

City of Riviera Beach, Florida

# Annual Budget



FISCAL YEAR  
2020-2021



**On the cover:** Artists from Street Art Revolution, along with Georgeta Fondos and Demetrius McCray, painted a series of murals throughout the City of Riviera Beach as part of the Riviera Beach Community Redevelopment Agency's beautification project, "Art Infusion." The Florida Redevelopment Association awarded the CRA with the Cultural Enhancement Award: Small City in 2019 for its Mural Project.

*"The Aquarium"* mural, painted by Anthony Hernandez and Eduardo Mendieta, is on the City's water tower and depicts sea life of Riviera Beach, which includes manatees, tropical fish, and divers.

*"The Calypso"* mural, painted by Caron Bowman, is on the wall facing the City's water tower, which depicts the fusion of the African American and Caribbean cultures that contribute to the development of the City's marine industries.

Learn more about the Riviera Beach Community Redevelopment Agency by visiting [rbkra.com](http://rbkra.com).



CITY OF RIVIERA BEACH, FLORIDA

# Annual Budget

## Fiscal Year 2020-2021

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Prepared by the Finance and Administrative Services Department



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## Government Finance Officers Association **DISTINGUISHED BUDGET PRESENTATION AWARD**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Riviera Beach, Florida for its annual budget for the fiscal year beginning October 1, 2019.

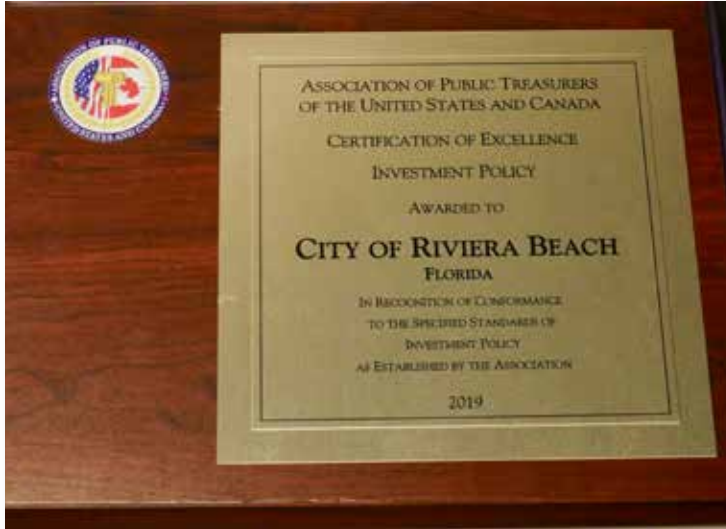
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This award is valid for a period of one year only. We believe our current budget continues to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

The City last earned the Distinguished Budget Presentation Award in 2019.



## AWARDS

### Association of Public Treasurers of the United States and Canada CERTIFICATION OF EXCELLENCE INVESTMENT POLICY



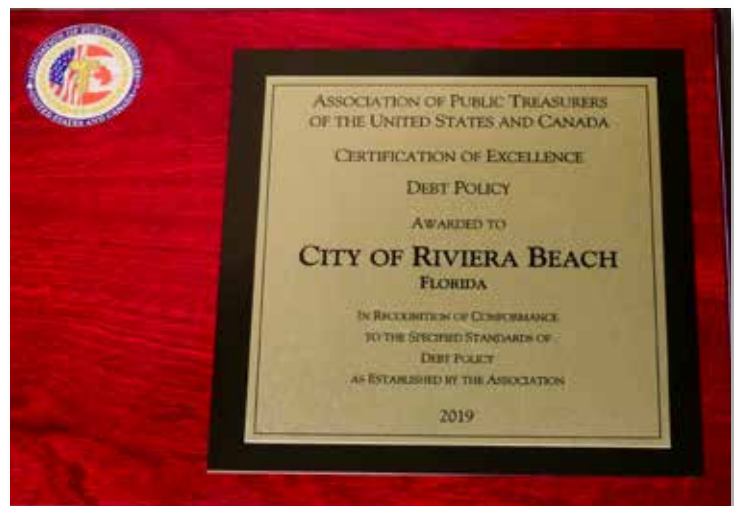
The Association of Public Treasurers of the United States and Canada (APT US&C) awarded the City with the Certification of Excellence for its Investment Policy in 2019. The program provides public investors with guidance and technical assistance in developing a comprehensive written investment policy.

This award shows the trust and confidence that the City's governing body and its corresponding public constituency receives from knowing that the City not only has taken the time to draft an Investment Policy, but has also taken the extra professional step of having the APT US&C review and certify that it is a professionally accepted policy. In order for the Investment Policy to receive certification, it must be approved by all reviewers on the eighteen areas as outlined in the APT US&C model policy.

### Association of Public Treasurers of the United States and Canada CERTIFICATION OF EXCELLENCE DEBT POLICY

The Association of Public Treasurers of the United States and Canada (APT US&C) awarded the City with the Certification of Excellence for its Debt Policy in 2019. The program provides public finance officers with guidance and objective assistance in developing a debt policy that provides a framework that supports making informed borrowing decisions. Debt policies can vary greatly due to the diversity of state statutes and regulations in place in states, cities, towns and other municipal entities, so a debt policy must be crafted to develop and implement policy guidelines that meet the unique needs and concerns of each jurisdiction.

This award shows the trust and confidence that the City's governing body and its corresponding public constituency receives from knowing that the City not only has taken the time to draft an Investment Policy, but has also taken the extra professional step of having the APT US&C review and certify that it is a professionally accepted policy. In order for the Debt Policy to receive certification, it must be approved by the peer reviewers.





## BUDGET GUIDE

This FY 2021 Annual Budget document is organized into the following sections:

### I. Introduction

This section includes the City Manager's budget message which provides an overview of the economic environment within which the City operates, outlines the Council's policies and priorities guiding the budget process and highlights significant changes and key initiatives for FY 2021. Also, included are the goals set by Council that are used to establish and guide the departments in setting their objectives.

### II. City Overview

This section includes a high level overview of the City's economic, demographic and financial trends, the organization chart which illustrates the functional structure of the City's government, and the departmental directory which provides the contact information for the City's departments. Included in this section are statistics of the City's key indicators.

### III. Financial Summaries

This section includes summaries of the FY 2021 operating budget, an overview of the City's budget process and calendar, details on the City's financial policies and an overview of the City's fund structure and fund balances.

### IV. Capital Projects and Debt

This section provides information on capital projects and provides an overview of the City's capital planning process and budget development. This section provides information on the City's debt portfolio.

### V. Revenues

This section summarizes the revenue sources used to fund the operating budget. Revenues are summarized according to eight main categories: (1) taxes; (2) licenses, fees, and permits; (3) intergovernmental; (4) charges for services; (5) fines and forfeitures; (6) interest; (7) grants and contributions; (8) miscellaneous; and (9) transfers in.

### VI. Department Budgets

This section provides the department's organizational chart which shows the functional areas, departmental overview, financial overview, operational objectives, and performance measures for each City department. Expenditures are summarized according to three main categories: Personnel, Operating, and Capital. The summary financial overview section also includes the budgeted full-time equivalent positions.

### VII. Capital Improvement Plan

This section outlines the funding sources and expenditures for the City's capital projects. Projects are organized according to departments and specific projects are detailed in this section.

### VIII. Ordinances

This section includes the ordinances through which the City adopted the final millage rate, the operating budget, and the capital improvement plan for the fiscal year.

### IX. Glossary

This section includes an alphabetized list of terms with accompanying definitions that are used within the budget document.

### X. Appendix

This section includes the detailed revenues and expenditures/expenses for the major funds which provides the current fiscal year budgeted amounts, prior fiscal year adopted budget, and actuals for two prior fiscal years.



# SECTION I: Introduction







**City of Riviera Beach, Florida**  
Finance & Administrative Services  
600 W. Blue Heron Blvd., Suite C114  
Riviera Beach, FL 33404  
Web: [www.rivierabeach.org](http://www.rivierabeach.org)  
Office: 561-845-4040  
Email: [finance@rivierabeach.org](mailto:finance@rivierabeach.org)

September 21, 2020

### Dear Residents of Riviera Beach,

The City of Riviera Beach operates under a Mayor-Council-Manager form of government. Policy-making and legislative authority are vested in the governing council. The governing council is responsible, among other things, for the adoption of City's operating and capital budgets. The Council adopted the Fiscal Year 2021 (FY 2021) budgets on September 16, 2020. FY 2021 runs from October 1, 2020 to September 30, 2021.

Budgeting for Fiscal Years 2019 and 2020 were challenging as estimated revenues afforded funding for core services only as slowing revenue growth provided little in the way of enhanced services. Staff had observed negative economic indicators and had initiated conservative spending practices while identifying alternative funding sources and operational efficiencies. However, the foresight and preparations the City took in anticipation of a downward sloping economy only partially prepared the City for the unimaginable economic conditions the community would face in FY 2020 and in preparing the FY 2021 budget. With limited non-core services offerings, the City fared better than other communities as the pandemic hit, and fully expects to end FY 2020 with a balanced budget.

Unfortunately, FY 2021 and the years beyond have many unanswered questions that will not be answered for years to come; how will property values be impacted, which industries will rebound and which will falter or fail, will the housing and rental markets hold and will jobs return? The FY 2021 budget was developed with the FY2022 unknowns at the top of the considerations. Compared to FY 2020, FY 2021 ad valorem taxes increased by 5.97%, however, FY 2021 non-ad valorem revenues decreased 4.33% producing a true net growth of \$3.9 million. Fiscal pressures of wage demands and benefit cost increases, escalating needs for capital infrastructure projects and suffocating economic conditions led to the elimination of 45 mostly vacant staff positions. A detailed General Fund budgeted discussion begins on Page 99.

The Enterprise budgets, which include water and sewer, stormwater, solid waste, marina and parking experienced minimal negative impact from COVID-19, as all funds are self-supporting and service fee driven thereby receiving no financial support from the General Fund. See Page 170 for the discussion of the Enterprise operating budgets.

The City's Five-year Capital Improvements Plan continues to focus on City facilities and a new water treatment plant. The total planned capital spending over the five years is \$232.5 million with \$53 million coming from the General Government and \$179.5 million coming from the Enterprise Funds. Details of the respective capital projects begins on Pages 190 and 226.

For more detailed information on the City's budget process, please visit the City's website at [www.rivierabeach.org](http://www.rivierabeach.org) for the FY 2021 budget and budget documents for previous years.

Respectfully,

Randy M. Sherman, CPA, CPFO, CCM  
Director of Finance and Administrative Services

# Executive Summary

## City-Wide Budget

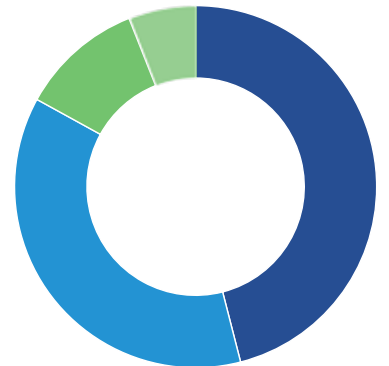
FY 2021, Citywide expenditure amounts to \$175.386 million. The pie chart shows that the majority of the expenditures support the General Fund that primarily funds the police, fire, library, parks and recreation, community development and support departments.

In FY 2021, the City has projected to fund \$30.046 million in capital expenditures to include improvements to facilities, roadways, parks, bridges, equipment, and utility infrastructure improvements for water, wastewater and stormwater. Enterprise funds account for 36% of the total budget which include the operations of water, wastewater, stormwater, solid waste collection, the marina and parking.

Other funds include Internal Service Funds, such as insurance, information technology, and fleet services, Special Revenue Funds, such as grants for infrastructure improvements and social services, and Debt Service Fund which is used to make debt service payments.



FY 2021 Adopted Budget by Fund Type



- 47% General fund
- 36% Enterprise funds
- 10% Other funds
- 7% Capital improvements

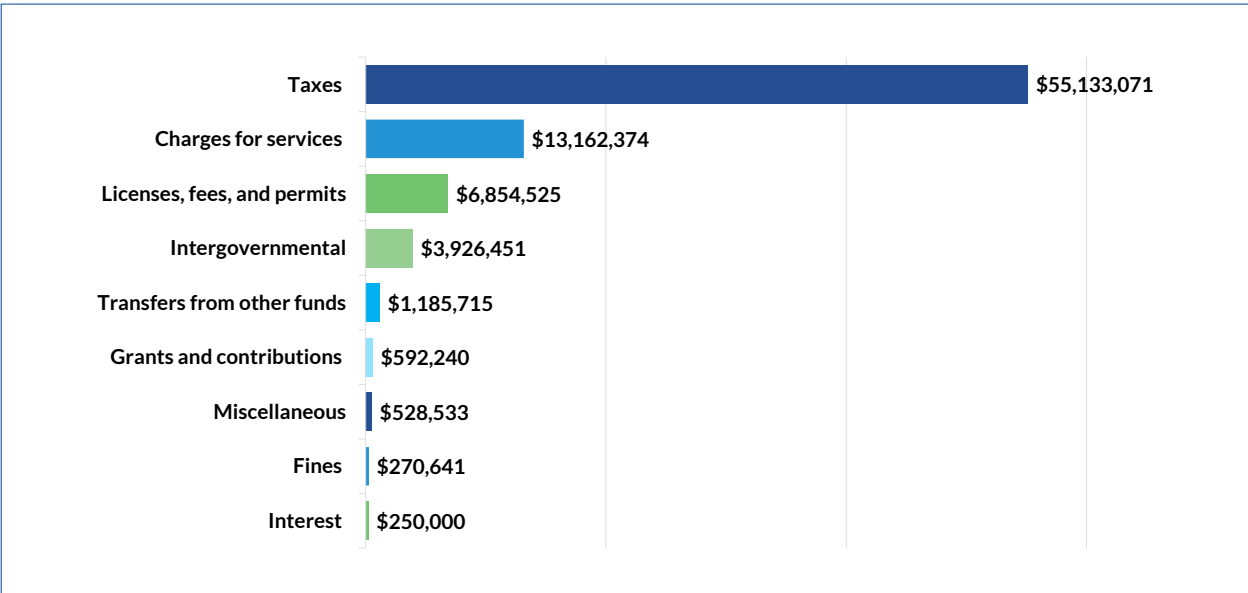
## General Fund Budget

*For Fiscal Year 2021, the General Fund Budget amounts to \$81.904 million.*

The General Fund is used to account for the revenues and expenditures used to fund various City services such as police, fire, library, parks and recreation, community development, roadways, and internal support functions such as finance, human resources, risk management, legal services, property maintenance, and city administration. The majority of the revenues for the General Fund are generated from taxes and charges for services.

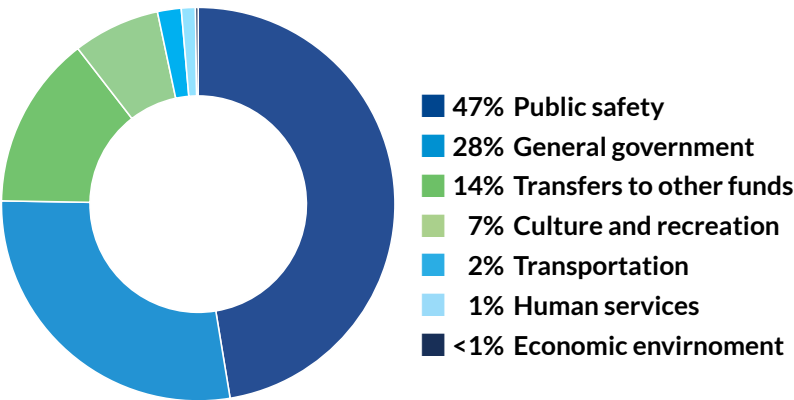
### General Fund Revenues = \$81.904 million

The City's General Fund revenue sources are diverse. Taxes account for 67% of the total FY 2021 general fund revenues which are comprised of property tax, sales tax, fuel tax, communications tax, and business tax. The remaining revenue sources include licenses, fees and permits, intergovernmental, charges for services, fines and forfeitures interest, miscellaneous, grants and contributions, and transfers from other funds.



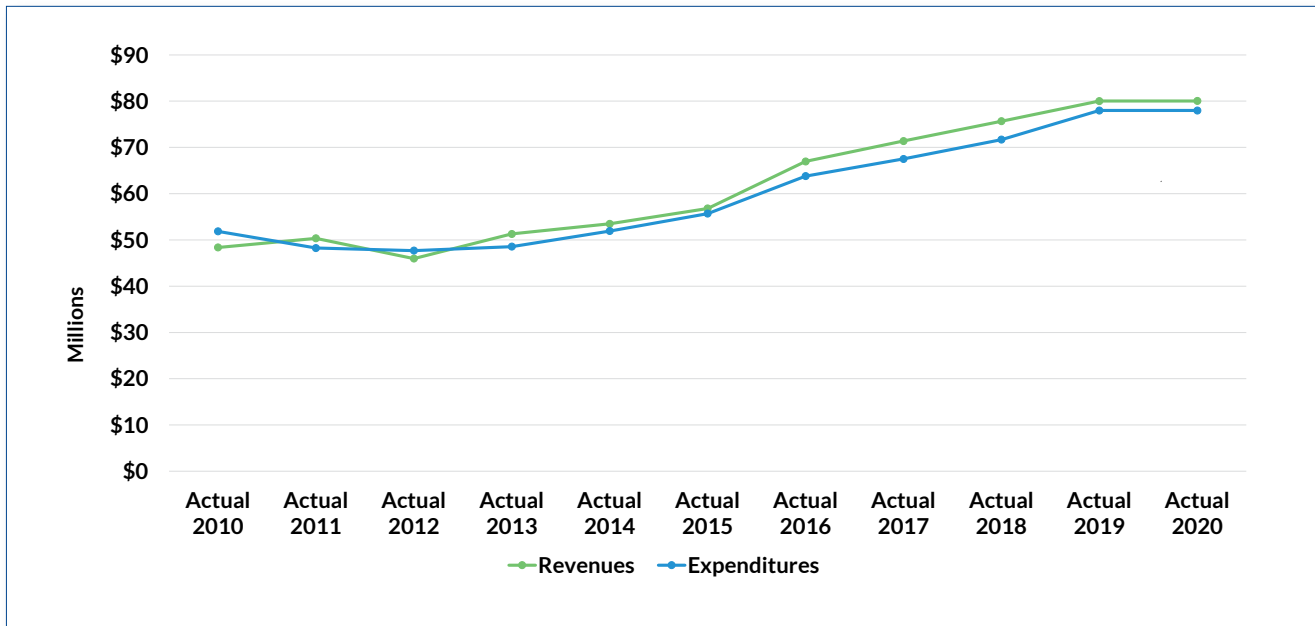
### General Fund Expenditures = \$81.904 million

The City's General Fund expenditures are used to support police and fire services, public works and engineering, building and permit issuance, streets and sidewalk maintenance, planning, parks and recreation, library, repair and maintenance, and internal support functions, such as finance, city administration, human resources, and legal services.

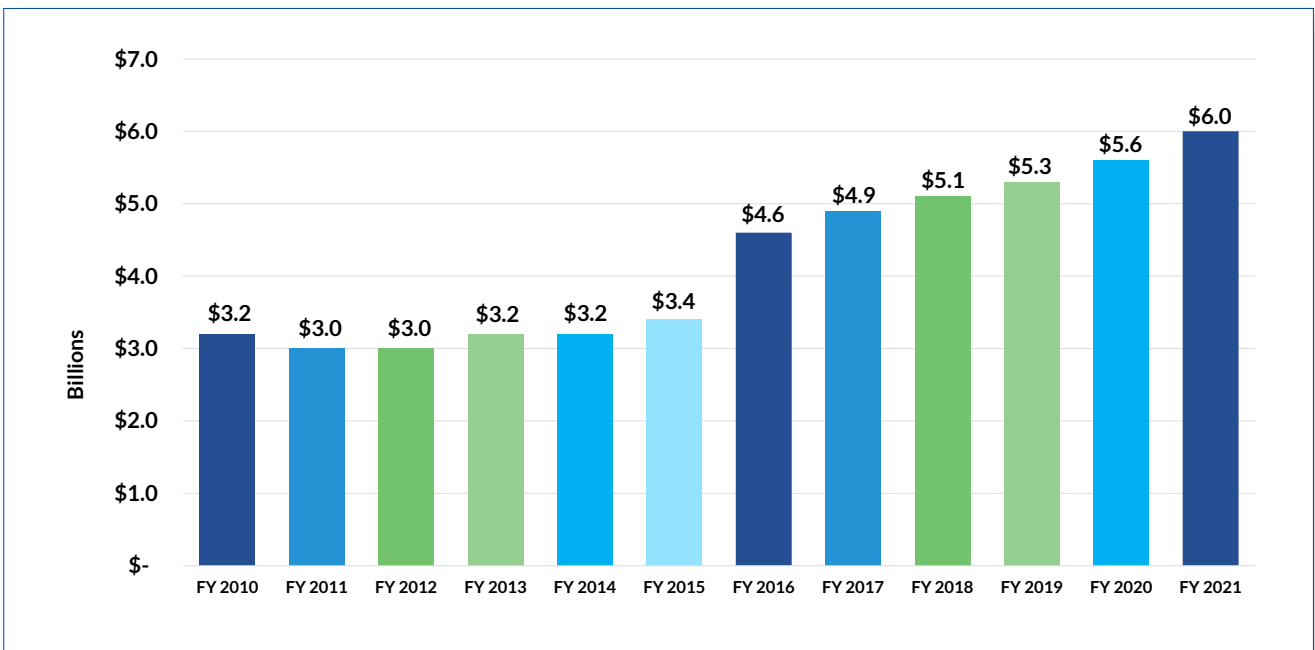


## Executive Summary

### General Fund Revenues and Expenditures for FY 2010 to FY 2020



### Riviera Beach Assessed Taxable Values for (in billions)

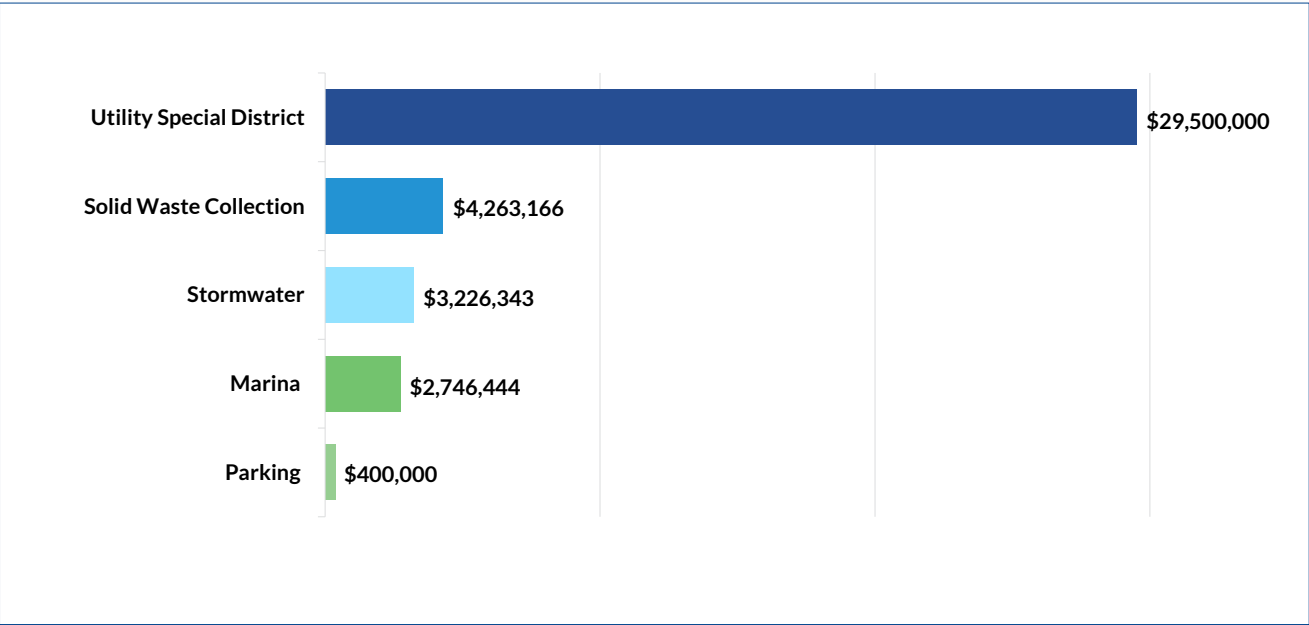




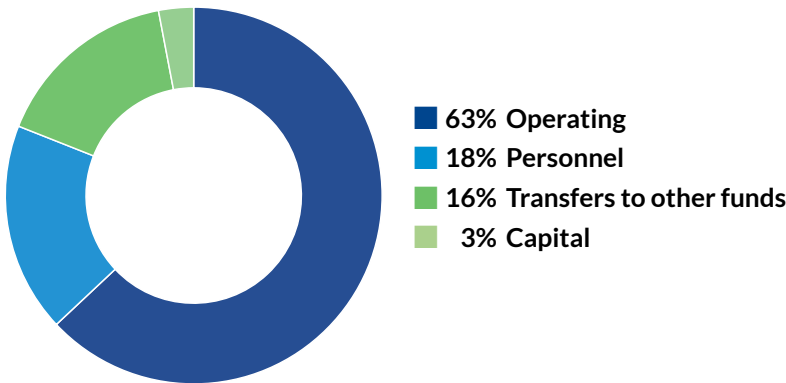
### Enterprise Funds Budget

The City provides water to its residents and customers, collects and treats wastewater, collects and disposes garbage and recyclable materials through a third party vendor, maintains the City's stormwater system, and owns a marina which is being managed by a third party arrangement. Fees charged to customers for the provision of these services primarily fund Enterprise operations. Majority of the revenues collected is used to fund the operations, maintain the infrastructure, and to invest in capital improvements to the utility infrastructure. For FY 2021, the enterprise funds are projected to generate \$40.136 million in revenues.

### Enterprise Funds Revenues = \$40.136 million

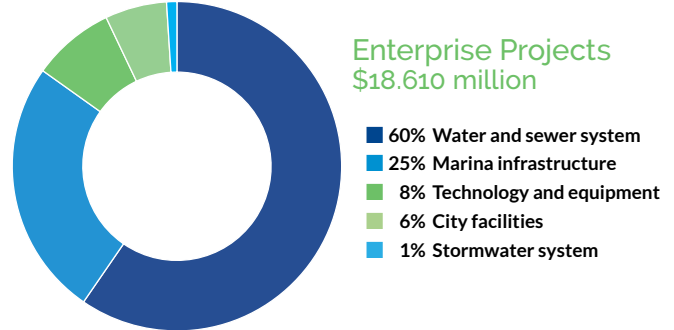
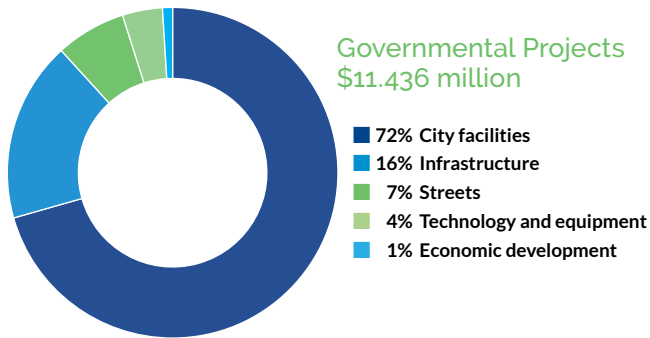


### Enterprise Funds Expenses = \$40.136 million



## Executive Summary

### FY 2021 Capital Projects = \$30.046 million



### FY 2021 Major Capital Projects

GENERAL GOVERNMENT PROJECT NAME	FY 2021
Municipal Facilities	\$ 4,100,000
Fire Station 88 Rebuild	3,000,000
New City Hall Complex	1,000,000
Information Technology Master Plan	750,000
35 Street (Avenue H to Avenue F)	558,000
Singer Island Dune Restoration	500,000
Fire Station 86 Rebuild	400,000
Fire Bunker Gear	350,000
Palm Beach Isles Bridge	200,000
26 Court	200,000
Unsafe Building Demolition Program	150,000
North Ocean Boulevard Landscaping	100,000

ENTERPRISE FUNDS PROJECT NAME	FY 2021
Marina Improvements Phase IV	\$ 4,667,058
Intracoastal Force Main	3,500,000
Lift Station No. 47 Rehabilitation	2,000,000
Gramercy Park Pipe Replacement	1,800,000
Water Treatment Plant Generators	1,500,000
Intracoastal Water Main	1,000,000
Facility Enhancements	750,000
Lift Station Rehabilitation - Phase 1	500,000
Media & Underdrain Filter Replacement	500,000
Sanitary Sewer System Relining	500,000
North Tower Building	446,660
Lime Softening Units Rehabilitation	300,000
Underground Oncall Contractor	300,000
High Service Water Pump Replacement	300,000
Lift Station Pump Replacement	200,000

### Our Mission

We are committed to creating an exceptional City by providing excellent customer service, progressive leadership, and accountable stewardship.

### Our Vision

To be the best waterfront City in which to live, work, and play.

### Our Values

Professionalism  
Ethics  
Excellence in Customer Service  
Integrity  
Diversity  
Respect for Opinions  
Transparency  
Innovation



## STRATEGIC PLANNING FRAMEWORK

Internal and external forces have resulted in the need for the City to develop a strategic framework in order to meet the needs and expectations of residents, customers, employees, businesses, and other stakeholders. On August 10, 2019, the Mayor, Council, and City Administration embarked on a process to develop a Strategic Plan to provide strategic direction and a framework for the City's future. The goal of the strategic planning session was to ensure alignment between the City's resources and activities within the Council's policy direction and to guide the City in successfully advancing the City's vision and priorities over the next ten years.

The following are the elements of the Strategic Plan:

- Vision
- Mission
- Core Values
- Priority Focus Areas
- Goals
- Objectives

As a result of this process, the Mayor and Council established priorities which focus not only on the short-term goals but also the long-term objectives to meet the City's desired vision by 2030 and the following are the nine priority focus areas that emerged as essential in development of a strategic framework to move the City forward.

1. Governance - Developing policies and processes to support the management of municipal government.
2. Planning - Focusing on the importance of land use, capital investment, infrastructure systems and operational strategic plans.
3. Staffing - Ensuring the City's ability to recruit, retain, and deploy a workforce that meets the public service needs of the community.
4. Revitalization - Improving the condition, appearance, and functionality of targeted areas in the community.
5. Engagement - Increasing community involvement and participation of more residents and organizations.
6. Recreation - Expanding parks and recreational opportunities and reassessing current model of services.
7. Economic Development - Strengthening the City's tax and employment base through commercial, retail, and industrial investment.
8. Stewardship - Strengthening the prudent management of the City's finances and overall health, safety, and well-being of citizens.
9. Innovation - Applying technology to improve citizen services and enable operations that are more efficient.

*Riviera Beach 2030* was formulated as a result of this meeting. *Riviera Beach 2030* is a forward and progressive thinking agenda that addresses the challenges that the City faces today, the opportunities that lie ahead, and how it can deviate from the status quo. These goals set the foundation on which staff will build with the intent of addressing the challenges and opportunities that the City faces. Previously, the City's overarching goals included public safety and economic development, infrastructure, education, and demographics. The goals for FY 2021 are five overarching goals that are broader in nature with specific objectives that provide a more refined and strategic roadmap from which staff can work are described as follows:





## GOAL #1: ACHIEVE A PROSPEROUS, RESILIENT, AND SUSTAINABLE ECONOMY

### Objectives

1. Create and promote a new brand and image for the City through a City designed media strategy and plan of action which presents a “renewed sense of community” and leadership, for presentation to the local public and the public at large.
  - Develop content and public information campaigns, press releases, special interest and community news stories, and other features and formats including RBTv, website, newsletters, social media marketing, and news articles.
  - Target multiple audiences such as residents, employees, businesses, tourists and visitors as well as other municipal, county, state, regional, national, public, private sector publications, and news sources, such as *South Florida Business Journal*, *Florida Trend*, and the Florida League of Cities *Quality Cities*.
2. Continue to leverage existing natural and geographic assets and locations such as the Atlantic Ocean and beaches, MacArthur State Park, Lake Worth Lagoon (Intracoastal Waterway), the City Marina, Peanut Island, Riviera Beach’s Singer Island, and Port of Palm Beach.
3. Broaden the industrial base with diversification initiatives by targeting the logistics (manufacturing and distribution) and emerging clusters in order to build on the City’s unique assets and competitive strengths such as the Port of Palm Beach, daily Rail-to-Ferry access, industrial park, and close proximity to Interstate 95 which provide stability during downturns that may disproportionately impact any single cluster or industry.
4. Develop and attract new economically sustainable development which fosters environmental quality, creates vibrancy, and creates a unique sense of place for the City, downtown and other venues of the City to include:
  - Combination of public sector and private sector facilities, services and amenities.
  - Development of a new City Hall complex and other City facilities.
  - Creation of arts, culture, entertainment, and retail venues and amenities, such as restaurants, bowling alleys, movie theater for local residents and families.

## Goals

- A natural and built environment to attract new industries such as film and television.
  - Clean, green, and beautify industrial zones, port vistas and perimeters, and gateways to remove visual blight and beautify the City.
  - Develop quality hotels.
  - Explore creating connections with Peanut Island for eco-tourism and other unique lodging, recreation and retail outlets.
  - Develop a diversity of recreational offerings to both attract tourists and serve the local residents and community to include:
    - » Regional sporting events such as beach polo, volleyball, triathlon, fishing, sailing, kayaking, and diving.
    - » Local sports and athletic leagues for resident youth and families.
  - Expand transportation and market to business and industry the different modes of transport within or in proximity to the City, such as railway, waterway, airway, and ground.
  - Expedite the permit, preliminary zoning and business tax receipts processing.
  - Create and develop workforce and career liaison for residents of the City through collaborative partnerships for training, apprenticeships, internships with business, community and regional partners, such as the Palm Beach County School Board, Palm Beach State College, Port of Palm Beach and private enterprises to create opportunities and outcomes for residents' skills upgrade, credentialing and ultimately job placement.
5. Employ safe development practices in business districts and surrounding neighborhoods by locating structures outside of floodplains, preserving natural lands that act as buffers from storms, and protecting downtowns and other existing development from the impacts of extreme weather.
  6. Create a Business Development Ombudsman who will focus on the following:
    - » Development of local business.
    - » Enhance equitable contracting opportunities with and within the City.
    - » Market to attract new businesses and major employers to the City.
  7. Develop zoning and design standards.



### **GOAL #2: BUILD GREAT NEIGHBORHOODS**

#### Objectives:

1. Provide for a diversity of market rate, workforce, and affordable housing by:
  - Protecting the current residents from displacement and gentrification through creative and collaborative housing solutions.
  - Working with mission driven non-profits, such as Community Development Commissions (CDCs), Community Housing Development Organizations (CHDOs), Community Development Financial Institutions (CDFIs), and Community Land Trusts (CLTs) to design and provide long-term options for low and middle-income families.
  - Developing programs to reduce foreclosures and the loss of generational homestead properties.
2. Create aesthetic improvements with focus on most vulnerable communities by:
  - Providing resources and incentives for low-income residents to be code compliant.
  - Enforcing code compliance and nuisance abatement for absentee property owners and neighborhood commercial establishments.

3. Create comprehensive and holistic opportunities for residents, youth, seniors, families, and ultimately, neighborhoods to prosper and thrive by:
  - Researching and developing grant applications to Federal, State, and philanthropic sources to provide for health and wellness initiatives, improve educational systems, eliminate food deserts, cultivate and promote community-based arts and culture.
4. Create Police Athletic / Activities League to engage youth in a variety of crime prevention and youth development programs including sports, mentoring, and law enforcement initiatives, which build bonds between youth and the police together in a positive environment that promotes trust and respect for each other. The mission of the National Police Athletic League (PAL) and its member chapters work to prevent juvenile crime and violence by building the bond between police officers and children.



### GOAL #3: ACCELERATE OPERATIONAL EXCELLENCE

#### Objectives

1. Fill essential positions with qualified, credentialed, and committed staff to move the City's vision forward.
2. Update and create standard operating procedures to achieve consistency in the management and implementation of departmental operations.
3. Create a customer service culture which is responsive and solution focused ("can do").
4. Streamline development review process.
5. Coordinate with the CRA to move the City's vision forward.
6. Create an information technology plan to address:
  - Enterprise information management to include auditing, risk management, records retention, metadata standardization, storage, Freedom of Information Act (FOIA), and to eliminate silos that are unable to operate with any other system.
  - Geographic Information Systems (GIS) that link with municipal business licenses, tax information, and other business establishment databases and to also facilitate rapid post-incident impact assessments.
  - Enterprise information security and cybersecurity to align with the City's risks and requirements.
  - Culture of security within the organization.
  - Information technology service management by adjusting the information technology structure and staffing for effective and efficient integration throughout all departments to enhance and safeguard operations.
  - Future costs to secure the City's operational infrastructure and safety.
  - Business and customer service features and processes for online permitting and smart water meters.



### GOAL #4: ENHANCE GOVERNMENT STEWARDSHIP AND ACCOUNTABILITY

#### Objectives

1. Adopt policies for the implementation of practices in transparency, reporting, and auditing to deliver effective accountability.
2. Ensure robust internal controls to manage risks and performance and to achieve strong public financial management.
3. Develop an annual budget to reflect a healthy financial position, which adequately services and maintains the City's capital assets, such as fleet, facilities, and equipment.

4. Develop strategic and financial plans to upgrade aging infrastructure such as facilities, roads, utilities, and bridges.
5. Develop and update the City's Capital Improvement Plan to include the use of the one-cent infrastructure sales surtax capital projects.
6. Revise and update the City's Comprehensive Plan.
7. Develop and implement a Master Utility Plan.
  - Review and consider annexation of utility service areas.
  - Conduct a utility assessment plan.
8. Create an Economic Development Plan.
9. Enhance transparency through technology.
  - Revamp and develop website to maximize public access to information such as public records requests, permitting, business tax receipt applications, utility payments, and receive and respond to citizen requests and complaints.
10. Adopt strategic planning as a tool for ongoing critical assessment of goal attainment to achieve *Riviera Beach 2030*.



### GOAL #5: STRENGTHEN COMMUNITY ENGAGEMENT AND EMPOWERMENT Objectives

1. Engage citizens through a variety of community information sessions and citizen input formats to create a quality of life plan for *Riviera Beach 2030* to include:
  - Charrettes, strategic planning workshops, town hall meetings, and summits.
  - Surveys, focus groups, and roundtables.
2. Educate and inform citizens and stakeholders to include businesses and non-profit organizations about environmental issues, conservation, recycling, and sustainable "best practices" to protect and further enhance the natural environment.
3. Create opportunities for learning and participation in government through leadership academy, board and committee appointments, and various citizen advisory boards.
4. Connect citizens and residents with opportunities for career building certifications and degrees via partnership with Palm Beach State College and other institutions.
5. Define, refine, and reactivate the partnership with the Palm Beach County School District, reactivate the Riviera Beach Education Advisory Committee, create a Riviera Beach Education Foundation, continue and enhance the Riviera Beach Pre-K Collaborative, and develop and initiate an Adopt-A-School project for the Mayor and Council.
6. Develop partnerships and organize social service agencies, religious organizations, neighborhood associations, hospitals, and health organizations to include the Veteran Administration hospital to connect residents to comprehensive and coordinated services and resources.
7. Ensure leadership and staff are knowledgeable and adequately trained to deliver work and services of the highest professional and ethical standards, including but not limited to, conflict resolution and conflict management training, racial equity and diversity training, and cultural competency practice and training.

The Strategic Plan will result in the implementation comprising specific actions, timelines, performance measurements, tracking of progress, and reporting mechanism. With the implementation of the Strategic Plan, staff will work towards improvement and ensure alignment to the City's values and goals.





**City of Riviera Beach, Florida**

City Manager's Office

1481 W. 15th Street, Suite 238

Riviera Beach, FL 33404

Web: [www.rivierabeach.org](http://www.rivierabeach.org)

Office: 561-812-6601

Email: [citymanagersoffice@rivierabeach.org](mailto:citymanagersoffice@rivierabeach.org)

September 20, 2020

Honorable Mayor Ronnie Felder  
Honorable Chairwoman, Julia A. Botel, Ed. D  
Honorable Chair Pro Tem, Douglas Lawson  
Honorable Councilmember, KaShamba Miller-Anderson  
Honorable Councilmember, Shirley Lanier  
Honorable Councilmember, Tradrick McCoy

**Subject: City-Wide Annual Budget for Fiscal Year 2020-2021**

Dear Honorable Mayor, Chairwoman, and City Councilmembers:

This memorandum serves as my official correspondence concerning the overall operations and management of the City of Riviera Beach's adopted annual budget for FY 2021. I commend the elected officials who served on the Riviera Beach City Council during the FY 2021 budget workshops and discussions, which established the framework and political and philosophical direction in which to move the City forward for the next decade.

From a governance and operational standpoint, 2020 will go down in history as one of the most challenging years for municipal entities throughout the United States. The COVID-19 pandemic has fundamentally changed the way local governments function, operate, and interact with the public. Even so, Riviera Beach has maintained its resiliency and operations throughout the outbreak and we are seeking ways to be more effective and efficient in the coming years.

Since 2015, the City has levied a property tax millage rate of 8.4520 mills and we expect it to hold through FY 2021 to fund government operations. Given the volatility and uncertainty inherent in the residential housing market, and the fact that ad valorem revenue is the City's largest revenue stream, it is not advisable to decrease the millage rate. Given that local governments collect its revenue in arrears, it typically takes two to three years to feel the proverbial pinch of economic downturns.

**Economic Conditions**

As a case in point, the Great Recession, which spanned from 2007 through 2009, did not adversely affect the City of Riviera Beach until 2009 and then continued to have adverse effects through to 2011. At its lowest point, from 2011 through 2012, the lost taxable value went from \$400 million to \$1.6 billion. During those years, the City Council increased the millage rate from 8.4260 mills to 8.9980 mills with the aim of recouping some of the lost taxable value. Importantly, in 2013, the City's economic conditions improved as did its taxable values. For the period from 1999 to 2020, the millage rate decreased by 6.09% while the taxable value increased by 295% over that same period.

When economic conditions improve, most governments focus on providing the services that are either requested by constituents or mandated by state and federal agencies. Since 2000, the City's workforce has increased by approximately 28%. However, the cost for employment services has increased exponentially, thus placing an adverse burden on the government to continue to fund wages and benefits. Essentially, the cost for general government services, public safety, and cultural and recreational services is approximately \$1,900 per resident. Meanwhile, in West Palm Beach, it is approximately \$1,500 per resident, and in Boynton Beach, it is \$1,200 per resident.

Granted, taxable values differ across communities, and more payers and funding streams are available to reduce the costs of government services. Both of these agencies levy fire assessments, which reduce the cost of public safety services in the general fund. For 2020, the preliminary taxable value for Riviera Beach is \$5.9 billion, whereas in West Palm Beach, the value is \$14.2 billion and Boynton Beach with a value of \$6.6 billion. For FY 2020, property taxes account for 60% of the total general fund budget of \$77.7 million. Additionally, only 16% of the 60% of taxes levied on residential structures is from homestead property, which generates \$4.5 million of the \$28.2 million levied, with the remaining balance of \$23.7 million coming from non-homestead properties. The collective tax burden shouldered by the residents of Riviera Beach can decrease with greater economic development. Yet, multiple factors must fall into place for the economic redevelopment and revitalization of commercial corridors to increase taxable value throughout the City.

To be clear, 43.21% of non-homestead properties are not owner-occupied. In addition, 85% of rental properties are owned by individuals who do not reside in Riviera Beach. This has disincentivized individuals from investing in their rental properties and, in some cases, has resulted in absentee landlords. In response, the City must move forward with aggressive plans to address residential homeownership and, more importantly, encourage individuals to choose Riviera Beach as their residential community. If this occurs, the City's taxable value will improve since individuals will be investing in their residential properties and ensuring that their neighborhoods remain safe and clean.

For reference, out of the City's 12,978 residential units, the average taxable value for Riviera Beach is \$232,302, of which 42% are homestead properties and 58% are non-homestead properties. The City must take targeted steps to work with developers, property owners, and lending institutions to promote programs that move toward homeownership rather than a tenant and landlord relationship. In most cases, homeownership is a pathway to accumulate generational wealth and pass it down to family members.

## Ad Valorem Taxes

As noted above, the City's millage rate, or "tax rate," is 8.4520 mills. In other words, a residential property with an assessed value of \$200,000 has a total tax bill of approximately \$3,500, of which \$1,268, or 38.14%, is collected by the City. It is worth noting that the section of Palm Beach County that falls within the Palm Beach County School District accounts for 54.25% of the overall tax bill within the City. Regarding school-related activities, the city expends an estimated \$600,000, annually, and taxpayers continue to fund the school district above and beyond the existing level. These costs are paid for from general revenue and ad valorem dollars that should be used for municipal services.

While the City Council instructed staff to look into reducing the millage rate to 8.2000 mills, this would reduce the City's revenue by approximately \$1.4 million and would adversely impact multiple critical public services, including public safety and recreational services and amenities. Were this 8.2000 mills be adopted, the average taxpayer would see a savings of a mere \$3.16 per month, whereas Florida Power & Light and larger municipal taxpayers would see exponential tax savings of approximately \$20,000 per month for a total of \$240,000 per annum. City staff have also built models to demonstrate the services and programs that would have to be eliminated, modified, or reduced to accommodate the reduction in the proposed millage rate.

## FY 2021 Budget Overview

As previously stated, the FY 2020 adopted general fund budget is \$77.7 million. The proposed budget for the FY 2021 general fund is approximately \$81.4 million, which is an increase of 4.69%. As part of the FY 2021 budget exercise, Department Directors were directed to reduce their department's operating budgets by 10% from FY 2020. The budget committee comprising of staff members from the Administration, Finance, Procurement, Legal, Police, Fire and Human Resources departments were of the view that revenues would be adversely impacted by COVID-19. As a result of this exercise, departments requested an increase of approximately \$1.9 million over FY 2020, which compounded the \$4.2 million budget deficit that staff had to resolve before bringing a balanced budget to the City Council for consideration. Staff also reflected on revenue enhancements as part of the proposed FY 2021 operating budget. Overall, increases in user fees and charges for services are desperately needed to sustain the City's operational success and to invest in much-needed capital infrastructure. In particular, City staff have programmed in revenue for an assessment to address the failing municipal infrastructure for fire services, along with a 6% proposed rate increase for water utilities. This increase will help to address critical needs in the utility district and allow for the operations to keep pace with the growing needs and demands of the system, its users, and regulatory agencies.

In more detail, if the City is to move forward with addressing its failing infrastructure, especially as it bears on public safety, the City should look to generate at least \$2.5 million from a fire assessment fee. Based on staff analysis, approximately 33% of the City's residential properties pay zero taxes. Securing this fee can serve as a tax equity tool to ensure that everyone shares in the collective burden of paying for fire suppression services within the City.

If the City moves forward with this initiative, the projected revenue can be pledged since bond proceeds can conceivably be used for municipal construction for all four fire facilities. This will not only create a better and safer environment for personnel and facilities, it will enable the accommodation of fire services for the 21st century. This funding stream will also enable additional personnel to be hired, who are desperately needed to comply with the National Fire Protection Association's standards.

Once the economy stabilizes, this fire assessment tool will be implemented in every version for more than \$2.5 million of revenue it can assist to incrementally reduce the millage rate in subsequent years. What's more, if it is not pledged for bond proceeds, the fire assessment tool does not need to be levied on an annual basis. However, if modifications occur, it will create an adverse impact on the general fund, with the potential to cause the tax rate to either remain the same or increase.

The FY 2021 general fund revenues and expenditures are currently balanced at \$81.9 million, of which 81% of property tax revenue is used exclusively to fund public safety (fire and police).

## Assumptions for FY 2021 Budget

The FY 2020/2021 budget for the General Fund increased by 5.35% increase due to additional healthcare costs, wage increases stipulated in collective bargaining agreements, and inflationary increases for goods, services, and commodities. Health and dental insurance increased by 26%, albeit staff can make modifications to their existing plans and deductible amounts to reduce the cost to an increase of 12%. Approximately \$46.173 million or 56% of the budget is attributable to personnel costs being the most significant category of expenditures for the City. For FY 2020/2021, the City's largest department is the Police Department with budgeted expenditures of \$23.363 million and a complement of 166.5 full-time equivalent (FTE) employees. The City Clerk's office is the smallest with an estimated budget of \$0.701 million and a complement of 4.5 FTEs.

The City is currently working with the International Association of Fire Fighters (IAFF) to work out the terms and conditions of an employment agreement consistent with the previously ratified contract that was provided to Riviera Beach's police officers. The Utility Special District's (USD) operating budget includes an increase of 6% for water charges.

## Balancing the FY 2021 Budget

To balance the FY 2021 budget, the budget committee had to make tough decisions and review the reasonableness of departmental requests. As a result of these exercises, we are proud to present a balanced budget of \$81.903 million.

This budget includes personnel reductions, revenue enhancements, as well as cuts in spending and restructuring. Since revenues are down at the state level, and the cost of conducting business is going up every day, the status quo simply cannot be maintained. In light of this, we must think innovatively and strategically to operate in this new government. As a result of the current economic conditions, City staff are also looking at instituting a hard-hiring freeze for all positions, unless they are deemed mission critical. As positions become vacant through attrition, the City will look to reduce personnel to decrease long-term expenditure requests. The City is also moving toward reducing lease payments and finding alternative solutions to house employees versus commercial options. City staff will also look at using innovative and creative models to provide services in the 21st century. We hope that, through some of the measures that are being requested and put in place, we will incrementally move toward a more sustainable and practical government entity.

The relatively small increase of available revenues provided limited opportunities for operational enhancements. However, the following items are included in the operating budgets for FY 2020/2021:

- Full funding for wage and salary commitments
- Full funding for the health insurance rate increase
- Full funding to meet required pension obligations

## Personnel Changes

The following are the personnel changes for FY 2021:

### Police Department:

- Unfund 5 positions:
  - » 2 Police Officers (vacant)
  - » 1 Part-time Communications Operator (vacant)
  - » 1 Part-time Senior Office Assistant (vacant)
  - » 1 Part-time Crossing Guard (vacant)
- Unfunded 8 positions to fund PBA Contract:
  - » 3 Sergeants
  - » 5 Police Officers

### Fire Department:

- Create 3 firefighters to maintain staffing at Station 89
- Create 1 Executive Assistant position
- Convert 1 full-time Ocean Rescue position to part-time
- Implement fire assessment fee to fund:
  - » 3 Firefighters
  - » 2 EMS Captains

## City Clerk:

- Unfund 1 position:
  - » Records Management Specialist (vacant)
  - » Convert 1 full-time Mail Courier position to part-time

## City Attorney:

- Unfund 1 position:
  - » Labor Attorney (vacant)

## Human Resources:

- Unfund 3 positions:
  - » Human Resource Administrator (filled until retirement)
  - » Human Resource Administrator (vacant)
  - » Insurance Technician (vacant)

## Procurement:

- Unfund 1 position:
  - » Senior Procurement Specialist (vacant)
- Reclassify 1 position:
  - » From Contracts Administrator to Contract Manager or Contract Coordinator

## Library:

- Unfund 1 position:
  - » Senior Reference Librarian (vacant)

## City Administration:

- Unfund 2 positions:
  - » Multimedia Specialist II (vacant)
  - » Receptionist (vacant)

## Finance and Administration Services:

- Reclassify 3 positions:
  - » From Treasury Manager to Treasury Services Administrator
  - » From Customer Service Manager to Billing/AMI Administrator
  - » From Assistant Customer Service Manager to Assistant Billing/AMI Administrator
- Unfund 6 positions:
  - » Billing & Collection Technician (vacant)
  - » Business Tax Receipt Specialist (vacant)
  - » 2 Customer Service Representatives (vacant)
  - » Transfer Customer Service Worker (filled)
  - » Transfer Accounting Specialist (filled)

## Information Technology:

- Unfund 4 positions:
  - » Information Services Technician (vacant)
  - » Information Services Technician II (vacant)
  - » System Administrator (vacant)
  - » GIS/CADD Technician (filled)

## Public Works:

- Unfund 8 positions:
  - » Project Manager (filled)
  - » Staff Assistant (filled)
  - » 4 Maintenance Workers (vacant)
  - » Lead Electrician (vacant)
  - » Assistant Public Works Director (vacant)

## Fleet Services:

- Unfund 1 position:
  - » Senior Heavy Equipment Mechanic (vacant)

## Development Services:

- Add 1 position:
  - » Permit Technician for front counter
- Reclassify 2 positions:
  - » From Principal Planner to Long-Range Planner
  - » From Code Inspector to Field Supervisor

## Parks and Recreation:

- Unfund 12 positions:
  - » Parks Superintendent (vacant)
  - » 2 Program Aides - Full-time (vacant)
  - » 8 Program Aides - Part-time (vacant)
  - » Summer Program Coordinator (vacant)

## Utility Special District:

- Unfund 3 positions:
  - » Backflow Technician (vacant)
  - » Assistant Water Plant Superintendent (vacant)
  - » Utility Engineer (filled)
- Reclassify 1 position:
  - » Water/Sewer Superintendent (vacant)
- Add 1 position:
  - » Wastewater Collection Superintendent



## Significant FY 2021 Budget Changes and Accomplishments:

At the start of the budget process in July 2020, the projected budget deficit was \$4.2 million. During the budget deliberation process for the FY 2021 budget, the following are the significant budget changes and accomplishments:

- Reduction of 45 FTE positions with a cost savings of \$1.8 million in base wages
- Governmental Funds – 43 FTE positions (38 General Fund and 5 Internal Service Funds)
- Enterprise Funds – 2 FTE positions
- At the start of the negotiations with the health insurance carrier, premiums were projected to increase by \$1.13 million. Over the course of discussions with the carrier, the health insurance premiums increase was \$0.534 million, a cost savings of \$0.596 million.
- CRA will commence the repayment of the Ocean Mall loan to the City on January 15, 2021.

## Capital Projects

The City-wide Five-Year Capital Projects Plan for FY 2020/2021 through FY 2024/2025 is estimated at \$232.5 million, which includes \$53 million for general government projects and \$179.5 million for USD, Stormwater, and Marina. The FY 2020/2021 capital budget amounts to \$30.046 million, which includes \$11.436 million for general government and \$18.610 million for enterprise projects. Approximately \$49.6 million is allocated to completing projects, which were started in previous years' budgets with \$10.4 million for general government and enterprise funds totaling \$39.2 million. Included in the Five-Year Capital Projects Plan is approximately \$25.5 million for additional debt issuance, grants or public-private partnerships, which are necessary to ensure construction of the infrastructure and capital projects disclosed in the Five-Year Capital Projects Plan for FY 2020/2021 through FY 2024/2025.

## Major Disaster Fund

Another factor that detracts from the City's ability to address infrastructure is the annual contribution dedicated to funding major disasters. Each year, the City is required to place 1.5% of ad valorem revenue into the major disaster fund. This fund has approximately \$6.1 million in reserves and grows annually. For FY 2021, the contribution to the major disaster fund from ad valorem taxes is approximately \$0.72 million. Were the major disaster fund reallocated or set aside for capital infrastructure, multiple facilities could be swiftly addressed, and/or the City could conceivably reduce the millage rate by the corresponding amount. The administration maintains that this account should be reviewed and considered for elimination vis-à-vis a charter amendment. No other local municipalities have this provision in their charters, and they save for a major disaster as part of fund balance.

## FY 2021 Goals and Objectives

The City successfully adopted a plan referred to as “*Riviera Beach 2030*.” *Riviera Beach 2030* defines five overarching organizational goals to set the course for a new and improved municipal government that focuses on operational excellence and accountability. The five priorities are 1) a prosperous, resilient, and sustainable economy, 2) great neighborhoods, 3) operational excellence, 4) government stewardship and accountability, and 5) community engagement and empowerment. By adopting these five goals, benchmarks have been established and the City will be able to measure its performance in achieving these goals. Each goal comes with meaning, and it is the staff's responsibility to take your definition and move forward with implementing public policies that have been adopted to set the course for *Riviera Beach 2030*.

The first goal, creating a prosperous, resilient, and sustainable economy, is intended to ensure equal access and opportunity for all who reside within the City's municipal boundaries or choose to have their business within the corporate City limits. As a result of this goal, City staff is charting the course to move forward with creating public policy recommendations for consideration that attempt to address the disparities in economic opportunities for those within the City. Furthermore, the City is proceeding to determine the most appropriate and expeditious process to bring forward a disparity study to address institutional biases that may exist as a result of the lack of public policy that provides for diversity and inclusion in economic opportunities. This singular goal provides for accountability towards bringing forward policy mechanisms that may be able to address procurement of and access to opportunities for all.

Second, creating great neighborhoods focuses on public safety within the City, with the intention being to provide residents with safe streets and neighborhoods, as well as access to quality education in their communities. Furthermore, this goal emphasizes the importance of community policing and civic engagement when it comes to creating great neighborhoods that provide for a quality of life that is uniformly enjoyed by all. To look at this goal even more granularly, it also sets the standard for multimodal forms of transportation, increased landscape buffers, and more sustainable and pragmatic approaches to neighborhood planning and development.

In addition, Council emphasized the importance of operational excellence, which is intended to send a clear and decisive message that the City wishes and strives to be an agency that is a leader among its peers. Mediocre or inefficient practices are not only unacceptable but inappropriate, as they will not help accomplish the vision that has been established.

Government agencies must always promote efficient operations, and the goal of government stewardship and accountability is intended to do just that. The government's goal is to safeguard public resources while making sure that public funds are spent judiciously and toward defined and measurable outcomes. Transparency in governance is the way that City staff will succeed with this operational goal, as it will be rooted in the fiber and the thought process of all individuals this agency employs. By filling critical vacancies and establishing goals and objectives, the City will certainly deliver on its operational goals and objectives that coincide with Riviera Beach 2030. Furthermore, the City intends to pull back the veil of government and allow for more public access, as members of the public are critically important in the process of promoting more efficient and effective government operations. In the past, this may not have been a priority, but it is certainly a priority of ours as the residents, visitors, and business owners in this community are critical stakeholders in our municipal corporation.

The last and probably most important of the five organizational goals is community engagement and empowerment. As previously stated, civic engagement may not have been a priority of this agency in the past, but today it is a critical element in moving the City forward. It is not any one singular position or elected body that determines the City's fate. Rather, it is the residents' participation and involvement that serve as a catalyst for future growth and prosperity. The public's involvement in this agency will be tangible as we move forward in FY 2021 and beyond, because true authority in government is derived from the public's submission and agreement to be governed. By promoting inclusion, the City will work with the public to promote opportunity and access, thereby undoubtedly changing the culture, perception, and persona of the City's government for the better. Community engagement, a more robust and communicative website, and citizens' academies are all ways to ensure the public is engaged and involved, as it will be the driving force that would allow the City to succeed.

The City will place a major focus on redeveloping the commercial corridors and civic and social gathering places. To focus on economic development, the City has hired personnel solely focused on repairing and re-engaging private-sector investors to consider and, in some cases, reconsider economic development opportunities within the City. With major economic investment to occur within the community redevelopment agency's boundaries, the City projects that approximately \$200 million in economic investment could occur should the redevelopment of Phase II of the marina project come to fruition. In addition, the City will partner with the private sector to redevelop major municipal facilities to create community gathering spaces, much-needed City facilities, and the potentiality of mixed-use development to incorporate residential units in the overall development.

The only way the City can attempt to rebrand itself is by creating economic opportunities for those who reside within the City's corporate limits and those businesses that have chosen to locate here within the City. The City will continue to promote workforce development, but also small business creation through helping with local investments so that the community in its entirety can benefit from the redevelopment opportunities.

### Reimagine Riviera Beach Infrastructure Plan

The City has not made substantial investments to its municipal facilities to accommodate the community's growth since the inception and construction of City Hall, all four municipal fire stations, the police department, the library, and the water and sewer treatment facility located at 600 West Blue Heron Boulevard in the 1970s. Due to the lack of investment and the stresses placed on these facilities, they are all at the end of their useful lives. Consequently, they will require substantial capital investments over the next five years to bring them into the 21st century. The elected leadership has supported the city manager in hiring the right employees to address decade's worth of municipal facilities that do not perform at optimal levels. The City held a workshop at which the slogan "Reimagine Riviera Beach" was coined, and a plan was set forth to address the aging infrastructure. The FY 2021 budget focuses on addressing multiple facilities in a quick, responsive fashion and is designed to address public safety and quality-of-life services and facilities immediately.

### Temporary Library and Youth Empowerment Center

This year, the City will close on a property located at 2129 North Congress Avenue, which will serve as the temporary location for the City's library until a modern facility is constructed. This state-of-the-art facility will also provide growth and expansion opportunities for the City's beloved Youth Empowerment Program (YEP). This 15,000 square foot building will provide adequate space for the City's library services, which will allow for the implementation of diverse programs and will ensure that there are no programmatic gaps because of the facility's inability to meet optimal standards. In total, 10,000 square feet of this building will be set aside for library services. The staff aims to ensure that the collection is robust and meets the needs of the community. The facility will maximize the synergy created by the library patrons and YEP, providing a sense of place that has been severely lacking because approximately 4,500 square feet of the current library facility is inaccessible due to water intrusion related to the aging infrastructure. This new facility will allow for the inclusion of a science, technology, engineering, and mathematics (STEM) curriculum into the existing YEP programming. Once the new library is constructed, the facility will also serve as flex space to accommodate additional departments as they move into the future facilities.

## Construction of Fire Station Number 88

The City is acquiring the property located at 1920 West Blue Heron Boulevard, which once housed Walgreens. This parcel will be the new home of Fire Station Number 88, which will be relocated from the existing site adjacent to Barracuda Bay Aquatics Park. This relocation will facilitate better service delivery throughout the City and accommodate the City's Emergency Operations Center (EOC). Currently, the EOC is located at the public works facility, which was not built to withstand category three, four, or five hurricanes pursuant to the Florida Building Code. This facility will facilitate growth and expansion opportunities within the fire service, accommodate the community for 50 plus years, and possess the necessary accoutrements for fire services in the 21st Century. This location will also serve as a great facility to invite individuals into the City along the Blue Heron Boulevard corridor. The facility will include components that ensure the presence of appropriate decontamination rooms for fire personnel, as well as the ability to separate sleeping quarters from apparatus bays and bunker gear. This facility will be among the strongest municipal fire stations in Palm Beach County and will be able to accommodate additional strike teams for emergency and disaster responses, in contrast to the City's existing facilities, which are woefully inadequate in terms of the current need.

## Construction of a Water Treatment Facility

The City has taken unprecedented steps to implement necessary repairs and investments related to water quality. Steps to be taken include investing more than \$1 million to rehabilitate, renovate, and repair a failing clarifier that was out of service for five years, obtaining necessary grant funding to improve aerial crossings for wastewater infrastructure, and obtaining funding to improve water mains and force mains to ensure reliable and environmentally conscious construction that protects the unique ecosystem of the Lake Worth Lagoon. The City continues to pursue local, state, and federal funding to ensure capital investments in water and wastewater infrastructure. To that end, the City is pursuing a \$58 million grant that will go toward the projected \$75 to \$120 million investment needed for the new water plant the city intends to design and build within the next 7 to 10 years. The City has also invested approximately \$1.2 million to acquire a parcel adjacent to the former public works facility. This will provide frontage on Blue Heron Boulevard for an administrative facility to accommodate the operations of the Utility Special District and a new water treatment facility. Acquiring this site will allow for the construction of a municipal service center where public works and the utility district can coexist, and it will provide redevelopment opportunities related to the existing water treatment facility site. The City has discussed with the City's bond counsel and rate consultants to commence the planning process for the new water treatment facility. In addition, City staff members have been working with engineering firms to bring plans to fruition. Over the next 12 to 16 months, additional progress in community discussions is expected as a result of tireless efforts to bring high quality and affordable drinking water to Riviera Beach residents, businesses, and visitors.

## Acquisition and Management of Peanut Island

The City is in the final stages of arranging the acquisition and management of a 4.3-acre parcel that includes the President John F. Kennedy Fallout Bunker, the Boathouse, and the Coast Guard facility. These historical facilities are in a state of flux and are in desperate need of renovations and repairs. The City is collaborating with the Port of Palm Beach and Palm Beach County to explore the possibility of a joint public-private venture to renovate these facilities for all in Palm Beach County to enjoy. Within the first quarter of FY 2021, City staff expects to propose an agreement that transfers ownership and responsibility of this parcel to the City for a minimum of 8 to 10 years. The City will pursue grant funding and all other avenues to minimize the use of public funds to renovate these facilities. In addition, City staff intends to propose negotiations to work with private sector and non-profit participants to achieve a mutually beneficial arrangement. The City sees value in ecotourism, as well as the renovation of historically significant facilities within Palm Beach County.



## Classification and Compensation Study

The City continues to invest in its employees and in so doing, employees should be compensated fairly and equitably. As a result of unprecedented legislation in 2019, Council adopted a resolution that provides for a living wage which ensures that individuals working with the City earns a minimum of \$15 per hour. The City has set aside funds to address salary compression and inequity issues that may arise from the study. This initiative will be a priority of this administration, which will investigate and resolve decades of potential inadequacies due to compensation strategies that were unaddressed for a significant period. This initiative will provide an opportunity for the Council to consider options and alternatives by December 31, 2020 with an expected implementation by February 2021.

## Development a Comprehensive Policies and Procedures Manual

Since 1957, the City's code of ordinances and procedural manuals have undergone no substantive changes to reflect the changing conditions and environment to which our employees are accustomed. Consequently, City staff are developing the City's first comprehensive policies and procedures manual to address significant shifts that occurred in local, state, and federal employment law. This much-needed manual will address multiple policies and procedures ranging from tuition reimbursement to attire and job responsibilities. This will establish the foundational framework for how the City conducts business and clarify expectations related to conditions of employment as we aim to create an environment that provides equal access and opportunity for all. In addition, it will address promotional opportunities and disciplinary actions to ensure accountability and productivity at all levels of employment.

## Local Participation Disparity Study

For a long time, the City has attempted to ensure local participation, access, and equity in City contracts and investments related to public projects. The City has advocated for local participation and inclusion, but creating opportunities for local and small businesses, as well as minority participation, requires factual and substantive data that indicate existing disparities among municipal contracts. With Council's leadership, the City has engaged a specialist to perform a disparity study during FY 2021. Once the study is complete, the data will be utilized to create opportunities for local small businesses and minority-based businesses within the City and Palm Beach County. This initiative is intended to create local wealth and capacity building by enabling firms to provide services to the City through contractual agreements and capital project initiatives. Based on data, the programs will facilitate inclusion in areas that have traditionally presented challenges for community-based contractors and businesses.

## Community Beautification

The City is a uniquely positioned, beautiful community that possesses some of the country's most ideal environmental conditions. Most community residents would like to see improvements in community aesthetics, and City staff have initiated a beautification project intended to make substantial and meaningful investments and improvements related to the aesthetic appearance of neighborhoods and community streets in the City. This is a major priority related to improving quality of life, community pride and beautifying our community to rival others in Palm Beach County. It remains the City's priority to address blighted areas by improving the community's aesthetics and removing any visual blight that may be present in our neighborhoods and commercial and industrial corridor. This initiative will encourage developers to invest in enhancing ground cover, landscaping packages, and façades on facilities to beautify the community holistically. This multifaceted approach will consider venues within not just the City but also the community redevelopment district. The City will also adopt stronger nuisance abatement policies and procedures, as well as a more responsive code

compliance process, to address concerns within our neighborhoods. Law enforcement will be more participatory in eradicating and addressing criminal behavior and activities that jeopardize the health, safety, and welfare of the community. Moreover, the law enforcement presence will be more community oriented and focus on establishing relationships with community activists and leaders to improve working relationships, so that problem areas can be addressed and improved for the benefit of all residents.

### Conclusion

In conclusion, I would like to thank all of the staff members who took copious amounts of time to provide their insight and perspective toward producing a comprehensive budget document that meets the needs of not only policymakers but those of the community at large. We understand the challenges that lie ahead but believe that with a new vision for Riviera Beach, the City is certainly poised for a positive future. A special thank you to the Finance staff that compiled this document and put hundreds of hours into ensuring that this document reflects the policy edicts from the Council while ensuring that it is navigable and accessible to the public. Even though countless challenges lie ahead, and the potential for an economic downturn is on the horizon, City staff are confident in our ability to execute in any environment, as we are pleased by and positioned for opportunities. As one of the most diverse communities on Florida's Treasure Coast, there is no doubt in my mind that the City of Riviera Beach will be the envy of municipalities within the region, and eventually the State, but our goal is to be a benchmark for other agencies within the nation. I am proud to present our FY 2021 Adopted Budget.

Respectfully submitted,



A handwritten signature in blue ink that reads "Jonathan Evans".

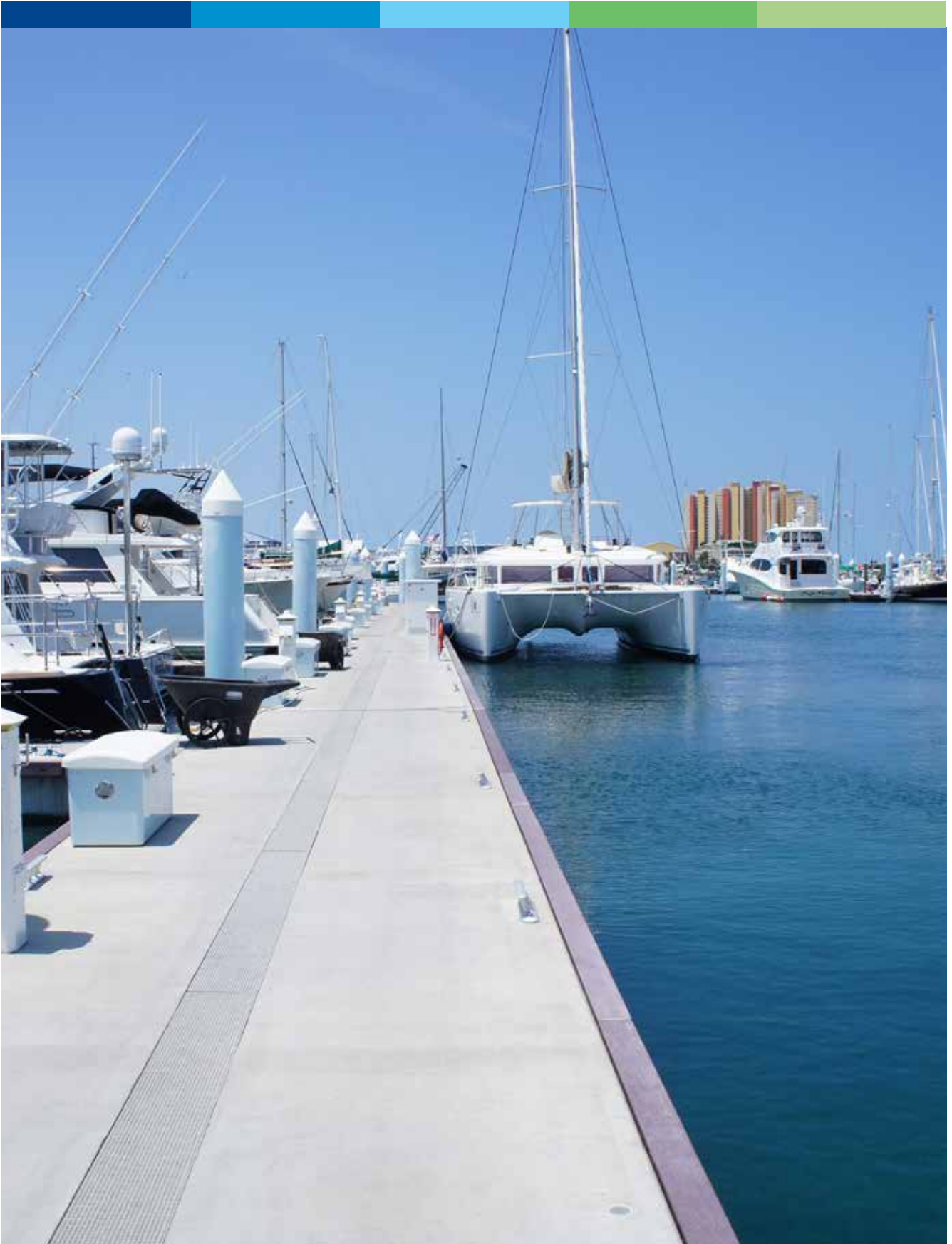
Jonathan E. Evans, MPA, MBA, ICMA-CM  
City Manager - Riviera Beach, FL

## General Fund's Significant Budget Modifications For FY 2021

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### General Fund's Significant Budget Modifications For FY 2021

DESCRIPTION	AMOUNT
Reduction of 38 FTE positions from the General Fund	\$1.6 million
Total Significant Budget Modifications for FY 2021	\$1.6 million





## SECTION II: City Overview



Judge Allen Heyser, and his wife Mattie Spencer Heyser were two of the first settlers in what is now known as Riviera Beach. They were the owners of the Oak Lawn Hotel which also served as the town's post office. The hotel was so popular that the tourists and neighbors called the town "Oak Lawn." A journalist from Atlanta published a news article and called the hotel "Riviera of America," which led to the name being changed to "Riviera Hotel." In 1899, the Dade County seat was moved from Juno to Miami. Judge Heyser, whose constant attendance was required when court was in session resulted in him hiring different proprietors to manage the hotel. Under their management, the hotel deteriorated and business declined due to the construction of the Breakers and the Royal Poinciana hotels in Palm Beach.



Charles Newcomb purchased the Riviera Hotel and converted it in to his private residence.

Courtesy of the Historical Society of Palm Beach County

In the late 1890s, a scientist, inventor and wealthy manufacturer, Charles N. Newcomb, from Davenport, Iowa spent his winters in Palm Beach. Newcomb and his family traveled by boat to the Riviera Hotel, where his wife was taken by the view of Lake Worth from the hotel. In 1901, Newcomb bought the Riviera Hotel, renamed the hotel to Riviera, and made extensive improvements. The Riviera flourished and attracted visitors such as, the Vanderbilts, the Astors, Henry Flagler, and Andrew Carnegie.

Newcomb purchased an additional 200 acres, from Lake Worth to the Florida East Coast Railway tracks and 14th Street to 10th Street.

In 1913, Newcomb recorded a plat with a vision of Riviera being a resort community. He sold approximately 30 lots by auction and built a house for the widowed Dorothy Halsey who operated the first grocery store and only gas pump in town. In the mid-1920s, other men developed sections of Riviera, including G. W. Bingham (east of Broadway from 20th to 23rd Street) and the Perry family (Inlet Grove and Inlet City). William Taylor and George Currie were first black families to develop plats on the west side of Riviera.

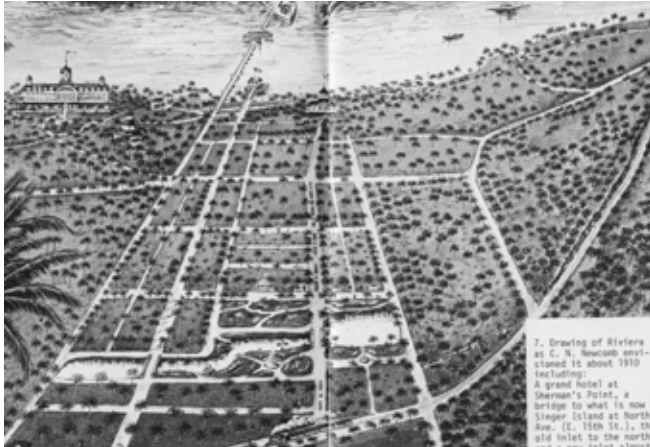
Fishing has always been an important activity in the Riviera Beach area and was one of the major attractions. Prior to World War I, fishermen from the Bahamas stayed at the south end of Singer Island in a small community known locally as Inlet City. Due to the boom in the commercial fishing industry, the Bahamian fishermen and their families settled in Riviera and were called "Conchs." These families included the Moree, Pinder, Knowles, and Griffins whom descendants still reside in Riviera Beach today.

On September 29, 1922, twenty six voters incorporated the Town of Riviera and elected L.S Scott as Mayor, Charles N. Newcomb as Town Clerk, B.D. Kerr as Marshall, and Henry Weichman, A.P Brodeur, Fred Nelson, Erric Soderburg, and Henry Zill as Council members. Nearly one year later, the Town was re-incorporated under a state charter by a special election, B.D Kerr elected as Mayor and J.B. Stewart elected as Marshall and Tax Collector. Over the next 30 years, the Town of Riviera experienced significant growth with the population increasing from less than 2,000 residents to 13,000. By 1959, the Town of Riviera Beach officially became, the City of Riviera Beach. The City built a police and fire station, library, recreational hall, and established a water treatment system.

During the 1950s to 1960s, the racial composition of the City experienced a significant change. In 1962, the City's first black Councilman, F. Malcolm Cunningham was elected.



## Historical Milestones



### Prior to the 1900s

**1880:** Frank L. Dimick purchased 880 acres of land for \$93, which was the original site of Riviera Beach. 1884 The Thomas M. Taylor family known as one of the first black pioneer families settled in Riviera Beach.

**1888:** The Oak Lawn Hotel was built and operated by Judge Allen Heyser. The hotel was so popular that the neighborhood took the name of the hotel and for the first years of its history, Riviera Beach was known as Oak Lawn.

**1893** A journalist from Atlanta, was so taken with the beauty of Oak Lawn Hotel that he called it the "Riviera of America" in his news article. The Oak Lawn Hotel which served as the post office, became the Riviera Hotel and the surrounding neighborhood was referred to as Riviera.

### 1900s

**1901:** Charles N. Newcomb bought the Riviera Hotel, remodeled, and renamed the hotel "Riviera."

**1906:** A squatter's community of fishermen and their families lived on the south end of Singer Island in small community known locally as Inlet City. Singer Island is named after Paris Singer, part of the sewing machine family empire.

**1915:** The Port was developed when the state legislature created a special taxing district known as the Lake Worth Inlet District, for the purpose of dredging a channel to the ocean and constructing a harbor and dock facilities.

**1909** Palm Beach County is created, with Juno as the County seat. Previously, the area that would include Town of Riviera was in Dade County.

**1914:** Plat is filed for subdivision on what is now 8th Street that would be settled by black families. This area would become, the 1950's, the "Veterans homes" project.

**1915:** Lake Worth Inlet District is found with 4-foot channel to the ocean. Modest facilities used primarily as stopover for commerce headed to Miami. It soon spurs real estate speculation.

**1918:** The spill from the dredging of the new inlet was deposited on one of the shoals in the old inlet and a sand island was created, known as Peanut Island today.

**1919:** The fishing colony moved to the mainland.



Indian Mound - 1920

### 1920s

Riviera Beach was one of the largest suppliers of fish on Florida's east coast, much of which was shipped to New York.

**1920s** Paris Singer, for whom the island is named, planned a luxurious resort on the narrow strip of land similar to what he and his partner, architect Addison Mizner, had developed in Palm Beach. While the son of the Singer sewing machine magnate would buy much of the land, his plans were never fully realized thanks to a land bust, the 1928 hurricane and the stock market crash.

**1921:** The first school, Inlet Grove School was built in Riviera where 20 children living in the area attended.

**1922:** Town of Riviera is incorporated. L. S. Scott elected first mayor. Charles N. Newcomb, for whom Newcomb Hall is named, is elected city clerk.

**1925:** Palm Beach County builds wooden span called Sherman Point Bridge across Lake Worth linking the peninsula named for Paris Singer to the Town of Riviera.

**1925:** Monroe Heights is developed as a Danish settlement. It would become the first neighborhood to be paved and the last to be integrated. A wall segregating all-white Monroe Heights from the all-black area to its north still runs along 27th Street.

**1925-27:** A 16-foot channel plus rail and road connections is added at the Lake Worth Inlet District, and it begins accepting a cargo-carrying steamship and passenger ships.

**1928:** Devastating hurricane destroys Sherman Point Bridge; kills 3,000 people in the Lake Okeechobee area; destroys Kelsey City, which is today's Lake Park; and wipes out whole neighborhoods in West Palm Beach. The Lake Worth Inlet District is decimated. In Riviera, 285 homes are destroyed. The storm is immortalized in author Zora Neale Hurston's book "Their Eyes Were Watching God."

### 1930s

By the end of the decade, the Town of Riviera's population stands at 811.

Riviera is referred to as the "Conch Town" due to its boom in the commercial fishing industry and tourism.

**1935-37:** Lake Worth Inlet is renamed Port of Palm Beach.



Broadway - 1939

### 1940s

Town population is 1,981.

**1940:** The Town buys 1,000 feet of beach on Singer Island for \$40,000. Over next few years, the Island will be completely annexed. Before, it had been owned by Palm Beach.

**1940:** Spanish Courts opens as an upscale motor hotel among the cottage developments on Broadway.

**1941:** The Town becomes a City: Riviera Beach is borne. The Newcomb family donates the Marina to the City.

**1946:** Florida Power & Light builds power plant on 21 acres abutting the Port of Palm Beach.

**1949:** Wooden Sherman Point Bridge, rebuilt in 1935, is replaced by a steel and concrete 2-lane drawbridge.

### 1950s

Riviera Beach's population is 4,065. The city's black population, now 23 percent, doubles between 1950 and 1970. The Veterans Homes project is a major draw for blacks. Platted in 1914, the 120 acres of small, sturdy bungalows was the first subdivision built for veterans in Palm Beach County. Today, it is also referred to as Riviera Beach Heights, where the CRA has an ongoing multi-million dollar improvement project.

**1952:** Phil Foster Park opens, named for a Town pioneer who owned one of the first tourist courts. 1952: Riviera Beach Voters' League was organized by Arthur Brown.

**1955:** Riviera Beach High School was built.



Avenue E - 1960

### 1960s

By 1960, the population had mushroomed to 13,036—an astounding 221 percent increase in the last decade.

**1960s:** A major container carrier emerges at the Port of Palm Beach: Tropical Shipping. By now, the channel is 35 feet.

**1962:** Lewis Terminals opens. Frank J. Lewis developed the 400-acre light industrial park at Old Dixie and BlueHeron. His son, former state Senator Phil D. Lewis, died this month. He still maintained a real estate office in Riviera Beach.

**1962:** First black person is elected to all-white City Council, F. Malcolm Cunningham, Sr., also becomes the first black elected official in the South since Reconstruction. In 1971, he becomes City's first black attorney.

**1965:** The area that includes Lone Pine Estates is annexed, expanding Riviera Beach to the west.



## History

**1966:** Blue Heron Bridge to Singer Island was completed, Blue Heron Boulevard was widened and landscaped, boardwalk was constructed, Ocean Mall at the City's beach was constructed, and the Bicentennial Park was created.

**1967:** Hurricane Betsey beaches The Amaryliss, a 10,400-ton freighter, on Singer Island opposite the Rutledge Motel. After three years, the freighter is removed.

**1967:** Singer Island Civic Association is founded, originally to fight development of high-rise housing on the Island's west side.

**1969:** Home Rule established by Florida Legislature, giving municipalities more authority to govern themselves.

**1969:** First black fireman in Palm Beach County is hired in Riviera Beach, Richard C. Wester. Later, he becomes the first black fire chief in Florida.



Honeywell - 1962

### 1970s

The City's population is now 21,401 and for the first time, predominately black.

**1970:** Interstate 95 opens between Riviera Beach and Okeechobee Boulevard.

**1971:** Race riots at Suncoast High School. School desegregation sends black students from all-black Kennedy High School to then all-white Riviera Beach High, which is renamed Suncoast. The mix was volatile.

**1971:** Riviera Beach becomes first integrated city in Florida to have a majority black City Council, with election of James Jones, David Williams and Dorsey Lee who joined incumbents Bobbie E. Brooks and Henry Taylor. Their platform includes a redo of the current City Charter, which forbade blacks from owning property east of the railroad tracks.

**1971:** William "Boone" Darden is named the City's police chief, the first black one in the state. Ada Reed served as the first black City Clerk.

**1971:** Herman McCray, Jr. served as the first black Supervisor of Refuse.

**1972:** Annexation of Parson Heights and Kelly Addition. It is named for black real estate entrepreneur Forest Parson. Suncoast High School is in Parson Heights on Jake Lane, named for a son.

**1972:** Youngest candidate to ever run for City Council, Stephen L. Lawson, age 18. Youngest ever elected: current Councilman Cedrick A. Thomas.

**1973:** The 24-story Phoenix Towers is built, becoming the first "high-rise" on Singer Island. 1974: The Tiara is built and becomes the highest beachside structure on the East Coast.

**1975:** City elects first black mayor, Bobbie E. Brooks.

**1975:** The new Riviera Beach City Hall opens at its current location. Bicentennial Park is dedicated.

**1976:** Current four-lane Blue Heron Bridge is completed, replacing two-lane drawbridge. It was a years-long, controversial project with environmentalists and business owners arguing that it would upset the ecology. In 1972, during the debate, famed industrialist John D. MacArthur called the bridge idea "pretty stupid." He favored a bridge to Peanut Island or from North Palm Beach to Munyon Island.

**1976:** Ronald Davis is named city manager, becoming the first black in Riviera Beach and in Florida to hold the title.

**1976:** Construction of a 4-lane and 65-foot bridge valuing \$8.5 million officially named the Jerry Thomas Memorial Bridge but referred to as the Blue Heron Bridge.

**1977:** Attorney and resident Edward Rodgers is named first black Circuit Court judge in Palm Beach County, among other firsts.

**1979:** Rapids Water Park opened.

**1978-80:** Development of Garden Road and Industrial Way expand manufacturing and industry to the City's far west.



Mayor Bobbie E. Brooks - 1975

## 1980s

City population is 26,489.

**1983:** First time City budget exceeds \$10 million.

**1984:** Palm Beach Boat Show is held for the first time at the newly expanded Riviera Beach Marina.

**1986:** Congress Park opens up new Western developments. It would provide locations for Thousand Oaks, Villa Rosa and Sonoma Bay.

**1986:** Unsuccessful recall effort of 3 Council members because of vote to fire Police Chief Frank Walker. Halted by Fourth District Court of Appeals

**1987:** City elects first female mayor, Clara K. Williams, who would serve six terms.

**1987:** The Sea Turtle Conservation League of Singer Island is founded. Our stretch of beach contributes to South Florida's second highest turtle-nesting count in the world behind Oman.

## 1990s

**1990's-present:** Port of Palm Beach builds Skypass bridge, cruise terminal, maritime office complex and South Gate entrance; currently undergoing \$26 million restoration and expansion of Slip Number 3.

**1990:** New U.S. Coast Guard station relocates from Peanut Island to Lake Shore Drive.

**1992:** Defense contractor Lockheed-Martin opens facility on the site of the former Pantry Pride grocery store.

**1992-93:** Singer Island residents seek secession from City of Riviera Beach, citing high taxes and lack of services. The move was highly controversial and narrowly rebuffed by the state Legislature.

**1993:** Veterans Administration Medical Center opens. It eventually draws a medical cluster to the area, including Kindred Hospital and the county's Healey Rehabilitation and Nursing Center, now under construction.

**1998:** The International Bazaar tower at the Port of Palm Beach was demolished to make way for the Skypass bridge. The shopping center lasted a bit longer.

**1999:** Singer Island Civic Association purchases the submerged land in the Lake Worth Lagoon. This purchase gave strong legal standing to argue for preservation against any future submerged land development proposals targeting the lakeside of the lagoon.

## 2000s

The City's population in 2000 is 29,884. By 2010: 32,488.

**2003:** Tornado touches down north of Blue Heron Boulevard. Hundreds of homes are damaged, but no deaths and only minor injuries.

**2004:** City blasted by hurricanes Charlie, Frances and Jean. The Tiara on Singer Island sustains significant damage and is closed four years for repairs.

**2004:** Skypass bridge named for the late Louise Buie, civil rights icon and City resident.

**2005:** Hurricane Wilma strikes.

**2007:** City of Riviera Beach Youth Empowerment Center is established. 2008: 1970's-era Ocean Mall is demolished. Replacement opens in 2009.

**2010:** The Congress Avenue bridge near MLK Boulevard is named for Herman McCray Jr., a stalwart civic and political activist.

**2010:** \$4.3 million redo of the Municipal Beach is completed, adding lush landscaping and new facilities. Beach soccer and volleyball tournaments respond positively.

**2011:** The redo of AIA begins. The state road project runs north from Broadway and Blue Heron Bridge to the City limits.

**2011:** FPL implodes tower stacks and boilers to make way for Next Generation Clean Energy Center.

**2012:** City appears before the Supreme Court.

**2014:** Next Generation Clean Energy Center opens.

**2015:** Old Dixie Highway is renamed President Barack Obama Highway. 2016: Riviera Beach Marina Event Center is opened.

**2018:** Riviera Beach Heights Community Center is opened.



Singer Island - 1990



### Overview

What is now known as the City of Riviera Beach, Florida was originally incorporated in 1922. The City is located in the east central portion of Palm Beach County, approximately 5 miles north of West Palm Beach and 70 miles north of Miami. The City is bounded to the north by the Town of Lake Park, to the south by the Town of Mangonia Park, the Town of Palm Beach Shores and the City of West Palm Beach, to the east by the Atlantic Ocean and to the west primarily by unincorporated Palm Beach County. The City currently has a land area of approximately 8.52 square miles. The City is primarily an urban area where services and industry play a major role in the economy. The City is empowered to levy a property tax on real property located within its boundaries. The City has the power by statute to extend its corporate limits by annexation, which is done periodically when deemed appropriate by the Council.

### Form of Government

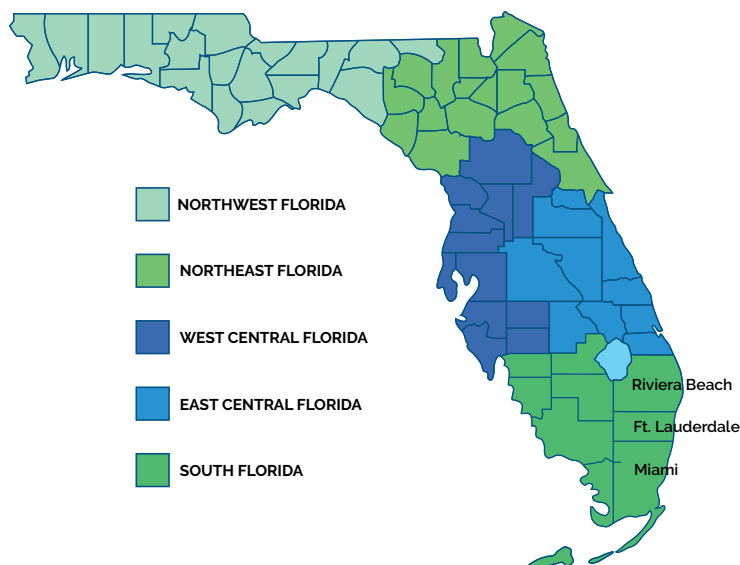
The City operates under the Mayor-Council-Manager form of government. Policy making and legislative authority are vested in the governing council, which consists of five members. The governing council (Council) is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the City Manager and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the City and for appointing the heads of the City's departments. The Council is elected on a non-partisan basis. The members are elected to a three year staggered term according to district even though they compete city-wide, with two members elected one year and three members elected the following year. The Council members also sit as the Board of the Riviera Beach Community Redevelopment Agency and the Board of the Riviera Beach Utility Special District (USD). The Mayor does not vote, but the Mayor has appointment power in some matters and veto power in other matters, and has the authority to take disciplinary action.

Municipal services provided to the citizens of Riviera Beach include law enforcement, fire protection, emergency management services, community planning and development services, traffic engineering, road and drainage construction and maintenance, a library, parks and recreational facilities, recreational activities, code compliance and inspections, and other general governmental administrative services. There are additional operations reported as enterprise funds that are intended to be self-supporting from user charges established by the Council such as, water and sewer collection services, stormwater management, marina, and solid waste collection.

## Local Economy

The City is part of the Miami-Fort Lauderdale-West Palm Beach, Florida, Metropolitan Statistical Area (MSA), which includes Palm Beach County. The general concept of a metropolitan statistical area is one of a large population nucleus, together with adjacent communities that have a high degree of economic and social integration within that nucleus. Riviera Beach is a trade and industrial center for Palm Beach County and the surrounding area, with the Port of Palm Beach encompassed within the City limits.

Over the past twenty years, the City experienced significant fluctuations from expansion and development in the early 2000s followed by the recession in 2007. Consistent with national and statewide trends, key local economic indicators weakened considerably as the City experienced the effects of the economic downturn. New construction slowed, foreclosures were widespread, and unemployment rose, while the population remained relatively stable.



Economic data indicate a modest recovery while researchers of the local real estate market forecast a continued return to normalcy of the market before the boom years. After reaching a high of 13.6% in January 2010, the City's unemployment rate in September 2019 declined to 3.7%, which is higher than the State of Florida's rate of 3.2% and the national rate of 3.5%. The declines in the unemployment rates during the current year support the City's cautious optimism of a resurgent local economy boosted by the recovering housing market. Riviera Beach has a population of 26,803 who are 16 years and over; 65% is in the labor force and 35% is not in the labor force (ACS). According to the 2012 Survey of Business Owners, there are 3,900 companies in Riviera Beach of which 59% are minority-owned and 48% are women-owned firms. In 2012, retail trade comprised the highest number of establishments in Riviera Beach followed by wholesale trade. Wholesale trade recorded \$1.641 billion which is the highest value of sales, shipments and receipts followed by manufacturing reporting \$463 million. (2012 Economic Census of the U.S.)

## Demographic Summary

According to the U.S. Census Bureau, Riviera Beach has an estimated population of 34,834 as of July 2019 residents of which 69.5% of residents are Black or African American, 20.3% are White Non-Hispanic or Latino, and 10.2% comprise other races. 18% of residents are foreign born, of which 9% were born in Europe, 10% were born in Asia and 73% were born in Latin American. (2015 ACS) 85.9% of the residents are a high school graduate or higher and 24.6% of residents have a Bachelor's degree or higher. (2019 U.S. Census Estimate)

In 2018, Riviera Beach had an estimated 16,116 housing units of which 11,452 (71%) were occupied and 4,664 units were vacant (29%). Of the occupied units, 5,291 (46.2%) were occupied by renters with a median gross monthly rent of \$1,128 and 6,161 (53.8%) were occupied by owners. 23.5% individuals were below the poverty line, which is higher than both Palm Beach County (14.5%) and Florida (16.5%). There were 11,452 households in Riviera Beach; 64.5% were family households; 30% were single-family households; average household size of 2.98 persons; 24.3% households with individuals under 18 years; and 15.7% speak another language other than English at home. (2019 U.S. Census)



## Elected Officials

The elected officials responsible for the governance of the City of Riviera Beach are as follows:



**Ronnie Felder**  
*Mayor*



**Tradrick McCoy**  
*Councilperson  
District 1*



**KaShamba L. Miller-Anderson**  
*Councilperson  
District 2*



**Shirley Lanier**  
*Councilperson  
District 3*



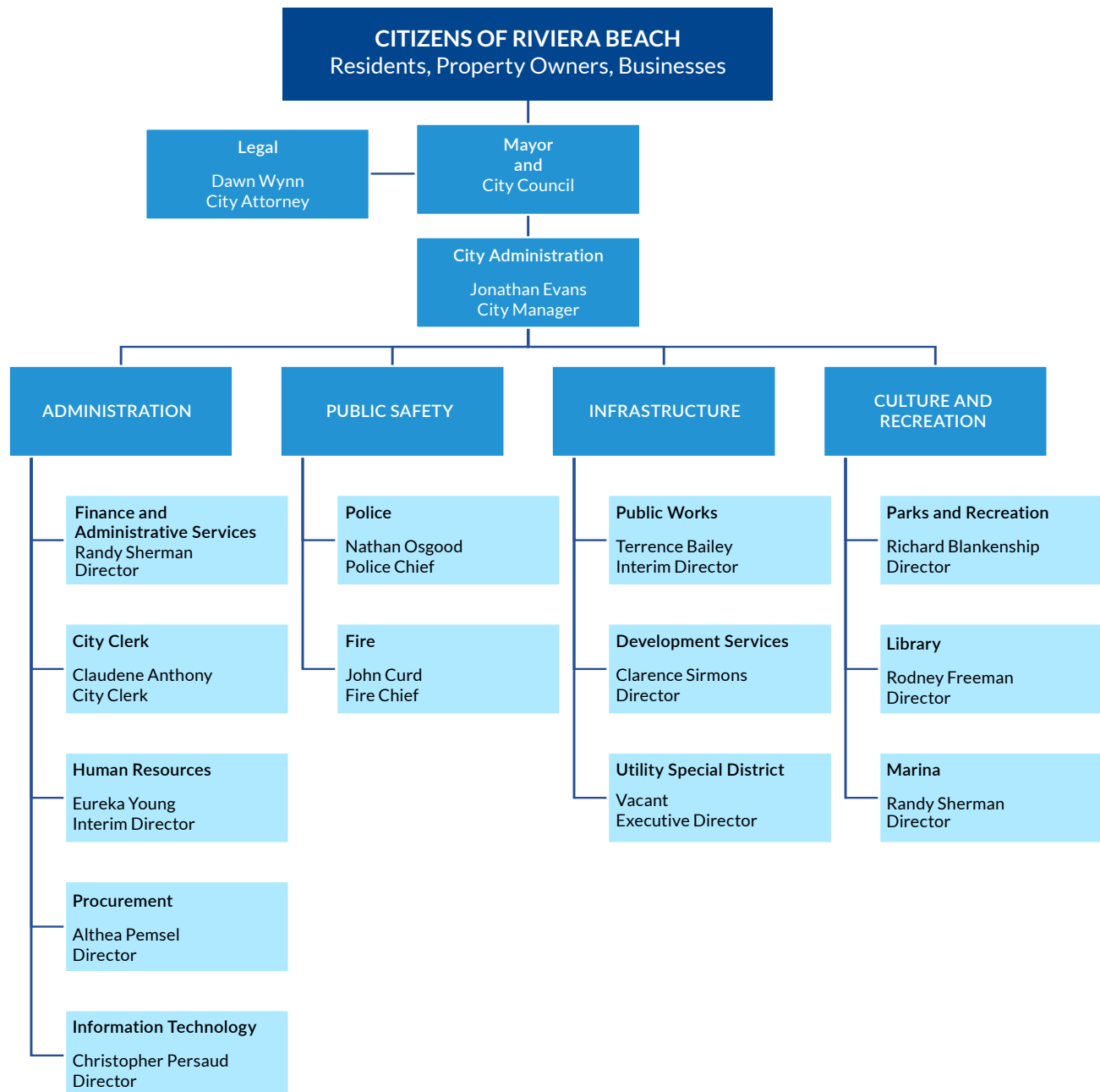
**Julia Botel, Ed. D**  
*Chair  
District 4*



**Douglas Lawson**  
*Chair Pro Tem  
District 5*







## Statistics

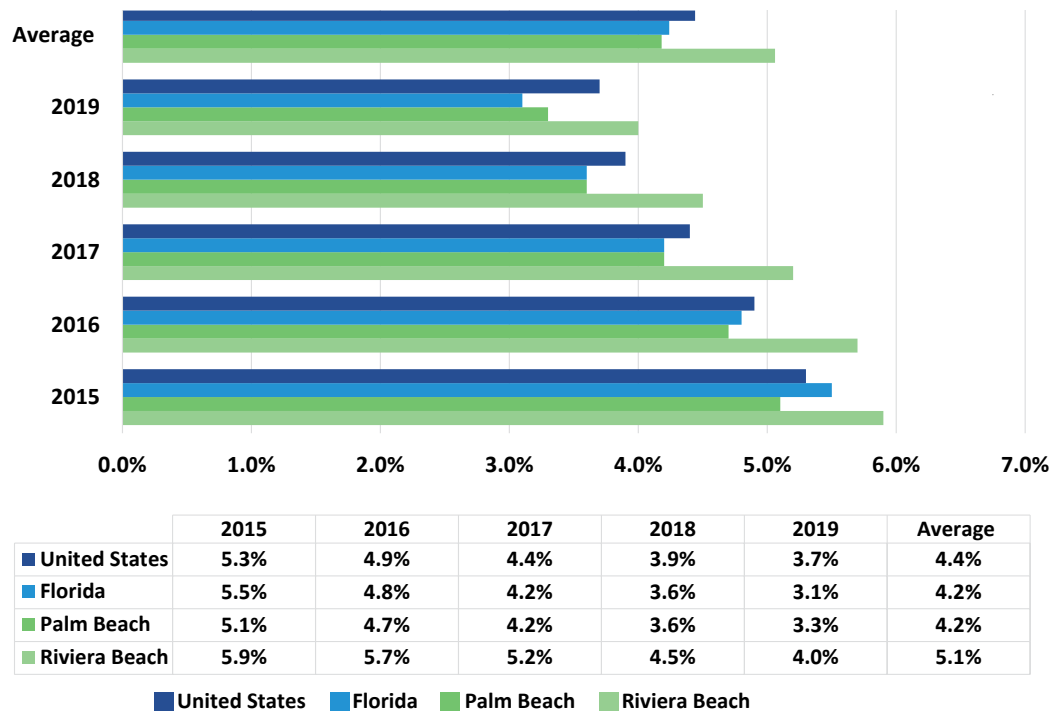
The statistical and supplemental data section describes the City and its community, population, and provides the City's key benchmarks and indicators. This information provides an overview of the City and the environment in which it operates and its activities.

### Income and Poverty (2014-2018)

	Riviera Beach	Palm Beach County	State of Florida	USA
Median household income (in 2018 dollars), 2014-2018	\$44,871	\$59,943	\$53,267	\$60,293
Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$25,856	\$37,998	\$30,197	\$32,621
Persons in poverty	22.80%	12.20%	13.60%	11.80%
Median household income for Riviera Beach as % of Florida	84%			
Median household income for Riviera Beach as % of USA	74%			

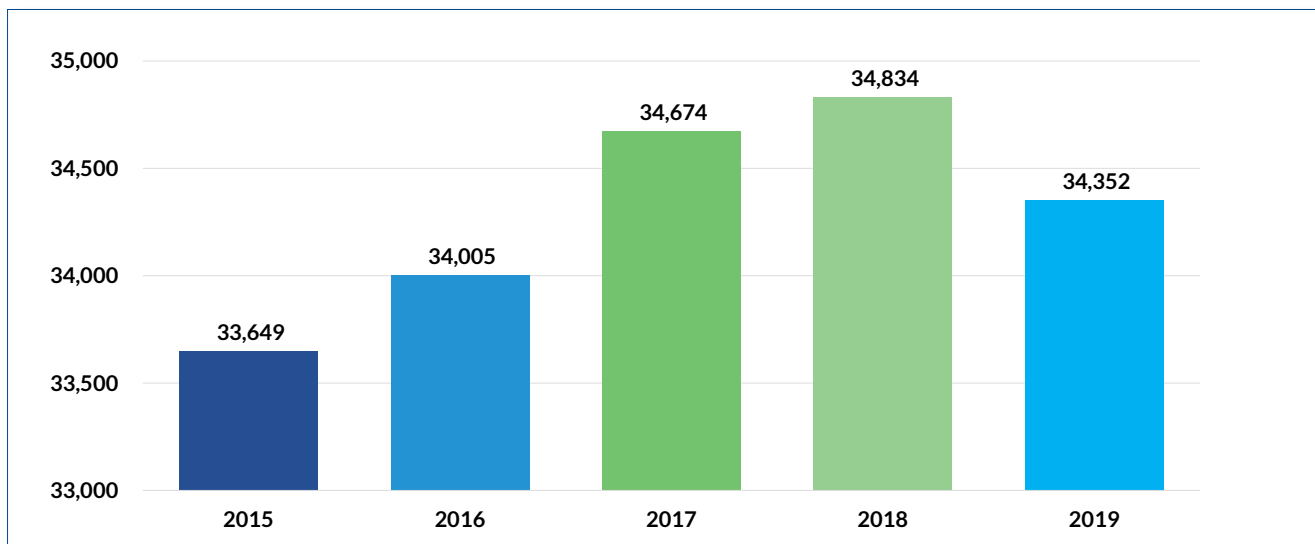
Source: U.S. Census Bureau

### Unemployment Rate



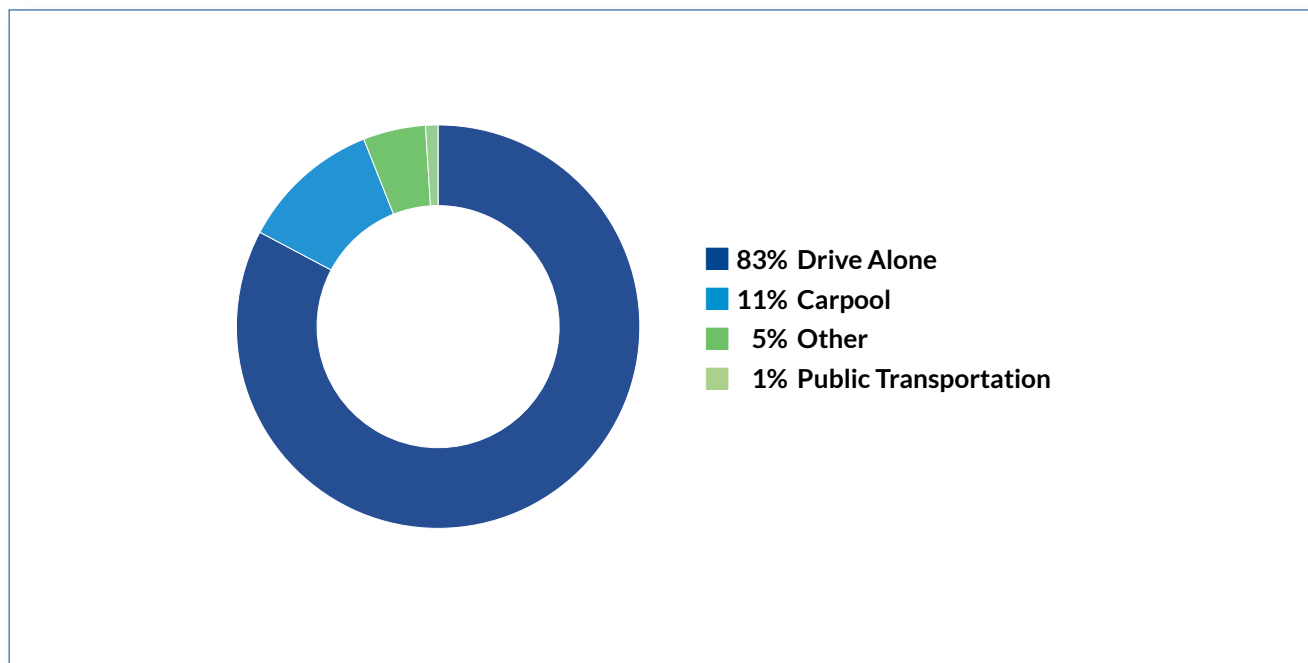
Source: U.S. Bureau of Labor Statistics

## City's Population



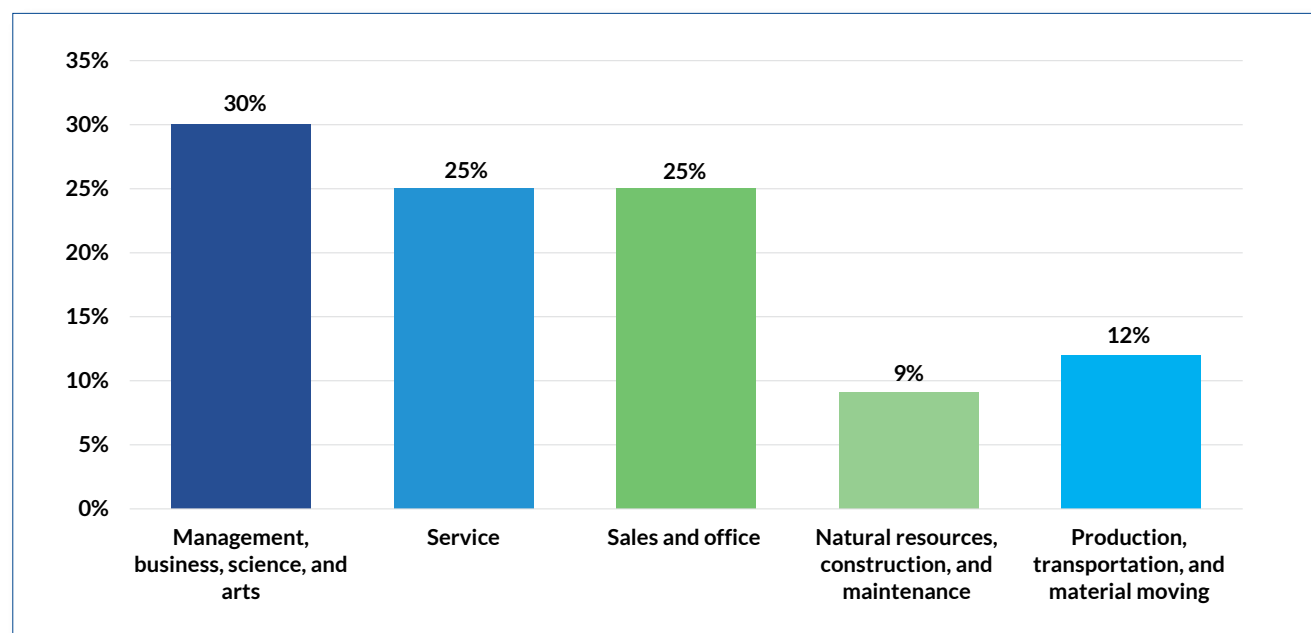
Source: U.S. Census Bureau Estimate

## Residents' Means of Transportation to Work in 2018



Source: American Community Survey 2018 (Estimate)

### Residents' Occupations in 2018



Source: American Community Survey 2018

### Jobs by Industry in 2018

Agriculture, Forestry, Fishing and Hunting, and Mining	0.10%
Construction	6.57%
Manufacturing	4.14%
Wholesale Trade	2.25%
Retail Trade	14.53%
Transportation and Warehousing, and Utilities	5.37%
Information	1.51%
Finance and Insurance, and Real Estate and Rental and Leasing	6.95%
Professional, Scientific, and Management, and Administrative and Waste Management Services	10.71%
Educational Services, and Health Care and Social Assistance	24.51%
Arts, Entertainment, and Recreation, and Accommodation and Food Services	14.02%
Other Services, Except Public Administration	5.40%
Public Administration	3.94%

Source: American Community Survey 2018

## Principal Employers

Employer	Type of Business	Approximate number of employees
Veterans Affairs Medical Center	Health care	2,700
Palm Beach County School Board	Education	1,950
Cheney Brothers	Food distribution	1130
Tropical Shipping	Freight shipping and logistics	500
City of Riviera Beach	Municipal government	472
Pepsi Cola Bottling Company	Bottled soft drinks	450
Lockheed Martin and Sikorsky	Aerospace engineering and helicopter	709
Sysco Food Services	Food distribution	340
Serta Mattress	Mattress manufacturing	164
Farmer and Irvin Corporation	Mechanical construction	173

Source: Business Development Board of Palm Beach County and City's Finance and Administrative Services Department

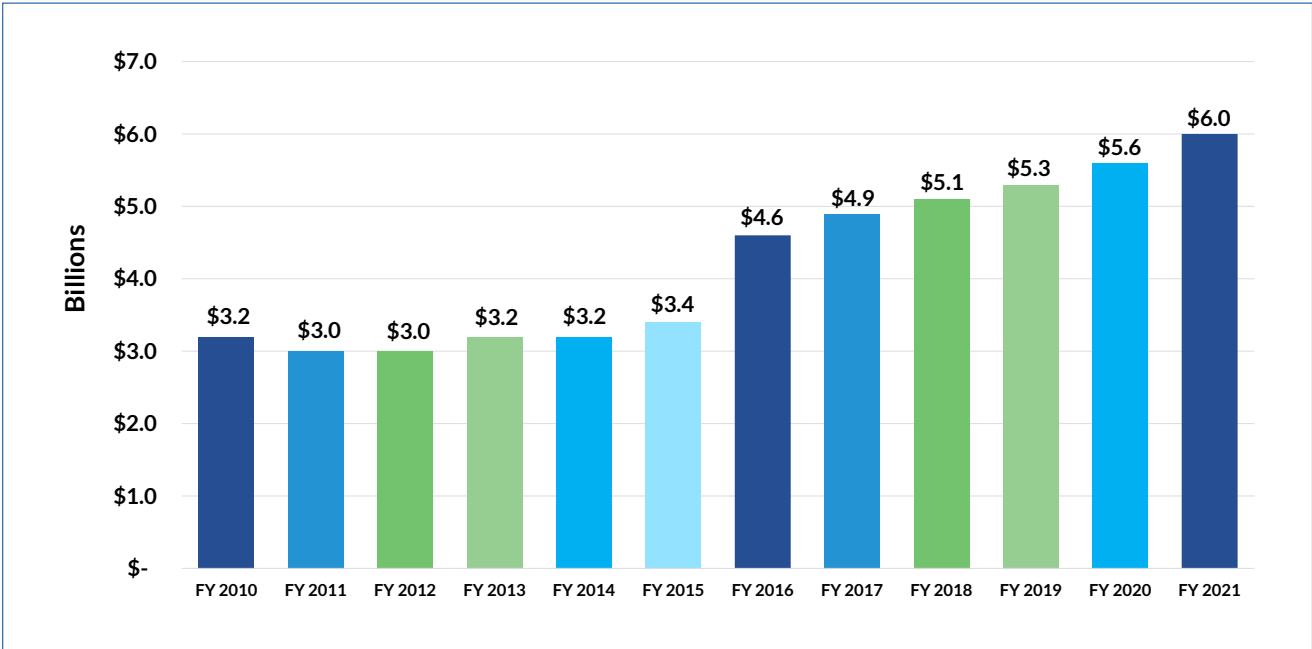
## Principal Taxpayers

Taxpayer	Assessed Taxable Value	% of Total Assessed Taxable Value	Property Taxes Paid	% of Total Property Taxes Levied
Florida Power & Light	\$ 945,391,526	16.90%	\$ 7,990,449	16.76%
Marriott Resorts Hospitality Corp	123,825,684	2.21%	1,046,575	2.19%
Morguard Woodbine LLC	50,707,511	0.91%	428,580	0.90%
AR Northlake LLC	36,817,927	0.66%	311,185	0.65%
HHR Singer Island Ltd Partnership	36,074,175	0.64%	304,899	0.64%
Florida Southeast Connection LLC	29,771,579	0.53%	251,629	0.53%
Riviera Beach SMI LLC	22,078,494	0.39%	186,607	0.39%
Sysco Food Services	21,043,182	0.38%	177,857	0.37%
RBY LLC	19,585,401	0.35%	165,536	0.35%
Ask Florida LLC	19,280,000	0.34%	162,955	0.34%
<b>Total Top Ten Taxpayers</b>	<b>1,304,575,479</b>	<b>23.33%</b>	<b>11,026,272</b>	<b>23.12%</b>
<b>Total FY 2020 Assessed Taxable Value</b>	<b>\$ 5,593,032,045</b>			
<b>Total FY 2020 Property Tax Levied</b>	<b>\$ 47,689,897</b>			

Source: Palm Beach County Tax Collector

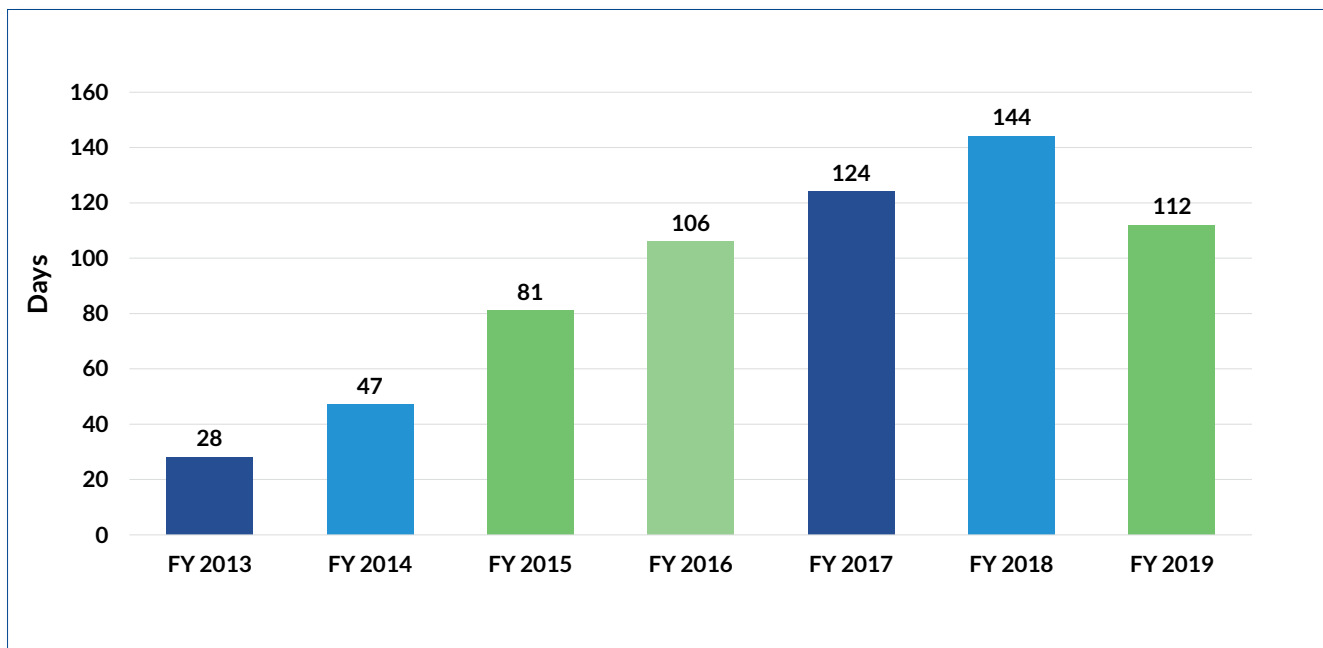


Riviera Beach Assessed Taxable Values (in billions)



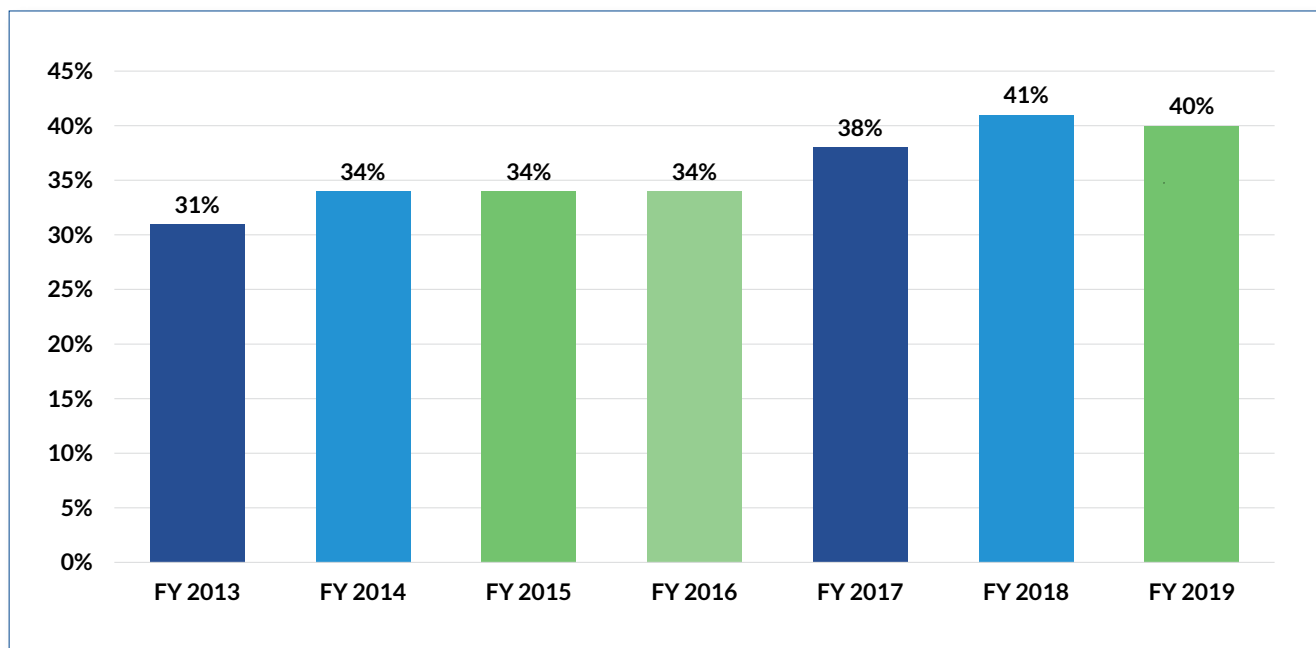
Source: Palm Beach County Property Appraiser's Office

## General Fund - Days Cash



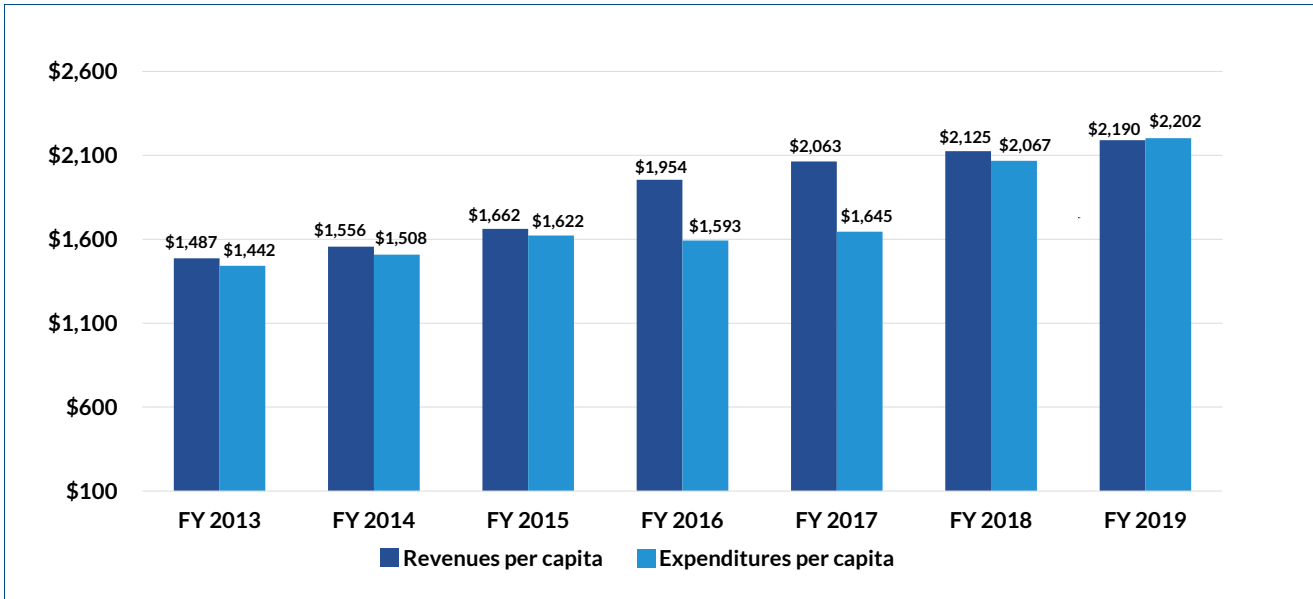
Source: City's Finance and Administrative Services Department

## General Fund - Fund Balance as a Percentage of Revenues



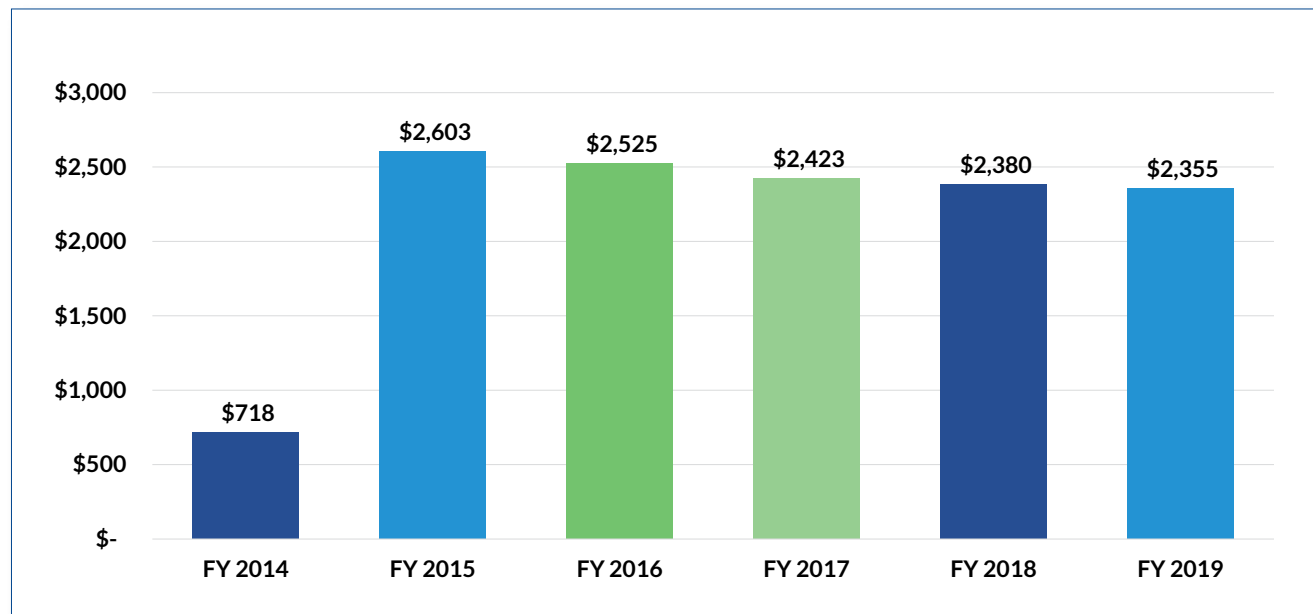
Source: City's Finance and Administrative Services Department

### General Fund - Revenues and Expenditures per Capita for the City



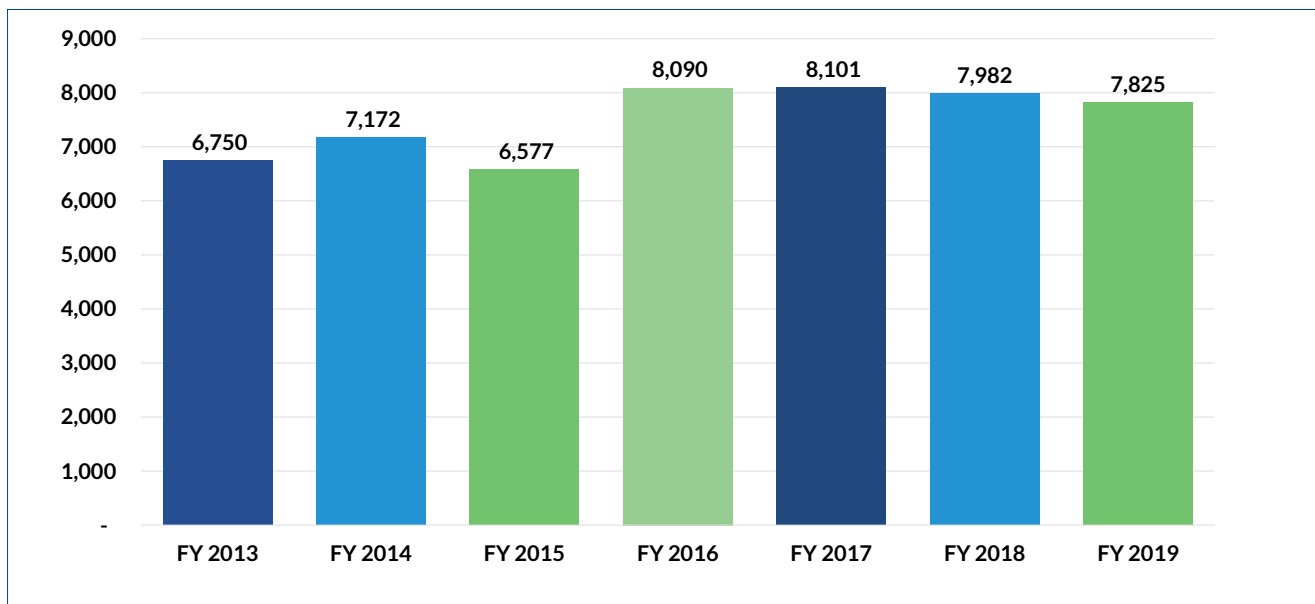
Source: City's Finance and Administrative Services Department

### General Government Debt per Capita for the City



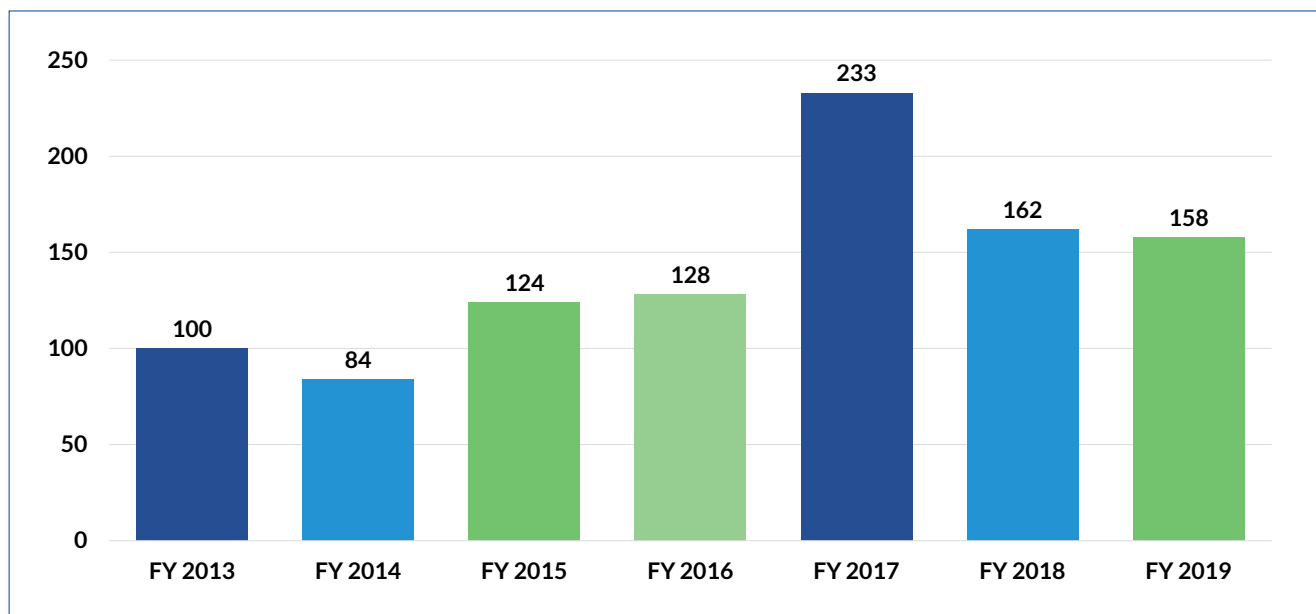
Source: City's Finance and Administrative Services Department

## Fire Emergency Responses



Source: City's Fire Department

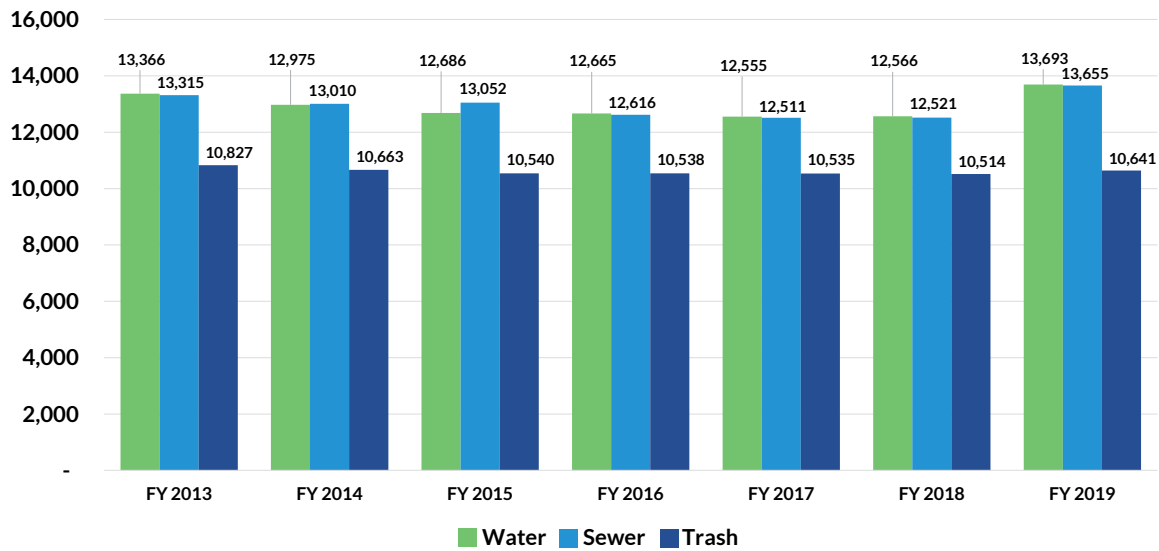
## Fires Reported



Source: City's Fire Department

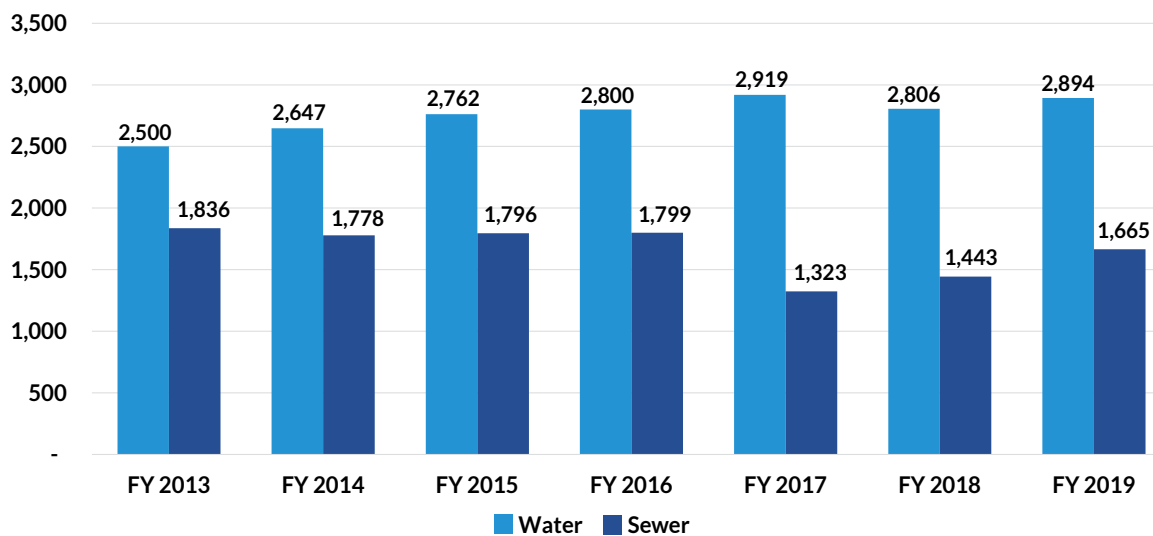
## Statistics

### Number of Active Utility Accounts



Source: City's Finance and Administrative Services Department

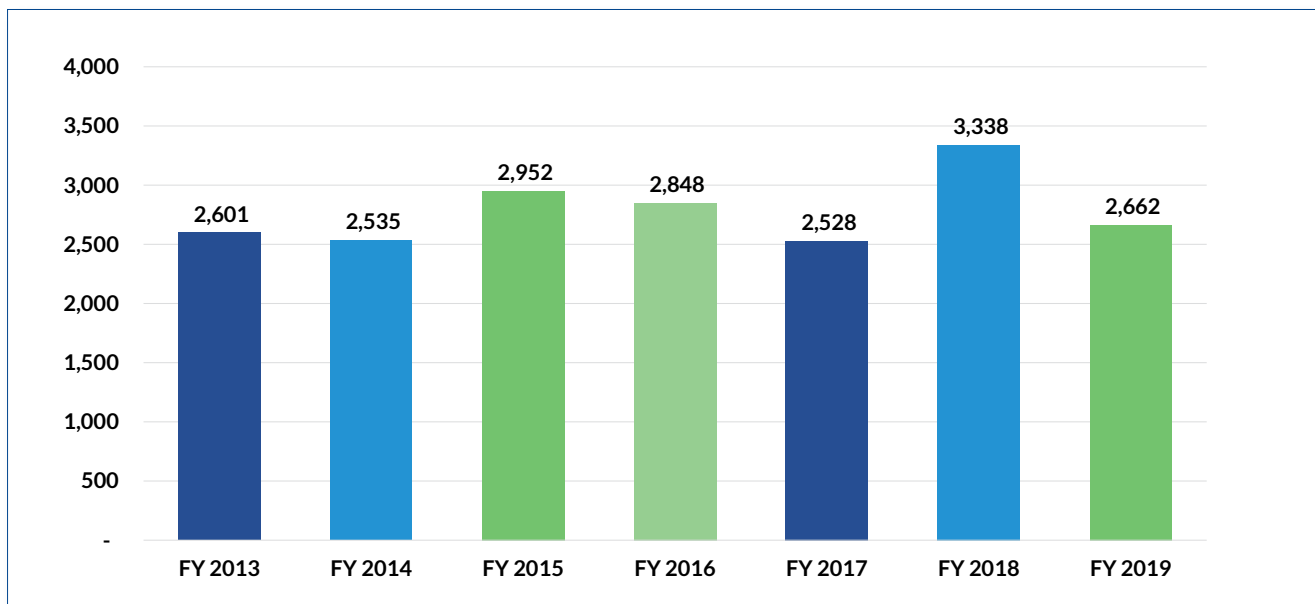
### Water and Sewer Treated (Million Gallons)



Source: Utility Special District

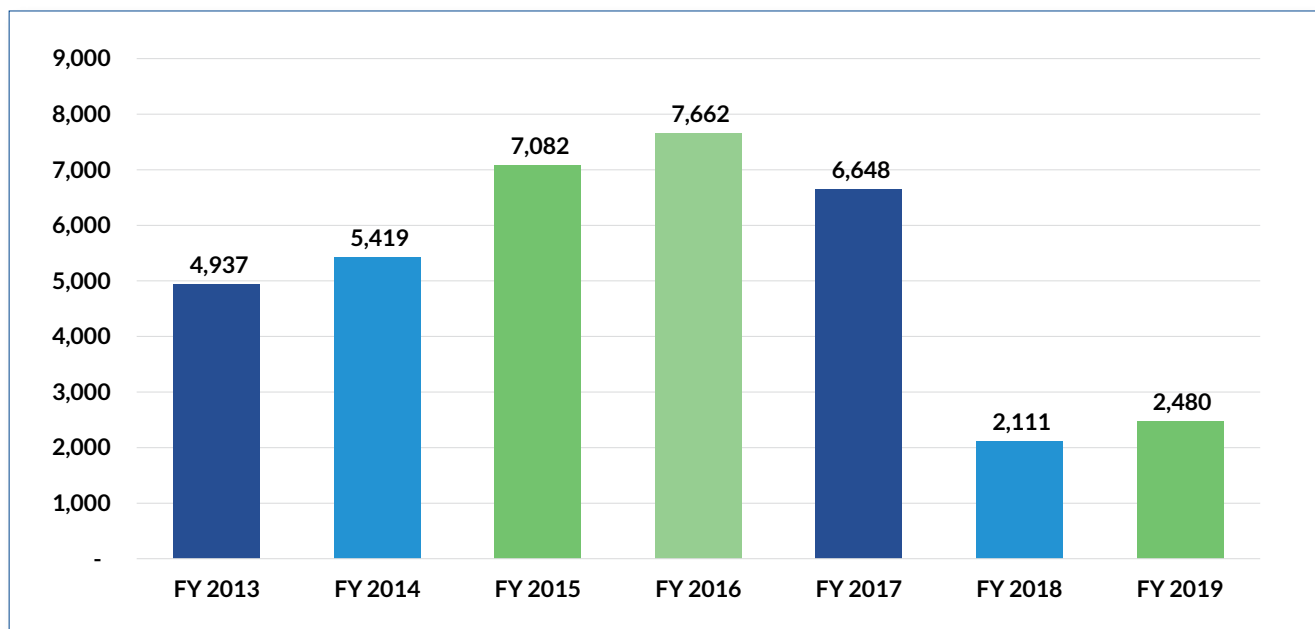


### Building Permits Issued



Source: City's Development Services

### Building Inspections Conducted



Source: City's Development Services

## Full-time Equivalent Positions Summary by Department

Department	FY 2019	FY 2020	Positions Eliminated	Positions Added	FY 2021	Change FY 2020 v. FY 2021
<b>General Government:</b>						
Legislative	3.5	3.5	-	-	3.5	-
City Administration	21.0	22.0	2.0	-	20.0	(2.0)
Finance & Administrative Services	30.0	30.0	6.0	-	24.0	(6.0)
City Clerk	6.0	6.0	1.5	-	4.5	(1.5)
Human Resources	10.0	10.0	3.0	-	7.0	(3.0)
Legal	4.0	6.0	1.0	-	5.0	(1.0)
Development Services	30.0	28.0	-	1.0	29.0	1.0
Procurement	7.0	8.0	1.0	-	7.0	(1.0)
Police	179.0	178.0	11.5	-	166.5	(11.5)
Fire	91.0	91.0	0.5	4.0	94.5	3.5
Public Works	37.0	36.0	8.0	-	28.0	(8.0)
Parks and Recreation	52.5	52.5	7.5	-	45.0	(7.5)
Library	12.0	11.0	1.0	-	10.0	(1.0)
Information Technology	11.0	13.0	4.0	-	9.0	(4.0)
Fleet Services	6.0	6.0	1.0	-	5.0	(1.0)
<b>Total General Government</b>	<b>500.0</b>	<b>501.0</b>	<b>48.0</b>	<b>5.0</b>	<b>458.0</b>	<b>(43.0)</b>
<b>Enterprise Funds:</b>						
Utility Special District	63.0	61.0	3.0	1.0	59.0	(2.0)
Stormwater	11.0	11.0	-	-	11.0	-
Parking	-	1.0	-	-	1.0	-
<b>Total Enterprise Funds</b>	<b>74.0</b>	<b>73.0</b>	<b>3.0</b>	<b>1.0</b>	<b>71.0</b>	<b>(2.0)</b>
<b>Total Full-time Equivalent Positions</b>	<b>574.0</b>	<b>574.0</b>	<b>51.0</b>	<b>6.0</b>	<b>529.0</b>	<b>(45.0)</b>

Source: City's Finance and Administrative Services Department

The following are the explanations of the variances and organizational changes:

### Police Department:

- Unfund 5 positions:
  - » 2 Police Officers (vacant)
  - » 1 Part-time Communications Operator (vacant)
  - » 1 Part-time Senior Office Assistant (vacant)
  - » 1 Part-time Crossing Guard (vacant)
- Unfunded 8 positions to fund PBA Contract:
  - » 3 Sergeants
  - » 5 Police Officers

### Fire Department:

- Create 3 firefighters to maintain staffing at Station 89
- Create 1 Executive Assistant position
- Convert 1 full-time Ocean Rescue position to part-time
- Implement fire assessment fee to fund:
  - » 3 Firefighters
  - » 2 EMS Captains

# Explanations For Variances and Proposed Organizational Changes

## City Clerk:

- Unfund 1 position:
  - » Records Management Specialist (vacant)
  - » Convert 1 full-time Mail Courier position to part-time

## City Attorney:

- Unfund 1 position:
  - » Labor Attorney (vacant)

## Human Resources:

- Unfund 3 positions:
  - » Human Resource Administrator (filled until retirement)
  - » Human Resource Administrator (vacant)
  - » Insurance Technician (vacant)

## Procurement:

- Unfund 1 position:
  - » Senior Procurement Specialist (vacant)
- Reclassify 1 position:
  - » From Contracts Administrator to Contract Manager or Contract Coordinator

## Library:

- Unfund 1 position:
  - » Senior Reference Librarian (vacant)

## City Administration:

- Unfund 2 positions:
  - » Multimedia Specialist II (vacant)
  - » Receptionist (vacant)

## Finance and Administration Services:

- Reclassify 3 positions:
  - » From Treasury Manager to Treasury Services Administrator
  - » From Customer Service Manager to Billing/AMI Administrator
  - » From Assistant Customer Service Manager to Assistant Billing/AMI Administrator
- Unfund 6 positions:
  - » Billing & Collection Technician (vacant)
  - » Business Tax Receipt Specialist (vacant)
  - » 2 Customer Service Representatives (vacant)
  - » Transfer Customer Service Worker (filled)
  - » Transfer Accounting Specialist (filled)

## Information Technology:

- Unfund 4 positions:
  - » Information Services Technician (vacant)
  - » Information Services Technician II (vacant)
  - » System Administrator (vacant)
  - » GIS/CADD Technician (filled)

## Public Works:

- Unfund 8 positions:
  - » Project Manager (filled)
  - » Staff Assistant (filled)
  - » 4 Maintenance Workers (vacant)
  - » Lead Electrician (vacant)
  - » Assistant Public Works Director (vacant)

## Fleet Services:

- Unfund 1 position:
  - » Senior Heavy Equipment Mechanic (vacant)

## Development Services:

- Add 1 position:
  - » Permit Technician for front counter
- Reclassify 2 positions:
  - » From Principal Planner to Long-Range Planner
  - » From Code Inspector to Field Supervisor

## Parks and Recreation:

- Unfund 12 positions:
  - » Parks Superintendent (vacant)
  - » 2 Program Aides - Full-time (vacant)
  - » 8 Program Aides - Part-time (vacant)
  - » Summer Program Coordinator (vacant)

## Utility Special District:

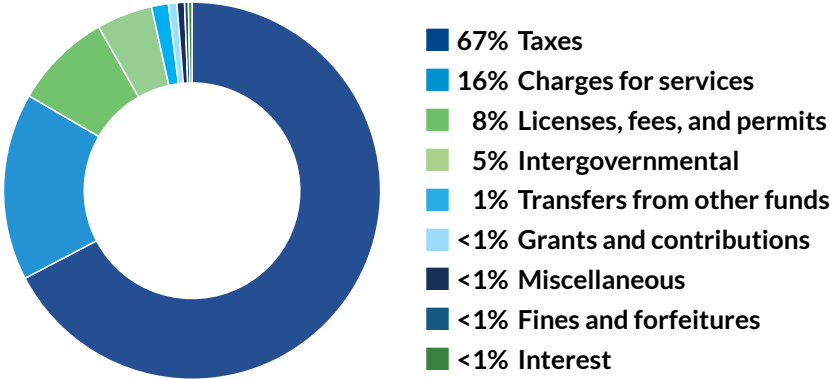
- Unfund 3 positions:
  - » Backflow Technician (vacant)
  - » Assistant Water Plant Superintendent (vacant)
  - » Utility Engineer (filled)
- Reclassify 1 position:
  - » Water/Sewer Superintendent (vacant)
- Add 1 position:
  - » Wastewater Collection Superintendent

## SECTION III: Financial Summaries

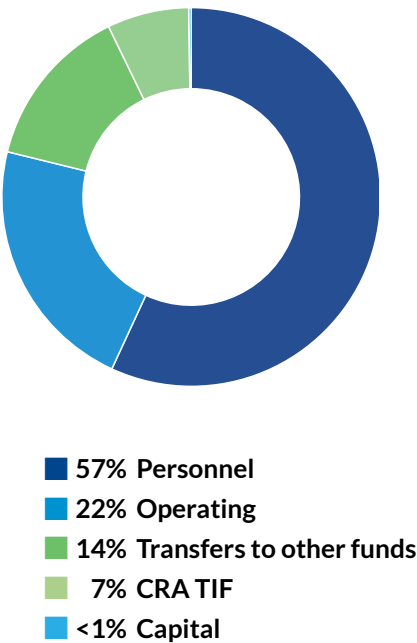


FY 2021 General Operating Budget: \$81.904 million

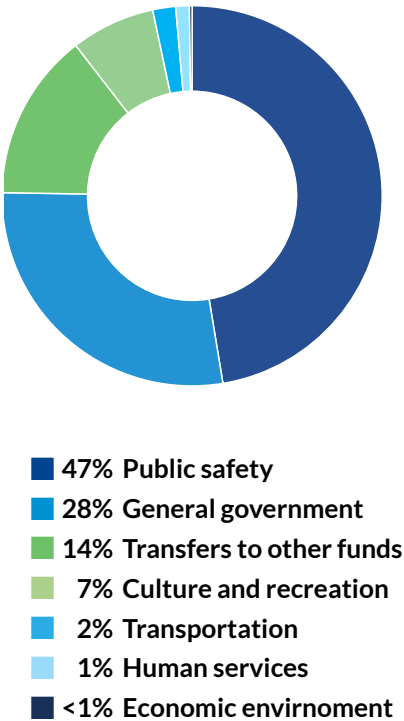
Revenues by Category



Expenditures by Category

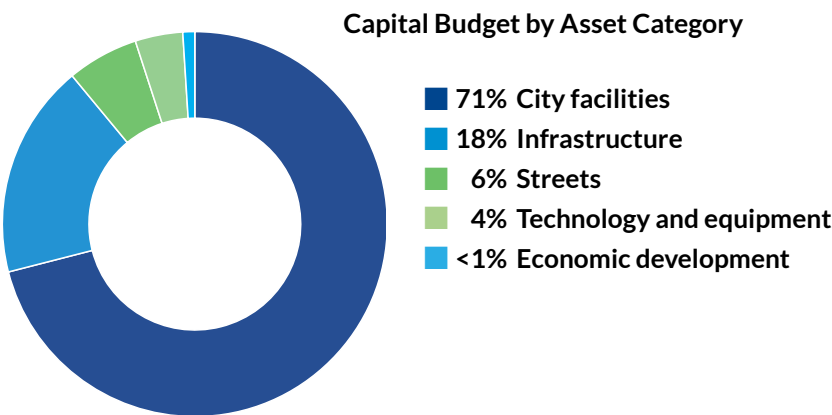
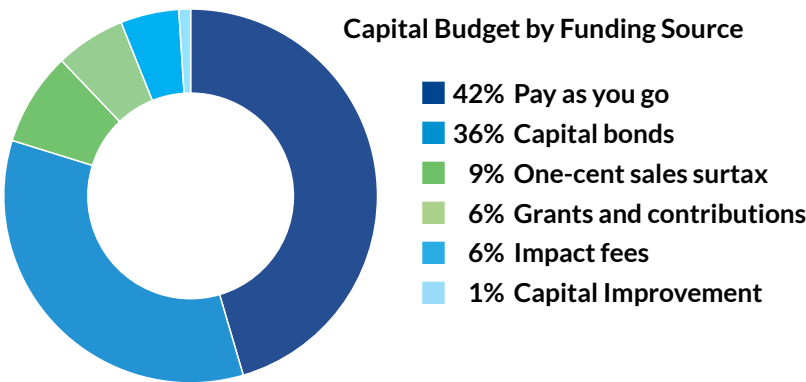


Expenditures by Function

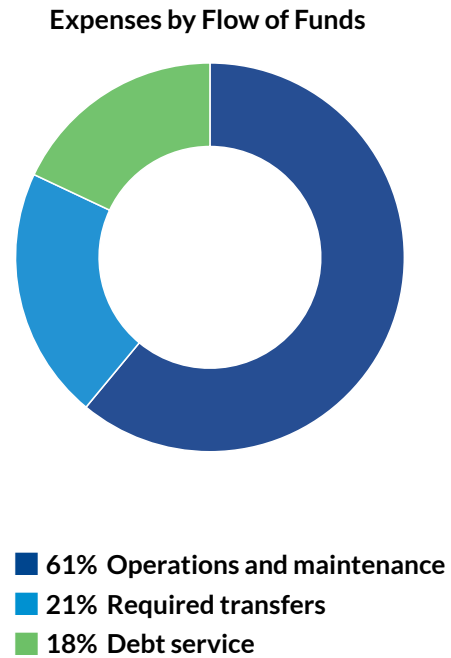
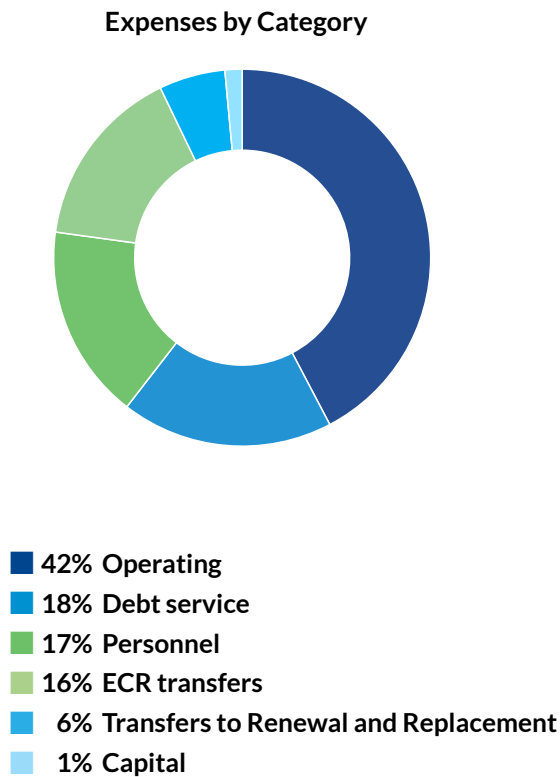
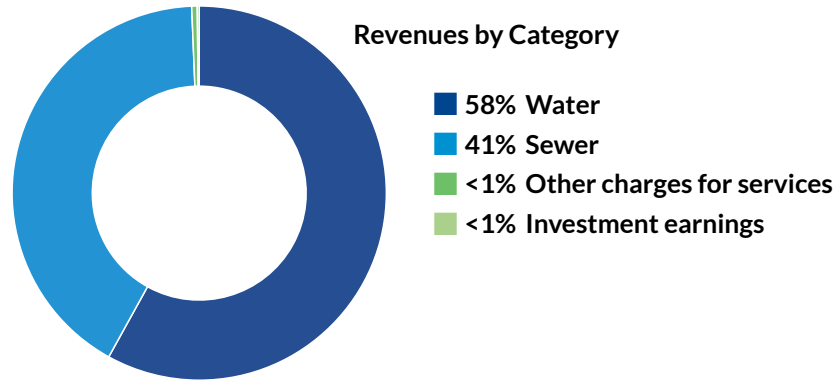




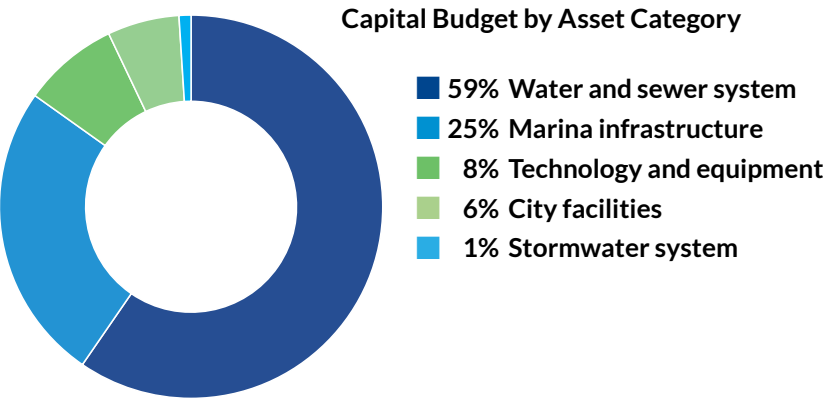
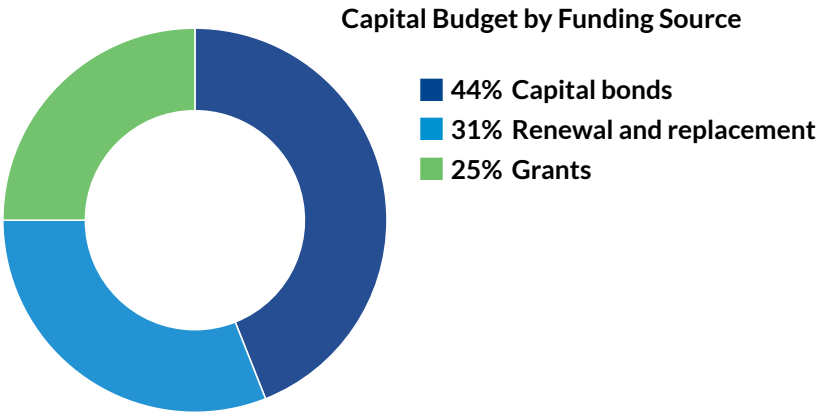
FY 2021 Governmental Capital Budget: \$11.436 million



FY 2021 Utility Special District Operating Budget: \$29.5 million



FY 2021 Enterprise Capital Budget: \$18.610 million



## FY 2021 Budget Preparation Process and Budget Calendar

Florida Statutes, Section 166.241, govern the preparation of the annual budget for the City. The City's budget process provides the steps and guidelines, which the City uses to develop and approve its budget of projected revenues and expenditures for the following fiscal year. The City's budget is developed based on a timetable that is in accordance with the State of Florida's Truth in Millage (TRIM) requirements and to meet the City's internal requirements to establish priorities for the following fiscal year. The requirements include setting a maximum millage rate, announcing the millage rate difference from the rollback rate, and holding two public hearings for millage rate and budget adoption whose dates cannot conflict with the county or school board budget hearings.

The budget process for FY 2021 started in June 2020. The City Manager and the Finance and Administrative Services Department met to discuss revenue projections and to establish general budgetary guidelines and limitations for FY 2021. Thereafter, the City Manager issued budgetary guidelines to departments requesting that a thorough analysis and review are conducted with respect to capital infrastructure and that project and initiatives are implemented to address the major concerns and issues within the community. Operating and capital budgets were projected to increase by 2.5% and departments were required to justify any projected increases above the stipulated 2.5%. The intent of the FY 2021 budget is to support Council's goals and meet operational needs, while maintaining the strong fiscal position that the City has experienced over the past few years and to minimize the impact to the taxpayers. The budget process provides Council and staff with an opportunity to assess services that are offered and to realign the activities for the next fiscal year with the goals of the City.

In July, the City Manager met with department heads to discuss and review budget requests. In July, the Council set the tentative maximum millage rate and in August, the tentative operating budget and capital plan were submitted to the Council for review and comment. The Council is required to adopt the final millage rate and budget for FY 2021 by September. The annual budget for FY 2021 is effective on October 1, 2020.

Year 2020	Budget Activity
June 29	Distribution of FY 2021 Budget Guidance to Department Directors
July 1	Receive preliminary certification of taxable value from Property Appraiser
July 15	Set maximum millage rate for FY 2021 and set first public hearing date and time at Council meeting
July 20	Notify Property Appraiser of millage rate and public hearing date
July 14 to 17	Meet with departments to finalize budget requests, goals, objectives, and measures
July 31	Deliver a tentative budget to Council
Aug 15	Conduct public policy retreat (strategic planning discussion) with Council
Aug 22	Conduct operating budget workshop with Council
Aug 29	Conduct operating budget workshop with Council
Aug 10	Conduct capital plan budget workshop with Council
Sep 3	Palm Beach County First Public Hearing
Sep 4	Palm Beach County School Board Public Hearing
Sep 8	Hold first public hearing to adopt proposed millage rate and tentative budget
Sep 9	Palm Beach County School Board Final Public Hearing
Sep 9	Advise Palm Beach Post to publish/advertise the intent to adopt a final millage rate and budget
Sep 13	Publish/advertise in the Palm Beach Post the intent to adopt a final millage rate and budget
Sep 15	Palm Beach County Final Public Hearing
Sep 16	Hold second and final reading to adopt final millage rate and budget
Sep 18	Submit certified resolution or ordinance adopting final millage rate and budget to the State
Oct 1	Implement adopted budget for FY 2021
Oct 4	Submit Truth in Millage (TRIM) compliance package to the Florida Department of Revenue

## Basis of Budgeting

The system used by governments to determine when budgeted revenues have been realized and when budgeted expenditures have been incurred is referred to as the 'Budgetary Basis of Accounting.' Pursuant to Florida Statutes, Section 166.241(2), the City adopts an annual budget for the General, Debt, Capital, Special Revenue, and Internal Service Funds and for the enterprise operations, Utility Special District, Marina, Stormwater, Solid Waste Collection, and Parking for which the level of expenditures may not legally exceed appropriations. The adopted budget must regulate expenditures of the City and the City may not expend or contract for expenditures except pursuant to the adopted budget.

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements, which govern the City's operations. The governmental funds' budgets for the City are prepared on the current financial resources measurement focus and the modified accrual basis of accounting. Proprietary funds' budgets are prepared using the economic resource measurement focus and the accrual basis of accounting. This process varies from generally accepted accounting principles (GAAP) as a result of provisions made to treat encumbrances as budgeted expenditures in the year of the commitment to purchase.

Budgets are legally adopted on a basis consistent with GAAP for the General, Special Revenue, Capital Projects, and Debt Service Funds. The appropriated budget for the Debt Service Fund is funded primarily from interfund operating transfers. Budgets are adopted for the Capital Project Funds for the respective year along with approval of the Five-Year Capital Improvement Plan. For budget purposes, depreciation is not shown in the annual budgets and debt service is reported as current year expenditures.

The budgetary basis departs from the accounting basis which follows Generally Accepted Accounting Principles (GAAP) in the following ways:

- Property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).

- Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on GAAP revenues.

## Budget Amendment Process

The City Manager is authorized to transfer budgeted amounts within departments within any fund; however, any revisions that increase the total expenditures of any department or fund must be approved by the Council as part of a budget review process.

The budget may be amended as follows:

- Departments may transfer funds between line items within a department. Through a budget transfer, the Department Head requests the transfer of funds and then the City Manager and Director of Finance and Administrative Services either approves or declines the transfer of funds.
- Budget amendments, which increase expenditures or the spending level of individual departments, are requested by the City Manager and approved by Council through resolutions during public Council meetings.
- The budget is amended by automatic reappropriations made by encumbrances related to goods or services for which a contract or purchase order was issued but had not been paid prior to the end of the fiscal year.

Budget amendments are updated by the Finance and Administrative Services Department only.

## Budgetary Control

Management of the City is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.



The City maintains budgetary controls to ensure compliance with legal provisions embodied in the annual appropriated budget approved by Council. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. The City maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at year-end. However, encumbrances generally are reappropriated as part of the following year's budget. All expenditures, other than personnel services, are controlled by a procurement system, which encumbers purchase orders against budgets prior to issuance to the vendors. Purchase orders are not issued until appropriations are made available.

## Independent Audit

The City of Riviera Beach issued a Request for Proposal (RFP) for auditing services in February 2019. The RFP covered auditing services for the City of Riviera Beach, the City of Riviera Beach Utility Special District and the Riviera beach Community redevelopment Agency. Two responses were received. The Council rejected the Evaluation Committee's recommendation.

Subsequently, a new Auditor Selection Committee was formed in accordance with Florida Statutes, Section 218.391. Three responses were received to the re-issued RFP. The Council rejected the recommendation of the number one ranked firm and instead selected to negotiate with the number three ranked firm. The second ranked firm has filed a protest. The protest has been dismissed by the City and, a contract has been executed with the Council's selected firm.

The audit for the fiscal year ended September 30, 2019 is outstanding. By contract, the FY2019 audit shall be completed by February 28, 2021 and the FY2020 shall be completed by June 30, 2021.

## Financial Structure - Fund Accounting

The accounts of the City are organized on the basis of funds or account groups, each of which is a separate accounting entity. The operations of each fund are accounted for using a separate set of self-balancing accounts, which comprise its assets, liabilities, fund equities, revenues, and expenditures or expenses. The various funds are grouped by type in the financial statements. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related

to certain government functions or activities. The City uses the following fund types and account groups:

**1. Governmental funds** are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general capital assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The general fund is used to account for all activities of the general government not accounted for in some other fund.

- **General Fund** - The general operating fund of the City which is used to account for all financial resources except those that require accounting for in another fund.
- **Special Revenue Funds** - Account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.
- **Debt Service Funds** - Account for the accumulation of resources for, and the payment of, long-term debt principal, interest and related costs other than bonds payable from the operations of the enterprise funds.
- **Capital Projects Funds** - Account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

**2. Proprietary funds** are used to account for activities similar to those in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

- **Enterprise Funds** - Account for operations that are financed and operated in a manner similar to private business enterprises. The costs of providing goods or services to the general public are financed or recovered primarily through user charges.
- **Internal Service Funds** - Account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.

3. Fiduciary Funds are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, a pension trust fund, a non-expendable trust fund or an expendable trust fund is used.

### Major Funds

The major funds for budgetary purposes differ from the major funds reported by the City in its FY 2018 audited financial statements. The City reported the General Fund, the Capital Bond Fund, the Community Redevelopment Agency (CRA), and the Utility Special District (USD) as the major funds. The reason for the difference in major fund reporting is that asset and liability numbers are considered in reporting major funds for financial statement reporting and assets and liabilities are not considered for budgeting purposes. The following are major funds and their descriptions:

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those that require accounting for in another fund. The General Fund is considered a major fund for both accounting and budgetary.

The Capital Bond Fund is used to account for infrastructure and major equipment acquisitions of the City. The Capital Bond Fund is not considered as a major fund for budgetary purposes.

The Utility Special District (USD) Operating Fund is used to account for the water and sewer activities for the City. Activities necessary to provide such services are accounted for in this fund, including the administration, maintenance, operations and debt service. The USD Operating Fund is considered a major fund for both accounting and budgetary.

The Riviera Beach Community Redevelopment Agency (CRA) Fund is used to account for the CRA, a component unit of the City. The CRA fund is considered a major fund of the City for financial reporting purposes. The CRA develops its own budget and adopted independently by its Council. The CRA's budget is not included in the City's budget.

### Basis of Accounting

The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB). The accounts of the City are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related, legal, and contractual provisions.

For financial reporting purposes:

a) Governmental Funds use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are "susceptible to accrual" (i.e. both measurable and available). Property taxes are recorded as revenue in the year for which the taxes have been levied, provided they are collected within 60 days after year-end. Investment income is recorded as earned. Other revenues are recorded on a cash basis, because they are generally not measurable until actually received. Expenditures are recorded when the liability is incurred except for (1) interest on general obligation debt, which is recorded when due; and (2) tax abatements, judgments, and claims, all of which are recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.

b) Proprietary Funds and Fiduciary Funds are accounted for using the flow of economic resources measurement focus and full accrual basis of accounting. Under this method, revenues are reported when earned and expenses are recorded at the time liabilities are incurred.



### Major Fund Descriptions:

**General Fund** – The City’s primary operating fund which accounts for the financial resources of the general government, except those which are required to be accounted for in another fund.

**Capital Project Funds** – Accounts for financial resources used to account for infrastructure and major equipment acquisitions of the City which are included in the City’s Capital Improvement Plan (CIP). These funds include: *Acquisition Capital Projects Fund*, *Public Improvement Revenue Bonds Projects Fund*, and *Pay-As-You-Go Fund*.

**Utility Special District Funds** – Accounts for the water and sewer activities for the City. Activities necessary to provide such services are accounted for in these funds, including the administration, maintenance, operations, capital acquisition, repair and renewal, and debt service.

## Department/Fund Relationship

DEPARTMENT	General Fund	Special Revenue Funds	Capital Projects Funds	Internal Service Funds	Enterprise Funds
City Clerk	●				
City Administration	●	●	●		
City Attorney	●				
Development Services	●	●	●		
Finance and Administrative Services	●				
Fire	●	●	●		
Fleet Services	●	●	●	●	
Human Resources	●				
Information Technology			●	●	
Library	●	●	●		
Parks and Recreation	●	●	●		
Police	●	●	●		
Procurement	●				
Public Works	●	●	●		
Utility Special District					●
Stormwater					●
Solid Waste Collection					●
Marina					●
Parking					●

The following details the budget appropriation by fund for FY 2021.

FUND	FY 2021 Appropriation
<b>GOVERNMENTAL FUNDS</b>	
General Fund	\$ 81,903,550
Special Revenue Funds	
Major Disaster	830,180
Operating Grants and Programs	1,381,546
Capital Grants and Programs	756,415
Debt Service Fund	6,955,344
Capital Projects Funds	
Pay as you go	4,850,000
Capital Improvement	100,000
Impact Fees	630,000
Capital Bond Funds	4,100,000
One-cent Infrastructure Sales Surtax	1,000,000
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>102,507,035</b>
<b>PROPRIETARY FUNDS</b>	
Enterprise Funds	
Utility Special District	
Operating	29,500,000
Debt Service	4,264,050
Renewal and Replacement	5,700,000
Capital Bond Funds	7,996,660
Marina	
Operating	2,746,444
Grants	4,742,058
Solid Waste Collection	
Operating	4,263,166
Stormwater Management Utility	
Operating	3,226,343
Capital	172,000
Parking	
Operating	400,000
<b>TOTAL ENTERPRISE FUNDS</b>	<b>63,010,721</b>
Internal Service Funds	
Fleet Services	3,531,465
Information Technology	3,805,638
Insurance	2,530,810
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>9,867,913</b>
<b>TOTAL FY 2021 BUDGET APPROPRIATION</b>	<b>\$ 175,385,669</b>



# FY 2021 Adopted Budget Summary Schedule

## Governmental Funds

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	TOTAL
<b>REVENUES</b>					
Taxes	\$ 56,729,571	\$ -	\$ -	\$ 1,000,000	\$ 57,729,571
Licenses, fees, and permits	5,258,025	-	-	430,000	5,688,025
Intergovernmental	3,926,451	-	-	-	3,926,451
Charges for services	13,162,374	-	-	-	13,162,374
Fines and forfeitures	270,641	-	-	-	270,641
Grants and contributions	592,240	1,381,546	-	256,415	2,230,201
Miscellaneous	528,533	109,597	-	-	638,130
Investment earnings	250,000	-	-	-	250,000
Reserves	-	-	-	5,750,000	5,750,000
Transfers in	1,185,715	720,583	6,955,344	4,000,000	12,861,642
<b>TOTAL REVENUES</b>	<b>81,903,550</b>	<b>2,211,726</b>	<b>6,955,344</b>	<b>11,436,415</b>	<b>102,507,035</b>
<b>EXPENDITURES OR EXPENSES</b>					
General government	21,915,218	830,180	-	-	22,745,398
Public safety	39,912,856	561,672	-	-	40,474,528
Transportation	1,594,340	-	-	-	1,594,340
Human services	946,933	790,686	-	-	1,737,619
Culture and recreation	5,858,276	29,188	-	-	5,887,464
Physical environment	-	-	-	-	-
Capital outlay	-	-	-	11,436,415	11,436,415
Debt service	-	-	6,955,344	-	6,955,344
Transfers out	11,675,927	-	-	-	11,675,927
<b>TOTAL EXPENDITURES OR EXPENSES</b>	<b>\$ 81,903,550</b>	<b>\$ 2,211,726</b>	<b>\$ 6,955,344</b>	<b>\$ 11,436,415</b>	<b>\$ 102,507,035</b>

### Enterprise Funds

	Utility Special District	Marina	Solid Waste Collection	Stormwater	Parking	TOTAL	Internal Service Funds	TOTAL FUNDS
<b>REVENUES</b>								
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	57,729,571
Licenses, fees, and permits	-	-	-	-	-	-	-	5,688,025
Intergovernmental	-	-	-	-	-	-	-	3,926,451
Charges for services	29,310,000	2,712,632	4,183,166	3,221,343	400,000	39,827,141	-	52,989,515
Fines and forfeitures	-	-	-	-	-	-	-	270,641
Grants and contributions	-	4,742,058	-	-	-	4,742,058	9,847,913	16,820,172
Miscellaneous	140,000	13,812	50,000	-	-	203,812	-	841,942
Investment earnings	50,000	20,000	30,000	5,000	-	105,000	20,000	375,000
Reserves	12,034,596	-	-	172,000	-	12,206,596	-	17,956,596
Transfers in	5,926,114	-	-	-	-	5,926,114	-	18,787,756
<b>TOTAL REVENUES</b>	<b>47,460,710</b>	<b>7,488,502</b>	<b>4,263,166</b>	<b>3,398,343</b>	<b>400,000</b>	<b>63,010,721</b>	<b>9,867,913</b>	<b>175,385,669</b>
<b>EXPENDITURES OR EXPENSES</b>								
General government	-	-	-	-	-	-	9,867,913	32,613,311
Public safety	-	-	-	-	-	-	-	40,474,528
Transportation	-	-	-	-	400,000	400,000	-	1,994,340
Human services	-	-	-	-	-	-	-	1,737,619
Culture and recreation	-	2,746,444	-	-	-	2,746,444	-	8,633,908
Physical environment	22,515,084	-	4,263,166	2,411,373	-	29,189,623	-	29,189,623
Capital outlay	13,696,660	4,742,058	-	172,000	-	18,610,718	-	30,047,133
Debt service	4,264,050	-	-	688,057	-	4,952,107	-	11,907,451
Transfers out	6,984,916	-	-	126,913	-	7,111,829	-	18,787,756
<b>TOTAL EXPENDITURES OR EXPENSES</b>	<b>\$ 47,460,710</b>	<b>\$ 7,488,502</b>	<b>\$ 4,263,166</b>	<b>\$ 3,398,343</b>	<b>\$ 400,000</b>	<b>\$ 63,010,721</b>	<b>\$ 9,867,913</b>	<b>\$ 175,385,669</b>

# FY 2021 Budget Appropriations

## Grants And Programs

The following are the City's grants and programs for FY 2021:

### Public Safety

*Bureau of Justice Assistance Bulletproof Vest Partnership Grant (Police)* - Grant provides funding to purchase bulletproof vests for police officers. (\$9,116)

*Palm Beach County 911 Public Safety Answering Points (PSAPs) Grant (Police)* - Grant supports certain communications dispatch personnel costs, overtime, operating supplies, training, and equipment. (\$30,000)

*Palm Beach County Manatee Protection Plan (Police)* - Grant provides funding for police officers to provide additional marine law enforcement services within estuarine waters during manatee season from November 15th to the following March 31st. (\$16,600)

*Victims Advocate Program (Police)* - Grant provides funding for crisis response services, crisis intervention, and assisting investigators that focus on areas of homicide, domestic violence, child deaths, and elderly victimization. (\$232,880)

*U.S. Department of Justice Asset Forfeiture Program (Police)* This program encompasses the seizure and forfeiture of assets that represent the proceeds of, or were used to facilitate federal crimes. The primary mission of the program is to employ asset forfeiture powers in a manner that enhances public safety and security. Agencies are allowed to seize and forfeit contraband that have been used in the commission of felonies. The cash or proceeds from the sale of seized items are deposited to a trust fund for use by law enforcement agencies. (\$41,750)

*U.S. Department of Homeland Security Staffing for Adequate Fire and Emergency Response (SAFER) (Fire)* - This program provides funding to protect the health and safety of public and firefighting personnel against fire and fire related hazards to cover salaries and benefits for nine new recruits. (\$223,690)

### Library

*Florida Department of State Aid to Libraries Grant* - This state grant is used for general operation and maintenance of the City's library. (\$22,612)

### Parks and Recreation

*Florida Department of Environmental Protection Land and Water Conservation Fund Program (LWCF)* - This program provides funding for renovation of baseball fields, an outdoor amphitheater, basketball courts, and restrooms; construct picnic facilities, install benches, trash cans and signage at Dan Callaway. (\$200,000)

*Florida Department of Environmental Protection Recreational Trails Program (RTP)* - This grant provides funding to assist in the construction of exercise trails at Lone Pine. (\$80,000)

*Florida Department of Environmental Protection Florida Recreation Development Assistance Program (FRDAP)* - This grant provides funding for upgrades and renovations to park facility at Lone Pine. (\$50,000)

*State of Florida Division of Cultural Affairs* - Funds for the purpose of Music/Dance/Art Instructors (\$6,576)

### Public Works

*U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG)* - The CDBG program provides funding to address a wide range of community development needs. The City uses CDBG funds for street improvement projects within the City. (\$558,000)

### Social Services

**Smart Reentry Services** - This grant provides funding for the purpose of providing ex-offender reentry services in order to reduce recidivism, rebuild ties between offenders and their families, protect the public, assist offenders in establishing a self-sustaining life, and support evidence-based practices. (\$47,165)

**Ex-Offender Adult Reentry Services** - This program is to provide services primarily to ex-offenders returning to the northern region of Palm Beach County. (\$331,069)

**Second Chance Act** - This program is to enhance the current reentry services offered by providing additional Case Management, Peer Advocates and Support Services for criminal justice-involved citizens. (\$98,552)

**Riviera Beach Civil Drug Court** - This program is funded through the Palm Beach County Criminal Justice Commission. The Riviera Beach Civil Drug Court provides programs and services to prevent and reduce crimes associated with drug use and abuse. (\$133,900)

**Palm Beach County Youth Violence Prevention Project**  
This program is funded through the Palm Beach County Criminal Justice Commission which provides activities and services to youth ages 13 to 18, including after-school programs and activities, tutoring, mentoring, job training, gang prevention outreach, parenting classes, employment services, Safe School Programs, and transportation. (\$180,000)

### Marina

**Florida Inland Navigation District (F.I.N.D.) Waterway Assistance Program** - This grant is for local governments established by the Florida Legislature and the District for the purpose of financially cooperating with local governments to alleviate problems associated with the Atlantic Intracoastal Waterway associated waterways within the District. This grant is for the Marina Phase IIB for the continuation of the replacement and redesign of the City's Marina which includes Floating Dock G for 13 new slips, Dock A with 6 lifts, and the replacement, reconfiguration, and expansion of Pier F. (\$4,742,058)

## Three-Year Consolidated and Fund Financial Schedules

MAJOR FUNDS	GENERAL FUND			UTILITY SPECIAL DISTRICT		
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
<b>FINANCIAL SOURCES</b>						
Taxes	\$ 51,334,592	\$ 53,870,430	\$ 56,729,571	\$ -	\$ -	\$ -
Licenses, fees, and permits	4,654,798	4,668,304	5,258,025	156,333	-	-
Intergovernmental	4,139,167	3,989,588	3,926,451	-	-	-
Charges for services	12,821,127	12,080,406	13,162,374	25,892,429	28,091,310	29,310,000
Fines and forfeitures	680,627	270,641	270,641	-	-	-
Grants and contributions	658,125	542,240	592,240	65,768	-	-
Miscellaneous	387,671	648,877	528,533	1,207,383	140,000	140,000
Investment earnings	881,624	575,000	250,000	1,431,973	350,000	50,000
Capital lease	3,429,188	-	-	-	-	-
Reserves	-	-	-	-	32,392,303	12,034,596
Transfers in	1,052,397	1,098,297	1,185,715	17,115,530	1,662,064	5,926,114
<b>TOTAL FINANCIAL SOURCES</b>	<b>80,039,316</b>	<b>77,743,783</b>	<b>81,903,550</b>	<b>45,869,416</b>	<b>62,635,677</b>	<b>47,460,710</b>
<b>FINANCIAL USES</b>						
General government	20,831,528	22,460,510	21,915,218	-	-	-
Public safety	34,108,471	35,583,413	39,912,856	-	-	-
Transportation	1,516,264	1,842,101	1,594,340	-	-	-
Human services	639,147	962,340	946,933	-	-	-
Culture and recreation	5,923,167	5,749,906	5,858,276	-	-	-
Physical environment	-	-	-	18,359,665	23,339,144	22,515,084
Capital outlay	3,676,025	-	-	-	32,392,303	13,696,660
Debt service	-	-	-	2,407,495	4,261,425	4,264,050
Transfers out	11,289,944	11,145,513	11,675,927	19,631,588	2,642,805	6,984,916
<b>TOTAL FINANCIAL USES</b>	<b>77,984,546</b>	<b>77,743,783</b>	<b>81,903,550</b>	<b>40,398,748</b>	<b>62,635,677</b>	<b>47,460,710</b>
Net Increase / (Decrease) In Fund Balance / Net Position	2,054,770	-	-	5,470,668	-	-
Fund Balance/Net Position - Oct 1	30,337,245	32,392,015	32,392,015	81,704,733	87,175,401	87,175,401
<b>Fund Balance/Net Position - Sep 30</b>	<b>\$ 32,392,015</b>	<b>\$ 32,392,015</b>	<b>\$ 32,392,015</b>	<b>\$ 87,175,401</b>	<b>\$ 87,175,401</b>	<b>\$ 87,175,401</b>
<b>Fund Balance / Net Position - Percent Change</b>	<b>6.77%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>6.70%</b>	<b>0.00%</b>	<b>0.00%</b>
Unassigned Fund Balance / Unrestricted Net Position as a % of Total Operating Revenues	43%	42%	40%	115%	114%	109%
Unassigned Fund Balance / Unrestricted Net Position as a % of Total Operating Revenues Requirement	20%	20%	20%	20%	20%	20%



## Three-Year Consolidated and Fund Financial Schedules

NON-MAJOR FUNDS	OTHER GOVERNMENTAL FUNDS			OTHER ENTERPRISE FUNDS		
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
<b>FINANCIAL SOURCES</b>						
Taxes	\$ 2,821,371	\$ 1,125,000	\$ 1,000,000	\$ -	\$ -	\$ -
Licenses, fees, and permits	184,145	-	430,000	-	-	-
Intergovernmental	-	-	-	-	-	-
Charges for services	-	-	-	8,920,782	10,428,545	10,517,141
Fines and forfeitures	44,196	-	-	-	-	-
Grants and contributions	2,441,631	2,902,265	1,637,961	1,780,022	1,381,262	4,742,058
Miscellaneous	676	-	109,597	1,630,908	50,000	63,812
Investment earnings	984,397	36,000	-	98,841	80,000	55,000
Capital lease	-	-	-	-	-	-
Reserves	-	4,397,903	5,750,000	-	933,468	172,000
Transfers in	13,471,727	11,145,513	11,675,927	11,915,549	-	-
<b>TOTAL FINANCIAL SOURCES</b>	<b>19,948,143</b>	<b>19,606,681</b>	<b>20,603,485</b>	<b>24,346,102</b>	<b>12,873,275</b>	<b>15,550,011</b>
<b>FINANCIAL USES</b>						
General government	1,068,819	685,581	830,180	-	-	-
Public safety	613,195	984,061	561,672	-	-	-
Transportation	-	-	-	-	400,000	400,000
Human services	547,983	650,301	790,686	-	-	-
Culture and recreation	12,151	17,836	29,188	5,498,225	2,674,079	2,746,444
Physical environment	-	-	-	6,383,086	6,529,103	6,674,539
Capital outlay	7,624,748	10,802,970	11,436,415	-	2,464,730	4,914,058
Debt service	6,304,995	6,465,932	6,955,344	251,545	687,807	688,057
Transfers out	407,229	-	-	12,226,442	117,556	126,913
<b>TOTAL FINANCIAL USES</b>	<b>16,579,120</b>	<b>19,606,681</b>	<b>20,603,485</b>	<b>24,359,298</b>	<b>12,873,275</b>	<b>15,550,011</b>
Net Increase / (Decrease) In Fund Balance / Net Position	3,369,023	-	-	(13,196)	-	-
Fund Balance/Net Position - Oct 1	30,915,074	34,284,097	34,284,097	24,153,720	24,140,524	24,140,524
<b>Fund Balance/Net Position - Sep 30</b>	<b>\$ 34,284,097</b>	<b>\$ 34,284,097</b>	<b>\$ 34,284,097</b>	<b>\$ 24,140,524</b>	<b>\$ 24,140,524</b>	<b>\$ 24,140,524</b>
<b>Fund Balance / Net Position - Percent Change</b>	<b>10.90%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-0.05%</b>	<b>0.00%</b>	<b>0.00%</b>

## Three-Year Consolidated and Fund Financial Schedules

NON-MAJOR FUNDS	INTERNAL SERVICE FUNDS			TOTAL		
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
<b>FINANCIAL SOURCES</b>						
Taxes	\$ -	\$ -	\$ -	\$ 54,155,963	\$ 54,995,430	\$ 57,729,571
Licenses, fees, and permits	-	-	-	4,995,276	4,668,304	5,688,025
Intergovernmental	-	-	-	4,139,167	3,989,588	3,926,451
Charges for services	-	-	-	47,634,338	50,600,261	52,989,515
Fines and forfeitures	-	-	-	724,823	270,641	270,641
Grants and contributions	8,671,713	9,210,454	9,847,913	13,617,259	14,036,221	16,820,172
Miscellaneous	1,574,814	-	-	4,801,452	838,877	841,942
Investment earnings	306,178	20,000	20,000	3,703,013	1,061,000	375,000
Capital lease	-	-	-	3,429,188	-	-
Reserves	-	-	-	-	37,723,674	17,956,596
Transfers in	-	-	-	43,555,203	13,905,874	18,787,756
<b>TOTAL FINANCIAL SOURCES</b>	<b>10,552,705</b>	<b>9,230,454</b>	<b>9,867,913</b>	<b>180,755,682</b>	<b>182,089,870</b>	<b>175,385,669</b>
<b>FINANCIAL USES</b>						
General government	8,774,453	9,230,454	9,867,913	30,674,800	32,376,545	32,613,311
Public safety	-	-	-	34,721,666	36,567,474	40,474,528
Transportation	-	-	-	1,516,264	2,242,101	1,994,340
Human services	-	-	-	1,187,130	1,612,641	1,737,619
Culture and recreation	-	-	-	11,433,543	8,441,821	8,633,908
Physical environment	-	-	-	24,742,751	29,868,247	29,189,623
Capital outlay	-	-	-	11,300,773	45,660,003	30,047,133
Debt service	-	-	-	8,964,035	11,415,164	11,907,451
Transfers out	-	-	-	43,555,203	13,905,874	18,787,756
<b>TOTAL FINANCIAL USES</b>	<b>8,774,453</b>	<b>9,230,454</b>	<b>9,867,913</b>	<b>168,096,165</b>	<b>182,089,870</b>	<b>175,385,669</b>
Net Increase / (Decrease) In Fund Balance / Net Position	1,778,252	-	-	12,659,517	-	-
Fund Balance/Net Position - Oct 1	13,862,657	15,640,909	15,640,909	180,973,429	193,632,946	193,632,946
<b>Fund Balance/Net Position - Sep 30</b>	<b>\$ 15,640,909</b>	<b>\$ 15,640,909</b>	<b>\$ 15,640,909</b>	<b>\$ 193,632,946</b>	<b>\$ 193,632,946</b>	<b>\$ 193,632,946</b>
<b>Fund Balance / Net Position - Percent Change</b>	<b>12.83%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>7.00%</b>	<b>0.00%</b>	<b>0.00%</b>

While the City does not have a comprehensive set of financial policies that have been adopted by Council, there are guidelines in place that set forth the basic framework for overall fiscal management of the City. With the development and implementation of the Strategic Plan, City management may revise policies and procedures to further the growth and financial security of the City. Operating independently of changing circumstances and conditions, the financial policies guide the decision making process of the City Manager, Mayor, Council, and Administration. These policies provide guidelines for evaluating both current activities and future programs.

Downward trends in the state and/or local economy will adversely impact the City's ability to realize its budgeted revenues in the categories of franchise fees, utility taxes and state-shared revenues. Therefore, quarterly monitoring and conservatism should mitigate any unforeseen circumstances. Complementing this practice is one in which a certain amount of expenditures are frozen and are not released for use until it is clear that revenues will be at projected levels.

Council and management collaborate to establish goals and objectives that measure the performance and effectiveness of the City. Financial policies and guidelines are developed in order for Council to monitor the performance of the City. This section contains a summary of the various accounting and financial policies that are used to develop the annual budget and to prepare the CAFR.

## Financial Goals

- Ensure that services are provided through the prudent management of financial resources while maintaining an adequate financial position.
- Ensure that the City is in a position to respond timely to changes in the economy without causing financial disruption in the provision of services.
- Maintain a good credit rating and ensure that the City's finances are well managed in a sound financial manner to prevent default on debt.
- Adhere to the accounting and management policies set forth for financial reporting and budgeting.
- Develop operating policies and guidelines that ensure that the financial resources of the City are protected.

## General Policies and Guidelines

- As stipulated in Florida Statutes 166.241, the City must adopt a budget each fiscal year beginning October 1 of each year and ending September 30 of the following year. The City's budget is adopted by ordinance.
- According to Florida Statutes, municipalities are required to adopt a balanced budget wherein revenues match expenditures. The amount of taxation and other sources, including balances brought forward from prior fiscal years must equal the total appropriations for expenditures and reserves. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes over a defined budget period.
- Financial performance comparing actual results with budgeted revenues and expenditures is performed by the Finance Department on a quarterly basis. Where there are variances, the departments may transfer funds between line items within a department with the proper authorization and approval.
- Economic conditions are monitored on an ongoing basis so that the City can address such effects in a timely manner.
- The City will develop internal auditing procedures for the City's operations and these procedures will be performed to ensure that the City is in compliance with applicable laws and the City's policies and procedures. When necessary, corrective action will be communicated to the City Manager and Council. Corrective actions will be followed up to ensure compliance and that issues are corrected.
- The City uses the State of Florida Uniform Accounting System Chart of Accounts and the accounts structure is the basis on which the City's Chart of Accounts is developed.
- In accordance with Florida Statutes, Section 218.32, the City will file its Annual Financial Report with the Department of Financial Services within 45 days of receiving the auditor's report on the financial statements.

## Internal Controls

The City's management is responsible for establishing and maintaining internal controls designed to ensure that the assets of the City are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of the financial statements in conformity with GAAP. The City employs a full-time Internal Auditor to ensure that the internal controls structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of the control should not exceed the benefits likely to be derived and (2) the valuation of the costs and benefits requires estimates and judgments by management. The City believes that the established system of internal accounting controls adequately safeguards assets and provides reasonable assurance of proper recording of financial transactions.

## Strategic Plan

The primary purpose of government is to provide public safety, public services, and an enhanced community environment for its citizens. The City continuously strives to provide the services required by its residents, business owners, and visitors.

The strategic plan continues to incorporate the discussion of internal and external factors that may impact the City over the next few years along with an assessment of the City's current situation. Council identified the following five goals for the City:



Objectives have been identified by the Departments to meet the City's goals. While the framework has been established for the City's strategic plan, the City recognizes that the plan requires ongoing review and changes may be necessary to address the challenges that may emerge from time to time.

The objectives for economic development incorporate the funding and implementation of the Marina District, the development of a unified marketing plan, and the continuation of support to small businesses, which are generally administered by the Riviera Beach Community Redevelopment Agency.

A sound debt management policy begins with a multi-year budgetary forecast and component capital improvement plan (collectively the 'Strategic Finance Plan') that forecasts revenues and expenditures including pay-as-you-go funding for capital projects. Pay-as-you-go funding coupled with anticipated grant funding and related aid provides the base funding for capital projects and upon integration with the Capital Improvement Plan provide a clear picture of the remaining funding requirements. The City annually adopts a Five-Year Strategic Finance Plan that includes the following components:

## 1. Strategic Budgetary Forecasting System

The City has developed a strategic budgetary forecasting system to be used in preparation of the Five-Year Budgetary Forecast (Budget Forecast) component of the Strategic Finance Plan. The Budget Forecast is presented for consideration and adoption by the Council as part of the annual budget process.

The Budget Forecast assesses the long-term financial implications of current and proposed policies, programs, and assumptions to develop the appropriate strategies in order to achieve the City's goals. Revenues and expenditures forecasting is a key component in determining future options, potential problems, and opportunities.

Forecasting for revenues and expenditures enables the followings:

- Provides an understanding of available funding.
- Evaluates financial risk.
- Assesses the likelihood that services can be sustained.
- Assesses the level at which capital investment can be made.
- Identifies future commitments and resource demands.
- Identifies key variables that cause change, either positively or negatively, in the level of revenues and/or expenditures.

The Budget Forecast sets forth revenues and expenditures for the next five fiscal years and is updated as needed, or at a minimum, annually. The Budget Forecast includes the following elements:

- Operating revenue forecast includes:
  - Comprehensive taxable property value growth and new construction value-added revenue forecasting.
  - General operating revenue growth based on historical trends and current/short-term market expectations.
  - Anticipated grant funding and related aid.
  - One-time revenue sources.
- Operating expenditure forecast includes:
  - Personnel expenditure forecasting in accordance with existing/anticipated contract terms and related benefit requirements.
  - General operating expenditure growth based on historical trends and current/short-term market expectations.
  - One-time expenditure requirements.
- Capital expenditure forecast includes:
  - Renewal and replacement of existing assets including fleet and technology equipment.
  - Renewal and replacement of existing infrastructure including streets, curbs, sidewalks, streetlights, water, sewer, and stormwater.
  - Pay-as-you-go funding for capital projects.
  - One-time expenditure requirements.
- Financial position forecast includes fund balance requirements pursuant to City Code.
- Inclusion of new initiatives and funding directives as set forth by the City Manager and Council.



2. Strategic Capital Planning and Financing System

The City has developed a capital planning and financing system to be used in preparation of the Five-Year Capital Improvement Plan (CIP) component of the Strategic Finance Plan. The CIP is presented for consideration and adoption by the Council as part of the annual budget process. Individual departments are responsible for the preparation and prioritization of capital projects and the Director of Finance and Administrative Services (Finance Director) is responsible for the coordination and preparation of the CIP. The CIP anticipates the City’s capital funding needs for the next five fiscal years and is updated as needed, or at a minimum, annually. The CIP includes the following elements:

- Capital projects based on priority
- Capital project timing requirements
- Capital project funding requirements
  - Capital funding requirements.
  - Operating budget requirements (i.e. operational/maintenance funding requirements resulting from the capital projects).
  - Renewal and replacement requirements.
- Comprehensive funding sources listing
  - Capital project generated funding sources.
  - Grant funding sources and related aid.
  - Pay-as-you-go funding sources.
  - Debt obligations including Financing Plan.

The following are the major policies that guide the City’s finances:

- Investment Policy
- Debt Policy
- Fund Balance Policy

## Investment Policy

### Purpose

The purpose of the Investment Policy is to set forth the investment objectives and parameters for the management of the public funds of the City. The policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed and an investment return competitive with comparable funds and financial market indices.

### Scope

In accordance with Florida Statutes, Section 218.415, the policy applies to the investment of cash and investment balances in the City's funds. The policy does not apply to the investment of principal, interest, reserve, construction, capitalized interest, redemption or escrow accounts created by ordinance or resolution pursuant to the issuance of bonds where the investments are held by an authorized depository, funds received and held in specific accounts in compliance with Federal or State grant awards, and the City's pension trust funds, which are administered separately.

### Investment Objectives

The primary objectives in the investment of City funds under control of the Finance Department are to ensure the safety of principal, while managing liquidity requirements for debt service and other financial obligations of the City, and providing the highest investment return using authorized investment instruments.

#### A. Safety of Principal

Safety of principal is the foremost objective of the investment program. City investments are undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. To attain this objective, diversification is required to ensure that the Finance Director prudently manages market, interest rate and credit risks. Each investment purchase is limited to those defined as eligible in the Investment Policy. Investments seek to keep capital losses to a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the funds.

#### B. Liquidity

The investment portfolio is managed in a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodic cash flow analyses are completed in order to ensure that the investments are positioned to provide sufficient liquidity.

#### C. Return on Investments

The investment portfolio is invested with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

### Standards of Care

To accomplish the investment objectives, authorized persons engaged in the investment process are required to perform their duties responsibly in accordance with the following standards:

#### A. Prudence

The standard of prudence to be used by City staff is the 'Prudent Person' standard and is applied in the context of managing the overall investment program. The Prudent Person standard is that investments are made with judgment and care, under prevailing circumstances, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital and as the probable income to be derived from the investment.

#### B. Ethics and Conflicts of Interest

City staff involved in the investment process are to refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions and are required to disclose to the City any material financial interests in financial institutions that conduct business with the City, and further disclose any material personal financial and investment positions that could be related to the performance of the City's investment program.

## Investment Guidelines

Investments must be made in securities authorized by Florida Statutes and the City's Investment Policy.

### A. Maturity and Liquidity Requirements

- i. Operating Funds - To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds are to have maturities of no longer than twenty-four months.
- ii. Core Funds - Investments of reserves, capital funds, and other non-operating funds are to have a term appropriate to the need for funds, but in no event shall exceed five years and the average duration of the portfolio as a whole may not exceed three years.

### B. Authorized Investment Instruments and Portfolio Composition

Florida Statutes, City Ordinances, the Investment Policy, and legal covenants related to outstanding bond issues govern the City's investment practices. Florida Statutes establish permitted investments, asset allocation limits, issuer limits, credit rating requirements, and maturity limits to protect the City's cash and investments assets. Investments are managed and governed according to meet investment objectives of safety of principal, maintenance of liquidity, and return on investment.

The Investment Policy states that the management and responsibility for City funds in the investment program and investment transactions is delegated to the Director of Finance and Administrative Services (Director) who will establish written procedures for the operation of the investment portfolio and a system of internal accounting and administrative controls to regulate the activities of employees. The City engages a registered investment manager to assist in investing, monitoring, or advising on investments. The Policy does not apply to the investment of accounts created by ordinance or resolution pursuant to the issuance of bonds. The three pension trust funds are not governed by the City's Investment Policy.

It is the policy of the City to diversify its investment portfolio to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets are to be diversified by maturity, issuer and class of security.

The City's Investment Policy authorizes the investments in the following instruments, which are limited to credit quality ratings from Nationally Recognized Statistical Rating Organization (NRSRO) at the time of purchase:

- Florida PRIME investment pool that is consistent with Section 215.47, Florida Statutes and operated as a '2a7-like' fund using the U.S. Securities and Exchange Commission's (SEC) investment requirements for 2a-7.
- U.S. Treasury securities which are guaranteed by the full faith and credit of the United States with maturities not to exceed five years from the date of purchase.
- U.S. Government agencies and Federal Instrumentality obligations which are backed by the full faith and credit of the United States with maturities not to exceed five years from the date of purchase.
- Mortgage-Backed Securities, which are based on mortgages that are guaranteed by a government agency for payment of principal and guarantee of timely payment.
- Interest Bearing Time Certificates of Deposit or Savings Accounts provided that such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes with maturities not to exceed one year from the date of purchase.
- Repurchase Agreements that compose investments based on the requirements set forth by the City's Master Repurchase Agreement with maturities not to exceed 90 days from the date of purchase.
- Commercial Paper of any U.S. company that is rated, at the time of purchase, 'Prime1' by Moody's and 'A-1' by Standard and Poor's or the equivalent by accredited rating agencies with maturities not to exceed 270 days from the date of purchase.
- Corporate Notes issued by corporations organized and operating within the U.S. by depository institutions licensed by the U.S. that have a minimum long term debt rating, at the time of purchase, of 'A' or better by any NRSRO with maturities not to exceed 3 years from the date of purchase.

- Asset-Backed Securities which are backed by financial assets that have a minimum long term debt rating, at the time of purchase, of 'A' or better by any NRSRO with maturities not to exceed 3 years from the date of purchase.
- Bankers' Acceptances issued by a domestic bank or a federally chartered domestic office of a foreign bank, which are eligible for purchase by the Federal Reserve System that have a minimum short term rating, at the time of purchase, of 'P-1' by Moody's or 'A-1' by Standard and Poor's with maturities not to exceed 180 days from date of purchase.
- State and/or Local Government Taxable and/or Tax-Exempt Debt that are rated least 'Aa' by Moody's and 'AA' by Standard & Poor's for long-term debt, or rated at least 'MIG-1' by Moody's and 'SP-1' by Standard & Poor's for short-term debt or the equivalent by accredited ratings agencies with maturities not to exceed three years from date of purchase.
- Money Market Mutual Fund shares in open-end, no-load funds that are registered under the Federal Investment Company Act of 1940 and operated in accordance with 17 C.F.R. § 270.2a-7. The prospectus of such funds must indicate that the share value shall not fluctuate which have an average weighted maturity of 90 days or less.
- Mutual Funds shares in open-end and no-load mutual funds, with fluctuating net asset values, provided such funds are registered under the Federal Investment Company Act of 1940. The prospectus of such funds must indicate that the mutual fund's average duration is maintained at three (3) years or less and the mutual fund invests exclusively in investment instruments as authorized by the City's Investment Policy.
- Intergovernmental Investment Pools that are authorized pursuant to the Florida Inter-local Cooperation Act, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.

The City's investment portfolio is designed to reduce the concentration of credit risk within the City's investment portfolio. A maximum of 25% of available funds may be

invested in the Florida PRIME Fund, 100% of available funds may be invested in U.S. Treasury Securities, 50% of available funds may be invested in U. S. Government Agencies with a 25% limit on individual issuers, 80% of available funds may be invested in Federal Instrumentalities with a 50% limit on individual issuers, 30% of available funds may be invested in Mortgage-Backed Securities with at 20% limit on individual issuers, 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit with a 15% limit on individual issuers, 50% of available funds may be invested in repurchase agreements with a 25% limit on any one institution, 30% of available funds may be directly invested in commercial paper with a 10% limit on individual issuers, 30% of available fund may be invested in Corporate Notes with a limit of 10% on individual issuers, 15% of available funds may be invested in Asset Backed Securities with a limit of 5% on individual issuers, 25% of available funds may be directly invested in Bankers' Acceptances with a 5% limit on individual issuers, 20% of available funds may be invested in taxable and tax-exempt debts, 75% of available funds may be invested in money market mutual funds with a limit of 25%, 20% of available funds may be invested in mutual funds with a limit of 20%, and 50% of available funds may be invested in intergovernmental investment pools. The maximum amount of corporate investments cannot exceed 40%, which is the combination of Commercial Paper, Corporate Notes, and Asset Backed Securities.

The City has investments in two investment pools, Florida Cooperative Liquid Assets Securities System (FL CLASS) administered by Public Trust Advisors, LLC and Florida Public Assets for Liquidity Management (FL PALM) is administered by PFM Asset Management. Investments in these two pools have been valued based on their respective fair value factor as of the financial statement date.

Investment in any derivative products or use of reverse repurchase agreements requires specific Council approval prior to their use. If the Council approves the use of derivative products, the Director shall develop sufficient understanding of the derivative products and have the expertise to manage them. If the Council approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the Director has sufficient resources and expertise to manage such investments. As of September 30, 2020, the City did not have investments in any derivative

products or reverse repurchase agreements. The city has no formal policy relating to foreign currency risk. For the year ended September 30, 2020, the City had no investment exposure to foreign currency.

## Periodic Review

An annual independent audit and review of the City's books and records will be performed to evaluate the nature of the overall portfolio investment activities and to verify invested funds. The independent audit review will also examine procedures and written guidelines and the established internal control mechanisms to ensure compliance with the objectives of the Investment Policy.

## Reporting

Monthly and annual reports summarizing the investment portfolio by security types, values, maturities and the portfolio's performance relative to standard benchmarks are to be provided to the City Manager. The Finance Director and/or the City's investment managers are to provide the City Manager with an annual performance investment reports. Once reviewed by the City Manager, the reports are submitted to the Council.

## Adoption of Investment Policy

The Investment Policy is reviewed annually by the Finance Director for any adjustments due to changes or developments that may benefit the City. Modifications to the Investment Policy must be approved by Council and adopted by resolution.

## Debt Management Policy

The City formally adopted a Debt Management Policy in October 2013 and subsequently adopted modifications to the Policy in February 2020. There are no legal debt limits placed on the City through state law (no such limit exists in Florida), local ordinances or local resolutions. The City continually pursues ways to potentially limit debt and improve its overall financial position. These actions include such measures as:

- Limiting future capital spending projects and minimizing the issuance of additional debt.
- Taking advantage of refunding opportunities, if any arise, to decrease future annual debt service requirements.

- Restructuring existing debt, where legally possible, to remove the City's backup pledge on debt that benefits specific districts where sufficient revenues are available from those districts to repay the debt.

- Committing proceeds from the sale or other disposal of any assets financed by debt to the prepayment or early payoff of the related debt.

The City does not issue debt, long or short term, to finance operational costs.

## Purpose

The purpose of the Debt Management Policy is to establish parameters and provide guidance governing the issuance, management, continuing evaluation of and reporting on debt obligations issued by the City and to provide for the preparation and implementation necessary to assure compliance and conformity with the Debt Management Policy.

## Conditions for Debt Issuance

### A. Purposes and Uses of Debt

Under the governance and guidance of Federal and State laws and the City's Charter, ordinances and resolutions, the City may periodically enter into debt obligations that: (1) finance the construction, rehabilitation, or acquisition of infrastructure and other assets; (2) refinance existing debt obligations for the purpose of meeting its governmental obligations to its citizens and stakeholders; or (3) reduce unfunded accrued liabilities associated with pension obligations or other-post-employment benefits. It is the City's desire and direction to assure that such debt obligations are issued and administered in an effective manner that achieves a long-term financial advantage to residents and stakeholders while making every effort to maintain and improve the City's credit ratings and reputation in the investment community.

The City may desire to issue debt obligations on behalf of external agencies or authorities for the purpose of construction or acquisition of infrastructure and other assets which further the strategic priorities of the City. In such cases, the City takes reasonable steps to confirm the financial feasibility of the project and the financial solvency of the borrower and take reasonable precautions to ensure the public purpose and financial viability of such transactions.



The City does not issue debt obligations or utilize debt proceeds to finance current operations of City government unless necessitated by a state of emergency (e.g. hurricane), as evidenced in writing by the Mayor.

## B. Funding of Capital Projects

The City's preferred method for funding capital projects in the CIP is through current revenues when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid. Debt obligations may be issued for capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries. The Finance Director is responsible for evaluating and recommending the funding method of capital projects in the CIP.

## C. Debt Calendar and Financing Plan

The Finance Director is responsible for overseeing and coordinating the timing, process of issuance, and marketing of the City's borrowing and capital funding activities (Financing Plan) required in support of the CIP. In this capacity, the Finance Director makes recommendations to the City Manager and Council regarding necessary and desirable actions and keeps them informed through regular and special reports as to the progress and results of current year activities under the CIP.

## D. Debt Authorization

No debt obligation issued for the purpose of financing capital projects may be authorized by the Council unless it has been included in the Strategic Finance Plan or until the Council has modified said Plan. Such modification occurs only after the Council has received a report of the impact of the contemplated debt obligation on the existing Strategic Finance Plan and recommendations as to the financing arrangements from the Finance Director.

## Limitations on Indebtedness

The following constraints govern the issuance and administration of debt obligations:

### A. Purposes of Issuance

The City may issue debt obligations for: (1) construction, rehabilitation, or acquisition of infrastructure and other capital assets; (2) refinancing existing debt obligations; and (3) reducing unfunded accrued liabilities associated with pension obligations or other-post-employment benefits.

### B. Maximum Maturities

Debt obligations are to have a maximum maturity of the earlier of: (1) the estimated useful life of the capital improvements being financed; or (2) thirty years; or (3) in the event they are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced. Moreover, to the extent possible, the City should design the repayment of debt so as to recapture rapidly its credit capacity for future use. The City may choose to structure debt repayment so as to wrap around existing obligations or to achieve other financial planning goals. Such alternative structures are subject to approval of the Finance Director.

### C. Minimum Funding Threshold

Debt obligations are considered for those capital projects with funding requirements in excess of \$1,000,000. Capital projects not meeting this threshold are to be targeted for funding through current revenues when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid.

### D. Capitalized Interest (Funded Interest)

Subject to Federal and State law, interest costs may be capitalized from the date of issuance of debt obligations through the completion of construction for revenue generating capital projects. Interest may also be capitalized for capital projects in which the revenues designated to pay the debt service on the bonds are collected at a future date, not to exceed six months from the estimated completion of construction.

### E. Limitations on Lease-Purchase Financing

The City may enter into short-term lease purchase obligations to finance the acquisition of capital equipment and furnishings with estimated useful lives of less than ten years. Outstanding lease-purchase obligations issued to finance capital equipment and furnishings are evaluated in terms of financing costs versus comparable financing alternatives in addition to the requesting department's ability to fund lease payments within its annual operating budget. Repayment of these lease-purchase obligations are to occur over a period not to exceed the useful life of the underlying asset. The Finance Director is responsible for reviewing repayment terms and amortization schedules. City Departments are not authorized to initiate a lease-purchase agreement without first consulting with the Finance Director.



### F. Limitations on Loan Guarantees and Credit Support

As part of the City's financing activities, City (i.e. General Fund) resources may be used to provide credit support of loan guarantees for public or private developments that further the strategic goals of the City. Key factors to be considered in determining whether or not the General Fund should be used to secure a particular debt obligation includes the following:

- Demonstration of underlying credit self-support, thus limiting potential General Fund financial exposure.
- Use of General Fund support as a transition to a fully standalone credit structure, where interim use of General Fund credit reduces borrowing costs and provides a credit history for new or hard to establish credit arrangements.
- General Fund support is determined by the Finance Director to be in the City's overall best interest.

### G. Limitations on Issuance of Self Supporting Debt Obligations

The City may seek to finance the capital needs of its self-supporting enterprise activities through the issuance of revenue-secured debt obligations. Prior to issuing revenue-secured debt obligations, City Departments, in consultation with the Finance Director develop financial plans and forecasts showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on rate payers, property owners, City government, and other affected parties. The amount of revenue-secured debt obligations issued by the City are to be limited by the economic feasibility of the overall financing plan.

### H. Bond Covenants and Laws

The City is required to comply with the covenants and requirements of the bond resolutions and State and Federal laws authorizing and governing the issuance and administration of debt obligations.

### Anticipated Bond Issues

The City does not intend to issue any bonds during Fiscal Year 2021.

## Fund Balance Policy

A significant measure of the City's financial strength is the level of its fund balances (the accumulation of revenues exceeding expenditures). The Council takes the responsibility of being stewards of the public's funds very seriously. The Council has identified a series of goals and objectives as part of the implementation and development of the City's comprehensive Strategic Plan. The goal of fiscal accountability is considered a high level priority. The objective for fiscal accountability, comprise the exploration of options for balancing the City's budget and the development of a long-term financial plan. Without strong financial planning, the City cannot guarantee services and programs, plan for unforeseen events, or have a strong return on investment.

As the City periodically addresses its ongoing needs, the City Manager and the Council must ensure that future elected officials have the flexibility to meet the capital needs of the City. Since neither State law nor the City Charter provides any limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum).

Fund balance is an important indicator of the City's financial position. Fund balance is the difference between assets and liabilities. Fund balance must be maintained to allow the City to continue to meet its obligations in the event of an economic downturn and/or unexpected emergency.

GASB Statement No. 54, *Fund Balance Reporting Governmental Fund Type Definitions*, establishes fund balance classifications for governmental funds as summarized below:

Non-spendable - Cannot be spent because they are not in a spendable form or legally or contractually required to remain intact.

Restricted - External constraints imposed by external providers such as legislation, law, grantors, bond covenants.

Committed - Specific purposes pursuant to constraints imposed by Council.

Assigned - Can be used for specific purposes, but are neither restricted nor committed.

Unassigned - Unrestricted and available to be spent.

## Minimum Fund Balance

The Finance Director is authorized to establish and maintain a general fund balance representing an emergency reserve equivalent to 20% of the fiscal year's operating revenues. For purposes of establishing the balance and maintenance thereafter, the Finance Director shall transfer the calculated amount from unassigned fund balance to the emergency reserve, to the extent available, to satisfy the requirement and report such balances as part of the annual audited financial statement.

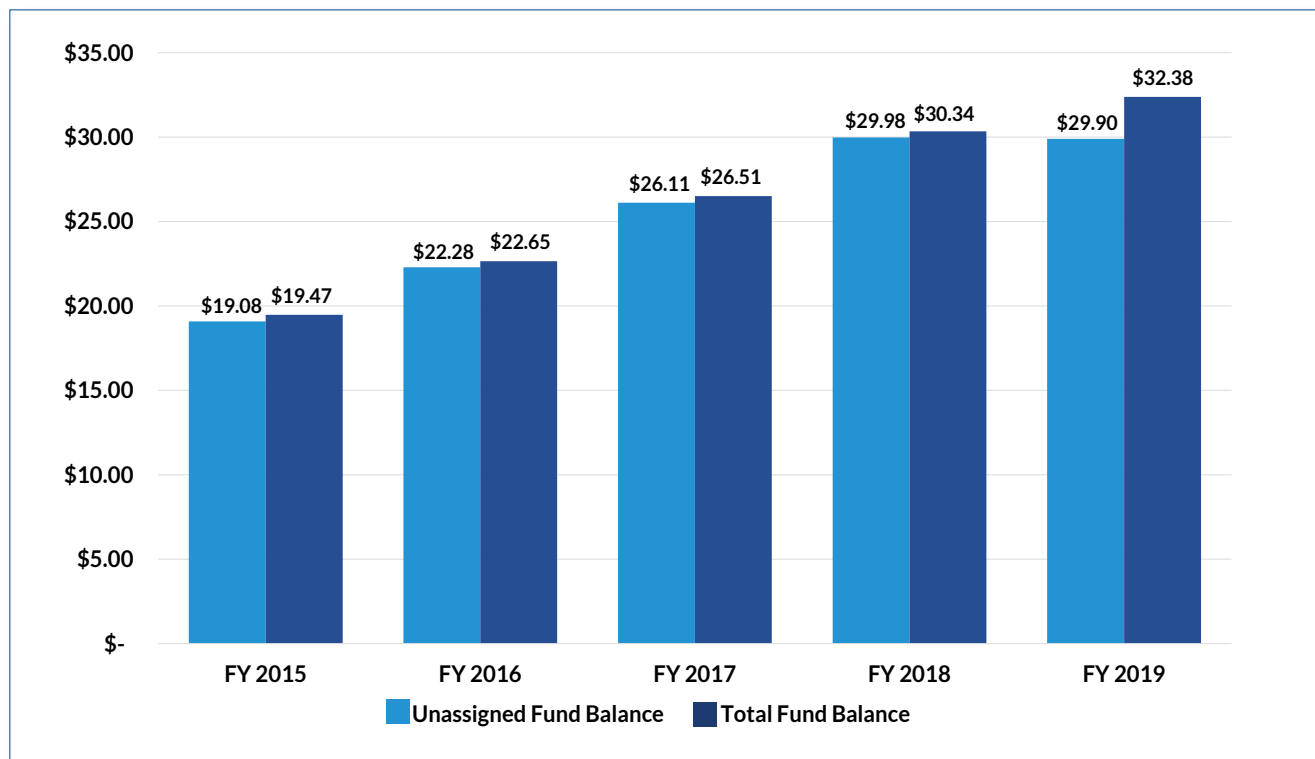
If upon completion of any fiscal year the ending balance in such emergency reserve is less than the requirement and sufficient monies do not exist in the unassigned fund balance, then the Finance Director recommends an amendment to the current year budget and include in succeeding fiscal year budgets reserved appropriations sufficient to cover the deficiency over a period not to exceed three fiscal years.

Emergency reserve is used exclusively for emergencies declared by the Council, and the appropriation shall be made by resolution adopted by four-fifths vote of the membership. Any monies available in the unassigned fund balance can only be used prior to using the emergency reserve to fund authorized emergencies.

Appropriation from the minimum balance requires Council approval and are generally for one time expenditures such as capital purchases and not for ongoing expenditures, unless a viable revenue plan designed to sustain expenditures is approved.

On an annual basis, the City estimates the surplus or deficit for the current fiscal year and projects the General Fund Unassigned Fund Balance.

## General Fund - Fund Balances (\$ in millions)



Source: City's Finance and Administrative Services Department

The City's long-term financial plan aligns its financial capacity with the City's goals and objectives in order to achieve long-term sustainability and mitigate financial challenges. The City's long-term plan projects for five years for all appropriated funds, especially those funds that account for the issues of top concern. The plan is prepared annually and is monitored throughout the year and is a useful tool for internal and external stakeholders, such as residents, Council, prospective businesses, credit rating agencies, and employees. The plan analyzes the following factors:

**Economic Environment** - Economic development and activity, macroeconomic indicators, and employment trends

**Financial Forecasts** - Analysis of revenues and expenditures and major factors affecting revenues and costs

**Affordability Targets** - Debt ratios, debt coverage analysis, tax levy capacity, free cash, and debt retirement

**Debt and Reserve Policies** - Impact of debt issuances on policies and ratios and reserve policy requirements

The Council establishes goals and objectives which are used to develop the City's long-term financial plan, which includes the following four phases:



## Major Revenue Projections Assumptions

- Ad valorem taxes are projected to remain relatively flat and are based on projections from the Palm Beach County Property Appraiser's Office.
- State revenues are projected to remain relatively stable and based on projections received from the State of Florida.
- Utility taxes are projected to increase by 2% per annum.
- Franchise fees are projected to remain flat.
- Emergency medical services (EMS) fees are projected to remain flat.
- Administrative fees are based on the projected increases in departmental expenditures and calculated based on the full cost allocation plan prepared annually.
- Other revenue sources are projected based on historical trends.
- State revenues are projected to decrease by 25%.

## Major Expenditure Projections Assumptions

- Salaries are projected to increase by 3% per annum for the Cost of Living Adjustment (COLA) and labor agreements.
- Retirement costs are projected to remain relatively stable and are based on actuarial valuations.
- Health and dental costs are projected to increase by 15% per annum.
- General insurance costs are projected to increase by 20% per annum.
- Other expenses are projected to remain relatively stable and are based on historical trends, proposals, and cost estimates.

The following is the General Fund's projected long-term financial plan which is based on the assumptions for revenues and expenditures listed above.

## General Fund Five-Year Preliminary Forecast

	FY 2021 Adopted	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
<b>REVENUES</b>					
Taxes	\$ 56,729,571	\$ 58,643,479	\$ 60,624,373	\$ 62,674,599	\$ 64,796,582
Licenses, Fees, and Permits	5,258,025	4,869,298	5,033,466	5,103,664	5,276,034
Grants and Contributions	592,240	592,240	592,240	592,240	592,240
State Shared	3,926,451	4,061,320	4,200,910	4,345,385	4,494,916
Charges for services	13,162,374	13,162,374	13,162,374	13,162,374	13,162,374
Fines and forfeitures	270,641	270,641	270,641	270,641	270,641
Investment earnings	250,000	250,000	250,000	250,000	250,000
Miscellaneous	528,533	528,533	528,533	528,533	528,533
Transfer in	1,185,715	1,253,772	1,344,220	1,432,054	1,379,260
<b>TOTAL REVENUES</b>	<b>81,903,550</b>	<b>83,631,657</b>	<b>86,006,757</b>	<b>88,359,490</b>	<b>90,750,580</b>
<b>EXPENDITURES</b>					
Personnel	46,340,886	49,047,438	51,936,260	55,022,087	58,321,056
Operating	17,760,558	18,444,812	19,161,650	19,912,645	20,699,502
Capital	188,995	188,995	188,995	188,995	188,995
CRA TIF payment	5,937,184	6,234,043	6,545,745	6,873,032	7,216,684
Transfer to Capital Projects	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Transfer to Debt Service	6,955,344	6,652,607	6,694,343	6,485,879	6,348,329
Transfer to Major Disaster	720,583	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>81,903,550</b>	<b>84,567,895</b>	<b>88,526,993</b>	<b>92,482,638</b>	<b>96,774,566</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ -</b>	<b>\$ (936,238)</b>	<b>\$ (2,520,236)</b>	<b>\$ (4,123,148)</b>	<b>\$ (6,023,986)</b>

## SECTION IV: Capital Projects and Debt





Capital expenditures include the purchase and acquisition of land, buildings and improvements, improvements other than buildings, furniture, machinery and equipment, and infrastructure, such as roadways, lighting, landscaping. The City defines capital assets as property that has a value of \$10,000 or more with a useful life of three or more years and maintain its identity while in use. Expenditures which materially extend the useful life of existing assets are capitalized.

Capital assets, constructed or acquired, are capitalized and reported at historical cost. Reported value excludes normal maintenance and repairs which are essentially amounts spent in relation to capital assets that do not increase the capacity or efficiency of the item or extend its useful life beyond the original estimate. Donated capital assets, donated works of art and similar items, and capital assets received in a service concession arrangement is reported at acquisition cost.

Capital assets, other than land, are depreciated using the straight-line method over the estimated useful lives, and assets purchased during the year are capitalized for six months during the first year, regardless of when acquired.

### Capital Budget

The Capital Budget is the first year of the Capital Improvement Plan and includes a list of projects to implement in that fiscal year. The FY 2021 Capital Budget anticipates \$30.046 million in capital projects, which comprises \$11.436 million in projects attributed to the Governmental Funds and \$18.610 million in projects attributed to the City's Enterprise Funds.

### Capital Improvement Plan (CIP)

The City continues to fund capital programs to meet the standards set forth in its Comprehensive Plan and positively impact, the quality of life for its residents, businesses, and visitors. As shown below, the largest category of capital spending is on utility projects. Due to the age of the City's infrastructure, the City determined that major utility replacements must occur in many critical areas and neighborhoods throughout the City limits. At the same time, as a result of the tremendous growth experienced in prior years, along with the Florida Department of Environmental Protection mandates, it is imperative that the City's utility facilities are functioning properly and can provide quality service to both current and future demand. The City's Five-Year CIP for fiscal years 2021 through 2025 amounts to \$232.418 million as follows:

Governmental		Enterprise	
ASSET CATEGORY	FIVE-YEAR TOTAL	ASSET CATEGORY	FIVE-YEAR TOTAL
City Facility	\$ 31,825,000	City Facility	\$ 2,258,160
Economic Development	48,415	Marina Infrastructure	23,410,290
Infrastructure	6,960,000	Stormwater Infrastructure	172,000
Streets	12,658,000	Water and Sewer System	152,110,986
Technology and Equipment	1,475,000	Technology and Equipment	1,500,000
<b>TOTAL</b>	<b>\$ 52,966,415</b>	<b>TOTAL</b>	<b>\$ 179,451,486</b>

Additional details for the Five-Year CIP are provided in Section VI - Capital Improvement Plan.



## Debt - Governmental

The City utilizes two forms of debt instruments for investment into its capital infrastructure and equipment needs. The first is the long-term debt, which is used for capital infrastructure and is enacted in the form of bonds. The second is the short-term debt for the purchase of vehicles and is enacted in the form of leases.

Bonds can be issued in two forms. The first is most commonly used "Revenue" bond, which dedicates a portion of a revenue stream, such as utility revenues, sales tax, franchise fees, property taxes, other state allocated funds, charges for services, licenses, fees, permits, and other miscellaneous revenues for the purpose of the repayment of the bond. The second type of bonds is the "General Obligation (GO)" bonds, which are pledged on the overall taxable value of property within the City and require a vote.

The City has the following three debt issues as described below:

### *Community Redevelopment Projects Note, Series 2006*

*(Not rated)*

CRA issued two series of bond anticipation notes to finance the development and implementation of capital projects included in the Community Redevelopment Plan. Series 2002A, in the amount of \$5,010,000, were issued in March 2002. Series 2003A, in the amount of \$2,000,000, were issued in August 2003. Series 2002A and Series 2003A Notes were retired in full on July 5, 2006. In July 2006, the City issued the *Community Redevelopment Projects Note, Series 2006* in the amount of \$7,175,876 to repay Series 2002A and 2003A Notes. Although Series 2006 Notes were issued by the City, the proceeds were used to refinance CRA debt and the CRA is making the debt service payments pursuant to its agreement with the City. The Notes have a fixed interest rate of 4.19% per annum until expiration. Principal and interest payments are secured by a pledge of tax incremental revenues to the City which in turn has subordinated its interest to BB&T Bank and the Series 2011 Notes.

### *Public Improvement Revenue Bonds, Series 2014*

*(S&P Rated AA-, Fitch Rated AA-)*

The City issued the *Public Improvement Revenue Bonds, Series 2014* to fund infrastructure projects, reconstruction of streets within the City, and improvements to the Marina District Uplands. A portion of the Series 2014 project involves a loan to the CRA to finance the cost of refurbishment and upgrade of property within Bicentennial Park and reconstruction of certain streets located within the Marina District Uplands. The loan is an unsecured obligation of the CRA and is expected to be repaid to the extent that CRA revenues are available to make such payments. Loan payments from the CRA are equal to the debt service payment due on the portion of the Series 2014 attributed to the CRA project. Payment is due in semi-annual principal and interest installments and commenced on October 1, 2015. Stated interest rates on bonds are between 2.00% and 3.625% per annum.

### *Taxable Public Improvement Revenue Bonds, Series 2015*

*(S&P Rated AA-, Fitch Rated AA-)*

The City issued *Taxable Public Improvement Revenue Bonds, Series 2015* to pay the cost of funding the unfunded actuarial accrued liability (UAAL) of the City's three pension plans, make payments required to purchase past service credits for employees who opted to participate in the FRS, and to pay the costs of issuance of the Series 2015 bonds, including the premium for municipal bond insurance. The Series 2015 bonds are not general obligations of the City within the meaning of the State of Florida, but are payable from and secured by a lien only on the pledged revenues and on the deposits in the funds and accounts, and the earnings on those deposits as provided by the bond's resolution. Payments on the Series 2015 bonds are due in semi-annual principal and interest installments, which commenced on April 1, 2016. Stated interest rates on the bonds are between 1.227% and 5.116% per annum.

The City's long-term debt for governmental activities is summarized as follows:

REVENUE BONDS SERIES	Purpose of Issue	Amount Issued	Term (Years)	Stated Interest Rate	Amount Outstanding as of September 30, 2020			Annual Debt Service for FY 2021
					Principal	Interest	Total	
Series 2006	Redevelopment	\$ 7,175,876	20	4.19%	\$ 2,374,543	\$ 205,051	\$ 2,579,594	\$ 642,759
Series 2014	Capital improvement	22,000,000	17	2% to 4%	20,634,827	6,447,810	27,082,637	1,455,515
Series 2015	Fund City's pension plans	57,360,000	20	1.227% to 5.116%	53,570,000	25,537,244	79,107,244	3,990,960
<b>TOTAL</b>		<b>\$86,535,876</b>			<b>\$ 76,579,370</b>	<b>\$ 32,190,105</b>	<b>\$ 108,769,475</b>	<b>\$ 6,089,234</b>

## Capital Leases

The City developed a fleet replacement schedule providing for critical public safety vehicles. Lease agreements were executed under a Master Lease Purchase Agreement with U.S. Bancorp Government Leasing and Finance Inc. The equipment has five to ten year estimated useful life.

The City's capital leases for governmental activities is summarized as follows:

CAPITAL LEASES	Purpose of Issue	Amount Issued	Term (Years)	Stated Interest Rate	Amount Outstanding as of September 30, 2020			Annual Debt Service for FY 2021
					Principal	Interest	Total	
Schedule 7	Purchase of police vehicles	\$ 647,587	3	1.95%	\$ 220,044	\$ 4,291	\$ 224,335	\$ 224,335
Schedule 8	Purchase of police vehicles	137,500	3	2.03%	46,757	949	47,706	47,706
Schedule 9	Purchase of police vehicles	865,637	3	2.14%	294,676	6,306	300,982	300,982
Schedule 10	Purchase of police vehicles	850,000	3	3.26%	575,692	28,258	603,950	301,975
Schedule 11	Purchase of police vehicles	928,464	3	3.36%	754,841	64,473	819,314	204,828
<b>TOTAL</b>		<b>\$ 3,429,188</b>			<b>\$ 1,892,010</b>	<b>\$ 104,277</b>	<b>\$ 1,996,287</b>	<b>\$ 1,079,826</b>

## Debt - Governmental

### Governmental Debt Ratios

Debt affordability is an integrated approach that helps analyze and manage the City's debt by factoring in historical debt use, financial and economic resources of the City, and long term goals for capital needs.

### Measures of Future Flexibility

As the City periodically addresses its ongoing needs, the City Manager and Council must ensure that future elected officials have the flexibility to meet the capital needs of the City. Since neither State law nor the City Charter provides any limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum).

The following provides the description and targets established for the City's General Government and the actuals as of September 30, 2019:

Description	Target	Actual
Debt Service as a percentage of		
General government expenditures		
Debt limit	20% maximum	8.41%
Goal / Target	10% maximum	
Weighted average maturity of the debt program	10-year maximum	15.63 years
Variable rate debt as a percentage of total debt	25% maximum	-
Pay-as-you-go funding for Renewal and Replacement:		
Fleet and minor equipment	\$0.5 million annually (min)	\$555,331
Technology equipment	\$0.1 million annually (min)	\$350,949
Buildings and structures maintenance	\$0.2 million annually (min)	\$843,403
Roads, curbs, and sidewalks	\$0.5 million annually (min)	\$537,587
General Fund Emergency Reserve as a percentage of Operating Revenues		
Goal / Target	30% minimum	42.49%

## Affordability Targets

Debt affordability targets measure the City's ability to repay its obligations based on the strength of its revenues and the capacity of the underlying population to afford the cost of borrowing. Maintaining an appropriate level of debt affordability is crucial for ensuring long-term fiscal sustainability and economic competitiveness while investing in projects necessary to deliver essential public services.

### A. Direct Net Debt per Capita

This ratio measures the burden of debt placed on the population supporting the debt and is widely used by analysts as a measure of an issuer's ability to pay its debt through its current levels of tax revenues. Direct Net Debt includes General Government debt portion of the City's debt obligations less any sinking fund accumulations. The ratio of Direct Net Debt per Capita is calculated by dividing Direct Net Debt by the City's population.

Capital improvement needs tend to grow along with the population. Debt levels that grow at the same pace as the City's population result in a constant debt per capita. When debt growth exceeds population growth, debt per capita increases, providing a warning that debt levels are growing relative to the population.

#### Direct Net Debt per Capita

Population <sup>(1)</sup>	Direct Net Debt <sup>(2)</sup>	Net Direct Debt per Capita
34,352	\$74,040,600	\$2,155

(1) U.S. Bureau of Labor Statistics Estimate (September 2019)

(2) Direct net debt is as of October 1, 2020

### B. Direct Net Debt to Property Value

This ratio measures direct debt levels against the property tax base. It provides an indication of the burden that direct debt places on property owners within the City. The ratio of Direct Net Debt to Property Value is calculated by dividing Direct Net Debt by the taxable assessed value of properties within the City.

The City strives to maintain the Direct Net Debt to Property Value ratio at or below the standard median of 1.50% for cities of comparable size as published by Moody's Investor Service.

#### Direct Net Debt to Property Value

Property Value <sup>(3)</sup>	Direct Net Debt <sup>(2)</sup>	Direct Net Debt to Property Value
\$5,982,869,262	\$74,040,600	1.24%

(3) Riviera Beach Final Taxable Value for Tax Year 2020

### C. Overall Net Debt Burden

This ratio measures overall debt levels against the property tax base. It provides an indication of the overall burden that debt places on property owners within the City. The Overall Net Debt Burden ratio is calculated by dividing Overall Net Debt by the taxable assessed value of properties within the City. Overall Debt includes direct debt of the City plus the debt of overlapping and underlying units of local government that share the City's tax base.

The City strives to maintain the Overall Net Debt Burden ratio within the City at or below the standard median of 2% for cities of comparable size as published by Moody's Investor Service.

#### Overall Net Debt Burden

Property Value <sup>(3)</sup>	Total Net Debt <sup>(4)</sup>	Overall Net Debt Burden
\$5,982,869,262	\$2,312,921,338	38.66%

(4) Total net debt includes the outstanding debt for Palm Beach County and Palm Beach County School Board for fiscal year ended 2019

### D. Debt Service as a percentage of Operating Expenditures

This ratio measures the amount of the budget that must be allocated to debt service. The City adheres to a debt management strategy that achieves the goal of limiting annual net debt service expenditures to 20% of the total budget.

#### Debt Service as a percentage of Operating Expenditures

FY 2021 Operating Expenditures	Annual Gross Debt Service	Gross Debt Service to Operating Expenditures
\$81,903,550	\$6,089,234	7.43%

### Bond Ratings

General obligation bonds, are backed by the 'full faith and credit' of the issuer, with no specific project identified as the source of funds. While the City does not have any general obligation debt, certain underlying and implied ratings have been given to the City by the Nationally Recognized Statistical Ratings Organizations (rating agencies).

In April 2017, Fitch upgraded the City's Issuer Default Rating and the rating on the City's non-ad valorem backed (NAV) revenue bonds based on the application of Fitch's revised criteria for U.S. tax-supported ratings published in April 2016, which includes a more focused consideration of economic factors and on the City's improved credit fundamentals.

#### FITCH RATINGS

Long-Term Issuer Default Rating <sup>a</sup>	AA
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#### OUTSTANDING DEBT

Public Improvement Revenue Bonds <sup>b</sup>	AA-
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Public Improvement Revenue Bonds (Taxable) <sup>b</sup>	AA-
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#### RATING OUTLOOK

Stable

(a) Upgraded from 'A+' on March 30, 2017

(b) Upgraded from 'A' on March 30, 2017

The rating reflects the City's moderate long-term liability burden, solid expenditure flexibility, expectations for strong financial performance throughout the economic cycle, and strong revenue growth prospects. The City's liquidity has recovered strongly since the great recession as the City has pursued policies intended to bolster financial flexibility by reducing outstanding receivables and re-building general fund cash. The tax base also shows signs of a strong recovery, partly driven by construction of a new electrical generating plant.

### Key Rating Drivers

**Economic Resource Base** - The City benefits from being home to the Port of Palm Beach (port revenue bonds [BBB-/Stable]), which handles substantial cargo shipments along with cruise ship traffic. Major employers include companies with a connection to the shipping industry, including Tropical Shipping, food distributor Cheney Brothers, and Pepsi Cola Bottling, Inc. Resident wealth levels are below average for the county, but roughly even with those of Florida and the U.S. as a whole. The City's poverty rate ranges close to 25%, well above the county's average.

**Revenue Framework: 'aaa' Factor Assessment** - Fitch expects the City's tax and fee revenues to expand in line with U.S. GDP, consistent with historical experience. The City's independent revenue-raising flexibility is high as the operating millage rate is well below statutory limits and elected leaders have broad power to impose new taxes and fees.

**Expenditure Framework: 'aa' Factor Assessment** - City expenditures will likely grow in line with, or slightly faster than, the natural rate of revenue growth in the absence of policy action. Employee salaries and benefits and capital spending constitute the City's major cost centers. Control over spending is solid as carrying costs were somewhat elevated but still moderate at 18.3% of government spending in 2015.

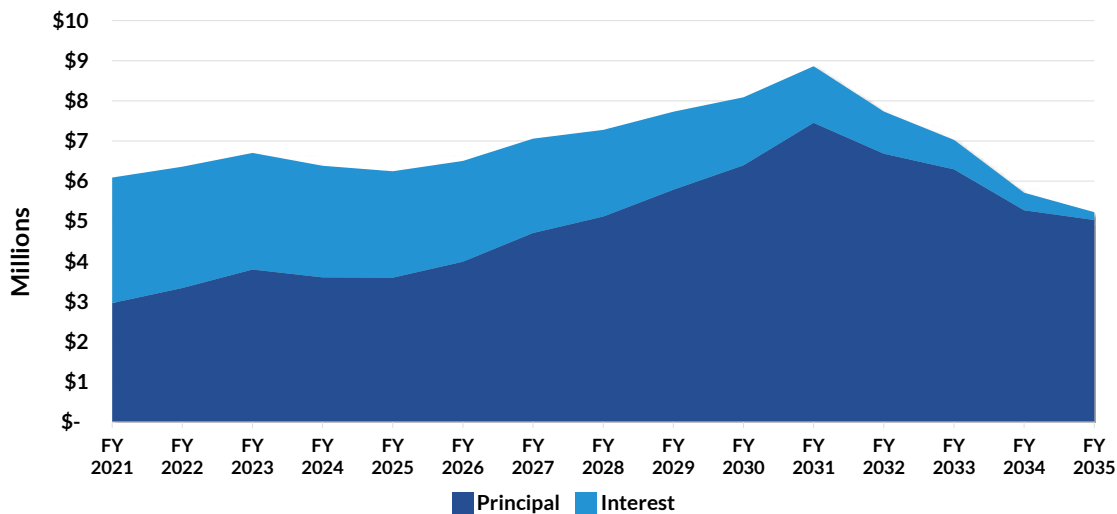
**Long-Term Liability Burden: 'aa' Factor Assessment** - The City has a moderate long-term liability burden. The City's direct and overlapping debt and unfunded employee pension obligations equaled 13% of resident personal income as of 2015. Fitch expects this metric will remain stable over time as the City has limited new debt issuance plans and employee pensions are almost fully funded following issuance of pension obligation bonds in 2015.

**Operating Performance: 'aa' Factor Assessment** - The City's very strong gap-closing capacity is derived from its broad revenue-raising powers combined with adequate control over expenditures, which Fitch believes would allow the City to retain a high degree of financial flexibility in a modest U.S. downturn scenario. The City's fiscal reserves are healthy and liquidity has improved since the time of Fitch's previous rating review. Riviera Beach keeps up with all statutorily required payments.

## Debt Position

The City has historically had conservative debt guidelines. In 2014, the City began to implement an aggressive capital improvement program, reduce its unfunded accrued liabilities associated with pension obligations, and refinance existing debt obligations. The City established a debt management policy of measuring the impact of debt service requirements on the strategic finance plan. Key debt ratios, such as direct net debt per capita and debt service as a percentage of operating expenditures compare favorably with the targets established in the City's debt management policy.

## General Government Debt Principal and Interest Payments by Fiscal Year



## Governmental Debt Payment Schedule by Fiscal Year

Fiscal Year	Total Debt	Principal	Interest	Required Appropriation
2021	\$74,040,600	\$2,963,739	\$3,125,495	\$6,089,234
2022	71,076,861	3,336,050	3,025,945	6,361,995
2023	67,740,811	3,796,391	2,908,570	6,704,961
2024	63,944,421	3,602,422	2,783,099	6,385,522
2025	60,341,998	3,595,685	2,650,549	6,246,234
2026	56,746,313	3,995,324	2,510,737	6,506,061
2027	52,750,990	4,709,305	2,348,917	7,058,222
2028	48,041,684	5,120,000	2,158,452	7,278,452
2029	42,921,684	5,786,959	1,945,977	7,732,936
2030	37,134,725	6,393,672	1,696,231	8,089,903
2031	30,741,054	7,455,288	1,409,190	8,864,478
2032	23,285,766	6,684,050	1,052,658	7,736,708
2033	16,601,716	6,293,581	735,071	7,028,652
2034	10,308,135	5,274,966	438,546	5,713,511
2035	5,033,169	5,033,169	193,924	5,227,093



## Debt - Enterprise

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The Utility Special District and the Stormwater Management Utility utilize debt for investment in water, sewer, and Stormwater infrastructure capital needs. USD debt consists of one debt instrument known as the Consolidated Utility Purchase and two other bond issues. SMU has one debt issue.

The City pledged future customer revenues, net of specified operating expenses to repay \$65,850,000 in various Water and Sewer and Stormwater Systems revenue and revenue refunding bonds which were issued during the fiscal years 2014 through 2016. Proceeds from these bonds provided financing for the improvements to the water, sewer, and stormwater infrastructure. The bonds are payable solely from utility customer net revenues and are payable through 2037.

### Revenue Bonds

#### *Water and Sewer Revenue Refunding Bonds, Series 2014*

*(S&P Rated A+, Fitch Rated A+)*

In September 2014, USD issued *Water and Sewer Revenue Refunding Bonds, Series 2014* with an aggregate principal amount of \$22,645,000 to refund and defease USD's outstanding Water and Sewer Revenue Bonds, Series 2004 and to pay for costs of issuing the Series 2014 Bonds, including the premium for municipal bond insurance. USD called the refunded bonds for redemption on October 1, 2014. USD has pledged funds to serve as security for the payment of bonds which consist of net revenues, impact fees that may be legally used for the payment of debt service, and applied in accordance with the provisions of the Bond Resolution, including investments, except the rebate fund. Interest rates on the remaining annual principal amounts payable vary between 3.5 and 5.0% and matures on October 1, 2034.

#### *Water and Sewer Revenue Bonds, Series 2016*

*(S&P Rated A+, Fitch Rated A+)*

In August 2016, USD issued *Water and Sewer Revenue Bonds, Series 2016* with an aggregate principal amount \$33,205,000 to finance the costs of acquiring, constructing and equipping improvements and upgrades to the combined water supply, treatment and distribution system and wastewater collection system and to pay for costs of issuing the Bonds. USD has pledged funds to serve as security for the payment of bonds which consist of net revenues, impact fees that may be legally be used for the payment of debt service, and applied in accordance with the provisions of the Bond Resolution, including investments, except the rebate fund. Interest rate on the remaining annual principal amounts payable is 5.0% and matures on October 1, 2037.

**Stormwater Management Utility Revenue Bonds, Series 2016****(S&P Rated A+)**

In March 2016, the City issued Stormwater Management Utility Revenue Bonds, Series 2016 with an aggregate principal amount \$10,000,000 to finance improvements to the stormwater system and to pay for costs of issuing the Bonds. The City has pledged funds that serve as security for the payment of bonds which consist of net revenues, including investments, except the rebate fund. Interest rates on the remaining annual principal amounts payable vary between 2.125% and 5.0% and matures on November 1, 2035.

**Consolidated Utility****(Not rated)**

The Consolidated Utility Company owned and operated a water treatment and distribution system, and a wastewater collection and transmission system. The Utility System is located on the western fringe of the City. In 1987, the Consolidated Utility Purchase agreement, the City agreed to pay \$1.00 per thousand gallons of water used, based on each metered services, and \$1.00 per thousand gallons of sewage, based on each metered services, not to exceed 10,000 gallons per unit. The Consolidated Utility Purchase agreement is set to expire on September 30, 2022. Currently, the Utility System services over 630 customers.

The City's long-term debt for enterprise activities is summarized as follows:

					Amount Outstanding as of September 30, 2020			Annual Debt Service for FY 2021
Purpose of Issue	Amount Issued	Term (Years)	Stated Interest Rate	Principal	Interest	Total		
USD								
Series 2016	Water and sewer	\$ 33,205,000	20	5%	\$ 31,420,000	\$ 17,471,750	\$ 48,891,750	\$ 2,517,250
Series 2014	Water and sewer	22,645,000	20	2% to 5%	19,580,000	8,270,013	27,850,013	1,746,800
Consolidated Utility	Water and Sewer	951,580	20	8%	368,431	47,199	415,630	138,543
Premium	Water and sewer	9,930,684			9,667,792			309,295
Total Water and Sewer System Fund		66,732,264			61,036,223	25,788,962	77,157,393	4,711,888
STORMWATER								
Series 2016	Stormwater	10,000,000	20	2.125% to 5%	9,100,000	2,612,509	11,712,509	688,056
Premium	Stormwater	486,598			117,558			57,876
Total Stormwater Fund		10,486,598			9,217,558	2,612,509	11,712,509	745,932
TOTAL BUSINESS-TYPE ACTIVITIES		\$ 77,218,862			\$ 70,253,781	\$ 28,401,471	\$ 88,869,902	\$ 5,457,820

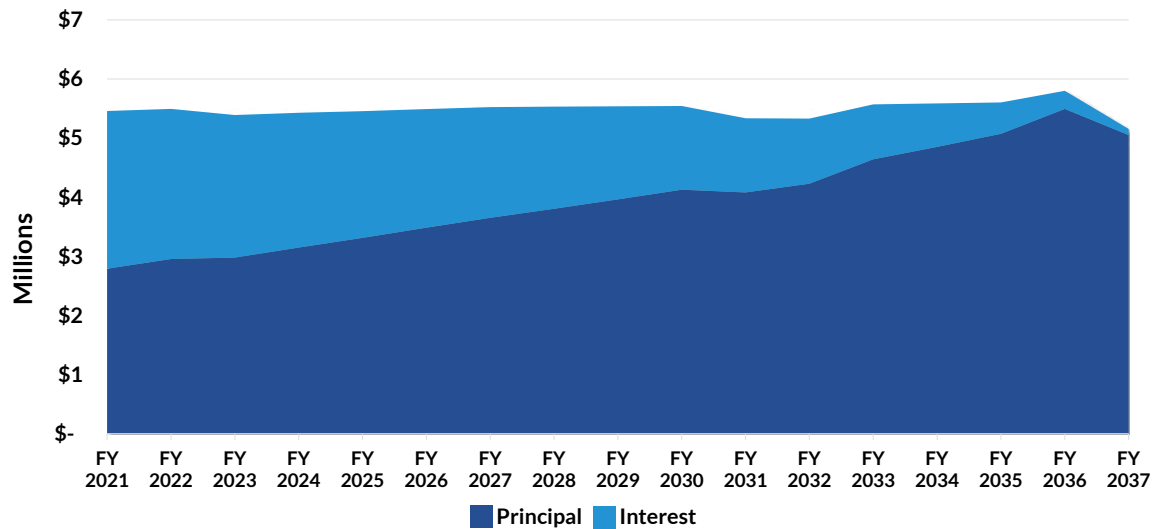
## Debt - Enterprise

### Enterprise Debt Ratios

The following provides the description and targets established for the City's enterprise funds and the actuals as of September 30, 2019:

Description	Target	Actual
Debt Service Coverage		
Test #1 (as a percentage of maximum annual debt service)		
Goal / Target - Water and Sewer	120% minimum	290%
Goal / Target - Stormwater	120% minimum	100%
Test #2 (Required Transfers)		
Goal / Target - Water and Sewer	100% minimum	108%
Goal / Target - Stormwater	100% minimum	256%
Weighted average maturity of debt program(s)		
Water and Sewer	25-year maximum	17.13 years
Stormwater	25-year maximum	17 years
Variable rate debt as a percentage of total debt		
Water and Sewer	25% maximum	0%
Stormwater	25% maximum	0%
Pay-as-you-go funding for Renewal and Replacement as a percentage of operating revenues:		
Water and Sewer	10% minimum	7.86%
Stormwater	10% minimum	9.03%
Emergency Reserve as a percentage of Operating Revenues:		
Water and Sewer	50% minimum	12.52%
Stormwater	50% minimum	-17.69%

## Enterprise Debt Principal and Interest Payments by Fiscal Year



## Enterprise Debt Payment Schedule by Fiscal Year

Fiscal Year	Total Debt	Principal	Interest	Required Appropriation
2021	\$67,631,151	\$2,789,722	\$2,668,099	\$5,457,821
2022	64,841,429	2,954,818	2,540,052	5,494,870
2023	61,886,611	2,979,286	2,410,356	5,389,643
2024	58,907,325	3,148,216	2,280,106	5,428,323
2025	55,759,108	3,312,698	2,143,231	5,455,929
2026	52,446,410	3,483,644	2,006,759	5,490,403
2027	48,962,767	3,652,424	1,870,575	5,522,999
2028	45,310,343	3,804,110	1,727,075	5,531,185
2029	41,506,233	3,963,035	1,575,850	5,538,885
2030	37,543,199	4,127,059	1,415,563	5,542,621
2031	33,416,140	4,079,208	1,256,913	5,336,121
2032	29,336,932	4,227,228	1,101,800	5,329,028
2033	25,109,704	4,641,301	928,188	5,569,488
2034	20,468,403	4,852,035	734,663	5,586,698
2035	15,616,367	5,072,410	531,203	5,603,613
2036	10,543,957	5,492,594	306,875	5,799,469
2037	5,051,363	5,051,363	104,000	5,155,363

Bond Ratings

In September 2020, Fitch affirms Riviera Beach Utility Special District refunding and revenue bonds, Series 2014 and 2016 at A+. The bonds are secured by and payable from a senior lien pledge of the net revenues of the City’s water and sewer utility system. The following are the highlights from the FitchRatings report.

Key Rating Drivers

Revenue Defensibility ‘a’ – Stable Service Area, Affordable Rates to Rise

Revenue defensibility is strong, but somewhat constraint due to lower than average area household income and flat consumer growth. Rates, deemed affordable for most customers, are expected to increase meaningfully each year for the next few years.

Operating Risks ‘aa’ – Very Low Operating Costs, Elevated Investment Needs

The operating risk assessment factors in the district’s very low operating cost burden with five-year average capex exceeding the pace of annual depreciation. However, with a life cycle ratio of over 45% investment needs are elevated.

Finance Profile ‘aa’ – Current low leverage, Increase likely

While the district’s net leverage has been below 4x the past five fiscal years and consistent with an ‘aaa’ assessment, expected debt issuance to support the construction of a new water treatment plant over the next six years will likely result in leverage more consistent with the ‘aa’ assessment.

Rating Sensitivities

Factors that could, individually or collectively, lead to positive rating action/upgrade:

- Fiscal 2019 and 2020 audited results pointing to continued strong financial performance in line with historical outcomes.
- Increased stability among management of the City and district.
- Sustained leverage below 8x despite anticipated debt issuance.

Factors that could, individually and collectively, lead to negative rating action/downgrade:

- Unanticipated capital needs that lead to a weakening in net leverage to above 10x on a sustained basis.

**FITCH RATINGS**

**OUTSTANDING DEBT**

Water and Sewer Revenue Refunding Bonds, 2014	A+
Water and Sewer Revenue Bonds, 2016	A+

**RATING OUTLOOK**

Stable







## SECTION V: Revenues



### General Fund Revenues

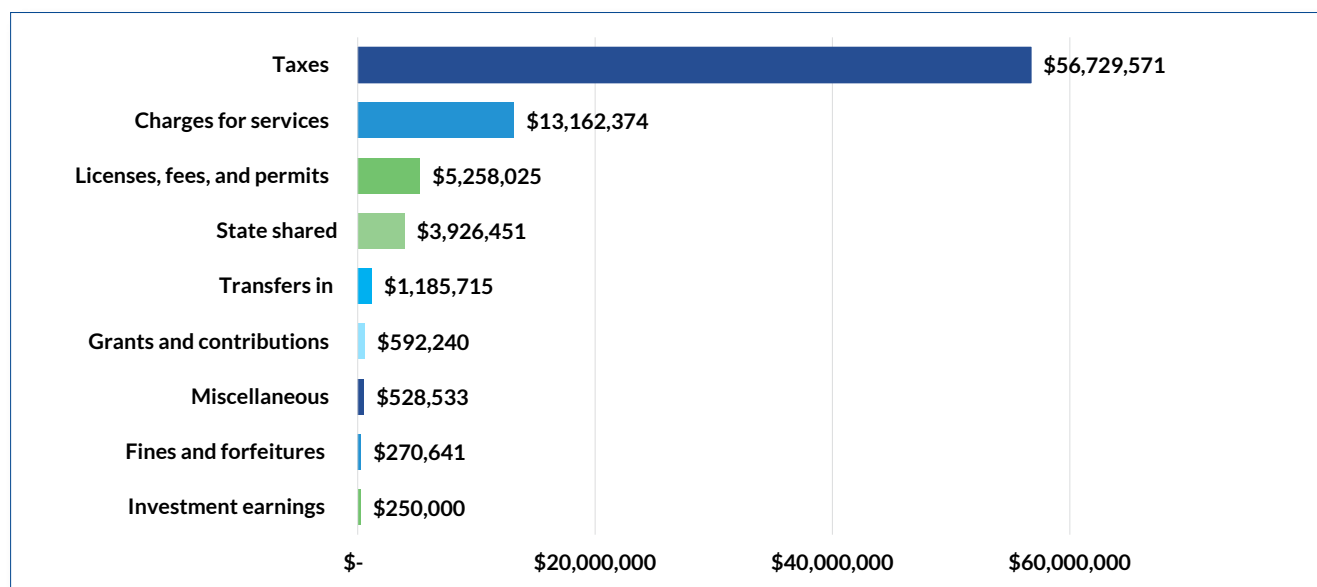
The City's revenues are categorized as taxes, licenses, fees and permits, state shared, charges for services, fines and forfeitures, interest, miscellaneous, grants and contributions, and transfers in and are recorded in the General Fund. Property taxes comprise the largest revenue source for the General Fund, representing 69% of total General Fund revenues budgeted for in FY 2021. Other major governmental revenue sources include franchise fees, sales tax, fuel tax, revenue sharing, and utility and communication service taxes.

### General Fund Revenue Summary

The following is a summary of revenues for the General Fund.

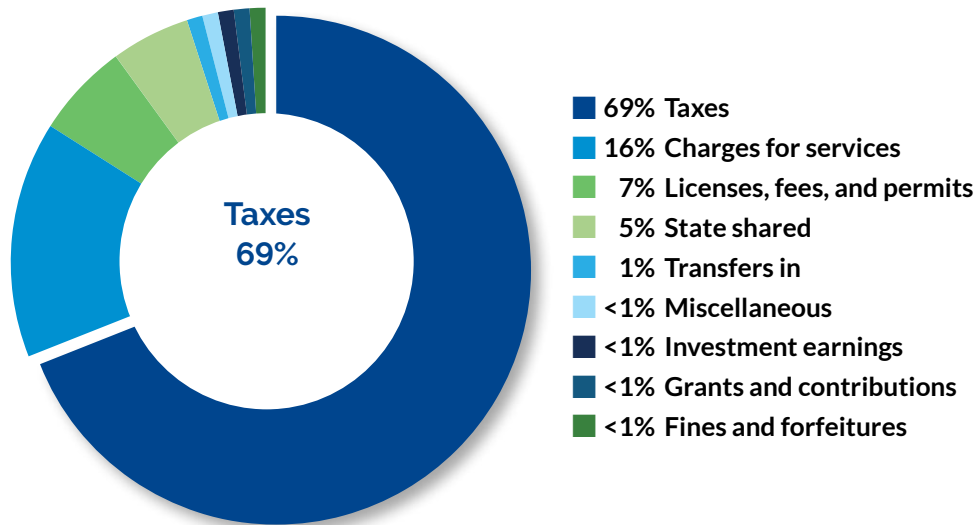
Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Taxes	\$ 51,334,592	\$ 53,870,430	\$ 56,729,571	69.26%
Licenses, fees, and permits	4,654,798	4,668,304	5,258,025	6.42%
Grants and contributions	650,945	592,240	592,240	0.72%
State shared	4,139,167	3,989,588	3,926,451	4.79%
Charges for services	12,821,127	12,080,406	13,162,374	16.07%
Fines and forfeitures	680,627	270,641	270,641	0.33%
Investment earnings	881,624	575,000	250,000	0.31%
Miscellaneous	410,526	598,877	528,533	0.65%
Transfers in	1,036,044	1,098,297	1,185,715	1.45%
<b>TOTAL REVENUES</b>	<b>\$ 76,609,450</b>	<b>\$ 77,743,783</b>	<b>\$ 81,903,550</b>	<b>100.00%</b>

### FY 2021 Operating Budget - Revenues by Category: \$81.904 million



## Governmental Funds Revenues

### FY 2021 Governmental Revenues - Taxes: \$56.730 million



Taxes comprise 69% of the total revenues for the City. The table below itemizes the City's tax revenues.

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Ad valorem taxes	\$ 42,884,217	\$ 45,305,402	\$ 48,038,850	84.68%
Ad valorem taxes - delinquent	161,676	450,000	450,000	0.79%
First local option fuel tax	543,837	550,106	490,118	0.86%
Public service tax - electricity	3,615,435	3,488,525	3,600,000	6.35%
Public service tax - water	1,375,277	1,325,842	1,375,000	2.42%
Public service tax - gas	153,535	178,789	160,000	0.28%
Communications service tax	1,095,242	1,075,252	1,019,103	1.80%
Local business tax	1,505,373	1,496,514	1,596,500	2.81%
<b>TOTAL REVENUES</b>	<b>\$ 51,334,592</b>	<b>\$ 53,870,430</b>	<b>\$ 56,729,571</b>	



### Ad Valorem Taxes

The primary source of revenue for the City is ad valorem property taxes, which are levied against the taxable value of real and personal property. The Council sets the millage rate for the tax before October 1 each year. One mill is \$1 of tax per \$1,000 of taxable assessed value. The millage rate is applied to a property's most recent taxable assessed value. Taxable assessed value equals total assessed value (taking into account the Save Our Homes restrictions on value increases on homesteaded property) less exemptions (such as the \$50,000 Homestead exemption, additional low-income senior exemption and disability exemptions.)

Property tax revenues for the FY 2021 budget are based on an assessed property value of \$5.983 billion as of July 2020 as provided by the Palm Beach County Property Appraiser's Office with a millage rate of 8.4520 generating property tax revenues of \$48.039 million. Since the real estate recovery, the City has experienced increases in property values of \$3.2 billion in FY 2012 to \$5.983 billion in FY 2021, an increase of 6.04% which is mainly from the improvements to the Florida Power & Light (FPL) power plant during FY 2016. The City expects that the property values will increase at a very modest rate over the next few years.

The FY 2021 millage rate of 8.4520 mills remains the same as the two prior fiscal years. Discounts are offered to property owners to encourage early payment, according to the following schedule: 4% if paid in November, 3% if paid in December, 2% if paid in January, and 1% if paid in February.

FY 2021 revenue projections are based on the City's assessed table value and millage rate of 8.4520 mills.

### Ad Valorem Taxes—Delinquent

Ad valorem taxes become delinquent on April 1st following the year in which they are assessed. On or before June 1st, tax certificates are offered at auction on delinquent properties. Proceeds from tax certificates sold are recorded as current taxes. Taxes on the unsold tax certificate properties are considered delinquent and any subsequent collections are recorded as delinquent taxes.

### Local Option Fuel Taxes

The City is authorized by Florida Statutes to levy up to twelve-cents per gallon of local option fuel taxes. The Florida Department of Revenue administers, collects,

and enforces local option fuel taxes. These taxes are authorized by an ordinance adopted by a majority vote of the governing body of the county or by voter referendum. Motor fuel wholesale distributors collect the tax and submit it to the Florida Department of Revenue, which distributes the funds to cities and counties monthly via electronic funds transfer, after a general revenue service charge is deducted.

**First Local Option Fuel Tax** - The first tax is one to six cents levy on every net gallon of motor and diesel fuel sold within a county. The proceeds, generally, may be only used to fund transportation related expenditures. For FY 2021, the City's distribution percentage is 1.45842%.

**Second Local Option Fuel Tax** - The second tax is one to five cents levy on every net gallon of motor fuel sold within a county. Diesel fuel is not subject to this tax. The proceeds may only be used for transportation expenditures needed to meet the requirements of the capitalw improvements element of an adopted local government comprehensive plan. For FY 2021, the City's distribution percentage is 0.91932%.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Public Service Taxes

Public service taxes are locally imposed by the City under Chapter 166, Florida Statutes. Public service taxes are levied on the customer of a utility for the use of utilities within the City's corporate limits on six utility services: natural gas, LP gas, manufactured gas, electric, water, and fuel oil/kerosene. The City levels a public service tax on the following utilities:

**Electricity** - The City assesses a flat 10% tax on electric utility payments made within the City, through FPL, based on the sale and use of electricity per utility customer. According to Section 166.231, Florida Statutes, as amended, allows a municipality to be exempt from public service tax, the first 500 kilowatts of electricity per month purchased for residential use. However, the City does not grant such exemption. FP&L charges are made up of a base rate and a fuel rate. The City receives no tax on fuel rate increases, only increases to the base rate. When fuel rates increase there is no effect on City's electric utility tax revenue because fuel rate increases are exempt from utility services tax. The City's Code does exclude from public service taxation purchases of the United States,

## Governmental Funds Revenues

State of Florida and any political subdivision or agency thereof, and recognize churches for use exclusively for church purposes. Payments are made by utility end users through FP&L and passed on to the City in lump sum payments on a monthly basis.

FY 2021 projected revenues are based on historical trends and growth patterns.

**Water** - The City assesses a 10% tax (current state law maximum) on fees charged by USD for water utility within the City limits. The City collects taxes monthly as part of its normal utility billing cycle.

FY 2021 projected revenues are based on water use and determined through analysis of historical trends and growth projections.

**Fuel** - The City assesses a 10% tax (current state law maximum) and a rate of \$0.04 per gallon on the sale natural gas within the City limits.

Payments are made by utility end users, primarily through Florida Public Utility, and remitted to the City in lump sum payments.

FY 2021 projected revenues are based on the sale of gas and determined through analysis of historical trends and growth projections.

### Communications Services Tax

The Communications Services Tax (CST) Simplification Law, implemented October 1, 2001, consolidates taxes imposed on retail sales of communications services. The tax is comprised of a state portion and a local portion. Each dealer who makes retail sales of communications services adds the amount of applicable taxes to the price of services sold. Communications services tax is imposed on each sale of communications services in Florida. Examples of communications services include, but are not limited to cable and satellite television, video and music streaming, telephone, including Voice-over-Internet Protocol (VoIP), mobile communications, and similar services. The Florida Department of Revenue maintains a jurisdictional address database to allocate the tax charged to billable customers residing in each municipality.

For municipalities, communication service tax may not exceed 5.10% of the payment received by providers of such communication services from purchasers. However, the maximum rate does not include permitted add-ons of up to 0.12%, nor do they supersede conversion or emergency taxes as authorized by the Section 202.20, Florida Statutes, as amended, which are in excess of the maximum rate. Under the provision of the City Code, Part II, Article IV, Chapter 18, Section 18-61, the City established a communication service tax rate of 5.22%.

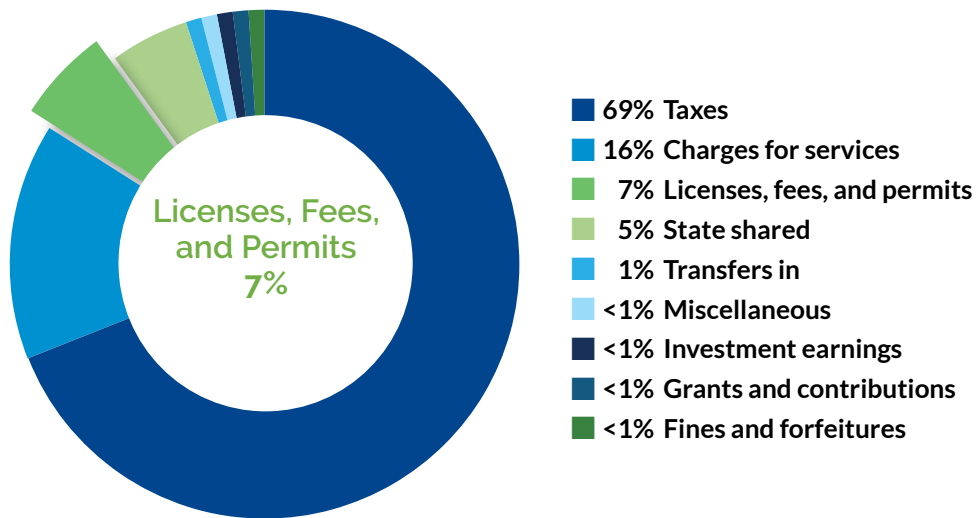
FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Local Business Taxes

The City levies a local business tax for doing business in Riviera Beach, in accordance with Chapter 205, Florida Statutes. Local business tax certificate is valid for one year, starting October 1st and expiring September 30th of the following year. Certificates not renewed by September 30th are delinquent and subject to applicable penalties. Local business taxes vary depending on the nature of business, number of employees, equipment and seating capacity are a few variables that factor into the amount of business tax due.

FY 2021 projected revenues are based on historical data and economic projections.

## FY 2021 Governmental Revenues - Licenses, Fees, and Permits: \$5.258 million



## Licenses, Fees, and Permits by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Building permits	\$ 1,755,948	\$ 1,421,290	\$ 1,900,000	36.14%
Franchise fee - electricity	2,789,272	3,062,355	3,154,225	59.99%
Franchise fee - gas	25,716	22,341	25,000	0.48%
Impact fees - County roads	3,031	9,800	9,800	0.19%
Impact fees - City roads	370	1,614	1,500	0.03%
Radon gas fee	3,693	10,000	25,000	0.48%
Building inspections	76,767	140,904	142,500	2.71%
<b>TOTAL LICENSES, FEES, AND PERMITS</b>	<b>\$ 4,654,798</b>	<b>\$ 4,668,304</b>	<b>\$ 5,258,025</b>	

## Building Permits

The City's Development Services Department provides plan review, issues building permits, performs field inspections, and issues certificates of occupancy to ensure conformance of construction in the City with governing building codes. Building permit fees are set by resolution approved by the Council and are based on the estimated cost of the project.

FY 2021 projected revenues are based on historical data and development activity and projections.



## Governmental Funds Revenues

### Franchise Fees - Electricity

Franchise fees are levied on a utility, permitting the utility to operate within the City's geographical boundaries, based on an agreed percentage of total billing. The City grants authorization through a franchise agreement with FPL to provide electrical service in exchange for a monthly fee that reimburses the City for use of public rights-of-way and other public services. This franchise agreement was renewed in FY 2010 at a franchise fee rate of 6%. The agreement with FPL is set to expire during the calendar year for 2040. FPL pays the City 100% of the franchise fees collected by multiplying the franchise fee rate of 6% times net revenues (gross revenues less uncollectibles equal net revenues) monthly.

Payments are remitted monthly to the City by FPL based on customer billings.

FY 2021 projected revenues are based on historical collections and projected consumption of electricity.

### Franchise Fees - Gas

Franchise fees are levied on the gross receipts for sale and transportation of natural gas to customers within the City limits. The City entered into a franchise agreement with Florida Public Utilities Company which is set to expire during calendar year 2020. The City is now in the process to renew.

Florida Public Utilities and other natural gas suppliers pay to the City a rate of 6% and remits payment to the City on a monthly basis.

FY 2021 projected revenues are based on historical collections and projected consumption of natural gas.

### Impact Fees

Impact fees are charged to contribute to the costs associated with infrastructure and public services that need to be expanded as a direct result of new development in the growth areas of the City, which require substantial investment and construction of capital facilities before or in conjunction with future development and are determined based on the type of development. Impact fees are used to fund fire rescue, law enforcement, public buildings, roads, libraries, parks and recreation, general government, public safety, and transportation capital improvement projects.

Funds collected from impact fees may only be used to provide for new capital facilities which are necessary as

a result of the new development. Impact fees are based on various factors based on land use and building size.

FY 2021 projected revenues are based on economic conditions and development activity and projections.

### Radon Gas Fees

The permit surcharge fee has been in place for many years. In the 1980s, a fee was established for investigating and protecting the public from radon. Radon is an odorless, colorless radioactive gas that can have an adverse effect on people. While many departments and people in the construction industry still refer to the permit surcharge as the radon fee, this fee was changed years ago to support the functions of State government related to construction. The fee is required by Florida Statutes to be collected for, in part to the Department of Community Affairs (DCA) to fund the Florida Building Commission and secondly, to fund the Building Code Administrators and Inspectors Board (BCAIB) and the Construction Industry Licensing Board (CILB) Homeowners Recovery Fund, both part of the Department of Business and Professional Regulation (DBPR). These two parts of the overall fee are separate and distinct fees (DBPR and DCA) and must be remitted separately to the two different agencies using the proper method and format established by each.

A new fee formula was created based on the amount of fees collected for the enforcement of the Florida Building Code. The owner of a property desiring to perform, or have performed, work under the Florida Building Code is required to pay this fee to the agency issuing the building permit. The agency collecting these fees is then required to submit the fees to the appropriate State Department. Local agencies retain 10% of the funds collected and these funds must be used by that agency's personnel for the involvement in the processes or education related to the Florida Building Code, such as the Code change hearings at the State (FBC) or National (ICC) level.

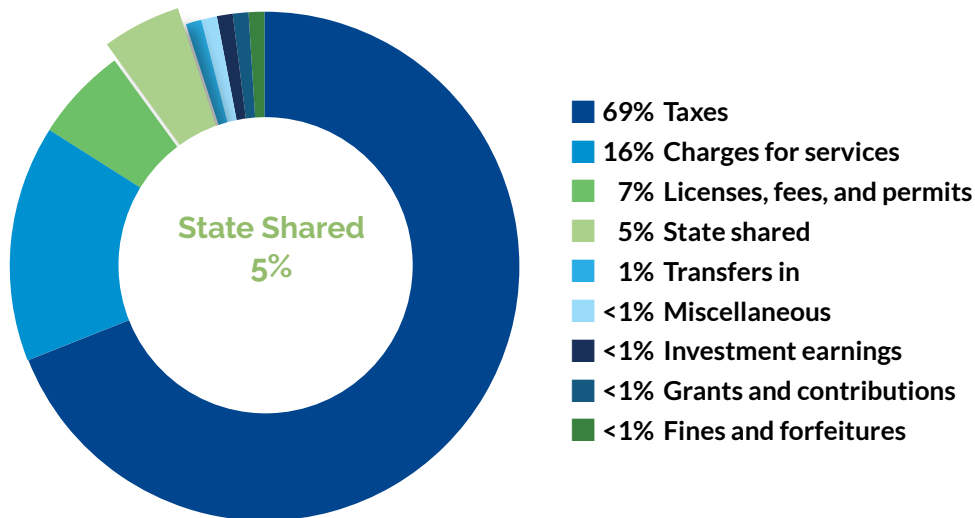
FY 2021 projected revenues are based on historical data and development activity and projections.

### Building Inspections

Building inspections depend on what is involved in the project. Building inspection fees are set by resolution approved by the Council.

FY 2021 projected revenues are based on historical data and development activity and projections.

## FY 2021 Governmental Revenues - State Shared: \$3.926 million



## State Shared by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
State revenue sharing	\$ 1,204,063	\$ 1,225,556	\$ 1,125,712	28.67%
Mobile home licenses	15,431	5,000	4,790	0.12%
Alcoholic license tax	23,201	18,692	19,000	0.48%
Local government half cent sales tax	2,844,050	2,691,083	2,727,692	69.47%
Firefighter supplemental compensation	22,358	16,247	16,247	0.41%
State revenue sharing - gas tax	30,064	33,010	33,010	0.85%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>\$ 4,139,167</b>	<b>\$ 3,989,588</b>	<b>\$ 3,926,451</b>	

## Local Government Half-Cent Sales Tax

The primary purpose of the local government half-cent sales tax program is to provide relief from ad valorem and utility taxes, in addition to providing counties and municipalities with revenues for local programs. Authorized in 1982, the local government half-cent sales tax program generates the largest amount of revenue for local government from state sources, distributing a portion of sales tax revenue based on a population-derived allocation formula. Emergency and supplemental distributions are only available to select counties that are fiscally-constrained or have a high inmate population. Sales tax monies within the county are earmarked for distribution to the county and each city within the county. The Florida Department of Revenue distributes funds to the City by electronic funds transfer.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

## Governmental Funds Revenues

### State Revenue Sharing - Gas Tax

The municipal revenue sharing program is administered by the Department of Revenue, and monthly distributions are made to eligible municipal governments. The program is comprised of state sales taxes, municipal fuel taxes, and state alternative fuel user decal fees that are collected and transferred to the Trust Fund. Funds derived from the municipal fuel tax on motor fuel can be used only for the purchase of transportation facilities and road and street rights-of-way; construction and maintenance of roads, streets, bicycle paths, and pedestrian pathways; and other allowable transportation-related expenses. The Florida Department of Revenue distributes funds to the City by electronic funds transfer.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Alcoholic Beverage License Tax

The City is granted a portion of the funds collected by the Department of Business and Professional Regulation's

Division of Alcoholic Beverages and Tobacco for license taxes levied on manufacturers, distributors, vendors and sales agents of alcoholic beverages within the City.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Firefighter Supplemental Compensation

Firefighters are eligible to receive supplemental compensation from the City, if the firefighter has received an associate or bachelor's degree applicable to fire department duties. Funds are appropriated from the Police and Firefighter's Premium Tax Trust Fund to pay the supplemental income of \$50 per month for an Associate degree and \$110 per month for a Bachelor's degree.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Mobile Home License Tax

The mobile home license tax is an annual license tax levied on all travel trailers and fifth-wheel trailers exceeding 35 feet in length along with all mobile homes and park trailers no matter the length. The license tax can range from \$20 to \$80 depending on vehicle type and length. The Florida Department of Revenue distributes funds to the City by electronic funds transfer.

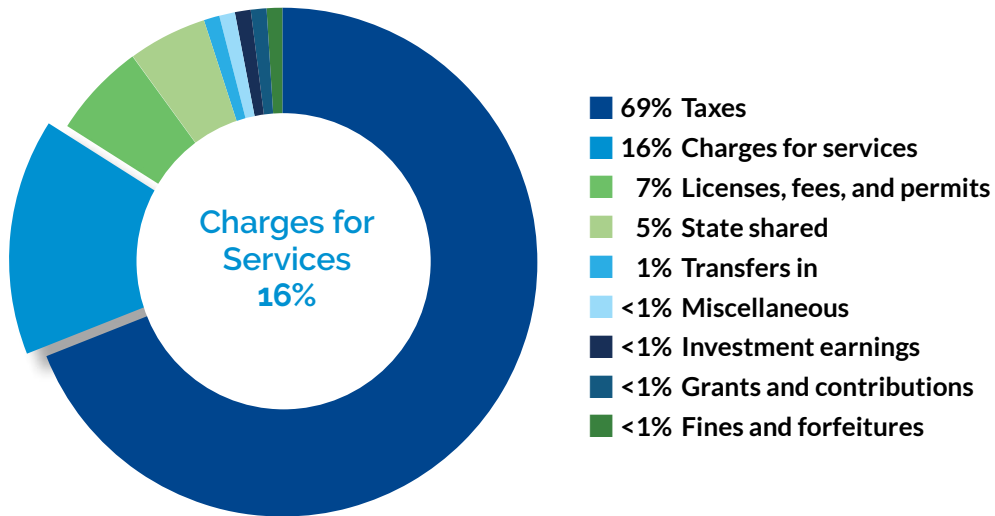
FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### Municipal Revenue Sharing Program

Municipalities are eligible to participate in the municipal revenue sharing program which is paid based on an allocation formula to distribute 1.3653% of net sales and use tax collections, 12.5% of the state alternative fuel user decal fee collections, and the net collections from the one-cent municipal fuel tax among qualifying municipalities. Adjusted municipal population, derived municipal sales tax collections, and the municipality's relative ability to raise revenue are used in the formula to determine each municipality's portion.

FY 2021 projected revenues are based on estimates provided by Florida Department of Revenue's Office of Tax Research.

### FY 2021 Governmental Revenues - Charges for Services: \$13.162 million



### Charges for Services by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Payments in lieu of taxes (PILOT)	\$ 1,806,219	\$ 1,828,938	\$ 1,934,786	14.70%
Administrative service fees	8,176,839	7,820,569	7,881,444	59.88%
Election fees	21,905	2,000	2,000	0.02%
Service charge - law enforcement	706,914	310,567	638,194	4.85%
Service charge - fire protection	1,514,384	1,727,774	2,480,750	18.85%
Service charge - other physical environment	78,818	-	-	0.00%
Service charge - library	-	3,844	2,000	0.02%
Service charge - parks & recreation	379,919	277,084	133,200	1.01%
Foreclosure registration fees	30,100	49,217	30,000	0.23%
Development review fees	106,030	60,413	60,000	0.44%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 12,821,127</b>	<b>\$ 12,080,406</b>	<b>\$ 13,162,374</b>	

## Governmental Funds Revenues

### Payment in Lieu of Taxes (PILOT)

Payment in lieu of taxes (PILOT) is a program that partially offsets losses in property taxes due to non-taxable land from the Utility Special District and the City's Marina. Since the City is unable to collect property taxes on City-owned land creating a financial impact, PILOT payments assist the City to carry out vital services such as firefighting, police services, and other services. The PILOT established for USD is 6% of the gross revenues billed during the fiscal year for monthly water and wastewater service charges and commodity charges for sales to customers of the USD.

FY 2021 revenue projections are based on the estimated USD water and wastewater revenues.

### Administrative Fees - Cost Allocation

On an annual basis, the City develops a full cost allocation plan which is a complete look at the full cost of service of the City's support departments. The cost allocation plan allocates allowable cost of services provided by Legislative, City Administration, Finance, Legal, Information Technology, Procurement, City Clerk, Fleet Management, Property Maintenance, Human Resources and Risk Management on a centralized basis to the General Fund divisions, grants, USD, Stormwater, and Marina receiving these services. Allowable costs that can be identified to more than one program or division are prorated individually as direct costs using a base most appropriate to the particular cost being allocated that allows for an equitable distribution.

FY 2021 cost allocations are based on the estimated direct costs for FY 2020.

### Administrative Fees - Waste Management Contract Monitoring

In 2015, the City renewed its Solid Waste and Recycling Collection Franchise Agreement with Waste Management Inc. of Florida (WM) through 2021. On an annual basis, WM pays a lump-sum fee to the City to monitor the contract for quality assurance to ensure that pick up schedules, clean-up practices, and reasonable quality control measures are adhered to by WM.

FY 2021 revenue projection is based on the current agreement in effect.

### Service Charge - Fire Protection

#### Advanced Life Support

The City's Fire Department charges a fee for basic life support and advanced life support emergency medical transport services to emergency facilities via the City's medical rescue units. These fees are charged when an emergency occurs and the City's Fire Rescue unit transports a patient to a hospital. Transported individuals are charged for this service, which may include a transport fee, mileage fee, and oxygen administration fee. The billing and collection elements of this critical service have been outsourced to a third party. Medical billing is an area which requires specialized knowledge of processes and methods created for dealing specifically with the medical and insurance industries.

FY 2021 revenue projections are based on historical data.

#### Fire Inspection and Plan Reviews

Fire inspection and plan review fees are generated from fire plan review and permit fees provided by the City's Fire Department's Fire Inspectors. These fees are charged and collected as part of the building permit process.

FY 2021 projected revenues are based on historical data and economic development activity and projections.

#### CPR Services

The City's Fire Department personnel provides CPR classes to residents in the City.

FY 2021 revenue projections are based on the projected number of residents availing of CPR training.

### Service Charge - Law Enforcement

The City's Police Department provides security for events and special assignments by scheduling off-duty police officers to provide such security services within the City. The City's Parks and Recreation Department has to the authority to require security personnel as a condition of rental based on the number of patrons/attendees. The Police Chief in conjunction with the Director of Parks and Recreation, if a City recreational facility is being rented, will determine the number of officers required. Off-duty police detail rates are based on the Police Department's fee schedule which includes the hourly rates for the officer, administrative fee, and vehicle.

FY 2021 revenue projections are based on historical data.

### Service Charge - Parks and Recreation

Recreational activity fees are received from users of specific services such as, activities fees for sports, facility rental, senior programs and activities, and concessions. Fees are determined based on usage and amount of subsidy the City is willing to bear of providing recreational activities.

FY 2021 revenue projections are based on historical data, economic conditions, and projected number of participants registering for programs and activities.

### Service Charge - Library

The City's Library assesses a fine to patrons who fail to return library materials on or before the due date. Patrons are responsible for the payment of any late fees that accumulate while an item is overdue and lost or damaged library materials.

FY 2021 revenue projections are based on historical data.

### Foreclosure Registration Fees

The City established a registration program as a mechanism to protect neighborhoods from becoming blighted through the lack of inadequate maintenance of abandoned and/or vacated properties subject to a mortgage or properties subject to mortgages that are in default. The registration process requires mortgagees to provide the City with current information for contacting the responsible party to bring the property into compliance with the City's code. The City has established a nonrefundable annual registration fee per property to accompany the registration. The annual fee may be amended by resolution.

### Development Review Fees

Development review fees are costs associated with an in-house review of a new or existing project. Fees vary depending on the size of the project.

FY 2021 projected revenues are based on historical data and economic conditions affecting the local housing market.

### Election Services

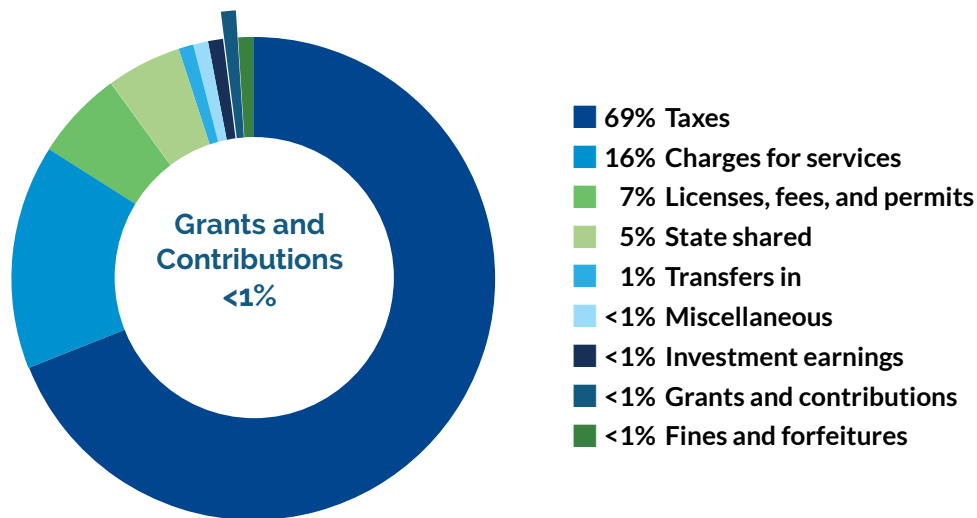
This fee is assessed to individuals interested in running for an elected office with the City. Section 99.093, Florida Statutes, requires that each person seeking to qualify for nomination or election to a municipal office pay, at the time of qualifying for office, an election assessment of 1% of the annual salary of the office being sought in addition to an administrative fee imposed by the City.

FY 2021 revenue projections are based on upcoming elections.



## Governmental Funds Revenues

### FY 2021 Governmental Revenues - Grants and Contributions: \$0.592 million



### Grants and Contributions by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Emergency medical and fire services - PB Shores	\$ 324,355	\$ 422,790	\$ 422,790	71.39%
Roadway maintenance reimbursements - FDOT	153,899	119,450	119,450	20.17%
Contributions and donations	172,691	50,000	50,000	8.44%
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>	<b>\$ 650,945</b>	<b>\$ 592,240</b>	<b>\$ 592,240</b>	

### Emergency Medical and Fire Protection Services - Palm Beach Shores

The City entered an interlocal agreement with the Town of Palm Beach Shores to provide emergency medical and supplemental fire protection services. Palm Beach Shores is unable to provide emergency medical services itself and a need exists to supplement its normal day to day fire service. Governmental units are allowed to make the most of their powers by enabling them to cooperate with other municipalities on a basis of mutual advantage according to Section 163.01, Florida Statutes. The agreement with the Town of Palm Beach Shores is set to expire on December 31, 2022.

FY 2021 revenue projections are based on the rate structure as outlined in the Interlocal Agreement between the City and the Town of Palm Beach Shores.

### Roadway Maintenance Reimbursements from FDOT

The City has two maintenance and compensation agreements with Florida Department of Transportation

(FDOT) to provide maintenance of the landscaping and lighting along the state roads within the City. Based on the terms of the agreements, the City provides the service and makes a formal request for reimbursement to FDOT based on the charges established in the agreements.

FY 2021 revenue projections are based on the rates established in the agreements between the City and FDOT.

### Grants

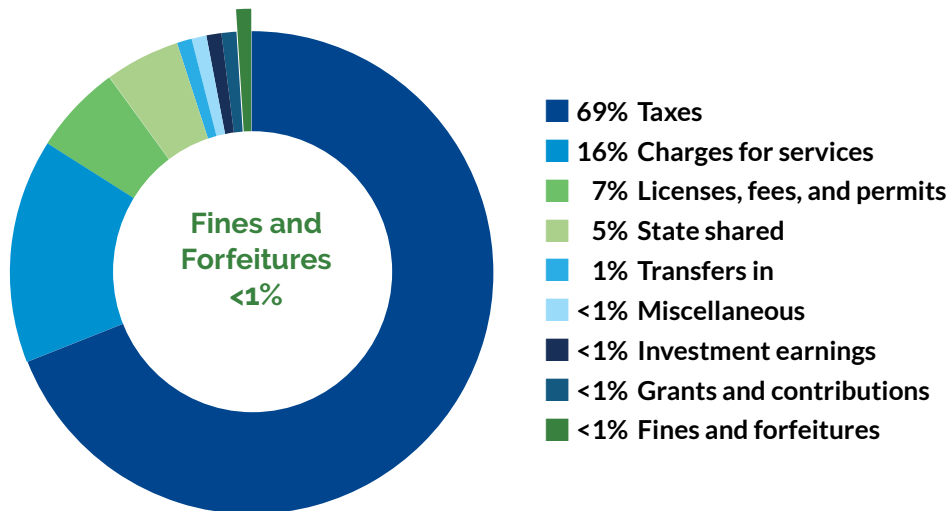
The City receives grants from federal, state, and local entities to fund certain programs offered through the City. These programs are dependent on the continued financial assistance from federal, state, and local governments. These grants are usually either non-reimbursable grants or expenditure-driven grants. Non-reimbursable grants are usually received up front and recorded as revenue at the time of receipt and not contingent on incurring an expenditure. Expenditure-driven grants are non-exchange transactions which require revenues to be recorded after the expenditures are incurred and are equal to the expenditures.

### Contributions and donations

The City receives donations from private sources from time to time to be used for specific activities and programs within the City.

FY 2021 revenue projections are based on historical data and commitments from private sources

### FY 2021 Governmental Revenues - Fines and Forfeitures: \$0.271 million



### Fines and Forfeitures by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Traffic fines	\$ 79,375	\$ 122,480	\$ 122,480	45.26%
Parking fines	1,091	1,200	1,200	0.44%
False burglar alarm fines	86,466	46,325	46,325	17.12%
Fire alarm fines	2,850	636	636	0.23%
Code compliance fines	510,845	100,000	100,000	36.95%
<b>TOTAL FINES AND FORFEITURES</b>	<b>\$ 680,627</b>	<b>\$ 270,641</b>	<b>\$ 270,641</b>	

### Traffic Fines

The City receives assessments and distributions from the Palm Beach County Tax Collector for its portion of fines, fees, and costs associated with the issuance of citations within the City.

FY 2021 revenue projections are based on historical data and traffic flow considerations within the City.

### Parking Fines

Parking fines collected from overtime parking citations and handicapped parking citations.

FY 2021 revenue projections are based on historical data.

## Governmental Funds Revenues

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### False Burglar Alarm Fines

The City places responsibility on the alarm user to prevent false burglar alarms. Alarm systems must be registered with the City's Police Department and an annual registration fee is due. Registered users are allowed one false alarm without penalty, within their registration period of one year. False alarm fines are imposed beginning with the second false alarm within a registration period.

FY 2021 revenue projections are based on historical data.

### False Fire Alarm Fines

The City imposes a fine for the activation of any fire alarm system by means other than products of combustion (smoke) which is deemed a false alarm activation. Residences are allowed up to three false alarms within twelve months, thereafter, a fine is assessed by the City.

FY 2021 revenue projections are based on historical data.

### Code Compliance Fines

The City's Code Compliance Division imposes fines and liens against properties. Code cases, whether initiated by a citizen, code compliance officer, or other City department personnel, are inspected and verified. If a violation exists, the code compliance officer takes action toward voluntary compliance. Warning notices are given, then administrative citations can be issued for a specified fine if the violations are not remedied.

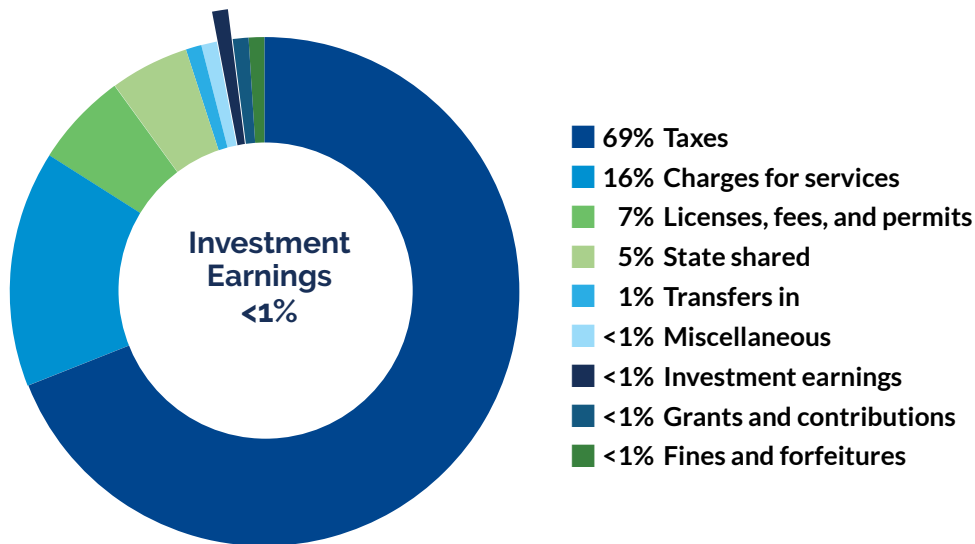
FY 2021 revenue projections are based on historical data and economic considerations

### Forfeitures

Forfeitures include the sale of contraband property seized by law enforcement including proceeds from assets seized by law enforcement agencies. This includes funds seized through local investigations and funds received from the sale of locally seized assets.

Revenues are not projected for this source in FY 2021.

## FY 2021 Governmental Revenues - Investment Earnings: \$0.250 million



### Investment Earnings by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Investment earnings	\$ 872,485	\$ 571,000	\$ 246,000	98.40%
Investment earnings - Property tax	9,139	4,000	4,000	1.60%
<b>TOTAL INVESTMENT EARNINGS</b>	<b>\$ 881,624</b>	<b>\$ 575,000</b>	<b>\$ 250,000</b>	

### Investment Earnings

The City invests its funds in authorized investments as defined in the City's Investment Policy and earns interest on the funds invested and held in interest-bearing deposits and accounts.

FY 2021 revenue projections are based on account balances and economic considerations.

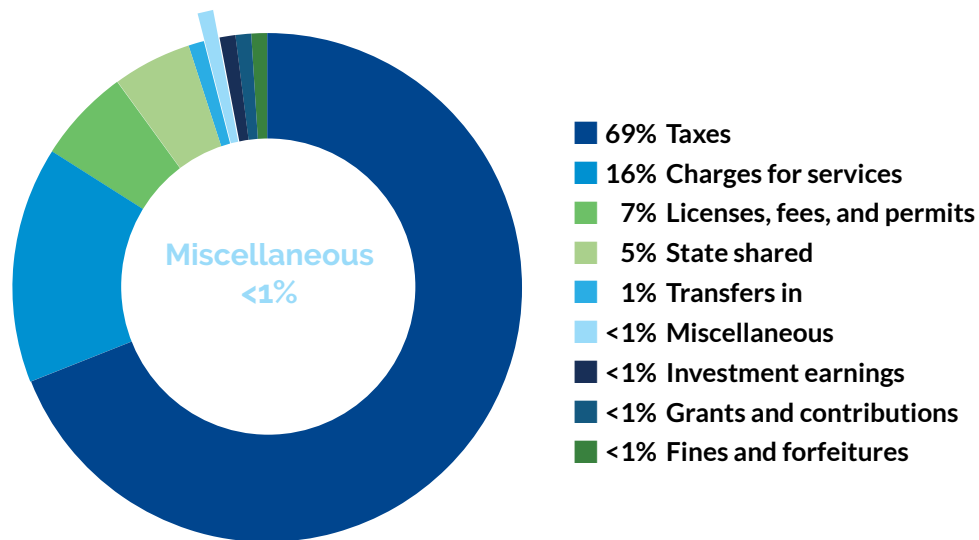
### Investment Earnings - Property Taxes

The City receives interest payments from the Palm Beach County Tax Collector for interest earned on property tax payments that are due and not paid on time to the City.

FY 2021 revenue projections are based on historical trends.

## Governmental Funds Revenues

### FY 2021 Governmental Revenues - Miscellaneous: \$0.529 million



### Miscellaneous by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Rent and leases	\$ 221,595	\$ 305,877	\$ 249,190	47.15%
Sale of surplus items	25	25,000	-	0.00%
Miscellaneous	188,906	268,000	279,343	52.85%
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 410,526</b>	<b>\$ 598,877</b>	<b>\$ 528,533</b>	

### Rents and Leases

Rents and leases for use of City owned property. This includes revenue from the rental and lease arrangements of the City to include the Marina District lease with the CRA, bus benches, beach concession, Ocean Mall, Blue Heron parking lot, and police tower.

FY 2021 revenue projections are based on agreements.

### Sale of Surplus Items

Revenues are generated from the sale of surplus items when the City sells its surplus land, vacant lots, and equipment that has a resale value to private individuals or agencies based on market value.

FY 2021 revenue projections are based on historical trends and economic conditions.

### Miscellaneous

Miscellaneous revenue is not provided for elsewhere in other revenue accounts.

FY 2021 revenue projections are based on historical trends.

The following sources are also included in miscellaneous revenues:

#### Settlement Payments

The settlement of proceeds from the insurance carrier to the City to settle an insurance claim within the guidelines stipulated in the insurance policy.

FY 2021 revenue projections are based on anticipated settlement of insurance claims with the insurance carrier.

#### Lien Search Service

The City provides electronic access to the City's interests against real property. Reports are typically requested and provided to title companies, search agencies, escrow agents, and other real estate professionals as a regular part of real estate transactions. The City has established a fee for each report which must be paid in advance. The annual fee may be amended by resolution.

FY 2021 revenue projections are based on historical data.

#### Lot Cleaning Fees

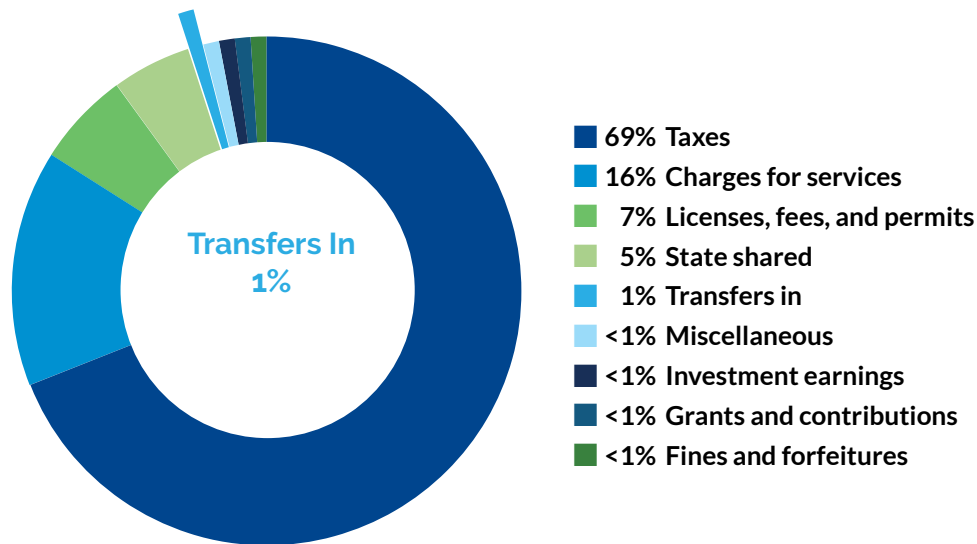
The City has a significant number of vacant lots that are privately owned. It is the responsibility of the vacant lot owner to secure and maintain their property. Unfortunately, not all property owners take the necessary steps to protect and care for their property. Property owner neglect combined with careless tossing of trash and illegal dumping of bulk trash (such as construction debris) exacerbates the problem. Overtime, the high weeds, trash and otherwise unsanitary conditions of the lot will lower property values and can attract large scale illegal dumping operations which adds to the overall perception of blight in the neighborhood. The City will initiate steps to address the problem and charge the property owner for the cost associated with cleaning the lot. The City places a lien on the property for non-payment of lot cleaning fees.

FY 2021 revenue projections are based on historical data and economic conditions affecting the local housing market.



## Governmental Funds Revenues

### FY 2021 Governmental Revenues - Transfers In: \$1.186 million



### Transfers In by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Transfers in - USD	\$ 925,151	\$ 980,741	\$ 1,058,802	89.30%
Transfers in - SMU	110,893	117,556	126,913	10.70%
<b>TOTAL TRANSFERS IN</b>	<b>\$ 1,036,044</b>	<b>\$ 1,098,297</b>	<b>\$ 1,185,715</b>	

### Interfund Transfers

During the course of normal operations, it is necessary for the City to enter into transactions among its various funds. These transfers consist of one or more of the following types:

- Reimbursements to a fund, which are generally reflected through the allocation of pooled cash accounts, for expenditures or expenses initially made from that fund, are applicable to another fund.
- Transfers in and transfers out, as appropriate, for all interfund transactions are shown as other financial sources or uses.

For FY 2021, the transfers in from USD and SMU are based on the debt service amount due on the City's Taxable Public Improvement Revenue Bonds, Series 2015 which were issued to pay the cost of funding the unfunded accrued liability of the City's three pension plans. USD and SMU employees participate in the City's General Employees' Retirement System. The Transfer In amounts include the principal and interest payments on the City's pension obligation bonds that are applicable to USD and SMU.

Interfund transfers are not operating revenues of the General Fund, but are classified as other financing sources.

## Enterprise Funds Revenues

Enterprise funds are used to account for business-type activities of the Utility Special District (USD), Stormwater Management Utility (SMU), Solid Waste Collection, Marina, and Parking. Enterprise funds charge fees for its services to cover costs.

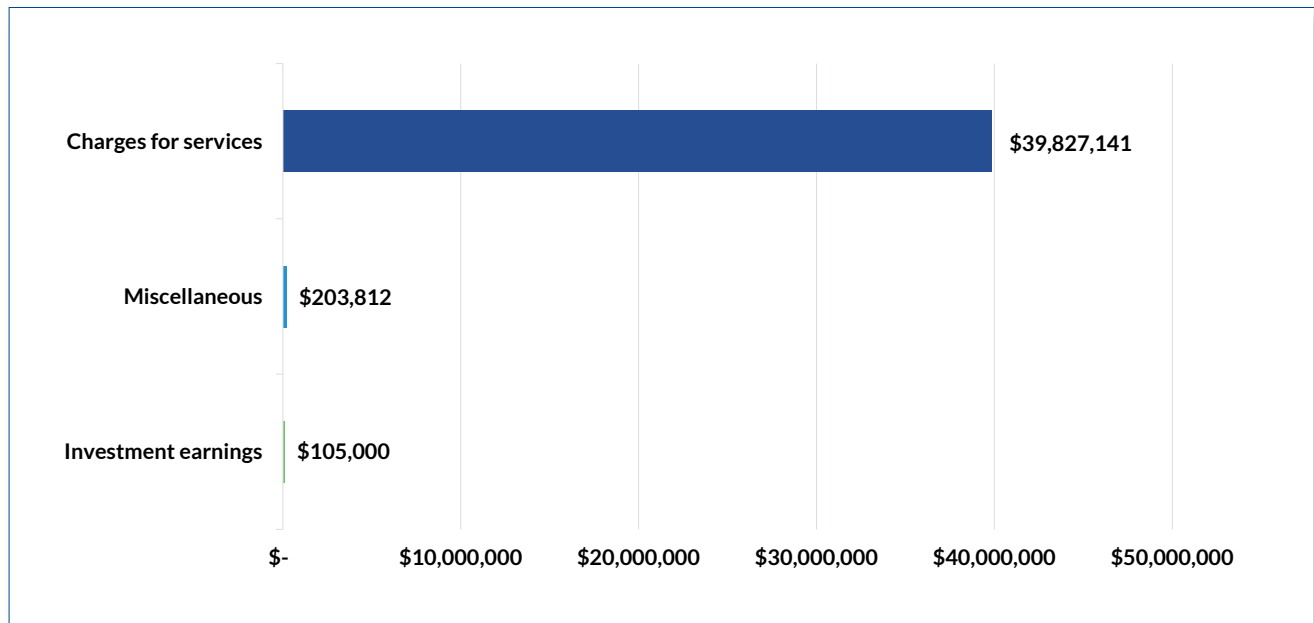
Charges for services is the largest revenue source for the Enterprise funds, representing over 95% of the revenues budgeted for in the Enterprise funds.

## Enterprise Funds Revenue Summary

The following is a summary of revenues for Enterprise Funds:

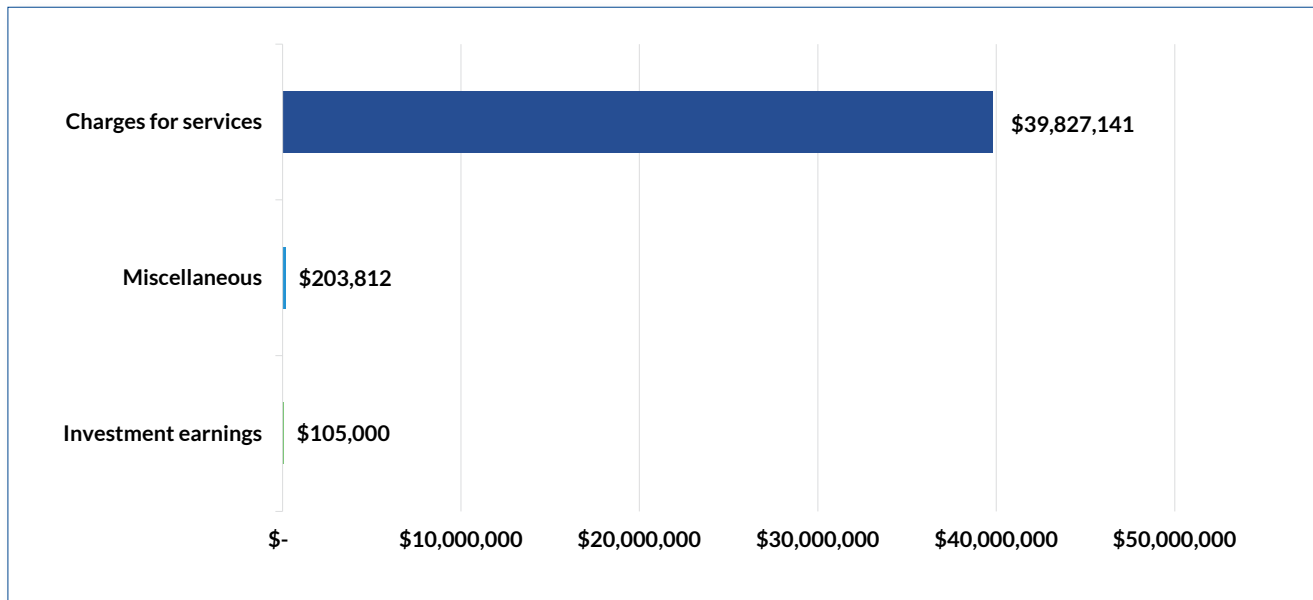
Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
Charges for services	\$ 34,818,861	\$ 35,865,776	\$ 39,827,141	99.23%
Investment earnings	1,001,673	400,000	105,000	0.26%
Miscellaneous	713,807	190,000	203,812	0.51%
<b>TOTAL REVENUES</b>	<b>\$ 36,534,341</b>	<b>\$ 36,455,776</b>	<b>\$ 40,135,953</b>	

## FY 2021 Operating Budget - Revenues by Category: \$40.136 million



## Enterprise Funds Revenues

### FY 2021 Charges for Services: \$39.827 million



### Charges for Services by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
<b>USD</b>				
Water charges	\$ 11,177,558	\$ 10,654,419	\$ 12,190,000	30.61%
Sewer charges	14,720,521	17,436,891	17,120,000	42.99%
<b>SMU</b>				
Stormwater management fees	2,953,545	3,191,300	3,221,343	8.09%
<b>Solid Waste Collection</b>				
Solid waste container service	1,449,753	1,728,452	1,728,452	4.34%
Waste Management administrative fees	2,361,646	2,454,714	2,454,714	6.16%
<b>Marina</b>				
Charges for services	2,155,838	-	2,712,632	6.81%
<b>Parking</b>				
Charges for services	-	400,000	400,000	1.00%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 34,818,861</b>	<b>\$ 35,865,776</b>	<b>\$ 39,827,141</b>	

### UTILITY SPECIAL DISTRICT (USD)

USD, an enterprise fund, is self-supporting through user fees charged for services. The primary purpose of USD is to provide clean potable water and to safely dispose of wastewater for customers within the corporate limits of the City and certain surrounding communities.

### Water and Sewer Charges

#### Water and Sewer Service Charges

In 2015, the Water and Wastewater Revenue Sufficiency and Rate Design Analysis Study was completed which recommended rates, fees, and charges for the water and wastewater systems to meet the near-term expenditure requirements for USD for the five fiscal years ending September 30, 2015 through 2019. The rate structure is designed to accommodate increased operating expenses, debt service, and funding of capital projects. The study's results recommended annual rate adjustments combined for water and wastewater of 14.72% for FY 2018 and 11.64% for FY 2019. USD has the authority to adopt rates and charges. Rate adjustments must be approved by resolution.

Water and wastewater charges are primarily generated by fees paid by customers. These charges include the sale of water and wastewater, connection fees, and other fees and surcharges that are assessed for water and wastewater service.

Water and wastewater charges are billed according to metered gallons used. A fixed charge, based on the size of the meter, is also charged for water and wastewater service which goes toward USD's operating expenses. There are minimum charges associated with water and wastewater services based on the size of the meter. The City bills its customers on a monthly basis.

FY 2021 revenue projections are based on historical data, operating costs, population changes, and economic conditions.

#### Hydrant Rental

Potable water used for construction purposes or any other approved purpose on a project must pass through a meter with an approved backflow prevention device which is installed on a fire hydrant. USD is responsible for installing construction meters on specific hydrants and bills appropriate fees to the customer.

FY 2021 revenue projections are based on historical data and economic conditions.

#### Fire Line and Sprinkler Service

USD charges a fee for the installation of water supply serving an automatic fire sprinkler system within the City. Rates are based on the size of the meter.

FY 2021 revenue projections are based on historical data and economic conditions.

#### Water Meter Installation Fees

USD charges a fee for the installation of a water meter and connection to the water distribution system as requested by a new customer for the initiation of service. The fee includes the cost of a meter installation and the service connection based on the size of the meter.

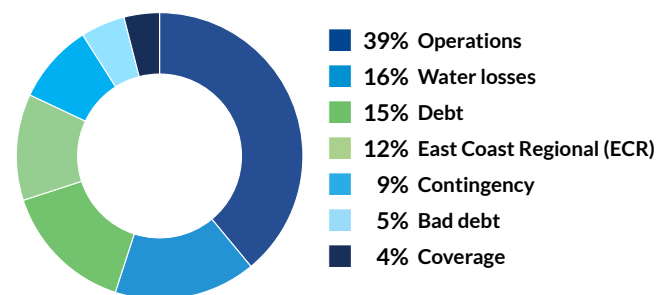
FY 2021 revenue projections are based on historical data and economic conditions.

#### Water and Sewer Impact Fees

Water and wastewater impact fees are imposed on new connections based on the equitable and proportionate share of the cost for (1) water supply, treatment, and transmission facilities; (2) use of wastewater transmission; and (3) use of the ECR treatment facility. The purpose of these fees is to pay for or reimburse the equitable share of the capital costs relating to the construction, expansion, and equipping the water and wastewater systems. Fees are paid by new customers or developments and are based on the Equivalent Residential Unit (ERU).

FY 2021 revenue projections are based on projected new developments.

### Utility Bill Composition



Source: City's Finance and Administrative Services Department

## Enterprise Funds Revenues

### STORMWATER MANAGEMENT UTILITY (SMU)

SMU charges are used for operating expenses and capital improvements directly related to the management of the stormwater system, including improvements designed to improve water quality in the City's waterway, including the improvement of existing stormwater systems.

#### Stormwater Management Fees

Charges are included on the City's utility bill. The City has the authority to increase the rate charged for storm water each year.

FY 2021 revenue projections are based on historical data and economic development and conditions.

### SOLID WASTE COLLECTION

The City has an agreement with Waste Management Inc. (WM) to provide solid waste and recycling collection and disposal services within the City.

#### Solid Waste Collection Service

Charges for solid waste and recycling collection and disposal services are included in the City's utility bill. Rates vary for residential and commercial customers and are based on the approved rate schedule in the agreement.

FY 2021 revenue projections are based on historical data and economic development and conditions.

#### Waste Management Administrative Fees

The City is responsible for billing and collecting payments for the collection of solid waste service for both residential and commercial. WM pays the City to provide this service through a collection rate adjustment which applies to the collection portion of the rates. This fee is adjusted annually on October 1 based on the change in the Consumer Price Index (CPI) for (1) fuel and oil and (2) other than fuel and oil.

### MARINA

The City's Marina is managed by Seven Kings Management, a third party company. FY 2021 revenue projections are based on historical data, economic conditions, and the number of potential customers.

#### Charges for Services

##### Dockages Fees

Dockage fees are the primary source of revenue for the Marina, which are charged to a vessel to use the dock. Charges are based on the size of vessel, slip size, type of storage, and rental period.

##### Fuel Sales

Fuel sales are generated from the sale of fuel at the Marina's dock.

##### Miscellaneous Charges for Marina Services

Miscellaneous charges include retail sales, parking fees, utility service charges, laundry fees, and other services at the Marina.

### PARKING

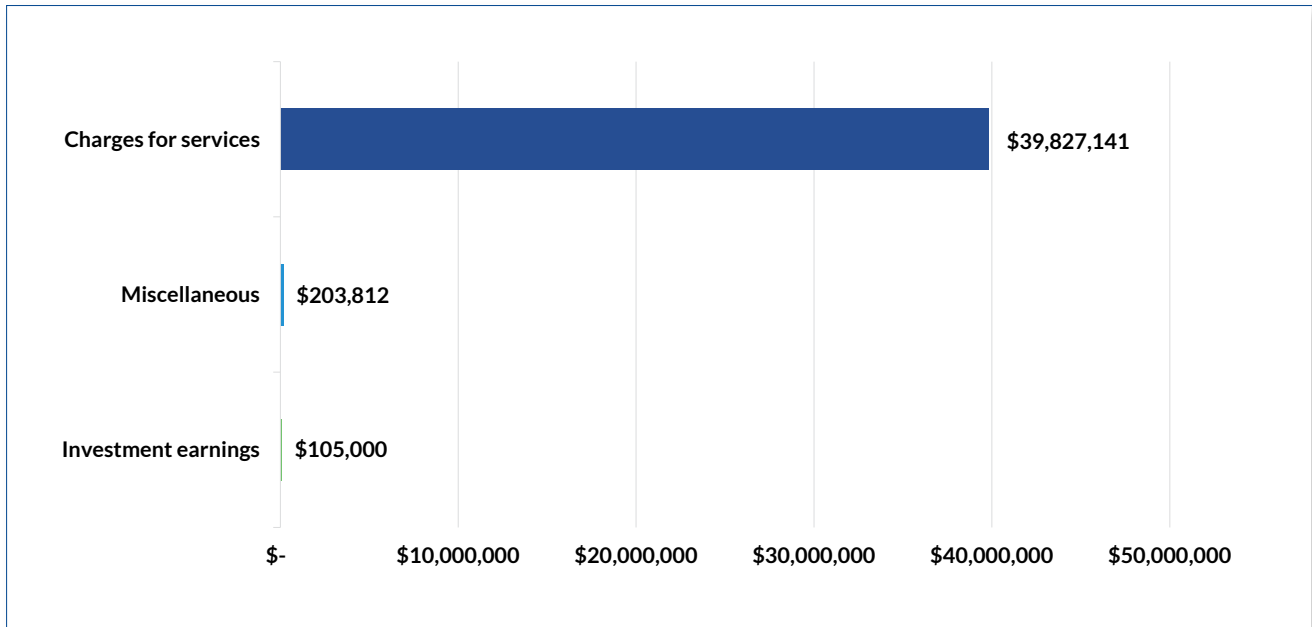
The City established a Parking enterprise fund to manage the revenues and expenses associated with the paid parking systems to be operated at Ocean Mall and the Marina District. The City plans to install paid parking equipment during FY 2021 and to commence operations the later part of FY 2021.

#### Parking Fees

The City will charge a fee for parking as approved by Council.

FY 2021 revenue projections are based on estimates provided by the consultant.

## FY 2021 Revenues - Investment Earnings: \$0.105 million



## Investment Earnings by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
<b>USD</b>				
Investment Earnings	\$ 946,022	\$ 350,000	\$ 50,000	47.62%
<b>SMU</b>				
Investment Earnings	49,825	20,000	5,000	4.76%
<b>Solid Waste Collection</b>				
Investment Earnings	1,872	30,000	30,000	28.57%
<b>Marina</b>				
Investment Earnings	-	-	20,000	19.05%
<b>Parking</b>				
Investment Earnings	3,954	-	-	0.00%
<b>TOTAL INVESTMENT EARNINGS</b>	<b>\$ 1,001,673</b>	<b>\$ 400,000</b>	<b>\$ 105,000</b>	

## Investment Earnings

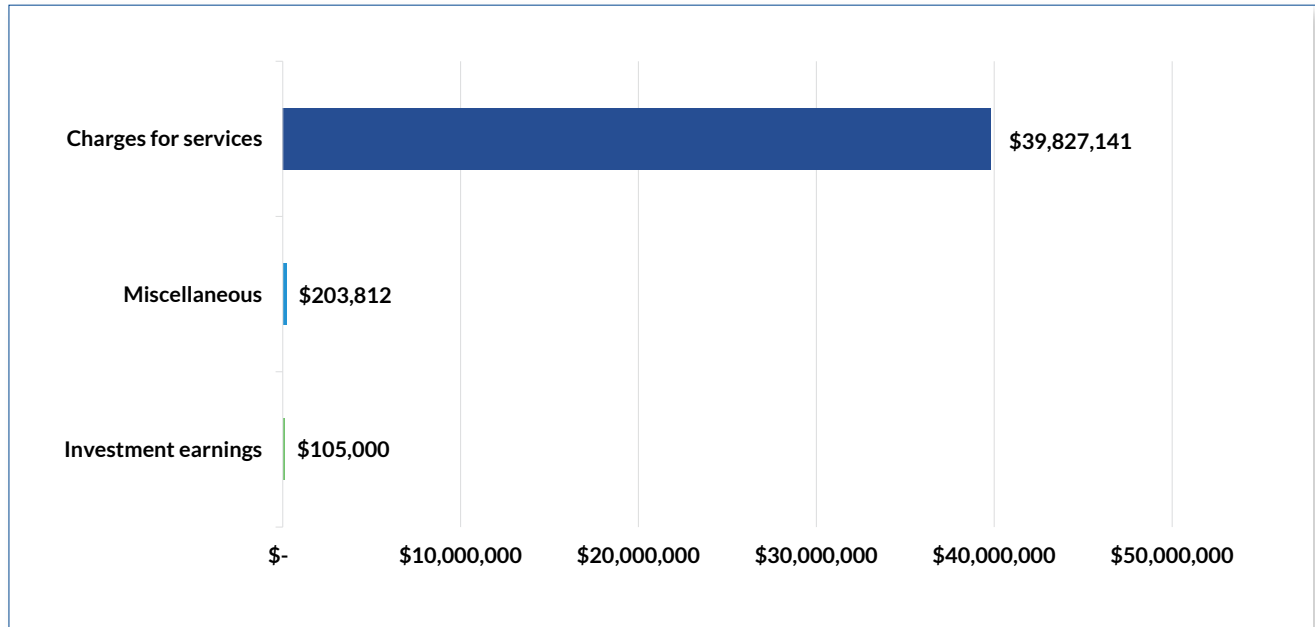
The City invests its funds in authorized investments as defined in the City's Investment Policy and earns interest on the funds invested and held in interest-bearing deposits and accounts.

FY 2021 revenue projections are based on account balances and economic considerations.



## Enterprise Funds Revenues

### FY 2021 Revenues - Miscellaneous: \$0.204 million



### Miscellaneous by Category

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
<b>USD</b>				
Miscellaneous service charges	\$ 207,383	\$ 140,000	\$ 140,000	68.69%
State Grant – Water	65,768	-	-	0%
<b>Solid Waste Collection</b>				
Sale of recycled material	6,329	50,000	50,000	24.53%
<b>Marina</b>				
Miscellaneous charges	423,827	-	13,812	6.78%
<b>SMU</b>				
Sale of surplus items	10,500	-	-	0.00%
<b>TOTAL MISCELLANEOUS</b>	<b>\$ 713,807</b>	<b>\$ 190,000</b>	<b>\$ 203,812</b>	

### Miscellaneous Service Charges

USD charges for miscellaneous or customer requested services or specific utility services, which include service charges, turn-on or turn-off charges, late payment charges, meter recheck, reread and meter test, return check charge, and unauthorized connection.

## Internal Service Funds Revenues

The City uses internal service funds to accumulate and allocate costs internally among the City's various functions. These funds primarily serve the City's departments and account for the City's information technology systems, fleet management, and risk management and insurance programs. During FY 2018, the City created two internal service funds for fleet management and information technology.

Internal service funds operate on a cost reimbursement approach which implies break-even each year or over several years. Fleet management and information technology billings are based on the cost allocation plan prepared by the City. However, self-insurance billings include the required amounts for insurance and also includes a reasonable provision for future catastrophe losses.

### General Insurance Fund

The insurance fund is used for the administration of the City's insurance program, which includes unemployment claims, workers' compensation, property, and general liability insurance. Rather than pay insurance premiums and/or claims directly from the various departments, the insurance fund centralizes risk management activities.

### Fleet Services Fund

This fund is used to account for the expenses associated with purchasing and maintaining the City's vehicles.

### Information Technology Fund

This fund is used to account for the expenses associated with purchasing the City's computers, monitors, printers, and software systems.

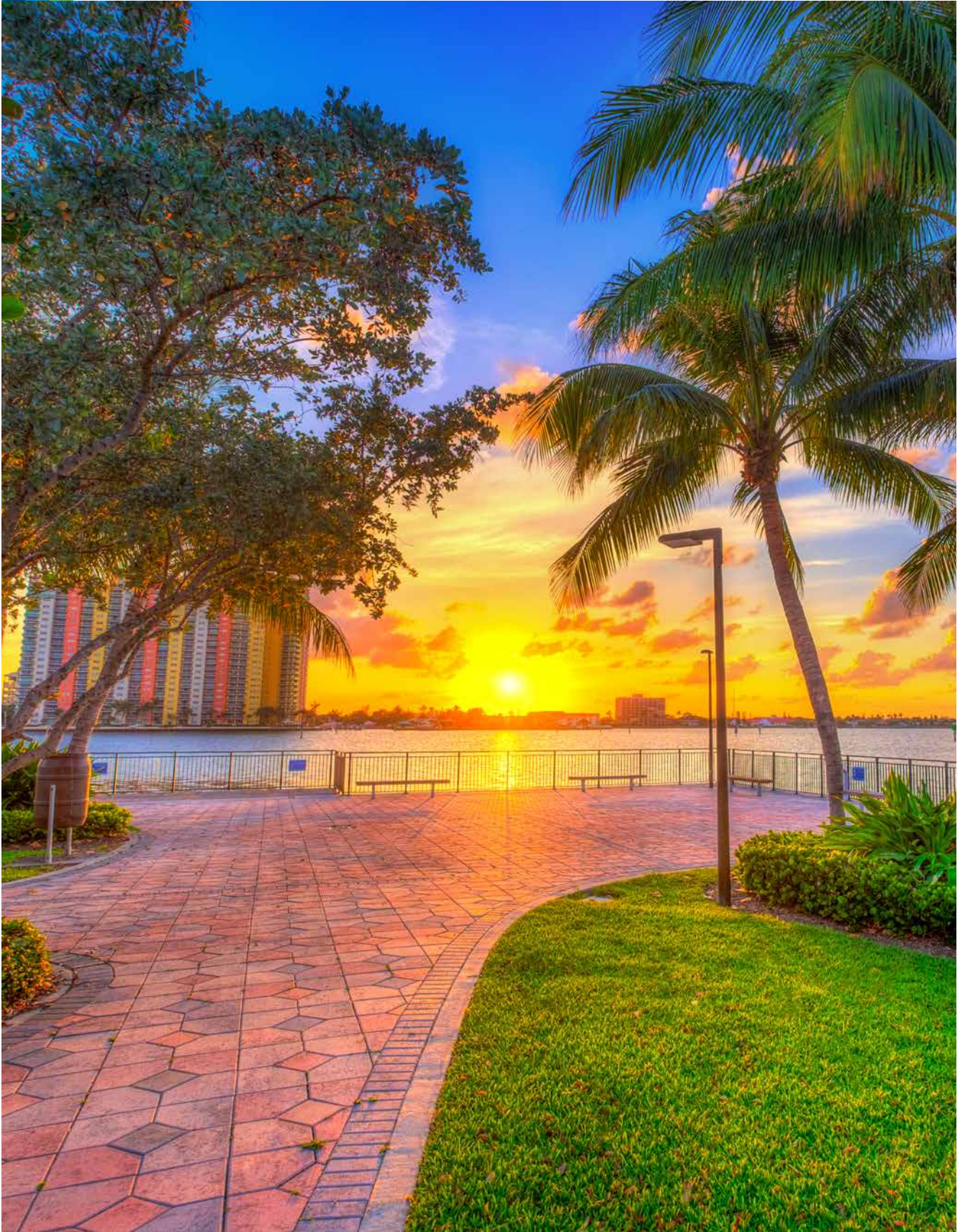
## Internal Service Funds Revenue Summary

The following is a summary of revenues for the Internal Service Funds.

Revenue Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	% of FY 2021 Budget
<b>Insurance</b>				
Contributions from Departments	\$ 3,452,547	\$ 3,712,922	\$ 3,785,638	99.47%
Settlement payments	1,429,913	-	-	0.00%
Investment Earnings	205,458	20,000	20,000	0.53%
Miscellaneous	29,350	-	-	0.00%
<b>Total Insurance Fund</b>	<b>5,117,268</b>	<b>3,732,922</b>	<b>3,805,638</b>	
<b>Fleet Services</b>				
Contributions from Departments	2,355,205	2,444,031	2,530,810	100.00%
Investment Earnings	54,225	-	-	0.00%
<b>Total Fleet Management Fund</b>	<b>2,409,430</b>	<b>2,444,031</b>	<b>2,530,810</b>	
<b>Information Technology</b>				
Contributions from Departments	2,863,961	3,053,501	3,531,465	100.00%
Investment Earnings	46,495	-	-	0.00%
<b>Total Information Technology Fund</b>	<b>2,910,456</b>	<b>3,053,501</b>	<b>3,531,465</b>	
<b>TOTAL REVENUES</b>	<b>\$ 10,437,154</b>	<b>\$ 9,230,454</b>	<b>\$ 9,867,913</b>	



## SECTION VI: Department Budgets



①

Finance and  
Administrative  
Services

②



③

## Department Overview

Finance and Administrative Services Department, under the direction of the City Administration, has oversight of all financial transactions within the City including payables, payroll, billing and collections, debt and investments, utility meter reading, and customer service. The Department is comprised of three divisions: Billing and Customer Service, Treasury Services, and Financial Services.

The Department uses prudent financial planning and management of the City's operating and capital finances, while controlling and monitoring the spending and ensuring compliance with regulations and accounting standards.

④

## Mission

To provide outstanding, comprehensive fiscal services and exceptional customer service through transparency, technology, and a highly qualified and trained staff.

⑤

## Vision

To elevate the fiscal services and customer service delivery to unprecedented levels to meet the City's mission of excellent customer service, progressive leadership, and accountable stewardship.

⑥

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 2,062,932	\$ 2,319,133	\$ 2,237,992
Operating	731,395	794,593	820,477
Operating Capital	-	17,370	7,370
<b>Total</b>	<b>\$ 2,794,327</b>	<b>\$ 3,131,096</b>	<b>\$ 3,065,839</b>
Full-Time Equivalent Budgeted Employees	30	30	24



### ⑦ FY 2020 Highlights and Accomplishments

- Attained the Government Officers Association (GFOA) Distinguished Budget Award for the FY 2020 Budget
- Attained the Association of Public Treasurers Certification of Excellence for the City's Debt Policy
- Successfully implemented Tyler Human Resources for FY 2020
- Successfully closed the year-end
- Successfully worked with Federal Emergency Management Agency (FEMA) to recapture Hurricane Irma funds

### ⑧ FY 2021 Objectives and Performance Measures



#### Operational Excellence

- Continue to enhance transparency of operations.
- Further enhance timeliness of financial statements.
- Continued implementation of new Enterprise Resource Planning (ERP) for the City.
- Strengthen business practices concurrently with the implementation of the new ERP.



#### Government Stewardship and Accountability

- Provide a high standard of timely comprehensive fiscal services to departments, rating agencies and other governments while safeguarding City assets.
- Continue to work to strengthen controls, practices and policies.
- Continue to develop efficiency of operations.
- Attain the Government Officers Association (GFOA) Distinguished Budget Award for the FY 2021 Budget.
- Implement the Employee Expense module in Tyler Munis.

### ⑨ Performance Measures

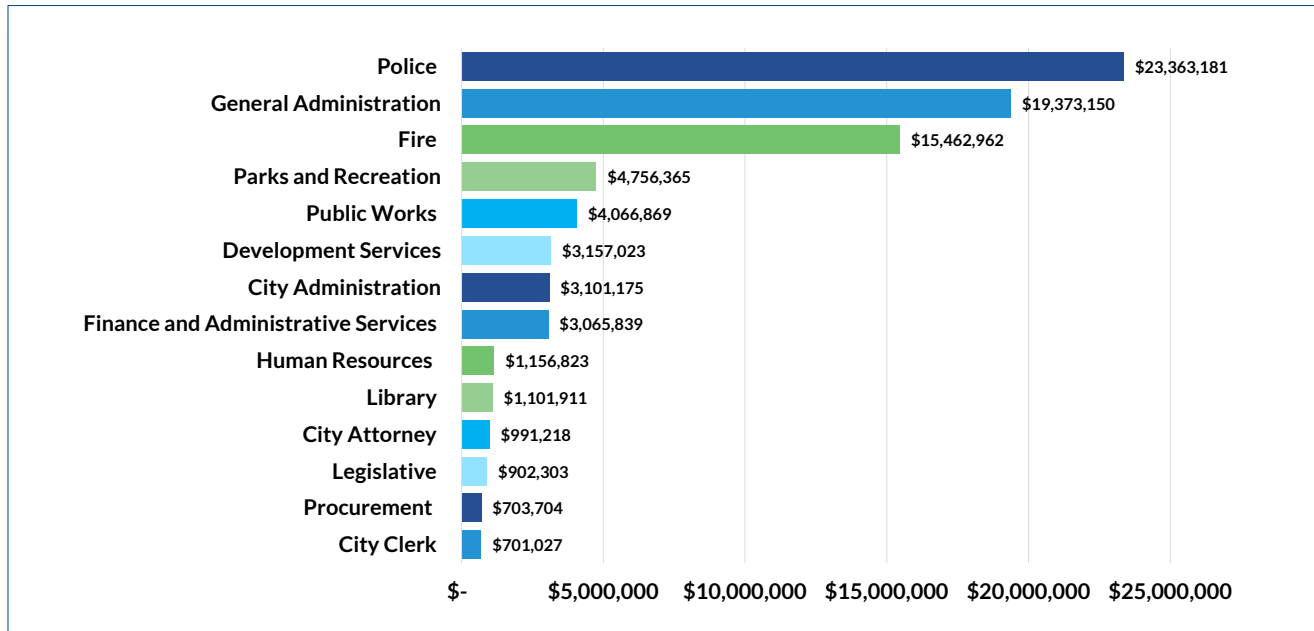
Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Average number of days for month end closing after the end of month	N/A	N/A	15
Operational Excellence	Percentage reduction in the number of checks issued to vendors	N/A	N/A	50%
Operational Excellence	Percentage increase in the number of utility payments made through the electronic payment channels	N/A	N/A	50%

- ① The name of the department.
- ② The department's organizational chart based on functions.
- ③ Provides an overview of the department's functions and activities.
- ④ The mission of the department.
- ⑤ The vision of the department.
- ⑥ Displays the expenditures for the entire department showing the prior fiscal year's actuals (FY 2019), current fiscal year's budget (FY 2020), and the upcoming fiscal year's (FY 2021). Full-time equivalent budgeted positions are for the entire department for the prior fiscal year (FY 2019), current fiscal year (FY 2020), and the upcoming fiscal year (FY2021). Personnel count includes part-time positions at the full-time equivalent.
- ⑦ Provides the department's highlights and accomplishments during FY 2020.
- ⑧ Provides the department's objectives for FY 2021. Most of the objectives directly further the Council's goals and objectives outlined in the Introductory Section.
- ⑨ Provides the department's performance measures for FY 2021.



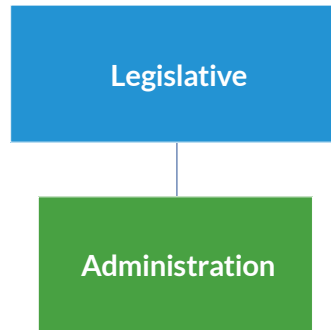
# Governmental Expenditures Overview

## FY 2021 Expenditures by Department



## Department Financial Overview

Department	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Legislative	\$ 853,312	\$ 806,249	\$ 902,303
City Administration	2,059,519	2,844,214	3,101,175
General Administration	18,513,114	18,487,594	19,373,150
Finance and Administrative Services	2,794,327	3,131,096	3,065,839
City Clerk	756,542	752,502	701,027
Human Resources	1,110,001	1,447,668	1,156,823
City Attorney	750,327	865,155	991,218
Development Services	2,704,232	3,329,533	3,157,023
Procurement	461,389	694,072	703,704
Police	23,793,991	20,598,013	23,363,181
Fire	13,267,744	13,953,868	15,462,962
Public Works	4,708,179	5,083,913	4,066,869
Parks and Recreation	4,937,147	4,605,489	4,756,365
Library	1,050,861	1,144,417	1,101,911
<b>Total</b>	<b>\$ 77,760,684</b>	<b>\$ 77,743,783</b>	<b>\$ 81,903,550</b>



## Department Overview

The Legislative Department is comprised of the Mayor and five members of the Council who are all elected into office. This Department is the branch of the governmental structure that provides guidance and direction through the formation of official policy.

The Mayor's Office provides leadership to the residents, employees and local businesses throughout the City. It supports an environment that encourages ideas, civic discourse and inclusion for the City's entire diverse population.

The Council is empowered through the City Charter and the laws of the State of Florida and it is responsible for the adoption of resolutions and ordinances for setting the millage rate, implementing major public improvements, creating development standards, and conducting financial matters. The Council also appoints individuals to boards and committees that serve to make recommendations to the Council as they form policy and administer guidance and direction to the City Manager and City Attorney.

The Legislative Department responds to the needs of citizens and designs the community's growth through the five (5) goals realized through Riviera Beach 2030 strategic planning efforts.

## Mission

To govern as a responsive and accountable body that produces policy-making decisions that realize effective and efficient delivery of services so as to achieve successful outcomes in the best interest of the City.

## Vision

To be the best waterfront city in which to live, work, and play.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 572,749	\$ 612,176	\$ 720,224
Operating	280,563	194,073	182,079
<b>Total</b>	<b>\$ 853,312</b>	<b>\$ 806,249</b>	<b>\$ 902,303</b>
Full-Time Equivalent Budgeted Employees	3.5	3.5	3.5

### FY 2020 Highlights and Accomplishments

- Restored and stabilized government operations with the hiring of a City Manager.
- Participated in and completed Riviera Beach 2030 Strategic Plan.
- Met with state and federal delegation to advocate on behalf of city projects, programs and initiatives.
- Supported administration through natural disasters and COVID-19 pandemic.
- Provided direction and supported staff with the acquisition of various parcels for development purposes.
- Supported administration's development activities focused on City facilities (Youth Empowerment, City Hall, Police and Fire Stations and Peanut Island).
- Participated in various training sessions (Ethics Training, Non-Interference, Sunshine Law and Parliamentary Procedures)
- Attended state and national conferences to understand role of elected official and industry best practices in municipal government.
- Provided funding for various non-profit organizations through the usage of Waste Management Community Benefits of approximately \$90,000.00.
- Established a workforce development education opportunity pipeline for residents and employees
- Established the Waterfront Advisory committee to protect and preserve natural habitats and ecosystems.
- Increased attention to derelict boat activities.
- Supported the institution of community policing and the adoption of new community activities.
- Provided direction and support concerning capital improvement projects (Fire station, Peanut Island, Youth Empowerment Center and Library, evaluation of city owed properties and future/possible use.
- Supported the attainment of grant dollars for Utility Special District infrastructure improvements.
- Established an Audit Committee and Police and Community Advisory Boards.
- Connected City, local businesses and educational institutions.

### FY 2021 Objectives and Performance Measures

*Riviera Beach 2030* sets the stage for transitioning from the status quo that has lingered in this organization. Progressively, *Riviera Beach 2030* possesses a creative and forward thinking agenda that addresses the challenges that the City faces today as well as the opportunities that lie ahead. These Goals set the foundation on which staff will build for FY 2021. Outlined below, are specific objectives that provide a more refined and strategic roadmap to accomplish the five (5) overarching Goals:



#### Prosperous, Resilient and Sustainable Economy

- Increase workforce and economic development opportunities.
- Establish a small business development program for current local businesses to enhance equitable contracting opportunities within the City that will also market to attract an additional 25% of new businesses and major employers to the City by September 30, 2021.
- Revitalization and expoundment upon the tourism and marine industry sectors.
- Development of policies and programs that supports local and small businesses participation.
- Diversify and grow the local economy.
- Enhancement of Riviera Beach's regional standing in tourism.
- Creation of sustainable growth and development strategies to improve Riviera Beach's natural environment.
- Support administration and legal in the acquisition of Peanut Island that will contribute to the local economy and bolster further tourism activities.



## Great Neighborhoods

- Conduct of a comprehensive review and identification of the City's aging infrastructure, including but not limited to roadways, facilities, and utilities through the development of an aggressive construction plan in an effort to identify and modernize compromised systems by 2025.
- Preservation and protection of natural eco-systems and environments.
- Improvement of citywide curb appeal.
- Implement the Good Landlord Program to decrease the number of citizen complaints pertaining to nuisance neighbors and absentee landlords by 50%.
- Review and evaluation of City infrastructure and sports facilities to comprehensively advance recreational opportunities for residents to indulge and engage.
- Development of affordable and workforce housing stock opportunities.
- Create dynamic neighborhoods that incorporate mobility, connectivity and sustainability.
- Investments in neighborhoods, parks, arts and other amenities with an emphasis on equity and diversity.
- Support administration through the development and implementation of an "Art In Public Places Program" to creatively establish attractive spaces and to promote and embrace culture and diversity.
- Support community clean-up initiatives inclusive of a multitude of personnel and material resources.
- Provide adequate funding and support for the number of miles/feet of completed and connected sidewalks.



## Operational Excellence

- Support the establishment of standards that dictate qualifiable response times to inquiries.
- Continue to support the development of standard operating procedures to achieve consistency in the management and implementation of operations throughout each city department.
- Support the development of improved water condition standards and systems that produce a higher quality product.
- Make long-term generational investments in technology, infrastructure and public safety measures that create a safe, clean, equitable, and healthy city.



## Government Stewardship and Accountability

- Support that at least annually, the entire workforce receives employee performance evaluations to increase accountability and development.
- Support the assurance that policies are updated, reviewed and enforced.
- Support a comprehensive review of revenues versus expenditures for addressing and minimizing the impact of projected deficit anticipated in FY 2021 through FY 2024.
- Promote a resident friendly culture that prizes accessible, consistent, and predictable delivery of services.
- Invest in quality infrastructure.
- Develop and maintain a strong community connection by emphasizing the importance of open government, customer service and communication with community stakeholders.
- Foster services that improve quality of life.
- Maintain strong reserves across City operations.

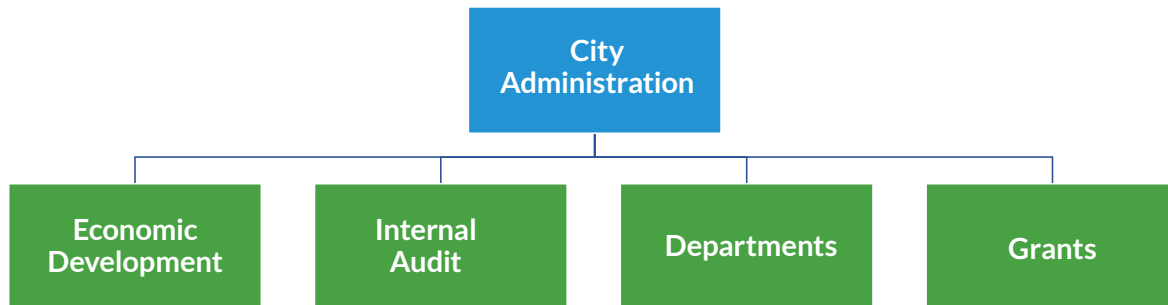


## Community Engagement and Empowerment

- Continue to foster environments that encourages transparency and open government to the residents.
- Cultivate and encourage civic engagement and participation amongst residents and business community.
- Creation of opportunities for learning and participation in government through the Citizens Leadership Academy, youth council, board and committee appointments, and various citizen advisory boards resulting in a 50% increase in applications received from the previous year's, by the end of the 2020-2021 budget year.
- Conduct of a minimum of educational workshops concerning environmental issues, conservation, recycling, and sustainable "best practices" to mitigate the effects of climate change with annual follow-up surveys to assess effectiveness.
- Facilitation of increased community policing and community engagement operations.
- Establishment of collaborative advisory committee to receive input from residents and businesses.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Great Neighborhoods	Number of City owned parcels converted into affordable housing units/first time homebuyer program.	N/A	N/A	5
Great Neighborhoods	Number of youth programs and initiatives created that foster a future productive citizenry (PAL, HOPE DEALERS, Explorers Program).	N/A	N/A	2
Prosperous, Resilient and Sustainable Economy	Number of new policies and/or ordinances passed to facilitate a clean and safe environment for marine life.	N/A	N/A	3
Prosperous, Resilient and Sustainable Economy	Number of new businesses that open in the City using incentivizing efforts (Opportunity Zones and CRA).	N/A	N/A	5
Prosperous, Resilient and Sustainable Economy	Number of business that relocate within industrial district. Working in concert with realtor's community to fill vacant warehouses.	N/A	N/A	3
Operational Excellence	Number of training sessions participated in that encourages best practices in municipal government.	N/A	N/A	3
Government Stewardship and Accountability	Percent increase public participation in meetings making local government more open and inclusive.	N/A	N/A	10%



## Department Overview

The sole purpose of the city administration is to execute the management in day-to-day operations of the city government, as well as recommending sound and equitable public policy. City Administration incorporates multiple departments that provide social services, economic development, and intergovernmental affairs. Communications and marketing activities are a part of City Administration with the purpose of marketing,

promoting and informing the public on city initiatives and special events. The City Administration Department is also responsible for administering the City's General Administration budget.

## Vision

To be the best waterfront city in which to live, work, and play. The City of Riviera Beach will be recognized as one of the best places to live.

## City Administration Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 1,614,111	\$ 2,042,479	\$ 2,499,037
Operating	445,408	789,235	586,638
Operating Capital	-	12,500	15,500
<b>Total</b>	<b>\$ 2,059,519</b>	<b>\$ 2,844,214</b>	<b>\$ 3,101,175</b>
Full-Time Equivalent Budgeted Employees	21	22	20

## General Administration Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 51,879	\$ 70,000	\$ 42,094
Operating	1,823,666	1,697,407	1,717,945
CRA TIF payment	5,351,441	5,574,674	5,937,184
Transfers to Debt Service	6,321,093	6,465,932	6,955,344
Transfers to Major Disaster	636,050	679,581	720,583
Transfers to Capital Projects	4,328,984	4,000,000	4,000,000
<b>Total</b>	<b>\$ 18,513,114</b>	<b>\$ 18,487,594</b>	<b>\$ 19,373,150</b>



### FY 2020 Highlights and Accomplishments

- Established strategic focused goals.
- Improved the content and appearance of Agenda Item submittals.
- Purchased land for new water treatment facility.
- Attained \$1.9 million from Florida Department of Economic Opportunity for aerial crossings.
- Attended state legislative sessions to lobby for appropriations for utilities, fire services and youth empowerment.
- Improved communication systems amongst City Council, residents and employees.
- Aggressively pursued development activities focused on City facilities (Youth Empowerment, City Hall, Police and Fire Stations and Peanut Island).
- Successfully navigated local state of emergencies through enhanced and novel incident command structure systems (communications, logistics, planning, operations, finance, legal, health and human services and beach operations).
- Made key additions to the media team through the hiring of a Media Specialist and Senior Media Specialist.
- Improved the live streaming capabilities of city meetings and events across three (3) social media platforms (YouTube, Facebook, and Twitter).
- Added cable outlet “Hotwire Communications” to the City’s list of networks that now carry RBTB (others include Comcast and AT&T U-Verse).
- Improved City-wide signage to promulgate operations and services such as utility payments and social service opportunities.
- Reentry Center:
  - » Implemented the Integrated Reentry and Employment Strategies Project method of Employment assessment across all programs.
  - » Incorporated a skills assessment test as an addition to the Job Readiness Orientation Curriculum and incentivized completion.
  - » Established relationship with local construction companies to fill the need for entry level laborer positions.
  - » Partnered with Riviera Beach CDC and Urban Farmers to provide construction training opportunity for clients while rehabilitating a derelict home for a First-Time Home buyer.
  - » Partnered with CareerSource Palm Beach County and Reentry Task Force of Palm Beach County as a Reentry Department was established within CareerSource.
  - » Secured and additional \$267,500 in grants to enhance the current program structure and expand cognitive behavioral therapy opportunities for clients.
- Civil Drug Court:
  - » Improved processes and deliverables resulting in five (5) day 1st appearance of clients.
  - » Presented the 9th Annual Client Recognition Program with keynote speaker Senator Bobby Powell.
  - » Celebrated National Substance Abuse Recovery Month.
  - » Compliant with Annual Audit performed by Palm Beach County Public Safety Department.
  - » Created weekly group client meetings to provide support of recovery.
  - » Maintained recidivism rate of 6.2%.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable economy

- Work to establish strategies that will ensure investments are occurring to increase the economic and taxable value of the properties located within the CRA area in particular (through partnership ventures) and the City in general.
- Increase partnership experiences with the private sector community to develop financial and business support resources so as to support business sustenance and growth.
- Review permitting application process to streamline and rid unnecessary and burdensome regulations.
- Development of procurement guidelines that supports local and small businesses participation.
- Continue to leverage resources and relationships with the 15th Judicial Circuit, State Attorney and Palm Beach County for continued support of the Civil Drug Court.
- Develop partnership with Career Source to identify training and employment opportunities for external stakeholders.
- Acquire and renovate distressed vacant commercial property to provide training opportunity for on-The-Job Training program clients and additionally provide transitional housing and a permanent site for The Reentry Center.



### Great Neighborhoods

- Review the City's aging infrastructure, including but not limited to roadways, facilities, and utilities through the development of an aggressive construction plan in an effort to identify and modernize compromised systems by 2025.
- Develop a workforce housing initiative to assist home purchasers with financial and related resources that will increase the number of owner-occupied housing units.
- Enjoin local lending institutions, the CRA and Palm Beach County to design programs to improve the livability of depressed neighborhoods.
- Develop an "Art In Public Places Program" to creatively establish attractive spaces and to promote and embrace culture and diversity.
- Utilize code compliance measures to work with stakeholders in an effort to ensure compliance with regulations and improve communities.
- Development of a Community Aesthetics Plan that focuses on maintenance and accentuates Florida friendly attractive landscaping.
- Expand the Reentry Center's On-the-Job training construction and infill housing model to create workforce housing options within the City.



### Operational Excellence

- Continue to develop a succession planning structure, employee development and retraining initiatives.
- Continue to ensure that employees are physically spaced in a productive, safe, and professional work environment.
- Institute aggressive activities to apprise employees of best practices through routine continuing education and retraining initiatives.
- Facilitate formal trainings to support employees such as sexual harassment, discrimination, retaliation, unwanted and unsolicited acts.

- Facilitate formal trainings on topics to include ethics, public records (Florida Statute Chapter 119) (Sunshine Law) and Americans with Disabilities Act (ADA) laws.
- Facilitate the improvement of employees' productivity through performance evaluations, team building exercises and professional development opportunities.
- Revise standard operational procedures to achieve consistency in the management and operation of the Civil Drug Court.
- Civil Drug Court to create stakeholder survey to gauge overall service delivery and to identify any areas of improvement needed.
- Produce two television shows to include a talk show highlighting local residents and organizations and a exercise show promoting City-wide wellness.
- Assist management in identifying opportunities for continuous improvement of city operations by performing audits focusing upon the improvement of internal controls, the efficiency and effectiveness office operations, and compliance with applicable laws, rules, contracts and grants as provided in the Audit Work Plan for FY 2021.
- Communicate to management matters identified during an audit or follow-up, which indicates possible fraud, waste and abuse, or gross mismanagement.
- Expand current On-The-Job Training program to Extensive Career Pathway program for vocational and construction trades.



### Government Stewardship and Accountability

- Facilitate a comprehensive review of revenues versus expenditures for addressing and minimizing the impact of projected deficit anticipated in FY 2021 through FY 2024.
- Review the Utility Special District's service fees to determine if a customer rate increase is reasonable and justifiable in comparison to quality of water issues and planned major infrastructure improvements.
- Reinstate activities to effectuate the establishment of a fraud, waste, and abuse hotline (answering service) that will be managed by the City's Internal Auditor.
- Develop inventory control systems that serve to protect the City's assets and formally establish monitoring systems.
- Continue with efforts to recruit and hire competent, experienced and credentialed management personnel.
- Monitor and follow-up on the implementation of recommendations made in completed audits.
- Continue to assist management in establishing and maintaining internal controls designed to prevent and detect fraud, waste and abuse.
- Identify additional funding streams to support the programs and services of the Civil Drug Court.
- Enhance access of virtual proceedings using new and advanced technology in the Civil Drug Court program.
- Implement inventory control measures to monitor and protect assets for the Civil Drug Court program.
- Evaluate the Reentry Center's On-the-Job Training (OJT) program through the Florida Atlantic University Criminal Justice Department.
- Conduct semi-annual review of the grant programs' budget to actual performance.



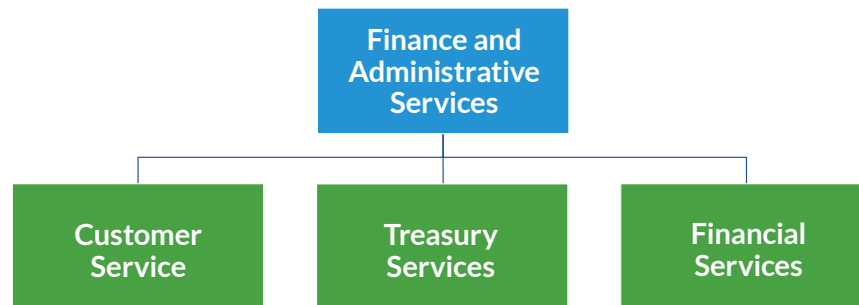
## Community Engagement and Empowerment

- Publish quarterly City Manager Reports to communicate and inform the citizenry of operational progress being made by each individual department.
- Develop quarterly citywide newsletter promoting city information and services.
- Develop a branding campaign to include the redesign of the City's appearance, development of logo/insignia, improving the logistics and operations of the website and the creation of new marketing collateral.
- Reinstate the Coffee with the City Manager Conversations through multi-media venues.
- Continue with digital "Town Hall Meetings" via Facebook, Instagram LIVE – Chats and Q&As.
- Facilitate continued effort to attain 100% participation in the Census 2020 Project.
- Conduct the State of the City address via social media to share progress made concerning City business and happenings.
- Maintain public's access to information, inspiration, programs and services via Facebook.
- Present semi-annual introductory community sessions virtual/real-time sharing information on the programs and services offered by the Civil Drug Court.
- Develop a comprehensive resource guide of programs and services in addition to partner agencies to be made available to the citizens of Riviera Beach.
- Produce two television shows to include a talk show highlighting local residents and organizations and an exercise show promoting City-wide wellness.
- Develop a radio show that will air on local radio.
- Conduct quarterly Community Reentry Awareness events to education local community about issues or concerns with Returning Citizens.
- Create a Reentry Council within the City to provide meaningful discourse on reentry issues and generate community-based solutions for recidivism reduction.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Community Engagement and Empowerment	Number of Reentry awareness activities	N/A	N/A	4
Community Engagement and Empowerment	Number of Reentry family reunification events	N/A	N/A	4
Community Engagement and Empowerment	Number of Reentry prosocial events	N/A	N/A	12
Community Engagement and Empowerment	Number of Reentry council meetings	N/A	N/A	4
Operational Excellence	Number of City-wide staff training sessions	N/A	N/A	12

## Finance and Administrative Services



### Department Overview

Finance and Administrative Services Department, under the direction of the City Administration, has oversight of all financial transactions within the City including payables, payroll, billing and collections, debt and investments, utility meter reading, and customer service. The Department is comprised of three divisions: Billing and Customer Service, Treasury Services, and Financial Services.

The Department uses prudent financial planning and management of the City's operating and capital finances, while controlling and monitoring the spending and ensuring compliance with regulations and accounting standards.

### Mission

To provide outstanding, comprehensive fiscal services and exceptional customer service through transparency, technology, and a highly qualified and trained staff.

### Vision

To elevate the fiscal services and customer service delivery to unprecedented levels to meet the City's mission of excellent customer service, progressive leadership, and accountable stewardship.

### Department Financial Overview

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	2,062,932	\$	2,319,133	\$ 2,237,992
Operating		731,395		794,593	820,477
Operating Capital		-		17,370	7,370
<b>Total</b>	<b>\$</b>	<b>2,794,327</b>	<b>\$</b>	<b>3,131,096</b>	<b>\$ 3,065,839</b>
Full-Time Equivalent Budgeted Employees		30		30	24

## FY 2020 Highlights and Accomplishments

- Attained the Government Officers Association (GFOA) Distinguished Budget Award for the FY 2020 Budget
- Attained the Association of Public Treasurers Certification of Excellence for the City's Debt Policy
- Successfully implemented Tyler Human Resources for FY 2020
- Successfully closed the year-end
- Successfully worked with Federal Emergency Management Agency (FEMA) to recapture Hurricane Irma funds

## FY 2021 Objectives and Performance Measures



### Operational Excellence

- Continue to enhance transparency of operations.
- Further enhance timeliness of financial statements.
- Continued implementation of new Enterprise Resource Planning (ERP) for the City.
- Strengthen business practices concurrently with the implementation of the new ERP.



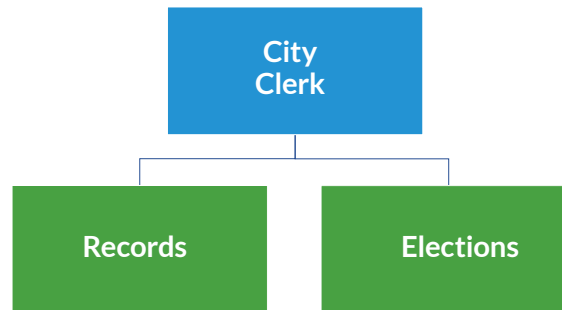
### Government Stewardship and Accountability

- Provide a high standard of timely comprehensive fiscal services to departments, rating agencies and other governments while safeguarding City assets.
- Continue to work to strengthen controls, practices and policies.
- Continue to develop efficiency of operations.
- Attain the Government Officers Association (GFOA) Distinguished Budget Award for the FY 2021 Budget.
- Implement the Employee Expense module in Tyler Munis.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Average number of days for month end closing after the end of month	N/A	N/A	15
Operational Excellence	Percentage reduction in the number of checks issued to vendors	N/A	N/A	50%
Operational Excellence	Percentage increase in the number of utility payments made through the electronic payment channels	N/A	N/A	50%





### Department Overview

The Office of the City Clerk has two divisions, Records and Elections, which play significant roles within the City. The department has six positions: City Clerk, Deputy City Clerk, Records Management Specialist (vacant), Senior Staff Assistant, Staff Assistant, and Mail Courier. This office works in tandem with all municipal departments especially the Office of the City Manager.

**Records Division** - Office of the City Clerk is the official records depository for the City. The City Clerk is the official Custodian of Records and keeper of the City's seal.

The division is responsible for the execution, maintenance, filing, and digitizing of City Council and Utility Special District Board of Directors approved minutes, resolutions, ordinances, agreements, contracts, and leases. It oversees the posting and publication of public notices for both entities, as required by law, and maintains the membership history for the City's advisory boards and lobbyist registrations.

During FY 2020 and in accordance with the Community Engagement and Empowerment objective previously listed by City Administration for this department, the Records Division was given the responsibility of ensuring and working with the Information Technology Department to make the City's website ADA compliant. These efforts have begun with both departments having designated personnel entrusted with the tedious task of bringing this fruition.

The Records Division has upgraded the public records process in order to provide more efficient and timely responses. The division is also responsible for recording and releasing municipal liens and fulfilling lien search requests.

**Elections Division** - The City Clerk serves as the Supervisor of Elections (SOE) for all municipal elections and manages this process with the assistance of permanent staff and approximately 100 contracted personnel. As the SOE, the City Clerk is responsible for qualifying potential candidates and disseminating Municipal Election related information. Members of staff is responsible for confirming precinct locations, promoting voter registration, receiving and reviewing Campaign Treasurer Reports, and other election related responsibilities.

### Mission

To provide efficient, expedient, and professional service to all customers consistent with the City's standards, policies, procedures, and state laws.

### Vision

The vision of the Office of the City Clerk is to be the Customers Link to Excellent Record Keeping and express the importance of Vote Your Choice; No Vote = No Choice.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 501,639	\$ 513,492	\$ 429,526
Operating	254,903	239,010	271,501
<b>Total</b>	<b>\$ 756,542</b>	<b>\$ 752,502</b>	<b>\$ 701,027</b>
Full-Time Equivalent Budgeted Employees	6	6	4.5

## FY 2020 Highlights and Accomplishments

- Disposed of approximately 1,500 square feet of documents meeting or exceeding state retention guidelines to include the following departments; Code Enforcement, Fire Rescue, Legislative, Legal, Police.
- Conducted City-wide training with the city's public records team to include the following topics:
  - » 2020 Sunshine Law and Public Records Training facilitated by Florida First Amendment Foundation.
  - » Stress Management in the workplace facilitated by No-Nonsense Training.
  - » Citywide Q-Alerts training for all departments facilitated by The Office of the City Clerk.
  - » Ongoing departmentalized public records training facilitated by the Torcivia, Donlon and Goddeau, P.A.
  - » Managing Stress & Anxiety in an Uncertain World (online during Pandemic) facilitated by Leadership Palm Beach County.
  - » Conducted training on the new voting equipment on two occasions for the citizenry of the City.
  - » Provided voter's registration application and poll worker information for the 2020 Grad Bags.
  - » Drafted Social Media policy to be implemented City-wide for social media accounts and accounts containing city business.
  - » Initiated the implementation and policy for the utilization of DocuSign, an electronic signature software.

## FY 2021 Objectives and Performance Measures



### Operational Excellence

- Continue training for employees.
- Continue with digitizing of documents to strengthen employees ability to work remotely.
- Make documents easily accessible to the public while creating a level of transparency.
- Continue with the conversion of approximately 12,000 cubic feet of physical documents into digital format.
- Install a digital message board displaying information required to be posted in accordance with Florida Statutes.
- Collaborate with the City's Information Technology Department to bring the City's website and its documents into Americans with Disabilities Act (ADA) compliance.
- Complete the implementation of DocuSign, an electronic signature software, for executing various organizational documents.
- Implement the Social Media policy.
- Develop a COVID-19 proof qualifying process.



## Government Stewardship and Accountability

- Ensure that documents and audio visuals posted on the City's website are ADA compliant.
- Operate in a transparent manner by making documents available on the City's website.
- Conduct audits of campaign reports

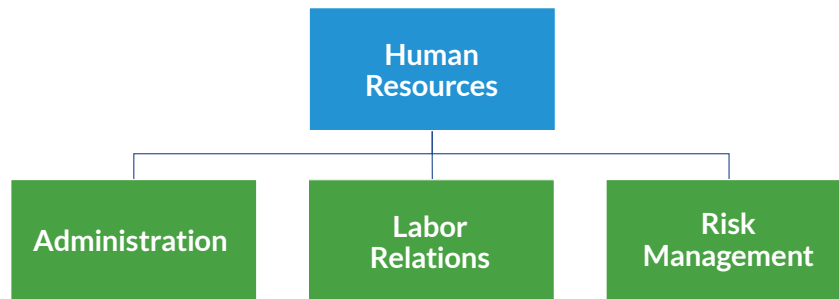


## Community Engagement

- Encourage voter awareness by utilizing platforms to educate the community on the importance of exercising their right to vote.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Number of public records requests processed	960	2,037	1,900
Operational Excellence	Number of lien searches conducted	1,556	1,500	2,000
Operational Excellence	Number of training sessions conducted	3	6	11
Government Stewardship and Accountability	Number of campaign reports audited	228	0	48



### Department Overview

The Human Resources (HR) Department is responsible for the development, implementation, interpretation, and on-going monitoring of the policies, procedures, practices, processes, and support programs that add value to the City and its employees, leading to improved employee welfare, empowerment, growth, and retention while committed to the City's key business initiatives, management objectives, and employees' professional growth and development.

HR is dedicated to partnering with the City Manager's staff, department heads, employees, and stakeholders to maximize the potential of the City's greatest asset - its employees. HR embraces change and the opportunities it brings. HR is focused on delivering quality customer service and is committed to delivering effective and efficient

services in the functional areas of talent management, risk management, employee and labor relations, compensation and benefits, compliance, and training and development.

### Mission

To facilitate a learning work environment where a diverse, engaged workforce is competitively rewarded for successfully obtaining its performance driven, customer service oriented, performance and career objectives, and business plan initiatives.

### Vision

To be recognized as a premiere provider of innovative and results-oriented solutions regarding all employee related activities including strategic planning, talent management, and risk assessment.

### Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 737,620	\$ 947,761	\$ 844,719
Operating	372,381	499,907	312,104
<b>Total</b>	<b>\$ 1,110,001</b>	<b>\$ 1,447,668</b>	<b>1,156,823</b>
Full-Time Equivalent Budgeted Employees	10	10	7

### FY 2020 Highlights and Accomplishments

- Assisted in the coordination of NIMS Certification for employees.
- Updated and created policies.
- Submitted Employee Handbook for review.
- Completed the Employee Safety manual.
- Completed training on Managing Direct Report and Individual Goal Setting.
- Implementation of the Health Benefits Online Program (Bentek).
- Drafted the Benefits handbook.
- Posted 63 job announcements.
- Processed the hiring of 41 new employees.
- Processed over 476 public safety employment applications.

### FY 2021 Objectives and Performance Measures



#### Operational Excellence

- Installation of software to aid in streamlining the applicant process and applicant tracking.
- Installation of an employee performance appraisal system.
- Develop a talent management program.
- Institute programs that seek to retain, promote and develop employees.
- Implement procedures in place for improving the onboarding and termination process.
- Transfer the administration of Family and Medical Leave (FMLA) to third party administrator.
- Convert from a paper-based personnel file system to an electronic file system.
- Obtain a performance evaluation program.
- Completion of Human Resources Staff obtaining expert distinguish certifications.
- Completion of the City's job descriptions.
- Completion of the Employee Handbook for distribution to employees and posting on the City's website.



### Government Stewardship and Accountability

- Revamp the separation process to include the collection of fees due to City by separating employees.
- Implementation and maintenance of software to aid the City in the maintenance of insurance payments.
- Continue in the due diligence of obtaining programs that benefits the well-being of the employees without creating an undue burden on the City's finances.



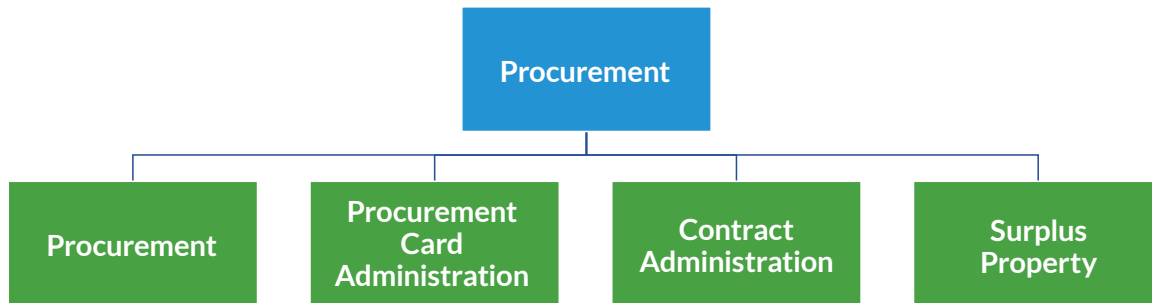
### Community Engagement and Empowerment

- Assist in connecting employees with higher institutions of learning for career advancement degrees or certifications.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Number of job descriptions updated	N/A	N/A	175
Operational Excellence	Number of employees within the Human Resources Department to obtain certifications	N/A	N/A	3
Operational Excellence	Number of City-wide performance appraisals conducted	N/A	N/A	469





### Department Overview

The Procurement Department is responsible for the oversight of the City's procurement activities, coordination of surplus disposition, and contract administration. The primary functions of the Procurement Department are to:

- Institute the sourcing of goods and services obtaining the best value in the procurement of goods and services necessary for the effective and efficient operation of the City, USD, and CRA utilizing the National Institute of Public Purchasing (NIGP), Institute for Supply Management (ISM) Code of Ethics. Responsible for the acquisition of supplies, materials, equipment, and services to City departments with achieving their operational objectives. This is accomplished by the implementing lean and best value practices in the applicable of procurement procedures, supplier selections, and procure to pay administration including procurement cards.
- Issue solicitations to meet operational and administrative needs in accordance with Florida Statutes, Palm Beach County Governance, City Charter, City Procurement Code, Palm Beach County Commission on Ethics, and Palm Beach County Office of Inspector General.

- Promote conducting business with local and small business to protect, sustain, and stimulate the City's local economy and assist in developing small businesses.
- Coordinate the redistribution, auction, sale, or other lawful means of disposal of City-owned personal property that has been placed or declared surplus.
- Provide effective contract administration of contracts and agreements to ensure the City is provided continuous best pricing and terms are consistently adhered to.

### Mission

To serve internal departments and external business stakeholders with the highest level of professionalism, innovation, and technology, utilizing lean practices and the best sourcing methodologies.

### Vision

To provide the highest service and quality of goods and services at the best value while instituting the core values of professionalism, innovation, and integrity to all process partners involved in the procurement and supply chain process.

### Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 367,464	\$ 556,707	\$ 572,619
Operating	93,925	137,365	131,085
<b>Total</b>	<b>\$ 461,389</b>	<b>\$ 694,072</b>	<b>\$ 703,704</b>
Full-Time Equivalent Budgeted Employees	7	8	7

## FY 2020 Highlights and Accomplishments

- Provided adequate supplies and personal protection gear during the COVID-19.
- Maintained procurement contracts to ensure budgetary obligation were met.
- Confirmed that funds were available prior to issuing solicitation.
- Issued and renewed contract with sufficient funding to make the necessary adjustments.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Conduct outreach to local suppliers and Small Woman Minority Business Enterprise (SWMBE) entities.



### Great Neighborhoods

- Ensure departments are equipped to react to and support the City's neighborhoods.



### Operational Excellence

- Use of technology, lean processes, and the best sourcing methodologies.
- Review spending trends to consolidate City-wide procurements to obtain best pricing and value.
- Train staff on alternative delivery methods of projects.
- Conduct training sessions formal and informal training for staff on latest sourcing and best practices.



### Government Stewardship and Accountability

- Procure all goods and services using the best value approach.
- Revise the Procurement code.
- Develop Purchasing manual.

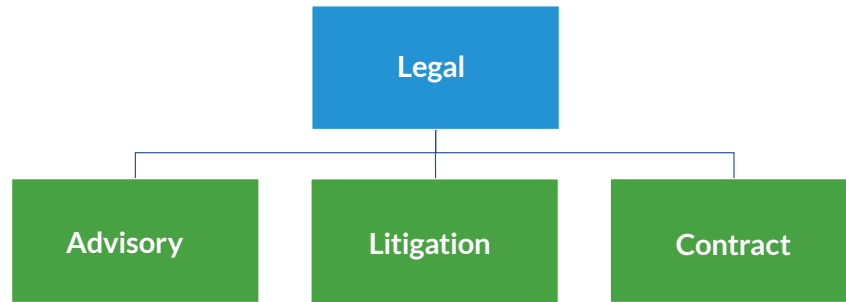


### Community Engagement and Empowerment

- Collaborate with and attend local events to support small businesses.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Prosperous, Resilient and Sustainable Economy	Conduct quarterly outreach and training events for suppliers)	N/A	N/A	2
Prosperous, Resilient and Sustainable Economy	Provide spending information on Small/Woman/ Minority Business Enterprise (S/W/MBE)	N/A	N/A	4
Operational Excellence	Establish City-wide contracts	N/A	N/A	5
Operational Excellence	Conduct training sessions for staff	N/A	N/A	4



## Department Overview

The Legal Department is responsible for providing legal representation and advice to the City and its officials in numerous areas of law, including issues relating to planning, zoning, construction, development, environmental, human resources, civil rights, contracts, tax, real estate law, torts involving personal injury and property damage, ethics, conflicts of interest, public records and open meeting laws, compliance with financial disclosure laws, water and wastewater laws, and a wide range of other issues.

In addition to handling litigation, the Department's attorneys furnish legal advice and opinions on matters referred to them by the City Manager, Mayor, Council, and Department Heads. The Department's attorneys always attend meetings of the City Council, Utility Special District, and advisory boards of the City.

The Legal Department also prepares and reviews legal, legislative, contractual and other documents necessary to the City's municipal functions, policies, and goals.

## Mission

To provide quality legal advice and representation to the Council, City boards, and administration in an effort to minimize litigation against the City and reduce legal costs.

## Vision

To provide efficient services to the public for the benefit of all.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 560,422	\$ 642,996	\$ 677,674
Operating	189,905	222,159	313,544
<b>Total</b>	<b>\$ 750,327</b>	<b>\$ 865,155</b>	<b>\$ 991,218</b>
Full-Time Equivalent Budgeted Employees	4	6	5

## FY 2020 Highlights and Accomplishments

- Assembled and served on the legal team to negotiate the recovery of the City's critical data in costly cyber/malware attack.
- Drafted, reviewed and coordinated the response to the Office of the Inspector General's investigation and audit of the City's health insurance overpayment and provided legal support to the City Council and City Administration at every stage of the investigation and audit.
- Prevailed in suit, with other municipalities, in challenging the State's Firearm Preemption Statute.
- Drafted a new Derelict Vessel Policy, which has resulted in the Riviera Beach Police Department removing numerous derelict vessels from the waters off Riviera Beach, and provided sound legal policies and procedures to protect the RBPd from suits and qualify for state reimbursement grants.
- Negotiated the terms of the purchase agreement for real property for the City's future water and wastewater treatment plant and administrative office.
- Negotiated a major settlement on behalf of the City in Supreme Court Case No. 17-21, saving the City hundreds of thousands of dollars in additional legal fees.
- Organized Non-Interference and Sexual Harassment Training for City staff and the Mayor and City Council in the wake of the new Charter provision and the "Me Too" Movement.
- Secured nearly \$75,000 in surplus funds through circuit court litigation over entitlement to code compliance, utility, and other recorded City liens.
- Performed duties as Legal Section Chief for the Incident Command Team during the COVID 19 State of Emergency, researching and drafting every local emergency order and update, while managing office staff so that there was no interruption in legal services to the City Council, City Departments, and ongoing claims and suits.
- Recruited and hired a new attorney to the Office of the City Attorney's legal team to focus on Human Resources and Labor law.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Provide proactive legal advice to the City Council, City Manager, City Departments, and other boards to protect the interests of the City taxpayer.



### Great Neighborhoods

- Appear in foreclosure litigation cases to protect and enforce City liens on real property by securing surplus funds, which go back to improve City services, including community beautification.
- Amend the Code Compliance and Nuisance Abatement Ordinance to improve and enhance the quality of life and safety of neighborhoods.



### Operational Excellence

- Work with the City Manager, City Council and Utility Special District to accomplish the City's Goals and Objectives.
- Maintain high performance of legal staff; select the best quality, cost-efficient attorneys to represent the City in State, Federal and Administrative courts.
- Provide timely legal interpretation and review of contracts and related documents for City Departments that service the community.

## Legal

- Continue with negotiations for the purchases of real property for the future re-location of City Operations in support of the “Re-imagine Riviera Beach” initiative.
- Update City policies that contain outdated and archaic laws.
- Cross train attorneys to perform multiple roles within the office.
- Support City-wide training for Public Records, Sunshine Law, Ethics, and other legal issues.



### Government Stewardship and Accountability

- Keep City Council and Manager apprised of the status of all pending litigation matters by reporting on a monthly basis and having closed Attorney/Client sessions, as needed.
- Strictly review and negotiate litigation costs and fees to reduce unnecessary billing.
- Reduce use of outside counsel, and eliminate use of outside counsel for Human Resources (except in areas of conflict or investigations).
- Trademark the City’s logo and corporate seal.

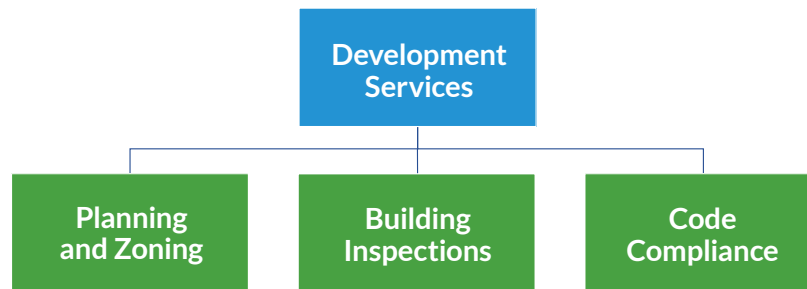


### Community Engagement and Empowerment

- Mentor local students for careers in the legal profession with invitations to shadow the City Attorney.
- Support a summer intern in municipal law/shadowing opportunities for CRB students.
- Provide sound legal advice in explaining the law and municipal policies to the City Council and public.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Government Stewardship and Accountability	Percent reduction in costs of outside litigation over the prior fiscal year	N/A	N/A	2%
Operational Excellence	Number of training sessions conducted for City staff	N/A	N/A	2
Community Engagement and Empowerment	Number of students mentored for careers in the legal profession	N/A	N/A	Up to 10



### Department Overview

The Development Services Department provides a variety of services to City stakeholders associated with development, redevelopment and maintenance of real property. The Planning and Zoning Division oversees administration of land development regulations and also serves as a technical liaison to the community. The Building Inspections Division is charged with administration of the Florida Building Code and functions to protect the health, safety and welfare of the public. The Code Compliance Division assists to maintain the economic value and aesthetic appeal of private property within the City as required by the City's Code of Ordinances. In totality, the Development Services Department assists to plan and approve future development projects, reviews and inspects ongoing construction, and ensures property maintenance once constructed.

### Mission

To create an environment which improves the quality of life for Riviera Beach residents while supporting economic development, business expansion, and employment growth.

### Vision

To effectuate a comprehensive plan and organizational strategy to promote the effective and efficient development of Riviera Beach while building a livable, walkable, sustainable, and economically vibrant community; ultimately leveraging our geography and cultural diversity to preserve established communities, protect our ecological resources, and create a world class destination.

### Department Financial Overview

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	1,839,713	\$	2,337,118	\$ 2,556,024
Operating		864,520		967,415	592,999
Operating Capital		-		25,000	8,000
<b>Total</b>	<b>\$</b>	<b>2,704,232</b>	<b>\$</b>	<b>3,329,533</b>	<b>\$ 3,157,023</b>
Full-Time Equivalent Budgeted Employees		30		28	29



### FY 2020 Highlights and Accomplishments

- Reduced third party building services expenses by more than \$150,000 per year.
- Processed over 4,100 permits valuing over \$121 million.
- Collected over \$3 million in permit revenues.
- Processed over 40,000 telephone phone calls at the permit counter.
- Reorganized the Code Compliance division.
- Completed the inaugural Development Services Department retreat.
- Created and staffed the Operations Manager position.
- Staffed the Building Official position.
- Staffed the Department Director position.

### FY 2021 Objectives and Performance Measures



#### Prosperous, Resilient and Sustainable Economy

- Support small businesses as they maneuver through the development process.
- Improve coordination between this department and the CRA, Port of Palm Beach, and Housing Authority to streamline projects that will strengthen the local economy.



#### Great Neighborhoods

- Ensure that development Services provides thorough recommendations and guidance to the Planning Board as well as City Council to ensure only the best projects move forward in Riviera Beach.
- Improve the aesthetics of older neighborhoods by improving the effectiveness of Code Enforcement and provide additional resources to help property owners come into compliance.
- Address widespread code violations by increasing the number of persons assisted with mitigation funding.



### Operational Excellence

- Improve the efficiency of the permit process.
- Improve the efficiency of the Code Compliance Division.
- Better management of the image of the department and City within the development community.
- Create methods of tracking the deliverables of Permits, Planning, and Code Compliance.



### Government Stewardship and Accountability

- Ensure transparency in all decisions made by staff.

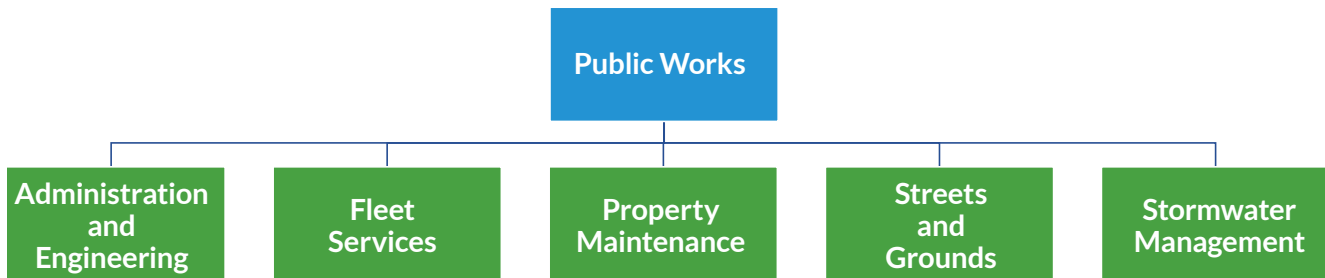


### Community Engagement and Empowerment

- Increase citizen engagement in public meetings.
- Implement coordinating sessions with the semi-governmental organizations operating within the City.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Prosperous, Resilient and Sustainable Economy	Percentage increase in small business satisfaction.	N/A	N/A	50%
Community Engagement and Empowerment	Conduct coordinating sessions with the semi-governmental organizations operating within the City	N/A	N/A	4
Operational Excellence	Create methods (minimum per division) of tracking the deliverables for the Department's three divisions: Planning and Zoning, Inspections, and Code Compliance.	N/A	N/A	3
Great Neighborhoods	Number of properties visited to assist with mitigation funding	N/A	N/A	25



### Department Overview

The Public Works Department provides dependable and high quality services to enable a safe, healthy, livable environment for the community by providing excellent customer service. The Department is comprised of five divisions: Administration and Engineering, Fleet Services, Property Maintenance, Streets and Grounds, and Stormwater Management.

The Administration and Engineering Division is responsible for overseeing the budget and monitoring resources and personnel activities for the department. This division manages the Waste Management agreement to ensure that the service level for garbage collection and recycling services are as stipulated in the agreement. Engineering is responsible for stormwater systems, street and sidewalk improvement projects, and extensive responsibilities for the administration and management of the City's Five-Year Capital Improvement Plan.

The Fleet Services Division is responsible for the maintaining, repairing, and scheduling of repairs for City-owned vehicles and large equipment. This division is responsible for the acquisition and disposal of vehicles and equipment. For FY 2018, an internal service fund was established to account for services provided to City departments for fleet services.

The Property Maintenance Division maintains City-owned facilities, buildings, and streetlights, serves as a liaison for streetlights owned by FPL, repairs sidewalks, and repairs or replaces street marker signs throughout the City.

The Streets and Grounds Division is responsible for maintaining the appearance of the City. This includes landscape maintenance in the medians and City owned right-of-way, servicing and maintaining the irrigation systems, mowing certain easements, trimming trees, repairing potholes, and restoring asphalt.

The Stormwater Management Division is responsible for protecting the groundwater quality throughout the City and ensuring that the roads are swept, to avoid elicit discharges in the storm drains and to prevent street flooding. This division maintains the canals to facilitate a desirable quality of the drainage pipe network and stormwater control structures in the City. Stormwater Management Utility operates as an Enterprise Fund.

### Mission

Life through safe, efficient and sustainable community infrastructure including a reliable stormwater, road, bicycle and sidewalk system for the citizens of Riviera Beach and to maintain the structural integrity, safety and aesthetics of the City's buildings, vehicles and assorted assets.

### Vision

To be the preeminent public works organization in Palm Beach County by developing and maintaining a professional Public Works Department, equipped with the right employees, resources and management that are committed to the department's mission, and the progressive improvement of the City of Riviera Beach.

## Department Financial Overview (excluding Fleet Services and Stormwater)

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	2,004,810	\$	2,507,502	\$ 1,838,186
Operating		2,703,370		2,576,411	2,228,683
<b>Total</b>	<b>\$</b>	<b>4,708,179</b>	<b>\$</b>	<b>5,083,913</b>	<b>\$ 4,066,869</b>
Full-Time Equivalent Budgeted Employees		37		36	28

### FY 2020 Highlights and Accomplishments

- Completed three major road projects within the Monroe Heights area to include (1) 28th and 30th Streets at Avenue O; (2) Avenue M from 23rd Street to 27th Street, and (3) 26th Court east of Avenue M.
- Conducted a Facilities Master Planning workshop with the City Council over two days in July 2020 to chart the course of reconstruction of City Hall and the City's Public Safety departments.

### FY 2021 Objectives and Performance Measures



#### Prosperous, Resilient and Sustainable Economy

- Capital projects shall incorporate a 50-year life cycle review.
- Capital projects shall incorporate sea level rise in design components.



#### Great Neighborhoods

- Capital projects shall incorporate neighborhood beautification elements, where possible.



#### Operational Excellence

- Capital projects shall undergo quality control and value engineering prior to issuance for bid.
- Initial review of invoices for sufficiency within 3 business days of submittal with final review and approval within 5 business days.
- Payment applications shall be reviewed and submitted to accounts payable, if correct, within 5 business days.
- Adopt a long range planning process to include cost estimating within 15% of actual construction costs for projects within a 5-year time horizon.
- Review of site plans, plats, and permit reviews within 10 business days for 90% of projects submitted for review.

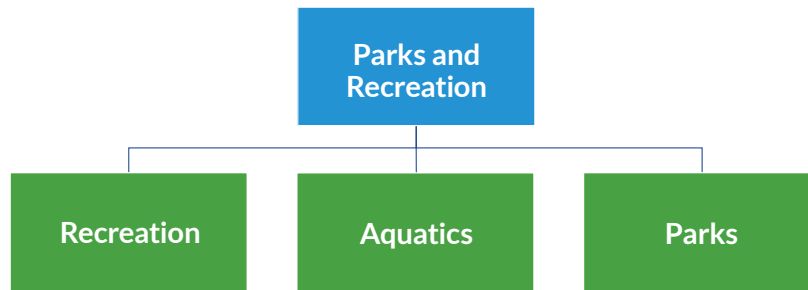


#### Government Stewardship and Accountability

- Complete all capital projects on time and within 5% of the bid price.

### Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational excellence	Percentage of site plan review conducted within 10 business days	N/A	N/A	90%
Operational excellence	Percentage of permit reviews within 10 business days	N/A	N/A	90%
Operational excellence	Percentage of plat reviews within 10 business days	N/A	N/A	90%
Operational excellence	Percentage of invoices submitted for payment within 5 business days	N/A	N/A	90%
Operational excellence	Percentage of payment applications submitted for payment within 5 business days	N/A	N/A	90%



### Department Overview

The Parks and Recreation Department provides high quality recreational opportunities for residents of all ages. The department is responsible for the management of neighborhood-based recreational programs and activities, the scheduling of City parks for athletic use, and the maintenance and management of recreational parks and City-owned facilities. The department coordinates recreational, sports, swimming programs and special events. The Barracuda Bay Aquatic Center offers swimming lessons. Recreation staff coordinate and manage activities for children and families at the City's facilities and parks. The department consists of the Recreation, Aquatics, and Parks divisions.

### Mission

To provide, promote, and maintain a safe and easily accessible system of recreation facilities and programs.

### Vision

To promote and maintain world class facilities and programs to further the City as a great place to work, live and play.

### Department Financial Overview

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	2,394,867	\$	2,655,204	\$ 2,749,238
Operating		2,542,279		1,950,285	2,007,127
<b>Total</b>	<b>\$</b>	<b>4,937,147</b>	<b>\$</b>	<b>4,605,489</b>	<b>\$ 4,756,365</b>
Full-Time Equivalent Budgeted Employees		52.5		52.5	45



## Parks and Recreation

### FY 2020 Highlights and Accomplishments

- Successfully completed 3 activities, Senior Luncheon, Parade and Soiree in honor of Dr. Martin Luther King, Jr.
- Facilitated 12 private and community special events at Parks and Recreation's facilities from October 1, 2019 until March 2020.
- Completed the upgrades at Municipal Beach including new playground, restroom upgrades, picnic facility upgrades, landscaping and signage from the funding provided through the Land and Water Conservation grant.

### FY 2021 Objectives and Performance Measures



#### Prosperous, Resilient and Sustainable Economy

- Promote leisure tourism in the City.



#### Great Neighborhoods

- Maintain neighborhood parks and seek opportunities to upgrade.



#### Operational Excellence

- Increase efficiencies and cost effectiveness in operations.
- Reduce energy and water costs by at least 10 percent below the budgeted amount.

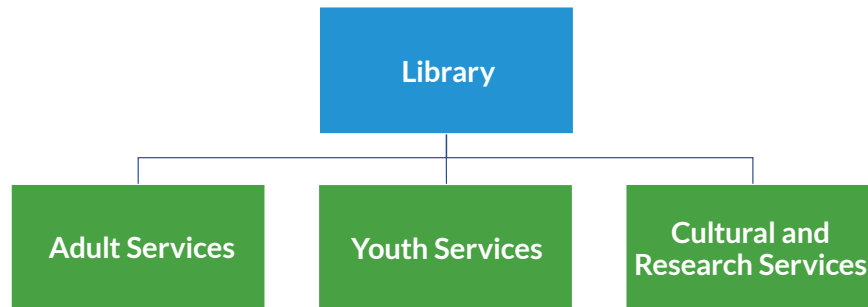


#### Community Engagement and Empowerment

- Promote and facilitate the completion of the Community Survey.
- Promote and assist with facilitation of information collection of Census 2020.

### Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Prosperous, Resilient and Sustainable economy	Hold events to revitalize leisure tourism	N/A	N/A	3
Operational Excellence	Percentage of energy and water costs below the budgeted amount	N/A	N/A	10%
Community Engagement and Empowerment	Conduct activities to promote and facilitate community information collection	N/A	N/A	20



### Department Overview

The Riviera Beach Public Library provides services through a variety of approaches. The City Library, located in the city complex, which serves as a meeting and destination point for over 300,000 visitors annually; off-site accessibility to on-line accessible electronic resources and outreach visits to varying educational and civic events. Customers are provided access to books, non-book material, job readiness preparation and business center resources. The Library is a current recipient of continuing State Aid to Libraries operating grant funding since 2010 totaling over \$100,000 and a 2016 New Public Library Construction Grant award for \$500,000. Stakeholders include a five-member Library Advisory Board, a Foundation Board for the Riviera Beach Public Library, and two major community partners – B.R.I.D.G.E.S of Riviera Beach and United Way - VITA services.

### Mission

The Riviera Beach Public Library staff and board members are dedicated to delivering informational resources which enhances personal growth, expand educational opportunity and transforms learning through diverse developmental, cultural, learning and recreational exposures.

### Vision

To garner the necessary support to build a state-of-the-art public library which will provide a transformative, educational, cultural, informational and diverse experience for all beneficiaries.

### Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 654,205	\$ 741,366	\$ 608,751
Operating	331,814	351,037	438,160
Operating Capital	64,842	52,014	55,000
<b>Total</b>	<b>\$ 1,050,861</b>	<b>\$ 1,144,417</b>	<b>\$ 1,101,911</b>
Full-Time Equivalent Budgeted Employees	12	11	10

## FY 2020 Highlights and Accomplishments

- All staff maintained a presence at either the Reference or Circulation desks and assisted patrons as needed with their library needs.
- Researched helpful local resources for community residents and maintained community resources folder and handouts for customers.
- Staff participated in webinars about goal setting training, censorship, social services in libraries, job assistance tools, copyright for digitization, cataloging procedures and maintenance of collections, and interaction with homeless patrons. Staff collectively took 126 courses over the year's period.
- All staff successfully attended mandatory City-sponsored training sessions (e.g. Anti-Harassment, Code of Ethics, Customer Service and the City's Policy Training on Social Media, etc.). 80% of staff completed four courses from the National Incident Management System from FEMA.
- Completed multiple internet safety courses with local area patrons who were educated about potential internet-based threats and as to how to identify safe websites and tools to evaluate phishing scams.
- Maintained a self-serve Business Center in the Reference to include copying, printing, scanning, faxing and Notary Services, providing low to no cost options for patrons.
- Staff applied and were awarded several state and local grants to assist with operating needs.
- Held VITA tax services for the community, working alongside the United Way of Palm Beach County to provide free tax services for members of the community.
- Produced promotional handouts describing local resources and events.
- Expanded holdings of job and test prep materials in both hard copy and electronic format.
- Maintained a working partnership with the city's Reentry Program and provided to them a weekly Job Opportunities flyer with local, up-to-date job offerings.
- Maintained a working relationship with local community resources/organizations to increase public awareness and access (Bridges, Drowning Prevention Coalition, Early Children's Literacy Coalition, Jumpstart Read for the Record, Read Together Palm Beach County and more).
- Reference staff reorganized the second floor non-fiction and African American collections to assist with building maintenance.
- Staff attended local, regional and state conferences, meetings and events for professional development including Library Day in Tallahassee.
- Staff maintained collection development to ensure collection was current and accessible and maintained a weekly Bestsellers flyer.
- Staff held periodic weeding of the library, returning leased item that had not circulated or selling items to book distributor to be redistributed.
- Held and maintained two regular weekly adult computer courses; Microsoft Word and Adult Basic Computer classes.
- Provided weekly Book-A-Librarian appointment to patrons needing a more personalized approach to addressing their technology and educational needs.
- Worked with area volunteers providing services from book paging to reading to children events.
- Hosted an annual Black History presentation at Lindsey Davis Center that was funded by a grant awarded through the Florida Humanities Council.
- Coordinated a Film Fest in recognition of the City's Dr. Martin Luther King, Jr. celebration activities.
- Conducted a monthly adult book club with literature having a heavy focus on current events, socioeconomic disparity and social justice.
- Completed long-term project of scanning the barcode of every item in the library for entry into an inventory. Pulled items from shelves without barcodes for updating and processed new and donated items, updating the catalog as necessary.
- Assisted City with COVID-19 related events including food distribution, mask distributions and assisting other city departments as needed to ensure public service to the community.
- Staff created monthly book displays relative to holiday and nationally themed events.
- Staff held several programming events including outreach to local schools, virtual reading programs, Trunk or Treat and worked with Inlet Grove High School for the Little Free Library initiative.
- Staff participated in the Certified Business Specialist program facilitated by Palm Beach State College and Council Chair Dr. Julia Botel.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable economy

- Support through system wide participation in a countywide job-sharing program.
- Maintain an agreement with the VITA Tax Services of United Way for our residents.



### Great Neighborhoods

- Review and analyze alternate locations to relocate the library.
- Maintain and sustain a current collection of materials.
- Work with local community resources to assist Riviera Beach residents in their recovery from COVID-19.



### Operational Excellence

- Ensure security presence during normal operating hours, daily.
- Monitor revisions to policies related to patron and staff safety, on-going.
- Evaluate book detection and management systems, annually.
- Support system wide specialized training for public safety.
- Maintain a working relationship with other City departments to encourage programs and their participation to address quality of life initiatives for our citizens.
- Maintain a continued Internet Safety Program for children and young adults.



### Government Stewardship and Accountability

- Cooperate with Library support groups in their efforts to enhance existing services.
- Evaluate options to address existing workplace needs.

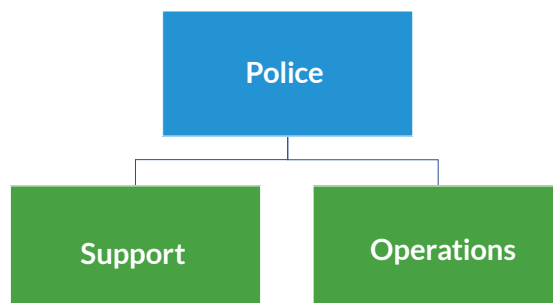


### Community Engagement and Empowerment

- Participate and encourage library participation in civic organizations in Riviera Beach.
- Promote the use of our library facility for outside meetings.
- Facilitate a community read event, i.e., Jumpstart, Read Together Palm Beach County.
- Maintain memberships in appropriate professional organizations.
- Explore the expansion of adult computer classes.
- Participate in national, state and local professional initiatives to improve library services all segments of the communities served.
- Identify and maintain local agreements with a minimum of three (3) organizations to support all levels of literacy.
- Support nation-wide initiatives, which identify and enhance a wide variety of cultural and literary viewpoints.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Conduct professional employee training courses and webinars	N/A	150	150
Operational Excellence	Increase in library program attendance	6,094	N/A	7,500
Operational Excellence	Increase in library programming	289	N/A	300
Operational Excellence	Increase in library Book-A-Librarian requests	29	N/A	50



## Department Overview

The Riviera Beach Police Department (RBPD) is a full service law enforcement agency serving a population of over 35,000. RBPD comprises 120 sworn officers and 70 non-sworn employees who handle approximately 80,000 calls for service each year.

RBPD exists because of the community we serve. RBPD is an organization of professionals committed to providing the highest level of police service in a sensitive and positive manner to all, regardless of race, creed, or lifestyle. RBPD recognizes the value of human life and the dignity of all people and strive to be fair, compassionate and respectful to individuals encountered.

RBPD recognizes the importance of "working together" to maintain a work environment which promotes trust, faith, respect and interpersonal support for all. The badge is a symbol of public trust and worn with great pride. Therefore, members of RBPD adhere to a higher ethical standard to maintain the confidence of the community served.

The mission of the RBPD is to "SERVE AND PROTECT" all who live, work, vacation, as well as those who travel through the City, and in so doing, make a meaningful contribution to the quality of life for the community. Our goal is to provide service for every person within the city limits of Riviera Beach, and at the same time protect those from being victims of crime. RBPD Officers strive each day to carry out the department's mission as follows: the protection of life and property, the prevention and suppression of crime, the apprehension of violators of the law, increase the quality of life, and the preservation of public order.

RBPD has adopted a crime fighting philosophy that is centered on Intelligence-Led Policing and Predictive Policing. Intelligence-Led Policing is a collaborative law enforcement approach combining problem-solving policing, information sharing, and police accountability, with enhanced intelligence operations. Through Intelligence-Led Policing, RBPD attempts to identify those who are committing crimes, identify victims of crimes and victimized areas. RBPD targets the high-frequency offenders and works in a collaborative effort with other Municipal Law Enforcement Agencies, Federal Law Enforcement Agencies, the State Attorney's Office and the United States Attorney's Office.

Predictive Policing uses computers and advanced software applications to analyze data regarding crimes in a particular area in an attempt to anticipate where and when a crime will occur in the near future. This approach does not identify who will commit the crime, but it pinpoints hot spots to help RBPD anticipate the approximate time, day and area that might have another crime committed within the city. RBPD utilizes a CompStat approach to accomplish this mission. This allows RBPD to be accountable to the residents we serve, to be more strategic in thwarting crime and responding to crimes in progress.

Community policing promotes organizational strategies that support the use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. RBPD's district-based problem-solving policing ensures that senior level police managers are responsible and held accountable for delivering police services tailored to the specific needs of the community. Officers and supervisors are also assigned to one of the police districts where long-term assignments and line-level accountability make each officer a stake holder and a problem solver.



## Police

The Community Policing Strategy is complemented by a well-established Real Time Crime Center (RTCC), where the Department blends the latest crime fighting technology with "old-fashioned" police work. RBPB maintains a comprehensive Body-Worn Camera and mobile video recording program, which equips each RBPB Officer with a Body-Worn Camera, while continuing to enhance public trust and transparency between RBPB and the community it proudly serves.

### Mission

"Service is Job One".

### Vision

To be a leader in law enforcement through strong community partnerships, a professionally trained workforce, enhanced technology, and a commitment to outstanding customer service.

### Department Financial Overview

Category		FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	15,926,337	\$	15,341,833	\$	17,849,443
Operating		4,280,793		5,253,055		5,510,613
Operating Capital		3,586,861		3,125		3,125
<b>Total</b>	<b>\$</b>	<b>23,793,991</b>	<b>\$</b>	<b>20,598,013</b>	<b>\$</b>	<b>23,363,181</b>
Full-Time Equivalent Budgeted Employees		179		178		166.5

### FY 2020 Highlights and Accomplishments

- Welcomed Nathan E. Osgood as its new Chief of Police.
- Completed Advanced Active Shooter Training for the entire agency as facilitated by the Training Unit.
- Completed Florida Department of Law Enforcement (FDLE) mandatory retraining requirements for all sworn officers.
- Established an Accreditation Unit, assigned an Accreditation Manager, and formally enrolled in the Accreditation Process with the Commission for Florida Law Enforcement Accreditation.
- Established an Employee of the Quarter program, which recognizes both Sworn and Civilian employees for outstanding service to the Community.
- Completed the National Incident Management (NIMS) training for all Sworn and Civilian employees.
- Purchased police bicycles and trained officers in various "Bike Patrol" techniques, in order to serve the community.
- Assistance provided by the Community Policing Unit to organize a community bike ride and bike give-a-way.
- Assisted the City with its comprehensive response and recovery related to COVID-19.
- Collaborated with the City Attorney's Office to implement a new Derelict Vessel Policy and began enhanced enforcement efforts.
- Implemented a derelict vessel portal on the City's website in order to inform the community of pending cases.
- Established a Uniform Committee to rebrand the Police Department, which includes Police Uniforms, Badges, Patches, and Police Vehicles.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Increase case closure rates by 25% on major cases.
- Vigorously pursue criminal prosecutions on major cases.



### Great Neighborhoods

- Purchase and deploy an additional 20 bicycle units into the community and further develop the Police Bike Unit.
- Develop and implement a Nuisance Abatement unit to address chronic nuisances in the community.



### Operational Excellence

- Complete a full review of policies and procedures as part of the accreditation process, which will include a review of all use of force policies to ensure compliance with the latest industry standards.
- Develop and implement a DUI Enforcement unit.
- Move towards developing and utilizing Police Reserve Officers.



### Government Stewardship and Accountability

- Implement software to track internal affairs cases, citizen complaints, and use of force in order to provide greater accountability.

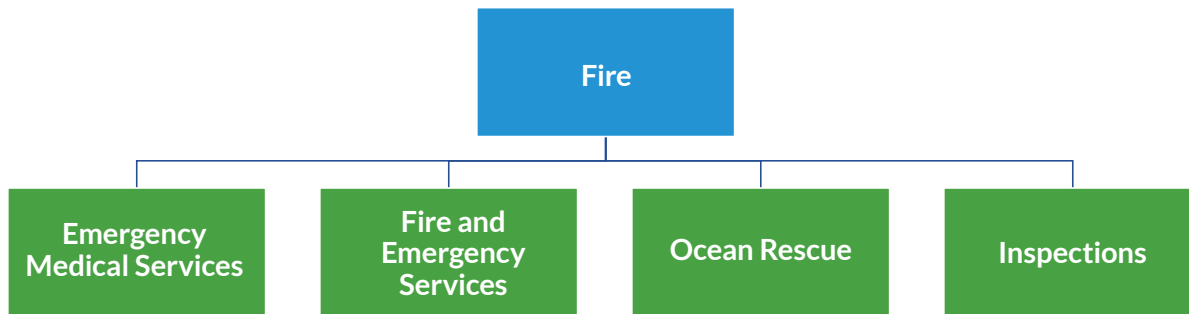


### Community Engagement and Empowerment

- Work with the community members and community leaders to explore and implement a Police Advisory Board.
- Join the Police Activity/Athletic League (PAL) and will develop various programs for children, while providing positive interaction with Police Officers.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Prosperous, Resilient and Sustainable Economy	Percent of homicide cases cleared	0%	25%	35%
Prosperous, Resilient and Sustainable Economy	Number of "No File" cases with the State Attorney's Office	N/A	300	250
Great Neighborhoods	Number of gunfire incidents	604	700	630
Operational Excellence	Average answer time for 911 calls in seconds	4.1826	4.9342	4.0
Operational Excellence	Average time to dispatch a call	4 min 36 sec	5 min 10 sec	4 min 45 sec
Great Neighborhoods	Number of traffic crashes	1,269	1,232	1,200



## Department Overview

Riviera Beach Fire Department (RBFD) provides fire suppression, emergency medical services, fire prevention, ocean rescue, disaster preparedness planning and response, and public safety education for the community. RBFD responds to approximately 8,000 calls for service on an annual basis and operates from 4 fire stations which houses 4 fire suppression and 4 rescue units. RBFD comprises 80 sworn positions consisting of Firefighters, Paramedics, and Emergency Medical Technicians, 4 Ocean Rescue Lifeguards, and 3 civilian administrative personnel.

## Mission

Riviera Beach Fire Rescue exist to protect the quality of life in our community by providing exceptional fire, rescue, and emergency medical services in a compassionate and professional manner.

## Values

- **Integrity** – displaying reliable and impeccable moral character in service to the community.
- **Loyalty** – honest, truthful, and dependable to each other, our families, and the community we represent.
- **Dedication** – our devotion to professionalism through preparation, courage, and compassion.
- **Pride** – being self-motivated to achieve greatness on a continual basis.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the City of Riviera Beach Fire Rescue are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 11,034,676	\$ 11,509,294	\$ 12,715,359
Operating	2,208,746	2,344,574	2,647,603
Operating Capital	24,323	100,000	100,000
<b>Total</b>	<b>\$ 13,267,744</b>	<b>\$ 13,953,868</b>	<b>\$ 15,462,962</b>
Full-Time Equivalent Budgeted Employees	91	91	94.5

## FY 2020 Highlights and Accomplishments

- Relocated Fire Station 88.
- Demolished the old Fire Station 88.
- Remediation of Fire Stations 86 and 87.
- Took delivery of new fire apparatus.
- Took delivery of 2 new Advanced Life Support (ALS) units.
- Established Rules and Regulations committee.
- Implemented firefighter decontamination protocols to address cancer reduction initiative.
- Modified fire stations to reduce exposures to carcinogens.
- Continued development of National Incident Management System (NIMS) – Incident Command System (ICS) structure for Emergency Operations Center (EOC) Command Staff.
- Implemented new countywide ICS protocols for more efficient operations.
- Replaced antiquated Patient Care Reporting (PCR) hardware/software.
- Mobilized a successful citywide response to COVID-19 .
- Reviewed Insurance billing contract and obtained competitive rates through a revised contract.
- Entered into a government-sponsored program to obtain additional funding for inadequate Medicare and Medicaid reimbursements.
- Established COVID-19 oversight program to address or Senior Centers and Assisted Living Facilities (ALF) safety during the pandemic.
- Established COVID-19 testing for the community.
- Provided emergency response plan for the city to address the pandemic of COVID-19.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Address issues of resilience through revising the city's existing Comprehensive Emergency Management Plan (CEMP).
- Obtain grant funding for purchase of new EMS equipment.
- Establish a review committee on fire inspection fees.
- Maintain compliance to government sponsored programs to obtain additional funding for inadequate Medicare and Medicaid reimbursements.
- Provide new bunker gear for firefighters to reduce cancer exposure.



### Great Neighborhoods

- Leverage social media to provide numerous Public Safety Announcements (PSA) to the community.
- Participate in public education, parade, community events.
- Continue community engagements with CPR training, Car seat giveaways, AED and stop the bleed training events.



## Operational Excellence

- Continue to maintain excellent response times despite station closures.
- Revise Standard Operating Procedures (SOG) for operational efficiency.
- Maintain training facility and established mutual aid training with neighboring municipalities despite having no training division.
- Continue to meet the outlined objectives in the Department's Five-year Strategic Plan.



## Government Stewardship and Accountability

- Provide direction for the revision of the City's Comprehensive Emergency Management Plan (CEMP).
- Provide guidance to City employees on the training for FEMA National Incident Management System (NIMS) Incident Command System (ICS).
- Obtain personal protective equipment for City employees for continued preparedness for existing and future needs.



## Community Engagement and Empowerment

- Provide public education to our youth on various topics related to fire safety
- Provide Honor Guard for various City events.
- Assist with community events ensuring safety during the COVID-19 pandemic.
- Assist with mask distributions during the COVID-19 pandemic.
- Assist with community testing during the COVID-19 pandemic.
- Provide Personal Protective Equipment (PPE) and education to various organizations throughout the community.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Average response time to a call	5 min 48 sec	5 min 58 sec	5 min 45 sec
Great Neighborhoods	Number of fire inspections conducted	1,023	1,050	1,200
Community Engagement and Empowerment	Number of public education events held	19	6	15
Community Engagement and Empowerment	Number of students educated	1,765	450	1,200

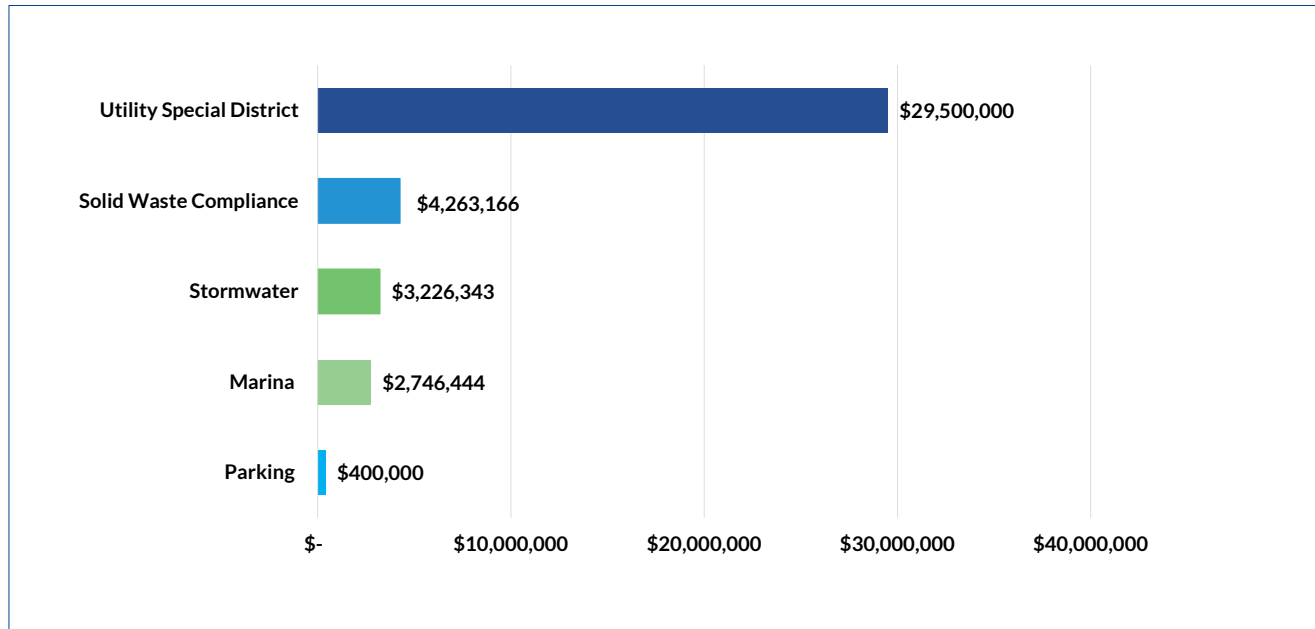
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## Enterprise Expenses Overview

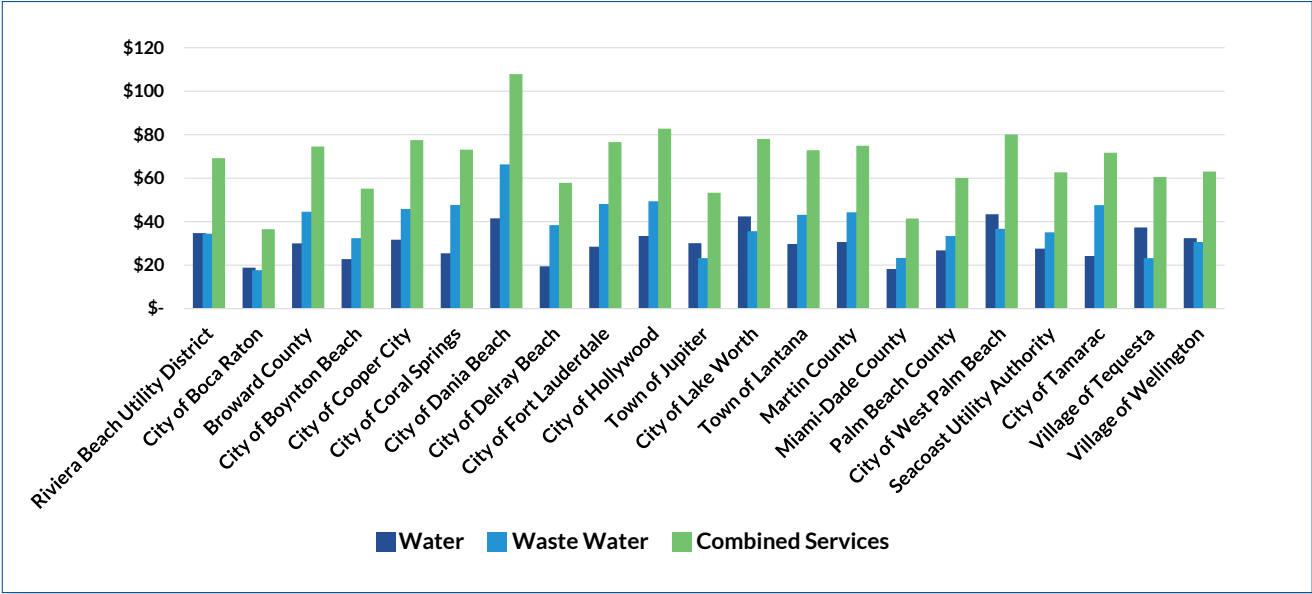
### FY 2021 Operating Budget - Expenses by Fund: \$40.136



### Enterprise Funds Summary by Category

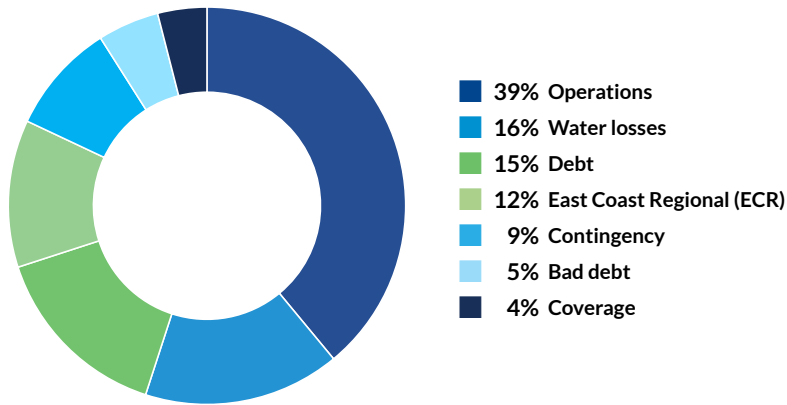
Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 5,452,073	\$ 5,760,755	\$ 6,220,248
Operating	19,390,124	19,545,428	22,841,085
Contingency	-	2,200,000	2,050,000
Operating Capital	-	1,240,000	1,224,734
Debt service	616,545	687,807	688,057
Transfers out	7,825,150	7,021,786	7,111,829
<b>Total Expenses</b>	<b>\$ 33,283,892</b>	<b>\$ 36,455,776</b>	<b>\$ 40,135,953</b>
Full-Time Equivalent Budgeted Employees	74	73	71

Utility Rates - Comparison Residential Water and Wastewater Bills at 6,000 gallons

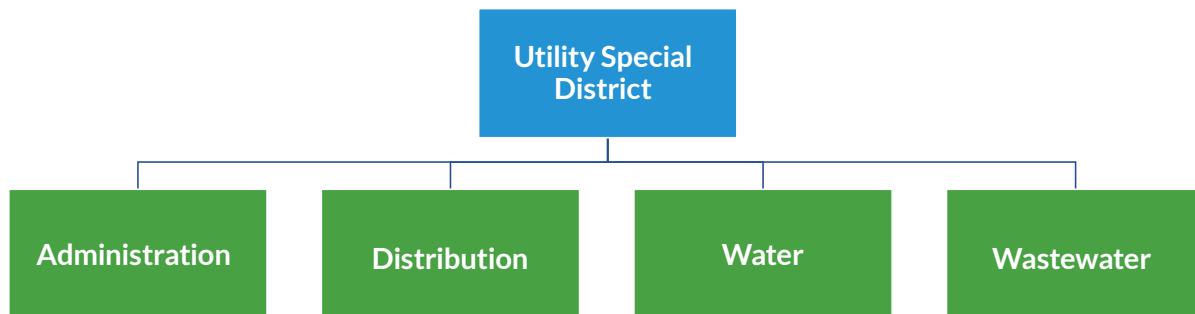


Source: City's Finance and Administrative Services Department

Utility Bill Composition



Source: City's Finance and Administrative Services Department



### Department Overview

The Utility Special District (USD) is responsible for producing and distributing safe drinking water and providing wastewater collection/transmission throughout its service area. USD owns, operates, and maintains water and wastewater facilities that serve the corporate limits of the City of Riviera Beach, the Town of Palm Beach Shores, and unincorporated Palm Beach County comprising a service area of approximately eleven square miles.

The USD's water facilities include raw water supply wells, a water treatment plant (WTP), a water transmission and distribution system, and storage and re-pumping facilities. The water system consists of an eastern well field comprising seventeen wells and a western well field comprising eleven wells, which are drilled into a surficial aquifer to provide raw water for the water system. The water system also comprises raw water transmission mains, a water treatment facility, treated water transmission & distribution mains, water storage facilities, and re-pumping facilities. The USD supplies drinking water to a population of approximately 42,000. The water treatment plant consists of, in part, a lime softening process with permitted capacity of 17.5 million gallons per day.

The USD owns, operates and maintains wastewater facilities in generally the same service area as the water distribution system. The wastewater facilities include a gravity wastewater collection system, wastewater pumping stations, and wastewater transmission piping.

The USD's wastewater collection and transmission system comprises approximately the same service area as the water system, as a small percentage of customers currently do not have service from both the water and wastewater systems. Such customers, however, are expected to be serviced by both systems in the future. The USD's wastewater received from the Town of Mangonia Park are conveyed to the East Central Regional Water Reclamation Facility (ECRWRF) for treatment.

The ECRWRF is operated by the City of West Palm Beach, Florida but owned by the City of West Palm Beach, the City of Lake Worth, the City of Riviera Beach, the Town of Palm Beach, and Palm Beach County. The USD owns 8.0 MGD of wastewater treatment and disposal capacity in the ECRWRF, which is more than adequate to meet USD's needs. The USD currently sends approximately 5.2 million gallons per day (MGD) of wastewater to be treated at the ECRWRF.

### Mission

To provide residents and businesses in the City and service areas with reliable water and wastewater utility services in an efficient manner for the well-being of the community.

### Vision

To effectively meet the evolving regulatory requirements and ensure the highest quality water and wastewater needs are met for all customers of the Riviera Beach Utility Special District.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 4,429,730	\$ 4,967,377	\$ 4,890,630
Operating	12,383,784	14,129,703	15,144,454
Contingency	-	2,200,000	2,050,000
Operating Capital	-	380,000	430,000
Transfer to General Fund	925,151	980,741	1,058,802
Transfer to Debt Service Fund	4,265,400	4,261,425	4,264,050
Transfer to Renewal and Replacement	2,523,706	1,662,064	1,662,064
<b>Total</b>	<b>\$ 24,527,771</b>	<b>\$ 28,581,310</b>	<b>\$ 29,500,000</b>
Full-Time Equivalent Budgeted Employees	63	61	59

## FY 2020 Highlights and Accomplishments

- Continued with employee professional development training and certification; two employees received their Commercial Driver's Licenses (CDL), one employee received his Water Distribution System Operator License, one employee received his Cross-Connection Certification, two employees received their Backflow Tester Certification, which is in addition to other training provided by the City to the employees.
- Continued implementation of the project to upgrade the USD's meter reading and communication technology, which included the installation of 750 water meters.
- Filled a critical vacancy of the Utility Special District Executive Director position to provide leadership.
- Held several public meetings at communities regarding water and wastewater system needs and priorities.
- Provided the status of planned utility infrastructure projects; deficiencies and critical upgrades to the existing water treatment facility; and the planning of a new state-of-the-art water treatment facility during a city council public workshop.
- Upgraded the operations facility to house inventory.
- Began the design and engineering of wastewater force main and water main upgrades at crucial locations to mitigate critical vulnerability including potential loss of potable water and wastewater service, preventing loss of fire protection, preventing potential environmental damage, and preventing a moratorium on development in the case of a failure.
- Made improvements the Supervisory Control and Data Acquisition (SCADA) and computer systems at the water treatment facility to provide better supervisory control and data acquisition for operators.
- The City purchased property to facilitate a new water treatment plant and City administration facility.
- In addition to other water and wastewater utility infrastructure improvements, completed major water and wastewater utility upgrades within four of the districts inside the City's corporate limits which included replacing old asbestos water mains with new water mains, and installing liners within existing gravity sewer mains.
- Entered into a joint participation agreement with Palm Beach County and continued utility activities under two other joint participation agreements with the County; this included the construction of new wastewater force mains, new water mains to replace old asbestos water mains and to install liners within existing gravity sewer mains during roadway construction along three County roads located within the City.

- In coordination with the IT Department, developed applications in GIS to enter water and sewer breaks while in the field and enter other needed infrastructure improvements to track and efficiently communicate with fellow employees.
- Replaced 16 lift station pumps, rehabilitated four lift station pumps, and upgraded three lift station pumps as part of the lift station pump replacement project to ensure continuous wastewater service to our customers.
- Purchased a new state-of-the-art camera truck to identify sewer infrastructure needs and to investigate potential sewer backups without having to break ground or do any digging and to more efficiently respond to customers concerns and issues.
- Performed testing, maintenance, and replacement of fire hydrants so they are operable in case of an emergency to ensure public safety is protected.
- Performed the exercising of water isolation valves to minimize customers that may be affected during a water main break to protect public health, safety, and welfare.
- Upgraded nine water supply wells to ensure water is safe and included nine new pumps.
- Replaced six water pumps and rehabilitated four pumps at the water treatment facility to ensure continuous water service to our customers, etc.
- Performed maintenance and upgrades at the water treatment facility including rehabilitating two lime slakers; installed a new polymer pump; replaced ammonia system pipes, valves, and appurtenances; rehabilitated the air-stripper system; drained and cleaned the south and center softener aerator basins; and installed new chlorine vacuum regulators and appurtenances to ensure proper operation of the chlorine feed system and other treatment processes to ensure that the water is safe to drink, etc. for our customers.
- Implemented a temporary chlorine conversion to free chlorine to stop bacteria growth in the water distribution system and maintain a minimum chlorine residual ensuring the water is safe to drink.
- Developed a water treatment plant test analysis spreadsheets that are more efficient for the water plant operators to collect, run, and log testing data.

### FY 2020 Objectives and Performance Measures



#### Prosperous, Resilient and Sustainable Economy

- Continue to produce safe potable water and to upgrade infrastructure to meet current and future water use demands for customers within the service area.
- Complete the environmental assessment, planning and the preliminary design of a new water treatment facility.
- Continue to upgrade the security of all water supply systems and all USD facilities.



#### Great Neighborhoods

- Continue to perform testing, maintenance, and replacement of fire hydrants so they are operable in case of an emergency to ensure public safety is protected.
- Continue to perform the exercising of water isolation valves to minimize customers that may be effected during a water main break to protect public health, safety, and welfare.
- Continue to upgrade infrastructure by replacing old asbestos water mains with new water mains; installing liners within existing gravity sewer mains; upgrade and rehabilitate wastewater lift stations; and rehabilitate water pump stations.
- Continue to improve road surfaces as old water mains are replaced.
- Continue to provide information and education to the wider community in order to increase awareness about water and wastewater issues.



### Operational Excellence

- Fill critical vacancies including the Collection Superintendent position and the Water Treatment Plant Superintendent position.
- Continue to address consent order issues.
- Upgrade and continue to implement a backflow program to protect public health, safety, and welfare.
- Continue with employee professional development training and certification including the continuing education requirements to renew Water Distribution System Operator's licenses, Water Treatment Plant Operator's licenses, and Professional Engineer's licenses that expire in 2021.
- Upgrade and replace the damaged lime storage and feed system at the water treatment facility to reduce water hardness and improve water quality.
- Upgrade and replace chemical feed systems at the water treatment facility including a new liquid disinfection system to replace gas chlorine to protect public health, safety, and welfare associated with a potential chlorine gas leak.
- Complete unidirectional flushing all water mains throughout the Utility Special District.
- Develop a Dead-End Line Flushing Plan and initiate the installation of automatic flushers on all dead-end water mains.



### Government Stewardship and Accountability

- Continue to upgrade and improve the Supervisory Control and Data Acquisition (SCADA) and computer systems that oversees the water and wastewater systems.
- Continue the design and engineering of wastewater force main and water main upgrades to mitigate critical vulnerability.
- Continue to address and meet the consent order.



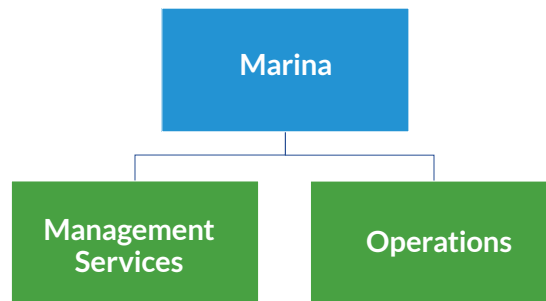
### Community Engagement and Empowerment

- Continue to address odor issues caused by the wastewater system.
- Organize various community educational outreach opportunities throughout the USD service area.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Response time (hours) to customer's wastewater issues	NA	Within 2 hours	Within 1 hour
Prosperous, Resilient and Sustainable Economy	Percentage of water quality compliance	99.9%	99.9%	100%
Operational Excellence	Percentage of reports that are timely submitted to the regulatory agencies	N/A	95%	100%
Operational Excellence	Percentage of advisory or a precautionary boil water notices provided within the timeframe required by the PBC Health Department	N/A	100%	100%
Operational Excellence	Response time to emergency repairs made to water main and force main breaks	N/A	Within 8 hours	Within 7 hours





## Department Overview

In 2016, the City engaged the services of Seven Kings Holdings, Inc. to provide third party marina management services to the City for the operation of the marina. The Marina offers direct ocean and intracoastal access with 140 wet slips for vessels up to 120 feet in length. The Marina features annual, monthly, seasonal, and transient dockage with on-site fueling and laundry facility. Current occupancy is at 51% with 74 slips occupied.

The City pays an annual management fee and reimburses Seven Kings for all approved expenses. The results of operations of the Marina are reported in the City's annual financial report. Seven Kings develops the annual budget for the Marina beginning with FY 2017, which is reviewed and approved by the City Manager and the Council. The City conducts an independent annual financial review of the Marina's financial records.

## Mission

To operate the Marina in an exceptional, orderly, safe, clean, sanitary, and visually attractive condition, so as to provide highest quality marina and services to its customers and to maximize the earning of the property and its valuable capital investments.

## Vision

To be recognized as the best marina in Palm Beach County and then Florida.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 410,095	\$ 523,080	\$ 559,363
Operating	1,450,408	1,650,999	1,982,031
Contingency	-	500,000	-
Operating Capital	-	-	205,050
<b>Total Expenses</b>	<b>\$ 1,860,503</b>	<b>\$ 2,674,079</b>	<b>\$ 2,746,444</b>

## FY 2020 Highlights and Accomplishments

- Completed installation of docks E, F and G.
- Installed security gates.
- Generated positive net revenue.
- Initiated mooring field planning.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Begin construction on mooring field.
- Initiate Phase III Expansion.



### Operational Excellence

- Maximize revenue opportunities.
- Generate positive net revenue.



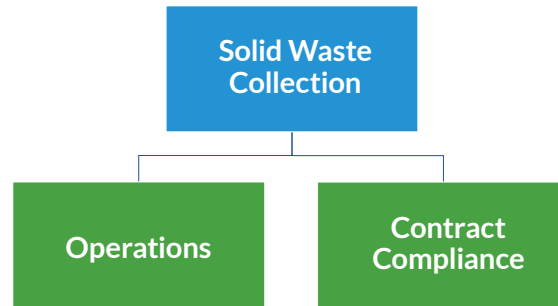
### Government Stewardship and Accountability

- Issue Request for Proposal (RFP) for third party management services.
- Secure grant funding for Phase III Expansion.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Percentage of minimum capacity to be maintained	N/A	N/A	60%

## Solid Waste Collection

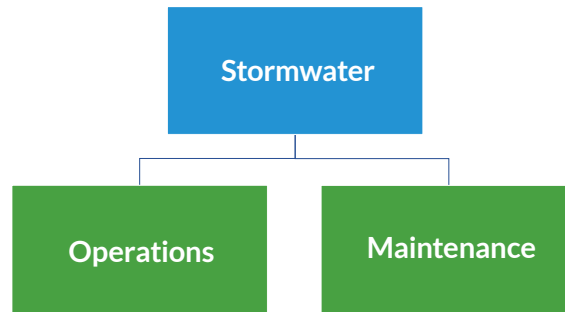


### Department Overview

The City contracts the services of Waste Management (WM) Inc. to provide solid waste and recycling collection services throughout the City. The City is responsible for billing customers on a monthly basis for services and collecting payments. WM is fully responsible for the provision of equipment and personnel, therefore, the City does not have any costs associated with personnel and capital outlay. WM charges a monthly administrative and franchise fee to cover the cost of administering, billing, supervision, code compliance, bad debts, and customer service activities. In order to ensure that WM provides a quality level of service, WM pays a lump sum fee in support of the contract monitoring program to ensure that pickup schedules, clean up practices and reasonable quality control measures are adhered to by WM.

### Financial Overview

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Operating	\$	4,008,450	\$	4,263,166	\$ 4,263,166
<b>Total Expenses</b>	<b>\$</b>	<b>4,008,450</b>	<b>\$</b>	<b>4,263,166</b>	<b>4,263,166</b>



## Department Overview

The Stormwater Management Utility (SMU) is responsible for the maintenance of stormwater systems serving residents of the City and others within its service area. Stormwater management fees are used for operating expenses and capital improvements directly related to the management of stormwater, including improvements designed to improve water quality and the improvement of the existing stormwater system maintenance. SMU is responsible for maintaining the catch basins and canal banks, controlling erosion, sweeping streets within the City, and inspecting new construction. SMU coordinates the annual inspection for the National Pollutant Discharge Elimination System (NPDES) permitting program regulated

by Florida Department of Environmental Protection and is responsible for reporting on the Small Municipal Stormwater Sewer Systems (MS4). SMU developed the 'Adopt-a-Street' community project which aims to encourage residents and community groups to improve and maintain the appearance of their neighborhoods.

## Mission

To maintain the stormwater drainage systems within the City of Riviera Beach to provide for a safe and efficient transportation infrastructure and system.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 612,248	\$ 733,878	\$ 710,755
Operating	1,547,482	1,112,059	1,410,934
Operating Capital	-	560,000	289,684
Debt Service	616,545	687,807	688,057
Transfer to General Fund	110,893	117,556	126,913
<b>Total Expenses</b>	<b>\$ 2,887,168</b>	<b>\$ 3,211,300</b>	<b>\$ 3,226,343</b>
Full-Time Equivalent Budgeted Employees	11	11	11

# Stormwater Management Utility

## FY 2020 Highlights and Accomplishments

- Completed three major road projects within the Monroe Heights area to include (1) 28th and 30th Streets at Avenue O; (2) Avenue M from 23rd Street to 27th Street, and (3) 26th Court east of Avenue M. These projects included significant volumes of water quality treatment and water storage to mitigate increasing rainfall events and localized flooding.

## FY 2021 Objectives and Performance Measures



### Prosperous, Resilient and Sustainable Economy

- Capital projects shall incorporate a 50-year life cycle review.
- Capital projects shall incorporate sea level rise in design components.



### Great Neighborhoods

- Capital projects shall incorporate neighborhood beautification elements, where possible.
- Conduct NPDES inspections after rainfall events.



### Operational Excellence

- Capital projects shall undergo quality control and value engineering prior to issuance for bid.
- Initial review of invoices for sufficiency within 3 business days of submittal with final review and approval within 5 business days.
- Payment applications shall be reviewed and submitted to accounts payable, if correct, within 5 business days.
- Adopt a long range planning process to include cost estimating within 15% of actual construction costs for projects within a 5-year time horizon.
- Review of site plans, plats, and permit reviews within 10 business days for 90% of projects submitted for review.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Percentage of site plan review conducted within 10 business days	N/A	N/A	90%
Operational Excellence	Percentage of permit reviews within 10 business days	N/A	N/A	90%
Operational Excellence	Percentage of plat reviews within 10 business days	N/A	N/A	90%
Operational Excellence	Percentage of invoices submitted for payment within 5 business days	N/A	N/A	90%
Operational Excellence	Percentage of payment applications submitted for payment within 5 business days	N/A	N/A	90%
Operational Excellence	Percentage of site plan review conducted within 10 business days	N/A	N/A	90%
Great Neighborhoods	Percentage of completion of NPDES inspections within 1 business day following a rain event	N/A	N/A	85%

## Parking

The Parking Fund was established as an enterprise fund to manage the revenues and expenses associated with the paid parking systems to be implemented at the Ocean Mall and the Marina District. The paid parking system is a way of addressing the needs of both daily and short term parking at the Ocean Mall and the Marina District and a source of revenues for the City to pay for equipment, operation, and enforcement costs associated with the parking system.

## Department Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ -	\$ 59,500	\$ 59,500
Operating	-	40,500	40,500
Operating Capital	-	300,000	300,000
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
Full-Time Equivalent Budgeted Employees	-	1	1

## FY 2021 Objectives



### Prosperous, Resilient and Sustainable Economy

- Several studies have been completed indicating paid parking operations at the Ocean Mall and Marina District locations will produce positive cash flow. It is the objective to implement such operations during FY2021.



### Great Neighborhoods

- Assist neighborhoods in the Ocean Mall area of eliminating parking congestion through the implementation of paid parking operations.



### Operational Excellence

- Competitive pricing for parking.
- Use of technology to manage the parking operations in an efficient manner.



### Government Stewardship and Accountability

- Operate in a self-sustained manner.



### Community Engagement and Empowerment

- Engage the users of the parking facilities and property owners in the surrounding areas throughout the implementation process.

## Internal Service Fund - Fleet Services

### Overview

The Fleet Services Fund is used to account for the expenses associated with purchasing and maintaining the City's vehicles. Public Works Department, through its Fleet Services Division, is responsible for maintaining, repairing, and scheduling of repairs for City-owned vehicles and large equipment. This division is responsible for the acquisition and disposal of vehicles and equipment. In FY 2018, an internal service fund was established to account for services provided to City departments for fleet services.

### Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 428,797	\$ 507,332	\$ 413,420
Operating	1,628,493	1,473,699	1,642,390
Operating Capital	555,331	463,000	475,000
<b>Total</b>	<b>\$ 2,612,621</b>	<b>\$ 2,444,031</b>	<b>\$ 2,530,810</b>
Full-Time Equivalent Budgeted Employees	6	6	5

### FY 2020 Highlights and Accomplishments

- Purchased assets for the City with value of an estimated \$500,000.
- Successfully lowered the average life of City vehicles to just over 8 years.
- Collaborated with the Police Department in exploring a new relationship with Enterprise Corporation to institute an aggressive vehicle replacement plan that will significantly modernize the public safety fleet.
- Purchased a nitrogen machine and in the process of switching vehicles over to a nitrogen rich mixture to fill tires. Nitrogen is a larger molecule than ambient air and is less reactive to temperature changes. This makes for a more stable tire pressure and impacts long-term wear on the tires.



## FY 2021 Objectives and Performance Measures

**Prosperous, Resilient and Sustainable Economy**

- Complete a fleet master plan to include hybrid and fully electric vehicles where appropriate within the fleet.
- Provide electric vehicle charging station at all City facilities.
- Purchase hybrid and fully electric vehicle where appropriate in fleet replacement over the next 5 years.

**Operational Excellence**

- Implement a preventative maintenance program with automated scheduling to provide reliability and consistency in the maintenance program.
- Convert the entire fleet over to nitrogen mix in the tires.
- Conduct same day turn around on scheduled routine maintenance of vehicles.

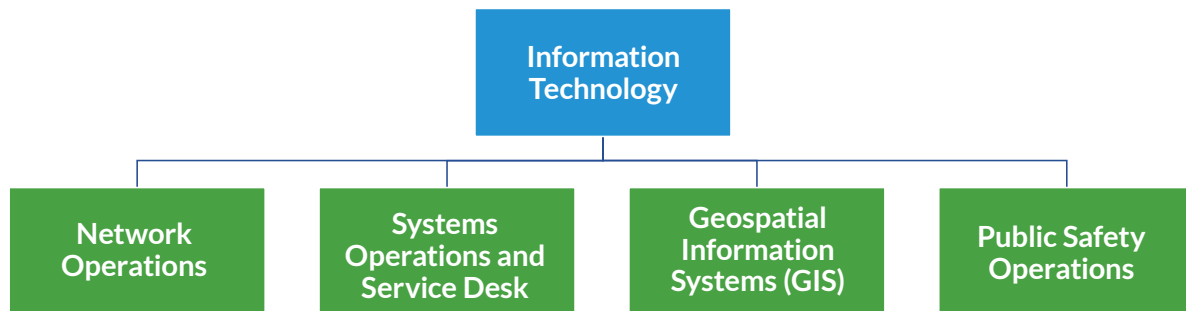
**Government Stewardship and Accountability**

- Conduct a utilization analysis to determine the need and right size the fleet for redundant and overlapping operations.
- Maintain inventory at a minimum of 90% of the total inventory value.

## Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
<b>Prosperous, Resilient and Sustainable Economy</b>	Percentage of hybrid and electric vehicles of total fleet	0%	0%	2%
<b>Operational Excellence</b>	Percentage of scheduled maintenance turnaround within 1 business day	N/A	N/A	90%
<b>Operational Excellence</b>	Percentage of unscheduled maintenance turnaround within 5 business days	N/A	N/A	75%
<b>Operational Excellence</b>	Percentage of unscheduled significant maintenance completed within 5 business days	N/A	N/A	75%
<b>Operational Excellence</b>	Percentage of invoices submitted for payment within 5 business days	N/A	N/A	90%
<b>Government Stewardship and Accountability</b>	Percentage of inventory within a minimum of the total value of inventory.	N/A	N/A	90%

## Internal Service Fund - Information Technology



### Department Overview

Information Technology (IT) is responsible for managing, developing, implementing, and maintaining the City's technology. IT collaborates with the City's departments on major projects. IT will continue the implementation of the City's IT Master Plan which includes the City-wide Enterprise Resource Planning (ERP) system and Geographical Information System (GIS). In FY 2018, an internal service fund was established to account for services provided to City departments for information technology services.

### Mission

To provide secure and reliable information technology services to the City of Riviera Beach, employees, citizens and visitors, by designing and maintaining an enterprise system through innovative solutions.

### Financial Overview

Category	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Personnel	\$ 992,897	\$ 1,172,025	\$ 1,060,196
Operating	1,660,783	1,556,476	2,106,269
Operating Capital	113,582	325,000	365,000
<b>Total</b>	<b>\$ 2,767,262</b>	<b>\$ 3,053,501</b>	<b>\$ 3,531,465</b>
Full-Time Equivalent Budgeted Employees	11	13	9

### FY 2020 Highlights and Accomplishments

- Acquired, configured and deployed over 75 laptop computers to address Covid-19 remote workforce requirements.
- Remote troubleshooting of home networks to assist remote workforce in accessing City systems.
- Continued fortifying City network to prevent cyber-attacks.
- Added information security applications to prevent cyber-attacks on remotely deployed laptops.
- Assisted Utility District updating SCADA systems.
- Supported technology requirements necessary in the Emergency Operations Center (EOC) in preparation of Hurricane Dorian.

### FY 2021 Objectives and Performance Measures



#### Operational Excellence

- Establish call and incident measurement utilizing ITSM ITIL metrics.
- Implement information technology best practices.
- Manage the information technology service needs of the City.



#### Government Stewardship and Accountability

- Enhance implementation of E-government.
- Implement measures to ensure accountability for service quality.

### Performance Measures

Strategic Goal	Performance Measure	FY 2019 Actual	FY 2020 Projected	FY 2021 Target
Operational Excellence	Average incident response time	N/A	2 Hours	45 Min
Operational Excellence	Percentage first touch resolution rate	N/A	55%	>70%
Operational Excellence	Average cost per ticket	N/A	N/A	< \$50
Operational Excellence	Average number of active tickets	N/A	N/A	<30
Operational Excellence	Percentage of reopen rate	N/A	N/A	<10%
Operational Excellence	Percentage of escalated incidents	N/A	N/A	<20%

## Internal Service Fund - Insurance

### Overview

The Insurance Fund is used for the administration of the City's insurance program, which includes, workers compensation, property and general liability. Rather than pay insurance premiums and/or claims directly from the various departments, the insurance fund centralizes risk management activities. The insurance fund is managed by the Human Resources Department through its Risk Management Division.

### Financial Overview

Category	FY 2019 Actual		FY 2020 Budget		FY 2021 Budget
Personnel	\$	444,351	\$	470,000	\$ 480,000
Operating		2,938,131		3,262,922	3,325,638
Total	\$	3,382,483	\$	3,732,922	\$ 3,805,638







## SECTION VII: Capital Improvement Plan



### Capital Budgeting Process

The City's Capital Improvement Plan (CIP) is one of the most significant components of the City's financial plan. For the FY 2021 capital budget process, the City Manager, in conjunction with Finance Department, met with Department Directors to prioritize projects to ensure that the needs of the City are addressed in a timely and efficient manner while meeting the City's established goals.

Periodically, the Finance Department reviews unexpended balances for existing budgeted capital projects to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. The City Manager, Finance Department, and Department Directors work closely to develop detailed project schedules for capital projects in order to ensure that adequate funding is available for the project.

### Capital Budgeting Calendar

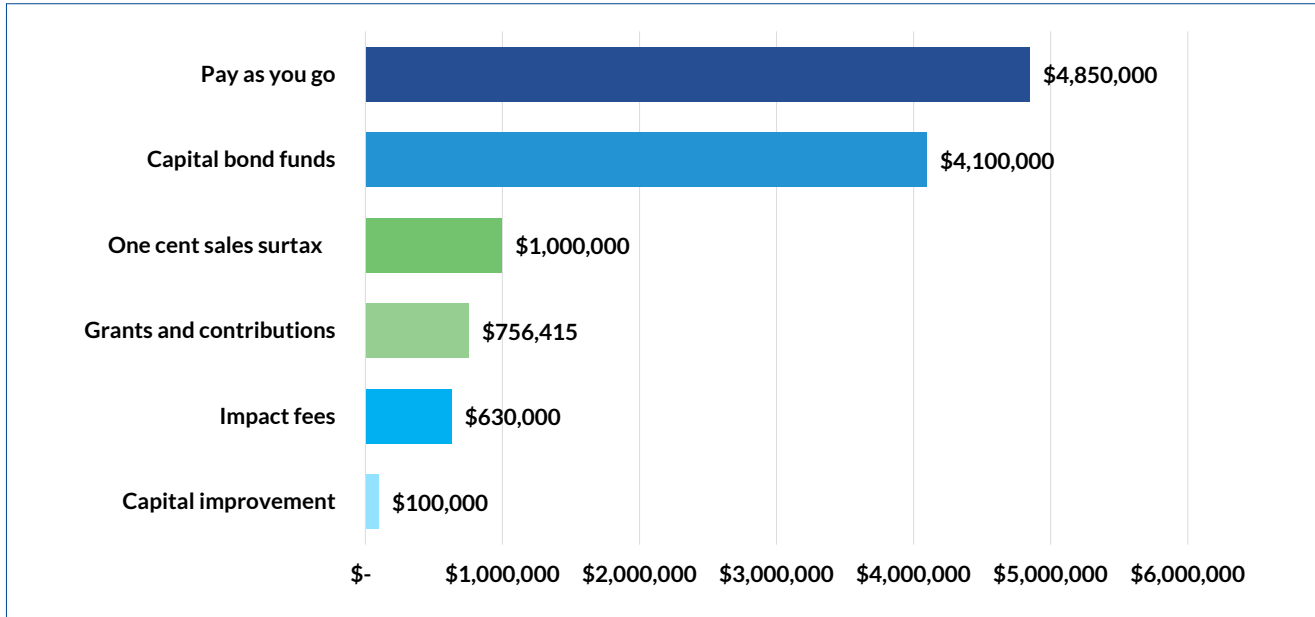
2020	Capital Budget Activity
June 29	Distribution of FY 2021 Budget Guidance to Department Directors.
July 14 to 17	Meet with departments to review budget requests, goals, objectives, and measures.
August 29	Conduct budget workshop with Council.
September 8	Hold first public hearing to adopt proposed millage rate and tentative budget.
September 12	Publish in the Palm Beach Post the intent to adopt a final millage rate and budget.
September 16	Hold second and final reading to adopt final millage rate and budget.
October 1	Implement the City's FY 2021 Capital Projects Plan.



## Governmental Projects

### Governmental Projects By Funding Source

FY 2021 Capital Budget by Funding Source: \$11,436,415



### Five-Year Capital Improvement Plan Financing Plan

FUNDING SOURCE	IN PROGRESS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-YEAR TOTAL	TOTAL
Grants and contributions	\$ 972,730	\$ 756,415	\$ 150,000	\$ 150,000	\$ 100,000	\$ -	\$ 1,156,415	\$ 2,129,145
Gas tax	134,460	-	115,000	115,000	115,000	115,000	460,000	594,460
Impact fees	815,768	630,000	280,000	280,000	280,000	80,000	1,550,000	2,365,768
Capital improvement	179,317	100,000	-	-	-	-	100,000	279,317
Capital bond funds	471,106	4,100,000	-	-	-	-	4,100,000	4,571,106
Pay as you go	6,808,607	4,850,000	3,250,000	2,450,000	950,000	-	11,500,000	18,308,607
One cent sales surtax	1,000,000	1,000,000	5,000,000	5,000,000	5,000,000	5,000,000	21,000,000	22,000,000
Unfunded	-	-	3,960,000	3,995,000	4,595,000	550,000	13,100,000	13,100,000
<b>TOTAL BY FUNDING SOURCE</b>	<b>\$ 10,381,988</b>	<b>\$ 11,436,415</b>	<b>\$ 12,755,000</b>	<b>\$ 11,990,000</b>	<b>\$ 11,040,000</b>	<b>\$ 5,745,000</b>	<b>\$ 52,966,415</b>	<b>\$ 63,348,403</b>

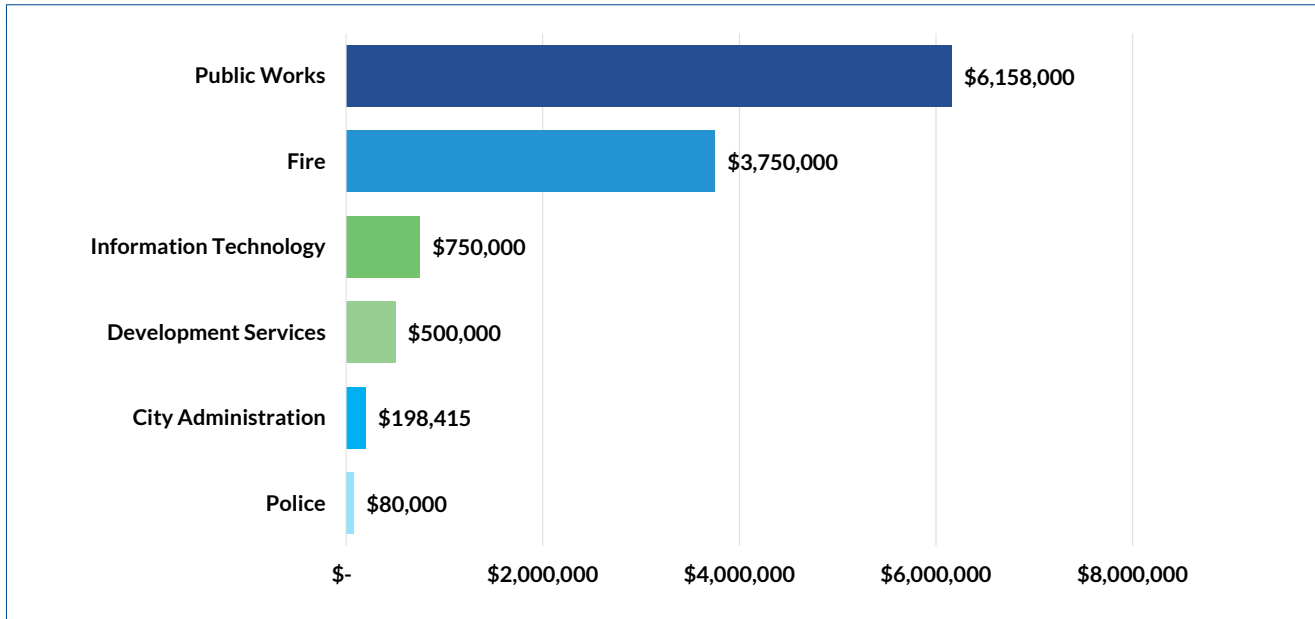
### Governmental Projects Funding Source

FUND NO.	FUNDING SOURCE	DESCRIPTION	FY 2021 AMOUNT
211	U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG)	CDBG program provides funding to address a wide range of community development needs. The City uses CDBG funds for street improvement projects within the City.	\$ 558,000
261	Contributions, Donations, and Sale Proceeds	Contributions and donations from private sources and proceeds from sale of property to assist with capital improvement projects and economic development activities within the City.	198,415
305	Impact Fees	As per the 2004 Asset Purchase Agreement between the City and the USD, USD is required to pay the City half of water and sewer impact fees collected.	630,000
309	Contributions and Donations	Contributions and donations from private sources used to assist with capital improvement projects within the City.	100,000
310	Capital Bond Proceeds	Funds received by the City from USD for the transfer of the water and wastewater operations in 2004. These funds are used for capital improvement projects.	4,100,000
312	Pay as you go	Pay as you go funding is derived from the additional property tax revenues received by the City from the FPL power plant improvements. Funds are transferred from the General Fund to a Capital Projects Fund and are used to finance capital improvement projects as opposed to incurring debt to pay for capital projects.	4,850,000
313	One-Cent Infrastructure Sales Surtax	On November 8, 2016, Palm Beach County voters approved a ballot initiative to levy a one-cent infrastructure sales surtax to pay for public infrastructure improvements authorized under Florida Statutes, Section 212.055(2), effective beginning January 1, 2017 and extending for a period of ten years. This one-cent sales surtax can be used for local government infrastructure.	1,000,000
TOTAL FUNDING SOURCES			\$ 11,436,415

## Governmental Projects

### Governmental Projects By Department and Priority

FY 2021 Capital Budget by Department: \$11,436,415



### Five-Year Capital Improvement Plan by Department

DEPARTMENT	IN PROGRESS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-YEAR TOTAL
City Administration	\$ 1,300,668	\$ 198,415	\$ 150,000	\$ 150,000	\$ 100,000	\$ -	\$ 598,415
Development Services	63,362	500,000	500,000	500,000	-	-	1,500,000
Fire	2,430,706	3,750,000	2,150,000	1,375,000	-	-	7,275,000
Information Technology	1,014,105	750,000	750,000	750,000	750,000	-	3,000,000
Parks and Recreation	416,167	-	300,000	150,000	-	-	450,000
Police	44,696	80,000	80,000	80,000	80,000	80,000	400,000
Public Works	5,112,284	6,158,000	8,825,000	8,985,000	10,110,000	5,665,000	39,743,000
<b>TOTAL BY DEPARTMENT</b>	<b>\$ 10,381,988</b>	<b>\$ 11,436,415</b>	<b>\$ 12,755,000</b>	<b>\$ 11,990,000</b>	<b>\$ 11,040,000</b>	<b>\$ 5,745,000</b>	<b>\$ 52,966,415</b>

### Five-Year Capital Improvement Plan by Priority

PRIORITY	IN PROGRESS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-YEAR TOTAL
1 Severe	\$ 7,074,561	\$ 11,238,000	\$ 11,330,000	\$ 7,530,000	\$ 6,030,000	\$ 5,080,000	\$ 41,208,000
2 High	1,917,662	198,415	650,000	3,905,000	1,600,000	550,000	6,903,415
3 Low	1,389,765	-	775,000	555,000	3,410,000	115,000	4,855,000
<b>TOTAL BY PRIORITY</b>	<b>\$ 10,381,988</b>	<b>\$ 11,436,415</b>	<b>\$ 12,755,000</b>	<b>\$ 11,990,000</b>	<b>\$ 11,040,000</b>	<b>\$ 5,745,000</b>	<b>\$ 52,966,415</b>

During FY 2021, there are no anticipated significant nonrecurring capital expenditures.

### Governmental Projects by Department

PROJECT NAME	DEPARTMENT	PROJECT NUMBER	PRIORITY	IN PROGRESS	FY 2021	5-YEAR TOTAL
Economic Opportunity	City Administration	18002	2	\$ 220,373	\$ 48,415	\$ 48,415
Unsafe Building Demolition Program	City Administration	18004	2	464,285	-	-
City Hall Improvements	City Administration	18010	1	500,457	-	-
Parking Master Plan	City Administration	18064	2	115,553	-	-
Unsafe Building Demolition Program	City Administration	21012	2	-	150,000	550,000
CITY ADMINISTRATION TOTAL				1,300,668	198,415	598,415
Singer Island Dune Restoration	Development Services	18101	1	63,362	-	-
Singer Island Dune Restoration	Development Services	21014	1	-	500,000	1,500,000
DEVELOPMENT SERVICES TOTAL				63,362	500,000	1,500,000
Fire Station 87 Renovation	Fire	18033	1	626,887	-	-
Fire Station 86 Rebuild	Fire	18036	1	-	400,000	400,000
Fire Bunker Gear	Fire	21009	1	-	350,000	350,000
Fire Self Contained Breathing Appartus	Fire	22004	3	-	-	375,000
Fire Life Pack Cardiac Monitor Devices	Fire	23003	3	-	-	350,000
Fire Station 88 Rebuild	Fire	18034	1	1,803,819	3,000,000	5,800,000
FIRE TOTAL				2,430,706	3,750,000	7,275,000
Information Technology Master Plan	Information Technology	18046	1	1,014,105	-	-
Information Technology Master Plan	Information Technology	21013	1	-	750,000	3,000,000
INFORMATION TECHNOLOGY TOTAL				1,014,105	750,000	3,000,000
Municipal Beach Park Renovation	Parks and Recreation	18065	1	129,764	-	-
Parks and Recreation Master Plan	Parks and Recreation	18077	1	99,903	-	-
Barracuda Bay Party Room	Parks and Recreation	20005	3	-	-	300,000
Dan Calloway Renovation	Parks and Recreation	20013	1	136,500	-	-
Lone Pine Park Renovations	Parks and Recreation	20014	1	50,000	-	-
Tate Gym Window Replacement	Parks and Recreation	20015	2	-	-	150,000
PARKS AND RECREATION TOTAL				416,167	-	450,000
Police Body Cameras	Police	18066	1	25,477	-	-
Police Technology Enhancements	Police	18075	1	19,219	-	-
Police Technology Enhancements	Police	21075	1	-	80,000	400,000
POLICE TOTAL				44,696	80,000	400,000

# Governmental Projects

## Governmental Projects by Department

PROJECT NAME	DEPARTMENT	PROJECT NUMBER	PRIORITY	IN PROGRESS	FY 2021	5-YEAR TOTAL
Neighborhood Sector-District 1	Public Works	18091	3	411,716	-	-
Neighborhood Sector-District 2	Public Works	18092	3	79,546	-	-
Neighborhood Sector-District 3	Public Works	18093	3	84,247	-	-
Neighborhood Sector-District 4	Public Works	18094	3	516,960	-	-
Palm Beach Isles Bridge	Public Works	18097	1	1,330,519	200,000	200,000
Traffic Calming	Public Works	18098	3	67,843	-	60,000
City Welcome Signs	Public Works	18099	3	162,835	-	-
City-wide Sidewalks	Public Works	18102	3	66,617	-	400,000
Streets Mill and Surface	Public Works	18121	2	366,755	-	-
Avenue M (23 Street to 27 Street)	Public Works	18206	2	44,737	-	-
26 Court	Public Works	20001	1	130,843	200,000	800,000
34 Street (Avenue F to Broadway)	Public Works	20002	1	71,224	-	-
Avenue E (34 Street to Silver Beach to 35 Street)	Public Works	20003	1	72,482	-	-
City Wide Striping	Public Works	20004	2	-	-	200,000
Led Street Lights	Public Works	20007	2	-	-	1,000,000
Bus Stops Benches and Shelters	Public Works	20008	2	-	-	150,000
Restroom Fuel Island	Public Works	20009	3	-	-	75,000
35 Street (Avenue H to Avenue F)	Public Works	21001	1	-	558,000	558,000
37 Street (Avenue H to Avenue F)	Public Works	21002	1	-	-	3,000,000
New City Hall Complex	Public Works	21005	1	1,000,000	1,000,000	21,000,000
North Ocean Boulevard Landscaping	Public Works	21008	1	-	100,000	100,000
Municipal Facility	Public Works	21010	1	-	4,100,000	4,100,000
Streets Mill and Surface	Public Works	21015	2	705,959	-	600,000
34 Street and 35 Street (Avenue J to Avenue H)	Public Works	22001	2	-	-	715,000
37 Street (Avenue F to Broadway)	Public Works	22002	2	-	-	840,000
36 Street and 37 Street (Park Manor)	Public Works	23001	2	-	-	870,000
24 Street and 25 Street (Ave B to Intracoastal)	Public Works	23002	2	-	-	680,000
Avenue P and Avenue Q (23 Street to 26 Court)	Public Works	24001	2	-	-	1,100,000
Shore Drive to Palm Drive to Riviera Drive	Public Works	24002	3	-	-	1,390,000
6 Street and 7 Street (Avenue O to Australian Avenue)	Public Works	24003	3	-	-	1,045,000
24 Court and 25 Court (24 Street to Avenue R)	Public Works	24004	3	-	-	860,000
PUBLIC WORKS TOTAL				5,112,284	6,158,000	39,743,000
GRAND TOTAL				\$ 10,381,988	\$ 11,436,415	\$ 52,966,415

## Economic Opportunity

Funds to support business, economic development, and job creation projects.

**Type:** Economic Development

**Project #:** 18002

**Location:** City-wide

**A/C #:** 26112102-583000

**Department:** City Administration

**Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 220,373	\$ 48,415	\$ 48,415	\$ 268,788
<b>TOTAL</b>	<b>\$ 220,373</b>	<b>\$ 48,415</b>	<b>\$ 48,415</b>	<b>\$ 268,788</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Unsafe Building Demolition Program

Acquisition or demolition of unsafe building structures.

**Type:** Infrastructure

**Project #:** 18004

**Location:** City-wide

**A/C #:** 26117101-546000

**Department:** City Administration

**Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 464,285	\$ -	\$ -	\$ 464,285
<b>TOTAL</b>	<b>\$ 464,285</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 464,285</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### City Hall Improvements

The City Hall complex is in need of various improvements. Improvements include common areas of City Hall, electrical panel upgrades and fire alarms.

**Type:** City Facility      **Project #:** 18010

**Location:** City Hall Complex      **A/C #:** 30512101-562000

**Department:** City Administration      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ 500,457	\$ -	\$ -	\$ 500,457
<b>TOTAL</b>	<b>\$ 500,457</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,457</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Parking Master Plan

The purpose of the parking plan is to develop parking policies and procedures, program goals and a mission statement provide standards and performance metrics used to measure performance, regulations for commercial parking, on-street parking, citation fee structure, provide current operating budget.

**Type:** Infrastructure      **Project #:** 18064

**Location:** Ocean Mall Marina District      **A/C #:** 31212102-531000

**Department:** City Administration      **Project Rank:** ② High

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 115,553	\$ -	\$ -	\$ 115,553
<b>TOTAL</b>	<b>\$ 115,553</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,553</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Unsafe Building Demolition Program

Acquisition or demolition of unsafe building structures.

**Type:** Infrastructure **Project #:** 21012

**Location:** City-wide **A/C #:** 26117101-546000

**Department:** City Administration **Project Rank:** 2 High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ -	\$ 150,000	\$ 400,000	\$ 550,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 400,000</b>	<b>\$ 550,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Singer Island Dune Restoration

Singer Island, north of Ocean Reef Park has historically experienced major erosion. The condominium buildings and surrounding improvements are threatened by erosion. On September 19, 2012 the City entered into a long term (10 year) cost sharing agreement with the County to fund dune restoration. The agreement stipulates that the City funds 20% of future project costs.

**Type:** Infrastructure **Project #:** 18101

**Location:** Singer Island **A/C #:** 31230101-563000

**Department:** Development Services **Project Rank:** 1 Severe

**Project Status:** Contracted with PBC



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 63,362	\$ -	\$ -	\$ 63,362
<b>TOTAL</b>	<b>\$ 63,362</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 63,362</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### Singer Island Dune Restoration

Singer Island, north of Ocean Reef Park has historically experienced major erosion. The condominium buildings and surrounding improvements are threatened by erosion. On September 19, 2012 the City entered into a long term (10 year) cost sharing agreement with the County to fund dune restoration. The agreement stipulates that the City funds 20% of future project costs.

**Type:** Infrastructure      **Project #:** 21014

**Location:** Singer Island      **A/C #:** 31230101-563000

**Department:** Development Services      **Project Rank:** ① Severe

**Project Status:** Contracted with PBC



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,500,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,500,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Fire Station 87 Renovation

The renovations for Fire Station 87 are intended to address the lack of isolated bathroom facilities for both men and women and provide for more than one shower for our Firefighters. The renovations will also allow for Fire Rescue to provide its employees with facilities needed for post fire decontamination while bring these facilities up to current code and standards.

**Type:** City Facility      **Project #:** 18033

**Location:** 600 W. Blue Heron Blvd.      **A/C #:** 31021101-562000

**Department:** Fire      **Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Bond Funds	\$ 451,887	\$ -	\$ -	\$ 451,887
<b>TOTAL</b>	<b>\$ 451,887</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 451,887</b>

#### Operating Budget Impact

Capital improvements of the fire stations will assist in minimizing operating and maintenance costs in the operating budget.

## Fire Station 87 Renovation

The renovations for Fire Station 87 are intended to address the lack of isolated bathroom facilities for both men and women and provide for more than one shower for our Firefighters. The renovations will also allow for Fire Rescue to provide its employees with facilities needed for post fire decontamination while bring these facilities up to current code and standards.

**Type:** City Facility

**Project #:** 18033

**Location:**  
600 W. Blue Heron Blvd.

**A/C #:** 31221101-562000

**Department:** Fire

**Project Rank:** 1 Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 175,000	\$ -	\$ -	\$ 175,000
<b>TOTAL</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>

### Operating Budget Impact

Capital improvements of the fire stations will assist in minimizing operating and maintenance costs in the operating budget.

## Fire Station 86 Rebuild

Fire Station 86 is over 40 years old and is in need of updating to current standards. This project includes installation of sprinklers, alarm systems, clean rooms, exhaust systems, security and other hardening features, segregated restrooms and secure medical rooms.

**Type:** City Facility

**Project #:** 18036

**Location:** Singer Island

**A/C #:** 31221101-562000

**Department:** Fire

**Project Rank:** 1 Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ -	\$ 400,000	\$ -	\$ 400,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>

### Operating Budget Impact

Capital improvements of the fire stations will assist in minimizing operating and maintenance costs in the operating budget.



## Governmental Project Profiles

### Fire Bunker Gear

The Fire Department is seeking to provide personal protective equipment for its firefighters that will provide protection from toxic chemicals that result in serious health problems which include cancer which is currently the leading cause of U.S. firefighter deaths. This gear is developed in partnership with the Department of Homeland Security and North Carolina State University's Textile Protection and Comfort Center, which is proven and verified by UL to block particulates designed to help reduce exposure to the dangers lurking in fireground smoke.

**Type:** Technology and Equipment

**Project #:** 21009

**Location:** City-wide

**A/C #:** 30521101-564000

**Department:** Fire

**Project Rank:** 1 Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ -	\$ 350,000	\$ -	\$ 350,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Fire Self Contained Breathing Apparatus (SCBA)

One of the most vital pieces of Personal Protective Equipment, the SCBA allows for firefighters to perform the very task of their job titles "Fight Fires". In addition to fighting fires, the SCBA allows firefighters to perform search and rescue and operate safely at a hazardous materials scenes without being exposed to the hazards present in the air. Changes in technology and safety features and legal requirements regular upgrades are needed to ensure firefighters have the equipment needed to serve the community.

**Type:** Technology and Equipment

**Project #:** 22004

**Location:** City-wide

**A/C #:** Unfunded

**Department:** Fire

**Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 375,000	\$ 375,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Fire LifePak Cardiac Monitor Devices

Due to technological and mechanical advancements, the City's Electrocardiogram (EKG) Monitor/Defibrillator devices have reached its limits of operational effectiveness. Acquisition of new devices will serve as diagnostic and therapy needs for cardiac and respiratory patients.

**Type:** Technology and Equipment

**Project #:** 23003

**Location:** City-wide

**A/C #:** Unfunded

**Department:** Fire

**Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 350,000	\$ 350,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Fire Station 88 Rebuild

Fire Station 88 is over 40 years old and in need of updating to current standards. This will include the installation of sprinklers, alarm systems, clean rooms, exhaust systems, security and other hardening features, segregated restrooms and secure medical rooms.

**Type:** City Facility

**Project #:** 18034

**Location:**  
600 W. Blue Heron Blvd.

**A/C #:** 31221101-562000

**Department:** Fire

**Project Rank:** 1 Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 1,803,819	\$ 3,000,000	\$ 2,800,000	\$ 7,603,819
<b>TOTAL</b>	<b>\$ 1,803,819</b>	<b>\$ 3,000,000</b>	<b>\$ 2,800,000</b>	<b>\$ 7,603,819</b>

### Operating Budget Impact

Capital improvements of the fire stations will assist in minimizing operating and maintenance costs in the operating budget.

### Information Technology Master Plan

Implementation of the Information Technology Master Plan.

**Type:** Infrastructure      **Project #:** 18046

**Location:** City-wide      **A/C #:** 31219101-563000

**Department:** Information Technology      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 1,014,105	\$ -	\$ -	\$ 1,014,105
<b>TOTAL</b>	<b>\$ 1,014,105</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,014,105</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Information Technology Master Plan

Implementation of the Information Technology Master Plan.

**Type:** Infrastructure      **Project #:** 21013

**Location:** City-wide      **A/C #:** 31219101-563000

**Department:** Information Technology      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ -	\$ 750,000	\$ 2,250,000	\$ 3,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ 2,250,000</b>	<b>\$ 3,000,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Municipal Beach Park Renovation

Replace metal benches, waste receptacles and bike racks. Replace playground. Renovate the restrooms. Revamp the volleyball courts. Refit lift station. Improve beach access.

**Type:** City Facility

**Project #:** 18065

**Location:** Singer Island

**A/C #:** 21770102-563000

**Department:**  
Parks and Recreation

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 73,317	\$ -	\$ -	\$ 73,317
<b>TOTAL</b>	<b>\$ 73,317</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 73,317</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Municipal Beach Park Renovation

Replace metal benches, waste receptacles and bike racks. Replace playground. Renovate the restrooms. Revamp the volleyball courts. Refit lift station. Improve beach access.

**Type:** City Facility

**Project #:** 18065

**Location:** Singer Island

**A/C #:** 30370102-563000

**Department:**  
Parks and Recreation

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ 56,447	\$ -	\$ -	\$ 56,447
<b>TOTAL</b>	<b>\$ 56,447</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56,447</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



## Governmental Project Profiles

### Parks and Recreation Master Plan

Planning, conducting and completing Parks and Recreation Master Plan.

**Type:** City Facility

**Project #:** 18077

**Location:** City-wide

**A/C #:** 31270102-563000

**Department:**  
Parks and Recreation

**Project Rank:** 1 Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 99,903	\$ -	\$ -	\$ 99,903
<b>TOTAL</b>	<b>\$ 99,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 99,903</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Barracuda Bay Party Room

Construct a 500 square-foot space at Barracuda Bay to be used by patrons for parties, meetings and small functions.

**Type:** City Facility

**Project #:** 20005

**Location:** Barracuda Bay

**A/C #:** Unfunded

**Department:**  
Parks and Recreation

**Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 300,000	\$ 300,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Dan Calloway Renovation

Conversion of lights on tennis courts to LED lighting with remote controls, upgrading of the amphitheater, and installation of park furnishings to include picnic tables, waste cans and park benches.

**Type:** Infrastructure

**Project #:** 20013

**Location:** Avenue O

**A/C #:** 21570102-563000

**Department:**  
Parks and Recreation

**Project Rank:** 1 Severe

**Project Status:** In Progress



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 136,500	\$ -	\$ -	\$ 136,500
<b>TOTAL</b>	<b>\$ 136,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 136,500</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Lone Pine Park Renovations

Installation of a pedestrian trail with exercise equipment.

**Type:** Infrastructure

**Project #:** 20014

**Location:** Canterbury Way  
off Military Trail

**A/C #:** 21570102-563000

**Department:**  
Parks and Recreation

**Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 50,000	\$ -	\$ -	\$ 50,000
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### Tate Gym Window Replacement

Replacement of original windows with storm impact windows.

**Type:** City Facility

**Project #:** 20015

**Location:** 1420 West 10 Street

**A/C #:** Unfunded

**Department:**  
Parks and Recreation

**Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 150,000	\$ 150,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Police Body Cameras

The RFP process was completed in March 2017 and AXON was selected as the most responsive vendor. AXON Body Cameras and In-Car Video is fully implemented within the Police Department. All Police Officers have been issued Body Worn Cameras and received the necessary training. Body Worn Cameras are being used to record interactions with the public and to gather evidence. Recordings are also used to assist with criminal prosecutions and with the investigation of citizen complaints. Video Evidence is maintained by AXON video management system (Evidence.com) and managed by Evidence Technicians.

**Type:** Technology and Equipment

**Project #:** 18066

**Location:** City-wide

**A/C #:** 31220101-564000

**Department:** Police

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 25,477	\$ -	\$ -	\$ 25,477
<b>TOTAL</b>	<b>\$ 25,477</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,477</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Police Technology Enhancements

The Police Department has a sophisticated network of crime prevention technologies. A component of the network is the security camera monitoring system and license plate reader systems. This system has proven valuable to the Police Department in preventing, deterring, and responding to criminal acts and behaviors. Additionally, City Departments, including the Parks and Recreation, Development Services and the USD have benefited from the security camera monitoring system.

**Type:** Technology and Equipment

**Project #:** 18075

**Location:** City-wide

**A/C #:** 31020101-564000

**Department:** Police

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Bond Funds	\$ 19,219	\$ -	\$ -	\$ 19,219
<b>TOTAL</b>	<b>\$ 19,219</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,219</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Police Technology Enhancements

The Police Department has a sophisticated network of crime prevention technologies. A component of the network is the security camera monitoring system and license plate reader systems. This system has proven valuable to the Police Department in preventing, deterring, and responding to criminal acts and behaviors. Additionally, City Departments, including the Parks and Recreation, Development Services and the USD have benefited from the security camera monitoring system.

**Type:** Technology and Equipment

**Project #:** 21075

**Location:** City-wide

**A/C #:** 30520101-564000

**Department:** Police

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ -	\$ 80,000	\$ 320,000	\$ 400,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 320,000</b>	<b>\$ 400,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### Neighborhood Sector - District 1

The Neighborhood Sector Plan will be divided equally between each of the four non-CRA sectors and will provide solutions for rising crime rates, increasing traffic through residential streets, and monitor future nearby developments. The plan aims to create a sense of pride, ownership, and belonging among the residents in each sector.

**Type:** Infrastructure      **Project #:** 18091

**Location:** District 1      **A/C #:** 31230101-563000

**Department:** Public Works      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 411,716	\$ -	\$ -	\$ 411,716
<b>TOTAL</b>	<b>\$ 411,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 411,716</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Neighborhood Sector - District 2

The Neighborhood Sector Plan will be divided equally between each of the four non-CRA sectors and will provide solutions for rising crime rates, increasing traffic through residential streets, and monitor future nearby developments. The plan aims to create a sense of pride, ownership, and belonging among the residents in each sector.

**Type:** Infrastructure      **Project #:** 18092

**Location:** District 2      **A/C #:** 31230101-563000

**Department:** Public Works      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 79,546	\$ -	\$ -	\$ 79,546
<b>TOTAL</b>	<b>\$ 79,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 79,546</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Neighborhood Sector - District 3

The Neighborhood Sector Plan will be divided equally between each of the four non-CRA sectors and will provide solutions for rising crime rates, increasing traffic through residential streets, and monitor future nearby developments. The plan aims to create a sense of pride, ownership, and belonging among the residents in each sector.

**Type:** Infrastructure **Project #:** 18093

**Location:** District 3 **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 84,247	\$ -	\$ -	\$ 84,247
<b>TOTAL</b>	<b>\$ 84,247</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 84,247</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Neighborhood Sector - District 4

The Neighborhood Sector Plan will be divided equally between each of the four non-CRA sectors and will provide solutions for rising crime rates, increasing traffic through residential streets, and monitor future nearby developments. The plan aims to create a sense of pride, ownership, and belonging among the residents in each sector.

**Type:** Infrastructure **Project #:** 18094

**Location:** District 4 **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 516,960	\$ -	\$ -	\$ 516,960
<b>TOTAL</b>	<b>\$ 516,960</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 516,960</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### Palm Beach Isles Bridge

The culverts that provide access to the residents of Palm Beach Isles require replacement due to deterioration. The culverts has reached the end of its useful life and replacement is needed. Funding below is being supplemented through Neighborhood Sector Funds.

**Type:** Infrastructure      **Project #:** 18097

**Location:** Singer Island      **A/C #:** 30530101-563000

**Department:** Public Works      **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ 148,407	\$ -	\$ -	\$ 148,407
<b>TOTAL</b>	<b>\$ 148,407</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,407</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Palm Beach Isles Bridge

The culverts that provide access to the residents of Palm Beach Isles require replacement due to deterioration. The culverts has reached the end of its useful life and replacement is needed. Funding below is being supplemented through Neighborhood Sector Funds.

**Type:** Infrastructure      **Project #:** 18097

**Location:** Singer Island      **A/C #:** 31230101-563000

**Department:** Public Works      **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 1,182,112	\$ 200,000	\$ -	\$ 1,382,112
<b>TOTAL</b>	<b>\$ 1,182,112</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 1,382,112</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Traffic Calming

The City has a traffic calming policy that allows citizens to request traffic calming devices. Funding is required to install approved traffic calming devices.

**Type:** Infrastructure **Project #:** 18098

**Location:** City-wide **A/C #:** 30130101-563000

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Gas Tax	\$ 67,843	\$ -	\$ 60,000	\$ 127,843
<b>TOTAL</b>	<b>\$ 67,843</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 127,843</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## City Welcome Signs

Construction of welcome signs at various locations throughout the City. Signs will have the same design as other newly constructed welcome signs in the City.

**Type:** Infrastructure **Project #:** 18099

**Location:** City-wide **A/C #:** 30930101-563000

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Improvement	\$ 134,580	\$ -	\$ -	\$ 134,580
<b>TOTAL</b>	<b>\$ 134,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 134,580</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### City Welcome Signs

Construction of welcome signs at various locations throughout the City. Signs will have the same design as other newly constructed welcome signs in the City.

**Type:** Infrastructure      **Project #:** 18099

**Location:** City-wide      **A/C #:** 21112101-563000

**Department:** Public Works      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 28,255	\$ -	\$ -	\$ 28,255
<b>TOTAL</b>	<b>\$ 28,255</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,255</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### City-wide Sidewalks

The sidewalk repair and replacement project replaces damaged and broken sidewalks throughout the City.

**Type:** Infrastructure      **Project #:** 18102

**Location:** City-wide      **A/C #:** 30130101-563000

**Department:** Public Works      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Gas Tax	\$ 66,617	\$ -	\$ 400,000	\$ 466,617
<b>TOTAL</b>	<b>\$ 66,617</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 466,617</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Streets Mill and Resurface

Milling and resurfacing of streets within the established CDBG concentration area: W. 30<sup>th</sup> St. from Ave R to Ave O; Ave O from W. 30<sup>th</sup> St.; W. 28<sup>th</sup> St., from Ave R to Ave O; W. 36<sup>th</sup> St. from Ave O to Obama Hwy.; Ave N from W. 36<sup>th</sup> St. to W. 35<sup>th</sup> St.

**Type:** Streets **Project #:** 18121

**Location:** City-wide **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 366,755	\$ -	\$ -	\$ 366,755
<b>TOTAL</b>	<b>\$ 366,755</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 366,755</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Avenue M (23 Street to 27 Street)

Installation of new water main, sanitary sewer, sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping and signage.

**Type:** Streets **Project #:** 18206

**Location:** Avenue M (23 Street and 27 Street) **A/C #:** 30930101-563000

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Improvement	\$ 44,737	\$ -	\$ -	\$ 44,737
<b>TOTAL</b>	<b>\$ 44,737</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,737</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



## Governmental Project Profiles

### 26 Court

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 20001

**Location:** 26 Court **A/C #:** 30530101-563000

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ 110,457	\$ 200,000	\$ 600,000	\$ 910,457
<b>TOTAL</b>	<b>\$ 110,457</b>	<b>\$ 200,000</b>	<b>\$ 600,000</b>	<b>\$ 910,457</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### 26 Court

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 20001

**Location:** 26 Court **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 20,386	\$ -	\$ -	\$ 20,386
<b>TOTAL</b>	<b>\$ 20,386</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,386</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## 34 Street (Avenue F to Broadway)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Streets **Project #:** 20002

**Location:** 34 Street  
(Avenue F to Broadway) **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 71,224	\$ -	\$ -	\$ 71,224
<b>TOTAL</b>	<b>\$ 71,224</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,224</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Avenue E (34 Street to Silver Beach Road to 35 Street)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Streets **Project #:** 20003

**Location:** Avenue E  
(34 Street to Silver Beach Road to 35 Street) **A/C #:** 31230101-563000

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 72,482	\$ -	\$ -	\$ 72,482
<b>TOTAL</b>	<b>\$ 72,482</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,482</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### City-wide Stripping

The stripping project will replace and enhance stripping and markings throughout the City which will provide a safer roadway for the traveling public.

**Type:** Streets **Project #:** 20004

**Location:** City-wide **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 200,000	\$ 200,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### LED Street Lights

Street lights to be upgraded and retrofitted with energy-efficient LED bulbs via a city-wide project.

**Type:** Infrastructure **Project #:** 20007

**Location:** City-wide **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Bus Stop Benches and Shelters

Bus stop benches and shelters program is aimed at enhancing the quality of the City's bus stops and shelters. Through this program, the City replaces and repairs aging shelters, installs new shelters, and provides passenger amenities, such as benches, and litter receptacles at bus stops.

**Type:** Infrastructure **Project #:** 20008

**Location:** City-wide **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 150,000	\$ 150,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Restroom Fuel Island

The installation of a restroom facility at the fuel island located at the old Public Works complex.

**Type:** City Facility **Project #:** 20009

**Location:** Public Works Complex **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 75,000	\$ 75,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### 35 Street (Avenue H to Avenue F)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 21001

**Location:** 35 Street (Avenue H to Avenue F) **A/C #:** 21130101-563000

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ -	\$ 558,000	\$ -	\$ 558,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 558,000</b>	<b>\$ -</b>	<b>\$ 558,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### 37 Street (Avenue H to Avenue F)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 21002

**Location:** 37 Street (Avenue H to Avenue F) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 1 Severe

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## New City Hall Complex

Construction of a new City Hall complex on Blue Heron Boulevard to house city administrative offices, possibly on the site of the existing City Hall along with improvements to the parking.

**Type:** City Facility **Project #:** 21005

**Location:** To be determined **A/C #:** 31330101-562000

**Department:** Public Works **Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
One-Cent Local Surtax	\$ 1,000,000	\$ 1,000,000	\$ 20,000,000	\$ 22,000,000
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 20,000,000</b>	<b>\$ 22,000,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## North Ocean Boulevard Landscaping

This project includes the installation of Florida friendly landscaping within the medians along North Ocean Boulevard from Broadway north to the City limits adjacent to MacArthur Park.

**Type:** Infrastructure **Project #:** 21008

**Location:** Singer Island **A/C #:** 30930101-563000

**Department:** Public Works **Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Improvement	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### Municipal Facility

Construction of a new City Hall complex on Blue Heron Boulevard to house city administrative offices, possibly on the site of the existing City Hall along with improvements to the parking.

**Type:** City Facility      **Project #:** 21010

**Location:** City-wide      **A/C #:** 31030101-562000

**Department:** Public Works      **Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Capital Bond Funds	\$ -	\$ 4,100,000	\$ -	\$ 4,100,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 4,100,000</b>	<b>\$ -</b>	<b>\$ 4,100,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Streets Mill and Resurface

Milling and resurfacing of streets within the established CDBG concentration area: W. 30<sup>th</sup> St. from Ave R to Ave O; Ave O from W. 30<sup>th</sup> St.; W. 28<sup>th</sup> St., from Ave R to Ave O; W. 36<sup>th</sup> St. from Ave O to Obama Hwy.; Ave N from W. 36<sup>th</sup> St. to W. 35<sup>th</sup> St.

**Type:** Streets      **Project #:** 21015

**Location:** City-wide      **A/C #:** 31230101-563000

**Department:** Public Works      **Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Pay as you go	\$ 705,959	\$ -	\$ 600,000	\$ 1,305,959
<b>TOTAL</b>	<b>\$ 705,959</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 1,305,959</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## 34 Street and 35 Street (Avenue J to Avenue H)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 22001

**Location:** 34 Street and 35 Street (Avenue J to Avenue H) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 715,000	\$ 715,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 715,000</b>	<b>\$ 715,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## 37 Street (Avenue F to Broadway)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Streets **Project #:** 22002

**Location:** 37 Street (Avenue F to Broadway) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 840,000	\$ 840,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### 36 Street and 37 Street (Park Manor)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 23001

**Location:** 36 Street and 37 Street (Park Manor) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 870,000	\$ 870,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 870,000</b>	<b>\$ 870,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### 24 Street and 25 Street (Avenue B to Intercoastal)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Streets **Project #:** 23002

**Location:** 24 Street and 25 Street (Avenue B to Intercoastal) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 680,000	\$ 680,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 680,000</b>	<b>\$ 680,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Avenue P and Avenue Q (23 Street to 26 Court)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping and signage.

**Type:** Streets **Project #:** 24001

**Location:** Avenue P and Avenue Q (23 Street to 26 Court) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ 1,100,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Shore Drive to Palm Drive to Riviera Drive

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Streets **Project #:** 24002

**Location:** Shore Drive to Palm Drive to Riviera Drive **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 1,390,000	\$ 1,390,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,390,000</b>	<b>\$ 1,390,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Governmental Project Profiles

### 6 Street and 7 Street (Avenue O to Australian Avenue)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 24003

**Location:** 6 Street and 7 Street (Avenue O to Australian Avenue) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 1,045,000	\$ 1,045,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,045,000</b>	<b>\$ 1,045,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### 24 Court and 25 Court (24 Street to Avenue R)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Streets **Project #:** 24004

**Location:** 24 Court and 25 Court (24 Street to Avenue R) **A/C #:** Unfunded

**Department:** Public Works **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 860,000	\$ 860,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 860,000</b>	<b>\$ 860,000</b>

#### Operating Budget Impact

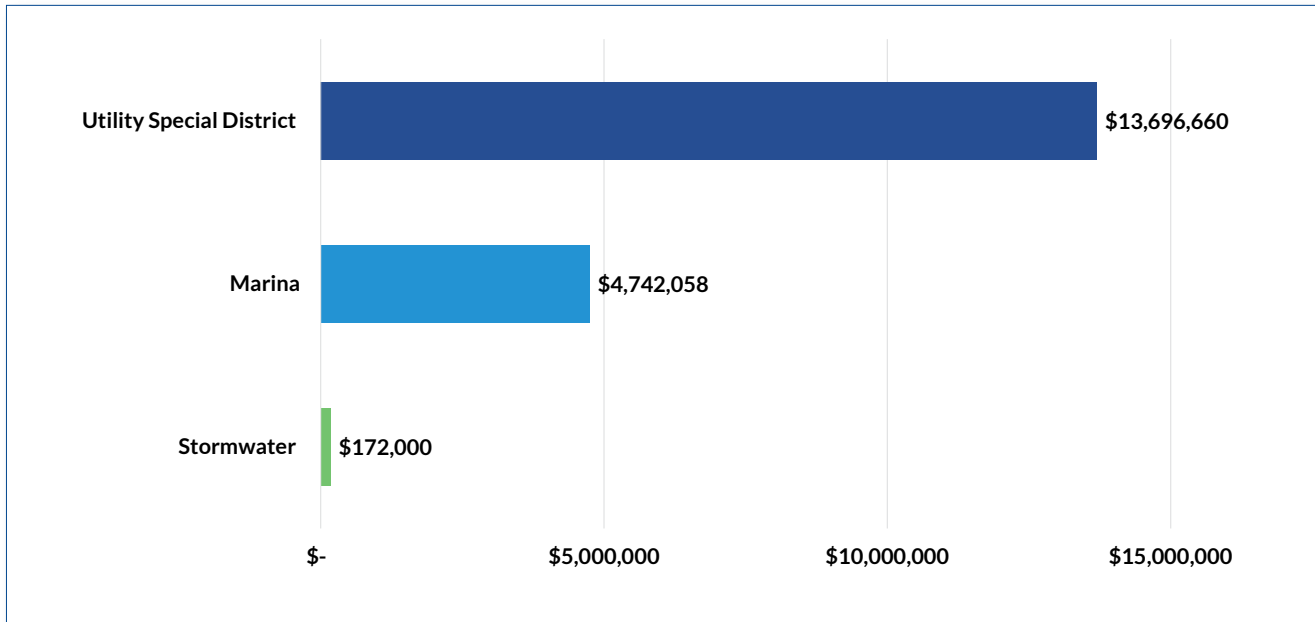
This project will not have an impact on the operating budget.





## Enterprise Projects

### FY 2021 Capital Budget by Enterprise: \$18,610,718



### Five-Year Capital Improvement Plan by Enterprise

ENTERPRISE	IN PROGRESS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-YEAR TOTAL
Marina	\$ 4,806,977	\$ 4,742,058	\$ 4,667,058	\$ 4,667,058	\$ 4,667,058	\$ 4,667,058	\$ 23,410,290
Stormwater	150,000	172,000	-	-	-	-	172,000
Utility Special District	34,845,873	13,696,660	7,122,986	4,770,000	4,000,000	129,279,500	158,869,146
<b>TOTAL BY ENTERPRISE</b>	<b>\$ 39,802,850</b>	<b>\$ 18,610,718</b>	<b>\$ 11,790,044</b>	<b>\$ 9,437,058</b>	<b>\$ 8,667,058</b>	<b>\$ 133,946,558</b>	<b>\$ 182,451,436</b>

### Five-Year Capital Improvement Plan by Priority

PRIORITY	IN PROGRESS	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-YEAR TOTAL
1 Severe	\$ 28,030,734	\$ 6,518,660	\$ 3,650,000	\$ 2,400,000	\$ 1,400,000	\$ 121,800,000	\$ 135,768,660
2 High	5,203,924	8,292,058	6,017,058	6,437,058	5,207,058	4,767,058	30,720,290
3 Low	6,568,192	3,800,000	2,122,986	600,000	2,060,000	7,379,500	15,962,486
<b>TOTAL BY PRIORITY</b>	<b>\$ 39,802,850</b>	<b>\$ 18,610,718</b>	<b>\$ 11,790,044</b>	<b>\$ 9,437,058</b>	<b>\$ 8,667,058</b>	<b>\$ 133,946,558</b>	<b>\$ 182,451,436</b>

## Enterprise Projects Source of Funding

FUND NO.	FUNDING SOURCE	DESCRIPTION	FY 2021 AMOUNT
412	USD Renewal and Replacement	On an annual basis, USD's operating fund transfers 5% of its gross revenues for the preceding fiscal year to the Renewal and Replacement fund to pay for the costs of the repair, renewal or replacement of capital assets of the water and sewer system. The amount transferred from the Operating fund to the Renewal and Replacement fund may change from time to time.	\$ 5,700,000
415	USD Revenue Bond Proceeds	In 2016, USD issued Water and Sewer Revenue Bonds, Series 2016 to finance the costs of acquiring, constructing, and equipping improvements and upgrades to the combined water supply, treatment and distribution system and sewer collection system.	7,996,660
422	Florida Inland Navigation District (FIND) Grant	FIND Waterway Assistance Program is a grant for local governments established by the Florida Legislature and the District for the purpose of financially cooperating with local governments to alleviate problems associated with the Atlantic Intracoastal Waterway associated waterways within the District. The program is authorized by Section 374.976 Florida Statutes, and is administered under the provisions of Chapter 66B-2, Florida Administrative Code.	4,742,058
460	Stormwater Pay-as-you-go	Pay as you go funding is derived from the stormwater management fees charged to customers. Funds are used to finance capital improvement projects as opposed to incurring debt to pay for capital projects.	172,000
TOTAL FUNDING SOURCES			\$ 18,610,718

## Enterprise Projects by Department

PROJECT NAME	ASSET CATEGORY	PROJECT NUMBER	PRIORITY	IN PROGRESS	FY 2021	5-YEAR TOTAL
Marina South Basin Dredging	Marina Infrastructure	18055	2	\$ 650,000	\$ -	-
Marina Dock G	Marina Infrastructure	18058	1	1,234,080	-	-
Marina Dock F	Marina Infrastructure	18059	1	2,053,799	-	-
Marina Dock E	Marina Infrastructure	19057	1	458,960	-	-
Marina Dock E	Marina Infrastructure	20060	2	335,138	-	-
Marina Mooring Field	Marina Infrastructure	20061	2	75,000	75,000	75,000
Marina Improvements Phase IV	Marina Infrastructure	21011	2	-	4,667,058	23,335,290
MARINA TOTAL				4,806,977	4,742,058	23,410,290
Canal Improvement	Stormwater Infrastructure	20011	1	100,000	-	-
35 Street (Avenue H to Avenue F)	Stormwater Infrastructure	21001	1	-	172,000	172,000
STORMWATER TOTAL				100,000	172,000	172,000
Garden Road Improvement	Water and Sewer System	18118	3	376,916	-	-
Haverhill Road Improvement	Water and Sewer System	18119	2	874,291	-	-
Silver Beach Road Improvement	Water and Sewer System	18122	2	873,816	-	-
Aerial Crossing Rehabilitation	Technology and equipment	18129	1	3,145,679	-	-
Aqueous Ammonia System	Water and Sewer System	18130	1	324,350	-	-
Intracoastal Water Main	Water and Sewer System	18131	1	2,500,000	1,000,000	1,000,000
Intracoastal Force Main	Water and Sewer System	18132	3	750,000	3,500,000	9,700,000
Lift Station Rehabilitation - Phase II	Water and Sewer System	18133	3	-	-	2,118,000
Lift Station No. 47 Rehabilitation	Water and Sewer System	18134	1	2,345,866	2,000,000	2,000,000
Lift Station Rehabilitation - Phase I	Water and Sewer System	18135	2	495,679	500,000	500,000
Lift Station Pump Replacement	Water and Sewer System	18136	1	400,000	200,000	1,050,000
Lime System Replacement	Water and Sewer System	18137	1	3,900,000	-	-
Lime Softening Units Rehabilitation	Water and Sewer System	18138	3	1,500,000	300,000	1,922,986
Media and Underdrain Filter Replacement	Water and Sewer System	18139	2	800,000	500,000	900,000
Raw Water Wells A & B	Water and Sewer System	18140	1	-	-	2,000,000
North Tower Building	City Facility	18141	1	800,000	446,660	446,660
Underground On-call Contractor	Water and Sewer System	18143	1	1,383,148	300,000	1,500,000
Raw Water Wells	Water and Sewer System	18145	1	153,913	-	-
Fire Hydrant Replacement	Water and Sewer System	18147	1	50,000	100,000	100,000
Sanitary Sewer System Relining	Water and Sewer System	18148	1	1,000,000	500,000	500,000
Ground Water Sanitary Survey	Water and Sewer System	18149	2	100,000	-	-
Lift Station No. 48 Culvert	Water and Sewer System	18150	3	-	-	100,000



## Enterprise Projects by Department

PROJECT NAME	ASSET CATEGORY	PROJECT NUMBER	PRIORITY	IN PROGRESS	FY 2021	5-YEAR TOTAL
Field Operations Building	City Facility	18151	3	\$ -	\$ -	561,500
Water and Sewer Improvements	Water and Sewer System	18152	1	1,104,038	-	-
Water Main Palm Beach Shores	Water and Sewer System	18153	1	810,815	-	-
High Service Water Pump Replacement	Water and Sewer System	18154	1	200,000	300,000	300,000
Water Meters	Water and Sewer System	18155	1	293,086	-	-
Air Stripper Pump Driver Replacement	Water and Sewer System	18156	1	25,000	-	-
Booster Station Pump Replacement	Water and Sewer System	18157	1	2,100,000	-	-
Unidirectional Flushing	Water and Sewer System	18158	1	300,000	-	-
Water Treatment Plant Disinfection	Water and Sewer System	18159	3	3,691,276	-	-
Facility Enhancements	City Facility	18160	2	748,603	750,000	1,250,000
Water Treatment Plant Generators	Technology and equipment	18161	1	800,000	1,500,000	1,500,000
Water Treatment Plant Perimeter Wall	City Facility	18162	3	200,000	-	-
Utility Building Expansion	City Facility	18163	3	50,000	-	-
Water Treatment Plant	Water and Sewer System	20023	1	-	-	121,000,000
Master Plan Update	Water and Sewer System	20024	1	1,000,000	-	-
34 Street and 35 Street (Avenue J to Avenue H)	Water and Sewer System	21001	1	498,000	-	-
37 Street (Avenue H to Avenue F)	Water and Sewer System	21002	1	-	-	1,200,000
Gramercy Park Pipe Replacement	Water and Sewer System	21007	2	200,000	1,800,000	1,800,000
Water Tank	Water and Sewer System	21016	2	50,000	-	-
Raw Water Wells	Water and Sewer System	21017	1	500,000	-	-
34 Street and 35 Street (Avenue J to Avenue H)	Water and Sewer System	22001	2	-	-	290,000
37 Street (Avenue F to Broadway)	Water and Sewer System	22002	2	-	-	340,000
Water Main Crossing Inspection	Water and Sewer System	22005	2	-	-	750,000
36 Street and 37 Street (Park Manor)	Water and Sewer System	23001	2	-	-	580,000
24 Street and 25 Street (Ave B to Intracoastal)	Water and Sewer System	23002	2	-	-	460,000
Avenue P and Avenue Q (23 Street to 26 Court)	Water and Sewer System	24001	2	-	-	440,000
Shore Drive to Palm Drive to Riviera Drive	Water and Sewer System	24002	3	-	-	560,000
6 Street and 7 Street (Avenue O to Australian Avenue)	Water and Sewer System	24003	3	-	-	425,000
24 Court and 25 Court (24 Street to Avenue R)	Water and Sewer System	24004	3	-	-	575,000
UTILITY SPECIAL DISTRICT TOTAL				34,344,476	13,696,660	155,869,146
GRAND TOTAL				\$ 39,251,453	\$ 18,610,718	\$ 179,451,436

## Enterprise Project Profiles

### Marina South Basin Dredging

Dredging the south basin at the Marina as part of the ongoing waterside expansion.

**Type:** Marina Infrastructure    **Project #:** 18055

**Location:** City Marina    **A/C #:** 42272101-563000

**Department:** Marina    **Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 650,000	\$ -	\$ -	\$ 650,000
<b>TOTAL</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 650,000</b>

#### Operating Budget Impact

The improvements will result in increased revenues from the expansion of the Marina docks.

### Marina Dock G

This project includes the replacement, reconfiguration and expansion of Dock G at the City's Municipal Marina, which includes the supply and installment of the docks and six Pier A boat lifts. This project also includes the partial demolition and repairs to the existing pier, utilities and fire protection infrastructure, construction layout, environment control measures, permitting, engineering, construction administration and project management.

**Type:** Marina Infrastructure    **Project #:** 18058

**Location:** City Marina    **A/C #:** 42272101-563000

**Department:** Marina    **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 1,234,080	\$ -	\$ -	\$ 1,234,080
<b>TOTAL</b>	<b>\$ 1,234,080</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,234,080</b>

#### Operating Budget Impact

The improvements will result in increased revenues from the expansion of the Marina docks.

## Marina Dock F

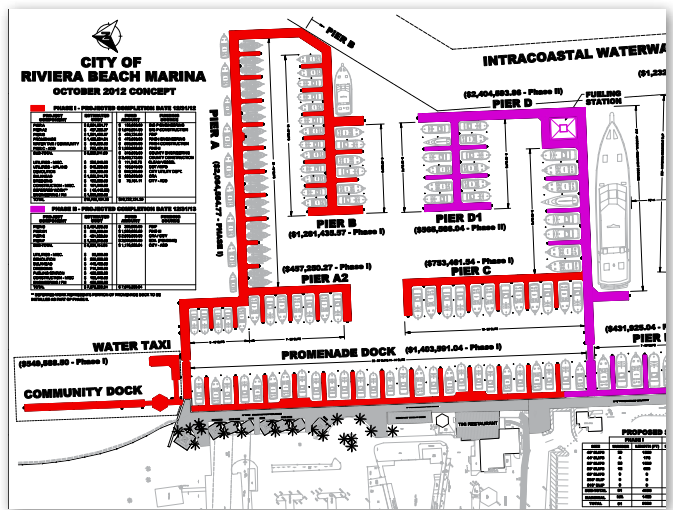
This project includes the replacement, reconfiguration and expansion of Dock F at the City's Municipal Marina, which includes the supply and installment of the fixed dock overlay and floating dock. This project also includes the partial demolition and repairs to the existing pier, utilities and fire protection infrastructure, construction layout, environment control measures, permitting, engineering, construction administration and project management.

Type: Marina Infrastructure    Project #: 18059

Location: City Marina    A/C #: 42272101-563000

Department: Marina    Project Rank: ① Severe

Project Status: Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 2,053,799	\$ -	\$ -	\$ 2,053,799
<b>TOTAL</b>	<b>\$ 2,053,799</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,053,799</b>

### Operating Budget Impact

The improvements will result in increased revenues from the expansion of the Marina docks.

## Marina Dock E

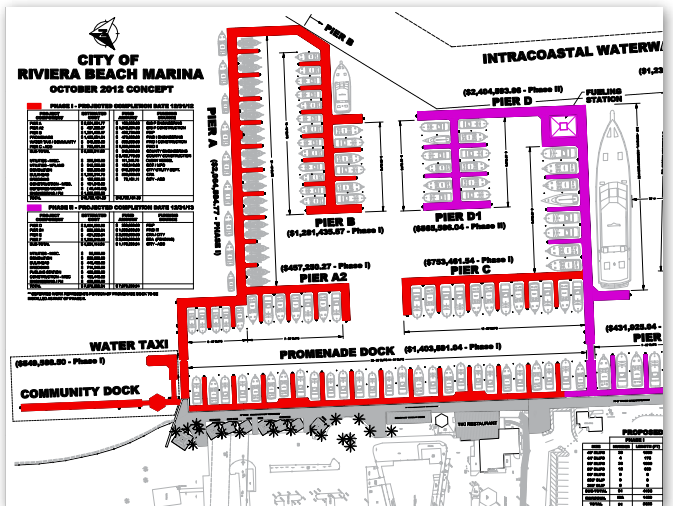
Marina Phase II.B project includes the supply and installment of the fixed marginal pier and finger piers of Dock E at the City's Municipal Marina. This project also includes the utilities and fire protection infrastructure, construction layout, and environment control measures.

Type: Marina Infrastructure    Project #: 19057

Location: City Marina    A/C #: 42272101-563000

Department: Marina    Project Rank: ① Severe

Project Status: Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 458,960	\$ -	\$ -	\$ 458,960
<b>TOTAL</b>	<b>\$ 458,960</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 458,960</b>

### Operating Budget Impact

The improvements will result in increased revenues from the expansion of the Marina docks.

## Marina Dock E

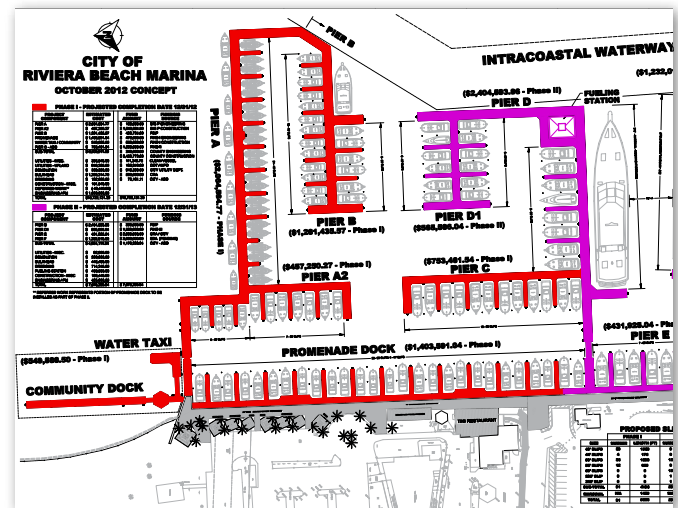
Marina Phase II.B project includes the supply and installment of the fixed marginal pier and finger piers of Dock E at the City's Municipal Marina. This project also includes the utilities and fire protection infrastructure, construction layout, and environment control measures.

Type: Marina Infrastructure Project #: 20060

Location: City Marina A/C #: 42272101-563000

Department: Marina Project Rank: ① Severe

Project Status: Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 335,138	\$ -	\$ -	\$ 335,138
<b>TOTAL</b>	<b>\$ 335,138</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 335,138</b>

### Operating Budget Impact

The improvements will result in increased revenues from the expansion of the Marina docks.

## Marina Mooring Field

Marina Mooring Field project includes determining the best locations, the number of moorings, the size of each vessel to be on what location, engineered for hurricane survival and all studies required for permitting such as sea-grass, water depths, layouts, navigational issues, sewerage and trash collection, management, estimated costs, mooring fees, and needed MOUs.

Type: Marina Infrastructure Project #: 20061

Location: City Marina A/C #: 42272101-563000

Department: Marina Project Rank: ② High

Project Status: Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 75,000	\$ 75,000	\$ -	\$ 150,000
<b>TOTAL</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



## Marina Improvements Phase IV

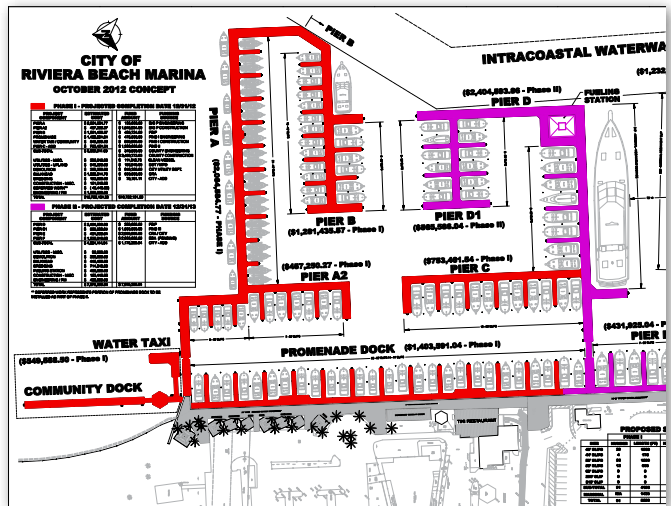
Phase IV Improvements project includes improvements to Docks G, H, I, and J and construction of the restaurant on Docks A and B area.

Type: Marina Infrastructure    Project #: 21011

Location: City Marina    A/C #: 42272101-563000

Department: Marina    Project Rank: ② High

Project Status: Design



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ -	\$ 4,667,058	\$ 18,668,232	\$ 23,335,290
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 4,667,058</b>	<b>\$ 18,668,232</b>	<b>\$ 23,335,290</b>

### Operating Budget Impact

The Marina improvements will increase operating costs, however, revenues in excess of costs will be generated.

## Canal Improvement

Improvements to city-wide canal system which includes upgrading existing facilities, relining of canals, and installation of new pipelines and control gates, as deemed necessary.

Type: Stormwater Infrastructure    Project #: 20011

Location: City-wide    A/C #: 46132101-563000

Department: Stormwater    Project Rank: ① Severe

Project Status: Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Stormwater	\$ 100,000	\$ -	\$ -	\$ 100,000
<b>TOTAL</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Enterprise Project Profiles

### 35 Street (Avenue H to Avenue F)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Stormwater Infrastructure

**Project #:** 21001

**Location:** 35 Street (Avenue H to Avenue F)

**A/C #:** 46032101-563000

**Department:** Stormwater

**Project Rank:** 1 Severe

**Project Status:** Under Design



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Stormwater	\$ -	\$ 172,000	\$ -	\$ 172,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 172,000</b>	<b>\$ -</b>	<b>\$ 172,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Garden Road Improvement

Palm Beach County is improving and widening Garden Road south of W. Blue Heron Blvd. The proposed improvements include the widening of a bridge that will impact the existing water main and sanitary sewer force mains. USD is required to accommodate the road improvements and will have to relocate existing water main and sanitary sewer force mains. USD's portion of the project is currently under design

**Type:** Water and Sewer System

**Project #:** 18118

**Location:** Garden Road Improvement

**A/C #:** 41231101-563000

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 376,916	\$ -	\$ -	\$ 376,916
<b>TOTAL</b>	<b>\$ 376,916</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 376,916</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Haverhill Road Improvement

Palm Beach County is improving and widening Haverhill Road from north of Caribbean Blvd to the Beeline Hwy. The proposed improvements include a large widening portion that may impact the location of existing water and sewer infrastructure. USD is required to accommodate the road improvements and relocate conflicting infrastructure.

**Type:** Water and Sewer System

**Project #:** 18119

**Location:** Haverhill Road Improvement

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** ② High

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 874,291	\$ -	\$ -	\$ 874,291
<b>TOTAL</b>	<b>\$ 874,291</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 874,291</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Silver Beach Road Improvement

Palm Beach County is improving and widening Silver Beach Road from Old Dixie Highway to Congress Avenue which will include widening a portion that will have an impact on the location of existing water mains. USD is required to accommodate the road improvements and relocate existing water mains.

**Type:** Water and Sewer System

**Project #:** 18122

**Location:** Silver Beach Road Improvement

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** ② High

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 873,816	\$ -	\$ -	\$ 873,816
<b>TOTAL</b>	<b>\$ 873,816</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 873,816</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

### Aerial Crossing Rehabilitation

A comprehensive technical document prepared by the USD consulting engineer which evaluated and assessed the aerial pipe crossing throughout USD service area. Aerial pipe crossings are part of the water distribution and wastewater collection systems. Aerial crossings will be inspected, refurbished and painted as part of the rehabilitation.

**Type:** Technology and Equipment

**Project #:** 18129

**Location:** City-wide

**A/C #:** 41231101-563000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 5,775	\$ -	\$ -	\$ 5,775
<b>TOTAL</b>	<b>\$ 5,775</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,775</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Aerial Crossing Rehabilitation

A comprehensive technical document prepared by the USD consulting engineer which evaluated and assessed the aerial pipe crossing throughout USD service area. Aerial pipe crossings are part of the water distribution and wastewater collection systems. Aerial crossings will be inspected, refurbished and painted as part of the rehabilitation.

**Type:** Technology and Equipment

**Project #:** 18129

**Location:** City-wide

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 3,139,904	\$ -	\$ -	\$ 3,139,904
<b>TOTAL</b>	<b>\$ 3,139,904</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,139,904</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Aqueous Ammonia System

The Water and Wastewater Master Plan, completed in February 2013, identified various water treatment improvements. Rehabilitations and improvements have been prioritized and will be implemented in multi-year capital projects.

**Type:** Water and Sewer System

**Project #:** 18130

**Location:** Water Plant

**A/C #:** 41531103-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 324,350	\$ -	\$ -	\$ 324,350
<b>TOTAL</b>	<b>\$ 324,350</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 324,350</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Intracoastal Water Main

The Water and Wastewater Master Plan has identified the need of a parallel subaqueous water main between Singer Island and the mainland.

**Type:** Water and Sewer System

**Project #:** 18131

**Location:** Intracoastal

**A/C #:** 41531103-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 2,500,000	\$ 1,000,000	\$ -	\$ 3,500,000
<b>TOTAL</b>	<b>\$ 2,500,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 3,500,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

### Intracoastal Force Main

The Water and Wastewater Master Plan has identified the need of a parallel subaqueous force main between Singer Island and the mainland.

**Type:** Water and Sewer System

**Project #:** 18132

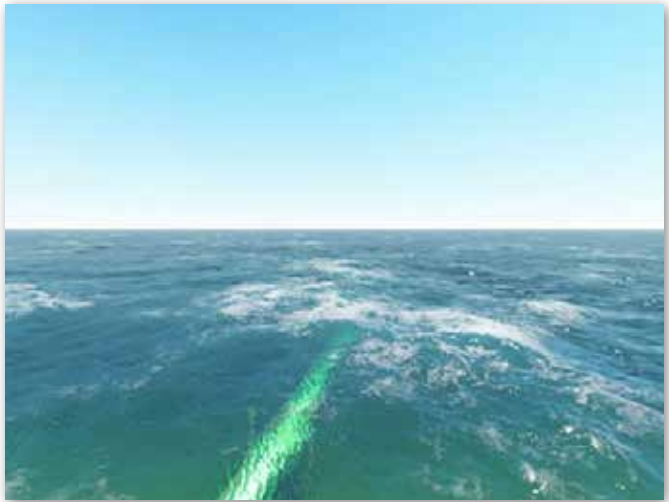
**Location:** Intracoastal

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 750,000	\$ 3,500,000	\$ -	\$ 4,250,000
<b>TOTAL</b>	<b>\$ 750,000</b>	<b>\$ 3,500,000</b>	<b>\$ -</b>	<b>\$ 4,250,000</b>

#### Operating Budget Impact

This project will reduce the repairs and maintenance costs.

### Intracoastal Force Main

The Water and Wastewater Master Plan has identified the need of a parallel subaqueous force main between Singer Island and the mainland.

**Type:** Water and Sewer System

**Project #:** 18132

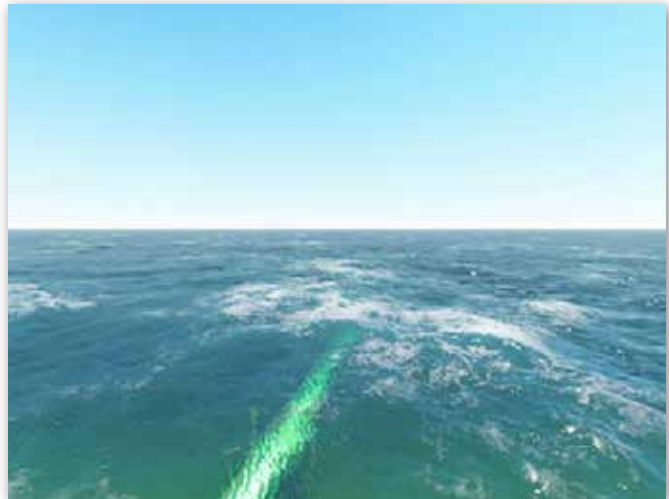
**Location:** Intracoastal

**A/C #:** Unfunded

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 6,200,000	\$ 6,200,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,200,000</b>	<b>\$ 6,200,000</b>

#### Operating Budget Impact

This project will reduce the repairs and maintenance costs.



## Lift Station Rehabilitation - Phase 2

The Water and Wastewater Master Plan has identified various lift station rehabilitations and improvements.

**Type:** Water and Sewer System

**Project #:** 18133

**Location:** City-wide

**A/C #:** 41231104-563000

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ -	\$ -	\$ 2,118,000	\$ 2,118,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,118,000</b>	<b>\$ 2,118,000</b>

### Operating Budget Impact

This project will reduce the repairs and maintenance costs.

## Lift Station No. 47 Rehabilitation

USD's main Lift Station #47 is in need of a major overhaul, which includes equipment, design and construction work to complete the overhaul.

**Type:** Water and Sewer System

**Project #:** 18134

**Location:** Lift Station No. 47

**A/C #:** 41231104-563000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 2,198,420	\$ 2,000,000	\$ -	\$ 4,198,420
<b>TOTAL</b>	<b>\$ 2,198,420</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ 4,198,420</b>

### Operating Budget Impact

The rehabilitation of the lift stations will reduce the repairs and maintenance costs.

### Lift Station No. 47 Rehabilitation

USD's main Lift Station #47 is in need of a major overhaul, which includes equipment, design and construction work to complete the overhaul.

**Type:** Water and Sewer System      **Project #:** 18134

**Location:** Lift Station No. 47      **A/C #:** 41531104-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 147,446	\$ -	\$ -	\$ 147,446
<b>TOTAL</b>	<b>\$ 147,446</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 147,446</b>

#### Operating Budget Impact

The rehabilitation of the lift stations will reduce the repairs and maintenance costs.

### Lift Station Rehabilitation - Phase 1

The Water and Wastewater Master Plan, has identified various lift station rehabilitations and improvements.

**Type:** Water and Sewer System      **Project #:** 18135

**Location:** City-wide      **A/C #:** 41531104-563000

**Department:** Utility Special District      **Project Rank:** ② High

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 495,679	\$ 500,000	\$ -	\$ 995,679
<b>TOTAL</b>	<b>\$ 495,679</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 995,679</b>

#### Operating Budget Impact

This project will reduce repairs and maintenance costs.



## Lift Station Pump Replacement

USD has 50 sewage lift stations within its wastewater collection system. The lift station pump endures very harsh conditions and need to be serviced regularly and are replaced as needed.

**Type:** Water and Sewer System

**Project #:** 18136

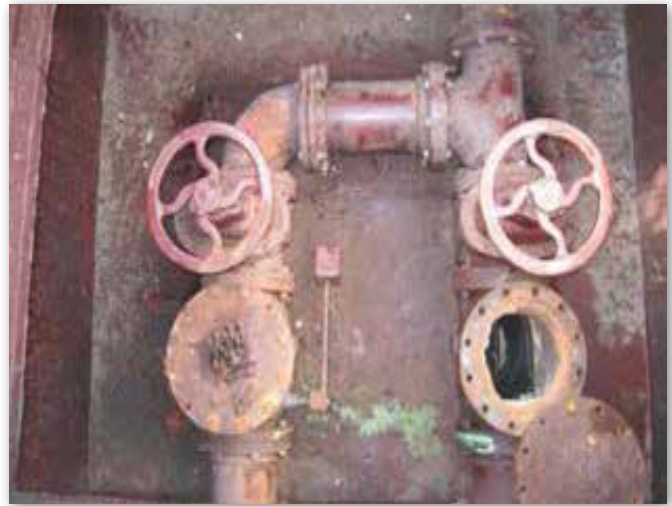
**Location:** City-wide

**A/C #:** 41231104-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 400,000	\$ 200,000	\$ 850,000	\$ 1,450,000
<b>TOTAL</b>	<b>\$ 400,000</b>	<b>\$ 200,000</b>	<b>\$ 850,000</b>	<b>\$ 1,450,000</b>

### Operating Budget Impact

This project will reduce the repairs and maintenance costs.

## Lime System Replacement

The Water and Underground Master Plan has identified the need to replace the lime slakers, lime silo components, and the lime slurry system of the water treatment process.

**Type:** Water and Sewer System

**Project #:** 18137

**Location:** City-wide

**A/C #:** 41531103-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 3,900,000	\$ -	\$ -	\$ 3,900,000
<b>TOTAL</b>	<b>\$ 3,900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,900,000</b>

### Operating Budget Impact

The replacement of the lime slakers will reduce the repairs and maintenance costs.

### Lime Softening Units Rehabilitation

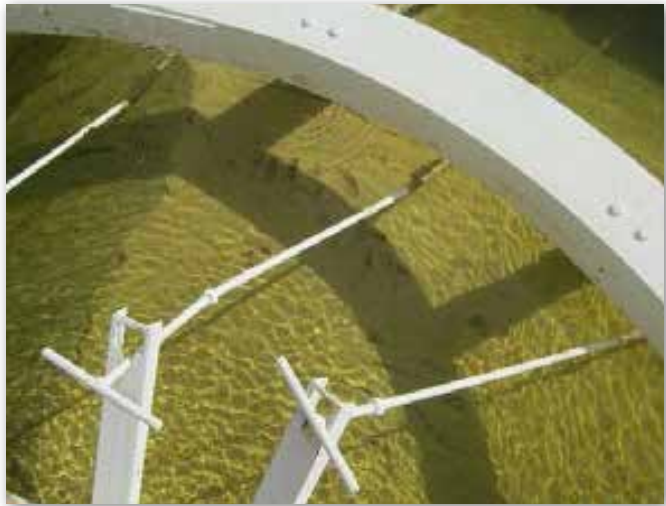
The rehabilitation includes performing structural improvements to critical areas of three softening units and installing a new gear drive system to Unit No. 3. Rehabilitation to Unit No. 3 was recently completed.

**Type:** Water and Sewer System      **Project #:** 18138

**Location:** Blue Heron Boulevard      **A/C #:** 41231104-563000

**Department:** Utility Special District      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ -	\$ -	\$ 727,163	\$ 727,163
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 727,163</b>	<b>\$ 727,163</b>

#### Operating Budget Impact

This project will reduce the repairs and maintenance costs.

### Lime Softening Units Rehabilitation

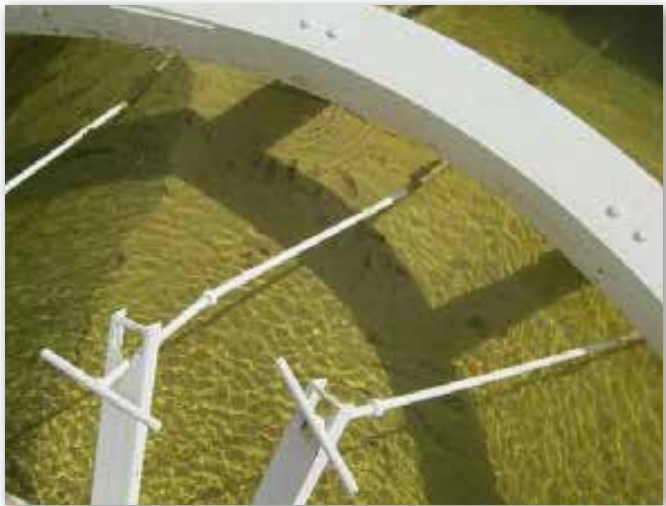
The rehabilitation includes performing structural improvements to critical areas of three softening units and installing a new gear drive system to Unit No. 3. Rehabilitation to Unit No. 3 was recently completed.

**Type:** Water and Sewer System      **Project #:** 18138

**Location:** Blue Heron Boulevard      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 1,500,000	\$ 300,000	\$ 895,823	\$ 2,695,823
<b>TOTAL</b>	<b>\$ 1,500,000</b>	<b>\$ 300,000</b>	<b>\$ 895,823</b>	<b>\$ 2,695,823</b>

#### Operating Budget Impact

This project will reduce the repairs and maintenance costs.

## Media and Underdrain Filter Replacement

Replacement of media and underdrain filters 1 – 8.

**Type:** Water and Sewer System      **Project #:** 18139

**Location:** Water Treatment Plant      **A/C #:** 41231103-564000

**Department:** Utility Special District      **Project Rank:** ② High

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 800,000	\$ 500,000	\$ 400,000	\$ 1,700,000
<b>TOTAL</b>	<b>\$ 800,000</b>	<b>\$ 500,000</b>	<b>\$ 400,000</b>	<b>\$ 1,700,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Raw Water Wells A and B

Pursuant to the issuance of the Consumption Use Permit by the South Florida Water Management District (SFWMD) in February 2012, USD is required to design and construct two raw water wells.

**Type:** Water and Sewer System      **Project #:** 18140

**Location:** City-wide      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Enterprise Project Profiles

### North Tower Building

Replacement of the north tower building.

**Type:** City Facility

**Project #:** 18141

**Location:** Water Treatment Plant

**A/C #:** 41531101-562000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 800,000	\$ 446,660	\$ -	\$ 1,246,660
<b>TOTAL</b>	<b>\$ 800,000</b>	<b>\$ 446,660</b>	<b>\$ -</b>	<b>\$ 1,246,660</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Underground On-Call Contractor

USD has a contract with an on-call underground contractor to assist in emergency repairs and large scale repair projects.

**Type:** Water and Sewer System

**Project #:** 18143

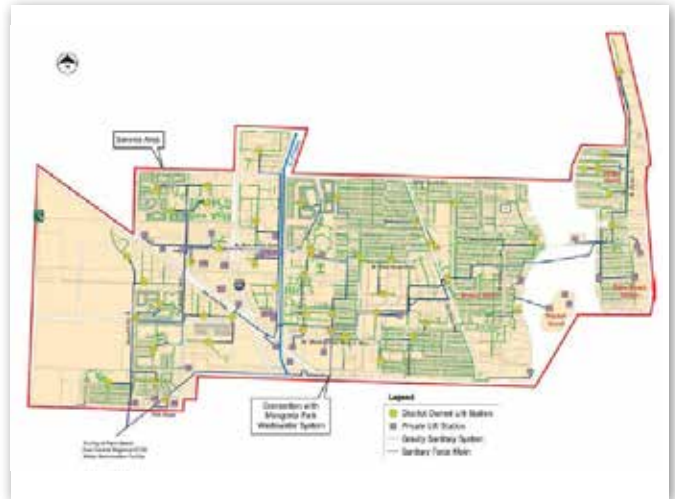
**Location:** City-wide

**A/C #:** 41231101-531000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 1,383,148	\$ 300,000	\$ 1,200,000	\$ 2,883,148
<b>TOTAL</b>	<b>\$ 1,383,148</b>	<b>\$ 300,000</b>	<b>\$ 1,200,000</b>	<b>\$ 2,883,148</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Raw Water Wells

Rehabilitation of USD's raw water wells is required in order to maintain and improve increased water production and efficiency. These repairs are substantial due to the potential loss of the western well fields (SFWMD wetland impact pumping restrictions). This project is recurring, multi-year rehabilitation of the 27 raw water wells.

**Type:** Water and Sewer System      **Project #:** 18145

**Location:** City-wide      **A/C #:** 41231103-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 1,865	\$ -	\$ -	\$ 1,865
<b>TOTAL</b>	<b>\$ 1,865</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,865</b>

### Operating Budget Impact

The rehabilitation of the water wells will reduce the repairs and maintenance costs.

## Raw Water Wells

Rehabilitation of USD's raw water wells is required in order to maintain and improve increased water production and efficiency. These repairs are substantial due to the potential loss of the western well fields (SFWMD wetland impact pumping restrictions). This project is recurring, multi-year rehabilitation of the 27 raw water wells.

**Type:** Water and Sewer System      **Project #:** 18145

**Location:** City-wide      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 152,048	\$ -	\$ -	\$ 152,048
<b>TOTAL</b>	<b>\$ 152,048</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,048</b>

### Operating Budget Impact

The rehabilitation of the water wells will reduce the repairs and maintenance costs.

### Fire Hydrant Replacement

There are approximately 1,100 fire hydrants in the USD water distribution system. USD employees will be used for the replacement of the hydrants.

**Type:** Water and Sewer System      **Project #:** 18147

**Location:** City-wide      **A/C #:** 41231101-564000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 50,000	\$ 100,000	\$ -	\$ 150,000
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Sanitary Sewer System Relining

Inflow and infiltration into the sanitary sewer system can cause dips in the roadways and additional flow charges to the ECR. Repair of the sanitary sewer gravity mains is required prior to the repair of street surfaces.

**Type:** Water and Sewer System      **Project #:** 18148

**Location:** City-wide      **A/C #:** 41231104-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 1,000,000	\$ 500,000	\$ -	\$ 1,500,000
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Ground Water Sanitary Survey

The Water and Wastewater Plan identified various water treatment rehabilitations and improvements.

**Type:** Water and Sewer System

**Project #:** 18149

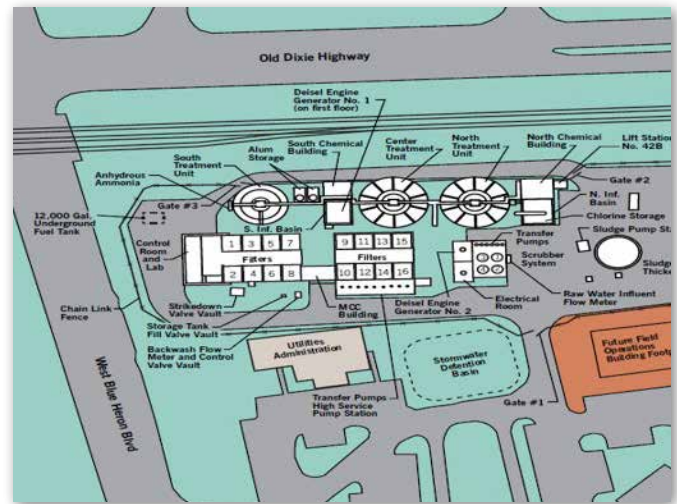
**Location:** City-wide

**A/C #:** 41231103-531000

**Department:** Utility Special District

**Project Rank:** ② High

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 100,000	\$ -	\$ -	\$ 100,000
<b>TOTAL</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Lift Station No. 48 Culvert

Access to USD Lift Station No. 48 is through a north/south canal easement at the west end of 6th St. behind Glenwood Cemetery. The easement is narrow and difficult to maneuver large vacuum trucks in event of emergency. New access to culvert will vastly improve access to Lift Station #48.

**Type:** Water and Sewer System

**Project #:** 18150

**Location:** Lift Station No. 48

**A/C #:** 41231104-563000

**Department:** Utility Special District

**Project Rank:** ③ Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ -	\$ -	\$ 100,000	\$ 100,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Enterprise Project Profiles

### Field Operations Building

The Water and Wastewater Master Plan has identified the need for a new building, approximately 5,000 square feet, for the field operations personnel, which will replace the current building which was designed as a maintenance and storage building and does not provide adequate facilities for USD's employees.

**Type:** City Facility

**Project #:** 18151

**Location:** Water Treatment Plant

**A/C #:** Unfunded

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 561,500	\$ 561,500
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 561,500</b>	<b>\$ 561,500</b>

#### Operating Budget Impact

This project may moderately increase the operating costs associated with the operation of the new building.

### Water and Sewer Improvements

In conjunction with the City's Street and Sidewalk infrastructure improvements, USD will replace the antiquated water and wastewater infrastructure.

**Type:** Water and Sewer System

**Project #:** 18152

**Location:** City-wide

**A/C #:** 41231103-563000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 151,490	\$ -	\$ -	\$ 151,490
<b>TOTAL</b>	<b>\$ 151,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 151,490</b>

#### Operating Budget Impact

The rehabilitation of the water wells will reduce the repairs and maintenance costs.

## Water and Sewer Improvements

In conjunction with the City's Street and Sidewalk infrastructure improvements, USD will replace the antiquated water and wastewater infrastructure.

**Type:** Water and Sewer System

**Project #:** 18152

**Location:** City-wide

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 952,548	\$ -	\$ -	\$ 952,548
<b>TOTAL</b>	<b>\$ 952,548</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 952,548</b>

### Operating Budget Impact

The rehabilitation of the water wells will reduce the repairs and maintenance costs.

## Water Main - Palm Beach Shores

In conjunction with the City's Street and Sidewalk infrastructure improvements, USD will replace the antiquated water and wastewater infrastructure.

**Type:** Water and Sewer System

**Project #:** 18153

**Location:** Palm Beach Shores **A/C #:** 41531102-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 810,815	\$ -	\$ -	\$ 810,815
<b>TOTAL</b>	<b>\$ 810,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 810,815</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



### High Service Water Pump Replacement

Used to distribute water throughout the service area from the water treatment plant. High service pumps have not been addressed in more than 20 years and needs to be replaced.

**Type:** Water and Sewer System

**Project #:** 18154

**Location:** City-wide

**A/C #:** 41231103-563000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 200,000	\$ 300,000	\$ -	\$ 500,000
<b>TOTAL</b>	<b>\$ 200,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>

#### Operating Budget Impact

This project will reduce the repairs and maintenance costs associated distributing water to Utility Special District service area customers.

### Water Meters

Advanced metering infrastructure is comprised of state of the art electronic/digital hardware and software which combine interval data measurement with continuously available remote communications which will enable measurement of detailed, time-based information and frequent collection and transmittal of information to various parties.

**Type:** Water and Sewer System

**Project #:** 18155

**Location:** City-wide

**A/C #:** 41531102-564000

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 293,086	\$ -	\$ -	\$ 293,086
<b>TOTAL</b>	<b>\$ 293,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 293,086</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Air-Stripper Pump Driver Replacement

The drivers regulate the pump motors and they are old and need replacing.

**Type:** Water and Sewer System      **Project #:** 18156

**Location:** Water Treatment Plant      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 25,000	\$ -	\$ -	\$ 25,000
<b>TOTAL</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

### Operating Budget Impact

This project will improve water production efficiency and minimize cost associated with producing water.

## Booster Station Pump Replacement

Booster stations including pumps at the Avenue C and Avenue U booster stations are old, corroded and the parts no longer manufactured. New pumps need to be designed and installed. These pumps are crucial to ensuring adequate flow and pressure in the water distribution system in the event of a fire or main break. This project will ensure the integrity of the water distribution system and provide needed water pressure in the mains.

**Type:** Water and Sewer System      **Project #:** 18157

**Location:** Water Treatment Plant      **A/C #:** 41231101-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 644,649	\$ -	\$ -	\$ 644,649
<b>TOTAL</b>	<b>\$ 644,649</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 644,649</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

### Booster Station Pump Replacement

Booster stations including pumps at the Avenue C and Avenue U booster stations are old, corroded and the parts no longer manufactured. New pumps need to be designed and installed. These pumps are crucial to ensuring adequate flow and pressure in the water distribution system in the event of a fire or main break. This project will ensure the integrity of the water distribution system and provide needed water pressure in the mains.

**Type:** Water and Sewer System **Project #:** 18157

**Location:** Water Treatment Plant **A/C #:** 41331103-563000

**Department:** Utility Special District **Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Impact Fees	\$ 628,889	\$ -	\$ -	\$ 628,889
<b>TOTAL</b>	<b>\$ 628,889</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 628,889</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Booster Station Pump Replacement

Booster stations including pumps at the Avenue C and Avenue U booster stations are old, corroded and the parts no longer manufactured. New pumps need to be designed and installed. These pumps are crucial to ensuring adequate flow and pressure in the water distribution system in the event of a fire or main break. This project will ensure the integrity of the water distribution system and provide needed water pressure in the mains.

**Type:** Water and Sewer System **Project #:** 18157

**Location:** Water Treatment Plant **A/C #:** 41531103-563000

**Department:** Utility Special District **Project Rank:** ① Severe

**Project Status:** Under Construction



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 826,462	\$ -	\$ -	\$ 826,462
<b>TOTAL</b>	<b>\$ 826,462</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 826,462</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Unidirectional Flushing

In accordance with the 2016 water treatment plant Consent Order WP-020-16, the Palm Beach County Health Department requires the implementation of a unidirectional flushing program.

**Type:** Water and Sewer System      **Project #:** 18158

**Location:** City-wide      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 300,000	\$ -	\$ -	\$ 300,000
<b>TOTAL</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>

### Operating Budget Impact

This project will improve water quality in the production system and minimize water loss due to hydrant flushing.

## Water Treatment Plant Disinfection

The Water Treatment Plant (WTP) currently uses chlorine gas as a disinfectant. USD's Board decided that sodium hypochlorite (bleach) is the preferred disinfectant for the WTP operation. This project will include the construction of a new disinfectant storage facility. Phase 2 will include full scale testing of USD's water system. Phase 3 include the selection of a vendor to supply disinfectant.

**Type:** Water and Sewer System      **Project #:** 18159

**Location:** Water Treatment Plant      **A/C #:** 41531103-563000

**Department:** Utility Special District      **Project Rank:** ③ Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 3,191,276	\$ -	\$ -	\$ 3,191,276
<b>TOTAL</b>	<b>\$ 3,191,276</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,191,276</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

### Water Treatment Plant Disinfection

The Water Treatment Plant (WTP) currently uses chlorine gas as a disinfectant. USD's Board decided that sodium hypochlorite (bleach) is the preferred disinfectant for the WTP operation. This project will include the construction of a new disinfectant storage facility. Phase 2 will include full scale testing of USD's water system. Phase 3 include the selection of a vendor to supply disinfectant.

**Type:** Water and Sewer System **Project #:** 18159

**Location:** Water Treatment Plant **A/C #:** 41731103-563000

**Department:** Utility Special District **Project Rank:** 3 Low

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Grants and Contributions	\$ 500,000	\$ -	\$ -	\$ 500,000
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Facility Enhancements

Renovations for Utility administration building.

**Type:** City Facility **Project #:** 18160

**Location:** Water Treatment Plant **A/C #:** 41531101-562000

**Department:** Utility Special District **Project Rank:** 2 High

**Project Status:** In Progress



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 748,603	\$ 750,000	\$ 500,000	\$ 1,998,603
<b>TOTAL</b>	<b>\$ 748,603</b>	<b>\$ 750,000</b>	<b>\$ 500,000</b>	<b>\$ 1,998,603</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Water Treatment Plant Generators

The water treatment plant currently has two large generators over 20 years old. Generators provide an alternate power source to keep the plant operational during severe weather conditions and power outages, therefore, it is critical to replace the generators and are approaching the end of usefulness life.

**Type:** Technology and Equipment

**Project #:** 18161

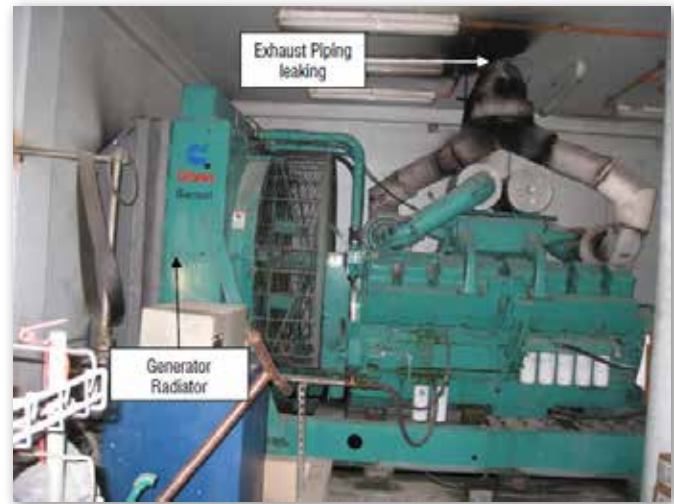
**Location:** Water Treatment Plant

**A/C #:** 41531103-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 800,000	\$ 1,500,000	\$ -	\$ 2,300,000
<b>TOTAL</b>	<b>\$ 800,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ 2,300,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Water Treatment Plant Perimeter Wall

The Water and Wastewater Master Plan and the vulnerability assessment for the Water Treatment Plant have identified a large perimeter concrete wall requirement to safeguard the facilities. Phase I will include construction of a 12' wall to replace current chain link. Phase II will include the construction of the remaining perimeter as a turn-key project (design-build).

**Type:** City Facility

**Project #:** 18162

**Location:** Water Treatment Plant

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** ③ Low

**Project Status:** Under Design



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 200,000	\$ -	\$ -	\$ 200,000
<b>TOTAL</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

### Operating Budget Impact

This project will reduce the repairs and maintenance costs.



## Enterprise Project Profiles

### Utility Building Expansion

Planned expansion of the current USD administrative building is needed as staff vacancies are filled.

**Type:** City Facility

**Project #:** 18163

**Location:** Water Treatment Plant

**A/C #:** 41531101-562000

**Department:** Utility Special District

**Project Rank:** 3 Low

**Project Status:** Under Design



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 50,000	\$ -	\$ -	\$ 50,000
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

#### Operating Budget Impact

This project may moderately increase the operating costs associated with the operation of the new building.

### Water Treatment Plant

Pursuant to direction provided by Council, the City seeks to focus on areas that have the greatest impact on the public's health, safety, and welfare. The first step in this undertaking is the City's aggressive plan to move forward with the construction of a new water treatment facility. The City has made substantial improvements to address water quality issues throughout the City, but due to the inefficient treatment process, the water quality does not meet industry standards for color and the lime-softening process.

**Type:** Water and Sewer System

**Project #:** 20023

**Location:** Blue Heron Boulevard

**A/C #:** Series 2023 Bonds

**Department:** Utility Special District

**Project Rank:** 1 Severe

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2023 Bonds	\$ -	\$ -	\$ 121,000,000	\$ 121,000,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,000,000</b>	<b>\$ 121,000,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Master Plan Update

USD requires an update to its existing master plan in order to evaluate the capacity of the existing water and wastewater systems and to recommend modifications to the Capital Improvements Plan. The recommendations will serve as a basis for the design, construction, and financing of facilities required to meet the City's water and wastewater service needs.

**Type:** Water and Sewer System

**Project #:** 20024

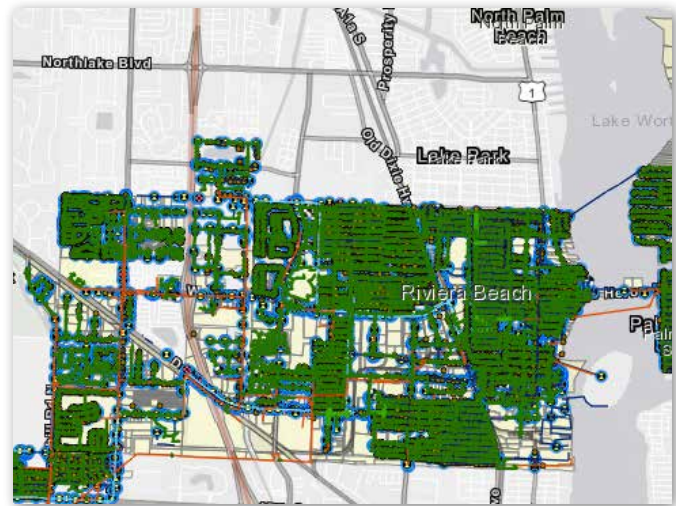
**Location:** City-wide

**A/C #:** 41531101-562000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
<b>TOTAL</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## 34 Street and 35 Street (Avenue J to Avenue H)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System

**Project #:** 21001

**Location:** 34 Street and 35 Street (Avenue J to Avenue H)

**A/C #:** 41531101-562000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 498,000	\$ -	\$ -	\$ 498,000
<b>TOTAL</b>	<b>\$ 498,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 498,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

### 37 Street (Avenue H to Avenue F)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System

**Project #:** 21002

**Location:** 37 Street (Avenue H to Avenue F)

**A/C #:** Unfunded

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Gramercy Park Pipe Replacement

Replacement of water and wastewater pipes that serve the Gramercy Park community which lies outside the City's corporate limits. The Palm Beach County Health Department has indicated that these reductions in the water main sizes may be necessary to improve the long-standing water quality issues that have existed in this community for decades.

**Type:** Water and Sewer System

**Project #:** 21007

**Location:** Gramercy Park

**A/C #:** 41231103-563000

**Department:** Utility Special District

**Project Rank:** ② High

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 200,000	\$ 1,800,000	\$ -	\$ 2,000,000
<b>TOTAL</b>	<b>\$ 200,000</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.



## Water Tank

Construction of a water storage facility for the USD.

**Type:** Water and Sewer System

**Project #:** 21016

**Location:** Blue Heron Boulevard

**A/C #:** 41531101-563000

**Department:** Utility Special District

**Project Rank:** ② High

**Project Status:** Planning



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Series 2016 Bonds	\$ 50,000	\$ -	\$ -	\$ 50,000
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## Raw Water Wells

Rehabilitation of USD's raw water wells is required in order to maintain and improve increased water production and efficiency. These repairs are substantial due to the potential loss of the western well fields (SFWMD wetland impact pumping restrictions). This project is recurring, multi-year rehabilitation of the 27 raw water wells.

**Type:** Water and Sewer System

**Project #:** 21017

**Location:** City-wide

**A/C #:** 41231103-563000

**Department:** Utility Special District

**Project Rank:** ① Severe

**Project Status:** Ongoing



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Renewal and Replacement	\$ 500,000	\$ -	\$ -	\$ 500,000
<b>TOTAL</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>

### Operating Budget Impact

The rehabilitation of the water wells will reduce the repairs and maintenance costs.

### 34 Street and 35 Street (Avenue J to Avenue H)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System **Project #:** 22001

**Location:** 34 Street and 35 Street (Avenue J to Avenue H) **A/C #:** Unfunded

**Department:** Utility Special District **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 290,000	\$ 290,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### 37 Street (Avenue F to Broadway)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Water and Sewer System **Project #:** 22002

**Location:** 37 Street (Avenue F to Broadway) **A/C #:** Unfunded

**Department:** Utility Special District **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 340,000	\$ 340,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 340,000</b>	<b>\$ 340,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Water Main Crossing Inspection

The potable water mains crossing the Intracoastal Waterway to serve customers on Singer Island and the Town of Palm Beach Shores were last inspected during the 1980s and the current pipe condition and extent of corrosion, pipe restraint, and depth of cover are unknown. The inspection has been deferred to after a new potable water main crossing the Intracoastal Waterway will be constructed.

**Type:** Water and Sewer System      **Project #:** 22005

**Location:** City-wide      **A/C #:** Unfunded

**Department:** Utility Special District      **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 750,000	\$ 750,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## 36 Street and 37 Street (Park Manor)

CDBG FY22-23. Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System      **Project #:** 23001

**Location:** 36 and 37 Street (Park Manor)      **A/C #:** Unfunded

**Department:** Utility Special District      **Project Rank:** ② High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 580,000	\$ 580,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 580,000</b>	<b>\$ 580,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



### 24 Street and 25 Street (Avenue B to Intracoastal)

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Water and Sewer System

**Project #:** 23002

**Location:** 24 Street and 25 Street (Avenue B to Intracoastal)

**A/C #:** Unfunded

**Department:** Utility Special District

**Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 460,000	\$ 460,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 460,000</b>	<b>\$ 460,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

### Avenue P and Avenue Q (23 Street to 26 Court)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System

**Project #:** 24001

**Location:** Avenue P and Avenue Q (23 Street to 26 Court)

**A/C #:** Unfunded

**Department:** Utility Special District

**Project Rank:** 2 High

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 440,000	\$ 440,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 440,000</b>	<b>\$ 440,000</b>

#### Operating Budget Impact

This project will not have an impact on the operating budget.

## Shore Drive to Palm Drive to Riviera Drive

Installation of new water main, sanitary sewer restoration, sidewalk, curb, roadway surface and drainage improvements, stripping, and signage.

**Type:** Water and Sewer System      **Project #:** 24002

**Location:** Shore Drive to Palm Drive to Riviera Drive      **A/C #:** Unfunded

**Department:** Utility Special District      **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 560,000	\$ 560,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 560,000</b>	<b>\$ 560,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.

## 6 Street and 7 Street (Avenue O to Australian Avenue)

Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

**Type:** Water and Sewer System      **Project #:** 24003

**Location:** 6 and 7 Street (Avenue O to Australian Avenue)      **A/C #:** Unfunded

**Department:** Utility Special District      **Project Rank:** 3 Low

**Project Status:** Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 425,000	\$ 425,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>

### Operating Budget Impact

This project will not have an impact on the operating budget.



24 Court and 25 Court (24 Street to Avenue R)

CDBG FY24-25. Installation of new water main, sanitary sewer and sidewalk restoration, traffic control, milling and resurfacing, partial pavement restoration, stripping, and signage.

Type: Water and Sewer System      Project #: 24004

Location: 24 and 25 Court (24 Street to Avenue R)      A/C #: Unfunded

Department: Utility Special District      Project Rank: 3 Low

Project Status: Not Started



Project Funding Source	In Progress	FY 2021	FY 2022 to FY 2025	TOTAL
Unfunded	\$ -	\$ -	\$ 575,000	\$ 575,000
TOTAL	\$ -	\$ -	\$ 575,000	\$ 575,000

Operating Budget Impact  
This project will not have an impact on the operating budget.





## SECTION VIII: Ordinances



**ORDINANCE NO. 4150**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF RIVIERA BEACH, PALM BEACH COUNTY, FLORIDA, FIXING THE ADJUSTED TAX VALUATION OF REAL PROPERTY LOCATED WITHIN THE CORPORATE LIMITS OF THE CITY; LEVYING A TAX ON REAL PROPERTY AND TANGIBLE BUSINESS PERSONAL PROPERTY LOCATED WITHIN THE CORPORATE LIMITS OF THE CITY, FOR THE FISCAL YEAR BEGINNING ON OCTOBER 1, 2020 AND ENDING ON SEPTEMBER 30, 2021 FIXING THE MILLAGE RATE OF 8.4520 MILLS THEREON FOR SAID YEAR; THAT THE MILLAGE RATE OF 8.4520 IS 6.22% HIGHER THAN THE ROLLED BACK RATE OF 7.9567; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Florida Statutes Section 200.065 requires two public hearings on the millage and budget and the millage rate being presented for adoption on first reading remains the same as the current year; and

**WHEREAS**, the assessment of ad valorem taxes requires the establishment of a rate of taxation.

**Now, therefore**, be it hereby ordained by the City Council of the City of Riviera Beach, Palm Beach County, Florida:

**SECTION 1:** That for the fiscal year beginning on October 1, 2020 and ending on September 30, 2021, the adjusted valuation on all real property and tangible business personal property within the City of Riviera Beach is hereby determined to be and is fixed as follows:

- (a) Real Property and Tangible Business Personal Property on which tax can be extended, exclusive of exempt homestead property,  
\$5,982,869,262, subject to final approval of the Value Adjustment Board

**SECTION 2:** That for the fiscal year beginning on October 1, 2020 and ending on September 30, 2021, a tax of 8.4520 mills, which is 6.22% more than the rolled-back rate of 7.9567 mills, on the dollar shall be, and is levied and shall be collected on all real property and tangible business personal property within the City of Riviera Beach, Florida, not specifically designated as homestead property or owned by the municipality and/or expressly exempted by the laws of the Constitution of the State of Florida for the purpose of raising funds for the improvements and government of the City, and for the payment of its obligations and expenses, and for the purpose of carrying out the purpose and duties granted and imposed by the City Charter and Code. Said real property and tangible business personal property being specifically set forth as Items A in Section 1 hereof and valued in the amount of \$5,982,869,262 subject to final approval of the Value Adjustment Board.



### **ORDINANCE NO. 4150**

**Page 2 of 4**

**SECTION 3:** As provided by Florida Statutes Section 200.065(5), upon notification from the Property Appraiser of any aggregate change in the certified assessment roll, the City Manager is hereby authorized to certify to the Property Appraiser, within three (3) days of notification, an adjusted millage rate which shall be such that taxes computed by applying the adopted rate against the certified taxable value are equal to the taxable value on the roll to be extended.

**SECTION 4:** The millage rate is 8.4520 mills which is more than the rolled-back rate of 7.9567 mills by 6.22%.

**SECTION 5:** If any word, phrase, clause, subsection or section of this ordinance is for any reason held unconstitutional or invalid, the invalidity thereof shall not affect the validity of any remaining portion of this ordinance.

**SECTION 6:** That all sections or parts of sections of the Code of Ordinances, all ordinances or parts of ordinances and all resolutions or parts of resolutions, in conflict herewith are and the same are hereby repealed to extent of such conflict.

**SECTION 7:** This ordinance shall be in full force and effective October 1, 2020 upon its passage and adoption.

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**ORDINANCE NO. 4150**

**Page 3 of 4**

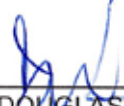
PASSED AND APPROVED on the first reading this 8<sup>th</sup> day of **September** 2020.

PASSED AND ADOPTED on second and final reading this 16<sup>th</sup> day of **September** 2020.


**APPROVED:**


DocuSigned by:  
  
0614013897502  
**RONNIE L. FELDER**  
**MAYOR**

DocuSigned by:  
  
EF000500E1F7400  
**JULIA A. BOTEL, ED, D.**  
**CHAIRPERSON**

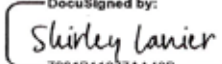
  
**DOUGLAS A. LAWSON**  
**CHAIR PRO TEM**

**Attest:**

  
**CLAUDENE L. ANTHONY,**  
**CERTIFIED MUNICIPAL CLERK**  
**CITY CLERK**

DocuSigned by:  
  
400088FEC0074EE  
**TRADRICK MCCOY**  
**COUNCILPERSON**

  
**KASHAMBA MILLER-ANDERSON**  
**COUNCILPERSON**

DocuSigned by:  
  
7064014027AA400  
**SHIRLEY D. LANIER COUNCILPERSON**

ORDINANCE NO. 4150

Page 4 of 4

1<sup>st</sup> Reading

2<sup>nd</sup> & Final Reading

MOTIONED BY: S. LANIER

MOTIONED BY: D. LAWSON

SECONDED BY: K. MILLER-ANDERSON SECONDED BY: K. MILLER-ANDERSON

T. MCCOY NAY

T. MCCOY NAY

K. MILLER-ANDERSON AYE

K. MILLER-ANDERSON AYE

S. LANIER AYE

S. LANIER AYE

J. BOTEL AYE

J. BOTEL AYE

D. LAWSON ABSENT

D. LAWSON AYE

Reviewed As To Legal Sufficiency

DocuSigned by:

*Dawn Wynn*

02660484A04E1

Dawn S. Wynn  
City Attorney

9/18/2020

Date: \_\_\_\_\_

**ORDINANCE NO. 4151**

**AN ORDINANCE OF THE CITY OF RIVIERA BEACH,  
PALM BEACH COUNTY, FLORIDA, MAKING  
APPROPRIATIONS AND ESTABLISHING A BUDGET  
FOR THE FISCAL YEAR BEGINNING ON OCTOBER  
1, 2020 AND ENDING ON SEPTEMBER 30, 2021;  
PROVIDING A SEVERABILITY CLAUSE; AND  
PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City Manager has prepared and submitted to the City Council a Budget Estimate of the expenditures and revenues of all City departments, divisions, and offices for the fiscal year beginning on October 1, 2020 and ending on September 30, 2021; and

**WHEREAS**, the City Council has held budget workshop sessions to ascertain the amount of money that must be raised to conduct the affairs of the City for Fiscal budget and on sound business principles; and Year 2020/2021, so that the business of the City may be conducted with a balanced

**WHEREAS**, it has been determined that the amount necessary to be raised by ad valorem taxes and other taxes upon all of the property, real and personal, within the corporate limits of the City of Riviera Beach will be sufficient to run the operations of the City.

**Now, therefore**, be it hereby ordained by the City Council of the City of Riviera Beach, Palm Beach County, Florida as follows:

**SECTION 1:** The attached schedule shows the appropriations made for the municipal operations of the City of Riviera Beach, Florida for Fiscal Year 2020/2021.

**SECTION 2:** That the appropriations shown in the attached schedule are made based on the anticipated sources of revenues for the City for the Fiscal Year 2020/2021.

**SECTION 3:** This ordinance is an ordinance of precedence and all other ordinances in conflict with it are held null and void insofar as they pertain to these appropriations. The appropriations are the anticipated expenditure requirements for the City, but are not mandatory should efficient administration of City departments, divisions and offices or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City.

**SECTION 4:** The City Manager is directed to prepare and file, with the City Clerk, a statement of the estimated revenues and expenditures for the Fiscal Year 2020/2021, which shall be entitled "Annual Budget of the City of Riviera Beach, Fiscal Year October 1, 2020 through September 30, 2021.

**ORDINANCE NO. 4151**  
**Page 2 of 4**

**SECTION 5:** The Finance and Administrative Services Director is authorized to increase these appropriations by amounts representing encumbrances properly budgeted for, and carried over from Fiscal Year 2019/2020.

**SECTION 6:** The City Manager is hereby authorized to invite or advertise for bids for the purchase of any material, equipment, or service provided by the budget for which formal bidding is required; such bids to be returnable to the City Council or City Manager in accordance with Charter or Code provisions.

**SECTION 7:** If any word, phrase, clause, subsection or section of this ordinance is for any reason held unconstitutional or invalid, the invalidity thereof shall not affect the validity of any remaining portion of this ordinance.

**SECTION 8:** The Budget for Fiscal Year 2020/2021 Budget is adopted upon approval by the City Council.

**SECTION 9:** This ordinance shall be effective October 1, 2020 and shall not be delivered to the Municipal Code Corporation for inclusion in the Code Book.

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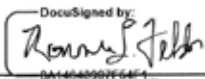
ORDINANCE NO. 4151

Page 3 of 4

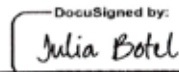
PASSED AND APPROVED on the first reading this 8TH day of September, 2020.

PASSED AND ADOPTED on second and final reading this 16<sup>th</sup> day of September, 2020.

Approved:

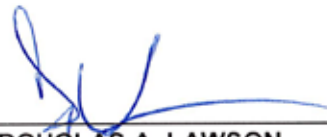
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RONNIE L. FELDER  
MAYOR  
CHAIRPERSON

DocuSigned by:  
  
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JULIA A. BOTEL, ED.D

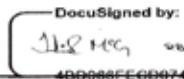
ATTEST:



DOUGLAS A. LAWSON  
CHAIR PRO TEM



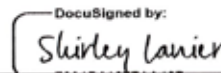
CLAUDENE L. ANTHONY,  
CERTIFIED MUNICIPAL CLERK  
CITY CLERK

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TRADRICK MCCOY  
COUNCILPERSON



KASHAMBA MILLER-ANDERSON  
COUNCILPERSON

DocuSigned by:  
  
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SHIRLEY D. LANIER  
COUNCILPERSON



ORDINANCE NO.  
Page 4 of 4

1<sup>st</sup> Reading

2<sup>nd</sup> & Final Reading

MOTIONED BY: S. LANIER

MOTIONED BY: D. LAWSON

SECONDED BY: K. MILLER-ANDERSON

SECONDED BY: K. MILLER-ANDERSON

T. MCCOY                      NAY

T. MCCOY                      NAY

K. MILLER-ANDERSON AYE

K. MILLER-ANDERSON AYE

S. LANIER                      AYE

S. LANIER                      AYE

J. BOTEL                      AYE

J. BOTEL                      AYE

D. LAWSON                      ABSENT

D. LAWSON                      AYE

Reviewed As To Legal Sufficiency

DocuSigned by:

*Dawn Wynn*

9260D6101AA64E4

Dawn Wynn, City Attorney

9/18/2020

Date: \_\_\_\_\_

### ORDINANCE NO. 4152

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF RIVIERA BEACH, PALM BEACH COUNTY, FLORIDA, MODIFYING AND UPDATING THE CITY'S FIVE YEAR CAPITAL PROJECTS PLAN FOR FISCAL YEARS 2020/2021 THROUGH 2024/2025; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City's Comprehensive Plan shall contain a Capital Improvements Element designed to consider the need for and the location of public facilities in order to encourage the efficient use of such facilities; and

**WHEREAS**, Florida Statutes Section 163.3177 states that the Capital government on an annual basis; and Improvement Element of the Comprehensive Plan must be reviewed by the local

**WHEREAS**, a summary of the Five Year Capital Projects Plan which complies with Florida Statutes Section 163.3177 is amended and attached as Exhibit A.

**Now, therefore**, be it ordained by the City Council of the City of Rivera Beach, Palm Beach County, Florida, as follows:

**SECTION 1.** The City Council modifies and updates the City's Five Year Capital Projects Plan for Fiscal Years 2020/2021 through 2024/2025, attached hereto as Exhibit A.

**SECTION 2.** Should any word, phrase, clause, subsection, section, part of provision of this Ordinance be declared by court of competent jurisdiction to be invalid, the same shall not affect the validity of the Ordinance as a whole, or any part thereof other than the part declared invalid.

**SECTION 3.** All Ordinances or parts of Ordinances in conflict herewith or to the extent of such conflict shall be repealed.

**SECTION 4.** This Ordinance shall become effective immediately upon its passage.

**ORDINANCE NO. 4152**

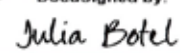
Page 2 of 3

**PASSED AND APPROVED** on the first reading this 8<sup>TH</sup> day of SEPTEMBER, 2020.


**PASSED AND ADOPTED** on second and final reading this 16<sup>TH</sup> day of SEPTEMBER 2020.

**APPROVED:**

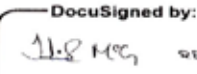
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RONNIE L. FELDER

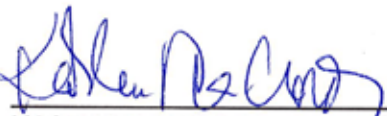
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JULIA A. BOTEL, ED.D MAYOR  
CHAIRPERSON

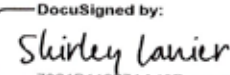
**ATTEST:**

  
DOUGLAS A. LAWSON  
CHAIR PRO TEM

  
CLAUDENE L. ANTHONY,  
CERTIFIED MUNICIPAL CLERK  
CITY CLERK

DocuSigned by:  
  
TRADRICK MCCOY  
COUNCILPERSON

  
KASHAMBA MILLER-ANDERSON  
COUNCILPERSON

DocuSigned by:  
  
SHIRLEY D. LANIER  
COUNCILPERSON

ORDINANCE NO. 4152

Page 3 of 3

1<sup>ST</sup> READING

Motioned By: T. MCCOY

Seconded By: S. LANIER

T. MCCoy	<u>AYE</u>
K. MILLER-ANDERSON	<u>AYE</u>
S. LANIER	<u>AYE</u>
J. BOTEL	<u>AYE</u>
D. LAWSON	<u>ABSENT</u>

2<sup>ND</sup> & FINAL READING

Motioned By: K. MILLER-ANDERSON

Seconded By: S. LANIER

T. McCoy	<u>AYE</u>
K. Miller-Anderson	<u>AYE</u>
S. Lanier	<u>AYE</u>
J. Botel	<u>AYE</u>
D. Lawson	<u>AYE</u>

Reviewed As To Legal Sufficiency

Declassified by:

*Dawn Wynn*

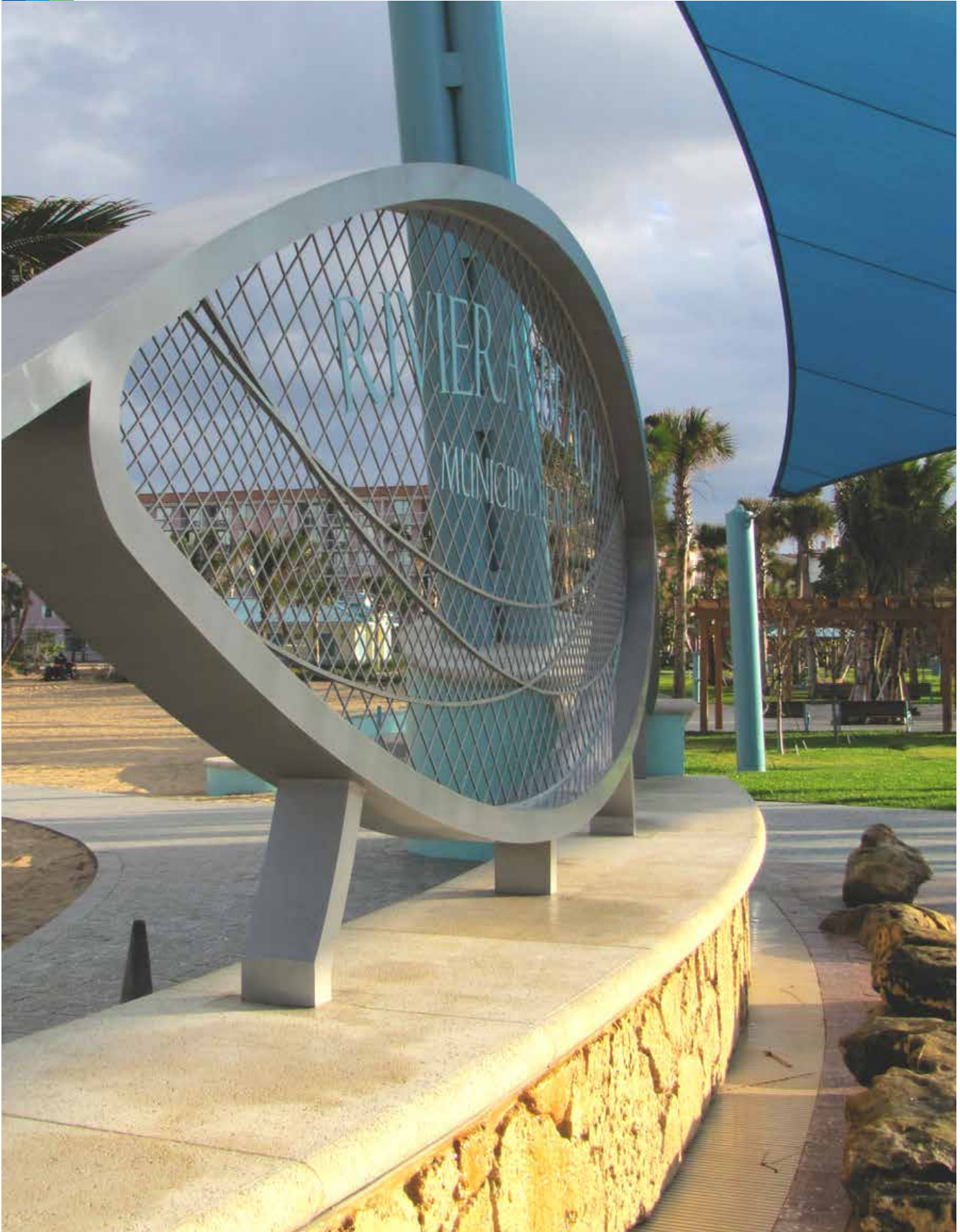
625928101A004E4  
Dawn S. Wynn, City Attorney

9/18/2020

Date: \_\_\_\_\_



## SECTION IX: Glossary





**ACCOUNTING SYSTEM:** A system of financial recordkeeping which records, classifies, and reports information on the financial status and operation of an organization.

**ACCRUAL BASIS:** The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**AD VALOREM TAX:** A direct tax calculated “according to value” of property. Ad valorem tax is based on an assigned valuation (market or assessed) of real property and, in certain cases, on a valuation of tangible or intangible personal property. An ad valorem tax is normally the one substantial tax that may be raised or lowered by a local governing body without the sanction of superior levels of government (although constitutional or statutory restrictions such as tax rate limitations may limit this right).

**ADOPTED BUDGET:** The resulting budget approved by the City Council.

**ALLOCATION:** The distribution of available funds, personnel, buildings, and equipment among various City departments, divisions, or cost centers.

**AMORTIZATION:** The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

**ANNUAL BUDGET:** An estimate of expenditures for specific purposes during the fiscal year from October 1 to September 30 and the estimated revenues for financing those activities.

**APPROPRIATION:** An authorization by the City Council for the City to make obligations and payments for a specific purpose.

**ASSESSED VALUE:** A valuation set on real or personal property by Palm Beach County Property Appraiser’s Office as a basis for levying taxes.

**AUDIT:** A study of the City’s accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

**BALANCED BUDGET:** A budget in which receipts are greater than (or equal to) expenditures. According to Florida Statutes, the amount of taxation and other sources, including balances brought forward from prior fiscal years must equal the total appropriations for expenditures and reserves. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes over a defined budget period.

**BASIS OF ACCOUNTING:** Timing of when revenues and expenditures will be recorded for financial reporting purposes, when the transaction is recognized in the financial statements.

**BASIS OF BUDGETING:** Method used to determine when revenues and expenditures are recognized for budgetary purposes.

**BOND:** A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that a bond is for a longer period of time.

**BOND ISSUE:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**BOND PROCEEDS:** The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These funds are used to finance the project or other purpose for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract or bond purchase agreement.

**BUDGET (OPERATING):** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**BUDGET CALENDAR:** The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

**BUDGET CONTROL:** A process to set financial and performance goals with budgets, compare the actual results and adjust performance as needed. It is a measure of how budgets are used to monitor and control costs and operations in a given accounting period.

**BUDGET MESSAGE:** A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.

**CAPITAL ASSETS:** Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

**CAPITAL BUDGET:** A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

**CAPITAL EXPENDITURES:** Expenditures which result in the acquisition of, or addition to, fixed assets.

**CAPITAL FUND:** Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**CAPITAL IMPROVEMENT PLAN:** A comprehensive schedule for planning the City's capital expenditures. The capital improvement plan coordinates planning, development and fiscal capacity. The City's needs are identified in the plan and the City also uses a set of criteria to prioritize projects and expenditures. A capital program is a plan for capital expenditures that extends beyond the capital budget and is reviewed and updated annually during the budget process.

**CHARGES FOR SERVICES:** The charges levied on the users of particular goods or services provided by local government, requiring individuals to pay for the private benefits they receive. Charging citizens for services provided reduces the use of property taxes.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report issued by the City that includes the City's audited financial statements and other information about the City. The report must meet specific standards by the Governmental Accounting Standards Board (GASB) in order to be considered a comprehensive annual financial report which must contain a minimum of three sections: 1) introductory, 2) financial, 3) statistical and whose financial section provides information on each individual fund and component unit.

**COST CENTER:** The lowest hierarchical level of allocating funds, often referred to as a program, project, or operation.

**DEBT AUTHORIZATION:** Formal approval to incur debt by municipal officials, in accordance with procedures stated in the City's Debt Policy and Florida Statutes.

**DEBT BURDEN:** The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

**DEBT LIMIT:** The total amount of money that the City is authorized to borrow to meet its existing legal obligations. There are no legal limits placed on the City through state law (no such limit exists in Florida), local ordinances or local resolutions. Debt limit can be expressed in various manners, including, for example as a percentage of assessed valuation.

**DEBT RATIO:** Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue, primarily on general obligation bonds or other tax-supported debt. Some of the more commonly used ratios are (a) net overall debt to assessed valuation<sup>3</sup>, (b) net overall debt to estimated full valuation, (c) net overall debt per capita, and (d) tax-supported debt to personal income.

**DEBT SERVICE:** The amount of money necessary to pay principal and interest to holders of a government's debt instruments. Annual debt service refers to the total principal and interest required to be paid in a fiscal year.

**DEBT SERVICE COVERAGE:** The ratio of available revenues available annually to pay debt service over the annual debt service requirement. This ratio is one indication of the availability of revenues for payment of debt service.

**DEFICIT:** The excess of budget expenditures over receipts. The City Charter requires a balanced budget.

**DEPARTMENT:** A principal, functional, and administrative entity created by the City Manager to carry out specified public services.

**DEPRECIATION:** A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

**DIRECT DEBT:** Debt of the government preparing statistical information, in contrast to debt of other, overlapping governments.

**ENCUMBRANCE:** Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved.

**ENTERPRISE FUND:** A proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

**EXPENDITURES:** The amount of money, cash, or checks actually paid or obligated for payment by the City. Expenditures are categorized in accordance with the State of Florida Uniform Accounting System (UAS). Categories are personnel services, operating, capital outlay, debt service, grants and aids, and other uses.

**FIDUCIARY FUND:** Funds used to report assets held in a trustee or agency capacity for others and which cannot be used to support the government's own programs. Categories include pension, investment, and agency funds.

**FINES & FORFEITURES:** Fines and any associated penalties levied for violations of the municipal code.

**FISCAL YEAR:** The twelve-month financial period used by all Florida municipalities, which begins October 1 and ends September 30 of the following calendar year. At the end of the fiscal year, the City's financial position and results of operations are determined.

**FREE CASH:** Funds remaining from the operations of the previous fiscal year that are available for appropriation.

**FUND:** A set of interrelated accounts which record assets and liabilities related to a specific purpose.

**FUND ACCOUNTING:** Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE:** The excess of assets of a fund over its liabilities and reserves. Fund balance is classified as non-spendable, restricted, committed, assigned, and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

**GASB 54:** A major pronouncement of the Governmental Accounting Standards Board that requires the classification of fund balances based primarily on the extent to which the government is bound to follow constraints on the use of governmental fund resources.

**GENERAL FUND:** The fund serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**GENERAL OBLIGATION BONDS:** Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

**GEOGRAPHICAL INFORMATION SYSTEM (GIS):** Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area, or community wide basis.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB):** A standard-setting body, associated with the Financial Accounting Foundation. GASB establishes standard of financial accounting and reporting practices for state and local governmental units.

**GOVERNMENTAL FUNDS:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**GRANT:** A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

**GROSS REVENUES:** Revenues received prior to deductions for any costs or expenses.

**INTEREST:** The amount paid by a borrower as compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made. This amount is generally calculated as an annual percentage of the principal amount.

**INTEREST RATE:** The annual rate expressed as a percentage of principal payable for use of borrowed money or earned on investments.

**INTERFUND TRANSACTIONS:** Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

**INTERGOVERNMENTAL REVENUE:** Includes federal and state grants, other governmental revenue and state revenue sharing.

**INTERNAL CONTROLS:** A process designed to provide reasonable assurance regarding the achievement of objectives through the effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

**INTERNAL SERVICE FUNDS:** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

**ISSUER:** A state, territory, political subdivision, municipality, or governmental agency or authority that raises funds through the sale of municipal securities.

**ISSUER DEFAULT RATINGS:** Rated entities in a number of sectors, including financial and non-financial corporations, sovereigns, insurance companies and certain sectors within public finance, are generally assigned Issuer Default Ratings (IDRs). IDRs opine on an entity's relative vulnerability to default on financial obligations. The threshold default risk addressed by the IDR is generally that of the financial obligations whose non-payment would best reflect the uncured failure of that entity. As such, IDRs also address relative vulnerability to bankruptcy, administrative receivership or similar concepts. In aggregate, IDRs provide an ordinal ranking of issuers based on the agency's view of their relative vulnerability to default, rather than a prediction of a specific percentage likelihood of default.

**LICENSE AND PERMIT FEES:** The charges related to regulatory activities and privileges granted by government in connection with regulations.

**LINE-ITEM BUDGET:** A format of budgeting which organizes costs by type of expenditure such as salaries and benefits, supplies, equipment, and maintenance.

**MAJOR FUND:** A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

**MODIFIED ACCRUAL BASIS:** The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

**MILLAGE RATE:** Property tax rates are set by the City Council each year and applied to local property tax bases to generate funding for local government uses. The amount of tax levied is based on the taxable value of real and tangible personal property as of January 1 of each year and the millage rate applied to such value. The amount of tax levy stated per \$1,000 in value of the tax base.

**N/A:** The information is not available or not applicable.

**NET ASSETS:** The difference between the assets and liabilities of proprietary funds. Classifications include unrestricted, invested in capital, net of related debt, and restricted assets.

**NET REVENUES:** The amount of money available after subtracting costs and expenses from gross revenues. The costs and expenses most often deducted are operations and maintenance expenses.

**NON-AD VALOREM TAX REVENUE:** All revenue coming from nontax sources including licenses and permits, intergovernmental revenue, charges for services, fines and forfeits, and various other miscellaneous revenue.

**OUTSTANDING DEBT:** Bonds that have been issued but have not yet matured or been otherwise redeemed. Bonds that have been defeased, however, generally are not considered to be outstanding for purposes of many bond contract provisions, such as bond covenants and security provisions.

**ORDINANCE:** An official action of the governing body of an issuer, typically enacted by a vote of the members of the governing body at a public meeting. The procedures for enacting an ordinance are often more formal than those for adopting a resolution. For example, in many jurisdictions, an ordinance cannot be finally enacted at the same meeting at which it is introduced, whereas a resolution may often be adopted at the same meeting.

**OVERLAPPING DEBT:** The issuer's proportionate share of the debt of other local governmental units that either overlap it (the issuer is located either wholly or partly within the geographic limits of the other units) or underlie it (the other units are located within the geographic limits of the issuer). The debt is generally apportioned based upon relative assessed values.

**PARTICIPATORY BUDGETING:** A process in which employees shared their ideas on cost savings initiatives for the City to consider as part of the budget development.

**PAY-AS-YOU-GO FUNDS:** The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

**PENSION OBLIGATION BONDS:** Bonds issued by a state or local government to finance an unfunded pension liability of the entity.

**POLICY:** A definite course of action adopted after a review of information, and directed at the realization of goals.

**PRINCIPAL:** Generally, the face amount or par value of a security payable on the maturity date.

**PROCEDURE:** A method used in carrying out a policy or plan of action.

**PROGRAM:** Group activities, operations, or organizational units directed to attaining specific purposes and objectives.

**PROPOSED BUDGET:** The proposed budget that has been approved by the City Manager and forwarded to the City Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

**PROPRIETARY FUNDS:** Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**PURCHASE ORDER:** A document issued to authorize a vendor to deliver specified products or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

**RATING AGENCIES:** This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings. The City uses Fitch Ratings to issue credit ratings on the City's bonds.

**REFUNDING:** Issuance of new debt whose proceeds are used to repay previously issued debt. When interest rates fall, issuers can exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

**RESERVED FUND BALANCE:** Portion of a governmental fund's net assets that is not available for appropriation.

**RESOLUTION:** The official action of the governing body, typically adopted by a vote of the members of the governing body at a public meeting.

**RESTRICTED FUND BALANCE:** Fund balance which is subject to constraints that are either externally imposed by creditors, grantors, or contributors; or imposed by law.

**REVENUE:** Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.



**REVENUE BONDS:** A bond that is payable from a specific source of revenue. Pledged revenues may be derived from operation of the financed project, grants, or excise or other specified non-ad-valorem taxes. Generally, no voter approval is required prior to issuance of such obligations. Only the revenue specified in the bond contract is required to be used for repayment of interest and principal.

**SECURITY:** Generally, an instrument evidencing debt of or equity in a common enterprise in which an investment is made on the expectation of financial return. The term includes notes, stocks, bonds, debentures or other forms of negotiable and non-negotiable equities or evidences of indebtedness or ownership.

**SERVICE LEVEL:** The extent or scope of the City's service to be provided in a given budget year.

**SERVICE PROGRAM:** A planned agenda for providing benefits to citizens.

**SPECIAL REVENUE FUND:** Governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditures for specific purposes other than debt service or capital projects.

**TAX BASE:** The total property and resources available to a governmental entity for taxation.

**TAX ROLL:** The official list showing the amount of taxes levied against each taxpayer or parcel of property, prepared and authenticated in proper form to warrant the collecting officers to proceed with administering the tax.

**TRUTH IN MILLAGE (TRIM):** In 1980, the State of Florida passed the "Truth in Millage" (TRIM) act. The law is designed to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. TRIM establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements.

**UNASSIGNED FUND BALANCE:** The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.





## SECTION X: Appendix



## General Fund Revenues and Expenditures

GENERAL FUND REVENUES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
AD VALOREM TAXES	\$ 40,166,337	\$ 41,461,168	\$ 42,884,217	\$ 45,305,402	\$ 48,038,850
AD VALOREM TAXES - DELINQUENT	215,337	108,939	161,676	450,000	450,000
FIRST LOCAL OPTION TAX	542,643	497,870	543,837	550,106	490,118
UTILITY SERVICE TAX - ELECTRICITY	3,366,657	3,576,312	3,615,435	3,488,525	3,600,000
UTILITY SERVICE TAX - WATER	1,202,323	1,166,213	1,375,277	1,325,842	1,375,000
UTILITY SERVICE TAX - GAS	193,968	143,475	153,535	178,789	160,000
COMMUNICATIONS SERVICE TAX	1,041,524	1,081,552	1,095,242	1,075,252	1,019,103
LOCAL BUSINESS TAX	1,485,984	1,522,909	1,505,373	1,496,514	1,596,500
BUILDING PERMITS	2,297,329	4,403,913	1,755,948	1,421,290	1,900,000
FRANCHISE FEE - ELECTRICITY	2,738,751	2,736,409	2,789,272	3,062,355	3,154,225
FRANCHISE FEE - GAS	35,934	28,920	25,716	22,341	25,000
IMPACT FEES - COUNTY ROADS	3,900	9,414	3,031	9,800	9,800
IMPACT FEES - CITY ROADS	601	5,889	370	1,614	1,500
RADON GAS FEE	96,500	4,638	3,693	10,000	25,000
BUILDING INSPECTIONS	316,210	170,998	76,767	140,904	142,500
STATE GRANT - OTHER	146,120	149,952	153,899	119,450	119,450
STATE REVENUE SHARING	1,124,018	1,240,850	1,204,063	1,225,556	1,125,712
MOBILE HOME LICENSES	3,319	3,191	15,431	5,000	4,790
ALCOHOLIC LICENSE TAX	19,632	19,174	23,201	18,692	19,000
LOCAL GOVERNMENT HALF CENT SALES TAX	2,676,005	2,752,320	2,844,050	2,691,083	2,727,692
FIREFIGHTER SUPPLEMENTAL COMPENSATION	17,267	26,148	22,358	16,247	16,247
STATE REVENUE SHARING - GAS TAX	28,009	30,421	30,064	33,010	33,010
LOCAL GRANT - PUBLIC SAFETY	305,736	314,908	324,355	422,790	422,790
PAYMENTS IN LIEU OF TAXES	1,616,472	1,737,920	1,806,219	1,828,938	1,934,786
ADMINISTRATIVE SERVICE FEES	5,857,513	6,709,539	8,176,839	7,820,569	7,881,444
ELECTION FEES	103	3,950	21,905	2,000	2,000
SERVICE CHARGE - LAW ENFORCEMENT	312,874	402,033	706,914	310,567	638,194
SERVICE CHARGE - FIRE PROTECTION	1,681,058	1,400,873	1,514,384	1,727,774	2,480,750
SERVICE CHARGE - OTHER PHYSICAL ENVIRONMENT	43,359	78,043	78,818	-	-
SERVICE CHARGE - LIBRARY	3,159	4,176	-	3,844	2,000
SERVICE CHARGE - PARKS & RECREATION	244,739	322,252	379,919	277,084	133,200
FORECLOSURE REGN FEES	39,800	33,700	30,100	49,217	30,000
DEVELOPMENT REVIEW FEES	74,172	85,415	106,030	60,413	60,000
FINES - LOCAL VIOLATIONS	782,623	474,136	680,627	270,641	270,641
INVESTMENT EARNINGS	286,424	392,247	881,624	575,000	250,000
RENT & LEASES	490,247	14,203	221,595	305,877	249,190
SALE OF SURPLUS ITEMS	127,498	700	25	25,000	-
CONTRIBUTIONS & DONATIONS	23,629	6,888	172,691	50,000	50,000
MISCELLANEOUS REVENUES	886,320	311,133	188,516	268,000	279,343
TRANSFER FROM FUND 411	616,872	655,896	925,151	980,741	1,058,802
TRANSFER FROM FUND 502	-	136,000	-	-	-
TRANSFER FROM FUND 460	92,531	98,384	110,893	117,556	126,913
CAPITAL LEASE PROCEEDS	-	1,646,906	3,429,188	-	-
<b>GENERAL FUND REVENUES TOTAL</b>	<b>\$ 71,203,497</b>	<b>\$ 75,969,977</b>	<b>\$ 80,038,248</b>	<b>\$ 77,743,783</b>	<b>\$ 81,903,550</b>

## General Fund Revenues and Expenditures

LEGISLATIVE - DISTRICT 1	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 51,016	\$ 59,590	\$ 59,670	\$ 64,843	\$ 65,206
FICA TAXES	3,719	4,365	4,416	4,272	4,962
RETIREMENT CONTRIBUTIONS - FRS	11,789	11,406	11,855	11,563	11,824
HEALTH & DENTAL INSURANCE	10,737	16,734	23,620	19,693	36,688
LIFE INSURANCE	330	361	393	600	355
CONTRACT SERVICES	-	420	-	-	-
TRAVEL AND PER DIEM	5,241	1,175	6,178	7,500	7,500
COMMUNICATION SERVICES	1,774	1,570	2,280	1,750	1,750
PROMOTIONAL ACTIVITIES	4,208	9,782	9,461	5,500	5,500
OPERATING SUPPLIES	1,159	792	897	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	513	870	1,375	400	400
TRAINING & EMPLOYEE DEVELOPMENT	-	-	-	1,000	1,000
<b>TOTAL LEGISLATIVE - DISTRICT 1</b>	<b>\$ 90,486</b>	<b>\$ 107,065</b>	<b>\$ 120,144</b>	<b>\$ 118,871</b>	<b>\$ 136,935</b>

LEGISLATIVE - DISTRICT 2	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 53,272	\$ 66,213	\$ 38,167	\$ 65,443	\$ 65,206
FICA TAXES	4,078	5,056	2,918	4,318	4,962
RETIREMENT CONTRIBUTIONS - FRS	10,346	12,083	10,338	11,563	11,824
HEALTH & DENTAL INSURANCE	20,794	25,056	15,861	19,693	36,688
LIFE INSURANCE	330	361	379	600	355
TRAVEL AND PER DIEM	10,007	1,362	5,310	4,000	4,000
COMMUNICATION SERVICES	913	1,746	1,394	1,750	1,750
PROMOTIONAL ACTIVITIES	10,525	5,357	3,597	4,000	4,000
CITIZENS LEADERSHIP ACADEMY	-	-	164	-	-
OPERATING SUPPLIES	1,660	227	1,479	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	25	-	935	400	400
TRAINING & EMPLOYEE DEVELOPMENT	-	1,000	-	1,000	1,000
<b>TOTAL LEGISLATIVE - DISTRICT 2</b>	<b>\$ 111,950</b>	<b>\$ 118,461</b>	<b>\$ 80,542</b>	<b>\$ 114,517</b>	<b>\$ 131,935</b>



## General Fund Revenues and Expenditures

LEGISLATIVE - DISTRICT 3	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 62,564	\$ 67,112	\$ 73,260	\$ 64,843	\$ 65,206
FICA TAXES	4,631	5,134	5,596	4,272	4,962
RETIREMENT CONTRIBUTIONS - FRS	11,089	12,190	13,308	11,563	11,824
HEALTH & DENTAL INSURANCE	10,352	9,000	10,500	19,693	36,688
LIFE INSURANCE	-	-	365	600	355
TRAVEL AND PER DIEM	9,172	4,460	535	7,500	7,500
COMMUNICATION SERVICES	2,440	2,261	2,813	1,750	1,750
PROMOTIONAL ACTIVITIES	5,062	7,021	7,087	5,500	5,500
OPERATING SUPPLIES	655	1,543	1,518	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	265	-	-	400	400
TRAINING & EMPLOYEE DEVELOPMENT	455	763	(513)	1,000	1,000
<b>TOTAL LEGISLATIVE - DISTRICT 3</b>	<b>\$ 106,685</b>	<b>\$ 109,484</b>	<b>\$ 114,469</b>	<b>\$ 118,871</b>	<b>\$ 136,935</b>

LEGISLATIVE - DISTRICT 4	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 63,069	\$ 45,019	\$ 51,901	\$ 64,843	\$ 65,806
FICA TAXES	4,912	3,313	3,700	4,272	5,034
RETIREMENT CONTRIBUTIONS - FRS	11,430	9,840	11,263	11,563	11,932
HEALTH & DENTAL INSURANCE	25,281	21,047	16,497	19,693	36,688
LIFE INSURANCE	330	180	382	600	355
TRAVEL AND PER DIEM	9,920	4,950	4,506	7,500	7,500
COMMUNICATION SERVICES	1,575	1,669	1,556	1,750	1,750
PROMOTIONAL ACTIVITIES	1,144	4,481	6,547	5,500	5,500
OPERATING SUPPLIES	766	205	2,013	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	28	479	149	400	400
TRAINING & EMPLOYEE DEVELOPMENT	-	129	455	1,000	1,000
<b>TOTAL LEGISLATIVE - DISTRICT 4</b>	<b>\$ 118,455</b>	<b>\$ 91,312</b>	<b>\$ 98,968</b>	<b>\$ 118,871</b>	<b>\$ 137,715</b>

LEGISLATIVE - DISTRICT 5	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 65,473	\$ 64,038	\$ 68,640	\$ 64,843	\$ 65,206
FICA TAXES	5,054	4,636	4,994	4,272	4,962
RETIREMENT CONTRIBUTIONS - FRS	11,805	11,679	12,642	11,563	11,824
HEALTH & DENTAL INSURANCE	21,910	26,186	19,260	19,693	36,688
LIFE INSURANCE	330	361	393	600	355
TRAVEL AND PER DIEM	2,240	1,258	3,491	7,500	7,500
COMMUNICATION SERVICES	2,088	1,746	2,322	1,750	1,750
PROMOTIONAL ACTIVITIES	9,530	16,149	17,893	5,500	5,500
OPERATING SUPPLIES	1,326	1,069	1,055	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	-	220	150	400	400
TRAINING & EMPLOYEE DEVELOPMENT	-	-	-	1,000	1,000
<b>TOTAL LEGISLATIVE - DISTRICT 5</b>	<b>\$ 119,756</b>	<b>\$ 127,342</b>	<b>\$ 130,839</b>	<b>\$ 118,871</b>	<b>\$ 136,935</b>

## General Fund Revenues and Expenditures

LEGISLATIVE - MAYOR'S OFFICE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 66,954	\$ 69,423	\$ 75,083	\$ 69,387	\$ 69,339
OVERTIME	-	-	-	-	-
FICA TAXES	4,939	5,105	5,803	4,620	5,277
RETIREMENT CONTRIBUTIONS - FRS	12,155	12,580	13,773	12,375	12,610
HEALTH & DENTAL INSURANCE	20,352	20,981	17,408	19,693	36,688
LIFE INSURANCE	330	361	365	600	355
CONTRACT SERVICES	-	2,083	654	-	-
TRAVEL AND PER DIEM	7,638	3,899	6,618	7,500	7,500
COMMUNICATION SERVICES	298	298	1,739	1,750	1,750
PROMOTIONAL ACTIVITIES	2,793	5,304	8,667	5,500	5,500
OFFICE SUPPLIES	127	-	-	-	-
OPERATING SUPPLIES	835	1,123	2,399	1,750	1,750
SUBSCRIPTIONS & MEMBERSHIPS	-	-	300	400	400
TRAINING & EMPLOYEE DEVELOPMENT	-	-	200	1,000	1,000
<b>TOTAL LEGISLATIVE - MAYOR'S OFFICE</b>	<b>\$ 116,421</b>	<b>\$ 121,157</b>	<b>\$ 133,010</b>	<b>\$ 124,575</b>	<b>\$ 142,169</b>

LEGISLATIVE - GENERAL ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
COMMUNICATION SERVICES	\$ 12,133	\$ 12,621	\$ 12,142	\$ 16,608	\$ 16,608
INSURANCE	12,903	14,340	13,424	13,961	14,659
REPAIRS & MAINTENANCE	583	-	-	873	873
FLEET SERVICES	-	1,989	2,331	998	1,186
INFORMATION TECHNOLOGY SERVICES	-	25,055	15,553	18,748	20,493
PROMOTIONAL ACTIVITIES	29,780	33,186	12,765	34,625	20,000
EDUCATIONAL ACTIVITY	-	-	23,703	-	-
OPERATING SUPPLIES	4,824	5,508	5,424	5,860	5,860
<b>TOTAL LEGISLATIVE - GENERAL ADMINISTRATION</b>	<b>\$ 60,223</b>	<b>\$ 92,699</b>	<b>\$ 85,342</b>	<b>\$ 91,673</b>	<b>\$ 79,679</b>

## General Fund Revenues and Expenditures

CITY ADMINISTRATION - EXECUTIVE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 740,283	\$ 654,018	\$ 653,298	\$ 1,013,529	\$ 1,179,165
OVERTIME	30,570	21,547	14,229	11,220	11,220
FICA TAXES	59,297	47,711	48,048	77,535	78,848
RETIREMENT CONTRIBUTIONS	71,111	48,474	105,153	80,769	84,869
RETIREMENT CONTRIBUTIONS - FRS	38,115	12,867	37,493	39,185	201,965
HEALTH & DENTAL INSURANCE	84,105	71,831	334,040	108,313	131,946
LIFE INSURANCE	1,699	290	(15,158)	3,303	2,544
PROFESSIONAL SERVICES	7,587	20,179	51,044	100,000	55,000
CONTRACT SERVICES	5,700	19,416	34,776	50,000	50,000
TRAVEL AND PER DIEM	13,066	501	3,956	17,000	15,000
COMMUNICATION SERVICES	15,159	17,981	20,606	17,000	17,000
POSTAGE & FREIGHT	-	20	-	100	100
INSURANCE	34,053	34,734	35,429	36,846	38,688
REPAIRS & MAINTENANCE	1,954	-	163	3,000	3,000
FLEET SERVICES	-	14,490	9,322	497	-
INFORMATION TECHNOLOGY SERVICES	-	52,388	51,102	96,145	58,550
PRINTING & BINDING	101	45	154	1,500	1,500
PROMOTIONAL ACTIVITIES	5,846	2,040	9,533	6,000	6,000
OPERATING SUPPLIES	13,880	53,432	27,184	22,500	22,500
SUBSCRIPTIONS & MEMBERSHIPS	2,559	45	-	3,000	3,000
TRAINING & EMPLOYEE DEVELOPMENT	79	-	-	-	-
CAPITAL - MACHINERY & EQUIPMENT	-	12,965	-	10,000	10,000
<b>TOTAL CITY ADMINISTRATION - EXECUTIVE</b>	<b>\$ 1,125,164</b>	<b>\$ 1,084,974</b>	<b>\$ 1,420,372</b>	<b>\$ 1,697,442</b>	<b>\$ 1,970,895</b>

## General Fund Revenues and Expenditures

CITY ADMINISTRATION - GENERAL ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
HEALTH INSURANCE	\$ 1,101,567	\$ (95,092)	\$ 39,062	\$ -	\$ 42,094
RETIREMENT CONTRIBUTIONS	33,531	12,781	-	40,000	-
UNEMPLOYMENT COMPENSATION	8,795	7,463	12,817	30,000	-
PROFESSIONAL SERVICES	278,397	247,562	182,358	300,000	300,000
CONTRACT SERVICES	87,209	83,333	148,711	100,000	100,000
COMMUNICATION SERVICES	10,801	4,777	5,762	10,000	10,000
POSTAGE & FREIGHT	2,906	2,912	2,916	5,000	5,000
UTILITY SERVICES	96,307	-	28,647	-	30,000
RENTALS & LEASES	344,286	395,961	448,514	455,000	450,000
REPAIRS & MAINTENANCE	1,765	120	3,000	3,000	3,000
FLEET SERVICES	-	30,020	458,806	-	-
INFORMATION TECHNOLOGY SERVICES	-	354,016	191,057	29,462	-
PRINTING & BINDING	9,028	3,058	-	10,200	10,200
PROMOTIONAL ACTIVITIES	125,638	156,004	39,372	35,700	35,700
CITIZENS LEADERSHIP ACADEMY	-	-	-	-	5,000
OTHER CHARGES	5,755	6,008	141,523	12,000	12,000
OPERATING SUPPLIES	5,416	2,897	126,031	48,000	48,000
SUBSCRIPTIONS & MEMBERSHIPS	21,098	30,443	13,970	24,045	24,045
SCHOLARSHIPS	25,000	27,000	33,000	30,000	30,000
CONTINGENCY	-	-	-	635,000	655,000
CRA TIF PAYMENT	4,922,353	5,406,145	5,351,441	5,574,674	5,937,184
OTHER GRANTS AND AIDS	6,464	-	-	-	-
TRANSFER TO FUND 201	5,581,821	5,692,409	6,321,093	6,465,932	6,955,344
TRANSFER TO FUND 265	-	310,000	-	-	-
TRANSFER TO FUND 266	595,388	614,008	636,050	679,581	720,583
TRANSFER TO FUND 312	5,000,000	4,248,235	4,328,984	4,000,000	4,000,000
<b>TOTAL CITY ADMINISTRATION - GENERAL ADMINISTRATION</b>	<b>\$ 18,263,525</b>	<b>\$ 17,540,060</b>	<b>\$ 18,513,114</b>	<b>\$ 18,487,594</b>	<b>\$ 19,373,150</b>

## General Fund Revenues and Expenditures

CITY ADMINISTRATION - YOUTH EMPOWERMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 173,934	\$ 137,117	\$ 113,771	\$ 101,683	\$ 146,065
OVERTIME	462	448	1,245	-	-
FICA TAXES	14,158	10,150	8,886	7,779	11,354
RETIREMENT CONTRIBUTIONS	-	-	-	12,000	12,560
RETIREMENT CONTRIBUTIONS - FRS	4,275	20,705	3,555	-	13,217
HEALTH & DENTAL INSURANCE	30,561	21,769	22,030	16,661	38,940
LIFE INSURANCE	330	1,130	531	600	497
PROFESSIONAL SERVICES	-	-	5,212	8,000	8,000
CONTRACT SERVICES	54,038	85,358	4,318	30,000	30,000
TRAVEL AND PER DIEM	609	43	1,429	15,300	1,300
COMMUNICATION SERVICES	471	737	5,307	6,500	6,500
REPAIRS & MAINTENANCE	11,152	25,614	23,121	20,000	5,000
FLEET SERVICES	-	3,900	6,000	82,017	5,162
INFORMATION TECHNOLOGY SERVICES	-	-	-	11,311	16,442
PRINTING & BINDING	897	-	4,286	10,000	-
PROMOTIONAL ACTIVITIES	5,999	4,650	5,552	10,000	-
OPERATING SUPPLIES	20,431	21,680	14,628	12,500	6,000
TRAINING & EMPLOYEE DEVELOPMENT	-	5,135	8,692	12,500	9,000
STUDENT STIPEND	17,848	-	43,748	50,000	50,000
<b>TOTAL CITY ADMINISTRATION - YOUTH EMPOWERMENT</b>	<b>\$ 335,165</b>	<b>\$ 338,436</b>	<b>\$ 272,309</b>	<b>\$ 406,851</b>	<b>\$ 360,037</b>



## General Fund Revenues and Expenditures

CITY ADMINISTRATION - CIVIL DRUG COURT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 151,543	\$ 176,245	\$ 178,439	\$ 211,488	\$ 180,026
OVERTIME	3,233	3,337	3,294	1,530	1,530
FICA TAXES	11,620	12,757	13,816	16,179	13,206
RETIREMENT CONTRIBUTIONS	20,401	28,614	35,324	35,324	37,172
RETIREMENT CONTRIBUTIONS - FRS	6,983	7,518	8,005	4,760	9,772
HEALTH & DENTAL INSURANCE	41,561	39,706	39,737	24,616	25,960
LIFE INSURANCE	462	505	834	751	781
CONTRACT SERVICES	4,179	16,470	21,675	20,418	10,000
TRAVEL AND PER DIEM	788	-	1,606	2,800	2,800
COMMUNICATION SERVICES	5,937	6,026	5,654	3,575	3,575
INSURANCE	8,942	9,121	9,303	9,675	10,159
REPAIRS & MAINTENANCE	5,324	1,148	2,349	2,100	2,100
FLEET SERVICES	2,236	8,718	2,331	5,373	5,369
INFORMATION TECHNOLOGY SERVICES	-	12,174	11,109	16,967	29,596
PROMOTIONAL ACTIVITIES	2,150	-	4,470	9,154	5,000
OPERATING SUPPLIES	3,779	2,551	3,974	2,600	2,600
SUBSCRIPTIONS & MEMBERSHIPS	375	125	-	400	400
BOOKS & PERIODICALS	494	-	-	500	500
TRAINING & EMPLOYEE DEVELOPMENT	319	-	(1,054)	500	500
CAPITAL - MACHINERY & EQUIPMENT	-	25,825	-	2,500	2,500
<b>TOTAL CITY ADMINISTRATION - CIVIL DRUG COURT</b>	<b>\$ 270,326</b>	<b>\$ 350,840</b>	<b>\$ 340,866</b>	<b>\$ 371,210</b>	<b>\$ 343,546</b>

CITY ADMINISTRATION - JUSTICE SERVICE CENTER	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ -	\$ -	\$ 4,562	\$ 119,085	\$ 123,662
FICA TAXES	-	-	343	9,110	9,307
RETIREMENT CONTRIBUTIONS-GEN	-	-	-	-	14,088
RETIREMENT CONTRIBUTIONS - FRS	-	-	667	13,406	12,366
HEALTH & DENTAL INSURANCE	-	-	1,922	16,827	25,960
LIFE INSURANCE	-	-	46	300	497
FLEET SERVICES	-	-	-	2,067	5,162
INFORMATION TECHNOLOGY SERVICES	-	-	-	8,484	26,308
CONTRACT SERVICES	-	-	7,986	-	8,000
RENTALS & LEASES	-	-	2,474	-	8,000
OPERATING SUPPLIES	-	-	7,970	15,000	10,000
<b>TOTAL CITY ADMINISTRATION - JUSTICE SERVICE CENTER</b>	<b>\$-</b>	<b>\$-</b>	<b>\$25,971</b>	<b>\$184,279</b>	<b>\$243,350</b>

## General Fund Revenues and Expenditures

CITY ADMINISTRATION - ECONOMIC DEVELOPMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ -	\$ -	\$ -	82,733	\$ 83,777
FICA TAXES	-	-	-	6,329	6,320
RETIREMENT CONTRIBUTIONS	-	-	-	16,507	17,313
RETIREMENT CONTRIBUTIONS-FRS	-	-	-	-	8,378
HEALTH & DENTAL INSURANCE	-	-	-	8,205	12,980
LIFE INSURANCE	-	-	-	2,752	2,752
PROFESSIONAL SERVICES	-	-	-	5,000	5,000
TRAVEL AND PER DIEM	-	-	-	3,000	3,000
COMMUNICATION SERVICES	-	-	-	1,000	1,000
POSTAGE & FREIGHT	-	-	-	250	250
REPAIRS & MAINTENANCE	-	-	-	250	250
INFORMATION TECHNOLOGY SERVICES	-	-	-	5,656	6,577
PRINTING & BINDING	-	-	-	1,000	1,000
PROMOTIONAL ACTIVITIES	-	-	-	50,000	30,000
OPERATING SUPPLIES	-	-	-	1,500	1,500
SUBSCRIPTIONS & MEMBERSHIPS	-	-	-	250	250
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	-	3,000
<b>TOTAL CITY ADMINISTRATION - ECONOMIC DEVELOPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 184,432</b>	<b>\$ 183,347</b>

## General Fund Revenues and Expenditures

FINANCE - ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 181,449	\$ 188,937	\$ 198,485	\$ 198,302	\$ 204,144
OVERTIME	2,630	81	(1,922)	-	-
FICA TAXES	13,573	13,306	14,706	15,170	14,613
RETIREMENT CONTRIBUTIONS	30,971	35,219	42,395	41,445	43,622
HEALTH & DENTAL INSURANCE	20,780	19,682	19,868	19,693	25,960
LIFE INSURANCE	330	361	531	600	447
PROFESSIONAL SERVICES	84,304	110,622	91,336	80,000	80,000
ACCOUNTING AND AUDITING	55,900	59,300	75,000	75,000	67,500
TRAVEL AND PER DIEM	4,828	4,297	6,183	5,000	5,000
COMMUNICATION SERVICES	2,881	3,071	2,181	2,040	2,040
INSURANCE	4,974	5,073	5,174	5,381	5,650
REPAIRS & MAINTENANCE	264	85	-	103	103
INFORMATION TECHNOLOGY SERVICES	-	31,888	48,938	58,923	65,124
PRINTING & BINDING	163	3,223	-	300	300
OFFICE SUPPLIES	420	69	1,360	400	-
OPERATING SUPPLIES	12,922	12,378	9,908	17,000	17,400
SUBSCRIPTIONS & MEMBERSHIPS	1,956	2,041	2,579	1,525	1,275
BOOKS & PERIODICALS	-	-	-	250	250
<b>TOTAL FINANCE - ADMINISTRATION</b>	<b>\$ 418,345</b>	<b>\$ 489,633</b>	<b>\$ 516,722</b>	<b>\$ 521,132</b>	<b>\$ 533,428</b>

FINANCE - FINANCIAL SERVICES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 427,782	\$ 350,049	\$ 454,048	\$ 567,457	\$ 543,781
OVERTIME	5,864	5,309	12,655	5,000	10,000
FICA TAXES	31,166	25,229	33,550	43,410	38,650
RETIREMENT CONTRIBUTIONS	60,426	30,364	47,057	47,751	50,242
RETIREMENT CONTRIBUTIONS - FRS	4,783	6,520	9,122	11,421	35,347
HEALTH & DENTAL INSURANCE	82,070	60,964	69,789	88,620	113,744
LIFE INSURANCE	726	462	1,292	2,702	1,715
TRAVEL AND PER DIEM	2,392	403	4,534	7,000	7,000
COMMUNICATION SERVICES	2,440	4,054	6,596	2,300	2,300
INSURANCE	14,794	15,090	15,392	16,008	16,808
REPAIRS & MAINTENANCE	-	169	486	700	700
PRINTING & BINDING	1,118	907	3,417	3,500	3,500
OPERATING SUPPLIES	14,754	7,629	28,915	12,000	12,000
SUBSCRIPTIONS & MEMBERSHIPS	768	595	725	700	700
BOOKS & PERIODICALS	64	-	95	100	100
TRAINING & EMPLOYEE DEVELOPMENT	3,378	479	2,270	8,500	8,500
<b>TOTAL FINANCE - FINANCIAL SERVICES</b>	<b>\$ 652,525</b>	<b>\$ 508,223</b>	<b>\$ 689,945</b>	<b>\$ 817,169</b>	<b>\$ 845,087</b>

## General Fund Revenues and Expenditures

FINANCE - TREASURY MANAGEMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 307,724	\$ 257,592	\$ 292,411	\$ 350,264	\$ 257,672
OVERTIME	1,735	2,057	2,516	5,100	5,100
FICA TAXES	22,476	19,248	21,161	26,795	14,319
RETIREMENT CONTRIBUTIONS	49,481	38,852	40,704	39,028	41,076
RETIREMENT CONTRIBUTIONS - FRS	6,820	7,568	10,403	9,000	25,555
HEALTH & DENTAL INSURANCE	64,116	50,873	58,674	68,927	65,032
LIFE INSURANCE	882	665	796	2,100	568
PROFESSIONAL SERVICES	25,639	66,143	57,740	62,000	82,000
TRAVEL AND PER DIEM	212	230	1,346	3,000	3,000
COMMUNICATION SERVICES	4,056	9,397	4,775	3,000	3,000
POSTAGE & FREIGHT	3,954	3,507	4,256	15,000	15,000
INSURANCE	15,852	16,169	16,492	17,152	18,010
REPAIRS & MAINTENANCE	2,077	-	2,569	1,700	1,700
INFORMATION TECHNOLOGY SERVICES	-	33,888	26,662	32,140	29,275
PRINTING & BINDING	1,916	1,141	1,632	19,000	10,000
OPERATING SUPPLIES	9,526	14,481	11,088	11,700	11,700
SUBSCRIPTIONS & MEMBERSHIPS	305	110	175	200	200
TRAINING & EMPLOYEE DEVELOPMENT	1,894	1,288	249	3,200	3,000
CAPITAL - MACHINERY & EQUIPMENT	55,703	-	-	7,370	7,370
<b>TOTAL FINANCE - TREASURY MANAGEMENT</b>	<b>\$ 574,368</b>	<b>\$ 523,209</b>	<b>\$ 553,649</b>	<b>\$ 676,676</b>	<b>\$ 593,577</b>

## General Fund Revenues and Expenditures

FINANCE - CUSTOMER SERVICE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 452,209	\$ 499,079	\$ 484,516	\$ 538,042	\$ 459,183
OVERTIME	40,054	37,719	40,344	5,100	40,000
FICA TAXES	36,474	39,999	36,359	41,160	30,045
RETIREMENT CONTRIBUTIONS	67,246	66,145	73,624	71,092	74,684
RETIREMENT CONTRIBUTIONS - FRS	6,758	11,101	8,229	9,341	11,201
HEALTH & DENTAL INSURANCE	91,971	91,636	89,961	108,313	129,801
LIFE INSURANCE	1,333	1,453	1,657	3,300	1,491
CONTRACT SERVICES	4,801	2,956	14,622	25,000	25,000
TRAVEL AND PER DIEM	194	-	4,862	2,500	2,500
COMMUNICATION SERVICES	1,526	6,411	4,515	2,500	2,500
POSTAGE & FREIGHT	40,147	59,135	59,731	60,000	60,000
INSURANCE	60,186	61,390	62,618	47,618	49,999
FLEET SERVICES	28,456	43,002	44,281	52,267	44,398
INFORMATION TECHNOLOGY SERVICES	-	50,110	57,767	69,636	52,695
PRINTING & BINDING	29,139	20,797	34,727	30,000	40,000
OFFICE SUPPLIES	-	-	15,197	30,000	30,000
OPERATING SUPPLIES	12,778	14,214	1,001	-	30,000
TRAINING & EMPLOYEE DEVELOPMENT	400	-	-	10,250	10,250
CAPITAL-MACHINERY & EQUIPMENT	20,660	-	-	10,000	-
<b>TOTAL FINANCE - CUSTOMER SERVICE</b>	<b>\$ 894,332</b>	<b>\$ 1,005,147</b>	<b>\$ 1,034,011</b>	<b>\$ 1,116,119</b>	<b>\$ 1,093,747</b>



## General Fund Revenues and Expenditures

CITY CLERK - RECORDS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 274,561	\$ 326,418	\$ 368,466	\$ 375,430	\$ 300,496
OVERTIME	9,005	10,232	6,266	-	7,750
FICA TAXES	20,778	24,128	27,660	28,720	17,441
RETIREMENT CONTRIBUTIONS	33,691	36,642	39,960	38,984	40,906
RETIREMENT CONTRIBUTIONS - FRS	3,386	6,889	9,756	9,478	10,089
HEALTH & DENTAL INSURANCE	42,557	43,892	48,224	59,080	51,921
LIFE INSURANCE	913	1,010	1,308	1,800	923
PROFESSIONAL SERVICES	25,501	25,934	23,349	35,000	32,000
CONTRACT SERVICES	10,656	44,877	37,220	15,000	25,000
TRAVEL AND PER DIEM	7,032	7,155	5,465	5,600	5,600
COMMUNICATION SERVICES	5,820	6,631	4,801	5,000	5,000
POSTAGE & FREIGHT	61	81	9,120	40,150	25,000
INSURANCE	9,571	9,762	9,957	10,355	10,873
REPAIRS & MAINTENANCE	2,952	2,697	3,151	6,750	6,750
FLEET SERVICES	-	-	2,331	1,330	2,570
INFORMATION TECHNOLOGY SERVICES	-	17,043	24,440	32,140	26,348
PRINTING & BINDING	4,745	9,935	3,846	10,200	10,200
OTHER CHARGES	5,010	9,631	11,480	10,200	10,200
OPERATING SUPPLIES	4,037	5,223	8,389	7,000	5,250
SUBSCRIPTIONS & MEMBERSHIPS	1,512	855	683	1,500	1,500
BOOKS & PERIODICALS	-	-	-	100	100
TRAINING & EMPLOYEE DEVELOPMENT	7,506	8,375	3,783	5,000	5,000
CAPITAL - OFFICE EQUIPMENT	47,365	-	-	-	-
<b>TOTAL CITY CLERK - RECORDS</b>	<b>\$ 516,659</b>	<b>\$ 597,410</b>	<b>\$ 649,654</b>	<b>\$ 698,817</b>	<b>\$ 600,917</b>

CITY CLERK - ELECTIONS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
CONTRACT SERVICES	\$ -	\$ 57,633	\$ 104,782	\$ 51,325	\$ 97,750
POSTAGE & FREIGHT	-	-	235	100	100
PROMOTIONAL ACTIVITIES	350	100	281	510	510
OTHER CHARGES	-	216	250	250	250
OPERATING SUPPLIES	-	688	1,340	1,500	1,500
<b>TOTAL CITY CLERK - ELECTIONS</b>	<b>350</b>	<b>58,637</b>	<b>106,888</b>	<b>53,685</b>	<b>100,110</b>

## General Fund Revenues and Expenditures

HUMAN RESOURCES - ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 336,072	\$ 307,951	\$ 284,624	\$ 441,368	\$ 320,980
OVERTIME	2,774	815	409	250	250
SERVICE AWARDS	-	14,981	-	-	-
FICA TAXES	25,359	22,912	21,278	33,765	32,190
RETIREMENT CONTRIBUTIONS	22,219	28,024	30,957	30,021	31,571
RETIREMENT CONTRIBUTIONS - FRS	33,787	9,234	7,654	30,514	48,301
HEALTH & DENTAL INSURANCE	41,952	39,726	39,863	68,927	77,881
LIFE INSURANCE	1,010	891	1,061	2,100	1,349
PROFESSIONAL SERVICES	193,856	295,081	182,819	190,000	70,000
CONTRACT SERVICES	6,575	2,839	-	-	-
TRAVEL AND PER DIEM	4,010	-	3,740	7,650	7,650
COMMUNICATION SERVICES	6,426	6,559	7,886	9,000	9,000
INSURANCE	11,006	11,226	11,451	11,909	12,504
REPAIRS & MAINTENANCE	100	-	-	300	3,000
FLEET SERVICES	-	3,343	-	32,208	2,175
INFORMATION TECHNOLOGY SERVICES	-	34,085	31,105	32,140	29,275
PRINTING & BINDING	307	527	-	1,000	1,000
OTHER CHARGES	13,437	17,861	2,198	11,500	11,500
OPERATING SUPPLIES	32,679	17,662	22,533	16,820	16,820
SUBSCRIPTIONS & MEMBERSHIPS	199	567	-	700	700
BOOKS & PERIODICALS	-	-	-	1,000	1,000
TRAINING & EMPLOYEE DEVELOPMENT	20,886	27,630	13,304	63,700	35,000
<b>TOTAL HUMAN RESOURCES - ADMINISTRATION</b>	<b>\$ 752,654</b>	<b>\$ 841,914</b>	<b>\$ 660,881</b>	<b>\$ 984,872</b>	<b>\$ 712,146</b>

## General Fund Revenues and Expenditures

HUMAN RESOURCES - RISK MANAGEMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 184,299	\$ 260,444	\$ 261,079	\$ 265,090	\$ 215,807
OVERTIME	1,687	165	(1,027)	160	160
FICA TAXES	13,593	18,817	19,087	20,279	7,686
RETIREMENT CONTRIBUTIONS	18,943	15,604	16,577	16,399	17,313
RETIREMENT CONTRIBUTIONS - FRS	8,710	13,740	15,237	8,447	21,581
HEALTH & DENTAL INSURANCE	30,299	40,118	39,760	29,541	38,940
LIFE INSURANCE	554	1,006	1,061	900	710
UNEMPLOYMENT COMPENSATION	-	-	-	-	30,000
CONTRACT SERVICES	71,179	83,969	70,208	76,500	76,500
TRAVEL AND PER DIEM	-	6	-	4,000	4,000
COMMUNICATION SERVICES	351	608	1,252	1,000	1,000
INSURANCE	2,269	2,314	2,360	2,454	2,577
INFORMATION TECHNOLOGY SERVICES	-	9,739	13,331	21,427	11,710
FLEET SERVICES	588	816	-	499	593
PRINTING & BINDING	46	644	110	1,200	1,200
OPERATING SUPPLIES	2,464	5,545	6,827	9,000	9,000
SUBSCRIPTIONS & MEMBERSHIPS	1,390	1,240	759	800	800
BOOKS & PERIODICALS	159	-	-	100	100
TRAINING & EMPLOYEE DEVELOPMENT	675	2,286	2,499	5,000	5,000
<b>TOTAL HUMAN RESOURCES - RISK MANAGEMENT</b>	<b>\$ 337,206</b>	<b>\$ 457,061</b>	<b>\$ 449,119</b>	<b>\$ 462,796</b>	<b>\$ 444,677</b>

## General Fund Revenues and Expenditures

CITY ATTORNEY'S OFFICE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 414,171	\$ 428,393	\$ 430,808	\$ 527,829	\$ 491,051
OVERTIME	5,501	3,397	672	2,600	2,600
FICA TAXES	29,941	27,480	28,628	40,379	27,510
RETIREMENT CONTRIBUTIONS	42,702	-	-	-	-
RETIREMENT CONTRIBUTIONS - FRS	55,854	31,960	62,366	29,602	81,668
HEALTH & DENTAL INSURANCE	55,508	40,111	36,752	39,386	71,833
LIFE INSURANCE	909	1,033	1,196	1,200	1,012
DISABILITY INSURANCE	-	-	-	2,000	2,000
PROFESSIONAL SERVICES	9,326	23,048	21,451	37,640	80,000
CONTRACT SERVICES	-	113,404	119,811	125,000	175,000
TRAVEL AND PER DIEM	1,823	7,686	3,953	6,600	6,600
COMMUNICATION SERVICES	2,462	3,479	4,391	4,500	4,500
POSTAGE & FREIGHT	10	50	-	100	100
INSURANCE	9,835	10,032	10,233	10,642	11,174
REPAIRS & MAINTENANCE	-	-	-	250	250
INFORMATION TECHNOLOGY SERVICES	-	19,478	17,774	21,427	23,420
OPERATING SUPPLIES	2,086	2,697	5,142	5,000	3,000
SUBSCRIPTIONS & MEMBERSHIPS	1,289	632	3,982	3,000	1,500
BOOKS & PERIODICALS	3,941	3,307	3,168	4,000	4,000
TRAINING & EMPLOYEE DEVELOPMENT	-	-	-	4,000	4,000
<b>TOTAL CITY ATTORNEY'S OFFICE</b>	<b>\$ 635,358</b>	<b>\$ 716,187</b>	<b>\$ 750,327</b>	<b>\$ 865,155</b>	<b>\$ 991,218</b>

## General Fund Revenues and Expenditures

DEVELOPMENT SERVICES - ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 118,236	\$ 150,053	\$ 184,649	\$ 155,256	\$ 345,179
OVERTIME	3,181	12,399	15,479	6,273	7,000
FICA TAXES	9,617	11,941	15,101	11,877	25,445
RETIREMENT CONTRIBUTIONS	32,340	38,070	38,019	36,544	38,360
RETIREMENT CONTRIBUTIONS - FRS	1,368	3,250	3,335	-	44,719
HEALTH & DENTAL INSURANCE	21,365	24,408	25,631	19,693	51,921
LIFE INSURANCE	581	563	609	600	1,054
PROFESSIONAL SERVICES	49,833	339,767	483,904	155,000	100,000
CONTRACT SERVICES	-	-	-	150,000	-
TRAVEL AND PER DIEM	-	33	-	4,000	3,000
COMMUNICATION SERVICES	2,520	1,287	11,355	4,700	4,700
POSTAGE & FREIGHT	-	-	-	1,200	1,200
INSURANCE	2,244	2,289	2,335	2,428	2,549
REPAIRS & MAINTENANCE	4,469	-	-	5,600	3,500
FLEET SERVICES	-	23,141	30,298	120,299	-
INFORMATION TECHNOLOGY SERVICES	-	109,561	99,982	169,670	184,154
PRINTING & BINDING	-	-	-	300	300
OTHER CHARGES	15,146	15,102	13,573	12,750	12,750
OFFICE SUPPLIES	1,877	2,062	-	-	-
OPERATING SUPPLIES	34,387	31,451	20,528	18,540	18,540
SUBSCRIPTIONS & MEMBERSHIPS	517	1,519	50	1,750	1,750
BOOKS & PERIODICALS	469	-	-	450	450
TRAINING & EMPLOYEE DEVELOPMENT	140	571	857	600	600
CAPITAL - INFRASTRUCTURE	-	-	-	25,000	8,000
<b>TOTAL DEVELOPMENT SERVICES - ADMINISTRATION</b>	<b>\$ 298,290</b>	<b>\$ 767,467</b>	<b>\$ 945,705</b>	<b>\$ 902,530</b>	<b>\$ 855,171</b>



## General Fund Revenues and Expenditures

DEVELOPMENT SERVICES - PLANNING & ZONING	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 223,267	\$ 254,814	\$ 227,971	\$ 422,859	\$ 270,118
OVERTIME	5,974	7,869	13,189	4,641	-
FICA TAXES	18,110	18,915	17,523	32,349	18,835
RETIREMENT CONTRIBUTIONS	16,306	20,566	21,849	19,762	20,708
RETIREMENT CONTRIBUTIONS - FRS	9,404	15,765	17,257	36,445	20,894
HEALTH & DENTAL INSURANCE	35,334	33,776	30,320	78,773	51,921
LIFE INSURANCE	554	166	700	2,400	426
PROFESSIONAL SERVICES	3,876	3,853	2,850	3,850	3,850
CONTRACT SERVICES	3,564	3,527	1,547	4,100	4,100
TRAVEL AND PER DIEM	506	1,103	-	2,600	2,600
COMMUNICATION SERVICES	1,468	1,018	1,367	1,300	1,300
INSURANCE	9,150	9,333	9,520	9,901	10,396
FLEET SERVICES	-	1,600	-	-	-
PRINTING & BINDING	2,584	-	-	4,000	4,000
OPERATING SUPPLIES	2,421	369	(6,292)	2,850	2,850
SUBSCRIPTIONS & MEMBERSHIPS	419	-	-	600	600
BOOKS & PERIODICALS	-	-	-	300	300
TRAINING & EMPLOYEE DEVELOPMENT	2,689	4,015	894	7,000	7,000
<b>TOTAL DEVELOPMENT SERVICES - PLANNING &amp; ZONING</b>	<b>\$ 335,626</b>	<b>\$ 376,689</b>	<b>\$ 338,695</b>	<b>\$ 633,730</b>	<b>\$ 419,898</b>

## General Fund Revenues and Expenditures

DEVELOPMENT SERVICES - INSPECTIONS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 240,209	\$ 349,050	\$ 438,783	\$ 743,908	\$ 724,006
OVERTIME	7,458	22,645	24,003	3,672	20,000
FICA TAXES	18,260	26,755	33,989	56,909	58,278
RETIREMENT CONTRIBUTIONS	44,584	23,107	30,726	25,956	27,327
RETIREMENT CONTRIBUTIONS - FRS	5,751	14,817	24,844	41,578	56,460
HEALTH & DENTAL INSURANCE	32,267	43,235	64,138	108,313	143,611
LIFE INSURANCE	492	646	1,341	3,300	1,065
PROFESSIONAL SERVICES	698,679	-	-	-	-
TRAVEL AND PER DIEM	1,346	1,178	204	3,000	3,000
COMMUNICATION SERVICES	13,607	13,289	12,573	12,750	12,750
INSURANCE	18,803	19,179	19,563	20,346	21,363
REPAIRS & MAINTENANCE	5,149	282	-	1,400	1,400
FLEET SERVICES	1,917	9,316	-	-	8,053
PRINTING & BINDING	942	404	-	1,000	1,000
OPERATING SUPPLIES	1,566	5,306	2,970	4,000	3,000
SUBSCRIPTIONS & MEMBERSHIPS	170	719	1,032	1,400	1,400
BOOKS & PERIODICALS	1,572	-	410	1,000	1,000
TRAINING & EMPLOYEE DEVELOPMENT	3,371	3,000	3,314	3,000	3,000
<b>TOTAL DEVELOPMENT SERVICES - INSPECTIONS</b>	<b>\$ 1,096,143</b>	<b>\$ 532,928</b>	<b>\$ 657,890</b>	<b>\$ 1,031,532</b>	<b>\$ 1,086,713</b>

## General Fund Revenues and Expenditures

DEVELOPMENT SERVICES - CODE COMPLIANCE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 472,954	\$ 405,196	\$ 442,153	\$ 424,236	\$ 407,848
OVERTIME	5,476	6,339	6,683	3,060	5,000
FICA TAXES	18,956	29,218	31,570	32,454	31,485
RETIREMENT CONTRIBUTIONS	69,233	34,240	41,376	42,643	44,810
RETIREMENT CONTRIBUTIONS - FRS	1,473	8,307	10,027	12,091	21,526
HEALTH & DENTAL INSURANCE	57,927	75,486	77,142	8,826	116,821
LIFE INSURANCE	737	1,082	1,305	2,700	1,207
PROFESSIONAL SERVICES	73,201	85,754	81,204	180,000	100,000
TRAVEL AND PER DIEM	198	108	1,393	1,500	1,500
COMMUNICATION SERVICES	6,609	8,119	9,046	2,300	2,300
POSTAGE & FREIGHT	-	-	-	400	400
FLEET SERVICES	8,343	15,100	-	-	13,835
RENTALS & LEASES	2,682	3,218	3,564	2,000	-
INSURANCE	18,078	18,440	18,809	19,561	20,539
REPAIRS & MAINTENANCE	5,064	4,506	2,085	11,970	11,970
PRINTING & BINDING	2,163	105	2,356	2,500	2,500
OTHER CHARGES	2,429	2,442	2,247	2,600	2,600
OPERATING SUPPLIES	15,054	12,393	30,445	11,750	9,750
SUBSCRIPTIONS & MEMBERSHIPS	490	-	535	500	500
BOOKS & PERIODICALS	-	-	-	650	650
<b>TOTAL DEVELOPMENT SERVICES - CODE COMPLIANCE</b>	<b>\$ 761,067</b>	<b>\$ 710,053</b>	<b>\$ 761,942</b>	<b>\$ 761,741</b>	<b>\$ 795,241</b>

## General Fund Revenues and Expenditures

PROCUREMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 394,223	\$ 305,451	\$ 259,262	\$ 404,201	\$ 400,484
OVERTIME	2,014	3,481	1,636	2,000	2,000
FICA TAXES	28,034	23,028	20,195	30,921	28,943
RETIREMENT CONTRIBUTIONS	55,565	46,393	35,904	34,246	35,984
RETIREMENT CONTRIBUTIONS - FRS	14,382	10,282	11,491	16,480	32,929
HEALTH & DENTAL INSURANCE	64,854	45,972	38,015	67,059	71,327
LIFE INSURANCE	1,017	730	962	1,800	952
PROFESSIONAL SERVICES	1,303	12,510	1,648	2,500	2,500
CONTRACT SERVICES	30,563	4,646	-	-	-
TRAVEL AND PER DIEM	3,918	386	138	7,500	7,500
COMMUNICATION SERVICES	9,189	13,105	13,919	8,000	8,000
POSTAGE & FREIGHT	35,226	75,963	-	11,500	5,000
INSURANCE	14,700	14,162	13,644	13,644	14,326
REPAIRS & MAINTENANCE	6,206	101	-	5,750	5,750
FLEET SERVICES	695	3,432	2,331	10,474	6,524
INFORMATION TECHNOLOGY SERVICES	-	31,888	31,105	37,497	40,985
PRINTING & BINDING	(768)	176	274	1,000	1,000
PROMOTIONAL ACTIVITIES	4,100	-	-	-	-
OTHER CHARGES	5,136	9,063	5,323	15,000	15,000
OPERATING SUPPLIES	146,284	20,747	23,333	14,000	14,000
SUBSCRIPTIONS & MEMBERSHIPS	2,494	1,920	640	3,000	3,000
TRAINING & EMPLOYEE DEVELOPMENT	330	1,885	1,570	7,500	7,500
<b>TOTAL PROCUREMENT</b>	<b>\$ 819,465</b>	<b>\$ 625,321</b>	<b>\$ 461,389</b>	<b>\$ 694,072</b>	<b>\$ 703,704</b>

## General Fund Revenues and Expenditures

POLICE - SUPPORT SERVICES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 2,216,942	\$ 2,239,755	\$ 2,370,572	\$ 2,076,190	\$ 2,865,305
OVERTIME	311,250	264,697	304,713	200,000	225,000
STANDBY LINE-UP PAY	16,781	13,149	12,347	16,000	16,000
FICA TAXES	183,320	180,349	201,518	158,836	201,180
RETIREMENT CONTRIBUTIONS	176,236	230,363	172,998	149,727	157,345
RETIREMENT CONTRIBUTIONS - FRS	31,077	45,672	59,267	82,292	86,970
RETIREMENT CONTRIBUTIONS-185	151,043	157,083	195,301	182,625	526,791
HEALTH & DENTAL INSURANCE	379,177	365,555	387,635	629,886	545,035
LIFE INSURANCE	3,684	3,781	6,633	14,833	6,961
PROFESSIONAL SERVICES	146,588	73,799	48,344	53,351	29,600
CONTRACT SERVICES	10,314	11,635	29,419	10,570	24,000
TRAVEL AND PER DIEM	26,328	24,772	22,252	9,950	20,000
COMMUNICATION SERVICES	294,970	292,399	279,918	244,419	175,000
POSTAGE & FREIGHT	1,619	2,624	3,107	5,000	5,000
UTILITY SERVICES	66,511	64,601	72,253	76,497	76,497
RENTALS & LEASES	20,786	6,864	7,412	286,154	359,014
INSURANCE	222,480	226,930	227,740	236,850	248,693
REPAIRS & MAINTENANCE	252,286	172,158	196,294	390,600	245,600
FLEET SERVICES	43,305	779,141	995,166	1,208,551	1,513,559
INFORMATION TECHNOLOGY SERVICES	-	708,493	766,525	1,020,850	1,185,055
PRINTING & BINDING	13,788	14,218	12,861	13,918	10,822
PROMOTIONAL ACTIVITIES	9,494	22,010	13,001	9,981	9,800
OFFICE SUPPLIES	399	641	1,897	-	-
OPERATING SUPPLIES	95,282	133,265	116,629	120,196	106,061
OPERATING SUPPLIES - CLOTHING	22,132	19,545	15,390	-	-
SUBSCRIPTIONS & MEMBERSHIPS	5,398	2,175	3,375	4,175	2,800
BOOKS & PERIODICALS	-	-	235	-	775
TRAINING & EMPLOYEE DEVELOPMENT	30,165	45,797	64,067	36,970	35,870
CAPITAL - MACHINERY & EQUIPMENT	59,613	832,741	3,586,861	3,125	3,125
<b>TOTAL POLICE - SUPPORT SERVICES</b>	<b>\$ 4,790,968</b>	<b>\$ 6,934,212</b>	<b>\$ 10,173,727</b>	<b>\$ 7,241,546</b>	<b>\$ 8,681,858</b>



## General Fund Revenues and Expenditures

POLICE - OPERATIONS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 6,353,044	\$ 7,059,821	\$ 8,288,588	\$ 8,550,627	\$ 9,652,900
OVERTIME	718,840	830,241	997,821	550,000	400,000
STANDBY LINE-UP PAY	17,430	13,589	15,401	11,736	11,736
FICA TAXES	522,877	580,024	713,357	654,123	695,926
RETIREMENT CONTRIBUTIONS	-	-	27,312	24,808	26,139
RETIREMENT CONTRIBUTIONS - FRS	21,263	28,928	40,963	34,538	69,557
RETIREMENT CONTRIBUTIONS	931,825	925,746	978,444	914,966	914,966
RETIREMENT CONTRIBUTIONS-401A	-	-	-	-	1,614
HEALTH & DENTAL INSURANCE	995,526	1,012,889	1,134,248	1,034,201	1,428,339
LIFE INSURANCE	11,173	12,846	19,220	56,445	17,679
PROFESSIONAL SERVICES	11,092	10,064	9,872	11,093	9,893
TRAVEL AND PER DIEM	3,913	16,924	7,273	15,753	10,000
COMMUNICATION SERVICES	5,068	6,046	7,983	9,850	9,850
POSTAGE & FREIGHT	-	-	51	325	325
RENTALS & LEASES	51,776	72,062	92,490	132,770	141,270
INSURANCE	899,045	921,666	938,065	975,587	1,024,366
REPAIRS & MAINTENANCE	20,384	22,078	26,674	75,090	57,785
FLEET SERVICES	532,998	664,162	-	-	-
PRINTING & BINDING	15,042	12,404	1,734	12,784	3,060
OTHER CHARGES	20,950	-	7,500	20,970	19,000
OPERATING SUPPLIES	98,240	210,820	149,615	243,379	151,751
OPERATING SUPPLIES - CLOTHING	190,161	105,779	140,075	-	-
SUBSCRIPTIONS & MEMBERSHIPS	2,401	1,085	1,150	2,700	1,500
BOOKS & PERIODICALS	-	-	-	1,692	167
TRAINING & EMPLOYEE DEVELOPMENT	34,798	22,956	22,428	23,030	33,500
<b>TOTAL POLICE - OPERATIONS</b>	<b>\$ 11,457,846</b>	<b>\$ 12,530,130</b>	<b>\$ 13,620,264</b>	<b>\$ 13,356,467</b>	<b>\$ 14,681,323</b>

## General Fund Revenues and Expenditures

FIRE - OPERATIONS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 3,257,540	\$ 3,336,514	\$ 3,624,777	\$ 3,974,665	\$ 4,420,295
OVERTIME	653,370	585,077	664,383	676,260	500,000
FICA TAXES	283,671	279,840	304,803	304,062	310,850
RETIREMENT CONTRIBUTIONS	-	-	19,862	19,905	20,878
RETIREMENT CONTRIBUTIONS - FRS	163,587	135,332	127,358	365,358	245,483
RETIREMENT CONTRIBUTIONS	1,016,361	971,382	880,977	917,631	917,631
HEALTH & DENTAL INSURANCE	424,702	398,588	369,578	562,595	740,176
LIFE INSURANCE	5,182	5,774	6,996	15,012	6,278
IAFF VEBA	-	-	-	-	37,958
CONTRACT SERVICES	26,600	38,505	103,159	41,000	100,000
TRAVEL AND PER DIEM	5,007	4,963	5,690	4,500	5,000
COMMUNICATION SERVICES	33,750	34,132	47,753	20,910	20,910
UTILITY SERVICES	118,200	126,715	126,727	116,892	125,000
INSURANCE	330,000	336,600	343,332	357,065	374,918
REPAIRS & MAINTENANCE	96,856	108,896	282,661	264,500	314,500
FLEET SERVICES	223,813	164,033	44,281	228,344	193,063
INFORMATION TECHNOLOGY SERVICES	-	331,117	386,595	441,143	624,806
PRINTING & BINDING	484	1,901	1,233	1,400	1,400
PROMOTIONAL ACTIVITIES	-	520	(250)	750	5,750
OPERATING SUPPLIES	107,046	192,225	157,827	109,300	109,300
SUBSCRIPTIONS & MEMBERSHIPS	2,342	1,034	3,502	3,500	3,500
BOOKS & PERIODICALS	116	453	255	500	500
CAPITAL - MACHINERY & EQUIPMENT	49,435	861,819	24,323	100,000	100,000
<b>TOTAL FIRE - OPERATIONS</b>	<b>\$ 6,798,062</b>	<b>\$ 7,915,420</b>	<b>\$ 7,525,822</b>	<b>\$ 8,525,292</b>	<b>\$ 9,178,196</b>

## General Fund Revenues and Expenditures

FIRE - RESCUE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 1,965,286	\$ 2,454,488	\$ 2,927,513	\$ 2,713,277	\$ 3,213,151
OVERTIME	281,971	282,573	386,737	204,000	175,000
FICA TAXES	166,717	200,588	246,552	207,564	221,177
RETIREMENT CONTRIBUTIONS - FRS	-	82,101	153,611	313,672	162,695
RETIREMENT CONTRIBUTIONS	837,440	793,363	715,842	721,650	937,921
HEALTH & DENTAL INSURANCE	260,111	311,643	359,240	217,631	480,396
LIFE INSURANCE	2,476	2,737	5,589	8,707	5,467
IAFF VEBA	-	-	-	-	30,272
PROFESSIONAL SERVICES	148,457	215,235	134,430	150,000	150,000
TRAVEL AND PER DIEM	1,635	3,685	8,347	1,600	10,000
INSURANCE	252,735	257,790	262,946	273,464	287,137
REPAIRS & MAINTENANCE	8,862	7,399	-	-	-
FLEET SERVICES	127,385	70,538	64,900	78,030	78,030
PRINTING & BINDING	-	644	808	1,000	3,500
OPERATING SUPPLIES	133,727	103,729	125,123	97,206	97,206
SUBSCRIPTIONS & MEMBERSHIPS	1,272	100	632	250	2,750
BOOKS & PERIODICALS	-	-	-	250	2,750
TRAINING & EMPLOYEE DEVELOPMENT	32,291	21,710	46,306	60,000	70,000
<b>TOTAL FIRE - RESCUE</b>	<b>\$ 4,220,365</b>	<b>\$ 4,808,323</b>	<b>\$ 5,438,577</b>	<b>\$ 5,048,301</b>	<b>\$ 5,927,452</b>

FIRE - OCEAN RESCUE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 212,235	\$ 219,034	\$ 163,034	\$ 195,398	\$ 188,282
OVERTIME	10,717	11,880	20,386	7,150	20,000
FICA TAXES	16,580	17,016	13,725	14,948	14,194
RETIREMENT CONTRIBUTIONS - FRS	28,293	32,856	5,516	28,618	14,798
HEALTH & DENTAL INSURANCE	57,042	49,920	37,555	39,991	51,921
LIFE INSURANCE	726	794	640	1,200	536
TRAVEL AND PER DIEM	-	48	-	200	200
COMMUNICATION SERVICES	2,033	1,158	1,459	2,000	2,000
UTILITY SERVICES	28,284	-	539	32,414	5,000
INSURANCE	37,474	38,223	38,987	40,546	42,573
REPAIRS & MAINTENANCE	11,313	17,204	17,320	7,650	7,650
OPERATING SUPPLIES	8,485	11,028	4,184	10,160	10,160
<b>TOTAL FIRE - OCEAN RESCUE</b>	<b>\$ 413,182</b>	<b>\$ 399,161</b>	<b>\$ 303,345</b>	<b>\$ 380,275</b>	<b>\$ 357,314</b>

## General Fund Revenues and Expenditures

PUBLIC WORKS - ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 527,595	\$ 489,251	\$ 442,150	\$ 594,147	\$ 312,368
OVERTIME	12,253	11,431	(3,009)	1,275	2,500
FICA TAXES	38,673	35,761	33,011	48,130	21,143
RETIREMENT CONTRIBUTIONS	67,932	61,069	65,641	63,876	67,046
RETIREMENT CONTRIBUTIONS - FRS	11,131	10,548	3,941	24,652	5,761
HEALTH & DENTAL INSURANCE	64,088	51,303	56,091	78,773	38,278
LIFE INSURANCE	994	921	1,209	2,400	589
PROFESSIONAL SERVICES	9,316	1,405	134,517	25,000	-
CONTRACT SERVICES	10,348	31,992	43,334	21,000	31,000
TRAVEL AND PER DIEM	2,637	587	2,903	2,500	3,000
COMMUNICATION SERVICES	29,524	37,902	14,998	15,000	-
POSTAGE & FREIGHT	-	-	-	100	100
UTILITY SERVICES	230,127	198,333	205,110	199,327	205,000
INSURANCE	39,258	40,043	40,844	42,478	44,602
REPAIRS & MAINTENANCE	4,969	3,484	20,323	10,000	10,000
FLEET SERVICES	3,771	179,040	11,653	31,755	115,761
INFORMATION TECHNOLOGY SERVICES	-	94,952	28,884	34,818	23,420
PRINTING & BINDING	2,992	2,833	442	2,750	2,750
OTHER CHARGES	88,612	265,003	-	-	-
OFFICE SUPPLIES	2,068	3,288	386	-	-
OPERATING SUPPLIES	54,760	60,904	46,972	25,403	25,403
SUBSCRIPTIONS & MEMBERSHIPS	972	1,472	830	1,800	800
BOOKS & PERIODICALS	466	-	116	870	290
TRAINING & EMPLOYEE DEVELOPMENT	2,779	2,292	2,475	4,500	4,500
CAPITAL - MACHINERY & EQUIPMENT	476,790	-	-	-	-
<b>TOTAL PUBLIC WORKS - ADMINISTRATION</b>	<b>\$ 1,682,055</b>	<b>\$ 1,583,814</b>	<b>\$ 1,152,821</b>	<b>\$ 1,230,554</b>	<b>\$ 914,311</b>

## General Fund Revenues and Expenditures

PUBLIC WORKS - STREETS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 471,086	\$ 565,556	\$ 601,363	\$ 749,938	\$ 609,599
OVERTIME	26,631	42,782	35,409	27,540	35,000
FICA TAXES	38,154	44,711	48,080	57,370	43,550
RETIREMENT CONTRIBUTIONS	68,744	61,364	62,123	58,780	61,784
RETIREMENT CONTRIBUTIONS - FRS	13,150	18,881	25,307	31,198	22,396
HEALTH & DENTAL INSURANCE	125,983	148,080	137,721	167,393	181,722
LIFE INSURANCE	907	1,045	2,269	5,104	2,201
PROFESSIONAL SERVICES	92,551	42,366	21,931	60,000	25,000
TRAVEL AND PER DIEM	353	1,028	225	1,000	1,000
COMMUNICATION SERVICES	-	-	4,919	5,000	5,000
UTILITY SERVICES	86,192	119,836	116,424	111,269	105,000
INSURANCE	127,558	130,109	132,711	138,019	144,920
REPAIRS & MAINTENANCE	24,143	1,346	133	-	-
FLEET SERVICES	32,468	76,800	139,836	175,771	111,898
INFORMATION TECHNOLOGY SERVICES	-	-	57,767	73,524	87,825
PRINTING & BINDING	500	500	749	750	500
OPERATING SUPPLIES	36,117	20,584	38,118	65,745	40,745
ROAD MATERIAL & SUPPLIES	94,640	84,840	89,798	111,500	111,500
SUBSCRIPTIONS & MEMBERSHIPS	200	158	-	200	200
TRAINING & EMPLOYEE DEVELOPMENT	2,020	2,219	1,381	2,000	4,500
<b>TOTAL PUBLIC WORKS - STREETS</b>	<b>\$ 1,241,397</b>	<b>\$ 1,362,205</b>	<b>\$ 1,516,264</b>	<b>\$ 1,842,101</b>	<b>\$ 1,594,340</b>



## General Fund Revenues and Expenditures

PUBLIC WORKS - PROPERTY MAINTENANCE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 368,199	\$ 363,203	\$ 351,593	\$ 423,779	\$ 280,283
OVERTIME	22,807	17,245	11,072	12,958	13,000
FICA TAXES	29,692	27,887	27,146	32,419	16,455
RETIREMENT CONTRIBUTIONS	38,279	19,466	22,270	21,356	22,405
RETIREMENT CONTRIBUTIONS - FRS	11,983	13,261	14,262	15,094	23,444
HEALTH & DENTAL INSURANCE	62,445	63,591	66,053	88,620	77,881
LIFE INSURANCE	804	1,137	1,108	2,700	781
CONTRACT SERVICES	21,670	10,532	27,270	35,000	9,500
TRAVEL AND PER DIEM	-	-	-	1,750	750
COMMUNICATION SERVICES	-	-	848	3,500	-
UTILITY SERVICES	442,938	537,633	482,032	597,143	525,000
RENTALS & LEASES	-	2,627	-	3,000	3,000
INSURANCE	89,624	91,416	93,244	96,974	101,823
REPAIRS & MAINTENANCE	468,692	569,300	843,403	584,750	392,800
FLEET SERVICES	7,211	36,221	23,306	18,122	21,549
INFORMATION TECHNOLOGY SERVICES	-	41,389	39,137	45,531	40,985
PRINTING & BINDING	237	792	541	250	250
OPERATING SUPPLIES	24,829	29,052	35,075	25,812	25,812
TRAINING & EMPLOYEE DEVELOPMENT	2,176	2,778	735	2,500	2,500
<b>TOTAL PUBLIC WORKS - PROPERTY MAINTENANCE</b>	<b>\$ 1,591,586</b>	<b>\$ 1,827,530</b>	<b>\$ 2,039,095</b>	<b>\$ 2,011,258</b>	<b>\$ 1,558,218</b>

## General Fund Revenues and Expenditures

PARKS & RECREATION - RECREATIONAL ACTIVITIES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 618,726	\$ 670,271	\$ 620,808	\$ 840,000	\$ 669,474
OVERTIME	76,358	100,157	99,293	20,400	51,000
FICA TAXES	50,837	55,743	53,250	64,260	33,283
RETIREMENT CONTRIBUTIONS	43,326	49,013	37,172	46,599	48,884
RETIREMENT CONTRIBUTIONS - FRS	45,163	30,998	49,998	45,624	63,674
HEALTH & DENTAL INSURANCE	116,501	124,556	109,726	137,853	116,821
LIFE INSURANCE	1,782	1,930	1,973	4,200	1,704
PROFESSIONAL SERVICES	21,098	130,255	185,321	125,000	75,000
TRAVEL AND PER DIEM	23,259	1,530	2,076	1,200	-
COMMUNICATION SERVICES	36,729	34,926	24,434	24,020	24,020
POSTAGE & FREIGHT	486	335	1,205	500	500
UTILITY SERVICES	34,871	54,173	65,781	89,000	74,000
RENTALS & LEASES	5,087	7,408	18,986	4,800	6,826
INSURANCE	88,703	90,477	92,287	95,978	100,777
REPAIRS & MAINTENANCE	106,752	112,858	45,509	49,526	49,526
FLEET SERVICES	31,312	36,423	135,175	107,257	139,169
PRINTING & BINDING	2,356	2,414	1,605	2,500	1,500
PROMOTIONAL ACTIVITIES	3,218	664	1,999	1,750	1,000
OFFICE SUPPLIES	2,148	1,305	3,236	-	-
OPERATING SUPPLIES	408,066	773,379	501,225	294,215	200,115
SUBSCRIPTIONS & MEMBERSHIPS	1,584	1,064	538	2,000	2,000
BOOKS & PERIODICALS	-	-	-	100	100
TRAINING & EMPLOYEE DEVELOPMENT	4,402	6,149	549	4,000	2,000
<b>TOTAL PARKS &amp; RECREATION - RECREATIONAL ACTIVITIES</b>	<b>\$ 1,722,764</b>	<b>\$ 2,286,028</b>	<b>\$ 2,052,147</b>	<b>\$ 1,960,782</b>	<b>\$ 1,661,373</b>

PARKS & RECREATION - BROOKS COMMUNITY CENTER	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ -	\$ -	\$ -	\$ 33,990	\$ -
OVERTIME	-	-	-	5,100	-
FICA TAXES	-	-	-	2,600	-
RETIREMENT CONTRIBUTIONS - FRS	-	-	-	3,969	-
LIFE INSURANCE	-	-	-	300	-
COMMUNICATION SERVICES	-	-	-	450	450
UTILITY SERVICES	-	-	5,387	8,500	10,000
INSURANCE	-	-	5,000	5,000	5,250
OPERATING SUPPLIES	-	-	8,566	4,000	5,000
<b>TOTAL PARKS &amp; RECREATION - BROOKS COMMUNITY CENTER</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,953</b>	<b>\$ 63,909</b>	<b>\$ 20,700</b>

## General Fund Revenues and Expenditures

PARKS & RECREATION - PARKS MAINTENANCE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 530,175	\$ 615,906	\$ 613,408	\$ 607,772	\$ 781,563
OVERTIME	53,967	59,263	59,557	28,902	30,000
FICA TAXES	43,654	50,256	52,384	46,495	57,984
RETIREMENT CONTRIBUTIONS	57,491	50,471	57,901	55,089	57,880
RETIREMENT CONTRIBUTIONS - FRS	13,912	18,228	18,324	31,829	38,113
HEALTH & DENTAL INSURANCE	142,649	154,197	138,335	166,789	194,702
LIFE INSURANCE	1,025	1,558	2,134	5,104	2,059
TRAVEL AND PER DIEM	-	68	-	500	500
COMMUNICATION SERVICES	-	-	305	900	900
UTILITY SERVICES	343,358	301,937	437,769	304,496	420,000
INSURANCE	159,315	162,501	168,175	172,381	181,000
REPAIRS & MAINTENANCE	173,962	167,992	182,471	66,600	84,900
FLEET SERVICES	24,473	106,955	-	-	-
INFORMATION TECHNOLOGY SERVICES	-	194,775	208,850	262,989	295,961
OPERATING SUPPLIES	19,753	28,376	83,536	25,500	29,100
TRAINING & EMPLOYEE DEVELOPMENT	1,401	420	2,645	2,500	1,000
<b>TOTAL PARKS &amp; RECREATION - PARKS MAINTENANCE</b>	<b>\$ 1,565,135</b>	<b>\$ 1,912,903</b>	<b>\$ 2,025,794</b>	<b>\$ 1,777,846</b>	<b>\$ 2,175,662</b>

PARKS & RECREATION - BARRACUDA BAY	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 173,916	\$ 206,557	\$ 259,758	\$ 369,378	\$ 396,619
OVERTIME	12,455	17,415	24,526	4,000	10,000
FICA TAXES	14,260	17,002	21,391	28,257	26,303
RETIREMENT CONTRIBUTIONS	-	-	13,518	-	-
RETIREMENT CONTRIBUTIONS - FRS	13,919	15,396	15,422	37,565	33,089
HEALTH & DENTAL INSURANCE	14,951	22,459	39,811	9,847	64,770
LIFE INSURANCE	67	21	452	300	497
PROFESSIONAL SERVICES	3,029	3,205	2,590	2,000	3,431
TRAVEL AND PER DIEM	692	1,851	43	310	310
COMMUNICATION SERVICES	1,356	631	429	892	892
UTILITY SERVICES	52,083	46,908	46,100	55,443	51,000
INSURANCE	41,381	42,209	43,053	44,775	47,014
REPAIRS & MAINTENANCE	168,380	116,869	87,884	62,000	73,654
PROMOTIONAL ACTIVITIES	504	675	1,869	500	500
OPERATING SUPPLIES	40,847	44,359	46,608	42,650	45,650
INVENTORY	5,673	6,701	6,956	7,500	2,500
BOOKS & PERIODICALS	38	214	52	300	300
TRAINING & EMPLOYEE DEVELOPMENT	550	1,284	2,699	1,000	1,000
<b>TOTAL PARKS &amp; RECREATION - BARRACUDA BAY</b>	<b>\$ 544,101</b>	<b>\$ 543,756</b>	<b>\$ 613,162</b>	<b>\$ 666,717</b>	<b>\$ 757,529</b>

## General Fund Revenues and Expenditures

PARKS & RECREATION - LINDSAY DAVIS COMMUNITY CENTER	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 56,033	\$ 77,801	\$ 64,755	\$ 34,690	\$ 45,768
OVERTIME	5,461	7,125	3,681	5,100	5,100
FICA TAXES	4,708	6,569	5,145	2,654	2,535
RETIREMENT CONTRIBUTIONS	5,388	6,795	7,829	3,699	3,904
RETIREMENT CONTRIBUTIONS - FRS	1,975	3,390	2,452	2,692	390
HEALTH & DENTAL INSURANCE	30,467	21,681	21,700	9,847	12,980
LIFE INSURANCE	-	6	163	300	142
COMMUNICATION SERVICES	-	-	-	450	450
UTILITY SERVICES	33,730	50,657	38,230	22,677	40,000
INSURANCE	13,577	13,849	14,126	14,126	14,832
OPERATING SUPPLIES	-	50,972	69,010	40,000	15,000
<b>TOTAL PARKS &amp; RECREATION - LINDSAY DAVIS COMMUNITY CENTER</b>	<b>\$ 151,339</b>	<b>\$ 238,845</b>	<b>\$ 227,091</b>	<b>\$ 136,235</b>	<b>\$ 141,101</b>

LIBRARY	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 330,872	\$ 402,734	\$ 467,801	\$ 524,781	\$ 418,509
OVERTIME	4,380	3,380	2,887	1,500	-
FICA TAXES	25,725	31,007	35,538	40,146	27,756
RETIREMENT CONTRIBUTIONS	49,099	52,049	62,092	50,801	53,297
RETIREMENT CONTRIBUTIONS - FRS	6,782	11,231	16,233	22,370	56,925
HEALTH & DENTAL INSURANCE	70,455	71,576	68,349	98,768	51,554
LIFE INSURANCE	849	836	1,305	3,000	710
CONTRACT SERVICES	71,102	105,249	115,015	123,860	103,175
TRAVEL AND PER DIEM	3,244	1,771	1,326	1,500	-
COMMUNICATION SERVICES	8,896	10,416	14,247	12,000	12,000
POSTAGE & FREIGHT	714	723	708	750	750
UTILITY SERVICES	64,642	62,767	85,509	95,437	95,437
INSURANCE	15,117	14,952	14,789	14,789	15,528
REPAIRS & MAINTENANCE	19,211	22,010	41,100	30,600	28,000
FLEET SERVICES	442	11,229	6,992	6,406	6,401
INFORMATION TECHNOLOGY SERVICES	-	34,085	46,658	56,557	165,769
PROMOTIONAL ACTIVITIES	57	203	-	-	-
OPERATING SUPPLIES	4,792	15,001	(419)	4,500	4,500
SUBSCRIPTIONS & MEMBERSHIPS	1,633	4,416	5,405	4,638	6,600
TRAINING & EMPLOYEE DEVELOPMENT	200	191	485	-	-
CAPITAL - MACHINERY & EQUIPMENT	36,811	84,238	64,842	52,014	55,000
<b>TOTAL LIBRARY</b>	<b>\$ 715,023</b>	<b>\$ 940,064</b>	<b>\$ 1,050,861</b>	<b>\$ 1,144,417</b>	<b>\$ 1,101,911</b>

GENERAL FUND EXPENDITURES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 65,704,367</b>	<b>\$ 71,574,100</b>	<b>\$ 77,670,683</b>	<b>\$ 77,743,783</b>	<b>\$ 81,903,550</b>

## Debt Service Fund Revenues and Expenditures

DEBT SERVICE FUND REVENUES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
INVESTMENT EARNINGS	\$ 529	\$ 5,407	\$ 112,098	\$ -	\$ -
TRANSFER FROM FUND 101	5,581,821	5,692,409	6,321,093	6,465,932	6,955,344
<b>TOTAL DEBT SERVICE FUND REVENUES</b>	<b>\$ 5,582,350</b>	<b>\$ 5,697,816</b>	<b>\$ 6,433,191</b>	<b>\$ 6,465,932</b>	<b>\$ 6,955,344</b>

DEBT SERVICE FUND EXPENDITURES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
PRINCIPAL PAYMENTS	\$ 2,339,927	\$ 2,463,424	\$ 3,087,796	\$ 3,259,594	\$ 3,804,649
INTEREST PAYMENTS	3,274,591	3,231,852	3,217,199	3,206,338	3,150,695
<b>TOTAL DEBT SERVICE FUND EXPENDITURES</b>	<b>\$ 5,614,518</b>	<b>\$ 5,695,276</b>	<b>\$ 6,304,994</b>	<b>\$ 6,465,932</b>	<b>\$ 6,955,344</b>



## Major Disaster Fund Revenues and Expenditures

MAJOR DISASTER FUND REVENUES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
INVESTMENT EARNINGS	\$ 29,400	\$ 24,479	\$ -	\$ 6,000	\$ -
FEDERAL GRANT	-	230,307	-	-	-
STATE GRANT	-	40,291	-	-	-
MISCELLANEOUS	25,277	-	-	-	109,597
TRANSFER FROM FUND 101	595,388	614,008	636,050	679,581	720,583
<b>TOTAL MAJOR DISASTER FUND - REVENUES</b>	<b>\$ 650,065</b>	<b>\$ 909,085</b>	<b>\$ 636,050</b>	<b>\$ 685,581</b>	<b>\$ 830,180</b>

MAJOR DISASTER FUND EXPENDITURES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
OVERTIME	\$ 560,560	\$ -	\$ -	\$ -	\$ -
CONTRACT SERVICES	45,204	59,162	-	-	-
REPAIRS & MAINTENANCE	-	31,799	-	-	-
OPERATING SUPPLIES	104,089	192,893	178,828	-	359,680
CAPITAL - MACHINERY & EQUIPMENT	26,920	-	-	-	-
CONTINGENCY	-	-	-	685,581	470,500
<b>TOTAL MAJOR DISASTER FUND - EXPENDITURES</b>	<b>\$ 176,213</b>	<b>\$ 283,854</b>	<b>\$ 178,828</b>	<b>\$ 685,581</b>	<b>\$ 830,180</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT OPERATING - REVENUES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
SERVICE CHARGE - WATER	\$ 14,841,743	\$ 16,277,255	\$ 14,720,521	\$ 17,436,891	\$ 17,120,000
SERVICE CHARGE - SEWER	9,060,919	10,034,345	11,177,558	10,654,419	12,190,000
INVESTMENT EARNINGS	446,854	398,570	946,022	350,000	50,000
MISCELLANEOUS REVENUES	122,419	146,227	273,151	140,000	140,000
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING - REVENUES</b>	<b>\$ 24,471,935</b>	<b>\$ 26,856,397</b>	<b>\$ 27,117,252</b>	<b>\$ 28,581,310</b>	<b>\$ 29,500,000</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT OPERATING - ADMINISTRATION	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 560,467	\$ 678,705	\$ 755,598	\$ 799,735	\$ 736,907
OVERTIME	5,824	8,284	13,180	8,100	10,000
FICA TAXES	43,388	49,855	56,629	59,461	55,736
RETIREMENT CONTRIBUTIONS	120,623	85,468	143,097	73,326	77,060
RETIREMENT CONTRIBUTIONS - FRS	31,322	30,756	26,275	20,853	76,327
HEALTH & DENTAL INSURANCE	81,056	90,568	103,796	116,818	93,259
LIFE INSURANCE	1,207	1,252	2,695	3,000	13,152
OPEB LIABILITY EXPENSE	(356,070)	(506,434)	68,084	91,956	91,956
PROFESSIONAL SERVICES	431,677	107,943	131,590	-	150,000
PROFESSIONAL SERVICES - CITY ADMIN	4,705,504	5,085,034	5,853,890	5,800,642	5,745,489
ACCOUNTING AND AUDITING	-	6,000	-	6,000	6,000
CONTRACT SERVICES	136,062	117,782	69,938	77,000	100,000
BANK CHARGES AND FEES	67,503	78,321	145,293	100,000	100,000
TRAVEL AND PER DIEM	659	5,100	10,645	11,400	12,000
COMMUNICATION SERVICES	65,605	57,023	76,618	72,000	72,000
POSTAGE & FREIGHT	26	-	28	200	200
INSURANCE	68,676	70,050	71,451	74,309	78,024
REPAIRS & MAINTENANCE	9,814	6,033	9,855	4,200	4,200
FLEET SERVICES	-	5,000	44,447	63,342	64,632
INFORMATION TECHNOLOGY SERVICES	-	-	262,174	550,075	381,461
PRINTING & BINDING	2,130	2,392	1,467	2,300	2,300
PROMOTIONAL ACTIVITIES	447	15,306	18,885	21,000	21,000
OTHER CHARGES	16,898	17,771	33,498	41,000	45,000
OFFICE SUPPLIES	796	3,882	2,573	500	-
OPERATING SUPPLIES	44,276	66,015	100,176	112,506	115,000
OPERATING SUPPLIES - CLOTHINGG	1,034	5,496	11,018	11,000	12,000
SUBSCRIPTIONS & MEMBERSHIPS	1,515	8,917	5,812	11,000	12,000
BOOKS & PERIODICALS	100	724	-	1,000	1,000
TRAINING & EMPLOYEE DEVELOPMENT	18,878	20,748	12,786	20,000	20,000
CONTINGENCY	-	-	-	550,000	500,000
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	200,000	200,000
TRANSFER TO FUND 101	616,872	655,896	925,151	980,741	1,058,802
TRANSFER TO FUND 412	275,199	407,369	415,516	415,516	415,516
TRANSFER TO FUND 414	4,558,334	4,261,525	4,265,400	4,261,425	4,264,050
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING - ADMINISTRATION</b>	<b>\$ 11,509,822</b>	<b>\$ 11,442,781</b>	<b>\$ 13,637,567</b>	<b>\$ 14,560,405</b>	<b>\$ 14,535,071</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT OPERATING - CUSTOMER SERVICE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 467,422	\$ 532,849	\$ 635,099	\$ 696,723	\$ 646,290
OVERTIME	63,323	44,203	43,404	33,660	50,000
FICA TAXES	40,665	42,847	50,839	55,874	43,848
RETIREMENT CONTRIBUTIONS	88,326	79,833	93,855	94,087	98,786
RETIREMENT CONTRIBUTIONS - FRS	-	990	5,940	9,825	11,342
HEALTH & DENTAL INSURANCE	116,797	110,579	125,267	172,761	181,722
LIFE INSURANCE	919	1,236	1,903	4,200	1,917
PROFESSIONAL SERVICES	-	-	990	1,000	1,000
CONTRACT SERVICES	14,454	45,536	3,986	41,100	41,100
TRAVEL AND PER DIEM	1,344	233	2,129	3,000	-
UTILITY SERVICES	-	692	980	2,000	2,000
INSURANCE	132,504	135,154	137,857	143,371	150,540
REPAIRS & MAINTENANCE	125,656	104,026	93,759	100,000	150,000
FLEET SERVICES	-	19,000	19,950	63,342	64,632
PRINTING & BINDING	300	495	348	500	500
OTHER CHARGES	2,092	2,092	2,824	2,200	2,200
OPERATING SUPPLIES	12,581	15,110	19,936	23,700	23,700
OPERATING SUPPLIES - CLOTHING	5,522	9,264	1,619	2,000	2,000
SUBSCRIPTIONS & MEMBERSHIPS	224	260	-	-	-
BOOKS & PERIODICALS	-	-	-	200	500
TRAINING & EMPLOYEE DEVELOPMENT	1,208	82	334	2,000	2,000
CONTINGENCY	-	-	-	550,000	525,000
TRANSFER TO FUND 412	275,199	407,369	415,516	415,516	415,516
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING - CUSTOMER SERVICE</b>	<b>\$ 1,348,536</b>	<b>\$ 1,551,850</b>	<b>\$ 1,656,535</b>	<b>\$ 2,417,059</b>	<b>\$ 2,414,593</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT OPERATING - WATER	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 706,033	\$ 820,149	\$ 951,062	\$ 1,005,250	\$ 1,003,206
OVERTIME	137,195	72,746	77,206	55,700	75,000
FICA TAXES	65,766	66,632	77,696	76,715	73,784
RETIREMENT CONTRIBUTIONS	106,947	102,544	115,709	110,299	115,930
RETIREMENT CONTRIBUTIONS - FRS	6,264	19,394	34,581	51,873	51,507
HEALTH & DENTAL INSURANCE	127,038	140,445	159,433	295,502	259,603
LIFE INSURANCE	1,510	1,519	2,783	7,500	2,303
PROFESSIONAL SERVICES	-	5,870	3,551	6,400	6,400
CONTRACT SERVICES	27,336	43,414	258,349	46,500	200,000
TRAVEL AND PER DIEM	2,109	2,030	439	5,000	5,000
UTILITY SERVICES	484,711	435,502	541,570	535,247	600,000
RENTALS & LEASES	23,251	6,338	6,216	15,000	15,000
INSURANCE	178,033	181,594	185,226	192,635	202,267
REPAIRS & MAINTENANCE	245,684	305,604	256,321	250,000	450,000
FLEET SERVICES	-	84,500	88,725	63,341	64,632
PRINTING & BINDING	5,023	3,697	2,594	5,600	5,600
OTHER CHARGES	5,221	7,226	8,729	14,100	17,500
OPERATING SUPPLIES	608,973	628,832	613,229	650,000	1,000,000
OPERATING SUPPLIES - CLOTHING	13,006	16,565	7,950	2,600	2,600
SUBSCRIPTIONS & MEMBERSHIPS	-	-	-	600	600
BOOKS & PERIODICALS	-	-	-	4,000	4,000
TRAINING & EMPLOYEE DEVELOPMENT	4,509	2,789	1,980	4,000	4,000
DEPRECIATION EXPENSE	1,209,447	1,316,582	1,478,469	-	-
CONTINGENCY	-	-	-	550,000	525,000
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	130,000	130,000
TRANSFER TO FUND 412	275,199	407,369	415,516	415,516	415,516
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING - WATER</b>	<b>\$ 4,233,255</b>	<b>\$ 4,671,341</b>	<b>\$ 5,287,333</b>	<b>\$ 4,493,378</b>	<b>\$ 5,229,448</b>



## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT OPERATING - SEWER	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REGULAR SALARIES & WAGES	\$ 429,157	\$ 495,607	\$ 559,501	\$ 782,972	\$ 708,375
OVERTIME	94,207	53,492	56,810	30,600	50,000
FICA TAXES	41,693	40,290	46,351	59,897	52,135
RETIREMENT CONTRIBUTIONS	70,197	97,345	111,296	108,451	113,893
RETIREMENT CONTRIBUTIONS - FRS	2,075	3,895	4,445	3,198	26,288
HEALTH & DENTAL INSURANCE	111,236	108,486	105,585	135,741	168,742
LIFE INSURANCE	1,275	1,443	1,612	3,300	1,562
PROFESSIONAL SERVICES	1,678	9,241	4,231	6,600	6,600
ACCOUNTING AND AUDITING	-	5,200	-	5,200	5,200
CONTRACT SERVICES	602,724	3,483,179	1,249,695	4,391,203	4,593,035
TRAVEL AND PER DIEM	706	1,021	486	2,100	2,100
COMMUNICATION SERVICES	-	368	-	500	500
POSTAGE & FREIGHT	-	-	-	-	-
UTILITY SERVICES	172,237	202,362	215,331	203,200	203,200
INSURANCE	117,163	119,506	121,896	126,772	133,111
REPAIRS & MAINTENANCE	120,797	107,035	131,085	100,000	100,000
FLEET SERVICES	63,708	58,220	30,995	63,341	64,631
PRINTING & BINDING	-	646	-	750	750
OPERATING SUPPLIES	22,002	29,308	18,729	56,400	60,000
OPERATING SUPPLIES - CLOTHING	13,102	17,511	10,676	5,477	6,000
SUBSCRIPTIONS & MEMBERSHIPS	-	127	328	4,000	4,000
BOOKS & PERIODICALS	180	-	-	250	250
TRAINING & EMPLOYEE DEVELOPMENT	965	260	125	5,000	5,000
CONTINGENCY	-	-	-	550,000	500,000
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	50,000	100,000
TRANSFER TO FUND 412	275,199	407,369	1,277,158	415,516	415,516
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING - SEWER</b>	<b>\$ 2,140,301</b>	<b>\$ 5,241,911</b>	<b>\$ 3,946,336</b>	<b>\$ 7,110,468</b>	<b>\$ 7,320,888</b>

UTILITY SPECIAL DISTRICT EXPENSES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
<b>TOTAL UTILITY SPECIAL DISTRICT OPERATING EXPENSES</b>	<b>\$ 19,231,914</b>	<b>\$ 22,907,883</b>	<b>\$ 24,527,771</b>	<b>\$ 28,581,310</b>	<b>\$ 29,500,000</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT RENEWAL AND REPLACEMENT	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
INVESTMENT EARNINGS	\$ 116,907	\$ 63,794	\$ 321,276	\$ 50,000	\$ 50,000
TRANSFER FROM FUND 411	1,100,796	1,629,476	2,523,706	1,662,064	1,662,064
USE OF RESERVES	-	-	-	2,184,575	3,987,936
<b>TOTAL UTILITY SPECIAL DISTRICT RENEWAL AND REPLACEMENT - REVENUES</b>	<b>\$ 1,217,703</b>	<b>\$ 1,693,270</b>	<b>\$ 2,844,982</b>	<b>\$ 3,896,639</b>	<b>\$ 5,700,000</b>
EXPENSES					
CAPITAL - INFRASTRUCTURE	454,696	825,571	5,404,624	3,896,639	5,700,000
<b>TOTAL UTILITY SPECIAL DISTRICT RENEWAL AND REPLACEMENT - EXPENSES</b>	<b>\$ 454,696</b>	<b>\$ 825,571</b>	<b>\$ 5,404,624</b>	<b>\$ 3,896,639</b>	<b>\$ 5,700,000</b>

UTILITY SPECIAL DISTRICT IMPACT FEES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
CAPITAL FEE - WATER	\$ 18,013	\$ 281,368	\$ 84,012	\$ 50,000	\$ 50,000
CAPITAL FEE - SEWER	7,000	241,911	66,671	300,000	300,000
INVESTMENT EARNINGS	105,748	5,332	1,522	200,000	200,000
MISCELLANEOUS	143,510	-	-	-	-
USE OF RESERVES	-	-	-	3,547,981	-
<b>TOTAL UTILITY SPECIAL DISTRICT IMPACT FEES - REVENUES</b>	<b>\$ 274,271</b>	<b>\$ 528,611</b>	<b>\$ 152,205</b>	<b>\$ 4,097,981</b>	<b>\$ 550,000</b>
EXPENSES					
CAPITAL - BUILDINGS	-	-	-	-	-
CAPITAL - INFRASTRUCTURE	1,877,908	1,804,339	387,609	4,097,981	-
<b>TOTAL UTILITY SPECIAL DISTRICT IMPACT FEES - EXPENSES</b>	<b>\$ 1,877,908</b>	<b>\$ 1,804,339</b>	<b>\$ 387,609</b>	<b>\$ 4,097,981</b>	<b>\$ -</b>

UTILITY SPECIAL DISTRICT DEBT SERVICE FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
INVESTMENT EARNINGS	\$ 20,406	\$ 2,425	\$ 61,789	\$ -	\$ -
TRANSFER FROM FUND 411	4,558,334	4,261,525	4,265,400	4,261,425	4,264,050
<b>TOTAL UTILITY SPECIAL DISTRICT DEBT SERVICE FUND - REVENUES</b>	<b>\$ 4,578,740</b>	<b>\$ 4,263,950</b>	<b>\$ 4,327,189</b>	<b>\$ 4,261,425</b>	<b>\$ 4,264,050</b>
EXPENSES					
PRINCIPAL PAYMENTS	750,000	1,640,000	1,720,000	1,800,000	1,895,000
INTEREST PAYMENTS	1,858,247	2,621,525	2,545,400	2,461,425	2,369,050
<b>TOTAL UTILITY SPECIAL DISTRICT DEBT SERVICE FUND - EXPENSES</b>	<b>\$ 2,608,247</b>	<b>\$ 4,261,525</b>	<b>\$ 4,265,400</b>	<b>\$ 4,261,425</b>	<b>\$ 4,264,050</b>

## Utility Special District Revenues and Expenses

UTILITY SPECIAL DISTRICT CAPITAL BONDS FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
INVESTMENT EARNINGS	\$ 334,620	\$ 533,728	\$ 166,197	\$ 300,000	\$ 300,000
SETTLEMENT PAYMENTS	-	-	1,000,000	-	-
USE OF RESERVES	-	-	-	14,724,183	7,696,660
<b>TOTAL UTILITY SPECIAL DISTRICT CAPITAL BONDS FUND - REVENUES</b>	<b>\$ 334,620</b>	<b>\$ 533,728</b>	<b>\$ 1,166,197</b>	<b>\$ 15,024,183</b>	<b>\$ 7,996,660</b>
EXPENSES					
CAPITAL - INFRASTRUCTURE	68,845	8,494,496	4,800,300	15,024,183	7,996,660
<b>TOTAL UTILITY SPECIAL DISTRICT CAPITAL BONDS FUND - EXPENSES</b>	<b>\$ 68,845</b>	<b>\$ 8,494,496</b>	<b>\$ 4,800,300</b>	<b>\$ 15,024,183</b>	<b>\$ 7,996,660</b>

## Marina Revenues and Expenses

MARINA OPERATING FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
<b>REVENUES</b>					
CHARGES FOR SERVICES	\$ 2,750,315	\$ 3,400,763	\$ 2,579,665	\$ 2,654,079	\$ 2,726,444
INVESTMENT EARNINGS	-	3,113	2,090	20,000	20,000
<b>TOTAL MARINA OPERATING FUND - REVENUES</b>	<b>\$ 2,750,315</b>	<b>\$ 3,403,876</b>	<b>\$ 2,581,755</b>	<b>\$ 2,674,079</b>	<b>\$ 2,746,444</b>
<b>EXPENSES</b>					
REGULAR SALARIES & WAGES	280,371	293,683	322,515	457,932	457,932
FICA TAXES	31,108	36,683	41,623	51,471	51,728
PENSION EXPENSE	442	410	45,957	12,676	12,702
LIFE INSURANCE	-	-	-	1,001	37,001
PROFESSIONAL SERVICES	160,038	178,766	442,596	271,727	154,869
PROFESSIONAL SRV - CITY ADMIN	255,176	226,074	344,817	403,796	399,822
CONTRACT SERVICES	339,934	380,210	145,405	74,296	132,428
COMMUNICATION SERVICES	20,310	14,257	15,801	14,946	14,996
POSTAGE & FREIGHT	700	1,089	706	1,273	1,324
UTILITY SERVICES	138,938	117,492	136,157	148,573	154,808
RENTAL & LEASES	-	55,575	-	-	57,242
INSURANCE	114,659	155,780	180,091	263,181	179,161
INSURANCE SETTLEMENT	1,858	137	2,321	-	-
REPAIRS & MAINTENANCE	38,754	34,892	85,205	33,486	87,151
PROMOTIONAL ACTIVITIES	45,260	47,240	42,208	51,500	54,884
OFFICE SUPPLIES	2,706	3,142	2,873	-	-
OPERATING SUPPLIES	18,661	94,115	34,617	22,885	50,449
INVENTORY	13,466	19,618	16,718	362,790	380,747
SUBSCRIPTIONS & MEMBERSHIPS	-	150	150	150	150
TRAINING & EMPLOYEE DEVELOPMENT	212	826	743	2,396	1,273
CONTINGENCY	-	-	-	500,000	312,727
CAPITAL - INFRASTRUCTURE	-	-	-	-	205,050
<b>TOTAL MARINA OPERATING FUND - EXPENSES</b>	<b>\$ 1,462,593</b>	<b>\$ 1,660,139</b>	<b>\$ 1,860,503</b>	<b>\$ 2,674,079</b>	<b>\$ 2,746,444</b>

## Marina Revenues and Expenses

MARINA RENEWAL AND REPLACEMENT FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
LOCAL GRANT	\$ 75,000	\$ 48,590	\$ 880,022	\$ 652,000	\$ 4,742,058
MISCELLANEOUS	-	-	-	-	-
INVESTMENT EARNINGS	2,173	1,746	-	-	-
USE OF RESERVES	-	-	-	-	-
<b>TOTAL MARINA RENEWAL AND REPLACEMENT FUND - REVENUES</b>	<b>\$ 77,173</b>	<b>\$ 50,336</b>	<b>\$ 880,022</b>	<b>\$ 652,000</b>	<b>\$ 4,742,058</b>
EXPENSES					
CAPITAL - MACHINERY & EQUIPMENT	61,051	-	-	-	-
CAPITAL - INFRASTRUCTURE	255,176	445,799	1,393,018	652,000	4,742,058
<b>TOTAL MARINA RENEWAL AND REPLACEMENT FUND - EXPENSES</b>	<b>\$ 316,227</b>	<b>\$ 445,799</b>	<b>\$ 1,393,018</b>	<b>\$ 652,000</b>	<b>\$ 4,742,058</b>

## Solid Waste Collection Revenues and Expenses

SOLID WASTE COLLECTION FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
ADMINISTRATIVE SERVICE FEES	\$ 1,503,473	\$ 1,526,918	\$ 1,449,753	\$ 1,728,452	\$ 1,728,452
SERVICE CHARGE	2,261,415	2,439,841	2,361,646	2,454,714	2,454,714
INVESTMENT EARNINGS	31,770	20,094	1,872	30,000	30,000
SALE OF RECYCLED MATERIAL	29,083	18,051	6,329	50,000	50,000
<b>TOTAL SOLID WASTE COLLECTION FUND - REVENUES</b>	<b>\$ 3,825,741</b>	<b>\$ 4,004,904</b>	<b>\$ 3,819,600</b>	<b>\$ 4,263,166</b>	<b>\$ 4,263,166</b>
EXPENSES					
PROFESSIONAL SERVICES - CITY ADMIN FEES	1,661,172	1,696,000	1,788,243	1,728,452	1,728,452
FRANCHISE MANAGEMENT FEES	2,286,623	2,320,363	2,220,207	2,482,714	2,482,714
CONTINGENCY	-	-	-	52,000	52,000
<b>TOTAL SOLID WASTE COLLECTION FUND - EXPENSES</b>	<b>\$ 3,947,795</b>	<b>\$ 4,016,363</b>	<b>\$ 4,008,450</b>	<b>\$ 4,263,166</b>	<b>\$ 4,263,166</b>



## Stormwater Revenues and Expenses

STORMWATER OPERATING FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
SERVICE CHARGE	\$ 2,829,618	\$ 3,402,947	\$ 2,953,545	\$ 3,191,300	\$ 3,221,343
INVESTMENT EARNINGS	17,157	11,400	49,825	20,000	5,000
SALE OF SURPLUS ITEMS	-	30,000	10,500	-	-
<b>TOTAL STORMWATER OPERATING FUND - REVENUES</b>	<b>\$ 2,846,775</b>	<b>\$ 3,444,347</b>	<b>\$ 3,013,870</b>	<b>\$ 3,211,300</b>	<b>\$ 3,226,343</b>
EXPENSES					
REGULAR SALARIES & WAGES	358,594	278,511	383,512	457,731	430,222
OVERTIME	19,954	28,644	23,365	10,200	25,000
FICA TAXES	26,252	25,364	31,808	33,698	31,675
RETIREMENT CONTRIBUTIONS	63,993	54,091	53,539	42,057	44,131
RETIREMENT CONTRIBUTIONS - FRS	6,626	12,562	24,918	30,350	29,765
HEALTH & DENTAL INSURANCE	56,557	64,487	82,649	135,734	129,801
LIFE INSURANCE	589	652	1,171	3,300	1,278
OPEB LIABILITY EXPENSE	233,434	(39,343)	11,286	20,808	18,883
PROFESSIONAL SERVICES	90,356	32,958	18,171	70,000	70,000
PROFESSIONAL SERVICES - COST ALLOCATION	715,291	671,346	676,461	647,163	963,476
ACCOUNTING AND AUDITING	2,992	3,500	2,500	3,300	3,300
CONTRACT SERVICES	-	-	31,117	-	-
TRAVEL AND PER DIEM	2,060	818	1,490	10,000	10,000
COMMUNICATION SERVICES	-	-	-	3,500	3,500
POSTAGE & FREIGHT	-	-	-	1,200	1,200
UTILITY SERVICES	-	-	-	8,200	8,200
RENTALS & LEASES	5,745	1,754	3,774	2,500	7,400
INSURANCE	96,774	98,106	100,068	100,068	105,071
FLEET SERVICES	28,387	89,500	158,481	72,951	72,891
INFORMATION TECHNOLOGY SERVICES	-	-	44,436	84,627	72,346
PRINTING & BINDING	1,147	914	-	1,100	1,100
OFFICE SUPPLIES	13	389	16	1,000	1,000
OPERATING SUPPLIES	33,661	38,062	42,724	66,600	33,600
ROAD MATERIAL & SUPPLIES	35,469	16,518	17,301	33,150	51,150
SUBSCRIPTIONS & MEMBERSHIPS	973	1,722	800	1,000	1,000
TRAINING & EMPLOYEE DEVELOPMENT	6,177	6,844	3,098	5,700	5,700
CONTINGENCY	-	-	-	-	-
CAPITAL - INFRASTRUCTURE	-	-	-	210,000	233,186
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	350,000	56,498
PRINCIPAL PAYMENTS	185,000	350,000	365,000	385,000	405,000
INTEREST PAYMENTS	369,685	339,431	251,545	302,807	283,057
TRANSFER TO FUND 101	92,531	98,384	110,893	117,556	126,913
<b>TOTAL STORMWATER OPERATING FUND - EXPENSES</b>	<b>\$ 2,432,260</b>	<b>\$ 2,175,214</b>	<b>\$ 2,887,168</b>	<b>\$ 3,211,300</b>	<b>\$ 3,226,343</b>

## Stormwater Revenues and Expenses

STORMWATER CAPITAL PROJECTS FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
INVESTMENT EARNINGS	\$ 104,899	\$ 180,623	\$ 55,653	\$ -	\$ -
USE OF RESERVES	-	-	-	-	172,000
<b>TOTAL STORMWATER CAPITAL PROJECTS FUND - REVENUES</b>	<b>\$ 104,899</b>	<b>\$ 180,623</b>	<b>\$ 55,653</b>	<b>\$ -</b>	<b>\$ 172,000</b>
EXPENSES					
CAPITAL - INFRASTRUCTURE	291,733	3,299,009	6,550,491	-	172,000
<b>TOTAL STORMWATER CAPITAL PROJECTS FUND - EXPENSES</b>	<b>\$ 291,733</b>	<b>\$ 3,299,009</b>	<b>\$ 6,550,491</b>	<b>\$ -</b>	<b>\$ 172,000</b>

PARKING FUND	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
CHARGES FOR SERVICES	\$ -	\$ -	\$ -	400,000	400,000
INVESTMENT EARNINGS	-	334	3,954	-	-
<b>TOTAL PARKING FUND - REVENUES</b>	<b>\$ -</b>	<b>\$ 334</b>	<b>\$ 3,954</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
EXPENSES					
REGULAR SALARIES & WAGES	-	-	-	40,000	40,000
OVERTIME	-	-	-	5,000	5,000
FICA	-	-	-	3,100	3,100
RETIREMENT CONTRIBUTIONS - FRS	-	-	-	4,000	4,000
HEALTH & DENTAL INSURANCE	-	-	-	7,200	7,200
LIFE INSURANCE	-	-	-	200	200
PROFESSIONAL SERVICES	-	-	-	15,000	15,000
CONTRACT SERVICES	-	-	-	15,000	15,000
COMMUNICATION SERVICES	-	-	-	2,500	2,500
OPERATING SUPPLIES	-	-	-	8,000	8,000
CAPITAL - MACHINERY & EQUIPMENT	-	-	-	300,000	300,000
<b>TOTAL PARKING FUND - EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

## Internal Service Fund Revenues and Expenses

INTERNAL SERVICE FUND - INFORMATION TECHNOLOGY	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
CONTRIBUTIONS	\$ -	\$ 2,186,124	\$ 2,863,961	\$ 3,053,501	\$ 3,531,465
INVESTMENT EARNINGS	-	4,221	46,495	-	-
<b>TOTAL INTERNAL SERVICE FUND - INFORMATION TECHNOLOGY - REVENUES</b>	<b>\$ -</b>	<b>\$ 2,190,345</b>	<b>\$ 2,910,456</b>	<b>\$ 3,053,501</b>	<b>\$ 3,531,465</b>
EXPENSES					
REGULAR SALARIES & WAGES	470,804	577,857	703,745	875,221	744,204
OVERTIME	24,655	34,547	66,383	16,320	18,000
FICA TAXES	36,754	44,234	57,162	69,632	53,713
RETIREMENT CONTRIBUTIONS	83,553	32,830	40,143	36,008	37,851
RETIREMENT CONTRIBUTIONS - FRS	16,493	22,320	35,389	41,970	75,272
HEALTH & DENTAL INSURANCE	90,159	83,326	88,356	130,374	129,801
LIFE INSURANCE	983	1,016	1,720	2,500	1,355
PROFESSIONAL SERVICES	239,543	40,139	16,442	30,000	140,000
PROFESSIONAL SERVICES - COST ALLOCATION	-	340,826	563,358	429,760	322,460
CONTRACT SERVICES	12,995	356,025	361,527	500,000	812,800
TRAVEL AND PER DIEM	4,480	47	336	1,000	1,000
COMMUNICATION SERVICES	145,884	279,763	284,049	309,457	500,000
RENTALS & LEASES	-	-	-	18,000	420
INSURANCE	15,283	14,876	14,480	14,480	15,204
REPAIRS & MAINTENANCE	142,939	148,691	74,437	80,000	150,000
FLEET SERVICES	1,218	-	-	33,479	2,965
OFFICE SUPPLIES	-	-	98,790	90,000	20,000
OPERATING SUPPLIES	96,535	89,616	237,367	40,000	115,000
SUBSCRIPTIONS & MEMBERSHIPS	1,238	-	237,367	800	-
BOOKS & PERIODICALS	-	-	-	1,000	1,420
TRAINING & EMPLOYEE DEVELOPMENT	997	3,722	9,997	8,500	25,000
CAPITAL - MACHINERY & EQUIPMENT	-	70,706	113,582	325,000	365,000
<b>TOTAL INTERNAL SERVICE FUND - INFORMATION TECHNOLOGY - EXPENSES</b>	<b>\$ 1,384,513</b>	<b>\$ 2,140,541</b>	<b>\$ 3,004,629</b>	<b>\$ 3,053,501</b>	<b>\$ 3,531,465</b>

## Internal Service Fund Revenues and Expenses

INTERNAL SERVICE FUND - INSURANCE	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
CONTRIBUTION	\$ 3,284,706	\$ 3,394,974	\$ 3,452,547	\$ 3,712,922	\$ 3,785,638
INVESTMENT EARNINGS	68,818	41,386	205,458	20,000	20,000
SETTLEMENT PAYMENTS	61,604	716,787	1,429,913	-	-
USE OF RESERVES	-	-	-	-	-
<b>TOTAL INTERNAL SERVICE FUND - INSURANCE - REVENUES</b>	<b>\$ 3,415,128</b>	<b>\$ 4,153,147</b>	<b>\$ 5,087,918</b>	<b>\$ 3,732,922</b>	<b>\$ 3,805,638</b>
EXPENSES					
WORKERS COMPENSATION	467,113	1,477,409	444,351	470,000	480,000
PROFESSIONAL SERVICES	115,542	38,293	54,314	50,000	50,000
INSURANCE	2,713,202	2,957,763	2,480,975	3,112,922	3,175,638
STATE ASSESSMENTS	21,544	23,615	20,390	50,000	50,000
INSURANCE SETTLEMENT	14,777	235,917	382,551	50,000	50,000
REFUNDS	(16,111)	-	(99)	-	-
<b>TOTAL INTERNAL SERVICE FUND - INSURANCE - EXPENSES</b>	<b>\$ 3,316,067</b>	<b>\$ 4,732,997</b>	<b>\$ 3,382,483</b>	<b>\$ 3,732,922</b>	<b>\$ 3,805,638</b>

## Internal Service Fund Revenues and Expenses

INTERNAL SERVICE FUND - FLEET SERVICES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2021 BUDGET
REVENUES					
CONTRIBUTION	\$ -	\$ 2,238,416	\$ 2,355,205	\$ 2,444,031	\$ 2,530,810
INVESTMENT EARNINGS	-	4,730	54,225	-	-
SALE OF SURPLUS ITEMS	-	164,753	115,551	-	-
MISCELLANEOUS	-	166,697	-	-	-
<b>TOTAL INTERNAL SERVICE FUND - FLEET SERVICES - REVENUES</b>	<b>\$ -</b>	<b>\$ 2,574,596</b>	<b>\$ 2,524,980</b>	<b>\$ 2,444,031</b>	<b>\$ 2,530,810</b>
EXPENSES					
REGULAR SALARIES & WAGES	\$ 252,210	\$ 269,504	\$ 312,142	\$ 349,455	\$ 293,147
OVERTIME	4,578	10,301	9,368	11,220	11,220
FICA TAXES	19,642	19,930	24,773	23,546	15,604
RETIREMENT CONTRIBUTIONS	42,237	22,840	14,671	14,665	15,446
RETIREMENT CONTRIBUTIONS - FRS	4,251	8,475	14,211	16,543	13,073
HEALTH & DENTAL INSURANCE	49,973	46,211	52,849	89,803	64,149
LIFE INSURANCE	375	287	783	2,100	781
PROFESSIONAL SERVICES - COST ALLOCATION	-	251,679	233,509	227,659	391,771
CONTRACT SERVICES	1,610	12,006	-	-	-
TRAVEL AND PER DIEM	1,545	716	-	1,000	300
COMMUNICATION SERVICES	-	-	25,455	27,117	-
POSTAGE & FREIGHT	8	13	-	40	100
UTILITY SERVICES	8,387	-	1,057	11,586	5,000
INSURANCE	25,131	25,634	1,057	27,193	28,553
REPAIRS & MAINTENANCE	5,495	641,053	457,817	477,611	469,776
INFORMATION TECHNOLOGY SERVICES	-	-	44,756	48,982	32,885
PRINTING & BINDING	485	23	179	1,500	2,005
OPERATING SUPPLIES	14,725	19,570	30,538	54,116	40,000
INVENTORY	(98,166)	(87,267)	92,538	15,500	15,500
FUEL & LUBRICANTS	(10,265)	707,049	742,643	576,895	650,000
BOOKS & PERIODICALS	200	1,075	-	1,500	1,000
TRAINING & EMPLOYEE DEVELOPMENT	3,191	2,160	-	3,000	5,500
CAPITAL - MACHINERY & EQUIPMENT	-	437,167	555,331	463,000	475,000
<b>TOTAL INTERNAL SERVICE FUND - FLEET SERVICES - EXPENSES</b>	<b>\$ 325,612</b>	<b>\$ 2,388,426</b>	<b>\$ 2,613,677</b>	<b>\$ 2,444,031</b>	<b>\$ 2,530,810</b>









## **CITY OF RIVIERA BEACH**

600 WEST BLUE HERON BOULEVARD

RIVIERA BEACH, FLORIDA 33404

PHONE 561-845-4040

FAX 561-845-8843

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