communications Tax	\$5,300,000	1.79%
Business Taxes	\$2,140,900	-1.73%
Licenses and Permits	\$12,465,406	0.51%
Intergovernmental Revenue	\$12,402,337	3.38%
Charges for Services	\$5,633,900	127.52%
Fines and Forfeitures	\$992,500	5.31%
Miscellaneous Revenues	\$3,155,921	8.58%
Other Financing Sources	\$12,529,647	17.64%
Fund Balance	\$1,291,617	100.00%
Total	\$124,922,115	9.26%



GENERAL FUND (FY 2016 - 2017)

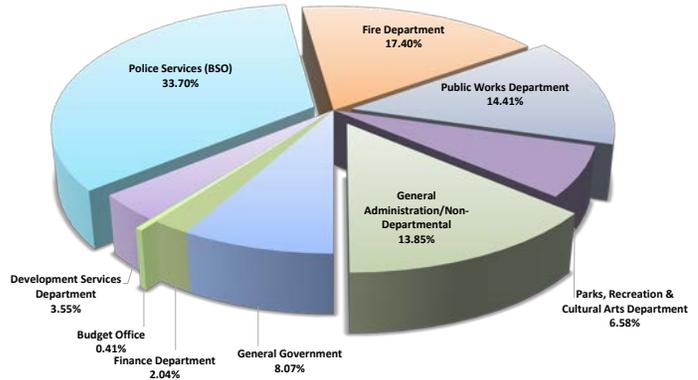
USES: \$124,922,115

FY 2016

General Government	\$9,221,559
Finance Department	\$2,333,385
Budget Office	\$467,390
Development Services Department	\$4,061,865
Police Services (BSO)	\$38,526,681
Fire Department	\$19,892,100
Public Works Department	\$16,477,873
Parks, Recreation & Cultural Arts Department	\$7,522,126
General Administration/Non-Departmental	\$15,833,788

\$114,336,767

ADOPTED BUDGET FY 2016



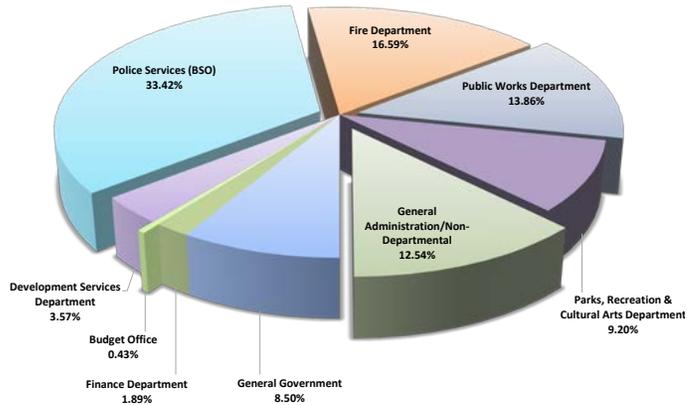
ADOPTED BUDGET FY 2017

FY 2017 % Change

General Government	\$10,623,918	15.21%
Finance Department	\$2,357,382	1.03%
Budget Office	\$533,944	14.24%
Development Services Department	\$4,456,640	9.72%
Police Services (BSO)	\$41,750,635	8.37%
Fire Department	\$20,720,630	4.17%
Public Works Department	\$17,313,713	5.07%
Parks, Recreation & Cultural Arts Department	\$11,496,274	52.83%
General Administration/Non-Departmental	\$15,668,979	-1.04%

\$124,922,115

9.26%



Financial Policies

The City has adopted a written comprehensive investment policy to help safeguard against the loss of its liquid assets. Oversight for the investment program lies with the Finance Director under the direction of the City Manager. The City's investment program is established in accordance with the City's investment policy, which was adopted by resolution of the City Commission, and Florida State Statute Chapter 218.415 (Local Government Investment Policies), which establishes investment plan guidelines for local governments in Florida.

The City's investment guidelines permit the investment of City funds in United States Treasury securities, United States Government Agency securities with the full faith and credit of the United States Government, Federal Instrumentalities (Government Sponsored Enterprises), Corporate Notes, Commercial Paper, Time Deposits (Certificates of Deposit), Repurchase Agreements, Bankers' Acceptances, State and/or Local Government Taxable and/or Tax-Exempt Debt, Money Market Mutual Funds, Intergovernmental Investment Pools and Savings Accounts of financial institutions that are Qualified Public Depositories in accordance with Florida State Statute Chapter 280 (Security for Public Deposits).

All securities are purchased on a delivery-versus-payment basis. This requirement assures the City that it has possession of the securities in book entry form before release of its funds. The investments of the City's pension plans are controlled by the pension boards, who have hired professional money managers responsible for managing the assets of those funds.

Risk Management - The City is exposed to various risks and losses related to torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees and group health. The City is self-insured except for commercial insurance purchased for airport liability and group health insurance, and purchases of excess commercial insurance beyond the self-insured retention for general liability, auto liability, property damage and workers' compensation and has not incurred a reduction in insurance coverage. The City also purchases property insurance coverage for all City owned buildings and contents with specified deductibles. No workers' compensation or general liability settlements exceeded the City's current self-insured retention in FY 2016.

Pension Plans - Two defined benefit plans are maintained for employee retirement; the General Employee's Retirement System and the Police and Firefighters' Retirement System. Funding of these plans continue on an actuarially sound basis.

Structurally-Balanced Budget - The total of the anticipated revenues shall equal the total of the proposed expenditures. According to Florida Statute, 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 FY 2016-2017 budget is balanced.

Cash Management and Investment Policies

1. The City will strive to deposit all funds within twenty-four (24) hours of receipt in order to maximize returns on invested funds.
 - The City has a mechanism in place to anticipate revenues to be collected and will pursue collection of delinquent receipts expeditiously. The City utilizes a third party collection agency for the collection of past due bills.
 - The City has also implemented remote deposit technology to allow for expeditious deposit of checks received as payment for goods/services.
 - The City utilizes two lockbox operations and Automatic Clearing House (ACH) deposits in the collection of revenues. All individual cash receipts are deposited within 24 hours.
2. The City will follow its adopted investment policy when investing public funds. The City's investment policy was adopted via Resolution 2014-34, as amended.
 - The City strictly adheres to its investment policy. In 2014-15 the City's average quarterly investment portfolio was approximately \$175 million. These funds encompass funds available for investment on a short-term (i.e. needed for operations) and long-term basis (i.e. capital projects and reserves).
3. The City engages an independent Financial Advisor to manage its investment portfolio in order to ensure the safety of principal funds invested, as well as a means of maximizing investment returns.
4. The Finance Department prepares quarterly and annual investment reports in order to provide a basis for review and assured compliance of the City's investment portfolio with the adopted investment policy. These reports are distributed to the City Manager, Internal Auditor and the members of the City Commission.

Debt Policies

1. The City Commission has adopted a comprehensive debt management policy via Resolution 2014-339.
2. The City's legal debt limit, per Charter, is 15% of assessed property values in the City, which as of September 30, 2015 equates to approximately \$1.4 billion. As the City currently has no General Obligation debt outstanding (debt applicable to this limit), the City has more than adequate capacity available to issue GO Bonds to meet its future capital needs.
3. The City will seek to obtain and maintain at least an "AA" (or equivalent) credit rating from one or more nationally recognized rating agencies to minimize borrowing costs.
 - The City currently has no General Obligation bonds outstanding.
 - Water & Wastewater Refunding Revenue Bonds, Series 2014 are not required to carry a credit rating by the private placement bond holder.
4. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
 - The City constantly monitors all existing and potential debt obligations for future impacts to the City.
5. The City will not issue long term debt to finance current operations.

6. The City will publish and distribute an official statement for each bond and note issued in the open market.
 - The City publishes an Official Statement with every bond or note issued via public offering.
 - The City will competitively bid all bond issues, unless it is not cost effective or practical to do so.
7. The City will adhere to the bond covenant requirements of each debt issuance, as well as all regulatory requirements.
 - The City strictly adheres to the requirements of all bond covenants. This information is audited annually by the City's external auditors.
 - The City Commission has adopted a Tax Exempt/Tax Credit Debt and Post Issuance Compliance Policy and Procedures via Resolution 2012-344.
 - The City complies with all continuing disclosure requirements as outlined in bond documents as mandated by Securities and Exchange Commission (SEC) Rule 15c2-12, which includes annual financial filing of audited financial statements, material event notices, failure to file notices and other relevant bond disclosures. The City utilizes the Municipal Securities Rule Making Board (MSRB) Electronic Municipal Market Access (EMMA) online database to facilitate such disclosure requirements.
 - The City' legal debt limit is to not have general obligation bonds outstanding in the aggregate in an amount greater than 15% of assessed property values in the City.
8. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.
 - The City has not issued any bonds with an expected life longer than the useful life of a project.
 - The City will pursue grant funds or utilize reserve funds, where feasible, to fund capital needs, prior to pursuing the issuance of debt.

Reserve Policies

The City Commission has adopted a fund balance/net assets policy via Resolution 2013-358 for its general fund and major enterprise funds (Water & Wastewater and Stormwater). The policy conforms to the requirements of Governmental Accounting Standards Board (GASB) Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions" for the General Fund, a governmental fund type. GASB Statement No. 54 established various classifications of fund balance based on a certain hierarchy, with components such as restricted, committed, assigned and unassigned fund balances.

Fund balances classified as restricted are balances with constraints placed on the use of resources by creditors, grantors, contributors or laws/ regulations of other governments. Fund balances classified as committed can only be used for specific purposes pursuant to constraints imposed by the City Commission through an ordinance or a resolution. Assigned fund balances are constrained by intent to be used for specific purposes but are neither restricted nor committed. Assignments are made by City management based on City Commission direction. Unassigned fund balance can be viewed as the net resources available at the end of the fiscal year. The fund balance/net assets policy also conforms to best practices as delineated by the Government Finance Officers Association (GFOA).

The City maintains an operating contingency reserve, as a component of its reported "unassigned fund balance", equal to at least two months of general fund operating expenditures in order to cushion

against unanticipated fluctuations in major revenues and expenditures, in order to allow for the funding of grant expenditures pending reimbursement from grantor agencies and in order to ensure sufficient liquidity during the 1st quarter of the City's fiscal year, prior to the receipt of major cash receipts (i.e. ad valorem revenue).

The City also maintains a disaster recovery reserve, as a component of its "unassigned fund balance", to be able to ensure the safety and welfare of its residents immediately following a disaster.

The City's unassigned General Fund balance as of September 30, 2015 was approximately 41% of General Fund operating revenues for that fiscal year.

The City maintains reserve funds in its Water & Wastewater and Stormwater Funds equal to 50% of the revenue requirements for those funds.

The City will maintain all debt service reserve amounts as required by bond covenants.

The City maintained the following debt service reserves as of September 30, 2015: Water & Wastewater \$3.5 million.

The City has Water & Wastewater Revenue Refunding Bonds, Series 2014 (the "Bonds") outstanding. The City is in compliance with all debt covenants relating to this issue as of the fiscal year ended September 30, 2015, as it relates to debt service reserve accounts and the requirement that net revenues for the system is 1.20 times the annual debt service requirement for the Bonds.

Accounting and Financial Reporting Policies

- An audit will be performed annually by an independent certified public accountant.
- The City received an Unmodified Audit Report for its fiscal year ended September 30, 2015. This is the cleanest audit opinion that may be issued.
- The City will produce comprehensive annual financial reports (CAFRs) in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) within 180 days of the end of the fiscal year.
- The City participates in the GFOA's Certificate of Achievement for Excellence in Financial Reporting Program.
- The City will maintain an accounting and financial reporting system that conforms to GAAP, GASB requirements, and State and Federal laws.
- The results of the City's fiscal year 2015 independent audit provides reasonable assurance that the City is in compliance with regulatory requirements.
- The City is in compliance with GAAP and GASB requirements, as well as all State laws. The City has implemented GASB Statement No. 68, Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27 for its fiscal year ended September 30, 2015. The primary objective of this statement is to improve accounting and financial reporting by state and local governments for pension liabilities.

Financial Stability Policies

1. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.
 - The City's Finance Department will prepare a revenue analysis report for the 2nd, 3rd and 4th quarters of the fiscal year in order to analytically review budget to actual revenues for the City.
 - The City's Finance Department will prepare monthly financial statements for the General, Capital Projects, Water and Wastewater and Internal Service Funds in order to analyze budget compared to actual activity for revenues and expenditures/expenses. These financial statements are distributed to the City Manager, Department Heads (as applicable), the Internal Auditor and the members of the City Commission.
2. The City maintains disaster recovery and operating reserves in order to:
 - Ensure the safety and welfare of its residents immediately following a disaster;
 - Cushion against unanticipated fluctuations in major revenues and expenditures;
 - Allow for the funding of grant expenditures pending reimbursement from grantor agencies;
 - Ensure sufficient liquidity during the 1st Quarter of the City's fiscal year, prior to the receipt of major cash receipts (i.e. ad valorem revenue).

Long Term Financial Planning

Strategic Planning - In 2013, the City adopted a long-term (2013-2030) strategic plan that articulates a clear vision of its future that is integrated with an organizational philosophy to guide elected officials' and employees' actions and the efficient and effective use of resources. The plan is focused on the issues of greatest importance to the City Commission and its citizens. It will provide the framework that will enable the City to make prudent business decisions for its successful operation and the continuing development of the City as a highly desirable location for residents, businesses and visitors. The plan includes benchmarks or milestones that measure the City's progress toward achieving its strategic goals and objectives. The City is currently revising the 2013 adopted Strategic Plan. It is anticipated that the final version will be published early 2017.

City Administration, the Budget and Finance Team are regularly engaged in ensuring that the City maintains a long term financial focus in planning for infrastructure and other capital needs. The team is also always in tune with pending or approved legislative mandates, through its lobbyist and elected officials regular representation during Florida legislative sessions, as well as economic indicators which may have a negative impact on the City's immediate or long-term operational budgets.

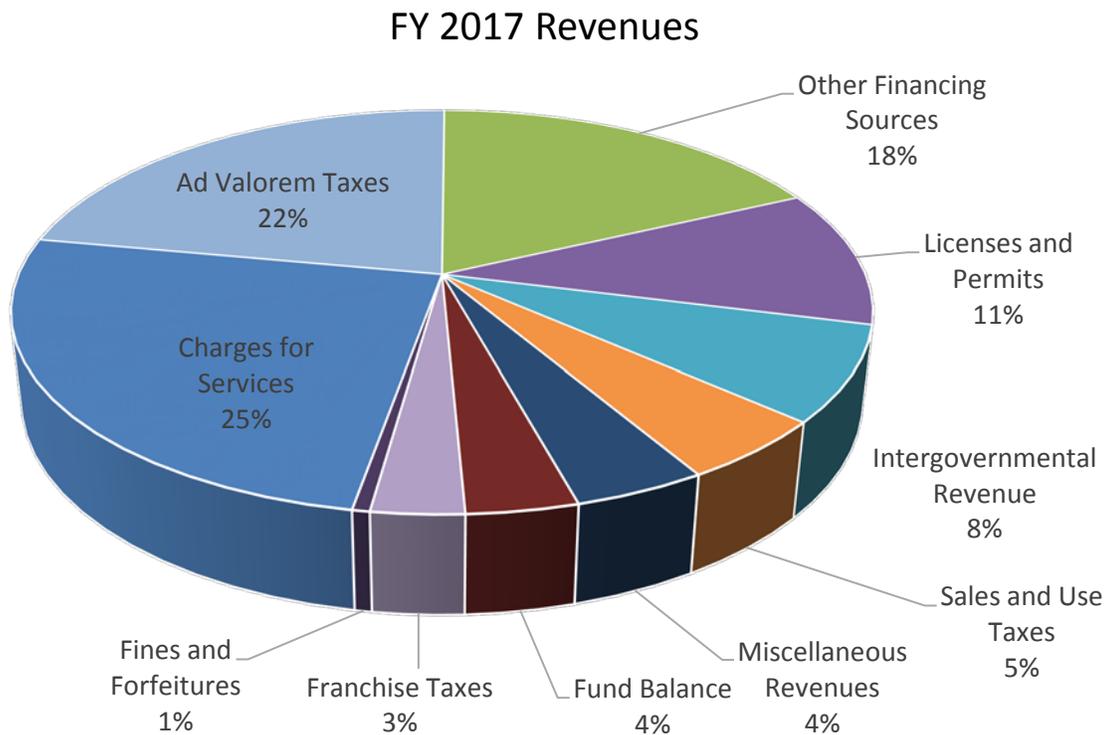
The City maintains operating contingency and disaster contingency reserve funds to be proactive in addressing any unanticipated expenditures in the short-term. Long-term anticipated increases in operational expenditures or infrastructure and capital needs (often a part of various approved master plans and Citywide Strategic Plan) are evaluated in terms of financing options. Financing options at the City's disposal to meet its operational needs include exploration of alternative revenue sources, its millage capacity, local taxes capacity (i.e. utility taxes), user fees, etc. To meet infrastructure and other capital needs, the City continues to aggressively pursue grant funding opportunities, explore public/private partnerships and explore debt issuance.

Source: City of Pompano Beach, CAFR 2015

Analysis, Trends and Forecasts for Major Revenue Sources

Adopted total revenues for Fiscal Year 2017 for the City of Pompano Beach equal \$256,267,192. The major revenue sources, based on 5% or higher, include: charges for services (25%), ad valorem taxes (22%), other financing sources (18%), licenses, permits and other taxes (communication tax and business taxes) (11%), intergovernmental revenues (8%), and sales and use taxes (5%) (Excluding appropriated fund balances/reserves). For Fiscal Year 2017, the major revenues account for approximately 89% of total budgeted revenues.

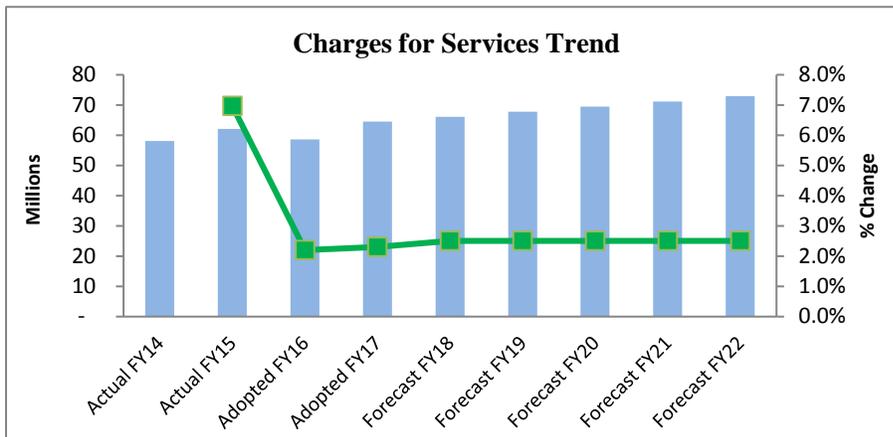
Forecasting method: The revenue estimates for Fiscal Year 2017 are forecasted by the Budget Office based on historical trends, City Commission approved rate/fee increases, and forecasted economic indicators conducted by the State’s Office of Economic and Demographic Research (EDR), as well as, by the Economist Intelligence Unit (EIU). The following sections provide further discussion on the major revenues in greater detail:



Charges for Services

The adopted charges for services revenue for Fiscal Year 2017 is \$64,499,624. This represents an increase of 10% from the previous fiscal year (\$58,858,732). Moreover, approximately 9% of the total adopted charges for services are derived from the General Fund, 85% from the Enterprise Funds, and 6% from the EMS Fund.

Forecasting method: The revenue forecast is determined by the Budget Office and it is based on the percent change in the consumer price inflation provided by the EIU, located on the Knoema website (knoema.com). The following explains the major revenues in this category:



Recreation Center Fees: Function of recreation activities center and indoor facility rentals.

Athletic and Other Programs: Function of athletic and other program fees.

EMS Transport Fees: Function of transporting patients in need of

“medical necessity” to City hospitals.

Water Sales: Function of the consumption of municipal water within Pompano Beach.

Wastewater Charges: Function of an inter-local agreement for billing and collection of sewer charges between the City and Broward County. The City will bill drainage service charges for property within the City’s drainage service area that does not receive water service from the County.

Green Fees: Playing fees on the Palms and Pines Golf Courses.

Playing Privileges: Membership fees to join the Golf Course facility.

Golf Cart Fees: Fees for use of a golf cart.

Green & Cart Fees: Non-member playing fees and usage of a golf cart.

Driving Range Fees: Playing fees on the driving range.

Garbage Solid Waste Disposal: Revenue is derived from garbage solid waste disposal fees. Currently, recycling does not provide a revenue stream. However, the City imposes Service Fees on specific garbage rates.

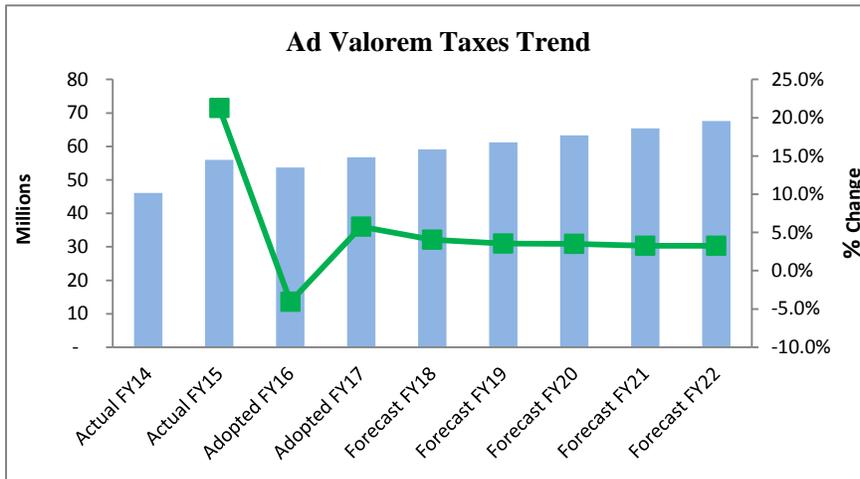
Garbage Solid Waste Disposal – OES (Broward County Office of Environmental Services): Revenue is derived from garbage solid waste disposal-OES fees. Pompano Beach residential areas located north of Copans Road receive water service by OES. Subsequently, OES collects and distributes the funds to the City; within those funds are service fees that the City has imposed on the garbage rates.

Southern Sanitation Service Fees: Revenue is derived from Southern Sanitation service fees. Southern Sanitation collects service fees the City places on the rates. Those fees are then transferred to the City.

Ad Valorem Taxes

Ad valorem taxes are levied on all real and personal property within the jurisdiction of the City of Pompano Beach and are recorded as “net” of discounts, penalties, and interest. The adopted amount for ad valorem taxes for all funds for Fiscal Year 2017 is \$56,779,288, which represents an increase of 10% from the previous fiscal year. This increase is associated with a 9% increase in taxable value when compared to Fiscal Year 2016. The total adopted millage rate for Fiscal Year 2017 decreased by 3.23% from the previous fiscal year to 5.3252. Also, the adopted operating millage rate of 4.8252 decreased by 3.23% compared to last year's adopted rate of 4.9865. The adopted millage rate represents a 4.42% increase in property taxes when compared to the rolled-back millage rate of 4.6210.

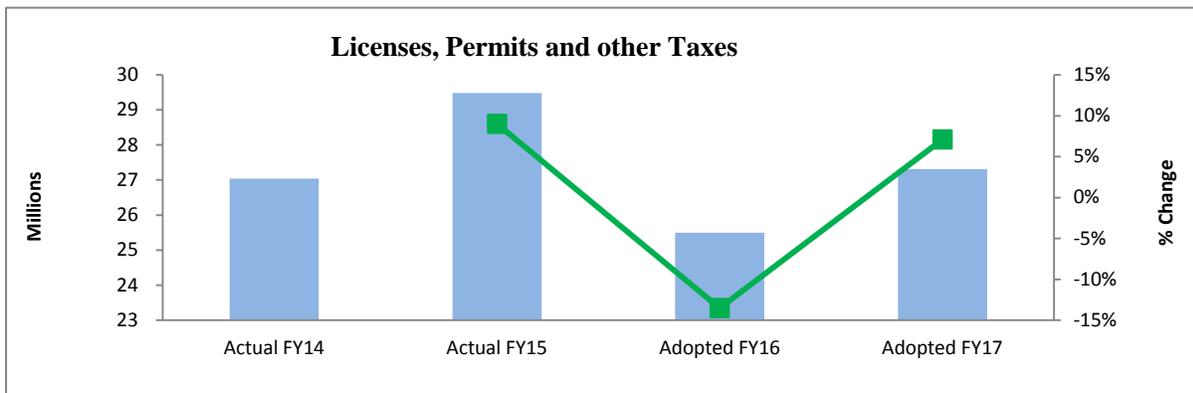
Forecasting method: The revenue forecast was conducted by the Budget Office and it is based on the per capita Florida personal income forecast conducted by the State’s Office of Economic and Demographic Research.



In September 2014, the City Commission passed Ordinance No. 2014-66 “Additional Homestead Exemption.” Households eligible for this exemption are those who owned and resided in their residence for at least 25 years, who have attained age 65, and whose household income does not exceed \$20,000.

Licenses, Permits and Other Taxes

The adopted licenses, permits and other tax revenues for Fiscal Year 2017 is \$27,314,144. This represents a 7.12% increase from the previous fiscal year. This increase is mostly associated with a 9.72% increase in licenses and permits and 1.79% increase in communications tax.



- **Licenses and Permits** major revenues include:

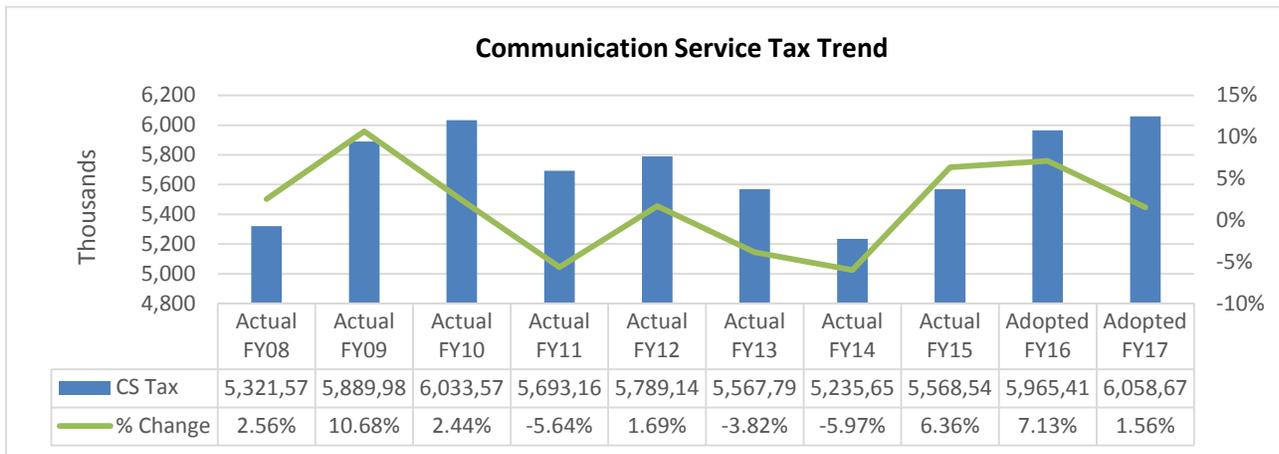
Structural Permits: Function of issuing structural permits to ensure that the work done is in compliance with the provision of the state law, building code, or City Code of Ordinances.

Special Assessment Fire/EMS Fees: Collection resulting from compulsory levies against tax parcels located within the City to defray part or all the costs of fire rescue services, facilities, and programs with general benefits to the public.

- **Other Taxes** major revenues include:

Business Tax Receipts: Tax required for any person engaging in or managing any business, profession, or occupation within the City limits.

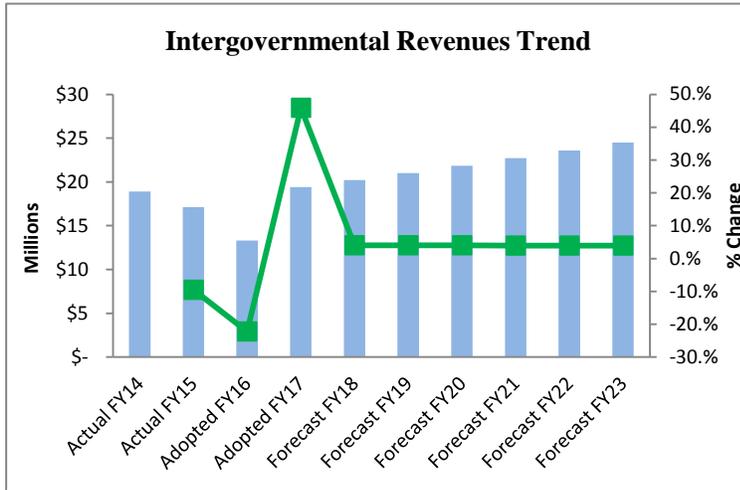
Communication Service Tax: Tax on the purchase of communication services (telephone, TV, cable, satellite, etc.) within the City of Pompano Beach. The base year analysis, below, shows communication service tax annual variance, beginning with Fiscal Year 2008. For Fiscal Year 2017, the communication service tax experienced a 1.56% increase from the prior fiscal year. According to Revenue Estimating Conference (EDR, 2014), the local forecast is expected to decline because of the reductions in the bases for wireless and landlines. However, due to misallocation of tax between the City of Deerfield Beach and the City of Pompano Beach, \$4,552,067 will be paid to the City over a 6 year period, beginning in FY15 (approximately \$760,000 per year to be spread over the monthly distributions from DOR).



Intergovernmental Revenues

This category consists of revenues distributed by the State and County. The adopted revenue for Fiscal Year 2017 is \$19,423,526, which represents a 45.9% increase from the previous fiscal year, primarily due to a an increase associated with a one-time transfer of funds from FDOT for road improvements to Dixie Highway as well as, 7.1% increase in the state revenue sharing, 0.4% decrease in pari-mutuel revenue share, and 3.1% increase in half-cent sales tax. These major revenues account for 86% of the total intergovernmental revenues. The revenue forecast was conducted by the Budget Office and it is based

on forecast conducted by the State’s Office of Economic and Demographic Research. The following explains the major revenues in greater detail:

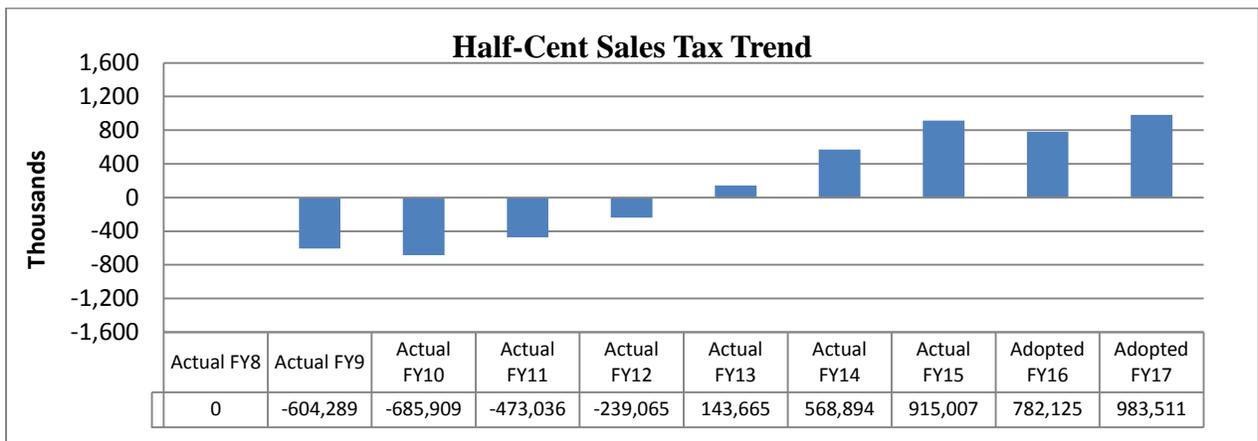


State Revenue Sharing: This revenue source consists of distributions from the State Revenue Sharing Trust Fund for Municipalities. The municipal revenue sharing program, administered by the Department of Revenue, is comprised of state sales taxes and municipal fuel taxes that are collected and transferred to the Trust Fund.

Pari-Mutuel Revenue Share: A function of slot machine gross revenue. The City of Pompano Beach has a 30 year agreement with PPI, Inc. for operating

slot machines at the Pompano Beach Isle Casino. The facility makes monthly payments to the City in the amount of 1.7% of the Gross Slot Revenues generated from each and every slot machine operated by the facility.

Half-Cent Sales Tax: Consists of distributing the portion of state sales tax revenue from the State’s Local Government Half-cent Sales Tax Cleaning Trust Fund. The adopted half-cent sales tax for Fiscal Year 2017 is \$6,700,000. This represents a 3.1% increase from the previous fiscal year. The base year analysis in the chart below shows the variance of half-cent sales tax beginning with Fiscal Year 2008.

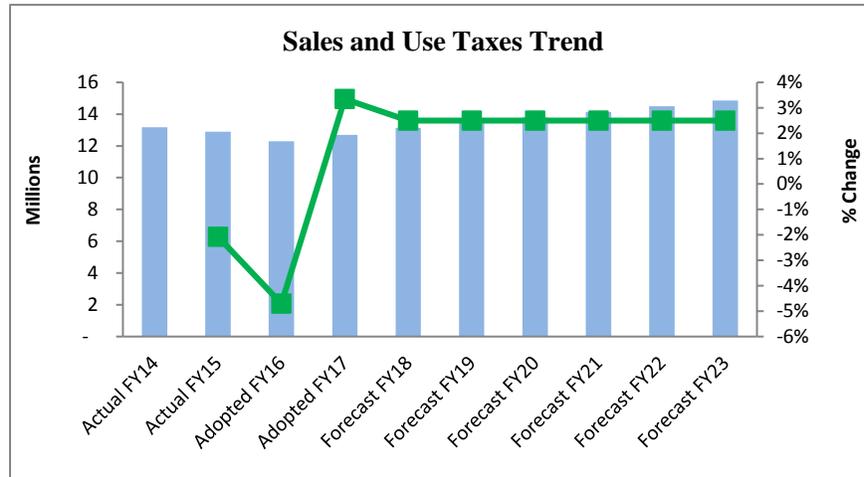


Sales and Use Taxes

Sales and use taxes include local option gas tax, electric utility tax, water utility tax, and gas utility tax. The adopted revenue for Fiscal Year 2017 is \$12,700,000, which represents a 3.3% increase from the adopted sales and use taxes of the FY 2016. This increase consists of an increase of 3.3% in local option gas tax, 3.3% increase in electric utility tax, 5.0% increase in water utility tax, and 1.8% decrease in gas utility tax when compared to FY 2016. The revenue forecast was conducted by the Budget Office and it

is based on the percent change in the consumer price inflation provided by the EIU. Major revenues under sales and use taxes are:

Local Option Gas Tax: Function of an inter-local agreement with Broward County and the City of Pompano Beach. The agreement consists of three components:



1. Division and the distribution of the proceeds from the Broward County Fifth Cent additional Local Option Gas on Motor Fuel for Transit: 74% of said proceeds shall be distributed to the County, from which amount the County will retain 48% of the total proceeds and will distribute 26% of the total proceeds to the municipalities through grant

agreements for Community Shuttle Services. The remaining 26% shall be distributed to the eligible municipalities based on population (published by the Bureau of Economics and Business Research, Population Division, University of Florida). The City's share is approximately 1.52% of the 26% total proceeds for Fiscal Year 2017.

2. Of the Local Option Gas Tax imposed by the Broward County Local Option Gas Tax Ordinance, 48.73% of the total proceeds shall be distributed to the County and the remaining 51.27% of the total proceeds shall be divided among and distributed to the eligible municipalities within the County. The City's share is approximately 3.00% of the 51.27% total proceeds for Fiscal Year 2017.

3. Extend the levy of six cents local option gas tax upon every gallon of motor fuel and special fuel sold in Broward County: 62.5% of said Local Option Gas Tax proceeds shall be distributed to the County, and the remaining 37.5% shall be divided among and distributed to the eligible municipalities within the County. The City's share is approximately 2.20% of the 37.5% total proceeds for Fiscal Year 2017.

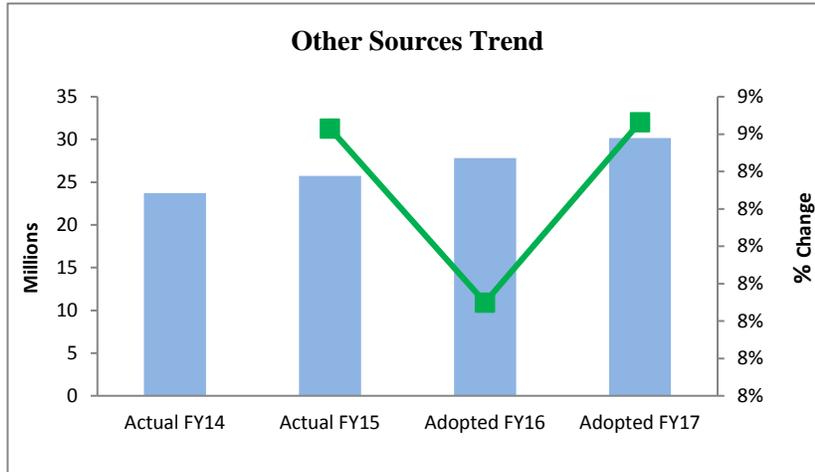
Electric Utility Tax: Function of electricity use by Florida Power and Light customers within the City's jurisdiction. A 10% tax is added on the purchase of electricity collected by FPL.

Water Utility Tax: Function of water service purchased within the jurisdiction of the City of Pompano Beach. A 6% tax is included in the monthly water customer bill.

Gas Utility Tax: Function of gas utility tax received from providers within the jurisdiction of the City of Pompano Beach. A 10% tax is levied on the sale of gas.

Other Sources

Other sources for Fiscal Year 2017 make up \$30,182,355 in revenues. This is an increase of 8.5% from Fiscal Year 2016 or \$2,372,766. The increase revenue from other sources is primarily associated with an increase in central services fees (48%), in central stores services (25%), 10% in administrative services and landscape fees, and 13% in health insurance fees. Engineering project fees account for approximately \$1.2 Million. Major revenues under this category include:



Administrative Services: Function of various General Fund services provided to citywide funds.

M.I.S. Service Fees: Function of information technologies services provided to citywide funds.

Health Insurance Service Fees: Premium payments collected for PPO/HMO health care coverage.

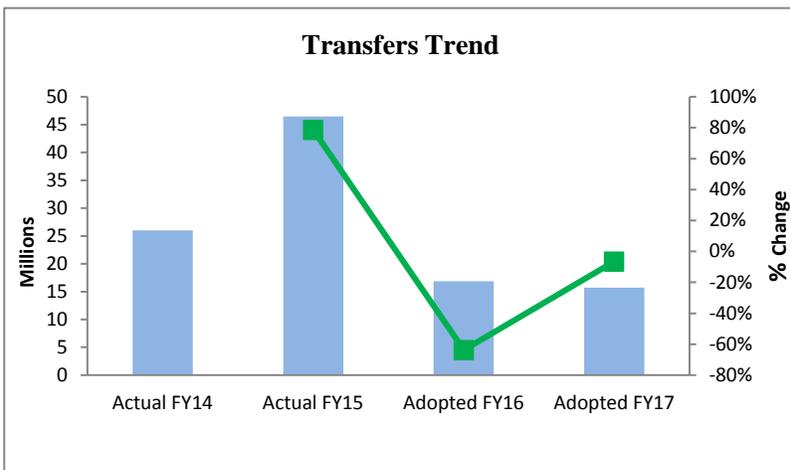
Insurance Service Fees: Function of Risk Management cost associated with property, casual, or workers compensation insurance claims.

Vehicle Service Fees: Function of vehicle services provided by the Garage division to citywide funds.

Engineering Project Fees: Revenues are generated as capital projects are administered.

Transfers

This category consists of revenues transferred to various funds. The total adopted transfers for Fiscal Year 2017 are \$15,731,364. This is a decrease of 6.6% from the previous fiscal year or (-\$1,113,111). This decrease is mostly associated Transfers include:



(\$195,622), from the Parking fund to the General Fund (\$687,447), from the Solid Waste Fund to the General Fund (\$1,882,700), from the General Fund to the EMS Fund (\$5,615,595), from the Utility Fund to the Utility Renewal & Replacement Capital Fund (\$6,000,000), and from the General Fund to the General Capital Fund (\$1,350,000).

FUND BALANCE CATEGORIES & DEFINITIONS¹

- *Fund Balance*: Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.
- *Non- spendable Fund Balance*: Amounts that cannot be spent due to form; for example, inventories and prepaid amounts.
- *Restricted Fund Balance*: Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation (i.e. Florida Statute, contractual arrangements etc.).
- *Committed Fund Balance*: Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources (i.e. building education funds, beach area parking funds etc.).
- *Assigned Fund Balance*: For all governmental funds other than the general fund, any remaining positive amounts not classified as non-spendable, restricted or committed. For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts.
- *Unassigned Fund Balance*: For the general fund, amounts not classified as non-spendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance. For all governmental funds other than the general fund, amount expended in excess of resources that are non-spendable, restricted, committed or assigned (a residual deficit).
- *Restricted Fund Balance*: Amounts that can be spent only for specific purposes stipulated by (a) external resource providers (such as creditors, grantors, or contributors), or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

¹ City of Pompano Beach Fund Balance / Net Asset Policy established by Resolution No. 2013 -358

GENERAL FUND STATEMENT OF FUND BALANCE

UNASSIGNED FUND BALANCE OCTOBER 1 st , 2015		\$49,817,419
2015 - 2016 Revenues	\$114,336,767	
2015 - 2016 Expenditures	<u>(\$117,228,705)</u>	
Net Increase (Decrease)	(\$2,891,938)	

Fund Balance:		
Disaster Recovery Reserve	\$18,834,751	
Operating Contingency Reserve	\$19,056,166	
Undesignated Fund Balance	<u>\$9,034,564</u>	\$46,925,481
	\$0	

UNASSIGNED FUND BALANCE OCTOBER 1 st , 2016		\$46,925,481
2016 - 2017 Revenues	\$123,630,498	
2016 - 2017 Expenditures	<u>(\$124,560,498)</u>	
Net Increase (Decrease)	(\$930,000)	

Fund Balance:		
Disaster Recovery Reserve	\$18,834,751	
Operating Contingency Reserve	\$19,056,166	
Undesignated Fund Balance	<u>\$8,104,564</u>	\$45,995,481
	\$0	

EMERGENCY MEDICAL SERVICES FUND STATEMENT OF FUND BALANCE

UNASSIGNED FUND BALANCE OCTOBER 1 st , 2015		\$1,871,820
2015 - 2016 Revenues	\$13,362,499	
2015 - 2016 Expenditures	<u>(\$13,962,499)</u>	
Net Increase (Decrease)	(\$600,000)	
Fund Balance:		\$1,271,820
UNASSIGNED FUND BALANCE OCTOBER 1 st , 2016		\$1,271,820
2016 - 2017 Revenues	\$14,269,986	
2016 - 2017 Expenditures	<u>(\$14,399,986)</u>	
Net Increase (Decrease)	(\$130,000)	
Fund Balance:		\$1,141,820

GENERAL CAPITAL FUND STATEMENT OF FUND BALANCE

UNASSIGNED FUND BALANCE OCTOBER 1 st , 2015		\$433,935
2015 - 2016 Revenues	\$7,738,907	
2015 - 2016 Expenditures	(\$7,998,279)	
Net Increase (Decrease)	(\$259,372)	
 Fund Balance:		 \$174,563
 UNASSIGNED FUND BALANCE OCTOBER 1 st , 2016		 \$174,563
2016 - 2017 Revenues	\$10,681,743	
2016 - 2017 Expenditures	(\$10,681,743)	
Net Increase (Decrease)	\$0	
 Fund Balance:		 \$174,563

OVERVIEW: BALANCED FUNDS

General Fund - Fund No. 001

Estimated Revenues

Taxes:

Assessed Valuation:	
2016 Taxable Value	\$11,119,957,885
Tax Millage	4.8252
Tax Levy	53,656,021
[Less] Estimated Adjustments and Uncollectibles	(804,840)
Total Collectible Current Property Taxes	52,851,180
[Less] Estimated Tax Discounts Allowed	(1,849,791)
Net Current Property Taxes	51,001,389
Prior Years Taxes and Tax Penalties	400,000
Sales and Use Taxes	10,080,000
Business Taxes	2,140,900
Communications Tax	5,300,000
Total Taxes	68,922,289
Licenses and Permits	12,465,406
Franchise Taxes	7,528,498
Intergovernmental Revenues	12,402,337
Charges for Services	5,633,900
Fines and Forfeitures	992,500
Miscellaneous Revenues	3,155,921
Other Financing Sources	12,529,647
Total	123,630,498
Appropriated Fund Balance-October 1, 2016	1,291,617
Total Revenues	\$124,922,115

Estimated Expenditures

General Government Department	\$10,623,918
Finance Department	2,891,326
Development Services Department	4,456,640
Police Services	41,750,635
Fire Department	20,720,630
Public Works Department	17,313,713
Parks, Recreation & Cultural Arts Department	11,496,274
General Administration/Non-Departmental	15,668,979
Total Expenditures	\$124,922,115

General Capital Fund - Fund No. 302

Estimated Revenues

Sales and Use Taxes	\$3,378,678
Miscellaneous Revenues	391,000
Intergovernmental Revenues	4,562,065
Other Financing Sources	1,350,000
Total	<u>9,681,743</u>
Appropriated Fund Balance-October 1, 2016	1,000,000
Total Revenues	<u>\$10,681,743</u>

Estimated Expenditures

Capital Improvement Projects	<u>\$10,681,743</u>
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Building Inspection Fund - Fund No. 110

Estimated Revenues

Licenses and Permits	\$7,407,838
Charges for Services	115,000
Miscellaneous Revenues	120,000
Total Revenues	<u>\$7,642,838</u>

Estimated Expenditures

Building Inspections	<u>\$7,642,838</u>
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Pompano Beach Emergency Medical Services District - Fund No. 140

Estimated Revenues

Taxes:

Assessed Valuation:	
2016 Taxable Value	\$11,119,957,885
Tax Millage	0.5000
Tax Levy	<u>5,559,979</u>
[Less] Estimated Adjustments and Uncollectibles	(83,400)
Total Collectible Current Property Taxes	5,476,579
[Less] Estimated Tax Discounts Allowed	(191,680)
Net Current Property Taxes	<u>5,284,899</u>
Prior Years Taxes and Tax Penalties	93,000
Total Taxes	<u>5,377,899</u>
Charge for Services	3,600,000
Intergovernmental	96,309
Miscellaneous Revenues	41,800
Other Financing Sources	<u>5,615,595</u>
Total	14,731,603
Appropriated Fund Balance-October 1, 2016	<u>180,000</u>
Total Revenues	<u><u>\$14,911,603</u></u>

Estimated Expenditures

Emergency Medical Services	<u>\$14,911,603</u>
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Housing & Urban Improvement Fund - Fund No. 304

Estimated Revenues

Intergovernmental Revenues	<u>\$1,240,315</u>
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Estimated Expenditures

CDBG Administration	\$187,333
CDBG Programs Services	749,334
HOME Program	<u>303,648</u>
Total Expenditures	<u>\$1,240,315</u>

Administrative Capital Fund - Fund No. 309

Estimated Revenues

Other Financing Sources	<u>\$1,194,062</u>
	\$1,194,062

Estimated Expenditures

Administrative Capital	<u>\$1,194,062</u>
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Cemetery Trust Fund - Fund No. 621

Estimated Revenues

Appropriated Fund Balance-October 1, 2016	\$25,000
Total Revenues	\$25,000

Estimated Expenditures

Cemetery Trust Administration	\$25,000
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Utility Fund - Fund No. 412

Estimated Revenues

Charges for Services	\$41,286,830
Miscellaneous Revenues	650,833
Other Financing Sources	182,000
Total Revenues	42,119,663
Appropriated Fund Balance-October 1, 2016	2,420,979
Total Revenues	\$44,540,642

Estimated Expenditures

Water & Sewer Bond Debt Service	\$4,109,087
Water Administration	9,698,986
Utility Billing	1,314,124
Water Treatment Plant	5,935,815
Water Distribution	3,460,492
Reuse Water Treatment Plant	497,997
Reuse Administration	329,450
Reuse Distribution	739,748
Wastewater Administration	2,963,649
Wastewater Pumping	2,634,094
Wastewater Transmission	5,047,887
Wastewater Treatment	7,809,313
Total Expenditures	\$44,540,642

Utility Renewal & Replacement Fund - Fund No. 420

Estimated Revenues

Miscellaneous Revenues	\$181,000
Other Financing Sources	6,000,000
Total	6,181,000
Appropriated Fund Balance-October 1, 2016	69,000
Total Revenues	\$6,250,000

Estimated Expenditures

Utility R & R Capital Projects	\$6,250,000
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Stormwater Utility Fund - Fund No. 425

Estimated Revenues

Charges for Services	\$3,000,000
Miscellaneous Revenues	75,000
Total	3,075,000
Appropriated Fund Balance-October 1, 2016	1,100,000
Total Revenues	\$4,175,000

Estimated Expenditures

Stormwater Utility Administration	\$1,895,153
Stormwater Capital Projects	2,279,847
Total Expenditures	\$4,175,000

Pier Fund - Fund No. 452

Estimated Revenues

Miscellaneous Revenues	\$20,833
Total	20,833
Appropriated Fund Balance-October 1, 2016	132,762
Total Revenues	\$153,595

Estimated Expenditures

Pier Operations/Administration	\$153,595
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Airpark Fund - Fund No. 462

Estimated Revenues

Miscellaneous Revenues	\$1,118,586
Total	1,118,586
Appropriated Fund Balance-October 1, 2016	20,054
Total Revenues	\$1,138,640

Estimated Expenditures

Airpark Operations/Administration	\$1,138,640
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Airpark Capital Fund - Fund No. 465

Estimated Revenues

Intergovernmental Revenues	\$1,092,500
Miscellaneous Revenues	8,000
Total	1,100,500
Appropriated Fund Balance-October 1, 2016	261,428
Total Revenues	\$1,361,928

Estimated Expenditures

Capital Improvement Projects	\$1,361,928
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Parking Fund - Fund No. 472

Estimated Revenues

Charges for Services	\$2,623,208
Fines and Forfeitures	434,017
Miscellaneous Revenues	12,266
Total	3,069,491
Appropriated Fund Balance-October 1, 2016	584,382
Total Revenues	\$3,653,873

Estimated Expenditures

Parking Operations	<u>\$3,653,873</u>
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Solid Waste Disposal Fund - Fund No. 488

Estimated Revenues

Charges for Services	\$6,331,646
Miscellaneous Revenues	1,317,521
Total Revenues	\$7,649,167

Estimated Expenditures

Solid Waste Operations/Administration	<u>\$7,649,167</u>
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Solid Waste Special Service Fund Fund No. 489

Estimated Revenues

Charges for Services	\$1,904,040
Total Revenues	\$1,904,040

Estimated Expenditures

Solid Waste Special Service	<u>\$1,904,040</u>
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Central Stores Fund - Fund No. 501

Estimated Revenues

Other Financing Sources	287,025
Total	287,025
Appropriated Fund Balance-October 1, 2016	60,000
Total Revenues	\$347,025

Estimated Expenditures

Central Stores Operations/Administration	<u>\$347,025</u>
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Information Technologies Fund - Fund No. 502

Estimated Revenues

Miscellaneous Revenues	\$15,837
Other Financing Sources	1,799,636
Total	1,815,473
Appropriated Fund Balance-October 1, 2016	623,500
Total Revenues	\$2,438,973

Estimated Expenditures

I.T. Operations/Administration	\$2,030,363
I.T. Telecommunications	408,610
Total Expenditures	\$2,438,973

Central Services Fund - Fund No. 503

Estimated Revenues

Charges for Services	\$5,000
Miscellaneous Revenues	7,627
Other Financing Sources	1,083,710
Total	1,096,337
Appropriated Fund Balance-October 1, 2016	100,000
Total Revenues	\$1,196,337

Estimated Expenditures

Purchasing	\$805,420
Graphics/Messenger Service	390,917
Total Expenditures	\$1,196,337

Health Insurance Fund - Fund No. 505

Estimated Revenues

Miscellaneous Revenues	\$3,460,160
Other Financing Sources	8,290,042
Total	11,750,202
Appropriated Fund Balance-October 1, 2016	972,061
Total Revenues	\$12,722,263

Estimated Expenditures

Health Insurance/Administration	\$12,722,263
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Risk Management Fund - Fund No. 506

Estimated Revenues

Miscellaneous Revenues	\$245,821
Other Financing Sources	4,853,093
Total	<u>5,098,914</u>
Appropriated Fund Balance-October 1, 2016	91,941
Total Revenues	<u>\$5,190,855</u>

Estimated Expenditures

Risk Management/Administration	<u>\$5,190,855</u>
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Vehicle Services Fund - Fund No. 507

Estimated Revenues

Intergovernmental Revenues	\$30,000
Miscellaneous Revenues	7,267
Other Financing Sources	2,728,909
Total	<u>2,766,176</u>
Appropriated Fund Balance-October 1, 2016	161,002
Total Revenues	<u>\$2,927,178</u>

Estimated Expenditures

Vehicle Garage/Administration	\$1,224,806
Motor Pool Operations	1,702,372
Total Expenditures	<u>\$2,927,178</u>

<u>Total FY 2016-2017 Annual Budget</u>	<u>\$256,267,192</u>
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General Fund

General Fund

This fund is used to account for all the financial resources under general government, except those required to be accounted for in another fund. Departments/Offices accounted for in this fund include:

- **General Government**
- **Finance Department**
- **Budget Office**
- **Development Services Department**
- **Broward County Sheriff's Office - Contracted**
- **Fire Department**
- **Public Works Department**
- **Parks, Recreation & Cultural Arts Department**
- **General Administration/Non-Departmental**

General Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Current Property Taxes	42,392,637	43,243,186	50,097,971	52,851,180	2,753,209
Tax Discounts	(1,471,191)	(867,568)	(1,753,429)	(1,849,791)	(96,362)
Delinquent Property Taxes	815,543	820,969	200,000	200,000	-
Tax Penalties	120,829	90,870	200,000	200,000	-
Local Option Gas Tax	1,028,356	1,071,467	1,017,288	1,050,000	32,712
Electric Utility Tax	7,766,550	7,894,716	7,286,477	7,550,000	263,523
Water Utility Tax	1,206,901	1,332,033	1,190,000	1,250,000	60,000
Gas Utility Tax	235,747	229,736	235,000	230,000	(5,000)
Fuel Oil Utility Tax	68	69	-	-	-
Communications Service Tax	5,235,650	5,505,319	5,206,740	5,300,000	93,260
Business Tax Receipts	2,002,481	1,998,417	2,037,130	2,000,000	(37,130)
Business License Penalty	89,843	70,368	77,300	77,300	-
Building Transfer Fee	4,129	3,635	4,129	3,600	(529)
Contractor Registration	59,121	58,045	60,000	60,000	-
TAXES TOTAL =	\$59,486,664	\$61,451,262	\$65,858,606	\$68,922,289	\$3,063,683
Business Tax Receipts	(4,464)	3,814	-	-	-
Structural Permits	6,674,247	8,641,842	-	-	-
Mechanical Permits	-	70	-	-	-
Specialty/Open Permits	54,042	46,156	-	-	-
Building Permits Reinspection	48,291	82,120	-	-	-
Certificate of Occupancy	60,866	105,900	-	-	-
Inspection Overtime Reimbursement	5,346	19,509	-	-	-
Record Duplication	125,863	146,385	-	-	-
Code Special Master	-	8,232	-	-	-
Unsafe Structure Inspection	40,646	62,516	-	-	-
Electric Franchise Tax	7,067,710	8,886,359	7,000,000	7,425,498	425,498
Gas Franchise Tax	107,628	108,408	103,000	103,000	-
Special Assessment Fire/EMS Fees	12,119,144	12,532,905	12,955,268	13,034,112	78,844
Tax Discount Fire/EMS Fees	(435,920)	(441,741)	(647,763)	(651,706)	(3,943)
Interest on Delinquent Special Assessment	-	-	-	-	-
Delinquent Special Assessment Fire Fees	706,061	370,117	65,000	65,000	-
Tax Penalties- Fire Assessment	22,449	19,991	30,000	18,000	(12,000)
Fire Construction Plan Review	18,739	23,813	-	-	-
Fire Plan Review Sea Ranch	150	-	-	-	-
Fire User Permits	68,738	53,992	-	-	-
Telecomm Tower Registration	10,035	31,820	-	-	-
LICENSES AND PERMITS TOTAL =	\$26,689,571	\$30,702,208	\$19,505,505	\$19,993,904	\$488,399

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
COPS Grant Revenue 2012	943,127	273,617	-	-	-
State Revenue Sharing	2,824,258	3,108,449	2,894,864	3,100,000	205,136
Mobile Home Licenses	28,468	30,143	28,000	28,500	500
Alcoholic Beverages Licenses	77,045	82,908	66,486	75,000	8,514
Pari-Mutuel Revenue Share	2,267,089	2,520,242	2,385,100	2,375,000	(10,100)
Half Cent Sales Tax	6,285,383	6,631,496	6,498,614	6,700,000	201,386
County Occupational Licenses	27,912	186,678	30,000	30,000	-
Village of Sea Ranch Lakes	90,179	91,105	93,837	93,837	-
INTERGOVERNMENTAL TOTAL =	\$12,543,461	\$12,924,638	\$11,996,901	\$12,402,337	\$405,436
Zoning Fees	457,320	498,280	400,000	470,000	70,000
Zoning Board of Appeal Fees	29,435	46,335	25,000	40,000	15,000
Tree Permits	32,450	49,413	25,000	40,000	15,000
Sale of Maps/Publications	197	167	-	-	-
City Clerk Fees	3,469	2,023	1,200	1,500	300
City Clerk Lobby Reg Fee	-	-	-	3,500	3,500
Lien Research Fees	441,500	466,450	-	309,000	309,000
Engineering Service Fees	299,669	480,500	240,000	325,000	85,000
Land Use Plan Fees	22,230	23,040	10,000	15,000	5,000
Plat Fees	660	-	600	-	(600)
Concurrency Review Fees	5,610	-	5,000	-	(5,000)
Public Information Fees	274	346	200	-	(200)
Public Information Advertising Fees	4,400	6,135	5,000	5,000	-
Outdoor Billboard Advertising Fee	25,357	26,118	26,116	26,100	(16)
Foreclosure Registration Fee	37,100	35,950	38,000	28,000	(10,000)
Wrecker Towing Fees	151,000	151,000	151,000	151,000	-
Fire Annual Inspections	587,096	429,079	450,000	430,000	(20,000)
Special Sanitation Service Charge	1,598	2,660	1,500	2,500	1,000
Cemetery Service Charges	65,794	78,813	65,135	30,000	(35,135)
Cemetery Marker Sales	9,763	17,986	9,500	16,000	6,500
Subtotal =	\$2,174,922	\$2,314,295	\$1,453,251	\$1,892,600	\$439,349

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Recreation Program & Activity Fees	58,374	73,701	55,000	75,000	20,000
Amphitheater Fees	2,500	-	-	-	-
Athletic Field Rentals & Activity Fees	38,049	70,223	38,000	43,000	5,000
Recreation Center Fees	136,732	142,514	137,000	137,000	-
Recreation OT Reimbursement	32,009	35,257	31,000	31,000	-
Athletic & Other Programs	55,924	75,991	63,000	65,000	2,000
Athletic Adult Sports	27,350	20,490	25,000	23,000	(2,000)
Park Fees	54,023	52,829	55,000	52,000	(3,000)
Preschool Fees	77,751	185	-	-	-
Preschool Camp Fees	1,184	-	-	-	-
Recreation Camp Fees	86,331	92,179	85,000	87,000	2,000
Special Event Fees	3,856	2,110	2,000	2,000	-
Recreation Transportation Fees	810	446	-	-	-
Pool and Locker Fees	49,336	54,074	50,000	54,000	4,000
Aquatic Admission Fees	47,034	46,316	47,000	46,000	(1,000)
Aquatic Program Fees	63,061	35,238	60,000	45,000	(15,000)
Aquatic Memberships	35,988	48,539	30,000	44,000	14,000
Swim Central	25,062	33,814	25,000	30,000	5,000
Aquatics Contract Services	5,264	-	2,000	-	(2,000)
Preschool Contract Services	2,220	-	-	-	-
Recreation Contractual Services	77,283	77,670	65,000	65,000	-
Tennis Center Fees	53,165	54,817	53,000	53,000	-
Tennis Memberships	84,093	78,652	75,000	76,000	1,000
Tennis Contract Fees	94,053	119,228	85,000	97,500	12,500
Green Fees	-	-	-	860,000	860,000
Playing Priveleges	-	-	-	250,000	250,000
Trail Fees	-	-	-	55,000	55,000
Golf Cart Fees	-	-	-	1,080,000	1,080,000
Caddy Cart Fees	-	-	-	4,300	4,300
Green & Cart Fees	-	-	-	250,000	250,000
Golf Locker Fees	-	-	-	500	500
Driving Range Fees	-	-	-	156,000	156,000
Ocean Rescue Program Fee	65,062	64,829	40,000	60,000	20,000
Subtotal =	\$1,176,514	\$1,179,102	\$1,023,000	\$3,741,300	\$2,718,300
CHARGES FOR SERVICES SUBTOTAL =	\$3,351,436	\$3,493,397	\$2,476,251	\$5,633,900	\$3,157,649
Court Fines Broward County	334,488	424,624	300,000	355,000	55,000
Code Enforcement Fines	416,184	469,641	410,000	430,000	20,000
Nuisance Abatement	122,051	56,005	135,000	110,000	(25,000)
False Alarms	104,225	94,678	91,000	91,000	-
Truck Overweight Load	6,472	10,834	6,500	6,500	-
FINES & FORFEITURES SUBTOTAL =	\$983,420	\$1,055,782	\$942,500	\$992,500	\$50,000
Interest Earnings	755,929	920,345	479,029	643,230	164,201
Net Increase (Decrease) Fair Value	14,560	24,897	-	-	-
Interest Realized Gain (Loss)	(337,203)	(278,499)	-	-	-
Interest Earnings Tax Collections	6,334	5,217	6,000	6,000	-
Building Rent	9,000	9,045	9,000	9,000	-
Land Rent	402,927	388,673	324,886	322,350	(2,536)
Land Rent - City Facilities	613,150	625,857	636,941	636,941	-
Riding Stables	146,297	149,628	153,611	153,600	(11)
Concessions & Royalties	18,821	15,924	20,000	70,000	50,000
Beach Concessions	57,000	57,000	57,000	57,000	-
Special Assessment - Interim Fire Fee	54,582	200,795	50,000	60,000	10,000
Interest on Delinquent Special Assessment	6,126	3,407	5,000	3,000	(2,000)
Subtotal =	\$1,747,523	\$2,122,289	\$1,741,467	\$1,961,121	\$219,654

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Cemetery Lot Sales	109,624	127,537	79,000	79,000	-
Sale of Fixed Assets	54,351	118,221	20,000	30,000	10,000
Recreation Special Purpose	675	396	-	-	-
Other Donations	11,942	9,275	10,000	9,000	(1,000)
Alarm Permits	143,153	145,130	130,000	140,000	10,000
Fire Construction Plan Review	283,806	280,827	250,000	270,000	20,000
Hydrant Flow Test	8,700	7,950	6,000	6,000	-
Fire User Permits	4,400	4,650	55,000	5,000	(50,000)
Telecommunications Tower Registrations	9,855	-	25,000	-	(25,000)
Fire Incentive Pay	68,367	76,465	65,000	75,000	10,000
Jury Duty & Witness Fees	576	75	-	-	-
Other Reimbursements	231,112	188,670	230,000	195,000	(35,000)
Overages & Shortages	(4,256)	575	-	-	-
Recreation (Over/Short)	131	(115)	-	-	-
Permit Surcharge Commissions	14,585	15,586	7,500	10,000	2,500
Lien & Title Fees	1,189	863	1,000	800	(200)
Other Revenues	476,082	519,355	286,515	375,000	88,485
Subtotal =	\$1,414,292	\$1,495,460	\$1,165,015	\$1,194,800	\$29,785
MISCELLANEOUS REVENUE SUBTOTAL =	\$3,161,815	\$3,617,749	\$2,906,482	\$3,155,921	\$249,439
Transfer from Stormwater Utility Fund (425)	186,709	175,762	184,550	195,622	11,072
Transfer from Parking Fund (472)	-	-	-	687,447	687,447
Transfer from Solid Waste Fund (488)	2,523,639	1,728,649	1,767,368	1,882,700	115,332
Engineering Project Fees	21,500	25,281	-	-	-
Landscape Service Fees	353,189	381,149	413,865	454,621	40,756
Administrative Service	6,772,280	6,838,329	6,886,488	7,575,116	688,628
Administrative Fees - NW CRA	181,385	208,421	262,830	574,463	311,633
Administrative Fees - East CRA	28,956	32,103	32,915	36,180	3,265
Building Administrative Charge	-	-	298,909	382,102	83,193
Admin - Fire Prevention Building	-	-	644,867	661,346	16,479
Code Enforc. Charge - Utilities	-	-	-	80,050	80,050
Parking Enterprise Fund Reimbursement	-	349,915	158,730	-	(158,730)
OTHER SOURCES SUBTOTAL =	\$10,067,658	\$9,739,609	\$10,650,522	\$12,529,647	\$1,879,125
Budgetary Fund Balance	-	-	-	1,291,617	1,291,617
FUND BALANCE SUBTOTAL =	\$0	\$0	\$0	\$1,291,617	\$1,291,617
GRAND TOTAL GENERAL FUND =	\$116,284,025	\$122,984,645	\$114,336,767	\$124,922,115	\$10,585,348

General Government

Mission

The mission of the General Government is to serve the City of Pompano Beach residents by providing needed services through a responsive work force committed to excellence, integrity, and teamwork.

Purpose

The purpose of the General Government is to make the City of Pompano Beach a preferred place to live and work, to do business, and to visit.

Goals

General Government covers a broad array of departments, offices and divisions in the City, some of the main goals include:

- To promote the City on national and international levels.
- To strengthen and stabilize the City's economic position through increased organizational efficiency, economic development, and alternative funding.
- To increase and diversify the tax base in order to provide better quality of life and higher levels of service to local businesses and residents.
- To maintain and enhance a positive business environment that will stimulate business investment and create jobs.
- To promote and recruit the best qualified people, recognizing and encouraging the value of diversity in the workplace.
- To continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.
- To provide legal counsel to the City Commission, City Manager's Office and City departments.
- To maintain City records and organize elections.
- To provide recommendations and guidance to increase accountability and transparency of City operations and enhance internal controls.

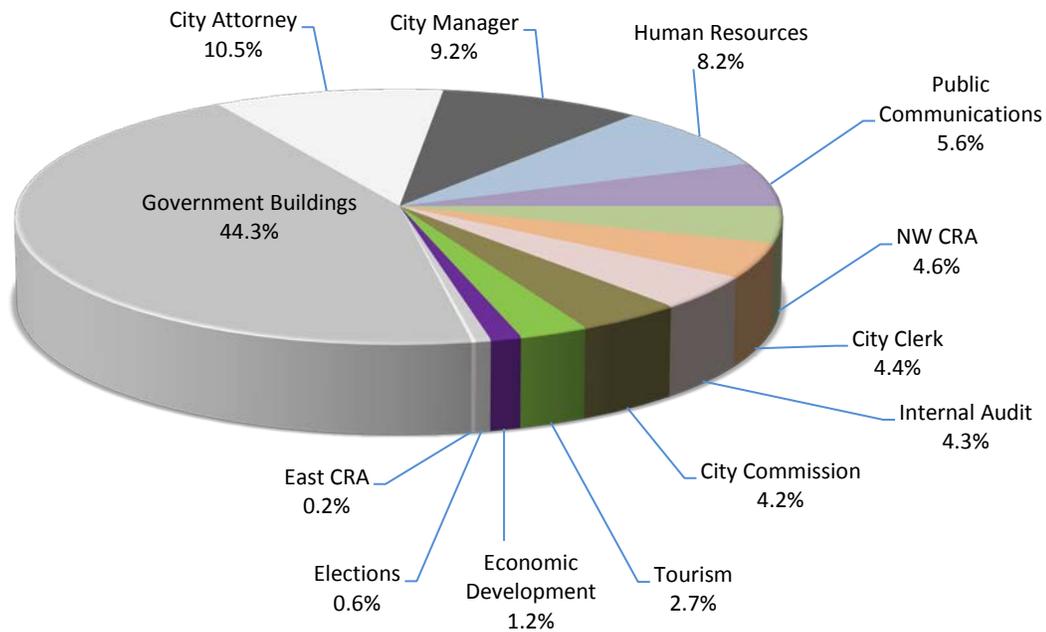
Responsibilities

- Provides counsel to management and employees on all employment and labor relations matters.
- Provides training to all employees to improve job performance.
- Develops performance management strategies and tools.
- Promotes ethical and legal conduct in personal and business practices.
- Supports quality education.
- Supports programs that link Pompano Beach residents to jobs.

General Government Summary

General Government	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
City Commission	366,728	416,664	422,896	444,493	21,597
City Manager's Office	786,805	911,625	924,960	979,029	54,069
NW CRA	129,231	153,305	207,448	492,939	285,491
East CRA	13,204	15,731	16,701	17,692	991
Public Communications Office	529,354	691,391	583,769	596,390	12,621
Economic Development	--	--	141,639	128,351	(13,289)
Tourism	--	--	264,566	287,447	22,881
City Attorney's Office	991,980	1,148,663	1,149,314	1,110,778	(38,536)
City Clerk's Office	467,439	412,465	427,305	469,666	42,361
Elections	5,827	29,204	67,152	63,012	(4,140)
Human Resources					
Department	696,667	748,086	814,475	870,130	55,655
Internal Audit	386,304	428,151	444,455	457,335	12,880
Government Buildings	3,455,084	3,997,294	3,756,879	4,706,656	949,777
Total	\$7,828,623	\$8,952,579	\$9,221,559	\$10,623,918	\$1,402,359

FY 2017 General Government



Financial Summary

General Government	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	3,474,448	3,890,157	4,239,487	4,516,156	276,669
Operating Expenses	4,345,694	5,041,296	4,982,072	6,107,762	1,125,690
Capital	8,481	21,126	--	--	--
Total	\$7,828,623	\$8,952,579	\$9,221,559	\$10,623,918	\$1,402,359

Budget Comments

▪ Budget Variances

67,337	Increase in pension expense due to lower than anticipated return on investments.
97,423	Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.
273,117	Increase in electrical costs associated with increased rates from FP&L.
650,000	Increase in Water & Wastewater costs due to the transfer of utility expenses from the Golf Fund.
\$32,364	Normal Increase/(Decreases)
53,238	Personal Services
(20,874)	Operating Expenses

▪ Enhancements

201,957	Increase in personal service budget [156,093] and operating budget [\$45,864] to fund an additional Service Worker IV and two (2) Service Worker II in the NW CRA Division (these costs will be reimbursed by the CRA).
22,000	Increase in City Clerk's operating budget associated with the rental of a warehouse to store city records.
38,160	Increase in City Clerk's operating budget to move the agenda prep process online and paperless.
20,000	Increase in operating budget to fund the maintenance of the HVAC chiller system for City Hall.
\$1,402,359	Total Increase

City Commission

The City of Pompano Beach operates under a City Commission/City Manager form of government with five Commissioners elected from separate districts and a Mayor elected at large. The Mayor presides over the City Commission meetings to ensure the necessary decorum and to provide additional community leadership and presence in promoting the community at large.

The Mayor and City Commission members continually promote the City on local, state, and national levels through political efforts aimed at improving the quality of life for all City residents and visitors.

The Mayor and City Commission members serve on a number of other City policy-making boards or intergovernmental committees that provide policy direction in carrying out projects or services aimed at improving the community. Examples include the Community Redevelopment Agency, the Metropolitan Planning Organization, the Emergency Medical Services City Coalition, the Florida League of Cities, Broward League of Cities and the Emergency Medical Services Taxing District.

Financial Summary

City Commission	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	284,903	323,514	306,400	322,457	16,057
Operating Expenses	81,825	93,150	116,496	122,036	5,540
Total	\$366,728	\$416,664	\$422,896	\$444,493	\$21,597

City Manager’s Office

The City Manager’s Office is responsible for the management of all City departments and staff. This includes managing the financial, facility, and equipment assets of the City, as well as carrying out the policies set forth by the City Commission.

Also, the City Manager’s Office is responsible for recommending the annual operating budget and setting the policies in the areas of budgeting and finance.

Additional key areas of responsibilities include:

- Assisting the Commission in initiating, reviewing, and implementing ordinances, policies, and programs that are responsive to the needs of the community.
- Assisting the Commission in developing and maintaining positive community relations, as well as, addressing community problems and concerns brought to the attention of the City.
- Assisting in promoting and representing the City at the local, state, and national level while representing the interests of the City.
- Implementing regional programs designed to promote the image of Pompano Beach in cooperation with other official organizations and groups, as well as, acting as the intergovernmental liaison in negotiations on the City’s behalf.

Financial Summary

City Manager’s Office	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	658,581	757,328	835,137	869,244	34,107
Operating Expenses	119,743	149,756	89,823	109,785	19,962
Capital	8,481	4,541	--	--	--
Total	\$786,805	\$911,625	\$924,960	\$979,029	\$54,069

Northwest Community Redevelopment Agency (NW CRA)

The Community Redevelopment Agency (CRA) reduces or eliminates blight, improves the economic health of an area, and encourages public and private investments in a CRA district.

The CRA has prepared a long term finance plan to guide the redevelopment of the East and Northwest Redevelopment districts, hired professional staff to implement streetscape plans and incentive programs, and positioned the Agency to engage in public/private partnerships to attract private investment.

In 2009, the Board of the Pompano Beach Community Redevelopment Agency determined that a more aggressive approach was needed to effectively address the blighted conditions in the NW CRA District. In response, Redevelopment Management Associates (RMA) was retained to assist in formulating a strategic approach for redevelopment that would result in economic growth within the area and attract private sector investment. The RMA created a Five-Year Financing and Implementation Plan.

RMA's formulation of the Plan involved all of the following:

- Management of the Agency
- Business Development, Real Estate and Public/Private Partnerships
- Planning, Zoning & Capital Improvement
- Financing
- Community Outreach, Marketing & Public Relations

The immediate objective for the NW CRA is to remove the regulatory obstacles that are inhibiting development and provide the needed support system for the private sector to invest in the area. Initiatives include; land use and zoning amendments, streetscape improvements along MLK Boulevard and Old Pompano, the creation of a civic campus with emphasis on a cultural facility, implementation of the Collier City Master Plan, development of key sites including, Blanche Ely site, the Gateway site and the redevelopment of the Innovative District, an area bounded by Dixie Highway, Atlantic Boulevard, I-95 and MLK Boulevard. A full scale marketing program is in place to promote and hold special events in the district.

FY15 Achievements:

- Florida Festivals & Events Association (FFEA)
 - 2nd Place – Green Market, promotional item (tennis ball for barkapalooza)
 - 2nd Place – Light Up MLK, photo
 - 3rd Place – Green Market, market VIP program for community outreach
 - 3rd Place – Light Up MLK, promo item
- Florida Redevelopment Association (FRA)
 - Roy F. Kenzie Award; Outstanding New Building Project; 731 Retail Shoppes

Financial Summary

NW CRA	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	129,231	153,305	200,510	401,632	201,122
Operating Expenses	--	--	6,938	91,307	84,369
Total	\$129,231	\$153,305	\$207,448	\$492,939	\$285,491

East Community Redevelopment Agency (East CRA)

In 2009, the Board of the Pompano Beach Community Redevelopment Agency determined that a more aggressive approach was needed to effectively address the blighted conditions in the East CRA District. In response, Redevelopment Management Associates (RMA) was retained to assist in formulating a strategic approach for redevelopment that would result in economic growth within the area and attract private sector investment.

The immediate objective for the East CRA is to complete the extensive public infrastructure improvements projects that were designed to reposition East Pompano as a safe and attractive location to invest and open a business. Improvements in the works for the Pier development, Pier Garage and Atlantic Boulevard Bridge and Parking. Additional initiatives include incentive programs.

Financial Summary

East CRA	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	13,204	15,731	13,611	14,401	790
Operating Expenses	--	--	3,090	3,291	201
Total	\$13,204	\$15,731	\$16,701	\$17,692	\$991

Public Communications Office

The Public Communications Office is comprised of media relations, tourism, video, web development, and digital design professionals. The Public Communications Office provides timely information to Pompano Beach residents, businesses, visitors and media about city services, events, programs and the mission of the City. The Public Communications Office is responsible for media relations including press releases, interviews, public records requests and information; City website and social media accounts; video production for Government Access Ch. 78, webcasting live government meetings; tourism related programs, collateral and activities; graphic design and printed publications, including TradeWinds Magazine. The Public Communications Office also provides creative and marketing support to all departments in the City.

FY15 Achievements

- Silver Circle Award for Print Publications for the Pompano Beach Tourist Guide from the 3CMA
- Award of Excellence for Graphic Design for the Pompano Beach Tourist Guide from the 3CMA

Financial Summary

Public Communications	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	368,486	468,699	411,296	428,808	17,512
Operating Expenses	160,868	206,107	172,473	167,582	(4,891)
Capital	--	16,585	--	--	--
Total	\$529,354	\$691,391	\$583,769	\$596,390	\$12,621

Economic Development

The Economic Development Division promotes the City of Pompano Beach as a world class business location for quality corporations to invest in business facilities, corporate headquarters, operation centers, and manufacturing and distribution locations for the South Florida region. The division also assists, encourages and supports existing Pompano Beach businesses with growth and expansion. In addition, it develops a business environment conducive for the attraction of job opportunities and increased economic benefits for the residents of Pompano Beach.

Furthermore, the Economic Development division supports the Economic Development Council and its efforts and communications; develops plan review and analysis and facilitates the incentive process within the City; processes/coordinates film permits.

Financial Summary

Economic Development	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	--	108,298	111,038	2,740
Operating Expenses	--	--	33,341	17,313	(16,028)
Total	\$0	\$0	\$141,639	\$128,351	(\$13,288)

Tourism

The Tourism Office's main purpose is to increase the number visitors to Pompano Beach. With the revitalization of the public beach, which has been transformed into a destination for residents and visitors. The beautification of the City is ongoing with many streets being improved and lined with new trees. The City's planned cultural venues which also attract tourists are well underway, with Bailey Contemporary Arts (BaCA) and ALI Building already completed.

The City is becoming a destination and the destination needs more tourists. Tourists will greatly help the economic development of the City. VISIT FLORIDA has determined that for every 85 visitors one job is created.

The City Tourism Office has established relationships with VISIT FLORIDA and the Greater Fort Lauderdale Convention & Visitors Bureau, to be a partner in its overall mission to increase visitation. Through various co-op marketing opportunities such as advertising, trade shows, sales missions etc., the City is cross promoting by working with these partners. Additionally, the City is working with its local Pompano Beach tourism partners to increase visitation.

The Tourism Marketing Manager is also responsible for maintaining a data base of tourism assets, the tourism section of the City's website, production and distribution of the Tourist Guide, as well as other tourism related initiatives.

This is an ongoing process that will continue to grow as the City continues to transform. Plans are underway to include a Visitor Center at the beach parking garage. It is our mission to continue to promote the City's tourism assets and bring tourism awareness and visibility to the City of Pompano Beach.

FY15 Achievements:

- In December 2014, the City of Pompano Beach was named 5th in the top 10 of up and coming cities in the United States by Trip Advisor.
- In September 2015, the Pompano Beach Tourist Guide won 2-3 CMA awards, (City-County Communications & Marketing Association), Silver for Printed Publications and Bronze for Graphic Design.
- For 2014-2015, the Tourism Manager served on the Visit Florida Meetings and Travel Trade Committee.
- Tourism Manager served on the Florida Huddle 2015 Committee for Greater Fort Lauderdale Convention & Visitors Bureau.

Financial Summary

Tourism	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	--	172,528	198,718	26,190
Operating Expenses	--	--	92,038	88,729	(3,309)
Total	\$0	\$0	\$264,566	\$287,447	\$22,881

City Attorney's Office

The Office of the City Attorney serves as legal counsel to the City Commission, City Manager's Office and all City departments, Boards and Committees in the execution of municipal business and services. The Office also prepares and reviews contracts related to municipal transactions to ensure the City's expenditure of finances and receipt of property and services is in accordance with its Charter, Code of Ordinances, and all other relevant laws and regulations.

In addition, the Office of the City Attorney researches legal issues and prepares ordinances and resolutions to address City Commission and staff concerns. The Office also represents City interests in all litigation matters and administrative forums, including cases before the Office of the Special Magistrate and in County, State and Federal Court. As City Prosecutor, the Office also prosecutes violations of the Municipal Code of Ordinances to protect the health, safety and welfare of City residents.

Financial Summary

City Attorney	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	851,681	977,994	927,661	903,564	(24,097)
Operating Expenses	140,299	170,669	221,653	207,214	(14,439)
Total	\$991,980	\$1,148,663	\$1,149,314	\$1,110,778	(\$38,536)

City Clerk’s Office/Elections

The City Clerk’s Office strives to provide high quality customer service to the public, city commission, city personnel and all other outside agencies. We take pride in maintenance of City records to ensure all documents are processed according to statutory requirements.

Records and information management is one of the many functions of the City Clerk’s Office. Therefore, the Office provides administrative/clerical assistance in preparation of the City Commission agendas, recordation, and certification of all ordinances, resolutions, agreements/contracts; serves as custodian of the City Seal and Official City records; ensures proper codification of City Code of Ordinances; transcribes City Commission meeting minutes; provides clerk assistance to the City Commission and publishes the City’s legal advertisements as legally required.

The Records Management Division is responsible for imaging, storing and retrieving City documents, as well as scheduling disposal/destruction of certain documents as required by state regulations.

Under both state law and local ordinances, the municipal clerk is entrusted with numerous and diverse duties. Municipal election involves all the duties associated with the coordination of municipal general elections and the induction of elected City officials in accordance with legal requirements.

The City Clerk’s Office provides notary services; receives and files bonds and insurance policies for municipally-issued contracts; conducts business with other municipality, county, state and federal agencies as directed by the governing body; administrates lobbyists registration and fees; directs complaints, correspondence and inquiries for action to various municipal departments; provides notification to municipal departments of expiration dates on various matters (Contracts, Articles of Incorporation, City Seals); serve as Secretary to the Commission, and Secretary of the Municipal Corporation.

Financial Summary

City Clerk’s Office	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	371,212	321,099	342,303	320,772	(21,531)
Operating Expenses	96,227	91,366	85,002	148,894	63,892
Total	\$467,439	\$412,465	\$427,305	\$469,666	\$42,361

Elections	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	5,827	29,204	67,152	63,012	(4,140)
Total	\$5,827	\$29,204	\$67,152	\$63,012	(\$4,140)

Human Resources Department

The Human Resource Department treats each person as a valued customer while contributing positively to achieve the overall goals of the City of Pompano Beach through comprehensive programming that displays a thorough understanding of all aspects of the human resources profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others. Human Resources Department will take a leadership role and provide service in support of the City of Pompano Beach’s vision by promoting the concept that our employees are our most valuable resource and will be treated as such.

The department establishes, administers and effectively communicates sound policies, rules and sound business practices, as well as it provides counseling to management and employees to maintain City compliance with Federal, State and local employment and labor laws, City ordinances, administrative policies and labor agreements.

The Human Resource Department provides a competitive salary and benefit package and developing the full potential of our workforce by providing training and development for career enhancement. The department provides counsel to management and employees on all employment and labor relations matters as well as it negotiation and administration of collective bargaining agreements.

FY15 Achievements:

- Citywide Lean Six Sigma Certifications: 350-White Belt, 65-Yellow Belt and 30-Green Belt.
- Two (2) Human Resources employees received LSS White Belt Certifications, two (2) received LSS Yellow Belt Certifications and four (4) received LSS Green Belt Certifications.

Financial Summary

Human Resources Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	488,750	520,512	563,179	562,525	(654)
Operating Expenses	207,917	227,574	251,296	307,605	56,309
Total	\$696,667	\$748,086	\$814,475	\$870,130	\$55,655

Internal Audit

The Internal Audit Division provides the highest quality auditing assistance to the City Commission, City Manager and City Departments through audits or reviews of financial, compliance operation and information management systems. The division also provides financial and managerial audit services which go beyond the scope of external auditor balance sheet certification.

The Internal Audit Division promotes stewardship, efficiency and effectiveness by providing comprehensive audit coverage of daily operations; builds and affirms confidence within the City, City departments and City operations.

FY15 Achievements:

- Two (2) employees received Lean Six Sigma Green Belt Certifications
- One (1) employee received Lean Six Sigma White Belt Certification

Financial Summary

Internal Audit	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	308,400	351,975	358,564	382,997	24,433
Operating Expenses	77,904	76,176	85,891	74,338	(11,553)
Total	\$386,304	\$428,151	\$444,455	\$457,335	\$12,880

Government Buildings

Daily operational maintenance of City Hall and the Commission Chambers is the responsibility of the Public Works Department. This cost center provides the necessary resources for facility support including; repairs, waste disposal and utility expenses in order to reduce response time and minimize inconvenience to all. Key responsibilities include:

- Maintaining a complete maintenance program on the air conditioning, electrical and plumbing systems for City Hall and the Commission Chambers.
- Overseeing all buildings mandated inspections; such as, fire sprinkler system, fire alarm system and elevators.
- Keeping the buildings in an attractive, clean and safe condition.

Financial Summary

Government Buildings	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	3,455,084	3,997,294	3,756,879	4,706,656	949,777
Total	\$3,455,084	\$3,997,294	\$3,756,879	\$4,706,656	\$949,777

Finance Department

Mission

The mission of the Finance Department is to provide fiduciary control over the City's assets, perform fiscally related services, and provide accurate, timely, useful and compliant financial information to support the delivery of municipal services to the City departments and elected officials, City residents and all stakeholders. The three Divisions of the Finance Department are Administration & Accounting, Treasury and Utility Billing.

Purpose

The Finance Department's general purpose is to direct, administer and supervise fiscal affairs, accounting and financial reporting.

Goals

- Establish and maintain a strong system of internal controls to ensure the capture, accuracy and completeness of financial information and to safeguard the City's assets.
- Provide accurate, timely and appropriate financial and budget reporting to City administrative staff, elected officials and citizens.
- Maintain or improve the City's bond rating with Nationally Recognized Rating Agencies.
- Effectively manage cash flows and investments of the City.
- Effectively manage the collections of accounts receivables.
- Evaluate financing mechanisms for the City's needs and ensure sound debt management practices.

Responsibilities

- | | |
|---|---|
| • Accounting & Financial Record Keeping | • Financing & Debt Management |
| • Establishing a system of internal controls to safeguard the City's assets against loss, theft or misuse | • Preparation of Financial Statements (CAFR) |
| • Cash Management | • Coordinating the Annual Financial Audit |
| • Cashiering | • Capital Assets |
| • Accounts Receivable | • Investments |
| • Accounts Payable | • Payroll |
| • Overseeing adherence to budgetary restrictions | • Utility Billing |
| | • Financial & Regulatory Compliance and Reporting |

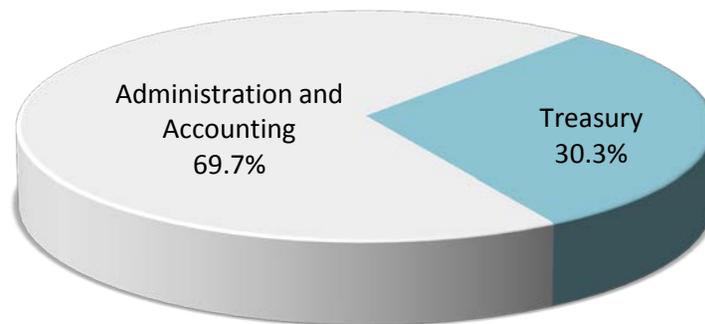
Achievements

- GFOA Certificate of Achievement for Excellence in Financial Reporting
- Three (3) employees with Lean Six Sigma Green Belt Certifications
- Two (2) employees with Lean Six Sigma Yellow Belt Certifications
- All employees with Lean Six Sigma White Belt Certifications

Finance Department Summary

Finance Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Administration and Accounting	1,404,413	1,425,647	1,660,564	1,643,942	(16,622)
Treasury	618,576	640,098	672,821	713,440	40,619
Total	\$2,387,284	\$2,065,745	\$2,333,385	\$2,357,382	\$23,997

FY 2017 Finance Department



Financial Summary

Finance Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,779,641	1,566,323	1,733,243	1,815,165	81,922
Operating Expenses	606,167	499,422	598,142	542,217	(55,925)
Capital	1,476	--	2,000	--	(2,000)
Total	\$2,387,284	\$2,065,745	\$2,333,385	\$2,357,382	\$23,997

Budget Comments

▪ Budget Variances

19,219	Increase in personal service pension contributions due to fund financial performance.
(31,285)	Decrease in operating expense due to the annual reallocation of internal service charges based upon more recent data.
(3,060)	Decrease in outside auditing expense due to reallocation of charges.

\$11,134 Normal Increases/(Decreases)

34,714	Personal Services
(21,580)	Operating Expenses
(2,000)	Capital

▪ Enhancements

27,990	Increase in Accounting and Administration Division personal services budget [\$13,995] and in Treasury Division personal services budget [\$13,995] to fund a part time Accounting Clerk II.
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\$23,997 Total Increase

Administration and Accounting

The Administration and Accounting Division’s key areas of responsibility include investment and debt management, payroll processing, accounts payable disbursements and interpreting financial data for users and management in order to make sound decisions on the City’s behalf. The Treasury and Customer Service Divisions are overseen by Administration and Accounting, as well. Other responsibilities are maintaining and closing financial records and the preparation of the Comprehensive Annual Financial Report (CAFR). Additionally, the department provides extensive participation in the year-end audit, working closely with the external auditors.

Financial Summary

Administration and Accounting	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,005,012	1,051,584	1,183,440	1,220,712	37,272
Operating Expenses	399,401	374,063	475,124	423,230	(51,894)
Capital	--	--	2,000	--	(2,000)
Total	\$1,404,413	\$1,425,647	\$1,660,564	\$1,643,942	(\$16,622)

Treasury

The Treasury Division's key areas of responsibility include coordinating the City's cash and receivables, ensuring all receipts are promptly and accurately recorded, monitoring and ensuring timely collection of all receivables, and measuring revenue flow to determine variances. Additionally, Treasury manages the banking services agreement, acts as liaison to establish a good working relationship with the City's depository bank, and prepares and submits required reports to comply with State Statutes.

Financial Summary

Treasury	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	482,459	514,739	549,803	594,453	44,650
Operating Expenses	136,117	125,359	123,018	118,987	(4,031)
Total	\$618,576	\$640,098	\$672,821	\$713,440	\$40,619

The Budget Office

Mission

The Budget Office facilitates the optimal use of City's budgetary resources and provides timely and useful budget information to the City and its subdivisions.

Purpose

The purpose of the Budget Office is to assist the City Manager in overseeing the preparation of the City's budget. The Budget Office ensures the City Manager's budget, administrative policies, proposed resolutions/ordinances and reports adhere to state legislation. In addition, the Budget Office oversees the Strategic Plan and helps to develop better performance measures.

Goals

- To act in public interest to ensure transparency and accuracy in the budget development and implementation.
- To provide management support to the City Manager.
- To ensure capacity for growth.
- To provide for quality services based on data-driven performance.

Responsibilities

The Budget Office's key areas of responsibility include:

- Analyzes and formulates budget policy recommendations.
- Develops economic and revenue forecasts.
- Prepares and administers the development of the City's annual operating budget and the quarterly strategic plan performance report.
- Analyzes resources and recommends policy decisions affecting the Five-Year Capital Improvement Plan.
- Analyzes expenditures, revenues, and operations to ensure maximum efficiency at minimum cost.
- Improves the efficiency and effectiveness of administrative processes.
- Manages the Community Bus Program for the City.

Achievements 2015

- 2014 Budget Distinguished Presentation Award (GFOA)
- 2 Lean Six Sigma Green Belt Certifications
- 1 Lean Six Sigma White Belt Certification

Budget Office Summary

Budget Office	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Budget Office	364,295	509,462	467,390	533,944	66,554
Total	\$364,295	\$509,462	\$467,390	\$533,944	\$66,554

Financial Summary

Budget Office	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	292,170	261,981	389,973	457,541	67,568
Operating Expenses	70,649	247,481	77,417	76,403	(1,014)
Capital	1,476	--	--	--	--
Total	\$364,295	\$509,462	\$467,390	\$533,944	\$66,554

Budget Comments

- **Budget Variances**

7,025	Increase in personal service pension contributions due to fund financial performance.
(4,514)	Decrease in operating expense due to the annual reallocation of internal service charges based upon more recent data.
1,006	Increase in personal services related to contributions to the General Public Employees Insurance Health Trust Fund.
8,765	Increase in personal services budget for assignment pay.
\$54,273	Normal Increases/(Decreases)
50,773	Personal Services
3,500	Operating Expenses
\$66,554	Total Increase

Development Services Department

Mission

The Department of Development Service’s mission is to provide exceptional customer service and promote a safe and sustainable built environment that will enhance the quality of life for our residents and visitors.

Purpose

Guide quality development in a way that improves the overall welfare and community appearance.

Goals

The divisions work conjointly to deliver quality services to residents, businesses and the development community and to provide the lifestyle of a progressive, modern City atmosphere promised to the community.

Responsibilities

The Development Services Department is comprised of Building Inspections, Planning and Zoning, Urban Forestry and Business Tax Receipt. The Building Inspections Division ensures compliance with minimum standards of the Florida Building Code, including public safety, health and general welfare. Planning and Zoning is primarily tasked with long range city planning, development review of all new projects, and zoning regulation. Urban Forestry oversees the review, implementation and maintenance of landscaping in Pompano Beach through consultation, plan review and inspections. Business Tax Receipt collects business taxes and ensures all businesses have been reviewed for zoning compliance. These divisions work conjointly to deliver quality services to residents, businesses and the development community and to provide the lifestyle of a progressive, modern city atmosphere promised to the community.

Achievements 2015

- Transitioned to a fully paperless Site Plan Process.
- The Development Services Department presented “Regulating Transit-Oriented Redevelopment Through Form-Based Codes” topic at the National American Planning Association Conference.
- The City was awarded a Florida Nursery, Growers, and Landscape Association (FNGLA) award for the renovation of the Beachfront Park.
- P&Z successfully coordinated and participated in several actives such as: the Annual Arbor Day, annual Tree City U.S.A. designation, Plants and People Day, etc.
- Two planners received the AICP professional planning certificate. One principal planner became a Certified Floodplain Manager. One senior planner and one zoning technician received Masters in Urban and Regional Planning. P&Z staff received 4 LSS Green Belt Certifications, 3 LSS Yellow Belts and 18 LSS White Belt Certifications.
- Approximately, 13 various city-wide projects were grant awarded.

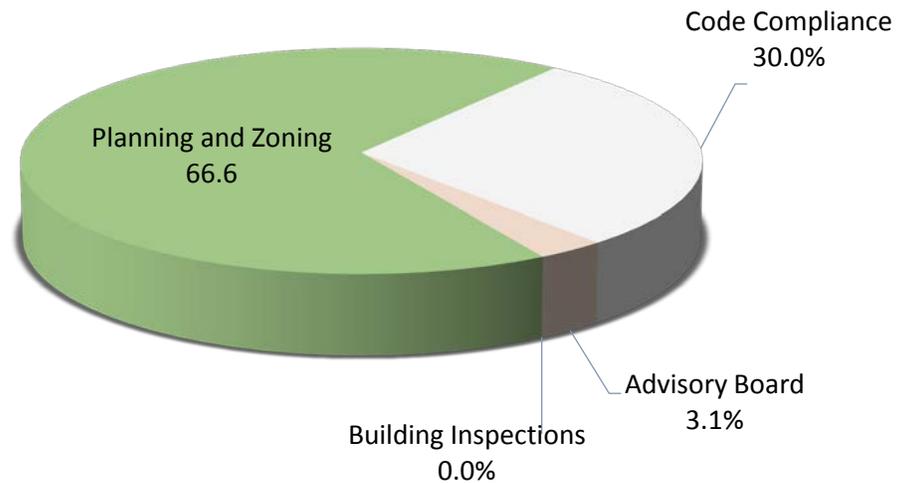
- P&Z successfully coordinated several art programs such as: 3 Broward 100 Inside Out Photography Events, Barefoot Mailman Sculpture selection process, Pompano Fish sculptures, etc.

In FY2016, the Building Inspections Division was moved from the General Fund to the Special Revenue Fund.

Development Services Summary

Development Services Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Planning & Zoning	2,366,160	2,639,184	2,703,687	3,057,691	354,004
Code Compliance	1,062,408	1,198,222	1,219,214	1,262,156	42,942
Advisory Board	134,427	166,787	138,964	136,793	(2,171)
Building Inspections	5,159,594	5,536,654	--	--	--
Total	\$8,722,589	\$9,540,847	\$4,061,865	\$4,456,640	\$394,775

FY 2017 Development Services Department



Financial Summary

Development Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	5,753,223	6,096,983	2,115,212	2,371,102	255,890
Operating Expenses	2,964,191	3,408,581	1,946,653	2,007,538	60,885
Capital	5,175	35,283	--	78,000	78,000
Total	\$8,722,589	\$9,540,847	\$4,061,865	\$4,456,640	\$394,775

Budget Comments

▪ Budget Variances

27,552 Increase in personal services pension contributions due to fund financial performance.

15,958 Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.

(\$10,961) Normal Increases/(Decreases)

94,688	Personal Services
(105,649)	Operating Expenses

▪ Enhancements

138,226 Increase in Planning's Personal Service budget [\$107,650] and operating budget [\$30,576] for two (2) Landscape Inspector positions that were approved during FY 16.

78,000 Increase in Planning's capital budget to replace three (3) sedans.

26,000 Increase in planning's overtime budget to cover increases in workload.

120,000 Increase in operating budget to update the City's Evaluation and Appraisal Report of the Comprehensive Plan as mandated by the State.

\$394,775 Total Increase

Planning and Zoning

The Planning and Zoning Division’s focus is on enhancing the quality of life and improving livability by encouraging and directing orderly growth and promoting well-designed development and public spaces.

Key areas of responsibility for the Planning & Zoning Division include:

- Reviewing building permits for zoning code compliance.
- Reviewing and recommending on all planning and zoning related applications, including but not limited to: Site Plan Applications, Flex and Reserve Applications, Special Exceptions, Variances, Temporary Uses, Interim Uses, Administrative Adjustments, Interpretations, Nonconforming Uses, Plats, Abandonments, Sidewalk Cafes, Signs, and Special Events.
- Implementing the Comprehensive Plan.
- Providing ongoing customer service to residents, businesses and the building community.
- Reviewing, inspecting and consulting on all landscaping applications.
- Promoting healthy urban forests through leadership, education, awareness, and advocacy.
- Collecting business taxes and ensuring all businesses have been reviewed for zoning compliance.
- Implementing the City’s Rental Housing Program.
- Managing the City’s Grant Program, which includes grant research, writing and tracking.
- Managing all activities of the City’s Public Art Program.
- Coordinating all historic preservation activities.
- Preparing Code amendments for various city departments.
- Geographic Information System (GIS) Mapping.
- Overseeing the development of Corridor Studies, Conceptual Designs, and other Master Plans.
- Managing the National Flood Insurance Community Rating System Program.
- Providing statistical, legal, and technical data for special studies.

Financial Summary

Planning & Zoning	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,795,200	1,989,724	2,053,036	2,303,016	249,980
Operating Expenses	565,785	649,460	650,651	676,675	26,024
Capital	5,175	--	--	78,000	78,000
Total	\$2,366,160	\$2,639,184	\$2,703,687	\$3,057,691	\$354,004

Code Compliance (Contract)

The Code Compliance Division pursues public education/information and community outreach, and will be committed to utilizing neighborhood meetings, workshops, forums, print media, website and all other educational tools available to foster communication.

The division will work as a partner within the City to help identify community standards and priorities. All applicable codes and ordinances will be evaluated for updating, process, legal foundation and consistency with local community standards. Recommendations for improvement will be provided as appropriate.

The field enforcement and special magistrate processes will be electronically automated to support a more efficient and expeditious code compliance level. Customer service will be instilled and required as a high priority by all staff members to ensure courteous and equitable service to all residents.

Professional development of all staff will be an ongoing priority through raised expectations, training and internal quality control. Since 2011, Code Compliance Services are contracted with Calvin, Giordano & Associates, Inc. Total personnel: 11.

Financial Summary

Code Compliance	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	1,062,408	1,198,222	1,219,214	1,262,156	42,942
Total	\$1,062,408	\$1,198,222	\$1,219,214	\$1,262,156	\$42,942

Advisory Board

The Advisory Board Division provides support to the Planning & Zoning Board, Zoning Board of Appeals, Architectural Appearance Committee, Development Review Committee, Public Art Committee and the Historic Preservation Committee. Support duties include; preparation of all agendas, back-up material, minutes, recommendations and official orders. This Division is also responsible for processing and meeting all advertising requirements for rezoning, variances, special exceptions, temporary permits, and abandonment requests. Additionally, the division prepares development orders for all site plan reviews and prepares weekly meeting schedules for distribution to the public, press and news media.

Financial Summary

Advisory Board	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	51,169	65,216	62,176	68,086	5,910
Operating Expenses	83,258	101,571	76,788	68,707	(8,081)
Total	\$134,427	\$166,787	\$138,964	\$136,793	(\$2,171)

Building Inspections

In FY 2016, the Building Inspections Division was moved from the General Fund to the Special Revenue Fund.

Financial Summary

Building Inspections	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	3,906,854	4,042,043	--	--	--
Operating Expenses	1,252,740	1,459,328	--	--	--
Capital	--	35,283	--	--	--
Total	\$5,159,594	\$5,536,654	\$0	\$0	\$0

Police Services (Contract) Broward County Sheriff's Office (BSO)

Mission

To provide the highest level of professional public safety services to our community.

Purpose

Maintain the highest standards of excellence in public safety through outstanding leadership, sound community partnerships, and effective resource management.

Goals

- Ensure that an environment of trust and cooperation exists between the Broward Sheriff's Office and the community we serve.
- The Pompano Beach District will reduce crime and improve quality of life for residents of Pompano Beach.
- Challenge ourselves through the introduction of new ideas and practices.

Responsibilities

- To protect and serve the community of Pompano Beach through community policing philosophies.
- Continued reduction of crime within Pompano Beach.
- To create effective community partnerships to address public safety issues faced in Pompano Beach.
- Create and maintain effective juvenile diversionary programs that will allow youths to successfully transition into adulthood.

Total Personnel: 260, Sworn personnel:233.

Police Services Summary

Police Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Police Services	34,047,694	35,896,240	38,526,681	41,750,635	3,223,954
COPS Grant	800,091	333,498	--	--	--
Total	\$34,847,785	\$36,229,738	\$38,526,681	\$41,750,635	\$3,223,954

Financial Summary

Police Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	34,847,785	36,229,738	38,526,681	41,750,635	3,223,954
Total	\$34,847,785	\$36,229,738	\$38,526,681	\$41,750,635	\$3,223,954

Budget Comments

- **Budget Variances**

3,223,954 Increase in annual consideration for police services provided by the Broward County Sheriff's Office. The operating budget also pays for annual maintenance costs associated with BSO Body Cameras.

\$3,223,954 Total Increase

Fire Rescue Department

Mission

The mission of the Pompano Beach Fire Rescue Department is to preserve life and property, promote public safety and respond to all calls for emergency assistance within the community. This mission is performed around the clock with all due regard for the dignity of each person we serve. In terms of priority, we want to help Pompano Beach enhance its reputation as a safe place in the region and deepen our connection with the community.

Purpose

Geographically, the City is divided into six zones; each with a dedicated fire station. In addition to the City, the Fire Department provides fire-rescue coverage for the contract service area of Sea Ranch Lakes, located about one mile south of Pompano Beach's City limits along A1A. In addition to Sea Ranch Lakes, the City of Pompano Beach has an Automatic-Aid Agreement with the City of Lighthouse Point (located just north of Pompano along Federal Highway), calling for Lighthouse Point Fire Rescue to commit an aerial ladder truck automatically to all Pompano Beach commercial fires while Pompano would respond to all of Lighthouse Point's structure fires.

Goals

The strategic goals that will inform the Fire Department decision making and guide our services are as follows:

- Expand awareness and public education programs
- Solidify partnership with stakeholders
- Build officer development program to improve organizational leadership
- Promote value of service and the need to expand capability

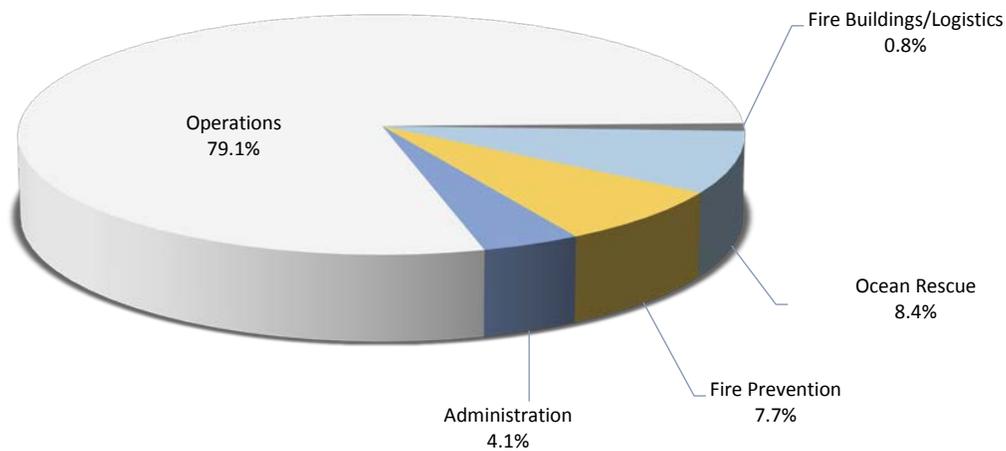
Responsibilities

The Fire Rescue Department serves a wide range of individuals on a daily basis. The calls for assistance include – but are not limited to – medical and fire incidents, high-rise rescues, hazardous material incidents and vehicle accidents. When firefighters are not responding to requests for assistance, they are conducting training drills and/or helping to maintain the fire station facilities, as well as, the apparatus and equipment necessary to do their job.

Fire Rescue Department Summary

Fire Rescue Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Administration	669,881	656,017	798,983	852,276	53,293
Operations	16,711,571	15,928,586	15,575,221	16,336,252	761,031
Fire Buildings/Logistics	149,207	182,793	162,772	216,696	53,924
Ocean Rescue	1,721,890	1,777,350	1,724,689	1,732,326	7,637
Fire Prevention	--	1,480,268	1,630,435	1,583,080	(47,355)
Total	\$19,252,549	\$20,025,014	\$19,892,100	\$20,720,630	\$828,530

FY 2017 Fire Rescue Department



Financial Summary

Fire Rescue Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	15,558,752	15,528,199	15,825,240	16,196,678	371,439
Operating Expenses	3,499,919	3,769,147	4,015,105	4,137,226	122,121
Capital	193,873	727,668	51,755	386,726	334,971
Total	\$19,252,549	\$20,025,014	\$19,892,100	\$20,720,630	\$828,530

Budget Comments

- **Budget Variances**

7,307	Increase in personal services related to contributions to the Fire Insurance Health Trust Fund.
210,996	Increase in personal services pension contributions due to lower than anticipated fund financial performance.
88,601	Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.
1,109	Increase in personal services related to contributions to the General Public Employees Insurance Health Trust Fund.
(51,755)	Decrease in capital expense based on the one-time nature of the expense.

\$151,026 Normal Increases/(Decreases)

152,026	Personal Services
(1,000)	Operating Expenses

- **Enhancements**

45,581	Increase in Ocean Rescue's capital budget to replace ten (10) Vessel Exclusion Buoys [\$7,957], two (2) Rescue Paddleboards [\$4,244], Row Boat [\$8,487], Boat Trailer [\$1804], Surf Ski [\$2,652], and two ATV [\$20,437].
36,144	Increase in Fire Administration's capital budget to replace a laptop computer [\$1,144] and a large utility vehicle [\$35,000].
1,144	Increase in Fire Building's capital budget to replace an ice machine.
22,650	Increase in Fire Building's operating budget to lease a larger warehouse. (This was approved by the City Commission in FY 2016.)
299,901	Increase in Fire Operation's capital budget to replace Extrication Equipment [\$21,612], Hoseline [\$19,055], four (4) AEDs [\$8,487], two (2) Thermal Imagers [\$35,247], a command vehicle [\$107,000], three (3) SUV [\$105,000], two (2) LifePac AED Trainers [\$1,900], and a Mannequin [\$1,600].
3,956	Increase in Fire Operations' capital budget to purchase a commercial grade smoke machine [\$1,548] and water flow and water pressure testing equipment [\$2,408].
11,870	Increase in operating budget to upgrade the current fire rescue vehicle fleet tracking software.

\$828,530 Total Increase

Administration

As the leadership arm of the department, with oversight responsibility over the entire organization, Fire Administration Division leverages organizational capital to increase the department's ability to respond to challenges, to adapt to new conditions, and to recover quickly from difficulties and emergencies that will come our way.

Financial Summary

Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	477,647	479,012	558,082	592,085	34,003
Operating Expenses	192,234	177,005	240,901	224,047	(16,854)
Capital	--	--	--	36,144	36,144
Total	\$669,881	\$656,017	\$798,983	\$852,276	\$53,293

Operations

The goal of the Operations Division is to maintain efficiency in delivering medical and fire protection services to the public by aggressive and constant assessment of fire and medical response, analysis of man hours to perform tasks, and the monitoring of personnel attitudes and performance to assure that all standards are maintained and improved upon in the organization.

Financial Summary

Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	13,837,925	12,574,419	12,691,141	13,039,932	348,791
Operating Expenses	2,697,374	2,689,661	2,836,299	2,992,463	156,164
Capital	176,272	664,506	47,781	303,857	256,076
Total	\$16,711,571	\$15,928,586	\$15,575,221	\$16,336,252	\$761,031

Fire Buildings/Logistics

The Fire Buildings Division has direct oversight responsibilities over building repairs, maintenance and safety programs which enhance the serviceability and duration of equipment and facilities. The Division is responsible for all facility management issues including major and minor repairs of buildings and equipment.

Financial Summary

Fire Buildings	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Operating Expenses	146,430	179,700	162,772	215,552	52,780
Capital	2,777	3,093	--	1,144	1,144
Total	\$149,207	\$182,793	\$162,772	\$216,696	\$53,924

Ocean Rescue

The Ocean Rescue Division provides rescue coverage daily to protect designated beach areas of the City of Pompano Beach.

In addition to its regular functions (e.g., beach safety), Ocean Rescue has implemented a successful effort for raising awareness in water safety in Pompano Beach with the Junior Lifeguard Program which enrolls an average of 250 children and young adults per year through the summer camp. The program develops individuals from the ages of 7 through 17 in ocean water safety.

Financial Summary

Ocean Rescue	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	1,243,180	1,221,087	1,212,251	1,218,718	6,467
Operating Expenses	463,881	496,194	508,464	468,027	(40,437)
Capital	14,829	60,069	3,974	45,581	41,607
Total	\$1,721,890	\$1,777,350	\$1,724,689	\$1,732,326	\$7,637

Fire Prevention

Considered the fire safety enforcement arm of the organization, the Bureau of Fire Prevention is required to perform an annual inspection on all commercial and multi-residential properties in Pompano Beach. These inspections are intended to eliminate or reduce the number of hazards at these properties which contribute to the increased risk of fire within the City. Fire inspectors also review building construction plans for fire safety code compliance and investigate fires for cause/determination purposes. The Bureau of Fire Prevention also conducts Fire Safety Talks in schools and community groups.

Financial Summary

Fire Prevention	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	--	1,253,681	1,363,766	1,345,943	(17,823)
Operating Expenses	--	226,587	266,669	237,137	(29,532)
Total	\$0	\$1,480,268	\$1,630,435	\$1,583,080	(\$47,355)

Public Works Department

Mission

Public Works Department provides essential services to the citizens of Pompano Beach in a prompt, courteous, safe, efficient, and cost-effective manner. Public Works, through its dedicated employees, strives to plan, design, build, maintain, and operate public infrastructure in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.

Purpose

To construct, protect, and maintain, within the authority provided by the City Code of Ordinances, the physical structures and facilities that have been determined necessary for public purposes and to provide services to the public to facilitate the achievement of common social, economic, and environmental desires.

Goals

- To face each task with pride in being an essential member of an organization dedicated to service.
- To constantly seek ways to improve the level and quality of service.
- To continuously strive for self-improvement through training opportunities and communication with others.
- To view each encounter with the public as an opportunity to demonstrate the purpose of the department in a positive manner.

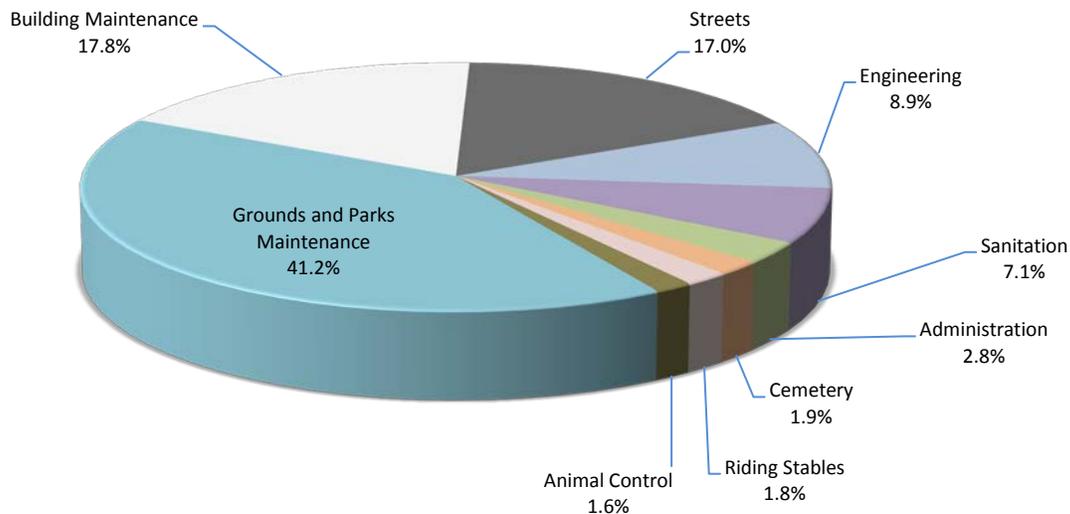
Responsibilities

Provide efficient construction and maintenance of public infrastructure through nine divisions.

Public Works Department Summary

Public Works Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Administration	281,110	341,503	379,208	482,314	103,106
Engineering	1,430,866	1,576,137	1,173,510	1,544,156	370,646
Sanitation	1,522,732	1,486,657	1,300,917	1,232,293	(68,624)
Streets	2,355,325	2,888,372	2,651,837	2,940,950	289,113
Grounds and Parks Maintenance	6,664,474	6,703,776	6,896,589	7,126,452	229,863
Animal Control	231,076	230,904	266,048	271,014	4,966
Building Maintenance	2,771,748	3,111,518	3,049,358	3,082,365	33,007
Cemetery	379,077	403,811	443,228	322,219	(121,009)
Riding Stables	286,209	300,362	317,178	311,950	(5,228)
Total	\$15,922,617	\$17,043,040	\$16,477,873	\$17,313,713	\$835,840

FY 2017 Public Works Department



Financial Summary

Public Works Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	9,995,812	10,177,190	10,360,295	10,434,842	74,547
Operating Expenses	5,549,133	6,050,314	6,012,208	6,095,886	83,678
Capital	377,672	815,536	105,370	782,985	677,615
Total	\$15,922,617	\$17,043,040	\$16,477,873	\$17,313,713	\$835,840

Budget Comments

▪ Budget Variances

63,240	Increase in personal services pension contributions due to fund financial performance.
(53,515)	Decrease in operating expense due to the annual reallocation of internal service charges based upon more recent data.
(105,370)	Decrease in capital expense based on the one-time nature of the expense.
10,633	Increase in FAA Land Rent for the Equestrian Center.
\$14,507	Normal Increases/(Decreases)

11,307	Personal Services
3,200	Operating Expenses

▪ Enhancements

48,360	Increase in disposal costs associated with the cleanup of debris on right of way.
292,339	Increase in Streets' capital budget to replace a backhoe [\$77,791], a saw [\$1,775], sterling Dump Truck [\$110,000], two (2) crew cab truck with utility body [\$59,268], and a traffic jet printer/laminator [\$43,505].
50,000	Increase in Streets operating budget to fund the maintenance of railroad crossing signals.
25,000	Increase in Building Maintenance's operating budget to support service contracts associated with the maintenance of bus shelters and elevators.
103,578	Increase in Building Maintenance's capital budget to replace a Water Trailer [\$5,418], a Step Van [\$48,303], a Pickup Ford F-250 [\$29,323], and a Work Van Ford E-250 [\$20,534].
6,900	Increase in Cemetery's capital budget to replace a casket lowering device.
343,668	Increase in Grounds Maintenance's capital budget to replace a John Deere Backhoe [\$130,000], John Deere Gator [\$7,560], Scagg 72" Frontline Mower [\$12,286], Vermeer Chipper [\$35,050], Irrigation Truck [\$47,766], and two (2) F-450 lbs. Crew Cab Dump Truck [\$111,006].
7,500	Increase in Animal Control's capital budget to purchase a holding cage.
29,000	Increase in Engineering's capital budget to replace a Ford Explorer.
\$835,840	Total Increase

Administration

The Administration Division is responsible for several key programs which are carried out by separate divisions within the Department: Engineering, Streets and canal maintenance, Building Maintenance, Grounds Maintenance, Cemetery operation and maintenance, Riding Stables maintenance, Air Park operation and maintenance, Sanitation, Animal Control, Parking Operations, Pier maintenance, and Fleet Maintenance.

This division also provides staff support for the Sand and Spurs Stables Advisory Board, Marine Advisory Board, the Community Appearance Committee and the Recycling and Solid Waste Committee.

Financial Summary

Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	223,357	292,592	332,771	424,039	91,268
Operating Expenses	56,583	48,911	46,437	58,275	11,838
Capital	1,170	--	--	--	--
Total	\$281,110	\$341,503	\$379,208	\$482,314	\$103,106

Engineering

The Engineering Division is responsible for overseeing utilization of the right of way, maintaining the Geographic Information System and maintaining records of City utility assets. Other functions and responsibilities include:

- Furnishing maps to the public to provide information regarding property plats and availability of utilities.
- Creating specialty maps and exhibits for City departments.
- Plan review, permit issuance and inspections for public improvements associated with private developments and compliance with applicable Codes.
- Providing in-house engineering design and drafting services for City departments to quickly and effectively solve problems and provide service.
- Assisting the public by answering questions relating to dock construction, driveway surfacing, sidewalks, etc.

Financial Summary

Engineering	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,160,430	1,211,021	809,078	891,608	82,530
Operating Expenses	263,649	314,371	364,432	623,548	259,116
Capital	6,787	50,745	--	29,000	29,000
Total	\$1,430,866	\$1,576,137	\$1,173,510	\$1,544,156	\$370,646

Sanitation

The Sanitation Division offers complementary semi-annual bulk services for all multi-family dwellings and businesses. The core function is to keep all City rights of way, canals, City facilities and other public properties clean of trash and debris, while funding for the disposal costs for City operated projects and programs. Assists various City departments, facilities and BSO with special bulk trash needs that occur. Directs the Adopt-a-Street program to promote community involvement and increase curb appeal with improvements in neighborhood street appearance.

Financial Summary

Sanitation	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	690,921	730,955	585,253	494,804	(90,449)
Operating Expenses	787,230	755,702	693,071	737,489	44,418
Capital	44,581	--	22,593	--	--
Total	\$1,522,732	\$1,486,657	\$1,300,917	\$1,232,293	(\$68,624)

Streets

The Streets Division responsibilities include repairing streets and driveways damaged by utility repairs, resurfacing streets according to the Ten Year Street Resurfacing Plan, cleaning storm drains and maintaining swales to insure proper drainage and prevent area flooding, construct and repair cracked and damaged sidewalks and repair potholes.

Financial Summary

Streets	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,592,612	1,655,580	1,854,275	1,831,749	(22,526)
Operating Expenses	761,630	855,101	780,378	816,862	36,484
Capital	1,083	377,691	17,184	292,339	275,155
Total	\$2,355,325	\$2,888,372	\$2,651,837	\$2,940,950	\$289,113

Grounds and Parks Maintenance

The Grounds and Parks Maintenance Division responsibilities include, mowing the 600 acres of grass according to City maintenance schedules, maintaining the irrigation systems and repairing leaks and breaks, maintaining roadsides for proper storm water drainage, providing pest control service for City parks and facilities, maintaining parks and park equipment, as well as, athletic fields citywide. The division also grows native tree seedlings for annual distribution to residents and provides tree maintenance to improve visibility and clearance for motorists and pedestrians. Contributes significantly to City earning designation as a “Tree City USA” for 25 consecutive years.

Financial Summary

Grounds and Parks Maintenance	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	4,639,352	4,634,763	4,880,016	4,941,137	61,121
Operating Expenses	1,710,440	1,831,996	1,997,573	1,841,647	(155,926)
Capital	314,682	237,017	19,000	343,668	324,668
Total	\$6,664,474	\$6,703,776	\$6,896,589	\$7,126,452	\$229,863

Animal Control

The Animal Control Division prioritizes and responds to complaints based on urgency; provides a highly successful trapping program to rid the City of feral animals by providing traps to residents; patrols public areas to ensure safe and enjoyable parks, beaches and neighborhoods; provides public education in areas of human and animal safety and control, including disaster planning with animals, bite prevention and nuisance wildlife control.

Financial Summary

Animal Control	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	177,875	179,265	193,052	196,638	3,586
Operating Expenses	53,201	51,639	59,996	66,876	6,880
Capital	--	--	13,000	7,500	(5,500)
Total	\$231,076	\$230,904	\$266,048	\$271,014	\$4,966

Building Maintenance

The Building Maintenance Division maintains all city buildings, parks and recreation centers in a neat, clean and safe manner. The division is also responsible for 234 structures and facilities, approximately 6,500 streetlights, over 175 bathrooms, over 150 air conditioning units and 50 parks.

Financial Summary

Building Maintenance	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted.	Variance
Personal Services	1,223,775	1,201,171	1,337,883	1,402,383	64,500
Operating Expenses	1,538,604	1,790,755	1,688,882	1,576,404	(112,478)
Capital	9,369	119,592	22,593	103,578	80,985
Total	\$2,771,748	\$3,111,518	\$3,049,358	\$3,082,365	\$33,007

Cemetery

The Cemetery Division manages 10,947 burial plots to include three (3) 48-niche columbarium. Staff conducts interments, sells plots and memorial markers, and maintains fifteen (15) acres of landscaped lawns. The division also conducts ceremonial Memorial Day services.

Financial Summary

Cemetery	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	232,698	205,190	307,557	201,999	(105,558)
Operating Expenses	146,379	168,130	124,671	113,320	(11,351)
Capital	--	30,491	11,000	6,900	(4,100)
Total	\$379,077	\$403,811	\$443,228	\$322,219	(\$121,009)

Riding Stables

The Public Works Department provides necessary maintenance of the Sand and Spurs Equestrian Park. The key responsibilities include, mowing all turf grass; maintaining landscaping, fencing, picnic areas, dragging and watering the riding rings; and setting up for the horse shows.

Financial Summary

Riding Stables	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	54,792	66,653	60,410	50,485	(9,925)
Operating Expenses	231,417	233,709	256,768	261,465	4,697
Total	\$286,209	\$300,362	\$317,178	\$311,950	(\$5,228)

Parks, Recreation and Cultural Arts Department

Mission

The Parks, Recreation and Cultural Arts Department is committed to enhancing the quality of life for residents and visitors by providing outstanding sports, recreation and cultural arts facilities, programs and parks that protect the environment, contribute to the economic and social vitality of the community, and foster healthy lifestyles, creativity and cultural diversity.

Purpose

The purpose of the Parks, Recreation and Cultural Arts Department is to provide health and recreation opportunities through the creation of high quality programs, facilities, and community special events.

Goals

- Provide recreation opportunities through organized programs, facilities and areas.
- Maintain recreation areas and facilities in the most cost-effective manner possible, while recognizing the community's needs and desires.
- Implement training, procedures, and resources to enable staff to provide superior services and programming, and effectively, efficiently and safely perform their jobs.

Responsibilities

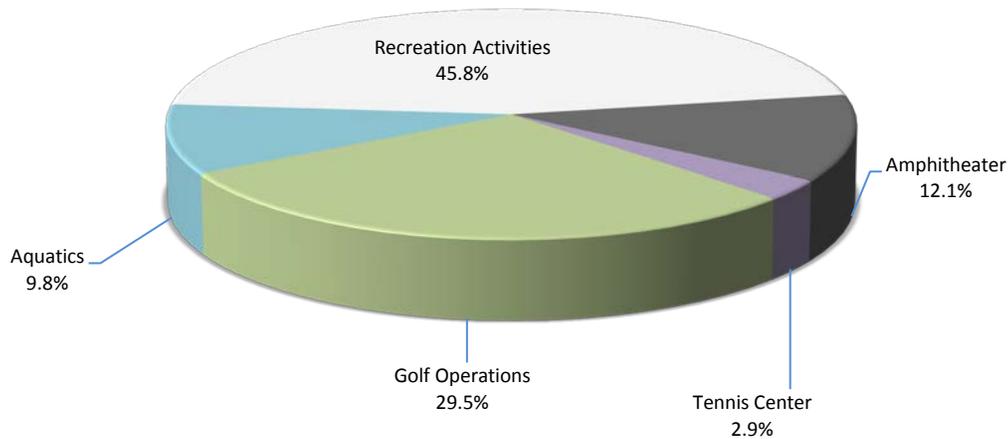
- Manage a range of recreational services to help enrich the lives of persons living in our community.
- Administer, manage and implement programs to maintain and beautify our parks and recreational facilities.
- Administer, manage and implement recreation programs representing a variety of interests, ages, cultures and abilities.
- Coordinate community wide special events, as well as, civic and cultural programs.

Since FY 2015, Preschool division has been removed from the budget.

Parks, Recreation & Cultural Arts Department Summary

Parks, Recreation & Cultural Arts Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Aquatics	1,064,087	1,025,160	1,272,162	1,122,124	(150,038)
Recreation Activities	4,790,904	4,951,959	5,113,846	5,259,727	145,881
Amphitheater	304,365	863,249	871,726	1,395,014	523,288
Preschool	172,668	--	--	--	--
Tennis Center	277,306	267,968	264,392	328,339	63,947
Golf Operations	--	--	--	3,391,070	3,391,070
Total	\$6,609,330	\$7,108,336	\$7,522,126	\$11,496,274	\$3,974,148

FY 2017 Parks, Recreation & Cultural Arts Department



Financial Summary

Parks, Recreation & Cultural Arts Department	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	3,857,161	4,013,368	4,217,355	5,192,966	975,611
Operating Expenses	2,473,913	3,010,540	3,066,243	6,001,769	2,935,526
Capital	241,697	72,977	227,128	290,139	63,011
Grant-In-Aid	4,264	11,451	11,400	11,400	--
Other	32,295	--	--	--	--
Total	\$6,609,330	\$7,108,336	\$7,522,126	\$11,496,274	\$3,974,148

Budget Comments

▪ Budget Variances

3,391,070	Increase in personal services budget [\$849,386], operating budget [2,504,184] and capital budget [\$37,500] due to the transfer of the Golf Fund into the Parks, Recreation & Cultural Arts Department.
40,600	Increase in Aquatics personal service budget [\$30,000] and operating budget [\$10,600] for the Jr. lifeguard Program (this program used to be carried out in the Ocean Rescue Division).
13,979	Increase in personal services pension contributions due to fund financial performance.
(189,952)	Decrease in operating expense due to the annual reallocation of internal service charges based upon more recent data.
(227,128)	Decrease in capital expense based on the one-time nature of the expense.
\$65,198	Normal Increase/(Decreases)
	60,498 Personal Services
	4,700 Operating Expenses

▪ Enhancements

30,000	Increase in Recreation’s operating budget to support travel costs associated with the Gold Coast Pop Warner Regional National Competition.
16,000	Increase in Recreation’s part time budget to increase Park Ranger shifts.
15,000	Increase in Recreation's capital budget to purchase a Gazebo for the Skolnick Center.
15,000	Increase in Recreation's operating budget to develop a Northwest Community Founders memorial at the Larkins Center.
481,039	Increase in Amphitheater's operating budget to fund the Creative City Collaborative Professional Service Contract for the City's Cultural Center.
36,500	Increase in Amphitheater’s operating budget to repaint and seal the building and adjoining pavers.
172,406	Increase Recreation Activities capital budget to replace furniture at the Civic Center and Mitchell Moore [\$14,000], fencing at various facilities [\$5,175], a lift [\$12,410], front doors at Mitchell Moore and McNair Centers [\$89,734], outside lighting at facilities [\$11,087], and a portable stage [\$40,000].

13,455	Increase Recreation Activities operating budget to replace and recondition helmets [\$13,455].
25,181	Increase Aquatics capital budget to replace the Pool Vacuum (Aquatic Center and Houston Sworn) [\$13,492], an AED at Houston Sworn [\$5,296], Jr. lifeguard paddleboard [\$1,100], three (3) competition paddleboards [\$4,093] and a Jr. lifeguard ocean kayak [\$1,200].
40,052	Increase in Tennis capital budget to replace a Shade Canopy [\$5,644], ice maker [\$2,833], utility vehicle [\$3,496], club cart [\$22,879], and to purchase a tennis ball machine [\$5,200].
30,000	Increase in Tennis operating budget to replace the tennis court clay.
5,747	Increase in Tennis personal services budget to fund the reclassification of one Recreation Leader to Recreation Supervisor.
\$3,974,148	Total Increase

Aquatics

The Aquatic Center and the Houston Sworn Aquatic Center provide recreational public swimming, lap swimming, swim lessons for all ages, waterobics, aquatic therapy, Masters Swimming, USA Swimming, scuba certification, aquatic infant survival lessons, and training courses in lifeguard, water safety instructor, first aid, first responder and CPR. In-Service lifeguard training is provided for our lifeguards. Pool lifeguards are certified in Red Cross Lifeguard Training and CPR.

Financial Summary

Aquatics	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	754,420	786,200	772,400	812,276	39,876
Operating Expenses	272,960	238,960	284,634	284,667	33
Capital	36,707	--	215,128	25,181	(189,947)
Total	\$1,064,087	\$1,025,160	\$1,272,162	\$1,122,124	(\$150,038)

Recreation Activities

The Recreation division administers, manages and implements recreational programs and events representing a variety of ages and interests that meet the needs of the community, promote healthy lifestyles, and encourage greater community involvement.

Financial Summary

Recreation Activities	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	2,769,296	3,022,844	3,242,828	3,318,349	75,521
Operating Expenses	1,780,059	1,848,539	1,847,618	1,742,572	(105,046)
Capital	204,990	69,125	12,000	187,406	175,406
Grant-In-Aid	4,264	11,451	11,400	11,400	--
Other	32,295	--	--	--	--
Total	\$4,790,904	\$4,951,959	\$5,113,846	\$5,259,727	\$145,881

Amphitheater

The Parks, Recreation & Cultural Arts Department works with an outside contractor to produce, promote, and program shows, events and festivals at the Amphitheater/Community Park.

Financial Summary

Amphitheater	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Operating Expenses	304,365	859,397	871,726	1,395,014	523,288
Capital	--	3,852	--	--	--
Total	\$304,365	\$863,249	\$871,726	\$1,395,014	\$523,288

Preschool

The Preschool Division was removed from the budget in FY 2015.

Financial Summary

Preschool	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	128,114	--	--	--	--
Operating Expenses	44,554	--	--	--	--
Total	\$172,668	\$0	\$0	\$0	\$0

Tennis Center

The Pompano Beach Tennis Center is a full service public tennis facility with 16 lighted clay courts. Residents can enjoy beginner to advanced clinics and lessons and leagues for players of all ages. Additionally, the facility offers mixers, socials, United States Tennis Association tournaments, winter, spring and summer youth camps, racquet stringing and merchandise.

Financial Summary

Tennis Center	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	205,331	204,324	202,127	212,955	10,828
Operating Expenses	71,975	63,644	62,265	75,332	13,067
Capital	--	--	--	40,052	40,052
Total	\$277,306	\$267,968	\$264,392	\$328,339	\$63,947

Golf Operations

The Golf Operations Division operates a 180 acre parcel of land that is home to 2 championship golf courses: The Pines Course and the Palms Course. The Pines Course was recently redesigned by Greg Norman and is now a signature Greg Norman course. The Palms course was designed by the firm of Devlin/Von Hague. The property also offers a full length practice range with a turf tee or artificial turf matts for your practice pleasure. The golf course has two practice putting greens and a chipping green for game practice. Part of the chipping green is a green side bunker for sand game practice. With a full complement of golf offerings the golf course has a clubhouse that features both men’s and ladies locker rooms, cashier/check in area, as well as a cart barn that houses a fleet of 140 Yamaha golf carts. To ensure guests receive proper service these are a number of cashiers, golf cart/ outside service people, as well as enough golf course Starters and Rangers to get players on the courses on time and around the courses efficiently.

Financial Summary

Golf Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variances
Personal Services	--	--	--	849,386	849,386
Operating Expenses	--	--	--	2,504,184	2,504,184
Capital	--	--	--	37,500	37,500
Total	\$0	\$0	\$0	\$3,391,070	\$3,391,070

General Administration/Non-Departmental

Purpose

The purpose of General Administration is to account for operating expenses which are not under the direct supervision of a department head. Services covered include: crossing guards for schools, short-term financing, grant-in-aid to non-profit organizations, citywide functions, Tax Increment Financing payments to the City Redevelopment Agencies, contingency accounts for unanticipated needs and transfers to other funds.

General Administration Summary

General Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Non-Departmental	23,446,083	21,715,446	15,833,788	15,668,979	(164,809)
Total	\$23,446,083	\$21,715,446	\$15,833,788	\$15,668,979	(\$164,809)

Financial Summary

Non-Departmental	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	111,112	94,589	96,937	2,348
Operating Expenses	2,218,251	1,837,522	1,627,971	1,981,500	353,529
Capital	--	5,869	--	27,000	27,000
Debt Service	292,074	292,074	762,075	861,493	99,418
Grant-In-Aid	3,197,661	3,555,432	3,872,655	4,552,674	680,019
Operating Transfers	17,738,936	15,913,437	8,194,517	6,965,595	(1,228,922)
Contingency	--	--	10,000	10,000	--
Working Capital Reserve	--	--	1,271,981	1,173,780	(98,201)
Total	\$23,446,083	\$21,715,446	\$15,833,788	\$15,668,979	(\$164,809)

Debt Service Summary

Non-Departmental	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Notes Payable	225,005	231,188	237,541	244,068	6,527
Notes Payable - Fleet	--	--	446,500	544,133	97,633
Interest Expense	67,069	60,886	54,534	48,006	(6,528)
Interest Expense N/P Fleet Vehicle	--	--	23,500	25,286	1,786
Total	\$292,074	\$292,074	\$762,075	\$861,493	\$99,418

Budget Comments

▪ Budget Variances

508,170	Increase in transfer to the EMS Service District Fund to support EMS related costs.
18,543	Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.
528,951	Increase in Grant-in-Aid expenses related to CRA Tax Increment Financing (TIF) costs.
99,419	Increase in debt service payments associated with capital financing.
(1,737,092)	Decrease in transfer expense to the Golf Fund.

\$238,400 **Normal Increases/Decreases**

2,347	Personal Services
84,986	Operating Expenses
(1)	Debt Service
151,068	Grant-in-Aid

▪ Enhancements

250,000	Increase in operating budget to cover anticipated maintenance expenses for City facilities.
27,000	Increase in capital budget to purchase a vehicle for Office of Housing and Urban Improvement.
(\$164,809)	Total Decrease

Special Revenue Funds

Special Revenue Funds

These funds account for the proceeds of specific revenue sources that are restricted for designated activities or services. The funds accounted for in the Special Revenue Funds include:

- **Building Permit Fund**
- **Emergency Medical Services Special District Fund**
- **Community Development Block Grant Fund**
- **Administrative Capital Fund**
- **Cemetery Trust Fund**

Building Permit Fund

This fund is used to account for collected money that is to be used for administration and enforcement of the Florida Building Code. The division accounted for in this fund is:

- **Building Inspections**

Building Inspections

Mission

The mission of the Building Inspections Division is to protect lives and property by performing building, electrical, plumbing and mechanical inspections, and provide unparalleled customer service by responding to our customers' needs in a prompt and positive manner.

Purpose

The purpose of the Building Inspections Division is to enforce certain minimum standards pursuant to the Florida Building Code. These minimum standards include public safety, health and general welfare through structural strength, stability, sanitation, adequate light and ventilation, and safety to life and property from fire, hurricane, and other hazards attributed to the built environment. These include alteration, repair, removal, demolition, use, and occupancy of buildings, structures or premises. The Building Inspections Division also regulates the installation and maintenance of all electrical, gas, mechanical and plumbing systems, which may be referred to as service systems. The provisions in the Florida Building Code shall be deemed to supplement any and all State laws of the State of Florida relating to building.

Goals

The Building Inspections Division's goal is to provide customer friendly plan review, issuance of building permits, performance of field inspections, and issuance of certificates of occupancy to ensure conformance with the minimum standards, pursuant to the Florida Building Code.

Responsibilities

The Building Inspections Division is responsible for the efficient and effective supervision of construction activities within the Pompano Beach City limits to assume compliance with the adopted version of the Florida Building Code.

The Building Inspections Division reviews all building permits for Building Code compliance; provides ongoing customer service to residents, businesses and the building community; provides permit expediting services; manages alarm registration, renewal and billing; and conducts records research.

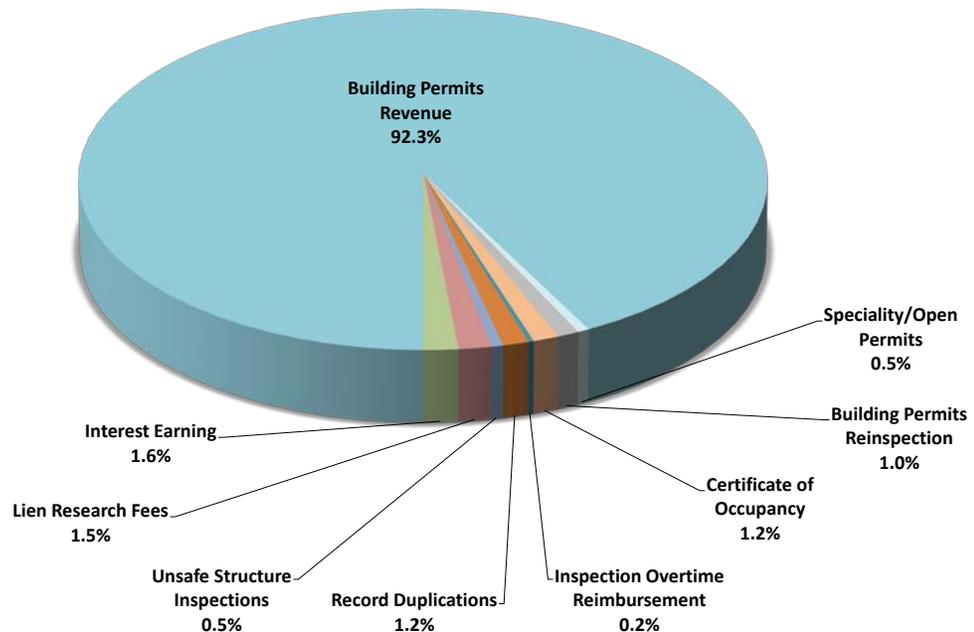
Achievements FY 2015

- Held the Contractors Forum XI.
- Time frame of reviewed permits is reduced from 15 to 10 business days.
- Quit Service Program is being maintained at 2 promised business days.
- Walk-Thru permitting for owner builder is available 24/7.
- One Stop Customer Services Counter provides service to all customers in a single contact.
- Building Inspection Division was appointed to the Broward County Board of Rules and Appeals for the required "Building Permit Form" Ad-Hoc Committee as a voting member.
- Building Inspection Division was appointed to the Broward County Central Examining Board of Contractors as a voting member.

Building Permit Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Building Permits Revenue	-	-	5,524,995	7,054,838	1,529,843
Speciality/Open Permits	-	-	40,000	40,000	-
Building Permits Reinspection	-	-	23,000	75,000	52,000
Certificate of Occupancy	-	-	53,000	90,000	37,000
Inspection Overtime Reimbursement	-	-	5,000	18,000	13,000
Record Duplications	-	-	30,000	90,000	60,000
Unsafe Structure Inspections	-	-	35,000	40,000	5,000
LICENSES AND PERMITS SUBTOTAL =	\$0	\$0	\$5,710,995	\$7,407,838	\$1,696,843
Lien Research Fees	-	-	400,000	115,000	(285,000)
CHARGES FOR SERVICES SUBTOTAL =	\$0	\$0	\$400,000	\$115,000	(285,000)
Interest Earning	-	-	-	120,000	120,000
Budget Fund Balance Building Department	-	-	727,749	-	(727,749)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$727,749	\$120,000	(607,749)
GRAND TOTAL BUILDING PERMIT FUND =	\$0	\$0	\$6,838,744	\$7,642,838	\$804,094

FY 2017 ADOPTED REVENUES



Building Inspections Summary

Building Inspections	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Building Inspections	--	--	6,838,744	7,642,838	804,094
Total	\$0	\$0	\$6,838,744	\$7,642,838	\$804,094

Financial Summary

Building Inspections	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	--	4,344,862	4,514,904	170,042
Operating Expenses	--	--	2,343,882	2,918,803	574,921
Capital	--	--	150,000	209,131	59,131
Total	\$0	\$0	\$6,838,744	\$7,642,838	\$804,094

Budget Comments

- **Budget Variances**

26,851	Increase in personal services pension contributions due to fund financial performance.
436,675	Increase in operating expenses due to the annual reallocation of internal service charges based upon more recent data.
16,479	Increase in operating budget to reimburse the General Fund for new construction plan review services provided by Fire Prevention.
(150,000)	Decrease in capital expense due to the one time nature of the expense.

\$31,082 Normal Increases/(Decreases)

(75,563)	Personal Services
106,645	Operating Expenses

- **Enhancements**

45,000	Increase in overtime budget due to anticipated increases for inspections and plan review.
104,390	Increase in salary and wages for personnel based on market demand for Inspectors and Plan Reviewers in Broward County.

182,000	Increase in capital budget to replace seven (7) Ford Escapes.
111,618	Increase in personal service budget [\$69,365], operating budget [\$15,122] and capital budget [\$27,131] to hire a full time Building Mechanical Field Inspector.
\$804,094	Total Increase

Emergency Medical Services

Special District Fund

This fund is used to account for ad valorem taxes and emergency transport fees collected for emergency medical services provided by the City. Emergency Medical Services (EMS) is a dependent special district created to provide emergency medical care for residents of the City. The division accounted for in this fund is:

- **Emergency Medical Services Division**

Emergency Medical Services (EMS)

Mission

The Emergency Medical Services (EMS) Division responds to all calls for emergency medical assistance within the community. This mission is performed around the clock with all due regard for the dignity of each person served. In terms of priority, we want to help Pompano Beach enhance its reputation as a safe place in the region and deepen our connection with the community. In addition to its core mission, the EMS program offers a host of public education programs which include CPR, Child Car Seat Safety, Community Emergency Response Team (CERT) and more.

Purpose

As part of the Fire Rescue Department, the EMS Division shares the same purpose, goals and responsibilities:

Geographically, the City is divided into six zones; each with a dedicated fire station. In addition to the City, the fire department provides fire-rescue coverage for the contract service area of Sea Ranch Lakes, located about one mile south of Pompano Beach's city limits along AIA. Also, to Sea Ranch Lakes, the City of Pompano Beach has an Automatic-Aid agreement with the City of Lighthouse Point (located just north of Pompano along Federal Highway), calling for Lighthouse Point Fire Rescue to commit an aerial ladder truck automatically to all Pompano Beach commercial fires while Pompano would respond to all of Lighthouse Point's structure fires.

Goals

- Awareness - Expand awareness and public education programs
- Teamwork - Solidify partnership with stakeholders
- Productivity - Build officer development program to improve organizational leadership
- A safer Pompano - Promote value of service and the need to expand capability

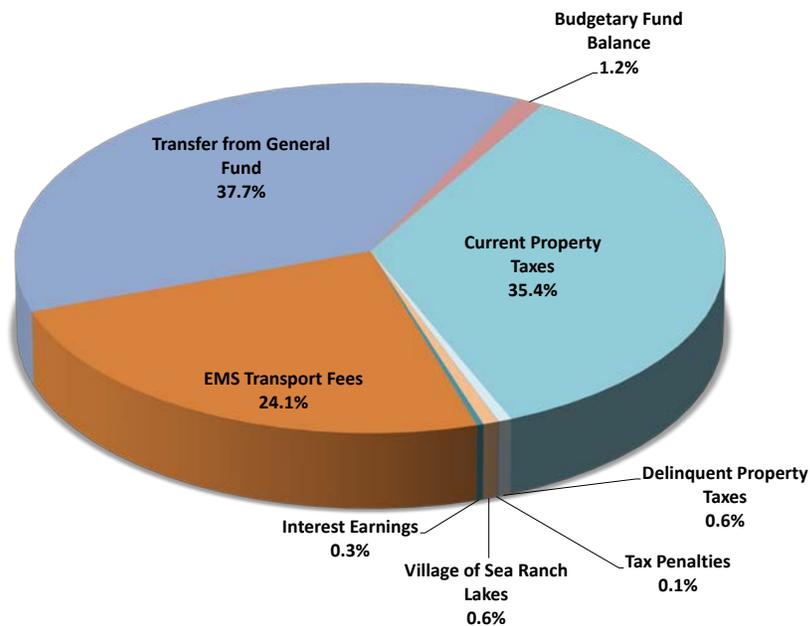
Responsibilities

EMS Division serves a wide range of individuals on a daily basis. Calls for assistance include – but are not limited to – medical and fire incidents, high-rise rescues, hazardous material incidents and vehicle accidents. When firefighters are not responding to requests for assistance, they are conducting training drills and/or helping to maintain the fire station facilities, as well as, the apparatus and equipment necessary to do their job.

Emergency Medical Services Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Current Property Taxes	4,274,243	4,588,548	5,023,360	5,476,579	453,219
Tax Discounts	(73,491)	(125,107)	(175,818)	(191,680)	(15,862)
Delinquent Property Taxes	75,586	88,267	75,000	83,000	8,000
Tax Penalties	13,259	9,989	22,500	10,000	(12,500)
TAXES SUBTOTAL =	\$4,289,597	\$4,561,697	\$4,945,042	\$5,377,899	\$432,857
EMS Grants	-	-	-	-	-
Broward County Fire Services Contract	-	-	-	-	-
Village of Sea Ranch Lakes	90,179	91,105	93,837	96,309	2,472
INTERGOVERNMENTAL SUBTOTAL =	\$90,179	\$91,105	\$93,837	\$96,309	\$2,472
Interest Earnings	15,660	50,344	14,195	40,000	25,805
Net Fair Value	(5,272)	1,543	-	-	-
Interest Realized Gain (Loss)	(9,698)	(15,592)	-	-	-
Interest Earnings Tax Collections	2,546	1,881	2,000	1,800	(200)
Donations	203	80	-	-	-
Other Revenue	-	-	-	-	-
MISCELLANEOUS SUBTOTAL =	\$3,439	\$38,256	\$16,195	\$41,800	\$25,605
EMS Transport Fees	3,201,815	3,585,145	3,200,000	3,600,000	400,000
CHARGES FOR SERVICES SUBTOTAL =	\$3,201,815	\$3,585,145	\$3,200,000	\$3,600,000	\$400,000
Transfer from General Fund	5,829,537	6,002,799	5,107,425	5,615,595	508,170
OTHER SOURCES SUBTOTAL =	\$5,829,537	\$6,002,799	\$5,107,425	\$5,615,595	\$508,170
Budgetary Fund Balance	-	-	600,000	180,000	(420,000)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$600,000	\$180,000	(\$420,000)
GRAND TOTAL EMS FUND =	\$13,414,567	\$14,279,002	\$13,962,499	\$14,911,603	\$949,104

FY 2017 ADOPTED REVENUES



Emergency Medical Services Summary

EMS	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
EMS	13,690,975	13,629,984	13,962,499	14,911,603	949,104
Total	\$13,690,975	\$13,629,984	\$13,962,499	\$14,911,603	\$949,104

Financial Summary

EMS	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	10,879,022	10,669,824	11,236,147	11,601,638	365,491
Operating Expenses	2,455,050	2,586,964	2,625,278	2,894,587	269,309
Capital	356,903	373,196	101,074	415,378	314,304
Total	\$13,690,975	\$13,629,984	\$13,962,499	\$14,911,603	\$949,104

Budget Comments

- **Budget Variances**

33,528	Increase in personal service costs associated with contributions to the Fire Health Insurance Trust Fund
(98,746)	Decrease in personal service pension contributions due to fund financial performance.
186,389	Increase in operating expenses due to the annual reallocation of internal service charges based upon more recent data.
276	Increase in personal services related to contributions to the General Public Employees Insurance Health Trust Fund.
(101,074)	Decrease in capital expense based on the one-time nature of the expense.
(\$18,263)	Normal Increases/(Decreases)
153,071	Personal Services
(171,334)	Operating Expense

- **Enhancements**

415,378	Increase in capital expense to replace two (2) 12-Lead ECG Defibrillator/Pacemaker [\$71,643], two (2) stretchers [\$31,000], twenty (20) sets of carbon monoxide monitors for Life packs [\$9,444], and a rescue van [\$303,291].
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511,617	Increase in personal services budget [\$277,363] and operating budget [\$234,254] to hire fifteen additional Firefighters for Rescue 352.
20,000	Increase in operating expenses to fund cost increases associated with pharmaceuticals.
\$949,104	Total Increase

Community Development Block Grant Fund

This fund consists for programs and activities that provide communities with resources to address a wide range of unique community development needs. Department accounted for in this fund include:

- **Office of Housing and Urban Improvement (OHUI)**

Office of Housing and Urban Improvement (OHUI)

Mission

The Office of Housing and Urban Improvement (OHUI) uses Federal, State and Local grant programs to help produce decent housing, a suitable living environment and increase economic opportunities in the City.

Purpose

OHUI's programs and activities are developed with three primary objectives: providing benefits to the City's low-moderate income individuals and households, providing benefits to neighborhoods with high concentrations of low-moderate income residents and providing benefits to the City as a whole.

Goals

Each year's Annual Action Plan, which is approved by the City Commission, describes and summarizes the community development and housing goals for each upcoming fiscal year. For each objective selected for a specific project, one of the three outcome categories that best reflect what is proposed to be achieved by funding that activity is chosen. The three outcome activities are: Improving Availability or Accessibility, Improving Affordability and Improving Sustainability.

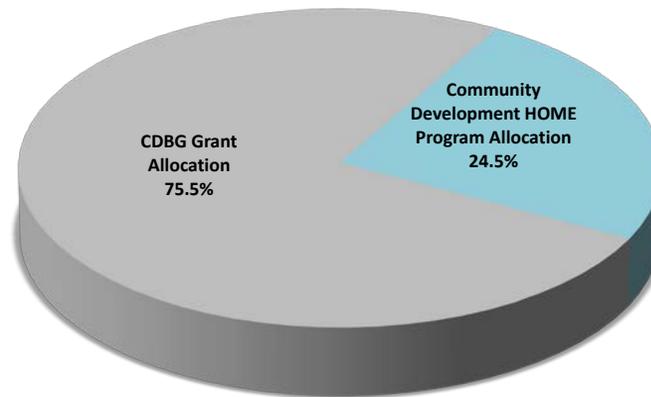
Responsibilities

OHUI is the lead City department in coordinating the development and implementation of the Five-Year Consolidated Plan and each Annual Action Plan created thereunder. It is responsible for the design, development and implementation of Federal, State and Local grants. As such, it is the primary responsibility of the department to ensure the strategies identified in these plans are carried out effectively. In addition, it is also OHUI's responsibility to facilitate coordination among the various governmental offices in Pompano Beach, as well as the companies and not-for-profit organizations that are affected by the outcome of this planning process.

Community Development Block Grant Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Community Development HOME Program Allocation	458,218	146,929	284,923	303,648	18,725
CDBG HOME Recapture	-	21,105	-	-	-
Community Development HOME Program Income	101,305	-	-	-	-
CDBG Grant Allocation	1,188,208	1,059,083	908,600	936,667	28,067
CDBG HOME Program Income	225,440	68,172	-	-	-
CDBG Admin. Recapture	17	-	-	-	-
CDBG Program Inc. Perm. Loan	-	14,332	-	-	-
Community Development HOME Program Inc. Perm. Loan	5,000	-	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$1,978,188	\$1,309,621	\$1,193,523	\$1,240,315	\$46,792
GRAND TOTAL CDBG FUND =	\$1,978,188	\$1,309,621	\$1,193,523	\$1,240,315	\$46,792

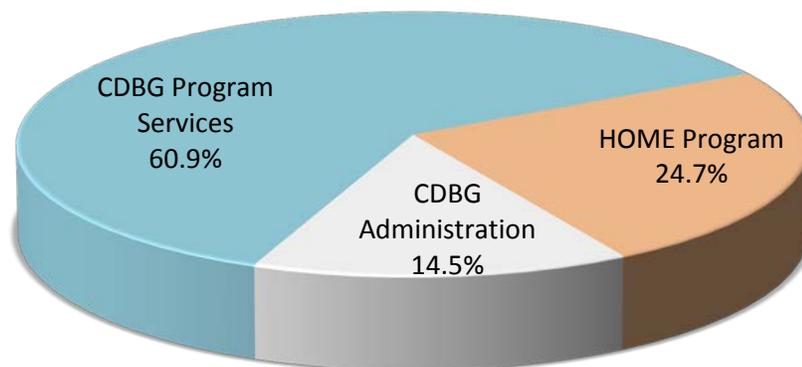
FY 2017 ADOPTED REVENUES



OHUI Summary

OHUI	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
CDBG Administration	231,811	204,892	181,720	187,333	5,613
CDBG Program Services	1,099,448	931,816	726,880	749,334	22,454
HOME Program	463,217	146,929	284,923	303,648	18,725
Economic Development	88,656	4,879	--	--	--
Total	\$1,883,132	\$1,288,516	\$1,193,523	\$1,240,315	\$46,792

FY 2017 The Office of Housing and Urban Improvement



Financial Summary

OHUI	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	318,000	177,010	170,319	274,018	103,699
Operating Expenses	213,406	220,647	225,708	123,572	(102,136)
Grant-In-Aid	1,351,726	890,859	796,852	820,542	23,690
Contingency	--	--	644	22,183	22,183
Total	\$1,883,132	\$1,288,516	\$1,193,523	\$1,240,315	\$46,792

Budget Comments

- **Budget Variances**

(16,969)	Decrease in personal services pension contributions due to personnel allocation.
19,661	Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.
45,229	Increase in Program Services funding for Fiscal Year 2017.
(\$1,129)	Normal Increases/(Decreases)
	120,668 Personal Services
	(121,797) Operating Expenses
	21,539 Grant-In-Aid
	21,539 Contingency
\$46,792	Total Increase

CDBG Administration

The FY17 budget does not reflect carry forward funds from NSP1, NSP3, SHIP and Hardest Hit programs, nor does it reflect the staff or the activities associated with those funds. The department has devoted significant staff resources to activities related to carry forward funds. NSP activities encompass property acquisition, housing rehabilitation, property maintenance and down payment assistance for income qualified low and very low income clients purchasing rehabbed NSP homes. SHIP Program Funds will be used to fund Emergency Repair Grants for income qualified low and very low income clients.

The Office of Housing & Urban Improvement achieves its goals by providing home purchase and home rehabilitation, acquiring land for housing development, providing infrastructure and public facilities improvements, and providing a variety of public services that affect community residents, particularly youth and the elderly. Economic development activities create jobs and improve the overall viability of businesses serving the community.

The Office also provides staff support for the Community Development Advisory Committee which was given the responsibility to review and recommend capital projects, public service programs and other community development and community improvement programs in the City.

Financial Summary

CDBG Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	157,010	108,488	124,527	131,135	6,608
Operating Expenses	74,801	96,404	57,193	56,198	(995)
Total	\$231,811	\$204,892	\$181,720	\$187,333	\$5,613

CDBG Program Services

The CDBG Program Services organizes its activities into public services, housing and a capital program. The capital program, presented in the City’s Capital Improvement Plan, consists of “bricks and mortar” projects such as street paving, sidewalk construction, landscaping improvements and other infrastructure improvements. Public services and housing consists of those programs and services which are provided to fulfill the basic needs within the community. These programs include after school programs, home ownership, legal and financial counseling, housing rehabilitation assistance programs, economic development programs and other public services.

Financial Summary

CDBG Program Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	91,102	10,854	29,526	122,329	92,803
Operating Expenses	94,941	112,627	156,933	57,563	(99,370)
Grant-In-Aid	913,405	808,335	540,421	547,259	6,838
Contingency	--	--	--	22,183	(22,183)
Total	\$1,099,448	\$931,816	\$726,880	\$749,334	\$22,454

HOME Program

The HOME Program organizes its activities into new single-family construction, down payment assistance, land acquisition and development for housing and purchases of existing housing. All of these programs are designed to provide affordable housing opportunities to low and moderate income residents of the City.

Financial Summary

HOME Program	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	17,221	52,872	16,266	20,554	4,288
Operating Expenses	7,675	11,533	11,582	9,811	(1,771)
Grant-In-Aid	438,321	82,511	256,431	273,283	16,852
Contingency	--	--	644	--	(644)
Total	\$463,217	\$146,916	\$284,923	\$303,648	\$18,725

Economic Development

The Economic Development Division seeks to leverage existing City initiatives and economic development programs with those available through the Enterprise Zone and our Revolving Loan Fund to cooperatively promote and achieve successful outreach and implementation.

Since FY 2016, the CDBG Economic Development Division reverted back to an expense account in the CDBG Program Services Division.

Financial Summary

Economic Development	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	52,667	4,796	--	--	--
Operating Expenses	35,989	83	--	--	--
Total	\$88,656	\$4,879	\$0	\$0	\$0

Administrative Capital Fund

This fund consists of capital improvement project administration activities. Revenues are generated as projects are administered. The division accounted for in this fund is:

- **Project Administration**

Project Administration

Mission

The Project Administration Division provides direct oversight to capital improvement projects and protect taxpayers' money by building first class facilities at competitive prices without sacrificing quality.

Purpose

The purpose of the Project Administration Division is to supervise design and construction of Capital Improvements Citywide.

Goals

The goal of the Project Administrative Division is to ensure projects are completed on time and on budget.

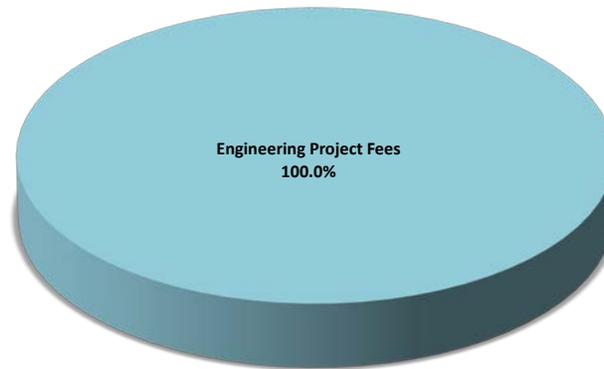
Responsibilities

- To manage Capital Improvement Plan funds.
- To advertise for RFQ/RFPs.
- To hire consultants (engineers, architects, surveyors, etc.) and contractors to carry out construction work (horizontal and vertical improvements, etc.).

Administrative Capital Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Engineering Project Fees	-	-	1,210,437	1,194,062	(16,375)
OTHER SOURCES SUBTOTAL =	\$0	\$0	\$1,210,437	\$1,194,062	(\$16,375)
GRAND TOTAL ADMINISTRATIVE CAPITAL FUND =	\$0	\$0	\$1,210,437	\$1,194,062	(\$16,375)

FY 2017 ADOPTED REVENUES



Administrative Capital Summary

Administrative Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Project Administration	--	--	1,210,437	1,194,062	(16,375)
Total	\$0	\$0	\$1,210,437	\$1,194,062	(\$16,375)

Financial Summary

Project Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	--	794,587	625,968	(168,619)
Operating Expenses	--	--	405,850	568,094	162,244
Capital	--	--	10,000	--	(10,000)
Total	\$0	\$0	\$1,210,437	\$1,194,062	(\$16,375)

Budget Comments

- **Budget Variances**

(1,490)	Decrease in personal service pension contributions due to fund financial performance.
92,744	Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.
(134,200)	Decrease in temporary and part-time expenses due to workload and cost allocation
\$26,571	Normal Increases/(Decreases)
(32,929)	Personal Services
69,500	Operating Expenses
(10,000)	Capital
(\$16,375)	Total Decrease

Cemetery Trust Fund

This fund is used to account for the proceeds from the sale of certain cemetery plots and certain service charges for perpetual care to the facility. The division accounted for in this fund is:

- **Cemetery Trust Administration**

Cemetery Trust

Mission

Cemetery Trust Fund provides for perpetual care for the facility, such as maintenance, managing the operations, keeping complete and accurate records of burials, complying with State laws, and collecting the revenue associated with the operations of the cemetery.

Purpose

To eventually fund all costs necessary to operate and maintain municipal cemetery.

Goals

Establish adequate funds so that municipal cemetery is self-sufficient by year 2023.

Responsibilities

Adjust revenues from plot sales as necessary based on market demand to ensure trust fund grows adequately.

Cemetery Trust Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Cemetery Service Charges	4,485	3,321	-	-	-
CHARGES FOR SERVICES SUBTOTAL =	\$4,485	\$3,321	\$0	\$0	\$0
Cemetery Lot Sales	2,642	760	-	-	-
MISCELLANEOUS SUBTOTAL =	\$2,642	\$760	\$0	\$0	\$0
Budgetary Fund Balance	-	-	25,000	25,000	-
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$25,000	\$25,000	\$0
GRAND TOTAL CEMETERY TRUST FUND =	\$7,127	\$4,081	\$25,000	\$25,000	\$0

FY 2017 ADOPTED REVENUES



Cemetery Trust Summary

Cemetery Trust	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Cemetery Trust Administration	--	--	25,000	25,000	--
Total	\$0	\$0	\$25,000	\$25,000	\$0

Financial Summary

Cemetery Trust Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Working Capital Reserve	--	--	25,000	25,000	--
Total	\$0	\$0	\$25,000	\$25,000	\$0

Enterprise Funds

Enterprise Funds

These funds are used to account for operations and services recovered through customer charges – whether to outside customers or to other units of the City. The funds accounted for in the Enterprise Funds include:

- **Utility Fund**
- **Stormwater Utility Fund**
- **Pier Fund**
- **Airpark Fund**
- **Parking Operations Fund**
- **Golf Fund***
- **Solid Waste Disposal Fund**
- **Solid Waste Special Service Fund**

***Beginning in FY 2017, Golf Fund is budgeted in the General Fund.**

Utility Fund

This fund is used to account for the provision of water and wastewater services to the residents of the City and surrounding areas. Departments accounted for in this fund include:

- **Water Department**
- **Wastewater Department**

Utilities

Mission

The Utilities mission is to provide superior service and exceed standards. Also, to provide water, reuse, wastewater and stormwater services in an environmentally and financially responsible way with respect to the role of government in protecting the taxpayers' and public's interest.

Purpose

To provide quality water utility services 24/7, provide health and safety benefits, ensure sustainability, and make our service areas a great place to live and work.

Goals

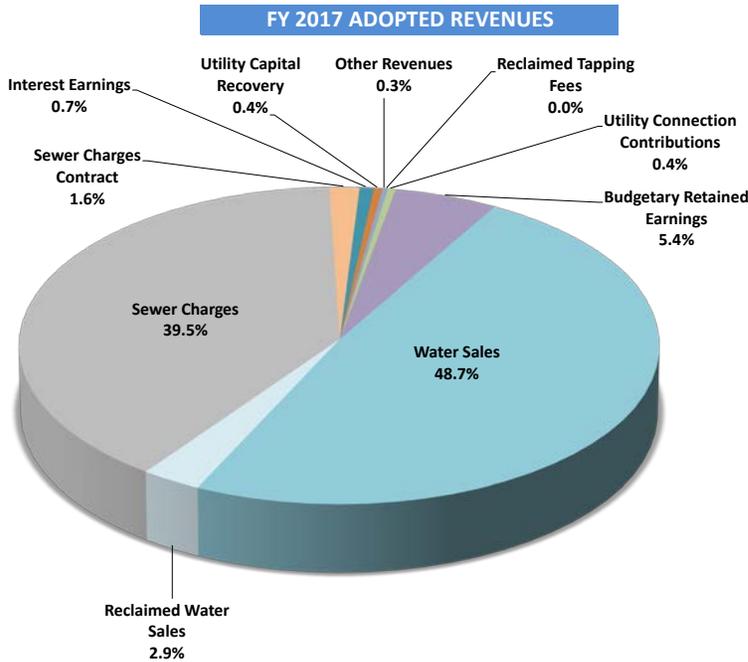
- Provide safe drinking water 24/7.
- Provide reuse water for irrigation to reduce saltwater intrusion.
- Provide wastewater services that protect the environment from spills.
- Provide all services efficiently and with great customer service.

Responsibilities

To provide drinking water, wastewater collections; reuse water and stormwater service to specific areas in the City of Pompano Beach, as well as, to areas outside City limits.

Utility Fund Revenues

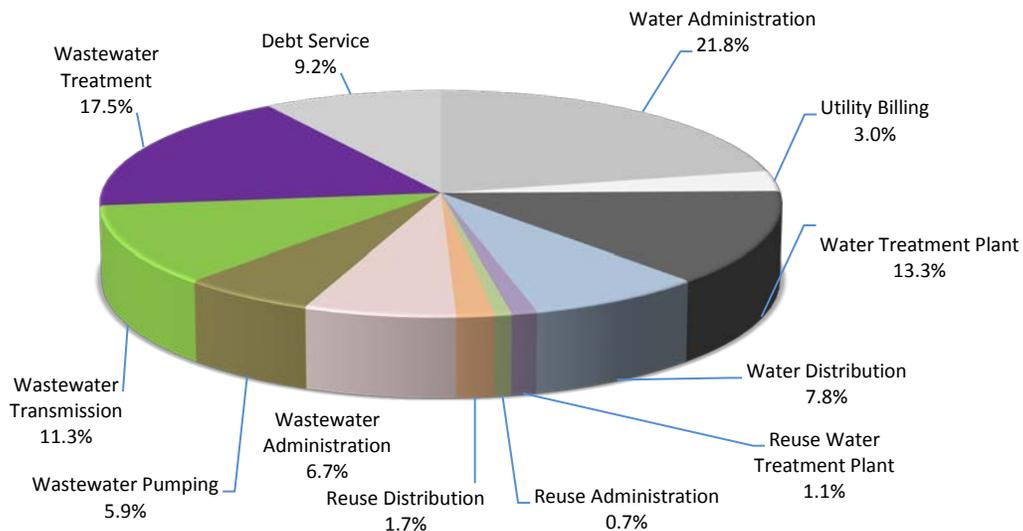
Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Interlocal Broward County - IWRP	12,679	-	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$12,679	\$0	\$0	\$0	\$0
Water Sales	19,659,549	21,532,368	20,235,902	21,685,000	1,449,098
Reclaimed Water Sales	1,456,792	1,607,917	1,213,499	1,300,900	87,401
Wastewater Charges	17,053,705	17,851,110	17,538,566	17,600,930	62,364
Water Backflow Inspection	23,079	24,427	-	-	-
Wastewater Charges Contract	649,047	670,740	645,992	700,000	54,008
Wastewater Maintenance City Facility	13,692	13,692	-	-	-
CHARGES FOR SERVICES SUBTOTAL =	\$38,855,864	\$41,700,254	\$39,633,959	\$41,286,830	\$1,652,871
Interest Earnings	272,650	385,994	180,399	330,833	150,434
Net Fair Value	16,402	11,040	-	-	-
Interest Realized Gain (Loss)	(121,908)	(114,304)	-	-	-
Interest on Delinquent Special Assessments	340	713	-	-	-
Utility Capital Recovery	580,077	601,774	100,000	200,000	100,000
Sale of Fixed Assets	21,307	20,519	-	-	-
Other Reimbursements	-	3,350	-	-	-
Other Revenues	124,664	148,130	100,000	120,000	20,000
MISCELLANEOUS SUBTOTAL =	\$893,532	\$1,057,216	\$380,399	\$650,833	\$270,434
Customer Service Billing	91,670	-	-	-	-
Reclaimed Tapping Fees	6,734	2,224	2,000	2,000	-
Utility Connection Contributions	135,696	220,777	100,000	180,000	80,000
Contributed Capital	1,029	1,029	-	-	-
OTHER SOURCES SUBTOTAL =	\$235,129	\$224,030	\$102,000	\$182,000	\$80,000
Budgetary Retained Earnings	-	-	3,099,208	2,420,979	(678,229)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$3,099,208	\$2,420,979	(678,229)
GRAND TOTAL UTILITY FUND =	\$39,997,204	\$42,981,500	\$43,215,566	\$44,540,642	\$1,325,076



Utilities Summary

Utilities	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Water Department					
Water					
Administration	7,602,461	7,870,224	9,297,950	9,698,986	401,036
Utility Billing*	1,225,747	1,088,313	1,269,524	1,314,124	44,600
Water Treatment					
Plant	6,932,337	6,916,604	5,709,729	5,935,815	226,086
Water Distribution	6,445,881	6,429,219	3,412,440	3,460,492	48,052
Reuse Water					
Treatment Plant	526,158	554,307	486,367	497,997	11,630
Reuse					
Administration	245,636	270,120	385,616	329,450	(56,166)
Reuse Distribution	305,193	333,953	553,745	739,748	186,003
Wastewater Department					
Wastewater					
Administration	3,477,212	3,440,059	2,720,200	2,963,649	243,449
Wastewater					
Pumping	2,537,190	2,745,438	2,627,240	2,634,094	6,854
Wastewater					
Transmission	6,059,999	6,420,519	4,829,483	5,047,887	218,404
Wastewater					
Treatment	7,340,356	7,404,892	7,809,313	7,809,313	--
Debt Service	1,241,064	570,976	4,113,959	4,109,087	(4,872)
Total	\$43,939,234	\$44,044,624	\$43,215,566	\$44,540,642	\$1,325,076

FY 2017 Utilities



*Utility Billing personnel reports to the Finance Department.

Financial Summary

Utilities	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	8,068,019	7,946,495	9,327,339	9,509,965	182,626
Operating Expenses	30,046,663	30,619,945	22,323,292	23,323,851	1,000,559
Capital	606,873	818,443	1,250,976	1,397,739	146,763
Other	6,040	341	200,000	200,000	--
Inter-Fund*					
Transfers/CIP	4,100,000	4,100,000	6,000,000	6,000,000	--
Debt Service	1,111,639	559,400	4,113,959	4,109,087	(4,872)
Total	\$43,939,234	\$44,044,624	\$43,215,566	\$44,540,642	\$1,325,076

Debt Service Summary

Utility Debt Service	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Other Professional	55,000	814	--	--	--
Amortization Expense	74,425	10,762	--	--	--
Total Operating	\$129,425	\$11,576	\$0	\$0	\$0
Revenue Bond	--	--	3,650,056	3,718,690	68,634
Interest Expense	1,106,992	558,042	443,040	369,534	(73,506)
Interest Expense UB	1,034	1,358	20,000	20,000	--
Deposits					
Fiscal Agent Fees	863	--	863	863	--
Bond Escrow Agent	2,750	--	--	--	--
Total Debt Service	\$1,111,639	\$559,400	\$4,113,959	\$4,109,087	(\$4,872)

*The Water and Wastewater Utility Fund transfers \$6 Million annually to the Renewal and Replacement Fund to support capital projects on a pay-as-you-go basis. Capital projects detail is provided in the Capital Improvement Section.

Budget Comments

Water Department

▪ Budget Variances

(4,872)	Decrease in debt service payments associated with the 2000 Revenue Bond repayment schedule.
45,480	Increase in personal services pension contributions due to fund financial performance.
419,573	Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.
(665,510)	Decrease in capital budget due to the one-time nature of the expense.

\$42,992 Normal Increase/(Decreases)

(18,300)	Personal Services
61,292	Operating Expenses

▪ Enhancements

116,969	Increase in the Water Treatment Plant personal services [\$64,698], operating budget [\$16,271] and capital budget [\$36,000] to fund a Utilities Electrician Position.
485,386	Increase in the Water Treatment Plant capital budget to replace a storage tank [\$52,884], a vacuum filter [\$42,207], well flow meters [\$37,131], well telemetry [\$36,050], degasifier blower/motor [\$35,833], five (5) membrane feed valve actuators [\$33,963], five (5) membrane concentrate valve actuators [27,027], air conditioner [\$23,370], three (3) valve actuators [\$18,972], autoclave[\$15,000], four (4) pH meters [\$11,420], bypass flow meter [\$11,233], variable frequency drive for treatment unit #1 [\$9,952], auto sampler [\$7,600], level transmitter bleach tank #2 [\$2,863], three (3) field pH meters [\$3,954], and a dump tuck [\$115,927].
191,366	Increase in the Water Distribution capital budget to replace a file cabinet [\$1,985], a pipe saw [\$1,307], laptop [\$5,252], an ice machine [\$8,152], an ice machine bin [\$3,698], air compressor [\$19,421], a pickup truck [\$27,682], backhoe [\$121,687], and an Ingersoll Tamper [\$2,184].
92,709	Increase in the Water Treatment Plant operating budget to fund the renewal of the software licenses.
86,937	Increase in the Reuse Water Treatment Plant capital budget to replace a filter feed pump [\$23,370], two (2) high pressure pump drives [\$18,548], eight (8) neumatic valves

[\$13,912], sixteen (16) sensors for the Wash Filter System [\$12,721], filter feed pump [\$7,856], polymer feed pump [\$6,948], and two (2) panel view touchscreen [\$3,582].

- 13,655 Increase in Reuse Water Treatment Plant operating budget to fund the renewal of the software licenses.
- 31,684 Increase in the Reuse Distribution capital budget to replace a pick-up Truck [\$29,500] and a tamper [\$2,184].

Wastewater Department

- **Budget Variances**

- 26,150 Increase in personal services pension contributions due to fund financial performance.
- 311,609 Increase in operating expenses due to the annual reallocation of internal service charges based on more recent data.
- (470,466) Decrease in capital expense based on the one-time nature of the expense.

\$114,048 Normal Increases/(Decreases)

- 75,698 Personal Services
- 38,350 Operating Expenses

- **Enhancements**

- 318,304 Increase in the Wastewater Pumping capital budget to replace lift station pumps [\$143,430], two (2) service trucks [\$25,828], SCADA hardware [\$37,132], a portable welder [\$4,500], an emergency generator [\$72,412], and a pickup truck [\$35,002].
- 169,062 Increase in the Wastewater Transmission capital budget to replace a wastewater rodding machine (Snake) [\$4,845], a confined space manhole blower [\$1,140], a trash blower [\$1,968], a towable well point pump [\$48,070], and a dump truck [\$113,039].

\$1,325,076 Total Increase

Water Department

Water Administration

The Water Administration Division is responsible for the administrative management and coordination of activities for the operating divisions within the Utilities Department to ensure a sustainable and high quality drinking water for ratepayers in parts of Pompano Beach, Lighthouse Point and Lauderdale by the Sea. This department ensures efficient and effective use of resources and provides a customer oriented team of informed, knowledgeable, dedicated and involved employees. This division manages the water conservation and outreach program as well as process improvement and cost reduction strategies (Lean Six Sigma).

FY2015 Achievements

- Water Reuse Recognition to Randy Brown for services on Water Reuse Board 2010-2015
- 2015 President's Recognition Award from the Southeast Desalting Association

Financial Summary

Water Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	197,339	278,510	403,792	408,414	4,622
Operating Expenses	5,880,122	6,066,714	5,369,158	5,765,572	396,414
Other	1,525,000	1,525,000	3,525,000	3,525,000	--
Total	\$7,602,461	\$7,870,224	\$9,297,950	\$9,698,986	\$401,036

Utility Billing

The Utility Billing Division provides customer service, meter reading and utility billing to the general public. Services provided include: assisting in new utility connections, handling customer inquiries and problems, monthly billing and collection of revenues. This division is funded through the Utility Fund, however, the division reports to the Finance Department.

FY2015 Achievements

Lean Six Sigma White Belt Certifications (all employees) and two (2) Lean Six Sigma Yellow Belt Certifications.

Financial Summary

Utility Billing	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	708,469	568,905	771,290	797,137	25,847
Operating Expenses	498,477	519,408	498,234	516,987	18,753
Capital	18,801	--	--	--	--
Total	\$1,225,747	\$1,088,313	\$1,269,524	\$1,314,124	\$44,600

Water Treatment Plant

The Water Treatment Plant Division provides fiscally sound operations and maintenance of the production wells and Water Treatment Plant in order to ensure uninterrupted production of safe drinking water, by meeting all regulatory requirements, for the citizens and businesses of Pompano Beach, Lighthouse Point and Lauderdale by the Sea.

Financial Summary

Water Treatment Plant	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	2,198,302	2,140,976	2,507,909	2,578,039	70,130
Operating Expenses	4,720,344	4,721,680	2,766,594	2,872,390	105,796
Capital	13,691	53,948	435,226	485,386	50,160
Total	\$6,932,337	\$6,916,604	\$5,709,729	\$5,935,815	\$226,086

Water Distribution

The Water Distribution Division is responsible for the efficient and proactive operation of the distribution system. This includes installing new lines and fire hydrants, replacing old lines, calibrating water meters and maintaining water quality in the system. The division oversees the drinking water backflow and cross connection control programs and the underground utility location services. The division also provides backflow maintenance service to all other City departments.

Financial Summary

Water Distribution	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,845,732	1,703,747	2,088,906	2,002,736	(86,170)
Operating Expenses	4,373,979	4,543,428	1,086,584	1,161,190	74,606
Capital	220,679	182,044	236,950	296,566	59,616
Other	5,491	--	--	--	--
Total	\$6,445,881	\$6,429,219	\$3,412,440	\$3,460,492	\$48,052

Reuse Water Treatment Plant

The City's Reuse Water Treatment Plant Division produces irrigation water for the City's golf course, parks, medians, residences and businesses, as well as for medians in the City of Lighthouse Point.

Financial Summary

Reuse Water Treatment Plant	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	170,509	175,175	195,556	204,533	8,977
Operating Expenses	297,972	325,005	192,277	206,527	14,250
Capital	57,677	54,127	98,534	86,937	(11,597)
Total	\$526,158	\$554,307	\$486,367	\$497,997	\$11,630

Reuse Administration

The Reuse Administration Division is responsible for the administrative management and coordination of all reuse water activities in the Utilities Department to ensure efficient use of all resources and to provide a consumer-oriented team of informed, knowledgeable, dedicated and involved staff. This includes administrative coordination with regulatory agencies, City departments and customers. The “I can water” reuse connection program for single family residential properties is managed by this division.

FY2015 Achievements

- Reuse Water presented the Sample McDougald House Preservation Society (A City OASIS Reuse customer) with the National Customer of the Year Award.
- Florida Water Environment Association presented the Sample McDougald House (A City OASIS Reuse customer) with the 2015 David W. York Reclaimed Customer of the Year Award.

Financial Summary

Reuse Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	84,968	96,122	121,782	67,877	(53,905)
Operating Expenses	54,282	71,758	263,834	261,573	(2,261)
Capital	106,386	102,240	--	--	--
Total	\$245,636	\$270,120	\$385,616	\$329,450	(\$56,166)

Reuse Distribution

The Reuse Distribution Division is responsible for the reuse distribution system. This responsibility includes installing new lines and maintaining fire hydrants, the distribution system water quality and meters. This division also supports coordination efforts between the City and the plumbing contractors making residential reuse connections.

Financial Summary

Reuse Distribution	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	206,721	215,603	274,562	385,839	111,277
Operating Expenses	97,779	118,065	269,383	312,425	43,042
Capital	693	285	9,800	41,484	31,684
Total	\$305,193	\$333,953	\$553,745	\$739,748	\$186,003

Wastewater Department

Wastewater Administration

The Wastewater Administration is responsible for the administrative management and coordination of activities for the operating divisions within the Utilities Department that collect wastewater and transport the wastewater to the Broward County Regional Wastewater Plant. This Division works to protect the environment, to ensure efficient and effective use of resources and to provide a consumer oriented team of informed, knowledgeable, dedicated and involved employees. This division serves ratepayers in parts of Pompano Beach and Lauderdale by the Sea.

Financial Summary

Wastewater Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	307,293	287,964	345,962	332,702	(13,260)
Operating Expenses	3,169,919	3,152,095	2,274,238	2,530,947	256,709
Other	--	--	100,000	100,000	--
Total	\$3,477,212	\$3,440,059	\$2,720,200	\$2,963,649	\$243,449

Wastewater Pumping

The Wastewater Pumping Division is accountable for the efficient operation and maintenance of eighty (80) wastewater lift stations, fifteen (15) emergency electrical generators, six (6) emergency by-pass pumps and approximately sixty-two (62) miles of force mains that provide wastewater service to our customers.

Financial Summary

Wastewater Pumping	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	975,579	1,073,913	1,141,372	1,173,875	32,503
Operating Expenses	1,454,804	1,512,821	1,093,599	1,141,915	48,316
Capital	106,258	158,704	392,269	318,304	(73,965)
Other	549	--	--	--	--
Total	\$2,537,190	\$2,745,438	\$2,627,240	\$2,634,094	\$6,854

Wastewater Transmission

The Wastewater Transmission Division is responsible for all wastewater transmission services which include inspecting and cleaning the system, locating and eliminating leakage into the system, relocating pressurized components, manholes and service pipes. This division also installs access ports to wastewater lines to allow inspections and cleaning of piping.

Financial Summary

Wastewater Transmission	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	1,373,107	1,405,580	1,476,208	1,558,813	82,605
Operating Expenses	2,029,204	2,172,503	700,078	745,012	44,934
Capital	82,688	267,095	78,197	169,062	90,865
Other	2,575,000	2,575,341	2,575,000	2,575,000	--
Total	\$6,059,999	\$6,420,519	\$4,829,483	5,047,887	\$218,404

Wastewater Treatment

The City's wastewater treatment services are performed by Broward County Water and Wastewater Services North Regional Treatment Plant. Broward County operates and maintains a 100 million gallon per day regional wastewater treatment facility. The City purchases "reserve capacity" via a Large User Wastewater Agreement with the County. This capacity determines the maximum amount of wastewater the City can transport to the County through the City's pipe system.

Financial Summary

Wastewater Treatment	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	7,340,356	7,404,892	7,809,313	7,809,313	--
Total	\$7,340,356	\$7,404,892	\$7,809,313	\$7,809,313	\$0

Stormwater Utility Fund

This fund is used to account for the provision of stormwater maintenance and capital improvements to City residents. Divisions/Projects accounted for in this fund include:

- **Stormwater Distribution**
- **Stormwater Capital Projects**

Stormwater Utility Fund

Mission

The Utilities Stormwater Division provides stormwater services in an environmentally and financially responsible way with respect to the role of government in protecting the customers' and public's interest.

Purpose

To provide quality stormwater services, 24/7, providing health and safety benefits, ensuring sustainability, and making our City a great place to live and work.

Goals

- Provide stormwater service to reduce flooding and improve water quality.
- Maintain Stormwater pipes and structures such that flooding does not enter and overwhelm the separate wastewater system and result in wastewater spills.
- Maintain 100% compliance with the Municipal Separate Storm Sewer System (MS4) Permit.
- Provide all services efficiently and with great customer service.

Responsibilities

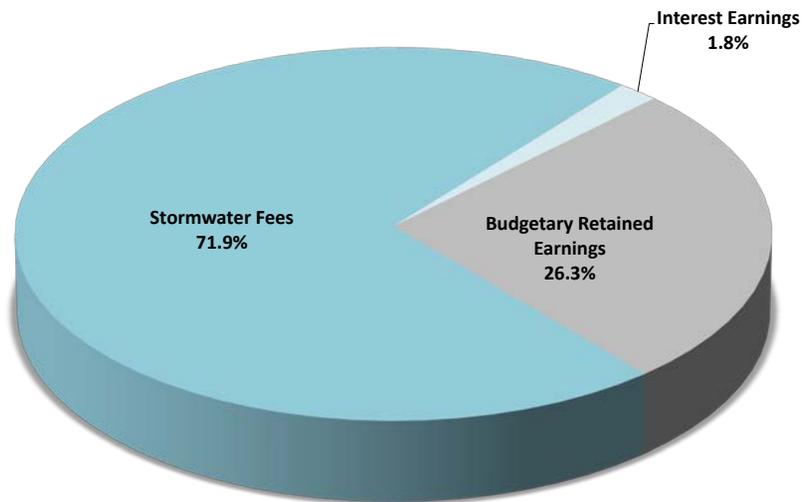
To provide stormwater service to the residents and businesses by maintaining City-owned stormwater systems in Pompano Beach.

The **Stormwater Distribution** was established to provide a dedicated funding source to address the City's stormwater management needs. Funding from the utility is utilized to maintain compliance with the City's stormwater permit, protect the environment, maintain the City's stormwater structures and to provide for construction of new drainage systems/structures that are outlined in the Stormwater Management Master Plan.

Stormwater Utility Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Broward County Contract Reimbursement	-	-	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$0	\$0	\$0	\$0	\$0
Stormwater Fees	2,621,293	2,843,950	2,701,198	3,000,000	298,802
CHARGES FOR SERVICES SUBTOTAL =	\$2,621,293	\$2,843,950	\$2,701,198	\$3,000,000	\$298,802
Interest Earnings	65,295	94,352	44,000	75,000	31,000
Interest Realized Gain (Loss)	(30,035)	(28,743)	-	-	-
Net Fair Value	1,372	2,842	-	-	-
Other Revenues	304	-	-	-	-
Sale of Fixed Assets	1,210	34,560	-	-	-
MISCELLANEOUS SUBTOTAL =	\$38,146	\$103,011	\$44,000	\$75,000	\$31,000
Contributed Capital	5,591	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$5,591	\$0	\$0	\$0	\$0
Budgetary Retained Earnings	-	-	1,358,698	1,100,000	(258,698)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$1,358,698	\$1,100,000	(\$258,698)
GRAND TOTAL STORMWATER FUND =	\$2,665,030	\$2,946,961	\$4,103,896	\$4,175,000	\$71,104

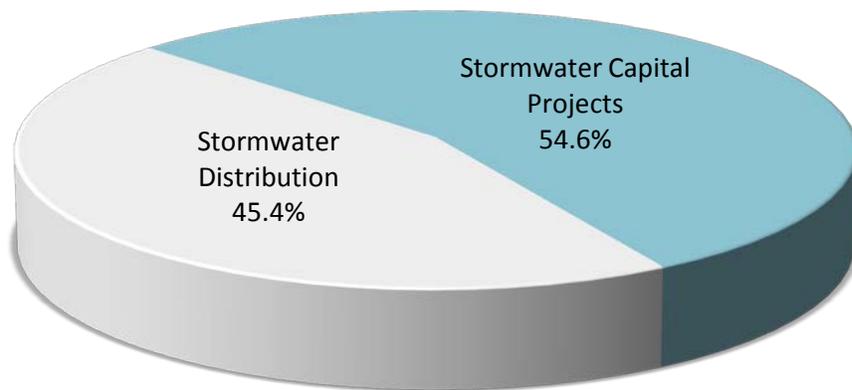
FY 2017 ADOPTED REVENUES



Stormwater Utility Fund Summary

Stormwater Utility Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Stormwater Distribution	2,444,663	2,761,419	1,627,573	1,895,153	267,580
Stormwater Capital Projects	548,351	384,294	2,476,323	\$2,279,847	(196,476)
Total	\$2,993,014	\$3,145,713	\$4,103,896	\$4,175,000	\$71,104

FY 2017 Stormwater Utility Fund



Financial Summary

Stormwater Distribution	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	417,443	377,890	625,423	644,266	18,842
Operating Expenses	1,448,029	1,730,997	679,463	696,739	17,276
Capital	390,482	446,747	11,762	23,066	11,304
Inter-Fund Transfers	188,709	205,785	184,550	195,622	11,072
Working Capital Reserve	--	--	126,375	335,460	209,085
Total	\$2,444,663	\$2,761,419	\$1,627,573	\$1,895,153	\$267,580

Stormwater Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Capital Projects	548,351	384,294	2,476,323	2,279,847	(196,476)
Total	\$2,993,014	\$3,145,713	\$4,103,896	\$4,175,000	\$71,104

Budget Comments

▪ Budget Variances

(3,199)	Decrease in pension expense due to annual allocation of expenses.
14,774	Increase in operating expense due to the annual reallocation of internal service charge based on more recent data.
(196,476)	Decrease in Capital Improvement Plan expenses associated with FY2017 drainage projects. A full description of each Stormwater Utility Fund project can be found in the Five Year Recommended CIP.
11,072	Increase in transfer expense to the General Fund for street cleaning services.
(11,762)	Decrease in the capital budget due to the one-time nature of the expense.
209,085	Increase in working capital reserves to fund future capital projects (FY 2018-2021).
\$24,543	Normal Increases/(Decreases)
	22,041 Personal Services
	2,502 Operating Expenses

▪ Enhancements

23,066	Increase in capital budget to replace an air compressor [\$19,235], a pipe saw [\$1,512] and a stormwater valve [\$2,319].
\$71,104	Total Increase

Pier Fund

This fund is used to account for the operation and maintenance of the City's pier. Divisions/Projects accounted for in this fund include:

- **Pier Operations**
- **Pier Capital Projects**

Pier Fund

The Pompano Beach existing pier has a total length of 895 feet and is 20 feet wide with a 70 x 70 foot hexagon shape at the seaward end. A 2010 report identified that the current deterioration of the pier was more than 25%, and that the cost of repair of the structure exceeds the cost of the replacement.

In 2011, the Pompano Beach Streetscape Redevelopment Project at Pompano Beach Park included construction of publicly accessible dune over walks, including ADA compliant access. Consistent with such improvements, the City is proceeding with a full replacement of the existing structure. The new pier will be 870 feet 9 inches in length and 30 feet in width with 30 foot spans. The pier elevation will be above the 20-year NAVD. This elevation was derived to counteract the effects of sea rising effects and the impact from storms during hurricane season.

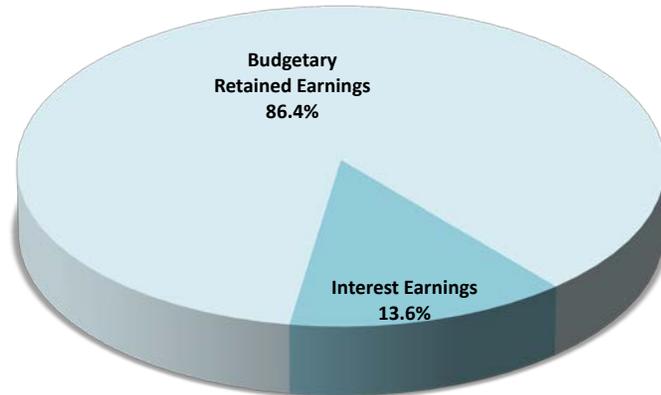
The pier will include a circular walkway at the west end. There will be sea turtle compliant lighting along the pier. Public education signage with information on shorebirds, sea turtles will be included as part of the pier design. Trash cans, bait cutting stations and monofilament recycling containers will also be included in the pier. The City anticipates securing all the necessary permits by late 2016. Construction is expected to last 9-12 months and the pier should be re-open to the public by late-2017.

The **Pier Operation Division** administers and maintains the City of Pompano Beach's Pier.

Pier Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Pier Concessions	99,231	17,869	-	-	-
CHARGES FOR SERVICES SUBTOTAL =	\$99,231	\$17,869	\$0	\$0	\$0
Interest Earnings	21,761	22,750	15,034	20,833	5,799
Net Fair Value	1,280	695	-	-	-
Interest Realized Gain (Loss)	(10,299)	(7,317)	-	-	-
MISCELLANEOUS SUBTOTAL =	\$12,742	\$16,128	\$15,034	\$20,833	\$5,799
Transfer from Fund 001	32,295	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$32,295	\$0	\$0	\$0	\$0
Budgetary Retained Earnings	-	-	125,712	132,762	7,050
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$125,712	\$132,762	7,050
GRAND TOTAL PIER FUND =	\$144,268	\$33,997	\$140,746	\$153,595	\$12,849

FY 2017 ADOPTED REVENUES



Pier Fund Summary

Pier Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Pier Operations	217,473	271,195	140,746	153,595	12,849
Pier Capital Projects	66,644	714,153	--	--	--
Total	\$284,117	\$985,348	\$140,746	\$153,595	\$12,849

Financial Summary

Pier Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	31,780	(38,352)	--	--	--
Operating Expenses	185,693	309,547	140,746	153,595	12,849
Total Operating	\$217,473	\$271,195	\$140,746	\$153,595	\$12,849

Pier Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Capital Projects	66,644	714,153	--	--	--
Total	\$284,117	\$985,348	\$140,746	\$153,595	\$12,849

Budget Comments

- **Budget Variances**

13,045 Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.

(\$196) Normal Increases/(Decreases)

(196) Operating Expenses

\$12,849 Total Increase

Airpark Fund

This fund is used to account for administration, operation and maintenance of the City's Airpark. Divisions accounted for in this fund include:

- **Airpark Operations**

Airpark Fund

Mission

The Airpark operates, maintains, and preserves the publicly owned airport for the benefit of the citizens of Pompano Beach and all tenants and users of the facility.

Purpose

The Airpark maintains a proactive and cooperative effort with the tenants and users of the airport by responsibly addressing the concerns of the local community regarding noise abatement.

Goals

- Generate more revenue for Airpark Enterprise Fund.
- Reduce operational expenses.
- Secure additional capital funding via FDOT and FAA grants.
- Acquire additional tenants that create more jobs.

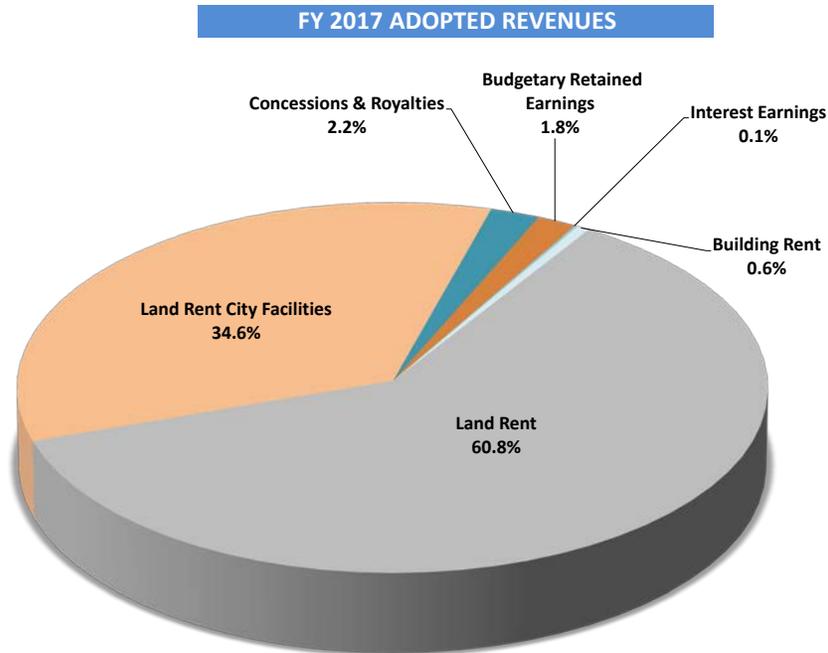
Responsibilities

The City will pursue environmentally compatible projects that will enhance the safety and security of the airport and contribute to the economic benefit of the community. The Airpark maintains a cooperative effort with the local community by responsibly addressing citizen's concerns regarding noise abatement. The division is responsible for the management, planning, and coordination of the development and implementation of the Ten Year Master Plan and Capital Improvement Program for the Airpark Enterprise Fund.

The **Airpark Operations Division** operates the City's aviation facility. The division is responsible for the management, planning and coordinating the development and implementation of the Master Plan and Capital Improvement Program for the Airpark Enterprise Fund. The Airpark Division ensures that the City-owned Airport is operated safely and efficiently according to FAA, state and local rules regulations.

Airpark Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
FAA Grant	679,399	274,123	-	-	-
FDOT Airpark	393,133	(269,851)	-	-	-
FDOT Taxi D Pavement	-	207,444	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$1,072,532	\$211,716	\$0	\$0	\$0
Interest Earnings	(7,837)	3,485	-	1,527	1,527
Net Fair Value	409	51	-	-	-
Interest Realized Gain (Loss)	1,989	(495)	-	-	-
Building Rent	7,852	6,698	6,300	6,300	-
Land Rent	622,078	650,558	680,582	692,063	11,481
Land Rent City Facilities	372,382	376,287	389,158	393,606	4,448
Concessions & Royalties	29,842	18,602	25,090	25,090	-
Sale of Fixed Assets	1,672	-	-	-	-
Sale of Surplus Materials	2,661	-	-	-	-
Other Revenues	10	30,073	-	-	-
MISCELLANEOUS SUBTOTAL =	\$1,031,058	\$1,085,259	\$1,101,130	\$1,118,586	\$15,929
Contributed Capital	-	808,385	-	-	-
Transfer from Fund 465	56,540	15,707	-	-	-
Budgetary Retained Earnings	-	-	-	20,054	20,054
OTHER SOURCES SUBTOTAL =	\$56,540	\$824,092	\$0	\$20,054	\$0
GRAND TOTAL AIRPARK FUND =	\$2,160,130	\$2,121,067	\$1,101,130	\$1,138,640	\$37,510



Airpark Fund Summary

Airpark Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Airpark Operations	1,374,292	1,487,438	1,101,130	1,138,640	37,509
Airpark Capital Projects	1,293,397	262,142	--	--	--
Total	\$2,667,689	\$1,749,580	\$1,101,130	\$1,138,640	\$37,510

Financial Summary

Airpark Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	381,949	375,673	406,068	409,330	3,261
Operating Expenses	992,343	1,058,657	530,299	560,012	29,713
Capital	--	53,108	44,082	26,896	(17,186)
Working Capital Reserve	--	--	120,681	142,402	21,721
Total	\$1,374,292	\$1,487,438	\$1,101,130	\$1,138,640	\$37,510

Airpark Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Capital Projects	1,293,397	262,142	--	--	--
Total	\$2,667,689	\$1,749,580	\$1,101,130	\$1,138,640	\$37,510

Budget Comments

- **Budget Variances**

1,423	Increase in pension expenses due to fund financial performance.
29,713	Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.
(44,082)	Decrease in capital expense due to the one time nature of the expense.
21,721	Increase in working capital reserves for anticipated aviation grants.
\$1,838	Normal Increases/(Decreases)
1,838	Personal Services

- **Enhancements**

26,896	Increase in capital budget to replace a Ford F150.
\$37,510	Total Increase

Parking Operations Fund

This fund accounts for the City's parking operations. The division accounted for in this fund is:

- **Parking Operations**

Parking Operations Fund

Mission

The Parking Operations Fund was established effective October 1, 2013 in order to provide a centralized and highly visible mechanism for budgeting and accounting for the City's parking operations.

Purpose

Maximize parking that is available for public use while charging equitable parking rates.

Goals

- Pleasant and courteous service.
- Safe and well-maintained parking facilities.
- Enforcement that promotes voluntary compliance with parking regulations.
- Efficient and service-oriented sales of parking permits.
- Management of information resources pertaining to parking facilities and parking customers.
- Proactive planning for future parking needs.

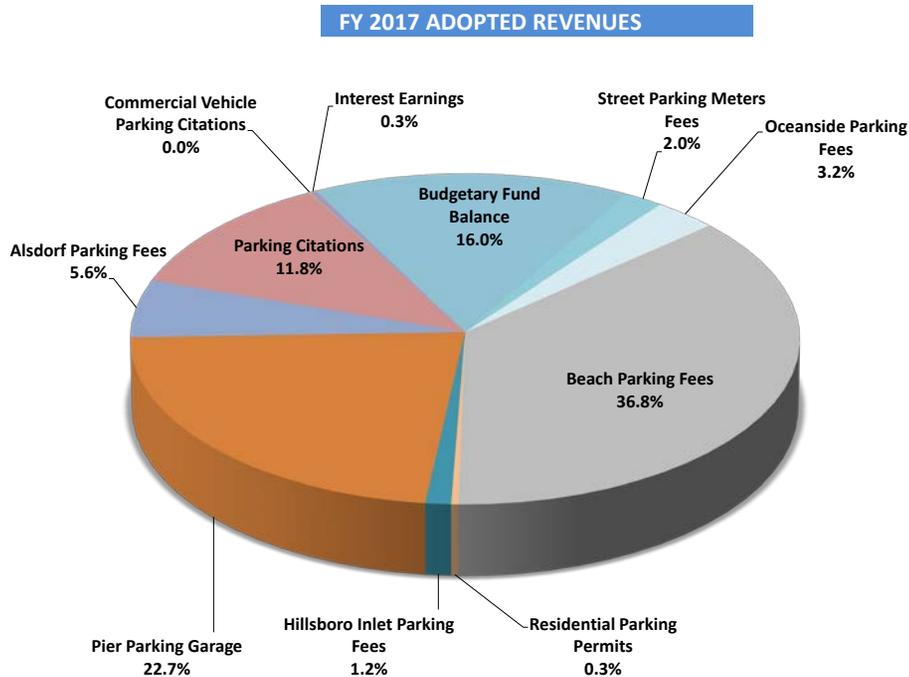
Responsibilities

The establishment of the Parking Operations Fund ensures centralized management of a self-sustaining business enterprise to support current and future parking capital improvements, thereby complimenting past and on-going redevelopment activities throughout the City.

The **Parking Operations Division** ensures centralized management of a self-sustaining business enterprise to support current and future parking capital improvements, thereby complimenting past and on-going redevelopment activities throughout the City.

Parking Operations Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Street Parking Meters Fees	155,217	181,010	161,860	71,451	(90,409)
Oceanside Parking Fees	109,962	156,874	115,242	116,653	1,411
Beach Parking Fees	535,980	672,765	800,000	1,345,302	545,302
Municipal Pier Parking Fees	327,042	289,708	-	-	-
Residential Parking Permits	11,933	10,735	13,920	12,207	(1,713)
Hillsboro Inlet Parking Fees	-	31,214	-	43,422	43,422
Pier Parking Garage	-	-	475,113	828,362	353,249
Alsdorf Parking Fees	189,246	205,092	228,675	205,811	(22,864)
CHARGES FOR SERVICES SUBTOTAL =	\$1,329,380	\$1,547,398	\$1,794,810	\$2,623,208	\$828,398
Parking Citations	311,373	519,001	327,373	432,517	105,144
Commercial Vehicle Parking Citations	250	-	2,000	1,500	(500)
Truck Overweight Load	-	500	-	-	-
FINES & FORFEITURES SUBTOTAL =	\$311,623	\$519,501	\$329,373	\$434,017	\$104,644
Interest Earnings	6,497	14,093	3,694	12,266	8,572
Net Fair Value	(2,161)	(4,421)	-	-	-
Interest Realized Gain/(Loss)	(2,020)	(3,961)	-	-	-
Other Reimbursement	1,000	-	-	-	-
Other Revenues	150	90	-	-	-
Budgetary Fund Balance	-	-	-	584,382	584,382
MISCELLANEOUS SUBTOTAL =	\$3,466	\$5,801	\$3,694	\$596,648	\$592,954
GRAND TOTAL PARKING FUND =	\$1,644,469	\$2,072,700	\$2,127,877	\$3,653,873	\$1,525,996



Parking Operations Fund Summary

Parking Operations Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Parking Operations	728,669	23,089,513	2,127,877	3,653,873	1,525,996
Parking Capital Projects	46,609	743,611	--	--	--
Total	\$775,278	\$23,833,124	\$2,127,877	\$3,653,873	\$1,525,996

Financial Summary

Parking Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	727,469	1,269,830	1,062,281	1,536,968	474,687
Capital	--	98,518	--	--	--
Debt Service	--	336,053	906,000	1,249,961	343,961
Inter-Fund Transfers	1,200	21,385,112	--	687,447	687,447
Project Admin Fee	--	--	--	60,979	60,979
Working Capital Reserve	--	--	159,596	118,518	(41,078)
Total Operating	\$728,669	\$23,089,513	\$2,127,877	\$3,653,873	\$1,525,996

Parking Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Capital Projects	46,609	743,611	--	--	--
Total	\$775,278	\$23,833,124	\$2,127,888	\$3,653,873	\$1,525,996

Debt Service Summary

Parking Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Expense	--	336,053	906,000	1,249,961	343,961
Total	\$0	\$336,053	\$906,000	\$1,249,961	\$343,961

Budget Comments

▪ Budget Variances

25,176	Increase in operating expense due to the allocation of internal service charges.
687,447	Increase in transfer expenses to reimburse the General Fund for Tourism services and parking revenues.
60,979	Increase in admin project fees associated with capital projects.
(41,078)	Decrease in working capital reserves.
343,961	Increase in debt service budget associated with the parking revenue bonds.
466,615	Net increase in operating budget for the Management of the Pier Garage [\$270,000], valet services [\$135,000] and for parking consulting services [\$61,615].
(\$17,104)	Normal Increases/(Decreases)
	(17,104) Operating Expenses
\$1,525,996	Total Increase

Golf Fund

This fund is used to account for the operation of the City's golf course. Beginning FY2017, the Golf Fund is transferred to the General Fund. The adopted Golf budget can be found under the Parks, Recreation and Cultural Arts Department.

Golf Fund

Mission

Pompano Beach Municipal Golf Course delivers a high quality golf experience that is both affordable and efficient, for both citizens and South Florida residents.

Purpose

Pompano Beach Municipal Golf Course was founded over 45 years ago and its purpose was to provide to both citizens and South Florida residents alike a venue to play and practice the game of golf while enjoying the camaraderie that accompanies the sport.

Goals

- To maintain highly conditioned golf courses and practice facilities.
- To reduce the amount of irrigation expenses over next 3 years.
- To keep expenses down and revenues up.

Responsibilities

As care takers for this venue and noble sport, we must continue to attain lofty goals to help ensure that this important facility will be operational for another 45 years. Our residents and other patrons deserve nothing less.

For FY 2017, Golf Fund collapsed into the General Fund (Check Parks, Recreation & Cultural Arts Department.)

Golf Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Sales Tax Commission	360	360	-	-	-
Green Fees	773,625	933,601	861,116	-	(861,116)
Playing Privileges	296,532	289,378	288,400	-	(288,400)
Trail Fees	58,695	54,730	60,726	-	(60,726)
Golf Cart Fees	1,010,215	1,104,945	1,078,229	-	(1,078,229)
Caddy Cart Fees	3,323	4,247	4,300	-	(4,300)
Green & Cart Fees	310,867	255,622	250,767	-	(250,767)
Golf Locker Fees	575	650	700	-	(700)
Driving Range Fees	125,259	161,234	140,783	-	(140,783)
CHARGES FOR SERVICES SUBTOTAL =	\$2,579,451	\$2,804,767	\$2,685,021	\$0	(\$2,685,021)
Interest Earnings	20,070	26,569	2,014	-	(2,014)
Net Fair Value	(5,036)	356	-	-	-
Concessions & Royalties	58,774	60,793	60,000	-	(60,000)
Sale of Fixed Assets	-	-	-	-	-
Overages and Shortages	41	(30)	-	-	-
Other Revenues	10	40	-	-	-
Interest Realized Gain (Loss)	(1,833)	(3,184)	-	-	-
MISCELLANEOUS SUBTOTAL =	\$72,026	\$84,544	\$62,014	\$0	(\$62,014)
Transfer from General Fund (001)	1,588,770	2,042,930	1,737,092	-	(1,737,092)
Transfer from General Fund (301)	-	-	-	-	-
Transfer from General Fund (302)	-	-	-	-	-
Budgetary Retained Earnings	-	-	-	-	-
Contributed Capital	-	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$1,588,770	\$2,042,930	\$1,737,092	\$0	(\$1,737,092)
GRAND TOTAL GOLF FUND =	\$4,240,247	\$4,932,241	\$4,484,127	\$0	(\$4,484,127)

Golf Fund Summary

Golf Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Golf Operations	5,193,123	4,752,306	4,484,127	--	(4,484,127)
Golf Capital Projects	14,816	108,969	--	--	--
Total	\$5,207,939	\$4,861,275	\$4,484,127	\$0	(\$4,484,127)

Financial Summary

Golf Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	731,986	730,694	832,044	--	(832,044)
Operating Expenses	3,969,688	4,015,105	3,538,805	--	(3,538,805)
Capital	323,393	3,730	37,500	--	(37,500)
Other	164,215	--	--	--	--
Debt Service	3,841	2,777	75,778	--	(75,778)
Total Operating	\$5,193,123	\$4,752,306	\$4,484,127	\$0	(\$4,484,127)

Golf Capital	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Capital Projects	14,816	108,969	--	--	--
Total	\$5,207,939	\$4,861,275	\$4,484,127	\$0	(\$4,484,127)

Debt Service Summary

Golf Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Notes Payable	--	--	74,082	--	(74,082)
Interest Expense	3,841	2,777	1,696	--	(1,696)
Total	\$3,841	\$2,777	\$75,778	\$0	(\$75,778)

Solid Waste Disposal Fund

This fund is used to account for the provision of solid waste disposal services to the City residents. The division accounted for in this fund is:

- **Solid Waste Operations**

Solid Waste Disposal Fund

Mission

The mission of the Solid Waste Operations is to provide residents with high quality disposal and recycling services with minimal complaints.

Purpose

To provide avenues for proper disposal and the recycling of residential use of electronic scrap materials, special and hazardous waste, as well as resolve complaints in a timely manner.

Goals

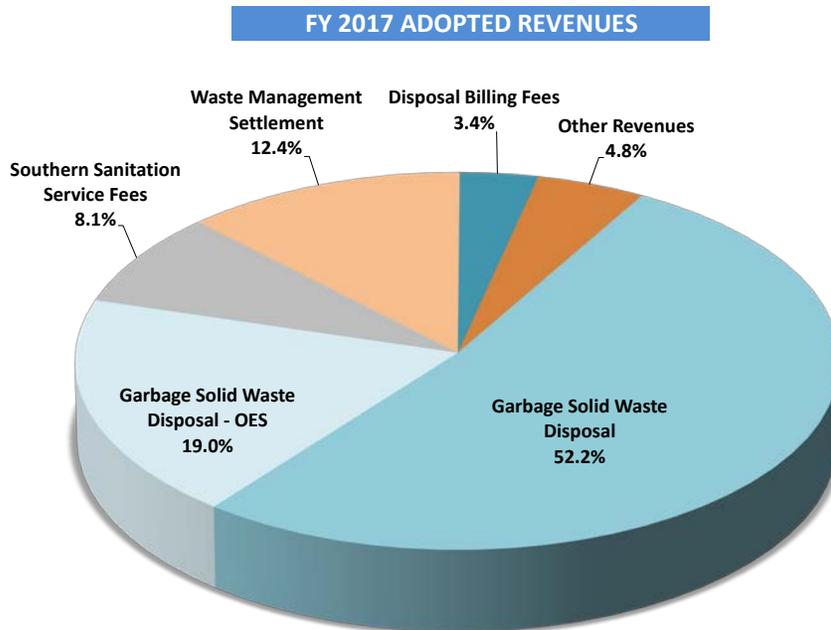
To provide the oversight for curbside collections of garbage and recycling for residential units, multifamily dwellings and commercial entities, along with bulk waste service for single family, duplex and triplexes with curbside service.

Responsibilities

To ensure the proper disposal of solid waste materials generated throughout the City and resolving associated complaints in a timely manner.

Solid Waste Disposal Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Varaince
Garbage Solid Waste Disposal	3,560,539	3,659,193	3,659,903	3,994,420	334,517
Garbage Solid Waste Disposal - OES	1,414,979	1,418,980	1,410,807	1,453,406	42,599
Disposal Billing Fees	194,988	197,413	259,050	263,736	4,686
Southern Sanitation Service Fees	626,522	624,049	632,733	620,084	(12,649)
CHARGES FOR SERVICES SUBTOTAL =	\$5,797,028	\$5,899,635	\$5,962,493	\$6,331,646	\$369,153
Waste Management Settlement	880,627	890,971	889,156	950,080	60,924
Interest Earnings	784	(8,456)	-	-	-
Interest Realized Gain (Loss)	(150)	2,337	-	-	-
Net Fair Value	9,327	(256)	-	-	-
Sale of Fixed Assets	-	58	-	-	-
Other Revenues	416,666	-	-	367,441	367,441
MISCELLANEOUS SUBTOTAL =	\$1,307,254	\$884,654	\$889,156	\$1,317,521	\$428,365
Budgetary Retained Earnings	-	-	39,057	-	(39,057)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$39,057	\$0	(\$39,057)
GRAND TOTAL SOLID WASTE FUND =	\$7,104,282	\$6,784,289	\$6,890,706	\$7,649,167	\$758,461



Solid Waste Disposal Fund Summary

Solid Waste Disposal Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Solid Waste Disposal Operations	7,724,671	6,880,764	6,890,706	7,649,167	758,461
Total	\$7,724,671	\$6,880,764	\$6,890,706	\$7,649,167	\$758,461

Financial Summary

Solid Waste Disposal Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	249,116	230,900	235,117	243,119	8,002
Operating Expenses	4,922,580	4,882,715	4,888,221	5,468,348	580,127
Capital	29,336	38,500	--	55,000	55,000
Inter-Fund Transfers	2,523,639	1,728,649	1,767,368	1,882,700	115,332
Total	\$7,724,671	\$6,880,764	\$6,890,706	\$7,649,167	\$758,461

Budget Comments

- **Budget Variances**

2,018	Increase in pension expenses due to fund financial performance.
372,248	Increase in disposal charges based on annual rate adjustments.
115,332	Increase in transfer to the General Fund associated with bulk pickup and right of way trash removal.
193,879	Increase in operating expense due to the annual reallocation of internal service charges based upon more recent data.
\$19,985	Normal Increases/(Decreases)
5,985	Personal Services
14,000	Operating Expenses

- **Enhancements**

55,000	Increase in capital budget to replace a pick-up truck.
\$758,461	Total Increase

Solid Waste Special Service Fund

This fund covers special solid waste disposal services to enhance the appearance and cleanliness of the City. The division accounted for in this fund is:

- **Solid Waste Special Service**

Solid Waste Special Service Fund

Mission

To provide residents with avenues for proper disposal and recycling of municipal solid waste, vegetative materials, electronic scrap materials and household hazardous waste and improve the overall curb appeal for the city.

Purpose

To ensure the proper disposal and recycling of municipal solid waste, vegetative materials, residential electronic scrap materials, special and hazardous waste; resolve complaints in a timely manner; provide educational materials to the public and commercial sectors; improve the overall appearance of the community by reducing or eliminating blight.

Goals

To provide the oversight for curbside collections of garbage and recycling for residential, and commercial entities; ensure bulk waste service for residential sector is at proper level; maximize recycling capture rate for both residential and commercial sectors.

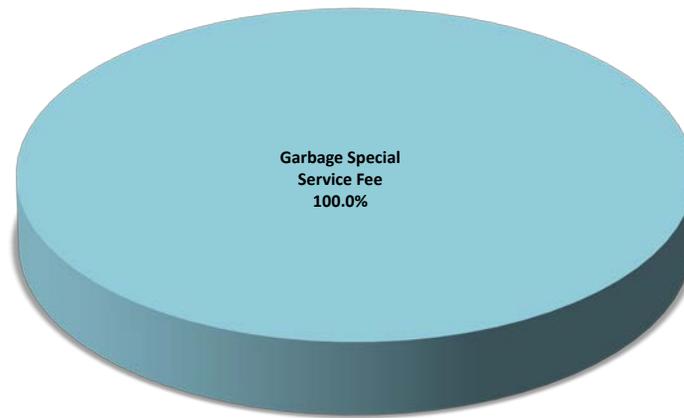
Responsibilities

To ensure the proper disposal of solid waste materials generated throughout the City by following and developing ordinances and contractual obligations that maintain desired results, also resolving associated complaints in a timely manner while educating the public on proper waste handling and disposal options.

Solid Waste Special Service Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Varaince
Garbage Special Service Fee	-	-	-	1,904,040	1,904,040
CHARGES FOR SERVICES SUBTOTAL =	\$0	\$0	\$0	\$1,904,040	\$1,904,040
GRAND TOTAL SOLID WASTE SPECIAL SERVICE FUND =	\$0	\$0	\$0	\$1,904,040	\$1,904,040

FY 2017 ADOPTED REVENUES



Solid Waste Special Service Fund Summary

Solid Waste Special Service Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Solid Waste Special Service Fee	--	--	--	1,904,040	1,904,040
Total	\$0	\$0	\$0	\$1,904,040	\$1,904,040

Financial Summary

Solid Waste Special Service Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	--	--	--	480,636	480,636
Operating Expenses	--	--	--	1,029,848	1,029,848
Capital	--	--	--	393,556	393,556
Total	\$0	\$0	\$0	\$1,904,040	\$1,904,040

Budget Comments

▪ Budget Variances

28,537	Increase in pension expenses due to the addition of new personnel.
74,340	Increase in personal service costs [\$59,052] and operating expenses [15,288] to transfer a Service Worker IV from the Sanitation Division for canal cleaning.
\$268,476	Normal Increases/(Decreases)
9,296	Personal Services
259,180	Operating Expenses

▪ Enhancements

293,764	Increase in personal services [\$145,112], operating expenses [\$68,652] and capital expenses [\$80,000] to fund the addition four Service Worker I positions that will comprise two litter cleaning crews.
220,068	Increase in personal services [\$81,992], operating expenses [\$43,076] and capital expenses [\$95,000] to fund an additional Service Worker III and Service Worker IV that will form an additional boat litter crew.

139,349	Increase in personal services [\$76,273], operating expenses [\$38,076] and capital expense [\$25,000] to fund the addition of a Service Worker I and Service Worker III that will form a roadway and entry point maintenance team.
500,000	Increase in operating budget to enhance and beautify entry points into the City.
84,384	Increase in personal service costs [\$44,096], operating expense [\$15,288] and capital expense [\$25,000] to fund the addition of a Recycling Specialist position.
51,566	Increase in personal services [\$36,278] and operating budget [\$15,288] for the addition of a Solid Waste Customer Service Representative.
137,000	Increase in capital expense to purchase a side loading garbage service truck.
75,000	Increase in operating expense to replace street garbage containers throughout the City.
31,556	Increase in capital budget to replace a canal cleaning boat [\$6,553], a boat trailer [\$2,410] and a Ford Ranger [\$22,593].
\$1,904,040	Total Increase

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Internal Service Funds

Internal Service Funds

These funds are used to account for central stores, information technologies, central services, health insurance, risk management (general) and vehicle services that are provided to other departments or agencies of the government, on a cost reimbursement basis. The funds accounted for in the Internal Service Funds include:

- **Central Stores Fund**
- **Information Technologies Fund**
- **Central Services Fund**
- **Health Insurance Fund**
- **Risk Management Fund**
- **Vehicle Services Fund**

Central Stores Fund

This fund is used to account for the costs of providing a central inventory to other departments. The other departments are charged for inventory plus a fee to cover overhead. The division accounted for in this fund is:

- **Central Stores Operations**

Central Stores Fund

Mission

The Central Stores is dedicated to providing the City departments/divisions with a wide variety of commonly used items.

Purpose

The Central Stores Division provides the City with a wide variety of commonly used items.

Goals

- To cooperate with all City departments/divisions to further the goals and policies of the City.
- To strive consistently for knowledge and professionalism which will benefit the City as a whole.
- To maintain good relations with vendors and other governmental agencies to promote cooperation and consideration, which will result in tangible benefits to the City.

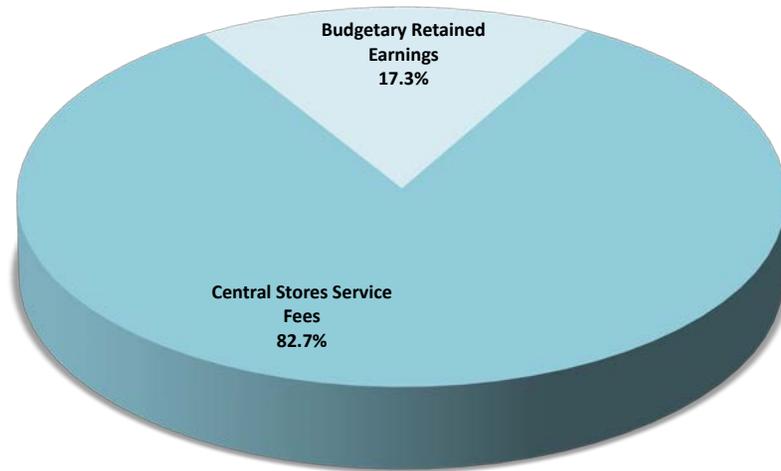
Responsibilities

The operation of a central stores unit allows the City to save money by means of quantity buying discounts, standardized procurement and reduced administrative costs.

Central Stores Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Earnings	(4,235)	(5,561)	-	-	-
Net Fair Value	(329)	(150)	-	-	-
Interest Realized Gain (Loss)	1,642	1,449	-	-	-
Other Revenues	581	72	-	-	-
MISCELLANEOUS SUBTOTAL =	(\$2,341)	(\$4,190)	\$0	\$0	\$0
Central Stores Service Fees	266,714	248,247	230,204	287,025	56,821
OTHER SOURCES SUBTOTAL =	\$266,714	\$248,247	\$230,204	\$287,025	\$56,821
Budgetary Retained Earnings	-	-	60,000	60,000	-
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$60,000	\$60,000	\$0
GRAND TOTAL CENTRAL STORES FUND =	\$264,373	\$244,057	\$290,204	\$347,025	\$56,821

FY 2017 ADOPTED REVENUES



Central Stores Summary

Central Stores	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Central Stores Operations	\$299,625	287,461	290,204	347,025	56,821
Total	\$299,625	\$287,461	\$290,204	\$347,025	\$56,821

Financial Summary

Central Stores Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	157,227	157,684	161,047	161,417	3,370
Operating Expenses	140,152	129,777	129,157	134,608	5,451
Capital	2,246	--	--	48,000	48,000
Total	\$299,625	\$287,461	\$290,204	\$347,025	\$56,821

Budget Comments

- **Budget Variances**

673 Increase in personal services pension contributions due to fund financial performance.

5,451 Increase in internal service charges based on current cost allocation plan.

\$2,697 Normal Increases/(Decreases)

2,697 Personal Services

- **Enhancements**

48,000 Increase in capital expenditures to replace a Forklift [\$33,000] and a Golf Cart [\$15,000].

\$56,821 Total Increase

Information Technologies Fund

This fund is used to account for the costs of providing information processing services to the other City departments. The other departments are charged a direct fee for the initial purchase of equipment and a usage fee to cover operating costs of the fund. Divisions accounted for in this fund include:

- **IT Operations**
- **IT Telecommunications**

Information Technologies Department

Mission

The Information Technologies Department's mission is to provide reliable and innovative solutions to City departments. Research, implement and manage new technologies to provide the highest quality technical support and services that are critical in meeting the needs of City staff and the citizens.

Purpose

To provide an environment that integrates people, processes and technology to increase the efficiency and effectiveness of City services.

Goals

- Provide effective technology support for computer and communication services.
- Develop and maintain highly effective, reliable, secure and innovative information systems.
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Provide leadership for effective strategic and tactical planning in the use of technology.
- Provide fast and reliable access to all information systems.

Responsibilities

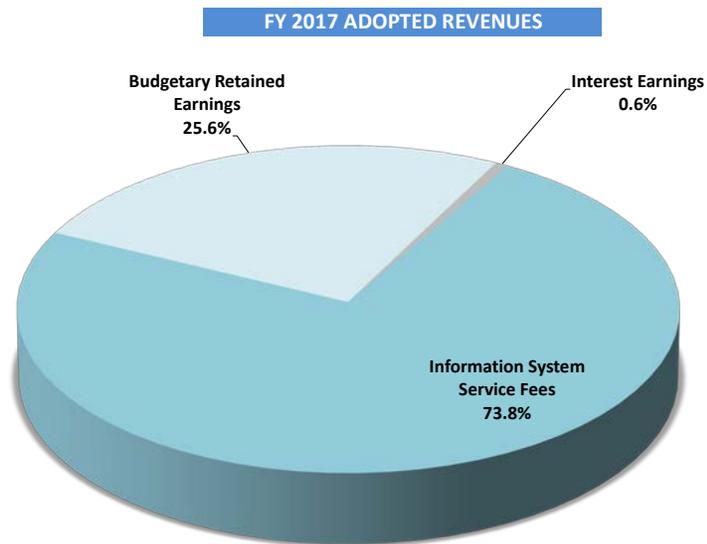
- Wired and wireless telecommunications and network infrastructure.
- Citywide and departmental business systems/applications.
- Records and information management across our municipality.
- Planning, designing and supporting information/technology strategic direction.
- Provide technology assistance.

Department Achievements

In FY 2015, two employees successfully completed the Lean Six Sigma Training.

Information Technologies Fund Revenues

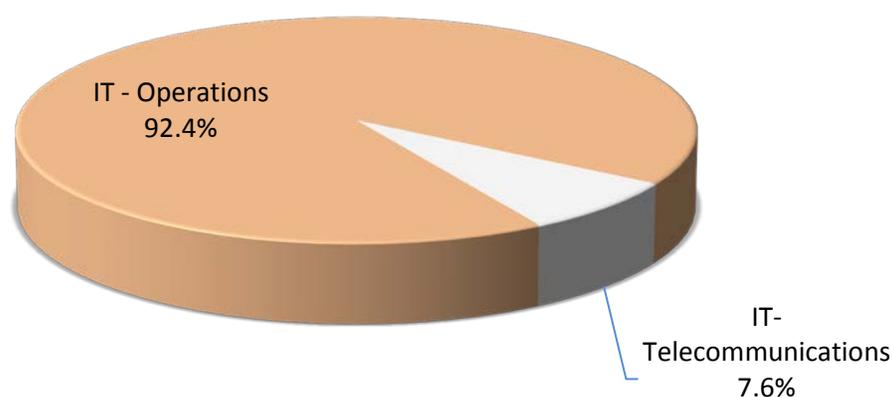
Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Earnings	12,100	18,192	8,212	15,837	7,625
Net Fair Value	560	532	-	-	-
Interest Realized Gain (Loss)	(5,625)	(5,391)	-	-	-
Other Revenues	213	71	-	-	-
MISCELLANEOUS SUBTOTAL =	\$7,248	\$13,404	\$8,212	\$15,837	\$7,625
Information System Service Fees	1,888,889	1,962,225	1,789,028	1,799,636	10,608
Contributed Capital	3,450	3,917	-	-	-
OTHER SOURCES SUBTOTAL =	\$1,892,339	\$1,966,142	\$1,789,028	\$1,799,636	\$10,608
Budgetary Retained Earnings	-	-	380,000	623,500	243,500
OTHER FINANCING SOURCES SUBTOTAL =	-	-	\$380,000	\$623,500	\$243,500
GRAND TOTAL INFORMATION TECHNOLOGIES FUND =	\$1,899,587	\$1,979,546	\$2,177,240	\$2,438,973	\$261,733



Information Technologies Summary

Information Technologies	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
IT - Operations	1,777,965	1,900,232	2,012,130	2,030,363	18,233
IT - Telecommunications	71,626	86,159	165,110	408,610	243,500
Total	\$1,849,591	\$1,986,391	\$2,177,240	\$2,438,973	\$261,733

FY 2017 Information Technologies



Financial Summary

Information Technologies	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	974,485	1,023,459	1,116,972	1,120,159	3,187
Operating Expenses	855,508	928,411	1,003,768	1,018,814	15,046
Capital	19,598	34,405	56,500	300,000	243,500
Other	--	116	--	--	--
Total	\$1,849,591	\$1,986,391	\$2,177,240	\$2,438,973	\$261,733

Budget Comments

- **Budget Variances**

(393) Decrease in personal services pension contributions due to fund financial performance.

14,808 Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.

\$3,818 Normal Increases/(Decreases)

3,580	Personal Services
238	Operating Budget

- **Enhancements**

243,500 Increase in capital budget to purchase an alert system for each fire station. This system will be utilized with the County's new CAD System.

\$261,733 Total Increase

IT - Operations

The IT- Operations Division looks to provide high quality information technology services to all City departments. The division continuously evaluates and deploys new technologies that will allow City employees to perform their jobs more efficiently and productively.

Financial Summary

IT - Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	974,485	1,023,459	1,116,972	1,120,159	3,187
Operating Expenses	783,882	843,418	895,158	910,204	15,046
Capital	19,598	33,355	--	--	--
Total	\$1,777,965	\$1,900,232	\$2,012,130	\$2,030,363	\$18,233

IT - Telecommunications

The IT-Telecommunications Division is responsible for ensuring that the necessary communications resources are available in order to meet the needs of the citizens served by the City. This includes management of the City's 800 MHz radio communications system.

Financial Summary

IT - Telecommunications	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	71,626	84,993	108,610	108,610	--
Capital	--	1,050	56,500	300,000	243,500
Other	--	116	--	--	--
Total	\$71,626	\$86,159	\$165,110	\$408,610	\$243,500

Central Services Fund

This fund is used to account for the costs of providing courier printing and copying services to other City departments. The other departments are billed based on their historical frequency of use. Divisions accounted for in this fund include:

- **Purchasing**
- **Graphics/Messenger Service**

Central Services Fund

Mission

The Central Services' mission is to provide City departments/divisions with centralized procurement, daily printing, copying and messenger services.

Purpose

The Central Services Division provides centralized management of purchasing, printing, copying, and messenger services for the entire City.

Goals

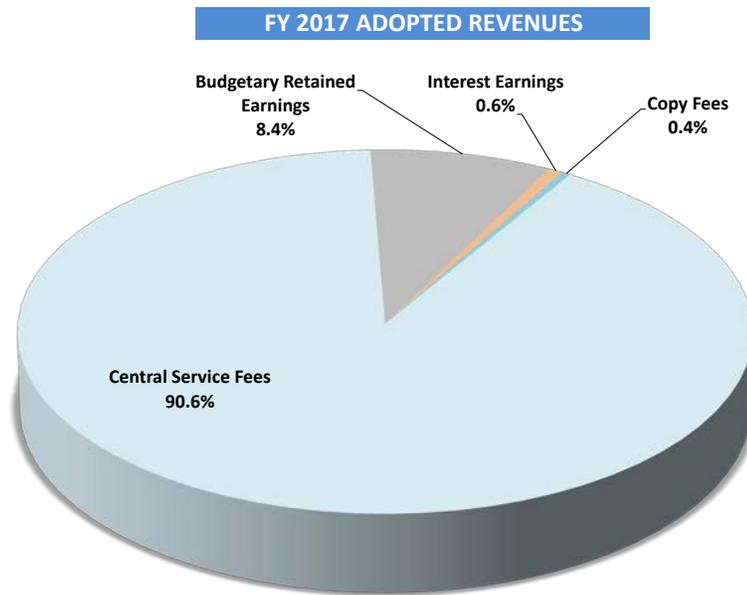
- To provide the City Commission and CRA Board agendas.
- To provide cost savings and dealing with private postal carriers to obtain postage reductions for first class mail.
- To be able to produce a wide range of printed materials to include business cards, one and two colors, envelope printing, carbonless paper, padding, folding, form numbering, spiral binding, stapling and booklet making.

Responsibilities

The operation of a central services unit allows the City to save money by means of discount buying, standardized procurement procedures and reduced administrative costs.

Central Services Fund Revenues

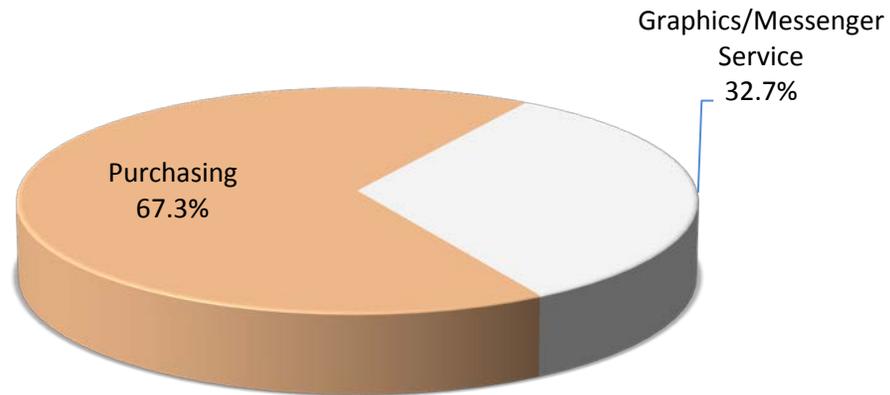
Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Copy Fees	2,355	1,139	5,000	5,000	-
CHARGES FOR SERVICES SUBTOTAL =	\$2,355	\$1,139	\$5,000	\$5,000	\$0
Interest Earnings	7,978	8,025	5,553	7,627	2,074
Net Fair Value	877	254	-	-	-
Interest Realized Gain (Loss)	(3,868)	(2,650)	-	-	-
Sale of Fixed Assets	-	-	-	-	-
Sale of Surplus Materials	1,269	2,421	-	-	-
Other Revenues	1,652	721	-	-	-
MISCELLANEOUS SUBTOTAL =	\$7,908	\$8,771	\$5,553	\$7,627	\$2,074
Central Service Fees	781,980	742,373	731,842	1,083,710	351,868
Contributed Capital	-	20,320	-	-	-
OTHER SOURCES SUBTOTAL =	\$781,980	\$762,693	\$731,842	\$1,083,710	\$351,868
Budgetary Retained Earnings	-	-	278,843	100,000	(178,843)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$278,843	\$100,000	(\$178,843)
GRAND TOTAL CENTRAL SERVICES FUND =	\$792,243	\$772,603	\$1,021,238	\$1,196,337	\$175,099



Central Services Summary

Central Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Purchasing	624,792	618,068	689,333	805,420	116,162
Graphics/Messenger Service	321,467	314,768	331,905	390,917	59,012
Total	\$946,259	\$932,836	\$1,021,238	\$1,196,337	\$175,099

FY 2017 Central Services



Financial Summary

Central Services	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	406,893	472,764	564,287	657,326	93,039
Operating Expenses	529,835	459,023	456,951	486,208	29,257
Capital	9,531	1,049	--	52,803	52,803
Total	\$946,259	\$932,836	\$1,021,238	\$1,196,337	\$175,099

Budget Comments

- **Budget Variances**

15,767		Increase in personal services pension contributions due to fund financial performance.
24,854		Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.

(\$23,172)		Normal Increases/(Decreases)
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	2,025	Personal Services
	(25,197)	Operating Expenses

- **Enhancements**

90,369		Increase in personal services [\$75,247] and operating budget [\$15,122] to hire a Contract Manager position.
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2,000		Increase in Purchasing's operating budget to hold additional local and small business participation events.
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6,900		Increase in Purchasing's operating budget to allow staff to obtain Certified Professional Public Buyer certifications.
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5,578		Increase in operating budget to purchase software for certifying mail in the Graphic's Division.
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52,803		Increase in the Graphic's capital budget to replace the City's mailing system.
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\$175,099		Total Increase
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Purchasing

The Purchasing Division’s primary responsibility is to issue solicitations to obtain a wide variety of professional and non-professional services, commodities, construction and disposal of surplus property for the City. These solicitations include: Requests for Quotations, Invitations to Bid, Requests for Proposals and Requests for Letters of Interest. The division administers the voluntary Local Business program for City procurements to carry out the City Commission direction to encourage the participation of City of Pompano Beach businesses in the City's procurements, and also administers the voluntary Small Business Enterprise Program. The division disposes of City property declared surplus to its needs via public auctions or invitation to bid.

Financial Summary

Purchasing	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	322,909	380,622	471,542	563,364	91,822
Operating Expenses	292,352	236,397	217,791	242,056	24,340
Capital	9,531	1,049	--	--	--
Total	\$624,792	\$618,068	\$689,333	\$805,420	\$116,162

Graphics/Messenger Service

Graphics: Responsible for in-house printing, graphics design and photocopying work for all City departments/divisions to include printing an annual supply of all current City forms and assisting BSO District 11 in their expedited printing requests. The Print Shop also prints all City Commission and CRA agendas, program and back-up material; prints various newsletters and mailings as required including both the annual workshop budget books and final budget documents.

Messenger: Responsible for processing and delivering all inter-office and first class mail to all City departments/divisions on a daily basis. This unit also prepares all outgoing postal mail with proper postage to ensure timely delivery, taking advantage of pre-sort mailing rates through an outside contractor, which provides a cost savings in postage expenditures.

Financial Summary

Graphics/Messenger Service	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	83,984	92,142	92,745	93,962	1,217
Operating Expenses	237,483	222,626	239,160	244,152	4,992
Capital	--	--	--	52,803	52,803
Total	\$321,467	\$314,768	\$331,905	\$390,917	\$59,012

Health Insurance Fund

This fund is used to account for the City's costs of health insurance premiums. The division accounted for in this fund is:

- **Health Insurance Administration**

Health Insurance Fund

Mission

As a competitive major employer in Broward County and the South Florida region, it is the mission of the HR Risk Management Division to evaluate and provide a comprehensive and competitive benefit program to our employees.

Purpose

Provides a reference source of information for all departments and employees, outlining the general procedures and provisions to be followed by City personnel towards the implementation, enrollment and management of the employee benefit program.

Goals

- To provide excellent customer service to the employees.
- To oversee the comprehensive employee benefit package and efficiently manage the program to ensure compliance with all applicable Local, State and Federal laws relating to benefits.
- To ensure employee benefits are being provided in a cost effective and reasonable manner and that alternative programs and methods of delivery are reviewed and considered.

Responsibilities

Employee Benefit Program Administration to include: Group Health (PPO & HMO), Dental, Vision, Life Insurance, Section 125, Employee Assistance Program (EAP), Flexible Spending, Disability (Aflac), Voluntary Employee Benefit Association (VEBA) and Employee Wellness Programs.

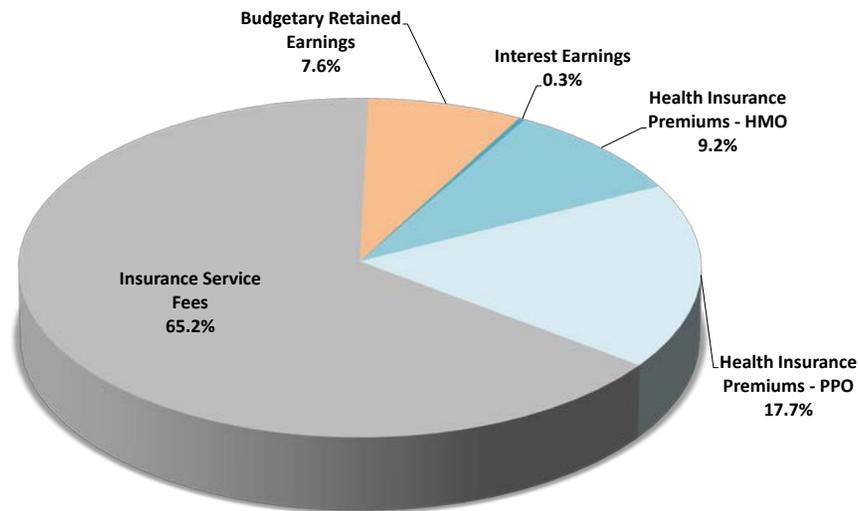
Achievements

- 2015 Florida Worksite Wellness Award, May 8, 2015.

Health Insurance Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Earnings	23,395	41,997	9,997	37,936	27,939
Net Fair Value	2,288	1,266	-	-	-
Interest Realized Gain (Loss)	(10,478)	(13,230)	-	-	-
Health Insurance Premiums - PPO	1,769,573	1,830,137	2,237,219	2,249,669	12,450
Health Insurance Premiums - HMO	872,131	904,450	1,034,249	1,172,555	138,306
Other Revenues	501,852	102,670	-	-	-
MISCELLANEOUS SUBTOTAL =	\$3,158,761	\$2,867,290	\$3,281,465	\$3,460,160	\$178,695
Insurance Service Fees	7,039,871	7,598,954	7,332,919	8,290,042	957,123
OTHER SOURCES SUBTOTAL =	\$7,039,871	\$7,598,954	\$7,332,919	\$8,290,042	\$957,123
Budgetary Retained Earnings	-	-	700,000	972,061	272,061
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$700,000	\$972,061	\$272,061
GRAND TOTAL HEALTH INSURANCE FUND =	\$10,198,632	\$10,466,244	\$11,314,384	\$12,722,263	\$1,407,879

FY 2017 ADOPTED REVENUES



Health Insurance Summary

Health Insurance	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Health Insurance Administration	9,331,831	9,911,723	11,314,384	12,722,263	1,407,879
Total	\$9,331,831	\$9,911,723	\$11,314,384	\$12,722,263	\$1,407,879

Financial Summary

Health Insurance Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	9,331,831	9,911,723	11,314,384	12,722,263	1,407,879
Total	\$9,331,831	\$9,911,723	\$11,314,384	\$12,722,263	\$1,407,879

Budget Comments

- **Budget Variances**

1,407,879 Increase in budgeted health insurance premiums based on anticipated premium increase [\$909,521] and additional positions added to the budget [\$498,358].

\$1,407,879 Total Increase

Risk Management Fund

The Risk Management Fund accounts for the City's physical and financial assets, insurance programs, the exposure to risk, appropriate reserve levels and incurred liabilities. The division accounted for in this fund is:

- **Risk Management Administration**

Risk Management Fund

Mission

As the exposure to loss exists on a continual basis, it is the mission of the Risk Management Division to continually study and evaluate and try to remedy such risks with the aid of all departments.

Purpose

Provides a reference source of information for all departments, outlining the general procedures and provisions to be followed by City personnel towards the management of risk.

Goals

- To provide excellent customer service to the employees, residents and visitors of the City.
- To oversee the safety of employees and efficiently manage any liabilities that the City may encounter.
- To eliminate or reduce risks if possible, self-assume exposure if practical, or insure risks if suitable insurance protection is available at a reasonable cost.

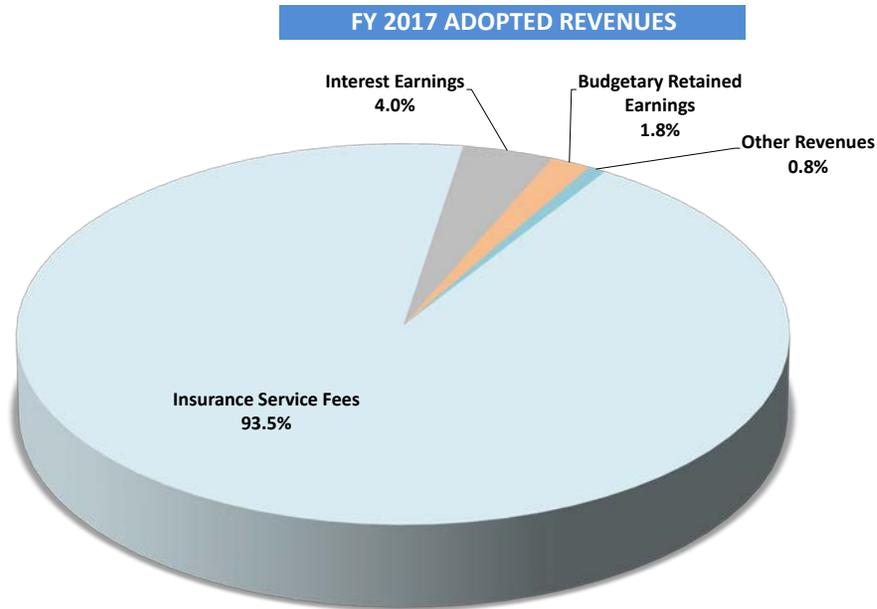
Responsibilities

The Risk Management Division is responsible for:

- Worker's Compensation Administration
- Employee Benefit Administration
- City Liability Administration
- Property Insurance

Risk Management Fund Revenues

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Earnings	190,147	222,665	131,609	205,821	74,212
Net Fair Value	14,394	6,869	-	-	-
Interest Realized Gain (Loss)	(90,509)	(70,522)	-	-	-
Other Revenues	-	497	40,000	40,000	-
MISCELLANEOUS SUBTOTAL =	\$114,032	\$159,509	\$171,609	\$245,821	\$74,212
Insurance Service Fees	3,716,897	3,801,269	5,028,324	4,853,093	(175,231)
OTHER SOURCES SUBTOTAL =	\$3,716,897	\$3,801,269	\$5,028,324	\$4,853,093	(\$175,231)
Budgetary Retained Earnings	-	-	-	91,941	91,941
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$0	\$91,941	\$91,941
GRAND TOTAL RISK MANAGEMENT FUND =	\$3,830,929	\$3,960,778	\$5,199,933	\$5,190,855	(\$9,078)



Risk Management Summary

Risk Management	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Risk Management Administration	6,820,588	3,919,097	5,199,933	5,190,855	(9,078)
Total	\$6,820,588	\$3,919,097	\$5,199,933	\$5,190,855	(\$9,078)

Financial Summary

Risk Management Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	403,676	407,688	415,132	424,688	9,556
Operating Expenses	6,416,912	3,511,409	4,784,801	4,766,167	(18,634)
Total	\$6,820,588	\$3,919,097	\$5,199,933	\$5,190,855	(\$9,078)

Budget Comments

- **Budget Variances**

2,522	Increase in personal services pension contributions due to fund financial performance.
(17,987)	Decrease in operating expense due to the annual reallocation of internal service charges based on more recent data.
\$6,387	Normal Increases/(Decreases)
7,034	Personal Services
(647)	Operating Expenses
(\$9,078)	Total Decrease

Vehicle Services Fund

This fund is used to account for the costs of operating a maintenance facility for City vehicles. Other City departments are billed to cover operating costs, fuel consumption, and vehicle repairs. Divisions accounted for in this fund include:

- **Vehicle Garage Administration**
- **Motor Pool Operations**

Vehicle Services

Mission

Fleet Management performs in-house repairs and maintenance for all City vehicles, as well as overseeing out-sourced repairs.

Purpose

- To provide quality vehicle and equipment service in a timely and responsive manner.
- To make repairs at the lowest cost using the best acceptable parts available.
- To insure that all City's employees are operating safe and reliable vehicles.
- To pursue training in automotive and equipment maintenance and repairs so that we may be as competitive as possible in these fields.

Goals

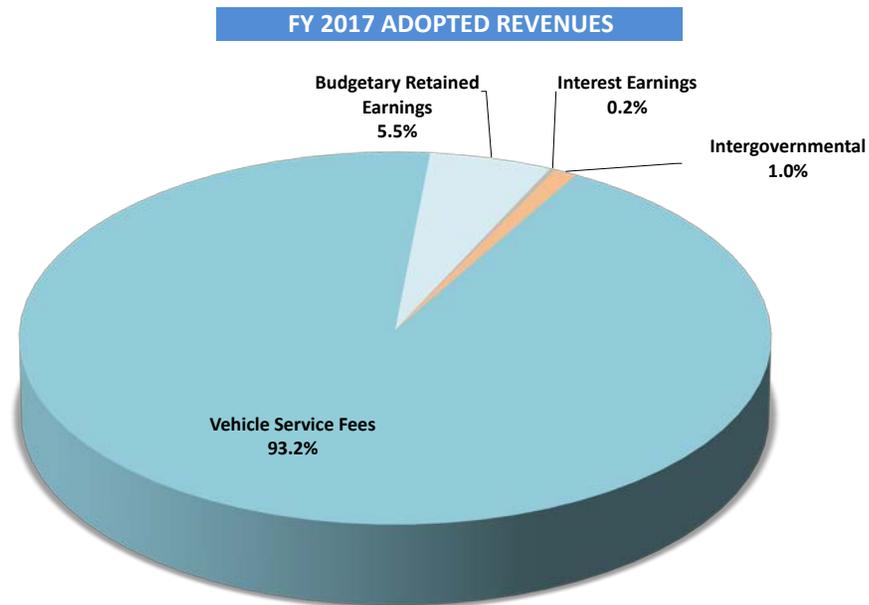
Reduce fleet downtime by 10% per year.

Responsibilities

Fleet Management also oversees the capital replacement program, including ordering new parts and salvaging vehicles removed from inventory.

Vehicle Services Fund Revenues

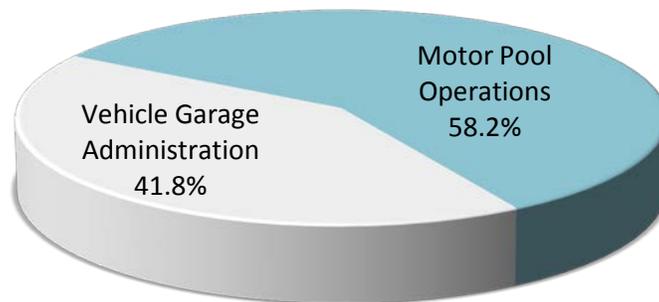
Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Motor Fuel Tax Rebate	34,571	16,203	30,000	30,000	-
INTERGOVERNMENTAL SUBTOTAL =	\$34,571	\$16,203	\$30,000	\$30,000	\$0
Interest Earnings	7,876	7,274	5,601	7,267	1,666
Net Fair Value	1,424	242	-	-	-
Interest Realized Gain (Loss)	(4,038)	(2,464)	-	-	-
Sale on Fixed Assets	431	4,330	-	-	-
Other Reimbursements	-	2,015	-	-	-
Other Revenues	15	41	-	-	-
MISCELLANEOUS SUBTOTAL =	\$5,708	\$11,438	\$5,601	\$7,267	\$1,666
Vehicle Service Fees	2,384,588	2,492,810	2,686,231	2,728,909	42,678
Contributed Capital	37,749	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$2,422,337	\$2,492,810	\$2,686,231	\$2,728,909	\$42,678
Budgetary Retained Earnings	-	-	32,000	161,002	129,002
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$32,000	\$161,002	\$129,002
GRAND TOTAL VEHICLE SERVICES FUND =	\$2,462,616	\$2,520,451	\$2,753,832	\$2,927,178	\$173,346



Vehicle Services Summary

Fleet Management	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Vehicle Garage Administration	1,127,393	1,138,563	1,176,635	1,224,806	47,743
Motor Pool Operations	1,701,977	1,534,919	1,577,197	1,702,372	125,175
Total	\$2,829,370	\$2,673,482	\$2,753,832	\$2,927,178	\$173,346

FY 2017 Fleet Management



Financial Summary

Fleet Management	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	610,439	663,352	665,017	695,789	30,772
Operating Expenses	2,157,055	1,986,420	1,994,349	2,155,389	161,040
Capital	61,876	23,710	94,466	76,000	(18,466)
Total	\$2,829,370	\$2,673,482	\$2,753,832	\$2,927,178	\$173,346

Budget Comments

▪ Budget Variances

9,856	Increase in personal services pension contributions due to fund financial performance.
61,692	Increase in operating expense due to the annual reallocation of internal service charges based on more recent data.
(94,466)	Decrease in capital purchases due to the one time nature of the expense
\$20,264	Normal Increases/Decreases
20,916	Personal Services
(652)	Operating Expenses

▪ Enhancements

100,000	Increase in operating budget to cover cost increases associated with outside auto repairs.
76,000	Increase in Capital Budget to replace two (2) vehicle lifts [\$50,000] and a Ford Escape [\$26,000].
\$173,346	Total Increase

Fleet Management

The Fleet Management Division performs in-house repairs and maintenance for all City vehicles, as well as overseeing out-sourced repairs. The division also oversees the Capital Replacement Program, including ordering new parts and disposal of old items.

Financial Summary

Vehicle Garage Administration	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Personal Services	610,439	663,352	665,017	695,789	30,344
Operating Expenses	455,078	451,501	417,152	453,017	35,865
Capital	61,876	23,710	94,466	76,000	(18,466)
Total	\$1,127,393	\$1,138,563	\$1,176,635	\$1,224,806	\$47,743

Motor Pool Operations	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted	FY 2017 Adopted	Variance
Operating Expenses	1,701,977	1,534,919	1,577,197	1,702,372	125,175
Total	\$1,701,977	\$1,534,919	\$1,577,197	\$1,702,372	\$125,175

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Capital Improvement

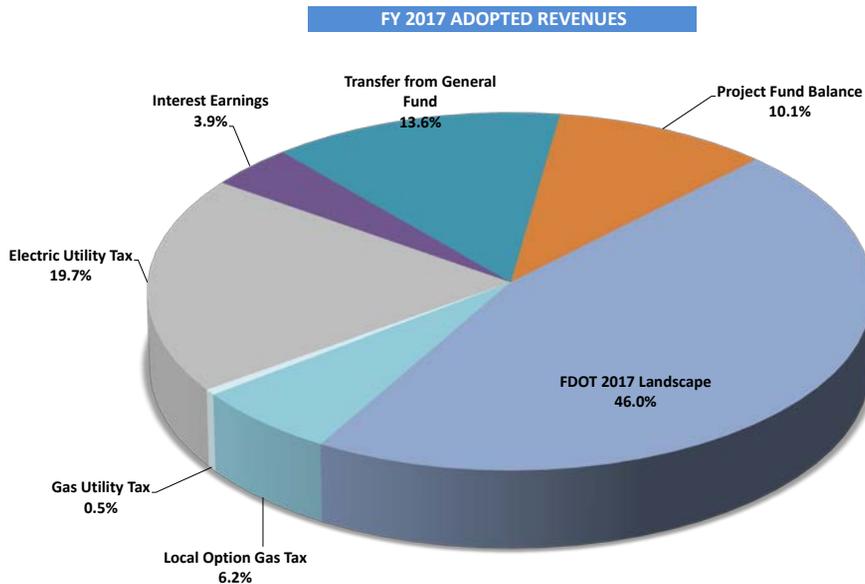
Capital Improvement Funds

These funds are used to account for the resources accumulated and expenditures made for the acquisition or construction of long term capital assets other than for amounts accounted for in proprietary funds. Funds accounted for within the Capital Improvement Funds section include:

- General Capital Fund
- Utility Renewal & Replacement Capital Fund
- Stormwater Utility/Capital Fund
- Pier/Capital Fund
- Airpark/Capital Fund
- Airpark Capital Fund
- Parking/Capital Fund
- Parking Capital Fund
- Golf/Capital Fund

General Capital Fund Revenues (302)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Local Option Gas Tax	621,884	633,422	600,000	620,000	20,000
Gas Utility Tax	58,937	57,434	50,000	50,000	-
Electric Utility Tax	1,941,638	1,973,679	1,910,000	1,950,000	40,000
Fuel Oil Utility Tax	17	17	-	-	-
Communications Service Tax	-	63,223	758,678	758,678	-
TAXES SUBTOTAL =	\$2,622,476	\$2,727,775	\$3,318,678	\$3,378,678	\$60,000
Clean Up Tax Credit	250,067	354,709	-	-	-
Broward County Contract Reimbursement	-	123,967	-	-	-
Town Hillsboro Beach	25,000	5,000	-	-	-
FDOT 2017 Landscape 17-303	-	-	-	4,562,065	4,562,065
INTERGOVERNMENTAL SUBTOTAL =	\$275,067	\$483,676	\$0	\$4,562,065	\$4,562,065
Interest Earnings	279,803	429,888	195,000	391,000	196,000
Net Fair Value	11,655	13,023	-	-	-
Interest Realized Gain / (Loss)	(130,621)	(133,384)	-	-	-
Other Donations	-	-	-	-	-
Other Reimbursements	3,402	123,703	-	-	-
Other Revenues	497	759	-	-	-
MISCELLANEOUS SUBTOTAL =	\$164,736	\$433,989	\$195,000	\$391,000	\$196,000
Transfer from General Fund	10,210,091	7,666,559	1,350,000	1,350,000	-
Transfer from Fund 112	66,000	1,352,484	-	-	-
Transfer from Fund 140	-	-	-	-	-
Transfer from Fund 301	-	-	-	-	-
Transfer from Park Acquisition & Improvement Fund	50,000	577,720	698,040	-	(698,040)
Transfer from Fund 420	68,890	65,700	-	-	-
Transfer from Fund 425	2,000	30,023	-	-	-
Transfer from Fund 472	1,200	-	-	-	-
Transfer from Fund 482	800	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$10,398,981	\$9,692,486	\$2,048,040	\$1,350,000	(\$698,040)
Project Fund Balance	-	-	2,177,189	1,000,000	(1,177,189)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$2,177,189	\$1,000,000	(\$1,177,189)
GRAND TOTAL GENERAL CAPITAL FUND =	\$13,461,260	\$13,337,926	\$7,738,907	\$10,681,743	\$2,942,836



General Capital Fund Expenditures (302)

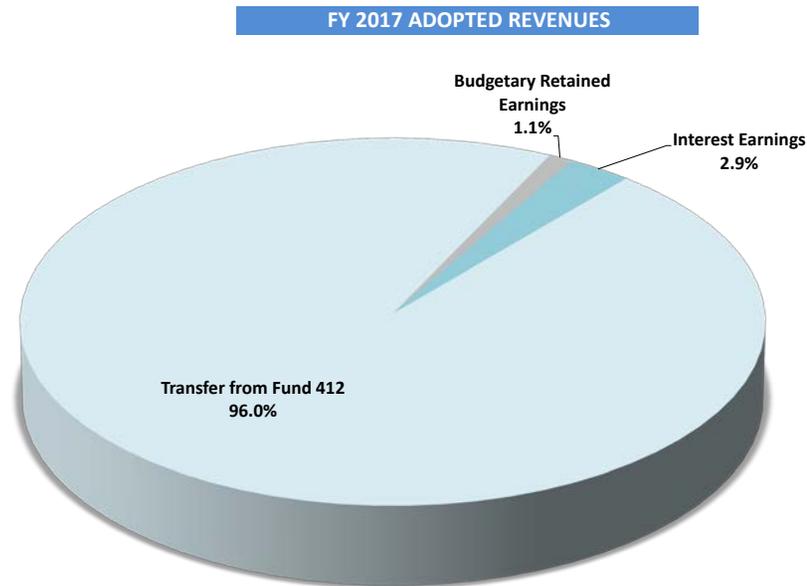
Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
General Capital Project Fund	187,877	82,310	1,994,396	105,209	(1,889,187)
Engineering	-	128,482	-	-	-
Project Admin Fee	-	-	-	487,203	487,203
Recreation Activities	1,420	-	-	-	-
LEEP Enhancement: 98-711	10,000	10,000	-	-	-
Refurbish Park Amenities: 02-821	576,268	79,558	102,000	150,000	48,000
Mitchell Moore Phase II: 04-878	5,773	-	-	-	-
NE 27th Terrace Bridge Improvement: 05-883	-	-	-	-	-
Major Bridge Repair/Rehab: 05-901	423,834	1,512,365	457,000	500,000	43,000
Replace Lost Tree: 06-919	38,098	56,425	-	-	-
Road Median Enhancements: 06-920	17,924	27,902	-	-	-
General Government Buildings: 07-924	815,569	709,088	918,000	918,000	-
Road Resurfacing Program: 07-925	762,282	925,767	612,000	620,000	8,000
Citywide Sidewalk Improvements: 07-926	237,804	186,257	102,000	102,000	-
Public Safety Building Improvement Overall Project: 07-930	3,455,140	806,027	-	-	-
Seawall Maintenance: 07-946	23,531	336,058	-	-	-
Rebuild Fire Station 11: 08-951	(102,016)	947,370	-	-	-
Railroad Cross Replacement: 09-970	1,757	2,134	-	-	-
Emergency Power Enhancements: 09-972	710,061	26,755	-	-	-
Court Resurfacing: 09-985	26,295	7,880	30,600	30,000	(600)
City Parking Lot Improvements/ADA Compliance: 10-123	47,539	20,702	102,000	102,000	-
Windows Replacement: 10-986	-	-	-	-	-
Tennis Center Renovations: 11-125	15,695	-	-	-	-
Library Cultural Center: 11-139	93,001	2,259,912	-	-	-
A1A Underground Electric: 11-142	70,414	154,784	-	-	-
Highlands Park Restroom: 11-143	312,918	17,750	-	-	-
Jogging Path Lights: 11-160	29,930	-	-	-	-
Amphitheater Renovation: 11-161	-	-	-	-	-
Cresthaven Fire Station 103: 11-162	963,252	1,629,850	-	-	-
City Hall Security: 11-163	535	-	-	-	-
Landscape Airpark Bike Path: 11-165	-	-	-	-	-
FPL Undergrounding Pompano Beach Boulevard: 11-167	-	-	-	-	-
Aquatic Comp. Timing: 11-178	2,160	-	-	-	-
Traffic Calming Improvements: 11-189	12,923	-	-	-	-
Charlotte J. Burrie Community Center: 11-192	15,378	33,241	-	-	-
Dog Park Restroom: 12-168	123,334	-	258,080	-	(258,080)
North Pompano Park Improvements: 12-171	11,663	6,574	-	-	-
Tennis Center Surface: 12-172	3,964	35,489	-	-	-
Atlantic Boulevard Bridge Lighting: 12-174	-	-	-	-	-
Parks and Recreation Master Plan: 12-177	-	-	-	-	-
Oceanside Temporary Parking Lot: 12-196	9,150	35,859	-	-	-
Traffic Signal Mast Arm Painting: 12-197	106,157	51	102,000	102,000	-
Aldorf Park Improvements: 12-198	70,278	22,307	-	-	-
Briny Avenue Streetscape and Utilities: 12-208	166,687	140,836	-	-	-
Skolnick Parking: 13-201	257,636	2,160	-	-	-
Police Fire Alarm: 13-203	32,124	4,200	-	-	-
Third Floor City Hall Renovations: 13-221	207,050	1,470,010	-	-	-

General Capital Fund Expenditures (302)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Enhanced Landscaping for FDOT Improvements: 14-222	-	-	76,500	-	(76,500)
Blanche Ely Museum Renovations: 14-224	2,300	72,167	-	-	-
SW 36th Avenue Sidewalk: 14-225	1,050	8,475	-	-	-
Tennis Center Court Refurbishment: 14-229	404,726	283,713	-	-	-
Atlantic Boulevard Street Lighting: 14-231	11,095	1,000	-	-	-
Fire Station Refurbishments: 14-238	32,754	27,970	-	-	-
Overhead Utility Conversion: 14-249	150,211	1,034,834	-	-	-
Parking Lot Golf Course: 14-250	-	123,850	-	-	-
McNab Park Deco Fence: 14-263	200	47,395	-	-	-
Kester Park Restroom: 14-267	50	40,450	-	-	-
Dixie Hwy. Improvements: 14-268	7,183	29,377	-	-	-
Riverside Drive Plan: 14-269	-	30,062	-	-	-
NW 9th Street/Powerline Road: 15-253	-	29,892	-	-	-
Beach Community Center: 15-255	-	54,661	-	-	-
Mitchell Moore Park Restroom: 15-273	-	10,550	-	-	-
McNair Park Restroom: 15-274	-	250	-	-	-
Wayfinding Signage: 16-275	-	-	102,000	102,000	-
Canal Dredging: 16-276	-	-	100,000	500,000	400,000
Community Park Restroom: 16-279	-	-	417,600	-	(417,600)
Aquatic Center Pump Room: 16-280	-	-	313,610	-	(313,610)
Community Park Basketball Courts: 16-281	-	-	66,640	-	(66,640)
Citywide Alley Improvements: 16-282	-	-	508,800	-	(508,800)
Mitchell Moore Bleacher Sunshades: 16-283	-	-	49,361	-	(49,361)
Emma Lou Olson Civic Center Improvements: 16-284	-	-	33,000	171,666	138,666
Fire Station #24: 16-285	-	-	1,020,000	1,020,000	-
Sand Spur Park Improvements: 16-286	-	-	373,320	-	(373,320)
Blanche Ely Renovations: 17-302	-	-	-	436,000	436,000
Enhance Landscaping NE 10th Ave: 17-302	-	-	-	325,600	325,600
Streetscape Improvements: 17-303	-	-	-	4,562,065	4,562,065
Highlands Park Renovations: 17-304	-	-	-	135,000	135,000
Lifeguard Towers Replacement: 17-311	-	-	-	313,000	313,000
GRAND TOTAL GENERAL CAPITAL FUND =	\$10,352,974	\$13,472,749	\$7,738,907	\$10,681,743	\$2,942,836

Utility Renewal & Replacement Capital Fund Revenues (420)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
South Florida Water Management District Grant	-	-	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$0	\$0	\$0	\$0	\$0
Interest Earnings	133,973	197,137	89,000	181,000	92,000
Net Increase (Decrease) Fair Value	(8,435)	6,047	-	-	-
Interest Realized Gain (Loss)	(60,402)	(61,810)	-	-	-
Other Revenues	25,710	3,214	-	-	-
MISCELLANEOUS SUBTOTAL =	\$90,846	\$144,588	\$89,000	\$181,000	\$92,000
Transfer from Fund 412	4,100,000	4,100,000	6,000,000	6,000,000	-
OTHER SOURCES SUBTOTAL =	\$4,100,000	\$4,100,000	\$6,000,000	\$6,000,000	\$0
Budgetary Retained Earnings	-	-	700,000	69,000	(631,000)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$700,000	\$69,000	(631,000)
GRAND TOTAL UTILITY R&R CAPITAL FUND =	\$4,190,846	\$4,244,588	\$6,789,000	\$6,250,000	(539,000)

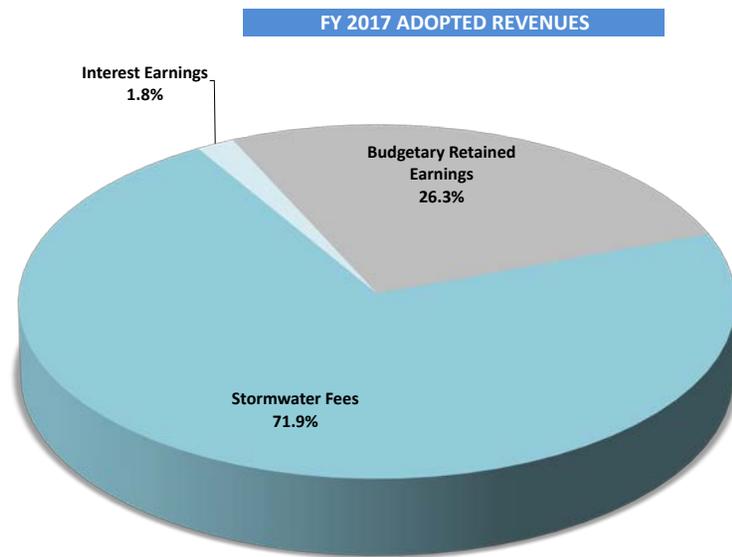


Utility Renewal & Replacement Capital Fund Expenditures (420)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Utility R&R Fund	68,890	65,700	971,000	1,778,099	807,099
Project Admin Fee	-	-	-	427,401	427,401
Sanitary Sewer Manhole Rehabilitation: 02-828	100,425	172,564	122,400	62,500	(59,900)
Compliance Status Study: 04-869	34,785	-	-	-	-
Relining of Gravity Mains: 04-870	371,090	595,593	714,000	-	(714,000)
Water Treatment Plant Maintenance: 05-886	191,654	167,916	500,000	450,000	(50,000)
Reuse Treatment Plant Maintenance: 05-887	95,564	340,773	275,000	250,000	(25,000)
Lift Station Rehabilitation 2005: 05-914	6,500	1,076	-	-	-
Reuse Distribution Expansion: 06-904	252,829	36,305	306,000	306,000	-
Water Main Replacement Program: 07-931	256,197	240,606	408,000	204,000	(204,000)
Well Maintenance Program: 07-932	231,682	177,349	163,200	75,000	(88,200)
Membrane Element Replacement: 08-952	-	-	500,000	-	(500,000)
Lift Station Rehabilitation: 08-968	352,818	195,968	610,000	325,000	(285,000)
Water Conservation Program: 10-988	13,650	17,840	-	-	-
Replacement Utility Field Operations: 10-121	480,659	1,214,644	-	-	-
Utility Emergency Diesel Motor and Pump: 11-127	15,433	121,735	-	-	-
Replace Roof Over Filter Console Room: 11-128	87,610	-	-	-	-
Electrical System Rehabilitation: 11-194	26,142	10,313	-	175,000	175,000
Replacement of Flouride Tank/Pump: 12-181	5,886	-	-	-	-
Water Supply Plan: 12-183	149,887	47,841	-	-	-
A1A Watermain Replacement: 13-206	-	44,851	-	-	-
Reuse Master Plan Update: 14-232	55,791	36,101	-	-	-
Water Master Plan Update: 14-234	-	8,745	-	-	-
Water Hydraulic Distribution System Model: 14-239	70,190	68,095	-	-	-
Water Treatment Plant Facility Painting: 15-256	-	-	255,000	300,000	45,000
Water Treatment Plant Membrane Concentrate Connection: 15-258	-	7,701	-	-	-
Utility Asset Management Development and Implementation: 15-259	-	31,021	325,000	-	(325,000)
Wastewater Gravity Collection System Expansion: 15-260	-	6,898	100,000	-	(100,000)
Water Treatment Plant Lime Softening: 16-287	-	-	300,000	-	(300,000)
Utility Water Inter-Connects: 16-288	-	-	509,400	-	(509,400)
Hurricane Hardening Water Treatment Plant: 16-289	-	-	475,000	100,000	(375,000)
Reuse Plant Facility Painting: 16-290	-	-	255,000	200,000	(55,000)
Wastewater Meter Replacement: 17-305	-	-	-	50,000	50,000
Wastewater Treatment Plant Concentrate Well: 17-306	-	-	-	1,120,000	1,120,000
Water Treatment Plant Recarbonation: 17-307	-	-	-	427,000	427,000
GRAND TOTAL UTILITY R&R CAPITAL FUND =	\$2,867,682	\$3,609,635	\$6,789,000	\$6,250,000	(\$539,000)

Stormwater / Capital Fund Revenues (425)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Stormwater Fees	2,621,293	2,843,950	2,701,198	3,000,000	298,802
CHARGES FOR SERVICES SUBTOTAL =	\$2,621,293	\$2,843,950	\$2,701,198	\$3,000,000	\$298,802
Interest Earnings	65,295	94,352	44,000	75,000	31,000
Net Fair Value	1,372	2,842	-	-	-
Interest Realized Gain (Loss)	(30,035)	(28,743)	-	-	-
Sale of Fixed Assets	1,210	34,560	-	-	-
Other Revenues	304	-	-	-	-
MISCELLANEOUS SUBTOTAL =	\$38,146	\$103,011	\$44,000	\$75,000	\$31,000
Contributed Capital	5,591	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$5,591	\$0	\$0	\$0	\$0
Budgetary Retained Earnings	-	-	1,358,698	1,100,000	(258,698)
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$1,358,698	\$1,100,000	(\$258,698)
GRAND TOTAL STORMWATER / CAPITAL FUND =	\$2,665,030	\$2,946,961	\$4,103,896	\$4,175,000	\$71,104



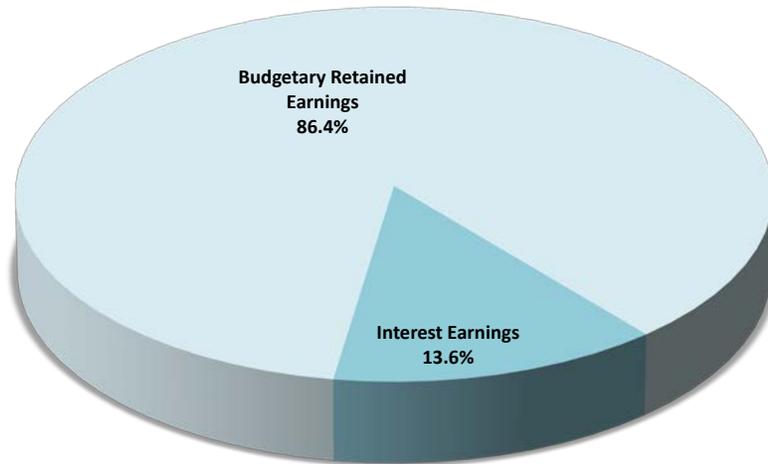
Stormwater / Capital Fund Expenditures (425)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Stormwater Administration	2,444,663	2,761,419	1,627,573	1,895,153	267,580
Project Admin Fee	-	-	-	155,897	155,897
Stormwater Sewer Pipe Rehabilitation: 02-831	7,950	25	-	-	-
Drain Improvement Sub NC2-1: 07-936	100	7,150	-	-	-
Drain Improvement Sub SE4-1: 08-958	6,348	13,947	-	-	-
Storm Drain Headwal: 08-969	1,195	18,510	-	-	-
Drain Improvement NW5-3: 11-131	-	-	-	-	-
Stormwater Master Plan: 11-187	63,515	7,200	-	-	-
Tideflex Stormwater Valve: 14-235	5,933	12,781	-	51,000	51,000
Stormwater Improvement: 14-245	83,415	200	-	-	-
Avondale Stormwater Drainage: 14-248	87,418	98,098	1,530,000	-	(1,530,000)
Lyons Park Improvement: 14-251	163,548	96,433	-	1,872,950	1,872,950
Esquire Lake Stormwater: 14-252	128,929	80,917	-	-	-
Land Acquisition Stormwater: 15-262	-	49,033	-	-	-
Kendell Lakes: 16-291	-	-	412,690	-	(412,690)
Stormwater Gateway Drive: 16-292	-	-	533,633	-	(533,633)
Stormwater Pipe Lining 17-308	-	-	-	200,000	200,000
GRAND TOTAL STORMWATER / CAPITAL FUND =	\$2,993,014	\$3,145,713	\$4,103,896	\$4,175,000	\$71,104

Pier / Capital Fund Revenues (452)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Pier Concessions	99,231	17,869	-	-	-
CHARGES FOR SERVICES SUBTOTAL =	\$99,231	\$17,869	\$0	\$0	\$0
Interest Earnings	21,761	22,750	15,034	20,833	5,799
Interest Realized Gain (Loss)	(10,299)	(7,317)	-	-	-
Net Fair Value	1,280	695	-	-	-
MISCELLANEOUS SUBTOTAL =	\$12,742	\$16,128	\$15,034	\$20,833	\$5,799
Transfer from Fund 001	32,295	-	-	-	-
OTHER SOURCES SUBTOTAL =	\$32,295	\$0	\$0	\$0	\$0
Budgetary Retained Earnings	-	-	125,712	132,762	7,050
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$125,712	\$132,762	\$7,050
GRAND TOTAL PIER / CAPITAL FUND =	\$144,268	\$33,997	\$140,746	\$153,595	\$12,849

FY 2017 ADOPTED REVENUES



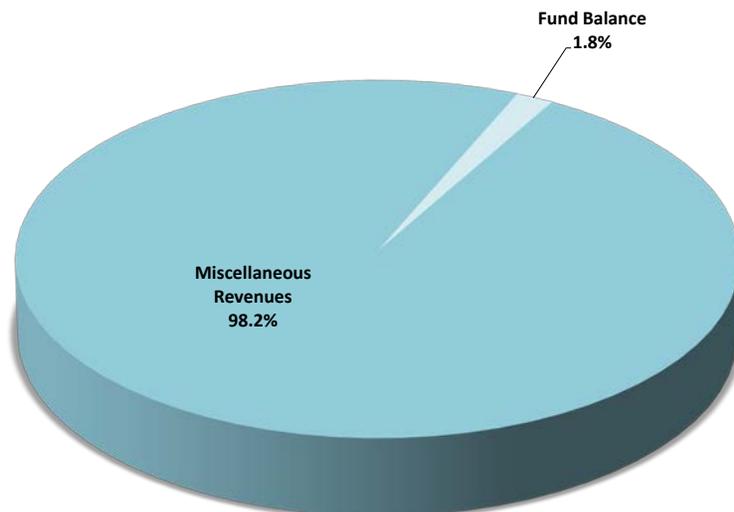
Pier / Capital Fund Expenditures (452)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Pier Operations	217,473	271,195	140,746	153,595	12,849
Pier Replacement 14: 14-236	66,644	714,153	-	-	-
GRAND TOTAL PIER / CAPITAL FUND =	\$284,117	\$985,348	\$140,746	\$153,595	\$12,849

Airpark / Capital Fund Revenues (462)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Federal Grant Airpark	679,339	274,123	-	-	-
FDOT Airpark	393,133	(269,851)	-	-	-
FDOT Taxi D Pavment	-	207,444	-	-	-
INTERGOVERNMENTAL SUBTOTAL =	\$1,072,472	\$211,716	\$0	\$0	\$0
Interest Earnings	(7,837)	3,485	-	1,527	1,527
Net Increase (Decrease) Fair Value	409	51	-	-	-
Interest Realized Gain (Loss)	1,989	(495)	-	-	-
Building Rent	7,852	6,698	6,300	6,300	-
Land Rent	622,078	650,558	680,583	692,063	11,480
Land Rent City Facilities	372,382	376,287	389,158	393,606	4,448
Concessions & Royalties	29,842	18,602	25,090	25,090	-
Sale of Fixed Assets	1,672	-	-	-	-
Sale of Surplus Materials	2,661	-	-	-	-
Other Revenues	10	30,073	-	-	-
MISCELLANEOUS SUBTOTAL =	\$1,031,058	\$1,085,259	\$1,101,131	\$1,118,586	\$17,455
Transfer From Fund 465	\$56,540	\$15,707	-	-	-
Contributed Capital	-	808,385	-	-	-
OTHER SOURCES SUBTOTAL =	56,540	824,092	\$0	\$0	\$0
Project Fund Balance	-	-	-	20,054	20,054
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$0	\$20,054	\$20,054
GRAND TOTAL AIRPARK / CAPITAL FUND =	\$2,160,070	\$2,121,067	\$1,101,131	\$1,138,640	\$37,509

FY 2017 ADOPTED REVENUES



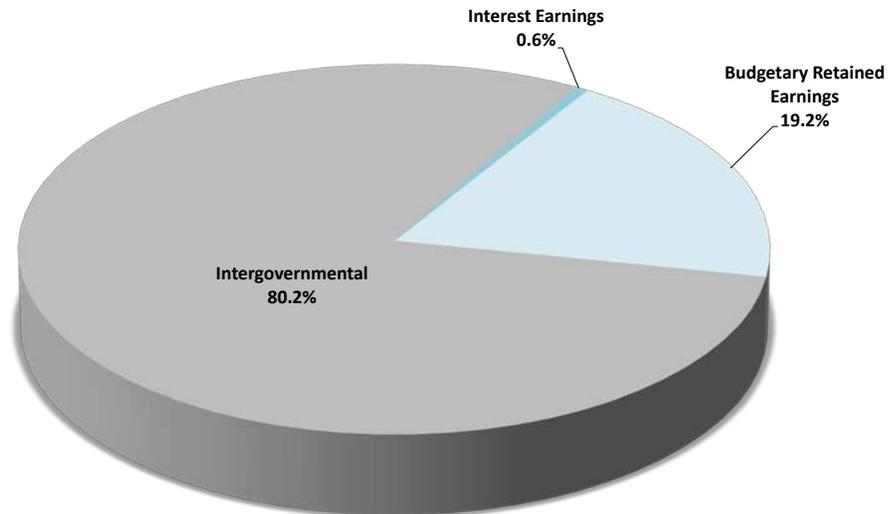
Airpark / Capital Fund Expenditures (462)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Working Capital Reserve	-	-	120,681	142,402	21,721
Airpark Operations	2,667,689	1,749,580	980,449	996,238	15,789
Airpark Replacement Taxi Kilo: 10-987	1,233,562	-	-	-	-
Airpark Business Plan: 14-246	59,760	5,340	-	-	-
Airpark Taxiway D	75	256,802	-	-	-
GRAND TOTAL AIRPARK / CAPITAL FUND =	\$3,961,086	\$2,011,722	\$1,101,130	\$1,138,640	\$37,510

Airpark Capital Fund Revenues (465)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Airport Runway Grant	10,817	118,225	-	-	-
FAA Airpark Master Plan 2017	-	-	-	315,000	315,000
FDOT Airpark17-309	-	-	-	17,500	17,500
FDOT Airpark 17-310	-	-	-	760,000	760,000
INTERGOVERNMENTAL SUBTOTAL =	\$10,817	\$118,225	\$0	\$1,092,500	\$1,092,500
Interest Earnings	4,222	3,562	3,000	8,000	5,000
Net Increase (Decrease) Fair Value	(4,659)	131	-	-	-
Interest Realized Gain (Loss)	(2,942)	(1,349)	-	-	-
Other Revenues	-	580	-	-	-
MISCELLANEOUS SUBTOTAL =	(\$3,379)	\$2,924	\$3,000	\$8,000	\$5,000
Project Fund Balance	-	-	250,000	261,428	11,428
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$250,000	\$261,428	\$11,428
GRAND TOTAL AIRPARK CAPITAL FUND =	\$7,438	\$121,149	\$253,000	\$1,361,928	\$1,108,928

FY 2017 ADOPTED REVENUES

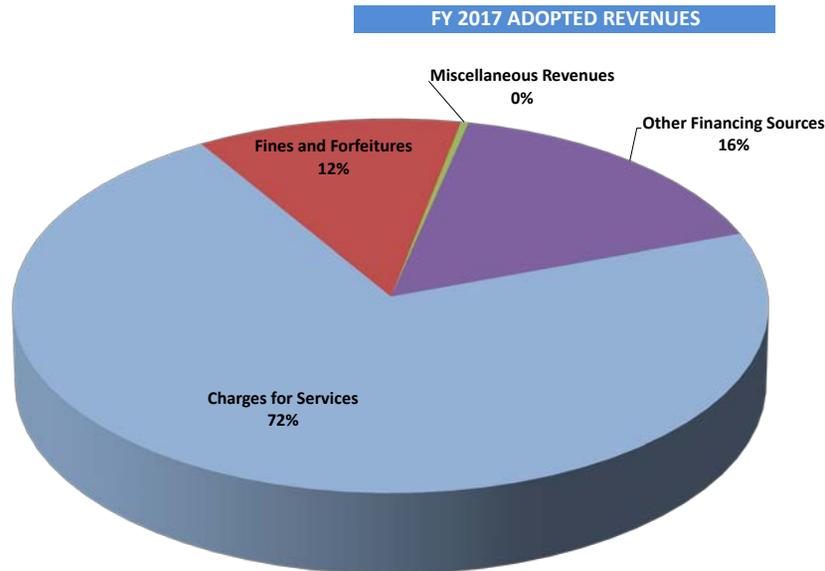


Airpark Capital Fund Expenditures (465)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Working Capital Reserve	-	-	202,718		(202,718)
Project Admin Fee	-	-	282	15,928	15,646
Airpark Operations	730,412	791,396	-	-	-
Airpark Pavement Maintenance: 06-910	12,956	5,000	50,000	46,000	(4,000)
Airpark Runway 1533 Rehabilitation: 08-963	4,400	-	-	-	-
Airpark Replacement Taxi Kilo: 10-987	270,665	-	-	-	-
Airpark Security Enhancement: 13-237	13,522	156,050	-	-	-
Airpark Master Plan Update: 17-309	-	-	-	350,000	350,000
Airpark Building Renovation: 17-310	-	-	-	950,000	950,000
GRAND TOTAL AIRPARK CAPITAL FUND =	\$1,031,955	\$952,446	\$253,000	\$1,361,928	\$1,108,928

Parking / Capital Fund Revenues (472)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Street Parking Meters	155,217	181,010	161,860	71,451	(90,409)
Oceanside Parking Fees	109,962	156,874	115,242	116,653	1,411
Beach Parking Lot	535,980	672,765	800,000	1,345,302	545,302
Municipal Pier Parking	327,042	289,708	-	-	-
Resident Parking Permit	11,933	10,735	13,920	12,207	(1,713)
Hillsboro Inlet Parking	-	31,214	-	43,422	43,422
Pier Parking Garage	-	-	475,113	828,362	353,249
Boat Launch Fees	189,246	205,092	228,675	205,811	(22,864)
CHARGES FOR SERVICES SUBTOTAL =	\$1,329,380	\$1,547,398	\$1,794,810	\$2,623,208	\$828,398
Parking Violations	311,373	519,001	327,373	432,517	105,144
Comm'l Vehicle Parking Citations	250	-	2,000	1,500	(500)
Truck Overweight Load	-	500	-	-	-
FINES AND FORFEITURES SUBTOTAL =	\$311,623	\$519,501	\$329,373	\$434,017	\$104,644
Interest Earnings	6,497	14,093	3,694	12,266	8,572
Net Increase (Decrease) Fair Value	(2,161)	(4,421)	-	-	-
Interest Realized Gain (Loss)	(2,020)	(3,961)	-	-	-
Other Reimbursement	1000	-	-	-	-
Other Revenues	150	90	-	-	-
MISCELLANEOUS SUBTOTAL =	\$3,466	\$5,801	\$3,694	\$12,266	\$8,572
Budgetary Fund Balance	-	-	-	584,382	584,382
OTHER FINANCING SOURCES SUBTOTAL =	\$0	\$0	\$0	\$584,382	\$584,382
GRAND TOTAL PARKING / CAPITAL FUND =	\$1,644,469	\$2,072,700	\$2,127,877	\$3,653,873	\$1,525,996



Parking / Capital Fund Expenditures (472)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Parking Operations	728,669	23,089,513	1,968,281	3,535,355	1,567,074
Working Capital Reserve	-	-	159,596	118,518	(41,078)
Parking Lot Divitos: 14-264	5,120	30,102	-	-	-
Pier Parking Garage: 15-271	-	3,309,882	-	-	-
GRAND TOTAL PARKING / CAPITAL FUND =	\$733,789	\$26,429,497	\$2,127,877	\$3,653,873	\$1,525,996

Parking Capital Fund Revenues (473)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Interest Earnings	-	94	-	-	-
Net Increase (Decrease) Fair Value	-	(7,391)	-	-	-
MISCELLANEOUS SUBTOTAL =	\$0	(\$7,297)	\$0	\$0	\$0
Transfers from Fund 472	-	21,385,112	-	-	-
OTHER SOURCES SUBTOTAL =	\$0	\$21,385,112	\$0	\$0	\$0
GRAND TOTAL PARKING CAPITAL FUND =	\$0	\$21,377,815	\$0	\$0	\$0

Parking Capital Fund Expenditures (473)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Pier Parking Garage: 15-271	-	3,309,882	-	-	-
GRAND TOTAL PARKING CAPITAL FUND =	\$0	\$3,309,882	\$0	\$0	\$0

Golf / Capital Fund Revenues (482)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Sales Tax Commission	360	360	-	-	-
Greens Fees	773,625	933,601	861,116	-	(861,116)
Playing Privileges	296,532	289,378	288,400	-	(288,400)
Trail Fees	58,695	54,730	60,726	-	(60,726)
Golf Cart Fees	1,010,215	1,104,945	1,078,229	-	(1,078,229)
Caddy Cart Fees	3,323	4,247	4,300	-	(4,300)
Combo Play/Tournament Fees	310,867	255,622	250,767	-	(250,767)
Golf Locker Fees	575	650	700	-	(700)
Driving Range Fees	125,259	161,234	140,783	-	(140,783)
CHARGES FOR SERVICES SUBTOTAL =	\$2,579,451	\$2,804,767	\$2,685,021	\$0	(\$2,685,021)
Interest Earnings	20,070	26,569	2,014	-	(2,014)
Net Fair Value	(5,036)	356	-	-	-
Concessions & Royalties	58,774	60,793	60,000	-	(60,000)
Overages and Shortages	41	(30)	-	-	-
Other Revenues	10	40	-	-	-
Interest Realized Gain (Loss)	(1,833)	(3,184)	-	-	-
MISCELLANEOUS SUBTOTAL =	\$72,026	\$84,544	\$62,014	\$0	(\$62,014)
Transfer from General Fund (001)	1,588,770	2,042,930	1,737,092	-	(1,737,092)
OTHER SOURCES SUBTOTAL =	\$1,588,770	\$2,042,930	\$1,737,092	\$0	(\$1,737,092)
GRAND TOTAL GOLF / CAPITAL FUND =	\$4,240,247	\$4,932,241	\$4,484,127	\$0	(\$4,484,127)

Golf / Capital Fund Expenditures (482)

Description	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Adopted	FY 2017 Adopted	Variance
Golf Operations	5,193,123	4,752,306	4,484,127	-	(4,484,127)
Golf Course Rehab 2011: 10-134	-	-	-	-	-
Golf Décor Fence: 10-994	-	-	-	-	-
Gof Course Shelter Pines: 11 14-228	14,816	5,738	-	-	-
Golf Dune Repairs: 15-295	-	103,231	-	-	-
GRAND TOTAL GOLF / CAPITAL FUND =	\$5,207,939	\$4,861,275	\$4,484,127	\$0	(\$4,484,127)

**Five Year CIP
by Funding Source**

Five Year Capital Improvement Plan

The Capital Project Funds accounted for in this section include all the projects the City wishes to accomplish within the next five fiscal years based on available funding. Funds accounted for within the Five Year Capital Improvement Plan include:

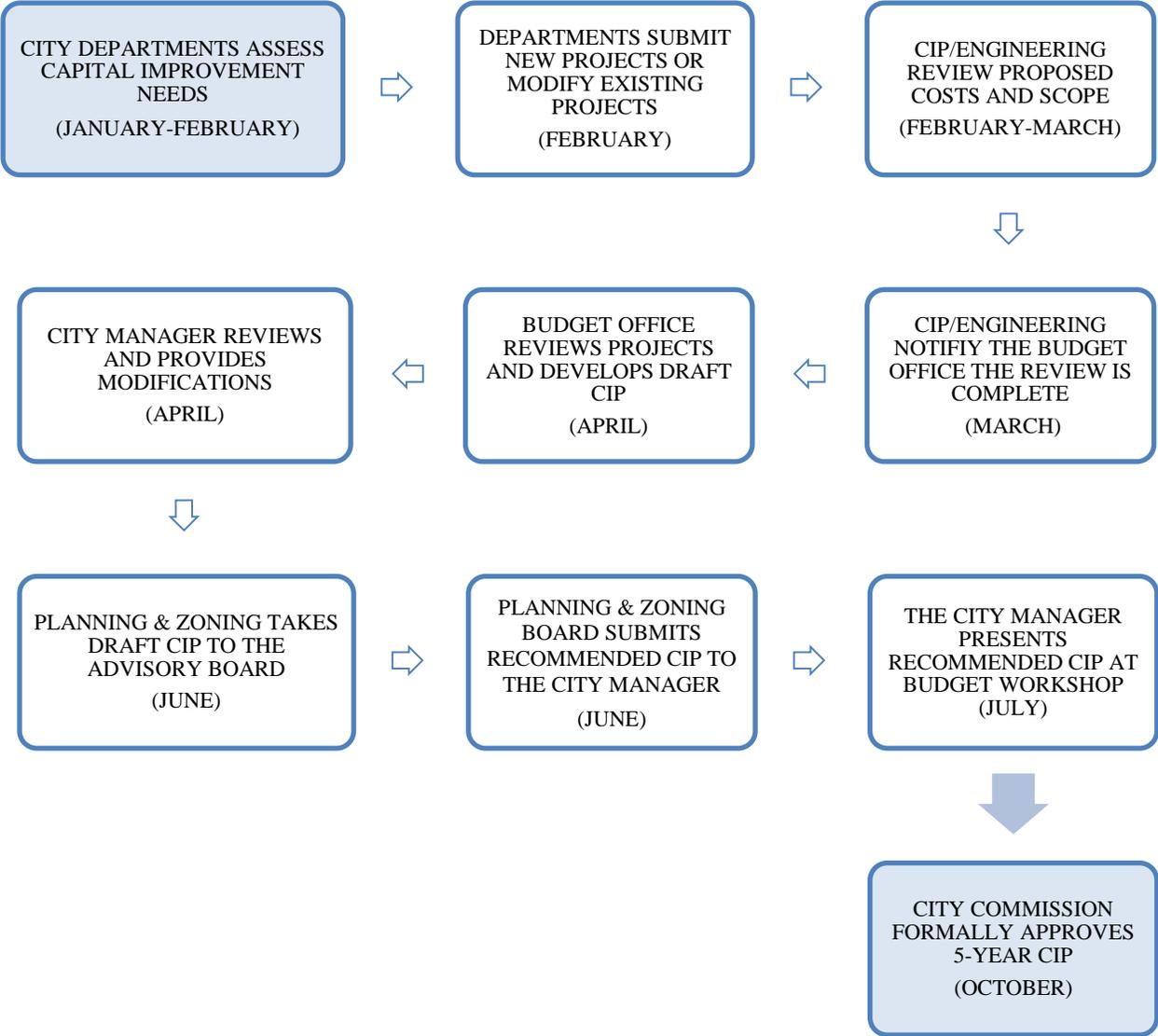
General Capital Outlay

- General Capital Fund

Enterprise Funds Capital Outlay

- Utility Renewal & Replacement Capital Fund
- Stormwater Utility/Capital Fund
- Airpark Capital Fund

CIP Process Flowchart



Capital Improvement Plan Overview

Introduction

The City of Pompano Beach's Capital Improvement Plan (CIP) is a five year financial plan for funding the construction, acquisition and rehabilitation of the City's facilities, infrastructure and equipment. Although the CIP covers five years, the CIP is prepared annually, previously approved projects are carried forward and their completion schedules adjusted accordingly. All capital projects budgeted for the next fiscal year can be found in the Five Year Capital Improvement Plan Section by Funding Source. Each capital improvement project includes several essential components that provide for sufficient information, such as: project number, project description, funding source; prior, current and projected expenditures, an illustrative picture or map and the linkage with the Strategic Plan performance objectives.

Per Ordinance No. 2012-65 "Public Art," two percent (2%) of the estimated in place construction cost of the City's construction projects is required to be made to the Public Art Program. For FY 2017, this equates to an appropriation of \$166,272.

CIP Development Process

The process of preparing the CIP is one of the Planning and Zoning Division responsibilities. Planning and Zoning staff compiles individual department requests for capital improvement projects and updates existing projects with information obtained from the Engineering Division, Finance Department and the Budget Office. The following are the steps in the CIP development process:

1. City Departments and Divisions:
 - Assess needs for new facilities or upgrades of existing facilities and infrastructure;
 - Review existing master plans for project proposals;
 - Review existing capital projects and CIP cost estimates.
2. The CIP Manager compiles a record of all proposed capital projects, which have not been programmed for funding. In addition, the CIP Manager reviews all existing capital projects for changes in scope, cost and scheduling.
3. The Budget Office and Engineering Division review all proposed capital projects and funding requests of departments and divisions and develop recommendations for inclusion in the CIP.
4. The funding policies used to guide the timing and programming of capital improvement projects include, but are not limited to the following criteria:
 - Implements the City of Pompano Beach's Comprehensive Plan;
 - Protects the health and safety of the public;
 - Maintains prior infrastructure investments;

- Maximizes City's resources;
 - Complies with mandates and meets prior commitments;
 - Identifies as a high priority by the Master Plan;
 - Complies with the Americans with Disabilities Act (ADA) and/or is Leadership in Energy and Environmental Design (LEED) certified;
 - Complies with the Strategic Plan performance objectives;
 - Supports economic development.
5. The City Manager holds capital project review meetings to discuss and prioritize proposed projects and to identify any funding issues or constraints.
 6. The Planning & Zoning Division presents the Draft CIP to the Planning & Zoning Advisory Board for its review. Section 154.16 (D) (4) of the City Code of Ordinances requires that the Planning & Zoning Advisory Board submits the Five Year Recommended CIP to the City Manager not less than 90 days prior to the beginning of the budget year (October 1st).
 7. The City Manager reviews the Planning & Zoning Advisory Board's recommendations and develops the final Five Year Recommended CIP to be presented to the City Commission.
 8. The Five Year Recommended CIP is presented to the City Commission during July's budget workshop. The Plan includes the first year of revenues and appropriations, which is referred to as the Capital Budget.
 9. The City Commission reviews the Five Year Recommended CIP and Capital Budget and may direct changes to be made within any of the five years of the plan.
 10. The City Commission approves the Five Year CIP and Capital Budget along with the Annual Operating Budget.

Impact of Capital Improvements on Operating Budget

Identifying and determining the impact of capital improvements on the operating budget is an important aspect of the overall budget process. The City's capital improvement budget includes projects for the construction of new buildings and parks, the replacement or rehabilitation of dated City-owned buildings, bridges, parking lots, park amenities, watermains, well fields and membrane elements. These improvements will significantly enhance and expand the City's infrastructure by ensuring continued growth, safe roadway conditions and the structural integrity of bridges, providing for clean water and providing for a safe and attractive community.

Capital projects account for short-term and long-term effects on the City's operating budget (personnel, operating, maintenance and utilities). **Savings:** The Capital Improvement Plan supports capital projects that will decrease operating expenses by reducing costs associated with emergency repairs, maintenance of old systems, and energy inefficiency. For instance, the overall design standards utilized are geared towards constructing Leadership in Energy and Environmental Design (LEED) facilities, which is required

by the City's Code of Ordinances. **Costs:** Increases in operating expenses anticipated as a result of capital projects are mainly driven by the expansion of the City's infrastructure, such as: upgrades of new software solutions, water service area expansion and the addition of municipal buildings and sports facilities within the City limits.

Created in FY 2016, the Administrative Capital Fund is an example of the capital impact on the operating budget. This operating fund consists of capital improvement project administration activities. Revenues are generated as projects are administered. For FY 2017, the total revenue generated is \$1,194,062. The expenditures are broken down as follows: \$625,968 includes salaries and benefits for five employees (one CIP Manager, two Engineering Managers and two Engineering Inspectors); and \$568,094 accounts for operating expenses (administrative and internal service charges, equipment, software purchases and office supplies).

List of the Completed Capital Improvement Projects during FY 2016:

1. SE 9th Avenue Bridge Replacement and New Sidewalks (Project No. 05-901)
2. Hillsboro Inlet Bridge Rehabilitation over Hillsboro Inlet (Project No. 05-901)
3. City Hall Modernization (Project No. 07-924)
4. PSC Lobby Renovations (Project No. 07-930)
5. PSC Façade Improvements (Project No. 07-930)
6. Fire Station 11 (Project No. 08-951)
7. Utilities Field Office Replacement (Project No. 10-121)
8. Water Treatment Plant Install High Service Pump Motors (Project No. 11-157)
9. Fire Station 103 (Project No. 11-162)
10. Water Treatment Plant Electrical System Rehab (Project No. 11-194-Phase II)
11. Downtown Pompano Streetscape Improvements Project (MLK Boulevard Streetscape and Old Pompano) (Project No. 13-210)
12. Ali Building (Project No. 13-212)
13. Eta Nu (Project No. 13-213)
14. City Hall 3rd Floor Renovations (Project No. 13-221)
15. Beach Renourishment (Project No. 14-223)
16. Shelter at 11 Pines Project (Project No. 14-228)
17. Atlantic Boulevard Light Replacement Project (Project No. 14-231)
18. Water Treatment Plant Security/Facility Access Study (Project No. 14-233)
19. Parking Lot Divito's (Project No. 14-264)
20. Powerline Road and NW 9th Street (Project No. 15-253)
21. Community Park Baseball Netting (Project No. 15-265)
22. Pier Parking Garage (Project No. 15-271)
23. Mitchell Moore Concession Renovations (Project No. 15-274)

Five Year Capital Improvement Plan Summary

	Fiscal Year 2017	Five Year Total 2017-2021
General Capital Outlay		
General Capital Fund	\$10,681,743	\$32,049,978
Enterprise Funds Capital Outlay		
Utility Renewal & Replacement Capital Fund	\$6,250,000	\$36,680,196
Stormwater Utility Capital Fund	\$3,626,210	\$11,524,935
Airpark Capital Fund	<u>\$1,361,928</u>	<u>\$1,545,928</u>
Total All Capital Outlay Funds	\$21,919,881	\$81,801,037

General Capital Fund

This section includes the capital plan for the General Capital Projects. The General Capital Budget in Fiscal Year 2017 (\$10,681,743) is supported by revenues from electric, gas and fuel utility taxes, local option gas tax, communication service tax, transfers from the General Fund, interest earnings, fund balance, and FDOT contributions. Funds are committed to several street and park improvements of \$10,193,566, project administrative fee \$487,203, and a working capital reserve for current and future projects of \$974.

The remaining portion of the General Capital Improvement Plan \$21,368,235 (FY 2018-FY 2021) is supported primarily by the same sources of revenues. Future projects include such projects as Seawall Maintenance, Kester Park Improvements etc.

This section is organized in the following manner:

Five Year Revenue and Appropriation Summary Projects:

1. Road Resurfacing Program [07-925]
2. Citywide Sidewalk Improvements [07-926]
3. General Government Buildings [07-924]
4. Implement Wayfinding Signage [16-275]
5. Traffic Signal Mast Arm Painting [12-197]
6. Major Bridge Repair/Rehab [05-901]
7. City Parking Lot Improvements/ ADA [10-123]
8. Canal Dredging 2016 [16-276]
9. Blanche Ely Museum Renovation [17-301]
10. Enhance Landscaping NE 10th Avenue [17-302]
11. Streetscape Improvements - FDOT Transfer Roads [17-303]
12. Seawall Maintenance [07-946]
13. Purchasing Building Renovations/Repairs [20-PW-002]
14. Refurbish Park Amenities [02-821]
15. Court Resurfacing [09-985]
16. Emma Lou Olson Civic Center Improvements [16-284]
17. North Pompano Hardscape and Landscape [17-304]
18. Kester Park Improvements [18-PR-002]
19. North Pompano Entrance from Federal Highway [19-PR-002]
20. Highlands Park renovations [20-PR-001]
21. Synthetic Turf at Athletic Field [20-PR-002]
22. Lifeguard Towers Replacement [17-311]
23. Fire Station #24 [16-285]
24. Fire Station Refurbishments [14-238]

General Capital Revenues

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Fund Transfer	\$1,350,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Transfer from Park Acquisition & Improvement Fund	---	---	\$59,225	\$677,552	---
Project Fund Balance	\$1,000,000	\$974	\$417,802	\$644,412	\$489,558
Local Option Gas Tax	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000
Interest Earnings	\$391,000	\$391,000	\$391,000	\$391,000	\$391,000
Gas Utility Tax	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Electric Utility Tax	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000
FDOT Contributions	\$4,562,065	---	---	---	---
Communications Service Tax	\$758,678	\$758,678	\$758,678	\$758,678	\$758,678
Total Revenues	\$10,681,743	\$4,770,652	\$5,246,705	\$6,091,642	\$5,259,236

General Capital Appropriations

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Road Resurfacing Program [07-925]	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000
Citywide Sidewalk Improvements [07-926]	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000
General Government Buildings [07-924]	\$918,000	\$918,000	\$918,000	\$918,000	\$918,000
Implement Wayfinding Signage [16-275]	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000
Traffic Signal Mast Arm Painting [12-197]	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000
Major Bridge Repair/Rehab [05-901]	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
City Parking Lot Improvements/ ADA [10-123]	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000
Canal Dredging 2016 [16-276]	\$500,000	---	---	---	---
Blanche Ely Museum Renovation [17-301]	\$436,000	---	---	---	---
Enhance Landscaping NE 10th Avenue [17-302]	\$325,600	---	---	---	---
Streetscape Improvements - FDOT Transfer Roads [17-303]	\$4,562,065	---	---	---	---
Seawall Maintenance [07-946]	---	\$200,000	\$200,000	\$200,000	\$200,000
Purchasing Building Renovations/Repairs [20-PW-002]	---	---	---	\$80,000	\$358,000
Refurbish Park Amenities [02-821]	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Court Resurfacing [09-985]	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Emma Lou Olson Civic Center Improvements [16-284]	\$171,666	---	---	---	---

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
North Pompano Hardscape and Landscape [17-304]	\$239,235	\$439,850	---	---	---
Kester Park Improvements [18-PR-002]	---	\$67,000	\$697,068	---	---
North Pompano Entrance from Federal Highway [19-PR-002]	---	---	\$59,225	\$677,552	---
Highlands Park Renovations [20-PR-001]	---	---	---	\$135,000	\$702,270
Synthetic Turf at Athletic Field [20-PR-002]	---	---	---	\$863,532	---
Lifeguard Towers Replacement [17-311]	\$313,000	---	---	---	---
Fire Station #24 [16-285]	\$1,020,000	\$1,020,000	---	---	---
Fire Station Refurbishments [14-238]	---	---	\$1,020,000	\$1,020,000	\$1,020,000
Total General Capital	\$10,193,566	\$4,352,850	\$4,602,293	\$5,602,084	\$4,906,270

General Capital Operating Expenses

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Project Admin Fee	\$487,203	---	---	---	---
Total	\$487,203	---	---	---	---

General Capital Reserves and Transfers

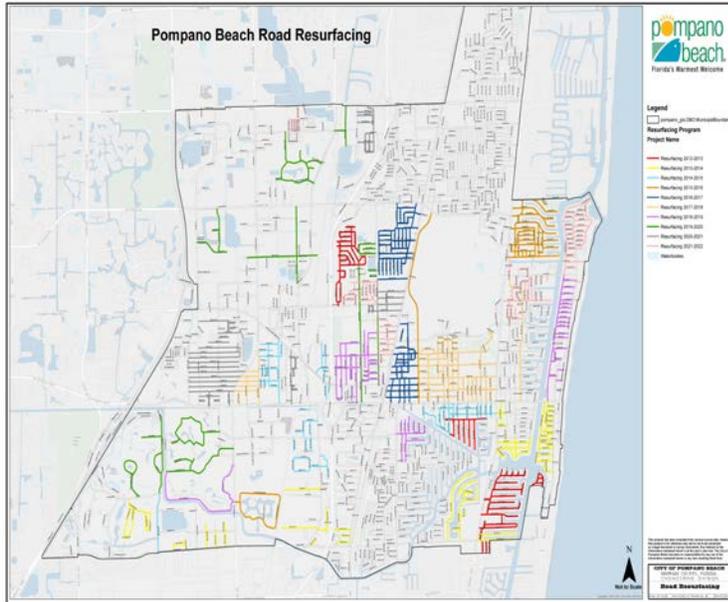
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Working Capital Reserve	\$974	\$417,802	\$644,412	\$489,558	\$352,966
Total	\$974	\$417,802	\$644,412	\$489,558	\$352,966

Total Appropriations

	\$10,681,743	\$4,770,652	\$5,246,705	\$6,091,642	\$5,259,236
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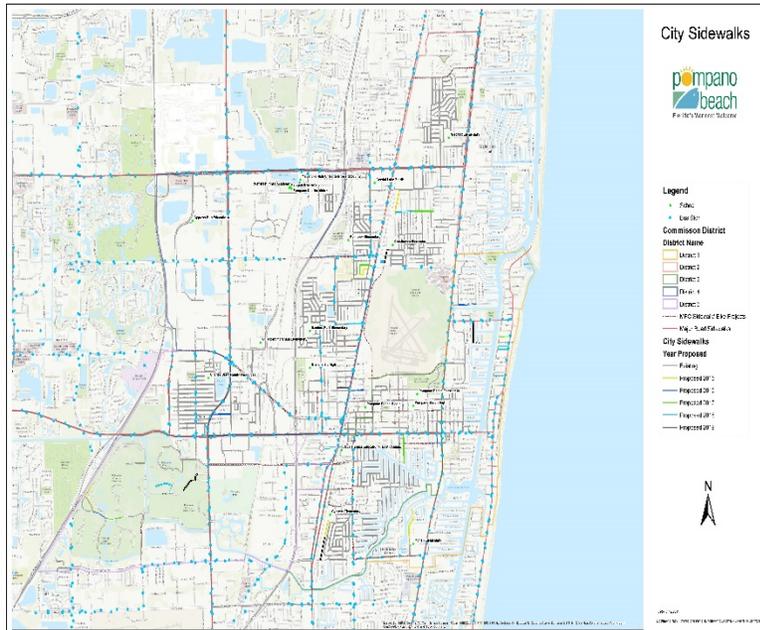
07-925

Road Resurfacing Program



Project Description: In 2016, the City commissioned a pavement condition study which ranked all the City's roadways. Roadways are then repaved based on their respective ranking and/or in conjunction with other capital improvement projects initiated by the City. Last year, the City repaved over 8 miles of roadways. Areas and neighborhoods recently repaved include Hillsboro Harbor, Santa Maria, Caliban Ridge, Jelks Subdivision, Gateway Industrial Center, Palm Aire Cypress Course Estates, Cypress Lake Estates, and Terra Mar Island Estates.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			12,157	12,157	12,157	12,157	12,157	60,785
Construction			607,843	607,843	607,843	607,843	607,843	3,039,215
Total	\$7,005,691	\$600,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	10,705,691



Project Description: This annual project includes installation of or repair to sidewalks throughout the City. The starting point for prioritization is based off of a 2007 study, which identified all of the missing sidewalks throughout the City. During FY 2016, the City utilized citywide Sidewalk Improvements funds to repair sidewalks and bring sidewalks into ADA compliance (install curb cuts and ADA Truncated Dome Pads). Priority for sidewalk installation is based on highest pedestrian demand: Safe Route to Schools, and public transit (Bus Stops). Specific requests by Home Owners Associations are also considered.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,000	2,000	2,000	2,000	2,000	10,000
Construction			100,000	100,000	100,000	100,000	100,000	500,000
Total	\$1,425,710	\$100,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$2,035,710

Strategy	Goal	Initiative
Superior Capacity	4.0. Mobility	4.1. Increase pedestrian movement and safety
Superior Capacity	4.0. Mobility	4.2. Increase bicycling and pedestrian network

07-924

General Government Buildings



Project Description: This annual project includes roof and/or minor window replacement, interior or exterior building repair and replacement of mechanical equipment on various City-owned facilities. In 2014, funding was increased by \$700K to address various maintenance improvements identified in the 2010 Facilities Assessment Report.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			18,000	18,000	18,000	18,000	18,000	90,000
Construction			900,000	900,000	900,000	900,000	900,000	4,500,000
Total	\$3,216,614	\$900,000	\$918,000	\$918,000	\$918,000	\$918,000	\$918,000	\$8,706,614

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities
Quality & Affordable Services	1.0 Safety	1.9. Expand the practice of crime prevention through environmental design
Superior Capacity	1.0 Energy	1.2. Retro-fit existing facilities as appropriate

16-275

Implement Wayfinding Signage



Project Description: The City has adopted a new standard for signage: gateway, directional, and destination. The plan is to implement this signage as new facilities are constructed and areas are re-developed. However, many of the existing signs are in disrepair and must be replaced independent of new construction or redevelopment. Implementing this program will ensure citywide consistency. During FY 2016, the City worked on sample units to determine actual costs, which helped derive the new budget.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,000	2,000	2,000	2,000	2,000	10,000
Construction			100,000	100,000	100,000	100,000	100,000	500,000
Total		\$100,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$610,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.12. Improve way-finding and gateways

12-197

Traffic Signal Mast Arm Painting



Project Description: This project is for the refurbishment of the traffic signal mast arm assemblies that have deteriorated. Scope of work includes stripping existing paint, priming, painting black, and required maintenance of traffic for thirteen (13) intersections with mast arms. Project also includes the vinyl wrapping of 80 traffic signal control boxes with artwork. During FY 2016, the City painted and treated several mast arms on Dixie Highway.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,000	2,000	2,000	2,000	2,000	10,000
Construction			100,000	100,000	100,000	100,000	100,000	500,000
Total	\$469,242	\$100,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$1,079,242

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities

05-901

Major Bridge Repair/Rehab



Project Description: This project provides for rehabilitation or replacement of various City-owned bridges. Major repairs and maintenance are vital to ensure the structural integrity of bridges. Future projects are determined by the Florida Department of Transportation yearly bridge Inspection Report. Two bridges will need attention in the near future: McNab Road Bridge and SE 5th Avenue Bridge. Funding is necessary to offset anticipated costs to replace these bridges.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			7,843	7,843	7,843	7,843	7,843	39,215
Construction			392,157	392,157	392,157	392,157	392,157	1,960,785
Outside Consulting/Design			95,000	95,000	95,000	95,000	95,000	475,000
Program Admin./Design			5,000	5,000	5,000	5,000	5,000	25,000
Total	\$4,996,976	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$7,946,976

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities

10-123

City Parking Lot Improvements/ADA



Project Description: This project consists of improvements to parking lots at City Facilities, including resurfacing and other improvements to comply with the Americans with Disability Act (ADA). Currently, the McNair Civic Center parking lot is not ADA compliant. The parking lot is under design and will be completed this fiscal year. In addition, this project will fund other non-ADA compliant facilities.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,000	2,000	2,000	2,000	2,000	10,000
Construction			100,000	100,000	100,000	100,000	100,000	500,000
Total	\$425,597	\$100,000	\$102,000	\$102,000	\$102,000	\$102,000	\$102,000	\$1,035,597

Strategy	Goal	Initiative
Superior Capacity	4.0 Mobility	4.1. Increase pedestrian movement and safety



Project Description: Dredging critically shoaled canals is necessary to improve the quality of boating and alleviate water safety hazards. A canal study is being performed in FY16 to determine which canals need to be dredged to accommodate drainage and boating. Funds are being allocated for anticipated dredging activity.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			9,804					9,804
Construction			490,196					490,196
Total		\$100,000	\$500,000					\$600,000

Strategy	Goal	Initiative
Superior Capacity	4.0 Mobility	4.6. Improve City waterways
Superior Capacity	8.0 Ocean Rise	8.1. Prepare for long term impacts of ocean rise
Superior Capacity	8.0 Ocean Rise	8.2. Develop appropriate policies or standards

17-301

Blanche Ely Museum Renovation



Project Description: The Ely Educational Museum is home to local educational and civic pioneers of Pompano Beach’s African-American community. The vision for this home is that it will display historic artifacts depicting Blanche and Joseph Ely’s commitment to the school and community. For this to occur, ADA improvements must be made which will enable the City to change the Certificate of Occupancy from a residence into a community educational facility and cultural heritage museum.

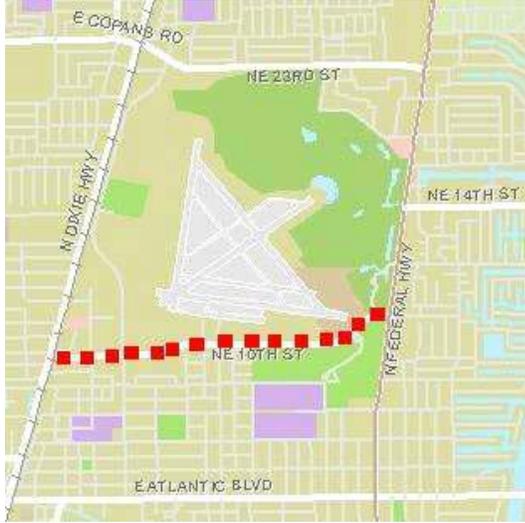
The Blanche Ely House is located on the northeast corner of NW 15th Street and NW 6th Avenue. The total request for \$436,000 and includes interior and exterior remodeling as well as operational costs to program the facility in the first year.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			6,789					6,789
Construction			339,436					339,436
Contingency			25,650					25,650
Outside Consulting/Design			\$51,300					\$51,300
Permit Fees			\$12,825					\$12,825
Total			\$436,000					\$436,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.8. Further develop and promote cultural/heritage tourism opportunities

17-302

Enhance Landscaping NE 10th Avenue



Project Description: The landscaping along NE 10th Avenue needs enhancements to match recent enhancements made to NE 5th Avenue and the east end of NE 10th Avenue, to complete the corridor. The project’s scope includes planting mature trees, installing new irrigation, and sod.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			5,600					5,600
Construction			280,000					280,000
Outside Consulting/Design			40,000					40,000
Total			\$325,600					\$325,600

Strategy	Goal	Initiative
Great Places	5.0 Corridor Redevelopment	5.4. Improve overall aesthetic appearances

17-303

Streetscape Improvements - FDOT Transfer Roads



Project Description: The City plans to accept the transfer of Dixie Highway from the south City boundary to the north, and Atlantic Boulevard from NW 6 Avenue to A1A. As a result, FDOT will transfer programmed funds set aside by the agency to offset costs of resurfacing activities. The funds will be utilized to conduct streetscape improvements at various locations within the corridors.

Funding Source: FDOT Contributions								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Construction			4,562,065					4,562,065
Total			\$4,562,065					\$4,562,065

Strategy	Goal	Initiative
Great Places	5.0 Corridor Redevelopment	5.1. Begin implementation of corridor studies and plans for Federal Highway, Atlantic Boulevard and Dixie Highway
Great Places	5.0 Corridor Redevelopment	5.3. Support and facilitate development of an education corridor along MLK
Great Places	5.0 Corridor Redevelopment	5.4. Improve overall aesthetic appearances

07-946

Seawall Maintenance



Project Description: The City is responsible for the maintenance of seawalls along City-owned property; there is approximately 2,000 linear feet of seawall along various canals and waterways. In 2007, PBS & J produced a report that assessed and ranked all the City's seawalls. Maintenance can include rebuilding portions, grouting leaks and total reconstruction.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,843	2,843	2,843	2,843	2,843	11,372
Construction			142,157	142,157	142,157	142,157	142,157	568,628
Outside Consulting/Design			45,000	45,000	45,000	45,000	45,000	180,000
Permit Fees			10,000	10,000	10,000	10,000	10,000	40,000
Total	\$2,066,636		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,866,636

Strategy	Goal	Initiative
Superior Capacity	4.0 Mobility	4.6. Improve City waterways

20-PW-002

Purchasing Building Renovations/Repairs



Project Description: Replace existing roof and windows, re-paint warehouse building and main offices. Interior work to Purchasing building shall include: laminating new drywall over all interior office walls, painting, new ceiling panels, new light fixtures, and added security system.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)							7,020	7,020
Construction							350,980	350,980
Outside Consulting/Design						80,000		80,000
Total						\$80,000	\$358,000	\$438,000

02-821

Refurbish Park Amenities



Project Description: This project involves the replacement of worn out park amenities at all City parks. Park amenities include playground equipment, shade structures, benches, trash receptacles, lighting, fences, grills, etc. The replacement of these facilities will be performed by in-house staff. Currently staff is working to replace shelters at Community Park. Funding is recommended to be increased by \$50,000 per year to enhance the replacement of playground equipment.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,941	2,941	2,941	2,941	2,941	14,705
Construction			147,059	147,059	147,059	147,059	147,059	735,295
Total	\$1,299,424	\$100,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,149,424

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities
Great Places	2.0 Tourism	2.6. Improve City parks

09-985

Court Resurfacing



Project Description: The City has an inventory of over 60 athletic courts which include tennis, basketball, handball, volleyball, shuffleboard and bocce ball. The City must continuously maintain these courts to ensure safe, enjoyable play. For FY 2016, the City resurfaced the basketball courts at the George Brummer Park and it is planning to resurface the McNair Park courts.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			588	588	588	588	588	2,940
Construction			29,412	29,412	29,412	29,412	29,412	147,060
Total	\$218,984	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$398,984

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.5. Develop facilities to ensure the City can compete in targeted sports tourism markets
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community

16-284

Emma Lou Olson Civic Center Improvements



Project Description: This project involves replacement of flooring providing ADA accessible bathrooms and countertops, installing fire rated doors, adding storage space, and renovating reception/front desk area.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			3,366					3,366
Construction			168,300					168,300
Total		\$33,000	\$171,666					\$204,666

Strategy	Goal	Initiative
Superior Capacity	1.0 Energy	1.2. Retro-fit existing facilities as appropriate
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community

17-304

North Pompano Hardscape and Landscape



Project Description: This project calls for repaving, landscape structures, furnishings, rehabilitation of existing concession stands and landscaping. Additionally, the ball fields will be converted to rectangular fields to assist in the increase in demand for field use.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)				8,625				8,625
Construction				431,225				431,225
Program Admin./Design			239,235					239,235
Total			\$239,235	\$439,850				\$679,085

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities
Great Places	2.0 Tourism	2.6. Improve City parks

18-PR-002

Kester Park Improvements



Project Description: This project calls for improvements to existing open fields, ball field, dug outs and playground facilities.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)					13,668			13,668
Construction					683,400			683,400
Outside Consulting/Design				67,000				67,000
Total				\$67,000	\$697,068			\$764,068

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.6. Improve City parks

19-PR-002

North Pompano Entrance from Federal Highway



Project Description: Currently, this park can only be accessed from NE 18th Ave to NE 43rd Court, both of which are residential streets. A critical component to the success of the future development of this community park is access from Federal Highway.

Funding Source: Transfer from Park Acquisition & Improvement Fund								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)						13,285		13,285
Construction						664,267		664,267
Program Admin./Design					59,225			59,225
Total					\$59,225	\$677,552		\$736,777

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.6. Improve City parks
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community

20-PR-001

Highlands Park Renovations



Project Description: An additional 1600 linear feet of fitness/jogging path will be added and ample lighting upgraded around the basketball area to increase teen usage. Design costs are budgeted in FY 20.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)							13,770	13,770
Construction							688,500	688,500
Outside Consulting/Design						135,000		135,000
Total						\$135,000	\$702,270	\$837,270

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.14. Increase recreation programs and activities for teens
Great Places	2.0 Tourism	2.6. Improve City parks
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community

20-PR-002

Synthetic Turf at Athletic Field



Project Description: Synthetic Turf is a smart solution for the athletic field because the City has an escalating need for durable fields that accommodate multiple sports teams and activities. The high cost of maintaining a grass sports field, and the need to conserve water, have prompted a rising number of schools and parks to turn to synthetic turf to meet their program needs. Today's Synthetic Turf is designed to simulate the experience of practicing and playing on the best grass fields.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)						16,932		16,932
Construction						846,600		846,600
Total						\$863,532		\$863,532

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.6. Improve City parks
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community
Superior Capacity	6.0. Growth Capacity	6.4. Ensure capacity for growth in parks

17-311

Lifeguard Towers Replacement



Project Description: Replacement of four (4) lifeguard towers.

Funding Source: General Capital Fund 302								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			313,000					313,000
Total			\$313,000					\$313,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.6. Improve City parks
Superior Capacity	3.0 Recreation	2.5. Develop facilities to ensure the City can compete in targeted sports tourism markets
Superior Capacity	6.0. Growth Capacity	6.1. Ensure capacity for growth in public safety services
Quality and Affordable Services	1.0 Safety	1.2. Improve disaster response
Quality and Affordable Services	1.0 Safety	1.3. Enhance police, fire and EMS response levels and times

16-285

Fire Station #24



Project Description: Design and reconstruction of an existing fire station supporting rescue services in and around Pompano Beach Municipal Airpark, the Highlands, east to the Intracoastal and south to McNab Road. The design will include provisions for a +/-13,000 square feet facility with capacity for 4 fire apparatus. This facility is outdated and in need of replacement. Subject to design review and considerations, staff intends to keep the existing station open while a new building is constructed directly adjacent. Staff will consider temporary installation of a trailer, if necessary. Staff is currently negotiating contracts with No. 1

ranked team West Construction, Inc./Currie Sowards Aguila Architects. Work is expected to start on in the beginning of October, 2016.

Funding Source: General Fund Transfer								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			20,000	20,000				40,000
Construction			1,000,000	1,000,000				2,000,000
Total		\$1,000,000	\$1,020,000	\$1,020,000				\$3,040,000



Project Description: This project consists of renovating existing City fire stations and training tower. Work involves modernizing facilities to include fixture and roof replacements, the upgrade of mixed gender use, ADA compliance and to meet current storm standards. Funding is intended to be used to renovate/replace Fire Station 61, currently located at 2121 NW 3rd Avenue. Fire Station 61 was originally built over forty years ago to serve the Drug Enforcement Administration. It has been adapted and used

as a fire station for about 30 years. Existing building measures 8,645 square foot. Additionally, funding will be used to renovate or rebuild Fire Station 52, currently located currently located at 10 SW 27 Avenue just south of Atlantic Boulevard.

Funding Source: General Fund Transfers								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)					20,000	20,000	20,000	60,000
Construction				1,000,000	1,000,000	1,000,000	3,000,000	
Total	\$924,523	\$1,000,000		\$1,020,000	\$1,020,000	\$1,020,000	\$4,984,523	

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.6. Improve City parks
Superior Capacity	3.0 Recreation	3.2. Develop facilities to match the changing recreational needs and preferences of the community
Superior Capacity	6.0. Growth Capacity	6.4. Ensure capacity for growth in parks

Utility Renewal and Replacement Capital Fund

This section includes the capital plan for the Utility Renewal and Replacement Capital Fund. The Utility Renewal and Replacement Capital Fund Budget in Fiscal Year 2017 (\$6,250,000) is supported by revenues from water and wastewater user charges, interest earnings and fund balance. Funds are committed to such projects as Reuse Treatment Plant Maintenance, Well Maintenance Program, Water Meter Replacement Program, etc. of \$4,044,500, project administrative fee \$427,401, and a working capital reserve for current and future projects of \$1,778,099. Working Capital Reserve is being increased to pay for larger Utility projects in the near future.

The remaining portion of the Utility Renewal and Replacement Capital Improvement Plan \$30,430,196 (FY 2018-FY 2021) is supported by the same sources of revenues. Future projects include: Membrane Element Replacement, Wastewater Master Plan Update 2021, Wastewater Lyons Park Neighborhood, etc.

This section is organized in the following manner:

Five Year Revenue and Appropriation Summary Projects:

1. Reuse Treatment Plant Maintenance [05-887]
2. Well Maintenance Program [07-932]
3. Water Treatment Plant - Maintenance [05-886]
4. Reuse Distribution Expansion [06-904]
5. Water Main Replacement Program [07-931]
6. Water Treatment Plant - Electrical System Rehabilitation [11-194]
7. Water Meter Replacement Program [17-305]
8. Water Plant Concentrate Deep Well Re-Lining [17-306]
9. Water Treatment Plant- Recarbonation Feed System Rehabilitation [17-307]
10. Hurricane Hardening For Water Plant Facilities [16-289]
11. Reuse Plant Facility Painting [16-290]
12. Water Treatment Plant Facility - Painting [15-256]
13. Utility Asset Management Development and Implementation [15-259]
14. Water Treatment Plant - Concentrate Treatment Study [18-WS-001]
15. Water Supply Plan Update 2018 [18-WS-003]
16. Water Master Plan Update 2018 [18-WS-004]
17. Reuse Master Plan Update 2018 [18-WS-005]
18. Water Treatment Plant Transfer Station Rehabilitation [18-WS-006]
19. Water Treatment Plant - Ammonia Feed System Rehab [18-WS-007]
20. Water Treatment Plant - Membrane Element Replacement [08-952]
21. Water Plant Lime Softening Process Rehabilitation [16-287]
22. Water Plant Filter Level Control Modifications [20-WS-001]

23. Saltwater Intrusion [20-WS-002]
24. Water Conservation Program [10-988]
25. Wastewater - Sanitary Sewer Manhole Rehabilitation [02-828]
26. Wastewater - Lift Station Rehabilitation [08-968]
27. Wastewater - Collection Re-Lining [04-870]
28. Wastewater - Gravity Collection System Expansion [15-260]
29. Wastewater Master Plan Update 2021 [21-WS-001]
30. Wastewater- Lyons Park Neighborhood [21-WS-002]

Utility Renewal and Replacement Revenues

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Water and Wastewater Operating Transfer	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
Interest Earnings	\$181,000	\$181,000	\$181,000	\$181,000	\$181,000
Budgetary Retained Earnings	\$69,000	\$1,778,099	\$1,954,899	\$133,699	\$1,839,499
Total Revenues	\$6,250,000	\$7,959,099	\$8,135,899	\$6,314,699	\$8,020,499

Utility Renewal and Replacement Appropriations

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Reuse Treatment Plant Maintenance [05-887]	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Well Maintenance Program [07-932]	\$75,000	\$163,200	\$163,200	\$163,200	\$163,200
Water Treatment Plant - Maintenance [05-886]	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Reuse Distribution Expansion [06-904]	\$306,000	\$306,000	\$306,000	\$306,000	\$306,000
Water Main Replacement Program [07-931]	\$204,000	\$408,000	\$408,000	\$408,000	\$408,000
Water Treatment Plant - Electrical System Rehabilitation [11-194]	\$175,000	\$800,000	\$4,450,000	---	---
Water Meter Replacement Program [17-305]	\$50,000	---	\$300,000	\$300,000	\$300,000
Water Plant Concentrate Deep Well Re-Lining [17-306]	\$1,120,000	---	---	---	---
Water Treatment Plant- Recarbonation Feed System Rehabilitation [17-307]	\$427,000	---	---	---	---
Hurricane Hardening For Water Plant Facilities [16-289]	\$100,000	---	---	---	---
Reuse Plant Facility Painting [16-290]	\$200,000	---	---	---	---
Water Treatment Plant Facility - Painting [15-256]	\$300,000	---	---	---	---
Utility Asset Management Development and Implementation [15-259]	---	\$75,000	\$100,000	---	---
Water Treatment Plant - Concentrate Treatment Study [18-WS-001]	---	\$100,000	---	---	---
Water Supply Plan Update 2018 [18-WS-003]	---	\$225,000	---	---	---
Water Master Plan Update 2018 [18-WS-004]	---	\$140,000	---	---	---
Reuse Master Plan Update 2018 [18-WS-005]	---	\$75,000	---	---	---
Water Treatment Plant Transfer Station Rehabilitation [18-WS-006]	---	\$1,735,000	---	---	---
Water Treatment Plant - Ammonia Feed System Rehab [18-WS-007]	---	\$327,000	---	---	---

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Water Treatment Plant - Membrane Element Replacement [08-952]	---	---	---	\$417,000	\$417,000
Water Plant Lime Softening Process Rehabilitation [16-287]	---	---	---	\$306,000	---
Water Plant Filter Level Control Modifications [20-WS-001]	---	---	---	\$250,000	---
Saltwater Intrusion [20-WS-002]	---	---	---	\$100,000	---
Water Conservation Program [10-988]	---	---	---	---	\$100,000
Wastewater - Sanitary Sewer Manhole Rehabilitation [02-828]	\$62,500	\$50,000	\$500,000	\$100,000	\$100,000
Wastewater - Lift Station Rehabilitation [08-968]	\$325,000	\$400,000	\$400,000	\$400,000	\$400,000
Wastewater - Collection Re-Lining [04-870]	---	\$500,000	\$500,000	\$500,000	\$500,000
Wastewater - Gravity Collection System Expansion [15-260]	---	---	\$175,000	\$525,000	---
Wastewater Master Plan Update 2021 [21-WS-001]	---	---	---	---	\$175,000
Wastewater- Lyons Park Neighborhood [21-WS-002]	---	---	---	---	\$3,900,000
Total Utility Renewal and Replacement	\$4,044,500	\$6,004,200	\$8,002,200	\$4,475,200	\$7,469,200

Utility Renewal and Replacement Operating Expenses

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Project Admin Fee	\$427,401	---	---	---	---
Total	\$427,401	---	---	---	---

Utility Renewal and Replacement Reserves and Transfers

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Working Capital Reserve	\$1,778,099	\$1,954,899	\$133,699	\$1,839,499	\$551,299
Total	\$1,778,099	\$1,954,899	\$133,699	\$1,839,499	\$551,299

Total Appropriations

	\$6,250,000	\$7,959,099	\$8,135,899	\$6,314,699	\$8,020,499
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05-887

Reuse Treatment Plant Maintenance



Project Description: Allocated for maintenance, replacement, reconditioning and installation of reuse plant pumps, motors, piping, valves, electrical switch gear and equipment, chemical feed equipment and infrastructure as needed.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			250,000	250,000	250,000	250,000	250,000	1,250,000
Total	\$1,470,585	\$275,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,995,585

Strategy	Goal	Initiative
Superior Capacity	2.0 Water	2.1. Expand reuse capacities

07-932

Well Maintenance Program



Project Description: This ongoing project includes various maintenance, rehabilitation, and operational enhancements to the existing well fields and may include routine maintenance and rehabilitation where circumstances dictate. In addition, the project will include well field optimization, remote telemetry, concentrate deep well testing and maintenance and enhanced well field security. Department of Health compliance and the Florida Department of Environmental Protection requires the Utilities Department to test the concentrate injection well for integrity on a yearly basis.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			1,471	3,200	3,200	3,200	3,200	14,271
Construction			73,529	160,000	160,000	160,000	160,000	713,529
Total	\$791,596	\$160,000	\$75,000	\$163,200	\$163,200	\$163,200	\$163,200	\$1,679,396

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

05-886

Water Treatment Plant – Maintenance



Project Description: This project includes various maintenance, rehabilitation, and operational enhancements to the existing water treatment plant and membrane plant. Sub projects include, security, chemical feed system repairs and installations, electrical switch gear maintenance and various upgrades.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			450,000	450,000	450,000	450,000	450,000	2,250,000
Total	\$3,123,405	\$500,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$5,873,405

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population

06-904

Reuse Distribution Expansion



Project Description: This annual project continues with the installation of the reuse distribution system in Service Areas 1 through 4, as detailed in the Reuse Water Master Plan, which represents service to over 1,000 acres. The City is looking to enter into an interagency local agreement with Lighthouse Point installing reuse piping. Lighthouse Point will mandate residential, commercial and industrial customers to connect for irrigation (over 500 connections).

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			6,000	6,000	6,000	6,000	6,000	30,000
Construction			300,000	300,000	300,000	300,000	300,000	1,500,000
Total	\$5,513,180	\$300,000	\$306,000	\$306,000	\$306,000	\$306,000	\$306,000	\$7,343,180

Strategy	Goal	Initiative
Superior Capacity	2.0 Water	2.1. Expand reuse capacities

07-931

Water Main Replacement Program



Project Description: This annual project is to continue the replacement of undersized galvanized water mains as well as unlined cast iron distribution mains throughout the City.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			4,000	8,000	8,000	8,000	8,000	36,000
Construction			200,000	400,000	400,000	400,000	400,000	1,800,000
Total	\$2,364,168	\$400,000	204,000	\$408,000	\$408,000	\$408,000	\$408,000	\$4,600,168

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Superior Capacity	2.0 Water	2.2. Expand conservation efforts and other water efficiency efforts

11-194 Water Treatment Plant - Electrical System Rehabilitation



Project Description: Renovation of the old electrical system in the Water Treatment Plant. The renovation includes all 5kv high service pumps and starters, all electrical switches, gears and main electrical distribution systems. These issues were identified for the first two phases of the Electrical Master Plan for the high service pump 1 - 4 building. Phases III & IV will continue the renovation for the high service 5-6 building. Phase V of the renovation will include the transfer pump building and three remaining electrical buildings. These systems are over 20-40 years old and have had increased failures.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment					4,450,000			4,450,000
Outside Consulting/Design			175,000	800,000				975,000
Total		\$2,652,172	\$175,000	\$800,000	\$4,450,000			\$8,077,172

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

17-305

Water Meter Replacement Program

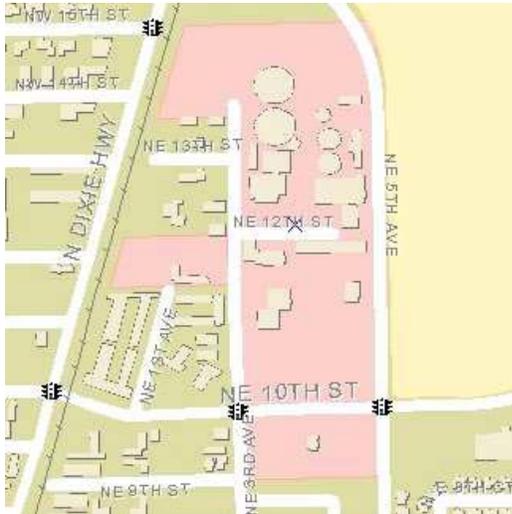


Project Description: The AMI project was completed in 2012. As part of that project, Siemens has replaced all meters greater than 5 years old and updated meters that were less than 5 years old as of March 2011. This project resumes the meter replacement program in 2019. Once resumed, the program will replace meters that were not replaced during the AMI project. A schedule will eventually be enacted to replace 10% of the meters per year to ensure proper accounting for compliance and sales. Resumption of the program will ensure that we

continue to have low volumes of non-revenue (lost) water. The American Water Works Association (AWWA) standards require that water meters be tested after 10 years of service.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			50,000		300,000	300,000	300,000	950,000
Total			\$50,000		\$300,000	\$300,000	\$300,000	\$950,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards



Project Description: In order to operate the membrane water treatment plant, the concentrate (reject waste stream) must be disposed of via deep well injection which is a necessary component of the membrane treatment operation. The existing deep well located on the Water Treatment Plant's site receives the concentrate for disposal. The Department of Environmental Protection (DEP) mandates mechanical integrity testing (MIT) of this deep well as required by our Deep Well Permit with the State. The most recent MIT in 2014 indicated a need for replacement or relining of this deep well. It has been determined by the City's Consultant (MWH) that relining would be the most cost-effective solution.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			1,000,000					1,000,000
Outside Consulting/Design			120,000					120,000
Total			\$1,120,000					\$1,120,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population

17-307

Water Treatment Plant- Recarbonation Feed System Rehabilitation



Project Description: The carbon dioxide chemical system is in need of replacement (1984). This is a critical chemical in our treatment process (pH) and compliance with DEP’s 4 Log Treatment Certification.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			2,000					2,000
Construction			100,000					100,000
New Equipment			275,000					275,000
Outside Consulting/Design			50,000					50,000
Total			\$427,000					\$427,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards



Project Description: Per the Facilities Assessment, subsequent CDM study (Building Structural Review for Hurricane Hardening Grant) that was previously conducted, and current Florida Building Code wind load requirements, it has been determined that some of the Water Plant facility still requires structural modifications and hurricane rated impact windows and doors for adequate hurricane hardening of the Water Treatment Plant.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment			100,000					100,000
Total		\$475,000	\$100,000					\$575,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities
Superior Capacity	1.0 Energy	1.2. Retro-fit existing facilities as appropriate

16-290

Reuse Plant Facility Painting



Project Description: This project is for the painting of the Reuse Plant building structures. These structures include the main building, chemical building, north and south filters and two storage tanks onsite. These structures have not been repainted since their installation in 1988 and 2001 and their coatings have met and exceeded their service life.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% Construction)			3,922					3,922
Construction			196,078					196,078
Total		\$250,000	\$200,000					\$450,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.13. Improve aesthetic appearance of City facilities

15-256

Water Treatment Plant Facility - Painting



Project Description: The water treatment plant facility has not been painted for over 25 years: There is superficial cracking allowing moisture to get into the concrete that can cause deterioration of the concrete and the reinforced iron rebar. The cracks in the facility must be repaired and sealed, then a top coat of uniformed color coating applied to improve the structural and aesthetic appearance of the facility.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			5,882					5,882
Construction			294,118					294,118
Total	\$196,000	\$250,000	\$300,000					\$746,000

Strategy	Goal	Initiative
Great Places	2.0 Tourism	2.3. Enhance the range and quality of beach activity options, including beach related events
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

15-259

Utility Asset Management Development and Implementation



Project Description: This project is the development and implementation of a utility asset management program. The software, consulting/design for this program will enhance the life of the utility assets, identify future CRP/CIP projects, assist with compliance and increase reliability.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment				75,000	100,000			175,000
Total	\$200,000	\$325,000		\$75,000	\$100,000			\$700,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

18-WS-001

Water Treatment Plant - Concentrate Treatment Study



Project Description: Study the available technologies capable of treating the membrane plant concentrate water to drinking water standards as an alternative drinking water supply.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Program Admin./Design				100,000				100,000
Total				\$100,000				\$100,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards



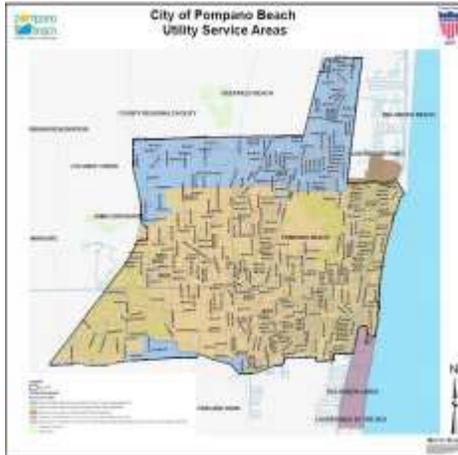
Project Description: This project consists of preparing the Water Supply Plan. This plan is required to be updated every five years and approved by the South Florida Water Management District and the State. This plan must be adopted, along with the relevant Comprehensive Plan Elements, within 18 months of the South Florida Water Management District approving the Lower East Coast Water Supply Plan.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/Design				225,000				225,000
Total				\$225,000				\$225,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population

18-WS-004

Water Master Plan Update 2018



Project Description: The Water Master Plan update is required every five years in order to evaluate the water distribution system and source water wells condition, current operations and future demands. This update is required per the City Comprehensive Plan and provides assessments needed for the Water Supply Plan, as well as planning for capital improvement projects.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/Design				140,000				140,000
Total				\$140,000				\$140,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

18-WS-005

Reuse Master Plan Update 2018



Project Description: Current Reuse Master Plan update was completed in 2014. The data is required for the state mandated Water Supply Plan due in FY 2018.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/Design				75,000				75,000
Total				\$75,000				\$75,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population
Superior Capacity	2.0 Water	2.1. Expand reuse capacities

18-WS-006

Water Treatment Plant Transfer Station Rehabilitation



Project Description: Rehabilitation of the transfer station switchgear, adding VFDs to the pumps and piping.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)				10,000				10,000
Construction				500,000				500,000
New Equipment				1,100,000				1,100,000
Outside Consulting/Design				125,000				125,000
Total				\$1,735,000				\$1,735,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

18-WS-007

Water Treatment Plant Ammonia Feed System Rehab.



Project Description: The Ammonia Feed System is beyond its useful life (40 years) and is due for replacement. The bulk storage tanks will be replaced and the feed system will be modernized to provide greater control over the feed process.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)				2,000				2,000
Construction				100,000				100,000
New Equipment				200,000				200,000
Outside Consulting/Design				25,000				25,000
Total				\$327,000				\$327,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

08-952 Water Treatment Plant - Membrane Element Replacement



Project Description: This ongoing project consists of replacing the membrane elements (filters) when needed. The membrane elements are used to purify water to make it potable and requires replacement every 5 years. All filters were replaced in FY 2016. Funding will be budgeted over a multi-year period to provide for full replacement.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment						417,000	417,000	834,000
Total	\$702,500	\$500,000				\$417,000	\$417,000	\$2,036,500

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards

16-287

Water Plant Lime Softening Process Rehabilitation



Project Description: The Water Treatment Plant has two (2) distinct treatment processes, lime softening and membrane. A recent evaluation conducted by City Consultant, Carollo Engineers, compared either expanding the membrane treatment process, decommissioning the lime softening, or rehabilitating the lime treatment plant for a 20 year life cycle. It was determined that based on the capital costs and operational costs for membrane expansion, that rehabilitating the lime softening treatment was more cost effective.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment						306,000		306,000
Total		\$300,000				\$306,000		\$606,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population

20-WS-001

Water Plant Filter Level Control Modifications



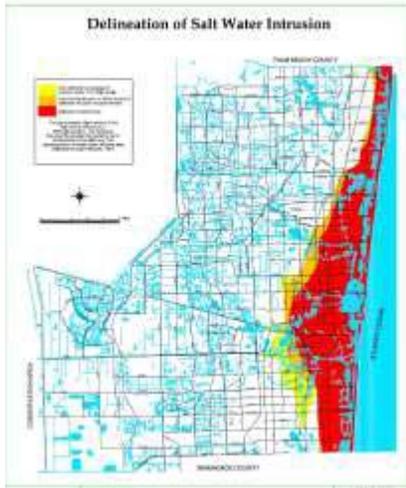
Project Description: City Consultant McCafferty Brinson conducted an evaluation and determined that our existing water filter level control potentially presents a regulatory compliance and operational vulnerability. City staff have previously experienced issues with the existing level control valve operation. This proposed project, per Consultant's recommendations, will permanently alleviate this vulnerability and maintain proper filter levels at all times by installing a fixed weir in a new flow box.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment						250,000		250,000
Total						\$250,000		\$250,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.4. Ensure safe drinking water standards
Quality & Affordable Services	1.0 Safety	1.7. Ensure adequate water resources for current and future population

20-WS-002

Saltwater Intrusion



Project Description: This project will evaluate the feasibility of using shallow injection wells for saltwater intrusion protection. It is anticipated that climate change, along with groundwater use will encourage the encroachment of ocean saltwater into the groundwater system. The City, with its reuse and conservation programs, as well as moving a portion of groundwater withdrawals to the west, is the only City in Southeast Florida to move the Saltwater line back toward the ocean. This project will evaluate the effectiveness of using shallow injection wells as another tool to further mitigate saltwater intrusion.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/Design						100,000		100,000
Total						\$100,000		\$100,000

Strategy	Goal	Initiative
Superior Capacity	2.0 Water	2.2. Expand conservation efforts and other water efficiency efforts

10-988

Water Conservation Program



Project Description: A Water Conservation Program is mandated as one of the limiting conditions of our Consumptive Use Permit. The program will consist of water saving features that will lower our water consumption.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Other Professional Fees							100,000	100,000
Total	\$214,949						\$100,000	\$314,949

Strategy	Goal	Initiative
Superior Capacity	2.0 Water	2.2. Expand conservation efforts and other water efficiency efforts

02-828

Wastewater - Sanitary Sewer Manhole Rehabilitation



Project Description: This project involves the rehabilitation of deteriorated brick manholes located throughout the City. Rehabilitation consists of covering the interior surfaces with an adhesive, non-permeable material. 58 manholes have already been relined in FY 2015. Citywide there are 4,400 manholes.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			1,225	980	9,804	1,961	1,961	15,931
Construction			61,275	49,020	490,196	98,039	98,039	796,569
Total	\$2,823,479	\$120,000	\$62,500	\$50,000	\$500,000	\$100,000	\$100,000	\$3,755,979

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.5. Improve wastewater disposal and treatment process

08-968

Wastewater - Lift Station Rehabilitation



Project Description: This annual CIP allows for upgrading and rehabilitating wastewater lift stations as prioritized by the Utilities Department. A lift station rehab consists of replacement of all major components, including plumbing, mechanical and electrical.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			5,328	6,557	6,557	6,557	6,557	31,556
Construction			266,394	327,869	327,869	327,869	327,869	1,577,870
Contingency			53,278	65,574	65,574	65,574	65,574	315,574
Total	\$4,770,922	\$600,000	\$325,000	\$400,000	\$400,000	\$400,000	\$400,000	\$7,295,922

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.5. Improve wastewater disposal and treatment process

04-870

Wastewater - Collection Re-Lining



Project Description: This annual CIP allows for relining sanitary sewer gravity mains throughout the City to minimize infiltration of groundwater. Wherever possible, this is accomplished through trenchless methods. However, from time to time, open cut point repairs are appropriate.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)				9,804	9,804	9,804	9,804	39,216
Construction				490,196	490,196	490,196	490,196	1,960,784
Total	\$6,759,499	\$700,000		\$500,000	\$500,000	\$500,000	\$500,000	\$9,459,499

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.5. Improve wastewater disposal and treatment process

15-260

Wastewater - Gravity Collection System Expansion



Project Description: The City's Gravity Wastewater System currently supplies almost all areas of the City of Pompano Beach. This project will extend the system to those remaining residential, commercial, and industrial areas. The largest being the area south of NW 15 Street and north of Atlantic Boulevard bisected by MLK Jr. Boulevard, bordered on the east by I-95 and on the west by the railroad tracks/NW 15 Avenue/N Andrews Avenue, composed entirely of industrial property. Providing wastewater service to these remaining areas will improve both the quality of life for the consumer, further empower economic development and reduce discharges into the surrounding water bodies. Several of the unserved areas

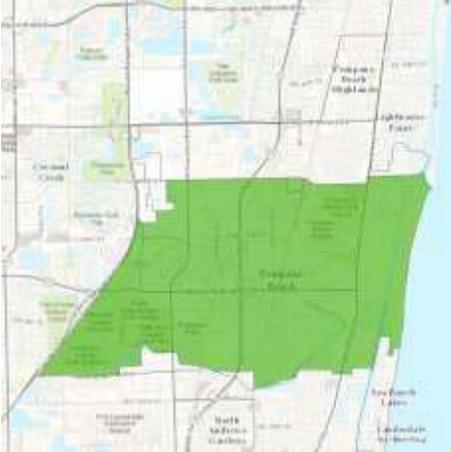
are located in the vicinity of the Pompano Canal- an impaired water body. Reducing discharges in the area of this water body is a regulatory requirement.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
New Equipment					175,000	525,000		700,000
Total	\$70,000	\$100,000			\$175,000	\$525,000		\$870,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.5. Improve wastewater disposal and treatment process

21-WS-001

Wastewater Master Plan Update 2021



Project Description: The Wastewater Master Plan update is required every five years to evaluate future system demand and necessary upgrades to facilitate planning efforts in order to meet customer levels of service and regulatory requirements.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/Design							175,000	175,000
Total							\$175,000	\$175,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.5. Improve wastewater disposal and treatment process

21-WS-002

Wastewater Lyons Park Neighborhood



Project Description: In conjunction with the stormwater project the water and wastewater systems need to be upgraded. Some of the wastewater gravity mains are in the back of the residences of Lyons Park which is not good for maintenance. The water services also need to be replaced.

Funding Source: Utility Renewal & Replacement Fund (420)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)							76,471	76,471
Construction							3,823,529	3,823,529
Total							\$3,900,000	\$3,900,000

Stormwater Utility Capital Fund

This section includes the capital plan for the Stormwater Utility Capital. The Stormwater Utility Capital Fund was established to fund, on a pay-as-you-go basis, to fulfill necessary drainage improvements within the City. The Stormwater Utility Capital Budget for Fiscal Year 2017 (\$3,626,210) is supported by revenues from stormwater assessments, interest earnings and budgetary retained earnings. This proposed level of funding reflects the fund's various drainage rehabilitations and improvements throughout the City and a working capital reserve. These funding levels do not reflect the operations and maintenance costs of the Stormwater Utility Capital.

The remaining portion of the Stormwater Utility Capital Improvement Plan \$7,898,725 (FY 2018-FY 2021) is supported primarily by the same sources of revenues and budgetary retained earnings.

This section is organized in the following manner:

Five Year Revenue and Appropriation Summary Projects:

1. Stormwater - Tideflex Valves [14-235]
2. Stormwater - Pipe Lining and Miscellaneous Projects [17-308]
3. Stormwater - Lyons Park Neighborhood [14-251]
4. Stormwater - Kendall Lake Neighborhood [16-291]
5. Stormwater - Gateway Drive [16-292]

Stormwater Utility Capital Revenues

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Stormwater Utility Revenues	\$1,200,000	\$1,285,496	\$1,374,046	\$1,468,119	\$1,573,596
Interest Earnings	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Budgetary Retained Earnings	\$2,351,210	\$1,346,363	\$302,909	\$219,010	\$29,185
Total Revenues	\$3,636,380	\$2,727,199	\$1,782,465	\$1,802,809	\$1,728,631

Stormwater Utility Capital Appropriations

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Stormwater - Tideflex Valves [14-235]	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000
Stormwater - Pipe Lining and Miscellaneous Projects [17-308]	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Stormwater - Lyons Park Neighborhood [14-251]	\$1,872,950	\$1,872,950	---	---	---
Stormwater - Kendall Lake Neighborhood [16-291]	---	\$280,000	\$1,281,945	\$1,281,944	---
Stormwater - Gateway Drive [16-292]	---	---	---	\$200,000	\$1,350,000
Total Stormwater Utility Capital	\$2,123,950	\$2,403,950	\$1,532,945	\$1,732,944	\$1,601,000

Stormwater Utility Capital Operating Expenses

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Project Admin Fee	\$155,897	---	---	---	---
Total	\$155,897	---	---	---	---

Stormwater Utility Capital Reserves and Transfers

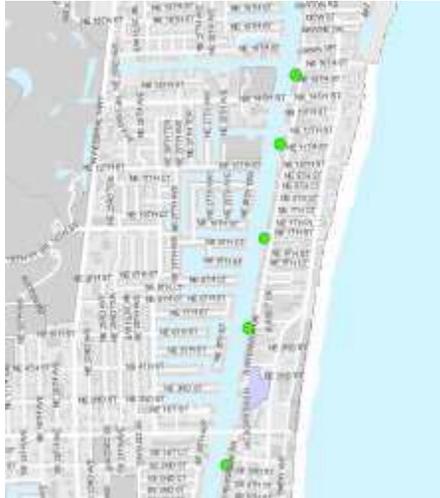
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Working Capital Reserve	\$1,346,363	\$302,909	\$219,010	\$29,185	\$76,781
Total	\$1,346,363	\$302,909	\$219,010	\$29,185	\$76,781

Total Appropriations

	\$3,626,210	\$2,706,859	\$1,751,955	\$1,762,129	\$1,677,781
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14-235

Stormwater - Tideflex Valves



Project Description: This project is to install check valves on tidal outfalls. The valve will prevent backflow of tide onto streets during extreme high tides, when tidal waters are higher than the roadway.

Funding Source: Stormwater Utility Capital Fund (425)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			1,000	1,000	1,000	1,000	1,000	5,000
Construction			50,000	50,000	50,000	50,000	50,000	250,000
Total	\$195,999		\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$450,999

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.6. Improve stormwater disposal and treatment process
Superior Capacity	8.0 Ocean Rise	8.1. Prepare for long term impacts of ocean rise

17-308 Stormwater - Pipe Lining and Miscellaneous Projects



Project Description: This project is for lining stormwater pipes to repair deteriorated pipes including small projects to replace or add stormwater facilities; such as, stormwater pipes that discharge to canals and the Intra-coastal between homes and under roads. It also includes repairs to piping that requires replacement or repairs to French drain systems.

Funding Source: Stormwater Utility Capital Fund (425)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			3,632	3,632	3,632	3,632	3,632	18,160
Construction			181,640	181,640	181,640	181,640	181,640	908,200
Outside Consulting/Design			14,728	14,728	14,728	14,728	14,728	73,640
Total			\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.6. Improve stormwater disposal and treatment process

14-251

Stormwater - Lyons Park Neighborhood



Project Description: The Lyons Park Neighborhood is located west of South Cypress Road, north of McNab Road, east of South Flagler Avenue and south of SW 8th Street. This area is residential with chiefly single family homes, which is served by an existing stormwater collection system. The system is inadequate since it was built many years ago when the standards were not as stringent for new construction.

Funding Source: Stormwater Utility Capital Fund (425)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)			36,725	36,725				73,450
Construction			1,836,225	1,836,225				3,672,450
Total	\$418,629		\$1,872,950	\$1,872,950				\$4,164,529

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.6. Improve stormwater disposal and treatment process



Project Description: The Kendall Lake Neighborhood is a residential neighborhood bounded by NW 21st Street on the north, by NW 16th Street on the south, NW 5th Way on the west and NW 1st Avenue on the east. The study consists of single family developments, which are completely built out. The existing stormwater system is composed of two independent systems. The existing stormwater system in the northeast portion of the study area is a closed Exfiltration trench system in the low lying areas. The existing stormwater system in the western portion of the study area includes a drainage pipe network which discharges via three outfalls into Kendall Lake, which does not have an overflow connection and has been observed with a very high water level. The proposed

improvements should focus on reducing stormwater runoff flowing into entering Kendall Lake.

Funding Source: Stormwater Utility Capital Fund (425)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)				5,490	25,136	25,136		55,762
Construction				274,510	1,256,809	1,256,808		2,788,127
Total		\$412,690		\$280,000	\$1,281,945	\$1,281,944		\$3,256,579

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.6. Improve stormwater disposal and treatment process



Project Description: The Gateway Drive study area is a commercial and industrial neighborhood bounded by West McNab Road to the south, by Powerline Road to the east, by SW 36th Avenue to the west and by SFWMD C14 Canal to the north. Due to the commercial nature of the study area, the public right-of-way areas have a high percentage of impervious ground coverage, which limits the infiltration of stormwater runoff into the ground surface. The public roadways within the study area have a limited existing stormwater system which discharges into a stormwater pond with an overflow connection to the SFWMD

C-14 Canal. According to resident complaint information, the potential flooding areas are located in right-of-way areas without existing drainage facilities, which is along SW 29th Avenue, SW 28th Avenue, and SW 27th Avenue.

Funding Source: Stormwater Utility Capital Fund (425)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Art (2% of Construction)						3,922	26,471	30,393
Construction						196,078	1,323,529	1,519,607
Total		\$533,633				\$200,000	\$1,350,000	\$2,083,633

Strategy	Goal	Initiative
Quality & Affordable Services	1.0 Safety	1.6. Improve stormwater disposal and treatment process

Airpark Capital Fund

This section includes the capital plan for the Airpark Capital. The Airpark Capital in Fiscal Year 2017 (\$1,361,928) is supported by revenue from interest earnings, project fund balance and airpark grants. Funds are committed to Airpark Pavement Maintenance Project (\$46,000), Airpark Master Plan Update (\$350,000), and Airpark Building Renovations (\$950,000).

The remaining portion of the Airpark Capital Fund \$184,000 for (FY 2018-FY 2021) is supported by interest earnings and project fund balance.

This section is organized in the following manner:

Five Year Revenue and Appropriation Summary Projects:

1. Airpark Pavement Maintenance [06-910]
2. Airpark Master Plan Update [17-309]
3. Airpark Administration Building Renovations [17-310]

Airpark Capital Revenues

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Aviation Grants	\$1,092,500	---	---	---	---
Project Fund Balance	\$261,428	\$38,000	\$38,000	\$38,000	\$38,000
Interest Earnings	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Revenues	\$1,361,928	\$46,000	\$46,000	\$46,000	\$46,000

Airpark Capital Appropriations

Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Airpark Pavement Maintenance [06-910]	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Airpark Master Plan Update [17-309]	\$350,000	---	---	---	---
Airpark Administration Building Renovations [17-310]	\$950,000	---	---	---	---
Total Airpark Capital	\$1,346,000	\$46,000	\$46,000	\$46,000	\$46,000

Airpark Capital Operating Expenses

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Project Admin Fee	\$15,928	---	---	---	---
Total	\$15,928	---	---	---	---

Total Appropriations

	\$1,361,928	\$46,000	\$46,000	\$46,000	\$46,000
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06-910

Airpark Pavement Maintenance



Project Description: This project funds the repairs and maintenance of airside pavements including crack sealing, rejuvenation and miscellaneous structural repairs.

Funding Source: Airpark Capital Fund (465)								
Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Construction			46,000	46,000	46,000	46,000	46,000	230,000
Total	\$408,401	\$50,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$688,401

Strategy	Goal	Initiative
Superior Capacity	6.0. Growth Capacity	6.2. Ensure the Air Park has the capacity to manage an increase in tourism

17-309

Airpark Master Plan Update



Project Description: FAA has requested that City update the airpark Master Plan. The last update was completed in 2007 in conjunction with the property releases and many of the projects recommended in that plan are underway and/or have been completed. The FAA is recommending the master plan update because of the recent changes relating to airport design standards and industry trends affecting airport infrastructure improvements.

Funding Source: The estimated cost of the Airport Master Plan Update will be \$350,000. The FAA will fund 90% of the cost at \$315,000. The FDOT will fund 5% of the total cost at \$17,500. The City's matching share of 5% will be \$17,500.

Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Outside Consulting/ Design			350,000					350,000
Total			\$350,000					\$350,000

Strategy	Goal	Initiative
Superior Capacity	6.0. Growth Capacity	6.2. Ensure the Air Park has the capacity to manage an increase in tourism

17-310

Airpark Administration Building Renovations



Project Description: The existing administration building is in need of modernization and upgrades that will include renovations to the office layout and enhancements to the electrical, plumbing and HVAC.

Funding Source: FDOT State Funding Share at (80%) \$760,000 City's matching share at (20%) \$190,000

Projected Expenditure	Past Years	FY16	FY17	FY18	FY19	FY20	FY21	Total
Construction			885,000					885,000
Outside Consulting/ Design			65,000					65,000
Total			\$950,000					\$950,000

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Appendix

Glossary of Terms

Ad Valorem Taxes	Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (thousands of dollars).
Americans with Disabilities Act (ADA):	Federal Law passed in 1990 which prohibits discrimination in employment or the provision of services and facilities on the basis of disability.
Amortization	The spreading out of capital expenses for intangible assets over a specific period of time (usually over the asset's useful life) for accounting and tax purposes. Amortization is similar to depreciation, which is used for tangible assets, and to depletion, which is used with natural resources. Amortization roughly matches an asset's expense with the revenue it generates.
Appropriation	The legal authorization given by the City Commission to make expenditures and incur obligations using City funds.
Assumptions	Accepted cause and effect relationships, or estimates of the existence of a fact from the known existence of other fact(s).
Audit	An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.
Benchmarking	Determining the quality of products, services and practices by measuring critical factors (e.g. how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.
Bond	Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.
Budget Calendar	A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.
Budgetary Fund Balance	The amount available within a fund at the close of a fiscal period which can be carried over as revenue for the upcoming fiscal period.

Capital Budget	The first year of the capital improvement plan includes capital project appropriations and the revenues required to support the projects.
Capital Improvement Plan	All capital expenditures planned for the next five years. The plan specifies both proposed projects and the resources estimated to be available to fund project expenditures.
Capital Projects	Costs relating to an improvement to an existing structure over \$25,000.
Capital Outlay	Expenditures which result in the acquisition of or addition to fixed assets between \$1,000 and \$25,000.
Comprehensive Plan	Mandated by Florida Statutes. All local governments must develop and adopt a Comprehensive Plan to ensure adequate infrastructure to serve population growth and to protect the natural environment.
Contingency	A budgetary reserve set aside for an emergency or unanticipated expenditure. The City Commission must approve all contingency expenditures.
Debt Service	Payments of principal and interest on obligations resulting from the issuance of bonds.
Deficit	the amounts by which expenditures exceed revenues during a single accounting period.
Depreciation	The decline in the value of assets as a result of wear and tear, age, or obsolescence.
Encumbrances	Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are reduced correspondingly.
Enterprise Fund	Fund established to account for operations, which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees. City Enterprise Funds include: Water & Sewer, Solid Waste, Air Park, Golf and the Stormwater Utility.
Estimated Revenues	Projections of funds to be received during the fiscal year.
Expenditures	Cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service.

Fiscal Year	The 12-month period to which the annual budget applies. The City's fiscal year begins on October 1 and ends September 30.
Franchise Fees	Fees levied by the City in return for granting a privilege, which permits the continual use of public property, such as city streets, and usually involves the elements of monopoly and regulation.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related charges. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.
General Capital Revenue	The utility taxes, interest income and fund balance appropriated to support capital projects within the general capital projects fund capital budget. These projects normally include improvements to public safety facilities, parks, information systems, and general government facilities, none of which produce significant amounts of revenues.
General Fund	The fund used to account for all financial resources except those required to be accounted for in another fund.
Goal	A long-term attainable target for an organization.
Grants	Contributions of cash or other assets from another governmental agency to be used or expended for a specific purpose, activity, or facility.
Human Capital	The collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their employers, or their community.
Impact Fees	Funds collected from a developer to fund the improvements required to serve the residents or users of the development. The only impact fee the City currently collects is for parks.
Infrastructure	The equipment, facilities and other capital improvements necessary to provide municipal services.

Initiative	An introductory act or step; leading action.
Interest Earnings	Revenues earned on invested cash.
Internal Service Funds	Funds established for the financing of goods and services provided by one department to other departments within the City on a cost-reimbursement basis. Examples include Central Services, Central Stores, Insurance Services and Vehicle Services.
Inter-fund Transfers	Amounts transferred from one fund to another.
Inventory	A detailed listing of property currently held by the government.
Investment	The action or process of investing money for profit or material result.
Millage Rate	One mill equals \$100 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against the value.
Non-Ad Valorem Assessments	Assessments based on the improvement or service cost allocated to a property (Ex: Solid Waste, lighting, or paving assessments) and are levied on a benefit unit basis, rather than on value.
Objectives	A specific, measurable and observable result of an organization's activity that advances the organization toward a goal.
Operating Budget	A financial plan that presents proposed expenditures for the fiscal year and estimates of revenue to finance them. This portion of the budget pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
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.
Project Contingency	Appropriation set aside for costs, which may arise as a result of conditions undetermined or not recognizable during the initial project scoping phases.
Property Taxes	Used to describe all revenue received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent

taxes. Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Reserves	Accounts used to earmark funds to be expended for a specific purpose in the future.
Resolution	A legislative act by the City with less legal formality than an ordinance.
Revenue	The taxes, fees, charges, special assessments, grants and other funds collected and received by the City in order to support the services provided.
Special Revenue Funds	Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes. Special revenue funds include Special Purpose, Law Enforcement Trust Funds (LETF), Grants, EMS Special District, Community Redevelopment Agency (CRA)-East/NW, Herb Skolnick Cultural Arts and Cemetery Trust.
Strategic Plan	A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives.
Tax Base	The total value of all real, personal and centrally assessed property in the City as of January 1 st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.
Transfers	Transfers of cash or other resources between funds.
Trend	A pattern of gradual change in a condition, output, or process, or an average or general tendency of a series of data points to move in a certain direction over time, represented by a line or curve on a graph.
User Charges	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
Utility Taxes	Municipal charges levied by the City on every purchase of a public service within its corporate limits, including electricity, gas, fuel, oil, water, and telephone service.

Valuation	An estimated value or worth; appraisal.
VEBA	Voluntary Employees Beneficiary Association, are trusts authorized under IRC 501(c) (9) that allow employers to make tax-deductible contributions to a trust to fund health care benefits or certain other types of employee benefits.
Vision	The act or power of anticipating that which will or may come to be.
Working Capital Reserve	The working capital reserve represents General Fund resources that are for purposes of providing liquidity in the event of future adverse financial conditions.

Abbreviations and Acronyms

A	<p>AAC – Architectural Appearance Committee</p> <p>ACH – Automatic Clearing House</p> <p>ADA - Americans with Disabilities Act</p> <p>AHAC - Affordable Housing Advisory Committee</p> <p>ALS – Advanced Life Support</p> <p>AMI – Automated Meter Infrastructure</p> <p>AWWA – American Water Works Association</p>
B	<p>BMAP – Basin Management Action Plan</p> <p>BRC – Business Resource Center</p> <p>BSO - Broward County Sheriff’s Office</p> <p>BTR - Business Tax Receipt</p>
C	<p>CAFR – Comprehensive Annual Financial Report</p> <p>CATV – Community Access Television</p> <p>CBS – Concrete, Block & Stucco</p> <p>CCTV – Closed Circuit Television</p> <p>CD – Community Development</p> <p>CDBG - Community Development Block Grant</p> <p>CEO – Chief Executive Officer</p> <p>CERT - Community Emergency Response Team</p> <p>CFM – Certified Floodplain Manager</p> <p>CGA – Calvin, Giordano & Associates, Inc.</p> <p>CHDO – Community Housing Development Organization</p> <p>CIF – Capital Improvement Fund</p> <p>CIP - Capital Improvement Plan</p> <p>CLIP – Commercial Landscaping & Improvement Program</p> <p>CMOM – Capacity Assurance, Management, Operation and Maintenance</p> <p>COPS – Community Oriented Policing Services</p> <p>CPR – Cardiopulmonary Resuscitation</p> <p>CPTED - Crime Prevention Through Environmental Design</p> <p>CRA - Community Redevelopment Agency</p> <p>CRP – Capital Replacement Plan</p> <p>CSIA - Crime Scene Investigative Aide</p> <p>CVB - Convention & Visitors Bureau</p>
D	<p>DEP – Department of Environmental Protection</p> <p>DMAIC – Define, Measure, Analyze, Improve & Control</p> <p>DOE – Department of Energy</p> <p>DOH – Department of Health</p> <p>DOT - Department of Transportation</p> <p>DPTOC – Downtown Pompano Transit Oriented Corridor</p> <p>DRC - Development Review Committee</p>

	<p>DROP – Deferred Retirement Option Plan</p> <p>DUI – Driving Under the Influence</p>
E	<p>EAP – Employee Assistance Program</p> <p>ECL – Erosion Control Line</p> <p>EDC - Economic Development Council</p> <p>EDP – Electronic Data Processing</p> <p>EDR – Economic and Demographic Research</p> <p>EIU – Economist Intelligence Unit</p> <p>EMMA – Electronic Municipal Market Access</p> <p>EMS - Emergency Medical Services</p> <p>EOC - Emergency Operations Center</p> <p>EPA – Environmental Protection Agency</p>
F	<p>FAA - Federal Aviation Administration</p> <p>FBC - Florida Benchmarking Consortium</p> <p>FCCE - Flood Control and Coastal Emergency</p> <p>FDEP – Florida Department of Environmental Protection</p> <p>FDOT – Florida Department of Transportation</p> <p>FEMA – Federal Emergency Management Agency</p> <p>FIND – Florida Inland Navigation District</p> <p>FLC – Florida League of Cities</p> <p>FONSI – Finding of No Significant Impact</p> <p>FPL – Florida Power & Light</p> <p>FWC – Fish & Wildlife Commission</p> <p>FY - Fiscal Year</p>
G	<p>GAAP – Generally Accepted Accounting Principles</p> <p>GASB – Governmental Accounting Standards Board</p> <p>GFOA - Government Finance Officers Association</p> <p>GIS – Geographic Information System</p> <p>GMP – Good Manufacturing Practice</p>
H	<p>HMO – Health Maintenance Organization</p> <p>HOA - Home Owners Association</p> <p>HOME – Housing Opportunities Made Equal</p> <p>HQ – Headquarters</p> <p>HR – Human Resources</p> <p>HUD – Housing and Urban Development</p> <p>HVAC – Heating, Ventilation & Air Conditioning</p>
I	<p>IAFF – International Association of Fire Fighters</p> <p>ICMA – International City/County Management Association</p> <p>ICW – Inter Coastal Waterway</p> <p>IED – International Enterprise Development, Inc.</p> <p>IT - Information Technology</p> <p>IWRP – Integrated Water Resource Plan</p>

J	JOC – Job Order Contracting
K	KH - Kimley-Horn and Associates, Inc.
L	LAP – Local Agency Program LBTS - Lauderdale-By-The-Sea LED - Light Emitting Diode LEED - Leadership in Energy & Environmental Design LEEP – Landscaping & Entranceway Enhancement Program LPR – License Plate Readers LS – Lift Station
M	MIT – Mechanical Integrity Test MLK – Martin Luther King MLP – Microbusiness Loan Program MPO – Metropolitan Planning Organization MSRB – Municipal Securities Rule Making Board MSTF - Mayor’s Stimulus Task Force
N	NAVD – North American Vertical Datum NFA - National Fire Academy NFPA - National Fire Protection Association NIMS – National Incident Management System NPDES - National Pollutant Discharge Elimination System NSP - Neighborhood Stabilization Program
O	OES – Office of Environmental Services OHUI - Office of Housing & Urban Improvement OSHA - Occupational Safety and Health Association
P	P&Z – Planning & Zoning PC – Personal Computer PCE – Programmatic Categorical Exclusion PM – Project Manager PNI – Program Not Identified PO – Purchase Order PPO – Preferred Provider Organization PR – Public Relations PRCA - Parks, Recreation & Cultural Arts Department PSA - Public Service Announcement PW – Public Works
R	RFP - Request for Proposals RLI - Request for Letters of Interest RMA - Redevelopment Management Associates ROW – Right of Way RRR - Resurfacing, Restoration & Rehabilitation
S	SBE – Small Business Enterprise

	SEC – Securities and Exchange Commission SF – Square Foot SFWMD – South Florida Water Management District SHIP - State Housing Initiatives Program SOP - Standard Operating Procedures SR – State Road SRF – State Revolving Funds SWOT - Strengths, Weaknesses, Opportunities & Threats
T	TBD – To Be Determined TIF – Tax Increment Financing TOC - Transit Oriented Corridor TOWS - Threats, Opportunities, Weaknesses & Strengths TRIM - Truth in Millage
U	USTA – United States Tennis Association
V	VEBA – Voluntary Employee Benefit Association
W	WBID – Water Body Identification WOSYEP – Workforce One Summer Youth Employment Program WTP – Water Treatment Plant

Fund Descriptions

MAJOR GOVERNMENTAL FUNDS:

Governmental funds focus on how money flows into and out of those funds and the balances left at year-end that are available for spending.

001 The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

150 The Northwest Community Redevelopment District Fund accounts for a City agency which uses tax-increment financing to encourage development.

160 The East Community Redevelopment District Fund accounts for a City agency which uses tax-increment financing to encourage development.

302 The Capital Projects Fund accounts for the resources accumulated and expenditures made for the acquisition or construction of long term capital assets other than for amounts accounted for in proprietary funds. The purpose of the fund is to provide segregation of funds for capital improvement projects not funded from the water or wastewater funds. Funds in the capital improvement fund may be expended for any budgeted capital improvement project approved by the City Commission; and specified in a capital improvements program adopted by the City Commission.

309 Administrative Capital Fund: This fund consists of capital improvement project administration activities. Revenues are generated as projects are administered.

SPECIAL REVENUE FUNDS:

The funds account for the proceeds of specific revenue sources that are statutorily restricted for designated activities or services.

110 Building Permit Fund: This fund is used to account for collected money that must be used for administration and enforcement of the Florida Building Code.

140 The Emergency Medical Services District Fund (EMS) accounts for ad valorem taxes and emergency transport fees collected for emergency medical services provided by the City. EMS is a dependent special district created to provide emergency medical care and transportation to the residents of the City. It has been presented as a blended component unit because it is governed by the City Commission and there is a significant benefit or burden relationship between the City and EMS. The EMS fund is reported as a special revenue fund.

MAJOR PROPRIETARY FUNDS: When the City charges customers for the services it provides – whether to outside customers or to other units of the City.

412 The Utility Fund accounts for the provision of water and wastewater services to residents of the City and surrounding areas.

472/473 The Parking Enterprise Fund accounts for all parking activities throughout the City.

The City also has certain funds (Special Purpose Fund, Local Law Enforcement Trust Fund, State Housing Initiative Partnership Grant Fund (SHIP), Other Grants Fund, Cultural Arts Foundation, Cemetery, Pier, Airpark, Golf, Sanitation and Stormwater) that do not meet the GASB Statement No. 34 criteria for major fund classification.

Additionally, the City reports the following fund types:

The Internal Service Funds account for central stores, information technologies, central services, risk management (health), risk management (general) and vehicle services provided to other departments or agencies of the government, on a cost reimbursement basis.

FIDUCIARY FUNDS: Fiduciary Funds are used to account for resources held for the benefits of parties outside the City.

The General Employees' Retirement System Pension Trust Fund accounts for the accumulation of resources to be used for retirement benefit payments to the majority of City employees. Resources are contributed by employees at rates fixed by contract and by the City at amounts determined by an annual actuarial valuation.

The Police and Firefighters' Retirement System Pension Trust Fund accounts for the accumulation of resources to be used for retirement benefit payments to City police officers and firefighters. Resources are contributed by employees at rates fixed by contract and by the City at amounts determined by an annual actuarial valuation.

The Defined Contribution Retirement System Pension Trust Fund accounts for the accumulation of resources to be used for retirement benefit payments to City employees under the provisions of Internal Revenue code Section 401 (a). The International City Management Association (ICMA) Retirement Corporation acts as an agent for the City in administering the Plan.

The General Agency Fund accounts for the receipt of monies from various funds for sales tax, payroll taxes, refundable deposits, and unclaimed checks. (CAFR, 2013)

City of Pompano Beach



Department of Development Services

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