

October 2010

As the Mayor of the City of Tallahassee and on behalf of the City Commission, it is my responsibility and privilege to present the approved fiscal year 2011 annual operating and capital budgets and the FY11-15 Capital Improvement Plan for the City of Tallahassee. The budget process began with our annual commitment to meet our citizen's high expectations and delivering the best possible services, while remaining fiscally responsible. As in previous years, the combined effect of a troubled economy/real estate market and property tax reforms imposed by state government significantly influenced the level of funding available to provide local services. This resulted in a challenging budget process, but we continue to be committed to the high level of customer service our citizens expect and deserve.

As in prior years, budget preparation included many hours of public workshops. The City Commission and the public listened, learned, and commented on the proposed budget priorities. This process improved public awareness and helped the commission align financial resources with community priorities. The following highlights the results of that process:

The City Commission approved an operating budget of \$726.9 million, as well as a capital budget of \$207.6 million. Additionally, the five-year Capital Improvement Plan totaling \$823.4 million will provide a plan for new and enhanced facilities and infrastructure.

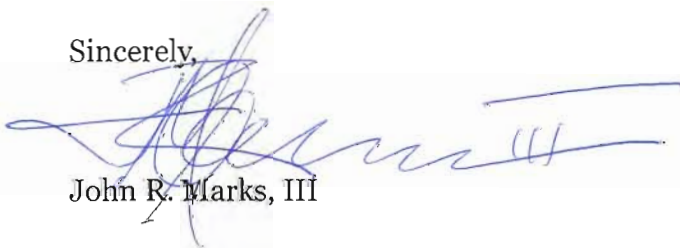
The City's approved millage rate for fiscal year 2011 is 3.7000, the same rate as in FY 2004, and remains one of the lowest of the ten largest cities in Florida.

Federal stimulus dollars assisted the City to retain and fund five Tallahassee Police officer positions to ensure the safety of the public.

This has been another challenging budget process, and the final budget represents our collective best efforts at addressing the current economic climate while attempting to maintain excellent service to our citizens.

I am grateful the commissioners for their leadership and commitment throughout this budget process. I also would like to express my appreciation for the diligence, hard work, and dedication of City staff, especially the budget staff, and the involvement of our citizens. We continue to be optimistic that the economic climate will improve and that next year's process will be more satisfying for the community as a whole. My goal is to continue to provide the best possible service to our citizens at the most affordable cost.

Sincerely,



John R. Marks, III



June 14, 2010



Honorable Mayor and City Commissioners:

It is my pleasure to present to you the operating and capital budgets for fiscal year 2011. As you are aware, the last few years have been difficult ones for municipal governments across the state. The lingering impact of property tax reform and the slowing down of the economy has resulted in municipalities having to reassess how resources are allocated. The City of Tallahassee has not been immune to this and we too have been required to make difficult decisions on how the city's resources are allocated. Since 2007 the city has eliminated 172.6 positions, representing a 5.7% reduction in our workforce. We have also eliminated a number of programs, reorganized how we deliver services, implemented employee furloughs, provided incentives for employees for early separation from the organization, and privatized functions previously done in-house. We are a leaner organization and one that is adjusting to our limited resources efficiently and effectively. Maintaining our high quality service levels, however, is becoming more and more of a challenge. We will discuss those challenges in more detail throughout this letter.

As part of this year's budget process I have directed departments to continue looking at innovative ideas within each of their areas in order to find new ways to serve our citizenry. As an incentive for creativity, departments were allowed to retain fifty percent of any savings generated from any new or enhanced concepts that were approved for inclusion into the proposed budget. As we move into next year's process I believe it is important to continue to reward innovation and creativity. Those two things combined with strong management policies and appropriate operational controls will be key to maintaining our well-earned reputation for great service and good stewardship.

As we discussed with the City Commission in our recent budget updates, the city's financial position is better than at this time last year. Over the last couple of months we have seen indicators that have provided us some positive news. The reduction in property values as originally provided by the Leon County Property Appraiser's Office is slightly better than initial projections. Although we had estimated a 3% reduction in the value of properties within the city, preliminary numbers indicate a 2.65% reduction. The tax roll for fiscal year 2011 will be finalized this month and we will be receiving the certified taxable value report by July 1, 2010. The building inspection fund is also showing promising signs and over the last few months we have seen a slight improvement in the level of activity. Although permit revenues are showing only a slight change, the total number of permits issued as of May 2010 exceeded the number of permits issued for the same time period in 2009 by 27%, from 132 permits to 168 permits. Changes implemented at Hilaman Golf Park over the last year are also resulting in additional revenues at the golf course, with an increase of \$60,339 as of March 31st over the same period in the prior year, and as a result there is no general fund transfer projected for the golf course fund in FY2011.

The proposed budget also addresses a number of City Commission priorities identified throughout the year. As the City Commission directed at this year's retreat, the proposed budget is balanced within revenues generated from the existing property tax rate. The proposed millage rate is recommended to be retained at 3.7 mills. This rate is still one of the lowest millage rates

among municipalities in the State of Florida. Funding is also included in the budget to begin to address City Commission priority areas as identified in the retreat, including creating a sense of place and interconnectivity and mobility issues.

The proposed budget also addresses continued restoration of funding in the deficiencies fund. Earlier this year the City Commission approved a number of policy parameters related to how the deficiencies fund is to be restored within a five to seven year timeframe. The proposed budget abides by these parameters. As you will recall, the rating agencies had expressed concern over the deficiencies fund balance as part of a routine review last year. The actions taken by the Commission to begin to replenish the reserve will reflect positively on the financial leadership of the City.

Although we are cautiously optimistic about the city's financial condition, we are still aware that there are areas we will have to continue to monitor over the next couple of years. There are significant issues with the water and sewer funds that will need to be addressed in FY12. Policy parameters related to the general fund transfers from the utilities will need to be revisited in FY2012 as a result of the impact of decreased utility consumption on both the utility and general fund proformas. Later in this budget message we will outline the condition and any issues related to each fund.

This budget message provides the City Commission with an outline of recommendations included in the proposed budget and details how we are recommending that the proposed budget be balanced. Additionally a discussion of the capital improvement plan is included. As with every year's budget process, there are a number of outstanding issues that were identified for discussion with the City Commission during the upcoming budget workshops. Some of these issues could result in additional savings that could be incorporated into the final budget that will be approved by the City Commission in September.

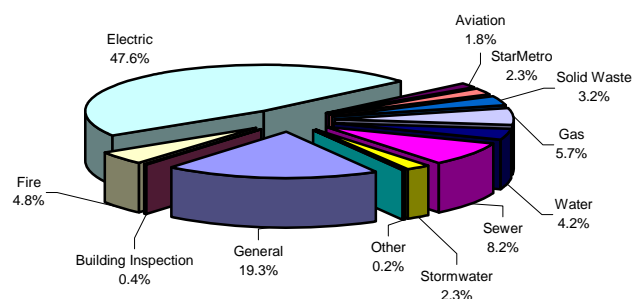
PROPOSED BUDGET

The proposed appropriated budget presented for your review totals \$714.2 million and represents a decrease of \$4.5 million over the approved fiscal year 2010 budget. This reduction is partly the result of a reduction in fuel costs for the utilities, although vehicle fuel costs are expected to increase. The reduction in utility fuel costs are related to our profitable decisions in hedging contracts. We will actually expect to pay less in utility fuel than current per gallon costs that are anticipated for the 2011 fiscal year. The General Fund portion of the budget totals \$133.7 million for fiscal year 2011 and represents a decrease of \$122,468 or .1% over the approved General Fund budget for fiscal year 2010.

The adjacent chart illustrates how the appropriated budget is allocated between the various funds. It should be noted that approximately 68% of the total appropriated budget is allocated to the utilities.

Consumption is down in most of the utilities due to a combination of demand side programs and economic conditions.

FY11 APPROPRIATION BY FUND

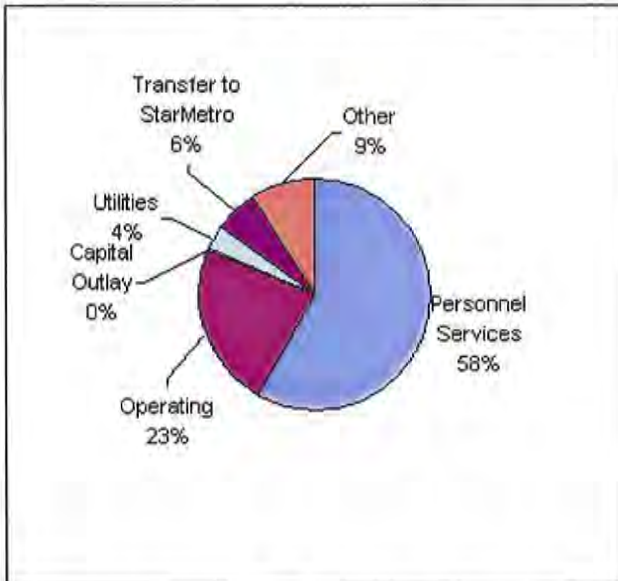


Utility funds use a rate analysis to determine need for specified periods of time. The last rate study was completed over five years ago and did not adequately anticipate the decline in growth currently being experienced nor the impact of demand side management programs on over-all consumption. Thus, although all utility funds are balanced, usage of reserves and/or reductions in RR&I transfers are required to accomplish this. With the current fee structure for solid waste services, a transfer from reserves is required in each year beginning in FY13 and a transfer from rate stabilization is programmed for the Electric Fund in FY11. A rate increase for Electric is not planned at this time although may be required in future years.

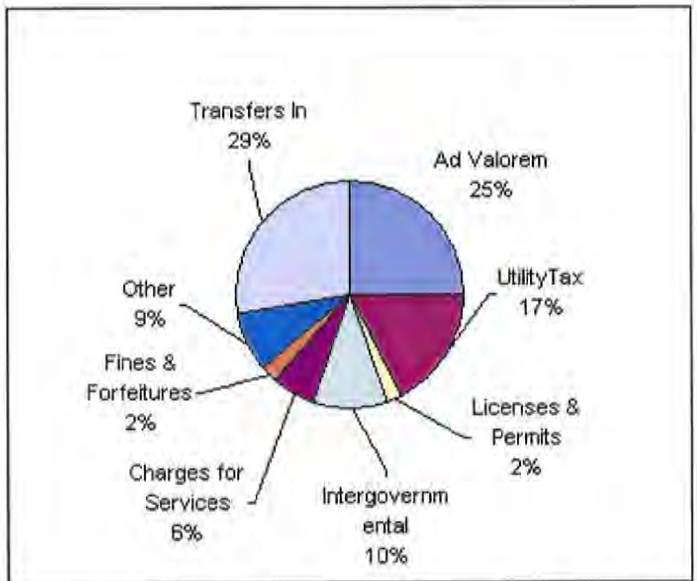
All other funds, including the Building Inspection Fund, are balanced as well. StarMetro's operating fund is balanced for all five years utilizing transfers from the general fund. Although the transfer is expected to be higher than required for FY10, this is due only to the projected increase in fuel.

General Fund revenue and expenditures are shown in the following charts:

GENERAL FUND EXPENDITURES



GENERAL FUND REVENUE



As indicated in the previous charts, personnel services account for well over one half of all expenditures. On the revenue side, ad valorem taxes contribute only twenty five percent of revenue necessary to operate the government with transfers from the utilities contributing approximately the same proportion of revenue.

BUDGET ASSUMPTIONS

As you are aware, we took a number of actions in the FY10 budget that will carry forward into the FY11 budget to reduce the on-going effect of the economic impacts including; a net decrease of 81.6 positions, reducing on-going salary and benefit costs by implementing the "Voluntary Separation Program", various re-organizations, contracting out certain services, and increasing the millage rate to cover debt service. Because of these actions we were better positioned than in the past two years going into this budget cycle. Other challenges not related to economic impact include issues such as declining consumption in our utilities and continuing high costs for fuel,

health insurance, overtime, etc. When we started the budget process, we were initially looking at a shortfall of up to \$3.1 million in the General Fund.

To address this, a number of actions are being proposed this year including a combination of revenue opportunities and expenditure reductions. On the expenditure side, reductions were considered not only at the program or department level but also at the organization level. A number of overall reductions in the area of pension, health insurance, and retiree benefits are still being reviewed with the goal of addressing the long-term sustainability of these programs and benefits. These expenditure and revenue proposals are addressed in more detail later in this document.

The following key assumptions were used in developing the budget.

- No increase in the current millage rate of 3.7 mills.
- Maintain StarMetro transfer at FY10 level (adjusted only for fuel).
- Provide for a 2% salary enhancement for employees.
- Incorporate cost containment measures for employee benefits.
- Maintain jobs to the extent practical.
- Address funding needs for maintenance of existing infrastructure.
- Provide adequate funding to address increased fuel cost.
- Stabilize and maintain utility transfers to/from General Fund/Utilities.
- Funding for vehicle replacement increased to start to accumulate additional funding required over the next five- year period. Allocation of costs between funds has been adjusted to reflect changes in the fleet composition.
- A soft hiring freeze will remain in place in all funds.
- Health insurance costs are projected to increase by 5%.
- Deficiency Fund will be increased whenever possible and appropriate.

The following sections provide more detail on the some of the above assumptions as well as other assumptions used to develop the proposed budget.

GENERAL FUND EXPENDITURE ASSUMPTIONS

Vehicle Fuel

City-wide fuel was budgeted at \$4.7 million in the FY10 budget. Although fuel costs for the utilities has decreased due to existing hedging contracts for this commodity, the FY11 requirement for vehicle fuel has been increased to \$5.5 million, approximately \$750,000, due to expected cost increases. The City was able to contain the costs of vehicle fuel for FY10 by hedging contracts obtained in FY09. These contracts end in September 2010. To date, advantageous hedging contracts have not been available to assure lower costs for FY11.

Transfer to StarMetro

The transfer requirement for StarMetro is estimated at \$7,925,134 for FY10. The FY11 transfer has been set at that level and adjusted for the additional cost of fuel expected for FY11, \$8,190,444.

Transfer to GGCPA

The FY10 budget included funding of \$1.524 million for the General Government Capital Projects Account. Of this, \$824,000 was from a one-time revenue source. For FY11, a total of \$1.2 million is included. Of this, \$700,000 is projected revenue from the new red light camera program. Given that this is a new source of revenue and actual amounts to be received, in the first year as well on a continuing basis, are unknown, it would not be reasonable to depend on this source for on-going expenses at this time. The balance of the \$1.5 million red light camera estimated revenue is used for operating purposes.

Debt Service

Approximately \$9.0 million in general government debt service is budgeted in fiscal year 2011. This includes funding for existing obligations such as the 2004 capital bond series and various internal pool loans. Additional debt service for parks facilities and other projects totals \$780,967 in fiscal year 2012 and increases to \$2.6 million in fiscal year 2015. These are amounts from the approved FY10 budget and will be updated for the approved FY11 budget.

GENERAL FUND CONTINGENCY AND RESERVES

Contingency

One of the main purposes of the contingency account is to provide a cushion for unexpected declines in revenues or increases in expenditures. An adequate contingency can mitigate somewhat any mid year budget corrections that may be required. The FY10 contingency is budgeted at \$200,000. For FY11, the proposed budget is \$50,000 in contingency.

Transfer to Deficiency Fund

The Deficiencies Fund is a reserve or fund balance for General Fund operations. The current balance is less than the policy target balance of two months operating requirements for the General Fund. To address this serious issue, the FY10 budget includes a transfer of \$1.9 million to the Deficiencies Fund. The FY11 budget includes an additional transfer of \$280,990.

GENERAL FUND REVENUE ASSUMPTIONS

Utility Taxes (Electric, Water, and Gas)

This is the public service tax imposed upon the sale of electricity, water, and gas within the corporate limits. The City imposes the maximum tax rate of 10% of gross sales. And, although utility rate increases have been implemented over the last year, utility tax revenues have been fairly consistent as a result of the city's demand side programs, customer conservation initiatives, and impacts related to the economic downturn. Due to reduced consumption estimates, projected revenues for all utility taxes (electric, water, and gas) which total \$13.4 million are estimated at approximately the same amount as fiscal year 2010.

Communications Services Tax

In order to pay back an over payment arising from a pre-FY09 audit of the Communications Services Tax, the Communications Services Tax rate was increased effective February 2009. The additional revenue collected from this increase is used to cover the annual debt service payment to the State of Florida of \$487,967 for a period of three years. In FY09, the rate increase not only generated the required payment, but also allowed for a set-aside for one additional year. This set-aside was recommended by the State in order to allow for coverage of additional audit requirements that could arise in FY09, FY10, or FY11. The FY11 budget

assumes an increase to the General Fund of \$167,772, the same amount as the FY09 amount. Although this reduces the extra set-aside that will be available for future audit issues, a cushion of one year is already available if needed.

State Revenue Sharing & Florida ½ Cent Sales Tax

Both of these sources are estimated to bring in approximately \$12.7 million in FY11. There has been a slight decrease in these revenues since FY09. Official estimates from the State of Florida will be received in July and estimates will be updated at that time. By Commission policy, any increase will be used to increase the transfer to replenish the Deficiency Fund.

Transfers from Utilities

With the exception of the Electric Fund transfer that is estimated at approximately the same level as FY10, the General Fund transfers from the utilities have been calculated per the methodology approved in the finance policy. The transfers totaled \$34.5 million in FY10. For FY11, the transfers total \$34.6 million. Transfers as proposed are shown in the following chart.

Transfer	FY2010	FY2011
Electric	23,361,081	22,366,058
Gas	2,323,000	2,323,000
Water	6,678,846	6,484,450
Sewer	2,981,251	3,284,609
Solid Waste	164,674	161,914
TOTAL	34,508,852	34,620,031

The Commission target issue committee, Financial Viability of the Government, plans to review all utility transfer policies during the coming year to determine if changes should be made. In the interim period until all transfers are reviewed, the Financial Viability of the Government Committee is recommending a change to modify the methodology which is consistent with the Water and Sewer transfer calculations. Rather than use 8.3 mills per prior year actual kwh sales, this was modified to use 8.3 mills per the average of the prior three years kwh sales. This will help to level out the decreasing trend in kwh sales and results in substantially the same amount of transfer as budgeted for FY10. The change has an insignificant impact on rates given the small dollar amount applied over the total kwh sales amount. In addition, the General Fund transfer has remained fairly flat even though other costs have increased at a higher rate. This amount has been included in the proposed budget for Commission approval.

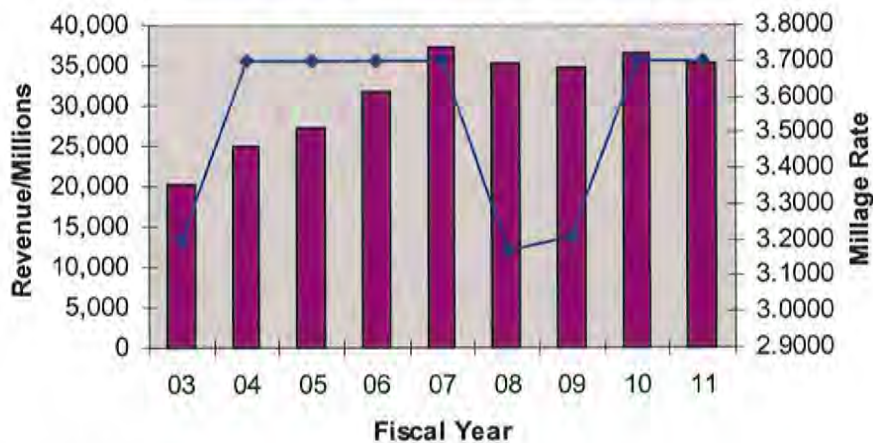
Ad Valorem Taxes

The preliminary taxable value provided by the Leon County Property Appraiser, is \$9.7 billion. This is a reduction of \$263.2 million from the FY10 assessment. This is compounded by a previous reduction in FY10 of \$871 million or 8.1% from the FY09 assessment. According to State of Florida economic estimates, values for FY11 are also expected to be less than the FY10 taxable value by approximately 1%. No millage rate increase has been proposed for FY11.

Property taxes and transfers from the utilities represent approximately one half of general fund revenues. The chart that follows shows historical growth of ad valorem taxes as compared to the millage rate. The millage rate was increased from 3.2 mills to 3.7 mills in FY04 to recover the cost of debt service for newly issued debt for neighborhood projects. As indicated in the chart the millage rate was reduced in FY07 as a result of state legislative requirements. The debt service for which the millage was increased, however, continues for many more years and the rate was brought back up to a level to cover this in FY10. By maintaining the current 3.7 mill

rate for FY11, the amount of ad valorem tax revenue will decreased by \$790,876 from the FY10 budget amount.

Ad Valorem and Millage Rates



Red Light Camera Revenue

On May 27, 2009, the City Commission adopted ordinance No. 09-O-22, implementing a red light camera safety program effective immediately. Subsequent to this, various legal issues regarding the program surfaced in other Florida cities and the program was temporarily suspended. The Florida Legislature passed legislation clarifying how the program can be implemented and the City Commission amended the ordinance to reflect these changes in May 2010. Regardless of the revenue generated, this type of program has seen significant improvement in traffic safety in other areas. Based on preliminary test data, estimated revenue for the program is \$1.5 million for FY11. However, given that the program has yet to be implemented, the \$700,000 of this amount has been dedicated to the capital program rather than on-going operating costs.

Under the provisions of the new State Statute regulating this program, a portion of the revenue generated from violations will go to trauma centers. At ten dollars per ticket, as specified in the statute, the estimated violations would generate \$200,000. This provides a new source of dollars to continue the \$200,000 previously provided to the Trauma Center, however those funds will not come directly from the City.

Transfer from Gas Tax Fund

In both FY09 and FY10 an additional transfer of \$500,000 above the normal transfer of \$204,260 from the Gas Tax Fund has been budgeted to offset costs associated with traffic/transportation programs. As there is sufficient undesignated fund balance in the Gas Tax Fund, this has budgeted again for FY11.

The following sections provide a summary of the most significant revenue and expenditure assumptions for funds other than the General Fund as contained in the proposed budget.

OTHER FUNDS EXPENDITURE ASSUMPTIONS

Debt Service

In the Fire Fund, existing debt service payments support the fund's share of 2004 capital bonds, a 2001 Sunshine State loan, and self-contained breathing apparatus that was approved in fiscal year 2009. Fire's \$8 million share of the joint dispatch facility and debt financing of a potential 1-bay station that would be co-located at the facility are programmed to begin in fiscal year 2012. Total debt service in the Fire Fund is budgeted at approximately \$781,010 in fiscal year 2011. Beginning in FY12, debt service is budgeted at \$2.1 million but does not include the addition of the stations a Lake Bradford Road and Southwood.

The Advanced Wastewater Treatment plant project is financed primarily from debt, the total of which is \$222,481,600. Debt will be issued later in this fiscal year or early in FY11. Debt service for this project is still being refined by the Treasurer Clerk's office and bond counsel. However, preliminary plans are to capitalize the interest for three years, with a payment of \$3.5 million programmed beginning in FY14. It is likely that an additional rate increase will be required to support this debt.

All debt issues are in compliance with the City's debt policy.

Transfer to RR&I

City policy provides that the utilities transfer an amount equivalent to annual depreciation to an RR&I account each year. All transfers, with the exception of the Water Fund, are in compliance with the policy.

PERSONNEL ISSUES

Personnel services make up 23% of the total city budget and 58% of the General Fund budget. Control of these costs is crucial in maintaining or reducing overall expenditures.

Salary Issues and Other Personnel Issues

Salary increases of 2% have been included for general employees for FY11. General employees did not receive any increase in FY10. However, there was a 2.5% across the board increase and 4.5% step increase for police union employees as provided in the union agreement. Funding for a 2.35% increase for FY11 has been included for fire union employees as provided in the current contract. A 2.3% increase was provided for fire union employees for FY10 as well. And in addition, 1.3% was also provided for educational benefits.

The city's cost of employee health insurance is expected to increase by 5%. In addition, pension costs have increased. These costs have continued to escalate over a period of years. With decreases or little growth in revenues, it is difficult to continue to sustain the increased costs of these employee benefits without sharing some of the increase with employees. As discussed below, the Commission Financial Viability Committee has been exploring various options for containing these costs.

Pension Changes

Due to declining earnings in the pension portfolio, pension costs have increased significantly in FY11. To mitigate the city's share of this increase, it is likely that general employees will need

to increase their contribution in the future although no changes to employee contribution have been included in the FY11 budget.

OPEB

The City of Tallahassee provides retired employees a health insurance subsidy that is considered a post-employment benefit (OPEB). The City, beginning in FY09, is required to disclose the estimated total cost to provide the health insurance subsidy to current retirees and active employees (actuarial accrued liability, AAL) in the notes to the City’s financial statements along with a description of efforts and progress being made to fund the AAL. The city’s policy is to fund only the *explicit* portion of this liability, as actuarially determined. A portion of the cost (.25%) is paid by General, Police and Firefighter employees beginning in FY10. The contribution from all three groups generates approximately \$300,000 per year in the General Fund. The General Fund requirement was phased in over a three-year period using a transfer from the Deficiency Fund in decreasing proportions to offset the cost. For FY11, which is the last year for this supplement, the transfer is \$200,000. The estimated General Fund contribution used for preparation of the FY10 budget was \$900,000. The actual requirement as determined from the actuarial report received in fiscal year 2010 is \$1,591,018.

Position Changes

The proposed budget includes funding for 2,839.17 FTEs in fiscal year 2011. This represents a net change of –10.3 positions from the total number of positions in the approved fiscal year 2010 budget. The following is a listing of position additions and deletions included as part of the FY11 budget proposal.

Public Works	Engineering Tech	-2
Solid Waste	Collection Driver	-1
Management & Administration	Purchasing Agent*	-1
Utility Business Services	Meter Reader	-3
	Utility Diversion Specialist	-1
	Water Utility Services Specialist	-1
	Smart Grid Analyst	3.0
Energy Services	Energy Auditor**	-5
Growth Management- Building Inspection	Mechanical Inspector**	1
	Plans Examiner**	1
Fire	Firefighter (County Stations)	8
Parks and Recreation	Supervisor Service Center***	1
	Community Coordinator***	1
	Custodial Worker***	1
Net Change		2

*Mid-year.

**Two of these positions are being transferred back to Growth Management (with different classifications).

***These positions are for the Palmer Monroe Youth Center and are time limited for one year.

The Supervisor position was added mid-year FY10.

In addition, ten positions were eliminated this fiscal year after approval of the FY11 budget as a part of a review of the VSI program positions implemented in FY09 and other vacant positions. These positions are shown below.

ISS	Technical Support	-1
	Project Manager	-1
Parks and Recreation	Custodial Worker	-1
	Audio Communications System Technician	-1
Solid Waste	Executive Secretary	-1
Underground Utilities	Equipment Operator	-1
	Construction Inspector	-1
	Irrigation Technician	-1
	Secretary IV	-1
Public Works	Equipment Operator II	-1
	Engineering Tech	-1
Fleet	Senior Inventory Specialist	-1
Total Change		-12

The chart that follows shows the growth in the number of FTE's for a prior five-year period. As indicated, the total number of positions peaked in FY07 declined each year through FY10. With the position eliminations in FY11, the General Fund has 9% fewer positions compared to the FY06 staffing level and 3.5% fewer for all funds.



Hiring Freeze

A soft hiring freeze has been in place for most of FY09 and FY10. It is proposed that this be continued for FY11. With this in place, it is expected that 1% to 2% salary savings will result or approximately \$500,000 to \$1.0 million in the General Fund.

Financial Viability Recommendations

Over the last six months, the Financial Viability of the Government Target Issue Committee has been looking at how we fund our health care benefits for both active employees and retirees. A

number of recommendations have been made and are included in the proposed budget for City Commission consideration.

Active Employees

Over the last few years the City has seen annual increases in health care costs. Historically, the city has determined whether or not increases are passed on the employee contingent on the level of pay raise that was included in the budget. Some years the City absorbed the entire increase, in lieu of providing employees with a salary increase. Over the years the city's contribution towards health care as a percent of the total cost has increased and the employees cost has decreased. Currently the aggregate cost sharing between the city and the employee is 75% city and 25% employee. Although based on information provided by our health care consultant indicates that this is the norm for governmental agencies, these are higher than what they were in 2000. A recommendation by the Financial Viability Committee has been made to adjust the aggregate cost sharing to 70% city and 30% employee. This change would be phased in over a two-year period in order to minimize the impact on employees. Total savings of implementing this change totals \$519,000 across all funds, with the general fund portion totaling \$192,500. It should be noted that under this proposal, all employees would still experience some level of salary increase in 2011.

Retirees

In addition to reviewing how health care costs are shared between the City and active employees, the Financial Viability of the Government Target Issue Committee also looked at how the city funds retiree health care. As the City Commission is aware, the city's retiree health care benefits are considered an Other Post Employment Benefit (OPEB), and in order to comply with Governmental Accounting Standards Boards rules, the city's financial statements have to report the future liability of these benefits. The current revised Other Post Employment Benefits liability as calculated by Buck Consultant's, the city's actuary, totals \$4.5 million across all funds.

The Financial Viability of the Government Target Issue Committee reviewed various options on how to reduce this liability as well as modify how retiree health care is funded. The OPEB liability can be significantly reduced if the cost of the city's portion of retiree health care is capped. The Committee is recommending that the city freeze the city's contribution to retiree health care at the FY10 levels for current and future retirees. Freezing the current subsidy rates would shift the burden of any rate increases to retirees while keeping the City's costs constant.

Staff asked our actuarial consultant to recalculate the OPEB liability based on capping the subsidy levels. Based on revised actuarial estimates implementing this change for retiree health care would result in an OPEB liability of \$2,155,000, or a reduction in the liability of almost \$2.4 million across all funds. Although savings will be realized in all funds, the general fund portion would equal approximately \$350,000 to \$500,000.

Based on discussions at the Financial Viability of the Government Target Issue Committee, it is recommended that staff undertake a comprehensive review of the city's pension and health care benefits. A committee comprised of the Treasurer-Clerk, the Assistant City Manager for Utilities, the director of the Department of Management and Administration, the manager of Human Resources, and the Retirement Administrator, be convened to conduct a comprehensive

review of the pension and health care plans. In addition, assistance from a consultant will be engaged to assist the committee in looking at the pension plan. It is recommended that this review begin immediately and that a report be provided to the Financial Viability of the Government Target Issue Committee by no later than March 1, 2011. Any changes would be brought back to the City Commission as part of the FY12 budget.

Other Pension Adjustments

The City Commission has already approved changes to three pension benefits. These changes were recommended by the Financial Viability of the Government and will result in financial savings in FY2011. These changes include:

- Pre-Retirement Death Benefit: Changed to require five-year pension vesting prior to being eligible for this benefit.
- Not-In-Line-of Duty Disability: Changed to require five-year pension vesting prior to being eligible for the benefit.
- Pre-Retirement COLA: For employees with less than 10 years of service, this benefit will be eliminated.

Savings from these changes were estimated at \$222,600 in the General Fund and \$600,000 citywide.

Take-Home Vehicle Fee for TPD

Over the last few months, staff has held informal negotiations with the Police Benevolent Association (PBA) regarding a fee for take-home vehicles. As part of last years budget process the City Commission directed staff to look at the potential of implementing a fee to recover some of the costs related to commute miles as well as to assist in funding four positions that were retained but not funded in the FY10 budget. Various proposals and counter proposals have been presented to the Financial Viability of the Government Target Issue Committee as discussions with the PBA proceeded. At the June 9, 2010 Financial Viability Target Issue Committee meeting, a final proposal from the PBA was presented that recommends implementation of a tiered-surcharge of \$0 per month for officers residing inside the corporate city limits, \$35 per month for officers residing within Leon County, and \$55 per month for those officers living outside Leon County. Revenue generated from this fee is estimated at approximately \$100,000.

As previously indicated, the FY10 budget retained four patrol positions, which had been slated for elimination last year, but did not include funding for the positions. The revenue generated from the proposed vehicle fee would allow the city to add one of the positions back in the budget. The Financial Viability of the Government Target Issue Committee is forwarding the PBA's proposal for consideration by the full City Commission.

BUDGET PROCESS

The primary goals for the FY 2011 budget process have been to develop a balanced budget that not only continues to provide core city services but also addresses to the extent possible the four City Commission priorities:

1. Take concrete steps to expand job creation and retention to reduce the city unemployment rate.
2. Work to achieve a five year balanced budget without an increase in millage rate or deferral of costs and fully restore the deficiency fund within five to seven years.
3. Work with private and public interests and cultural organizations to create a sense of place in distinct sectors of the community.
4. Foster an environment of connectivity and safe multi modal transportation.

The process used to do this involved a completely new approach to developing the FY11 budget. Departments were asked to identify and justify the types and levels of services or programs that are being provided with their current funding. In order to afford department directors the opportunity to exercise more flexibility in addressing issues and in administering the programs and services in more efficient and effective ways, departments were given broad discretion in determining how to best allocate resources and provide services including the flexibility of moving dollars around among various line items in order to achieve the desired outcome. Departments were further given the opportunity to use a portion of any savings identified through innovative approaches to service delivery to effectuate changes needed to implement these new programs.

This type of system attempts to evaluate resources as related to program results or outcomes relative to other programs being provided vs. the traditional line item review. Subsequent to review by the executive team, departments were given an opportunity at budget hearings with the executive team and budget office to present their proposals and discuss the impact of reductions on service delivery to the community. Many of the reductions and changes are included in the proposed budget.

A lot of up-front work is required to develop this but once the format is set up, it provides an opportunity to take a fresh look at all of the programs and activities that are funded. Although some changes came out of the process in the form of innovations resulting in cost reductions, to receive the full benefit of the process, further analysis and review will be required.

To assist departments in doing this on an on-going basis, a self-audit tool was incorporated into the FY11 budget process. This reporting tool will be used to monitor the financial and performance results of the programs developed as part of the budget process. It will provide a matrix of cost, cost recovery and performance data for each program that can be used for comparative purposes by the Department and others. This information will assist departments in identifying budget priorities and opportunities for efficiencies. After review and analysis, this will allow for choices and trade-offs between various programs and levels of service at the level of funding available.

The proposals will be discussed with the Commission at both budget workshops and public comment will be taken at three public hearings scheduled for June 23rd, September 15th, and September 29th.

DEPARTMENTAL CHANGES

Innovative/Creative Changes

Resulting from the above process, departments came up with a number of alternative and creative ideas on how to provide city services. I would like to outline some of these changes.

Maintenance of 800 MHz Radios

Historically maintenance of the 800 MHz radios was outsourced to a private vendor. Staff in the Radio Communications Division of ISS researched the issue of bringing this in-house and developed a plan that was presented to the ISS Director. This plan included looking at training and equipment that would be required to bring this function in-house. The analysis and plan resulted in significant savings totaling \$268,000 and elimination of one temporary position. This plan was implemented in FY2010 and as a result, we have been able to cancel the maintenance agreement with the vendor. An additional benefit to this change is that the Radio Communications Division can now generate some revenue from external users of the system as the radios will be fixed and maintained in house.

Attraction of Tournaments and Events

The Parks, Recreation and Neighborhood Affairs (PRNA) Department has been actively pursuing bringing tournaments and events to the City of Tallahassee and using the PRNA as an economic engine for the community. There is potential of bringing in over 40 tournament and events, which would have an economic impact of over \$15 million for the community through hotel nights, restaurant visits, etc. Additionally, the City could generate some revenue through field rentals and concession stand revenues.

Training for Outside Agencies/Companies

Last year the city's training program was certified to offer continuing education credits. This has benefited the city as employees with certification requirements can now take classes through the Freshen Your Intellect (FYI) program at a much cheaper cost. Recognizing that there was a need for quality and effective training in the community, Equity and Workforce Development began to market the FYI program to state agencies and private companies in Tallahassee. This has been successful and has resulted in approximately \$12,800 in revenues being generated by this program. We have received many compliments from organizations taking advantage of this training. Additionally, a number of organizations have asked that we hold sessions for their employees only. To date this fiscal year a total of 217 participants from outside agencies have taken advantage of our training courses.

Special Events Traffic Assistants

As the City Commission is aware, the issue of overtime needs for special events has been an issue that we've been tackling for a number of years. This past year the Tallahassee Police Department (TPD) developed an innovative approach to dealing with overtime requirements at special events. The creation of a Special Event Traffic Assistants (SETA) program has resulted in savings of approximately \$50,509. The goal of this program is for trained, non-sworn individuals to provide traffic related assistance during special events thereby reducing the number of sworn officers needed per event. Overtime costs are also reduced, as the hourly rate for a SETA position is \$11 versus patrol officers in overtime status earning on average \$40 per hour. Under this program a new part-time job classification has been created. It is anticipated that a pool of 40 SETA's will be available for use at any time, with the goal of using 20 SETA's per event including the upcoming football season.

Electronic Procurement

Currently over 65% of the staff in the procurement division is eligible for retirement. It can be reasonably expected that at a minimum 50% of the staff will be retiring in the next 2-3 years. With this upcoming staffing challenge at hand, procurement services has been exploring automation of the procurement process through PeopleSoft. Currently we own licenses to the E-Settlement PeopleSoft module, although due to resource limitations have not been able to implement it. Under this module the procurement process can be automated with vendors having the capability of invoicing electronically and procurement settling the invoices electronically as well. Over the next eighteen months, procurement staff will begin the process of implementation of this module with the goal of having it in place at the time retirements begin to occur. It is anticipated that vacated positions will not be filled.

Loan Administration Fee for Energy Loans

The city's residential loan programs have been extremely successful over the last few years. In FY2010 a total of \$4.2 million will be expended on loans through this program. This is up \$500,000 from FY09. Currently the city does not charge any administrative loan fee to cover the cost of processing the loan applications. Staff in Energy Services is recommending that a 1% loan fee be included in all loan applications for the cost of administration and handling of the loans. Funding expected to be generated from this fee, approximately \$42,000, will be utilized to fund the temporary assistance required for processing all the loan paperwork.

Shift Treatment from Lake Bradford Road to TPS Treatment Facility

As work is completed on the improvements at TPS Treatment Facility, staff in Underground Utilities is looking at shifting treatment from the Lake Bradford Road Treatment Facility to the expanded plant at TPS. Savings of approximately \$200,000 could be generated from this shift.

Airport Police Officer Classification

Over the last couple of years, airport staff has been looking at how other airports across the country provide law enforcement services at airport facilities. It appears that many airports do not utilize patrol officers but instead utilized a special airport officer classification, which results in cost savings to the airports. Over the next year, airport and human resources staff will be looking at implementation of an airport classification position. It is estimated that savings of approximately \$450,000 could be realized through a separate classification. These savings are in personnel and vehicle costs as in many airports surveyed the officers are not provided with a vehicle. It should be noted that reclassified positions would still have to be certified law enforcement officers to comply with FAA regulations.

CDL Testing

In an effort to look at other revenue opportunities StarMetro has proposed utilizing existing staff to provide Commercial Driver's License (CDL) testing in-house. Currently there are two Training and Safety Specialist positions at StarMetro that are certified as CDL testers. Providing this service in-house would result in savings of approximately \$4,000. In the future, this program could be expanded and offered to other city departments or entities in the community.

PeopleSoft Maintenance Contracts

Approximately 11 years ago, the City selected PeopleSoft as the vendor for the city's Enterprise Resource Planning (ERP) systems. Currently the city's HR, financials and utility accounts systems are PeopleSoft systems. As the City Commission is aware, Oracle Corporation purchased PeopleSoft Corporation in 2005. The annual maintenance agreements for these systems have become tremendously expensive and we are currently paying \$1.2 million for these agreements. Over the last couple of years, a number of third party vendors have begun providing maintenance services for PeopleSoft systems at a very competitive price. Staff has had discussions with a number of vendors and information provided indicates that going to a third party vendor could result in annual savings of approximately \$340,000. There are benefits and disadvantages of going to a third party vendor and ISS staff is analyzing these. Although we are not recommending changing the maintenance agreements at this time, this issue will continued to be researched over the next year.

A schedule showing all of the changes is provided in Section D, "Operating Budget Appropriation and Financial Summary", section of the document as well as in each of the departmental sections.

ENTERPRISE FUNDS- FY11 UPDATE

Aviation Fund

The Aviation Fund is balanced in all five years.

Electric Fund

Electric revenues are projected to generate approximately 2.7% less revenue than budgeted in fiscal year 2010. Average kwh consumption in all retail customer classes through April 2010 is 1,492,537,253 kwh which is a reduction of approximately 3.4% when compared to April 2009. Revenue and consumption projections for fiscal years 2011 through 2015 are projected to decline resulting in less transfer to support operations of the General Fund than had been projected at the beginning of 2009 for 2010 and beyond.

- For FY11, the General Fund transfer has been maintained at approximately the same level as for FY10.

Due to declining demand, additional rate revenues will be required in future years. However, for FY11, a transfer of \$7,374,210 from the rate stabilization fund will be used in lieu of a rate increase and a new rate study will be prepared for future years.

- No rate increase is planned for FY11, however, rate increases will be required in FY12 and beyond.
- A transfer from Rate Stabilization of \$7.4 million is planned for FY11 and a transfer of \$2.3 million is expected for FY10.
- The transfer to RR&I will be reduced from \$21.9 million in FY10 to \$17.2 million in FY11 reflecting the availability of funding for the capital program from other sources.

Additional debt to support the current capital program is expected to be issued later this fiscal year. In total, transfers to support debt service payments and cash for capital projects increase from \$57.3 million to \$59.9 million or 4.5%.

- This category of expenditures is projected to increase to \$80.5 million by fiscal year 2015.

Gas Fund

The Gas fund is balanced for fiscal years 2011 through 2015.

- No rate increases are planned for FY11.
- Revenues are estimated at approximately the same level as actual receipts in FY09.
- Customer growth is estimated at 1%.
- Consumption has increased from FY09 to FY10 due to an abnormally cold winter, but is not expected to increase in FY11.

The 2011 fiscal year budget reflects operating expenditures (excluding any excess transfers to RR&I) in the amount of \$34.7 million, representing a decrease of approximately \$400,000 from the 2010 approved budget. This is primarily due to a reduction in the cost of natural gas.

- The fiscal year 2011 fuel forecast is budgeted at \$21.3 million versus the fiscal year 2010 fuel forecast of \$23.3 million and \$26.7 million in FY09.

Water Fund

The Water fund is balanced for fiscal years 2011 through 2014. Revenues for the water utility system include water sales, development fees, various water service fees, and other miscellaneous fees.

- Total revenues for the Water fund for fiscal year 2011 are budgeted to be \$28.7 million versus the fiscal year 2010 budget of \$29.8 million. The decrease is due mainly to the lower than expected growth in customers and service points and a decrease in average consumption.
- From FY07 to FY09, average consumption has decreased by 15%.
- Although no rate increase is used for preparation of the budget, a rate study will be done in the first quarter of FY11 to determine and timing and amount of rate increase needed.

The 2011 fiscal year budget reflects operating expenditures (excluding any excess transfers to R&I) in the amount of \$28.7 million, representing a decrease of approximately \$400,000 from the 2010 approved budget. This is primarily due to a reduction in RR&I that is possible as a result of available reserves to fund some projects.

- In order to balance the fund, the transfer to the RR&I fund has been reduced from \$3.2 million to \$2.5 million. This is below policy parameters which calls for a transfer equal to the average depreciation over the past three years.
- The transfer to the General Fund is \$6,484,450.

Sewer Fund

The Sewer fund is balanced for fiscal years 2011 through 2015. Wastewater system revenues also include monthly sewer service charges, which are based on water consumption rates, development fees, the sale of effluent and other miscellaneous fees.

- Total revenues for the Sewer fund for fiscal year 2011 are budgeted to be \$56.5 million versus the fiscal year 2010 budget of \$56.8 million.
- Budgeted revenues for FY10 were based on the latest rate study which over-estimated customer growth. No customer growth is currently projected.
- Although no rate increase is used for preparation of the budget, a rate study will be done in the first quarter of FY11 to determine and timing and amount of rate increase needed.

The 2011 fiscal year budget reflects expenditures in the amount of \$53.9 million, representing an increase of \$1.1 million from the 2010 approved budget. This is primarily due to cash funding of projects through the use of RR&I.

- For preparation of the budget, debt service requirements are increased in FY14 by \$3.5 million primarily as a result of debt needed for the AWT project. The timing and actual amounts needed are yet to be determined.
- The transfer to the RR&I fund \$10.0 million.

Solid Waste Fund

The Solid Waste fund is balanced in FY 2011-2015. Revenues are projected to increase slightly in fiscal year 2011. Revenue projections for fiscal years 2012 through 2015 assume little customer growth and include only modest increases.

- For the fiscal years 2011 through 2014, an annual consumer price index (CPI) adjustment is included to offset increases in landfill tipping fees and contractual fees paid to Waste Pro.
- One driver position will be eliminated due to service changes previously implemented.
- Fuel and maintenance savings are expected due to acquisition of new vehicles under a lease program that started in FY10.
- The current contract with Waste Pro will end in FY11.
- A planned transfer to the Solid Waste reserve of \$415,588 will be made in FY11. Beginning in FY13, transfers from the reserve will be required to balance the budget.
- The current residential garbage fee is \$15.91/ month.

Stormwater Fund

The Stormwater fund is balanced in FY 2011-2015. Total revenues for the Stormwater fund for fiscal year 2011 are budgeted to be \$16.0 million. Of this, \$6.0 million will be transferred to the Stormwater capital improvement program. Projections do not include any fee increases for FY11.

Golf Course Fund

The proposed budget recommends no subsidies for Hilaman Golf Course in any of the five-year proforma period. A number of changes have been implemented at the Golf Course including elimination of full-time positions, utilization of contractual employees for the majority of maintenance functions, bolstering of sales at the pro shop, and minor improvements to facilities at the course that have resulted in improved financial performance.

Building Inspection

The Building Inspection Fund was created as a requirement of Florida Statutes. A number of changes were implemented in FY09 and FY10 in response to the downturn of the construction industry. A fee increase was also approved and implemented in FY10. As a result, the fund is expected to end fiscal year 2010 in a positive position. The first 6 months of FY10 shows an increase in permitting of 27 percent over the same period last year (from 132 to 168). While this in no way is a solid indicator of future trends, it is the first upward movement in several years.

- The Building Inspection Fund is balanced in all five years.
- A transfer from the Deficiency Fund is not expected.
- In FY11, two of the positions that were transferred to Energy Services in FY09 will be transferred back (Mechanical Inspector & Plans Examiner).

- In FY11, the Deputy Building Inspector position that has been funded on a 60%/40% split with the Facilities Maintenance unit in the General Fund will be fully funded from the Building Inspection Fund.
- It is expected that the Building Official position will be vacant for nine months due to retirement.
- The travel and training budget has been increased to reflect the addition of surcharge revenue that is required by State Statute for this purpose.

Fire Services

A countywide fire services fee and the new inter-local agreement with Leon County was effective on October 1, 2009 that was designed to fully fund fire services for a five year period by utilizing any excess revenue collected in the early years to offset shortfalls in salaries and educational benefits in out-years.

- In FY10, the Commission approved a 5.95% salary and benefit increase over a two- year period.
- The final eight, of 18, new firefighter positions for county stations will be added in FY11 as provided by contract. This is expected to improve response and safety in these stations.
- Additional funding of \$482,479 has been budgeted for costs associated with volunteer fire stations as provided in the County contract.
- Funding for capital outlay for FY11 includes \$110,400 for replacement equipment.
- The current monthly fee for zone 1 (includes residences within the city) single family structures is \$14.91.

Cemetery Fund

The FY11 budget for this fund is \$479,632. A transfer of \$311,112 from the Cemetery Perpetual Care Fund is required.

Future Operating Issues

Although not addressed in the FY11 budget, there are other significant issues that must be addressed in development of future year budgets. The following are areas of concern.

- Due to decreased revenues, General Fund dollars have been reduced for capital improvements. It is important to maintain this funding in order to assure that facilities are properly maintained.
 - A facilities study prepared by the facilities improvement team, “FIT report”, was recently completed that identified numerous facility maintenance issues in all areas of the government that will need to be addressed. Timing and dollar amounts needed have not been completed at this time.
- New projects, such as Cascades Park and the Joint Dispatch Center, which will be operational in FY12, will require additional operating expenditures.
 - Operating Costs for the Cascades Park are estimated at \$562,322 and includes additional staffing of 5 full time and 3 part time employees. In addition, one-

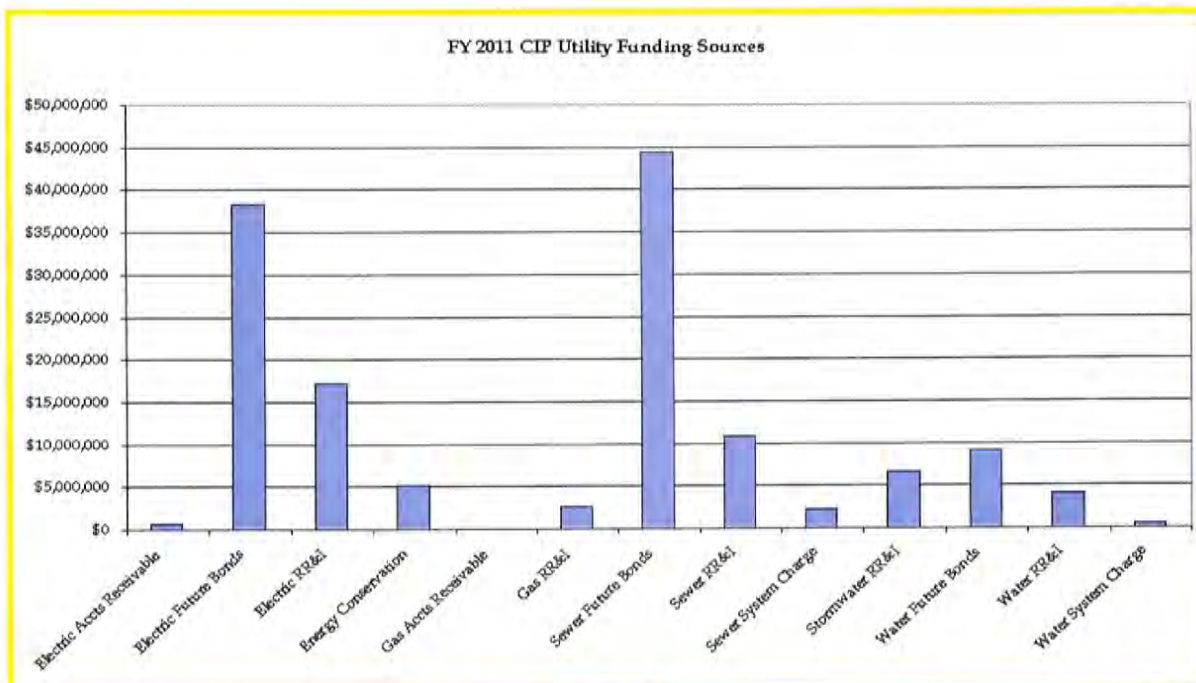
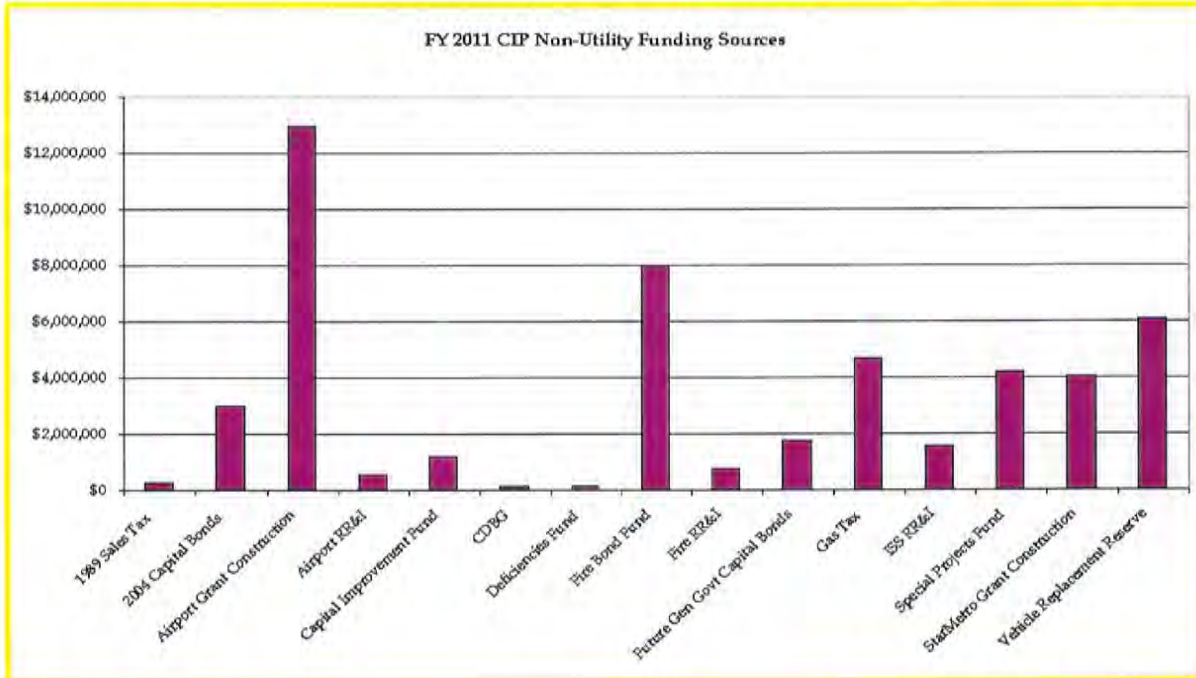
time capital costs of \$174,000 for equipment and vehicles associated with maintenance of the facility is required.

- An inter-local agreement has not been finalized to address funding for operations of Joint Dispatch Center and many decisions are needed prior to finalizing a budget for the facility. However, preliminary estimates indicate that additional funding of approximately \$3.0 million over the current city and county combined cost may be needed.
- The General Fund contingency is currently budgeted at \$200,000. This has been reduced to \$50,000 for FY11. Given the continuing economic uncertainties, it is important to continue to provide an adequate cushion to offset changes in revenue projections so that other mid-year reductions may be avoided.
- Demand side management programs as well as current economic constraints on residents and businesses have resulted in decreasing consumption in utilities. Although this is occurring as planned, there are both rate and transfer impacts that will need to be addressed as a result of the decline.
 - In funds other than the General Fund, such as Electric and Underground Utilities, rate increases are not being proposed for FY11 but will have to be addressed in order to balance budgets in FY12.
 - Because transfers from the utilities are based on either consumption or a combination of consumption and rates, the transfer amounts to the General Fund are decreasing over time. Alternative funding sources will need to be identified.
- Although speculative at this time, it is important to consider the possible consequences of the recent catastrophic oil leak in the Gulf of Mexico and the potential financial impact on the State of Florida and possibly state shared revenues received by the City.
- The current agreement with the Police union expires on September 30, 2010 and is being re-negotiated for the three- year period beginning October 1, 2010. Potential financial requirements from this negotiation are not included in the current budget estimates.
- Grant funding used to support City departments and programs from various agencies has been or may be reduced in the coming years.
 - During FY10, FTA allowed a portion of grant funding normally reserved for capital funding only to be used for operating purposes. At this time, this provision has not been extended to FY11.
 - During the FY10 legislative session, certain transportation trust funds were swept to help balance the FY11 State of Florida budget. This could have an impact on the amount of dollars that will be available to support the Airport.
 - SHIP funding was not appropriated by the State for FY11. This funding has in the past supported approximately 1/3 of our affordable housing program.

Although the Department of Economic and Community Development currently has fund balance available to support this program through most of FY11, the program could be affected in FY12 if other funding sources are not identified.

FY11 CAPITAL BUDGET AND FY11 – FY15 CAPITAL IMPROVEMENT PLAN

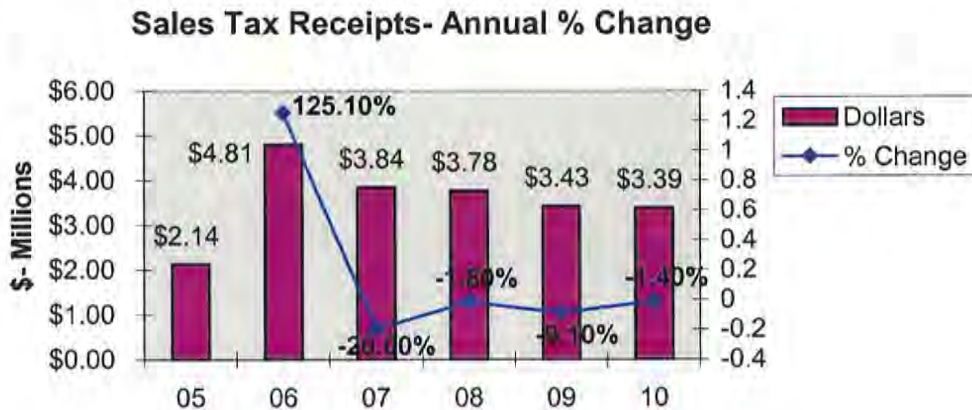
The fiscal year 2011 capital budget totals approximately \$191.4 million and the total five-year capital improvement plan of \$811.2 million. Of this, projects that support general government activities total \$21.2 million and \$75.9 million respectively. The following charts show a breakdown of funding sources for all non- utility projects and for utility projects.



The preceding chart shows the funding breakdown for all utility projects. As indicated, bond funding is the primary source of funding for utility projects and is over \$90 million in FY11.

Sales Tax

Subsequent to approval by the voters of the Sales Tax extension in 2004, the Commission authorized advanced funding from the Sales Tax Fund for purchase of properties needed for the Gaines Street Redevelopment project. The Sales Tax Fund was to be repaid from sale proceeds of those properties. Five properties were acquired at a cost of \$17.4 million. To date, two properties have been sold for a total of \$6,135,225, of which three annual payments of approximately \$1.0 each are not yet due and not yet received. More than \$10.0 million (at cost) in property remains to be sold although it is unlikely that the full amount will be recovered. And, due to economic conditions, it is unknown when these properties may be sold. In addition, annual sales tax receipts have been less than originally expected and have decreased in every year (full year) since inception. The following chart shows the history of collections and % change since 2005.



The combination of these factors has resulted in a negative position in this fund that must be corrected. A combination of actions are proposed including substitution of available fund balance from '89 Sales Tax proceeds and internal loan fund proceeds for a portion of amount needed and closing out or delaying some projects for the remainder of the funding needed. This will result in several projects being funded from multiple sources. The expected sources and amounts are itemized below:

'89 Sales Tax Fund Balance	\$3,600,000
Internal Loan Pool	7,000,000
Project Close-Outs/ Amendments	5,000,000

Specific projects, and the revised funding sources to be used for each will be brought back as part of the approved budget.

General Government Capital Project Account (GGCPA)

The city's general government capital account (GGCPA) and general government capital improvement fund (GGCIF) also have been negatively impacted by the reduction in property taxes and other revenues that make up the General Fund base. Collectively, these fund general

government capital activities such as operating and maintenance of the city hall, police, neighborhood and parks facilities. The sources also have supported tennis facility renovations, historic property preservation and waivers for water/sewer system charge and tap fee waivers. Of the nearly \$4.5 million requested in fiscal year 2011 for these activities, \$1,185,000 has been programmed to support them.

Funding recommended in FY11 supports (at reduced levels):

- Repairs, Replacement and Improvements for City Hall \$150,000
- City Hall Window Sealant/Waterproofing \$250,000
- Repairs, Replacements and Improvements for Police Facilities \$ 75,000
- Park Facility Maintenance \$415,000
- Neighborhood Center Facility Building Repairs \$ 80,000
- Downtown Pedestrian and Vehicular Enhancements \$ 35,000

FY11 funding of \$100,000 for the Environmental Compliance and Remediation Program will again be funded from the fleet reserve fund. This is the second year of this change. The Water and Sewer System Charge and Tap Fee Waivers projects have unspent FY10 dollars and the proposed budget recommends that this funding be carried over to FY11 to continue to fund these projects.

Aviation

The Aviation Department's fiscal year 2011 capital budget includes projects for terminal building rehabilitation, runway reconstruction, airfield preservation and miscellaneous major/minor repairs, replacements and improvements, among others. The department's five-year CIP is comprised of continued funding for several of the previously mentioned projects, as well as projects that support apron expansion, airfield signage improvements, taxiway rehabilitation, ongoing support for air service improvement and marketing and promotional study, and hangar development, building bridge replacement, and terminal loading bridge installation. The FY11 capital budget is \$13.5 million and the five-year CIP totals \$45.5 million.

StarMetro

StarMetro's \$4 million FY11 capital budget and \$20 million five-year CIP supports bus acquisition and the Job Access Reverse Commute program "JARC" and purchase of mobile data terminals and software.

Utilities

As has occurred historically, the Electric and Underground Utilities departments comprise the majority of the budget and five-year plan. Electric's five-year CIP totals \$322.8 million. The department's fiscal year 2011 budget is approximately \$56.2 million.

Underground Utilities' fiscal year 2011 budget totals \$80.2 million while the five-year CIP totals \$254.8 million. The 56 projects in the department's CIP address infrastructure needs in gas, water, sewer and stormwater, and range from small stormwater initiative projects to larger ones such as Frenchtown Stormwater Improvements and Upper Lake Lafayette Nutrient Removal Facility.

Gas projects run the gamut from recurring funding for system relocations/adjustments to system expansion. Water and sewer projects are predominated by master plan improvements, advanced

water treatment, recurring funding for water and sewer system rehabilitation and replacement, and improvements to the Lake Bradford Road and T. P. Smith facilities. The largest of the department's projects supports advanced wastewater treatment. Funding for the project totals \$227 million for design, planning and construction. The project is necessary to meet state permitting requirements particularly for the reduction of nitrogen in the ground water.

Future Capital Issues

As discussed in the operating section previously, there are also several capital issues that will need to be addressed in the future. Some of these are discussed below:

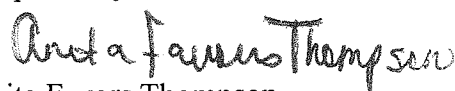
- The NOVA 2010 plan for StarMetro was approved by the Commission. In order to maximize the benefits of this plan, a number of sidewalk and right of way changes are needed. It is estimated that these improvements could cost between \$8 million and \$32 million, depending on our ability to obtain needed ROW to complete the improvements.
- Several new fire stations are needed. Funding has been added beginning in FY12 and continues through FY15 for stations located at Weems Road, Lake Bradford Road, and Southwood. Additional funding of \$2.4 million will be required for the two later stations in FY16 to complete construction. With the exception of the station to be located in Southwood that may be eligible for funding from the Southwood DRI concurrency, the other stations will need to be debt funded. Also, additional funding will be required to cover the operating costs associated with these stations. The Weems Road station includes FY15 operating costs of nearly \$750,000 for 12 positions to operate the facility.
- Air cards for mobile data units in police and animal shelter vehicles are currently funded in the capital budget using ISS RR&I funds. In the future, these would more appropriately be funded in the operating budget.

CONCLUSION

Although we have had to face significant challenges in past few years we have been able to overcome these by making some very difficult funding decisions and by developing new and creative ways to accomplish our priorities. In closing, I would like to assure the residents of our community and the City Commission that we will continue to move forward in addressing new challenges in the same way and emerge as a stronger and more viable community in future years as well.

I look forward to discussing the proposed budget and our recommendations with you at our upcoming operating and capital workshop scheduled for June 17, 2010. Staff from the Office of Budget and Policy and I are available to answer any questions or provide any additional information you may require.

Respectfully submitted,



Anita Favors Thompson
City Manager



**APPROVED OPERATING BUDGET
FOR FISCAL YEAR 2011**

AND

**FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FOR FISCAL YEARS 2011-2015**

CITY COMMISSION

**John R. Marks, III
MAYOR**

**Mark Mustian
MAYOR PRO-TEM**

**Andrew D. Gillum
COMMISSIONER**

**Debbie Lightsey
COMMISSIONER**

**Gil Ziffer
COMMISSIONER**

**Anita Favors Thompson
CITY MANAGER**





Raoul A. Lavin
Director

OFFICE OF BUDGET AND POLICY

Becky Simpson
Manager

Robert Bechtol
Senior Analyst

Genese Byrd
Senior Analyst

Jason Buchholz
Analyst

Turquoise James
Analyst

Laura Morgan
Analyst

Rusty Robbins
Analyst

Chandra Simon
Analyst

Janet Hawkins
Administrative Specialist





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**City of Tallahassee
Florida**

For the Fiscal Year Beginning

October 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tallahassee for its annual budget for the fiscal year beginning October 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Cover Photo Credits:

The cover image depicts the future redevelopment of Gaines St., looking east between Woodward and Railroad Avenues. The street and sidewalk construction is currently underway and will be completed by mid 2012. The buildings are conceptual, based on existing design guidelines, and will be constructed based on market demand.

Graphics were added to the original photo by Frank Dietrich, of the Tallahassee-Leon County Planning Department.



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Fiscal Year 2011 Approved Budget
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City of Tallahassee
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Community Profile

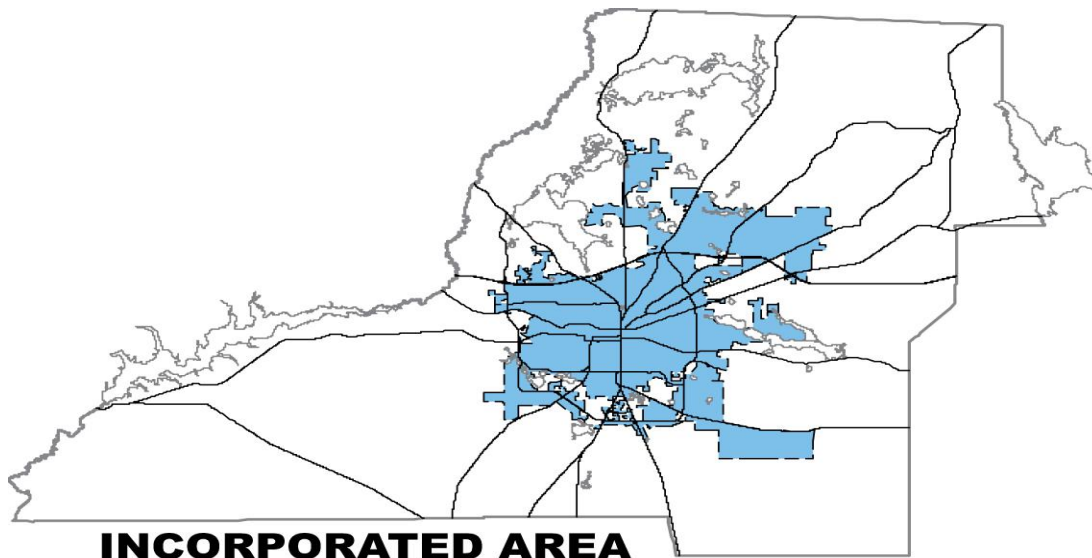
Tallahassee, the capital city of Florida, was established in 1824 following a decision by the Legislature to locate the capital of the new Florida Territory midway between the population centers of St. Augustine and Pensacola. Located in the north central portion or Big Bend area of the state, the city is less than 20 miles south of the Georgia state line and 25 miles north of the Gulf of Mexico. As the only incorporated city in the county, Tallahassee is the county seat. Although the city encompasses about 15% (103.10 square miles) of the county's land area, it was estimated in 2010 that 65% (178,923) of the county's population resides within the municipal boundaries. Since 1990, the ratio of city to county residents has remained relatively steady.

In addition to state and local government activities, the city is home to two state universities and a community college. Combined, public sector employment accounts for about 37% of the Tallahassee Metropolitan Statistical Area labor force and helps to keep unemployment rates below the state and national levels. Serving as a regional financial, trade, and health center also helps the city and county enjoy a stable economy. Tallahassee's area population is relatively young, well educated, and affluent. A median age of 27.2 ranks Tallahassee as the second youngest city in Florida, while the education level is the highest in the state. Minorities account for 43% of the City's population (36% African American) as compared to the state level of 37% minorities (16% African American).

From 1919 to 1997, the city was governed by a modified Commission-Manager form of government with five Commissioners, each elected at-large for four-year overlapping terms, with the position of Mayor rotating annually among the Commissioners. In a general referendum held November 1996, the citizens approved a change in this structure to allow for direct election of a Mayor for a four-year term to serve in a leadership capacity. The first directly elected Mayor took office on February 28, 1997. The City Commission appoints the City Manager, the City Treasurer-Clerk, the City Auditor, and the City Attorney. Collectively, the appointed officials are responsible for all administrative aspects of the government, with most of the administrative and operational functions falling under the purview of the City Manager.

Tallahassee is a full-service city with 2,841.17 full-time equivalent employees. The city owns and operates six utilities: an electric generation, transmission, and distribution system serving 100,723 customers in the city and adjacent urban area; a natural gas distribution system servicing approximately 26,111 customers primarily within the corporate city limits; a water production and distribution system serving about 75,436 customers within the urban area; a sewage collection system serving approximately 64,382 customers principally within the city limits; solid waste and recycling collections serving 62,926 customers; and a storm water/flood control utility serving 78,360 customers exclusively within the corporate city limits. Other enterprise activities owned and operated by the City of Tallahassee include fire services, a regional airport, public transportation, perpetual care, and two municipal golf courses.

CITY OF TALLAHASSEE



**City of Tallahassee
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Community Profile**

TALLAHASSEE AREA DEMOGRAPHICS¹

YEAR	TALLAHASSEE	UNINCORPORATED COUNTY	LEON COUNTY
1950	27,237	24,353	51,590
1960	48,174	26,051	74,225
1970	71,897	31,150	103,047
1980	81,548	67,107	148,655
1990	124,773	67,720	192,493
2000	150,624	88,828	239,452
2010 est.	178,923	95,930	274,853
2020 proj	194,500	103,100	297,600
2025 proj	203,500	106,400	309,900
2030 proj.	211,800	109,400	321,200
2035 proj.	219,200	112,200	331,400

RACIAL COMPOSITION

INCOME

	Tallahassee	Leon Co.
White	57%	63%
Black	36%	32%
Other ²	7%	5%

Median family (City)	\$54,236
County Cost of Living Index	20th of 67
Families below poverty level (City)	16%

CITY OF TALLAHASSEE AGE COMPOSITION

TALLAHASSEE HOUSEHOLD TYPES

Under 18	18%
18 to 24	28%
25 to 44	28%
45 to 64	18%
65 and older	8%

Married couple, no children	18%
Married, with children under 18	8%
Single parent families	10%
Other families	9%
Non family households	55%

CITY OF TALLAHASSEE HOUSING TYPES

CITY OF TALLAHASSEE EDUCATION

Single family	53%
Multi-family	45%
Mobile home	2%

Persons (25 or older with at least)	
High School diploma	91%
College (4 year) degree	45%

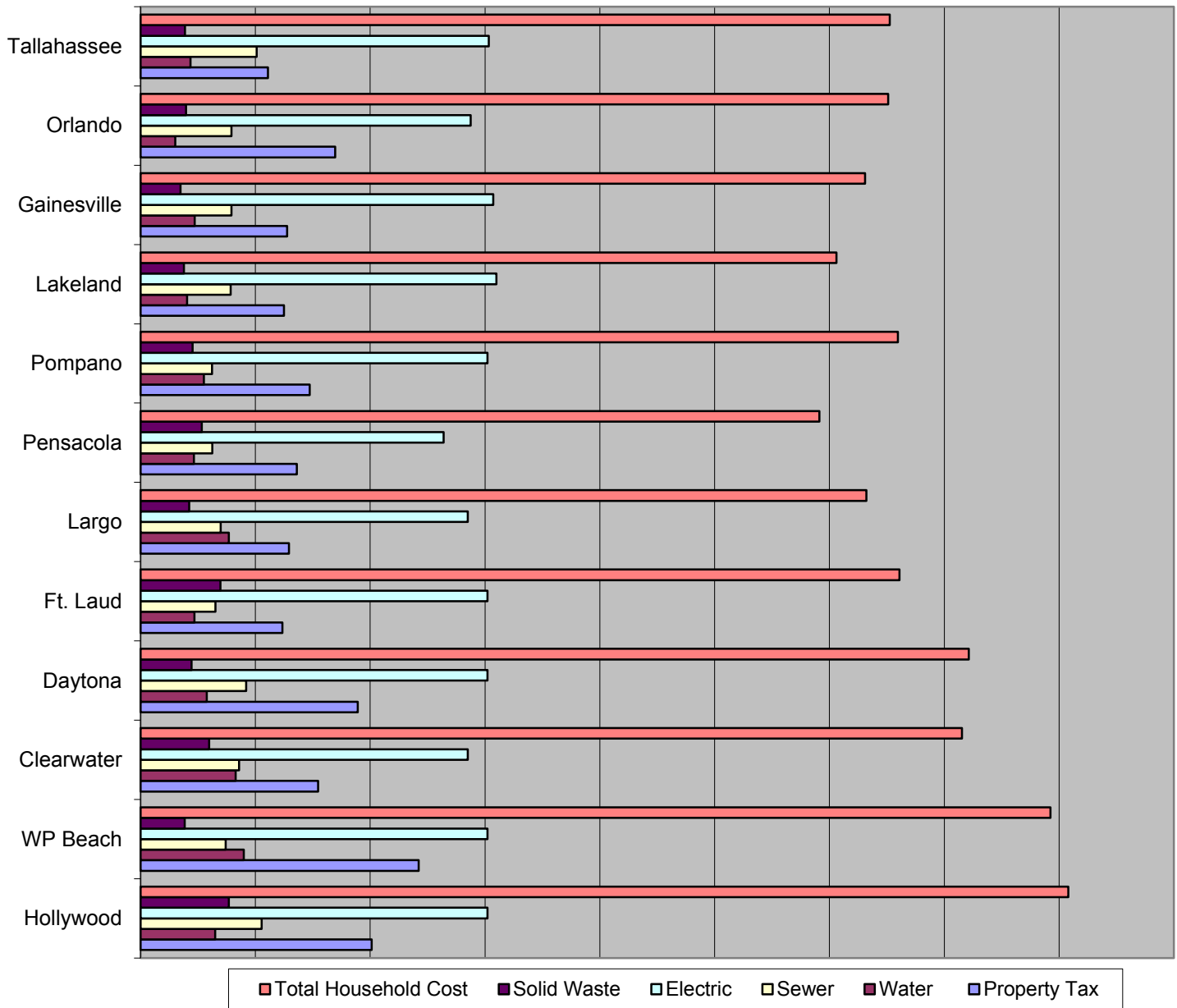
¹ Sources: U.S. Census Bureau, Bureau of Economic and Business Research, Tallahassee-Leon County Planning Department

² Includes those who claim more than one race

City of Tallahassee
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Comparison of Tallahassee With Other Cities

A cost comparison of the City of Tallahassee and eleven comparable Florida cities is depicted on the graph below and the chart on the next page. To provide a perspective on Tallahassee's financing plan and revenue structure, the comparison shows the cost per household in each of the cities for ad valorem taxes and utility services. Millage rates range from 3.7000 mills to 8.0739 mills. The City of Tallahassee's millage rate is the lowest of the cities surveyed. The combined costs of utility services, including the cost of any special fire/rescue assessments and stormwater fees, range from \$2,275.26 to \$3,033.70. The average total utility cost of the benchmark cities is \$2,610.62. The total utility cost for Tallahassee is \$2,707.56, and is \$96.94 per year, or \$8.08 per month above the average. On a positional ranking, the City of Tallahassee has the sixth total lowest household costs, including property tax rates. If electric utility costs are excluded, the city has the fifth lowest household costs.

FY 2011 ANNUAL MUNICIPAL SERVICE COSTS COMPARISON



City of Tallahassee
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Annual Municipal Service Costs

	Tallahassee	Orlando	Gainesville	Lakeland	Pompano	Pensacola	Largo	Ft. Laud.	Daytona	Clearwater	W.P. Bch.	Hollywood
Operating Millage	3.7000	5.6500	4.2544	4.1644	4.9077	4.5395	4.3113	4.1193	6.3044	5.1550	8.0739	6.7100
City Property Tax Bill [a]	\$ 555.00	\$ 847.50	\$ 638.16	\$ 624.66	\$ 736.15	\$ 680.92	\$ 646.69	\$ 617.89	\$ 945.66	\$ 773.25	\$ 1,211.08	\$ 1,006.50
Water Bill [b]	218.04	151.56	236.28	202.68	276.12	232.44	384.36	234.72	288.72	414.72	450.12	324.48
Sewer Bill [c]	505.44	396.36	395.40	393.00	311.40	312.84	348.48	326.04	459.48	429.60	370.20	527.64
Electric Bill [d]	1516.68	1437.84	1535.52	1549.56	1510.80	1320.00	1425.12	1510.80	1510.80	1425.12	1510.80	1510.80
Solid Waste [e]	193.08	197.76	174.36	189.00	226.32	266.40	211.80	347.40	222.00	298.32	192.00	384.00
Stormwater Bill [f]	95.40	137.88	97.80	72.00	36.00	52.80	53.40	42.36	89.76	150.12	112.20	38.64
Franchise Fee	-	86.27	-	-	90.65	90.78	91.37	90.65	90.65	85.50	90.65	89.14
Fire Services	178.92	-	78.00	-	111.00	-	-	135.00	-	-	25.00	159.00
Subtotal Utilities	\$2,707.56	\$2,407.67	\$2,517.36	\$2,406.24	\$2,562.29	\$2,275.26	\$2,514.53	\$2,686.97	\$2,661.41	\$2,803.38	\$2,750.97	\$3,033.70
Total Cost	\$3,262.56	\$3,255.17	\$3,155.52	\$3,030.90	\$3,298.44	\$2,956.18	\$3,161.22	\$3,304.86	\$3,607.07	\$3,576.63	\$3,962.05	\$4,040.20

[a] Yearly property tax (FY 2011 operating millage rates) based on a \$200,000 home with \$50,000 homestead exemption.

[b] Yearly residential water cost based on 5/8" line using 6,000 gallons each month. Rates as of 10/22/10.

[c] Yearly residential sewer cost based on 5/8" line using 5,000 gallons each month. Rates as of 10/22/10.

[d] Yearly residential electric cost based on 1,000 kwh usage each month. Rates as of 10/22/10 and include base rate plus any fuel/cost adjustment.

[e] Yearly residential solid waste pick up for single residential housing unit. Level of service may vary within each municipality. Rates as of 10/22/10.

[f] Yearly stormwater cost for single residential housing unit. Rates as of 10/22/10.

City of Tallahassee
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Vision, Mission, Values and Critical Success Factors

The City of Tallahassee, through workshops, surveys and commission retreats has developed the following vision, mission, and target issues. These are used as the basis for the performance measurement process that each department has implemented. Over the coming year, the measures will be reviewed and evaluated to ensure they are aligned with the City of Tallahassee's vision, mission, values, critical success factors, and target issues.

Vision Statement

Tallahassee, Florida, a city that remembers its past while focusing on the future – a vibrant capital city: fostering a strong sense of community, cherishing our beautiful natural environment, and ensuring economic opportunities for all our citizens.

Mission

The mission of the City of Tallahassee is to provide excellent services and facilities to support a high quality of life for our community.

Organizational Values

We adopt these organizational values as our guiding principles. We intend to hold each other accountable to support and demonstrate these values in our daily actions and decisions.

- Customer service is our business
- Demonstrate leadership and personal responsibility
- Promote and support employee excellence
- Practice teamwork

Critical Success Factors

- Maintain financial stability and improve economic viability
- Provide quality services responsive to customers
- Enhance community and neighborhood vitality

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Process

The budget process is a formalized occurrence that involves collaboration and coordination among the respective city departments, the Office of Budget and Policy, the City Manager, the executive team, the City Commission, and the citizens of Tallahassee. The process results in annual operating and capital budgets and a five-year financial and capital improvement plan for the General Fund and Enterprise Funds.

Public Input

Three public hearings on the budget are also held annually to solicit public input.

Budget Review and Adoption

Departments are responsible for developing their respective budget requests. Along with the requests, departments provide a trends and issues report in which they establish their objectives and priorities and identify their resource requirements to meet the City Manager's budget directives.

The City Manager conducts formal meetings to discuss the departmental requests. These budget hearings are held in the spring and include city departments, the Office of Budget and Policy, and members of the Executive Team. After hearing all departmental presentations, the City Manager and the Executive Team arrive at recommendations for the proposed budget.

Upon submission of the budget to the Commission, two budget workshops are held to discuss policy issues and long term ramifications of budgetary decisions. In between the workshops, the Commission holds a public hearing to obtain additional citizen input. As a result of public comment, modifications may be incorporated into the budget. At the last workshop, the City Commission adopts a tentative millage rate for the assessment of ad valorem taxes. The budget and the millage rate are ultimately adopted by ordinance during the month of September, following two statutorily required public hearings.

Budget Structure

Similar to the process used in past years, the budget for fiscal year 2011 was developed using a service level budgeting system (SLBS). This is a flexible system which focuses on various aspects of managerial planning and control. SLBS incorporates features of major budget system concepts such as traditional line-item, program performance, and zero based budgeting. In the FY11 development process, emphasis was placed on programmatic review, giving departments additional flexibility to move funding from various line-items and programs to provide services in a more efficient and effective manner.

Budget Amendments

Budgetary control is maintained at the department level, with the Office of Budget and Policy providing support to departments in the administration of their budgets. In accordance with the city's budget transfer policy, departmental budgets can be amended in various ways depending on the type of transfer being considered.

Any budgetary amendment that is within the department's appropriated budget and within the same fund can be authorized by the City Manager. Transfers between departments that cross funds or increase appropriations are made at the request of the City Manager and must be approved by the City Commission.

Budgetary amendments between divisions and within the same fund within a department may be initiated at the discretion of the department head except for transfers affecting personnel services, allocated accounts, accounts for insurance, bad debt, taxes or grants, articles for resale, fuel accounts, debt service, or interfund transfers. Requests for amendments to the line item exceptions are reviewed by the Office of Budget and Policy and approved by the City Manager or respective appointed official for transfers affecting the offices of the City Attorney, City Auditor, or City Treasurer-Clerk.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Process

Since the implementation of the PeopleSoft financial system, budgetary control has moved from the line item level to major budget category. With the exception of the line items identified above, departments may over-expend line items provided there are available balances in the respective major budget category.

Budget Basis

Currently, the budgets for general government operations (General, StarMetro and Golf Course Funds) are prepared on a modified accrual basis. This means that obligations of the city (i.e., outstanding purchase orders) are accounted for as expenditures, but revenues are recognized only when they are measurable and available. At year end, open encumbrances are reported as reservations of fund balance. The operating budget does not include expenses for depreciation.

The budgets for the city's utilities (Electric and Underground) and other enterprise operations (Aviation, Building Inspection, Solid Waste, Fire, and Cemeteries) are budgeted on a full accrual basis. Not only are expenditures recognized when a commitment is made (e.g., through a purchase order) but revenues are also recognized when they are obligated to the city (i.e., water user fees are recognized as revenue when bills are produced).

Budget and accounting procedures are subject to modifications to comply with GASB 34.

CAPITAL BUDGET PROCESS

The capital budget and five-year capital improvement plan (CIP) support construction-related projects and major automation enhancements which improve the city's infrastructure and information technology capabilities. As with the operating budget, the capital budget is developed within the framework provided by the city's five-year financial plan and targets and goals established by the City Commission.

After projected revenues and expenditures have been evaluated to determine the level of funding available to support capital requests, budget instructions are developed. Typically, departments update the five-year CIP by moving out-years forward and adding a fifth year. In some cases, projects are fast-tracked or deferred based on new priorities, availability of funds, etc. Also, the departments, with the exception of Electric and the Gas section of Underground Utilities, review all projects for the achievement of goals and objectives set forth in the comprehensive plan and for compatibility with the BluePrint 2000 Plan.

Departmental capital budget requests are returned to the Office of Budget and Policy. Following a cursory review by the capital budget coordinator, general government and aviation projects are reviewed by Public Works, Division of Engineering, for cost feasibility and work load scheduling. The results are provided to the Office of Budget and Policy in early March.

The Office of Budget and Policy then reviews the status of the departments' current capital programs and determines departmental capacity for additional workload. This assessment is incorporated with the input received from the departments and Public Works to develop a priority ranking of projects. Recommendations are made based upon the priority listing and the level of funds available. This information is presented to the executive team for its review and approval during the departmental executive budget hearings.

The process for public input and adoption of the capital budget is concurrent with timelines previously discussed in the operating budget process section. Throughout the fiscal year, the Office of Budget and Policy monitors the capital improvement plan and provides semi-annual status reports to the City Commission.



City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Calendar

<u>DATE</u>	<u>BUDGET ACTIVITY</u>
October 1, 2009	NEW FISCAL YEAR 2010 BEGINS
October 21, 2009	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
November 24, 2009	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
January 25, 2010	FINANCIAL ADVISORY COMMITTEE MEETING
January 27, 2010	FY 2010 BUDGET UPDATE & RECOMMENDATIONS OF FINANCIAL VIABILITY OF THE GOVERNMENT TARGET ISSUE COMMITTEE
February – March	DEPARTMENTAL SELF AUDIT TOOL FOR BUDGET REDUCTIONS ROLLED OUT TO DEPARTMENTS
February 8, 2010	FINANCIAL ADVISORY COMMITTEE MEETING
February 10, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
February 22, 2010	FINANCIAL ADVISORY COMMITTEE MEETING
March 1, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
March 8, 2010	FINANCIAL ADVISORY COMMITTEE MEETING
March 15 - 19, 2010	ISSUANCE OF CITY MANAGER'S BUDGET GUIDELINES AND OPERATING AND CAPITAL BUDGET INSTRUCTIONS AND TRAINING
March 22, 2010	FINANCIAL ADVISORY COMMITTEE MEETING
April 5, 2010	SMALL DEPARTMENTS -OPERATING AND CAPITAL BUDGETS DUE TO OBP
April 12, 2010	LARGE DEPARTMENTS -OPERATING AND CAPITAL BUDGETS DUE TO OBP
April 14, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
April 28, 2010	BUDGET UPDATE TO THE CITY COMMISSION
May 10 – June 3, 2010	EXECUTIVE BUDGET HEARINGS/ EXECUTIVE FINAL BUDGET DECISIONS
May 12, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
May 31, 2010	MEMORIAL DAY HOLIDAY
June 9, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Calendar

June 14, 2010	RELEASE OF PROPOSED BUDGET
June 17, 2010	CITY COMMISSION WORKSHOP - FY 2011 PROPOSED BUDGET
June 23, 2010	PUBLIC HEARING ON THE FY 2011 PROPOSED BUDGET
June 24, 2010	CITY COMMISSION FINAL BUDGET DECISIONS WORKSHOP
July 7, 2010	ADOPTION OF TENTATIVE MILLAGE RATE
July 14, 2010	FINANCIAL VIABILITY OF THE GOVERNMENT COMMITTEE
September 15, 2010	FIRST BUDGET HEARING ON TAX MILLAGE AND BUDGET
September 29, 2010	FINAL BUDGET HEARING ON TAX MILLAGE AND BUDGET
November 2010	DISTRIBUTION OF FY 2011 APPROVED BUDGET DOCUMENTS

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Statutes And Guidelines

There are a number of statutory requirements, internal policies, and other provisions that direct the development of the budget and its implementation throughout the year.

STATE OF FLORIDA REQUIREMENTS

Florida Statutes, Chapter 166 – This statute authorizes municipalities to levy taxes, issue licenses, and set user fees to raise money necessary to conduct municipal government activities. This chapter also requires that local governments adopt a balanced budget.

Florida Statutes, Chapter 200 – This statute establishes procedures for adoption of local government annual budgets and limits ad valorem taxes to 10 mills. This statute also requires that local governments appropriate a balanced budget in which anticipated revenues and expenses are equal. Failure to comply with the provisions of the statute could result in loss of state revenue sharing and/or ad valorem taxes.

Ad Valorem Taxes – The Property Appraiser provides an annual estimate of taxable property values for the preceding year. Based upon adopted millage rates, municipalities are required to budget 95% of the gross taxable value for operating purposes. The city typically budgets 97%. In FY 2004, the city's millage rate increased from 3.2 mills to 3.7 mills. This was the first millage rate increase since FY 1991. As a result of property tax reform legislation recently enacted by the Florida Legislature, the millage rate in the FY 2008 approved budget was reduced to 3.1686 mills. Due to the passage of Amendment 1 on January 29, 2008, the city's millage rate for FY09 was 3.2115 mills. The City Commission has maintained the millage rate at 3.7000 mills for FY10 and FY11.

Florida Statutes, Chapter 202 – The Communication Services Tax consolidates a variety of taxes formerly imposed on telecommunication, cable, home satellite and related services. Cities have the option of levying one of three rates ranging from 4.1% to 5.6%. Opting for the highest rate, the City of Tallahassee is required to forego permit fee charges for use of city right-of-way.

Florida Legislative Committee on Intergovernmental Relations and Florida Department of Revenue – Each year the joint staffs prepare revenue forecasts which are the basis for pass-through funding for local government revenue sharing and the Florida half-cent sales tax. Effective June 30, 2010, the State Legislators will no longer provide funding for agencies.

Community Redevelopment Agency, Florida Statutes Chapter 163, City of Tallahassee Ordinance 00-O-51 and 04-O-60 To encourage economic development, the City Commission established a Community Redevelopment Agency (CRA) and designated an initial district (Frenchtown) of approximately 1,400 acres for redevelopment. A second district (Downtown) was approved in June 2004. Each CRA district is entitled to 95% of the ad valorem tax increment generated within the district and the proceeds may be used only for improvements in the district.

Downtown Improvement Authority, Florida Statutes Chapter 71-935 – Established by a special act in 1971, the Downtown Improvement Authority may levy an additional ad valorem tax, not to exceed one mill, on properties within the district. Proceeds are used for improvements in the district and are administered by a separate Board of Directors.

INTERNAL POLICIES

Comprehensive Plan – The Tallahassee-Leon County 2010 Comprehensive Plan was originally adopted by ordinance in FY 1990 and is updated with biannual amendment cycles. The Plan includes capital improvements, transportation, historic preservation, utilities, recreation, and other elements which provide a framework for allocating budget resources. The Capital Projects Summary includes a listing of capital projects that address Comprehensive Plan initiatives by eliminating deficit levels of services or by maintaining existing levels of service.

Financing Policy, No. 224 Commission Policies – The financing policy establishes guidelines for distribution of year-end surpluses, transfers from the utilities to the General Fund, types and amounts of operating reserves, and funding for capital projects from undesignated fund balance year-end revenues. The policy also provides for full recovery of cost for enterprise funds, limits non-utility fee increases to a maximum of 20% per year unless otherwise approved by the City Commission; and allows discount fees for recreational programs for youth, seniors, and disabled citizens. The "Finance Policy Summary" chart that follows this section shows the requirements of the policy as applied to each fund.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Statutes And Guidelines

Risk Management Policy/Self-Insurance, No. 214 Commission Policies – This policy creates an internal service fund for payment of anticipated claims and judgments for coverage areas defined in the policy. In addition, a special Insurance Reserve Fund is established and funded to meet unanticipated losses from catastrophic events or claims in excess of the Risk Management Fund. This reserve is set at 150% of the average claims for the past three years or \$3,000,000, whichever is greater.

Capital Project Management, No. 218 Commission Policies – This policy provides for preparation of an annual capital budget and for a five-year capital improvement plan. The policy also defines roles and responsibilities of city departments and management regarding contracts, supplemental appropriations, over expenditures, and project administration. The use of capital project overhead charges as an operating budget funding source also is established by this policy.

Local Option Sales Tax Management, No. 232 Commission Policies – This policy establishes the authority to provide advance funding for local Florida Department of Transportation (FDOT) projects for any project or phase of project included in the FDOT five-year work plan. It allows for advance funding without an agreement for repayment after conducting a public hearing. The policy also authorizes the use of short-term debt to cover cash flow shortages that may result from this practice.

Debt Policy, No. 650 Commission Policies – The debt policy, along with an analysis of the city's compliance with the policy, is included in the capital budget summary and in the capital improvement plan. Section 104 of the City Charter also specifies that general obligation debt will not exceed 20% of the assessed taxable valuation. Florida Statutes require that general obligation bonds be approved by referendum. The city currently does not have any general obligation bonds.

Vehicle & Computer Replacement Reserves – Funding for replacement of vehicles and computer equipment is included on an annual basis in the capital budget. To fund the reserves, each department is charged in the operating budget for a proportionate share of these costs based on equipment usage.

OTHER PROVISIONS

Bond Covenants – Prior to 1998, provisions of Bond Resolutions required that a minimum of 5% of prior year gross revenues be budgeted annually for Renewals, Replacements, and Improvements (RR&I) for system improvements in the utility enterprises. Covenants for the Energy System (electric and gas) bonds that were issued in 1998 do not specify an explicit amount or methodology but require a transfer to an RR&I fund.

Union Agreements – Two unions represent police officers and firefighters. The Big Bend Chapter of the Florida Police Benevolent Association (PBA) represents a total of 355 authorized police officers. A new contract was approved by the City Commission and police officers in January 2008. The International Association of Firefighters (IAFF) represents 238 authorized firefighters, fire engineers, and lieutenants in the Fire Department. There is a separate unit representing 22 fire captains and battalion chiefs. A new contract for each Fire unit was approved effective October 1, 2008 through September 30, 2011.

Utility Rate Studies – Rate studies are prepared for each of the utility enterprise operations (electric and underground utilities). Revenue projections are prepared using historical weather patterns as well as other growth factors. These studies comprise the basis for the annual budgets for each of the utilities. A water rate increase of 12.9% was implemented effective January 1, 2009, and was increased by an additional 11% on October 1, 2010. The average residential customer natural gas bill increased by \$5.08 on April 1, 2010, which is a 15% increase.

Assessment and Fee Reviews – Fees and assessments are periodically reviewed to ensure recovery of costs to provide certain services. In March 2005, the City Commission adopted new fees and assessments for fire services and stormwater. While the fire rates impacted all utility customers inside the city limits, they did not apply to residents and businesses in the unincorporated area of the county. However, a new fee study was conducted in fiscal year 2009 as part of the city/county interlocal agreement that imposed fees in both the incorporated and unincorporated areas of Leon County. Stormwater rates will increase according to the CPI starting in FY11. A cost of services study for the animal shelter was conducted in 2006, which recommended a plan to recover at least 50% of the operating costs through

City of Tallahassee
Fiscal Year 2011 Approved Budget
Budget Statutes And Guidelines

animal licensing fees. An internal cost recovery comparison survey was also conducted for parks and recreation fees to provide recommendations to recoup recreation program costs. Finally, the City Commission increased building inspection fees in August 2009 to fully recover all eligible building inspection costs.



City of Tallahassee
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Finance Policy Summary

FUND	SURPLUS	GENERAL FUND TRANSFER	OPERATING RESERVE	OTHER
<p>GENERAL</p> <p><u>General Government:</u> aggregate revenues or expenditures in General Fund plus transfers to StarMetro, CRTPA, and Golf Course funds.</p>	<p>Used to support the subsequent year's operating budget, up to a maximum of 5% of general government expenditures. Any remaining balance used to fund the Deficiencies Reserve and buy down debt-financed capital improvement projects.</p>	<p>Effective FY06, General Government Capital Project Account (GG/CPA) funding is capped at \$3.0 million annually. GG/CPA funding for the FY11 budgeted amount is \$1,200,000.</p>	<p>Contingency funding is budgeted at \$62,423 in FY11.</p>	<p><u>Deficiencies Reserve:</u> up to 5% of year-end surpluses will be allocated to support subsequent year's operating deficit. This has been suspended pending replenishment of the Deficiencies Fund to policy levels.</p> <p><u>Fleet Reserve:</u> retained at the FY06 level, which will provide a targeted reserve balance equivalent to the cost of the average five-year replacement program.</p> <p><u>RR&I:</u> undesignated balance set at a 3% of general government capital projects.</p>
<p>FIRE SERVICES</p>	<p>Retained for fire operating and capital costs.</p>	<p>No transfer.</p>	<p>No reserve.</p>	<p>Not applicable.</p>
<p>ELECTRIC</p>	<p>Operating fund balance after General Fund transfer minus bond reserves used to fully fund the rate stabilization reserve, with the balance designated for electric system capital projects.</p>	<p>A new transfer policy was adopted in FY04 based on 8.3 mills per retail KWH sales for prior actual year. The calculation is modified beginning FY11 to include a consumption average of the past three fiscal years (FY07-FY09). The FY11 transfer amount is \$22.4 million.</p>	<p>The operating reserve is comprised of four subcomponents, with the primary purpose aimed at providing working capital. The working capital component is targeted with having a balance of 60 to 90 days of operating expenses. The other three components are fuel risk management, emergency reserve and rate stabilization.</p>	<p><u>RR&I:</u> Transfer budgeted at a level equivalent to depreciation expense as provided in the Comprehensive Annual Financial Report (CAFR). Bond covenants for 1998 Energy System bonds require a transfer to RR&I but do not specify an amount.</p>

City of Tallahassee
Fiscal Year 2011 Approved Budget
Finance Policy Summary

FUND	SURPLUS	GENERAL FUND TRANSFER	OPERATING RESERVE	OTHER
GAS	Designated to fully fund the operating reserve and thereafter to fund gas system capital projects.	In FY04, the policy was established as a fixed amount of \$2.30 million annually. The amount for FY11 has increased by 1% to \$2.32 million.	Funded at 25% of the previous year's General Fund transfer. Used to meet General Fund transfer, if required.	<u>RR&I</u> : Transfer budgeted at a level equivalent to depreciation expense as provided in the applicable rate study.
WATER	Designated to fully fund the operating reserve and thereafter to fund water system capital projects.	In FY04, the methodology for calculating the transfer was modified and sets the transfer at 20% of average gross revenues (excluding surcharge) for the past 3 years plus current year surcharge revenues which are dedicated to funding parks and recreation programs per the interlocal agreement with Leon County. The FY11 transfer amount is \$6.5 million.	Funded at 25% of the previous year's General Fund transfer. Used to meet General Fund transfer, if required.	<u>RR&I</u> : Transfer budgeted at a level equivalent to depreciation expense as provided in the Comprehensive Annual Financial Report (CAFR).
SEWER	Designated to fully fund the operating reserve and thereafter to fund sewer system capital projects.	In FY04, the methodology for calculating the transfer was modified and set the transfer at 4.5% of average gross revenues (excluding surcharge) for the past 3 years plus current year surcharge revenues, which are, dedicated to funding parks and recreation programs per the interlocal agreement with Leon County. The FY11 transfer amount is \$3.3 million.	Funded at 25% of the prior year's General Fund. Used to meet General Fund transfer, if required.	<u>RR&I</u> : Transfer budgeted at a level equivalent to depreciation expense as provided in the Comprehensive Annual Financial Report (CAFR).

City of Tallahassee
Fiscal Year 2011 Approved Budget
Finance Policy Summary

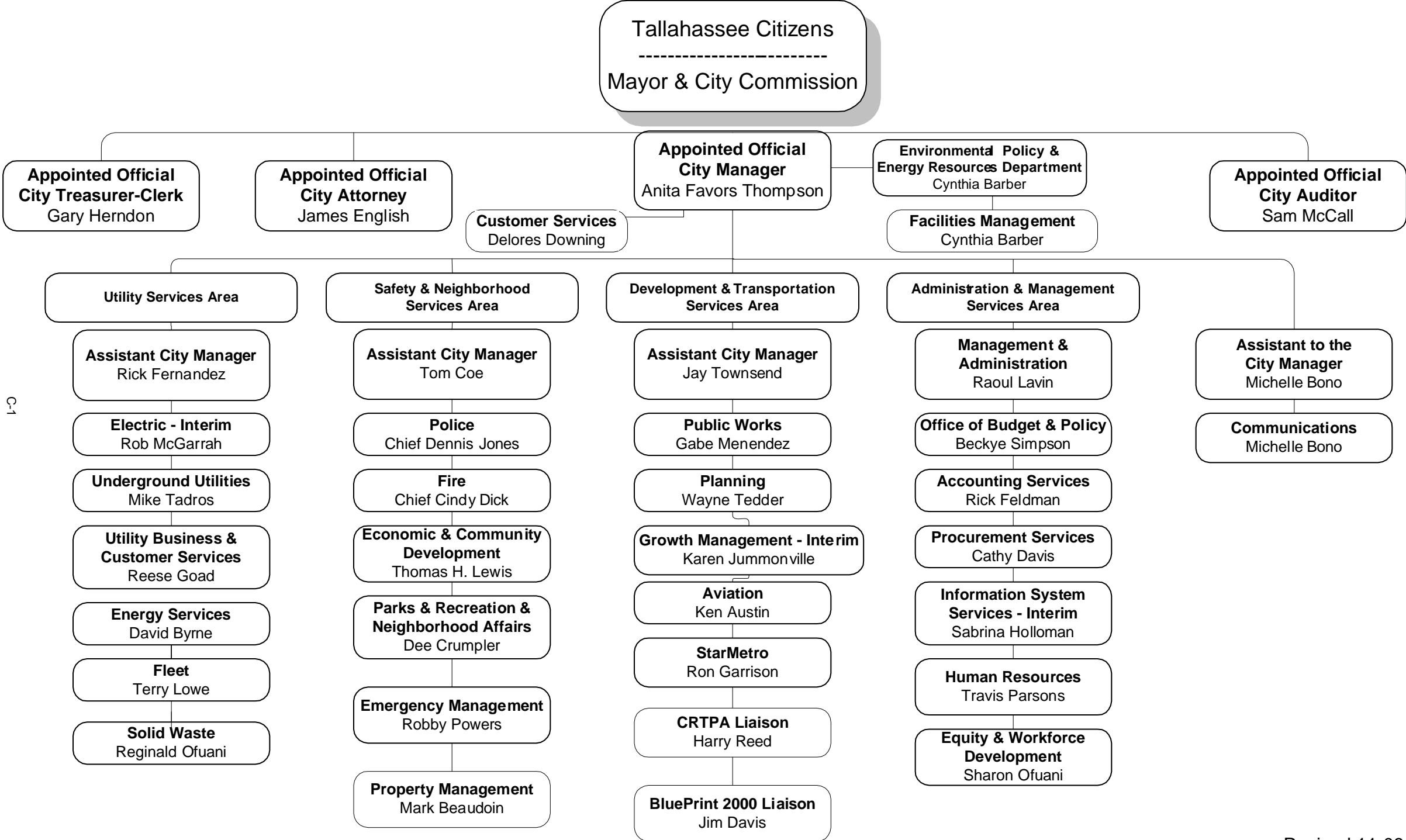
FUND	SURPLUS	GENERAL FUND TRANSFER	OPERATING RESERVE	OTHER
AVIATION	Retained within fund and allocated according to airline use agreement.	No transfer to General Fund. Full recovery of cost.	Minimum of 1/12 th of operating and maintenance budget for Airport (less fuel for resale) designated for unanticipated non-recurring expenditures.	RR&I: Not applicable.
SOLID WASTE	Retained for rate stabilization reserve.	Transfer initiated in FY04. Amount set at .75% of average gross revenues for the past 3 years. The FY11 transfer amount is \$161,914.	No reserve.	RR&I: Not applicable.
STORMWATER	Retained for stormwater system capital projects.	No transfer to General Fund in FY11. Full recovery of cost.	No reserve.	RR&I: Maximum of 5% of capital projects funding sources, with a minimum level of 3% as of 10/01/95.
CEMETERY PERPETUAL CARE	Retained for cemetery operating and capital costs.	No transfer.	No reserve.	Not applicable.
INTERNAL SERVICE FUNDS	Revenues for all funds are balanced against actual expenditures resulting in zero surpluses.	Not applicable. Excess balance from budgeted revenues is transferred to the original funding source at year-end.	No reserve.	Funding needed for large capital outlays may be accumulated over a period of time in a RR&I Fund.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Schedule of Reserves
As of June 30, 2010**

Organizational Coverage	Bond Required	Maintenance & RR&I	Available Balance	Total Reserves Balances	Total Target
<u>City Wide</u>					
Deficiencies	0	0	11,756,200	11,756,200	22,278,091
Fleet Reserve Fund	0	11,567,400	0	11,567,400	11,567,400
Cemetery Perpetual Care/Trust	0	0	6,302,100	6,302,100	6,302,100
Risk Management Reserve	0	0	9,566,600	9,566,600	9,566,600
Bond Reserve - General	8,574,300	0	0	8,574,300	8,574,300
Total	8,574,300	11,567,400	27,624,900	47,766,600	58,003,300
<u>Fire Service Fee Fund</u>					
Operating Reserve	0	0	0	0	0
Total	0	0	0	0	0
<u>Electric Fund</u>					
Operating Reserves:					
Working Capital/Liquidity	0	0	95,110,700	95,110,700	182,000,000
Bond Reserve	14,268,900	0	0	14,268,900	14,268,900
Total	14,268,900	0	95,110,700	109,379,600	166,268,900
<u>Gas Fund</u>					
Operating Reserve	0	0	575,000	575,000	580,800
Bond Reserve	1,548,400	0	0	1,548,400	1,548,400
Total	1,548,400	0	575,000	2,123,400	2,129,200
<u>Water Fund</u>					
Operating Reserve	0	0	1,335,300	1,335,300	1,503,100
Bond Reserve	2,269,000	0	0	2,269,000	2,269,000
Total	2,269,000	0	1,335,300	3,604,300	3,772,100
<u>Sewer Fund</u>					
Operating Reserve	0	0	412,800	412,800	575,000
Bond Reserve	11,424,600	0	0	11,424,600	11,424,600
Total	11,424,600	0	412,800	11,837,400	11,999,600
<u>Airport Fund</u>					
Operating Reserve	839,700	0	0	839,700	1,029,904
Emergency Reserve	0	250,000	0	250,000	250,000
Bond Reserve	735,700	0	0	735,700	735,700
Total	1,575,400	250,000	0	1,825,400	1,826,900
<u>Solid Waste Fund</u>					
Rate Stabilization Reserve	0	0	5,387,300	5,387,300	5,387,300
Total	0	0	5,387,300	5,387,300	5,387,300
Grand Total	39,660,600	11,817,400	130,446,000	181,924,000	249,387,300

Organizational Chart Effective November 3, 2010



C-1



City of Tallahassee
Fiscal Year 2011 Approved Budget
Organizational Overview

Position Control

Position control is the process of tracking all full-time equivalent (FTE) positions within the city's organizational structure. This process is revisited during each fiscal year's budget development by tracking all new, deleted, and transferred positions throughout the organization. Each unit of government is reviewed to assess, if and, where changes have occurred from the previous fiscal year. This process is required because positions can be added, and/or transferred between funds at any time during the fiscal year with City Commission approval. To help clarify the meaning of specific numbers in the tables that follow, use the following definitions: "Actual" represents the final numbers as of the end of the fiscal year. "Budget" represents the numbers as shown in that fiscal year's budget document.

Overall Position Status

The City ended fiscal year 2009 with 2,931.12 positions. During the FY10 budget process, 110.63 positions were initially proposed for elimination. Of these positions, 67.13 were vacant and 43.50 had incumbents. The City established a voluntary separation initiative program (VSIP) that had some impact on the total number of filled positions eliminated. A total of 106 employees took advantage of the VSIP, including some of the eliminated positions. The FY10 approved budget also included the addition of 15 new positions also detailed in the position reports. These include 10 firefighters and 5 police officer positions. The officer positions were awarded through a grant from the federal government. As approved by the City Commission, position changes resulted in a net reduction of 81.63 positions and the City's authorized FTE position count for FY 2010 was 2,849.49. However, the City Manager approved additional eliminations as a part of FY10 Mid-year reductions. A total of 13.0 positions were eliminated throughout the FY10 budget year. This included two positions in the Department of Management and Administration, two positions in Parks, Recreation and Neighborhood Affairs, four positions in Public Works, one position in Solid Waste and four positions in Underground Utilities. In addition, one new, time-limited supervisor position for the new Palmer Munroe Youth Center was approved during FY10.

The FY11 proposed budget included the elimination of 10.66 positions and 12.75 new positions. The FY11 approved budget includes the elimination of 8.66 positions and 12.75 new positions. The FY11 proposed FTE count totaled 2,839.17. The positions proposed for elimination included: one purchasing agent/contracts specialist, one commercial collection driver, one utility diversion specialist, three meter readers (one will be deleted FY11 mid-year), one water utilities services specialist, three energy services representative and one senior inventory specialist. The new positions included: eight firefighters (approved as a part of the 18 new positions included in the 2009 interlocal agreement between the city and county), one community coordinator and one custodial worker (time-limited staffing positions for the new Palmer Munroe Youth Center) and three smart grid systems analysts. However, the approved budget does not include the elimination of the three energy services representatives. These positions were not approved for elimination and will remain in Energy Services for FY11. In addition, a golf supervisor position in the Golf Course Fund was approved for elimination. The final approved FTE count for FY11 is 2,841.17.

Currently, unions represent a total of 615 FTEs (authorized positions). A total of 355 positions are subject to terms and conditions of the collective bargaining agreement with the Big Bend Chapter of the Florida Police Benevolent Association, Inc. The City Commission and police officers approved a new contract in January 2008. The City and the International Association of Firefighters (IAFF) reached agreement on collective bargaining contracts for the existing firefighter unit (firefighters, fire engineers, and fire lieutenants) and the supervisory unit (battalion chiefs and captains). Both agreements cover a period of three years, commencing on October 1, 2008 and extending through September 30, 2011. A total of 260 positions are subject to terms and conditions of the IAFF.

Position changes during the budget process and during the course of the fiscal year have been accomplished through planned process changes, reorganizations, and alternative service delivery methods. Departments will continue to seek and make reductions in positions throughout the government when possible. All positions approved for elimination and new positions are on the following position charts.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Organizational Overview

Summary of Organizational Changes

As part of our efforts to continuously improve services to citizens and customers, a number of changes in the organizational structure have been accomplished during the FY11 budget process. These changes, and implementation of identified key service improvements, will assist the city in accomplishing the goal of providing the highest level of service at the lowest possible cost. It is anticipated that additional changes will occur as services are reviewed for better methods of delivery, duplication of efforts, and for additional needs. The following is a summary of departmental organization changes approved for fiscal year 2011:

Parks, Recreation and Neighborhood Affairs

The FY11 approved budget includes staff and operational funding for the new Palmer Munroe Youth Center. The center opened in August 2010 and is fully functioning. Funding for the executive director position of the center has already been approved by the Commission and added to the FY10 budget and FY11 budget. Interviews for the position were conducted during the FY10 budget year. Additional funding for FY11 includes 2.75 FTEs (one executive director, one full-time community coordinator and one custodial worker) and part-time neighborhood coordinators, recreation leaders and instructors. These positions were approved by the City Commission on a time-limited basis with the expectation that these positions will be transferred to the managing entity for this program. The approved budget for the center is \$460,696 for FY11.

Golf Course Fund

The FY11 budget includes the elimination of a vacant full-time golf superintendent position. Additional compensation for the golf course foreman for higher level duties and reclassification of two filled positions (supervisor of golf course operations to golf superintendent; maintenance worker II to equipment operator I) also was approved by the commission. These actions, which are estimated to cost \$11,600, are funded by salary dollars (\$76,606) from the eliminated position. The net savings from the eliminated position in the Golf Course Fund is approximately \$65,006, which will be budgeted in the fund's transfer to RRI.

Economic and Community Development

Economic and Community Development's housing program has insufficient staff to implement housing development and rehabilitation activities given the increase in the amount of grant funds now available for housing & community development projects. A reorganization plan that will shift the intake and qualification process for owner-occupied rehabilitation from contracted agencies to in-house staff is included in the budget. The shift of the qualification process to an in-house function will require additional administrative staff support, which is being transferred from the Code Enforcement division. Additionally, position upgrades and reclassifications are included to enhance the Housing program's ability to retain and attract experienced housing and grant specialists. The four positions to be reclassified include: two housing grant specialists, two administrative specialists (one position transfer from code enforcement), and the filling of one vacant community development position at the minimum hire rate. Funds from a vacant position will be used to fund the reclassifications.

Electric

A new cost center, Electric System Compliance (Dept ID # 290103), was approved for FY11. The funding and staffing of three positions will be transferred from the department's administrative cost center. The fiscal year 2011 approved budget for the unit is \$700,723, which includes two power plant control room operators and an electric system compliance manager.

Utility Business and Customer Services

Over the previous two years, Utility Business and Customer Services has reduced the overall Field Services Unit from 48 to 24 personnel. As a part of the FY11 budget, UBCS is adding three Smart Grid utility analyst positions as well as several job reclassifications that all focus on the transition from a manual meter reading process to an automated process. The department is also eliminating three meter reader positions, one utility diversion specialist position and one water utilities services specialist position in FY11.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Authorized Position Summary

Charter and Executive Services

<u>Department Name</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Adopted</u>
City Commission/Office Of The Mayor	13.50	13.00	13.00	13.00
City Attorney	22.00	21.00	21.00	21.00
Treasurer-Clerk	60.12	54.50	54.88	54.88
City Auditor	7.00	7.00	7.00	7.00
Executive Services	36.00	34.60	34.00	34.00
Communications	12.00	11.00	12.00	12.00
Customer Services	1.00	1.00	1.00	1.00
Environmental Policy and Energy Resources	12.00	12.00	12.00	12.00
Service Area Full-Time Equivalents (FTE)	163.62	154.10	154.88	154.88

Administration and Management Services

<u>Department Name</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Adopted</u>
Equity and Workforce Development	7.00	6.00	6.00	6.00
Human Resources	29.00	0.00	0.00	0.00*
Management and Administration	160.75	177.75	175.09	175.09
Service Area Full-Time Equivalents (FTE)	196.75	183.75	181.09	0.00

Safety and Neighborhood Services

<u>Department Name</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Adopted</u>
Fire	263.00	272.00	280.00	280.00
Police	489.00	485.00	485.00	485.00
Parks, Recreation and Neighborhood Affairs	175.75	171.50	172.25	171.25
Economic and Community Development	60.00	37.95	37.95	37.95
Emergency Management	1.00	1.00	1.00	1.00
Service Area Full-Time Equivalents (FTE)	988.75	967.45	976.20	975.20

Development and Transportation Services

<u>Department Name</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Adopted</u>
Public Works	301.00	283.00	279.00	279.00
Planning	28.00	27.00	27.00	27.00
Aviation	54.00	53.00	53.00	53.00
StarMetro	170.00	168.00	168.00	168.00
Growth Management	67.00	58.40	61.00	61.00
Service Area Full-Time Equivalents (FTE)	620.00	589.40	588.00	588.00

Utility Services

<u>Department Name</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Adopted</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Adopted</u>
Electric Utility	291.00	295.00	295.00	295.00
Solid Waste	99.00	91.00	89.00	89.00
Utility Business And Customer Services	120.00	114.00	112.00	112.00
Energy Services	28.00	31.00	26.00	29.00
Fleet Management	57.00	58.00	57.00	57.00
Underground Utilities	367.00	364.00	360.00	360.00
Service Area Full-Time Equivalents (FTE)	962.00	953.00	939.00	942.00
City Wide Total Full-Time Equivalents (FTE)	2,931.12	2,849.49	2,839.17	2841.17

*Department of Human Resources was merged into the Department of Management and Administration as a division.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Authorized Position Summary by Fund

Fund	FY 2009 Actual	FY 2010 Adopted	FY 2011 Proposed	FY 2011 Adopted
001 General Fund	1,110.86	1,056.71	1,053.87	1,053.87
120 Building Inspection Fund	29.00	25.40	28.00	28.00
130 Fire Services Fund	263.00	272.00	280.00	280.00
160 800 MHz Fund	1.00	1.00	1.00	1.00
400 Electric Operating Fund	291.00	291.00	291.00	291.00
426 Electric Warehouse Fund	0.00	4.00	4.00	4.00
430 Gas Operating Fund	40.00	37.33	37.33	37.33
460 Water Operating Fund	108.00	103.33	102.33	102.33
500 Sewer Operating Fund	199.00	204.33	202.33	202.33
540 Airport Operating Fund	67.00	64.00	64.00	64.00
580 StarMetro Operating Fund	170.00	168.00	168.00	168.00
600 Solid Waste Fund	99.00	91.00	89.00	89.00
605 Stormwater Fund	92.00	91.00	90.00	90.00
615 Golf Course Fund	9.01	5.34	5.34	4.34
705 Data Processing Fund	85.00	84.00	82.00	82.00
710 Revenue Fund	28.00	23.00	23.00	23.00
715 Garage Operating Fund	57.00	58.00	57.00	57.00
720 Accounting Fund	29.75	28.75	28.75	28.75
725 Purchasing Fund	33.00	26.00	25.34	25.34
730 Human Resources Fund	36.00	33.00	33.00	33.00
735 Pension Administration Fund	7.50	7.50	7.88	7.88
740 Risk Management Fund	12.00	12.00	12.00	12.00
755 Utility Business Services Fund	120.00	114.00	112.00	112.00
760 Energy Services Fund	28.00	31.00	26.00	29.00
765 Environmental Policy and Energy Resource Fund	12.00	12.00	12.00	12.00
840 Cemetery Fund	4.00	4.00	4.00	4.00
City Wide Total Full-Time Equivalent (FTE)	2,931.12	2,849.49	2,839.17	2841.17

City of Tallahassee
Fiscal Year 2011 Approved Budget - Authorized Position Changes

Department Name	FY 2010 Appropriated	FTE Eliminated	FTE Added	FTE Transferred	FY 2011 Budget
<u>Charter and Executive Services</u>					
City Commission/Office of the Mayor	13.00	0.00	0.00	0.00	13.00
City Attorney	21.00	0.00	0.00	0.00	21.00
Treasurer-Clerk	54.50	0.00	0.00	0.00	54.88*
City Auditor	7.00	0.00	0.00	0.00	7.00
Executive Services	34.60	0.00	0.00	-1.60	34.00*
Communications	11.00	0.00	0.00	1.00	12.00
Customer Services	1.00	0.00	0.00	0.00	1.00
Environmental Policy and Energy Resources	12.00	0.00	0.00	0.00	12.00
	154.10	0.00	0.00	-0.60	154.88
Service Area Full-Time Equivalents (FTE)					
<u>Administration and Management Services</u>					
Equity and Workforce Development	6.00	0.00	0.00	0.00	6.00
Management and Administration	177.75	-2.66	0.00	0.00	175.09
Service Area Full-Time Equivalents (FTE)	183.75	-2.66	0.00	0.00	181.09
<u>Safety and Neighborhood Services</u>					
Fire	272.00	0.00	8.00	0.00	280.00
Police	485.00	0.00	0.00	0.00	485.00
Parks, Recreation and Neighborhood Affairs	171.50	-3.00	2.75	0.00	171.25
Economic and Community Development	37.95	0.00	0.00	0.00	37.95
Emergency Management	1.00	0.00	0.00	0.00	1.00
Service Area Full-Time Equivalents (FTE)	967.45	-3.00	10.75	0.00	975.20
<u>Development and Transportation Services</u>					
Public Works	283.00	-4.00	0.00	0.00	279.00
Planning	27.00	0.00	0.00	0.00	27.00
Aviation	53.00	0.00	0.00	0.00	53.00
StarMetro	168.00	0.00	0.00	0.00	168.00
Growth Management	58.40	0.00	0.00	2.60	61.00
Service Area Full-Time Equivalents (FTE)	589.40	-4.00	0.00	2.60	588.00
<u>Utility Services</u>					
Electric Utility	295.00	0.00	0.00	0.00	295.00
Solid Waste	91.00	-2.00	0.00	0.00	89.00
Utility Business and Customer Services	114.00	-5.00	3.00	0.00	112.00
Energy Services	31.00	0.00	0.00	-2.00	29.00
Fleet Management	58.00	-1.00	0.00	0.00	57.00
Underground Utilities	364.00	-4.00	0.00	0.00	360.00
Service Area Full-Time Equivalents (FTE)	953.00	-12.00	3.00	-2.00	942.00
City Wide Total FTE	2,849.49	-21.66	13.75	0.00	2,841.17

*The FTE count for Treasurer-Clerk increased from FY10 due to a current position being changed to full-time; no position was added to the department.
The FTE count for Executive Services accounts for a vacant position in Building Services that was un-funded in FY10 due to the split funding of a position in Growth Management to perform the duties for the position based on a 60%/40% allocation of time. This position is required in Building Services in FY11 on a full-time basis.

**City of Tallahassee
Fiscal Year 2011 Approved Budget - Authorized Position Changes**

Added Positions

<u>Department Name</u>	<u>Position Title</u>	<u>FY 2011 FTE Added</u>
<u>Safety and Neighborhood Services</u>		
Fire	Firefighter	8.00
Parks, Recreation and Neighborhood Affairs	Supervisor-Service Center (FY10 Mid-year)	1.00
	Community Coordinator	1.00
	Custodial Worker	0.75
	Service Area FTE Added	<u>10.75</u>
<u>Utility Services</u>		
Utility Business and Customer Service	Smart Grid Systems Analyst	3.00
	Service Area FTE Added	<u>3.00</u>
	City Wide Total FTE Added	13.75

City of Tallahassee
Fiscal Year 2011 Approved Budget - Authorized Position Changes

Eliminated Positions

<u>Department Name</u>	<u>Position Title</u>	<u>FY 2011 FTE Eliminated</u>
<u>Administration and Management Services</u>		
Management and Administration	Technical Support (FY10 Midyear)	1.00
	Purchasing Agent/Contracts Specialist	0.66
	Project Manager (FY10 Midyear)	1.00
	Service Area FTE Eliminated	2.66
<u>Safety and Neighborhood Services</u>		
Parks, Recreation and Neighborhood Affairs	Audio Communication System Technician (FY10 Midyear)	1.00
	Custodial Worker (FY10 Midyear)	1.00
	Superintendent-Golf	1.00
	Service Area FTE Eliminated	3.00
<u>Development and Transportation Services</u>		
Public Works	Equipment Operator II (FY10 Midyear)	1.00
	Engineering Technician (FY10 Midyear)	3.00
	Service Area FTE Eliminated	4.00
<u>Utility Services</u>		
Solid Waste	SWCollDriverI/II/IIICommercial	1.00
	Executive Secretary (FY10 Midyear)	1.00
Utility Business And Customer Services	Utility Diversion Specialist	1.00
	Meter Reader (1 FTE will be deleted effective July 2011)	3.00
	Water Utilities Services Specialist	1.00
Fleet Management	Senior Inventory Specialist	1.00
Underground Utilities	Equipment Operator III (FY10 Midyear)	1.00
	Construction Inspector (FY10 Midyear)	1.00
	Irrigation Technician (FY10 Midyear)	1.00
	Secretary IV (FY10 Midyear)	1.00
	Service Area FTE Eliminated	12.00
City Wide Total FTE Eliminated		21.66





City of Tallahassee
Fiscal Year 2011 Approved Budget
Citywide Appropriated Position
Operating Budget

Appropriated Funds	General	Electric	Gas	Water	Sewer	Aviation	StarMetro	Solid Waste
Beginning Balance (as of 9/30/10)								
Airline Prepaid Credit	0	0	0	0	0	669,030	0	0
Energy Conservation Fund	0	0	0	0	0	0	0	0
Pension Fund	0	0	0	0	0	0	0	0
Risk Management Fund	0	0	0	0	0	0	0	0
800 MHz Fund	0	0	0	0	0	0	0	0
Undesignated Balance	0	0	0	0	0	0	0	0
Wholesale Energy Fund	0	0	0	0	0	0	0	0
<i>Subtotal Transfers</i>	0	0	0	0	0	669,030	0	0
Operating Revenues	101,313,492	341,901,601	39,364,389	28,677,222	56,181,653	11,842,380	7,945,187	22,140,245
Total Revenues	101,313,492	341,901,601	39,364,389	28,677,222	56,181,653	12,511,410	7,945,187	22,140,245
Operating Expenditures	127,274,472	319,540,520	37,041,389	21,998,376	53,200,402	12,511,410	16,318,438	21,975,571
Net Position Before Transfers	-25,960,980	22,361,081	2,323,000	6,678,846	2,981,251	0	-8,373,251	164,674
Transfers In	34,334,231	0	0	0	0	0	8,373,251	0
Transfers Out	8,373,251	22,361,081	2,323,000	6,678,846	2,981,251	0	0	164,674
Net Position	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

City of Tallahassee
Fiscal Year 2011 Approved Budget
Citywide Appropriated Position
Operating Budget

Appropriated Funds	Stormwater	Golf Course	Fire Services	Building Inspection	Cemetery Perp. Care	Donations	Reserve Transfers	Total
Beginning Balance (as of 9/30/10)								
Airline Prepaid Credit	0	0	0	0	0	0	0	669,030
Energy Conservation Fund	0	0	0	0	0	0	691,759	691,759
Pension Fund	0	0	0	0	0	0	26,000	26,000
Risk Management Fund	0	0	0	0	0	0	784,599	784,599
800 MHz Fund	0	0	0	0	0	0	1,165,195	1,165,195
Undesignated Balance	0	0	0	0	0	0	0	0
Wholesale Energy Fund	0	0	0	0	0	0	17,955,601	17,955,601
<i>Subtotal Transfers</i>	0	0	0	0	0	0	20,623,154	21,292,184
Operating Revenues	16,008,257	998,041	33,024,185	2,892,060	506,311	76,300	0	662,871,323
Total Revenues	16,008,257	998,041	33,024,185	2,892,060	506,311	76,300	20,623,154	684,163,507
Operating Expenditures	16,008,257	998,041	33,024,185	2,892,060	506,311	76,300	20,623,154	683,988,886
Net Position Before Transfers	0	0	0	0	0	0	0	174,621
Transfers In	0	0	0	0	0	0	0	42,707,482
Transfers Out	0	0	0	0	0	0	0	42,882,103
Net Position	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**SUMMARY OF APPROPRIATIONS
OPERATING BUDGET - ALL FUNDS**

	ACTUAL FY 2009	ESTIMATE* FY 2010	PROPOSED FY 2011	APPROVED FY 2011
REVENUES				
Charges for Services	7,707,903	8,047,176	8,674,311	8,674,311
Fines and Forfeitures	1,139,843	1,009,177	2,767,300	2,756,800
Intergovernmental	14,031,196	13,201,939	13,884,268	14,630,176
Licenses and Permits	2,673,902	2,576,512	2,788,993	2,788,993
Miscellaneous	13,276,302	11,882,105	11,636,432	11,636,432
Taxes	55,898,463	57,481,745	56,875,732	56,925,966
Transfer from Undesignated Balance				
Deficiencies	0	0	0	0
Enterprise Funds:				
Aviation	11,155,422	10,591,640	11,842,380	11,842,380
Building Inspection	3,142,126	2,488,527	2,892,060	2,892,060
Cemetery Perpetual Care Trust	521,477	516,630	479,632	506,311
Electric	367,474,082	327,421,679	328,623,344	341,901,601
Fire Fees	24,846,830	31,701,890	33,063,880	33,024,185
Gas	39,438,818	37,160,365	39,364,389	39,364,389
Golf Course	918,558	876,120	998,041	998,041
Sewer	48,259,577	53,759,475	56,538,311	56,181,653
Solid Waste	22,317,493	22,616,363	22,143,175	22,140,245
Stormwater	15,667,896	15,986,402	16,008,257	16,008,257
StarMetro	8,463,182	7,973,151	7,945,187	7,945,187
Water	26,334,577	26,365,037	28,726,222	28,677,222
Donations	107,629	100,733	76,300	76,300
Transfers				
From Deficiencies Fund to General	0	400,000	350,000	150,000
From Other Funds	1,470,447	332,086	842,920	2,522,254
From Water, Sewer, and Stormwater for				
Growth Management	458,949	319,300	319,300	319,300
From Gas Tax Construction	204,260	704,260	704,260	704,260
From Second Dollar	125,000	125,000	125,000	125,000
From Law Enforcement Trust - State	50,000	50,000	50,000	50,000
From Law Enforcement Trust - Federal	30,000	30,000	30,000	30,000
From Deficiencies Fund to Fire	2,224,597	0	0	0
From Airline Prepaid Fee Credits to				
Aviation	1,149,854	984,688	669,030	669,030
TOTAL REVENUES	669,088,383	634,702,000	648,418,724	663,540,353
Unallocated Internal Service Funds				
Energy Conservation Fund	670,006	0	691,759	691,759
Pension Fund	0	0	0	26,000
Risk Management Fund	0	1,474,924	1,510,166	784,599
Wholesale Energy Fund	18,480,656	0	20,088,822	17,955,601
800 MHz Fund	487,574	566,841	665,195	1,165,195
Contributions from Utilities to General Fund	33,424,033	35,332,852	34,620,031	34,334,231
Contribution to StarMetro Fund from				
General Fund	7,331,045	8,013,251	8,190,444	8,373,251
Contribution to Golf Fund from General				
Fund	278,383	0	0	0
TOTAL CONTRIBUTIONS & TRANSFERS	60,671,697	45,387,868	65,766,417	63,330,636
TOTAL APPROPRIATION	729,760,080	680,089,868	714,185,141	726,870,989

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**SUMMARY OF APPROPRIATIONS
OPERATING BUDGET - ALL FUNDS**

	ACTUAL FY 2009	ESTIMATE* FY 2010	PROPOSED FY 2011	APPROVED FY 2011
<u>EXPENDITURES</u>				
Aviation Fund	10,395,899	10,028,133	12,511,410	12,511,410
Building Inspection Fund	3,142,126	2,439,753	2,892,060	2,892,060
Cemetery Perpetual Care Trust	521,477	516,630	479,632	506,311
Donations	61,334	100,733	76,300	76,300
Electric Fund	367,414,423	327,421,679	328,623,344	341,901,601
Energy Conservation Fund	670,006	0	691,759	691,759
Fire Services	27,071,427	31,701,895	33,063,880	33,024,185
Gas Fund	38,968,254	33,624,017	39,364,389	39,364,389
General Fund	129,444,748	129,575,020	133,668,547	135,647,723
Golf Course Fund	1,196,541	782,638	998,041	998,041
Pension Fund	0	0	0	26,000
Risk Management Fund	0	1,474,924	1,510,166	784,599
Sewer Fund	47,300,862	51,040,839	56,538,311	56,181,653
Solid Waste Fund	20,870,353	19,857,151	22,143,175	22,140,245
Stormwater Fund	15,249,326	9,982,353	16,008,257	16,008,257
StarMetro Fund	15,794,227	15,986,402	16,135,631	16,318,438
Transfer from Wholesale Energy Fund	18,480,656	0	20,088,822	17,955,601
Water Fund	26,334,578	28,409,674	28,726,222	28,677,222
800 MHz Fund (Unallocated)	487,574	566,841	665,195	1,165,195
TOTAL EXPENDITURES	723,403,811	663,508,682	714,185,141	726,870,989
NET POSITION BEFORE ADJUSTMENTS	6,356,269	16,581,186	0	0
<u>ADJUSTMENTS</u>				
Electric Long Term Rate Stabilization Reserv	59,659	0		
Transfer to Cemetery Perpetual Care Reserv	0	0		
Transfer to Golf RR&I	400	93,481		
Transfer to Fire Services from Deficiencies	0	0		
Transfer to Gas RR&I	470,564	3,536,348		
Transfer to Sewer RR&I	958,715	2,718,636		
Transfer to Solid Waste - Rate Stabilization Reserve	1,447,140	2,759,212		
Transfer to Stormwater RR&I	418,570	6,094,204		
Transfer to Airline Prepaid Fees Credit	984,688	865,597		
Transfer to Airline RR&I	924,689	577,063		
Transfer to Deficiencies	1,045,550	1,917,132		
Transfer to Water RR&I	0	0		
TOTAL ADJUSTMENTS	6,309,975	18,561,673		
FISCAL YEAR NET POSITION	46,294	-1,980,487		

* Estimate based on pre-closeout financial data.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Summary of Revenues and Expenditures By Fund

	General Fund	Building Inspection	Fire Services	Electric	Gas	Water	Sewer
REVENUES							
Taxes	56,925,966	0	0	0	0	0	0
Licenses & Permits	2,788,993	2,654,797	320,000	0	0	0	0
Intergovernmental	14,630,176	185,713	30,000	0	0	0	0
Charges for Services	8,674,311	0	31,725,326	314,021,825	38,690,442	23,718,333	47,068,801
Rentals & Concessions	0	0	0	0	0	0	0
Sales for Resale & Wheeling	0	0	0	644,245	0	0	0
Surcharge	0	0	0	2,184,208	137,173	1,579,086	852,906
Fines and Forfeitures	2,756,800	0	0	0	0	0	0
Fees & Charges	0	0	0	0	0	0	0
Miscellaneous	2,596,113	0	75,000	77,447	12,328	445,534	0
Interest Earnings	500,000	0	0	1,150,000	80,000	240,000	965,000
System Charge	0	0	0	0	0	470,000	1,865,000
Overhead Allocation	6,967,664	0	0	0	0	0	0
Capitalized Overhead	2,481,915	0	0	3,171,409	444,446	1,213,655	2,300,000
Transfer from Deficiencies	150,000	29,550	0	0	0	0	0
Transfer from Fund Balance	0	0	0	0	0	0	0
Transfers from Other Funds	2,555,754	22,000	873,859	20,652,467	0	1,010,614	3,129,946
Contributions from Utilities	34,620,031	0	0	0	0	0	0
Subtotal	135,647,723	2,892,060	33,024,185	341,901,601	39,364,389	28,677,222	56,181,653
Transfers from Risk Management, 800 MHZ, Energy Services, and Wholesale Energy Internal Funds.							
TOTAL REVENUES							
EXPENSES							
Personnel Services	76,687,418	1,937,712	21,586,748	23,679,903	1,919,086	4,758,358	11,603,812
Operating Expenses	12,183,035	142,779	1,521,369	23,199,171	1,123,436	652,744	3,711,771
Fuel	0	0	0	179,129,449	21,298,214	0	0
Other Services & Charges	2,051,698	0	30,856	1,678,387	82,411	497,500	682,500
Capital Outlay	244,100	0	110,400	464,799	0	0	0
Allocated Accounts	16,972,280	235,207	4,545,835	15,164,087	1,880,141	4,625,018	4,801,814
Utilities	5,038,199	0	348,864	642,948	60,651	2,268,707	4,600,863
Debt Service	9,310,576	72,849	769,453	45,723,196	3,833,415	3,629,920	13,578,624
RR&I/Capital Account	1,200,500	0	775,250	27,285,000	1,638,350	2,514,900	9,972,900
Vehicle Replacement	1,258,162	13,516	811,375	599,338	47,775	231,530	262,068
Indirect Costs	0	276,644	589,961	1,969,265	176,500	596,070	827,457
Contingency	62,423	0	0	0	0	0	0
Transfer to CRA	1,058,497	0	0	0	0	0	0
Contribution to CRPTA	0	0	0	0	0	0	0
Contribution To General Fund	0	0	294,350	22,366,058	2,323,000	6,484,450	3,284,609
Transfer to Other Funds	8,373,251	213,353	0	0	382,810	0	0
Transfer to Fund Balance/RR&I	1,207,584	0	1,639,724	0	4,598,600	2,418,025	2,855,235
Subtotal	135,647,723	2,892,060	33,024,185	341,901,601	39,364,389	28,677,222	56,181,653
Unallocated Portions of Internal Services Funds (Risk Management, 800 MHZ, Energy Services, and Wholesale Energy)							
TOTAL EXPENSES							

City of Tallahassee
Fiscal Year 2011 Approved Budget
Summary of Revenues and Expenditures By Fund

	Airport	StarMetro	Solid Waste	Storm Water	Golf Course	Donations	Cemetery	Total
REVENUES								
Taxes	0	0	0	0	0	0	0	56,925,966
Licenses & Permits	0	0	0	0	0	0	0	5,763,790
Intergovernmental	0	1,682,609	0	0	0	0	0	16,528,498
Charges for Services	11,120,689	6,259,578	22,059,334	15,948,872	818,991	0	21,094	520,127,596
Rentals & Concessions	0	0	0	0	173,900	0	0	173,900
Sales for Resale & Wheeling	0	0	0	0	0	0	0	644,245
Surcharge	0	0	0	0	0	0	0	4,753,373
Fines and Forfeitures	0	0	0	0	0	0	0	2,756,800
Fees & Charges	1,286,721	0	0	0	0	0	0	1,286,721
Miscellaneous	0	3,000	5,692	37,550	0	76,300	0	3,328,964
Interest Earnings	104,000	0	60,622	21,835	5,150	0	147,426	3,274,033
System Charge	0	0	0	0	0	0	0	2,335,000
Overhead Allocation	0	0	0	0	0	0	0	6,967,664
Capitalized Overhead	0	0	0	0	0	0	0	9,611,425
Transfer from Deficiencies	0	0	0	0	0	0	0	179,550
Transfer from Fund Balance	0	0	14,597	0	0	0	337,791	352,388
Transfers from Other Funds	0	8,373,251	0	0	0	0	0	36,617,891
Contributions from Utilities	0	0	0	0	0	0	0	34,620,031
Subtotal	12,511,410	16,318,438	22,140,245	16,008,257	998,041	76,300	506,311	706,247,835
Transfers from Pension, Risk Management, 800 MHZ, Energy Services, and Wholesale Energy Internal Funds.								20,623,154
TOTAL REVENUES								726,870,989
EXPENSES								
Personnel Services	4,349,760	9,290,596	4,900,539	4,999,019	515,649	0	205,056	166,433,656
Operating Expenses	1,478,091	3,256,324	5,385,124	585,029	72,113	76,300	158,280	53,545,566
Fuel	0	0	0	0	0	0	0	200,427,663
Other Services & Charges	30,000	2,000	145,000	60,000	0	0	0	5,260,352
Capital Outlay	0	0	74,885	50,110	0	0	0	944,294
Allocated Accounts	1,205,729	1,140,742	3,768,941	2,215,641	11,948	0	67,961	56,635,344
Utilities	1,249,895	2,141,160	6,379,155	163,825	225,859	0	18,566	23,138,692
Debt Service	1,272,463	8,693	0	32,710	676	0	0	78,232,575
RR&I/Capital Account	873,859	0	0	6,083,239	0	0	0	50,343,998
Vehicle Replacement	40,250	9,396	605,922	380,763	42,208	0	0	4,302,303
Indirect Costs	369,352	469,527	285,650	1,118,621	19,611	0	28,878	6,727,536
Contingency	0	0	0	0	0	0	0	62,423
Transfer to CRA	0	0	0	0	0	0	0	1,058,497
Contribution to CRPTA	0	0	0	0	0	0	0	0
Contribution To General Fund	0	0	161,914	0	0	0	27,570	34,941,951
Transfer to Other Funds	893,616	0	0	319,300	0	0	0	10,182,330
Transfer to Fund Balance/RR&I	748,395	0	433,115	0	109,977	0	0	14,010,655
Subtotal	12,511,410	16,318,438	22,140,245	16,008,257	998,041	76,300	506,311	706,247,835
Unallocated Portions of Internal Services Funds (Pension, Risk Management, 800 MHZ, Energy Services, and Wholesale Energy)								20,623,154
TOTAL EXPENSES								726,870,989

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of All Fund Balances

FISCAL YEAR 2010

	Governmental Funds				Unallocated Internal Service Funds	COMBINED TOTALS
	General	Capital Projects	Cemetery	Enterprise Funds		
SOURCES OF FUNDS:						
Revenue	96,962,300	4,729,000	516,630	538,630,284	20,903,791	661,742,005
Utility Transfer	34,508,852					34,508,852
Transfer From Other Funds	21,000	2,024,000		8,185,997		10,230,997
Fund Balance	0	96,000	0	1,257,099		1,353,099
Total Sources	131,492,152	6,849,000	516,630	548,073,380	20,903,791	707,834,953
USES OF FUNDS:						
Expenditures	111,597,873	6,849,000	516,630	474,527,849	20,903,791	614,395,143
Debt Service	8,477,482			55,167,465		63,644,947
Transfer to Other Funds	9,167,444			18,378,066		27,545,510
Total Uses	129,242,799	6,849,000	516,630	548,073,380	20,903,791	705,585,600
EXCESS (DEFICIT) OF SOURCES OVER USES	2,249,353	0	0	0	0	2,249,353
ESTIMATED FUND BALANCES:						
October 1, 2009	10,381,087	33,594,000	6,321,656	945,419,000	83,757,000	1,079,472,743
September 30, 2010	12,630,440	33,498,000	6,321,656	944,161,901	83,757,000	1,080,368,997

Note: Capital projects fund balances and internal service funds balances are from FY10 approved budget and all other fund balances are estimates as of 9/30/10.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of All Fund Balances

FISCAL YEAR 2011

	Governmental Funds				Unallocated Internal Service Funds	COMBINED TOTALS
	General	Capital Projects	Cemetery	Enterprise Funds		
SOURCES OF FUNDS:						
Revenue	101,082,992	3,206,700	506,311	540,912,086	20,597,154	666,305,243
Utility Transfer	34,620,031					34,620,031
Transfer From Other Funds	21,000	1,170,000		29,105,415		30,296,415
Fund Balance	0	2,170,600	0	0		2,170,600
Total Sources	135,724,023	6,547,300	506,311	570,017,501	20,597,154	733,392,289
USES OF FUNDS:						
Expenditures	116,981,699	6,547,300	506,311	490,407,002	20,597,154	635,039,466
Debt Service	9,310,576			68,921,999		78,232,575
Transfer to Other Funds	9,431,748			10,688,500		20,120,248
Total Uses	135,724,023	6,547,300	506,311	570,017,501	20,597,154	733,392,289
EXCESS (DEFICIT) OF SOURCES OVER USES	0	0	0	0	0	0
ESTIMATED FUND BALANCES:						
October 1, 2010	12,630,440	33,498,000	6,321,656	944,161,901	83,757,000	1,080,368,997
September 30, 2011	12,630,440	31,327,400	6,321,656	944,161,901	83,757,000	1,078,198,397

Note: FY 2011 fund balances are based upon approved FY 2011 budget.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Internal Service Funds

OVERVIEW

Internal service funds are established to account for the financing of goods and services provided by one department or unit to other departments or units of the government on a cost reimbursement basis. In general, expenses associated with these funds are billed to other city units through allocation methodologies deemed reasonable for each activity. External revenues are deducted from expenses before allocation. A brief description of each budgeted internal service fund follows.

Revenue Fund

The Revenue Fund supports activities performed by the Revenue Collection unit. Utility Accounts and Customer Account Services, which were previously part of the Read, Bill and Collect (RB&C) Fund, were consolidated into the Utility Services Fund in FY 2006. Revenue collection is a part of the Treasurer-Clerk's Office and is responsible for collecting customer payments for City services, fees, and taxes. Additionally, the unit enforces business tax (formerly called occupational licenses) and telecommunication tax ordinances, and operates the city's mailroom.

The Revenue Fund is further separated into functional areas to distribute cost to user departments. Revenues are derived from charges to user departments based upon the workload they generate. Utility departments (Electric, Gas, Water Utility, Stormwater and Solid Waste) provide nearly 87% of the revenues for this fund. The remainder is primarily provided by the General Fund to support ordinance enforcement, mailroom services, parking ticket hearings, and collection of General Fund revenues.

Information Systems Services Fund

The Information Systems Services Fund supports activities of the Information Systems Services (ISS) Division within the Department of Management and Administration. ISS is responsible for providing computer, telecommunications, and radio services for all city departments. Revenues are derived through the distribution of ISS costs to user departments based on statistical data related to utilization of city active directory counts, programmer time, number of microcomputers, long distance telephone charges, number of telecommunication devices and number of radio devices. Various other direct charges for specific dedicated service costs, such as the geographic information system, electronic documents management system, and the permit enforcement tracking system also are allocated to departments.

Garage Fund

All activities associated with the cost of maintaining and operating the city's fleet (with the exception of StarMetro buses) are accounted for within the Garage Fund. This fund supports the Fleet Management Department. Budgeted revenues are based upon prior fiscal year actual amounts of labor, parts, and fuel. Actual revenues are derived from hourly service costs and overhead rates that are charged to departments for vehicle service. These rates are determined annually to offset the cost of the Garage Fund operations. Fund balance is used to support the vehicle costs of the Fleet Management Department.

Accounting Fund

The Accounting Fund supports activities performed by the City's Accounting Services Division in the Department of Management and Administration. Activities include general accounting functions, payroll, systems control, and financial reporting for the City of Tallahassee, BluePrint 2000, and Community Regional Transportation Planning Agency.

All revenues are derived from charges to user departments. Payroll costs are allocated based upon the number of paychecks provided to each department. Accounts Receivable unit costs are allocated based upon the percentage of accounts receivable activity for each department. Fixed Assets unit costs are allocated based upon the number of fixed assets records by fund. All other costs are allocated based on the number of accounting transactions per unit.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Internal Service Funds

Purchasing Fund

The Purchasing Fund supports all components of the city's centralized procurement services. The Procurement Division is located in the Department of Management and Administration.

Procurement Division revenues are provided through the distribution of cost to user departments. This cost is grouped into three functional areas - purchasing, accounts payable and warehouse services. The purchasing section is further broken down by purchase order expense, contract expense, and purchase card expense. Each of these expenses is allocated based on the number of transactions by cost center. The accounts payable section is supported from charges to user departments based on the number of vouchers created in the financial system. Warehouse services are allocated based on the value of purchases from the warehouse by fund. Reorganization of the city's warehouse will result in the transfer of warehouse function to the Electric Department effective October 1, 2009.

Reproduction services are also supported from the Purchasing Fund. However, these costs are not allocated. Revenues are derived when services are rendered. Actual revenues are reviewed at year-end to ensure cost recovery.

Human Resources Fund

The Human Resources Fund provides funding for the Human Resources and Equity and Workforce Development departments. In FY10, the Human Resources function became a division of the Department of Management and Administration. In FY11, Equity & Workforce Development will also become a division of Department of Management and Administration. Revenues are derived primarily through distribution of costs to user departments based on the number of permanent employees in each department. Exceptions include costs related to the union negotiation process, temporary position transactions, and routine drug testing. These costs are allocated to cost centers based upon their utilization of these services.

Pension Fund

The Pension Fund supports the Pension Division in the Office of the Treasurer-Clerk. The division's costs are included in the cost of pension benefits contained within all operating departments' personnel services budgets. The fund's position is reviewed annually to ensure that sufficient balances are available to support the city's retirement plan.

Risk Management Fund

The Risk Management Fund supports activities of the Risk Management Division in the Office of the Treasurer-Clerk. The unit is responsible for administering the City's self-insurance, purchased insurance, and loss prevention programs and for investigating claims. Revenues are derived through the distribution of costs to user departments based on the dollar value of all projected insurance and claim expenditures. The fund also supports five positions in the Legal Department through a direct transfer to the General Fund from the Risk Management Reserve Fund Balance. Prior year claims are also supported from this transfer and not allocated to departments.

Utility Services Fund

The Utility Services Fund supports the Utility Business and Customer Services Department (UBCS). UBCS includes Administration, Market and Business Research, Special Projects, Customer Account Services and Utility Accounts.

Revenues for the Utility Services Fund are derived through allocation of cost to the Electric, Solid Waste, Underground Utilities comprising Gas, Water, Sewer, and Stormwater Funds, and the General Fund based upon projected time and resources devoted to these areas. Expenses related to fiber optic activities, which were previously allocated directly to the Electric Department, have been moved to the Electric Utility. These costs are supported by leases on the City's fiber optic network, which result in revenue to the Electric Fund.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Internal Service Funds

Energy Services Fund

The Energy Services Fund supports activities performed by the Wholesale Energy Services (WES) and Retail Energy Services Divisions. The WES division is responsible for the purchase of fuel and energy for the City's Gas and Electric utilities. Additionally, WES purchases and sells power and gas on the open market. Administrative costs are included in the cost of power and fuel budgeted in the Electric and Gas utilities. Profit from sales to others reduces administrative costs to Electric and Gas. Accounting Services reviews the fund's position biannually and adjusts Electric's and Gas' expenses based upon actual fiscal performance of the WES unit. The Retail Energy Services Division is responsible for direct customer services in the utility area that includes service contracts, energy efficiency loans, rebates, and other programs for retail utility customers. Expenses related to Retail Services are allocated based upon the percentage of time devoted to activities for the Electric, Gas, Water, Solid Waste and Energy Conservation funds.

Communications Fund

The Communications Fund supports the 800 MHz Radio Communications unit within Information Systems Services. Revenues are derived from the Leon County Sheriff's Office per agreement, and rentals from other users. The remaining cost is allocated to user departments and is based on the number of 800 MHz devices per department.

Environmental Policy and Energy Resources

The newly established Environmental Policy and Energy Resources (EPER) Fund supports policy development, Green City initiatives, measurement and evaluation, community outreach, and environmental regulatory compliance to both internal and external programs. This will encourage sustainable practices which minimize energy consumption, foster use of renewable resources, reduce negative environmental impacts, protect our natural resources, and guide the city towards achieving a goal of 59 megawatt reduction by 2012. Revenues for the Energy Policy and Energy Resources Fund are derived through allocation of cost to the Electric, Underground Utilities, and Solid Waste departments, and the General Fund based upon projected time and resources devoted to these areas.

City of Tallahassee
Fiscal Year 2011 Approved Budget ISF Revenues & Expenditures

Source of Transfer	Communication Fund 160	Information Systems Services Fund 705	Revenues Fund 710	Garage Fund 715	Accounting Fund 720	Purchasing Fund 725
From 800mhz Fund	0	0	1,283	3,674	14,828	8,579
From Accounting Fund	0	704,706	48	0	0	1,560
From Airport Fund	17,950	279,027	37,665	155,174	96,229	151,052
From Blueprint 2000	0	0	0	0	16,200	32,545
From Building Inspection Fund	0	106,963	5,453	53,568	17,297	3,476
From Cemetery Perpetual Fund	0	10,687	446	36,317	7,702	2,249
From Electric Energy Conservation	0	0	0	0	0	0
From Electric Fund	57,696	2,046,831	857,343	1,070,032	725,237	523,909
From Environmental Energy	0	100,990	0	2,739	16,152	11,027
From Fire Fund	87,441	1,311,913	67,088	1,025,912	126,136	70,639
From Garage Fund	4,359	181,903	862	390,770	129,881	64,052
From Gas Fund	7,180	277,446	102,018	196,177	68,184	21,551
From General Fund	330,275	6,023,198	956,588	3,563,256	1,278,519	652,409
From Golf Course Fund	0	0	11,948	0	0	0
From Human Resource Fund	0	478,646	96	8,857	30,245	24,962
From Information System Services	0	0	106	35,946	79,821	32,002
From Capital Regional Trans Agency	0	22,276	1,560	0	14,876	9,308
From Pension Admin Fund	0	31,971	0	0	9,041	2,845
From Pooled Pension Fund	0	0	0	0	0	0
From Purchasing Fund	0	107,827	120	21,709	20,287	2,840
From Revenue Collection Fund	0	143,077	0	5,349	14,006	4,302
From Sale to Electric Fund	0	0	0	0	0	0
From Self-Insurance Fund	0	52,777	1,829	0	20,115	18,382
From Sewer Fund	31,027	792,338	114,702	799,816	308,334	231,343
From Solid Waste Fund	25,130	146,145	61,923	2,009,276	72,034	24,282
From StarMetro Fund	39,746	285,664	31,249	67	106,419	66,879
From Stormwater Fund	0	235,107	47,968	706,427	53,083	24,854
From Utility Services Fund	13,078	1,860,669	225	301,907	57,491	31,377
From Water Fund	20,514	648,840	66,852	779,906	146,610	81,033
From Wholesale Energy Service	0	157,642	25,168	47,884	40,452	11,894
Internal Service Fund Totals	634,396	16,006,643	2,392,540	11,214,763	3,469,179	2,109,351
Revenue from Outside	665,195			25,750		
Interest & Other Miscellaneous	539,567	100,000	267,949	490,584	0	195,000
Grand Total	1,839,158	16,106,643	2,660,489	11,731,097	3,469,179	2,304,351
Expenditures by Department						
Equity & Workforce Development						
Human Resources						
Management & Administration	1,839,158	16,106,643			3,469,179	2,304,351
Fleet Management				11,731,097		
Legal						
Treasurer Clerk			2,660,489			
Energy Services						
Utility Business/Customer Services						
Environmental Policy & Energy Resch						
Grand Total	1,839,158	16,106,643	2,660,489	11,731,097	3,469,179	2,304,351

City of Tallahassee
Fiscal Year 2011 Approved Budget ISF Revenues & Expenditures

Source of Transfer	Human Resources Fund 730	Pension Fund 735	Risk Management Fund 740	Utility Services Fund 755	Energy Services Fund 760	Environmental Policy & Energy Resources Fund 765
From 800mhz Fund	888	0	3,009	0	0	0
From Accounting Fund	30,447	0	0	0	0	0
From Airport Fund	69,719	0	398,914	0	0	0
From Blueprint 2000	6,078	0	0	0	0	0
From Building Inspection Fund	32,109	0	16,340	0	0	0
From Cemetery Perpetual Fund	4,565	0	3,843	0	0	0
From Electric Energy Conservation	0	0	0	0	691,759	0
From Electric Fund	306,443	0	4,053,585	4,750,168	163,811,773	778,949
From Environmental Energy	13,666	0	1,502	0	0	0
From Fire Fund	382,780	0	355,177	1,074,646	0	0
From Garage Fund	60,690	0	75,708	0	0	66,726
From Gas Fund	45,587	0	57,131	871,889	21,572,357	42,226
From General Fund	1,589,984	0	2,338,456	148,018	0	83,876
From Golf Course Fund	0	0	0	0	0	0
From Human Resource Fund	0	0	3,790	0	0	0
From Information System Services	86,673	0	9,023	0	0	0
From Capital Regional Trans Agency	3,264	0	0	0	0	0
From Pension Admin Fund	8,137	0	1,502	0	0	0
From Pooled Pension Fund	0	1,066,256	0	0	0	0
From Purchasing Fund	35,633	0	9,071	0	0	0
From Revenue Collection Fund	28,239	0	5,350	0	0	0
From Sale to Electric Fund	0	0	0	0	15,759,896	0
From Self-Insurance Fund	13,497	0	0	0	0	0
From Sewer Fund	200,949	0	668,109	1,500,410	0	199,745
From Solid Waste Fund	98,385	0	280,698	825,510	13,762	110,537
From StarMetro Fund	204,785	0	405,935	0	0	0
From Stormwater Fund	91,397	0	126,597	545,615	0	0
From Utility Services Fund	131,260	0	144,252	123,781	0	0
From Water Fund	114,857	0	376,414	2,175,121	54,316	159,105
From Wholesale Energy Service	26,613	0	8,413	13,208	0	0
Internal Service Fund Totals	3,586,645	1,066,256	9,342,819	12,028,366	201,903,863	1,441,164
Revenue from Outside	0		0		17,997,601	
Interest & Other Miscellaneous	144,418		784,559	189,695		145,259
Grand Total	3,731,063	1,066,256	10,127,378	12,218,061	219,901,464	1,586,423
Expenditures by Department						
Equity & Workforce Development	813,873					
Human Resources	2,917,190					
Management & Administration						
Fleet Management						
Legal						
Treasurer Clerk		1,066,256	10,127,378			
Energy Services					219,901,464	
Utility Business/Customer Services				12,218,061		
Environmental Policy & Energy Resch						1,586,423
	3,731,063	1,066,256	10,127,378	12,218,061	219,901,464	1,586,423

City of Tallahassee
Fiscal Year 2011 Approved Budget - Approved Service Level Changes

Issue Number	Issue Title	FY 2011 FTE	FY 2011 Expenditures	FY 2011 Revenues
Charter and Executive Services				
<u>Executive Services</u>				
1411CU01	Building Services - Reduction of Custodial Salaries	0.00	-2,171	0
1411CU02	Building Services - Reduction in operating (52) expenses	0.00	-4,839	0
141SAV01	Building Services	0.00	6,505	0
1471CU01	Property Management - Reduction of Operating Expenses	0.00	-2,400	0
147SAV01	147SAV01 Property Management & Real Estate	0.00	1,200	0
	Executive Services	0.00	-1,705	0
<u>Environmental Policy and Energy Resources</u>				
521CU01	EPER Regulatory Compliance - Reductions to 52 accounts	0.00	-7,500	0
521CU02	EPER Administration - Reduction in Temporary Salary	0.00	-20,000	0
52SAV01	Enhanced Sustainability Community Involvement Program	0.00	12,545	0
	Environmental Policy and Energy Resources	0.00	-14,955	0
	Charter and Executive Services	0.00	-16,660	0

City of Tallahassee

Fiscal Year 2011 Approved Budget - Approved Service Level Changes

Issue Number	Issue Title	FY 2011 FTE	FY 2011 Expenditures	FY 2011 Revenues
Administration and Management Services				
<u>Management and Administration</u>				
4103ICU2	Eliminate Printing and Mailing of W2s and 1099Rs	0.00	-6,000	0
4103SAV1	Allocate 50% of ICU Savings	0.00	28,583	0
414ICU01	Eliminate Postion #000092 (.66 FTE)	-0.66	-35,048	0
414SAV01	Staffing Restructuring/Enhancements	0.00	18,917	0
415ICU04	Reduction for 800MHz Maintenance	0.00	-200,000	0
415ICU06	Maintenance Reductions from Recurring	0.00	-161,600	0
415ICU07	Telecommunications Phone Reduction	0.00	-50,000	0
	Management and Administration	-0.66	-405,148	0
	Administration and Management Services	-0.66	-405,148	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Approved Service Level Changes

Issue Number	Issue Title	FY 2011 FTE	FY 2011 Expenditures	FY 2011 Revenues
Safety and Neighborhood Services				
Fire				
20ICU-1	Reduction in EMS Services Unclassified Contract Budget	0.00	12,070	0
20SAV-1	Increase Funding for RR&I for Facilities Maintenance	0.00	23,012	0
	Fire	0.00	35,082	0
Police				
21ICU001	Miscellaneous Line Item Reductions	0.00	-22,260	0
21ICU002	Task Force Overtime Reimbursement	0.00	-50,000	0
21ICU003	Special Event Traffic Assistants	0.00	-50,509	0
21ICU004	Administrative Reorganization / Temp Wage Reduction	0.00	-86,309	0
21SAV001	50% of Base Level Budget Savings	0.00	68,889	0
	Police	0.00	-140,189	0
Parks, Recreation and Neighborhood Affairs				
23ISL01	Funding for Palmer Munroe Youth Center	1.75	385,854	0
23ISL02	Funding from PRNA/ECD Consolidation/Re-organization	0.00	87,165	0
	Parks, Recreation and Neighborhood Affairs	1.75	473,019	0
Economic and Community Development				
ECD2601	REORGANIZING and RECLASSIFICATION OF HOUSING STAFF	0.00	16,849	0
ECD2602	Transfer Code Enforcement Admin. Spec.I Position to Housing	0.00	-17,337	0
ECD2607	Increasing Funding for Change for Change Program	0.00	18,306	0
	Economic and Community Development	0.00	17,818	0
	Safety and Neighborhood Services	1.75	385,730	0

City of Tallahassee

Fiscal Year 2011 Approved Budget - Approved Service Level Changes

Issue Number	Issue Title	FY 2011 FTE	FY 2011 Expenditures	FY 2011 Revenues
Development and Transportation Services				
Public Works				
22ICU02	Reduction in Temporary Wages Budget	0.00	-62,650	0
22SAV01	Savings from Reductions	0.00	45,000	0
	Public Works	0.00	-17,650	0
StarMetro				
28ISL01	Restarting Employee Pass Program	0.00	0	180,000
28ISL02	Use of Vinyl Machine	0.00	0	3,000
	StarMetro	0.00	0	183,000
	Development and Transportation Services	0.00	-17,650	183,000

City of Tallahassee
Fiscal Year 2011 Approved Budget - Approved Service Level Changes

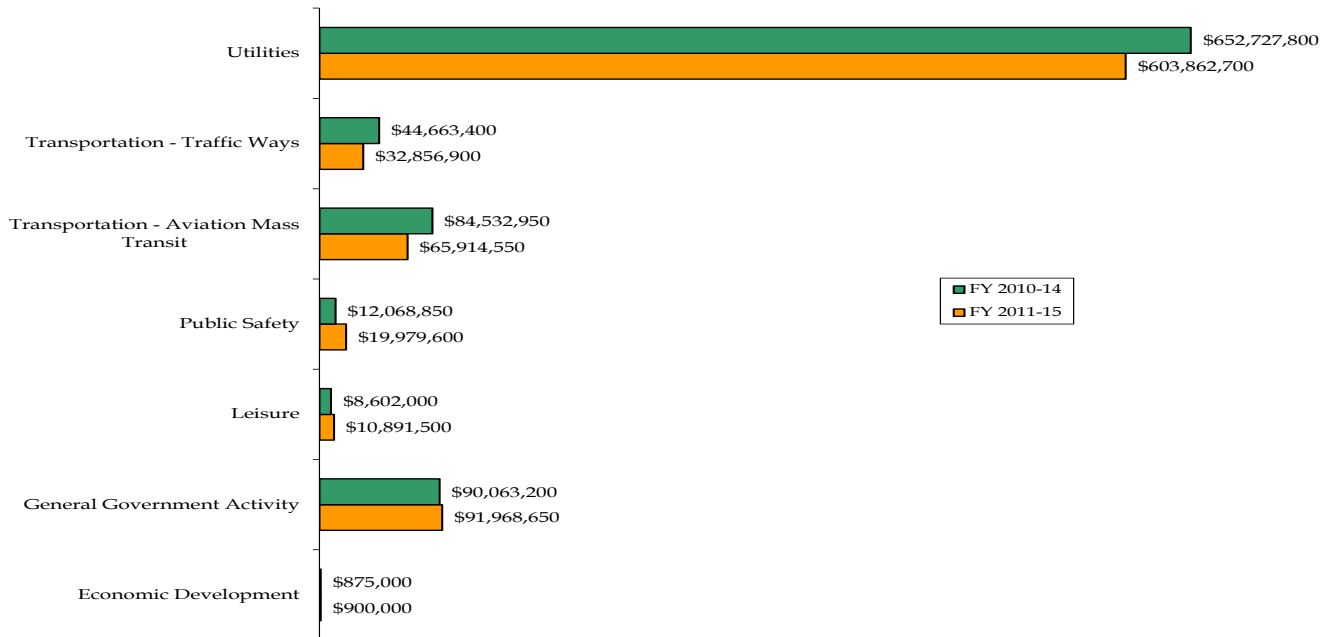
Issue Number	Issue Title	FY 2011 FTE	FY 2011 Expenditures	FY 2011 Revenues
Utility Services				
<u>Electric Utility</u>				
29ICU01	ICU - Generation - Fossil	0.00	7,046	0
29ICU02	ICU - Generation - Hydro	0.00	201	0
29ICU03	ICU - Transmission - Substations	0.00	891	0
29ICU04	ICU - Transmission - Lines	0.00	1,853	0
29ICU05	ICU - Distribution - Substations	0.00	1,395	0
29ICU06	ICU - Distribution - Lines	0.00	5,454	0
29ICU07	ICU - Distribution - Meters	0.00	1,153	0
29ICU08	ICU - Services to Other Departments' Programs	0.00	272	0
29ICU09	ICU - Street Lights	0.00	337	0
29SAV01	SAV - Generation - Fossil	0.00	-1,270	0
29SAV02	SAV - Generation - Hydro	0.00	739	0
29SAV03	SAV - Transmission - Substations	0.00	3,006	0
29SAV04	SAV - Transmission - Lines	0.00	1,895	0
29SAV05	SAV - Distribution - Substations	0.00	-4,117	0
29SAV06	SAV - Distribution - Lines	0.00	-18,140	0
29SAV07	SAV - Distribution - Meters	0.00	6,415	0
29SAV08	SAV - Services to Other Departments' Programs	0.00	-643	0
29SAV09	SAV - Street Lights	0.00	-2,311	0
	Electric Utility	0.00	4,176	0
<u>Solid Waste</u>				
35ICU01	Reduction in Utilities Sanitation accounts	0.00	-89,422	0
35ICU02	Elimination of Collection Driver III-Commercial (#6824)	-1.00	-50,755	0
	Solid Waste	-1.00	-140,177	0
<u>Utility Business And Customer Services</u>				
37ICU03	Utility Analyst - Utility Accounts	3.00	217,393	0
37ICU04	Reduction- Eliminate Pos.1129 Utility Diversion Specialist	-1.00	-48,320	0
37ICU05	Reduction- Eliminate Pos.1466 Meter Reader	-1.00	-42,566	0
37ICU06	Reduction- Eliminate Pos. 2763 Meter Reader	-1.00	-44,690	0
37ICU07	Reduction- Eliminate Pos.2906 Water Utilities Serv. Spec.	-1.00	-54,294	0
37ICU08	Reduction - Eliminate Pos. 6589 Meter Reader - July 31, 2010	-1.00	-16,150	0
	Utility Business And Customer Services	-2.00	11,373	0
<u>Energy Services</u>				
431ISL01	Increase Legal Services	0.00	50,000	0
431ISL02	Increase Unclassified Contract Svcs	0.00	50,000	0
431RSL01	Reduction to Telephone Expenses	0.00	-1,000	0
431SAV01	FY11 SAVINGS ALLOCATION	0.00	17,500	0
432REV01	Revenue from Loan Admin Fee	0.00	0	42,000
432RSL01	Reduction to Telephone Expenses	0.00	-1,000	0
43ICU01	Energy Services Capitalized Wages	0.00	-35,000	0
	Energy Services	0.00	80,500	42,000
<u>Underground Utilities</u>				
49SAVLBR	Treatment shifted from LBR to TPS	0.00	-200,000	0
	Underground Utilities	0.00	-200,000	0
	Utility Services	-3.00	-244,128	42,000
	City-Wide Approved Service Level Changes Grand Total	-1.91	-297,856	225,000

City of Tallahassee
Fiscal Year 2011 Approved Budget
Funding for Outside Agencies
Excluding Pass-Through Grants From Other Agencies

Organization	FY 2010 Approved	FY 2011 Requested	FY 2011 Approved
<u>Cultural</u>			
Cultural Resources Commission:	42,231	42,231	42,231
Cultural Grant Administration	61,697	61,697	61,697
Cultural Grant Program	529,298	529,298	529,298
Arts In Public Places	40,108	40,108	40,108
Cultural Plan (Economic Development)	48,000	48,000	48,000
Subtotal	721,334	721,334	721,334
<u>Social Services</u>			
Juvenile Assessment and Receiving Center	75,000	75,000	75,000
Social Services Grant Program	964,425	964,425	964,425
Hope Community	135,575	135,575	135,575
Project Whole Child	40,000	40,000	40,000
Domestic Violence Coordinating Council	20,000	20,000	20,000
Trauma Center Funding	200,000	200,000	75,000
Others	52,000	52,000	52,000
Subtotal	1,487,000	1,487,000	1,362,000
<u>Economic Development</u>			
Downtown Improvement Authority	15,000	15,000	15,000
Economic Development Investment	22,500	22,500	22,500
Qualified Target Industries	6,525	6,525	6,525
Economic Development Council	100,000	100,000	100,000
Capital City Chamber of Commerce	10,000	10,000	10,000
Subtotal	154,025	154,025	154,025
<u>Historic Preservation</u>			
Tallahassee Trust for Historic Preservation	80,000	80,000	80,000
John Gilmore Riley Center/Museum of African American History & Culture	30,400	30,400	30,400
Subtotal	110,400	110,400	110,400
<u>Environmental</u>			
St. Francis	35,000	35,000	35,000
Subtotal	35,000	35,000	35,000
GRAND TOTAL	2,507,759	2,507,759	2,382,759

City of Tallahassee
Fiscal Year 2011 Approved Budget

Historical and Projected Capital Project Expenditures



General Government Activities - Planned projects in this category include on-going activities such as funding for repairs, replacements, and improvements to city facilities, the greenspace acquisition program and the planned city/county joint dispatch facility that will be located on Weems Road. Additionally, funding supports replacement of the city's rolling stock and continuation of upgrades and improvements to the city's information systems infrastructure.

Economic Development - This category includes the historic property preservation program which provides grants and loans that help sustain and revitalize buildings located in areas of the city designated as historic, and the downtown pedestrian enhancement program which promotes the downtown area.

Leisure - Expenditures during the five-year capital improvement plan support repairs and renovations of existing recreational facilities.

Public Safety - This category includes projects from both the police and fire departments. Major projects include funding to support fire hydrant maintenance and replacement; new fire stations at Weems Road, and others in the Southwood community and on Lake Bradford Road; and funding for a video recording system by the Police Department.

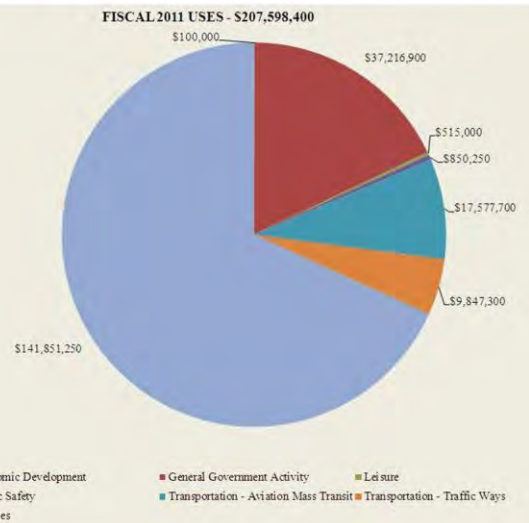
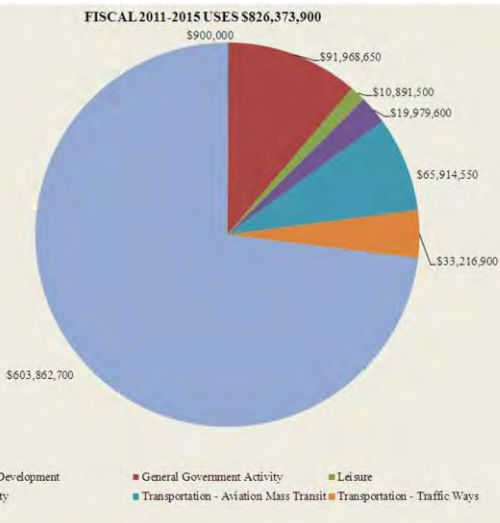
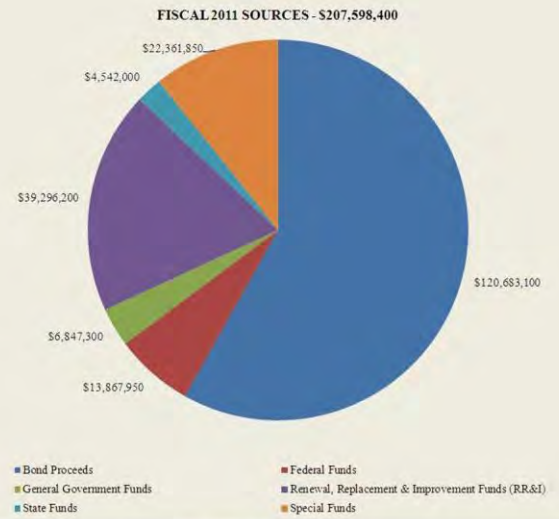
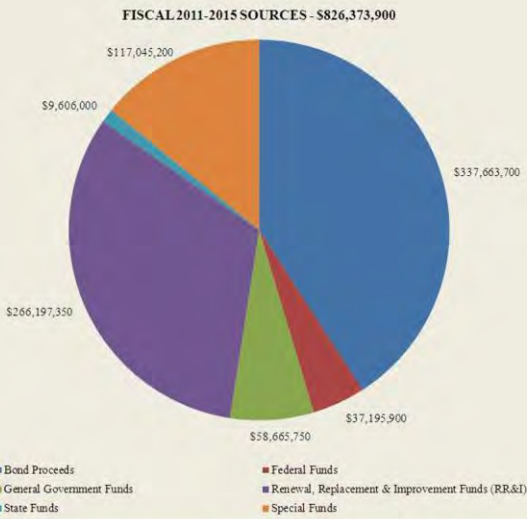
Transportation - Traffic Ways - Projects that enhance bicycle, pedestrian and vehicle safety and which are funded from sales tax, gas tax and general government bonds are included in this category.

Transportation - Aviation Mass Transit - This category includes the capital programs for both StarMetro and the airport. Projects planned include enhancements to StarMetro's facilities and vehicles. Projects at the airport include capital projects identified in the airport's master plan such as terminal, taxiway and runway improvements.

Utilities - Expenditures for all utilities are combined and include electric, gas, stormwater, energy services, water and sewer. Electric expenditures account for the majority of planned expenditures in this category.



City of Tallahassee Fiscal Year 2011 Approved Budget





City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget

Appropriation Summary

Funding Source	FY 2011 Budget	<i>Non-Appropriated Programmed CIP Funding</i>				5 Year Total
		FY 2012	FY 2013	FY 2014	FY 2015	
<u>Bond Proceeds</u>						
2004 Capital Bond Series	3,000,000	0	0	0	0	3,000,000
Electric Future Bonds	38,370,000	24,150,100	21,005,000	77,026,000	16,380,000	176,931,100
Fire Debt	8,000,000	730,350	2,632,900	4,126,200	5,586,500	21,075,950
Gas Energy System Bonds	1,250,000	1,988,000	2,114,300	2,239,850	2,366,100	9,958,250
General Government - Future Bonds	17,750,000	3,158,000	750,000	750,000	750,000	23,158,000
Sewer Future CUSB	43,167,200	13,034,200	1,982,800	600,000	200,000	58,984,200
Water Future CUSB	9,145,900	9,743,650	7,695,650	8,788,050	9,182,950	44,556,200
Source Total	120,683,100	52,804,300	36,180,650	93,530,100	34,465,550	337,663,700
<u>Federal Funds</u>						
Community Development Block Grant	150,000	150,000	150,000	150,000	150,000	750,000
Federal Aviation Administration	10,450,000	1,962,500	3,287,000	3,087,500	1,530,000	20,317,000
Federal Transportation Administration	3,267,950	3,108,550	3,180,350	3,254,500	3,317,550	16,128,900
Source Total	13,867,950	5,221,050	6,617,350	6,492,000	4,997,550	37,195,900
<u>General Government</u>						
1989 Sales Tax	300,000	0	0	0	0	300,000
2005 Sales Tax	0	0	0	150,000	150,000	300,000
Gas Tax	2,816,700	3,923,850	4,055,950	4,162,500	4,262,900	19,221,900
Gas Tax Undesignated Balance	2,070,600	302,550	720,450	63,900	513,500	3,671,000
General Government Capital Improvement Fund - GGCIF	0	2,945,450	5,451,500	3,070,500	5,215,900	16,683,350
General Government Capital Project Account - GGCPA	1,170,000	1,538,500	2,167,000	5,967,000	6,517,000	17,359,500
Revenue Collection	390,000	175,000	0	465,000	0	1,030,000
Street Paving Fund	100,000	0	0	0	0	100,000
Source Total	6,847,300	8,885,350	12,394,900	13,878,900	16,659,300	58,665,750
<u>Renewal, Replacement & Improvement Funds (RR&I)</u>						
Airport RR&I	550,000	634,556	230,550	1,430,550	150,000	2,995,656
Airport RR&I Undesignated Balance	850,000	1,665,444	1,594,450	950,700	1,035,000	6,095,594
Electric RR&I	17,526,600	28,911,000	38,171,000	28,409,500	30,009,500	143,027,600
Fire RR&I	775,250	766,400	757,300	747,950	739,400	3,786,300
Gas RR&I	1,349,900	3,134,950	3,318,950	2,906,600	3,192,000	13,902,400
Gas RR&I Undesignated Balance	10,000	0	0	0	0	10,000
Information Sys Svcs RR&I	1,245,900	2,356,550	2,356,800	1,598,800	1,248,800	8,806,850
Information Sys Svcs RR&I Undesignated Balance	323,100	142,600	0	0	0	465,700
Sewer RR&I	9,972,900	10,126,300	9,582,700	9,787,700	10,018,700	49,488,300
Sewer RR&I Undesignated Balance	882,800	882,800	882,800	882,800	882,800	4,414,000
Stormwater RR&I Undesignated Balance	1,665,000	2,920,000	2,220,000	2,220,000	2,225,000	11,250,000
Water RR&I	2,514,900	3,247,800	3,947,600	3,400,000	3,452,600	16,562,900
Water RR&I Undesignated Balance	1,629,850	940,550	940,550	940,550	940,550	5,392,050
Source Total	39,296,200	55,728,950	64,002,700	53,275,150	53,894,350	266,197,350

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget

Appropriation Summary

Funding Source	FY 2011 Budget	<i>Non-Appropriated Programmed CIP Funding</i>				5 Year Total
		FY 2012	FY 2013	FY 2014	FY 2015	
<u>Special Funds</u>						
Accounts Receivable	650,000	650,000	650,000	650,000	650,000	3,250,000
BluePrint 2000 Funds	3,672,200	3,940,500	3,400,000	0	0	11,012,700
Deficiencies Fund	150,000	150,000	150,000	150,000	150,000	750,000
Energy Conservation Fund - Capital Funds	5,190,000	5,190,000	5,190,000	4,950,000	4,950,000	25,470,000
FDOT Toll Road Credit	759,750	777,150	795,050	813,600	829,350	3,974,900
Fleet Reserve Fund	6,100,000	7,000,000	9,350,000	4,650,000	4,650,000	31,750,000
Gas Fund Accounts Receivable	50,000	50,000	50,000	50,000	50,000	250,000
Intergovernmental - Leon County	95,900	98,800	98,800	98,800	98,800	491,100
Internal Loan Fund	0	0	50,000	0	0	50,000
Jake Gaither Improvements Reserve	15,000	15,000	0	0	0	30,000
Passenger Facility Charge	825,000	1,450,000	3,700,000	700,000	1,000,000	7,675,000
Private Investment Funds	0	0	588,500	0	2,500,000	3,088,500
Risk Management Fund	0	0	100,000	0	0	100,000
Sewer System Charge	400,000	300,000	300,000	300,000	200,000	1,500,000
Sewer System Charge Undesignated Balance	1,900,000	2,000,000	2,000,000	2,000,000	2,100,000	10,000,000
StarMetro Accounts Receivable	50,000	50,000	50,000	50,000	50,000	250,000
Stormwater Utility Fee	1,985,000	882,000	5,639,000	5,647,000	655,000	14,808,000
Water System Charge Undesignated Balance	519,000	519,000	519,000	519,000	519,000	2,595,000
Source Total	22,361,850	23,072,450	32,630,350	20,578,400	18,402,150	117,045,200
<u>State Funds</u>						
Florida Department of Environmental Protection	0	500,000	0	0	0	500,000
Florida Department of Transportation	3,717,000	0	0	0	0	3,717,000
Florida Department of Transportation - Aviation	825,000	786,250	1,886,500	1,831,250	60,000	5,389,000
Source Total	4,542,000	1,286,250	1,886,500	1,831,250	60,000	9,606,000
Total Funding	207,598,400	146,998,350	153,712,450	189,585,800	128,478,900	826,373,900

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget

Appropriation Summary

Expenditures	FY 2011	<i>Non-Appropriated Programmed CIP Funding</i>				5 Year Total
	Budget	FY 2012	FY 2013	FY 2014	FY 2015	
Aviation	13,500,000	6,498,750	11,287,000	8,000,000	6,275,000	45,560,750
Economic and Community Development	100,000	450,000	450,000	450,000	450,000	1,900,000
Electric Utility	56,546,600	53,711,100	59,826,000	106,085,500	47,039,500	323,208,700
Energy Services	5,190,000	5,190,000	5,190,000	4,950,000	4,950,000	25,470,000
Executive Services	415,000	1,360,000	1,200,000	1,345,000	1,420,000	5,740,000
Fire	775,250	1,496,750	3,390,200	4,874,150	6,325,900	16,862,250
Fleet Management	6,100,000	7,100,000	9,450,000	4,750,000	4,750,000	32,150,000
Management and Administration	1,814,900	2,747,950	2,605,600	1,847,600	1,497,600	10,513,650
Parks, Recreation and Neighborhood Affairs	745,000	2,115,500	2,807,000	2,827,000	3,677,000	12,171,500
Planning	250,000	250,000	250,000	250,000	250,000	1,250,000
Police	75,000	307,950	806,000	150,000	1,778,400	3,117,350
Public Works	37,919,300	7,869,900	7,951,900	9,611,900	10,308,900	73,661,900
StarMetro	4,077,700	3,935,700	4,025,400	4,118,100	4,196,900	20,353,800
Treasurer-Clerk	390,000	175,000	300,000	465,000	0	1,330,000
Underground Utilities	79,699,650	53,789,750	44,173,350	39,861,550	35,559,700	253,084,000
Total Expenditures	207,598,400	146,998,350	153,712,450	189,585,800	128,478,900	826,373,900

City of Tallahassee
Fiscal Year 2011 Approved Budget

Debt Policy Analysis
Capital Budget 2011
Capital Improvement Program 2011-2015

In accordance with the city's debt policy, the following analysis of the compliance of the planned five-year capital program with that policy is presented. The debt management policy imposes a set of eleven (11) policy criteria, defined within the policy as items A through K. These items are presented and discussed individually as follows:

- A. The city will issue debt only for the purpose of acquiring or constructing capital improvements and for making major renovations to existing capital improvements for the general government.

COMMENT: All projects presented in any planned future bond issues comply with this policy.

- B. All capital improvements financed through the issuance of bonds will be financed for a period not to exceed the useful life of the projects, but in no event beyond thirty (30) years.

COMMENT: The capital plan does not directly determine the length of bond issues. However, it is the intent of management that all general government debt will be used to finance improvements having a useful life of not less than 25 years. Additionally, technology projects that are being bond funded are debt financed for a period of 10 years or less.

- C. Year-end surpluses, to the extent available and appropriable, will be used to cash finance previously approved capital projects included in planned bond issues, after meeting identified reserve requirements.

COMMENT: As a result of commission modifications to the city's financing policy, year-end surplus in the general government will be applied toward the subsequent year's operating budget to support general government expenditures, with any remaining balance made available for the cash financing of previously approved capital projects included in planned bond issues.

- D. Debt will not be issued for the replacement of city fleet, street resurfacing, sidewalk, bikeway and minor street construction, the acquisition of office furniture and equipment (except where associated with the acquisition/construction of a building), and other capital improvements of an ongoing nature.

COMMENT: The approved operating budget provides funding in the amount of \$1,200,000 through the general government capital project account (GG/CPA). Street resurfacing activities are funded from gas tax proceeds. Capital outlays for fleet replacement costs are financed from the fleet reserve fund.

- E. The city shall, as a target, maintain adjusted net debt per capita at or below Moody's Investor Service published median for cities of comparable size. In no event shall the net debt per capita exceed 135% of the published median.

COMMENT: Moody's Investor Service median data is no longer available. The Treasurer-Clerk's Office in conjunction with the Office of Budget & Policy will be looking at alternative comparative data for this element.

- F. The city shall, as a target, maintain the average life of all outstanding debt at or below ten (10) years. In no event shall the average life exceed 13.5 years.

COMMENT: Policy is not directly determined by the capital budget but rather by the City Treasurer-Clerk when constructing a bond issue. It is the intent of management to comply with this policy and all analyses so assume. The average life of all outstanding debt projected as of October 1, 2010, is within the established target.

City of Tallahassee
Fiscal Year 2011 Approved Budget

Debt Policy Analysis
Capital Budget 2011
Capital Improvement Program 2011-2015

G. The interest expense (capitalized interest) on new general government bond issues may be paid from bond proceeds for the period from the time of sale through the end of the current fiscal year.

COMMENT: Policy is not directly determined by the capital budget. However, it is the intent of management to comply with this policy and all analyses so assume.

H. The city shall establish and maintain bond reserves equal to the maximum principal and interest to come due in any ensuing fiscal year. Bond reserves necessitated by the sale of bonds will be provided for from bond proceeds.

COMMENT: Policy is not directly determined by the capital budget but rather by the City Treasurer-Clerk when constructing a bond issue. It is the intent of management to comply with this policy and all analyses so assume.

I. The city shall, as a target, maintain the adjusted debt service at or below 10% of general government expenditures. In no event shall the adjusted debt service in any year exceed 13.5% of the general government expenditures.

ELEMENT I	ANALYSIS					
Dollar Values are in Thousands (\$000s)	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
General Gov't. Expenditures ¹	133,791	135,648	137,263	141,865	145,475	147,787
10% (Target)	13,379	13,565	13,726	14,187	14,547	14,779
13.5% (Cap)	18,062	18,312	18,530	19,152	19,639	19,951
Adjusted Debt Service ²	9,099	9,311	9,287	10,879	11,626	11,132
Debt Service as a Percentage of General Government Expenditures	6.8%	6.9%	6.8%	7.7%	8.0%	7.5%

COMMENT: As shown, debt service as a percentage of general government expenditures is below target levels in all fiscal years, representing nominal annual increases from levels identified in the 2010-2014 capital improvement plan.

¹ This is consistent with commission action on the financing policy, which specifies that general government expenditures include subsidies to support expenditures of the StarMetro and Golf Course funds, when needed. Gas tax and sales tax expenditures were moved, in a previous fiscal year, to separate funds. Future year projections are based on combined average inflation and growth applied to the fiscal year 2011 budget.

² Approved debt service for fiscal years 2011 through 2015.

City of Tallahassee
Fiscal Year 2011 Approved Budget

Debt Policy Analysis
Capital Budget 2011

Capital Improvement Program 2011-2015

J. The city shall, as a target, maintain the rate of adjusted net debt to taxable assessed valuation at or below 100% of Moody's Investor Service published median for cities of comparable size. In no event shall the adjusted net debt exceed 135% of the published median.

COMMENT: Moody's Investor Service median data is no longer available. The Treasurer-Clerk's Office in conjunction with the Office of Budget & Policy will be looking at alternative comparative data for this element.

K. The city will, as a target, provide current revenue capital improvements for projects and/or new debt service payments at a level of \$5,000,000 annually.

COMMENT: The fiscal year 2011 capital budget reduces the amount of current revenues for capital improvement projects to \$1,200,000, which is a decrease from the level budgeted in 2010.

ELEMENT K	ANALYSIS					
Dollar Values are in Thousands (\$000s)	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
GG/CPA - Annual Allocation	1,524	1,200	0	0	0	0
GG/CPA - Programmed for Projects	1,524	1,185	4,499	7,619	9,038	11,733
GG/CPA - New Debt Service Support	0	0	0	0	0	0
Total GG/CPA Appropriated	1,524	1,200	0	0	0	0
Net GG/CPA Position	0	15	(4,499)	(7,619)	(9,038)	(11,733)

COMMENT: Current revenue from GG/CPA is insufficient for capital improvements in four of the five years of the capital improvement plan. Adjustments will be made in a future budget to ensure adequate funding is available to support all projects proposed.

Alternate Comparisons

The following comparisons are provided as interim alternate comparisons for elements E and J above.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Debt Policy Analysis
Capital Budget 2011
Capital Improvement Program 2011-2015**

Debt Service Coverage

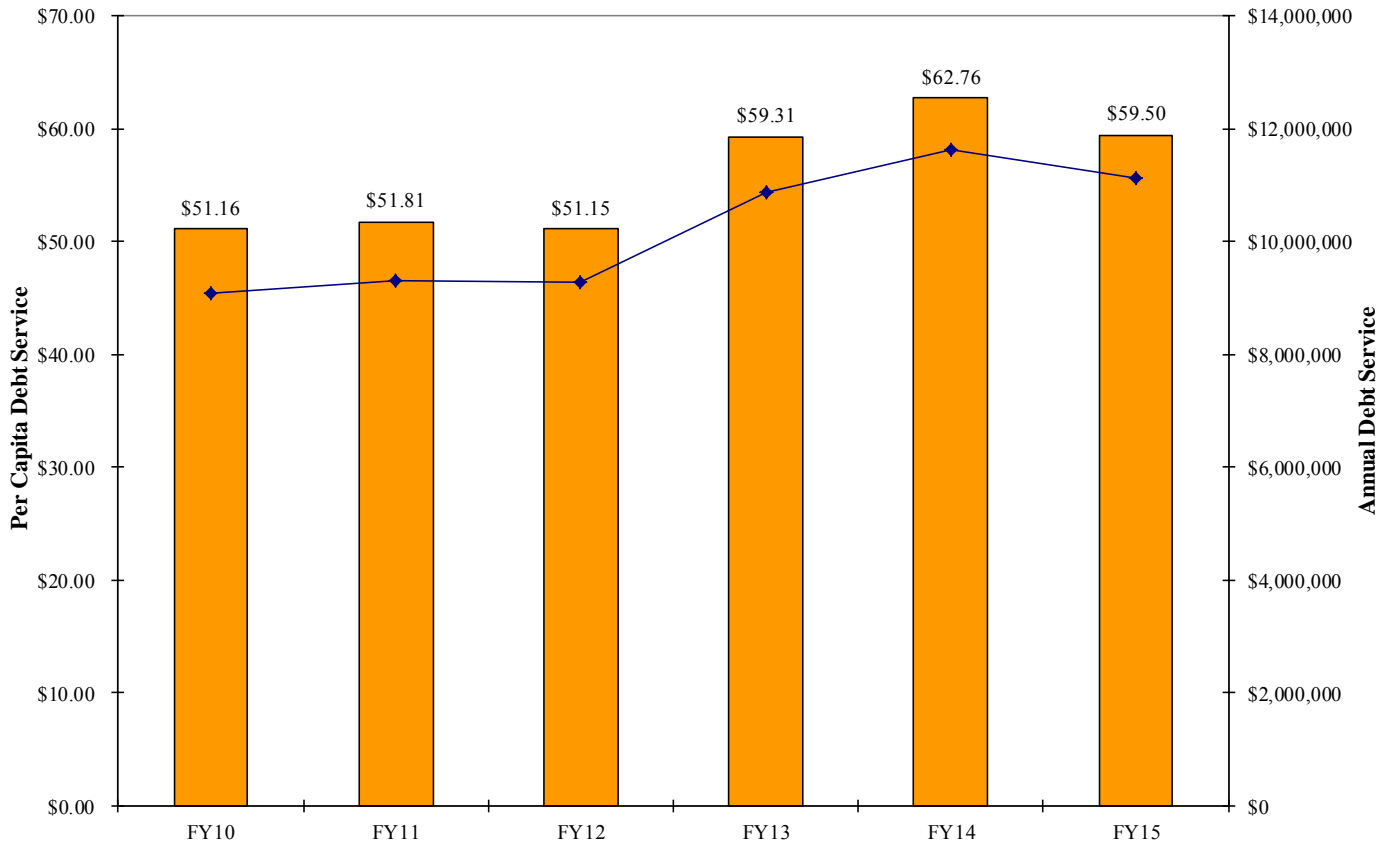
Debt service coverage demonstrates the city's ability to generate revenues sufficient to provide for the payment of debt service. As seen below, the city's debt service coverage is generally well above the amounts required.

	<u>Actual</u>	<u>Required</u>
Capital Revenue Bonds	2.61	1.25
Energy System Bonds	2.40	1.30
Consolidated Utility System Revenue Bonds	3.02	1.30
Airport System Revenue Bonds	3.66	1.20

Debt per Capita

Debt service per capita demonstrates the burden of debt per resident. As the following chart indicates, the per capita debt service level increases by \$0.65 from fiscal year 2010 to 2011, which reflects the current repayment schedule. General government debt service obligations are associated with debt for roadways, parks and recreation facilities, and a small portion for the city-county public safety complex. Fiscal year 2011's debt service per capita of \$51.81 is equivalent to approximately \$0.14 per resident per day.

General Government Debt Service Per Capita



City of Tallahassee
Fiscal Year 2011 Approved Budget
Debt Policy Analysis
Capital Budget 2011
Capital Improvement Program 2011-2015

CONCLUSION: The city's debt policy establishes a series of criteria with which to monitor the impact and extent of capital debt issuance and capital financing. It should be noted that the capital budget does not relate positively or negatively to compliance with elements B, E, F, G, H, or J.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of Debt Service
(in thousands)
As of September 30, 2010

Description	Outstanding Balance	Maturity Date	FY11 Principal	FY11 Interest	FY12 Principal	FY12 Interest	FY13 Principal	FY13 Interest
Governmental Activities:								
Capital Bonds, Series 2001	1,790	10/01/2011	1,790	89	0	0	0	0
Capital Bonds, Series 2004	71,730	10/01/2024	1,295	3,439	3,220	3,398	3,320	3,293
Sunshine State Loan #1	2,300	07/01/2016	0	92	0	92	0	92
Capital Bonds 2008	25,950	10/01/2016	1,140	254	1,175	215	1,215	175
Capital Bonds 2009	516	04/01/2031	339	206	352	195	395	196
Total	102,286		4,564	4,080	4,747	3,900	4,930	3,756
Business-Type Activities:								
<u>Loans</u>								
Electric Sunshine State Loan #5	28,610	07/01/2016	1,300	1,643	1,380	1,565	1,465	1,482
Electric Sunshine State Loan #6	5,245	04/25/2015	215	302	230	290	245	276
Fire Sunshine State Loan #7	2,469	04/25/2015	381	102	400	82	420	61
AMI Loan #1	35,559	06/27/2024	1,946	1,384	2,024	1,307	2,104	1,226
AMI Loan #2	Not Available	06/27/2024	297	159	257	198	269	186
Total Sunshine State Loans	71,883		4,139	3,590	4,291	3,442	4,503	3,231
<u>Proprietary Revenue Bonds</u>								
Energy System Refunding, Series 1998A	23,715	10/01/2028	4,270	1,245	4,495	1,021	4,730	785
Energy System Refunding, Series 2001	9,805	10/01/2016	1,030	517	1,075	466	1,140	407
CUSB Refunding Revenue Bonds, Series 2001	14,445	10/01/2019	1,140	783	1,195	732	1,260	666
CUSB Refunding Revenue Bonds, Series 2005	27,890	10/01/2030	2,915	1,243	3,025	1,137	3,140	1,019
Airport Revenue Refunding Bonds, Series 2004	2,665	10/01/2013	855	104	885	72	925	37
Energy System Revenue, Series 2005	121,755	10/01/2035	2,695	5,852	2,715	5,733	2,940	5,611
Energy System Revenue, Series 2007	196,020	10/01/2037	2,470	9,798	2,690	9,674	2,725	9,540
CUSB Refunding Revenue Bonds, Series 2007	162,850	10/01/2037	1,720	7,885	1,790	7,817	1,865	7,745
Capital Bonds 2009	25,434	04/01/2031	1,191	728	1,233	682	1,250	621
Energy System Revenue, Series 2010	77,845	10/01/2028	0	3,777	0	3,777	0	3,777
Energy System Revenue, Series 2010A	43,245	10/01/2026	190	1,704	195	1,701	195	1,697
Energy System Revenue, Series 2010B	120,000	10/01/2040	1,975	6,558	2,075	6,459	2,175	6,335
CUSB Revenue Bonds, Series 2010A	117,015	10/01/2040	0	6,253	0	6,084	0	6,084
CUSB Revenue Bonds, Series 2010B	25,820	10/01/2026	0	1,202	0	1,169	0	1,169
Total Proprietary Revenue Bonds	968,504		20,451	47,649	21,373	46,524	22,345	45,493
Total Business-Type Activities	1,040,387		24,590	51,239	25,664	49,966	26,848	48,724
Total Debt Service – Principal & Interest	1,142,673		29,154	55,319	30,411	53,866	31,778	52,480

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of Debt Service
(in thousands)
As of September 30, 2010

Description	Outstanding Balance	Maturity Date	FY14 Principal	FY14 Interest	FY15 Principal	FY15 Interest	Total Principal	Total Interest
Governmental Activities:								
Capital Bonds, Series 2001	1,790	10/01/2011	0	0	0	0	1,790	89
Capital Bonds, Series 2004	71,730	10/01/2024	4,535	3,140	4,760	2,913	17,130	16,183
Sunshine State Loan #1	2,300	07/01/2016	0	92	0	92	0	460
Capital Bonds 2008	25,950	10/01/2016	1,260	133	1,300	90	6,090	867
Capital Bonds 2009	516	04/01/2031	416	184	445	173	1,947	954
Total	102,286		6,211	3,549	6,505	3,268	26,957	18,553
Business-Type Activities:								
<u>Loans</u>								
Electric Sunshine State Loan #5	28,610	07/01/2016	1,550	1,394	1,645	1,301	7,340	7,385
Electric Sunshine State Loan #6	5,245	04/25/2015	260	261	275	245	1,225	1,374
Fire Sunshine State Loan #7	2,469	04/25/2015	441	39	463	16	2,105	300
AMI Loan #1	35,559	06/27/2024	2,188	1,142	2,275	1,055	10,537	6,114
AMI Loan #2	Not Available	06/27/2024	282	173	295	160	1,400	876
Total Sunshine State Loans	71,883		4,721	3,009	4,953	2,777	22,607	16,049
<u>Proprietary Revenue Bonds</u>								
Energy System Refunding, Series 1998A	23,715	10/01/2028	4,980	537	5,240	275	23,715	3,863
Energy System Refunding, Series 2001	9,805	10/01/2016	1,200	344	1,000	278	5,445	2,012
CUSB Refunding Revenue Bonds, Series 2001	14,445	10/01/2019	1,330	597	1,710	524	6,635	3,302
CUSB Refunding Revenue Bonds, Series 2005	27,890	10/01/2030	3,265	896	0	753	12,345	5,048
Airport Revenue Refunding Bonds, Series 2004	2,665	10/01/2013	0	0	0	0	2,665	213
Energy System Revenue, Series 2005	121,755	10/01/2035	2,695	5,852	2,715	5,733	2,940	5,611
Energy System Revenue, Series 2007	196,020	10/01/2037	2,865	9,403	3,100	9,260	13,850	47,675
CUSB Refunding Revenue Bonds, Series 2007	162,850	10/01/2037	1,935	7,670	3,865	7,593	11,175	38,710
Capital Bonds 2009	25,434	04/01/2031	1,289	570	1,325	517	6,288	3,118
Energy System Revenue, Series 2010	77,845	10/01/2028	0	3,777	0	3,777	0	18,885
Energy System Revenue, Series 2010A	43,245	10/01/2026	205	1,691	210	1,682	995	8,475
Energy System Revenue, Series 2010B	120,000	10/01/2040	2,285	6,247	2,400	6,132	10,910	31,731
CUSB Revenue Bonds, Series 2010A	117,015	10/01/2040	0	6,084	0	6,084	0	30,589
CUSB Revenue Bonds, Series 2010B	25,820	10/01/2026	0	1,169	1,120	1,169	1,120	5,878
Total Proprietary Revenue Bonds	968,504		22,419	44,465	23,070	43,388	109,658	227,519
Total Business-Type Activities	1,040,387		27,140	47,474	28,023	46,165	132,265	243,568
Total Debt Service – Principal & Interest	1,142,673		33,351	51,023	34,528	49,433	159,222	262,121

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Charter and Executive Services

Executive Services

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
City Hall Carpet Replacement	0	0	0	0	600,000	0	600,000
Existing carpet in City Hall was replaced in 1998 and is beginning to show wear. To maintain an acceptable appearance, Building Services staff will continue to replace deteriorated sections until a replacement appropriation is provided.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
City Hall Cooling Towers	0	0	0	950,000	0	0	950,000
The current towers cannot handle the 300 tons of chilled water units and design of the building did not factor in the increased demands experienced in recent years. Consequently, problems occur when chillers operate at full capacity. The towers will need to be replaced to operate at maximum efficiency. Current estimates envision the use of helicopters to remove the old towers and replace them with new towers.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
City Hall Garage Sprinkler Pipe Replacement	0	0	225,000	0	0	0	225,000
The dry-type sprinkler pipe system in the City Hall garage is over 25 years old and deteriorating. In addition, the system is in a non-air conditioned space and is exposed to climate changes that have contributed to its deterioration. In the past few years, repairs have had to be made to the system that are both costly and increasingly frequent. It is recommended that the system be replaced as improper fire protection in the garage will result if it fails.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
City Hall Guardrail & Handrail Modification	0	15,000	110,000	0	0	0	125,000
This project provides for modification of existing guardrails and handrails in City Hall for increased safety for all building occupants. The interior guardrails in the lobby were originally designed and permitted around 1981 and were installed in compliance with codes in effect at that time. Building codes have evolved and some sections of the new codes have been made more stringent. As a result, opening sizes in the lobby guardrails are not in compliance with the section of the code that requiring they be sized such that a 4" diameter sphere cannot pass through any opening, up to a height of 34 inches. Existing guardrail openings are larger than that minimum size requirement but can be modified to meet the 4" sphere requirement. Work also will include the addition of 1 1/4" diameter graspable handrail that meets code onto the monumental stair located in the lobby.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
City Hall Heating for First Floor	0	0	50,000	0	0	0	50,000
The original design of the building does not permit the current HVAC system to properly heat the first floor, with constant operation of the front doors. This project will install equipment necessary to ensure heating of the first floor area.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
City Hall Mechanical Air Handlers	0	0	450,000	0	0	0	450,000
This project will replace air handlers on all floors. Units are over 25 years old and the sheet metal is failing, which will result in condensate water leaking out on to floors and eventually into office spaces. Variable speed drives were installed a few years ago, however, the cold-water coil is the same age as the sheet metal and is not efficient. The life expectancy on the units is in the range of 20 to 25 years and the current units are original.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							

**City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary**

Charter and Executive Services

Executive Services

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
City Hall Parking Garage Waterproofing & Structural Repairs	0	0	0	0	175,000	1,170,000	1,345,000
<p>This project provides complete removal of existing waterproofing and replacement with new waterproofing system. In the year 2014, when this project is projected to begin, the garage will be over 30 years old. At that time, a thorough evaluation of the condition of the waterproofing system should be performed. If conditions warrant, a complete replacement should be considered to insure the structural and functional condition of the garage.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
City Hall Repair, Replace & Improve	150,000	150,000	250,000	250,000	250,000	250,000	1,150,000
<p>This project provides for the maintenance, repair and improvements of major items in City Hall that are beyond routine maintenance. This is a recurring project in Building Services. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p>The building is over 25 years old and will require additional funding for items such as mechanical, ceiling tiles throughout the building, new flooring, new floor care machinery, painting, plumbing, furniture replacements, interior and exterior door repairs/replacement, and lighting replacements. This project covers any items that are not covered under other Capital Projects.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
City Hall Windows & Wall Sealants & Waterproofing	50,000	250,000	275,000	0	0	0	525,000
<p>Not all areas of the building need to be waterproofed but the windows must be wet sealed periodically to eliminate water intrusion through the seals. What is required with a building that is over 25 years old is to seal the open penetrations, vertical and horizontal, that age and fatigue have caused. Application of the sealants and or waterproofing will eliminate those areas that attributed to the cause of water intrusion. The east side of the building will need to have all of the external areas that have penetrations sealed and waterproofed. It is the most exposed area and the most vulnerable to the elements.</p> <p>This project originally requested funding of \$550,000 in fiscal year 2007. However, there is an unknown element in this request because the extent of damage and actual repair costs cannot be determined until the repair process starts. The current funding structure incorporates \$50,000 from the "Waterproofing City Hall" project to this project, shifts the timing of this request from FY 2009 to FY 2010 and maintains the previously requested funding in FY 2011 and FY 2012.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Kleman Plaza Garage Waterproofing	0	0	0	0	320,000	0	320,000
<p>The following is the estimate, provided by C A Lindman, for a complete replacement of the waterproofing system to the Garage roof. Specifically, this estimate includes: remove soil from entire plaza above garage and from planters; remove & dispose of landscaping; remove and reuse existing pavers; remove existing waterproofing from structural slab; install hot rubberized asphalt waterproofing to plaza slab; remove all topping materials and soil adjacent to foundation wall, turn hot rubber waterproofing and neoprene flashing 4'0" down garage exterior walls, install protection board, drainage board, backfill with graded fill material to 95% compaction, replace topping materials; remove existing waterproofing and install new waterproofing at planter walls; remove existing waterproofing and install new waterproofing at EIFS/Storefront; remove/replace brick and provide counterflashing and weeps at brick facade areas; replace soil above garage and in planters; remove and reinstall benches; remove and reinstall trash cans; remove and reinstall irrigation and drainage piping; fee for landscape architect; additional general conditions.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Total Executive Services	200,000	415,000	1,360,000	1,200,000	1,345,000	1,420,000	5,740,000

Treasurer-Clerk

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Charter and Executive Services

Treasurer-Clerk

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
City Archives Building Maintenance	0	0	0	50,000	0	0	50,000
<p>The City Archives facility was originally constructed in 1982 and was expanded in 1997 to provide a total of 3,400 square feet for records storage. Although the expanded portion of the building has not experienced maintenance problems, the older section is beginning to experience problems, which has resulted in minor leaking. Due to the age of the building, it is anticipated that other structural problems will warrant maintenance, repair, or replacement.</p> <p>Due to the long lead-time in submitting a funding request, no detailed analysis of specific maintenance needs has been prepared.</p> <p><u>Operating Budget Impact</u> None</p>							
Citywide Electronic Document Management System	621,648	0	0	150,000	0	0	150,000
<p>The city's electronic document management system (EDMS) is used to store and retrieve active and inactive records created or received by various departments and allows employees to archive records as they are created. This system also allows users to access documents that cross-organizational boundaries. This has increased efficiency as well as significantly reduced quantities of records that normally would have to be physically stored for several years.</p> <p>Although Project 05078 is scheduled to close 9/30/09, new CIP funding of \$150,000 is requested for FY2013 to allow for future software upgrades and hardware replacement.</p> <p><u>Operating Budget Impact</u> This project is expected to allow operating expenses to remain stable despite the routine addition of information to the system. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
CORE Revenue System Enhancements	0	0	60,000	0	0	0	60,000
<p>A company called CORE Technologies provides the revenue collection software used by the city. All of the tellers at the Renaissance Center use this software to process city revenue. Eventually, all departments that collect city revenue will use this software. Annually, enhancements are required for new revenue functions, new operating systems (Windows NT & XP), and interfaces to various applications.</p> <p><u>Operating Budget Impact</u> None</p>							
e-Payment Solutions	0	0	0	0	465,000	0	465,000
<p>The City has relied on third-party payment vendors for approximately 10 years using a consumer-funded approach. Originally, the City was unable to meet the security requirements of online financial processing. As the trend towards electronic commerce continues to gain momentum, the City should be ready to provide payment services in-house. Additionally, ISS has become more fluent in security and encryption techniques. The natural evolution would be to offer feeless payment services in-house while maintaining our low cost banking/processing fees. The project would be located on the web and housed with the other COT/ISS server. The project would consolidate or interface with existing systems and begin in FY14 and evolve with payment industry.</p>							
Replace Business Tax (Occupational License) System	10,000	0	100,000	0	0	0	100,000
<p>The Revenue Division is responsible for administering the business tax, which consists of approximately 13,000 accounts collecting \$2 million annually. This project will address the potential loss of data/revenue, with a recommendation to incorporate the application into CIS, or purchase an application that can be supported via a maintenance contract. The application will be available online for new applications, renewals, and payments in fiscal year 2009 to continue the trend towards e-government.</p> <p><u>Operating Budget Impact</u> None</p>							
Replace Receipt Validators	0	15,000	15,000	0	0	0	30,000
<p>All In-person utility\parking\tax payments are processed by the Revenue Division through a receipting process that images the remittance stub and check, endorses the check as well as provides receipting for the customer. The current hardware is referred to as a "validator" and has a life expectancy of 3-5 years dependant on volume. The City purchased the current validators in 2005 and the cost of replacement is approximately \$2,000.00 each (15 * 2,000).</p> <p><u>Operating Budget Impact</u> None</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Charter and Executive Services

Treasurer-Clerk

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Replace Remittance Processing Equipment	125,000	375,000	0	0	0	0	375,000
<p>Between 600,000 and 700,000 utility payments are mailed to the city each year, and they are processed on remittance processing equipment located at the utility drive through facility on North Monroe Street. This equipment was last replaced in 2001. The normal life expectancy for this type of equipment is 5-6 years.</p> <p><u>Operating Budget Impact</u> There already exists an annual maintenance (or "service and use") contract for this equipment which is accounted for in the ISS operating budget. This maintenance contract will need to be continued in either the ISS operating budget or the Treasurer-Clerk Revenue's operating budget. The annual maintenance contract is usually 18% of the initial purchase price of the software and hardware. Approximately \$300,000 of the requested \$500,000 will be for the initial hardware and software acquisition. The operating budget impact will be about \$54,000 annually beginning in FY 2012.</p>							
Riskmaster Claim Admin Software Upgrade	0	0	0	100,000	0	0	100,000
<p>RiskMaster software is licensed from Computer Science Corp. (CSC). This software is used for claim processing and reporting. It is anticipated that during the next five years, advances in software capability and continued mandates for enhanced data capture and reporting to the state and federal levels will require capital expenditures for compliance with those mandates.</p> <p><u>Operating Budget Impact</u> Ongoing staffing and licensing expenditures are already built in to the operating budget each fiscal year.</p>							
Total Treasurer-Clerk	756,648	390,000	175,000	300,000	465,000	0	1,330,000
Total Charter and Executive Services	956,648	805,000	1,535,000	1,500,000	1,810,000	1,420,000	7,070,000

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Administration and Management Services

Management and Administration

Project Name / Description	Prior Years	FY 2011 Budget	<i>Non-Appropriated Programmed CIP Funding</i>				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Applications and Database Upgrades	250,000	500,000	500,000	500,000	500,000	500,000	2,500,000
<p>The City of Tallahassee adopted various enterprise solutions in 1999 by implementing various citywide applications including Oracle as the database agent of choice and PeopleSoft for standardized financials, HR, payroll and utility billing services. Upgrades are required to stay current with applications and maintain functionality of the systems.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
City Building Computer Wiring Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<p>This recurring project provides for upgrading wiring within city government buildings to meet requirements for high-speed data transport, video teleconferencing, and video training services to desktop computers and telephone devices. The project also provides for a migration from the present wiring infrastructure to meet requirements of city users. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
Computer Servers Upgrade	0	0	350,000	350,000	350,000	0	1,050,000
<p>Currently Information Systems Services has over 150 servers to maintain and support. This capital project will ensure that our mission critical server environment stays up to date and reduces our maintenance because these servers will be under warranty for three years.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
Emergency Preparedness Work Orders	150,000	150,000	150,000	150,000	150,000	150,000	750,000
<p>This master project is utilized to open individual work orders for departments to use during city emergencies. Funding from the Deficiencies Fund is allocated for this master project. Annual appropriations that are not expended prior to the hurricane season (November 30) will be returned to the fund balance after the end of hurricane season.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
MicroSoft Windows 7 & Off 2010	558,737	0	757,750	758,000	0	0	1,515,750
<p>This project will upgrade Windows XP and Office 2000, which is now over 10 years old. Support for the current version ends in April 2014. The City Commission approved this project via supplemental appropriation on April 14, 2010. The second (FY12) and third (FY13) year of funding will be captured through ISS's budget and allocated to each department on a per pc basis.</p>							
Network Infrastructure Upgrade/Replacement Project	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
<p>This project provides funding for infrastructure upgrades and/or replacement of network file servers, hubs and ancillary equipment. This ongoing project provides for a five-year progression of upgrades and replacements necessary to support demands of the citywide information technology initiatives. The upgrades and replacements are designed to decrease downtime and increase capacity in conjunction with needs identified by operating departments. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
Permits and Enforcement Tracking System	542,600	191,800	197,600	197,600	197,600	197,600	982,200
<p>This project will provide funding for product, license and service acquisitions in accordance with administrative obligations specified in the agreement between the City of Tallahassee and Leon County for an integrated permit and enforcement tracking system (PETS). This project enables the project manager to schedule activities and associated funding well in advance, versus the prior practice of funding one year in the operating budget. Leon County will contribute approximately fifty percent of the total funding each year.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Administration and Management Services

Management and Administration

<u>Project Name / Description</u>	<u>Prior Years</u>	<u>FY 2011 Budget</u>	<u>Non-Appropriated Programmed CIP Funding</u>				<u>Total Funding</u>
			<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	
TPD Records/Aircards	808,000	323,100	142,600	0	0	0	465,700
<p>This project requires new funding for Parks and Recreation only because it replaces project 98030 to complete the records system and adds funds from Tallahassee Police Department's MAVRICS project for their aircards and incremental costs. Funding of \$140,000 is included for PRNA (Animal Services) aircards.</p>							
<u>Operating Budget Impact</u>							
In FY2014 and FY2015 this expense will move to operating.							
Total Management and Administration	2,959,337	1,814,900	2,747,950	2,605,600	1,847,600	1,497,600	10,513,650
Total Administration and Management Services	2,959,337	1,814,900	2,747,950	2,605,600	1,847,600	1,497,600	10,513,650

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Safety and Neighborhood Services
Economic and Community Development

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Downtown Pedestrian and Vehicular Enhancements	75,000	100,000	100,000	100,000	100,000	100,000	500,000
<p>This project provides funding for improvements to streets, sidewalks, and other public places in an area bounded by Tennessee, Gadsden, Gaines, and Macomb Streets. The All Saints and greater Gaines Street areas will be included as redevelopment progresses in those districts. Project improvements will address safety concerns and amenities to enhance pedestrian and vehicular activities. In prior years, improvements have included textured crosswalks, sidewalk replacements with the Tallahassee pattern, pedestrian signals, parking and loading zones, angle parking, decorative lights, informational signage, parking meters, street furniture, landscaping, and other similar enhancements. This is a recurring project. Appropriations not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Historic Property Preservation Grant and Loan Pool	0	0	100,000	100,000	100,000	100,000	400,000
<p>This is a master project that provides funding for the City's Historic Preservation Grant and Loan (HPGL) Pool program. This program was established to provide grants and loans for the preservation and rehabilitation of designated historic properties. Grants and loans may be given for the stabilization or restoration of historic structures; structural repairs, facade restoration, or rehabilitation; compliance with code, health and safety requirements; and other construction activity that will result in a "total project" restoration. Preference for funding of projects is targeted first to residential projects; second to cultural, retail, and restaurant projects; and third to other types of projects. Eligibility criteria include listing on the National Register of Historic Places and zoning as a Historic Preservation Overlay (HPO) property. Presently, there are over 220 structures potentially eligible for program funding, including the districts of Myers Park, Calhoun Street, and Park Avenue. This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance. The HPGL Program will carry forward a maximum fund balance of \$300,000 from previous fiscal years.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Water and Sewer System Charge and Tap Fee Waivers	0	0	250,000	250,000	250,000	250,000	1,000,000
<p>This project provides funding for the waiver of water and sewer system charges for all affordable housing (as defined by City Code 25-80) and tap fee waivers for affordable home ownership units. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Total Economic and Community Development	75,000	100,000	450,000	450,000	450,000	450,000	1,900,000

Fire

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Facilities Management & Maintenance	200,000	300,000	300,000	300,000	300,000	300,000	1,500,000
<p>This project provides for repairs and maintenance of the department's fifteen fire stations, which are located throughout the Tallahassee/Leon County service area. These facilities operate twenty-four hours a day to respond to emergencies in the surrounding community. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> The salary and partial benefits for position #6777 are funded by the project.</p>							
Fire Hydrant Maintenance & Replacement	833,800	475,250	466,400	457,300	447,950	439,400	2,286,300
<p>This project supports the inspection, maintenance and painting of all city-owned fire hydrants and replacement of those determined to be beyond repair. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Safety and Neighborhood Services

Fire

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Lake Bradford Road Fire Station	0	0	0	0	2,250,650	2,793,250	5,043,900
<p>Locate a site for a new fire station in the Lake Bradford Road area, purchase a two-acre site, construct a new fire station, procure all apparatus and equipment, and hire 15 personnel. Project completion is planned for 2016.</p> <p>Total cost of this station, including initial outfitting costs is \$6,286,694 (includes inflation of 3% per year). This station will require recurring operating costs estimated at \$1,322,880.</p> <p>Operating Budget Impact No operating budget impact will be incurred until FY 2017 after project completion.</p>							
Southwood Fire Station	0	0	0	0	774,800	2,793,250	3,568,050
<p>Construct a new fire station on existing fire department property in the Southwood area of Tallahassee, procure all apparatus and equipment and staff it with 12 personnel. Project completion is planned for 2016.</p> <p>Total capital cost of this station, including initial outfitting costs is \$4,735,821 (includes inflation of 3% per year). This station will require recurring operating costs estimated to be \$956,861.</p> <p>Operating Budget Impact No operating budget impact will be incurred until FY 2017 after project completion.</p>							
Weems Road Fire Station	0	0	730,350	2,632,900	1,100,750	0	4,464,000
<p>This project supports construction of a 1-bay station to be co-located at the Tallahassee-Leon County Public Safety Complex (Joint Dispatch Center) on Weems Road, and procurement of all required apparatus and equipment.</p> <p>Operating Budget Impact Recurring annual operating costs of \$956,861 to support 12 personnel will be required upon completion of construction. The station is projected to begin operating in fiscal year 2015.</p>							
Total Fire	1,033,800	775,250	1,496,750	3,390,200	4,874,150	6,325,900	16,862,250

Parks, Recreation and Neighborhood Affairs

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Basketball Volleyball Gym	0	0	150,000	150,000	0	0	300,000
<p>This project provides for the design and construction of a gymnasium building to be constructed in Tom Brown Park. A pre-manufactured building would have two, side-by-side basketball courts that would be multipurpose for four volleyball courts, and include the related bathroom, storage, and office space of approximately 16,110 square feet.</p> <p>Operating Budget Impact Approximately \$75,000 will be needed for part time staff to operate the facility and cleaning supplies in FY 2014. A \$15,000 revenue increase is anticipated with the potential to run other programs through the AR account and generate even more revenue. These estimates are subject to change as the project progresses.</p>							
Cascades Park Maintenance Facility	0	0	0	0	0	500,000	500,000
<p>This project supports renovation of the Easter Seals building for use as a maintenance facility for Cascades Park and other downtown parks. As per budget instructions, funds are not available until 2015. However, construction funding is needed in FY 2011 and operating funds in FY 2012 to prepare for the planned opening of the park in FY 2012.</p> <p>Operating Budget Impact 5 full time staff, 3 temporary workers and day labor along with the necessary equipment and supplies will be required to properly maintain Cascades Park.</p>							
Center Facility Building Repairs, Replacement & Improvement	100,000	80,000	100,000	100,000	100,000	150,000	530,000
<p>This project will provide funding for facility building repairs, replacements, and improvements for the aging Tallahassee Senior Service Center, Lincoln Neighborhood Service Center, the Smith-Williams Service Center and the Animal Service Center. The service center building structures are old, therefore, building maintenance and miscellaneous facility repairs are necessary to keep the centers operational. Funds expended on these activities are not eligible for Community Development Block Grant (CDBG) funds that are used for structural renovations. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Lake Leon Spillway Repair	0	0	0	200,000	0	0	200,000
<p>This project provides for the restoration and improvement of the Lake Leon spillway located in Tom Brown Park. The project includes the repair of the water control structure and the further investigation of the leaking spillway to determine its condition. The spillway is leaking and the repair may be a safety issue.</p> <p><u>Operating Budget Impact</u> There are no impacts to the operating budget within the current five-year budget.</p>							
Meadows Soccer Complex Renovations	0	0	250,000	500,000	500,000	500,000	1,750,000
<p>The Meadows Soccer Complex is part of the 668-acre E. K. Phipps Park. This project provides for the ongoing renovation of facilities in the complex including field irrigation, lighting, and resurfacing.</p> <p>Recurring major maintenance and renovations of fields includes regrassing, irrigation, and lighting renovations that are required to keep the facility in good repair due to heavy usage of the site.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Northwest Park Development	142,753	0	0	0	420,000	420,000	840,000
<p>This project provides for the design and construction of a 78.18-acre park site. Facilities to be included in the park include youth baseball/softball fields, soccer fields, a playground, basketball courts, tennis courts, a comfort station, trails, shelters, parking, and infrastructure. Design and construction funding was delayed to FY 2014 to accommodate capital budget shortfalls.</p> <p><u>Operating Budget Impact</u> Funds needed to maintain and operate the park.</p>							
Park Facility Maintenance	389,000	415,000	515,000	500,000	500,000	500,000	2,430,000
<p>This is a master project including major and minor repairs, replacement, preventative maintenance, and improvements to all parks and recreation facilities. This umbrella project provides annual funding for the following sub-projects:</p> <p>Aquatic Facility Upgrades; Athletic Facility Upgrades; Jake Gaither Golf's Annual Renovations; Playground repairs and maintenance; Recurring Center Facility Repairs; limited park paving patching (need a separate work order for roadway/parking rehabilitation in all parks); park trail renovations; and Park Facility Upgrades.</p> <p>Maintenance and construction projects include fence repair, trail stabilization and improvements, restroom repair and replacement, boardwalks, picnic shelter and pavilion repair and replacement, various swimming pool projects, lighting upgrades, athletic field renovation, etc. Items requiring repair and replacement due to Crime Prevention Through Environmental Design (CPTED) issues are included to provide safety for citizens using the facilities.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan.</p>							
Park Roadway Renovations	0	0	0	500,000	500,000	500,000	1,500,000
<p>This project provides for the replacement of roadways and parking areas in city parks. The following roadways are in need of replacement: San Luis Park Roadway, Jake Gaither Golf Parking, Messer North and South Parking, portions of Tom Brown Park's Roadways, and A.J. Henry Park sites. There is a need for park paving, patching and roadway rehabilitation in all parks, including curb, gutter and stormwater facilities as needed.</p> <p>This project provides for renovating two to three sites per year starting in FY 2013 @ \$500,000 per year.</p> <p><u>Operating Budget Impact</u> This project is not anticipated to require any increases in the Operating Budget.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Parks & Recreation Center Refurbishment	5,620,000	0	500,000	500,000	500,000	500,000	2,000,000
This project provides funding to upgrade and refurbish the city's community centers and other buildings within the Parks, Recreation and Neighborhood Affairs Department's jurisdiction.							
Specific projects may include:							
•The refurbishment of comfort stations to CPTED (Crime Prevention Through Environmental Design) standards at sites including Myers Park, Springsax Park, Levy Park, and Lafayette Park;							
•Age and wear related repair and renovations at Oven (roof and electrical), Forestmeadows, Lafayette (floor tile replacement) Parks and the Myers Park Administrative Offices;							
•Repair and reinforcement of cracked wall at LeVerne Payne Community Center;							
•Repaint facilities as needed including Walker Ford and Oven Park; and							
•Ongoing and unanticipated maintenance and repairs as needed.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan.							
Replace Ball Field Lighting & Fencing	0	0	282,000	0	0	300,000	582,000
This project is intended to replace an outdated lighting system at Tom Brown Park's Senior Major Baseball field with a new and efficient lighting system. New ball field chain link fencing is also needed for the same athletic field to replace the existing worn fencing.							
Ballfield lighting, including light poles and panels, need to be replaced at all facilities on a cyclic schedule. Replacing worn out equipment with energy efficient lighting will ultimately provide better lighting at a lesser cost. Funding is requested beginning in 2015 to start replacing systems at a few fields each year.							
<u>Operating Budget Impact</u>							
Provider will change lights as needed, thus reducing costs for annual replacement of lamps. No additional staff or equipment is required. There will be an energy savings with the new equipment.							
Service Center Improvements	150,000	150,000	150,000	150,000	150,000	150,000	750,000
The Lincoln, Smith-Williams, and Senior Citizens Center are aging structures in need of major improvements and repairs. The regularly scheduled maintenance of these facilities does not include the needed improvements scheduled for these buildings. This project is funded from the Community Development Block Grant (CDBG) for on-going facility improvements and facility related renovations.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
Tennis Facility Renovations	0	100,000	118,500	157,000	157,000	157,000	689,500
This project involves resurfacing, renovating and/or repairing the City's tennis court facilities, including:							
Resurfacing of 55 City owned courts including maintenance of 13 soft courts on a rotating cycle every five years.							
Projects planned for fiscal years 2011 and 2012 include the rebuilding of tennis court sub-grades and resurfacing of courts requiring surface root removal at Walker-Ford, Jack McLean and LeVerne Payne Centers; resurfacing courts at Hilaman Park and hard surface courts at Forestmeadows, and recurring five-year cycle court renovations.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan.							
Tom Brown Park Tennis Hillside Seating	0	0	50,000	50,000	0	0	100,000
This project provides for the design and installation of covered stadium type seating built into the hillside at the tennis courts at Tom Brown Park.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan.							
Total Parks, Recreation and Neighborhood Affairs	6,401,753	745,000	2,115,500	2,807,000	2,827,000	3,677,000	12,171,500

Police

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Safety and Neighborhood Services

Police

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Police Vehicle Video Recording System	713,150	0	82,950	351,000	0	218,400	652,350
<p>This project provides mobile audio/video recording in car camera systems (MAVRICS) for patrol vehicles and motorcycle units. Application of the system is expected to provide an increase in conviction rates, reduce time in court proceedings, and improve training capability on an individual and department-wide basis. The system will assist in addressing allegations of inappropriate police conduct, record requests for consent to search a vehicle, and capture incidents surrounding pursuits and arrests. The state-of-the-art video recording equipment benefits both the Tallahassee Police Department and the citizens of Tallahassee by allowing immediate and accurate documentation of police actions.</p> <p><u>Operating Budget Impact</u> This impact has been revised based on experience to date. At full implementation of 208 units, the total annual operating cost is anticipated to be \$86,200. This includes server maintenance, software, repair and miscellaneous on-going costs. Funding for this impact will be adjusted in the ISS Public Safety budget to reflect the net increase above budgeted amounts.</p>							
Repair, Replace and Improve Police Facilities	75,000	75,000	150,000	150,000	150,000	150,000	675,000
<p>This project provides for a comprehensive facility maintenance, repair, and improvement program for Police Department headquarters and other facilities utilized by TPD. The headquarters building is over 90,000 square feet. The grounds and parking area cover 6.4 acres. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no anticipated operating impact within the current five-year capital improvement plan.</p>							
Replacement of MAVRIC Units	0	0	0	305,000	0	110,000	415,000
<p>This project provides for scheduled replacement of police mobile audio/video recording in car camera systems (MAVRICS) that are utilized to document police actions.</p> <p><u>Operating Budget Impact</u> This project will limit operating budget increases needed to support aging equipment.</p>							
Replacement of TPD Vehicle Equipment	0	0	0	0	0	1,300,000	1,300,000
<p>Vehicle replacement funds collected through the vehicle replacement allocation do not support the cost of replacement for all TPD vehicles and rolling stock. There have been many vehicles that have been purchased through grants or obtained from one-time fleet funds that are not included on the current replacement schedule. This would include the department's Special Incident Response Vehicle (SIRV), miscellaneous vehicles used by non-patrol personnel, as well as trailers, battery operated vehicles, directional signs, etc.</p> <p>Regardless of the original funding source, replacement funding is needed to maintain an inventory of vehicles and equipment to support on-going TPD operations.</p> <p><u>Operating Budget Impact</u> None as proposed - the cost of maintenance for these vehicles is supported within the department's fleet garage account. As an alternative to this project, these vehicles could be added to the Fleet Replacement Fund and the cost allocated to the department's operating budget.</p>							
TPD Master Facility Study	0	0	75,000	0	0	0	75,000
<p>This project provides funding to support a TPD master facility study and completion of a master facility plan.</p> <p><u>Operating Budget Impact</u> Completion of the study will have no operating impact. Impacts of recommendations will be a component of the report.</p>							
Total Police	788,150	75,000	307,950	806,000	150,000	1,778,400	3,117,350
Total Safety and Neighborhood Services	8,298,703	1,695,250	4,370,200	7,453,200	8,301,150	12,231,300	34,051,100

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Aviation

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Air Carrier Apron Expansion	0	0	0	0	1,250,000	0	1,250,000
<p>The Airport Master Plan recommends expansion of the air carrier apron to expand the terminal building and to increase the number of gates and apron parking positions. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Air Service Improvement Program	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
<p>This is a project to improve airline service at Tallahassee Regional Airport that encompasses the market segment analysis, other studies, air service workshops, and direct contact that identifies air service opportunities that may result in formal and/or informal air service proposals and the provision of incentives for new service or needed competition to a key market as identified by the Airport Air Service Consultant that can consist of up to \$300,000 of marketing/operational assistance, and/or rebate or waiver for selected airline rates and charges for up to 2 years. This project is recommended for planning purposes contingent on availability of funds. This recurring project is funded from repair, replacement and improvement - undesignated balance (RR&I/UB) funds. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Air Traffic Control Tower Improvements	0	0	800,000	0	0	0	800,000
<p>The air traffic control tower at Tallahassee Regional Airport was completed in 1996. A number of improvements and enhancements are needed to provide a suitable working environment. These include replacement, rehabilitation, and improvements to the roof structure, tower cab windows, air conditioning system, and interior furnishings. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Airfield Lighting Improvements	125,000	0	0	487,500	0	0	487,500
<p>This project consists of improvements to the airfield lighting system, including enhanced runway, taxiway and apron lighting and improvements to the airport beacon to improve traffic flow and safety and ensuring all lights meet current FAA Standards. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Airfield Preservation	400,000	200,000	200,000	200,000	200,000	0	800,000
<p>Maintenance and preservation of airport pavements, airfield, and grounds are critical to aircraft operations. This project establishes an airfield preservation program, allowing pavements and grounds to be repaired as needed. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>This project is funded from the grant construction and repair, replacement and improvement funds.</p> <p>Operating Budget Impact This project is for contractors, equipment and materials for airfield pavement and grounds preservation, reducing the need for airport Facilities Division crews to perform emergency/unscheduled repairs during non-working hours.</p>							
Airfield Safety Management System	0	0	0	0	0	500,000	500,000
<p>Software and related equipment to implement a tracking system for airfield safety deficiencies reported under the Safety Management System (SMS).</p>							
Airfield Signage Improvements	125,000	0	0	487,500	0	0	487,500
<p>This project includes replacement of signs that do not meet current FAA standards, are mislocated, beyond repairs and changing signage locations to improve traffic flow and safety. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Aviation

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Airport Master Plan Update	0	500,000	0	0	0	0	500,000
<p>The Airport Master Plan is the basis for the airport's capital improvement plan. It requires updating every five years and was last completed in 2006. The Master Plan Update looks at use of the airport, forecasts future use, and details capital improvements needed to meet that forecast.</p> <p>This project is submitted for planning purposes and is contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
ARFF Vehicle No.3 Replacement	0	0	0	0	0	500,000	500,000
<p>The Airport Fire Station (TFD Station 5) has three fire trucks to support Airport Aircraft Rescue and Firefighting (ARFF). This project is for replacement of the third truck, the Rapid Response vehicle.</p>							
ARFF Vehicle Replacement	1,500,000	0	1,500,000	0	0	0	1,500,000
<p>Airport rescue and firefighting vehicles require periodic replacement and upgrade to maintain adequate fire protection for aircraft passengers. This project is recommended for planning purposes contingent on the availability of funds. Replacement of ARFF vehicles is partially provided through the Fleet Reserve Fund with the balance provided from PFC funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Boarding Bridge Replacement	0	0	0	0	2,400,000	0	2,400,000
<p>Passenger Boarding Bridges at Tallahassee Regional Airport will be 25 years old when replaced and in need of replacement. This project will replace the first three (3) of six (6) bridges.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Consolidated Rental Car Facility	0	0	0	0	0	2,500,000	2,500,000
<p>This project will construct up to five (5) rental car service facilities at a common location closer to the Ivan Munroe Terminal.</p>							
Electronic Airport Layout Plan	375,000	125,000	0	0	0	0	125,000
<p>This project consists of conversion of the airport layout plan (ALP) into electronic form. This includes data collection and documentation of airport facilities and utilities into a geo-referenced database tied to ortho-rectified aerial surveys. This project will also improve the quality of information regarding existing and proposed future infrastructure to support the continued preservation and improvement of airport facilities. FAA and FDOT require an ALP that shows the existing and future development of the airport. FAA and FDOT are moving towards making this an electronic document that is updated on a more frequent basis. The electronic layout plan is basically a GIS for the airport, but one that will provide significantly more information than the current City-County program. In addition to planning airport development, the final product will be used by airport staff to locate on ground and in ground facilities for maintenance and operational uses. It will also be used by Finance and Administration, and Business Services to track lease hold areas. It will benefit the Operations and Maintenance crews by locating problems quickly and easily. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Foreign Trade Zone	0	0	0	177,000	0	0	177,000
<p>The establishment of a foreign trade zone at Tallahassee Regional Airport is anticipated to facilitate economic development for the community by increasing international commerce through the airport. Establishment of a foreign trade zone requires a series of steps including development of a feasibility plan, involvement of the public and local businesses, inventory, and implementation of a marketing program. This project also could facilitate development of the airport business park, which is under consideration. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Aviation

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Hangar Development	0	0	0	1,000,000	0	0	1,000,000
<p>The Airport Master Plan recommends additional hangars that are needed to meet forecast demand. Based on demand, the hangars will take the form of bulk, maintenance, corporate, T-hangars, and/or others, which will be funded by a combination of private and Florida Department of Transportation funds. Emphasis will be on bulk hangars initially, with preference given to ones large enough to accommodate regional jet maintenance. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hangar Infrastructure & Taxilanes	0	0	0	1,560,000	0	0	1,560,000
<p>Master Plan Project - The airport needs additional storage hangars for privately owned aircraft. This project will provide for site preparation and construction of taxilanes to support future development of hangars under a private-public partnership. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Jet Bridge Rehabilitation	0	100,000	100,000	100,000	100,000	100,000	500,000
<p>Recurring project to provide for unanticipated repairs to Airport jet bridges.</p>							
Marketing and Promotional Study	800,000	100,000	100,000	100,000	100,000	0	400,000
<p>This project will involve ongoing research and related marketing and promotional activities and their resultant importance in reviewing the trend in increased fares and reduced traffic. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Miscellaneous Major/Minor Repair/Replacement/Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
<p>Airport infrastructure often is in need of repair, replacement, or improvements. These types of small, immediate needs must be dealt with in a timely fashion and may include pavements, building structures, installed equipment, and/or grounds. This project is a recurring project funded from Repair, Replacement and Improvement (RR&I) funds. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
MUPIDS Upgrades	0	0	0	0	0	500,000	500,000
<p>The Airport Multi-User Passenger Information Display System will be eight years old and require upgrade and replacement of monitors and related equipment.</p>							
Runway 18/36 Improvements	225,000	0	0	1,275,000	0	0	1,275,000
<p>This project is to improve the surface of runway 18/36. Rehabilitation of the runway surface is required to maintain a proper pavement surface for aircraft and to restore the useful life of the existing pavement. This project is recommended for planning purposes, contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Aviation

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Runway 9/27 Reconstruction	12,800,000	10,000,000	0	0	0	0	10,000,000
<p>Runway 9-27 does not meet FAA design criteria due to a longitudinal "hump" in the runway. Removal of the hump and reconstruction at the runway will take approximately two (2) years to complete. To meet operational requirements of the airlines during reconstruction, Runway 18-36 must also be extended. The project also includes rebuilding connecting taxiways to match the new runway and associated electrical, landscaping, and stormwater retention work.</p> <p>The project covers all design, environmental, construction, related engineering, and administrative costs for work on both runways 9-27 and 18-36.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Solar Power Generating Facility	0	0	0	0	0	75,000	75,000
<p>This project will provide for the upgrades to Airport infrastructure to allow a private developer to construct and maintain a solar power generating facility.</p>							
South Apron Expansion	300,000	0	0	0	1,950,000	0	1,950,000
<p>This project includes expansion to the South General Aviation apron by 20,000 square yards to improve traffic flow and allow for additional itinerant parking. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Taxiway Improvements	0	0	0	0	0	1,200,000	1,200,000
<p>This project will make improvements to the surface of the Airport taxiways and the surrounding grounds.</p>							
Taxiway M Bypass	200,000	0	828,750	0	0	0	828,750
<p>This project includes extension to Taxiways A and P allowing a bypass to Taxiway M, the major chokepoint in taxiway access between Runway 18-36, associated taxiways and the Old Terminal and GA areas and Runway 9-27, associated taxiways and the Passenger Terminal areas. This project consists of constructing a new 1050 by 75-foot taxiway with centerline lights and marked to current FAA standards. This project is recommended for planning purposes contingent upon availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Taxiway S Rehab & Extension	135,000	0	1,170,000	0	0	0	1,170,000
<p>To increase the operational capacity of the airfield, the Airport Master Plan recommends an extension to taxiway S for long-term improvement and to provide by-pass capability for aircraft accessing the terminal aprons and cargo. This project will provide a dual parallel taxiway system to runway 9/27 on the east side of the terminal apron. This taxiway extension, which will provide needed by-pass capability that does not exist for aircraft that taxi to and from runway 27, will be especially important as the existing air cargo area continues to develop. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Taxiway Z Rehabilitation	75,000	475,000	0	0	0	0	475,000
<p>Rehabilitation of taxiway Z is required to maintain a proper pavement surface for aircraft and to restore the useful life of the existing pavement. This project is recommended for planning purposes contingent on availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Aviation

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Terminal Apron Rehabilitation	0	0	0	900,000	0	0	900,000
<p>The Airport Master Plan recommends rehabilitation of the terminal apron on a recurring basis to maintain the proper surface for aircraft operations. This project is required to restore and extend the useful life of the terminal apron and prevent injury and aircraft damage. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Terminal Building Rehabilitation Phase II	4,000,000	1,100,000	900,000	1,100,000	1,100,000	0	4,200,000
<p>A number of rehabilitation, improvement, renovation and expansion projects are needed in the Ivan Munroe Terminal including ceiling scaffolding, variable air volume software upgrade, lighting improvements, resolving moisture absorption problems, etc. This project is a continuance of the projects in Phase I and funded from Florida Department of Transportation Airport Grant and Passenger Facility Charges.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Terminal Loading Bridge Installation	0	0	0	3,000,000	0	0	3,000,000
<p>The Airport Master Plan calls for installation of additional loading bridges and the creation of additional gates in the existing structure of the terminal building. This will allow additional access to regional jet aircraft and the potential for additional air carriers to serve Tallahassee Regional Airport. This project is recommended for planning purposes contingent on the availability of funds.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Total Aviation	21,960,000	13,500,000	6,498,750	11,287,000	8,000,000	6,275,000	45,560,750

Planning

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Greenspace and Environmentally Significant Lands - City	0	250,000	250,000	250,000	250,000	250,000	1,250,000
<p>This is a continuing land acquisition program for the preservation of environmentally significant lands and open space, as well as the creation of greenways linking these resources. The program is intended to benefit all city residents, including present and future generations. Debt funding of \$250,000 per year is a placeholder and is not guaranteed. Funding will be issued only after land acquisition projects are identified and approved by the City Commission. Funds are generally matched with state land acquisition monies. The program will target locations and resources not specifically addressed by Blueprint 2000 and will complement and expand upon projects to be funded from the November 2000 sales tax extension.</p> <p>This is a recurring project. Annual appropriations not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Total Planning	0	250,000	250,000	250,000	250,000	250,000	1,250,000

Public Works

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Public Works

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Advanced Transportation Management System Enhancements	448,305	550,000	0	550,000	0	550,000	1,650,000
<p>This project is a continuation of the implementation phase of a system update that began in FY2007 to the Tallahassee Advanced Transportation Management System (TATMS). Accomplishments to date include an update to the TATMS Central System software and an upgrade to the hardware and firmware of all of the traffic signal controllers. Staff is currently upgrading the communications system between the TATMS at City Hall and the traffic signal controllers at each intersection. Future updates are anticipated in FY 2011 and thereafter every other year. Funding will be necessary to replace aging equipment, implement further intelligent transportation system (ITS) capabilities, deploy emerging transportation technologies and improve the existing system. System enhancements may include the addition of redundant routes for the TATMS fiber optic cables, additional remote workstations, adaptive traffic controls, fixed overhead sign support structures with variable message signs (VMS), and expanded travelers information systems.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
FAMU Way	2,000,000	3,000,000	0	0	0	0	3,000,000
<p>This project involves the construction of a new 1.3 mile extension of FAMU Way from Wahnish Way to Lake Bradford Road and improvements to existing FAMU Way between Monroe Street and Wahnish Way to achieve the same standard. The proposed typical section consists of 2 traffic lanes with bike lanes, parking and sidewalks on both sides.</p>							
Greenway Trail Connectors - CITY	380,000	0	0	0	150,000	150,000	300,000
<p>This project involves the acquisition of land through easements or fee simple ownership to connect neighborhoods with state and local parks. The project will provide an enhanced system of greenways at a minimal cost. The linkages will provide an improved bicycle and pedestrian network for the citizens of Tallahassee. Specific projects for acquisition will be identified in both the bicycle and pedestrian master plan and the greenways master plan, currently under development. This is a sales tax extension project approved in November 2000.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Guardrail & Handrail Installation/Replacement	10,000	0	10,000	10,000	10,000	10,000	40,000
<p>This project provides for the replacement of guardrail and handrail installations that have been deemed to be potentially dangerous. Previously in this project, a GIS database was developed that now lists all the guardrails and handrails. This database, which includes the asset location and material type, assists in defining a priority to help rank replacement or installations. This program also replaces the damaged guardrails and handrails due to vehicular accidents, throughout the fiscal year.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact Without this program, the operating budget will be impacted due to ongoing accidents and potential liabilities.</p>							
Minor Intersection/Safety Modifications	440,000	225,000	225,000	225,000	225,000	225,000	1,125,000
<p>This continuing program includes relatively minor roadway or intersection improvements to provide additional safety or reduce delays in vehicular and pedestrian movements. The work plan includes construction of additional items such as: turn lanes, radius modifications, traffic control modifications including roundabouts, installation of guard rails, and resurfacing with friction course as needed along city roadways. This program also provides for minor enhancements at intersections and mid-blocks by constructing medians, bulb-outs and raised intersections to increase safety for pedestrians. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Minor Stormwater Improvements	805,000	415,000	420,000	420,000	420,000	425,000	2,100,000
<p>This recurring project's scope is to resolve various minor storm water problems throughout the city that occur during the course of the year. These are relatively minor improvements but are ones that require actions, beyond routine maintenance, including design, land acquisition, and construction activities. The current National Pollution Discharge Elimination System (NPDES) permit requires that the drainage infrastructure be inspected on a routine basis. These mandatory inspections will inevitably reveal additional maintenance repairs to be completed. Construction costs continue to increase annually because of the need to perform work in accordance with current environmental regulations and the expanded nature of operations. Annual appropriations not expended prior to the end of the fiscal year will be returned to the storm water fund.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Public Works

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Municipal Complex Safety and Security Improvements	600,000	300,000	300,000	1,940,000	4,000,000	4,000,000	10,540,000

This project provides for safety and security improvements within Public Works and Parks, Recreation & Neighborhood Affairs (PRNA), areas of the municipal services complex. This project is a multi-year program to improve the complex safety, especially during hurricanes. Key considerations for this plan included safety of structures, an analysis of the traffic flow, storage of vehicles and materials, how to improve the efficiency of the site and environmental factors. The City Commission requested that the master plan be expanded to include all departments in the vicinity of the Mabry Street Complex. This included PRNA, the Radio Shop, Electric, Underground Utilities, and Public Works. This increase in scope, while needed, required additional analysis and significant coordination with the other departments and increased the cost of the master plan. The Master Plan is complete and the implementation has started. Construction of the first of three storage building began in April 2010. The goal is to end up with a plan for the City complex that, when implemented, will best use the existing space.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

Nova2010 Sidewalk Projects	0	16,000,000	0	0	0	0	16,000,000
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This project provides for constructing sidewalks on proposed bus routes in support of StarMetro's Nova 2010 initiative.

Operating Budget Impact

Operating budget impacts due to increased maintenance costs: FY11 - \$0; FY12 - \$29,000; FY13 and out years - \$37,000.

Nurse's Drive	0	0	0	0	0	142,000	142,000
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This project involves construction of a new (.4-mile) two-lane street on right-of-way donated by Tallahassee Memorial Regional Medical Center (TMRMC) from Centerville Road to TMRMC's extension of Surgeon's Drive. The new two-lane curb and gutter street would include bike lanes and sidewalks and provide a connecting link between Centerville Road and Miccosukee Road via Nurse's Drive and Surgeon's Drive. Right-of-way documents have been signed by TMRMC, but will not be recorded until Surgeon's Drive extension is built by TMRMC and accepted by the City, at which time the city has 10 years to let a construction contract for Nurse's Drive or its right-of-way will revert back to TMRMC.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

Recurring Traffic Management Systems Improvements	615,500	300,000	315,500	615,500	615,500	615,500	2,462,000
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On-going implementation of the Tallahassee Advanced Transportation Systems (TATMS) components will provide additional safety, enhance efficient system operations, provide vital traffic flow and effectiveness measures, and provides motorists with real time traffic information through an intelligent transportation system (ITS). Features include: video monitoring cameras, variable message signs (VMS), and traveler advisory radio. The following is a preliminary list of projects to be funded in FY 2011 and is subject to change based on safety and traffic pattern variations:

New Mast Arm Signals: Colorado @ Tharpe & Hendry @ Jackson Bluff

Span Wire Replacements: Blountstown @ Tennessee

Mast Arm Replacements: Calhoun @ Carolina, Gadsden @ Sixth, Gadsden @ Gaines, & Gadsden @ Seventh

Pedestrian Signal Upgrades: Numerous location upgrades to countdown signals and audible

Communications/ITS: Uninterruptible power supply (UPS) for controllers; internally illuminated street name signs; fiber optic cable plant improvements, and solar speed radar sign locations.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

Signal maintenance demands are expected to decrease as mast arm installations replace strain poles. The implementation of ITS features such as video monitoring, VMS, system detectors and other traffic management technologies will increase maintenance costs.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

Public Works

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Residential Sidewalks and Bike Ped Implementation Prog	2,274,500	1,080,000	1,200,000	1,200,000	1,200,000	1,200,000	5,880,000

This project combined funding authorized by City Commission Policy 600CP for the Sidewalk Program. Currently, there is one project being designed and it is possible that several more will be designed and constructed during FY11. Revisions to the traffic calming program approved by the City Commission have significantly reduced the number of projects that qualify for funding. Emphasis has shifted from traffic calming to sidewalk improvements including in-fill sidewalks. It is anticipated that these funds will be used for the design and construction of projects identified through the Star Metro NOVA 2010 Plan. These funds also support the Street Resurfacing Program on the construction of sidewalk/ADA ramps to meet the American with Disabilities Act (ADA) requirements. This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

This program will cause additional maintenance costs to Streets and Drainage in future years. It is projected that 6,000 linear feet of sidewalk will be constructed every year. The annual cost of maintenance for each year will be:

- FY 2011 - \$11,695
- FY 2012 - \$11,695
- FY 2013 - \$11,695
- FY 2014 - \$11,695

Sidewalk Program - New Developments	70,000	50,000	70,000	70,000	70,000	70,000	330,000
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A program to refund developers' material costs for construction of sidewalks along every new city roadway was abolished by the City Commission on July 17, 1991. The present policy requires developers to pay for sidewalks on new public streets. However, the city has several development agreements outstanding, which require reimbursement of sidewalk construction costs in subdivisions approved prior to July 17, 1991, and in annexed areas with an urban services agreement. These development agreements allowed developers to construct sidewalks after the subdivision was more than fifty percent complete. City staff continues to identify those subdivisions, which are substantially built-out, and request the developer to construct sidewalks in adherence to the development agreement. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to fund balance.

Based on anticipated refunds for Bull Run, Piney Z, and Benjamin's Run it is recommended that refunds be maintained at \$70,000 per year. Supplementary appropriations will be requested through the City Commission, if any of these projects request full sidewalk reimbursement.

Operating Budget Impact

This program will cause some additional maintenance costs to the Streets and Drainage division in future years. It is projected that 3,500 linear feet of sidewalk will be constructed every year. The annual cost of maintenance for each year will be:

- FY 2010 - \$1,875
- FY 2011 - \$3,625
- FY 2012 - \$5,375
- FY 2013 - \$5,375
- FY 2014 - \$5,375

Street Resurfacing Program	2,649,800	2,782,300	2,921,400	2,921,400	2,921,400	2,921,400	14,467,900
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The purpose of this program is to resurface those City-owned paved streets that have been deemed, through the pavement management assessment process, to be in need of this action. There are two primary methods used for this program. First is the conventional asphalt overlay method that sometimes requires the cold milling of the existing surface. The recycled milled asphalt product is then reused elsewhere for road base material. The second method is a "green" alternative referred to as "hot-in-place". This is a "green" approach in that the existing asphalt is rejuvenated in-place and re-compacted and then overlaid with new asphalt. The work, using either method, is performed by contractors that have been selected through the competitive bid process. City staff inspects the contractor's work.

This is an annual recurring program with construction schedules to begin in the first quarter and completion in the 4th quarter. Annual appropriations that are not expended will be returned to fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

**City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary**

Development and Transportation Services

Public Works

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Tallahassee-Leon County Public Safety Complex (City Portion)	14,675,000	11,717,000	108,000	0	0	0	11,825,000
<p>This joint funded city/county public safety complex consists of a joint city/county communications facility, city regional transportation management center, city fire administration headquarters, and county emergency medical services (EMS) headquarters in one of two buildings on a common site adjacent to the Red Cross Office at Easterwood Drive near Weems Road.</p> <p>Prior year administration activities pertain to tasks undertaken by ISS, where this project was originally funded.</p> <p><u>Operating Budget Impact</u> This project will have an increased operating impact because of the costs associated with the management and operation of one or two new buildings. Since these buildings have not been designed, these operation costs are unknown.</p>							
Weems Road Improvements	4,000,000	1,500,000	2,300,000	0	0	0	3,800,000
<p>This project provides for the reconstruction of 0.80-mile of Weems Road from Mahan Drive to Easterwood and 0.10-mile extension of Weems Road to Capital Circle N.E. as an urban street with curb and gutter, sidewalks and bike lanes to meet city standards for pedestrian and street safety (PASS). The PD&E study is complete. Design and land acquisition are scheduled during FY09-12. The construction is scheduled during FY10-13.</p> <p><u>Operating Budget Impact</u> This project will have an increased operating impact to the Streets and Drainage operating budget from new sidewalk, guardrails, pavement, landscape, and stormwater facility maintenance beginning in FY 2013 of \$17,000 per year. The operating budget costs only reflect the first year of maintenance (right-of-way mowing, sweeping, and landscape). The subsequent years funding will increase due to the assumption of all maintenance activities.</p>							
Total Public Works	28,968,105	37,919,300	7,869,900	7,951,900	9,611,900	10,308,900	73,661,900

StarMetro

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
FTA FFY 2009 Section 5307 Capital for Bus Purchases	1,452,193	2,357,700	2,444,700	2,534,400	2,627,100	2,705,900	12,669,800
<p>The Federal Transit Administration (FTA) allocates federal funding from Section 5307 (capital and operating assistance) based on a formula distribution. Since the City of Tallahassee is part of the TMA with a population of over 200,000, it is no longer eligible for operating assistance from FTA. There is a requirement to use one percent of the annual allocation for security and one percent for transit enhancements. \$130,000 is dedicated to Planning Administration. The remainder of the FTA funding will be used for preventative maintenance, purchase of buses, vans and related equipment, ITS applications for the buses and for infrastructure additions and improvements. This FTA funding will be matched with toll revenue credits provided by the Florida Department of Transportation.</p> <p><u>Operating Budget Impact</u> There is no impact on the operating budget.</p>							
FTA FFY 2009 Section 5309 Capital for StarMetro Buses	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
<p>This will provide funding for eligible replacement buses, vans and related equipment and for needed expansion buses in order to be able to operate the decentralization and regionalization of the current transit system. These buses will be equipped with ITS equipment, security cameras, radios, fareboxes and equipment to meet ADA requirements. This funding will be matched with toll revenue credits provided by the Florida Department of Transportation.</p> <p><u>Operating Budget Impact</u> There is no operating impact from this project. It is totally federally funded for replacement buses.</p>							
JARC	165,730	165,750	165,750	165,750	165,750	165,750	828,750
<p>The Job Access Reverse Commute (JARC) program provides funding to support the development and maintenance of job access projects designed to transport welfare recipients and eligible low-income individuals to and from jobs and activities related to their employment. The JARC program supports reverse commute projects designed to transport residents of urbanized areas and other than urbanized areas to suburban employment opportunities. These funds may be used for capital or operating.</p>							
New Freedom Capital	25,264	25,250	25,250	25,250	25,250	25,250	126,250
<p>The New Freedom Program funded by the Federal Transit Administration seeks to reduce barriers to transportation service and expand the transportation mobility options available to people with disabilities beyond the requirements of the ADA of 1990. Each year StarMetro, as the designated recipient of these funds seeks project input from the local transit entities. Project(s) are selected and awarded based on conformity with the requirements of the program.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Development and Transportation Services

StarMetro

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Purchase Mobile Data Terminals and Software	0	229,000	0	0	0	0	229,000
Funding from the Federal Transit Administration (FTA) Section 5311 which is administered by the Florida Department of Transportation has become available through the ARRA program. This project is to purchase mobile data terminals (MDTs) for the Community Transportation Coordinator (CTC) vehicles.							
<u>Operating Budget Impact</u>							
<ul style="list-style-type: none"> • No impact on operating budget 							
StarMetro - Miscellaneous A/R	0	50,000	50,000	50,000	50,000	50,000	250,000
This accounts receivable project will allow StarMetro to enter small contractual arrangements with third parties. Examples would include vendors that would like to construct bus shelters, bus stop signs or install advertising equipment on buses. Other examples would include training provided by StarMetro to third parties that reimburse StarMetro for the cost of the training (i.e. Bus simulator and CDL training).							
Total StarMetro	2,893,187	4,077,700	3,935,700	4,025,400	4,118,100	4,196,900	20,353,800
Total Development and Transportation Services	53,821,292	55,747,000	18,554,350	23,514,300	21,980,000	21,030,800	140,826,450

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
CC-EMS Evaluation, Specifications, & Upgrade	0	0	0	0	3,500,000	2,000,000	5,500,000
<p>In FY 1998, the process to analyze and evaluate the existing system control and data acquisition/automatic general control system (SCADA/AGC) as well as communications and cyber security was initiated (the current system was procured in 2005 and upgraded in 2008 with another scheduled upgrade set for 2011) to a fully functional Energy & Security Management System. This evaluation process identified the requirements to service and unbundled electric utility and maintain reliable control and monitoring systems to meet all NERC requirements.</p> <p>This is not a recurring project, and funds will remain in the project until completion scheduled for FY 2016.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
CC-Sub-Supervisory Control & Data Acquisition (SCADA)	325,000	325,000	425,000	475,000	475,000	500,000	2,200,000
<p>The scope of this project includes procurement and implementation of electronic data retrieval, system control and communications. Modifications, additions and upgrades to system control and data acquisition (SCADA); annual maintenance plan for current SCADA, Security and weather systems, System Control building equipment and upgrades; SCADA remote terminal units (RTUs); test equipment; printers; interface software; RTU communications; T1 multiplexers; ethernet communications; asynchronous transfer mode (ATM) switches; fiber optic switches; relay communications; protective relaying; mirror bit communication; communication terminations; patch panels; or SCADA upgrades, facilities and additions. This is a recurring project. Annual appropriations not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
CC-Telecommunications/Fiber Optics	200,000	200,000	250,000	275,000	275,000	275,000	1,275,000
<p>This project entails the procurement of communications equipment, fiber, and the installation of fiber optics cables and associated control equipment that provide for communication networks for the electric system monitoring and control. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Corn - Head Gate Replacements	70,000	70,000	0	0	0	0	70,000
<p>This project is to purchase or fabricate replacement head gates for the units at Corn Hydro facility. Head gates are essential on each unit at the hydro facility. The Head gates are used to stop the water from entering a turbine so that personnel can safely work on units.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Corn Hydro Master-Major/Minor Capital Projects	0	10,000	60,000	80,000	60,000	60,000	270,000
<p>This project provides funding for major/minor repairs, replacements and improvements to the physical plant at Corn Hydro Generating facility. The funding requested is 90% of the estimated costs for these activities. To the extent project schedules are kept, additional funding will be requested. Future estimates are based on work deemed necessary and will be itemized at the time of future appropriation requests. Projects requiring multi-year funding are identified individually.</p> <p>The projects for FY 2011 will include miscellaneous major/minor repairs required to the Corn Hydro units. This includes structure and site improvements, earthen dam repairs and other items as directed by FERC inspections.</p> <p>Unanticipated plant repairs will be prioritized and can be substituted for projects initially identified and/or be funded from the master project. Annual appropriations to the master projects that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

**City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary**

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Corn- Hydro Part 12	0	0	0	0	0	350,000	350,000
<p>The Part 12 inspection is a requirement of the operating license issued by the Federal Energy Regulatory Commission (FERC) to operate the facility. There is no relief from the inspections as long as the City of Tallahassee operates the Corn Hydro facility. An inspection was conducted in FY 2009.</p> <p><u>Operating Budget Impact</u> Assuming that this project is approved, there are no on-going operational budget impacts. Failure to perform the Part 12 inspection when it is due will expose the City to fines and penalties from FERC. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins #2 SCR Catalyst Replacement	0	0	0	1,500,000	0	0	1,500,000
<p>Hopkins Unit 2 utilizes selective catalytic reduction (SCR) to reduce oxides of nitrogen (NOx). This project is to replace the SCR Catalyst. The catalyst has a design life that requires it to be replaced on a periodic basis. Failure to replace the SCR catalyst when it is spent will result in the unit being unable to meet the permit requirements and result in the unit being unavailable for operation. This project will provide for the replacement of the SCR in FY2013.</p> <p><u>Operating Budget Impact</u> Provided this project is completed, there are no operating impacts associated with this project. Failure to approve this project will affect the efficiency and reliability of Hopkins Unit 2. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins- DCS Technology Upgrade	0	0	0	0	0	1,500,000	1,500,000
<p>In 1995 the control systems for the units at the Hopkins Generating Station was retrofitted with a state-of-the-art distributed control system (DCS) provided by Westinghouse Process Control, which is now a division of Emerson Process Management. The control system comprises computer and electronic hardware for the receiving and sending control signals, analyzing and manipulating this control data and providing operator and engineering interface for monitoring/adjusting logic, setpoints and algorithms. The DCS is the primary control system for Unit 1 and the older gas turbines (GT1 and GT2) and provides a balance-of-plant (BOP) control for the LM6000 gas turbines (GT3 and GT4) and the Unit 2 combined cycle conversion (HP2A). This project is to update the Emerson Process Control distributed control system to the most current hardware/software platforms available from the OEM.</p>							
Hopkins LM 6000 SCR & CO Replacement	0	0	950,000	0	0	0	950,000
<p>The new GE LM 6000 gas turbines (Units HC3 & HC4) utilize selective catalytic reduction (SCR) and an oxidation catalyst to reduce oxides of nitrogen (NOx) and carbon monoxide (CO). The initial operating life guarantee provided by GE was for five years, provided the majority of operation is with gas fuel. This project will provide for the replacement of the SCR and CO catalysts in year 2012.</p> <p><u>Operating Budget Impact</u> Provided that this project is completed, there are no operating impacts associated with this project. Should this project not be approved, there will be operating budget impacts due to increased maintenance costs associated with the forced outages and increased fuel and purchase power costs associated with the forced outages. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins Master-Major/Minor Capital Projects	900,000	1,050,000	1,200,000	600,000	700,000	1,200,000	4,750,000
<p>This is a continuing program consisting of major/minor repairs, replacements and improvements that do not exceed \$500,000 to the physical plant at Hopkins. Projects in excess of \$500,000, as well as projects requiring multi-year funding, are identified individually. The funding requested is 90% of the estimated costs for these activities. To the extent project schedules are kept, additional funding will be requested. Future year estimates are based on work deemed necessary and will be itemized at the time of future appropriation requests. This proposed master project for FY 2011 includes, but is not limited to tank farm structure painting, roof replacement, fire protection upgrade, wastewater piping and pump upgrade and Unit 1 MCC upgrade. Additional unanticipated plant repairs or unspecified repairs of higher priority can be substituted for the projects on the list and/or be funded from the master project. Annual appropriations to the master projects that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

**City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary**

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Hopkins Miscellaneous Major/Minor Equipment & Facilities R/R	374,000	387,000	400,000	400,000	428,500	443,500	2,059,000
<p>The scope of this project provides for the repair and purchase of various plant equipment and improvements to facilities. There are miscellaneous minor equipment purchases and facility improvements required during the year to continue efficient, safe and reliable operation of the generating units. The purchases and improvements will be capital in nature, but unrelated to another capital project. This is a recurring project. Annual appropriations not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins Unit # 2 Cooling Tower Fill Replacement	0	500,000	500,000	500,000	0	0	1,500,000
<p>Hopkins Unit # 2 cooling tower fill material and water distribution header are made of asbestos cement. This project will provide for the replacement of the fill material and header in a phased manner over a three-year period.</p> <p><u>Operating Budget Impact</u> Provided this project is completed, there are no operating impacts associated with this project. Failure to approve this project will affect the efficiency and reliability of Unit #2, a base load unit for the City of Tallahassee, and increase the number of forced and maintenance outages, subsequently increasing maintenance costs and fuel and purchase power costs due to the forced outages. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins-Critical Asset Infrastructure Security Enhancements	0	300,000	300,000	0	0	0	600,000
<p>This project will provide security enhancements to the Hopkins facility in order to comply with NERC requirements. A vulnerability assessment was completed and several areas were identified as needing improved cameras, fencing, card readers and locking devices.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five year capital improvement plan and future impacts will be built into the five year plan as applicable.</p>							
Hopkins-HP Peaking Units Major/Minor Outages	0	0	1,000,000	1,600,000	0	1,000,000	3,600,000
<p>This project will provide for periodic inspection, repairs, purchase or replacement parts, materials, miscellaneous contractual services, etc. for the major and minor outages/inspection of equipment associated with the combustion turbine peaking generating units, HC1, HC2, HC3 and HC4, located at Hopkins Plant. The scope includes combustion turbine/generators, auxiliary equipment, controls, etc.</p> <p><u>Operating Budget Impact</u> Provided this project is completed, there are no operating impacts associated with this project. Failure to approve this project will impact the efficiency and reliability of the unit and result in increased maintenance costs due to the resulting forced outages. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins-HP1 Major/Minor Outages	600,000	1,600,000	100,000	175,000	1,275,000	700,000	3,850,000
<p>This project will provide periodic inspection, repairs, purchase of replacement parts, materials, miscellaneous contractual services, etc. for the major and minor outages/inspection of equipment associated with Hopkins Unit 1 (HP1) steam turbine, generator, boiler, associated auxiliary equipment, controls, etc.</p> <p>A portion of the funding for the major activities, such as low pressure (LP) turbine overhaul and major outage of the turbine/generator, boiler, etc., are included in the prior year to provide for ordering and delivery of long lead parts, etc.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Hopkins-HP2 Major/Minor Outages	100,000	150,000	200,000	3,725,000	425,000	400,000	4,900,000
<p>This project will provide for periodic inspection, repairs, purchase of replacement parts, materials, miscellaneous contractual services, etc. for the major and minor outages/inspection of equipment associated with Hopkins Unit 2 (HP2) combustion turbine/generator, heat recovery steam generator (HRSG), associated auxiliary equipment, controls, etc. The major portion of periodic inspection is covered by the long-term services agreement with the OEM, GE, for the combustion turbine.</p> <p>A portion of the funding for the major activities such as major outage of the turbine/generator, HSRG, etc. are included in the prior year to provide for long lead parts, etc.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
PE- B-9 to BP-18 Trans Line This project involves engineering, right-of-way acquisition, purchase of equipment, construction and related activities associated with the construction of a 115kV transmission line between substations BP-9 and BP-18.	750,000	0	0	0	501,000	2,000,000	2,501,000
PE- Backup Resource for Substation BP-12 This project involves the engineering, purchase of equipment, land acquisition, construction and related activities associated with an evaluation of various methods to provide a backup resource for Substation BP12. This may involve evaluation of transmission lines, distributed generation, or a reinforced distribution system to determine the most appropriate and reliable solution. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	200,000	1,000,000	1,000,000	400,000	200,000	0	2,600,000
PE- Line 32 Tap Breaker Installation This project involves the engineering, land acquisition, purchase of equipment, construction and related activities associated with the construction of a new 230kV switching station. This switching station will be inserted in Line 31 for the termination of the new 230kV transmission line to Substation BP5. This is part of the 230 kV transmission ring around the eastern side of the service territory being constructed in order to meet new reliability standards dictated by the North American Electric Reliability Corporation (NERC).	0	840,000	0	0	0	0	840,000
PE-BP-14 Feeders This project involves engineering, purchase of equipment, construction and related activities associated with the installation of 12kV distribution feeders from bulk power Substation BP14. Operating Budget Impact This project is not anticipated to increase the operating budget.	2,100,000	0	0	0	600,000	0	600,000
PE-BP-15 to BP-18 Transmission Line This project involves engineering, right-of-way acquisition, purchase of equipment, construction and related activities associated with the construction of a 115kV transmission line between substations BP-15 and BP-18. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	400,000	0	0	0	500,000	2,000,000	2,500,000
PE-BP-21 Feeders on Mahan This project involves the engineering, purchase of equipment, construction and related activities associated with the installation of 12kV distribution feeders on Mahan Drive from Substation BP21 to provide backup to Substation BP4 and BP7. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	0	0	0	500,000	0	0	500,000
PE-BP-5 to Line 31 Transmission Line This project involves engineering, right-of-way acquisition, purchase of equipment, construction and related activities associated with a new 230 kV transmission line from Line 31 to Substation BP-5. Previous project name: PE-Hopkins to BP5 115 kV Trans Line	9,660,000	1,340,000	0	0	0	0	1,340,000
PE-Capital Cascades Trail-Segment 1 This project involves engineering, purchase of materials, construction, and related activities for the underground conversion of 12 kV distribution feeders on Franklin Boulevard from Tennessee Street to Lafayette Street. Funding is requested based on current knowledge of the scope of work for this project and escalating costs. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	0	0	0	0	420,000	0	420,000
PE-Capital Cascades Trail-Segment 2 This project involves engineering, purchase of materials, construction, and related activities for the underground conversion of 12 kV distribution feeders on Franklin Boulevard from Lafayette Street to South Monroe Street. Funding requested for fiscal year 2011 has increased based on current knowledge of the scope of work for this project and escalating costs. Operating Budget Impact This project is not anticipated to increase the operating budget.	470,000	360,000	0	0	0	0	360,000

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
PE-Capital Circle SW, Springhill to Blountstown Hwy.	300,000	300,000	0	0	0	0	300,000
<p>This project involves engineering, purchase of materials, construction and related activities associated with the construction of 12 kV distribution feeders for the CCSW project.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-CCSW Orange to US 90	0	500,000	500,000	250,000	0	0	1,250,000
<p>This project involves the engineering activities, purchase of equipment, construction and related activities associated with the relocation of existing 12kV distribution feeder circuits, services, and lateral taps required for the Blueprint 2000 road widening project on Capital Circle SW, extending from Orange Avenue to US Highway 90 (Tennessee Street).</p>							
PE-Centerville Rd Feeders	0	0	0	0	2,500,000	0	2,500,000
<p>This project involves the engineering, purchase of equipment, construction and related activities associated with the installation of 12kV distribution feeders on Centerville Road from Hickory Ridge to Pimlico to provide backup for future development on Welaunee Plantation.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Distribution Feeder Upgrades & Modifications	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
<p>This project involves engineering, purchase of equipment, construction, and related activities associated with studying distribution feeder loads and configurations and upgrades and/or modifying where necessary to adequately and reliably serve customers.</p> <p>This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Electric System Construction and Improvements	9,929,000	7,000,000	7,000,000	7,000,000	7,500,000	7,500,000	36,000,000

This project involves engineering, right-of-way acquisition, purchase of equipment, construction, and related activities associated with the expansion, addition, or improvement of electric facilities generally less than \$500,000 and recurring projects for new services, new area light installation, and unpredictables.

Projects for the five-year period include, but are not limited to, the following:

1. Road widening/utility relocation projects
2. Transmission line replacement structures
3. Access road maintenance
4. Upgrade of Talquin ATUs
5. System protection

The requested funding represents 75% of the estimated costs for these activities, with the exception of recurring projects that are funded at 100%. The project list was developed after communicating with Leon County Public Works, Florida Department of Transportation and City Public Works and obtaining their respective project plans. This is a master project to support construction-related projects. Individual projects will be funded based on the system requirements at the time of construction. To the extent project schedules are maintained, additional funding will be requested.

Appropriations that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

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Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
PE-Fallschase Residential	900,000	0	0	0	300,000	300,000	600,000
This project involves engineering, purchase of equipment, construction and related activities associated with the construction of 12 kV feeders for the Fallschase residential development.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-GIS Electric Field Inventory	326,000	600,000	0	0	0	0	600,000
This project will be a joint project with the telecommunications, cable television and other utilities with facilities attached to City poles. The project is designed to accomplish a joint use attachment survey to determine the number of foreign attachments on City poles and City attachments on foreign poles; a street light and area light survey; capture missing distribution facilities not present in GIS; capture and correct GIS feature attributes; capture missing features not presently in GIS, such as fault indication, tag underground structures; and capture Talquin Electric Cooperative distribution facilities that the City is scheduled to purchase. This project is expected to generate new revenue based on the number of foreign attachments on City poles that can be added to the Joint Use Contract.							
PE-GIS Integration with New Work Processes	926,400	0	30,000	75,000	50,000	50,000	205,000
This is an ongoing project that will continue the development and integration of the geographic information system (GIS) into the Electric Department's business operations as new functionality becomes available. One project will geo-code the remainder of the electric service points. GIS will support electric system analysis and engineering, outage management, tree trimming operations, and work management.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Purchase of Distribution Equipment	800,000	130,000	130,000	130,000	130,000	130,000	650,000
This project involves engineering, purchase of equipment, construction and related activities associated with sectionalizers, fused terminating cabinets and switched capacitor banks to increase distribution feeder capacity and reliability, reduce losses and improve voltage.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Purchase of Talquin Electric Co-op Facilities	3,000,000	0	1,575,000	1,500,000	1,000,000	1,000,000	5,075,000
This project provides for the purchase of Talquin Electric Cooperative facilities within the city's electric service territory and for the installation of new services for city customers on Talquin facilities within this territory. Annual appropriations not expended prior to the close of the fiscal year will be returned to the fund balance.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Recdr Transmission Line 7A	600,000	2,100,000	0	0	0	0	2,100,000
This project involves engineering, purchase of equipment, construction and related activities associated with reconductoring transmission line 7A.							
PE-Recdr Transmission Lines 15A, 15B, 15C	9,515,000	7,500,000	0	0	0	0	7,500,000
This project involves engineering, purchase of equipment, construction and related activities associated with the modification of three existing transmission lines to provide greater line capacity that would satisfy the requirements of the Long Range Transmission Plan. System requirements have become better defined indicating that this project will involve a combination of reconductoring and reconstructing all line sections and ultimately the conversion of Line 15A to 230kV as part of a 230kV transmission ring. Since this project integrates with other transmission lines and substation projects in an overall plan, it is anticipated the completion of the final connection to Substation BP5 and BP7 at 230 kV will be in FY 2016. To the extent that technical requirements change during the design stage, advance funding may be requested from future programmed funding.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							

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Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
PE-Recurring-Replacements and Upgrades	800,000	800,000	850,000	850,000	850,000	850,000	4,200,000
This project provides funding for the following:							
1. Distribution, replacement and upgrade: cost for replacement of existing overhead and underground equipment/facilities, including labor and equipment.							
2. Area light replacement and upgrade: cost for replacement of existing equipment/facilities, including labor and equipment.							
This project is a master recurring project. Appropriations that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Smart Grid - Utility Enhancements	0	450,000	1,200,000	300,000	0	0	1,950,000
This project is for the acquisition of a 900 mhz radio system and electric system devices comprising the control points within the electric distribution system to be automated together with the additional software at the system control center required to operate it.							
PE-South Network Conversion	0	0	1,000,000	1,200,000	800,000	0	3,000,000
This project involves engineering, purchase of equipment, construction and related activities associated with the conversion of the 4kV south network to 12kV.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Street Lighting-Improvements/Maintenance Projects	910,000	910,000	910,000	910,000	910,000	910,000	4,550,000
This budget provides annual funding for projects to install new streetlights in locations for new or existing subdivisions and street projects. Projects proposed include, but are not limited to, the following:							
1) Installation of lights for new subdivisions and minor streets.							
2) Continuation of downtown lighting.							
This is a recurring project. Appropriations not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Substation BP-13 Modifications	0	200,000	425,000	0	0	0	625,000
This project involves the engineering, construction and related activities to modify/rehabilitate existing switchgear at substation BP13.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Substation BP-17	1,200,000	5,100,000	0	0	0	0	5,100,000
This project involves engineering, right-of-way acquisition, purchase of equipment, construction and related activities associated with the construction of substation BP17. The location of of Substation BP-17 is not the same as originally proposed and has been relocated in accordance with the final approved route for the Eastern Transmission Line. The substation design will need to be revised and an aesthetically pleasing wall added to reduce visual impact, hence additional engineering and construction costs.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Substation BP-18	2,350,000	0	0	0	650,000	2,500,000	3,150,000
This project involves engineering, right-of-way acquisition, purchase of equipment, construction and related activities associated with the construction of bulk power substation BP-18.							

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			FY 2012	FY 2013	FY 2014	FY 2015	
PE-Substation BP-22	200,000	3,000,000	2,500,000	0	0	0	5,500,000
<p>This project involves the engineering, purchase of equipment, construction and related activities associated with the construction of a new substation on city-owned property in the Bannerman Road/Meridian Road area to replace temporary substation BP16. Substation BP16 has become loaded sooner than anticipated and development in the area is continuing at a rapid pace, requiring the schedule for major work to be advanced to FY 2011.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Substation BP-23	270,000	850,000	3,000,000	0	0	0	3,850,000
<p>This project involves the engineering, purchase of equipment, construction and related activities associated with a new substation in the west side of the electric service territory. This project was originally planned as expansion of existing Substation BP10 required to increase capacity necessary to transfer loads to allow maintenance of existing equipment. However, this would result in too many resources concentrated in a single substation. Construction of a new substation is a more reliable solution and would support potential economic development near the airport while also serving as back-up for Substation 11 (airport), 10, 31, and 3.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Substation BP-4 Modification	7,095,000	2,700,000	1,000,000	0	0	0	3,700,000
<p>This project involves engineering, purchase of equipment, construction and related activities associated with the reconstruction, reconfiguration and increase in capacity of Substation BP4. This will involve reconfiguration to a 115 kV ring bus design, the installation of two 35 MVA power transformers and replacement of the old switchgear with an outdoor bus design. It also will involve the addition of a 230 kV section in the substation with a 230:115kV autotransformer and 230 kV bus for the termination of transmission line 15A, which is being converted to 230 kV.</p> <p>Reconstruction with a ring bus design will enhance reliability and customer service while the 230 kV will provide system performance in compliance with NERC transmission planning standards.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Substation BP-6 Modification	100,000	3,100,000	1,500,000	0	0	0	4,600,000
<p>This project involves the engineering, purchase of equipment, land acquisition, construction and related activities associated with an increase in capacity at Substation BP6 to meet anticipated load growth in the downtown area. This will involve purchase and installation of two 50 MVA transformers and possible upgrading of existing switchgear. Downtown load growth as well as the anticipated Gaines Street project required the schedule for major work to be advanced to FY 2011.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-Substation Interconnection Projects	450,000	0	200,000	0	0	0	200,000
<p>This project involves engineering, purchase of equipment, construction and related activities associated with the interconnection of the City's transmission system with the Progress Energy Florida transmission system.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
PE-T/Line to Ox Bottom Substation	220,000	0	500,000	0	0	0	500,000
<p>This project involves the engineering, land acquisition, purchase of materials, construction and related activities associated with the construction of a transmission line to the proposed substation in the Ox Bottom area. Substation BP16 has become loaded sooner than anticipated and development in the area is continuing at a rapid pace requiring the schedule for major work to be advanced to FY 2012.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

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			FY 2012	FY 2013	FY 2014	FY 2015	
PE-Transmission Line 17 Conversion	300,000	400,000	1,800,000	1,400,000	0	0	3,600,000
This project involves engineering, purchase of equipment, construction and related activities associated with the conversion of existing transmission line 17 from 115 kV to 230 kV.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Transmission Upgrade Projects	500,000	500,000	2,045,100	0	0	0	2,545,100
This project involves the engineering, purchase of materials, construction and related activities associated with the modification/upgrade of 115 kV and/or 230 kV transmission lines.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
PE-Welaunee	1,800,000	0	0	0	300,000	300,000	600,000
This project involves the engineering, purchase of equipment, land acquisition, construction and related activities associated with the construction of 12 kV feeders for the Welaunee development.							
<u>Operating Budget Impact</u>							
There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.							
Prod Mgmt- Champs Upgrade	0	0	0	0	50,000	0	50,000
The Electric generating plants utilize Champs, a commutered maintenance management system, to manage maintenance activities of the power plant equipment. The application tracks the work being performed on equipment, the associated costs and is a useful tool for plant management decisions. Periodic upgrades or enhancements to the application are necessary to ensure the system is providing the functionality necessary for efficient and effective management of preventative maintenance and ongoing maintenance at the facilities.							
<u>Operating Budget Impact</u>							
There is no operating impact with this project if the recommendations are implemented. Failure to upgrade Champs could result in loss of vendor maintenance support and impact tracking the maintenance activities at the power plants.							
Prod Mgmt- Corn Spillway Modifications	9,176,966	650,000	0	0	0	0	650,000
The Federal Energy Regulatory Commission (FERC) regulates The Corn Hydro facility. Every five (5) years, the City is required to conduct an independent Part 12 safety inspection. During the 2003 Part 12-safety inspection, FERC identified a concern with the emergency spillway and fuse plug design of the Corn facility. This concern was based on a failure of a similar-designed facility. Based on this concern, a conceptual design has been identified to replace the existing emergency spillway and fuse plug with a concrete spillway. FERC has approved the conceptual design and engineering is on going on the final spillway design. This project is for construction of the new spillway facility. See projects 0101173 and 08129 for prior year funding amount.							
<u>Operating Budget Impact</u>							
This project by itself will not have a material or direct quantifiable operating impact; however there is an incremental addition to the requirements for maintaining and operating the system with each addition to the electric system. The cumulative incremental additions of projects ultimately either impact the operating budget in terms of needs for increased staffing and funding resources or decrease the level of customer service that can be provided if not adequately staffed and funded.							
Prod Mgmt- Insurance Issues	0	0	0	100,000	0	300,000	400,000
This project provides funding for upgrades to Purdom, Hopkins and Corn Hydro plants based on recommendations from the City's insurance carrier.							
<u>Operating Budget Impact</u>							
There is no operating impact with this project if the recommendations are implemented. Failure to implement the insurance company's recommendations can result in increased premiums.							

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			FY 2012	FY 2013	FY 2014	FY 2015	
Prod Mgmt- PP8 and Hopkins Unit 2 Performance Testing	125,000	125,000	0	135,000	140,000	0	400,000

General Electric (GE) performs the major unit maintenance on the Purdom Unit #8 and Hopkins Unit 2A turbine generators set under a long-term services agreement (LTSA). This LTSA includes performance guarantees. After GE performs scheduled maintenance, performance testing is required to determine whether GE has met the performance guarantees. Purdom Unit #8 is scheduled to undergo a major outage in FY2013. Hopkins Unit # 2A is scheduled to undergo a hot gas path inspection in FY2011 and FY2014. This is a major inspection and the work should result in performance improvements in the unit. Due to the magnitude of the work involved, outside testing support is needed for this performance test.

Operating Budget Impact

There is no operating impact with this project. There will be an impact on the energy cost recovery charge depending upon the final determination of liquidated damages or bonuses to be paid.

Prod Mgmt-Purchase/Install Distributed Generation Near Sub 5	0	0	0	8,500,000	61,000,000	0	69,500,000
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Based on the current 10-year strategic transmission study, supporting capital projects are required in 2010 and beyond to ensure system reliability. Options include building new transmission infrastructure and/or installing combustion turbines at key locations on the City's system to meet grid reliability standards. One option in the 2013-2015 timeframe identified for further detailed study is the installation of 2 - 48MW combustion turbines as an alternative to the addition of major (230kV) transmission facilities or to address resource uncertainty associated with the implementation of the City's DSM plan. This capital project is submitted to ensure that the funding will be in place for the most capital-intensive option currently under consideration. A final decision on this and other grid enhancement projects intended to maintain system reliability will be made by the City Commission during fiscal years 2011 and 2012.

Operating Budget Impact

It is anticipated that this project will not require any additional FTEs. There will be operational budget impacts associated with the operating and maintenance of these new units. These costs will include materials, services and fuel. There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

Purdom - Piping & NDE Inspection and Reinsulation	150,000	0	0	100,000	0	100,000	200,000
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This project is to allow for the non-destructive testing of high-pressured and high temperature piping on Unit 8 and the Zero Discharge Unit to ensure it is safe for continued operation. The city's insurance carrier has recommended that this inspection be completed on a periodic basis. This work can only be done during outages.

Operating Budget Impact

Provided that this project is completed, there are no operating impacts associated with this project. Should this project not be approved, there will be operating budget impacts due to increased maintenance costs associated with the forced outages and increased fuel and purchase power costs associated with the forced outages.

Purdom - PP8 Major / Minor Outages	455,000	30,000	470,000	1,570,000	50,000	50,000	2,170,000
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This project will provide for periodic inspection, repairs, purchase of replacement parts, materials, miscellaneous contractual services, etc. for the major and minor outages/inspection of equipment associated with Purdom Unit 8 (PP8) combustion turbine/generator, heat recovery steam generator (HRSG), associated auxiliary equipment, controls, etc. The major portion of periodic inspection is covered by the long-term services agreement with the OEM, GE, for the combustion turbine.

A portion of the funding for the major activities such as major outage of the turbine/generator, HRSG, etc. are included in the prior year to provide for long lead parts, etc.

Operating Budget Impact

There is no operating budget with the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable. If not approved, there will be significant increases to the operating budget impacts due to increased forced outages.

Purdom - Structure Improvements	1,160,000	600,000	0	600,000	0	600,000	1,800,000
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This project will provide for the major repair and replacement of such items as roofs, siding, gutters, drains, etc. of various structures and tanks around the plant.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

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			FY 2012	FY 2013	FY 2014	FY 2015	
Purdom - Unit 7 Demolition	0	0	0	1,000,000	0	0	1,000,000
<p>This project is for the demolition of Unit 7. Purdom Unit 7 is scheduled to be retired in 2011. Once the unit is retired, it will not be operated and will begin to deteriorate. The demolition of the unit will ensure that there are no safety hazards associated with the continued deterioration of the unit once it is retired.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five year plan as applicable.</p>							
Purdom- Critical Asset Infrastructure Security Enhancements	0	300,000	300,000	0	0	0	600,000
<p>This project will provide security enhancements to the Purdom facility in order to comply with NERC requirements. A vulnerability assessment was completed and several areas were identified as needing improved cameras, fencing, card readers and locking devices.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five year capital improvement plan and future impacts will be built into the five year plan as applicable.</p>							
Purdom Master-Major/Minor Capital Projects	20,000	70,000	30,000	30,000	30,000	30,000	190,000
<p>This is a continuing program consisting of major/minor repairs, replacements and improvements to the physical plant at Purdom Power Plant. The funding requested is 90% of the estimated costs for these activities. To the extent project schedules are kept, additional funding will be requested. Future estimates are based on work deemed necessary and will be itemized at the time of future appropriation requests. Projects requiring multi-year funding are identified individually.</p> <p>Projects for fiscal year 2011 are:</p> <ol style="list-style-type: none"> Unit #7 boiler, turbine-generator and repair/replacement of related equipment. Balance of plant repair and replacement items such as, but not limited to, lube oil pumps, fuel oil equipment and condensate equipment. <p>Additional plant repairs or repairs of higher priority that are not listed can be substituted for projects on the list and/or be funded from the master project. Annual appropriations to the master projects that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Purdom Miscellaneous Equipment Replacement & Automation	177,400	183,600	190,000	190,000	190,000	190,000	943,600
<p>This is a continuing program consisting of upgrades and replacement items at the Purdom plant. This project will be used for replacement of pumps, motors, small equipment and other capital items at the Purdom plant. This project will also be inclusive of such items as: auxiliary equipment, any safety apparatus or any other plant needs associated with Unit #7, Unit #8, Unit #1CT, and Unit #2 CT. This is a recurring project. Annual appropriations not expended prior to the close of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Purdom MKVI Controls Upgrade/DCS Upgrade	1,500,000	0	500,000	4,000,000	0	0	4,500,000
<p>The plant utilizes two DCS control systems to operate. The GE MK V control system is utilized for the Unit 8 combustion turbine/generator and steam turbine/generator and the Bailey Infinet 90 is utilized to control Unit 7 and the balance of plant on Unit 8. Due to changes in technology, these DCS systems need to be upgraded/replaced from time to time. This project will provide for the following activities: (1) Upgrading of the Bailey Infinet 90 consoles to a Microsoft based computer to replace the obsolete Bailey proprietary software consoles (2) Conversion of the GE MKv control system to a GE MK VI control system (3) Further upgrade of the Bailey Infinet 90 or conversion of the Bailey Infinet 90 control system to the GE MK VI.</p> <p><u>Operating Budget Impact</u> Provided this project is approved, there will be no operating budget impacts. Failure to complete this project will result in increased costs resulting from increased maintenance costs due to failures and additional fuel costs due to the Purdom units being unavailable. Failure to have the Purdom units available can also result in reliability issues with the City's electric system.</p>							

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			FY 2012	FY 2013	FY 2014	FY 2015	
Purdom Unit 8 Zero Discharge (ZD) Major/Minor Outages	1,200,000	300,000	100,000	300,000	300,000	100,000	1,100,000
<p>PP8 is equipped with a zero discharge (ZD) facility. This project is to provide funding for the periodic preventative maintenance outages associated with the ZD facility. The scopes of work that may be performed under this project include, but are not limited to, repair/replacement of the vapor compressor, filter press and other mechanical and electrical equipment</p> <p><u>Operating Budget Impact</u> Provided this project is approved, there will be no operating budget impacts. Failure to complete this project will result in increased costs resulting from increased maintenance costs due to failures and additional fuel costs due to the Purdom units being unavailable. Failure to have the Purdom units available can also result in reliability issues with the City's electric system.</p>							
SP-Alternate Energy	5,400,000	0	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
<p>A part of the city's long-term energy plan involves the potential for inclusion of renewable/alternative energy projects into the current power supply portfolio. The IRP Study identified opportunities to include cost-effective renewable resources in the energy mix. This project will provide funding to evaluate opportunities that may become available as part of the ongoing analysis of the long-term resource plan as well as continuing the analysis of those resources already anticipated as part of the current power supply portfolio.</p> <p><u>Operating Budget Impact</u> There is no operating budget impact within the current five-year capital improvement plan. Future impacts will be built into the five-year plan as appropriate.</p>							
SP-Electric System Planning Resource Studies	560,000	225,000	250,000	250,000	275,000	275,000	1,275,000
<p>The scope of this project includes system planning studies and support and NERC compliance evaluation and support. In an effort to effectively manage the development of the electric system relative to current and future regulatory, operational and capacity requirements, the utility must evaluate energy alternatives, facilities, infrastructure, related projects and compliance with NERC reliability standards. This is a recurring project. Annual appropriations not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact anticipated within the current five-year capital improvement plan. Future impacts will be built into the five-year plan as appropriate.</p>							
SP-Energy Efficiency & Demand-Side Management	15,174,376	5,000,000	12,000,000	12,000,000	13,000,000	13,000,000	55,000,000
<p>In December 2006, the Electric Utility completed an Integrated Resources Planning (IRP) Study that identified an appropriate mix of supply and demand-side resources needed to most efficiently meet future power needs over a 20-year period. Demand-Side Management (DSM) and energy efficiency (EE) programs play a key role in that resource plan. This project provides the funding to support the DSM/EE portfolio approved by the City Commission in December 2006. The budget schedule reflects the implementation plan proposed by Energy Services and approved by the City Commission in January 2008, consisting of a 2-year deferral of some expenditures originally planned for FY 2009, combined with additional funding in later years to achieve the required demand and energy savings.</p> <p><u>Operating Budget Impact</u> There are potential operating budget impacts from this project in the Energy Services Department.</p>							
SP-Solar Capacity Expansion Plan	1,740,500	131,000	131,000	131,000	131,000	131,000	655,000
<p>The Electric Utility is continuing to promote installation of solar thermal and photovoltaic (PV) systems to provide a limited diversity of energy supply, encourage use of clean energy sources, educate customers about the advantages of renewable resources, and provide energy and tradable renewable energy certificates (green tags) for existing and future retail green power offerings. This ongoing project will help to position the City for changes in the energy markets and assist the utility in responding to possible renewable energy portfolio standards.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable. Maintenance and support services will be outsourced.</p>							
T&D-115kV/230kV Transmission Line Facility Refurbishment	150,000	150,000	150,000	150,000	150,000	175,000	775,000
<p>This project provides funding for refurbishment of 115/230 kilovolt transmission overhead line facilities in the area of the city's generating stations to accommodate necessary reconfiguration of the generating stations' switchyards. This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
T&D-Application of Capacitor and Voltage Regulators	220,000	45,000	50,000	35,000	45,000	45,000	220,000

Regulators

Project scope includes (i) necessary studies to determine and identify the proper size and location; (ii) installation of capacitor banks and controls needed on the electric distribution system; and (iii) construction and installation of regulator banks needed on the electric distribution system.

Operating criteria include:

1. Maintain near unity power factor without going into leading condition to minimize system losses.
2. Optimize voltage levels without compromising the above or creating high voltage conditions.
3. Correct sections of circuits between gang switches so normal circuit switching will not disrupt power factor or voltage correction.
4. Recommend location for application of voltage regulators on circuits where properly applied capacitors alone will not maintain desirable voltage levels.

This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Distribution/Automation & Control	30,000	40,000	40,000	40,000	50,000	50,000	220,000
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This project provides funding for necessary equipment to automate the control, metering and monitoring of various distribution facilities and associated costs so that it can be remotely monitored and operated. This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Electric Service Request-Master	600,000	650,000	650,000	650,000	650,000	650,000	3,250,000
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The Electric Utility performs numerous projects at the request of citizens, businesses and organizations to repair damages to the electric system infrastructure, as well as for other specific services requested by electric customers.

There are basically two types of requests:

1. Specific work relative to the electric facilities that are paid by the customer (e.g., pole relocation).
2. Emergency repairs necessary because of damages to electric system property that will be paid by the party responsible for the damage.

The estimates are based on historical expenditures for these types of activities, and all expenditures are fully reimbursed by the requesting or responsible party. Incurred costs are billed by the Utility through the City's billing and accounts receivables process. This is a master project. Annual appropriations to the master projects not utilized to fund specific projects prior to the end of fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Facility Security Program	225,000	125,000	150,000	150,000	125,000	0	550,000
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This is a five-year project to evaluate, implement and place in service necessary security measures to reduce vandalism and theft of wire, cable, fuels, etc., from electric utility substations and operational facilities. Various improved security measures such as increased lighting, motion detectors, night vision security cameras, razor wire, locked fuel caps, and security guards will be evaluated and assessed for implementation as the most appropriate security measures to be used at each electric utility site.

Operating Budget Impact

There will be an increase in electrical energy usage for some of the security equipment placed in-service by this project. In the future, a need may arise for an additional full-time position to be responsible for monitoring, overseeing the performance of security equipment and coordinating the overall electric utility security program as the city's electric utility grows and expands. Additionally, it could be determined that one of the needed security measures would be an annual contract agreement for security guard services that would be an operating expense.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

T&D-G.P. Yard Access-Extension and Improvement	650,000	650,000	0	0	0	0	650,000
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The City of Tallahassee Electric Utility purchased 9.07 acres located between Messer Park and the existing material storage facility (GP Yard) from Rose Printing in FY2008. This project entails clearing the property, securing the site, expanding the existing GP Yard, construction of oil filled equipment handling facility and transmission material storage facility.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Gang Switch Repair/Replacement 115 KV and 230 KV	75,000	75,000	75,000	75,000	75,000	75,000	375,000
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Project scope will be to refurbish or replace deteriorated gang switches on the city's transmission system. It is Transmission and Distribution's intent to repair/replace these switches over a seven-year period. All switches with twenty years of service, critical location, and switches with high failure rates will be included in this project. The following is a preliminary list of gang switch repair/replacement priorities:

Substation (Sub)	Switch KV	Number Switches	Priority
Hopkins	115 & 230	43 & 8	Very Critical
Sub 1, 2, & 4	115	19/10/12	Critical
Sub 3 & 6	115	20/12	Very Critical
Sub 8, 9 & 10	115	15/12/13	High Failure Rate

This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Padmount Transformers & Pedestal Inspection Program	130,000	150,000	150,000	150,000	150,000	150,000	750,000
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This project provides for the cabinet inspection of interior padmount transformers, pedestals and associated padmounted equipment and includes the following:

1. Computerized data collection of work performed.
2. Infrared inspection and ground resistance readings.
3. Replace penta or hex bolts if necessary and unlock or cut off locks if necessary.
4. Insecticide treatment and install fault indicators- labor only.
5. Private property access and attachment of inspection stickers.
6. Install road markers and paint numbers on pedestal corresponding with padmount.
7. Replace pedestal lid bolts where available-labor only.
8. Other associated minor repairs as needed.
9. Needed connector replacements and installation of fault indicators, etc.

This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
T&D-Pole Inspection and Treatment/Pole Reinforcement	1,375,000	0	750,000	850,000	250,000	0	1,850,000

This project provides for the ground-line treatment of all wood transmission poles and includes the following:

1. Equipment identification and computerized data collection of work performed.
2. Visual inspection of pole and hardware attachments, noting any gross defects.
3. Visual inspection of application of remedial preservative treatments to extend pole life.
4. Pole restoration utilizing c-truss or fiber wrap systems.

This is a cyclical three-year project to complete inspection and refurbishment for poles on overhead system. Note- This is a new project to replace the old project E04026.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Refurbishment of URD System	850,000	900,000	950,000	1,000,000	1,000,000	1,000,000	4,850,000
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This project provides the funding for the replacement and/or refurbishment of deteriorated underground distribution (URD) facilities. This project includes the replacement and installation of fault indicators, cables and URD equipment such as deteriorated pad mounted equipment, cable, conduit, and associated equipment. This required maintenance and refurbishment of URD facilities is necessary to effectively operate the electric distribution system in a reliable and safe manner. This is an ongoing project.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Relay & Communication Sys. Replacement & Upgrd-Phase II	2,255,000	400,000	400,000	400,000	400,000	400,000	2,000,000
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This project provides funding for the purchase of equipment to replace and upgrade the existing protective relay and relay communication systems; testing of associated relays and communication equipment; replacement of substation annunciator panel systems; communications multiplexors and switches; system control and data acquisition equipment; fiber optic network; and other electronic equipment, facilities, and wiring for monitoring/control/protection/communications.

In 1995, the utility began the program to change-out/upgrade the carrier system. The first phase of the microwave upgrade from analog to digital was scheduled to begin in FY 1998. However, due to the installation of fiber optic cable in the city, the digital microwave upgrade was changed to upgrade all communications and data/control/relaying/security equipment to be compatible with the self-healing fiber optic system being installed.

Phase II upgrading and replacement of the relay/relay communications system began in FY 1995, with the replacement of analog relays with microprocessor-based relays capable of combining six or more analog relays. The process includes line metering into one microprocessor based relay, which provides the added functions of event recording and fault location. The relay/relay communications upgrade on the electric transmission system will proceed through FY 2013.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
T&D-Relay&Communication Sys. Replacement&Upgrade - Phase III	200,000	200,000	350,000	350,000	350,000	350,000	1,600,000

This project provides funding for the purchase of equipment to replace and upgrade the existing protective relay and relay communication systems; testing of the associated relays and communication equipment; replacement of substation annunciator panel systems; communications multiplexors and switches; system control and data acquisition equipment; fiber optic network; and other electronic equipment, facilities, and wiring for monitoring/control/protection/communications.

In FY 1995, the department began the program to change-out/upgrade the carrier system. The first phase of the microwave upgrade from analog to digital was scheduled to begin in FY 1998. However, due to the installation of the fiber optic cable in the city, the digital microwave upgrade was changed to upgrading all communications and data/control/relaying/security equipment to be compatible with the self-healing fiber optic system being installed.

Phase III upgrading and replacement of the relay/relay communications system will begin in FY2010, with the replacement of analog relays with microprocessor-based relays capable of combining six or more analog relays. The process includes line metering into one microprocessor based relay, which provides the added functions of event recording, and fault location. The relay/relay communications upgrade on the electric distribution system will proceed through FY 2018.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Remodeling Operations Center	150,000	175,000	100,000	100,000	100,000	150,000	625,000
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This project entails remodeling and/or updating the utility operations facility including the associated electric meter operations building located at the operations center, the 9.07 acres located between Messer Park and the existing material storage facility, and addressing those problems associated with aging and deterioration of the facility. Improvements continue with internal refurbishment such as painting, replacing of carpet, and updating of electrical wiring and other facility systems, and necessary feasibility study of oil filled equipment handling process. This is a recurring project. Annual appropriations not expended prior to the close of fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Substation Transformers Replacement/Refurbishment	1,875,000	500,000	500,000	500,000	600,000	625,000	2,725,000
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This project provides funding for the materials, services, and labor for refurbishment/replacement of substation transformers and associated equipment, including associated breakers at various distribution substations on the City's electric system. This program provides necessary funding over several years to refurbish/replace several of the older substation transformers and associated equipment that are over thirty-years old. Refurbishment activities will include necessary preventative deterioration actions such as painting, recoating of metal surfaces, etc. This program will allow for spare replacement units should there be an in-service system failure of a substation transformer.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

T&D-Substation/System Control Bldg. Equip. & Facility Upgrd	175,000	175,000	300,000	400,000	400,000	400,000	1,675,000
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This project provides for necessary equipment and facilities to operate, protect and control the electric utility system. This monitoring/control/protection equipment and facilities are required to maintain system reliability. Expenditures for FY 2011 will include:

Equipment for control of interruptible loads; upgrades to existing computers; replacement of remote terminal unit (RTU) cards; transducers; relays/relay testing; meters; test equipment; printers; relay and communications spare parts; substation battery sets (3 substations per year); inspection and maintenance; painting of microwave towers; a three-year program to replace HVAC in substation control buildings; conduit and cable; other relay protective equipment; AC/DC surge protection systems for substation control panels; protective relays; and other associated equipment to enhance electric system reliability.

This is a recurring project. Annual appropriations not expended prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Electric Utility

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
T&D-Tree Replacement This project provides funding for planting low growing species of trees or plants to replace tall trees growing under overhead power lines and associated costs. This is a recurring project. Funds not expended prior to the close of the fiscal year will be returned to the fund balance. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	25,000	25,000	25,000	25,000	25,000	25,000	125,000
T&D-Utility Operations Center Office/Storage Facility Add. This project entails adding an office/storage facility at the Utility Operations Center. The facility will add several office spaces, meeting rooms and storage for the use of T&D personnel.	0	0	350,000	0	0	0	350,000
USC-Misc Repair and Replacement This project provides for the repair and purchase of various equipment and improvements to the Utility Supply Center facility to support its move from Procurement Services to Electric Utility. This project will include, but not be limited to; improvements to the yard area, painting, Peoplesoft support/modifications, and storage and equipment improvements. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	0	200,000	0	0	0	0	200,000
Total Electric Utility	104,664,642	56,546,600	53,711,100	59,826,000	106,085,500	47,039,500	323,208,700

Energy Services

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Commercial Energy Conservation This project provides low interest loans to support the city's ongoing energy efficiency/customer retention efforts in the commercial sector. The program's focus is to improve energy efficiency of commercial facilities and promote efficiency in city and other public/governmental facilities through the funding of special projects and studies. This is a recurring project. Annual appropriations that are not expended by the close of the fiscal year will be returned to the energy conservation fund. Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	625,000	625,000	625,000	625,000	625,000	625,000	3,125,000
Demand Side Management Program Support Demand side management (DSM) resources will continue to be an important part of the city's resource mix over the next few years. This project provides funding for DSM support activities using the energy conservation fund. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the energy conservation fund. Operating Budget Impact This project includes funding in the amount of \$44,270 for an Energy Services Representative position. Of that total, \$31,029 is funded from this project, while \$13,241 comes from the operating budget to pay for pension, the city's matched annuity plan, and health benefits.	125,000	125,000	125,000	125,000	125,000	125,000	625,000
DSM - Program Enhancements Demand Side Management (DSM) resources will continue to be an important part of the city's resource mix over the next few years. While the program development is getting underway, staff has recommended funds to enhance existing programs. The intent is to gain local market momentum with program enhancements that are known to meet existing policy, economic, or marketing goals, and also have minimal fiscal impact. The enhancements are: 1. Compact Fluorescent Lamp distribution 2. Solar Energy Rebates 3. Ceiling Insulation Rebates Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.	880,000	240,000	240,000	240,000	0	0	720,000

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Energy Services

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Residential Energy Conservation	3,020,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000
<p>This project provides low interest loans and rebates to support the city's existing residential energy efficiency program. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to the energy conservation fund.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
Total Energy Services	4,650,000	5,190,000	5,190,000	5,190,000	4,950,000	4,950,000	25,470,000

Fleet Management

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Environmental Compliance and Remediation Program	100,000	100,000	100,000	100,000	100,000	100,000	500,000
<p>This is a continuing program, which supports environmental facilities activities and compliance with regulations of the Florida Department of Environmental Protection (DEP). DEP requires that sites, which have the potential for contamination, have emergency response action plans, initial remedial action plans, discharge notification plans, quality assurance project plans, contamination assessment reports, remedial action plans, and site rehabilitation. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
Vehicle Replacement	6,000,000	6,000,000	7,000,000	9,350,000	4,650,000	4,650,000	31,650,000
<p>The fleet management program is responsible for centralized citywide vehicle and equipment acquisition, maintenance, and repair. This project supports a program for vehicle replacement. Funding for the program is provided by the fleet reserve, which is replenished annually through fund interest earnings and monthly charges in user department operating budgets. This project includes a ten percent contingency to address unanticipated needs. This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact There is no operating impact within the five-year CIP and future impacts will be built into the five-year plan as applicable.</p>							
Total Fleet Management	6,100,000	6,100,000	7,100,000	9,450,000	4,750,000	4,750,000	32,150,000

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Alternate Fuel Program	10,000	10,000	10,000	10,000	10,000	10,000	50,000
<p>Underground Utilities often designs, constructs, and expands its natural gas mains to provide service to outlying areas. Gas Administration has outlined a strategic plan to incorporate alternative fuels programs for dispensing compressed natural gas/liquid propane to economically feasible end-users, as well as deferring system expansion costs in outlying areas when alternative fuel delivery is a cost feasible option to distribution customers. This program is required to keep invested state licenses active and in full effect during the next fiscal year. Appropriations will also cover a cost feasibility study to be conducted prior to the implementation of the program.</p> <p>This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.</p> <p>Operating Budget Impact Marginal operating impact that will be offset by increased revenues.</p>							

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

Automation Implementation	493,000	700,000	700,000	700,000	700,000	700,000	3,500,000
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This project involves the development and implementation of a Geographic Information System (GIS) database mapping and facility inventory system for the department's Gas, Water & Sewer Utilities. Funding is provided for field surveys to locate existing gas valves/facilities, quality assurance/quality control gas facilities, modeling, prepare data input and editing, integration to GIS from engineering designs and documents, purchase and maintain gas applications pertaining to leak surveys and cathodic protection, purchase and maintain hardware and software pertaining to gas applications, purchase hardware and software pertaining to locating facilities, staff training, gas code compliance suite, mobile GIS, mobile GPS, work management, and field force automation.

Beginning with FY10, this project will include a combination of funding from Gas, Water & Sewer funds as follows:

Gas \$447,400
 Water \$200,000
 Sewer \$200,000

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

AWT Program	171,226,917	42,047,200	11,195,000	1,982,800	600,000	0	55,825,000
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Master project for the AWT design, planning and construction. The AWT improvements are necessary to meet state permitting requirements, particularly for the reduction of nitrogen. Design will be completed in 2009 and early work packages such as storage pond construction and demolition of existing facilities will also commence in 2009. New headworks, screening, grit removal, primary clarifiers, deep-bed denitrification filters, and disinfection and other chemical facilities are major improvements included in the first phase of the AWT project. Completion of the first-phase construction is scheduled in January 2011.

Basin Improvements Implementation Plan	1,500,000	0	2,000,000	1,500,000	1,500,000	1,500,000	6,500,000
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This project will fund planning, design, and construction activities aimed at minimizing water quality impacts to the Tallahassee area receiving water bodies. Implementation activities may include in-lake or contributing watershed projects. Target water bodies will include those located within the major Tallahassee area watersheds.

Carbon Bed Replacement	240,000	480,000	240,000	240,000	480,000	480,000	1,920,000
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The City has granular activated carbon (GAC) units located at five water well facilities used to remove ground water contaminants. The need to change the carbon is related to water demand and other factors. Exchange of the GAC is expected to be an ongoing process with these units. GAC units are closely monitored for Florida Department of Environmental Protection compliance by the Water Quality Division; their analyses/projections indicate that carbon replacement will be required.

Past years funding level requests were based on the number of GAC units expected to be exchanged during the period at 2008-2010 contract pricing. Current pricing has increased with the increased cost of processing coal based products and are consistent with bids received by procurement in FY09.

FY10 - Well 6, FY11 - Well 9 and Well 13, FY12 - Well 7, FY13 - Wells 6 and 13 and FY14 - Well 2.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Central Ditch Flood Reduction	650,000	0	250,000	5,000,000	5,000,000	0	10,250,000
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The project objective is to alleviate flooding in the vicinity of Eppes Drive. This project provides funding to examine flood reduction alternatives. The current solution concept is to replace the bridge at Airport Drive and widen the Central Ditch from Gaines Street through Lake Bradford Road. If the concept or some variation of it is shown to be effective, later phases of the project would implement the concept. Another alternative is the construction of a parallel drainage system which would enable other city units to use this system to convey runoff from the Gaines Street and/or Jackson Bluff Road projects to the regional stormwater facility, thereby reducing the necessity for small, unsightly stormwater ponds. Depending on interest and benefits and the selected alternative, it is possible implementation of such a project could be structured as a joint city/FSU undertaking. Final implementation costs will be determined upon selection of a specific alternative.

Operating Budget Impact

This project will have a slight increase on the operating budget; however, until the solution concept is refined, it is not possible to assess the specific impacts on the operating budget. The majority of the project will be improvements to the conveyance system, which typically do not have a large impact on operating costs.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Central SCADA System Upgrade	0	1,600,000	1,600,000	0	0	0	3,200,000
Major Instrumentation and Control modifications to Lift Station and Water Production sites to include telemetry upgrades, SCADA Network Infrastructure improvements, and technology migration.							
Collection System Rehabilitation/Replacement	1,723,350	1,700,000	1,700,000	1,700,000	1,800,000	1,890,000	8,790,000
Sewer collection infrastructure must be rehabilitated or replaced to extend the expected life and reduce stormwater infiltration and inflow. These projects are prioritized each year based on maintenance reports, with design and construction usually done in-house and coordinated, when possible, with roadway projects.							
This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.							
<u>Operating Budget Impact</u>							
This project will not require additional operating resources. It will be undertaken with existing staff and/or resources.							
Concord Road Stormwater Management Facility	0	750,000	0	0	0	0	750,000
The project provides funding to construct a stormwater management facility on a 3.25-acre parcel located east of Concord Road and north of Formosa Drive. The project objective is to alleviate flooding of approximately 12 residential properties located downstream on Riggins Road, Violet Street, and Lupine Lane in the Meadowbrook subdivision. Over 12 residential properties, as well as the aforementioned City Streets flood.							
Crawfordville Road Gas Main Extension	0	0	615,700	677,200	0	0	1,292,900
This project involves the design and construction of thirteen miles of natural gas main to provide service to the City of Crawfordville in Wakulla County. Engineering and design is scheduled to be completed in the first quarter of FY 2012. Construction is scheduled to begin in the first quarter of FY 2012 and be completed in the fourth quarter of FY 2013.							
<u>Operating Budget Impact</u>							
Marginal operating impact that will be offset by increased revenues.							
Digital Submittal Standards	100,000	100,000	0	0	0	0	100,000
This project will provide funding for the development of a City-wide standard for future submittal of digital planning and construction documents associated with capital improvement projects and land development. Infrastructure covered by the digital submittal standard will include components of the stormwater, water, sewer, gas and electric systems. Once the digital submittal standards are established and implemented, planning and design documents for future construction projects will need to conform to the standards. This will reduce the cost of keeping the City's infrastructure and GIS maps up to date. That, in turn, will make such maps more useful for both government and private sector planning of future projects.							
<u>Operating Budget Impact</u>							
This project will reduce future impacts to the operating budget by reducing costs associated with mapping the constructed infrastructure elements of capital improvement projects and future private development.							
Emory Court and Dupont Drive Area Flood Relief	9,800,000	300,000	0	0	0	0	300,000
The project objective is to reduce flooding in the vicinity of Emory Court and Dupont Drive in the area of Wahnish Way, south of Orange Avenue. Flooding in this area originates from the East Branch drainage canal, a major conveyance draining in excess of 3,000 acres upstream of this location. During tropical storm Allison (June 2001), fifteen homes were flooded and thirty-five homes had yard flooding. Additionally, extensive street flooding occurred, requiring that some residents be evacuated by boat.							
<u>Operating Budget Impact</u>							
This project encompasses channel and secondary drainage system improvements. These types of improvements do not have a major impact on operating costs.							

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Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

Environmental Management Systems		0	95,000	101,000	101,000	101,000	101,000	499,000
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Development, implementation, certification and maintenance of an Environmental Management System for Divisions of Underground Utilities is scheduled during FY11 - FY15.

Wastewater Operations Division - WW Treatment Section: Recertification in FY10; Certification maintenance in FY11; FY12; Recertification in FY13.

Water Quality Division: Development in FY08 - FY10; Certification scheduled in FY10; Certification maintenance in FY11 and FY12; Recertification in FY13.

Wastewater Operations Division - WW Collections Section: Development in FY09; Certification scheduled in FY10; Certification maintenance in FY11 and FY12; Recertification in FY13.

Gas, Water and Sewer Operations: Development planned in FY11; Certification FY14. Certification maintenance in FY14 and FY15.

This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Facility Building Improvements		100,000	100,000	100,000	100,000	100,000	100,000	500,000
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This project involves scheduled and unscheduled improvements and maintenance for the Water Utility Water Quality Facility. Among the recommendations planned are additional building and roof repairs, parking lot improvements, mechanical system maintenance and repairs, and maintenance on the current security system.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Frenchtown Stormwater Improvements		9,452,667	1,552,200	640,500	0	0	0	2,192,700
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The project was established to develop a plan to reduce chronic flooding that occurs in multiple areas within the 840-acre Frenchtown watershed. In 2006, after considering multiple alternatives, the Commission selected a plan felt to best balance the interests of various neighborhood stakeholders. This project has now transitioned to implementing the selected improvements which include both additional pond storage capacity and conveyance improvements. The improvements will be funded by a \$1,645,400 EPA grant and \$10 million in sales tax revenue. The sales tax revenue is to be remitted from Blueprint 2000 water quality funding. The funding from BP2000 is scheduled as follows: FY05 - \$993,262; FY06 - \$1,245,551; FY07 - \$1,301,601; FY08 - \$1,360,173; FY09 - \$1,421,380; FY10 - \$1,485,342; FY11 - \$1,552,183; and FY12 - \$640,508.

Operating Budget Impact

It is not possible to assess specific impacts to the operating budget until the design is more advanced. It is anticipated that the majority of the project will involve improvements to existing conveyance systems, which typically do not have any increased impacts on operating costs.

Gas Recurring Projects		418,600	1,454,900	2,180,450	2,395,250	2,649,750	2,928,700	11,609,050
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The Gas Utility Division performs a variety of capital project activities designed to meet recurring operating requirements. Projects include procurement of meters for new service requests, replacement of obsolete meters, and repaving of utility cuts. This project funding will fund the following sub-projects in FY11: meter replacement, new meters, and utility cut repaving. This is a recurring project. Appropriations that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

Marginal operating impact that will be offset by increased revenues.

Gas Service Request		50,000	50,000	50,000	50,000	50,000	50,000	250,000
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This project provides funding for repairs to gas mains from damages made by gas customers. The estimates are based on historical expenditures for this type of activity and all expenditures will be fully reimbursed by gas customers. Costs for repairs will be billed through the city's billing and accounts receivable process.

This project is also used for the City's Internal Piping Program whereby the City contracts with a local plumber to install internal gas piping. The City is fully reimbursed by the customer for this service; the City also adds an administrative fee for this service. Costs for this program will be billed through the city's billing and accounts receivable process.

This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

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Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Gas System Expansion	929,500	930,000	1,800,900	1,917,500	2,033,250	2,149,400	8,831,050
<p>This project funds the expansion of the gas distribution system serving residential, commercial, and industrial customers. Prior to opening any projects, the department will develop a payback analysis for each individual project. This is a recurring master project. Appropriations that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> Marginal operating impact that will be offset by increased revenues.</p>							
Gas System Relocation/Adjustments	929,500	0	0	0	0	0	0
<p>This project funds the relocation and/or adjustment of existing gas mains and related facilities in conjunction with roadway construction projects. Due to planning and scheduling conflicts in city, county, state, and federal roadway improvements, it is difficult to forecast the extent of gas main relocations. Funding for this recurring master project is consistent with historical expenditures for relocations. Appropriations that are not utilized to fund specific projects prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							
High-Pressure System Upgrade	71,000	65,000	178,800	86,500	96,850	103,300	530,450
<p>This project provides funding for engineering, purchases of equipment, staff training, construction, and related activities associated with the expansion, additions or improvements to the gas high-pressure facilities. Activities also include replacement of remote terminal units (RTU) at various locations, updating and maintaining the gas hydraulic model through the purchase of new hardware/software, and training.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p><u>Operating Budget Impact</u> Improve system through-put/reliability will result in increased sales/revenues with a marginal operating impact.</p>							
Inflow Monitoring and Testing	800,000	900,000	900,000	750,000	800,000	840,000	4,190,000
<p>This project supports the identification of sources of infiltration or inflow into the sanitary sewer system. Identification methods include smoke testing, monitoring flows, and televising. An increase in funding in FY2010 and subsequent years is needed to expand areas to be studied and installation of flow monitoring devices.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u> This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.</p>							
Lower Central Drainage Ditch Erosion Control Project	0	2,000,000	3,300,000	3,400,000	0	0	8,700,000
<p>The project objective is to address severe erosion along the Central Drainage Ditch (CDD) from Gamble Street to Springhill Road. The most severe erosion is from Kissimmee Street to Springhill Road. The majority of the CDD is under private ownership, so land acquisition will be required. It is envisioned that the solution concept will consist of armoring the bottom and sides of the ditch with Gabions with maintenance access paths and fencing along both sides of the ditch.</p> <p><u>Operating Budget Impact</u> This project will have a slight increase on the operating budget; however, until the solution concept is refined, it is not possible to assess the specific impacts on the operating budget. The majority of the project will be improvements to the conveyance system, which typically do not have a large impact on operating costs.</p>							
Master Sewer Plan Improvements	1,100,000	1,900,000	2,000,000	2,000,000	2,000,000	2,100,000	10,000,000
<p>This project is to construct major sewer infrastructure, including pumping stations, force mains, and gravity sewer mains, to provide city sewer services in accordance with the Leon County - City of Tallahassee Water and Sewer Franchise Agreement. Specific projects will be established in response to requests and economic feasibility.</p> <p>This is a master recurring project. Funds that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u> Impacts are incremental. Additional pumping stations and sewer mains will incur operating and maintenance costs but cannot be identified until specific projects are established.</p>							

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Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Master Water Plan Improvements	2,163,200	2,249,750	2,339,700	2,000,000	2,000,000	2,100,000	10,689,450
<p>The Water Utility developed the potable water system master plan during fiscal year 2003. Improvements identified in the plan, which this project funds, include major upgrades of distribution piping to maintain proper water capacity and system pressure to provide adequate fire flows, maintain good water quality, and address future growth.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.</p>							
Minor Sewer Infrastructure Expansions Master Project	1,200,000	865,000	880,000	895,000	900,000	945,000	4,485,000
<p>This project will fund minor sewer infrastructure expansions associated with land development activities. It involves refunds to developers for on-site and off-site activities including pipeline additions/adjustments as well as construction and/or modifications to pump station. The amount opposite each activity represents an estimate of how project funds will be allocated among the various activities for fiscal year 2011:</p> <p>Sewer Refunds (\$350,000) Minor Sewer Line Adjustments (\$100,000) Pump Stations (\$415,000)</p> <p>This is a master-recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.</p> <p>Operating Budget Impact All needed engineering and inspection work associated with this project will be performed by existing Water Resources Engineering Division staff. The project will not require additional operating resources.</p>							
Miscellaneous Stormwater Engineering	80,000	80,000	80,000	80,000	80,000	80,000	400,000
<p>Drainage Basin: City Wide. This project provides a source of funding for various miscellaneous stormwater problems or issues, which the Stormwater Division is called on to address, and which are not funded in the capital improvement plan (CIP). Typically, this work requires some engineering, surveying or other services and this project provides the Stormwater Division with a funding source to provide those activities. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to fund balance.</p> <p>Operating Budget Impact This project is not anticipated to increase the operating budget.</p>							
Northeast Drainage Ditch, Tributary 2 Flood Study	0	120,000	0	0	0	0	120,000
<p>This project is to perform a flood study of the Northeast Drainage Ditch, Tributary 2 for the purpose of re-mapping the floodplain boundary. The National Flood Insurance Program (NFIP) Flood Insurance Rate Maps (FIRM) depict floodplain areas, also known as Special Flood Hazard Areas (SFHA). These SFHA's are subject to inundation by the 1% chance flood, also known as the 100 year flood. The SFHA along the Northeast Drainage Ditch, Tributary 2 is in need of an update.</p> <p>Operating Budget Impact This is an engineering flood study and update to the FIRM; and therefore, this project has no impact on the operating budget.</p>							
NPDES Municipal Stormwater Permit Compliance	1,325,000	50,000	50,000	50,000	50,000	50,000	250,000
<p>This project is to develop and implement programmatic requirements in the Stormwater Management Division that are compelled by the city's National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit. The federal Environmental Protection Agency (EPA) issued the permit to the city on February 1, 1998. While some elements of this project are recurring in nature, some project activities require multi-year contracts. Funding in the out years is applied to permit fees, illicit discharge investigations, high-risk facilities monitoring, and erosion/sediment control training. Funding totals for these out years as well as future years is somewhat uncertain due to the uncertainties associated with the Federal TMDL program. When TMDLs are finalized, it is anticipated that state will require more water quality activities as a part of the NPDES permit program. Consequently, it is probable that out years expenditures will have to be adjusted upward in future years.</p> <p>Operating Budget Impact There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

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Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Park Avenue Tributary #1 Stormwater Improvements	1,900,000	700,000	0	0	0	0	700,000
<p>Drainage Basin: Lake Lafayette.</p> <p>This project provides funding to evaluate the potential to reduce the flooding of properties along Park Avenue Tributary #1, including those near Tina Drive (10 properties) and the Windrush Apartments. Additionally, this project will evaluate options that address the severe erosion of properties abutting the ditch in the vicinity of Albritton Drive. Land acquisition and construction will be required to address the flooding and erosion.</p> <p><u>Operating Budget Impact</u></p> <p>It is not possible to assess the specific impacts this project might have on the operating budget until a solution concept is identified. Most of the flooding is conveyance capacity related, in which case conveyance improvements may be needed. Conveyance improvements do not typically have a large impact on operating costs.</p>							
Pump Station Renovation & Maintenance	1,222,000	1,457,000	765,800	750,000	750,000	750,000	4,472,800
<p>The Distribution and Collection Division operates and maintains 102 pumping stations. Pumping stations are scheduled for periodic maintenance and upgrades based upon the age and condition of the grounds, structures, and/or equipment. The following activities are planned for fiscal year 2011:</p> <ol style="list-style-type: none"> 1. Pump Stations Parts (\$150,000). 2. Wet well cleaning (\$60,000). 3. Facilities beautification (landscaping/painting) of pump stations (\$15,000). 4. Emergency generator repair or replacement services (\$100,000). 5. RPZ maintenance and repair (\$8,000). 6. Elect Parts & Supplies (\$106,000) 7. SCADA (\$68,000) 8. Lift Station Odor Control (\$200,000) 9. Pump Station Machine Services (\$50,000) 10. Replacement and Upgrade (\$100,000) 11. Master Pump Station Renovation & Reliability Improvements (\$600,000) <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u></p> <p>This project will not require additional operating resources.</p>							
Pumping Station Replacement Master Project	1,080,000	1,125,000	1,170,000	1,100,000	1,150,000	1,207,500	5,752,500
<p>The city operates 104 pumping stations in the sewer collection system and annually prioritizes those stations due for replacement or major upgrades. This project provides for the design, purchase and installation of equipment and structures to adequately and reliably pump sewage throughout the collection system.</p> <p>This is a master recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u></p> <p>This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.</p>							
Rainfall and Stream Gauging - Stormwater Project	90,000	93,000	96,000	99,000	102,000	105,000	495,000
<p>The program is funded through a joint agreement among the City, Leon County, and the Northwest Florida Water Management District. The project is an annual recurring project to gather rainfall and stream flow data necessary to continually update stormwater computer models and to ensure reliability of designs. This is a recurring project. Annual appropriations that are not expended prior to the close of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u></p> <p>There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.</p>							

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Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Sewer Line Relocation/Adjustment for Roadways	1,780,000	1,925,000	1,970,000	1,970,000	1,970,000	2,068,500	9,903,500
<p>Sewer collection infrastructure in conflict with proposed roadway and stormwater facility improvements must be relocated and adjusted. The scope and cost of these relocations/adjustments vary with each project and cannot be accurately determined until final construction plans are available. The projected five-year funding levels are based on preliminary Florida Department of Transportation, Leon County, and City Public Works schedules and on historical cost experience.</p> <p>This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.</p> <p><u>Operating Budget Impact</u> The relocation and adjustment of sewer facilities will be undertaken with existing staff and/or funding, and will require no additional operating resources.</p>							
Small Projects Initiative	3,550,000	350,000	350,000	350,000	350,000	350,000	1,750,000
<p>Drainage Basin: City Wide. This project provides funding for smaller stormwater problems to be addressed in a timely manner. To address this issue, a staff person has been assigned to work only on small projects.</p> <p><u>Operating Budget Impact</u> It is not possible to assess the specific impacts this project will have on the operating budget because solution concepts to the various flood problems vary significantly, and are not known until the problem is studied and a site-specific solution concept is defined. Typically, the flooding problems are conveyance-capacity related, in which case conveyance improvements will be needed. Small conveyance system improvements typically do not have any impact on operating costs.</p>							
Stormwater Pollution Reduction Program	1,155,048	50,000	0	0	0	0	50,000
<p>This project continues to fund engineering, planning, and analysis tasks required to establish and develop a stormwater pollution reduction program (SPRP). Development of the SPRP was required by a 1999 amendment to the local Comprehensive Plan, which required that the City develop more specific stormwater quality retrofit objectives with consideration of costs, methodology and the community willingness to financially support implementation. The City was further required to amend the local Comprehensive Plan to reflect the funding targets established by the SPRP study and to fund and initiate a water quality enhancement program to achieve the retrofit goals on the established schedule. The requirements specified in the 1999 amendment were completed in 2005 and in 2006 the Comprehensive Plan was amended to formalize the adoption of a proactive stormwater pollution reduction program within the City and establish substantial funding for the program. More detailed planning work such as TMDL coordination, feasibility studies, monitoring, and grants preparation etc. continues to be required to begin implementation of the SPRP.</p> <p><u>Operating Budget Impact</u> It is anticipated any water quality enhancement program capable of meeting TMDL's will ultimately require a more complicated and active management approach that will result in additional staff and operational resources. For instance, substantially more stormwater facilities will be needed. Further, it is likely there will be a need to maintain pumps and motors, chemical feed systems and process equipment. Analysis of the SPRP program recommended to the City Commission projected annual operations and maintenance costs associated with facilities related to the program to climb from \$250,000 in the early years to \$1.9 million after 20 years. Funding at this level of the additional staff and resources anticipated to be necessary was included in the rate increase calculation.</p>							
Think About Personal Pollution (TAPP)	954,895	210,000	500,000	0	0	0	710,000
<p>The TAPP (Think About Personal Pollution) Campaign is an ongoing water quality enhancement project originally funded through a Section 319 Nonpoint Source Management grant from the US-EPA. The Campaign is a multi-media and community outreach effort, which surveys indicate has been successful in reducing stormwater pollution that reached our lakes, streams, and ponds. Due to reduced revenue at the state level, the City's most recent grant request for this program was not funded. This project will continue to fund the program through FY 2011 but at a reduced level than would be typical if grant funding was available. The City will renew its grant funding request for FY 2012. The higher funding level shown for FY 2012 reflects an anticipation of grant funding. The 319 grants operate on a reimbursable basis so the City must fund the entire program and then be refunded for the grant funded portion. Grant reimbursements return to the Stormwater Undesignated Balance.</p>							

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Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Total Maximum Daily Load (TMDL) Compliance	1,320,000	15,000	15,000	15,000	15,000	15,000	75,000

The Federal Clean Water Act requires that states identify impaired waters and that they develop programs to reduce pollutant loads in those waters. Nationwide, the programs being developed to address these requirements are called TMDL, which is an acronym for total maximum daily load. Florida is moving forward with its TMDL program very rapidly in response to a court ordered schedule. This program could have significant financial impacts on the city. This project provides funding for engineering and administrative activities to develop strategies to address the regulatory requirements of the TMDL program, and to ensure that city interests are protected. Primary activities under this project would include developing necessary technical data and receiving water computer models, negotiating with the Florida Department of Environmental Protection and the Environmental Protection Agency (EPA), preparing TMDL implementation plans, and developing other programmatic elements.

Operating Budget Impact

The federal total maximum daily load (TMDL) program is evolving and many implementation issues remain uncertain. Consequently, it is not possible to predict how the TMDL program will ultimately affect the operating budget. The present strategy is to address TMDL requirements through investment and operating costs programmed into the stormwater pollution reduction program (SPRP). However, it is possible that TMDL pollution reduction requirements will exceed what can be accomplished through the SPRP. Thus, there is a possibility that TMDL's could have a dramatic effect on stormwater program operating costs.

Wastewater Asset Management Plan	610,000	270,000	600,000	250,000	250,000	250,000	1,620,000
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This project will develop and implement an asset management plan for infrastructure in the department. It is a multi-year project that will include wastewater treatment, water distribution, wastewater collection, and the water wells. This project will provide information needed in the future to inform the City Commission of the basis and priority for maintaining capital assets in place during the budget cycle. This ability will be critically important as the city prepares to spend nearly \$160 million in the next few years on capital improvements at these facilities.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Wastewater Collection Recurring Work Orders	2,354,000	2,750,000	2,837,000	2,825,000	2,825,000	2,825,000	14,062,000
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Each fiscal year the distribution and collection division performs a series of capital projects that cover wastewater collection system activities listed below. The amount opposite each activity represents an estimate of how project funds will be allocated among these various activities for fiscal year 2011:

1. Sewer taps (\$220,000).
2. Service cut pavement (\$900,000).
3. Sewer trench repair (\$100,000).
4. Sewer manhole adjustments (\$300,000).
5. Sewer lateral replacement (\$562,000).
6. Force Main Repairs (\$100,000).
7. Replacement & Upgrade (\$288,000).
8. Septic Tank Hauling and Emergency Pumping (\$100,000).
9. Cleaning and Inspections on 16" mains (\$180,000)

This is a master recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources.

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Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Wastewater Treatment Improvements	441,500	441,500	500,000	500,000	500,000	500,000	2,441,500

Each fiscal year, the Wastewater Treatment Division performs various capital projects relating to the repair, replacement, and maintenance activities at two treatment plants and a reuse facility. Project activities are listed below. The amount opposite each represents an estimate of how project funds will be allocated among the various activities for fiscal year 2011:

1. Building and plant equipment painting (\$50,000).
2. Landscape and road maintenance (\$10,000).
3. Reuse facility pivot and pump maintenance (\$124,500).
4. Treatment plant pump enhancements and replacements (\$104,000).
5. Facility and maintenance equipment replacement and enhancements (\$63,000).
6. Wastewater SCADA system upgrade (\$75,000).
7. Elect Parts & Supplies (I&C) (\$15,000).

This is a master recurring project. Annual appropriations that are not expended prior to fiscal year end will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Wastewater Treatment Plant Master Plan	1,041,000	0	880,000	0	0	0	880,000
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The Lake Bradford Road Treatment Plant, the Thomas P. Smith Treatment Facility and the Southeast Farm make up the major components of the city's wastewater treatment system. The last major expansion of this system was in 1992. The master plan is evaluating near-term and long-term improvements required to achieve the city's goals of providing reliable, economical, and environmentally protective wastewater service.

Water Distribution Recurring Work Orders	4,345,250	4,345,250	4,500,000	4,650,000	4,750,000	4,800,000	23,045,250
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Each fiscal year, the Distribution and Collection Division performs a series of capital projects, which cover water distribution system activities shown below. Fire hydrant maintenance is included in the Fire Department's CIP. The amount opposite each activity represents an estimate of how project funds will be allocated among the various activities for fiscal year 2011:

1. New fire hydrant installation (\$20,000).
2. Fire hydrant maintenance painting (\$0).
3. Fire line taps & new fire hydrants (\$80,000).
4. Water taps for new services (\$815,000).
5. Water meter change out (\$660,000).
6. Replacement of old water services (640,000).
7. Service cut pavement patching (\$550,000).
8. Water valve replacement (\$150,000).
9. Dead end water main flushing program (\$36,000).
10. Water valve exercise/survey program (\$209,000).
11. Water valve adjustments (\$220,000).
12. Water main repairs (\$517,000).
13. Sand pit materials (\$70,000).
14. Replacement and upgrade (\$253,250).
15. Water SCADA (\$125,000).

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

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Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
Water Line Reloc./Adj. for FDOT/City/Leon County P/W	1,298,400	1,350,000	1,404,000	985,200	1,000,000	1,050,000	5,789,200

This project funds the relocation and adjustment of water distribution infrastructure that conflicts with proposed roadway improvements planned by city and county public works departments and the Florida Department of Transportation. The scope and cost of these relocations/adjustments vary with each project and cannot be accurately determined until final construction plans are available. The projected five-year funding levels are based on preliminary FDOT, Leon County, and City Public Works schedules and on historical cost experience. An engineering firm or water utility engineering staff will design and inspect each of these projects as needed.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

None

Water Minor Line Extensions and Upgrades	885,000	890,000	900,000	930,000	950,000	997,500	4,667,500
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This project will fund minor water distribution system extensions as well as development related refunds. It will also fund water main replacements and upgrades identified by maintenance and operating activities. Those activities were previously funded under project No. 09055. Estimated allocations for FY2011 listed below.

- 1) Minor Line Extensions (\$250,000)
- 2) Water Main Replacement/Upgrades (\$640,000)

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

This project will not require additional operating funds. Existing staff will be used to manage projects.

Water Quality Division Service Request	90,000	197,100	197,100	197,100	197,100	197,100	985,500
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The Water Quality Division performs laboratory analysis work for other city departments as well as implementation of the small quantity generation (SQG) inspection program. The SQG program is a contract with Leon County for countywide inspection of businesses to examine proper handling of hazardous wastes in compliance with local, state, and federal regulations.

The SQG program allocation is \$25,000; remaining funds support laboratory analysis, equipment, and supplies. All related expenditures will be fully reimbursed by city user departments and Leon County and will be handled through the city's billing and accounts receivable process.

This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Water Resources Alternatives	3,403,200	2,249,750	2,339,700	2,000,000	2,000,000	2,100,000	10,689,450
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Several projects have been identified to serve potential reuse customers, including Southwood CDD, Southeast Capital Circle, and Orange Avenue irrigation and installation of a booster station, from the Tram Road Reuse Facility (TRRF). This project will provide planning, design, and construction of the reuse distribution system from TRRF in order to maximize the customer base for the reuse water.

Operating Budget Impact

A financial analysis will be part of the planning to determine adequate rates for reuse to recover most of the additional O&M costs. Operating Impacts are not expected until FY11 or FY12.

Water Storage Tank Inspection, Cleaning, & Painting	350,000	20,000	300,000	350,000	20,000	20,000	710,000
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This project involves the inspection, cleaning and painting of elevated water storage facilities. This project establishes recurring funding to address all the storage tanks in the Tallahassee water system on a regular schedule.

Tanks 2, 3, 4, 5, and 7 have been painted during the last five years. Tanks 1 and 8 are scheduled for FY11-15 CIP. The five year structural and coating integrity inspection performed in 2006 indicated that Tanks 6 was in "fair" condition and painting should be completed within 3 years with tanks 1 and 8 following. The cleaning and re-painting maintains the structural integrity of the steel tanks and also ensures that the stored water is clean and safe, and that the required storage capacity is met. (Tank 6 in FY10, Tanks 1 & 8 in FY12)

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	

Water System Security Improvements	150,000	150,000	150,000	150,000	150,000	150,000	750,000
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This project supports the development and implementation of security improvements at water supply wells and elevated storage tanks. Through a vulnerability assessment process, the utility identified potential areas of concern and prioritized a plan for security upgrades, modifications to operational procedures, and a system to mitigate risks. Among the recommendations proposed were additional security measures to achieve a higher level of protection. Anticipated improvements include additional intrusion deterrents, enhanced early detection, and safeguards against malicious activities. The project also will augment the current controlled access to the facilities and implement a recognition system.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Water Well and Elevated Tank Renovation & Replacement	975,000	975,000	975,000	975,000	975,000	975,000	4,875,000
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This project supports improvements, upgrades, and maintenance at various city water wells and elevated tanks. The following projects are planned in fiscal year 2011: Electronic equipment upgrades, fluoride plumbing retrofitting, miscellaneous equipment, and lawn maintenance.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will improve the operational efficiency of the city's water supply system. Programmed maintenance of the elevated water tanks and wells will prolong the useful life of the tanks and wells and will reduce replacement costs of these systems, if and when needed.

Water Well Control Center Upgrades	1,320,800	0	0	0	500,000	500,000	1,000,000
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This project supports improvements and upgrades to the existing Motor Control Centers (MCC) at various city water wells. Many wells are utilizing control centers that were installed during the 1960s, 70s and early 1980s. MCCs were replaced at wells 15, 17, and 23 in FY09 with work at Wells 12 and 13 done in FY10. These are the five most critical MCCs. Additional work will be planned for FY14.

Water Well Facility Inspection & Refurbishment	200,000	0	200,000	200,000	200,000	300,000	900,000
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This project includes a structural analysis of existing water well facilities and provides for repair and maintenance of the buildings that house chemicals, electrical motors and electrical control centers. For the previous two (2) years, a minimum of two (2) wells per year have been updated with new roof structures, window, vent and door repair/replacement, and brick/block tuck pointed.

The budget reflects reducing design and construction to one (1) facility per year. To date Water Wells 2, 3, 4, 5, 6, 7 and 17 have been completed with plans prepared for Water Wells 11, 12, 15 and 13. (FY12 well 15, FY13 Well 13, FY14 Well 12) Wells 8, 16, 18 will be evaluated in FY15.

This is a recurring project. Annual appropriations that are not expended prior to the end of the fiscal year will be returned to fund balance.

Operating Budget Impact

This project will not require additional operating resources. It will be undertaken with existing staff and/or funding.

Watershed Protection Plan	113,000	37,000	41,000	45,000	50,000	55,000	228,000
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This project will fund the City's share of two projects requested by the Watershed Management Planning Board. The Watershed Management Planning Board was established by the City and County Commissions through an interlocal agreement executed in 2006. The agreement, entitled Watershed Protection Plan, sets out several short term and long term goals. Two projects are to be funded with the FY11-15 request; a Watershed Boundary Signing Project and a Water Quality Database Project. Both of these projects are called for in the interlocal agreement. Funding requirements for additional projects in subsequent years are anticipated as other goals in the interlocal agreement are implemented.

Welaunee Plantation - Gas Main Extension	61,850	0	117,550	123,750	129,900	136,100	507,300
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This project involves the design and construction of natural gas mains to provide service to Welaunee Plantation.

This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

Marginal operating impact that will be offset by increased revenues.

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget - Service Area Summary

Utility Services

Underground Utilities

Project Name / Description	Prior Years	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				Total Funding
			FY 2012	FY 2013	FY 2014	FY 2015	
West Side Gas System Expansion	0	0	69,550	73,050	76,700	80,600	299,900

This project involves the design and construction of natural gas mains to provide service to a newly developed area in western Leon County. Engineering began in the first quarter of FY 2007. Construction began in the second quarter of FY 2007 and is scheduled to be completed in the fourth quarter of FY 2014.

This is a recurring project. Annual appropriations that are not expended at the end of the fiscal year will be returned to the fund balance.

Operating Budget Impact

Marginal operating impact that will be offset by increased revenues.

Total Underground Utilities	235,053,677	79,699,650	53,789,750	44,173,350	39,861,550	35,559,700	253,084,000
Total Utility Services	350,468,319	147,536,250	119,790,850	118,639,350	155,647,050	92,299,200	633,912,700
Grand Total	416,504,299	207,598,400	146,998,350	153,712,450	189,585,800	128,478,900	826,373,900

City of Tallahassee
Fiscal Year 2011 thru 2015 Capital Budget

Non-Funded Projects

Each year a number of capital projects are requested by departments, but, due to their priority status or funding limitations, are not recommended for funding. During successive years these projects may be resubmitted and, in numerous cases, are considered in subsequent budgets. This occurs most frequently in the general government area because available funding is limited.

Projects listed below reflect those for which no funding is included in any year of the five-year capital improvement plan.

Project	FY 2011 Budget	Non-Appropriated Programmed CIP Funding				5 Year Total
		FY 2012	FY 2013	FY 2014	FY 2015	
Fire						
Relocation of Fire Sta. #8 to Capital Circle/Hartsfield Area	0	0	0	2,250,650	2,793,250	5,043,900
Welaunee Boulevard Fire Station	0	0	0	2,250,650	2,793,250	5,043,900
Department Total	0	0	0	4,501,300	5,586,500	10,087,800
Total Non-Funded Projects	0	0	0	4,501,300	5,586,500	10,087,800

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of Capital Fund Balances
As of June 30, 2010

Fund#	Fund Name	TOTAL AS OF 10/1/09	TOTAL AS OF 06/30/10	CURRENT AVAILABLE
<u>General Government</u>				
105	Affordable Housing Fund	2,590,091	2,841,949	623,028
106	SHIP Program	81,033	-951,467	98,583
107	HOME Program	224,941	-963,867	167,032
110	Law Enforcement Fund-State	193,655	202,541	169,992
111	Police Second Dollar Funding	326,920	293,625	260,434
113	Law Enforcement Fund-Federal	220,856	262,212	254,022
123	Concurrency Fund - NE	673,707	1,192,795	1,192,795
124	Concurrency Fund - NW	96,676	103,291	103,291
125	Concurrency Fund - SE	453,618	663,666	663,666
126	Concurrency Fund - SW	819,747	845,234	163,416
127	Concurrency Fund - Central	5,829,089	5,921,255	324,282
300	Capital Improvement	15,466,079	14,117,502	612,263
301	Sales Tax Construction	11,448,392	9,679,455	3,669,464
302	Gas Tax Construction	9,392,773	9,158,789	3,069,611
304	Sales Tax Extension Construction	-10,419,862	-5,473,096	-15,427,123
312	2004 Capital Bonds Construction	50,943,962	47,538,188	258,469
315	Future Capital Bonds Construction	-563,637	-659,526	0
320	Street Paving Fund	328,781	335,963	98,639
	Total General Government Funds	88,106,823	85,108,508	-3,698,136
<u>Fire</u>				
131	Fire Service Construction	84,207	350,799	83,140
132	Fire Service Bonds Construction	-911,755	-925,529	0
	Total Fire Funds	-827,549	-574,730	83,140
<u>Electric</u>				
401	R R & I	67,251,119	70,798,868	24,292,341
412	Revenue Bond Const 98A	569,591	571,710	276,441
416	Advanced Metering Fund	1,512,234	-241,997	-818,859
422	Revenue Bond Const 98B	244	247	245
423	Future Revenue Bond Construction	20,702,740	5,547,699	0
425	05 Elec Sys Rev Bonds Construction	7,493,037	6,012,349	120,551
	Total Electric Funds	97,528,965	82,688,875	23,870,719
<u>Energy Conservation</u>				
403	Conservation - Res. Loans	7,141,733	9,182,942	1,339,678
413	Conservation-Comm Loans	2,768,121	2,817,859	2,177,473
414	Conservation -Cap Projects	3,911,534	1,687,874	1,377,121
	Total Energy Conservation Funds	13,821,388	13,688,676	4,894,272

City of Tallahassee
Fiscal Year 2011 Approved Budget
Schedule of Capital Fund Balances
As of June 30, 2010

Fund#	Fund Name	TOTAL AS OF 10/1/09	TOTAL AS OF 06/30/10	CURRENT AVAILABLE
<u>Gas</u>				
431	R R & I	1,885,718	1,621,067	1,215,760
447	Advanced Metering Fund	1,117,735	816,664	-103,451
453	05 Gas Sys Rev Bonds Construction	4,588,194	2,468,306	1,283,766
	Total Gas Funds	7,591,647	4,906,037	2,396,075
<u>Water</u>				
461	R R & I	5,477,002	5,733,184	2,750,135
462	Capital Lease Construction	3,410,579	1,574,760	-631,759
463	System Charge	1,827,792	1,562,448	845,057
479	Water CUSR Construction	11,194,706	8,046,726	0
	Total Water Funds	21,910,080	16,917,118	2,963,432
<u>Sewer</u>				
501	R R & I	9,818,474	11,882,576	5,031,168
503	System Charge	10,447,887	8,966,711	716,436
529	Sewer CUSR Construction	94,023,138	57,718,016	0
	Total Sewer Funds	114,289,500	78,567,303	5,747,604
<u>Airport</u>				
541	R R & I	5,544,684	3,980,343	3,093,036
543	Grant Construction	1,327,257	-1,729,444	0
	Total Airport Funds	6,871,942	2,250,899	3,093,036
<u>Other Funds</u>				
581	StarMetro Grant Construction	231,528	-3,955,402	0
601	Solid Waste RR&I/Construction	282,009	270,688	102,313
606	Stormwater RR&I/Construction	53,817,341	52,537,355	10,546,385
607	Stormwater Redevelopment	1,456,510	1,424,437	0
616	Golf Course R R & I	42,003	42,643	34,394
706	ISS RR&I Fund	4,033,466	2,283,364	717,927
716	Vehicle Replacement Reserve	11,567,415	14,016,015	10,042,210
756	Utility Services Construction	1,259,665	993,348	156,403
	Total Other Funds	72,689,936	67,612,448	21,599,632
TOTAL ALL FUNDS		421,982,731	351,165,134	60,949,774

001 General Fund

The General Fund supports many of the core city services. These services include police, parks and recreation, traffic management, road maintenance, housing initiatives, economic development, land use and environmental regulation, and animal services. The general government also provides an operating subsidy to StarMetro, the city's transit system, and contributes tax increment transfers to the Downtown and Frenchtown community redevelopment agencies.

The General Fund approved budget for fiscal year 2011 is \$135,647,723, which is an increase of \$1,856,708 compared to the approved fiscal year 2010 budget. The primary factor for this increase is due to the \$1.6 million increase in FY11 to fund the city's general employee and police union defined benefit pension plans. The city's third defined benefit pension plan, fire union employees, is funded within the Fire fund. Due to the significant decline in the stock market over the last several years, the city's actuary has determined that a significant increase in the city's contribution to all three defined benefit pension plans is required to maintain all three plans as fully funded. The City Commission agreed with the actuary and increased the city's contribution to all three defined benefit plans in FY11.

The fiscal year 2011 approved general fund budget reflects the following changes:

- Eliminating 2.84 positions (net), which includes mid-year FY10 eliminations of vacant positions.
- Funding general employee and police union personnel raises at 2%.
- Funding \$1,200,000 in General Government Capital Project Account (GG/CPA) with a portion of the funding coming from the red light camera revenue.
- Increasing the General Fund contribution to the StarMetro Fund by \$448,117 to account for salary and benefit increases and higher fuel costs.
- Increasing vehicle replacement funding by 22% in FY11, to begin the process of aligning funding with actual replacements.
- Decreasing the general fund contingency by \$137,577.
- Maintaining a soft hiring freeze that will result in salary savings and is captured through increasing the vacancy factor from 1% in FY10 to 3% in FY11.
- Increasing health insurance costs by 5%, based on the agreement between Capital Health Plan, BCBS and the city.
- Transfer to the Deficiencies Fund of \$1.2 million to continue replenishing the fund balance that has been drawn down below policy level in prior years.
- An increase in the city's donations funding of \$75,000 to the Tallahassee Memorial Regional Medical Center's trauma center.
- An increase in the appropriation for the Red Light Camera program of \$1,040,000, for temporary wages and payments to the vendor for use of the cameras and a corresponding increase of \$700,000 in revenue to recognize a full year of operations.
- A decrease in OPEB funding of \$500,000.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

001 General Fund

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	76,289,159	72,651,107	76,687,418	79,086,777	81,392,466	83,719,934	85,843,471
Operating	6,976,231	7,450,718	11,874,188	12,333,399	12,349,879	12,279,025	12,323,960
Other Services & Charges	1,450,506	1,083,136	2,114,121	2,026,698	2,026,698	2,026,698	2,026,698
Capital Outlay	194,948	481,141	244,100	421,500	421,500	421,500	421,500
Allocated Accounts	18,494,447	17,858,468	18,230,442	18,774,185	19,334,940	19,913,229	20,509,637
Utilities and Other Expenses	4,233,668	5,056,765	5,038,199	5,273,412	5,375,482	5,372,096	5,390,653
Transfers	12,469,800	13,576,888	10,819,923	9,595,934	11,188,350	11,935,026	11,441,480
Contributions to Operations	8,847,100	9,167,444	9,431,748	9,447,625	9,463,741	9,485,551	9,507,797
Year End Adjustments	1,534,439	1,917,132	1,207,584	303,200	312,300	321,650	321,650
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Taxes & Franchise Fees	55,898,463	57,481,745	56,925,966	57,801,438	58,740,934	59,849,072	60,740,116
Licenses & Permits	2,673,902	2,576,512	2,788,993	2,794,836	2,803,988	2,811,390	2,811,390
Intergovernmental Revenue	14,031,196	13,201,939	14,630,176	15,113,327	15,098,876	15,382,260	15,671,311
Charges for Services	7,707,903	8,047,176	8,674,311	8,829,824	9,048,473	9,121,937	9,224,501
Fines & Forfeitures	1,139,843	1,009,177	2,756,800	2,760,700	2,764,700	2,768,700	2,773,000
Other Revenues	13,276,302	11,882,105	11,636,432	11,798,479	11,905,251	11,905,251	11,905,251
Other Sources	35,762,689	37,293,498	38,235,045	37,973,546	37,854,856	38,108,157	38,034,530
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	130,490,298	129,242,799	135,647,723	137,262,730	141,865,356	145,474,709	147,786,846
Fund Total Revenue	130,490,298	131,492,152	135,647,723	137,072,150	138,217,078	139,946,767	141,160,099
Fund Balance	0	2,249,353	0	-190,580	-3,648,278	-5,527,942	-6,626,747

Fund Expenditures

Expenditure projections are developed by eight major categories. Historically, personnel costs represent the fund's largest direct expenditure and account for a significant percentage of the Allocated Accounts category. The next largest expenditure category is Transfers, which includes the general government capital projects account and debt service.

The Personnel Services category, budgeted at \$76.7 million, supports the 1,053.87 FTE positions that implement general government services and programs. During FY10, city staff met with the City Commission on two separate occasions (January 27th and May 15th) to discuss mid-year FY10 adjustments and planning for the FY11 budget. The result was that several mid-year FY10 expenditure reductions were approved by the City Commission that also lower costs in FY11. For the FY11 budget, a net reduction of 2.84 positions is approved as compared to the FY10 budget.

Salary enhancements for general government employees and Police union personnel are budgeted at 2%. The City Commission and the Police Benevolent Association are currently negotiating a new collective bargaining agreement for FY11 through FY13. Other adjustments to personnel expenses include a 5% increase in health care premiums, a 10.6% general employee pension rate and an 18.1% Police union employee pension rate, salary updates, position changes, and intradepartmental transfers. The \$600,000 in other post employment benefit funding, as required under GASB 45, is lowered to \$100,000 and shifted from the operating expenditures category to the personnel services category in FY11.

Operating expenditures are generally held at the fiscal year 2010 appropriation levels. The majority of the increase in FY11 is a result of the red light camera program appropriation of \$1,000,000, which is payable to the camera vendor. Exceptions are made for contractual service agreements with escalation clauses. One area that continues to increase each year is the right-of-way maintenance area in the unclassified contractual

001 General Fund

services account. Public Works maintains the right-of-way and the inventory continues to increase, mainly due to road widening by Blueprint 2000. A specific reduction is reflected in the telephone account of most departments due to a new cellular contract.

In the Other Services and Charges category, the \$200,000 donation to the trauma center is reduced to \$75,000 in FY11 since funding will be provided to trauma centers through the red light camera revenue. Funding for the contingency account is \$62,423 in FY11. Following the annual review of non-collectible accounts, funding for bad debt is equal to last year's appropriation.

The Capital Outlay category provides funding for fixed assets that have a value of \$750 or more and have a useful life of more than one year. Typical expenditures include the purchase of new vehicles, heavy equipment, and computers not covered in the Fleet and Information Systems and Services (ISS) allocations. In fiscal year 2011, the major expenses are related to replacement equipment for park maintenance.

Allocated accounts budget for internal services that are driven primarily by personnel expenditures. The majority of the increase in this category is the result of vehicle fuel account increasing by \$203,101 over the FY10 budget due to the difference between the old fuel hedging contract and the new fuel hedging contract. The other increase is in the vehicle replacement account, which is adjusted to match the amount of replacement funds required by each fund to replace the number of vehicles in each fund.

Utilities and Other Expenses category costs for fiscal year 2011 reflect a reduction in the electric utility account to recognize actual savings. The water utility account increased by an additional 11% in FY11, per a previously approved rate increase.

Transfers include debt service, cash financing of capital projects, and services offered by Public Works to external governmental agencies. FY11 debt service, budgeted at \$9,310,576, is based on debt for bonds issued through 2010 and loans from internal sources. Based on the capital improvement plan, new debt is anticipated in FY11. Cash financing for capital projects, the GG/CPA transfer, is budgeted at \$1,200,000 in FY11, which is slightly lower than the \$1,524,000 budgeted in FY10. Public Works anticipates performing services amounting to \$308,847 for external agencies in fiscal year 2011.

Contributions to Operations include coverage of an operating deficit in the StarMetro fund and pass-through of tax increment funds to the Frenchtown and Downtown Community Redevelopment Agencies (CRA). The operating deficit for StarMetro is budgeted at \$8,373,576, while the tax increment for the Frenchtown and Downtown CRA's is \$608,065 and \$450,432, respectively.

Fund Revenues

Property taxes represent the 2nd largest source of General Fund revenues. During the previous three years, the State of Florida through either the Legislature or by referendum has reduced the amount of ad valorem revenue that local governments can generate through millage rate adoption. For FY11, market forces continue to correct the significant increase in property valuations from prior years. The City of Tallahassee experienced a 1.72% reduction in property values for FY11, based on the July 1 certification of taxable value provided by the Leon County Property Appraiser and a 8.3% decrease in FY10. The City Commission maintained the millage rate at 3.7000 mills for FY11. The resulting budgeted ad valorem revenue in FY11, at 3.7000 mills, is \$34,161,309, which is 95% of the total ad valorem revenue calculated.

The City-owned utilities make contributions to the General Fund from their operations. The electric contribution is set at a three-year average of 8.3 mills of kilowatt hour (kWh) retail sales. The contribution levels for water and sewer are based on a percentage of the prior three-year average of gross system revenues from each utility. The percentage is set at 20% for water and 4.5% for sewer. The solid waste contribution also is calculated at 0.75% of the prior three-year average of system revenues. The contribution from gas is not related to sales and is set at a fixed rate of \$2,323,000, which is the same amount as FY10. Currently, Stormwater does not make a contribution.

001 General Fund

Intergovernmental revenue is budgeted at \$14,630,176, which is 7% above fiscal year 2010 adopted revenues. State revenue sharing and Florida 1/2 cent sales tax are higher than FY10 by \$378,491 and \$615,909 respectively. The increase is attributed to a slight increase in the economy and the number of jobs. Federal grant proceeds are essentially the same as fiscal year 2010, although some additional grant revenue is expected under the stimulus bill. Specifically, the city is in the second year of a three-year COPS grant, which provides \$910,725 over FY10 - FY12, to retain five police officer positions.

Revenues from licenses and permits are comprised of occupational licenses and land use environmental fees (LUES). The land use and environmental fees are flat in FY11 compared to FY10 due to the relatively stable housing industry.

Charges for Services capture those revenues that are generated by specific activities such as recreation program fees, contractual police services, planning fees, parking, animal services, public works programs, and interlocal agreements with Leon County. The interlocal agreements with the county support operations of the Tallahassee-Leon County Planning Department, the Animal Services Center, and parks and recreation programs.

Revenues of approximately \$11.6 million are projected from miscellaneous, non-operating sources. These include interest on city investments, applied expenses for the wages of city employees whose work is primarily related to capital projects, overhead allocations from other funds, lease of land and rental of buildings

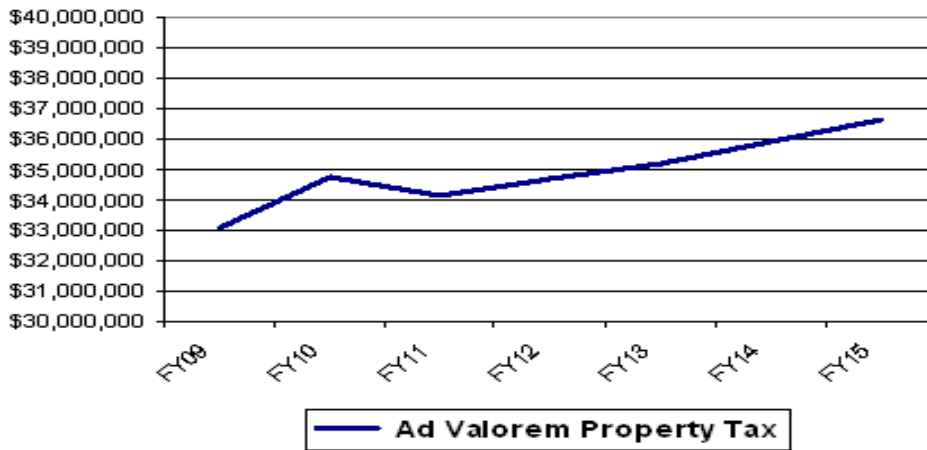
Fines and forfeitures account for approximately \$2.8 million of the general fund. This category has experienced little growth in the last several years primarily due to implementation of Article V, which changed the distribution formula and reduced the percentage of traffic fines received by municipalities from the state. However, the recent action of the City Commission to implement red light cameras is expected to generate \$1.5 million in FY11, which is the first full year of red light camera operations.

There are two significant revenue charts on the next page. The first chart, Property Taxes, details the impact of both legislative and voter approved actions in FY08 and FY09 respectively, resulting in declines. In FY10, the City Commission increased the ad valorem tax rate to 3.7000 mills, from 3.2115 mills in FY09. This is a 15% increase in the millage rate, but only a 5% increase in revenue since property values declined by an average of 8.1%. A further reduction of 1.72% is realized in FY11, before returning to a more predictable growth pattern for FY12 – FY15.

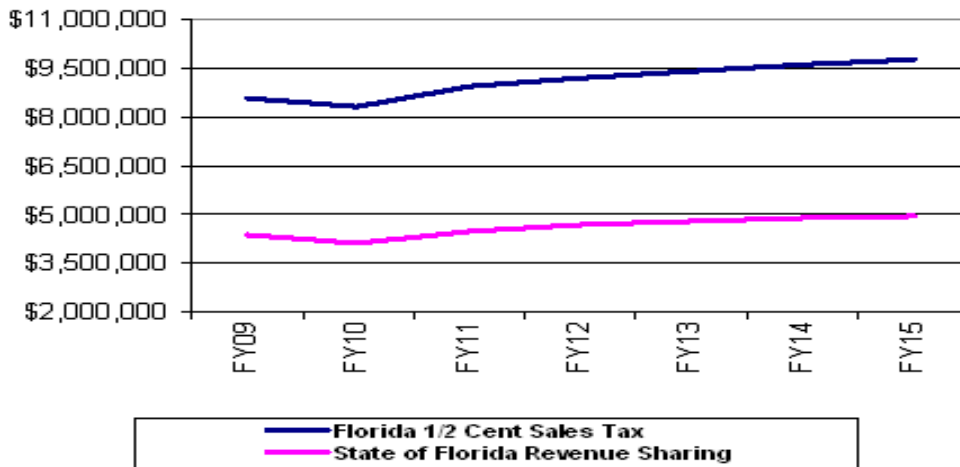
The second chart, State of Florida Revenues, details the impact of the economic recession on state revenues to the city, from FY09 – FY11. The first line on the chart, Florida ½ cent sales tax, increases from \$8.6 million in FY09 to the FY11 budgeted amount of \$8.9 million, which is nearly a 3.5% increase. In comparing the FY09 State of Florida revenue sharing, the second line on the chart, of \$4.4 million to the FY11 budgeted amount of \$4.5 million, a 2.3% increase is realized. Both revenue sources are projecting a more normal pattern of growth in FY12 – FY15.

001 General Fund

Property Taxes



State of Florida Revenues



Capital Projects Operating Budget Impacts

There are no specific operating impacts from capital projects detailed in FY11; however, many general government capital projects will require future maintenance of sidewalks, guardrails, pavement, landscape, and stormwater facilities.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

001 General Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	55,123,469	53,251,697	52,578,492	53,631,075	54,743,186	56,382,554	58,071,094	59,810,350
Capitalized Waqes	-3,059,721	-2,496,582	-2,600,232	-2,560,685	-2,556,125	-2,559,805	-2,559,805	-2,559,805
Salary Enhancements	0	944,005	0	1,078,413	1,647,102	1,696,242	1,746,953	1,799,083
Temporary Waqes	3,733,380	3,470,691	3,639,475	3,517,611	3,590,445	3,592,621	3,549,554	3,580,989
Overtime	2,948,618	3,073,547	3,125,108	3,077,199	3,077,199	3,077,199	3,077,199	3,077,199
Capitalized Overtime	-493,961	-291,528	-723,479	-343,628	-345,728	-345,728	-345,728	-345,728
Other Salary Items	801,119	769,916	716,893	665,192	662,072	662,072	662,072	662,072
Unemployment Compensation	67,662	95,721	204,870	95,721	95,721	95,721	95,721	95,721
Pension- Current	5,999,746	5,900,059	5,744,538	7,541,039	7,766,934	7,995,048	8,230,042	8,472,077
Pension- MAP	2,473,388	2,413,592	2,300,465	2,430,397	2,504,732	2,578,246	2,653,971	2,731,953
Social Security	3,303	0	2,924	0	0	0	0	0
Mandatory Medicare	768,911	627,434	749,065	801,179	826,614	851,059	875,135	901,540
Health Benefits	6,026,951	5,737,019	5,892,494	6,133,576	6,476,103	6,811,791	7,152,656	7,152,656
Health Benefits-Retirees	421,609	434,257	441,666	447,285	447,285	447,285	447,285	447,285
Health Benefits-OPEB	0	0	0	100,000	100,000	100,000	100,000	100,000
Flex Benefits	1,474,685	1,463,307	1,361,147	1,481,260	1,488,832	1,488,832	1,488,832	1,488,832
Vacancy factor of 3.0%	0	-463,247	0	-1,408,216	-1,437,595	-1,480,671	-1,525,047	-1,570,753
Furlough savings	0	-61,539	-51,926	0	0	0	0	0
Adjustment to 85% of Baseline	0	0	-9,490	0	0	0	0	0
Personnel Services	76,289,159	74,868,349	73,372,010	76,687,418	79,086,777	81,392,466	83,719,934	85,843,471
Advertising	85,506	144,230	72,861	145,130	145,130	145,130	145,130	145,130
Cleaning & Laundry	163,517	187,777	138,063	188,488	188,488	188,488	186,847	186,847
Reproduction	76,903	152,794	53,736	149,594	150,644	150,644	150,644	150,644
Unclassified Professional Svcs	151,746	762,641	725,483	162,344	163,502	163,502	163,502	163,502
System Dispatch Services	223	0	0	0	0	0	0	0
System Planning Services	0	0	300	0	0	0	0	0
System Collection	798	0	0	0	0	0	0	0
Building Repairs	106,349	162,866	124,837	161,023	166,023	166,023	165,023	165,023
Equipment Repairs	245,743	308,258	226,484	301,117	305,317	305,317	304,942	304,942
Medical Services	21,298	21,288	10,714	21,288	21,288	21,288	21,288	21,288
Educational Services	0	21,000	0	21,000	21,000	21,000	21,000	21,000
Engineering Services	0	0	130	0	0	0	0	0
Legal Services	133,971	162,460	163,009	167,334	167,334	167,334	167,334	167,334
Unclassified Contract Svcs	2,593,494	4,160,602	2,697,538	5,506,205	5,849,097	5,861,726	5,776,944	5,792,191
Computer Software	68,874	113,163	64,733	117,545	117,545	117,545	117,545	117,545
Garage Employee Parking	173,329	218,162	173,329	218,162	218,162	218,162	218,162	218,162
Utilities- Electric	170	0	0	0	0	0	0	0
Telephone	159,803	187,629	140,339	190,100	190,224	190,224	190,224	190,224
Chem-Med-Lab	157,261	138,867	199,432	125,009	153,509	153,509	153,309	153,309
Food	38,491	38,037	37,162	45,006	45,006	45,006	45,006	45,006
Gasoline	1,571	8,593	1,638	5,676	11,076	11,076	11,076	11,076
Oil & Lubricants	1,726	1,200	1,960	1,200	1,950	1,950	1,950	1,950
Postage	17,297	25,363	6,100	25,363	25,363	25,363	25,363	25,363
Office Supplies	282,495	286,114	247,115	282,352	282,852	282,852	280,352	280,352
Uniforms & Clothing	196,637	257,130	147,626	287,230	289,570	289,570	289,070	294,804
Unclassified Supplies	1,520,544	2,015,822	1,433,796	1,974,619	2,029,429	2,029,429	2,055,937	2,079,407
Non-Capitalized Furniture	7,503	710	7,801	710	710	710	710	710
Vehicle- Non-Garage	2,864	15,139	9,414	15,139	15,139	15,139	15,139	15,139
Building Supplies	34,765	69,761	37,961	69,761	72,761	72,761	72,761	72,761
Travel & Training	133,820	307,181	144,241	199,382	200,382	200,382	199,028	199,028
Police Second Dollar	0	0	0	125,000	125,000	125,000	125,000	125,000
Journals & Books	55,218	77,850	58,465	77,513	77,513	77,513	77,513	77,513
Memberships	93,664	143,446	111,176	153,945	153,945	153,945	145,473	145,473
Certificates & Licenses	10,748	8,670	11,264	10,870	10,870	10,870	10,870	10,870
Rent Expense- Bldg & Ops	49,085	614,628	196,311	589,093	592,108	595,214	598,412	598,412
Rent Expense- Land	142,949	153,744	1,100	153,744	153,744	153,744	153,744	153,744
Rent Expense- Machines	148,765	154,935	136,383	155,452	160,452	160,452	159,935	159,935
Unclassified Charges	99,104	199,680	94,323	227,794	228,266	229,011	229,792	230,276
Operating	6,976,231	11,119,740	7,474,824	11,874,188	12,333,399	12,349,879	12,279,025	12,323,960
Donations	1,355,506	2,081,698	458,838	1,956,698	1,881,698	1,881,698	1,881,698	1,881,698
Uninsured Reserve	0	0	529,298	0	0	0	0	0
Bad Debt Expense	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
City Contingency	0	200,000	0	62,423	50,000	50,000	50,000	50,000
Other Services & Charges	1,450,506	2,376,698	1,083,136	2,114,121	2,026,698	2,026,698	2,026,698	2,026,698

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

001 General Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Building & Structures	5,900	0	0	0	0	0	0	0
Office Equipment	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Computer Equipment	1,444	0	5,555	0	3,000	3,000	3,000	3,000
Vehicle Equipment	25,391	0	216,495	0	35,000	35,000	35,000	35,000
Unclassified Equipment	162,213	234,100	249,091	234,100	373,500	373,500	373,500	373,500
Capital Outlay	194,948	244,100	481,141	244,100	421,500	421,500	421,500	421,500
Human Resource Expense	1,725,405	1,605,082	1,605,071	1,589,983	1,637,683	1,686,814	1,737,419	1,789,541
Accounting Expense	1,149,870	1,229,691	1,225,089	1,278,519	1,316,874	1,356,380	1,397,072	1,438,985
Purchasing Expense	604,750	463,273	463,276	652,409	671,982	692,142	712,906	734,293
Information Systems Expense	6,881,721	6,388,107	6,388,553	6,023,197	6,203,893	6,390,010	6,581,711	6,779,161
Risk Management Expense	1,961,856	2,031,661	2,031,657	2,338,456	2,408,610	2,480,868	2,555,294	2,631,952
Radio Communications Expense	472,042	387,313	387,312	330,275	340,184	350,389	360,901	371,728
Revenue Collection Expense	1,118,382	845,430	845,427	956,588	985,286	1,014,845	1,045,289	1,076,649
Utility Services Expense	147,752	147,728	146,780	155,721	160,392	165,204	170,160	175,265
Environmental	37,603	44,250	44,250	83,876	86,392	88,984	91,654	94,404
Vehicle Garage Expense	2,249,056	2,134,742	2,140,669	2,169,944	2,235,042	2,302,093	2,371,157	2,442,290
Vehicle Fuel	1,091,097	1,190,211	1,437,796	1,393,312	1,435,111	1,478,165	1,522,510	1,568,185
Vehicle Replacement	1,054,913	1,194,156	1,194,158	1,258,162	1,292,736	1,329,046	1,367,156	1,407,184
Allocated Accounts	18,494,447	17,661,644	17,910,038	18,230,442	18,774,185	19,334,940	19,913,229	20,509,637
Utilities - Sewer	127,944	115,614	284,708	118,349	118,349	118,349	116,855	116,855
Utilities - Sanitation	197,518	156,908	196,763	160,976	160,976	160,976	157,007	157,007
Utilities - Stormwater	141,348	141,811	143,152	148,247	148,247	148,247	146,274	146,274
Utilities - Gas	225,371	224,422	245,823	227,037	227,037	227,037	225,676	225,676
Utilities - Water	252,327	208,756	243,957	212,133	212,133	212,133	211,616	211,616
Utilities - Electric	3,202,038	4,275,669	3,824,491	4,062,096	4,297,309	4,399,379	4,406,301	4,424,858
Utilities - Fire Services	55,226	64,901	106,065	65,895	65,895	65,895	64,901	64,901
COGS - Sublet	140	0	0	0	0	0	0	0
COGS - Other	31,756	43,466	11,806	43,466	43,466	43,466	43,466	43,466
Utilities and Other Expenses	4,233,668	5,231,547	5,056,765	5,038,199	5,273,412	5,375,482	5,372,096	5,390,653
Debt Service Transfer	9,150,685	9,099,439	8,477,482	9,310,576	9,286,587	10,879,003	11,625,679	11,132,133
Inter-Fund Transfer	3,319,115	2,333,347	5,099,406	1,509,347	309,347	309,347	309,347	309,347
Transfers	12,469,800	11,432,786	13,576,888	10,819,923	9,595,934	11,188,350	11,935,026	11,441,480
Contribution to StarMetro Fund	7,331,045	7,925,134	8,168,570	8,373,251	8,373,251	8,373,251	8,373,251	8,373,251
Contribution to Golf Course	278,383	0	0	0	0	0	0	0
Contribution to CRA Frenchtown	768,447	656,551	647,312	608,065	617,186	626,444	638,973	651,752
Contribution to CRA Downtown	459,604	357,334	351,562	450,432	457,188	464,046	473,327	482,794
Transfer to CRTPA Fund	9,621	0	0	0	0	0	0	0
Contributions to Operations	8,847,100	8,939,019	9,167,444	9,431,748	9,447,625	9,463,741	9,485,551	9,507,797
Reserve for Communications Tax	488,889	0	0	0	0	0	0	0
Transfer to Deficiencies Fd	1,045,550	1,917,132	1,917,132	1,207,584	303,200	312,300	321,650	321,650
Year End Adjustments	1,534,439	1,917,132	1,917,132	1,207,584	303,200	312,300	321,650	321,650

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

001 General Fund

Revenues	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Ad Valorem Property Tax	33,099,727	34,734,179	35,066,830	34,161,309	34,673,729	35,193,835	35,897,711	36,615,665
Electricity Tax	10,482,145	10,405,712	10,405,712	10,561,798	10,720,225	10,934,629	11,153,322	11,153,322
Water Tax	1,507,833	1,500,000	1,500,000	1,515,000	1,530,150	1,545,452	1,560,907	1,560,907
Gas Tax	996,177	987,121	987,121	1,006,369	1,027,201	1,049,697	1,049,697	1,049,697
Fuel Oil Tax	2,796	3,500	9,844	3,500	3,500	3,500	3,500	3,500
Propane Tax	252,734	284,445	284,445	288,711	293,041	293,041	293,041	293,041
Communication	9,557,051	9,227,793	9,227,793	9,389,279	9,553,592	9,720,780	9,890,894	10,063,984
Taxes & Franchise Fees	55,898,463	57,142,750	57,481,745	56,925,966	57,801,438	58,740,934	59,849,072	60,740,116
Occupational Licenses	1,808,415	1,920,000	1,810,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
Taxi Cab Permits	7,055	7,400	7,055	7,400	7,400	7,400	7,400	7,400
Loading Zone Permits	12,025	16,500	12,025	16,500	16,500	16,500	16,500	16,500
Environmental Permits	499,488	500,000	450,000	505,000	510,050	515,150	520,302	520,302
Contractor Licensinq- Growth	190	0	190	0	0	0	0	0
Land Use Fees- Growth Mngmt	181,946	163,620	150,000	165,256	166,909	168,578	170,264	170,264
Environmental Analysis I	27,991	84,730	31,242	86,383	88,171	89,996	89,996	89,996
Environmental Analysis II	17,923	30,000	12,000	30,000	30,000	30,000	30,000	30,000
Concurrency Fees	113,784	54,707	100,000	55,254	55,806	56,364	56,928	56,928
Environmental Variance Funds	5,085	3,200	4,000	3,200	0	0	0	0
Licenses & Permits	2,673,902	2,780,157	2,576,512	2,788,993	2,794,836	2,803,988	2,811,390	2,811,390
U.S. Department of Justice	0	303,575	303,575	303,575	303,575	0	0	0
HUD- Community Dvlpmnt Block	367,673	420,500	420,500	429,410	438,410	447,599	447,599	447,599
HUD- Home Program	178,975	117,925	117,925	120,071	122,142	124,249	124,249	124,249
FL Housing Fin Agncy SHIP	172,246	122,800	122,800	122,800	122,800	122,800	122,800	122,800
Southwood Golfcart Ord. Req. Ree	0	300	300	300	0	0	0	0
State of FL Revenue Sharing	4,378,587	4,112,866	3,948,351	4,491,357	4,683,184	4,776,848	4,872,385	4,969,832
Mobile Hm License City Share	52,992	67,000	67,000	67,000	67,000	67,000	67,000	67,000
Beverage License	113,441	112,000	112,000	112,000	112,000	112,000	112,000	112,000
Florida 1/2 Cent Sales Tax	8,569,301	8,311,731	7,979,262	8,927,640	9,208,193	9,392,357	9,580,204	9,771,808
City Share County Occ. Licen	67,755	0	0	0	0	0	0	0
Payment in Lieu of Taxes	130,226	56,023	130,226	56,023	56,023	56,023	56,023	56,023
Intergovernmental Revenue	14,031,196	13,624,720	13,201,939	14,630,176	15,113,327	15,098,876	15,382,260	15,671,311

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

001 General Fund

Revenues	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Planning Fees- Rezoning	18,440	28,000	18,440	28,000	28,000	28,000	28,000	28,000
Co Share of Co Employees	73,306	72,236	72,236	73,373	75,574	77,841	80,177	82,582
Co Contrib w/o Co Empl	801,394	813,622	813,622	844,641	869,980	896,080	922,962	950,651
Leon Co Rent and O&M	26,163	33,759	26,163	27,304	27,304	27,304	27,304	27,304
Tape/dvd Dubbing Fees	0	0	0	1,000	1,000	1,000	1,000	1,000
Police Protection	71,490	85,000	77,101	85,000	85,000	85,000	85,000	85,000
Police Sec FSU/FAMU Football	120,650	126,700	120,650	130,500	134,400	138,450	142,600	146,900
Police - Fingerprint Fees	8,500	8,400	8,500	8,400	8,400	8,400	8,400	8,400
Police-Decriminalized Offenses	315	0	1,477	0	0	0	0	0
Other Miscellaneous Revenue	640	2,000	8,115	7,000	7,000	7,000	7,000	7,000
Sale of Cemetery Lots	263,726	210,938	150,000	210,938	210,938	210,938	210,938	210,938
Conference Room Rental	175	0	0	0	0	0	0	0
Parking Meter Receipts	270,157	275,000	295,047	275,000	275,000	275,000	275,000	275,000
Parking Lot Proceeds	146,279	390,000	165,811	390,000	390,000	390,000	390,000	390,000
DIA Garage Revenue	585,047	864,400	725,000	864,400	864,400	864,400	864,400	864,400
Capital Commons Garage	311,455	548,651	250,000	556,913	565,336	573,923	573,923	573,923
Lot Mowing & Clearing	10,404	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Install New Signals-Developer	79,500	0	4,000	0	0	0	0	0
Traffic Signal Control Maint	71,730	64,151	71,730	65,184	66,237	67,307	67,307	67,307
FDOT ROW Maintenance Contrac	527,625	494,817	581,273	494,817	494,817	494,817	494,817	494,817
Concurrenvc Counts - PW	39,726	52,968	52,968	52,968	52,968	52,968	52,968	52,968
FSU Traffic Service - PW	8,887	17,500	11,131	17,500	17,500	17,500	17,500	17,500
FSU-Maint of Traffic Signals	7,740	7,956	7,740	8,172	8,424	8,424	8,424	8,424
FDOT-Maint of Traffic Signal	248,362	238,000	258,343	245,000	252,200	259,612	259,612	259,612
Gadsden Cty-Maint of Traff S	4,515	2,652	4,515	2,724	2,809	2,897	2,897	2,897
Animal Shelter Operations	-16	0	0	0	0	0	0	0
Animal Shelter- Adoptions	103,341	142,956	103,341	146,332	150,166	154,100	154,100	154,100
Animal Shelter- ARV	7,646	3,708	7,646	3,781	3,859	3,839	3,839	3,839
Animal Shelter- Bite Boardin	6,304	5,000	6,304	5,000	5,000	5,000	5,000	5,000
Animal Shelter- Board	15,504	17,301	15,504	17,638	18,003	18,376	18,376	18,376
Animal Shelter- Forfeited De	-16	0	-16	0	0	0	0	0
Animal Shelter- City Impound	24,276	12,469	24,276	12,712	12,975	13,243	13,243	13,243
Animal Shelter- Miscellaneou	3,062	27,500	3,062	27,500	27,500	27,500	27,500	27,500
Animal Shelter- County Board	24,406	15,887	24,406	16,197	16,533	16,876	16,876	16,876
Animal Shelter- Co Ticket	0	5,000	0	5,000	5,000	5,000	5,000	5,000
Cnty Animal Services Contract	512,092	480,972	480,972	495,401	510,263	525,571	525,571	525,571
Animal Shelter-Vet Fees Repaid	1,488	3,500	3,626	3,500	3,500	3,500	3,500	3,500
Animal Shelter - Altering Fees	-1,975	3,600	-2,212	3,600	3,600	3,600	3,600	3,600
Out of County Drop Off	4,150	600	4,150	600	600	600	600	600
Internal Vet Services	65,876	24,000	65,876	25,000	26,000	27,040	27,040	27,040
Miscellaneous Recreation Fee	1,061,440	1,506,343	1,100,000	1,165,193	1,175,439	1,244,231	1,284,231	1,328,901
Park Concessions	48,718	39,870	48,718	40,648	41,489	42,347	42,347	42,347
Oven Park Rental	64,302	84,031	64,302	86,152	88,328	91,011	91,011	91,011
Brokaw McDougal House	35,070	47,897	35,070	49,107	50,348	51,622	51,622	51,622
Soccer Field Rental	81,823	80,681	83,100	82,714	84,799	86,939	86,939	86,939
Misc Rec Fees-Enterprise Proj.	41	5,131	143,573	5,265	5,403	5,545	5,545	5,545
Gaither Green Fees	105,838	126,349	172,682	129,539	132,812	136,172	136,172	136,172
Gaither Pro Shop Revenues	7,721	13,798	18,874	14,146	14,504	14,870	14,870	14,870
Gaither Concessions	10,946	12,735	21,874	13,058	13,389	13,729	13,729	13,729
Gaither Golf Cart Fees	68,525	81,065	87,074	83,114	85,217	87,375	87,375	87,375
Swimming Pool Revenues	411,069	349,556	400,000	358,556	367,556	377,556	377,556	377,556
Area Tallahassee Aquatic Clu	61	0	0	0	0	0	0	0
Online registrations-misc. P&R	4,910	0	57,529	0	0	0	0	0
County Contrib - Parks and R	912,917	951,716	951,716	992,164	1,034,331	1,078,290	1,078,290	1,078,290
Special Events	37,745	21,961	41,254	22,516	23,085	23,670	23,670	23,670
Annual Fees	76,269	43,815	50,000	44,922	46,059	47,226	47,226	47,226
Monthly Fees	4,549	3,447	4,549	3,535	3,624	3,716	3,812	3,812
Tennis Daily Fees	103,794	123,562	112,978	126,193	128,893	131,663	131,663	155,163
Special Programs	25	70,372	519	72,553	74,552	75,652	75,652	75,652
Pro Shop Contract	5,531	8,451	5,531	8,665	8,884	9,110	9,110	9,110
Lessons Contract	51,292	153,973	45,000	158,399	162,957	167,652	167,652	167,652
Restaurant Contract	1,039	1,497	1,039	1,534	1,573	1,613	1,613	1,613
Other Parks & Rec Revenues	25,350	18,995	25,350	19,478	19,974	20,483	20,483	20,483
Racquet Daily Fees	13,667	12,873	13,667	13,199	13,533	13,877	13,877	13,877
Aerobics Daily Fees	7,573	8,610	7,573	8,828	9,051	9,280	9,280	9,280
Tennis Clinic Revenue	63,009	1,905	50,000	1,905	1,905	1,905	1,905	1,905
Tennis Camps	13,609	556	21,946	556	556	556	556	556

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

001 General Fund

	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Revenues	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Tennis Facility Revenue	8,204	159	8,204	159	159	159	159	159
Other Rentals - BM, Rentals, etc.	5,228	118	5,228	118	118	118	118	118
Other Non-Taxable Rentals	29	0	29	0	0	0	0	0
Pre-employment testing fees	15,245	12,000	0	12,000	12,000	12,000	12,000	12,000
Charges for Services	7,707,903	8,869,709	8,047,176	8,674,311	8,829,824	9,048,473	9,121,937	9,224,501
Traffic Fines	578,223	800,000	450,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Parking Violations	386,177	450,000	386,177	450,000	450,000	450,000	450,000	450,000
Police False Alarm	15,583	13,000	13,000	13,000	13,000	13,000	13,000	13,000
NCS Collection Agency Remit	0	10,500	0	0	0	0	0	0
Traffic Violation Surcharge	159,860	190,000	160,000	193,800	197,700	201,700	205,700	210,000
Fines & Forfeitures	1,139,843	1,463,500	1,009,177	2,756,800	2,760,700	2,764,700	2,768,700	2,773,000
Interest	561,005	450,000	575,000	500,000	500,000	500,000	500,000	500,000
Lincoln Center Rent	73,511	84,093	73,511	100,912	120,095	145,314	145,314	145,314
Lease of Land	820	2,880	820	3,456	4,147	4,977	4,977	4,977
Smith-Williams Center Rent	12,033	11,231	11,231	13,477	16,172	19,407	19,407	19,407
Rental of Land & Buildings	717,326	638,250	638,250	638,250	689,938	695,138	695,138	695,138
Renaissance O & M - County	191,226	212,668	212,668	200,916	200,916	200,916	200,916	200,916
Sale of Surplus	272,242	100,000	195,175	100,000	100,000	100,000	100,000	100,000
Other Miscellaneous Revenue	1,645,597	1,693,602	893,602	628,642	628,642	609,712	609,712	609,712
Cobra Payments	472	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Growth Mgmt from Stormwater	0	140,628	0	0	0	0	0	0
Overhead Allocation	6,683,462	6,883,966	6,883,966	6,967,664	6,967,664	6,967,664	6,967,664	6,967,664
Trans from Fund Bal - Encumb	702,122	0	0	0	0	0	0	0
Capitalized Overhead	2,416,486	2,396,682	2,396,682	2,481,915	2,569,705	2,660,923	2,660,923	2,660,923
Other Revenues	13,276,302	12,615,200	11,882,105	11,636,432	11,798,479	11,905,251	11,905,251	11,905,251
Transfer From Other Funds	3,252	26,767	26,086	0	0	0	0	0
Transfer from LEF Fund State	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfer from Second Dollar	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Transfer from LEF Fund - Fed	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Transfer from Fire Fund	0	285,800	285,000	294,350	303,200	312,300	321,650	331,300
Transfer From Gas Tax Constr	204,260	704,260	704,260	704,260	204,260	204,260	204,260	204,260
Transfer from Future Cap Bonds	0	824,000	824,000	0	0	0	0	0
Transfer from Street Paving	1,420,109	0	0	0	0	0	0	0
Transfer From Stormwater Fun	458,949	319,300	319,300	319,300	319,300	319,300	319,300	319,300
Transfer from ISS RR&/UB	0	0	0	500,000	0	0	0	0
Transfer From Internal Loan	0	0	0	1,393,534	1,393,534	1,393,534	1,393,534	1,393,534
Transfer From Deficiencies Fd	0	400,000	400,000	150,000	0	0	0	0
Transfer - Cemetery Perp Trust	26,086	0	0	27,570	28,397	29,249	30,126	31,030
Rickards Scholarship Fund	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
Contribution From Electric Fd	22,637,230	22,361,081	22,361,081	22,366,058	22,717,695	22,101,830	21,968,324	21,671,571
Contribution From Gas Fund	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000
Contribution From Water Fund	6,012,465	6,678,846	6,678,846	6,484,450	6,678,984	6,879,354	7,085,735	7,298,307
Contribution From Sewer Fund	2,299,866	2,981,251	2,981,251	3,284,609	3,594,415	3,874,502	4,044,701	4,044,701
Contrib from Solid Waste Fun	151,472	164,674	164,674	161,914	184,761	191,527	191,527	191,527
Other Sources	35,762,689	37,294,979	37,293,498	38,235,045	37,973,546	37,854,856	38,108,157	38,034,530
Fund Summary	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	130,490,298	133,791,015	130,039,378	135,647,723	137,262,730	141,865,356	145,474,709	147,786,846
Fund Total Revenue	130,490,298	133,791,015	131,492,152	135,647,723	137,072,150	138,217,078	139,946,767	141,160,099
Fund Balance	0	0	1,452,774	0	-190,580	-3,648,278	-5,527,942	-6,626,747

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

115 Donations Operating Fund

This fund accounts for charitable donations given to the city to support programs provided by the Police Department's Canine program and the Economic and Community Development Department's Change for Change program.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Operating	10,640	0	76,300	76,300	76,300	76,300	76,300
Transfers	50,694	0	0	0	0	0	0
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Other Revenues	107,629	0	76,300	76,300	76,300	76,300	76,300
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	61,334	0	76,300	76,300	76,300	76,300	76,300
Fund Total Revenue	107,629	0	76,300	76,300	76,300	76,300	76,300
Fund Balance	46,295	0	0	0	0	0	0

Fund Expenditures

Fund expenditures support miscellaneous costs associated with the programs identified.

Fund Revenues

Fiscal year 2011 charitable donations support the Change for Change program in the Economic and Community Development Department (\$46,694), the Mayor's Back to School Jam (\$10,000) and the following programs in the Tallahassee Police Department: Child Safety Seat (\$500); Victim Advocates (\$500); and the Canine program \$3,000).

Capital Projects Operating Budget Impacts

This fund has no capital projects in fiscal year 2011.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

115 Donations Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Unclassified Contract Svcs	10,640	0	0	10,000	10,000	10,000	10,000	10,000
Unclassified Supplies	0	1,300	0	1,300	1,300	1,300	1,300	1,300
Unclassified Charges	0	46,694	0	65,000	65,000	65,000	65,000	65,000
Operating	10,640	47,994	0	76,300	76,300	76,300	76,300	76,300
Inter-Fund Transfer	50,694	0	0	0	0	0	0	0
Transfers	50,694	0	0	0	0	0	0	0
Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Interest	2,926	0	0	0	0	0	0	0
Child Safety Seat Donations	0	500	0	500	500	500	500	500
Victim Advocates	42	500	0	500	500	500	500	500
Canine Donations	0	300	0	300	300	300	300	300
Animal Service Ctr Donation	28,675	0	0	0	0	0	0	0
Change For Change Donations	65,346	46,694	0	65,000	65,000	65,000	65,000	65,000
Mayor's Back to School Supplies	0	0	0	10,000	10,000	10,000	10,000	10,000
Trans from Fund Bal - Encumb	10,640	0	0	0	0	0	0	0
Other Revenues	107,629	47,994	0	76,300	76,300	76,300	76,300	76,300
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	61,334	47,994	0	76,300	76,300	76,300	76,300	76,300
Fund Total Revenue	107,629	47,994	0	76,300	76,300	76,300	76,300	76,300
Fund Balance	46,295	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

120 Building Inspection Fund

During the 2005 Florida Legislative session, a law was passed that states that all fees, fines or investment earnings related to the collection and enforcement of the state's building code must be used solely for implementing and enforcing the Florida Building Code. Local governments must use recognized management, accounting, and oversight practices to ensure that these fees, fines, and investment earnings are maintained and allocated or used solely for the purposes of building code enforcement activities.

To comply with the law, a separate enterprise fund was established during fiscal year 2006 to account for all activities related to the enforcement of the city's building inspection regulations. Fiscal year 2007 was the first full year of operation for this fund. The Building Inspection Fund is balanced for all five years with no loan from the Deficiencies Fund. The total budget for fiscal year 2011 is \$2,892,060 representing an increase of \$366,617, or 15%, from the approved 2010 budget.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	2,171,102	1,690,258	1,937,712	1,997,910	2,059,686	2,123,528	2,180,457
Operating	41,564	60,460	142,779	142,779	142,779	142,779	142,779
Allocated Accounts	647,401	545,017	525,367	541,316	557,627	565,632	573,887
Transfers	282,059	144,018	72,849	73,042	79,009	80,228	80,228
Year End Adjustments	0	0	213,353	217,748	222,496	225,197	160,013
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Licenses & Permits	1,938,506	2,269,795	2,654,797	2,728,960	2,811,023	2,886,790	2,886,790
Charges for Services	29,284	27,167	0	0	0	0	0
Other Revenues	161,770	170,565	185,713	191,285	197,024	197,024	197,024
Other Sources	1,012,566	21,000	51,550	52,550	53,550	53,550	53,550
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>3,142,126</u>	<u>2,439,753</u>	<u>2,892,060</u>	<u>2,972,795</u>	<u>3,061,597</u>	<u>3,137,364</u>	<u>3,137,364</u>
Fund Total Revenue	<u>3,142,126</u>	<u>2,488,527</u>	<u>2,892,060</u>	<u>2,972,795</u>	<u>3,061,597</u>	<u>3,137,364</u>	<u>3,137,364</u>
Fund Balance	<u>0</u>	<u>48,774</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Fund Expenditures

Expenditures in the fiscal year 2011-2015 proforma include:

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Subsequent to development of the fiscal year 2011 proposed budget, the City Commission approved the following additional adjustments:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet,

120 Building Inspection Fund

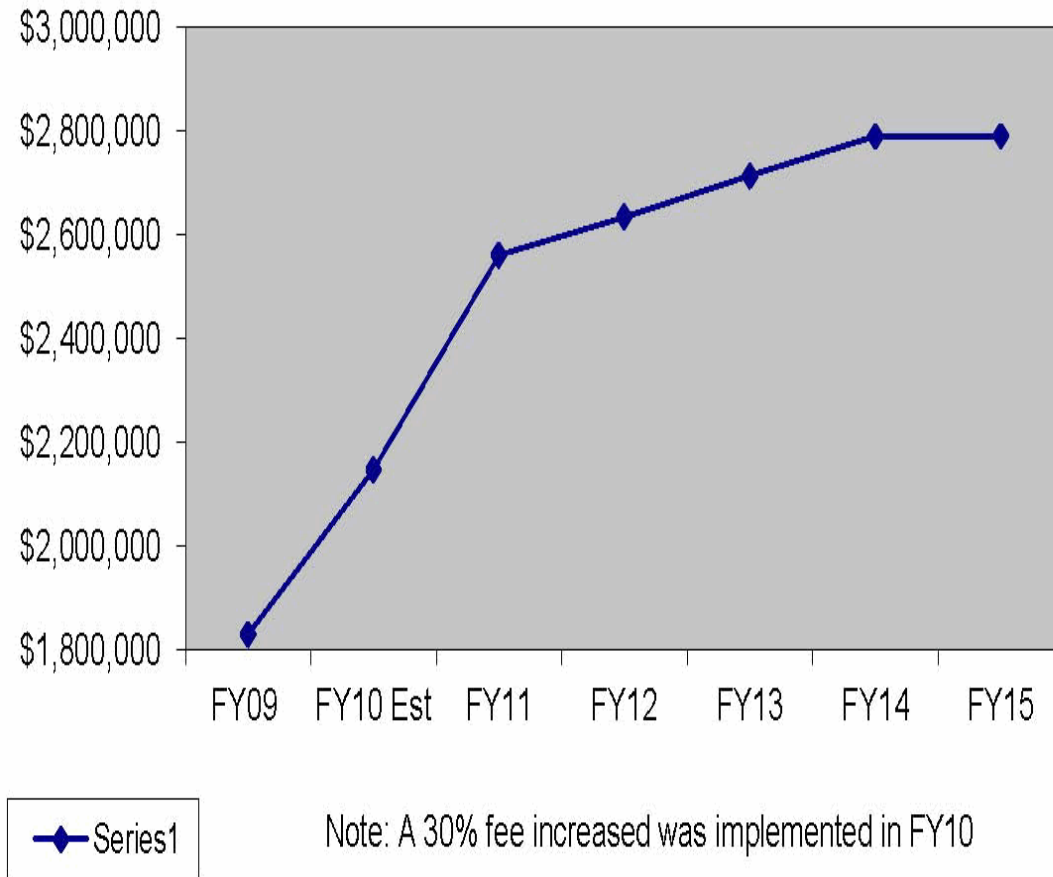
including new vehicles and equipment added to the fleet in fiscal year 2010.

Fund Revenues

Fund revenues from licenses and permits total \$2.7 million and are derived from three major sources, building permit fees, contractor licensing, and non-FL building code fees. This is a reduction of \$330,658 from FY10 budgeted revenues due to economic conditions. Additional revenues in the amount of \$185,713 have been budgeted as payments from both the water and sewer utilities for fiscal year 2011 and are estimated to increase by 3% annually for the out years.

The chart on the following page depicts a graph of projected building permit fee revenues through fiscal year 2015. In FY 2010, building permit fees were increased by 30%. Projections indicate a continuing increase in both the residential and commercial construction industry. Additional revenues in FY 2011 are due to a new law in Chapter 2010-176 that changes how State Surcharges related to building permits are collected. The applicable sections are Section 6, 468.631 and Section 31, 553.721.

Building Inspection Permit Fee Revenue Projections



120 Building Inspection Fund

Capital Projects Operating Budget Impacts

There are no capital projects associated with this fund.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

120 Building Inspection Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	1,569,630	1,272,580	1,259,937	1,406,349	1,434,477	1,477,512	1,521,836	1,567,492
Salary Enhancements	0	0	0	28,128	43,034	44,325	45,655	47,026
Temporary Wages	40,476	0	0	0	0	0	0	0
Overtime	1,622	4,160	0	4,160	4,160	4,160	4,160	4,160
Other Salary Items	1,560	13,960	13,952	13,960	13,960	13,960	13,960	13,960
Pension- Current	142,895	115,691	112,999	152,221	156,786	161,483	166,320	171,306
Pension- MAP	112,697	91,101	93,647	102,677	105,754	108,922	112,188	115,550
Mandatory Medicare	22,723	17,033	16,036	20,820	21,446	22,092	22,752	23,433
Health Benefits	177,232	135,379	144,801	156,233	164,035	172,231	180,850	180,850
Health Benefits-Retirees	37,882	0	0	0	0	0	0	0
Health Benefits-OPEB	0	0	0	38,750	40,688	42,722	44,858	47,101
Flex Benefits	64,385	51,487	51,245	56,604	56,604	56,604	56,604	56,604
Vacancy factor of 3.0%	0	-12,726	0	-42,190	-43,034	-44,325	-45,655	-47,025
Furlough savings	0	-2,492	-2,359	0	0	0	0	0
Personnel Services	2,171,102	1,686,173	1,690,258	1,937,712	1,997,910	2,059,686	2,123,528	2,180,457
Advertising	0	2,000	396	2,000	2,000	2,000	2,000	2,000
Cleaning & Laundry	4,715	6,130	5,022	6,130	6,130	6,130	6,130	6,130
Unclassified Professional Svcs	115	0	0	0	0	0	0	0
Unclassified Contract Svcs	2,061	2,601	3,425	2,601	2,601	2,601	2,601	2,601
Telephone	138	0	-661	0	0	0	0	0
Office Supplies	6,871	6,157	3,164	6,157	6,157	6,157	6,157	6,157
Unclassified Supplies	3,913	2,738	9,576	2,738	2,738	2,738	2,738	2,738
Travel & Training	19,386	5,800	36,310	35,350	35,350	35,350	35,350	35,350
Journals & Books	2,426	516	850	516	516	516	516	516
Memberships	1,939	1,685	2,378	1,685	1,685	1,685	1,685	1,685
Rent Expense- Bldg & Ops	0	90,609	0	85,602	85,602	85,602	85,602	85,602
Operating	41,564	118,236	60,460	142,779	142,779	142,779	142,779	142,779
Human Resource Expense	41,748	26,861	26,861	32,109	33,073	34,065	35,087	36,139
Accounting Expense	12,916	16,618	16,494	17,297	17,816	18,351	18,901	19,468
Purchasing Expense	2,099	2,964	2,964	3,476	3,581	3,688	3,799	3,913
Information Systems Expense	247,925	135,577	135,576	106,963	110,172	113,478	116,882	120,388
Risk Management Expense	4,971	12,506	12,506	16,340	16,830	17,335	17,855	18,391
Revenue Collection Expense	5,683	5,090	5,090	5,453	5,616	5,785	5,958	6,137
Vehicle Garage Expense	31,703	26,436	34,711	27,587	28,414	29,267	30,145	31,049
Vehicle Fuel	21,122	19,795	23,205	25,981	26,760	27,563	28,390	29,242
Vehicle Replacement	3,864	3,980	3,980	13,516	14,110	14,605	15,124	15,669
Indirect Costs	275,370	283,631	283,630	276,644	284,943	293,491	293,491	293,491
Allocated Accounts	647,401	533,458	545,017	525,367	541,316	557,627	565,632	573,887
Debt Service Transfer	186,155	53,409	53,409	72,849	73,042	79,009	80,228	80,228
Inter-Fund Transfer	95,904	0	90,609	0	0	0	0	0
Transfers	282,059	53,409	144,018	72,849	73,042	79,009	80,228	80,228
Transfer to Deficiencies Fd	0	134,167	0	213,353	217,748	222,496	225,197	160,013
Year End Adjustments	0	134,167	0	213,353	217,748	222,496	225,197	160,013

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

120 Building Inspection Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Building Permits	1,830,497	2,253,139	2,119,181	2,557,362	2,630,525	2,710,588	2,786,355	2,786,355
Fire Inspection Fees	0	0	27,466	24,435	24,435	24,435	24,435	24,435
Contractor Licensing- Growth	23,820	25,000	23,820	25,000	25,000	25,000	25,000	25,000
Bid Non Fbc Fees	84,189	46,000	99,328	48,000	49,000	51,000	51,000	51,000
Licenses & Permits	1,938,506	2,324,139	2,269,795	2,654,797	2,728,960	2,811,023	2,886,790	2,886,790
Prot. Insp. Training Surcharge	29,284	0	27,167	0	0	0	0	0
Charges for Services	29,284	0	27,167	0	0	0	0	0
Interest	-13,282	0	-9,739	0	0	0	0	0
Growth Management from Water	99,463	102,447	102,447	105,520	108,686	111,947	111,947	111,947
Growth Management from Sewer	75,589	77,857	77,857	80,193	82,599	85,077	85,077	85,077
Other Revenues	161,770	180,304	170,565	185,713	191,285	197,024	197,024	197,024
Transfer From Gas Fund	20,000	21,000	21,000	22,000	23,000	24,000	24,000	24,000
Transfer From Deficiencies Fd	0	0	0	29,550	29,550	29,550	29,550	29,550
Proceeds From Def Fund Advance	992,566	0	0	0	0	0	0	0
Other Sources	1,012,566	21,000	21,000	51,550	52,550	53,550	53,550	53,550
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	3,142,126	2,525,443	2,439,753	2,892,060	2,972,795	3,061,597	3,137,364	3,137,364
Fund Total Revenue	3,142,126	2,525,443	2,488,527	2,892,060	2,972,795	3,061,597	3,137,364	3,137,364
Fund Balance	0	0	48,774	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

130 Fire Services Fund

The Fire Fund supports fire suppression, hazardous material response, urban search and rescue, technical rescue, vehicle extraction, emergency medical care, fire safety code compliance review and enforcement, and varied public education services. The Fire Department serves a population projected at 279,035 persons in fiscal year 2011 who reside in an area that spans 671 square miles.

The fire services fee was established by an ordinance adopted by the city commission with an effective date of October 1, 1999. Leon County officials opted not to implement the fee for county residents, but, rather, to continue its payment for fire services via the interlocal agreement between the two governments.

The city commission approved new rates, including advanced life support (ALS) services, for all residential, commercial, industrial, and governmental entities within the corporate city limits effective July 1, 2005. Also in 2005, the city and Leon County entered into another agreement whereby the county pays for the department's provision of ALS services in the unincorporated areas of the county. The agreement supports the salary and benefits of 35 paramedic certified firefighters and one administrative person.

Both the fire services and ALS agreements, which expired in September 2009, were renegotiated and approved by the city and county commissions. Implementation of the new agreements were effective October 1, 2009, along with a countywide fire services fee. Revenues and expenditures projected in the study are included through fiscal year 2014.

Expenditures	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Personnel Services	19,596,266	20,295,532	21,586,748	22,280,691	22,975,430	23,693,741	25,033,315
Operating	943,682	1,440,584	1,521,369	1,529,560	1,522,656	1,529,560	1,529,630
Other Services & Charges	159,296	30,856	30,856	30,856	30,856	30,856	30,856
Capital Outlay	36,894	610,400	110,400	110,400	110,400	110,400	110,400
Allocated Accounts	5,152,976	5,565,210	5,947,171	6,125,922	6,310,056	6,499,729	6,695,110
Utilities and Other Expenses	353,237	367,271	348,864	369,518	374,608	374,608	374,608
Transfers	829,076	1,685,811	1,544,703	1,592,766	2,400,303	2,420,681	3,276,973
Contributions to Operations	0	285,800	294,350	303,200	312,300	321,650	331,300
Year End Adjustments	0	1,420,426	1,639,724	768,341	0	0	0
Revenues	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Licenses & Permits	214,330	166,480	320,000	320,000	320,000	320,000	320,000
Intergovernmental Revenue	45,467	64,080	30,000	30,000	30,000	30,000	30,000
Charges for Services	23,654,029	30,570,850	31,725,326	31,786,078	31,848,156	31,911,622	31,911,622
Other Revenues	-16,092	-35,486	75,000	75,000	75,000	75,000	75,000
Other Sources	3,173,693	935,966	873,859	900,176	1,763,453	2,644,603	2,274,657
Fund Summary	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	27,071,427	31,701,890	33,024,185	33,111,254	34,036,609	34,981,225	37,382,192
Fund Total Revenue	27,071,427	31,701,890	33,024,185	33,111,254	34,036,609	34,981,225	34,611,279
Fund Balance	0	0	0	0	0	0	-2,770,913

Fund Expenditures

Fiscal year 2011 includes the addition of eight firefighter positions, the final phase-in of the 18 new positions included as part of the functional consolidation of fire rescue services countywide approved in 2009. They will be located in stations 10-14, and are expected to provide improved response and safety for personnel responding from those stations.

The proforma also includes debt service costs associated with construction of a joint dispatch facility at which

130 Fire Services Fund

the Tallahassee Fire Department and Leon County Emergency Management Services will be consolidated into a single dispatch unit. Although not included in the proposed budget, additional debt service costs will be identified for two new fire stations in the department's capital improvement plan. Stations located on Lake Bradford Road and another in the Southwood community are planned beginning fiscal year 2014. Other capital costs include recurring annual funding for fire hydrant repairs and replacements, annual funding for maintenance of existing fire facilities, and construction of a one-bay fire station that will be co-located at the joint dispatch facility.

The proforma includes a merit salary enhancement for general employees of two percent in 2011, as well as costs associated with the International Association of Firefighters' collective bargaining agreement approved by the city commission in February 2010 for firefighters, fire engineers, fire lieutenants, battalion chiefs, and fire captains. The agreement, which was retroactive to October 1, 2009, includes increases in wages and educational benefits of 5.95% over the two-year contract period. Negotiations will begin in 2011 for contract terms affecting unionized employees in 2012 and beyond.

Other personnel services assumptions are as follows: general employee pension rates are 10.6% and fire union employee pension rates are 20.15%, based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and, in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

The department received mid-2010 city commission approval to continue participation in a federal grant process that, if approved, will increase the number of firefighter positions by eleven. The grant will cover two years of salary. Neither the cost of the positions nor revenues from the grant have been factored into the proforma.

Additional expenditure adjustments include: a 23.5% increase in the fuel budget to recognize the additional cost in FY11 of the fuel hedging contract ending on September 30, 2010; a 21% reduction in the department's telephone budget to recognize savings from a new cellular contract, a seven percent reduction in the electric utility budget to recognize actual savings; a reduction in the department's unclassified contractual services funding, reflecting plans to extend the useful life of emergency response equipment; and the fleet replacement budget adjustment to reflect actual cost.

Subsequent to development of the fiscal year 2011 proposed budget, the City Commission approved the following additional adjustments:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.

Fund Revenues

Proforma revenues in all five years are consistent with those included in the external consultant's fee study, which eliminates the county contribution for station 15 and general fire services. The new fees result in an end to the city's support of the Fire Fund's deficit, which had been covered by the Deficiency Fund for several years.

130 Fire Services Fund

As of October 1, 2009, fire services fees are based on the distance from a customer's location to a fire station. Zone 1 customers are located within five road miles of two fire stations. The Zone 1 residential rate for single-family attached/multi-family increased from \$7 to \$10.41 per month while the detached single-family rate increased from \$13 to \$14.91 per month. Zone 2 residential rates for similar dwellings are \$3.58 and \$13.41 per month, respectively.

Rates for non-residential customers are calculated based on a building's square footage and the distance from the building's location to a fire facility. Different Zone 1 and Zone 2 rates apply to buildings designated as either commercial, industrial/warehouse, or institutional-non-governmental. Churches are exempt from fire services fees, however, legal requirements for special assessments require that sources other than fire fees be used to offset the amount exempted.

The city is now the billing agent for the fire service fee for those customers located outside city limits in the county. County customers who are billed by the city for electric and/or water service will be billed for fire service on their monthly bill. Those customers in the county who do not have city water and/electric service will receive quarterly fire service bills.

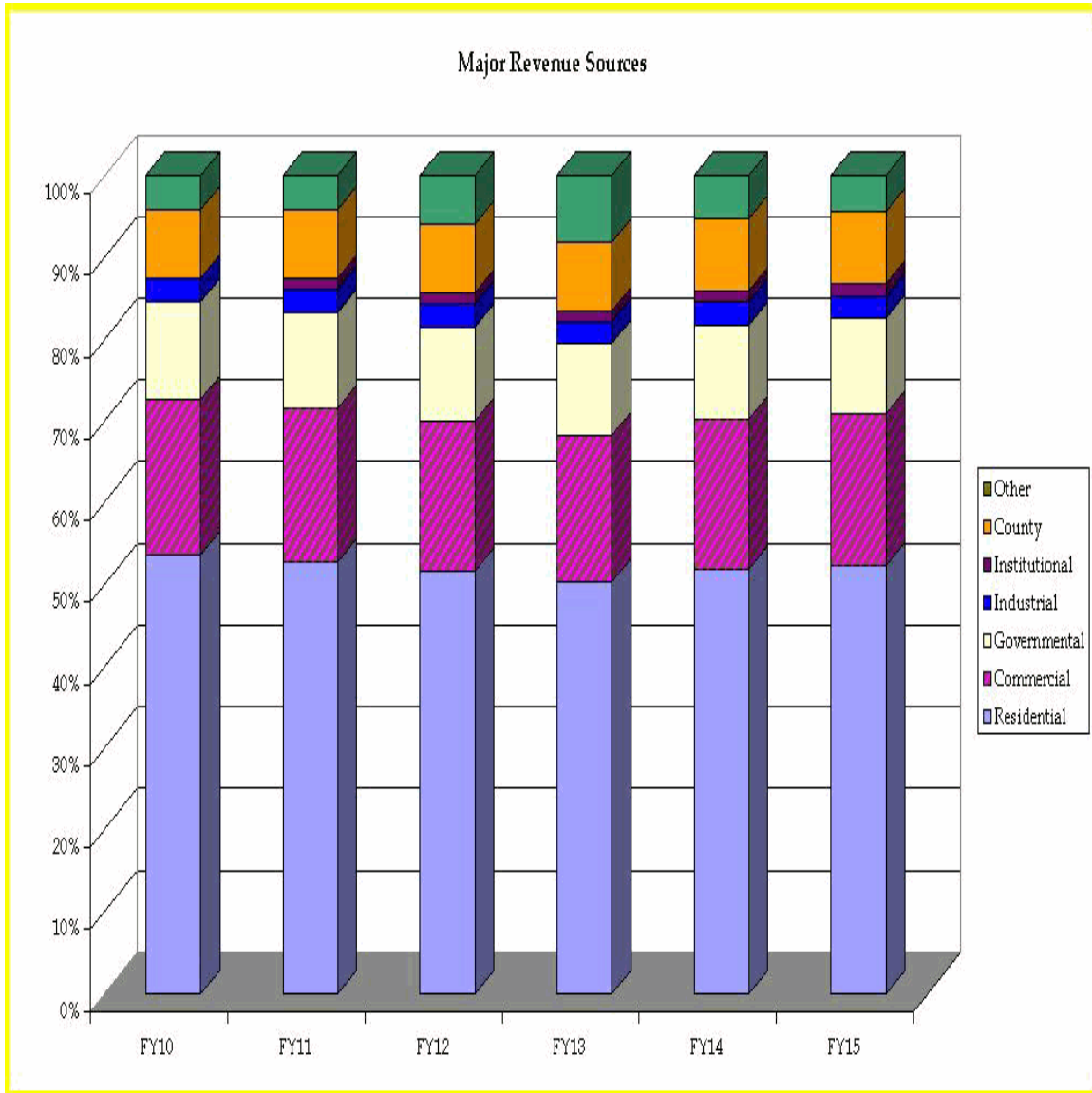
The renegotiated interlocal agreement between the city and county also includes a quarterly payment from Leon County for advanced life support services through fiscal year 2014.

A surplus is estimated for 2010, 2011 and 2012, which will be transferred to the fire services operating reserve. Deficits are projected thereafter based on existing fees. The balance in the reserve will wholly offset deficits in 2013 and 2014, and make a contribution of approximately \$1.3 million toward the deficit projected in fiscal year 2015, leaving a shortfall of nearly \$2.8 million.

The consultant study from which fire services fees were derived only addressed fiscal years 2010 through 2014. Therefore, revenues in 2015 have been maintained at 2014 levels.

The chart that follows reflects the percentages of revenue projected each fiscal year, by revenue source. As shown, revenue from residential customers generates the greatest amounts, followed by commercial and governmental customers, then revenue from the county's EMS payment. The smallest percentages of revenue are from industrial and institutional customers and from miscellaneous other sources such as forfeited discounts, interest earnings, and contributions from the airport fund and fire operating reserve.

130 Fire Services Fund



Capital Projects Operating Budget Impacts

The salary and partial benefits of one staff person are funded from the Facilities Management and Maintenance project annually. The fire station to be co-located at the joint dispatch facility includes operating costs of approximately \$750,000 beginning in fiscal year 2015 to support 12 additional personnel.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

130 Fire Services Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	13,989,973	13,547,916	14,383,163	14,236,605	14,566,869	15,003,932	15,454,052	16,401,515
Capitalized Waqes	-31,306	-34,908	-32,838	-35,887	-36,895	-37,935	-37,935	-37,935
Salary Enhancements	0	0	0	362,333	485,823	500,385	515,420	545,392
Firefighter Holiday Pay	0	806,312	0	831,695	839,932	850,673	861,717	886,853
Temporary Waqes	16,194	0	2,804	0	0	0	0	0
Overtime	604,021	700,000	820,548	734,847	771,893	810,049	849,350	849,350
Capitalized Overtime	-18,087	0	-183,180	0	0	0	0	0
Other Salary Items	317,739	347,754	351,338	425,566	425,566	425,566	425,566	425,566
Pension- Current	2,427,374	2,363,909	2,499,292	3,033,680	3,124,841	3,216,069	3,310,016	3,509,958
Pension- MAP	40,351	89,935	37,884	47,476	48,902	50,368	51,879	53,434
Mandatory Medicare	152,089	136,327	164,288	222,881	229,574	236,269	243,161	257,703
Health Benefits	1,528,764	1,506,959	1,588,377	1,635,055	1,716,728	1,802,555	1,892,668	2,017,492
Health Benefits-Retirees	482,343	563,850	581,750	319,066	326,952	333,852	340,551	347,054
Health Benefits-OPEB	0	0	0	103,633	120,616	136,871	154,022	172,083
Flex Benefits	86,811	92,028	84,755	96,896	96,896	96,896	96,896	96,896
Vacancy factor of 3.0%	0	0	0	-427,098	-437,006	-450,120	-463,622	-492,046
Furlough savings	0	-2,825	-2,649	0	0	0	0	0
Personnel Services	19,596,266	20,117,257	20,295,532	21,586,748	22,280,691	22,975,430	23,693,741	25,033,315
Advertising	785	1,615	165	1,615	1,615	1,615	1,615	1,615
Cleaning & Laundry	12,962	14,000	11,697	14,000	14,000	14,000	14,000	14,070
Reproduction	2,570	5,612	2,868	5,612	5,612	5,612	5,612	5,612
Unclassified Professional Svcs	0	24,990	0	24,990	24,990	24,990	24,990	24,990
Building Repairs	44,855	0	0	0	0	0	0	0
Equipment Repairs	18,825	42,647	29,348	42,647	42,647	42,647	42,647	42,647
Medical Services	56,652	67,060	77,803	67,060	67,060	67,060	67,060	67,060
Engineering Services	2,500	0	0	0	0	0	0	0
Unclassified Contract Svcs	265,857	390,659	304,484	317,826	317,826	317,826	317,826	317,826
Contractual Svcs - VFD Countv	0	0	482,749	482,479	482,479	482,479	482,479	482,479
Computer Software	368	3,185	1,141	3,185	3,185	3,185	3,185	3,185
Environmental Contractual	0	0	420	0	0	0	0	0
Telephone	18,094	26,231	19,009	20,952	26,231	26,231	26,231	26,231
Chem-Med-Lab	87,503	56,289	84,224	56,289	56,289	56,289	56,289	56,289
Food	1,263	611	1,169	611	611	611	611	611
Gasoline	0	329	20	329	329	329	329	329
Postage	100	0	190	0	0	0	0	0
Office Supplies	12,389	20,938	13,747	20,938	20,938	20,938	20,938	20,938
Uniforms & Clothing	117,847	167,115	134,071	164,051	170,955	164,051	170,955	170,955
Unclassified Supplies	185,307	145,814	139,090	144,816	140,824	140,824	140,824	140,824
Non-Capitalized Furniture	233	0	438	0	0	0	0	0
Travel & Training	42,163	70,812	57,471	70,812	70,812	70,812	70,812	70,812
Journals & Books	5,238	15,093	11,544	15,093	15,093	15,093	15,093	15,093
Memberships	1,972	2,980	3,577	2,980	2,980	2,980	2,980	2,980
Certificates & Licenses	497	200	2,076	200	200	200	200	200
Rent Expense- Machines	8,940	12,384	10,783	12,384	12,384	12,384	12,384	12,384
Unclassified Charges	56,762	52,500	52,500	52,500	52,500	52,500	52,500	52,500
Operating	943,682	1,121,064	1,440,584	1,521,369	1,529,560	1,522,656	1,529,560	1,529,630
Bad Debt Expense	159,296	30,856	30,856	30,856	30,856	30,856	30,856	30,856
Other Services & Charges	159,296	30,856	30,856	30,856	30,856	30,856	30,856	30,856
Unclassified Equipment	36,894	610,400	610,400	110,400	110,400	110,400	110,400	110,400
Capital Outlay	36,894	610,400	610,400	110,400	110,400	110,400	110,400	110,400

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

130 Fire Services Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Human Resource Expense	386,397	392,273	392,268	382,780	394,263	406,091	418,274	430,822
Accounting Expense	112,398	127,167	126,220	126,136	129,920	133,818	137,832	141,967
Purchasing Expense	32,934	39,926	39,925	70,639	72,758	74,941	77,189	79,505
Information Systems Expense	1,682,149	1,401,197	1,401,192	1,311,913	1,351,270	1,391,808	1,433,563	1,476,570
Risk Management Expense	231,661	268,324	268,322	355,177	365,832	376,807	388,111	399,754
Radio Communications Expense	121,586	99,762	99,762	87,441	90,064	92,766	95,549	98,415
Revenue Collection Expense	65,658	62,696	62,696	67,088	69,100	71,173	73,308	75,508
Utility Services Expense	563,277	1,150,000	1,142,623	1,118,751	1,152,313	1,186,883	1,222,489	1,259,164
Vehicle Garage Expense	760,871	676,890	666,646	829,393	854,275	879,903	906,300	933,489
Vehicle Fuel	153,330	180,793	179,232	196,519	202,414	208,487	214,741	221,183
Vehicle Replacement	473,467	600,000	600,000	811,375	836,052	861,489	887,705	914,726
Indirect Costs	569,248	586,326	586,324	589,961	607,660	625,890	644,667	664,007
Allocated Accounts	5,152,976	5,585,354	5,565,210	5,947,171	6,125,922	6,310,056	6,499,729	6,695,110
Utilities - Sewer	20,974	16,031	23,030	16,344	16,344	16,344	16,344	16,344
Utilities - Sanitation	13,667	7,971	13,625	7,971	7,971	7,971	7,971	7,971
Utilities - Stormwater	16,331	16,492	17,432	17,229	17,229	17,229	17,229	17,229
Utilities - Gas	41,695	39,300	54,936	39,300	39,300	39,300	39,300	39,300
Utilities - Water	17,752	15,172	14,876	15,468	15,468	15,468	15,468	15,468
Utilities - Electric	235,928	223,361	203,579	211,777	232,431	237,521	237,521	237,521
Utilities - Fire Services	6,890	7,376	39,793	40,775	40,775	40,775	40,775	40,775
Utilities and Other Expenses	353,237	325,703	367,271	348,864	369,518	374,608	374,608	374,608
Debt Service Transfer	629,076	781,261	652,011	769,453	826,366	1,643,003	1,672,731	2,537,573
RR&I Transfer	200,000	1,033,800	1,033,800	775,250	766,400	757,300	747,950	739,400
Transfers	829,076	1,815,061	1,685,811	1,544,703	1,592,766	2,400,303	2,420,681	3,276,973
Contribution to General Fund	0	285,800	285,800	294,350	303,200	312,300	321,650	331,300
Contributions to Operations	0	285,800	285,800	294,350	303,200	312,300	321,650	331,300
Transfer to Fire Svcs Op Reserve	0	2,634,597	1,420,426	1,639,724	768,341	0	0	0
Year End Adjustments	0	2,634,597	1,420,426	1,639,724	768,341	0	0	0
Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fire Inspection Fees	214,330	320,000	166,480	320,000	320,000	320,000	320,000	320,000
Licenses & Permits	214,330	320,000	166,480	320,000	320,000	320,000	320,000	320,000
State Fire Marshal Ofc-grants	1,712	0	0	0	0	0	0	0
Firefighters Supplemental Co	43,755	30,000	64,080	30,000	30,000	30,000	30,000	30,000
Intergovernmental Revenue	45,467	30,000	64,080	30,000	30,000	30,000	30,000	30,000
Fire Services - Residential	9,123,514	17,463,166	16,942,482	17,463,166	17,463,166	17,463,166	17,463,166	17,463,166
Fire Services - Commercial	4,971,482	6,185,481	6,618,946	6,185,481	6,185,481	6,185,481	6,185,481	6,185,481
Fire Services - Governmental	2,480,576	3,870,310	3,615,462	3,870,310	3,870,310	3,870,310	3,870,310	3,870,310
Fire Services - Industrial	246,321	947,582	279,751	947,582	947,582	947,582	947,582	947,582
Fire Services - County Contr	3,331,162	0	-18,834	0	0	0	0	0
Fire Services - Station 15	786,597	0	-196,649	0	0	0	0	0
Leon County EMS Payment	2,671,764	2,702,012	2,702,012	2,761,456	2,822,208	2,884,286	2,947,752	2,947,752
Fire Services - Institutional	0	0	569,474	462,331	462,331	462,331	462,331	462,331
Forfeited Discounts	42,613	35,000	58,206	35,000	35,000	35,000	35,000	35,000
Charges for Services	23,654,029	31,203,551	30,570,850	31,725,326	31,786,078	31,848,156	31,911,622	31,911,622
Interest	-50,575	75,000	-66,542	75,000	75,000	75,000	75,000	75,000
Other Miscellaneous Revenue	8,628	0	31,056	0	0	0	0	0
Trans from Fund Bal - Encumb	25,855	0	0	0	0	0	0	0
Other Revenues	-16,092	75,000	-35,486	75,000	75,000	75,000	75,000	75,000
Xfer from Fire Svcs Op Reserve	0	0	0	0	0	837,401	1,692,248	1,298,842
Transfer From Deficiencies Fd	2,224,597	0	0	0	0	0	0	0
Contribution From Airport Fd	949,096	897,541	935,966	873,859	900,176	926,052	952,355	975,815
Other Sources	3,173,693	897,541	935,966	873,859	900,176	1,763,453	2,644,603	2,274,657

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

130 Fire Services Fund

Fund Summary	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	27,071,427	32,526,092	31,701,890	33,024,185	33,111,254	34,036,609	34,981,225	37,382,192
Fund Total Revenue	27,071,427	32,526,092	31,701,890	33,024,185	33,111,254	34,036,609	34,981,225	34,611,279
Fund Balance	0	0	0	0	0	0	0	-2,770,913

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

400 Electric Operating Fund

The city's Electric Utility Department owns, operates and maintains an electric generation, transmission, and distribution system that supplies electric power and energy to homes and businesses in a service area of approximately 221 square miles. Electric generation, transmission, and distribution facilities are located within Leon and Wakulla counties.

The electric system operates three generating systems. The Sam O. Purdom Plant, located in St. Marks, Florida and the Arvah B. Hopkins plant are fossil-fueled generating stations that contain combined cycle steam and combustion turbine electric generating facilities. The system also includes the C. H. Corn Hydroelectric Station, located on Lake Talquin. All three generating systems have a total capacity of 870 megawatts.

The transmission network forms a loop that extends around and through the city limits. Bulk power primary distribution substations, located at various sites, transform power from the transmission voltage of 115 kilovolts (kV) to the distribution network voltage of 12.47 kV. Transmission, distribution and generation facilities are monitored and controlled remotely from the Electric Control Center via microwave system and communication lines network.

The Electric Department provides the engineering and design of electric substations, high voltage transmission lines and the distribution system facilities to provide service for customers every year. The department also provides engineering and project management for the relocation of distribution circuits for many city, county and state road construction projects.

<u>Expenditures</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Personnel Services	21,977,395	22,471,688	23,679,903	24,110,219	24,994,290	25,887,608	26,624,897
Operating	17,581,316	22,190,309	23,199,171	24,380,472	25,430,221	26,667,042	27,945,838
Fuel	226,769,972	185,175,729	179,129,449	175,261,137	176,524,770	178,625,568	182,131,059
Other Services & Charges	2,514,711	2,067,803	1,678,387	1,745,206	1,815,333	1,895,061	1,966,415
Capital Outlay	32,929	582,779	464,799	629,000	496,408	669,053	798,522
Allocated Accounts	18,714,843	17,901,193	17,732,690	18,276,659	18,837,546	19,415,889	20,012,241
Utilities and Other Expenses	412,425	387,463	642,948	675,058	690,062	711,554	730,208
Transfers	56,773,602	54,076,071	73,008,196	73,105,919	84,412,381	85,784,554	87,113,868
Contributions to Operations	22,637,230	22,361,081	22,366,058	22,717,695	22,101,830	21,968,324	21,671,571
Year End Adjustments	59,659	207,563	0	0	0	0	0
<u>Revenues</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Undefined	2,046	1,848	0	0	0	0	0
Charges for Services	359,230,067	317,746,233	316,850,278	315,670,807	319,104,661	323,516,023	329,358,965
Other Revenues	8,241,969	9,673,598	4,398,856	4,484,985	4,522,628	4,502,535	4,503,235
Other Sources	0	0	20,652,467	0	0	0	0
<u>Fund Summary</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	367,474,082	327,421,679	341,901,601	340,901,365	355,302,841	361,624,653	368,994,619
Fund Total Revenue	367,474,082	327,421,679	341,901,601	320,155,792	323,627,289	328,018,558	333,862,200
Fund Balance	0	0	0	-20,745,573	-31,675,552	-33,606,095	-35,132,419

Fund Expenditures

Expenditure assumptions for fiscal year 2011 include the following:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates;

400 Electric Operating Fund

position changes; and intradepartmental reorganizations and transfers.

- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.
- A \$10,108,400 increase in the transfer to RRI, and offsetting transfer in the same amount from the RRI/UB fund.
- An increase of approximately \$2.9 million associated with refunding for 2010 energy system bonds.
- An increase of \$350,000 to the Corn-Hydro Spillway Modifications project (08129).
- Fuel expenditures for the city's generation portfolio of combined cycle, combustion turbine, and conventional steam are for natural gas expenditures. The fiscal year 2011 fuel budget of approximately \$179 million is about 6.7% less than the level budgeted in fiscal year 2010. As with revenues, a decrease in funding also is programmed in fiscal year 2012 with increases thereafter.
- Debt service expenditures in the 2011-2015 proforma total \$258.7 million compared to expenditures of \$222.3 million for 2010-2014. Increases primarily are attributable to the the cost of future debt issues. Annual expenditures range from \$45.7 million in fiscal year 2011 to \$55.7 million in fiscal year 2015.
- The balance of system improvements are accomplished by cash financing projects through year-end transfers to the renewal, replacement, and improvement fund (RR&I). Approximately \$27.2 million is budgeted in fiscal year 2011 with increases to \$31.3 million in fiscal year 2015.
- The General Fund transfer is calculated as an amount not to exceed 8.3 mills per kilowatt-hour (kWh) of retail sales in the most recently completed fiscal year. However, the transfer has been adjusted beginning with fiscal year 2011 to include a three-year consumption average (FY07 - FY09). This results in an additional transfer of \$266,195. Out years also are calculated using average consumption statistics. Other expenditure adjustments are delineated in the department's operating budget write-up.

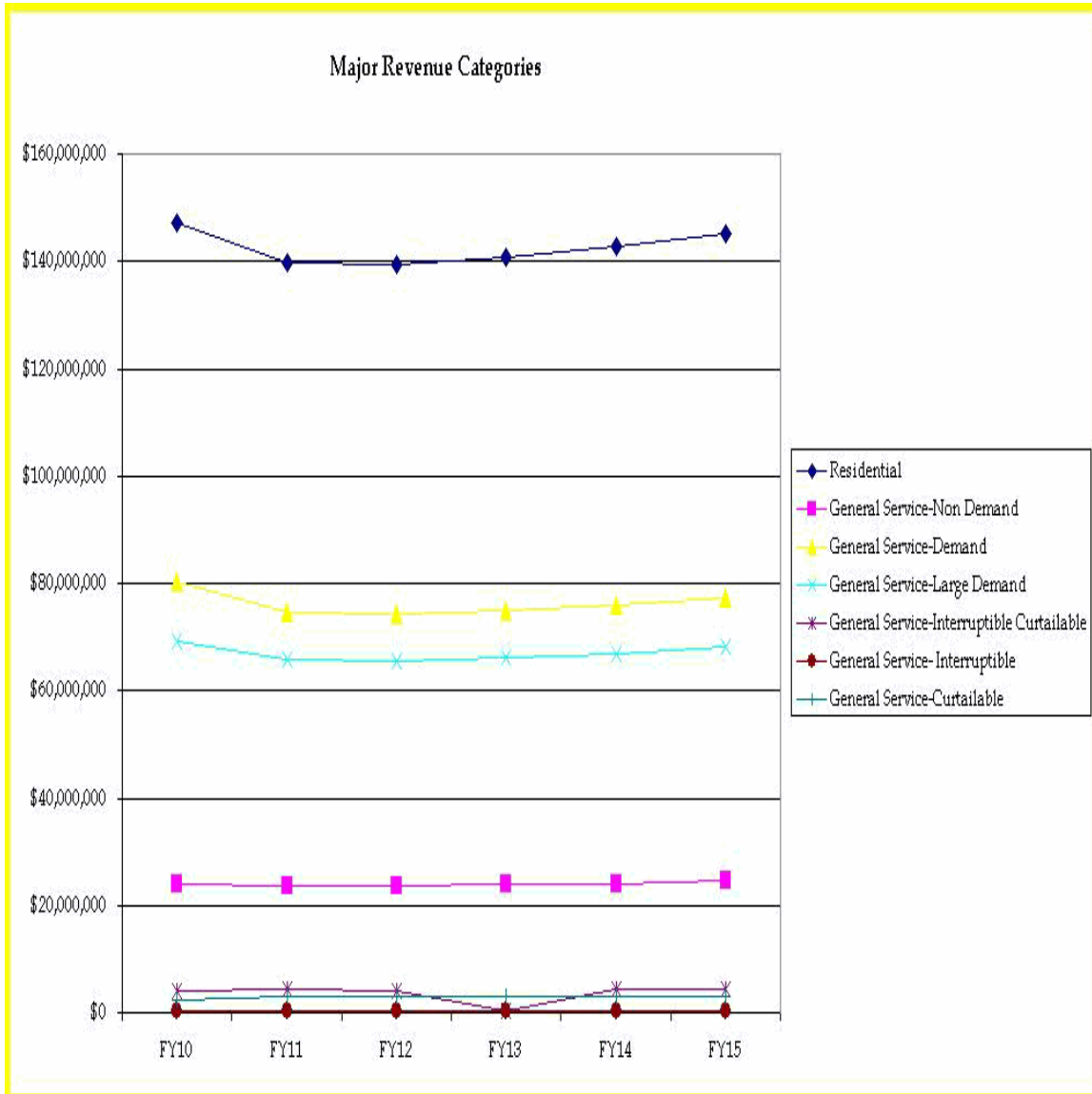
Fund Revenues

Revenue from all major customer classes is lower in fiscal year 2011 than the previous year. This is attributable both to economic conditions and to the success of the city's demand side management program that encourages lowered energy consumption. Consumption among retail customers decreased by 2.4% from 2007 to 2009, with revenues decreasing proportionately. Revenues are projected to be lower in 2012 than in 2011, before starting to increase in fiscal year 2013. Consumption projections mirror those for revenues. These trends, by major customer categories, are reflected on the chart that follows.

Revenue derived from various fees and charges for services such as street lighting, cut fees, surcharges, and pole rentals parallel those of other revenue categories. Interest income is based on estimated balances on bonds, RR&I fund balances, and sinking fund accruals. Other revenues are based on specific categories of service.

As shown in the proforma, current rate revenue is insufficient to support projected expenditures each fiscal year. A transfer from the rate stabilization reserve of \$10.5 million addresses the shortfall in fiscal year 2011.

400 Electric Operating Fund



Capital Projects Operating Budget Impacts

There is no operating impact estimated within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

400 Electric Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	17,671,937	17,953,595	17,674,831	18,092,849	18,149,371	18,693,845	19,254,658	19,832,278
Capitalized Waqes	-3,310,926	-3,583,555	-3,362,056	-3,125,465	-3,210,340	-3,247,432	-3,227,624	-3,228,308
Salary Enhancements	0	0	0	355,892	544,462	560,819	577,642	594,960
Temporary Waqes	154,923	231,889	117,585	262,218	248,773	253,849	255,768	255,768
Overtime	1,920,195	2,296,378	1,841,898	2,387,099	2,446,263	2,683,281	2,754,700	2,769,093
Capitalized Overtime	-342,567	-461,846	-248,197	-301,000	-296,040	-395,080	-396,125	-396,170
Other Salary Items	23,312	19,367	19,236	162,392	164,398	166,465	166,465	166,465
Unemployment Compensation	0	0	5,579	0	0	0	0	0
Pension- Current	1,576,799	1,631,954	1,525,169	1,928,026	1,983,506	2,042,936	2,104,164	2,167,252
Pension- MAP	1,387,626	1,285,060	1,362,465	1,300,351	1,337,930	1,378,029	1,419,345	1,461,870
Mandatory Medicare	231,223	188,163	233,924	263,724	271,316	279,467	287,832	296,449
Health Benefits	1,722,351	1,718,530	1,746,160	1,789,300	1,878,674	1,972,580	2,071,220	2,071,220
Health Benefits-Retirees	381,811	1,012,804	1,044,956	324,643	342,722	368,928	377,195	385,220
Health Benefits-OPEB	0	0	0	197,671	208,677	212,430	235,021	258,779
Flex Benefits	560,711	585,588	561,814	584,988	584,988	584,988	584,988	584,988
Vacancy factor of 3.0%	0	-179,537	0	-542,785	-544,481	-560,815	-577,641	-594,967
Furlough savings	0	-55,122	-51,676	0	0	0	0	0
Personnel Services	21,977,395	22,643,268	22,471,688	23,679,903	24,110,219	24,994,290	25,887,608	26,624,897
Advertising	13,624	32,104	6,860	33,169	34,265	35,484	37,176	38,109
Cleaning & Laundry	24,223	147,279	158,165	152,629	157,126	163,065	167,570	169,468
Reproduction	9,652	15,620	8,995	17,193	17,785	19,726	20,302	20,805
Unclassified Professional Svcs	152,559	933,519	316,131	851,936	952,800	994,925	1,034,143	1,037,741
System Planning Services	0	0	68	0	0	0	0	0
System Collection	0	0	2,376	0	0	0	0	0
Building Repairs	9,636	120,090	38,701	124,556	123,158	127,945	133,069	137,064
Equipment Repairs	6,401,314	8,872,720	9,945,634	9,506,980	10,101,384	10,626,809	11,388,320	12,206,990
Educational Services	250	0	1,422	0	0	0	0	0
Engineering Services	1,515	0	82	0	0	0	0	0
Contract Engineering Svcs	10,000	25,021	56,800	26,035	27,080	28,168	29,013	29,892
Legal Services	34,548	236,517	192,000	246,096	255,965	266,229	278,402	286,709
Construction Services	57,869	65,903	56,585	68,577	71,331	74,196	77,594	77,594
Unclassified Contract Svcs	5,698,447	6,785,841	6,387,076	6,860,915	7,157,595	7,471,460	7,748,115	8,007,432
Computer Software	64,537	4,740	44,807	94,401	99,817	102,307	104,208	106,166
Environmental Contractual	279,002	397,079	340,081	414,459	428,433	442,915	458,245	472,204
Garage Employee Parking	0	0	2	0	0	0	0	0
Telephone	33,521	58,117	74,242	49,287	64,871	67,467	70,128	72,847
Chem-Med-Lab	471,576	470,476	516,342	494,094	518,624	537,092	553,225	570,095
Food	20,967	5,741	5,044	5,974	6,215	6,465	6,761	7,037
Gasoline	235	9,018	2,863	9,289	9,568	9,952	10,251	10,559
Oil & Lubricants	0	0	571	0	0	0	0	0
Postage	6,011	9,816	6,205	10,055	10,300	10,689	11,011	11,343
Office Supplies	80,554	64,747	59,071	72,122	74,563	77,237	79,893	82,062
Uniforms & Clothing	4,604	30,611	18,605	31,881	33,203	34,581	36,016	37,493
Unclassified Supplies	3,705,361	3,356,151	3,570,671	3,479,276	3,575,292	3,659,370	3,738,276	3,868,562
Non-Capitalized Furniture	1,723	0	1,636	0	0	0	0	0
Vehicle- Non-Garage	2,564,203	0	2,470,859	0	0	0	0	0
Building Supplies	6,743	0	6,160	0	0	0	0	0
Safety Materials & Supplies	81,905	81,858	58,474	82,949	85,159	87,784	90,187	93,489
Veh-Non Garage Expense Offset	-2,609,172	0	-2,469,597	0	0	0	0	0
Travel & Training	101,237	166,489	119,754	185,811	191,029	197,893	202,421	206,223
Journals & Books	8,798	10,171	2,079	11,372	11,693	12,027	12,421	12,696
Memberships	227,529	289,941	81,401	290,582	290,883	291,195	291,423	291,777
Certificates & Licenses	1,334	0	14,334	0	0	0	0	0
Rent Expense- Land	4,566	0	10,034	0	0	0	0	0
Rent Expense- Machines	92,391	16,073	74,092	16,569	17,081	17,609	18,137	18,684
Unclassified Charges	20,054	60,746	11,684	62,964	65,252	67,631	70,735	72,797
Operating	17,581,316	22,266,388	22,190,309	23,199,171	24,380,472	25,430,221	26,667,042	27,945,838

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

400 Electric Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fossil Fuel Electric	212,677,436	167,773,000	163,143,566	159,469,553	156,000,633	156,818,948	158,991,988	162,655,682
Purchased Power	11,760,195	9,133,000	19,762,243	5,859,896	5,460,504	5,905,822	5,833,580	5,675,377
Purchased Power Capacity	1,813,910	5,000,000	1,752,354	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Purch Pwr Cap- Others/City	59,600	0	0	0	0	0	0	0
Transmission Expense- CR3	223,621	0	275,656	400,000	400,000	400,000	400,000	400,000
Transmission Exp- CH Corn	229,872	800,000	238,646	400,000	400,000	400,000	400,000	400,000
Transmiss Use-Others/City	5,338	0	3,264	0	0	0	0	0
Fuel/Purchased Power-Forecast Margin	0	10,000,000	0	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Fuel	226,769,972	192,706,000	185,175,729	179,129,449	175,261,137	176,524,770	178,625,568	182,131,059
Assessments & Fees	65,852	62,258	163,656	132,884	137,604	143,133	148,648	151,687
Interest on Deposits	468,151	822,558	352,776	855,928	890,336	926,128	968,545	1,007,287
Bad Debt Expense	1,950,785	528,787	1,512,936	550,240	572,337	595,321	622,595	647,499
Environmental Assessments&	29,923	133,903	38,435	139,335	144,929	150,751	155,273	159,942
Other Services & Charges	2,514,711	1,547,506	2,067,803	1,678,387	1,745,206	1,815,333	1,895,061	1,966,415
Computer Equipment	4,241	0	796	8,900	9,200	9,389	9,585	9,788
Vehicle Equipment	2,175	344,000	344,000	207,462	361,200	217,835	379,260	497,181
Unclassified Equipment	26,513	235,178	237,983	248,437	258,600	269,184	280,208	291,553
Capital Outlay	32,929	579,178	582,779	464,799	629,000	496,408	669,053	798,522
Human Resource Expense	302,088	300,673	300,670	306,443	315,636	325,105	334,859	344,904
Accounting Expense	801,549	709,827	704,539	725,237	746,994	769,403	792,486	816,260
Purchasing Expense	1,134,572	846,217	846,215	523,909	539,627	555,816	572,490	589,665
Information Systems Expense	1,779,558	1,635,113	1,635,107	2,046,831	2,108,236	2,171,483	2,236,628	2,303,727
Risk Management Expense	4,921,307	4,033,912	4,033,896	4,053,585	4,175,193	4,300,448	4,429,462	4,562,346
Radio Communications Expense	80,462	66,019	66,019	57,696	59,427	61,210	63,046	64,937
Revenue Collection Expense	783,575	798,570	798,568	857,343	883,063	909,555	936,842	964,947
Utility Services Expense	4,309,384	4,740,860	4,710,448	4,401,840	4,533,895	4,669,912	4,810,010	4,954,310
Environmental	759,060	788,972	788,969	778,949	802,317	826,387	851,179	876,714
Energy Services	335,004	342,221	342,220	342,221	352,488	363,063	373,955	385,174
Vehicle Garage Expense	762,487	718,149	780,989	725,469	747,233	769,650	792,740	816,522
Vehicle Fuel	272,665	286,138	341,433	344,563	354,900	365,547	376,514	387,809
Vehicle Replacement	445,801	463,977	463,977	599,338	629,306	660,772	693,811	728,502
Indirect Costs	2,027,331	2,088,151	2,088,143	1,969,265	2,028,343	2,089,193	2,151,869	2,216,425
Allocated Accounts	18,714,843	17,818,799	17,901,193	17,732,690	18,276,659	18,837,546	19,415,889	20,012,241
Utilities - Sewer	20,154	19,481	18,706	20,065	20,667	21,287	21,925	22,894
Utilities - Sanitation	152,630	354,950	155,516	359,608	364,478	369,600	380,883	392,509
Utilities - Stormwater	10,492	10,346	10,963	10,764	11,200	11,653	12,127	12,380
Utilities - Gas	8,783	35,750	10,372	37,196	38,706	40,272	41,906	41,992
Utilities - Water	12,542	24,879	12,243	27,615	28,445	29,298	30,177	31,037
Utilities - Electric	206,131	197,488	175,838	183,663	207,362	213,582	219,989	224,734
Utilities - Fire Services	1,693	3,879	3,825	4,037	4,200	4,370	4,547	4,662
Utilities and Other Expenses	412,425	646,773	387,463	642,948	675,058	690,062	711,554	730,208
Debt Service Transfer	34,796,397	35,528,646	32,183,455	45,723,196	45,774,719	55,682,681	55,775,504	55,771,918
RR&I Transfer	21,860,647	21,860,650	21,860,650	27,285,000	27,331,200	28,729,700	30,009,050	31,341,950
Inter-Fund Transfer	116,558	0	31,966	0	0	0	0	0
Transfers	56,773,602	57,389,296	54,076,071	73,008,196	73,105,919	84,412,381	85,784,554	87,113,868
Contribution to General Fund	22,637,230	22,361,081	22,361,081	22,366,058	22,717,695	22,101,830	21,968,324	21,671,571
Contributions to Operations	22,637,230	22,361,081	22,361,081	22,366,058	22,717,695	22,101,830	21,968,324	21,671,571
Transfer to Rate Stabiliz	59,659	0	207,563	0	0	0	0	0
Year End Adjustments	59,659	0	207,563	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

400 Electric Operating Fund

Revenues	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Special Events - Electric	2,046	0	1,848	0	0	0	0	0
Undefined	2,046	0	1,848	0	0	0	0	0
Residential	153,910,924	147,212,264	142,018,588	139,611,405	139,295,673	140,743,243	142,692,593	145,190,888
General Service- Non-Demand	26,398,947	23,879,228	23,029,641	23,672,509	23,563,291	23,799,308	24,123,697	24,552,169
General Service- Demand	83,903,023	80,243,797	73,818,768	74,758,410	74,314,620	75,042,725	76,055,910	77,417,727
General Service- Large Deman	74,618,035	69,279,683	62,120,538	65,904,732	65,392,819	66,014,042	66,892,839	68,103,744
Gen Service- Interruptible C	5,037,195	4,005,372	3,621,002	4,284,071	4,216,224	4,250,722	4,303,828	4,385,494
General Service- Interruptib	311,910	309,208	261,330	273,158	270,546	272,992	276,616	281,692
General Service- Curtailable	3,355,872	2,485,912	2,820,589	2,925,526	2,894,785	2,920,956	2,959,068	3,013,486
Long Term Contract Discount	-6,378,582	-8,183,527	-5,529,604	-5,700,000	-5,500,000	-5,300,000	-5,300,000	-5,300,000
Public Street Lighting	0	2,069,930	0	0	0	0	0	0
Traffic Control	176,814	164,192	161,784	160,408	160,054	161,786	164,011	166,909
Public Outdoor Lighting	4,306,540	1,698,992	3,793,242	3,907,524	3,898,977	3,939,483	3,994,186	4,064,170
Sales for Resale	3,676,861	0	2,221,772	0	0	0	0	0
Firm Sales for Resale	2,513,856	0	2,383,666	0	0	0	0	0
Wheeling Revenue	644,900	659,707	560,195	644,245	659,707	675,540	691,753	708,355
Forfeited Discounts	943,179	659,777	784,894	800,000	800,000	800,000	800,000	800,000
Initiating Services	938,588	978,615	823,740	962,728	976,014	989,483	1,003,138	1,016,981
Misc Electrical Service	14,519	3,142	9,578	3,091	3,134	3,177	3,221	3,266
Security Light Installation	55,250	109,043	19,972	60,000	60,000	60,000	60,000	60,000
Cut Fees	1,429,475	2,216,225	1,415,606	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Surcharge	1,998,627	2,185,986	2,038,133	2,184,208	2,250,154	2,304,799	2,355,390	2,439,121
Pole Rental	520,891	550,000	633,284	418,830	421,568	427,386	433,284	439,263
Other Revenues	5,818	10,292	8,180	10,031	10,292	10,560	10,835	11,117
Bad Check Charges	274,112	227,783	226,249	224,085	227,178	230,313	233,491	236,713
Meter Tampering Fine	69,925	82,342	67,894	81,006	82,124	83,257	84,406	85,571
Sale of Scrap	116,367	54,657	204,739	53,770	54,512	55,264	56,026	56,799
Reimb St Marks Pwdr.	63,078	60,800	55,771	53,005	64,000	57,350	51,391	46,051
Fiber Leases	322,688	0	176,682	0	0	0	0	0
Developer URD outside COT	1,255	0	0	0	0	0	0	0
Other Miscellaneous Revenue	0	55,282	0	57,536	55,135	62,275	70,340	79,449
Charges for Services	359,230,067	331,018,702	317,746,233	316,850,278	315,670,807	319,104,661	323,516,023	329,358,965
Interest	1,336,128	1,150,000	2,209,729	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Wireless Rental	169,134	77,019	101,123	77,000	77,000	77,000	77,000	77,000
Discounts Earned	0	454	0	447	453	459	465	471
Other Miscellaneous Revenue	2,555,174	0	4,060,789	0	0	0	0	0
Trans from Fund Bal - Encumb	1,472,806	0	0	0	0	0	0	0
Capitalized Overhead	2,669,398	2,589,772	3,301,957	3,171,409	3,257,532	3,295,169	3,275,070	3,275,764
Over/Under Recovery	39,329	0	0	0	0	0	0	0
Other Revenues	8,241,969	3,817,245	9,673,598	4,398,856	4,484,985	4,522,628	4,502,535	4,503,235
Transfer from Electric RR&I	0	0	0	10,108,400	0	0	0	0
Transfer From Electric Op Rs	0	3,122,342	0	10,544,067	0	0	0	0
Other Sources	0	3,122,342	0	20,652,467	0	0	0	0
Fund Summary	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	367,474,082	337,958,289	327,421,679	341,901,601	340,901,365	355,302,841	361,624,653	368,994,619
Fund Total Revenue	367,474,082	337,958,289	327,421,679	341,901,601	320,155,792	323,627,289	328,018,558	333,862,200
Fund Balance	0	0	0	0	-20,745,573	-31,675,552	-33,606,095	-35,132,419

430 Gas Operating Fund

The City of Tallahassee has owned, operated, and managed a natural gas distribution system since 1956. The number of active service points, which include locations where gas can be consumed if there were a meter and active utility customers as of March 31, 2010, is 25,583. The majority of available service points (94%) are for residential accounts.

Gas utility customers include four types, the majority being residential (94%), commercial (6%) and small interruptible and contract customers, which account for the balance. The department continues to provide interruptible services to several commercial customers in addition to special and flexible contract customers. Under special contracts, the utility is permitted to lower its margin in order to compete in terms of cost with alternative fuels. This type of contract allows the Gas Utility to respond to changing market conditions where customer acquisition or retention is economically feasible. Customers are required to submit documentation supporting the quantity, quality, availability, and cost of alternative fuels.

Rate indicators for the fund continue to show declining system growth, mild heating degree-day deficiencies, rising fuel expenses, moderate local and national economic growth, and rising cost of goods and services.

The Gas Fund accounts for the assets, operations, maintenance, and operating financial transactions of the city-owned gas system and is currently balanced for all five years.

The 2011 fiscal year budget reflects expenditures in the amount of \$39.3 million, representing an increase of \$2.6 million from the 2010 approved budget. This is primarily due to an increase in estimated natural gas consumption by customers.

The major source of revenues for the gas fund is metered sales that represent approximately 95% of the operating revenues. Remaining revenue is generated from service initiations, fees and charges, a surcharge, and non-operating sources such as system charge and interest earnings.

The city's finance policy regarding the funding level for capital expenditures from operating revenues was changed for all the utilities during fiscal year 2006. The new policy provides for phasing-in additional funding for capital expenditures equal to annual depreciation expenses.

The capital improvement program for fiscal year 2011 is being funded with available cash balances in the amount of \$1.35 million, \$0 in bonds, and \$1.3 million is being transferred from the fund's repair, replacement, and improvement fund. For fiscal year 2011, the Gas Utility capital budget is \$2,659,900. Over the five-year period from FY 2011-FY 2015, funding for gas improvements total \$24,120,650.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

430 Gas Operating Fund

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	2,033,568	1,802,431	1,919,086	1,977,938	2,038,361	2,100,905	2,158,591
Operating	424,187	437,775	1,123,436	1,131,783	1,140,339	1,149,109	1,149,298
Fuel	26,742,903	22,001,952	21,298,214	20,911,809	21,745,363	22,292,993	23,225,994
Other Services & Charges	75,445	92,065	82,411	82,411	82,411	82,411	82,411
Capital Outlay	3,000	0	0	0	0	0	0
Allocated Accounts	2,358,701	2,248,935	2,104,416	2,167,550	2,232,577	2,299,554	2,368,541
Utilities and Other Expenses	60,369	60,176	60,651	61,179	61,753	61,690	61,625
Transfers	4,947,080	4,657,683	5,854,575	6,385,033	7,143,053	8,094,827	9,099,234
Contributions to Operations	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000
Year End Adjustments	470,564	3,536,348	4,598,600	5,100,690	4,166,521	2,309,712	2,096,486
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Undefined	0	4,140	0	0	0	0	0
Charges for Services	38,827,615	36,925,179	38,827,615	39,604,093	40,396,078	40,176,901	42,027,880
Other Revenues	611,203	213,619	536,774	537,300	537,300	537,300	537,300
Other Sources	0	17,427	0	0	0	0	0
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>39,438,818</u>	<u>37,160,365</u>	<u>39,364,389</u>	<u>40,141,393</u>	<u>40,933,378</u>	<u>40,714,201</u>	<u>42,565,180</u>
Fund Total Revenue	<u>39,438,818</u>	<u>37,160,365</u>	<u>39,364,389</u>	<u>40,141,393</u>	<u>40,933,378</u>	<u>40,714,201</u>	<u>42,565,180</u>
Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Fund Expenditures

Operating and Maintenance expenditures have decreased due to cost reductions and efficiencies identified by the department.

No capital outlay funds have been budgeted for the entire five-year plan.

The utility's contribution to the General Fund is established in accordance with the financial policy and is proposed at \$2,323,000 for the five-year period.

The following service level changes were approved for fiscal year 2011 budget.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$3,805.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$3,857).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Fund Revenues

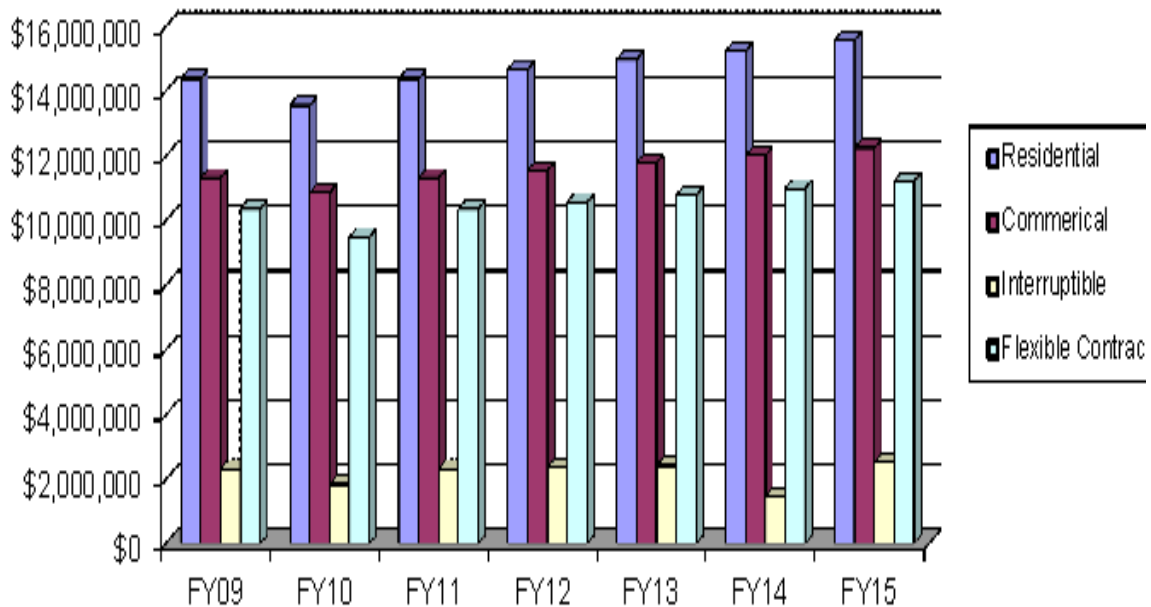
The major source of revenue for the gas fund is metered sales from its customer base. The utility operations serve over 25,100 residential and commercial customers in and around the Tallahassee community. Remaining

430 Gas Operating Fund

revenue is generated from service initiations, fees and charges, a surcharge, and non-operating sources such as system charge and interest earnings. The Gas Utility's customer base is composed of four types: residential, commercial, interruptible, and flexible contract. Residential growth is forecast to increase by approximately 2% annually. Commercial, and interruptible growth is also forecast to increase by 2% annually. Other miscellaneous revenues are projected to increase by 1.5% annually.

The following chart presents an overview of the analysis of the historical and projected gas utility revenues by customer types. The data supporting the chart reflect a projected increase in revenue of \$2,608,928 primarily due to an increase in fuel costs in fiscal year 2011 when compared to fiscal year 2010. Small increases are anticipated in all major sources of revenues for fiscal year 2011 and beyond.

Gas Revenues by Customer Types



Capital Projects Operating Budget Impacts

There are no operating impacts within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

430 Gas Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	1,763,914	1,543,522	1,459,306	1,483,425	1,513,095	1,558,486	1,605,243	1,653,401
Capitalized Waqes	-438,570	-327,876	-407,959	-334,434	-341,122	-347,944	-354,903	-354,903
Salary Enhancements	0	0	0	29,669	45,396	46,754	48,159	49,604
Temporary Waqes	8,491	63,065	68,304	64,326	65,613	66,925	68,263	68,263
Overtime	67,961	89,000	88,769	89,000	89,000	89,000	89,000	89,000
Capitalized Overtime	-9,662	0	-16,477	0	0	0	0	0
Other Salary Items	10,655	2,079	1,560	1,560	1,560	1,560	1,560	1,560
Pension- Current	155,104	140,336	123,813	160,553	165,368	170,318	175,425	180,684
Pension- MAP	127,946	110,509	107,030	108,294	111,546	114,889	118,327	121,877
Mandatory Medicare	22,760	15,863	18,668	21,962	22,623	23,299	23,996	24,715
Health Benefits	211,952	201,070	194,181	220,590	231,608	243,185	255,348	255,348
Health Benefits-Retirees	39,732	98,281	98,281	43,728	43,728	43,728	43,728	43,728
Flex Benefits	73,286	75,871	69,894	74,916	74,916	74,916	74,916	74,916
Vacancy factor of 3.0%	0	0	0	-44,503	-45,393	-46,755	-48,157	-49,602
Furlough savings	0	-3,181	-2,939	0	0	0	0	0
Personnel Services	2,033,568	2,008,539	1,802,431	1,919,086	1,977,938	2,038,361	2,100,905	2,158,591
Advertising	6,701	5,824	1,146	5,970	6,119	6,272	6,429	6,429
Cleaning & Laundry	9,994	9,440	8,580	9,676	9,918	10,166	10,420	10,420
Reproduction	1,136	1,465	770	1,502	1,539	1,578	1,617	1,617
Unclassified Professional Svcs	83,890	107,500	103,084	110,188	112,943	115,767	118,661	118,661
System Dispatch Services	111,300	111,300	0	111,300	111,300	111,300	111,300	111,300
System Planning Services	0	0	111,300	0	0	0	0	0
Building Repairs	2,201	2,188	12,224	2,243	2,299	2,356	2,415	2,415
Equipment Repairs	1,163	7,220	4,638	7,379	7,542	7,709	7,880	7,880
Engineering Services	0	0	480	0	0	0	0	0
Unclassified Contract Svcs	14,104	26,560	24,922	27,892	29,117	30,375	31,665	31,854
Computer Software	0	0	350	0	0	0	0	0
Garage Employee Parking	50	0	0	0	0	0	0	0
Telephone	13,778	17,920	19,147	14,511	14,511	14,511	14,511	14,511
Food	2,861	1,050	1,904	1,077	1,104	1,131	1,159	1,159
Gasoline	81	1,472	580	1,472	1,472	1,472	1,472	1,472
Oil & Lubricants	0	0	668	0	0	0	0	0
Postage	139	1,087	851	1,114	1,142	1,171	1,200	1,200
Office Supplies	8,003	5,700	8,035	5,843	5,989	6,139	6,292	6,292
Uniforms & Clothing	7,466	6,228	6,934	6,384	6,545	6,709	6,877	6,877
Unclassified Supplies	67,223	53,336	53,257	54,670	56,037	57,438	58,874	58,874
Non-Capitalized Furniture	371	0	0	0	0	0	0	0
Vehicle- Non-Garage	14	0	310	0	0	0	0	0
COGS Mat Stores	0	0	0	36,783	36,783	36,783	36,783	36,783
Safety Materials & Supplies	0	0	1,083	0	0	0	0	0
Travel & Training	14,585	28,542	11,886	29,274	30,025	30,793	31,582	31,582
Journals & Books	34	1,543	639	1,543	1,543	1,543	1,543	1,543
Memberships	72,034	39,975	62,231	40,974	41,998	43,048	44,124	44,124
Certificates & Licenses	85	5,000	1,351	5,000	5,000	5,000	5,000	5,000
Rent Expense- Machines	6,470	8,430	1,405	8,641	8,857	9,078	9,305	9,305
Unclassified Charges	505	440,000	0	640,000	640,000	640,000	640,000	640,000
Operating	424,187	881,780	437,775	1,123,436	1,131,783	1,140,339	1,149,109	1,149,298
COGS- Natural Gas	26,742,903	23,341,143	22,001,952	21,298,214	20,911,809	21,745,363	22,292,993	23,225,994
Fuel	26,742,903	23,341,143	22,001,952	21,298,214	20,911,809	21,745,363	22,292,993	23,225,994
Interest on Deposits	10,445	17,411	18,783	17,411	17,411	17,411	17,411	17,411
Bad Debt Expense	65,000	65,000	72,223	65,000	65,000	65,000	65,000	65,000
Pre-Retirement Death Benef	0	0	1,059	0	0	0	0	0
Other Services & Charges	75,445	82,411	92,065	82,411	82,411	82,411	82,411	82,411
Unclassified Equipment	3,000	0	0	0	0	0	0	0
Capital Outlay	3,000	0	0	0	0	0	0	0

**City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary**

430 Gas Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Human Resource Expense	45,239	41,912	41,912	45,587	46,954	48,363	49,814	51,308
Accounting Expense	54,728	63,867	63,867	68,184	70,230	72,337	74,507	76,742
Purchasing Expense	37,260	27,073	27,073	21,551	22,197	22,863	23,549	24,256
Information Systems Expense	260,074	261,145	261,145	277,446	285,770	294,343	303,173	312,268
Risk Management Expense	36,143	40,075	40,075	57,131	58,844	60,610	62,428	64,301
Radio Communications Expense	10,013	8,216	8,216	7,180	7,396	7,618	7,847	8,083
Revenue Collection Expense	85,382	86,242	86,242	102,018	105,078	108,231	111,478	114,822
Utility Services Expense	965,740	870,181	870,181	788,499	812,154	836,518	861,614	887,462
Environmental	65,373	43,070	43,070	42,226	43,493	44,798	46,142	47,526
Energy Services	268,003	274,143	274,143	274,143	282,367	290,838	299,563	308,550
Vehicle Garage Expense	139,931	119,865	116,106	130,771	134,694	138,735	142,897	147,184
Vehicle Fuel	52,663	51,582	63,348	65,406	67,368	69,389	71,471	73,615
Vehicle Replacement	50,915	57,702	57,702	47,775	49,209	50,685	52,206	53,772
Indirect Costs	287,238	295,855	295,855	176,500	181,795	187,249	192,866	198,652
Allocated Accounts	2,358,701	2,240,928	2,248,935	2,104,416	2,167,550	2,232,577	2,299,554	2,368,541
Utilities - Sanitation	26,912	28,235	29,650	28,235	28,235	28,235	28,235	28,235
Utilities - Stormwater	2,539	2,425	2,614	2,425	2,425	2,425	2,425	2,425
Utilities - Gas	1,472	2,178	1,446	2,178	2,178	2,178	2,178	2,178
Utilities - Water	352	445	408	445	445	445	445	445
Utilities - Electric	28,141	27,860	24,063	26,415	26,943	27,517	27,454	27,389
Utilities - Fire Services	953	953	1,995	953	953	953	953	953
Utilities and Other Expenses	60,369	62,096	60,176	60,651	61,179	61,753	61,690	61,625
Debt Service Transfer	2,566,515	3,838,930	3,838,930	3,833,415	3,823,223	3,862,193	3,857,617	3,590,074
RR&I Transfer	1,916,000	0	0	1,638,350	2,179,000	2,898,050	3,854,400	5,126,350
Inter-Fund Transfer	464,565	373,058	818,753	382,810	382,810	382,810	382,810	382,810
Transfers	4,947,080	4,211,988	4,657,683	5,854,575	6,385,033	7,143,053	8,094,827	9,099,234
Contribution to General Fund	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000
Contributions to Operations	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000	2,323,000
Transfer to RR&I	470,564	1,603,576	3,536,348	4,598,600	5,100,690	4,166,521	2,309,712	2,096,486
Year End Adjustments	470,564	1,603,576	3,536,348	4,598,600	5,100,690	4,166,521	2,309,712	2,096,486
Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
FY10 Estimates Upload	0	0	4,140	0	0	0	0	0
Undefined	0	0	4,140	0	0	0	0	0
Meter Tampering Fine	75	0	0	75	100	100	100	100
Residential	14,383,310	13,549,674	13,549,674	14,383,310	14,670,976	14,964,396	15,236,684	15,568,957
Non-Residential	11,311,564	10,848,709	10,848,709	11,311,564	11,537,796	11,768,551	12,003,923	12,244,001
Interruptible- Small	0	0	1,733	0	0	0	0	0
Interruptible	2,321,947	1,830,904	2,371,851	2,321,947	2,368,386	2,415,754	1,464,069	2,513,351
Interruptible- Large	0	0	1,300	0	0	0	0	0
Flexible Contract Interrupti	10,346,591	9,482,976	9,671,208	10,346,591	10,553,523	10,764,594	10,979,886	11,199,483
Forfeited Discounts	137,618	135,475	117,994	137,618	140,370	143,177	146,041	148,962
Initiating Services	115,921	88,616	111,057	115,921	118,239	120,604	123,016	125,477
Tapping Fees	9,209	8,518	10,586	9,209	9,393	9,581	9,772	9,968
Cut Fees	37,307	37,150	30,981	37,307	38,053	38,814	39,590	40,382
Surcharge	137,173	117,800	179,347	137,173	139,916	142,715	145,569	148,480
Other Revenues	0	0	1,028	0	0	0	0	0
Gas Pilot Lighting	22,070	17,720	29,711	22,070	22,511	22,962	23,421	23,889
Other Miscellaneous Revenue	4,830	2,160	0	4,830	4,830	4,830	4,830	4,830
Charges for Services	38,827,615	36,119,702	36,925,179	38,827,615	39,604,093	40,396,078	40,176,901	42,027,880
Interest	158,740	269,915	221,516	80,000	80,000	80,000	80,000	80,000
Other Miscellaneous Revenue	8,018	0	7,651	8,018	8,000	8,000	8,000	8,000
Trans from Fund Bal - Encumb	0	0	0	4,310	4,300	4,300	4,300	4,300
Capitalized Overhead	444,446	365,844	473,877	444,446	445,000	445,000	445,000	445,000
Over/Under Recovery	0	0	-489,425	0	0	0	0	0
Other Revenues	611,203	635,759	213,619	536,774	537,300	537,300	537,300	537,300

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

430 Gas Operating Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Transfer from Gas RR&I Fund	0	0	17,427	0	0	0	0	0
Other Sources	0	0	17,427	0	0	0	0	0
<hr/>								
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	39,438,818	36,755,461	37,160,365	39,364,389	40,141,393	40,933,378	40,714,201	42,565,180
Fund Total Revenue	39,438,818	36,755,461	37,160,365	39,364,389	40,141,393	40,933,378	40,714,201	42,565,180
Fund Balance	0	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

460 Water Operating Fund

The Water Division delivers potable water from pumping stations to city residents as well as to adjacent communities. The division owns, operates, and maintains a water production and distribution system that services Tallahassee and portions of Leon and Wakulla counties. As of March 2010, water infrastructure includes 28 deep wells, eight elevated water storage tanks, and approximately 1,199 miles of water main. Approximately 4.07 billion gallons of water have been sold to 75,088 customers.

The water capital improvement plan (CIP) for fiscal years 2011-15 chiefly entails projects to maintain, replace, and upgrade water system infrastructure, including water supply wells, storage tanks, and distribution facilities. An update to the master water plan was implemented in fiscal year 2008 to determine system expansion requirements in response to the city-county franchise agreement, and \$2 million is included annually in the 5-year CIP to fund specific expansion projects that are identified.

<u>Expenditures</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Personnel Services	4,517,912	4,538,405	4,758,358	4,996,188	5,153,580	5,316,561	5,473,201
Operating	2,223,115	597,839	652,744	782,629	793,898	802,103	802,103
Other Services & Charges	495,763	162,299	497,500	497,500	497,500	497,500	497,500
Capital Outlay	11,854	0	0	0	0	0	0
Allocated Accounts	5,155,364	5,181,718	5,452,618	5,616,197	5,784,682	5,958,223	6,136,970
Utilities and Other Expenses	2,230,884	2,108,765	2,268,707	2,313,893	2,362,941	2,357,529	2,351,954
Transfers	5,687,222	9,141,802	8,562,845	10,195,610	10,975,912	10,504,521	10,918,970
Contributions to Operations	6,012,465	6,678,846	6,484,450	6,678,984	6,879,354	7,085,735	7,298,307
<u>Revenues</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Undefined	0	1,635	0	0	0	0	0
Charges for Services	23,057,518	23,070,037	25,297,419	25,796,771	26,306,051	26,825,511	27,355,156
Other Revenues	1,926,042	1,763,751	1,899,189	1,884,826	1,884,826	1,884,826	1,884,826
Other Sources	1,350,915	3,574,251	696,716	696,716	696,716	696,716	696,716
Internal Service Fund Charges	103	0	783,898	783,898	783,898	783,898	783,898
Rate Study Implementation	0	0	0	1,918,790	2,776,376	2,331,221	2,758,409
<u>Fund Summary</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	26,334,577	28,409,674	28,677,222	31,081,001	32,447,867	32,522,172	33,479,005
Fund Total Revenue	26,334,578	28,409,674	28,677,222	31,081,001	32,447,867	32,522,172	33,479,005
Fund Balance	1	0	0	0	0	0	0

Fund Expenditures

The most significant expenditure increases above those budgeted in fiscal year 2011 are attributable to debt service expenses.

The following service level changes were approved as proposed for the Water Department's fiscal year 2011 budget.

Reduction in the number of vehicles in service results in a decrease in vehicle fuel. Fiscal Impact (\$60,000)

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$63,899.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,832).

460 Water Operating Fund

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Fund Revenues

Water system revenues include water sales, development fees, various water service fees, and other miscellaneous fees.

Revenue decreases are a result of decreases in customer usage offset in part by an increase in rates. Rates will increase by 11% in FY 2011. The number of customers and number of service points as of April 30, 2010 has shown no growth from FY 2009. In addition the amount of metered sales per customer has declined.

Revenues from residential and commercial customers, surcharge, capitalized overhead, and tapping fees are the most significant in terms of revenue generation in the Water Fund. Collectively, these sources produce revenues that range from \$22.4 million in fiscal year 2011 to a projection of approximately \$27.3 million in fiscal year 2015.

Residential

\$12.5 million was generated from water sales to residential customers in fiscal year 2009; projected collections in fiscal year 2015 are \$14.9 million. The average annual increase in revenue for the period shown is approximately 2.2 percent.

Commercial

Historical and projected receipts from sales to commercial customers are increasing slightly. The average annual growth rate for commercial revenues is approximately 2 percent and range from actual collections of \$7.8 million in fiscal year 2009 to projected collections of \$9.3 million in fiscal year 2014.

Surcharge

Surcharge is a tax imposed on water sales outside of the incorporated city limits. The surcharge rate increased to fifty percent beginning fiscal year 2006, up from 37.5 percent in the past. Revenue derived from this category helps support costs associated with offering parks and recreation services and programs throughout the county. Revenues range from actual fiscal year 2009 collections of slightly more than \$1.37 million to \$1.63 million in fiscal year 2015.

Capitalized Overhead

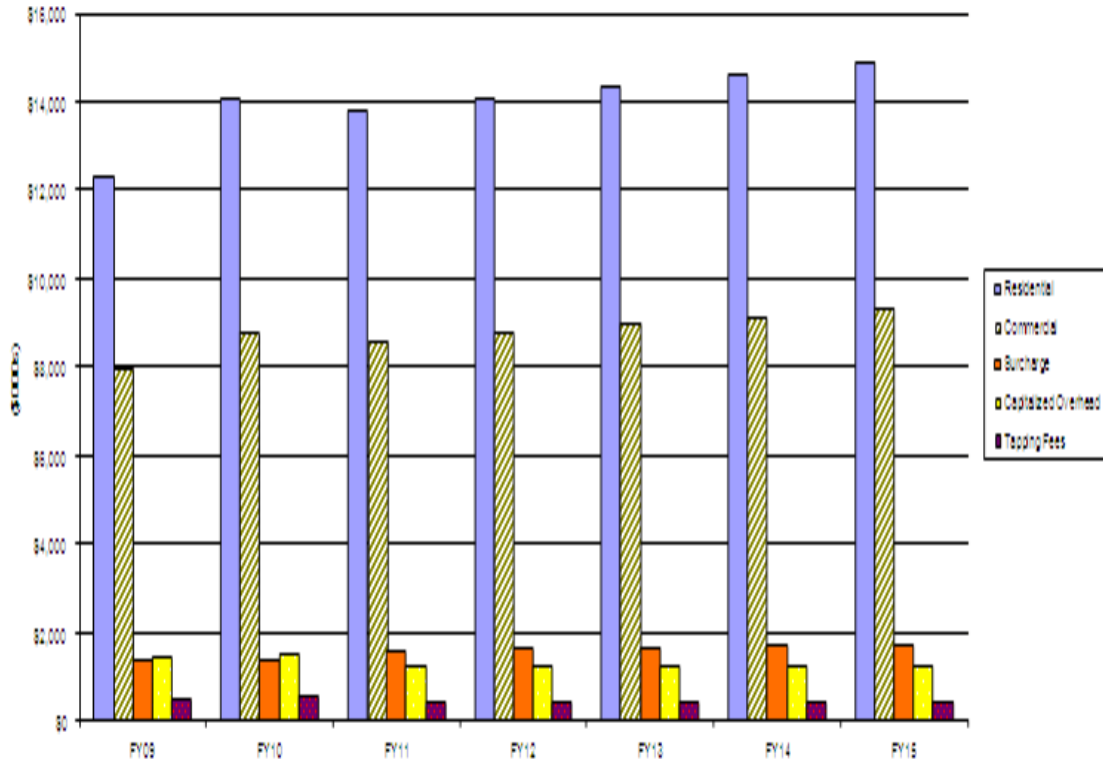
These revenues are derived from internally imposed overhead costs charged to capital projects, and remain constant from \$1.2 million in fiscal year 2009 to fiscal year 2015.

Tapping Fees

This revenue is derived from charges for providing standard water taps for meters of varying sizes. Revenues range from approximately \$377 thousand in fiscal year 2009 to nearly \$400 thousand in fiscal year 2015.

460 Water Operating Fund

Significant Water Revenues by Type



City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

460 Water Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Salaries	4,020,739	3,927,204	3,699,782	4,028,415	4,108,984	4,232,249	4,359,223	4,490,000
Capitalized Waqes	-1,280,350	-1,375,000	-996,144	-1,202,500	-1,226,550	-1,251,081	-1,276,102	-1,276,102
Salary Enhancements	0	0	0	80,567	123,269	126,972	130,775	134,694
Temporary Waqes	82,921	173,275	84,442	83,997	169,684	170,693	171,722	171,722
Overtime	302,841	320,557	294,053	321,971	323,420	324,906	326,429	326,429
Capitalized Overtime	-107,044	-191,500	-122,440	-192,125	-192,766	-193,423	-194,096	-194,096
Other Salary Items	8,161	21,829	10,520	21,619	21,935	22,259	22,591	22,591
Pension- Current	340,280	357,456	322,064	436,505	449,571	463,023	476,886	491,169
Pension- MAP	294,529	281,474	285,466	294,432	303,243	312,331	321,681	331,311
Social Security	0	0	0	6,045	6,045	6,045	6,045	6,045
Mandatory Medicare	48,148	41,492	44,298	59,712	61,497	63,346	65,234	67,189
Health Benefits	522,059	568,822	509,930	611,664	642,216	674,318	708,040	708,040
Health Benefits-Retirees	86,601	223,552	223,552	118,237	118,237	118,237	118,237	118,237
Flex Benefits	199,026	209,359	186,391	210,672	210,672	210,672	210,672	210,672
Vacancy factor of 3.0%	0	0	0	-120,853	-123,269	-126,967	-130,776	-134,700
Furlough savings	0	-3,797	-3,509	0	0	0	0	0
Personnel Services	4,517,912	4,554,723	4,538,405	4,758,358	4,996,188	5,153,580	5,316,561	5,473,201
Advertising	25	15,200	13,696	15,200	15,200	15,200	15,200	15,200
Cleaning & Laundry	17,362	25,252	20,701	25,791	26,344	26,910	27,490	27,490
Reproduction	1,459	4,110	1,156	4,206	4,305	4,406	4,510	4,510
Unclassified Professional Svcs	900	0	380	0	0	0	0	0
System Planning Services	499,575	0	0	0	0	0	0	0
System Collection	99,463	102,447	102,448	105,520	108,686	111,947	111,947	111,947
Building Repairs	1,447	5,110	3,617	5,238	5,369	5,503	5,641	5,641
Equipment Repairs	9,547	24,696	11,412	25,301	25,921	26,557	27,209	27,209
Medical Services	0	0	23	0	0	0	0	0
Engineering Services	11	0	4,860	0	0	0	0	0
Unclassified Contract Svcs	78,141	86,816	76,297	88,085	89,387	90,721	92,088	92,088
Computer Software	2,417	15,300	2,661	15,050	15,300	15,300	15,300	15,300
Environmental Contractual	0	13,580	1,629	13,580	13,580	13,580	13,580	13,580
Potable Water Monitoring	1,202,239	0	0	0	0	0	0	0
Garage Employee Parking	15	0	0	0	0	0	0	0
Telephone	25,414	23,744	32,458	19,168	19,168	19,168	19,168	19,168
Chem-Med-Lab	38,895	56,018	63,797	57,418	58,853	60,326	61,834	61,834
Food	1,449	1,929	3,782	1,957	1,985	2,014	2,044	2,044
Gasoline	361	682	222	699	716	734	752	752
Oil & Lubricants	0	0	877	0	0	0	0	0
Postage	194	0	7,636	0	0	0	0	0
Office Supplies	11,202	12,016	10,773	12,241	12,472	12,708	12,951	12,951
Uniforms & Clothing	23,108	40,602	19,913	41,417	42,254	43,111	43,989	43,989
Unclassified Supplies	173,351	117,580	155,893	0	119,761	120,893	122,053	122,053
Vehicle- Non-Garage	375	0	4,023	0	0	0	0	0
COGS Mat Stores	0	0	0	125,561	125,561	125,561	125,561	125,561
Building Supplies	0	0	129	0	0	0	0	0
Safety Materials & Supplies	240	3,140	6,897	3,206	3,274	3,343	3,414	3,414
Travel & Training	17,291	11,220	12,000	11,440	11,666	11,898	12,133	12,133
Journals & Books	619	2,182	2,051	2,224	2,266	2,310	2,356	2,356
Memberships	6,501	13,828	18,294	13,913	14,000	14,089	14,180	14,180
Certificates & Licenses	7,755	25,375	18,004	26,007	26,655	27,319	27,999	27,999
Rent Expense- Bldg & Ops	0	25,344	-3,258	24,147	24,147	24,147	24,147	24,147
Rent Expense- Machines	2,428	5,000	3,801	5,125	5,253	5,384	5,519	5,519
Unclassified Charges	1,333	10,000	1,667	10,250	10,506	10,769	11,038	11,038
Operating	2,223,115	641,171	597,839	652,744	782,629	793,898	802,103	802,103
Interest on Deposits	37,238	70,000	26,187	70,000	70,000	70,000	70,000	70,000
Bad Debt Expense	140,000	140,000	136,112	140,000	140,000	140,000	140,000	140,000
Line Extensions	316,281	285,000	0	285,000	285,000	285,000	285,000	285,000
Environmental Assessments&	0	2,500	0	2,500	2,500	2,500	2,500	2,500
Pre-Retirement Death Benef	2,243	0	0	0	0	0	0	0
Other Services & Charges	495,763	497,500	162,299	497,500	497,500	497,500	497,500	497,500
Computer Equipment	3,696	0	0	0	0	0	0	0
Unclassified Equipment	8,158	0	0	0	0	0	0	0
Capital Outlay	11,854	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

460 Water Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resource Expense	108,886	105,978	105,978	114,857	118,303	121,852	125,508	129,273
Accounting Expense	128,199	139,789	139,789	146,610	151,008	155,538	160,204	165,010
Purchasing Expense	193,994	132,802	132,802	81,033	83,464	85,968	88,547	91,203
Information Systems Expense	352,986	461,140	461,140	648,840	668,305	688,354	709,005	730,275
Risk Management Expense	333,105	250,736	250,736	376,414	387,707	399,338	411,318	423,657
Radio Communications Expense	28,609	23,474	23,474	20,514	21,129	21,763	22,416	23,088
Revenue Collection Expense	69,733	63,210	63,210	66,852	68,858	70,923	73,051	75,243
Utility Services Expense	2,320,935	2,170,859	2,170,859	2,176,571	2,241,868	2,309,124	2,378,398	2,449,750
Environmental	53,268	194,256	194,256	159,105	163,878	168,794	173,858	179,074
Energy Services	53,601	54,316	54,316	54,316	55,945	57,623	59,352	61,133
Vehicle Garage Expense	471,557	580,822	456,695	494,044	508,866	524,132	539,856	556,051
Vehicle Fuel	227,240	273,478	274,566	285,862	294,438	303,271	312,369	321,740
Vehicle Replacement	226,234	256,391	249,269	231,530	238,477	245,631	253,000	260,590
Indirect Costs	587,018	604,628	604,628	596,070	613,952	632,371	651,342	670,882
Allocated Accounts	5,155,364	5,311,879	5,181,718	5,452,618	5,616,197	5,784,682	5,958,223	6,136,970
Utilities - Sanitation	0	2,350	1,389	2,350	2,350	2,350	2,350	2,350
Utilities - Stormwater	4,731	4,935	12,357	5,155	5,155	5,155	5,155	5,155
Utilities - Water	6,797	1,300	50,631	1,300	1,300	1,300	1,300	1,300
Utilities - Electric	2,218,688	2,382,875	2,028,524	2,259,287	2,304,473	2,353,521	2,348,109	2,342,534
Utilities - Fire Services	667	615	15,864	615	615	615	615	615
Utilities and Other Expenses	2,230,884	2,392,075	2,108,765	2,268,707	2,313,893	2,362,941	2,357,529	2,351,954
Debt Service Transfer	2,312,285	3,527,721	3,527,721	3,629,920	4,450,744	4,451,402	4,454,128	4,815,977
RR&I Transfer	3,350,000	3,200,000	3,200,000	2,514,900	3,247,800	3,947,600	3,400,000	3,452,600
Inter-Fund Transfer	24,937	2,339,683	2,414,081	2,418,025	2,497,066	2,576,910	2,650,393	2,650,393
Transfers	5,687,222	9,067,404	9,141,802	8,562,845	10,195,610	10,975,912	10,504,521	10,918,970
Contribution to General Fund	6,012,465	6,678,846	6,678,846	6,484,450	6,678,984	6,879,354	7,085,735	7,298,307
Contributions to Operations	6,012,465	6,678,846	6,678,846	6,484,450	6,678,984	6,879,354	7,085,735	7,298,307
Transfer to RR&I	0	678,404	0	0	0	0	0	0
Year End Adjustments	0	678,404	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

460 Water Operating Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Undefined - Added for Actuals Upload	0	0	1,635	0	0	0	0	0
Undefined	0	0	1,635	0	0	0	0	0
Other Revenues	1,703	0	0	0	0	0	0	0
Meter Tampering Fine	6,039	2,724	11,333	6,039	6,100	6,100	6,100	6,100
Residential	12,524,919	14,054,944	12,468,663	13,777,411	14,052,959	14,334,018	14,620,699	14,913,113
Commercial	7,812,894	8,786,242	7,846,474	8,594,183	8,766,067	8,941,388	9,120,216	9,302,620
Forfeited Discounts	89,516	90,873	101,664	89,516	89,520	89,520	89,520	89,520
Initiating Services	492,665	426,943	465,628	492,665	502,518	512,569	522,820	533,276
Tapping Fees	377,822	506,014	448,391	377,822	385,379	393,086	400,948	408,967
Cut Fees	124,682	151,661	128,909	124,682	127,175	129,719	132,313	134,959
Surcharge	1,371,774	1,105,343	1,318,216	1,508,952	1,539,131	1,569,914	1,601,312	1,633,338
Surcharge- Outside Leon Co	63,759	242,636	71,582	70,134	71,537	72,968	74,427	75,916
Hvdrant Rental	52,555	0	52,764	52,555	52,555	52,555	52,555	52,555
Other Revenues	0	25,900	0	26,000	26,200	26,400	26,600	26,600
System Dispatch Services	55,650	55,650	55,650	55,650	55,650	55,650	55,650	55,650
Developer-Installed Line Ins	5,342	4,435	9,727	9,000	9,180	9,364	9,551	9,742
Meter Relocation Fees	6,810	0	2,460	6,810	6,800	6,800	6,800	6,800
Other Miscellaneous Revenue	200	1,000	7,908	6,000	6,000	6,000	6,000	6,000
Laboratory Sample Test Fees	71,081	80,000	80,668	100,000	100,000	100,000	100,000	100,000
Other Miscellaneous Revenue	108	0	0	0	0	0	0	0
Charges for Services	23,057,518	25,534,365	23,070,037	25,297,419	25,796,771	26,306,051	26,825,511	27,355,156
Interest	242,317	854,450	260,458	240,000	240,000	240,000	240,000	240,000
Wireless Rental	470,070	411,638	570,748	445,534	431,171	431,171	431,171	431,171
Trans from Fund Bal - Encumb	0	0	28,160	0	0	0	0	0
Capitalized Overhead	1,213,655	1,491,935	904,385	1,213,655	1,213,655	1,213,655	1,213,655	1,213,655
Other Revenues	1,926,042	2,758,023	1,763,751	1,899,189	1,884,826	1,884,826	1,884,826	1,884,826
Transfer From Gas Fund	0	153,706	153,706	153,706	153,706	153,706	153,706	153,706
Transfer From Water RR&I	831,915	0	2,044,637	0	0	0	0	0
Transfer From Water System C	519,000	519,000	519,000	470,000	470,000	470,000	470,000	470,000
Please use 369929 Instead	0	0	783,898	0	0	0	0	0
Transfer From Stormwater Fun	0	73,010	73,010	73,010	73,010	73,010	73,010	73,010
Other Sources	1,350,915	745,716	3,574,251	696,716	696,716	696,716	696,716	696,716
From Sewer Fund	0	783,898	0	783,898	783,898	783,898	783,898	783,898
From Fleet Management Reserv	103	0	0	0	0	0	0	0
Internal Service Fund Charges	103	783,898	0	783,898	783,898	783,898	783,898	783,898
Rate Study Revenue	0	0	0	0	1,918,790	2,776,376	2,331,221	2,758,409
Rate Study Implementation	0	0	0	0	1,918,790	2,776,376	2,331,221	2,758,409
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	26,334,577	29,822,002	28,409,674	28,677,222	31,081,001	32,447,867	32,522,172	33,479,005
Fund Total Revenue	26,334,578	29,822,002	28,409,674	28,677,222	31,081,001	32,447,867	32,522,172	33,479,005
Fund Balance	1	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

500 Sewer Operating Fund

The sanitary sewer collection system is comprised of approximately 675 miles of gravity pipe and is connected to over 15,000 manholes. Over 85 pumping stations use approximately 100 miles of force main to support the gravity system. The sanitary sewer collection system is projected to serve approximately 64,000 customers in fiscal year 2011.

The system transports raw sewage from homes and businesses in Tallahassee to the Thomas P. Smith (TPS) Water Reclamation Facility. The Thomas P. Smith facility can treat 27.5 million gallons per day and is capable of handling peak flows up to 55 million gallons per day.

The paramount challenge facing the fund during the next five to six years is implementation of the advanced wastewater treatment (AWT) improvements at the TPS treatment facilities. The estimated total capital cost is \$228 million. AWT improvements are required by the settlement agreement reached in December 2006 with the petitioners who objected to renewal of the city's operating permits. AWT facilities will produce treated wastewater that meets quality standards for public access reuse, which the TPS Wastewater Reclamation Facility project addresses.

The sewer system also requires significant capital investment to address replacement and rehabilitation of aging infrastructure and system expansion to provide central sewer service to meet growth in both the city and the unincorporated area.

<u>Expenditures</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Personnel Services	11,021,435	11,107,365	11,603,812	11,965,778	12,337,284	12,721,462	13,069,787
Operating	2,777,786	2,781,744	3,711,771	4,012,553	4,192,520	4,317,733	4,248,477
Other Services & Charges	764,656	503,001	682,500	682,500	682,500	682,500	682,500
Capital Outlay	33,458	0	0	0	0	0	0
Allocated Accounts	5,790,568	5,671,996	5,891,339	6,063,313	6,240,446	6,422,892	6,610,813
Utilities and Other Expenses	4,773,805	4,394,716	4,600,863	4,681,852	4,764,082	4,766,757	4,769,510
Transfers	19,839,288	23,600,766	24,355,039	28,612,643	28,098,126	26,423,333	28,478,137
Contributions to Operations	2,299,866	2,981,251	3,284,609	3,594,415	3,874,502	4,044,701	4,044,701
Year End Adjustments	958,715	2,718,636	2,051,720	0	0	0	0
<u>Revenues</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Undefined	0	9,684	0	0	0	0	0
Charges for Services	43,926,468	45,409,319	47,921,707	48,879,267	49,855,903	50,852,064	51,868,162
Other Revenues	2,033,108	1,296,709	3,522,577	3,522,577	3,522,577	3,522,577	3,522,577
Other Sources	2,300,000	4,704,080	2,319,344	2,354,344	2,354,344	2,354,344	2,354,344
Internal Service Fund Charges	0	2,339,683	2,418,025	2,497,066	2,576,910	2,650,393	2,650,393
Rate Study Implementation	0	0	0	2,359,800	1,879,727	0	1,508,448
<u>Fund Summary</u>	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Total Expenditure	48,259,576	53,759,475	56,181,653	59,613,054	60,189,460	59,379,378	61,903,925
Fund Total Revenue	48,259,577	53,759,475	56,181,653	59,613,054	60,189,461	59,379,378	61,903,924
Fund Balance	0	0	0	0	1	0	-1

Fund Expenditures

The fund's expenditures continue to be driven by debt service and operations and maintenance costs associated with capital infrastructure improvements, some of which are discussed above.

The following service level changes were approved as proposed for the Sewer Department's fiscal year 2011 budget. See the City Commission action section additional changes to the FY11 approved budget.

500 Sewer Operating Fund

Electricity savings from the shifting of treatment from LBR to TPS. The employees, chemical cost and supplies were shifted to TPS, but a decrease in electricity will result. Fiscal Impact (\$200,000).

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$48,469.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$6,175).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Fund Revenues

The largest revenue generating sources in the Sewer Fund are: residential, commercial, and the transfer from sewer system charge. In the fiscal years shown, these sources generate a low of \$47 million to a high of \$50.1 million, representing a range between 84 percent and 87 percent of total revenues in the fund. Revenue growth is driven, in large part, by the cost of capital infrastructure associated with advanced wastewater treatment requirements of the settlement agreement, which, in turn, requires higher rates, and customer growth.

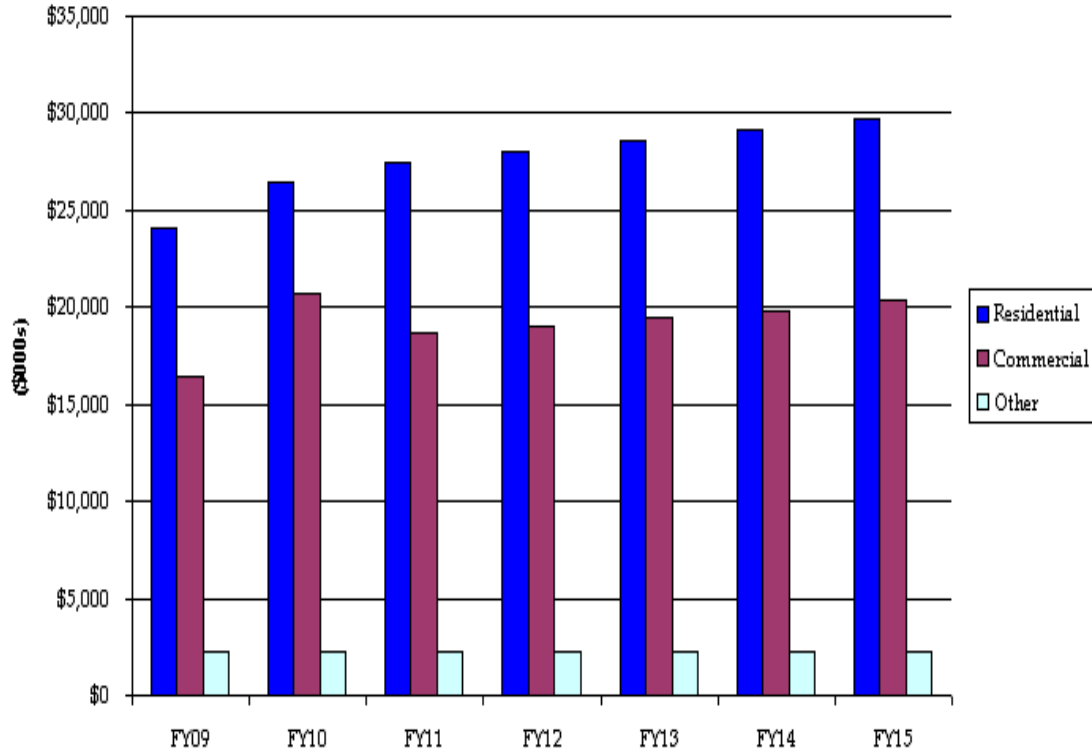
Residential revenue generated in fiscal year 2009 was \$24 million and rise to approximately \$29.7 million in fiscal year 2015.

Commercial revenues range from \$18.7 million to a projection of \$20.2 million between fiscal years 2011 and 2015.

This represents a transfer from the system charge fund to the operating fund to support a portion of the costs associated with growth in the sewer system. It is held constant at \$2.3 million each fiscal year.

500 Sewer Operating Fund

Significant Sewer Revenues by Type



Capital Projects Operating Budget Impacts

Operating expenses related to TPS headworks improvements (\$10,000 annually for additional chemical and utility expenses) are included in the proforma.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

500 Sewer Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	8,468,655	9,216,485	8,521,397	8,958,298	9,137,464	9,411,586	9,693,936	9,984,755
Capitalized Waqes	-1,055,721	-1,586,293	-1,335,140	-1,405,214	-1,422,400	-1,439,932	-1,457,816	-1,457,816
Salary Enhancements	0	-37,659	0	141,354	236,193	244,300	252,782	261,494
Temporary Waqes	82,955	51,809	127,430	52,845	53,901	54,979	56,079	56,079
Overtime	673,212	684,397	745,374	686,446	688,546	690,699	692,905	692,905
Capitalized Overtime	-203,996	-135,853	-246,940	-139,020	-141,049	-143,128	-145,259	-145,259
Other Salary Items	7,433	23,768	16,990	24,207	24,207	24,207	24,207	24,207
Pension- Current	754,016	838,177	733,828	970,372	999,430	1,029,358	1,060,180	1,091,938
Pension- MAP	647,408	656,624	653,210	651,057	670,653	690,858	711,638	733,050
Mandatory Medicare	103,014	99,060	108,962	130,410	134,323	138,368	142,575	146,924
Health Benefits	985,944	1,064,842	980,391	1,137,721	1,194,548	1,254,252	1,316,968	1,316,968
Health Benefits-Retirees	186,473	449,643	449,644	263,163	263,163	263,163	263,163	263,163
Flex Benefits	372,042	408,384	365,269	400,923	400,923	400,923	400,923	400,923
Vacancy factor of 3.0%	0	0	0	-268,750	-274,124	-282,349	-290,819	-299,544
Furlough savings	0	-14,125	-13,050	0	0	0	0	0
Personnel Services	11,021,435	11,719,259	11,107,365	11,603,812	11,965,778	12,337,284	12,721,462	13,069,787
Advertising	96	35,750	7,407	35,769	35,788	35,808	35,828	35,828
Cleaning & Laundry	27,163	39,654	32,595	40,647	41,583	42,542	43,526	43,526
Reproduction	4,673	6,321	3,509	3,876	3,970	4,065	4,164	4,164
Unclassified Professional Svcs	190	200	33	205	205	205	205	205
System Collection	75,589	77,857	78,067	80,193	82,599	85,077	85,077	85,077
Building Repairs	22,194	26,401	25,671	27,062	27,463	27,875	28,297	28,297
Equipment Repairs	136,891	153,050	97,004	157,877	162,033	166,292	170,654	170,654
Medical Services	578	3,022	1,685	3,099	3,106	3,113	3,120	3,120
Educational Services	231	0	0	0	0	0	0	0
Contract Engineering Svcs	1,350	0	0	0	0	0	0	0
Legal Services	774	0	743	0	0	0	0	0
Unclassified Contract Svcs	582,007	741,341	614,920	761,270	823,575	887,478	952,986	953,730
Computer Software	11,945	21,075	18,067	21,602	22,141	22,694	23,261	23,261
Environmental Contractual	0	1,940	323	1,989	2,039	2,090	2,142	2,142
Telephone	37,739	34,019	45,040	27,510	27,510	27,510	27,510	27,510
Chem-Med-Lab	1,009,376	1,303,898	1,043,072	1,458,567	1,667,008	1,745,716	1,776,152	1,706,152
Food	2,808	2,990	6,002	3,040	3,078	3,117	3,157	3,157
Gasoline	58	0	251	0	0	0	0	0
Oil & Lubricants	7,572	6,000	18,527	6,150	6,304	6,462	6,624	6,624
Postage	15,638	2,926	1,477	2,999	3,074	3,152	3,232	3,232
Office Supplies	38,835	45,262	44,762	46,270	47,155	48,059	48,987	48,987
Uniforms & Clothing	36,325	41,167	25,527	42,200	46,534	50,978	55,533	55,533
Unclassified Supplies	611,716	750,225	557,922	768,831	785,467	802,519	819,996	819,996
Non-Capitalized Furniture	21,084	5,400	15,428	5,535	5,673	5,815	5,960	5,960
Vehicle- Non-Garage	670	0	6,979	0	0	0	0	0
COGS Mat Stores	0	0	0	20,088	20,088	20,088	20,088	20,088
Building Supplies	2,580	9,400	4,150	9,635	9,850	10,070	10,296	10,296
Safety Materials & Supplies	12,421	11,460	28,413	11,747	11,989	12,237	12,492	12,492
Other	5,000	0	0	0	0	0	0	0
Travel & Training	48,914	32,300	37,716	33,057	33,698	34,355	35,029	35,029
Journals & Books	5,346	8,095	2,787	8,290	8,435	8,584	8,737	8,737
Memberships	27,269	36,128	21,542	36,408	36,664	36,925	37,191	37,191
Certificates & Licenses	17,484	29,045	16,048	33,014	29,882	33,231	30,186	30,186
Rent Expense- Bldg & Ops	38	25,350	-4,092	24,153	24,153	24,153	24,153	24,153
Rent Expense- Machines	11,806	29,019	28,295	29,720	30,247	30,786	31,338	31,338
Unclassified Charges	1,426	10,700	1,874	10,968	11,242	11,524	11,812	11,812
Operating	2,777,786	3,489,995	2,781,744	3,711,771	4,012,553	4,192,520	4,317,733	4,248,477
Bad Debt Expense	200,000	200,000	500,001	200,000	200,000	200,000	200,000	200,000
Line Extensions	560,091	480,000	0	480,000	480,000	480,000	480,000	480,000
Environmental Assessments&	1,000	2,500	3,000	2,500	2,500	2,500	2,500	2,500
Pre-Retirement Death Benef	3,564	0	0	0	0	0	0	0
Other Services & Charges	764,656	682,500	503,001	682,500	682,500	682,500	682,500	682,500
Computer Equipment	1,125	0	0	0	0	0	0	0
Vehicle Equipment	7,800	0	0	0	0	0	0	0
Unclassified Equipment	24,533	0	0	0	0	0	0	0
Capital Outlay	33,458	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

500 Sewer Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Human Resource Expense	201,030	202,370	202,370	200,949	206,977	213,186	219,582	226,169
Accounting Expense	265,427	319,938	319,938	308,334	317,584	327,111	336,924	347,032
Purchasing Expense	186,206	178,362	178,362	231,343	238,283	245,432	252,795	260,379
Information Systems Expense	794,171	726,070	726,070	792,338	816,108	840,592	865,809	891,784
Risk Management Expense	628,192	668,989	668,989	668,109	688,152	708,797	730,061	751,963
Radio Communications Expense	43,270	35,504	35,504	31,027	31,958	32,917	33,905	34,922
Revenue Collection Expense	89,159	94,685	94,685	114,702	118,143	121,687	125,338	129,098
Utility Services Expense	1,525,543	1,497,470	1,497,470	1,455,451	1,499,115	1,544,088	1,590,411	1,638,123
Environmental	215,491	218,741	218,741	199,745	205,737	211,909	218,266	224,814
Vehicle Garage Expense	571,818	598,919	389,395	543,561	559,868	576,664	593,964	611,783
Vehicle Fuel	201,988	238,000	205,579	256,255	263,942	271,861	280,016	288,417
Vehicle Replacement	325,033	369,354	369,356	262,068	265,164	268,353	271,636	275,019
Indirect Costs	743,240	765,537	765,537	827,457	852,281	877,849	904,184	931,310
Allocated Accounts	5,790,568	5,913,939	5,671,996	5,891,339	6,063,313	6,240,446	6,422,892	6,610,813
Utilities - Sewer	5,255	7,395	0	8,755	8,920	8,953	8,987	9,022
Utilities - Sanitation	557,393	383,825	449,290	392,451	394,701	394,840	394,983	395,130
Utilities - Stormwater	33,071	31,938	49,798	45,130	45,647	45,988	46,339	46,701
Utilities - Gas	316,756	536,600	461,251	546,600	548,780	548,965	549,156	549,353
Utilities - Water	84,405	83,322	179,348	105,377	106,291	106,940	107,607	108,294
Utilities - Electric	3,770,648	3,587,348	3,237,233	3,492,408	3,567,281	3,648,077	3,649,276	3,650,509
Utilities - Fire Services	6,277	7,313	17,796	10,142	10,232	10,319	10,409	10,501
Utilities and Other Expenses	4,773,805	4,637,741	4,394,716	4,600,863	4,681,852	4,764,082	4,766,757	4,769,510
Debt Service Transfer	12,692,956	13,597,291	13,597,291	13,578,624	17,658,723	17,662,977	15,757,611	17,555,074
RR&I Transfer	7,000,000	9,000,000	9,000,000	9,972,900	10,126,300	9,582,700	9,787,700	10,018,700
Inter-Fund Transfer	146,332	783,898	1,003,475	803,515	827,620	852,449	878,022	904,363
Transfers	19,839,288	23,381,189	23,600,766	24,355,039	28,612,643	28,098,126	26,423,333	28,478,137
Contribution to General Fund	2,299,866	2,981,251	2,981,251	3,284,609	3,594,415	3,874,502	4,044,701	4,044,701
Contributions to Operations	2,299,866	2,981,251	2,981,251	3,284,609	3,594,415	3,874,502	4,044,701	4,044,701
Transfer to RR&I	958,715	3,995,785	2,718,636	2,051,720	0	0	0	0
Year End Adjustments	958,715	3,995,785	2,718,636	2,051,720	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

500 Sewer Operating Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Undefined - Added for Actuals Upload	0	0	9,684	0	0	0	0	0
Undefined	0	0	9,684	0	0	0	0	0
Other Revenues	90	0	0	0	0	0	0	0
Residential	24,077,107	26,380,007	25,716,364	27,447,902	27,996,860	28,556,797	29,127,933	29,710,492
Commercial	16,429,867	20,646,930	17,835,560	18,730,049	19,104,650	19,486,743	19,876,478	20,274,007
Forfeited Discounts	189,826	132,537	218,227	189,826	193,622	197,495	201,444	205,473
Tapping Fees	144,123	134,357	127,994	144,123	147,006	149,946	152,945	156,004
Digester Fees	323,627	490,612	364,134	323,627	330,099	336,701	343,435	350,304
Surcharge	852,906	976,808	934,912	852,906	869,964	887,364	905,111	923,213
Other Revenues	5,432	26,426	0	5,432	5,500	5,500	5,500	5,500
Laboratory Sample Test Fees	88,004	94,750	80,106	88,044	89,764	91,559	93,391	95,258
Potable Water Monitoring	1,202,239	0	0	0	0	0	0	0
System Dispatch Services	55,650	55,650	55,650	55,650	56,763	57,898	59,056	60,237
Strong Waste Surcharge	2,195	3,451	1,482	2,195	2,239	2,284	2,329	2,376
System Planning	499,575	0	0	0	0	0	0	0
Developer-Installed Line Ins	23,735	27,513	44,086	40,000	40,800	41,616	42,448	43,298
Demo Sewer Fees	13,942	0	9,910	13,942	14,000	14,000	14,000	14,000
Other Miscellaneous Revenue	18,150	66,600	20,894	28,011	28,000	28,000	27,994	28,000
Charges for Services	43,926,468	49,035,641	45,409,319	47,921,707	48,879,267	49,855,903	50,852,064	51,868,162
Interest	559,436	965,000	689,522	965,000	965,000	965,000	965,000	965,000
Trans from Fund Bal - Encumb	476,006	0	0	257,577	257,577	257,577	257,577	257,577
Capitalized Overhead	997,666	1,706,991	607,187	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Other Revenues	2,033,108	2,671,991	1,296,709	3,522,577	3,522,577	3,522,577	3,522,577	3,522,577
Transfer From Gas Fund	0	219,352	219,352	219,352	219,352	219,352	219,352	219,352
Please use 369928 Instead	0	0	1,949,736	0	0	0	0	0
Transfer From Sewer System C	2,300,000	2,300,000	2,300,000	1,865,000	1,900,000	1,900,000	1,900,000	1,900,000
Transfer From Stormwater Fun	0	234,992	234,992	234,992	234,992	234,992	234,992	234,992
Other Sources	2,300,000	2,754,344	4,704,080	2,319,344	2,354,344	2,354,344	2,354,344	2,354,344
From Water Fund	0	2,339,683	2,339,683	2,418,025	2,497,066	2,576,910	2,650,393	2,650,393
Internal Service Fund Charges	0	2,339,683	2,339,683	2,418,025	2,497,066	2,576,910	2,650,393	2,650,393
Rate Study Revenue	0	0	0	0	2,359,800	1,879,727	0	1,508,448
Rate Study Implementation	0	0	0	0	2,359,800	1,879,727	0	1,508,448
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	48,259,576	56,801,659	53,759,475	56,181,653	59,613,054	60,189,460	59,379,378	61,903,925
Fund Total Revenue	48,259,577	56,801,659	53,759,475	56,181,653	59,613,054	60,189,461	59,379,378	61,903,924
Fund Balance	0	0	0	0	0	1	0	-1

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

540 Airport Operating Fund

Tallahassee Regional Airport is owned and managed by the City of Tallahassee and occupies nearly 2,500 acres within the city limits. The Aviation Fund includes the airfield; commercial passenger facility; a cargo complex; Air Traffic Control Tower; fire and police units; and administrative, operations, and maintenance staff. The fund's operating budget consists of routine expenditures associated with management of an airport such as personnel services, contractual obligations, operations and maintenance expenditures, business development, and marketing to airlines and the public. The capital improvement program includes all projects related to airfields, structures, access roadways, and parking lots. The Aviation Fund is self-supporting and does not receive a subsidy from, nor make a transfer to, the General Fund. The Tallahassee Regional Airport is a user-based facility, and residents who do not use the airport do not contribute to the costs of its operations.

The fiscal year 2011–2015 capital improvement program totals more than \$45.6 million. The Aviation Department anticipates receiving over \$28 million in federal assistance over the next five years, mainly for runway and taxiway improvements, terminal improvements, and security enhancements in the terminal and around the airfield perimeter. Funding of nearly \$6 million also is anticipated from the Florida Department of Transportation to help fund these and other improvements. The department also will rely on its own resources to finance airport improvements, including \$16.6 million in airport (mainly passenger facility charge and repair, replacement and improvement) funds, and \$0.6 million in private investments.

Excess revenues that remain in the fund, after all allowable expenditures have been accounted for, are distributed to prepaid fee credit and airport system capital accounts. The prepaid fee credit is used by airlines to reduce airport rental rates and fund capital improvements. The airport system capital account, which is the city's portion of surplus operating funds, helps support the department's capital improvement program.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	4,147,859	4,003,838	4,349,760	4,480,612	4,614,928	4,753,755	4,876,169
Operating	1,197,740	1,109,114	1,478,091	1,478,091	1,478,091	1,478,091	1,478,091
Other Services & Charges	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Allocated Accounts	1,708,647	1,564,835	1,615,331	1,663,411	1,712,947	1,752,232	1,792,713
Utilities and Other Expenses	1,078,086	1,113,043	1,249,895	1,262,399	1,275,973	1,274,475	1,272,932
Transfers	1,284,471	1,271,337	1,272,463	1,270,400	1,275,000	313,000	313,000
Contributions to Operations	949,096	935,966	873,859	900,176	926,052	952,355	975,815
Year End Adjustments	1,909,377	1,442,660	1,642,011	1,608,576	1,406,841	2,226,640	2,041,828
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Charges for Services	12,198,265	11,479,431	12,407,410	12,589,665	12,615,832	12,676,548	12,676,548
Other Revenues	107,011	96,897	104,000	104,000	104,000	104,000	104,000
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>12,305,276</u>	<u>11,470,793</u>	<u>12,511,410</u>	<u>12,693,665</u>	<u>12,719,832</u>	<u>12,780,548</u>	<u>12,780,548</u>
Fund Total Revenue	<u>12,305,276</u>	<u>11,576,328</u>	<u>12,511,410</u>	<u>12,693,665</u>	<u>12,719,832</u>	<u>12,780,548</u>	<u>12,780,548</u>
Fund Balance	<u>0</u>	<u>105,535</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Fund Expenditures

Expenditures in the fiscal year 2011-15 proforma assume:

- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,748).
- Reduction of utilities-electric account (571070) by 7% in all departments. Fiscal Impact: (\$47,061).

540 Airport Operating Fund

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Fund Revenues

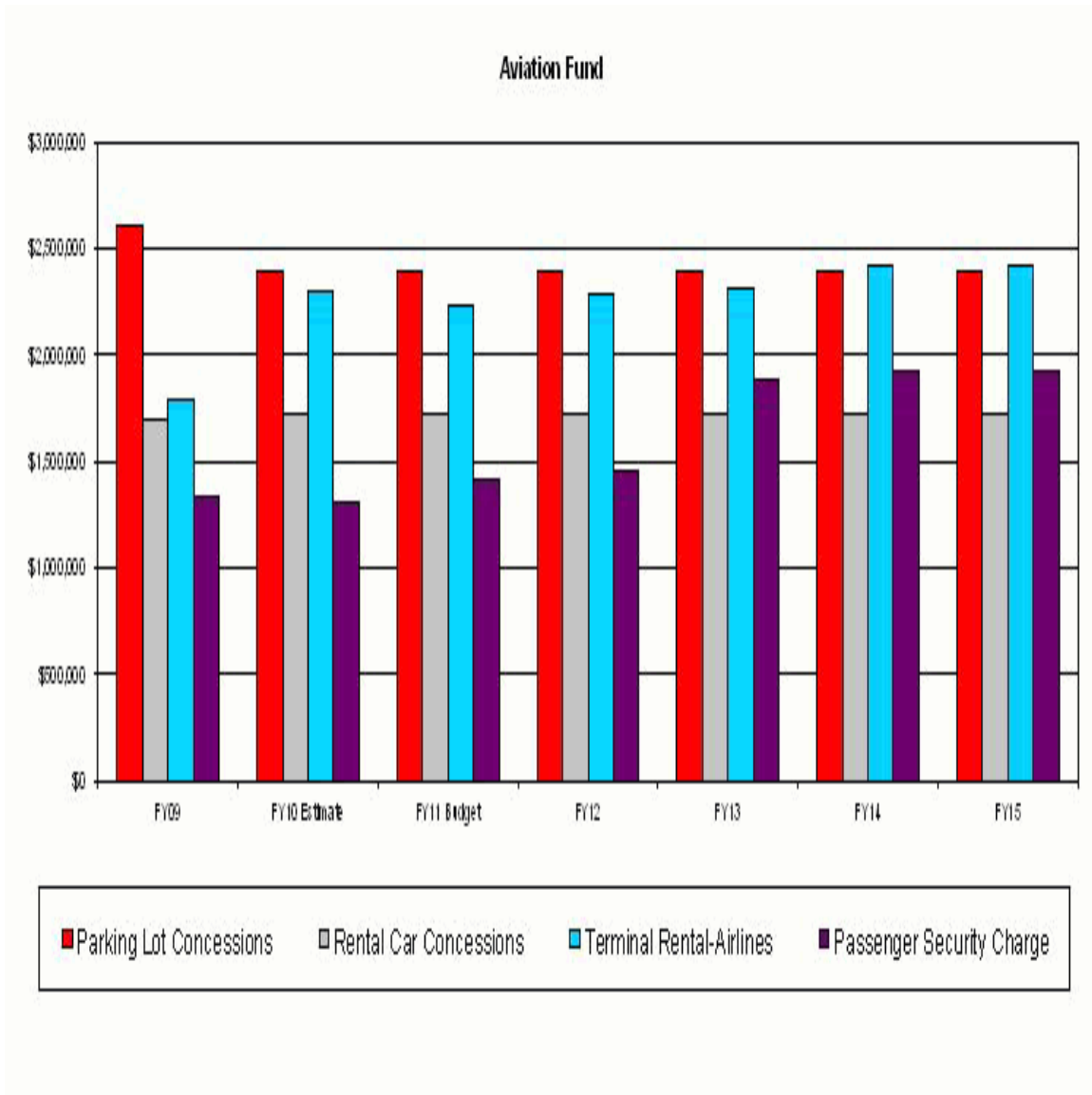
Airline rental rates, usage charges, and revenue derived from the lease of airport land and buildings to airlines, rental car agencies, and other commercial enterprises have been projected to remain constant. Other revenue sources show slight increases due to anticipated passenger growth and changes in the consumer price index, as appropriate.

For FY 2010, scheduled landing fees are projected to realize a 4.3% increase from FY 2009. Mild increases in private and commercial aircraft using the airport facility have been projected; therefore, more revenues are anticipated.

Revenues from rental car concessions are budgeted to remain constant. These revenues are driven by contractual agreements with rental car vendors.

The chart on the following page depicts a graph of projected parking lot concessions, rental car concessions, terminal rental-airlines and passenger security charge revenues through fiscal year 2015. The decline in parking lot concession revenue is due to reduction in operator costs of \$400,000 under the current parking lot management agreement and declining trends in passenger traffic. Terminal rental amounts are based on carriers and space occupied at the beginning of the fiscal year. Revenue fluctuates as carriers move in and out of the Tallahassee market, as the carrier mix (signatory or non-signatory) changes, and as terminal rates are adjusted annually. Fiscal years 2011 through 2015 are anticipated to improve as the Aviation Department is working diligently with air service providers to expand services in TLH market, and access additional hubs.

540 Airport Operating Fund



Capital Projects Operating Budget Impacts

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

540 Airport Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	3,080,652	3,048,535	2,873,849	3,031,407	3,092,033	3,184,794	3,280,332	3,378,749
Capitalized Waqes	-217,279	-170,025	-195,160	-170,025	-170,025	-170,025	-170,025	-170,025
Salary Enhancements	0	39,511	0	60,626	92,759	95,542	98,409	101,364
Temporary Waqes	91,232	157,871	103,252	157,871	157,871	157,871	157,871	157,871
Overtime	122,624	180,797	124,552	180,797	180,797	180,797	180,797	180,797
Capitalized Overtime	0	0	-220	0	0	0	0	0
Other Salary Items	31,705	30,348	29,529	29,868	29,868	29,868	29,868	29,868
Pension- Current	317,655	317,519	289,326	390,311	401,889	413,824	426,112	438,761
Pension- MAP	164,748	166,039	152,562	166,602	171,565	176,679	181,947	187,368
Mandatory Medicare	39,357	32,579	38,605	45,267	46,615	47,995	49,429	50,892
Health Benefits	347,240	349,008	324,060	363,564	381,722	400,798	420,844	420,844
Health Benefits-Retirees	67,697	178,077	175,379	18,430	19,362	20,330	21,347	22,414
Health Benefits-OPEB	0	0	0	58,679	61,613	64,694	67,929	71,325
Flex Benefits	102,228	107,304	93,386	107,304	107,304	107,304	107,304	107,304
Vacancy factor of 3.0%	0	-30,484	-1,758	-90,941	-92,761	-95,543	-98,409	-101,363
Furlough savings	0	-3,938	-3,524	0	0	0	0	0
Personnel Services	4,147,859	4,403,141	4,003,838	4,349,760	4,480,612	4,614,928	4,753,755	4,876,169
Advertising	4,682	17,394	6,163	12,881	12,881	12,881	12,881	12,881
Cleaning & Laundry	16,540	12,100	2,585	12,100	12,100	12,100	12,100	12,100
Reproduction	3,913	8,130	5,652	8,130	8,130	8,130	8,130	8,130
Unclassified Professional Svcs	324,478	269,627	223,203	269,627	269,627	269,627	269,627	269,627
Building Repairs	29,033	93,000	50,000	93,000	93,000	93,000	93,000	93,000
Equipment Repairs	208,486	238,411	199,121	238,411	238,411	238,411	238,411	238,411
Legal Services	0	25,000	0	25,000	25,000	25,000	25,000	25,000
Construction Services	1,800	500	1,800	500	500	500	500	500
Unclassified Contract Svcs	322,589	454,500	289,917	454,500	454,500	454,500	454,500	454,500
Computer Software	1,270	0	898	0	0	0	0	0
Telephone	15,082	8,320	16,581	6,572	6,572	6,572	6,572	6,572
Chem-Med-Lab	0	700	754	700	700	700	700	700
Food	4,358	6,290	6,174	6,290	6,290	6,290	6,290	6,290
Gasoline	1,717	27,407	2,953	27,407	27,407	27,407	27,407	27,407
Oil & Lubricants	0	3,259	212	3,259	3,259	3,259	3,259	3,259
Postage	1,513	4,744	740	4,744	4,744	4,744	4,744	4,744
Office Supplies	27,059	21,352	20,500	21,352	21,352	21,352	21,352	21,352
Uniforms & Clothing	8,216	18,498	2,882	18,498	18,498	18,498	18,498	18,498
Unclassified Supplies	153,817	134,119	140,975	134,119	134,119	134,119	134,119	134,119
Building Supplies	8,630	70,000	65,000	70,000	70,000	70,000	70,000	70,000
Safety Materials & Supplies	100	2,000	2,600	2,000	2,000	2,000	2,000	2,000
Travel & Training	17,322	15,402	21,639	15,402	15,402	15,402	15,402	15,402
Journals & Books	585	3,655	1,576	3,655	3,655	3,655	3,655	3,655
Memberships	24,148	27,920	25,883	27,920	27,920	27,920	27,920	27,920
Certificates & Licenses	11,248	10,336	10,191	10,336	10,336	10,336	10,336	10,336
Rent Expense- Land	0	0	93	0	0	0	0	0
Rent Expense- Machines	10,274	16,188	10,023	11,688	11,688	11,688	11,688	11,688
Unclassified Charges	880	0	999	0	0	0	0	0
Operating	1,197,740	1,488,852	1,109,114	1,478,091	1,478,091	1,478,091	1,478,091	1,478,091
Bad Debt Expense	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other Services & Charges	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Human Resource Expense	73,276	72,057	72,057	69,719	71,811	73,965	76,184	78,469
Accounting Expense	88,088	103,712	102,940	96,229	99,116	102,089	105,152	108,306
Purchasing Expense	61,454	52,769	52,769	151,052	155,583	160,251	165,058	170,010
Information Systems Expense	435,321	360,246	360,246	279,027	287,398	296,020	304,901	314,048
Risk Management Expense	462,362	412,719	412,717	398,914	410,881	423,208	435,904	448,981
Radio Communications Expense	25,032	20,539	20,539	17,950	18,489	19,044	19,615	20,203
Revenue Collection Expense	41,584	36,773	36,773	37,665	38,794	39,958	41,157	42,392
Vehicle Garage Expense	119,532	71,853	85,561	108,614	111,873	115,229	118,686	122,246
Vehicle Fuel	36,856	27,068	42,642	46,560	47,956	49,395	50,877	52,403
Vehicle Replacement	24,162	27,383	27,383	40,250	41,076	41,942	42,853	43,808
Indirect Costs	340,980	351,209	351,208	369,352	380,433	391,846	391,846	391,846
Allocated Accounts	1,708,647	1,536,328	1,564,835	1,615,331	1,663,411	1,712,947	1,752,232	1,792,713

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

540 Airport Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Utilities - Sewer	32,248	39,439	33,301	40,208	40,208	40,208	40,208	40,208
Utilities - Sanitation	32,992	45,500	28,863	45,500	45,500	45,500	45,500	45,500
Utilities - Stormwater	265,200	398,247	277,048	416,049	416,049	416,049	416,049	416,049
Utilities - Gas	60,246	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Utilities - Water	19,444	44,992	30,964	45,869	45,869	45,869	45,869	45,869
Utilities - Electric	662,192	659,437	662,192	625,235	637,739	651,313	649,815	648,272
Utilities - Fire Services	5,764	8,034	11,675	8,034	8,034	8,034	8,034	8,034
Utilities and Other Expenses	1,078,086	1,264,649	1,113,043	1,249,895	1,262,399	1,275,973	1,274,475	1,272,932
Debt Service Transfer	1,272,890	1,295,672	1,271,337	1,272,463	1,270,400	1,275,000	313,000	313,000
Reserve Transfer	11,581	0	0	0	0	0	0	0
Transfers	1,284,471	1,295,672	1,271,337	1,272,463	1,270,400	1,275,000	313,000	313,000
Contribution to Fire Services	949,096	897,541	935,966	873,859	900,176	926,052	952,355	975,815
Contributions to Operations	949,096	897,541	935,966	873,859	900,176	926,052	952,355	975,815
Transfer to RR&I	924,689	577,063	577,063	893,616	888,348	811,648	1,140,895	956,083
Transfer to Airline Prep'd Crd	984,688	865,597	865,597	748,395	720,228	595,193	1,085,745	1,085,745
Year End Adjustments	1,909,377	1,442,660	1,442,660	1,642,011	1,608,576	1,406,841	2,226,640	2,041,828

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

540 Airport Operating Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Scheduled Landing Fees	997,095	1,166,560	1,009,087	1,156,260	1,166,156	1,171,047	1,191,436	1,191,436
Non-Scheduled Landing Fees	176,471	138,786	169,876	139,024	139,270	139,523	139,783	139,783
Airport Applic/Permit Fee	17,618	23,600	21,204	23,600	23,600	23,600	23,600	23,600
Apron Fees	73,016	86,636	70,502	86,636	86,636	86,636	86,636	86,636
Tenant Equipment Charges	94,039	80,118	94,944	80,118	80,118	80,118	80,118	80,118
Rental Car Concessions	1,693,753	1,729,601	1,627,687	1,729,601	1,729,601	1,729,601	1,729,601	1,729,601
Restaurant Concessions	118,295	117,000	119,167	117,000	117,000	117,000	117,000	117,000
Ground Transportation	14,400	14,450	19,875	14,450	14,450	14,450	14,450	14,450
Video Game Room	4,858	4,900	3,094	4,900	4,900	4,900	4,900	4,900
Badging (Security ID)	18,820	17,622	19,463	17,622	17,622	17,622	17,622	17,622
Parking Lot Concessions	2,604,973	2,400,000	2,134,767	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Advertising Concessions	29,969	35,525	43,868	36,591	37,688	38,819	39,984	39,984
Gift Shop	24,384	22,070	24,574	24,434	24,434	24,434	24,434	24,434
Off-Airport Car Rental	155,274	154,000	112,933	154,000	154,000	154,000	154,000	154,000
Passenger Security Charge	1,332,634	1,306,647	1,224,811	1,416,157	1,459,915	1,880,686	1,923,732	1,923,732
Parking Tickets	6,824	6,358	5,621	6,358	6,358	6,358	6,358	6,358
MBE Concessions	3,261	3,145	1,966	3,145	3,145	3,145	3,145	3,145
Telephone Receipts	138	196	196	196	196	196	196	196
Fixed Base Operator Concessi	172,684	300,000	172,684	300,000	300,000	300,000	300,000	300,000
TSA Security	403,099	408,216	408,216	408,216	408,216	0	0	0
ATM Concession	4,339	2,693	2,951	2,693	2,693	2,693	2,693	2,693
T-Hangar Rental	38,640	39,509	45,348	46,288	48,451	49,541	49,904	49,904
Old Terminal Rental	98,526	98,526	110,842	101,482	101,482	101,482	104,527	104,527
FAA Building	313,000	313,000	313,000	313,000	313,000	313,000	313,000	313,000
New Cargo Building	68,388	50,327	50,327	50,327	51,094	51,094	51,094	51,094
New Terminal Rental	1,796,885	2,296,053	1,779,073	2,237,646	2,294,225	2,318,792	2,420,343	2,420,343
FAA Weather Bureau	196,443	191,792	191,792	197,545	203,472	209,576	215,863	215,863
Terminal Rental - Other	121,219	207,046	119,276	207,798	208,550	211,731	212,288	212,288
Land Lease Commercial	455,487	387,067	544,329	409,893	538,956	541,474	546,963	546,963
Other Miscellaneous Revenue	6,491	0	555	0	0	0	0	0
Parking Lot Proceeds	7,388	53,400	52,715	53,400	53,400	53,400	53,400	53,400
Prepaid Fee Credit Contrib	1,149,854	600,000	984,688	669,030	601,037	570,914	449,478	449,478
Charges for Services	12,198,265	12,254,843	11,479,431	12,407,410	12,589,665	12,615,832	12,676,548	12,676,548
Interest	81,204	104,000	96,897	104,000	104,000	104,000	104,000	104,000
Sale of Surplus	4,067	0	0	0	0	0	0	0
Discounts Earned	-70	0	0	0	0	0	0	0
Trans from Fund Bal - Encumb	21,810	0	0	0	0	0	0	0
Other Revenues	107,011	104,000	96,897	104,000	104,000	104,000	104,000	104,000
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	12,305,276	12,358,843	11,470,793	12,511,410	12,693,665	12,719,832	12,780,548	12,780,548
Fund Total Revenue	12,305,276	12,358,843	11,576,328	12,511,410	12,693,665	12,719,832	12,780,548	12,780,548
Fund Balance	0	0	105,535	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

580 StarMetro Operating Fund

The City has operated StarMetro (formerly TalTran), a public transit system, since December 1973. The system, which operates as an enterprise fund, provides fixed route services, special transportation under provisions of the Americans with Disabilities Act (ADA), serves as the Community Transportation Coordinator (CTC) for Leon County, and provides a variety of contract/charter services.

StarMetro's operating fund is balanced for all five years. The proposed budget for fiscal year 2011 totals \$16.1 million and represents an increase of \$184,000 or 1.15% from the 2010 approved budget. The majority of the increase is a direct result of proposed 2% increase in salaries and benefits. Historically, fund expenses exceed revenues and a contribution from the General Fund subsidizes the transit system. The planned contribution from the General Fund for FY11 is \$8,190,444, an increase of \$265,310 from the adopted FY10 budget. This increase is directly related to the increase in the fuel budget in FY11 because the City Commission decided in FY10 that the FY10 contribution amount of \$7,925,134 would be the general fund contribution going forward, except for changes in fuel. The General Fund contribution represents 50.8% of the transit system's operating expenses.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	9,066,773	8,990,881	9,290,596	9,530,853	9,779,160	10,035,787	10,256,171
Operating	3,360,165	2,949,632	3,256,324	3,256,707	3,257,101	3,257,507	3,257,925
Other Services & Charges	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Allocated Accounts	1,864,285	1,966,779	1,619,665	1,668,442	1,718,692	1,770,460	1,823,791
Utilities and Other Expenses	1,490,170	1,823,765	2,141,160	2,143,290	2,145,484	2,147,744	2,150,072
Transfers	10,834	253,345	8,693	11,512	11,510	11,511	11,933
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Intergovernmental Revenue	2,409,474	1,986,609	1,682,609	1,582,609	1,582,609	1,582,609	1,582,609
Charges for Services	5,946,597	5,831,223	6,259,578	6,220,221	6,263,138	6,279,762	6,279,762
Other Revenues	107,111	0	3,000	0	0	0	0
Other Sources	7,331,045	8,168,570	8,373,251	8,373,251	8,373,251	8,373,251	8,373,251
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	15,794,227	15,986,402	16,318,438	16,612,804	16,913,947	17,225,009	17,501,892
Fund Total Revenue	15,794,227	15,986,402	16,318,438	16,176,081	16,218,998	16,235,622	16,235,622
Fund Balance	0	0	0	-436,723	-694,949	-989,387	-1,266,270

Fund Expenditures

The following are expenditure assumptions for StarMetro's fund:

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$269,610.

StarMetro's electric utility account is reduced by 7% to recognize actual savings. Fiscal Impact: (\$5,343).

StarMetro's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: (\$293,391).

580 StarMetro Operating Fund

Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.

All allocated accounts were updated to reflect updated statistical allocation formula data.

A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.

Fund Revenues

The following are revenue assumptions over the next five years:

Approved FY11 operating revenues, excluding the General Fund contribution, are estimated at \$8.0 million, or approximately 49.2% of StarMetro revenue. StarMetro's FY11 operating revenues are lower than the FY10 budgeted revenues by \$81,291 due to the uncertainty surrounding the additional Section 5307 revenue awarded on April 30, 2009. This Section 5307 award recognized an additional \$404,000 in the FY10 budget, which can be used for operating purposes. The Federal Transit Administration (FTA) also awarded StarMetro an additional \$808,988 in Section 5307 funding in FY09, which can be used for operating purposes as well. This is an exception granted by FTA for Transportation Management Areas (TMA) that exceed 200,000 in population. Normally, TMA's receive only capital funding through the Section 5307 award. StarMetro will not know until spring 2011 whether or not an additional Section 5307 award was granted.

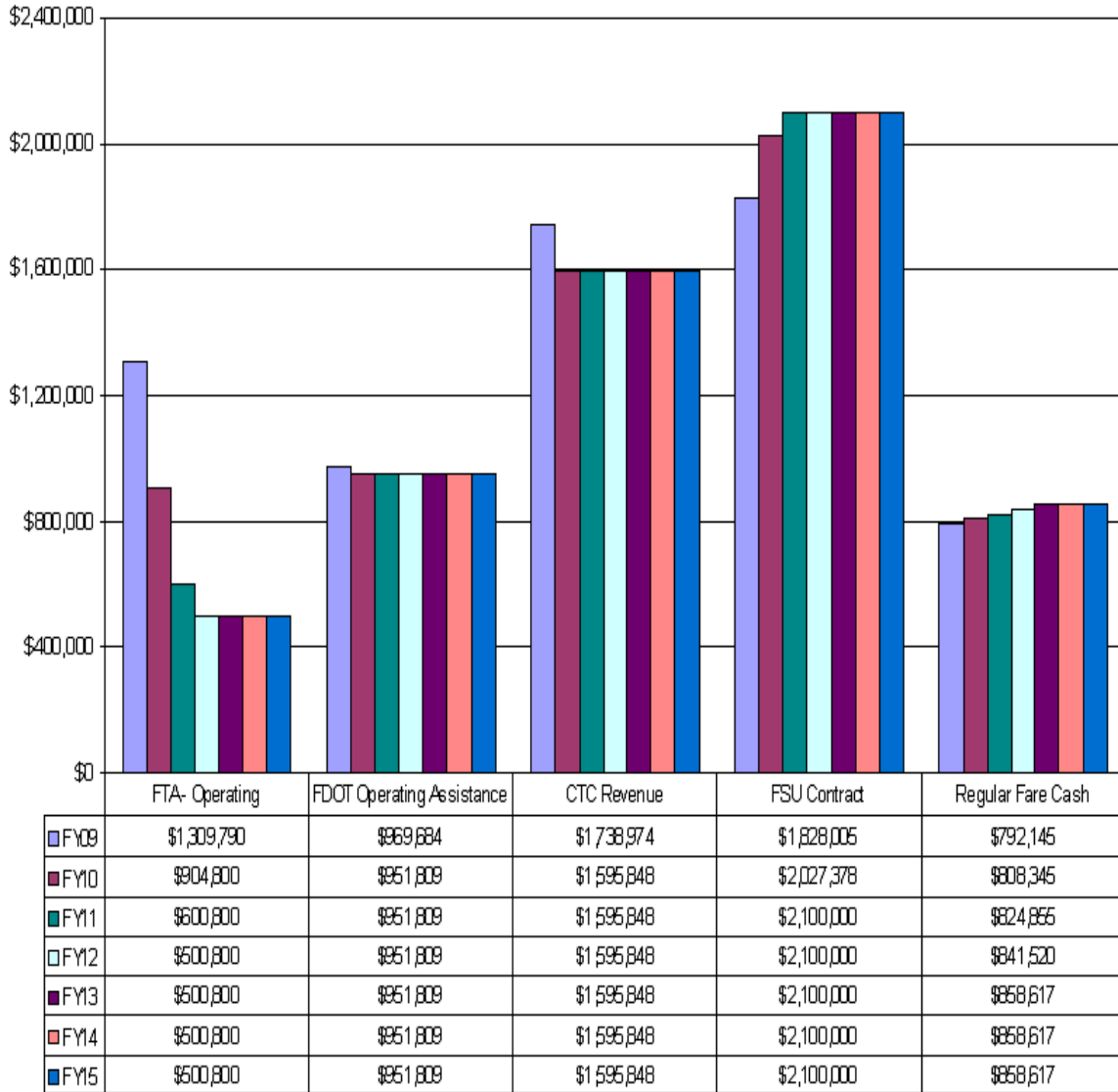
The university contracts (Florida A & M, Florida State and Tallahassee Community College) continue to be a consistent source of revenue, representing \$2.7 million in FY11, or 33.5% of StarMetro's operating revenue. All three contracts will be presented to the City Commission in June and July of 2010.

State grant funding is based upon projections prepared by the Florida Department of Transportation (FDOT). FDOT is planning to award StarMetro \$951,809 in FY11 for operating assistance. The State has also agreed to fund \$180,000 towards the State Employee Pass Program, which is re-starting in FY11.

All other operating revenues are projected to increase by 2% over the five-year proforma.

**City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary**

580 StarMetro Operating Fund



Capital Projects Operating Budget Impacts

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

580 StarMetro Operating Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	5,509,428	5,685,692	5,413,573	5,530,315	5,640,924	5,810,138	5,984,455	6,163,963
Salary Enhancements	0	0	0	110,609	169,221	174,316	179,520	184,937
Temporary Wages	641,128	471,780	840,591	471,780	471,780	471,780	471,780	471,780
Overtime	663,068	752,779	546,074	752,779	752,779	752,779	752,779	752,779
Capitalized Overtime	0	0	34,634	0	0	0	0	0
Other Salary Items	40,788	53,104	41,397	53,848	53,848	53,848	53,848	53,848
Pension- Current	494,865	520,025	478,003	602,420	620,338	638,803	657,856	677,430
Pension- MAP	436,227	409,493	421,933	406,336	418,430	430,908	443,734	456,956
Mandatory Medicare	89,352	68,442	88,375	82,427	84,858	87,374	89,994	92,657
Health Benefits	747,643	767,668	769,384	772,757	811,350	851,889	894,496	894,496
Health Benefits-Retirees	121,643	36,899	36,899	36,899	36,899	36,899	36,899	36,899
Health Benefits-OPEB	0	0	0	126,002	126,002	126,002	126,002	126,002
Flex Benefits	322,631	340,356	323,875	344,424	344,424	344,424	344,424	344,424
Vacancy factor of 3.0%	0	0	-3,857	0	0	0	0	0
Furlough savings	0	-4,114	0	0	0	0	0	0
Personnel Services	9,066,773	9,102,124	8,990,881	9,290,596	9,530,853	9,779,160	10,035,787	10,256,171
Advertising	7,860	32,000	6,055	32,000	32,000	32,000	32,000	32,000
Cleaning & Laundry	48,788	33,834	49,443	33,834	33,834	33,834	33,834	33,834
Reproduction	83,981	207,939	68,255	207,939	207,939	207,939	207,939	207,939
Unclassified Professional Svcs	29,783	4,000	11,630	4,000	4,000	4,000	4,000	4,000
Building Repairs	15,623	25,000	21,485	25,000	25,000	25,000	25,000	25,000
Equipment Repairs	9,999	8,125	5,178	8,125	8,125	8,125	8,125	8,125
Legal Services	510	0	0	0	0	0	0	0
Construction Services	0	5,000	0	5,000	5,000	5,000	5,000	5,000
Unclassified Contract Svcs	2,200,111	2,035,375	1,806,361	2,035,127	2,035,510	2,035,904	2,036,310	2,036,728
Computer Software	3,470	0	8,200	0	0	0	0	0
Environmental Contractual	15,679	15,000	18,587	15,000	15,000	15,000	15,000	15,000
Telephone	8,780	11,736	7,778	11,736	11,736	11,736	11,736	11,736
Food	3,288	2,000	52	2,000	2,000	2,000	2,000	2,000
Gasoline	317	0	0	0	0	0	0	0
Oil & Lubricants	78,355	55,000	78,780	55,000	55,000	55,000	55,000	55,000
Postage	272	4,200	892	4,200	4,200	4,200	4,200	4,200
Office Supplies	11,440	15,000	13,265	15,000	15,000	15,000	15,000	15,000
Uniforms & Clothing	46,580	41,700	50,420	41,700	41,700	41,700	41,700	41,700
Unclassified Supplies	80,957	74,200	80,930	74,200	74,200	74,200	74,200	74,200
Non-Capitalized Furniture	2,316	0	596	0	0	0	0	0
Vehicle- Non-Garage	599,671	590,466	616,386	590,466	590,466	590,466	590,466	590,466
Building Supplies	29,100	30,000	18,494	30,000	30,000	30,000	30,000	30,000
Travel & Training	18,391	22,097	22,821	22,097	22,097	22,097	22,097	22,097
Journals & Books	182	300	887	300	300	300	300	300
Memberships	46,444	29,500	46,619	29,500	29,500	29,500	29,500	29,500
Rent Expense- Bldg & Ops	1,608	1,400	985	1,400	1,400	1,400	1,400	1,400
Rent Expense- Machines	15,278	11,700	14,416	11,700	11,700	11,700	11,700	11,700
Unclassified Charges	1,382	1,000	1,117	1,000	1,000	1,000	1,000	1,000
Operating	3,360,165	3,256,572	2,949,632	3,256,324	3,256,707	3,257,101	3,257,507	3,257,925
Bad Debt Expense	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other Services & Charges	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Human Resource Expense	188,613	194,636	194,634	204,785	210,929	217,256	223,774	230,487
Accounting Expense	83,929	103,050	102,282	106,419	109,611	112,899	116,286	119,775
Purchasing Expense	79,126	46,025	46,025	66,879	68,886	70,952	73,081	75,273
Information Systems Expense	499,508	434,644	434,642	285,664	294,234	303,061	312,152	321,517
Risk Management Expense	216,342	312,501	312,499	405,935	418,113	430,656	443,576	456,883
Radio Communications Expense	55,429	45,480	45,480	39,746	40,938	42,166	43,431	44,734
Revenue Collection Expense	29,189	27,787	27,787	31,249	32,186	33,152	34,147	35,171
Vehicle Garage Expense	7,929	637	55,332	67	69	71	73	75
Vehicle Fuel	0	0	50	0	0	0	0	0
Vehicle Replacement	219,780	249,076	249,077	9,396	9,865	10,358	10,876	11,419
Indirect Costs	484,440	498,973	498,971	469,527	483,613	498,121	513,065	528,457
Allocated Accounts	1,864,285	1,912,809	1,966,779	1,619,665	1,668,442	1,718,692	1,770,460	1,823,791

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

580 StarMetro Operating Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Utilities - Sewer	16,168	11,191	12,612	11,191	11,191	11,191	11,191	11,191
Utilities - Sanitation	9,905	7,432	9,527	7,432	7,432	7,432	7,432	7,432
Utilities - Stormwater	18,242	23,693	19,529	23,693	23,693	23,693	23,693	23,693
Utilities - Gas	18,490	26,052	22,118	26,052	26,052	26,052	26,052	26,052
Utilities - Water	5,112	6,806	5,534	6,806	6,806	6,806	6,806	6,806
Utilities - Electric	83,923	76,333	78,866	70,990	73,120	75,314	77,574	79,902
Utilities - Fire Services	657	829	1,372	829	829	829	829	829
Gasoline -StarMetro	1,337,673	1,515,000	1,674,207	1,994,167	1,994,167	1,994,167	1,994,167	1,994,167
Utilities and Other Expenses	1,490,170	1,667,336	1,823,765	2,141,160	2,143,290	2,145,484	2,147,744	2,150,072
Debt Service Transfer	10,834	10,771	10,771	8,693	11,512	11,510	11,511	11,933
Inter-Fund Transfer	0	0	242,574	0	0	0	0	0
Transfers	10,834	10,771	253,345	8,693	11,512	11,510	11,511	11,933
Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Federal Transit Adm- Operatn	1,309,790	904,800	904,800	600,800	500,800	500,800	500,800	500,800
Federal Transit Adm- Plannina	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
FDOT Operating Assistance	969,684	951,809	951,809	951,809	951,809	951,809	951,809	951,809
Intergovernmental Revenue	2,409,474	1,986,609	1,986,609	1,682,609	1,582,609	1,582,609	1,582,609	1,582,609
Seven Day Unlimited Pass	122,910	137,515	114,324	141,641	145,980	150,267	150,267	150,267
Dial A Ride	76,955	87,519	75,000	91,020	94,659	94,659	94,659	94,659
CTC Revenue	1,738,974	1,595,848	1,595,848	1,595,848	1,595,848	1,595,848	1,595,848	1,595,848
Charter Service Revenue	5,850	35,000	2,325	35,000	35,000	35,000	35,000	35,000
Monthly Pass Revenue	125,839	169,475	132,577	174,559	179,796	185,190	185,190	185,190
FAMU Fare Free Contract	139,455	0	0	0	0	0	0	0
FSU Contract	1,828,005	2,027,378	2,000,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
FAMU Contract	465,421	507,085	469,252	522,298	537,966	554,105	570,729	570,729
Spirit Express Special Cash	35,201	44,000	25,927	44,000	44,000	44,000	44,000	44,000
Regular Fare Cash	792,145	808,345	820,208	824,855	841,520	858,617	858,617	858,617
State Monthly Pass	0	0	0	80,000	0	0	0	0
Fuel Tax Rebate	167,503	133,586	151,900	133,586	133,586	133,586	133,586	133,586
Special Wheels Passes	1,551	1,000	1,419	1,000	1,000	1,000	1,000	1,000
One Day Unlimited Pass	96,390	117,259	80,957	120,776	124,399	124,399	124,399	124,399
Seven Day Reduced Unlimited	33,891	33,178	39,088	33,178	33,178	33,178	33,178	33,178
Reduced Fare Cash	10,626	0	11,922	0	0	0	0	0
Ten Ride Dial A Ride Card	77,075	66,420	76,252	69,077	71,840	71,840	71,840	71,840
Bus Advertising Revenue	53,879	103,763	60,866	108,951	108,951	108,951	108,951	108,951
TCC Fare Free Zone	141,931	152,498	152,498	152,498	152,498	152,498	152,498	152,498
Other Miscellaneous Revenue	25,653	15,000	17,524	26,291	15,000	15,000	15,000	15,000
Parking Lot Proceeds	7,343	5,000	3,336	5,000	5,000	5,000	5,000	5,000
Charges for Services	5,946,597	6,039,869	5,831,223	6,259,578	6,220,221	6,263,138	6,279,762	6,279,762
Other Miscellaneous Revenue	0	0	0	3,000	0	0	0	0
Trans from Fund Bal - Encumb	107,111	0	0	0	0	0	0	0
Other Revenues	107,111	0	0	3,000	0	0	0	0
Contribution From General Fund	7,331,045	7,925,134	8,168,570	8,373,251	8,373,251	8,373,251	8,373,251	8,373,251
Other Sources	7,331,045	7,925,134	8,168,570	8,373,251	8,373,251	8,373,251	8,373,251	8,373,251
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	15,794,227	15,951,612	15,986,402	16,318,438	16,612,804	16,913,947	17,225,009	17,501,892
Fund Total Revenue	15,794,227	15,951,612	15,986,402	16,318,438	16,176,081	16,218,998	16,235,622	16,235,622
Fund Balance	0	0	0	0	-436,723	-694,949	-989,387	-1,266,270

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

600 Solid Waste Fund

•The city provides solid waste collection and disposal for more than 62,926 customers including residential, commercial and commercial recycling accounts. City resources are used to collect garbage, trash and recyclables from approximately half of the residential customers while the remaining customers receive garbage and trash service from a private contractor hired by the city.

•Currently, the City is under a seven-year contract, ending in 2011, with Waste Pro of Florida, Inc. to provide residential solid waste services in the contracted area of the city.

•The Solid Waste Fund is operated on a full cost recovery basis. All operational costs and associated revenues are accounted for within the fund. Any year-end surplus realized by the fund is transferred to the rate stabilization reserve and may be appropriated in future years to defray operating cost increases.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	4,778,220	4,364,856	4,900,539	5,050,104	5,197,062	5,342,678	5,461,162
Operating	5,567,771	5,159,494	5,385,124	5,566,640	5,704,763	5,705,248	5,705,248
Other Services & Charges	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Capital Outlay	134,600	46,500	74,885	74,885	74,885	74,885	74,885
Allocated Accounts	4,215,995	4,062,667	4,660,513	4,794,651	4,933,068	5,075,900	5,222,985
Utilities and Other Expenses	5,716,517	5,902,960	6,379,155	6,496,623	6,617,648	6,741,537	6,741,460
Transfers	160,778	11,000	0	0	0	0	0
Contributions to Operations	151,472	164,674	161,914	184,761	191,527	191,527	191,527
Year End Adjustments	1,447,140	0	433,115	653,123	670,504	687,739	548,749
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Revenues							
Charges for Services	21,584,079	21,322,930	22,059,334	22,279,975	22,502,817	22,727,888	22,727,888
Other Revenues	732,892	1,293,433	66,314	66,977	67,648	68,324	68,324
Other Sources	0	0	14,597	618,835	963,992	1,168,302	1,294,804
Internal Service Fund Charges	522	0	0	0	0	0	0
	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Fund Summary							
Fund Total Expenditure	22,317,493	19,857,151	22,140,245	22,965,787	23,534,457	23,964,514	24,091,016
Fund Total Revenue	22,317,493	22,616,363	22,140,245	22,965,787	23,534,457	23,964,514	24,091,016
Fund Balance	1	2,759,212	0	0	0	0	0

Fund Expenditures

The following service level changes were approved as proposed for the Solid Waste Department's fiscal year 2011 budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$123,763.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,386).
- The department's electric budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$2,335).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Reduction in Utility Sanitation budget. Fiscal Impact: (\$89,422).
- Elimination of one vacant Commercial Collection Driver III (#6824). Fiscal Impact: (\$50,956).

600 Solid Waste Fund

The following service level changes were approved as a part of FY10 Mid-year reductions:

- One vacant Executive Secretary position(#613) was eliminated. Fiscal Impact: (\$52,456).

See the City Commission action section in Solid Waste's departmental section for additional changes to the FY11 approved budget.

Fund Revenues

- Projections of future revenue increases during fiscal years 2011 through 2015 assume continued residential and commercial customer growth.

- The commercial rates will continue be analyzed to determine what adjustments, if any, are appropriate for future years based on the costs to provide services. Preliminary data from comparable local providers show that the city's commercial rates have not kept pace with current market rates.

- Disposal fees for the landfill (clean yard waste) and transfer station (residential waste) has increased annually since 2005.

- There was no customer rate increase for FY 2010, however there was an increase in disposal fees (Leon County) from \$39.70 to \$41.00. In addition Waste Pro's cost of providing collection services was increased by 3.8%. Due to CPI adjustments for FY11, the garbage rates as of October 1, 2010 are as follows:

Residential -\$16.09 per month

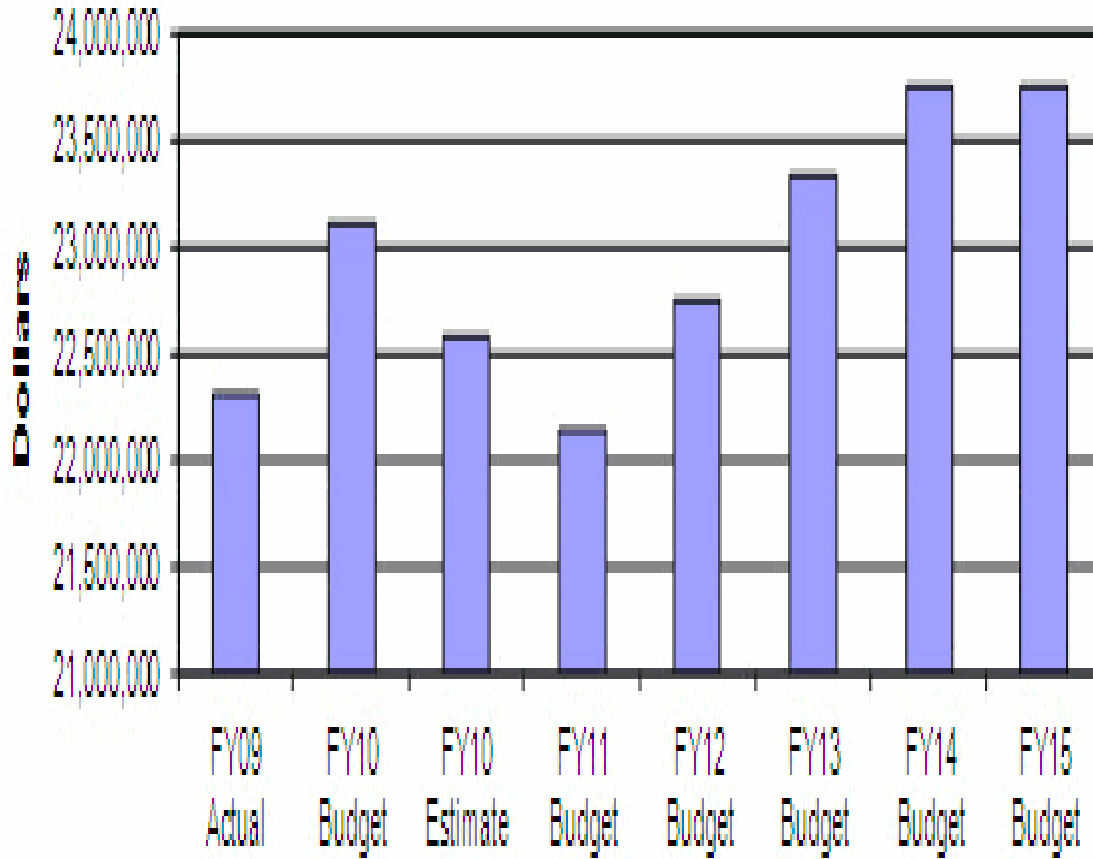
Commercial -\$17.66 per month

Complex (Dumpster) -\$16.09 per month

- The approved budget for FY11 totals \$22,140,245, which is an increase of \$233,632 from the FY10 adopted budget.

600 Solid Waste Fund

Total Solid Waste Fund Revenues



Capital Projects Operating Budget Impacts

There are no operating impacts within the current five-year capital improvement plan resulting from capital projects. Any future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

600 Solid Waste Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Salaries	3,145,819	3,148,028	2,737,828	3,030,436	3,091,049	3,183,783	3,279,284	3,377,662
Salary Enhancements	0	68,950	0	143,046	182,316	185,714	189,220	192,832
Temporary Wages	42,653	37,730	45,327	37,730	37,730	37,730	37,730	37,730
Overtime	251,446	348,876	257,461	348,908	348,941	348,975	349,010	349,010
Capitalized Overtime	0	0	-7,631	0	0	0	0	0
Other Salary Items	10,926	11,421	8,886	8,886	8,886	8,886	8,886	8,886
Pension- Current	277,387	315,299	244,581	328,590	338,425	348,552	358,978	369,716
Pension- MAP	237,370	286,028	206,620	221,644	228,273	235,102	242,139	249,380
Mandatory Medicare	34,973	37,350	32,045	44,948	46,296	47,676	49,107	50,572
Health Benefits	522,286	619,883	480,609	553,984	581,653	610,723	641,270	641,270
Health Benefits-Retirees	81,818	198,048	204,335	165,631	171,617	177,783	177,783	177,783
Health Benefits-OPEB	0	0	0	-70,502	-70,502	-70,502	-70,502	-70,502
Flex Benefits	173,542	179,820	156,331	178,152	178,152	178,152	178,152	178,152
Vacancy factor of 3.0%	0	-31,480	0	-90,914	-92,732	-95,512	-98,379	-101,329
Furlough savings	0	-1,536	-1,536	0	0	0	0	0
Personnel Services	4,778,220	5,218,417	4,364,856	4,900,539	5,050,104	5,197,062	5,342,678	5,461,162
Advertising	54,337	115,999	61,511	62,273	92,273	92,273	92,273	92,273
Cleaning & Laundry	16,890	18,381	15,586	18,543	18,710	18,882	19,059	19,059
Reproduction	0	800	800	800	800	800	800	800
Building Repairs	44,851	20,000	21,100	20,000	20,000	20,000	20,000	20,000
Equipment Repairs	2,854	22,420	2,854	22,420	22,420	22,420	22,420	22,420
Unclassified Contract Svcs	5,353,966	4,981,560	4,981,560	5,128,218	5,279,276	5,416,928	5,416,928	5,416,928
Environmental Contractual	0	1,000	0	1,000	1,000	1,000	1,000	1,000
Telephone	5,679	6,600	5,800	5,214	5,214	5,214	5,214	5,214
Chem-Med-Lab	2,760	6,780	6,395	6,893	7,010	7,130	7,254	7,254
Office Supplies	11,271	14,339	11,361	14,339	14,339	14,339	14,339	14,339
Uniforms & Clothing	12,120	18,678	7,281	18,846	19,020	19,199	19,383	19,383
Unclassified Supplies	47,777	57,179	29,076	57,179	57,179	57,179	57,179	57,179
Travel & Training	4,724	5,850	4,724	5,850	5,850	5,850	5,850	5,850
Journals & Books	896	1,588	1,800	1,588	1,588	1,588	1,588	1,588
Memberships	382	1,461	800	1,461	1,461	1,461	1,461	1,461
Certificates & Licenses	105	0	0	0	0	0	0	0
Rent Expense- Machines	8,846	10,500	8,846	10,500	10,500	10,500	10,500	10,500
Unclassified Charges	313	10,000	0	10,000	10,000	10,000	10,000	10,000
Operating	5,567,771	5,293,135	5,159,494	5,385,124	5,566,640	5,704,763	5,705,248	5,705,248
Bad Debt Expense	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Other Services & Charges	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Unclassified Equipment	134,600	74,885	46,500	74,885	74,885	74,885	74,885	74,885
Capital Outlay	134,600	74,885	46,500	74,885	74,885	74,885	74,885	74,885
Human Resource Expense	111,499	102,703	102,703	98,385	101,336	104,376	107,508	110,733
Accounting Expense	117,741	69,869	69,869	72,034	74,195	76,421	78,714	81,075
Purchasing Expense	20,987	15,301	15,301	24,282	25,011	25,761	26,534	27,330
Information Systems Expense	273,920	173,060	173,060	146,145	150,529	155,045	159,696	164,487
Risk Management Expense	183,210	208,300	208,300	280,698	289,119	297,792	306,726	315,928
Radio Communications Expense	35,045	28,755	28,755	25,130	25,884	26,661	27,461	28,285
Revenue Collection Expense	56,188	54,006	54,006	61,923	63,781	65,694	67,665	69,695
Utility Services Expense	806,057	823,892	823,892	926,768	954,571	983,208	1,012,705	1,043,086
Environmental	83,772	127,144	127,144	110,537	113,853	117,269	120,787	124,411
Energy Services	13,400	13,762	13,762	13,762	14,048	14,342	14,645	14,645
Vehicle Garage Expense	1,111,313	1,473,037	1,187,942	1,325,566	1,365,333	1,406,293	1,448,482	1,491,936
Vehicle Fuel	527,529	607,733	616,869	683,710	704,222	725,348	747,109	769,522
Vehicle Replacement	490,762	244,956	244,956	605,922	618,549	631,809	645,731	660,350
Indirect Costs	384,571	396,108	396,108	285,650	294,220	303,047	312,138	321,502
Allocated Accounts	4,215,995	4,338,626	4,062,667	4,660,513	4,794,651	4,933,068	5,075,900	5,222,985

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

600 Solid Waste Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Utilities - Sewer	4,669	10,577	4,766	10,783	10,783	10,783	10,783	10,783
Utilities - Sanitation	5,669,684	6,273,333	5,855,963	6,321,192	6,438,039	6,558,391	6,682,354	6,682,354
Utilities - Stormwater	7,315	8,060	7,164	8,420	8,420	8,420	8,420	8,420
Utilities - Gas	4,367	3,000	3,927	3,000	3,000	3,000	3,000	3,000
Utilities - Water	1,077	3,800	1,098	3,874	3,874	3,874	3,874	3,874
Utilities - Electric	28,782	32,719	28,782	31,022	31,643	32,316	32,242	32,165
Utilities - Fire Services	623	864	1,260	864	864	864	864	864
Utilities and Other Expenses	5,716,517	6,332,353	5,902,960	6,379,155	6,496,623	6,617,648	6,741,537	6,741,460
Inter-Fund Transfer	160,778	0	11,000	0	0	0	0	0
Transfers	160,778	0	11,000	0	0	0	0	0
Contribution to General Fund	151,472	164,674	164,674	161,914	184,761	191,527	191,527	191,527
Contributions to Operations	151,472	164,674	164,674	161,914	184,761	191,527	191,527	191,527
Transfer to Rate Stabiliz	1,447,140	339,523	0	433,115	653,123	670,504	687,739	548,749
Year End Adjustments	1,447,140	339,523	0	433,115	653,123	670,504	687,739	548,749
Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Two Day Residential Roll-Out	81,517	75,799	83,824	76,557	77,323	78,096	78,877	78,877
Resid Solid Waste Misc Fees	7,265	10,179	7,975	10,281	10,384	10,488	10,593	10,593
Residential Garbage Fees	8,880,248	8,991,526	8,876,592	9,081,441	9,172,256	9,263,978	9,356,618	9,356,618
Comm Solid Waste Misc Fees	107,258	121,142	77,258	122,353	123,577	124,813	126,061	126,061
Solid Waste Late Payment Chq	80,593	80,728	85,437	81,535	82,350	83,174	84,006	84,006
Commerical Sanitation Fees-9	544,790	458,116	635,960	462,697	467,324	471,997	476,717	476,717
Comm Garbage Fees- Forktaine	5,740,976	5,884,708	5,676,557	5,943,555	6,002,991	6,063,020	6,123,650	6,123,650
Comm Sanitation Rearload Fee	167,899	181,035	170,188	182,845	184,674	186,521	188,386	188,386
Comm Garbage Fees- Roll-Off	2,404,435	2,793,312	2,559,542	2,821,245	2,849,458	2,877,952	2,906,731	2,906,731
Comm Sanitation Fees- Compac	99,462	98,340	99,462	99,323	100,317	101,320	102,333	102,333
Comm Sanitation- Multi-Famil	2,475,575	2,569,420	2,472,454	2,595,114	2,621,065	2,647,276	2,673,749	2,673,749
Commercial Trash Collection	70,446	74,170	51,279	74,955	75,749	76,550	77,359	77,359
Comm Roll-Off Special Serv	100,489	132,480	108,897	133,733	135,070	136,421	137,785	137,785
Recycling Fees	1,297	0	35	0	0	0	0	0
Sale of Recvclables	815,432	370,000	409,320	373,700	377,437	381,211	385,023	385,023
Other Miscellaneous Revenue	6,397	0	8,150	0	0	0	0	0
Charges for Services	21,584,079	21,840,955	21,322,930	22,059,334	22,279,975	22,502,817	22,727,888	22,727,888
Interest	49,102	60,022	90,041	60,622	61,228	61,841	62,459	62,459
Other Miscellaneous Revenue	2,288	5,636	0	5,692	5,749	5,807	5,865	5,865
Trans from Fund Bal - Encumb	681,502	0	1,203,392	0	0	0	0	0
Other Revenues	732,892	65,658	1,293,433	66,314	66,977	67,648	68,324	68,324
Xfer from Solid Waste Reserve	0	0	0	14,597	618,835	963,992	1,168,302	1,294,804
Other Sources	0	0	0	14,597	618,835	963,992	1,168,302	1,294,804
From Fleet Management Reserv	522	0	0	0	0	0	0	0
Internal Service Fund Charges	522	0	0	0	0	0	0	0
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	22,317,493	21,906,613	19,857,151	22,140,245	22,965,787	23,534,457	23,964,514	24,091,016
Fund Total Revenue	22,317,493	21,906,613	22,616,363	22,140,245	22,965,787	23,534,457	23,964,514	24,091,016
Fund Balance	1	0	2,759,212	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

605 Stormwater Fund

The city operates a stormwater utility with a customer base of roughly 71,324 residential customers and 6,196 non-residential customers. Non-residential customers generate more than half of fund revenues. The fund is comprised of three units - Management, Maintenance, and Street Sweeping, the latter two are housed in the Public Works Department, with Management in Underground Utilities. The Management unit is responsible for a number of activities, including administration of the stormwater utility, development of rates, construction of utility infrastructure, and meeting federal and state environmental requirements. The Maintenance unit is located within the Streets and Drainage maintenance division and is responsible for maintenance of stormwater drains and city-owned stormwater ponds. The third unit is the Street Sweeping unit and is responsible for keeping all city streets clean of trash and debris.

Stormwater service is provided on a full cost recovery basis with associated revenues and expenditures accounted for within the Stormwater Fund. Rates are based on an equivalent residential unit (ERU), the base for each residential unit. Commercial rates are established in multiples of the ERU, with the actual amount dependent on the impervious area at the customer's physical location.

The City Commission approved an ordinance change on March 9, 2005 to increase the stormwater fee by \$.34 per ERU for five years to implement the stormwater pollution reduction program (SPRP), beginning in fiscal year 2006. SPRP is designed to reduce pollution in stormwater runoff, with the ultimate goal of preserving the water quality in community lakes.

In fiscal year 2007, the existing street sweeping crew was shifted from the General Fund to the Stormwater Fund. Based on a survey conducted by the city's Streets and Drainage division, a large number of municipalities within the State of Florida use their Stormwater Fund to fully or partially fund street sweeping operations. This trend is directly related to the National Pollution Discharge Elimination System (NPDES) permit program, which controls water pollution by regulating point sources that discharge pollutants. Each program utilizes current revenues to fund operating expenditures and a combination of current revenues and stormwater repair, replacement, and improvement funding to finance on-going major and minor capital improvements.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	4,969,436	4,961,113	4,999,019	5,148,288	5,301,426	5,464,194	5,604,218
Operating	280,258	325,866	585,029	588,492	592,037	595,667	596,715
Other Services & Charges	60,000	150,000	60,000	60,000	60,000	60,000	60,000
Capital Outlay	22,976	37,267	50,110	50,190	50,272	50,355	50,440
Allocated Accounts	2,666,639	2,897,958	3,715,025	3,821,070	3,930,413	4,043,159	4,159,418
Utilities and Other Expenses	136,601	198,637	163,825	163,825	163,825	163,825	163,825
Transfers	6,654,467	948,311	6,115,949	5,857,988	5,671,092	5,471,488	2,499,907
Contributions to Operations	458,949	463,201	319,300	319,300	319,300	319,300	319,300
Year End Adjustments	418,570	6,094,204	0	0	0	0	2,794,201
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Charges for Services	15,572,414	15,929,567	15,948,872	15,949,768	16,028,980	16,108,603	16,188,639
Other Revenues	95,482	146,990	59,385	59,385	59,385	59,385	59,385
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>15,667,896</u>	<u>16,076,557</u>	<u>16,008,257</u>	<u>16,009,153</u>	<u>16,088,365</u>	<u>16,167,988</u>	<u>16,248,024</u>
Fund Total Revenue	<u>15,667,896</u>	<u>16,076,557</u>	<u>16,008,257</u>	<u>16,009,153</u>	<u>16,088,365</u>	<u>16,167,988</u>	<u>16,248,024</u>
Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

605 Stormwater Fund

Fund Expenditures

The following service level changes are proposed for the Stormwater Fund in fiscal year 2011.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$35,811.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,076).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Fund Revenues

The major sources of revenue within the stormwater fund are commercial and residential fees. The chart below depicts the projected revenues for fiscal year 2010 and a prospective for fiscal years 2011 through 2015.

Residential Stormwater

The City Commission approved Resolution No. 05-R-06 on March 30, 2005, which increased the stormwater fee over a period of five-years to mitigate pollution in stormwater runoff from developed areas. The total amount of the increase is \$1.70, which was implemented in increments of \$.34 per year from fiscal year 2006 through 2010. Tenets of the city's financing policy allow annual adjustments to the fee equivalent to the consumer price index (CPI) for the prior year. The city opted for the incremental increase instead of the CPI increase. The rate for fiscal year 2010 is \$7.61 per equivalent residential unit (ERU – one ERU is equal to 1,990 square feet of impervious area).

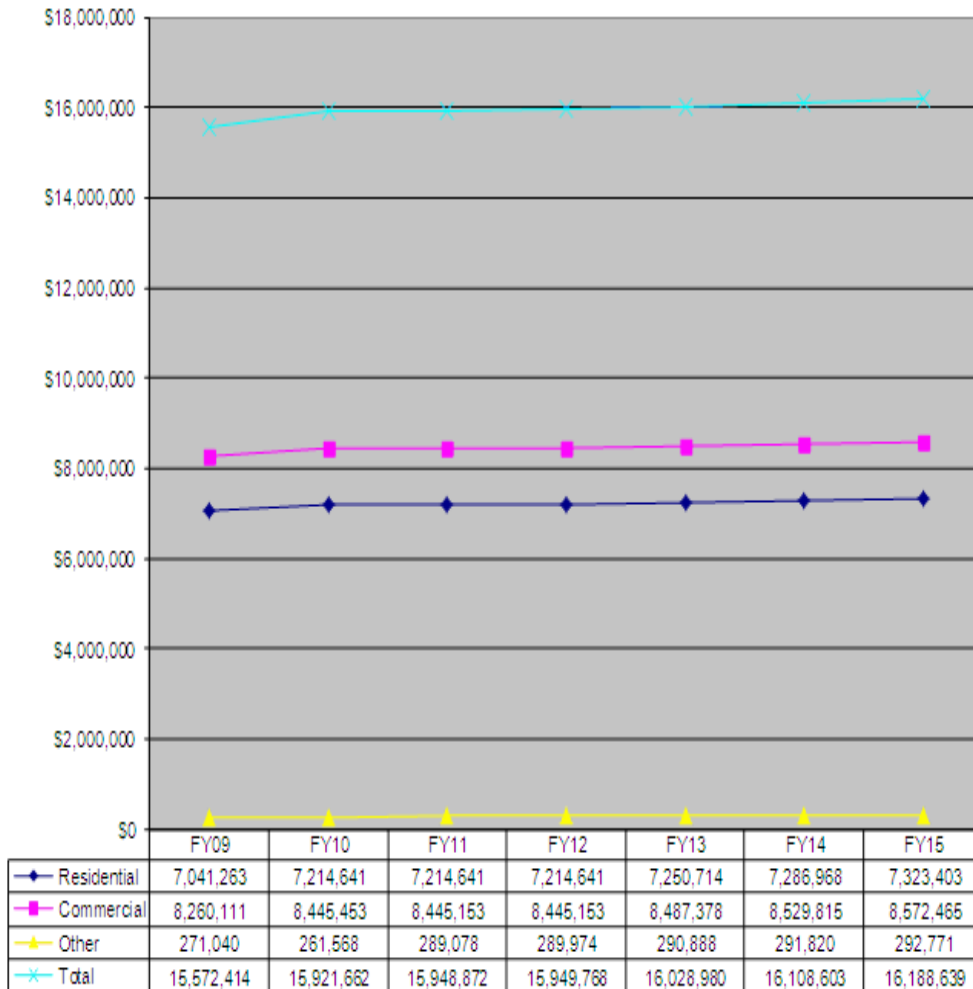
Commercial Stormwater

The commercial rates are established in multiples of the ERU, with the actual amount dependent on the impervious area at the customer's physical location. Tenets of the city's financing policy allow annual adjustments equivalent to the CPI for the prior year. The city decided not to pursue the CPI increase in FY10. The rate for fiscal year 2010 is \$7.61 per equivalent residential unit (ERU – one ERU is equal to 1,990 square feet of impervious area).

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

605 Stormwater Fund

Stormwater Fund Utility Revenues



Capital Projects Operating Budget Impacts

There are several flood mitigation projects, which will have minor operating impacts when completed. Other capital projects such as the Total Maximum Daily Load (TMDL) and Stormwater Pollution Reduction Program (SPRP) will potentially have a significant impact on the operating budget in future years, but will be identified as the individual projects near completion.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

605 Stormwater Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	3,726,937	3,676,286	3,455,233	3,630,370	3,702,386	3,812,557	3,926,043	4,042,931
Capitalized Waqes	-145,717	-212,789	-119,621	-212,789	-219,232	-225,869	-225,869	-225,869
Salary Enhancements	0	0	0	72,016	110,180	113,485	116,892	120,394
Temporary Waqes	42,895	72,069	65,314	74,231	76,458	78,752	78,752	78,752
Overtime	40,594	65,420	104,093	65,420	65,420	65,420	65,420	65,420
Capitalized Overtime	-19,728	-11,505	-83,311	-11,505	-11,505	-11,505	-11,505	-11,505
Other Salary Items	1,560	1,560	2,180	1,560	1,560	1,560	1,560	1,560
Pension- Current	318,995	333,953	308,186	392,613	404,297	416,317	428,714	441,481
Pension- MAP	258,224	262,967	257,197	264,831	272,706	280,816	289,176	297,790
Mandatory Medicare	47,987	47,223	48,321	54,180	55,791	57,446	59,145	60,904
Health Benefits	444,452	490,908	513,152	486,461	510,757	536,282	563,106	563,106
Health Benefits-Retirees	80,582	222,228	257,326	108,022	108,022	108,022	108,022	108,022
Flex Benefits	172,655	183,588	163,268	182,520	182,520	182,520	182,520	182,520
Vacancy factor of 3.0%	0	-23,127	0	-108,911	-111,072	-114,377	-117,782	-121,288
Furlough savings	0	-4,411	-10,225	0	0	0	0	0
Personnel Services	4,969,436	5,104,370	4,961,113	4,999,019	5,148,288	5,301,426	5,464,194	5,604,218
Advertising	0	2,873	718	3,703	3,792	3,882	3,975	3,991
Cleaning & Laundry	16,894	19,084	19,273	19,084	19,084	19,084	19,084	19,084
Reproduction	63	800	2,611	820	841	862	884	884
Building Repairs	3,892	7,269	5,265	7,269	7,269	7,269	7,269	7,269
Equipment Repairs	22,796	23,780	26,115	24,056	24,338	24,627	24,924	24,924
Unclassified Contract Svcs	118,622	257,193	117,400	292,851	293,833	294,840	295,872	295,872
Computer Software	17,678	18,600	22,884	18,750	18,904	19,062	19,224	19,224
Utilities- Electric	57	0	0	0	0	0	0	0
Telephone	13,060	15,560	13,885	12,391	12,391	12,391	12,391	12,391
Chem-Med-Lab	0	37,537	9,384	48,620	49,592	50,584	51,596	52,628
Food	284	440	538	451	462	474	486	486
Office Supplies	11,025	11,454	13,468	11,713	11,978	12,250	12,529	12,529
Uniforms & Clothing	10,852	14,500	13,055	14,500	14,500	14,500	14,500	14,500
Unclassified Supplies	45,553	61,954	59,076	62,199	62,450	62,707	62,970	62,970
Non-Capitalized Furniture	813	0	0	0	0	0	0	0
Building Supplies	0	0	1,250	0	0	0	0	0
Travel & Training	9,620	8,617	11,820	8,827	9,042	9,263	9,489	9,489
Journals & Books	741	1,613	790	1,651	1,689	1,728	1,768	1,768
Memberships	3,987	4,706	3,660	4,808	4,913	5,020	5,130	5,130
Certificates & Licenses	636	1,725	431	1,725	1,725	1,725	1,725	1,725
Rent Expense- Bldg & Ops	0	50,165	394	47,795	47,795	47,795	47,795	47,795
Rent Expense- Machines	3,659	3,816	3,831	3,816	3,894	3,974	4,056	4,056
Unclassified Charges	25	0	18	0	0	0	0	0
Operating	280,258	541,686	325,866	585,029	588,492	592,037	595,667	596,715
Bad Debt Expense	60,000	60,000	150,000	60,000	60,000	60,000	60,000	60,000
Other Services & Charges	60,000	60,000	150,000	60,000	60,000	60,000	60,000	60,000
Computer Equipment	0	8,000	0	4,000	4,080	4,162	4,245	4,330
Unclassified Equipment	22,976	46,110	37,267	46,110	46,110	46,110	46,110	46,110
Capital Outlay	22,976	54,110	37,267	50,110	50,190	50,272	50,355	50,440
Human Resource Expense	93,199	92,237	92,237	91,397	94,139	96,963	99,872	102,868
Accounting Expense	43,767	52,314	52,314	53,083	54,675	56,316	58,005	59,745
Purchasing Expense	30,790	49,553	49,553	24,854	25,600	26,368	27,159	27,974
Information Systems Expense	323,555	279,139	279,139	235,107	242,160	249,425	256,908	264,615
Risk Management Expense	76,001	102,294	102,294	126,597	130,395	134,307	138,336	142,486
Radio Communications Expense	5,007	0	0	0	0	0	0	0
Revenue Collection Expense	43,552	43,238	43,238	47,968	49,407	50,889	52,416	53,988
Utility Services Expense	562,787	544,546	544,546	930,208	958,114	986,858	1,016,463	1,046,957
Vehicle Garage Expense	440,419	588,201	568,715	495,234	510,091	525,393	541,155	557,390
Vehicle Fuel	167,399	175,840	229,135	211,193	217,529	224,055	230,776	237,700
Vehicle Replacement	160,446	180,443	195,480	380,763	386,780	393,095	399,722	406,678
Indirect Costs	719,716	741,307	741,307	1,118,621	1,152,180	1,186,745	1,222,347	1,259,017
Allocated Accounts	2,666,639	2,849,112	2,897,958	3,715,025	3,821,070	3,930,413	4,043,159	4,159,418

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

605 Stormwater Fund

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Utilities - Sewer	920	930	0	930	930	930	930	930
Utilities - Sanitation	132,502	161,359	193,424	161,359	161,359	161,359	161,359	161,359
Utilities - Stormwater	0	0	188	0	0	0	0	0
Utilities - Water	3,074	1,536	4,465	1,536	1,536	1,536	1,536	1,536
Utilities - Electric	105	0	165	0	0	0	0	0
Utilities - Fire Services	0	0	395	0	0	0	0	0
Utilities and Other Expenses	136,601	163,825	198,637	163,825	163,825	163,825	163,825	163,825
Debt Service Transfer	13,124	32,540	32,540	32,710	43,320	43,313	43,318	44,907
RR&I Transfer	0	0	915,771	0	0	0	0	0
Inter-Fund Transfer	6,641,343	308,002	0	6,083,239	5,814,668	5,627,779	5,428,170	2,455,000
Transfers	6,654,467	340,542	948,311	6,115,949	5,857,988	5,671,092	5,471,488	2,499,907
Contribution to General Fund	458,949	463,201	463,201	319,300	319,300	319,300	319,300	319,300
Contributions to Operations	458,949	463,201	463,201	319,300	319,300	319,300	319,300	319,300
Transfer to RR&I	418,570	6,344,816	6,094,204	0	0	0	0	2,794,201
Year End Adjustments	418,570	6,344,816	6,094,204	0	0	0	0	2,794,201
	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Revenues	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Residential Stormwater	7,041,263	7,214,641	7,214,641	7,214,641	7,214,641	7,250,714	7,286,968	7,323,403
Commercial Stormwater	8,260,111	8,445,153	8,445,153	8,445,153	8,445,153	8,487,378	8,529,815	8,572,465
Forfeited Discounts	44,805	31,280	43,487	44,805	45,701	46,615	47,547	48,498
FDOT ROW Maintenance Contrac	178,617	177,906	178,617	180,748	180,748	180,748	180,748	180,748
Leon County Street Sweeping	47,618	52,682	47,669	63,525	63,525	63,525	63,525	63,525
Charges for Services	15,572,414	15,921,662	15,929,567	15,948,872	15,949,768	16,028,980	16,108,603	16,188,639
Interest	19,417	0	89,527	21,835	21,835	21,835	21,835	21,835
Other Miscellaneous Revenue	2,362	0	3,756	2,000	2,000	2,000	2,000	2,000
Trans from Fund Bal - Encumb	70,690	0	53,707	35,550	35,550	35,550	35,550	35,550
Capitalized Overhead	3,014	0	0	0	0	0	0	0
Other Revenues	95,482	0	146,990	59,385	59,385	59,385	59,385	59,385
	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Fund Summary	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	15,667,896	15,921,662	16,076,557	16,008,257	16,009,153	16,088,365	16,167,988	16,248,024
Fund Total Revenue	15,667,896	15,921,662	16,076,557	16,008,257	16,009,153	16,088,365	16,167,988	16,248,024
Fund Balance	0	0	0	0	0	0	0	0

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

615 Golf Course Fund

The Golf Course fund accounts for the assets, operation, and maintenance of an 18-hole course at Hilaman Park and a nine-hole course at Jake Gaither Park. Prior to October 1988, the Gaither course also was included in the Golf Course Fund; since that time, it has been treated as a recreational program with revenues and expenses budgeted in the General Fund. Management of the city's two courses shifted from the Parks, Recreation and Neighborhood Services Department (PRNA) to Utility, Business and Customer Services (UBCS) a couple of years ago, although both golf course budgets are housed in PRNA.

The Golf Course Fund is considered an enterprise fund, with surpluses projected at least through 2015. However, except for revenue collection and vehicle garage expenses, all other allocated costs are budgeted in PRNA's General Fund administrative cost center. Indirect costs budgeted in the Golf Fund are based on a fee study conducted in fiscal year 2006 and include an annual three percent increase rather than actual rates as determined by annual indirect cost studies.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	659,104	327,016	515,649	524,860	534,316	544,097	552,255
Operating	189,282	150,350	72,113	77,689	83,507	89,583	89,616
Capital Outlay	28,000	0	0	0	0	0	0
Allocated Accounts	53,276	113,679	73,767	76,823	79,409	82,116	84,951
Utilities and Other Expenses	196,944	121,083	225,859	233,339	238,760	246,716	246,574
Transfers	69,935	978	676	896	896	896	928
Year End Adjustments	400	163,014	109,977	111,637	116,357	118,664	140,056
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Charges for Services	896,073	876,120	992,891	1,020,090	1,048,086	1,076,909	1,109,212
Other Revenues	22,485	0	5,150	5,154	5,159	5,163	5,168
Other Sources	278,383	0	0	0	0	0	0
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>1,196,941</u>	<u>876,120</u>	<u>998,041</u>	<u>1,025,244</u>	<u>1,053,245</u>	<u>1,082,072</u>	<u>1,114,380</u>
Fund Total Revenue	<u>1,196,941</u>	<u>876,120</u>	<u>998,041</u>	<u>1,025,244</u>	<u>1,053,245</u>	<u>1,082,072</u>	<u>1,114,380</u>
Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>

Fund Expenditures

Expenditure assumptions for the Golf Course Fund include the following:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- At their September 15, 2010 meeting, the City Commission approved elimination of the vacant golf superintendent position (0457). Additional compensation for the golf course foreman for higher level duties and reclassification of two filled positions (supervisor of golf course operations to golf superintendent; maintenance worker II to equipment operator I) also was approved by the commission. These actions, which are estimated to cost \$11,600, were funded by salary dollars (\$76,606) from the eliminated position, resulting in a budgetary reduction of \$65,006 in fiscal year 2011. Savings are budgeted as a surplus in the fund's transfer to RRI.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in

615 Golf Course Fund

projected vehicle fuel cost from the proposed budget. Savings have been distributed to all funds according to updated allocation statistics.

- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.
- Approximately \$352,000 in purchases for new golf course heavy equipment was made from the Fleet Replacement Fund in fiscal year 2010. The Golf Course Fund has made no contributions to the Fleet Fund for replacement equipment and, currently, none are assessed for future purchases/replacements in the five-year Golf Fund proforma.
- Another adjustment of approximately \$74,000 was made to the Golf Course Fund's electric utility expense in fiscal year 2010 at the direction of UBCS staff, who indicated the Golf Course Fund's actual electric usage was overstated due to a metering discrepancy. The net effect of this reduction, which is reflected in the fiscal year 2010 estimate column as -\$12,150, also is captured in the projected surplus (transfer to RRI).
- As indicated previously, the Golf Course Fund also does not include expenditures for allocated costs such as accounting, purchasing, human resources, etc. These costs are absorbed by the General Fund through allocation to the administrative cost center in PRNA.

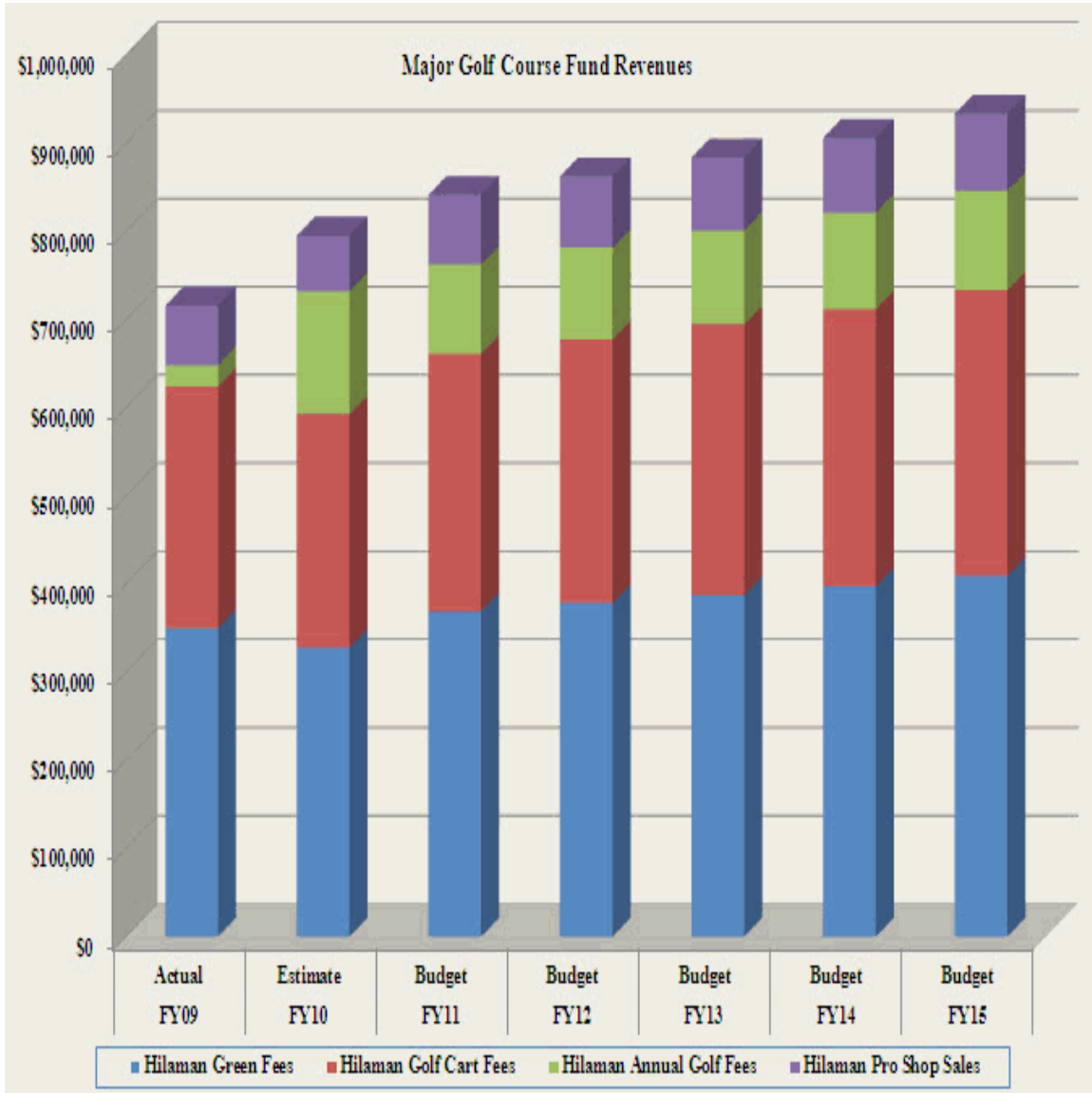
Fund Revenues

Proforma revenues in all five fiscal years were developed by UBCS staff and increase by slightly less than three percent annually, excluding interest earnings. Revenues not only are sufficient enough that a transfer from the General Fund is not required (the last one was fiscal year 2009), but also supports annual distributions to the fund's repairs, replacements and improvements (RRI) reserve. The RRI reserve transfer, which is used to cash finance infrastructure needs of the golf course, is estimated to be approximately \$163,000 in fiscal year 2010. It is budgeted at nearly \$110,000 in fiscal year 2011 and increases to slightly more than \$140,000 in fiscal year 2015.

As shown on the proforma, estimated revenues in fiscal year 2010 from gift certificate sales and annual golf fees are greater than those budgeted in fiscal year 2011. They will be reviewed and adjusted upward later in 2011 and future years, if actual collections support same. In addition, fiscal year 2010 annual golf fee revenue estimates include approximately \$30,000 for annual memberships paid for in FY10 that will be prorated for members' play in fiscal year 2011. This adjustment will take place as part of fiscal year-end 2010 closeout activities, which will reduce the FY10 estimated surplus.

The chart that follows depicts the four major sources of golf course-generated revenues. They are comprised of green and golf cart fees, annual memberships, and pro shop sales. The chart excludes the General Fund contribution of \$278,373 in 2009.

615 Golf Course Fund



Capital Projects Operating Budget Impacts

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

615 Golf Course Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	361,317	209,086	94,646	209,907	214,105	220,528	227,144	233,957
Salary Enhancements	0	0	0	4,198	6,423	6,615	6,814	7,019
Temporary Wages	143,343	218,945	185,856	218,945	218,945	218,945	218,945	218,945
Overtime	14,130	721	5,965	721	721	721	721	721
Other Salary Items	1,224	1,045	0	0	0	0	0	0
Pension- Current	33,746	19,080	11,252	22,696	23,376	24,076	24,800	25,542
Pension- MAP	27,109	15,024	9,246	15,308	15,768	16,241	16,728	17,230
Mandatory Medicare	8,577	3,095	4,352	3,152	3,246	3,341	3,441	3,541
Health Benefits	44,970	30,594	11,804	33,635	35,315	37,080	38,934	38,934
Health Benefits-Retirees	7,368	0	0	0	0	0	0	0
Health Benefits-OPEB	0	0	0	3,544	3,544	3,544	3,544	3,544
Flex Benefits	17,320	10,711	4,649	9,840	9,840	9,840	9,840	9,840
Vacancy factor of 3.0%	0	-2,091	0	-6,297	-6,423	-6,615	-6,814	-7,018
Furlough savings	0	-804	-754	0	0	0	0	0
Personnel Services	659,104	505,406	327,016	515,649	524,860	534,316	544,097	552,255
Advertising	5,255	7,500	0	7,500	7,500	7,500	7,500	7,500
Cleaning & Laundry	1,870	2,400	235	792	792	792	792	792
Reproduction	2,744	3,500	4,637	3,500	3,500	3,500	3,500	3,500
Unclassified Professional Svcs	2,462	2,500	7,216	2,500	2,500	2,500	2,500	2,500
Building Repairs	1,868	5,000	2,396	4,800	4,800	4,800	4,800	4,800
Equipment Repairs	36,419	20,000	8,402	-100	-100	-100	-100	-100
Unclassified Contract Svcs	1,504	6,000	2,385	6,014	6,044	6,075	6,106	6,139
Chem-Med-Lab	24,750	25,000	27,647	2,325	2,966	3,622	4,295	4,295
Food	17	0	248	0	0	0	0	0
Gasoline	0	0	56	0	0	0	0	0
Oil & Lubricants	663	0	0	0	0	0	0	0
Postage	81	0	0	0	0	0	0	0
Office Supplies	2,292	1,500	1,839	1,538	1,576	1,615	1,656	1,656
Uniforms & Clothing	692	3,500	4,809	2,500	2,500	2,500	2,500	2,500
Unclassified Supplies	77,844	59,991	74,957	12,541	16,741	21,151	25,782	25,782
Travel & Training	350	975	35	546	546	546	546	546
Journals & Books	0	200	0	200	200	200	200	200
Memberships	1,100	1,200	458	1,100	1,100	1,100	1,100	1,100
Rent Expense- Machines	1,523	1,000	445	732	758	784	811	811
Unclassified Charges	27,848	25,000	14,585	25,625	26,266	26,922	27,595	27,595
Operating	189,282	165,266	150,350	72,113	77,689	83,507	89,583	89,616
Unclassified Equipment	28,000	0	0	0	0	0	0	0
Capital Outlay	28,000	0	0	0	0	0	0	0
Revenue Collection Expense	0	11,260	11,260	11,948	12,306	12,676	13,056	13,448
Vehicle Garage Expense	14,974	10,000	51,600	0	0	0	0	0
Vehicle Fuel	17,086	10,000	24,047	0	0	0	0	0
Vehicle Replacement	2,731	7,731	7,732	42,208	44,318	46,534	48,861	51,304
Indirect Costs	18,485	19,040	19,040	19,611	20,199	20,199	20,199	20,199
Allocated Accounts	53,276	58,031	113,679	73,767	76,823	79,409	82,116	84,951
Utilities - Sewer	5,263	3,531	5,802	3,778	3,873	1,630	1,630	1,630
Utilities - Sanitation	3,738	3,983	3,084	4,083	4,185	4,289	4,396	4,396
Utilities - Stormwater	18,118	16,904	18,758	17,327	17,760	18,204	18,659	18,659
Utilities - Gas	0	0	56	0	0	0	0	0
Utilities - Water	2,635	2,204	3,056	2,259	2,316	2,373	2,433	2,433
Utilities - Electric	62,363	61,798	-12,150	57,473	58,887	60,337	61,823	61,681
Utilities - Fire Services	1,455	1,819	2,477	1,819	1,819	1,819	1,819	1,819
COGS - Other	103,372	133,961	100,000	139,120	144,499	150,108	155,956	155,956
Utilities and Other Expenses	196,944	224,200	121,083	225,859	233,339	238,760	246,716	246,574
Debt Service Transfer	0	17,552	0	676	896	896	896	928
RR&I Transfer	20,000	0	978	0	0	0	0	0
Inter-Fund Transfer	49,935	0	0	0	0	0	0	0
Transfers	69,935	17,552	978	676	896	896	896	928
Transfer to RR&I	400	1,010	163,014	109,977	111,637	116,357	118,664	140,056
Year End Adjustments	400	1,010	163,014	109,977	111,637	116,357	118,664	140,056

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

615 Golf Course Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Park Concessions	71,752	90,522	29,180	95,048	99,801	104,791	110,030	113,330
Misc Rec Fees-Enterprise Proi.	-85	0	0	0	0	0	0	0
Hilaman Improvement Surcharq	60,507	0	0	0	0	0	0	0
Hilaman Gift Certificate Sal	11,817	12,943	17,260	13,267	13,598	13,938	14,287	14,715
Hilaman Gift Cert. Redeemed	-9,860	-10,000	-11,342	-10,250	-10,506	-10,769	-11,038	-11,369
Hilaman Green Fees	350,008	360,008	327,803	369,009	378,234	387,690	397,382	409,303
Hilaman Annual Golf Fees	24,496	99,100	139,717	101,578	104,117	106,720	109,388	112,669
Hilaman Golf Cart Fees	273,930	285,000	264,944	292,125	299,428	306,914	314,587	324,024
Hilaman Driving Range Fee	34,501	34,128	30,161	34,981	35,856	36,752	37,671	38,801
Hilaman Other Revenues	7,258	17,835	9,194	18,281	18,738	19,206	19,687	20,277
Hilaman Pro Shop Sales	67,560	76,929	63,006	78,852	80,824	82,844	84,915	87,462
Hilaman Non-Golf Activity Fee	533	0	301	0	0	0	0	0
Hilaman Restaurant Rental	3,656	0	5,896	0	0	0	0	0
Charges for Services	896,073	966,465	876,120	992,891	1,020,090	1,048,086	1,076,909	1,109,212
Interest	0	5,000	0	5,150	5,154	5,159	5,163	5,168
Trans from Fund Bal - Encumb	22,485	0	0	0	0	0	0	0
Other Revenues	22,485	5,000	0	5,150	5,154	5,159	5,163	5,168
Contribution From General Fund	278,383	0	0	0	0	0	0	0
Other Sources	278,383	0	0	0	0	0	0	0
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	1,196,941	971,465	876,120	998,041	1,025,244	1,053,245	1,082,072	1,114,380
Fund Total Revenue	1,196,941	971,465	876,120	998,041	1,025,244	1,053,245	1,082,072	1,114,380
Fund Balance	0	0	0	0	0	0	0	1

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

840 Cemetery Fund

The five city owned and maintained cemeteries are Old City Cemetery, which has historic significance dating back to the late 1820s, Oakland, Roselawn, Greenwood, and Southside. The cemeteries consist of 133 acres; however, the remaining inventory of grave space available for sale is very limited. Currently, Southside is the only location with available space. There are approximately 330 burials per year.

The Cemetery Perpetual Care Trust was established in 1985 to provide for long-term maintenance. Funding for the trust was \$100,000 over a five-year period. Appropriations were provided by an initial lump sum from fiscal year 1986 surplus year-end revenues.

A perpetual maintenance fee of \$40 per space, collected at the time of plot sale, was implemented in fiscal year 1987 to help reduce the long-term cost of the cemetery program. Effective October 1, 2008, the fee was increased to \$93.75 per space. Until 1997, revenues collected from the sale of grave spaces accrued to the General Fund. These revenues, along with interest earnings, began accruing to the Cemetery Fund in 1997, and are the source of funding for cemetery maintenance operations in perpetuity. Effective October 1, 2008, revenue from sale of grave spaces, \$937.50 per space, accrues to the General Fund.

<u>Expenditures</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Personnel Services	209,806	248,437	205,056	210,591	216,273	222,150	227,318
Operating	156,818	146,917	158,280	158,280	158,280	158,280	158,280
Allocated Accounts	104,736	71,059	96,839	99,787	102,826	105,958	109,188
Utilities and Other Expenses	24,031	23,450	18,566	18,707	18,858	18,858	18,858
Transfers	0	26,767	0	0	0	0	0
Contributions to Operations	26,086	0	27,570	28,397	29,249	29,249	29,249
<u>Revenues</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Charges for Services	27,633	14,604	21,094	21,094	21,094	21,094	21,094
Other Revenues	180,209	152,047	147,426	147,341	147,274	147,212	147,212
Other Sources	313,635	349,979	337,791	347,327	357,118	366,189	374,587
<u>Fund Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Budget</u>	<u>FY 2012 Budget</u>	<u>FY 2013 Budget</u>	<u>FY 2014 Budget</u>	<u>FY 2015 Budget</u>
Fund Total Expenditure	<u>521,477</u>	<u>516,630</u>	<u>506,311</u>	<u>515,762</u>	<u>525,486</u>	<u>534,495</u>	<u>542,893</u>
Fund Total Revenue	<u>521,477</u>	<u>516,630</u>	<u>506,311</u>	<u>515,762</u>	<u>525,486</u>	<u>534,495</u>	<u>542,893</u>
Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Fund Expenditures

The following assumption was used to forecast Cemetery Fund expenses:

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.

Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.

All allocated accounts were updated to reflect updated statistical allocation formula data.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Summary

840 Cemetery Fund

A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.

Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Fund Revenues

Revenue projections for fiscal year 2011 are based on actual sales in fiscal year 2010 through March 2010 (90 spaces - \$7,444 including perpetual fees and recording costs). There are approximately 1,400 grave spaces available for sale at Southside Cemetery and there are approximately 225 grave spaces sold per year.

Declining inventory, pending development of additional cemetery space, has created a dependence on the Perpetual Care Trust beginning in fiscal year 2008 and will continue into future years.



840 Cemetery Fund

Capital Projects Operating Budget Impacts

There is no operating impact within the current five-year capital improvement plan and future impacts will be built into the five-year plan as applicable.

City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

840 Cemetery Fund

Expenditures	FY 2009 Actual	FY 2010 Adopted	FY 2010 Estimate	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget
Salaries	132,305	127,275	159,371	127,275	129,821	133,715	137,727	141,859
Salary Enhancements	0	562	0	2,546	3,895	4,011	4,132	4,256
Temporary Wages	28,204	20,427	25,037	20,427	20,427	20,427	20,427	20,427
Overtime	1,495	6,114	1,939	6,114	6,114	6,114	6,114	6,114
Other Salary Items	0	0	114	0	0	0	0	0
Pension- Current	11,273	11,557	13,462	13,761	14,173	14,599	15,037	15,488
Pension- MAP	9,567	9,100	11,544	9,282	9,560	9,847	10,142	10,448
Mandatory Medicare	1,413	1,087	1,736	1,882	1,939	1,996	2,057	2,119
Health Benefits	15,006	14,916	19,299	15,663	16,445	17,266	18,130	18,130
Health Benefits-Retirees	2,673	7,059	7,060	2,000	2,100	2,205	2,315	2,431
Health Benefits-OPEB	0	0	0	1,752	1,840	1,932	2,029	2,130
Flex Benefits	7,870	8,172	9,063	8,172	8,172	8,172	8,172	8,172
Vacancy factor of 3.0%	0	0	0	-3,818	-3,895	-4,011	-4,132	-4,256
Furlough savings	0	-201	-188	0	0	0	0	0
Personnel Services	209,806	206,068	248,437	205,056	210,591	216,273	222,150	227,318
Cleaning & Laundry	1,068	1,200	1,454	1,200	1,200	1,200	1,200	1,200
Equipment Repairs	545	550	587	550	550	550	550	550
Unclassified Contract Svcs	147,656	143,400	140,006	143,400	143,400	143,400	143,400	143,400
Telephone	1,279	1,663	1,498	1,663	1,663	1,663	1,663	1,663
Office Supplies	344	350	266	350	350	350	350	350
Uniforms & Clothing	594	600	0	600	600	600	600	600
Unclassified Supplies	5,069	10,017	2,843	10,017	10,017	10,017	10,017	10,017
Building Supplies	263	500	263	500	500	500	500	500
Operating	156,818	158,280	146,917	158,280	158,280	158,280	158,280	158,280
Human Resource Expense	3,372	3,781	3,781	4,565	4,702	4,843	4,988	5,138
Accounting Expense	5,757	6,876	6,824	7,702	7,933	8,171	8,416	8,669
Purchasing Expense	2,493	6,600	6,600	2,249	2,317	2,386	2,458	2,532
Information Systems Expense	8,584	7,315	7,315	10,687	11,008	11,338	11,678	12,028
Risk Management Expense	1,156	2,067	2,068	3,843	3,958	4,077	4,199	4,325
Revenue Collection Expense	855	725	725	446	460	473	488	502
Vehicle Garage Expense	45,294	9,848	4,698	31,666	32,616	33,594	34,602	35,640
Vehicle Fuel	3,777	3,381	4,236	4,651	4,790	4,934	5,082	5,235
Vehicle Replacement	3,499	3,965	3,965	2,152	2,260	2,373	2,492	2,617
Indirect Costs	29,949	30,847	30,847	28,878	29,744	30,636	31,555	32,502
Allocated Accounts	104,736	75,405	71,059	96,839	99,787	102,826	105,958	109,188
Utilities - Sanitation	727	1,000	1,138	1,000	1,000	1,000	1,000	1,000
Utilities - Stormwater	2,717	0	2,555	0	0	0	0	0
Utilities - Water	13,793	10,760	14,206	10,771	10,771	10,771	10,771	10,771
Utilities - Electric	6,794	6,665	5,551	6,795	6,936	7,087	7,087	7,087
Utilities and Other Expenses	24,031	18,425	23,450	18,566	18,707	18,858	18,858	18,858
Inter-Fund Transfer	0	0	26,767	0	0	0	0	0
Transfers	0	0	26,767	0	0	0	0	0
Contribution to General Fund	26,086	26,767	0	27,570	28,397	29,249	29,249	29,249
Contributions to Operations	26,086	26,767	0	27,570	28,397	29,249	29,249	29,249

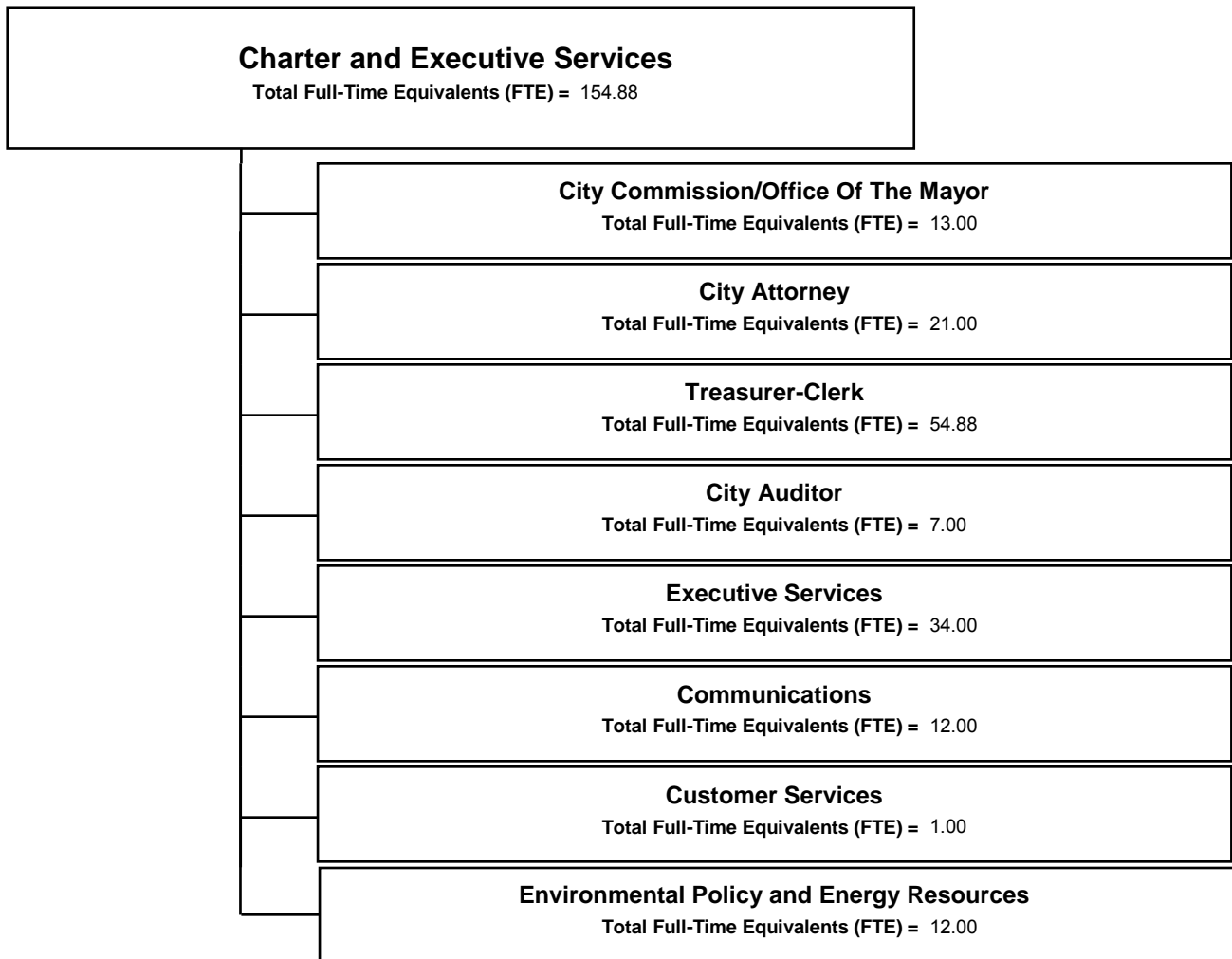
City of Tallahassee
Fiscal Year 2011 Approved Budget - Fund Proforma Account Summary

840 Cemetery Fund

Revenues	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Perpetual Maintenance Fee	27,633	21,094	14,604	21,094	21,094	21,094	21,094	21,094
Charges for Services	27,633	21,094	14,604	21,094	21,094	21,094	21,094	21,094
Interest	165,549	148,546	152,047	147,426	147,341	147,274	147,212	147,212
Trans from Fund Bal - Encumb	14,660	0	0	0	0	0	0	0
Other Revenues	180,209	148,546	152,047	147,426	147,341	147,274	147,212	147,212
Transfer - Cemetary Perp Trust	313,635	315,305	349,979	337,791	347,327	357,118	366,189	374,587
Other Sources	313,635	315,305	349,979	337,791	347,327	357,118	366,189	374,587
Fund Summary	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Adopted	Estimate	Budget	Budget	Budget	Budget	Budget
Fund Total Expenditure	521,477	484,945	516,630	506,311	515,762	525,486	534,495	542,893
Fund Total Revenue	521,477	484,945	516,630	506,311	515,762	525,486	534,495	542,893
Fund Balance	0	0	0	0	0	0	0	0



Charter and Executive Services Organizational Chart



Summary of Services Provided

This service area is comprised of all departments under the direct authority and supervision of the city's elected and appointed officials. The elected officials include the Mayor and four City Commissioners. The appointed officials are the City Attorney, City Auditor, City Treasurer-Clerk, and City Manager.

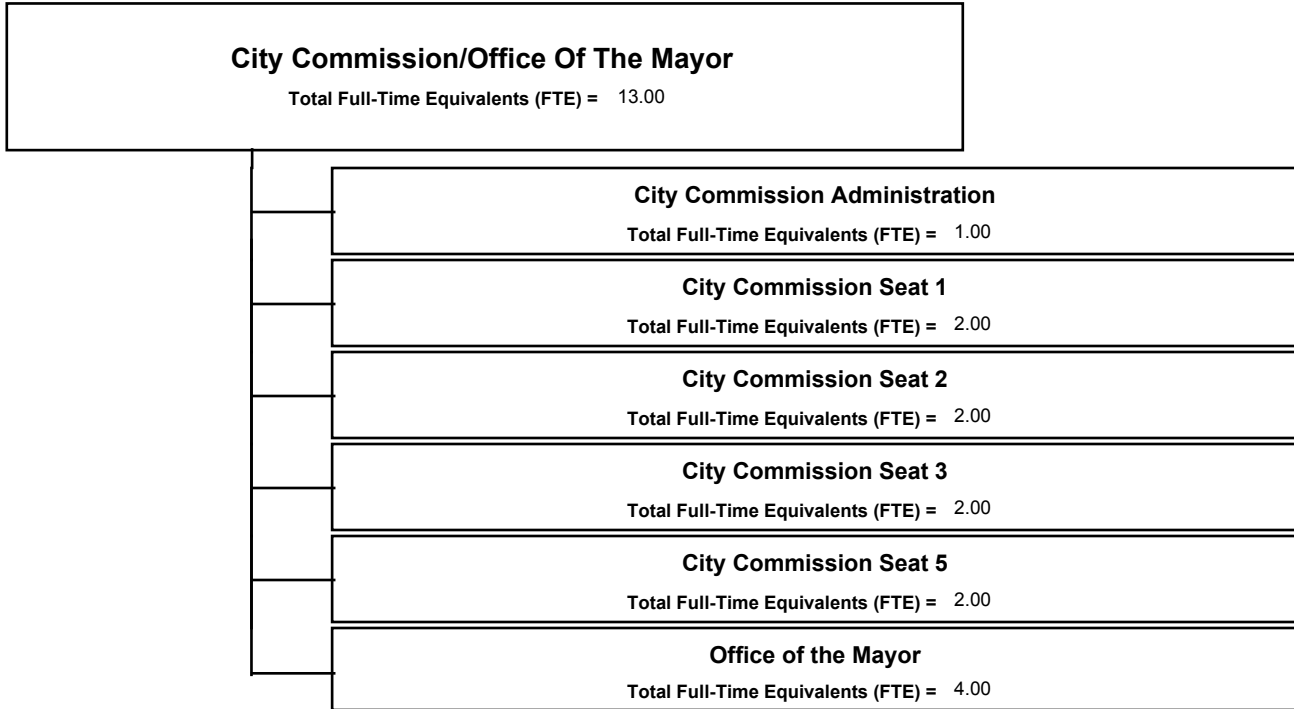
The Executive Services service area includes the following departments:

- The City Manager's Office consisting of the City Manager, three Assistant City Managers and the Assistant to the City Manager, Facilities Management, Property Management and Communications;
- Department of Environmental Policy and Energy Resources;
- Customer Services.

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Expenditures Summary	33,234,993	31,009,475	35,812,082	36,565,189
Funding Summary	33,234,993	31,009,475	35,812,082	36,565,189
FTE Summary	163.62	156.88	154.88	154.88



Charter and Executive Services
City Commission/Office Of The Mayor
Organizational Chart



**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Charter and Executive Services
City Commission/Office Of The Mayor**

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
100101 City Commission Administration	162,916	162,006	165,852	159,623
100102 City Commission Seat 1	132,527	124,511	144,796	149,772
100103 City Commission Seat 2	160,515	149,694	144,797	149,772
100104 City Commission Seat 3	160,932	149,445	144,167	149,772
100105 City Commission Seat 5	158,415	149,727	144,151	149,772
100201 Office of the Mayor	678,057	587,607	600,694	634,216
Total Expenditures	1,453,362	1,322,990	1,344,457	1,392,927

<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	977,754	941,285	903,614	937,136
Operating	364,637	263,730	327,739	348,916
Allocated Accounts	105,971	112,975	113,104	106,875
Transfers	5,000	5,000	0	0
Total Expenditures	1,453,362	1,322,990	1,344,457	1,392,927

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	1,453,362	1,322,990	1,344,457	1,392,927
Total Funding	1,453,362	1,322,990	1,344,457	1,392,927

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
100101 City Commission Administration	1.00	1.00	1.00	1.00
100102 City Commission Seat 1	2.00	2.00	2.00	2.00
100103 City Commission Seat 2	2.00	2.00	2.00	2.00
100104 City Commission Seat 3	2.00	2.00	2.00	2.00
100105 City Commission Seat 5	2.00	2.00	2.00	2.00
100201 Office of the Mayor	4.50	4.00	4.00	4.00
Total FTE	13.50	13.00	13.00	13.00

Charter and Executive Services City Commission/Office Of The Mayor

Summary of Services Provided

The City Commission performs the following functions:

- Serves as the governing body of the City of Tallahassee;
- Formulates public policy;
- Guides Tallahassee's growth and development;
- Directs the government's response to citizens' needs and determines the appropriate level of services;
- Adopts the annual operating and capital budget;
- Levies taxes and fees for the implementation of governmental services;
- Hires, supervises, and evaluates the appointed officials (City Manager, City Treasurer-Clerk, City Auditor, and City Attorney); and
- Serves as the Board for the Community Redevelopment Agency (CRA) and the Blueprint 2000 Intergovernmental Agency, and two members sit on the Board of the Capital Region Transportation Planning Agency (CRTPA).

The Office of the Mayor performs the following functions:

- Responsible for the city's intergovernmental relations activities, including federal and state legislative programs and the sister city program; and
- Represents the city before other governments and their agencies, as well as groups and organizations within the community.

Trends and Issues

The City Commission addresses governmental priorities as established through the target issue process and other special priorities. Target issues for fiscal year 2011 include:

- Long Range Planning;
- Economic Development;
- Health and Human Services;
- Financial Viability; and
- Environmental and Energy Resources.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the City Commission/Office of the Mayor fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.

Charter and Executive Services
City Commission/Office Of The Mayor

City Commission Action

The City Commission approved the budget for the City Commission/Office of the Mayor as proposed with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services
City Commission/Office Of The Mayor
Performance Measures

Program Objectives

The Mayor and City Commission have identified the following objectives for FY 2011:

- Create a diversified and expanding local economy through the attraction of new businesses, growing of existing businesses, and expansion of job opportunities;
- Provide leadership to support the delivery of essential human services;
- Ensure a financially stable city government providing quality services to citizens by balancing resources and expenditures in a time of declining revenues;
- Enhance regional cooperation through initiatives that encourage and support participation of area cities and counties on issues of mutual concern, including, but not limited to, economic development, ecotourism, environmentally sensitive lands, workforce/affordable housing, employment, and healthcare;
- Focus on and support energy efficiency, including demand-side management and green initiatives, that will reduce the demand for power among electric utility customers;
- Provide enhanced customer services through initiatives and state-of-the art applications that enable all citizens to have access to technological innovations and to better manage their resources;
- Promote efficient use and protection of natural resources through the coordination of water quality, stormwater, water use, and wastewater treatment policies and standards;
- Create and maintain viable and healthy neighborhoods through the development of neighborhood plans with action programs, through effective code enforcement and prevention strategies, to area residents in the interest of promoting the overall health and well-being of the community, and by providing a range of options for quality and affordable housing;
- Provide a well-planned and attractive community through improved street-scaping and landscaping, focus on downtown development, responding to growth in a responsible manner, and providing a long-term plan for transportation; and
- Continue strategic development of Gaines Street and FAMU Way.

Analysis of Performance Measures

Not applicable

Charter and Executive Services
City Commission/Office Of The Mayor
Capital Improvement Program Budget

CIP Budget Overview

The City Commission/Office of the Mayor has no capital projects for FY 2011-2015.

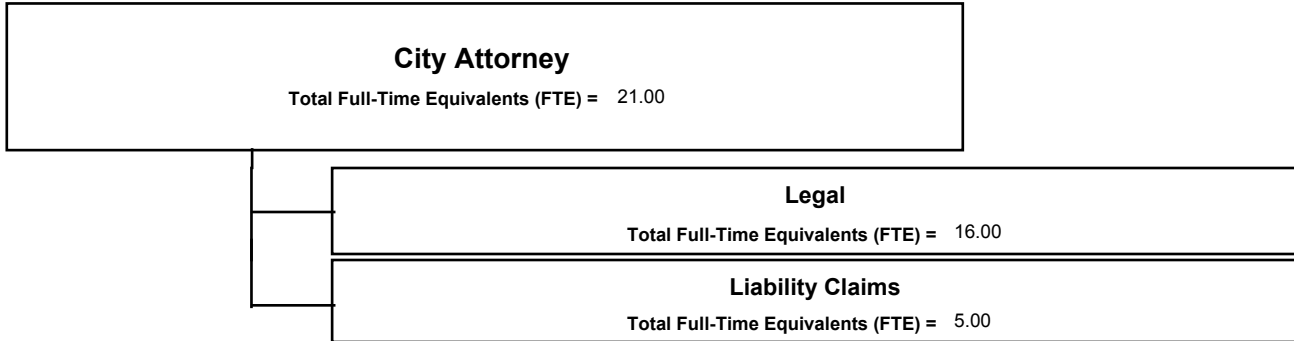
Completed Capital Projects

Not applicable

Continued Capital Projects

Not applicable

Charter and Executive Services
City Attorney
Organizational Chart



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
110101 Legal	2,180,107	2,109,501	2,144,880	2,139,759
110201 Liability Claims	719,571	727,630	772,105	777,213
Total Expenditures	2,899,678	2,837,131	2,916,985	2,916,972

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	2,366,823	2,291,681	2,346,073	2,355,495
Operating	307,208	384,174	408,627	408,627
Allocated Accounts	165,647	161,276	162,285	152,850
Transfers	60,000	0	0	0
Total Expenditures	2,899,678	2,837,131	2,916,985	2,916,972

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	2,180,107	2,109,501	2,144,880	2,139,759
Risk Management Fund	719,571	727,630	772,105	777,213
Total Funding	2,899,678	2,837,131	2,916,985	2,916,972

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
110101 Legal	17.00	16.00	16.00	16.00
110201 Liability Claims	5.00	5.00	5.00	5.00
Total FTE	22.00	21.00	21.00	21.00

Summary of Services Provided

The City Attorney is appointed by the City Commission and is the head of the city's legal department. The City Attorney's Office provides the following services:

- Provides legal assistance, advice, and research on a variety of city issues, such as land use, environment, transportation, contract/bid awards, real estate, eminent domain, code enforcement, employment, public safety, construction, utilities, personal injury defense liability, and general municipal issues.
- Provides legal advice to the City Commission during public city commission meetings.
- Reviews all new ordinances prior to introduction, and introduces those ordinances into city code.

Charter and Executive Services
City Attorney

Trends and Issues

The City Attorney's Office has identified the following trends and issues for FY11:

- Capital Projects (Eminent Domain/Property Acquisition) - Although capital project work has been almost eliminated, the City Attorney's Office handled the following matters in the past year: Lipona Road PASS project, Gaines Street Redevelopment project and Orange Avenue extension.
- Development Project (Land Use) - Though the land use legal work associated with specific private sector development projects is down, the office has been very involved in the development of new and revised ordinances and the comprehensive plan amendment process in working toward the protection of our water quality and other land use issues that impact the quality of life in Tallahassee.
- Employment Grievances (Litigation) - There has been a significant increase in employee grievances relating to disciplinary actions as well as an increase in Florida Commission on Human Relations administrative cases and litigation of employment issues. This trend is expected to continue until the economy has fully recovered.
- Non-Risk Management Cases - Cases involving such matters as forfeitures, foreclosures and garnishments continue to increase. There has a direct correlation to the declining economy and the real estate market to increase in citizens in our community losing their homes and wages being garnished.
- Vendor Grievances/Contract Disputes - The City has not yet seen an increase in workload in this area, but it is anticipated that there will be an increase as procurement activities pick up with federal stimulus projects.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for Charter and Executive Services' fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$390.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$811).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Charter and Executive Services
City Attorney

City Commission Action

The City Commission approved the budget for Charter and Executives Services' with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services

City Attorney

Performance Measures

Program Objectives

Identified below are some of the department's program objectives for FY 2011:

- Continue to efficiently handle litigation matters;
- Effectively respond to routine matters within a timely manner;
- Continue to provide legal counsel and representation to the Tallahassee City Commission, City Manager, city departments, and city-appointed boards and commissions.

Analysis of Performance Measures

The number of cases closed as defendant/respondent, represents the majority of cases the City Attorney's Office handles for the City, in which the City is the defendant in the matter. The number of cases closed in this category was 122 in FY09 and is targeted to be 85 in FY10 which is 30% less than FY09. The FY11 projection of 60 is 29% less than FY10. In many areas in the defense cases, the City Attorney's Office has noticed an increase, such as in the areas of employment, police litigation, and foreclosures. However, in the area of land use, as a result of the economy, there has been a decline in private sector development and land use cases. This appears to be an anomaly and will likely change when the economy picks up.

The number of cases closed as plaintiff/petitioner, is reflective of eminent domain, real property, and other capital project types. The number of cases closed in this category was more than the projected number of 90 in FY 2009, at 94. Overall cases were closed at the same rate as new cases received. The City Attorney's Office closed 67 cases as of the third quarter of FY10, which is on track to meet the target of 70. City Attorneys office still maintains a 100% record in handling Customer Service issues.

<u>Input Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
General Assignments of Cases to Attorneys	#	328	350	227	350
New Risk Management Litigation Matters	#	62	52	54	75
Non-Risk Management Litigation Matters	#	199	200	96	100
<u>Output Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
Cases Closed as Defendant/Respondent	#	122	85	55	60
Cases Closed as Plaintiff/Petitioner	#	94	70	67	70
Assignments Closed	#	305	300	176	250
Ordinances and Resolutions Reviewed	#	94	80	64	80
<u>Effectiveness Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
Respond to routine matters within 24 hours and non-routine matters within 30 days	%	100	100	100	100

Charter and Executive Services
City Attorney
Capital Improvement Program Budget

CIP Budget Overview

The Office of the City Attorney has no capital improvement plan for fiscal years 2011-2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

None.

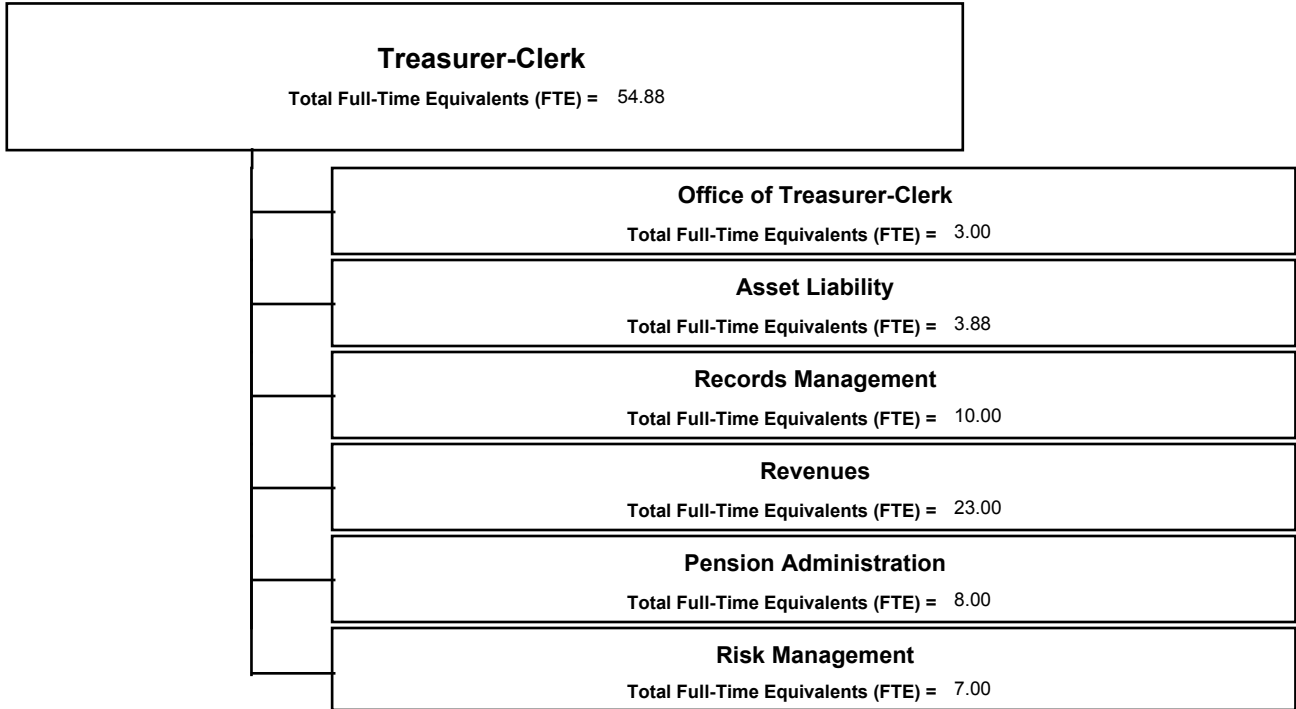
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

None.



Charter and Executive Services
Treasurer-Clerk
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Charter and Executive Services
Treasurer-Clerk

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
120101 Office of Treasurer-Clerk	622,104	695,146	660,219	628,822
120201 Asset Liability	9,508,288	8,717,315	9,323,349	9,422,179
120301 Records Management	710,237	622,735	646,365	722,803
120401 Revenues	0	2,182,756	2,442,412	2,660,487
120501 Pension Administration	897,293	1,062,689	1,045,343	1,066,255
120601 Risk Management	9,332,192	6,506,682	9,342,818	9,350,201
Total Expenditures	21,070,114	19,787,323	23,460,506	23,850,747

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Undefined	2,681,970	0	0	0
Personnel Services	2,377,435	3,936,237	3,590,064	3,610,144
Operating	530,255	726,966	1,098,071	1,098,071
Other Services & Charges	5,585,054	5,818,505	8,614,046	8,614,046
Capital Outlay	0	10,000	10,000	10,000
Allocated Accounts	390,705	564,443	560,558	611,711
Utilities and Other Expenses	4,010	14,879	27,442	27,442
Transfers	9,500,685	8,716,293	9,384,717	9,873,547
Year End Adjustments	0	0	175,608	5,786
Total Expenditures	21,070,114	19,787,323	23,460,506	23,850,747

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	10,840,629	10,035,196	10,629,933	10,773,804
Revenue Fund	0	2,182,756	2,442,412	2,660,487
Pension Administration Fund	897,293	1,062,689	1,045,343	1,066,255
Risk Management Fund	9,332,192	6,506,682	9,342,818	9,350,201
Total Funding	21,070,114	19,787,323	23,460,506	23,850,747

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
120101 Office of Treasurer-Clerk	3.87	3.00	3.00	3.00
120201 Asset Liability	3.75	4.00	3.88	3.88
120301 Records Management	10.00	10.00	10.00	10.00
120401 Revenues	28.00	23.00	23.00	23.00
120501 Pension Administration	7.50	7.50	8.00	8.00
120601 Risk Management	7.00	7.00	7.00	7.00
Total FTE	60.12	54.50	54.88	54.88

Charter and Executive Services
Treasurer-Clerk

Summary of Services Provided

Office of the Treasurer Clerk provides the following services:

Asset/Liability Management

- Manage the city's pension program
- Issue and administer all city debt and disbursement functions

Records Management

- Administer the city's record-keeping functions and archives program

Revenue Management

- Collects revenue from all sources and administer all tax programs
- Provide in-house mail room services

Retirement Administration

- Administer the employee retirement program and the Social Security Alternative Plan

Risk Management

- Administer the city's self-insured programs and ensure adequate protection of all city resources
- Monitor insurance requirements for all city contracts, agreements, requests for proposals, and special events

Charter and Executive Services

Treasurer-Clerk

Trends and Issues

· During FY10, the Office of the Treasurer-Clerk managed the issuance of \$78 million in Energy System Revenue Refunding Bonds. Issuing the bonds resulted in a present value savings to the City's electric system of \$4.5 million, or 5.6% of the refunded bonds.

· During FY11, the Office of the Treasurer-Clerk will continue to manage the City's outstanding bonds, which consist of 14 issuances with combined balances of \$808 million at 9/30/10. Of this total, 9 utility-related issues account for \$690 million. In addition to these outstanding fixed rate bonds, the Office of the Treasurer-Clerk will continue to monitor its exposure to variable rate debt. The amount of such debt issued through the Sunshine State Governmental Financing Commission was trimmed to \$5 million in FY2010. While the remaining amount is relatively small, we will monitor the need to replace variable rate debt with fixed rate loans based on market conditions and City budgeting needs.

· The Revenue Division continues the trend of upgrading systems and processes as business practices are further refined to meet the Division's goal of administering the City's collection process through sound revenue principals and cutting-edge technology, while warranting the highest degree of public confidence.

· A full actuarial valuation was completed as of September 30, 2009 with preliminary data received during the second quarter of FY10. The poor performance of the stock market over the past several years has had a negative impact on the investment returns of the City's pension plan. The result is a significant increase in the employer contribution for all three pension plans (general employees, police and fire) in FY11.

· With the poor market performance of CY08 and the first half of CY09, many employees postponed retirement. However, this delay increased the numbers of requests for retirement information and benefit calculations. The number of planned retirements is also rising as more of the "baby-boomer" generation reaches retirement eligibility, which in turn generates additional workload for retirement employees in FY11 and for the next three- to five-years.

· An increased workload in FY11 is expected in association with Firefighters' and Police Officers' contract negotiations in FY10.

· The commercial property insurance market has been relatively stable the past couple of years, most likely, due to the lack of natural disasters and the City has been able to maintain favorable pricing, deductibles and terms and conditions. The State's property insurance assessments for the Citizens Property Insurance Program continues to negate any savings we have been able to negotiate with our carriers. These assessments are not expected to decline in the foreseeable future. If Florida has adverse hurricane experiences in the upcoming year, the City can expect even larger assessment

· The State's Division of Workers Compensation continues to mandate increased assessments due to the State's budget deficits. They have swept reserves from the workers compensation trust funds, depleting the balances and then increasing the assessments to all Florida employers to replenish the reserves. These increases are expected for the next several years. The State also continues to mandate changes in the required electronic reporting.

· The Federal government has also mandated additional electronic reporting for Medicare set-a-sides even though they have reported delays in their ability to timely receive and process the data. Penalties for failing to report have not been waived and are substantial. This adds another layer of claim administration increasing the staff workload.

Charter and Executive Services Treasurer-Clerk

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Office of the Treasurer-Clerk's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$849.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$775).
- Reduction of utilities-electric account (571070) by 7% in all departments. Fiscal Impact (\$1,554).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

City Commission Action

The City Commission approved the budget for Treasurer Clerk's fiscal year 2011 with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services

Treasurer-Clerk

Performance Measures

Program Objectives

The Treasurer-Clerk has identified the following objectives for FY 2011:

Asset Liability Management Division:

- Issue new debt for the electric utility to meet the city's operational objectives
- Compile and publish the 2011 Annual Report to Bondholders in compliance with Securities and Exchange Commission Rule 15c2-12
- Continual review of investment performance as well as periodic asset allocation studies
- Monitor investment performance by money managers for the defined contribution plan
- Evaluate long-term replacement for the local government investment pool managed by the Florida State Board of Administration
- Begin transition to enhanced use of electronic payment to vendors

Records Management Division:

- Continue to educate departments on retention requirements and utilize technology to electronically store/process current and archival information
- Provide hardware, software and design applications that allow departments to store and retrieve all related documents within the electronic storage system using citywide indexing standards
- Continue working with departments to streamline internal work processes, with initial priority being given to land development review and permitting processes
- Continue to partner with departments by providing scanning and/or indexing assistance as needed
- Continue to work with departments on transferring capital project files being stored on various city servers to EDMS

Revenue Division:

- Stabilize and support the remote cash reporting system (i-Pay)
- Implement upgrades of the automated reconciliation process replacing all manual reporting processes
- Enhance the department's processes for single-entry workflow and image capture to meet established goals
- Implement additional web-based electronic payments (business tax and other city payables).
- Relocate and restructure the division to meet the needs of the department in supporting the city's five-year financial plan.

Retirement Division:

- Continue employee education, counsel and calculate retirement and DROP benefits for all employees
- Develop and provide reports to assist with the employee mobility achievement program (E-MAP)

Risk Management Division:

- Administer all workers' compensation, general liability, automobile, and employment practice liability claims from inception through resolution including assisting with litigation
- Pursue subrogation collections, generating additional revenue
- Aggressively pursue recovery for damages to city facilities

Analysis of Performance Measures

The Treasurer-Clerk provides financial and administrative support to city government. Services include fiduciary control, documents management, pension oversight, and risk management. The measures reflected in this document primarily focus on the payments processing and documents functions of the office because other areas of responsibility within the Treasurer-Clerk's Office are overseen by review committees that closely monitor outputs.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
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City of Tallahassee
Fiscal Year 2011 Approved Budget

Charter and Executive Services

Treasurer-Clerk

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of Contracts, Payments, Change Orders, and Insurance Certificates Processed by Records Management Per Year	#	30,178	34,000	15,619	34,000
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of public records requests received & processed per year	#	1,081	960	702	1,000
Total dollars collected, recorded and deposited by Revenue staff	\$	757,849,738	805,000,000	378,981,374	805,000,000
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Business Tax Certificates Processed Per Employee (4.5 FTEs) Per Year	#	11,164	3,150	7,404	2,800
Percentage of Submitted Information Available in EDMS Within 48 Hours After Receipt by Office	%	99	99	99	99
Pages or documents added to EDMS by Records Management staff (4.0 FTE) per year	#	857,559	600,000	226,804	600,000
Number of parking ticket payments processed per employee (9.5 FTE) per year	#	1,695	1,700	964	1,700
Retirement administration cost as a percentage of total pension fund assets	%	0.07	0.07	0.02	0.07
Number of utility payments processed per employee (12.5 FTE) per year	#	119,201	115,000	59,139	115,000

Charter and Executive Services
Treasurer-Clerk
Capital Improvement Program Budget

CIP Budget Overview

The department's five-year capital improvement plan program includes funding for eight projects in the amount of \$1,330,000 for FY 2011-2015. Fiscal year 2011 approved appropriation of \$390,000 supports the replacement of remittance processing equipment (\$375,000) and funding to replace receipt validators (\$15,000).

Additional capital projects in the five year capital improvement plan include funds for the citywide electronic document management system (\$150,000), maintenance of the city archives building (\$50,000), enhancements of the CORE revenue system (\$60,000), upgrades to the Riskmaster claim administration software (\$100,000) and funding to enhance electronic payment options (\$465,000). Continued funding is included to replace the business tax system (\$100,000) and the replacement of receipt validators, (\$15,000).

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
General Government Capital Improvement Fund - GGCIF	0	150,000
Internal Loan Fund	0	50,000
Revenue Collection	390,000	1,030,000
Risk Management Fund	0	100,000
Total Funding	390,000	1,330,000

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

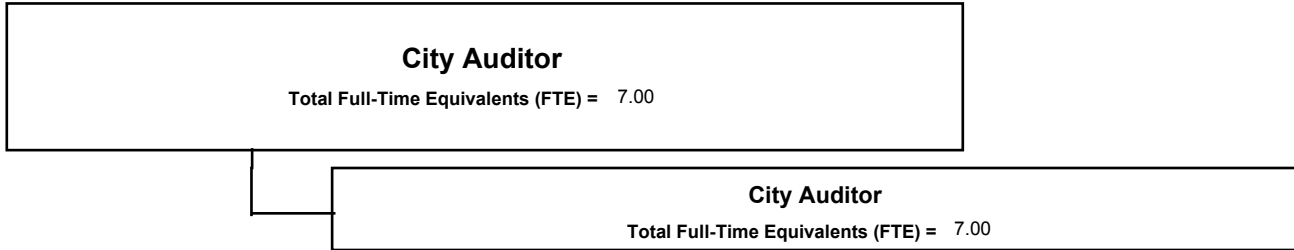
Project 7117: Implement Riskmaster.net (\$100,000).
Project 8117: Utility Drive-Thru Facility (\$115,000).
Project 1001: Pension Admin Software (\$736,400).

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011 and were not mentioned in the department's 2011 CIP budget overview.

None

Charter and Executive Services
City Auditor
Organizational Chart



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
130101 City Auditor	822,653	796,579	842,453	887,221
Total Expenditures	822,653	796,579	842,453	887,221

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	734,440	720,903	762,953	757,639
Operating	28,090	24,106	28,743	28,743
Allocated Accounts	60,123	51,570	50,757	100,839
Total Expenditures	822,653	796,579	842,453	887,221

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	822,653	796,579	842,453	887,221
Total Funding	822,653	796,579	842,453	887,221

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
130101 City Auditor	7.00	8.00	7.00	7.00
Total FTE	7.00	8.00	7.00	7.00

Summary of Services Provided

As provided by the Tallahassee City Charter, the City Auditor is appointed by and serves at the pleasure of the City Commission. In this capacity, the City Auditor is the head and director of all activities within the Office of the City Auditor. The office is responsible for providing a comprehensive auditing program. These duties include providing assurance and advisory services; reviewing and appraising policies, plans, processes, accounting, financial and other operations of the city; and recommending changes that promote economical, efficient, and effective delivery of city services.

The City Auditor also audits the accuracy of records relating to taxes, fees and other revenues that are remitted to the city by agencies, private organizations and individuals. The City Commission, as required by the charter, appoints an Audit Committee to oversee the activities of the Office of the City Auditor. An audit work plan is developed annually with input from the committee, City Commission and management. The audit work plan is reviewed by the committee and forwarded to the City Commission with a recommendation for formal approval.

Charter and Executive Services City Auditor

Trends and Issues

For FY 2011, the City Auditor's work plan will consist of a number of audits and follow-up projects planned for completion, which is comparable to the number planned for FY 2009 and FY 2010. In addition, the City Auditor's Office will continue to focus on City internal control systems, conduct risk assessments as part of the annual audit planning process and timely respond to the City Manager's request for assistance to review issues beyond those listed in the annual audit plan. For FY 2011, priority audit topics will continue to be those that address the financial viability of the government and audit activities relating to the American Reinvestment and Recovery Act.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the City Auditor's fiscal year 2011 budget.

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

City Commission Action

The City Commission approved the budget for the City Auditor as proposed with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services

City Auditor

Performance Measures

Program Objectives

The Office of the City Auditor identified the following objectives for fiscal year 2011:

1. Improve risk management, controls, and governance processes through completion of a comprehensive auditing program, which may include either performance audits, assurance/advisory services, guidance/assistance services, inquiries, and/or follow up reports.
2. Make value-added recommendations that are understandable, useful and actionable.
3. Issue reports that meet the needs of users to include the City Commission, the City Audit Committee, the offices of the appointed officials, city management, citizens, and other users of the report.
4. Provide assurances to the City Commission and appointed officials that proposed management corrective actions have been implemented.
5. Attract and retain a professional and experienced work force that has the qualifications and experience to add value to a broad array of city programs.
6. Maintain a professional staff that demonstrates competence through certification and that improves proficiency through continuing professional education and training.
7. Maintain an appropriate quality control review program as evidenced by periodic external review of policies and procedures and work performed.
8. Support the administrative needs of the City Audit Committee, and keep the committee informed and seek their guidance and advice.

The Office of the City Auditor anticipates meeting or exceeding their performance measures and goals during fiscal year 2010.

Charter and Executive Services

City Auditor

Analysis of Performance Measures

Fiscal Years 2009 and 2010 Accomplishments

For the past two fiscal years, the Office of the City Auditor has been involved in many value-added projects. We especially believe that work performed on Allocated Costs, Communications Services Tax, Lease Administration Revenues, Water Infrastructure, Take-home Vehicles, City's Ethics Program, and Risk Management Claims Process will have significant impact on the operation of the government and will result in improvements in financial, program, and internal controls.

Throughout the past two years, we focused on City internal control systems, conducted risk assessments as part of the annual audit planning process, and timely responded to the City Manager's request for assistance to review issues beyond those listed in the annual audit plan.

1. Audit Reports Issued

The Office of the City Auditor conducts audits based upon a comprehensive risk assessment. Audit topic input is received from the City Commission, the City Audit Committee, Appointed Officials, other members of the City Leadership Team, audit staff, and citizens. We conduct Commission-approved audits and also conduct follow-up reports to review and report on management's actions to address internal control issues identified in reports.

During the period October 1, 2009, through September 30, 2010, we plan to issue 14 audit reports, 15 follow-up reports, 1 guidance and assistance report, and 1 inquiry report for a total of 31 audit products.

2. Customer Satisfaction Surveys

The Office of the City Auditor is one of a very few audit organizations that references both Government Auditing Standards issued by the Comptroller General of the United States as well as the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditing (IIA).

The purpose of the standards is to promote quality work. For example, the standards address the auditor's objectivity, professional judgment, and working relationships with clients. In addition, the standards address planning the audit and reporting the results in a constructive manner. Therefore, as part of each audit, we survey City staff that we have worked with during the audit to obtain feedback on how we are meeting their needs. A survey instrument is provided to affected appointed officials, assistant city managers, department directors, and program staff. The survey instruments are returned directly to the City Auditor, signed or unsigned, and he personally reviews each response.

In FY2008, our customers, City departments, responded 90% of the time that they were either very satisfied or extremely satisfied with the services provided by the Office of the City Auditor. In FY2009, 100% of responders were either very satisfied or extremely satisfied with our services. In FY2010, 100% of responders have been either very satisfied or extremely satisfied with our services.

3. Education and Outreach

As an Appointed Official, the City Auditor has a responsibility to provide timely and relevant information to the Commission, the City Audit Committee, and Appointed Officials and their staff regarding professional issues affecting City operations. Some of the education and outreach efforts of this office (to include staff activities) during the review period included:

· In 2008, we worked with other Appointed Officials and City staff to produce the City's first Citizen Centric

Charter and Executive Services

City Auditor

Report, "A Report to Our Citizens." In 2010, a third Citizen Centric Report will be issued. The reports have received positive feedback locally and at the state and national level. The Association of Government Accountants recognized the City of Tallahassee with its "Certificate of Excellence in Citizen-Centric Reporting."

- Provided comments on proposed City policies.
- Participated as a nonvoting member of selection committees for City acquisitions and service.
- Wrote professional articles relating to performance measurement, reporting, and advancing accountability.
- Presented nationwide audio training for the Association of Government Accountants; National Association of State Auditors, Comptrollers, and Treasurers; the Association of Local Government Auditors; and the Institute of Internal Auditors.
- Participated in a nationwide video conference for the Institute of Internal Auditors on audit standards.
- Chaired a committee that prepared an analysis of differences between Government Audit Standards and Internal Audit Standards. The analysis will support a letter of cooperation to be signed by the Comptroller General of the United States and the President of the Institute of Internal Auditors.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of Fraud Hotline Calls Received	#	3	0	1	0
<i>As of June 30, 2010, we received one call on the Fraud Hotline.</i>					
Number of hours for special requests for audit or advisory services.	#	0	0	30	0
<i>This is a new measure and some work was performed prior to capturing time. We estimate 7 hours for the Hillsborough County Project. There are 23 hours charged to the Red Light Camera Program.</i>					
Number of Special Requests for Additional Audit or Advisory Services (Review of Processes and Controls, Performance Measurement Activities, Policies and Procedures, Etc.)	#	1	0	2	0
<i>1) We are working with Hillsborough County advising them on how to set up their department and Audit Committee. 2) We are working with the Treasurer-Clerk's Office on the Red Light Camera Program - trying to be proactive in the implementation of the program and reviewing internal control issues relating to the program.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Charter and Executive Services

City Auditor

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Assurance and Advisory Service Reports Planned for Completion.	#	8	14	5	12
<i>As of June 30, 2010 the Office of the City Auditor has completed 5 of the anticipated 14 assurance and advisory service reports planned for completion.</i>					
Follow Up and Final Follow Up Reports Planned for Completion	#	11	15	13	14
<i>As of June 30, 2010, the Office of the City Auditor completed 13 of the 15 follow-up and final follow-up reports planned for completion.</i>					
Number of Audit Reports Distributed and Number of Inquiries for Audit Reports or Information About the Office of the City Auditor Based Upon Visits to the Office Website and Individual Requests for Audit Information.	#	37,130	7,500	6,392	7,500
<i>As of June 30, 2010, the Office of the City Auditor received 6392 inquiries for audit reports and information. The way the website numbers are captured has changed from previous years. We will now be using page views through Google Analytics, which only includes actual pages viewed (not PDF files). Many of our files are PDF files, thus reducing our numbers.</i>					
Inquiry Reports Planned for Completion	#	1	1	1	1
<i>As of June 30, 2010, the Office of the City Auditor completed 1 of 1 inquiry reports planned for completion.</i>					
Total number of audit products issued (includes assistance and guidance, assurance and advisory reports, inquiry, project progress reports, follow-ups)	#	0	31	20	0
<i>As of June 30, 2010, the Office of the City Auditor has issued 20 audit products.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of times preparation/distribution of Audit Committee materials occurred at least three days prior to the meeting and distribution of the minutes for City Audit Committee meetings occurred within 30 days of the meeting.	#	5.00	5.00	1.50	5.00
<i>As of June 30, 2010, the Office of the City Auditor has prepared and distributed Audit Committee materials and minutes in a timely manner 1.5 timed. The minutes were not distributed within the 30 day timeframe. Information was distributed in June for the July 2 meeting.</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percent of Responders to Customer Surveys That Were Either Very Satisfied or Extremely Satisfied That Work Was Done in a Professional and Fair Manner	%	100	100	100	100
<i>As of June 30, 2010, 100% of responders to customer surveys were either very satisfied or extremely satisfied that work was done in a professional and fair manner.</i>					

**City of Tallahassee
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Charter and Executive Services

City Auditor

Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Average Level of Satisfaction of the Performance of the City Auditor Based Upon Annual Evaluation by the Mayor and Each City Commissioner	#	4	4	0	4
<i>1=Does Not Meet Expectations; 2=Meets Expectations; 3=Exceeds Expectations; 4=Outstanding In December 2008, the City Auditor received a 4 on his evaluation for FY 2008. It is expected that his evaluation for FY 2009 will be received in FY 2009-2010. As of June 30, 2010, the FY2009 evaluation is not complete.</i>					
Percent of assurance and advisory service reports completed	%	53.36	100.00	35.70	100.00
<i>As of June 30, 2010 the Office of the City Auditor completed 35.7% of assurance and advisory service reports planned for completion.</i>					
Percent of corrective action plan steps due that were completed within the time period specified by management.	%	80.70	0.00	77.55	0.00
<i>As of June 30, 2010, of the 49 action plan steps due, 77.55% were completed on time.</i>					
Percent of special requests for additional audit or advisory services completed.	%	0	0	0	0
<i>Both items are still ongoing and have not been completed.</i>					
Percent of follow up and final follow up reports completed.	%	78.54	100.00	86.61	100.00
<i>As of June 30, 2010, the Office of the City Auditor has completed 86.61% of the 15 follow-up and final follow-up reports planned for completion.</i>					

Charter and Executive Services
City Auditor
Capital Improvement Program Budget

CIP Budget Overview

The Office of the City Auditor has no capital projects for fiscal years 2011-2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

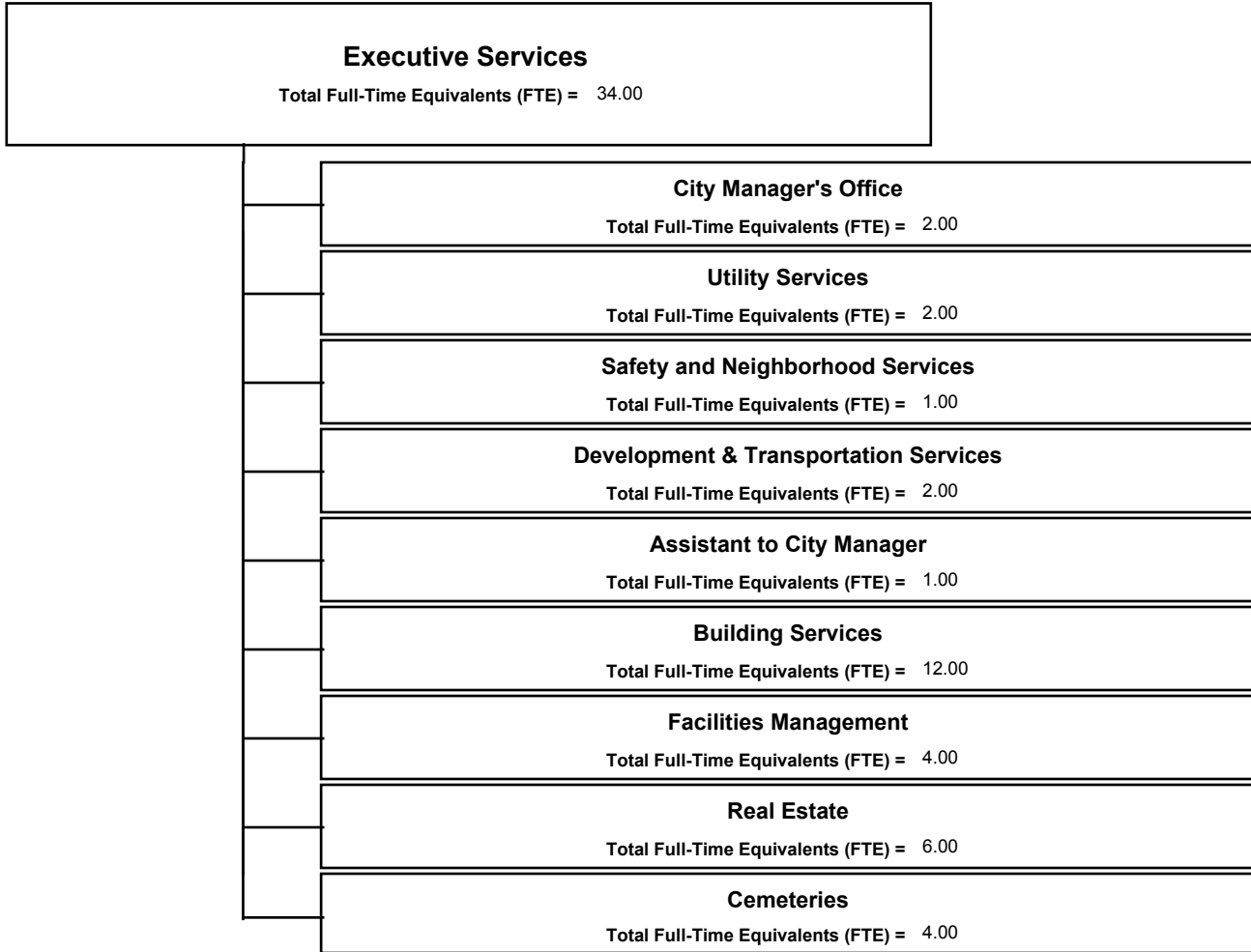
None.

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

None.

Charter and Executive Services
Executive Services
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Charter and Executive Services

Executive Services

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
140101 City Manager's Office	418,208	419,499	425,271	430,448
140201 Utility Services	299,001	297,656	300,771	301,406
140301 Safety and Neighborhood Services	167,651	187,834	176,677	170,549
140401 Development & Transportation Services	241,110	243,236	245,417	246,301
140501 Assistant to City Manager	75,373	85,796	75,127	77,435
140601 Building Services	1,659,887	1,718,801	1,870,240	2,015,457
140602 Facilities Management	390,249	349,059	336,364	377,511
140701 Real Estate	669,430	544,530	514,112	438,011
140702 Eastside Garage	143,172	149,468	152,607	153,318
140703 Cemeteries	521,477	516,630	479,632	506,306
Total Expenditures	4,585,558	4,512,509	4,576,218	4,716,742

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	2,582,884	2,524,742	2,457,556	2,461,921
Operating	868,717	822,209	1,070,866	1,070,866
Allocated Accounts	568,746	491,594	498,169	497,724
Utilities and Other Expenses	350,228	449,599	522,057	522,057
Transfers	188,897	224,365	0	136,604
Contributions to Operations	26,086	0	27,570	27,570
Total Expenditures	4,585,558	4,512,509	4,576,218	4,716,742

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	4,064,081	3,995,879	4,096,586	4,210,436
Cemetery Fund	521,477	516,630	479,632	506,306
Total Funding	4,585,558	4,512,509	4,576,218	4,716,742

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
140101 City Manager's Office	2.00	2.00	2.00	2.00
140201 Utility Services	2.00	2.00	2.00	2.00
140301 Safety and Neighborhood Services	1.00	1.00	1.00	1.00
140401 Development & Transportation Services	2.00	2.00	2.00	2.00
140501 Assistant to City Manager	1.00	1.00	1.00	1.00
140601 Building Services	12.00	12.00	12.00	12.00
140602 Facilities Management	5.00	4.00	4.00	4.00
140701 Real Estate	7.00	6.00	6.00	6.00
140703 Cemeteries	4.00	4.00	4.00	4.00
Total FTE	36.00	34.00	34.00	34.00

Charter and Executive Services

Executive Services

Summary of Services Provided

Office of the City Manager

- Responsible for maintaining the management functions of city government and administering the day-to-day operations of most facets of city government.
- Responsible for oversight of the City Commission meeting agenda process.
- Establish long term strategic plans, as well as short term targets, which are formulated into the city's Target Issues and Focus Issues. This is accomplished through the scheduling of the twice-a-year City Commission retreat. These goals and targets guide the operation of our government as it continues its orientation to customer satisfaction and quality improvement.

Assistant City Managers

- Three Assistant City Managers oversee three service areas comprised of Development and Transportation Services, Safety and Neighborhood Services, and Utility Services and provide overall management direction and policy guidance to department directors that are assigned to their respective service area.

Assistant to the City Manager

- Oversees the Building Services, Facilities Management, Property Management Divisions, and the Department of Communications.

Facilities Management

- Building Services section maintains City Hall and also supports other facilities within the city.
- Architectural Services section provides project management, design services, and construction administration for renovations to existing city facilities and new city buildings.

Property Management

- Responsible for management of the Renaissance and Gemini Buildings, City cemeteries, parking garages, leases and miscellaneous property, sale of surplus real estate, and acquisition of rights-of-way and easements for capital projects.

Trends and Issues

Key trends and issues for Building Services and Facilities Management are as follows:

- Facilities Management continually maintains City Hall by providing in-house electrical, painting, plumbing and other forms of repairs and upgrades, resulting in excess of \$20,000 in savings. In FY09, 2,275 work orders were completed and in the first two quarters of FY10, 847 work orders have been completed.

- Facilities Management provides set-up service for meetings in City Hall conference rooms. In FY09, Facilities Management performed 616 of these set-ups. As of the end of the second quarter of FY10, requests were down slightly at 293 conference room requests. Fees are charged to unaffiliated organizations for the use of these meeting rooms.

- Facilities Management Architectural Services section provides project management, design services, and construction administration for other city departments. Some examples of projects are Wade Wehunt, StarMetro Administration, CK Steele Driver's Lounge, Winthrop Park, and Jake Gaither.

- The challenge for Facilities Management is to provide maintenance, repair, and renovation to aging city facilities with limited resources. As buildings mature in age, they typically require additional attention to assure continual operation. Facilities Management will continue to provide the highest-level service to city employees and the citizens of this community with the provided resources.

- The Property Management division manages numerous buildings, parking garages, leases, property inventory, capital projects, surplus property and acquisitions. With the loss of the Property Manager position last year, existing staff has absorbed all functions.

Charter and Executive Services

Executive Services

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Executive Services Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$1,769.
- The department's electric utility budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$34,218).
- The department's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: (\$10,039).
- The Building Services unit is reducing salaries by requesting a downward reclassification in a vacant Custodial Foreman position to a Custodial Worker II position. Fiscal Impact: (\$8,171).
- The Building Services unit is reducing miscellaneous expenses. Fiscal Impact: (\$4,839).
- The Property Management unit is reducing miscellaneous expenses. Fiscal Impact: (\$2,400).

City Commission Action

The City Commission approved the budget for the Executive Services department with the following changes.

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services

Executive Services

Performance Measures

Program Objectives

The program objectives for Building Services, Facilities Management and Property Management are as follows:

- Establish and update building standards for construction.
- Work with the Energy Services Department and develop standards for conservation of energy at all of our facilities, new and renovated.
- Design buildings within the departmental budgetary constraints and timeline requirements.
- Design functional buildings and work space environments to create a workplace that promotes job productivity and satisfaction.
- Develop a consolidated maintenance plan for all buildings owned by the city.
- Establish a comprehensive detailed site visit review sheet for all projects.
- Perform peer review of drawings and specifications of documents to assure quality and code compliances.
- Management of the Renaissance and Gemini Buildings, parking garages, leases, property inventory, property acquisitions and right-of-way for road projects.
- Maintain appearance and upkeep of cemeteries in good condition.

Analysis of Performance Measures

The department has identified eight output, two efficiency, one effectiveness and one outcome measure to identify success towards accomplishing safety goals, cost goals, reliability goals, and the ability to be benchmarked against industry standards. The target measures represent industry standards, while taking into account the differences that exist in the municipal versus private marketplace, and the variety of operational units available under varied government settings.

Benchmarks are derived from Building Owners and Managers Association (BOMA) measures, American Public Works Association (APWA) standards, and International City/County Management Association (ICCMA) reported standards. In certain cases, specific municipal governments will be surveyed to understand cost-based performance, and as the city moves towards green building standards, personnel and performance measures will be identified within Leadership in Energy and Environmental Design (LEED) standards.

- Three output measures are related to security, and while the number of patrons visiting City Hall is higher than industry standards, the number of restricted items taken is much lower than the industry standards of seven weapons per day.
- Output, efficiency and effectiveness measures all indicate that building services and facilities management are performing at high levels. In FY09, actual maintenance service requests performed were 2,365 versus 1,233 industry standards, and FY10 actual through March indicates greater number than industry standards.
- The average cost per square foot to maintain City Hall remains low since two positions were eliminated in FY09.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of Cemeteries	#	6	6	6	6

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Charter and Executive Services

Executive Services

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Restricted Items taken per month	#	9.83	40.00	14.56	40.00
<i>Data from the Building Owners and Managers Association show an industry average of seven weapons per day. The increase in number of weapons confiscated reflects activity occurring during the Springtime Tallahassee festival and other downtown entertainment events where several attendees brought prohibited items.</i>					
Revenue received for grave space sales	\$	291,189	210,000	87,055	210,000
Security - Incidents	#	22	40	117	40
<i>Information from the Building Owners and Managers Association reflects an average of one security incident as an industry standard.</i>					
Total No. of Maintenance Service Requests responded by staff and not contractual labor	#	2,365	2,000	1,809	2,000
<i>Industry standards indicate 1,233 based on data from the American Public Works Association and the Building Owners and Managers Association.</i>					
Total No. of New Bldgs. & Renovation Projects Designed and/or Constructed	#	3.50	4.00	2.86	4.00
<i>Building and renovation design is an elongated process whereby one building may involve a year's worth of effort. There is typically little change from quarter to quarter.</i>					
Total No. of Screened patrons entering City Hall	#	52,960	60,000	41,707	60,000
<i>Data from the Building Owners and Managers Association indicates an industry average of 26,000 patrons.</i>					
Total No. of work orders for set-ups and responded to within 24 hours	#	586	700	460	700
<i>Data from the Building Owners and Managers Association indicates an industry average of 1,020 work orders.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Average Cost Per Square Foot to Maintain City Hall	\$	1.33	5.95	1.22	5.95
<i>Based on information from the American Public Works Association, the average cost of repairs and maintenance per square foot is \$6.25.</i>					
Cemetery maintenance cost per acre	\$	986	986	1,068	986
<i>The city tracks the cost of the maintenance of all cemeteries by contract, which are measured in acres. On May 10, 2006, the City Commission awarded new three-year contracts, which maintain the current cost at \$986 per acre for 133.3 acres.</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percentage of custodial tasks that are assigned that are not routine tasks	%	5	5	5	5
<i>This measure tracks the percentage of tasks outside the realm of normal duties that are assigned to facilities staff. As an example, some meeting set-up tasks and other unplanned activities would be reflected in the actual results for this performance measure. Data from the American Public Works Association and the Building Owners and Managers Association suggest that 15 percent is an average for this performance measure.</i>					

Charter and Executive Services
Executive Services
Capital Improvement Program Budget

CIP Budget Overview

The FY 2011-2015 capital improvement program includes \$5,740,000 for:

- repairs and maintenance (\$1,150,000),
- replacement of the cooling towers at City Hall (\$950,000),
- sealing and waterproofing of City Hall (\$525,000),
- adding heating capability to the first floor of City Hall (\$50,000),
- mechanical air handlers updated to DDC controls (\$450,000),
- guardrail and handrail modification at City Hall (\$125,000),
- parking garage waterproofing at City Hall and Kleman Plaza (\$1,665,000),
- replace carpet at City Hall (\$600,000), and
- replacement of sprinkler pipe at City Hall (\$225,000).

Funding Source	FY 2011 Appropriation	5 Year CIP Total
General Government Capital Improvement Fund - GGCIF	0	5,215,000
General Government Capital Project Account - GGCPA	415,000	525,000
Total Funding	415,000	5,740,000

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which were completed or were underway and expected to be completed in fiscal year 2010.

- City Hall Offices Relocation
- Renaissance Office Building Relocation
- Land Banking Miscellaneous
- Southside Cemetery Fence & Miscellaneous Repair

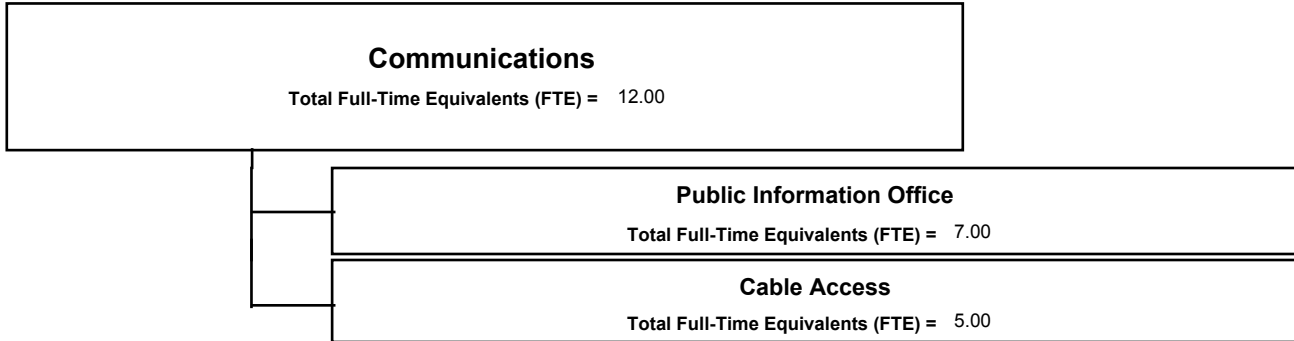
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which are expected to continue into fiscal year 2011.

None



**Charter and Executive Services
Communications
Organizational Chart**



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
380101 Public Information Office	622,804	722,976	624,195	683,891
380201 Cable Access	477,014	407,161	429,381	429,086
Total Expenditures	1,099,818	1,130,137	1,053,576	1,112,977

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	864,223	854,251	898,464	898,464
Operating	113,291	81,598	110,439	110,439
Allocated Accounts	116,554	188,538	44,673	104,074
Transfers	5,750	5,750	0	0
Total Expenditures	1,099,818	1,130,137	1,053,576	1,112,977

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	1,099,818	1,130,137	1,053,576	1,112,977
Total Funding	1,099,818	1,130,137	1,053,576	1,112,977

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
380101 Public Information Office	7.00	8.00	7.00	7.00
380201 Cable Access	5.00	5.00	5.00	5.00
Total FTE	12.00	13.00	12.00	12.00

Summary of Services Provided

Department of Communications (DOC)

- Serves as the primary conduit of information for citizens and all city departments regarding city projects, services, and initiatives;
- Provides information and online services that enable citizens to become engaged and active in their local government;
- Responsible for coordinating media coverage on behalf of the city; and
- Develops news releases, pitches stories, and arranges interviews with the media.

Charter and Executive Services Communications

Trends and Issues

The Department of Communications main purpose is to keep Tallahassee citizens informed of the city's initiatives, projects and services. Highlights for the past year include:

Tal.gov.com

- Attracted nearly 2.4 million visitors (4/1/09-3/31/10).
- Expanded the e-mail subscription service with over 10,880 subscribers currently registered to receive information directly from the city with 768, 694 emails sent in one year.
- From the city's first venture in social media a year ago with the Gaines Street project, five departments now maintain a presence on the popular Facebook website, with over 2,000 'fans' having signed up to receive facebook updates from the five city departments.
- Over 3,000 inquiries to the DOC's webmaster via the AskTal.gov system, with a response to the customer within 24 hours (on business days).
- Online financial transactions continue to increase, with \$31.25 million processed via nearly 150,000 transactions. Almost 17,000 utility customers have transitioned to the city's SmartBill, with 40% of all utility payments processed electronically.
- The Communications web and WCOT staff worked together to introduce a new video on-demand service called WCOT Play. This service allows citizens to view WCOT programs at their convenience, with 1,107 visitors over the first six months.

Special Project Assistance

- Ongoing major communications efforts include work for the FAMU Way extension project, Gaines Street construction, animal ordinance revisions, implementation of red light cameras, the Palmer-Munroe teen center, and StarMetro's Nova 2010 plan.

Media Relations

- In the one-year period of 4/1/09-3/31/10, the PIO issued 317 news releases/media advisories.

Awards

- The Department of Communications is highly regarded throughout the country as a recognized leader in local government marketing and communications. Over the past year, the DOC has won 12 national, regional and statewide awards.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Department of Communications fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$98.

Charter and Executive Services
Communications

City Commission Action

The City Commission approved the budget for the Communications Department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

**Charter and Executive Services
Communications
Performance Measures**

Program Objectives

Key objectives of the Communications Department include:

- Informing citizens about city government and fostering a desire for citizens to be involved with their city government;
- Serving as the primary conduit of important information for citizens regarding city projects;
- Increasing departmental use of television to create citizen awareness; and
- Utilizing highly creative communication techniques to attract attention to city projects among the vast array of issues competing for citizens' attention.

Analysis of Performance Measures

The department continues to exceed performance in the area of community outreach. At the FAMU Way community breakfast, 90% of surveyed participants rated city communications on this project as good or outstanding.

As of June 30th, WCOT has produced 153 television programs for FY10 and expects 210 for the entire fiscal year. Compared to 234 programs in FY08, this is a very small decrease, when WCOT staff had four producer positions, versus the current three. Communications is in the midst of hiring a temporary producer, which should return the production numbers to FY08 levels.

The city's website, talgov.com, appears to have reached a peak in FY09, in terms of visitors. The June 30th numbers total 1,899,358, which is well below pace of the FY10 projected number of 4,682,950. Several alternative services have contributed to the decline, including direct e-mail subscription service, Twitter, and Facebook as well as a change in the method of counting visitors.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of Communication FTEs	#	12.00	12.00	11.33	12.00
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Maintain community awareness of COT services/programs through stable/increasing number of quality TV programs	#	212	114	153	234

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Charter and Executive Services

Communications

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Achieve 80% satisfaction rating for one Communications project measured each year. <i>The performance measure for FY10 will be FAMU Way</i>	%	83	80	97	80
<i>City of Tallahassee invited citizens to a Community Breakfast to share their ideas for and input on the concept of extending FAMU Way from Wahnish Way to Lake Bradford Road. The project includes a new road, improvements along the existing FAMU Way, and recreational opportunities including a linear park along the St. Augustine Branch (canal). After having an opportunity to review conceptual drawings and design options at tables around the community center, attendees were asked to complete a brief survey.</i>					
<i>Survey results showed that a total of 97 percent felt they received adequate notification regarding the project. More than half (52 percent) rated the City's efforts to build awareness of the breakfast meeting as good, while 38 percent rated it outstanding. Seven percent rated the City's efforts to build awareness as fair.</i>					
Increase the number of web-site visitors by 10% annually	#	3,961,545	4,682,950	1,899,358	3,000,000
<i>Web site visits have decreased as alternative services, such as direct e-mail to subscribers, have been implemented by the Communications Department as well as a change in the method of counting visitors. The targeted number of hits for FY11 (3.0 million) reflects a 36% decrease over the FY10 budget (4.7 million).</i>					

Charter and Executive Services
Communications
Capital Improvement Program Budget

CIP Budget Overview

The Department of Communications does not have any capital projects for FY 2011 - 2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which were completed or were underway and expected to be completed in fiscal year 2010.

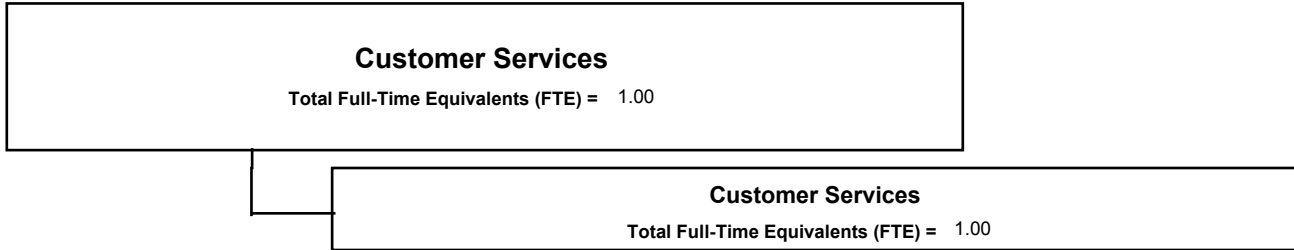
None.

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which are expected to continue into fiscal year 2011.

None.

Charter and Executive Services
Customer Services
Organizational Chart



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
390101 Customer Services	89,505	90,586	98,669	101,183
Total Expenditures	89,505	90,586	98,669	101,183

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	79,854	81,780	84,776	84,776
Operating	2,864	1,102	6,164	6,164
Allocated Accounts	6,787	7,704	7,729	10,243
Total Expenditures	89,505	90,586	98,669	101,183

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	89,505	90,586	98,669	101,183
Total Funding	89,505	90,586	98,669	101,183

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
390101 Customer Services	1.00	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00	1.00

Charter and Executive Services

Customer Services

Summary of Services Provided

The Customer Services division provides the following services:

- Promotes quality customer service and enhanced customer satisfaction.
- Utilizes a citizen advocate as a liaison for citizens and departments on issues crossing departmental lines of authority.
- Receives and responds to inquiries, complaints, and referrals from all sources (citizens, organizations, governmental agencies, private businesses, and appointed and elected officials).
- Reviews inquiries, investigates complaints, and offers recommendations for changes in service delivery, policies, or procedures that adversely impact the quality of the city's customer service.
- Explores creative partnerships with other departments, enabling staff to maintain its track record of providing exceptional and innovative customer service.

Customer Services is responsible for the following programs that directly relate to the city's organizational values:

- 891-CITY- a 24-hour phone messaging center for citizens to leave messages regarding their service concerns. This is a quick and convenient method of reporting non-emergency concerns 24 hours a day, seven days a week.
- Customer service alerts - suggestion tips provided to employees via the bulletin board folder on the city's intranet.
- The Secret Shopper initiative - a method for surveying internal and external customers to assess employees' application of the city's values.

Trends and Issues

Customer Services placement under the umbrella of Executive Services and the Citizen Advocate's location in the City Manager's Office has provided the opportunity for a greater focus on customer service. The department continues to assist other areas by offering recommendations for changes or additions in policies, procedures and service delivery that may impact the quality of the City's customer service objectives. Its citizen advocacy role continues as well as efforts to develop, implement and promote programs such as the Secret Shopper initiative that will place a renewed emphasis on making customer service an ongoing part of the City's every day culture.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for Charter and Executives Services' fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Reduction in Journals & Books Budget. Fiscal Impact (\$200).

Charter and Executive Services
Customer Services

City Commission Action

The City Commission approved the budget for Customer Services' with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Charter and Executive Services

Customer Services

Performance Measures

Program Objectives

Customer Services has identified the following program objectives for FY 2011:

- Promote quality customer service and enhance customer satisfaction.
- Provide customer service orientation/education information to new employees.
- Address incoming customer issues and concerns.
- Initiate programs that provide a renewed customer service emphasis.
- Continue the Secret Shopper initiative to reward good customer service practices, identify and then address recurring customer service issues.

Analysis of Performance Measures

N/A

Charter and Executive Services
Customer Services
Capital Improvement Program Budget

CIP Budget Overview

The Customer Services has no capital projects for fiscal years 2011 through 2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that were completed or were underway, and expected to be completed in fiscal year 2010.

None

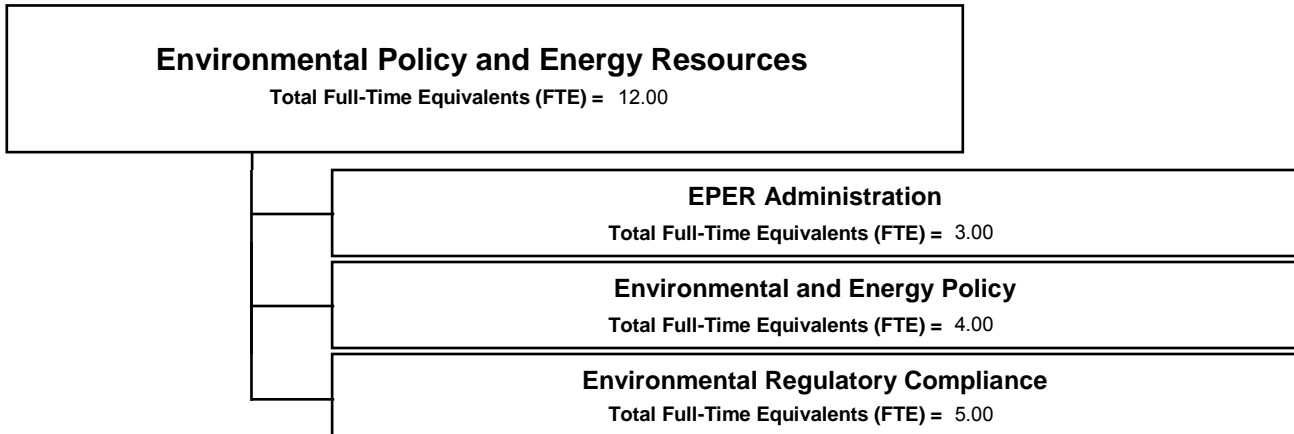
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that are expected to continue into fiscal year 2011.

None



Charter and Executive Services
Environmental Policy and Energy Resources
Organizational Chart



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
520101 EPER Administration	429,085	471,708	609,758	690,481
520201 Environmental and Energy Policy	275,675	385,062	406,411	391,435
520301 Environmental Regulatory Compliance	509,546	472,029	503,049	504,504
Total Expenditures	1,214,305	1,328,799	1,519,218	1,586,420

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	1,035,424	1,100,430	1,248,695	1,236,359
Operating	96,062	149,023	202,409	202,409
Allocated Accounts	82,819	79,346	2,844	147,652
Year End Adjustments	0	0	65,270	0
Total Expenditures	1,214,305	1,328,799	1,519,218	1,586,420

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Environmental Policy and Energy Resource Fund	1,214,305	1,328,799	1,519,218	1,586,420
Total Funding	1,214,305	1,328,799	1,519,218	1,586,420

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
520101 EPER Administration	2.00	3.00	3.00	3.00
520201 Environmental and Energy Policy	5.00	4.00	4.00	4.00
520301 Environmental Regulatory Compliance	5.00	5.00	5.00	5.00
Total FTE	12.00	12.00	12.00	12.00

Charter and Executive Services
Environmental Policy and Energy Resources

Summary of Services Provided

The core functions of Environmental Policy and Energy Resources Department (EPER) are policy development, green city initiatives, measurement and evaluation, community outreach, and environmental regulatory compliance. These functions, that build upon significant achievements the City has accomplished to date, will promote "green" policies and sustainable practices for city government and the community.

Policy Development - Policy development consolidates policy and planning activities that previously were dispersed in various departments.

Green City Initiative - In December 2007, city government earned a Green City Designation from the Florida Green Building Coalition (FGBC).

Measurement and Verification - Quantitative and qualitative evaluation is essential to measuring the effectiveness of the city's green initiatives.

Community Outreach - A sustainable green program requires a commitment not only from city management and employees but also from Tallahassee residents and businesses.

Environmental Regulatory Compliance - EPER is responsible for assisting with the development and implementation of environmental permitting and compliance programs for the city's utilities and some general government activities, in accordance with the applicable statutes, laws, rules and regulations of federal and state regulatory agencies.

EPER will continue to apply for and manage the EPA's Brownfields assessment and petroleum grants.

EPER also is responsible for monitoring and reporting on proposed climate change and global warming legislation and regulations, which will directly impact city operations.

Charter and Executive Services

Environmental Policy and Energy Resources

Trends and Issues

Florida enacted two house bills in July 2008 that have impacted the City of Tallahassee's Department of Environmental Policy and Energy Resources (EPER) and the Architecture Division of Facilities Management:

§ HB 7135 set new energy efficiency standards for new residential buildings, requiring new municipal buildings to be built to green standards, and

§ HB 697 required local government to address greenhouse gas reduction strategies through land use planning.

The Department of Environmental Protection is recommending the implementation of a statewide 75 percent recycling goal. As a result, the need for local governments to lead the charge for sustainability has increased.

To meet national and state mandates, the City of Tallahassee's Commission and the City Manager have established directives for the city to focus on reducing the carbon footprint and implementing green building standards.

The Policy and Program Development Unit of EPER is responsible for the development and implementation of sustainability/environmental initiatives. In FY 2011, EPER will undertake the development of the Tallahassee Sustainable Action Agenda, a strategic plan for the City and the Tallahassee community to pursue a sustainable future. EPER has proposed reprogramming departmental savings identified in the FY 2011 budget to fund the implementation of such an enhanced community outreach program.

During 2009, Sustainability and Environmental Stewardship continued to gain greater awareness among citizens, corporations and all levels of government. In response to the department's increased demand for information relating to sustainability and local initiatives, EPER is moving toward providing more information through social networking and web-based sites during the next fiscal year.

In 2009, the ERC Division attended 32 agency inspections of City facilities, responded to 183 sewer spills, and submitted 340 mandatory reports to federal, state and local environmental agencies. The total number of annual reports submitted has significantly increased over past years and will vary slightly depending, in part, on such things as the number of unauthorized chemical, oil and sewage spills; equipment malfunctions; severe weather events; and noncompliance issues observed during agency inspections. Failure to meet any of these legal requirements may result in fines, penalties, consent orders and/or enforcement actions which may ultimately result in permit revocation and the legal requirement to cease operation of City facilities.

Federal and state agencies continue to add new terms and conditions during permit renewal cycles, and the pollutant emission limits continue to be ratcheted down. For example, in 2009-2010 the FDEP eliminated the Hopkins Power Plant's mixing zone which was needed to ensure compliance with its National Pollutant Discharge Elimination System permit. As a result, the ERC Division must aggressively seek relief from the water quality standard for copper by pursuing a metal translator study approach.

There are new and proposed environmental rules and requirements at the federal, state and local level that must be monitored and analyzed by the ERC Division in order to determine and prepare for their potential affect on City facilities. For example, in 2009-2010, the U.S. EPA proposed numeric nutrient criteria for surface waters within Florida that many industries including publicly owned treatment works and electric power plants are opposing.

Various other laws and rules are being proposed or developed in 2009-2010 including but not limited to the Florida Legislature's statewide stormwater initiative, new federal regulations under the 316(b) cooling water intake rules, mandatory greenhouse gas reporting, a reciprocating internal combustion engine rule, developing interpretation of the used oil regulations, and changes to the petroleum contamination site cleanup criteria.

Charter and Executive Services
Environmental Policy and Energy Resources

Significant Changes From FY 2010

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract.
Fiscal Impact: (\$570).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

City Commission Action

The City Commission approved the budget for Environmental Policy and Energy Resources Department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.

Charter and Executive Services
Environmental Policy and Energy Resources
Performance Measures

Program Objectives

The following programs have been detailed below with specifics of the programs, FY2010 activities, and FY2011-15 planned activities:

- Maintain and develop green city silver-gold-platinum FGBC Certification
- Expansion of environmental management systems in Underground Utilities
- Aquifer protection program
- Apply for awards to benchmark city activities
- Apply for grants to fund sustainable city initiatives

Analysis of Performance Measures

Additional grants and awards need to be identified and submitted in order to meet our yearly goals.

Customer contacts as of the 2nd quarter have exceeded the projected amounts for the full year and are expected to further increase.

Reportable spills of chemicals and oil remain low with only 1 reportable oil spill during FY 2010.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
EPER-Adm-Amount of funding (1,000's)	#	1,214	1,475	1,476	1,453
EPER-Adm-Number of FTE's	#	12	13	12	12
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
EPER-Adm-Number of client contacts	#	1,200	1,100	3,366	1,200
EPER-PPD-Number of award applications	#	10	5	6	5
EPER-PPD-Number of grant applications	#	6	4	2	4
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of reportable chemical spills	#	0	0	0	0
<i>Clarification of the performance measure and what is reported is as follows: in some instances, a de minimis amount of substance might be spilled - eg. 1 gallon; and while this needs to be cleaned up, it does not need to be reported to any regulatory agency. Only those that must be reported are counted.</i>					
Number of reportable oil spills	#	0	0	1	0
<i>Clarification of the performance measure figures is as follows: in some instances, a de minimis amount of substance might be spilled - e.g. 1 gallon; and while this needs to be cleaned up, it does not need to be reported to any regulatory agency. Only those that must be reported are counted.</i>					
Percent of storage tank inspections in compliance with FDEP regulations	%	100	100	96	100

Charter and Executive Services
Environmental Policy and Energy Resources
Capital Improvement Program Budget

CIP Budget Overview

EPER has no new capital projects for FY 2011-2015.

Completed Capital Projects

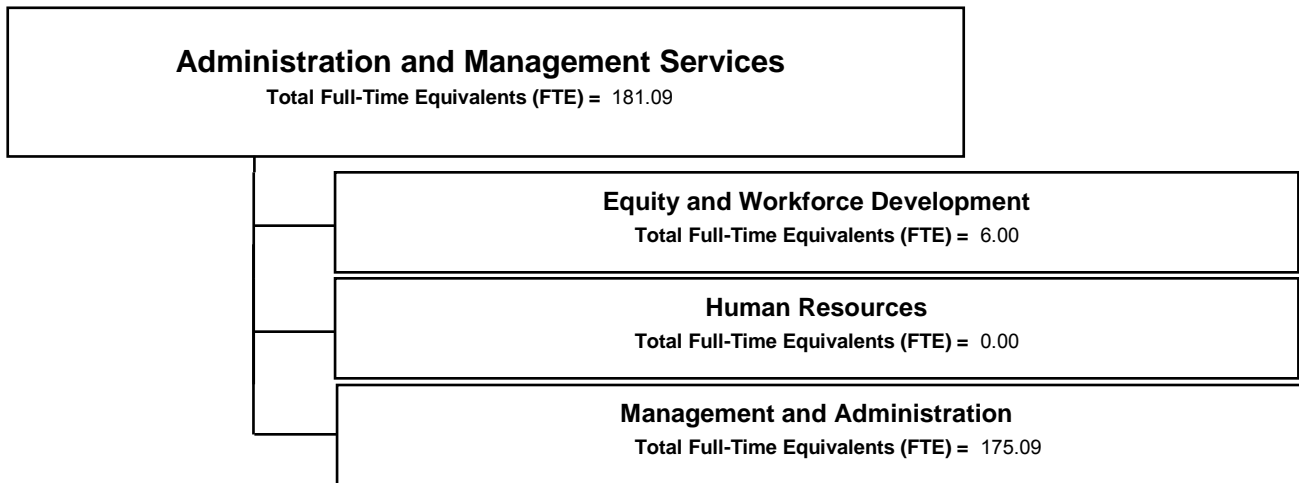
The following list represents major projects (those with a magnitude greater than \$50,000) which were completed or were underway and expected to be completed in fiscal year 2010.

None

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) which are expected to continue into fiscal year 2011.

Administration and Management Services Organizational Chart



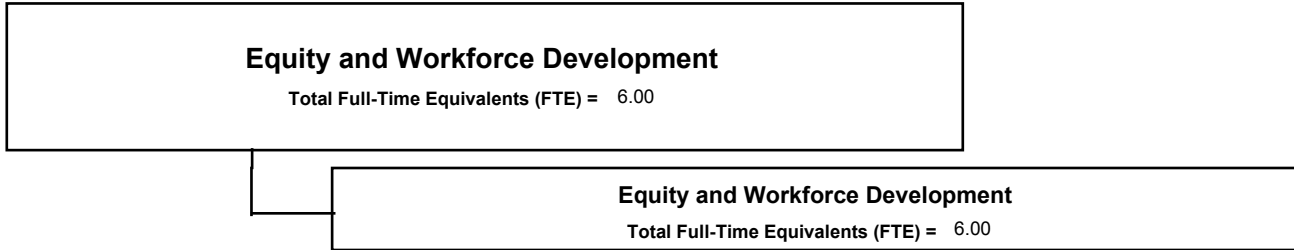
Summary of Services Provided

Departments included in this service area are Management and Administration and Equity and Workforce Development. Management and Administration is responsible for the delivery of accounting, budgeting, policy development, information systems services, financial management, and procurement services. Equity and Workforce Development is responsible for compliance with federal, state and local laws which prohibit discrimination based on race, gender, disability, age, national origin and color and is also responsible for city-wide training programs. Human Resources is responsible for policies and procedures that involve the administration of personnel. Effective FY10, Human Resources is no longer a department, but a division of Management and Administration.

	<u>FY 2009 Actual</u>	<u>FY 2010 Estimated</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Approved</u>
Expenditures Summary	44,122,127	43,745,178	44,398,301	44,814,044
Funding Summary	44,122,127	43,745,178	44,398,301	44,814,044
FTE Summary	197.75	181.75	181.09	181.09



Administration and Management Services
Equity and Workforce Development
Organizational Chart



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
170101 Equity and Workforce Development	922,929	802,139	786,800	813,870
Total Expenditures	922,929	802,139	786,800	813,870

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	568,927	501,290	487,890	525,065
Operating	295,374	228,888	226,613	226,613
Allocated Accounts	43,628	71,961	72,297	62,192
Transfers	15,000	0	0	0
Total Expenditures	922,929	802,139	786,800	813,870

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Mayor's Race Initiative Conf	0	0	25,000	25,000
Human Resources Fund	922,929	802,139	761,800	788,870
Total Funding	922,929	802,139	786,800	813,870

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
170101 Equity and Workforce Development	7.00	6.00	6.00	6.00
Total FTE	7.00	6.00	6.00	6.00

Administration and Management Services

Equity and Workforce Development

Summary of Services Provided

The Department of Equity and Workforce Development (EWD) provides the following services:

- Ensures compliance with federal, state, and local laws, which prohibit discrimination based on race, gender, disability, age, national origin, and color. Some of these laws include: Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act, the Vietnam Era and Special Disability Rights Act, and the City's Fair Housing Ordinance;
- Responds to inquiries and complaints from employees and residents and uses methods of evaluation, counseling, facilitation, and mediation to resolve complaints whenever possible;
- Provides staff support to the Tallahassee Human Relations Council, a citizen advisory group on race relations;
- Maintains liaisons with various community groups including NAACP, Urban League, disability service agencies and not-for-profits on behalf of race relations and rights for persons with disabilities;
- Coordinates the Mayor's Summit on Race, Culture and Human Relations and Day of Dialogue.

In addition, the Department of Equity and Workforce Development oversees the following city programs:

- Freshen Your Intellect (FYI) Training and Development Program for city employees and the public, which includes: Basic Skills Supervisory Program, City Certified Supervisor and Senior City Certified Program, Employee Mobility Achievement Program (E-MAP) and International Association for Continuing Education and Training (IACET) Program;
- Provides Personal Sustainability Project Training with the Department of Environmental Policy and Energy Resources
- Employee Tuition Reimbursement Program.

Trends and Issues

Equity and Workforce Development has achieved many accomplishments this year, some of those include:

- In partnership with the Tallahassee Housing Authority (THA), Tallahassee Board of Realtors, Southside Affordable Housing and Investment Showcase and the Tallahassee Lenders Consortium, EWD co-sponsored three workshops on fair housing issues, which were facilitated by a Civil Rights Lawyer, a Law Professor and CNN's Legal Analyst, Avery Friedman
- EWD completed a biannual Equal Employment Opportunity Plan (EEOP) for the Tallahassee Police Department, which is required by the U.S. Department of Justice for agencies wishing to receive federal program funds. Due to the completion of the plan, TPD is now eligible to apply for and receive tens of thousands federal and state law enforcement funds
- EMAP's New Public Service Initiative (NPSI), which is designed for employees with less than five years in government, has a total of 42 participants. During this year, participants have completed the "Release Your Brilliance" methodology training with Simon Bailey, established relationships with a mentor, conducted work site visits for exposure to city functions, and attended a one day NPSI conference with city leaders

Administration and Management Services Equity and Workforce Development

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for Equity and Workforce Development Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$7.
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

City Commission Action

The City Commission approved the budget for Equity and Workforce Development with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Administration and Management Services
Equity and Workforce Development
Performance Measures

Program Objectives

The department has identified the following objectives for fiscal year 2011:

- E-MAP- To insure a pool of qualified potential job candidates by identifying, developing and supporting highly motivated and talented employees, who will be capable of taking on greater job and leadership responsibilities and potentially fill key vacancies
- Compliance - To insure compliance with mandates of federal law and local ordinance to insure non-discrimination on the basis of protected characteristics as defined in the Civil Rights Act, the Americans with Disabilities Act, the Fair Housing Act and the City Fair Housing Ordinance, and enhance positive race relations in the community
- Fair Housing - To affirmatively further fair housing as a requirement for receipt of Community Development Block Grant funds by the city
- Workforce Development - To provide training through the City's FYI Training and Development Programs that allows employees to acquire new knowledge and skills and sharpen existing skills

Analysis of Performance Measures

The Leadership Skills program is a 2-3 year program that requires supervisors to complete approximately 12 classes for the Basic Skills Certification, 21 classes for the City Certified Supervisor certification and 39 classes for the Senior City Certified Supervisor certification. The percentage of supervisors completing Leadership Skills Program is 1% for FY10. There were ten (10) Supervisors enrolled in Leadership Skills Program in FY10. It is projected that 70% will actually complete the Leadership Skills Programs.

Increasing employee efficiency on job performance is measured by the Personal Action Plan forms, which are completed by employees at the end of each FYI Training and Development course. Industry research shows that employees report a 17-21% increase in productivity after attending training. Compared to FY09 (14.7%), FY10 participants report that on average they are approximately 18.5% more effective in carrying out their job. However, the tool used to measure 'increased employee efficiency' needs to be improved and there needs to be more tangible data that correlates to work processes or production to determine the affect the FYI training has on the participant. FYI training varies in subject and various courses may have different levels of impact, which may cause the data to be inconsistent.

Finally, it is important to note that the number of inquiries/complaints open for FY10 is eight (8). Although, this is a 50% increase from the projected target of four (4) for FY10, it is a 43% decrease from FY09 (14).

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
# of inquiries/complaints open (unresolved)	#	14	4	8	4
<i>There were no new complaints during the second quarter</i>					
<i>Updates to 2nd qtr made in 3rd. 2 complaint opened in 2nd qtr</i>					
<i>This measure now includes FCHR,ADA, Mediation, Discrimination compliants. dt 08/04/10</i>					
Total number of discrimination complaints/inquiries received	#	34	40	21	40
<i>There were no discrimination complaints received for the second quarter.</i>					
<i>This measure now includes FCHR,ADA, Mediation, Discrimination compliants.</i>					
# of employees enrolled in FYI training courses	#	3,204	3,800	2,400	3,800
# of Supervisors enrolled in Leadership Skills Program	#	18	50	10	50
<i>This program has two enrollment periods April and October.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Administration and Management Services
Equity and Workforce Development**

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of E-Map participants in the pipeline (# of "ready now" or preparing to be ready by a specific date)	#	75	0	1	0
<p><i>Represents the actual number; The department plans to have at least three qualified internal potential candidates for every job/leadership critical/key position by FY09.</i></p> <p><i>EWD recently selected the program's first year participants and will provide an updated target for this measure as that data becomes available.</i></p> <p><i>There are no new participants in the pipeline for the second quarter per CD. 04/2010dt</i></p> <p><i>There are no new participants in the pipeline for the third quarter per CD. 07/28/10dt</i></p>					
# of employees completing FYI training courses	#	2,620	3,000	1,760	3,000
<p><i>The total number of employees that attended training each quarter is divided by the total sessions for the quarter.</i></p>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Maintain a minimum of a \$3.00 return on investment for every \$1.00 spent (Ratio 1:3)	\$	3.10	3.45	3.42	3.45
<p><i>This is a new measure that the department began tracking in FY08.</i></p>					
Increase employee efficiency in job performance	%	14.70	15.00	20.67	15.00
<p><i>FORMULA: Supervisors are asked a set of objective questions related to FYI training and the impact the training has made on their productivity. An outside consultant developed the questions with extensive experience in instructional design. Industry research shows that employees report a 17-21% increase in productivity after attending training.</i></p>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percent of discrimination complaints/inquiries resolved	%	55	90	63	90
<p><i>Calculated by dividing the number of closed cases by the total number of cases filed less dismissed.</i></p> <p><i>There is 0% of discrimination complaints resolved during the second quarter.</i></p>					
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% of supervisors completing Leadership Skills Program	%	7.65	20.00	7.00	20.00

Administration and Management Services
Equity and Workforce Development
Capital Improvement Program Budget

CIP Budget Overview

The Equity and Workforce Development department has no capital projects for FY 2011-2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that were completed or were underway and expected to be completed in fiscal year 2010.

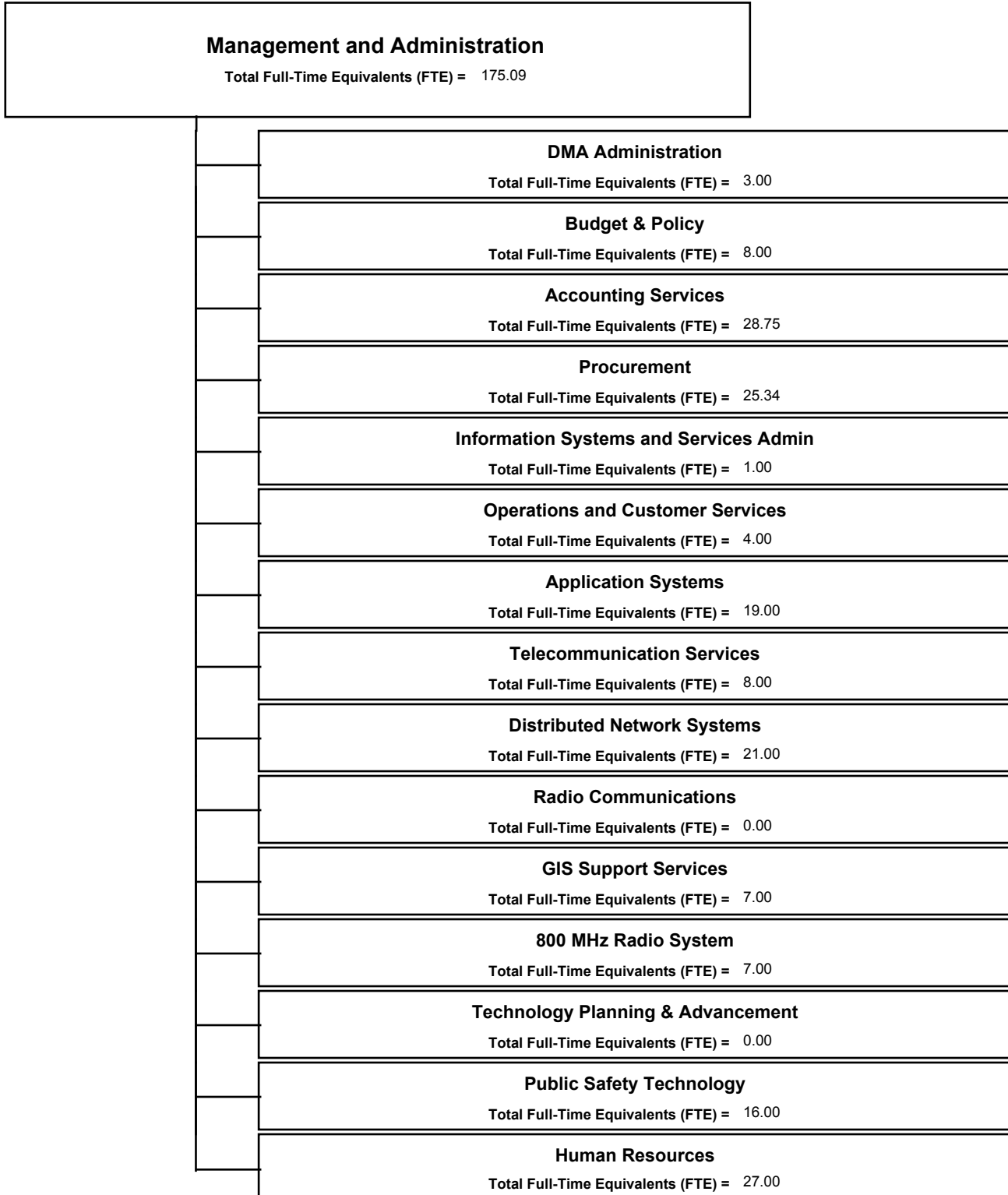
None.

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that are expected to continue into fiscal year 2011.

None.

Administration and Management Services
Management and Administration
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Administration and Management Services
Management and Administration

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
410101 DMA Administration	470,227	371,464	404,803	418,917
410201 Budget & Policy	906,558	843,980	868,579	853,547
410202 Special Appropriations	14,416,743	17,533,953	15,753,212	16,073,407
410301 Accounting Services	3,364,421	3,400,003	3,438,688	3,469,176
410401 Administration	1,581,410	1,688,397	1,646,808	1,547,569
410402 Reproduction	137,819	113,034	128,182	0
410403 Supply	596,705	0	0	0
410404 Accounts Payable	494,690	499,740	507,810	426,965
410405 Purchasing	0	0	16,827	215,931
410408 Surplus	0	0	0	113,881
410501 Information Systems and Services Admin	2,916,710	1,939,833	2,176,832	2,577,511
410502 Operations and Customer Services	5,378,148	5,102,754	5,512,284	5,511,768
410503 Application Systems	1,692,235	1,555,564	1,623,407	1,588,349
410505 Telecommunication Services	1,458,827	1,280,985	1,464,272	1,460,925
410506 Distributed Network Systems	1,717,513	1,632,095	1,640,433	1,687,848
410507 Radio Communications	652,013	482,170	412,298	0
410508 GIS Support Services	1,906,502	1,666,515	1,684,527	1,684,527
410509 800 MHz Radio System	1,246,157	914,880	1,867,910	1,839,154
410510 Technology Planning & Advancement	482,627	491,446	483,256	0
410511 Public Safety Technology	832,082	906,276	1,107,793	1,595,711
410601 Human Resources	0	2,519,950	2,873,580	2,934,988
Total Expenditures	40,251,387	42,943,039	43,611,501	44,000,174

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	13,577,357	14,846,169	15,693,984	14,990,918
Operating	8,553,442	8,284,390	10,707,893	10,507,893
Other Services & Charges	483,000	553,838	397,400	484,823
Allocated Accounts	3,527,710	3,940,204	4,562,509	4,031,987
Utilities and Other Expenses	135,000	81,801	45,200	45,200
Transfers	3,367,668	4,152,061	2,736,471	2,736,398
Contributions to Operations	8,847,100	9,167,444	9,173,912	9,431,748
Year End Adjustments	1,760,110	1,917,132	294,132	1,771,207
Total Expenditures	40,251,387	42,943,039	43,611,501	44,000,174

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	15,793,528	18,749,397	17,026,594	17,345,871
800 MHz Fund	1,246,157	914,880	1,867,910	1,839,154
Data Processing Fund	17,036,657	15,057,638	16,105,102	16,106,639
Accounting Fund	3,364,421	3,400,003	3,438,688	3,469,176
Purchasing Fund	2,810,624	2,301,171	2,299,627	2,304,346
Human Resources Fund	0	2,519,950	2,873,580	2,934,988
Total Funding	40,251,387	42,943,039	43,611,501	44,000,174

Administration and Management Services
Management and Administration

Operating Budget

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
410101 DMA Administration	5.00	3.00	3.00	3.00
410201 Budget & Policy	8.00	8.00	8.00	8.00
410301 Accounting Services	29.75	28.75	28.75	28.75
410401 Administration	16.00	17.00	16.34	14.34
410402 Reproduction	1.00	1.00	1.00	0.00
410403 Supply	8.00	0.00	0.00	0.00
410404 Accounts Payable	8.00	8.00	8.00	7.00
410405 Purchasing	0.00	0.00	0.00	3.00
410408 Surplus	0.00	0.00	0.00	1.00
410501 Information Systems and Services Admin	1.00	1.00	1.00	1.00
410502 Operations and Customer Services	6.00	4.00	4.00	4.00
410503 Application Systems	20.00	19.00	19.00	19.00
410505 Telecommunication Services	8.00	8.00	8.00	8.00
410506 Distributed Network Systems	21.00	21.00	21.00	21.00
410507 Radio Communications	6.00	6.00	6.00	0.00
410508 GIS Support Services	7.00	7.00	7.00	7.00
410509 800 MHz Radio System	1.00	1.00	1.00	7.00
410510 Technology Planning & Advancement	5.00	5.00	5.00	0.00
410511 Public Safety Technology	11.00	11.00	11.00	16.00
410601 Human Resources	0.00	27.00	27.00	27.00
Total FTE	161.75	175.75	175.09	175.09

Administration and Management Services

Management and Administration

Summary of Services Provided

The Department of Management and Administration (DMA) is comprised of six divisions - Administration, Budget and Policy (OBP), Accounting Services, Procurement Services, Information Systems Services (ISS), and Human Resources.

- Administration handles department-wide management and is responsible for coordination of various department functions, including PeopleSoft implementation, providing staff assistance for citywide projects, and maintenance of the city's administrative procedures.

- The Office of Budget and Policy is responsible for budgeting activities and is the lead agency for financial policy functions within city government. Responsibilities include development and preparation of the annual operating and capital budgets, development of long-range financial plans and related financial policies, and development and management of the special appropriations program for the General Fund. Other responsibilities include review and approval of operating budget work orders, development and coordination of the use of performance measurements, and program reviews.

- Accounting Services is responsible for operational functions, financial reporting and financial systems. Operational activities include payroll processing and leave reporting, non-utility accounts receivables and fixed asset management and inventory. Financial reporting includes preparation of the comprehensive annual financial report, grant reporting, fund accounting, and financial analysis. Accounting Services also has primary responsibility for user support, maintenance, security, training, data integrity, and reporting related to the city's financial and payroll systems.

- Procurement Services provides centralized procurement activities and establishes a system of coordinated uniform procurement policies, procedures, and practices to be used by departments in acquiring commodities and contractual services. These responsibilities are carried out through the division's purchasing, reproduction, and accounts payable units.

- Information Systems Services is tasked with providing quality services to enable city departments to make effective use of information technology. Primary responsibilities of the five major program areas that include all eight (8) units within Information Systems Services are:

- Operations and Customer Services is responsible for data center activities that include financial and administrative support for city departments, along with processing activities required for utility customers.

- Applications Systems is responsible for application software systems through analysis, design, and development or acquisition, installation, and maintenance of application software systems on mainframe, client server and personal computer hardware platforms.

- Technology Infrastructure is responsible for planning, installation and support of distributed network computing, including voice and data communications.

- The Public Safety Technology division is responsible for managing the applications of the Police and Fire Departments. This division is primarily responsible for providing analysis, design, development or acquisition and installation of public safety applications and infrastructure. Public safety applications vary from Computer Aided Dispatch and Records Management Systems to Crime Intelligence, Property and Evidence, Field Base Reporting and In-Car Camera Systems. The division is also responsible for the maintenance of all mobile data computers. In addition, this division supports and maintains the City's intranet site and partners with the Department of Communications in support of the City's Internet site. This responsibility includes the development or acquisition and installation of any Internet web service that improves business processes and efficiency.

- As of FY10, the Human Resources department is now a division of the Department of Management and Administration. The Human Resources division supports the city's mission to provide high quality, low cost services to its customers, including city departments and employees. Key services include the following: recruitment; benefits administration and wellness program development and implementation; occupational health

Administration and Management Services

Management and Administration

and safety administration; labor relations; personnel administration; personnel file maintenance, human resource record keeping and systems maintenance and classification and pay administration.

Trends and Issues

- A new version of GOVMAX, which is the city's budgeting database, has been released and this is the last year for the current version. The new version will cost more than the current product and will require substantial staff time since it is essentially a new implementation.
- The economy continues to pose problems in planning for future budgets. It is likely that we will not see significant improvement for several years. We will need to develop plans with long-range solutions to meet these future challenges as well as our current needs.
- Received Government Finance Officers' Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for FY08 Comprehensive Annual Financial Report.
- No significant financial statement related management letter comments were received from the external auditors during their annual audits of the City, Blueprint 2000 or CRTPA.
- Due to an aging workforce and minimal turnover, currently 65% of the Procurement Services staff are eligible to retire. This division can reasonable expect to lose 50% of the existing staff in the next two years to retirement. Of the eligible Procurement Services employees to enter the city's DROP program, currently 80% have signed up. To ensure that services are not negatively impacted, staff will be looking at all available options, including reduction of the workforce, training for remaining staff, combining job functions, restructuring and revising program services and increasing succession planning efforts.
- Due to the economic climate that currently exists, procurement organizations have been challenged to assist their entities in stimulating the local economy. Procurement Services implemented guidelines that allowed the city to fast track capital construction projects in an attempt to stimulate job creation. This demand for processing "fast track projects" has increased the staff's workload as many projects that were scheduled for future years have been accelerated to the present.
- Social networking is changing the way citizens choose to interact with government. Facebook and Twitter are becoming the social norms and citizens would like to utilize them to communicate with government. There are issues related to social networking such as public records, privacy, and security that must be addressed before these applications can be utilized.
- The city's enterprise resource planning system (Oracle/PeopleSoft) is becoming more expensive to maintain because Oracle costs have significantly increased over the last few years. The city will need to determine whether other alternatives such as a hosting solutions (i.e. SAAS) or some other hybrid option may be cheaper. ISS staff is performing a business case review and will document alternatives that may lower the city's total cost of ownership.
- Human Resources began negotiating with the Police Benevolent Association for the full contract in FY10; however, there is a strong possibility that these negotiations will continue into FY11. Human Resources will be negotiating a full successor agreement with two bargaining units during this time. As Human Resources continues to address new issues on a timely basis, it is likely that Human Resources will be engaged on multiple occasions in discussions leading to memorandums of understanding with all four existing bargaining units. Outside labor counsel, will be utilized on an as needed basis.

Administration and Management Services Management and Administration

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Department of Management and Administration's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$9,202.
- The department's electric utility account is reduced by 7% to recognize actual savings. Fiscal Impact: (\$30,007).
- The department's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: (\$12,893).
- Accounting Services is eliminating the printing and mailing of W2's and 1099R's. Fiscal Impact: (\$6,000).
- Accounting Services is using one-half of the savings from the elimination of the printing and mailing of W2's and 1099R's for salary enhancements. Fiscal Impact: \$2,921.
- Procurement Services is eliminating a Purchasing Agent/Contracts Specialist position (#92), after the incumbent retires in January 2011. Fiscal Impact: (\$35,048).
- Procurement Services is using one-half of the savings from the position (#92) elimination for salary enhancements. Fiscal Impact: \$17,347.
- Information Systems Services is bringing the 800 MHz maintenance for the new digital radio system in-house, which reduces the maintenance cost. Fiscal Impact: (\$200,000).
- Information Systems Services is canceling or deleting various maintenance contracts. Fiscal Impact: (\$161,600).
- Information Systems Services is reducing the telephone budget due to a reduction in actual telephone bills. Fiscal Impact: (\$50,000).

The following service level changes were approved in FY10 mid-year:

- One vacant Project Manager position (#1055) and one vacant Technical Support position (#1069) were eliminated as a part of the City Manager's mid-year reductions. Fiscal Impact: (\$142,164).

Administration and Management Services
Management and Administration

City Commission Action

The City Commission approved the budget for the Department of Management and Administration with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Administration and Management Services
Management and Administration
Performance Measures

Program Objectives

The department has identified the following program objectives for FY 2011:

Accounting Services:

1. Develop a plan for future upgrades or replacement of the City's financial and human resources systems.
2. Continue process improvements of assets function including review of mass asset procedures.
3. Implement some e-module functionality of version 8.9 of the PeopleSoft HRMS System. This will include the ability for staff to view their pay advice information via the web.

Office of Budget & Policy:

1. Balancing the budget within established parameters.
2. Implement new version of GOVMAX for future budget processes.
3. Reinstatement of capital projects status reports.
4. Performance measurement program – Expand the performance measurement program and benchmarking efforts.
5. Impact on target issues – update the city's financial policies.

Procurement Services:

1. Properly acquiring and coordinating the timely delivery of necessary goods and services to support the daily operations of the city, ensuring compliance with all applicable local, state and federal policies, laws and ordinances.
2. Ensuring payments are made in compliance with the Florida Prompt Pay Act.
3. Provide routine training to procurement system users, incorporating more policy and procedures information and warning against common pitfall/violations.
4. Perform procurement reviews and assist departments to enhance their procurement processes.
5. Continue to provide a valuable purchasing card system and enhance the ability to track and review employee purchases.
6. Automation of the A/P invoices process to include an electronic invoicing process for high volume vendors.
7. Implement an automated purchase order system to send electronic purchase orders to vendors.
8. Continue to work toward a paperless procurement process.
9. Submit 1099 filing to IRS in a timely manner with reduced risk for errors in vendor information.
10. Implement the PeopleSoft upgrade for purchasing, accounts payable and inventory systems.

Information System Services:

1. Consistently exceed customer service requirements.
2. Develop common architecture enabling integration and interoperability.
3. Lead and support continuous business improvement.
4. Provide access to city information and services anytime, anywhere.
5. Leverage technology to improve and enhance end user productivity.
6. Maximize value of IT investments.
7. Raise the level of skills and knowledge of city employees.

Human Resources:

1. Initiate strategic partnerships to facilitate positive organizational change.
2. Enhance customer service by following a "best practice" model of process improvement.
3. Enhance employee safety, satisfaction, work experience and development potential.

Administration and Management Services

Management and Administration

Analysis of Performance Measures

The measures analyzed below tend to indicate a negative pattern that is not unusual when positions are eliminated, raises are eliminated, health care increases are passed on to employees, and furloughs are implemented. As one reviews each measure independently, nothing unusual appears. However, as one begins to review several measures, a negative trend emerges that is indicative of the current economic climate.

The sick leave hours used per 1,000 hours is a good indicator of employee wellness, both physical and mental. The increase in FY10 to date of 27.02 hours, from 25.89 hours in FY09 indicates a negative trend in employee wellness. This is likely due to the number of eliminated positions the city has implemented in the last several years. As current employees are asked to do more work because positions are eliminated, then employees tend to take more sick days. This appears to be the current trend and the outlook for year-end FY10 indicates this number will increase to 28.00 hours. In FY10, positions have been eliminated for a third consecutive year, and non-union general employees will not receive a raise, plus non-union general employees making at least \$50,000 annually will have to take one furlough day.

The number and level of audit comments or discrepancies for functions within Accounting's control by internal audit is two for FY09, which is an increase from zero in FY08. The city does not typically receive audit comments and two appears to be an anomaly. The city always strives for a clean audit, with no audit comments. However, within the context of the current environment, this is an indicator that needs to be monitored closely.

The percentage of new hires still employed after one year has declined from 80.73% in FY09 to 77.62% in FY10 to date. This is surprising given the level of competition for job openings. The average applicants per vacancy within the City has increased from 16.35 in FY09 to 56.65 in FY10 to date. Therefore, one would reason that candidates would be more heavily scrutinized in the interview process and the pool of applicants would be more qualified; however, the percentage of new hires retained after one year is declining. Nearly one in four new hires is not currently employed after year one, which is a rather high percentage, given the economic climate.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
5-Year Capital Improvement Plan	\$	900,893	893,533	893,533	826,374
<i>The purpose of the 5-Year capital improvement plan is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Appropriated operating budget	\$	841,463	718,727	718,727	726,871
<i>The purpose of the annual budget activity is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Capital budget	\$	233,670	187,000	187,000	207,598
<i>The purpose of the annual capital budget is to provide accurate analysis and documentation of the financial plan to the City Commission and City management so they have accurate and timely information for making informed decisions. Amounts in thousands.</i>					
Number of Centralized HR FTEs (based on actual hours paid to full-time and part-time employees)	#	26.70	26.00	18.01	27.00
Total City FTEs (includes full-time and part-time employees)	#	3,308.20	3,312.00	2,310.70	2,838.00

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Administration and Management Services
Management and Administration**

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Timeliness and accuracy of CAFR – City's and Blueprint 2000's <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	%	100	100	0	100
Timeliness of monthly system closing – by morning of 6th business day –does not include first or final month of FY <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas). The purpose is to provide internal controls and timely financial information to City management and departments so that they may manage their business and meet financial reporting needs.</i>	#	10	10	10	10
Timely mailing of AR statements and accurate posting of payments to business loan and AR systems <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	%	100	100	0	100
Budget transfers processed <i>The objective is to increase adherence to established budgets as indicated by a reduction in the number of budget transfers processed. A survey of various municipalities in Florida (Gainesville, Orlando, Lakeland, Coral Springs and Alachua County) indicates that they are not tracking such measure.</i>	#	98	200	76	200
Number of Job Applications Processed	#	12,363	13,500	12,531	13,500
Number of Alcohol/Drug Tests Administered	#	1,799	2,851	1,337	2,851
Number of Employee Injury or Auto-Related Events Reported (based on RiskMaster data maintained by Risk Management)	#	683	740	351	740

City of Tallahassee
Fiscal Year 2011 Approved Budget

Administration and Management Services

Management and Administration

Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Timely and accurate processing of payroll – Percent completed by deadline	%	100	100	100	100
<i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>					
Percent variance of actual revenues to estimated revenues - General Fund	%	1.15	2.00	0.00	2.00
<i>This measure is calculated at year-end using the Fund Proforma report. The year-end actual revenues are compared with OBP's estimates for the fiscal year. This measure assists OBP to determine funds available for programming in subsequent fiscal years. FY 2006 revenue estimates were within the established goal of 3%. For fiscal year 2008, the goal is revised to 2% for revenues. A survey of various municipalities indicates that industry standards for this measure ranges from 1% - 3%.</i>					
Percent variance of actual expenditures to estimated expenditures	%	-0.63	2.00	0.00	2.00
<i>This measure is calculated at year-end using the Fund Proforma report. The year-end actual expenditures are compared with OBP's estimates for the fiscal year. This measure assists OBP to determine funds available for programming in subsequent fiscal years. FY 2006 expenditure estimates were within the established goal of 3%. For fiscal year 2008, the goal is revised to 2.0% for expenditures. A survey of various municipalities indicates that industry standards for this measure ranges from 1% - 3%.</i>					
Sick Leave Hours Used Per 1,000 Hours Worked	#	25.89	28.00	26.30	28.00
Complete initial technology requisitions and fulfill requests for quotes within eight (8) working hours of receiving the request	%	100.00	98.00	99.78	98.00
<i>Computed utilizing actual count of requests received, logging date and time received, and date and time completed.</i>					
<i>Benchmark: This is an internal ISS standard set by the CISO of the division. The goal is 100%.</i>					
Average cost to process one p-card	\$	23.78	23.73	23.73	24.56
<i>The actual dollar amount of purchasing per FTE is benchmarked based on information compiled by the City of Austin, Texas and Richmond, Virginia and specifically developed for the City of Tallahassee.</i>					
Average cost to process one purchase order	\$	25.12	26.89	26.89	27.83
<i>Industry standards or benchmarks are not available for this measure. This is an internal standard established by the Procurement Services division. The goal is to keep the average cost down.</i>					
Average cost to process one requisition transaction	\$	24.38	26.11	26.11	27.02
<i>The actual dollar amount of purchasing per FTE is benchmarked based on information compiled by the City of Austin, Texas and Richmond, Virginia and specifically developed for the City of Tallahassee.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Administration and Management Services
Management and Administration**

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number and level of audit comments or discrepancies for functions within Accounting's control by Internal Audit <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	#	2	0	0	0
Number and level of management comments or discrepancies for functions within Accounting's control by Internal Audit <i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>	#	0	0	0	0
Percent of on-time departmental submittals of budget information <i>It is OBP's goal to achieve 100% compliance for this measure. A survey of various municipalities indicates that 100% compliance with measures similar to this one are also established.</i>	%	60	100	0	100
Percent Budget transfers processed within 5 business days (CIP Policy) <i>The purpose of the Budget Office is to process all budget transfers in a timely manner so departments and City management may manage their business and meet their budgetary needs. A survey of various municipalities in Florida (Gainesville, Orlando, Lake Land, Coral Springs and Alachua County) indicates that they are not tracking such measure.</i>	%	87.19	100.00	88.62	100.00
% of New Hires still employed after one year	%	80.73	83.00	78.51	83.00
Avg # Applicants Per Vacancy	#	16.35	36.00	52.53	36.00
Maintain network up time at 99.9% or better <i>Computed by comparing the actual time of outage to the time of problem resolution. Benchmark: The Uptime Institute Inc. has set industry standard tier classifications defining site infrastructure performance. For Tier Four 99.995%, Tier Three 99.82%, Tier Two 99.74%. ISS strive for Tier Four performance.</i>	%	98.85	99.90	100.00	99.90
Resolve at least 70% of all SOS calls within the resources of this team as measured by daily incident activity reports. <i>Each call is entered in to the new BOSS application database along with its disposition. Computation is the percentage of total calls closed by the Help Desk personnel. Benchmark: Harvard University Faculty and Staff Computer Support Services designate 60% as the percentage of calls to be resolved by first level support. ISS has set a goal of 70%.</i>	%	55.69	70.00	63.77	70.00
Percentage of RFP's processed within 60 days <i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is 100%.</i>	%	100	100	100	100

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Administration and Management Services
Management and Administration**

Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Receipt of GFOA Certificate for completion of CAFR within their guidelines	1=Yes/0=No	1	1	0	1
<i>There are no nationally promulgated benchmarks for governmental accounting operations. This measurement has been developed based upon a review of measurements utilized by other similar cities (e.g., Ft. Lauderdale, Hollywood, Gainesville, Jacksonville, Austin, Texas).</i>					
Total City turnover	%	9.08	3.00	4.20	3.00
Total "Quit" Rate	%	5.60	2.50	2.20	2.50
# completed hours of OSHA Training.	#	2,340.50	3,356.00	1,951.00	3,356.00
<i>New HR measure for FY09 (formerly UBCS Safety measure). Numbers for 3rd and 4th qtr numbers were entered as quarterly.</i>					
Complete all telephone service and network connection installation service requests within three (3) working days	%	95.17	90.00	98.99	90.00
<i>Computed utilizing actual count of request received, logging date and time received and date and time completed. Benchmark: Major companies such as Versora, Nortel, and Sybase typically establish a standard of two days for acquisition of required parts with one day to perform the requested service.</i>					
Meet project goals and dates as specified in the ISS Strategic Plan	%	100	100	100	100
<i>Goal is 100% - computed by tracking each project and actual progress compared to targeted time line. Benchmark: This is an internal ISS standard established in conjunction with the ISS Strategic Plan. Meeting targeted goals and dates is a critical part of the plan.</i>					
Reduce the resolution of work stoppage problems that cannot be solved by System One Stop (SOS), to one (1) day or less	%	65.10	80.00	72.92	80.00
<i>Computations taken from actual request for service entered into our new BOSS application with the data and time the ticket was opened and closed.</i>					
<i>Wesleyan University's Desktop Support (DS) Staff is a part of the ITS User Services organization under the direction of the Associate Director of User Services. Wesleyan University's DS Staff has set the baseline for on-site support response within 24 hours.</i>					
Percentage of payments processed within 30 days	%	100.00	98.00	96.76	98.00
<i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. In FY 2005, 95% goal was achieved. FY 2006 and FY 2007 goal is 98%.</i>					
Percentage of procurement card payments made on time	%	100	100	100	100
<i>Industry standards or benchmarks not available for this measure. This is an internal standard established by the Procurement Services division. The goal is 100%.</i>					

Administration and Management Services
Management and Administration
Capital Improvement Program Budget

CIP Budget Overview

The capital improvement program includes funding for eight projects at a cost of \$10,513,650 for FY 2011 – FY 2015. All projects are information systems and services related, with the exception of the emergency preparedness project used by departments during city related emergencies. The approved capital budget for FY11 is \$1,814,900 and supports on-going projects.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
Deficiencies Fund	150,000	750,000
Information Sys Svcs RR&I	1,245,900	8,806,850
Information Sys Svcs RR&I Undesignated Balance	323,100	465,700
Intergovernmental - Leon County	95,900	491,100
Total Funding	1,814,900	10,513,650

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

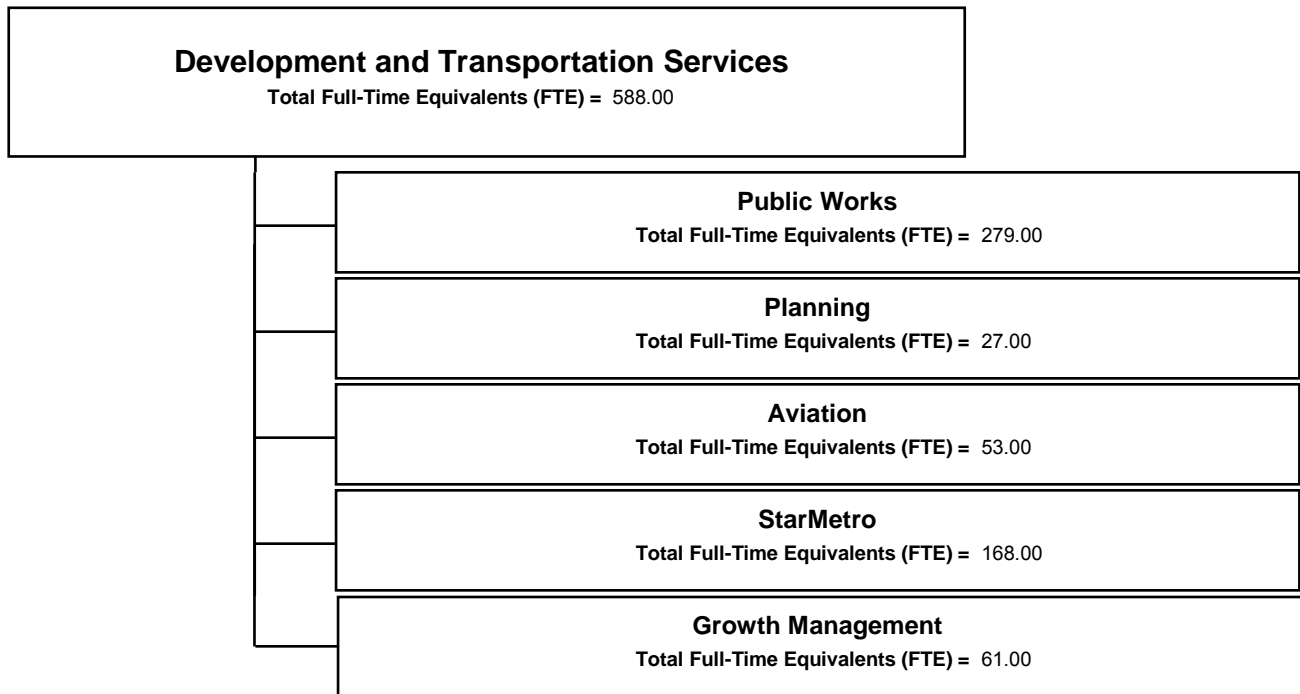
Digital Upgrade for 800 MHz
FY10 City Building Computer Wiring
FY10 Network Infrastructure Upgrade/Replacement
FY10 Applications & Database Upgrade

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

None

Development and Transportation Services Organizational Chart



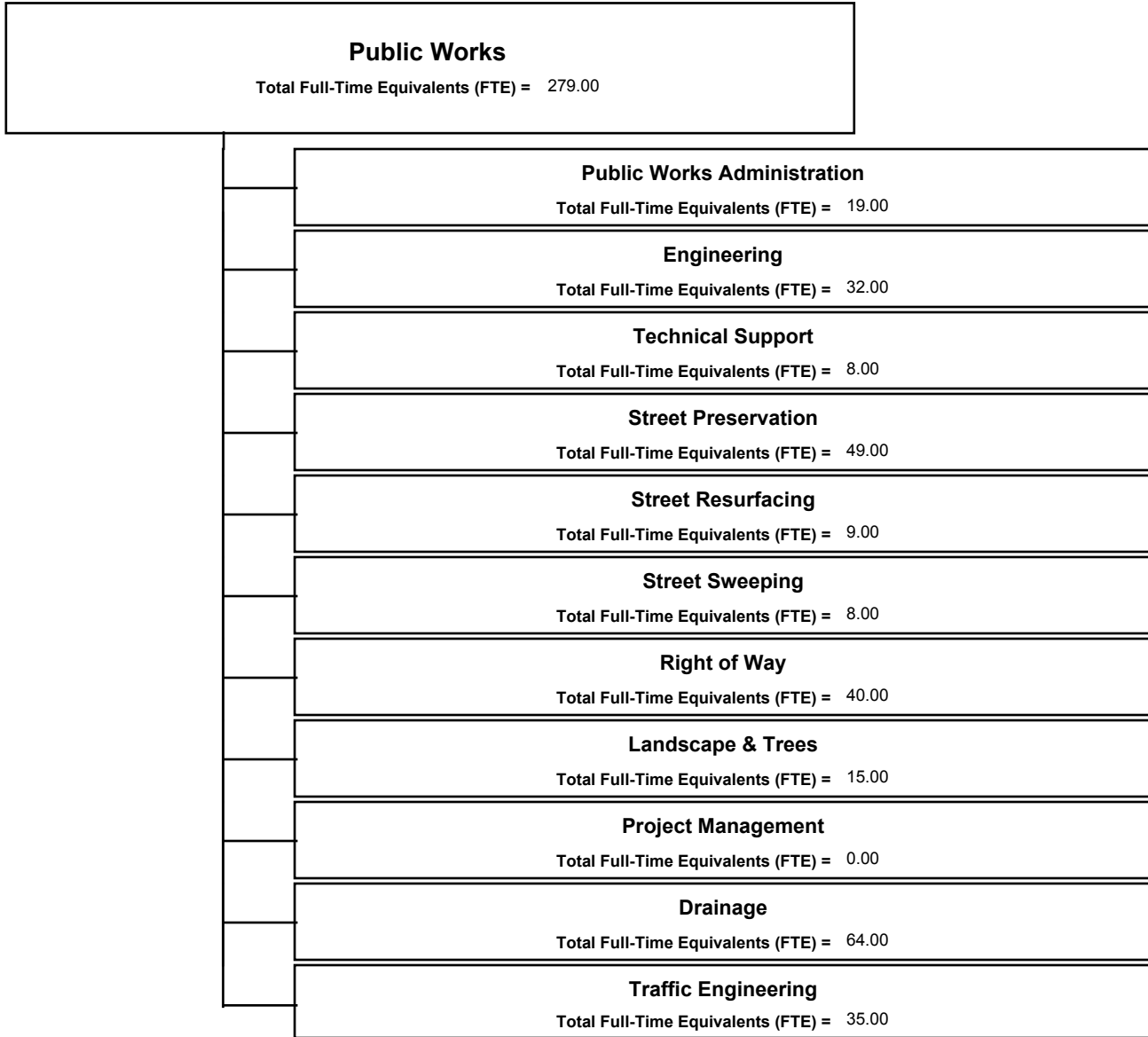
Summary of Services Provided

The Development and Transportation Services Area consists of the Aviation, Growth Management, Planning, Public Works and StarMetro departments.

	<u>FY 2009 Actual</u>	<u>FY 2010 Estimated</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 Approved</u>
Expenditures Summary	56,085,226	54,505,420	58,308,496	59,254,713
Funding Summary	56,085,226	54,505,420	58,308,496	59,254,713
FTE Summary	619.00	590.00	588.00	588.00



Development and Transportation Services
Public Works
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services

Public Works

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
220101 Public Works Administration	2,710,314	2,950,098	4,258,857	4,352,640
220201 Engineering	307,276	647,175	758,918	750,074
220202 Survey	591,846	424,043	383,154	379,786
220203 Construction Inspection	435,230	318,883	297,657	296,743
220204 Construction Management	338,447	133,382	0	0
220301 Technical Support	2,688,747	1,662,038	1,012,779	1,029,964
220302 Street Preservation	713,890	1,378,235	2,027,990	2,025,403
220303 Street Resurfacing	278,895	336,756	524,540	470,915
220304 Street Sweeping	681,722	836,616	917,204	897,983
220305 Right of Way	2,451,739	2,570,916	2,468,346	2,421,355
220306 Landscape & Trees	1,219,605	1,638,996	1,684,437	1,752,007
220401 Project Management	82,572	0	224	224
220502 Drainage	4,062,399	4,157,822	4,502,913	4,482,248
220601 Traffic	563,261	672,185	1,102,629	1,114,064
220602 Construction	651,028	536,570	584,849	628,194
220603 Traffic Signals	2,530,909	1,875,483	1,358,912	2,325,580
Total Expenditures	20,307,880	20,139,198	21,883,409	22,927,180

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	12,915,896	12,246,974	12,849,661	12,843,690
Operating	1,469,557	1,615,337	2,924,970	3,910,879
Capital Outlay	86,814	352,853	80,210	80,210
Allocated Accounts	4,419,896	4,549,879	4,825,003	4,888,836
Utilities and Other Expenses	466,667	564,963	575,418	575,418
Transfers	630,050	490,192	308,847	308,847
Contributions to Operations	319,000	319,000	319,300	319,300
Total Expenditures	20,307,880	20,139,198	21,883,409	22,927,180

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	15,563,759	15,144,760	16,463,292	17,546,949
Stormwater Fund	4,744,121	4,994,438	5,420,117	5,380,231
Total Funding	20,307,880	20,139,198	21,883,409	22,927,180

Development and Transportation Services

Public Works

Operating Budget

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
220101 Public Works Administration	6.00	19.00	19.00	19.00
220201 Engineering	5.00	15.00	15.00	15.00
220202 Survey	14.00	10.00	10.00	10.00
220203 Construction Inspection	11.00	7.00	7.00	7.00
220301 Technical Support	55.00	9.00	8.00	8.00
220302 Street Preservation	18.00	49.00	49.00	49.00
220303 Street Resurfacing	6.00	9.00	9.00	9.00
220304 Street Sweeping	8.00	8.00	8.00	8.00
220305 Right of Way	41.00	41.00	41.00	40.00
220306 Landscape & Trees	14.00	14.00	14.00	15.00
220401 Project Management	3.00	0.00	0.00	0.00
220502 Drainage	64.00	73.00	64.00	64.00
220601 Traffic	5.00	10.00	10.00	10.00
220602 Construction	10.00	12.00	12.00	12.00
220603 Traffic Signals	33.00	13.00	13.00	13.00
Total FTE	293.00	279.00	279.00	279.00

Summary of Services Provided

•The Public Works Department delivers a wide range of services to the community that impact the quality of life for Tallahassee citizens and others. Programs related to those services involve civil engineering, construction management, traffic management, street and sidewalk construction and maintenance, and project management. Generally speaking, the Public Works Department provides any city infrastructure services not related to utilities, public safety, or mass transportation.

•A major reorganization began in fiscal year 2010 that consolidated Public Work's four operational divisions into two divisions, one capital management and the other operations and maintenance. The capital division combines services provided by the engineering and project management divisions. The operations and maintenance division combines services now provided by traffic engineering and streets and drainage divisions.

Development and Transportation Services Public Works

Trends and Issues

The department has identified the following as the most critical departmental challenges:

•Roadway Conditions:

Our Overall Condition Index (OCI) is currently at 80.5, which is above our goal of 75. This indicates that the conditions of the roadways are “Good.” At the current level of funding, the department's analysis indicates that the conditions of the roadways will continue to degrade such that we'll be below an OCI of 75 within nine (9) years.

•R.O.W. and Median Maintenance:

FDOT projects include landscaping at the I-10 interchanges (Capital Cir NW, N. Monroe and Thomasville Rd.), landscaping of the Gaines St. corridor, and additional Blueprint 2000 projects along Capital Circle Southwest will all create new landscaped areas during the next 1-2 years. These projects totaled together are expected to increase the landscape inventory to over 100% above the inventory at the beginning of FY09.

•Design, Installation and Maintenance of “Signature Landscaping”:

The City of Tallahassee has recently embarked on a multi-pronged strategy of establishing a unique identity for our community. A pivotal component of that strategy is “signature landscaping.” It is reflected in the landscaping of Capital Circle improvements, Blair Stone Parkway and the plans for the Gaines Street Corridor. In order to have a consistent sense of place throughout the community, as evidenced by the landscaping of several independent portions of infrastructure, it should all be coordinated and designed in accordance with one common theme. The department has an existing Landscape Architecture capability that could be easily and economically expanded to meet this goal on a City-wide basis. In addition, the department could provide the needed input from their Certified Arborist/Municipal Specialist regarding plant establishment and on-going maintenance issues, beginning early in the design phase. Such involvement would greatly improve the prospects for that infrastructure to be properly and efficiently maintained over time.

•Lack of Future Capital Funding:

There is an ongoing concern regarding the lack of available funding for needed safety and transportation infrastructure projects. The four typical sources of funding for the City's Capital Improvement Program include the general fund, sales tax, gas tax and concurrency fees. The general fund and gas tax fund have declined substantially during the current economic downturn. The money generated by the extension of the penny sales tax has gone primarily to BluePrint to build and improve FDOT facilities. The concurrency funding stream is in demand for a number of different programs and its future availability is questionable.

•Public Works has shifted a large part of its focus on multi-modal transportation issues. The majority of this focus has been spent addressing the multiple lists and priorities associated with sidewalk construction. The department is in the process of consolidating different programs (Bike / Ped Master plan, PASS Program, Residential and Arterial Sidewalk lists, et al) into one list. From this list, projects will be prioritized for programming of design and construction. The highest priority will be given to those projects that support the proposed Star Metro Nova 2010 plan.

Development and Transportation Services Public Works

Significant Changes From FY 2010

The following service level changes were approved as proposed for the Public Works Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$93,842.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$7,628).
- The department's electric budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$21,169).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Reduction in Temporary Wages budget. Fiscal Impact: (\$62,650).

The following service level changes were approved as a part of FY10 mid-year reductions:

- One vacant Equipment Operator II position (#206) and one vacant Engineering Technician II position (#6876) were eliminated as a part of the City Manager's mid-year reductions. Fiscal Impact: (\$99,755).
- Two vacant Engineering Technicians II (#261 and 2584) were eliminated resulting in a savings of \$126,473. The department will retain \$45,000 of the savings in order to fund a contract for concurrency traffic counts, which was previously performed in-house. Net savings: (\$81,473).

City Commission Action

The City Commission approved the budget for the Department of Public Works with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Development and Transportation Services

Public Works

Performance Measures

Program Objectives

The department has identified the following objectives:

- Maintain city streets in good repair;
- Maintain city stormwater/drainage system in good repair;
- Develop and maintain inventories of infrastructure and facilities;
- Complete capital improvement projects on time and within budget;
- Reduce traffic congestion;
- Increase focus on customer service, satisfaction and improve communications; and
- Have highly efficient, adequately funded, quality programs.

Analysis of Performance Measures

Following are highlights of key areas of performance within the Public Works Department:

•The FY10 year-to-date cost for the landscape maintenance costs per acre has decreased in comparison to the same period in FY09. The FY10 cost per acre is \$507.68 in comparison to \$542.83 in FY09. The target for FY10 was \$664.07. The difference is largely attributed to fewer bags of mulch needed this year than the prior fiscal year. As expected, Public Works has fell below prior year costs.

•The asphalt maintenance response, within 5 calendar days, is an “effectiveness” measure that have been used for several years. During fiscal years 2006, 2007 and 2008, the department averaged a 97% annual rating of completing the work requests within the target “5 day” turnaround. The department set a set target of 96% for FY10. In FY09, the response time totaled 97.25% compared to a year-to-date response time of 96.67% in FY10. The changes of percentages can be attributed to the size of asphalt patches that vary from each work request. The target for FY11 remains at 96%.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of Employees	#	301	283	281	279
Total Public Works Budget (in Millions)	\$	21.15	20.80	21.40	20.40
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Costs per cubic yard of concrete	\$	467.73	478.00	576.82	478.00
<i>The cost of concrete, along with other construction materials, was declining in FY09, but has increased during FY10.</i>					
Cost per cycle: sweeping city streets	\$	35,864.94	42,594.25	43,810.23	42,594.25
<i>The number of employees in the division has remained the same for twenty years, while the number of miles swept has doubled. Also, the city has entered into contractual arrangements with the state and county, which require monthly sweeping. The result is that city streets are only swept twice a year.</i>					
Costs per landscape maintenance acre	\$	542.83	664.07	507.68	664.07
Costs per ton of asphalt	\$	210.24	255.34	175.59	255.34
<i>Materials costs are driven by economic and market forces, which are beyond the city's control. In the last twelve months, the cost of all construction materials has continued to decline. The result is lower construction bids being received by the city for street repaving projects.</i>					
Resurfacing cost per lane mile	\$	72,109.53	54,115.38	88,357.94	72,109.53
<i>Materials costs are driven by economic and market forces, which are beyond the city's control.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Development and Transportation Services

Public Works

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percentage of Asphalt Patches Completed Within 5 Days	%	97.25	96.00	96.67	96.00
<i>This is an internal goal established by the Streets and Drainage division.</i>					
Compare annual construction costs designed to \$5M: Engineering	%	101.75	100.00	94.33	0.00
<i>This is an internal goal established by the Engineering division.</i>					
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Respond to 95% of tree maintenance requests in less than 10 weeks	1=yes; 2=No	2	2	2	2

**Development and Transportation Services
Public Works
Capital Improvement Program Budget**

CIP Budget Overview

The department's FY 2011-2015 capital improvement plan includes fifteen projects with an appropriation of \$73,661,900. Fiscal year 2011 funding includes twelve projects with an appropriation of \$37,919,300.

The majority of the FY11 projects are to be funded from gas tax revenues (Advanced Transportation Management System Enhancements, Residential Sidewalks and Bike Ped Implementation Program, Minor Intersection/Safety Modifications, Street Resurfacing Program, and Sidewalk Program-New Developments). The Weems Road Improvements project is funded through General Government Future Bonds; Municipal Complex Safety and Security Improvements funded from Sales Tax Extension fund; Tallahassee-Leon County Public Safety Complex from Fire Bonds and FDOT funding; FAMU Way through 2004 Capital Bond Series; and Minor Stormwater Improvements through Stormwater RR&I Fund.

Remaining projects that are programmed in the out years are the Greenway Trail Connectors, Guardrail & Handrail Installment/Replacement, Nurse's Drive, and Recurring Traffic Management Systems Improvements. These projects are to be funded from Sales Tax and General Government funding.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
1989 Sales Tax	300,000	300,000
2004 Capital Bond Series	3,000,000	3,000,000
2005 Sales Tax	0	300,000
Fire Debt	8,000,000	8,000,000
Florida Department of Transportation	3,717,000	3,717,000
Gas Tax	2,816,700	19,221,900
Gas Tax Undesignated Balance	2,070,600	3,671,000
General Government - Future Bonds	17,500,000	19,908,000
General Government Capital Improvement Fund - GGCIF	0	5,304,000
General Government Capital Project Account - GGCPA	0	8,040,000
Stormwater RR&I Undesignated Balance	415,000	2,100,000
Street Paving Fund	100,000	100,000
Total Funding	37,919,300	73,661,900

Completed Capital Projects

The following list represents some major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

- Welaunee Boulevard (Capital Circle)
- Raymond Diehl Road - PASS
- Mission Road (White to Fred George)
- Orange Avenue Extension, Phase II
- ADA Sidewalk Rehabilitation
- Governor's Square Boulevard Widening
- Blair Stone Road Northern Extension
- East Park Avenue

Development and Transportation Services
Public Works

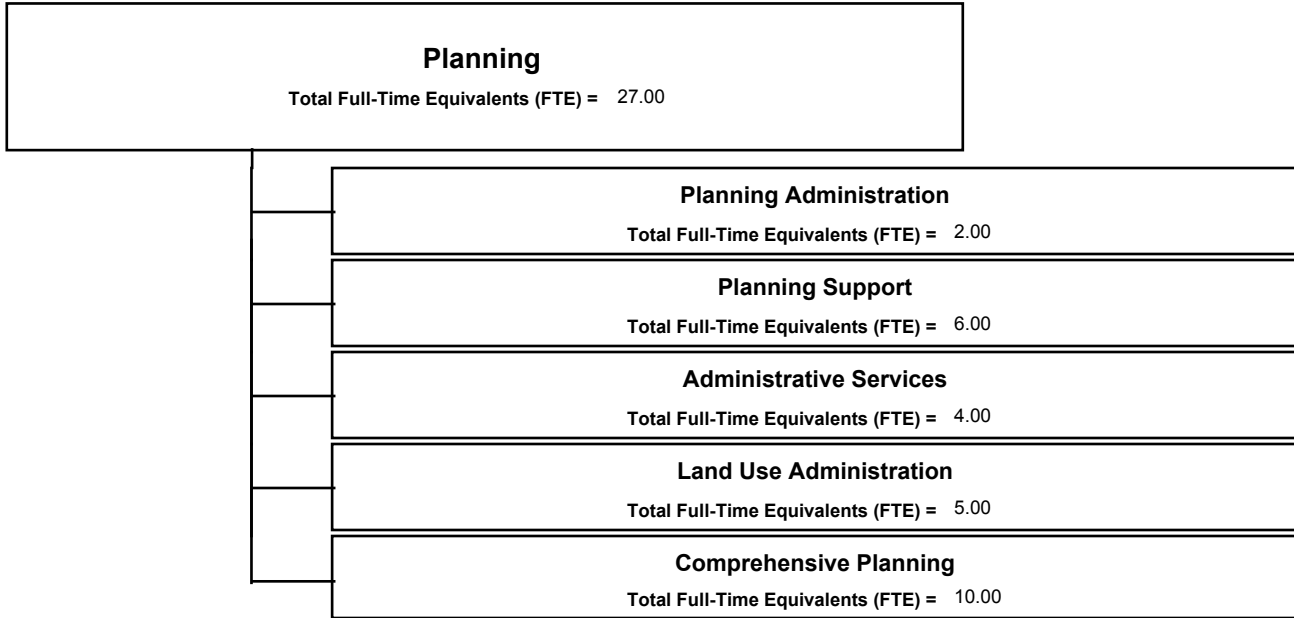
Continued Capital Projects

The following list represents some major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Bond Community - Neighborhood
Weems Road PASS
Lipona Road - PASS
Lonnbladh Road PASS
Kerry Forrest Parkway Extension
Gaines Street FAMU Way Madison
Tennessee Street Gateway Enhancement
Lake Bradford Gateway Enhancement
Intersection Improvements
Neighborhood Infrastructure Enhancement projects
Public Safety Complex



Development and Transportation Services
Planning
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services
Planning

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
250101 Planning Administration	368,195	609,371	614,596	531,795
250102 Planning Support	410,080	342,070	436,332	459,081
250103 Administrative Services	290,541	245,856	269,123	269,123
250104 Environmental Planning	13	0	0	0
250201 Land Use Administration	460,106	412,577	429,462	432,927
250301 Comprehensive Planning	856,038	823,937	908,796	911,175
250401 Transportation Planning	53	0	0	0
Total Expenditures	2,385,026	2,433,811	2,658,309	2,604,101

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	1,880,357	1,930,578	2,111,358	2,139,951
Operating	70,163	66,221	227,641	227,641
Allocated Accounts	310,619	318,666	319,310	236,509
Transfers	123,887	118,346	0	0
Total Expenditures	2,385,026	2,433,811	2,658,309	2,604,101

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	1,484,163	1,521,790	1,712,991	1,658,783
Co Share of Co Employees	73,306	72,236	73,373	73,373
Co Contrib w/o Co Empl	801,394	813,622	844,641	844,641
Leon Co Rent and O&M	26,163	26,163	27,304	27,304
Total Funding	2,385,026	2,433,811	2,658,309	2,604,101

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
250101 Planning Administration	2.00	2.00	2.00	2.00
250102 Planning Support	6.00	6.00	6.00	6.00
250103 Administrative Services	4.00	4.00	4.00	4.00
250201 Land Use Administration	6.00	5.00	5.00	5.00
250301 Comprehensive Planning	10.00	10.00	10.00	10.00
Total FTE	28.00	27.00	27.00	27.00

Development and Transportation Services Planning

Summary of Services Provided

The Planning Department provides leadership to facilitate high quality growth and development in both the city of Tallahassee and Leon County. The department is comprised of five divisions, which include Administration, Support, Administrative Services, Land Use and Comprehensive Planning.

- Planning Administration provides accurate information, creative and effective planning recommendations and expertise in the areas of long-range land use, environmental, and transportation planning.
- Planning Support provides geographic information system research, mapping, graphics, computer, and publication assistance to the Planning Department and to the local governments.
- Administrative Services provides administrative support services for the department, including the provision of additional resources in understaffed areas, and coordinates work responsibilities within the Planning Department.
- Land Use Administration reviews rezoning applications, planned unit developments, developments of regional impact, and other large-scale developments.
- Comprehensive Planning promotes implementation of the Tallahassee-Leon County Comprehensive Plan (including oversight of the process of evaluating and amending the plan) and coordinates long-range transportation, environmental, and special planning projects and issues.

Trends and Issues

- Continue coordination and support to the Leon County School Board for the proper location of new school facilities.
- Complete implementation of the recommendations of the adopted Evaluation and Appraisal Report (EAR), which is a state-mandated review and reassessment of the comprehensive plan. Preparations for the next Evaluation and Appraisal Report will need to begin in 2013.
- Assist with the implementation of sector plans, including development of design standards specific to an adopted sector plan, the multi-modal transportation district, and other special areas of concern.
- Maintain involvement in the implementation of greenhouse gas reduction planning and development design standards as mandated by the State.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Planning Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions.

Development and Transportation Services Planning

City Commission Action

The City Commission approved the budget for this department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Development and Transportation Services
Planning
Performance Measures

Program Objectives

The Planning Department's fiscal year 2011 objectives are to:

- Continue to coordinate the implementation of the Southern Strategy Area policies of the comprehensive plan.
- Continue the implementation of the multi-modal transportation district plan.
- Continue to implement the Gaines Street corridor enhancement projects, including parks, streetscape improvements, new zoning codes, and historical building rehabilitation.
- Review type A, B, C, and D projects, including site plans and preliminary plats, plans for new public and private schools, rezonings, planned unit developments, and developments of regional impact.
- Continue implementation of inclusionary housing regulations, or identify additional options for the provision of inclusionary and affordable housing.

Analysis of Performance Measures

The increase in the number of residential dwelling units permitted in both the Gaines Street and Southern Strategy areas speaks to the effectiveness of proper zoning and planning laws. Both of these areas have been targeted for redevelopment by the city over the last several years. Several of the Planning Department's objectives listed above have been instrumental in guiding the development of both the Southern Strategy and Gaines Street areas. Both of these areas are critical in revitalizing the south side of town, linking the two universities (Florida A & M and Florida State) together for the successful redevelopment of Gaines Street, and for the success of an 18-hour downtown.

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of comprehensive plan amendments analyzed and correctly processed for public hearings and workshops.	#	88	25	40	25
Number of GIS layers actively maintained.	#	7.25	7.00	7.00	7.00
Number of residential dwelling units permitted within the Gaines Street Redevelopment Area.	#	15	30	16	20
Number of residential dwelling units permitted within the Southern Strategy Area.	#	79	20	25	20
Square feet of nonresidential development permitted within the Southern Strategy Area.	#	51,599	10,000	9,100	10,000

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of rezonings and planned unit developments processed per full time equivalent.	#	31	30	19	30
Percentage of acquisition costs for greenways paid for by the City.	%	0	100	50	50

There is no benchmark for the city match related to the acquisition of greenways. The city used 100% for FY10 based on the 2009 Florida Legislative session, which did not fund the State's Florida Forever program due to budget constraints; however, the 2010 Florida Legislature did fund \$15 million in the Florida Forever program.

Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percentage of customers satisfied with Planning's customer service.	%	95	95	95	95

Development and Transportation Services
Planning
Capital Improvement Program Budget

CIP Budget Overview

The Planning Department has one capital project in the fiscal year 2011 capital budget. The Greenspace and Environmentally Significant Lands project is funded at \$250,000 annually in the capital improvement plan, except for FY10 when the State did not fund the Florida Forever program. The funding for FY11 has been included because the State of Florida did fund the Florida Forever program in FY11 at \$15 million statewide.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
General Government - Future Bonds	250,000	1,250,000
Total Funding	250,000	1,250,000

Completed Capital Projects

The following list represents currently open projects with a magnitude greater than \$50,000 that are expected to be completed in fiscal year 2010.

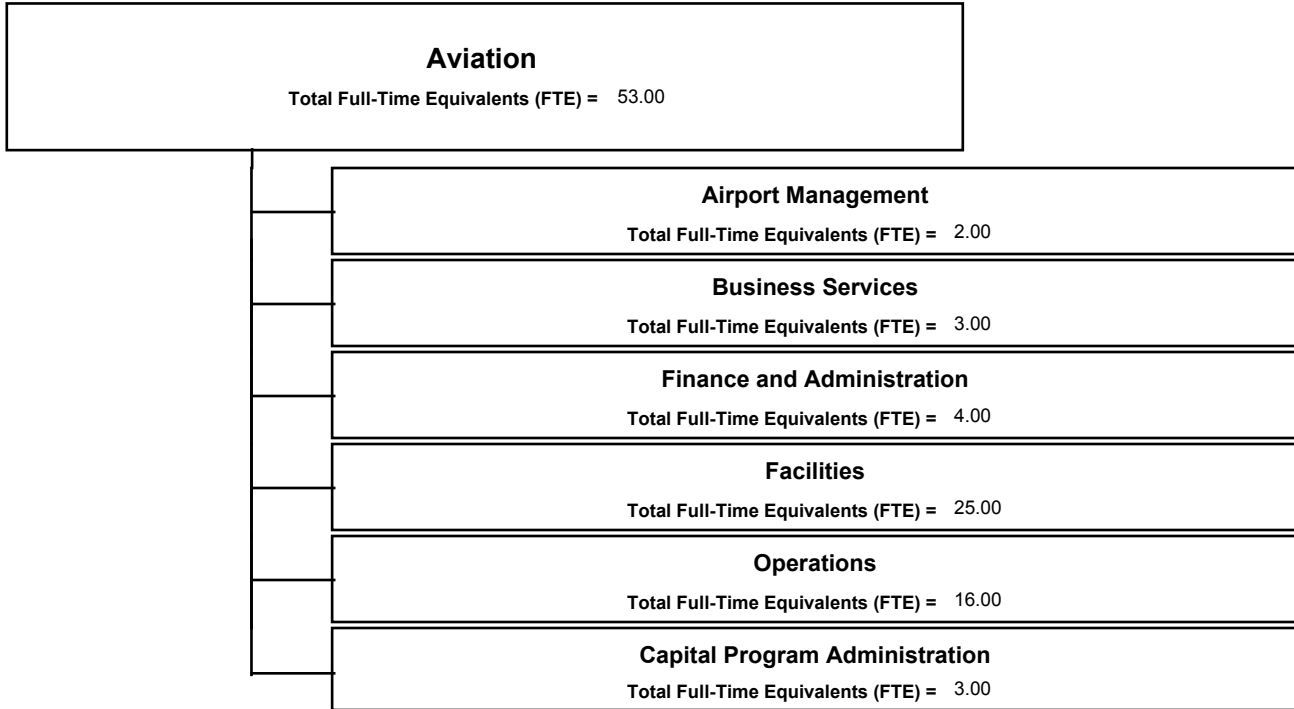
None

Continued Capital Projects

The following list represents projects currently open with a magnitude greater than \$50,000 that are expected to continue into fiscal year 2011.

None

Development and Transportation Services
Aviation
Organizational Chart



Development and Transportation Services

Aviation

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
270101 Airport Management	1,140,377	1,032,025	948,810	878,413
270102 Business Services	281,803	305,599	337,848	357,129
270103 Finance and Administration	4,001,599	3,496,181	3,807,763	3,824,665
270201 Facilities	3,149,246	2,931,205	3,584,219	3,562,466
270202 Operations	2,455,644	2,467,148	2,535,719	2,503,065
270203 Capital Program Administration	104,776	106,845	161,660	196,427
Total Expenditures	11,133,445	10,339,003	11,376,019	11,322,165

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	3,089,899	2,980,329	3,320,695	3,293,604
Operating	1,191,633	1,105,457	1,464,877	1,464,877
Other Services & Charges	30,000	30,000	30,000	30,000
Allocated Accounts	1,600,883	1,460,211	1,505,555	1,495,456
Utilities and Other Expenses	1,078,086	1,113,043	1,249,895	1,249,895
Transfers	1,284,471	1,271,337	1,296,773	1,272,463
Contributions to Operations	949,096	935,966	913,554	873,859
Year End Adjustments	1,909,377	1,442,660	1,594,670	1,642,011
Total Expenditures	11,133,445	10,339,003	11,376,019	11,322,165

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Airport Operating Fund	11,133,445	10,339,003	11,376,019	11,322,165
Total Funding	11,133,445	10,339,003	11,376,019	11,322,165

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
270101 Airport Management	2.00	2.00	2.00	2.00
270102 Business Services	3.00	3.00	3.00	3.00
270103 Finance and Administration	3.00	4.00	4.00	4.00
270201 Facilities	27.00	25.00	25.00	25.00
270202 Operations	16.00	16.00	16.00	16.00
270203 Capital Program Administration	3.00	3.00	3.00	3.00
Total FTE	54.00	53.00	53.00	53.00

Development and Transportation Services

Aviation

Summary of Services Provided

Airport Management

- Manages and provides guidance and direction for all the airport's activities
- Monitors and responds to federal, state and local requirements
- Manages community relations, governmental affairs and strategic planning

Business Services

- Administers lease management, concessions, restaurant and tenant relations
- Responsible for business recruitment, marketing and research and demographic reporting and analyses

Finance and Administration

- Responsible for financial management, accounting and budgeting
- Grant administration, billing and receiving
- Manages airline rates and charges

Facilities Management

- Responsible for building and base maintenance and environmental compliance
- Maintains the terminal, the control tower, fire station, hangars, runways, taxiways, aprons, parking facilities and all airport acreage

Operations

- Monitors and directs airfield operations
- Responsible for enforcement and oversight of airport rules and regulations and minimum standards
- Compliance to Federal Aviation Agency Regulations
- Manages services provided by fire and police units located at the airport

Capital Program Administration

- Responsible for managing the department's construction and capital improvement plan
- Prepares and identifies capital program costs, design review and environmental management
- Provides accountability to the city, Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT)

Development and Transportation Services

Aviation

Trends and Issues

The volatility in the cost of aviation fuel, airline mergers and bankruptcies, an unstable airline industry, worldwide economic downturn and the perceived expectation of being the economic engine of the region, operating and managing a commercial service airport has become even a greater challenge. The challenge is exacerbated, from a planning perspective, by the continued lack of Congressional Action on the Federal Aviation Administration (FAA) Reauthorization legislation. Additionally, pending federal legislation sponsored by the International Association of Fire Fighters (IAFF) and the AFL-CIO would add language to the FAA Reauthorization Bill that will have a significant funding impact on TLH. Furthermore, it could potentially cause many small airports like TLH to cease operation. Outlined below are the major areas of the airport operations that significantly impact fiscal year 2011 and beyond:

AIR SERVICE

During 2010, Aviation Department staff met with eight (8) different airlines: AirTran Airways, American Eagle Airlines, Delta Air Lines, Frontier Airlines, Gulfstream Airlines, JetBlue Airlines, Spirit Airlines, and US Airways. Airlines have reduced capacity to a point that even though TLH demonstrates high load factors, seats on connecting flights are unavailable. Legacy carriers are reluctant to add aircraft until they are stronger financially. Airlines have become very risk adverse. Further, the increased cost of fuel has caused routes that were potentially profitable to become unprofitable.

FEDERAL AVIATION ADMINISTRATION (FAA) REAUTHORIZATION

Congressional action on the Federal Aviation Administration (FAA) Reauthorization legislation is critical to the long-term sustainability of the United States aviation system. In a global economy, enabling Airports to safely and efficiently accommodate expected growth in passenger and cargo service is vital. Congress has dealt with FAA funding by Continuing Resolution since September 2001 when the last authorization ended.

SAFETY AND SECURITY - AIRPORT OPERATING CERTIFICATE

Currently pending federal legislation may have significant impacts on minimum required Aircraft Rescue and Fire Fighting (ARFF) equipment and/or personnel. On February 9, 2009, H.R. 915 was introduced in the U.S. House of Representatives. If passed, this legislation would require the Federal Aviation Administration (FAA) to significantly amend Title 14 Code of Federal Regulations Part 139 to more closely align minimum ARFF requirements with National Fire Protection Association (NFPA) standards. These changes could result in a three-fold (or more) increase in required ARFF personnel and/or equipment. The fiscal implications of these proposed changes, combined with the national economic downturn and continued federally mandated ARFF training criteria, could have a devastating impact on the fiscal viability of the Airport.

The Transportation Security Administration (TSA) continues to increase regulatory oversight of both airports and air carriers. The TSA continues to focus on several significant programs and a layered security approach that will have a direct impact upon Airport Security Personnel and available resources.

CAPITAL IMPROVEMENT PROGRAM (CIP)

The Airport Capital Improvement Program (CIP) is funded from four primary sources. These sources include Federal Aviation Administration (FAA) Airport Improvement Program grant funds (AIP) (Entitlement, Discretionary, and Stimulus), Florida Department of Transportation (FDOT) Airport Fund grants, Passenger Facility Charge (PFC) funds, and Airport Renewal, Repair, and Improvement (RR&I) funds. Due to the downturn in the worldwide economy and the impact on aviation operations and passengers at TLH, all four of these funds are expected to be lower than expected for the immediate future.

FACILITY INFRASTRUCTURE

In Fiscal year 2009, four of the division staff participated in the City's Voluntary Incentive Separation Program. These voluntary separations allowed the division to perform internal evaluation resulting in a functional organization that serves as a platform for the Phase II of division's restructuring.

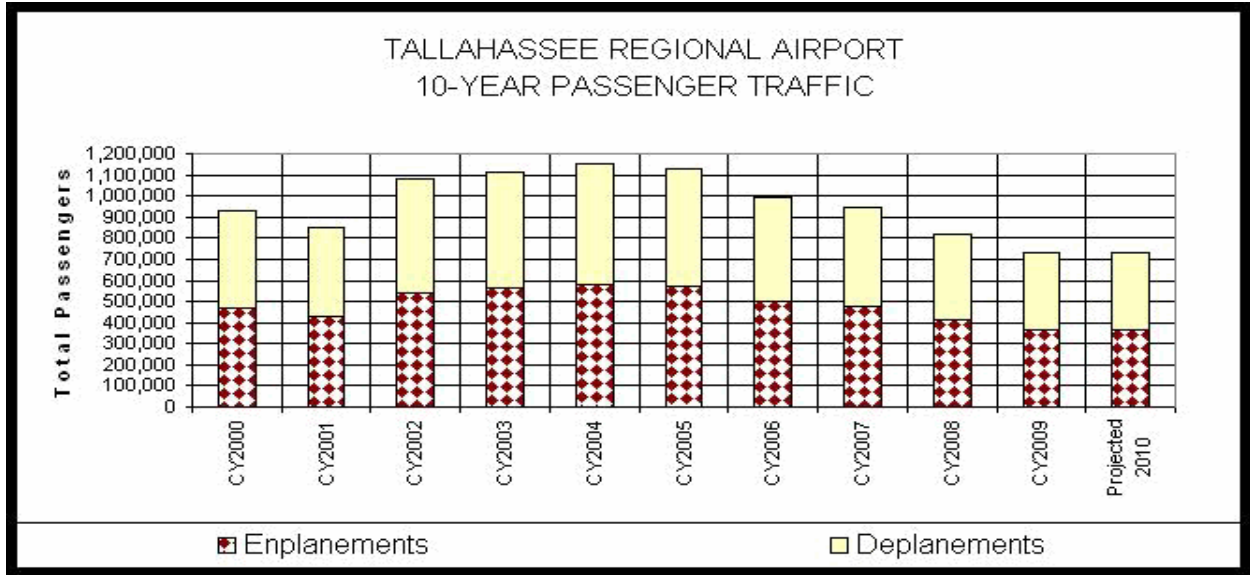
ECONOMIC DEVELOPMENT

An economic impact analysis performed by Wilbur Smith Associates on behalf of the Florida Department of Transportation in 2010 indicated that the total economic impact of Tallahassee Regional Airport exceeded \$377 million while being directly responsible for approximately 4,000 jobs in the community. Letters and inquiries from

Development and Transportation Services

Aviation

the traveling public suggest that travelers still expect the same features and services at an origination/destination airport (TLH) as would be found at a large hub airport, even during these adverse times.



Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Development and Transportation Services' fiscal year 2011 budget. See the City Commission action section for additional changes to the FY10 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$5,486.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,748).
- Reduction of utilities-electric account (571070) by 7% in all departments. Fiscal Impact: (\$47,061).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Development and Transportation Services

Aviation

City Commission Action

The City Commission approved the budget for Development and Transportation Services with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Development and Transportation Services

Aviation

Performance Measures

Program Objectives

The Aviation Department has identified the following as objectives for fiscal year 2011:

1. Maintain compliance with Federal Aviation Administration safety and security operating certificate,
2. Maintain the Aviation Fund's financial condition,
3. Maintain a customer satisfaction rating of at least 70%, and
4. Maintain effectiveness in the administration of the airport's capital programs.

Analysis of Performance Measures

Aircraft Incident Reports: In the first and second quarter of fiscal year 2010, the Aviation Department realized 20 aircraft incident reports and is anticipating 50 aircraft incident reports by end of FY10. This represents a 25% increase from the prior fiscal year (40) and is indicative of the increase in operations. The airport continues to implement TSA programs such as operation playbook to further tighten airport security by conducting random surveillance and screening activities at various locations. These efforts are reflected in the number of FAA citations reported. The year to date total for FY 2010 indicates that there were no citations reported.

Enplaned Passengers: Enplaned passengers is a measure that is heavily dependent upon the flow of passenger traffic, the flow of commercial airline traffic, and the number of reported weather and non-weather related incidents. In fiscal year 2009, 369,958 passengers were enplaned versus estimated 440,000. The year to date total for FY 2010 indicated that the airport experienced 176,382 enplaned passengers. This decline is due to higher ticket prices resulting from reduced capacity and high fuel costs.

Landing Fee Per 1,000 Pounds Landed Weight: In fiscal year 2009, the landing fee per 1,000 pounds landed was \$2.05. The year to date total for FY 2010 is \$2.14 which is consistent with the FY 2010 budget rate of \$2.14 per 1,000 pounds. The increases in these fees are driven by several factors including federal and state regulations, and tend to fluctuate slightly from year to year due to industry costs.

FAA Citations: The department reported outstanding effectiveness by having no citations reported from the FAA for fiscal year 2009, and they anticipate no citations for fiscal year 2010. This measure reflects the department's efforts to maintain high quality airline safety and security standards. This level of performance is anticipated to continue into fiscal year 2011.

There are no nationally promulgated benchmarks for the department's performance measures except where noted.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Aircraft Operations	#	89,316	87,000	62,594	81,000
Capital Projects	#	49.75	50.00	46.00	50.00
Persons Using Airport Terminal Facility	#	1,470,306	1,400,000	1,047,628	1,400,000
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Aircraft Incident Reports	#	40	50	26	50
Customer Service Upgrades	#	9	2	6	2
Deplaned Passengers	#	365,195	350,000	260,332	350,000
Enplaned Passengers	#	369,958	350,000	263,482	350,000

City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services

Aviation

Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Average Terminal Rental Per Square Foot	\$	47.14	47.14	47.14	47.00
Cost per Enplaned Passenger	\$	12.30	14.02	13.33	12.59
Landing Fee Per 1,000 Pounds Landed Weight	\$	2.05	2.14	2.14	2.17
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
FAA Citations	#	0	0	0	0
Projects on Time/Within Budget	%	95.00	75.00	98.33	90.00
Runway Incursions	#	0	0	0	0
SIDA Security Breaches	#	0	0	0	0
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Airport Operating Certificate Retained	1=Yes/0=No	1	1	1	1
Effective Capital Program Administration	1=Yes/0=No	1	1	1	1

Development and Transportation Services

Aviation

Capital Improvement Program Budget

CIP Budget Overview

The department's five-year capital improvement plan program includes funding for thirty-one projects in the amount of \$45,560,750 for FY 2011-2015. Fiscal year 2011 proposed appropriation of \$13,500,000 supports the Terminal Building Rehabilitation Phase II (\$1,100,000) project, Taxiway Z Rehabilitation (\$475,000) project, Runway 9/27 Reconstruction (\$10,000,000) project, the Electronic Airport Layout Plan (\$125,000) project, the Airfield Preservation (\$200,000) project, Miscellaneous Major/Minor Repair/Replacement/ Improvements (\$300,000) project, the Air Service Improvement Program (\$600,000), the Marketing and Promotional Study (\$100,000) project, the Airport Master Plan Update (\$500,000) project and the Jet Bridge Rehabilitation (\$100,000) project.

Additional capital projects in the five year capital improvement plan include funds for Runway 18/36 Improvements (\$1,275,000), South Apron Expansion (\$1,950,000), ARFF Vehicle Replacement (\$1,500,000), Taxiway S Rehab & Extension (\$1,170,000), Airfield Signage Improvements (\$487,500), Taxiway M Bypass (\$828,750), Airfield Lighting Improvements (\$487,500), Foreign Trade Zone (\$177,000), Terminal Apron Rehabilitation (\$900,000) Terminal Loading Bridge Installation (\$3,000,000), Hangar Infrastructure & Taxilanes (\$1,560,000), Air Carrier Apron Expansion (\$1,250,000), Airfield Safety Management System (\$500,000), Taxiway Improvements (\$1,200,000), MUPIDS Upgrades (\$500,000), ARFF Vehicle No. 3 Replacement (\$500,000), Consolidated Rental Car Facility (\$2,500,000), Solar Power Generating Facility (\$75,000), Air Traffic Control Tower Improvements (\$800,000), Hangar Development (\$1,000,000), and Boarding Bridge Replacement (\$2,400,000). Continued funding in FY12-FY15 is included to the Terminal Building Rehabilitation Phase II (\$3,100,000) project, the Airfield Preservation (\$600,000) project, Miscellaneous Major/Minor Repair/Replacement/ Improvements (\$1,200,000) project, the Air Service Improvement Program (\$2,400,000), the Marketing and Promotional Study (\$300,000) project and the Jet Bridge Rehabilitation (\$400,000) project.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
Airport RR&I	550,000	2,995,656
Airport RR&I Undesignated Balance	850,000	6,095,594
Federal Aviation Administration	10,450,000	20,317,000
Florida Department of Transportation - Aviation	825,000	5,389,000
Passenger Facility Charge	825,000	7,675,000
Private Investment Funds	0	3,088,500
Total Funding	13,500,000	45,560,750

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or underway and expected to be completed in fiscal year 2010.

- North Apron Overlay
- North Apron Rehan - Phase II
- Landside Directional Guidance
- GA Access Road Improvements
- Purchase Runway Sweeper
- Airport Pavement Management

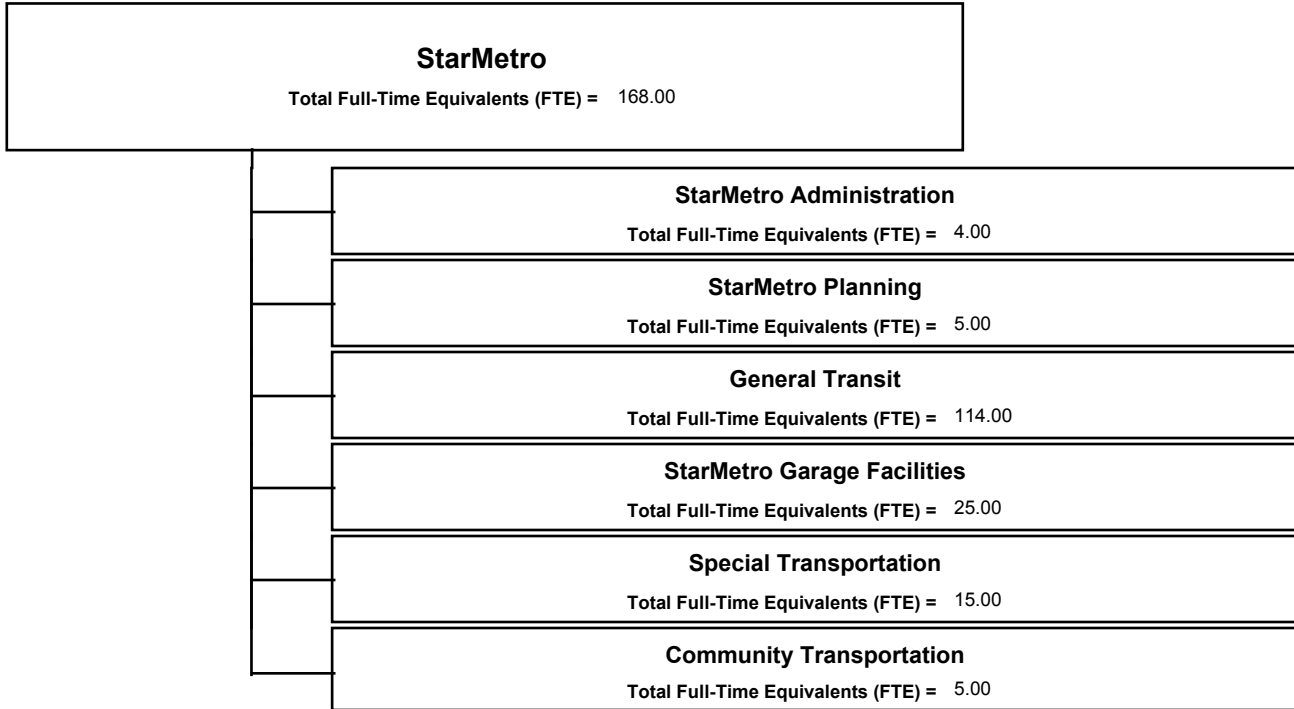
Development and Transportation Services
Aviation

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Taxiway Z Rehabilitation
Taxiway M Bypass
Taxiway S Rehab & Extension
ARFF Vehicle Replacement

Development and Transportation Services
StarMetro
Organizational Chart



Development and Transportation Services

StarMetro

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
280101 StarMetro Administration	2,402,662	2,359,035	2,484,947	2,458,858
280102 StarMetro Planning	458,910	395,988	477,611	477,611
280201 General Transit	7,055,761	7,636,918	7,408,864	7,583,830
280301 StarMetro Garage Facilities	3,006,640	2,886,297	3,040,348	3,061,216
280401 Special Transportation	1,033,068	1,051,377	1,064,872	1,063,620
280402 Community Transportation	1,837,186	1,656,787	1,658,989	1,673,299
Total Expenditures	15,794,227	15,986,402	16,135,631	16,318,434

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	9,066,773	8,990,881	9,286,363	9,290,596
Operating	3,360,165	2,949,632	3,256,324	3,256,324
Other Services & Charges	2,000	2,000	2,000	2,000
Allocated Accounts	1,864,285	1,966,779	1,648,581	1,619,661
Utilities and Other Expenses	1,490,170	1,823,765	1,931,603	2,141,160
Transfers	10,834	253,345	10,760	8,693
Total Expenditures	15,794,227	15,986,402	16,135,631	16,318,434

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Contribution From General Fund	7,331,045	8,168,570	8,190,444	8,373,251
StarMetro Operating Fund	8,463,182	7,817,832	7,945,187	7,945,183
Total Funding	15,794,227	15,986,402	16,135,631	16,318,434

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
280101 StarMetro Administration	3.00	4.00	4.00	4.00
280102 StarMetro Planning	5.00	5.00	5.00	5.00
280201 General Transit	116.00	114.00	114.00	114.00
280301 StarMetro Garage Facilities	25.00	25.00	25.00	25.00
280401 Special Transportation	15.00	15.00	15.00	15.00
280402 Community Transportation	5.00	5.00	5.00	5.00
Total FTE	169.00	168.00	168.00	168.00

Development and Transportation Services

StarMetro

Summary of Services Provided

- StarMetro is comprised of six divisions - Administration, Planning, General Transit, Garage Facilities, Special Transportation, and Community Transportation.
- The Administration division is charged with managing 168 full-time employees and monitoring a \$16.3 million operating budget and \$20.4 million capital improvement plan. The division handles budget preparation, grant applications, marketing and project management for the transit system.
- The Planning division, comprised of five full-time professional employees and several part-time or internship positions, provides policy and service development support to the other divisions. This division continuously reviews and recommends scheduling and route changes as the city develops. The division promotes and develops programs to increase transit revenue and ridership, such as U-Pass programs, the employee bus pass program, decentralization of the route structure, and service contracts.
- The General Transit division provides accessible transit services to citizens of Tallahassee. Transit services are provided 363 days a year. During FY 2009 bus service was provided on 42 city and university routes traveling over 2.1 million miles and providing 3.8 million passenger trips.
- The Garage Facilities division maintains an operating fleet of 67 buses, 17 vans, and 13 support vehicles. This seven-day a week schedule is covered by 11 technicians divided into two shifts with 16 hours of overtime required each week to support weekend and evening operations and maintenance. The facility maintenance subdivision of Garage Facilities maintains the administration building, C.K. Steele bus transfer center, 1,053 Star Stops, 120 shelters, 88 I-stops, 200 trash receptacles and 80 individual benches. This is accomplished with four full-time positions and four temporary positions.
- The Special Transportation division provides complementary paratransit service, Dial-A-Ride, in compliance with the Americans with Disabilities Act (ADA). Additionally, Dial-A-Ride provides service to the elderly throughout the City of Tallahassee during off peak hours. The Dial-A-Ride service is provided to anyone living within the Tallahassee city limits or within 3/4 a mile on either side of a fixed bus route in the areas outside of the city limits. In FY09, over 59,132 trips were provided and 426,891 miles were traveled in the coverage area.
- The Special Transportation division also serves as the Community Transportation Coordinator (CTC). The CTC is responsible for coordinating all transportation services for the transportation-disadvantaged population of Leon County. Transportation services are coordinated for Medicaid, Developmental Disabilities (Department of Children and Families), Vocational Rehabilitation, and the Transportation Disadvantaged Commission's non-sponsored riders.

Development and Transportation Services

StarMetro

Trends and Issues

- In 2010, Florida State University (FSU) amended the agreement to have a dedicated College of Engineering/Alumni Village route with 30 minute headways. This service replaced the joint FSU/Florida Agricultural & Mechanical University (FAMU) route with one hour headways. The service began in August 2010 and the result has been increased ridership on the FSU routes and a better connection from FSU to the College of Engineering.
- In previous years, StarMetro was authorized to use a portion of its FTA Section 5307 funds for operating assistance. This ended in FY10, when the Tallahassee Transportation Management Area (TMA) exceeded 200,000 residents. The result is the potential loss of \$404,000 in operating funds for FY11. A bill has been introduced in the House of Representatives to allow cities with populations exceeding 200,000, to use up to 50% of the FTA 5307 funds for operating assistance in FY11.
- In order to meet current and future travel demands, minimize the use of C.K. Steele Plaza for redevelopment, meet the changing land use patterns and connect with regional transit services, StarMetro plans to implement Nova2010 in mid-2011 or early 2012. The Nova2010 plan, approved by the City Commission on March 24, 2010, will put high-frequency transit service mainly on major roadways to connect passengers with destinations, without having to be re-directed through C.K. Steele. This new route structure will provide the opportunity to create more regional services in Gadsden, Wakulla and Jefferson counties.
- StarMetro's transit development plan (TDP), required by FDOT every five years, originally due in 2010, was delayed to 2011 by FDOT. The TDP will be accomplished via a collaborative effort with the Capital Region Transportation Planning Agency (CRTPA). The instrument for this collaborative effort is the Regional Mobility Plan, which will look at the long-range transportation issues facing the region. Transportation and land use planning will be analyzed jointly and will result in a comprehensive plan to provide direction on how to allocate the limited transportation dollars to improve the efficiency of the system.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the StarMetro Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$269,610.
- The department's electric utility account is reduced by 7% to recognize actual savings. Fiscal Impact: (\$5,343).
- The department's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: (\$293,391).

Development and Transportation Services

StarMetro

City Commission Action

The City Commission approved the budget for this department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Development and Transportation Services

StarMetro

Performance Measures

Program Objectives

The mission of StarMetro is to provide alternative and specialized transportation options for the citizens and visitors of Tallahassee in a convenient, safe, and dependable manner. In fiscal year 2006, StarMetro presented and received approval for the Tallahassee Transit Renaissance Plan. This process, in addition to completion of the 2005 Transit Development Plan (TDP) was the foundation for the transit system renaissance. The TDP identifies specific primary goals to be achieved, while StarMetro reinvents transit for the community.

- Reevaluate and maximize the efficiency of StarMetro's fixed route network.
- Improve financial stability and secure adequate funding for transit.
- Improve the image and increase marketing strategies of StarMetro.
- Build and maintain a knowledgeable and motivated employee team.

Analysis of Performance Measures

The percentage increase in fare free ridership is directly attributable to StarMetro actions taken over the last several years. In FY07, StarMetro implemented significant changes to the Seminole Express route structure at Florida State (FSU). The new route structure, implemented in August 2007, resulted in increased ridership from FSU students and a decrease in on-campus parking of approximately 500-700 vehicles daily. Due to the success of the Seminole Express route, a new off-campus route was added in August 2008. The Osceola route, which allows both FSU students and faculty to ride free, averages 5,100 monthly riders. Tallahassee Community College (TCC) has a similar agreement with StarMetro, wherein TCC students can ride fare free on StarMetro. Currently, StarMetro and Florida A & M (FAMU) are negotiating a new multi-year contract, which will extend off-campus service to FAMU students residing in off-campus housing. All of these actions by StarMetro account for the increasing numbers of fare free riders.

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
# Passenger Trips Carried	#	3,845,914	4,774,050	3,292,615	4,917,271
Farebox revenue generated	\$	792,145	3,951,000	2,917,024	4,109,000

TARGETS ARE BEING RESET BEGINNING IN FY 2010. Prior years have only included actual cash fares reported in the Monthly Revenue Analysis. FY 2010 will include Farebox revenue as reported on the Monthly Revenue Analysis, Revenue from Smart Cards and from University Contracts.

Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Basic system cost per passenger	\$	2.61	2.17	2.65	2.24

Basic system cost per passenger - This cost is determined by dividing operating cost (salaries, expenses, fuel) for each month by the total number of passengers carried. Based on the 2004 National Transit Database information, Florida systems of comparable size to StarMetro (Gainesville and Pensacola) reported cost per passenger of 1.56 and 3.69 respectively.

Basic system revenue per passenger	\$	1.41	1.24	1.50	1.24
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The revenue per passenger is determined by dividing the total revenue from the Revenue Analysis StarMetro Operating fund by the total numbers of passengers from the monthly National Transit Data (NTD) ridership reports.

Dial A Ride cost per passenger	\$	15.31	14.70	13.92	18.30
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The cost per passenger is determined by dividing the total operating cost (salaries, expenses, fuel) by the total number of passengers carried. The operating costs are extracted from Peoplesoft and the total number of passengers is furnished to the planning division by the Dial-A-Ride program manager who retrieves this information from the Tripiaze Productivity Report.

City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services

StarMetro

<u>Effectiveness Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
Farebox recovery ratio	%	34.33	33.00	36.64	33.00

The farebox recovery ratio is calculated by dividing the farebox revenue which includes cash fares, smart cards and university contracts, by the total operating cost (salaries, expenses, fuel).

Development and Transportation Services

StarMetro

Capital Improvement Program Budget

CIP Budget Overview

The department's five-year capital improvement plan program includes funding for six projects in the amount of \$20,353,800 for FY11 - FY15. Fiscal year 2011 capital budget request of \$4,077,700 supports Section 5307 and Section 5309 funding. Section 5307 funding is formula based, allocating federal dollars to StarMetro for both capital and operating assistance, with limits on operating assistance since StarMetro services an area with over 200,000 residents. Section 5309 funding is for capital and represents StarMetro's request for funding. StarMetro is notified after the fiscal year is underway regarding the actual Section 5309 award. The third project is designed to transport welfare recipients and eligible low-income individuals to and from jobs and activities related to their employment. The project also supports reverse commute activities designed to transport residents of urbanized areas and other than urbanized areas to suburban employment opportunities. The fourth project will provide funding to reduce barriers to transportation service and expand the transportation mobility options to individuals with disabilities beyond the requirements of the Americans with Disabilities Act. The fifth project is to acquire mobile data terminals for the Community Transportation Coordinator (CTC) vehicles through the American Recovery and Reinvestment Act (ARRA). The final project is a miscellaneous accounts receivable project to allow StarMetro to receive outside funding to construct bus shelters and benches.

Funding Source	FY 2011 Appropriation	5 Year CIP Total
FDOT Toll Road Credit	759,750	3,974,900
Federal Transportation Administration	3,267,950	16,128,900
StarMetro Accounts Receivable	50,000	250,000
Total Funding	4,077,700	20,353,800

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

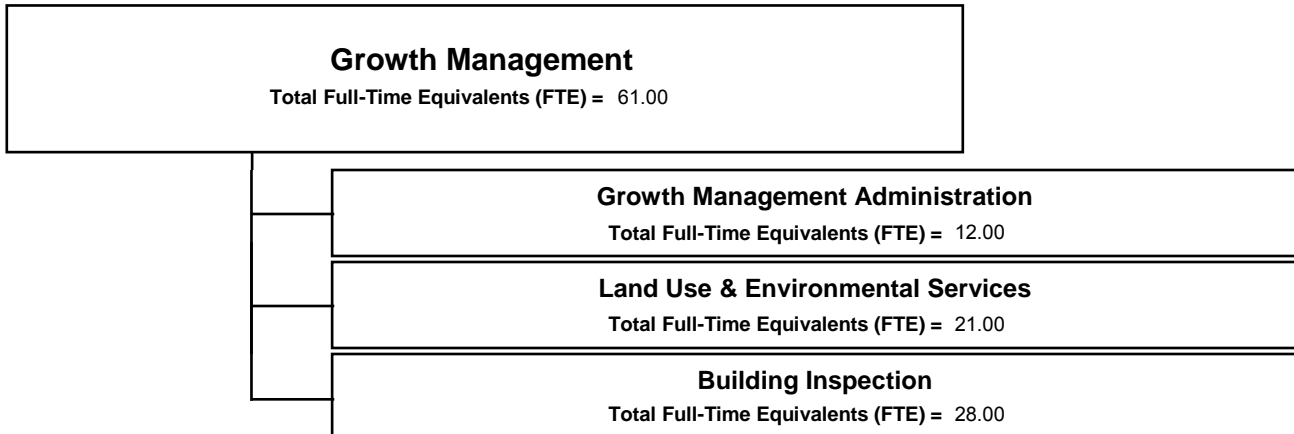
Renovate/Rehabilitate C.K. Steele Plaza
2010 New Freedom

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Expansion – Transit Facilities
StarMetro ITS Project
Purchase Replacement Buses

**Development and Transportation Services
Growth Management
Organizational Chart**



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
330101 Growth Management Administration	1,189,232	1,481,534	1,561,154	1,406,551
330301 Land Use & Environmental Services	2,133,290	1,685,719	1,801,914	1,784,226
330401 Building Inspection	3,142,126	2,439,753	2,892,060	2,892,056
Total Expenditures	6,464,648	5,607,006	6,255,128	6,082,833

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	4,834,409	4,189,042	4,531,112	4,497,802
Operating	112,579	120,991	413,757	327,394
Allocated Accounts	1,149,697	1,062,345	1,045,746	971,435
Transfers	367,963	234,628	72,849	72,849
Year End Adjustments	0	0	191,664	213,353
Total Expenditures	6,464,648	5,607,006	6,255,128	6,082,833

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	3,322,522	3,167,253	3,363,068	3,190,777
Building Inspection Fund	3,142,126	2,439,753	2,892,060	2,892,056
Total Funding	6,464,648	5,607,006	6,255,128	6,082,833

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
330101 Growth Management Administration	10.00	12.00	12.00	12.00
330301 Land Use & Environmental Services	28.00	23.00	21.00	21.00
330401 Building Inspection	37.00	30.00	28.00	28.00
Total FTE	75.00	58.40	61.00	61.00

Development and Transportation Services

Growth Management

Summary of Services Provided

The Growth Management Department is the land development regulatory agency of city government. The department implements the city's environmental and land development activities. The department is also responsible for enforcing the city's building codes through review of building plans, permitting, and the inspection process. The department consists of the following divisions:

Administration

- Manages and provides direction and technical support through the ongoing review and evaluation of codes and ordinances enforced by the department's internal processes and management activities;

Land Use and Environmental Services, (LUES)

- Responsible for enforcement of the concurrency policy, the zoning/site plan/subdivision code, and the environmental management code;
- Administers the stormwater operating permit and environmentally sensitive lands mapping programs;

Building Inspection

- Responsible for enforcing the city's building and sign codes;
- Ensures that planned construction is in compliance with applicable codes;
- Authorizes utility connections and issues certificates of occupancy;
- Provides centralized intake and coordination of all permit applications;
- Administers contractor licensing regulations, and enforces the rooming house ordinance.

Development and Transportation Services Growth Management

Trends and Issues

The following represent current trends and issues for the department:

- The residential construction downturn continues to be a major issue. It appears, based on the permit numbers for the third and fourth quarters of the year, that residential construction has started to improve. Additionally, the first 6 months of FY10 showed a positive trend with an increase in permitting of 27 percent over the same period last year (from 132 to 168). While this in no way is a solid indicator of future trends, it is the first upward movement in several years.
- Type A site plan applications dropped approximately 58% (from 65 to 27) between FY08 and FY09. Type B site plans have dropped 39% (from 13 to 8). Environmental permit applications dropped 50% (from 133 to 67) within this time period. However, it is important to note that this figure does not include the 56 stimulus projects reviewed by Growth Management. When these projects are considered, there is only an 8% decrease in environmental permit application reviews. There was a 13% increase (from 8 to 9 applications) in Limited Partition applications between FY08 and FY09.
- Type A site plan applications for the first 2 quarters of FY10 have dropped 18% (from 17 applications to 14) when compared to the first 2 quarters of FY09. Type B applications have dropped 100% (from 4 to 0 applications) during this same time period. When the first 2 quarters of FY10 are considered, there has been an 83% drop (from 6 to 1) in Preliminary Plat applications and a 50% increase (from 2 to 3) in Limited Partition applications.
- The Records Management Section scanned a total of 1,100,621 pages in FY09. Up to the third quarter of FY10, staff scanned 244,818 pages. Many of these pages are large plan sets that need to be prepped and fed individually through the large document scanner. To date, 100% of all Land Use and Environmental Services historical files and 90% of all Building Inspection historical files have been processed into the EDMS.
- Due to minimal staffing levels, the Building Inspection Division, the division found that they are unable to maintain their performance goals with regard to residential plan review. Therefore, two positions are being transferred from Energy Services and are being added in the capacity of a Plans Examiner and a Mechanical Inspector.
- Sustainable construction continues to be a focus. The federal, state, and local governments are actively promoting sustainable construction by implementing new laws and incentive programs. The new building codes went into effect March 1, 2009, and created a requirement that all new construction be 15% more energy efficient. As a result, the Building Inspection Division has seen a marked increase in permitting related to energy efficient systems. The largest areas of increase have been in the areas of solar photo-voltaic systems, solar water heating, gas tankless water heaters, and more energy efficient heating and air-conditioning systems.
- Recent efforts have been directed toward stimulating development and advancing projects to the "shovel ready" phase. To date, Growth Management has reviewed 59 public sector projects under the Local Economic Emergency Fast Tracking System. In addition, Growth Management is continuing to work with the Economic Development Council (EDC) to "pre-permit" up to 10 lots. Application fees are held in abeyance for these projects until approval of building permit applications.

Development and Transportation Services Growth Management

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Growth Management's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$3,233.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$7,817).
- The department's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: \$15,674.
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- During FY 2009, an additional five positions were reassigned to Energy Services to meet the increased demand for energy audits and three positions were transferred to the Neighborhood Services to implement an enhanced code enforcement program. In FY11, two (#7019 & #7018) of the five positions that were reassigned to Energy Services will be returned back to Building Inspection.
- In addition, the deputy building official position is being funded for 100% of his time from Building Inspection. This position was previously funded with a 60%/40% split between Facilities Management and Building Inspection.

City Commission Action

The City Commission approved the budget for the Growth Management Department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Development and Transportation Services
Growth Management
Performance Measures

Program Objectives

Over the last fiscal year, Growth Management has continued to identify and implement innovations to achieve higher operational efficiency and improved customer service.

Staff has made steady progress toward the implementation of City Projects, made possible through ProjectDox. This application allows developers and contractors to electronically upload required applications and supporting documents from their office computers directly into the City Projects system where they can be reviewed by City staff. Records Management efforts continue to advance development in City Projects (ProjectDox). The Type B site plan application has been completed and most of the remaining Land Use and Environmental Services (LUES) applications are ready to be implemented. Additionally, the Land Use Compliance Certificate (LUCC), Preliminary Plat and Limited Partition are now live while the Type A site plan applications will be ready to "go live" in mid December 2010.

A staff committee has also been convened to develop options for streamlining the development review process for private sector projects. The committee implemented short-term improvements in May 2010 and developed a timeline for longer-term improvements. Options considered include conducting concurrency reviews internally (rather than requiring that a consultant be hired to run the analysis), enhancing our presence on Talgov.com, developing a customer service improvement plan, and creating a unified site plan/environmental permit review.

Analysis of Performance Measures

Growth Management remains committed to reducing the building permit application review time. Their success is reflected in the efficiency measures tracked by the department. Most of the improvements are due to internal business process streamlining.

The number of building inspections performed in FY09 (65,554) was 17% lower than the number performed in FY08 (79,115); this number then decreased in FY10 (65,000) by 1%. The issuance of new single-family residential permits decreased by 34% from FY08 (367) to FY09 (243), but has increased in FY10 (315) by 30% from FY09. Approximately 320 single-family permit applications were received and reviewed, in January 2009, for which permits were never issued, due to other economic conditions. However, the increase in FY10 is favorable due to tax credits and incentives recently made available for homebuyers, causing a demand for new inventory. Furthermore, while the number of new multi-family permits issued increased from FY08 (225) to FY09 (295) by 24%, it has a decrease of 92% in FY10 (24). This will also support the notion that there is a demand more for single-family homes due to incentives.

The percentage of commercial building permit applications issued comments in 21 days increased from 80.92% in FY08 to 99.0% in FY09 but has decreased to 98.0% during FY10. The percentage of minor commercial building permit applications issued comments within 14 days remained constant from FY09 to FY10 with 100% being issued within this timeframe.

Land Use and Environmental Services (LUES) Division has focused efforts on improving processes and implementing special project assignments. Examples of these efforts include a reorganization of the division to facilitate cross training and combining of job functions, implementation of a special project initiative which resulted in the completion of the glitch ordinance, and the development of processes for reviewing stimulus projects. It is important to note that LUES has processed 73 stimulus projects for which all the fees have not been collected to date. Many of these projects were initialized in FY10, and collection of the revenues is anticipated in FY11, as the projects near completion.

The Records Management Section has scanned 100% of the historical files of paper records in the Land Use & Environmental Services division and 90% for the Building Inspection division.

City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services
Growth Management

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
No. of building inspections performed	#	65,554	65,000	44,656	66,500
No. of concurrency applications processed	#	48	30	29	40
No. of environmental permits processed	#	67	78	51	85
No. of environmental reviews processed	#	91	115	49	125
No. of limited partitions processed	#	9	4	4	5
No. of new 1&2 family building permits processed	#	243	315	214	315
No. of new multi-family dwelling units processed	#	295	225	21	225
Number of pages processed into EDMS - to include (Building Inspection, Land Use & Env. Services, Board documentation and Admin phone & p-card statements).	#	0	0	244,818	0
<i>Goal is to scan all documents presented to the Records Management Unit within the earliest possible timeframe. New measure for FY10 - no historical data.</i>					
No. of preliminary plats processed	#	11	8	2	8
Number of public records requests processed (includes walk-in & telephone requests, as well as those routed through the Treasurer-Clerk's office)	#	0	0	1,250	0
<i>Goal is process all public records requests within the earliest possible timeframe. New measure for FY10 - no historical data.</i>					
No. of stormwater operating permit inspections	#	1,331	1,200	645	1,200
No. of sub-permits issued	#	9,516	9,000	7,602	9,000

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Development and Transportation Services
Growth Management**

Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% of minor 1&2 family residential plan review comments provided to the customer in five days or less. <i>Goal is that 80% of residential plan comments are provided to the customers within five working days.</i>	%	0.00	80.00	94.67	80.00
% of Applications Appropriately Routed in 24 Hours <i>Goal is that 95% of applications be appropriately routed within 24 hours.</i>	%	95	95	95	95
% of CIS Data Input Without Errors <i>Goal is that 95% of CIS data is input without errors.</i>	%	98	98	98	98
% of CIS Work Orders-Single Connections Shipped in 24 Hours <i>Goal is that 98% of CIS work-orders-single connections are shipped within 24 hours.</i>	%	98	98	98	98
% of CIS-Multiple Connection Work Orders Shipped in 72 Hours <i>Goal is that 95% of CIS-multiple connection work-orders are shipped within 72 hours.</i>	%	98	98	98	98
% of Commercial Plans Comments Provided in 21 Days <i>Goal is to appropriately provide 75% of commercial plans comments within 21 days.</i>	%	99.00	90.00	92.56	90.00
% of emailed customer service request responses provided within one day through PETS <i>Goal is that 95% of the time, all customer service requests received via email through PETS are addressed within one day. Some requests may remain unresolved due to the need for additional information, but our goal is to at least attempt to reach the customer in this timeframe.</i>	%	0.00	95.00	90.21	95.00
% of Environmental Permit Comments Provided Within Statutory Timeframe <i>Goal is that 100% of environmental permit comments are provided within the statutory time frame.</i>	%	99	99	99	99
% of Minor Commercial Plans Comments Provided in 14 Days <i>Goal is to appropriately provide 75% of comments within 14 days.</i>	%	100	100	100	100
% of review comments (1&2) residential provided in 12 days <i>Goal is that 85% of review comments (1 & 2) residential be provided in 12 days.</i>	%	99.75	90.00	92.44	90.00
% of Type A Site Plan Comments Issued in 7 Days <i>Goal is for 100% of the Type A site plan comments to be issued in 7 days.</i>	%	100	100	100	100
% of Type B Site Plan Comments Provided in 21 Days <i>Goal is for 100% of the Type B site plan comments to be issued in 21 days.</i>	%	100	100	100	100

City of Tallahassee
Fiscal Year 2011 Approved Budget

Development and Transportation Services
Growth Management

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% of After Hours Inspections Performed as Requested <i>Goal is that 95% of after hours inspections be performed as requested.</i>	%	95	95	95	95
% of Building Permit Decisions Upheld <i>Goal is to have 100% of building permit decisions upheld.</i>	%	100	100	100	100
% of Data Input Without Errors <i>Goal is that 90% of data is input without errors.</i>	%	90	92	90	92
% of Inspection Requests Accepted for Next Day, or When Requested <i>Goal is that 95% of inspection requests are accepted for the next day, or for when requested.</i>	%	95	95	95	95
Percentage of site plan decisions successfully upheld <i>Goal is that 100% of site plan decisions be successfully upheld.</i>	%	100	100	100	100
% of time sensitive inspection request accepted for requested time <i>Goal is that 95% of time sensitive inspection requests are accepted for requested time.</i>	%	98	98	98	98

Development and Transportation Services
Growth Management
Capital Improvement Program Budget

CIP Budget Overview

The Growth Management Department has no capital projects in the FY 2011-2015 capital improvement plan.

Completed Capital Projects

The following list represents major projects with a magnitude greater than \$50,000, which were completed or were underway and expected to be completed in fiscal year 2010.

None

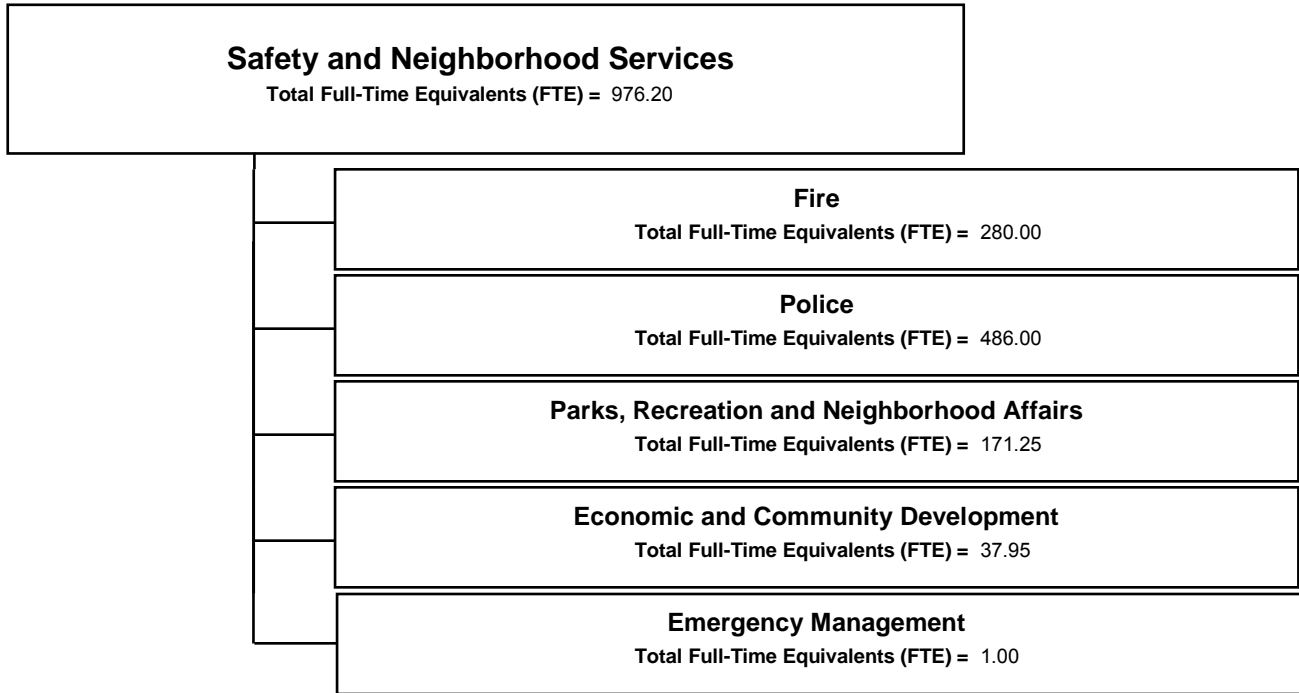
Continued Capital Projects

The following list represents projects with a magnitude greater than \$50,000, which are expected to continue into fiscal year 2011.

None



**Safety and Neighborhood Services
Organizational Chart**



Summary of Services Provided

The Safety and Neighborhood Services area includes the departments of Fire, Police, Parks, Recreation and Neighborhood Affairs, Economic and Community Development, and Emergency Management.

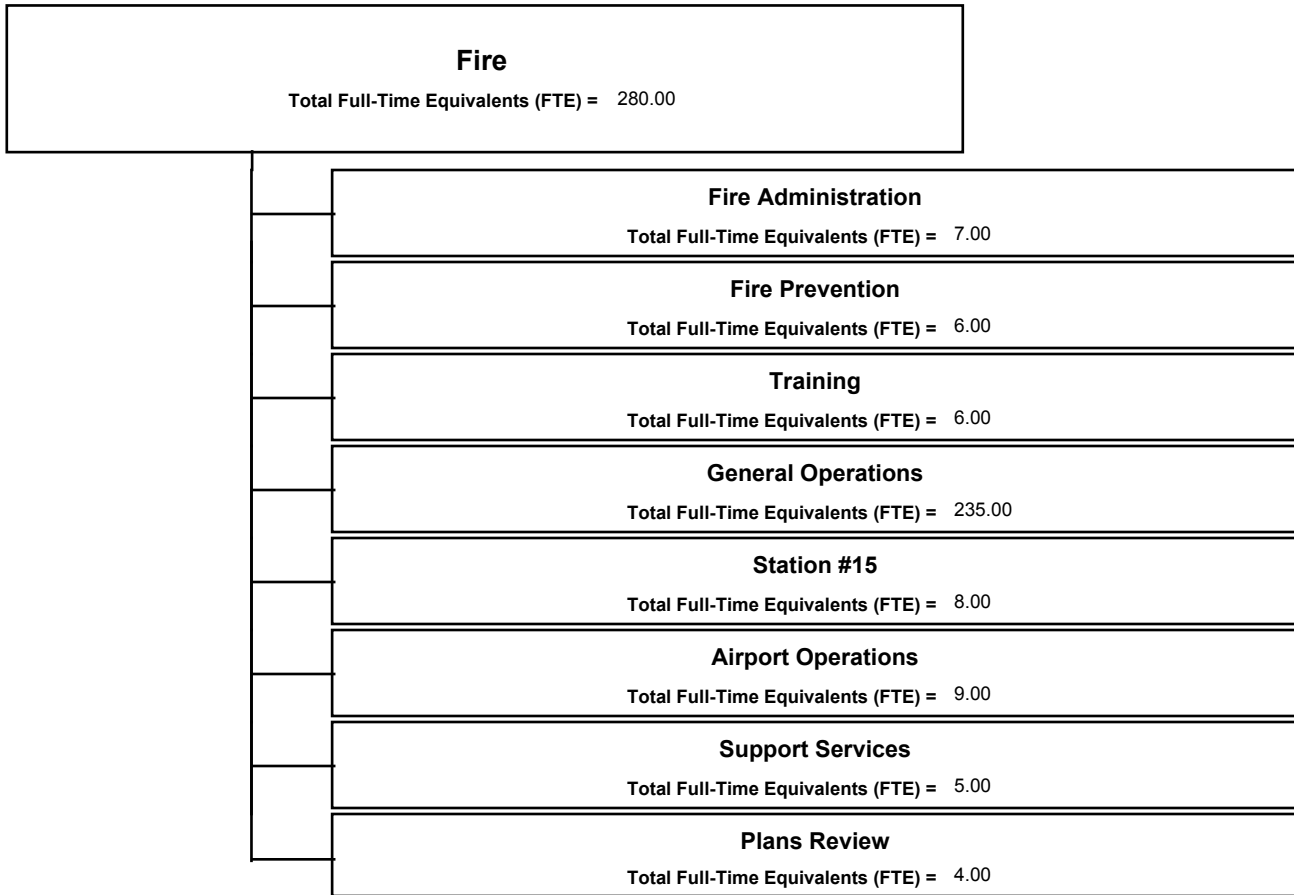
	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Expenditures Summary	100,500,955	102,749,616	107,244,501	107,706,813
Funding Summary	100,500,955	102,749,616	107,244,501	107,706,813
FTE Summary	985.75	978.45	976.20	976.20



Safety and Neighborhood Services

Fire

Organizational Chart



Safety and Neighborhood Services

Fire

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
200101 Fire Administration	4,671,965	9,737,224	10,191,119	10,212,141
200201 Fire Prevention	653,346	566,322	492,880	587,816
200301 Training	566,193	541,452	542,557	519,984
200401 General Operations	18,214,102	18,032,818	18,984,379	18,973,874
200403 Hazardous Materials	11,856	7,988	4,170	4,170
200415 Station #15	1,002,838	851,839	890,280	808,483
200416 Advanced Life Support	268,186	316,706	333,123	333,478
200501 Airport Operations	949,094	935,965	913,554	873,857
200701 Support Services	415,150	422,886	397,179	397,174
200801 Plans Review	318,697	288,695	314,639	313,200
Total Expenditures	27,071,427	31,701,895	33,063,880	33,024,177

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	19,596,266	20,295,537	21,601,854	21,586,748
Operating	943,682	1,440,584	1,521,369	1,521,369
Other Services & Charges	159,296	30,856	30,856	30,856
Capital Outlay	36,894	610,400	110,400	110,400
Allocated Accounts	5,152,976	5,565,210	5,824,531	5,947,163
Utilities and Other Expenses	353,237	367,271	315,465	348,864
Transfers	829,076	1,685,811	1,556,260	1,544,703
Contributions to Operations	0	285,800	294,350	294,350
Year End Adjustments	0	1,420,426	1,808,795	1,639,724
Total Expenditures	27,071,427	31,701,895	33,063,880	33,024,177

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Fire Services Fund	19,779,975	30,981,412	32,150,326	32,150,318
Fire Services - County Contr	3,331,162	-18,834	0	0
Fire Services - Station 15	786,597	-196,649	0	0
Transfer From Deficiencies Fd	2,224,597	0	0	0
Contribution From Airport Fd	949,096	935,966	913,554	873,859
Total Funding	27,071,427	31,701,895	33,063,880	33,024,177

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
200101 Fire Administration	8.00	7.00	7.00	7.00
200201 Fire Prevention	6.00	6.00	5.00	6.00
200301 Training	6.00	7.00	6.00	6.00
200401 General Operations	213.00	224.00	235.00	235.00
200415 Station #15	12.00	11.00	9.00	8.00
200501 Airport Operations	9.00	9.00	9.00	9.00
200701 Support Services	5.00	5.00	5.00	5.00
200801 Plans Review	4.00	4.00	4.00	4.00
Total FTE	263.00	272.00	280.00	280.00

Safety and Neighborhood Services

Fire

Summary of Services Provided

The Tallahassee Fire Department (TFD) provides the city of Tallahassee and Leon County with quality fire suppression, specialized hazardous material response, focused urban search and rescue, dedicated technical rescue, superior vehicle extrication, high quality emergency medical care, fire safety code compliance review and enforcement, and varied public education services. The response area covers 671 square miles serving a population projected at approximately 279,000 persons in fiscal year 2011.

The Administrative Division includes the office of the chief, public information, employee resources and financial management.

The Prevention Division provides proactive code enforcement, pre-development and pre-construction plans review, public education, target hazard occupancy inspections and fire cause determination investigation. These latter activities will cease to be provided in 2011, as they duplicate services provided by the state of Florida.

The Planning and Logistics Division conducts short and long range planning for infrastructure growth, capital equipment replacement, technological support, and service level improvements. In addition, the Logistics office is responsible for direct support to fire personnel and maintenance of fire facilities.

The Operations Division consists of the suppression, emergency medical services, and special operations battalions. Each is responsible for the provision of specialized emergency mitigation services including fire suppression, pre-hospital medical care, vehicle extrication, hazardous materials response and urban search and rescue. Service is provided from 15 fire stations strategically located throughout the community, and by 230 sworn firefighter/emergency medical technicians and 42 sworn firefighter/paramedics.

The Training Division provides continuing education, specialized certification, promotional examination, community demonstration and volunteer firefighter training for TFD personnel, community volunteer firefighters, and regional partners.

Safety and Neighborhood Services

Fire

Trends and Issues

The mission of the Tallahassee Fire Department is to provide for the safety and welfare of the community and fire personnel through proactive prevention, preparation and protection.

TFD is a municipal organization with contractual agreements to provide hazard mitigation throughout Leon County. The service area spans 671 square miles, with a concentrated population density in the urban core. Population, number and condition of properties along with community health and safety practices drive service requests. Leon County's population is estimated at 279,035 in 2011, and is expected to continue to increase by 16% through 2020. Total housing units in Leon County grew at a rate of 2% annually since 2000 and vacant housing units are growing at a 7.5% annual rate. Vacant housing units have an increased susceptibility to vandalism and arson. Throughout the same time period, over \$700 million in new commercial property was permitted and constructed. Increases in the number of properties to protect, vacant housing, and population increases resulted in a service demand of nearly 22,000 incidents in 2009, and a trend toward the same demand for 2010 and 2011.

The downtown area has become alive with high-rise condominiums that share the urban core with the highest risk populations and properties. The provision of quality fire suppression, specialized hazardous material response, technical rescue, fire safety code compliance review and enforcement, public education and other services to the community entails specific challenges and opportunities to the department. Current and future challenges include:

- Implementation of the fire services fee - Over the last several years TFD has exhausted all reserves and has incurred operating deficits, which have been funded via transfers from the deficiencies fund. In FY09, city and county entered into a revised interlocal agreement for the provision of fire and medical services. At that time, a countywide fire services fee was implemented with a quarterly collection mechanism in most of the unincorporated area. Revenues are being monitored to insure collections are sufficient to sustain department service levels throughout the five-year fee period (2010-2014). As shown in the Fire Fund proforma, however, a deficit of approximately \$536,000 is projected in the last year of the fee structure currently in place. A deficit of \$3.4 million also is projected for fiscal year 2015.
- Labor negotiations - The International Association of Firefighters Local 2339 and the city of Tallahassee has collective bargaining agreements that govern wages and benefits for two bargaining groups. Agreements are currently in place through 2011, however negotiations will begin in 2011 for contract terms effecting 2012 and beyond.
- Facilities - TFD facilities include 15 fire stations, five training buildings, and one administrative building that range in age from one to sixty years. Current funding levels will not support projected costs for facility maintenance and sustainment costs, therefore future plans to reduce expenditures elsewhere and reallocate existing funding to facilities repair will be monitored and implemented as needed.
- Apparatus - TFD has a fleet of 43 large apparatus ranging in age from two to fifteen years. The current replacement plan includes a "front line" life expectancy for customized large apparatus of 12 years, after which the aging apparatus is moved to "ready reserve" status. However, this schedule has not been followed and, as a result, much of TFD's fleet has reached an age of 12+ years. Several strategies have been considered to assist in prematurely over-aging vehicles, including rotating apparatus from high call volume stations to low call volume stations.
- Infrastructure growth – Despite population and property increases, TFD has not added additional response apparatus or stations since 2000. Consequently, the percentage of emergency calls reached within targeted response times is decreasing. During 2009, approximately 60% of emergency incidents were reached within the targeted response time of 6 minutes. The department will continue to monitor response times and the allocation of existing and new fire personnel to respond to emergencies as quickly as possible.

The Tallahassee Fire Department continues to perform its mission successfully, while being fiscally responsible with funding allocated for service provision.

Safety and Neighborhood Services

Fire

Significant Changes From FY 2010

The following service level changes are proposed for the Fire Department in fiscal year 2011:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; health care rates are set at actual cost per employee or at the family rate; and, in departments with more than fifty employees, a 3.0% vacancy rate is applied to salaries.
- Addition of eight firefighters effective October 1, 2010 as part of the renegotiated interlocal agreement between the city of Tallahassee and Leon County. Fiscal Impact: \$487,069.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$822.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$5,279).
- The department's electric utility budget is reduced by seven percent to recognize actual savings. Fiscal Impact: (\$15,940).
- The department's fleet replacement budget is adjusted to recognize actual cost. Fiscal Impact: \$162,755.
- Reduction in unclassified contractual services funding associated with the EMS division's discussions with emergency rescue equipment suppliers to extend the useful life of critical equipment, thereby avoiding high replacement costs. Fiscal Impact: (\$100,000).

City Commission Action

The fiscal year 2011 budget for the Fire Department was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.

Safety and Neighborhood Services

Fire

Performance Measures

Program Objectives

The Tallahassee Fire Department is faced with the challenge of providing fire protection, prevention, education, and pre-hospital medical care within the bounds of revenue produced by the fire services fee and contracts for service. The many services provided by TFD are critical to the safety and welfare of the community's citizens, and staff have been diligent in formulating ways to reduce expenditures while continuing to provide the same high quality services of past years.

In fiscal year 2011, the Fire Department will continue to focus on critical success factors identified in the strategic planning process of 2006. The department's commitment to these goals and the mission of the city continue to guide the department toward improved customer service, increased community health and safety, and solid business and community alliances.

TFD's critical success factors are to:

1. Provide high quality, diversified services to customers.
2. Ensure there is adequate staffing to perform the mission.
3. Provide proactive services to minimize and prevent the need for emergency mitigation.
4. Provide high quality medical services.
5. Improve and expand the department's communications activities.
6. Build strategic partnerships.
7. Continue to focus on cost management.
8. Ensure the availability of adequate technology.

Analysis of Performance Measures

Patient survivability and extent of property loss is highly dependent on the length of time prior to the arrival of emergency resources. The industry standard on organization and deployment of fire suppression operations, NFPA 1710, states that fire departments should arrive at 90% of all incidents within six minutes or less. TFD's response time goals are consistent with this standard; however, the department's resources are meeting this standard on approximately 59% of emergency calls for service through June 30, 2010.

Strategic location of fire equipment and personnel is essential to the department's success in achieving response time goals. Future service demand must be predicted and facilities proposed to continue to make progress on response time goals. To that end, an extensive facilities study has been completed to determine the need and priority of additional fire stations. Population increases, building demographics, current service demand, current service levels and anticipated growth were each considered during the analysis. The results identified an immediate need for three additional stations, a future need for additional stations in extensive proposed developments and the relocation of an existing station to improve efficiency.

Other significant performance statistics are provided below. Year to date statistics (FY2010 YTD) for all measures encompasses performance through the third quarter, June 30, 2010.

<u>Input Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
Number of EMS calls (ALS & BLS)	#	7,772	13,621	5,587	7,500
Number of people served	#	274,803	276,919	275,800	279,035

Based on Planning Department population data.

City of Tallahassee
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Safety and Neighborhood Services

Fire

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% firefighters that are EMTs	%	99.50	97.00	99.60	84.30
% firefighters that are paramedics	%	15.78	14.00	16.93	15.70
% of firefighters receiving 20 hrs/mo. training	%	100	100	100	100
Hours of in-service training for firefighters	#	59,760	59,760	44,820	60,000
Number of new plans or applications reviewed	#	652	500	494	500
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Cost per fire plan review	\$	477.00	607.12	432.04	626.40
<i>Expenses of the Plans Review Division divided by the number of plans reviewed.</i>					
Cost per response	\$	874.50	897.97	881.89	966.72
<i>General operations costs in selected cost centers divided by the number of rural and urban calls.</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% of fire and EMS calls with dispatch times < 60 seconds	%	63.43	90.00	64.69	90.00
% of fire and EMS calls with turnout times < 60 seconds	%	29.81	90.00	31.02	90.00
% of property value saved	%	67.75	75.00	69.55	75.00
% of rural fire and EMS calls with travel times < 6 minutes	%	61.15	90.00	59.11	90.00
% of urban fire and EMS calls with travel times < 4 minutes	%	60.29	90.00	57.94	90.00
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
% of structure fires contained to room of origin	%	47.20	40.00	59.55	60.00

Safety and Neighborhood Services

Fire

Capital Improvement Program Budget

CIP Budget Overview

The department's fiscal year 2011-2015 capital improvement program totals \$16,862,250 and includes a \$100,000 increase annually to support maintenance projects for existing fire facilities located throughout Tallahassee and Leon County, ongoing funding for fire hydrant maintenance and replacements, construction of a one-bay station planned for co-location at the Tallahassee-Leon County Public Safety Complex near Weems Road, and land acquisition and construction costs for two new facilities - one on Lake Bradford Road and another in the Southwood community. Additional construction costs (beyond 2015) for the two new stations is currently estimated at \$2,410,600.

The Fire Department also is contributing \$8 million in fiscal year 2011 for its prorata share of the Tallahassee-Leon County Public Safety Complex. Funding for the safety complex is not shown in the Fire Department's five-year CIP, but is included in the Public Works department's capital improvement plan, since that department's staff are project managers. Fire's total capital costs for fiscal years 2011 through 2015 totals \$24,862,250.

Funding Source	FY 2011 Appropriation	5 Year CIP Total
Fire Debt	0	13,075,950
Fire RR&I	775,250	3,786,300
Total Funding	775,250	16,862,250

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed in fiscal year 2010.

None

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Construction of Training Classroom
Replace Self-Contained Breathing Apparatus Equipment

Safety and Neighborhood Services

Police

Organizational Chart

Police Total Full-Time Equivalents (FTE) = 485.00	
	Administrative Services Total Full-Time Equivalents (FTE) = 20.00
	Patrol Operations Total Full-Time Equivalents (FTE) = 209.00
	Tactical Operations Total Full-Time Equivalents (FTE) = 21.00
	Criminal Investigations Total Full-Time Equivalents (FTE) = 60.00
	Special Investigations Total Full-Time Equivalents (FTE) = 23.00
	Special Operations Total Full-Time Equivalents (FTE) = 23.00
	Public Safety Communications Total Full-Time Equivalents (FTE) = 0.00
	Airport Unit Total Full-Time Equivalents (FTE) = 11.00
	Administrative Services Total Full-Time Equivalents (FTE) = 0.00
	Fleet and Facilities Maintenance Total Full-Time Equivalents (FTE) = 0.00
	Homeland Security Total Full-Time Equivalents (FTE) = 0.00
	Training Total Full-Time Equivalents (FTE) = 0.00
	Forensics Total Full-Time Equivalents (FTE) = 10.00
	Research and Special Projects Total Full-Time Equivalents (FTE) = 10.00
	Communications Total Full-Time Equivalents (FTE) = 57.00

Safety and Neighborhood Services

Police

Organizational Chart

	<p>Training Total Full-Time Equivalents (FTE) = 8.00</p>
	<p>Financial & Supply Management Total Full-Time Equivalents (FTE) = 7.00</p>
	<p>Property and Evidence Total Full-Time Equivalents (FTE) = 7.00</p>
	<p>Records Total Full-Time Equivalents (FTE) = 16.00</p>
	<p>Facility Management Total Full-Time Equivalents (FTE) = 3.00</p>

City of Tallahassee
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Safety and Neighborhood Services

Police

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
210101 Office of the Chief	1,870,488	1,725,566	1,954,983	1,826,937
210102 Employee Resources	447,068	422,220	412,705	411,713
210104 Financial and Supply Management	5,784,808	5,499,392	7,501,378	0
210501 Operations Bureau	194,790	0	0	0
210502 Operations Alpha District	92,143	0	0	0
210503 Northern Patrol Sector	11,082,682	11,514,227	11,354,753	10,226,741
210504 Southern Patrol Sector	7,557,911	7,294,702	7,029,110	7,635,646
210505 Tactical Operations	0	0	0	2,221,829
210601 Support Bureau	10,477	0	0	0
210602 Criminal Investigations	5,041,925	5,013,792	5,062,105	4,939,672
210603 Special Investigations	1,973,140	2,276,110	2,211,637	2,066,995
210604 Special Operations	3,082,813	2,957,714	2,768,767	2,310,361
210605 Public Safety Communications	3,356,098	3,218,777	3,463,573	0
210606 Airport Unit	1,171,831	1,131,790	1,135,391	1,189,226
210607 Juvenile Program	4,706	0	0	0
210608 Administrative Services	1,647,739	1,552,353	1,571,888	0
210609 Fleet and Facilities Maintenance	800,950	748,861	763,947	0
210610 School Crossings	196,223	214,461	210,993	210,464
210611 Police Donations	4,000	0	1,300	1,300
210612 Homeland Security	1,586,690	1,586,338	1,558,877	0
210613 Training	930,506	934,180	997,171	0
210614 Forensics	646,383	647,856	625,866	636,301
210701 Research and Special Projects	0	0	0	793,199
210702 Communications	0	0	0	3,626,383
210703 Training	0	0	0	1,008,763
210801 Financial & Supply Management	0	0	0	7,591,389
210802 Property and Evidence	0	0	0	448,535
210803 Records	0	0	0	882,511
210804 Facility Management	0	0	0	865,419
Total Expenditures	47,483,371	46,738,339	48,624,444	48,893,384
<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	37,845,631	37,611,076	39,170,386	39,302,384
Operating	1,205,628	1,026,076	1,636,990	1,636,990
Capital Outlay	20,287	5,555	0	0
Allocated Accounts	7,810,326	7,482,600	7,523,194	7,562,900
Utilities and Other Expenses	254,007	259,880	293,874	293,874
Transfers	347,492	353,152	0	97,236
Total Expenditures	47,483,371	46,738,339	48,624,444	48,893,384
<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	46,307,540	45,606,549	47,487,753	47,702,858
Donations Operating Fund	4,000	0	1,300	1,300
Airport Operating Fund	1,171,831	1,131,790	1,135,391	1,189,226
Total Funding	47,483,371	46,738,339	48,624,444	48,893,384

Safety and Neighborhood Services

Police

Operating Budget

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
210101 Office of the Chief	20.00	20.00	20.00	17.00
210102 Employee Resources	4.00	3.00	3.00	3.00
210104 Financial and Supply Management	7.00	7.00	7.00	0.00
210503 Northern Patrol Sector	120.00	130.00	130.00	117.00
210504 Southern Patrol Sector	88.00	86.00	86.00	92.00
210505 Tactical Operations	0.00	0.00	0.00	21.00
210602 Criminal Investigations	60.00	61.00	61.00	60.00
210603 Special Investigations	19.00	24.00	24.00	23.00
210604 Special Operations	30.00	29.00	29.00	23.00
210605 Public Safety Communications	56.00	56.00	56.00	0.00
210606 Airport Unit	13.00	11.00	11.00	11.00
210608 Administrative Services	27.00	25.00	25.00	0.00
210609 Fleet and Facilities Maintenance	3.00	3.00	3.00	0.00
210612 Homeland Security	25.00	12.00	12.00	0.00
210613 Training	7.00	8.00	8.00	0.00
210614 Forensics	10.00	10.00	10.00	10.00
210701 Research and Special Projects	0.00	0.00	0.00	10.00
210702 Communications	0.00	0.00	0.00	57.00
210703 Training	0.00	0.00	0.00	8.00
210801 Financial & Supply Management	0.00	0.00	0.00	7.00
210802 Property and Evidence	0.00	0.00	0.00	7.00
210803 Records	0.00	0.00	0.00	16.00
210804 Facility Management	0.00	0.00	0.00	3.00
Total FTE	489.00	485.00	485.00	485.00

Summary of Services Provided

- The Office of the Chief includes the Chief of Police, the Deputy Chief, two Majors, as well as Executive Services, Public Information, Crime Analysis, Legal, Professional Standards, and Internal Affairs. Employee Resources and Financial Management units also report directly to the Chief. The Majors are assigned direct oversight responsibility for the department's two bureaus.
- The Operations Bureau includes the Patrol and the Special Operations Divisions. The Patrol Division consists of the Northern and Southern Patrol Sectors. The Patrol Sectors utilize a zone based patrol concept that is consistent with the department's community oriented policing philosophy. Patrol personnel are assigned a geographical zone so that they may become more familiar with the people that live and work in the area and with the activities that typically take place. This encourages more interaction between officers and residents and allows officers to focus on crime prevention and enforcement activities that may be unique to their zone.
- The Special Operations Division is responsible for traffic enforcement, special event staffing, and community relations. The unit also includes the Reserve and School Crossing Guard programs. Homeland Security is also a part of the Special Operations Division. The Homeland Security unit includes Hazardous Devices, Canine, Tactical Apprehension and Control, and Airport Security.
- The Support Bureau is comprised of the Criminal Investigations and Administrative Services Divisions. Criminal Investigations consists of Persons and Property Crime, Victim Advocate, Forensic Science, Criminal Intelligence, and Special Investigations. Administrative Services includes Communications, Records Management, Property and Evidence, Fleet and Facilities Management, and Training units.

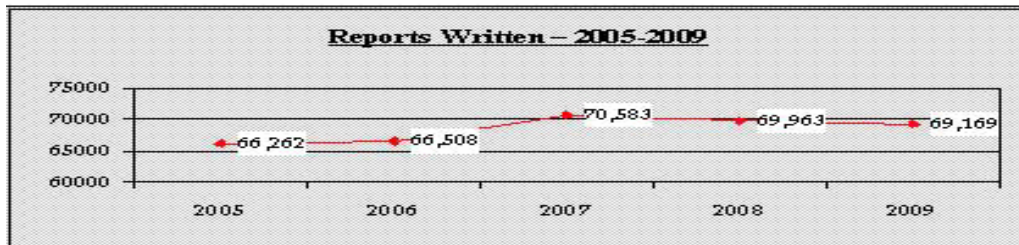
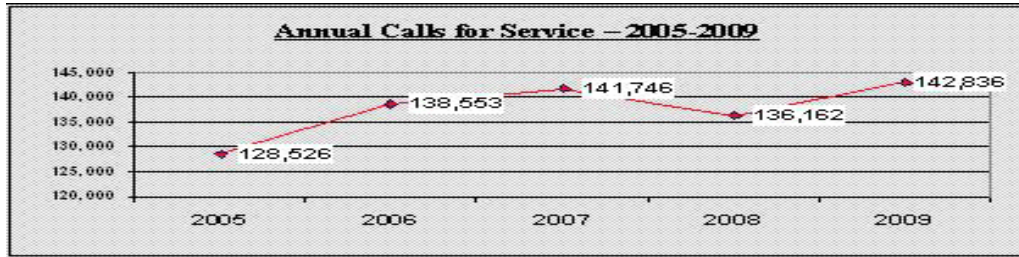
Safety and Neighborhood Services Police

Trends and Issues

· Tallahassee's crime rate is driven by multiple factors – unemployment, single-parent families, average age of residents, high school drop out rates, availability of drugs, influence of religious institutions, density of population, quality of housing stock, etc. While these social and demographic factors are known to have a correlation with crime, the ability of the Police Department to affect them is minimal. To craft an effective crime-fighting strategy for the coming years several key factors, unemployment and population, must be taken into consideration.

· Beginning in 2006, Tallahassee saw significant increases in both violent crime and property crime. In 2006, the City of Tallahassee had 9,324 offenses reported as part of the Uniform Crime Reporting (UCR) program, and for 2008 the City had 10,876 offenses reported – a 16% increase between 2006 and 2008. Unexpectedly, this trend reversed itself during 2009 with a decrease of 7.3% between 2008 and 2009; however, the overall five year trend (2005-2009) is basically unchanged, even though there have been significant annual variations.

· Even though the number of reported UCR crimes decreased during 2009, the number of calls for service increased 4.9% between 2008 and 2009. Over the last five years the total number of calls for service increased over 11%. As a result of these calls for service, officers write approximately 70,000 reports annually.



Safety and Neighborhood Services

Police

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Police Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

· Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% and police union employee pension rates are 18.1%, based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries and benefits.

· Miscellaneous line item reductions, including reducing law enforcement handbook copies, eliminating pagers and reducing the telephone budget for a new city cell phone contract. Fiscal Impact: (\$22,260).

· Reduction in overtime due to interagency agreements with the U.S. Marshals Service and the U.S. Bureau of Alcohol, Tobacco and Firearms that allow for reimbursement of overtime related to investigating cases involving their departments. Fiscal Impact: (\$50,000).

· Reduction in overtime due to the introduction of a new part-time job classification, special event traffic assistant (SETA), which allows the Police Department to provide traffic related services during special events using non-sworn personnel. Fiscal Impact: (\$50,509).

· Reduction in temporary wages due to an administrative reorganization. Fiscal Impact: (\$83,009).

· The Police Department has identified savings in their budget, which will be used to fund in-car camera systems. Fiscal Impact: \$68,889.

· The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$23,812).

· The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$142,673.

· The department's electric utility account is reduced by 7% to recognize actual savings. Fiscal Impact: (\$18,788).

· The department's fleet replacement account is adjusted to recognize contributions based on total number of vehicles subject to replacement by the fleet reserve fund. Fiscal Impact: \$452.

Safety and Neighborhood Services

Police

City Commission Action

The City Commission approved the budget for the Police Department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Safety and Neighborhood Services

Police

Performance Measures

Program Objectives

The department has identified the following program objectives for fiscal year 2011:

- Reduce Crime,
- Improve Professional Development and Succession Planning,
- Enhance Marketing Strategies and Community Partnerships,
- Position TPD as a Model Agency, and
- Establish Plans for a future Police Department Facility.

Analysis of Performance Measures

The Tallahassee Police Department is responsible for controlling crime and maintaining civil order in the community. One of the ways the department measures its success in controlling crime is through the FBI's Uniform Crime Reporting (UCR) program. By tracking the crime index the department is able to compare the number of crimes committed in Tallahassee with overall national trends.

Each year the FBI publishes a report called, "Crime in the United States: Uniform Crime Reports," which is calendar year data compiled and published the subsequent fall. Based upon data obtained from the FBI's 2009 Preliminary Annual Uniform Crime Report, Tallahassee's crime index (total of violent and property crimes reported) has decreased from 10,876 in FY08 to 10,085 in FY09. This represents an overall decrease of 7.3%.

Even though the number of reported UCR crimes decreased during 2009, the number of calls for service increased 4.9% between 2008 and 2009. In fact, the annual calls for service has increased from 128,526 in FY05 to 142,836 in FY09. The result is that response times have been increasing since 2005. Priority 1 calls require immediate dispatch (i.e. felonies in progress, life threatening calls or calls with injuries, alarms reporting crimes in progress) and have increased from 5.21 minutes in FY05 to 6.1 minutes in FY09. Priority 2 calls require dispatch within five (5) minutes from receipt of the call (i.e. assaults, all hazardous traffic situations, traffic crashes without injury that are blocking traffic, calls in progress not threatening life or property, missing persons involving individuals unable to care for themselves) and have increased from 8.58 minutes in 2005 to 10.1 minutes in 2009.

Finally, the downward trend in criminal activity from 2008 to 2009 is not anticipated to continue in future years, as supported by the overall UCR crime rate remaining relatively unchanged since 2005.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of authorized sworn positions	#	357	355	355	355
<i>Currently 4 sworn positions are unfunded and held vacant. Five positions are funded by the COPPS grant.</i>					
Total calls for service	#	139,641	141,000	111,071	143,000
<i>Annual benchmark 120,000 and FY09 Actual 139,641. Internal benchmark based upon historical trend. Florida Benchmarking Consortium (FBC) data for FY06 Average (unaudited – 10 jurisdictions reporting) – 138,003.</i>					
Number of cases assigned for investigation	#	5,220	5,500	2,946	5,500
<i>Defined as the total number of cases assigned to an investigator for follow-up investigation (different than # received). Annual benchmark 6,900. FY09 Actual 5,220. Internal benchmark based upon historical trend.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Safety and Neighborhood Services

Police

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Juvenile civil citations issued	#	207	210	108	210
<i>These are issued to juvenile first-time offenders who commit misdemeanor offenses. Annual benchmark 200. FY09 Actual 207. Source: Internal benchmark based upon historical trend.</i>					
Traffic citations issued	#	26,923	34,000	13,648	34,000
<i>Annual benchmark 19,400. FY09 Actual 26,923. Florida Benchmarking Consortium (FBC) data for FY06 Average (unaudited - 10 jurisdictions reporting) - 33,111.</i>					
Traffic crashes worked	#	11,061	12,000	7,016	12,000
<i>Measures are based upon calendar years. Annual benchmark 12,000. FY09 Actual 11,061.</i>					
Victims served by advocate unit	#	1,803	2,500	2,136	2,500
<i>Annual benchmark 1,700. FY09 Actual 1,803. Internal benchmark based upon historical trend.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Cost per call for service	\$	340.87	334.00	306.18	334.00
Total department cost per capita	\$	197.16	265.00	191.18	265.00
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Priority I average response time	#	5.28	5.50	6.38	5.50
<i>This measure is defined as the average time (from dispatch to arrival) it takes officers to respond to calls for service. Incident types are burglary in progress, robbery in progress, robbery just occurred, shooting incident, hit and run with injuries, traffic crash with injuries, homicide, assault/battery in progress, assault/battery just occurred, suicide in progress, and suicide attempt in progress. Annual benchmark 5.0 mins. FY09 Actual 5.28 mins. Source: Internal benchmark based upon historical trend. Florida Benchmarking Consortium (FBC) data for FY06 Average (unaudited - 9 jurisdictions reporting) - 3.74.</i>					
Priority II average response time	#	7.84	8.50	9.76	8.50
<i>This measure is defined as the average time (from dispatch to arrival) it takes officers to respond to calls for service. Incident types include non in-progress calls for service, and delayed service calls. Annual benchmark 10.0 mins. FY09 Actual 7.84 mins. Source: Internal benchmark based upon historical trend. Florida Benchmarking Consortium (FBC) data for FY06 Average (unaudited - 8 jurisdictions reporting) - 9.17.</i>					
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of auto/pedestrian and auto/bicycle collisions per 1,000 population	#	0	1	0	1
<i>Annual benchmark 0.8. FY09 Actual 0.0.</i>					
Number of injury producing collisions per 1,000 population	#	6.12	6.00	3.35	6.00
Officer vacancy rate	#	1.82	2.50	2.27	2.50
<i>Measures are based upon calendar years. Annual Benchmark 3.45%. FY09 Actual 1.82% Source: Internal benchmark based upon historical trend.</i>					
Clearance rate	#	24.40	30.00	0.00	30.00
<i>This measure is based upon calendar years and is therefore calculated on an annual basis.</i>					
Uniform Crime Rate (UCR)	#	35.44	62.00	36.31	62.50
<i>Annual benchmark 59.2. FY09 Actual 35.44. Source: ICMA reported median for specific performances measures. Rate is per 1,000 population.</i>					
Violent crime rate	#	6.07	10.60	6.18	10.80
<i>Annual benchmark 5.4. FY09 Actual 6.07. Source: ICMA reported median for specific performances measures. Rates are per 1,000 population.</i>					
Property crime rate	#	29.38	51.40	30.13	51.40
<i>Annual benchmark 52.8%. FY09 Actual 29.38%. Source: ICMA reported median for specific performances measures. Rate is per 1,000 population.</i>					

Safety and Neighborhood Services
Police
Capital Improvement Program Budget

CIP Budget Overview

The FY11 - 15 capital improvement program (CIP) for the Tallahassee Police Department is \$3,117,350. The approved capital budget for FY11 is \$75,000. Detailed project funding descriptions are as follows:

The Police headquarters facility typically receives \$150,000 each year; however, due to a lack of general government funding, only \$75,000 is approved for FY11.

Funding in the amount of \$75,000 has been requested by TPD for a Master Facility Study in FY12. Both the City and County are moving forward with construction of a Joint Dispatch Center, which will add needed space at the Tallahassee Police Department headquarters.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
General Government Capital Improvement Fund - GGCIF	0	2,442,350
General Government Capital Project Account - GGCPA	75,000	675,000
Total Funding	75,000	3,117,350

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

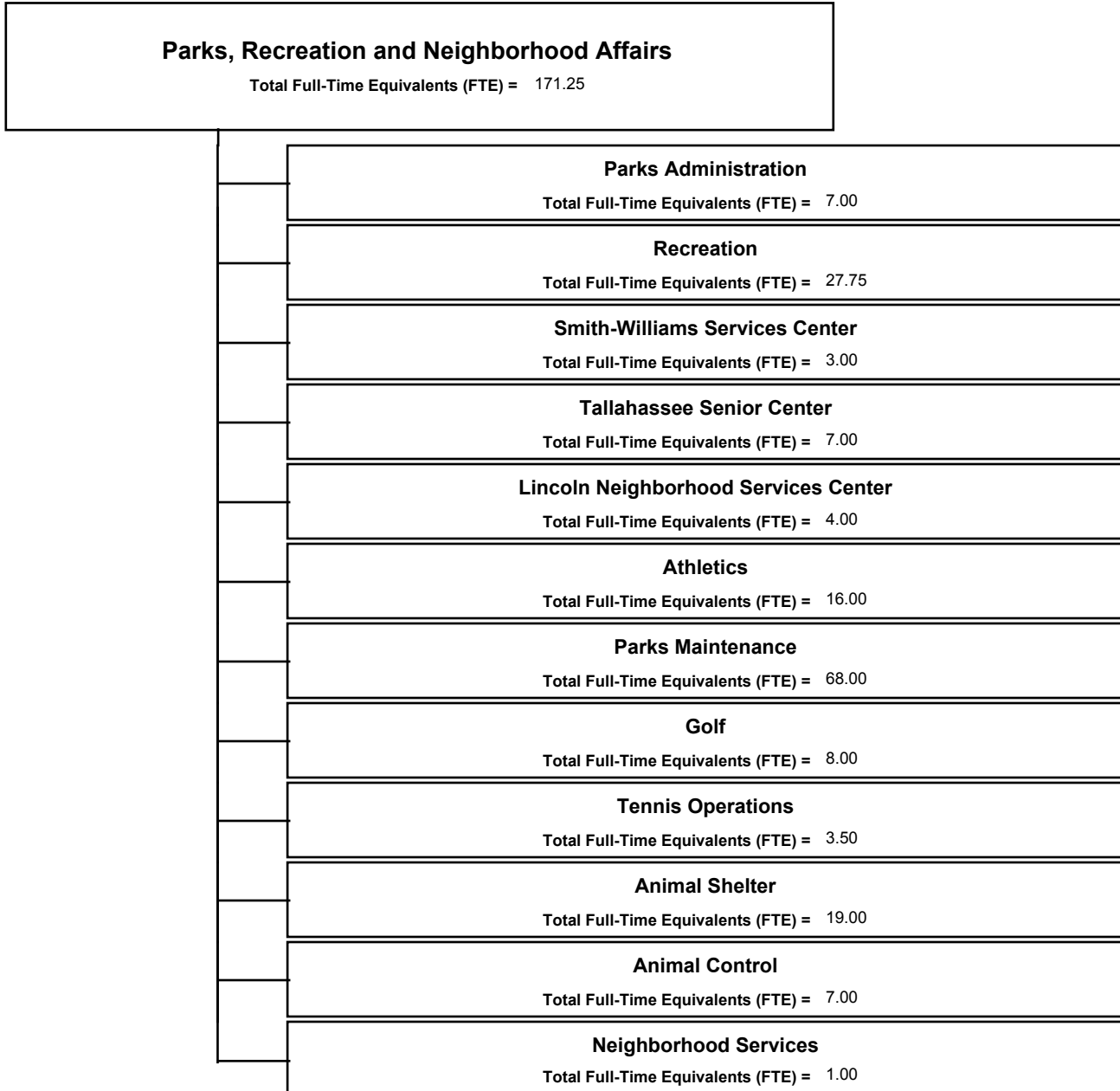
FY10 Police Facilities RR&I

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

None

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
230101 Parks Administration	2,410,314	2,496,786	2,955,890	3,105,057
230201 Playgrounds	732,662	702,793	850,200	837,545
230203 Sue Herndon McCollum CC	418,762	448,898	429,049	406,624
230204 Lafayette Arts and Crafts	132,956	138,175	126,506	126,506
230205 Palmer Munroe Youth Center	267,097	18,455	469,382	460,696
230206 Lawrence-Gregory CC	233,671	208,805	207,087	207,087
230207 LeVerne Payne CC	108,873	85,539	85,528	85,528
230208 Jake Gaither Center	152,590	140,933	174,275	174,275
230209 Walker Ford Center	326,948	359,879	342,672	342,672
230210 Oven Park	163,248	175,919	177,340	177,340
230212 Brokaw McDougal House	59,676	62,111	75,897	75,897
230213 McLean Center	408,963	420,142	458,458	458,458
230215 Smith-Williams Services Center	0	241,093	251,917	255,346
230216 Tallahassee Senior Center	0	554,146	529,354	530,506
230217 Lincoln Neighborhood Services Center	0	310,460	341,639	337,250
230301 Major Adult Sports	448,582	416,393	430,295	436,238
230302 Major Youth Sports	258,071	241,514	258,573	258,573
230303 Aquatics	527,895	517,573	689,256	689,036
230304 Minor Sports	75,090	86,458	126,454	126,454
230305 Gymnastics	723,697	730,019	773,875	773,875
230306 Trousdell Aquatic Center	464,237	475,833	426,538	426,538
230307 Jack McLean Aquatic Center	296,465	302,796	308,736	308,736
230401 Parks Maintenance	5,660,888	5,868,382	5,613,844	5,577,871
230509 Hilaman Operations	637,020	493,603	669,807	651,324
230510 Hilaman Maintenance	559,921	382,517	328,234	346,716
230511 Gaither Operations	185,832	173,756	200,232	213,592
230512 Gaither Maintenance	220,900	201,377	101,782	107,366
230601 Tennis Operations	647,093	680,293	663,802	663,802
230701 Animal Shelter	1,673,724	1,518,558	1,512,589	1,408,355
230702 Animal Control	559,227	437,344	398,580	421,516
231001 Neighborhood Services	98,392	73,638	67,762	68,303
Total Expenditures	18,452,794	18,964,188	20,045,553	20,059,082
<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	11,967,685	11,537,582	12,321,952	12,176,137
Operating	2,046,552	2,281,573	2,794,347	2,770,153
Other Services & Charges	7,120	0	0	0
Capital Outlay	138,823	150,000	200,000	200,000
Allocated Accounts	2,435,765	2,455,358	2,480,130	2,616,157
Utilities and Other Expenses	1,721,034	2,212,356	2,185,482	2,185,482
Transfers	135,415	164,305	18,035	1,176
Year End Adjustments	400	163,014	45,607	109,977
Total Expenditures	18,452,794	18,964,188	20,045,553	20,059,082

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs

Operating Budget

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	16,342,936	17,136,352	18,055,348	18,068,878
County Contrib - Parks and R	912,917	951,716	992,164	992,164
Contribution From General Fund	278,383	0	0	0
Golf Course Fund	918,558	876,119	998,041	998,040
Total Funding	18,452,794	18,964,187	20,045,553	20,059,082

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
230101 Parks Administration	10.00	7.00	7.00	7.00
230201 Playgrounds	6.00	5.00	5.00	5.00
230203 Sue Herndon McCollum CC	4.00	4.00	4.00	4.00
230204 Lafayette Arts and Crafts	1.00	1.00	1.00	1.00
230205 Palmer Munroe Youth Center	4.00	1.00	2.75	2.75
230206 Lawrence-Gregory CC	3.00	3.00	3.00	3.00
230207 LeVerne Payne CC	1.50	1.00	1.00	1.00
230208 Jake Gaither Center	3.00	2.00	2.00	2.00
230209 Walker Ford Center	4.00	4.00	4.00	4.00
230210 Oven Park	1.00	1.00	1.00	1.00
230213 McLean Center	4.00	4.00	4.00	4.00
230215 Smith-Williams Services Center	0.00	3.00	3.00	3.00
230216 Tallahassee Senior Center	0.00	7.00	7.00	7.00
230217 Lincoln Neighborhood Services Center	0.00	4.00	4.00	4.00
230301 Major Adult Sports	3.00	3.00	3.00	3.00
230302 Major Youth Sports	2.75	2.00	2.00	2.00
230303 Aquatics	4.00	4.00	4.00	4.00
230305 Gymnastics	5.00	5.00	5.00	5.00
230307 Jack McLean Aquatic Center	2.00	2.00	2.00	2.00
230401 Parks Maintenance	69.00	68.00	68.00	68.00
230509 Hilaman Operations	2.67	3.00	3.00	2.00
230510 Hilaman Maintenance	6.34	3.00	3.00	3.00
230511 Gaither Operations	1.33	1.00	1.00	1.00
230512 Gaither Maintenance	3.66	2.00	2.00	2.00
230601 Tennis Operations	3.50	3.50	3.50	3.50
230701 Animal Shelter	22.00	29.00	19.00	19.00
230702 Animal Control	8.00	7.00	7.00	7.00
231001 Neighborhood Services	1.00	1.00	1.00	1.00
Total FTE	175.75	170.50	172.25	171.25

Safety and Neighborhood Services

Parks, Recreation and Neighborhood Affairs

Summary of Services Provided

The Parks, Recreation and Neighborhood Affairs Department is comprised of the following eight major areas:

- Administrative Division-provides direction and leadership for the department, including oversight of operating and capital budgets.
- Parks Division-provides maintenance and beautification for special events, capital projects, and park and recreation facilities.
- Recreation Division-operates seven community centers located throughout the city and offers diversified programs; oversees the summer playground program and special events.
- Athletic Division-operates seasonal adult and youth team sports, Trousdell Gymnastics Center, the aquatics program, and the Meadows Soccer Complex facility.
- Golf Division-operates and maintains the 18-hole Hilaman Park Municipal Golf Course and the 9-hole Jake Gaither Municipal Golf Course.
- Tennis Division-maintains 55 tennis courts throughout the city, including Forest Meadows Park and Athletic Center.
- Animal Services Division-operates the Animal Service Center and Animal Control Center in conjunction with Leon County.
- Neighborhood Affairs Division-provides liaison assistance to neighborhood associations and administers various neighborhood programs, such as the Neighborhood Cleanup and Neighborhood Partnership Grant; oversees the Palmer Munroe Youth Center (which opened in August 2010).

Service Centers

- Service Center Division-operates and maintains the City's three service centers (Smith-Williams Service Center, the Lincoln Neighborhood Service Center, and the Tallahassee Senior Center). The Smith-Williams Service Center is a multi-purpose facility, located in the Bond community, and is designed to provide human and social services to residents of the Bond and surrounding neighborhoods. The Lincoln Neighborhood Center provides social and human services to the community, and assists in the provision of institutional and charitable services by other agencies or organizations that are non-profit in nature. The Tallahassee Senior Center facilitates, promotes, and provides diverse wellness and aging programs, services and resources for citizens over the age of 55 and their caregivers.

Trends and Issues

The following are current or future year issues or events for the department in FY11:

- Construction has begun on Cascades Park with an expected completion date in FY 2012. Funds have been requested for FY 2011.
- The rising number of animal intakes and calls for service related to wildlife at the Animal Services Center continues to impact operational expenses.
- The increase in the number of seniors, and a large caregiver and baby boomer population, place significant importance on Tallahassee Senior Services to provide viable options for seniors to stay well, remain living in their communities, and ensure a high quality of life for elders and families, yet Senior Center Programming is already at capacity. Future expansion of senior services into other department facilities will require additional funding.
- The impact of the loss of full time positions at Community, Service and Senior Centers has been greater than anticipated, and has affected the centers' ability to run programs and staff operational hours. Additional part time funds are requested to maintain staffing levels and reduce the impact on programming and services.
- Participation in adult athletics has continued to decline. The FY09 budgeted goal in numbers of adult teams was not met. Actual FY09 numbers show a decrease of 53 teams as compared to the budgeted amount. Through the second quarter of FY10, there has been an additional decrease of 14 teams; with further decreases expected for the remainder for FY10 due to fee increases.
- The Palmer Munroe Youth Center, which opened in August 2010. Operating funds requested by department were appropriated in the FY11 budget.

Safety and Neighborhood Services Parks, Recreation and Neighborhood Affairs

Significant Changes From FY 2010

The following service level changes were approved as proposed for the Parks, Recreation and Neighborhood Affairs Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$36,148.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$4,675).
- The department's electric budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$97,065).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Funding for Palmer Munroe Youth Center (including 2.75 FTEs). Fiscal Impact: \$472,714.
- Restored funding from PRNA/ECD consolidation. Fiscal Impact: \$82,500.

The following service level changes were approved in FY10 mid-year:

- One vacant Audio Communications System Technician position (#180) and one vacant Custodial Worker II(#723) position were eliminated as a part of the City Manager's mid-year reductions. Fiscal Impact: (\$114,957).
- A Supervisor-Service Center position(#7039) was added for the new Palmer Munroe Teen Center set to open in August 2010. This position is time-limited for one year. Fiscal Impact: \$86,064.

City Commission Action

The City Commission approved the budget for the Parks, Recreation and Neighborhood Affairs department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs
Performance Measures

Program Objectives

The department identified the following program objectives for FY 2011:

- Continue to identify and implement new/enhanced revenue sources, sponsorships, and partnerships;
- Measure operational performance through review of the departmental strategic plan and annual goals/objectives;
- Improve staff knowledge and morale through improved communication and training efforts;
- Monitor capital projects to ensure timely initiation and completion;
- Develop renovation/improvement programs for facilities and athletic fields to meet public needs.

Analysis of Performance Measures

The following is an analysis of the department's performance measures:

- The cost per participant hour at the Arts and Crafts Center significantly reduced to \$5.36 in FY09, a significant reduction from FY08. In FY09, participation increased tremendously under the new supervisor and expenses decreased due to the elimination of an Assistant Supervisor position at the facility resulting in a dramatic drop in cost per participant hour. The year-to-date cost per participant is \$5.17, which is below the FY10 target of \$7. The target for FY11 remains at \$7.
- The cost per operational hour for community centers is based on the total expenditures divided by the number of operating hours for the seven community centers operated by Parks, Recreation and Neighborhood Affairs. The Jake Gathier Center, which was closed for renovations in FY09, reopened in June of 2010. In addition, the Palmer Monroe Center was closed for the FY10 budget due to budget cuts, but has now reopened for FY11 as a teen center. The year-to-date operational hour cost of \$99.54 exceeds the set target of \$90 for FY10. The increase in cost is due to the inclusion of the Smith-Williams Center, Senior Center, and Lincoln Neighborhood Center, as they were merged with PRNA in FY10. The FY11 target remains at \$90.
- PRNA has exceeded the FY10 target of 10% for the average percent of adoptable pets returned to the Animal Service Center by 3.05%. This is an increase from the FY09 actual number of 11.30%. The Tallahassee-Leon County Animal Services Center used other Florida communities as a comparisons for industry standards. PRNA has set a target of 10% of FY11.

The Office of Budget and Policy recommended that the department add new performance measures in FY11 related to the three service centers and the new teen center at Palmer Munroe.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of animals subjected to euthanasia	#	5,851	5,000	3,734	5,000
Number of persons participating in humane education classes	#	50,679	6,000	27,095	6,000

This measurement has been developed based upon a review conducted by the Humane Society of the United States.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Safety and Neighborhood Services

Parks, Recreation and Neighborhood Affairs

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of animals adopted	#	3,095	3,200	2,090	3,200
<i>The Tallahassee-Leon County Animal Services Center used other Florida communities as a comparison for industry standards. The benchmark for animals adopted is 3,200.</i>					
Total number of humane education classes	#	267	250	112	250
<i>Based upon comparisons with animal services in other Florida communities, the benchmark identified for this measure is to educate 230 students.</i>					
Total number of stray cats captured	#	5,703	4,000	3,541	4,000
<i>FY10 - This number reflects all cats impounded. FY09 - This number reflects all cats impounded. This measurement has been developed based upon a review conducted by the Humane Society of the United States.</i>					
Total number of stray dogs captured	#	5,389	5,450	3,898	5,560
<i>FY10 - This measure reflects all dogs impounded. FY09 - This measure reflects all dogs impounded. This measurement has been developed based upon a review conducted by the Humane Society of the United States.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Cost per operational hour in community centers	\$	92.92	90.00	99.54	90.00
<i>FY09 - The cost per operational hour in community centers is higher due to limited participation at Jake Gaither Community Center which was closed for renovations in April 2009 and reduced hours at all the community centers as part of the midyear FY09 budget reductions. Jake Gaither is expected to re-open in late Spring 2010. FY10 - Includes Smith-Williams Center, Senior Center, and Lincoln Neighborhood Center as they were merged with PRNA. Palmer Munroe Community Center was closed as part of FY10 budget reductions. Jake Gaither reopened in June, 2010.</i>					
Cost per participant hour at the Arts and Crafts Center	\$	5.36	7.00	5.17	7.00
<i>FY09 - Participation increased tremendously under the new supervisor and expenses decreased due to the elimination of an Assistant Supervisor position at the facility resulting in a dramatic drop in cost per participant hour.</i>					
Per capita cost for Parks and Recreation expenditures	\$	67.39	70.28	48.95	70.28
<i>FY10 - Population used 272,497 FY09 - Population used 272,497 FY08 - Population used 272,497 - Used Leon county population to be consistent with FBC measures we report. FY07 - Population used 174,781 FY06 - Population used 169,136</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Average percent of adoptable pets returned to ASC	%	11.30	10.00	13.05	10.00
<i>The Tallahassee-Leon County Animal Services Center used other Florida communities as a comparison for industry standards. The benchmark for animals returned after adoption is not to exceed 10%.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Safety and Neighborhood Services

Parks, Recreation and Neighborhood Affairs

Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percentage of expenditures recovered through user fees and charges	%	26.40	22.40	22.70	22.40
<i>FY 08 - Performance measure indicates that acceptable progress is being made to date towards meeting goals and objectives.</i>					
Total number of cats adopted	#	1,217	1,000	804	1,000
<i>This measurement has been developed based upon a review conducted by the Humane Society of the United States.</i>					
Total number of dogs adopted	#	1,710	1,700	1,209	1,700
<i>This measurement has been developed based upon a review conducted by the Humane Society of the United States.</i>					
Total number of other pets adopted	#	169	100	77	100
<i>This measurement has been developed based upon a review conducted by the Humane Society of the United States.</i>					

Safety and Neighborhood Services
Parks, Recreation and Neighborhood Affairs
Capital Improvement Program Budget

CIP Budget Overview

The department's five-year capital improvement plan includes funding for thirteen projects in the amount of \$12,171,500 for FY11-15. The FY11 capital budget includes four projects with an appropriation of \$745,000 for service center improvements, facility building repairs, replacements and improvements. Due to fiscal constraints and the lack of available funding in the GGCPA and GGCIIF funds, one project (Forestmeadows Court Expansion) was not recommended in the five-year capital improvement plan. Other projects scheduled in the capital improvement plan include renovations at: Tom Brown Park (basketball and volleyball gyms, hillside seating, and ball field lighting and fencing); parks roadways; Lake Leon Spillway repair; Meadows soccer complex; construction of Cascades Park, Northwest Park and additional park center refurbishments and maintenance.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
Community Development Block Grant	150,000	750,000
General Government - Future Bonds	0	2,000,000
General Government Capital Improvement Fund - GGCIIF	0	3,572,000
General Government Capital Project Account - GGCPA	580,000	5,819,500
Jake Gaither Improvements Reserve	15,000	30,000
Total Funding	745,000	12,171,500

Completed Capital Projects

The following list represents major projects with a magnitude greater than \$50,000, which were completed or are expected to be completed in fiscal year 2010:

Wade Wehunt Facility Renovations

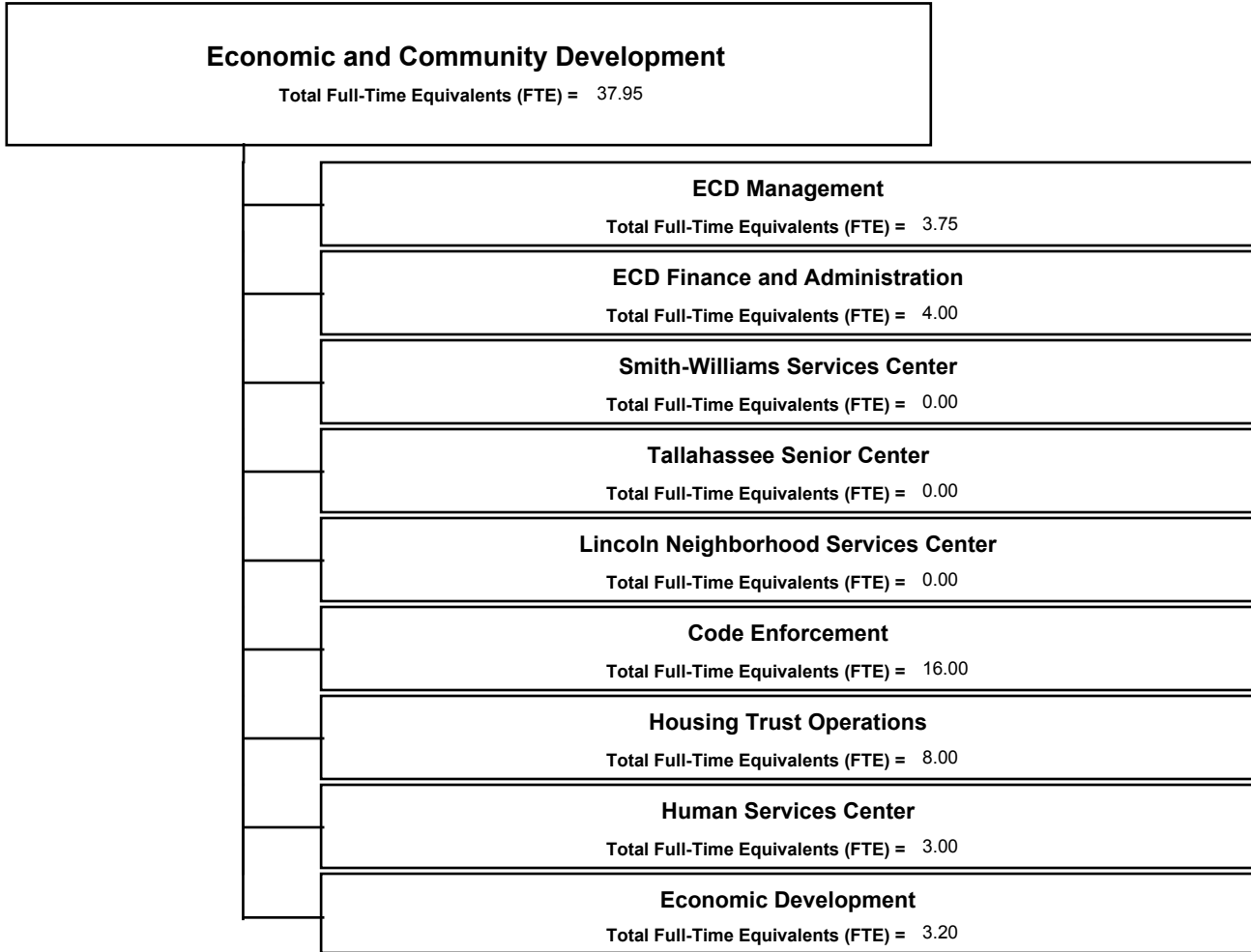
Continued Capital Projects

The following list represents major projects with a magnitude greater than \$50,000, which are expected to continue into fiscal year 2011:

Elberta Crate
Tennis Facility Renovations
Civic Center Greenway
Tom Brown Park Bike Trails
Lafayette Heritage Trail



Safety and Neighborhood Services
Economic and Community Development
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Safety and Neighborhood Services
Economic and Community Development

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
260101 ECD Management	540,242	564,991	980,116	693,322
260103 ECD Finance and Administration	529,365	1,019,270	362,976	812,923
260301 Smith-Williams Services Center	458,450	0	0	0
260401 Tallahassee Senior Center	732,843	0	0	0
260501 Lincoln Neighborhood Services Center	391,322	0	0	0
260601 Code Enforcement	969,205	799,276	857,683	889,699
260901 Housing Trust Operations	606,141	414,641	626,943	600,113
260902 Human Services Center	1,673,459	1,294,805	1,331,113	1,331,113
261002 ECD Donations	57,334	0	75,000	75,000
262001 Economic Development	1,406,500	1,139,906	1,145,995	1,145,995
Total Expenditures	7,364,861	5,232,889	5,379,826	5,548,165

<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	3,641,005	2,252,053	2,955,569	2,636,749
Operating	528,065	368,264	770,599	770,599
Other Services & Charges	960,386	529,298	1,629,298	1,629,298
Allocated Accounts	647,296	716,642	24,360	511,519
Utilities and Other Expenses	256,489	3,354	0	0
Transfers	1,331,620	1,363,278	0	0
Total Expenditures	7,364,861	5,232,889	5,379,826	5,548,165

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	7,307,527	5,232,889	5,304,826	5,473,165
Donations Operating Fund	57,334	0	75,000	75,000
Total Funding	7,364,861	5,232,889	5,379,826	5,548,165

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
260101 ECD Management	4.00	3.75	3.75	3.75
260103 ECD Finance and Administration	5.00	4.00	4.00	4.00
260301 Smith-Williams Services Center	6.00	0.00	0.00	0.00
260401 Tallahassee Senior Center	7.00	0.00	0.00	0.00
260501 Lincoln Neighborhood Services Center	5.00	0.00	0.00	0.00
260601 Code Enforcement	14.00	16.00	16.00	16.00
260901 Housing Trust Operations	9.00	9.00	8.00	8.00
260902 Human Services Center	3.00	3.00	3.00	3.00
262001 Economic Development	4.00	3.20	3.20	3.20
Total FTE	57.00	38.95	37.95	37.95

Safety and Neighborhood Services Economic and Community Development

Summary of Services Provided

The Economic and Community Development (ECD) Department provides programs and services to preserve and improve the integrity of neighborhoods and the community at large. The department achieves this mission through six operational divisions that include management, finance and administration, code enforcement, housing trust operations, human services and economic development. The department's three service centers, Smith-Williams, Lincoln Neighborhood, and the Senior Center, were transferred to the Department of Parks, Recreation, and Neighborhood Affairs beginning in FY 2010.

- The Management and Finance and Administration Divisions oversee the department's administrative and financial functions.
- The Code Enforcement Division is responsible for the enforcement of the code of ordinances adopted by the city to ensure the general health, safety, and welfare of Tallahassee citizens. The division inspects structures and properties to ensure compliance with municipal housing and property maintenance codes, assists owners in bringing violations into compliance, operates programs to assist property owners in attaining compliance and works with other departments in resolving multi-faceted code issues.
- The Housing Trust Operations Division is responsible for programs related to affordable housing and community development. The Affordable Housing Program includes ongoing housing development and rehabilitation programs and initiatives aimed at expanding and preserving the city's affordable housing market.
- The Human Services Division provides human services programs for the citizens of Tallahassee in partnership with private and non-profit organizations. This division coordinates the Community Human Services Partnership (CHSP) process.
- The Economic Development Division's purpose is to create and expand economic opportunities. This division is also charged with diversifying Tallahassee's economy through the implementation of programs and policies that encourage investments, develop, create, and sustain jobs, increase the tax base, and improve the overall quality of life in the community.

Safety and Neighborhood Services

Economic and Community Development

Trends and Issues

The Department of Economic & Community Development is comprised of programs and services that impact the quality of life for citizens in the Tallahassee-Leon County area. These programs include Code Enforcement, Housing, Human Services, and Economic & Community Development.

The fallout from the recession continues to place additional challenges on the activities of the Economic Development program and the Tallahassee Community Redevelopment Agency. The uncertainty brought on by the economic downturn has resulted in a businesses postponing or canceling plans for expansion or relocation.

The constriction in the credit markets has further depressed residential and commercial development. There has also been a significant reduction in property values, particularly in commercial properties that have negatively impacted the tax increment revenue (TIF) for the Redevelopment Agency. For the first time since it was established in 1998, the Tallahassee Community Redevelopment Agency saw a reduction in the amount of TIF that it collected in 2010. Because property tax values generally lag market property values, we anticipate that TIF revenue will also be soft in the upcoming year.

The current 2010-2011 budget for the State of Florida does not provide any funding for the SHIP program or any other funding source to local governments as a replacement for SHIP funding. The City normally receives approximately \$1.5 million in SHIP from Florida Housing Finance Corporation. Elimination of funding for the SHIP program will be force a decrease in the maximum award per household, serve fewer households, and /or eliminate the programs.

As our national, state and local governments continue to struggle with the financial dilemma caused by the recession, the failure of the housing market, and decreasing property tax revenue, etc, the Economic & Community Development Department continues to look for innovative ways to efficiently provide affordable housing programs, human and social services, code enforcement programs and economic development programs. Economic and Community Development initiates partnerships in various levels of the department programs to help in the decision-making to identify the highest priority needs for the community (CHSP, CIAC, EDC, MBE/DBE Advisory Board, DIA, Code Magistrate, Code Enforcement Board, etc).

For the FY 2011 budget, reorganization of the Housing program includes effective utilization of existing staff to manage the 18 different services provided for single-family, multi-family affordable housing development, rehabilitation, emergency repair, public services, and homelessness prevention.

Significant Changes From FY 2010

The following service level changes were included in the budget for the Economic and Community Development Department's fiscal year 2011.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$2,530.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$3,280).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Safety and Neighborhood Services
Economic and Community Development

City Commission Action

The fiscal year 2011 budget for the Economic and Community Development Department was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.

Safety and Neighborhood Services
Economic and Community Development
Performance Measures

Program Objectives

The department has identified the following objectives for fiscal year 2011:

- Develop and provide programs, services, and activities for at-risk youth, teens, adults, and seniors
- Develop programs and activities that will impact the quality of life in the community
- Achieve an optimum voluntary compliance rate for code violation cases
- Provide adequate resources for the construction of affordable single-family homes
- Continue to partner with local and state organizations in developing a coordinated and integrated funding process, strategic planning process, and ongoing needs analysis, while maintaining the public trust and consumer satisfaction
- Enforce city regulations and identify any impediments to affordable housing production
- Provide services to the community through contracts with economic development partners
- Assist in the development of new business parks and "spec" buildings
- Promote Tallahassee as an international destination for visitors, scholars and businesses
- Enhance downtown development by increasing the job base and attracting more visitors
- Increase the number of minority firms doing business with the City of Tallahassee
- Increase the number of city contracts awarded to minority and women firms
- Improve the city's historic preservation efforts
- Increase the employment base within the City of Tallahassee

Safety and Neighborhood Services

Economic and Community Development

Analysis of Performance Measures

Accomplishments for the Department of Economic and community Development for FY 2010 include:

A \$4.2 million in state Disaster Mitigation grant funding to finance storm water improvements on Franklin Boulevard and the Southside ditch.

The Community Redevelopment Agency provided \$ 705,806 in grant and loan funds to facilitate the development of "The Lofts" a unit multifamily development on Gaines Street. Construction of this building is expected to begin before the end of the FY10 fiscal year.

The Community Redevelopment Agency acquired the "O'Connell" property from the City for a purchase price of \$4,650,000. This action will allow the Agency to pursue development of a convention center hotel on the project site and allow the City to recoup its investment in the property and apply the sale proceeds to Gaines Street Revitalization Project.

The Community Redevelopment Agency agreed to provide \$1.2 million in funding to support the Cascades Park project. This funding commitment allowed Blue Print 2000 to move forward on the park project and construction began in April 2010.

Implementation of the Recovery Zone Bond Program in partnership with Leon County to provide access to \$9 million in low cost financing to support new development projects.

The Community Redevelopment Agency agreed to provide \$60,000 in funding to support the construction of a new sidewalk to commemorate the civil rights protests that took place in the 1960's at the downtown McCory's store. This sidewalk will incorporate visual and commemorative materials that reflect the actions that took place at that site which ultimately led to the desegregation of the lunch counter at McCory's and other related establishments.

The development of affordable and workforce housing is a primary object of the Community Redevelopment Agency. Since 2003, the Agency has assisted in the construction of 107 affordable and workforce housing units. This includes the 93-unit Goodbread Hills affordable apartment development, 1- single-family home and 4 town homes. In addition to new construction, starting in FY 2009, the Agency also began providing financial assistance for existing home renovations.

During this fiscal year, the Community Redevelopment Agency Board established a residential landscape program for the Greater Frenchtown/Southside Community Redevelopment Area as a part of neighborhood beautification. The program will provide recipients with \$250 in landscape services and materials to residential property owners and renters in the redevelopment area. As part of the program, each homeowner or renter receives a home consultation with a representative from one of four designated nurseries. The purpose of the home consultation is to help the homeowner identify the best types and locations of landscaping for their property. The home consultation is valued at \$50. Following the home consultation, the homeowner or renter receives a \$200 gift card that is used to purchase landscaping from the nursery. The Agency set-aside \$20,000 for this program which will cover 80 properties. Applications for the program were accepted in early November.

Successfully hosted the 2009 Minority Business Week Program that provided training and special recognition to local minority business owners.

Hosted the 2009 Charles Billings International Student reception as a part of the annual International Student Recognition events.

Successfully partnered with the Economic Development Council on corporate recruitment and expansion projects

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

**Safety and Neighborhood Services
Economic and Community Development**

including the successful effort to secure the ITER project at the Tallahassee Regional Airport.

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Code enforcement cases	#	2,652	7,200	867	7,200
Number of certified MBE vendors on the city's MBE directory that receive notification of re-certification at least 30 days prior to expiration	#	753	210	0	210
<i>The City of Tallahassee, Leon County Government, and the Leon County School Board have reciprocal certification. This has significantly impacted EDD numbers, as 35 to 40 vendors are certified with either the County or School Board, not the City.</i>					
Number of joint recruiting projects performed with EDC and others in business recruitment	#	9	6	0	6
Number of nuisance violation cases brought into compliance through admin/judicial process	#	45	70	15	70
Number of nuisance violation cases brought into voluntary compliance	#	2,086	6,300	698	6,300
Number of presentations provided to businesses and citizen groups outlining services and programs available to promote business growth	#	21	12	0	12
Number of quarterly training sessions/seminars for small/minority businesses	#	6	4	0	4
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
CHSP cost per client served	\$	12.56	4.91	13.00	4.91
Division programs cost per capita	\$	0.00	40.44	0.00	40.44
<i>Costs include animal shelter, animal control and neighborhood services for fiscal years 2007 and 2008. These costs are replaced by economic development in fiscal year 2009, resulting from the city manager's April 2008 reorganization.</i>					
Down payment assistance avg. cost per unit	\$	10,322.67	5,000.00	9,695.00	5,000.00
<i>This measure is based upon the current market value of property, and the current home loan interest rates.</i>					
Emergency home repair avg. cost per unit	\$	4,363.40	4,500.00	9,249.50	4,500.00
Homeowner rehab. program avg. cost per unit	\$	35,276	40,000	34,838	40,000
Maintain a minimum 1:1.5 ratio for return on investment based on economic impact of business retention and expansion activities	\$	0.00	1.50	0.00	1.50
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percent change in the number of city departments that meet or exceed their adjusted MBE operating goal	%	18	15	0	15
<i>Data for this measure is obtained from an accounting services report that is run at the end of each fiscal year. Therefore, FY09 year-to-date data aren't available at this time.</i>					
Percent change in the number of MBE vendors certified per year	%	1	5	0	5
<i>Data for this measure is obtained from counting the number of certified MBE vendors at the end of each fiscal year. Therefore, FY09 year-to-date data aren't available at this time.</i>					
Percentage of voluntary compliance to building and housing code achieved	%	90.00	100.00	0.83	100.00
<i>This measure indicates the percentage of voluntary compliance to building and housing code achieved. The Neighborhood and Community Services Department used data from the national ICMA performance measure survey to obtain the benchmark for this measure. The reported benchmark for percentage of voluntary compliance achieved is 57.7%.</i>					

**Safety and Neighborhood Services
Economic and Community Development
Capital Improvement Program Budget**

CIP Budget Overview

The Economic and Community Development Department's five-year capital improvement plan totals \$1,900,000 and includes recurring funding for projects. Two projects that routinely receive annual funding (the historic property preservation grant and loan program and the water and sewer system charges and tap fee waivers) received none in fiscal year 2011 due to the limited amount of available general government capital improvement funding.

Funding Source	FY 2011 Appropriation	5 Year CIP Total
General Government Capital Project Account - GGCPA	100,000	1,900,000
Total Funding	100,000	1,900,000

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2009.

None

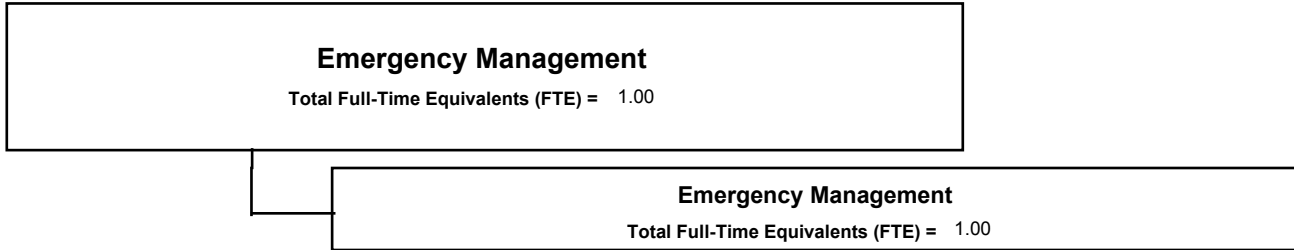
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Water and Sewer System Charge - 09072
Historic Property Preservation - 09005
Downtown Pedestrian and Vehicular Enhancements - 10023



**Safety and Neighborhood Services
Emergency Management
Organizational Chart**



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
510101 Emergency Management	128,502	112,306	130,798	182,005
Total Expenditures	128,502	112,306	130,798	182,005

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	83,199	85,570	89,058	89,058
Operating	8,337	11,529	16,774	16,774
Allocated Accounts	36,966	15,207	24,966	76,173
Total Expenditures	128,502	112,306	130,798	182,005

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	128,502	112,306	130,798	182,005
Total Funding	128,502	112,306	130,798	182,005

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
510101 Emergency Management	1.00	1.00	1.00	1.00
Total FTE	1.00	1.00	1.00	1.00

Safety and Neighborhood Services

Emergency Management

Summary of Services Provided

The Emergency Management Department plans and prepares for disasters affecting Tallahassee and surrounding communities. The Emergency Management division was created in 1992 when the city of Tallahassee developed its first emergency management plan. Until April 1, 2008, the division was housed in the Fire Department. It became a stand-alone department as part of the City Manager's 2008 reorganization.

Departmental responsibilities include, but are not limited to, the following:

- Planning - review and update, as necessary, the city's incident management plan and assist in development of other city departments' continuity of operations plans.
- Training - offer national incident management system (NIMS) training to all city departments.
- Emergency Management Team and Incident Management Center - maintain a state of readiness of the area command center.
- Preparedness, Response Recovery and Mitigation - activate the area command center within two to three hours. Staff conducts quarterly meetings and coordinates with training staff to ensure the area command center is functional at all times.
- Exercise Coordination - continue city participation in over 16 exercises, including full-scale exercises at the Tallahassee Regional Airport and regional domestic security facilities. Staff also participates in tabletop exercises by the U. S. Postal Service and local emergency planning committee.
- Coordination and Communication - update the city's emergency management website.
- Grants - Seek and coordinate grant submission with departments to support their emergency management activities and requirements.

Trends and Issues

Since September 11, 2001, the coordination of emergency resources has resulted in greater inter-agency and inter-jurisdictional coordination, training, and co-commitments to workload, one result of which led to creation of the federal Department of Homeland Security. The state of Florida's homeland security division, acting as conduit of the federal agency, has infused equipment and materials designed to protect communities from acts of terrorism. Forecasts for increases in the frequency and intensity of hurricanes, as well as terrorism threats and pandemic outbreaks, require more effective coordination of city resources (staff and equipment) and city services.

Significant Changes From FY 2010

The following service level changes are proposed for the Emergency Management Department in fiscal year 2011:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2010; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; health care rates are set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$14.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$124).

Safety and Neighborhood Services
Emergency Management

City Commission Action

The fiscal year 2011 budget for the Emergency Management Department was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.

Safety and Neighborhood Services

Emergency Management

Performance Measures

Program Objectives

The Emergency Management Department will continue to provide a variety of services, including training city employees and educating citizens and local businesses about disaster preparation and recovery activities. EMD also will continue to assist in development of department-specific plans for all phases of a disaster.

Analysis of Performance Measures

The Emergency Management Department currently has no performance measures.

Safety and Neighborhood Services
Emergency Management
Capital Improvement Program Budget

CIP Budget Overview

The Emergency Management Department has no capital projects for fiscal years 2011 through 2015.

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that were completed or were underway and expected to be completed in fiscal year 2010.

None

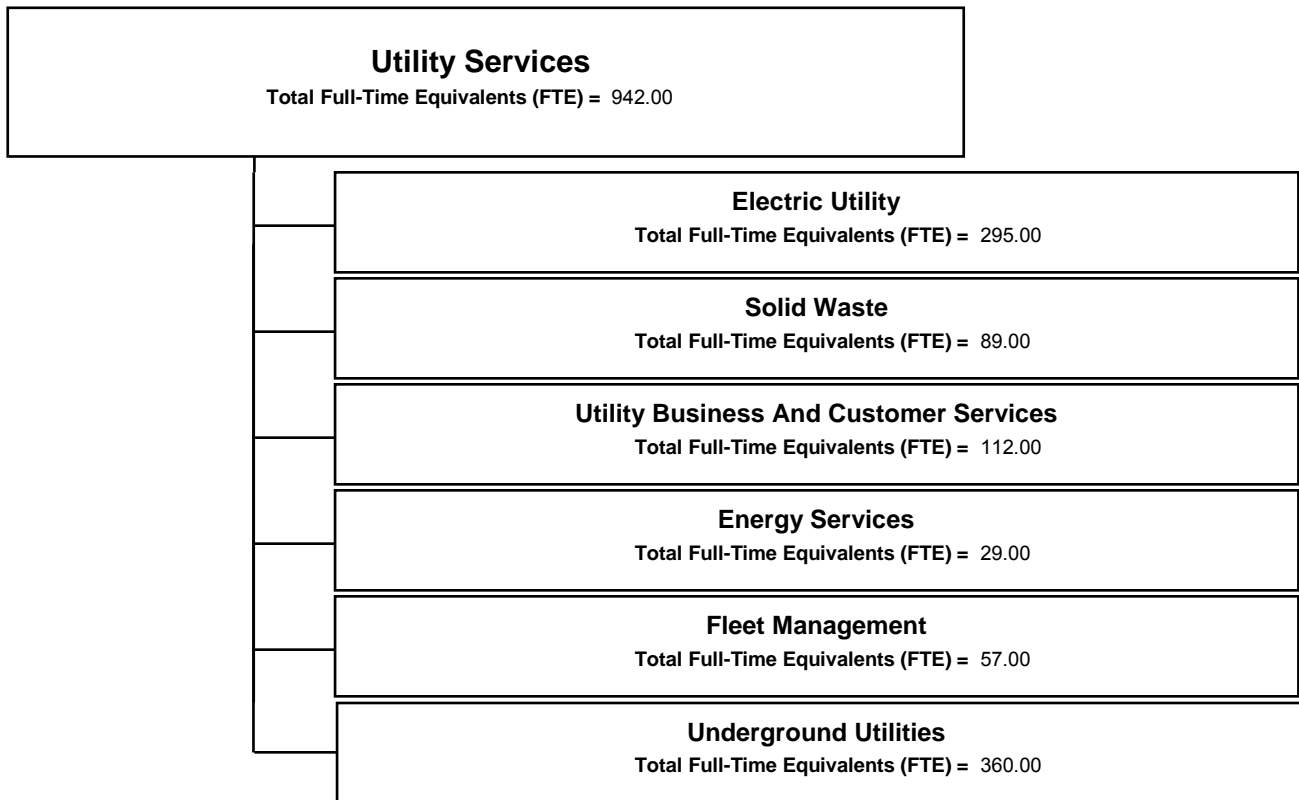
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000) that were completed or were underway and expected to continue into fiscal year 2011.

None



Utility Services Organizational Chart



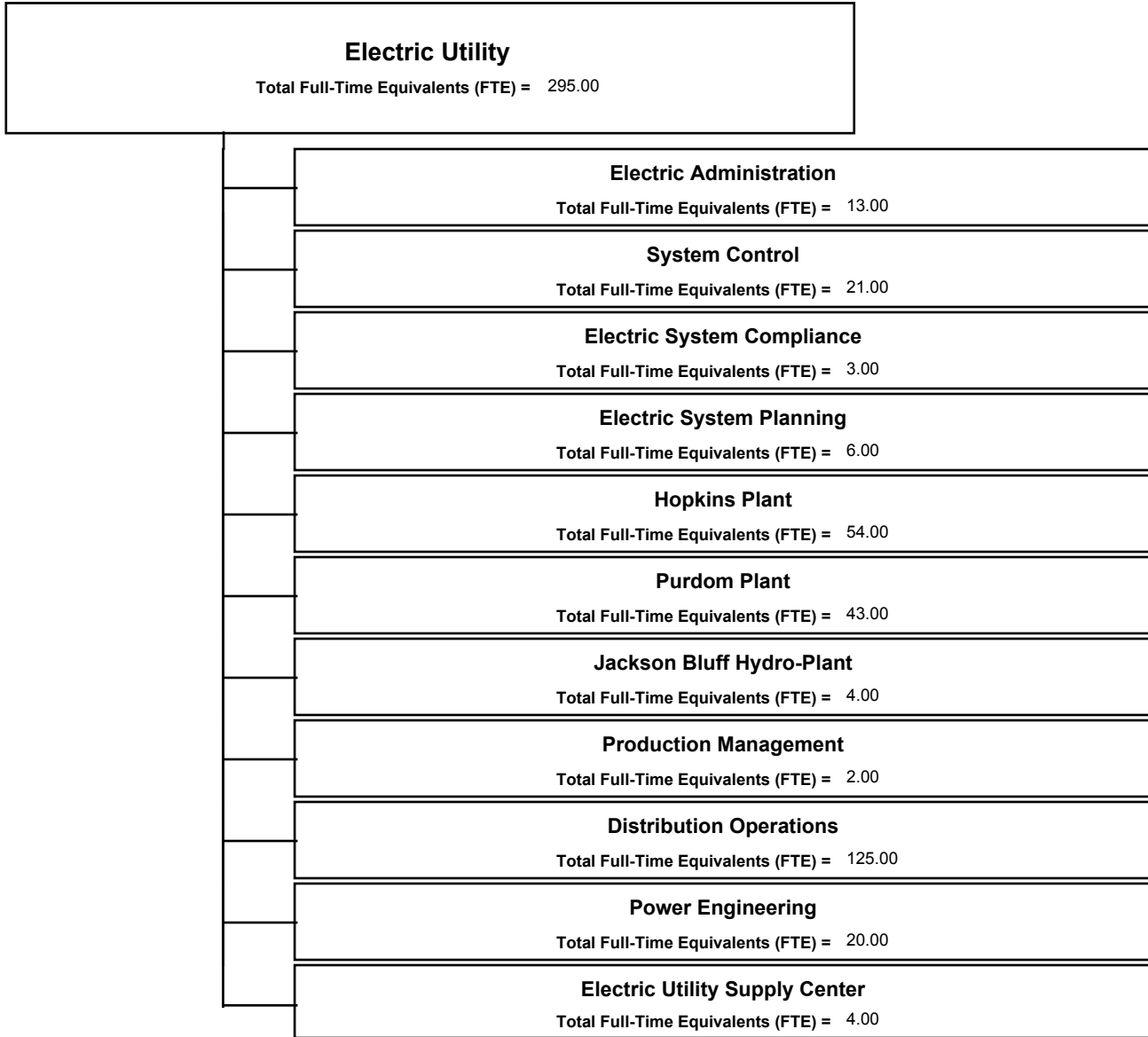
Summary of Services Provided

This service area includes the Electric, Gas, Water, Stormwater and Solid Waste utilities. The service area also includes two departments, Energy Services and Utility Business and Customer Services, whose programs and activities support the utilities.

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Expenditures Summary	782,165,099	503,177,585	742,620,656	744,666,260
Funding Summary	782,165,099	503,177,585	742,620,656	744,666,260
FTE Summary	957.00	946.00	939.00	942.00



Utility Services
Electric Utility
Organizational Chart



**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Electric Utility

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
290101 Electric Administration	116,412,879	97,855,477	104,021,720	116,871,401
290102 System Control	17,249,026	24,733,661	18,421,212	18,288,098
290103 Electric System Compliance	0	0	660,466	700,723
290201 Electric System Planning	619,417	483,449	933,329	1,034,175
290301 Hopkins Plant	110,378,826	98,973,074	88,227,893	88,241,074
290302 Purdom Plant	106,441,308	77,630,696	89,286,387	89,294,681
290303 Jackson Bluff Hydro-Plant	603,822	672,983	673,095	673,095
290305 Production Management	399,994	9,855,857	9,047,546	9,059,692
290306 Electric-Solar	3,511	11,943	49,228	49,228
290401 Distribution Operations	14,337,490	16,038,591	16,085,868	16,471,591
290601 Street Lighting	1,652,470	2,023,477	1,975,841	1,922,584
290701 Power Engineering	1,027,809	1,165,948	1,216,600	1,217,840
290901 Electric Utility Supply Center	0	608,338	489,601	658,602
Total Expenditures	369,126,552	330,053,494	331,088,786	344,482,787

<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	21,977,395	22,685,735	23,641,217	23,923,624
Operating	17,581,316	22,240,373	23,385,269	23,326,884
Fuel	226,769,972	185,175,729	179,129,449	179,129,449
Other Services & Charges	2,514,711	2,067,803	1,678,387	1,678,387
Capital Outlay	32,929	582,779	464,799	464,799
Allocated Accounts	18,715,683	17,920,193	17,769,463	17,733,492
Utilities and Other Expenses	1,951,234	2,351,696	2,557,293	2,557,293
Transfers	56,886,423	54,199,654	60,096,851	73,112,369
Contributions to Operations	22,637,230	22,361,081	22,366,058	22,366,058
Year End Adjustments	59,659	468,451	0	0
Total Expenditures	369,126,552	330,053,494	331,088,786	344,482,787

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
General Fund	1,652,470	2,023,477	1,975,841	1,922,584
Electric Operating Fd	367,474,082	327,421,679	328,623,344	341,901,601
Electric Warehouse Fund	0	608,338	489,601	658,602
Total Funding	369,126,552	330,053,494	331,088,786	344,482,787

Utility Services

Electric Utility

Operating Budget

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
290101 Electric Administration	13.00	13.00	13.00	13.00
290102 System Control	26.00	27.00	22.00	21.00
290103 Electric System Compliance	0.00	0.00	3.00	3.00
290201 Electric System Planning	5.00	5.00	5.00	6.00
290301 Hopkins Plant	56.00	56.00	54.00	54.00
290302 Purdom Plant	42.00	42.00	43.00	43.00
290303 Jackson Bluff Hydro-Plant	4.00	4.00	4.00	4.00
290305 Production Management	3.00	3.00	2.00	2.00
290401 Distribution Operations	122.00	121.00	125.00	125.00
290701 Power Engineering	20.00	20.00	20.00	20.00
290901 Electric Utility Supply Center	0.00	4.00	4.00	4.00
Total FTE	291.00	295.00	295.00	295.00

Summary of Services Provided

The Electric Utility is responsible for operation and maintenance of the city's electric generation, transmission, and distribution system. Tallahassee's electric system has a total generating capacity of 667 megawatts and maintains over 2,200 miles of transmission and distribution lines, including 500 miles of underground distribution lines. The utility employs 295 persons who serve over 100,000 homes and businesses in the Tallahassee area. The utility is comprised of the following divisions:

- System Planning, which provides analyses and recommendations to support strategic goals of the utility related to transmission infrastructure and operations, resource selection and siting, fuel and power purchases, demand and energy requirements, conservation, and alternative/renewable resource options.
- Electric System Control Center, which monitors and remotely controls the transmission, distribution and generation facilities via line carrier channels, microwave system and communication lines network.
- Production, which consists of the Corn-Hydro, Hopkins, and Purdom generating plants.
- Transmission and Distribution System, which moves electricity from the power generating plants through the community's distribution system to residential, commercial and industrial customers.
- Electric Utility Supply Center, which provides centralized procurement activities for selected items that formerly were conducted through the Department of Management and Administration's purchasing division.

Utility Services

Electric Utility

Trends and Issues

The primary objectives and performance indicators of the Electric Utility continue to be safety, customer service/reliability, cost/value and the environment. While there are many challenges to providing reliable electric service at a competitive cost, the key issues facing the Electric Utility are power supply/fuel diversity, fuel costs and retail rates, compliance with North American Electric Reliability Corporation (NERC) and Florida Reliability Coordinating Council (FRCC) mandatory reliability standards, climate change/CO2 legislation and requirements, replacing the aging workforce and successful prosecution of transmission and substation construction projects.

While power supply diversity, fuels costs, CO2 legislation, rates and construction challenges are ongoing issues that require continued work and attention, the NERC mandatory reliability standards and aging workforce issues will require increased focus, including staffing and possible policy or procedure changes to address competitive issues. It is currently anticipated that staffing can be addressed without increasing the approved total employees for FY10.

In FY09 and FY10, the ten-year financial plan and the budget process indicated a need for a rate increase, which was avoided by decreasing expenses and budgeting funds from the electric operating reserve. The reserve also will be utilized in fiscal year 2011, along with expenditure reductions, to negate the need for a rate increase.

The Production Division is responsible for the operations, maintenance and construction of the city's electric generating fleet, comprising 870 MW of capacity at three power plants. This responsibility requires an active safety program; effective training in operations, maintenance, environmental and changing business and regulatory requirements; an active corrective and preventive maintenance program; and staff development. During FY10, the division attained a record level of over 1.4 million man-hours worked without a lost-time accident and fully integrated the "repowered" Hopkins Unit 2 into division operations.

The Transmission and Distribution (T&D) Division is responsible for construction, operation and maintenance of the city's electric power delivery system, comprised of over 187 miles of high voltage transmission facilities, 23 substations and over 2,800 miles of distribution facilities. The division also constructs, operates and maintains street lighting throughout the city, provides facilities for new customers, and provides relocations, reconstructions and refurbishments of distribution facilities for major road improvement projects. Key challenges for the division continue to be compliance with significantly increasing regulatory requirements and addressing the issues of the aging workforce to continue provide reliable and high quality electric service to the city's customers.

The Power Engineering Division is responsible for the design and construction of transmission lines and substations necessary to meet customers' needs and reliability requirements. Related large projects in the five-year capital improvement plan include rebuilding and upgrading several substations and transmission lines, as well as constructing new substations and transmission lines. Challenges with these projects are associated with acquisition, siting and permitting of the facilities. The division also continues to be responsible for distribution planning and engineering using planning tools integrated with the geographic information system, resulting in efficient and reliable distribution system design for subdivisions, high-rise buildings and facility relocations for road construction projects. Additional challenges include deployment and integration of "smart grid" infrastructure on the distribution system, management of joint-use attachments to the city's electric system facilities consistent with regulatory requirements, evaluation of energy efficient LED (light-emitting diodes) street lights for potential wide scale use on city streets and acquisition of Talquin Electric facilities pursuant to the territorial agreement.

The System Reliability and Transmission Services Division (System Control) is responsible for the monitoring, dispatch and control of the city's transmission, distribution and generation resources. This function is performed using advanced technology applications (Supervisory Control and Data Acquisition "SCADA", Energy Management System "EMS", Outage Management System, etc.), NERC-certified electric system operators and an extensive communications network. During early FY10, the Electric Utility was subject to a full operational audit by NERC that is conducted every three years and was found to be in substantial compliance. However, the increasing level of NERC standards continues to place a significant burden on all phases of the utility's operations.

Utility Services

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The primary challenges facing the division in FY11 and future years are related to maintaining the high level of customer service and reliability while addressing increasing NERC/FRCC reliability requirements. During the next several years, the workload for the division will be greatly increased to maintain the necessary system equipment replacement schedules, while addressing deployment of mandated advanced application tools for the EMS/SCADA system and changing NERC requirements related to critical infrastructure cyber security. Specifically, these include the electro-mechanical relay change-outs, state of the art real-time electric system analysis tool, a real-time electric system dispatcher simulator for the system operators, and scheduled upgrades and replacement of the SCADS/EMS system.

The System Planning Division is responsible for planning, analysis and reporting related to the electric utility power supply resources and transmission system. The emphasis on the reliability of the bulk electric system continues to increase, particularly as it relates to the ability of the transmission grid to maintain a stable operating condition following contingency events. Both NERC and FRCC are developing rules that will further increase the workload on electric utilities to provide solutions to expected transmission system limitations that impact grid reliability. The Florida Public Service Commission also is increasing its oversight of grid reliability to be consistent with bulk power system adequacy and reliability requirements of the Federal Energy Regulatory Commission. System Planning plays a key role in the evaluation process to ensure reliability standards are met and the primary challenge for the division in FY11 will be the continuing increase in workload to support the increasing NERC/FRCC compliance requirements.

Significant Changes From FY 2010

The following service level changes are proposed for the Electric Department in fiscal year 2011:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and, in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$1,302.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$13,248).
- Funding for electric utilities are reduced by seven percent to reflect actual savings. Fiscal Impact: (\$154,990).
- Adjustments have been made to the department's vehicle replacement funding to reflect actual cost. Fiscal Impact: \$66,712.
- A new cost center is established - Electric System Compliance (290103) - by transferring existing funding and three positions from the department's administrative cost center. Fiscal Impact: \$0.

Utility Services
Electric Utility

City Commission Action

The fiscal year 2011 budget for the Electric Department was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.
- A \$10,108,400 increase in the transfer to RRI, and offsetting transfer in the same amount from the RRI/UB fund.
- An increase of approximately \$2.9 million associated with refunding for 2010 energy system bonds.
- An increase of \$350,000 to the Corn-Hydro Spillway Modifications project (08129).

**Utility Services
Electric Utility
Performance Measures**

Program Objectives

Program objectives of the Electric Utility include:

- Safety – Provide a safe work environment for Electric Utility employees and customers.
- Customer Services/Reliability – Deliver reliable, high quality electric utility services that exceed customers' expectations and meet all applicable regulatory criteria.
- Cost/Value – Deliver competitively priced high value electric utility service to the city's customers.
- Environmental – Comply with all applicable environmental regulations and requirements, and, as a result, incur no major environmental violations. Major violations are defined as violations that result in agency action such as consent order, notice of violations, fines, etc.

Analysis of Performance Measures

The Electric Utility's measures seek to identify success towards accomplishing safety, cost and reliability goals, and to benchmark against similar utilities in Florida and the United States. The target measures represent industry standards, while taking into account the differences in the municipal versus private marketplace, the natural gas fuel requirements in the city's ordinance, and the variety of operational units available under varied regulatory environments.

Benchmarks are derived from North American Electric Reliability Council (NERC) measures, American Public Power Association (APPA), Florida Municipal Power Agency (FMPA), and Florida Public Service Commission (FPSC) reported standards. In certain cases, specific utilities are surveyed. Florida utility comparisons include Florida Power and Light (FPL), Progress Energy Florida (PEF), Orange Utilities (OUC), Lakeland, Jacksonville Electric Authority (JEA), and Gainesville Regional Utilities (GRU).

The Electric Utility meets or exceeds industry benchmarks for control performance standards 1 and 2, and for the system average interruption duration index (SAIDI). Its performance for the customer average interruption duration index (CAIDI) and average length of service interruption (L-Bar) measures are less than that reported by the FPSC, but greater than average performance reported by the FMPA. By contrast, the utility's system average interruption frequency index (SAIFI) exceeds that of both the FPSC and FMPA.

The department's fiscal year 2010 budgeted residential base rate for 1,000 kilowatt hours exceeds those of investor-owned utilities, but are less than the average of municipally-owned utilities. The city's budgeted base rate for 1,500 residential kilowatt hours is between those of both the investor-owned utilities and municipally-owned utilities.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
1a-Number of Electric FTEs.	#	291	295	295	295
1b-Amount of Capital Projects Budgeted.	\$	60,761,900	48,090,900	50,845,509	56,546,600
<i>YTD amount reflects the capital budget appropriated at the beginning of the fiscal year plus supplemental appropriations approved through June 30, 2010.</i>					
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
4b-Customers per non-generation employee.	#/employee	596	600	591	600
<i>The APPA reports that for utilities > 100,000 customers, a benchmark for customers per non-generation employees is 291.</i>					

**City of Tallahassee
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Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
3a-Control Performance Standard 1. Control area performance utilizing four-second data averaged on a minute basis vs. frequency. One measure is a statistical measure of Area Control Error variability and its relationship to frequency error. <i>The NERC Control Performance Standard is the measure against which all control areas are evaluated and as a benchmark is set at 100%. The agency is proposing additional BAL standard changes that will affect projected numbers for the future.</i>	%	162.90	155.00	159.87	140.00
3b-Control Performance Standard 2. Control Area performance utilizing four-second data averaged on a 10-minute basis. The second measure is designed to bound Area Control Error in ten-minute averages and provides an oversight function to limit excessive unscheduled power flows that could result from large Area Control Errors. <i>The NERC Control Performance Standard is the measure against which all control areas are evaluated and as a benchmark is set at 90%. The agency is proposing additional BAL standard changes that will affect projected numbers for the future.</i>	%	98.60	96.00	98.32	96.00
3f-Average Response Time - System Average Response Time to a customer reported service interruption This measure is defined as the average amount of time it takes for an Electric Utility Service-worker to arrive on site to make repairs, after receipt of a customer's call reporting a service interruption. <i>There currently are no benchmarks available for this measure, so the L-BAR efficiency measure is added for benchmarking purposes. L-BAR is a combination of this measure and CAIDI.</i>	#	41.00	43.00	41.33	45.00
3g- System Average Interruption Duration Index (SAIDI) This measure is defined as the average time (in minutes) of power outage experienced by a customer during the reporting period. <i>Benchmarks for investor owned utilities and large public power systems in Florida are as follows: FPSC= 115.0 and FMPA= 88.0.</i>	Minutes	116.80	120.00	49.30	125.00
3h-Customer Average Interruption Duration Index (CAIDI). This measure is defined as the average duration of a customer outage (in minutes) for those customers affected by an outage during the reporting period. <i>Benchmarks for investor owned utilities and large public power systems in Florida are as follows: FPSC= 85.0 and FMPA= 53.0.</i>	Minutes	62.50	70.00	59.80	75.00
3i-System Average Interruption Frequency Index (SAIFI). This measure is defined as the average number of power interruptions that a customer experiences during a specified time period. <i>Benchmarks for investor owned utilities and large public power systems in Florida are as follows: FPSC=1.3 and FMPA=2.7.</i>	#	1.29	2.20	0.73	2.20

**City of Tallahassee
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Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
3j-Average length of a service interruption (L-BAR). This measure is defined as the average duration (in minutes) of power outages for the defined period. <i>Benchmarks for investor owned utilities and large public power systems in Florida are as follows: FPSC= 143.0 and FMPA= 119.0.</i>	Minutes	71.10	90.00	73.53	90.00
4a-System Steam Generation Efficiency (Heat Rate). This indicator measures the net operating efficiency of the City's steam electric generating units (Hopkins Units 1 & 2 and Purdom Units 7 & 8) by indicating the amount of fuel used (btu) for each kwh of energy delivered to the system. <i>The NERC generation availability data system benchmark for heat rate is not available at this time. Heat rate goals do not include increased starts and stops, or long periods of low load operations on HP1, HP2, or PP8.</i>	Btu/kwh	7,991	8,089	8,125	8,089
4c-Residential base rate for 1000 KWH (excludes fuel and purchased power)	\$	64.80	64.80	64.80	65.51
4d-Residential base rate for 1500 KWH (excludes fuel and purchased power).	\$	94.04	94.04	94.04	95.07

**City of Tallahassee
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Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
2a-Department Incident Rate This measure provides an indicator of the safety incident rate using the standardized US OSHA formula. The rate is calculated on a scale of 200,000 work hours. The formula is total reported incidents divided by b=number of work hours multiplied by 200,000 work hours. <i>The APPA reports that for utilities > 100,000 customers = 2.7</i>	Work Hours	3.10	4.40	5.17	4.40
3c-System Steam Equivalent Availability. This measure identifies the percentage of time during the year that the city's steam units (Hopkins Units 1 & 2 and Purdom Units 7 & 8) are available for full load operation. Equivalent availability takes into account each unit's scheduled outages, maintenance outages and forced outages and is weighted by unit size. The performance data is based on August to July performance year. Higher is better. <i>NERC generation availability data system 2006 benchmark is 86.60 (higher is better).</i>	%	90.40	86.20	92.70	88.90
3d-System Steam Forced Outage. This measure identifies the percentage of time during the year that the city's steam units (Hopkins Units 1 & 2 and Purdom Units 7 & 8) are unavailable for full load operation as a result of a forced outage. A forced outage is an outage that is neither planned in advance nor able to be deferred until the next weekend. The performance data is based on an August to July performance year and is weighted by unit size. Lower is better. <i>NERC generation availability data system 2006 benchmark is 9.81% (lower is better).</i>	%	1.90	5.00	1.33	5.00
3e-System Steam Scheduled Outage Rate. This measure identifies the percentage of time during the year that the city's steam units (Hopkins Units 1 & 2 and Purdom Units 7 & 8) are unavailable for full load operation as a result of a scheduled unit outage. A scheduled unit outage is an outage that is planned well in advance. The performance data is based on an August to July performance year and is weighted by unit size. Lower is better. <i>NERC generation availability data system 2006 benchmark is 7.70% (lower is better).</i>	%	5.90	7.40	4.43	4.60
5a-Number of major environmental violations.	#	0	0	0	0

Utility Services

Electric Utility

Capital Improvement Program Budget

CIP Budget Overview

The Electric Utility's approved 2011-2015 capital improvement plan totals \$323,208,700 and the fiscal year 2011 capital budget is \$56,546,600. The five-year CIP for fiscal year 2011 is approximately \$23.4 million or 6.7 percent less than the previous year's CIP; the FY11 capital budget is \$10 million less than the capital budget programmed for 2011 in the FY10 approved CIP. This represents a reduction of 15%.

Adjustments have been made to projects that support demand side management, substations, transmission lines, the three power plants, and other miscellaneous projects. Additional appropriations have been made to projects that were not programmed as part of the prior year's CIP, and others originally programmed in 2011 have been moved to out years.

Project descriptions are located in the capital budget section of this document.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
Accounts Receivable	650,000	3,250,000
Electric Future Bonds	38,370,000	176,931,100
Electric RR&I	17,526,600	143,027,600
Total Funding	56,546,600	323,208,700

Utility Services

Electric Utility

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

0100549-RG-Greenwood MHP
0100550-DM-Kleman Plaza Condos
0100550-TG-I-10 Widening-Seg 1
0100987-DB-Tippecanoe Hills Su
0100992-AG-I10 Widening Seg 3
0900250-AG-Woodville to Craw
Addition 230kV Autotransformer
Cap Cascades Trail-Segment 2
CC-Substation/System Control B
CC-Substation/System Control B
CC-Sub-Supervisory Control & D
CC-Telecommunications/Fiber Op
COMMUNICATIONS SYSTEM REPLACE.
Corn - Head Gate Replacements
Corn-Head Gate Seal Repairs
Distribution Equipment
EMS Evaluation, Specifications
EMS Evaluation, Specifications
EOY-WRHS-Physical Inventory
FY09-05 Bond Issue MEMO Master
GIS Development and Implementa
GIS Electric Field Inventory
Hopkins HP2 Demolition
HP1 Major/Minor Outages
HP2 Major/Minor Outages
Hydro Head Gate & Wall Repair
M00900250-AG-CCSW-NW/Orange
M0100992-TG-I-10 Widening
M05130-Hurricane Dennis
M07009-#2 480 VOLT STATION SRV
M07009-#2 COOLING TWR GEARBX
M07009-UNIT 2 UPS REPLACEMENT
M07020:RM - New Street Lights
M0800243-LD-Gum Rd Reconductor
M0800243-Lipona Rd Relocation
M0800244:JN-Garden Oaks Subdiv
M0800244-AG-Mahan Dr. Relocat.
M0800244-Cold Harbor Drive
M0800244-RG-Paeonia Place
M0800244-Walden Rd Upgrade
M08007:RM-R&U Area Lights
M08007:RM-R&UA Distr OH & URD
M08007:RM-R&UM Distr OH & URD
M08008-BH-Compliance Analysis
M08010:GH:2nd Filter Press
M08020:RM-Streetlight Maint.
M08092-JN-Pepper Rd
M0900250-AG-CCSE-Woodville Hwy
M0900250-AG-I-10 & T'ville Rd
M0900250-AG-Mission San Luis
M0900250-AG-Victory Garden Dr

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M0900250-AG-VictoryGardenUG
M0900250-DB-Persimmon HillsSub
M0900250-PD-Rework of BP-3
M0900250-RM-MerchantsRowFdrll
M09007:R&U Area Lights
M09009-#2 COOLING TWR GEARBOX
M09009-HIGH TANK/#1 CHIM PAINT
M09009-HOP AIR COMPRESSOR UPGR
M09009-HOP CONTROL ROOM HVAC
M09009-Hop Turbine Crane Upgra
M09010- BD- PP8 LCI Repairs
M09010:GH-PP8 T/G coupling
M09020:TG-Streetlight Maint.
M09092-BA-Dist Fdr Upgrades
M09092-BA-Dist-Fdr Upgrades
M09115:RM-New Area Lights
M1000194-AG-I-10 & CCNW
M1000194-EM-TCC Ghazvini Ctr
M1000229:TS:LM6000 Upgr/Repair
M10031-RM-R&U M Area Lights
M10031-RM-R&U M Distr OH&URD
M10036-GO-ARD
M10043-MO-Street Light Maint.
M10043-TD-Downtown Streetlight
M10051-BF-Construction Master
M10051-BF-Unpredictables
M10051-RM-New Area Lights
OP-GO-Celebration of Lights
OP-GO-Hurricane Frances
OP-GO-Hurricane Ivan
Orange Ave Extension Phase II
PD-Relocation of BP3 Xmis Line
PE-Distribution Feeder Upgrade
PE-Elect Sys Const and Improv
PE-Recloser Communications
PE-Reconductor Trans Line 21
PE-Reconductor Trans Line 2C
PE-Reconductor Transm Ln 7A
PE-Recurring-Repl & Upg
PE-Substation BP3 Termination
PE-Substation BP4 Modification
PE-Substation Inter Projects
PE-Substation J
PE-Tharpe and Ocala to CCNW
PP8 Major / Minor Outages
PP8 ZD Major/Minor Outages
Property Acquisition
Purdom Miscellaneous Equipment
Purdom Pipe & NDE Insp & Rein
Purdom ZD Filter Cake Conveyor
Purdom-Piping & NDE Inspection
R10037-T&D-Remod Op Center
R10045-MO-Padmount Inspect Pro
R10047-GO-Gang Switch RR&I

Utility Services

Electric Utility

R10048-PB-Transm Ln Fac. Refur
Relay & Communication Systems
Repair Dmgd Mobile Sub Unit #1
Roof Upgrade @ Utility Operati
SMR Contamination at Purdom
Solar Capacity Expansion Plan
Street Lighting-Improv/Maint
Substation BP 9 Modification
Substation BP-18
T&D-Elect Svc Request-Master
T&D-G.P. Yard Acces-Ext & Imp
Telecommunications/Fiber Optic
Utility Supply Misc RR&I

Utility Services
Electric Utility

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

0100549-PD-Xmission Lines 15A
0100987-BC-Black Creek Restor
0900250-DM-DF122Ext-Call
115kV Oil Circuit Breakers Rep
115kV Oil Circuit Breakers Rep
2002 Bond Issue Memo Master
2007 Bond Issue MEMO Master
App of Capacitor and Voltage
Backup Res for Substation BP12
BP 17 Feeders
BP 19 Feeders
BP-14 Feeders
BP-15 to BP-18 Trans Line
BP-9 to BP-18 Trans Line
CCSW Springhill to Blountstown
Corn Hydro FERC Fuse Plug Mods
DSM - M&V Evaluation & Support
Energy Efficiency & DSM
ETL-Transmssn line-BP9 to BP7
GIS Integratr. w/ Work Process
Hopkins 63kA Breaker Replacemt
Hopkins HC3/HC4 HPT Repairs
Hopkins Miscellaneous Major/Mi
M0100987-TD-BP21 Feeder Cir.
M07009-HOPKINS PLANT SECURITY
M07010:BD-Purdom Secur & Monit
M0800247-DM-Floridian-Aloft Ho
M08008-GSB-Interface Studies
M08009-ARC FLASH STUDY
M08012-ARR-BF-Regular A/R's
M08012-ARR-MO-Fire @ Hopkins
M08020:RM-New Street Lights
M08093-BA-PE-Smart Grid Comm.
M08115:RM-New Area Lights
M08115:RM-New Services
M08115-DM-Alliance Center
M0900250-ACW-Thornton Rd
M0900250-AG-I-10 - Lkshore Dr
M0900250-DM-First BapChurch
M09007:RM-R&UA Distr OH & URD
M09008-PC-Resource Planning
M09009-HP2 CIRC WTR PUMP OVERH
M09010:DT-Rplc PP8 Fan Blades
M09010:GH-Vpr Compr Spl Pc Rpl
M09012-ARC-GO-Internal SVCS
M09012-ARDA-GO-Wrecks/Damages
M09012-ARR-BF-Regular A/R's
M09115:RM-New Services
M1000194:GO:Seminole Substatio
M1000194-AG-Jackson Bluff Relo
M1000194-AG-Mahan Dr/DOT Phase

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M1000194-AG-Pedrick Rd Upgrade
M10031-RM-R&U A Distrib OH&URD
M10033-Hopkins MMM#1
M10036-RM-AR Regular
M10038-Hopkins MMEF #1
M10043-RM-New Street Lights
M10044-Purdom MERA #1
M10051-RM-New Services
M9020:RM-New Street Lights
Nabb Road Feeder
PE-BP 21 Feeders
PE-BP5 to Line 31 Transmn Line
PE-Fallschase Resident Feeders
PE-Fallschase Substation-BP21
PE-Gaines Street
PE-Pinnacle At Cross Creek
PE-Recond TL 15A-C
PE-Southside/St. Joe
PE-Substation BP-15 Modificati
PE-Substation BP22
PE-Substation BP5 Modification
PE-Substation BP6 Modification
PE-TD-BP4 Feeders
PE-Trans Line 17 Conversion
PE-Trans Upgrade Projects
PE-Transmission Line to Banner
PE-Welaunee
PE-West Side Substation
PP8 and H2 Perf Testing
Pre Pay Metering Project
Prod Mgmt Champs Integration
Prod Mgmt- Corn Hydro Part 12
Prod Mgmt- Corn Spillway Modif
Prod Mgmt Insurance Issues
Prod Mgmt- Purdom Oil Tank Con
Purch of Talquin Elect facilit
Purchase of Talquin Electric C
Purdom - Demineralizer Refurb
Purdom DCS Hardware/Soft
Purdom Structure Improvements
Purdom-Piping & NDE Inspection
Purdom-Structure Improvements
R10030-T&D-Refurb of URD Sys
R10032-PC-SP Resource Studies
R10039-RF-Substns/SC Fac Upgra
R10040-RF-Sub-SCADA Acquisitn
R10041-RF-Telecom/Fiber Optics
Reconductor Trans Line 3A
Relay & Comm Sys. RR&I
Relay & Communic. Systems P-II
Replace 5kv Switches on Downto
Repower Hopkins 2 - Phase 1
Solar Capacity Expansion Plan
Solar Development Project

Utility Services

Electric Utility

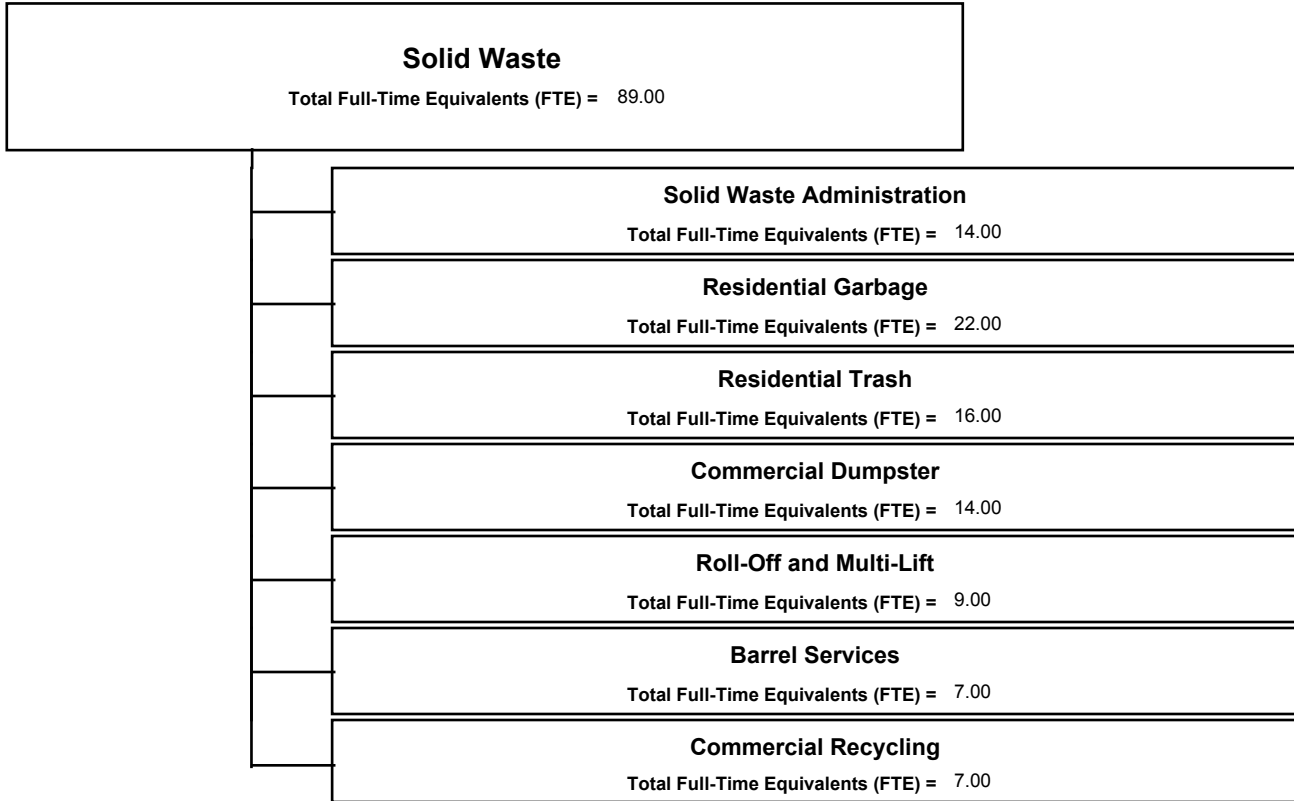
SP-Alternate Energy
Substation BP 12
Substation BP 14
Substation BP 17
Substation BP 3
Substation BP17 Construction
Substation BP3 Reconstruction
Substation Mods--Mobile Tfmr
Substation Transformer Replace
Substation Transformers Replac
T&D-115kV/230kV Transmission L
T&D-Facility Security Program
T&D-Mobile Substation and Eq
T&D-Refurbishment of URD Syste
T&D-Remodeling Operations Cent
Welaunee Land Purchase



Utility Services

Solid Waste

Organizational Chart



**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Solid Waste

Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
350101 Solid Waste Administration	5,010,396	3,498,713	3,911,697	4,041,191
350201 Residential Garbage	3,028,774	2,804,185	3,344,375	3,235,377
350202 Residential Trash	2,084,871	1,979,142	2,118,698	2,283,254
350203 Contractual Residential Services	5,255,874	4,863,297	5,009,955	5,009,635
350301 Commercial Dumpster	3,913,472	3,713,895	4,290,801	4,186,394
350302 Roll-Off and Multi-Lift	1,726,208	1,795,609	2,224,275	2,183,685
350303 Barrel Services	510,682	623,953	575,881	574,350
350305 Commercial Recycling	787,215	578,357	667,493	626,331
Total Expenditures	22,317,493	19,857,151	22,143,175	22,140,217

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	4,778,220	4,364,856	4,910,898	4,900,539
Operating	5,567,771	5,159,494	5,385,124	5,385,124
Other Services & Charges	145,000	145,000	145,000	145,000
Capital Outlay	134,600	46,500	74,885	74,885
Allocated Accounts	4,215,995	4,062,667	4,653,084	4,660,485
Utilities and Other Expenses	5,716,517	5,902,960	6,379,155	6,379,155
Transfers	160,778	11,000	0	0
Contributions to Operations	151,472	164,674	161,914	161,914
Year End Adjustments	1,447,140	0	433,115	433,115
Total Expenditures	22,317,493	19,857,151	22,143,175	22,140,217

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Solid Waste Fund	22,317,493	19,857,151	22,143,175	22,140,217
Total Funding	22,317,493	19,857,151	22,143,175	22,140,217

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
350101 Solid Waste Administration	15.00	14.00	14.00	14.00
350201 Residential Garbage	28.00	23.00	23.00	22.00
350202 Residential Trash	17.00	16.00	16.00	16.00
350301 Commercial Dumpster	18.00	15.00	14.00	14.00
350302 Roll-Off and Multi-Lift	7.00	8.00	8.00	9.00
350303 Barrel Services	7.00	7.00	7.00	7.00
350305 Commercial Recycling	7.00	7.00	7.00	7.00
Total FTE	99.00	90.00	89.00	89.00

Utility Services

Solid Waste

Summary of Services Provided

By ordinance, the City collects all commercial waste, residential waste, and recovered materials from residential establishments. City resources are used to provide services to roughly half of the residential clientele. Residential clients not serviced directly by the City receive residential solid waste and recycling collection services from Waste Pro of Florida, Inc., which was awarded the contract by the City to provide these services in designated areas.

Beginning May 1, 2007, the City modified waste removal services to once a week curbside collection that coincides with the recycling collection on the same day. Yard waste and bulk items are collected on alternating weeks. The change in service occurred in response to increasing service costs and customer survey results that indicated a preference for modifying the level of service rather than increasing the base rates for service.

Backdoor service is still available at no additional charge to customers who are physically unable to place collection receptacles at the curb. Special designation is available through an eligibility application and determination process under the Helping Hands program. Other customers may also continue backdoor service through the premium service option available for an additional cost of \$20 per month.

Commercial customers inside the City are provided dumpster, roll off, and barrel service. A number of commercial customers who either cannot accommodate a dumpster or who do not need the capacity of a dumpster receive barrel service. The City provides this service to approximately 1,400 customers. Standard service consists of twice-a-week backdoor service. Customers that desire additional weekly pick ups are charged based on the number of times service is provided. Commercial dumpster customers lease 2, 4, 6, or 8 yard containers and are charged based upon the size of container and the frequency of pick up. Recycling is not considered part of the standard service, however, a two-bin Smart Cart is provided on an "as requested" basis.

Roll off service is offered on a demand basis for customers with periodic large volumes of solid waste. The City services small containers, 12-16 cubic yards, and large containers, 20-40 cubic yards. Customers are charged a fixed fee (pull charge), plus the landfill tipping fee per occurrence.

The City also offers corrugated and mixed paper recycling. Customers that receive the corrugated recycling service are charged per pick up. Customers receiving mixed paper recycling are charged on a monthly basis.

Utility Services

Solid Waste

Trends and Issues

The department has identified the following operational challenges for FY11:

Helping Hands

•Prior to the service level change the total number of Helping Hand (HH) customers was 743. Afterwards that number increased to 3,048 for combined garbage and recycling customers. While most municipalities HH customers are about one to two percent of the total customer count, this figure appears excessively high compared to the industry norm. Additionally, the City's contract with Waste Pro states that "customers establish eligibility to receive this service by submitting a physician's statement that the customer is unable to roll containers to the curb and by asserting that no one resides in the household who is capable of rolling containers to the curb". Currently, Waste Pro is requesting that the City consider re-certification of all customers based on the terms of the contract.

Uncontrollable Cost of Tipping Fees

•Disposal fees for Landfill (clean yard waste) and Transfer station (residential waste) has increased annually since 2005. For the proposed FY 2011 budget, Leon County provided an unofficial rate increase of \$1.00 per ton for waste taken to the Transfer station. The County continues to offer \$27.00 per ton for the disposal of clean yard waste.

2008 Energy Bill House Bill 7135

•The Energy, Climate Change and Economic Security Act of 2008 (House Bill 7153) signed in to law by Governor Crist created Section 403.7032, Florida Statutes. This established a new statewide recycling goal of 75% of all recyclable materials to be achieved by the year 2020. Also, the statute directed the Department of Environmental Protection (DEP) to develop a program designed to achieve this goal.

Special Events

•According to Parks and Recreation, the City has thirteen (13) sanctioned special events resulting in additional personnel, overtime, fuel and disposal costs that are absorbed by SWS. During FY09, the department absorbed \$164,603 for the cost of providing refuse service for these events. The estimated cost for FY 2010 is \$70,000. As the budget continues to tighten, Solid Waste is proposing the possibility of establishing a budget in the general fund to defray costs incurred by several departments and that the City consider charging a cost for special events to allow full cost recovery from the sponsors of these events.

Illegal Dumping

•Illegal dumps are picked up during normal collection or neighborhood cleanups that are scheduled through Keep Tallahassee and Leon County Beautiful, Neighborhood Associations, City departments including L-Team and other civic associations. The cost of illegal dumps is projected to cost the department \$53,000 annually. Staff is being more diligent in investigating the discarded debris. Whenever a determination of ownership can be established, Code Enforcement and the Tallahassee Police Department are brought in to address the issue.

Utility Services

Solid Waste

Significant Changes From FY 2010

The following service level changes were approved as proposed for the Solid Waste Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$123,763.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,386).
- The department's electric budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$2,335).
- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Reduction in Utility Sanitation budget. Fiscal Impact: (\$89,422).
- Elimination of one vacant Commercial Collection Driver III (#6824). Fiscal Impact: (\$50,956).

The following service level changes were approved as a part of FY10 Mid-year reductions:

- One vacant Executive Secretary position(#613) was eliminated. Fiscal Impact: (\$52,456).

City Commission Action

The City Commission approved the budget for the Solid Waste Department with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Utility Services
Solid Waste
Performance Measures

Program Objectives

The department has identified the following goals:

- Provide cost effective residential and commercial solid waste collection services;
- Improve customer satisfaction;
- Enhance employee and citizen safety by minimizing preventable accidents;
- Increase community participation in the development of solid waste programs;
- Ensure future disposal capacity by increasing the recycling diversion rate through enhanced customer participation in residential and commercial programs.

Analysis of Performance Measures

The following is an analysis of the department's performance measures:

- Close field activity orders within 4 days from time of service

This measure includes field activity orders that are generated when a customer requests service other than the regularly scheduled collection service. These services can range from delivery and/or replacement of containers, to special collections that are over the stipulated sizes and for service of mixed containers. Solid Waste personnel are responsible for making sure that the open field orders have been completed and forwarded to other staff members that handle billing to be closed and/or billed to the appropriate customer account. Additionally, staff runs a query each Wednesday to reconcile open field orders that are four or more days old. This practice has resulted in 100% compliance for FY10, which compares favorably to last year. A target of 100% has also been set by the department for FY11.

- Maintain recycling contamination rate of 8%

Contamination within the City most often occurs during special events staged around community wide events such as downtown get downs and in high-density rental areas. Currently, the department is experiencing some reduction in the rate of contamination. This reduction is attributed to the use of clear stream bags for recycling and clear labeling to distinguish garbage containers from recycling containers in these special events. In FY09, the department exceeded the FY09 contamination target of 11%. Currently, Solid Waste has a year-to-date target of 6.42% and to meet the FY10 target. The contamination target for FY11 is 8.0%, which was the same target for FY10.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
# of commercial customers	#	15,845	16,850	15,677	16,900
<i>Data derived from the Monthly Utility Report prepared by the Utility Accounting Administrator. Although this report shows that figures seem to be constant, the tonnage figures show gradual increases.</i>					
# of residential customers	#	46,732.83	47,400.00	46,700.89	47,500.00
<i>Data derived from the Monthly Utility Report prepared by the Utility Accounting Administrator.</i>					
Increase participation in neighborhood meetings	#	66	60	39	60
<i>All meetings involving the SW Inspector have been scheduled by outside persons or agencies. Additionally, SW Inspectors, the Recycling Coordinator, the Administration Svcs Manager and Marketing representatives schedule meetings with neighborhood associations and homeowners to resolve SW related issues. Such issues include placement of garbage containers and dumpsters, yard waste pick ups, missed services and damage to properties by SW trucks.</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Solid Waste

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Increase route audits of contracted service provider	#	52	68	51	68
<i>Route audits are performed on a continual basis as stated in our contract with Waste Pro. Complete the re-alignment of bulky items and yard waste routes into one in all contracted areas. Also, rerouted recycling routes in Southwood from Friday to Wednesday.</i>					
Reduce number of City-served customer complaints	#	1,346	2,200	907	2,200
<i>The slight increase in complaints is due to continuous complaints about contaminated yard waste piles.</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Accomplish billing of commercial services within 5 days of service date	%	95.42	100.00	100.00	100.00
<i>Daily billing from commercial route sheets and the running of a query every Wednesday has resulted in accurate and timely billings.</i>					
Close field activity orders within 4 days from time of service	%	100	100	100	100
<i>A query is run every Wednesday to determine open field activity orders that are more than 4 days old. This effort has resulted in timely close-outs of outstanding field orders.</i>					
Increase residential recycling tonnage by 6%	#	6,171.58	7,428.00	4,549.81	7,428.00
<i>In an effort to re-energize residential recycling, staff attended community events, HOA meetings, public gatherings and wrote articles for the Insight to educate the public on the benefits of recycling.</i>					
Maintain recycling contamination rate of 8%	%	8.34	8.00	6.42	8.00
<i>Formula: Recycling Residue divided by Total Processed. We are seeing a reduction in the contamination rate in recycling containers with the recent mail outs of SW customer guides. Most contamination occurs during social events staged around student living areas and community wide events such as downtown get downs and special events.</i>					
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Reduce number of preventable accidents by 23% per year	#	24	20	38	0
<i>The data for this effectiveness measure reflects the actual number of accidents. Monthly Safety Meetings have affected the responsiveness of employees. They have become more careful on the road.</i>					

Utility Services

Solid Waste

Capital Improvement Program Budget

CIP Budget Overview

There are no capital projects for Solid Waste in the FY 2011-2015 Capital Improvement Plan (CIP).

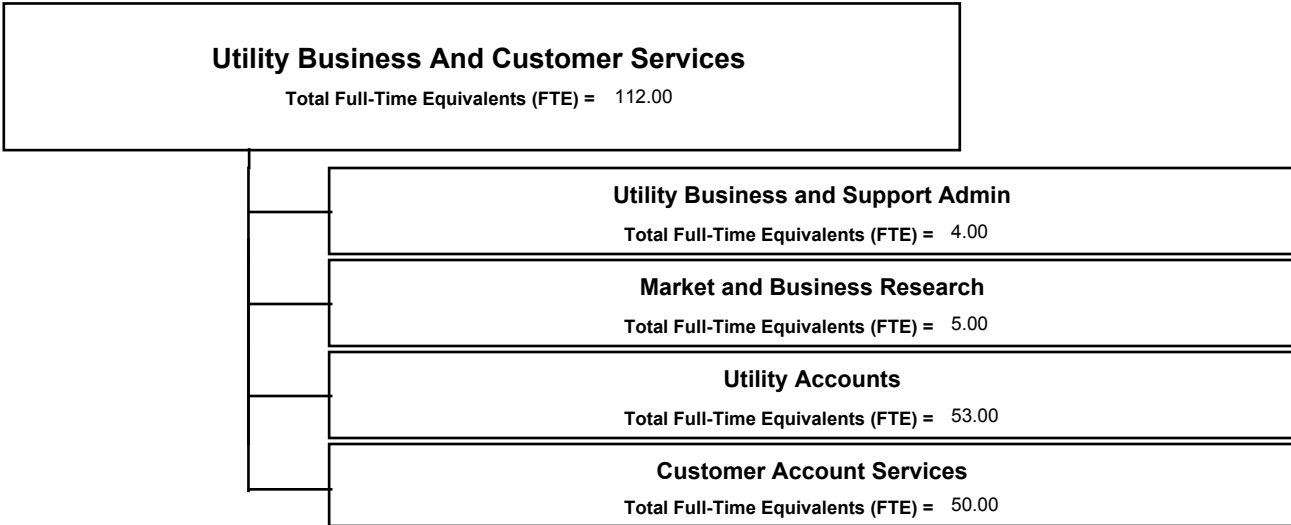
Completed Capital Projects

None.

Continued Capital Projects

None.

Utility Services
Utility Business And Customer Services
Organizational Chart



**Utility Services
Utility Business And Customer Services**

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
370101 Utility Business and Support Admin	1,689,058	1,527,952	1,596,954	1,802,051
370202 Market and Business Research	480,762	557,945	562,253	562,774
370204 Special Projects	34,382	43,341	49,825	49,825
370501 Utility Accounts	5,005,763	6,094,005	6,406,160	6,266,233
370503 Customer Account Services	4,225,385	3,635,787	3,798,919	3,537,167
Total Expenditures	11,435,350	11,859,030	12,414,111	12,218,050

<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	7,304,399	6,878,661	7,529,487	7,228,338
Operating	1,170,619	1,649,354	2,072,517	2,069,709
Allocated Accounts	2,054,594	2,462,144	2,558,359	2,711,871
Utilities and Other Expenses	0	0	42,480	42,480
Transfers	905,737	868,871	211,268	165,652
Total Expenditures	11,435,350	11,859,030	12,414,111	12,218,050

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Utility Business Services Fund	11,435,350	11,859,030	12,414,111	12,218,050
Total Funding	11,435,350	11,859,030	12,414,111	12,218,050

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
370101 Utility Business and Support Admin	4.00	4.00	4.00	4.00
370202 Market and Business Research	4.00	5.00	5.00	5.00
370501 Utility Accounts	60.00	54.00	53.00	53.00
370503 Customer Account Services	52.00	51.00	50.00	50.00
Total FTE	120.00	114.00	112.00	112.00

Utility Services

Utility Business And Customer Services

Summary of Services Provided

The Utility Business and Customer Services Department provides services to all of the city's utility departments, as well as other government departments. The primary departmental functions include utility customer services, marketing and research, parking ticket collections, utility service connections and disconnections, utility billing, credit and collection services, meter services, administrative services, and cable regulations. These functions are consolidated in the UBCS Department in order to provide a high level of service to customers at an effective cost.

Utility Customer Services

The Utility Customer Services (UCS) program provides a direct interface with the city's utility customers by responding to utility customer inquiries through the call center, walk-in service center, internet, and the commercial customer account management unit. UCS is responsible for accurately processing utility inquiries and service requests such as service connects, disconnects, transfers, and other utility related work orders. More than 500,000 transactions are handled each year.

UCS administers collection activities for delinquent utility and non-utility accounts, manages energy and water and sewer loan activities, and resolves various customer issues and appeals associated with parking tickets. Increased use of tools, applications, and enhanced training has made this program more customer-focused, providing more customer support.

Utility Accounts

Deployment of the smart metering network and evolving duties and work processes have prompted changes in infrastructure and resources such as personnel and equipment used to carry out the goals of the Utility Customer Accounts program. As executive owner of two of the city's most comprehensive enterprise applications - the smart metering network and the customer information system (CIS) - the program performs major functions associated with customer field services and billing for all utilities. In addition, it is responsible for meter services, billing for CIS, accounting reconciliation between CIS and the city's financial system software applications, utility rate development and analysis, and processing electronic and traditional utility statements. The Utility Customer Accounts program build-up of technology and account analysis enhances UBCS' ability to accurately bill its customers, provide customer services and choices, and promote energy savings.

Utility Marketing & Business Research

The Utility Marketing program provides marketing support for all utility departments including Electric, Water, Gas, Energy Services and Solid Waste Services. Utility Marketing also supports the Environmental Policy and Energy Resources Department, the Fleet Department, and the city's golf course operations. Marketing services include research, surveys, community outreach, program development, advertising, project management, special event planning, graphic and web designing, and utility-sponsored community partnerships.

With a greater focus on developing customer-driven marketing and outreach strategies to promote e+ products and services designed to save energy, water, and money, the program has moved into business development. These will open the path for a number of innovative programs, product offerings, and opportunities for customers to better manage their energy and water usage.

Administration

Administrative functions include strategic planning for the department in the areas of budget preparation, training, performance management, establishment and implementation of internal controls, procurement services, customer complaint resolution, policy/process review, and audit responses. This division also manages operations of both city-owned golf courses, the staff and budgets for which are located in the Parks, Recreation, and Neighborhood Affairs Department.

Utility Services

Utility Business And Customer Services

Trends and Issues

Customer Service is Our Business

The city began development of its smart grid in 2008 with a goal to provide customers with more information and choices to save energy, water and money. Underlying technologies consisting of smart meters and meter data management software were installed in fiscal year 2010. The development of new programs began in January 2010 and will continue into fiscal year 2011. Beginning in 2011, UBCS intends to restructure its workforce to support daily operation of the smart grid infrastructure, followed by a transition from a customer intake model to a customer sales and service-oriented workforce in fiscal year 2012. These changes will provide the staffing structure to support data, new programs and customer choice.

Business Development

Service delivery, rate design, and usage information has not changed appreciably since utility services began more than 100 years ago. With the implementation of the smart grid, the city will offer different rate plans to its customers. Information also will be provided via multiple channels such as the internet, mobile phones, or in-home energy monitors. The Utility Marketing Division is primarily responsible for the creation of new programs, which will be essential to garner customer support for the smart grid.

The rollout of new rate options began in fiscal year 2010 and UBCS plans to create additional options with greater complexity and savings opportunities in fiscal year 2011. New options likely will be coupled with smart devices that provide customers with automated control of their large appliances, enabling them to pre-program preferences based on the highest and lowest cost energy price periods.

Infrastructure

The Utility Accounts Division's operations have changed significantly with implementation of the smart grid. The final transition from a labor-oriented field staff to greater automation and data analytics will be completed in fiscal year 2011. To accommodate this transition, the division will be reorganized to provide greater data processing and management ability and less field support. Since the beginning of the smart grid's implementation, UBCS has reduced the customer field services staff to half of its original size, commensurate with the automation of meter readings and other select field functions than can now be performed remotely. In order to process and analyze the wealth of new data provided by the smart grid, three utility analysts are proposed in fiscal year 2011.

Customer Support

The economy continues to impact the city's customer support functions. While electric rates decreased considerably in fiscal year 2010, many residential and commercial customers struggled to make ends meet. In recognition of these needs, the City Commission authorized the Winter Relief Assistance Program and the Good Neighbor Program to provide bill assistance to those most in need. As approved, the Good Neighbor Program will continue into fiscal year 2011.

Overall, UBCS intends to continue using new technologies to improve customer service in the future while recognizing customer needs today.

Utility Services

Utility Business And Customer Services

Significant Changes From FY 2010

The following service level changes are proposed for UBCS in fiscal year 2011:

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY11; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and, in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.
- Addition of three utility analyst positions in fiscal year 2011 to support daily operation of the smart grid infrastructure. Fiscal Impact: \$217,732.
- Elimination of three meter positions (#1466 and #2763 at the beginning of the fiscal year; #6589 effective 7/31/11), one utility diversion specialist (#1129), and one water utilities services specialist (#2906). Fiscal Impact: (\$207,664).
- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$448.
- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$847).
- The department's electric utility budget is reduced by seven percent to reflect actual savings. Fiscal Impact: (\$3,197).
- The department's fleet replacement budget is adjusted to reflect actual cost. Fiscal Impact: (\$13,876).

City Commission Action

The fiscal year 2011 budget for the Utility Business and Customer Services was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.
- On September 15, 2010, the City Commission approved a \$1.230 million increase in debt financing for the Advanced Metering Project (0800357) to reconcile the funding sources with approved project appropriations. The project does not appear in the 2011-2015 capital improvement plan since appropriations were budgeted in prior fiscal years.

Utility Services
Utility Business And Customer Services
Performance Measures

Program Objectives

UBCS' fiscal year 2011 goal is to continue deployment of smart metering initiatives for the electric, gas and water programs and customers, and provision of a myriad of other services to various city departments.

Analysis of Performance Measures

The following performance measures illustrate how efficiently and effectively UBCS' specific goals are achieved, with customer service, customer choice, and satisfaction being primary among them.

- Customer Satisfaction Surveys for fiscal year 2009 indicate an achievement rate of 83.5%, which exceeded the 80% goal. For fiscal year 2010 the goal also is 80%, which UBCS has exceeded as of June 30th.
- Account Write-Offs vs. Gross Revenues is calculated as the net amount of non-collectible accounts sent to a collection agency and the amount of money the agency recovers as compared to gross revenues. Prior to 2010, the percentage had been around 0.7%. Higher percentages reflect economic difficulties experienced by residential and commercial customers. In response, UBCS and the financial viability committee, have analyzed deposit policies and amounts and have initiated aggressive internal reviews in an effort to maintain a write-off percentage of no more than one percent. However, as of the end of December 2009, continuing customer financial difficulties yield write-offs of about 1.8%. The actual fiscal year 2010 percentage may change, once statistics from the third and fourth quarters are made available.
- Community Outreach and Educational Presentations, under the auspices of UBCS' marketing program, represent the city's commitment to helping customers save energy, water and money through easy-to-use programs, interactive tools, and smart grid technology. As of June 30, 2010, the department made 81 presentations, surpassing its goal of 60.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of calls received in call center	#	400,146	615,034	275,441	615,034
Number of utility accounts with e-mail addresses	#	2,322	45,000	48,113	50,000
Number of walk-in inquiries	#	48,171	36,000	22,786	36,000
Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Utility Marketing community outreach/educational presentations	#	0	60	81	60
<i>Presentations made to increase public awareness about e+ programs.</i>					
Number of new, transfer, and final out accounts	#	76,421	100,596	17,826	100,596
Number of service orders worked	#	212,254	312,476	138,261	312,476
Total meters read annually consist of automated and manual readings.	#	2,430,979	2,630,516	435,657	2,630,516
<i>Total meters read annually consists of a combination of manual and automated readings.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Percent of account write-offs vs. gross revenues	%	0.00	0.01	0.19	0.01
<i>Performance measures for each month are stand-alone and not averaged.</i>					
<i>FY10 quarter 1: Oct = 1.35%; Nov = 1.43%; Dec = 0.84%</i>					
<i>FY10 quarter 2: Jan = 0.72%; Feb = 0.69%; Mar = 0.65%</i>					
<i>FY10 quarter 3: Apr = 1.35%; May = 0.71%; Jun = not available</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Utility Business And Customer Services

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Maintain labor utilization rate within the call center at 80% or greater.	%	85.56	80.00	94.22	80.00
Percent of call center calls answered within 30 seconds	%	66.42	85.00	84.11	85.00
Percent of customer satisfaction surveys administered quarterly receiving a rating of 3 or above on a scale of 1 - 5.	%	83.50	80.00	83.00	80.00
Outcome Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Maintain meter reading accuracy at or above 99.75%	%	99.81	99.77	99.74	99.77

Utility Services
Utility Business And Customer Services
Capital Improvement Program Budget

CIP Budget Overview

UBCS has no capital projects for fiscal years 2011 through 2015.

Completed Capital Projects

The following list represents projects with a magnitude greater than \$50,000, that were completed or were underway and expected to be completed in fiscal year 2010.

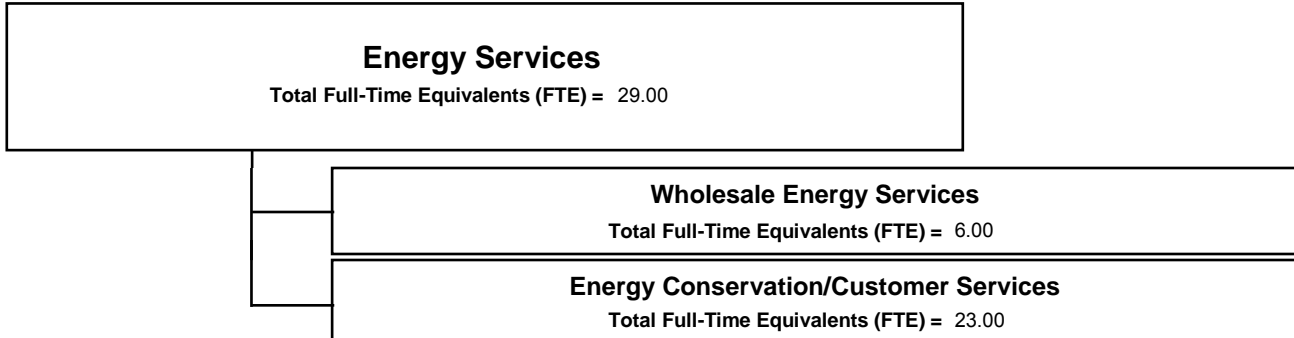
None

Continued Capital Projects

The following list represents projects with a magnitude greater than \$50,000 that are expected to continue into fiscal year 2011.

System Integration
Work Management Project

**Utility Services
Energy Services
Organizational Chart**



Operating Budget

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
430101 Wholesale Energy Services	241,739,872	209,276,505	229,204,683	218,402,717
430201 Energy Conservation/Customer Services	1,485,123	1,484,093	1,297,970	1,498,716
430202 Marketing and Sales	0	0	0	23
Total Expenditures	243,224,996	210,760,598	230,502,653	219,901,456

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	2,046,785	2,019,773	1,785,458	1,925,573
Operating	149,908	167,383	302,579	302,579
Fuel	240,686,929	207,959,587	217,292,662	217,292,662
Allocated Accounts	279,930	120,821	310,608	355,732
Utilities and Other Expenses	44	0	501	501
Transfers	61,400	22,512	24,252	24,409
Year End Adjustments	0	0	10,786,593	0
Total Expenditures	243,224,996	210,760,598	230,502,653	219,901,456

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Energy Services Fund	243,224,996	210,760,598	230,502,653	219,901,456
Total Funding	243,224,996	210,760,598	230,502,653	219,901,456

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
430101 Wholesale Energy Services	6.00	6.00	6.00	6.00
430201 Energy Conservation/Customer Services	17.00	23.00	20.00	23.00
Total FTE	23.00	29.00	26.00	29.00

Utility Services Energy Services

Summary of Services Provided

The Energy Services Department consists of two divisions – Wholesale Energy Services and Retail Energy Services.

Wholesale Energy Services (WES) is responsible for managing fuel and energy supply portfolios, including related financial risk mitigation programs for the city's electric and gas utilities. WES performs marketing and trading of electricity and natural gas in the open market, utilizing city-owned and third party resources. WES began purchasing natural gas in 1992 after FERC Order 636 was issued requiring buyers of natural gas to acquire supplies on the open market. In 1997 FERC issued Orders 888 and 889, which greatly expanded the power marketing opportunities and mission of WES. WES also offers fuels and energy supply management services to outside entities at a profit to the city. WES' overriding responsibility is to maximize revenue, while minimizing costs and related financial risks on fuels and energy for city utility systems, without compromising system reliability.

Major functions performed by the Wholesale Energy Services Division include:

- Forecasting energy and fuel requirements and prices for the electric and gas utilities;
- Analyzing energy and fuel markets, trading possibilities, service options and opportunities;
- Acquiring, selling and trading energy/fuels and related services in the open market;
- Mitigating risk on supply reliability and fiscal aspects of the business by performing technical and administrative tasks within pre-established risk limits and control processes; and
- Enhancing the city's competitive position through effective monitoring of, and participation in, regulatory and market activities associated with supply, transportation, delivery and trading of energy, fuels and related resources or services.

The Retail Energy Services Division (which includes the Energy Conservation/Customer Services cost center) is responsible for direct services to customers that include utility sales; non-residential service contracts; utility end-use consultation; assistance involving energy efficiency enhancement loans and rebates for targeted sales/services; and other programs and promotional initiatives directed at retail utility customers, builders, contractors, and vendors. Primary responsibilities of this division are outlined below.

- Energy Efficiency provides home and business energy audits, investigations of high utility bills, financial assistance for energy efficiency improvements, and related customer services.
- In January 2007 the City Commission approved three new energy efficiency programs: a) Solar Water Heating \$450 rebates; b) Ceiling Insulation 80% rebates; and c) Compact Fluorescent Lamp (CFL) Distributions.
- Gas Sales promotes the gas system's residential and non-residential customer growth.
- Customer Retention establishes and maintains communication with high-use utility customers, including development and administration of long-term contracts.

Utility Services Energy Services

Trends and Issues

The Wholesale Energy Services (WES) division will be challenged to find ways to further reduce the cost of fuel and power for the Electric and Gas Utilities. Though market prices have been falling, there are still opportunities to reduce costs via intervention in the Rate Cases of the gas pipelines, the execution of Prepaid Natural Gas Contracts, and the pursuit of alternate fuel storage options. Historically, these efforts have saved millions of dollars annually. All of these activities require significant legal and contractual services, but all offer savings to the cost of fuel many times larger.

The Retail Energy Services (RES) division continues to experience strong demand from utility customers for all of its energy efficiency (e+) offerings and incentives. Loan and Rebate activities are near the highest levels ever, or higher, although Energy Audits are down from the highest demand in 2009. Rebate amounts for Energy Star appliances and natural gas appliances for both existing and new homes were doubled in May for a limited time only. The Demand Side Management Program Manager contract will be executed later this year, and implementation will be ongoing through FY2011. This activity is triggering the reorganization of the RES division into two functional areas – one for customer outreach (audits) and one for Demand Side Management (DSM) program a 20-year effort that has been shown to be the most cost effective way to meet customer demand for electricity in the future. It supports the trend of growing customer interest in energy efficiency that we expect to continue for many years, along with continued strong demand for all energy services.

Energy Services will seek new approaches, efficiencies, and cost-saving opportunities wherever possible. For example several federal grants were applied for in the last year, with awards of nearly \$11 Million for use in DSM, Smart Grid, and other energy efficiency projects. Staff is reviewing its programs to determine where the greatest value lies with respect to meeting the Citywide and departmental goals. Efforts will be focused on the areas that have shown the greatest benefits.

After several years of flat or reduced operating budgets, Energy Services has approached a funding level where further cuts are likely to reduce the overall level of service and may result in higher fuel costs to the Electric and Gas Utilities.

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Energy Services Department's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$2,592.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$1,976).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

Utility Services
Energy Services

City Commission Action

The fiscal year 2011 budget for the Energy Services Department was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in fiscal year 2011, from 75% city and 25% employees to 70% and 30%, respectively; freezing the city subsidy for retiree health insurance at the fiscal year 2010 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in savings of \$182,896 in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557, even with the new hedge, to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet, including new vehicles and equipment added to the fleet in fiscal year 2010.
- On September 15, 2010, the City Commission approved a \$1.230 million increase in debt financing for the Advanced Metering Project (0800357) to reconcile the funding sources with approved project appropriations. The project does not appear in the 2011-2015 capital improvement plan since appropriations were budgeted in prior fiscal years.
- Five energy auditor positions that were added in FY09 will be eliminated. Two of these positions will be transferred to Growth Management, Building Inspection division.

Utility Services
Energy Services
Performance Measures

Program Objectives

The Energy Services Department has identified the following as objectives for fiscal year 2011.

1. Meet demands of the city's energy conservation, Demand Side Management, and customer service programs.
2. Reduce fixed costs and minimize energy unit price for electric and gas utilities.
3. Continue the energy risk management programs for mitigating physical and financial risks in order to control supply costs and maximize business opportunities.
4. Continue to pursue additional cost-effective opportunities for green energy.
5. Protect the city's interests and competitive position by taking a proactive role in regulatory and industry activities affecting wholesale and retail energy markets.
6. Increase market share, customer retention, targeted sales, and net revenue growth.
7. Continue to pursue savings associated with prepay contracts.
8. Provide hedging services where needed throughout the City.

Analysis of Performance Measures

Wholesale Energy Services' goal to meet the demands of the city's energy conservation, Demand Side Management, and customer service programs for the past two years has not been met. Current data show the amount of kwh savings directly attributable to the DSM programs at 5,578.02 kwh as of the end of the 2nd quarter 2010 compared to a full year goal of 45,428 kwh.

Residential and Commercial energy audits performed by the department have been more frequent over the past two years. However, FY10 appears to be slightly lower than FY09. Audits performed in FY10 have already exceeded the goal for the year. This indicates that City customers are concerned about utility usage and are taking steps to further curb their energy usage, perhaps leading to an improvement in the kwh savings measures discussed above.

Total savings from natural gas hedging transactions are again trending favorably. Year to date savings so far have exceeded target estimates.

<u>Output Measures</u>	<u>Unit of Measure</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Budget</u>	<u>FY 2010 YTD</u>	<u>FY 2011 Budget</u>
Response to customer inquiries through City's Datamart process.	#	1,697	600	1,025	600
MWH savings directly attributable to the DSM programs	# MWh	10,894.00	45,428.00	13,916.02	48,000.00
kw savings directly attributable to the DSM programs	# kW	1,314.00	25,891.00	1,009.02	19,000.00
Electric power off-system purchases and sales (MWH)	MWH	339,694	500,000	369,846	500,000
Natural gas delivered & capacity traded (MMBTU)	MMBTU	24,336,966	23,000,000	18,940,119	23,000,000

These numbers are mostly affected by weather, the alternative cost of oil, and system outages. If the weather is extreme, then oil will be more expensive to purchase than gas, and power will be cheaper to generate.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Energy Services

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of commercial energy audits performed	#	292	95	124	95
<i>These indicators are driven by high bills and customer outreach. This program creates customer service opportunities for our commercial customers.</i>					
Number of residential energy audits performed	#	8,142	2,000	4,723	2,000
<i>This program is driven by high bills, customer outreach and available energy auditors. Extreme weather, increased rates and advertising create more audits.</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Total profit/savings from off-system natural gas transactions	\$	595,645	400,000	1,101,265	400,000
<i>This measure depends largely on available natural gas pipeline capacity in the State of Florida. A tight capacity market will create profit opportunities for this measure.</i>					
Total profits/savings from off-system power transactions	\$	1,587,602	5,000,000	3,619,486	5,000,000
<i>This measure is driven by the same factors as Electric power off-system purchases and sales (MWH).</i>					
Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Natural gas contracted transportation utilization factor	#	93.42	90.00	93.93	90.00
<i>Natural gas contracted transportation utilization factor measures the amount of pipeline capacity the city uses compared to the amount of pipeline capacity contracted for. This measure depends on weather, economic fuel switching to oil, statewide available capacity and opportunities for off-system sales. If natural gas prices remain cheaper than oil, weather is hotter than normal in the summer, colder than normal in the winter, and surplus capacity is limited in the State of Florida, capacity utilization is generally higher.</i>					

Utility Services

Energy Services

Capital Improvement Program Budget

CIP Budget Overview

The department's five year capital improvement plan program includes funding for four projects in the amount of \$25,470,000 for FY 2011-2015. Fiscal year 2011 appropriation of \$5,190,000 supports continued on-going projects such as the demand side management program, demand side management program enhancements, residential energy conservation, and commercial energy conservation.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
Energy Conservation Fund - Capital Funds	5,190,000	25,470,000
Total Funding	5,190,000	25,470,000

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or underway and expected to be completed in fiscal year 2010.

None.

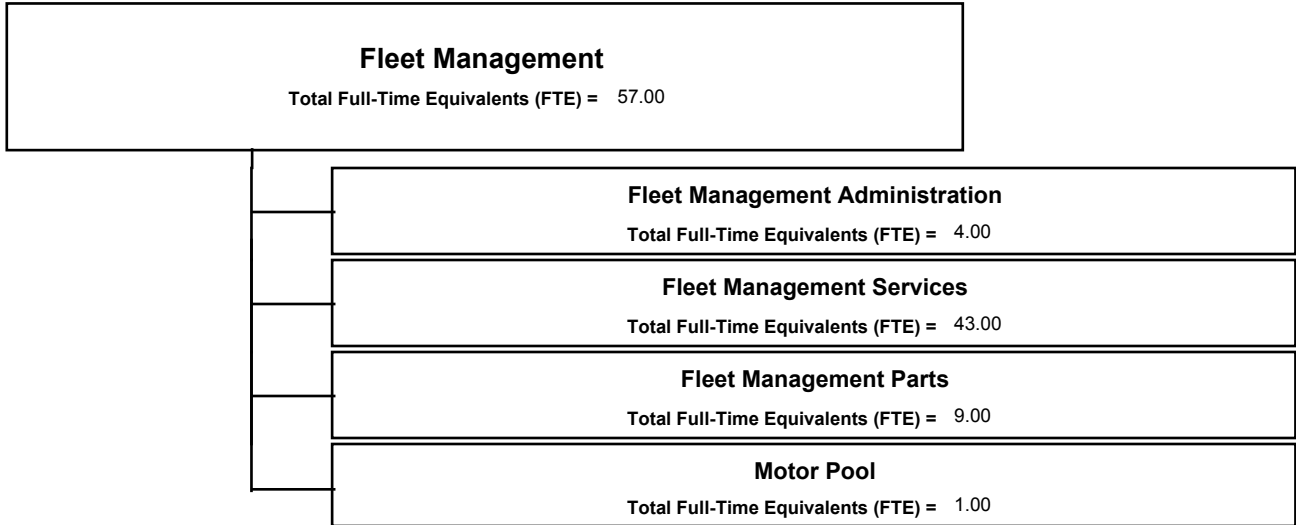
Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Demand Side Management - Program Enhancements
Demand Side Management - Program Support
Residential Energy Conservation
Commercial Energy Conservation



Utility Services
Fleet Management
Organizational Chart



**Utility Services
Fleet Management
Operating Budget**

Budgetary Cost Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
470101 Fleet Management Administration	1,218,489	1,281,014	1,269,823	1,216,499
470201 Fleet Management Services	3,102,601	3,227,209	3,081,482	3,144,070
470301 Fleet Management Parts	6,364,312	6,852,661	7,334,333	6,939,504
470401 Motor Pool	418,560	243,731	58,832	431,018
Total Expenditures	11,103,962	11,604,615	11,744,470	11,731,091

Expenditure Category Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	3,570,577	3,676,428	3,629,590	3,646,284
Operating	308,708	274,708	379,658	377,485
Fuel	2,859,219	3,797,482	4,146,972	3,731,608
Allocated Accounts	1,439,484	1,256,822	919,563	1,313,798
Utilities and Other Expenses	2,886,435	2,581,674	2,651,156	2,651,156
Transfers	17,337	17,501	10,760	10,760
Year End Adjustments	22,202	0	6,771	0
Total Expenditures	11,103,962	11,604,615	11,744,470	11,731,091

Funding Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Garage Operating Fund	11,103,962	11,604,615	11,744,470	11,731,091
Total Funding	11,103,962	11,604,615	11,744,470	11,731,091

FTE Summary

	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
470101 Fleet Management Administration	5.00	4.00	4.00	4.00
470201 Fleet Management Services	41.00	43.00	43.00	43.00
470301 Fleet Management Parts	10.00	10.00	9.00	9.00
470401 Motor Pool	1.00	1.00	1.00	1.00
Total FTE	57.00	58.00	57.00	57.00

Summary of Services Provided

Fleet Management facilitates the acquisition, disposal, maintenance, repair, fuel consumption needs, and historical data collection for all the city's vehicles and construction equipment with the exception of StarMetro buses.

The Fleet program is comprised of four divisions:

- Administration: This division is the administrative unit and provides direction for each of the two divisions to continue to improve the quality of all Fleet programs
- Service: The function of this division is to repair and maintain all city vehicles, with the exception of StarMetro
- Parts: The function of this division is to maintain an inventory of parts, purchase fuel, and maintain the fleet car wash facility
- Motor Pool: The function of this division is to assist Fleet in tracking the cost associated with the rental of equipment to various city departments

Utility Services Fleet Management

Trends and Issues

Fleet Management has identified the following as operational trends and issues:

- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.

- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

- The FASTER program gives Fleet daily comparative reports for trends and measurements that can be shared with department directors for cost savings analysis for their specific vehicles. Customer service feedback continues to be very positive: (i) a 5% average vehicle downtime is considered exceptional in the industry standard and Fleet management is consistently meeting or exceeding the standard; and (ii) a 3% variation in parts inventory is considered exceptional in the industry standard and Fleet Management has not been more than ½ of 1% for the past six years.

- A successful second chance program (inmate program) with the Leon County Sheriff's Department has contributed to enhancements and cost reductions.

- The number of take home vehicles has been reduced and other city vehicles are being driven less due to the implementation of the city-wide non-idling policy.

Significant Changes From FY 2010

The following service level changes were approved as proposed for Fleet Management's fiscal year 2011 budget. See the City Commission action section for additional changes to the FY11 approved budget:

- The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$946,972.

- The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$2,310).

- The department's electric budget is reduced by 7% to recognize actual savings. Fiscal Impact: (\$6,771).

- Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

- The elimination of one vacant Senior Inventory Specialist position (#1139). Fiscal Impact: (\$42,166).

Utility Services
Fleet Management

City Commission Action

The City Commission approved the budget for Fleet Management with the following changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.

Utility Services
Fleet Management
Performance Measures

Program Objectives

The following objectives have been identified for this program:

- Maintain current and dependable fleet;
- Develop and maintain inventories of infrastructure and facilities;
- Complete capital improvement projects on time and within budget;
- Increase focus on customer service and satisfaction, and improve communications.

Analysis of Performance Measures

Fleet continues to address and improve morale, increase accountability and improve the overall perception of Fleet Management with its customers and management. The following is a brief analysis highlighting some of Fleet's performance measures.

The percent of scheduled maintenance completed as scheduled is a performance indicator that measures the number of preventative maintenances completed by the end of the quarter within 30 days of the due date. FLAGFA's (Florida Government Fleet Association) standard is 95% of the preventative maintenance performed within 10% of due date. The target for this performance measure was changed to 76.25 in FY09 due to the process used to collect data. The Fleet Management software program will not allow data collection for comparative analysis. The FY10 target of 75.00 provided a better analysis of actual performance. An effort is underway to enable the collected data to better represent and reflect the FLAGFA standard. The year-to-date data of 82% has well exceeded the FY10 target. Fleet's percentage for this performance measure has improved from the same period last year. The target remains at 75% for FY11.

Parts inventory on-hand per vehicle is the performance measure that represents the dollar value of parts inventory at the end of the quarter divided by the number of active vehicles, excluding StarMetro, Fire and Leon County equipment. The overall goal is to lower Fleet's on-hand inventory value. The target of \$170 was exceeded for FY09. The year to-date for this performance measure is currently \$140.67, which may not result in the department meeting or exceeding the FY10 target of \$170. The FY11 target remains at \$170.

Input Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of vehicles	#	2,088.25	2,030.00	2,008.67	2,030.00

Number of vehicles maintained in FASTER except dependent equipment, demo equipment, personal fuel keys, retired equipment, StarMetro equipment, fire vehicles leased to volunteer fire departments and Leon County fuel keys. Fleet Management is trying to stabilize this ratio by surplusing vehicles not needed or not utilized.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Fleet Management

Output Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Number of gallons of fuel dispensed	#	1,444,658	1,500,000	1,099,862	1,500,000
<i>There is no standard for fuel dispensed. The City operates 2000+ pieces of equipment. With over 225 different classes and over 160 manufacturers, the diversity of the City's fleet is incomparable to other government fleets.</i>					
Number of hours billed to work orders	#	50,734.76	52,582.40	39,900.36	52,582.40
<i>49,723.46 annualized. Number of mechanic hours billed to work orders in FASTER. This total is generated from a FASTER report that gives the total number of billable labor hours using date parameters. ***FLAGFA's industry standard is that of 79% of mechanics time is available for billing to customers.</i>					
Number of vehicles purchased	#	87	60	64	60
<i>Based on data acquired from FASTER (not Leon County, dependent, demo, personal fuel keys, retired equipment, StarMetro equipment, or fire equipment leased to volunteer fire departments).</i>					
Number of vehicles surplusd	#	93	102	66	102
<i>Based on data in FASTER (not Leon County, dependent, demo, misc., personal fuel keys, retired equipment, StarMetro equipment, or fire equipment leased to volunteer fire departments).</i>					
Efficiency Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Hours available per vehicle maintained by fleet	#	8.04	7.00	8.15	7.00
<i>Primarily reflects increased staffing of available positions. (Formula: Total of regular and overtime hours paid during the quarter / Total number of vehicles on last day of quarter.)</i>					
Non-emergency passenger vehicles per employee	#	0.18	0.18	0.18	0.18
<i>A ratio: the number of wheeled vehicles in the active fleet per active fulltime employee of the City of Tallahassee. (Formula: Number of non-emergency vehicles (excluding trailers, police cruisers, and fire trucks, and all vehicles over 16000GVW / 2849.49 (total # of COT FTE for FY10 - total take from Community Profile.)</i>					
Parts inventory on-hand per vehicle	\$	149.25	170.00	140.67	170.00
<i>Dollar value of parts inventory (derived from FASTER report) at end of quarter divided by the number of vehicles.</i>					
Vehicles per 1,000 constituents	#	11.18	11.18	11.27	11.18
<i>The number of vehicles (excluding trailers) divided by per thousand citizens living within the City's corporate limits (per Community Profile = 177,879/1,000)</i>					
Vehicles per City employee	#	0.71	0.70	0.70	0.70
<i>Number of vehicles (excluding trailers) divided by the number of FTE (2849.49). ***(FTE City employees for FY10 per Community Profile.)</i>					
Vehicles per square mile covered	#	20.26	20.26	19.45	20.26
<i>Number of vehicles (excluding trailers) divided by the number of square miles within the City limit (103. 06). *** (Square miles per Community Profile.)</i>					

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Utility Services

Fleet Management

Effectiveness Measures	Unit of Measure	FY 2009 Actual	FY 2010 Budget	FY 2010 YTD	FY 2011 Budget
Hours billed as a percentage of hours available	%	83.13	79.00	81.03	79.00
<p><i>Percent of mechanic man-hours available for billing charged to work orders in FASTER. This is an annualized number. FLAGFA industry standard is that 79% of mechanics time is available for billing to customers.</i></p> <p><i>Formula: Number of mechanic hours billed to Work Orders in FASTER / Total of regular and overtime hours paid during the quarter.)</i></p>					
Number of vehicles per available mechanic employee	#	58	35	55	35
<p><i>Input measure used by Fleet to compare the total number of mechanic hours paid to the budgeted number of (FTE) mechanic positions. Standard would be the number of (FTE Mechanic) budgeted positions (35). (Formula: Total number of vehicles / Total number of available (FTE) mechanics)</i></p>					
Percent of fleet maintenance expenditures that are contracted out	%	23.50	23.00	22.00	23.00
<p><i>This is the percentage of fleet maintenance expenditures contracted to private companies or other agencies divided by the total amount of fleet maintenance expenditures. ***Derived from FASTER report FOR0320 (formula: total for sublets divided by total cost.)</i></p>					
Percent of scheduled maintenance completed as scheduled	%	75.25	75.00	82.00	75.00
<p><i>Number of preventive maintenances (PMs) completed by quarter within 30 days of due date. ***FLAGFA standard is 95% of PMs should be performed within 30 days of due date. (PM Compliance Report from FASTER)</i></p>					
Preventative maintenance as a percentage of total fleet maintenance	%	64.50	50.00	61.67	50.00
<p><i>FLAGFA standard is that 50% of all work orders should be preventative maintenance. Based on FASTER report FOR0320, less amounts for capitalization repairs.</i></p>					

Utility Services
Fleet Management
Capital Improvement Program Budget

CIP Budget Overview

Two projects are being funded in the FY 2011-2015 capital improvement plan for Fleet. For FY11, the department was appropriated \$6,100,000 in funding for the Vehicle Replacement project and the Environmental Compliance and Remediation project. Both of these projects are being funded from the Fleet Reserve Fund due to lack of funds in the GGCIF and GGCPA funding sources.

Fleet's five-year capital improvement plan totals \$32,150,000.

Funding Source	FY 2011 Appropriation	5 Year CIP Total
Fleet Reserve Fund	6,100,000	31,750,000
General Government Capital Project Account - GGCPA	0	400,000
Total Funding	6,100,000	32,150,000

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

FY09, FY10 Environmental Compliance/Remediation
FY09, FY10 Vehicle Replacement
FY 08 Facilitation of Bio-Diesel Program

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

FY11 Environmental Compliance/Remediation
FY11 Vehicle Replacement

Utility Services
Underground Utilities
Organizational Chart



City of Tallahassee
Fiscal Year 2011 Approved Budget

Utility Services
Underground Utilities

Operating Budget

<u>Budgetary Cost Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
490101 Underground Utilities Administration	17,233,591	21,338,219	21,996,497	22,074,233
490103 Water Distribution	1,279,909	2,872,636	2,254,446	2,363,820
490104 Water Maintenance	629,214	0	0	1,070
490105 Water Repair	908,691	43,598	0	0
490106 Water Construction	1,209,972	1,217,597	1,563,150	1,415,226
490107 Water Meters and Taps	862,252	135,232	0	0
490201 Business & Technology Development	29,418,315	34,988,737	37,140,548	36,479,607
490209 Engineering and Inspection	1,315,994	1,207,091	1,196,313	1,292,266
490301 Treatment Plants	585,222	1,377,081	1,462,705	1,446,993
490302 TPS Plant Operation	3,398,538	3,142,089	3,492,093	3,555,212
490303 TPS Maintenance	2,365,387	2,306,149	2,417,024	2,635,548
490304 Lake Bradford Operations	476,450	319,115	214,619	0
490306 Biosolid Operations	1,521,960	1,432,846	1,505,580	1,519,906
490308 Sprayfield Operations	977,438	886,516	805,667	804,894
490401 Collection System Administration	708,041	572,383	178,028	0
490402 Collection System Maintenance	972,954	858,269	2,008,344	2,160,806
490403 Collection System Repair	746,225	693,881	822,470	979,758
490404 Collection System Construction	570,477	463,120	21,011	34,148
490405 Pumping Stations	2,332,824	2,276,436	2,590,607	2,592,606
490406 TV Inspections	517,473	634,908	9,016	0
490501 Water Quality Administration	529,418	1,639,003	1,601,610	1,601,111
490502 Aquifer Protection	0	1,069	0	1,580
490503 System Dispatch/SCADA	378,430	0	0	0
490504 Industrial Pretreatment	185,882	1,742	0	1,335
490505 Water Quality Laboratory	942,438	952,913	1,072,676	1,069,722
490506 Cross Connection Control	164,358	1,384	0	2,790
490508 Field Sampling Unit	151,755	4,743	0	3,368
490509 Water Supply	4,210,949	2,802,392	2,912,129	2,822,869
490601 Gas Engineering & Business Planning	11,157,275	14,218,629	17,251,468	17,256,920
490602 Gas Transmission & Distribution	28,281,543	22,941,736	22,112,921	22,107,464
490701 Stormwater Management	10,923,775	11,082,119	10,588,140	10,628,013
Total Expenditures	124,956,747	130,411,633	135,217,062	134,851,265

<u>Expenditure Category Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Personnel Services	19,535,765	19,445,882	20,041,297	20,174,030
Operating	5,464,188	3,905,092	5,683,231	5,686,393
Fuel	26,742,903	22,001,952	21,298,214	21,298,214
Other Services & Charges	1,395,864	907,365	1,322,411	1,322,411
Capital Outlay	48,312	0	4,000	4,000
Allocated Accounts	14,953,472	14,762,637	15,374,875	15,805,209
Utilities and Other Expenses	7,065,058	6,563,657	6,930,221	6,930,221
Transfers	37,128,057	38,348,562	44,633,783	44,888,408
Contributions to Operations	10,775,280	12,127,298	12,092,059	12,092,059
Year End Adjustments	1,847,849	12,349,188	7,836,971	6,650,320
Total Expenditures	124,956,747	130,411,633	135,217,062	134,851,265

Utility Services
Underground Utilities

Operating Budget

<u>Funding Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
Gas Operating Fund	39,438,818	33,624,017	39,364,389	39,364,384
Water Operating Fund	26,334,577	28,409,674	28,726,222	28,677,218
Sewer Operating Fund	48,259,576	51,040,839	56,538,311	56,181,650
Stormwater Fund	10,923,775	4,987,915	10,588,140	10,628,013
Total Funding	124,956,747	118,062,445	135,217,062	134,851,265

<u>FTE Summary</u>	FY 2009 Actual	FY 2010 Estimated	FY 2011 Proposed	FY 2011 Approved
490101 Underground Utilities Administration	7.00	10.00	10.00	10.00
490103 Water Distribution	5.00	62.00	62.00	62.00
490104 Water Maintenance	17.00	0.00	0.00	0.00
490105 Water Repair	24.00	0.00	0.00	0.00
490106 Water Construction	23.00	23.00	23.00	23.00
490107 Water Meters and Taps	23.00	0.00	0.00	0.00
490201 Business & Technology Development	7.00	10.00	10.00	10.00
490209 Engineering and Inspection	19.00	19.00	19.00	19.00
490301 Treatment Plants	5.00	8.00	8.00	8.00
490302 TPS Plant Operation	14.00	19.00	19.00	19.00
490303 TPS Maintenance	36.00	33.00	33.00	33.00
490304 Lake Bradford Operations	5.00	0.00	0.00	0.00
490306 Biosolid Operations	5.00	5.00	5.00	5.00
490401 Collection System Administration	6.00	0.00	0.00	0.00
490402 Collection System Maintenance	16.00	32.00	32.00	32.00
490403 Collection System Repair	15.00	29.00	29.00	29.00
490404 Collection System Construction	19.00	0.00	0.00	0.00
490405 Pumping Stations	11.00	14.00	14.00	14.00
490406 TV Inspections	9.00	0.00	0.00	0.00
490501 Water Quality Administration	2.00	18.00	18.00	18.00
490502 Aquifer Protection	2.00	0.00	0.00	0.00
490503 System Dispatch/SCADA	7.00	0.00	0.00	0.00
490504 Industrial Pretreatment	4.00	0.00	0.00	0.00
490505 Water Quality Laboratory	11.00	14.00	14.00	14.00
490506 Cross Connection Control	3.00	0.00	0.00	0.00
490508 Field Sampling Unit	3.00	0.00	0.00	0.00
490509 Water Supply	9.00	9.00	9.00	9.00
490601 Gas Engineering & Business Planning	12.00	27.00	27.00	27.00
490602 Gas Transmission & Distribution	28.00	10.00	10.00	10.00
490701 Stormwater Management	20.00	18.00	18.00	18.00
Total FTE	367.00	360.00	360.00	360.00

Summary of Services Provided

The Underground Utilities Department provides quality water, sewer, stormwater and gas services to residents of the city and to portions of Leon and Wakulla counties. The department is committed to treating and delivering top quality drinking water to homes and businesses, and to collecting the community's wastewater for high-level treatment.

Utility Services Underground Utilities

Trends and Issues

The effect of a weakening economy and a slowdown in the housing market resulted in lower per capita usage of water and sewer along with an increase in the cost of key raw materials and contractual supplies. Actual customer growth and other revenue indicators for FY2010 for the period October through June are lower than FY2009 for the same period. These indicators lead to the conclusion that the economy will continue to negatively impact the Utility through FY2011.

The revenue models for Gas, Water and Sewer Funds have been revised to reflect the current economy. The customer growth factor of 1% used in the 2007 Gas Rate Study and the 2008 Water/Sewer Rate Study have been reduced to 0% in projecting revenue for the remainder of FY2010 and FY2011.

Detail by fund is provided below.

A. Water Fund

The Water Fund balance is showing the negative effects of residential and commercial customer and consumption reductions, with a projected \$2.0 million shortfall for FY 2010. Impacts of the worsening economy have been incorporated into the Water Utility FY 2011 revenue projection. The Water Fund is proposing a FY2011 operating budget of \$28.7 million.

B. Sewer Fund

The Sewer Fund is not projected to have a shortfall for FY 2010. Rate revenues in the FY 2008 Rate Study were projected for FY 2010 at \$48.0 million. Actual revenue is expected to be \$45.2 million for this time period. Reductions in operating expenses are expected to offset this reduction in revenue. The economic downturn has been factored into the Sewer Fund FY 2011 revenue projection of \$56.2 million.

C. Gas Fund

The Gas Fund budget for FY 2010, adjusted for known changes, indicates existing rates and charges for gas services will exceed projected costs by \$3.5 million. Reliable impacts of weather degree-day projections are not available until late summer, but FY 2011 is not expected to be as cold as FY 2010. The impact of warmer weather has been incorporated into the Gas Utility FY 2011 revenue projection of \$39.3 million. Customer growth of less than 1% has been assumed.

D. Stormwater Fund

Impacts of the worsening economy have been incorporated into the Stormwater Fund FY 2011 revenue projection of \$16 million. Zero customer growth has been assumed.

Utility Services Underground Utilities

Significant Changes From FY 2010

The following service level changes were included in the proposed budget for the Underground Utilities fiscal year 2011 budget.

The department's fuel budget is increased by 23.5% to recognize the additional fuel cost in FY11 due to the fuel hedging contract ending on September 30, 2010. Fiscal Impact: \$44,262.

The department's telephone budget is reduced by 21% to recognize the savings from a new cellular contract. Fiscal Impact: (\$17,863).

Assumptions for personnel services are as follows: salaries for general employees are adjusted for a 2% merit salary enhancement in FY 2011; general employee pension rates are 10.6%, police union employee pension rates are 18.1% and fire union employee pension rates are 20.15% based on an actuarial study; matched annuity pension plan rates are 7.15% based on an actuarial study; the health care rate is set at actual cost per employee or at the family rate for vacant positions; and in departments with more than fifty employees, a 3.0% vacancy factor is applied to salaries.

WATER

Reduction in the number of vehicles in service results in a decrease in vehicle fuel. Fiscal Impact (\$60,000)

Funding for electric utilities are reduced by seven percent. Fiscal Impact: (\$170,054).

Adjustments have been made to the department's vehicle replacement funding. Fiscal Impact: \$167,204.

SEWER

Electricity savings from the shifting of treatment from LBR to TPS. The employees, chemical cost and supplies shifted to TPS, but electricity savings will result (\$200,000), with nominal amounts (\$12,342) for occasional running of the LBR pumps.

Funding for electric utilities are reduced by seven percent. Fiscal Impact: (\$262,857).

Adjustments have been made to the department's vehicle replacement funding. Fiscal Impact: \$(167,704).

GAS

Funding for electric utilities are reduced by seven percent. Fiscal Impact: (\$1,988).

Adjustments have been made to the department's vehicle replacement funding. Fiscal Impact: \$(20,937).

STORMWATER

Adjustments have been made to the department's vehicle replacement funding. Fiscal Impact: \$39,156.

Utility Services
Underground Utilities

City Commission Action

The fiscal year 2011 budget for the Utility Business and Customer Services was approved with the following additional changes:

- Adjustments to personnel expenses included a shift in cost sharing of healthcare premiums over the next two years, beginning in FY11, from 75%/25% city and employees to 70%/30%; freezing the city subsidy for retiree health insurance at the FY10 amount into perpetuity; salary updates; position changes; and intradepartmental reorganizations and transfers.
- All allocated accounts were updated to reflect updated statistical allocation formula data.
- A new vehicle fuel hedge agreement was reached on August 20, 2010 which results in \$182,896 savings in projected vehicle fuel cost from the proposed budget. Savings for the general fund are projected at \$35,749. The fuel budget for StarMetro was previously underestimated and increased by \$209,557 even with the the new hedge to reflect updated consumption data for StarMetro. Other savings have been distributed to all funds according to updated allocation statistics.
- Vehicle replacement charges have been updated to reflect the current composition and cost of the fleet including new vehicles and equipment added to the fleet in FY10.
- Sewer debt service increased by \$9,591 as a result of issuance in late FY10 of \$17.9 million in new debt for the Advanced Wastewater Treatment Plant project.

Utility Services
Underground Utilities
Performance Measures

Program Objectives

The Underground Utilities' fiscal year 2011 goals are to:

1. Maintain water and sewer service levels within the city's service area.
2. Continue implementation of strategic plan initiatives for the Water Utility Division started in fiscal year 2002.
3. Implement biosolids treatment and disposal methods to meet regulatory compliance and public acceptance.
4. Improve water treatment and quality in those areas where current levels may be less than desirable.
5. Maintain the ability to deliver a safe and reliable gas system, along with gas products that meet or exceed customer expectations at a competitive price.
6. Maintain the ability to provide a work environment that creates a team approach to accomplish tasks by recognizing innovative individual contributions.
7. Continue to improve inter-unit relationships that encourage effective resource sharing and innovative problem-solving contributions.
8. Continue to search for new markets that will improve revenue-generating capabilities for the underground utility systems and minimize overhead.

Utility Services Underground Utilities

Analysis of Performance Measures

The success of FY09-FY10 can be demonstrated in four significant undertakings:

A. Advanced Wastewater Treatment (AWT)

AWT involves an upgrade to the Thomas P. Smith Wastewater Treatment (TPS) facility to Biological Nutrient Reduction (BNR) treatment. The \$227 million project, the largest the City has been involved in, is on budget and on schedule.

B. Capital Circle North East - Tropical Storm Fay - Force Main Repairs

The 36" CCNE Force Main repair was a significant and unique construction project completed by Underground Utilities Engineering staff ahead of schedule and cost effectively. The 8,800 linear feet of force main installed through a method known as pipe bursting is the first of its kind nation wide. The project was completed in less than 12 weeks, which is considered a record time by industry standards. This method of construction was newly piloted in the City, and minimized traffic interruptions by minimizing lane closures to one, and was accomplished during night hours, further diminishing impact on Tallahassee roadway traffic.

C. Lafayette Park Stormwater Outfall Flood Relief Project

The Lafayette Park Stormwater Outfall Flood Relief Project will reduce property damage and increase public safety by addressing flooding that occurs within the Old Town and Lafayette Park neighborhoods. These improvements are anticipated to cost \$400,000, and will provide capacity to accommodate over 95% of storms.

D. Gas Utility System Growth

The economic downturn in fiscal year 2009 resulted in a customer base reduction for many Florida gas utilities. The City's Gas Utility management team observed this negative customer growth trend, and modified the direction of its sales and marketing programs to reduce the negative customer growth impact. Therefore, in spite of this economic downturn, the City's Gas Utility achieved positive customer growth in fiscal year 2009. This was accomplished by focusing sales and marketing efforts on customer retention, retrofitting existing homes and businesses with natural gas, and penetrating the multifamily market. While many of the rest of Florida's gas utilities are still experiencing negative customer growth. The Gas Utility's sales and marketing efforts have continued through fiscal year 2010 with excellent results, compared to 2009, resulting in new customer growth in all customer categories:

- Existing residential service taps are up 30%
- Existing commercial service taps are up 70%
- New residential service taps are up 400%
- New commercial service taps are up 200%

**Utility Services
Underground Utilities
Capital Improvement Program Budget**

CIP Budget Overview

The Water and Sewer Utility Division's capital improvement plan (CIP) has increased to \$193,492,650 primarily as a result of the implementation of advanced wastewater treatment improvements at the Lake Bradford Road and T. P. Smith facilities. Funding for these and other Water Utility Division capital projects are in accordance with the 2008 water and sewer rate studies.

The Gas Utility Division's five-year capital improvement plan program includes funding for five projects in the amount of \$24,120,650 for FY 2011-2015. Fiscal year 2011 appropriation supports continued on-going projects including the continuation of the alternate fuel program; gas expansion system in western Leon County; continuous repairs, expansions and relocations of new and existing gas mains in conjunction with roadway construction projects; the procurement of meters for new service requests, replacements of obsolete meters; repaving of utility cuts; and the installation of service taps for residential, commercial, and industrial customers. Continued funding has been requested in the automation implementation capital project in an effort to fully automate the department's daily activities, improve customer services, and enhance operational efficiency and effectiveness.

The Stormwater Utility Division's five-year capital improvement plan program includes funding for planning, designing and construction activities aimed at minimizing water quality impacts to the Tallahassee area receiving water bodies.

<u>Funding Source</u>	<u>FY 2011 Appropriation</u>	<u>5 Year CIP Total</u>
BluePrint 2000 Funds	3,672,200	11,012,700
Florida Department of Environmental Protection	0	500,000
Gas Energy System Bonds	1,250,000	9,958,250
Gas Fund Accounts Receivable	50,000	250,000
Gas RR&I	1,349,900	13,902,400
Gas RR&I Undesignated Balance	10,000	10,000
Sewer Future CUSB	43,167,200	58,984,200
Sewer RR&I	9,972,900	49,488,300
Sewer RR&I Undesignated Balance	882,800	4,414,000
Sewer System Charge	400,000	1,500,000
Sewer System Charge Undesignated Balance	1,900,000	10,000,000
Stormwater RR&I Undesignated Balance	1,250,000	9,150,000
Stormwater Utility Fee	1,985,000	14,808,000
Water Future CUSB	9,145,900	44,556,200
Water RR&I	2,514,900	16,562,900
Water RR&I Undesignated Balance	1,629,850	5,392,050
Water System Charge Undesignated Balance	519,000	2,595,000
Total Funding	79,699,650	253,084,000

Utility Services
Underground Utilities

Completed Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which were completed or were underway and expected to be completed in fiscal year 2010.

Water Division

AMR Activities
Meridian Rd Wtr Adjs
Water Well #35 Design & Constr
Wtr Valve Exercz/Survey
Water Valve Adjustments
Water Main Repair/Maint
Water SCADA Systems
GIS Services
Water MLE Refunds
Preston St WM Upgrade
Wtr Main Upgrade Design
Brighten 2" Main Repl
4th Ave WM Construction
Paeonia Place WM Refund
Gaines St Water Ph 2
Gaines Street Water
Woodville-Leon Cnty Water Main
Master Water Plan Update
Water Main Upgrades
Water Relocation Design
GPS Service Fees & Equipment
AMR Activities
Water Plan Design
Dent St WM Upgrade
Richmond St WM Upgrade
Timberlane Sch Rd WM
Facility Building Improvements
Water System Security Improvem
Water Manhole Adj-FDOT
Master Water Plan Improvements
Carbon Bed Replacement
Facility Building Improvements
Sys Security Improvements

Sewer Division

PS #36 Replacement
Education & Outreach Program
Environmental Mgmt System
AWT Program
Pump Station #70 Replacement
Aeon Ch RR Swr Survey
Pump Station 53 Design
Pump Station 101 Design
Pump Station 23 Abandonment
Pump Station SCADA
Ford St Sewer Relocatn
PS 74 Piping Mods
Flood Cleanup(Apr '09)

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Acquifer Protection & WQ Study
Hernando St Sewer Rehab
Monday Rd Sewer Ext
Elberta Dr Sewer Rehab
Force Main Repairs
Emergency Generator R&R
PS Odor Control Systems
Collectn SCADA/I&C/Elec
Treatmnt SCADA/I&C/Elec
TPS Landscape/Bldgs
GPS Systems/Services
E Randolph Swr Rehab
Alban Ave Sewer Rehab
PS 12 & 84 Piping Mods
Smoke Testing-FY10
PS 84 Improvements
PS 32 Improv Design
Capital Circle FM & Head Tank
Summerbrooke Unit 1 Sewer
AWT Program
CCSE E2 Sewer Reloc
Meginnis Cr Swr Reloc
CCNE Force Main Replcmn
Gaines Street Sewer
Meginnis Arm Swr Rehab
Sewer MLE Refunds
Master Plan Systems Eng
Leon Cnty Master Sewer Project
Water Quality Div Svc Request
Minor Sewer Expansion Master
PS #36 Replacement
Capital Circle FM & Head Tank
CCSE E2 Sewer Reloc
Sewer Plan Update Phase II
Pump Station #70 Replacement

Gas Division

Gas System Relocatn-APA
Gas Replacement Meters
High-Pressure System Upgrade
Southeast Sector - Distributio
Mobile Work Mgmt/PCs
Gas System Mainfeed-APA
Gas System Expansn-APA
Welaunee Plantation Gas Main
Gas Valve Adjustments
Gas System Relocatn-APA
Gas New Meters
Gas Replacement Meters
Gas Reg Station Maint
Gas Valve Survey/Maint
Gas Mainfeed Expansion
Distribution Expansion
High-Pressure System Upgrade
Welaunee Plantation - Gas Ext

Utility Services
Underground Utilities

Continued Capital Projects

The following list represents major projects (those with a magnitude greater than \$50,000), which are expected to continue into fiscal year 2011.

Water Division

Automation Implementation
Mahan Dr Widening-Water-JPA

Sewer Division

Mahan Dr Widening-Water-JPA
Reuse Water Distribution
Fluoride Bulk Storage Upgrade
Buck Lk Rd Wtr-Ph 2&3
Pond Liner Replacement
AWT Program
Pump Station #70 Replacement
Lipona Rd Swr Relocatn
E. Georgia@Meridian GMR
N2 Sewer Reloctn Design
Frenchtown Swr Reloctn
PS 101 Abandonment
EMS Program - FY10
PS 11 Improvements
Buck Lk Rd Swr-Ph 2&3
Wastewater Asset Mgmt Plan
Aenon Ch/Gum Sw Easemnt

Gas Division

Automation Implementation

Stormwater Division

Stormwater Pollution Reduction
Northeast Ditch at Lonnbldh R
Central Ditch Flood Reduction
Frenchtown Drainage Sys Imprv
Stormwater Infrastructure Inve
Emory Court and Dupont Drive A
E. Georgia at Meridian Flood M
Pickett Court Area Stormwater
Upper Lake Lafayette NRF
Park Ave Tributary 1 Imprvmnts
Ford Street Drainage Improve
Lafayette Park Outfall
Watershed Protection Plan
Campus Circle Flooding

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Glossary of Key Terms

ACCRUAL BASIS - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAXES - Taxes levied on both real and personal property according to the property's valuation and the tax rate.

ADVERTISING - Costs for legal advertisements, posters, publication of public notices, resolutions, ordinances, and bid invitations.

APPROPRIATION - A legal authorization to incur obligations and to make expenditures for specific purposes.

AVAILABLE (UNDESIGNATED) FUND BALANCE - This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

BAD DEBT - The estimated amount of accounts owed to the city (receivables) that will not be collected during the year. This includes utility accounts, accident damage repair accounts, and other miscellaneous account receivables, which are deemed uncollectible.

BOND - Evidence of the local government's obligation to repay a specified principal amount on a future maturity date, plus interest. Bonds are issued to obtain money for capital projects. Revenue bonds pledge a particular source of revenue - usually generated by the new asset - as the means of repayment.

BOND REFERENDUM - The process by which voters approve or disapprove a proposed general obligation bond issue.

BOND REFINANCING - The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

BOND RESOLUTION - The document by which the local government authorizes the sale of bonds.

BUDGET - The formal allocation of resources (dollars) to various programs with the intent of performing a service.

BUDGETARY BASIS - The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGET CALENDAR - The schedule of key dates that the city follows in the preparation and adoption of the budget.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL BUDGET - The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

CAPITAL IMPROVEMENTS (Capital Projects) - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

CAPITAL IMPROVEMENTS PROGRAM (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

CAPITAL OUTLAY - Fixed assets which have a value of \$750 or more and have a useful economic lifetime of more than one year or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

CAPITALIZED OVERHEAD - Charges assessed to capital projects for administrative and labor related services.

CAPITALIZED WAGES - Salaries or wages of city employees, which are paid from funding appropriated in the capital budget.

CASH BASIS - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CITY CONTINGENCY - Amount budgeted to meet unexpected operating expenditures that occur during the current year.

COST OF GOODS SOLD (COGS) FUEL STORES - Fuel purchased by the city garage and then resold by the city for use in the city fleet.

COST OF GOODS SOLD (COGS) MATERIALS STORES - The cost of materials and supplies which are resold by the city. This includes articles for resale by the city garage parts division, the city warehouse, and golf courses.

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Glossary of Key Terms

COST OF GOODS SOLD (COGS) NATURAL GAS - This account represents the cost of natural gas purchased by the city electric department for use to generate electricity and natural gas sold by the gas utility department to gas customers.

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the city and representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

CONTRACTUAL SERVICES - Services rendered to the city by private firms, individuals, or other governmental agencies. Examples include maintenance agreements and professional consulting services.

CURRENT SERVICE LEVEL (CSL) - A level of service which is the same as the current year.

DEBT SERVICE - The amount of money needed to 1) pay interest on outstanding bonds, 2) pay the principal on maturing bonds and 3) make contributions to a "sinking fund" for term bonds. Debt service is calculated on a fiscal year basis.

DEDICATED TAX - A tax levied to support a specific government program or purpose.

DEFICIT - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

DEPARTMENT - Organizational unit of government, which is functionally unique in its delivery of services.

DEPRECIATION - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

EMPLOYEE BENEFITS - Costs incurred by the city for pension, health insurance, and other benefits provided to employees.

ENCUMBRANCE - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

ENTERPRISE FUND - A fund established for services that are predominantly self-supported by user fees and charges.

EQUIPMENT SUPPLIES - The cost of materials and supplies used in conjunction with the operation of machinery and equipment.

EXPENDITURE - The payment of cash or the transfer of property or services for the purpose of acquiring goods and/or services or settling a loss.

EXPENSE - Charges incurred (whether paid immediately or to be paid at a later date) for operations, maintenance, interest, or other charges.

FISCAL YEAR - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The fiscal year for the City of Tallahassee is October 1 through September 30.

FULL TIME EQUIVALENT (FTE) - A method of measuring the number of authorized employees based on a full-time equivalent of 2,080 hours per year.

FUND - A fiscal/accounting entity that is established to accomplish specific objectives and carry out specific activities. Examples: debt service fund, capital projects fund, and special assessment fund.

FUND BALANCE - The excess of the assets of a fund over its liabilities, reserves, and carryover.

GENERAL GOVERNMENT CAPITAL IMPROVEMENT FUND (GG/CIF) - Undesignated capital funding that serves as a contingency for all capital funding sources in the general government.

GENERAL GOVERNMENT CAPITAL PROJECT ACCOUNT (GG/CPA) - Funding provided from the general fund operating budget to support general government capital projects.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND - The fund used to finance all non-enterprise operations of local government.

GOAL - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

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Glossary of Key Terms

GRANT - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds.

INCREASED SERVICE LEVEL (ISL) - A change in service delivery which exceeds the current level of service.

INDIRECT COST - A cost necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

INFRASTRUCTURE - The physical assets of a government (e.g., streets, water works, sewer lines, public buildings, and parks).

IN LIEU OF TAXES - Income received by local governments to compensate for the loss of revenue from tax-exempt property.

INSURANCE - Costs associated with workers' compensation claims including administration and medical costs, dishonesty bonds, and property and casualty insurance premiums.

INTER-FUND TRANSFER - Legally authorized transfers from a fund receiving revenue to a fund through which resources are to be expended.

INTEREST EXPENSE - Cost of utilizing borrowed funds (long-term debt).

INTERGOVERNMENTAL REVENUE OR SHARED REVENUE - Tax/fee money collected by one level of government and distributed to another level of government.

INTERNAL SERVICE FUNDS - Funds established to distribute costs to user departments for administrative services provided by another unit of government, such as data processing or insurance funded from a central pool.

INTRA-FUND TRANSFER - Legally authorized transfers within a fund.

LEVY - To impose taxes for the support of government activities.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MILLAGE RATE - The rate in mills (1 mill = 1/1000 of a dollar or .001) at which property is taxed.

MISSION - A description of the purpose, values, strategies, and behavior standards that guide an organization and move it toward its vision. A mission states what the organization is, what it does, for whom, and why.

OBJECTIVE - A specific/quantifiable statement of what the city, a department, or a unit expects to accomplish in a fiscal year.

OFFICE EQUIPMENT - Furniture, fixtures and equipment with an initial cost of \$750 or more.

OPERATING REVENUE - Funds received by the city as income to pay for on-going operations, including taxes, fees, interest earnings, and grant revenues.

OPERATING EXPENSES - The cost for personnel, materials, and equipment required for a department to function.

ORDINANCE - Legislation enacted by the City Commission which has the full force and effect of law within the municipal boundaries,

OTHER SALARY ADJUSTMENTS - Items of employee compensation that are not directly related to the regular or overtime hours worked.

OVERTIME - Compensation to eligible employees for hours worked beyond 40 hours within a specific workweek.

PAY-AS-YOU-GO BASIS - A term used to describe a financial policy by which capital projects (infrastructure) are financed from current revenues rather than through borrowing.

PENSION CURRENT - City contribution to employee pension plan for participating employees.

PENSION MATCHED ANNUITY PENSION PLAN (MAPP) - City contribution to employee matched annuity pension plan for participating employees.

PER CAPITA COST - Cost per unit of population to provide a particular service in the community.

PERFORMANCE INDICATORS - Specific quantitative and qualitative measures of work planned by specific departments or programs.

PERFORMANCE MEASURE - Data collected to determine how effective or efficient a program is in achieving its objectives (performance indicators).

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Glossary of Key Terms

PRIOR-YEAR ENCUMBRANCES - Unpaid, legally binding obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments, which are chargeable to a prior appropriation and for which a part of that appropriation is reserved.

PROGRAM - A collection of activities directed at accomplishing similar objectives.

PROGRAM PERFORMANCE BUDGET - A method of budgeting whereby the services provided to the residents are broken down in identifiable service or performance units and funding is appropriated for a given level of service or units.

PROPERTY TAX - An ad valorem (according to value) tax based on the fair market value of real property (land and buildings) and personal property (business equipment). Fair market or "just" value is determined by the county property appraiser as of January 1 of each year, under the guidelines of Chapter 193, Florida Statutes.

REDUCED SERVICE LEVEL (RSL) - A level of program service which is less than that of the current year.

REPAIRS, REPLACEMENTS & IMPROVEMENTS (RR&I) - The portion of the cost of fixed assets (excluding land) charged as an expense during a particular period due to expiration in service life, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause.

RESERVE - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

RESERVE TRANSFER - Those payments necessary to adequately meet the current requirements for reserve funds.

RESOLUTION - A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

REVENUE - Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g., sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g., federal and state grants). The four main types of local revenue are taxes, user fees, licenses and permits, and intergovernmental revenue.

ROLLED-BACK MILLAGE RATE - A tax rate, which applied to the current year's tax base, will bring in the same amount of taxes as levied the prior year. Newly constructed property or other property added to or deleted from the prior year's base is excluded.

SALARIES AND WAGES - Regular weekly and monthly compensation for work performed as defined by the personnel pay scale for position classifications.

SERVICE LEVEL - Services or products which comprise actual or expected output of a given program.

SOCIAL SECURITY - City contribution to employee Social Security for participating employees.

SPECIAL ASSESSMENT - A tax on property owners who receive a benefit not received by all other taxpayers.

SUPPLEMENTAL APPROPRIATION - An additional appropriation made by the governing body after the budget year has started.

TAX BASE - The total taxable value of property within the local government's legal boundaries.

TAX ROLL - The master list of the assessed value of all taxable property within the government's jurisdiction. The list is certified to all local taxing authorities by the property appraiser by July 1 of each year.

TAXABLE VALUE - The assessed value of property less exemptions.

TAXES - Compulsory charges levied by a government for the purpose of financing services for the common benefit of the people.

TEMPORARY WAGES - Seasonal or temporary employees' compensation computed on hourly or monthly rates.

TERM BONDS - Bonds comprising a large part or all of a particular bond issue which come due in a single maturity.

TRAVEL AND TRAINING - The cost of attending meetings, conferences, short conferences, etc.

TRUST FUND - A fund established to collect and distribute monies for a specific function or operation.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Glossary of Key Terms

UNCLASSIFIED EQUIPMENT - New equipment not otherwise classified, including air conditioners, traffic signals, field stripers, water fountains, etc. This includes all tangible personal property to be purchased which has a value of \$500 or more. This equipment, as with all capital equipment, is subject to inventory control.

UNCLASSIFIED PROFESSIONAL FEES - The cost of personnel service under expressed or implied contracts to individuals, companies or corporations engaged as a contractor to perform a specific professional or expert service for the city.

UNCLASSIFIED SUPPLIES - Consumable materials and supplies used in conjunction with projects or operations not specifically classified.

UNENCUMBERED BALANCE - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

VEHICLE EQUIPMENT - Motorized equipment (self-propelled equipment, trucks, power shovels, automobiles, motorcycles, etc.) requiring the services of an operator.

VEHICLE SERVICES CITY GARAGE - Costs of services obtained from the city garage including repairs, gasoline, oil, tires and, other charges.



City of Tallahassee
Fiscal Year 2011 Approved Budget
Commonly Used Abbreviations

AHAP	Affordable Housing Assistance Program	GG/CPA	General Government/Capital Projects Account
CAD	Computer Aided Dispatch		
CDBG	Community Development Block Grant	GIS	Geographic Information Systems
CIP	Capital Improvement Plan	HOME	HOME Investment Partnership Program
CIS	Customer Information System	HUD	Housing and Urban Development
COPPS	Community-Oriented Policing Problem Solving	IAFF	International Association of Firefighters
		IRP	Integrated Resource Planning
CPI	Consumer Price Index	ISO	Insurance Service Office
CRA	Community Redevelopment Agency	ISS	Information Systems Services
CRC	Cultural Resources Commission	JARC	Juvenile Assessment Receiving Center
CUSB	Consolidated Utility System Bond	KWH	Kilowatt Hour
DARE	Drug Abuse Resistance Education	LLEB	Local Law Enforcement Block Grant
DEP	Department of Environmental Protection	MAPP	Matched Annuity Pension Plan
DIA	Downtown Improvement Authority	MBE	Minority Business Enterprise
DMA	Department of Management and Administration	MGD	Million Gallons Daily
		MSA	Metropolitan Statistical Area
DRI	Development of Regional Impact	MW	Megawatt
EAP	Employee Assistance Program	NPDES	National Pollution Discharge Elimination System
EEO	Equal Employment Opportunity		
EOC	Emergency Operations Center	OBP	Office of Budget and Policy
ERU	Equivalent Residential Unit	PASS	Pedestrian and Street Safety
EWD	Equity and Workforce Development	PBA	Police Benevolent Association
FAA	Federal Aviation Authority	PETS	Permit Enforcement Tracking System
FAMU	Florida Agricultural and Mechanical University	PSC	Public Service Commission
FDOT	Florida Department of Transportation	PUD	Planned Unit Development
FEMA	Federal Emergency Management Agency	RFP	Request For Proposal
FERC	Federal Energy Regulatory Commission	RR&I	Repairs, Replacements, and Improvements
FDEP	Florida Department of Environmental Protection	SCADA	System Control and Data Acquisition
		SHIP	State Housing Initiative Plan
FHWA	Federal Highway Administration	SPRP	Stormwater Pollution Reduction Program
FSU	Florida State University	TCC	Tallahassee Community College
FTA	Federal Transportation Administration	TDP	Transit Development Plan
FTE	Full-time Equivalent	TEC	Taylor Energy Center
GASB	Governmental Accounting Standards Board	THA	Tallahassee Housing Authority
GF	General Fund	TMDL	Total Maximum Daily Load
GG/CIF	General Government/Capital Improvement Fund	TSA	Transportation Safety Administration



City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Accounts Receivable	Accounts Receivable	Special Funds	Funds to be received from outside sources.
Airport RR&I/Undesignated Balance	Airport RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated cash funding from prior years' Aviation RR&I funding. Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. This funding can only be utilized for Aviation Department capital projects and cannot be used to benefit a specific airline.
BluePrint 2000 Capital	BP2000 Capital	Special Funds	Cash funding received from the sales extension, approved by the voters in November 2000, to construct approved BluePrint 2000 projects. BP2000, an intergovernmental agency, receives 80% of the funding and the city and county split the remaining 20%.
Capital Bond Series 2004	Cap Bonds 2004	Bond Proceeds	Debt funding, issued in November 2004, to construct a list of general government projects. These include neighborhood infrastructure enhancements and ADA sidewalk rehabilitation among others.
Capital Improvement Fund Balance (GG/CIF)	GG/CIF	General Government	Cash funding available from the undesignated balances in the capital improvement fund. This funding is the undesignated balance in the fund. Funding is from closed projects, unprogrammed funding from the GG/CPA transfer and interest earnings. GG/CIF funding can be utilized for any type of general government (General fund departments, StarMetro, Golf Courses, etc.) projects.
Cemetery Perpetual Care/Trust	Cemetery Reserve	Special Funds	Cash funding from the Cemetery Perpetual Care/Trust fund. This fund was established in 1985 to provide long-term maintenance of the city owned cemeteries. Initially funded at a level of \$100,000 over a five-year period, a lump sum appropriation was infused in 1986 from surplus year-end revenues. Beginning in FY87, a perpetual maintenance fee of \$40 per space, collected at the time of plot sale, was implemented to help reduce the long-term cost of the cemetery program.
Community Development Block Grant	CDBG	Special Funds	Grant funding through the Community Development Block Grant program.
Deficiencies Fund	D Fund	Special Funds	Established to defray unforeseen expenditures. Funding accumulates in the fund from general fund year-end surpluses, interest earning and any other appropriations made by the City Commission. Funds from this reserve can only be utilized with City Commission approval. Any surpluses above the policy required reserve levels can be utilized to support capital projects.
Electric RR&I	Electric RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Electric Utility operating budget that is dedicated for capital improvements for the electric utility. This funding can only be utilized for Electric Utility capital projects.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Electric RR&I/Undesignated Balance	Electric RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated cash funding from prior years' Electric RR&I funding. Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. Per policy, a balance of a maximum of 5% and a minimum of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund. This funding can only be utilized for Electric Utility capital projects.
Energy Conservation Fund - Capital Fund	ECF - Capital	Special Funds	The Energy Conservation Fund was established to support the city's electric demand side management program. This funding source is utilized to support capital projects associated with demand side management program.
Energy Conservation Fund Loan Repayment Proceeds	ECF- Loans	Special Funds	Funding received from repayment of loans issued from the Energy Conservation Fund.
Energy System Bonds	Energy System Bonds	Bond Proceeds	The fund results from combining of the city's natural gas system and Electric System into a combined Energy System. These bonds are for the purpose of financing utility capital projects. Outstanding bonds previously issued under the Gas Consolidated Utility Systems Revenue Bonds have defeased and Gas Energy System Bonds in the like amount have been issued to provide funding for existing gas capital projects.
FDOT Toll Road Credit	FDOT Toll Road Credit	Special Funds	This is a state funding source derived from revenue collected in tolls on Florida roadways. By state statute, Florida cities may use this funding as a matching source for FTA and FDOT grant funded projects.
Federal Aviation Administration	FAA	Federal Funds	Funds received from the Federal Aviation Administration. FAA grants usually provide 90% of total projected costs, with 10% matching from a local source. Tallahassee receives an annual entitlement that is formula driven (% of national enplanement x amount of funding Congress appropriates), and discretionary grants that must be dedicated specifically for projects. Funds received from this source can only be utilized for Aviation Department projects that are not considered revenue generators.
Federal Transportation Administration	FTA	Federal Funds	Funding received from the Federal Transportation Administration. These funds are typically utilized for mass transit projects such as StarMetro. FTA requires a match of 80% FTA / 20% local match. Funding from this source can be utilized for any capital project related to StarMetro (i.e., buses, facilities, remodeling of existing StarMetro facilities).
Fire Construction Fund	Fire Construction	Special Funds	Cash funding provided by the Fire operating fund to capture the cost of Fire capital projects.
Fire Bond Construction	Fire Bond	Bond Proceeds	Debt funding provided to construct Fire capital projects.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Fleet Reserve Fund	Fleet Reserve	Special Funds	Fund established to provide for replacement of the city's fleet. The reserve is funded by replacement charges against user departments' operating budgets and interest earnings. Funding can only be used to replace fleet vehicles.
Florida Department of Transportation	FDOT	State Funds	Funding received from the Florida Department of Transportation for various projects like Gaines Street and Campbell Trail.
Florida Department of Transportation - Aviation	FDOT - Aviation	State Funds	Funding received from the Florida Department of Transportation for Aviation projects. Funding in the amount of 5% of total project costs are provided if the Federal Aviation Administration (FAA) is participating. Fifty percent (50%) of total project costs are provided if there is no FAA participation. Funding can only be utilized for those projects that are not considered development related. Each year, the Aviation Department must compete for funds that are addressed in the city FDOT Transportation Improvement Program (TIP).
Florida DMS	Florida DMS	State Funds	Funding received from the State Department of Management Services for a specific purpose.
Future Bonds - Electric	Future Bonds - Electric	Bond Proceeds	Bonds issued in support of anticipated electric utility capital projects.
Future Bonds – General Government	Future Bonds - GG	Bond Proceeds	Bonds issued in support of anticipated general government capital projects.
Gas RR&I	Gas RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Gas Department operating budget that is dedicated for capital improvements for the gas utility. This funding can only be utilized for Gas Utility capital projects.
Gas RR&I/Undesignated Balance	Gas RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated cash funding from prior years' Gas RR&I funding. Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. Per policy, a balance of a maximum of 5% and a minimum of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund. This funding can only be utilized for gas utility capital projects.
Gas Tax	Gas Tax	General Government	Funding received from the county-imposed gas tax as allowed by state statutes. Revenues received by the city represent the city's share of the total revenues.
General Gov. Capital Project Account (GG/CPA)	GG/CPA	General Government	Cash funding received annually from the operating budget to support general government projects. Debt service associated with general government debt is deducted from the yearly transfer with the balance dedicated for capital projects. Funding from this source can be utilized for any general government capital project.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Golf Course RR&I	Golf RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Funding received from the golf course operating budget that is designated for capital improvements at the Hilaman golf course. Revenues received from the capital improvement surcharge at the golf course are included in this fund.
Information Systems Services RR&I	ISS RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Information Systems Services operating budget that is designated for technology infrastructure capital.
Information Systems Services RR&I/ Undesignated Balance	ISS RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated/unprogrammed funding from the ISS RR&I funding source.
Intergovernmental - Leon County	Intergovernmental - Leon Co.	Special Funds	Funding received from Leon County that is designated for specific capital improvement.
Internal Loan	Internal Loan	Special Funds	Funding from the city's Internal Loan pool. These are short term loans issued by the city through Sunshine State. Funding from the internal loan pool can be utilized to fund capital projects in all areas. The city's Treasurer-Clerk's Office administers the internal loan program.
Passenger Facility Charge	PFC	Special Funds	Funding received from the Passenger Facility Charge (PFC) charged on all passengers using the city's airport. A charge of up to \$4.50 per passenger for each enplanement can be charged in accordance with Federal Regulations. Funding from this source can be utilized for those projects that qualify for FAA funding. This funding can also be used to fund projects by themselves or as a local match for FAA and/or FDOT funded Aviation Department projects.
Private Investment	Private Investment	Special Funds	Funds received from private investors as contributions to the cost of the project.
Read, Bill & Collect	RBC Fund	General Government	Funding transferred from the Read, Bill & Collect internal service fund to support capital projects within the RBC fund.
Sales Tax 89	Sales Tax 89	General Government	Funding generated from the one-cent sales tax approved by the voters in 1989 for a period of 15 years. Funding from the sales tax can be utilized for roadway and transportation projects as well as public safety facilities. Yearly, the Public Works Department takes an agenda item for public hearing identifying any projects that had not been previously included on the approved sales tax project list.
Sales Tax 05	Sales Tax 05	General Government	Funding generated from the extension of the one-cent sales tax approved by the voters in 2000 for a period of 15 years. Funding from the sales tax can be utilized for those projects as identified in the BP 2000 plan, as well as those listed on the City Commission approved list of projects.
Sewer - System Charge/Undesignated Balance	Sewer - System	Special Funds	Unprogrammed and undesignated funds in the sewer - system charge fund.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Sewer Future CUSB	Sewer Future CUSB	Bond Proceeds	Bond funding for the Sewer Utility to be issued as part of a future Consolidated Utility Systems Revenue Bonds issuance. The bonds are payable solely from and secured by a lien upon and pledge of the net revenues of the Utility System, which includes the Water and Sewer utilities. Funding from this source can only be utilized for Sewer Utility capital projects.
Sewer RR&I	Sewer RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Water Utilities - Sewer operating budget that is dedicated for capital improvements for the sewer utility. This funding can only be utilized for Water Utilities - Sewer capital projects.
Sewer RR&I/Undesignated Balance	Sewer RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated cash funding from prior year's Sewer RR&I funding. Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. This funding can only be utilized for Sewer Utility capital projects.
Solid Waste Rate Stabilization	Solid Waste Rate Stabilization	Special Funds	Cash funding received from the Solid Waste operating fund. This funding can only be used for Solid Waste activities.
Stormwater RR&I	Stormwater RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Stormwater Utility operating budget that is dedicated for stormwater capital improvements. This funding can only be utilized for stormwater utility capital projects.
Stormwater Utility Fee	Stormwater Utility Fee	Special Funds	Cash funding from charges for the stormwater utility fee transferred from the stormwater fund operating budget to support capital projects. Funding from this source can only be utilized to finance Stormwater Utility related capital projects.
Street Paving Fund	Street Paving Fund	General Government	Originally established as a revolving fund used to pave and/or bring substandard streets up to acceptable city standards, with one-half of street construction costs funded by the city and one-half by abutting properties over a period up to ten years.
Water - System Charge/Undesignated Balance	Water - System	Special Funds	Unprogrammed and undesignated funds in the water - system charge fund.
Water Future CUSB	Water Future CUSB	Bond Proceeds	Bond funding for the Water Utility to be issued as part of a future Consolidated Utility Systems Revenue Bonds issuance. The bonds are payable solely from and secured by a lien upon and pledge of the net revenues of the Utility System, which includes the Water and Sewer utilities. Funding from this source can only be utilized for Water Utility capital projects.
Water RR&I	Water RR&I	Renewal, Replacement & Improvement Funds (RR&I)	Cash funding received from the Water Utility operating budget that is dedicated for water utility capital improvements. This funding can only be utilized for Water Utility capital projects.

City of Tallahassee
Fiscal Year 2011 Approved Budget
Capital Funding Source Descriptions

Funding Source	Abbreviation	Category	Description
Water RR&I/Undesignated Balance	Water RR&I/UB	Renewal, Replacement & Improvement Funds (RR&I)	Undesignated cash funding from prior years' Water RR&I funding. Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. This funding can only be utilized for Water Utility capital projects.

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appropri. (Y/N) *	GF, CP, SR, E**	Fund Description
001	General Fund	Yes	GF	Accounts for all financial resources except those required to be accounted for in another fund. The functions paid for by the general fund include police, protective inspection, code enforcement, culture and recreation, general government, transportation, human services, economic development, and physical environment.
002	Operating Projects Fund	Yes	SR	This fund houses projects funded from departments' operating budgets. Operating projects were previously captured in fund 100.
100	Special Projects Fund	Yes	SR	The fund houses projects related to federal, state and local grants that include, but are not limited to: Community Development Block Grant; State Housing Initiative Program; and the HOME program. Also included in this fund are other miscellaneous items used for specific general government purposes but are not appropriate for any other established city fund.
101	Community Development Block Grant	Yes	SR	Grant funding through the federal Community Development Block Grant program.
115	Donations Operating Fund	Yes	SR	The Donations Fund accounts for private contributions given to the city to support Police Department programs and those of the Tallahassee-Leon County Animal Services Center.
120	Building Inspection Fund	Yes	SR	This fund accounts for all assets, operations, and maintenance of the Building Inspection Division of the city's Growth Management Department. Revenues accounted for in this fund are derived from fees, fines, and investment earnings from enforcement and implementation of the Florida Building Code. Revenues in this fund were previously captured and reported in the General Revenue Fund.
130	Fire Services Fund	Yes	SR	This fund accounts for the operation and maintenance of the city-owned Fire Department. The department provides fire protection services within Tallahassee's city limits, and, through an agreement with Leon County, also is responsible for providing fire protection services to the unincorporated area of the county.
131	Fire Construction Fund	Yes	SR	Cash funding provided by the Fire operating fund to capture the cost of Fire capital projects.
132	Fire - Bond Loan Finance	Yes	SR	Debt funding provided to construct Fire capital projects.
160	800 MHz Fund	Yes	SR	Supports the 800 MHz Radio Communications unit within the Information Systems Services Division. Revenues in the fund are derived from the Leon County Sheriff's Office per agreement, and rentals from other users. The remaining cost is allocated to city user departments. The allocation is based on the number of 800 MHz devices per user department/agency.
300	Capital Improvement Fund	Yes	SR	Accounts for general revenue used for the acquisition or construction of general fixed assets.

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**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appropriated (Y/N) *	GF, CP, SR, E**	Fund Description
301	1989 Sales Tax Construction Fund	Yes	SR	Accounts for tax proceeds used to acquire or construct public safety and transportation improvements.
302	Gas Tax Construction Fund	Yes	SR	Accounts for tax proceeds used to acquire or construct transportation improvements.
304	Sales Tax Extension Construction	Yes	SR	Funding generated from the extension of the one-cent sales tax approved by voters in 2000 for a period of 15 years. Sales tax funding can be utilized for projects identified in the BluePrint 2000 plan, as well as those listed on the City Commission-approved list of projects.
305	BluePrint 2000 Joint City/County	Yes	SR	Cash funding received from the sales extension, approved by voters in November 2000, to construct approved BluePrint 2000 projects. BP2000, an intergovernmental agency, receives 80% of the funding and the city and county split the remaining 20%.
312	2004 Capital Bond Series	Yes	SR	Debt funding issued in November 2004 to construct a list of general government projects. These include neighborhood infrastructure enhancements and Americans with Disabilities Act sidewalk rehabilitation, among others.
315	Future Bonds Construction	Yes	SR	Anticipated bonds to be issued in future fiscal years in support of general government capital projects.
320	Street Paving Fund	Yes	SR	Originally established as a revolving fund used to pave and/or bring substandard streets up to acceptable city standards, with one-half of street construction costs funded by the city and one-half by abutting properties over a period up to ten years.
400	Electric Operating Fund	Yes	E	Accounts for the assets, operation and maintenance of the city-owned electric generation, transmission, and distribution system.
401	Electric RR&I	Yes	E	Cash funding received from the electric utility's operating budget that is dedicated for capital repairs, replacements, and improvements (RR&I) to electric infrastructure. This funding can only be utilized for electric utility capital projects.
402	Electric RR&I Undesignated Balance	Yes	E	Undesignated cash funding from prior years' electric RR&I funds. The undesignated balance accumulates from balances remaining in projects as they are closed, unprogrammed RR&I funding and interest earnings. Per policy, a maximum balance of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund, and can only be utilized for electric utility capital projects.
414	Energy Conservation-Cap Project	Yes	E	The Energy Conservation Fund was established to support the city's electric demand side management program. This funding source is utilized to support capital projects associated with the demand side management program.

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**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appopr. (Y/N) *	GF, CP, SR, E**	Fund Description
415	Electric Accounts Receivable	Yes	E	Funds to be received from outside sources related to electric operations.
423	Electric Future Bonds	Yes	E	Anticipated bonds to be issued in support of electric utility capital projects. Debt service is paid from the Electric Fund.
425	2005 Electric System Revenue Bonds Construction	Yes	E	This fund represents the city's natural gas system and the electric system into a combined energy system. These bonds finance electric utility capital projects. Outstanding bonds previously issued under the Electric Consolidated Utility Systems Revenue Bonds have been defeased. Electric – Energy System Bonds in a like amount have been issued to provide funding for existing electric capital projects.
426	Electric Supply Center	Yes	SR	Accounts for the costs of the warehouse operation. Formerly, this activity was housed in Purchasing Fund 725.
430	Gas Operating Fund	Yes	E	Accounts for the assets, operation and maintenance of the city-owned gas system.
431	Gas R R & I Fund	Yes	E	Cash funding received from the Underground Utilities' operating budget that is dedicated for capital repairs, replacements, and improvements (RR&I) to gas infrastructure. This funding can only be utilized for gas system capital projects.
432	Gas R, R & I/UB	Yes	E	Undesignated cash funding from prior years' gas RR&I funds. The undesignated balance accumulates from balances remaining in projects as they are closed, unprogrammed RR&I funding and interest earnings. Per policy, a maximum balance of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund, and can only be utilized for gas utility capital projects.
433	Gas – Accounts Receivable	Yes	E	Funds to be received from outside sources related to gas operations.
455	Gas - Future Bond Construction	Yes	E	Bond funding for the Gas Utility to be issued as part of future Energy System Bonds. The bonds are payable solely from and secured by a lien upon and pledge of the net revenues of the utility system. Debt service associated with these bonds is paid out of the Gas Fund. Funding from this source can only be utilized for Gas Utility capital projects
460	Water Operating Fund	Yes	E	Accounts for the assets, operation and maintenance of the city's water production and distribution system, which includes water wells and elevated water towers.
461	Water R R & I Fund	Yes	E	Cash funding received from the Underground Utilities' operating budget that is dedicated for capital repairs, replacements, and improvements (RR&I) to water infrastructure. This funding can only be utilized for water system capital projects.

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**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appopr. (Y/N) *	GF, CP, SR, E**	Fund Description
462	Water RR&I Undesignated Balance	Yes	E	Undesignated cash funding from prior years' water RR&I funds. The undesignated balance accumulates from balances remaining in projects as they are closed, unprogrammed RR&I funding and interest earnings. Per policy, a maximum balance of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund, and can only be utilized for water utility capital projects.
463	Water System Charge Fund	Yes	E	Unprogrammed and undesignated funds in the water system charge fund.
479	Water Future CUS Bond Construction	Yes	E	Bond funding for the water utility to be issued as part of future Consolidated Utility Systems Revenue Bonds. The bonds are payable solely from and secured by a lien upon and pledge of the net revenues of the utility system. Debt service associated with these bonds is paid out of the Water Fund. Funding from this source can only be utilized for water utility capital projects.
500	Sewer Operating Fund	Yes	E	Accounts for the assets, operation and maintenance of the city's wastewater collection and treatment plant, including a 2,200 acre sprayfield for the disposal of effluent.
501	Sewer R R & I Fund	Yes	E	Cash funding received from the Underground Utilities' operating budget that is dedicated for capital repairs, replacements, and improvements (RR&I) to sewer infrastructure. This funding can only be utilized for sewer system capital projects.
502	Sewer RR&I Undesignated Balance	Yes	E	Undesignated cash funding from prior years' sewer RR&I funds. The undesignated balance accumulates from balances remaining in projects as they are closed, unprogrammed RR&I funding and interest earnings. Per policy, a maximum balance of 3% of all open projects as well as those planned for the upcoming fiscal year is held back as a reserve level in this fund. This reserve level is for future unanticipated needs in the fund, and can only be utilized for sewer utility capital projects.
503	Sewer System Charge Fund	Yes	E	Unprogrammed and undesignated funds in the sewer system charge fund.
529	Sewer Future CUS Bond Construction	Yes	E	Bond funding for the sewer utility to be issued as part of future Consolidated Utility Systems Revenue Bonds. The bonds are payable solely from and secured by a lien upon and pledge of the net revenues of the utility system. Debt service associated with these bonds is paid out of the Sewer Fund. Funding from this source can only be utilized for sewer utility capital projects.
540	Airport Operating Fund	Yes	E	To account for the assets, operation and maintenance of the city-owned regional airport.

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**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appropriated (Y/N) *	GF, CP, SR, E**	Fund Description
541	Airport RR&I	Yes	E	Funding is accumulated through balances in closed projects, unprogrammed RR&I funding and interest earnings. This funding can only be utilized for Aviation Department capital projects and cannot be used to benefit a specific airline.
580	StarMetro Operating Fund	Yes	SR	Accounts for the operations of the city's public transit system, which provides fixed route services, special transportation under provisions of the Americans with Disabilities Act (ADA), and a variety of contract/charter services.
600	Solid Waste Fund	Yes	E	To account for the assets, operation, and maintenance of the city-owned solid waste operation.
603	Solid Waste Rate Stabilization	Yes	E	Cash funding received from the Solid Waste operating fund that is dedicated for Solid Waste projects and activities.
605	Stormwater Fund	Yes	SR	To account for the assets, operation, and maintenance of the city-owned stormwater system.
606	Stormwater RR&I/Construction Fund	Yes	SR	Cash funding received from the Underground Utilities' operating budget that is dedicated for stormwater capital improvements. This funding can only be utilized for stormwater utility infrastructure.
615	Golf Course Fund	Yes	SR	The Golf Fund is designated to account for assets, operation and maintenance of the city owned golf course at Hilaman Park.
616	Golf Course R R & I Fund	Yes	SR	Funding received from the Golf Course operating budget that is dedicated for capital improvements at the Hilaman golf course.
705	Data Processing Fund	No	SR	Accounts for the costs of the city's data processing operations.
706	ISS RR&I/Sunshine State Construction Fund	Yes	SR	Cash funding received from the Information Services Systems Services operating budget that is dedicated for technology infrastructure capital.
710	Revenue Fund	No	SR	Accounts for the costs of the city's reading, billing, and collection services.
715	Garage Operating Fund	No	SR	Accounts for the costs of maintaining and operating the city's fleet management operation.
716	Vehicle Replacement Reserve	No	SR	This is a charge to the department for each assigned vehicle for the purpose of accruing funds in the Fleet Reserve Fund for the timely replacement of city vehicles.
720	Accounting Fund	No	SR	Accounts for the costs of the city's accounting operations.
730	Human Resources Fund	No	SR	Accounts for the costs of the city's employee relations operations.

* Appropriated funds - Yes/No indicates allocated account with appropriated reserve or operating portion.

** GF=General Fund, CP=Capital Projects Fund, SR=Special Revenue Fund, E=Enterprise Fund

**City of Tallahassee
Fiscal Year 2011 Approved Budget**

Schedule of Fund Structure

Fund	Fund Name	Appopr. (Y/N) *	GF, CP, SR, E**	Fund Description
735	Pension Administration Fund	No	SR	Accounts for the costs of the city's employee retirement plan's administrative operation.
740	Risk Management Fund	Yes/No	SR	Accounts for the costs of the city's risk management function.
755	Utility Business Support Services Fund	No	SR	Accounts for the costs of centralizing GIS, sales, rate design, and marketing functions of the city's utilities.
760	Energy Services Fund	No	SR	Accounts for the costs of the purchase of power and fuel for the city's energy services, electric, and gas utilities, and off-system sales and services of power and natural gas to other utilities and open market participants.
765	Environmental Policy and Energy Resources	No	SR	Accounts for the costs of centralizing environmental policy and energy resources functions of the city's utilities
830	Deficiencies Fund	Yes	SR	Established to provide for unforeseen expenditures. Funding accumulates in the fund from General Fund year-end surpluses, interest earnings and any other appropriations made by the City Commission. Funds from this reserve can only be utilized with City Commission approval. Any surpluses above the policy required reserve levels can be utilized to support capital projects.
840	Cemetery Fund	Yes	SR	To account for perpetual maintenance of the city's cemeteries.
850	Downtown Improvement Authority Op Fund	Yes	SR	The Tallahassee Downtown Improvement Authority (DIA) was created on May 21, 1971 by a special act of the Florida Legislature (Chapter 71-935, Laws of Florida) as a dependent special taxing district.
855	CRA Frenchtown Operating Fund	No	SR	Accounts for the general tax revenue collected and the expenses incurred in the redevelopment of properties in the Frenchtown Community Redevelopment Area.
859	CRA Downtown Operating Fund	No	SR	Accounts for the general tax revenue collected on and the expenses incurred in the redevelopment of properties in the Downtown Community Redevelopment Area.
870	Capital Region Transportation Planning Agency (CRTPA)	No	SR	Accounts for the general tax revenue collected on and the expenses incurred in the Capital Region Transportation Planning Agency (CRTPA), which is responsible for coordinating transportation planning within Florida's capital region. CRTPA also serves as the region's Metropolitan Planning Organization (MPO).

* Appropriated funds - Yes/No indicates allocated account with appropriated reserve or operating portion.

** GF=General Fund, CP=Capital Projects Fund, SR=Special Revenue Fund, E=Enterprise Fund

RESOLUTION NO. 10-R-28

A RESOLUTION STATING THE MILLAGE RATE TO BE LEVIED FOR FISCAL YEAR BEGINNING OCTOBER 1, 2010, AND SETTING THE PERCENTAGE BY WHICH THE MILLAGE RATE TO BE LEVIED IS LESS THAN THE ROLLED-BACK RATE.

WHEREAS, the City of Tallahassee is required by Florida law to publicly state the millage rate to be levied for the fiscal year beginning October 1, 2010, and ending September 30, 2011; and,

WHEREAS, the City of Tallahassee is required to state the percentage by which the millage rate established by it is less than the rolled-back rate.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF TALLAHASSEE that the millage rate established for the fiscal year beginning October 1, 2010, and ending September 30, 2011, is 3.7000 mills for the City of Tallahassee and 1.00 mills for the Downtown Improvement Authority for an aggregate millage rate of 3.7210, which is less than the aggregate rolled back rate of 3.8346 by 2.96%.

ADOPTED by the City Commission of the City of Tallahassee this 29th day of September, 2010.

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CITY OF TALLAHASSEE

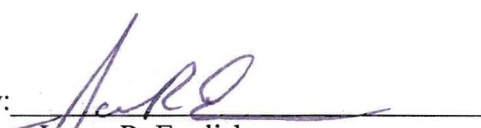


By: _____
John R. Marks, III
Mayor

ATTEST:

By:  _____
Gary Herndon
City Treasurer-Clerk

APPROVED AS TO FORM:

By:  _____
James R. English
City Attorney

ORDINANCE NO. 10-O-42AA

AN ORDINANCE MAKING APPROPRIATIONS FOR THE EXPENDITURES AND OBLIGATIONS OF THE CITY OF TALLAHASSEE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010, AND ENDING SEPTEMBER 30, 2011, DESIGNATING THE SOURCES OF REVENUE AND SAID APPROPRIATIONS; AND PROVIDING AN EFFECTIVE DATE.

BE IT ENACTED BY THE PEOPLE OF THE CITY OF TALLAHASSEE,
FLORIDA:

Section 1. That the appropriations made in Section 2 herein are contingent upon the revenues to the City of Tallahassee for the fiscal year beginning October 1, 2010, from the sources and in the estimated amounts hereinafter named as follows:

OPERATING BUDGET FISCAL 2011 APPROPRIATION SUMMARY

REVENUES ALL FUNDS

General Fund Revenue	FY2011 Approved
General Fund Revenue	100,877,692
Transfer from Deficiencies Fund	150,000
Contributions from Utilities	34,620,031
General Fund Total	<hr/> 135,647,723
Enterprise Funds & Other Funds Revenue:	
Airport Operating Fund	12,511,410
Building Inspection Fund	2,892,060
Cemetery Fund	506,311
Donations Operating Fund	76,300
Electric Operating Fund	341,901,601
Fire Services Fund	33,024,185
Gas Operating Fund	39,364,389
Golf Course Fund	998,041
Sewer Operating Fund	56,181,653
Solid Waste Fund	22,140,245
Stormwater Fund	16,008,257
StarMetro Operating Fund	16,318,438
Water Operating Fund	28,677,222
Pension Fund	26,000
800 MHz Fund	1,165,195
Energy Services Fund	691,759
Risk Management Fund	784,599
Wholesale Energy Fund	17,955,601
TOTAL REVENUES	<hr/> 726,870,989

Section 2. That the following sums be, and hereby are, appropriated from the sources of revenues enumerated in Section 1, for the expense and obligation of the City of Tallahassee, for the fiscal year beginning October 1, 2010, and ending September 30, 2011, and that all incomplete multiple year non-capital projects balances, requisitions, and encumbrances from prior years will automatically be reappropriated:

EXPENDITURES ALL FUNDS

Airport Operating Fund	11,842,380
Building Inspection Fund	2,892,060
Cemetery Fund	506,311
Donations Operating Fund	76,300
Electric Operating Fund	341,901,601
Fire Services Fund	33,024,185
Gas Operating Fund	39,364,389
General Fund	135,647,723
Golf Course Fund	998,041
Sewer Operating Fund	56,181,653
Solid Waste Fund	22,140,245
Stormwater Fund	16,008,257
StarMetro Operating Fund	16,318,438
Water Operating Fund	28,677,222
Pension Fund	26,000
800 MHz Fund	1,165,195
Energy Services Fund	691,759
Risk Management Fund	784,599
From Airline Prepaid Fee Credits to Aviation	669,030
From Wholesale Energy Fund	17,955,601
TOTAL EXPENDITURES	726,870,989

Section 3. The capital budget for the fiscal year beginning October 1, 2010, and ending September 30, 2011, shall be as follows, and that all incomplete multiple year capital projects, requisitions, and encumbrances from prior years will automatically be reappropriated:

CAPITAL BUDGET FISCAL 2011 APPROPRIATION SUMMARY

FUNDING SOURCES

Bond Proceeds

2004 Capital Bond Series	3,000,000
Electric – Future Bonds	38,370,000

Bond Proceeds (cont.)

Fire Debt	8,000,000
Gas Energy System Bonds	1,250,000
General Government – Future Bonds	17,750,000
Sewer Future CUSB	43,167,200
Water Future CUS	9,145,900
Subtotal:	<u>120,683,100</u>

Federal Funds

Community Development Block Grant	150,000
Federal Aviation Administration (FAA)	10,450,000
Federal Transportation Administration (FTA)	3,267,950
Subtotal:	<u>13,867,950</u>

General Government

Sales Tax 89	300,000
Gas Tax	2,816,700
Gas Tax Undesignated Balance	2,070,600
General Government Capital Project Account (GG/CPA)	1,170,000
Revenue Collection	390,000
Street Paving Fund	100,000
Subtotal:	<u>6,847,300</u>

Renewal, Replacement & Improvement Funds (RR&I)

Aviation RR&I	550,000
Aviation RR&I Undesignated Balance	850,000
Electric RR&I	17,526,600
Fire RR&I	775,250
Gas RR&I	1,349,900
Gas RR&I Undesignated Balance	10,000
Information Systems Services RR&I	1,245,900
Information Systems Services RR&I Undesignated Balance	323,100
Sewer RR&I	9,972,900
Sewer RR&I Undesignated Balance	882,800
Stormwater RR&I Undesignated Balance	1,665,000
Water RR&I	2,514,900
Water RR&I Undesignated Balance	1,629,850
Subtotal:	<u>39,296,200</u>

Special Funds

BluePrint 2000 Funding	3,672,200
Deficiencies Fund	150,000
Electric Fund – Accounts Receivable	650,000
Energy Conservation Fund - Capital Fund	5,190,000
FDOT Toll Road Credit	759,750
Fleet Reserve Fund	6,100,000
Gas Fund – Accounts Receivable	50,000
Intergovernmental – Leon County	95,900
Jake Gaither Improvements Reserve	15,000
Passenger Facility Charge	825,000
Sewer System Charge	400,000
Sewer System Charge Undesignated Balance	1,900,000
StarMetro Fund – Accounts Receivable	50,000
Stormwater Utility Fee	1,985,000
Water System Charge Undesignated Balance	519,000
Subtotal:	<u>22,361,850</u>

State Funds

Florida Department of Transportation	3,717,000
Florida Department of Transportation – Aviation	825,000
Subtotal:	<u>4,542,000</u>

TOTAL SOURCES: 207,598,400

EXPENDITURES

Aviation	13,500,000
Economic and Community Development	100,000
Electric	56,546,600
Energy Services	5,190,000
Executive Services	415,000
Fire	775,250
Fleet Management	6,100,000
Management & Administration	1,814,900
Parks, Recreation and Neighborhood Affairs	745,000
Planning	250,000
Police	75,000
Public Works	37,919,300

EXPENDITURES (cont.)

StarMetro	4,077,700
Treasurer-Clerk	390,000
Underground Utilities	<u>79,699,650</u>

TOTAL EXPENDITURES: 207,598,400


TOTAL OPERATING AND CAPITAL APPROPRIATION \$934,469,389

Section 4. This ordinance shall become effective October 1, 2010.

INTRODUCED to the City Commission of the City of Tallahassee on the 15th day of September, 2010.

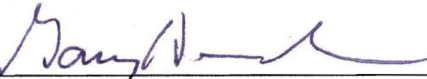
PASSED by the City Commission of the City of Tallahassee on the 29th day of September, 2010.

CITY OF TALLAHASSEE

By: 

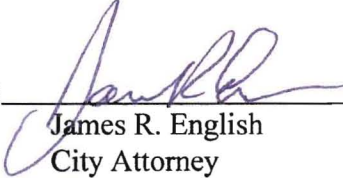
 John R. Marks, III
 Mayor

ATTEST:

By: 

 Gary Herndon
 City Treasurer-Clerk

APPROVED AS TO FORM:

By: 

 James R. English
 City Attorney

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