

# City of DeLand, Florida



## Annual Budget Fiscal Year October 1, 2019 – September 30, 2020



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# CITY OF DELAND, FLORIDA

## ANNUAL BUDGET

### FISCAL YEAR

OCTOBER 1, 2019 THROUGH SEPTEMBER 30, 2020

#### **Mayor/Commissioner**

Robert F. Apgar

#### **Commissioners**

Christopher M. Cloudman

Kevin S. Reid

Charles D. Paiva

Jessica C. Davis

#### **City Manager**

Michael P. Pleus

#### **City Clerk-Auditor**

Julie A. Hennessy

#### **Finance Director**

Daniel A. Stauffer

#### **Public Services Director**

Keith D. Riger

#### **Fire Chief**

Todd B. Allen

#### **Police Chief**

Jason D. Umberger



#### **Assistant City Manager**

Michael K. Grebosz

#### **City Attorney**

Darren J. Elkind

#### **Community Development Director**

Richard A. Werbiskis

#### **Public Works Director**

Demetris C. Pressley

#### **Utilities Director**

James V. Ailes

#### **Parks and Recreation Director**

Richard S. Hall

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# READERS GUIDE

## What is included in this document

The City's Adopted Budget provides a framework for the overall fiscal management of the City of DeLand for fiscal year 2019-2020 and beyond. It includes both day-to-day operating funds and capital improvement funds.

The remainder of this document is segregated into this introduction, a summary of all City funds, detailed budget presentations by fund and department including debt service, the Capital Improvement Program, personnel section, and statisticals and demographics.

Included in this introduction is the general history of the City, City's organizational chart, the City Manager's budget message, a discussion of City funds, the basis of accounting and budgetary control, a calendar of budget activities and the financial policies of the City.

## How to read this document

The budget document is organized by fund. Each fund includes revenues, expenditures and a description of each department and/or program budgeted out of that fund. The General Fund has the largest number of departments and/or programs and accounts for approximately 38.27% of the City's total budgeted expenditures. A listing of department/programs by fund can be found in the Table of Contents in the front of this document. Departments/programs that include operating staff generally include the following:

- Mission Statement
- Performance Measures
- Accomplishments
- Action Plan
- Long-Term Goals
- Operating Budget Comparison
- Management Discussion regarding Changes in Services and Budget Variations

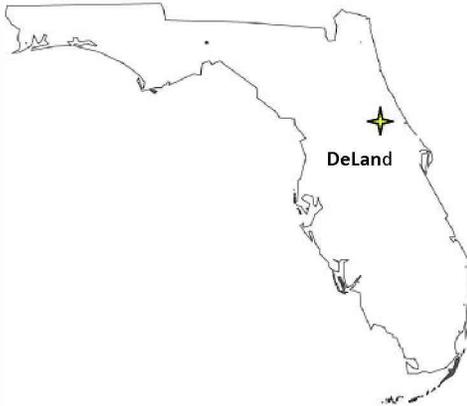
The *2019-20 BUDGET* column reflects the budget adopted by the City Commission on September 16, 2019.

The Capital Improvement Plan section of this document includes a summarized version of the Five-Year Capital Improvement Program (CIP) for fiscal years 2021 through 2025. The projects programmed for fiscal year 2020 are adopted as part of the 2019-2020 annual budget.

Any questions regarding the material presented should be directed to the Finance Director at (386) 626-7079 or visit the City's web site at [www.deland.org](http://www.deland.org).

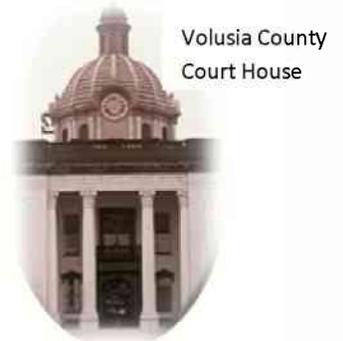
## CITY PROFILE

The City of DeLand is located approximately 25 miles northeast of Orlando and approximately 25 miles southwest of Daytona Beach in southwest Volusia County. DeLand is the county seat as well as a college town, with Stetson University's campus classified as a National Historic District. The downtown, lined with notable gift shops and restaurants, has been recognized as a national MainStreet DeLand community. Special events focus on culture and the arts, history, hospitality and lifestyle.



Henry A. DeLand, a prosperous New York businessman, founded DeLand in 1876, purchasing a plot of land for \$1,000, after visiting his brother-in-law who lived in the area. Mr. DeLand planned to develop the area by convincing settlers to come to DeLand and buy land from him. The settlers received a guarantee from Mr. DeLand that if they did not like the area they could sell the land back to him within the first two years of settlement. Woodland Boulevard, considered to be the main street of DeLand, was the first street established by Henry DeLand. Many street names, such as Amelia and Rich Avenues, were named after the town's first settlers. Other streets, like New York and Arizona, were named after the home states of settlers who purchased property in DeLand.

The City of DeLand was incorporated on March 11, 1882, and in 1883, Henry DeLand founded the DeLand Academy. In 1885 John B. Stetson took over the endowment and the name of the academy was changed, upon the request of Mr. DeLand, to John B. Stetson University, as Mr. DeLand no longer had the funds to support the Academy after a hard freeze which devastated the community. The name was changed again in the 1990's to simply Stetson University. The original building, which housed DeLand Academy, is still a part of Stetson University campus as an office building for the President of the University.



In 1887, the Volusia County Court house was moved from Enterprise to DeLand. The courthouse was rebuilt in the same spot in 1927 and is considered to be one of the most beautiful in the state of Florida.

During WWII, the Navy built a naval airbase in DeLand which was turned over to the City of DeLand in 1946 and now serves as the municipal airport.

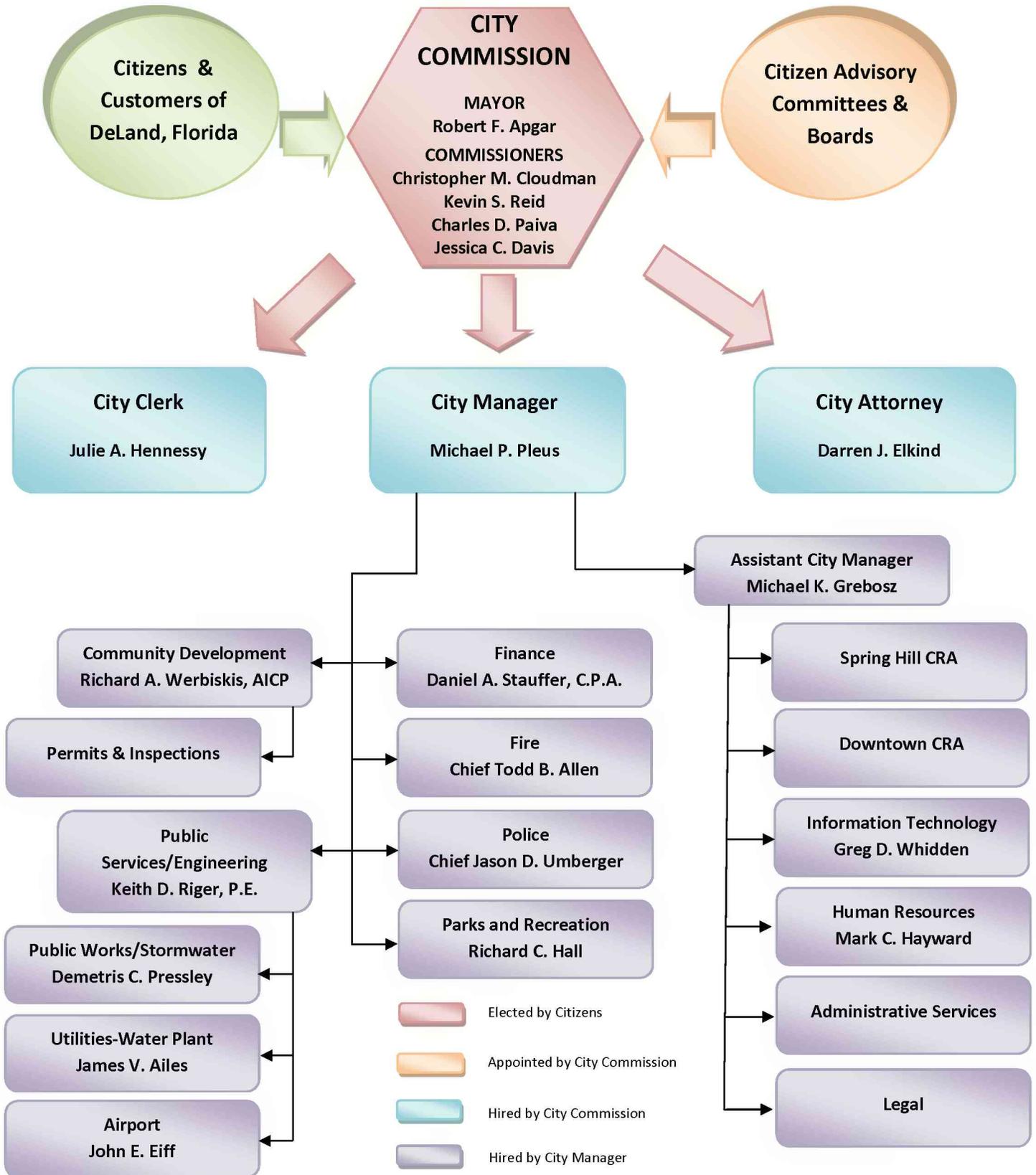
Today as you drive down the main street of DeLand, Woodland Boulevard, you will see that all the buildings are made of concrete and brick. Buildings made of materials other than wood were mandated by City ordinance after the fire of 1855 which destroyed the 100 block of Woodland Boulevard. These buildings give the feel of what DeLand was like years ago.



Large oak trees dot the city's landscape adding to the scenic beauty of the city. In 1886, residents of DeLand were allowed to take 50 cents off their taxes for each oak tree they planted that lived for one year. The residents planted so many trees that the city had to repeal the tax break because there was not enough money collected from taxes to pay the town marshal.

The City operates under a Commission-Manager form of government consisting of a five member Commission. Residents select, through non-partisan elections, a Mayor and four commissioners who represent the City at large. The City is governed by its Charter and by state and local laws and regulations. The commission is responsible for the establishment and adoption of City policy and appointing a City Manager and City Clerk. The City Manager serves as the Chief Executive Officer of the City and is responsible for the execution of City policy and oversight of the day-to-day operations of the City.

# ORGANIZATIONAL CHART



ICMA CERTIFICATION OF ACHIEVEMENT

**ICMA**

INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Achievement

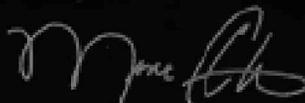
is presented to

*DeLand, FL*

in recognition of its use of performance data in local government management,  
including training, verification and public reporting.

Presented at the 105th ICMA Annual Conference  
in Nashville/Davidson County, Tennessee

21 October 2019



MARC A. OTT  
ICMA EXECUTIVE DIRECTOR



KAREN PINEOS  
ICMA PRESIDENT

## GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of DeLand for its annual budget for the prior fiscal year.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of DeLand  
Florida**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morill*

Executive Director

## Budget Message

I am pleased to report that DeLand remains an exciting community in which to live, work and play. In our most recent citizen survey 89% of residents rated DeLand as a Good or Excellent place to live. Over the past three years, construction has commenced or been completed for businesses to include Good Samaritan Assisted Living, Downtown Marriott, Stetson Student Union, Vystar Credit Union, Gaff's Meat Market, Tractor Supply, Keke's, Holiday Inn Express, Chipotle, Wawa, Morning Star Storage, and significant residential construction (400 + permits). The City continues to have a robust residential and commercial construction market. These are good indicators that the Commission's established priorities are paying dividends for our community. The City has done a tremendous job improving efficiency and accountability, customer service, and balancing the priorities of the residents we serve. Our most recent citizen survey indicated that 75% of residents rated city services as either Good or Excellent. For a third year in a row, we are seeing some positive results on the property values; they have increased by another 11.9% and unemployment is 4.2%. However, we continue to face some capital and staffing needs city-wide as well as the need to remain competitive on pay and benefits within a tight labor market. These needs stem from cutbacks made during the recession and not having the ability to increase capacity in terms of personnel and capital for years after the recession ended, despite a 30% increase in population. The Commission had considerable discussion at this year's strategic planning workshop about how we bridge the gap between increasing service delivery needs and the resources available to serve those needs. As a result, we will need to prioritize where resources are allocated based upon our strategic plan.

### **PERFORMANCE MEASURES**

For many years, the City has included performance measures in the budget document as part of an effort to be transparent about our performance as an organization. We had typically used internal metrics (past performance) or benchmarked our performance against that of other cities through the ICMA Center for Performance Management. Two years ago, we spent a considerable amount of time analyzing how we can improve upon this effort as many of the measures were more output measures as opposed to efficiency and effectiveness measures. As a result, those changes were made to the budget format and were implemented with the FY 16/17 Budget. We have earned a Certificate of Achievement in Performance Management from ICMA for the past 3 years.

### **STRATEGIC PLAN UPDATE**

Over the past 19 years, the City has used the community's vision and strategic plan as a road map to a successful and vibrant future. This has led to many positive outcomes for our great community to include improvements in our quality of life, an award-winning downtown, low unemployment, and commercial and residential growth. This year the City Commission continued the FY 18/19 focus areas for FY 19/20. The first is "Economic Prosperity" which focuses on the Airport Business Park and Sport Aviation Village along with Redevelopment and Infill. The second is "Community and Change" which focuses on annexation review, infrastructure analysis, and land development code review. Last is "Organizational Capacity" which focuses on human and capital resources to serve the needs of a growing population and geographic area. The actions that the City Commission has taken, while staying true to the promise of meeting our community's needs, values, and aspirations, has guided us well. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2019-2020.

## OVERVIEW

General Fund	\$32,635,163
Confiscated Trust Fund	\$3,000
Homeless Shelter	\$315,825
Spring Hill CRA Fund	\$236,973
Governmental Impact Fees Trust Fund	\$1,011,500
Downtown CRA Fund	\$587,858
Grants& Special Revenue Fund	\$675,820
Debt Service Fund	\$2,254,212
Capital Fund	\$2,149,502
Water & Sewer Fund	\$27,418,956
Water &Wastewater Trust Fund	\$3,992,269
Airport Fund	\$4,610,414
Refuse Collection Fund	\$4,000,200
Stormwater Fund	\$2,045,988
Permits & Inspections Fund	\$1,993,564
Health Insurance Cost Containment Fund	\$569,635
Workers Compensation Self Insurance Fund	\$775,480
<b>Total City Budget</b>	<b>\$85,276,359</b>

## GENERAL FUND

### *Revenue*

The total preliminary estimated taxable value for FY 19/20 is \$1,935,967,072. This is an increase of \$206,102,357 or 11.9% and includes \$98,826,373 in new construction and annexations. As the Commission will recall, the debt service for the police department building loan was paid for by a dedicated millage. That debt will be paid off in 2019 and as a result, the debt service millage will no longer be required. However, staff inquired last year about the possibility of converting the debt service millage into operating millage dedicated for capital. For many years, capital has been paid from operating savings from previous years and none of the operating millage had been dedicated as a permanent source of revenue for capital. The total combined millage rate last year was 7.1194 (6.8841 operating and 0.2353 debt service). For FY 19-20, staff is recommending maintaining the current operating millage rate of 6.7841, but dedicating 0.2000 mills for the Capital Fund. This rate of 6.7841 is a 4.05% increase over the rolled back rate. Based upon this rate and the recommendation to include a portion of the rate for the Capital Fund, the ad valorem tax revenue for the year will be \$11,844,535 for the General Fund (6.5841 mills) and \$359,792 for the Capital Fund (0.2000 mills).

The economy has definitely improved as evidenced by property value increases in both commercial and residential and the latest unemployment rate of 4.2%. This year we are experiencing growth in other revenues such as Electric Utility Taxes and Electric Franchise Fees (\$294,170), State Shared Revenue (\$68,404), Sales Tax (\$126,570). However, Simplified Telecommunications Tax Revenue decreased by (\$108,182). Additionally, this budget includes the use of excess operating reserve for capital with this year's transfer of \$886,955, leaving a balance of approximately \$1.5 million. The budget also includes the use of the PD vehicle reserve (\$400,000 for capital outlay) and Tree Reserve (\$35,000 for operating costs and \$103,540 for capital outlay).

### **Expenditures/Programs**

The recommended budget increases General Fund expenditures from \$31,303,486 in FY 18/19 to \$32,635,163 or an increase of 4.25%. There are 274.80 FTEs in the proposed General Fund budget. 19 new positions were requested and 9 are being recommended for funding. This includes, 2 new police officers (\$126,960), 3 new Fire Lieutenants (\$156,055), an Arborist Tech (\$41,417) and Vehicle Maintenance Repair Worker (\$43,126) in Public Works, and a Construction Technician (\$44,146) and Maintenance Worker (\$33,123) in Parks and Recreation. One part-time position is being recommended to be converted to full-time, an Administrative Coordinator in Human Resources (\$19,209). The budget also includes some career track position upgrades (\$54,410), and a 3% merit increase (\$464,122). These amounts do not include funds set aside in the enterprise funds. Health Insurance rates will increase by 6.5% for FY 19/20; however, the budget includes an increase in the amount the City covers for health insurance from \$486 per month to \$526 per month. The cost of this increase is \$110,790. The cost for the Health Clinic increased by \$23,750 or 4.35%. Overall, the City's pension contributions increased by \$88,622.

The recommended budget includes a capital investment of \$2,562,705, which is mostly reflected in the Grants and Special Revenue Fund and Capital Fund. To fund the proposed capital budget, there is \$886,955 in transfers from future capital reserves in the General Fund, \$272,983 in transfers from other funds (some items such as Information Technology are for multiple departments), \$186,328 in grants, \$226,875 in Impact Fees, \$400,000 from police vehicle reserves, \$103,540 from tree reserves, dedicated 0.2 millage rate of \$359,792, and \$126,232 from General Fund revenue. The capital budget includes:

Phone System Replacement	\$200,000
Replace Scanners and Printers	\$45,191
Replace 8 Access Points	\$7,004
Microsoft SQL Licenses	\$21,550
Replace Access Door Security	\$89,500
Add 5 Body Cameras and 10 Licenses	\$16,512
Plan Markup Software	\$48,000
Customer Service Payment Kiosk	\$40,220
In Car Camera System	\$19,900
Lie Detector Laptop	\$6,000
SCBA Air Bottles	\$26,755
Fire Fighter Bunker Gear	\$32,422
Mobile Radios	\$48,500
Reserve for future Ladder Truck Purchase	\$525,000
Fire Vehicle Replacement	\$40,000
Police Vehicle Replacement	\$605,427
Reserve for Evidence Building	\$168,000
Bucket Truck with Lift	\$103,540
Thermoplastic Handliner Applicator Trailer	\$14,214
Public Works Vehicle Replacement	\$104,805
18' Life to Vehicle Maintenance	\$19,447
Thermoplastic Handliner	\$15,300
Tandem Dump Axel Trailer	\$8,190
Concrete Mixer	\$5,000
Right of Way and ADA Improvements (CDBG Grant)	\$186,328

Five Reel Mower	\$58,875
Renovate Auxiliary Field at Sperling Sports Complex	\$22,500
Renovate Lemon Room Interior	\$36,974
Replace Field Top Dresser	\$10,879
Replace Flooring at Boy Scout Hut	\$11,880
Replacement Mowers	\$24,792

Operating Capital is \$313,053 for all General Fund departments. There is also \$264,592 in gas tax revenue plus \$224,900 transfer from General Fund for road resurfacing, bringing total capital expenditures to \$3,365,250.

Operating costs in the proposed budget increased by 6.29%. Most of the increase is attributable to:

Contractual Service Costs	\$28,903
Travel and per Diem	\$23,576
Repair & Maintenance	\$167,303
Operating Supplies	\$28,619
Power	\$151,242
Fuel	\$45,659
Training	\$27,402

Other expenditures included in this year's budget are:

- DeLand's participation in a solution on homelessness (\$50,000). Although the expenditure is funded from the General Fund, a separate fund has been created for accountability purposes.
- There is \$350,000 in the budget for contingency along with \$447,500 Reserve Contingencies.

### ***Challenges/Opportunities***

DeLand has proven to be a great place to live, work and play as evidenced by our most recent citizen survey where 89% of residential rated DeLand as a good or excellent place to live. This reputation of being a quality place to live has led to many new businesses and residents wanting to relocate here as evidenced by the robust residential and commercial construction. In 2018 we issued 461 residential and 25 commercial building permits totaling \$166 million in construction value. Property values this year are estimated at 1.9 billion. At the peak values were at 2.01 billion and at the low values were at 1.13 billion. As a result, DeLand has nearly recovered the loss in value during the recession. In the last four years alone DeLand companies added over 1,700 jobs and our unemployment rate dropped from 6.4% to 4.2%.

Over the past decade, the City has really tried to keep costs down for our residents. In order to do so we made significant cuts in personnel and operating costs. These cost saving measures were then used to fund future capital. However, given the reduction in personnel 11 years ago, and a capital program that has not kept pace, all departments have significant personnel and capital requests to keep pace with demand and growth. Over the past few years, we have made some additional investments in personnel and capital but more is needed. Last year, the City did not add personnel in the General Fund due to the possibility of Amendment 1 passing, despite requests for 11 new positions. This budget includes some personnel in various departments as outlined previously. The City will need to continue to make investments in future years as growth will continue to make it difficult to balance operational needs with the desires and outcomes our citizens want at a price we can all afford.

This year's budget includes a capital investment of \$2,562,705. Additionally, the budget includes the elimination of the debt service millage for the police station. While not enough to fund the entire capital program, staff is recommending dedicating 0.2000 mills of the operating millage for the Capital Fund (\$359,792). Last year the Commission authorized the review of impact fees for police, fire, general government building, and parks and recreation. The consultant's recommendations were presented in July and the budget reflects those increases. During the Strategic Planning Session, the Commission discussed the possibility of a fire service fee and PILOT agreements. Planning for our future is critically important for the continued success of the organization. This year, we have made an investment in our organization by discussing the values (Helping People, Communication, Teamwork, Integrity, Respect, and Pride) that have made us successful and then linking those values to our organizational systems (onboarding, training, promotions, awards and recognition) to increase morale and productivity so that we can produce the best possible service for our residents. Succession planning is still a challenge but having this discussion internally about values has created a renewed sense of pride in the organization and has helped in our efforts to recruit outstanding public servants.

Additionally, over the past few years the Commission has continued to invest in pay and benefits which has also helped with recruitment and retention. As the cost of health care is rising, this year's budget includes a proposal to increase the amount the City pays for employee health insurance from \$486 per month to \$526. The most recent employee survey shows that the cost of insurance is an important factor in an employee's decision to join the City team and remain here. While we continue to explore ways to successfully recruit and retain an outstanding workforce to serve our residents, we will continue to embrace the values of diversity and inclusion.

## **WATER AND SEWER FUND**

### ***Revenue***

The Water and Sewer budget for FY 19/20 totals \$27,418,956, which is an increase of 20%. The Commission approved a new rate structure implemented October 1, 2017. Additionally, the Water and Wastewater Trust Fund, which derives its revenue from impact fees, includes capital projects totaling \$3,992,269.

### ***Expenditures/Programs***

For nearly a decade, the City has been working with its West Volusia partners and the St. John's River Water Management District (SJRWMD) on developing alternative sources of water to meet the requirements of the Blue Springs Mitigation Strategy. Given the significant cost of these projects, the City has been setting aside funding each year in a reserve to help stabilize rates when it came time to do the projects. This year's budget includes the use of \$4,806,764 in those reserves for alternative water supply projects, leaving a balance of \$18,260,420.

There is funding for a new Contract Administrator (\$56,868), Meter/Backflow Lead Worker (\$51,503), Backflow Technician (\$39,550), and 2 Utility Collection Technicians (\$85,604). There are also funds included for a 3% merit increase (\$182,657), increase to the amount the City pays for Health Insurance (\$52,656), and for Career Track position upgrades (\$32,866).

The budget includes \$10,785,658 in capital in Water and Sewer Fund and \$3,992,269 in the Water and Sewer Trust Fund to include:

## Water and Sewer Fund Projects

Water Plant #10 Design	\$2,158,858
Reclaim Borrow Pit Load Testing/Design	\$350,000
Sewer Jet Camera System & Van	\$380,000
GIS Services & Mapping	\$307,000
Digester Upgrades and Improvements	\$1,640,000
Sewer Line Rehabilitation	\$150,000
Manhole Rehabilitation	\$60,000
Lift Station 79 Odor Control	\$62,000
Lift Station Panel Box Replacement	\$214,500
Water Plant Remote Telemetry Unit Upgrade	\$200,000
Reclaim Adelle Avenue Loop	\$240,000
US 92 Reclaim Storage and Repump	\$4,037,500
Utility Relocation Orange Camp Road	\$100,000
Water Main Relocation SR 44	\$100,000
Dump Truck Replacement	\$170,000
Lift Station 19 Generator	\$35,000
Vehicle Replacement	\$295,000
Trailer Mounted Light Tower (2)	\$28,000
Water Plant Programmable Logic Controller Replacement (2)	\$139,000
Equipment Replacement	\$118,800

## Water & Wastewater Trust Fund Projects

2020 Water Main Improvements	\$1,351,069
Spring Hill Sanitary Sewer Upgrade Phase 3	\$2,641,200

### ***Challenges/Opportunities***

The Utility Department continues, independently and in collaboration with other West Volusia utilities, to actively pursue strategies to protect the environment by increasing storm and wastewater recharge, improving removal of nutrients and other wastewater pollutants, and encouraging conservation of our water resources. Simultaneously, the department works to maintain, improve and expand utility infrastructure to provide reliable facilities which are consistently compliant with regulatory standards and meet the needs of our expanding population.

### **Potable Water**

The City last received a Consumptive Use Permit for groundwater withdrawal in 2017. Compliance with this permit requires additional distribution of reclaimed water, recharge in rapid infiltration basins and development of additional water sources outside the Blue Spring springshed. Projects proposed in FY 19/20 include continued partnership with Volusia County in the development of a well field on the Leffler Tract, design of new wells and treatment facilities east of I-4 near the Fairgrounds and participation with the other West Volusia Water Suppliers in the Borrow Pit/ Wetland Rehabilitation Project located east of Blue Spring.

## **Reclaimed Water**

Construction of additional reclaimed water pipelines to serve the Crystal Cove and Alexandria Point subdivisions will be completed in FY 18/19. The proposed budget includes funding for construction of a new reclaimed water pipeline to be extended west along International Speedway Boulevard to Spring Garden Avenue and purchase of a site for a new reclaimed water storage tank to serve our northern service area. Funds are programmed for a local match to State grants to construct reclaimed water retrofits in the Cascades, Cascades Park and Glenwood Springs subdivisions.

## **Wastewater Collection and Treatment**

The operating permit for our wastewater treatment plant was renewed in 2018. Projects completed in the past fiscal year allow the treatment plant to meet advanced wastewater treatment standards for nitrogen and phosphorus. A project to upgrade the treatment plant's third filter and upgrade the capacity of pumps at the St. Johns River to allow the City to process 4.5 million gallons per day of river water for irrigation and recharge will be completed in FY 18/19. The proposed FY 19/20 budget contains funding to replace obsolete air blowers and blower piping that serves our sludge digesters. The proposed budget also contains funding for a local match to State funding to construct additional gravity sewers in the Spring Hill area.

## **Geographic Information System (GIS)**

Over the past five years, almost all of the City's Utility Service Area has been incorporated in the GIS. In the upcoming fiscal year budget, funding is requested to complete the precise location of valves and water meters and to incorporate new subdivision infrastructure constructed in the recent past.

The GIS is now widely used by Utility and Public Works personnel. Maps of most right-of-way infrastructure are available to all City departments and can be accessed by our field personnel on laptops, tablets, and smart phones. Approximately 8,400 record drawings are accessible in a user-friendly format. The new Cityworks Work Order Management System has been implemented throughout the Public Services divisions. This system graphically attaches work orders and maintenance history to physical asset locations through the City.

Costs to comply with reasonably foreseen operational needs and regulatory mandates have largely been programmed in the budget for FY 19/20 or are included in the City's Capital Improvement Plan. Provided the City implements proposed rates and continues to collect water and sewer impact fees, sufficient funding is expected to be available to implement the programs discussed above.

## **AIRPORT**

### ***Revenue***

The principal source of revenue for the airport is charges for t-hangars and property lease revenue. The proposed budget includes lease, grant, and sponsorship revenue of \$4,610,414. This includes a 0.62% increase for t-hanger rentals.

**Programs/Services**

There are funds included in the budget for the Sport and Aviation Expo (\$139,385), which are partially offset by sponsorships and other revenue (\$98,149), and funds for a 3% merit increase (\$11,805). The budget includes the following capital projects funded by \$2,783,333 of grant revenue, and \$320,533 from revenue.

Design for Rehabilitate East and West Aprons & Airfield Lighting	\$166,667
Construction for Rehabilitate East and West Aprons & Airfield Lighting	\$1,800,000
Design for New T-Hangars	\$80,000
Design and Construct Fuel Farm	\$990,000
Tractor Replacement	\$67,199

**Challenges/Opportunities**

In FY 19/20, the Airport will focus on completing construction of the Apron and Fuel Tank, and leasing sites in the Sport Aviation Village along with hosting the fourth annual Sport Aviation Expo.

**STORMWATER**

**Revenue**

Stormwater revenue for FY 19/20 is estimated at \$2,045,988 or decrease of 9.91%.

**Expenditures/Services**

In FY 09/10, the City assumed responsibility for maintenance of streets in several new subdivisions. Part of the responsibility includes street sweeping in order to properly remove debris prior to it entering the storm drains and to comply with the City’s NDPES permit. The number of curb miles to be swept is 2,572. The proposed budget calls for continuation of contract street sweeping (\$71,572). The budget includes funds for a 3% merit increase (\$11,302). It is also time for a new stormwater rate analysis and there is \$75,000 included for the study. Lastly, there is \$742,388 in funding for capital replacement:

Replace K-Mart Pond Pump Station	\$450,000
Replace two 6” Pumps	\$95,590
Miscellaneous Neighborhood Stormwater Improvements	\$100,000
Miscellaneous Stormwater Pond Improvements	\$20,000
Vehicle Replacement	\$44,187
Claw Excavator Attachment	\$32,611

**Challenges/Opportunities**

Past hurricanes and tropical storms made us realize that there are still improvements that can be made to alleviate flooding in areas throughout the City. There are still several projects included in the Stormwater Master Plan that could help alleviate these additional flooding concerns that should be considered at some point in the future. We will also continue to work on neighborhood flooding issues.

**PERMITS & INSPECTIONS FUND**

**Revenue**

The proposed budget for FY 19/20 is \$1,993,564. This is increase of 1.74%.

### ***Programs/Services***

The budget includes funds for a 3% merit increase (\$32,672). The budget includes one third funding for three new Firefighters (\$52,018) to perform fire inspections and career track position upgrades (\$28,259).

### ***Challenges/Opportunities***

The residential and commercial construction market has been robust for the past few years. This has resulted in a strong demand, from regional to national, for experienced building inspectors and plans reviewers, thus leading to challenges in maintaining adequate staffing levels. These personnel shortages have prevented the department from meeting our turnaround times for permit reviews. However, recently we have been able to fill all vacant plans review and inspector positions and turnaround times are now in line with our stated goals and performance measures. Additionally, we are in the process of adding over the counter permits to enhance customer services. We have also increased training and communication with staff and added a Permit Facilitator to assist those applying for a permit with process questions.

Staff anticipates that the Accela Land Development Software will go live in August of 2019 and will allow customers 24-hour online access to submit, track, schedule and coordinate permitting and inspection activities. This will further improve service delivery time. The built-in workflow will allow electronic documents to be shared and reviewed across departments. Mobile capabilities will give customers faster and improved access to their data and it will enhance staff productivity.

## **COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

The proposed budget is \$587,858, an 31.78% increase. The preliminary taxable value in the downtown increased over base year by \$36,171,838, an increase of \$8,603,975 or 18.07% from the prior year. This increase in taxable value will generate an additional \$55,684 in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current millage for all other contributing taxing entities, the estimated ad valorem revenue for FY 19/20 is \$513,834. This is an increase of 31.27%. The proposed budget increases reserves by \$255,125 leaving an estimated \$392,981 at the end of FY 19/20.

### ***Programs/Services***

Programs for the FY 19/20 year include:

- Mainstreet Administration
- Regional Marketing Campaign
- Infrastructure Maintenance
- Special Events
- Historic Preservation
- Maintenance of Downtown Assets (Pioneer Park, Chess Park, Streetscape, etc.)
- Repair/Replacement of Existing Christmas Decorations
- Grants

### ***Challenges/Opportunities***

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. The downtown occupancy and turnover rates have improved and there is a new hotel (Marriott). This has been a major goal for the CRA for many years. Mainstreet DeLand Association has asked for an increase in the budget for their contract. The budget includes an additional \$5,000 for Mainstreet DeLand Association. The CRA budget for FY 18/19 included \$25,000 for the sculpture program (2 years) so there are no funds included in the FY 19/20 budget. Estimated CRA reserves at the end of FY 19/20 are estimated to be \$392,981. The CRA should discuss capital projects for those funds to include parking, wayfinding signage and banners. Additionally, the CRA will consider the redevelopment of the Old Jail property which has also been a CRA goal for many years.

## **SPRING HILL COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

Last year, the Spring Hill CRA lost \$10,595,506 in taxable value due to two major properties coming off the tax rolls. This equated to a \$97,766 loss in revenue. This year, the preliminary taxable value in the Spring Hill area increased over base year by \$6,152,729, an increase of \$4,238,544 or 85.13% from the prior year. This equates to an estimated \$56,674 in tax revenue.

### ***Programs/Services***

The proposed budget totals \$236,973 and includes funds to operate the Community Resource Center. The budget also includes funds for exterior improvement grants and debt service on the new Dr. Joyce M. Cusack Resource Center. The proposed budget includes \$67,196 in Contingency. If unspent, this would result in an estimated ending fund balance of \$67,196.

### ***Challenges/Opportunities***

Values appear to be on track to cover the operations of the new Dr. Joyce M. Cusack Resource Center and the debt service for the facility.

## **ACKNOWLEDGEMENTS**

I would like to recognize Dan Stauffer, Finance Director, Heidi Van Etten, Assistant Finance Director, and Kyong Song-Grant, Budget Manager, for their professionalism and continued dedication to continuous improvement in the budget process. I would also like to thank Mike Grebosz, Assistant City Manager for his hard work on the performance measures. Thanks to their efforts, the Government Finance Officers Association has awarded DeLand the Distinguished Budget Award for the past fifteen consecutive years. I would also like to recognize all of the department heads for their hard work in developing programs, goals, and performance measures that went into this budget. Their teamwork and professionalism are exemplary and the reason for our success. Thank you for this opportunity to present this recommended budget and I look forward to working with you to address the challenges and opportunities that lie ahead.

Very truly yours,



Michael Pleus, ICMA-CM  
City Manager

# STRATEGIC PLANNING

## Introduction

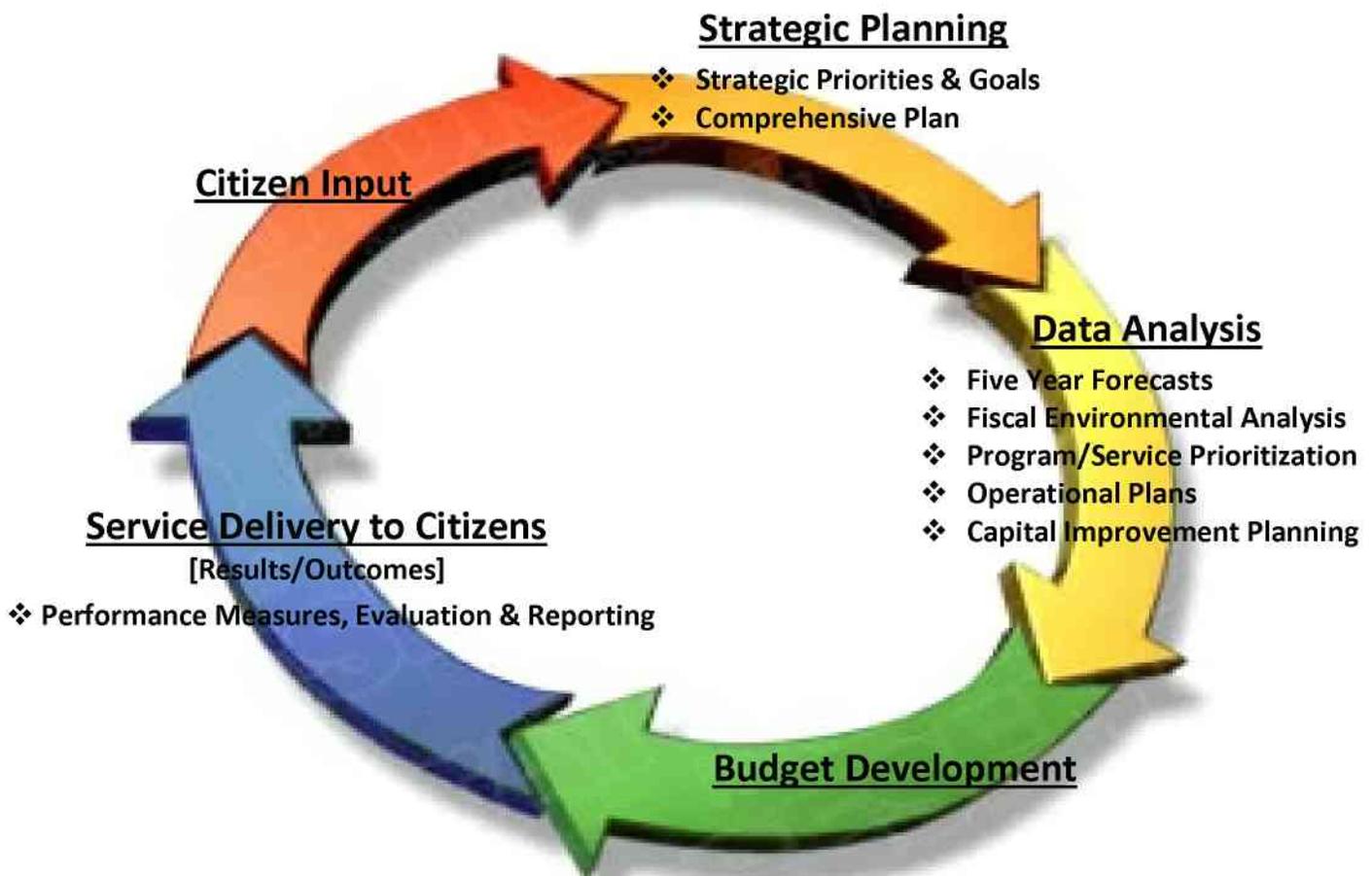
The City of DeLand strives to address community issues as they arise and anticipate the needs of the community. The City Commission, City Manager and City staff feel that they are taking positive and proactive measures to address major issues and concerns of the citizens. The City leadership is interested in learning more about the needs, desires and dreams of the citizens of DeLand. In an effort to achieve this end, the City Commission and City Manager initiated a community strategic planning process. Each annual budget cycle begins in February with a City Commission and City staff workshop to review and adjust the strategic plan.

### What is strategic planning?

Strategic planning is a group dynamic process, which enables an organization to address immediate issues, examine trends, assess capabilities, re-examine its reason for existence, define a new sense of direction, and develop an action plan to put the new direction into effect. The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization and to identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect.

At its foundation, strategic planning is about facing change, planning for it, and positioning the community to make the most of change and to direct it as much as possible for the good of the organization. An organization and individuals must cope with change through communication and participation, which this planning process provides.

Strategic planning usually covers a period of time from one to five years, and its primary objective is to focus on organizational direction or purpose. In strategic planning, the objective is to insure that the organization's direction dictates the development and focus of other planning efforts.



## Vision for DeLand, Florida

*DeLand will remain a city whose diverse citizens demonstrate a strong sense of community. The City will remain dedicated to preserving and enhancing those assets which make DeLand distinctive. We, as citizens of DeLand, will continue to strive to maintain DeLand's heritage as the "Athens of Florida."*

**Guiding Principles:** *To achieve this vision, the Commission has adopted a number of principles to guide it as it seeks to preserve and enhance the City's distinctive assets. These principles are presented below by major theme.*

**1. COMMUNITY. We will develop and implement programs and services that enhance the small town atmosphere and quality of life in DeLand by maintaining and / or developing:**

- a community of beautiful and safe neighborhoods, all with easily accessible public space, green space and bike and pedestrian friendly design;
- a culturally diverse community that values its diversity;
- a core community distinguished by its historic downtown, arts and cultural community, trees, Stetson University, and older, well maintained homes;
- downtown events that bring people together for a wide range of recreational, cultural, and intellectual events;
- infrastructure that provides interconnection between all community neighborhoods;
- services or infrastructure which help our community and residents remain healthy and mobile;
- a safe community;
- a community with quality and accessible healthcare.

**2. EDUCATION. We will support comprehensive educational opportunities that provide our citizens with tools for their well being by:**

- recognizing the critical importance that education and work skills play in ensuring we can have the quality community we want;
- advocating for our educational institutions to meet the lifelong learning needs of our residents, our employers and our employees;
- advocating family and parenting skill development as the building blocks of education;
- advocating quality educational opportunities for all residents as a lifelong pursuit;
- advocating vocational programs that meet the needs of employers and employees;
- providing community education about government;
- advocating a community with advanced technology that supports the enhancement of education and the economy;
- recognizing the importance and efficacy of Science, Technology, Engineering, Art and Math (STEAM) in K-12 education.

**3. ECONOMY. Recognizing that a healthy economy promotes our success, we will:**

- foster an entrepreneurial environment that supports local partnerships to create small business incubators and start ups;
- have a sustainable growth policy requiring the wise use of fiscal and natural resources;
- foster an economy that encourages diverse and economically rewarding job opportunities for all, resulting in a strong tax base;
- foster an economy that takes advantage of our regional location, transportation connections and airport;
- develop an economic infrastructure that supports local, regional and global business practices;
- seek out active partners in regional economic development;
- emphasize and promote Ecological, Cultural, Heritage, and Outdoors [ECHO] Tourism resulting in capital development;
- develop or advocate for transportation and mobility options that support economic activity.
- recognize and support the existing "economic generators" in our community.

**4. HISTORY.** DeLand is identified as the "Athens of Florida." That heritage started with the City's Founder, Henry A. DeLand. Henry DeLand's goal was to create a town dedicated to the advancement of education and culture, much like the Athens of Greece. To this end, he started the DeLand Academy, which became Stetson University and in fulfillment of his dream, DeLand has been a center for culture and education. Recognizing that our future is guided by our heritage, we will:

- protect
  - our historic downtown
  - Stetson University
  - our neighborhoods
  - our other historic areas;
- encourage historic preservation and restoration efforts;
- advocate for flexible development standards for historic properties;
- encourage new development in the core that complements the historic character of the core community;
- encourage functional reuse of historic buildings while maintaining the historic character of the community;
- support programs that emphasize and promote the historic attributes of the community.

**5. CITIZENS.** DeLand is comprised of citizens who are truly engaged and actively work to make the community a great place in which to live work and play. Recognizing the value of an active and engaged citizenry, we will:

- work to ensure that there are living wage jobs in our community so that our youth remain in DeLand and become of active part of our civic culture.
- support community engagement in all aspects of policy development.
- develop and/or support programs that keep citizens engaged in making DeLand a great place in which to live work and play.
- develop and implement policies that produce tangible and measurable solutions for people experiencing homelessness.
- encourage a high level of citizen participation in the community, particularly on cross-generational, multi-cultural projects;
- develop policies and programs to support growing senior citizen population.
- provide variety of recreational opportunities for citizens of all ages.
- foster a community culture that embraces the community's diversity.
- foster a city workforce culture that provides quality service to our citizens and recognize service of employees to the public.

**Strategic Focus Area: Regional high value job creation.**

**Strategic Context:** This first strategy acknowledges that DeLand is part of an economic region and when the region benefits, DeLand benefits. Secondly, the strategy emphasizes that the desired end result is high value jobs. A high value job is one that generates a family supporting wage while also offering meaningful work that would retain the youth of a community.

**Strategic Results:**

- Environmentally clean, high wage jobs.
- Increased diversity of the economic base of the community.

**Strategies:**

**Retention and expansion of existing businesses and sites**

**Action Steps:**

1. As opportunities are presented coordinate with Enterprise Florida to promote international marketing.
2. Continue business retention / communication programs and efforts.

3. Conduct staff analysis and hold Commission discussion of redevelopment sites to determine potential costs and potential beneficial uses.
4. Develop business sites at airport, including "ready to build" sites.
5. Support policies and programs that encourage the retention and growth of our economic generators.
6. Work with Team Volusia, County Economic Development and other agencies to promote the DeLand Airport to facilitate diverse industries with clean jobs.
7. Work with the DeLand Chamber of Commerce and other agencies to assist local businesses with expansion efforts.

**New business development (business recruitment and site development).**

***Action Steps:***

1. Work with Team Volusia, County Economic Development, Chamber of Commerce, and other agencies to promote the area and work prospects for the DeLand Airport and other properties to bring diverse industries with clean jobs.
2. Evaluate existing and additional incentives for economic development to remain competitive in the marketplace.
3. Provide assistance to fill vacant industrial/commercial sites.
  - a. Spring Hill
  - b. Downtown DeLand.
  - c. Airport.
  - d. Industrial areas.
  - e. Gateway areas.
4. Develop a marketing strategy for new commercial and industrial businesses that includes brand and reputation management.
5. Pursue Sport Aviation Village at DeLand Municipal Airport.
6. Develop and implement strategies to attract jobs in science, engineering, architecture, education, arts, music, and entertainment whose economic function is to create new ideas, new technology, and new creative content — the "Creative Class Businesses."
7. Identify and pursue strategies to expand the downtown beyond its current boundaries.

**Foster collaboration and partnerships**

***Action Steps:***

1. Provide a unified and coordinated strategy with Team Volusia, County Government, and other economic development partners.
2. Cooperative efforts with other West Volusia cities.
3. Work with the County, west side cities, and other partners on the SunRail Transit Oriented Development Plan for DeLand Station.
4. Enhance user-friendliness in terms of economic development support.
5. Work with Career Source Flagler/Volusia to provide more job training and job opportunities for residents including those with criminal records and felony convictions.

**Strategic Focus Area: Institute Smart Growth principles:**

**Strategic Context:** To manage growth, the City will need to institute a number of smart growth principles. For reasons of both community identity and governmental efficiency, an annexation strategy is required which will "square off" the City's boundaries.

**Strategic Results:**

- Annexation which will "square off" the City's boundaries.
- Quality growth that preserves the character of the City.
- Encourage redevelopment

## Strategies:

### Annexation

#### *Action Steps:*

1. Require contiguous properties to annex.
2. Continue to review annexations from a business plan perspective.
3. Conduct annexation feasibility studies when appropriate.

#### *Redevelopment Action Steps:*

1. Pursue downtown residential redevelopment.
2. In cooperation with County, support Spring Hill redevelopment through the Spring Hill Community Redevelopment Agency.
3. Promote downtown commercial redevelopment with MainStreet DeLand.
4. Pursue redevelopment in areas outside of City core.
5. Develop action plan for use of existing public lands and buildings owned by county and City in Downtown.

#### *Community consistent growth Action Steps:*

1. Implement the 2050 vision plan, to include joint planning agreements with the County.
2. Implement smart growth policies relating to increasing urban densities and protecting conservation areas.
3. Provide 4.6 acres of parkland per 1,000 population.
4. Encourage use of Planned Development Agreements in zonings.
5. Promote mixed use development that localizes traffic trips.
6. Adopt County sponsored stormwater requirements utilizing 100 year storm event
7. Manage, the difference in rates between potable and reuse water so as to encourage conservation.
8. Work with other cities and the County to provide a sustainable and affordable water supply to meet demand.
9. Review land development regulations and policies and incorporate principles that encourage smart growth and redevelopment.
10. Develop transportation mobility strategy which may include traffic congestion management approach.
11. Explore development of similar rules for commercial development between the City and County on gateway corridors.

#### **Strategic Focus Area: Preserving "Sense of Community" as a key asset.**

**Strategic Context:** Throughout the strategic planning process, the term "sense of community" has been highly valued as a distinctive DeLand asset. The term is most often associated with downtown, the historic district, Stetson, and the old city grid. It is this core city identity that citizen's want to maintain and preserve. This distinctiveness is critically important in the New Economy where sense of place is a highly valued asset. There is synergy between high value jobs and maintaining the current sense of place that distinguishes the core city.

#### **Strategic Result:**

- Maintenance of distinctive core city.
- Preserve "sense of community."

## Strategies:

### **Current asset protection and maintenance Action Steps:**

1. Ensure that the quality of public investments is maintained through a long term maintenance plan.
  - a. Implement multi-year maintenance plan for city assets (buildings, parks, pools, etc) and downtown improvements that promote mobility.
  - b. Enhance right of way maintenance, pavement/sidewalks, signage, and curbs city-wide.

**Promote additional investment *Action Steps:***

1. Work with MainStreet DeLand Association to prioritize and schedule additional public improvements.
2. Continue private investment in those core assets that define "sense of community."
  - a. Encourage private investment in commercial redevelopment and residential restoration.
  - b. Provide incentives to encourage redevelopment of commercially underutilized buildings.
3. Develop plan for maintenance and utilization of downtown parking lots.
4. Implement other facets of Downtown Master Plan Update.
  - a. Develop alternate forms of transportation downtown linked to Intermodal Facility, i.e. downtown trolley.
  - b. Continue partnership with Main Street Association.
  - c. Maintain linkage with Stetson facilities.
5. Promote bicycle/pedestrian friendly resources.
6. Create an Arts and Culture District in downtown DeLand.
7. Develop policies and plans for development outside of our core that promotes public and private investment that is complementary to our core, not competitive.

**Create and/or support public policies that promote a sense of community, promote our community's history, promote inclusiveness or solve important community issues.**

***Action Step:***

1. Support additional diverse and inclusive events throughout the City.
2. Add youth programs that create more youth influence in the community.
3. Create a database for volunteers in the community.
4. Support preservation of historic structures in core city as well as throughout the City.

**Strategic Focus Area: Creating the connected community.**

**Strategic Context:** It is the connections between the three elements identified so far which will create the economic dynamism and the community vibrancy desired by the citizenry. This connection takes form in four ways:

- **Key Corridors.** The City has two key corridors — Woodland and SR 44 and several gateways that are important entry ways into the City. The look and feel of these corridors and gateways needs to be consistent or complementary with the City both to enhance the sense of community as well as permeate across the City the image of DeLand as a distinctive place which attracts high value wage earners and high value jobs.
- **Greenways.** This includes recreational areas, bike paths, urban trails, sidewalks and other physical connections which allow one to move about the city in a pedestrian-friendly manner. This connection fosters sense of community while also supporting the attractiveness of the City to high value jobs.
- **Information.** To attract high value jobs and high value wage earners and entrepreneurs, the City must offer access to the world through electronic means.
- **Comprehensive Code Enforcement on a focused basis.** If the City is to maintain its competitive advantage as a real place with a sense of community, no part of the City can be allowed to deteriorate. Therefore code enforcement must be comprehensive, but used on a focused, priority basis.

**Strategic Results:**

- Mobility.
- Community aesthetics and appearance.
- Human and technological connections.
- Preserve sense of community for long term as well as new residents.

## Strategies:

### Walkability and alternative mobility

#### *Action Steps:*

1. Continue implementation of sidewalk master plan with emphasis on safety and linking neighborhoods to each other and to the other features of the City, i.e. downtown, parks, schools, etc.
  - a. Continue the sidewalk construction using a ten year plan and repair all broken sidewalks within a five year program.
2. Continue to develop all phases of the DeLand Greenway.
3. Develop and implement a plan to make DeLand a bicycle friendly community modeled after best practices put forth by the League of American Bicyclists.

### Traffic Mobility

#### *Action Steps:*

1. Identify and implement options for traffic calming throughout the City.
2. Continue street resurfacing plan.
3. Continue to pursue Sunrail station for DeLand.
4. Develop options to shuttle commuters from Sunrail to downtown DeLand.
5. Encourage other alternative forms of public transportation.

### Design and Appearance

#### *Action Steps:*

1. Continue development of DeLand Greenway.
2. Roadways:
  - a. Partner with the Florida Department of Transportation and Volusia County to develop a corridor improvement plan which identifies ways in which the major entrances into the City can be improved.
  - b. Improve City's gateway signage.
3. Maintain and improve the aesthetic appearance throughout the City and along its gateways.
  - a. Gateways:
    - i. Enforce the City's Design Standards.
    - ii. Focus proactive enforcement on major issues that create unsightliness along the City's gateways.
    - iii. Mowing, litter control, planting trees.
    - iv. Continue joint code enforcement/gateway standards with the County.
    - v. Develop joint code enforcement programs with the County on shared corridors.
    - vi. Maintain Tree City USA designation.
  - b. Continue focused program for razing condemnable structures as funding allows.
  - c. Review sign requirements.

### **Strategic Focus Area: High value government.**

**Strategic Context:** To support the combination of high value jobs and sense of community a high value government must be fostered. This would include as:

- Increased use of e-governmental tools to communicate internally and externally.
- Alignment of resources to the strategic plan.
- Integrated city infrastructure with other public and private infrastructure sources.

## **Strategic Results:**

- Efficiency.
- Effectiveness.
- Organizational Capacity Leadership.
- Interaction with citizenry and access to city government.

## **Strategies:**

### **Technology leadership**

#### ***Action Steps:***

1. Continue implementation of a strategic information technology plan.
2. Continue to position the City to be a municipal leader in the use of information technology for public services by achieving e-qualified community status.
3. Enhance e-government capabilities:
  - a. Expand and continually improve city web site. Develop interactive web site.
  - b. Endeavor to install all new customer accounts through electronic payments.
  - c. Develop a social media strategy consistent with Florida law.
4. Facilitate partnering opportunities with other related infrastructure providers.
5. Provide education to city workforce on technology utilization.

### **Organizational Improvement**

#### ***Action Steps:***

1. Annually provide customer service training for employees.
2. Continue implementation of an organizational improvement / process re-engineering program.
3. Systematically and continuously review City functions from the perspective of how technology can improve efficiency and effectiveness.
4. Identify long term investments in technology, facilities, and training to enhance services and operations.
5. Systematically and continuously review City functions for improved efficiency and effectiveness and consider potential privatization and/or public partnership advantages.

### **Facilities and infrastructure**

#### ***Action Steps:***

1. Maintain park system to provide 4.6 acres per 1,000 citizens and increase capacity at existing facilities.
2. Continue maintenance of City facilities in accordance with five-year maintenance plan.
3. Aggressively pursue expansion of reclaimed water system master plan for expansion.
4. Complete a comprehensive analysis of all underutilized public property in downtown and determine optimum future use.

### **Future planning**

#### ***Action Steps:***

1. Maintain City Strategic Plan and update at City goal setting workshop.
2. In cooperation with the other west-side utilities, develop and implement strategies and facilities to meet the requirements of the Blue Springs Mitigation Strategy.
3. Continue capital investments to alleviate future flooding of neighborhoods.
4. Prioritization of projects included in Stormwater Master Plan.
5. Plan for increased cultural diversity and increased senior citizen population.
6. Continue expansion of activities at the Sanborn Activity Center to meet demand for programs.
7. Expand programs at Chisholm Community Center.

8. Develop a plan for future park facility needs.

#### **Service Improvements**

##### ***Action Steps:***

1. Emphasize paperless record keeping.
2. Develop partnerships for better efficiency, reduced costs.
3. Develop interactive use of City web site.

#### **Staff development**

##### ***Action Steps:***

1. Strengthen leadership/management skills of existing employee base.
2. Continue to implement succession plan.
3. Develop a diversity plan.
4. Provide technology training to City work force. Regularly scheduled classes, technology curriculum, ask employees what they need.

#### **Strategic Focus Area: Communication.**

**Strategic Context:** To maintain a high level of both internal communications within the City Government as well as ensure a two-way flow of information between the City Government and the citizens.

##### **Strategic Results:**

- Informed and engaged citizenry and city employees.
- Improved access to city government.

##### **Strategies:**

**Public communication and outreach.** A comprehensive public relations approach incorporating newsletters, e-communications, outreach efforts and other identified tools for improving both public access to and understanding of government, as well as to increase public participation in civic affairs.

##### ***Action Steps:***

1. Develop and implement a strategic communications plan.
2. Emphasize personal contacts with citizens vs. heavy reliance on electronic communication.
3. Survey community periodically on city services.

#### **Citizenship development**

##### ***Action Steps:***

1. Continue local student government academy designed to provide high school students with knowledge of local government (Chamber, High School).
2. Pursue development of a youth council.
3. Pursue development of a citizen's academy.
4. Continue/expand activities related to Florida city government week.

#### **Expanded access**

##### ***Action Steps:***

1. Encourage civic engagement in the policy development process.

2. Continue a City Commission citizen concern response system.

## **Legislative**

### ***Action Steps:***

1. Continue development of annual legislative action platform.
2. Communicate policy positions of City to State legislators on specific State legislative initiatives.

### **Strategic Focus Area: Maintaining a Safe Community**

**Strategic Context:** To have a thriving, prosperous, and exciting community in which to live work and play it is necessary to first provide for the safety of our citizens.

### **Strategies:**

#### **Maintain public safety**

### ***Action Steps:***

1. Insure public safety services are developed to meet needs of annexed areas.
2. Continue a program of stricter speed limit enforcement.
3. Continue closest station response with Volusia County and coordinate public safety service delivery.
4. Maintain strong law enforcement presence in the community.
5. Develop additional preventative public safety services that are not emergency services.
6. Enhance communication between public safety and citizens.
7. Continue Citizens Police Academy and utilize alumni in appropriate ways to assist in law enforcement efforts.
8. Work with the Volusia County Sheriff's office to develop and implement a joint policing program to ensure consistency in enforcement.
9. Develop and implement policies that produce tangible and measurable solutions for people experiencing homelessness.

### **Strategic Focus Area: Preparing for the Future/Sustainability**

**Strategic Context:** Recognizing that the City itself is dynamic and that extensive changes will occur in the region in the near and long term future, it is important that there be a strategic focus on the future.

### **Strategic Results:**

- Identification of emerging issues that can impact the City.
- Proactive development of plans and strategies to address those issues.

### **Strategies:**

**Identification of emerging issues and options regarding a growing senior population.**

**Identification of emerging issues and options regarding health care services in the community.**

**Recognize and where possible facilitate or participate in mobility (transportation) planning for the community in the regional context.**

**Increase opportunities for affordable housing.**

**Identify and facilitate means to address community social needs. Identify and pursue sustainability opportunities.**

***Action Steps:***

1. Promote sustainability in policy decisions.
2. Identify sustainability initiatives to be pursued with grant money.
3. Pursue Florida Green City platinum designation.

# BUDGET CALENDAR

## Budget Preparation/Goal Setting

February 16	Strategic Planning/Goal Setting Workshop with City Commission
March 1	Release budget preparation materials to Departments

## Budget Preparation/Goal Setting

### Budget (including CIP) Request Submission Deadlines

March 29	All Departments FINAL DAY (Capital, Goals & Objectives, Performance Measures and Line Items)
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### Department Review with City Manager and Finance Director

Week of April 29	General and Enterprise Funds Review
May 6	All Department FINAL DAY for submission of revised Goals & Objectives and Performance Measures

### Budget Workshops with City Commission

June 28	Release budget to City Commission and CRA's
July 8-10	Review Proposed Budget including Department Presentation
July 11	Final discussions including proposed Millage Rate

## TRIM Notice Requirements

June 1	Property Appraiser release pre-preliminary tax roll
July 1	Property Appraiser certifies tax roll
July 14	Review proposed budget and set millage rate for TRIM Notice
August 1	Deadline for advising Property Appraiser of proposed millage rate for CRAs
August 4	Deadline for advising Property Appraiser of proposed millage rate and public hearing on tentative budget (35 days after July 1, per TRIM)
August 4	Complete Forms DR-420, DR-420TIF, DR-420DEBT, and DR-420MMP in eTRIM
August 24	Deadline for Property Appraiser to notify property owners of proposed millage levies
September 11	Public hearing on tentative budget for Downtown CRA and Spring Hill CRA
September 11	Public hearing on tentative budget and millage rate (tentative date no earlier than the 65 <sup>th</sup> day following July 1 <sup>st</sup> which is September 3 <sup>rd</sup> , and no later than 80 <sup>th</sup> day following July 1 <sup>st</sup> which is September 18 <sup>th</sup> , per TRIM)
September 13	Post tentative budget resolution on City website (at least 2 days before final budget hearing per S.166.241 F.S. eff. 10/1/11)
September 10	Deadline to submit budget advertisements to News Journal
September 13	Advertisement Published. Per TRIM, must be in a locally distributed newspaper more than 2 days before the second budget hearing but no more than 5 days before
September 16	Final public hearing on budget for Downtown CRA
September 16	Final public hearing on budget and millage rate (within 15 days of 1 <sup>st</sup> hearing and no later than 2 days or more than 5 days after advertisement is published, per TRIM)
September 19	Within 3 days of Adoption, copy of Resolution delivered to Property Appraiser, the tax collector, and the Department of Revenue
September 19	Within 3 days of Adoption, complete and certify DR-420MM and DR-487V in eTRIM
October 16	Post budget book on City website (within 30 days of adoption per S.166.241.F.S. eff. 10/1/11)

# FINANCIAL MANAGEMENT POLICY STATEMENT

## Statement of Purpose

The broad purpose of the following Financial Management Policy Statement is to enable the City to achieve and maintain a long-term stable and positive financial condition. The more specific purpose is to provide guidelines to the Finance Director in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Commission.

## Accounting System and Budgetary Control

The City utilizes a computerized financial accounting system which incorporates a system of internal accounting controls. Such controls have been designed and are continually being reevaluated to provide reasonable, but not absolute, assurance regarding:

1. The safeguarding of assets against loss from unauthorized use or disposition, and
2. The reliability of financial records for preparing financial statements and monitoring accountability for assets.

The concept of reasonable assurance recognizes that:

1. The cost of control should not exceed the benefits likely to be derived, and
2. The evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework and are believed to adequately safeguard and provide reasonable assurance of proper recording of financial transactions.

Accounting and budgeting records for governmental fund types and similar trust and agency funds are maintained on a modified accrual basis. Under the modified accrual basis, revenues are recognized and recorded when measurable and available, and expenditures are recorded when services or goods are received and the liabilities are incurred. Budgets for the governmental fund types are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that carryover surplus and transfers from reserves are included in budgetary revenue as required by the City Charter.

Accounting and budgeting records for proprietary fund types and similar trust funds are maintained on the accrual basis. Under the accrual basis, revenues are recognized when they are earned and expenses are recognized when incurred.

For proprietary funds, accounting and budget records differ to the extent that depreciation and certain other items are not budgeted for but are a factor in determining fund balance revenues available for appropriation. Budgets for the Proprietary Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that debt service, capital acquisitions, capital leases and water and sewer impact fees are included in budgetary revenue and expenditures as required by the City Charter.

The basis of budgeting as described above is the same as the basis of accounting used in the City of DeLand's audited financial statements.

The annual operating budget is proposed by the City Manager and enacted by the City Commission after public participation. Although budgets are legally controlled at the fund level, management control of the operating budget is additionally maintained at the Department level.

## Operating Budget

### A. Preparation

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the City's annual financial operating plan which includes all of the operating departments of the general fund, special revenue funds, enterprise funds, debt service funds, internal service funds and trust and agency funds of the City. The budget is prepared by the City Manager and Finance Director with the participation of all department directors, on a basis which is consistent with generally accepted accounting principles (GAAP). The City Manager presents the budget to the City Commission at least sixty (60) days prior to the beginning of each budget year. The budget shall be adopted annually not later than September 30th, and in accordance with Section 54 of the City Charter, a copy is filed in the

Office of the City Clerk.

Because the budget is perhaps the single most valuable document for assisting the City Commission and City Manager in guiding the growth of the City of DeLand, it should receive careful thought and attention in its development. Therefore, in the City of DeLand, the budget process begins almost nine months prior to the start of a fiscal year.

January-February: Review of Strategic Plan and Review of Prior Year revenues and expenditures

Conduct a review with the City Commission, City Manager and Department Directors of the adopted Strategic Plan considering any revisions or updates that may be required. A review of prior year revenues and expenditures is made to identify potential problems, which could impact both the current budget and next year's budget.

February-March: Department Budget Preparation

Instructions for preparation of next year's budget are distributed to Departments. Departments are encouraged to prepare their budget requests in conformance with the Strategic Plan and at levels necessary to provide adequate services to the community, rather than a fixed "target" or percentage increase. Department budget preparation begins.

April-June: Second Quarter Review of Current Budget/Budget Recommendations Prepared for City Manager Review

A second quarter review of revenues and expenditures is prepared which serves as the preliminary basis for estimating fund balance and revenues for the next year. Preliminary budgets are formulated after review by the Finance Director, Department Directors and the City Manager.

July 1: Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts. This starts the legal adoption timetable.

July: Adoption of tentative/TRIM millage rate

The City Commission establishes the ad valorem tax rate to be published on TRIM notices for the next fiscal year. These rates can be lowered throughout the remainder of the budget process but cannot be increased without individual notification of the property owner. The TRIM rates along with public hearing dates must be certified to the Property Appraiser within thirty-five (35) days of presentation of assessed values. The public hearing dates cannot conflict with the dates selected by the Volusia County School Board or Volusia County.

August: Property Appraiser Mails TRIM Notices

Property Appraiser mails TRIM Notices to all property owners notifying them of the proposed tax rate, and the valuation of each parcel of property. Once the millage rate is certified, it may not be increased without re-mailing the notices. TRIM notices, which include the date, time, and place of the first public hearing, are mailed within fifty-five (55) days after certification of assessed values.

September: Public Hearings

The first public hearing is held on the date set, which must be between sixty-five (65) and eighty (80) days of provision of assessed value to the governing body. Tentative budget and millage rates are adopted at the first public hearing. Advertisement in a newspaper of general circulation is required three (3) to five (5) days before the second public hearing. The advertisement must also be within fifteen (15) days of the first public hearing. The advertisement must contain a summary of the budget, all millage rates, and tax increase percentages over the rolled back rate millage. The final budget and millage levies are adopted at the second public hearing.

October: Certification of Budget to State

Not later than thirty (30) days following adoption of ad valorem tax rates and budget, the City must certify that they have complied with the provisions of Chapter 200, Florida Statutes to the Florida State Division of Ad Valorem Tax.

**B. Balanced Budget**

The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by the City Commission, greater than or equal to current expenditures/expenses.

**C. Planning**

The budget process will be scheduled so as to identify major policy issues for City Commission consideration several months prior to the budget approval date to allow adequate time for appropriate decisions and analysis of financial impacts.

**D. Reporting**

Monthly expenditure reports will be released to enable department directors to manage their budgets and to enable the Finance Director to monitor and control the budget as authorized by the City Manager. The Finance Director will prepare a quarterly analysis of financial condition at the end of each quarter for presentation to the City Commission to assist in understanding the overall budget and financial status.

**E. Control and Accountability**

Each department director shall be solely responsible to insure that their department budgets will not exceed budgeted amounts. Failure to achieve budgetary control of their individual expenditure and revenue budgets will be evaluated and investigated by the City Manager.

**F. Expenditure Requests**

The Finance Director will evaluate expenditure requests from departments to ensure that the requests are in the amount and kind originally budgeted in those departments, and that adequate funds are available. The Finance Director shall make every effort to assist departments in making the purchases to accomplish the goals and objectives outlined in the budget information for each department.

If the City Manager certifies there are available or projected revenues in excess of those estimated in the budget, the City Commission may authorize supplemental appropriations up to the amount of such excess by resolution adopted following a public hearing held pursuant to The City Charter. Copies of the proposed budget amendment shall be made available for public inspection. All interested persons shall be given an opportunity to be heard on the proposed budget amendment resolution during its consideration by the City Commission.

**G. Contingency**

The City Manager should establish an adequate contingent appropriation in each of the operating funds for expenditures only in cases of emergency or an unforeseen need. A detailed account shall be recorded and reported of such expenditures.

## Revenues

The following considerations and issues will guide the Finance Director in its revenue policies concerning specific sources of funds:

1. Non-Recurring Revenues - One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues shall be used only for non-recurring expenditures and not be used for budget balancing purposes.
2. Ad Valorem Taxes - Ad valorem taxes will be anticipated for purposes of operating budget preparation at:
  - a. 95% of the projected taxable value of current assessments and new construction (Florida Statutes require a minimum of 95%);
  - b. Current millage rates, unless otherwise specified.
3. Sales Tax - The use of sales tax revenues is limited to the General Fund.
4. State Revenue Sharing - The use of state revenue sharing monies is limited to the General Fund, unless required for debt service by bond indenture agreements.
5. Local Option Gas Tax - The use of local option gas tax revenues is limited to public transportation expenditures.
6. Utility Tax - Utility tax revenues can be used for any lawful purpose.
7. Pledged Revenues - The use of revenues, which have been pledged to bond holders, will conform in every respect to bond covenants, which commit those revenues.
8. Interest Earnings - Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided for investing.
9. User-Based Fees and Service Charges - User-Based Fees and Service Charges will be reviewed annually by department directors to ensure that fees provide adequate coverage of cost of services for their respective departments.
10. Enterprise Fund Rates - The Finance Director will review utility rates annually to ensure sufficient revenues are generated to cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates and other legal funds of the City will include transfers to and receive credits from other funds as follows:

- a. General and Administrative Charges – Administrative costs should be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, legal counsel, and other costs as appropriate. The charges will be determined by the Finance Director through an indirect cost

allocation following accepted practices and procedures intended to recover approximately 90% of said costs.

- b. **Payment in-lieu-of-ad valorem tax** – Rates will be calculated so as to include a fee equal to the approximated ad valorem taxes lost as a result of municipal ownership of the various utility and other enterprise activities owned by the City.
11. **Intergovernmental Revenues (Federal/State/Local)** – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for the intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

**Revenue Monitoring** – Revenues actually received will be compared to budgeted revenues by the Finance Director and variances will be investigated. This process will be summarized in the appropriate budget report. Any variances considered to be material will be investigated. The Finance Director will report results of that investigation to the City Manager and City Commission.

## Expenditures

- A. **Appropriations** – The point of budgetary control is at the department level budget for all funds. If the City manager and Finance Director certify that there are available projected revenues for appropriation in excess of those estimated in the budget, the City Commission may authorize supplemental appropriations up to the amount of such excess by resolution adopted following a public hearing held pursuant to The City Charter.
- B. **Central Control** – No significant salary or capital budgetary savings in any department shall be spent by the department director without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as contingency accounts.  
  
At the end of each fiscal year, transfer of appropriations up to and including 5% of a Department’s total budget may be made to specific line items, divisions or departments in the same fund with the approval of the City Manager and are reported to the City Commission. Transfers of appropriations of any amount between funds require the approval of the City Commission.
- C. **Purchasing** – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Policy.
- D. **Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within forty-five (45) calendar days of receipt in accordance with the provisions of Florida Statutes 218.70.  
  
The Finance Director shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.
- E. **Reporting** – The Finance Director will prepare a quarterly analysis of financial condition at the end of each quarter describing the financial and budgetary conditions of the City.

## Fund Balance

The City’s practice is to appropriate beginning fund balances and all revenues and other sources. As a result, it appears that it is the City’s intent to end the fiscal year with no remaining funds, however that is not the case. The City is required to manage its fiscal resources to ensure funding for the operation of the City is not disrupted. Sufficient reserves also serve to ensure adequate funds are available at the beginning of the next fiscal year to meet payments.

In order to accomplish this, a reserve equivalent to two month’s operating needs shall be maintained in the General Fund and a reserve equivalent to three month’s operating needs shall be maintained in the Water & Sewer Fund. These reserves are a component of Unreserved/Undesignated Fund Balance or Retained Earnings.

The City’s estimation of its fiscal position on a projected year end basis is included as Attachment A to this Policy statement. Based on past experience and current trend, a projection can be made as to how much of the funds appropriated in the adopted budget will actually be spent. The remaining or unspent funds will create an ending fund balance. Similarly, by projecting excess revenues, an additional component of ending fund balance can be established. The final factor in estimating ending fund balance is to review the budgeted expenditures and reserves and project what portion of the expenditures will be spent and what level of the reserves will not be appropriated through budget amendments during the fiscal year.

## Capital Budget and Capital Improvement Program

- A. **Preparation** – The City’s Capital Budget will include all capital project funds and all capital resources. The budget will be prepared annually on a project basis by the City Manager with the participation of department directors.
- B. **Control** – All capital project expenditures must be appropriated in the Capital Budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the City Commission for approval.
- C. **Program Planning** – The Capital Budget will be taken from the Five-Year Capital Improvements Program. The Finance Director will annually update the Five-Year Capital Improvements Program for use during the budget preparation process.
- D. **Financing Programs** – Where applicable, assessments, impact fees or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

- E. **Infrastructure Maintenance** – The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality of the City’s infrastructure. Replacement schedules should be developed in order to anticipate the deterioration and obsolescence of infrastructure.

## Accounting, Auditing, and Financial Reporting

- A. **Accounting** – The City’s Finance Department is solely responsible for the reporting of the financial affairs, both internally and externally. The Finance Director is the City’s Chief Financial Officer and is responsible for establishing the Chart of Accounts and for properly recording financial transactions.
- B. **Auditing** –
  - 1. **Qualifications of the Auditor** – The City will be audited annually by outside independent accountants (“auditor”). The auditor must be a CPA that can demonstrate that it has the breadth and depth of staff to conduct the City’s audit in accordance with generally accepted auditing standards and contractual requirements. The auditor’s report on the City’s financial statement will be completed within 120 days of the City’s fiscal year end, and the auditor will jointly review the management letter with the City’s Audit Committee within 30 days of its receipt by City staff.
  - 2. **Responsibility of Auditor to City Commission** – The auditor is retained by and is accountable directly to the City Commission and will have access to direct communication with the City Commission if City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.
- C. **Financial Reporting**
  - 1. **External Reporting** – The Finance Department shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the City’s auditor. Accuracy and timeliness of the CAFR is the responsibility of the City staff. The CAFR will be prepared in accordance with generally accepted accounting principles (GAAP). Upon the completion and acceptance of the CAFR, the City’s auditor shall present the audited CAFR to the City Commission within 150 days of the City’s fiscal year end.
  - 2. **Internal Reporting** – The Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City’s financial affairs. Monthly expenditure reports will be distributed to department directors, and quarterly financial reports will be prepared for the City Manager and City Commission.

## Asset Management

- A. **Investments** – The Finance Director shall promptly deposit all City funds with the City’s Depository Bank in accordance with the provisions of the current Bank Depository Agreement. The Finance Director will then promptly invest all funds in any negotiable instrument that the City Commission has authorized under the provisions of the City’s Investment Policy.

- B. **Cash Management** – The City’s cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, resulting in a limited number of cash collection points throughout the City.

All checks issued by the City shall bear the signatures of the City Manager and Finance Director. The Finance Director may transfer funds, via electronic transfer, for payment of any obligation of the City in accordance with the City’s Wire Transfer Policy, stipulating the conditions and control procedures related to such activity.

## Treasury

**Cash/Treasury Management** – Periodic review of each cash flow position will be performed to determine performance of cash management and investment policies. Idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return. Where legally permitted, pooling of investments will be done.

## Debt Management

- A. **Policy Statement** – The City recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency equates to the highest rate of return for a given investment of resources. Equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City will strive to balance the load between debt financing and “pay as you go” methods. Through evaluating the need for additional debt financed facilities and the means by which the debt will be repaid, the Finance Director will strike an appropriate balance between service demands and the amount of debt.
- B. **Types of Debt** –
1. **General Obligation Bonds (GO’s)** – General obligation bonds will only be used to fund capital assets of the general government, are not to be used to fund operating needs of the City and are backed by the full faith and credit of the City as well as the ad valorem taxing authority of the City as prescribed by law. The term of a bond issue will not exceed the useful life of the asset(s) funded by the bond issue and will generally be limited to no more than thirty (30) years. General obligation bonds must be authorized by a vote of the citizens of the City of DeLand.
  2. **Revenue Bonds** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. The term of the obligation may not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than thirty (30) years.
  3. **Revenue Notes** - will be used to fund capital requirements which are not otherwise funded by either Revenue Bonds or General Obligation Bonds. Debt service for Revenue Notes may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. Generally, Revenue Notes will be used to fund capital assets where full bond issues are not warranted as a result of cost of the asset(s) to be funded through the instrument or the costs associated with a bond issue. The term of the obligations may not exceed the useful life of the asset(s) to be funded by the proceeds of the debt issue and will generally be limited to no more than thirty (30) years.
  4. **Method of Sale** – The Finance Director will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the Finance Director will publicly present the reasons why, and the Finance Director will participate with the financial advisor in the selection of the underwriter or direct purchaser.
- C. **Financing Alternatives** – The Finance Director shall explore alternatives to the issuance of debt for capital acquisitions and construction projects. The alternatives will include, but not be limited to, (1) grants-in-aid, (2) use of reserves/designations, (3) use of current revenues, (4) contributions from developers and others, (5) leases, and (6) impact fees.
- D. **Federal Requirements** – The Finance Department will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- E. **Sound Financing of Debt** – The City will ensure that the debt is soundly financed by:
1. Conservatively projecting the revenue sources that will be used to pay the debt.
  2. Financing the improvement over a period of time not greater than the useful life of the improvement being financed.

3. Determining that the benefits of the improvement exceed the costs, including interest costs.
  4. Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt.
  5. Evaluating proposed debt against the target debt indicators.
- F. **Financing Methods** – The City maintains the following policies in relation to methods of financing used to issue debt:
1. Where possible, the City will use revenue or other self-supporting bonds in lieu of General Obligation Bonds.
  2. When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth.
  3. The Finance Department will maintain open communications with bond rating agencies about its financial condition and whenever possible, issue rated securities.
- G. **Referendum** - The City Charter regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.
1. **Referendum Required** – Voter approval is required for any debt issuance pledging ad valorem taxes.
  2. **Referendum Not Required** – Voter approval is not required for:
    - a. Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues;
    - b. Revenue notes utilizing either a specific pledged revenue or general covenant to budget and appropriate other than ad valorem taxes of the City;
    - c. Refunding securities issued to refund and pay outstanding securities;
    - d. Securities for any special or local improvement district, such as, Tax Increment District (TID);
    - e. Securities issued for the acquisition of equipment or facilities pursuant to a lease-purchase contract.
- H. **Legal Debt Margin** – The City of DeLand City Charter (Article XIII, Section 94) limits the amount of general obligation debt the City may issue to not more than 20% of the City’s assessed value. See below for an analysis of the City’s current legal debt margin.

Preliminary Assessed Value – 7/1/19	\$ 1,935,967,072
Debt Limit 20% of Assessed Value	387,193,414
Estimated Total Bonded Debt at 9/30/19 (General Obligation)	0
Estimated Legal Debt Margin	\$ 387,193,414

- I. **Debt Service Schedules** – See the Long-Term Debt Section for detailed debt service schedules for the City of DeLand.

## Internal Controls

- A. **Written Procedures** – Wherever possible, written procedures will be established and maintained by the Finance Director for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **Department Directors Responsibilities** – Each department director is responsible to ensure that good internal controls are followed throughout their department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

## Staffing and Training

- A. **Adequate Staffing** – Staffing levels will be adequate for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload allocation alternatives will be explored before adding staff.
- B. **Training** – The City will support the continuing education efforts of all financial staff members including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff will be held accountable for communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.

C. **Awards, Credentials, Recognition** – The Finance Department will support efforts and involvement which result in meeting standards and receiving exemplary recitations on behalf of any of the City’s fiscal policies, practices, processes, products, or personnel. Staff certifications may include Certified Public Accountant (CPA), Certified Government Finance Officer (CGFO) or Certified Public Finance Officer (CPFO). Currently, staff maintains the following certifications:

Finance Director – CPA

Assistant Finance Director - CGFO

The Finance Department will strive to maintain a high level of excellence in its accounting policies and practices as it prepares the annual CAFR. The CAFR will be presented annually to the Governmental Finance Officers Association for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. The Budget will also be submitted annually to the GFOA for evaluation and consideration of the Distinguished Budget Presentation Award.

Certificate of Achievement for Excellence in Finance Reporting – Received for 33 Years

Distinguished Budget Presentation Award – Received for 18 Years

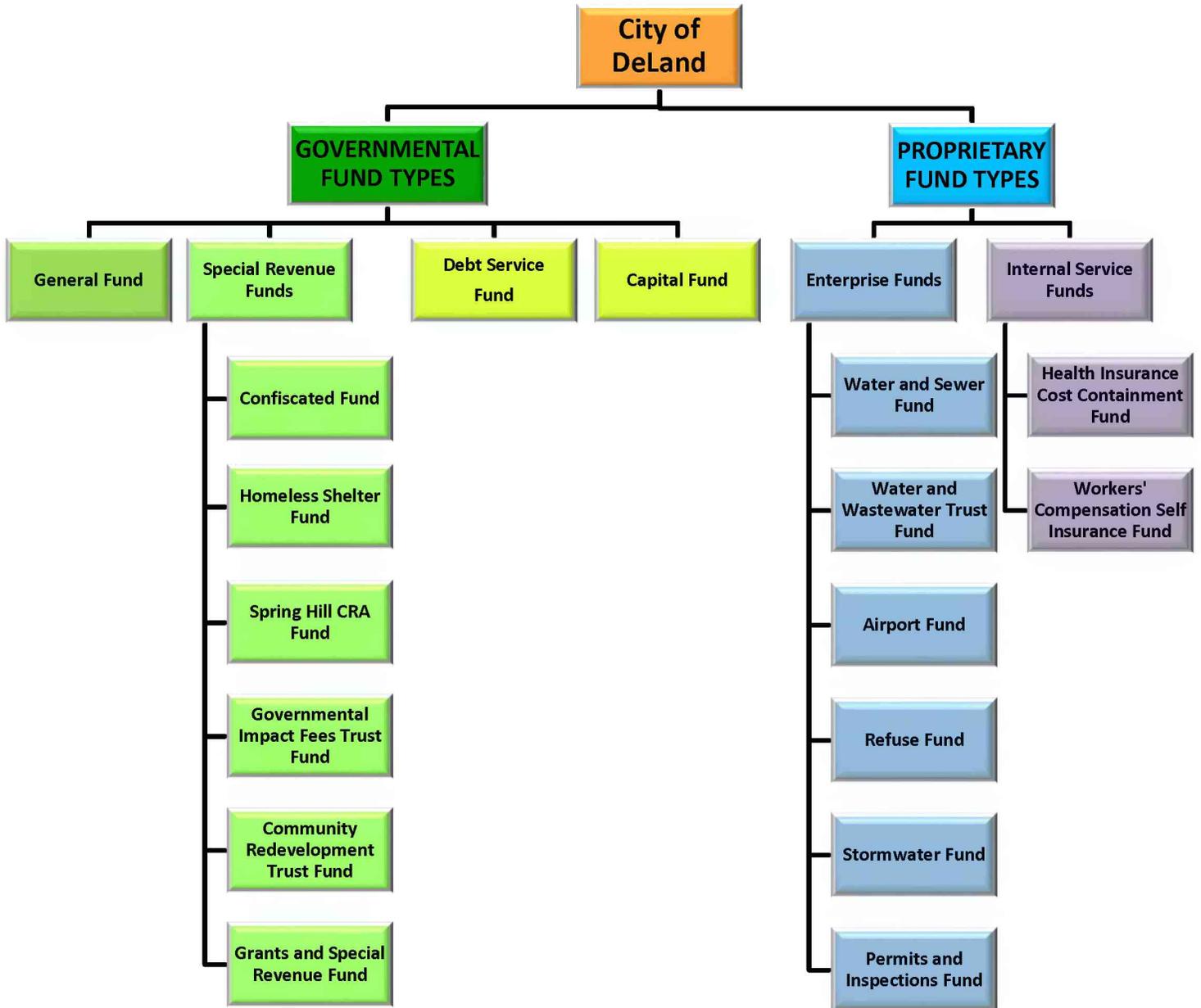
### Attachment A – Analysis of Changes in Fund Balance/Retained Earnings

	<u>Actual Balance 9-30-18</u>	<u>Estimated Revenues 18-19</u>	<u>Estimated Expenditures 18-19</u>	<u>Net Change</u>	<u>Estimated Balance 9-30-19</u>	<u>Budgeted Revenues 19-20</u>	<u>Budgeted Expenditures 19-20</u>	<u>Balance Retained Earnings</u>	<u>Estimated 9-30-20</u>
General Fund	5,670,238	31,389,656	27,766,917	3,622,739	9,292,977	31,169,668	31,837,663	(667,995)	8,624,982
Spring Hill CRA Fund	196,371	1,373,668	1,123,663	250,005	446,376	236,973	169,777	67,196	513,572
Governmental Impact Fees Trust Fund	577,524	813,304	606,881	206,423	783,947	1,011,500	1,011,500	0	783,947
Downtown CRA Fund	47,886	473,368	328,404	144,964	192,850	587,858	332,733	255,125	447,975
Water & Sewer Fund	29,635,600	23,138,071	18,438,966	4,699,105	34,334,705	22,612,192	26,997,760	(4,385,568)	29,949,137
Airport Fund	688,704	5,295,047	4,975,156	319,891	1,008,595	4,453,824	4,604,478	(150,654)	857,941
Stormwater Fund	1,863,887	2,337,445	1,889,250	448,195	2,312,082	1,753,600	1,934,808	(181,208)	2,130,874
Permits & Inspections Fund	4,124,052	1,837,989	2,445,186	(607,197)	3,516,855	1,422,071	1,989,564	(567,493)	2,949,362

Budgeted Revenues 19-20 excludes *Transfers from Reserves*.  
 Budgeted Expenditures 19-20 excludes *Contingency*.

# FUND TYPES

## Fund Structure



## Fund Structure

**General Fund** –The General Fund serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. Revenues are derived primarily from property and other taxes, charges for services, intergovernmental revenue, and interest income. The operations and expense centers included in the General Fund are:

- |                                        |                                       |
|----------------------------------------|---------------------------------------|
| 1) General Government                  | 4) Public Works                       |
| a) City Commission                     | a) Public Works Administration        |
| b) City Manager                        | b) Streets                            |
| c) City Clerk                          | c) Trees                              |
| d) Finance                             | d) Urban Beautification               |
| e) Legal                               | e) Fleet Maintenance                  |
| f) Administrative Services             | 5) Parks & Recreation                 |
| g) Information Technology              | a) Parks & Recreation Administration  |
| h) Human Resources                     | b) Recreation                         |
| 2) Economic Development                | c) Parks                              |
| a) Economic Development Administration | d) Intermodal Transportation Facility |
| b) Planning                            | e) Trailer Park                       |
| c) Licenses & Enforcement              | f) Museum                             |
| 3) Public Safety                       | g) Stadium                            |
| a) Fire                                | h) Activities Center                  |
| b) Police                              | i) Special Events                     |
| c) Police Parking Services             | j) Chisholm Center                    |

**Special Revenue Funds** – Special revenue funds are used when legal requirements restrict specific resources to be expended for specified purposes, with the exception of trusts, capital projects or debt service. The Spring Hill Community Redevelopment Trust Fund accounts for the revenues and expenditures of the Spring Hill area tax increment district. The Community Redevelopment Trust Fund accounts for the revenues and expenditures of the downtown tax increment district. The Governmental Impact Fees Trust Fund accounts for revenues and expenditures funded by growth related impact fees. The Confiscated Trust Fund accounts for revenues and expenditures related to forfeiture settlements. The Grants & Special Revenue Funds accounts for revenue and expenditures funded by grants or other types of special revenues. The Homeless Shelter Funds accounts for revenue and expenditures funded by local governments, religious groups, corporations and personal donations.

**Debt Service Fund** – The Debt Service Fund is created to make it easier for citizens to read the City’s budget by removing the peaks and valleys in the total General Fund budget number caused by debt financing. The Debt Service Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works and Parks and Recreation divisions.

**Capital Projects Fund** - The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities for the General Fund. Separating the capital is intended to make it easier for citizens to read the City’s budget by taking out the peaks and valleys in the total General Fund budget number. Currently there is one Capital Projects Fund.

**Enterprise Funds** – Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises -where the intent is that the costs of providing goods or services to the general public on a continuing basis should be financed or recovered through user charges or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Currently there are six enterprise funds in the City of DeLand which consist of the Water and Sewer Revenue Fund, Water & Wastewater Trust Fund, Municipal Airport Fund, Refuse Collection Fund, Stormwater Revenue Fund, and Permits and Inspections Fund. The operations and expense centers included in the Enterprise Fund are:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>1) Water &amp; Sewer Revenue Fund               <ul style="list-style-type: none"> <li>a) Water &amp; Sewer Administration</li> <li>b) Engineering</li> <li>c) Water Production</li> <li>d) Water Distribution</li> <li>e) Wastewater Treatment</li> <li>f) Utilities Maintenance</li> <li>g) Debt Services</li> <li>h) Facilities Maintenance</li> <li>i) Customer Service</li> <li>j) Wastewater Collection</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>2) Water &amp; Wastewater Trust Fund</li> <li>3) Municipal Airport Fund</li> <li>4) Refuse Collection Fund</li> <li>5) Stormwater Revenue Fund</li> <li>6) Permits and Inspections Fund</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Internal Service Funds** – Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Currently, the City of DeLand has two internal service funds which consist of the Health Insurance Cost Containment Fund and the Workers' Compensation Self-Insurance Fund.

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS		TOTAL BUDGET
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	
<b>REVENUE FY19-20</b>							
Taxes	\$ 17,990,645	\$ 537,370	\$ -	\$ 359,792	\$ -	\$ -	\$ 18,887,807
Licenses and Permits	3,494,648	1,011,500	-	-	4,725,073	-	9,231,221
Intergovernmental Revenue	5,964,937	689,357	-	-	2,783,333	-	9,437,627
Charges for Services	730,807	59,420	-	-	28,371,099	1,345,115	30,506,441
Judgments, Fines, and Forfeits	85,000	3,000	-	-	-	-	88,000
Miscellaneous Revenues	525,070	255,429	-	-	1,745,120	-	2,525,619
Other Sources	3,844,056	274,900	2,254,212	1,789,710	6,436,766	-	14,599,644
<b>Total Budget</b>	<b>\$ 32,635,163</b>	<b>\$ 2,830,976</b>	<b>\$ 2,254,212</b>	<b>\$ 2,149,502</b>	<b>\$ 44,061,391</b>	<b>\$ 1,345,115</b>	<b>\$ 85,276,359</b>
<b>EXPENDITURES FY19-20</b>							
General Government Services	\$ 6,216,373	\$ 1,029,335	\$ 951,422	\$ 513,324	\$ -	\$ 1,345,115	\$ 10,055,569
Community Development	703,502	-	-	-	-	-	703,502
Public Safety	14,754,910	244,000	953,293	1,278,104	1,989,564	-	19,219,871
Physical Environment	1,632,639	-	36,872	172,348	34,990,229	-	36,832,088
Transportation	1,524,763	675,820	-	78,701	6,539,286	-	8,818,570
Economic Environment	347,148	-	-	-	-	-	347,148
Culture & Recreation	3,197,114	559,500	312,625	107,025	-	-	4,176,264
Other Financing Uses	4,258,714	322,321	-	-	542,312	-	5,123,347
<b>Total Budget</b>	<b>\$ 32,635,163</b>	<b>\$ 2,830,976</b>	<b>\$ 2,254,212</b>	<b>\$ 2,149,502</b>	<b>\$ 44,061,391</b>	<b>\$ 1,345,115</b>	<b>\$ 85,276,359</b>

These revenue sources and expenditure categories are discussed in more detail on the following pages.

# DEPARTMENT AND FUND RELATIONSHIP

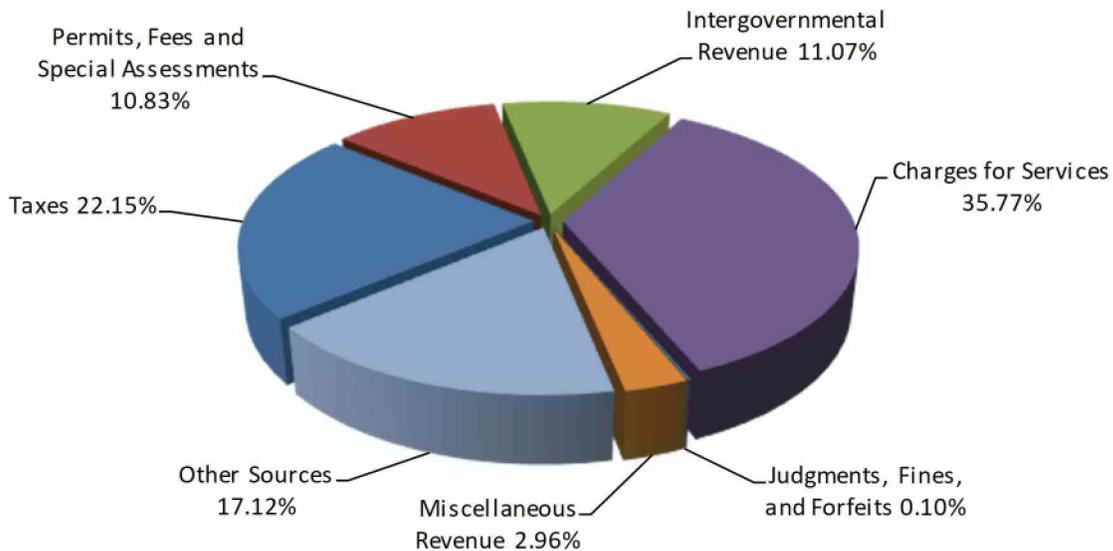
	General Fund	Grants & Special Revenue Fund	Other Gov't Funds	Debt Service Fund	Capital Fund	Water & Sewer Fund	Municipal Airport Fund	Refuse Collection Fund	Other Proprietary Funds
<b>General Fund:</b>									
<i>General Government:</i>									
City Commission	✓								
City Manager	✓								
City Clerk	✓								
Finance	✓								
Legal	✓								
Administrative Services	✓		✓	✓					
Information Technology	✓				✓				
Human Resources	✓								
<i>Economic Development:</i>									
Economic Development	✓								
Planning	✓								
Licenses & Enforcement	✓								
<i>Public Safety:</i>									
Fire	✓		✓	✓	✓				
Police	✓		✓	✓	✓				
Parking Services	✓								
<i>Public Works:</i>									
Administration	✓			✓					
Streets	✓	✓			✓				
Trees	✓				✓				
Urban Beautification	✓				✓				
Fleet Maintenance	✓				✓				
<i>Parks &amp; Recreation:</i>									
Administration	✓								
Recreation	✓								
Parks	✓		✓	✓	✓				
Trailer Park	✓								
Museum	✓								
Stadium	✓								
Activities Center	✓								
Special Events	✓								
Chisholm Center	✓								
<b>Confiscated Fund</b>			✓						
<b>Homeless Shelter Fund</b>			✓						
<b>Spring Hill Comm. Redev. Fund</b>			✓						
<b>Downtown Comm. Redev. Fund</b>			✓						
<b>Water &amp; Sewer Fund</b>									
Administration						✓			
Engineering						✓			
Water Production						✓			
Water Distribution						✓			
Wastewater Treatment						✓			
Utilities Maintenance						✓			
Debt Service						✓			
Facilities Maintenance						✓			
Customer Service						✓			
Wastewater Collection						✓			
<b>Water &amp; Wastewater Trust Fund</b>									✓
<b>Airport Fund</b>							✓		
<b>Refuse Collection Fund</b>								✓	
<b>Stormwater Fund</b>									✓
<b>Permits &amp; Inspections Fund</b>									✓
<b>Health Insurance Cost Containment Fund</b>									✓
<b>Workers Compensation Fund</b>									✓

# REVENUE SOURCES

## Where the Money Comes From

The City of DeLand has various sources of revenue; each source has unique requirements and limitations on use. Please see the revenues section of the “Financial Management Policy Statement” for more information. Following is a breakdown of programmed revenues by fund within in each fund type for FY 2019-2020:

### FY2019-20 Adopted Budget



## Governmental Funds

### General Fund

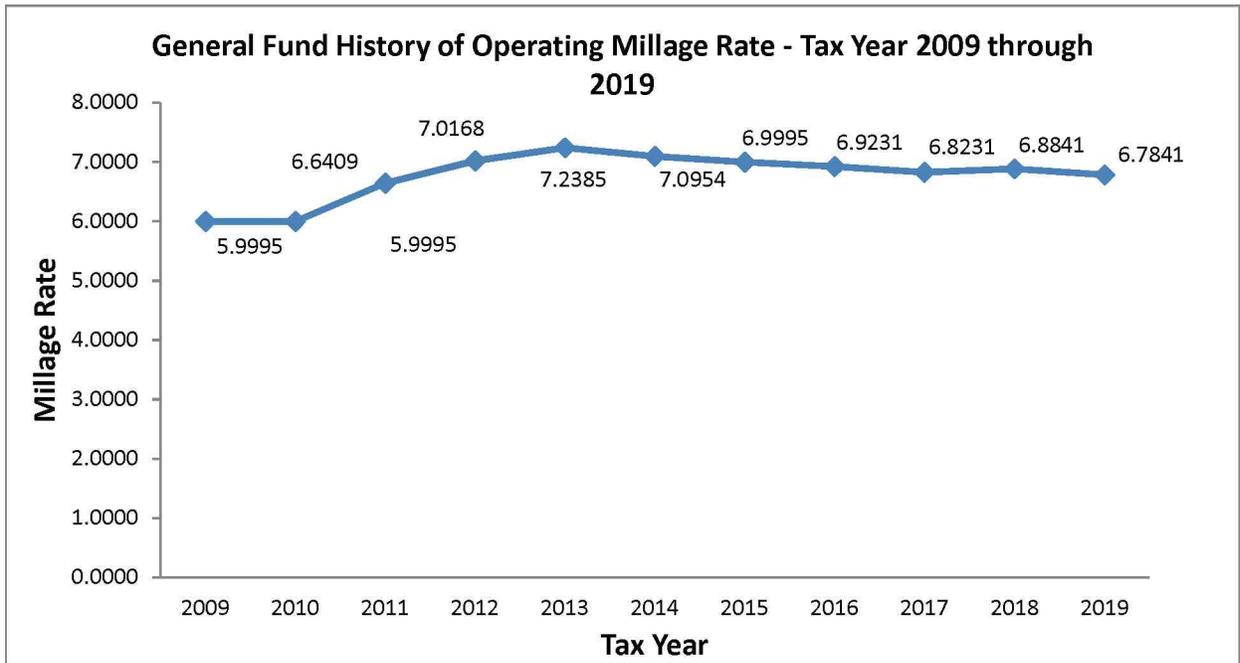
The **General Fund** with a budget of \$32,635,163 comprises 38.27% of this year’s Total City Budget of \$85,276,359.

#### **Property Tax – 36.39% of this year’s General Fund budget**

Ad valorem taxes are taxes on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Volusia County Property Appraiser of the market value of property and improvements. A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary gross taxable value of property at \$1,935,967,072. Excluding the taxable value of new construction and annexation of \$98,826,373, results in a preliminary adjusted taxable value of \$1,837,140,699. This represents an increase of taxable values for 2019 of \$206,102,357 or 11.91% from final gross taxable value of \$1,729,864,715 in the previous tax year.

Based on this information, the estimated rolled-back tax rate for operating expenses is 6.5199 mills. Rolled-back tax rate is the millage rate levied that will yield the same amount of revenue as collected in the prior year. As a result of property value increases, the millage rate required to yield the same amount of revenue is 0.3642 lower than the prior year’s adopted millage rate of 6.8841 mills. On September 16, 2019 the City Commission approved a millage rate of 6.7841. After dedicating 0.2000 mills to the Capital Fund, the remaining 6.5841 mills yields \$11,844,535 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.



### Ad Valorem Tax Revenue History



Note: Fiscal Year 2018-19 is based on actual revenue as of September 1, 2019.

### What a City Property Owner Pays in 2019

	Vol. Co. General	Vol. Co. Library	Vol. Co. Vol. Forever	Vol. Co. Echo	School District	St. Johns Water	W. Vol. Hospital	FL Inland Navigation	DeLand Operating	DeLand Debt	Total
<b>Rate*</b>	\$5.59	\$0.55	\$0.20	\$0.20	\$6.08	\$0.24	\$1.91	\$0.03	\$6.78	\$0.00	\$21.58
<b>%</b>	25.9%	2.5%	0.9%	0.9%	28.2%	1.1%	8.9%	0.1%	31.4%	0.0%	100.0%

\*Millage rate which equals property taxes per \$1,000 of value.

#### **Other Taxes – 18.73% of this year’s General Fund budget**

The City includes Sales and Use Tax, Utility Taxes, and Occupational Licenses in this category.

**Sales and Use Tax** - includes \$360,649 in anticipated local option gas tax funds based upon prior year anticipated revenue.

**Utility Taxes** - are derived from a 10% utility tax on electric, water, gas and propane. It is anticipated revenues from this source will yield \$4,308,252, or an increase of \$168,401 from prior year budgeted revenues based upon prior year anticipated revenue.

**Occupational Licenses** – includes \$255,571 in local business licenses compared to \$259,534 budgeted for last year based upon prior year anticipated revenue.

#### **Permits, Fees, and Special Assessments – 10.71% of this year’s General Fund budget**

The City includes Franchise Taxes, Fire Permits and the street lighting assessment for Glenwood Springs HOA and Blue Lake Woods HOA in this category.

**Franchise Taxes** - represent agreements with Progress Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection. It is anticipated revenues from this source will yield \$3,443,828, or an increase of \$73,144 from prior year budgeted revenues based upon prior year anticipated revenue.

#### **Intergovernmental Revenue – 18.28% of this year’s General Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Programmed into this year’s budget is grant funding in the amount of \$233,141 which includes partial funding for the Victim Advocate position, four police officers, and HIDTA grant.

State Shared Revenue includes State Revenue Sharing which increased by approximately 5.78% and State Sales Tax which increased by approximately 6.67%. These revenue projections are based upon prior year anticipated revenue plus 3% growth.

#### **Charges for Services – 2.24% of this year’s General Fund budget**

Charges for Planning, Public Safety, Public Works and Parks & Recreation services are accounted for in this category. Police security services and recreational activities fees for the pool and skateboard park are examples of Charges for Services. Charges for Services increased 9.28% from last year’s budget based upon prior year anticipated revenues and funding for the School Resource Officers.

#### **Judgments, Fines and Forfeits – 0.26% of this year’s General Fund budget**

The City accounts for revenues generated from parking tickets, traffic tickets and code violations in this category. Fines and forfeitures decreased 6.59% and is based upon prior year anticipated revenues.

#### **Miscellaneous Revenue – 1.61% of this year’s General Fund budget**

The City accounts for Interest on Investments, Sale of Land and Surplus Equipment, Insurance Proceeds on Lost Equipment, Private Donations, and other miscellaneous revenue in this category. Miscellaneous Revenue increased 12.92% based upon anticipated revenues.

#### **Other Sources – 11.78% of this year’s General Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year’s budget is a transfer from reserves for purchase of capital (\$886,955), PD Vehicle Reserve (\$400,000), and a transfer from Lot Maintenance (\$40,000) and Tree Reserve (\$138,540).

Charges for General Government Services are also included in this category and represents administrative costs charged to all funds for services of general overhead, such as administration, finance, personnel, data processing, engineering, legal counsel, and other costs as appropriate. The charges are determined by the Finance Director through an indirect cost allocation following accepted practices and procedures intended to recover approximately 90% of said costs. The largest portion or 44% is paid by the Water and Sewer Revenue Fund.

## Special Revenue Funds

The Homeless Shelter Fund with a budget of \$315,825 comprises 0.37% of this year's Total City Budget of \$85,276,359.

### Intergovernmental Revenue – 7.92% of this year's Homeless Shelter Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

### Miscellaneous Revenue – 76.25% of this year's Homeless Shelter Fund budget

The City accounts for Interest on Investments, Sale of Land and Surplus Equipment, Insurance Proceeds on Lost Equipment, Private Donations, and other miscellaneous revenue in this category.

### Other Sources – 15.83% of this year's Homeless Shelter Fund budget

The City accounts for other transfers from reserves and other funds, and debt proceeds in this category. Programmed into this year's budget is a transfer from General Fund (\$50,000) to provide funding for the operation of the Homeless Shelter.

The Spring Hill Community Redevelopment Trust Fund with a budget of \$236,973 comprises 0.28% of this year's Total City Budget of \$85,276,359.

### Ad-Valorem Taxes – 16.73% of this year's Spring Hill Community Redevelopment Fund budget

The valuation of property in the Spring Hill tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$56,625,610. This represents a total increase of \$6,152,729 from the 2004 base year, or a 8.09% increase from previous year's final taxable value of \$52,387,066.

### Intergovernmental Revenue – 83.27% of this year's Spring Hill Community Redevelopment Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

The Governmental Impact Fees Trust Fund with a budget of \$1,011,500 comprises 1.19% of this year's Total City Budget of \$85,276,359.

The City accounts for Police Impact Fees, Fire Impact Fees, General Government Buildings Impact Fees, and Parks and Recreation Impact Fees paid by new construction to fund growth related projects.

The Community Redevelopment Trust Fund with a budget of \$587,858 comprises 0.69% of this year's Total City Budget of \$85,276,359.

### Ad-Valorem Taxes – 39.66% of this year's Community Redevelopment Fund budget

The valuation of property in the downtown tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$56,206,301. This represents a total increase of \$36,171,838 over the 1983 base year, or a 18.07% increase from previous year's final taxable value of \$47,602,326.

### Intergovernmental Revenue – 47.75% of this year's Community Redevelopment Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

### Charges for Services – 10.11% of this year's Community Redevelopment Fund budget

The City accounts for leases of City owned property within the tax increment district in this category. Revenue is derived from the rental of the Fish Building located at the corner of Woodland Boulevard (Hwy 17-92) and New York Avenue (SR44).

### Miscellaneous Revenue – 2.48% of this year's Community Redevelopment Fund budget

The City accounts for Interest on Investments and other miscellaneous revenue in this category.

The **Grants and Special Revenue Fund** with a budget of \$675,820 comprises 0.79% of this year's Total City Budget of \$85,276,359.

The Grants and Special Revenue Fund was created to record and report on expenditures of any type that are funded by grants or special one-time or fluctuating revenue sources, i.e. debt proceeds.

**Other Taxes – 39.15% of this year's Grants and Special Revenue Fund budget**

The City includes Sales and Use Tax in this category.

Sales and Use Tax - includes \$264,592 in anticipated local option gas tax funds to be used solely for street milling and resurfacing projects.

**Intergovernmental Revenue – 27.57% of this year's Grants and Special Revenue Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Programmed into this year's budget is Assistance to CDBG grant in the amount of \$186,328 to fund Right of Way and ADA Improvements.

**Other Sources – 33.28% of this year's Grants and Special Revenue Fund budget**

The City accounts for funds budgeted in prior years, but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year's budget is a transfer from General Fund (\$224,900) to provide funding for the resurfacing projects.

The **Debt Service Fund** with a budget of \$2,254,212 comprises 2.64% of this year's Total City Budget of \$85,276,359.

The Debt Service Fund was created to record and report the specific revenues and expenditures to operate the City's debt financing.

## Capital Projects

The **Capital Fund** with a budget of \$2,149,502 comprises 2.52% of this year's Total City Budget of \$85,276,359.

**Ad-Valorem Taxes – 16.74% of this year's Capital Fund budget**

Ad valorem taxes are taxes on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Volusia County Property Appraiser of the market value of property and improvements. A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary gross taxable value of property at \$1,935,967,072. Excluding the taxable value of new construction and annexation of \$98,826,373, results in a preliminary adjusted taxable value of \$1,837,140,699. This represents an increase of taxable values for 2019 of \$206,102,357 or 11.91% from final gross taxable value of \$1,729,864,715 in the previous tax year.

On September 16, 2019 the City Commission approved a millage rate of 6.7841. FY19-20 budget includes the dedicating 0.2000 mills to the Capital projects which it yields \$359,792 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

**Other Sources – 83.26% of this year's Capital & Grant Projects Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from General Fund in the amount of \$1,516,727, Water and Sewer Fund in the amount of \$198,407, Airport Fund in the amount of \$1,549, Stormwater Fund in the amount of \$1,483, and Permits and Inspections Fund in the amount of \$71,544 for the capital projects that are not funded by special revenues. The majority of funds are for the purchase of Information Technology (\$493,877), Public Safety (\$1,278,104), Public Works (\$270,496), Parks & Recreation (\$107,025) software, vehicles and equipment.

# Proprietary Funds

## Enterprise Funds

The **Water and Sewer Fund** with a budget of \$27,418,956 comprises 32.15% of this year's Total City Budget of \$85,276,359.

### **Intergovernmental Revenue – 0% of this year's Water & Sewer Revenue Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

### **Charges for Services – 80.47% of this year's Water & Sewer Revenue Fund budget**

Charges for water, sewer, and reuse water utility services, penalty charges and fire hydrant rentals are accounted for in this category.

### **Miscellaneous Revenue – 1.55% of this year's Water & Sewer Revenue Fund budget**

The City accounts for Interest on Investments and other miscellaneous revenue in this category.

### **Other Sources – 17.98% of this year's Water & Sewer Revenue Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes a Use of Reserve the amount of \$4,806,764 and transfer from the Refuse Fund and Stormwater Fund in the amount of \$122,200.

The **Water and Wastewater Trust Fund** with a budget of \$3,992,269 comprises 4.68% of this year's Total City Budget of \$85,276,359.

### **Permits, Fees, and Special Assessments – 86.92% of this year's Water and Wastewater Trust Fund budget**

The City includes Water and Sewer Impact Fees in this category. Programmed into this budget is \$3,469,938 in water and sewer development fees based upon prior year's anticipated actual revenue.

### **Intergovernmental Revenue – 0% of this year's Water and Wastewater Trust Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

### **Miscellaneous Revenue – 0.87% of this year's Water & Wastewater Trust Fund budget**

The City accounts for Interest on Investments and other miscellaneous revenue in this category.

### **Other Sources – 12.21% of this year's Water and Wastewater Trust Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes the Use of Reserve the amount of \$487,331.

The **Municipal Airport Fund** with a budget of \$4,610,414 comprises 5.41% of this year's Total City Budget of \$85,276,359.

### **Intergovernmental Revenue – 60.37% of this year's Airport Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category. Programmed into this year's budget is grant funding in the amount of \$2,783,333 towards design and construction of East and West Aprons and Airfield Lighting Electrical Homeruns, design and installation of a new fuel farm with 3-12,000-gallon fuel tanks, and design of the new T-hangars.

**Charges for Services – 8.97% of this year’s Airport Fund budget**

Charges for airport showcase and aviation related rentals of City owned property at the airport are accounted for in this category and is based upon prior year anticipated revenues.

**Miscellaneous Revenues – 27.26% of this year’s Airport Fund budget**

The City accounts for Interest on Investments, Charges for non-aviation rentals of City owned property at the airport, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

**Other Sources – 3.40% of this year’s Airport Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from reserves in the amount of \$156,590.

The Refuse Collection Fund with a budget of \$4,000,200 comprises 4.69% of this year’s Total City Budget of \$85,276,359.

**Charges for Services – 100.0% of this year’s Refuse Collection Fund budget**

Charges for solid waste and recycling collection utility services are accounted for in this category.

The Stormwater Fund with a budget of \$2,045,988 comprises 2.40% of this year’s Total City Budget of \$85,276,359.

**Charges for Services – 85.22% of this year’s Stormwater Fund budget**

Charges for stormwater utility services are accounted for in this category.

**Miscellaneous Revenues – 0.49% of this year’s Stormwater Fund budget**

The City accounts for Interest on Investments, Charges for non-aviation rentals of City owned property at the airport, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

**Other Sources – 14.29% of this year’s Stormwater Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated use of reserves in the amount of \$292,388.

The Permits and Inspections Fund with a budget of \$1,993,564 comprises 2.34% of this year’s Total City Budget of \$85,276,359.

**Permits, Fees, and Special Assessments – 62.96% of this year’s Permits and Inspections Fund budget**

The City accounts for building permits in this category. Programmed into this budget is the amount of \$1,255,135 in building permit revenue based upon prior year’s anticipated actual revenue.

**Charges for Services – 7.42% of this year’s Permits and Inspections Fund budget**

The City accounts for building plans review fees, fire plans review fees, and reinspection fees in this category.

**Miscellaneous Revenues – 0.95% of this year’s Permits and Inspections Fund budget**

The City accounts for Interest on Investments, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

**Other Sources – 28.67% of this year’s Permits and Inspections Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated use of reserves in the amount of \$571,493.

## Internal Service Funds

The **Health Insurance Cost Containment Fund** with a budget of \$569,635 comprises 0.67% of this year's Total City Budget of \$85,276,359.

**Charges for Services –100% of this year's Health Insurance Cost Containment Fund budget**

This fund was created years ago to capture the cost of administering a City owned "care here" facility. The purpose of this clinic is to provide basic medical services to employees and their dependents. Charges to other funds and departments based upon the number of employees in each department covered by the City's health insurance are accounted for in this category.

The **Workers' Compensation Self Insurance Fund** with a budget of \$775,480 comprises 0.91% of this year's Total City Budget of \$85,276,359.

**Charges for Services –100% of this year's Workers' Compensation Fund budget**

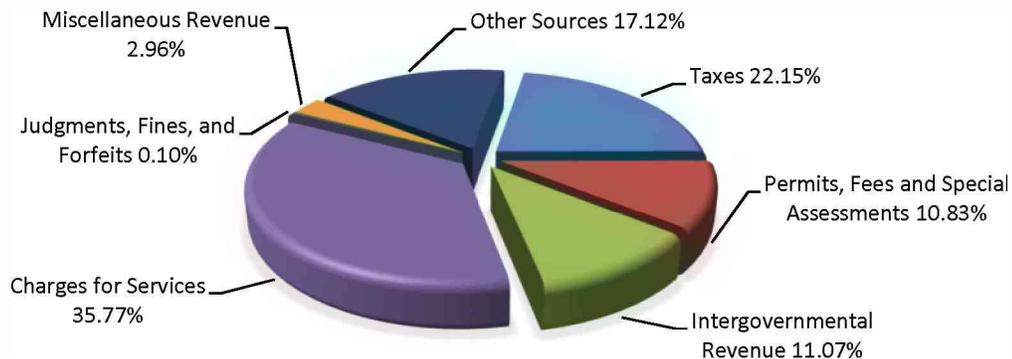
Charges to other funds and departments related to workers' compensation coverage are accounted for in this category. These charges are billed on a cost reimbursement basis in accordance with actuarially determined requirements.

# CITY REVENUE SUMMARY

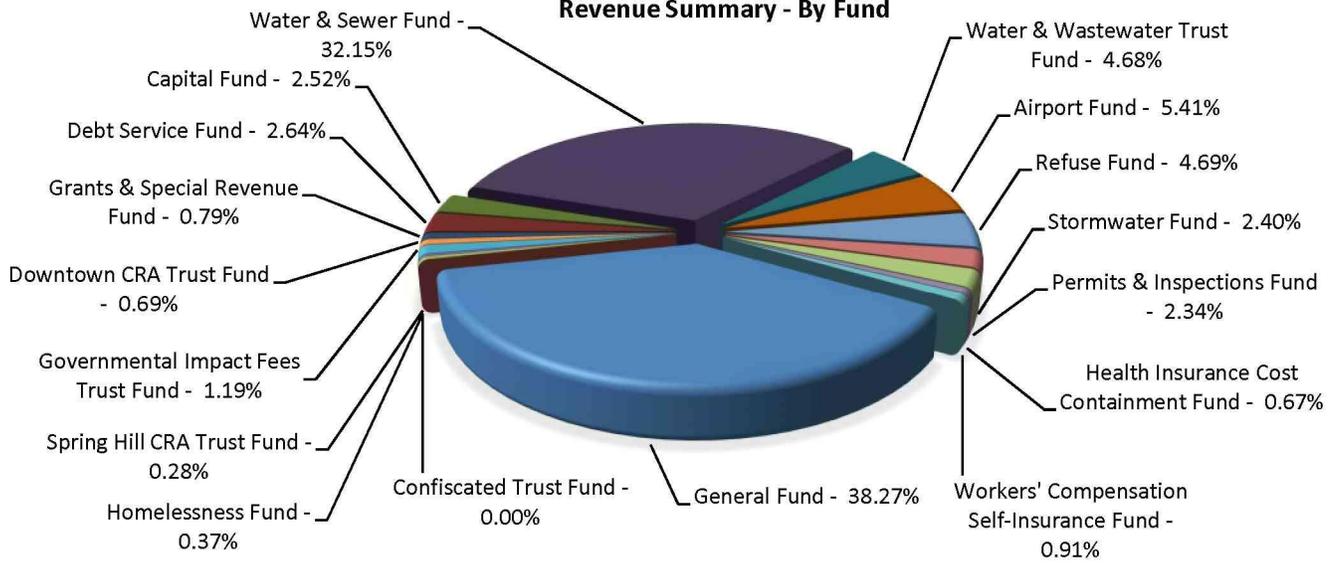
REVENUE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Taxes	\$17,520,120	\$18,062,506	\$ 17,994,465	\$18,887,807	4.57%
Permits, Fees and Special Assessments	10,843,611	8,849,078	8,824,227	9,231,221	4.32%
Intergovernmental Revenue	10,165,726	8,557,093	11,980,916	9,437,627	10.29%
Charges for Services	30,178,510	30,138,234	29,443,104	30,506,441	1.22%
Judgments, Fines, and Forfeits	112,658	94,000	89,308	88,000	-6.38%
Miscellaneous Revenue	2,613,287	2,205,551	2,709,904	2,525,619	14.51%
Other Sources	<u>10,979,700</u>	<u>13,612,560</u>	<u>29,119,480</u>	<u>14,599,644</u>	7.25%
<b>Total Revenues</b>	<b>\$82,413,612</b>	<b>\$81,519,022</b>	<b>\$100,161,404</b>	<b>\$85,276,359</b>	<b>4.61%</b>

FUNDS SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
General Fund	\$35,909,729	\$31,303,486	\$ 32,950,123	\$32,635,163	4.25%
Confiscated Trust Fund	17,096	20,008	39,700	3,000	-85.01%
Homeless Shelter Fund	167,775	315,668	317,562	315,825	0.05%
Spring Hill Community Redevelopment Trust Fund	326,007	335,076	396,463	236,973	-29.28%
Governmental Impact Fees Trust Fund	1,115,483	891,985	894,763	1,011,500	13.40%
Downtown Community Redevelopment Trust Fund	456,148	446,094	1,031,891	587,858	31.78%
Grants and Special Revenue Fund	716,252	397,115	3,284,345	675,820	70.18%
Debt Service Fund	-	-	-	2,254,212	100.00%
Capital Fund	3,337,472	8,600,953	9,529,925	2,149,502	-75.01%
Water and Sewer Fund	22,178,396	22,772,122	26,119,461	27,418,956	20.41%
Water and Wastewater Trust Fund	5,245,012	3,504,938	10,433,676	3,992,269	13.90%
Airport Fund	3,843,592	3,815,695	4,958,216	4,610,414	20.83%
Refuse Fund	3,804,886	3,564,613	3,865,459	4,000,200	12.22%
Stormwater Fund	1,689,974	2,271,169	2,506,682	2,045,988	-9.91%
Permits and Inspections Fund	2,126,572	1,959,428	2,410,289	1,993,564	1.74%
Health Insurance Cost Containment Fund	575,475	545,885	560,453	569,635	4.35%
Workers' Compensation Self-Insurance Fund	<u>903,743</u>	<u>774,787</u>	<u>862,396</u>	<u>775,480</u>	0.09%
<b>Total Revenues</b>	<b>\$82,413,612</b>	<b>\$81,519,022</b>	<b>\$100,161,404</b>	<b>\$85,276,359</b>	<b>4.61%</b>

**Fiscal Year 2020 City Summary  
Revenue Summary - By Source**



**Fiscal Year 2020 City Summary  
Revenue Summary - By Fund**



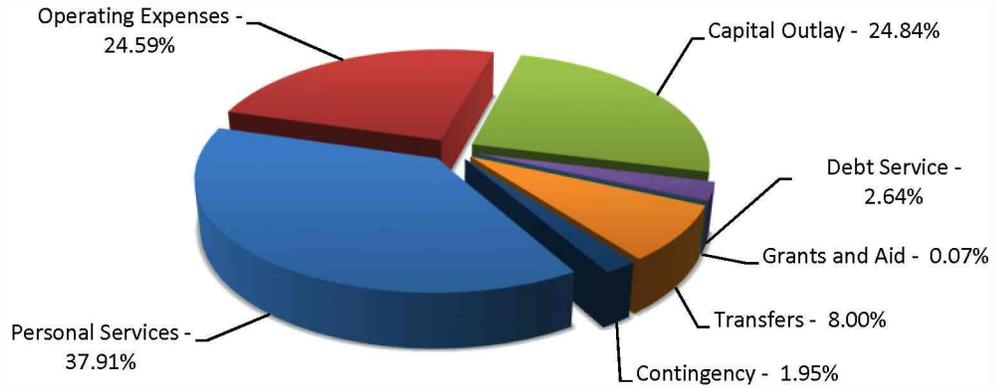
# CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 27,730,890	\$ 30,291,846	\$ 28,930,200	\$ 32,325,828	6.71%
Operating Expenses	17,842,172	19,108,573	20,030,206	20,965,217	9.72%
Capital Outlay	12,576,719	20,166,016	38,466,648	21,186,886	5.06%
Debt Service	1,359,282	2,575,346	2,302,767	2,254,212	-12.47%
Grants and Aid	28,907	52,500	117,565	62,500	19.05%
Transfers	5,949,623	4,732,835	4,802,911	6,819,583	44.09%
Contingency	<u>1,509,973</u>	<u>4,591,906</u>	<u>6,032,574</u>	<u>1,662,133</u>	-63.80%
Total Expenditures	\$ 66,997,566	\$ 81,519,022	\$ 100,682,871	\$ 85,276,359	4.61%

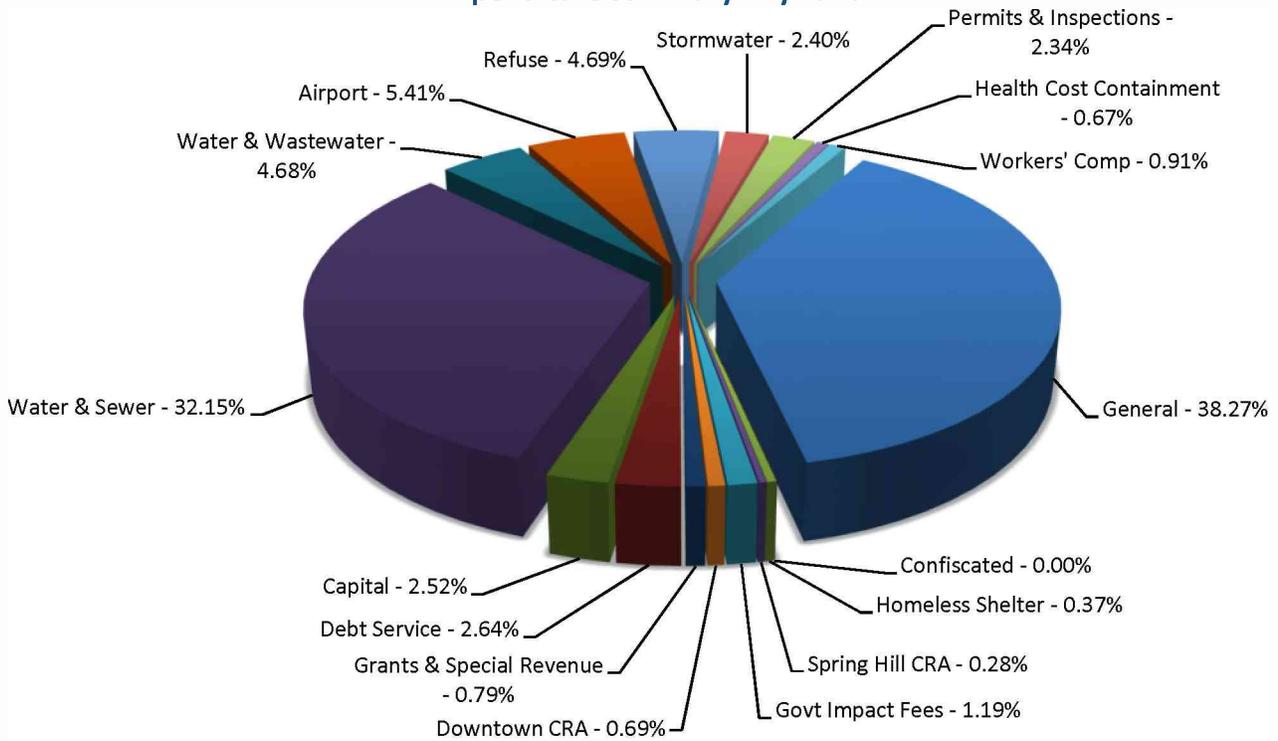
FUNDS SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
General Fund	\$ 30,908,038	\$ 31,303,486	\$ 31,249,805	\$ 32,635,163	4.25%
Confiscated Trust Fund	33,226	20,008	43,224	3,000	-85.01%
Homeless Shelter Fund	0	315,668	-	315,825	0.05%
Spring Hill Community Redev.Trust Fund	91,273	335,076	752,476	236,973	-29.28%
Governmental Impact Fees Trust Fund	692,887	891,985	851,985	1,011,500	13.40%
Downtown Community Redev Trust Fund	348,958	446,094	543,954	587,858	31.78%
Grants & Special Revenue Fund	481,585	397,115	3,786,513	675,820	70.18%
Debt Service	-	-	-	2,254,212	100.00%
Capital Fund	2,423,428	8,600,953	9,573,656	2,149,502	-75.01%
Water and Sewer Fund	16,016,902	22,772,122	28,244,118	27,418,956	20.41%
Water and Wastewater Trust Fund	2,865,273	3,504,938	10,366,869	3,992,269	13.90%
Airport Fund	4,944,785	3,815,695	5,525,552	4,610,414	20.83%
Refuse Fund	3,802,862	3,564,613	3,864,600	4,000,200	12.22%
Stormwater Fund	1,548,622	2,271,169	2,384,314	2,045,988	-9.91%
Permits and Inspections Fund	1,502,569	1,959,428	2,190,267	1,993,564	1.74%
Health Insurance Cost Containment Fund	555,977	545,885	559,135	569,635	4.35%
Workers' Compensation Self-Ins. Fund	<u>781,181</u>	<u>774,787</u>	<u>746,403</u>	<u>775,480</u>	0.09%
Total Expenditures	\$ 66,997,566	\$ 81,519,022	\$ 100,682,871	\$ 85,276,359	4.61%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General	258.64	262.30	264.30	269.30	274.80
Spring Hill CRA	-	-	-	-	2.00
Water & Sewer	105.00	109.37	111.87	116.50	122.70
Airport	6.00	8.00	8.00	8.00	7.10
Stormwater	8.75	9.50	9.50	9.50	9.75
Permits & Inspections	<u>11.13</u>	<u>12.95</u>	<u>14.55</u>	<u>16.55</u>	<u>19.80</u>
	389.52	402.12	408.22	419.85	436.15

### Fiscal Year 2020 City Summary Expenditure Summary - By Type



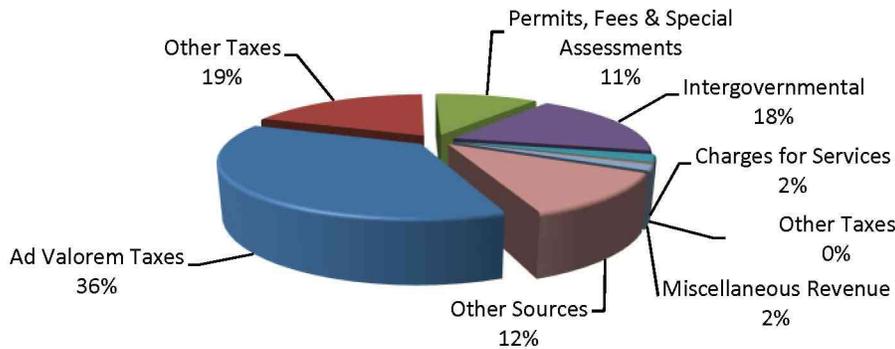
### Fiscal Year 2020 City Summary Expenditure Summary - By Fund



# GENERAL FUND

## Revenue Summary

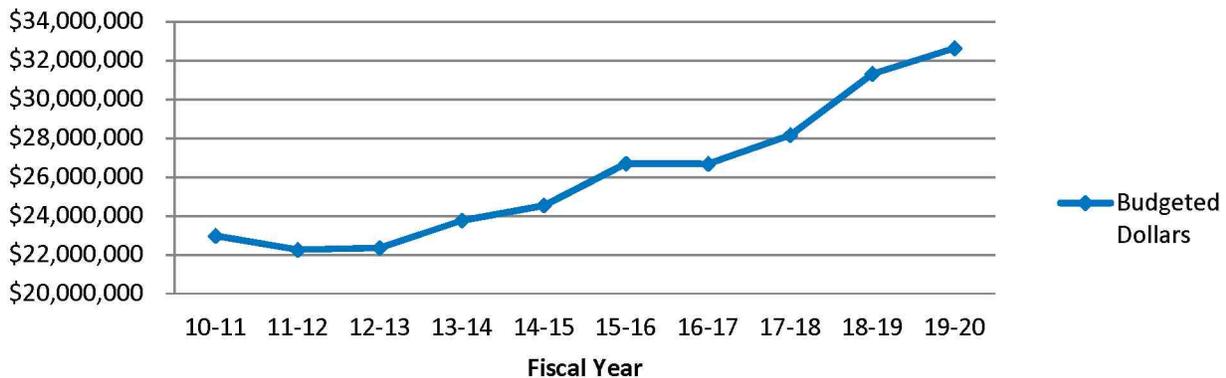
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 11,075,476	\$ 11,445,783	\$ 11,445,783	\$ 11,876,096	3.76%
Other Taxes	5,973,658	6,097,597	6,069,744	6,114,549	0.28%
Permits, Fees & Special Assessments	3,196,469	3,420,363	3,386,901	3,494,648	2.17%
Intergovernmental	7,038,102	5,732,406	5,803,568	5,964,937	4.06%
Charges for Services	824,539	668,719	654,795	730,807	9.28%
Judgments, Fines, & Forfeits	98,796	91,000	86,308	85,000	-6.59%
Miscellaneous Revenue	809,231	465,010	658,219	525,070	12.92%
Other Sources	<u>6,893,458</u>	<u>3,382,608</u>	<u>4,844,805</u>	<u>3,844,056</u>	13.64%
<b>Total General Fund Revenue</b>	<b>\$ 35,909,729</b>	<b>\$ 31,303,486</b>	<b>\$ 32,950,123</b>	<b>\$ 32,635,163</b>	<b>4.25%</b>



## Management Discussion

General Fund revenues have increased approximately 4.25% or \$1,331,677 from revenues budgeted in the last fiscal year. July 1<sup>st</sup> preliminary gross taxable value of property located within the city limits has increased 11.91% from the previous tax year. Based on proposed millage rate, this translates into an increase in ad valorem taxes of 3.76% in FY 19-20.

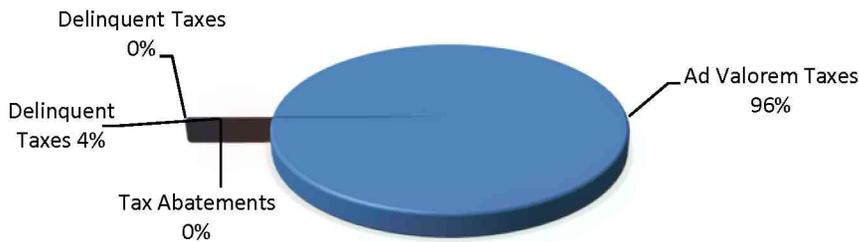
## History of Revenues



# GENERAL FUND

## Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes - Operating Millage	\$ 10,110,845	\$ 11,120,262	\$ 11,019,881	\$ 11,844,535	6.51%
Ad Valorem Taxes - Police Facility Debt	384,557	394,341	394,341	0	-100.00%
Tax Abatements	0	(70,320)	0	0	-100.00%
Delinquent Taxes	<u>581,300</u>	<u>1,500</u>	<u>31,561</u>	<u>31,561</u>	2004.07%
Total Ad Valorem Tax Revenue	\$ 11,076,702	\$ 11,445,783	\$ 11,445,783	\$ 11,876,096	3.76%



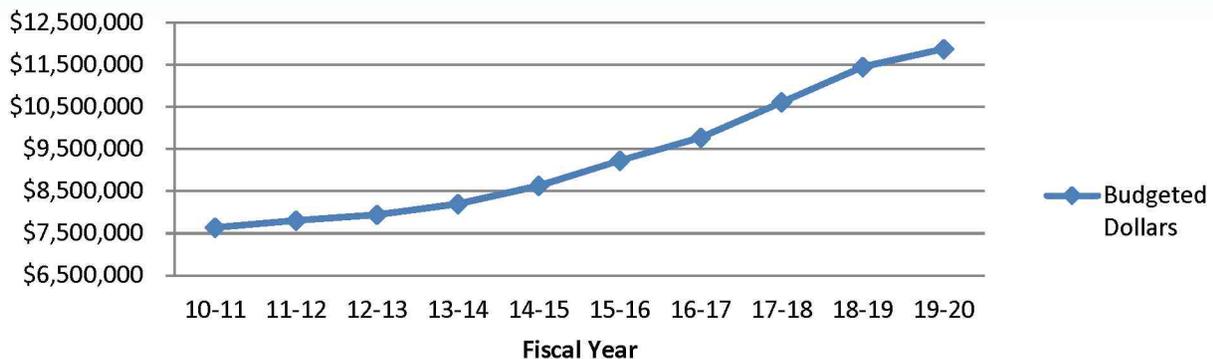
## Management Discussion

The property appraiser has released \$1,935,967,072 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the city limits. The preliminary taxable value represents a total increase of \$206,102,357 or 11.91% increase from final taxable values of \$1,729,864,715 in the previous tax year. Included in the total taxable value amount for the current year is \$98,826,373 for annexations and new construction.

Based on the taxable valuation described above, the proposed millage rate, which is 0.2642 mills more than the roll back rate of 6.5199, is 6.7841 mills. After dedicating 0.2000 mills to the Capital Fund, the remaining 6.5841 mills yields \$11,844,535 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

This brings the proposed rate for Tax Year 2019 to 6.7841 mills compared to 7.1194 last year. This millage rate represents a decrease of 0.3353 mills from the prior year.

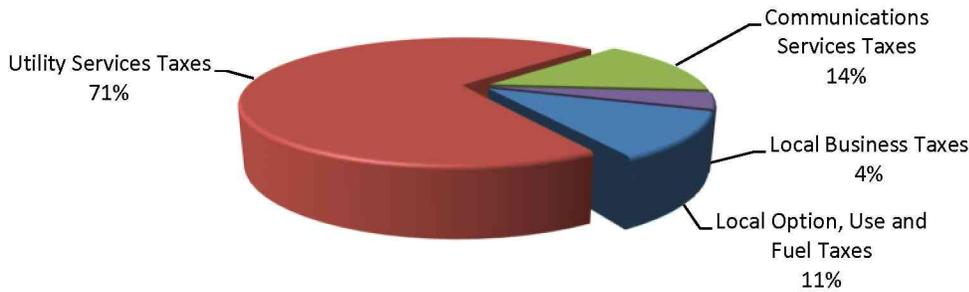
## History of Revenues



# GENERAL FUND

## Other Taxes and Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Local Option, Use and Fuel Taxes	\$ 797,003	\$ 723,254	\$ 723,254	\$ 683,950	-5.43%
Utility Services Taxes	3,954,662	4,139,851	4,182,769	4,308,252	4.07%
Communications Services Taxes	966,449	974,958	908,150	866,776	-11.10%
Local Business Taxes	<u>255,544</u>	<u>259,534</u>	<u>255,571</u>	<u>255,571</u>	-1.53%
Total Other Tax Revenue	\$ 5,973,658	\$ 6,097,597	\$ 6,069,744	\$ 6,114,549	0.28%



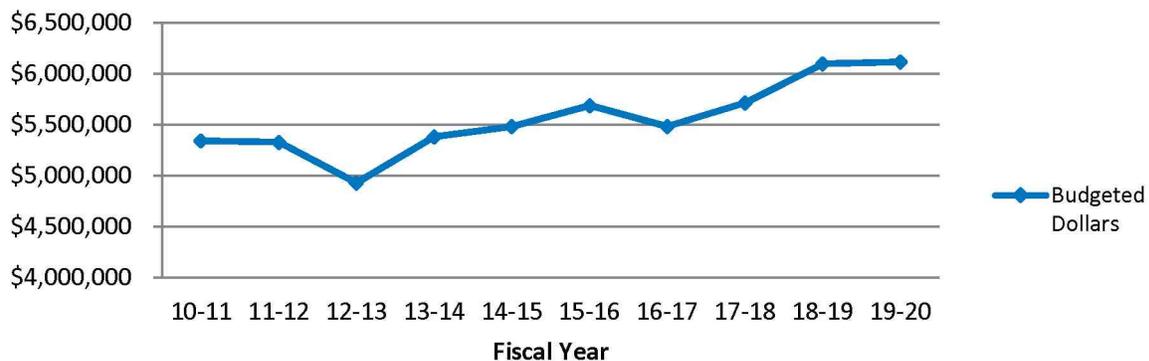
## Management Discussion

Local Option, Use and Fuel taxes includes anticipated revenue for Fire Insurance Premium Tax (\$142,999) and Casual Insurance Premium Tax (\$180,302), pending State approval. Anticipated Local option gas tax is \$360,649.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$4,308,252, an increase of approximately \$168,401.

Communications Services Taxes are anticipated to decrease by \$108,182 to \$866,776, while Local Business Taxes, which includes occupational licenses, remain relatively steady.

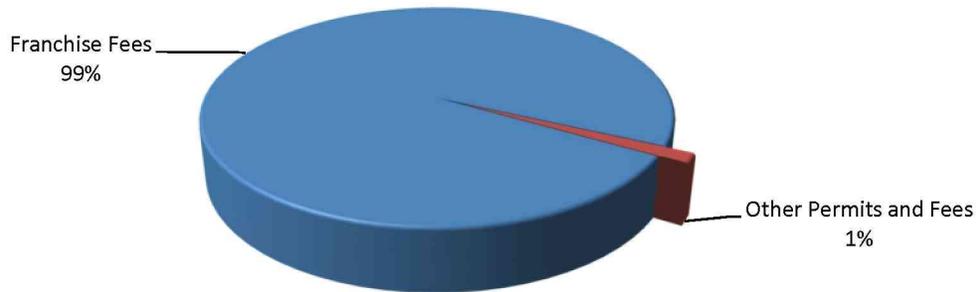
## History of Revenues



## GENERAL FUND

### Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Franchise Fees	\$ 3,149,547	\$ 3,370,684	\$ 3,337,222	\$ 3,443,828	2.17%
Other Permits and Fees	<u>46,922</u>	<u>49,679</u>	<u>49,679</u>	<u>50,820</u>	2.30%
Total Permits, Fees & Special Assessments	\$ 3,196,469	\$ 3,420,363	\$ 3,386,901	\$ 3,494,648	2.17%

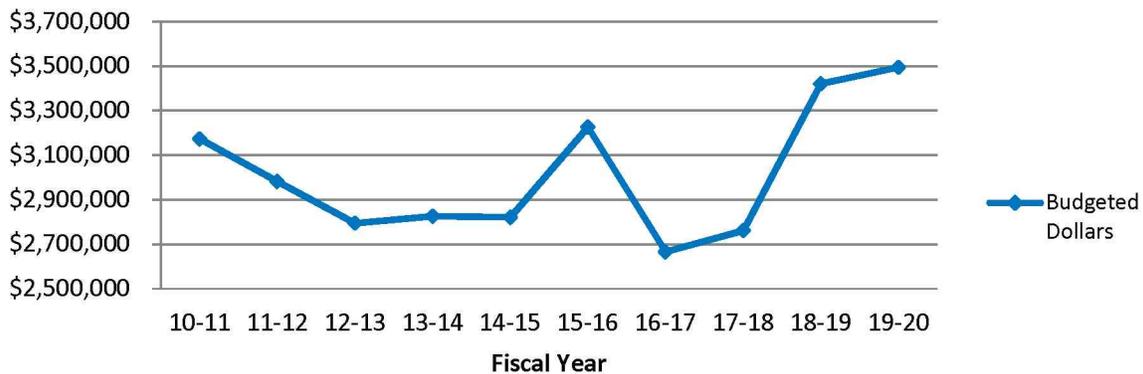


### Management Discussion

Franchise fee revenues represent agreements with Duke Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection and are forecast to be 2.17% more than FY 18-19 budget.

Other Permits and Fees include \$31,500 for Fire Permit revenue, \$18,820 for lighting assessments and \$500 for other fees.

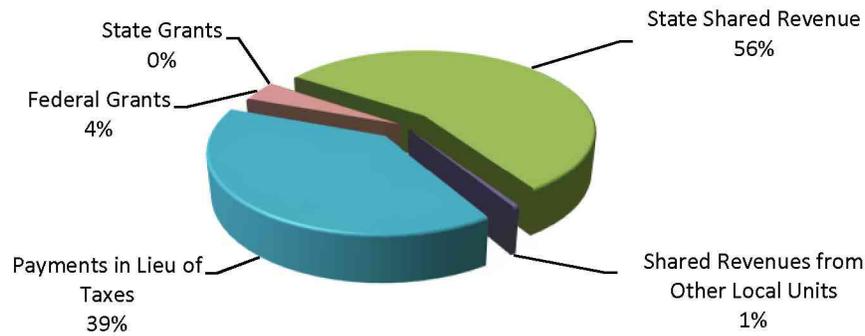
### History of Revenues



# GENERAL FUND

## Intergovernmental Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Federal Grants	\$ 1,581,920	\$ 245,409	\$ 266,257	\$ 233,141	-5.00%
State Grants	95,512	0	0	0	N/A
State Shared Revenue	3,071,027	3,165,356	3,215,670	3,360,330	6.16%
Shared Revenues from Other Local Units	28,504	28,467	28,467	28,467	0.00%
Payments in Lieu of Taxes	<u>2,261,139</u>	<u>2,293,174</u>	<u>2,293,174</u>	<u>2,342,999</u>	2.17%
<b>Total Intergovernmental Revenue</b>	<b>\$ 7,038,102</b>	<b>\$ 5,732,406</b>	<b>\$ 5,803,568</b>	<b>\$ 5,964,937</b>	<b>4.06%</b>

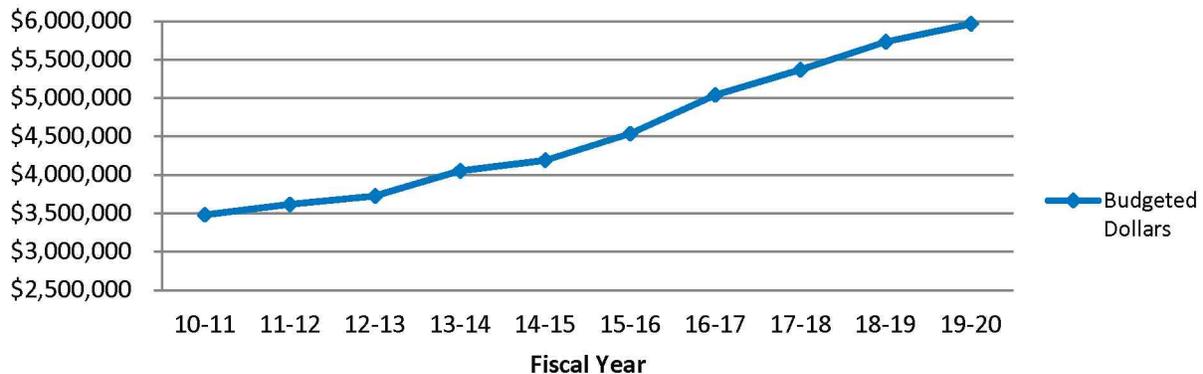


## Management Discussion

State shared revenue in FY 19-20 increased by approximately \$194,974 primarily as a result of an increase in projected sales tax revenue and state revenue sharing due to an anticipated continued economic upswing.

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of the PILOT is typically reserved to fund capital purchases in future years. In FY 19-20, 1% of the PILOT is equal to \$224,900 and is being transferred to the Grants and Special Revenue Fund to fund additional street resurfacing.

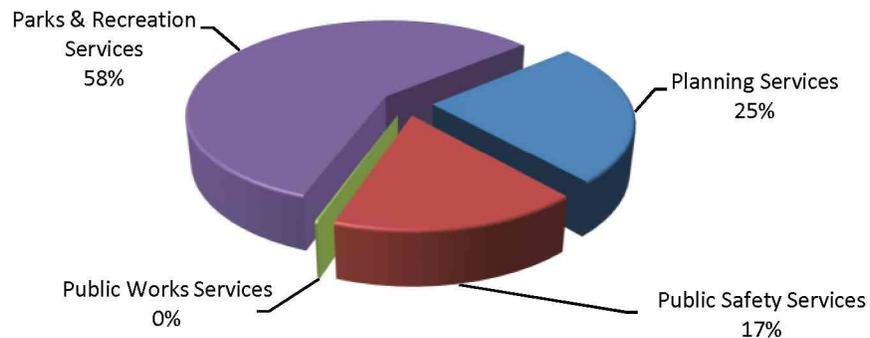
## History of Revenues



## GENERAL FUND

### Charges for Services Revenue Summary

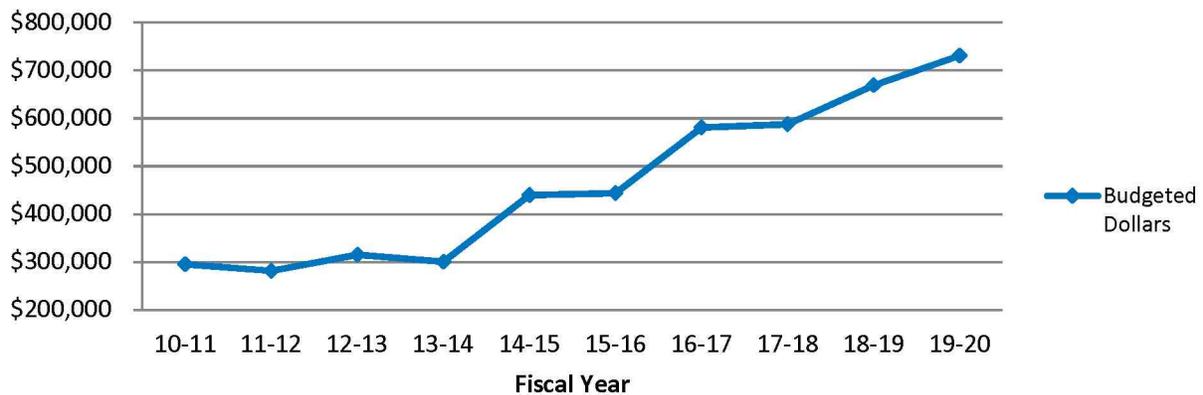
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Planning Services	\$ 103,244	\$ 80,150	\$ 81,577	\$ 179,440	123.88%
Public Safety Services	172,281	142,596	144,233	123,003	-13.74%
Public Works Services	122,440	1,500	2,909	1,500	0.00%
Parks & Recreation Services	<u>426,574</u>	<u>444,473</u>	<u>426,076</u>	<u>426,864</u>	-3.96%
Total Charges for Services Revenue	\$ 824,539	\$ 668,719	\$ 654,795	\$ 730,807	9.28%



## Management Discussion

All categories are projected based on prior year's anticipated actuals. Public Safety Services has decreased due to a decrease reimbursement from School Board on School Resource Officer's salaries.

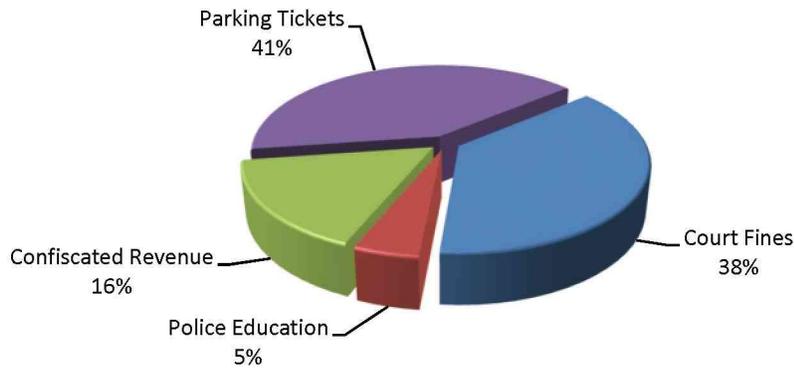
## History of Revenues



## GENERAL FUND

### Judgments, Fines, and Forfeits Revenue Summary

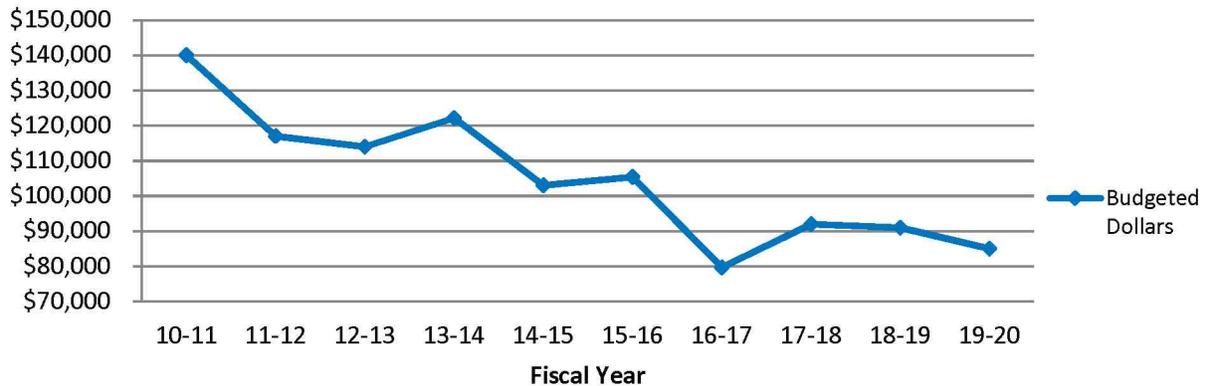
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Court Fines	\$ 33,047	\$ 32,000	\$ 32,000	\$ 32,000	0.00%
Police Education	4,409	4,000	4,000	4,000	0.00%
Confiscated Revenue	20,641	20,000	15,308	14,000	-30.00%
Parking Tickets	<u>40,699</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	0.00%
Total Judgments, Fines, and Forfeits	\$ 98,796	\$ 91,000	\$ 86,308	\$ 85,000	-6.59%



### Management Discussion

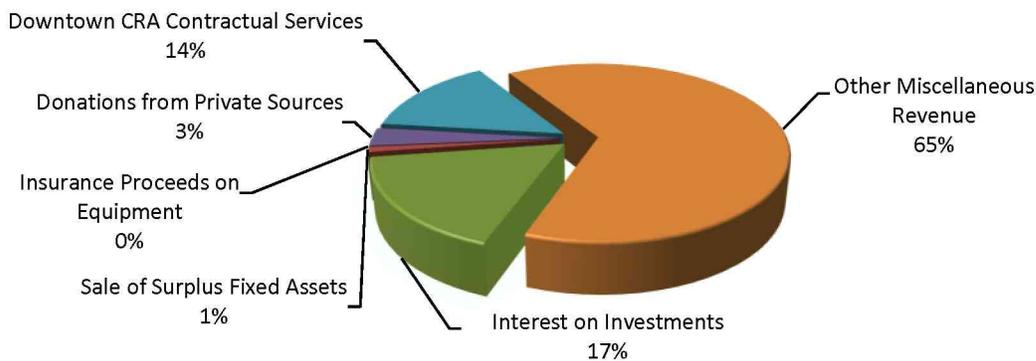
Revenues for fines and forfeitures are projected based on anticipated collections for the current year. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel in order to improve quality of service through enhanced training.

### History of Revenues



## GENERAL FUND Miscellaneous Revenue Summary

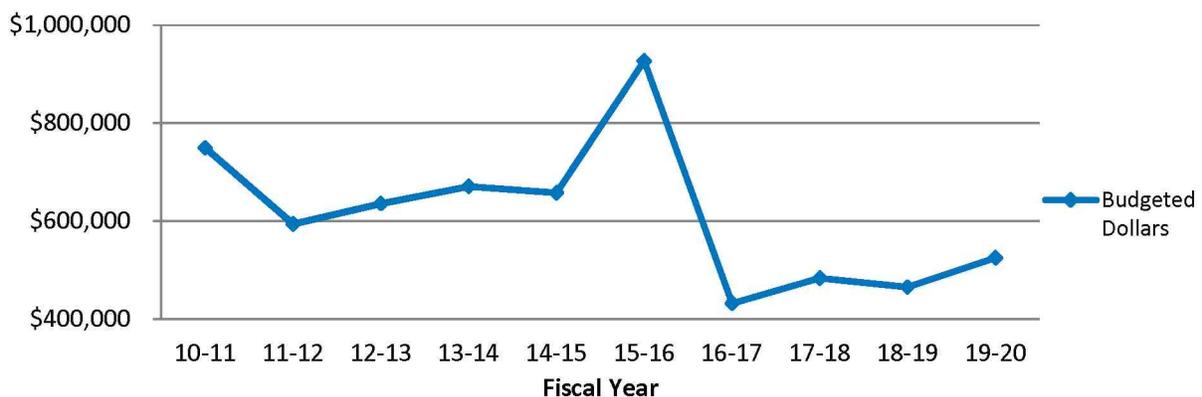
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Interest on Investments	\$ 102,751	\$ 30,000	\$ 130,564	\$ 90,000	200.00%
Sale of Surplus Fixed Assets	10,283	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	150,530	0	40,721	0	N/A
Donations from Private Sources	28,654	28,060	27,160	17,000	-39.42%
Downtown CRA Contractual Services	54,251	77,521	69,258	74,994	-3.26%
Other Miscellaneous Revenue	<u>462,762</u>	<u>324,429</u>	<u>385,516</u>	<u>338,076</u>	4.21%
<b>Total Miscellaneous Revenue</b>	<b>\$ 809,231</b>	<b>\$ 465,010</b>	<b>\$ 658,219</b>	<b>\$ 525,070</b>	<b>12.92%</b>



## Management Discussion

Miscellaneous revenues include interest earned on investments, sale of land and equipment, insurance proceeds, private donations, and any other miscellaneous revenues. Interest earned on investments is based upon anticipated actuals for FY 18-19. The Downtown CRA reimburses the General Fund for contractual maintenance and special events personnel support. The Donation from Private Sources includes donations for the 4<sup>th</sup> July fireworks (\$17,000). Other Miscellaneous Revenue includes contracts with FDOT for highway lighting (\$63,458) and traffic signal maintenance (\$88,060).

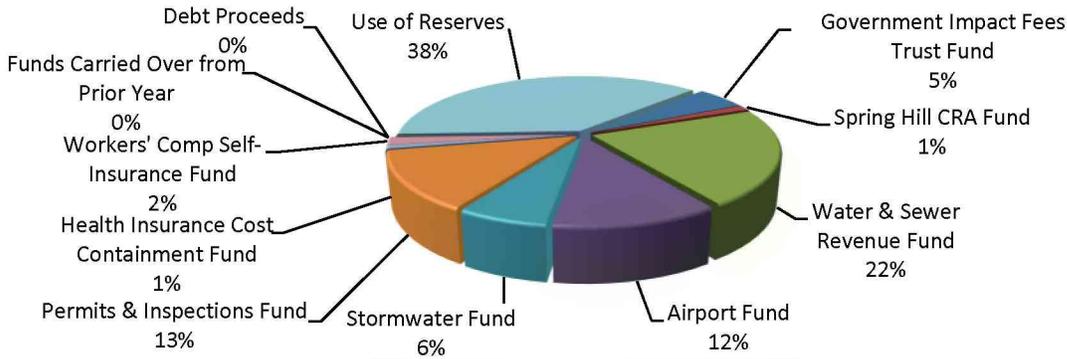
## History of Revenues



# GENERAL FUND

## Other Sources Revenue Summary

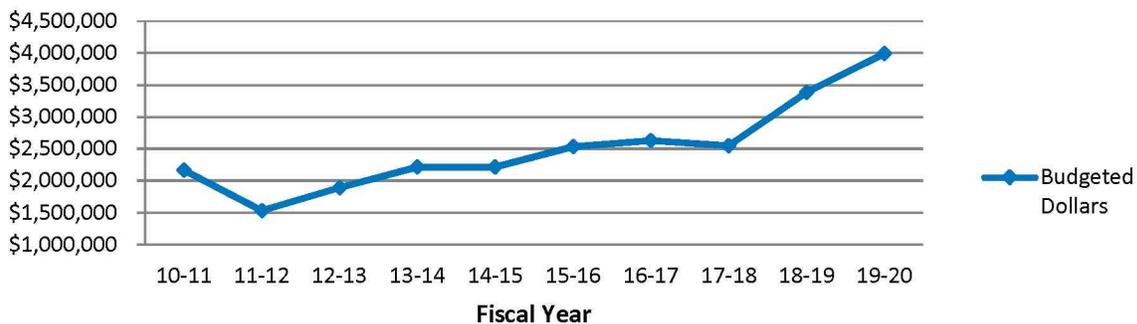
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Governmental Impact Fees Trust Fund	\$ 0	\$ 200,000	\$ 200,000	\$ 200,000	0.00%
Spring Hill CRA Fund	10,000	42,400	42,400	45,000	6.13%
Water & Sewer Revenue Fund	678,734	820,237	820,237	833,501	1.62%
Airport Fund	482,954	198,150	423,255	452,635	128.43%
Stormwater Fund	281,445	299,931	299,931	247,636	-17.44%
Permits & Inspections Fund	365,920	473,672	473,672	503,584	6.31%
Health Insurance Cost Containment Fund	32,205	32,205	32,205	32,205	0.00%
Workers' Comp Self-Insurance Fund	64,000	64,000	64,000	64,000	0.00%
Funds Carried Over from Prior Year	0	0	804,392	0	N/A
Debt Proceeds	4,978,200	0	432,700	0	N/A
Use of Reserves	<u>0</u>	<u>1,252,013</u>	<u>1,252,013</u>	<u>1,465,495</u>	17.05%
<b>Total Other Sources Revenue</b>	<b>\$ 6,893,458</b>	<b>\$ 3,382,608</b>	<b>\$ 4,844,805</b>	<b>\$ 3,844,056</b>	<b>13.64%</b>



## Management Discussion

Other Sources are those revenues received from enterprise fund contributions for general government services, inter-fund transfers and anticipated funds carried over from the prior year in excess of the required operating reserve. The Use of Reserves represents \$1,465,495 use of General Fund reserves to provide funding for the purchase of capital (\$1,390,495), Lot Maintenance (\$40,000) and Tree Reserve (\$138,540).

## History of Revenues



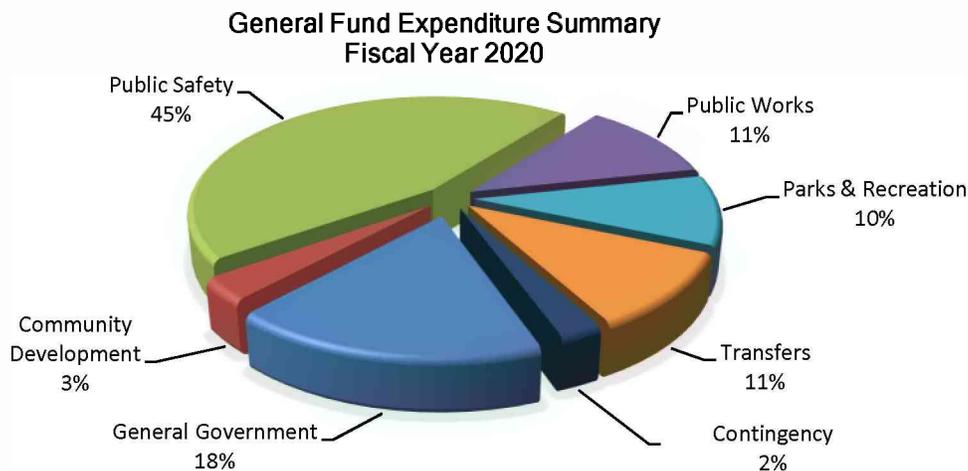
# GENERAL FUND

## Expenditure Summary

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 19,185,283	\$ 20,591,243	\$ 19,880,434	\$ 21,662,091	5.20%
Operating Expenses	5,757,980	6,286,483	6,658,344	6,681,858	6.29%
Debt Service	866,395	1,918,688	1,890,782	0	-100.00%
Grants & Aid	5,000	22,500	26,500	32,500	44.44%
Transfers	3,817,567	1,344,240	1,101,009	3,461,214	157.48%
Contingency	<u>1,275,813</u>	<u>1,140,332</u>	<u>1,692,736</u>	<u>797,500</u>	-30.06%
Total Budget	\$ 30,908,038	\$ 31,303,486	\$ 31,249,805	\$ 32,635,163	4.25%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
General Government	\$ 5,404,282	\$ 6,033,082	\$ 6,214,355	\$ 5,713,675	-5.29%
Community Development	945,888	1,167,850	1,020,944	1,050,650	-10.04%
Public Safety	13,560,064	15,211,290	14,917,351	14,754,910	-3.00%
Public Works	3,189,585	3,457,527	3,364,923	3,660,100	5.86%
Parks & Recreation	2,714,839	2,949,165	2,938,487	3,197,114	8.41%
Transfers	3,817,567	1,344,240	1,101,009	3,461,214	157.48%
Contingency	<u>1,275,813</u>	<u>1,140,332</u>	<u>1,692,736</u>	<u>797,500</u>	-30.06%
Total Budget	\$ 30,908,038	\$ 31,303,486	\$ 31,249,805	\$ 32,635,163	4.25%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General Government	34.35	36.80	37.36	38.86	37.36
Community Development	12.58	11.55	11.45	11.45	10.45
Public Safety	137.29	138.28	138.28	141.78	145.70
Public Works	38.12	38.37	39.37	39.37	41.45
Parks & Recreation	<u>36.30</u>	<u>37.30</u>	<u>37.84</u>	<u>37.84</u>	<u>39.84</u>
Total Staffing	258.64	262.30	264.30	269.30	274.80



# GENERAL FUND

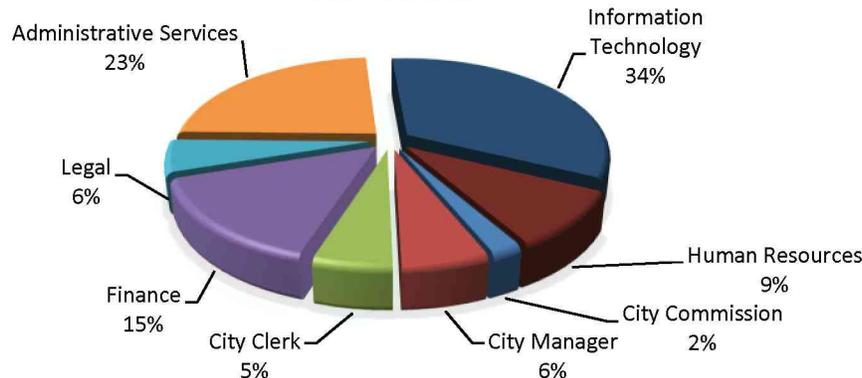
## General Government Expenditure Summary

EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 2,796,570	\$ 2,992,152	\$ 3,020,114	\$ 2,997,028	0.16%
Operating Expenses	2,185,526	2,467,906	2,621,217	2,716,647	10.08%
Debt Service	<u>422,186</u>	<u>573,024</u>	<u>573,024</u>	<u>0</u>	-100.00%
Total Budget	\$ 5,404,282	\$ 6,033,082	\$ 6,214,355	\$ 5,713,675	-5.29%

DEPARTMENT SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
City Commission	\$ 105,533	\$ 113,749	\$ 112,207	\$ 119,180	4.77%
City Manager	320,994	320,380	317,111	334,461	4.40%
City Clerk	247,843	294,864	277,752	306,097	3.81%
Finance	864,976	874,221	886,911	852,198	-2.52%
Legal	317,646	270,768	339,928	313,660	15.84%
Administrative Services	1,783,652	1,971,402	2,003,471	1,338,920	-32.08%
Information Technology	1,265,613	1,690,517	1,738,930	1,911,447	13.07%
Human Resources	<u>498,025</u>	<u>497,181</u>	<u>538,045</u>	<u>537,712</u>	8.15%
Total Budget	\$ 5,404,282	\$ 6,033,082	\$ 6,214,355	\$ 5,713,675	-5.29%

STAFFING	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
City Commission	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.90	2.00	2.00	2.00
City Clerk	3.00	3.00	3.00	3.25	3.25
Finance	8.00	9.00	9.00	9.00	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	5.45	6.90	7.40	7.65	5.65
Information Technology	5.00	5.00	5.23	6.23	6.73
Human Resources	<u>4.00</u>	<u>4.00</u>	<u>4.73</u>	<u>4.73</u>	<u>5.00</u>
Total Staffing	34.35	36.80	37.36	38.86	37.36

**General Government Expenditure Summary  
Fiscal Year 2020**





## CITY COMMISSION

### **Description:**

The government as set forth in the City Charter is a “commission-manager” government. The City Commission is comprised of five Commissioners, one of whom is elected as the Mayor-Commissioner, elected from the City at large. The Mayor-Commissioner presides over meetings of the Commission and serves as the ceremonial head of the government. The City Commission determines policy in the areas of economic development, planning, traffic, law and order, fire prevention and suppression, public works, parks, recreation, finance, utilities, airport operations, appointment and removal of the City Manager, City Attorney and City Clerk, adopt a budget, levy taxes, collect revenues and make appropriations and authorize the issuance of bonds. The Commission determines policy by adopting ordinances and resolutions, appropriating moneys, and exercising other essential legislative duties.

### **Mission:**

The City Commission determines appointment and removal of the City Manager, City Attorney and City Clerk, adopt a budget, levy taxes, collect revenues and make appropriations and authorize the issuance of bonds. The Commission determines policy by adopting ordinances and resolutions, appropriating moneys, and exercising other essential legislative duties.

## Operating Budget Comparison

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	From 2018-19 BUDGET
Personal Services	\$ 68,988	\$ 70,954	\$ 70,957	\$ 70,729	-0.32%
Operating Expenses	<u>36,545</u>	<u>42,795</u>	<u>41,250</u>	<u>48,451</u>	13.22%
Total Budget	\$ 105,533	\$ 113,749	\$ 112,207	\$ 119,180	4.77%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Mayor	1.00	1.00	1.00	1.00	1.00
Commissioner	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Full Time Staffing	5.00	5.00	5.00	5.00	5.00

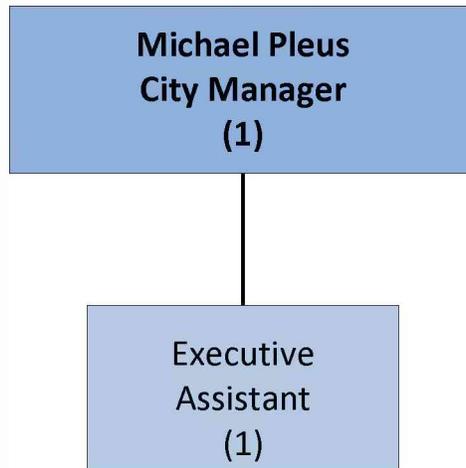
## Management Discussion

- ✓ Total expenses increased by 4.77%.
- ✓ Operating expenses increased by 13.22% mainly due to increases in travel and training.
- ✓ Includes funding for travel and training (\$30,120):
  - National League of Cities annual conference (2).
  - Legislative Action Days (3).
  - Florida League of Cities annual conference (4).
  - Congressional Black Caucus Foundation.
  - Young Elected Officials Network.
  - Florida Black Caucus of Local Elected Officials.
  - Delta Sigma Theta.

- Florida League of Mayors.
- National League of Cities Woman in Municipal Government (WIMG).
- IEMO (3).
- Legislative Conference (3).
- ✓ Includes funding for memberships (\$11, 339):
  - Chamber of Commerce.
  - Florida Black Caucus of Local Elected Officials.
  - Florida Tax Watch.
  - Florida League of Cities.
  - Florida League of Mayors.
  - River to Sea TPO.
  - Volusia League of Cities.
  - National League of Cities Women in Municipal Government (WIMG).



Organizational Structure



**Description:**

The City Manager is the Chief Administrative Officer of the City responsible for the efficient and effective administration of City policies, programs and services.

**Mission:**

To manage City departments effectively and efficiently within a balanced and affordable budget to achieve the City's strategic plan and ensure quality & timely services for citizens, all while providing timely, accurate and transparent communication to citizens and elected officials to facilitate the development of policy which meets the needs of the community.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of citizens surveyed who are satisfied with City services	High Value Government	*N/A <i>Survey conducted every other year</i>	79%	*N/A <i>Survey conducted every other year</i>
% of City Commission who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	High Value Government	100%	100%	100%
% of citizen inquiries received at the City Manager's office responded to within five business days from receipt	Communication & High Value Government	100%	100%	100%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Hired a new fire chief.
- ✓ Entered into contract negotiations with Glasshouse Square on the former County Jail site.
- ✓ Construction commenced on The Bridge.
- ✓ Construction commenced on the Dr. Joyce M. Cusack Resource Center.

## Action Plan

Commission Support		
	Goals & Objectives	Strategic Plan Area(s)
1	Communicate with the City Commission regularly on issues. <ul style="list-style-type: none"> <li>• Provide the City Commission with a "read file" twice weekly containing updates, correspondence and the other city business.</li> <li>• Provide the City Commission with a quarterly progress report on Goals and Objectives.</li> </ul>	Communication & High Value Government
2	Support City Commission communication to and from the public. <ul style="list-style-type: none"> <li>• Independently draft response letters to citizen correspondence which requests answers from the Mayor and City Commission.</li> <li>• Prepare any requested proclamations, certificates of recognition, etc. as requested.</li> </ul>	Communication

## Organizational Efficiency

Goals & Objectives		Strategic Plan Area(s)
1	Ensure efficient and effective operations. <ul style="list-style-type: none"> <li>• Develop a recommended annual budget for the City Commission by June 30<sup>th</sup>.</li> <li>• By March 31<sup>st</sup> hold a strategic plan and goal setting workshop for the Commission to set budget priorities.</li> <li>• Monitor expenditures monthly to ensure compliance with approved budget.</li> <li>• Review data from each department quarterly to evaluate program/service outcomes.</li> </ul>	High Value Government
2	Ensure open communication with citizens. <ul style="list-style-type: none"> <li>• Review open inquiries weekly in the web-based citizen request system.</li> <li>• Respond to citizen inquiries in a timely manner.</li> </ul>	Communication

## Long-Term Goals

- ✓ Implementation of Strategic Plan update.
  - Target Completion: FY 2019-20 – Annual Update
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY		2017-18	2018-19	2018-19	2019-20	% Change
		ACTUAL	BUDGET	ESTIMATED	BUDGET	From 2018-19 BUDGET
Personal Services		\$ 281,848	\$ 295,053	\$ 294,385	\$ 308,770	4.65%
Operating Expenses		<u>39,146</u>	<u>25,327</u>	<u>22,726</u>	<u>25,691</u>	1.44%
Total Budget		\$ 320,994	\$ 320,380	\$ 317,111	\$ 334,461	4.40%

STAFFING (Full Time Equivalents)		PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
City Manager		Appt	1.00	1.00	1.00	1.00	1.00
Assistant City Manager		E111	0.90	0.90	0	0	0
Executive Assistant		121	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing			2.90	2.90	2.00	2.00	2.00

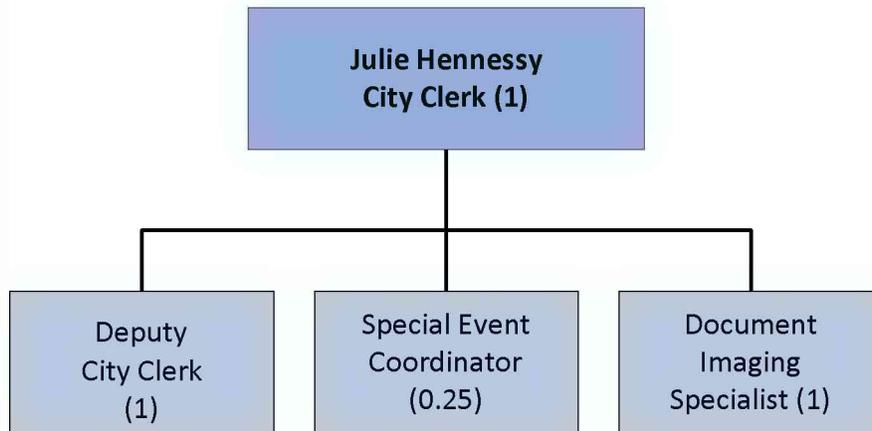
## Management Discussion

- ✓ Total expenses increased by 4.40%.
- ✓ Operating expenses increased by 1.44%.



# CITY CLERK

## Organizational Structure



**Description:**

The City Clerk is directly accountable to the City Commission as a representative of the legislative branch of government. The Clerk's Office serves as a liaison, and bridges the gap, between the City Commission, City staff, and the public.

**Mission:**

It is the mission of the City Clerk's Office to establish trust and confidence in City government through transparent record keeping and to provide effective and efficient public service for all citizens.

## Performance Measures

Performance	Strategic Focus Area	FY17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	83%	80%	90%
% of agendas completed 4 days before Commission Meeting	High Value Government	97%	98%	98%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	97%	95%	100%
% of short minutes posted within 4 days after meeting	High Value Government	99%	99%	99%
% of public records requests responded to within 72 hours	High Value Government	73%	75%	85%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	50%	50%	85%
Perform 7 audits annually	High Value Government	7	7	7

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Accomplished all goals within the performance measure target range.

## Action Plan

### Internal Auditing

Goals & Objectives		Strategic Plan Area(s)
1	Provide an internal auditing function which provides audit information in a format and in a manner which can be used as a means to effect desirable changes in internal handling procedures. <ul style="list-style-type: none"> <li>Complete annual internal audits within a time and in a manner designed to effectively and cooperatively coordinate with outside auditors.</li> </ul>	High Value Government

### Records Management and Retention

Goals & Objectives		Strategic Plan Area(s)
1	To ensure timely and efficient access to public documents and information by maintaining an accurate and comprehensive records management and retention system. <ul style="list-style-type: none"> <li>Monitor and provide support to responses by individual departments for public records requests.</li> </ul>	High Value Government

## Records Management and Retention

Goals & Objectives		Strategic Plan Area(s)
2	To provide training and support to City staff with regard to Florida Public Records Retention Schedule. <ul style="list-style-type: none"> <li>• Annually provide one in-house training seminar/or written materials for City administrative employees with regard to Florida Public Records Retention Law.</li> </ul>	High Value Government
3	To enhance records management program by maintaining an in-house destruction program. <ul style="list-style-type: none"> <li>• Annually report the amount of records destroyed.</li> </ul>	
4	To enhance records management by maintaining a document imaging program.	

## Agenda Preparation

Goals & Objectives		Strategic Plan Area(s)
1	To ensure access by City Staff and members of the public by preparing and distributing accurate agenda materials. <ul style="list-style-type: none"> <li>• Install and maintain new ADA compliant agenda software.</li> <li>• Maintain the City website with updated agenda materials.</li> <li>• Ensure timely delivery of agenda.</li> </ul>	Communication & High Value Government
2	Provide for efficiencies and improve access to government by implementing and maintaining an electronic agenda process.	

## Codification and Publication of Code of Ordinances

Goals & Objectives		Strategic Plan Area(s)
1	Oversee and distribute periodic updates to the Code of Ordinances. <ul style="list-style-type: none"> <li>• Submit ordinances semi-annually, or as necessary, to Municipal Code Corporation to maintain an updated Code of Ordinances.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Replace Accela Agenda Management Software with an ADA compliant software.
  - Target Completion: FY2019-20
  - Strategic Focus Area: High Value Government
- ✓ Find a legal and acceptable option to manage emails.
  - Target Completion: FY2019-20
  - Strategic Focus Area: High Value Government
- ✓ Obtain Volunteer Board Management software.
  - Target Completion: FY2019-20
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change From 2018-19 BUDGET
Personal Services	\$ 220,020	\$ 245,690	\$ 232,753	\$ 257,528	4.82%
Operating Expenses	<u>27,823</u>	<u>49,174</u>	<u>44,999</u>	<u>48,569</u>	-1.23%
Total Budget	\$ 247,843	\$ 294,864	\$ 277,752	\$ 306,097	3.81%

STAFFING	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	117	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.00	0.25	0.25
Document Imaging Specialist	111	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.25	3.25

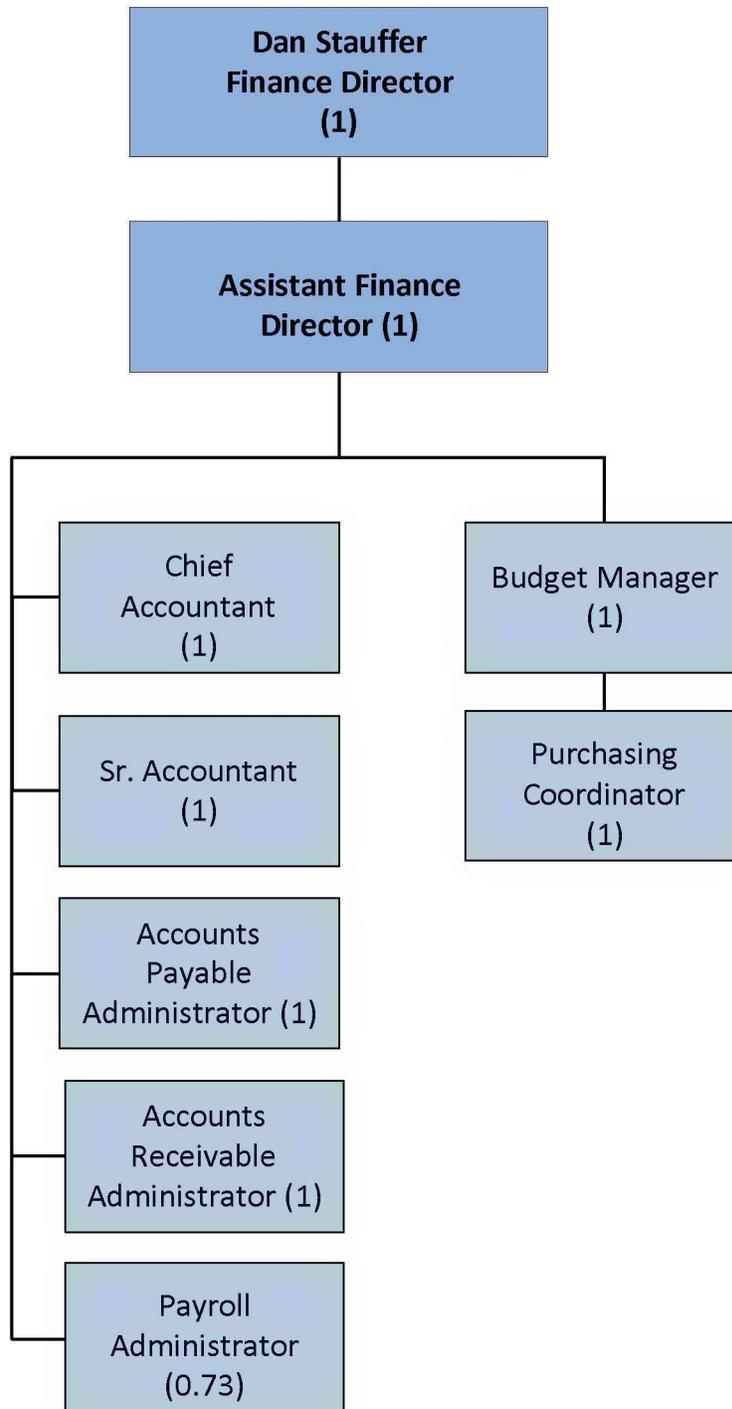
## Management Discussion

- ✓ Total expenses increased by 3.81%.
- ✓ Operating expenses decreased by 1.23%.
- ✓ Includes funding for:
  - Recording (\$8,000).
  - Destruction (\$2,000).
  - Municipal code updates (\$13,000).



# FINANCE

## Organizational Structure



**Description:**

The Finance Department is responsible for managing and safeguarding the City's assets, for developing and ensuring compliance with a responsible budget, providing for and obtaining an annual, unmodified ("clean") audit of the City's comprehensive financial management system. The department oversees purchasing, accounts payable and payroll processing, budgetary preparation and compliance, cash and debt management, grants and fixed asset administration, and property rentals.

**Mission:**

Manage the financial affairs of the City, including accounting, budgeting, financing, purchasing and cash management activities. Safeguard the City's assets through appropriate controls and provide relevant, accurate and timely financial reporting.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	97%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	11%	13%	15%
% of payroll completed within 6 days of pay period ending date	High Value Government	100%	100%	100%
% of General Fund Unassigned Reserve	High Value Government	17.08%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	6.5	4.0	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	35.95%	25.00%	25.00%
Water & Sewer Revenue Bond Debt Service Coverage Ratio	High Value Government	No Water/Sewer Bonds	No Water/Sewer Bonds	No Water/Sewer Bonds

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Obtained an unmodified ("clean") audit opinion.
- ✓ Received no audit comments during last annual audit.
- ✓ Obtained the GFOA "Certificate of Achievement for Excellence in Financial Reporting."
- ✓ Obtained the GFOA "Distinguished Budget Presentation Award."
- ✓ Continued to maintain undesignated reserves in the General Fund equal to two months or more of operating needs.
- ✓ Continued to maintain undesignated reserves in the Water and Sewer Fund equal to three months or more of operating needs.

## Action Plan

Fiscal Accountability		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Provide accurate and timely financial reports to the City Commission and City Management.</p> <ul style="list-style-type: none"> <li>• Complete month end closing no later than the 20<sup>th</sup> of the month following the close of the previous month.</li> <li>• Issue quarterly reports for the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quarter by the second City Commission meeting of the second month following the close of the quarter.</li> <li>• Issue the 4<sup>th</sup> (September) quarterly report by the second City Commission meeting in December.</li> </ul>	High Value Government
2	Prepare and publish the Annual Audit within 180 days of the end of the fiscal year.	High Value Government
3	Obtain the GFOA's "Certificate of Achievement for Excellence in Financial Reporting"	High Value Government
4	Obtain the GFOA's "Distinguished Budget Presentation Award"	High Value Government
5	<p>Explore opportunities for enhancing revenue base including analysis of future revenues.</p> <ul style="list-style-type: none"> <li>• Continue development of multi-year financial projections/modeling for use in budget development.</li> <li>• Maintain General Fund Unassigned Fund Balance equal to two months of operating needs.</li> <li>• Maintain Water and Sewer Unrestricted Net Position equal to three months of operating needs.</li> <li>• Meet the required debt ratio for all City debt including:                             <ul style="list-style-type: none"> <li>○ General Fund bond issues which maintain debt service coverage ratio of 1.50.</li> <li>○ Water and Sewer bond issues which maintain a revenue bond debt service coverage ratio of 1.10.</li> </ul> </li> </ul>	High Value Government
6	Prepare a Popular Annual Finance Report.	High Value Government
7	Maximize investment earnings in accordance with City policy regarding idle funds.	High Value Government
8	<p>Promptly pay City payables in accordance with Florida Statutes 287.133 referencing the Prompt Payment Act and issue pay to employees in accordance with City policy.</p> <ul style="list-style-type: none"> <li>• Process all City payables on a frequency no later than every 35 days.</li> <li>• Process pay to employees within 6 days of the pay period ending date.</li> </ul>	High Value Government
9	Include the "Quarterly Financial Report", "Annual Financial Report", "Annual Budget" and "Popular Annual Financial Report" on the City's website within 30 days of issuance.	High Value Government

## Long-Term Goals

- ✓ Continue to provide transparency with financial information.
  - Target Completion: Annually

- Strategic Focus Area: High Value Government and Communication
- ✓ Maintain adequate reserves.
  - Target Completion: Annually
  - Strategic Focus Area: High Value Government and Preparing for the Future/Sustainability
- ✓ Maintain adequate debt service coverage.
  - Target Completion: Annually
  - Strategic Focus Area: High Value Government and Preparing for the Future/Sustainability

## Operating Budget Comparison

<b>BUDGET SUMMARY</b>	<b>2017-18 ACTUAL</b>	<b>2018-19 BUDGET</b>	<b>2018-19 ESTIMATED</b>	<b>2019-20 BUDGET</b>	<b>% Change From 2018-19 BUDGET</b>
Personal Services	\$ 722,109	\$ 756,383	\$ 769,609	\$ 755,835	-0.07%
Operating Expenses	<u>142,867</u>	<u>117,838</u>	<u>117,302</u>	<u>96,363</u>	-18.22%
Total Budget	\$ 864,976	\$ 874,221	\$ 886,911	\$ 852,198	-2.52%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Finance Director	E108	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	E104	1.00	1.00	1.00	1.00	1.00
Accounting Manager	E102	1.00	1.00	1.00	1.00	0.00
Budget Manager	124	1.00	1.00	1.00	1.00	1.00
Chief Accountant	122	0.00	0.00	0.00	0.00	1.00
Chief Accountant/Payroll Mgr.	122	1.00	1.00	1.00	1.00	0.00
Sr Accountant	120	1.00	1.00	1.00	1.00	1.00
Accounts Payable Admin.	117	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	117	1.00	1.00	1.00	1.00	1.00
Purchasing Coordinator	117	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	9.00	9.00	9.00	8.00
Payroll Administrator	122	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.73</u>
Total Part Time Staffing		0.00	0.00	0.00	0.00	0.73
Total Staffing		8.00	9.00	9.00	9.00	8.73

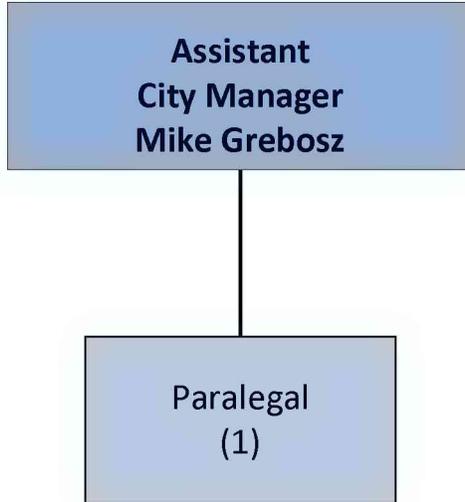
Reduced Payroll/Chief Account hours to [0.73] and down grade [1.00] Accounting Manager to Chief Accountant.

## Management Discussion

- ✓ Total expenses decreased by 2.52%.
- ✓ Operating expenses decreased by 18.22% mainly due to one-time expenditure of Bond Issuance costs of \$30,000 in FY18-19.
- ✓ Includes funding for:
  - Audit (\$23,948).
  - Banking services (\$23,000).



Organizational Structure



**Description:**

The Legal Services Division is responsible for coordinating all legal matters for the City and to process property and real estate transactions, forfeiture cases, ordinances and resolutions, leases and other legal documents. The contract City Attorney serves as general counsel for the City Commission, and represents and advises the City Commission, City Manager and all City departments in all legal matters affecting the municipal government.

**Mission:**

Our mission is to deliver courteous, responsive, and cost effective services to our external and internal customers, while ensuring timely, accurate and effective two-way communication.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Cost of legal services per capita of city staff	High Value Government	\$636	\$655	\$660
% of internal customers satisfied with legal services	High Value Government	64%	75%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	288	330	350

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Accomplished all goals within the performance measure target range.

## Action Plan

### Budget Management

Goals & Objectives		Strategic Plan Area(s)
1	Ensure that services provided by the contract City and Labor Attorneys are provided within budget.	High Value Government
2	Monitor legal expenses on a quarterly basis.	
3	Provide research assistance to the City Attorney.	

### Task Management

Goals & Objectives		Strategic Plan Area(s)
1	Ensure that all legal documents are prepared and/or reviewed in a timely and precise manner.	High Value Government
2	Maintain scheduling system for all pending cases and documents.	
3	Coordinate weekly with the contract City Attorney on the status of all pending legal issues to be tracked by the scheduling system and insure proper review of all ordinances, leases, and contracts prior to final preparation of the City Commission agenda.	
4	Number of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda.	

## Operations Management

Goals & Objectives		Strategic Plan Area(s)
1	Provide the highest level of service by acting as liaison between contract City Attorney and city staff.	High Value Government
2	Plan, manage, and execute the full range of delegated responsibilities on own initiative following established procedures, regulations, and policies.	
3	Use an analytic approach to assess the challenges; and plan a course of action after involved discussions with the contract City Attorney and city staff.	
4	Conduct internal customer satisfaction rating with legal services.	

## Long-Term Goals

- ✓ Improve Internal Customer Satisfaction.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government
- ✓ Prepare documents in a timely and precise manner.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government
- ✓ Efficient review of all documents processed through legal department and other departments.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government
- ✓ Ensure that services provided by the contract City and Labor Attorneys are provided within budget.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2017-18		2018-19		% Change From 2018-19 BUDGET
	ACTUAL	BUDGET	ESTIMATED	BUDGET	
Personal Services	\$ 67,339	\$ 70,918	\$ 70,128	\$ 73,960	4.29%
Operating Expenses	<u>250,307</u>	<u>199,850</u>	<u>269,800</u>	<u>239,700</u>	19.94%
Total Budget	\$ 317,646	\$ 270,768	\$ 339,928	\$ 313,660	15.84%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Legal Assistant/Paralegal	118	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

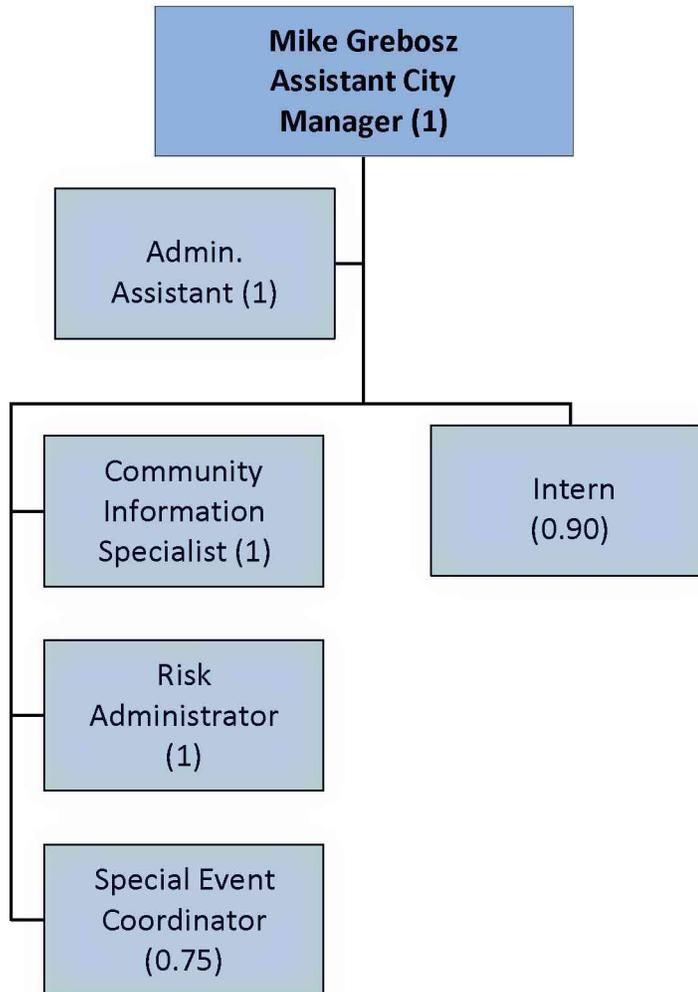
## Management Discussion

- ✓ Total expenses increased by 15.84%.
- ✓ Operating expenses increased by 19.94% due to increase in labor attorney fees (\$40,000).
- ✓ Includes funding for:
  - City attorney (\$150,000).
  - Labor attorney (\$75,000).
  - Outside counsel for insurance, pension, and other legal services (\$10,000).



# ADMINISTRATIVE SERVICES

## Organizational Structure



**Description:**

The Department of Administrative Services is responsible for the City's grant program, legislative program, communication program, special events, special projects, Risk Management, the City's leases', pest control, elevator and janitorial services for City Hall and the Fish Building. Additionally, the Department includes oversight of the City's Human Resource Information Technology and Utility Customer Service Departments.

**Mission:**

To ensure effective and efficient operation of internal services, internal/external communications, special events and special projects.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of earned media	Communication	93%	95%	95%
# (followers/likes) in social media	Communication	10,705	11,000	11,500
% of citizens satisfied with level of communication about local government	Communication	*N/A <i>Survey conducted every other year</i>	75%	*N/A <i>Survey conducted every other year</i>
% of employees satisfied with level of communication within local government	Communication	58%	75%	90%
# of event applications processed	High Value Government	63	70	75
% of special event permits issued within 4 days of event	High Value Government	100%	100%	100%
% of event organizers satisfied with City event services	High Value Government	100%	100%	100%
% of lease tenants current with rent and taxes	High Value Government	99%	99%	100%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Completed administration of the annual DeLand Area School of Government.
- ✓ Completed Mayor's Golf Tournament, raising over \$20,000 for local charities.
- ✓ Completed administration of the annual employee development and mentoring program.
- ✓ Upgraded PT Special Event Coordinator to a FT Special Projects Coordinator.
- ✓ Continued to improve information and layout of the city website.
- ✓ Created Art, Culture and Entertainment District (ACED) to help fund and provide input on public art.

## Action Plan

### Special Event Administration

Goals & Objectives		Strategic Plan Area(s)
1	To effectively coordinate all special event applications to ensure consistency with the City's special event policy. <ul style="list-style-type: none"> <li>• Conduct post event surveys to see business satisfaction with City events.</li> <li>• Maintain a list of special event fee waivers to be included in the annual budget process.</li> </ul>	Sense of Community & High Value Government

Performance & Lease Management		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain City wide performance metrics system to ensure efficiency and effectiveness organization wide.</p> <ul style="list-style-type: none"> <li>Collect and analyze data on a quarterly basis</li> </ul>	High Value Government
2	<p>Oversee lease management process to ensure no leases are in arrears.</p> <ul style="list-style-type: none"> <li>Review property tax payments monthly to ensure 100% of property taxes for City owned leased property are collected by the County of Volusia by April 15th.</li> <li>Review rent payments monthly to ensure that 100% of tenants are no more than 60 days in arrears.</li> <li>Ensure that supervisory/management action is taken for the lease issues not resolved by 90 days.</li> </ul>	High Value Government

Outreach & Communications		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Continue to implement the City's Strategic Communications Plan.</p> <ul style="list-style-type: none"> <li>Provide effective communication through diverse media types to maximize the opportunities to keep citizens and employees informed and engaged.</li> <li>Develop weekly facebook posts to keep citizens informed about current events, activities and programs.</li> <li>Increase the number of social media interactions from prior year by September 30<sup>th</sup>.</li> <li>Develop and disseminate an electronic citizen and employee newsletter quarterly.</li> <li>By September 30<sup>th</sup>, conduct a survey to determine employee satisfaction with internal services.</li> <li>Connect with the media about important issues pertaining to the city.</li> <li>Maintain an updated Crisis Communications Plan.</li> </ul>	Communications
2	<p>Develop and ensure programs emphasizing personal interaction with employees and citizens.</p> <ul style="list-style-type: none"> <li>Complete School of Government Program by the end of the 3<sup>rd</sup> quarter.</li> <li>Complete Employee Development and Mentoring Program by the end of the 2<sup>nd</sup> quarter.</li> <li>Maintain interaction with educational institutions and service groups throughout the year.</li> </ul>	Communications
3	<p>Develop and communicate annual legislative program emphasizing matters of importance to the City.</p> <ul style="list-style-type: none"> <li>Complete Legislative Agenda by the end of the 1<sup>st</sup> quarter.</li> <li>Promptly respond to proposed bills during the legislative session.</li> </ul>	Communications

## Long-Term Goals

- ✓ Make special event application process completely paperless.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Provide support services for a public art group (ACED) that will assist with funding public art.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government

- ✓ Implement an enhanced automated performance management data system.
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government
- ✓ Implement additional public outreach tools
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

<b>BUDGET SUMMARY</b>	<b>2017-18 ACTUAL</b>	<b>2018-19 BUDGET</b>	<b>2018-19 ESTIMATED</b>	<b>2019-20 BUDGET</b>	<b>% Change From 2018-19 BUDGET</b>
Personal Services	\$ 589,700	\$ 663,106	\$ 683,439	\$ 582,636	-12.14%
Operating Expenses	771,766	735,272	747,008	756,284	2.86%
Debt Service	<u>422,186</u>	<u>573,024</u>	<u>573,024</u>	<u>0</u>	-100.00%
Total Budget	\$ 1,783,652	\$ 1,971,402	\$ 2,003,471	\$ 1,338,920	-32.08%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Assistant City Manager	E111	0.00	1.00	1.00	1.00	1.00
Assistant to City Manager	0	1.00	0.00	0.00	0.00	0.00
Comm. Information Specialist	121	1.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	119	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.00	0.75	0.75
Administrative Assistant II	111	0.00	1.00	1.00	1.00	1.00
Spring Hill Center Director	115	1.00	1.00	1.00	1.00	0.00
Spring Hill Center Admin Asst I	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		5.00	6.00	6.00	6.75	4.75
Special Event Coordinator	115	0.00	0.00	0.50	0.00	0.00
Interns	N/A	<u>0.45</u>	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>
Total Part Time Staffing		0.45	0.90	1.40	0.90	0.90
Total Staffing		5.45	6.90	7.40	7.65	5.65

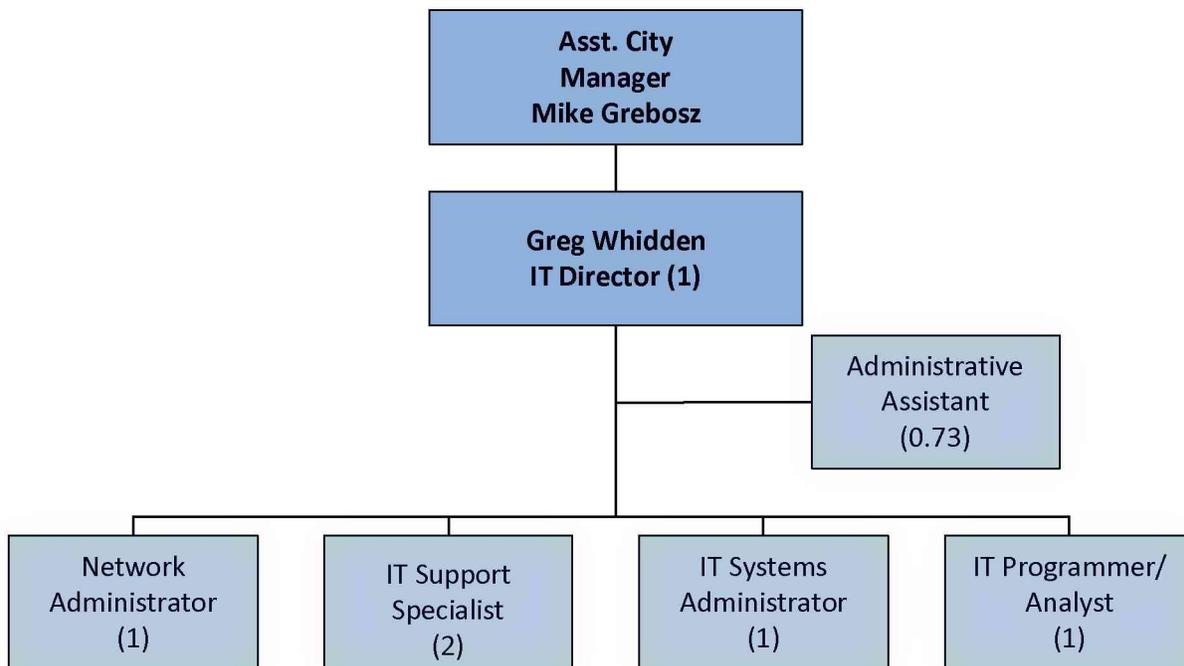
Transferred [1.00] Spring Hill Center Director and [1.00] Spring Hill Center Administrative Assistant to Spring Hill CRA Fund

## Management Discussion

- ✓ Total expenses decreased by 32.08%.
- ✓ Personal Services decreased by 12.14% mainly due to transferring Spring Hill Resource Center staff to the Spring Hill CRA Fund.
- ✓ Operating expenses increased by 2.86%.
- ✓ Debt service decreased by 100% due to the transfer of debt service payments to a new Debt Service Fund.
- ✓ Includes funding for:
  - Grant consultant (\$69,600).
  - Chamber – Government Academy (\$3,000).
  - Various insurance including commercial liability and property insurance (\$426,737).
  - Debt service payments transferred to a new Debt Service Fund in FY19-20.



Organizational Structure



**Description:**

The Information Technology Department is to provide the central technology infrastructure and services necessary for the City of DeLand to achieve its goal of communicating with employees and citizens through technology. Information Technology goals and solutions are driven by the City of DeLand's Strategic Plan, business requirements and new technology.

**Mission:**

To provide the technology infrastructure and support to the City of DeLand in order to deliver efficient and effective services to residents and businesses.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of downtime for city network	High Value Government	0%	<1%	<1%
% of downtime for specialty software systems	High Value Government	<1%	<3%	<3%
% of downtime for internet	High Value Government	<1%	<1%	<1%
% of help desk requests resolved within service level agreement	High Value Government	77%	80%	85%
Total IT expenditures per workstation	High Value Government	\$2,891	\$2,589	\$2,700
% of users satisfied with IT services	High Value Government	75%	80%	80%

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ PC rotation for Public Services.
- ✓ Implement Land Management Software.
- ✓ Upgrade Audio Visual in Commission Chambers.
- ✓ Make Websites WCAG (ADA) 2.0 compliant
- ✓ Install additional Car Cams in Police Department.
- ✓ Upgrade MS Office from 2007 to 2019.
- ✓ Upgrade Public Wifi in Sanborn Center.

## Enhanced Service Delivery

Goals & Objectives		Strategic Plan Area(s)
1	Plan and deliver integrated information services to enable customers to access the information they need. <ul style="list-style-type: none"> <li>• Annual PC Replacement by March 30th 2020.</li> <li>• Replace 3 PD scanners by June 30, 2020.</li> <li>• Upgrade City phone system Sept. 30, 2020.</li> <li>• ADA compliance</li> </ul>	High Value Government

Growth		
Goals & Objectives		Strategic Plan Area(s)
1	Leverage existing, emerging, and innovative technologies to enhance, improve and streamline business processes. <ul style="list-style-type: none"> <li>• Implementation of ERP software replacement system September 30th 2022.</li> <li>• Implement Plan Review Software Dec 30,2019.</li> </ul>	High Value Government & Communication

Security		
Goals & Objectives		Strategic Plan Area(s)
1	Protect and preserve city required information. <ul style="list-style-type: none"> <li>• Record Mgmt Plan Services December 30,2020.</li> <li>• Replace WW and PR printers December 30,2019.</li> <li>• Upgrade WW and CH door security June 30, 2020.</li> </ul>	High Value Government & Communication

## Long-Term Goals

- ✓ Interface all major Applications.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government
- ✓ Create an out of city DR site.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: High Value Government

## Operation Budget Comparison

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	From 2018-19 BUDGET
Personal Services	\$ 489,459	\$ 520,521	\$ 501,913	\$ 542,473	4.22%
Operating Expenses	776,154	1,169,996	1,237,017	1,368,974	17.01%
Total Budget	\$1,265,613	\$1,690,517	\$1,738,930	\$1,911,447	13.07%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Information Technology Director	E108	1.00	1.00	1.00	1.00	1.00
I.T. Programmer/Analyst	120	1.00	1.00	1.00	1.00	1.00
I.T. Systems Administrator	121	1.00	1.00	1.00	1.00	1.00
I.T. Network Specialist	120	1.00	1.00	1.00	1.00	1.00
I.T. Specialist	116	1.00	1.00	1.00	2.00	2.00
Total Full Time Staffing		5.00	5.00	5.00	6.00	6.00
Administrative Assistant	N/A	0.00	0.00	0.23	0.23	0.73
Total Part Time Staffing		0.00	0.00	0.23	0.23	0.73
Total Staffing		5.00	5.00	5.23	6.23	6.73

Increased PT Administrative Assistant hours to [0.73].

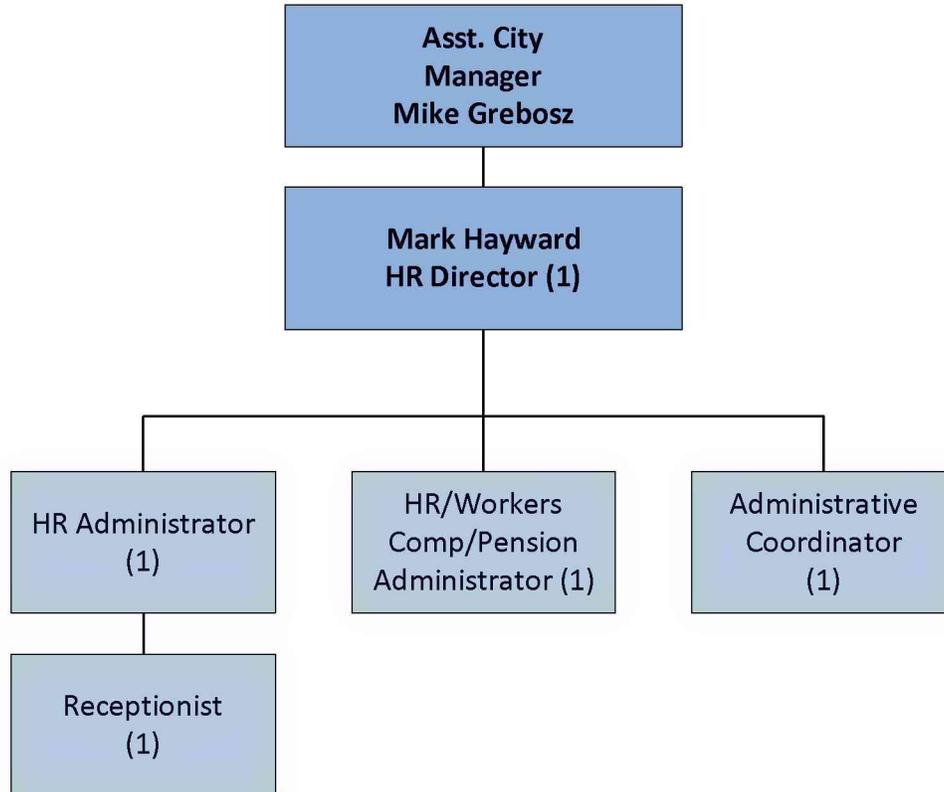
## Management Discussion

- ✓ Total expenses increased by 13.07%.
- ✓ Operating expenses increased by 17.01% mainly due to increase in PC Rotation (\$94,000) and Plan Review Software Maintenance (\$59,520).
- ✓ Includes funding for:
  - Microsoft Office Pro (\$4,300).
  - Agenda management (\$28,272).
  - Axon video storage subscription (\$73,032).
  - Cityworks work order system (\$51,000).
  - Accela Land Management (\$83,000).
  - Accela annual support (\$87,000).
  - ArcView Enterprise annual license (\$36,000).
  - IVR maintenance (\$106,855).
  - Plan review software maintenance (\$59,520).
  - Security camera up keep/repair (\$30,000).
  - Pure storage support (\$28,000).
  - Wireless aircards (\$64,000).
  - PC Rotation (\$206,000).



# HUMAN RESOURCES

## Organizational Structure



**Description:**

The Human Resources Division is responsible for developing a highly qualified, productive and responsive workforce equipped with the knowledge, skills and abilities necessary to meet and adapt to present and future City needs.

**Mission:**

The Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, and productive work environment for employees, their families, departments, and the public in order to maximize individual and organizational potential.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement	High Value Government	100%	100%	100%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	35	30	25
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	91%	95%	95%
% change in cost of health insurance	High Value Government	0%	5%	6.5%
% appointment capacity utilized in health clinic	High Value Government	100%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Successfully completed employee training for supervisors 2 classes
- ✓ Attained two CBAs with the Police and Fire unions
- ✓ Re-worked the new hire orientation process for efficiency
- ✓ Streamlined the hiring process
- ✓ Developed and implemented two City Wide policies: Nepotism and Drug and Alcohol (pending)

## Action Plan

Health & Benefit Management	
Goals & Objectives	Strategic Plan Area(s)
1 Provide employees an affordable and attractive benefit package.	High Value Government
2 Maintain the City health clinic.	High Value Government

## Health & Benefit Management

Goals & Objectives		Strategic Plan Area(s)
3	<p>To provide open enrollment and orientation sessions to give employees the opportunity to make informed decisions about their benefits.</p> <ul style="list-style-type: none"> <li>• To provide a City employee orientation program at least once monthly that provides new hires with the opportunity to learn about employee benefits.</li> <li>• To provide open enrollment benefit sessions in August for all employees.</li> <li>• Work with the City health clinic to make sure the employees for health care needs are met.</li> <li>• Work with clinic staff to develop and implement wellness initiatives.</li> </ul>	Communication

## Retain Employees

Goals & Objectives		Strategic Plan Area(s)
1	<p>Retain motivated, highly productive, customer service driven individuals by providing:</p> <ul style="list-style-type: none"> <li>• A supportive work environment</li> <li>• Fair and competitive wage and benefits</li> <li>• Training and development that will encourage professional growth and opportunity</li> </ul>	High Value Government
2	<p>To develop a training curriculum that addresses the employee training needs.</p> <ul style="list-style-type: none"> <li>• Assist department heads with the training requirements or employees and needs for certifications.</li> </ul>	High Value Government
3	<p>To develop and implement an employee orientation program to orient new employees to all City departments.</p> <ul style="list-style-type: none"> <li>• By September 30, 2020, implement an orientation program for all new employees that will orient them to all City departments, history of the City and core values.</li> </ul>	High Value Government & Communication

## Performance Evaluation

Goals & Objectives		Strategic Plan Area(s)
1	<p>To facilitate completion of annual performance evaluations for all City employees.</p> <ul style="list-style-type: none"> <li>• Work with department heads to ensure all annual performance evaluations are completed by July 2020.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Successfully planning to complete two CBAs for the Public Safety collective unions.
  - Target Completion: Unknown at this time
  - Strategic Focus Area: N/A
- ✓ Continue to recruit quality employees for our work force.
  - Target Completion: Ongoing
  - Strategic Focus Area: Strong Government
- ✓ Retention of current employees work base with enhanced employee benefits.
  - Target Completion: Ongoing with competitive salaries and benefits
  - Strategic Focus Area: Strong Government

- ✓ Provide training for employee development via training skills programs.
  - Target Completion: FY2019-20
  - Strategic Focus Area: Strong Government
- ✓ Continue to plan and develop proactive benefits package for employees.
  - Target Completion: FY2019-20
  - Strategic Focus Area: Strong Government
- ✓ Begin training computer-based modules using new SGR training citywide.
  - Target Completion: FY2019-20
  - Strategic Focus Area: Strong Government

## Operating Budget Comparison

<b>BUDGET SUMMARY</b>		<b>2017-18 ACTUAL</b>	<b>2018-19 BUDGET</b>	<b>2018-19 ESTIMATED</b>	<b>2019-20 BUDGET</b>	<b>% Change From 2018-19 BUDGET</b>
Personal Services		\$ 357,107	\$ 369,527	\$ 396,930	\$ 405,097	9.63%
Operating Expenses		<u>140,918</u>	<u>127,654</u>	<u>141,115</u>	<u>132,615</u>	3.89%
Total Budget		\$ 498,025	\$ 497,181	\$ 538,045	\$ 537,712	8.15%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
HR/WC/Pension Administrator	119	1.00	1.00	1.00	1.00	1.00
HR Administrator	119	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	4.00
Administrative Coordinator	114	0.00	0.00	0.73	0.73	0.00
Receptionist	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.00	1.73	1.73	1.00
Total Staffing		4.00	4.00	4.73	4.73	5.00

Promoted PT Administrative Coordinator to FT.

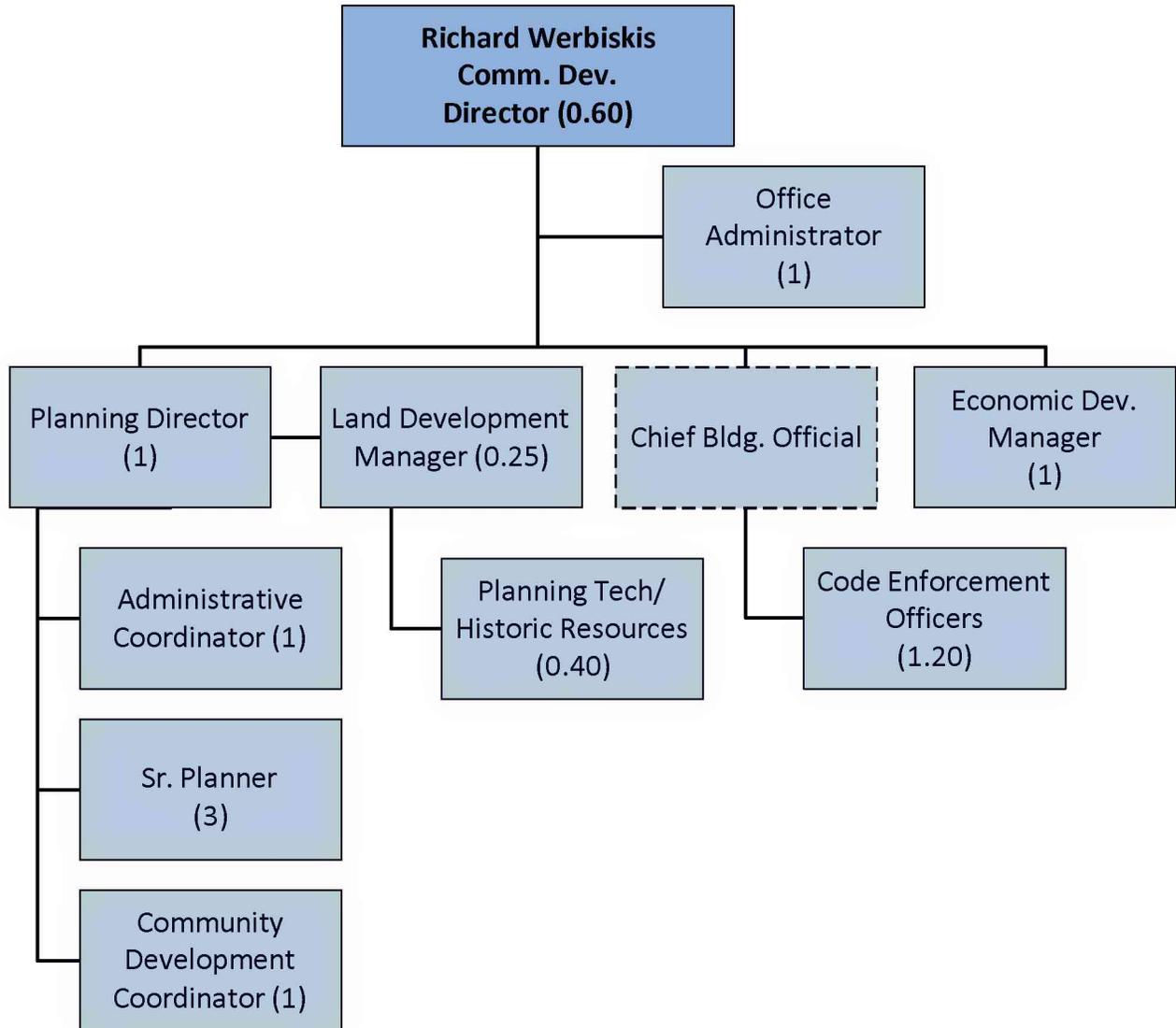
## Management Discussion

- ✓ Total expenses increased by 8.15%.
- ✓ Total Personal increased by 9.63% mainly due to upgrading part-time Administrative Coordinator to full-time and 3% merit.
- ✓ Operating expenses increased by 3.89%.
- ✓ Includes funding for:
  - Employee training (\$6,000).
  - Employee Assistant Program (\$6,700).
  - Pre-employment background processing (\$15,000).
  - SGR online supervisor/leadership training (\$12,000).
  - Psychological evaluation (\$4,500).
  - Tuition reimbursement (\$35,000).



# COMMUNITY DEVELOPMENT

## Organizational Structure



**Description:**

The Community Development Department is comprised of four divisions: Administration and Economic Development Division, Planning Division, Licenses and Enforcement Division and Permits and Inspections (funded independently). The **Administration and Economic Development Division** provides administrative support to planning, building inspection and other department programs. It also provides support for airport property leasing, business recruitment/retention and downtown redevelopment. The **Planning Division** is responsible for preparing and updating the Comprehensive Plan and manages rezoning requests, development review and annexations. The **Licenses and Enforcement Division** is responsible for administering the Occupational License and Code Enforcement programs.

**Mission:**

The goal of the Community Development department is to improve the environment and quality of life in DeLand by establishing and implementing quality standards for new development, encouraging maintenance, preservation and reinvestment and promoting a growing and diverse economy.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	93%	79%	90%
% change in number of new business openings from previous year	High Value Government	18%	-16%	10%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	97%	98%	98%
Number of business contacts conducted	Regional High Value Job Creation	110	120	125
% change in the value of new commercial development from previous year	Regional High Value Job Creation	-5.6%	4.0%	1.5%
% of proactive code enforcement cases initiated	High Value Government	40%	45%	55%
Average number of days from code case initiation to voluntary compliance	High Value Government	24	25	25
Average number of days from code case initiation to involuntary compliance	High Value Government	75	70	70
% of code violations resolved voluntarily	High Value Government	59%	60%	65%

## Fiscal Year 2018 – 2019 Accomplishments

**Administration and Economic Development**

- ✓ Enhanced staff efficiency and departmental and inter-departmental communication and coordination.
- ✓ Implementation of Accela Land Management software.
- ✓ Improved customer service and managed a customer service survey.
- ✓ Closed on multiple leases within the airport business park.
- ✓ Coordinated the implementation of wireless internet service provider in the area of the airport.
- ✓ Successfully managed and closed out 3 CRA grants and 2 Gateway grants.
- ✓ Managed multiple CDBG projects.
- ✓ Federally funded Brownfield mitigation was completed for two cleanup projects at the airport, Sport Aviation Village and Sperling Sports Complex.

Planning

- ✓ Initiated public engagement program for the update of DeLand 2050 Vision plan.
- ✓ LDR's amended to address:
  - Historic Preservation Review standards.
  - Revised regulations that involve subdivisions.
- ✓ Comprehensive Plan update for 2030, initiated.

Licenses & Enforcement

- ✓ Enhanced the Business Tax Receipt process to reduce processing time and increase compliance.
- ✓ Increased educational outreach and proactive Code Enforcement efforts.
- ✓ Increased voluntary compliance of opened cases through education.
- ✓ Utilized the Special Magistrate process to document repeat offenders and improve timely enforcement.
- ✓ Implemented use of the International Property Maintenance Code to enhance effective enforcement.

## Action Plan

### Administration & Economic Development

Goals & Objectives	Strategic Plan Area(s)
<p>Develop strategies to attract, retain and expand businesses/industries to ensure a sound local economy which attracts investment, increases the tax base, creates employment opportunities and generates public revenues.</p> <ul style="list-style-type: none"> <li>Increase the number of new proactive/self initiated contacts with potential private sector investors over prior year.</li> <li>Increase the number new proactive/self initiated contacts with existing business owners.</li> <li>Close at least one major re-location investment deal annually.</li> <li>Identify, actively recruit and bring to project completion a minimum of five (5) façade and gateway grants by fiscal year end.</li> <li>Recruit at least one new business to the Spring Hill CRA by fiscal year end.</li> <li>Increase number of retention activities with the Chamber maximizing the number of annual contacts with businesses.</li> </ul>	<p>Regional High Value Job Creation</p>

### Planning

Goals & Objectives	Strategic Plan Area(s)
<p>Develop, maintain and update quality and timely plans, systems, facilities, and services necessary to accommodate growth and development to protect the public interest, critical resources and private property rights.</p> <ul style="list-style-type: none"> <li>Prepare and disseminate and post to website within four days of meeting agenda/minutes.</li> <li>Complete first review of Plans submittals within 14 days.</li> <li>Complete all reviews requiring administrative review within 90 days.</li> </ul>	<p>High Value Government &amp; Institute Smart Growth &amp; Preparing for the Future &amp; Preserving "Sense of Community"</p>

## Licensing and Enforcement

Goals & Objectives	Strategic Plan Area(s)
<p>Maintain a clean and safe environment by providing diligent proactive code enforcement.</p> <ul style="list-style-type: none"> <li>• Inspect and respond to all code enforcement complaints within 24 hours.</li> <li>• Increase the number of proactive cases reviewed to a minimum of 45% of total cases.</li> <li>• Maximize the number of cases brought into voluntary compliance.</li> <li>• Resolve 100% of all abandoned/vacated properties through lot abatement and/or other means.</li> <li>• Continue to implement new code enforcement process and the International Property Maintenance Code.</li> </ul>	<p>Creating a Connected Community &amp; High Value Government</p>

## Long-Term Goals

### Administration and Economic Development

- ✓ Update departmental fees.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Enhanced public outreach, education and use of social media regarding the importance of sound planning and economic development toward the stability and vitality of the community.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication
- ✓ Enhanced marketing and promotion of aviation-based economic development.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Promote sustainable design, development and construction practices.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Regional High Value Job Creation, Smart Growth, Sense of Community, Connected Community
- ✓ Enhanced GIS functionality to improve the decision-making capability of the department.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: High Value Government
- ✓ Undertake an economic development-based market study within our utility service area.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increased local funding for economic incentives.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Regional High Value Job Creation

### Planning

- ✓ Update of the Comprehensive Plan for 2030.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Initiation of a mobility study with multi-modal land use districts.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Smart Growth Principals, Connected Community, Sense of Community
- ✓ Create Planner I position to allow Senior Planners for undertaking long-range, transportation and specialized studies coordinated with Public Services and Parks and Recreation.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Update and recodification of the Land Development Regulations.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation

Licenses and Enforcement

- ✓ Enhanced education and public outreach.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication
- ✓ One additional Code Officer to increase proactive enforcement of the International Property Maintenance Code.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Implementation of a rental registration and inspection program.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintaining a Safe Community

## Operating Budget Comparison

### Total Community Development Operating Budget Comparison

EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 840,428	\$ 886,737	\$ 841,537	\$ 861,153	-2.89%
Operating Expenses	100,460	258,613	156,907	166,997	-35.43%
Grants & Aid	<u>5,000</u>	<u>22,500</u>	<u>22,500</u>	<u>22,500</u>	0.00%
Total Budget	\$ 945,888	\$ 1,167,850	\$ 1,020,944	\$ 1,050,650	-10.04%

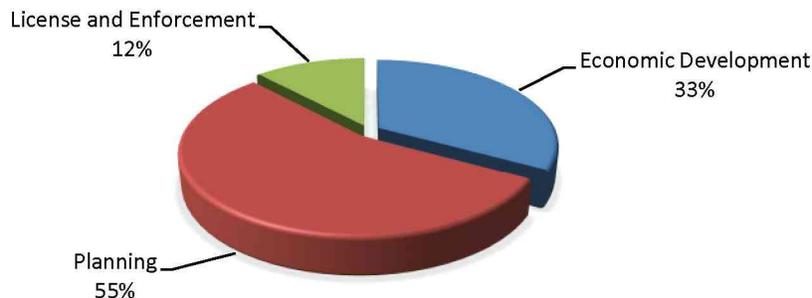
  

DEPARTMENT SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Economic Development	\$ 307,205	\$ 337,960	\$ 328,102	\$ 347,148	2.72%
Planning	536,515	642,961	538,512	577,476	-10.18%
License and Enforcement	<u>102,168</u>	<u>186,929</u>	<u>154,330</u>	<u>126,026</u>	-32.58%
Total Budget	\$ 945,888	\$ 1,167,850	\$ 1,020,944	\$ 1,050,650	-10.04%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Economic Development	2.50	2.65	2.65	2.65	2.60
Planning	6.73	6.25	6.25	6.25	6.65
License and Enforcement	<u>3.35</u>	<u>2.65</u>	<u>2.55</u>	<u>2.55</u>	<u>1.20</u>
Total Staffing	12.58	11.55	11.45	11.45	10.45

**COMMUNITY DEVELOPMENT EXPENDITURE SUMMARY  
FISCAL YEAR 2020**



## Economic Development Administration

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 239,622	\$ 248,403	\$ 238,562	\$ 255,005	2.66%
Operating Expenses	62,583	67,057	67,040	69,643	3.86%
Grants & Aid	<u>5,000</u>	<u>22,500</u>	<u>22,500</u>	<u>22,500</u>	0.00%
Total Budget	\$ 307,205	\$ 337,960	\$ 328,102	\$ 347,148	2.72%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Comm. Development Dir. (also Fund 480)	E108	0.00	0.65	0.65	0.65	0.60
Economic Dev Manager	E102	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	0.00	1.00
Admin Coordinator	115	1.00	1.00	1.00	1.00	0.00
Admin Asst II (also Div. 118)	111	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		2.50	2.65	2.65	2.65	2.60

Promote [1.00] Administrator Coordinator to Office Administrator. Updated Community Development Director split with Permits & Inspections Fund [60/40]

## Planning

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 513,008	\$ 514,815	\$ 507,472	\$ 543,121	5.50%
Operating Expenses	<u>23,507</u>	<u>128,146</u>	<u>31,040</u>	<u>34,355</u>	-73.19%
Total Budget	\$ 536,515	\$ 642,961	\$ 538,512	\$ 577,476	-10.18%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Senior Planner	124	2.00	2.00	3.00	3.00	3.00
Land Develop. Mgr. (also Fund 480)	121	0.00	0.25	0.25	0.25	0.25
Planner I	119	1.00	1.00	0.00	0.00	0.00
Community Development Coordinator	118	0.73	1.00	1.00	1.00	1.00
Land Develop. Coord (also Fund 480)	115	0.50	0.00	0.00	0.00	0.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Planning Technician (also Fund 480)	114	0.00	0.00	0.00	0.00	0.40
Admin. Asst II (also Div. 117)	111	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.73	6.25	6.25	6.25	6.65

Transferred [0.40] Planning Technician from Licenses & Enforcement department.

## Licenses & Enforcement

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 87,798	\$ 123,519	\$ 95,503	\$ 63,027	-48.97%
Operating Expenses	<u>14,370</u>	<u>63,410</u>	<u>58,827</u>	<u>62,999</u>	-0.65%
Total Budget	\$ 102,168	\$ 186,929	\$ 154,330	\$ 126,026	-32.58%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Chief Building Official	B105	0.25	0.25	0.00	0.00	0.00
Code Enforcement Officer (also Fund 480)	115	2.50	2.00	1.70	1.70	1.20
Planning Technician (also Fund 480)	114	0.00	0.00	0.40	0.40	0.00
Permit Clerk (also Fund 480)	109	<u>0.60</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.00</u>
Total Full Time Staffing		3.35	2.65	2.50	2.50	1.20
Permit Clerk (also Fund 480)	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.05</u>	<u>0.05</u>	<u>0.00</u>
Total Part Time Staffing		0.00	0.00	0.05	0.05	0.00
Total Staffing		3.35	2.65	2.55	2.55	1.20

Removed Permit Clerks split with Building department. Transferred Planning Technician [0.40] to Planning department. Updated Code Enforcement Officer split with Permits & Inspections Fund [60/40].

## Management Discussion

- ✓ Total expenses decreased by 10.04%.
- ✓ Operating expenses decreased by 35.43% mainly due to one-time expenditure of 2030 Comp plan (\$100,000) in FY18-19.
- ✓ Includes funding for:
  - Business retention with DeLand Chamber of Commerce (\$22,500).
  - TVEDC (AKA Team Volusia) executive membership (\$25,000).
  - Business improvement grants (\$20,000).
  - Accelerate Program (\$2,500).
  - Architectural services (\$15,000).
  - Code Board magistrate (\$8,500).
  - Condemnations (\$25,000).
  - Code violation lot maintenance (\$10,000).
  - Keep DeLand Beautiful (\$2,000).

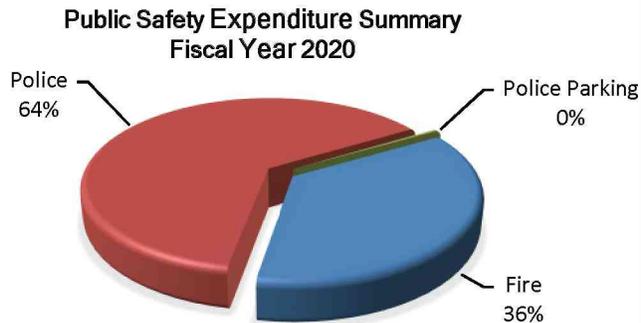
# PUBLIC SAFETY

## Total Expenditure Summary

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 11,783,449	\$ 12,504,411	\$ 12,079,106	\$ 13,284,335	6.24%
Operating Expenses	1,337,652	1,411,049	1,570,321	1,470,575	4.22%
Debt Service	<u>438,963</u>	<u>1,295,830</u>	<u>1,267,924</u>	<u>0</u>	-100.00%
Total Budget	\$ 13,560,064	\$ 15,211,290	\$ 14,917,351	\$ 14,754,910	-3.00%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Fire	\$ 4,746,473	\$ 5,500,389	\$ 5,705,782	\$ 5,331,713	-3.07%
Police	8,767,764	9,663,324	9,164,583	9,375,419	-2.98%
Police Parking	<u>45,827</u>	<u>47,577</u>	<u>46,986</u>	<u>47,778</u>	0.42%
Total Budget	\$ 13,560,064	\$ 15,211,290	\$ 14,917,351	\$ 14,754,910	-3.00%

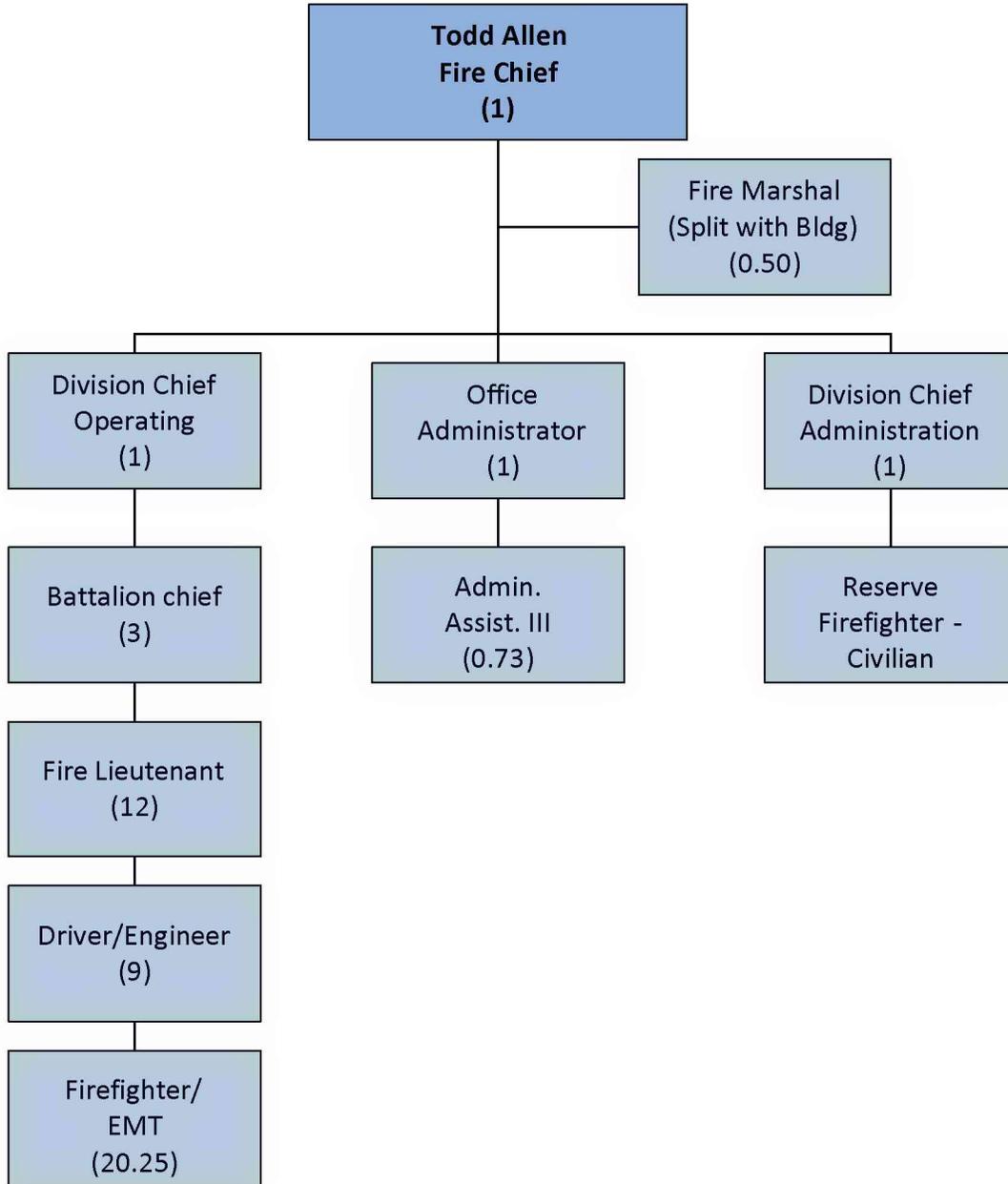
STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Fire	46.60	47.23	47.23	47.23	49.48
Police	89.69	90.05	90.05	93.55	95.22
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	137.29	138.28	138.28	141.78	145.70





# FIRE

## Organizational Structure



**Description:**

The DeLand Fire Department will provide the citizens of our community, as well as our visitors with all of the professional services that are delivered by a current and modern Fire Department. These services include, **Public Education** for safety awareness and fire prevention, a robust **Fire Inspection & Plan Review** service, **Emergency Preparedness** for natural disasters as well as man-made emergencies, and when our community experiences an emergency we will provide a rapid response to all calls for service with properly staffed, highly skilled and technically trained professional fire fighters for **Fire Suppression, Emergency Medical Services** and **Special Operations**. Our community can rest assured that the City of DeLand has an all hazards Fire Department protecting them 24 hours a day / 7 days a week / every day of the year. This service will be performed in an economical and efficient manner mindful of the financial impact upon tax payers. We provide this service with P.R.I.D.E. because **WE CARE** about the quality of life and welfare of the people we serve.

**Mission:**

It is the Mission of the DeLand Fire Department to provide our citizens and visitors with the highest level of life, safety and property protection achievable.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Company fire inspections conducted at a rate of 135 per quarter	Maintaining a Safe Community	104	135	150
# of personal public education/safety contacts <i>*(Count process was modified)</i>	Maintaining a Safe Community	2,571*	600	650
# of smoke detector assists or installs	Maintaining a Safe Community	36	46	56
# of structure fire responses with 1st arrival unit: 6 minutes or less (turnout & response)	Maintaining a Safe Community	83	87	93
# of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	3,669	3,800	3,900
% of structure fire contained to room of origin	Maintaining a Safe Community	50%	50%	50%
% change in auto aid responses by City Fire Department into other jurisdictions over prior year	Maintaining a Safe Community	12%	13%	13%
# of responses – all call types	Maintaining a Safe Community	8,579	8,500	8,600
Cost per call dispatched	High Value Government	\$527	\$530	\$540
Cost per capita for fire department operations	High Value Government	\$133	\$140	\$150
% of total available time involving emergency activities	Maintaining a Safe Community	25%	30%	30%
Citizen satisfaction rate with City Fire Services	High Value Government	N/A <i>Survey conducted every other year</i>	90%	N/A <i>Survey conducted every other year</i>

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Total Training Hours: 12,144 Total Training Hours completed for FY18-19 (Approximately 3,035 per quarter).
- ✓ Total Smoke Detector Install/Support: 36 installs.
- ✓ Total Public Contacts (PR): 1,546 all ages.
- ✓ Response Times: Maintained response time goals.
- ✓ Capital: New Engine delivery by Fall 2019 and will be in service January 2020.

## Action Plan

Emergency Preparedness & Response		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide for safety and welfare of the public by responding to all emergency fire and medical calls within the National Fire Protection Association 1710 standards.</p> <ul style="list-style-type: none"> <li>• Respond to emergency fire calls for service within 5-9 minutes.</li> <li>• Respond to emergency medical calls for service within 5 minutes.</li> <li>• Meet National Fire Protection Association 1710 for incident staffing.</li> </ul>	Maintaining a Safe Community
2	<p>Provide training for personnel to meet growing demands of the City and Fire Department.</p> <ul style="list-style-type: none"> <li>• Ensure executive officers maintain and develop new professional qualifications for executive leadership and management.</li> <li>• Ensure firefighters/fire officers receive specialized training in response and mitigation of incidents recognized as within the department's scope of service.</li> </ul>	Maintaining a Safe Community
3	<p>Conduct and complete pre-incident plans for high hazard locations and/or tactical surveys for high life safety locations.</p> <ul style="list-style-type: none"> <li>• New or update a minimum of 12 pre-plans and 12 tactical surveys.</li> </ul>	Maintaining a Safe Community
4	<p>Enhance shared response with neighboring jurisdictions to best utilize interagency resources.</p> <ul style="list-style-type: none"> <li>• Maintain agreements with Volusia County – Orange City and Deltona.</li> </ul>	Maintaining a Safe Community
5	<p>Interagency Cooperation for High Risk/Low Frequency Incidents: Hazardous Material and Technical Rescue</p> <ul style="list-style-type: none"> <li>• Interagency training, sharing equipment and response with Volusia County – Deltona – Orange City</li> </ul>	Maintaining a Safe Community
6	<p>Advanced Life Support Analysis</p> <ul style="list-style-type: none"> <li>• Conduct or commission an evaluation and implementation study for transition from BLS to ALS medical services</li> </ul>	Maintain a Safe Community

Public Fire/ Life Safety		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain a proactive business inspection program to enhance public safety and prevent fires in commercial buildings.</p> <ul style="list-style-type: none"> <li>• Fire Marshall shall receive, review and disposition each submitted building plan within 10 business days.</li> <li>• Fire Inspector/Fire Marshall conducts mandatory inspections/tests as required by state law as well as new occupancy fire safety inspections: new occupancy inspections within 3 days of customer request.</li> <li>• Company inspections for 35% of the existing business locations each fiscal year.</li> <li>• Total inspection of 66% of existing business' each year.</li> </ul>	Maintaining a Safe Community
2	<p>Provide specific fire prevention and life safety efforts during special events with large crowds in the downtown area.</p> <ul style="list-style-type: none"> <li>• Station a fire warden at temporary cook locations.</li> <li>• Provide bicycle emergency medical technicians at downtown events that create high pedestrian traffic/restricted roadway access.</li> <li>• Special event occupancy load checks.</li> </ul>	Maintaining a Safe Community
3	<p>Present community-based fire &amp; life safety program.</p> <ul style="list-style-type: none"> <li>• Door to door smoke detector campaign to include evaluating existing detectors and providing and installing new detectors if necessary.</li> <li>• Respond to direct requests for smoke detector assistance.</li> <li>• Home fire safety programs for school age children &amp; elderly.</li> <li>• Offer community water safety programs.</li> <li>• Provide CPR training for community access and city employees.</li> <li>• Fire extinguisher and kitchen safety for high risk residential complexes.</li> <li>• Child car seat safety inspections and installs.</li> </ul>	Maintaining a Safe Community

Emergency Management		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Ensure all City employees are trained to the proper level in accordance with the Comprehensive Emergency Management Plan and National Incident Management System.</p> <ul style="list-style-type: none"> <li>• Provide guidance to receive necessary courses.</li> </ul>	Maintaining a Safe Community
2	<p>Provide training and drills to all members of the Emergency Operations Center management team.</p> <ul style="list-style-type: none"> <li>• Refresh/retrain all members of each Emergency Support Function in their duties and responsibilities as outlined in the Comprehensive Emergency Management Plan.</li> <li>• Participate in the annual Volusia County disaster drill.</li> <li>• GIS training for city EOC staff</li> </ul>	Maintaining a Safe Community
3	<p>Ensure all submitted Local Emergency Plans are reviewed for certification.</p> <ul style="list-style-type: none"> <li>• Fire Marshall shall review, inspect and certify all Local Emergency Plans within 10 days of receiving.</li> </ul>	Maintaining a Safe Community

## Facilities & Equipment Management

	Goals & Objectives	Strategic Plan Area(s)
1	<p>Maintain all departmental apparatus and facilities in a safe and proper working order, and equipment to meet National Fire Protection Association and Insurance Services Office (ISO) requirements.</p> <ul style="list-style-type: none"> <li>• Conduct fire pump tests – hose tests &amp; aerial ladder inspections per NFPA annually</li> <li>• Continue the preventive maintenance program on all fire apparatus and other departmental vehicles.</li> <li>• Regular maintenance details of all buildings and address work orders in an expedient and cost-effective manner.</li> <li>• Breathing apparatus 3<sup>rd</sup> party evaluation per NFPA annually</li> <li>• Design/engineering of fire station 81 replacement.</li> </ul>	Maintaining a Safe Community

### Long-Term Goals

- ✓ Complete the replacement of Fire Station 81.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ 3 New FT Position Public Education Specialist/Inspector.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Re-evaluate ISO Rating for Improved Score.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ EMS Study
  - Target Completion FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Ladder Truck Replacement.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community

### Operating Budget Comparison

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change From 2018-19 BUDGET
Personal Services	\$ 4,338,526	\$ 4,425,177	\$ 4,593,355	\$ 4,912,237	11.01%
Operating Expenses	364,027	411,593	476,714	419,476	1.92%
Debt Service	<u>43,920</u>	<u>663,619</u>	<u>635,713</u>	<u>0</u>	-100.00%
Total Budget	\$ 4,746,473	\$ 5,500,389	\$ 5,705,782	\$ 5,331,713	-3.07%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E104	1.00	1.00	1.00	0.00	0.00
Fire Division Chief	E104	0.00	0.00	0.00	2.00	2.00
Fire Marshal (also Fund 480)	F106	0.00	0.50	0.50	0.50	0.50
Fire Inspector	F105	1.00	1.00	1.00	0.00	0.00
Fire Division Commanders	E104	3.00	3.00	3.00	0.00	0.00

Battalion Chief	F104	0.00	0.00	0.00	3.00	3.00
Fire Lieutenant	F103	9.00	9.00	9.00	9.00	12.00
Driver/Engineer	F102	9.00	9.00	9.00	9.00	9.00
Firefighter/EMT	F101	21.00	21.00	21.00	21.00	20.25
Office Administrator	117	0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	115	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		46.00	46.50	46.50	46.50	48.75
Administrative Assistant III	112	<u>0.60</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.60	0.73	0.73	0.73	0.73
Total Staffing		46.60	47.23	47.23	47.23	49.48

Added [2.25] Firefighters. Promote [3.00] Driver/Engineer to Fire Lieutenants and [3.00] Firefighters/EMT to Driver/Engineer. Promote [1.00] Administrative Coordinator to Office Administrator.

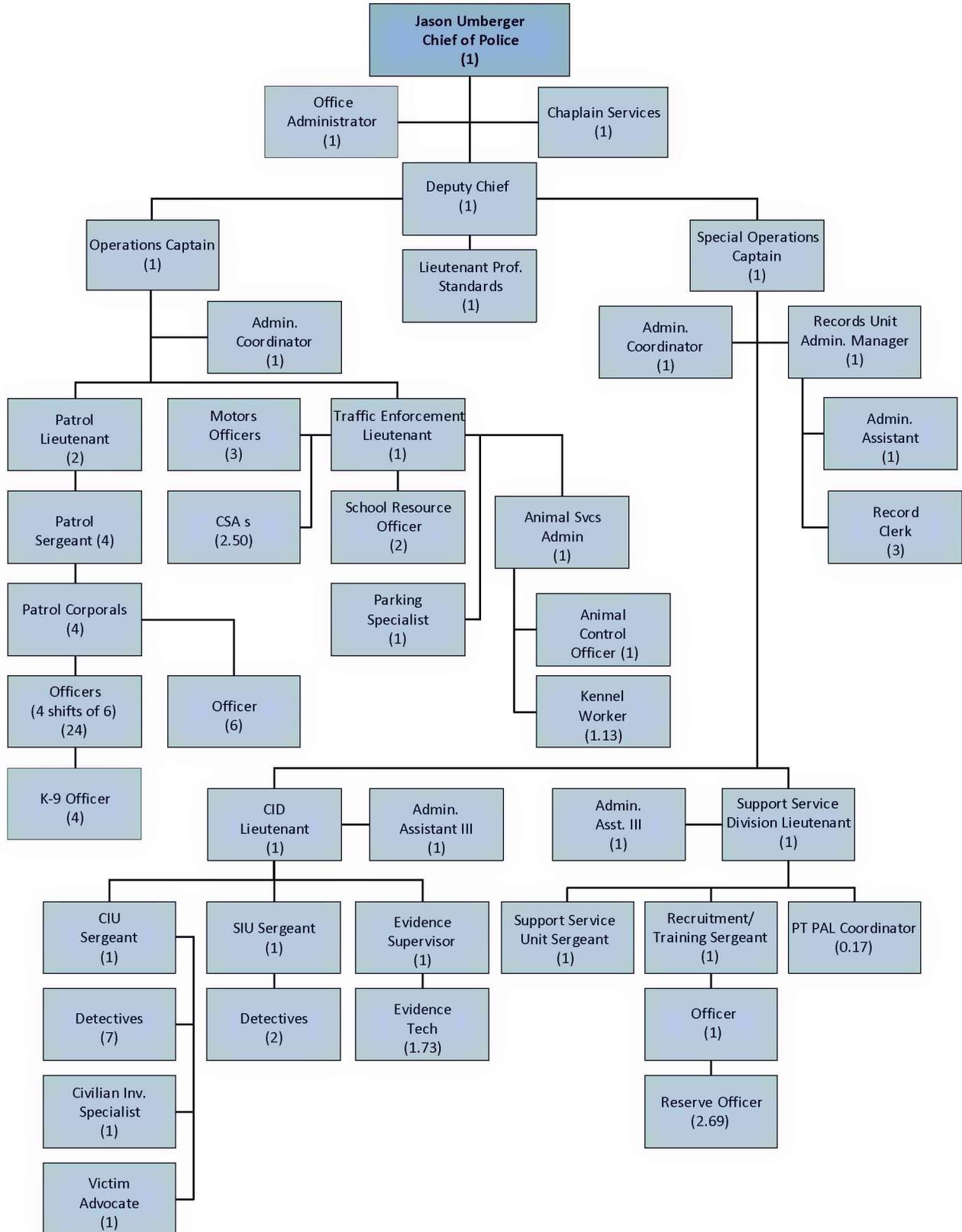
## Management Discussion

- ✓ Total expenses decreased by 3.07%.
- ✓ Personal services increased by 11.01% mainly due to various promotions and adding 3 Firefighters/EMTS (partially shared with Permits & Inspections Fund).
- ✓ Operating expenses decreased by 1.92%.
- ✓ Debt service decreased by 100% due to the transfer of debt service payments to a new Debt Service Fund in FY19-20.
- ✓ Includes funding for:
  - Vehicle maintenance and repair (\$40,000).
  - Medical supplies (\$15,000).
  - Fire Hose (\$5,000).
  - Small equipment (\$16,000).
  - Gear replacement (21,820).
  - Uniforms and badges (\$25,225).
  - Station supplies (\$8,500).



# POLICE

## Organizational Structure



**Description:**

The Police Department is comprised of the Administrative Bureau, Operations Bureau and the Special Operations Bureau.

**The Administrative Bureau** is responsible for overseeing the direction of the Police Department. It is comprised of the Chief of Police, the Deputy Chief of Police and the Office of Professional Standards. The Chief provides the strategic vision for the department while Professional Standards coordinates the investigation of disciplinary matters and citizen complaints. The Deputy Chief of Police is directly responsible for supervising the Special Operations and Operations Bureau Commanders (Captains) and Office of Professional Standards Lieutenant.

**The Operations Bureau** is comprised of uniformed Police Officers, Community Service Aides, Traffic Enforcement/ Motors Officers, Animal Control Officers, K-9 Unit, and School Resource Officers. Uniformed Police Officers are central to all police duties. They are responsible for crime prevention, crime suppression, traffic enforcement and for safeguarding the general safety and welfare of the community. In addition, they are the first line of defense for our citizens as well as being first responders. The Operations Bureau operates two (2) platoons and one (1) Traffic Enforcement Division. Each Uniform Platoon is commanded by a Lieutenant who reports directly to the bureau commander (Captain).

**The Special Operations Bureau** is comprised of several programs that address specific criminal and quality of life issues. Special Operation functions include Criminal Investigations, Special Investigations, Special Enforcement Teams, Support Services, Recruiting, Retention & Background, Narcotics, Vice, Training, Evidence, Records Management, and Community Services.

**Mission:**

Provide effective and efficient law enforcement services which reduce crime, reduce the fear of crime and enhance public safety.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	N/A <i>Modified</i>	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	N/A <i>Modified</i>	5%	5%
% of citizens satisfied with police services	High Value Government	N/A <i>Citizen Survey Conducted every other year</i>	75%	N/A <i>Citizen Survey Conducted every other year</i>
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 <sup>th</sup> percentile	Maintaining a Safe Community	87%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	2:05	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	16.5%	16%	15%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	68.6%	55%	55%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	23.5%	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	44.1%	40%	40%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	700	750	750

Average # of sworn police officers per capita	Maintaining a Safe Community	.0022	0.0026	0.0026
Average cost of police services per capita	High Value Government	\$275.48	\$250	\$250
Average # of sworn police officers per capita per daytime population	Maintaining a Safe Community	.00081	0.0008	0.0008
Average cost of police services per capita per daytime population	High Value Government	\$103.71	\$100	\$100

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ The Annual Operation Good Cheer which involved partnership between the PD and the Alumni to donate numerous bicycles and helmets to needy children during the Christmas holiday.
- ✓ The Police Department significantly increased bicycle, foot patrols and walk & talks throughout the community to increase visibility and build community relationships.
- ✓ The department implemented the following new community policing initiatives: Operation Honorable Endeavor, Operation Vigilant Protector, Operation School Guardian and Operation Church Guardian. Each initiative involves increased public service and building trust and relationships with community members and increased presence and interactions in the schools between police, staff and students.
- ✓ DPD became the sole sponsoring law enforcement agency affiliated with WVPAL providing quality athletic and educational activities for at-risk children in the greater DeLand area at low or no cost to the participant. The Bulldog Youth Wrestling Club was initiated.
- ✓ Community Police Advisory Council bi-monthly meetings.
- ✓ DPD and VCSO established a police school resource officer program at DeLand Middle School.
- ✓ Received a donation for the completion of the Defensive Tactical Room Upgrade.
- ✓ Purchase of a golf cart using Converted Funds for the purpose of downtown Parking Enforcement and special events.
- ✓ Received a donation of a 2019 Honda multi-purpose utility vehicle for patrolling property not accessible by patrol vehicles.
- ✓ Special Investigations Unit established.
- ✓ DPD Honor Guard established.
- ✓ Implemented annual Legal Update Training.

## Action Plan

Communication & Interaction		
	Goals & Objectives	Strategic Plan Area(s)
1	Utilize varied methods of interaction with community members to gain information relative to, and in support of, the police mission. <ul style="list-style-type: none"> <li>• Department members will utilize appropriate social media channels, including Crimewatch, to share information with community members on a daily basis.</li> <li>• Department members will strive to exchange information with members of an affected neighborhood before a police action is required, or immediately after a police action occurs. The information learned will be distributed to appropriate police functions for intelligence purposes and planned responses.</li> </ul>	Communication & Maintaining a Safe Community
2	Maintain a comprehensive crime prevention/personal safety awareness education effort. <ul style="list-style-type: none"> <li>• Maintain a Chief’s Police Community Advisory Council meeting on every other month basis.</li> <li>• Maintain a close association with local public and private schools by conducting D.A.R.E. classes and becoming involved in other activities that build a sense of rapport between officers and school personnel.</li> <li>• Maintain a police school resource officer program at DeLand High School and DeLand Middle School.</li> </ul>	Communication & Maintaining a Safe Community

	<ul style="list-style-type: none"> <li>• Continue to conduct an annual Citizen Police Academy Program designed to acquaint officers and the public on a personal level while safely exposing community participants to police methods, the application of the law, officer safety, and the value of community involvement.</li> <li>• Department members will be involved in community involved crime and personal safety prevention programs with all age groups based on requests, identified crime trends, community partnerships, and stakeholder concerns.</li> <li>• Department will continue to host an annual National Night Out event and an annual NOBLE event.</li> </ul>	
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## Problem Solving – Order Maintenance

Goals & Objectives	Strategic Plan Area(s)
<p>1</p> <p>Department members and new recruits will be trained in problem solving methods in support of the police mission.</p> <ul style="list-style-type: none"> <li>• Reinforce Police Department mission, core values, and new community policing initiatives with a focus on procedural justice.</li> <li>• A new performance evaluation document will be designed that measures the actual work expected of and performed by the officers, and the results attained. <ul style="list-style-type: none"> <li>* Patrol officers will become familiar with chronic problems in his/her defined areas; department members will identify trends through crime analysis or investigation.</li> <li>* Officers will work with affected community members and other resources when applying problem-solving techniques that provide long-term solutions to identified problems.</li> </ul> </li> <li>• Department members will use the S.A.R.A. model, or a comparable problem-solving process, when working an identified and defined problem affecting the livability of a neighborhood or business area.</li> </ul>	<p>Maintaining a Safe Community</p>
<p>2</p> <ul style="list-style-type: none"> <li>• Project logs will be maintained to track the progress of the defined problem, types of community interactions, project analysis findings, and collaborative solutions between department members and affected community members.</li> <li>• Department members will be cross trained to perform functions outside of their designated assignment in support of the police mission and to enhance a member’s skills, knowledge, and abilities.</li> <li>• Department personnel will provide members of an effected neighborhood with feedback aligned with the defined problem and the results gained from the applied solution.</li> <li>• The department will provide continuing education designed to develop a members’ skills, knowledge and abilities in support of the police mission, problem solving, crime prevention, and legal tactics training.</li> </ul>	<p>Maintaining a Safe Community</p>

## Recruitment

	Goals & Objectives	Strategic Plan Area(s)
1	<p>The police department will maintain an aggressive recruitment effort to choose qualified candidates who are interested in the police profession with an emphasis on minority recruitment.</p> <ul style="list-style-type: none"> <li>• The Community Involvement function will work with area academies to select quality candidates for consideration.</li> <li>• Police academies sessions, local job fairs, and Central Florida colleges will be attended and used to promote the department and to attract qualified applicants.</li> <li>• Continue sponsorship program to prepare qualified candidates for a job with the police department.</li> <li>• An incentive program will be used to reward new employees who successfully complete the department's field officer training program.</li> <li>• Emphasis continues on qualified minority candidates so our department reflects the face of the community.</li> </ul>	Maintaining a Safe Community

## Long-Term Goals

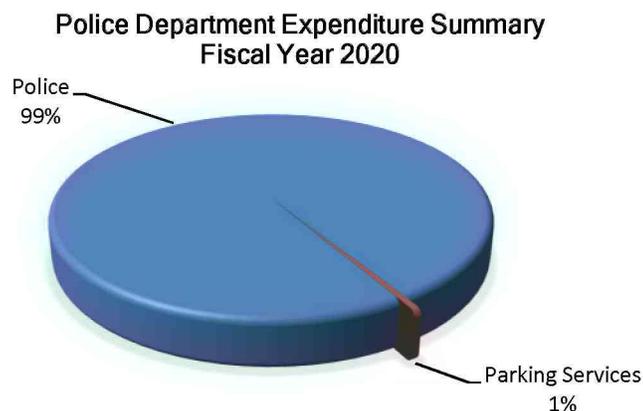
- ✓ Enhancing the PAL Program: Increasing the number and quality of programs
  - Target Completion: FY 2019-20
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Completion of the new Evidence building
  - Target Completion: FY 2020-21
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of uniform electronic traffic citations
  - Target Completion: FY 2020-21
  - Strategic Focus Area: Communication and Maintaining a Safe Community
- ✓ Refurbishing of the Jackson Gym
  - Target Completion: FY 2021-22
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Increase sworn complement to meet International Association of Chiefs of Police patrol staffing formula
  - Target Completion: FY 2021-22
  - Strategic Focus Area: Maintaining a Safe Community

## Operating Budget Comparison Total Police Expenditure Summary

	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 7,444,923	\$ 8,079,234	\$ 7,485,751	\$ 8,372,098	3.62%
Operating Expenses	973,625	999,456	1,093,607	1,051,099	5.17%
Debt Service	<u>395,043</u>	<u>632,211</u>	<u>632,211</u>	<u>0</u>	-100.00%
Total Budget	\$ 8,813,591	\$ 9,710,901	\$ 9,211,569	\$ 9,423,197	-2.96%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Police	8,767,764	9,663,324	9,164,583	9,375,419	-2.98%
Parking Services	45,827	47,577	46,986	47,778	0.42%
Total Budget	\$ 8,813,591	\$ 9,710,901	\$ 9,211,569	\$ 9,423,197	-2.96%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Police	89.69	90.05	90.05	93.55	95.22
Parking Services	1.00	1.00	1.00	1.00	1.00
Total Staffing	90.69	91.05	91.05	94.55	96.22



## Operating Budget Comparison - Police

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 7,401,173	\$ 8,034,027	\$ 7,440,390	\$ 8,325,715	3.63%
Operating Expenses	971,548	997,086	1,091,982	1,049,704	5.28%
Debt Service	395,043	632,211	632,211	-	-100.00%
Total Budget	\$ 8,767,764	\$ 9,663,324	\$ 9,164,583	\$ 9,375,419	-2.98%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Deputy Chief	E104	2.00	2.00	2.00	1.00	1.00
Captain	P105	0.00	0.00	0.00	2.00	2.00
Police Lieutenant	P104	6.00	6.00	6.00	5.00	6.00
Police Sergeant	P103	9.00	9.00	9.00	9.00	8.00
Corporal	P102	0.00	0.00	0.00	4.00	4.00
Police Officer	P101	47.00	47.00	47.00	47.00	49.00
Administrative Manager	122	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	0.00	1.00
Victim Advocate Coordinator	117	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	3.00	3.00	3.00	3.00	2.00
Animal Service Administrator	115	1.00	1.00	1.00	1.00	1.00

Civil Investigative Specialist	116	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	117	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Technician	115	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	2.00	2.00	2.00	2.00	3.00
Animal Control Officer	111	1.00	1.00	1.00	1.00	1.00
Community Service Aide	111	4.00	4.00	4.00	4.00	3.00
Police Record Clerk I	109	4.00	4.00	4.00	3.00	3.00
Administrative Assistant II	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		85.00	85.00	85.00	89.00	90.00
Animal Care Kennel Assistant	N/A	1.00	0.63	0.63	1.13	1.13
Animal Kennel Officer	N/A	0.50	0.50	0.50	0.00	0.00
Community Service Aide	N/A	0.00	0.00	0.00	0.00	0.50
Civilian Evidence Custodian	N/A	0.73	0.73	0.73	0.00	0.00
Digital Evidence Custodian	N/A	0.00	0.00	0.00	0.73	0.73
Reserve Police Officer	N/A	2.46	3.19	3.19	2.69	2.69
PT PAL Coordinator	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.17</u>
Total Part Time Staffing		4.69	5.05	5.05	4.55	5.22
Total Staffing		89.69	90.05	90.05	93.55	95.22

Added [2.00] Police Officers and [0.17] PT PAL Coordinator. Promote [1.00] Sergeant to Lieutenant and [1.00] Administrative Coordinator to Office Administrator. Reclass [1.00] Community Service Aide to Administrative Assistant III. Reduced [0.50] hours for Community Service Aide.

## Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 43,750	\$ 45,207	\$ 45,361	\$ 46,383	2.60%
Operating Expenses	<u>2,077</u>	<u>2,370</u>	<u>1,625</u>	<u>1,395</u>	-41.14%
Total Budget	\$ 45,827	\$ 47,577	\$ 46,986	\$ 47,778	0.42%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Parking Services Specialist	109	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

## Management Discussion

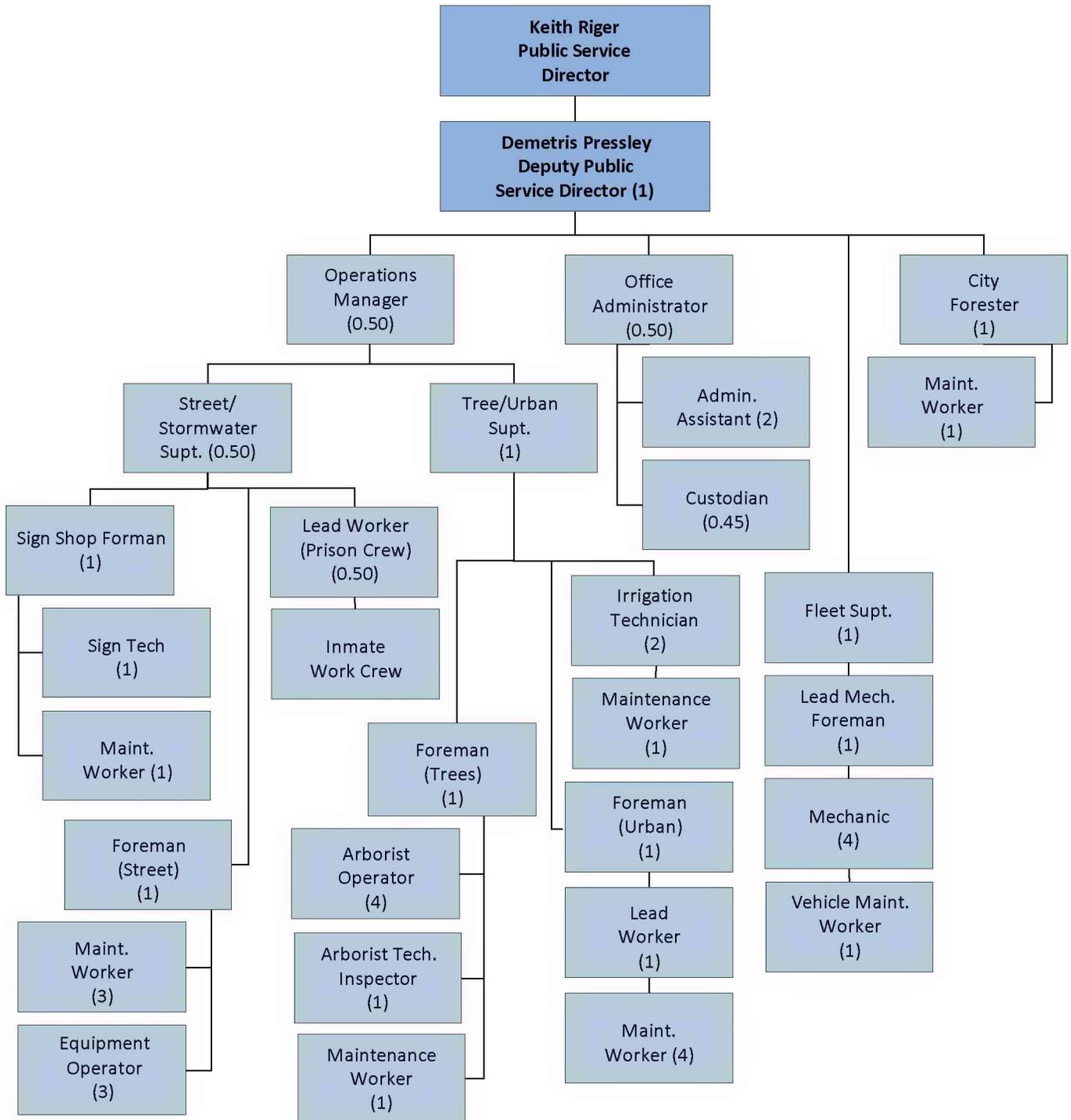
- ✓ Total expenses decreased by 2.96%.
- ✓ Operating expenses increased by 5.17%.
- ✓ Debt service decreased by 100% due to the transfer of debt service payments to a new Debt Service Fund in FY19-20.
- ✓ Includes funding for:
  - Motorcycle leases (\$21,600).
  - Vehicle maintenance (\$62,750).
  - Radio Parts (\$7,000).
  - Patrol printing (\$4,500).
  - Employee recognition program (\$2,500).
  - P.A.L (\$10,000).
  - Outsource animal fees (\$26,000).
  - Bullet proof vests (\$24,000).

- Cargo barrier for patrol SUV's (\$9,494).
- Fire ammunition (\$28,875).
- Evidence supplies (\$10,000).
- Officer duty equipment (\$15,000).
- Uniforms (\$41,880).
- Tasers (\$20,880).
- Southern Police Institute Command Officer Development (\$11,420).



# PUBLIC WORKS

## Organizational Structure



**Description:**

The Public Works Department is comprised of five divisions supervised by the Public Works Director. **Administration** is responsible for operation and maintenance of the City's work order management program (CityWorks), Banner program, State and County Inter-local agreements, city contracts, refuse collection operation, and environmental services. Our PW Administration promotes the economic development and sustainable growth of the City through maintenance of City assets, the plan review process, mapping and related ROW Infrastructure Services. **Streets & Signs** is responsible for maintaining 131.5 miles of streets, 18.65 square miles of ROW Maintenance, 130+ miles of curbing, and 120+ miles of sidewalks, all regulatory signs, fabrication, and pavement marking. **Tree & Horticulture** is responsible for the operation and maintenance of tree pruning, removing and replanting of City owned trees. The tree division operates a Tree Nursery that gives away more than 2,000 trees grown from seedlings each year. **Urban Beautification** is responsible for the operation and maintenance of urban landscape for City owned facilities, ten pocket parks, all ROW/City irrigated property, and the Downtown DeLand streetscapes. Urban handles the Temporary Traffic Controls (TTC) and cleaning maintenance for the majority of all Downtown Events (60+) and 14 parking lots. **Fleet Maintenance** is responsible for the preventive and corrective maintenance of the City's entire fleet (rolling stock of 400+) and all federal and state compliance regulations for city vehicles. Fleet staff train, prepare, and test all Class A & B Commercial Driver License recipients. This includes welding, lighting package installation, lettering, and major repairs to all City Vehicles.

**Mission:**

To provide services for planning, construction, maintenance, repair, and operation of City's fleet and infrastructure, while proactively managing City assets, using technology to enhance services, and strengthening partnerships with internal and external customers.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of service requests responded to within 3 business days	High Value Government	92%	95%	95%
% of residents satisfied with condition of roads and sidewalks	High Value Government	48%	80%	80%
% of time fleet is usable (down time, annual average basis)	High Value Government	94%	85%	90%
% of preventive maintenance services performed on schedule	High Value Government	95%	95%	95%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$110,000	\$121,000	\$132,500
Preventive + other maintenance per mile -ALL- Police without fuel	High Value Government	\$0.47	\$0.50	\$0.50
Preventive + other maintenance per vehicle-Police (PATROL ONLY) without fuel	High Value Government	\$4,200	\$3,800	\$4,000
Preventive + other maintenance per mile-Fire Apparatus without fuel	High Value Government	\$2.10	\$2.25	\$2.25
% of direct labor hours worked that are billed	High Value Government	75%	84%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days.	High Value Government	100%	90%	95%
\$ Cost per mile of resurfaced road	High Value Government	\$211,027	\$220,500	\$275,000

% of total lane miles resurfaced	High Value Government	.25%	.25%	.35%
% of pothole repairs completed within 5 days of request	High Value Government	94%	90%	90%
% of sidewalk repairs completed within 30 business days	High Value Government	92%	90%	90%
% of street signs replaced/ repaired within 7 business days	High Value Government	79%	75%	75%
% of irrigation system repaired within 7 business days	High Value Government	90%	85%	85%
% of trees removal requests addressed within 7 business days	High Value Government	79%	80%	80%
% of replacement trees planted	High Value Government	1%	15%	25%
% of public satisfied with urban forest	High Value Government	78%	80%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	94%	90%	90%
% of noise complaints responded to within 48 hours	High Value Government	97%	95%	95%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Preparing APWA Accreditation process; received FGBC Green City Achievement Award (City with highest score for 2019); functioning banner program (71 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) (6) and certificates for each Public Works employee.
- ✓ The Public Works Department produced 6,877 work orders from the operation. Implementation of new work order management system (CityWorks).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division (400); 21,000 ft of thermoplastic markings applied; Updated Historic Street Markers Inventory.
- ✓ Installation of Smart Signs (4) and Rectangular Rapid Flashing Beacons (2) at various locations around City.
- ✓ Completed Downtown Intersection Lighting Improvements, additional illumination site: (South Woodland and Springhill Lighting District).
- ✓ Street Resurfacing Program: milling and resurfacing 2.65 lane miles, pavement preservation process: crack seal and Re-paved parking lot 9 & 10.
- ✓ Sidewalk Grinding Process: identifying and removing 626 (+400 trippers in-house) trip hazards. 65% saving verse full replacement.
- ✓ ADA Transition Projects: Improved 14 Intersection throughout DeLand; Replaced 23,000+ ft. of damaged sidewalks
- ✓ Received Tree City USA Award for 31<sup>st</sup> Year; Maintained tree inventory (approx. 7,200 trees).
- ✓ Completed Tree Giveaway (1,550 trees); distributed 950 trees Arbor Day Celebration; completed Potting Day (2,200 trees); manually watered approximately 150 Right-of-Way trees. Functioning Greenhouse Operation.
- ✓ Certifications:
  - Florida Friendly Landscape Project (Parking Lots 3,12,13; Police Dept., HWY 92 Medians, Jackson Gym)
  - TCIA: Certified Tree Care Safety Professional (2 Employees).
  - Electrical Hazards Training and Certification (12 employees).
  - Tree Foreman became Certified Arborist
- ✓ Debris Management: Operation Readiness for Hurricane Season.
- ✓ Special Events (86): Participated in Keep DeLand Beautiful, new Landscape plans (Projects: Downtown Corridor, Parks, Entrance Corridors), coordination of Stetson Football Home Pre-Game and Post-Game MOT and Parking Lot Maintenance. (\*12 more events than previous year)
- ✓ Provided a High level of service for City vehicles in fleet. (approx. 478).
- ✓ Safety features and compliance upgrades for Vehicle Equipment Shop: New roof and lighting outfit, Improve Compliance percentage from 80% to 90% FLAGFA compliance rate.
- ✓ 3 Certified ASE Mechanics
- ✓ Preventive Maintenance Program.
- ✓ Four completed the APWA Public Works Leadership Institute.
- ✓ Recycling Right Program and Recycle Coach App 239 subscribers (86 new subscribers)

## Action Plan

Administration		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Work with solid waste hauler to minimize citizen complaints about refuse service.</p> <ul style="list-style-type: none"> <li>• Ensure all garbage complaints are handled by hauler in a timely fashion.</li> <li>• Meet monthly with solid waste hauler to review customer complaints.</li> <li>• Track receipts for recycling revenues to assure the City receives monthly payments.</li> <li>• Keep a high Q&amp;A response with Citizens and Businesses in DeLand.</li> </ul>	High Value Government
2	Work with entire City to implement City-Works Work Order system.	High Value Government
3	<p>Maintain and Monitor contract agencies overseen by Public Works</p> <ul style="list-style-type: none"> <li>• Florida Department of Corrections Tomoka Correctional Institute Contract</li> <li>• Tire Service Contract</li> <li>• FDOT Traffic Signal Maintenance and Compensation Agreement</li> <li>• Volusia County Mosquito Control District to Use Low Level Flights</li> <li>• FDOT Maintenance Agreement-International Speedway Blvd Maintenance</li> <li>• State Highway Lighting, Maintenance and Compensation Agreement</li> <li>• Cooperative Purchase Agreement for Emergency Debris Removal Services</li> <li>• Decorative Street Lighting Replacement, Woodland Blvd between Michigan and Pennsylvania Ave</li> <li>• Interlocal Agreement for Municipal Services</li> <li>• Contract for Refuse/Recycling Services with WCA and Ordinance Amending Solid Waste Rates</li> <li>• USA Services US 92 Right-of-Way Maintenance</li> <li>• USA Services Street Sweeping Maintenance</li> </ul>	High Value Government
4	USA Services – Keep track and monitor sweeping and mowing service.	High Value Government

Street Maintenance		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide safe and efficient transportation systems in DeLand.</p> <ul style="list-style-type: none"> <li>• Look for improvements to the paved street infrastructure.</li> <li>• Manage the 131.5 miles with proactive preservation programs to avoid higher cost in the future.</li> <li>• Develop annual street maintenance work plan.</li> <li>• Implementing a pavement assessment survey that will include sidewalks, curbs, and signs condition analyst.</li> </ul>	Preparing for the Future/ Sustainability

Street Maintenance		
Goals & Objectives		Strategic Plan Area(s)
2	<p>Create a walkable community with a network of sidewalks and trails</p> <ul style="list-style-type: none"> <li>• Monitor and repair sidewalks in that are designated City sidewalk areas.</li> <li>• Ensure all new sidewalk/sidewalk improvements are ADA compliant.</li> <li>• Secure funding for small street and sidewalk projects. (Grinding of trip hazards).</li> </ul>	Creating the Connected Community
3	Continue development of DeLand Greenway.	High Value Government
4	<ul style="list-style-type: none"> <li>• Manage traffic signals, signs, and markings to MOT throughout the City.</li> <li>• Implement system to improve visibility of line of sight issues and signage.</li> <li>• Update database documenting regulatory and street signs within the City</li> <li>• Establish a replacement program.</li> </ul>	High Value Government

Tree Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Perpetuate and enhance DeLand's Urban Forestry.</p> <ul style="list-style-type: none"> <li>• Identify and remove trees that are hazardous to life and property.</li> <li>• Identify planting opportunities within the City Right-of-Way and Park areas.</li> <li>• The City's Tree Ordinance requires a variety of maintenance activities.</li> </ul>	High Value Government
2	<p>Continue to document data and Tree Inventory</p> <ul style="list-style-type: none"> <li>• Planning, technical and logistic support for City trees.</li> <li>• Update and filter through the Tree Keeper software.</li> <li>• Review site and building plans for compliance with tree requirements with Land Development Regulations. Provide comments for the committee.</li> </ul>	High Value Government
3	<p>Provide high level of tree maintenance and service exceeding residents' expectations.</p> <ul style="list-style-type: none"> <li>• Bi annual surveys issued to ensure quality services provided by the Public Works Department.</li> </ul>	High Value Government

Tree Nursery		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Conduct and maintain a complete tree inventory and identify relevant information:</p> <ul style="list-style-type: none"> <li>• Tree species, health of the tree, and tree location.</li> <li>• Establish standard recordkeeping practices for all urban forestry activities</li> <li>• Utilize Green-House to keep the adequate number of trees.</li> <li>• Identify type of trees native to West Volusia County suitable for planting and increase nursery stock.</li> <li>• Improve quality of stock by pruning, watering, and fertilizing on a routine schedule.</li> </ul>	High Value Government

## Landscape & Hardscape

Goals & Objectives		Strategic Plan Area(s)
1	<p>Improve the overall appearance of the City's downtown area and parks.</p> <ul style="list-style-type: none"> <li>• Monitor level of services for planting, mowing, pressure washing, and cleaning of assigned areas.</li> <li>• General maintenance plan for street light poles, street furniture, decorative sidewalk sealant, and other designated areas.</li> <li>• Maintain and improve the irrigation system and GIS inventory.</li> </ul>	High Value Government
2	<p>Implement program with a community group or organization where they perform an ongoing maintenance task for a specific area.</p> <ul style="list-style-type: none"> <li>• Bi-annually replace the downtown potted plants and row planters in downtown streetscape.</li> <li>• Announce public planting and potting days.</li> <li>• Organize and participate in community events: Keep DeLand Beautiful, St. John River Clean-up, etc.</li> </ul>	Preserving "Sense of Community"

## Vehicle & Equipment Operation

Goals & Objectives		Strategic Plan Area(s)
1	<p>Consultant and Analytical Fleet Maintenance Management.</p> <ul style="list-style-type: none"> <li>• Schedule maintenance to maximize productivity of vehicles, manpower, and facilities.</li> <li>• Monitor Fleet functions based on in-house skills level, time available, and cost benefit ratio for the City.</li> <li>• Use Preventive Maintenance Inspection (PMI) form with check list and give readings where indicated.</li> <li>• Train mechanics on Mastertect Scanner and Mitchell computerized repair information system.</li> <li>• Contract out select fleet maintenance based off logistical functions.</li> </ul>	High Value Government
2	<p>Prepare 5-year work plan to increase operational efficiency of Fleet Maintenance.</p> <ul style="list-style-type: none"> <li>• Explore what equipment and technology is currently available to upgrade the diagnostic ability of Fleet Maintenance.</li> <li>• Determine what specific certifications/training is available from vehicle manufacturers for Fleet Maintenance personnel.</li> <li>• Establish operational standards/procedures for all vehicle repairs (in-house repairs vs. contracted repairs).</li> </ul>	High Value Government
3	Complete the Fleet Management Policy	Preparing for the Future/Sustainability

## Long-Term Goals

- Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government, Sustainability
- City Tree Master Plan Update
  - Target Completion: FY 2019-2020
  - Two full time pruning crews for tree maintenance
  - Strategic Focus Area: High Value Government, Sense of Community.
- Infrastructure: Public Works will develop and implement a comprehensive asset management plan for our contractual services, streets, signs, street lights, sidewalks, and flood control facilities.
  - Target Completion: FY 2020-2021

- Strategic Focus Area: High Value Government, Sense of Community, Communication.
- City ADA Transition Plan:
  - Target Completion: FY 2021-2022
  - Comprehensive ADA Plan for Right-of-way improvements: Sidewalks, ramps, intersections, crosswalks, signages
  - Strategic Focus Area: High Value Government, Sense of Community.
- Department Wide Standard Operating Procedures Program Update.
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government, Sustainability
- Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, increase recycling and achieve 75% waste diversion.
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government, Sustainability, Sense of Community

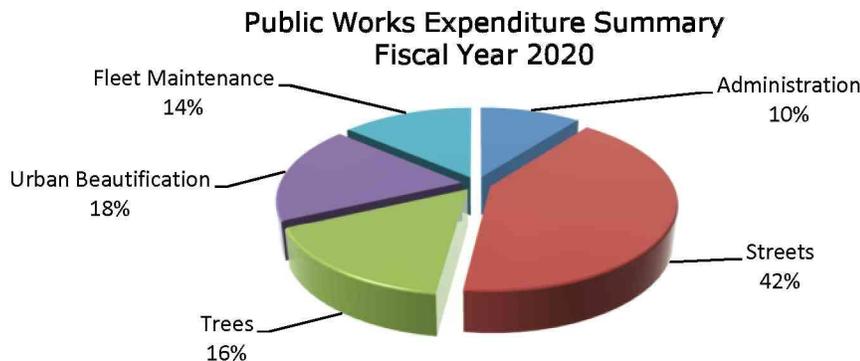
## Operating Budget Comparison

### Total Public Works

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 1,969,839	\$ 2,195,826	\$ 2,041,618	\$ 2,334,536	6.32%
Operating Expenses	1,218,298	1,223,703	1,285,307	1,325,564	8.32%
Debt Service	<u>1,448</u>	<u>37,998</u>	<u>37,998</u>	<u>0</u>	-100.00%
Total Budget	\$ 3,189,585	\$ 3,457,527	\$ 3,364,923	\$ 3,660,100	5.86%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Administration	\$ 309,367	\$ 379,216	\$ 388,399	\$ 383,224	1.06%
Streets	1,400,600	1,461,162	1,395,406	1,524,763	4.35%
Trees	442,729	508,555	496,813	583,802	14.80%
Urban Beautification	626,700	645,873	655,040	665,613	3.06%
Fleet Maintenance	<u>410,189</u>	<u>462,721</u>	<u>429,265</u>	<u>502,698</u>	8.64%
Total Budget	\$ 3,189,585	\$ 3,457,527	\$ 3,364,923	\$ 3,660,100	5.86%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	3.87	3.87	3.87	3.87	3.95
Streets	13.25	11.50	11.50	11.50	11.50
Trees	7.00	7.50	7.50	7.50	8.50
Urban Beautification	8.00	9.50	10.50	10.50	10.50
Fleet Maintenance	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>
Total Staffing	38.12	38.37	39.37	39.37	41.45



## Public Works Administration

BUDGET SUMMARY	2017-18		2018-19		2019-20		% Change from 2018-19 BUDGET
	ACTUAL	BUDGET	ESTIMATED	BUDGET	BUDGET	BUDGET	
Personal Services	\$ 256,708	\$ 280,074	\$ 279,039	\$ 308,922			10.30%
Operating Expenses	51,211	61,144	71,362	74,302			21.52%
Debt Service	1,448	37,998	37,998	0			-100.00%
Total Budget	\$ 309,367	\$ 379,216	\$ 388,399	\$ 383,224			1.06%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Deputy Public Service Director	E109	0.00	0.00	0.00	1.00	1.00
Public Works Director	E107	1.00	1.00	1.00	0.00	0.00
PW Office Administrator (also Fund 401)	117	0.00	0.00	0.00	0.00	0.50
PW Project Coord. (also Fund 401)	117	0.50	0.50	0.50	0.50	0.00
Administrative Assistant IV	112	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	1.00	1.00	1.00	1.00	1.00
Custodian/Housekeeping	108	0.00	0.00	0.00	0.00	0.45
Total Full Time Staffing		3.50	3.50	3.50	3.50	3.95
Custodian/Housekeeping	N/A	0.37	0.37	0.37	0.37	0.00
Total Contract Staffing		0.37	0.37	0.37	0.37	0.00
Total Staffing		3.87	3.87	3.87	3.87	3.95

Promoted PT Custodian/Housekeeping to FT and split with Water & Sewer and Airport funds. Reclassified [0.50] Project Coordinator to Office Administrator.

## Streets

BUDGET SUMMARY	2017-18		2018-19		2019-20		% Change from 2018-19 BUDGET
	ACTUAL	BUDGET	ESTIMATED	BUDGET	BUDGET	BUDGET	
Personal Services	\$ 467,111	\$ 568,807	\$ 475,844	\$ 567,180			-0.29%
Operating Expenses	933,489	892,355	919,562	957,583			7.31%
Total Budget	\$ 1,400,600	\$ 1,461,162	\$ 1,395,406	\$ 1,524,763			4.35%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Asst. PW Director (also Fund 450)	E104	0.75	0.00	0.00	0.00	0.00
Operations Manager (also Fund 450)	122	0.00	0.50	0.50	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	120	0.50	0.50	0.50	0.50	0.50
Foreman II	115	1.00	1.00	0.00	0.00	0.00
Foreman I	114	1.00	0.50	1.50	1.00	1.00
Sign Shop Foreman I	114	0.00	0.00	0.00	1.00	1.00
Equipment Operator II	111	1.00	1.00	1.00	1.00	1.00
Equipment Operator I	110	1.00	1.00	2.00	2.00	2.00
Lead Worker (also Fund 450)	111	0.00	0.00	0.00	0.50	0.50
Sign Maintenance Technician II	111	1.00	1.00	1.00	0.00	0.00
Sign Maintenance Technician I	110	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	1.00	1.00	1.00
Maintenance Worker II	108	6.00	3.00	1.00	1.00	1.00
Maintenance Worker I	107	0.00	2.00	2.00	2.00	2.00
Total Full Time Staffing		13.25	11.50	11.50	11.50	11.50

Maintenance Worker	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.00	0.00	0.00	0.00	0.00
Total Staffing		13.25	11.50	11.50	11.50	11.50

## Trees

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 361,193	\$ 408,088	\$ 388,666	\$ 469,586	15.07%
Operating Expenses	<u>81,536</u>	<u>100,467</u>	<u>108,147</u>	<u>114,216</u>	13.69%
Total Budget	\$ 442,729	\$ 508,555	\$ 496,813	\$ 583,802	14.80%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
City Forester	121	0.00	1.00	1.00	1.00	1.00
Superintendent - Tree/Urban	120	0.00	0.50	0.50	0.50	0.50
Forestry Superintendent	120	1.00	0.00	0.00	0.00	0.00
Foreman II	115	0.00	1.00	1.00	1.00	1.00
Foreman I	114	1.00	0.00	0.00	0.00	0.00
Arborist Inspector	112	0.00	0.00	0.00	0.00	1.00
Arborist Operator II	111	0.00	1.00	1.00	1.00	1.00
Arborist Operator I	110	4.00	3.00	3.00	3.00	3.00
Maintenance Worker II	109	0.00	0.00	0.00	0.00	1.00
Maintenance Worker I	107	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	7.50	7.50	7.50	8.50
Maintenance Worker	10	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		1.00	0.00	0.00	0.00	0.00
Total Staffing		7.00	7.50	7.50	7.50	8.50

Added [1.00] Arborist Inspector. Promote [1.00] Maintenance Worker I to II.

## Urban Beautification

BUDGET SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 525,490	\$ 529,069	\$ 522,456	\$ 539,960	2.06%
Operating Expenses	<u>101,210</u>	<u>116,804</u>	<u>132,584</u>	<u>125,653</u>	7.58%
Total Budget	\$ 626,700	\$ 645,873	\$ 655,040	\$ 665,613	3.06%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Superintendent - Tree/Urban	120	0.00	0.50	0.50	0.50	0.50
Foreman I	114	1.00	1.00	1.00	1.00	1.00
Irrigation Technician	113	1.00	1.00	2.00	2.00	2.00
Lead Worker	111	0.00	0.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	2.00	2.00	2.00	2.00
Maintenance Worker II	108	5.00	5.00	4.00	3.00	3.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		7.00	9.50	10.50	10.50	10.50
Maintenance Worker	N/A	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		1.00	0.00	0.00	0.00	0.00
Total Staffing		8.00	9.50	10.50	10.50	10.50

## Fleet Maintenance

BUDGET SUMMARY					% Change from
	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	2018-19 BUDGET
Personal Services	\$ 359,337	\$ 409,788	\$ 375,613	\$ 448,888	9.54%
Operating Expenses	<u>50,852</u>	<u>52,933</u>	<u>53,652</u>	<u>53,810</u>	1.66%
Total Budget	\$ 410,189	\$ 462,721	\$ 429,265	\$ 502,698	8.64%

STAFFING (Full Time Equivalents)	PAY GRADE					
		2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Garage/Fleet Maint Superintendent	120	1.00	1.00	1.00	1.00	1.00
Fleet Maintenance Foreman II	115	0.00	1.00	1.00	1.00	1.00
Garage/Fleet Maint Foreman I	114	1.00	0.00	0.00	0.00	0.00
Equipment Mechanic II	114	2.00	2.00	2.00	4.00	2.00
Equipment Mechanic I	113	2.00	2.00	2.00	0.00	2.00
Vehicle Maintenance Worker I	113	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		6.00	6.00	6.00	6.00	7.00

Added [1.00] Vehicle Maintenance Worker I.

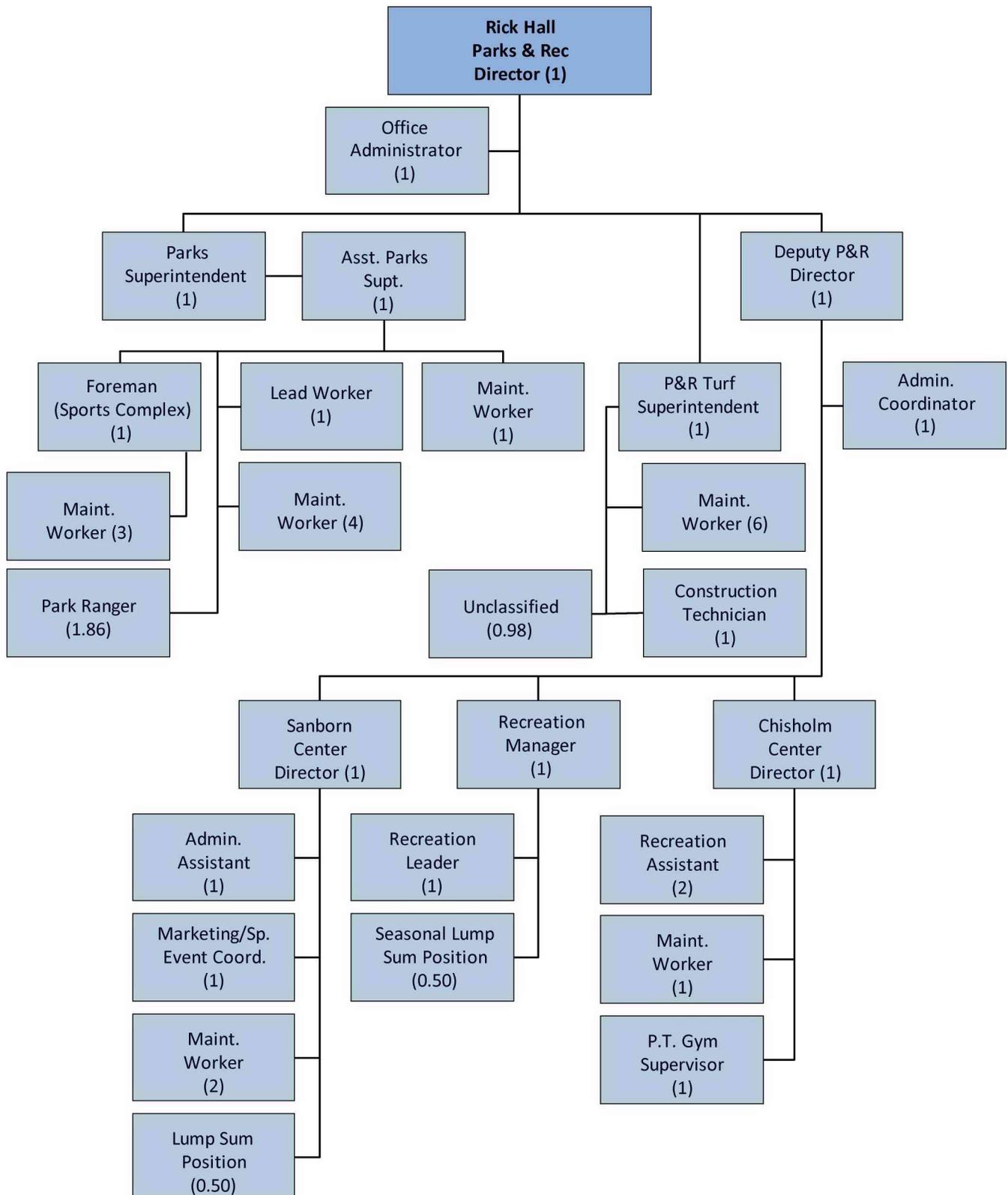
## Management Discussion

- ✓ Total expenses increased by 5.86%.
- ✓ Personal Services increased by 6.32% due to adding Arborist Inspector and Vehicle Maintenance Worker.
- ✓ Operating expenses increased by 8.32% mainly due to increases in Sidewalk Grinding (\$10,000), Traffic Lights (\$5,000), Road Materials and Supplies (\$9,000), Greenhouse Maintenance (\$10,000) and Utilities (\$38,723).
- ✓ Debt service decreased by 100% due to the transfer of debt service payments to a new Debt Service Fund.
- ✓ Includes funding for:
  - APWA Accreditation (\$7,500).
  - Mosquito spraying (\$8,500).
  - Pressure washing (sidewalk & historic markers) (\$18,500).
  - Brick work (\$5,000).
  - Sidewalk grinding (\$50,000).
  - Traffic engineering consultant (\$20,000).
  - Traffic lights (\$35,000).
  - Sign materials and paint (\$30,000).
  - Traffic control equipment (\$5,000).
  - Scarifier carbide blades (\$2,500).
  - Small equipment (\$4,000).
  - Road materials and supplies (\$71,000).
  - Sidewalk materials (\$60,000).
  - Landfill (\$10,000).
  - Greenhouse maintenance (\$10,000).



# PARKS AND RECREATION

## Organizational Structure



**Description:**

The Parks and Recreation Department is comprised of three divisions supervised by the Parks and Recreation Director.

**Administration:** Provides general administration, including leadership and supervision for the other nine (9) divisions that make up the Parks and Recreation Division.

**Recreation Division:** Responsible for the supervision and development of a varied program of leisure time activities for the citizens of DeLand. Facilities utilized by the Recreation Division include municipal athletic facilities, Wayne G. Sanborn Activities Center, Chisholm Community Center, public museums, and “joint-use” facilities of Volusia County Schools.

**Parks Division:** Responsible for maintenance, supervision, and development of the park facilities within the City's Parks and Recreation Department. This includes 108 acres of developed parklands, 13 undeveloped parklands, and twenty-four (24) departmental buildings.

**Mission:**

To provide a comprehensive program of park space, leisure activities and special events that ensures an exceptional quality of life for the residents of the Greater DeLand Area.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Average maintenance cost per total acres of park land	High Value Government	\$10,700	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	N/A Survey conducted every other year	80%	N/A Survey conducted every other year
% Satisfied with City parks, trails and facilities	High Value Government	N/A Survey conducted every other year	80%	N/A Survey conducted every other year
% change in participants at Sanborn Center	High Value Government	8.5%	27%	10%
% change in participants at Chisholm Center	High Value Government	9.14%	9%	20%
% change in participants in recreational programs and activities	High Value Government	7.3%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	3.8%	3.75%	3.85%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Co-hosted with Stetson University NCAA Baseball Regional (First Time Ever).
- ✓ Hosted FHSAA State Soccer Championships for the third straight year.
- ✓ The City of DeLand Firecracker Festival was a great success with the United States Naval Band performing.
- ✓ Revenue increased once again.
- ✓ Completed improvements to Earl Brown Park utilizing CDBG funds.
- ✓ Assisted Nicholas Pleus with Eagle Scout project in building a beautiful courtyard at Bill Dreggors Park.
- ✓ Completed preliminary design for the improvements and possible expansion of Melching Field.
- ✓ Special events in Earl Brown Park were once again a success (Shamrocks & Shenanigans, Mistletoe & Music, Breakfast with Santa, Hay Day and Easter Egg Hunt)
- ✓ Partnered with Stetson University in hosting summer basketball camp.
- ✓ Co-sponsored with Mike Gillislee Football Camp.
- ✓ Hosted National Football All-Star Game.
- ✓ Chisholm Center served as cold weather shelter.

- ✓ Successfully opened new pickleball courts.
- ✓ Indicators show that our recreational participation numbers are still growing.
- ✓ Sanborn Center continues to be an overall success. Numbers have been consistently high.

## Action Plan

Leisure Activities and Programs		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Provide a variety of leisure activities, programs or special events responsive to all age ranges, inclusive of diversity, and maximizing efforts to include donations, registration, partnerships, and sponsorships.</p> <ul style="list-style-type: none"> <li>• Increase the overall activities by the DeLand Parks and Recreation Department by adding twelve new programs and/or special events prior to the end of fiscal year.</li> </ul>	<p>High Value Government &amp; Preparing for the Future/ Sustainability</p>
2	<p>Plan for future population changes such as increased cultural diversity and increased senior citizen population.</p> <ul style="list-style-type: none"> <li>• Identify population changes.</li> </ul>	<p>Preparing for the Future/ Sustainability</p>

Park and Facility Management		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Manage and maintain parks and facilities effectively ensuring that locations are safe, clean, and attractive.</p> <ul style="list-style-type: none"> <li>• Inspect each park/outdoor facility at least once weekly and identify needed repairs.</li> <li>• Maintain a mowing schedule of once per week on Bahia grass and St. Augustine grass areas, and three times per week mowing of Bermuda turf on athletic fields, during peak growing season.</li> </ul>	<p>High Value Government</p>
2	<p>Create a plan of action within ten days on how to correct issues identified during weekly inspections.</p> <ul style="list-style-type: none"> <li>• Input work orders.</li> <li>• Assign staff daily to complete repairs.</li> </ul>	<p>High Value Government</p>
3	<p>Identify and apply for grant funds for the continued enhancement of park facilities</p> <ul style="list-style-type: none"> <li>• At least one grant application completed prior to the end of fiscal year.</li> <li>• Meet quarterly with grant writer to review options, needs and process / or more frequently as needed.</li> </ul>	<p>Preparing for the Future/ Sustainability</p>
4	<p>Developing plan for expanding and developing more field and park space for athletic and recreational use prior to the end of fiscal year and submit to the City Manager.</p> <ul style="list-style-type: none"> <li>• Review quarterly with recreation manager - participation numbers and needs for additional field space and facilities to meet the needs of the community.</li> <li>• Identify opportunities for grant funding.</li> </ul>	<p>Institute Smart Growth Principles &amp; Preserving "Sense of Community" in the core city</p>
5	<p>Report quarterly expenditures associated with field preparation, maintenance and staffing for Stetson football and baseball games. Prepare expense reports quarterly identifying on-going operational expenses.</p>	<p>High Value Government</p>

## Special Events in the Parks and at Facilities

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maximize the Greater DeLand community's participation at all parks and venues.</p> <ul style="list-style-type: none"> <li>• Manage and/or support special events in the parks and at facilities.</li> <li>• Host/or support a variety of Special Events that would attract the interest of all areas of our current and future diverse community.</li> <li>• Add four new activities, programs, or special events prior to the end of the fiscal year.</li> </ul>	<p>Creating the Connected Community &amp; Preserving "Sense of Community" &amp; High Value Government &amp; Preparing for the Future/ Sustainability</p>
2	<p>Expand Special Events at the Sanborn Center/Earl Brown Park.</p> <ul style="list-style-type: none"> <li>• Increase the number of sponsorships for special events over the previous year.</li> <li>• Increase awareness of our Community Special Events and increase attendance over the previous year.</li> <li>• Add four new activities, programs, or special events prior to the end of the fiscal year.</li> </ul>	<p>Creating the Connected Community &amp; Preserving "Sense of Community" &amp; High Value Government</p>
3	<p>Increase Special Events at the Chisholm Center.</p> <ul style="list-style-type: none"> <li>• Increase awareness of our Community Special Events and increase attendance over the previous year.</li> <li>• Add four new activities, programs, or special events prior to the end of the fiscal year.</li> </ul>	<p>Creating the Connected Community &amp; Preserving "Sense of Community"</p>
4	<p>Maintain close relations with Stetson facilities.</p> <ul style="list-style-type: none"> <li>• Renew/update intergovernmental contract with Stetson facilities annually or as needed.</li> </ul>	<p>Preserving "Sense of Community"</p>

## Long-Term Goals

### Administration

- ✓ Complete Parks & Recreation City-wide Master Plan to identify current status and future needs in expansion.
  - Target Completion: Fall 2020
  - Strategic Focus Area: Institute Smart Growth Principles, Preserving a "Sense of Community"
- ✓ Implement new facility use agreement with both Stetson University and DeLand High School.
  - Target Completion: Stetson University – 2020 / HS - Ongoing
  - Strategic Focus Area: High Value Government, Creating Connected Community

### Recreation

- ✓ Continue improving existing activities and implement new activities based on the desire and benefits to the DeLand Community.
  - Target Completion: on going
  - Strategic Focus Area: Preserving a "Sense of Community," High Value Government

### Parks

- ✓ Continue to assess facilities needs due to continued growth and develop strategic plan to meet those needs.
  - Target Completion: on going
  - Strategic Focus Area: Institute Smart Growth Principles, Preparing for the Future

### Intermodal Transportation Facility

- ✓ Continue with annual maintenance practices.
  - Target Completion: on going
  - Strategic Focus Area: High Value Government

### Trailer Park

- ✓ Continue with annual maintenance practices.
  - Target Completion: on going
  - Strategic Focus Area: High Value Government

### Museum

- ✓ Continue to partnership with The Historical Society.
  - Target Completion: on going
  - Strategic Focus Area: Creating Connected Community

### Activity Center

- ✓ Continue to market facilities for sustainable maximum use.
  - Target Completion: on going
  - Strategic Focus Area: Creating Connected Community, High Value Government, Preparing for the Future

### Stadium

- ✓ Continue to provide a quality facility in compliance with facility use contractual agreements.
  - Target Completion: on going
  - Strategic Focus Area: High Value Government

### Special Events

- ✓ Continue to provide events to the community based on the present needs and desires of the current culture.
  - Target Completion: on going
  - Strategic Focus Area: Creating Connected Community, Preserving a "Sense of Community"

### Chisholm Center

- ✓ Continue to provide programs and activities that meet the needs of the community.
  - Target Completion: on going
  - Strategic Focus Area: Creating Connected Community, Preserving a "Sense of Community"

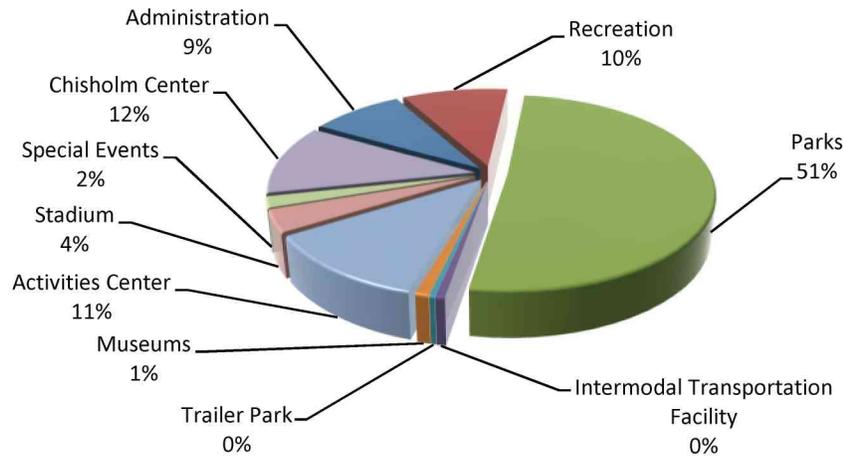
## Operating Budget Comparison Total Parks & Recreation Expenditure Summary

<b>BUDGET SUMMARY</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>	<b>% Change</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>	<b>from 2018-19 BUDGET</b>
Personal Services	\$ 1,794,997	\$ 2,012,117	\$ 1,898,059	\$ 2,185,039	8.59%
Operating Expenses	916,044	925,212	1,024,592	1,002,075	8.31%
Grants and Aids	0	0	4,000	10,000	100.00%
Debt Service	<u>3,798</u>	<u>11,836</u>	<u>11,836</u>	<u>0</u>	-100.00%
Total Budget	\$ 2,714,839	\$ 2,949,165	\$ 2,938,487	\$ 3,197,114	8.41%

<b>DEPARTMENT SUMMARY</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>	<b>% Change</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>	<b>from 2018-19 BUDGET</b>
Administration	\$ 264,675	\$ 280,612	\$ 275,467	\$ 275,882	-1.69%
Recreation	244,231	302,210	300,483	314,135	3.95%
Parks	1,390,024	1,423,670	1,424,513	1,627,390	14.31%
Intermodal Transportation Facility	19,241	20,207	20,355	19,767	-2.18%
Trailer Park	9,781	10,960	10,960	11,084	1.13%
Museums	14,798	16,824	22,084	28,731	70.77%
Activities Center	282,680	366,273	327,544	369,760	0.95%
Stadium	98,589	94,773	110,746	117,605	24.09%
Special Events	15,502	58,765	54,548	58,765	0.00%
Chisholm Center	<u>375,318</u>	<u>374,871</u>	<u>391,787</u>	<u>373,995</u>	-0.23%
Total Budget	\$ 2,714,839	\$ 2,949,165	\$ 2,938,487	\$ 3,197,114	8.41%

STAFFING	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	2.50	3.50	3.50	3.50	3.50
Parks	19.84	19.84	20.84	20.84	22.84
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	<u>5.46</u>	<u>5.46</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	36.30	37.30	37.84	37.84	39.84

**Parks and Recreation Expenditure Summary  
Fiscal Year 2020**



## Parks & Recreation Administration

BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 250,529	\$ 263,881	\$ 259,102	\$ 258,266	-2.13%
Operating Expenses	<u>14,146</u>	<u>16,731</u>	<u>16,365</u>	<u>17,616</u>	5.29%
Total Budget	\$ 264,675	\$ 280,612	\$ 275,467	\$ 275,882	-1.69%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	115	1.00	1.00	1.00	2.00	1.00
Administrative Assistant III	111	0.00	1.00	1.00	0.00	0.00
Administrative Assistant II	108	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

Promote [1.00] Administrative Coordinator to Office Administrator.

## Recreation

RECREATION BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 174,311	\$ 207,650	\$ 201,923	\$ 214,575	3.33%
Operating Expenses	<u>69,920</u>	<u>94,560</u>	<u>98,560</u>	<u>99,560</u>	5.29%
Total Budget	\$ 244,231	\$ 302,210	\$ 300,483	\$ 314,135	3.95%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Deputy Parks & Rec Director	E103	0.00	1.00	1.00	1.00	1.00
Recreation Manager	119	1.00	0.00	1.00	1.00	1.00
Athletics Sports Coordinator	110	1.00	1.00	0.00	0.00	0.00
Recreation Leader	109	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.00	3.00	3.00	3.00	3.00
Sports Supervisor	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.50	0.50	0.50	0.50	0.50
Total Staffing		2.50	3.50	3.50	3.50	3.50

## Parks

<b>PARKS BUDGET SUMMARY</b>	<b>2017-18 ACTUAL</b>	<b>2018-19 BUDGET</b>	<b>2018-19 ESTIMATED</b>	<b>2019-20 BUDGET</b>	<b>% Change from 2018-19 BUDGET</b>
Personal Services	\$ 918,460	\$1,008,666	\$ 968,310	\$1,179,434	16.93%
Operating Expenses	467,766	403,168	444,367	447,956	11.11%
Debt Service	<u>3,798</u>	<u>11,836</u>	<u>11,836</u>	<u>0</u>	-100.00%
Total Budget	\$1,390,024	\$1,423,670	\$1,424,513	\$1,627,390	14.31%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Parks Superintendent	120	0.00	0.00	1.00	1.00	2.00
Assistant Parks Superintendent	117	1.00	1.00	1.00	1.00	1.00
Foreman II	115	0.00	1.00	1.00	1.00	0.00
Foreman I	114	3.00	2.00	1.00	1.00	1.00
Construction Technician I	114	0.00	0.00	0.00	0.00	1.00
Lead Worker	111	0.00	0.00	0.00	0.00	1.00
Maintenance Worker III	109	1.00	1.00	1.00	2.00	10.00
Maintenance Worker II	108	12.00	12.00	10.00	9.00	2.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>
Total Full Time Staffing		17.00	17.00	18.00	18.00	20.00
Park Ranger	105	1.86	1.86	1.86	1.86	1.86
Seasonal Workers/Unclassified	N/A	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>
Total Part Time Staffing		2.84	2.84	2.84	2.84	2.84
Maintenance Worker	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.00	0.00	0.00	0.00	0.00
Total Staffing		19.84	19.84	20.84	20.84	22.84

Added [1.00] Construction Technician I and [1.00] Maintenance Worker I. Promoted [7.00] Maintenance Worker II to III and [1.00] Maintenance Worker I to III. Promoted [1.00] Foreman to Superintendent.

## Intermodal Transportation Facility

INTERMODAL TRANSPORTATION FACILITY BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET	
Operating Expenses	\$ 19,241	\$ 20,207	\$ 20,355	\$ 19,767	-2.18%	
Total Staffing	\$ 19,241	\$ 20,207	\$ 20,355	\$ 19,767	-2.18%	
STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET

None

## Trailer Park

TRAILER PARK BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET	
Operating Expenses	\$ 9,781	\$ 10,960	\$ 10,960	\$ 11,084	1.13%	
Total Staffing	\$ 9,781	\$ 10,960	\$ 10,960	\$ 11,084	1.13%	
STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET

None

## Museums

HISTORICAL MUSEUM BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET	
Operating Expenses	\$ 14,798	\$ 16,824	\$ 18,084	\$ 18,731	11.33%	
Grants and Aids	-	-	4,000	10,000	100.00%	
Total Budget	\$ 14,798	\$ 16,824	\$ 22,084	\$ 28,731	70.77%	
STAFFING (Full Time Equivalents)		2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET

None

## Activities Center

SANBORN ACTIVITIES CENTER BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 197,886	\$ 256,844	\$ 215,361	\$ 255,084	-0.69%
Operating Expenses	84,794	109,429	112,183	114,676	4.79%
Total Budget	\$ 282,680	\$ 366,273	\$ 327,544	\$ 369,760	0.95%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	114	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.00	0.00	0.00	1.00	1.00
Maintenance Worker II	108	1.00	1.00	0.00	0.00	0.00
Administrative Assistant II	108	0.00	1.00	1.00	0.00	0.00
Maintenance Worker I	107	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		4.00	5.00	5.00	5.00	5.00
Administrative Assistant II	N/A	1.00	0.00	0.00	0.00	0.00
Maintenance Worker II	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		1.50	0.50	0.50	0.50	0.50
Total Staffing		5.50	5.50	5.50	5.50	5.50

## Stadium

SPEC MARTIN STADIUM BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Operating Expenses	\$ 98,589	\$ 94,773	\$ 110,746	\$ 117,605	24.09%
Total Budget	\$ 98,589	\$ 94,773	\$ 110,746	\$ 117,605	24.09%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					

## Special Events

SPECIAL EVENTS BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 1,249	\$ 10,765	\$ 6,548	\$ 10,765	0.00%
Operating Expenses	<u>14,253</u>	<u>48,000</u>	<u>48,000</u>	<u>48,000</u>	0.00%
Total Budget	\$ 15,502	\$ 58,765	\$ 54,548	\$ 58,765	0.00%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					

## Chisholm Center

CHISHOLM CENTER BUDGET SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 252,562	\$ 264,311	\$ 246,815	\$ 266,915	0.99%
Operating Expenses	<u>122,756</u>	<u>110,560</u>	<u>144,972</u>	<u>107,080</u>	-3.15%
Total Budget	\$ 375,318	\$ 374,871	\$ 391,787	\$ 373,995	-0.23%

<b>STAFFING (Full Time Equivalents)</b>	<b>PAY GRADE</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Center Director	115	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	0.00	1.00
Administrative Assistant II	108	1.00	1.00	0.00	0.00	0.00
Maintenance Worker II	108	1.00	1.00	1.00	1.00	0.00
Recreation Assistant	106	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Gym Supervisor	N/A	<u>1.46</u>	<u>1.46</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.46	1.46	1.00	1.00	1.00
Seasonal Employees/Lifeguards						
Total Staffing		5.46	5.46	5.00	5.00	5.00

Promote [1.00] Maintenance Worker II to III.

## Management Discussion

- ✓ Total expenses increased by 8.41%.
- ✓ Personal Services increased by 8.59% due to adding Construction Technician and Maintenance Worker.
- ✓ Operating expenses increased by 8.31% mainly due to increases in electric utilities.
- ✓ Grants & Aids increased by 100% due to donation to the West Volusia Historical Society in FY19-20.
- ✓ Debt service decreased by 100% due to the transfer of debt service payments to a new Debt Service Fund in FY19-20.
- ✓ Includes funding for:
  - Sports officials fees (\$24,500).
  - Sports, recreational & youth athletic equipment (\$9,180).
  - Summer sports camp (\$3,420).
  - Uniforms (basketball, football, soccer, bowling) (\$32,840).
  - Rental fee for Sports Complex (\$20,357).
  - Marketing (\$10,000).
  - 4<sup>th</sup> July fireworks (\$17,000).
  - Stetson football expenses (\$5,300).
  - Special Event funding (\$30,000).

## TRANSFERS AND CONTINGENCY

### Description:

The Transfers was established to provide funding for the General Fund capital projects, city contribution to the Homeless Shelter Fund, General Fund debt services and the city portion of grant funded projects. The Contingency was established to provide funding for unseen items, emergency repairs, unexpected purchases. The Reserve Contingency was established to reserve funds for the future projects or costs that not finalized due to ongoing negotiations.

## Operating Budget Comparison

BUDGET SUMMARY	FY17-18 ACTUAL	FY18-19 BUDGET	FY18-19 ESTIMATED	FY19-20 BUDGET	% Change from 2018-19 BUDGET
Transfers	\$ 3,817,567	\$ 1,344,240	\$ 1,101,009	\$ 3,461,214	157.48%
Contingency / Reserve Contingency	<u>1,275,813</u>	<u>1,140,332</u>	<u>1,692,736</u>	<u>797,500</u>	-30.06%
Total Budget	\$ 5,093,380	\$ 2,484,572	\$ 2,793,745	\$ 4,258,714	71.41%

### Transfers

Transfer to Homeless Shelter Fund	\$ 50,000
Transfer to Capital Fund	1,516,727
Transfer to Debt Service Fund	1,669,587
Transfer to Grants & Special Revenue Fund	224,900
<b>Total</b>	<b>\$ 3,461,214</b>

### Contingency / Reserve Contingency

Contingency	\$ 350,000
Reserve Contingency	447,500
<b>Total</b>	<b>\$ 797,500</b>

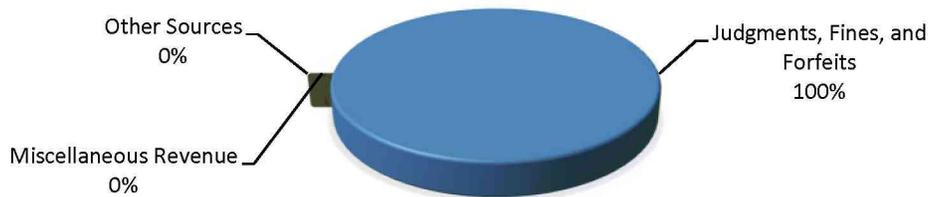
## Management Discussion

- ✓ Transfers increased by 157.48% due to transfers to Debt Service Fund and Grants Special Revenue Fund.
- ✓ Contingency / Reserve Contingency decreased by 30.06% due to one-time Reserve Contingency of PD vehicle (\$200,000), Fire Department Reorganization (\$63,000), School Marshal Program (\$20,000) and Evidence Building (\$60,000)

# CONFISCATED TRUST FUND

## Revenue Summary

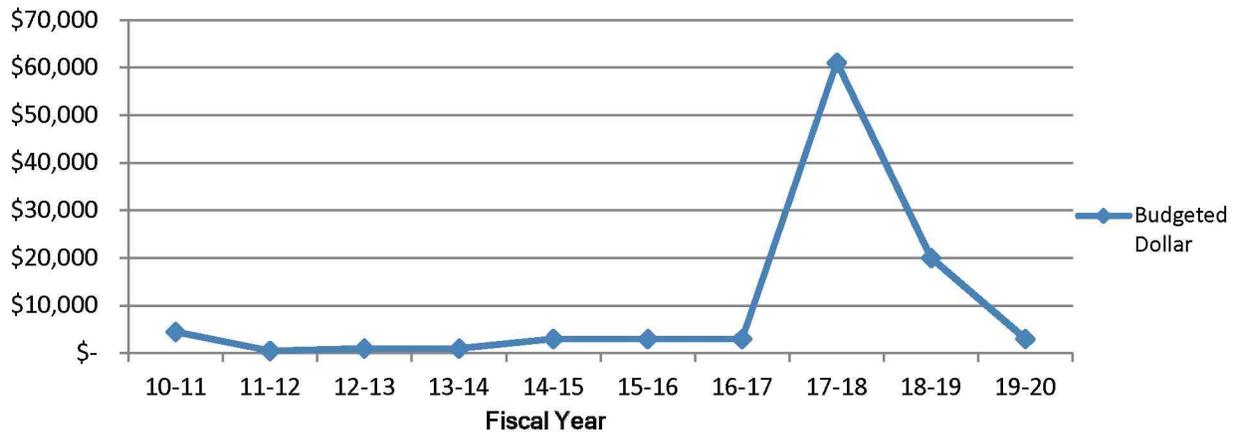
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Judgments, Fines, and Forfeits	\$ 13,862	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Miscellaneous Revenue	3,234	0	3,303	0	N/A
Other Sources	<u>0</u>	<u>17,008</u>	<u>33,397</u>	<u>0</u>	-100.00%
Total Confiscated Trust Fund Revenue	\$ 17,096	\$ 20,008	\$ 39,700	\$ 3,000	-85.01%



## Management Discussion

Historically the City has provided funding for criminal investigations and forfeiture filing fees by budget amendment as the funds are needed. Included in this fiscal year's budget is \$3,000 for forfeiture filing fees.

## History of Revenues



# CONFISCATED TRUST FUND

## Expenditure Summary

**Description:**

This program is used to account for funds received through the federal forfeitures program. This program passes funds seized during drug arrests back to the arresting agency.

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19
Operating Expenses	\$ 1,435	\$ 3,000	\$ 26,216	\$ 3,000	0.00%
Capital Outlay	0	17,008	17,008	0	-100.00%
Transfers	31,791	0	0	0	N/A
Total Budget	\$ 33,226	\$ 20,008	\$ 43,224	\$ 3,000	-85.01%

STAFFING	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
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None

CAPITAL OUTLAY	Amount
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None

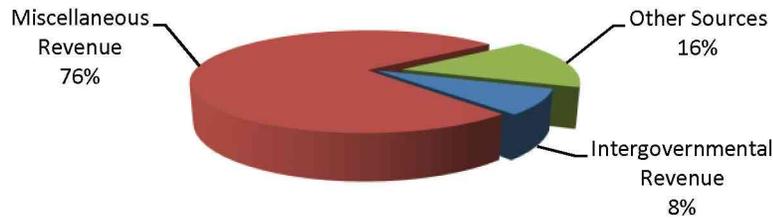
## Management Discussion

- ✓ Capital Outlay decreased by 100% as FY19-20 includes no Capital expenditures.
- ✓ Includes funding for:
  - Forfeiture filing fees (\$3,000).

# HOMELESS SHELTER FUND

## Revenue Summary

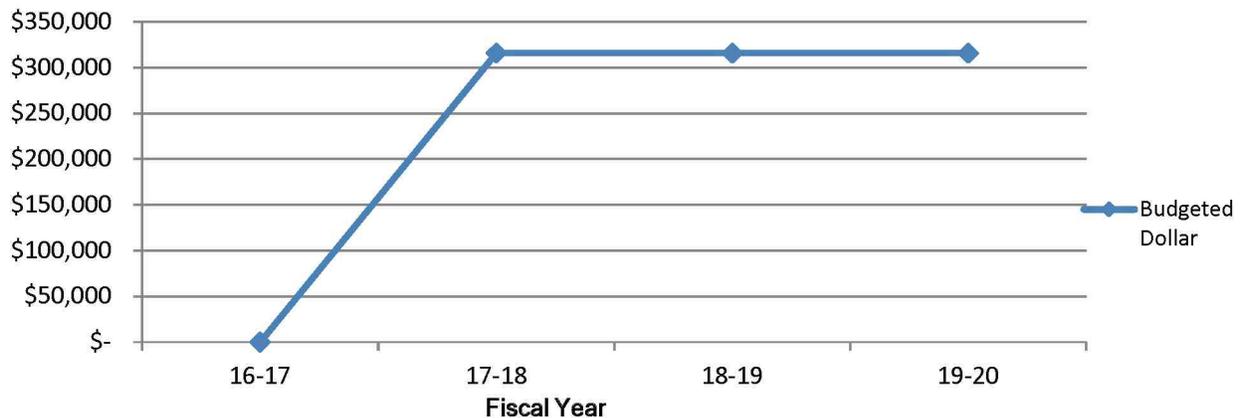
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Intergovernmental Revenue	\$ 0	\$ 125,000	\$ 0	\$ 25,000	-80.00%
Miscellaneous Revenue	117,775	140,668	267,562	240,825	71.20%
Other Sources	50,000	50,000	50,000	50,000	0.00%
Total Confiscated Trust Fund Revenue	\$ 167,775	\$ 315,668	\$ 317,562	\$ 315,825	0.05%



## Management Discussion

The Homeless Shelter Fund was created in FY 16-17 to report the specific revenues and expenses to operate the City's homeless shelter. Intergovernmental revenue represents funding supplied by Volusia County, while miscellaneous revenue represents religious, corporate and personal donations to fund operations. Other sources represent the City's contribution.

## History of Revenues



# HOMELESS SHELTER FUND

## Expenditure Summary

**Description:**

The Homeless Shelter Fund is used to account for the operating expenses associated with the City's homeless shelter.

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Operating Expenses	0	315,668	0	315,825	0.05%
Total Budget	\$ 0	\$ 315,668	\$ -	\$ 315,825	0.05%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
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None

CAPITAL OUTLAY	Amount
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None

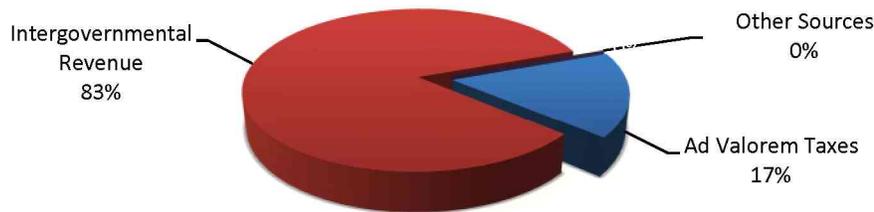
## Management Discussion

- ✓ Includes funding for:
  - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$315,825).

# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 32,273	\$ 52,706	\$ 12,518	\$ 39,654	-24.76%
Intergovernmental Revenue	41,418	282,370	247,542	197,319	-30.12%
Miscellaneous Revenue	2,316	0	2,873	0	N/A
Other Sources	<u>250,000</u>	<u>0</u>	<u>133,530</u>	<u>0</u>	N/A
Total Spring Hill CRA Revenue	\$ 326,007	\$ 335,076	\$ 396,463	\$ 236,973	-29.28%

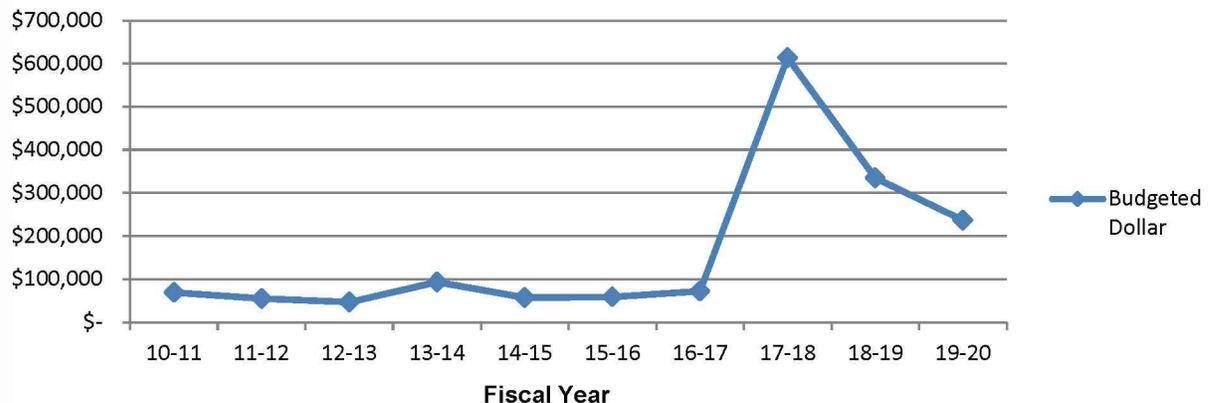


## Management Discussion

The Spring Hill Community Redevelopment District for the Spring Hill area was established in 2004 under Florida Community Redevelopment Act of 1959 F.S. 163.330. The plan was amended in March 2011 and is currently valid through 2044. This fund accounts for revenues from the Spring Hill tax increment district which are based on millage rates set by the governmental entities using the incremental increase in taxable value of property located within the district since its inception. The city's portion is included in Ad Valorem Taxes while the other government entities are included in Intergovernmental Revenue.

Miscellaneous revenues include interest earnings, late fees from lessees, and billings for parking lot leases. These revenues are then used to fund programs and projects identified in the Spring Hill Redevelopment Plan adopted by the Spring Hill Community Redevelopment Agency. The Other Sources represent a transfer from reserves or General Fund to fund the on-going expenses of the CRA that will not be covered by other revenue sources.

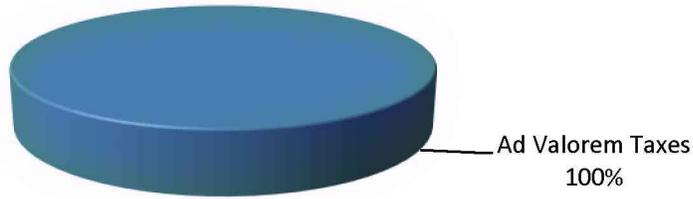
## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

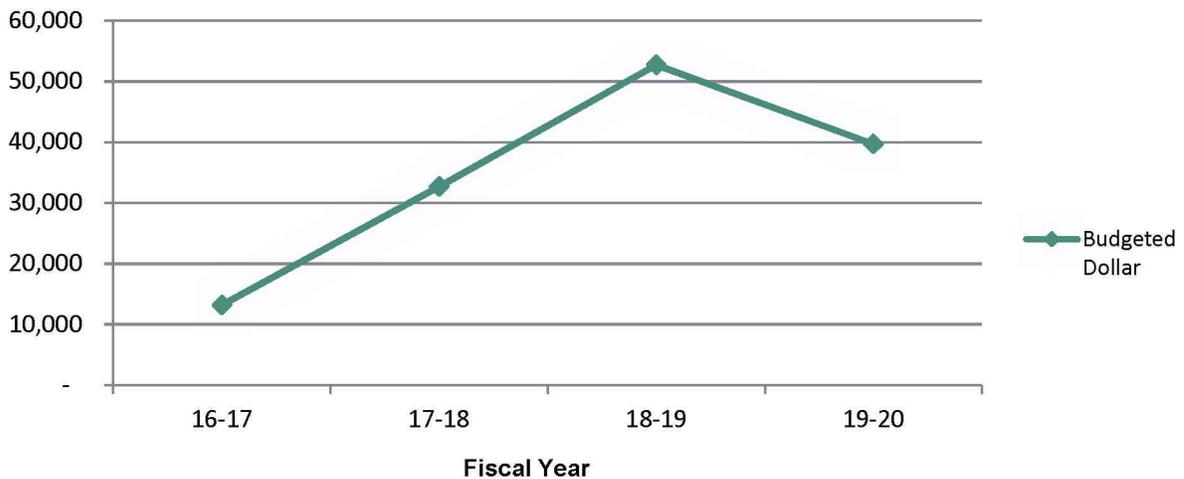
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 32,273	\$ 52,706	\$ 12,518	\$ 39,654	-24.76%
Total Ad Valorem Tax Revenue	\$ 32,273	\$ 52,706	\$ 12,518	\$ 39,654	-24.76%



## Management Discussion

The property appraiser has released \$56,625,610 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the district's limits. This represents a \$6,152,729 incremental change in the district's tax base and an increase of \$4,238,544 in taxable value since last year. FY 19-20 budget is based on the preliminary incremental change in value calculated using the City's proposed operating millage rate of 6.7841. The FY18-19 estimated ad valorem taxes decreased due to tax exemptions of "Home for the Aged" and "Home for Special Services" approved in January 2019 after the budgeting process was completed.

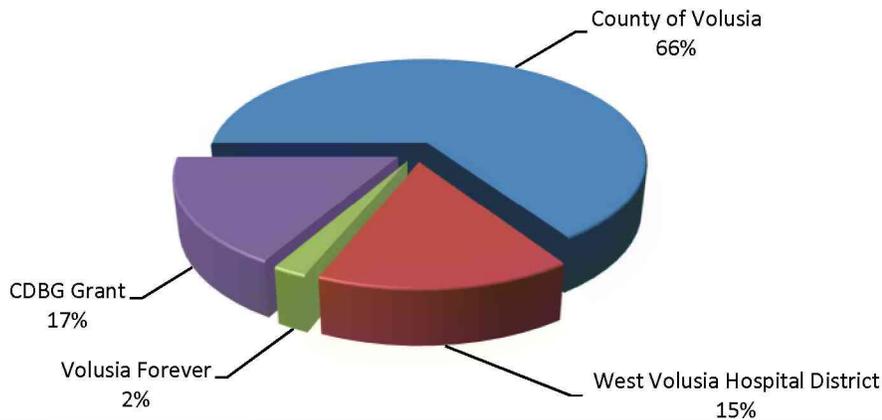
## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

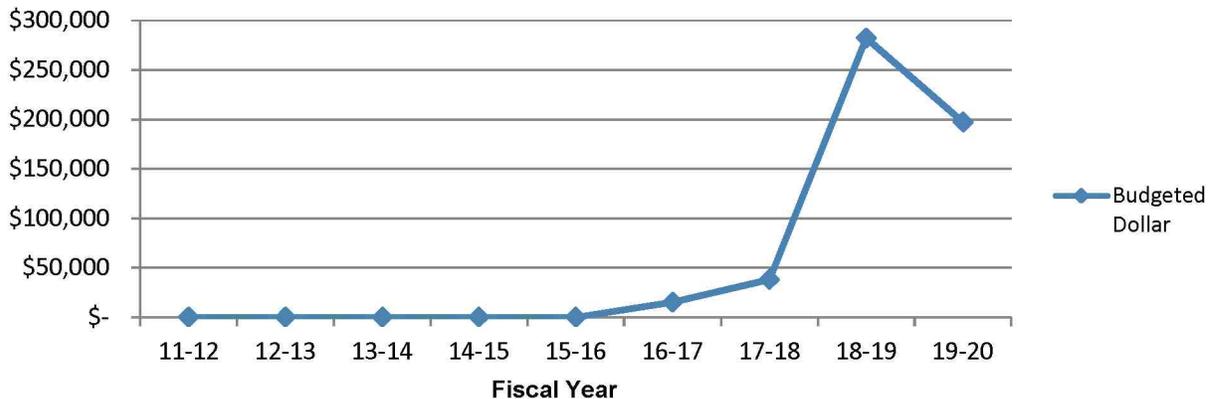
REVENUE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
County of Volusia	\$ 28,853	\$ 75,460	\$ 45,009	\$ 129,576	71.71%
West Volusia Hospital District	11,191	16,923	13,480	30,712	81.48%
Volusia Forever	1,374	2,329	1,395	4,150	78.19%
CDBG Grant	0	187,658	187,658	32,881	-82.48%
Total Ad Valorem Tax Revenue	\$ 41,418	\$ 282,370	\$ 247,542	\$ 197,319	-30.12%



## Management Discussion

Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 19-20 budget is based on the preliminary incremental change in value calculated against the proposed millage of each of the taxing authorities. The CDBG grant revenues cover a portion of salaries attributed to the fund.

## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Expenditure Summary

### Description:

The Spring Hill Community Redevelopment Agency (the "CRA") is a planning agency established by the County Council of Volusia County in partnership with the City of DeLand. The purpose of the CRA is to foster and directly assist in the redevelopment of the Community Redevelopment Area in order to eliminate blight, create a sustainable community and encourage economic growth, thus improving the attractiveness and quality of life for the benefit of the CRA District, the City of DeLand, and County of Volusia.

### Mission:

Manage the Spring Hill CRA by implementing measures to reduce blight and increase economic development in the designated area thus increasing property values and quality of life.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% change in property values over prior year	High Value Government	7.27%	8%	8%
# of property improvement grants	High Value Government	3	3	3

## Fiscal Year 2018-2019 Achievements

- ✓ Increased the number of clients served at the Resource Center over last Fiscal Year.
- ✓ Provided 3 property improvement grants.
- ✓ Successfully completed the annual Mayor's Backpack Giveaway event.
- ✓ Purchased property for a new Spring Hill Resource Center.

## Action Plan

### Spring Hill Development

	Goals & Objectives	Strategic Plan Area(s)
1	<p>Work with Spring Hill Resource Center and other community partners in the overall development and maintenance of the Spring Hill Redevelopment Plan.</p> <ul style="list-style-type: none"> <li>• By end of fiscal year determine the % change in number of residents served by the Spring Hill Resource Center over prior year.</li> <li>• By end of fiscal year request additional grant funding from the State of Florida for the next phase of sanitary sewer construction.</li> <li>• Provide property improvement grant program for up to 5 residential and business owners before fiscal year end.</li> </ul>	<p>Preserving "Sense of Community"</p>

## Outreach & Communication

	Goals & Objectives	Strategic Plan Area(s)
1	Enhance communication with the Spring Hill Community. <ul style="list-style-type: none"> <li>• Develop and disseminate a monthly newsletter.</li> <li>• Update the Spring Hill Website to increase usefulness and communication.</li> </ul>	Preserving "Sense of Community" & Communication

## Long-Term Goals

- ✓ Increase the availability of grants (septic abandonment, sewer connection, exterior improvement, and others).
  - Target Start: FY 2019-2020 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
  - Target Start: 2019-2020 and continue beyond
  - Strategic Focus Area: High Value Government, Creating Connected Community, & Preparing for the Future.
- ✓ Attract business development within the CRA.
  - Target Completion: FY 2019-2020 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
  - Target Completion: FY 2019-2020 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Locate and build a permanent and appropriately sized resource center facility within the core of Spring Hill.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ -	\$ -	\$ -	\$ 103,077	100.00%
Operating Expenses	23,326	16,623	17,418	16,700	0.46%
Capital Outlay	53,658	187,658	687,658	0	-100.00%
Grants & Aid	4,289	5,000	5,000	5,000	0.00%
Transfers	10,000	42,400	42,400	45,000	6.13%
Contingency	<u>0</u>	<u>83,395</u>	<u>0</u>	<u>67,196</u>	-19.42%
Total Budget	\$ 91,273	\$ 335,076	\$ 752,476	\$ 236,973	-29.28%
<b>STAFFING (Full Time Equivalents)</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
Center Director	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing	0.00	0.00	0.00	0.00	2.00

Transferred the Spring Hill Resource Center [2.00] staff from the General Fund.

### CAPITAL OUTLAY

	Amount
None	\$ -

Transferred [1.00] Spring Hill Center Director and [1.00] Administrative Assistant from General Fund.

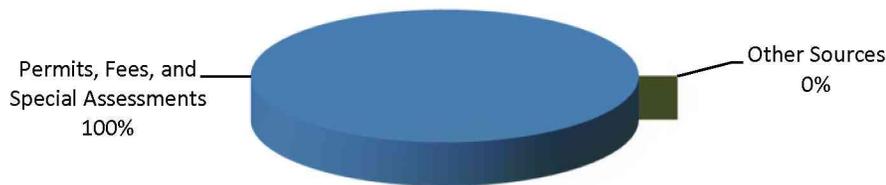
## Management Discussion

- ✓ Total expenses decreased by 29.28%.
- ✓ Personal Services increased by 100% due to transferred Spring Hill Resource Center staff from General Fund in FY19-20.
- ✓ Operating expenses increased by 0.46%.
- ✓ Includes funding for:
  - Exterior improvement grants (\$5,000).
  - Contingency (\$67,196).
- ✓ Capital Outlay decreased by 100% as prior year consisted of construction of a new resource center.
- ✓ Transfers increased by 6.13% to cover the Spring Hill Resource Center debt payment to General Fund.

# GOVERNMENTAL IMPACT FEES TRUST FUND

## Revenue Summary

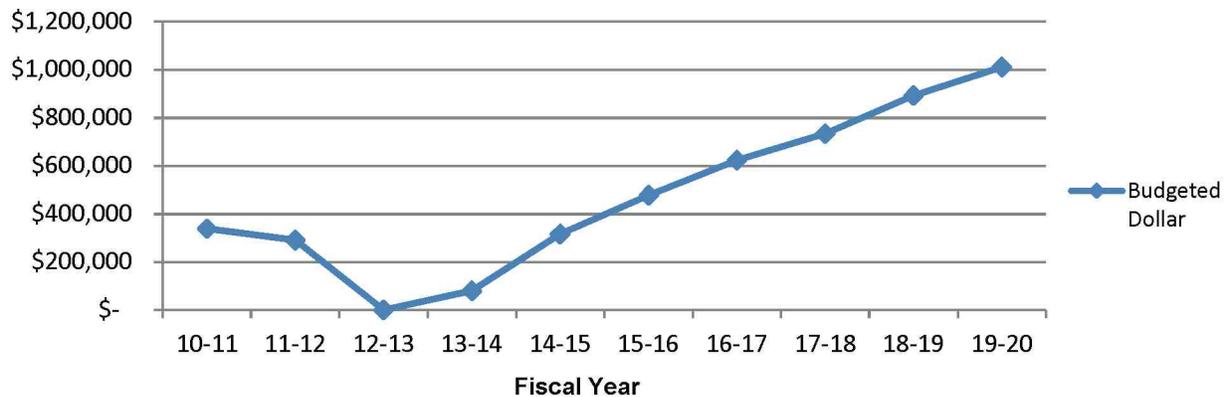
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Permits, Fees, and Special Assessments	\$ 1,115,106	\$ 705,230	\$ 705,230	\$ 1,011,500	43.43%
Miscellaneous Revenue	377	0	2,778	0	N/A
Other Sources	<u>0</u>	<u>186,755</u>	<u>186,755</u>	<u>0</u>	-100.00%
Total GIFT Fund Revenue	\$ 1,115,483	\$ 891,985	\$ 894,763	\$ 1,011,500	13.40%



## Management Discussion

The City accounts for Police Impact Fees, Fire Impact Fees, General Government Buildings Impact Fees, and Parks and Recreation Impact Fees paid by new construction to fund growth related projects. Other sources represent a use of reserves to fund capital outlay.

## History of Revenues



# GOVERNMENTAL IMPACT FEES TRUST FUND

## Expenditure Summary

### Description:

The Governmental Impact Fees Trust Fund was established to budget and account for projects using revenue collected from various impact fees paid by new construction, including Fire, Parks and Recreation, Police, and General Governmental building Impact fees.

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Operating Expenses	\$ 0	\$ 40,000	\$ 0	\$ 0	-100.00%
Capital Outlay	0	240,000	240,000	226,875	-5.47%
Debt Service	492,887	411,985	411,985	0	-100.00%
Transfers	200,000	200,000	200,000	784,625	292.31%
Total Budget	\$ 692,887	\$ 891,985	\$ 851,985	\$ 1,011,500	13.40%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					

CAPITAL OUTLAY	Amount
Police Evidence Building	\$ 168,000
Five Reel Mower	58,875
<b>Total Capital Outlay</b>	<b>\$ 226,875</b>

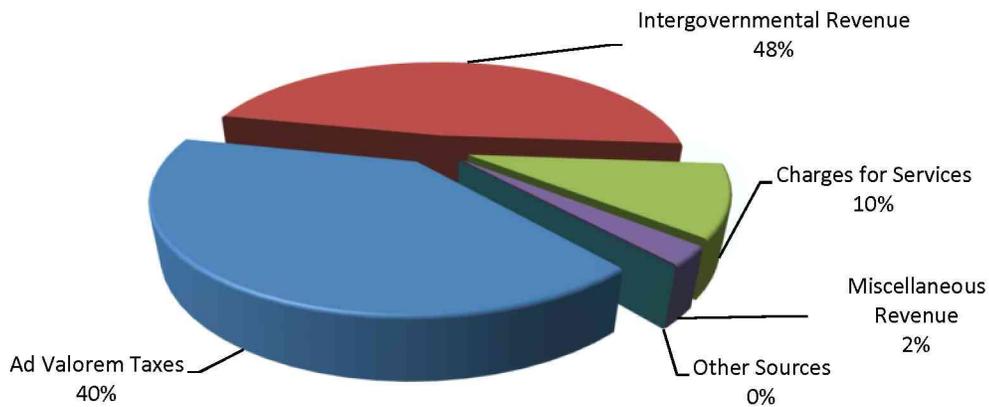
## Management Discussion

- ✓ FY19-20 anticipated revenue will be used towards transfers for the following:
  - Sperling Sports Complex Improvements (Debt Service Fund) - \$52,700.
  - Earl Brown Park (Debt Service Fund) - \$247,925.
  - City Hall (Debt Service Fund) - \$211,000.
  - Reimbursement to the Hurricane Reserve (General Fund) - \$200,000.
  - New Fire Station #81 (Debt Service Fund) - \$73,000.
- ✓ FY19-20 anticipated revenue will be used towards capital outlay:
  - Police Evidence Building - \$168,000.
  - New Five Reel Mower - \$58,875.

# COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 168,863	\$ 177,440	\$ 177,440	\$ 233,124	31.38%
Intergovernmental Revenue	216,210	213,996	213,993	280,710	31.18%
Charges for Services	55,138	54,658	57,274	59,420	8.71%
Miscellaneous Revenue	15,937	0	10,100	14,604	100.00%
Other Sources	<u>0</u>	<u>0</u>	<u>573,084</u>	<u>0</u>	N/A
Total Community Redev Fund	\$ 456,148	\$ 446,094	\$ 1,031,891	\$ 587,858	31.78%

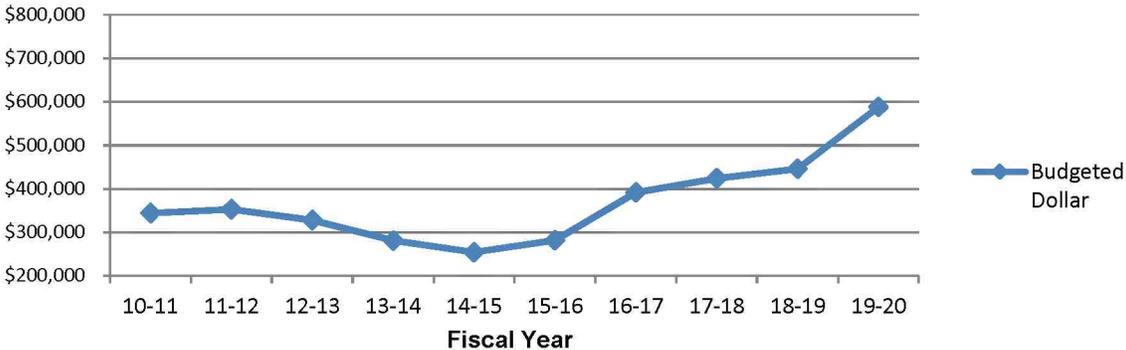


## Management Discussion

The Community Redevelopment District for the downtown area was established in 1983 under Florida Community Redevelopment Act of 1959 F.S. 163.330. The plan was amended in June 2005 and extended the plan's duration 20 years. The plan was again amended in January 2019 and extended the plan's duration 10 years. The downtown CRA plan is currently valid through September 2035. This fund accounts for revenues from the downtown tax increment district which are based on millage rates set by the governmental entities using the incremental increase in taxable value of property located within the district since its inception. The city's portion is included in Ad Valorem Taxes while the other governmental entities are included in Intergovernmental Revenues. Charges for services represent revenues from tenants of the historic "Fish Building" owned by the City of DeLand and located in the downtown district. Miscellaneous revenues include interest earnings, late fees from lessees, and billings for fire insurance premiums to specified lessees. These revenues are then used to fund programs and projects identified in the Downtown Redevelopment Plan adopted by the Community Redevelopment Agency. Other Sources represent a use of reserves to fund the on-going expenses of the CRA that will not be covered by other revenue sources.

The history shown below has fluctuations that are primarily the result of debt proceeds for the Boulevard Streetscape, East Indiana Ave Streetscape, and planned parking improvements.

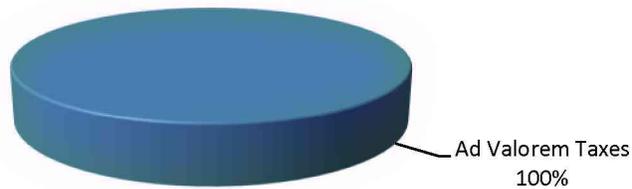
# History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

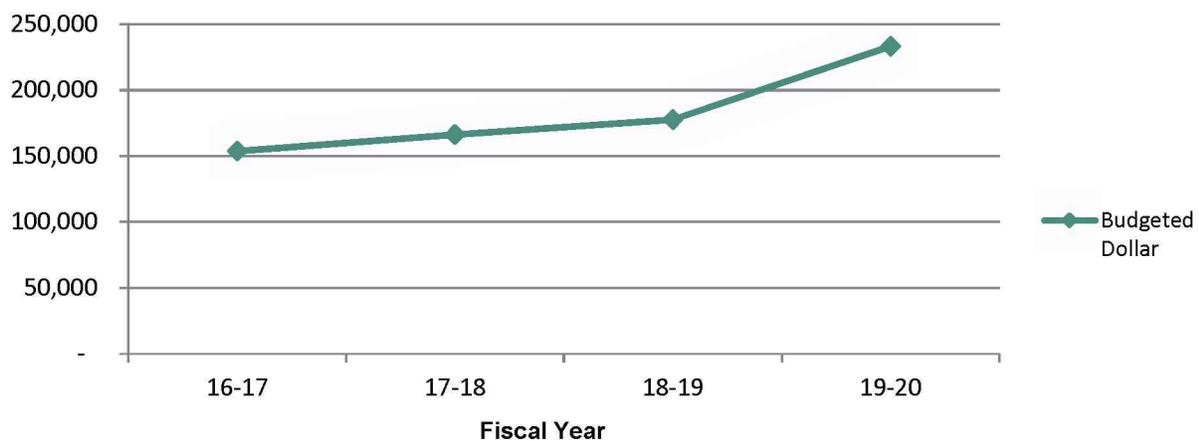
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 168,863	\$ 177,440	\$ 177,440	\$ 233,124	31.38%
Total Ad Valorem Tax Revenue	\$ 168,863	\$ 177,440	\$ 177,440	\$ 233,124	31.38%



## Management Discussion

The property appraiser has released \$56,206,301 as the July 1<sup>st</sup> preliminary estimated taxable value of property located with the district's limits. This represents a \$36,171,838 incremental change in the district's tax base and an increase of \$8,603,975 in taxable value since last year. FY 19-20 budget is based on the preliminary incremental change calculated against the City's proposed operating millage rate of 6.7841.

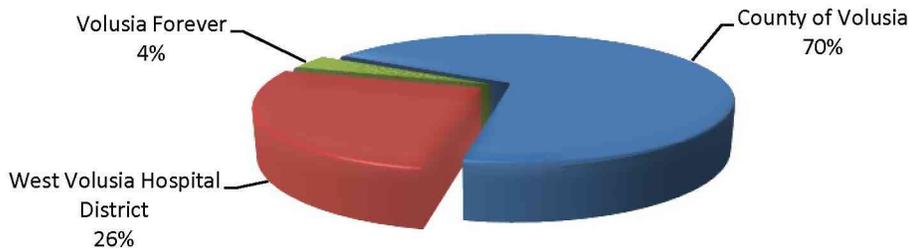
## History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

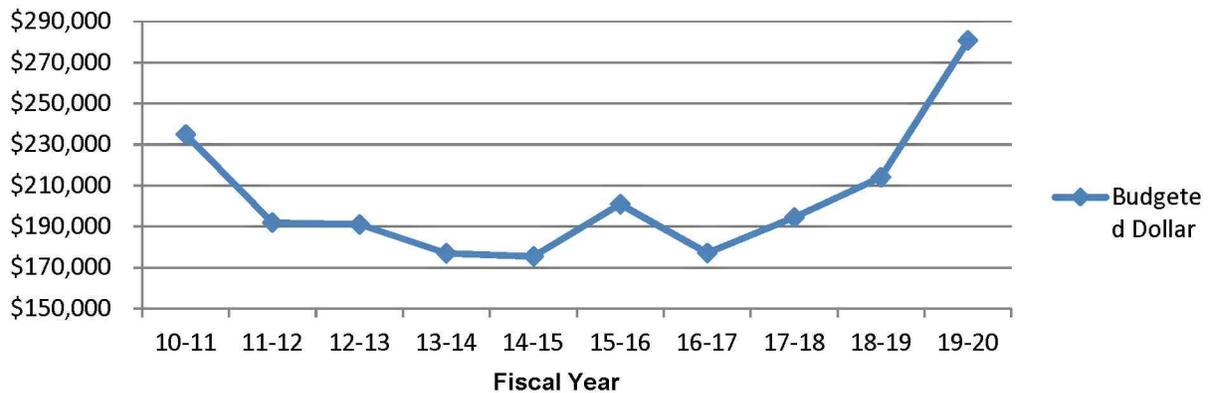
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
County of Volusia	\$ 150,488	\$ 149,180	\$ 149,180	\$ 195,678	31.17%
West Volusia Hospital District	58,555	56,972	56,972	74,743	31.19%
Volusia Forever	<u>7,167</u>	<u>7,844</u>	<u>7,841</u>	<u>10,289</u>	31.17%
Total Ad Valorem Tax Revenue	\$ 216,210	\$ 213,996	\$ 213,993	\$ 280,710	31.18%



### Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 19-20 budget is based on the preliminary incremental change calculated against the proposed millage of each of the taxing authorities.

### History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Expenditure Summary

### Description:

The Community Redevelopment Trust Fund is used to build and maintain downtown infrastructure and streetscape enhancement, improve the exterior facades of existing buildings, encourage redevelopment of underutilized properties and structures, provide assistance with special events, and remove blighted structures. The fund also assists with economic enhancement by contributing to the operation of MainStreet DeLand Association.

### Mission:

Manage the Downtown CRA by implementing measures to reduce blight and increase economic development in the designated area thus increasing property values and quality of life.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% change in property values over prior year	High Value Government	4.22%	4.5%	5.0%
# of events (downtown)	Preserving "Sense of Community"	41	43	45
Storefront occupancy rate	Preserving "Sense of Community"	97%	97%	97%

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Updated the tree system and installed new trees on W. Indiana.
- ✓ Installed 4 new poles for pole banners.
- ✓ Awarded 6 grants for various property improvements.
- ✓ CRA sunset date was extended.
- ✓ Former County Jail Property was acquired and a developer was selected for redevelopment of the parcel.

## Action Plan

Promotion and Events	
Goals & Objectives	Strategic Plan Area(s)
1 Continue the Regional Marketing Program established with MainStreet DeLand Association to promote DeLand on a local, regional, national and international basis to develop business in the downtown. <ul style="list-style-type: none"> <li>• Utilize multiple venues with a minimum of 24 ads annually.</li> </ul>	Preserving "Sense of Community"
2 Promote downtown events as a means of attracting consumers, visitors, and residents. <ul style="list-style-type: none"> <li>• Provide a minimum of 10 events annually.</li> </ul>	Preserving "Sense of Community"

## Downtown Development

	Goals & Objectives	Strategic Plan Area(s)
1	Work with MainStreet DeLand Association and other agencies and groups in the overall development and maintenance of the Downtown Redevelopment Plan. <ul style="list-style-type: none"> <li>• In accordance with the 10-year replacement plan for street/park furniture by September 30th as required.</li> <li>• Complete one new mural by September 30th.</li> <li>• Work with the Museum of Florida Art to rotate downtown sculptures on an annual/biannual basis.</li> <li>• Complete Georgia Avenue Streetscape by September 30<sup>th</sup>.</li> <li>• Maintain a storefront occupancy rate of at least 90%</li> </ul>	Preserving "Sense of Community"
2	Award a minimum of 5 grants annually. By February, 2020 forward MainStreet Grant Committee recommendations to CRA for award.	Preserving "Sense of Community"

## Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
  - Target Completion: FY 2019-2020 and continue beyond
  - Strategic Focus Area: Creating A Sense of Community & Creating the Connected Community
- ✓ Look for ways to create more residential space in the downtown.
  - Target Completion: FY 2019-2020 and continue beyond
  - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth
- ✓ Expand the downtown look and feel beyond the traditional core.
  - Target Completion: FY 2019-2020 and continue beyond
  - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	From 2018-19 BUDGET
Operating Expenses	\$ 329,340	\$ 359,092	\$ 383,168	\$ 307,733	-14.30%
Grants and Aid	19,618	25,000	25,000	25,000	0.00%
Transfers	0	0	38,951	0	N/A
Contingency	<u>0</u>	<u>62,002</u>	<u>96,835</u>	<u>255,125</u>	311.48%
Total Budget	\$ 348,958	\$ 446,094	\$ 543,954	\$ 587,858	31.78%

STAFFING (Full Time Equivalent)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET

None

### CAPITAL OUTLAY

Amount

None

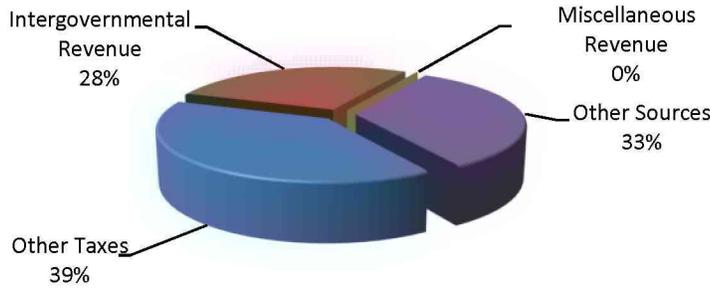
## Management Discussion

- ✓ Total expenses increased by 31.78%.
- ✓ Operating expenses decreased by 14.30% mainly due to eliminating Downtown Sculpture Program (\$25,000) and sign materials (\$50,000) from the prior year, partially offset by increases to MainStreet DeLand contract (\$5,000) and electric utilities (\$8,500).
- ✓ Includes funding for:
  - MainStreet DeLand contract (\$70,000).
  - Regional Marketing (\$25,000).
  - Special Events (\$50,667).

# GRANTS AND SPECIAL REVENUE FUND

## Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Other Taxes	\$ 269,850	\$ 288,980	\$ 288,980	\$ 264,592	-8.44%
Intergovernmental Revenue	163,195	97,321	2,228,654	186,328	91.46%
Miscellaneous Revenue	3,207	0	727	0	N/A
Other Sources	<u>280,000</u>	<u>10,814</u>	<u>765,984</u>	<u>224,900</u>	1979.71%
<b>Total Grants &amp; Special Revenue Fund</b>	<b>\$ 716,252</b>	<b>\$ 397,115</b>	<b>\$ 3,284,345</b>	<b>\$ 675,820</b>	<b>70.18%</b>

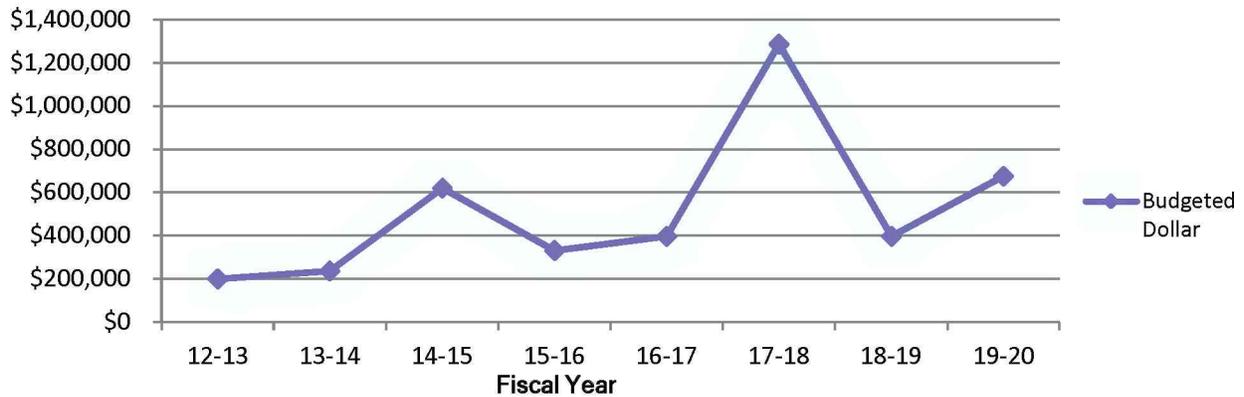


## Management Discussion

This fund was created during FY 11-12 to report specific revenues for non-payroll operating and capital expenses that are funded by grants or other types of special revenues. Previously these revenues were reported in Fund 300 – Capital & Grant Projects Fund – which has been renamed Capital Fund and is only for General Fund capital purchases not funded by grants or other types of special revenues.

Other Taxes reflects revenue from Local Option Gas Taxes to be used for street resurfacing. Intergovernmental revenue reflects anticipated CDBG funding for Right of Way ADA Improvements (\$186,328). Other Sources represent transfers from the General Fund (\$224,900).

## History of Revenues



# GRANTS AND SPECIAL REVENUE FUND

## Expenditure Summary

### Description:

The Grants and Special Revenue Fund accounts for capital projects and operating expenses that are funded by grant allocations and street resurfacing which is funded by the Local Option Gas Tax (2<sup>nd</sup> Option). The Grants and Special Revenue Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation departments.

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change From 2018-19 BUDGET
Operating Expenses	\$ 294,243	\$ 288,980	\$ 397,654	\$ 489,492	69.39%
Capital Outlay	187,342	108,135	3,327,794	186,328	72.31%
Grants & Aid	0	0	61,065	0	N/A
Total Budget	\$ 481,585	\$ 397,115	\$ 3,786,513	\$ 675,820	70.18%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					

CAPITAL OUTLAY	Amount
Right of Way and ADA Improvements	\$ 186,328
<b>Total Capital Outlay</b>	<b>\$ 186,328</b>

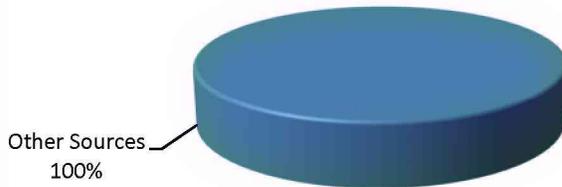
## Management Discussion

- ✓ Total expenses increased 70.18%.
- ✓ Operating expenses increased by 69.39% due to increase in Street Resurfacing (\$200,512).
- ✓ Capital outlay increased 72.31%.
- ✓ Includes funding for:
  - Street resurfacing (\$489,492).
  - Right of way and ADA improvements (\$186,328).

## DEBT SERVICE FUND

### Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Other Sources	\$ 0	\$ 0	\$ 0	\$ 2,254,212	100.00%
Total Grants & Special Revenue Fund	\$ 0	\$ 0	\$ 0	\$ 2,254,212	100.00%

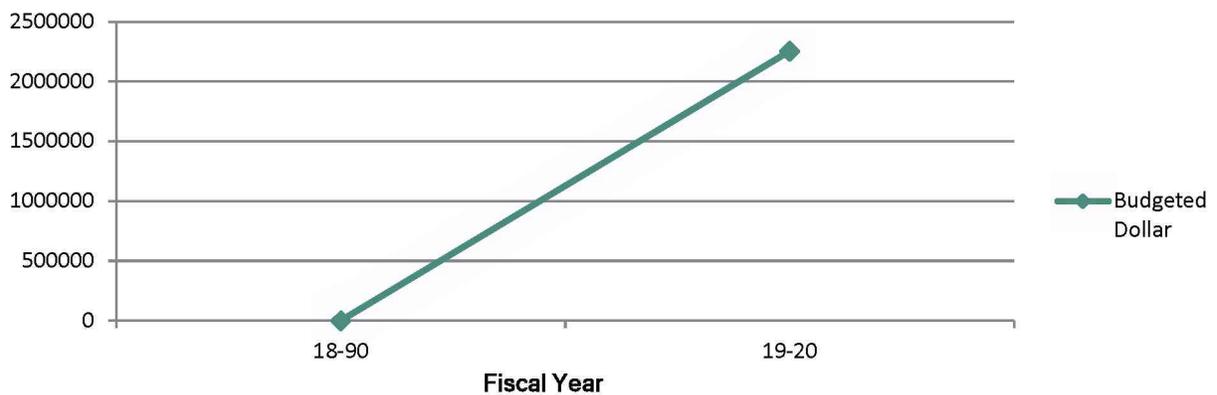


## Management Discussion

The Debt Service Fund was created in FY 19-20 to report the specific revenues and expenses to operate the City's debt financing.

Other Sources represents transfers in from various other funds, including \$1,669,587 from the General Fund and \$584,625 from the Governmental Impact Fees Trust Fund.

## History of Revenues



## DEBT SERVICE FUND

### Expenditure Summary

#### **Description:**

The Debt Service Fund was established to make it easier for citizens to read the City's budget by removing the peaks and valleys in the total General Fund budget number caused by debt financing. The Debt Service Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation departments.

## Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2017-18 ACTUAL</u>	<u>2018-19 BUDGET</u>	<u>2018-19 ESTIMATED</u>	<u>2019-20 BUDGET</u>	<u>% Change from 2018-19 BUDGET</u>
Debt Service	\$ 0	\$ 0	\$ 0	\$ 2,254,212	100.00%
Total Budget	\$ -	\$ -	\$ -	\$ 2,254,212	100.00%

<u>STAFFING (Full Time Equivalents)</u>	<u>2015-16 BUDGET</u>	<u>2016-17 BUDGET</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>
None					

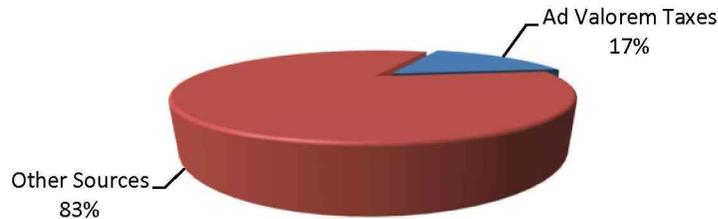
<u>CAPITAL OUTLAY</u>	<u>Amount</u>
None	

## Management Discussion

- ✓ Includes funding for:
  - Debt service (\$2,254,212).
    - Administrative Services (\$951,422).
    - Fire (\$719,794).
    - Police (\$233,499).
    - Public Works (\$36,872).
    - Parks (\$312,625).

## CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Ad Valorem Taxes	\$ 0	\$ 0	\$ 0	\$ 359,792	100.00%
Other Sources	<u>3,337,472</u>	<u>8,600,953</u>	<u>9,529,925</u>	<u>1,789,710</u>	-79.19%
Total Capital Fund	\$ 3,337,472	\$ 8,600,953	\$ 9,529,925	\$ 2,149,502	-75.01%

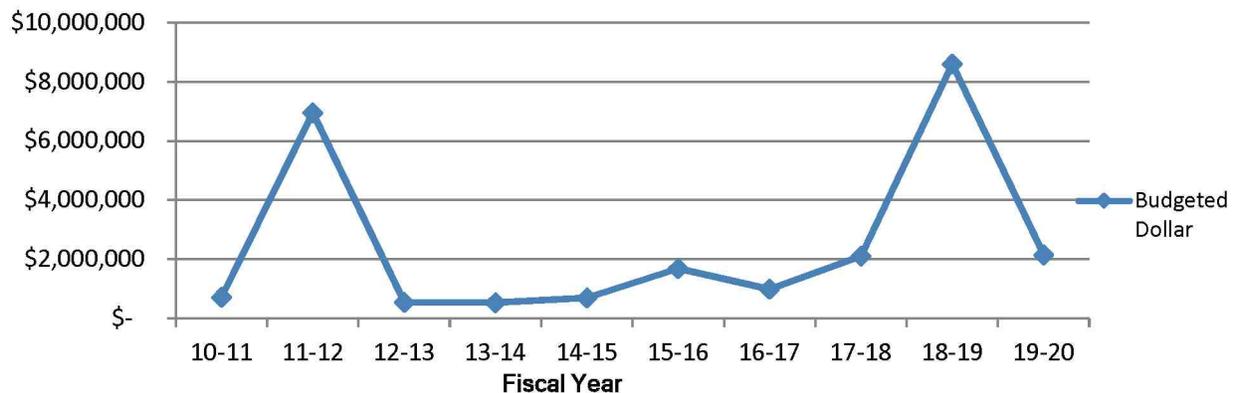


## Management Discussion

The Capital Fund is used to account for only General Fund capital expenses not funded by grants or other types of special revenues. During the budget process, the city commission approved to dedicate 0.2000 mills for the capital projects in FY19-20. The property appraiser has released \$1,935,967,072 as the July 1<sup>st</sup> preliminary taxable value of property located within the city limits. Based on preliminary taxable value, the 0.2000 mills will generate \$359,792 revenue for the capital projects in FY19-20. Other Sources represent transfers from General Fund (\$1,516,727) and Other Funds (\$272,983).

The spike in revenue in FY11-12 and FY18-19 are due to debt proceeds received for major capital improvements. In FY11-12, it was to fund Earl Brown Park Improvements while in FY18-19, it was mainly to fund the construction of a new Fire Station.

## History of Revenues



## CAPITAL FUND Expenditure Summary

### Description:

The Capital Fund was established to make it easier for citizens to read the City's budget by removing the peaks and valleys in the total General Fund budget number caused by capital projects. The Capital Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation departments.

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Capital Outlay	\$ 2,423,428	\$ 8,600,953	\$ 9,573,656	\$ 2,149,502	-75.01%
Total Budget	\$ 2,423,428	\$ 8,600,953	\$ 9,573,656	\$ 2,149,502	-75.01%
STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					
CAPITAL OUTLAY	Amount				
Phone				\$	200,000
Replace City Clerk office scanner (Bldg. Dept)					7,711
Public Service Printer upgrade (Wastewater)					18,740
Replace 8 existing Access Points					7,004
Printer upgrade - Stone Street					18,740
Microsoft SQL licenses - 2 cores					21,550
Upgrade access door security at all locations					89,500
5 Additional Axon Body Cameras and 10 Additional Licenses					16,512
iPlan tablets					48,000
Customer Service Payment Kiosk					40,220
Panasonic arbitrator system software (in car camera)					19,900
Lie Detector Laptop					6,000
SCBA Air Bottles					26,755
Firefighters' Bunker Gear					32,422
Mobile Radios					48,500
Vehicle - replace 2005 Pierce Enforcer 122-5022 (112-111)(Reserve)					525,000
Vehicle - replace 1973 Dodge Power Wagon 122-5179, 122-104					40,000
Vehicle - replace 2007 Chevy Impala 126-5102, 126-7 (Patrol Vehicle)					65,328
Vehicle - replace 2007 Chevy Impala 126-5233, 127-30 (Patrol Vehicle)					65,328
Vehicle - replace 2007 Ford Crown Vic 126-5131, 126-46 (Patrol Vehicle)					65,328
Vehicle - replace 2007 Ford Crown Vic 127-5132, 127-49 (Patrol Vehicle)					65,328
Vehicle - replace 2006 Ford Crown Vic 127-5059, 127-51 (Patrol Vehicle)					65,328
Vehicle - replace 2013 Ford Interceptor SUV 127-5440, 127-54 (K-9 Vehicle)					71,032
Vehicle - replace 2000 Dodge Caravan 126-6 (DARE Comm. Svc.)					49,282
Vehicle - replace 2009 Chevy Impala 127-5272, 127-81 (Recruitment/Training)					60,235
Vehicle - replace 2009 Chevy Impala 127-5273, 127-82 (CID)					32,910
Vehicle - replace 2009 Chevy Impala 127-5276, 127-87 (Patrol Vehicle)					65,328

New bucket truck with bucket lift	103,540
New trailer for the thermo plastic hand liner applicator	14,214
New 18' lift for vehicle maintenance shop	19,447
Vehicle - replace 2009 Isuzu truck 134-5256, 134-179	23,998
Vehicle - replace 2008 Ford F-350, 132-5221, 132-160	44,187
Vehicle - replace 2011 Ford Ranger 134-5337, 134-189 (Irrigation Repair Truck)	36,620
Replace thermo plastic Hand Liner Applicator 132-5257, 132-1	15,300
New 7' x 14' tandem axle dump trailer	8,190
Replace concrete mixer 132-1	5,000
Renovate Auxiliary Field at Sperling Sports Complex	22,500
Renovate Lemon Room Interior	36,974
Replace 2006 Toro Top Dresser 143-5117, 143-CTOP	10,879
Replace flooring at the Boy Scout Hut	11,880
Replace 2013 J Deere Z930 143-5504, 143-61	8,264
Replace 2013 J Deere Z930 143-5505, 143-62	8,264
Replace J Deere Zero Turn mower 143-5155	8,264
<b>Total Capital Outlay</b>	<b>\$ 2,149,502</b>

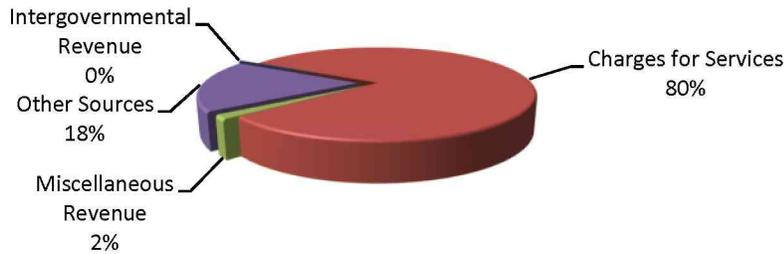
## Management Discussion

✓ Capital budget for FY 19-20 (\$2,149,502) is primarily funded by Ad Valorem Taxes and transfers from General Fund capital reserves and other funds.

# WATER AND SEWER FUND

## Revenue Summary

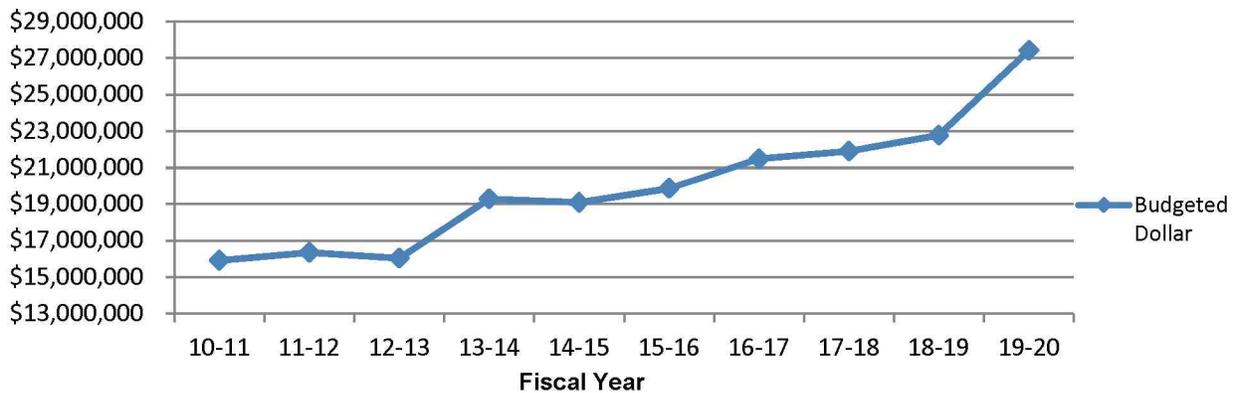
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Intergovernmental Revenue	\$ -	\$ 0	\$ 600,000	\$ 0	N/A
Charges for Services	21,768,140	22,262,397	21,241,748	22,065,692	-0.88%
Miscellaneous Revenue	241,486	424,825	425,180	424,300	-0.12%
Other Sources	<u>168,770</u>	<u>84,900</u>	<u>3,852,533</u>	<u>4,928,964</u>	5705.61%
Total Water & Sewer Fund	\$22,178,396	\$ 22,772,122	\$26,119,461	\$ 27,418,956	20.41%



## Management Discussion

The overall increase of 20.41% is due to an increase in Other Sources mainly from the Use of Reserves for capital projects.

## History of Revenues



# WATER AND SEWER FUND

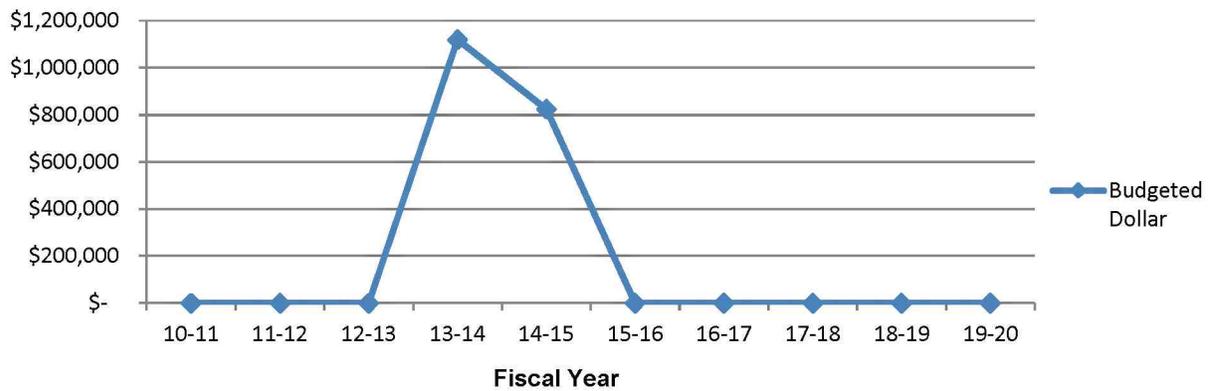
## Intergovernmental Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Federal Grants	\$ 0	\$ 0	\$ 0	\$ 0	N/A
State Grants	<u>0</u>	<u>0</u>	<u>600,000</u>	<u>0</u>	N/A
Total Intergovernmental Revenue	\$ -	\$ 0	\$ 600,000	\$ 0	N/A

### Management Discussion

No grants are budgeted in FY 19-20.

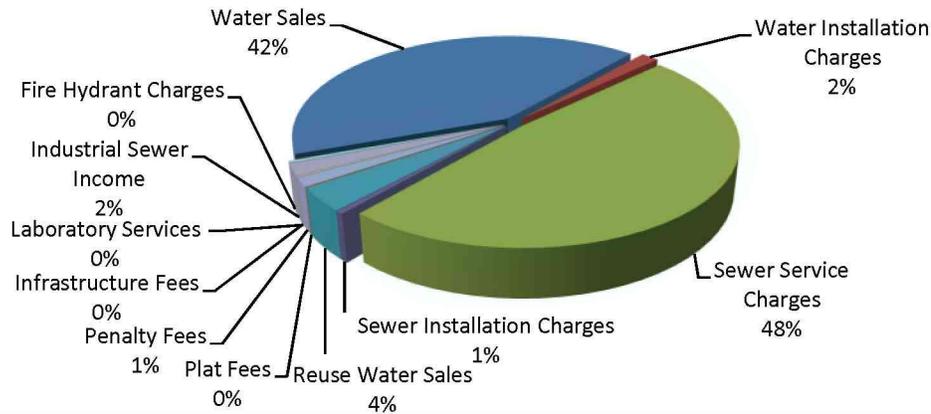
### History of Revenues



# WATER AND SEWER FUND

## Charges for Services Revenue Summary

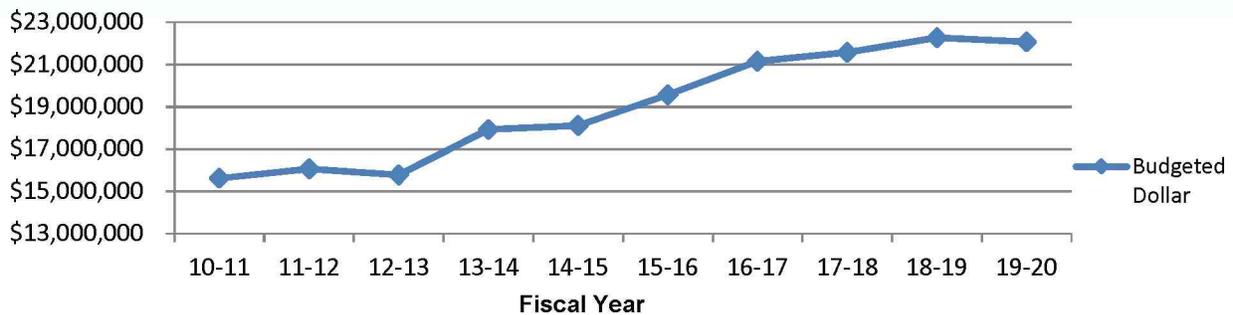
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Water Sales	\$ 8,737,193	\$ 9,183,337	\$ 8,767,293	\$ 9,251,455	0.74%
Water Installation Charges	435,712	399,337	338,634	348,565	-12.71%
Sewer Service Charges	10,447,301	10,784,898	10,377,946	10,689,284	-0.89%
Sewer Installation Charges	125,418	134,181	101,555	104,602	-22.04%
Reuse Water Sales	844,404	817,041	817,041	817,041	0.00%
Plat Fees	12,450	0	10,000	15,000	100.00%
Penalty Fees	320,428	328,951	296,857	296,857	-9.76%
Laboratory Services	25,252	25,606	25,606	25,606	0.00%
Infrastructure Fees	272,349	18,000	19,557	18,000	0.00%
Industrial Sewer Income	457,833	484,546	400,759	412,782	-14.81%
Fire Hydrant Charges	<u>89,800</u>	<u>86,500</u>	<u>86,500</u>	<u>86,500</u>	0.00%
<b>Total Charges for Services</b>	<b>\$21,768,140</b>	<b>\$ 22,262,397</b>	<b>\$21,241,748</b>	<b>\$ 22,065,692</b>	<b>-0.88%</b>



## Management Discussion

Revenues from charges for water and sewer services were determined by a Water and Sewer Rate Study which was approved by the City Commission during FY 16-17. As a result of the study, the city commission approved a 4.50% increase in water service rates effective October 1, 2019.

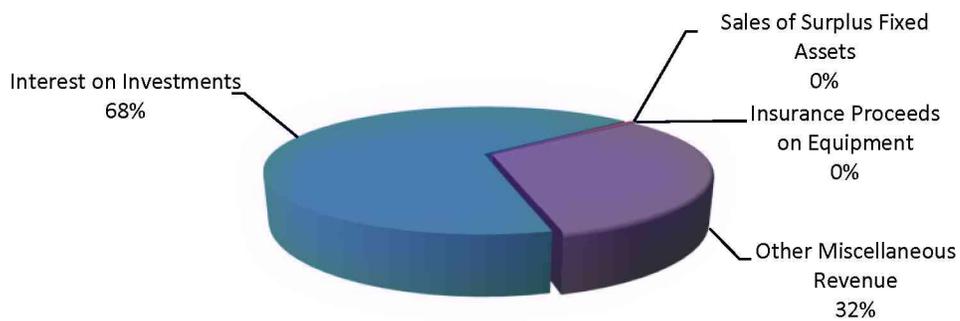
## History of Revenues



# WATER AND SEWER FUND

## Miscellaneous Revenue Summary

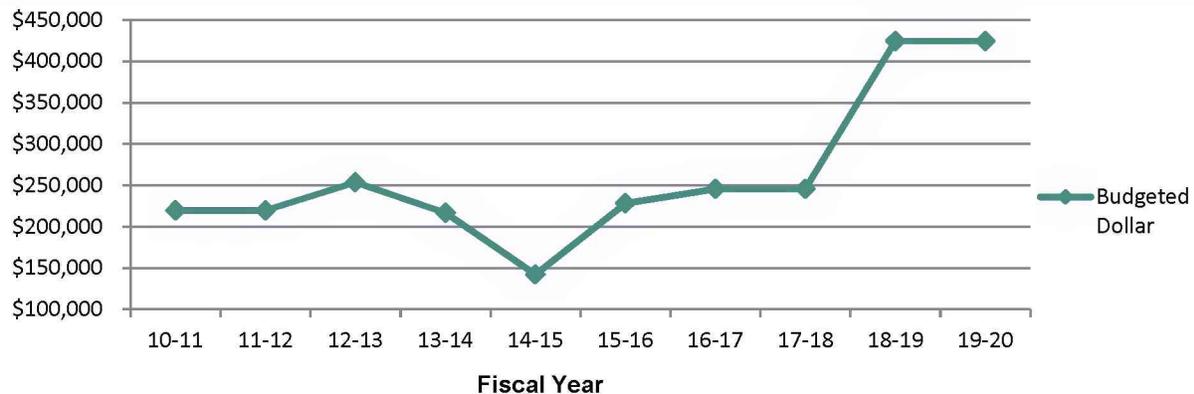
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Interest on Investments	\$ 104,151	\$ 287,625	\$ 287,625	\$ 287,625	0.00%
Sale of Surplus Fixed Assets	3,150	2,000	2,000	2,000	0.00%
Insurance Proceeds on Equipment	38,302	0	880	0	N/A
Other Miscellaneous Revenue	95,883	135,200	134,675	134,675	-0.39%
Total Miscellaneous Revenue	\$ 241,486	\$ 424,825	\$ 425,180	\$ 424,300	-0.12%



## Management Discussion

Miscellaneous revenues include interest earned on investments, sale of equipment, insurance proceeds, and other miscellaneous revenues.

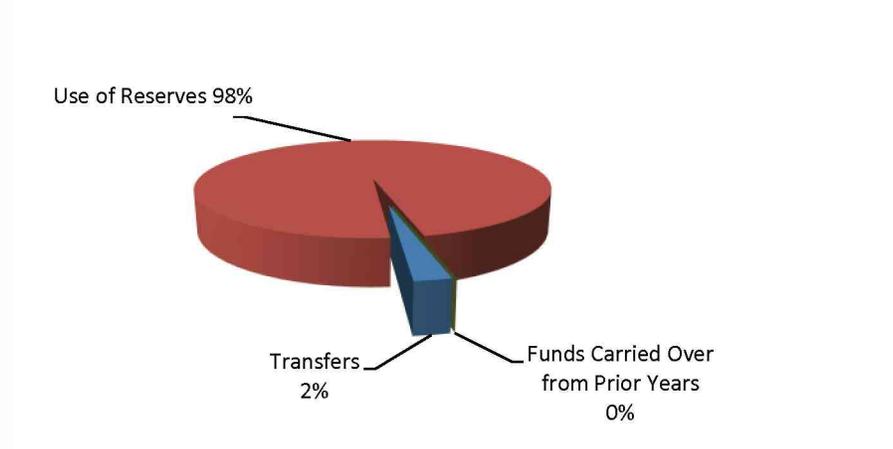
## History of Revenues



# WATER AND SEWER FUND

## Other Sources Revenue Summary

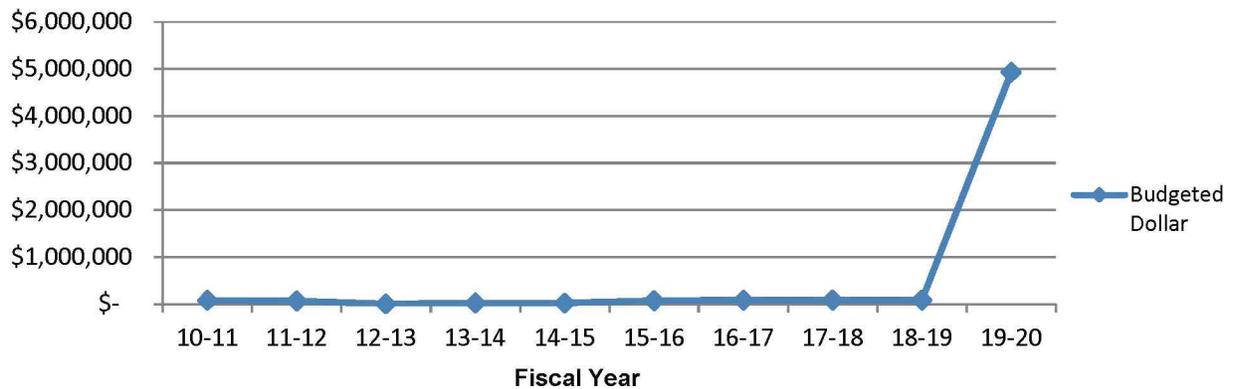
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Transfers	\$ 168,770	\$ 84,900	\$ 200,136	\$ 122,200	43.93%
Use of Reserves	0	0	0	4,806,764	100.00%
Funds Carried Over from Prior Years	0	0	3,652,397	0	N/A
Total Other Sources	\$ 168,770	\$ 84,900	\$ 3,852,533	\$ 4,928,964	5705.61%



## Management Discussion

Other Sources are those revenues received from a transfer from the Refuse Fund, debt proceeds, use of reserves, and contributions from developers. The current year budgeted amount is a transfer from the Refuse Fund and Stormwater Fund for monthly billings.

## History of Revenues



# WATER AND SEWER FUND

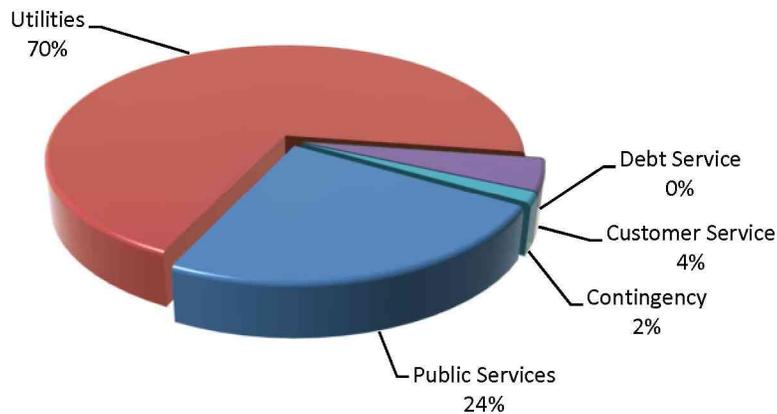
## Expenditure Summary

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 6,209,244	\$ 7,028,070	\$ 6,657,282	\$ 7,646,726	8.80%
Operating Expenses	6,249,810	6,735,315	7,154,743	7,533,468	11.85%
Capital Outlay	2,620,682	4,368,719	8,833,561	10,785,658	146.88%
Debt Service	0	0	0	0	N/A
Transfers	678,734	1,660,497	1,660,497	1,031,908	-37.86%
Contingency	<u>258,432</u>	<u>2,979,521</u>	<u>3,938,035</u>	<u>421,196</u>	-85.86%
Total Budget	\$ 16,016,902	\$ 22,772,122	\$ 28,244,118	\$ 27,418,956	20.41%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Public Services	\$ 5,028,814	\$ 6,398,718	\$ 6,380,447	\$ 6,502,798	1.63%
Utilities	9,704,869	12,150,004	16,769,210	19,267,774	58.58%
Debt Service	0	0	0	0	N/A
Customer Service	1,024,787	1,243,879	1,156,426	1,227,188	-1.34%
Contingency	<u>258,432</u>	<u>2,979,521</u>	<u>3,938,035</u>	<u>421,196</u>	-85.86%
Total Budget	\$ 16,016,902	\$ 22,772,122	\$ 28,244,118	\$ 27,418,956	20.41%

STAFFING (Full Time Equivalent)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Public Services	23.87	23.87	24.87	26.50	27.70
Utilities	63.13	67.50	68.00	71.00	76.00
Customer Service	<u>18.00</u>	<u>18.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>
Total Staffing	105.00	109.37	111.87	116.50	122.70

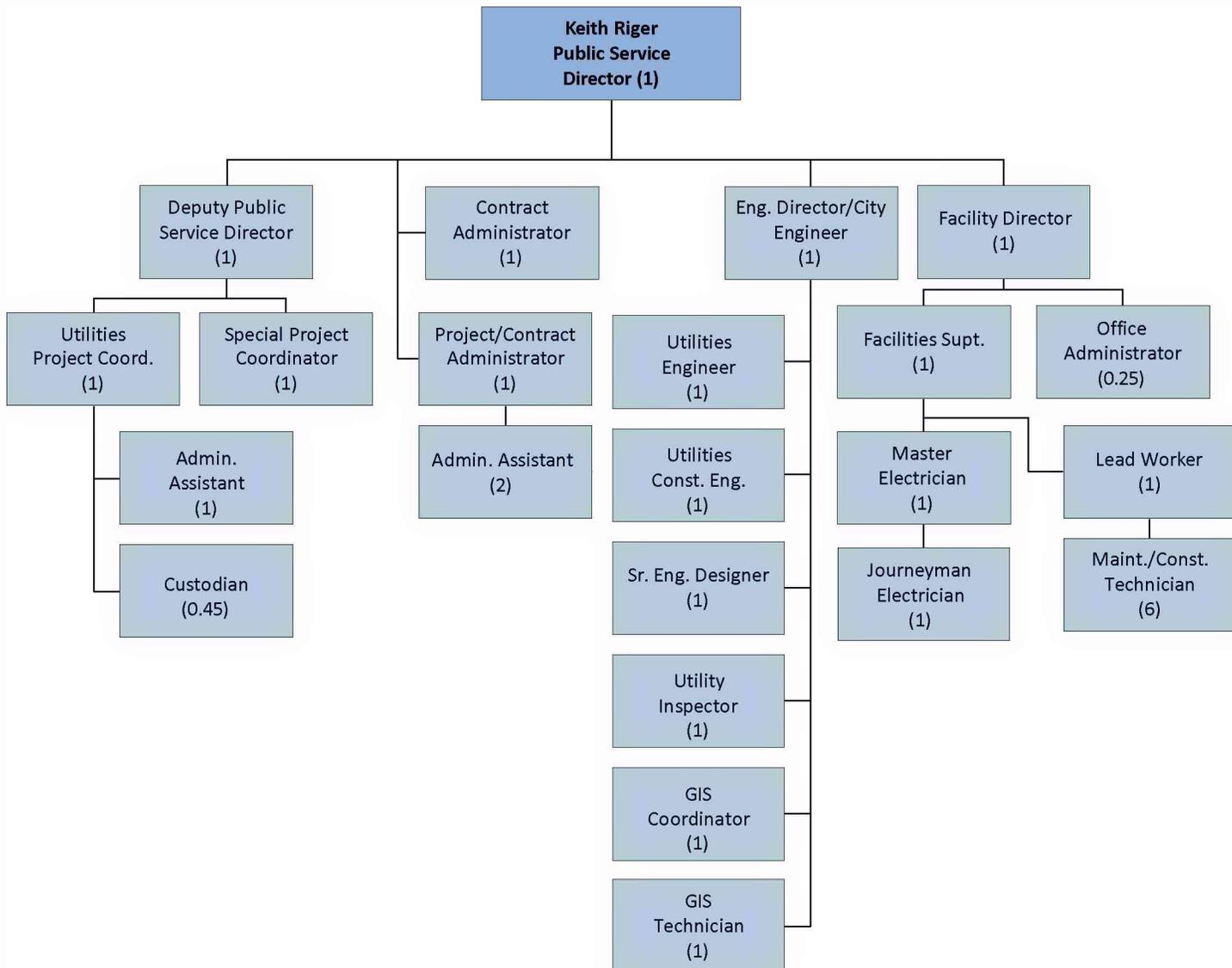
**Water and Sewer Fund Expenditure Summary  
Fiscal Year 2020**





# PUBLIC SERVICES

## Organizational Structure



**Description:**

Public Services Department is comprised of three divisions supervised by the Public Services Director.

The **Administration Division** is responsible for overall supervision, planning, budget and capital project administration, purchasing, record keeping and clerical support for the Public Services Department including Utilities, Engineering, Public Works and Airport Divisions.

The **Engineering Division** is part of the City's Technical Review Committee (TRC). The TRC reviews all plans for major construction and renovation projects including plats submitted to the City. The Engineering Division provides design, inspection and permitting of City Capital Improvement Projects and construction inspection of the new developments. The Engineering Division also creates, collects, maintains, and distributes high quality, up-to-date and complete geospatial information as part of Geographic Information System (GIS) project for the City.

The **Facilities Maintenance Division** is responsible for maintenance of buildings throughout the Public Services Department and almost all other City buildings. In addition to maintenance, this division has been called upon to construct or remodel numerous facilities. Electricians in this Division group maintain motors, lighting and controls throughout the City including computer-based process controllers and surveillance equipment for facilities city wide.

**Mission:**

To operate, maintain, repair and improve the City's public infrastructure through the operations of Public Works, Engineering, Utilities, Facilities and Airport Divisions.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of residential inspections performed within 1 day	High Value Government	98.5%	99%	100%
# of residential inspections performed per FTE	High Value Government	932	900	850
# of commercial inspections performed per FTE	High Value Government	148	145	140
% of Citywide capital improvement projects successfully constructed according to schedule and within budget	High Value Government	100%	100%	100%
# of Capital Improvement Projects inspections performed per FTE	High Value Government	388	380	380
# of site plans reviewed per FTE	High Value Government	127	125	120
# of projects designed per FTE	High Value Government	33	84	84
% of customer requests processed within three days of request for information	High Value Government	99%	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	54	180	180

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Began construction of The Bridge and the Joyce Cusack Resource Center.
- ✓ Completed fifth year of GIS Automation for Utilities and Stormwater ROW Improvements.
- ✓ Completed the implementation of Cityworks GIS-based Work Order Management System.
- ✓ Provided Construction Engineering Inspection (CEI) for City Water Main Improvement Projects. Performed inspection for residential, commercial and City capital improvement projects.
- ✓ Prepared in-house design of projects including paving, grading, drainage and utilities improvements, building, sheds, lease descriptions, conceptual and site plan for various departments within the City; obtained permits from FDOT, FDEP, Volusia County, HRS and SJRWMD.

- ✓ Continue to teach one and two-day Temporary Traffic Control (TTC) Certification training for Public Works, Utilities, Airport, Facilities and Parks & Recreation Staff.
- ✓ Provided site plan and plat reviews and submitted comments to Planning Department on time.
- ✓ Geographic Information System (GIS) accomplishments: Coordinated projects with Public Works, Airport, Utilities, Engineering, Planning, Fire, Police, IT, Parks & Recreation and Volusia County; Created database structure and coordinated implementation of the City's irrigation GIS; Added sanitary sewer lining to attributes and published a map service for it; Migrated all existing consultant data to City's server and created a version for them to work in; Set up work groups in ArcGIS online for several of our major engineering consultants to interface with our data; Overhauled buildings on city properties and added more attributes including square footage information; Re-scripted the way we import Firehouse data to be compatible with geometric network; Updated the Fire Department's ISO-related GIS information.

## Action Plan: Administration & Engineering

Technical Services		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Plan design, inspect and administer Capital Improvement Projects (CIP) within established scope, budgets and schedules.</p> <ul style="list-style-type: none"> <li>• Provide quality design for City projects.</li> <li>• Perform inspections for City Capital Improvement Projects.</li> </ul>	High Value Government
2	<p>Provide engineering inspection for residential and commercial projects.</p> <ul style="list-style-type: none"> <li>• Provide inspection for residential projects within 24 hours of request for inspection.</li> <li>• Provide inspections for commercial projects for compliance with approved construction plans and specifications.</li> </ul>	High Value Government
3	<p>Provide quality technical support on a daily basis to other City Departments, state and local agencies, utility companies, engineering consultants, contractors, insurance companies, and City residents.</p> <ul style="list-style-type: none"> <li>• Respond to customer inquiries regarding utility availability and engineering issues within three days of request for information.</li> </ul>	High Value Government
4	<p>Provide plat and site plan reviews for Class II, III and IV site plans.</p> <ul style="list-style-type: none"> <li>• Submit 100% engineering comments to Planning Department on due date which is eight days prior to TRC monthly meeting.</li> </ul>	Creating a Connected Community
5	<p>Create, collect, maintain, and distribute high quality, up-to-date and complete geospatial information as part of Geographic Information System (GIS) project for the City.</p> <ul style="list-style-type: none"> <li>• Extend City services by providing citizens, businesses, consultants and other government agencies with access to geospatial data in the form of easy to use applications which will save them and the City time and money.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Complete GIS QA/QC City's existing utilities (potable water, reclaimed water, sanitary sewer and stormwater) by City staff by the end of FY 19-20. Enable all field personnel from lead workers through management to access GIS via the Accela Land Management and Cityworks work order management software in the field and office.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government, Facilities and Infrastructure
- ✓ By the end of FY2019-20, complete planning and preliminary design of water supply and treatment projects to comply with 2024 MFL for Blue Spring.

## Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 1,850,486	\$ 2,052,478	\$ 1,905,227	\$ 2,240,960	9.18%
Operating Expenses	2,491,104	2,618,556	2,754,240	2,922,930	11.62%
Capital Outlay	8,490	67,187	60,483	307,000	356.93%
Transfers	<u>678,734</u>	<u>1,660,497</u>	<u>1,660,497</u>	<u>1,031,908</u>	-37.86%
Total Budget	\$ 5,028,814	\$ 6,398,718	\$ 6,380,447	\$ 6,502,798	1.63%

DEPARTMENT SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Administration	\$ 3,768,266	\$ 4,878,225	\$ 5,004,766	\$ 4,639,343	-4.90%
Engineering	524,100	660,005	594,874	1,002,486	51.89%
Maintenance/Construction	<u>736,448</u>	<u>860,488</u>	<u>780,807</u>	<u>860,969</u>	0.06%
Total Budget	\$ 5,028,814	\$ 6,398,718	\$ 6,380,447	\$ 6,502,798	1.63%

STAFFING (Full Time Equivalents)	2015-16	2016-17	2017-18	2018-19	2019-20
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	7.37	7.37	7.37	8.00	9.45
Engineering	6.00	6.00	7.00	7.00	7.00
Maintenance/Construction	<u>10.50</u>	<u>10.50</u>	<u>10.50</u>	<u>11.50</u>	<u>11.25</u>
Total Staffing	23.87	23.87	24.87	26.50	27.70

## Water & Sewer Administration

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 664,362	\$ 691,007	\$ 679,909	\$ 822,231	18.99%
Operating Expenses	2,425,170	2,526,721	2,664,360	2,785,204	10.23%
Capital Outlay	0	0	0	0	N/A
Transfers	<u>678,734</u>	<u>1,660,497</u>	<u>1,660,497</u>	<u>1,031,908</u>	-37.86%
Total Budget	\$ 3,768,266	\$ 4,878,225	\$ 5,004,766	\$ 4,639,343	-4.90%

STAFFING (Full Time Equivalents) GRADE	PAY	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Dir of Public Services/City Eng.	E110	1.00	1.00	1.00	1.00	1.00
Deputy Public Service Director	E109	0.00	0.00	0.00	1.00	1.00
Utilities Director	E108	1.00	1.00	1.00	0.00	0.00
Contract Administrator	120	0.00	0.00	0.00	0.00	1.00
Projects/Contracts Admin.	120	1.00	1.00	1.00	1.00	1.00
utilities Special Proj. Coord.	U112	1.00	1.00	1.00	1.00	1.00
Utilities Project Coord.	U111	1.00	1.00	1.00	1.00	1.00
Utility Admin. Assistant III	U105	2.00	2.00	2.00	2.00	2.00
Utility Admin. Assistant I	U101	0.00	0.00	0.00	0.00	1.00
Custodian/Housekeeping	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.45</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	9.45

Administrative Assistant	U101	0.00	0.00	0.00	0.63	0.00
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.00</u>
Total Part Time Staffing		0.37	0.37	0.37	1.00	0.00
Total Staffing		7.37	7.37	7.37	8.00	9.45

Added [1.00] Contract Administrator. Promoted PT Utility Administrative Assistant I and Custodian/Housekeeping to FT. Custodian/Housekeeping split with Public Works and Airport funds.

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
None	

## Engineering

EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 491,190	\$ 591,599	\$ 531,276	\$ 613,820	3.76%
Operating Expenses	32,910	39,666	37,793	81,666	105.88%
Capital Outlay	<u>0</u>	<u>28,740</u>	<u>25,805</u>	<u>307,000</u>	968.20%
Total Budget	\$ 524,100	\$ 660,005	\$ 594,874	\$ 1,002,486	51.89%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Engineering Director/City Eng.	E108	0.00	0.00	0.00	1.00	1.00
City Engineer	E107	1.00	1.00	1.00	0.00	0.00
Deputy City Engineer	E5	0.00	0.00	0.00	0.00	0.00
Utility Engineer	125	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	125	1.00	1.00	1.00	1.00	1.00
Sr. Engineering Designer	123	0.00	0.00	0.00	1.00	1.00
GIS Coordinator	121	0.00	1.00	1.00	1.00	1.00
Utilities Designer	120	0.00	1.00	1.00	0.00	0.00
Environmental Compliance Coord.	118	1.00	0.00	0.00	0.00	0.00
Utility Inspector	118	1.00	1.00	1.00	1.00	1.00
GIS Technician	116	0.00	0.00	1.00	1.00	1.00
Engineering Technician	115	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	6.00	7.00	7.00	7.00

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
2020 GIS Services and Mapping	\$ 307,000
<b>Total Capital Outlay</b>	<b>\$ 307,000</b>

## Maintenance/Construction

EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 694,934	\$ 769,872	\$ 694,042	\$ 804,909	4.55%
Operating Expenses	33,024	52,169	52,087	56,060	7.46%
Capital Outlay	<u>8,490</u>	<u>38,447</u>	<u>34,678</u>	<u>0</u>	-100.00%
Total Budget	\$ 736,448	\$ 860,488	\$ 780,807	\$ 860,969	0.06%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Facilities Director	E107	1.00	1.00	1.00	1.00	1.00
Facilities Superintendent	120	1.00	1.00	1.00	1.00	1.00
Master Electrician	120	1.00	1.00	1.00	2.00	1.00
Maint./Const. Lead Worker	117	0.00	0.00	0.00	0.00	1.00
PW Office Admin. (also Fund 001)	117	0.00	0.00	0.00	0.00	0.25
PW Project Coord. (also Fund 001)	117	0.50	0.50	0.50	0.50	0.00
Maint./Construction Tech II	115	0.00	0.00	0.00	0.00	2.00
Maint./Construction Tech I	114	0.00	0.00	0.00	0.00	4.00
Journeyman Electrician	U111	1.00	1.00	1.00	0.00	1.00
Maintenance Repair Worker II	112	3.00	4.00	4.00	4.00	0.00
Maintenance Repair Worker I	111	3.00	2.00	2.00	3.00	0.00
Total Full Time Staffing		10.50	10.50	10.50	11.50	11.25

Promote [4.00] Maintenance Repair Workers II to [1.00] Maintenance/Construction Lead Worker, [2.00] Maintenance/Construction Technician II and [1.00] Maintenance/Construction Technician I. Promote [3.00] Maintenance Repair Worker I to Maintenance/Construction Technician I. Reclass PW Project Coordinator to PW Office Administrator and updated split with Stormwater Fund [0.25/0.25].

**CAPITAL OUTLAY**

**Amount**

None

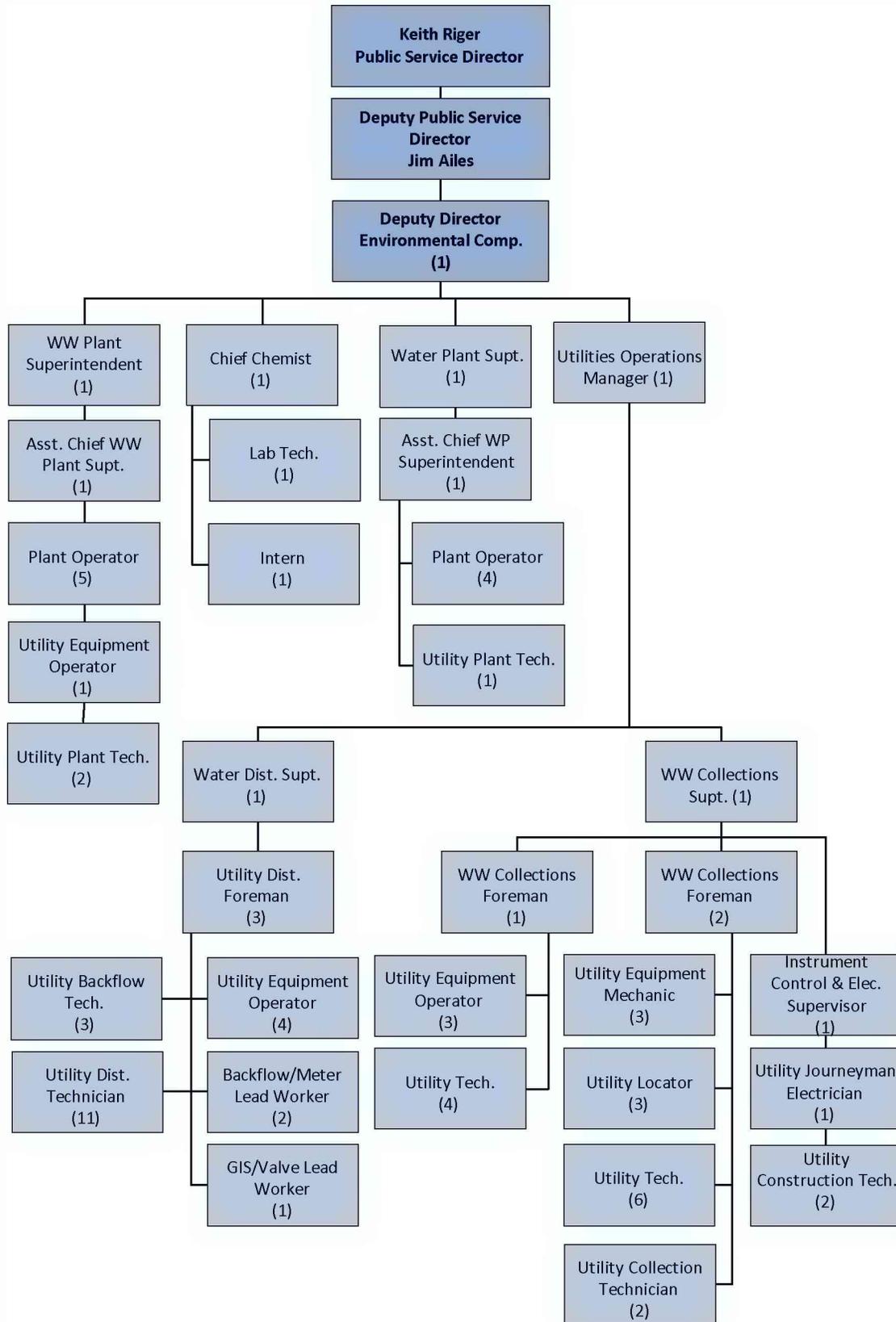
## Management Discussion

- ✓ Total expenses increased by 1.63%.
- ✓ Personal Services increased by 9.18% mainly due to adding Contract Administrator, promotions and merit increase (3.00%).
- ✓ Operating expenses increased by 11.62% mainly due to increase insurance cost (\$140,615), increase in the PILOT (\$49,825), and GIS on call support (\$38,000).
- ✓ Includes funding for:
  - Consultant service (\$16,000).
  - Jone Edmunds support (\$43,000).
  - Shadow tracker for utility vehicles (\$11,254).
  - Water attorney (\$50,000).
  - Insurances (Liability, Property coverage, Boiler and Machinery) (\$316,032).
  - Water festival (\$12,500).
  - GIS on call support (\$35,000)
  - Plat review (\$15,000).



# UTILITIES

## Organizational Structure



**Description:**

The Utilities Department is comprised of five divisions that are supervised by the Utilities Director. **Water Production** is responsible for operation and maintenance of the City's nineteen production wells and eleven water plants. Staffing is required twenty-four hours a day, seven days a week to ensure that water of proper quality and pressure is provided throughout the extensive water service area and reported to the regulatory agencies. **Water Distribution** is responsible for the maintenance and repair of all the water and reuse distribution piping in the water service area. Employees are tasked with new meters and service lines, line repairs, hydrant repair and replacement, meter repair and change out, backflow testing and repair, valve maintenance and water main installation. **Wastewater Treatment** is responsible for the operation and maintenance of the Wiley M. Nash WRF and River and Bent Oaks reuse augmentation pump stations. Staffing is required twenty-four hours a day, seven days a week to insure treatment and production of reclaimed water. Laboratory staff is responsible for analysis and regulatory liaison and report of the City's water, wastewater, and reclaim water utilities. **Utility Maintenance** is responsible for the operation and maintenance of one hundred twenty-five pump stations, all city generators, wells, water plants, and equipment at the wastewater treatment plant. This includes mowing, mechanical, painting, minor building, SCADA, camera systems, all electrical and instrumentation. **Wastewater Collection** is responsible for locating all utility pipes, repairs, and construction of new facilities, line cleaning, televising, blockage clearing and other duties in the service area.

**Mission:**

To provide customers in the DeLand service area access to safe and reliable potable water at all times. Maintain safe and sanitary collection, treatment and disposal of wastewater consistent with all regulations and to ensure adequate supply of reclaim water for irrigation.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Millions of gallons per day water processed per FTE	High Value Government	.17	.19	.20
Unplanned – Water Disruption Rate	High Value Government	36%	49%	50%
Cost of Water Treatment (Chemicals only) Distributed per million-gallon avg.	High Value Government	\$34.50	\$35.00	\$40.00
# of samples analyzed in the lab per month per FTE	High Value Government	407	301	350
Direct cost of treatment per million gallons for water operations	High Value Government	\$530	\$566	\$590
% capacity of potable water available at all times	High Value Government	89%	87%	94%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	6.97	9.11	9.00
Millions of gallons per day wastewater processed per FTE	High Value Government	.33	.29	.28
Collection system failure per 100 miles of piping	High Value Government	7.63	8.00	7.50
Operations and maintenance cost per million gallons processed for wastewater operations	High Value Government	\$1,408	\$1,500	\$1,500

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Actual Cost of Wastewater Collected excluding assets	High Value Government	\$1,768,543	\$1,800,000	\$1,800,000
Actual Cost of Treatment of Wastewater Processed per millions of gallons per day (Chemicals)	High Value Government	\$56	\$63	\$60
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	58%	57%	58%
# of lift stations maintained per FTE	High Value Government	6.87	7.50	8.00
Gallons collected per FTE	High Value Government	.20	.20	.20
% of available reclaim demanded by customers	High Value Government	89%	87%	90%

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Completion of New Pay Plan and Job Descriptions
- ✓ WWWS Leffler Test well study Completed.
- ✓ Security Upgrades at WP #5, 6, 7, 8 Completed.
- ✓ Replaced Five Well Production Flow Meters and Calibrated the Rest.
- ✓ WP#4 Transfer Tank and Aerator Rehab Completed.
- ✓ WP#2 Transfer Tank and Aerator Rehab Completed.
- ✓ WP#10 and Leffler Water Supply, Treatment, and Planning Report Completed.
- ✓ WWWS Barrow Pit Preliminary Design and Project Evaluation Study Completed.
- ✓ GPS/GIS Mapping Year 5 Animation Completed.
- ✓ Distribution System Valve and Meter GPS/GIS Mapping Completed.
- ✓ SR 44 Pressure Reducing Cla-Val Replaced.
- ✓ 2017 Water Main Improvements Completed.
- ✓ 2018 Water Main Improvements Design and Bidding Completed.
- ✓ Utilities Pole Barn #3 Built.
- ✓ Brandy Trails Pole Barn and Wall Enclosure Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ WWTP Return Activated Sludge Pumps Replaced.
- ✓ WWTP Waste Activated Sludge Pumps Replaced.
- ✓ WWTP Flow Meters Replaced.
- ✓ Water/Wastewater GIS Mapping Completed.
- ✓ WWTP Step Screen and DeGrit Pump Replacement Completed.
- ✓ WWTP Rotary Drum Thickener's Rehab Completed.
- ✓ WWTP ST. Johns River Pump Station and Filter Upgrade Completed.
- ✓ Reclaimed Water Retrofit Alexandria Pointe & Crystal Cove Completed.
- ✓ Design for the Reclaim Water Retrofit for Glenwood Springs & Cascades Completed.
- ✓ Airport North Reclaim Extension Phase 3 Completed.
- ✓ Four Lift Stations Replaced and Upgraded.
- ✓ Three Generators added to Lift Stations.
- ✓ LS #20 Force Main Re-route Completed.
- ✓ LS #26 Force Main Completed.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed
- ✓ Spring Hill Sanitary Sewer Phase 3 Design Completed.
- ✓ Replacement Trucks, Excavators, and Mowing Equipment Purchased for the Year.

## Action Plan

Water Production		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Maintain compliance with consumptive use permit.</p> <ul style="list-style-type: none"> <li>• Report pumpage to Saint Johns River Water Management District as required.</li> <li>• Continue to pursue alternative sources of water as required by the consumptive use permit.</li> <li>• Implement new requirements for the Saint Johns River Water Management District permit by Saint Johns River Water Management District which will save them and the City time and money.</li> </ul>	Preparing for the Future/Sustainability
2	<p>Maintain current level of water quality.</p> <ul style="list-style-type: none"> <li>• Continue water quality testing to assure that the water supply stays at or above approved standards.</li> </ul>	High Value Government

Water Distribution		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>The benchmark for percentage of total water lost vs. total water produced should be near 8.9%. This is a national average per the American Water Works Association Southern Region. We shall maintain our current loss, which is less than the benchmark.</p> <ul style="list-style-type: none"> <li>• Continue the leak detection program.</li> <li>• Perform tests on the system for leaks and faulty meters, track construction usage, flushing, sewer jet, and non-metered irrigation water.</li> <li>• Continue the 3-year cycle for testing of production meters for proper calibration.</li> <li>• Implement reclaimed water augmentation, new well fields and conservation study (in cooperation with other West Volusia suppliers) as appropriate.</li> </ul>	High Value Government
2	<p>To improve unplanned water service disruptions and time for repairs to be completed.</p> <ul style="list-style-type: none"> <li>• Continue tracking system for analyzing disruptions.</li> <li>• To complete the valve inventory and testing program and establish routine preventive maintenance program for all valves.</li> <li>• Provide access to GIS maps of the utilities and City Works to workers in the field.</li> </ul>	High Value Government
3	<p>Maintain and/or improve Water Distribution System Integrity.</p> <ul style="list-style-type: none"> <li>• Meter leaks constitute 50% of the 187 estimated line integrity occurrences.</li> <li>• Continue identifying low-pressure areas and fill gaps in the system.</li> <li>• Finish construction of water plant #12 distribution system improvements.</li> </ul>	High Value Government
4	<p>Implement Meter Replacement Program.</p> <ul style="list-style-type: none"> <li>• By September each year, replace 5% of meters based on the oldest to the newest (1,250 meters).</li> </ul>	Preparing for the Future/Sustainability

Future Water		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Develop long-range plan for future water supply to meet consumptive use permit requirements 2016-2035.</p> <ul style="list-style-type: none"> <li>In partnership with West Volusia Water Suppliers (WVWS), actively involved in the total daily maximum load limits for Blue Springs through the Basin Management Action Plan process. Basin Management Action Plan is currently under consideration by the state, this could affect the Blue Springs Minimum Flow Level Recovery Plan.</li> <li>Implementation of the WVWS master plan has been started by the Westside Utilities.</li> <li>WVWS focus is shifting toward eastern well field development and RIB's.</li> </ul>	Preparing for the Future/Sustainability

Water Supply Protection		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Ensure compliance with State and Federal backflow protection regulations to protect customers from cross connection and backflow.</p> <ul style="list-style-type: none"> <li>Secure most accurate data from the City's Utility Billing division and Volusia County Health Department.</li> <li>Improve backflow program tracking by bringing program in-house for paperless input to save time and cost.</li> <li>Implementation of City ownership of residential backflow devices and business backflow devices 2" or smaller is continuing.</li> <li>Enforcement of progressive penalties or shutoff for non-compliance of backflows devices continues.</li> <li>Adopt St. Johns River Water Management irrigation rule enforcement.</li> </ul>	High Value Government

Wastewater Treatment		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain compliance with Florida Department of Environmental Protection permit for effluent disposal to the St. Johns River.</p> <ul style="list-style-type: none"> <li>Continue to maintain and improve availability of reclaimed water.</li> <li>Continue retro-fitting existing subdivisions to switch them from irrigation meters to reclaim.</li> <li>To only send flow to the river during wet weather conditions i.e., wet weather discharge.</li> <li>Monitor Blue Springs total daily maximum load issue on reclaim disposal through Basin Management Action Plan process.</li> </ul>	Preparing for the Future/Sustainability
2	<p>Maintain efficiency and quality control in the lab.</p> <ul style="list-style-type: none"> <li>Maintain contracts with municipal and other customers for lab testing.</li> <li>Maintain National Environmental Laboratory Accreditation Conference certification.</li> <li>Continue to promote and monitor industrial pretreatment program.</li> <li>Implementation of the fat, oil and grease program has started.</li> </ul>	High Value Government

## Wastewater Collection

Goals & Objectives		Strategic Plan Area(s)
1	Maintain or improve wastewater collection system integrity. The median for the Southern Region is 7.3. <ul style="list-style-type: none"> <li>• Continue manhole rehab and sewer line lining.</li> <li>• Implement GIS/Cityworks program to identify high priority sewer line maintenance requirements.</li> </ul>	High Value Government
2	Enhance lift station, generator, and plant maintenance program. <ul style="list-style-type: none"> <li>• Implement automated preventive maintenance program.</li> <li>• Continue to program in timely equipment replacement.</li> <li>• Continue to groom, mow, and maintain Utility facilities.</li> </ul>	Preparing for the Future/Sustainability

## Long-Term Goals

- ✓ Continue Expansion of The Reclaim System.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Additional Sources of Potable Water to Meet Demand and Offset the Blue Spring and Deleon Spring MFL Restrictions.
  - Target Completion: FY2023-2024
  - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Continue Planning for Staff Succession.
  - Target Completion: FY2026-2027
  - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Projects to Reduce the Nutrients at Blue Spring and Deleon Spring to Meet the Requirements of the BMAP. (Basin Management Action Plan).
  - Target Completion: FY2035-2036
  - Strategic Focus Area: Preparing for the Future/Sustainability

## Operating Budget Comparison Total Utilities

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 3,591,728	\$ 4,059,188	\$ 3,918,961	\$ 4,471,678	10.16%
Operating Expenses	3,500,949	3,861,284	4,133,076	4,339,438	12.38%
Capital Outlay	<u>2,612,192</u>	<u>4,229,532</u>	<u>8,717,173</u>	<u>10,456,658</u>	147.23%
Total Budget	\$ 9,704,869	\$ 12,150,004	\$ 16,769,210	\$ 19,267,774	58.58%
					% Change from
DEPARTMENT SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	2018-19 BUDGET
Water Production	\$ 1,214,438	\$ 3,562,978	\$ 4,684,534	\$ 3,791,543	6.41%
Water Distribution	3,145,432	3,250,656	3,757,514	3,482,014	7.12%
Wastewater Treatment	2,512,197	2,216,494	4,559,864	8,723,541	293.57%
Utilities Maintenance	1,778,962	2,017,514	2,302,113	2,022,336	0.24%
Wastewater Collection	<u>1,053,840</u>	<u>1,102,362</u>	<u>1,465,185</u>	<u>1,248,340</u>	13.24%
Total Budget	\$ 9,704,869	\$ 12,150,004	\$ 16,769,210	\$ 19,267,774	58.58%

STAFFING (Full Time Equivalents)	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Water Production	7.00	7.00	7.00	7.00	7.00
Water Distribution	19.00	22.00	22.00	23.00	26.00
Wastewater Treatment	15.13	14.50	14.00	14.00	14.00
Utilities Maintenance	15.00	16.00	17.00	19.00	21.00
Wastewater Collection	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Total Staffing	63.13	67.50	68.00	71.00	76.00

## Water Production

WATER PRODUCTION EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 403,380	\$ 471,838	\$ 474,937	\$ 489,885	3.82%
Operating Expenses	619,309	717,460	722,588	803,800	12.03%
Capital Outlay	<u>191,749</u>	<u>2,373,680</u>	<u>3,487,009</u>	<u>2,497,858</u>	5.23%
Total Budget	\$ 1,214,438	\$ 3,562,978	\$ 4,684,534	\$ 3,791,543	6.41%

WATER PRODUCTION STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Operator	U116	1.00	1.00	1.00	1.00	1.00
Water Plant Operator A	O103	0.00	0.00	0.00	0.00	0.00
Water Plant Operator B	U112	1.00	0.00	0.00	1.00	1.00
Sr. Water Plant Operator C	U111	2.00	3.00	3.00	2.00	1.00
Water Plant Operator C	U110	1.00	1.00	1.00	1.00	2.00
Utility Plant Technician I	U103	1.00	1.00	0.00	1.00	1.00
Maintenance Worker I	U101	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

WATER PRODUCTION CAPITAL OUTLAY	Amount
Water Plant #10 Design	\$2,158,858
Water Plant RTU upgrade	200,000
WP #9 PLC replacement	40,000
WP #12 PLC replacement	<u>99,000</u>
Total Capital Outlay	\$2,497,858

## Water Distribution

WATER DISTRIBUTION EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 1,084,479	\$ 1,254,775	\$ 1,166,381	\$ 1,435,493	14.40%
Operating Expenses	1,433,289	1,647,381	1,728,313	1,808,021	9.75%
Capital Outlay	<u>627,664</u>	<u>348,500</u>	<u>862,820</u>	<u>238,500</u>	-31.56%
Total Budget	\$ 3,145,432	\$ 3,250,656	\$ 3,757,514	\$ 3,482,014	7.12%

WATER DISTRIBUTION STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Utility Operations Manager	E103	1.00	1.00	1.00	1.00	1.00
Water Dist. Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Utility Distribution Foreman II	U114	0.00	0.00	0.00	0.00	2.00
Valve/GIS Lead Worker I	U114	0.00	0.00	0.00	0.00	1.00
Cross Connection Foreman I	U113	0.00	0.00	0.00	1.00	0.00
Utility Dist. Foreman I	U113	3.00	3.00	3.00	3.00	1.00
Meter/Backflow Lead Worker I	U110	0.00	0.00	0.00	0.00	2.00
Utility Equip. Operator III	U110	0.00	0.00	0.00	0.00	1.00
Utility Equip. Operator II	U109	1.00	2.00	2.00	1.00	2.00
Utility Equip. Operator I	U108	2.00	1.00	1.00	3.00	1.00
Utility Dist. Technician III	U106	0.00	0.00	0.00	0.00	2.00
Utility Backflow Technician I	U105	0.00	1.00	1.00	3.00	3.00
Utility Dist. Technician II	U105	3.00	2.00	2.00	1.00	0.00
Utility Dist. Technician I	U104	3.00	5.00	4.00	9.00	9.00
Environmental Compliance Coord.	118	1.00	1.00	1.00	0.00	0.00
Engineering Technician	115	1.00	1.00	1.00	0.00	0.00
Maintenance Worker I	107	3.00	4.00	5.00	0.00	0.00
<b>Total Full Time Staffing</b>		<b>19.00</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>	<b>26.00</b>

Added [1.00] Utility Backflow Technician I and [1.00] Meter/Backflow Lead Worker I. promoted [2.00] Utility Distribution Foreman I to II. Eliminated the Cross Connection Foreman I position then created two new positions [1.00] Valve/GIS Lead Worker I and [1.00] Meter/Backflow Lead Worker I. Promoted [2.00] Utility Equipment Operator I to Utility Equipment Operator II and III. Promoted [1.00] Utility Technician II to III and [1.00] Utility Backflow Technician I to Utility Dist. Technician III.

**WATER DISTRIBUTION  
CAPITAL OUTLAY**

	Amount
20 Ton Tandem Axle Trailer	\$ 20,000
3/4 Ton UB vehicle	39,500
Vehicle - replace 2011 Ford F250 204-5365, 204-54	39,500
Vehicle - replace 2010 Ford F250 204-5310, 204-73	39,500
Water Main Relocation SR44	100,000
<b>Total Capital Outlay</b>	<b>\$ 238,500</b>

## Wastewater Treatment

WASTEWATER TREATMENT EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 902,496	\$ 960,968	\$ 946,923	\$ 997,554	3.81%
Operating Expenses	986,960	1,031,026	1,183,922	1,210,487	17.41%
Capital Outlay	<u>622,741</u>	<u>224,500</u>	<u>2,429,019</u>	<u>6,515,500</u>	2802.23%
<b>Total Budget</b>	<b>\$ 2,512,197</b>	<b>\$ 2,216,494</b>	<b>\$ 4,559,864</b>	<b>\$ 8,723,541</b>	<b>293.57%</b>

WASTEWATER TREATMENT STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Deputy Dir. Environmental Compl.	E104	1.00	1.00	1.00	1.00	1.00
Wastewater Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Chief Chemist I	U119	0.00	1.00	1.00	1.00	1.00
Asst. Chief WW Plan Super I	U116	1.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator A	U115	0.00	0.00	0.00	1.00	1.00
Wastewater Operator A	U114	2.00	2.00	2.00	1.00	1.00
Sr. Wastewater Operator B	U113	0.00	0.00	0.00	1.00	1.00
Wastewater Operator B	U112	1.00	1.00	1.00	0.00	0.00

Sr. Wastewater Operator C	U111	0.00	0.00	0.00	1.00	1.00
Lab Technician II	U111	2.00	2.00	1.00	1.00	1.00
Wastewater Operator C	U110	2.00	2.00	2.00	1.00	1.00
Utility Equipment Operator I	U108	0.00	0.00	0.00	1.00	1.00
Utility WW Collection Tech. III	U106	0.00	0.00	0.00	0.00	1.00
Utility Plant Technician III	U105	0.00	0.00	0.00	0.00	1.00
Utility Plant Technician I	U103	1.00	1.00	1.00	2.00	0.00
Assistant Chemist	118	1.00	0.00	0.00	0.00	0.00
Lab Technician I	112	0.00	0.00	0.00	0.00	0.00
Equipment Operator I	110	1.00	1.00	1.00	0.00	0.00
Lab Technician Trainee	13	0.00	0.00	0.00	0.00	0.00
Maintenance Worker II	108	1.00	1.00	1.00	0.00	0.00
Total Full Time Staffing		14.00	14.00	13.00	13.00	13.00
Intern	N/A	1.00	0.50	1.00	1.00	1.00
WW Operator C [contract]	N/A	0.13	0.00	0.00	0.00	0.00
Total Part Time Staffing		1.13	0.50	1.00	1.00	1.00
Total Staffing		15.13	14.50	14.00	14.00	14.00

promoted [2.00] Utility Plant Technician I to Utility Plant Technician III and Utility WW Collection Technician III.

#### WASTEWATER TREATMENT

CAPITAL OUTLAY	Amount
Reclaim Borrow Pit Load Testing/Design	\$ 350,000
75 HP Electric Motor (2)	36,000
Digester upgrades and improvements (Blowers and Piping upgrade)	1,640,000
Chlorine Analyzer	8,500
Reclaim Adelle Avenue Loop	240,000
US 92 Reclaim Storage and Repump	4,037,500
Vehicle - replace 2004 Sterling Dump Truck 206-5019, 205-261	170,000
Vehicle - replace 2009 golf cart 205-5279	9,500
Chemical Induction Unit (2HP)	7,000
Full size portable sampler	6,000
Chemical Induction Unit (3HP)	11,000
<b>Total Capital Outlay</b>	<b>\$6,515,500</b>

## Utilities Maintenance

UTILITIES MAINTENANCE EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 845,454	\$ 979,648	\$ 947,317	\$ 1,128,631	15.21%
Operating Expenses	323,573	345,014	339,502	384,205	11.36%
Capital Outlay	609,935	692,852	1,015,294	509,500	-26.46%
Total Budget	\$ 1,778,962	\$ 2,017,514	\$ 2,302,113	\$ 2,022,336	0.24%

UTILITIES MAINTENANCE STAFFING (Full Time Equivalents) GRADE	PAY	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Wastewater Collections Supt	O5	0.00	0.00	0.00	0.00	0.00
WW Collections Superintendent II	U121	1.00	1.00	1.00	1.00	1.00
Inst. Control & Elec. Supervisor	U119	0.00	0.00	0.00	1.00	1.00
WW Collections Foreman II	U114	0.00	0.00	0.00	1.00	2.00

Utility Journey Electrician	U112	1.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic III	U111	0.00	0.00	0.00	0.00	1.00
Utility Equipment Mechanic II	U110	1.00	2.00	2.00	1.00	1.00
Utility Equipment Mechanic I	U109	1.00	1.00	1.00	2.00	1.00
Utility Const. Tech. I	U108	1.00	1.00	1.00	2.00	2.00
Utility Locator II	U107	1.00	1.00	1.00	1.00	1.00
Utility Locator I	U106	1.00	1.00	1.00	2.00	2.00
Utility Technician III	U106	0.00	0.00	0.00	0.00	1.00
Utility Technician I	U104	0.00	0.00	0.00	3.00	5.00
Utility Collection Technician I	U104	0.00	0.00	0.00	0.00	2.00
Maintenance Worker III	U103	1.00	1.00	1.00	1.00	0.00
Maintenance Worker II	U102	3.00	2.00	2.00	1.00	0.00
Maintenance Worker I	U101	1.00	3.00	3.00	1.00	0.00
Master Electrician	120	1.00	1.00	1.00	0.00	0.00
Utility Maintenance Equip. Tech.	110	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		15.00	16.00	17.00	19.00	21.00

Added [2.00] Utility Collection Technicians. Promoted [1.00] WW Collection Foreman I to II, [1.00] Utility Equipment Mechanic I to II, [1.00] Utility Equipment Mechanic II to III. Reclassified [1.00] Maintenance Worker I and [1.00] Maintenance Worker II to Utility Technician I and [1.00] Maintenance Worker III to Utility Technician III.

#### UTILITIES MAINTENANCE

CAPITAL OUTLAY	Amount
Tractor and Mower/Cutter	\$ 25,000
L/S #79 Odor Control Unit	62,000
L/S #14 Panel Box Replacement	58,000
L/S #34 Panel Box replacement	50,500
Trailer mounted light tower	14,000
L/S #19 Generator and ATS	35,000
L/S #66 Panel Box replacement	53,500
L/S #74 Panel Box replacement	52,500
Trailer mounted light tower	14,000
1 Ton Pick-up Truck with Crane	57,500
Vehicle - replace 2010 Ford F250 206-5260, 206-271	33,500
New Vehicle for Utility Collection Tech	54,000
<b>Total Capital Outlay</b>	<b>\$ 509,500</b>

## Wastewater Collection

WASTEWATER COLLECTIONS EXPENDITURE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 355,919	\$ 391,959	\$ 383,403	\$ 420,115	7.18%
Operating Expenses	137,818	120,403	158,751	132,925	10.40%
Capital Outlay	<u>560,103</u>	<u>590,000</u>	<u>923,031</u>	<u>695,300</u>	17.85%
Total Budget	\$ 1,053,840	\$ 1,102,362	\$ 1,465,185	\$ 1,248,340	13.24%

WASTEWATER COLLECTIONS STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
WW Collections Foreman III	U115	1.00	1.00	1.00	1.00	1.00
Utility Equipment Operator II	U109	1.00	1.00	1.00	2.00	1.00
Utility Equipment Operator I	U108	2.00	2.00	2.00	1.00	2.00
Utility Technician II	U105	2.00	2.00	2.00	2.00	2.00
Utility Technician I	U104	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		7.00	8.00	8.00	8.00	8.00

**WASTEWATER COLLECTIONS****CAPITAL OUTLAY**

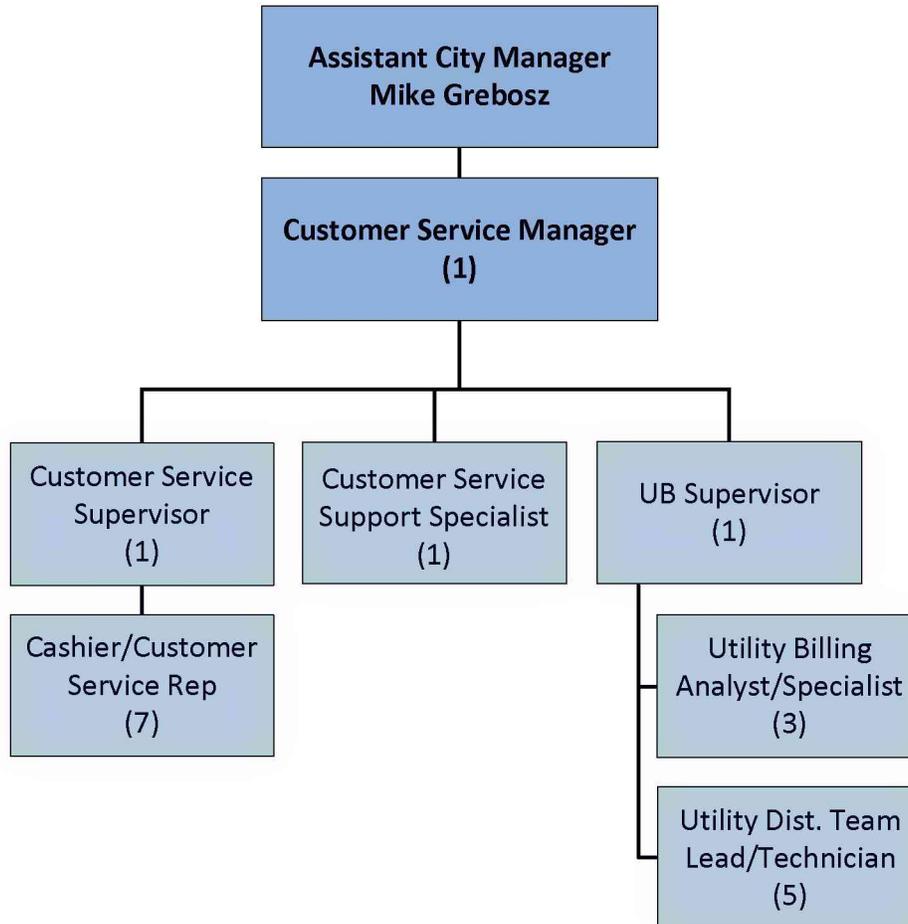
	<b>Amount</b>
Vehicle - replace 1998 GMC Van 206-4200, 206-250	\$ 380,000
Sewer Line Rehabilitation	150,000
Manhole Rehabilitation	60,000
Utility relocation Orange Camp roundabout	100,000
IT Tracker (3)	5,300
<b>Total Capital Outlay</b>	<b>\$ 695,300</b>

## Management Discussion

- ✓ Total expenses increased by 58.58% mainly due to capital projects (\$10,456,658).
- ✓ Personal services increased by 10.16% due to 5 additional staff, promotions and merit increase (3.00%).
- ✓ Operating expenses increased by 12.38% due to increased building maintenance and storage tank repairs in Water Production increased operating supplies in Water Distribution, increased electric and gas in Utilities Maintenance and increased operating capital in Wastewater Collection.
- ✓ Capital Outlay increased by 147.23% mainly due to Water Plant #10 design and US92 Reclaim Storage and Pump.
- ✓ Includes funding for:
  - Water Plant #10 Design (\$2,158,858).
  - Water Plant RTU upgrade (\$200,000).
  - Water Plant #9 PLC replacement (\$40,000).
  - Water Plant #12 PLC replacement (\$99,000).
  - 20 Ton Tandem axle trailer (\$20,000).
  - Vehicle replacements (\$711,500).
  - Water Main relocation SR44 (\$100,000).
  - Reclaim borrow pit load testing/design (\$350,000).
  - 75 HP electric motors (\$36,000).
  - Digester upgrades and improvements (Blowers and Piping upgrade) (\$1,640,000).
  - Chlorine analyzer (\$8,500).
  - Reclaim Adelle Avenue Loop (\$240,000).
  - US 92 reclaim storage and repump (\$4,037,500).
  - Chemical induction unit (2HP) (\$7,000),
  - Full size portable sampler (\$6,000).
  - Chemical induction unit (3HP) (\$11,000).
  - Tractor and mower/cutter (\$25,000).
  - L/S #79 odor control unit (\$62,000).
  - L/S #14, 34, 66, 74 panel box replacements (\$214,500).
  - Trailer mounted light tower (\$28,000).
  - L/S #19 Generator and ATS (\$35,000).
  - Pickup truck with crane (\$57,500).
  - New vehicle (\$54,000).
  - Sewer line rehabilitation (\$150,000).
  - Manhole rehabilitation (\$60,000).
  - Utility relocation – Orange Camp roundabout (\$100,000).
  - IT tracker (\$5,300).
  - WVWS cooperative fees (\$25,000).
  - WP#1 storage tank repair (\$64,000).

# CUSTOMER SERVICE

## Organizational Structure



**Description:**

The Customer Service Division is responsible for meter reading, utility billing and collection of payments for water, sewer, solid waste, recycling collection, and stormwater services.

**Mission:**

Provide excellent customer service and utility billing services which ensure services are billed in a timely and accurate manner.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,238	1,255	1,255
Cost per active utility account	High Value Government	\$48.21	\$52.16	\$53.16
Average % of delinquent accounts	High Value Government	1.15%	1.10%	1.05%
% of customers receiving electronic bills	High Value Government	32.31%	32.45%	33.00%
% of customers using online/automatic bank payments	High Value Government	63.34%	64.00%	64.25%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	950	1,000	1,000
% of customers using flex pay	High Value Government	6.72%	7.50%	7.75%
# of proactive check for leak follow up orders processed	High Value Government	N/A	1,820	1,800
# of leaks detected by the processed check for leak follow up orders	High Value Government	N/A	900	900

## Fiscal Year 2018-2019 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented water and sewer rate revisions based on rate study completed during FY 16-17.
- ✓ Conducted a feasibility study through Neptune Meters for the tower program.
- ✓ Design and implement new utility bills.

## Action Plan

Utility Billing and Collections		
	Goals & Objectives	Strategic Plan Area(s)
1	Deliver courteous, professional and friendly customer service. <ul style="list-style-type: none"> <li>• Ensure each customer service representative attends quarterly customer service training.</li> <li>• Conduct customer satisfaction survey.</li> </ul>	High Value Government

## Utility Billing and Collections

Goals & Objectives		Strategic Plan Area(s)
2	Ensure accurate and timely billing of utility services. <ul style="list-style-type: none"> <li>• Deliver utility bill file to bill processing service by 2:00 p.m. on Tuesday.</li> <li>• Conduct 24 hours of training each year, reviewing ordinances and policies pertaining to utility billing.</li> <li>• Limit error rate in utility billing to no more than ½ of 1%.</li> <li>• Limit bad debt to ½ of 1% of annual utility revenues.</li> </ul>	High Value Government
3	Update water, sewer, and stormwater rates. <ul style="list-style-type: none"> <li>• Implement rate revision based on CPI per City Ordinance.</li> <li>• Develop and implement educational materials for customers on rate changes to include conservation measures.</li> </ul>	High Value Government
4	Enhance e-Government capabilities. <ul style="list-style-type: none"> <li>• Increase customer usage of electronic bills.</li> <li>• Increase collections through electronic means.                             <ul style="list-style-type: none"> <li>○ IVR/IWR</li> <li>○ Automatic Bank Payment (ABP/FLEX)</li> </ul> </li> <li>• Replace 1,000 meters per year as part of the 20-year replacement cycle program.</li> <li>• Implement the Neptune AMI Pilot Program</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Manage the difference in rates between potable and reuse water so as to encourage conservation.
  - Target Completion: Annually
  - Strategic Focus Area: Institute Smart Growth Principles
- ✓ Continue to enhance e-government capabilities.
  - Target Completion: Annually
  - Strategic Focus Area: High Value Government
- ✓ Continue to provide excellent customer service.
  - Target Completion: Annually
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

EXPENDITURE SUMMARY	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 767,030	\$ 916,404	\$ 833,094	\$ 934,088	1.93%
Operating Expenses	257,757	255,475	267,427	271,100	6.12%
Capital Outlay	<u>0</u>	<u>72,000</u>	<u>55,905</u>	<u>22,000</u>	-69.44%
Total Budget	\$ 1,024,787	\$ 1,243,879	\$ 1,156,426	\$ 1,227,188	-1.34%

STAFFING (Full Time Equivalents) GRADE	PAY	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Finance Cust. Svc. Manager	124	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	117	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	117	0.00	0.00	1.00	1.00	1.00

Utility Billing Analyst	113	2.00	2.00	1.00	0.00	0.00
Utilities Cust. Svc Team Lead	112	1.00	1.00	0.00	0.00	0.00
Cust. Svc. Support Specialist	112	0.00	1.00	1.00	1.00	1.00
Customer Service Team Lead	112	1.00	0.00	0.00	0.00	0.00
Cust. Svc. Rep III	111	2.00	2.00	2.00	2.00	2.00
Meter Technician III	111	1.00	1.00	1.00	1.00	0.00
Utility Billing Specialist II	111	1.00	1.00	1.00	1.00	2.00
Utility Billing Specialist I	110	0.00	0.00	1.00	2.00	1.00
Customer Service Rep II	110	2.00	2.00	1.00	3.00	2.00
Customer Service Rep I	109	2.00	2.00	4.00	2.00	3.00
Meter Technician II	110	1.00	0.00	0.00	3.00	0.00
Meter Technician I	109	3.00	4.00	4.00	1.00	0.00
Utility Dist. Meter Tech Team Le	U111	0.00	0.00	0.00	0.00	1.00
Utility Distribution Tech II	U105	0.00	0.00	0.00	0.00	1.00
Utility Distribution Tech I	U104	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
Total Full Time Staffing		18.00	18.00	19.00	19.00	19.00

Reclassified Meter Technician to Utility Distribution Technician. Promote [1.00] Meter Technician III to Utility Distribution Meter Technician Team Lead.

#### CAPITAL OUTLAY

	Amount
Vehicle - replace 2011 Chevy Volt UB vehicle 209-17	\$ 22,000
<b>Total Capital Outlay</b>	<b>\$ 22,000</b>

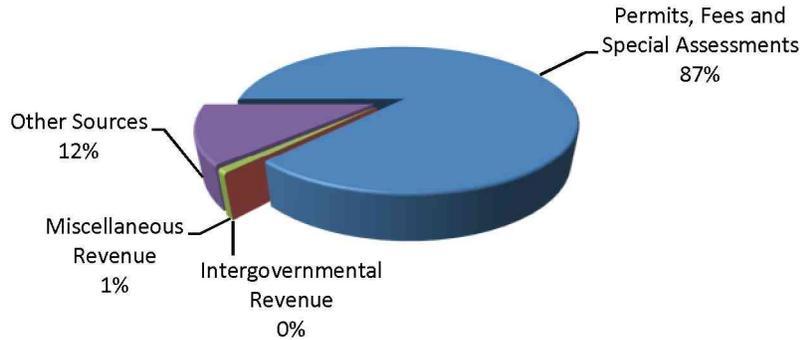
## Management Discussion

- ✓ Total expenses decreased by 1.34%.
- ✓ Operating expenses increased by 6.12% mainly due to increases in credit card merchant fees.
- ✓ Capital Outlay decreased by 69.44% due to 3 vehicles replaced in prior year compared to 1 in FY19-20.
- ✓ Includes funding for:
  - Vehicle replacement (\$22,000).
  - Credit card merchant fees (\$84,000).
  - Customer billing/printing/stuffing/e-bills/inserts (\$40,000).
  - Postage (\$65,000).
  - Water conservation kit (\$13,700).

# WATER AND WASTEWATER TRUST FUND

## Revenue Summary

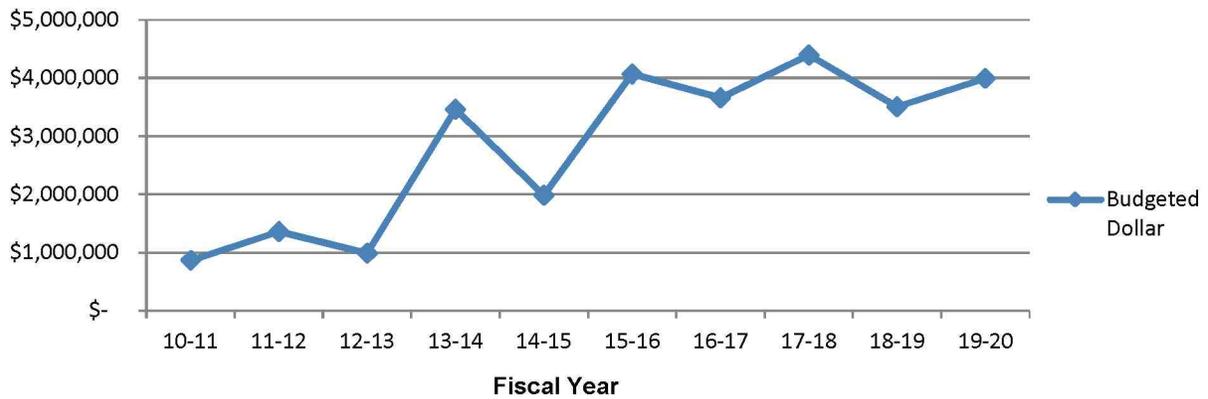
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Permits, Fees and Special Assessments	\$ 4,776,970	\$ 3,469,938	\$ 3,469,938	\$ 3,469,938	0.00%
Intergovernmental Revenue	435,608	0	678,112	0	N/A
Miscellaneous Revenue	32,434	35,000	62,131	35,000	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>6,223,495</u>	<u>487,331</u>	100.00%
Total Water & Wastewater Trust Fund	\$ 5,245,012	\$ 3,504,938	\$10,433,676	\$ 3,992,269	13.90%



## Management Discussion

The proposed budget includes anticipated impact fees.

## History of Revenues



# WATER AND WASTEWATER TRUST FUND

## Expenditure Summary

**Description:**

The Water and Wastewater Trust Fund was established to budget capital improvements needed for the orderly expansion of the municipal water and sewer system and to provide a reserve fund for capital projects using revenue collected from development fees.

### Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19
Capital Outlay	<u>\$ 2,865,273</u>	<u>\$ 3,504,938</u>	<u>\$ 10,366,869</u>	<u>\$ 3,992,269</u>	13.90%
Total Budget	\$ 2,865,273	\$ 3,504,938	\$ 10,366,869	\$ 3,992,269	13.90%

STAFFING	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
None					

CAPITAL OUTLAY	Amount
2020 Water Main Improvements	\$1,351,069
Spring Hill Sanitary Sewer Phase 3	<u>2,641,200</u>
Total Capital Outlay	<u>\$3,992,269</u>

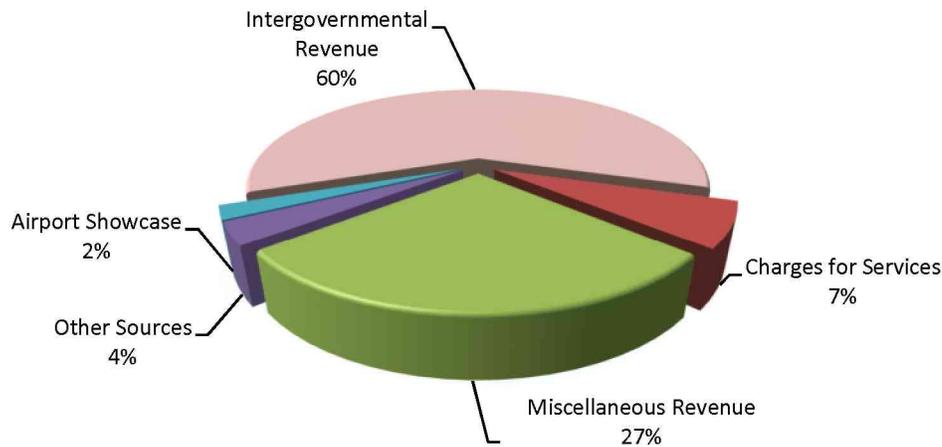
### Management Discussion

- ✓ Includes funding for:
  - 2020 Water main improvements (\$1,351,069).
  - Spring Hill Sanitary Sewer Phase 3 (\$2,641,200).



## AIRPORT FUND Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Intergovernmental Revenue	\$ 2,271,193	\$ 2,106,000	\$ 2,209,047	\$ 2,783,333	32.16%
Charges for Services	300,941	313,511	300,680	315,458	0.62%
Miscellaneous Revenue	1,181,109	1,121,112	1,138,522	1,256,884	12.11%
Other Sources	0	163,732	1,216,493	156,590	-4.36%
Airport Showcase	<u>90,349</u>	<u>111,340</u>	<u>93,474</u>	<u>98,149</u>	-11.85%
Total Airport Fund Revenue	\$ 3,843,592	\$ 3,815,695	\$ 4,958,216	\$ 4,610,414	20.83%



## Management Discussion

Intergovernmental Revenue includes Federal (\$1,770,000) and State (\$1,013,333) grants for anticipated airport capital projects.

Charges for Services include T-hangar rentals (\$315,458) with anticipated 0.62% increases in T-hangar rentals.

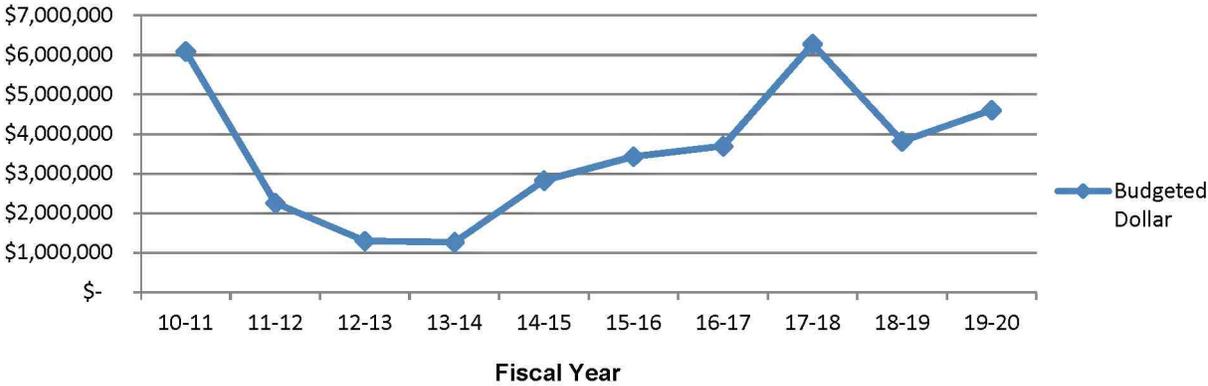
Miscellaneous Revenue includes land and building leases with anticipated 12.11% increases in non-T-hangar rentals.

Other Sources consist of use of reserves primarily for anticipated capital projects.

Airport Showcase revenue includes admission fees and fees from exhibitors, food vendors, sponsors and partners (\$98,149).

The sharp increases in revenues reflected below are primarily a result of grant revenues for capital projects.

# History of Revenues

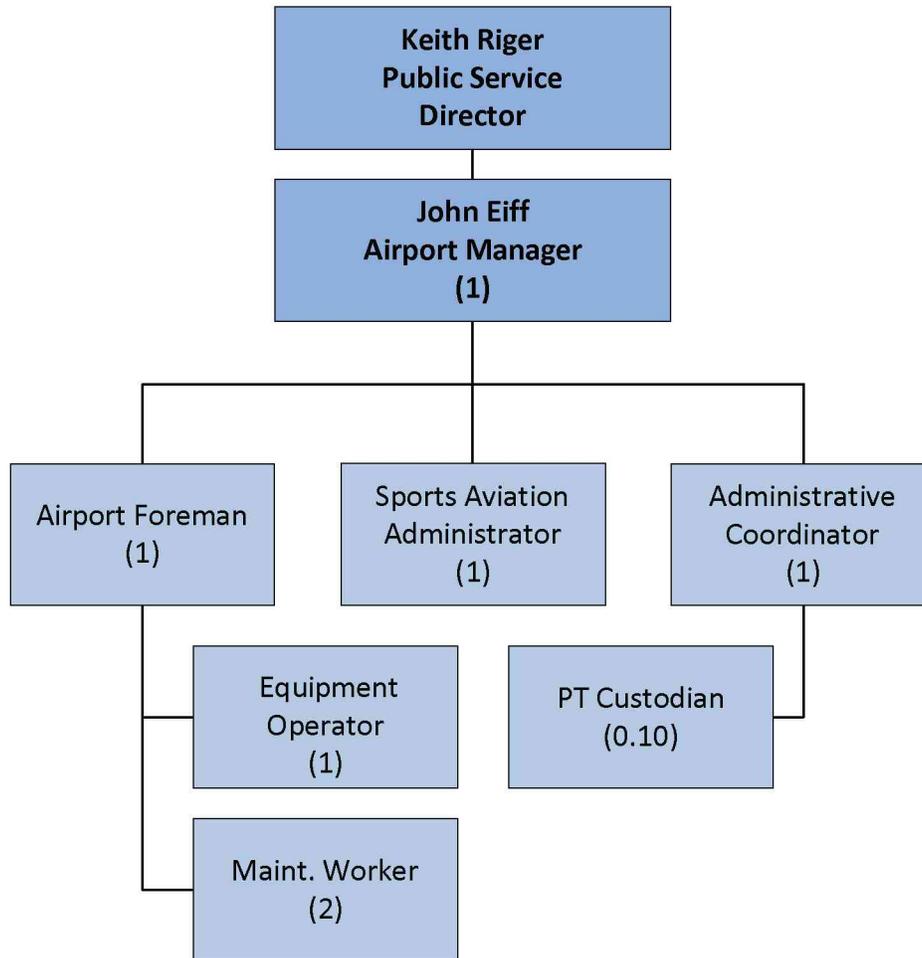




# AIRPORT FUND

## Expenditure Summary

### Organizational Structure



**Description:**

The Airport Fund provides all airport maintenance including the airfield, airfield lighting, lawn and field maintenance both on the airfield and in the industrial park, maintenance of the city's T-hangars and airport buildings, liaison with the Federal Aviation Authority and Florida Department of Transportation and other operational activities.

**Mission:**

Operate, maintain and develop DeLand Municipal Airport to promote a safe, secure and self-supporting facility which serves the needs of the aviation community and is aesthetically pleasing to DeLand citizens with minimal nuisance noise.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of users satisfied with Airport appearance and services	High Value Government	97%	95%	95%
Total new acres leased	High Value Government	3.26	3.3	2
% of noise complaints responded to within 48 hours	High Value Government	100%	100%	100%
% of service requests responded to within 3 business day	High Value Government	100%	100%	100%
% increase in revenues over prior year (non-aviation and aviation)	High Value Government	10.38%	12%	14%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Finished the construction phase of the infrastructure for phase one of the Sport Aviation Village and started leasing the hangar sites.
- ✓ Held the 3<sup>rd</sup> annual DeLand Sport Aviation Showcase. This very successful 3-day aviation trade show boasted over 100 exhibitors and produced over 1.3 million in sales of aircraft and aviation related products. The economic impact generated for the general DeLand area is estimated at \$1,220,000, including lodging, food, equipment rentals and more. The Sport Aviation Showcase successfully provided the platform for the promotion of the Sport Aviation Village. Since the 2018 Showcase staff has entertained numerous companies with interest in our Village and with the help of "Team Volusia" we have laid the ground work for both foreign and domestic companies to relocate to our Village. We have taken in several deposits for leased hangar sites and continue to entertain prospective customers for the DeLand Sport Aviation Village.
- ✓ Generated new or renewed land leases for Volusia School Board, Commemorative Air force, Crystal Blue Water Company, James Austin Family
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 45 people on the waiting list.
- ✓ Assisting in the development of Skydive DeLand's "Swoop Pond".
- ✓ Began construction of Apron Rehab and Apron Expansion
- ✓ Completed construction of Airport Management Center (AMC)
- ✓ Working with FDOT to obtain funding for Homerun Upgrade Project
- ✓ Supported DNAS in expanding their museum
- ✓ Rehabbed T-hangar bath house on hangar B

## Action Plan

Development		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain revenue income to cover or exceed expenditures. <ul style="list-style-type: none"> <li>Continually improve and maintain accurate economic development information airport web site for the Business Parks, Airfield and Sport Aviation Village.</li> </ul>	High Value Government
2	To ensure eligibility for all available grant funding. <ul style="list-style-type: none"> <li>Maintain Federal Aviation Administration/Florida Department of Transportation Joint Automated Capital Improvement Program funding.</li> </ul>	Preparing for the Future/ Sustainability
3	DeLand Municipal Airport Village and Showcase <ul style="list-style-type: none"> <li>The DeLand Municipal Airport intends to become a center for sport aviation by developing the DeLand Sport Aviation Village, a year-round commerce village that will realize job creation, and by hosting the annual DeLand Sport Aviation Showcase that will boost tourism.</li> </ul>	Preparing for the Future/ Sustainability

Appearance		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain customer satisfaction. <ul style="list-style-type: none"> <li>Respond to tenants' service request within 3 days.</li> </ul>	High Value Government
2	Improve level of road maintenance. <ul style="list-style-type: none"> <li>Ensure that all potholes are filled within 20 days.</li> </ul>	High Value Government

Public Relations		
Goals & Objectives		Strategic Plan Area(s)
1	Implement noise abatement recommendations included in the noise study. <ul style="list-style-type: none"> <li>Maintain liaison with community leaders in an effort to improve noise abatement issues.</li> </ul>	High Value Government & Communication
2	Regularly identify and resolve airfield operational issues. <ul style="list-style-type: none"> <li>Meet with the Airport Advisory Committee.</li> </ul>	High Value Government & Communication

Operations and Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	Complete airfield improvements in accordance with capital improvement programs. <ul style="list-style-type: none"> <li>Lease 50% of phase 1A of Sport Aviation Village by end of FY 19-20.</li> </ul>	High Value Government
2	Maintain airfield security. <ul style="list-style-type: none"> <li>Ensure upkeep of perimeter fencing.</li> <li>Continue monitoring and maintenance of airfield security cameras.</li> </ul>	High Value Government

## Operations and Maintenance

	Goals & Objectives	Strategic Plan Area(s)
3	Maintain and improve Airport safety regulations. <ul style="list-style-type: none"> <li>• Implement Airport safety recommendations presented by staff and the Airport Advisory Committee.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Establish Sport Aviation Showcase as a self-sustaining annual event.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete Skydive swoop pond.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete connection of North Eidson Drive to SR 11.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete final phase of NW Industrial Park.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete second phase of Sport Aviation Village.
  - Target Completion: FY2023-2024
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete second phase of General Aviation Complex.
  - Target Completion: FY2023-2024
  - Strategic Focus Area: Regional High Value Job Creation

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Personal Services	\$ 467,684	\$ 512,788	\$ 472,886	\$ 501,294	-2.24%
Operating Expenses	487,580	547,584	528,145	545,134	-0.45%
Capital Outlay	3,700,347	2,297,795	4,020,607	3,103,866	35.08%
Debt Service	0	173,553	0	0	-100.00%
Transfers	289,174	230,128	455,233	454,184	97.36%
Contingency	0	53,847	48,681	5,936	-88.98%
Total Budget	\$ 4,944,785	\$ 3,815,695	\$ 5,525,552	\$ 4,610,414	20.83%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Sports Aviation Administrator	E105	0.00	1.00	1.00	1.00	1.00
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	0.00	1.00	1.00	1.00	1.00
Foreman I	114	1.00	1.00	1.00	1.00	1.00
Equipment Operator III	112	0.00	0.00	0.00	0.00	1.00
Equipment Operator II	111	1.00	1.00	1.00	1.00	0.00
Maintenance Repair Worker II	111	1.00	1.00	1.00	1.00	0.00
Equipment Operator I	110	0.00	0.00	0.00	0.00	0.00

Maintenance Worker III	109	1.00	1.00	1.00	0.00	1.00
Maintenance Worker II	108	0.00	0.00	0.00	2.00	1.00
Administrative Assistant II	108	1.00	0.00	0.00	0.00	0.00
Custodian/Housekeeping	108	0.00	0.00	0.00	0.00	0.10
Maintenance Worker I	107	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	8.00	8.00	8.00	7.10

Added [0.10] Custodian/Housekeeping split with General and Water & Sewer Funds. Promote [1.00] Equipment Operator II to III and Maintenance Worker II to III. Removed [1.00] Maintenance Repair Worker II.

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Tractor - replace 2006 New Holland Tractor 300-5087	\$ 67,199
Design for Rehabilitate East and West Aprons & Airfield Lighting Electrical Homeruns	166,667
Rehabilitate East and West Aprons & Airfield Lighting Electrical Homeruns - Construction	1,800,000
Design New T-Hangars	80,000
Design and Construct Fuel Farm	<u>990,000</u>
<b>Total Capital Outlay</b>	<b>\$ 3,103,866</b>

## Management Discussion

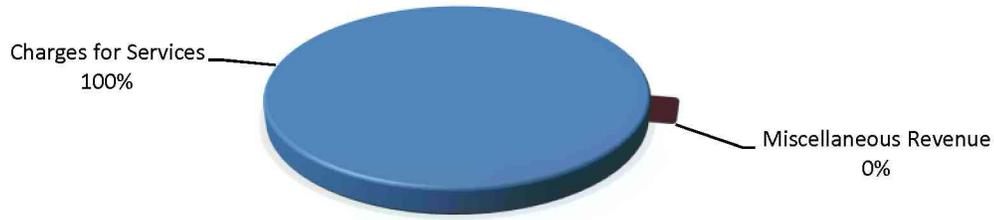
- ✓ Total expenses increased by 20.83% mainly due to increase in capital projects.
- ✓ Operating expense decreased 0.45%.
- ✓ Includes funding for:
  - Design new T-hangars (\$80,000).
  - Design for Rehabilitate East and West Apron & Airfield Lighting Electrical Homerun (\$1,800,000).
  - Design and Construct Fuel Farm with 3-12,000 gallon fuel tanks (\$990,000).
  - Tractor replacement (\$67,199).
  - Sports Aviation Showcase (\$139,385).
  - Insurance (Aviation, Liability, Property, and etc.) (\$73,347).
  - Runway lighting (\$8,000).
  - New Administrative building furnishings (\$25,000).
  - DaVita rent reimbursement (\$66,303).
- ✓ Debt service decreased by 100% due to loan was received from the General Fund. Therefore, the transfers increased by 97.36% due to loan repayments.



# REFUSE COLLECTION FUND

## Revenue Summary

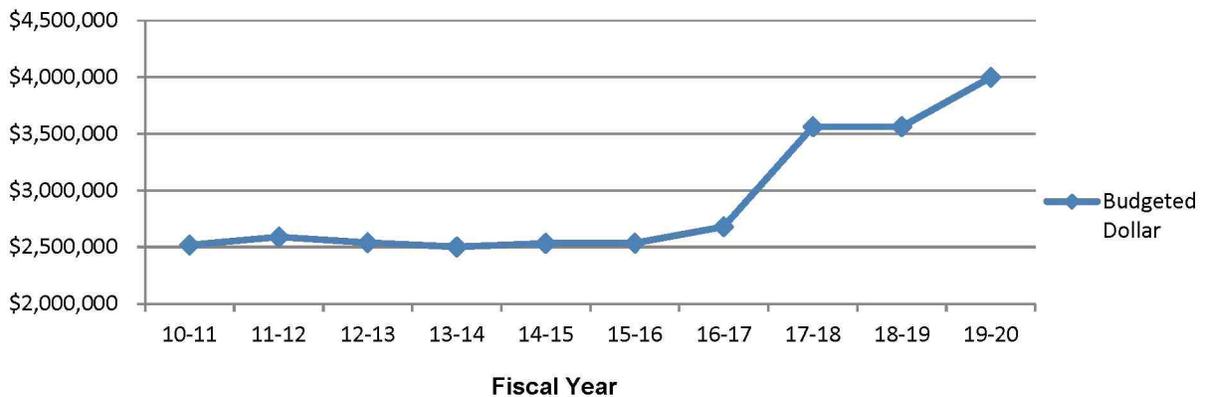
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19
Charges for Services	\$ 3,804,356	\$ 3,564,613	\$ 3,864,600	\$ 4,000,200	12.22%
Miscellaneous Revenue	530	0	859	0	N/A
Total Refuse Fund Revenue	\$ 3,804,886	\$ 3,564,613	\$ 3,865,459	\$ 4,000,200	12.22%



## Management Discussion

Projected in FY 19-20 budget is \$4,000,200 for Charges for Services which represents fees collected for solid waste collection. The City has a franchise agreement with WCA Waste Corporation to provide these services. The effective date of the agreement is October 1, 2017 and expires on September 30, 2022. The City receives 10% of gross revenues in return for franchise fees. Additionally, the City receives 3% of gross revenues for billing services. The franchise fees revenues are recognized in the General Fund of the City while the billing fee revenues are recognized in the City's Water and Sewer Fund.

## History of Revenues





## REFUSE COLLECTION FUND

### Expenditure Summary

**Description:**

The Refuse Fund accounts for the activities of solid waste and recycling collection. This responsibility has been privatized; however, the City monitors the collection service for solid waste, yard waste and recycling.

**Mission:**

Efficiently and effectively collect garbage and recycling to protect public health.

### Performance Measures

Department Performance	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of residential customers surveyed who are satisfied with solid waste services	80%	80%	80%
% customer complaints responded to within 24 hours and resolved within 3 days.	90%	95%	92%
% of tons of recyclables collected.	25%	30%	25%

### Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19
Operating Expenses	\$ 3,701,926	\$ 3,495,713	\$ 3,762,000	\$ 3,894,000	11.39%
Transfers	100,893	68,900	102,600	106,200	54.14%
Contingency	<u>43</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 3,802,862	\$ 3,564,613	\$ 3,864,600	\$ 4,000,200	12.22%
<b>STAFFING</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>

None

**CAPITAL OUTLAY**

**Amount**

None

### Management Discussion

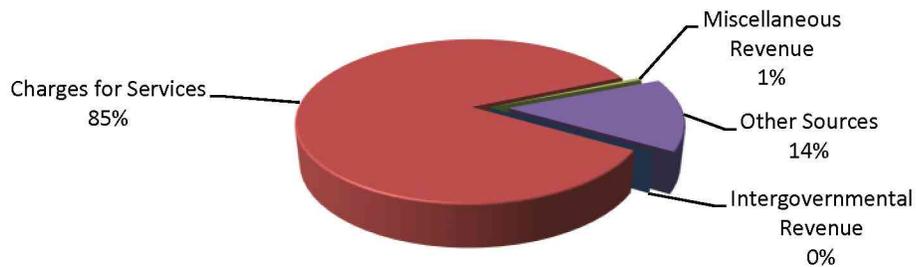
- ✓ Includes funding for:
  - WCA Waste Corporation (\$3,894,000).
- ✓ Transfers increased by 54.14% due to increased garbage billing fees transferred to the Water and Sewer Fund.



# STORMWATER FUND

## Revenue Summary

REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Charges for Services	\$ 1,668,915	\$ 1,694,324	\$ 1,713,981	\$ 1,743,600	2.91%
Miscellaneous Revenue	21,059	0	12,380	10,000	100.00%
Other Sources	<u>0</u>	<u>576,845</u>	<u>780,321</u>	<u>292,388</u>	-49.31%
Total Stormwater Fund Revenue	\$ 1,689,974	\$ 2,271,169	\$ 2,506,682	\$ 2,045,988	-9.91%



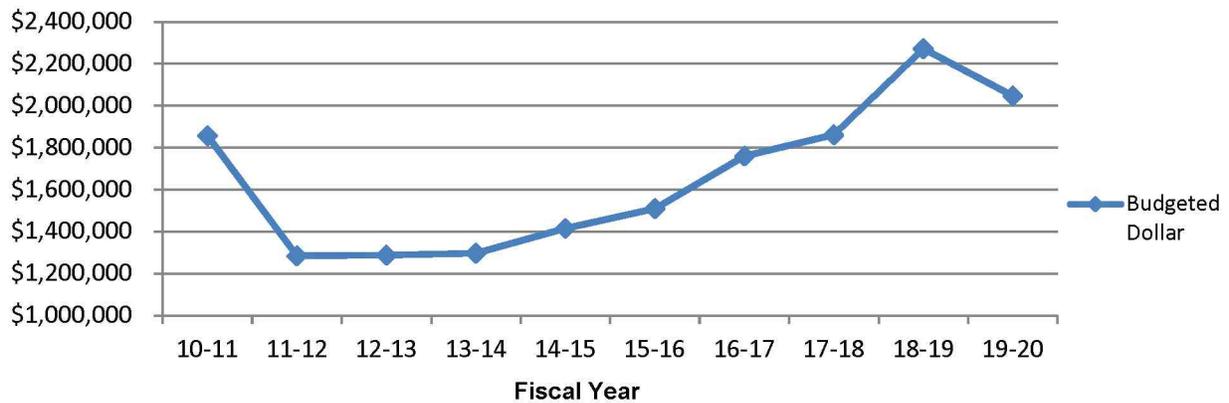
## Management Discussion

Charges for services represent stormwater fees and are projected based upon anticipated collections.

Other Sources consists of use of reserves for the capital projects.

The sharp increase in revenues below is primarily a result of use of reserves for capital projects.

## History of Revenues

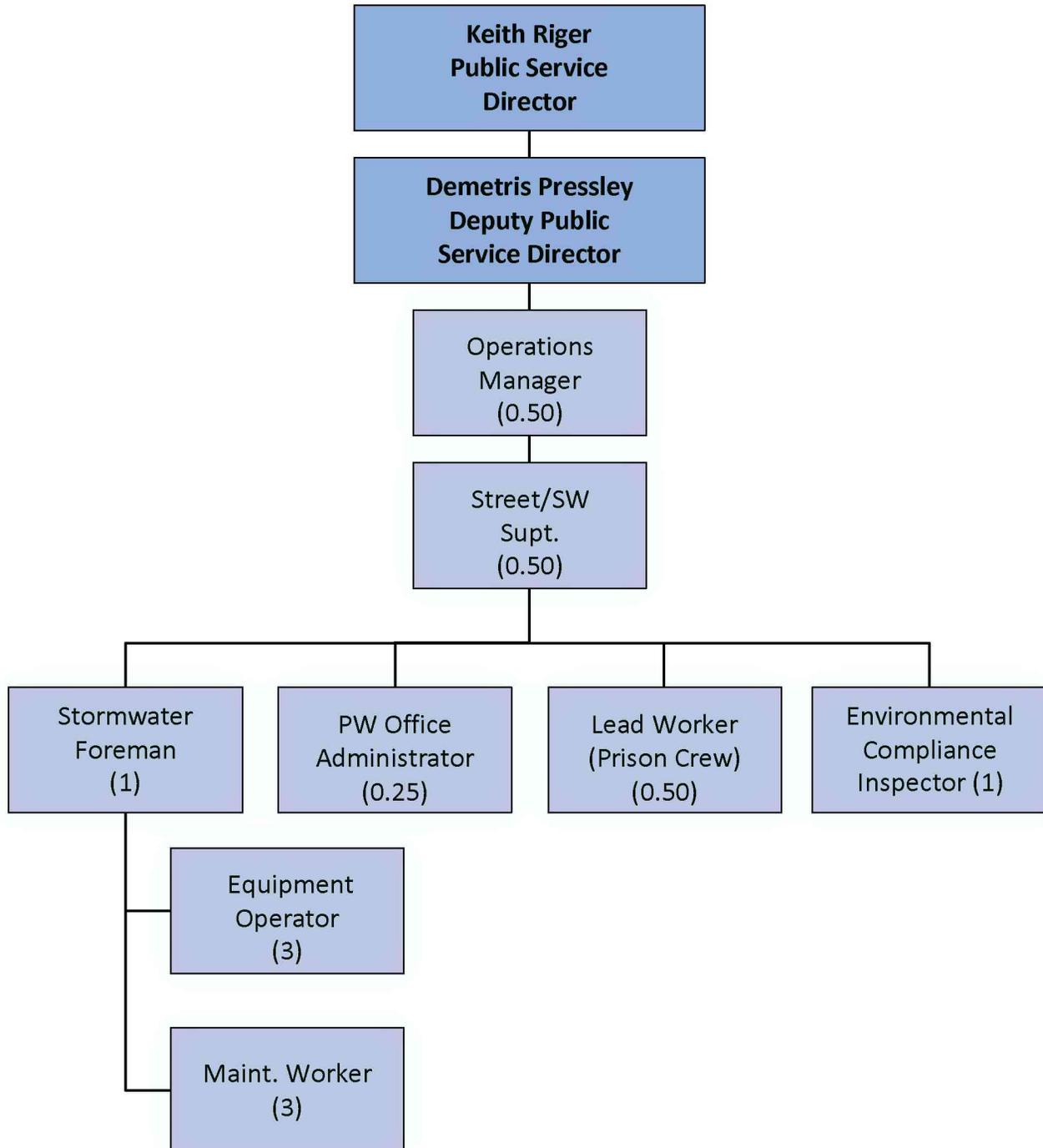




# STORMWATER FUND

## Expenditure Summary

### Organizational Structure



**Description:**

The Stormwater Fund accounts for all aspects of stormwater infrastructure maintenance (drainage pipes, retention areas, street sweeping, storm water pump stations, etc.).

**Mission:**

Collect and convey storm water to protect life and property from flooding and minimize contamination of ground water and monitor and maintain the National Pollutant Discharge Elimination System (NPDES) Program, best management practices (BMP), and reporting to the Florida Dept. of Environmental Protection.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
% of drainage repairs completed within 30 calendar days	High Value Government	93%	90%	90%
% of sites passing NPDES requirements	High Value Government	93%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	5%	25%	30%
% of storm sewer inlets cleaned	High Value Government	28%	35%	30%
% of storm water retention ponds maintained annually	High Value Government	28%	35%	30%
% of curb miles swept	High Value Government	95%	95%	100%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Projects: Waterford Lakes pipe lining phase 2, Site Work for Public Services sheds #4 & #6, Wisconsin Avenue 24" SW pipe installation, Install drainage in Bi-Centennial Alley, BAM Project fully functional.
- ✓ With the replacement of the sewer jet it has allowed the Stormwater Department to more efficiently and effectively maintain over 400,000 ft of pipe and 1,500 catch basins throughout the City's MS4 system.
- ✓ Completed Year 5 of NPDES Annual Report of Cycle 3. NOI submitted and FDEP Audit Complete.
- ✓ Renewed NPDES Program for Cycle 4 year 1 for annual report
- ✓ Phase II of CityWorks program; GIS Data for the entire City maintained Storm sewer system, equipment inventory inspections quarterly.
- ✓ Entire Stormwater Division certified as Level I and II operators for the Florida Stormwater Association.
- ✓ Continued preservation and retrofitting retention areas/ditched throughout the City.
- ✓ Full public education program with focus on Environmental Compliance (MSDS, Construction Site, Water Conservation, waste reduction, and storm pollution).
- ✓ Completed several major pipe replacement projects in house at a cost savings to the City.
- ✓ Mowing attachment for excavator increase ditches and swales cleaning.
- ✓ Stormwater Master Plan Update: 12 Major Projects Identified.

## Action Plan

### Infrastructure Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain Stormwater System in accordance with State and Federal requirements.</p> <ul style="list-style-type: none"> <li>• Protect Citizens and Property from Flooding.</li> <li>• Preserve and maintain surface waters, wetlands, and areas as functional and attractive for people and the environment.</li> <li>• Implement Stormwater Plan.</li> </ul>	High Value Government
2	<p>Maintain all stormwater pipes, retention areas and pumping stations in good working condition.</p> <ul style="list-style-type: none"> <li>• SW Staff identifies and repairs site improvement to the SW system.</li> <li>• Prioritizes master plan and recommended projects by focusing on problem locations that will impact key areas, major corridors and protection of private property.</li> <li>• Mowing and de-mucking schedule of City's retention ponds and ditches.</li> <li>• Scheduled inspection and maintenance of pump station.</li> </ul>	High Value Government
3	<p>Street Sweeping program to control debris and pollution to minimize impact to SW runoff. The program purpose is to maintain streets for aesthetic and safety intent.</p> <ul style="list-style-type: none"> <li>• The City operates a sweeper year-round for the downtown DeLand corridor and special events.</li> <li>• A City contractor (USA Services) provides a sweeping schedule on streets within the City Right-of-Way.</li> <li>• Sweepers are also used to respond to certain types of spill clean-up, where the material is able to be safely swept up with this type of equipment.</li> </ul>	High Value Government

### Community Connection / Sustainability

Goals & Objectives		Strategic Plan Area(s)
1	<p>Develop and implement a National Pollutant Discharge Elimination System (NPDES) stormwater program.</p> <ul style="list-style-type: none"> <li>• City must maintain and operate a SW management plan and pollution prevention plan.</li> <li>• Provide responsible monitoring of private and public SW infrastructure.</li> <li>• Establish work practices and methods for handling potentially polluting materials.</li> </ul>	Communications
2	<p>Promote NPDES program for protection and educational efforts, including hosting and attending events, and public outreach.</p>	Communications
3	<p>Stormwater Master Plan Update.</p>	Preparing for the Future

## Long-Term Goals

- ✓ Stormwater Master Plan Update:
  - o Target Completion: FY 2019-2020
  - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community

- ✓ Infrastructure: Public Works will develop and implement a comprehensive asset management plan for our contractual services, continued public education, maintenance of retention and detention ponds, ditches, swales, and flood control facilities.
  - o Target Completion: FY 2020-2021
  - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community
- ✓ Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, public education, NPDES Programs, monitoring of city outfalls, and achieve 75% pollution diversion.
  - o Target Completion: FY 2020-2021
  - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - o Target Completion: FY 2020-2021
  - o Strategic Focus Area: High Value Government, Sustainability

## Operating Budget Comparison

BUDGET DESCRIPTION					% Change from
	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	2018-19 BUDGET
Personal Services	\$ 417,208	\$ 439,462	\$ 403,345	\$ 470,518	7.07%
Operating Expenses	267,812	352,085	425,478	456,783	29.74%
Capital Outlay	464,672	768,738	946,698	742,388	-3.43%
Debt Service	0	71,120	0	0	-100.00%
Transfers	359,339	370,955	386,506	265,119	-28.53%
Contingency	<u>39,591</u>	<u>268,809</u>	<u>222,287</u>	<u>111,180</u>	-58.64%
Total Budget	\$ 1,548,622	\$ 2,271,169	\$ 2,384,314	\$ 2,045,988	-9.91%

STAFFING (Full Time Equivalents)	PAY GRADE	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
Assistant Public Works Director	E104	0.25	0.00	0.00	0.00	0.00
Operations Mgr. (also Fund 001)	122	0.00	0.50	0.50	0.50	0.50
Streets/SW Sup. (also Fund 001)	120	0.50	0.50	0.50	0.50	0.50
Environmental Compliance Insp.	118	0.00	1.00	1.00	1.00	1.00
PW Office Administrator	117	0.00	0.00	0.00	0.00	0.25
Foreman II	115	1.00	1.00	0.00	1.00	1.00
Foreman I (also Fund 001)	114	1.00	0.50	1.50	0.00	0.00
Lead Worker	111	0.00	0.00	0.00	0.50	0.50
Equipment Operator II	111	1.00	1.00	0.00	0.00	0.00
Equipment Operator I	110	2.00	2.00	3.00	3.00	3.00
Maintenance Worker II	108	3.00	3.00	2.00	0.00	1.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>3.00</u>	<u>2.00</u>
Total Full Time Staffing		8.75	9.50	9.50	9.50	9.75

Promoted [1.00] Maintenance Worker I to II. Updated PW Administrator with Water & Sewer Fund [0.25/0.25].

CAPITAL OUTLAY	Amount
Replace K-Mart Pump Station	\$450,000
Replace 2006 6 inch Thompson pump, 450-5104, 450-8	47,795
Vehicle - replace 2008 Ford F-350 450-5222, 450-139	44,187
New claw excavator grapple attachment	32,611
Miscellaneous Stormwater Improvements (Neighborhood)	100,000
Miscellaneous Stormwater Improvements (Pond)	20,000
Replace 2005 Thompson pump 450-5034, 450-6	47,795
<b>Total Capital Outlay</b>	<b>\$ 742,388</b>

## Management Discussion

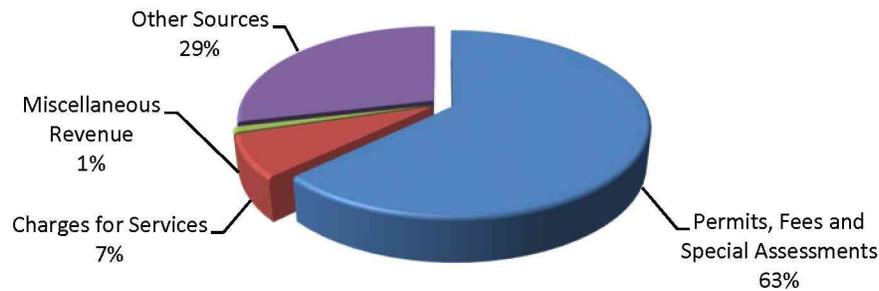
- ✓ Total expenses decreased by 9.91% mainly due to decrease in transfers (\$05,836) and Contingency (\$157,629).
- ✓ Personal services increased by 7.07% due to addition of PW Office Administrator promotions and 3% merit increase.
- ✓ Operating expenses increased by 29.74% mainly due to Stormwater Rate Study (\$75,000).
- ✓ Includes funding for:
  - Stormwater rate study (\$75,000).
  - Replace K-Mart pump station (\$450,000).
  - Replace Thompson pumps (\$95,590).
  - Vehicle replacement (\$44,187).
  - New claw excavator grapple attachment (\$32,611).
  - Stormwater improvements (\$120,000).
- ✓ Debt services decreased by 100% as no loan was received in prior year, instead reserves are used to fund capital projects.
- ✓ Transfers decreased by 28.53% due to decreases in transfers to the Capital Fund (\$48,541) and the General Fund (\$52,255).



# PERMITS AND INSEPTIONS FUND

## Revenue Summary

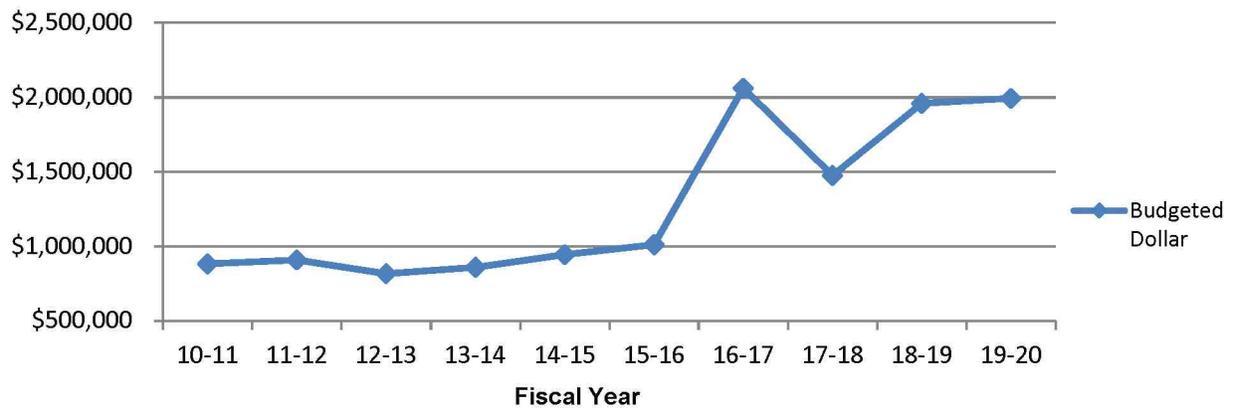
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Permits, Fees and Special Assessments	\$ 1,755,066	\$ 1,253,547	\$ 1,262,158	\$ 1,255,135	0.13%
Charges for Services	328,281	148,000	195,880	148,000	0.00%
Miscellaneous Revenue	43,225	18,936	30,451	18,936	0.00%
Other Sources	0	538,945	921,800	571,493	6.04%
Total Permits & Inspection Fund Revenue	\$ 2,126,572	\$ 1,959,428	\$ 2,410,289	\$ 1,993,564	1.74%



## Management Discussion

Permits, Fees and Special Assessments consist primarily of building permit fees. Charges for Services include building plan review fees, fire plan reviews, and reinspection fees. Miscellaneous Revenue consists of interest income and other revenue. Other Sources consist of use of reserves primarily for anticipated capital projects.

## History of Revenues

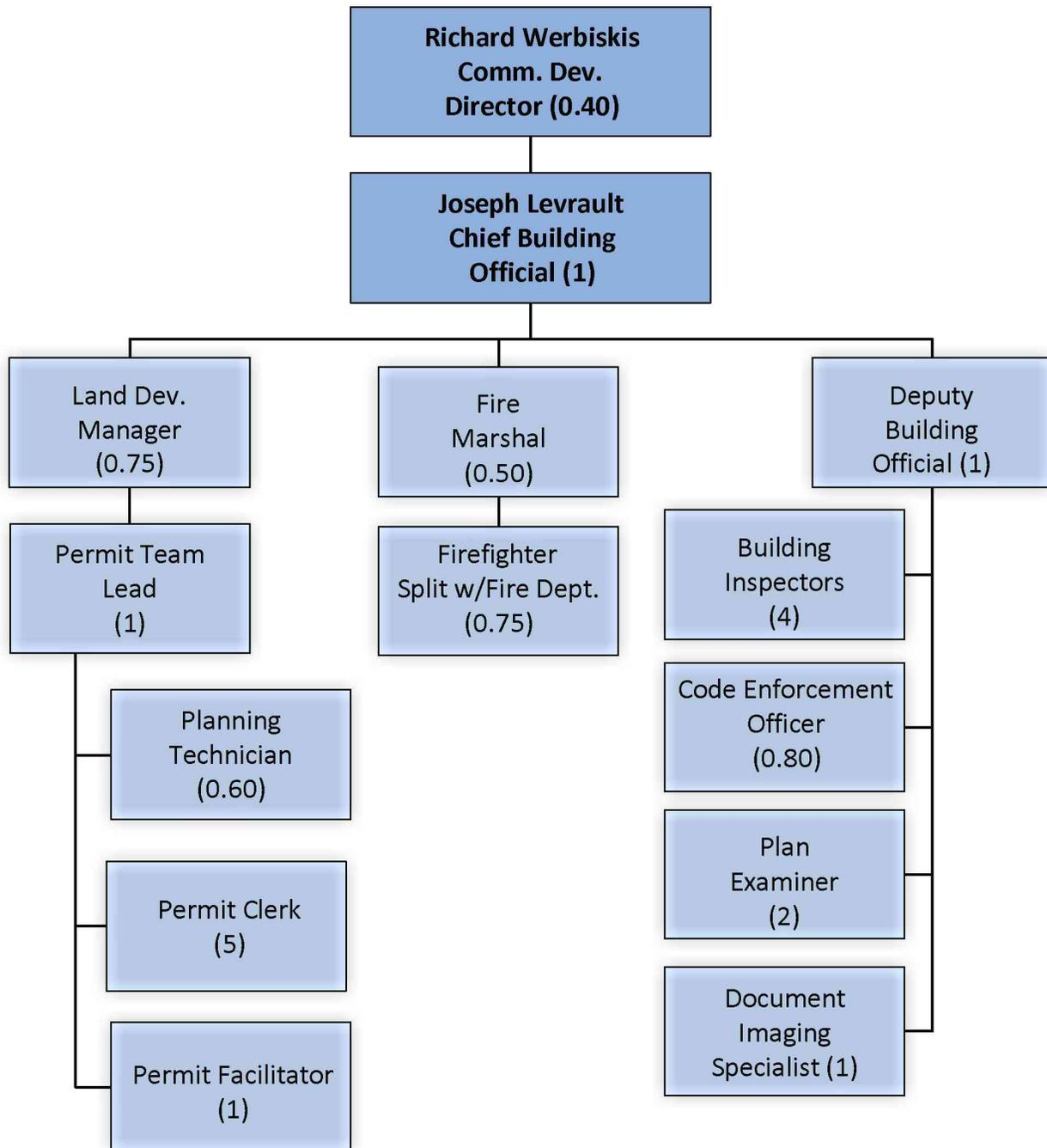




# PERMITS AND INSEPTIONS FUND

## Expenditure Summary

### Organizational Structure



**Description:**

The Permits and Inspection Department ensures that all new or improved structures meet state building code and local ordinance requirements. Front counter personnel assist the public and process permit applications. Plans are reviewed to ensure all proposed construction complies with applicable codes, regulations and ordinances. Field inspections are conducted to ensure building construction practices are completed in accordance with approved plans and all applicable construction codes.

**Mission:**

The Building Department promotes the general health, safety, and welfare of the citizens of DeLand through enforcement of the Florida Building Code, while providing the highest level of customer service attainable.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
Average number of days from building permit application to date of issuance	High Value Government	15	25	15
% of small building plans reviewed within 3 days	High Value Government	74%	50%	90%
% of large building plans reviewed within 10 days	High Value Government	72%	30%	80%
% of first inspections completed within 24 hours	High Value Government	97%	96%	98%
% of plan reviews with first review completed within 14 business days	High Value Government	76%	70%	95%

## Fiscal Year 2018 – 2019 Accomplishments

- ✓ Implemented Accela land Management software.
- ✓ Enhanced staff training and certification to improve field inspection services.
- ✓ Initiated Building Inspector Intern training program.
- ✓ Fully staffed the department.

## Action Plan

### Permits and Inspections

	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide for the health safety and welfare of the public by ensuring that all laws and codes are followed through an efficient and effective permitting process and proactive inspections.</p> <ul style="list-style-type: none"> <li>• Maintain a 3-day turnaround time on “final” small building plans submitted for review.</li> <li>• Maintain a 10-day turnaround on “final” single family residence plans submitted for review</li> <li>• Provide all requested building inspection services within 24 hours.</li> <li>• Process minor site plans within 8 business hours.</li> <li>• Issue all Business Tax Receipts within 3 days.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Increase the number of “Over The Counter” permits able to be issued.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ One additional Building Inspector to enhance field inspection capability.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Enhanced training of personnel.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Maintaining a Safe Community
- ✓ Update of local ordinances to bring them into compliance with state and federal guidelines.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: High Value Government
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18	2018-19	2018-19	2019-20	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2018-19 BUDGET
Personal Services	\$ 780,333	\$ 1,081,906	\$ 906,445	\$ 1,301,642	20.31%
Operating Expenses	158,905	81,940	77,515	112,794	37.65%
Capital Outlay	261,317	72,072	452,797	0	-100.00%
Transfers	365,920	719,510	719,510	575,128	-20.07%
Contingency	<u>0</u>	<u>4,000</u>	<u>34,000</u>	<u>4,000</u>	0.00%
Total Budget	\$ 1,502,569	\$ 1,959,428	\$ 2,190,267	\$ 1,993,564	1.74%

STAFFING (Full Time Equivalent)	PAY GRADE	2015-16	2016-17	2017-18	2018-19	2019-20
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Assistant City Manager	E111	0.10	0.00	0.00	0.00	0.00
Community Development Director	E108	0.00	0.35	0.35	0.35	0.40
Fire Marshal	F106	0.00	0.50	0.50	0.50	0.50
Firefighter	F101	0.00	0.00	0.00	0.00	0.75
Chief Building Official	B106	0.75	0.75	1.00	1.00	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	1.00	1.00	1.00	2.00	2.00
Building Inspector II	B102	0.00	0.00	1.00	0.00	0.00
Building Inspector I	B101	2.00	3.00	2.00	4.00	4.00
Land Development Manager	121	0.00	0.75	0.75	0.75	0.75
Land Development Coordinator	115	0.50	0.00	0.00	0.00	0.00
Code Enforcement Officer	115	0.00	0.00	0.30	0.30	0.80
Planning Technician	114	0.00	0.00	0.60	0.60	0.60
Document Imaging Specialist	111	1.00	1.00	1.00	1.00	1.00
Permit Team Lead	112	0.00	1.00	1.00	1.00	1.00
Permit Facilitator	111	0.00	0.00	0.00	0.00	1.00
Permit Clerk III	111	0.00	0.00	0.00	0.00	1.00
Permit Clerk II	110	0.00	0.00	0.00	0.00	1.00
Permit Clerk I	109	<u>3.40</u>	<u>3.60</u>	<u>3.60</u>	<u>3.60</u>	<u>3.00</u>
Total Full Time Staffing		9.75	12.95	14.10	16.10	19.80

Building Inspector I	N/A	1.00	0.00	0.00	0.00	0.00
Permit Clerk	N/A	0.00	0.00	0.45	0.45	0.00
Fire Marshal	F106	<u>0.38</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		1.38	0.00	0.45	0.45	0.00
Total Staffing		11.13	12.95	14.55	16.55	19.80

Promoted PT Permit Clerk to FT. Promoted [1.00] Permit Clerk I to II and [1.00] Permit Clerk II to III. Added [0.75] Firefighters and [1.00] Permit Facilitator. Removed Permit Clerk split with General Fund. Updated Community Development Director [60/40] and Code Enforcement Officers [60/40] with General Fund.

CAPITAL	Amount
None	

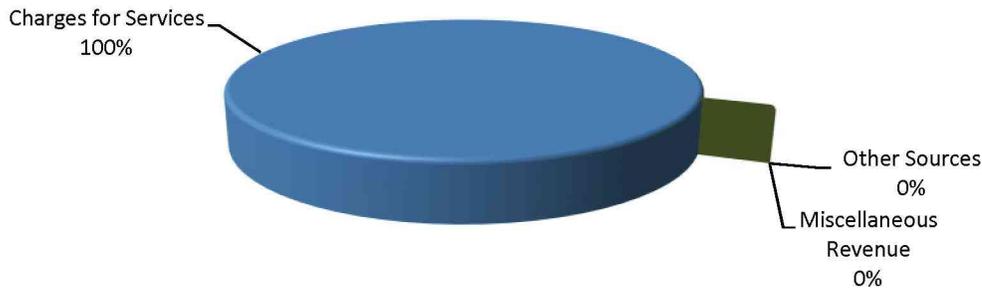
## Management Discussion

- ✓ Total expenses increased by 1.74%.
- ✓ Personal services increased by 20.31% primarily due to addition of 3-Firefighters to do fire inspections.
- ✓ Operating expenses increased by 37.65% primarily due to increase of inspection and Plans review services (\$40,000).
- ✓ Includes funding for:
  - Professional services for inspection and plan review (\$40,000).
  - Code books (\$7,500).
  - Accela conference (\$4,000).

# HEALTH INSURANCE COST CONTAINMENT FUND

## Revenue Summary

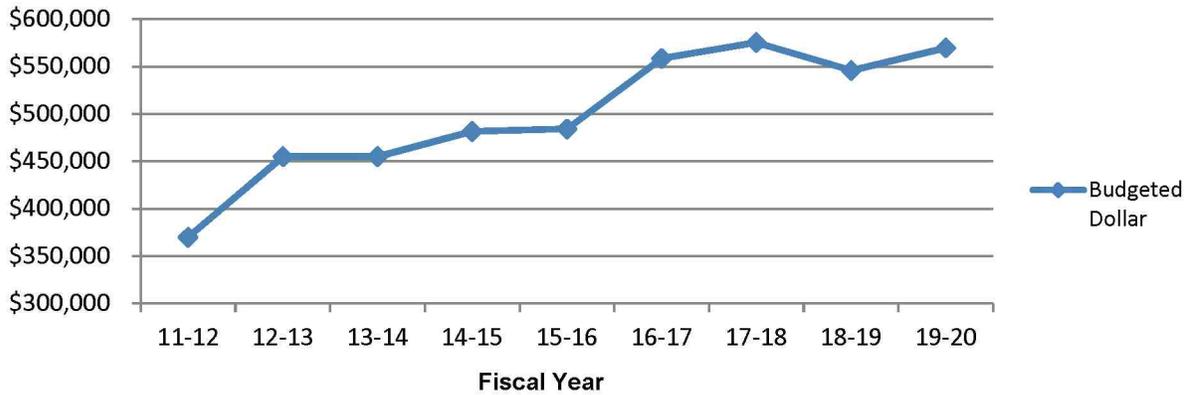
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Charges for Services	\$ 574,386	\$ 545,885	\$ 545,885	\$ 569,635	4.35%
Miscellaneous Revenue	1,089	0	7,210	0	N/A
Other Sources	<u>0</u>	<u>0</u>	<u>7,358</u>	<u>0</u>	N/A
Total Health Insurance Cost Containment Fund Revenue	\$ 575,475	\$ 545,885	\$ 560,453	\$ 569,635	4.35%



## Management Discussion

This fund was created in FY 10-11 to capture the cost of administering a City owned health clinic with the goal of having the facility reduce health care costs. Charges for Services are the transfers made to the Health Insurance Cost Containment Fund by all funds in the City that have personnel.

## History of Revenues



# HEALTH INSURANCE COST CONTAINMENT FUND

## Expenditure Summary

### Description:

The Health Insurance Cost Containment Fund is responsible for the costs related to the employee health clinic and the Agent of Record. The divisions within the General Fund, Water & Sewer Fund, Airport Fund, Stormwater Fund, and Permits & Inspections Fund transfer funds to the Health Insurance Cost Containment Fund based upon the number of full-time or full-time equivalent contracted employees in each division.

## Operating Budget Comparison

<b>BUDGET DESCRIPTION</b>	<b>2017-18 ACTUAL</b>	<b>2018-19 BUDGET</b>	<b>2018-19 ESTIMATED</b>	<b>2019-20 BUDGET</b>	<b>% Change from 2018-19</b>
Operating Expenses	\$ 523,772	\$ 513,680	\$ 526,930	\$ 537,430	4.62%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
<b>Total Budget</b>	<b>\$ 555,977</b>	<b>\$ 545,885</b>	<b>\$ 559,135</b>	<b>\$ 569,635</b>	<b>4.35%</b>
<b>STAFFING</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>
None					
<b>CAPITAL</b>					<b>Amount</b>
None					

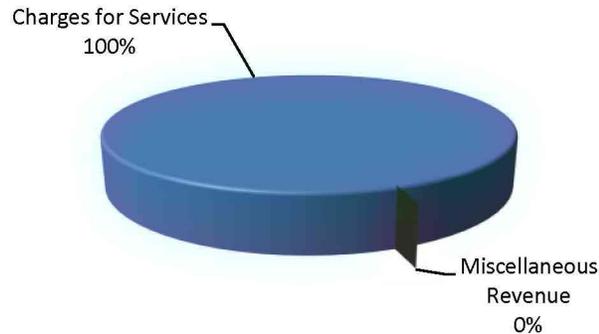
## Management Discussion

- ✓ Total expenses increased by 4.35%.
- ✓ Operating expenses increased by 4.62% due to increases in health center labor and monthly management program fee.
- ✓ Includes funding for:
  - Health Center labor (\$250,000).
  - Monthly management program fee (\$107,000).
  - Medical supplies (\$115,000).
  - Agent of record (\$30,000).
  - Leased space from Florida Hospital Victoria Park (\$29,430).

# WORKERS' COMPENSATION SELF INSURANCE FUND

## Revenue Summary

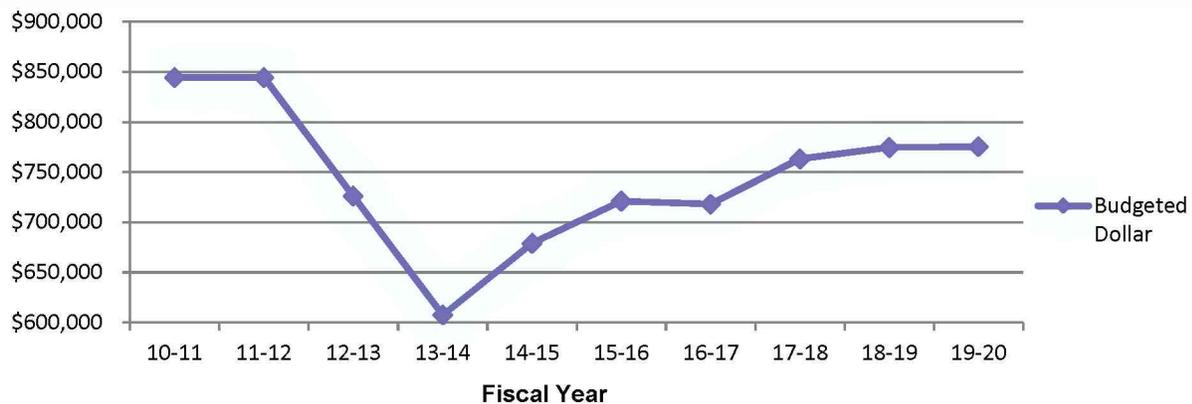
REVENUE SUMMARY	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19 BUDGET
Charges for Services	\$ 763,465	\$ 774,787	\$ 774,787	\$ 775,480	0.09%
Miscellaneous Revenue	<u>140,278</u>	<u>0</u>	<u>87,609</u>	<u>0</u>	N/A
Total Workers' Comp Fund Revenue	\$ 903,743	\$ 774,787	\$ 862,396	\$ 775,480	0.09%



## Management Discussion

The City maintains a self insured workers' compensation program with \$150,000 stop loss coverage. Transfers are made to the Workers' Compensation Self Insurance Fund by all funds in the City that have personnel. FY 19-20 projected revenue is based on prior year anticipated actual.

## History of Revenues



# WORKERS' COMPENSATION SELF INSURANCE FUND

## Expenditure Summary

### Description:

The Risk Management Division is responsible for administering the City's Worker's Compensation Fund, Safety Program, Drug-Free Workplace Program, and insuring that the City's insurance coverage is cost effective and adequately covers the risk associated with the operations of the municipal government.

### Mission:

Identify, assess and manage City wide risks to reduce the city's liability.

## Performance Measures

Performance	Strategic Focus Area	FY 17/18 Actual	FY 18/19 Projection	FY 19/20 Target
# of injuries per 100 employees	High Value Government	4.71	4.00	3.00
# of work days lost due per injury	High Value Government	2.95	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	95%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	+12%	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.02	1.00	.98
# of employees attending safety training	High Value Government	857	500	500
# of safety reviews/inspections performed	High Value Government	57	48	48
% change in number of liabilities claims over previous year	High Value Government	-.13%	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	N/A	25%	25%

## Fiscal Year 2018 - 2019 Accomplishments

- ✓ Reduced dollar amounts per fiscal year for workers compensation claims.
- ✓ Reduced settlements and mediations for workers compensation claims.
- ✓ Increased safety training in an effort to reduce employee injuries (worker comp claims).
- ✓ Settled 7 cases totaling \$188,150.

## Action Plan

### Risk Management

Goals & Objectives		Strategic Plan Area(s)
1	Minimize the cost of the self-insurance fund. <ul style="list-style-type: none"> <li>• Quarterly report the number of employees attending safety training.</li> <li>• Quarterly report on the number of safety reviews/inspections performed.</li> <li>• Annually compute the dollar losses from liability claims.</li> <li>• New hire education on employee safety every orientation.</li> </ul>	High Value Government

### Workers' Compensation

Goals & Objectives		Strategic Plan Area(s)
1	Minimize the cost of the self-insurance fund. <ul style="list-style-type: none"> <li>• Annually compute the dollar losses from workers compensation claims.</li> <li>• Annually compute the Workers' Compensation Experience Ratio.</li> <li>• Quarterly report on the number of workers' compensation injuries.</li> <li>• Randomly screen 25% of the CDL holders by September 30<sup>th</sup>.</li> <li>• New Hire education on workers compensation every orientation.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Reduce the experience modification factor. (Experience ratio).
  - Target Completion: FY 2019-20
  - Strategic Focus Area: High Value Government
- ✓ Targeted safety training to reduce worker comp injuries.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET DESCRIPTION	2017-18 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATED	2019-20 BUDGET	% Change from 2018-19
Personal Services	\$ 671,138	\$ 638,377	\$ 609,808	\$ 640,480	0.33%
Operating Expenses	46,043	72,410	72,595	71,000	-1.95%
Transfers	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	0.00%
Total Budget	\$ 781,181	\$ 774,787	\$ 746,403	\$ 775,480	0.09%

STAFFING	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET
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None

CAPITAL

Amount

None

## Management Discussion

- ✓ Total expenses increased by 0.09%.
- ✓ Operating expenses decreased by 1.95%.
- ✓ Includes funding for:
  - Payment of claim (\$350,000).
  - Life scan evaluation (\$20,000).
  - Pre-employment medical exam (\$45,000).
  - Drug free workplace program (\$5,000).

# CAPITAL IMPROVEMENT PROGRAM

## How the Program Works

The Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes) requires that local governments prepare a comprehensive plan which will guide public capital investments, other public fiscal policies, operating policies of the City of DeLand government, and the future use of land in the unincorporated portions of the City. The City's comprehensive plan may be amended up to twice a year, and must be evaluated and updated every five years. One of the required elements of the comprehensive plan is the Capital Improvements Element.

The City of DeLand's Capital Improvement Plan (CIP) is a planning, budgetary, and prioritizing tool which, as a part of the Capital Improvements Element, reflects the City's infrastructure needs for a five-year time frame. The CIP is updated on an annual basis. Amendments to the CIP may be made prior to the next annual CIP review period with approval of the City Commissioners. The current fiscal year funding for the approved CIP is incorporated in the proposed budget and adopted at the public hearings held in September of each year. The Capital and Grants Special Revenue Funds were created in FY2008-2009 to improve readability for users. This separate fund will be utilized for all capital projects within the General Government, Community Development, Public Safety, Public Works, and Parks & Recreation divisions.

Capital Projects are major fixed assets or infrastructure with long term value, such as buildings, roads, bridges and parks. A capital improvement is defined as any purchase of equipment or any construction project having a value of \$5,000 or more, excluding repairs, and a minimum life of three years or more. Proposed CIP project requests may originate from City departments, Commissioners, and/or citizens.

Funds budgeted for specific projects remain allocated until the project is completed. Additionally, project budgets are reviewed and, if needed, funding may be adjusted. Capital project costs include all expenditures related to land acquisition, planning, design, construction, project management, legal expenses, and mitigation of damages.

Projects may be funded by current revenues or by debt financing, depending upon the availability of funds, the nature of the project, and the policies of the City Commission. In balancing the five years of the CIP, projections of revenues from existing sources are compared to requested capital projects. If there are adequate revenues to fund all the requested projects, the program is balanced. If not, projects must either be revised to reduce costs, postponed to a future time period, or eliminated from the program. Alternative financing, such as long term debt, may be proposed in order to provide sufficient revenues to fund requested capital projects. There may be bona fide reasons why a project is needed or desired in the immediate future, but it may be deferred because resources are not realistically available.

The overall CIP, with its five-year time frame, gives a fair indication of the foreseeable infrastructure needs of the City of DeLand.

## Relationship Between the Operating and Capital Budgets

The Operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for all City services, but does not result in major physical assets for the City. Year to year, changes in the Operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the City and in the types and levels of service that are provided. Resources for the Operating budget generally come from taxes, user fees, and intergovernmental payments that usually recur from year to year.

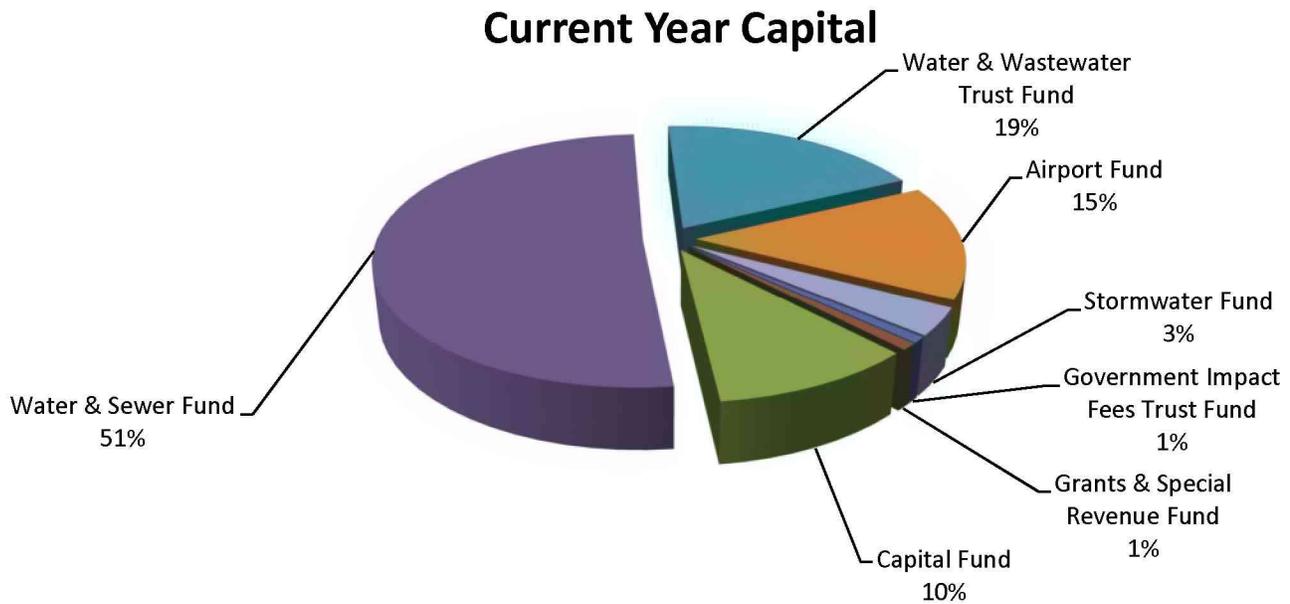
The Capital budget includes one-time costs for projects that may last several years. The projects result in major physical assets for the City. Resources for the Capital budget generally come from bond issues, impact fees, grants and taxes.

However, the Operating and Capital budgets are closely linked. The most obvious link is the Operating budget assumes the cost of maintaining and operating new facilities built under the Capital budget. Operational needs often drive the Capital budget, i.e. airport expansion, roads, water and sewer mains, parks, which are necessitated by population growth and the City's role in providing these basic services to its citizens.

## Current Year Capital

Following is a listing of the current year Capital Program which totals \$21,178,886 for all funds.

	Budget	% of Total Capital Budget	% of Total Annual Budget
Government Impact Fees Trust Fund	\$ 160,000	0.76%	0.19%
Grants & Special Revenue Fund	\$ 186,328	0.88%	0.22%
Capital Fund	\$ 2,208,377	10.43%	2.59%
Water & Sewer Fund	\$ 10,785,658	50.93%	12.65%
Water & Wastewater Trust Fund	\$ 3,992,269	18.85%	4.68%
Airport Fund	\$ 3,103,866	14.66%	3.64%
Stormwater Fund	\$ 742,388	3.51%	0.87%
<b>Total</b>	<b>\$ 21,178,886</b>	<b>100.00%</b>	<b>24.84%</b>



### Current Year Capital Detail

DIVISION	DESCRIPTION	APPROVED
110 - Information Technology	ADA/ERP/Phone	200,000
	Replace City Clerk office scanner (Bldg. Dept)	7,711
	Public Service Printer upgrade (Wastewater)	18,740
	Replace 8 existing Access Points	7,004
	Printer upgrade - Stone Street	18,740
	Microsoft SQL licenses - 2 cores	21,550
	Upgrade access door security at all locations	89,500
	5 Additional Axon Body Cameras and 10 Additional Licenses	16,512
	iPlan Tablets	48,000
	Customer Service Payment Kiosk	40,220
	Panasonic arbitrator system software (in car camera)	19,900
	Lie Detector Laptop	6,000
	<b>General Government Total</b>	<b>493,877</b>
122 - Fire	SCBA Air Bottles	26,755
	Firefighters' Bunker Gear	32,422
	Mobile Radios	48,500
	Vehicle - replace 1973 Dodge Power Wagon 122-5179, 122-104	40,000
	Vehicle - replace 2005 Pierce Enforcer 122-5022 (112-111) (Reserve)	525,000

DIVISION	DESCRIPTION	APPROVED
126 - Police	Evidence Building	160,000
	Vehicle - replace 2000 Dodge Caravan 126-6 (DARE Comm. Svc.)	49,282
	Vehicle - replace 2009 Chevy Impala 127-5272, 127-81 (Recruitment/Training)	60,235
	Vehicle - replace 2009 Chevy Impala 127-5273, 127-82 (CID)	32,910
	Vehicle - replace 2007 Chevy Impala 126-5102, 126-7 (Patrol Vehicle)	65,328
	Vehicle - replace 2007 Chevy Impala 126-5233, 127-30 (Patrol Vehicle)	65,328
	Vehicle - replace 2007 Ford Crown Vic 126-5131, 126-46 (Patrol Vehicle)	65,328
	Vehicle - replace 2007 Ford Crown Vic 127-5132, 127-49 (Patrol Vehicle)	65,328
	Vehicle - replace 2006 Ford Crown Vic 127-5059, 127-51 (Patrol Vehicle)	65,328
	Vehicle - replace 2013 Ford Interceptor SUV 127-5440, 127-54 (K-9 Vehicle)	71,032
	Vehicle - replace 2009 Chevy Impala 127-5276, 127-87 (Patrol Vehicle)	65,328
	<b>Public Safety Total</b>	<b>1,438,104</b>
132 - Streets	New trailer for the thermo plastic hand liner applicator	14,214
	Vehicle - replace 2008 Ford F-350, 132-5221, 132-160	44,187
	Replace thermo plastic Hand Liner Applicator 132-5257, 132-1	15,300
	Replace concrete mixer 132-1	5,000
	Right of Way and ADA Improvements (CDBG Grant) Fund 190	186,328
133 - Trees	New bucket truck with bucket lift	103,540
134 - Urban Beautification	Vehicle - replace 2009 Isuzu truck 134-5256, 134-179	23,998
	Vehicle - replace 2011 Ford Ranger 134-5337, 134-189 (Irrigation Repair Truck)	36,620
	New 7' x 14' tandem axle dump trailer	8,190
136 - Fleet Maintenance	New 18' lift for vehicle maintenance shop	19,447
	<b>Public Works Total</b>	<b>456,824</b>
143 - Parks	New Five Reel Mower	58,875
	Renovate Auxiliary Field at Sperling Sports Complex	22,500
	Renovate Lemon Room Interior	36,974
	Replace 2006 Toro Top Dresser 143-5117, 143-CTOP	10,879
	Replace flooring at the Boy Scout Hut	11,880
	Replace 2013 J Deere Z930 143-5504, 143-61	8,264
	Replace 2013 J Deere Z930 143-5505, 143-62	8,264
	Replace J Deere Zero Turn mower 143-5155	8,264
	<b>Parks &amp; Recreation Total</b>	<b>165,900</b>
	<b>FY19-20 GENERAL FUND CAPITAL (in FUND 300, 190, 170) TOTAL</b>	<b>2,554,705</b>
202 - Engineering	2020 GIS Services and Mapping	307,000
203 - Water Production	Water Plant #10 Design (Use of Future Surface Water Reserve)	2,158,858
	Water Plant RTU upgrade	200,000
	WP #9 PLC replacement	40,000
	WP #12 PLC replacement	99,000
204 - Water Distribution	20 Tone Tandem Axle Trailer	20,000
	3/4 Ton UB vehicle	39,500
	Vehicle - replace 2011 Ford F250 204-5365, 204-54	39,500
	Vehicle - replace 2010 Ford F250 204-5310, 204-73	39,500
	Water Main Relocation SR44	100,000
	2020 Water Main Improvements (Impact Fees)	1,351,069
205 - Wastewater Treatment	Reclaim Borrow Pit Load Testing/Design (Use of Future Surface Water Reserve)	350,000
	75 HP Electric Motor (2)	36,000
	Digester upgrades and improvements (Blowers and Piping upgrade)	1,640,000
	Chlorine Analyzer	8,500
	Reclaim Adelle Avenue Loop (Use of Future Surface Water Reserve)	240,000
	US 92 Reclaim Storage and Repump (Use of Future Surface Water Reserve)	4,037,500
	Vehicle - replace 2004 Sterling Dump Truck 206-5019, 205-261	170,000
	Vehicle - replace 2009 golf cart 205-5279	9,500
	Chemical Induction Unit (2HP)	7,000
	Full size portable sampler	6,000
	Chemical Induction Unit (3HP)	11,000
206 - Maintenance/Construction	Tractor and Mower/Cutter	25,000
	L/S #79 Odor Control Unit	62,000
	L/S #14 Panel Box Replacement	58,000
	L/S #34 Panel Box replacement	50,500
	Trailer mounted light tower	14,000
	L/S #19 Generator and ATS	35,000
	L/S #66 and Panel Box replacement	53,500
	L/S #74 and Panel Box replacement	52,500
	Trailer mounted light tower	14,000
	1 Ton Pick-up Truck with Crane	57,500
	Vehicle - replace 2010 Ford F250 206-5260, 206-271	33,500
	New Vehicle for Utility Collection Tech	54,000

DIVISION	DESCRIPTION	APPROVED
209 - Customer Service	Vehicle - replace 2011 Chevy Volt UB vehicle 209-17	22,000
210 - Wastewater Collection	Vehicle - replace 1998 GMC Van 206-4200, 206-250	380,000
	Sewer Line Rehabilitation	150,000
	Manhole Rehabilitation	60,000
	Utility relocation Orange Camp roundabout	100,000
	IT Tracker (3)	5,300
	Spring Hill Sanitary Sewer Phase 3 (Impact Fees)	2,641,200

**FY19-20 WATER AND SEWER FUND CAPITAL TOTAL 14,777,927**

300 - Airport	Tractor - replace 2006 New Holland Tractor 300-5087	67,199
	Design for Rehabilitate East and West Aprons & Airfield Lighting Electrical Homeruns	166,667
	Design Fuel Farm	90,000
	Construct fuel farm with 3-12,000 gallon fuel tanks	900,000
	Design New T-Hangars	80,000
	Rehabilitate East and West Aprons & Airfield Lighting Electrical Homeruns - Construction	1,800,000

**FY19-20 AIRPORT FUND CAPITAL TOTAL 3,103,866**

450 - Stormwater	Replace K-Mart Pump Station	450,000
	Replace 2006 6 inch Thompson pump, 450-5104, 450-8	47,795
	Vehicle - replace 2008 Ford F-350 450-5222, 450-139	44,187
	New claw excavator grapple attachment	32,611
	Miscellaneous Stormwater Improvements (Neighborhood)	100,000
	Miscellaneous Stormwater Improvements (Pond)	20,000
	Replace 2005 Thompson pump 450-5034, 450-6	47,795

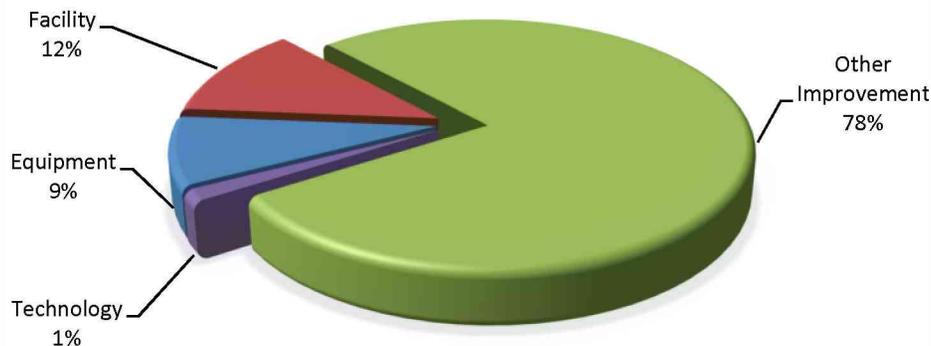
**FY19-20 STORMWATER FUND CAPITAL TOTAL 742,388**

## Five Year Capital Improvement Plan

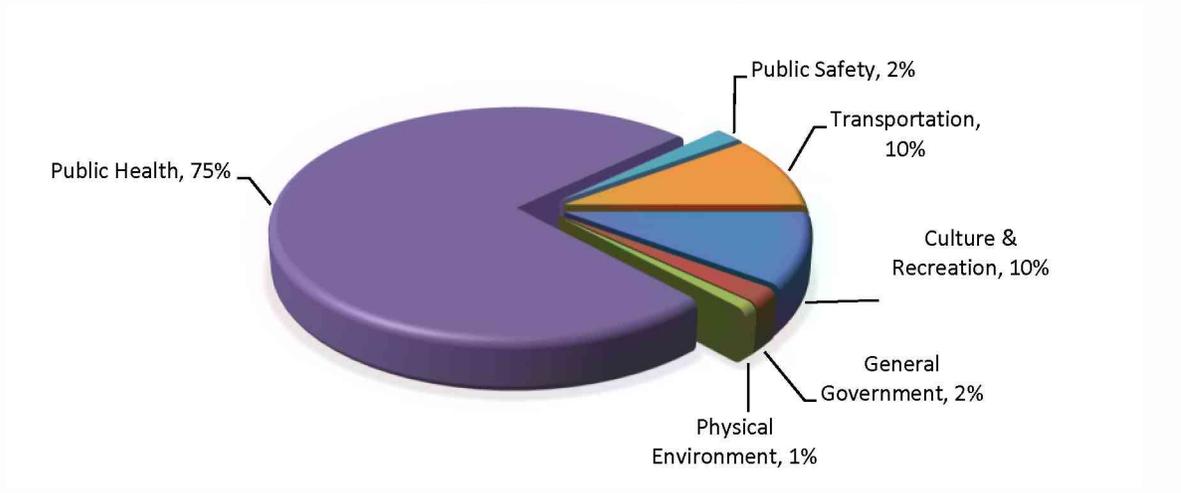
Following is a recap of total capital by fund by year:

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Capital Fund	4,475,156	10,684,689	1,600,408	1,788,113	1,699,470	20,247,836
Water & Sewer Fund	31,133,897	34,014,788	11,443,665	8,951,738	16,168,980	101,713,068
Airport Fund	1,777,500	3,367,000	3,760,000	166,700	4,200,000	13,271,200
Stormwater Fund	520,000	120,000	224,000	115,000	120,000	1,099,000
<b>Total</b>	<b>\$ 37,906,553</b>	<b>\$ 48,186,477</b>	<b>\$ 17,028,073</b>	<b>\$ 11,021,551</b>	<b>\$ 22,188,450</b>	<b>\$ 136,331,104</b>

**2020-21 through 2024-25 CIP by Category**



## 2020-21 through 2024-25 CIP by Function



Capital purchases are funded by various revenues some of which have restricted uses.

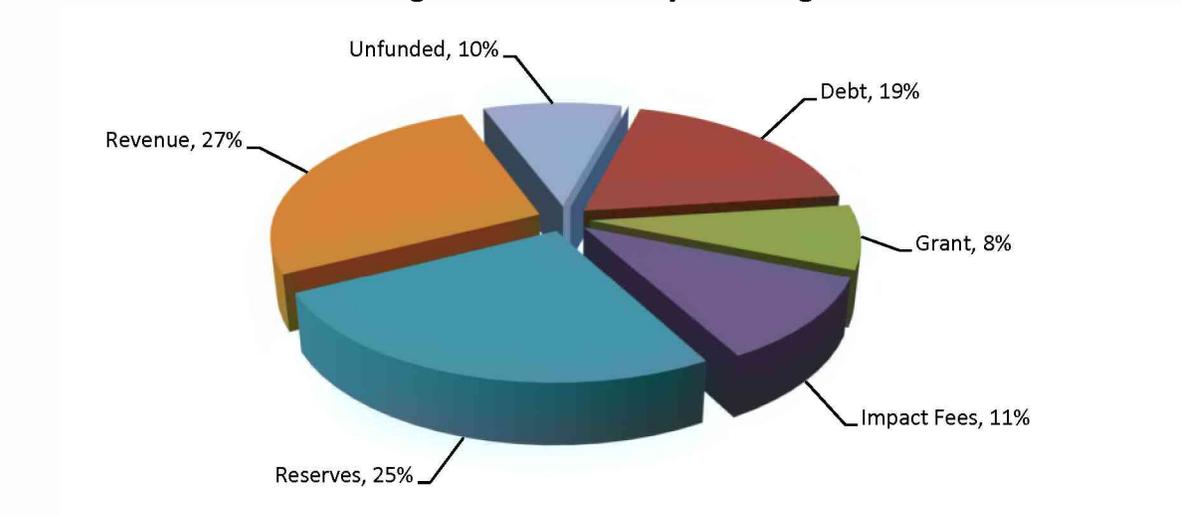
*Government Impact Fees* – The City collects revenue from Police Impact Fees, Fire Impact Fees, Parks and Recreation Impact Fees, and General Government building Impact Fees. This source of revenue can only be used for the purpose of new acquisitions of land, facilities, or equipment necessary as a result of growth.

*Water and Sewer Impact Fees* – This source of revenue can only be used for the purpose of expanding the primary system facilities of the water and wastewater system including but not limited to wells, well pumps, treatment plants, force mains, and effluent disposal facilities.

*Grants* – This source of revenue will come from various federal and state agencies.

	General Fund	Water & Sewer Fund	Airport Fund	Stormwater Fund	5 Year Total
Debt	-	24,943,200	700,000	-	25,643,200
Grant	291,804	-	10,846,960	-	11,138,764
Impact Fees	-	14,811,700	-	-	14,811,700
Reserves	5,328,070	29,391,419	-	-	34,719,489
Revenue	1,203,500	32,566,749	1,724,240	1,099,000	36,593,489
Unfunded	13,424,462	-	-	-	13,424,462
<b>Total</b>	<b>20,247,836</b>	<b>101,713,068</b>	<b>13,271,200</b>	<b>1,099,000</b>	<b>136,331,104</b>

## 2020-21 through 2024-25 CIP by Funding Source



# CAPITAL DETAIL

## Technology Projects

Location	Various City locations																																																									
Description	Includes purchase of new or upgrades of existing computer equipment, software, wireless technology, etc																																																									
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Estimated Operating Costs/Savings	Estimate an additional \$167,900 for new software licenses and annual maintenance fees.																																																									
Anticipated Revenue Increase	N/A																																																									

## Facility Projects

Location	Various City locations
Description	Includes construction of renovation of existing facilities, park structures, etc

	<b>Year CAPITAL &amp; GRANT PROJECTS FUND</b>		<b>Total</b>														
	Project List (requested year order)	2021-2022	Replace the carpet with carpet squares - City Hall	\$ 100,000													
<b>General Government Total</b>		<b>\$ 100,000</b>															
2021		New Mobile Stage	\$ 20,000														
2021		Resurface Shuffleboard Courts	\$ 20,000														
2021		Skateboard Park Light Replacement	\$ 100,000														
2021		Tennis Court Light Replacement	\$ 200,000														
2021		Paint Sanborn Center Interior	\$ 10,000														
2021		Paint Sanborn Center	\$ 25,000														
2021		Replace Floor Scrubber at Chisholm Center	\$ 9,950														
2022		Renovate Concession Building at Sperling Sports Complex	\$ 10,000														
2022		Paint Main Administrative Parks & Rec. Department Building at 230 N. Stone St.	\$ 30,000														
2022		Construction of Recreation Center Complex	\$ 9,000,000														
2022		Replace Carpet throughout Wayne Sanborn Center	\$ 40,000														
2023		Renovate Little League Operations Tower	\$ 20,000														
2023		Paint Spec Martin Stadium Exterior	\$ 40,000														
<b>Parks and Recreation Total</b>		<b>\$ 9,524,950</b>															
2021		Design and construct hangar	1,200,000														
2022		East Hanger Complex Phase 2, Infrastructure Construction	1,400,000														
2023		East Hanger Complex Phase 3, Infrastructure Design	140,000														
2025		Construct East Hanger Complex Phase 3	1,400,000														
2025	Design and Construct Replacement Hangars	2,400,000															
<b>Airport Total</b>		<b>\$ 6,540,000</b>															
<b>Total Facility Projects</b>		<b>\$ 16,164,950</b>															
Justification	<p>To ensure that workspace needs and work safety requirements are met. To ensure that existing facilities are rehabilitated and replaced as needed to maintain the amenities citizens expect. Deferred maintenance can result in closed facilities, liability claims, or additional maintenance costs.</p> <ul style="list-style-type: none"> <li>Terminal and T-Hangars are planned to ensure the Airport can meet growth demands.</li> </ul>																
Funding Source	<table border="1"> <thead> <tr> <th colspan="2"><b>Facility Funding Source</b></th> </tr> </thead> <tbody> <tr> <td>Airport Fund Revenue</td> <td>\$ 1,028,000</td> </tr> <tr> <td>Grant</td> <td>\$ 4,812,000</td> </tr> <tr> <td>Reserves</td> <td>\$ 199,950</td> </tr> <tr> <td>Debt</td> <td>\$ 700,000</td> </tr> <tr> <td>Unfunded</td> <td>\$ 9,425,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 16,164,950</b></td> </tr> </tbody> </table>			<b>Facility Funding Source</b>		Airport Fund Revenue	\$ 1,028,000	Grant	\$ 4,812,000	Reserves	\$ 199,950	Debt	\$ 700,000	Unfunded	\$ 9,425,000	<b>Total</b>	<b>\$ 16,164,950</b>
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Unfunded	\$ 9,425,000																
<b>Total</b>	<b>\$ 16,164,950</b>																
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>Estimate \$90,000 per year for Recreation Center Complex maintenance/repair and utility taxes.</li> <li>Estimate \$65,400 per year for t-hangar maintenance/repair and electric/water usage costs.</li> </ul>																
Anticipated Revenue Increase	<p>Possible additional revenue from new t-hangars depending on number of rented units and the rent charged for each. Current t-hangars' monthly rent ranges from \$240 to \$335.</p>																

## Equipment

Location	Various divisions
Description	Includes acquisition and replacement of equipment

Year	CAPITAL & GRANT PROJECTS FUND	Total
2021-2025	Replace Christmas Tree - City Hall	\$ 50,000
<b>General Government Total</b>		<b>\$ 50,000</b>
2023	Replace vehicle, 2001 Dodge Brush Truck 81	\$ 45,000
2024	Replace vehicle, 2011 Ford Escape	\$ 28,000
2021	Replace vehicle	\$ 36,201
2021	Replace vehicle	\$ 36,201
2021	Replace vehicle	\$ 36,201
2021	Replace vehicle	\$ 36,201
2021	Replace vehicle	\$ 71,762
2021	Replace vehicle	\$ 71,762
2021	Replace vehicle	\$ 71,762
2021	Replace vehicle	\$ 71,762
2022	Replace vehicle	\$ 39,821
2022	Replace vehicle	\$ 39,821
2022	Replace vehicle	\$ 78,938
2022	Replace vehicle	\$ 78,938
2022	Replace vehicle	\$ 78,938
2022	Replace vehicle	\$ 78,938
2023	Replace vehicle	\$ 43,803
2023	Replace vehicle	\$ 43,803
2023	Replace vehicle	\$ 43,803
2023	Replace vehicle	\$ 43,803
2023	Replace vehicle	\$ 86,832
2023	Replace vehicle	\$ 86,832
2023	Replace vehicle	\$ 86,832
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 48,183
2024	Replace vehicle	\$ 95,515
2025	Replace vehicle, 2012 Ford Escape	\$ 28,000
2025	Replace vehicle	\$ 53,001
2025	Replace vehicle	\$ 105,067
2025	Replace vehicle	\$ 105,067
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2025	Replace vehicle	\$ 105,067
2025	Replace vehicle	\$ 105,067
2025	Replace vehicle	\$ 105,067
<b>Public Safety Total</b>		<b>\$ 2,537,037</b>
2021	Air Compressor, replaces 2002 Sullair ST-AC-002	\$ 25,000
2021	Truck, 1/2 Ton Regular Cab 4x4, replace 2007 Ford F150 #141, 133-5143	\$ 25,000
2021	Stump Grinder, replaces 2008 Vermeer SC602, PW#154, 133-5259	\$ 38,000
2021	Replace mower, 2013 52" Scagg rider mover, 134MO21 (IN_MW-021)	\$ 13,000
2021	Fuel Tank, 5,000 Gallon Diesel	\$ 15,150
2021	Replace vehicle, 2008 Ford F350, 136-5135; 136-193	\$ 30,000
2022	Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	\$ 30,000
2022	Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	\$ 150,000
2022	Replace mower, 2007 Scagg 48" Deck Mower; 133-27	\$ 13,000
2022	Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	\$ 30,000
2022	Replace vehicle, 2008 Ford F550 Chipper, 133-5231; 133-143	\$ 85,000
2022	#145 - 2006 Bucket Truck	\$ 150,000

Project List  
(requested  
year order)

	CAPITAL & GRANT PROJECTS FUND		Total	
	Year			
Project List (requested year order)	2022	134MOW28 - 2015 ZTURN WITH 54" DECK - KUBOTA	\$ 14,000	
	2022	Replace vehicle #108 2009 Ford Ranger	\$ 28,000	
	2023	Replace mower, Kubota Diesel 132INM520	\$ 14,000	
	2023	Replace mower, Kubota 132INM521	\$ 14,000	
	2023	Replace mower, Kubota Diesel 132M507	\$ 16,000	
	2023	Replace vehicle, 2008 Ford F350 4x4, 133-5144; 133-151	\$ 35,200	
	2023	Mower, replace 2002 Scagg Walk Behind Mower 134MOW7	\$ 7,500	
	2023	Vehicle, replace 2012 Kubota Gator 134-177	\$ 18,000	
	2023	Replace vehicle, Mini Sweeper #188	\$ 135,000	
	2024	Replace vehicle, 2013 Ford F-250, 132-5479, 134-135	\$ 30,000	
	2024	Replace lowboy trailer to attach to 450-168	\$ 60,000	
	2024	Replace vehicle, 2008 Sterling Acterra, 133-5213; 133-125	\$ 260,000	
	2024	Replace 2015 electrical scrubber #186	\$ 35,000	
	2024	Replace vehicle, 2013 Ford F150 #191A	\$ 20,000	
	2024	Replace 2012 electric scissor lift	\$ 100,000	
	2025	Sign Shop Printer	\$ 35,000	
	2025	Replace vehicle, 2009 Sterling Acterra #124	\$ 95,000	
	2025	Replace vehicle, 2013 Ford F-150, #142A	\$ 28,000	
		<b>Public Works Total</b>		<b>\$ 1,548,850</b>
		2021	Replace Verticutter	\$ 8,000
		2021	Scooter, Electric Replaces 2006 Toro Electric Scooter, #73, 143-5070	\$ 14,000
		2021	Electric Scooter, Replace 2007 Toro Electric Scooter #75, 143-5184	\$ 14,000
		2021	Replace Vehicle, 2002 Ford Ranger, 143-4890; 143-22	\$ 21,000
		2021	Vehicle, Replace 2003 Ford Van 143-4938; 143-44	\$ 30,000
		2021	Replace Chairs at Wayne Sanborn Center	\$ 45,000
		2022	Replace Aerator	\$ 8,500
		2022	Replace 2013 John Deere Zero Turn Mower, 143-5504, 143-61	\$ 10,000
		2022	Replace Vehicle, 2011 Toro Gas Scooter, 143-5339; 143-76	\$ 11,000
		2022	Replace Rota Dairon	\$ 15,000
		2022	Replace 1993 Ford Tractor, 143-3524; 143-10	\$ 20,000
		2022	Vehicle, replace 2006 Ford F-150, 143-5011; 143-25	\$ 20,000
		2022	Truck, 1/2 ton, replace 2006 Ford F-150, #28, 143-5068	\$ 28,000
		2022	Vehicle - Replace 1996 GMC Sierra flatbed/dump truck 143-43; 143-4079	\$ 34,795
		2022	Replace 2007 Toro Reel Mower, 143-5191; 143-#MOWA	\$ 40,000
		2022	Replace Playground Equipment at Jackson Lane Park	\$ 150,000
		2023	Mower, Replace 2012 Scagg Cheetah #600	\$ 12,000
		2023	Vehicle, replace 2000 J Deere 4400 Tractor, 143-4594; 143-16	\$ 18,000
		2023	Vehicle, Replace 2004 John Deere Tractor, 143-4980; 143-15	\$ 20,000
		2023	Replace 2009 Cargo Box Truck, 143-5286; 143-54	\$ 35,000
		2023	Replace 2011 Toro Reel Mower, 143-5338; 143-10	\$ 42,000
		2023	Replace Pool Pump at Chisholm Pool	\$ 15,000
		2024	Replace 2013 Chevrolet Captiva, 143-5483, 143-57	\$ 20,000
		2024	Replace 2012 Ford F-150 Crew Cab Pickup, 143-5422, 143-40A	\$ 25,000
		2024	Replace All or Part of Kitchen Equipment at Wayne Sanborn Center	\$ 150,000
		2025	Replace Playground Equipment at Eastside Park	\$ 150,000
	<b>Parks and Recreation Total</b>		<b>\$ 956,295</b>	
	2021	Crom tank blower WP#4	\$ 11,000	
	2021	High service pumps (2) WTP#4	\$ 30,000	
	2021	Replace vehicle, 2014 Ford F250, 203-5565; 203-279	\$ 38,000	
	2021	WP#9 Aerator replacement	\$ 60,000	
	2021	Replace vehicle, 2011 Ford F250, 204-5364; 204-89	\$ 32,000	
	2021	Replace vehicle, 2003 Cat Excavator/Loader, 204-4984; 204-63	\$ 120,000	
	2021	L/S#81 Generator and ATS	\$ 41,000	
	2021	Replace vehicle, 2014 Ford F250, 206-280	\$ 42,000	
	2021	L/S #55 Replacement & Panel Box	\$ 43,000	

	CAPITAL & GRANT PROJECTS FUND	
	Year	Total
Project List (requested year order)	2021 L/S#15 replacement & panel box	\$ 44,500
	2021 L/S#5 replacement & panel box	\$ 44,500
	2021 L/S#51 replacement & panel box	\$ 44,500
	2021 Vehicle, replace 2009 Ford Ranger #108, 208-5284	\$ 22,923
	2021 Vehicle, replace 2011 Chevy Volt 209-5404, 209-0015	\$ 32,895
	2021 Replace vehicle, 2011 Ford F250, 210-5363; 210-272	\$ 30,000
	2021-2025 Water Meter Replacements	\$ 2,840,000
	2022 WP#12 Aerator Replacement	\$ 50,000
	2022 WP#10 VFD Conversion on Pumps	\$ 70,000
	2022 Replacement of Well #3 WP#2	\$ 350,000
	2022 Replace vehicle, 2012 Ford F250, 204-5416; 204-93	\$ 40,000
	2022 Replace vehicle, 2012 Ford F250, 204-5417; 204-94	\$ 40,000
	2022 L/S #47 replacement and Panel Box	\$ 38,500
	2022 Generator, L/S #75 (60Kw)	\$ 45,000
	2022 L/S #75 replacement and Panel Box	\$ 53,000
	2022 L/S #76 replacement and Panel Box	\$ 53,000
	2022 L/S #77 replacement and Panel Box	\$ 53,000
	2022 L/S #81 replacement and Panel Box	\$ 53,000
	2023 Vehicle, replace 2013 Ford PU 204-97	\$ 37,000
	2023 Vehicle, replace 2015 Ford Transit 206-284	\$ 27,000
	2023 Vehicle, replace 2014 F250 4x4 206-277	\$ 30,000
	2023 L/S#6 replacement & panel box	\$ 48,586
	2023 L/S#8 replacement & panel box	\$ 48,586
	2023 L/S#12 replacement & panel box	\$ 48,586
	2023 Generator, L/S #26 (60kw)	\$ 50,000
	2023 L/S#78 replacement & panel box	\$ 56,039
	2024 Replace vehicle, 2015 Ford F250, 203-281	\$ 40,000
	2024 Replace vehicle, 2008 Ford Ranger, 204-61	\$ 39,000
	2024 Replace vehicle, 2014 Ford F350, 204-278	\$ 59,000
	2024 Vehicle, replace 2008 Ford Ranger #269, 206-5228	\$ 30,000
	2024 LS #53 Standby Generator and Transfer Switch	\$ 36,000
	2024 LS #7 Replacement and Panel Box	\$ 59,500
	2024 LS #10 Replacement and Panel Box	\$ 59,500
	2024 LS #80 Replacement and Panel Box	\$ 59,500
	2024 LS #79 Replacement and Panel Box	\$ 106,000
	2024 Replace vehicle, 2014 Ford Escape, 208-5530, 208-10	\$ 24,000
	2024 Replace vehicle, 2015 Ford F250, 210-282	\$ 39,000
	2025 Replace vehicle, 2016 Ford F250, 204-289	\$ 42,500
	2025 L/S#80 Generator and Transfer Switch	\$ 41,000
	2025 Replace vehicle, 2013 Ford F150, #274, 206-5480	\$ 42,000
	2025 L/S#86 Replacement and Panel Box	\$ 52,500
	2025 L/S#85 Replacement and Panel Box	\$ 54,000
	2025 L/S#82 Replacement and Panel Box	\$ 54,500
	2025 L/S#84 Replacement and Panel Box	\$ 56,000
	2025 L/S#20 Replacement and Panel Box	\$ 56,000
2025 L/S#65 Replacement and Panel Box	\$ 56,000	
<b>Water and Sewer Total</b>		<b>\$ 5,673,615</b>
2021 Security Fencing & Cameras	\$ 300,000	
<b>Airport Total</b>		<b>\$ 11,606,230</b>
2021 Replace vehicle, 2008 Ford F150, 450-5222; 450-139	\$ 35,000	
2021 Replace vehicle, 1999 Sterling Tractor, 450-4975A; 450-168	\$ 115,000	
2021 Replace vehicle, 2005 Street Sweeper #169	\$ 250,000	

Project List (requested year order)	<table border="1"> <thead> <tr> <th>Year</th> <th>CAPITAL &amp; GRANT PROJECTS FUND</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>Replace mower, 2017 Kubota mower, 450INM522</td> <td>\$ 14,000</td> </tr> <tr> <td>2023</td> <td>Vehicle, replace 2012 Ford F-150 4x4 PU 450-163A; 450-5437</td> <td>\$ 30,000</td> </tr> <tr> <td>2023</td> <td>Mower, replace 2010 Kut Kwick Slope mower 450-104; 450-5334</td> <td>\$ 60,000</td> </tr> <tr> <td>2024</td> <td>Replace 2012 Skid Steer w/Loader, 450-5429, 450-171</td> <td>\$ 45,000</td> </tr> <tr> <td>2025</td> <td>Replace mower, Radio controlled slope mower, 450-015</td> <td>\$ 50,000</td> </tr> <tr> <td colspan="2"><b>Stormwater Total</b></td> <td><b>\$ 599,000</b></td> </tr> <tr> <td colspan="2"><b>Total Equipment Projects</b></td> <td><b>\$ 11,314,797</b></td> </tr> </tbody> </table>	Year	CAPITAL & GRANT PROJECTS FUND	Total	2023	Replace mower, 2017 Kubota mower, 450INM522	\$ 14,000	2023	Vehicle, replace 2012 Ford F-150 4x4 PU 450-163A; 450-5437	\$ 30,000	2023	Mower, replace 2010 Kut Kwick Slope mower 450-104; 450-5334	\$ 60,000	2024	Replace 2012 Skid Steer w/Loader, 450-5429, 450-171	\$ 45,000	2025	Replace mower, Radio controlled slope mower, 450-015	\$ 50,000	<b>Stormwater Total</b>		<b>\$ 599,000</b>	<b>Total Equipment Projects</b>		<b>\$ 11,314,797</b>
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Justification	To ensure that equipment used by crews is in good working order and not obsolete.																								
Funding Source	<table border="1"> <thead> <tr> <th colspan="2">Equipment Funding Source</th> </tr> </thead> <tbody> <tr> <td>General Fund Revenue</td> <td>\$ 75,500</td> </tr> <tr> <td>Water &amp; Sewer Fund Revenue</td> <td>\$ 5,673,615</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 60,000</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 599,000</td> </tr> <tr> <td>Grant</td> <td>\$ 468,804</td> </tr> <tr> <td>Reserves</td> <td>\$ 3,915,120</td> </tr> <tr> <td>Not Funded</td> <td>\$ 1,213,962</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 12,006,001</b></td> </tr> </tbody> </table>	Equipment Funding Source		General Fund Revenue	\$ 75,500	Water & Sewer Fund Revenue	\$ 5,673,615	Airport Fund Revenue	\$ 60,000	Stormwater Fund Revenue	\$ 599,000	Grant	\$ 468,804	Reserves	\$ 3,915,120	Not Funded	\$ 1,213,962	<b>Total</b>	<b>\$ 12,006,001</b>						
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Grant	\$ 468,804																								
Reserves	\$ 3,915,120																								
Not Funded	\$ 1,213,962																								
<b>Total</b>	<b>\$ 12,006,001</b>																								
Estimated Operating Costs/Savings	<p>Minimal savings as a result of newer, fuel efficient vehicles/equipment; replacement avoids possibility of costly repair.</p> <ul style="list-style-type: none"> <li>Possible savings from the ability to purchase fuel in larger bulk quantities with replacement of existing fuel tanks with larger tanks.</li> <li>New generators annual preventative maintenance (PM) averages \$1,000 plus cost of fuel to keep tanks full. Usually top off tanks once a year. Gallons needed varies depending on emergency use during the year (i.e. hurricanes, power outages).</li> </ul>																								
Anticipated Revenue Increase	N/A																								

## Other Improvement Projects

Location	Various City locations																																																
Description	Includes projects not classified otherwise																																																
Project List (requested year order)	<table border="1"> <thead> <tr> <th>Year</th> <th>CAPITAL &amp; GRANT PROJECTS FUND</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>Renovation/Expansion Melching Field</td> <td>\$ 2,400,000</td> </tr> <tr> <td>2022</td> <td>Sperling Sports Complex Baseball Field Renovation</td> <td>\$ 40,000</td> </tr> <tr> <td>2023</td> <td>Renovate 3 Little League Fields at Earl Brown Park</td> <td>\$ 100,000</td> </tr> <tr> <td>2023</td> <td>Renovate Softball Fields #1, #2, &amp; #3 at Sperling Sports Complex</td> <td>\$ 125,000</td> </tr> <tr> <td>2023</td> <td>Renovate Skateboard Park</td> <td>\$ 200,000</td> </tr> <tr> <td>2024</td> <td>Tennis Court Surface Rebuilt</td> <td>\$ 100,000</td> </tr> <tr> <td>2025</td> <td>Replace Flooring at Freedom Playground</td> <td>\$ 200,000</td> </tr> <tr> <td colspan="2"><b>Parks and Recreation Total</b></td> <td><b>\$ 3,165,000</b></td> </tr> <tr> <td>2021</td> <td>WP#12 DSI Project A</td> <td>\$ 217,500</td> </tr> <tr> <td>2021</td> <td>2021 Water Main Improvements</td> <td>\$ 500,000</td> </tr> <tr> <td>2021</td> <td>WP#12 DSI project at Booster line</td> <td>\$ 520,260</td> </tr> <tr> <td>2021</td> <td>EVWS DSI Project (A) 16" WM</td> <td>\$ 1,171,419</td> </tr> <tr> <td>2021</td> <td>EVWS DSI Project (B) SW area elevated tank</td> <td>\$ 2,755,000</td> </tr> <tr> <td>2021</td> <td>Reclaim line, 12" reclaim system to Brandy Trails WWTP</td> <td>\$ 550,000</td> </tr> <tr> <td>2021</td> <td>Design WWTP Capacity Upgrade</td> <td>\$ 700,000</td> </tr> </tbody> </table>	Year	CAPITAL & GRANT PROJECTS FUND	Total	2021	Renovation/Expansion Melching Field	\$ 2,400,000	2022	Sperling Sports Complex Baseball Field Renovation	\$ 40,000	2023	Renovate 3 Little League Fields at Earl Brown Park	\$ 100,000	2023	Renovate Softball Fields #1, #2, & #3 at Sperling Sports Complex	\$ 125,000	2023	Renovate Skateboard Park	\$ 200,000	2024	Tennis Court Surface Rebuilt	\$ 100,000	2025	Replace Flooring at Freedom Playground	\$ 200,000	<b>Parks and Recreation Total</b>		<b>\$ 3,165,000</b>	2021	WP#12 DSI Project A	\$ 217,500	2021	2021 Water Main Improvements	\$ 500,000	2021	WP#12 DSI project at Booster line	\$ 520,260	2021	EVWS DSI Project (A) 16" WM	\$ 1,171,419	2021	EVWS DSI Project (B) SW area elevated tank	\$ 2,755,000	2021	Reclaim line, 12" reclaim system to Brandy Trails WWTP	\$ 550,000	2021	Design WWTP Capacity Upgrade	\$ 700,000
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	<b>Year</b>	<b>CAPITAL &amp; GRANT PROJECTS FUND</b>	<b>Total</b>	
Project List (requested year order)	2021	Reclaim Expansion Phase 4 & 4A	\$ 4,430,200	
	2021	Reclaim water expansion phase #5	\$ 1,636,200	
	2021	Adelle Ave Reclaim Loop Construct	\$ 2,000,000	
	2021	Reclaim Barrow Pit Construction	\$ 2,280,000	
	2021	Spring Hill SH-1 collection system	\$ 565,000	
	2021	East Regional Force Main, 8" N on Kepler, Beresford to US92	\$ 3,511,000	
	2021-2022	WTP#10 Supply Wells FG1-2	\$ 17,002,000	
	2021-2023	Deep Creek/Leffler Test Well Project	\$ 10,500,000	
	2021-2025	Manhole Rehabilitation	\$ 300,000	
	2021-2025	Sewer Line Rehabilitation	\$ 750,000	
	2022	WTP#12 GST Baffle Wall	\$ 35,000	
	2022	2022 Water Main Improvements	\$ 750,000	
	2022	Airport North Loop Water Main	\$ 1,644,988	
	2022	Reclaim water expansion phase #6	\$ 925,800	
	2022	Grit separators with fine screens	\$ 4,252,500	
	2022	Biological nutrient removal upgrade WWTP	\$ 5,175,000	
	2022	Wiley M. Nash Capacity Upgrade	\$ 5,510,000	
	2022	Spring Hill SH-2 collection system	\$ 565,000	
	2023	Replacement of Well #4 WP#2	\$ 350,000	
	2023	2023 Water Main Improvements	\$ 750,000	
	2023	Hazen Road/Mercer Fernery	\$ 1,061,364	
	2023	SW Service Area Expansion Loop	\$ 1,941,804	
	2023	Reclaim Water Expansion Phase #7	\$ 684,700	
	2023-2025	Farnton Water Supply Project	\$ 9,500,000	
	2024	Central City Well OC-2	\$ 600,000	
	2024	2024 Water Main Improvements	\$ 750,000	
	2024	EVWS DSI Project - C	\$ 1,075,538	
	2024	Reclaim water expansion phase #8	\$ 684,700	
	2025	2025 Water Main Improvements	\$ 1,000,000	
	2025	EVWS DSI Project (D)	\$ 1,095,547	
	2025	WP#10 DSI Project (B)	\$ 1,332,333	
	2025	Reclaim Water Expansion Phase #9	\$ 1,200,000	
	2025	LA-1 Land application site	\$ 1,252,800	
	2025	Spring Hill SH-4 Collection System	\$ 1,776,000	
	2025	Longleaf Plantation LP-1 Collection System	\$ 2,737,800	
			<b>Water and Sewer Total</b>	<b>\$ 96,039,453</b>
		2021	Fencing & Wetland Mitigation for Wildlife management	\$ 277,500
		2022	Design Rehabilitate Taxiway "A" & "B"	\$ 167,000
		2022	Construct Rehabilitate East and West Aprons	\$ 1,800,000
		2023	Design rehabilitation of runway 5/23	\$ 145,000
		2023	Design New Connector & Partial Parallel Taxiway NW side of Runway 12	\$ 875,000
		2023	Design and rehabilitate taxiway "B", "A"	\$ 1,200,000
		2023	Construct rehabilitate runway 5-23	\$ 1,400,000
		2024	Update Master Plan and ALP	\$ 166,700
		2025	Design Northwest Hangar Complex New Road and Auto Parking	\$ 400,000
		<b>Airport Total</b>	<b>\$ 6,431,200</b>	
	2021-2025	Misc. Stormwater Pond Improvements	\$ 100,000	
	2021-2025	Misc. Stormwater Neighborhood Improvements	\$ 400,000	
		<b>Stormwater Total</b>	<b>\$ 500,000</b>	
		<b>Total Other Improvements Projects</b>	<b>\$106,135,653</b>	
Justification		<ul style="list-style-type: none"> <li>Rehabilitation of Airport runways and taxiways to ensure safety of aircraft utilizing facility.</li> <li>Extend reclaim water expansion, Spring Hill collection system and Wastewater Treatment Plant to reduce the potable water consumption in northern service areas.</li> </ul>		

Funding Source	<b>Other Improvements Funding Source</b>	
	Water & Sewer Fund Revenue	\$ 26,893,134
	Airport Fund Revenue	\$ 636,240
	Stormwater Fund Revenue	\$ 500,000
	Grant	\$ 5,794,960
	Debt	\$ 24,943,200
	Impact Fees	\$ 14,811,700
	Reserves	\$ 30,116,419
	Not Funded	\$ 2,440,000
	<b>Total</b>	<b>\$ 106,135,653</b>
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>• Water projects will have minimal maintenance; some reduction in pipe breaks; meter replacement may reduce water loss; possible offset of potable water demand could greatly reduce alternative water project costs.</li> <li>• Storm drainage improvements reduce likelihood of flood damage claims.</li> </ul>	
Anticipated Revenue Increase	N/A	



# LONG TERM DEBT

## Statement of Purpose

The City recognizes the primary purpose of capital facilities is to provide services to its residents, however debt financing used to meet the capital needs of the community must be evaluated to ensure the highest rate of return for a given investment of resources and to determine who should pay the cost of the incurred debt. In meeting the capital needs of the community, the city will strive to balance the load between debt financing and “pay as you go” methods. Through evaluating the need for additional debt financed facilities and the means by which the debt will be repaid, the Finance Director will strike an appropriate balance between service demands and the amount of debt.

The total citywide long-term debt as of 9/30/19 is shown in the table below.

Fiscal Year Ending	Governmental Activities		
	Principal	Interest	Total
2020	\$ 1,551,712	\$ 335,848	\$ 1,887,560
2021	1,765,887	456,332	2,222,219
2022	1,811,129	410,851	2,221,980
2023	1,857,598	364,116	2,221,714
2024	<u>1,767,100</u>	<u>317,183</u>	<u>2,084,283</u>
5-Year Total	8,753,426	1,884,330	10,637,756
2025-2029	6,086,616	1,035,218	7,121,834
2030-2034	3,903,356	408,859	4,312,215
2035-2039	<u>2,191,492</u>	<u>100,504</u>	<u>2,291,996</u>
Total	\$ 20,934,890	\$ 3,428,911	\$ 24,363,801

## Outstanding Principal

### Governmental Activities

**Notes Payable:**

General fund multipurpose loan 2004A in the original amount of \$8,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	3,090,987
General Fund multipurpose loan 2004B in the original amount of \$1,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	620,107
General Fund multipurpose loan 2013A in the original amount of \$2,623,000 dated 02/18/2013, due in varying semi-annual principal installments of \$65,440 to \$88,436 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	1,939,013

General Fund multipurpose loan 2013B in the original amount of \$1,000,000 dated 05/06/2013, due in varying semi-annual principal installments of \$17,777 to \$33,482 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	734,114
Capital Improvement Non-taxable Revenue Note 2018A in the original amount of \$3,978,200 dated 02/21/18, due in varying semi-annual principal installments of \$28,304 to \$167,340 plus interest at 3.160% with a final maturity date of 06/01/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	3,535,233
Capital Improvement Taxable Revenue Note 2018B in the original amount of \$1,100,000 dated 02/21/2018, due in escalating semi-annual principal installments of \$27,281 to \$47,827 plus interest at 4.05% with a final maturity date of 06/01/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	1,045,437
Capital Improvement Non-taxable Revenue Note Series 2019 in the original amount of \$9,970,000 dated 09/18/2019, due in varying semi-annual principal installments of \$403,348 to \$612,406 plus interest at 1.648% with a final maturity date of 06/01/2035. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	9,970,000
<b>Total Governmental Activities Long-Term Debt</b>	<b>\$20,934,890</b>

# INTERFUND ADVANCES

## Statement of Purpose

Advances from the General Fund to the Airport Fund were initiated to accelerate the capital improvement program for the DeLand Municipal Airport. All advances are interest-bearing long-term advances that will be repaid from future revenues of the Airport Fund.

At September 30, 2019, total advances to and from other funds are shown in the table below.

Fiscal Year	<u>Advance to Airport Fund</u>			
	<u>Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	\$	144,668	\$ 80,493	\$ 225,162
2021		149,791	75,371	225,162
2022		155,098	70,064	225,162
2023		160,596	64,566	225,162
2024		<u>166,292</u>	<u>58,870</u>	<u>225,162</u>
5-Year Total		776,445	349,364	1,125,810
2025-2029		873,139	201,869	1,075,008
2030-2034		<u>643,391</u>	<u>54,049</u>	<u>697,440</u>
Total	\$	2,292,975	\$ 605,282	\$ 2,898,257

### Advances:

Airport Fund advance from the general fund in the original amount of \$1,100,000 dated 02/21/2018, due in annual transfers to the general fund plus interest at 4.05% with a final budgeted maturity date of 06/01/2033. Repayment of advance balance is contingent on available airport revenues each fiscal year. 1,045,437

Airport Fund advance from the general fund in the original amount of \$1,332,700 dated 02/21/18, due in annual transfers to the general fund plus interest at 3.160% with a final budgeted maturity date of 06/01/2033. Repayment of advance balance is contingent on available airport revenues each fiscal year. 1,247,539

**Total Advances to Other Funds \$2,292,976**

# PERSONNEL

## Position Classification Plan

In accordance with City Charter provision Section 59.1, the City Commission shall establish a Pay Plan for all permanent employee positions of the City and shall review that pay plan not less often than every three (3) years. A copy of the Pay Plan shall be filed with the City Clerk-Auditor. The Pay Plan shall include rules for its installation and administration.

- A. The following criteria are considered in developing the Pay Plan:
1. Relative difficulty and responsibility existing between the various classes of work.
  2. Prevailing rates of pay for similar types of work in the City's geographic area, or relative market area, whichever is most appropriate.
  3. Economic conditions of the area.
  4. Financial condition of the City.
- B. The Human Resources Director evaluates the Pay Plan annually prior to each new fiscal year and recommends necessary revisions to the City Manager. With the approval of the operating budget for each fiscal year, the Pay Plan is adopted for use during that fiscal year.

## Pay Classifications FY 19-20

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 101</b>	<b>2080</b>	<b>\$8.37</b>	<b>\$17,410</b>	<b>\$12.97</b>	<b>\$26,978</b>
P/T unclassified					
<b>PAY GRADE 105</b>	<b>2080</b>	<b>\$10.18</b>	<b>\$21,174</b>	<b>\$15.77</b>	<b>\$32,802</b>
Park Ranger at EB Park					
<b>PAY GRADE 106</b>	<b>2080</b>	<b>\$10.69</b>	<b>\$22,235</b>	<b>\$16.57</b>	<b>\$34,466</b>
Animal Care Kennel Assistant Recreation Assistant					
<b>PAY GRADE 107</b>	<b>2080</b>	<b>\$11.22</b>	<b>\$23,338</b>	<b>\$17.39</b>	<b>\$36,171</b>
Administrative Assistant I Maintenance Worker I					
<b>PAY GRADE 108</b>	<b>2080</b>	<b>\$11.78</b>	<b>\$24,502</b>	<b>\$18.26</b>	<b>\$37,981</b>
Administrative Assistant II Maintenance Worker II					
<b>PAY GRADE 109</b>	<b>2080</b>	<b>\$12.37</b>	<b>\$25,730</b>	<b>\$19.17</b>	<b>\$39,874</b>
Cashier/Customer Service Rep I Maintenance Carpenter Maintenance Technician Maintenance Worker III Meter Technician I Parking Enforcement Officer Permit Clerk I Police Records Clerk I Recreation Leader					
<b>PAY GRADE 110</b>	<b>2080</b>	<b>\$12.99</b>	<b>\$27,019</b>	<b>\$20.13</b>	<b>\$41,870</b>
Arborist Technician I Athletic Sports Coordinator Cashier/Customer Service Rep II					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 110</b>	<b>2080</b>	<b>\$12.99</b>	<b>\$27,019</b>	<b>\$20.13</b>	<b>\$41,870</b>
Equipment Operator I					
Evidence/Property Clerk					
Meter Technician II					
Parks & Recreation Program Technician					
Permit Clerk II					
Police Records Clerk II					
Sign Maintenance Technician I					
Utilities Equipment Technician					
Utility Billing Specialist I					
Utility Maintenance Equipment Tech					
<b>PAY GRADE 111</b>	<b>2080</b>	<b>\$13.64</b>	<b>\$28,371</b>	<b>\$21.14</b>	<b>\$43,971</b>
Administrative Assistant III					
Animal Control Officer					
Arborist Technician II					
Cashier/Customer Service Rep III					
Community Service Aide					
Document Imaging Specialist					
Equipment Operator II					
Lead Worker					
Meter Technician III					
Permit Clerk III					
Permit Facilitator					
Police Records Clerk III					
Sign Maintenance Technician II					
Utility Billing Specialist II					
<b>PAY GRADE 112</b>	<b>2080</b>	<b>\$14.32</b>	<b>\$29,786</b>	<b>\$22.20</b>	<b>\$46,176</b>
Administrative Assistant IV					
Arborist Technician III					
Civilian Evidence Technician					
Customer Service Support Specialist					
Equipment Operator III					
Lead Meter Technician					
Permit Team Leader					
Utility Customer Service Team Lead					
<b>PAY GRADE 113</b>	<b>2080</b>	<b>\$15.03</b>	<b>\$31,262</b>	<b>\$23.30</b>	<b>\$48,464</b>
Chisholm Center Supervisor					
Equipment Mechanic I					
Irrigation Technician					
Utility Billing Analyst					
<b>PAY GRADE 114</b>	<b>2080</b>	<b>\$15.79</b>	<b>\$32,843</b>	<b>\$24.47</b>	<b>\$50,898</b>
CADD Drafter					
Equipment Mechanic II					
Foreman I					
Maintenance Construction Technician I					
Marketing/Special Event Coordinator					
Parks Maintenance Foreman					
Planning Technician					
Special Events/Projects Coordinator					
<b>PAY GRADE 115</b>	<b>2080</b>	<b>\$16.58</b>	<b>\$34,486</b>	<b>\$25.70</b>	<b>\$53,456</b>
Administrative Coordinator					
Animal Service Administrator					
Chisholm Center Director					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 115</b>	<b>2080</b>	<b>\$16.58</b>	<b>\$34,486</b>	<b>\$25.70</b>	<b>\$53,456</b>
Code Enforcement Officer					
Equipment Mechanic III					
Fleet Maintenance Foreman					
Foreman II (with approved state certifications)					
Foreman II Sports/Turf					
Maintenance Construction Technician II					
Sanborn Senior Center Director					
Spring Hill Resource Center Director					
<b>PAY GRADE 116</b>	<b>2080</b>	<b>\$17.40</b>	<b>\$36,192</b>	<b>\$26.98</b>	<b>\$56,118</b>
IT Support Specialist					
Maintenance Construction Technician III					
Police Civilian Investigative Specialist					
<b>PAY GRADE 117</b>	<b>2080</b>	<b>\$18.28</b>	<b>\$38,022</b>	<b>\$28.33</b>	<b>\$58,926</b>
Accounts Payable Administrator					
Accounts Receivable Administrator					
Assistant Parks Superintendent					
UB Customer Service Supervisor					
Deputy City Clerk					
Journeyman Electrician					
Maintenance Construction Lead Worker					
Office Administrator					
Payroll Administrator					
Police Civilian Evidence Supervisor					
Purchasing Coordinator					
Special Projects Coordinator					
Utilities Billing Supervisor					
Victims Advocate					
<b>PAY GRADE 118</b>	<b>2080</b>	<b>\$19.19</b>	<b>\$39,915</b>	<b>\$29.74</b>	<b>\$61,859</b>
Assistant Chemist					
Community Development Coordinator					
Engineering Construction Inspector					
Environmental Compliance Coordinator					
GIS Technician					
Paralegal					
<b>PAY GRADE 119</b>	<b>2080</b>	<b>\$20.15</b>	<b>\$41,912</b>	<b>\$31.23</b>	<b>\$64,958</b>
HR/Worker's Compensation/Pension Administrator					
Human Resources Administrator					
Recreation Manager					
Risk/Liability Administrator					
<b>PAY GRADE 120</b>	<b>2080</b>	<b>\$21.16</b>	<b>\$44,013</b>	<b>\$32.80</b>	<b>\$68,224</b>
Engineering Designer					
Facilities Superintendent					
Fleet Maintenance Superintendent					
IT Network Administrator					
IT Programmer/Analyst					
Master Electrician					
Parks and Recreation Superintendent					
Project/Contract Administrator					
Senior Accountant					
Streets/Stormwater Superintendent					
Tree/Urban Superintendent					
Utilities Designer					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 121</b>	<b>2080</b>	<b>\$22.21</b>	<b>\$46,197</b>	<b>\$34.43</b>	<b>\$71,614</b>
City Forester					
Community Information Specialist					
Economic Development Coordinator					
Executive Assistant to City Manager					
GIS Coordinator					
IT Systems Administrator					
Instrumental Control Electrical Supervisor					
Land Development Manager					
<b>PAY GRADE 122</b>	<b>2080</b>	<b>\$23.32</b>	<b>\$48,506</b>	<b>\$36.15</b>	<b>\$75,192</b>
Chief Accountant					
Police Administration Manager					
Public Works Operations Manager					
<b>PAY GRADE 123</b>	<b>2080</b>	<b>\$24.49</b>	<b>\$50,939</b>	<b>\$37.96</b>	<b>\$78,957</b>
VACANT					
<b>PAY GRADE 124</b>	<b>2080</b>	<b>\$25.71</b>	<b>\$53,477</b>	<b>\$39.85</b>	<b>\$82,888</b>
Budget Manager					
Finance Customer Service Manager					
Senior Planner					
<b>PAY GRADE 125</b>	<b>2080</b>	<b>\$27.00</b>	<b>\$56,160</b>	<b>\$41.85</b>	<b>\$87,048</b>
Utilities Construction Engineer					
Utilities Engineer					

## Senior Management

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E101</b>	<b>2080</b>	<b>\$27.09</b>	<b>\$56,347</b>	<b>\$41.99</b>	<b>\$87,339</b>
Environmental Compliance Manager					
<b>PAY GRADE E102</b>	<b>2080</b>	<b>\$28.71</b>	<b>\$59,717</b>	<b>\$44.50</b>	<b>\$92,560</b>
Accounting Manager					
Assistant to the City Manager					
Economic Development Manager					
<b>PAY GRADE E103</b>	<b>2080</b>	<b>\$30.44</b>	<b>\$63,315</b>	<b>\$47.18</b>	<b>\$98,134</b>
Airport Manager					
Deputy Parks & Rec Director					
Police Captain					
<b>PAY GRADE E104</b>	<b>2080</b>	<b>\$32.26</b>	<b>\$67,101</b>	<b>\$50.00</b>	<b>\$104,000</b>
Assistant Finance Director					
Assistant I.T. Director					
Deputy Police Chief					
Deputy Fire Chief					
Deputy Utilities Director					
<b>PAY GRADE E105</b>	<b>2080</b>	<b>\$34.20</b>	<b>\$71,137</b>	<b>\$53.01</b>	<b>\$110,261</b>
Sports Aviation Administrator					
<b>PAY GRADE E106</b>	<b>2080</b>	<b>\$36.25</b>	<b>\$75,400</b>	<b>\$56.19</b>	<b>\$116,875</b>
VACANT					
<b>PAY GRADE E107</b>	<b>2080</b>	<b>\$38.43</b>	<b>\$79,934</b>	<b>\$59.57</b>	<b>\$123,906</b>
City Engineer					
Facilities Director					
Human Resources Director					
Parks & Recreation Director					
Planning Director					
Public Works Director					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E108</b>	2080	\$40.73	\$84,718	\$63.13	\$131,310
Community Development Director					
Finance Director					
Fire Chief					
Information Technology Director					
Utilities Director					
<b>PAY GRADE E109</b>	2080	\$43.17	\$89,794	\$66.91	\$139,173
Police Chief					
<b>PAY GRADE E110</b>	2080	\$45.77	\$95,202	\$70.94	\$147,555
Director of Public Services					
<b>PAY GRADE E111</b>	2080	\$48.51	\$100,901	\$75.19	\$156,395
Assistant City Manager					
<b>PAY GRADE APPOINTED</b>					
City Clerk-Auditor					
City Manager					

## Public Safety

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE F101</b>	2756	\$12.55	\$34,588	\$19.45	\$53,604
Firefighter/EMT (subject to collection bargaining)					
<b>PAY GRADE F102</b>	2756	\$13.43	\$37,013	\$20.82	\$57,380
Driver/Engineer (subject to collection bargaining)					
<b>PAY GRADE F103</b>	2756	\$15.91	\$43,848	\$24.66	\$67,963
Fire Lieutenant (subject to collection bargaining)					
<b>PAY GRADE F104</b>	2912	\$26.50	\$77,168	\$35.40	\$103,085
Fire Battalion Chief					
<b>PAY GRADE F105</b>	2080	\$16.94	\$35,235	\$26.26	\$54,621
Fire Inspector					
<b>PAY GRADE F106</b>	2080	\$25.91	\$53,893	\$40.17	\$83,554
Fire Marshal					
<b>PAY GRADE E104</b>	2080	\$39.33	\$81,806	\$48.93	\$101,774
Fire Division Chief					
<b>PAY GRADE E108 [with Sr. Management Pay Scale]</b>					
Fire Chief					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE P101</b>	2184	\$18.30	\$39,967	\$28.01	\$61,174
Detective [subject to collection bargaining]					
Police Officer [subject to collection bargaining]					
<b>PAY GRADE P102</b>	2184	\$19.98	\$43,636	\$29.48	\$64,384
Police Corporal [subject to collection bargaining]					
<b>PAY GRADE P103</b>	2184	\$21.65	\$47,284	\$33.20	\$72,509
Police Sergeant [subject to collection bargaining]					
<b>PAY GRADE P104</b>	2184	\$25.85	\$56,456	\$39.71	\$86,727
Police Lieutenant [subject to collection bargaining]					
<b>PAY GRADE P105 [with Sr. Management Pay Scale]</b>					
Police Captain					
<b>PAY GRADE E104 [with Sr. Management Pay Scale]</b>					
Deputy Police Chief					
<b>PAY GRADE E109 [with Sr. Management Pay Scale]</b>					
Police Chief					

## Water Plant / Wastewater Treatment Plant

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U101</b>	<b>2080</b>	<b>\$11.22</b>	<b>\$23,338</b>	<b>\$17.39</b>	<b>\$36,171</b>
Administrative Assistant I Maintenance Worker I Custodian I					
<b>PAY GRADE U102</b>	<b>2080</b>	<b>\$11.78</b>	<b>\$24,502</b>	<b>\$18.26</b>	<b>\$37,981</b>
Administrative Assistant II Maintenance Worker II Custodian II					
<b>PAY GRADE U103</b>	<b>2080</b>	<b>\$12.37</b>	<b>\$25,730</b>	<b>\$19.17</b>	<b>\$39,874</b>
Maintenance Worker III Custodian III Utility Plant Tech I					
<b>PAY GRADE U104</b>	<b>2080</b>	<b>\$12.99</b>	<b>\$27,019</b>	<b>\$20.13</b>	<b>\$41,870</b>
Utility Distribution Tech I Utility Wastewater Collections Tech I Utility Plant Tech II					
<b>PAY GRADE U105</b>	<b>2080</b>	<b>\$13.64</b>	<b>\$28,371</b>	<b>\$21.14</b>	<b>\$43,971</b>
Utility Distribution Tech II Utility Wastewater Collections Tech II Utility Backflow Tech I Utility Administrative Assistant III Utility Plant Tech III					
<b>PAY GRADE U106</b>	<b>2080</b>	<b>\$14.32</b>	<b>\$29,786</b>	<b>\$22.20</b>	<b>\$46,176</b>
Utility Distribution Tech III Utility Wastewater Collections Tech III Utility Backflow Tech II Utility Locator I Utility Administrative Assistant IV					
<b>PAY GRADE U107</b>	<b>2080</b>	<b>\$15.03</b>	<b>\$31,262</b>	<b>\$23.30</b>	<b>\$48,464</b>
Utility Backflow Tech III Utility Locator II					
<b>PAY GRADE U108</b>	<b>2080</b>	<b>\$15.79</b>	<b>\$32,843</b>	<b>\$24.47</b>	<b>\$50,898</b>
Utility Equipment Operator I Water Distribution Utility Equipment Operator I Wastewater Collections Utility Locator III Utility Construction Technician I Collections					
<b>PAY GRADE U109</b>	<b>2080</b>	<b>\$16.58</b>	<b>\$34,486</b>	<b>\$25.70</b>	<b>\$53,456</b>
Utility Equipment Operator II Water Distribution Utility Equipment Operator II Wastewater Collections Laboratory Technician I Utility Equipment Mechanic I Utility Construction Technician II Collections					
<b>PAY GRADE U110</b>	<b>2080</b>	<b>\$17.40</b>	<b>\$36,192</b>	<b>\$26.98</b>	<b>\$56,118</b>
Utility Equipment Operator III Water Distribution Utility Equipment Operator III Wastewater Collections Utility Equipment Mechanic II Water Plant Operator C Wastewater Plant Operator C Utility Construction Technician III Collections Valve and GIS Lead Worker I Meter and Backflow Lead Worker I					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U111</b>	<b>2080</b>	<b>\$18.28</b>	<b>\$38,022</b>	<b>\$28.33</b>	<b>\$58,926</b>
Utility Equipment Mechanic III					
Laboratory Technician II					
Journeyman Electrician I					
Utilities Project Coordinator I					
Senior Water Plant Operator C					
Senior Wastewater Plant Operator C					
Valve and GIS Lead Worker II					
Meter and Backflow Lead Worker II					
<b>PAY GRADE U112</b>	<b>2080</b>	<b>\$19.19</b>	<b>\$39,915</b>	<b>\$29.74</b>	<b>\$61,859</b>
Wastewater Plant Operator B					
Water Plant Operator B					
Journeyman Electrician II					
Special Projects Coordinator I					
Utilities Project Coordinator II					
Valve and GIS Lead Worker III					
Meter and Backflow Lead Worker III					
<b>PAY GRADE U113</b>	<b>2080</b>	<b>\$20.15</b>	<b>\$41,912</b>	<b>\$31.23</b>	<b>\$64,958</b>
Utility Distribution Foreman I					
Utility Wastewater and Collections Foreman I					
Journeyman Electrician III					
Laboratory Technician III					
Special Projects Coordinator II					
Utilities Project Coordinator III					
Senior Wastewater Plant Operator B					
Senior Water Plant Operator B					
<b>PAY GRADE U114</b>	<b>2080</b>	<b>\$21.16</b>	<b>\$44,013</b>	<b>\$32.80</b>	<b>\$68,224</b>
Utility Distribution Foreman II					
Utility Wastewater and Collections Foreman II					
Cross Connection Foreman I					
Special Projects Coordinator III					
<b>PAY GRADE U115</b>	<b>2080</b>	<b>\$22.21</b>	<b>\$46,197</b>	<b>\$34.43</b>	<b>\$71,614</b>
Cross Connection Foreman II					
Utility Distribution Foreman III					
Utility Wastewater and Collections Foreman III					
Senior Wastewater Plant Operator A					
Senior Water Plant Operator A					
<b>PAY GRADE U116</b>	<b>2080</b>	<b>\$23.32</b>	<b>\$48,506</b>	<b>\$36.15</b>	<b>\$75,192</b>
Assistant Chief Chemist I					
Assistant Chief Wastewater Plant Operator I					
Assistant Chief Water Plant Operator I					
Cross Connection Foreman III					
<b>PAY GRADE U117</b>	<b>2080</b>	<b>\$24.49</b>	<b>\$50,939</b>	<b>\$37.96</b>	<b>\$78,957</b>
Assistant Chief Chemist II					
Assistant Chief Wastewater Plant Operator II					
Assistant Chief Water Plant Operator II					
<b>PAY GRADE U118</b>	<b>2080</b>	<b>\$25.71</b>	<b>\$53,477</b>	<b>\$39.85</b>	<b>\$82,888</b>
Assistant Chief Chemist III					
Assistant Chief Wastewater Plant Operator III					
Assistant Chief Water Plant Operator III					
<b>PAY GRADE U119</b>	<b>2080</b>	<b>\$27.00</b>	<b>\$56,160</b>	<b>\$41.85</b>	<b>\$87,048</b>
Chief Environmental Chemist I					
Instrumental Control and Electrical Supervisor I					

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U120</b>	2080	\$28.54	\$59,363	\$43.94	\$89,856
Chief Environmental Chemist II					
Utilities Distribution Superintendent I					
Utilities Wastewater Collections Superintendent I					
Utilities Wastewater Plant Superintendent I					
Utilities Water Plant Superintendent I					
Instrumental Control and Electrical Supervisor II					
<b>PAY GRADE U121</b>	2080	\$29.96	\$62,316	\$46.13	\$95,950
Chief Environmental Chemist III					
Utilities Distribution Superintendent II					
Utilities Wastewater Collections Superintendent II					
Utilities Wastewater Plant Superintendent II					
Utilities Water Plant Superintendent II					
Instrumental Control and Electrical Supervisor III					

<b>PAY GRADE U122</b>	2080	\$31.45	\$65,416	\$48.44	\$100,755
Utilities Distribution Superintendent III					
Utilities Wastewater Collections Superintendent III					
Utilities Wastewater Plant Superintendent III					
Utilities Water Plant Superintendent III					

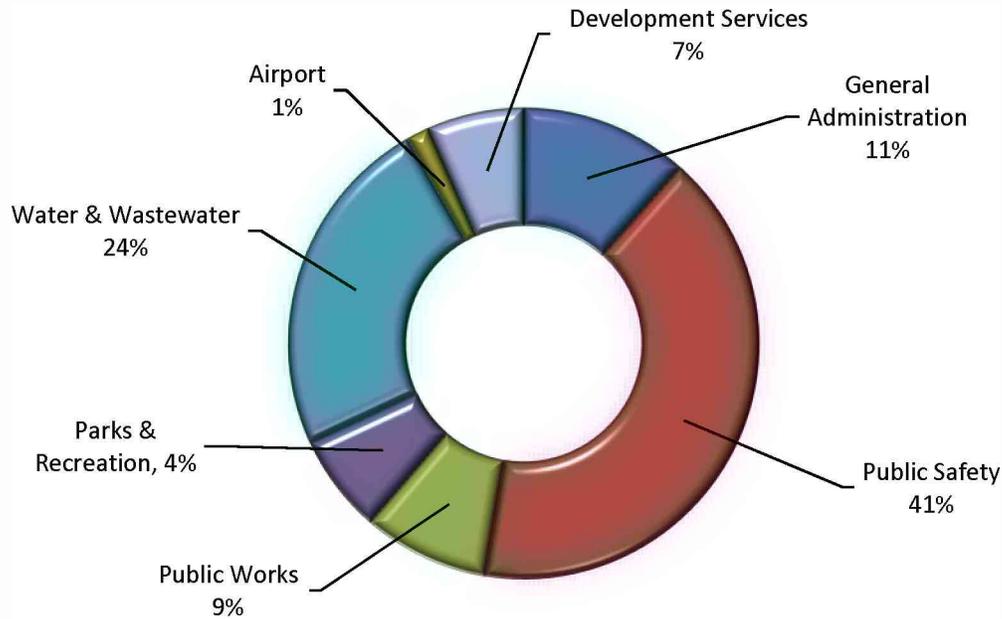
**Employees may earn additional shift differential pay based on scale below:**

Shift 1: 07:00 - 15:00 or 08:00 - 16:00 straight pay  
 Shift 2: 15:00 - 23:00 or 16:00 - 00:00 \$0.50/hr additional pay  
 Shift 3: 23:00 - 07:00 or 00:00 - 08:00 \$0.75/hr additional pay  
 On-call \$0.75/hr additional pay

## Building Inspections

	Annual Hour:	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE B100</b>	2080	\$19.48	\$40,518	\$31.17	\$64,834
Building Inspector Entry Level					
<b>PAY GRADE B101</b>	2080	\$21.64	\$45,011	\$34.62	\$72,010
Building Inspector I					
<b>PAY GRADE B102</b>	2080	\$24.04	\$50,003	\$38.47	\$80,018
Building Inspector II					
<b>PAY GRADE B103</b>	2080	\$25.25	\$52,520	\$40.39	\$84,011
Building Inspector III					
<b>PAY GRADE B104</b>	2080	\$26.51	\$55,141	\$42.41	\$88,213
Plans Examiner					
<b>PAY GRADE B105 (DBO)</b>	2080	\$33.66	\$70,013	\$53.85	\$112,008
Deputy Building Official					
<b>PAY GRADE B106 (CHIEF)</b>	2080	\$40.87	\$85,010	\$65.39	\$136,011
Chief Building Official					

A significant part, 37.91% of the City's Operating Budget, is funding for employees who in turn provide services for the benefit of our citizenry. The following graph identifies positions by function:



### Changes in Authorized Number of City Full Time Equivalents (FTE)

<b>GENERAL FUND</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>STAFFING (Full Time Equivalents)</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Mayor and Commission	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.90	2.00	2.00	2.00
City Clerk	3.00	3.00	3.00	3.25	3.25
Finance	8.00	9.00	9.00	9.00	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	5.45	6.90	7.40	7.65	5.65
Information Technology	5.00	5.00	5.23	6.23	6.73
Human Resources	4.00	4.00	4.73	4.73	5.00
Economic Development	2.50	2.65	2.65	2.65	2.60
Planning	6.73	6.25	6.25	6.25	6.65
Licenses and Enforcement	3.35	2.65	2.55	2.55	1.20
Fire	46.60	47.23	47.23	47.23	49.48
Police Department	90.69	91.05	91.05	94.55	96.22
Public Works	38.12	38.37	39.37	39.37	41.45
Parks and Recreation	36.30	37.30	37.84	37.84	39.84
<b>General Fund Total</b>	<b>258.64</b>	<b>262.30</b>	<b>264.30</b>	<b>269.30</b>	<b>274.80</b>
<b>ENTERPRISE FUNDS</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>STAFFING</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Spring Hill CRA	-	-	-	-	2.00
Water & Sewer	105.00	109.37	111.87	116.50	122.70
Airport	6.00	8.00	8.00	8.00	7.10
Stormwater	8.75	9.50	9.50	9.50	9.75
Permits and Inspections	11.13	12.95	14.55	16.55	19.80
<b>Enterprise Funds Total</b>	<b>130.88</b>	<b>139.82</b>	<b>143.92</b>	<b>150.55</b>	<b>161.35</b>
<b>ALL FUNDS TOTAL</b>	<b>389.52</b>	<b>402.12</b>	<b>408.22</b>	<b>419.85</b>	<b>436.15</b>

Note: Increases or decreases in FTEs are discussed in division detail sections

## Changes in Authorized Number of City Positions

Department	2013-14		2014-15		2015-16		2016-17		2017-18		2018-19		2019-20	
	F/T	P/T												
City Manager	2.90		2.90		2.90		2.90		2.00		2.00		2.00	
City Clerk	3.00		3.00		3.00		3.00		3.00		3.25		3.25	
Finance	6.00		7.00		8.00		8.00		9.00		9.00		8.00	0.73
Legal	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
Administrative Services	2.00	3.00	4.00	0.45	5.00	0.45	5.00	0.45	6.00	1.40	6.75	0.90	3.75	1.90
Information Services	5.00		5.00		5.00		5.00		5.00		6.00	0.23	6.00	0.73
Human Resources	3.00	2.00	3.00	1.00	3.00	1.00	3.00	1.00	3.00	1.73	3.00	1.73	4.00	1.00
<b>Total General Government</b>	<b>22.90</b>	<b>5.00</b>	<b>25.90</b>	<b>1.45</b>	<b>27.90</b>	<b>1.45</b>	<b>27.90</b>	<b>1.45</b>	<b>29.00</b>	<b>3.13</b>	<b>31.00</b>	<b>2.86</b>	<b>28.00</b>	<b>4.36</b>
Economic Development	2.50		2.50		2.50		2.50		2.65		2.65		2.60	
Planning	6.00	1.00	6.00	0.73	6.00	0.73	6.00	0.73	6.25		6.25		6.65	
Licenses & Enforcement	2.45		2.85		2.85		2.85		2.50	0.05	2.50	0.05	1.20	
<b>Total Comm. Development</b>	<b>10.95</b>	<b>1.00</b>	<b>11.35</b>	<b>0.73</b>	<b>11.35</b>	<b>0.73</b>	<b>11.35</b>	<b>0.73</b>	<b>11.40</b>	<b>0.05</b>	<b>11.40</b>	<b>0.05</b>	<b>10.45</b>	<b>0.00</b>
Fire	46.00	1.00	46.00	0.13	46.00	0.60	46.00	0.60	46.50	0.73	46.50	0.73	48.75	0.73
Police-Administration	3.00		3.00		3.00		3.00		3.00		5.00		0.00	
Police	33.20	1.00	34.17	1.50	35.00	1.96	35.00	1.96	30.00	3.32	26.00	3.42	90.00	5.22
Police-Patrol	48.00	4.00	48.00	1.50	48.00	1.73	48.00	1.73	52.00	1.73	57.00	2.13	0.00	
Police-Parking	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
<b>Total Public Safety</b>	<b>131.20</b>	<b>6.00</b>	<b>132.17</b>	<b>3.13</b>	<b>133.00</b>	<b>4.29</b>	<b>133.00</b>	<b>4.29</b>	<b>132.50</b>	<b>5.78</b>	<b>135.50</b>	<b>6.28</b>	<b>139.75</b>	<b>5.95</b>
Public Works Administration	3.50	0.50	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37	3.95	
Streets	11.25		12.25		13.25		13.25		11.50		11.50		11.50	
Trees	6.00		7.00		7.00		7.00		7.50		7.50		8.50	
Urban Beautification	8.00		8.00		8.00		8.00		10.50		10.50		10.50	
Vehicle Maintenance	5.00		5.00		6.00		6.00		6.00		6.00		7.00	
<b>Total Public Works</b>	<b>33.75</b>	<b>0.50</b>	<b>35.75</b>	<b>0.37</b>	<b>37.75</b>	<b>0.37</b>	<b>37.75</b>	<b>0.37</b>	<b>39.00</b>	<b>0.37</b>	<b>39.00</b>	<b>0.37</b>	<b>41.45</b>	<b>0.00</b>
Parks & Rec Administration	3.00		3.00		3.00		3.00		3.00		3.00		3.00	
Recreation	2.00	1.00	2.00	0.50	2.00	0.50	2.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50
Parks	15.00	4.00	17.73	2.24	17.00	2.97	17.00	2.97	18.00	2.84	18.00	2.84	20.00	2.84
Activities Center	4.00		4.00		5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50
Chisholm Center	4.00	2.00	4.00	1.46	4.00	1.46	4.00	1.46	4.00	1.00	4.00	1.00	4.00	1.00
<b>Total Parks &amp; Recreation</b>	<b>28.00</b>	<b>7.00</b>	<b>30.73</b>	<b>4.20</b>	<b>31.00</b>	<b>5.43</b>	<b>31.00</b>	<b>5.43</b>	<b>33.00</b>	<b>4.84</b>	<b>33.00</b>	<b>4.84</b>	<b>35.00</b>	<b>4.84</b>
<b>Total General Fund</b>	<b>226.80</b>	<b>19.50</b>	<b>235.90</b>	<b>9.88</b>	<b>241.00</b>	<b>12.27</b>	<b>241.00</b>	<b>12.27</b>	<b>244.90</b>	<b>14.17</b>	<b>249.90</b>	<b>14.40</b>	<b>254.65</b>	<b>15.15</b>
<b>Spring Hill CRA Fund</b>	<b>0.00</b>		<b>2.00</b>											
Utilities Administration	7.00	0.50	7.00	0.37	7.00	0.37	7.00	0.37	7.00	0.37	7.00	1.00	9.45	
Engineering	5.00		5.00		5.40		5.40		7.00		7.00		7.00	
Water Production	7.00		7.00		7.00		7.00		7.00		7.00		7.00	
Water Distribution	18.00		18.00		19.00		19.00		22.00		23.00		26.00	
Wastewater Treatment	14.00	1.00	14.00	0.13	15.00	0.13	15.00	0.13	14.00		14.00		13.00	1.00
Wastewater Collections	7.00		7.00		7.00		7.00		8.00		8.00		8.00	
Utilities Maintenance	12.00		14.00		15.00		15.00		17.00		19.00		21.00	
Maintenance/Construction	12.00		10.00		10.50		10.50		10.50		11.50		11.25	
Customer Service	16.00		17.00		18.00		18.00		19.00		19.00		19.00	
<b>Total Water &amp; Sewer Fund</b>	<b>98.00</b>	<b>1.50</b>	<b>99.00</b>	<b>0.50</b>	<b>103.90</b>	<b>0.50</b>	<b>103.90</b>	<b>0.50</b>	<b>111.50</b>	<b>0.37</b>	<b>115.50</b>	<b>1.00</b>	<b>121.70</b>	<b>1.00</b>
<b>Municipal Airport Fund</b>	<b>5.50</b>		<b>5.50</b>		<b>6.00</b>		<b>6.00</b>		<b>8.00</b>		<b>8.00</b>		<b>7.10</b>	
<b>Stormwater Fund</b>	<b>8.75</b>		<b>8.75</b>		<b>8.75</b>		<b>8.75</b>		<b>9.50</b>		<b>9.50</b>		<b>9.75</b>	
<b>Permits &amp; Inspections Fund</b>	<b>9.75</b>	<b>1.00</b>	<b>9.75</b>	<b>0.38</b>	<b>11.75</b>	<b>0.38</b>	<b>11.75</b>	<b>0.38</b>	<b>14.10</b>	<b>0.45</b>	<b>16.10</b>	<b>0.45</b>	<b>19.80</b>	
<b>Total Authorized Positions</b>	<b>348.80</b>	<b>22.00</b>	<b>358.90</b>	<b>10.76</b>	<b>371.40</b>	<b>13.15</b>	<b>371.40</b>	<b>13.15</b>	<b>388.00</b>	<b>14.99</b>	<b>399.00</b>	<b>15.85</b>	<b>415.00</b>	<b>16.15</b>

Note: Excludes mayor and commission (5 F/T).

# STATISTICS

## Miscellaneous Statistical Information

Date of Incorporation March 11, 1882

Form of Government Commission/Manager

Estimated Population in 2019: 33,532

Unemployment in July 2019:

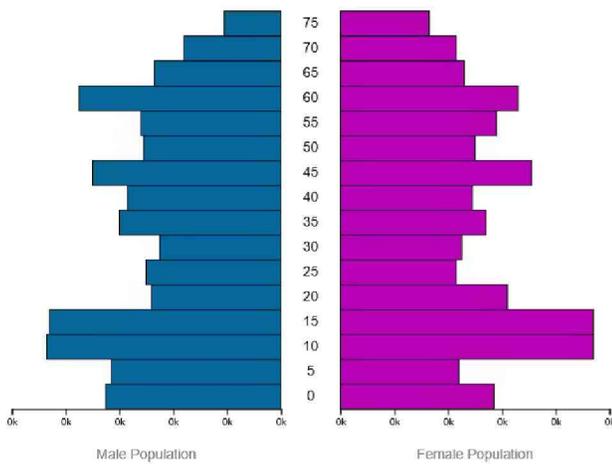
DeLand:  4.2%

Florida:  11.0%

2019 Cost of living index in DeLand: 93.5  
(Less than average, U.S. average is 100)

<http://www.homefacts.com/unemployment/Florida/Volusia-County/Deland.html>

DeLand FL Population Pyramid 2018



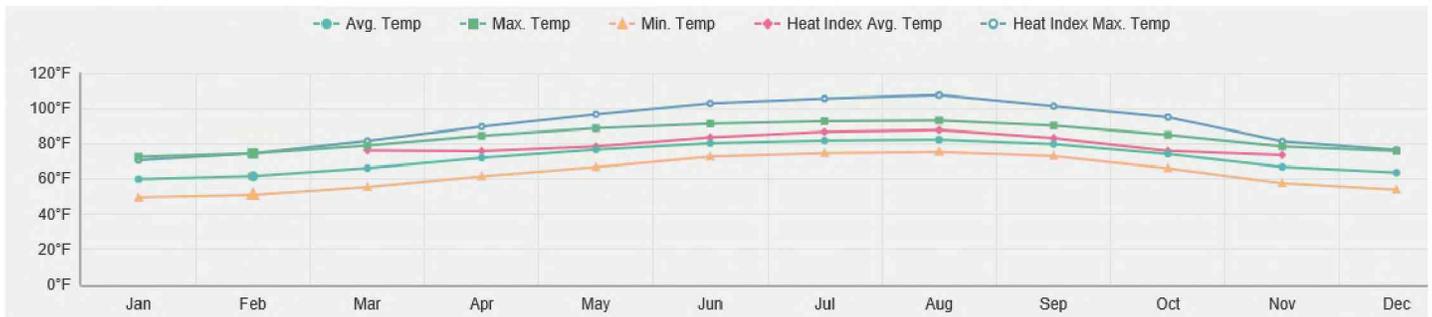
### Races in DeLand in 2019

- White Population: 25,685
- Black or African American Population: 5,412
- Some Other Race Population: 661
- Two or More Races Population: 868
- Asian Population: 788
- American Indian and Alaska Native Population: 101
- Native Hawaiian and Other Pacific Islander Population: 17

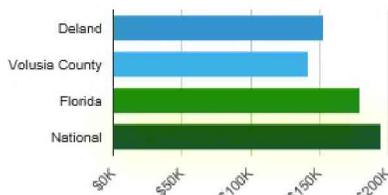
Source:

<https://www.bestplaces.net/cost-of-living/deland-fl/deland-fl/50000>

### Average Monthly DeLand Temperature With Heat Index

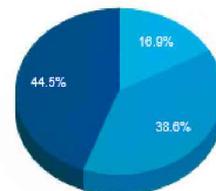


### DeLand, FL Median Home Value



### DeLand, FL Housing Inventory

- Property Type
- Vacant: 16.9%
  - Rented: 38.6%
  - Owned: 44.5%



Florida law mandates a minimum sales tax rate of 6%, collected by the state government to provide services to all Floridians. However, the law also provides for a local option sales tax that lets each county set its own local tax that is collected on top of the general state rate. The rate for DeLand, which is mandated by Volusia County, is 6.5%.

## Counts as of September 2019

Area	18.90	Square Miles	
	133.53	Miles Paved Streets	
	0.25	Miles Unpaved Streets	
	281.00	Miles Primary Water Mains	
	211.00	Miles Primary Sewer Mains	
	58.00	Miles Reclaim Mains	
Public Education	6	Elementary	
	2	Middle	
	1	High	
	3	College	
Fire Protection	3	Station	
	45.00	Fire/EMS Employees	
	1.00	Fire Prevention Employees	
	4.50	Administrative Staff Employees	
	0.50	Civilian Employees	
Police Protection	1	Station	
	71	Police Officers	
	5	Reserve Police Officers	
	93	Cars/Trucks	
	4	Motorcycles	
Airport	239	Base Aircraft	
City Utilities	80+/-	Sq. Miles Utility Service Area	4,844 MGD Water Plant (daily avg.)
	10	Water Plants	3.49 MGD Wastewater Plant (daily avg)
	19	Major Wells	1,011 Reclaim Accounts
	125	Sewer Lift Station	22,140 Water Accounts
	1	Wastewater Treatment Plant	15,073 Sewer Accounts
Recreation Facilities	1	Football Stadium	9 Parks & Playgrounds
	1	Baseball Stadium	1 Swimming Pool
	8	Ball Fields	5 Soccer/Football Fields
	6	Tennis Courts	8 Outdoor Basketball Courts
	20	Shuffleboard Courts	1 Gymnasium
	3	Historical/Museum Sites	114 Acres of Recreation Lands
	2	Recreation Centers	6 Pickleball Courts

## Principal Taxpayers as of September 2019

	Tax Payer	2019 Taxable Value
1	KPR US LLC	52,894,009
2	Duke Energy Florida Inc	15,521,506
3	OK Victoria Gardens LLP	13,770,516
4	West Volusia Investors LLC	13,621,480
5	TKG DeLand Perm LLC	13,283,208
6	Wal Mart Stores East LP	12,957,450
7	Kinspan Insulated Panels Inc	12,291,153
8	Carrington Place Property Holdings LLC	11,345,289
9	Cloisters RHF Housing LLC	11,165,677
10	BRE Retail NP Owner 1 LLC	9,501,145

Source: <http://vcpa.vcqv.org/DeLand2019F.pdf>

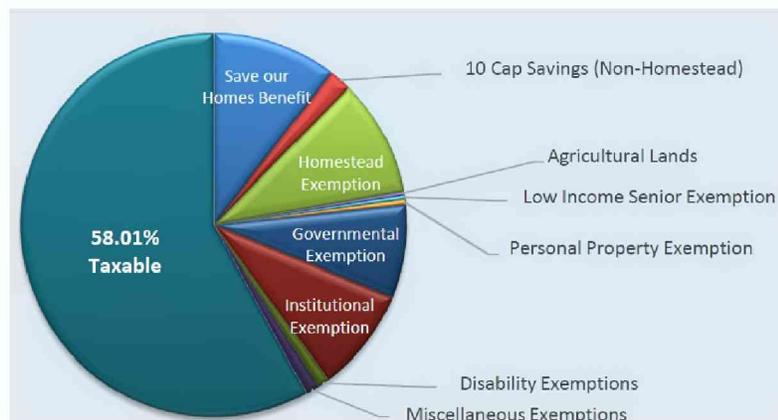
## Property Tax Statistical Information

### % Annual Change in Just and Taxable Values



### Just Value Breakdown

Assessment Differentials/Exemptions	Value	% of Just
Save our Homes Benefit	\$349,215,132	10.49%
10 Cap Savings (Non-Homestead)	\$62,581,128	1.88%
Homestead Exemption	\$326,851,497	9.82%
Agricultural Lands	\$10,112,913	0.30%
Low Income Senior Exemption	\$11,662,262	0.35%
Personal Property Exemption	\$14,801,188	0.44%
Governmental Exemption	\$261,603,966	7.86%
Institutional Exemption	\$290,547,084	8.73%
Disability Exemptions	\$31,974,714	0.96%
Miscellaneous Exemptions	\$37,997,771	1.14%
<b>Taxable</b>	<b>\$1,930,534,200</b>	<b>58.01%</b>



Source: County of Volusia Property Appraiser's website <http://vcpa.vcgov.org/DeLand2019F.pdf>

# ACRONYMS AND GLOSSARY

## Acronyms

AAAE	American Association of Airport Executives	DSIP	Distribution System Improvement Project
ABP	Automatic Bank Payment	DSRA	DeLand Sports Redevelopment Association
ADA	Americans with Disabilities Act	DUI	Driving Under the Influence
AED	Automated External Defibrillator	EAP	Employee Assistance Program
ALS	Advanced Life Support	EAR	Evaluation and Appraisal Report
ANTN	Airport News and Training Network	ECHO	Ecological, Cultural, Heritage, Outdoors
APP	Art in Public Places	EECBG	Energy Efficiency Community Block Grant
APWA	American Public Works Association	EEO	Equal Employment Opportunity
AWOS	Automatic Weather Observation System	EEOC	Equal Employment Opportunity Commission
AWWA	American Water Works Association	EMS	Emergency Medical Services
BAM	Biosorption Activated Media	EMT	Emergency Medical Technician
BLS	Basic Life Support	EOC	Emergency Operations Center
BOA	Board of Adjustments	EPA	Environmental Protection Agency
BOLO	Be On the Look Out	ERU	Equivalent Residential Unit
BPAC	Bicycle Path Advisory Committee	ESF	Emergency Support Function
C/O	Carry Over Funds	FAA	Federal Aviation Authority
CAD	Computer Aided Dispatch	FBC	Florida Benchmarking Consortium
CAFR	Comprehensive Annual Financial Report	FBO	Fixed Base Operator
CATF	Citizens Advisory Task Force	FDEP	Florida Department of Environmental Protection
CBA	Collective Bargaining Agreement	FDOT	Florida Department of Transportation
CBAC	Citizens Budget Advisory Committee	FDLE	Florida Department of Law Enforcement
CDBG	Community Development Block Grant	FEMA	Federal Emergency Management Agency
CDL	Commercial Drivers License	FGBC	Florida Green Building Coalition
CEI	Construction Engineering Inspection	FLC	Florida League of Cities
CEMP	Comprehensive Emergency Management Plan	FM	Fleet Maintenance
CERT	Community Emergency Response Team	FRDAP	Florida Recreation Development Assistance Program
CEU	Continuing Education Units	FSA	Flexible Spending Account
CFCDC	Central Florida Community Development Corporation	F/T	Full Time
CFS	Calls for Service	FTE	Full Time Equivalents
CGFO	Certified Government Finance Officer	FY	Fiscal Year
CIP	Capital Improvement Program	GAAP	Generally Accepted Accounting Principles
CIU	Criminal Investigation Unit	GASB	Governmental Accounting Standards Board
CJIS	Criminal Justice Information System	GFOA	Government Finance Officers Association
CMS	Concurrency Management System	GIS	Geographic Information Services
COLA	Cost of Living Adjustment	GO	General Obligation
COP	Community Oriented Policing	GPS	Global Positioning System
CPA	Certified Public Accountant	GST	Ground Storage Tank
CPFO	Certified Public Finance Officer	HMO	Health Maintenance Organization
CPR	Cardiac Pulmonary Resuscitation	HR	Human Resources
CPI	Consumer Price Index	HRA	Health Reimbursement Account
CRA	Community Redevelopment Agency	HRS	Health Resource Services
CSO	Community Service Officer	HUD	Housing and Urban Development
CUP	Consumptive Use Permit	HVAC	Heating Ventilating Air Conditioning
DARE	Drug Awareness Resistance Education	IACP	International Association of Chiefs of Police
DER	Department of Environmental Regulation	ICMA	International City/County Management Association
DHA	DeLand Housing Authority	IFAK	Individual First Aid Kit
DHS	DeLand High School	IVR/IWR	Interactive Voice Response/Interactive Web Response
DNAS	DeLand Naval Air Station	ISO	Insurance Service Office
DOC	Department of Corrections	IT	Information Technology
DOJ	Department of Justice	IUPA	International Union of Police Associations
DOT	Department of Transportation	JACIP	Joint Automated Capital Improvements Plan
DRI	Development of Regional Impact	JAG	Justice Assistance Grant
DSC	Daytona State College	JPA	Joint Participation Agreement
DSP	Dispatched	LDR	Land Development Regulation

LED	Light Emitting Diode	RMP	Risk Management Plan
LFA	Lower Floridian Aquifer	RTU	Remote Telemetry Unit
LLEBG	Local Law Enforcement Block Grant	SARA	Scan Analysis Response Assessment
LOGT	Local Option Gas Tax	SB	Senate Bill
LUCA	Local Update of Census Addresses	SCADA	System Control and Data Acquisition
MFL	Minimum Flow and Levels	SCBA	Self Contained Breathing Apparatus
MFR	Minimum Flow Region	SJRWMD	St. Johns River Water Management District
MGD	Million Gallons Daily	SW	Stormwater
Mhz	Megahertz radio frequency unit	SWAC	South West Activity Center
MMTD	Multimodal Transportation District	TBD	To Be Determined
MOT	Maintenance of Traffic	TCIA	Tree Care Industry Association
MPO	Metropolitan Planning Organization	TDB	Transportation Data Base
MSA	Mine Safety Appliances	TID	Tax Increment District
MUTCD	Manual on Uniform Traffic Control Devices	TIDF	Tax Increment District Funding
NDB	Non-Directional Beacon	TMDL	Total Maximum Daily Loads
NELAC	National Environmental Laboratory Accreditation Counsel	TRC	Technical Review Committee
NFPA	National Fire Protection Association	TRIM	Truth-In-Millage
NIMS	National Incident Management System	TVEDC	Team Volusia Economic Development Corporation
NPDES	National Pollutant Discharge Elimination System	UCR	Uniform Crime Reporting
OPEB	Other Post employment Benefits	USEPA	United States Environmental Protection Agency
PAL	Police Athletic League	VCSO	Volusia County Sheriff's Office
PC	Personal Computer	VFD	Variable Frequency Drive
PDE	Planning, Design and Engineering	VOIP	Voice Over Internet Protocol
PILOT	Payment in Lieu of Taxes	WAV	Water Authority of Volusia
PMI	Preventive Maintenance Inspection	WP	Water Plant
POP	Problem Oriented Policing	WPA	Works Project Administration
PPE	Personal Protective Vests	WRF	Wastewater Reclamation Facility
PRIMA	Professional Risk Managers Association	WTP	Water Treatment Plant
P/T	Part Time	WVWS	West Volusia Water Suppliers
QA	Quality Assurance	WW	Wastewater
QC	Quality Control	WWTP	Wastewater Treatment Plant
RAS	Return Activated Sludge	YMCA	Young Men's Christian Association
RFP	Request for Proposals		
RMS	Records Management System		

## Glossary

Account	Financial reporting unit for budget, management, or accounting purposes.
Accounts Payable	The amounts owed to others for goods and services received.
Accounts Receivable	The amounts due from others for goods furnished and services rendered.
Accrual Basis	The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.
Actual Prior Year	Actual amounts for the fiscal year preceding the current fiscal year which proceeds the budget fiscal year.
Aggregate Millage Rate	A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body (City Commission for DeLand) by the taxable value of the municipality. Expresses an average tax rate.
Allocation	Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.
Amendments	Process in which budget appropriations for revenues and/or expenditures are increased or decreased as a result of unanticipated circumstances or changes in planned activities. Amendments must be approved by the City Commission.
Amortization	Payment of a debt by regular intervals over a specific period of time.
Annexation	The process by which an unincorporated area is brought into a city. Rules governing annexation are established by State Statute.
Appropriation	Legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.
Asset	Resources owned or held by a government which have monetary value.
Assessed Valuation	A valuation of real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the 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 and other miscellaneous accounts receivables estimated to not be collected.
Balanced Budget	A budget in which planned available funds equal planned expenditures.
Benchmarking	Process of comparing organizational practices to those of peer organizations as a basis for developing and striving to exceed standards.
Bond	A promise to repay a fixed principal amount on a future date; typically offer semi-annual interest payments.
Bond Covenants	Agreements made to assure bond holders that sufficient money will be available to pay bonds.
Bond Proceeds	The money paid to the issuer by the purchaser or underwriter for a new issue of municipal bonds, used to finance the project or purpose for which the bonds were issued and to pay certain costs of issuance as may be provided in the bond resolution.
Bond Rating	The rating established by a rating company (Moody's, Stand and Poors, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.
Bond Refinancing	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond covenants.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.
Budgetary Basis	This refers to 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 which the City follows in the preparation and adoption of the budget.

Budget Deficit	Amount by which the City's budget outlays exceed its budget receipts for a given period, usually a fiscal year.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
CIP	Capital Improvement Program. A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the government is to have a part, and specifies the full resources estimated to be available to finance the projected expenditure.
Capital Outlay	Fixed assets which have a value of \$750 or more and a useful economic lifetime of more than one year.
Comprehensive Plan	The Comprehensive Plan consists of goals, objectives, policies, supporting documentation and a Land Use Map which work in concert to guide future growth and development in DeLand. The adopted plan is in accordance with Florida Statutes and consists of nine elements in such areas as future land use, traffic circulation, housing, public service, recreation and capital improvements.
CDBG	Community Development Block Grant. An entitlement grant program authorized by the federal government which provides a federal grant for each year in which the program is authorized by Congress. The City has entered into a cooperation agreement with Volusia County as an urban county for CDBG funds. Funds are distributed to the participating agencies based on population.
CRA	The Community Redevelopment Agency is a revenue generating mechanism used to finance capital improvements in an area suffering from blighted conditions. As the property is improved, the difference between the original tax assessment and the revised assessment is returned to the CRA fund.
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).
Contingency	Amount budgeted to meet unexpected operating expenditures which occur during the current year.
Contractual Services	Services rendered to the city by private firms, individuals, or other governmental agencies. Examples include rent, maintenance agreements and professional consulting services.
Debt Ratios	Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue.
Debt Service	The annual payments required to support debt issues, including interest and principal payments.
Department	Organizational unit of government which is functionally unique in delivery of services.
Depreciation	Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset, and each period is charged with a portion of such costs.
Effective Drainage Unit [EDU]	The standard unit used to express the stormwater burden expected to be generated by each parcel of property. Based upon the average impervious area derived from a statistically valid sample of single family parcels, the City of DeLand has computed an "EDU Value" of 3,100 square feet, which shall be used to calculate the number of EDUs attributable to each developed property.
Employee Fringe Benefits	Contributions made by the city to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for various pension, medical and life insurance plans as well as funding provided to employees for selection of other benefits and services.
Encumbrance	Purchase orders charged to an appropriation and for which a part of the appropriation is obligated.
Enterprise Fund	A fund established for services that are predominantly self-supported by user fees and charges.
Expenditures	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlays.
Expenses	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.
Fees	A general term used for any charge levied by government for providing a service, permitting an activity, or imposing a fine or penalty. Fees are sometimes included in the broader context of user charges.
Fiscal Year	A twelve month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of operations. DeLand's fiscal year begins October 1 <sup>st</sup> and ends September 30 <sup>th</sup> of each year.
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land building, improvements other than buildings, machinery and equipment.

Franchise Fees	A fee assessed on a business, usually a public utility, in return for the right to operate in side the city limits. The City of DeLand has granted franchises for electric, gas, cable television, solid waste removal and telephone service.
Fringe benefits	Job related benefits, such as pension, paid vacation and holidays, and insurances, which are included in an employee's compensation package.
FTE	Full-time Equivalent Position. A position converted to the decimal equivalent of a full time position based on total number of hours required in a year for full time status. For example an employee whose full time basis is 2,080 hours per year but works 20 hours a week would be the equivalent to .5 of a full-time position.
Functions	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public works, recreation.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds.
General Fund	This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits and grants. This fund accounts for the general operating expenditures of the city including police and fire protection, public works, parks and recreation, planning and development and general administration.
GAAP	Generally Accepted Accounting Principles. Uniform minimum guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.
General Obligation Bonds	Bonds which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issue and require voter approval prior to issuance in the State of Florida.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Governmental Fund	A fund which has a measurement focus of financial position and changes in financial position (sources, uses and balances of financial resources) rather than upon net income.
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.
Impervious Area	Hard surfaced areas which either prevent or severely restrict the entry of water into the soil mantle and/or cause water to run off the surface in greater quantities or at an increased rate of flow from that present under national conditions prior to development. Common impervious surfaces include, but are not limited to, rooftops, sidewalks, walkways, patio areas, driveways, parking lots, etc.
Indirect Costs	Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.
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.
Intergovernmental Revenue	Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).
Legally Adopted Budget	The total of the budgets of each City fund including budgeted transactions between funds.
Levy	To impose taxes for the support of government activities.
Local Option Gas Tax	An ordinance adopted by the County Council of Volusia County, Florida pursuant to section 36.025(1)(b), F.S. levying and imposing a local option fuel tax of 6 cents upon every gallon of motor fuel sold with proceeds distributed based on an Interlocal Agreement with the cities in the county. Effective January 1, 2000, an additional 5 cents was levied and imposed upon every gallon of motor fuel oil, excluding diesel. The funds are used for transportation related expenditures.

Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mill	One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.
Millage Rate	A rate expressed in thousands. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable values.
Mission	Statement of purpose that defines the business of the organization.
Modified Accrual Basis	The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period”. Expenditures are recognized when the related fund liability is incurred except for, but not limited to: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar item which need not be reported; (3) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.
Objective	A simple stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should state a specific performance for a given program. An operational objective focuses on service delivery. A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development etc.
Operating Transfers	Legally authorized transfers between object codes as needed to balance specific line items.
Performance Budget	A budget which relates expenditures to measures of activity and performance.
Performance Measures	The annual adopted budget for each department, and for service divisions within the departments, includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards and outcomes.
Program Budget	A budget organized by programs. A program used in this application is a grouping of related activities, projects and services which are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.
Program Performance Budget	Combines performance measures with a program budget structure.
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.
Resolution	A formal expression of the consensus at a meeting of the City Commission, arrived at after discussion and as the result of a vote. For example, a resolution may declare approval of action to be taken by staff or a declaration of an important event.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise Fund.
Revenues	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, charges for services, licenses and permits and intergovernmental revenues.
Rolled-Back Rate	The millage rate which would generate the same ad valorem tax revenue as was generated the previous year, excluding changes in taxable valuation resulting from new construction, annexation or de-annexation.
Service Level	Service(s) or product(s) which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results, not measures of workload.
Special Assessment Bonds	Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.
Special Revenue Funds	Funds set up to account for the proceeds of specific revenue sources (other than expendable trusts for for major capital projects) that are legally restricted to expenditure for specified purposes.
Statute	A written law enacted by a duly organized and constituted legislative body
Strategic Plan	A document that clearly sets forth the vision the Commission has for the community. The City’s strategic plan was developed with input from the community and is to be reviewed annually by the Commission.
Surtax	A tax levied in addition to an existing tax.
Tax Base	The cumulative value of all property in the City used for computing the ad valorem taxes levied against property.

Tax Increment Bonds	Bonds secured by the incremental property tax revenues generated from a redevelopment project area – the City’s downtown district.
Tax Increment Fund	A fund that receives revenues from taxes generated by increases in property values. Taxes generated by base (unchanged property) values continue to accrue to another fund. See Community Redevelopment Trust Fund.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
Tax Rate	The amount of tax stated in terms of a unit of the tax base; for example, 5 mills equals 5 dollars per thousand of taxable value.
Taxable Valuation	The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed, if the owner uses the property as the principle residence. There are also exemptions for disability, government-owned and non-profit-owned property
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.
Trim Notice	“Truth in Millage”, a tentative tax notice sent to all property owners in August to provide information reflecting tentatively-adopted millage rates.
Trust	A fund held and managed by the City of others and/or for a specific purpose.
Vision	A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful.
Wetlands	Low lying land usually located from a large body of water and extending inland. Often this expanse is underwater depending on the level of the tide.
Working Capital	Funds necessary for the routine operation of an entity. These funds would allow for payment of personnel, operating, and debt service payments.