

**Brevard County
Citizens**

County Commissioners

County Management

**Parks and Recreation Department
Programs and Services**

**North Area
Parks
Operations**

Operations

Maintenance

**Campground
Operations and
Maintenance**

**Countywide
Operations and
Administration**

**Central Area
Parks
Operations**

Operations

Maintenance

**Golf Course
Operations and
Maintenance**

**South Area
Parks
Operations**

Operations

Maintenance

**Campground
Operations and
Maintenance**

**Golf Courses
Operations and
Maintenance**

**Environmentally
Endangered
Lands**

**Land
Acquisition**

**Land
Management**

**Public Access
Passive Rec.
Environmental
Education**

**Debt
Management**

**Debt
Administration
and
Monitoring**

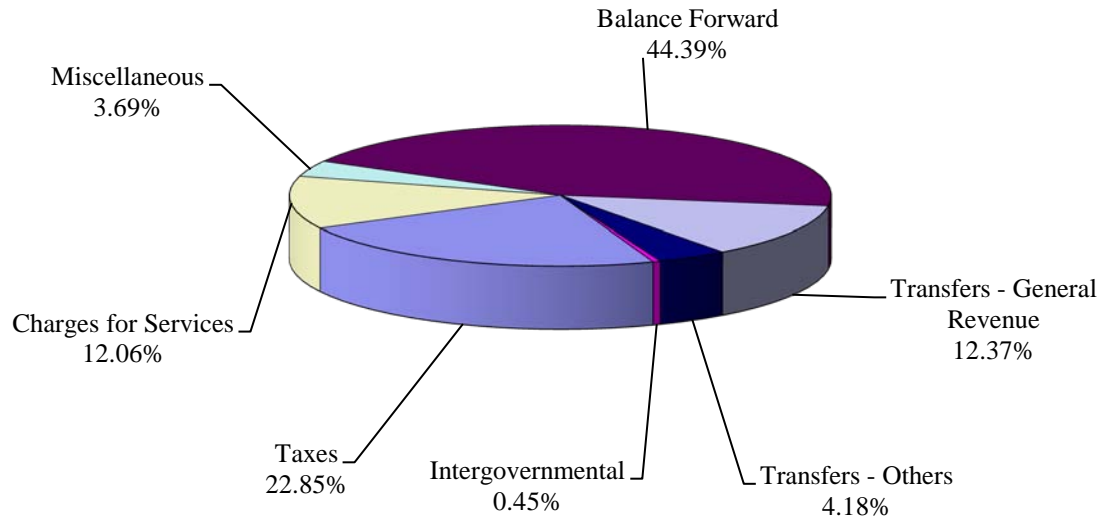
**Referendum
Capital
Projects**

**Facility
Development
North Area**

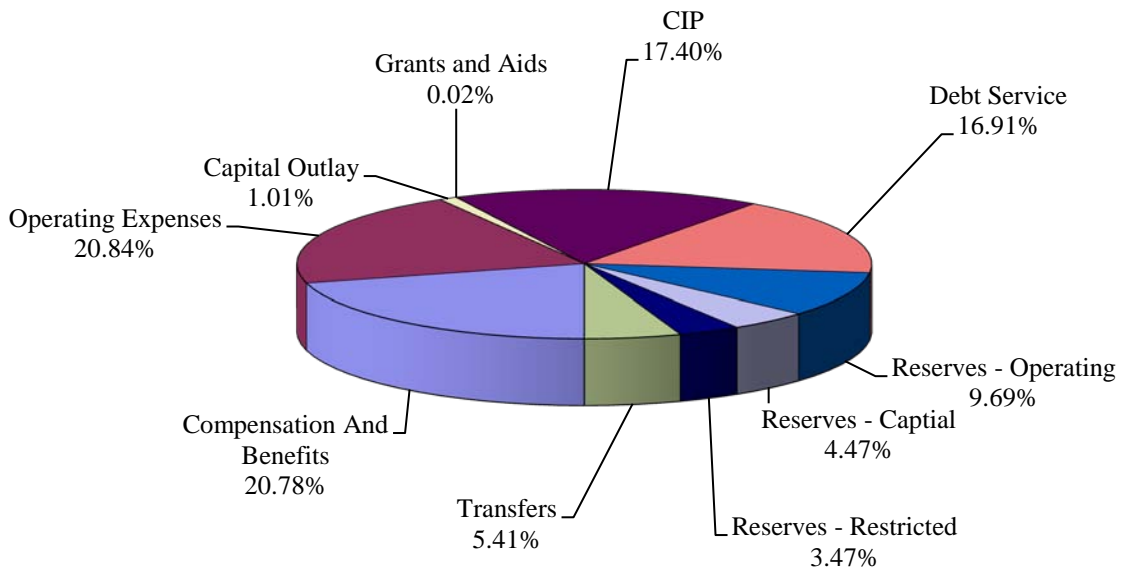
**Facility
Development
South Area**

PARKS AND RECREATION DEPARTMENT

**OPERATING REVENUES (SOURCES) FY 2011-2012
TOTAL BUDGET \$84,588,584**



**OPERATING EXPENDITURES (USES) FY 2011-2012
TOTAL BUDGET \$84,588,584**



Note: Total percentage may not equal 100% due to rounding.

PARKS AND RECREATION DEPARTMENT: SUMMARY

MISSION STATEMENT:

To contribute to the quality of life in Brevard County by providing leisure activities reflecting the interest and values of its citizens and visitors.

PROGRAMS AND SERVICES:

North Area Parks Operations	South Area Parks Operations
Recreation operations	Recreation operations
Park maintenance	Park maintenance
Campground operations and maintenance	Campground operations and maintenance
Countywide Operations and Administration	Golf Course operation and maintenance
Environmentally Endangered Lands	Central Area Parks Operations
Acquire environmentally endangered lands	Recreation operations
Manage acquired lands based on protocols	Park maintenance
Provide for public access, recreation and	
Environmental education	Referendum (Bond Funded) Capital Projects
Debt Management	North Area projects
Parks and Recreation facilities debt issues	South Area projects

TRENDS AND ISSUES:

Parks and Recreation facilities and programs continue to be an important quality of life issue and are well utilized by the residents and visitors of Brevard County. The Department will be further challenged by another double digit reduction in property valuations for the 2012 budget fiscal year. In the anticipation of this property value decrease, the Board of County Commissioners defeased \$4.3 million and \$16.9 million in bonded debt respectfully for the Merritt Island and South Park Referendum projects. In addition, \$3.8 million in bonds were defeased for the Environmentally Endangered Lands Program (EELs).

In this budget a number of reductions in operational expenditures are necessary as a result of the property valuation decrease and the expiration of the 1990 voter approved EELs millage. These reductions in expenditures consist of the elimination of vacant positions, cost savings on utilities and the pursuit of cost sharing initiatives to minimize the disruption of services to the public. Additionally, EELs land acquisitions have been reduced to purchases of small parcels bordering or within existing owned tracts and those scrub properties that potentially could be acquired with fiscal leverage with the United States Air Force. With the continued emphasis on the practice of land management, other EELs services will be reduced for efficiency in operation as a result in the reduction of revenues. Program reserve funding will be utilized to supplement the operation of Park Referendum and the EELs program.

The Park Referendum projects totaling \$157 million approved by the voter in 2000 and 2006 continue towards completion. As a result of property value reductions, the EELs Program debt millages are being adjusted to insure fiscal soundness by generating sufficient revenues for debt payment reserves in anticipation of further property value decreases.

A General Fund subsidy for Golf operations was eliminated for this current Fiscal Year (2011). The Department will continue to closely monitor revenues for the golf operation as golfing participation, nationwide, continues to decrease and golf reserves are utilized this year to supplement expenditures.. Bonded debt for the Savannahs and Habitat will expire in 2018 and 2019 respectfully. Camping operations continues to be self supporting at Long Point and Manatee Hammock. Because of the increase in camping activity, Manatee Hammock is requesting the addition of one three-quarter time Ranger position to assist with security and safety within the campground.

MAJOR SERVICE LEVEL IMPACTS:

Necessary budget reductions have resulted in the following major service level impacts to the Brevard County community:

1. Reduction in hours of service at Central Area Community Centers.
2. Elimination of the 1991 EEL voter approved millage.

The accompanying charts illustrate the major service level impacts to the community.

PARKS AND RECREATION DEPARTMENT: DEPARTMENT SUMMARY

DEPARTMENT REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$25,895,612	\$26,500,222	\$21,218,581	(\$5,281,641)	(19.93%)
Permits, Fees, & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$1,784,107	\$3,638,815	\$420,984	(\$3,217,831)	(88.43%)
Charges for Services	\$6,428,024	\$7,497,037	\$7,392,183	(\$104,854)	(1.40%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$3,954,012	\$4,714,394	\$3,410,186	(\$1,304,208)	(27.66%)
Statutory Reduction	\$0	(\$1,778,756)	(\$1,622,099)	\$156,657	(8.81%)
<i>Operating Revenues:</i>	\$38,061,755	\$40,571,712	\$30,819,835	(\$9,751,877)	(24.04%)
Balance Forward	\$103,669,727	\$79,635,969	\$39,164,123	(\$40,471,846)	(50.82%)
Transfers - General Revenue	\$14,355,236	\$11,633,343	\$10,912,626	(\$720,717)	(6.20%)
Transfers - Others	\$1,801,981	\$27,031,448	\$3,692,000	(\$23,339,448)	(86.34%)
Other Finance Sources	\$1,649,971	\$47,341,090	\$0	(\$47,341,090)	(100.00%)
<i>Non-Operating Revenues:</i>	\$121,476,915	\$165,641,850	\$53,768,749	(\$111,873,101)	(67.54%)
TOTAL REVENUES:	\$159,538,670	\$206,213,562	\$84,588,584	(\$121,624,978)	(58.98%)
EXPENDITURES:					
Compensation and Benefits	\$19,029,572	\$18,739,791	\$17,574,882	(\$1,164,909)	(6.22%)
Operating Expenses	\$13,254,902	\$18,795,133	\$17,631,820	(\$1,163,313)	(6.19%)
Capital Outlay	\$833,127	\$1,113,575	\$852,316	(\$261,259)	(23.46%)
Grants and Aid	\$231,743	\$0	\$16,000	\$16,000	0.00%
<i>Operating Expenditures:</i>	\$33,349,343	\$38,648,499	\$36,075,018	(\$2,573,481)	(6.66%)
CIP	\$19,543,103	\$33,737,301	\$14,714,713	(\$19,022,588)	(56.38%)
Debt Service	\$28,005,301	\$95,489,726	\$14,301,942	(\$81,187,784)	(85.02%)
Reserves - Operating	\$0	\$7,374,581	\$8,192,951	\$818,370	11.10%
Reserves - Capital	\$0	\$981,047	\$3,785,112	\$2,804,065	285.82%
Reserves - Restricted	\$0	\$2,242,573	\$2,938,481	\$695,908	31.03%
Transfers	\$2,324,509	\$27,739,835	\$4,580,367	(\$23,159,468)	(83.49%)
<i>Non-Operating Expenditures:</i>	\$49,872,912	\$167,565,063	\$48,513,566	(\$119,051,497)	(71.05%)
TOTAL EXPENDITURES:	\$83,222,255	\$206,213,562	\$84,588,584	(\$121,624,978)	(58.98%)
PERSONNEL:					
Full-time Positions	334.00	333.00	313.00	(20.00)	(6.01)%
Part-time Positions	84.00	90.00	97.00	7.00	7.78%
Full-time Equivalent	390.75	394.25	378.50	(15.75)	(3.99)%
Temporary FTE	5.25	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

NORTH AREA PARK OPERATIONS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$2,345,147	\$2,194,015	\$2,138,434	(\$55,581)	(2.53%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$1,139,674	\$297,670	\$267,165	(\$30,505)	(10.25%)
Charges for Services	\$818,786	\$776,817	\$791,042	\$14,225	1.83%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$515,805	\$340,711	\$314,631	(\$26,080)	(7.65%)
Statutory Reduction	\$0	(\$143,178)	(\$175,563)	(\$32,385)	22.62%
<i>Operating Revenues:</i>	\$4,819,411	\$3,466,035	\$3,335,709	(\$130,326)	(3.76%)
Balance Forward	\$4,892,151	\$5,585,449	\$5,751,290	\$165,841	2.97%
Transfers - General Revenue	\$4,599,096	\$3,643,340	\$3,425,947	(\$217,393)	(5.97%)
Transfers - Others	\$26,570	\$700,000	\$0	(\$700,000)	(100.00%)
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$9,517,817	\$9,928,789	\$9,177,237	(\$751,552)	(7.57%)
TOTAL REVENUES:	\$14,337,228	\$13,394,824	\$12,512,946	(\$881,878)	(6.58%)
EXPENDITURES:					
Compensation and Benefits	\$4,862,922	\$4,564,894	\$4,402,208	(\$162,686)	(3.56%)
Operating Expenses	\$2,421,283	\$4,020,877	\$4,215,901	\$195,024	4.85%
Capital Outlay	\$18,753	\$414,900	\$459,064	\$44,164	10.64%
Grants and Aid	\$231,743	\$0	\$16,000	\$16,000	0.00%
<i>Operating Expenditures:</i>	\$7,534,701	\$9,000,671	\$9,093,173	\$92,502	1.03%
CIP	\$637,374	\$849,367	\$387,102	(\$462,265)	(54.42%)
Debt Service	\$180,894	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$1,997,264	\$1,592,387	(\$404,877)	(20.27%)
Reserves - Capital	\$0	\$0	\$1,073,593	\$1,073,593	0.00%
Reserves - Restricted	\$0	\$1,201,050	\$0	(\$1,201,050)	(100.00%)
Transfers	\$390,554	\$346,472	\$366,691	\$20,219	5.84%
<i>Non-Operating Expenditures:</i>	\$1,208,822	\$4,394,153	\$3,419,773	(\$974,380)	(22.17%)
TOTAL EXPENDITURES:	\$8,743,523	\$13,394,824	\$12,512,946	(\$881,878)	(6.58%)
PERSONNEL:					
Full-time Positions	95.00	92.00	91.00	(1.00)	(1.09%)
Part-time Positions	11.00	15.00	15.00	0.00	0.00%
Full-time Equivalent	103.25	103.25	102.25	(1.00)	(0.97%)
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

NORTH AREA PARK OPERATIONS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 3.76% or (\$130,326), primarily due to a decrease in anticipated prior year Ad Valorem taxes and decrease in anticipated miscellaneous revenue primarily related to interest income.

Non-Operating Revenues decrease 7.57% or (\$751,552), primarily due to a decrease in the General Fund transfer primarily due to FRS adjustments (\$217,393) and a decrease in transfers from capital projects (\$700,000).

EXPENDITURES:

Operating Expenditures increase 1.03% or \$92,502, primarily due to a reduction in FRS costs and the elimination of 2 FTEs. Additionally, this increase is due to the elimination of furlough days, programmed salary adjustments and an increase to repair and maintenance.

Non-Operating Expenditures decrease 22.17% or (\$974,380), primarily due to the completion of capital projects and the use use restricted reserves for operating.

PROGRAM CHANGES:

REDUCTIONS

1. Eliminate 3 (2.75 FTE) positions for North Area

(\$105,366)

TOTAL

(\$105,366)

FUNDED

1 Additional 1 (.75 FTE) user fee funded position for Manatee Hammock Campground

(\$20,562)

TOTAL

(\$20,562)

NORTH AREA PARKS OPERATIONS: PERFORMANCE MEASURES

GOALS:					
To enhance the quality of life and beautification of our community through passive and active parklands. To fulfill residents and visitors recreational needs within available resources. To maintain public recreation facilities in the best possible condition within available resources.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> Completed referendum construction projects at Marina Park and Moore Memorial Park. Completed construction projects at Parrish Park Titusville and the Pritchard House. Increased attendance in summer programs including summer day camps and aquatics. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> Increase attendance in North Area Parks facilities. Increase participation in existing and future North Area Park programs. Explore methods to increase overall customer satisfaction with Parks and Recreation programs and services. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	# of Program Types offered	9	9	9
		# of participants in Attendance	316,769	324,688	332,805
	1.2 Increase Customer Satisfaction	% of Customer Satisfaction with Parks Programs	N/A	95%	95%
		Number of Customer complaints per 1,000	N/A	1	1
	1.3 Expand Community Outreach	# of Community Meetings	13	18	18
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Population served per FTE	1,041	1,168	1,168
	2.2 Increase Efficiency	# of Acres Maintained	1,608	1,608	1,608
		Average Annual Operating cost per Acre	\$3,072	\$3,744	\$3,524
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	98%	98%	98%
		Number of development plans created	107	96	96
		Number of training hours provided	4,668	4,187	4,187
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	86%	95%	100%
		CIP Actual % of Utilization Vs Budget	46%	74%	100%
		% of CIP projects completed Vs Plan	20%	50%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

CENTRAL PARK OPERATIONS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$1,518,336	\$1,438,334	\$1,347,262	(\$91,072)	(6.33%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$347,090	\$57,901	\$53,819	(\$4,082)	(7.05%)
Charges for Services	\$1,467,583	\$1,670,228	\$1,628,547	(\$41,681)	(2.50%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$206,465	\$301,266	\$283,794	(\$17,472)	(5.80%)
Statutory Reduction	\$0	(\$116,871)	(\$165,671)	(\$48,800)	41.76%
<i>Operating Revenues:</i>	\$3,539,474	\$3,350,858	\$3,147,751	(\$203,107)	(6.06%)
Balance Forward	\$2,633,931	\$2,093,922	\$1,501,717	(\$592,205)	(28.28%)
Transfers - General Revenue	\$5,537,146	\$4,615,391	\$4,484,737	(\$130,654)	(2.83%)
Transfers - Others	\$509,526	\$459,896	\$8,000	(\$451,896)	(98.26%)
Other Finance Sources	\$0	\$1,951,090	\$0	(\$1,951,090)	(100.00%)
<i>Non-Operating Revenues:</i>	\$8,680,603	\$9,120,299	\$5,994,454	(\$3,125,845)	(34.27%)
TOTAL REVENUES:	\$12,220,077	\$12,471,157	\$9,142,205	(\$3,328,952)	(26.69%)
EXPENDITURES:					
Compensation and Benefits	\$5,326,044	\$4,874,358	\$4,533,915	(\$340,443)	(6.98%)
Operating Expenses	\$3,700,985	\$4,488,016	\$3,773,129	(\$714,887)	(15.93%)
Capital Outlay	\$203,378	\$3,040	\$0	(\$3,040)	(100.00%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$9,230,406	\$9,365,414	\$8,307,044	(\$1,058,370)	(11.30%)
CIP	\$465,779	\$102,863	\$400,000	\$297,137	288.87%
Debt Service	\$497,382	\$2,372,582	\$389,177	(\$1,983,405)	(83.60%)
Reserves - Operating	\$0	\$116,324	\$0	(\$116,324)	(100.00%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$100,485	\$513,974	\$45,984	(\$467,990)	(91.05%)
<i>Non-Operating Expenditures:</i>	\$1,063,646	\$3,105,743	\$835,161	(\$2,270,582)	(73.11%)
TOTAL EXPENDITURES:	\$10,294,052	\$12,471,157	\$9,142,205	(\$3,328,952)	(26.69%)
PERSONNEL:					
Full-time Positions	83.00	82.00	76.00	(6.00)	(7.32%)
Part-time Positions	32.00	32.00	30.00	(2.00)	(6.25%)
Full-time Equivalent	102.00	101.00	94.00	(7.00)	(6.93%)
Temporary FTE	5.25	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

CENTRAL AREA PARKS OPERATIONS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 6.06% or (\$203,107), primarily due to a decrease in anticipated delinquent Ad Valorem taxes from a decrease in property values.

Non-Operating Revenues decrease 34.27% or (\$3,125,845), primarily due to a decrease in anticipated balance forward. Additionally, there is a 2.83% decrease in the General Fund transfer primarily due to a decrease in FRS costs (\$130,654). There are 100% reductions in Other Finance sources and other transfers due to the refinancing of the Savannah's Golf Course debt (\$1,951,090).

EXPENDITURES:

Operating Expenditures decrease 11.30% or (\$1,058,370) due to 6.98% (\$340,443) decrease in compensation and benefits with the elimination of 7 positions and the decrease in FRS costs. This is slightly offset due to the elimination of furlough days and a programmed salary adjustment. Additionally, there is a 15.93% decrease (\$714,887) in operating expenses due to decreases in funding sources.

Non-Operating Expenditures decrease 73.11% or (\$2,270,582) due to the refinancing of the Savannah's golf debt.

PROGRAM CHANGES:

REDUCTIONS

1 Decrease 2 (1.00 FTE) part-time vacant position for Central Area Recreation	(\$34,650)
2 Decrease 6 (6.00 FTE) full-time vacant positions for Central Area Maintenance	(\$257,117)
TOTAL	(\$291,767)

CENTRAL AREA PARKS OPERATIONS: PERFORMANCE MEASURES

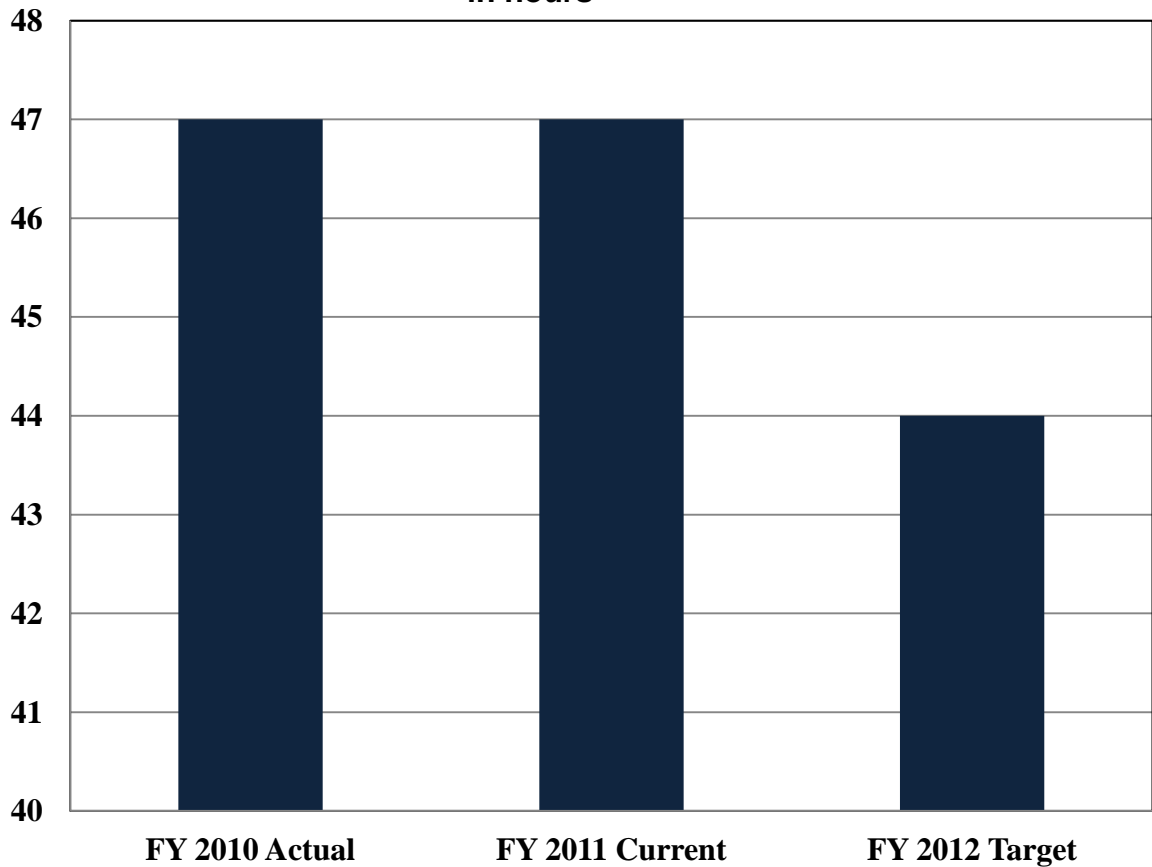
GOALS:					
To enhance the quality of life and beautification of our community through passive and active parklands. To fulfill residents and visitors recreational needs within available resources. To maintain public recreation facilities in the best possible condition within available resources.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> 1. Reorganized the Central Area Parks Operations. 2. Created partnerships with the communities private entities and non-profits to pull each organization's resources together. 3. Adjusted resources to meet customer demands. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> 1. Consolidation of positions that can be done with a combination of staff's duties/responsibilities. 2. Further develop community partnership and volunteer opportunities in order to augment existing staffing requirements. 3. Pursue commercial opportunities within the Park system. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	# of Program Types offered	9	9	9
		# of participants in Attendance	376,331	365,041	359,564
	1.2 Increase Customer Satisfaction	% of Customer Satisfaction with Parks Programs	N/A	95%	95%
		Number of Customer complaints per 1,000	N/A	1	1
	1.3 Expand Community Outreach	# of Community Meetings	16	16	16
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Population served per FTE	1,083	1,303	1,521
	2.2 Increase Efficiency	# of Acres Maintained	2,977	2,977	2,977
		Average Annual Operating cost per Acre	\$1,530	\$1,522	\$1,432
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	96%	98%	98%
		Number of development plans created	127	107	90
		Number of training hours provided	4,148	3,494	2,938
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	88%	93%	100%
		CIP Actual % of Utilization Vs Budget	16%	100%	N/A
		% of CIP projects completed Vs Plan	14%	100%	N/A

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

**BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS
MAJOR SERVICE LEVEL IMPACTS**

DEPARTMENT:	Parks and Recreation Department
PROGRAM/SERVICE:	Central Area Operations/ Community Centers
FUNDING SOURCE(S):	Balance forward from General Fund and Dist 4 Special District
FUNDING LEVEL REDUCTIONS:	(\$226,919)
# OF EMPLOYEES AFFECTED:	- 6 (- 2.75 FTEs)
DEPARTMENTS IMPACTED:	Parks and Recreation Department
SERVICE LEVEL IMPACTS: The elimination of 6 Part-time Recreation Aide positions (3 HH filled, 1 QH filled and 2 HH vacant) will reduce the hours that six Community Centers are opened to the public for programs and activities by three to five hours per week per center.	

Parks and Recreation Department/Community Centers - Reduction in hours



Description	FY 2010 Actual	FY 2011 Current	FY 2012 Target
Community Center hours	47	47	44

SOUTH AREA PARK OPERATIONS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$3,860,324	\$2,081,195	\$1,603,494	(\$477,701)	(22.95%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$37,589	\$30,689	\$0	(\$30,689)	(100.00%)
Charges for Services	\$4,141,647	\$5,049,992	\$4,972,594	(\$77,398)	(1.53%)
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$537,387	\$893,524	\$635,052	(\$258,472)	(28.93%)
Statutory Reduction	\$0	(\$234,718)	(\$360,557)	(\$125,839)	53.61%
<i>Operating Revenues:</i>	\$8,576,948	\$7,820,682	\$6,850,583	(\$970,099)	(12.40%)
Balance Forward	\$10,574,698	\$9,624,507	\$9,406,664	(\$217,843)	(2.26%)
Transfers - General Revenue	\$4,187,786	\$3,289,084	\$3,001,942	(\$287,142)	(8.73%)
Transfers - Others	(\$490,267)	\$0	(\$8,000)	(\$8,000)	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$14,272,217	\$12,913,591	\$12,400,606	(\$512,985)	(3.97%)
TOTAL REVENUES:	\$22,849,165	\$20,734,273	\$19,251,189	(\$1,483,084)	(7.15%)
EXPENDITURES:					
Compensation and Benefits	\$6,839,757	\$7,380,516	\$7,187,701	(\$192,815)	(2.61%)
Operating Expenses	\$5,604,204	\$8,048,544	\$7,908,583	(\$139,961)	(1.74%)
Capital Outlay	\$397,336	\$525,701	\$386,252	(\$139,449)	(26.53%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$12,841,297	\$15,954,761	\$15,482,536	(\$472,225)	(2.96%)
CIP	\$258,814	\$1,026,151	\$0	(\$1,026,151)	(100.00%)
Debt Service	\$3,185,955	\$227,037	\$92,865	(\$134,172)	(59.10%)
Reserves - Operating	\$0	\$3,420,830	\$3,600,564	\$179,734	5.25%
Reserves - Capital	\$0	\$75,494	\$75,224	(\$270)	(0.36%)
Reserves - Restricted	\$0	\$30,000	\$0	(\$30,000)	(100.00%)
Transfers	\$126,119	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures:</i>	\$3,570,888	\$4,779,512	\$3,768,653	(\$1,010,859)	(21.15%)
TOTAL EXPENDITURES:	\$16,412,186	\$20,734,273	\$19,251,189	(\$1,483,084)	(7.15%)
PERSONNEL:					
Full-time Positions	125.00	130.00	124.00	(6.00)	(4.62%)
Part-time Positions	39.00	42.00	45.00	3.00	7.14%
Full-time Equivalent	153.25	160.50	156.75	(3.75)	(2.34%)
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

SOUTH AREA PARKS OPERATIONS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 12.40% or (\$970,099), due primarily to a decrease in Ad Valorem taxes resulting from a decrease in property values (\$477,701). Additionally, there is a decrease in anticipated miscellaneous revenue, primarily related to interest income (\$258,472) as well as an anticipated decrease in charges for services (\$77,398).

Non-Operating Revenues decrease 3.97% or (\$512,985), primarily due to the general fund transfer primarily due to a refinancing of the Habitat Golf Course debt and a reduction in FRS costs (\$287,142).

EXPENDITURES:

Operating Expenditures decrease 2.96% or (\$472,225), primarily due to a decrease in capital expenditures associated with referendum projects (\$139,449). Additionally, there is a reduction in FRS costs which is slightly offset by the elimination of furlough days and a programmed salary adjustment.

Non-Operating Expenditures decrease 21.15% or (\$1,010,859), primarily due to a decrease in capital expenditures (\$1,026,151) and a decrease in debt for the Habitat golf course (\$134,172).

PROGRAM CHANGES:

REDUCTIONS

1 Eliminate 1 (.75 FTE) Lifeguard II position for South Area	(\$16,280)
2 Eliminate 2 (2 FTE) full-time positions and convert 4 full-time positions to part-time TH (1 FTE) for Wickham Park	(\$170,868)
TOTAL	(\$187,148)

SOUTH AREA PARKS OPERATIONS: PERFORMANCE MEASURES

GOALS:					
To enhance the quality of life and beautification of our community through passive and active parklands. To fulfill residents and visitors recreational needs within available resources. To maintain public recreation facilities in the best possible condition within available resources.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
<ol style="list-style-type: none"> Completed the construction of and opened the new Rodes Park. Conducted a concert series at Wickham Park with Runaway Country. Developed a cost sharing process with community partners to offset expenses. 					
FY 2011 - 2012 INITIATIVES:					
<ol style="list-style-type: none"> Completion of the phase three project at Wickham Park. Conduct and RFP for concessionaries for both food and beverages with Parks and Recreation. Pursue commercial opportunities within the Park system. 					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Workload Requirements	# of Program Types offered	8	8	8
		# of participants in Attendance	485,601	495,479	504,772
	1.2 Increase Customer Satisfaction	% of Customer Satisfaction with Parks Programs	N/A	95%	95%
		Number of Customer complaints per 1,000	N/A	1	1
	1.3 Expand Community Outreach	# of Community Meetings	18	19	13
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	Population served per FTE	1,992	2,174	2,268
	2.2 Increase Efficiency	# of Acres Maintained	1,998	1,998	1,980
		Average Annual Operating cost per Acre	\$3,406	\$4,231	\$4,400
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	97%	98%	98%
		Number of development plans created	168	158	156
		Number of training hours provided	4,978	4,681	4,622
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	77%	93%	100%
		CIP Actual % of Utilization Vs Budget	42%	0%	100%
		% of CIP projects completed Vs Plan	28%	0%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

ENVIRONMENTALLY ENDANGERED LANDS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$6,689,684	\$7,791,893	\$5,079,464	(\$2,712,429)	(34.81%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$5,039	\$116,229	\$100,000	(\$16,229)	(13.96%)
Charges for Services	\$8	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$1,286,194	\$886,213	\$156,019	(\$730,194)	(82.39%)
Statutory Reduction	\$0	(\$439,718)	(\$266,776)	\$172,942	(39.33%)
<i>Operating Revenues:</i>	\$7,980,925	\$8,354,617	\$5,068,707	(\$3,285,910)	(39.33%)
Balance Forward	\$22,516,496	\$16,099,707	\$8,155,373	(\$7,944,334)	(49.34%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$69,539	\$3,828,427	\$3,016,000	(\$812,427)	(21.22%)
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$22,586,035	\$19,928,134	\$11,171,373	(\$8,756,761)	(43.94%)
TOTAL REVENUES:	\$30,566,960	\$28,282,751	\$16,240,080	(\$12,042,671)	(42.58%)
EXPENDITURES:					
Compensation and Benefits	\$1,686,771	\$1,495,144	\$1,409,516	(\$85,628)	(5.73%)
Operating Expenses	\$902,252	\$1,916,576	\$1,524,410	(\$392,166)	(20.46%)
Capital Outlay	\$204,126	\$27,282	\$2,000	(\$25,282)	(92.67%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$2,793,148	\$3,439,002	\$2,935,926	(\$503,076)	(14.63%)
CIP	\$2,466,776	\$5,370,305	\$1,731,600	(\$3,638,705)	(67.76%)
Debt Service	\$8,847,058	\$12,682,029	\$3,124,848	(\$9,557,181)	(75.36%)
Reserves - Operating	\$0	\$1,840,163	\$3,000,000	\$1,159,837	63.03%
Reserves - Capital	\$0	\$0	\$699,565	\$699,565	0.00%
Reserves - Restricted	\$0	\$715,683	\$1,532,549	\$816,866	114.14%
Transfers	\$318,425	\$4,235,569	\$3,215,592	(\$1,019,977)	(24.08%)
<i>Non-Operating Expenditures:</i>	\$11,632,259	\$24,843,749	\$13,304,154	(\$11,539,595)	(46.45%)
TOTAL EXPENDITURES:	\$14,425,408	\$28,282,751	\$16,240,080	(\$12,042,671)	(42.58%)
PERSONNEL:					
Full-time Positions	26.00	26.00	22.00	(4.00)	(15.38%)
Part-time Positions	1.00	1.00	7.00	6.00	600.00%
Full-time Equivalent	26.50	26.50	25.50	(1.00)	(3.77%)
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

ENVIRONMENTALLY ENDANGERED LANDS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 39.33% or (\$3,285,910), primarily due to a (\$2,712,429) decrease in tax revenues from the sun-setting of the 1991 voter approved EEL referendum. Additionally, there is a (\$730,194) decrease in interest earnings due to the loss of the 1991 taxes and the continued reduction in balance forward funds.

Non-Operating Revenues decrease 43.94% or (\$8,756,761), primarily due to the defeasing of 2004 bond proceeds and the continued use of balance forward for operating.

EXPENDITURES:

Operating Expenditures decrease 14.63% or (\$503,076) due to the elimination of one position and the reduction of three full-time positions to six part-time as well as the reduction of FRS costs which is slightly offset by the elimination of furlough days and a programmed salary adjustments. Additionally, there is a reduction in operating expenses primarily for fire line installation, land management and acquisition services (\$392,166) and reduction in land and capital expenditures (\$25,282).

Non-Operating Expenditures decrease 46.45% or (\$11,539,595) due to the sun-setting of the 1991 debt and the defeasment of a portion of the 2004 bonds.

PROGRAM CHANGES:

REDUCTIONS

1 Convert 1 filled EEL Environmental Ed Coord from FT to HH (.50 FTE) from EEL Admin Office	(\$36,481)
2 Convert 1 filled Naturalist position from FT to HH (.50 FTE) from EEL North Region	(\$29,002)
3 Convert 1 vacant Naturalist position from FT to HH (.50 FTE) from EEL South Beach Region	(\$29,002)
4 Eliminate 1 (1 FTE) filled full-time Accountant II position from EEL Admin Office	(\$53,120)
5 Sun-setting of 1991 millage	(\$886,688)
TOTAL	(\$1,034,293)

FUNDED

1 Additional 1 (.50 FTE) Naturalist part-time HH position for EEL North Region	\$19,091
2 Additional 2 (1 FTE) Naturalist part-time HH positions for EEL Central Region	\$38,182
TOTAL	\$57,273

ENVIRONMENTALLY ENDANGERED LANDS: PERFORMANCE MEASURES

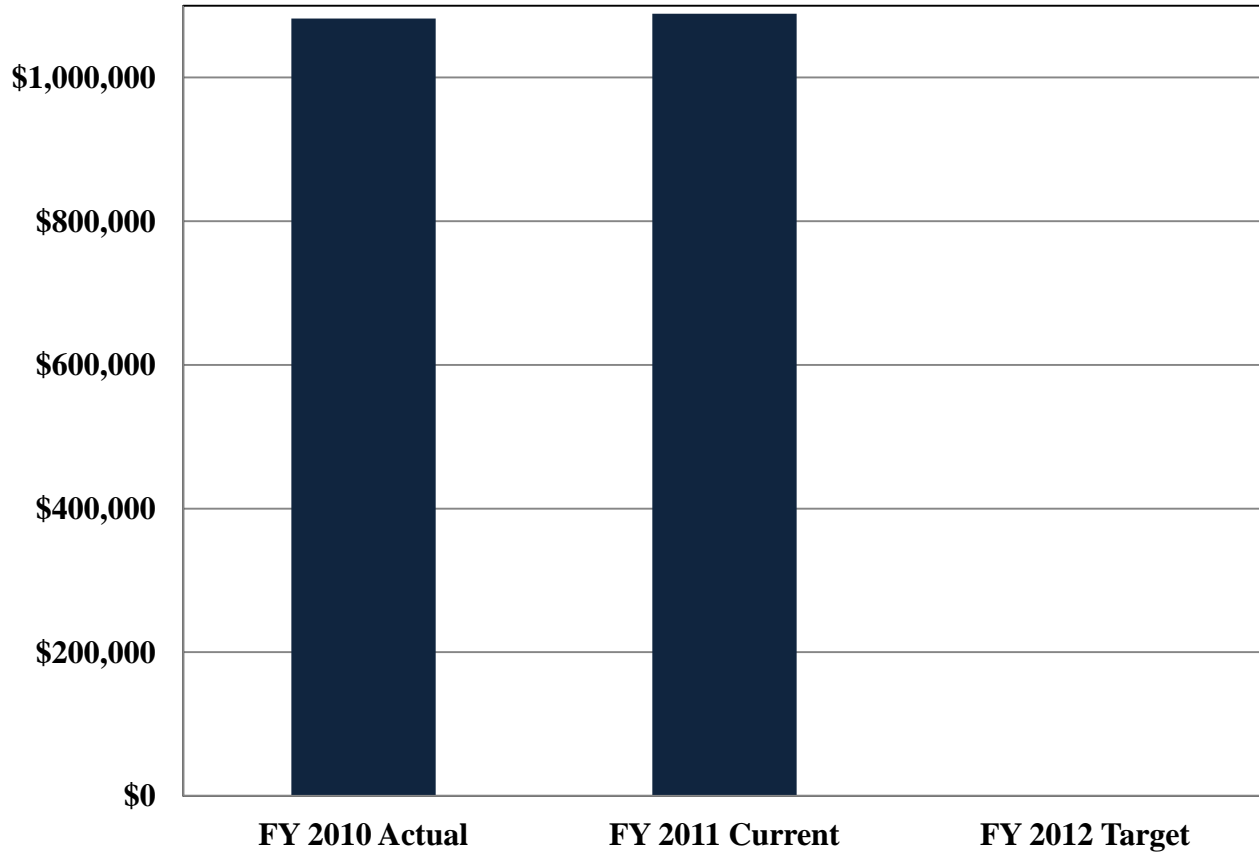
GOALS:					
Protect and preserve biological diversity on protected lands.					
Provide opportunities for passive recreation on protected lands.					
Provide opportunities for environmental education on protected lands.					
FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:					
1. Completed renovation and opened Sams House Management and Education Center at Pine Island.					
2. Began the development of 16 miles of new passive recreation trails on newly acquired EEL sanctuaries.					
3. Secured \$600,000 in acquisition partnership funding from the United States Air Force.					
FY 2011 - 2012 INITIATIVES:					
1. Focus on preparation and implementation of prescribed burn operations on EEL managed lands.					
2. Maintain public use trails at Category 1 sites and Category 2 sites as staff and volunteers permit.					
3. Maintain open hours of Environmental Education centers as staff and volunteers permit.					
FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Mission Requirements	% of targeted acres acquired for preservation	51%	52%	53%
		% of sanctuaries sites proposed for access that are offering passive recreation and / or environmental education opportunities	73%	86%	86%
	1.2 Increase Customer Satisfaction	% of positive visitor satisfaction on trails	NA	95%	95%
		% of positive visitor satisfaction at centers	NA	100%	100%
	1.3 Expand Community Outreach	# of people reached through public meetings, visitation and programs	50,006	45,000	40,000
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness	% of sanctuary acres in maintenance condition	NA	75%	80%
	2.2 Increase Efficiency	% of site biological management actions implemented	NA	60%	60%
		% of site passive recreation and environmental education actions implemented	NA	60%	60%
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement	Employee Engagement Rating ¹ :			
	3.2 Improve Workforce Development	% of employee evaluations completed on-time	71%	98%	98%
		Number of development plans created	31	27	26
		Number of training hours provided	78	60	40
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	88%	95%	100%
		CIP Actual % of Utilization Vs Budget	22%	5%	50%
		% of CIP projects completed Vs Plan	0%	40%	66%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

**BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS
MAJOR SERVICE LEVEL IMPACTS**

DEPARTMENT:	Parks and Recreation Department
PROGRAM/SERVICE:	Environmentally Endangered Lands/county-wide
FUNDING SOURCE(S):	EEL 1991 voter approved millage
FUNDING LEVEL REDUCTIONS:	(\$1,088,729)
# OF EMPLOYEES AFFECTED:	- 2 FTEs
DEPARTMENTS IMPACTED:	Parks and Recreation Department
SERVICE LEVEL IMPACTS: The elimination of the 1991 EEL millage will have a significant impact to the operation of the EEL program. Reserves are being used to offset the loss of the revenue in FY12 , however, the reserves will be exhausted in FY12, which will make it unable for the program to meet operational mandates in FY13.	

**Parks and Recreation Department/ Environmentally Endangered
Lands - Sun-setting of 1991 EEL millage**



Description	FY 2010 Actual	FY 2011 Current	FY 2012 Target
Revenue from 1991 EEL millage	\$1,082,022	\$1,088,729	\$0

PARKS AND RECREATION DEBT MANAGEMENT: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$11,482,121	\$12,994,785	\$11,049,927	(\$1,944,858)	(14.97%)
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$57,808	\$102,354	\$75,500	(\$26,854)	(26.24%)
Statutory Reduction	\$0	(\$654,858)	(\$556,272)	\$98,586	(15.05%)
<i>Operating Revenues:</i>	\$11,539,928	\$12,442,281	\$10,569,155	(\$1,873,126)	(15.05%)
Balance Forward	\$4,352,196	\$1,424,501	\$1,559,404	\$134,903	9.47%
Transfers - General Revenue	\$31,208	\$85,528	\$0	(\$85,528)	(100.00%)
Transfers - Others	\$970,773	\$21,843,125	\$476,000	(\$21,367,125)	(97.82%)
Other Finance Sources	\$1,649,971	\$45,390,000	\$0	(\$45,390,000)	(100.00%)
<i>Non-Operating Revenues:</i>	\$7,004,148	\$68,743,154	\$2,035,404	(\$66,707,750)	(97.04%)
TOTAL REVENUES:	\$18,544,076	\$81,185,435	\$12,604,559	(\$68,580,876)	(84.47%)
EXPENDITURES:					
Compensation and Benefits	\$0	\$0	\$0	\$0	0.00%
Operating Expenses	\$375	\$3,350	\$1,475	(\$1,875)	(55.97%)
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$375	\$3,350	\$1,475	(\$1,875)	(55.97%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$15,294,012	\$80,208,078	\$10,695,052	(\$69,513,026)	(86.67%)
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$295,840	\$1,405,932	\$1,110,092	375.23%
Transfers	\$1,388,925	\$678,167	\$502,100	(\$176,067)	(25.96%)
<i>Non-Operating Expenditures:</i>	\$16,682,937	\$81,182,085	\$12,603,084	(\$68,579,001)	(84.48%)
TOTAL EXPENDITURES:	\$16,683,312	\$81,185,435	\$12,604,559	(\$68,580,876)	(84.47%)
PERSONNEL:					
Full-time Positions	0.00	0.00	0.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	0.00	0.00	0.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

PARKS AND RECREATION DEBT MANAGEMENT: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 15.05% or (\$1,873,126), primarily due to the defeasance of the Merritt Island and South Area Referendum 2007 bonds. Additionally, because of the millage caps, less funding is being collected.

Non-Operating Revenues has decrease 97.04% or (\$66,707,750) to a transfer from the South and Merritt Island referendum construction budgets to defease bonds in FY 2011.

EXPENDITURES:

Operating Expenditures decrease 55.97% or (\$1,875) due to a decrease in operating expenses.

Non-Operating Expenditures decrease 84.48% or (\$68,579,001) due to a decrease in debt payments for the South and Merritt Island referendum from the defeasance of 2007 bond proceeds. This is slightly offset due to an increase in restricted reserves \$1,110,092.

PROGRAM CHANGES:

NONE REQUESTED

REFERENDUM CAPITAL PROJECTS: PROGRAM PROFILE

PROGRAM REVENUES AND EXPENDITURES

	Actual FY2009-2010	Final Budget FY2010-2011	Adopted Budget FY2011-2012	Difference Inc/(Dec)	% Inc/(Dec)
REVENUES:					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees, & Spec. Assess	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$254,716	\$3,136,326	\$0	(\$3,136,326)	(100.00%)
Charges for Services	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$1,350,354	\$2,190,326	\$1,945,190	(\$245,136)	(11.19%)
Statutory Reduction	\$0	(\$189,413)	(\$97,260)	\$92,153	(48.65%)
<i>Operating Revenues:</i>	\$1,605,070	\$5,137,239	\$1,847,930	(\$3,289,309)	(64.03%)
Balance Forward	\$58,700,255	\$44,807,883	\$12,789,675	(\$32,018,208)	(71.46%)
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Others	\$715,840	\$200,000	\$200,000	\$0	0.00%
Other Finance Sources	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues:</i>	\$59,416,095	\$45,007,883	\$12,989,675	(\$32,018,208)	(71.14%)
TOTAL REVENUES:	\$61,021,164	\$50,145,122	\$14,837,605	(\$35,307,517)	(70.41%)
EXPENDITURES:					
Compensation and Benefits	\$314,078	\$424,879	\$41,542	(\$383,337)	(90.22%)
Operating Expenses	\$625,803	\$317,770	\$208,322	(\$109,448)	(34.44%)
Capital Outlay	\$9,534	\$142,652	\$5,000	(\$137,652)	(96.49%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures:</i>	\$949,416	\$885,301	\$254,864	(\$630,437)	(71.21%)
CIP	\$15,714,360	\$26,388,615	\$12,196,011	(\$14,192,604)	(53.78%)
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves - Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$905,553	\$1,936,730	\$1,031,177	113.87%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$21,965,653	\$450,000	(\$21,515,653)	(97.95%)
<i>Non-Operating Expenditures:</i>	\$15,714,360	\$49,259,821	\$14,582,741	(\$34,677,080)	(70.40%)
TOTAL EXPENDITURES:	\$16,663,775	\$50,145,122	\$14,837,605	(\$35,307,517)	(70.41%)
PERSONNEL:					
Full-time Positions	5.00	3.00	0.00	(3.00)	(100.00%)
Part-time Positions	1.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	5.75	3.00	0.00	(3.00)	(100.00%)
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

REFERENDUM CAPITAL PROJECTS: PROGRAM PROFILE

BUDGET ANALYSIS:

REVENUES:

Operating Revenues decrease 64.03% or (\$3,289,309), due primarily to a decrease in grants for projects and reimbursements for Hurricane Wilma funding from FEMA (\$3,136,326). Additionally, there is a decrease in anticipated interest earnings (\$245,136).

Non-Operating Revenues decrease 71.14% or (\$32,018,208) due to a decrease in balances forward related to the completion of Referendum approved projects and the defeasement of the South and Merritt Island area Referendum project bond proceeds.

EXPENDITURES:

Operating Expenditures decrease 71.21% or (\$630,437), due primarily to a reduction of staff during the FY 2011 fiscal year due to the reduction of the referendum projects.

Non-Operating Expenditures decrease 70.40% or (\$34,677,080), primarily due to a decrease in capital expenditures for the Referendum projects and the associated transfers (\$35,708,257). This is offset by an increase in capital reserves \$1,031,177.

PROGRAM CHANGES:

REDUCTIONS

1. Eliminate 2 (2 FTE) filled full-time Construction Coordinator positions for Construction Referendum	(\$166,122)
TOTAL	(\$166,122)

REFERENDUM CAPITAL PROJECTS: PERFORMANCE MEASURES

GOALS:

After completing a total of nine referendum over the past two years the goal is to complete the remaining seven in FY 2012.

FY 2010 - 2011 MAJOR ACCOMPLISHMENTS:

1. Completed 5 referendum projects: Cuyler, Marina, Moore Memorial, Rhodes and Canova.
2. Defeasment of \$19.55 Million in bonds

FY 2011 - 2012 INITIATIVES:

1. Focus on the completion of the remaining referendum projects: Causeway, Chain of Lakes, North Brevard Sr. Center Retention Area, Wickham, Valkaria, Brevard Zoo Trail and future Mims Community Center.

FOCUS AREA	OBJECTIVES	MEASURES	ACTUAL FY 2009-2010	TARGET FY 2010-2011	TARGET FY 2011-2012
1.0 CUSTOMER	1.1 Fulfill Mission Requirements	Number of projects completed	4	5	7
	1.2 Increase Customer Satisfaction				
	1.3 Expand Community Outreach				
2.0 OPERATIONAL EFFECTIVENESS / EFFICIENCY	2.1 Improve Effectiveness				
	2.2 Increase Efficiency				
3.0 EMPLOYEE DEVELOPMENT & INNOVATION	3.1 Improve Employee Engagement				
	3.2 Improve Workforce Development				
4.0 FINANCIAL MANAGEMENT	4.1 Meet Financial & Budget Requirements	Operating Budget vs. Operating Actual	82%	77%	100%
		CIP Actual % of Utilization Vs Budget	32%	40%	100%
		% of CIP projects completed Vs Plan	19%	46%	100%

(1) The Employee Engagement Rating is based on a bi-annual survey, previously completed in FY 2010. Survey Results will be available again in FY 2012. These results are reported by department, thus, no ratings are available for programs.

PARKS AND RECREATION DEPARTMENT: TRAVEL A & B SUMMARY

DESCRIPTION	POSITION	DESTINATION	FUNDING SOURCE	TOTAL COST
NORTH AREA PARK OPERATIONS				
North Area Maintenance National Playground Safety Training	(2) Park Supervisors	Orlando, FL	D1 MSTU / User Fees / Bal Fwd	\$1,716
TOTAL FOR PROGRAM:				\$1,716
SOUTH AREA PARK OPERATIONS				
Wickham Park National School of RV Park and Campground Management	Supervisor III	Wheeling, WV	User Fees	\$2,039
Long Point Park National School of RV Park and Campground Management	Supervisor II	Wheeling, WV	User Fees	\$2,039
				\$0
South Area Maintenance National Playground Safety Training	(2) Maintenance Supervisors	Orlando, FL	User Fees/Special District	\$1,400
TOTAL FOR PROGRAM:				\$5,478
EEL PROGRAM				
EEL Office Acquisition & Restoration Council	EEL Program Manager	Tallahassee, FL	Ad Valorem	\$1,200
Central Region Subcommittee on Managed Marshes	EEL Program Land Manager	TBD, Florida	Ad Valorem	\$800
TOTAL FOR PROGRAM:				\$2,000
TOTAL FOR DEPARTMENT:				\$9,194

PARKS AND RECREATION DEPARTMENT: CAPITAL OUTLAY SUMMARY¹

DESCRIPTION	QUANTITY	UNIT COST	FUNDING SOURCE	TOTAL COST
NOTE:				
As applicable, all items are to be purchased from Competitive Quote, State Contract, Cooperative Agreement or Sole Source				
NORTH AREA PARKS OPERATIONS				
Manatee Hammock Campground				
Utility Vehicle - Electric	1	\$11,000	User Fees / Bal Fwd	\$11,000
North Area Maintenance				
Used Buses	2	\$65,000	D1 MSTU / User Fees / Bal Fwd	\$130,000
1 Ton Dump Truck	1	\$50,000	D1 MSTU / User Fees / Bal Fwd	\$50,000
Toro Groundmaster 4500 or equivalent	1	\$50,000	D1 MSTU / User Fees / Bal Fwd	\$50,000
Toro Groundmaster 360 or equivalent	1	\$25,000	D1 MSTU / User Fees / Bal Fwd	\$25,000
Kubota loader w/bucket or equivalent	1	\$50,000	D1 MSTU / User Fees / Bal Fwd	\$50,000
Proline Trailer or equivalent	1	\$5,000	D1 MSTU / User Fees / Bal Fwd	\$5,000
Floor Buffer	2	\$3,000	D1 MSTU / User Fees / Bal Fwd	\$6,000
Pull Tiller	1	\$5,000	D1 MSTU / User Fees / Bal Fwd	\$5,000
Toro Sandpro or equivalent	1	\$14,000	D1 MSTU / User Fees / Bal Fwd	\$14,000
Toro Z Mower or equivalent	2	\$10,000	D1 MSTU / User Fees / Bal Fwd	\$20,000
Work Van	1	\$20,000	D1 MSTU / User Fees / Bal Fwd	\$20,000

¹ Expenditures for equipment with a value in excess of \$750 and an expected life of more than one year (e.g. automobiles and furniture).

PARKS AND RECREATION DEPARTMENT: CAPITAL OUTLAY SUMMARY¹

DESCRIPTION	QUANTITY	UNIT COST	FUNDING SOURCE	TOTAL COST
Small 2 door SUV	1	\$20,000	D1 MSTU / User Fees / Bal Fwd	\$20,000
Computers - High End	3	\$1,625	D1 MSTU / User Fees / Bal Fwd	\$4,875
North Area Recreation				
Portable PA Systems	6	\$2,400	D1 MSTU / User Fees / Bal Fwd	\$14,400
Outdoor Movie System	1	\$15,000	D1 MSTU / User Fees / Bal Fwd	\$15,000
Volleyball System	2	\$2,000	D1 MSTU / User Fees / Bal Fwd	\$4,000
Computers - High End	1	\$1,889	D1 MSTU / User Fees / Bal Fwd	\$1,889
Computers - Mid Range	9	\$1,100	D1 MSTU / User Fees / Bal Fwd	\$9,900
Reception Desk	1	\$3,000	D1 MSTU / User Fees / Bal Fwd	\$3,000
TOTAL FOR PROGRAM:				\$459,064
SOUTH AREA PARKS OPERATIONS				
Wickham Park				
Carry All Utility Vehicle	3	\$15,000	User Fees- Balance Forward	\$45,000
Computer - High End Work Station	1	\$1,575	User Fees- Balance Forward	\$1,575
Dell High End Laptop Computer	1	\$2,077	User Fees- Balance Forward	\$2,077
Toro 3280 Mower	2	\$28,000	User Fees- Balance Forward	\$56,000
Long Point				

¹ Expenditures for equipment with a value in excess of \$750 and an expected life of more than one year (e.g. automobiles and furniture).

PARKS AND RECREATION DEPARTMENT: CAPITAL OUTLAY SUMMARY¹

DESCRIPTION	QUANTITY	UNIT COST	FUNDING SOURCE	TOTAL COST
Computer - High End Work Station	1	\$1,575	User Fees-Balance Forward	\$1,575
Computer - High End Work Station	1	\$1,575	User Fees-Balance Forward	\$1,575
Computer - High End Work Station	1	\$1,575	User Fees-Balance Forward	\$1,575
Carry All Utility Vehicle	3	\$15,000	User Fees-Balance Forward	\$45,000
South Area Recreation				
Defibrillator - Canova	1	\$5,000	Special District - Balance	\$5,000
Computers - High End Work Stations	5	\$1,575	User Fees-Balance Forward	\$7,875
South Area Maintenance				
John Deere Tractor- South Mainland Operations	1	\$35,000	User Fees-Balance Forward	\$35,000
Equipment Shed-Viera	1	\$15,000	Special District - Balance Forward	\$15,000
Storage Shed- Viera	1	\$6,000	Special District - Balance Forward	\$6,000
Carry-All-Palm Bay Regional Park	1	\$15,000	Special District - Balance Forward	\$15,000
Carry-All-Viera Regional Park	2	\$15,000	Special District - Balance Forward	\$30,000
Toro 3280 Mower - Palm Bay Regional Park	1	\$28,000	Special District - Balance Forward	\$28,000

¹ Expenditures for equipment with a value in excess of \$750 and an expected life of more than one year (e.g. automobiles and furniture).

PARKS AND RECREATION DEPARTMENT: CAPITAL OUTLAY SUMMARY¹

DESCRIPTION	QUANTITY	UNIT COST	FUNDING SOURCE	TOTAL COST
Toro 72" Mower - Viera	1	\$25,000	Special District - Balance Forward	\$25,000
John Deere 4WD tractor w/bucket, forks & box blade - Rodes Park	1	\$50,000	Special District - Balance Forward	\$50,000
Vehicle Trailer - Rodes Park	1	\$5,000	Special District - Balance Forward	\$5,000
Golf Operations				
Golf Point of Sale System Upgrade	1	\$10,000	User Fees - Balance Forward	\$10,000
TOTAL FOR PROGRAM:				\$386,252
EEL PROGRAM				
North Region				
MacBook Pro replacement laptop	1	\$2,000	Ad Valorem	\$2,000
TOTAL FOR PROGRAM:				\$2,000
REFERENDUM CAPITAL PROJECTS				
South Referendum				
PA System for Wickham Equestrian Center	1	\$5,000	Ad Valorem	\$5,000
TOTAL FOR PROGRAM:				\$5,000
TOTAL FOR DEPARTMENT:				\$852,316

¹ Expenditures for equipment with a value in excess of \$750 and an expected life of more than one year (e.g. automobiles and furniture).

PARKS AND RECREATION DEPARTMENT : CAPITAL IMPROVEMENTS PROGRAM

DESCRIPTION	FUNDING SOURCE	TOTAL COST
NORTH AREA PARK OPERATIONS:		
Brevard Boating Improvement Program (BBIP) Projects	BBIP Program	\$300,000
D1 Beach and Riverfront - Manzo Park	Bond Proceeds	\$27,620
Fay Lake Wilderness Park Improvements	Port St John MSTU	\$59,482
TOTAL FUNDED FOR PROGRAM:		\$387,102
CENTRAL AREA PARK OPERATIONS:		
Savannahs Golf Course Irrigation System	User Fees - Balance Forward	\$400,000
TOTAL FUNDED FOR PROGRAM:		\$400,000
EEL PROGRAM:		
Land Acquisition	Bond Proceeds	\$1,630,000
Scottsmoor Flats Sanctuary Fencing- North Region	Bond Proceeds	\$58,000
Jordan Scrub Sanctuary Fencing - South Region	Bond Proceeds	\$43,600
TOTAL FUNDED FOR PROGRAM:		\$1,731,600
NORTH AREA REFERENDUM PROJECTS:		
Causeway Site Improvements	Bond Proceeds	\$550,000
Chain of Lakes Park Development	Bond Proceeds & Transfer from Stormwater	\$2,500,000
Mims Community Center	Bond Proceeds	\$357,369
North Brevard Senior Center Expansion	Bond Proceeds & City of Titusville	\$1,600,000
TOTAL FUNDED FOR PROGRAM:		\$5,007,369
SOUTH AREA REFERENDUM PROJECTS:		
Brevard Zoo Bike and Observation Path Development	Bond Proceeds	\$2,762,270
Irene H. Canova Park	Bond Proceeds	\$643,040
Palm Bay Regional Park	Bond Proceeds	\$49,925
Rodes Park	Bond Proceeds	\$400,000
South Beaches Community Park	Bond Proceeds	\$44,284
Valkaria Community Park	Bond Proceeds	\$278,674
Wickham Park Additions and Improvements	Bond Proceeds	\$3,010,449
TOTAL FUNDED FOR PROGRAM:		\$7,188,642
TOTAL FOR PROGRAM:		\$14,714,713