

Departmental Goals, Objectives and Key Performance Indicators

Administration Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>To improve overall communication within the Town.</p>	<p>To improve communication with Council.</p> <p>SP 1, 2, & 4</p> <p>To improve communication among directors and staff.</p> <p>To enhance communications with the citizens of Davie and other stakeholders.</p>	<p>Provide Council with executive summary of monthly departmental progress reports – focus may include any of the following:</p> <ul style="list-style-type: none"> a) Accomplishments b) updates on reoccurring issues c) potential media issues d) union issues e) weekly express, f) if any, personnel investigations <p>Continued to provide quarterly litigation reports via Town Attorney</p> <p>Maintain open door policy with Mayor and Council.</p> <p>Communicate overall Town goals, vision, and financial state to all employees via multiple media mediums.</p> <p>Hold community input meetings in each of the four (4) Council districts (Annual)</p> <p>Review CRS (Citizen Response System) reports monthly to ensure staff is meeting standards for response to citizen inquiries as well as potential reoccurring or unresolved issues</p> <p>Conduct citizen surveys - business and residential.</p>	<p>Produce 100% of monthly reports on deadline.</p> <p>Publish 2 messages in employee HR newsletter and hold 1 annual meeting.</p> <p>Conduct 4 citizen input meetings</p> <p>Review 100% of monthly CRS reports</p> <p>Complete surveys</p>
<p>To manage the Town's media relations.</p>	<p>A positive relationship with a network of professional print, TV, & radio media entities will be maintained by meeting at least once a month.</p> <p>SP 1, 2, & 4</p>	<p>Have periodic meetings with reporters and editors</p> <p>Nurture relationship via phone calls, e-mails, and correspondence.</p>	<p>Keep records of meetings between PIO and media;</p> <p>Keep records of communications between PIO and media.</p>
<p>To increase the Town's grant success rate</p>	<p>Decrease general fund requests by leveraging additional Town dollars; Implementation of more projects</p> <p>SP 1, 2, & 4</p>	<p>Develop projects ready-to-go or off the shelf</p> <p>Create contingency funding source for grant match</p> <p>Monitor county, state and federal programs to anticipate opportunities and provide additional lead time for departments.</p>	<p>% of grants received as compared to those submitted;</p> <p># of shovel-ready projects.</p>
<p>To improve leadership and management of staff throughout the Town.</p>	<p>To improve communication among Department Directors and Senior Management Staff.</p> <p>SP 1, 2, & 4</p>	<p>Hold Senior Management Retreat to address Town issues including policies and procedures, quality service, communication, professionalism, teamwork and other inter-departmental coordination</p> <p>Hold training on Davie Charter, Sunshine Law, and other applicable State statutes</p> <p>Review and approve all departmental business and marketing plans and address concerns with Department Directors. This process is intended to establish a system of accountability, continuous evaluation and review</p> <p>Continue to hold weekly department director meetings.</p>	<p>Hold 1 management retreat;</p> <p>Train 100% of employees relevant to required topics;</p> <p>Conduct 100% of department director meetings.</p>

Departmental Goals, Objectives and Key Performance Indicators

Administration Department (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
	<p>To enhance communications with all Town employees.</p> <p>To improve communication of information between staff and Council.</p>	<p>Maintain open door policy to with employees</p> <p>Ensure all employees are aware of all personnel policies, including procedures for reporting misconduct or other criminal acts and other employee concerns, through training and use of technology. Employees will also receive an employee handbook outlining all policies.</p> <p>Include detailed executive summary on each TCAR for each item prepared for Council;</p> <p>Continue to hold staff agenda review meetings before each Council meeting</p> <p>Continue to ensure 100% follow-up on Council requests after meetings.</p>	<p>Train 100% of employees relevant to required topics.</p> <p>Conduct 100% of department director meetings.</p>

Police Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Hire officer for PAL position which will allow the Police Department to take a more active role in the PAL program	Improvement to the PAL program	<p>Amend Bylaws</p> <p>Add officer to PAL program and board</p>	<p>Completed budget</p> <p>New Programs</p> <p>Officers on PAL board</p> <p>Full time officer at PAL</p>
Maintain state accreditation	<p>Promotes quality community relations, pursuit of agency excellence and reduces liability and risk exposure.</p> <p>SP 1, 2, 3, 4, & 5</p>	<p>Manage accreditation process with 100% compliance every year end.</p> <p>Increase staff awareness of policies and train accordingly.</p> <p>Incorporate accreditation training (policy review) on a monthly basis</p>	Full compliance
Hire 3 Captains	New leadership prepared for future succession	Conduct promotions	Captains hired and in place

Departmental Goals, Objectives and Key Performance Indicators

Fire Rescue Department, Fire Rescue Division			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Mitigate all fires, medical, and special operational emergencies in the Town of Davie	Respond to all emergencies for help in the timeliest manner possible. SP 1, 2, & 5	Staff with appropriate number of trained personnel. Provide appropriate tools & equipment. Respond immediately upon receipt of the emergency being dispatched.	Respond to all emergencies in the Town of Davie within 6 to 8 minutes.
Provide timely fire rescue response in Western Davie.	Build fire station in Western Davie within two and one-half (2½) budget years and staff with appropriately trained personnel. SP 1, 2 & 5	Evaluate available land. Make cost effective purchase. Secure architect and Builder. Purchase appropriate tools and equipment. Hire personnel.	Purchase property and build the fire station within two and one-half (2½) budget years.
Maintain Highly Trained Workforce	Provide Fire and EMS Training Schedule which all firefighters must complete 100% annually. SP 1, 2 & 5	Provide 20 hours per member per month of Company Training Provide 24 hours per member per year for Facility Training Provide 2 hours per member per month of EMS Training	For 80% of the employees to receive 100% of the training given.
Provide a safe environment from fire hazards and preventable fires.	Provide for Annual Inspections Services. SP 1, 2 & 5	Trained Personnel Fire Safety Inspections Plans Review New Construction Inspections BTR Inspections	To complete 100% of the inspections annually.
Provide training and education programs to the community.	Train the community in fire and EMS related courses. SP 1, 2, & 5	Trained Personnel Schedule monthly classes Provide follow-up	Sponsor six (6) training classes annually.
Manage the Department's grant resources effectively and efficiently to ensure they are maintained to provide the maximum benefit to the Town and its residents.	Secure existing grant funds Leverage grant funds Submit timely reports and grant applications SP 2 & 4	Ensure all grant applications and reports are submitted before their deadlines. Utilize grant funds for eligible activities and projects Monitor performance of grant funded projects Maintain the appropriate documentation	Grant funds secured Grant funds leveraged Percentage of timely grant reports submitted Percentage of timely grant application submitted Number of grant funded audits completed
Ensure all town departments are fully trained in the National Incident Management System (NIMS) and receive maintenance training.	Provide training opportunities for the town departments along with related courses annually. SP 1, 2, & 5	Schedule monthly classes Provide follow-up	For 75% of the employees to receive their NIMS certification annually.

Departmental Goals, Objectives and Key Performance Indicators

Fire Rescue Department, Building Division			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Provide for Safe and Sustainable Construction and Renovations throughout the Town of Davie.	Provide professional building inspections services within 24 hours of being scheduled. SP 1, 2, 3, & 5	Maintain State & County Certified Personnel Provide code Compliant Plan Review. Understand and enforce all Building Codes. Provide inspection services for new construction/ Renovations Attain Code Compliance	Percentage of inspections that were completed for all projects built within the Town of Davie within 24 hours of being scheduled.
Provide Plan Review for all construction projects within the Town of Davie	Provide plan review and approval of commercial and residential construction within 15 days. SP 1, 2, 3, & 5	Provide trained staff Approve plans Provide permits to contractors and owners Track progress of plan review for potential delays	Percentage of plan review that were completed within 15 days.
Ensure Licensing of all Businesses that operate within the Town of Davie	On an annual basis provide Occupancy Licensure /Business Tax Receipt for all Businesses doing business in the Town. SP 1, 2, & 5	Provide trained staff Register all Business within the Town of Davie Provide renewal licensed to established businesses annually Provide licenses and inspection services for new businesses	What percentages of businesses in the Town are licensed?

Engineering Division			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Increase Program Management Efficiency	Digitize historical infrastructure and coordinate with other Town departments to provide more comprehensive data	Coordinate with Public Works to furnish a Stormwater Master Plan Provide faster responses to drainage and traffic calming complaints	Incorporate one development into the digital GIS infrastructure network Make initial contact within three days of initial complaint
Streamline Plans and Permits Processing	Minimize review time	Provide real time customer permit tracking online Get comments from all permit review parties at once in real time. Bypass "one at a time" process	Reduce number of status update calls by 25% Reduce time permit approval process by 25%
Update Design Standard and Specification Library	Update the Design Standard and Specifications Library every three years	Attend training seminars and luncheons to learn about the latest engineering and construction principles	Number of Design Standard and Specifications Library updates every three years

Departmental Goals, Objectives and Key Performance Indicators

Planning & Zoning Division			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Development Review Review site plans and similar development applications for compliance with Town requirements.</p>	<p>Provide timely review SP 1, 2, & 4</p> <p>Expedite review of projects with significant economic development potential or in support of affordable housing SP 4 & 5</p> <p>Cost recovery SP 4</p> <p>Record-keeping and information retrieval SP 1, 2, 3, & 4</p>	<p>Complete initial review of site plan and site plan modification applications and provide written comments to applicants within 45 days</p> <p>Provide written comments to applicants within 30 days for "Priority" projects delivering affordable housing or having high economic development potential</p> <p>Enforce fee schedule to recoup cost of review services, including hourly charges for services outside of the standard review procedures</p> <p>Maintain accurate records of approved site plans.</p>	<p>Calendar days from date of application to transmittal of comments to applicant.</p> <p>Calendar days from date of application to transmittal of comments to applicant.</p> <p>Percent of annual development review and permit costs (e.g., salaries, benefits, advertising and similar costs) recovered through application fees.</p> <p>Percent of approved plans available in electronic format.</p>
<p>Permit Review Review building and engineering permits for compliance with Town requirements and ensure consistency with approved site plan conditions.</p>	<p>Inspect permitted development to ensure compliance with Land Development Regulations and any conditions of approval SP 3 & 4</p> <p>Provide timely customer service over the internet SP 1, 2, & 4</p> <p>Provide timely customer service over the counter SP 1, 2, & 4</p>	<p>Perform inspections on all new development sites to ensure compliance with items not inspected by others, such as architectural features</p> <p>Provide a response to all questions submitted through Gov Q/A within three days</p> <p>Maintain at least one "Planner-On-Call" at all times from 7:30AM to 5:00PM</p>	<p>Percent of "as built" in compliance with LDRs and conditions of approval.</p> <p>Percent of inquiries where staff provided a response within three calendar days from initial question.</p> <p>Working days where at least one "Planner-on-Call" is available at Town Hall.</p>
<p>Comprehensive Planning Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards.</p>	<p>Ensure proper coordination with established local and regional planning entities SP 2, 3, 4, & 5</p> <p>Assist the Green Energy and Environmental Committee (GEEC) in preparing written goals and objectives for Town Council Consideration SP 3, 4, & 5</p>	<p>Attend at least 90% meetings of the Metropolitan Planning Organization's Technical Coordinating Committee and the School District's Staff Working Group</p> <p>Forward GEEC recommendations to the Town Administrator and/or Town Council along with a professional staff recommendation, providing alternative options if appropriate.</p>	<p>Percent of meetings attended.</p> <p>Percent of formal GEEC recommendations presented to the Town Administrator or Town Council with staff recommendation.</p>

Departmental Goals, Objectives and Key Performance Indicators

Planning & Zoning Division (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
	<p>Ensure the public has ready access to relevant planning policy proposals and documents</p> <p>SP 1, 2, & 4 Participate in local planning collaboration efforts and use these as an opportunity to promote Town initiatives.</p>	<p>Maintain web pages for all major planning initiatives, such as the Local Road Master Plan, State Road 7 Master Plan and Regional Activity Center Master Plan</p> <p>Annually host or participate in at least one state or local seminar related to planning initiatives (such as Broward APA's City Spotlight or hosting the SR7 Collaborative).</p>	<p>Percent of major planning documents posted to web page.</p> <p>Number of events.</p>

Public Works and Capital Projects Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Control Project Costs and Schedules	Provide more predictable project delivery by defining and standardizing processes and expectations	<p>Implement Project Management Procedures (item 1 below)</p> <p>Implement Consultant Guidelines (item 2 below)</p>	<p>Complete vertical projects within 5% of user's budget</p> <p>Complete horizontal projects within 15% of user's budget</p> <p>77% of all projects completed within the Contract Time</p>
Provide a Safe Environment	Comply with all regulatory requirements to ensure the safe and effective operation of the Towns assets	<p>Submit National Pollutant Discharge Elimination System (NPDES) report yearly.</p> <p>Participate in the National Flood Insurance Program Community Rating System</p> <p>Track road repair data.</p> <p>Reduce Sidewalk trip and fall claims</p>	<p>Receive fewer than 6 Requests for Additional Information (RAI) on the NPDES permit program submission each year</p> <p>Maintain National Flood Ins. Program Community Rating System rating of 7</p> <p>60% of damaged road complaints are made safe within one working day (Benchmarked Data)</p> <p>Receive 2 or fewer legitimate trip and fall claims</p>
Provide Good Customer Service	Enhance the customer interaction experience and response	<p>Provide initial response to Citizen Response Center inquiries within one business day</p> <p>Maintain a log of all calls received by the Department and ensure that return calls are made by the close of the next business day</p> <p>Complete work requests within the time frame indicated in the LOS document</p>	<p>85% compliance on GovQA™ response report</p> <p>Receive less than 6 second request calls for the year.</p> <p>Receive a customer satisfaction rating of 80% positive on all work order Customer Feedback Forms</p>

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Parks & Recreation Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Increased program participation and revenue (Youth programs)	Increase resident participation in programs and increase revenue SP 1, 4, & 5	Program promotion/ Market competitive program fees/cost recovery fee structure	15% participation and revenue increase/40 programs per year. KPI not meet for FY11 due to economic conditions. Participant levels have generally remained constant.
Customer satisfaction/complaint follow up (Youth programs)	Minimal complaints/timely follow up SP 2, 3, 4, & 5	Conduct satisfaction surveys/maximum three day complaint response follow up	Six or less complaints per division per year/achieve complaint follow up standard of three days/7,000 participants per year
Area/facility/program quality & variety	Parks and programs are recognized as of high quality and comparable to that of comparable SP 1, 3, 4, & 5	Staff site and program quality inspections/follow up corrective action for deficiencies	Track # of Public Works work orders and customer service follow up requests.
Proper budget execution	Appropriated funds expended as intended and in an efficient manner by Program. SP 3, 4, & 5	Record of fund expenditures reflects use of funds as intended.	Existence of expenditure record which can be used to justify expenditures and be utilized for budget planning
Sponsorship obtained	Communities' sponsorships used to offset program costs SP 4 & 5	Staff outreach to local businesses for sponsorship funding.	Obtain six sponsorships per year.
Aquatics Programs	Staff conducted programming utilizing in house staff and outsourced resources. SP 1, 4 & 5	Promote/execute existing and new programs	Sustain number of existing programs. Add new programs in response to user demand/interest.
PIMPC Open Gym Use	Increase gym use to achieve maximum use. SP 1, 4 & 5	Track facilities use / promote new uses/ increase existing use.	5,000 users per year
Meeting Room Use / Rentals	Quality/controlled facility usage. SP 1, 4 & 5	Trained staff and efficient processing system.	550 per year
Shelter Rentals	Quality / controlled facility usage SP 1, 4 & 5	Trained staff and efficient processing system	360 per year
Annual Volunteer Hours	Quality and varied programming	Execution of staff directed volunteer recruitment process	70,000 hrs/year
Annual Department Revenue	Reduce Town program subsidy / achieve cost recovery where possible SP 3, 4 & 5	Execute 100% compliance with Town requirements	\$848,430

Departmental Goals, Objectives and Key Performance Indicators

Special Events and Cultural Arts Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Family Special Events	Yearly family special events and experiences through the arts creating leisure experiences	Offering yearly family special events	Enhancements through sponsorships, donations and other community support.
Community Cosponsorship Opportunities	Divides event costs	Teaming up with supporting profit and non-profit agencies	Divides event costs and enhances community cooperation.
Departments Sensitivity to Community Diversity	Include an array of cultural interests	Create programs to include community Lifestyles and traditions	Improve the quality of programming by addressing special interests
Informing/Notifying Participants and Sponsors	Dissemination of information	Keeping residents aware of a variety of programs available.	Via Web /internet, brochures, hand outs ,mail-outs pro Ad's
Opportunities for Sponsorships and Community Involvement	Solicit annually to support costs the of special events	Create opportunities that offer businesses a chance to promote their services/products	Via Web /internet, brochures, hand outs ,mail-outs pro Ad's
Experienced Versatile Staff Members	Established staff longevity,	Acknowledgment of efforts Simple Thank You Unexpected Awards	Versatile working schedule, cooperation, commitment, and knowledge.
Organization Working together	Time line coordination	Daily communication, checklists, supervisor follow-up.	Effective team communication, Accountability and cooperation Organized working equipment
Information disseminate on the variety of programs	Produce quarterly newsletter, provide PSA opportunities, active web page info, brochures	Updated web page information newsletters, weekly PSA and resident event mail outs	Available to residents in order to increase participation in these programs
Grass turf fertilization	adequate to promote healthy turf	Apply 4 to 6 pounds nitrogen per 1000 per year	Promotes a healthy turf
Manual and Pump Irrigation Kept operable	Address drought stress conditions	Weekly inspections	Weekly inspections, work order request
Turf and Foliage Pest control	Keep pest impact less than 15%	Treatment - visible activity/damage	Biweekly inspections, treatment log maintained
Facility Litter controlled daily	Litter kept 95% litter free, daily maintenance.	Use daily check lists	Daily inspections/rodeo inspected prior to each usage
Facility Lighting	Lighting levels maintained for safe adequate viewing.	Daily inspections with facility checklist	Daily inspections with facility checklist are imperatives prior to each usage.
Safe Walk and Seating Surfaces	Areas are kept cleaned, and safe	Daily cleaning, swept, and functional	Daily inspections by use of safety checklists

Departmental Goals, Objectives and Key Performance Indicators

Special Events and Cultural Arts Department (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Safe Clean Restrooms and Building Structures	Buildings cleaned and structure is sound	Daily inspections, checklist completed	Check at least once per day/as needed during special events
Special Features Maintained	Kept clean, functional and safe	Daily inspections, checklist completed	Kept clean, functional and safe

Human Resources Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Employment & Recruitment Continue to recruit and select the most highly qualified candidates in the most cost effective manner while embracing and benefiting from the cultural diversity of our community.</p>	<p>Providing a highly qualified and efficient workforce that will assist in accomplishing Town wide strategic priorities</p> <p>SP 1, 2, & 4</p>	<p>Conduct needs assessment to determine the current and future human resource requirements of the organization. Ensure that all new hires receive their New Hire Orientation within two weeks of employment. Continue to review and revise current class specifications to ensure they are in line with actual duties.</p>	<p>Employment applications processed % new hires achieving 12 months of service % new hires achieving satisfactory appraisal at first assessment For 100% of new hires to receive their New Hire Orientation within two weeks of hire.</p>
<p>Compensation and Benefits Administration Implement a total compensation philosophy to attract and retain the most qualified employees</p>	<p>Ensure the Towns compensation practices are competitive with the market and related industry Ensure competitive benefits packages are being offered and will continue to be sustainable.</p> <p>SP 1 & 2</p>	<p>Continue to conduct and participate in labor market salary surveys and benefit surveys. Review, revise and manage Town's benefits program. Explore all options available concerning health insurance.</p>	<p>Internal and external surveys Investigate 100% of Employee reported issues Request for Proposal for Network Providers, Insurance Carriers, and TPA</p>
<p>Employee Health and Wellness To promote personal wellness in order to create and sustain a healthy and productive workplace</p>	<p>Expand the Town-wide wellness initiative which will significantly reduce health care cost, sick leave and absenteeism, while increasing morale, productivity and work performance</p> <p>SP 1, 2, & 5</p>	<p>Effectively keep Town employees informed of events, activities, progress and meetings. Conduct a survey among employees to identify health and wellness attitudes, interests and needs Targeting programs, activities and incentives to build employee involvement Organize and administer annual employee health fair</p>	<p>Employee survey # of wellness classes offered Health Fair</p>

Departmental Goals, Objectives and Key Performance Indicators

Human Resources Department (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Employee Development and Training Ensure all Town employees receive training necessary to achieve development of skills, knowledge, abilities and attitudes related to their job duties</p>	<p>Improve service through in-house training and outside training Provide employees with the opportunity for individual growth Ensure employees are informed about the Towns overall strategic priorities.</p> <p>SP 1, 2, & 4</p>	<p>Orient all new employees on Town policies and procedures. Work with departments to ensure new employees are taught the skills, knowledge, abilities and attitudes necessary to safely and efficiently perform their jobs. Keep current Town employees up to date on policy and procedure changes. Provide supervisory, management, and human relations skills training. so that supervisors can effectively work with the employees they supervise and accomplish department/Town goals and objectives. Provide all Town employees with human relations skills so they can courteously and effectively serve the public and work efficiently with other Town employees.</p>	<p>For 100% of new hires to receive their New Hire Orientation. # of trainings provided Employee Survey</p>
<p>Labor and Employee Relations Ensure morale is high among employees by supporting them in achieving their goals and providing a safe, pleasant, and satisfying work environment</p>	<p>Make certain employees are both satisfied with their working environment and that they are receiving equitable compensation and benefits.</p> <p>SP 1, 2, & 4</p>	<p>Ensure all employees receive evaluations on an annual basis.</p>	<p>% of employees receiving their annual evaluation Internal/external survey</p>
<p>Risk Management and Safety Reduce the financial exposure for the Town of Davie and promote a safer working environment</p>	<p>Reduce Insurance cost</p> <p>SP 1, 2, & 5</p>	<p>Continue to expand safety program. Increase training for all departments Reporting quarterly updates to Department Heads</p>	<p>Safety related trainings Provide quarterly reports to Department Heads.</p>
<p>Legal Compliance and Litigation Avoidance Administer, review, and revise all personnel policies and procedures; Communicate these policies and procedures to Town employees, along with expectations for adherence and the consequences for non adherence.</p>	<p>Ensuring consistency and compliance with all federal, state, and local employment laws.</p> <p>SP 1, 2, & 5</p>	<p>Stay up-to-date on current laws, establish appropriate policies and communicate them to town employees. Provide training to Human Resources personnel to make certain they are up to date on all federal, state, and local employment laws. Distribute Employee Handbook/Policy Manual to all Town of Davie employees. Review policy manual with each Department Director. Make sure they understand that they must uphold expected standards and be role models for other Town employees</p>	<p>Trainings attended 100% Distribution and acknowledgement of Employee Handbook Review Employee / Policy Handbook with 100% of Department Directors.</p>
<p>Records Management Revise the Human Resources Record Management system in order to ensure compliance and increase efficiency.</p>	<p>Streamline customer service and reduce the cost associated with filing, archiving and long term storage of records.</p> <p>SP 1 & 2</p>	<p>Perform internal file audits to ensure all required documentation is filed properly. Respond to all questions and/or request for service within 24 hours</p>	<p>Respond to all questions and/or request for service within twenty-four hours.</p>
<p>Customer Service Provide unparalleled customer service.</p>	<p>Strengthen our reputation for excellent customer service.</p> <p>SP 1, 2, & 4</p>	<p>Clearly communicate information and maintain a positive attitude throughout the entire work day. Raise employee awareness of information that is available on department homepage. Review and revise department website to ensure accurate information and links are provided. Work with the Technology and Information Management Systems Dept. and the IT Committee in developing an Intranet system.</p>	<p>Employee / Citizen survey Complaints received</p>

Departmental Goals, Objectives and Key Performance Indicators

Budget & Finance Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>GENERAL ACCOUNTING:</p> <p>Coordinate with the Town's auditors, provide account reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report (CAFR)</p> <p>Continue to provide timely financial information and analyses to facilitate the proper administration of the Town.</p> <p>Assist departments with their budget questions in a timely and comprehensive manner.</p> <p>Ensure financial liquidity to meet normal operating and contingent obligations.</p>	<p>Maintain or improve the Town's current bond ratings</p> <p>Maintain financial reserves of 25% of General Fund budgeted expenditures</p> <p>Maintaining Current Certification/State Licenses and Professional Memberships</p> <p>SP 2 & 4</p>	<p>Manage Town-wide expenses and maintain accurate records.</p> <p>Gather and report financial information timely.</p> <p>Provide training/education opportunities to Town accounting personnel.</p> <p>Respond timely and accurately to questions and comments from our stakeholders</p>	<p>Maintain or improvement of the Town's current bond ratings</p> <p>Maintain General Fund Reserves at 25% of Budgeted Expenditures – Per Approved Council Resolution</p> <p>Maintaining Current Certification/State Licenses and Professional Memberships</p>
<p>BUDGET</p> <p>Coordinate the preparation of the annual operating budget document and adopt the final budget in compliance with State statutory requirements and deadlines.</p> <p>Provide informative and timely information to departments.</p> <p>Provide training/educational opportunities to Town budget personnel.</p>	<p>Adopt the Annual Budget in compliance with all TRIM requirements</p> <p>Produce Monthly Financial Statements</p> <p>SP 2 & 4</p>	<p>Review TRIM requirements to ensure compliance</p> <p>Preparation of annual Budget</p> <p>Work closely with Council, Departments and Administration</p> <p>Schedule training opportunities to appropriate budget personnel</p>	<p>Adopting Annual Budget in compliance with all TRIM requirements</p> <p>Produce Monthly Financial Statements</p> <p>Number of Budget Transfer Requests – Under \$1,000</p> <p>Number of Budget Transfer/Amendment Requests – Over \$1,000</p>

Departmental Goals, Objectives and Key Performance Indicators

Budget & Finance Department (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>PROCUREMENT</p> <p>To ensure timely coordination of all procurement functions in compliance with Federal, State and local rules and regulations Town.</p> <p>Educate Town employees on the Procurement Process</p>	<p>Employees are educated on the Procurement Process</p> <p>Maintaining Current Certification and Professional Memberships</p> <p>SP 2 & 4</p>	<p>To create, update and follows the rules of a purchasing manual</p> <p>Train employees in the Procurement Process and distribute a Purchasing Manual</p> <p>Attend relevant trainings/seminars to ensure updated rules and regulations are implemented</p> <p>Respond timely and accurately to questions and comments from stakeholders</p>	<p>Employees are educated on the Procurement Process</p> <p>Maintaining Current Certification and Professional Memberships</p>
<p>PAYROLL</p> <p>To ensure timely coordination of all payroll functions in compliance with Federal, State and local rules and Town regulations.</p> <p>Educate Town employees on the Payroll Process</p>	<p>Minimal percentage of payroll corrections</p> <p>SP 2 & 4</p> <p>Employees are educated on the Payroll Process</p> <p>SP 2 & 4</p>	<p>Ensure system setup correctly in accordance with current Town Policies/Contracts</p> <p>Train employees in the Payroll Process</p> <p>Respond timely and accurately to questions and comments from stakeholders</p> <p>Coordinate deadlines with Human Resources when appropriate</p>	<p>Percentage of Payroll Corrections Due to Payroll Errors</p> <p>Employees are educated on the Payroll Process</p>
<p>UTILITIES CUSTOMER SERVICE</p> <p>Coordinate the preparation of the monthly bills and ensure timely and accurate distribution of bills to customers.</p>	<p>Coordinate the preparation of the monthly utility bills and ensure timely and accurate distribution of bills to customers</p> <p>SP 1 & 4</p>	<p>Collect revenue timely and accurately</p> <p>Respond timely and accurately to questions and comments from stakeholders</p> <p>Ensure that appropriate employees are trained</p>	<p>Coordinate the preparation of the monthly utility bills and ensure timely and accurate distribution of bills to customers</p>

Departmental Goals, Objectives and Key Performance Indicators

Town Clerk's Office			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Town Council Agenda</p> <p>Provide timely information to all stakeholders to ensure informed decisions are made in a participative process.</p>	<p>Publish and post agenda for ample review (min. 5 days) by Town Council and the public</p> <p>SP 2</p>	<p>Ensure all agenda submittals have been received by the pre set agenda deadline.</p> <p>Review EasyAgenda for items that have not been approved by the Town Administrator.</p> <p>Begin publishing agenda not later than Wednesday before Town Council meeting.</p> <p>After publishing and distribution, post agenda on web and e-mail those on subscriber list.</p>	<p>% of agendas published and posted on Town website three business days before Town Council Meeting:</p> <p>FY 2011: 100%</p> <p>Proj FY 2012: 100%</p>
<p>Records Management</p> <p>Maintain and provide access to public records as mandated by Florida Statute, and the Florida Administrative Code.</p>	<p>Promptly route and respond to public records requests</p> <p>SP 1 & 2</p> <p>Process and complete all records management requests</p> <p>SP 1 & 2</p> <p>Process lien requests within 6 business days for regular requests, and within 24 hours for rush requests.</p>	<p>Log in records requests and route to applicable departments.</p> <p>Upon completion log in completion date.</p> <p>Review all requests for off-site storage for accuracy.</p> <p>Schedule pickup/delivery with offsite storage facility.</p> <p>Contact applicable department.</p> <p>Log in lien request.</p> <p>Look up folio and legal description of property to ensure accuracy.</p> <p>Review GIS system to determine if property is located within Davie service area.</p> <p>Contact Utilities area to determine if any pre development agreements are in place or any balances are owed.</p> <p>Check internal database to see if there are any Code Compliance or special assessment liens on file.</p> <p>Provide written response to requestor on status of property.</p>	<p>% of Town Clerk's Office records requests completed within 3 business days:</p> <p>FY 2011: 70%</p> <p>Proj. FY 2012: 75%</p> <p>% of records sent offsite eligible for destruction:</p> <p>FY 2011: 13%</p> <p>Proj FY 2012: 10%</p> <p>% of lien requests completed within 6 business days for regular searches:</p> <p>FY 2011: 99%</p> <p>Proj FY 2012: 100%</p> <p>% of lien requests completed within 24 hours for expedited searches:</p> <p>FY 2011: 100%</p> <p>Proj FY 2012: 100%</p>
<p>Legal Opinions</p> <p>Ensure the provision of legal opinions requested of the Town Attorney by other departments and Town Council.</p>	<p>Process Town Attorney requests and distributes completed responses in a timely manner.</p> <p>SP 1 & 2</p>	<p>Review control number requests (internal work order form) to ensure proper authorization.</p> <p>Issue control # and forward to Town Attorney within one business day.</p> <p>Route completed responses back to requesting department, and/or Council.</p> <p>Scan in responses into imaging system within two days of receipt.</p>	<p>% of Town Attorney control number requests processed within 1 business day:</p> <p>FY 2011: 12%</p> <p>Proj FY 2012: 15%</p>

Departmental Goals, Objectives and Key Performance Indicators

Town Clerk's Office (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Elections			
<p>Ensure democratic process of representing the public interest by conducting municipal elections in compliance with State Law and Town Charter.</p>	<p>Conduct cost effective March elections in compliance with State law.</p> <p>SP 1, 2, 4, & 5</p> <p>Promptly provide election related information via the web.</p> <p>SP 1, 2, 4, & 5</p>	<p>Sign agreement with Supervisor of Elections to hire pollworkers.</p> <p>Secure polling locations.</p> <p>Qualify candidates.</p> <p>Place legal ads.</p> <p>Monitor election day activities.</p> <p>Secure certified results from SOE.</p> <p>Upon qualification, review documentation for exempt/confidential material.</p> <p>Post candidate information on department webpage.</p> <p>Review Division of Elections and Supervisor of Elections websites for new content that may be placed online.</p>	<p>Average cost per vote cast:</p> <p>FY 2011: No Election Data</p> <p>Proj FY 2012: \$18.39</p> <p>% of approved budget expended for March election:</p> <p>FY 2011: No Election Data</p> <p>Proj FY 2012: 98%</p> <p>% of election related reports posted on the web within 2 business days of receipt:</p> <p>FY 2011: 95%</p> <p>Proj FY 2012: 100%</p>

Housing and Community Development			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Grant Management			
<p>Manage the Town's housing and community development grant resources effectively and efficiently to ensure that they are maintained to provide the maximum benefit to the Town and its residents</p>	<p>Secure existing grant funds</p> <p>Leverage grant funds</p> <p>Submit timely reports and grant applications</p> <p>SP 2 & 4</p>	<p>Ensure all grant applications and reports are submitted before their deadlines.</p> <p>Utilize grant funds for eligible activities and projects</p> <p>Monitor performance of grant funded projects</p> <p>Maintain the appropriate documentation</p>	<p>Grant funds secured</p> <p>Grant funds leveraged</p> <p>% of timely grant reports submitted</p> <p>% of timely grant application submitted</p> <p># of grant funded audits completed</p>
Community Development			
<p>Improve the quality of life of Davie residents through community development programs that rehabilitate, construct and/or expand public facilities, single-family homes, infrastructure and provide direct public services to Davie residents such as transportation, youth scholarships, emergency assistance grants, sewer connection grant, etc.</p>	<p>Complete capital improvements projects</p> <p>Provide direct public service grants to Davie residents</p> <p>SP 1, 2, 3, & 5</p>	<p>Meet with residents to identify community needs</p> <p>Match community needs with funding sources and leverage funds if possible</p> <p>Prepare projects and activities to undertake improvements</p> <p>Oversee the implementation or construction of community development programs or projects</p> <p>Document the impact on the community</p>	<p>Number of capital projects completed</p> <p>Number of grant funded programs</p> <p>Number of emergency assistance grant awarded</p> <p>Number of home repair grants provided</p> <p>Number of youth scholarships provided</p> <p>Number of clients accessing transportation</p>

Departmental Goals, Objectives and Key Performance Indicators

Housing and Community Development (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Expand affordable rental housing and homeownership opportunities for Davie residents, especially housing for low and very low-income families and individuals, and Davie's workforce.	<p>Increase affordable homeownership opportunities</p> <p>Increase affordable rental housing opportunities</p> <p>Provide direct housing grants(SP 1, 2, 3, & 5</p>	<p>Educate all stakeholders on the importance of affordable housing</p> <p>Market programs</p> <p>Provide funding to eligible clients and developers to purchase and construct affordable units.</p>	<p>Number of down payment assistance grant provided</p> <p>Number of new affordable housing units built (81% - 120% of the Area Median Income)</p> <p>Number of very low income units built (At or below 50% of the Area Median Income)</p>
Upgrade the existing housing stock and provide loans and/or grants to income-eligible homeowners to make home repairs and replace existing substandard/leaking roofs, or "harden" the structures to protect them from Hurricanes.	<p>Rehabilitate the existing housing stock</p> <p>Harden homes to protect them from hurricanes</p> <p>Rehabilitate homes to improve accessibility for disabled Davie residents SP 1, 2, 3, & 5</p>	<p>Identify housing units in need of repair or hardening</p> <p>Market housing programs to areas of greatest need</p> <p>Provide funding to eligible clients to repair or harden homes</p>	<p>Number of home repair grants provided</p> <p>Number of homes made hurricane resistant (harden)</p>
Improve Citizen's Access to Social Services: Improve access to social services such financial assistance, health care, case management, etc. for Davie residents	<p>Improved access to social services</p> <p>Expand social services resources SP 1, 2, 3, 4, & 5</p>	<p>Identify local and state services that serve Davie residents</p> <p>Create resource guides and web based tools to educate Davie residents on available services</p> <p>Create centralized locations for Davie residents to access services</p>	<p>Number of social service referrals provided</p> <p>Number of clients served at Neighborhood Service Center</p> <p>Number of resource guides created</p>

Community Redevelopment Agency			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Help new and existing businesses to improve the exterior and interior of their businesses through the Commercial Property Improvement Grant Program.	<p>Encourage businesses to improve their storefronts and parking areas in an effort to improve the streetscape of Davie Road.</p> <p>Improvements must be found to enhance the CRA Redevelopment Area by making improvements which are visible to the public. SP 3 & 4</p>	<p>Contact business owners and operators through various means such as presentations at public meetings and sending mailings to make businesses aware of the program.</p> <p>Assist interested applicants in completing the grant application.</p>	<p>Attempt to approve three commercial grants in FY 2012.</p> <p>The total dollar amount of commercial grant funds during the year at \$250,000.</p>

Departmental Goals, Objectives and Key Performance Indicators

Community Redevelopment Agency (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Help businesses to improve their properties through the use of the Commercial Loan Subsidy Program.</p>	<p>Provide Loan Subsidies to business owners that will assist them to reduce the cost of improvements to their business.</p> <p>SP 3 & 4</p>	<p>Inform business owners about the loan subsidy program through meetings, presentations and mailings.</p> <p>Assist interested applicants to complete the grant application properly.</p>	<p>Approve two businesses for a loan subsidy from the CRA in FY 2012.</p> <p>The total amount of loan subsidy interest to be paid in FY 2012 is \$100,000.</p>
<p>Attract New Businesses To the CRA through various means.</p>	<p>Seek new development and business projects to the Town by increasing awareness of what the CRA can do through presentations at meetings, Town events, and participating in meetings with prospective business developers.</p> <p>SP 4</p>	<p>Participate in networking events such as EDC , DMIA, Chamber of Commerce through networking and partnerships.</p>	<p>Attend seven meetings to be held with prospective development entrepreneurs in FY 2012.</p> <p>Distribute information about the CRA such as a PowerPoint presentation of "What Does The CRA Do".</p>
<p>Attract prospective businesses to locate to the CRA with incentives such as the Job Incentive Program which offers \$2,000 for each job which pays 115% of the average wage in Broward County.</p>	<p>Meet with prospective new businesses and make them aware of the program.</p>	<p>Make new business aware of the possibility of obtaining a grant to encourage new jobs.</p>	<p>Make at least one grant for at least 10 jobs in FY 2012.</p>
<p>Assist homeowners on the Eastside with the costs of connecting to the sanitary sewer lines by approving Grants which will pay ½ of the cost of the new sewer line from the front property line into the house and demolishing the existing septic field.</p>	<p>Provide homeowners with information about the potential grant to help pay for the connection to the new sewer line.</p>	<p>Provide information at a public meeting to inform homeowners of the program.</p> <p>Send a letter to homeowners informing them of the program.</p>	<p>Provide grants to homeowners which will average approximately \$2,500 per grant to pay ½ of the connection cost. It is a goal to approve at least 30 such grants which would be about \$75,000.</p>
<p>Construction of surface public parking lot on SW 41 Street on land owned by the CRA.</p>	<p>Provide approximately 40 parking spaces to provide overflow parking for businesses along Davie Road.</p> <p>SP 2, 4 & 5</p>	<p>The parking spaces have been designed and are being approved by government agencies.</p>	<p>The parking lot improvements need to go out to bid and a contractor needs to be selected. The lot should be completed by September 30, 2012.</p>

Departmental Goals, Objectives and Key Performance Indicators

Community Redevelopment Agency (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Start the construction of various infrastructure improvements as outlined in the Capital Improvements Plan. These improvements include Phases 2 and 3 of the Eastside Infrastructure Improvements as well as the storm sewer improvements on the Westside.	Begin the construction of these improvements by means of awarding a contract for the various activities. SP 3, 4, & 5	After the bid is awarded by Town Council the contractor can begin work. The work is monitored by the CRA, consulting engineer, and TOD engineering during the construction.	Substantial work is completed during the course of the year. This work consists of more than 3 miles of streets, 10,000 linear feet of storm sewers, 8,500 linear feet of sanitary sewers, 8,500 linear feet of water mains. The work will probably be completed after 18 months.
Attend professional conferences to maintain certification and increase knowledge through training courses.	Profession personnel will attend at least one conference to improve their knowledge base. SP 1	Will attend the annual conference of the Florida Redevelopment Association. Will attend local seminars and meetings to obtain information to perform better on the job.	The goal is to attend one conference during the year. The goal is to attend at least four local meetings and seminars.
Increase traffic to downtown businesses by helping support special events within the downtown area.	Promote special events within the downtown area . Increase community involvement to bring people to the downtown area.	Help sponsor events such as the Orange Blossom Festival and the Southeastern Circuit Finals Rodeo, Concerts, etc. Provide vouchers to encourage attendees to these events to patronize local businesses. Promote opportunities through new releases and flyers.	Provide sponsorships to the Orange Blossom Festival and the Southeastern Circuit Rodeo Finals for \$30,000 apiece. Provide a voucher program for the Orange Blossom Festival which results in at least 1,500 vouchers being redeemed and which generates at least \$25,000 worth of business to local merchants.

Utilities Department			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Promote consumer confidence and satisfaction	100% customer Satisfaction No complaints SP 1	Operator training and education Customer service training for all personnel	Currently 75% of operators are licensed. Billing complaints have seen an increase (+40%) due to accuracy of AMR meters. Customer service and odor complaints overall have seen a decrease (-30%) Operators in process of training in advanced processes for both water and wastewater.
Achieve safe drinking water thru Advanced technology (Advances in Wastewater Treatment)	100% customer satisfaction Consumer Confidence Report SP 1 & 2	1. Progress toward reverse osmosis for water treatment 2. Advanced wastewater treatment for re-charge and re-use	Timely distribution to all customers of Consumer Confidence Report for 2010

Departmental Goals, Objectives and Key Performance Indicators

Utilities Department (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Water and Wastewater infra-structure and lift station upgrades	Replacement of old infrastructure Repair and replacement of aging pumps and stations SP 5	1. Maintenance and replacement of lines 2. Repair and replacement of aging pumps and stations.	Increased capacity at WWTP being sought through grouting of aging lines. Rebuild of LS #1 and LS #8 being bid-25 % complete.
Automated Meter Reading (AMR)	Accurate billing Improved customer service Provide accurate information to customers SP 1 & 2	Installation of automated meters (AMR) Replacement of aged meters Training of personnel in the AMR system	AMR installation is 60% complete. Aged meters are being replaced along with the AMR installation Accuracy of information provided to customers is improving with AMR installation.

Technology and Information Management Systems			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
Maintain an infrastructure and architecture that are reliable, adaptable, scalable and driven by changing business and technological requirements.	Develop and implement an investment strategy to maintain a reliable and current technical infrastructure. Maintain operational reliability and stability. Provide a flexible infrastructure capable of supporting the many locations of the Town offices.	Review and update the future proofing plan for IT every six months. Invest in training in current & innovative technology education to stay current with ever changing trends. Design, test, and maintain the network architecture such that redundancy is built in from the ground up.	Availability (excluding planned downtime) % of outage due to incidents (unplanned unavailability) % Critical-time outage % Network Uptime % of servers located in data centers
Use IT to provide cost-effective means to achieve business results and improve operating efficiency.	Increase electronic communication internally and externally to promote a paperless environment. Enhance enterprise use of business systems. Manage effective systems development and investment planning and control processes.	Enable end users electronic abilities through the use of email, network faxing, and mobile connected devices. Converge the dual network setup into a single, but redundant failover network topology to ensure blended systems. Maintain strict hardware/software compliance standards.	# Desktops/Laptops supported # Work Orders Submitted # Servers supported # Routers & Switches supt. # Thin Clients supported # Telephones supported # BlackBerrys/Cell Phones supported # AirCard/AVLs supported # MFPs/Printers Supported

Departmental Goals, Objectives and Key Performance Indicators

Technology and Information Management Systems (cont.)			
Goals / Objectives	Strategic Outcomes	Action Steps	KPI's
<p>Promote an IT security program that proactively assures integrity, confidentiality and availability of information.</p>	<p>Maintain a strong risk management program through a continuous cycle of assessing and mitigating potential risks.</p> <p>Ensure alignment of organizational policies with the National Institute of Standards and Technology and appropriate laws, regulations and standards.</p> <p>Securing the Town's information and critical data through proper establishment and administration of security policies and procedures. This involves such items as:</p> <ul style="list-style-type: none"> -Effective backup and restore procedures, -Disaster recovery, -Physical security for all IT equipment, -Enforced adherence to the Town's security policy, -Appropriate password control systems, -Accurately configured firewalls, -Correctly administered authority rights, -Robust and redundant virus protection systems, -Effective and timely patch management, -High-level data encryption schemes, -Intrusion detection systems, etc. 	<p>Utilize Spam & Malware firewalls and software.</p> <p>Utilize multiple firewalls to ensure security and FDLE compliance.</p> <p>Maintain proper patch levels on all servers and workstations throughout organization.</p> <p>Ensure all servers and workstations are running proper antivirus and malware software that is updated daily.</p> <p>Employ intrusion detection systems at all network perimeters.</p> <p>Maintain an effective and redundant backup routine utilizing both on-site and off-site backup strategies.</p> <p>Test the backup and recovery strategies every 90 days.</p> <p>Ensure proper user security is in place and users are taught how to secure the data.</p>	<p>% of systems covered by antivirus & antispyware software</p> <p>% of systems not to policy patch level</p> <p>% of downtime due to security incidents</p> <p>% of virus incidents requiring manual cleanup</p> <p>% of email spam messages stopped and/or detected</p> <p>% Spam detection failure</p> <p>% of systems with latest antivirus/antispyware signatures</p> <p># of outgoing viruses/spyware caught</p> <p>% of viruses & spyware detected in email</p>
<p>Provide enabling technologies to improve the way in which the Town of Davie accomplishes its business.</p>	<p>Increase ability to quickly deliver new functionality and/or systems in response to business changes.</p> <p>Improve management and dissemination of timely and reliable information to all stakeholders.</p> <p>Promote an environment where IT research and innovation activities support business strategies.</p>	<p>Maintain and update the VMWare cloud computing farm to allow for faster rollout times on major projects.</p> <p>Implement the Dot Net ERP system to allow for better reporting tools and better communication enterprise wide.</p> <p>Continue the ITG Committee forums on a regular basis.</p>	<p>Frequency of review of IT continuity plan</p> <p>% of projects meeting stakeholder expectations</p> <p>% IT Budget of Total Revenues</p> <p>IT to Total Employees Ratio</p> <p>% of spent on IT maintenance</p> <p>% of projects on budget</p> <p>% of projects on time</p>

5-Year Capital Projects Program

Resolution R-2011-172

RESOLUTION R-2011-172

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ADOPTING THE 5-YEAR CAPITAL PROJECTS PROGRAM FOR THE TOWN OF DAVIE FOR FISCAL YEARS 2012-2016; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town of Davie has needs for improvements in facilities, infrastructure and equipment; and

WHEREAS, various departments have submitted proposals for their various capital needs; and

WHEREAS, the Town Administrator has reviewed and approved the submissions of the departments and has recommended the various projects provided for in the Capital Projects Program.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA.

SECTION 1. The proposed Capital Projects Program budget, after public hearing, discussion, and amendments thereto, is hereby submitted in accordance with the Exhibits, attached hereto.

SECTION 2. The Town Council of the Town of Davie does hereby adopt said budget (Exhibit B) for the 2012-2016 fiscal years.

SECTION 3. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS 27th DAY OF July, 2011.


MAYOR/COUNCILMEMBER

ATTEST:


TOWN CLERK

APPROVED THIS 27th DAY OF July, 2011.

TOWN OF DAVIE FY2012-16 CIP

Capital Improvement Project	Requesting Department	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL	Funding Source	Project Number
Construction of parking lot on SW 63 Ave	CRA		\$40,000	\$350,000			\$390,000	2010 CRA Bond	CRA1
Phase II Eastside Infrastructure	CRA	\$6,400,000					\$6,400,000	CRA Reserves (\$3 M); 2010 CRA Bond (\$3.4 M)	CRA2
Phase III Eastside Infrastructure Improvements	CRA	\$3,400,000					\$3,400,000	2010 CRA Bond	CRA3
Roadway east and south of Bergeron Rodeo Arena	CRA	\$2,225,000					\$2,225,000	2010 CRA Bond	CRA4
Westside Drainage to Lake at Public Works	CRA	\$4,000,000					\$4,000,000	2010 CRA Bond	CRA5
	CRA Totals	\$16,025,000	\$40,000	\$350,000	\$0	\$0	\$16,415,000		
Fire									
Cardiac Monitor Equipment	Fire	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	General Fund Reserves	FIRE1
Chest Compression	Fire	\$12,500	\$25,000	\$25,000	\$25,000	\$25,000	\$112,500	General Fund Reserves	FIRE2
EMS Ambulance	Fire	\$150,000	\$150,000	\$150,000	\$150,000		\$600,000	General Fund Reserves	FIRE3
Field Operations Center Improvements (FOC)	Fire	\$100,000					\$100,000	General Fund Reserves	FIRE4
Fire Hoses	Fire	\$70,000	\$20,000	\$20,000	\$20,000		\$130,000	General Fund Reserves	FIRE5
Fuel Island Station	Fire		\$25,000	\$27,000			\$52,000	General Fund Reserves	FIRE6
Patient Simulator Manikins	Fire			\$4,500	\$7,500		\$12,000	General Fund Reserves	FIRE7
Pumpers	Fire			\$500,000			\$500,000	General Fund Reserves	FIRE8
Refurbish Ladder	Fire		\$310,000				\$310,000	General Fund Reserves	FIRE9
SCBA Air bottles	Fire	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	General Fund Reserves	FIRE10
Self Contained Breathing Apparatus (SCBA)	Fire		\$450,000	\$150,000	\$50,000	\$50,000	\$700,000	General Fund Reserves	FIRE11
Station 68 - Replacement	Fire		\$2,500,000				\$2,500,000	2004 Fire Bond (\$1.8 M); General Fund Reserves (\$700k)	FIRE12
	Fire Totals	\$442,500	\$3,590,000	\$986,500	\$362,500	\$185,000	\$5,566,500		
Parks and Recreation									
Administrative Office	Parks and Recreation		\$60,000				\$60,000	Parks and Recreation Impact Fees	PR1
Berman Park Shelter	Parks and Recreation			\$30,000			\$30,000	Parks and Recreation Impact Fees	PR2

TOWN OF DAVIE FY2012-16 CIP

Capital Improvement Project	Requesting Department	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL	Funding Source	Project Number
Falcons Lea Park Pool and Activity Center	Parks and Recreation				\$500,000	\$900,000	\$1,400,000	General Fund Reserves	PR3
Pine Island Park Fitness Center Equipment	Parks and Recreation		\$11,600	\$12,000	\$13,500		\$37,100	General Fund Reserves	PR4
Pine Island Park Multi-purpose Center Entry Improvements	Parks and Recreation	\$20,000					\$20,000	General Fund Reserves	PR5
Pine Island Park Pool Heater and Cooler	Parks and Recreation	\$17,000	\$34,000	\$51,000			\$102,000	General Fund Reserves	PR6
Pine Island Park Pool Leak Repair	Parks and Recreation	\$20,000					\$20,000	General Fund Reserves	PR7
Pine Island Park Pool Vacuum	Parks and Recreation	\$10,000					\$10,000	General Fund Reserves	PR8
Pool Deck Shade Canopies	Parks and Recreation			\$7,000			\$7,000	General Fund Reserves	PR9
Pool Pump Variable Frequency Drive	Parks and Recreation				\$7,000		\$7,000	General Fund Reserves	PR10
Veterans Park Lake Fountain	Parks and Recreation		\$25,000				\$25,000	Parks and Recreation Impact Fees	PR11
Parks & Recreation Totals		\$67,000	\$130,600	\$100,000	\$520,500	\$900,000	\$1,718,100		
<hr/>									
Air Conditioner Evaluation Program (Town-wide)	Public Works	\$20,000					\$20,000	General Fund Reserves	PW1
Asphalt Overlay of Town Streets	Public Works	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000	General Fund Reserves	PW2
Batten's Farm	Public Works				\$50,000		\$50,000	General Fund Reserves	PW3
Chipper	Public Works		\$95,000				\$95,000	General Fund Reserves	PW4
Governor Leroy Collins Park	Public Works				\$1,514,000	\$1,675,200	\$3,189,200	General Fund Reserves	PW5
Guardrail Installation	Public Works	\$50,000	\$80,000				\$130,000	General Fund Reserves	PW6
Park City East - New curbing and sod	Public Works				\$71,000		\$71,000	General Fund Reserves	PW7
Playground Replacement	Public Works			\$240,000			\$240,000	General Fund Reserves	PW8
Police Department HVAC	Public Works	\$505,000					\$505,000	EECBG Grant (\$375k); General Fund Reserves (\$130k)	PW9
Public Works and Fire Department Compound Security	Public Works		\$234,000				\$234,000	General Fund Reserves	PW10
Robbins Park Fencing	Public Works		\$97,000				\$97,000	General Fund Reserves	PW11

TOWN OF DAVIE FY2012-16 CIP

Capital Improvement Project	Requesting Department	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL	Funding Source	Project Number
Sports Field Equipment Replacement	Public Works			\$83,000			\$83,000	General Fund Reserves	PW12
Sports Field Rehab	Public Works			\$100,000			\$100,000	General Fund Reserves	PW13
Stirling Road Landscaping	Public Works	\$35,000					\$35,000	Tree Preservation Fund	PW14
Sunny Lake Bird Sanctuary Site Improvements	Public Works			\$975,000			\$975,000	General Fund Reserves	PW15
SW 57 St and SW 58 Ct Drainage	Public Works			\$609,000			\$609,000	General Fund Reserves	PW16
SW 58 Avenue Guardrail	Public Works		\$160,000				\$160,000	General Fund Reserves	PW17
Van Kirk Park Educational Center	Public Works			\$1,000,000			\$1,000,000	Van Kirk Mitigation Agreement	PW18
Wind Vulnerability Buildings Assessment (Town-wide)	Public Works	\$60,000					\$60,000	General Fund Reserves	PW19
	Public Works Totals	\$1,070,000	\$1,066,000	\$3,407,000	\$2,035,000	\$2,075,200	\$9,653,200		
Automated Meter Reading	Utilities	\$200,000					\$200,000	Utilities Reserves	UTIL1
Lift Station #1 Force Main	Utilities	\$1,418,261					\$1,418,261	Utilities Reserves	UTIL2
Lift Station #1 Rehab	Utilities	\$750,000					\$750,000	Utilities Reserves	UTIL3
Lift Station #20 Rehab	Utilities	\$549,038					\$549,038	Utilities Reserves	UTIL4
Lift Station Rehab	Utilities	\$400,000	\$400,000				\$800,000	Utilities Renewal and Replacement Fund	UTIL5
Lift Station Telemetry	Utilities	\$200,000	\$200,000	\$200,000			\$600,000	Utilities Reserves	UTIL6
New Water and Wastewater Plant & Infrastructure	Utilities	\$25,000,000	\$20,000,000				\$45,000,000	Bonds	UTIL7
	Utilities Totals	\$28,517,299	\$20,600,000	\$200,000	\$0	\$0	\$49,317,299		
College Avenue Improvement Phase I (SR84 to Nova Drive)	Utilities (Engineering)	\$250,000	\$2,320,000				\$2,570,000	FY2012 - Engineering Reserves; FY2013 - Grant (CIGP - \$1.16 M), General Fund Reserves (\$1.16 M)	ENGIN1

TOWN OF DAVIE FY2012-16 CIP

Capital Improvement Project	Requesting Department	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL	Funding Source	Project Number
Davie Road	Utilities (Engineering)		\$200,000	\$1,000,000			\$1,200,000	FY13 - Engineering Reserves; FY14 - Grant (CIGP - \$500k) and General Fund Reserves (\$500k)	ENGIN2
Nova Drive	Utilities (Engineering)			\$200,000	\$1,932,000		\$2,132,000	FY14 - Engineering Reserves; FY15 - Grant (CIGP - \$966k) and General Fund Reserves (\$966k)	ENGIN3
SW 154th Ave and 2300 Block Drainage	Utilities (Engineering)			\$48,000	\$400,000		\$448,000	General Fund Reserves	ENGIN4
SW 30 Street Improvements	Utilities (Engineering)			\$147,600	\$1,082,400		\$1,230,000	General Fund Reserves	ENGIN5
SW 39 Street Improvements	Utilities (Engineering)			\$343,000	\$2,517,000		\$2,860,000	General Fund Reserves	ENGIN6
	Utilities (Engineering) Totals	\$250,000	\$2,520,000	\$1,738,600	\$5,931,400	\$0	\$10,440,000		

FY 2012 \$46,371,799 FY 2013 \$27,946,600 FY 2014 \$6,782,100 FY 2015 \$8,849,400 FY 2016 \$3,160,200 ALL YEARS \$93,110,099
FY2012-16 CIP Grand Total

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FINANCIAL POLICIES

The Town of Davie Financial Policies set forth the basic framework for the overall fiscal management of the Town. These policies represent a foundation, provide guidelines for evaluating both current activities and proposals for future programs, and assist the Town Council and the Town Administrator in making decisions. Most of the policies reflect long-standing principles, traditions and practices that have guided the Town in the past and which have helped to maintain financial stability.

The Town of Davie has established a comprehensive series of financial policies which embody recognized sound financial management concepts. It is anticipated that these policies will be amended as necessary during the Town's annual budget process and reconfirmed each year as a part of budget adoption.

The financial policies are organized under four subject headings:

- I. **General Fiscal Policy** presents the overall guidelines for financial and accounting practices, including the basic framework for preparing the Town's operating and capital budgets, maintaining accounting records, and funding services on a non-discriminatory basis.
- II. **Fiscal Policy for Operating Revenue, Expenditures, and Fund Balance/Net Assets** outlines the policies for budgeting and accounting for revenue and expenditure requirements, and providing adequate fund balance and net assets in the Town's various operating funds. This section includes several references to capital project funding in relation to the amount and type of support to be provided by the operating funds.
- III. **Fiscal Policy for Investments** provides guidelines for investing operating and capital balances.
- IV. **Fiscal Policy for Capital Revenue and Expenditures, and Debt Financing** directly relates to the resources and requirements of the Capital Improvement Program. Included are overall policies on issuance of debt, as well as specific guidelines applicable to specific fund types.

The Town maintains budgetary controls to ensure compliance with its fiscal policies and legal provisions included in the Florida Statutes, the Town Charter, and those approved by the Town Council in the annual adopted budget.

The Town will normally adhere to these financial policies in the conduct of its operations. However, it must be noted that these policies are guidelines and not statutory limitations. Some of the policies, particularly with regard to recommended fund balance or net assets, are designed as goals to be pursued, not necessarily achieved on an annual or ongoing basis. The Town reserves the right to deviate from any or all of the financial policies if such action is determined by Town Council to be in the best interest of the Town.

I. GENERAL FISCAL POLICY

GENERAL GUIDELINES

1. The Annual Operating Budget of the Town of Davie, Florida, shall balance the public service needs of the community with the fiscal capabilities of the Town. The Town's budget shall be adopted in September of each year following two public hearings. The Annual Operating Budget shall coincide with the fiscal year of the Town, commencing on October 1 and ending on September 30 of each year. Per Section 166.241 of the Florida Statutes, the budget must be balanced for all adopted funds. A balanced budget is defined as current revenues will be sufficient to support current expenditures.
2. The Annual Operating Budget is intended to pursue the goals and objectives established by the Town Council for the next fiscal year. It is prepared by the Town Administrator, approved by the Town Council via ordinance, and is the basis for all expenditures necessary for conducting daily Town business.

3. The budget is a fund budget structured to provide departmental appropriations in conformance with:
 - Title XIV, Florida Statutes, which establishes the legal parameters for municipal taxation as well as budget preparation, presentation, adoption, execution and amendment;
 - The Town of Davie Charter and Code of Ordinances;
 - The Uniform Accounting System prescribed by the Florida Department of Financial Services; and
 - Accounting principles generally accepted in the United States of America for governments.
4. The Town of Davie shall operate under a unified and uniform budget system. The Town Administrator shall be responsible for developing appropriate budgetary procedures consistent with Florida Statutes, which shall be followed by all departments or divisions submitting budgets to the Town Council for approval. Budget guidelines/instructions and a budget calendar will be prepared each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, they will ensure that the Town will comply with all applicable Federal and State timelines and legal mandates.
5. Service programs will represent a balance of services, but will employ special emphasis on the Town's Strategic Priorities. These include: 1) Commitment to customer satisfaction; 2) Dedication to excellence in service delivery; 3) Respecting and promoting diverse and sustainable community and neighborhood values with consideration of our historic roots; 4) Creating an environment that is conducive to innovation, creativity, and collaboration; and 5) Nurturing the health, safety, and welfare of the community. Services shall be provided on a most cost-effective basis.
6. New programs, services, or facilities shall be based on general citizen demand, need, or legislated mandate.
7. The Town shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the basis of race, color, national origin, religion, sex, sexual preference, marital status, age, or disability.
8. In no event will the Town levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted debt levies, as limited by Section 200.081 Florida Statutes.

SPECIFIC GUIDELINES

1. The Town recognizes that its citizens deserve a commitment from the Town for fiscal responsibility, and that a balanced operating budget is the cornerstone of fiscal responsibility. Operating expenditures will be fiscally balanced with the revenues expected to be received during the fiscal year.
2. Budgets and expenditures for the Town shall be under Town Council appropriation control.
3. The budgets of the Town's governmental funds are prepared on a modified accrual basis of accounting. These include the General Fund and all Special Revenue Funds. As such, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period. Expenditures are recorded when a liability is incurred. At year-end, open encumbrance balances lapse in the General Fund.
4. The budgets of the Town's proprietary funds are prepared on the accrual basis of accounting. These include the Enterprise Funds and Internal Service Funds. As such, revenues are recorded when earned, regardless of the timing of related cash flows. Expenditures likewise are reported when a liability is incurred. The following are budgeting exceptions to the accrual basis of accounting for the Town's proprietary funds:
 - a. Capital outlays are budgeted as expenditures rather than depreciating them;

- b. Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
5. Preparation of the Town's Annual Operating Budget shall be in such format as to allow correlation with the costs reported in the Town's Comprehensive Annual Financial Report, with content of said budget to include that required by Town Charter, Florida Statute, or as later revised by Ordinance of the Town Council. Detailed estimates shall be provided by account at the division or program level, summarized by department, then summarized and by fund.
6. The Town's budgeting process must be dynamic and flexible enough to meet the changing needs of the departments throughout the fiscal year. As such, a means must be provided through which changing needs can be accommodated within the framework of applicable Florida Statutes and local ordinances. Changes may be made to the budget at any time throughout the fiscal year and up to 60 days after fiscal year end. Per the Town's Charter, intradepartmental budget transfers \$1,000 and less may be approved by the Town Administrator. Budget transfers exceeding \$1,000, budget transfers between departments and all budget amendments may occur only upon approval by the Town Council. The level of budgetary control is established at the department level.
7. New programs or changes in policies that would require the expenditure of additional operating funds will be funded either through a reduction in programs of lower priority or through adjustments to rates, service charges or taxes. Requests for new programs or policies or changes to existing ones will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changed or new program or policy.
8. The Town shall prepare and implement a Capital Improvement Program (CIP), consistent with State requirements, which shall schedule the funding and construction of projects for a five-year period. The CIP shall be consistent with the Town's Comprehensive Plan, balancing the needs for improved public facilities and infrastructure within the fiscal capabilities of the Town. As directed in Section 8(E)(1) of the Town's Charter, each year the administrative head of the Town shall submit to the council a five-year capital program. The program shall be submitted at least three (3) months prior to the final date for submission of the budget and no later than June 30. The projects and the project funding for the first year of the CIP must be specifically identified and approved by Town Council.
9. It is unlawful for the Town to expend or contract for the expenditures of more than the amount budgeted in any fund's annual appropriation for any fiscal year. An exception may be made for multi-year construction contracts where funding has been approved in the five-year Capital Improvements Program and sufficient monies are available in the current year's budget to meet the progress payments within the current fiscal year.
10. The Town shall maintain its accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
11. The Town shall maintain its capital and non-capital asset records in accordance with the policy and procedures set forth by the Budget and Finance Director. Individual assets costing \$1,000 or more shall be capitalized. Annually, the Town utilizes an outside consultant to update the Town's Asset inventory to ensure the accountability of Town assets.
12. If applicable, inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
13. Basis of accounting refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds are accounted for using the modified accrual basis of accounting and the current financial resources

measurement focus – revenues are recorded when susceptible to accrual, both measurable and available. All enterprise and internal service funds are accounted for using the accrual basis of accounting and the economic resources measurement focus – revenues are recognized when earned and expenses are recognized when incurred.

II. FISCAL POLICY FOR OPERATING REVENUE, EXPENDITURES AND FUND BALANCE/NET ASSETS

GENERAL GUIDELINES

1. Revenue

- a. Revenue projections will be based on an analysis of historical trends and reasonable assumptions made on a conservative basis of future conditions to ensure that estimates are realized.
- b. The Town will not use long-term debt to finance expenditures required for operations.
- c. As a general rule, operating budgets will be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. However, balances exceeding the policy targets may be budgeted judiciously as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or for specific purposes, as designated.
- d. One-time revenues will be applied toward one-time expenditures to the extent feasible. The Town will avoid using temporary revenues to fund mainstream services. Ongoing revenues should be equal to or should exceed ongoing expenditures.
- e. Since ad-valorem is the General Funds greatest revenue source, the Town will attempt to maintain a stable tax base. The Town will budget 95 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- f. A diversified and stable revenue system will be maintained to shelter the government from short-run fluctuations in any one revenue source. The Town should strive to diversify its revenues in order to maintain needed services, specifically during periods of declining economic activity.
- g. Unless otherwise stated explicitly by the Town Council, the Town will not earmark discretionary revenues for specific purposes. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- h. The Town may charge the direct beneficiaries of Town services the full cost of providing those services based on comparative studies of other public and private sector entities and other considerations, such as public health and safety or ability to pay. The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating a cost, direct and indirect costs may be included. Service costs may be recalculated periodically, and fees will be adjusted accordingly.
- i. To some degree, the Town's largest revenue sources are somewhat unpredictable. For example, intergovernmental revenues and interest income, both of which are used to fund ongoing programs, are oftentimes difficult to forecast because receipts are largely dependent on the actual economic climate of a given period and thereby increase/decrease with the market economy. The Town recognizes this, and, therefore, performs its own due diligence to

project these revenues accurately and conservatively. The Town looks at historical trends, does an analysis and also pays attention to the appropriate external influences (i.e. the economy, State Legislation) in projecting the upcoming budget year.

2. Expenditures

- a. Normal maintenance requirements necessary to sustain the basic asset value will be included in the expenditure budget of the proper operating fund.
- b. Contractual obligations required by labor agreements and compensation plans for employees will be included in the budget, dependent upon available funds.
- c. Capital will be provided for major improvements and automation of services based on multiple-year planning and appropriate cost-benefit analyses. Future capital improvement requirements and equipment replacement will be included in operating plans or in the CIP. The annual amount set aside to provide reserves for future capital requirements will be tailored to the needs of the specific operation, if not established by bond resolution, and will be above the normal fund balance.

3. Unrestricted Fund Balance/Unrestricted Net Assets

- a. Sound fiscal policy dictates some level of fund balances (reserves) for a governmental entity. The fund balance is the difference between the Town's current assets and current liabilities for each fund. Maintaining an adequate fund balance serves the following purposes: ensures that funds are available to provide citizens with services and assistance following a natural disaster such as a hurricane; some reserves may be required by bond covenants; and, reserves are used for fiscal management, some because of legal requirements and some simply to provide a safety net for unexpected expenses (or stabilization funds).
- b. Stabilization funds are called by many names, including rainy day funds, unreserved, undesignated fund balances and contingency funds. These funds may be used at a government's discretion to address temporary cash flow shortages, emergencies, unanticipated economic downturns, sudden and severe decreases in locally collected revenues, unexpected major capital maintenance requirements, and one-time opportunities. They provide flexibility to respond to unexpected opportunities that may help a government achieve its goal. The Town approved Resolution 2005-177 that establishes and maintains an Unreserved Undesignated (Stabilization) General Fund balance equivalent of 25% of General Fund operating revenues. Excess funds beyond the reserve level shall be secondly placed into the Designated for Future Capital Improvement fund balance until the funds contained therein reach 25% of General Fund Operating Revenues. Maintaining an adequate fund balance is essential to the Town's financial health.
- c. Amounts above those indicated in paragraph 3(a) may be designated within the unrestricted fund balance or net assets for non-recurring purposes, as adopted by the Town Administrator and approved by Town Council.
- d. The balances of each fund will be maintained by using a conservative approach in estimating revenues and by ensuring expenditures do not exceed appropriations.
- e. Any anticipated deficit of operating expenditures over revenues at year-end will be provided for in the current year's budget amendment process through fund balance/net asset appropriations.

SPECIFIC GUIDELINES

1. General Fund
 - a. The General Fund is the principal operating fund of the Town and will account for activities not reported in another type of fund for legal or managerial reasons.
 - b. The operating budget of the General Fund will be prepared based on 95% of the certified taxable value of the property tax roll and conservative estimates of other sources of General Fund revenue.
 - c. Service charges and fees for all General Fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead.
2. Special Revenue Funds
 - a. Special revenue funds will be used to account for specific revenue sources that are restricted to expenditures for specific purposes. Dedicated operations that cover only a substantial portion of their costs by user fees and charges, and therefore require ongoing operating subsidies, will be classified as special revenue funds.
 - b. Special revenue funds include Community Redevelopment Agency, Community Development Block Grant, Impact Fees (Parks and Open Space, Fire, Police and General Government), Forfeiture, Affordable Housing and Community Endowment.
3. Enterprise Operating Funds
 - a. Enterprise funds will be used to account for those activities where the costs are expected to be funded by user fees and charges. Enterprise Funds include the Water and Sewer Fund and the Golf Fund.
 - b. Enterprise Operating Funds will pay the General Fund their proportionate share of the cost of general administrative departments. The Water and Sewer Fund and Golf Fund should be able to produce sufficient revenue from service charges to fully recover all direct operating costs and overhead, plus provide for debt service and major capital outlay. Initial startup of operations or specific circumstances may require an individual enterprise to be subsidized for a limited period of time; however, it is fully expected that these operations will be self-supporting over time and will repay any subsidy to the General Fund as revenues permit.
 - c. Service charges, rent and fee structures will be established to ensure recovery of all costs.
 - d. The expenditure requirements of the Enterprise Operating Funds will include all expenses of the operations, as well as any debt payments for interest.
 - e. A review of service cost and rate structures of the Water and Sewer Fund charges will be performed on an as needed basis. The adopted budget will set forth the cost requirements to be recovered by the service charges, which will be based on the cost of services provided.
4. Internal Service Funds
 - a. The Internal Service Funds will be used to account for the cost of providing specific goods or services to Town departments where those services can reasonably be apportioned to the users on a cost-reimbursement basis.
 - b. Charges to departments for internal services rendered will be sufficient to cover the total cost of performing services on an efficient basis. Rates or rate schedules for such

charges shall be presented to the Town Administrator prior to the planned date of implementation.

- c. Replacement of equipment, including considerations for inflation, will be included in the cost of furnishing services.
- d. Lease purchase or borrowing of funds will be considered appropriate only if it involves a major conversion from which the cost saving benefits will accrue in future years during the useful life of assets acquired by such methods.
- e. Internal Service Funds include Vehicle Maintenance, Self Insurance, Technology and Information Management and Building Maintenance.

III. FISCAL POLICY FOR INVESTMENTS

GENERAL GUIDELINES

- 1. The investment of Town funds shall be controlled by the Town's Investment Policy, approved by the Town Council through Resolution 2003-070 and shall conform to Florida Statutes 218.415.
- 2. The Town contracts with an investment management services provider that was selected via a request for proposal. The funds that are not invested by the investment management services provider are primarily deposited into a Qualified Florida Public Depository checking account owned by the Town. The balance of investible cash may be deposited with the investment pools of the State or the Florida League of Cities, or may be invested in authorized money market funds and other investment vehicles held at other asset management firms as defined in the Town's investment policy.
- 3. Bond or loan proceeds for construction funds are to be held in a qualified financial institution separate from the Town's operating accounts.
- 4. The investment management services provider shall make a presentation to the Budget Advisory Committee at least semi-annually.
- 5. Arbitrage restricted bond proceeds for construction funds may be held in a separate account and earn applicable interest income and investment income, as guided by the Town's Investment Policy.

IV. FISCAL POLICY FOR CAPITAL REVENUE AND EXPENDITURES AND DEBT FINANCING

GENERAL GUIDELINES

- 1. Revenue
 - a. Revenue sources for the first year of the five-year Capital Improvement Program Plan shall be based on conservative assumptions of dedicated revenue sources.
- 2. Expenditures
 - a. Capital projects shall be justified in relation to the Town's Comprehensive Plan and Council direction.
 - b. Capital expenditures include money spent to acquire or upgrade physical assets (i.e. buildings, infrastructure, machinery, land).
 - c. Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project.

- d. The impact of each project on the operating revenues and expenditures of the Town shall be analyzed as required by the General Fiscal Policy stated above.
 - e. Consistent with IRS regulations, debt repayment will not exceed the average life of improvements.
3. Debt Financing
- a. Long Term Debt: Annual debt service payments will be level over the life of a bond issue, unless fiscal or other constraints dictate an alternative approach. A policy of full disclosure will be followed in all financial reports and official statements for debt.
 - b. Medium Term Debt: Lease-purchase agreements, bonds, loans, or other debt instruments may be used as a medium-term (3 to 10 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life of more than three years. The Town will determine and utilize the least costly financing methods available. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.
 - c. Short Term Debt: Short-Term borrowing may be utilized as temporary funding for anticipated tax revenue, anticipated grant payments, anticipated bond proceeds, or other expected revenues. Anticipated funding is defined as an assured revenue source with the anticipated amount based on conservative estimates. Such borrowing may utilize a short-term note maturing before the end of the current appropriation period. Other short-term debt, such as tax-exempt commercial paper, bond anticipation notes, or tax anticipation notes, may be used when it provides immediate financing and an interest advantage, or delays long-term debt until market conditions are more favorable. The Town will determine and utilize the least costly method for short-term borrowing. Short-term debt may be refunded in accordance with applicable Federal laws.

SPECIFIC GUIDELINES

- 1. General Capital Improvements: General capital improvements, or those improvements not related to municipally-owned enterprises, may be funded from General Fund revenues or fund balances, the sale of revenue bonds or general obligation bonds/loans, special revenues, special assessments and grants.
 - a. Pay-As-You-Go Capital Improvements: Pay-as-you-go capital improvements may be funded from General Fund revenues or fund balances, state and federal grants, special assessments, or other sources of revenue that may become available to the Town. Major capital projects related to the delivery of general public services shall be paid from general purpose revenues. It is recognized that the allocation of funds in any given year of the program may vary significantly from these parameters due to prioritization and scheduling of projects.
 - b. Special Assessments: When special assessments are used, the interest rate charged will be established by Town Council consistent with State law.
 - c. Revenue Bonds Debt Limit: Sale of revenue bonds for capital improvements will be limited to that amount which can be supported from the pledge of the specific revenue.
- 2. Enterprise Capital Improvements: Enterprise funds improvements may be funded from operating revenue or unrestricted net assets, the sale of revenue bonds, loans, special assessments and grants.

- a. Pay-As-You-Go Capital Improvements: Enterprise funds may support needed capital improvements on a pay-as-you-go basis from operating revenues, from unrestricted net assets, assessments, reserves (i.e. renewal and replacement, capital replacement account) and grants. Major capital projects related to the delivery of municipally owned enterprises will be paid from the revenue of that enterprise fund.
- b. Special Assessments: When special assessments are used for enterprise-related improvements, the interest rate charged will be established by Town Council consistent with State law.
- c. Revenue Bonds Debt Limit: Sale of revenue bonds will be limited to that amount which can be supported from user fees generated, or combination of other revenues.

Adopted Budget

Ordinance 2011-31

ORDINANCE 2011-31

AN ORDINANCE OF THE TOWN OF DAVIE, FLORIDA, ADOPTING THE BUDGET FOR THE TOWN OF DAVIE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011 AND ENDING SEPTEMBER 30, 2012; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town of Davie must propose and adopt a budget for the 2012 fiscal year; and

WHEREAS, the Town Council, in accordance with the Town Charter, has considered the proposed budget and amendments to it; and

WHEREAS, the Town of Davie has held public hearings as required by s. 200.065, F.S.; and

WHEREAS, appropriate notice has been given and the required publications made.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA.

SECTION 1. That the proposed budget for Fiscal Year 2012, after public hearing, discussion, and amendments, is hereby submitted as Exhibit "A" attached hereto.

SECTION 2. That the Town Council of the Town of Davie does hereby adopt said Fiscal Year 2012 Budget.

SECTION 3. All ordinances or parts of ordinances in conflict herewith are to the extent of such conflict hereby repealed.

SECTION 4. If any section, subsection, sentence, clause, phrase, or portion of this ordinance is, for any reason, held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portion of this ordinance.

SECTION 5. This ordinance shall take effect immediately upon its passage and adoption.

PASSED ON FIRST READING THIS 7th DAY OF September, 2011.

PASSED ON SECOND READING THIS 21st DAY OF September, 2011.


MAYOR/COUNCILMEMBER

ATTEST:


TOWN CLERK

APPROVED THIS 21st DAY OF September, 2011.

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012
ESTIMATED REVENUES**

GENERAL FUND

	<u>Adopted Budget</u>
Ad Valorem - Operating	\$ 30,146,483
Ad Valorem - Debt Service	4,923,248
Local Option Taxes	1,632,991
Utility Services Taxes	6,358,500
Other General Taxes	4,881,575
Permits, Fees and Special Assessments	21,016,277
Intergovernmental	8,403,010
Charges for Services	6,681,663
Judgments, Fines and Forfeits	591,800
Miscellaneous Revenues	2,166,907
Other Sources	<u>7,071,833</u>
 TOTAL EST. REVENUES GENERAL FUND	 <u>\$ 93,874,287</u>

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EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012
ESTIMATED APPROPRIATIONS**

GENERAL FUND

	<u>Adopted Budget</u>
Town Administrator	\$ 1,967,336
Town Attorney	375,000
Law Enforcement Services	36,749,189
Fire Protection Services	22,812,232
Building	3,251,018
Engineering	1,012,744
Planning & Zoning	1,094,042
Public Works	7,268,596
Parks & Recreation	3,504,282
Special Events & Cultural Arts	834,890
Human Resources	778,579
Risk Management	1,302,002
Budget & Finance	1,521,179
Town Clerk	796,487
Housing & Community Development	411,060
Debt Service	7,526,249
Non Departmental	<u>2,669,402</u>
TOTAL APPROPRIATIONS GENERAL FUND	\$ <u>93,874,287</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

COMMUNITY REDEVELOPMENT AGENCY FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Ad Valorem	\$ 2,604,320
Miscellaneous Revenues	37,000
Other Sources	<u>28,455,581</u>
TOTAL EST. REVENUES CRA FUND	<u><u>\$ 31,096,901</u></u>

<u>Estimated Appropriations</u>	
Community Redevelopment Agency	<u>\$ 31,096,901</u>
TOTAL APPROPRIATIONS CRA FUND	<u><u>\$ 31,096,901</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Intergovernmental	\$ 6,842,042
Charges for Services	<u>600,000</u>
TOTAL EST. REVENUES CDBG FUND	<u><u>\$ 7,442,042</u></u>
<u>Estimated Appropriations</u>	
Housing & Community Development	<u>\$ 7,442,042</u>
TOTAL APPROPRIATIONS CDBG FUND	<u><u>\$ 7,442,042</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

PARKS & OPEN SPACE IMPACT FEES FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Permits, Fees and Special Assessments	\$ 25,000
Other Sources	<u>-</u>
TOTAL EST. REVENUES PARK IMPACT FEES FUND	<u>\$ 25,000</u>

<u>Estimated Appropriations</u>	
Parks & Recreation	<u>\$ 25,000</u>
TOTAL APPROPRIATIONS PARK IMPACT FEES FUND	<u>\$ 25,000</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

FIRE IMPACT FEES FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Permits, Fees and Special Assessments	\$ 30,000
Other Sources	<u>-</u>
TOTAL EST. REVENUES FIRE IMPACT FEES FUND	<u>\$ 30,000</u>
<u>Estimated Appropriations</u>	
Fire Protection Services	<u>\$ 30,000</u>
TOTAL APPROPRIATIONS FIRE IMPACT FEES FUND	<u>\$ 30,000</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

POLICE IMPACT FEES FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Permits, Fees and Special Assessments	\$ 30,000
Other Sources	<u>237,000</u>
TOTAL EST. REVENUES POLICE IMPACT FEES FUND	<u>\$ 267,000</u>
<u>Estimated Appropriations</u>	
Law Enforcement Services	<u>\$ 267,000</u>
TOTAL APPROPRIATIONS POLICE IMPACT FEES FUND	<u>\$ 267,000</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

GENERAL GOVERNMENT IMPACT FEES FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Permits, Fees and Special Assessments	\$ 2,000
TOTAL EST. REVENUES GEN. GOVT. IMPACT FEES FUND	<u>\$ 2,000</u>
<u>Estimated Appropriations</u>	
Town Administrator	\$ 2,000
TOTAL APPROPRIATIONS GEN. GOVT. IMPACT FEES FUND	<u>\$ 2,000</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

FORFEITURE FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Other Sources	\$ 1,012,730
TOTAL EST. REVENUES FORFEITURE FUND	<u>\$ 1,012,730</u>
<u>Estimated Appropriations</u>	
Law Enforcement Services	\$ 1,012,730
TOTAL APPROPRIATIONS FORFEITURE FUND	<u>\$ 1,012,730</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

COMMUNITY ENDOWMENT FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Miscellaneous	\$ -
Other Sources	<u>338,939</u>
TOTAL EST. REVENUES COMMUNITY ENDOWMT FUND	<u><u>\$ 338,939</u></u>
<u>Estimated Appropriations</u>	
Budget & Finance	<u>\$338,939</u>
TOTAL APPROPRIATIONS COMMUNITY ENDOWMT FUND	<u><u>\$338,939</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

WATER AND SEWER FUND

Adopted Budget

Estimated Revenues

Charges for Services	\$ 20,799,000
Miscellaneous Revenues	75,000
Other Sources	<u>9,639,717</u>
TOTAL EST. REVENUES WATER & SEWER FUND	<u><u>\$ 30,513,717</u></u>

Estimated Appropriations

Water & Sewer Services	<u>\$ 30,513,717</u>
TOTAL APPROPRIATIONS WATER & SEWER FUND	<u><u>\$ 30,513,717</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

WATER AND SEWER CAPITAL PROJECTS FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Intergovernmental	\$ 1,077,044
Other Sources	<u>55,385,670</u>
TOTAL EST. REVENUES WATER & SEWER C.P. FUND	<u>\$ 56,462,714</u>

<u>Estimated Appropriations</u>	
Water & Sewer Services	<u>\$ 56,462,714</u>
TOTAL APPROPRIATIONS WATER & SEWER C.P. FUND	<u>\$ 56,462,714</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

GOLF FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Miscellaneous Revenues	\$ 134,000
Other Sources	<u>57,107</u>
TOTAL EST. REVENUES GOLF FUND	<u><u>\$191,107</u></u>

<u>Estimated Appropriations</u>	
Parks & Recreation	<u>\$ 191,107</u>
TOTAL APPROPRIATIONS GOLF FUND	<u><u>\$ 191,107</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

VEHICLE MAINTENANCE FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Intergovernmental	\$ 57,000
Charges for Services	3,885,783
Miscellaneous Revenues	93,000
Other Sources	<u>571,113</u>
TOTAL EST. REVENUES VEHICLE MAINT. FUND	<u><u>\$ 4,606,896</u></u>

<u>Estimated Appropriations</u>	
Garage	<u>\$ 4,606,896</u>
TOTAL APPROPRIATIONS VEHICLE MAINT. FUND	<u><u>\$ 4,606,896</u></u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

SELF INSURANCE FUND

Adopted Budget

Estimated Revenues

Charges for Services	\$ 7,812,691
Miscellaneous Revenues	1,840,000
Other Sources	<u>1,516,249</u>
TOTAL EST. REVENUES SELF INSURANCE FUND	<u>\$ 11,168,940</u>

Estimated Appropriations

Risk Management	<u>\$ 11,168,940</u>
TOTAL APPROPRIATIONS SELF INSURANCE FUND	<u>\$ 11,168,940</u>

EXHIBIT "A"

**TOWN OF DAVIE
FISCAL YEAR 2011/2012**

TECHNOLOGY INFORMATION MANAGEMENT FUND

	<u>Adopted Budget</u>
<u>Estimated Revenues</u>	
Charges for Services	\$ 1,558,903
Miscellaneous Revenues	1,500
Other Sources	<u>304,440</u>
TOTAL EST. REVENUES TECH. INFO MGT FUND	<u><u>\$1,864,843</u></u>

<u>Estimated Appropriations</u>	
TIMS	<u>\$ 1,864,843</u>
TOTAL APPROPRIATIONS TECH. INFO MGT FUND	<u><u>\$ 1,864,843</u></u>

Adopted Millage Rate Fiscal Year 2012

Ordinance 2011-30

ORDINANCE 2011-30

AN ORDINANCE OF THE TOWN OF DAVIE, FLORIDA, ESTABLISHING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011 AND ENDING SEPTEMBER 30, 2012; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to applicable provisions of law, the Town Council held a public hearing on September 7, 2011 during which it computed and adopted a tentative millage rate and budget for the fiscal year beginning October 1, 2011 and ending September 30, 2012; and

WHEREAS, said tentative budget and a "Notice of Budget Hearing" were published according to law to advise the public that a public hearing on the proposed millage rate and budget would be held on September 21, 2011, at 5:01 p.m. in the Town Hall; and

WHEREAS, said public hearings have been held and comments from the public concerning the proposed budget and millage rate have been heard and considered.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The tentative operating millage rate of the Town of Davie for Fiscal Year 2012 shall be 4.8122 mills, as approved at the September 7, 2011 public hearing. The tentative millage rate is 1.10% less than the rolled-back rate of 4.8656 mills. This is the percentage decrease in property taxes tentatively adopted by the Town Council.

SECTION 2. The final operating millage rate of the Town of Davie for Fiscal Year 2012 shall be 4.8122 mills, as adopted at the September 21, 2011 public hearing. The final millage rate is 1.10% less than the rolled-back rate of 4.8656 mills. This is the percentage decrease in property taxes adopted by the Town Council.

SECTION 3. Such millage rate shall be certified by the Town Administrator and/or Director of Budget and Finance as appropriate to the Broward County Property Appraiser, Broward County Revenue Collector, and the Florida Department of Revenue, and such millage rate may be extended by the Property Appraiser against all property that is subject to taxation and located within the corporate limits of the Town of Davie, Florida.

SECTION 4. All ordinances or parts of ordinances in conflict herewith are to the extent of such conflict hereby repealed.

SECTION 5. If any section, subsection, sentence, clause, phrase, or portion of this ordinance is, for any reason, held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portion of this ordinance.

SECTION 6. This ordinance shall take effect immediately upon its passage and adoption.

PASSED ON FIRST READING THIS 7th DAY OF September, 2011.

PASSED ON SECOND READING THIS 21st DAY OF September, 2011.


MAYOR/COUNCILMEMBER

ATTEST:


TOWN CLERK

APPROVED THIS 21st DAY OF September, 2011.

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Voted Debt Service Millage Rate

Resolution R-2011-214

RESOLUTION R-2011-214

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ESTABLISHING THE MILLAGE RATE TO BE LEVIED FOR VOTED DEBT SERVICE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011 AND ENDING SEPTEMBER 30, 2012.

WHEREAS, pursuant to applicable provisions of law, the electorate of the Town of Davie voted to authorize the issuance of general obligation debt for parks and recreation projects, for preservation of open space and green space, for constructing and maintaining parks and the trail system, for a public safety facility, and for fire rescue facilities, apparatus, equipment and technology to be repaid by a tax on real and personal property; and

WHEREAS, a tax needs to be levied for Fiscal Year 2012 to provide funding for the payment of Voted Debt Service; and

WHEREAS, in order to reduce the FY2012 Voted Debt Service millage rate, the Town Council will apply \$614,500 from the Town's Voted Debt Service reserve toward the necessary FY2012 debt service payments; and

WHEREAS, public hearings were held on September 7, 2011 and September 21, 2011 and comments from the public concerning the proposed voted debt service millage rate and budget have been heard and considered.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The Voted Debt Service millage rate to be levied for the fiscal year beginning October 1, 2011 shall be .1112 mills for open and green space acquisition, .1047 mills for the public safety facility, .0964 mills for the 1998 Parks and Recreation Bonds, .2993 mills for the 2006 Open Space Bond, and .1769 mills for the 2006 Fire Bonds, for a total levy of .7885 mills on the dollar of taxable assessed value.

SECTION 2. That such Voted Debt millage rate shall be certified by the Town Administrator and/or the Director of Budget and Finance, as appropriate, to the Broward County Property Appraiser, Broward County Revenue Collector, and Florida Department of Revenue, and that such millage rate may be extended against all property that is subject to taxation and located within the corporate limits of the Town of Davie, Florida.

SECTION 3. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS 21st DAY OF September, 2011.


MAYOR/COUNCILMEMBER

ATTEST:


TOWN CLERK

APPROVED THIS 21st DAY OF September 2011.

ACRONYMS

AMR	Automated Meter Reading	H&CD	Housing & Community Development
APA	American Planning Association	HOME	HOME Investment Partnerships Program
AVL	Automatic Vehicle Locator	HR	Human Resources
BBR	Betty Booth Roberts Park	HTE	Sungard Public Sector Software
BC	Broward College	IAFF	International Association of Fire Fighters
BTR	Business Tax Receipts	HVAC	Heating, Ventilation, and Air Conditioning
CAFR	Comprehensive Annual Financial Report	INC.	Incorporated
CDBG	Community Development Block Grant	IT	Information Technology
CERT	Community Emergency Response Team	KPI	Key Performance Indicators
CIAC	Contribution in Aid of Construction	LDR	Land Development Regulation
CIGP	County Incentive Grant Program	LOS	Level of Service
CIP	Capital Improvement Program aka Capital Improvement Projects aka Capital Projects Program	LS	Lift Station
CO	Certificate of Occupancy	MFP	Multifunction Printers
COPS	Community Oriented Policing Service	MGD	Million Gallons per Day
CPR	Cardio Pulmonary Resuscitation	MIS	Management Information Systems
CRA	Community Redevelopment Agency	N/A	Not Available
CRS	Citizen's Response System	NIMS	National Incident Management System
CST	Communications Services Tax	NPDES	National Pollutant Discharge Elimination System
DMIA	Davie Merchant Industrial Association	NSU	Nova Southeastern University
DRC	Development Review Committee	NWS	New World Systems
DRI	Disaster Recovery Initiative	OPEB	Other Post Employment Benefits
DROP	Deferred Retirement Option Plan	P/T	Part Time
EDC	Economic Development Council	PAL	Police Athletic League
EECBG	Energy Efficiency Community Block Grant	PD	Police Department
EMS	Emergency Medical Services	PIMPC	Pine Island Multipurpose Center
EMT	Emergency Medical Technician	PIO	Public Information Officer
ERP	Enterprise Resource Planning	PSA	Police Service Aide
EST.	Estimated	RAI	Request for Additional Information
F/T	Full Time	ROW	Right-of-Way
FASB	Financial Accounting Standards Board	RQRD	Required
FD	Fire Department	S&P	Standard and Poor's
FAU	Florida Atlantic University	SCBA	Self Contained Breathing Apparatus
FDLE	Florida Department of Law Enforcement	SFEC	South Florida Education Center
FF	Firefighter	SOE	Supervisor of Elections
FICA	Federal Insurance Contributions Act	SP	Strategic Priorities
FOC	Field Operations Center	SPEC.	Specialist
FOP	Fraternal Order of Police, Inc.	SR7	State Road 7 / US 441
FOPA	Fraternal Order of Police (Civilian Bargaining Unit)	SRO	School Resource Officer
FPL	Florida Power and Light	SVC.	Service
FTE	Full Time Equivalent	SW	Southwest
FTGS	Fittings	TA	Town Administrator
FV	Fair Value	TCAR	Town Council Agenda Report
FY	Fiscal Year (Oct. 1 through Sept. 30)	TIMS	Technology and Information Management Systems
GAAP	Generally Accepted Accounting Principles	TPA	Third Party Administrator
GASB	Government Accounting Standards Board	TRIM	Truth in Millage
GEEC	Green Energy and Environmental Committee	VM	Virtual Machine
GIS	Geographical Information System	UF	University of Florida
GLTD	General Long Term Debt	WTP	Waste Treatment Plant
GO	General Obligation Bond	WW	Waste Water
GOV Q/A	Citizen's Support Software Program	WWTP	Waste Water Treatment Plant
H2H	Headstart to Homeownership	YTD	Year-To-Date (FY2011 YTD data is through 8/25/11)

GLOSSARY OF TERMS

Account	A financial reporting unit. All budgetary transactions are recorded by account.
Accrual	An accounting entry recognizing a revenue or expense that has been incurred but not yet received or spent.
Accrual Basis of Accounting	A method of accounting in which revenues are recognized when earned (when service is provided) and expenses are recognized when incurred (when the benefit is received). Enterprise and internal service funds are accounted for using this method.
Ad Valorem	Revenue generated by placing a tax on the value of real, personal, and centrally assessed property that is subject to taxation, as defined by Florida statutes.
Amended Budget	The adopted budget as formally adjusted by the Town Council.
Amortization	The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.
Annual Budget	A budget applicable to a single fiscal year.
Appropriation	A legal authorization to incur obligations and to make expenditures for specific purposes.
Assessed Value	The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.
Balanced Budget	A budget in which the estimated revenues are equal to the planned expenditures.
Bond Issue	A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future together with periodic interest at a specified rate.
Budget	An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives and the anticipated means and resources for achieving them.
Budget Calendar	A schedule of key dates related to the development, preparation, adoption, and administration of the annual budget.
Budget Highlights	A summary of the most important challenges of the budget year and changes from the previous years (staffing, programmatic and service level).
Budget Message	An executive-level overview of the proposed budget delivered by the Town Administrator to the Town Council. It discusses the major Town issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the Town's objectives.

Budget Transfer	Budget amounts transferred from one fund, department, division/program or line item to another to assist in financing the service of the recipient fund, department, division/program or line item.
Capital Budget	The first year of the 5-year capital improvement program, which includes capital project appropriations and the revenues required to support the projects.
Capital Expenditures	Capital expenditures include money spent to acquire, construct or upgrade physical assets such as buildings, infrastructure, machinery/equipment and land.
Capital Outlay	Expenditures for capital items such as equipment, machinery, or vehicles greater than \$1,000 from operating funds. These are appropriated in the programs within the Town's operating budget.
Capital Improvement Program	A plan for capital expenditures planned for the next five years. The program specifies both proposed projects and the resources estimated to be available to fund projected expenditures.
Charges for Services	Revenues received in exchange for a particular service provided. An example is revenue received by the water and sewer fund from a utilities customer based upon their water usage that month.
Community Development Block Grant (CDBG)	A U.S. Department of Housing and Urban Development grant. The grant funds local programs for affordable housing, anti-poverty and infrastructure development.
Community Development Block Grant (CDBG) Fund	The fund used to account for the Town's CDBG grant and other grants received from the U.S. Department of Housing and Urban Development and administered by the Town's Housing & Community Development Department.
Community Oriented Policing Service Grant (COPS)	A U.S. Department of Justice Community Oriented Policing Services grant. These grants may provide staffing, technology or other enhancements to the police department.
Community Redevelopment Agency (CRA)	A public entity created by the Town under Florida Statutes to eliminate and prevent conditions of blight in a designated area. A seven member CRA Board is appointed by the Town Council. Tax Increment Financing (TIF) is used for public improvements and other redevelopment programs or projects.
Cost Allocation	Method designed to recover indirect costs from activities for the administration of specific services provided to those activities.
Comprehensive Annual Financial Report (CAFR)	This official report completed annually after the end of the fiscal year presents the status of the Town's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.
Contingency	An appropriation of funds to cover unforeseen expenses that may occur during the budget year.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt instruments used by the Town of Davie may include general obligation bonds, special obligation bonds, bond anticipation notes, and tax anticipation notes. All debt instruments must be approved by the Council. All G.O. (General Obligation) bonds must be approved by the voters.

Debt Service	Payment of principal and interest on borrowed funds such as bonds and loans.
Deficit	The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
Department	An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.
Depreciation	The decrease in value of physical assets due to use and the passage of time.
Division	An organizational sub-unit of a department, with responsibility for carrying out a more specific function or program. Examples include the Facilities Maintenance Division and Landscaping/Irrigation Divisions of the Public Works Department.
Encumbrance	Obligations incurred in the form of orders, contracts, and similar items that will become payable when goods are delivered or services provided.
Enterprise Fund	A self-supporting fund designed to account for activities supported by user charges.
Expenditure / Expense	The disbursement of appropriated funds to purchase goods and services, as well as costs for the use or time-related declining value (depreciation) of assets. Categories of expenses included in the operating budget are: personal services, operating expenditures, debt service, other current charges and capital outlay.
Fiduciary Fund	A fund used to report assets held in trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This category includes pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.
Fiscal Year	The period of 12 consecutive months designated as the budget year. The Town's fiscal year runs from October 1 through September 30.
Full-Time Equivalent (FTE)	The number of approved positions equated to a full-time basis (e.g., two half-time positions equal one full-time equivalent position).
Fund	A fiscal and accounting entity which is comprised of a self balancing set of accounts which reflect all assets, liabilities, equity, revenue, and expenses necessary to disclose financial position and the results of operations.
General Fund	The fund used to account for both general government activities and those activities not required to be accounted for in another fund.
General Obligation Bond (GO)	A method of financing for capital improvement projects that are specifically authorized by the electorate and for which the full faith and credit of the issuing government is pledged. The bonds are repaid using the Town's taxing power.
Grant	A contractual relationship under which a governmental agency or non-governmental organization provides funding to the Town of Davie in support of a specific function, program, or project.

Homestead Exemption	Pursuant to the Florida State Constitution, the first \$25,000 of the assessed value of a home which the owner occupies is exempt from the property tax. An additional \$25,000 exemption is applied to taxable values between \$50,000 and \$75,000 to further reduce the net taxable value of owner-occupied properties.
HTE	The Town's primary data application vendor from 1991 to 2010, also known as Sungard.
Inflation	A rise in price levels caused by an increase in available funds beyond the proportion of available goods.
Infrastructure	The equipment, facilities, roads, sidewalks, drainage, lighting, and other fixed assets necessary to provide services and which have value to the municipality.
Interest income	Revenue associated with the Town's cash management activities of investing fund balances.
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund established to account for an entity which provides goods and services to other Town entities and charges those entities for the goods and services provided.
Key Performance Indicator (KPI)	A collection of information to measure the efficiency, quality and effectiveness of government programs and services and to measure progress made toward achieving the organization's stated mission, goals and objectives.
Local Area Network (LAN)	Multiple computers connected by a communications system which enables them to share data.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mill	A taxation unit equal to one dollar of tax obligation for every \$1,000 of taxable assessed value of property.
Millage Rate	The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.
Modified Accrual Basis of Accounting	A method of accounting under which revenues are recognized when they are both measurable and available. Revenues are considered measurable if the amount of the transaction can be reasonably determined. Expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due. Governmental funds and trust funds are accounted for using the modified accrual basis of accounting.
New World Systems	The Town's primary data application vendor for accounting, human resources and payroll functions since Fiscal Year 2011.
Non-Departmental	Functions and accounts which are not directly related to any department's primary service activities.
Non Operating Expense	Expenses chargeable to a program which are not personnel costs or purchases of services, supplies or materials.
Objective	A clear statement of what a program is intended to accomplish in the short-term, given set resources.

Operating Expenses	The costs of government services which are directly attributable to a specific Town program or operation. These represent non-personal services expenses such as supplies/materials, utilities, maintenance, training, transportation, fuel, printing, etc.
Operating Budget	An annual budget for general revenues and expenditures such as personnel, supplies, utilities, maintenance, other operating expenses and capital outlay.
Other Revenues	Includes miscellaneous revenues such as inter-fund transfers in, contributions from enterprise operations, and the use of reserves/fund balance.
Ordinance	A formal, legislative enactment by the Town Council that carries the full force and effect of the law within the corporate boundaries of the Town unless it conflicts with any higher form of law, such as state or federal.
Performance Measures	Specific quantitative and qualitative measures of work performed.
Personal Services	Employer paid costs for employee salaries, wages and benefits, including items such as overtime, clothing allowances, retirement contributions, workers' compensation, federal taxes, and insurance for employees.
Portability	In the context of property taxes, portability refers to the right to carry to a new homestead the savings accumulated from years of capped growth on a homeowner's previous principal residence.
Principal	In reference to repayment of debt obligations, principal is the portion applied to the original debt. The remaining portion of the payment is applied to interest accrued on the outstanding debt and applicable services charges.
Program	Group activities, operations or organizational units directed to attain specific objectives and budgeted as a sub-unit of a department, or in place of a division sub-unit.
Refunding	Retiring an outstanding bond issue at maturity or in advance by using money from the sale of a new bond offering. Advance Refunding is usually done because the new bond issuance can be done at a lower rate than the outstanding bond issue.
Reserves	A portion of the fund balance or retained earnings that may be segregated for a specific purpose.
Resolution	A legislative act by the Town Council with less legal formality than an ordinance.
Retained Earnings	An account which reflects accumulated net earnings (or losses) of a proprietary or similar fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.
Revenue	Money that the government receives as income. It includes taxes, service, permit or user fees, receipts from other governments, fines, forfeitures, grants, shared revenues, interest income, etc. Revenue is used to fund expenditures in a fiscal year.
Revenue Bonds	A municipal bond whose principal and interest are guaranteed by revenues generated by a specified revenue source or project and not the government's taxing authority.
Right-of-Way (ROW)	Strip of land over or within which facilities such as roads, sidewalks or utility lines are built.

Rolled Back Rate	The millage rate that will provide the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions, and property added (i.e. annexations).
Save Our Homes	A voter-approved amendment to the Florida State Constitution that places a 3% limitation to any increase in the assessed value of a homesteaded property.
Special Assessment	A non-advalorem, compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties, as in an assessment for the provision of solid waste service and fire service.
Special Revenue Fund	A fund used to account for the proceeds of revenues that are legally restricted to expenditures for a specific purpose.
Tax Increment Financing (TIF)	A funding source used for redevelopment in blighted areas designated by the Town. Public improvements and other projects are financed with the incremental taxes generated by the increase in the assessed value of the properties in the designated area.
Taxable Value	The assessed value of property, less homestead and any other exemptions.
Transfers	Amounts transferred from one fund, department, division/program or line item to another to assist in financing the service of the recipient fund, department, division/program or line item.
Trust and Agency Funds	Funds used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds.
Truth in Millage (TRIM)	A 1980 Florida law that formalized the property tax levying process for all taxing agencies and which requires a specific method of tax rate calculation, form of notice, public hearing requirements, and budget advertisements. The intent of the law is to inform property owners of the budget and taxing intentions of the various taxing authorities, including any proposed changes in their tax rate, property taxes, the assessed value of their property, and how the proposed tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back rate").
Undesignated	Without a specified purpose.
Unencumbered	The portion of a budget not yet expended or encumbered.
User Fee	Charge to an individual or group for the use of or participation in a particular municipal service and not the community at large.
Utility Service Tax	Taxes levied on consumer consumption of utility services provided in the Town. The tax is levied as a percentage of gross receipts.
Year to Date	A financial period starting from the beginning of the fiscal year to a given date in the year, usually the present day. FY 2011 YTD actuals in this publication are for the period 10/1/2010-8/25/2011.