



# **FY 2018 OPERATING BUDGET DISCUSSIONS**

June 28, 2017  
and  
June 30, 2017

# Agenda

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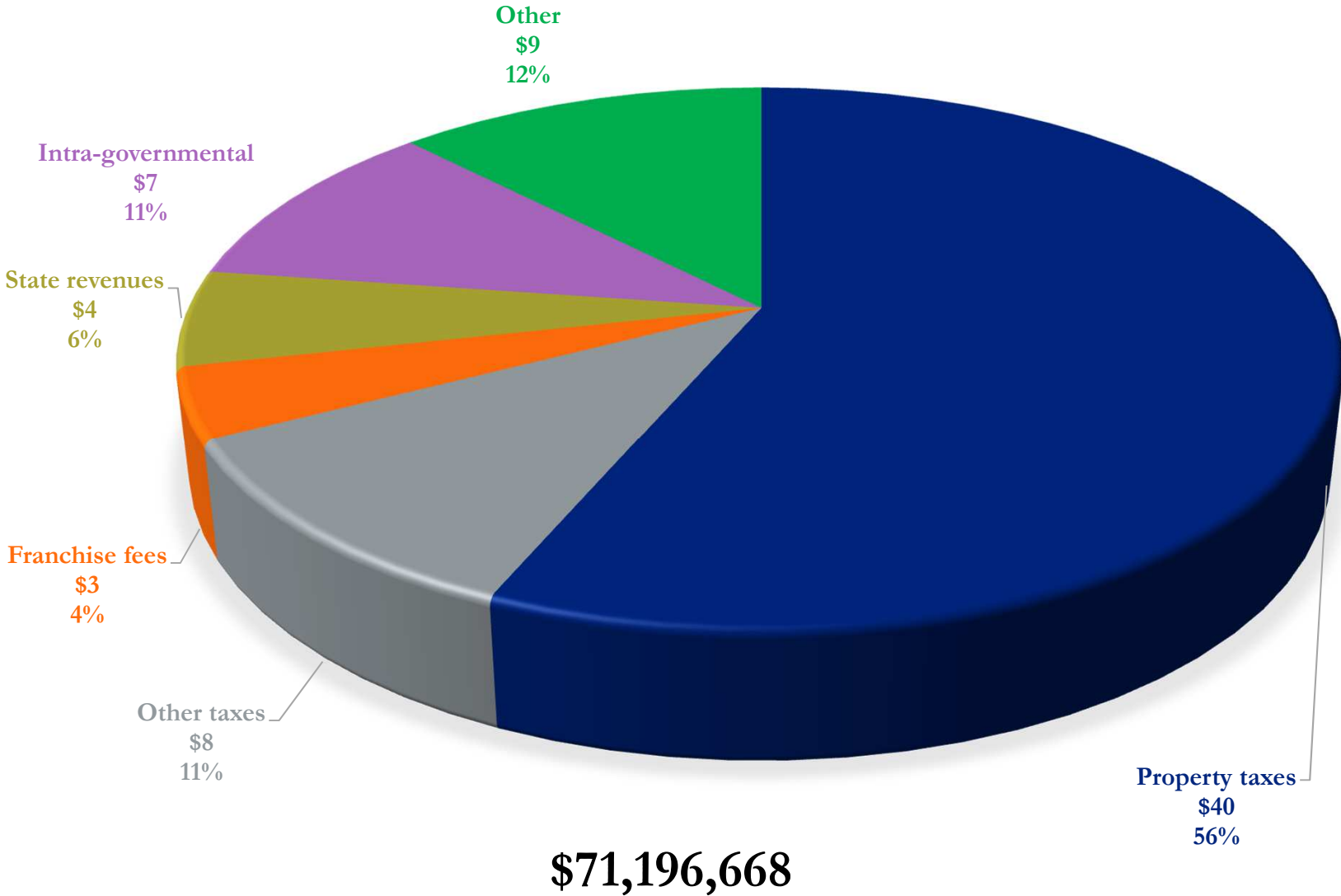
1. Budget Overview
2. Preliminary FY 2018 Budget Outlook
3. Challenges
4. Revenues
5. CRA Initiative
6. City's Overview
7. Departmental Overview
8. Budget Calendar



# 1. Budget Overview

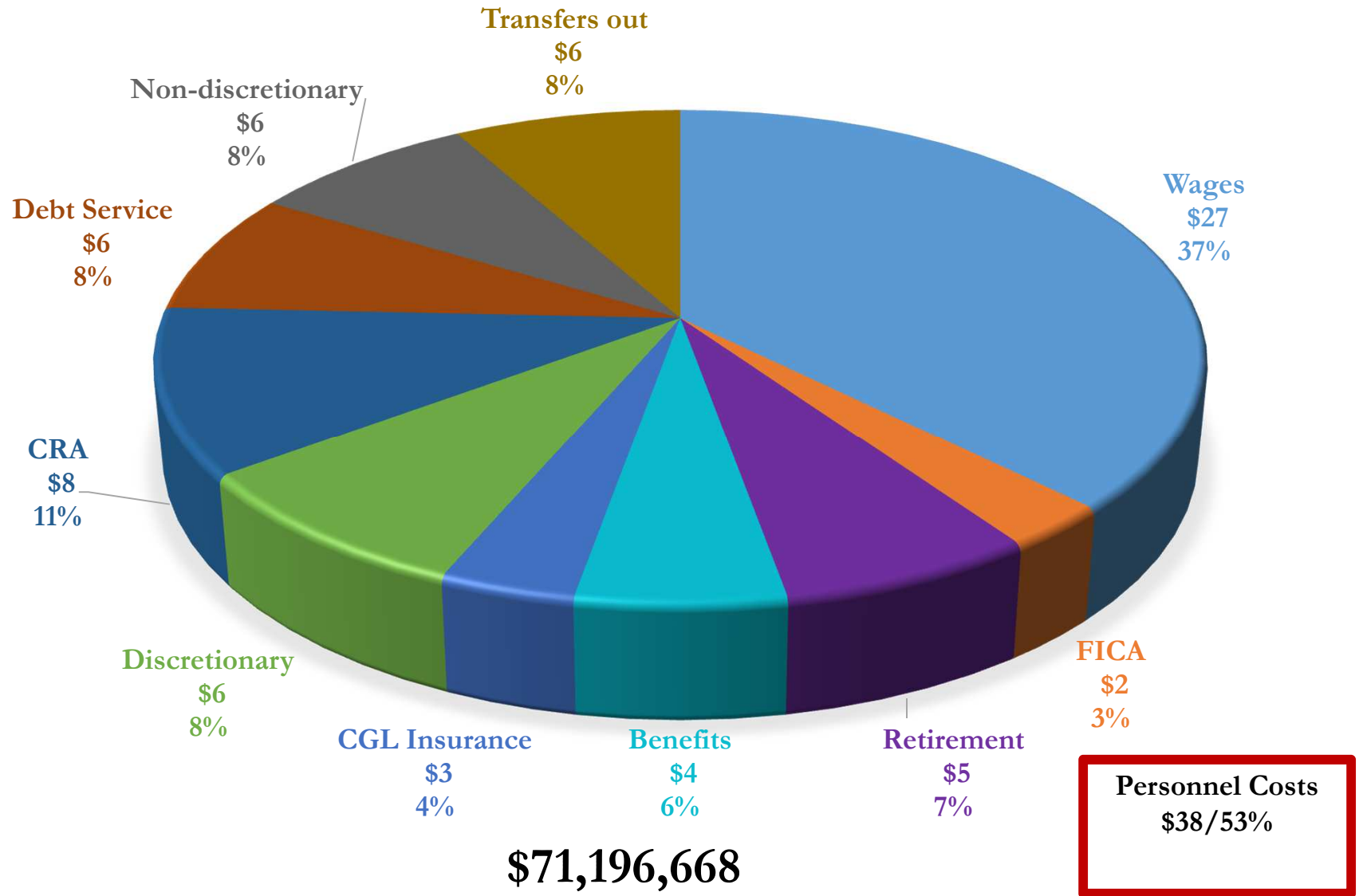
# FY 2017 Adopted Budget

## General Fund Revenues by Category (\$ in millions)



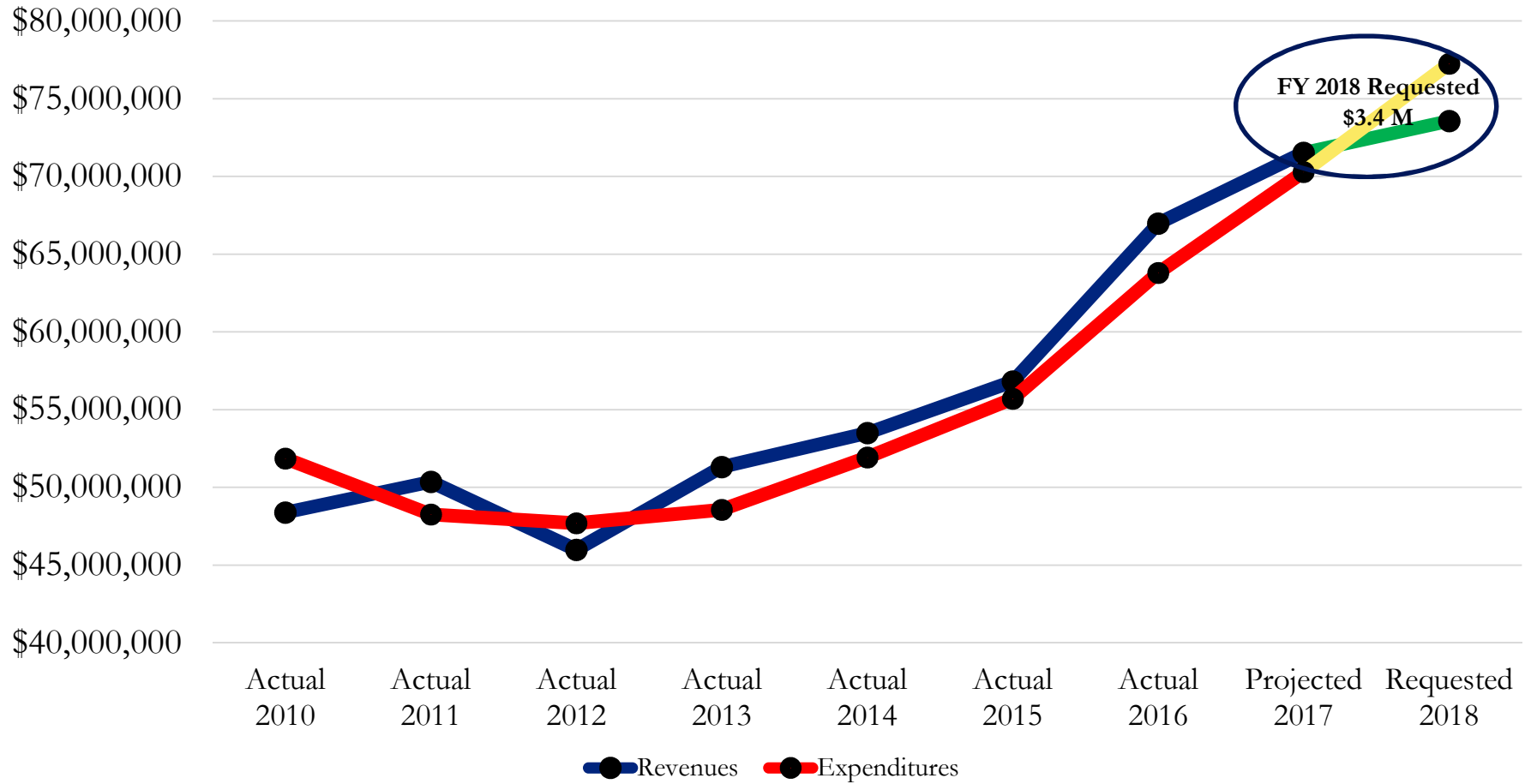
# FY 2017 Adopted Budget

## General Fund Expenditures by Category (\$ in millions)



# General Fund Revenues and Expenditures

FY 2010 to FY 2016 (actual) | FY 2017 (projected) | FY 2018 (requested)



Departments requested an increase of \$3.4 million in FY 2018 over FY 2018 Projected Revenues  
 Personnel related costs \$1.4 million and Operating costs \$2 million

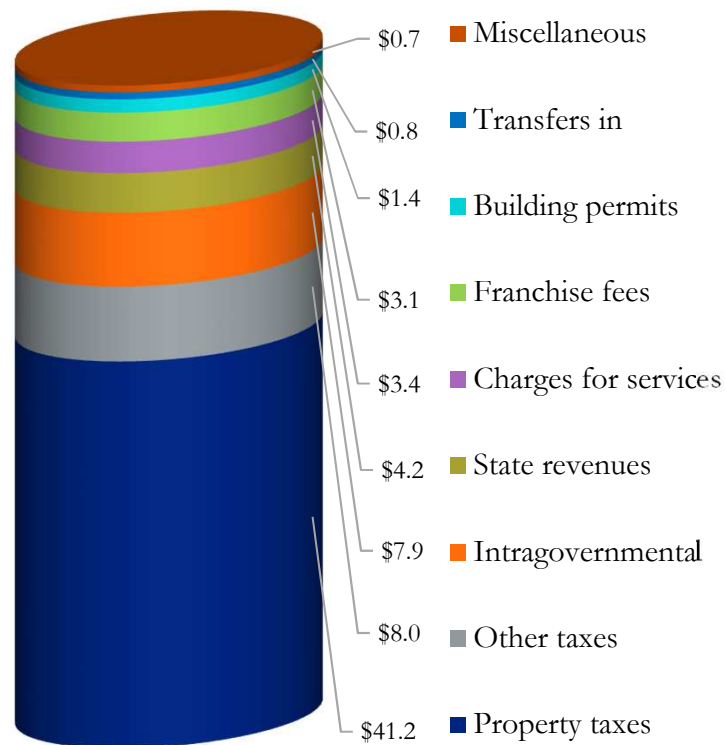


## **2. Preliminary FY 2018 Budget Outlook**

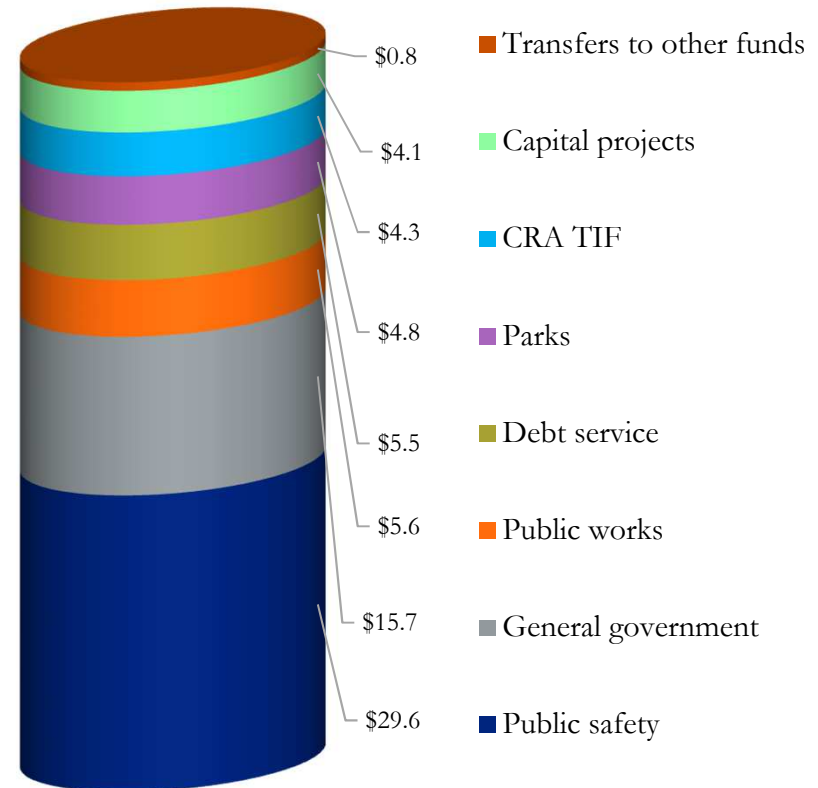
# FY 2018 Projected Revenues and Expenditures

## Current Budget Balanced at \$70.5 million

Revenues



Expenditures



72% of property tax revenues funds Public Safety.





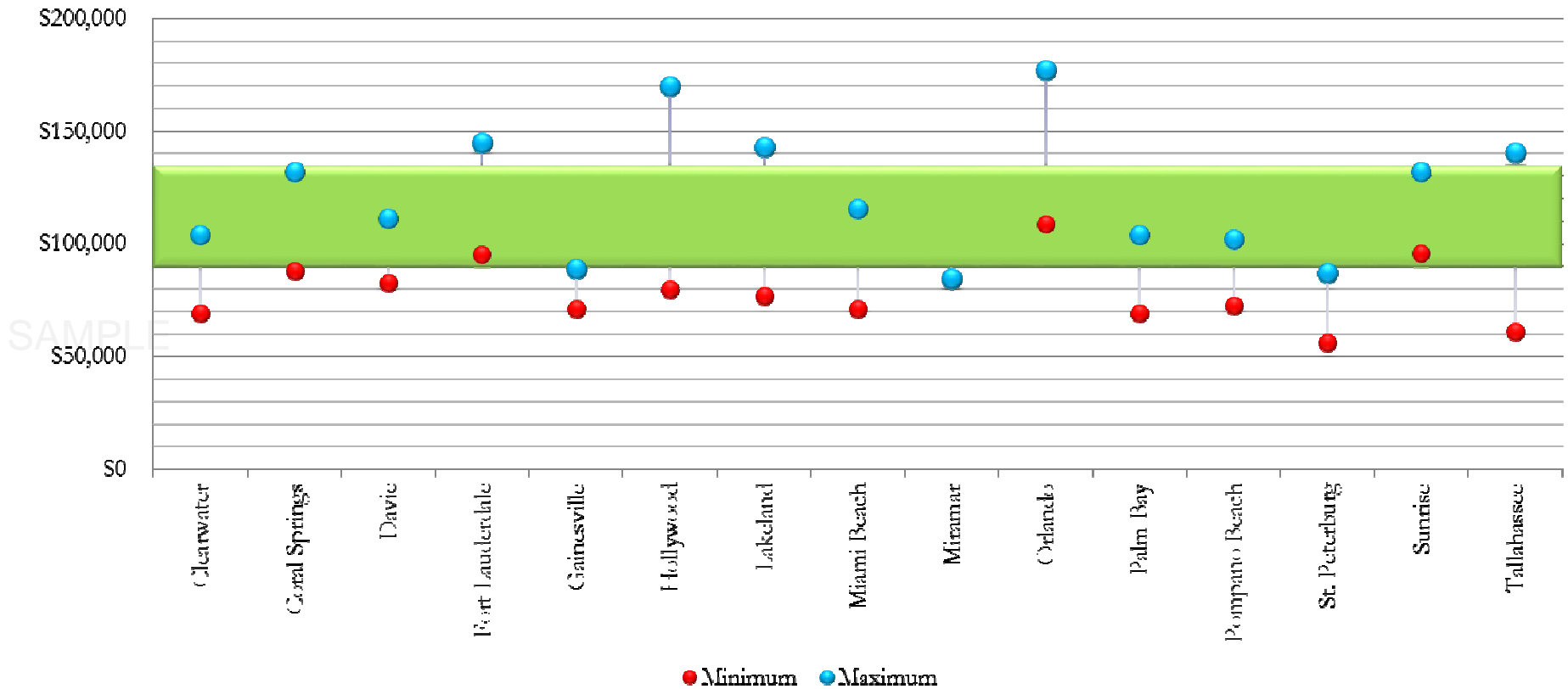
## 3. Challenges

# Implementation of Pay and Classification Study

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- Anticipated Completion Date is December 2017
- Funding of recommended salary adjustments - Study will impact approximately 550 staff positions with combined wages of \$23.1M
  - A 5% net adjustment = Approximately \$1.2M for salaries plus \$0.5M for FICA and pension costs
  - A 10% net adjustment = Approximately \$2.31M for salaries plus \$1M for FICA and pension costs
- Schedule calls for preliminary implementation costs by September 2017
- Implementation should be expected to take place over several years
- Goal is to Budget 3% for COLA, and \$1.0 million for Year 1 funding of Compensation Plan, balance in future years

# ABC Position



Green bar represents the City's pay range for this position



## 4. Revenues

# Proposed Revenues

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## Fire

- Increase Emergency Medical Services (EMS) fees

## Business Taxes

- Increase Business Tax Receipts (BTR) fees by 5% moving from budgeted amount for FY 2017 of \$1.42 M to \$1.49M
- Permitted once every two years
- Notices must be mailed by August 1, 2017 to BTR owners to implement by October 1, 2017
- Ordinance is required to increase BTR fees

# New Sources of Revenues

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## Implement a fire assessment fee

To fund fire operations/capital needs

- In FY2012, the City undertook a study for the implementation of a Fire Assessment Fee. The fee was not adopted at that time.
- With extensive capital needs scheduled for the Fire Department, staff believes now is the time to revisit the issue.
- City must undertake a study and hold a public hearing prior to approval
- If approved by the Council, funding will be included within the FY2018 budget to develop a fair and reasonable apportionment methodology for such assessable costs, and determine assessment rates and parcel classifications that are accurate, fair and reasonable.
- The fire non-ad valorem assessments must meet the Florida case law requirements for a valid special assessment. Requirements are that:
  - The service provided must confer a special benefit to the property being assessed; and
  - The costs assessed must be fairly and reasonably apportioned among the properties that receive the special benefit.

# Fire Assessment Fees – Rate Scenarios (2012)

Category	Option 1 Rates	Option 2 Rates	Option 3 Rates	Option 4 Rates	Option 5 Rates	Option 6 Rates
Residential	\$265/unit	\$60/unit	\$40/unit	\$25/unit	\$15/unit	\$10/unit
Commercial	\$0.45/SF	\$0.11/SF	\$0.07/SF	\$0.05/SF	\$0.03/SF	\$0.02/SF
Industrial	\$0.12/SF	\$0.03/SF	\$0.02/SF	\$0.02/SF	\$0.01/SF	\$0.01/SF
Institutional	\$0.32/SF	\$0.08/SF	\$0.05/SF	\$0.03/SF	\$0.02/SF	\$0.02/SF
Estimated Gross Revenues	7,532,157	1,694,735	1,137,356	711,036	414,268	263,625
Estimated Exempt Buy-down	(817,386)	(201,372)	(127,789)	(83,978)	(52,521)	(47,361)
Net Estimated Revenues	<u>\$6,714,771</u>	<u>\$1,493,363</u>	<u>\$1,009,567</u>	<u>\$627,058</u>	<u>\$361,747</u>	<u>\$216,264</u>

# Fire Assessment Fee

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- Municipalities with Fire Assessment Fees:
  - Boynton Beach - \$100.00
  - West Palm Beach - \$25.00
  - Boca Raton - \$100.00
  - Greenacres – \$30.00
- **304** properties in Riviera Beach are exempted from property taxes due to value, however, a fire assessment fee would be levied on these properties



# New Sources of Revenues

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## Establish Beach Improvement District

- To fund Singer Island dune restoration and maintain City's beach
- City's current year's appropriation - **\$500,000**
- FY 2017 Budgeted Operating Expenditures for Beach Operations - **\$430,885**

# Establish Beach Improvement District

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## Benefits:

- Promote health, safety and general welfare
- Establish, maintain and preserve property values
- Develop attractive neighborhoods
- Improve traffic flow and pedestrian safety
- Implement crime prevention techniques

# Differences Between Neighborhood Improvement Districts

District Type	Local Government	Property Owners	Special	Community Redevelopment
Revenue Source	Up to 2 mils and/or assessments	Assessments or assessment backed loans from local government	Up to 2 mils and/or assessments	CRA Trust
Board	Governing Body or 3-7 appointments	Property Owners' Association Officers	3-Member Appointed Board	CRA
Creation of District	Ordinance	Petition by 75% property owners - Ordinance	Referendum	CRA Recommendation - Ordinance
Special Power	None	Close, modify ROW	Eminent domain	None

The City is recommending the creation of a Local Government Neighborhood Improvement District



## 5. CRA Initiative

# Combine CRA's operations with the City

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## Benefits:

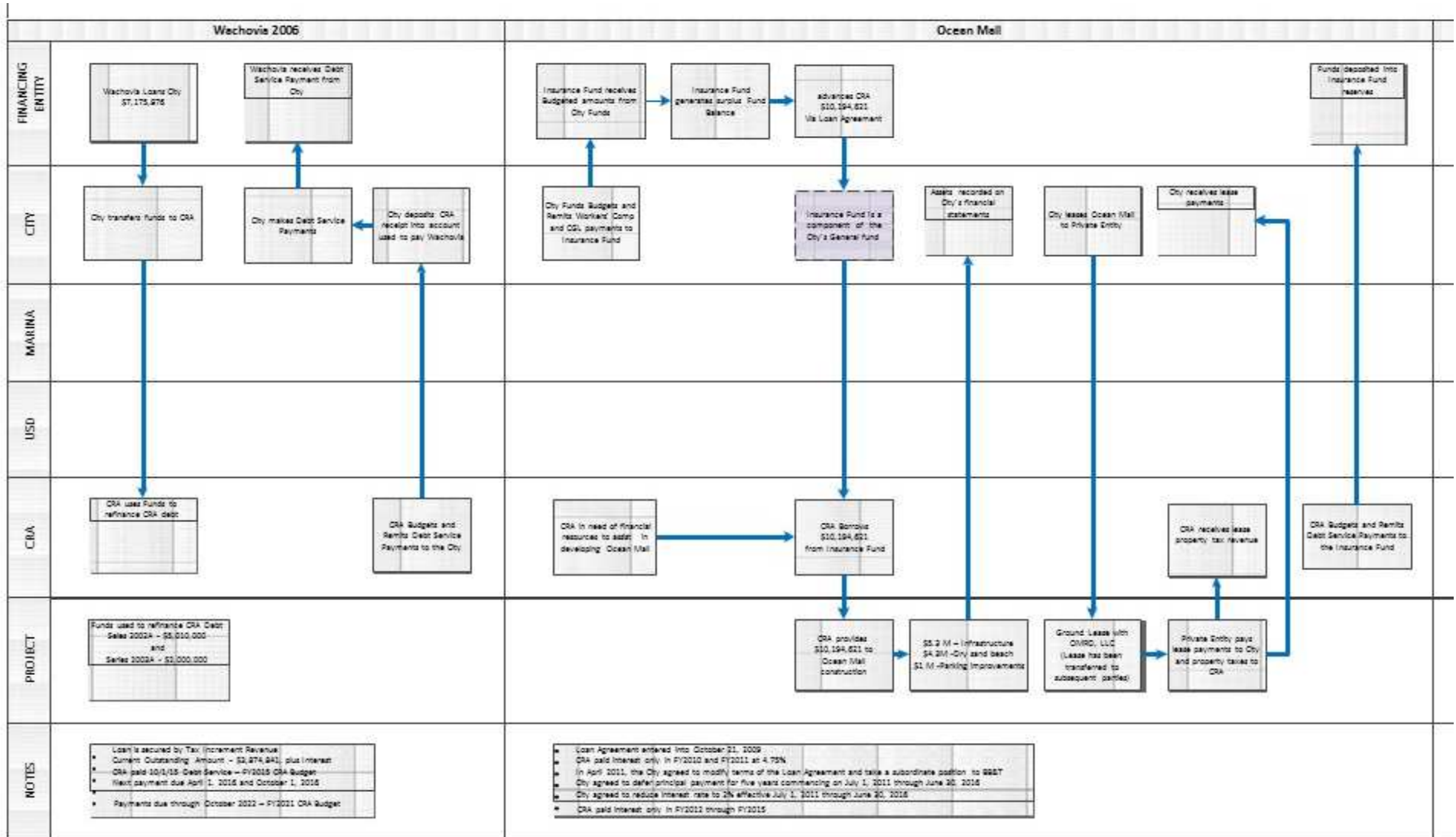
- Unwinding of complex interlocal agreements
- Elimination of the subsidy provided by the City
- Reducing costs and overheads through elimination of duplicated functions, such as finance, auditing, human resources, IT, marketing, promotion, lobbying and procurement
- Uniformed accounting and financial systems and structures and timely financial reporting
- Uniform and unified focus

# Review of Agreements between the City and CRA

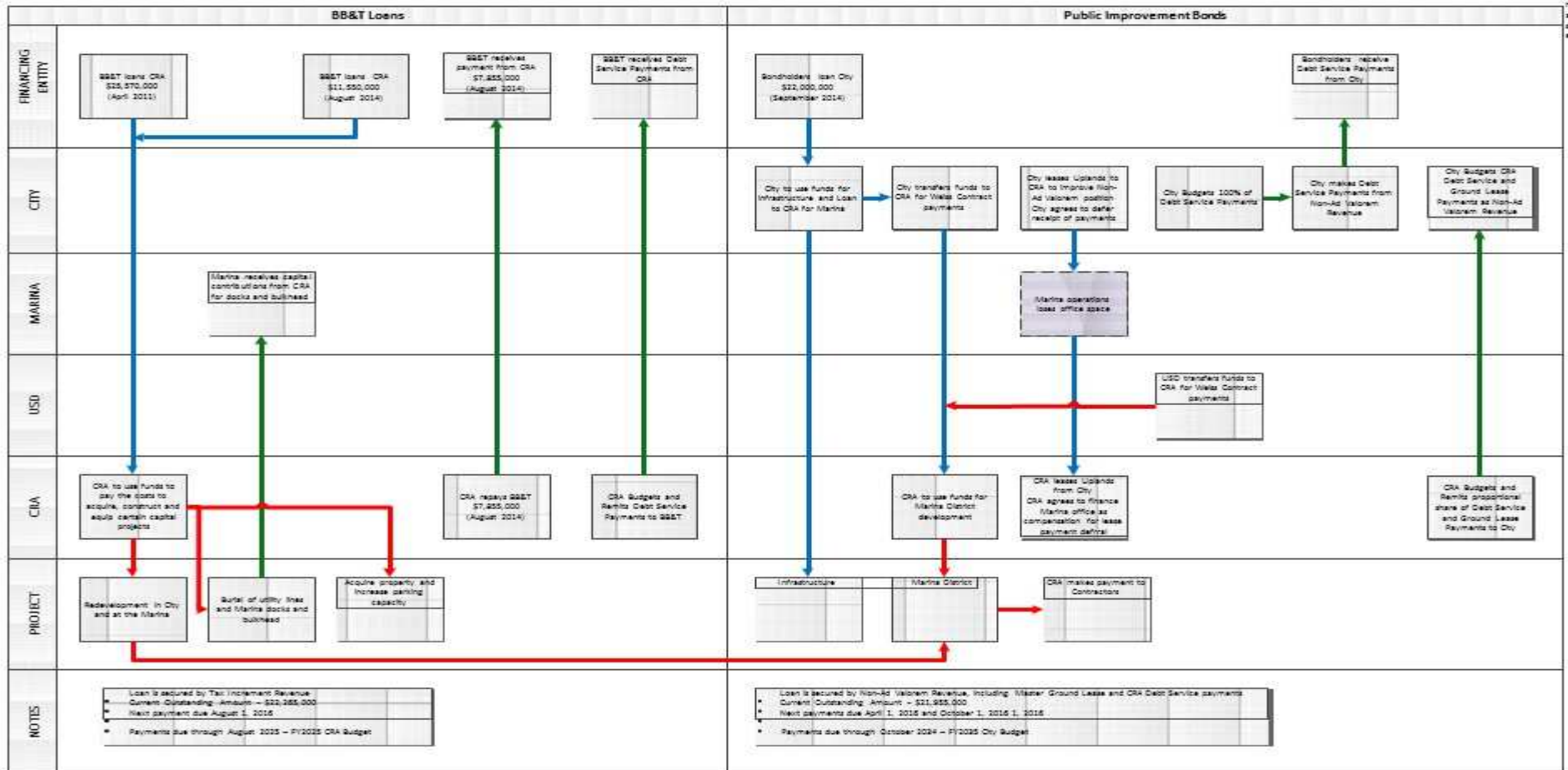
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- Marina Uplands Ground Lease
- Event Center Ground Lease
- Marina Uplands Funding Interlocal Agreement
- Public Improvements Interlocal Agreement
- Program Sponsorship Interlocal Agreement
- Administrative Services Interlocal Agreement

# CRA Debt – Issued through the City Wells Fargo and Ocean Mall

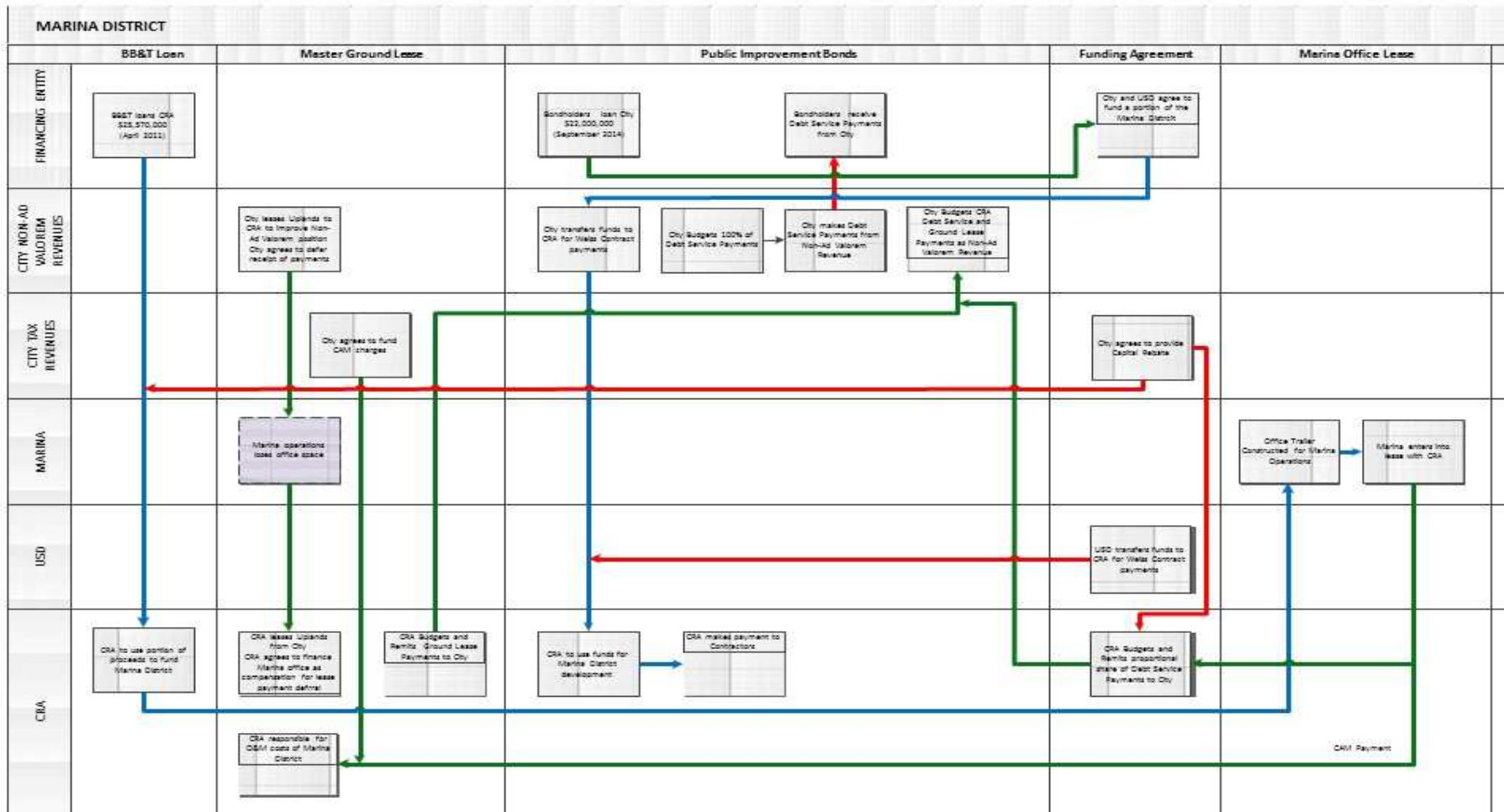


# City and CRA Debt – Marina District





# City and CRA Debt – Marina District



# City and CRA Payments for FY 2017

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## Payments from CRA to City:

Administrative fees	\$80,000
Rent from Ground lease for Marina Upland property	2,481,407
Capital costs associated with the Marina Upland property	480,491
	<u>3,041,898</u>

## Payments from City to CRA:

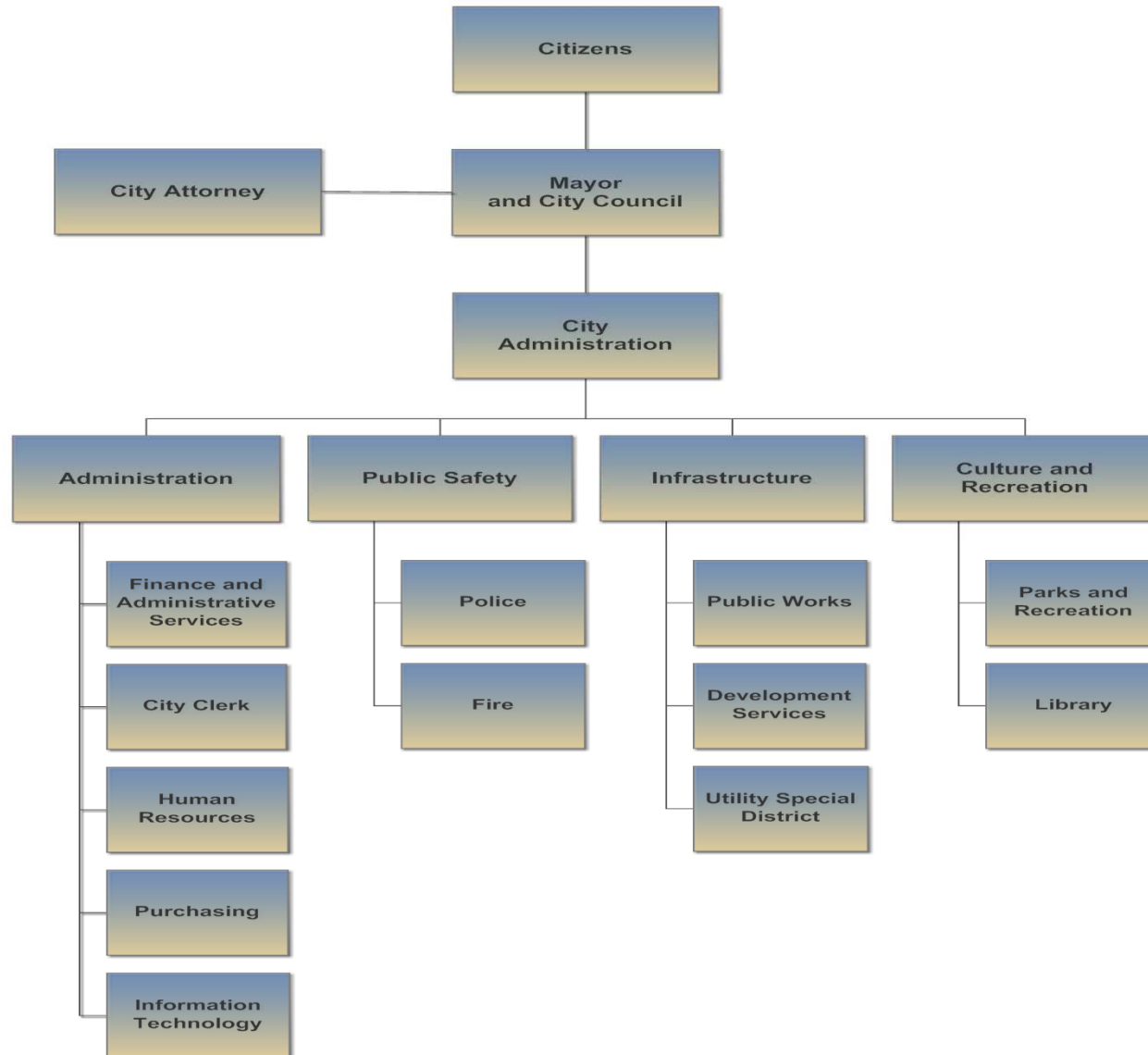
Common area maintenance:	
Bicentennial Park and Marina Upland property	744,867
Event Center	271,051
Capital funding	500,000
Program sponsorships:	
Clean and Safe	550,000
Loan fund	500,000
Neighborhood services	150,000
Special events	100,000
	<u>2,815,918</u>

<b>Net payments between the City and CRA</b>	<u><u>\$225,980</u></u>
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## 6. City's Overview

# City Organizational Chart



# FY 2018 Proposed General Fund Budget

	FY 2016/2017 Adopted	FY 2017/2018 Proposed	\$ Change	% Change
<b>Revenues</b>				
Property taxes	40,176,917	41,156,169	979,252	2.44%
Other taxes	7,759,885	7,950,025	190,140	2.45%
Intragovernmental	7,444,268	7,855,678	411,410	5.53%
State revenues	4,098,440	4,210,769	112,329	2.74%
Charges for services	3,113,880	3,354,070	240,190	7.71%
Franchise fees	2,988,360	3,075,386	87,026	2.91%
Building permits	1,209,558	1,412,977	203,419	16.82%
Miscellaneous	3,695,957	715,661	(2,980,296)	-80.64%
Transfers in	709,403	754,281	44,878	6.33%
<b>Total Revenues</b>	<b>71,196,668</b>	<b>70,485,016</b>	<b>(711,652)</b>	<b>-1.00%</b>
<b>Expenditures</b>				
Personnel	38,102,599	40,045,061	1,942,462	5.10%
Operating	13,073,986	14,827,359	1,753,373	13.41%
Capital	780,000	832,434	52,434	6.72%
CRA TIF & Sub.	7,744,599	4,335,589	(3,409,010)	-44.02%
Debt Service	5,666,096	5,485,484	(180,612)	-3.19%
Transfers	5,829,388	4,959,089	(870,299)	-14.93%
<b>Total Expenditures</b>	<b>71,196,668</b>	<b>70,485,016</b>	<b>(711,652)</b>	<b>-1.00%</b>



## 7. Departmental Overview



# Legislative

Jonathan Evans

# City Goals

- Promote public safety and address the challenges and opportunities to improve the quality of life for residents and enhance relationships within the community.

## Public Safety



- Promote and foster a friendly business atmosphere and work to strengthen and create mutually beneficial partnerships.

## Economic Development



- Develop a strategic framework that addresses a broad range of infrastructure needs to provide a sustainable and livable community for future generations.

## Infrastructure



- Strengthen and support social services and educational opportunities for the benefit of all residents.

## Education



- Value and support racial, socio-economic, cultural, and religious diversity of the City.

## Demographics





# Legislative – Departmental Overview

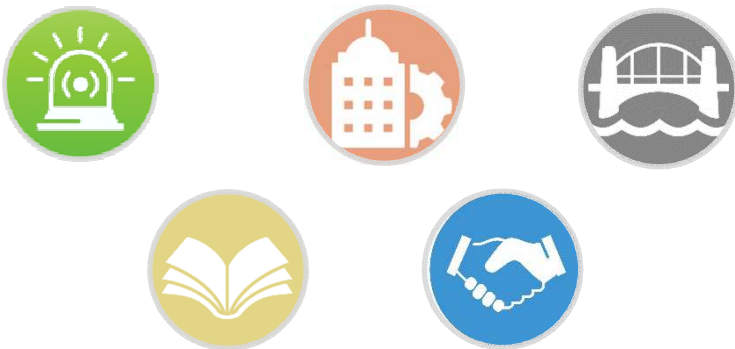
## Budget Modifications

For FY 2018, there are no budget modifications

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$114,221</b>	<b>\$117,897</b>	<b>3.21%</b>
Personnel	97,321	102,885	5.71%
Operating	16,900	16,900	0%
Staffing Level (FTE's)	2	2	0

## Goals and Objectives



## Capital Projects

For FY 2018, there are no capital projects.

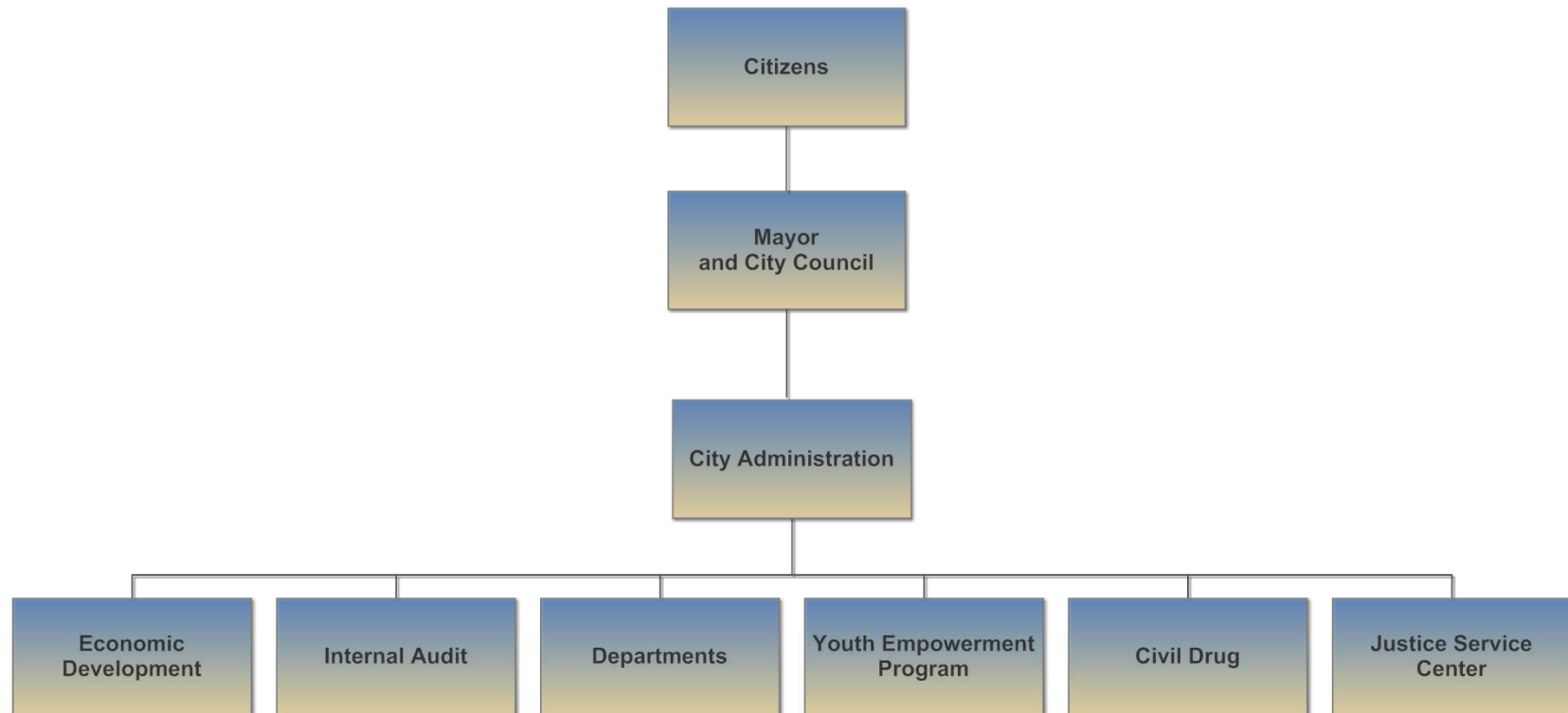


# City Administration

Jonathan Evans

# City Administration - Organizational Chart

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# City Administration – Departmental Overview

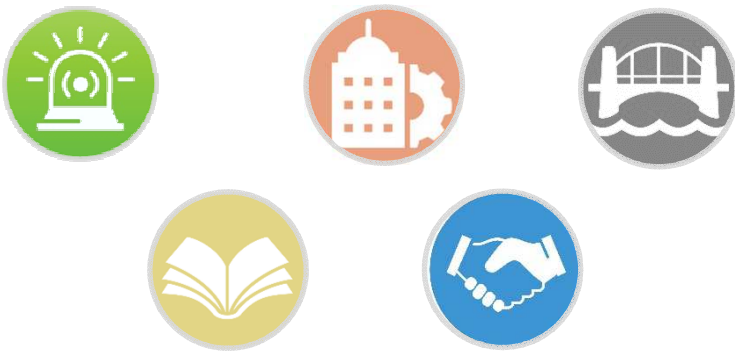
## Budget Modifications

- Rebrand department’s name to “City Administration”
- Create “Economic Development” and “Communications and Marketing” Divisions
- Realign departmental structure

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$1,591,666</b>	<b>\$1,726,848</b>	<b>7.83%</b>
Personnel	1,394,422	1,491,230	6.49%
Operating	187,244	220,118	14.93%
Capital	10,000	15,500	35.48%
Staffing Levels (FTE’s)	17	20	3

## FY 18 Goals



## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Economic Opportunity	2	\$209,142	\$506,941
Neighborhood Sector Plan	2	2,025,000	2,025,000
Parking Master Plan	2	128,500	128,500
<b>Total</b>		<b>\$2,362,642</b>	<b>\$2,660,441</b>

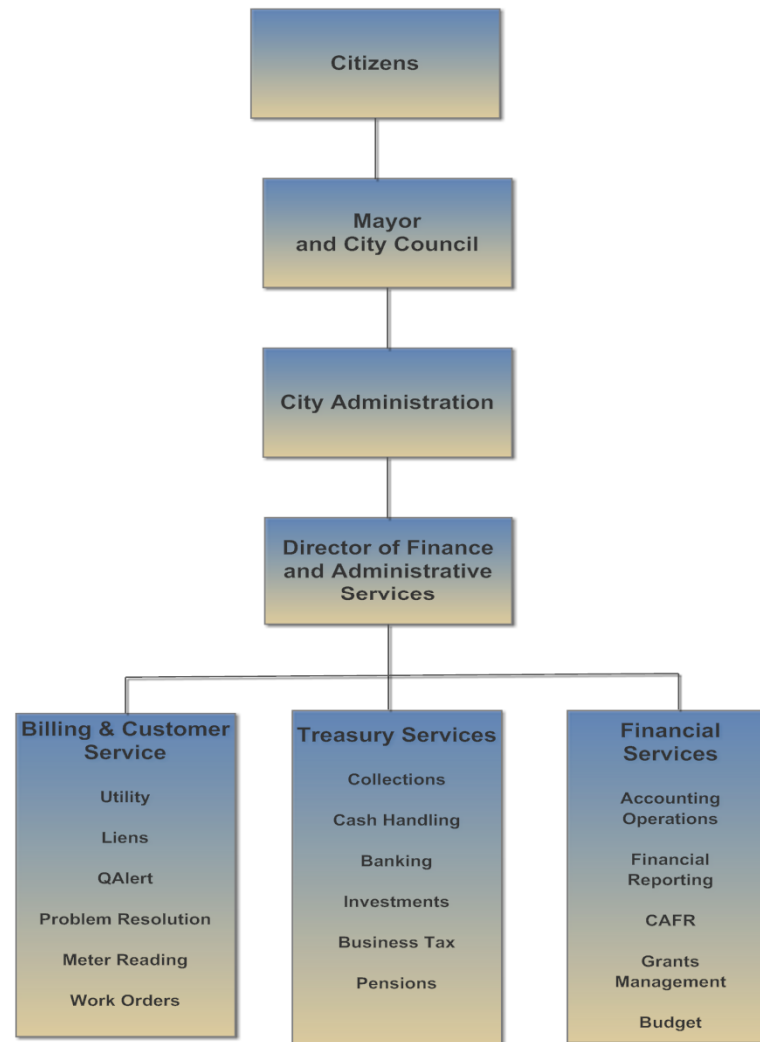


# Finance and Administrative Services

Randy Sherman

# Finance & Administrative Services - Organizational Chart

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# Finance and Administrative Services - Departmental Overview

## Budget Modifications

- Establish Information Technology and Library as independent departments
- Add Fiscal Services Manager, Senior Accountant, Executive Assistant

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$2,595,016</b>	<b>\$2,888,562</b>	<b>10.16%</b>
Personnel	1,995,378	2,266,420	11.96%
Operating	582,138	607,142	4.12%
Capital	17,500	15,000	-16.67%
Staff Level (FTE's)	28	31	(3)

## FY 18 Goals

- Enhance transparency of operations
- Begin implementation of ERP
- Restructure Fiscal Services Division to enhance reporting capabilities and assume CRA financial operations

## Capital Projects

For FY 2018, there are no capital projects.

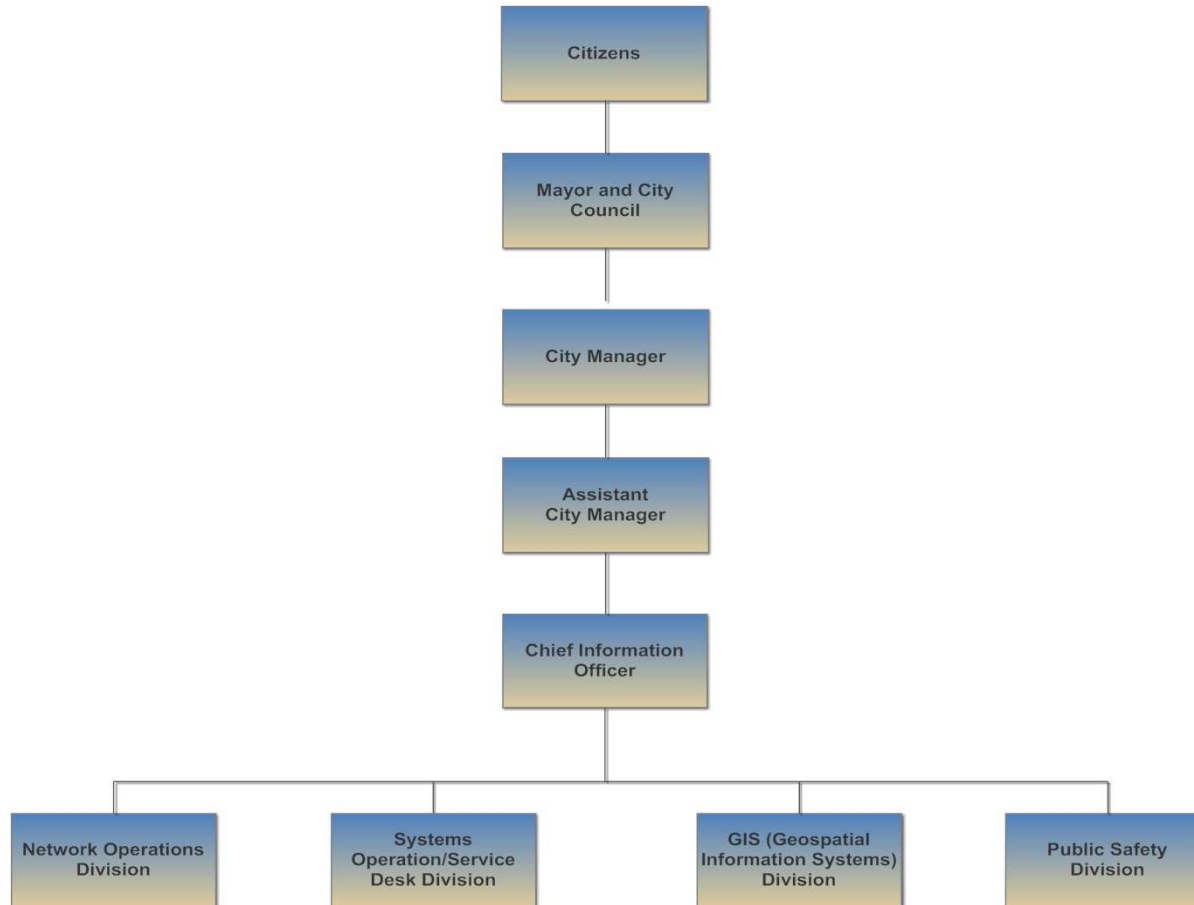


# Information Technology



# Information Technology - Organizational Chart

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# Information Technology– Departmental Overview

## Budget Modifications

- Realign staffing requirements to meet needs of newly formed department
- Establish internal service fund for information technology functions
- Add Chief Information Officer

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$1,520,608</b>	<b>\$1,848,962</b>	<b>17.76%</b>
Personnel	851,184	1,086,445	21.65%
Operating	669,424	662,517	(1.04%)
Capital	-	100,000	100.00%
Staffing Level (FTE's)	10	12.5	2.5

## FY 18 Goals

- Continued implementation of the IT Strategic Master Plan
- Develop GIS Master Plan

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
IT Master Plan	1	\$1,500,000	\$4,500,000
IT Trailer/Buildings	1	175,000	175,000
<b>Total</b>		<b>\$1,675,000</b>	<b>\$4,675,000</b>

# Information Technology – Contract v Hire

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## Contracting

- On-call services
- Maximum 400 hours annually
- \$40-50/hour
- Maximum \$20K

## Add Additional Technician

- Full-Time Employee
- Estimated 1,900
- Technician all-in cost averages \$75K

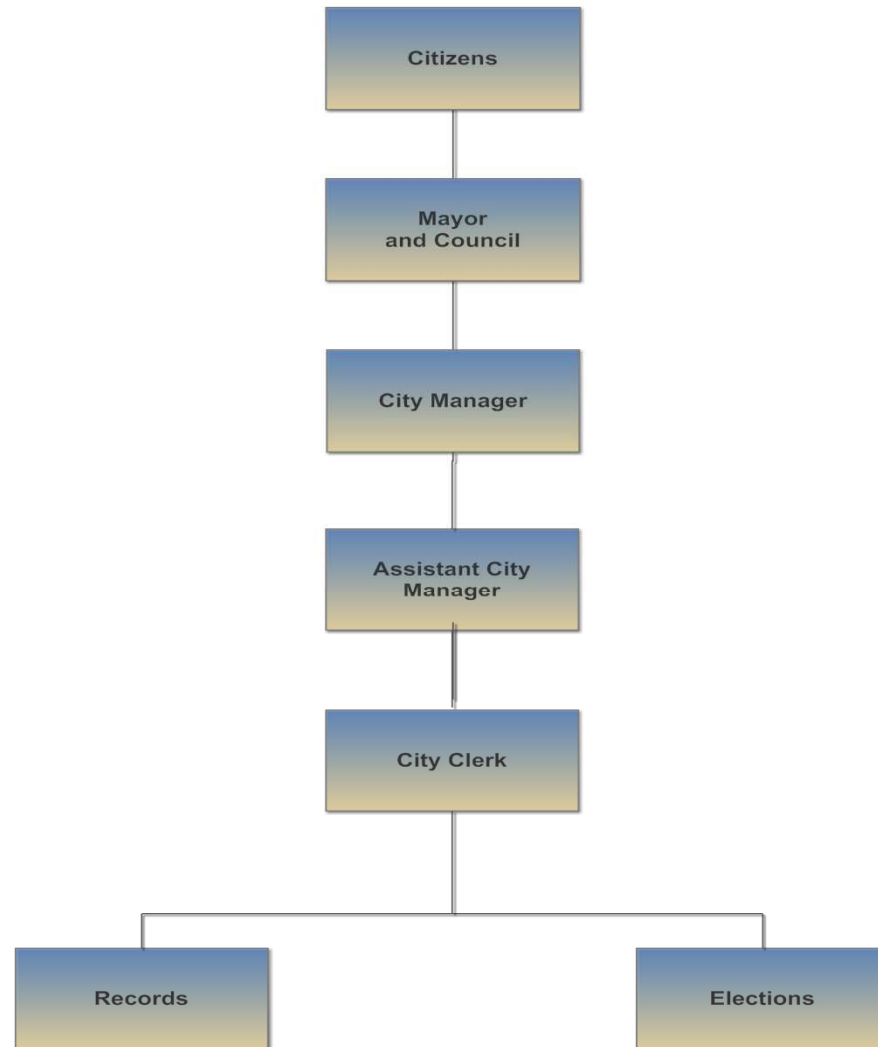


# City Clerk

Claudene Anthony

# City Clerk - Organizational Chart

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# City Clerk – Departmental Overview

## Budget Modifications

- Provide mail delivery service

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$531,108</b>	<b>\$630,485</b>	<b>15.76%</b>
Personnel	391,037	438,573	10.84%
Operating	263,477	349,167	24.54%
Staffing Level (FTE's)	5	6	1

## FY 18 Goals

- Assist and train departments with proper records disposition in compliance with guidelines set by Florida Dept of Library and Information Services
- Increase efficiencies through technology

## Capital Projects

For FY 2018, there are no capital projects.



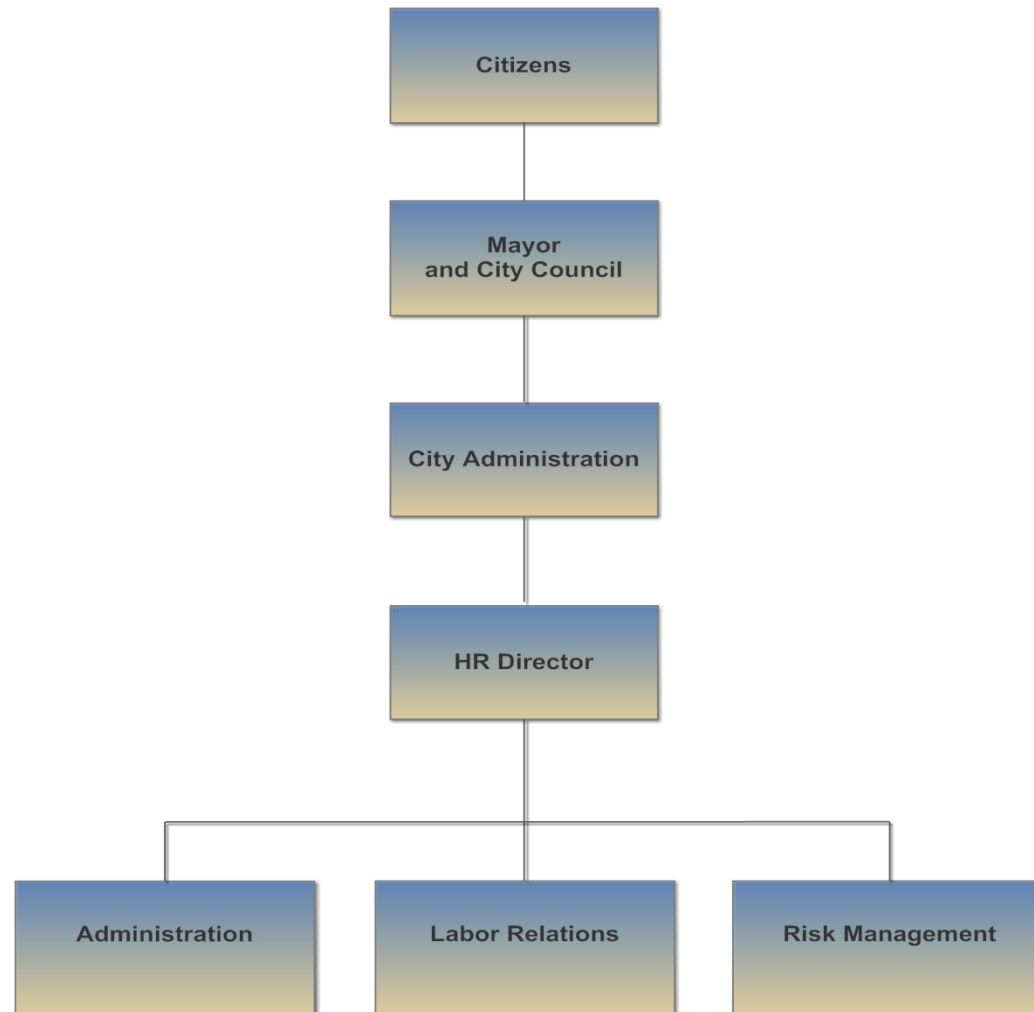
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# Human Resources

Bruce Davis

# Human Resources - Organizational Chart

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# Human Resources – Departmental Overview

## Budget Modifications

- Create position for *Assistant Director of Human Resources* who would also serve as Employment Attorney for the department to lead the union negotiations
- Reduce funding for outside attorney

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$1,438,066</b>	<b>\$1,346,698</b>	<b>(6.78%)</b>
Personnel	812,786	903,537	10.04%
Operating	625,280	443,161	(41.10%)
Staffing Level (FTE's)	10	10	-

## FY 18 Goals

- Implement Compensation Study
- Create, revise and implement a comprehensive city-wide Safety Manual
- Review and revise the City's Policy & Procedure Manual
- Create and revise the City's Employee Handbook

## Capital Projects

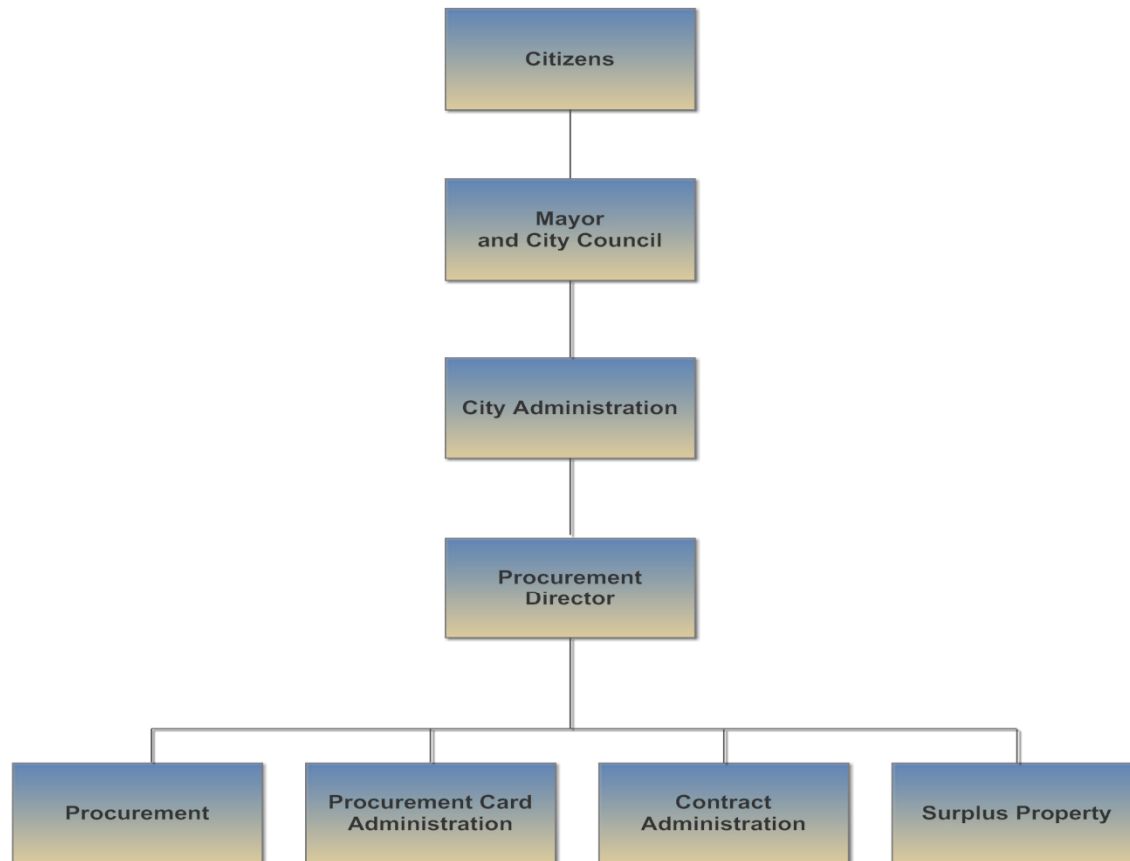
For FY 2018, there are no capital projects.



# Procurement

# Procurement - Organizational Chart

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# Procurement – Departmental Overview

## Budget Modifications

- Rebrand Department’s name to “Procurement”
- Realign organizational structure

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$854,516</b>	<b>\$720,728</b>	<b>(18.56%)</b>
Personnel	669,978	579,548	(15.60%)
Operating	184,538	141,180	(30.71%)
Staffing Level (FTE's)	9	7	(2)

## Goals and Objectives

- Engage procurement staff to obtain NIGP recognized certifications with goal of an educated and professional staff with national accreditation
- Develop and maintain procurement contracts in relation to budgetary obligations
- Tighten up on procurement procedures to ensure compliance with all phases of process

## Capital Projects

For FY 2018, there are no capital projects.

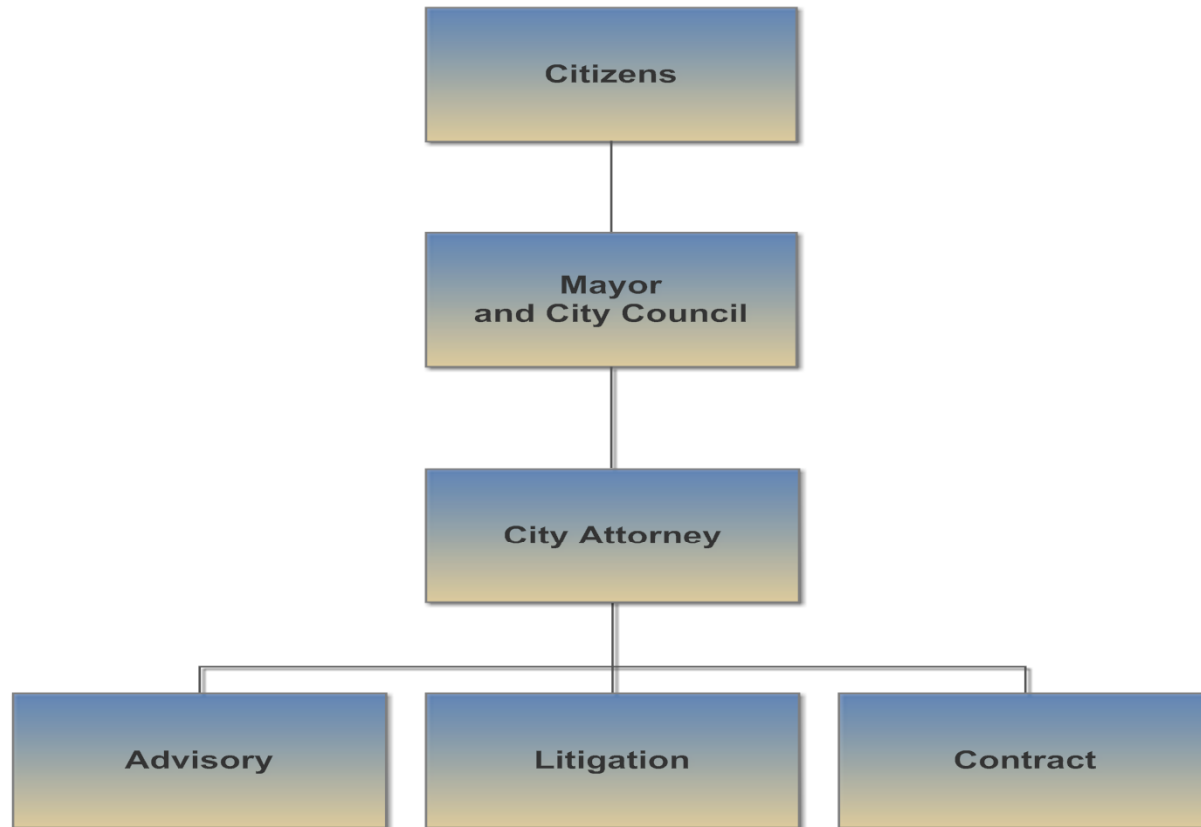


# Legal

Andrew DeGraffenreidt

# Legal - Organizational Chart

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# Legal – Departmental Overview

## Budget Modifications

- Centralization and management of all legal matters

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$573,463</b>	<b>\$713,671</b>	<b>19.65%</b>
Personnel	493,678	526,049	6.15%
Operating	79,785	187,622	57.48%
Staffing Level (FTE's)	4	4	-

## FY 18 Goals

- Scrutinize City contracts when they are presented to ensure the City's liability is reduced and profitability enhanced.
- Work closely with Risk Management to limit the amount paid on claims and settlements
- Consult with outside counsel in formulation of strategies to limit costs and risk by way of settlement.

## Capital Projects

For FY 2018, there are no capital projects.



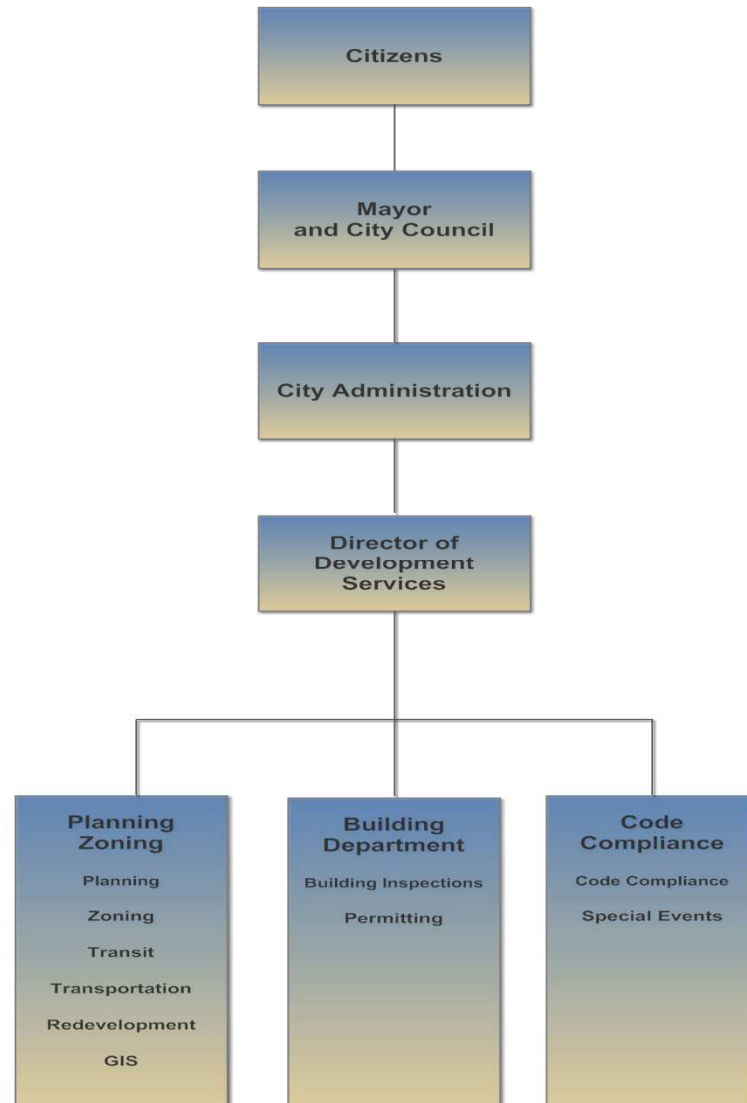
# Development Services

Terrence Bailey



# Development Services - Organizational Chart

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# Development Services – Departmental Overview

## Budget Modifications

- Rebrand department's name to "Development Services"
- Outsource a portion of building inspection services and code enforcement functions
- Realign departmental structure

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$2,588,731</b>	<b>\$2,562,252</b>	<b>(1.03%)</b>
Personnel	2,112,704	1,974,200	(7.02%)
Operating	476,027	588,052	19.05%
Staffing Level (FTE's)	27	26	(1)

## FY 18 Goals

- Update the City's Comprehensive Plan and Land Development Regulations.
- Integrate the functions of planning, building and code compliance into a seamless unit.

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Unsafe Structures (Demolition & Acquisition)	2	\$250,000	\$1,250,000
Singer Island Dune Restoration	1	500,000	2,500,000
	<b>Total</b>	<b>\$750,000</b>	<b>\$3,750,000</b>

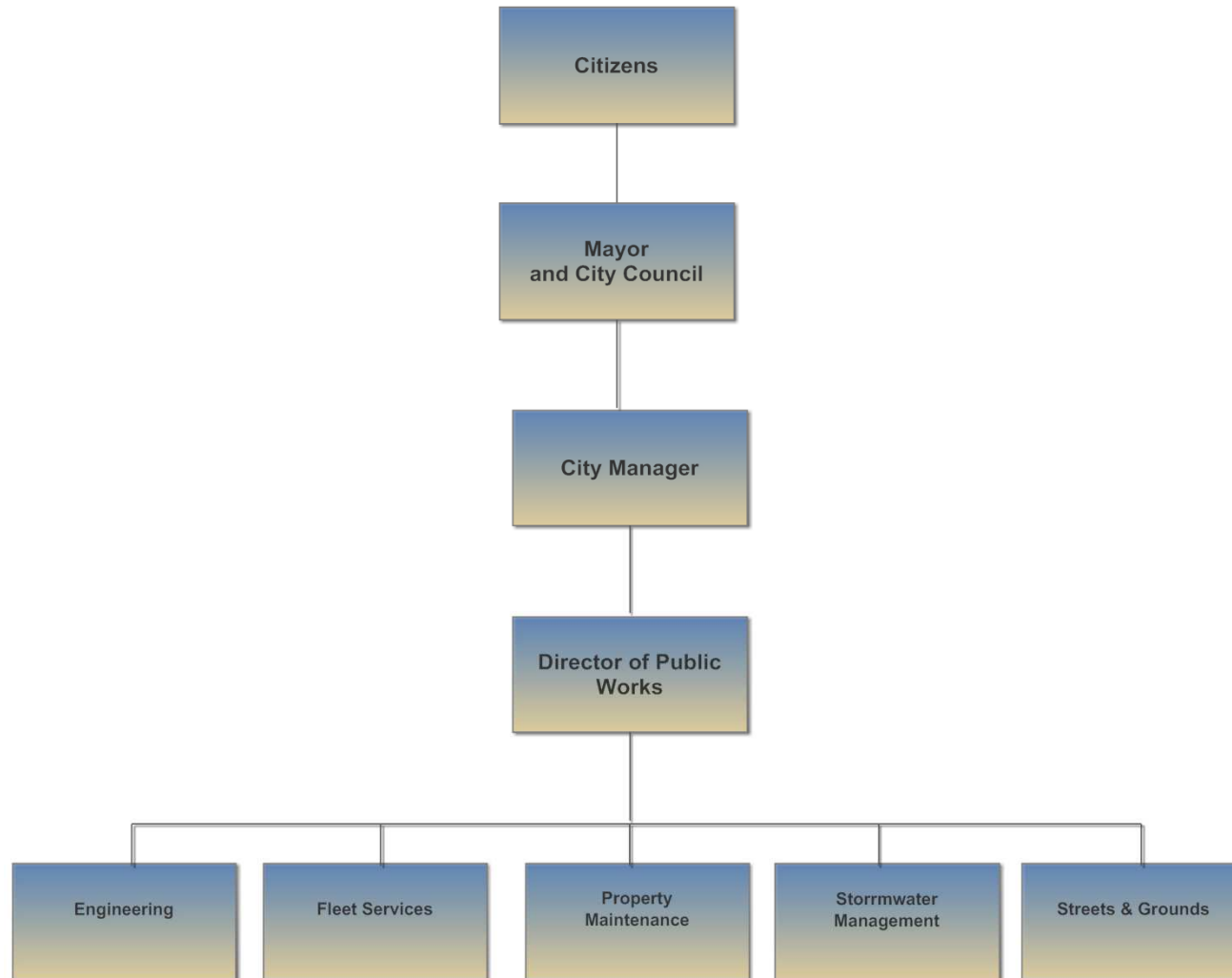


# Public Works

Brynt Johnson

# Public Works - Organizational Chart

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# Public Works – Departmental Overview

## Budget Modifications

- Establish internal service fund for fleet management services
- Consolidate management of all vehicles into fleet management division

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$5,188,384</b>	<b>\$5,587,161</b>	<b>7.14%</b>
Personnel	2,693,101	2,773,220	2.89%
Operating	1,995,283	2,312,007	13.70%
Capital	500,000	501,934	0.39%
Staffing Level (FTE's)	40.5	40.5	-

## FY 18 Goals

- Maintain a safe and efficient transportation network for our citizens
- Complete the APWA Self-Assessment Process to prepare for accreditation

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Street Projects (Bond Issuance)	1	\$6,000,000	\$10,674,334
Public Works Building/Construction	1	4,000,000	5,325,000
PB Isles Bridge-Culvert Replace/Construct	1	1,000,000	2,000,000
Singer Island Beach Access Path Creation	1	92,900	92,900
Southside Comm Ctr (\$400K add'l needed)	1	1,155,000	1,155,000
Milling & Resurfacing	2	365,000	365,000
Access Control	2	150,000	150,000
Aerial Platform/Equipment	2	-	600,000
Blue Heron Bridge Underdeck Lighting	3	577,996	577,996
Sidewalk Repair & Replacement	3	50,000	250,000
Traffic Calming Construct/Renovation	3	50,000	250,000
<b>Total</b>		<b>\$13,440,896</b>	<b>\$21,440,230</b>

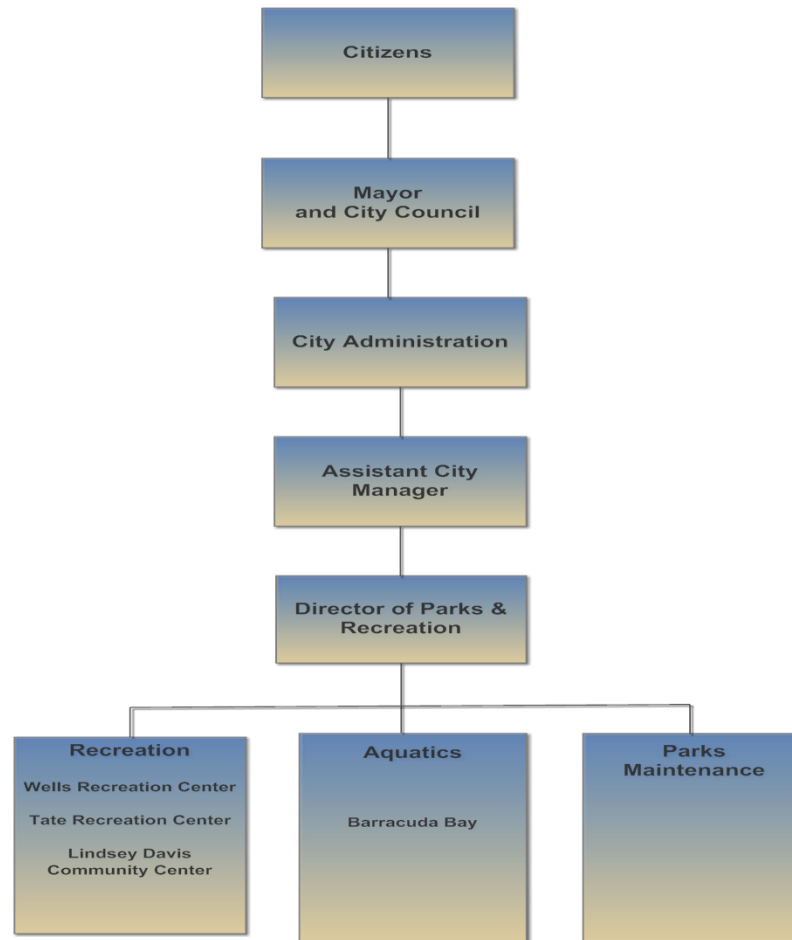


# Parks and Recreation

Richard Blankenship

# Parks & Recreation - Organizational Chart

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# Parks and Recreation – Departmental Overview

## Budget Modifications

- Transfer Beach Lifeguard activities to Fire Department
- Realign organizational structure

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$3,910,257</b>	<b>\$4,270,106</b>	<b>8.43%</b>
Personnel	2,395,825	2,548,158	5.98%
Operating	1,514,432	1,721,948	12.05%
Staffing Level (FTE's)	53	47	(6)

## FY 18 Goals

- Update and repair parks infrastructure
- Complete Parks and Recreation Master Plan

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Cunningham Park	<b>1</b>	1,570,000	1,570,000
<b>Total</b>		<b>\$1,570,000</b>	<b>\$1,570,000</b>



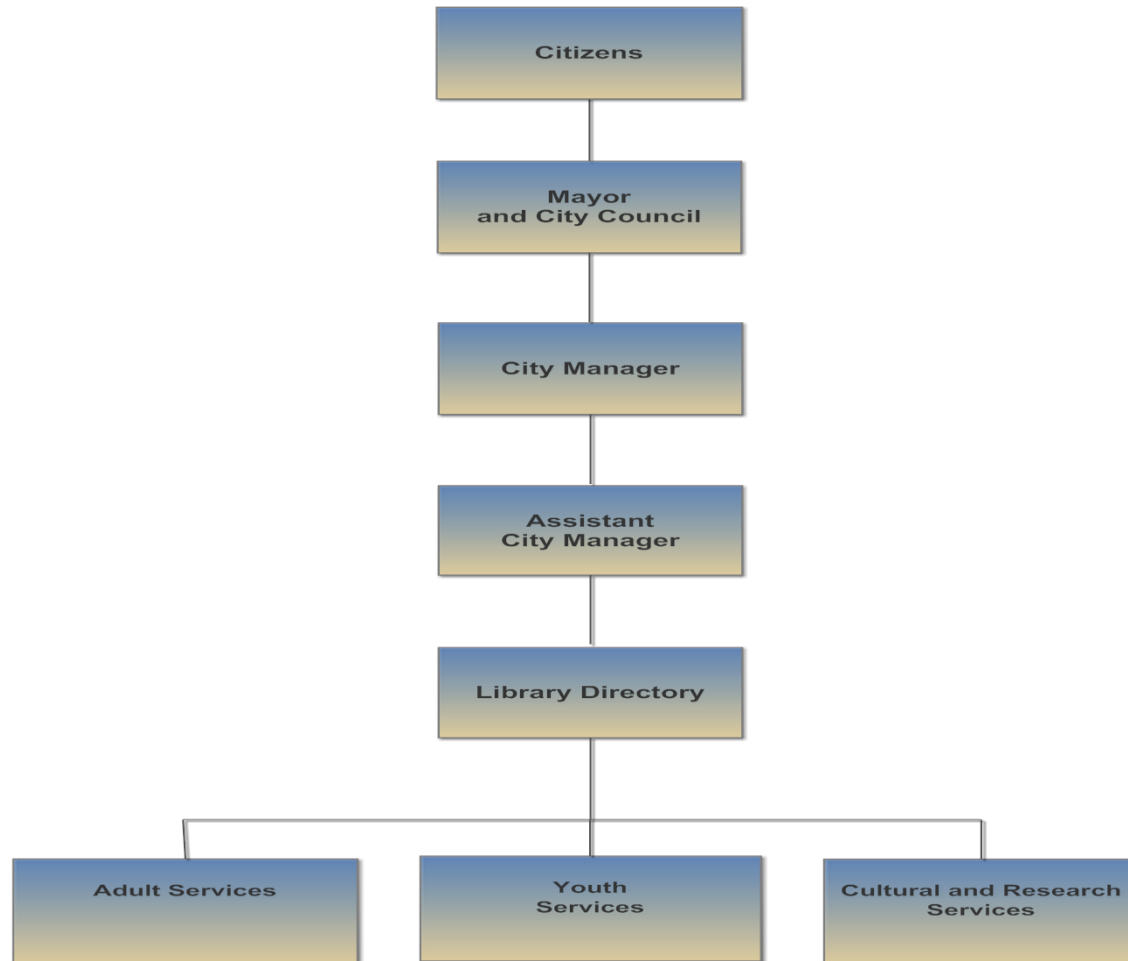


# Library

Cynthia Cobb

# Library - Organizational Chart

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# Library – Departmental Overview

## Budget Modifications

- Establish Library as an independent department
- Realign organizational structure
- Outsource information technology functions to third party vendor
- Add Assistant Library Director

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$869,834</b>	<b>\$1,020,489</b>	<b>14.76%</b>
Personnel	608,707	723,682	15.89%
Operating	261,127	296,807	12.02%
Staffing Level (FTE's)	9.5	11	1.5

## FY 18 Goals

- Construct a new main library
- Create and maintain a culture that embraces cutting edge technology
- Increase the accessibility and availability of library services
- Expand resource-sharing opportunities
- Design and implement a marketing strategy

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Public Library/Buildings	<b>1</b>	500,000	3,500,000
	<b>Total</b>	<b>\$500,000</b>	<b>\$3,500,000</b>

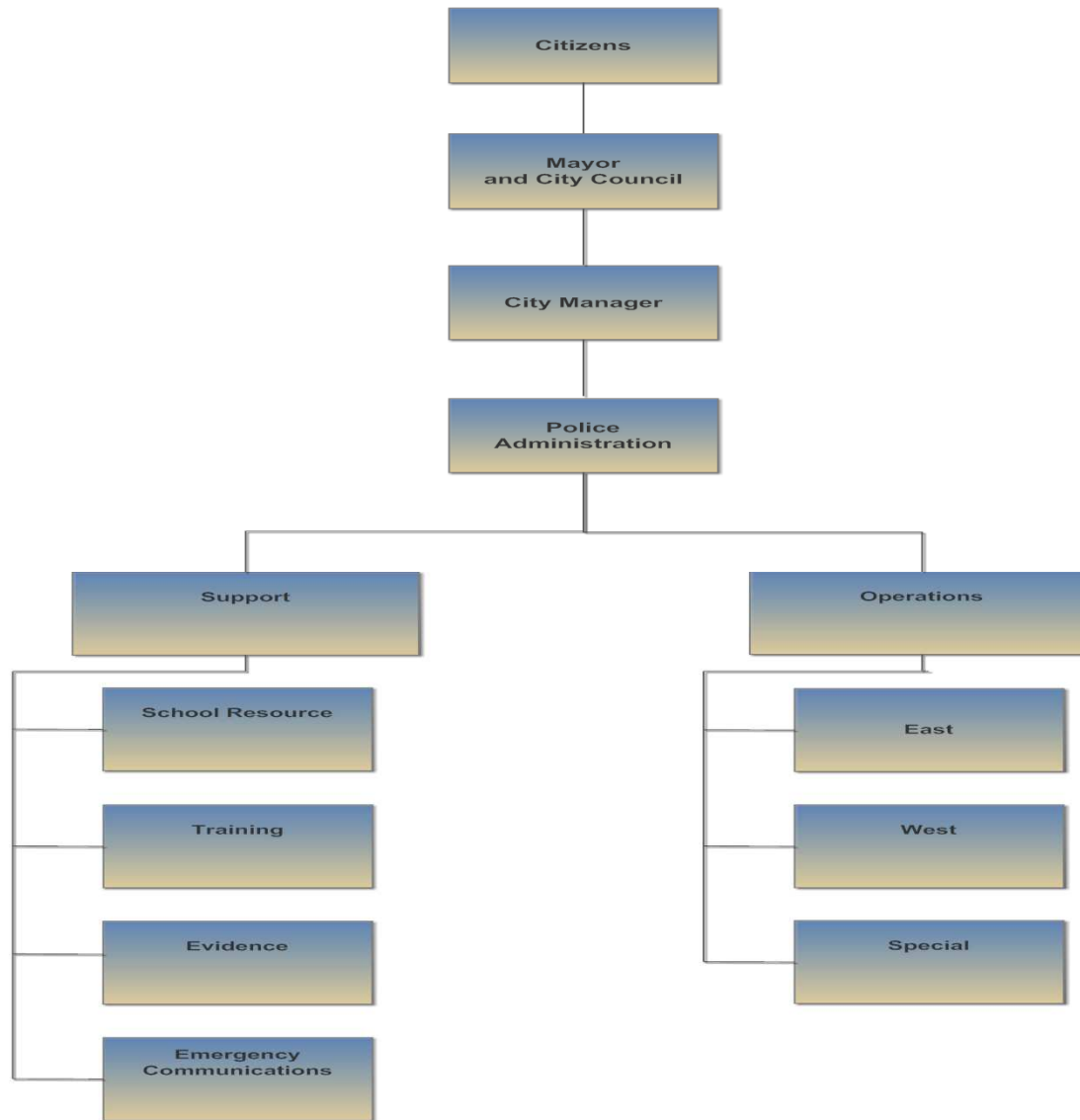


# Police

Chief Williams

# Police - Organizational Chart

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# Police – Departmental Overview

## Budget Modifications

- Realign the departmental structure

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$16,182,231</b>	<b>\$17,210,085</b>	<b>6.70%</b>
Personnel	13,042,454	14,035,407	7.61%
Operating	3,139,777	3,174,678	1.10%
Staffing Level (FTE's)	165.5	173	7.5

## FY 18 Goals

- Re-establish the accreditation process through the Commission for Florida Law Enforcement Accreditation
- Reduce personal injury crime by 7% and overall crime by 5% by attacking and exposing the infrastructure that supports criminal activity
- Engage and educate the community, building strong partnerships and relationships

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Technology Enhancements / Equipment	2	\$80,000	\$400,000
Body Worn Cameras	1	234,589	234,589
	<b>Total</b>	<b>\$314,589</b>	<b>\$634,589</b>

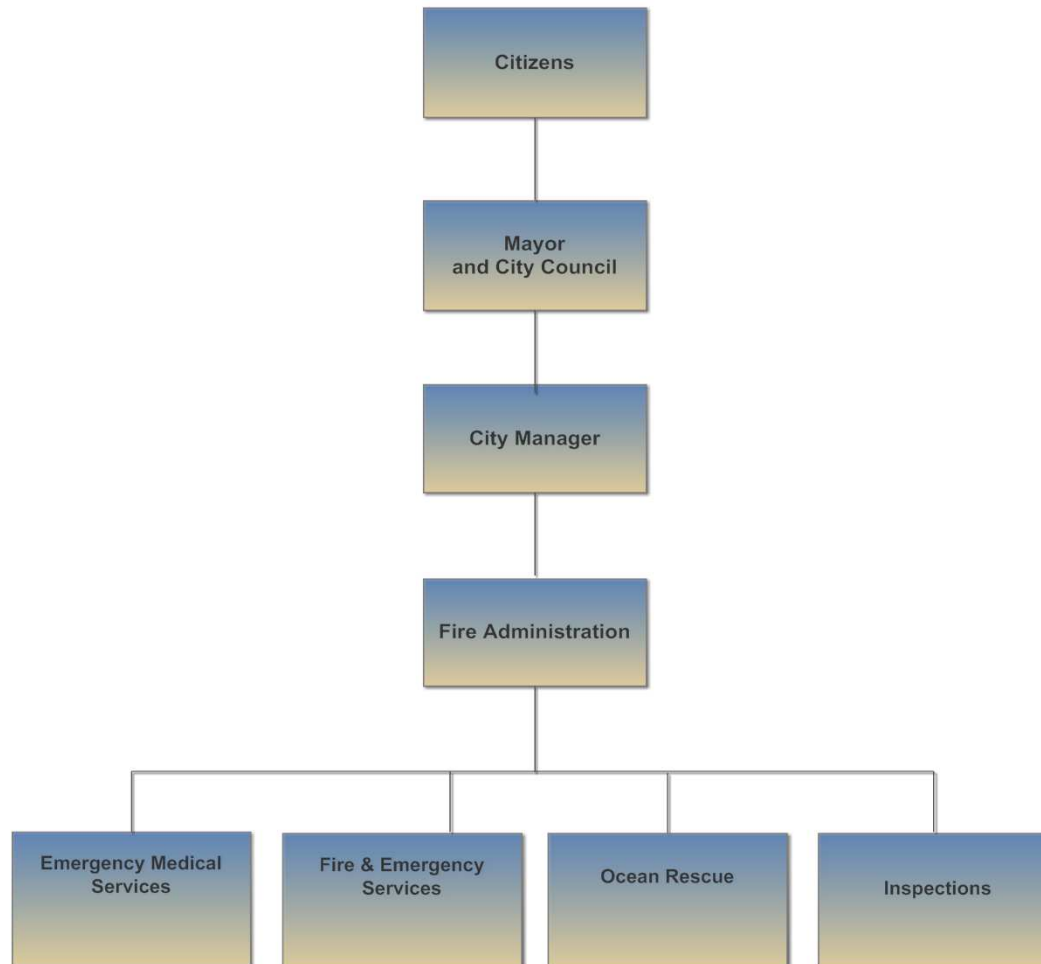


# Fire

Chief Duren

# Fire - Organizational Chart

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# Fire – Departmental Overview

## Budget Modifications

- Increase the staff complement of firefighters
- Acquire the Beach Lifeguard activities

## Operating Budget

	FY 2016/2017	FY 2017/2018	% Change
<b>Total</b>	<b>\$11,805,645</b>	<b>\$12,280,596</b>	<b>3.87%</b>
Personnel	10,022,831	10,336,713	3.04%
Operating	1,682,814	1,843,883	8.74%
Capital	100,000	100,000	0.00%
Staffing Level (FTE's)	76	83.5	7.5

## FY 18 Goals

- Provide Officer Development training to enhance performance both operationally and administratively
- Enhance current revenue sources and seek additional sources

## Capital Projects

PROJECT	CODE	FY 2017/2018	5-Year Total
Fire Station 2 Rebuild	1	\$100,000	\$4,300,000
Fire Station 3 Rebuild	2	-	3,800,000
Repair FS 1 Driveways	3		70,000
<b>Total</b>		<b>\$100,000</b>	<b>\$8,170,000</b>



## 8. Budget Calendar

# FY 2018 Budget Calendar

2017	Activity
April 10	Distribution of Budget Guidance memorandum to department heads on the FY 2018 budget guidelines
April 21	Submission of organizational structure, goals, objectives, key initiatives, and operating and capital requests to Finance
May 12	Budget reviews by City Manager and Finance staff
May 15 to June 1	Formal department presentations to the City Manager and Finance staff
June 5 to 6	City Council budget discussion
June 24	City Council organizational policy retreat
June 28 and June 30	City Council budget review
July 2 to 16	Final internal budget review
July 19	Adoption of maximum millage rate
August 1	Submission of proposed budget
August 23	City Council final budget review
September 7	First reading of FY 2018 budget
September 20	Second and final reading of FY 2018 budget

# Discussion

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- Staff to pursue formulating P3 initiatives for Municipal Facilities
- CRA - Consolidate operations and take appropriate steps to dissolve existing agreements
- Desire alternative revenue options for FY19
  - Fire Fee (2019)
  - Special Districts (2019)
  - Business Tax Receipts
  - Emergency Medical Services
- Implementation of Personnel and Operating recommendations
- Consensus of Millage at 8.4520
- Establishment of two Internal Service Funds; Fleet Services and IT
- Development of a Business Plan for Barracuda Bay
- Development of a Business Plan for Development Services - Inspections
- Consensus to move ahead with 3% COLA