



# 2021-2022 ANNUAL BUDGET



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# CITY OF DELAND, FLORIDA

## ANNUAL BUDGET

### FISCAL YEAR

OCTOBER 1, 2021 THROUGH SEPTEMBER 30, 2022

#### **Mayor/Commissioner**

Robert F. Apgar

#### **Commissioners**

Christopher M. Cloudman

Jessica C. Davis

Charles D. Paiva

Kevin S. Reid

#### **City Manager**

Michael P. Pleus

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

Julie A. Hennessy

#### **Finance Director**

Daniel A. Stauffer

#### **Public Services Director**

Chad A. Gamble

#### **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**

Ramon L. Underwood III

#### **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 2021-2022 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 statistics 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 36.89% 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 *2021-22 BUDGET* column reflects the budget adopted by the City Commission on September 20, 2021.

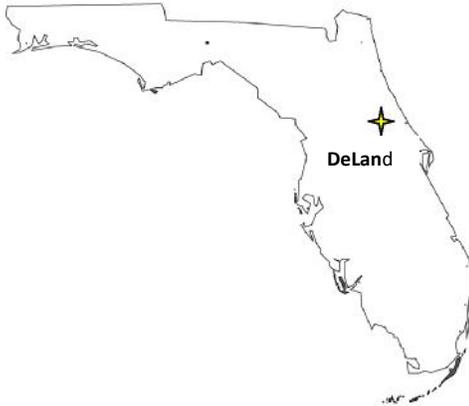
The Capital Improvement Plan section of this document includes a summarized version of the Five-Year Capital Improvement Program (CIP) for fiscal years 2022 through 2026. The projects programmed for fiscal year 2022 are adopted as part of the 2021-2022 annual budget.

Any questions regarding the material presented should be directed to the Finance Director at (386) 626-7079.

For more budget information, including budget resolutions and budget amendments adopted throughout the year, please visit: <https://www.deland.org/resources/budgets>

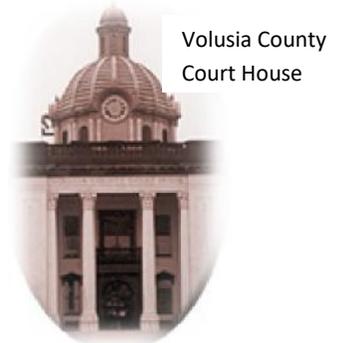
## CITY PROFILE

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.



Volusia County  
Court House

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.

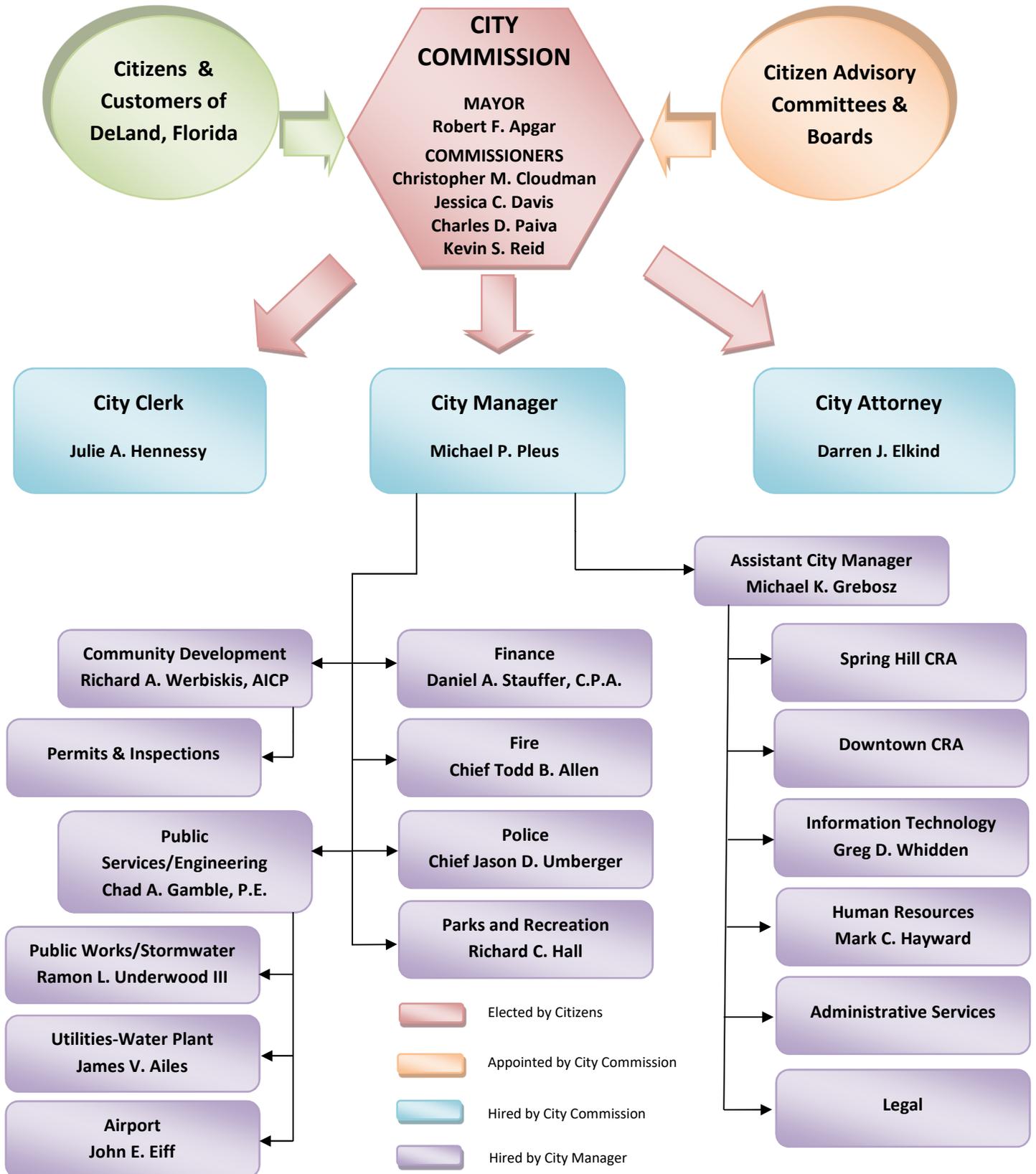


Fish Building located in downtown DeLand

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

The International City/County Management Association is the leading organization of local government professionals dedicated to creating and sustaining thriving communities throughout the world.

Each year ICMA gives Certificates in Performance Management to recognize programs that instill a culture of performance management, pursue comparative analysis and data-informed decision-making, and promote transparency.

The City of DeLand is honored to again receive the Certificate of Achievement in 2021.



## 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 01, 2020**

*Christopher P. Morill*

**Executive Director**

# Budget Message

October 1, 2021

Last year was one of the most challenging years we have experienced in local government. At the start of 2020, DeLand was poised for another great year economically from the standpoint of business growth, low unemployment and property values. However, we were facing some challenges dealing with the impacts of growth and having sufficient capacity to service it. Despite the discussions the City Commission had last year on ways in which to address those deficiencies, the COVID-19 pandemic forced us to alter those strategies and focus on ways in which we can simply maintain existing capacity and do our best to address community needs while we all work through the impacts of COVID-19.

A year later we are climbing out of the pandemic driven recession and its economic impacts. I am pleased to inform you that revenues were not impacted as much as we predicted and are looking strong for FY 21-22. As a result, we turn back to the focus we had at the beginning of 2020 by addressing capacity needs to serve an ever-growing population. In addition, the voters approved a \$15/hr. minimum wage that will have a significant impact on our recruitment and retention of a capable workforce ready to serve our residents.

## **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. Five 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 5 years.

## **STRATEGIC PLAN UPDATE**

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. During our Strategic Planning session, the City Commission discussed some increases in personnel and ways in which we can improve employee retention and longevity to include the implementation of the \$15/hr. minimum wage as soon as possible. Additionally, the Commission discussed the need for improvements to our gateways, increasing our investment in infrastructure such as road resurfacing, sidewalks, trails, bringing new businesses to DeLand, and the development and/or support of workforce housing for our community.

Over the past 21 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. 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 even in difficult financial times. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2021/2022.

## OVERVIEW

General Fund	\$	40,515,874
Confiscated Trust Fund	\$	3,000
Homeless Shelter Fund	\$	551,677
Spring Hill CRA Fund	\$	354,967
Governmental Impact Fees Trust Fund	\$	1,297,807
Downtown CRA Fund	\$	599,649
Grants & Special Revenue Fund	\$	7,158,889
Debt Service Fund	\$	1,791,364
Capital Fund	\$	2,311,835
Water & Sewer Fund	\$	35,863,326
Water & Wastewater Trust Fund	\$	6,358,186
Airport Fund	\$	2,455,062
Refuse Collection Fund	\$	4,065,500
Stormwater Fund	\$	2,628,037
Permits & Inspections Fund	\$	2,463,525
Health Insurance Cost Containment Fund	\$	610,670
Workers' Compensation Self-Insurance Fund	\$	815,167
<b>Total FY 2021-2022 City Budget</b>	<b>\$</b>	<b>109,844,535</b>

## GENERAL FUND

### *Revenue*

The total preliminary estimated taxable value for FY 21/22 is \$2,286,653,644. This is an increase of \$179,028,591 or 8.49% and includes \$89,053,496 in new construction and annexations. 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. Two years ago, the Commission dedicated .2 mills to the Capital Fund. Given the budget savings from each of the past five years, the capital reserve has increased to \$9,000,000. Therefore, the dedicated millage is not needed this year as the FY 21/22 capital program can be funded from the reserve. That said, the implementation of the \$15/hr. wage along with the pay study, is \$2.226 million in FY 21/22. This equates to nearly a full mil in the ad valorem rate. Even with the cost of the \$15/hr. wage implementation, the approved ad valorem rate of 6.7841 remained the same as FY 20/21 and represents a 4.05% increase over the rolled back rate of 6.5200. Based upon this rate, the ad valorem tax revenue for the year will be \$14,361,587 for the General Fund. Total ad valorem revenues, including delinquent taxes, for FY 21/22 is \$14,391,648 an increase of \$1,474,986 from the prior year.

Given the economic recovery we are experiencing, staff is projecting a \$2,743,406 increase in other revenues to include \$160,364 in Local Option Fuel, Use and Taxes, \$362,011 in Utility Services Tax, \$39,986 in Local Business Tax, \$41,568 in Franchise Fees, \$1,159,794 in State Shared Revenue, and \$140,438 in Charges for Services. Additionally, there is another \$606,576 in Grant Revenues which includes \$291,180 for five new fire fighters and \$50,000 of American Recovery Plan Act funds for the Bridge. These increases combined with an increase in ad valorem results in a net increase in revenue of \$4,218,392. Additionally, this budget includes the use of the Capital Reserves (\$4,369,165), Tree Reserves (\$363,192) and Lot Maintenance Reserves (\$11,500).

**Expenditures/Programs**

The recommended budget increases General Fund expenditures from \$31,956,460 in FY 20/21 to \$40,515,874 or an increase of 26.78%. There are 286.61 FTEs in the proposed General Fund budget. There are 13.81 new positions including: 5 New Fire Fighters (\$354,055), 2 Police Officers (\$181,101), Administrative Assistant – City Clerk (\$25,153), Public Safety Community Information Specialist (\$63,877), IT Security Analyst (\$67,214), Community Development Deputy Director (Split with Permits & Inspections) (\$62,348), Maintenance Worker – Streets (\$42,517), Equipment Operator – Streets (\$48,247), Part-Time Sport Turf Specialist – Parks (\$39,590), Irrigation Technician – Parks (\$50,665) and a Part-Time Fire Inspector (\$13,425). The budget also includes \$236,925 to implement the new Pay Plan and \$1,989,569 to implement the \$15/hr. wage adjustments. These amounts do not include funds set aside in the enterprise funds. Overall, expenses have increased mostly due to operating expenditures that were cut last year due to COVID and a fairly large increase in operating supplies cost. The budget also includes additional funds for Gateway Improvement Grants (\$100,000), Implementation of Intermittent Advance Life Support Services (\$150,000), Comprehensive Plan Update and LDR Revisions (\$60,000), Economic Development Digital Marketing (\$15,000) and increases to include: Building & Equipment Maintenance (\$352,396), Insurance (\$24,150), and Retirement Contributions (\$624,554). The FY 21/22 also eliminates debt service payments for City Hall and Fire Station 83 in anticipation of those notes being paid off prior to the new fiscal year. The combined payoff of those notes is \$2,539,072 and eliminates \$247,925 in annual debt service payments.

The recommended budget includes Capital (\$8,470,724) and Operating Capital (\$570,939). To fund the proposed capital budget in the Grants and Special Revenue Fund (\$6,158,889), there is \$1,547,380 in transfers from Capital Reserves in the General Fund, \$200,000 in transfers from Park Impact Fees in the GIFT Fund and \$4,411,509 in grants which includes a \$2,899,272 contribution from Stetson for the renovation of Melching Field at Conard Park. To fund the proposed capital budget in the Capital Fund (\$2,311,835), there is \$1,671,683 in transfers from Capital Reserves and \$307,192 in transfers from Tree Reserves in the General Fund, \$135,000 in transfers from Fire Impact Fees in the Gift Fund and \$197,960 in transfers from other funds (some items such as Information Technology are for multiple departments). A substantial portion of the increase in General Fund expenditures is a result of the Capital programmed in the budget. In the Grants and Special Revenue Fund, there is \$284,357 included from the Local Option Fuel Tax and \$240,367 included from the 1% PILOT from the General Fund for road resurfacing along with an additional \$475,276 from Capital Reserve in the General Fund to increase our investment in road resurfacing to \$1 million. Staff also discussed the possibility of constructing additional sidewalks and trails in key areas. All the potential projects would be in County right of way therefore staff has reached out to the County to determine if there are partnership opportunities. If so, those projects could be funded from the capital reserve but are not included in the budget at this point. Therefore, the combined Capital (\$8,470,724), Road Resurfacing (\$1,000,000), and Operating Capital (\$570,939) investment is \$10,041,663. The capital items include:

Level Pavers in Civic Plaza	\$ 5,200
Meeting Room Chair Replacement in City Hall	\$ 12,000
<b>Total Administrative Services Capital</b>	<b>\$ 17,200</b>

Accela Platform Enhancements	\$ 75,000
Cellebrite Forensic Cell Phone Analysis Software	\$ 17,500
Clear Gov Budget Software	\$ 12,400
Fortigate Replacement Firewalls	\$ 43,696
Laserfiche Upgrade/Workflow	\$ 80,000
Lexipol	\$ 29,500

Live Scanner System	\$ 6,300
Microsoft Server 2019	\$ 36,500
Replacement Copier	\$ 14,154
Server Replacement	\$ 72,000
Sperling Sports Complex Optical Network	\$ 14,500
Large Format Plotter	\$ 5,000
<b>Total IT Capital</b>	<b>\$ 406,550</b>

Fire Station 81 FFE	\$ 51,249
Fire Station 81 Reserve Garage	\$ 410,000
<b>Total Fire Capital Replacement</b>	<b>\$ 461,249</b>

PD Parking Lot Security Fencing	\$ 181,000
Replace Vehicles – 6	\$ 351,084
<b>Total Police Capital</b>	<b>\$ 532,084</b>

Bucket Truck	\$ 250,344
Excavator	\$ 58,178
Trailers - 2	\$ 10,650
Thermo Sign Printer	\$ 28,755
Tractor/Mower	\$ 34,504
Handliner 360	\$ 13,075
Bulldozer Replacement	\$ 162,157
Mower Replacement - 3	\$ 27,534
Truck/Vehicle Replacement - 3	\$ 78,676
Stone Street – Right of Way and ADA Improvements	\$ 120,000
<b>Total Public Works Capital</b>	<b>\$ 783,873</b>

Melching Field Renovation – Offset by 50% Share from Stetson University	\$ 5,798,544
Replace Playground Equipment at Jackson Lane Park	\$ 198,345
Roof Replacement Fish Hospital	\$ 80,000
Tractor Replacement	\$ 19,086
Shade Structure – Chisholm Center	\$ 42,000
Truck Replacement	\$ 36,973
Sodcutter Replacement	\$ 6,150
Mower Replacement – 4	\$ 35,440
Blackout Drapes – Sanborn Center	\$ 9,830
A/C Replacement – Fish Hospital, Chisholm Gym, Burgess Building	\$ 43,400
<b>Total Parks and Recreation Capital</b>	<b>\$ 6,269,768</b>

Other expenditures included in this year's budget are:

- DeLand's participation in the Bridge (\$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 \$361,361 in reserve contingencies.

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

Despite the challenges of dealing with the impacts of a global pandemic, DeLand has proven to be a great place to live, work and play as evidenced by our current real estate market. The City's reputation of being a quality place to live has led to many new businesses and residents wanting to relocate here. Despite the pandemic in 2020, we issued 458 residential and 10 commercial building permits totaling \$89,575,787 million in construction value. Property values this year are estimated at 2.2 billion.

Since the great recession, DeLand has really tried to keep costs down for our residents. In order to do so we made significant cuts in personnel, capital and operating costs. However, given the reduction in personnel in 2008, and a capital program that has not kept pace, all departments have significant personnel and capital requests to keep pace with demand and growth along with deferred maintenance on City facilities and significant increases in operating supply costs. We have seen our road resurfacing program go from 20 years to 40 years. Additionally, over the past six months we have seen position vacancies rise to unprecedented levels. Some of this is likely caused by the pandemic; however, the most recent pay plan shows that salaries for the lower one-third of the organization are well behind other agencies. Additionally, the voters approved a \$15 minimum wage this past October which has put tremendous pressure on service sector and local government wages. During our annual strategic planning session, the City Commission discussed some strategies to overcome those gaps in service capacity. Last year due to the pandemic we were not able to fund any new positions in the general fund and capital investment was modest which only added to the gaps in service capacity. As a result, the FY 21/22 budget includes a significant investment in additional personnel and capital. Additionally, the budget includes the largest investment in road resurfacing ever made by the City as well as the most forward looking and comprehensive solution the City has ever undertaken to address employee compensation so that we can recruit and retain a great workforce to serve our residents.

This year, we have continued to make 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 at all levels of the organization. Given retirements in FY 20/21 and pending retirements in FY 21/22, there will continue to be succession planning challenges.

## **WATER AND SEWER FUND**

### ***Revenue***

The Water and Sewer budget for FY 21/22 totals \$35,863,326, which is an increase of 57.36%, largely due the construction of a new Utilities Administration Building. The Commission approved a new rate structure implemented October 1, 2017, which is due to be updated in FY 21/22. Additionally, the Water and Wastewater Trust Fund, which derives its revenue from impact fees and grant revenues, includes capital projects totaling \$6,358,186.

### ***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. The balance in the capital projects reserve is approximately \$23,231,365. This FY 21/22 budget includes the use of some of those reserves (\$11,785,116).

Over the past decade there has been significant growth in the utility and the need to increase staffing to meet the demand. There is funding for a Water Plant Operator C (\$59,037), GIS Analyst (\$62,572), Utilities Distribution Technician (\$43,813), Laboratory Technician (\$55,007), Journeyman Electrician (\$59,680), Utilities Collection Technician (\$43,295), 2 Maintenance Construction Workers (\$106,754), and a Utilities Collection Technician (\$42,517). The budget also includes \$882,995 to implement the Pay Plan and \$15/hr. minimum wage adjustments.

The budget includes \$16,928,606 in capital in Water and Sewer Fund and \$6,358,186 in the Water and Wastewater Trust Fund to include:

Water Reclamation Facility South Reclaim Station Construction	\$ 1,600,000
Water Reclamation Facility Upgrade Design	\$ 2,540,000
Utilities Administration Building	\$ 10,090,000
Lift Station Pump and Control Replacements (5)	\$ 283,313
Turbidity and Suspended Solids Analyzer	\$ 8,750
Water Plant 12 CROM Tank Rehabilitation	\$ 47,300
Water Meter Replacements	\$ 520,000
Water Plant 2 & 4 Pump and Piping Replacements	\$ 78,602
Sewer Line Rehabilitation	\$ 150,000
Water Plant 2 & 4 Well Motor Replacements	\$ 27,719
A/C Replacements - 3	\$ 48,796
Water Plant 12 Variable Frequency Drive Replacement	\$ 20,720
Generator Repairs	\$ 91,824
Valve Maintenance Trailer	\$ 80,650
Autoclave Equipment	\$ 15,627
Pista Grit Concentrator	\$ 5,830
Manhole Rehabilitation	\$ 60,000
Lab Field Analyzer Equipment	\$ 7,965
Wheel Mounted Diaphragm Pump	\$ 5,950
Vivax Metrotech Locators	\$ 21,325
Vehicle Replacements (6)	\$ 236,017
Single Man Lift for Aerial Platform	\$ 8,327
Open Mowing Trailer	\$ 5,500
Water Plant 1, 3, & 12 Submersible Mixing Units	\$ 42,345
Recoat Metal Roof	\$ 16,767
Multi-tank Fuel Trailer	\$ 44,649
Sewer Jet Truck	\$ 454,894
Amelia Ave Roundabout Utility Relocations	\$ 40,000
North Amelia Gate Replacement	\$ 45,000
Caterpillar Tire Life Truck	\$ 30,736
Neptune AMI PILOT	\$ 300,000
<b>Total Water &amp; Sewer Fund Capital</b>	<b>\$ 16,928,606</b>

East Regional Force Main Sewer Design	\$ 300,000
Northeast Wellfield Acquisition	\$ 1,000,000
Water Main Improvements – Engineering & Planning	\$ 293,576
Water Main Improvements – Construction	\$ 2,348,610
Spring Hill Phase 4 Sewer Design	\$ 200,000
DeLeon Spring Water Main Extension	\$ 2,000,000
Reclaim Water Expansion Phase 5 Design	\$ 216,000
<b>Total Water &amp; Wastewater Trust Fund Capital</b>	<b>\$ 6,358,186</b>

### ***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 rapidly expanding population. Costs to address reasonably foreseen operational needs and regulatory mandates have largely been programmed in the budget for FY 21/22 or are included in the City's Capital Improvement Plan. During the next three to five years, large capital expenditures will be needed to expand and upgrade the City's Water Reclamation (sewage treatment) plant, major sewage transmission mains, reclaimed water pumping systems and transmission mains, potable water supply wells and water treatment facilities. While, in the recent past, the Utility Enterprise Fund has been able to pay for needed capital projects using available impact fees, reserves and recurring revenue, the magnitude of capital soon needed will require issuance of debt. The impact of this debt service on utility rates is the subject of an ongoing rate study to be completed in summer 2021. Fortunately, this fund is in good financial condition and significant reserves are available to alleviate "rate shock".

### **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 21/22 include aquifer performance and groundwater quality testing and continued design of new wells and treatment facilities east of I-4 near the Fairgrounds, a search for new wellfield property east of the City's existing Tomoka Woods well sites and continued participation with the other West Volusia Water Suppliers in mutually beneficial recharge and water supply projects. Additional water main looping and reinforcement projects (2022 Water Main Improvements) are also proposed in the 21/22 fiscal year.

### **Reclaimed Water**

Construction of a new reclaimed water tank and pumping facility in the NW portion of our service area (on N. Stone St.) has been authorized and will be completed in the upcoming fiscal year. Reclaimed water retrofits in the Cascades, Cascades Park and Glenwood Springs subdivisions and new reclaimed water lines on Adelle Avenue to transmit reclaimed water north from the treatment plant are under construction and will be completed in FY 21/22. A new high service reclaimed water pump station, designed to improve flow and pressure in the reclaimed water distribution system during peak demand periods is currently under design with construction programmed in the coming fiscal year.

## **Wastewater Collection and Treatment**

The operating permit for our wastewater treatment plant was renewed in 2018. While projects completed in the past fiscal year allowed the treatment plant to meet advanced wastewater treatment standards for nitrogen and phosphorus during low flow conditions, additional treatment process improvements will be needed to treat additional flow generated by new connections and reliably meet advanced waste treatment requirements anticipated in the near future. Studies are currently underway to predict remaining capacity in the existing plant, determine the best solution for its upgrade and better estimate probable upgrade costs. Funding for engineering design and permitting of the plant expansion and upgrade are requested in the FY 21/22 budget.

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

Over the past seven years, almost all of the City's Utility Service Area has been incorporated in the GIS. 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. Thousands of record infrastructure drawings are now accessible in a user-friendly electronic 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. Most meters and system valves have been located with precision GPS equipment and have been incorporated in the GIS. While much of the GIS development to date has been performed by consultants; in the coming fiscal year, staff proposes to maintain and expand the GIS in house with the addition of another GIS technician.

## **Administration**

The City's Utility Department has grown to become a large enterprise which has outgrown its existing facilities. Additional office, meeting and work space as well as parking is needed now and these needs are expected to grow. Design of a new Administration Building is currently underway and funding for the new facility is included in the FY 21/22 budget.

With the planned expansion of the wastewater plant, construction of the Utility Administration Building with additional parking and in recognition of the need to replace the 48-year-old Vehicle Maintenance Building, it has become apparent that the Public Services Complex will soon be built out. Staff is working to determine the potential to purchase adjoining property and prepare a campus master plan to address future needs.

## **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 \$2,455,062. This is a 66.72% reduction due to major capital projects included in the FY 20/21 budget.

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

There are funds included in the budget for the Sport and Aviation Expo (\$159,590), which are partially offset by sponsorships and other revenue (\$98,149). The budget also includes funds to implement the Pay Plan and \$15/hr. minimum wage adjustment (\$54,871).

The budget includes \$724,000 in capital projects with \$652,600 being funded from Grants and \$51,994 from airport reserves.

Environmental Mitigation from Wildlife Hazard Mitigation Plan	\$ 350,000
New Fencing at Sport Aviation Village	\$ 14,000
Design Additional New Hangars	\$ 110,000
Design Rehabilitation of South-Central Apron	\$ 120,000
Design Phase 2 East Sport Aviation Village	\$ 130,000
<b>Total Airport Capital</b>	<b>\$ 724,000</b>

***Challenges/Opportunities***

This year we will host the Sport Aviation Expo after being cancelled last year. We have had a lot of interest in lots in the Village. This year we executed the first lease in the Village and the hangar will soon be under construction.

**STORMWATER**

***Revenue***

Stormwater revenue for FY 21/22 is estimated at \$2,628,037 or increase of 39.31%.

***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. Last year, we brought that service in house and as a result we have been able to increase the level of service. The budget includes the addition of 2 Equipment Operators (\$97,094). Additionally, there are funds to cover the implementation of the Pay Plan and \$15/hr. minimum wage adjustments (\$103,314). Lastly, there is \$1,217,114 budgeted for capital with \$606,925 funded from stormwater reserves:

Replace Ditch Bank Mower	\$ 201,715
New Pole Barn	\$ 245,000
Replace Skid Steer	\$ 71,266
Replace Sterling Tractor	\$ 199,951
Replace Mower	\$ 9,479
Replace Camera Truck Van and Camera Collection Unit	\$ 148,370
Pennsylvania Avenue Drainage Improvements	\$ 72,000
Replace Mobile Pump	\$ 49,333
Hubbard and High Drainage Improvements	\$ 100,000
Miscellaneous Neighborhood Stormwater Improvements	\$ 100,000
Miscellaneous Pond Improvements	\$ 20,000
<b>Total Stormwater Capital</b>	<b>\$ 1,217,114</b>

***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 and included in the rate study approved last year that could help alleviate these additional flooding concerns. We will also continue to work on neighborhood flooding issues.

## **PERMITS & INSPECTIONS FUND**

### ***Revenue***

The proposed budget for FY 21/22 is \$2,463,525. This is a decrease of 2.59%.

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

The budget includes \$75,000 for Accela Platform enhancements. The budget includes partial costs for a new Community Development Deputy Director (\$40,972) and Part-Time Fire Inspector (\$13,425). Additionally, there are funds to implement the Pay Plan and \$15/hr. minimum wage adjustments (\$179,357).

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

The residential and commercial construction market has been robust for the past few years though Covid-19 did have an adverse short-term impact on many commercial projects. Residential construction remains extremely strong while many commercial projects were slowed during 2020 due to the uncertainty of Covid-19 impacts on the commercial sector. The first quarter of 2021 has seen commercial development begin to recover and positively respond to the increased rooftops in the city. There has been some turnover in the customer service positions within the department but moving to the \$15/hr. minimum wage should help resolve this issue. In the past two years we have been able to fill all vacant plans review and inspector positions and plan review and permitting turnaround times are now in line with our stated goals and performance measures. Additionally, we increased training and communication with front-end staff and added over the counter permits to enhance customer service experience.

The Accela Civic Platform electronic permitting software allows customers 24-hour online access to submit, track, schedule and coordinate permitting and inspection activities. This has improved service delivery time and increased the amount of information readily available to the development community and general public. The built-in workflow allows electronic documents to be easily shared and reviewed across departments. Mobile capabilities provide customers with faster and improved access to their data and it enhances staff productivity. With the implementation of the ePermitHub electronic plan review interface in the last quarter of 2020, applicants are now able to submit plans online and for staff to review and track them electronically. As a result, the permitting process is now 99% paperless. In addition, the Open Counter software solution provides an automated guide to the city's permitting processes and will gather the information required to submit applications in the Accela Civic Platform. The Business Portal guides entrepreneurs through the requirements of opening a business while the Residential Portal assists residents with identifying the permits and licenses they need for their home improvement projects.

The Building Division will continue to upgrade and enhance the Accela Civic Platform and cross-train customer service personnel in order to provide the best customer service experience available and optimize employee productivity.

## **COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

The proposed budget is \$599,649, a 0.04% increase. The preliminary taxable value in the downtown over the base year is \$40,078,068, an increase of \$479,628 or 1.20% from the prior year. This will generate \$258,299 in ad valorem for the City at the millage rate previously discussed. Using the adopted millage rate for the City, and the current ad valorem taxes collected for all other contributing taxing entities, the estimated total ad valorem revenue for FY 21/22 is \$526,940. This is an increase of 0.04%. The proposed budget increases reserves by \$42,286 leaving an estimated \$603,246 at the end of FY 21/22. This does not include \$500,000 in unspent loan proceeds for a new parking lot on the existing fire station site that is to be demolished.

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

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. A new three-year agreement with MainStreet DeLand Association started in FY 20/21. The budget includes payment on the debt service for the Fire Station Parking Lot (\$38,434). The budget also includes funding for a graffiti repair grant to assist downtown properties to expedite graffiti mitigation (\$2,500). Estimated CRA reserves at the end of FY 21/22 are estimated to be \$603,246. Programs for the FY 21/22 year include:

- Mainstreet Administration
- Regional Marketing Campaign
- Downtown Sculpture Program
- Fire Station Parking Lot (Loan)
- Infrastructure Maintenance
- Special Events
- Historic Preservation
- Maintenance of Downtown Assets (Pioneer Park, Chess Park, Streetscape, etc.)
- Repair/Replacement of Christmas Decorations
- Grants
- New Independent Audit Requirement

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

The CRA held a workshop this year on potential capital projects and staff is currently in the process of securing a firm for design services and anticipates project costs to be presented in the second quarter of FY 21/22. After securing a consultant and getting FDOT approval in August, the installation of pedestrian wayfinding signage is anticipated to be installed by December of 2021. The City Commission and CRA approved the development and acquisition agreement for the old jail property last May and we are waiting on a Planned Development Agreement from Glasshouse. Although the agreement includes an incentive from the CRA, funds are not included in FY 21/22 budget as the incentive will not begin until the developer has occupied the building expected in 2023. MainStreet DeLand, Stetson University, and representatives from Volusia County and the City of DeLand have begun to meet to discuss the formulation of a strategy for connectivity between downtown and SunRail. As the effects from the pandemic start to wane, the City will be working with all of its event organizers on strategies to safely bring back event activity in the Downtown.

## **SPRING HILL COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

This year, the preliminary taxable value in the Incorporated Area of Spring Hill over the base year is \$18,209,275, an increase of \$6,437,420 or 54.68% from the prior year. This increase will generate an additional \$39,898 in taxes at the millage rate previously discussed. Using the adopted millage rate for the City and the current ad valorem taxes collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 21/22 is \$238,513. This is an increase of \$115,899 or 94.52%.

The preliminary taxable value for the Unincorporated Area of Spring Hill over the base year is \$6,666,041, a decrease of (\$4,215,738) or -38.74% from the prior year. Using the current ad valorem rates collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 21/22 is \$81,797. This is a decrease of (\$24,569) or -23.10%.

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

The proposed budget totals \$354,967 and includes funds to operate the new Dr. Joyce M. Cusack Community Resource Center (\$159,938). The Spring Hill CRA will also continue the Property of the Quarter program. The budget also includes funds for exterior improvement grants (\$10,000), connection assistance grants (\$100,000) which is offset by a grant from the Florida Department of Environmental Protection, and debt service on the new Dr. Joyce M. Cusack Resource Center (\$36,386). The proposed budget increases reserves by \$39,839, leaving an estimated reserve balance of \$403,000 at the end of FY 21/22.

### ***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. Staff recently opened the new facility and will continue to implement the community services that were outlined in the consultant report that was completed this past fiscal year. A pandemic delayed formal ribbon cutting will take place at the annual TURN Festival this September. The annual Mayor's Backpack Giveaway will be brought back to Earl Brown Park this year after last year's event was forced to be a drive-thru due to the pandemic. Due to COVID-19, many of the traditional in-person services offered at the Dr. Joyce M. Cusack Resource Center have either been scaled back or administered in a virtual manner to ensure client and staff safety but are slowing going back to in-person. FY 21/22 will challenge staff to find the best methods/practices to deliver these services to the safest extent as possible. City staff has been working with County Staff on bringing forth a work plan for dirt road paving and sidewalk installation with the use of reserve funds. Staff will be challenged to find a new use for the old Resource Center location at 910 S. Adelle Avenue. Staff will also be challenged with trying to encourage area property owners to sign up for the recently relaunched Sewer Connection Assistance Program that is aimed to get residents onto City sewer and off of septic.

### **ACKNOWLEDGEMENTS**

I would like to recognize Dan Stauffer, Finance Director, Heidi Van Etten, Assistant Finance Director, and Nick Segel, 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 eighteen 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.

## Priorities in Action

<b>Initiative</b>	<b>Department</b>	<b>Strategic Focus Area</b>
Rehab of the South Central Apron at the Airport	Airport	Regional high value job creation
Renovation & Expansion Melching Field	Parks & Recreation	Preserving "Sense of Community" as a key asset
Wayfinding Project	Downtown CRA	Preserving "Sense of Community" as a key asset
Mural & Facade Grants	Downtown CRA	Preserving "Sense of Community" as a key asset
Road Milling and Resurfacing	Streets	Creating the connected community
Meter Replacement	Water Distribution	High value government
2022 Water Main Improvements	Water Distribution	High value government
Multiple Information Technology improvements	Information Technology	Communication
Neighborhood Center	Homeless Shelter Fund	Maintaining a Safe Community
Hiring New Police Officers and Firefighters	Police & Fire	Maintaining a Safe Community
Wiley M Nash WRF Engineering, Planning & Construction	Wastewater Treatment	Preparing for the Future/Sustainability
Neptune AMI Pilot	Customer Service	Preparing for the Future/Sustainability

## Long-Term Planning

On February 27, 2021, the City Commission and staff met for their annual strategic planning session. The focus of the planning session was to chart a course for the future for the City of DeLand, not only for FY 2022 but more for the future of the City. As the City continues to expand, there has been much analysis and planning about how City services need to expand as well. This helped shape both personnel and capital requests.

With the State of Florida implementing a plan to get the minimum wage to \$15.00/hour on September 30<sup>th</sup>, 2026, there was much discussion in the strategic planning session on how to keep the City on a plan to pay a competitive wage throughout the future years. Throughout the FY 2022 budget process, staff worked to develop a five-year plan that focused on retaining current staff and attracting new, qualified candidates by increasing starting salaries throughout the organization each year with a plan to continue to compare salaries and benefits to comparable cities in the area and also other large employers. Each department within the City put in personnel requests for FY 2022 but also identified what positions they will need through FY 2026.

There was also a lot of conversation regarding the best way to foster the growth of the City. Lot sizes, density, and housing types and locations were all debated. Also discussed was the potential expansion of the SunRail into DeLand and how this would benefit the citizens. The continued growth in housing will give the City a financial gain in ad valorem revenues while also attracting new commercial opportunities. Community Development and Public Works continue to work with the City Commission on how to best mold the growth in the City over the next decade.

Capital needs were also deeply discussed at the strategic planning session. The 2022-2026 Capital Improvements Program consists of many projects that will help the City maintain exceptional services to the residents not only in the immediate future but focused on the City of DeLand ten years and further into the future. There will be a mixture of cash payments, borrowed money for large projects in the Water & Sewer fund, and a continued search for grant opportunities to help finance projects that the City may choose not to fund otherwise. Before the strategic planning session, each department submitted their capital requests to be reviewed by both the City Commission and City staff. A group effort is essential in listing projects in order of priority and putting them together in a well thought out timeline. The management of each department would rank the projects in a list of highest priority to lowest. These projects were then examined and updated in the summer budget workshops and internally throughout the budget process with Finance, the departments themselves and senior management until the budget and CIP were approved by City Commission.

The City is also focused on the financial ramifications of all future plans. In FY 2021, the City took advantage of a large capital reserve fund to pay off debt in the General Fund. In FY 2022, the City will fund many capital projects with reserves that will help the City well into the next decade. This is all being done now to reduce the future financial burden on the City. With the economic uncertainty of the future still remaining, City Commission and staff took this opportunity to reduce future liability and improve City services without having to increase the millage rate in the City.

The City expects continued revenue growth over the next few years with increases in ad valorem and state shared revenue leading the way. There is also an assumption that the enterprise funds will continue to have a growth in revenue due to increased population and rate increases that will cover all additional costs. The City plans to continue to use impact fees to provide new levels of service throughout multiple funds. However, DeLand is working hard to put itself into a strong financial position where it will not be reliant on constant growth or an increase to the millage rate to still flourish in the future.

# BUDGET CALENDAR

## Budget Preparation/Goal Setting

February 27	Strategic Planning/Goal Setting Workshop with City Commission
March 8	Release budget preparation materials to Departments

## Budget Preparation/Goal Setting

### Budget (including CIP) Request Submission Deadlines

March 31	All Departments FINAL DAY (Capital, Goals & Objectives, Performance Measures and Line Items)
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### Department Review with City Manager and Finance Director

April 28-May 5	General and Enterprise Funds Review
May 7	All Department FINAL DAY for submission of revised Goals & Objectives and Performance Measures

### Budget Workshops with City Commission

June 25	Release budget to City Commission and CRA's
July 12-15	Review Proposed Budget including Department Presentation
July 15	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 19	Review proposed budget and set millage rate for TRIM Notice
August 4	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 8	Public hearing on tentative budget for Downtown CRA and Spring Hill CRA
September 8	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	Deadline to submit budget advertisements to News Journal
September 16	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 16	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 20	Final public hearing on budget for Downtown CRA and Spring Hill CRA
September 20	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 23	Within 3 days of Adoption, copy of Resolution delivered to Property Appraiser, the tax collector, and the Department of Revenue
September 23	Within 3 days of Adoption, complete and certify DR-420MM and DR-487V in eTRIM
October 23	Post final budget 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 future 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 Annual Comprehensive Financial Report (ACFR) which shall be presented to the City’s auditor. Accuracy and timeliness of the ACFR is the responsibility of the City staff. The ACFR will be prepared in accordance with generally accepted accounting principles (GAAP). Upon the completion and acceptance of the ACFR, the City’s auditor shall present the audited ACFR to the City Commission within 180 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 – 7/1/21	\$ 2,286,653,644
Debt Limit 20% of Assessed Value	457,330,729
Estimated Total Bonded Debt at 9/30/21 (General Obligation)	0
Estimated Legal Debt Margin	\$ 457,330,729

**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

Chief Accountant – CPA

The Finance Department will strive to maintain a high level of excellence in its accounting policies and practices as it prepares the annual ACFR. The ACFR 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 37 Years

Distinguished Budget Presentation Award – Received for 18 Years

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

	Actual Balance <u>9-30-20</u>	Estimated Revenues <u>20-21</u>	Estimated Expenditures <u>20-21</u>	Net <u>Change</u>	Estimated Balance <u>9-30-21</u>	Budgeted Revenues <u>21-22</u>	Budgeted Expenditures <u>21-22</u>	Balance Retained <u>Earnings</u>	Estimated <u>9-30-22</u>
General Fund	23,503,873	36,948,247	32,742,427	4,205,820	27,709,693	35,772,017	39,804,513	(4,032,496)	23,677,197
Homelessness Fund	654,253	396,853	423,673	(26,820)	627,433	551,677	551,677	0	627,433
Spring Hill CRA Fund	329,812	351,874	280,889	70,985	400,797	354,967	315,128	39,839	440,636
Governmental Impact Fees Trust Fund	1,199,865	2,136,279	1,505,477	630,802	1,830,667	1,297,807	1,297,807	0	1,830,667
Downtown CRA Fund	1,070,466	606,719	400,592	206,127	1,276,593	599,649	527,363	72,286	1,348,879
Water & Sewer Fund	34,616,481	25,453,495	20,123,794	5,329,701	39,946,182	24,078,210	35,463,326	(11,385,116)	28,561,066
Airport Fund	1,665,435	1,880,566	2,170,220	(289,654)	1,375,781	2,403,068	2,455,062	(51,994)	1,323,787
Stormwater Fund	1,330,694	1,961,477	2,609,190	(647,713)	682,981	2,021,112	2,628,037	(606,925)	76,056
Permits & Inspections Fund	2,431,644	2,490,837	2,355,688	135,149	2,566,793	1,682,373	2,463,525	(781,152)	1,785,641

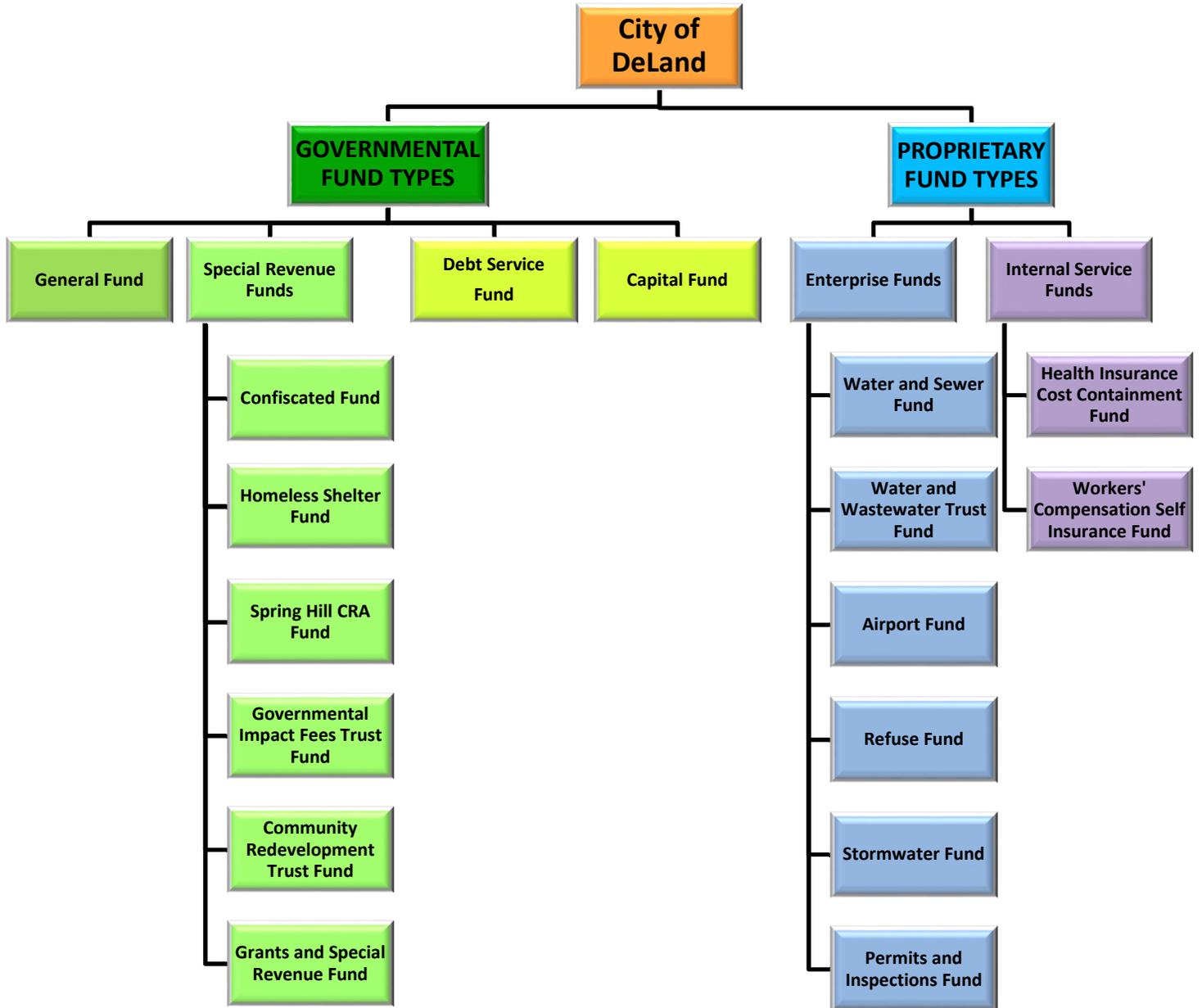
Budgeted Revenues 21-22 excludes *Use of Reserves*.

Budgeted Expenditures 21-22 excludes *Contingency*.

The General Fund is purposefully drawing down their fund balance with the fund balance being used to fund a large increase in one-time capital projects. Both the Spring Hill CRA and Downtown CRA see slight increases to their fund balances. Water & Sewer’s fund balance is decreasing due to capital projects, mainly \$10,090,000 being used to fund the new Utilities Administration Building Construction. In addition, the Airport Fund is using some fund balance this year because of matching grant opportunities that have presented themselves to the Airport. The Stormwater Fund has drawn down their fund balance due to over \$1,000,000 budget for much needed capital. The Permits & Inspections Fund is investing in new technologies while projecting a decrease in revenue for the upcoming year while purposefully drawing down their fund balance due to new state mandates regarding fund balances allowed for permitting related revenues.

# 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>REVENUES FY 21-22</b>							
Taxes	\$ 20,990,444	\$ 660,013	\$ -	\$ -	\$ -	\$ -	\$ 21,650,457
Licenses and Permits	3,460,795	962,807			4,498,373		\$ 8,921,975
Intergovernmental Revenue	6,829,638	2,017,288			652,600		\$ 9,499,526
Charges for Services	839,765	58,105			30,382,493	\$ 1,375,837	\$ 32,656,200
Judgments, Fines, and Forfeits	91,000	3,000					\$ 94,000
Miscellaneous Revenues	669,034	3,240,076			1,596,397		\$ 5,505,507
Transfers In	2,891,341	2,513,023	1,791,364	2,311,835	120,400		\$ 9,627,963
Fund Balances/Reserves/Net Assets	4,743,857	511,677			16,583,373	50,000	\$ 21,888,907
<b>Total Budget</b>	<b>\$ 40,515,874</b>	<b>\$ 9,965,989</b>	<b>\$ 1,791,364</b>	<b>\$ 2,311,835</b>	<b>\$ 53,833,636</b>	<b>\$ 1,425,837</b>	<b>\$ 109,844,535</b>
<b>EXPENDITURES FY 21-22</b>							
General Government Services	\$ 8,298,580	\$ 1,466,320	\$ -	\$ 423,750	\$ -	\$ 1,329,632	\$ 11,518,282
Community Development	819,401						\$ 819,401
Public Safety	18,033,964	3,000		993,333	1,737,988		\$ 20,768,285
Physical Environment	1,787,648			316,650	45,072,490		\$ 47,176,788
Transportation	1,742,257	1,120,000		347,223	4,312,774		\$ 7,522,254
Economic Environment	540,322						\$ 540,322
Culture & Recreation	3,810,108	6,038,889		230,879			\$ 10,079,876
Debt Service			1,791,364				\$ 1,791,364
Transfers Out	5,483,594	1,337,780			2,710,384	96,205	\$ 9,627,963
<b>Total Budget</b>	<b>\$ 40,515,874</b>	<b>\$ 9,965,989</b>	<b>\$ 1,791,364</b>	<b>\$ 2,311,835</b>	<b>\$ 53,833,636</b>	<b>\$ 1,425,837</b>	<b>\$ 109,844,535</b>

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

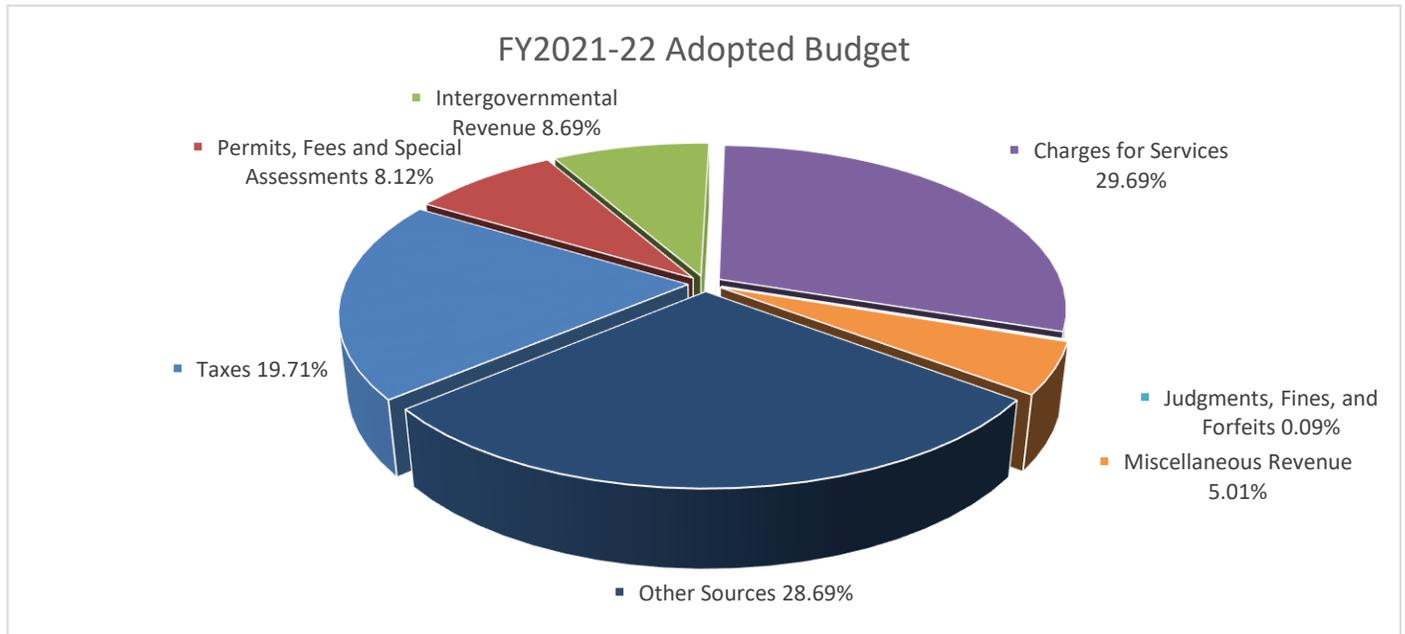
# DEPARTMENT AND FUND RELATIONSHIP

	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. Some revenue projections are based on actual numbers provided but most are estimated based on an analysis of previous year’s revenues while still taking a close examination of what new events can impact the City going forward. Following is a breakdown of programmed revenues by fund within in each fund type for FY 2021-2022:



## Governmental Funds

### General Fund

The **General Fund** with a budget of \$40,515,874 comprises 36.89% of this year’s Total City Budget of \$109,844,535.

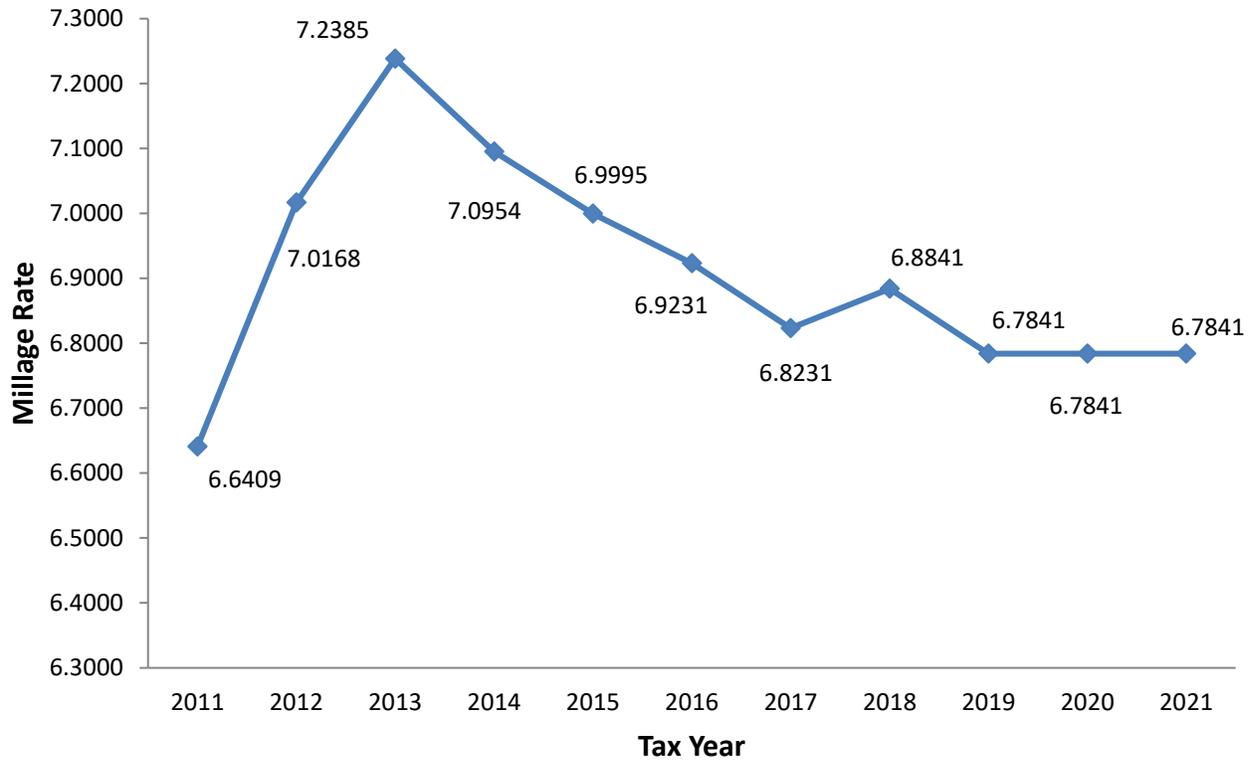
#### **Property Tax – 35.52% of this year’s General Fund budget**

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.

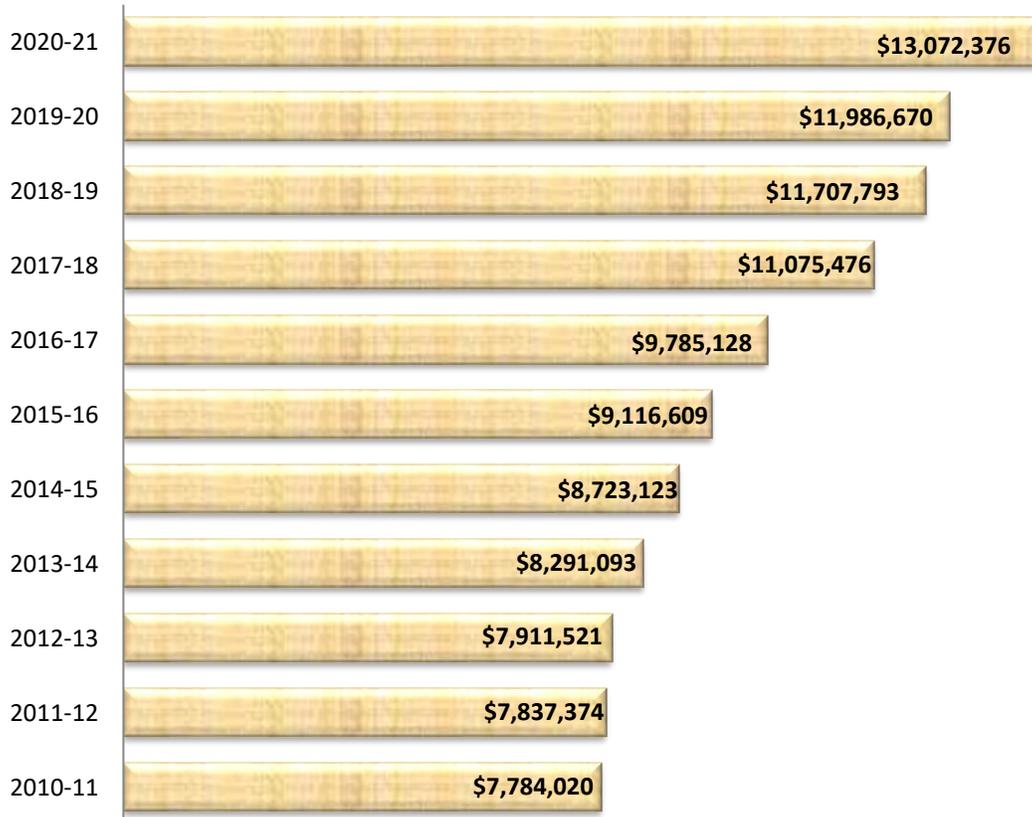
The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary gross taxable value of property at \$2,286,653,644. Excluding the taxable value of new construction and annexation of \$89,053,496, results in a preliminary adjusted taxable value of \$2,197,600,148. This represents an increase of taxable values for 2021 of \$179,028,591 or 8.49% from final gross taxable value of \$2,107,625,053 in the previous tax year.

Based on this information, the estimated rolled-back tax rate for operating expenses is 6.5200 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 0.2641 lower than the prior year’s adopted millage rate of 6.7841 mills. On September 20, 2021 the City Commission approved a millage rate of 6.7841. This yields \$14,361,587 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

### General Fund History of Operating Millage Rate - Tax Year 2011 through 2021



### Ad Valorem Tax Revenue History



Note: Fiscal Year 2020-21 is based on actual revenue as of September 1, 2021.

### What a City Property Owner Pays in 2021

	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
Rate*	\$5.38	\$0.52	\$0.20	\$0.20	\$5.80	\$0.22	\$1.41	\$0.03	\$6.78	\$0.00	\$20.54
%	26.2%	2.5%	1.0%	1.0%	28.2%	1.1%	6.9%	0.1%	33.0%	0.0%	100.0%

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

#### **Other Taxes – 16.29% 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 \$345,911 in anticipated local option gas tax funds based prior year 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 \$4,650,526, or an increase of \$362,011 from prior year budgeted revenues based upon anticipated flat revenue projections.

Occupational Licenses – includes \$270,000 in local business licenses compared to \$230,014 budgeted for last year representing an anticipated 17.4% increase in the current year.

#### **Permits, Fees, and Special Assessments – 8.54% 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 Duke 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 \$3,411,575, or an increase of \$41,568 from prior year budgeted revenues.

#### **Intergovernmental Revenue – 16.86% 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 \$606,576 which includes partial funding for the Victim Advocate position, business improvement grants, and HIDTA grant.

State Shared Revenue includes State Revenue Sharing which increased by approximately 49.7% from last year’s budget and State Sales Tax which increased by approximately 45.4%. Revenue projections for FY 2021 were based upon changes caused by COVID-19 with little impact expected in FY 2022.

#### **Charges for Services – 2.07% 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 20.08% from last year’s budget based upon a projected increase in facility rentals and special events due to FY 2021 being reduced due to COVID-19.

#### **Judgments, Fines and Forfeits – 0.22% 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 are budgeted at \$91,000, a \$6,000 increase from prior year anticipated revenues.

#### **Miscellaneous Revenue – 1.65% 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 25.67% based upon anticipated revenues.

#### **Other Sources – 18.84% of this year’s General Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, use of reserves and transfers from other funds, 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 use of Capital Reserves (\$4,369,165), use of Lot Maintenance Reserves (\$11,500) and use of Tree Reserves (\$363,192).

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 45.28% is paid by the Water and Sewer Revenue Fund.

## **Special Revenue Funds**

The **Homeless Shelter Fund** with a budget of \$551,677 comprises 0.50% of this year's Total City Budget of \$109,844,535.

### **Miscellaneous Revenue – 58.91% 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. \$325,000 consists of private donations in this year's budget.

### **Other Sources – 41.09% of this year's Homeless Shelter Fund budget**

The City accounts for 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) and a transfer from reserves (\$176,677) to provide funding for the operation of the Homeless Shelter.

The **Spring Hill Community Redevelopment Trust Fund** with a budget of \$354,967 comprises 0.32% of this year's Total City Budget of \$109,844,535.

### **Ad Valorem Taxes – 33.06% 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 \$68,682,156. This represents a total increase of \$18,209,275 from the 2004 base year, or a 10.34% increase from previous year's final taxable value of \$62,244,736.

### **Intergovernmental Revenue – 66.60% 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.

### **Miscellaneous Revenue – 0.34% of this year's Spring Hill Community Redevelopment Fund budget**

The City budgeted \$1,200 in additional miscellaneous revenue.

The **Governmental Impact Fees Trust Fund** with a budget of \$1,297,807 comprises 1.18% of this year's Total City Budget of \$109,844,535.

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 \$599,649 comprises 0.55% of this year's Total City Budget of \$109,844,535.

### **Ad Valorem Taxes – 43.08% 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 \$60,112,531. This represents a total increase of \$40,078,068 over the 1983 base year, or a 0.80% increase from previous year's final taxable value of \$59,632,903.

### **Intergovernmental Revenue – 44.80% 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 – 9.69% 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 – 2.44% 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 \$7,158,889 comprises 6.52% of this year’s Total City Budget of \$109,844,535.

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 – 3.97% 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 \$284,357 in anticipated local option gas tax funds to be used solely for street milling and resurfacing projects.

**Intergovernmental Revenue – 21.12% 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 \$120,000 to fund Right of Way and ADA Improvements. Volusia County ECHO Grants are budgeted in the amount of \$1,364,172.

**Miscellaneous Revenue – 40.50% of this year’s Grants and Special Revenue Fund budget**

Stetson University is providing a matching donation of \$2,899,272 for Melching Field Improvements.

**Other Sources – 34.41% 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, use of reserves, transfers from other funds, 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 (\$2,263,023) to provide funding for the resurfacing projects, the Melching Field Improvements, playground equipment at Jackson Lake Park and for a new shade structure.

**Debt Service Fund**

The **Debt Service Fund** with a budget of \$1,791,364 comprises 1.63% of this year’s Total City Budget of \$109,844,535.

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 \$2,311,835 comprises 2.10% of this year’s Total City Budget of \$109,844,535.

**Other Sources – 100.00% 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, use of reserves, transfers from other funds, 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 \$1,978,875, Governmental Impact Fees Trust Fund in the amount of \$150,000, Water and Sewer Fund in the amount of \$81,223, Airport Fund in the amount of \$9,608, Stormwater Fund in the amount of \$9,206, Spring Hill Community Redevelopment Fund in the amount of \$8,804, and Permits and Inspections Fund in the amount of \$89,119 for the capital projects that are not funded by special revenues. The majority of funds are for the purchase of Information Technology (\$406,550), Public Safety (\$993,333), Public Works (\$663,873), Parks & Recreation (\$230,879) software, vehicles and equipment.

## Proprietary Funds

### **Enterprise Funds**

The **Water and Sewer Fund** with a budget of \$35,863,326 comprises 32.65% of this year's Total City Budget of \$109,844,535.

#### **Intergovernmental Revenue – 0.11% 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 – 66.00% 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 – 0.68% 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 – 33.21% 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, use of reserves, transfers from other funds, 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 transfer from the Refuse Fund in the amount of \$104,400 and a transfer from the Stormwater Fund in the amount of \$16,000. This budget includes the Use of Reserves in the amount of \$11,785,116.

The **Water and Wastewater Trust Fund** with a budget of \$6,358,186 comprises 5.79% of this year's Total City Budget of \$109,844,535.

#### **Permits, Fees, and Special Assessments – 47.18% 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 \$3,000,000 in water and sewer development fees based upon prior year's anticipated actual revenue.

#### **Other Sources – 52.82% of this year's Water and Wastewater Trust Fund budget**

The City accounts for funds budgeted in prior but carried over into the current year, use of reserves, transfers from other funds, 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 Reserves in the amount of \$3,358,186.

The **Municipal Airport Fund** with a budget of \$2,455,062 comprises 2.24% of this year's Total City Budget of \$109,844,535.

#### **Intergovernmental Revenue – 26.58% 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 \$652,600 towards design rehabilitation of the South-Central Apron, fencing and wetland mitigation for wildlife management, additional hangers, and phase 2 of East Hangar Complex.

#### **Charges for Services – 17.23% 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 – 54.07% 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 – 2.12% of this year’s Airport Fund budget**

The City accounts for funds budgeted in prior but carried over into the current year, use of reserves, transfers from other funds, 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 \$51,994.

The **Refuse Collection Fund** with a budget of \$4,065,500 comprises 3.70% of this year’s Total City Budget of \$109,844,535.

**Charges for Services – 100.00% 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 \$2,628,037 comprises 2.39% of this year’s Total City Budget of \$109,844,535.

**Charges for Services – 76.60% of this year’s Stormwater Fund budget**

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

**Miscellaneous Revenues – 0.30% 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 – 23.10% of this year’s Stormwater Fund budget**

The City accounts for funds budgeted in prior but carried over into the current year, use of reserves, transfers from other funds, 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 \$606,925.

The **Permits and Inspections Fund** with a budget of \$2,463,525 comprises 2.24% of this year’s Total City Budget of \$109,844,535.

**Permits, Fees, and Special Assessments – 60.82% 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 \$1,498,373 in building permit revenue based upon prior year’s anticipated actual revenue.

**Charges for Services – 6.94% 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 – 0.53% 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 – 31.71% of this year’s Permits and Inspections Fund budget**

The City accounts for funds budgeted in prior but carried over into the current year, use of reserves, transfers from other funds, 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 \$781,152.

## Internal Service Funds

The **Health Insurance Cost Containment Fund** with a budget of \$610,670 comprises 0.56% of this year's Total City Budget of \$109,844,535.

**Charges for Services – 91.81% 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.

**Other Sources – 8.19% of this year's Health Insurance Cost Containment Fund budget**

This is a one-time use of reserves in the amount of \$50,000.

The **Workers' Compensation Self Insurance Fund** with a budget of \$815,167 comprises 0.74% of this year's Total City Budget of \$109,844,535.

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

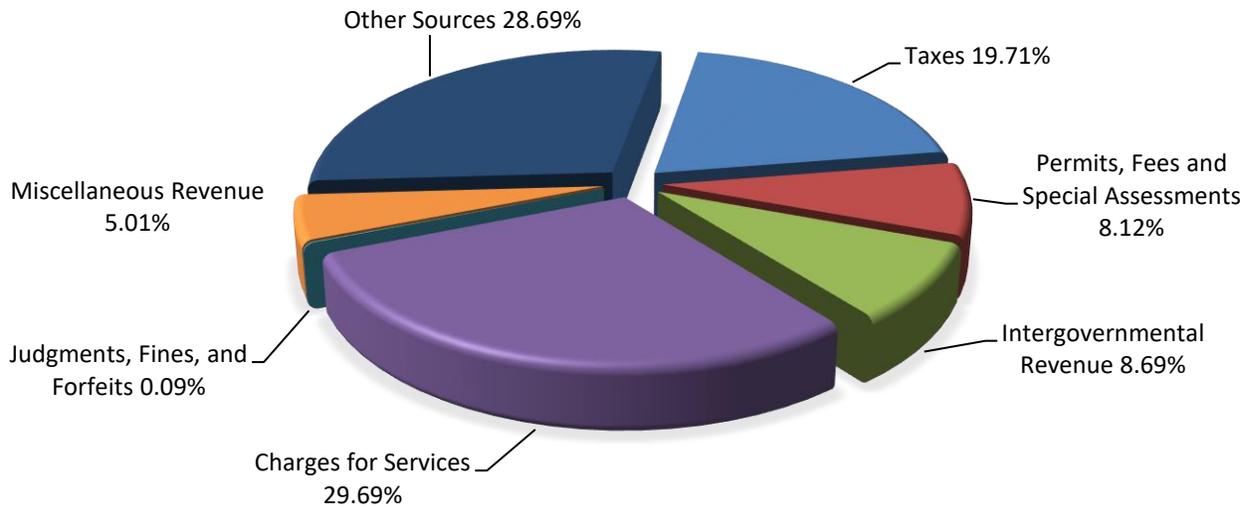
Charges to other funds and departments related to workers' compensation coverage are accounted for in this category. These charges are billed on a cost reimbursement basis in accordance with actuarially determined requirements.

# CITY REVENUE SUMMARY

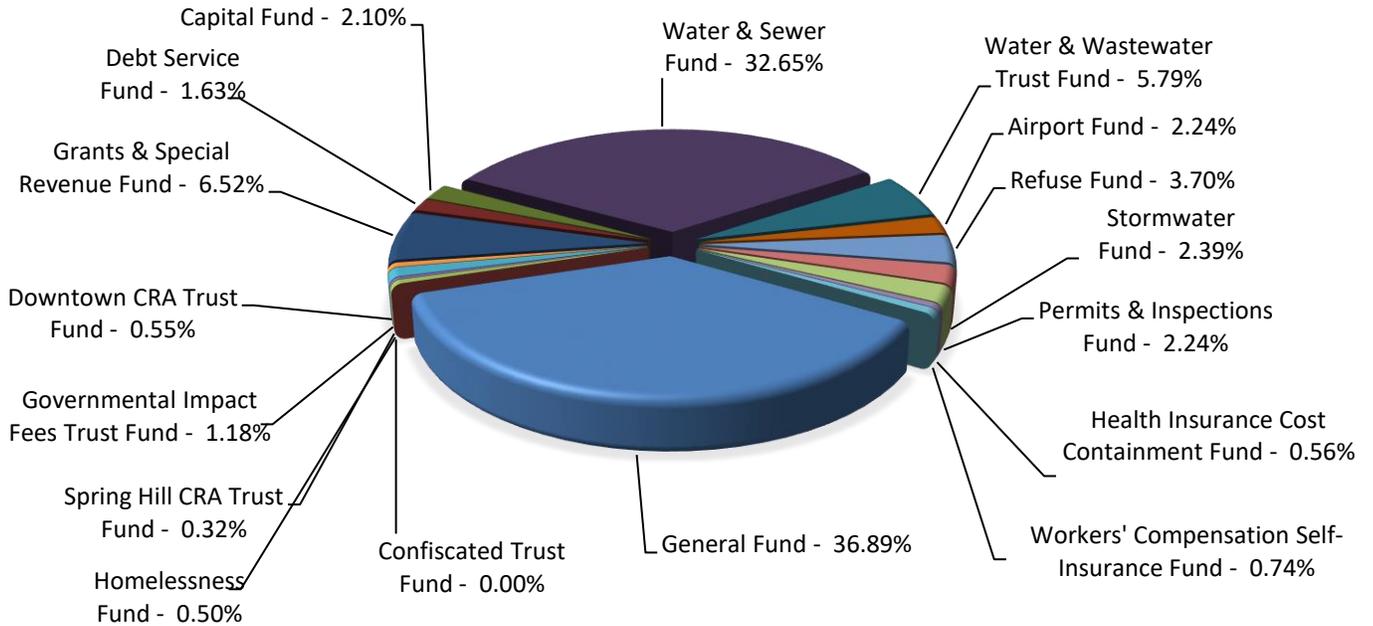
<b>REVENUE SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Taxes	\$19,450,766	\$19,879,197	\$ 19,498,899	\$ 21,650,457	8.91%
Permits, Fees and Special Assessments	9,641,073	8,494,019	8,601,369	8,921,975	5.04%
Intergovernmental Revenue	9,866,432	11,957,181	12,341,396	9,541,056	-20.21%
Charges for Services	32,179,781	30,940,652	33,296,282	32,614,670	5.41%
Judgments, Fines, and Forfeits	106,789	88,000	77,818	94,000	6.82%
Miscellaneous Revenue	3,720,639	2,512,302	2,731,148	5,502,507	119.02%
Other Sources	<u>8,637,594</u>	<u>11,546,740</u>	<u>31,203,759</u>	<u>31,519,870</u>	172.98%
Total Revenues	<u>\$83,603,074</u>	<u>\$85,418,091</u>	<u>\$107,750,671</u>	<u>\$109,844,535</u>	28.60%

<b>FUNDS SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
General Fund	\$33,500,907	\$31,956,460	\$ 31,246,582	\$ 40,515,874	26.78%
Confiscated Trust Fund	25,674	3,000	11,106	3,000	0.00%
Homeless Shelter Fund	346,219	479,330	505,850	551,677	15.09%
Spring Hill Community Redevelopment Trust Fund	779,521	363,061	369,649	354,967	-2.23%
Governmental Impact Fees Trust Fund	1,381,576	822,157	1,070,157	1,297,807	57.85%
Downtown Community Redevelopment Trust Fund	585,950	599,414	1,436,984	599,649	0.04%
Grants and Special Revenue Fund	1,967,753	665,903	1,952,111	7,158,889	975.06%
Debt Service Fund	2,009,631	2,466,820	2,466,820	1,791,364	-27.38%
Capital Fund	3,845,160	941,988	9,869,901	2,311,835	145.42%
Water and Sewer Fund	24,118,517	22,790,599	30,809,634	35,863,326	57.36%
Water and Wastewater Trust Fund	3,653,760	7,115,136	11,720,623	6,358,186	-10.64%
Airport Fund	2,284,393	7,377,351	5,631,642	2,455,062	-66.72%
Refuse Fund	3,978,640	4,030,200	4,207,186	4,065,500	0.88%
Stormwater Fund	1,866,641	1,886,452	2,989,866	2,628,037	39.31%
Permits and Inspections Fund	1,730,105	2,528,967	2,144,537	2,463,525	-2.59%
Health Insurance Cost Containment Fund	570,081	596,985	597,152	610,670	2.29%
Workers' Compensation Self-Insurance Fund	<u>958,546</u>	<u>794,268</u>	<u>720,871</u>	<u>815,167</u>	2.63%
Total Revenues	<u>\$83,603,074</u>	<u>\$85,418,091</u>	<u>\$107,750,671</u>	<u>\$109,844,535</u>	28.60%

## Fiscal Year 2022 City Summary Revenue Summary - By Source



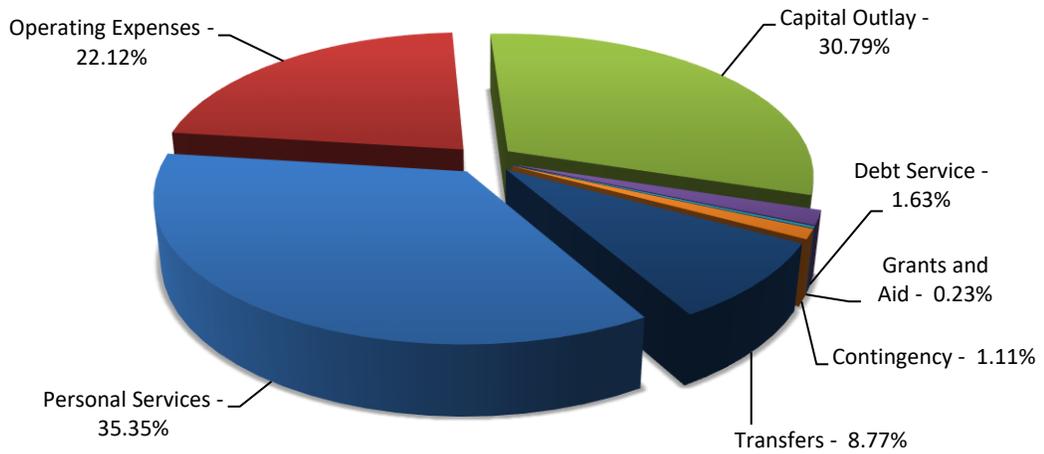
## Fiscal Year 2022 City Summary Revenue Summary - By Fund



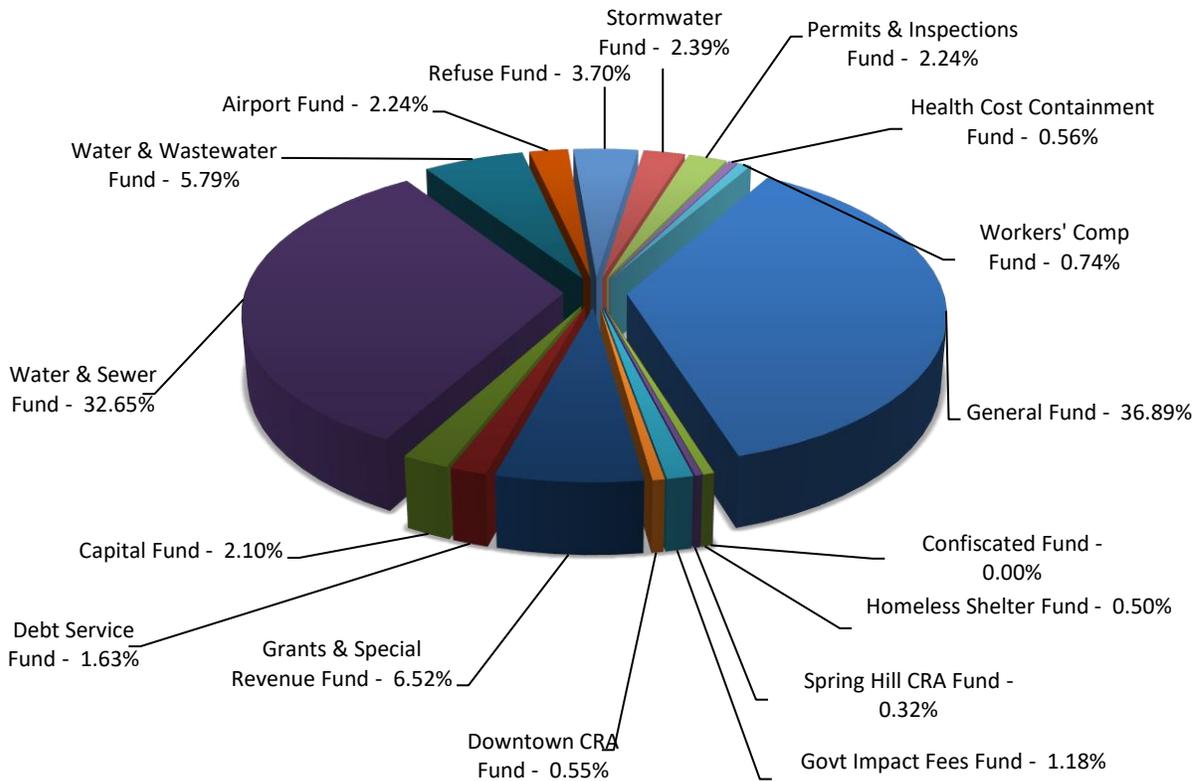
# CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2019-20	2020-21	2020-21	2021-22	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2020-21
General	\$30,286,565	\$31,956,460	\$ 31,246,582	\$ 40,515,874	26.78%
Confiscated Trust	3,701	3,000	11,106	3,000	0.00%
Homeless Shelter	87,117	479,330	505,850	551,677	15.09%
Spring Hill CRA	1,091,487	363,061	369,649	354,967	-2.23%
GIFT	1,013,369	822,157	1,070,157	1,297,807	57.85%
Downtown CRA	281,046	599,414	1,436,984	599,649	0.04%
Grants & Special Rev	2,297,937	665,903	1,952,111	7,158,889	975.06%
Debt Service	2,009,632	2,466,820	2,466,820	1,791,364	-27.38%
Capital	3,341,450	941,988	9,869,901	2,311,835	145.42%
Water & Sewer	18,856,269	22,790,599	30,809,634	35,863,326	57.36%
Water & Wastewater	4,934,021	7,115,136	11,720,623	6,358,186	-10.64%
Airport	1,937,977	7,377,351	5,631,642	2,455,062	-66.72%
Refuse	3,994,169	4,030,200	4,207,186	4,065,500	0.88%
Stormwater	1,639,165	1,886,452	2,989,866	2,628,037	39.31%
Permits & Inspections	2,191,531	2,528,967	2,144,537	2,463,525	-2.59%
HICC	549,070	596,985	597,152	610,670	2.29%
Workers Comp	693,601	794,268	720,871	815,167	2.63%
Total Budget	\$75,208,107	\$85,418,091	\$107,750,671	\$109,844,535	28.60%
Personal Services	30,537,879	32,906,970	29,949,956	38,835,446	18.02%
Operating Expenses	19,889,857	22,292,992	22,559,980	24,293,146	8.97%
Capital Outlay	15,850,147	18,696,258	43,771,963	33,825,630	80.92%
Debt Service	2,009,632	2,466,820	2,466,820	1,791,364	-27.38%
Grants & Aid	40,640	162,500	82,500	247,500	52.31%
Contingency	(58)	3,117,435	1,588,392	1,223,486	-60.75%
Transfers	6,880,010	5,775,116	7,331,060	9,627,963	66.71%
Total Budget	\$75,208,107	\$85,418,091	\$107,750,671	\$109,844,535	28.60%
<b>STAFFING</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
General	264.30	269.30	274.80	272.80	286.61
Spring Hill CRA	0.00	0.00	2.00	2.00	2.00
Water & Sewer	111.87	116.50	122.70	130.70	138.70
Airport	8.00	8.00	7.10	8.10	8.10
Stormwater	9.50	9.50	9.75	11.25	13.25
Permits & Inspections	14.55	16.55	19.80	20.52	20.90
	408.22	419.85	436.15	445.37	469.56

## Fiscal Year 2022 City Summary Expenditure Summary - By Type



## Fiscal Year 2022 City Summary Expenditure Summary - By Fund



## REVENUE CHANGES FROM DRAFT TO ADOPTED

<b>REVENUE SUMMARY</b>	<b>2021-22 PROPOSED</b>	<b>2021-22 ADOPTED</b>	<b>% Change from PROPOSED</b>
Taxes	\$ 21,957,500	\$ 21,650,457	-1.40%
Permits, Fees and Special Assessments	8,781,325	8,921,975	1.60%
Intergovernmental Revenue	9,143,822	9,541,056	4.34%
Charges for Services	32,609,670	32,614,670	0.02%
Judgments, Fines, and Forfeits	94,000	94,000	0.00%
Miscellaneous Revenue	5,502,507	5,502,507	0.00%
Other Sources	<u>32,450,097</u>	<u>31,519,870</u>	-2.87%
<b>Total Revenues</b>	<b>\$ 110,538,921</b>	<b>\$ 109,844,535</b>	<b>-0.63%</b>

<b>FUNDS SUMMARY</b>	<b>2021-22 PROPOSED</b>	<b>2021-22 ADOPTED</b>	<b>% Change from 2020-21</b>
General Fund	\$ 40,965,738	\$ 40,515,874	-1.10%
Confiscated Trust Fund	3,000	3,000	0.00%
Homeless Shelter Fund	551,677	551,677	0.00%
Spring Hill Community Redevelopment Trust Fund	357,485	354,967	-0.70%
Governmental Impact Fees Trust Fund	1,214,857	1,297,807	6.83%
Downtown Community Redevelopment Trust Fund	607,152	599,649	-1.24%
Grants and Special Revenue Fund	7,158,889	7,158,889	0.00%
Debt Service Fund	1,866,663	1,791,364	-4.03%
Capital Fund	2,640,586	2,311,835	-12.45%
Water and Sewer Fund	35,766,888	35,863,326	0.27%
Water and Wastewater Trust Fund	6,358,186	6,358,186	0.00%
Airport Fund	2,452,424	2,455,062	0.11%
Refuse Fund	4,065,500	4,065,500	0.00%
Stormwater Fund	2,652,368	2,628,037	-0.92%
Permits and Inspections Fund	2,456,671	2,463,525	0.28%
Health Insurance Cost Containment Fund	605,670	610,670	0.83%
Workers' Compensation Self-Insurance Fund	<u>815,167</u>	<u>815,167</u>	0.00%
<b>Total Revenues</b>	<b>\$ 110,538,921</b>	<b>\$ 109,844,535</b>	<b>-0.63%</b>

## Management Discussion

- ✓ Total revenues decreased by 0.63% between the Budget Draft and the Adopted Budget.
- ✓ Taxes decreased \$307,043 due to projected Ad Valorem revenues decreased \$399,082 due to reduction in millage rate from 6.9841 to 6.7841. This was partially offset by increase in other taxes, including Local Option Gas Taxes (\$28,142) and Communication Service Tax (\$63,897), due to updated State estimates.
- ✓ Permits, Fees and Special Assessments increased \$140,600 due to projected increases in Police and Fire Impact Fees.
- ✓ Intergovernmental Revenue increased \$397,234 due to increases in projected State Revenue Sharing (\$234,840) and State Sales Tax (\$162,394) as a result of updated State estimates.
- ✓ Other Sources decreased \$930,227 due to decreases in projected Use of Reserves (\$490,753) and Transfers (\$439,474) across the City due to a reduction in expenditures.

## EXPENDITURE CHANGES FROM DRAFT TO ADOPTED

FUNDS SUMMARY	2021-22 PROPOSED	2021-22 ADOPTED	% Change from PROPOSED
General	\$ 40,965,738	\$ 40,515,874	-1.10%
Confiscated Trust	3,000	3,000	0.00%
Homeless Shelter	551,677	551,677	0.00%
Spring Hill CRA	357,485	354,967	-0.70%
GIFT	1,214,857	1,297,807	6.83%
Downtown CRA	607,152	599,649	-1.24%
Grants & Special Rev	7,158,889	7,158,889	0.00%
Debt Service	1,866,663	1,791,364	-4.03%
Capital	2,640,586	2,311,835	-12.45%
Water & Sewer	35,766,888	35,863,326	0.27%
Water & Wastewater	6,358,186	6,358,186	0.00%
Airport	2,452,424	2,455,062	0.11%
Refuse	4,065,500	4,065,500	0.00%
Stormwater	2,652,368	2,628,037	-0.92%
Permits & Inspections	2,456,671	2,463,525	0.28%
HICC	605,670	610,670	0.83%
Workers Comp	815,167	815,167	0.00%
Total Budget	\$ 110,538,921	\$ 109,844,535	-0.63%

EXPENDITURE SUMMARY	2021-22 PROPOSED	2021-22 ADOPTED	% Change from PROPOSED
Personal Services	\$ 38,746,513	\$ 38,835,446	0.23%
Operating Expenses	24,157,809	24,293,146	0.56%
Capital Outlay	34,069,381	33,825,630	-0.72%
Debt Service	1,866,663	1,791,364	-4.03%
Grants & Aid	242,500	247,500	2.06%
Contingency	1,388,618	1,223,486	-11.89%
Transfers	10,067,437	9,627,963	-4.37%
Total Budget	\$ 110,538,921	\$ 109,844,535	-0.63%

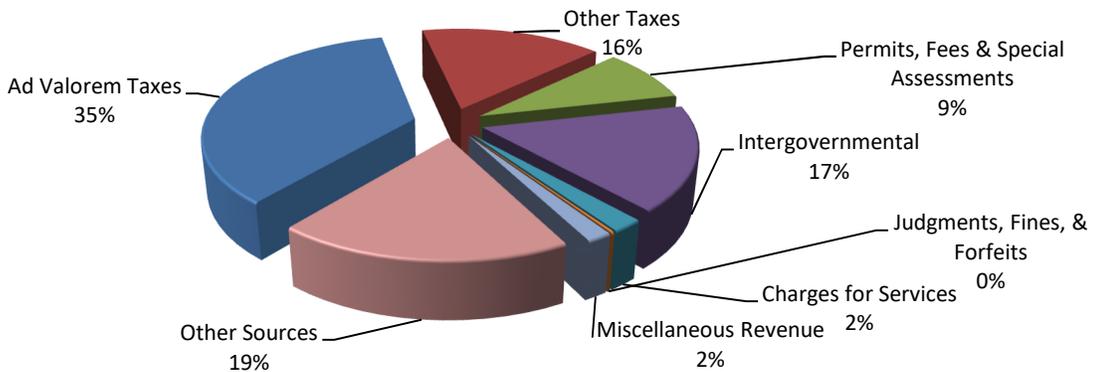
## Management Discussion

- ✓ Total expenditures decreased by 0.63% between the Budget Draft and the Adopted Budget.
- ✓ Personal Services increased by \$88,933 due to the addition of a temporary part-time Assistant City Clerk, the addition of a GIS Analyst, and other personnel adjustments throughout the City.
- ✓ Operating Expenses increased \$135,337 due to increased utility operating costs (\$35,000) caused by continued inflation as well as four additional expenditures: Citizen Survey (\$15,000); increased PAL contribution (\$25,000); Parks and Recreation Master Plan (\$25,000); and Police Evidence Building FFE (\$30,951).
- ✓ Capital Outlay decreased by \$243,751 due to decreases in Lighting at Sperling Softball Fields (\$180,000), Fire Station 81 FFE (\$73,751), and Fire Station 83 Improvements (\$100,000), offset by increase in Fire Station 81 Reserve Garage (\$25,000), Amelia Ave Roundabout Utility Relocation (\$40,000) and North Amelia Gate Replacement (\$45,000).
- ✓ Debt Service decreased \$75,299 due to a correction in debt service payments for FY 21/22.
- ✓ Contingencies decreased \$165,132 due to decrease in projected revenues.
- ✓ Transfers decreased \$439,474 due to updated funding needs and allocations across the City.

# GENERAL FUND

## Revenue Summary

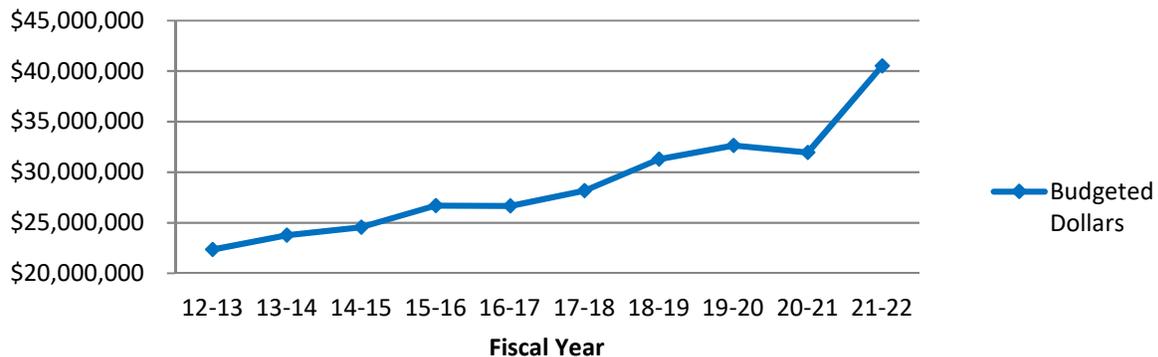
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$11,986,670	\$12,916,662	\$12,898,635	\$14,391,648	11.42%
Other Taxes	6,536,683	5,979,093	5,628,002	6,598,796	10.36%
Permits, Fees & Special Assessments	3,335,613	3,416,727	3,033,065	3,460,795	1.29%
Intergovernmental	7,076,243	5,033,082	4,990,702	6,829,638	35.69%
Charges for Services	1,108,112	699,327	1,658,747	839,765	20.08%
Judgments, Fines, & Forfeits	81,559	85,000	66,818	91,000	7.06%
Miscellaneous Revenue	1,110,399	532,393	563,413	669,034	25.67%
Other Sources	<u>2,265,628</u>	<u>3,294,176</u>	<u>2,407,200</u>	<u>7,635,198</u>	131.78%
<b>Total General Fund Revenue</b>	<b>\$33,500,907</b>	<b>\$31,956,460</b>	<b>\$31,246,582</b>	<b>\$40,515,874</b>	<b>26.78%</b>



## Management Discussion

General Fund revenues have increased approximately 26.78% or \$8,559,414 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 8.49% from the previous tax year. Based on the operating millage rate of 6.7841, this translates into an increase in ad valorem taxes of 11.42% in FY 2021-2022.

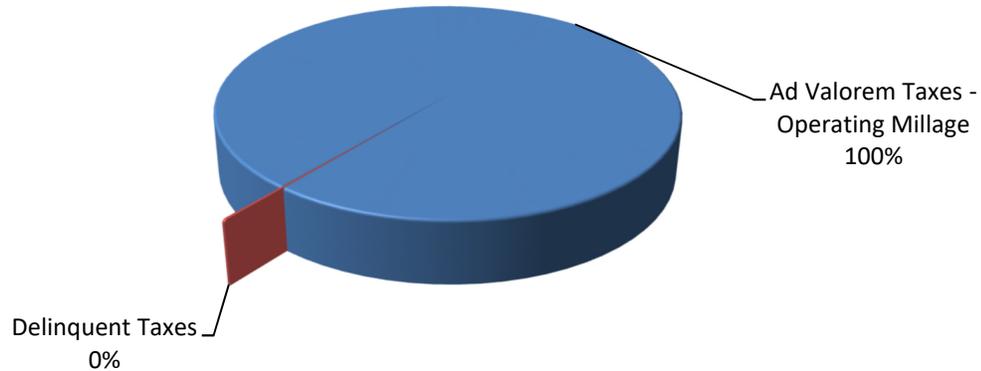
## History of Revenues



# GENERAL FUND

## Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes - Operating Millage	\$11,702,634	\$12,886,601	\$12,886,601	\$14,361,587	11.45%
Delinquent Taxes	<u>284,036</u>	<u>30,061</u>	<u>12,034</u>	<u>30,061</u>	0.00%
Total Ad Valorem Tax Revenue	\$11,986,670	\$12,916,662	\$12,898,635	\$14,391,648	11.42%



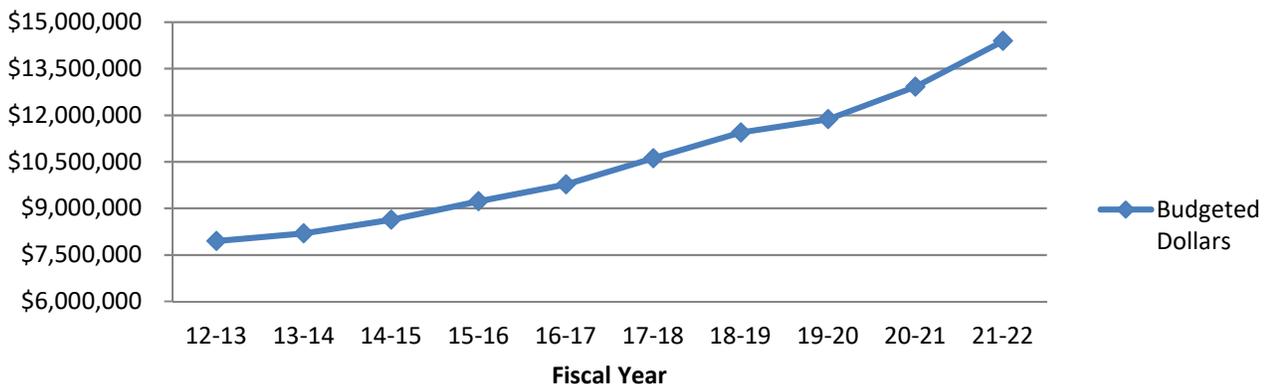
### Management Discussion

The property appraiser has released \$2,286,653,644 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the city limits. The pre-preliminary taxable value represents a total increase of \$179,028,591 or 8.49% increase from final taxable values of \$2,107,625,053 in the previous tax year. Included in the total taxable value amount for the current year is \$89,053,496 for annexations and new construction.

Based on the taxable valuation described above, the operating millage rate, which is 0.2641 mills more than the roll back rate of 6.5200, is 6.7841 mills. The 0.2000 mills that were dedicated to the Capital Fund have been reallocated back to the General Fund. All 6.7841 mills yields \$14,361,587 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

The proposed rate for Tax Year 2021 of 6.7841 mills is the same as last year.

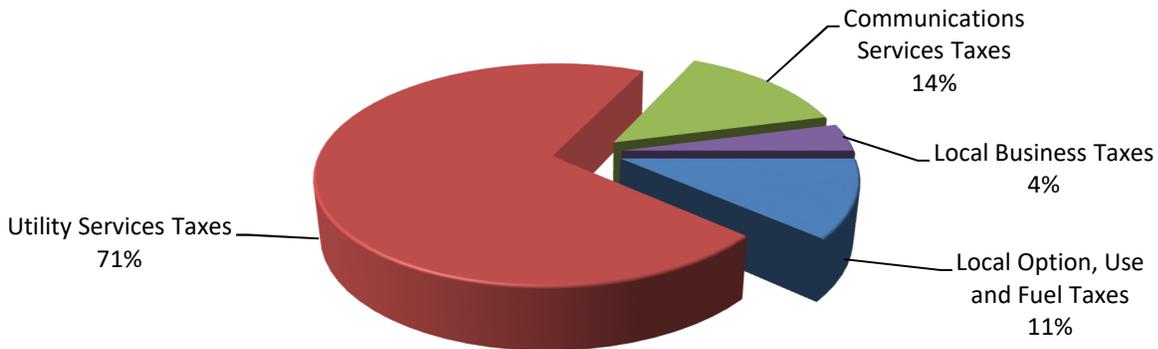
### History of Revenues



# GENERAL FUND

## Other Taxes and Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Local Option, Use and Fuel Taxes	\$ 867,209	\$ 593,788	\$ 324,850	\$ 754,152	27.01%
Utility Services Taxes	4,481,680	4,288,515	4,260,253	4,650,526	8.44%
Communications Services Taxes	916,954	866,776	801,385	924,118	6.62%
Local Business Taxes	<u>270,840</u>	<u>230,014</u>	<u>241,514</u>	<u>270,000</u>	17.38%
Total Other Tax Revenue	\$ 6,536,683	\$ 5,979,093	\$ 5,628,002	\$ 6,598,796	10.36%



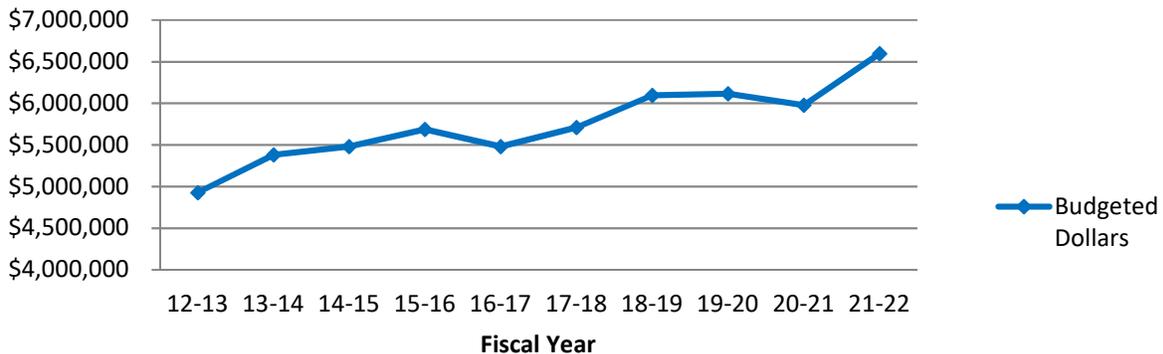
## Management Discussion

Local Option, Use and Fuel taxes includes anticipated revenue for Fire Insurance Premium Tax (\$171,036) and Casual Insurance Premium Tax (\$237,205), pending State approval. Anticipated Local Option Gas Tax is \$345,911.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$4,650,526, an increase of \$362,011.

Communications Services Taxes are projected to have an increase of \$57,342, while Local Business Taxes, which includes occupational licenses, are anticipated to have an increase of \$39,986.

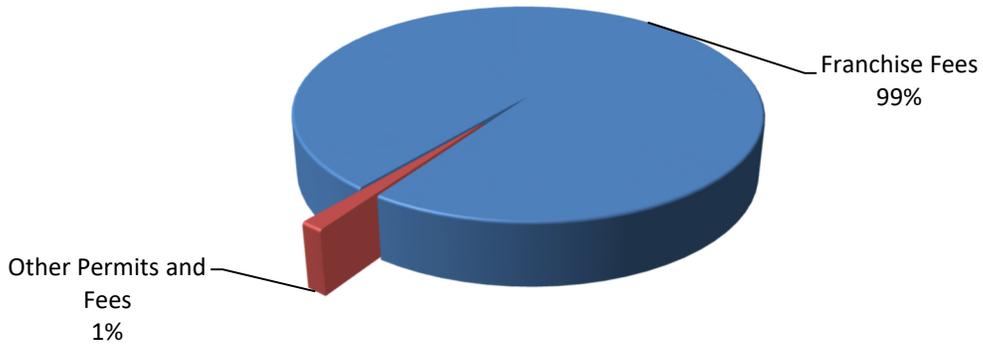
## History of Revenues



# GENERAL FUND

## Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Franchise Fees	\$ 3,268,543	\$ 3,370,007	\$ 2,960,298	\$ 3,411,575	1.23%
Other Permits and Fees	<u>67,070</u>	<u>46,720</u>	<u>72,767</u>	<u>49,220</u>	5.35%
Total Permits, Fees & Special Assessments	\$ 3,335,613	\$ 3,416,727	\$ 3,033,065	\$ 3,460,795	1.29%

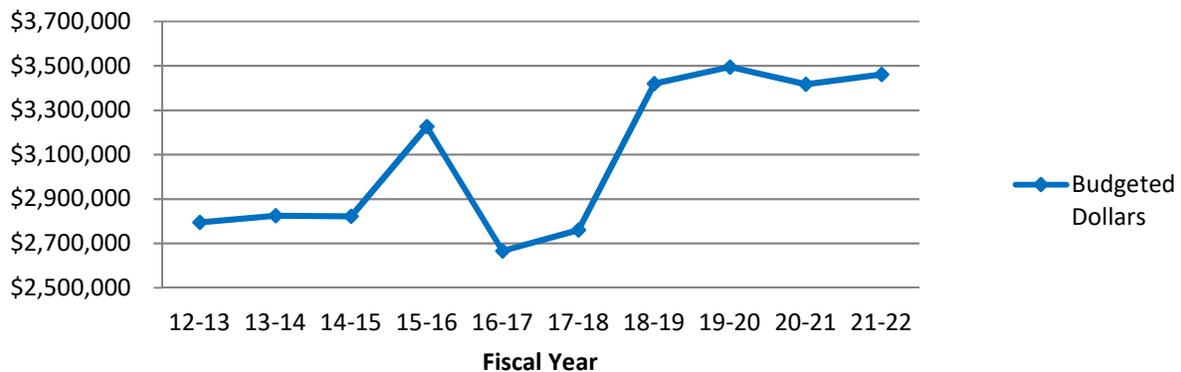


## Management Discussion

Franchise tax 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 1.23% more in the FY2021-2022 budget.

Other Permits and Fees include \$30,000 for Fire Permit revenue, \$18,820 for lighting assessments and \$400 for other fees.

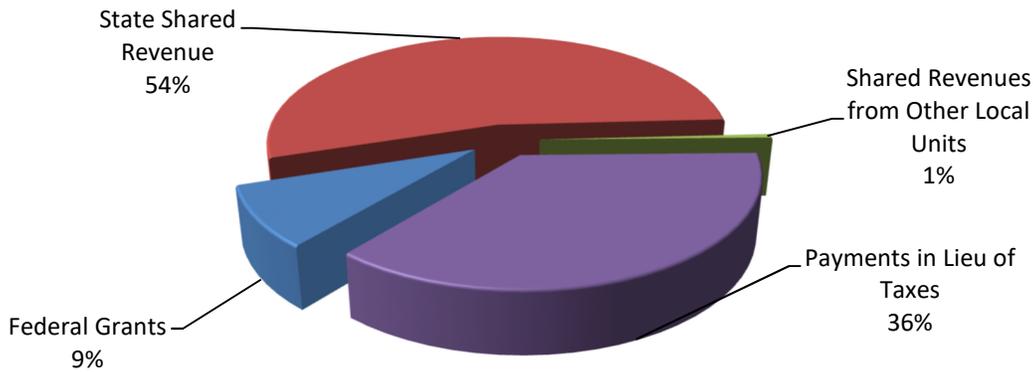
## History of Revenues



# GENERAL FUND

## Intergovernmental Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Federal Grants	\$ 1,482,630	\$ 141,423	\$ 134,756	\$ 606,576	328.91%
State Shared Revenue	3,143,351	2,539,275	3,033,239	3,699,069	45.67%
Shared Revenues from Other Local Units	36,562	25,620	26,206	36,000	40.52%
Payments in Lieu of Taxes	<u>2,413,700</u>	<u>2,326,764</u>	<u>1,796,501</u>	<u>2,487,993</u>	6.93%
Total Intergovernmental Revenue	\$ 7,076,243	\$ 5,033,082	\$ 4,990,702	\$ 6,829,638	35.69%

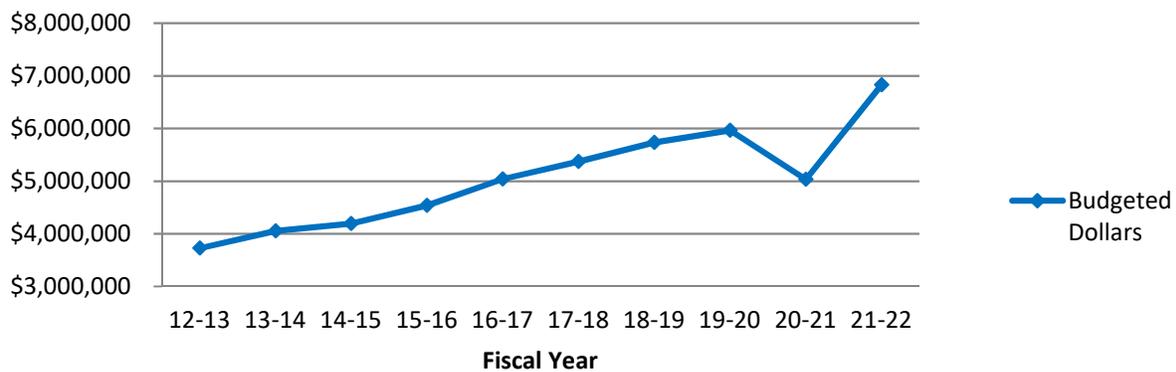


## Management Discussion

State shared revenue in FY2021-2022 is anticipated to increase by approximately \$1,159,794 primarily as a result of an increase in projected sales tax revenue and state revenue sharing due to having reduced projections in FY2020-2021 because of COVID-19.

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 to be transferred to the Grants and Special Revenue Fund for road resurfacing. In FY2021-2022, 1% of the PILOT is equal to \$240,367.

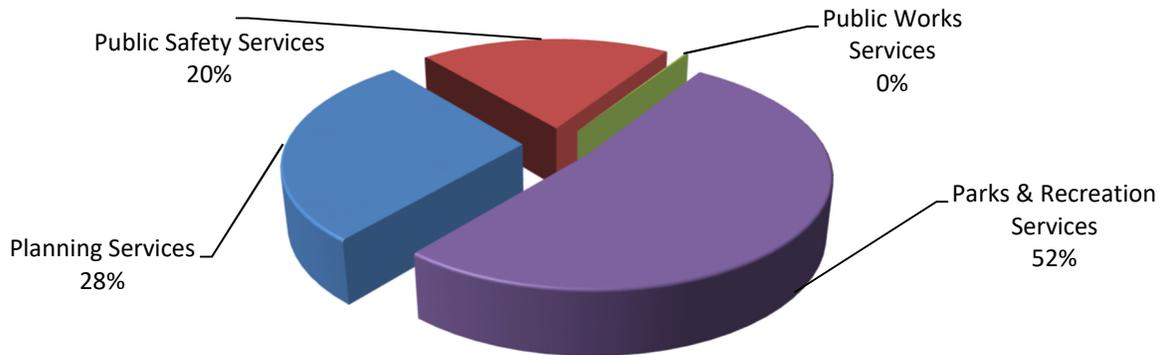
## History of Revenues



## GENERAL FUND

### Charges for Services Revenue Summary

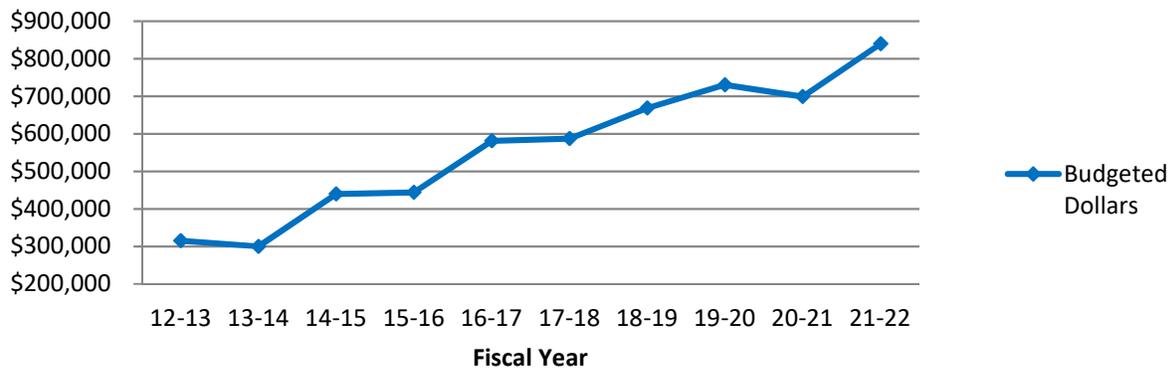
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Planning Services	\$ 246,881	\$ 156,307	\$ 233,582	\$ 234,500	50.03%
Public Safety Services	173,544	168,018	115,275	168,018	0.00%
Public Works Services	297,570	1,500	1,004,409	1,500	0.00%
Parks & Recreation Services	<u>390,117</u>	<u>373,502</u>	<u>305,481</u>	<u>435,747</u>	16.67%
Total Charges for Services Revenue	<u>\$ 1,108,112</u>	<u>\$ 699,327</u>	<u>\$ 1,658,747</u>	<u>\$ 839,765</u>	20.08%



### Management Discussion

Planning Services is anticipated to have an increase of \$78,193. Public Safety Services is budgeted at the same amount as FY2020-2021. Public Works Services has a large estimated budget in FY2020-2021 due to a significant amount of tree replacement revenue. Parks & Recreation Services is projected to increase by \$62,245 due to anticipated increases in Stadium revenue and activity fees that had been reduced in FY2020-2021 due to economic conditions as a result of COVID-19.

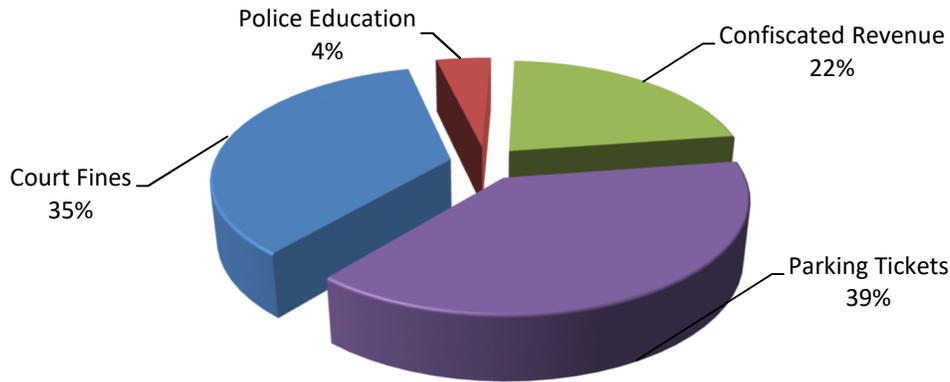
### History of Revenues



# GENERAL FUND

## Judgments, Fines, and Forfeits Revenue Summary

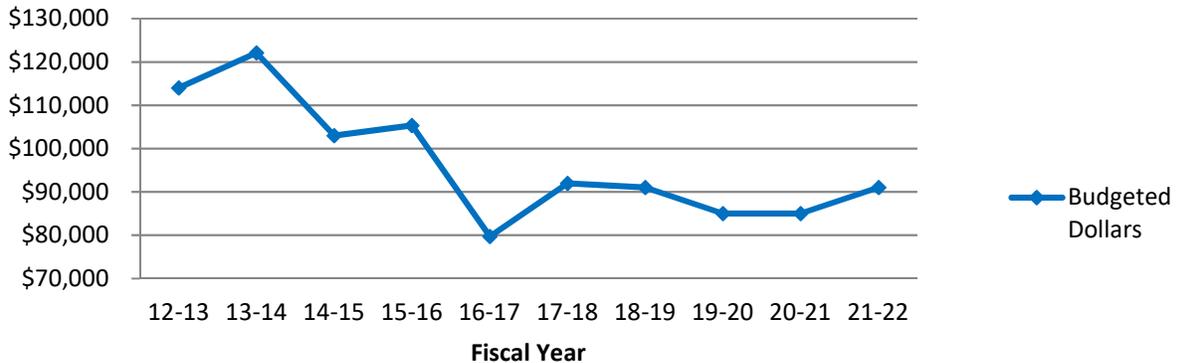
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Court Fines	\$ 32,798	\$ 32,000	\$ 35,685	\$ 32,000	0.00%
Police Education	4,196	4,000	4,402	4,000	0.00%
Confiscated Revenue	24,993	14,000	23,245	20,000	42.86%
Parking Tickets	19,572	35,000	3,486	35,000	0.00%
Total Judgments, Fines, and Forfeits	\$ 81,559	\$ 85,000	\$ 66,818	\$ 91,000	7.06%



## Management Discussion

Revenues for fines and forfeitures are projected based on historical collections. 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.

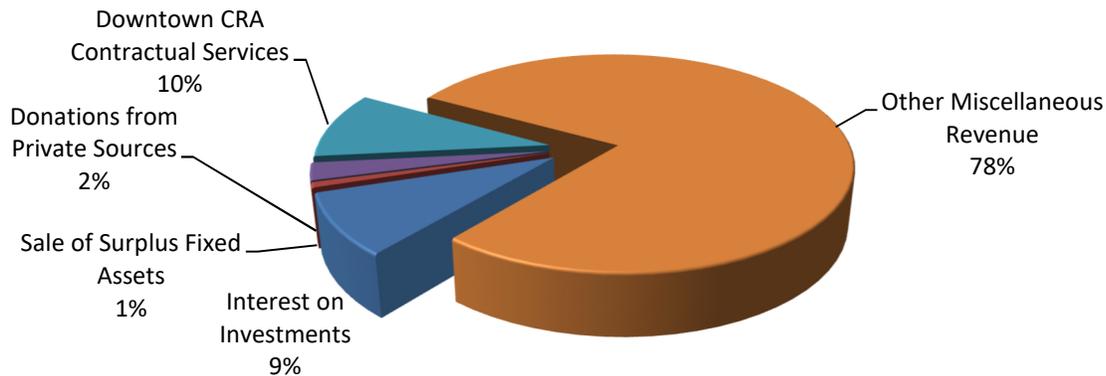
## History of Revenues



## GENERAL FUND

### Miscellaneous Revenue Summary

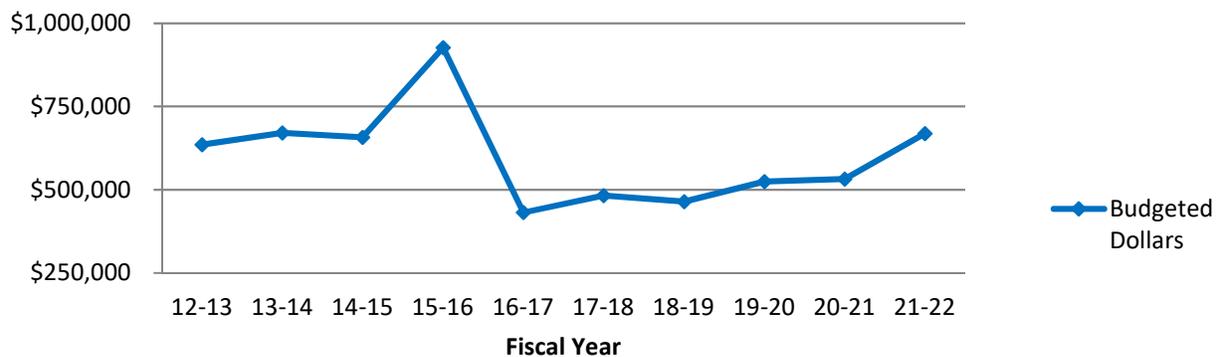
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Interest on Investments	\$ 221,110	\$ 90,000	\$ 39,154	\$ 60,000	-33.33%
Sale of Surplus Fixed Assets	64,579	5,000	47,180	5,000	0.00%
Insurance Proceeds on Equipment	139,742	0	52,475	0	0.00%
Donations from Private Sources	11,826	17,000	5,734	17,000	0.00%
Downtown CRA Contractual Services	52,655	75,317	9,150	65,288	-13.32%
Other Miscellaneous Revenue	<u>620,487</u>	<u>345,076</u>	<u>409,720</u>	<u>521,746</u>	51.20%
<b>Total Miscellaneous Revenue</b>	<b>\$ 1,110,399</b>	<b>\$ 532,393</b>	<b>\$ 563,413</b>	<b>\$ 669,034</b>	<b>25.67%</b>



## Management Discussion

Miscellaneous revenues include interest earned on investments, sale of land and equipment, insurance proceeds, private donations, and any other miscellaneous revenues. 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).

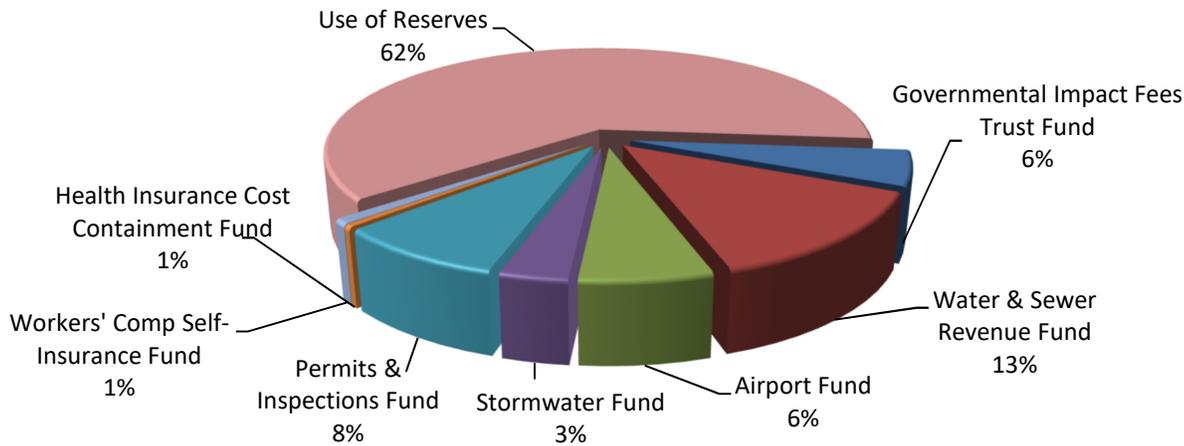
## History of Revenues



# GENERAL FUND

## Other Sources Revenue Summary

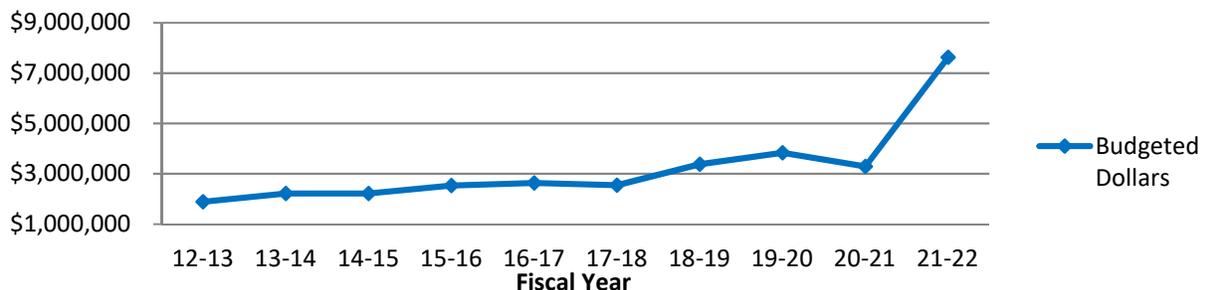
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Governmental Impact Fees Trust Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 411,000	105.50%
Water & Sewer Revenue Fund	843,029	827,956	836,448	1,021,219	23.34%
Airport Fund	309,914	459,563	464,368	481,438	4.76%
Stormwater Fund	249,526	236,027	241,057	249,117	5.55%
Permits & Inspections Fund	566,954	543,359	569,122	632,362	16.38%
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%
Use of Reserves	0	931,066	0	4,743,857	409.51%
<b>Total Other Sources Revenue</b>	<b>\$ 2,265,628</b>	<b>\$ 3,294,176</b>	<b>\$ 2,407,200</b>	<b>\$ 7,635,198</b>	<b>131.78%</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 \$4,369,165 from General Fund reserves to provide funding for the purchase of capital (\$3,008,063), operating capital (\$493,487), one-time operating costs (\$392,339), road resurfacing (\$475,276), code enforcement filings (\$1,500), lot maintenance (\$10,000) and tree reserves (\$363,192).

## History of Revenues



# GENERAL FUND

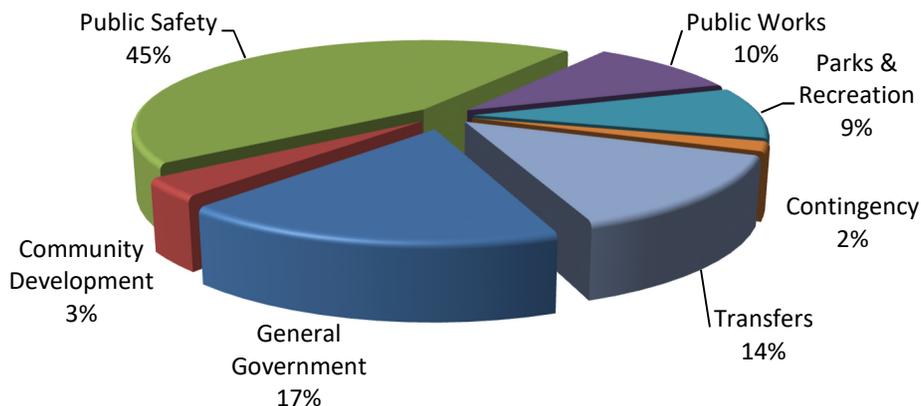
## Expenditure Summary

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 20,670,095	\$ 21,712,373	\$ 20,095,951	\$25,835,876	18.99%
Operating Expenses	6,717,967	6,864,871	7,153,156	8,375,043	22.00%
Grants & Aid	13,300	30,000	30,000	110,000	266.67%
Contingency	(58)	941,985	926,506	711,361	-24.48%
Transfers	<u>2,885,261</u>	<u>2,407,231</u>	<u>3,040,969</u>	<u>5,483,594</u>	127.80%
Total Budget	\$ 30,286,565	\$ 31,956,460	\$ 31,246,582	\$40,515,874	26.78%

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
General Government	\$ 6,224,161	\$ 5,848,805	\$ 5,995,333	\$ 7,013,806	19.92%
Community Development	967,781	1,016,317	974,131	1,359,723	33.79%
Public Safety	14,169,929	14,926,268	14,117,071	18,033,964	20.82%
Public Works	3,192,884	3,589,961	3,251,494	4,103,318	14.30%
Parks & Recreation	2,846,607	3,225,893	2,941,078	3,810,108	18.11%
Contingency	0	941,985	926,506	711,361	-24.48%
Transfers	<u>2,885,261</u>	<u>2,407,231</u>	<u>3,040,969</u>	<u>5,483,594</u>	127.80%
Total Budget	\$ 30,286,623	\$ 31,956,460	\$ 31,246,582	\$40,515,874	26.78%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
General Government	37.36	38.86	37.36	36.46	38.46
Community Development	11.45	11.45	10.45	10.40	10.95
Public Safety	138.28	141.78	145.70	145.40	153.03
Public Works	39.37	39.37	41.45	40.95	42.95
Parks & Recreation	<u>37.84</u>	<u>37.84</u>	<u>39.84</u>	<u>39.59</u>	<u>41.22</u>
Total Staffing	264.30	269.30	274.80	272.80	286.61

**General Fund Expenditure Summary  
Fiscal Year 2022**



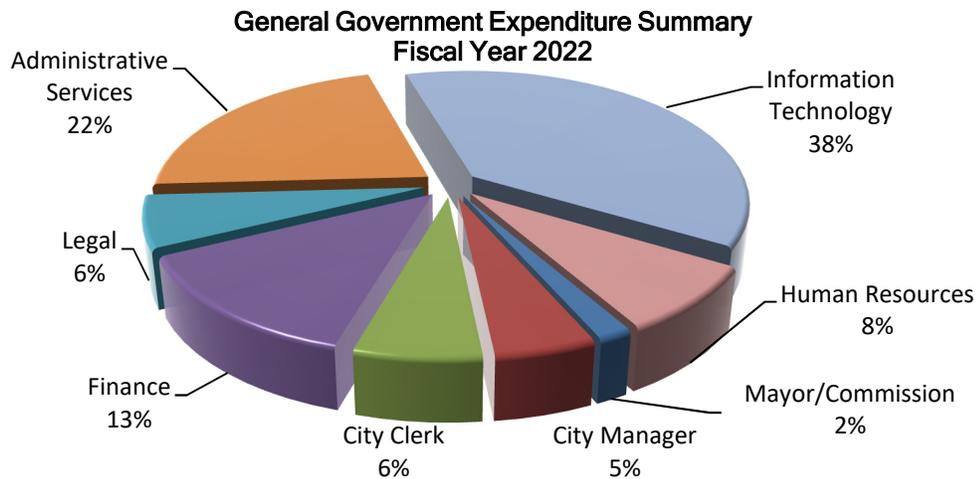
# GENERAL FUND

## General Government Expenditure Summary

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$2,957,864	\$2,942,332	\$2,796,501	\$3,442,203	16.99%
Operating Expenses	<u>3,266,297</u>	<u>2,906,473</u>	<u>3,198,832</u>	<u>3,571,603</u>	22.88%
Total Budget	\$6,224,161	\$5,848,805	\$5,995,333	\$7,013,806	19.92%

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Mayor/Commission	\$ 93,398	\$ 108,502	\$ 98,880	\$ 118,325	9.05%
City Manager	340,522	326,520	305,969	348,615	6.77%
City Clerk	281,840	306,753	242,684	435,349	41.92%
Finance	765,884	839,601	861,201	927,443	10.46%
Legal	428,628	312,386	427,346	446,458	42.92%
Administrative Services	1,961,800	1,384,833	1,530,343	1,506,386	8.78%
Information Technology	1,792,700	2,060,509	2,075,823	2,663,140	29.25%
Human Resources	<u>559,389</u>	<u>509,701</u>	<u>453,087</u>	<u>568,090</u>	11.46%
Total Budget	\$6,224,161	\$5,848,805	\$5,995,333	\$7,013,806	19.92%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Mayor	5.00	5.00	5.00	5.00	5.00
City Manager	2.00	2.00	2.00	2.00	2.00
City Clerk	3.00	3.25	3.25	3.25	4.25
Finance	9.00	9.00	8.73	8.73	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	7.40	7.65	5.65	4.75	4.75
Information Technology	5.23	6.23	6.73	6.73	7.73
Human Resources	<u>4.73</u>	<u>4.73</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	37.36	38.86	37.36	36.46	38.46





## 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

	2019-20	2020-21	2020-21	2021-22	% Change
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2020-21
Personal Services	\$ 70,657	\$ 70,186	\$ 66,773	\$ 70,108	-0.11%
Operating Expenses	<u>22,741</u>	<u>38,316</u>	<u>32,107</u>	<u>48,217</u>	25.84%
Total Budget	\$ 93,398	\$ 108,502	\$ 98,880	\$ 118,325	9.05%
STAFFING	2017-18	2018-19	2019-20	2020-21	2021-22
	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

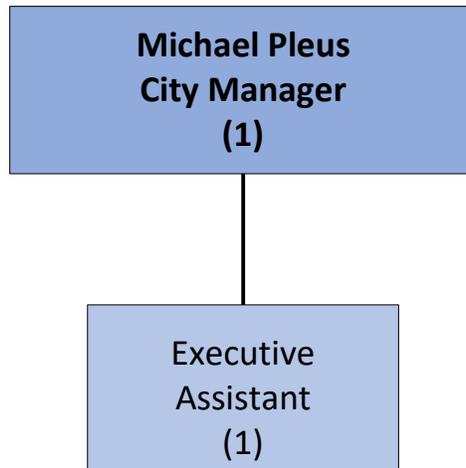
- ✓ Total expenses increased by 9.05 %.
- ✓ Operating expenses increased by 25.84% mainly due to budgeting travel and training at their pre-pandemic levels.
- ✓ Includes funding for travel and training (\$28,760):
  - National League of Cities annual conference (2).
  - Legislative Action Days (3).
  - 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).
- NAACP Annual Freedom Fund Banquet.
- ✓ Includes funding for memberships (\$12,437):
  - 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 Government (WIMG).



# CITY MANAGER

## Organizational Structure



**Description:**

The City Manager is the Chief Executive 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of citizens surveyed who are satisfied with City services	High Value Government	*N/A <i>Survey conducted every other year</i>	Survey Not Budgeted	96%
% 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	95%	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 2020 - 2021 Accomplishments

- ✓ Opening of the Bridge Homeless Shelter
- ✓ Successfully Navigated the Impacts of COVID-19
- ✓ Strategic Plan Update
- ✓ Negotiated New Interlocal Agreement for Distribution of Local Option Fuel Tax
- ✓ Held Workshop on Affordable Housing
- ✓ Hired Two New Department Heads

## 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: FY2021-2022 – Annual Update
  - Strategic Focus Area: High Value Government
- ✓ Develop Strategic for the American Recovery Plan Act Funding
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: High Value Government
- ✓ Complete 2050 Vision Plan with Strategies to address Growth Related Impacts
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: High Value Government, Institute Smart Growth Principles.

## Operating Budget Comparison

BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$ 306,824	\$ 308,341	\$ 298,073	\$ 329,461	6.85%
Operating Expenses		<u>33,698</u>	<u>18,179</u>	<u>7,896</u>	<u>19,154</u>	5.36%
Total Budget		\$ 340,522	\$ 326,520	\$ 305,969	\$ 348,615	6.77%
STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
City Manager	Appt	1.00	1.00	1.00	1.00	1.00
Executive Assistant	112	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.00	2.00	2.00	2.00	2.00

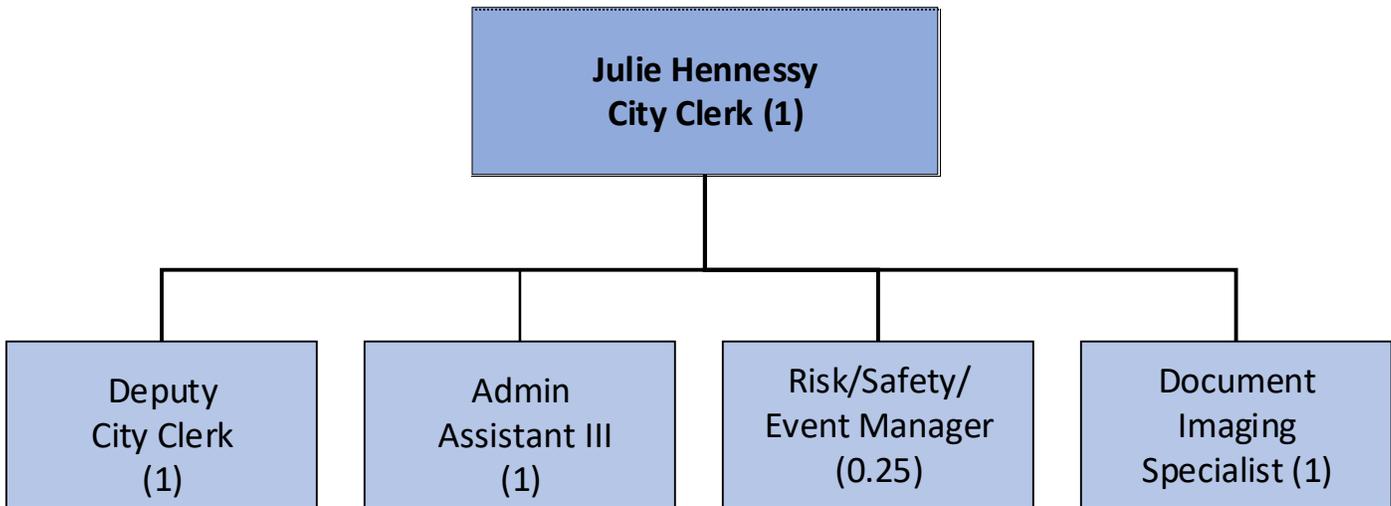
## Management Discussion

- ✓ Total expenses increased by 6.77%.
- ✓ Personal Services increased by 6.85% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 5.36% mainly due to an increase in training (\$960).



# 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	FY 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	88%	60%	75%
% of agendas completed 4 days before Commission Meeting	High Value Government	<i>Not reported</i>	99%	92%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	<i>Not reported</i>	100%	95%
% of short minutes posted within 4 days after meeting	High Value Government	<i>Not reported</i>	90%	90%
% of public records requests responded to within 72 hours	High Value Government	<i>Not reported</i>	75%	75%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	<i>Not reported</i>	100%	100%
Perform 7 audits annually	High Value Government	<i>Not reported</i>	7	7

## Fiscal Year 2020 - 2021 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 and the public for 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

- ✓ Implement use of JustFOIA software
- ✓ Find a legal and acceptable option to manage emails.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government
- ✓ Obtain Volunteer Board Management software.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 247,942	\$ 258,184	\$ 205,619	\$ 377,005	46.02%
Operating Expenses	<u>33,898</u>	<u>48,569</u>	<u>37,065</u>	<u>58,344</u>	20.13%
Total Budget	\$ 281,840	\$ 306,753	\$ 242,684	\$ 435,349	41.92%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.00	0.00	0.00	0.00	0.25
Deputy City Clerk	109	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	109	0.00	0.25	0.25	0.25	0.00
Administrative Assistant III	105	0.00	0.00	0.00	0.00	1.00
Document Imaging Specialist	104	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		3.00	3.25	3.25	3.25	4.25

Added [1.0] Administrative Assistant III. Promoted [0.25] Special Event Coordinator to [0.25] Risk/Safety/Event Manager.

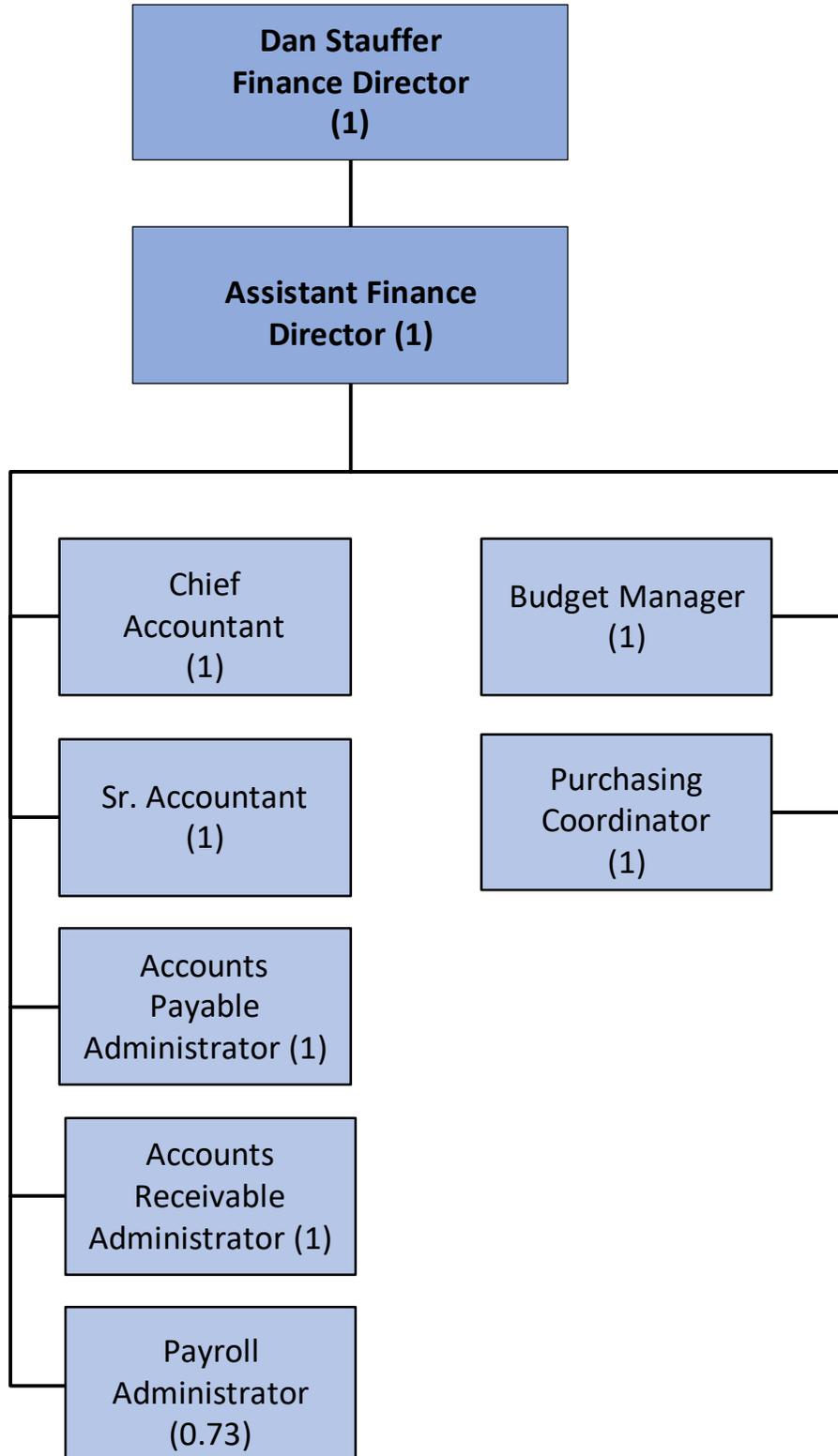
## Management Discussion

- ✓ Total expenses increased by 41.92%.
- ✓ Personal Services increased 46.02% mainly due to a 3% merit increase implemented during FY 20-21, pay plan and \$15/hr. minimum adjustments in FY 21-22, a temporary Assistant City Clerk and the addition of Administrative Assistant III position in FY 21-22.
- ✓ Operating expenses increased 20.13% mainly due to an increase in Recording and Municipal Code updates.
- ✓ Includes funding for:
  - Recording (\$13,000).
  - Destruction (\$2,000).
  - Municipal code updates (\$17,000).
  - Advertising (\$9,000)



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	95%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	11%	12%	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	17.00%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	3.50	3.71	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	35.00%	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 2020 – 2021 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> 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

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 700,855	\$ 751,383	\$ 767,466	\$ 833,965	10.99%
Operating Expenses	<u>65,029</u>	<u>88,218</u>	<u>93,735</u>	<u>93,478</u>	5.96%
Total Budget	\$ 765,884	\$ 839,601	\$ 861,201	\$ 927,443	10.46%

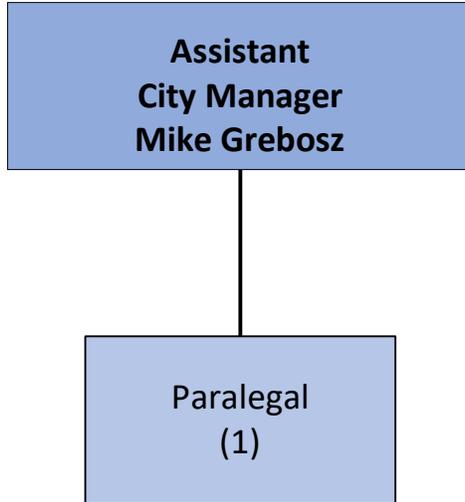
STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Finance Director	E108	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	E104	1.00	1.00	1.00	1.00	1.00
Accounting Manager	E102	1.00	1.00	0.00	0.00	0.00
Budget Manager	116	1.00	1.00	1.00	1.00	1.00
Chief Accountant	115	0.00	0.00	1.00	1.00	1.00
Chief Accountant/Payroll Mgr.	115	1.00	1.00	0.00	0.00	0.00
Sr Accountant	112	1.00	1.00	1.00	1.00	1.00
Purchasing Coordinator	111	1.00	1.00	1.00	1.00	1.00
Accounts Payable Admin.	108	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		9.00	9.00	8.00	8.00	8.00
Chief Accountant/Payroll Mgr.	115	0.00	0.00	0.73	0.00	0.00
Payroll Administrator	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.00	0.00	0.73	0.73	0.73
Total Staffing		9.00	9.00	8.73	8.73	8.73

## Management Discussion

- ✓ Total expenses increased by 10.46%.
- ✓ Personal Services increased 10.99% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 5.96% mainly due to budgeting travel and training at their pre-pandemic levels.
- ✓ Includes funding for:
  - Audit (\$23,363).
  - Banking services (\$21,000).



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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Cost of legal services per capita of city staff	High Value Government	\$774.46	\$775	\$800
% of internal customers satisfied with legal services	High Value Government	87%	95%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	340	300	325

## Fiscal Year 2020 - 2021 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	Draft 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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 72,528	\$ 74,186	\$ 71,822	\$ 83,008	11.89%
Operating Expenses	<u>356,100</u>	<u>238,200</u>	<u>355,524</u>	<u>363,450</u>	52.58%
Total Budget	\$ 428,628	\$ 312,386	\$ 427,346	\$ 446,458	42.92%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Legal Assistant/Paralegal	110	<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

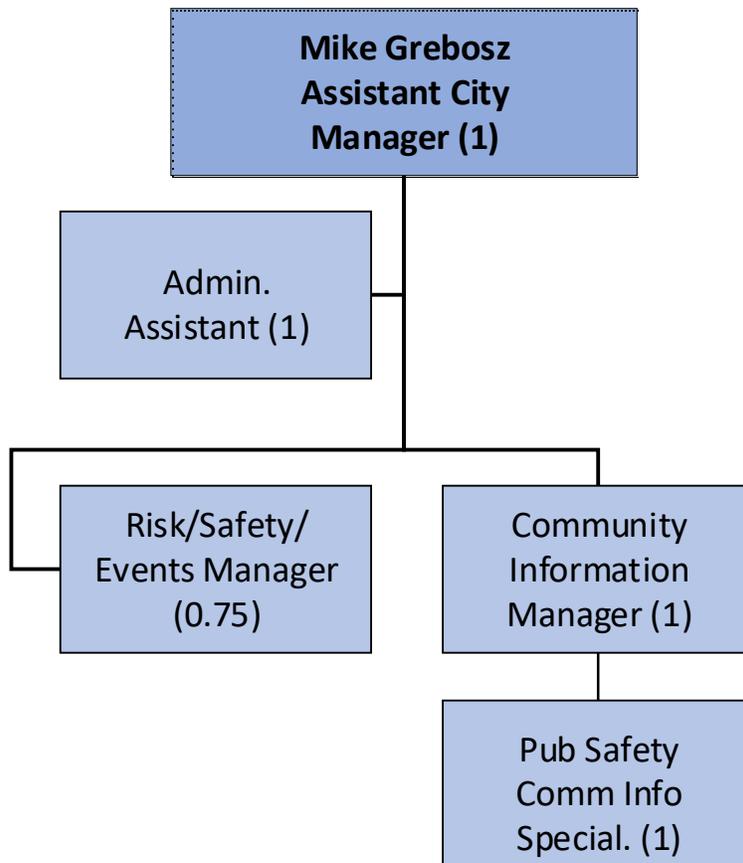
## Management Discussion

- ✓ Total expenses increased by 42.92%.
- ✓ Personal Services increased 11.89% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 52.58% mainly due to an increase in Labor (\$85,000) and City (\$35,000) Attorneys.
- ✓ Includes funding for:
  - City attorney (\$185,000).
  - Labor attorney (\$160,000).



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of earned media	Communication	95%	95%	95%
% change over prior year in online exposure in social media (likes/followers)	Communication	35%	25%	25%
% of citizens satisfied with level of communication about local government	Communication	*N/A <i>Survey conducted every other year</i>	Survey Not Budgeted	90%
% of employees satisfied with level of communication within local government	Communication	90%	95%	99%
# of event applications processed (non-re-occurring)	High Value Government	36	12	40
% of special event permits issued within 4 days of event	High Value Government	98%	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	89%	100%	100%

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Continued annual downtown Hometown Hero Banner Program.
- ✓ Created a COVID event guideline policy.
- ✓ Increased online information for COVID related items on website and social media.
- ✓ Provided staff support to Art, Culture and Entertainment District (ACED), which helps 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. <i>(On hold due to COVID)</i></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	Maintain City wide performance metrics system to ensure efficiency and effectiveness organization wide. <ul style="list-style-type: none"> <li>Collect and analyze data on a quarterly basis</li> </ul>	High Value Government
2	Oversee lease management process to ensure no leases are in arrears. <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	Continue to implement the City's Strategic Communications Plan. <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 social media 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	Develop and ensure programs emphasizing personal interaction with employees and citizens. <ul style="list-style-type: none"> <li>Complete School of Government Program by the end of the 3<sup>rd</sup> quarter. <i>(Was not done due to COVID)</i></li> <li>Complete Employee Development and Mentoring Program by the end of the 2<sup>nd</sup> quarter. <i>(Was not done due to COVID)</i></li> <li>Maintain interaction with educational institutions and service groups throughout the year.</li> <li>Perform special projects to increase outreach and interaction.</li> <li>Increase the ability to produce and create of video content for the city.</li> <li>Assist with public safety records requests to increase response time.</li> </ul>	Communications
3	Develop and communicate annual legislative program emphasizing matters of importance to the City. <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

- ✓ Implement an enhanced automated performance management data system.
  - Target Completion: FY 2022-2023
  - Strategic Focus Area: High Value Government
- ✓ Provide support services for a public art group (ACED) that will assist with funding public art.
  - Target Completion: Continuous
  - Strategic Focus Area: High Value Government
- ✓ Look to implement additional public outreach tools
  - Target Completion: Continuous
  - Strategic Focus Area: High Value Government
- ✓ Create a city lease automated workflow to make the lease process more efficient.
  - Target Completion: FY 2023-2024
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$ 529,279	\$ 554,958	\$ 508,133	\$ 616,126	11.02%
Operating Expenses		<u>1,432,521</u>	<u>829,875</u>	<u>1,022,210</u>	<u>890,260</u>	7.28%
Total Budget		\$1,961,800	\$1,384,833	\$1,530,343	\$1,506,386	8.78%
STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Assistant City Manager	E111	1.00	1.00	1.00	1.00	1.00
Communications Manager	116	0.00	0.00	0.00	0.00	1.00
Risk/Safety/Event Manager	116	0.00	0.00	0.00	0.00	0.75
Comm. Information Specialist	112	1.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	110	1.00	1.00	1.00	1.00	0.00
Special Event Coordinator	109	0.00	0.75	0.75	0.75	0.00
Administrative Assistant IV	105	0.00	1.00	1.00	1.00	1.00
Administrative Assistant III	103	1.00	0.00	0.00	0.00	0.00
Spring Hill Center Director	109	1.00	1.00	0.00	0.00	0.00
Spring Hill Center Admin Asst I	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	6.75	4.75	4.75	4.75
Special Event Coordinator	109	0.50	0.00	0.00	0.00	0.00
Interns	N/A	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		1.40	0.90	0.90	0.00	0.00
Total Staffing		7.40	7.65	5.65	4.75	4.75

Combined [0.75] Special Event Coordinator and [1.0] Risk/Liability Specialist into [0.75] Risk/Safety/Events Manager (split with 0102). Added [1.0] Community Information Specialist. Promoted [1.0] Community Information Specialist to [1.0] Communications Manager.

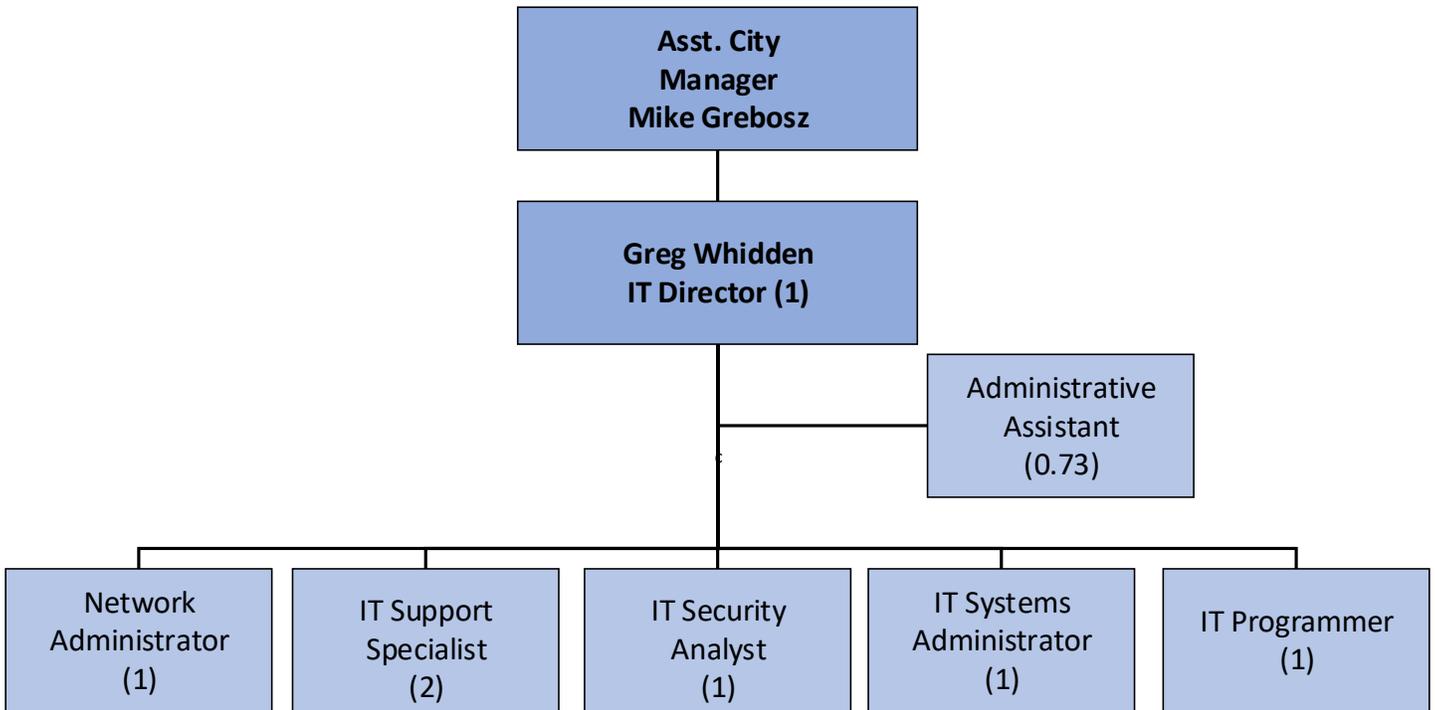
## Management Discussion

- ✓ Total expenses increased by 8.78%.
- ✓ Personal Services increased 11.02% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 7.28% mainly due to increases in insurance (\$19,469) and power (\$8,074).
- ✓ Includes funding for:
  - Various insurance including commercial liability and property insurance (\$515,000).
  - Janitorial Services (\$37,800).
  - NRC Citizen Survey (\$15,000).
  - Grant Consultant (\$71,041).



# INFORMATION TECHNOLOGY

## 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of downtime for city network	High Value Government	<1%	<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	\$3,298	\$3,045	\$2,700
% of users satisfied with IT services	High Value Government	86%	90%	90%

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ PC rotation for City Hall.
- ✓ Implement BS&A ERP System.
- ✓ Implement NOVAtime
- ✓ Implement Kiosk Solution for 24/7 Cash payments
- ✓ Implement new Parking Ticket System
- ✓ Upgrade Door Access Security for PD
- ✓ Implement VDI for Remote worker solution
- ✓ Upgrade Wi-Fi Access Points
- ✓ Upgrade Door Access Security
- ✓ Implement Recurring Credit Card Payments
- ✓ Upgrade Cityworks to Enterprise Version

## Action Plan

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>• Perform annual PC Replacement.</li> <li>• Police Cad/RMS upgrade with VCSO</li> <li>• Fire Cad/RMS upgrade with VC Fire</li> <li>• Website Redevelopment</li> <li>• Server Replacement</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>• Cellebrite Mobile Forensic</li> <li>• Live Scanner System</li> <li>• Laserfiche Professional and workflow</li> <li>• Accela Civic Platform Enhancements</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>• Continue with cyber threat awareness training (ongoing).</li> <li>• Security Posture Review</li> <li>• Firewall Upgrade</li> <li>• Security Camera Replacement</li> </ul>	High Value Government & Communication

## Operating Budget Comparison

BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$ 545,060	\$ 535,393	\$ 510,414	\$ 689,280	28.74%
Operating Expenses		<u>1,247,640</u>	<u>1,525,116</u>	<u>1,565,409</u>	<u>1,973,860</u>	29.42%
Total Budget		\$1,792,700	\$2,060,509	\$2,075,823	\$2,663,140	29.25%

STAFFING		PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Information Technology Director		E108	1.00	1.00	1.00	1.00	1.00
I.T. Systems Administrator		116	1.00	1.00	1.00	1.00	1.00
I.T. Programmer		115	1.00	1.00	1.00	1.00	1.00
I.T. Network Administrator		115	1.00	1.00	1.00	1.00	1.00
I.T. Security Analyst		112	0.00	0.00	0.00	0.00	1.00
I.T. Support Specialist		110	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing			5.00	6.00	6.00	6.00	7.00
Administrative Assistant II		103	0.00	0.00	0.00	0.00	0.73
Administrative Assistant I		101	<u>0.23</u>	<u>0.23</u>	<u>0.73</u>	<u>0.73</u>	<u>0.00</u>
Total Part Time Staffing			0.23	0.23	0.73	0.73	0.73
Total Staffing			5.23	6.23	6.73	6.73	7.73

Added [1.0] Information Technology Security Analyst. Promoted [0.73] Administrative Assistant I to [0.73] Administrative Assistant II.

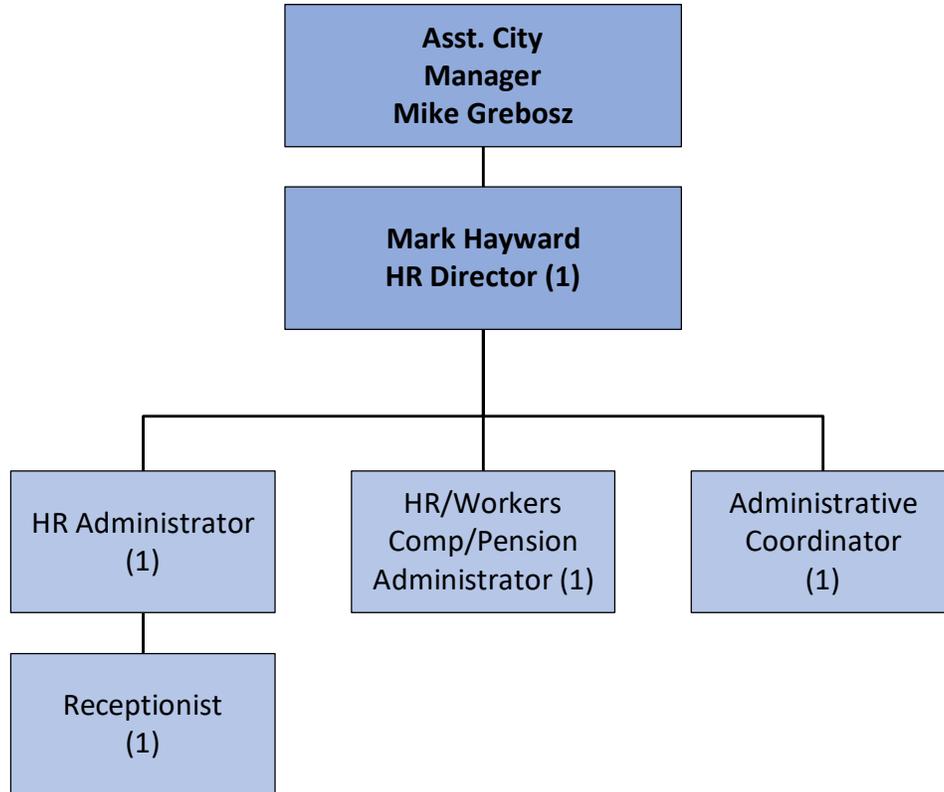
## Management Discussion

- ✓ Total expenses increased by 29.25%.
- ✓ Personal Services increased 28.74% mainly due to the addition of an I.T. Security Analyst, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 29.42% mainly due to increases in Professional Services (\$151,150), Office Phones (\$51,456) Equipment Maintenance (\$214,007), and Operating Capital (\$29,635).
- ✓ Includes funding for:
  - Accela Land Management (\$112,000)
  - 100 additional VDI Licenses (\$96,800)
  - AXON – Evidence License and Storage (\$86,852)
  - BS&A Annual Maintenance (\$40,380)
  - Cityworks Work Order System (\$60,000)
  - IVR Maintenance (\$109,200)
  - Laserfiche Support (\$58,111)
  - PC Rotation (\$100,000)
  - Rapid ID Fingerprint Readers (\$65,280)
  - Security Camera Upkeep & Repair (\$50,000)
  - Text Archiving (\$40,000)
  - Wireless AirCards (\$91,200)



# 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	FY19/20 Actual	FY 20/21 Projection	FY 21/22 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	<30	30	25
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	86%	95%	95%
% change in cost of health insurance	High Value Government	5%	5%	-5-6%
% appointment capacity utilized in health clinic	High Value Government	89%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12
# of new hire employees who have successfully completed first year of employment	High Value Government	54	125	115

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Successfully completed employee training for supervisors 2 classes
- ✓ Attained two collective bargaining unit agreements 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.

## 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 for employees and needs for certifications.</li> </ul>	High Value Government
3	<p>Develop and implement an employee orientation program to orient new employees to all City departments.</p> <ul style="list-style-type: none"> <li>• Assist department heads with the training requirements for employees.</li> </ul>	High Value Government & Communication

## Performance Evaluation

Goals & Objectives		Strategic Plan Area(s)
1	<p>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 August 2021.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Continue to recruit quality employees for our work force.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government
- ✓ Retention of current employees work base with enhanced employee benefits.
  - Target Completion: Ongoing with competitive salaries and benefits
  - Strategic Focus Area: High Value Government
- ✓ Provide training for employee development via training skills programs.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

<b>BUDGET SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Personal Services	\$ 484,719	\$ 389,701	\$ 368,201	\$ 443,250	13.74%
Operating Expenses	<u>74,670</u>	<u>120,000</u>	<u>84,886</u>	<u>124,840</u>	4.03%
Total Budget	\$ 559,389	\$ 509,701	\$ 453,087	\$ 568,090	11.46%

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
HR/WC/Pension Administrator	110	1.00	1.00	1.00	1.00	1.00
HR Administrator	110	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	4.00	4.00	4.00
Administrative Coordinator	107	0.73	0.73	0.00	0.00	0.00
Receptionist	100	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.73	1.73	1.00	1.00	1.00
Total Staffing		4.73	4.73	5.00	5.00	5.00

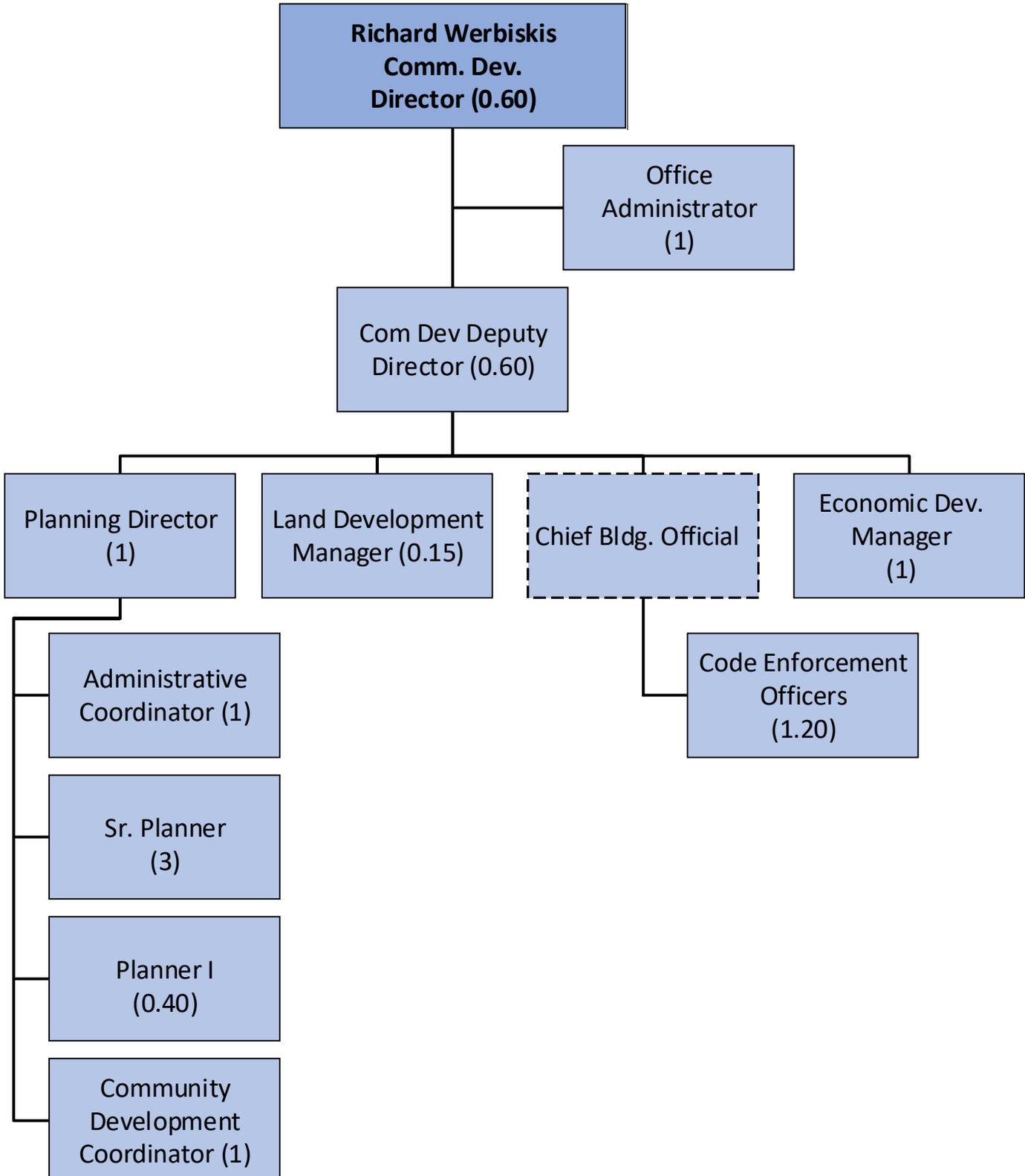
## Management Discussion

- ✓ Total expenses increased by 11.46%.
- ✓ Personal Services increased 13.74% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 4.03% mainly due to an increase in Applicant Stack for Online Employment Applications (\$1,340).
- ✓ Includes funding for:
  - Employee Assistant Program (\$7,300).
  - Christmas Gift Certificates (\$21,000)
  - Pre-employment background processing (\$15,000).
  - Psychological evaluation (\$6,000).
  - Tuition reimbursement (\$25,000).



# 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 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	98%	99%	100%
% change in number of new business openings from previous year	High Value Government	10%	10%	10%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	98%	98%	98%
Number of business contacts conducted	Regional High Value Job Creation	180	178	200
% change in the value of new commercial development from previous year	Regional High Value Job Creation	-32%	1%	1.5%
% of proactive code enforcement cases initiated	High Value Government	18%	45%	55%
Average number of days from code case initiation to voluntary compliance	High Value Government	19	25	25
Average number of days from code case initiation to involuntary compliance	High Value Government	47	70	70
% of code violations resolved voluntarily	High Value Government	50%	60%	65%

## Fiscal Year 2020 – 2021 Accomplishments

Administration and Economic Development

- ✓ Enhanced staff efficiency and departmental and inter-departmental communication and coordination.
- ✓ Implementation of Accela Civic Platform, ePermitHub and OpenCounter software solutions.
- ✓ Enhanced customer service through implementation of a pre-application process.
- ✓ Closed on multiple leases within the airport business park.
- ✓ Closed on two new major business ventures within the Airport's Northwest Industrial Business Park.
- ✓ Successfully managed and closed out multiple Gateway and CRA grants.
- ✓ Managed multiple CDBG projects.
- ✓ Implemented updated fee schedules.

Planning

- ✓ Initiated implementation devised from public engagement program that will aid in the update of DeLand 2050 Vision plan.
- ✓ LDR amendments:
  - Initiated revisions to sign regulations.
  - Revised regulations to address infill development and means to encourage redevelopment.
- ✓ Continued the Comprehensive Plan update for 2030 and the 2050 Vision plans.
- ✓ Updated web page to incorporate citizen portal for city’s on-line information and application process.

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>• Create enhanced digital marketing material for business recruitment.</li> <li>• Close at least one major re-location investment deal annually.</li> <li>• Enhance and increase the number and value of grant opportunities along the gateway corridors focusing on improving the visual aesthetics of the corridor.</li> <li>• Recruit at least one new business to the Spring Hill CRA by fiscal year end.</li> <li>• Enhance city identification at the Gateway entries into the city.</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, 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>• Ensure development applications are complete and TRC members are notified of applications ready for their review within 5 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 50% 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>• Enhance enforcement efforts along the City's Gateway Corridors and coordinate with County enforcement efforts.</li> <li>• Continue to implement new code enforcement processes.</li> </ul>	<p>Creating a Connected Community &amp; High Value Government</p>

## Long-Term Goals

### Administration and Economic Development

- ✓ Enhance marketing and promotion focusing on the quality of life aspects of the city to encourage increased economic investment in the city.
  - Target Completion: FY2021-2022
  - 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: FY2021-2022
  - Strategic Focus Area: High Value Government, Communication
- ✓ Enhanced marketing and promotion of the Airport's Northwest Industrial Business Park.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Promote sustainable design, development and construction practices.
  - Target Completion: FY2021-2022
  - 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: FY2022-2022
  - Strategic Focus Area: High Value Government
- ✓ Undertake an economic development-based market study within our utility service area.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase local funding for economic incentives.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Regional High Value Job Creation

### Planning

- ✓ Update of the Comprehensive Plan for 2030, utilizing 2050 Vision update. Revising LDR's to implement 2050 Vision.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Update structure of the Planning Division to create current and long-range sections through the addition of planning staff.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Initiation of multi-modal land use districts to move toward multi-modal approach to transportation. Depending on commission direction on mobility fee, this goal could change. Also determine if mixed use projects should be encouraged as a first step

- Target Completion: FY2021-2022
- Strategic Focus Area: Smart Growth Principals, Connected Community, Sense of Community
- ✓ Continue Planner training to allow Senior Planners to undertake long-range growth, transportation and specialized studies coordinated with Public Services and Parks and Recreation.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government
- ✓ Initiate update and recodification of the Land Development Regulations, with or without transportation mobility plan.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation
- ✓ Develop program to address housing affordability that incorporates responsible growth.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Smart Growth Principals, Preparing for the Future, Sense of Community

Licenses and Enforcement

- ✓ Enhanced education and public outreach.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government, Communication
- ✓ One additional Code Enforcement Manager to increase proactive enforcement of the International Property Maintenance Code.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Implementation of a rental registration and inspection program.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Maintaining a Safe Community

## Operating Budget Comparison

### Total Community Development Operating Budget Comparison

<u>EXPENDITURE SUMMARY</u>	<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2020-21</u> <u>ESTIMATED</u>	<u>2021-22</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2020-21</u>
Personal Services	\$ 843,320	\$ 871,595	\$ 844,847	\$1,029,832	18.15%
Operating Expenses	111,161	124,722	109,284	229,891	84.32%
Grants & Aid	<u>13,300</u>	<u>20,000</u>	<u>20,000</u>	<u>100,000</u>	400.00%
Total Budget	\$ 967,781	\$1,016,317	\$ 974,131	\$1,359,723	33.79%

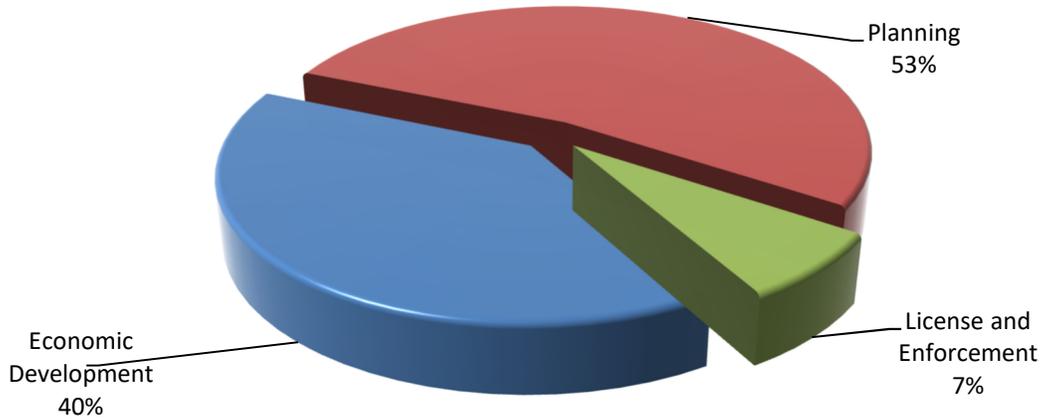
  

<u>DEPARTMENT SUMMARY</u>	<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2020-21</u> <u>ESTIMATED</u>	<u>2021-22</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2020-21</u>
Economic Development	\$ 331,770	\$ 346,055	\$ 330,434	\$ 540,322	56.14%
Planning	558,536	581,258	556,926	721,518	24.13%
License and Enforcement	<u>77,475</u>	<u>89,004</u>	<u>86,771</u>	<u>97,883</u>	9.98%
Total Budget	\$ 967,781	\$1,016,317	\$ 974,131	\$1,359,723	33.79%

<u>STAFFING</u>	<u>2017-18</u> <u>BUDGET</u>	<u>2018-19</u> <u>BUDGET</u>	<u>2019-20</u> <u>BUDGET</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2021-22</u> <u>BUDGET</u>
Economic Development	2.65	2.65	2.60	2.60	3.20
Planning	6.25	6.25	6.65	6.60	6.55
License and Enforcement	<u>2.55</u>	<u>2.55</u>	<u>1.20</u>	<u>1.20</u>	<u>1.20</u>
Total Staffing	11.45	11.45	10.45	10.40	10.95

**Community Development Expenditure Summary  
Fiscal Year 2022**



**Economic Development Administration**

<b>BUDGET SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Personal Services	\$ 259,057	\$ 257,930	\$ 251,588	\$ 346,717	34.42%
Operating Expenses	59,413	68,125	58,846	93,605	37.40%
Grants & Aid	<u>13,300</u>	<u>20,000</u>	<u>20,000</u>	<u>100,000</u>	400.00%
Total Budget	\$ 331,770	\$ 346,055	\$ 330,434	\$ 540,322	56.14%

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Comm. Development Dir. (also Fund 480)	E108	0.65	0.65	0.60	0.60	0.60
Comm. Dev. Deputy Dir. (also Fund 480)	E104	0.00	0.00	0.00	0.00	0.60
Economic Dev Manager	E103	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	0.00	1.00	1.00	1.00
Admin Coordinator	107	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		2.65	2.65	2.60	2.60	3.20

Added [0.6] Community Development Deputy Director.

**Planning**

<b>BUDGET SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Personal Services	\$ 517,748	\$ 554,233	\$ 530,316	\$ 615,048	10.97%
Operating Expenses	<u>40,788</u>	<u>27,025</u>	<u>26,610</u>	<u>106,470</u>	293.97%
Total Budget	\$ 558,536	\$ 581,258	\$ 556,926	\$ 721,518	24.13%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Senior Planner	115	3.00	3.00	3.00	3.00	3.00
Land Develop. Mgr. (also Fund 480)	116	0.25	0.25	0.25	0.20	0.15
Planner I (also Fund 480)	112	0.00	0.00	0.00	0.40	0.40
Community Development Coordinator	109	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	1.00	1.00	1.00
Planning Technician (also Fund 480)	106	0.00	0.00	0.40	0.00	0.00
Total Full Time Staffing		6.25	6.25	6.65	6.60	6.55

Reduced Land Development Manager from [0.20] to [0.15].

## Licenses & Enforcement

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 66,515	\$ 59,432	\$ 62,943	\$ 68,067	14.53%
Operating Expenses	10,960	29,572	23,828	29,816	0.83%
Total Budget	\$ 77,475	\$ 89,004	\$ 86,771	\$ 97,883	9.98%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Code Enfor. Officer (also Fund 480)	107	1.70	1.70	1.20	1.20	1.20
Planning Technician (also Fund 480)	106	0.40	0.40	0.00	0.00	0.00
Permit Clerk (also Fund 480)	103	0.40	0.40	0.00	0.00	0.00
Total Full Time Staffing		2.50	2.50	1.20	1.20	1.20
Permit Clerk (also Fund 480)	103	0.05	0.05	0.00	0.00	0.00
Total Part Time Staffing		0.05	0.05	0.00	0.00	0.00
Total Staffing		2.55	2.55	1.20	1.20	1.20

## Management Discussion

- ✓ Total expenses increased by 33.79%
- ✓ Personal Services increased 18.15% mainly due to the addition of a Community Development Deputy Director, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 84.32% mainly due to the 2030 Comp Plan (\$25,000), LDR Revisions (\$35,000), services for legal descriptions for annexations and TIA reviews (\$10,000), and digital marketing and advertising (\$20,000).
- ✓ Grants & Aid increased 400.00% due to increase in business improvement grants to \$100,000 in FY 21-22.
- ✓ Includes funding for:
  - Business retention with DeLand Chamber of Commerce (\$22,500)
  - TVEDC (AKA Team Volusia) executive membership (\$25,000)
  - Business improvement grants (\$100,000)
  - Architectural services (\$9,000)
  - Code Board magistrate (\$10,000)
  - Code violation lot maintenance (\$10,000)
  - Digital Marketing (\$15,000) and magazine advertising (\$5,000)

# PUBLIC SAFETY

## Total Expenditure Summary

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$12,822,209	\$13,399,771	\$12,591,581	\$16,013,867	19.51%
Operating Expenses	<u>1,347,720</u>	<u>1,526,497</u>	<u>1,525,490</u>	<u>2,020,097</u>	32.34%
Total Budget	\$14,169,929	\$14,926,268	\$14,117,071	\$18,033,964	20.82%

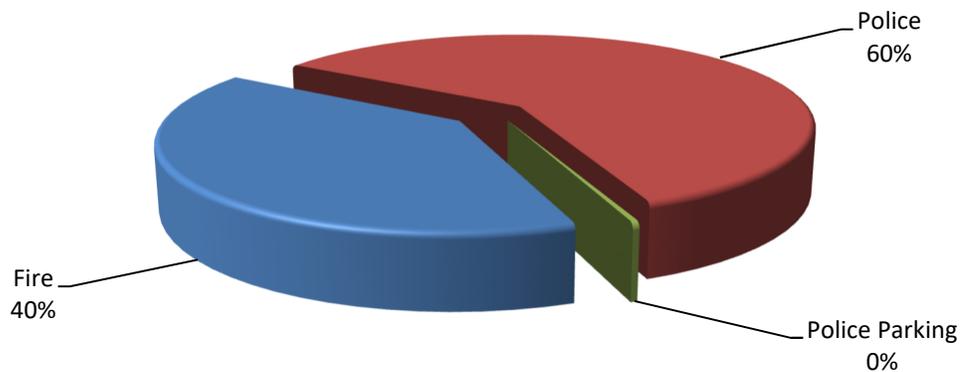
  

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Fire	\$ 5,393,982	\$ 5,396,127	\$ 5,398,187	\$ 7,115,073	31.86%
Police	8,729,130	9,482,119	8,672,842	10,859,927	14.53%
Police Parking	<u>46,817</u>	<u>48,022</u>	<u>46,042</u>	<u>58,964</u>	22.79%
Total Budget	\$14,169,929	\$14,926,268	\$14,117,071	\$18,033,964	20.82%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Fire	47.23	47.23	49.48	48.62	56.48
Police	90.05	93.55	95.22	95.78	95.55
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	138.28	141.78	145.70	145.40	153.03

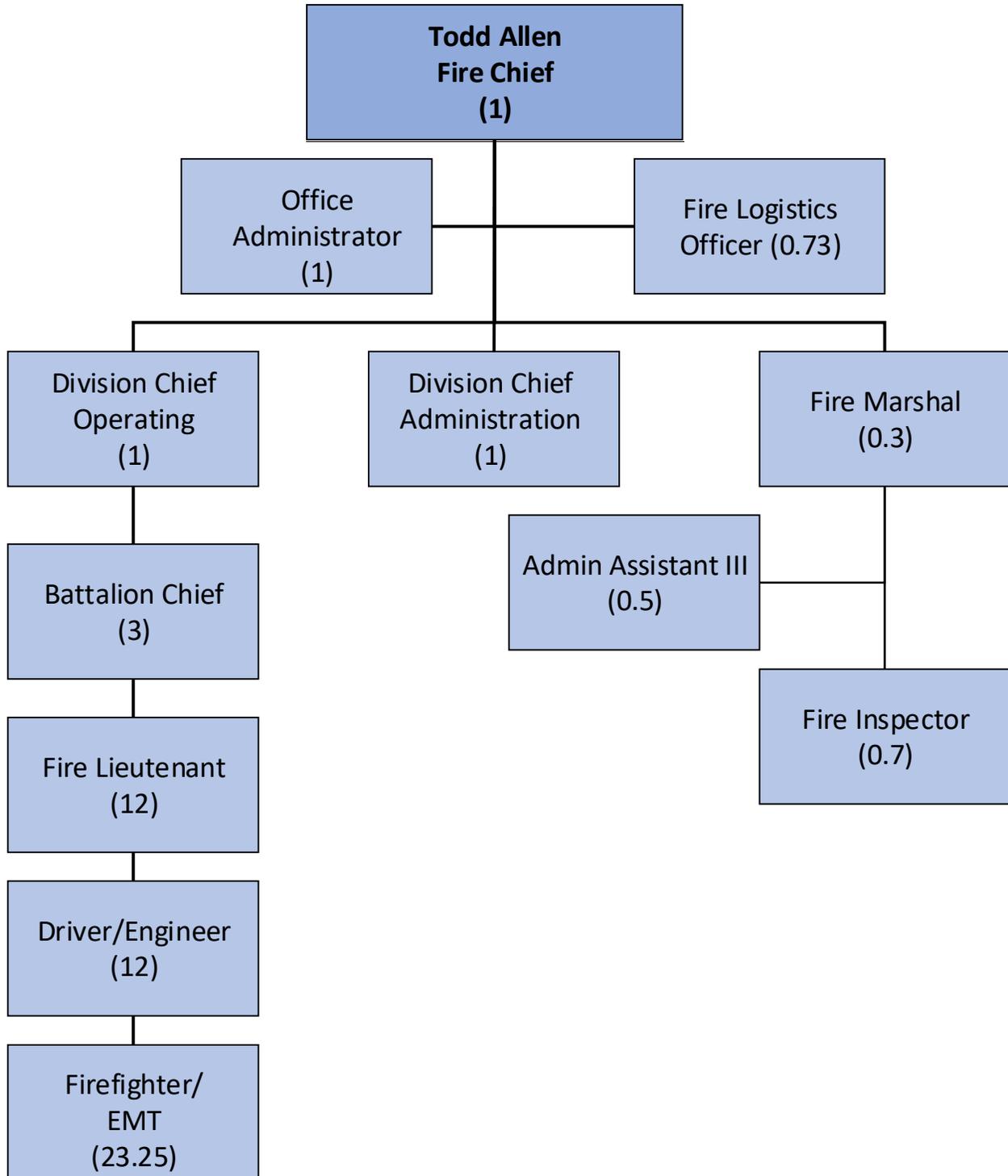
**Public Safety Expenditure Summary  
Fiscal Year 2022**





# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of company fire inspections conducted per quarter	Maintaining a Safe Community	14%	25%	25%
# of personal public education/safety contacts	Maintaining a Safe Community	583	600	650
# of smoke detector assists or installs	Maintaining a Safe Community	39	46	80
% of structure fire responses with 1st arrival unit: 6 minutes or less (turnout & response)	Maintaining a Safe Community	New/Updated Measure	75%	75%
% of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	New/Updated Measure	59%	59%
% of structure fire contained to room of origin	Maintaining a Safe Community	50%	50%	50%
% of total calls into non-municipal areas	Maintaining a Safe Community	New/Updated Measure	29%	29%
# of responses – all call types	Maintaining a Safe Community	7,328	7,300	7,500
Cost per call dispatched	High Value Government	\$740	\$770	\$780
Cost per capita for fire department operations	High Value Government	\$155	\$155	\$155
% of total available time involving emergency activities	Maintaining a Safe Community	16%	20%	20%
Citizen satisfaction rate with City Fire Services	High Value Government	N/A <i>Survey conducted every other year</i>	Survey Not Budgeted	95%

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Fire Prevention Division was reorganized in an effort to meet current, increasing demand and improve our customer service.
- ✓ Continue to work with west-side fire department partners (including VCFS) to improve closest unit responses to our community. In the last year this partnership has improved the following:
  - Improved closest unit engine response on structure fires
  - Added 2<sup>nd</sup> battalion chief to specific calls to improve safety and enhance command & control of high-risk incidents.
  - Added closest ladder response to structure fires to ensure ladder truck responses meet minimum ISO benchmarks.
  - Began quarterly “west-side” training regimen at FSI that pairs up crews from different west-side departments and fire companies to train. This is coming at no cost to us, and again, hits specific ISO benchmarks.
- ✓ Survived COVID by:
  - Ordering PPE early and before shortages occurred nationwide.
  - Placed internal policies that protected our firefighters.
  - No firefighters to date contracted COVID-19 while in the performance of their duties, even though we were actively treating positive patients’ multiple times per day.
  - 5 firefighters contracted the virus, due to exposure outside of their duties.
  - At the current time, 40% of our firefighters have received the vaccine.
- ✓ Broke ground on the new Fire Station 81 on September 11<sup>th</sup>, 2020.
- ✓ Received delivery of our new Pierce Ladder Tower in December, and it was placed into service on January 22<sup>nd</sup>.
- ✓ The last of our radios were replaced to ensure the P-25 compliance was attained for the county switchover.
- ✓ Replaced breathing apparatus and placed into service Spring ’21.
- ✓ Dave Sutherland retired, the last of the DeLand reserve firefighters.
- ✓ Enhanced our department’s diversity by hiring DeLand’s first African-American, female firefighter.
- ✓ Last of the radios were replaced to meet P25 compliance.
- ✓ Dave Sutherland retired, the last remaining reserve firefighter.
- ✓ Enhanced department diversity by hiring DeLand’s first female African-American firefighter.

## Action Plan

Emergency Preparedness & Response		
	Goals & Objectives	Strategic Plan Area(s)
1	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. <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	Provide training for personnel to meet growing demands of the City and Fire Department. <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	Conduct and complete pre-incident plans for high hazard locations and/or tactical surveys for high life safety locations. <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>Hazardous Materials Response (Hazmat) and Technical Rescue Response (TRT) improvement. Utilization of departmental technicians to improve high risk response to West Volusia County.</p> <ul style="list-style-type: none"> <li>Hazmat Technicians to assist Volusia County during hazardous materials incidents, as needed.</li> <li>TRT Technicians to assist West Volusia Mutual Aid partners with technical rescue response.</li> </ul>	Maintaining a Safe Community
6	<p>Enhance patient care by implementing Advanced Life Support Services.</p> <ul style="list-style-type: none"> <li>Provide intermittent Advanced Life Support Service by April 2022</li> <li>Train and certify (12) paramedics prior to 2022.</li> <li>Acquire necessary licenses and applications.</li> <li>Procure necessary equipment, supplies, and medications.</li> </ul>	Maintaining 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 fire inspections conducted and completed to meet quarterly benchmarks set up by Admin. Division Chief.</li> <li>Fire Marshal, Shift Inspectors, and Company Inspectors complete fire safety inspections for a total of 75% of existing businesses 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>Deliver a comprehensive 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>Home fire safety programs for school age children &amp; elderly.</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> </ul>	Maintaining a Safe Community

- Regular maintenance details of all buildings and address work orders in an expedient and cost-effective manner.

## Long-Term Goals

- ✓ Completion and move-in of Fire Station 81
  - Fall of 2021
  - Ensure firefighters have the FFE needed to transition
  - Completion of a minimal build-out of reserve garage/SCBA room
    - Target Completion: FY2021-2022
    - Strategic Focus Area: Maintain a Safe Community
- ✓ Fire Marshal Division
  - Ensure compliance with new '21 state mandated inspections
  - Roll out our company officer inspection program
  - Begin succession planning for future management of prevention division
    - Target Completion: FY2021-2022
    - Strategic Focus Area: Maintain a Safe Community
- ✓ 6 New FT Firefighter/EMT positions through SAFER Grant
  - Ensures DFD's level of service is maintained with growing community
    - Target Completion: FY2021-2022
    - Strategic Focus Area: Maintain a Safe Community
- ✓ Prepare for ISO visit & begin preliminary accreditation process.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Budget and implement findings and recommendations of EMS Study & gauge city leadership's direction on level of DFD's medical services after reviewing completed EMS study recommendations.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Maintain a Safe Community

## Operating Budget Comparison

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 4,954,676	\$ 4,990,579	\$ 4,994,044	\$ 6,444,322	29.13%
Operating Expenses	<u>439,306</u>	<u>405,548</u>	<u>404,143</u>	<u>670,751</u>	65.39%
Total Budget	\$ 5,393,982	\$ 5,396,127	\$ 5,398,187	\$ 7,115,073	31.86%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E104	1.00	0.00	0.00	0.00	0.00
Fire Division Chief	E104	0.00	2.00	2.00	2.00	2.00
Fire Marshal (also Fund 480)	F106	0.50	0.50	0.50	0.00	0.00
Fire Inspector	F105	1.00	0.00	0.00	0.00	0.00
Fire Division Commanders	E104	3.00	0.00	0.00	0.00	0.00
Battalion Chief	F104	0.00	3.00	3.00	3.00	3.00
Fire Lieutenant	F103	9.00	9.00	12.00	12.00	12.00

Driver/Engineer	F102	9.00	9.00	9.00	9.00	12.00
Firefighter/EMT	F101	21.00	21.00	20.25	20.25	23.25
Office Administrator	108	0.00	0.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	0.00	0.00	0.00
Admin Asst III (also Fund 480)	103	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>
Total Full Time Staffing		46.50	46.50	48.75	48.25	54.75
Fire Marshal (also Fund 480)	F106	0.00	0.00	0.00	0.37	0.30
Fire Inspector	F105	0.00	0.00	0.00	0.00	0.70
Fire Logistics Officer	105	0.00	0.00	0.00	0.00	0.73
Administrative Assistant III	104	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.73	0.73	0.73	0.37	1.73
Total Staffing		47.23	47.23	49.48	48.62	56.48

Promoted [3.0] Fire Fighter/EMT to [3.0] Driver/Engineer. Added [6.0] Fire Fighter/EMT, [0.7] two part-time Fire Inspectors, [0.73] Fire Logistics Officer, and [0.5] Administrative Assistant III (split with 480 fund). Reduced Fire Marshal from 0.37 to 0.3.

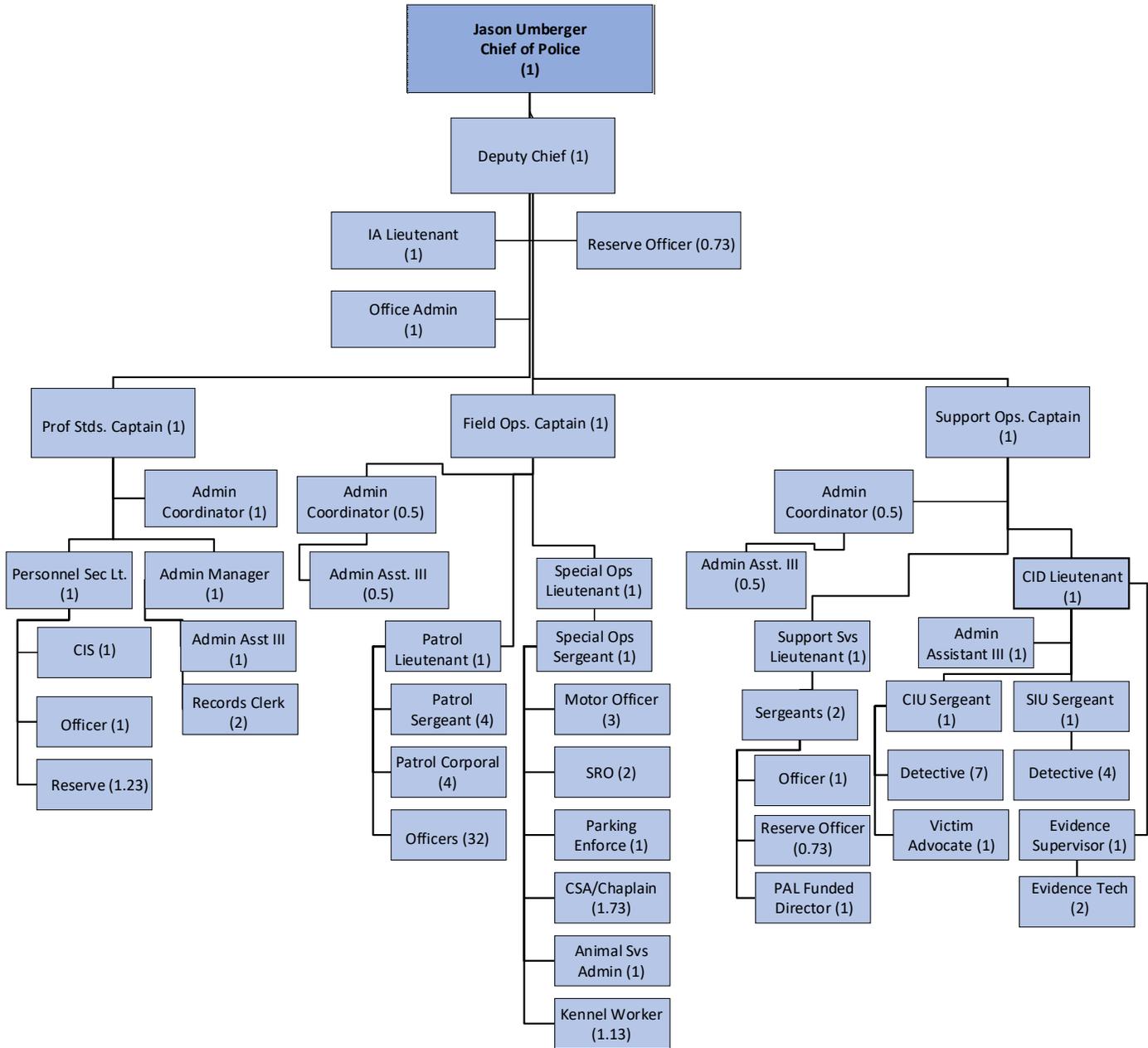
## Management Discussion

- ✓ Total expenses increased by 31.86%.
- ✓ Personal Services increased by 29.13% mainly due to the promotion of three Driver/Engineers, the addition of six firefighters, one Administrative Assistant III, two part-time Fire Inspectors, and one part-time Fire Logistics Officer, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22, in accordance with Union contract.
- ✓ Operating expenses increased by 65.39% mainly due to increases in training (\$84,000) for Paramedic certification, Operating Capital (\$50,600), and Operating Supplies (\$53,210), as the City begins to transition from Basic Life Support (BLS) to Advanced Life Support (ALS).
- ✓ Includes funding for:
  - Vehicle maintenance and repair (\$40,000)
  - Medical supplies (\$20,000)
  - Fire Hose (\$5,000)
  - Gear replacement (6,000)
  - Uniforms and badges (\$60,550)
  - ALS Equipment and Supplies (\$29,780)
  - Paramedic Certification Program (\$84,000)
  - Brush Gear Replacement (\$25,000)
  - Portable Radios XL200 (2) VHF 82 & 83 LT (\$9,000)
  - Station 81 Base Radio (1) FOC Radio (1) (\$10,000)



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	13%	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	-12%	5%	5%
% of citizens satisfied with police services	High Value Government	N/A Survey conducted every other year	Survey Not Budgeted	90%
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 <sup>th</sup> percentile	Maintaining a Safe Community	87.5%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	2:08	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	13.9%	16%	15%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	63.7%	55%	58%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	19.1%	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	40%	40%	40%

Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	665	750	750
Average # of sworn police officers per capita	Maintaining a Safe Community	.00226	0.0026	0.0026
Average cost of police services per capita	High Value Government	\$272.61	\$250	\$250
Average # of sworn police officers per capita per daytime population	Maintaining a Safe Community	.0008	0.0008	0.0008
Average cost of police services per capita per daytime population	High Value Government	\$114.70	\$100	\$100

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Hired Ten Sworn Officers since December 7, 2020
- ✓ Continue providing The Fair and Impartial Policing Training for DPD’s new officers
- ✓ Four Pillars of Procedural Justice Training to all personnel along with the History of Policing
- ✓ Provided Organizational Culture and Leadership training to all DPD employees
- ✓ Continued participation in the following community programs: Blue Lake Elementary mentoring program, Conversations with Police, Sisters Building Sisters, and Man Up
- ✓ Continued monthly Recruitment Saturdays – program has been successful
- ✓ Annual Operation Good Cheer which involved partnership between the PD and local charitable groups and Alumni to donate bicycles and toys to needy children during the Christmas holiday
- ✓ Continuation of Community Policing Initiatives: Operation Honorable Endeavor, Operation Vigilant Protector, Operation School Guardian, Operation Church Guardian, D.A.R.E., and Church Security Audits
- ✓ Facility Upgrade: Installation of new drains and downspouts.
- ✓ Supported Special Events
- ✓ Reorganized old Police Explorers into the DeLand Police Cadet Program. We will be adding a Youth cadet program to introduce young people to the DeLand Police Cadet Program.
- ✓ Create a new organizational architecture to increase efficiency, develop future department leaders and prepare the department to continue effective policing for a growing city.

## 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 and the Conversations with Police program (CWP), 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> <li>• Maintain a Police Community Advisory Council</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 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>• Work to improve and develop PAL activities and enhance the program.</li> <li>• Department will continue to host an annual National Night Out.</li> </ul>	
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## Problem Solving – Order Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	<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>	Maintaining a Safe Community
2	<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, and crime prevention.</li> </ul>	Maintaining a Safe Community

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> </ul>	Maintaining a Safe Community

## Long-Term Goals

- ✓ Enhancing the PAL Program: Increasing the number and quality of programs
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Completion of the new Evidence building
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of uniform electronic traffic citations
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: Communication and Maintaining a Safe Community
- ✓ Installation of security fencing around the perimeter of the Facility
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Addition of a pole barn for Evidence vehicle storage
  - Target Completion: FY 2022-2023
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Increase sworn complement to meet International Association of Chiefs of Police patrol staffing formula (Add 2 officers per year)
  - Target Completion: FY 2022-2027
  - Strategic Focus Area: Maintaining a Safe Community

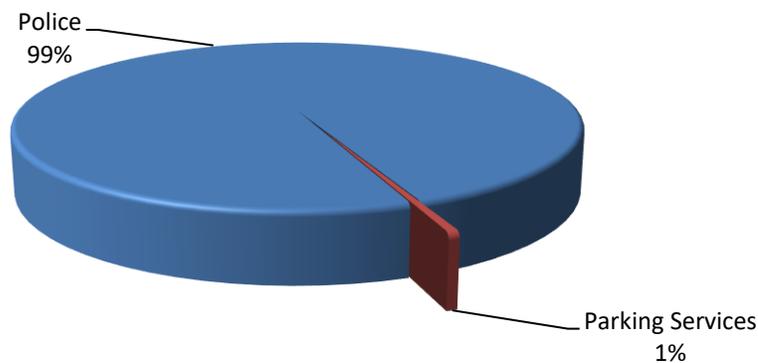
## Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 7,867,533	\$ 8,409,192	\$ 7,597,537	\$ 9,569,545	13.80%
Operating Expenses	<u>908,414</u>	<u>1,120,949</u>	<u>1,121,347</u>	<u>1,349,346</u>	20.38%
Total Budget	\$ 8,775,947	\$ 9,530,141	\$ 8,718,884	\$10,918,891	14.57%

	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
<b>DEPARTMENT SUMMARY</b>					
Police	8,729,130	9,482,119	8,672,842	10,859,927	14.53%
Parking Services	<u>46,817</u>	<u>48,022</u>	<u>46,042</u>	<u>58,964</u>	22.79%
Total Budget	\$ 8,775,947	\$ 9,530,141	\$ 8,718,884	\$10,918,891	14.57%

	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
<b>STAFFING</b>					
Police	90.05	93.55	95.22	95.78	95.55
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	91.05	94.55	96.22	96.78	96.55

**Police Department Expenditure Summary  
Fiscal Year 2022**



## Operating Budget Comparison - Police

	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 7,821,285	\$ 8,362,310	\$ 7,552,190	\$ 9,511,721	13.75%
Operating Expenses	<u>907,845</u>	<u>1,119,809</u>	<u>1,120,652</u>	<u>1,348,206</u>	20.40%
Total Budget	\$ 8,729,130	\$ 9,482,119	\$ 8,672,842	\$10,859,927	14.53%

	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
<b>STAFFING</b>						
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Deputy Chief	E104	2.00	1.00	1.00	1.00	1.00
Captain	P105	0.00	2.00	2.00	2.00	3.00
Police Lieutenant	P104	6.00	5.00	6.00	6.00	6.00
Police Sergeant	P103	9.00	9.00	8.00	8.00	10.00
Corporal	P102	0.00	4.00	4.00	4.00	4.00
Police Officer	P101	47.00	47.00	49.00	49.00	49.00

Administrative Manager	116	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	0.00	1.00	1.00	1.00
Victim Advocate Coordinator	109	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	109	1.00	1.00	1.00	1.00	1.00
Civil Investigative Specialist	108	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	3.00	3.00	2.00	2.00	2.00
Animal Service Administrator	108	1.00	1.00	1.00	1.00	1.00
PAL Program Director	108	0.00	0.00	0.00	1.00	1.00
Civilian Evidence Technician	107	1.00	1.00	1.00	2.00	2.00
Administrative Assistant III	104	2.00	2.00	3.00	3.00	3.00
Animal Control Officer	104	1.00	1.00	1.00	1.00	0.00
Community Service Aide	104	4.00	4.00	3.00	2.00	1.00
Police Record Clerk II	104	0.00	0.00	0.00	0.00	1.00
Police Record Clerk I	103	4.00	3.00	3.00	2.00	1.00
Administrative Assistant II	103	0.00	1.00	0.00	0.00	0.00
Total Full Time Staffing		85.00	89.00	90.00	90.00	91.00
Animal Care Kennel Assistant	N/A	0.63	1.13	1.13	1.13	1.13
Animal Kennel Officer	N/A	0.50	0.00	0.00	0.00	0.00
Community Service Aide	N/A	0.00	0.00	0.50	1.23	0.73
Civilian Evidence Custodian	N/A	0.73	0.00	0.00	0.00	0.00
Digital Evidence Custodian	N/A	0.00	0.73	0.73	0.00	0.00
Reserve Police Officer	N/A	3.19	2.69	2.69	3.42	2.69
PT PAL Coordinator	N/A	0.00	0.00	0.17	0.00	0.00
Total Part Time Staffing		5.05	4.55	5.22	5.78	4.55
Total Staffing		90.05	93.55	95.22	95.78	95.55

Added [1.0] Police Captain and [2.0] Police Officers. Promoted [2.0] Corporal to [2.0] Sergeant. Promoted [2.0] Police Officer to [2.0] Corporal. Promoted [1.0] Police Record Clerk I to [1.0] Police Record Clerk II. Removed [1.0] Animal Control Officer, [1.5] Community Service Aides, and [0.73] Reserve Police Officer due to internal reorganization.

## Operating Budget Comparison - Police Parking Services

		2019-20	2020-21	2020-21	2021-22	% Change	
<b>BUDGET SUMMARY</b>		<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>	<b>from 2020-21</b>	
Personal Services		\$ 46,248	\$ 46,882	\$ 45,347	\$ 57,824	23.34%	
Operating Expenses		569	1,140	695	1,140	0.00%	
Total Budget		\$ 46,817	\$ 48,022	\$ 46,042	\$ 58,964	22.79%	
<b>STAFFING</b>		<b>PAY GRADE</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Parking Services Specialist	109	1.00	1.00	1.00	1.00	1.00	
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00	

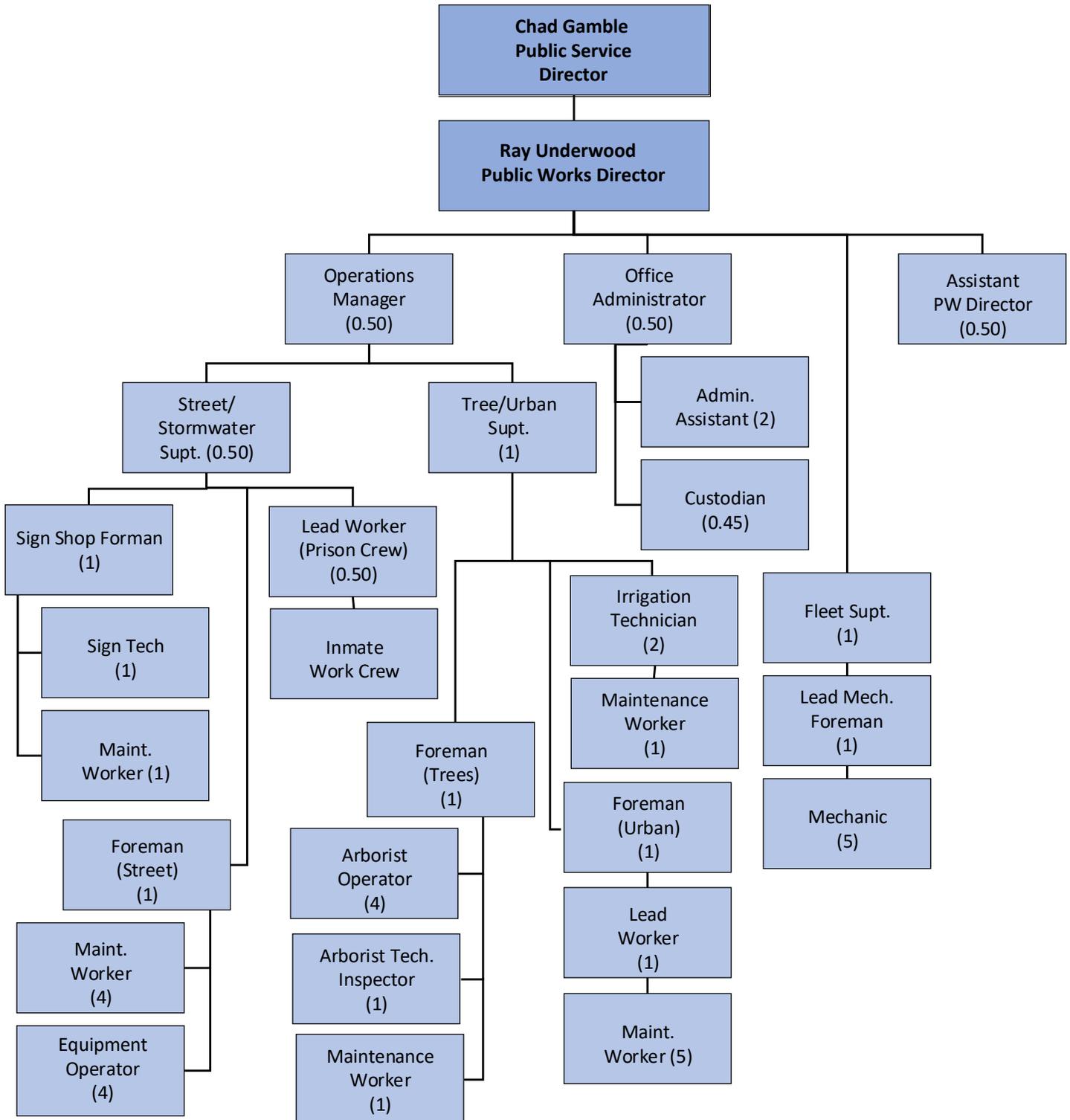
## Management Discussion

- ✓ Total expenses increased by 14.57%.
- ✓ Personal Services increased by 13.80% mainly due to two new additional police officers, a negotiated merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22, in accordance with Union contract.
- ✓ Operating expenses increased by 20.38% mainly due to increases in building maintenance (\$18,800), equipment maintenance (\$133,855), and operating capital (\$46,830).
- ✓ Includes funding for:
  - Portable Radios (\$102,810)
  - Radio Updates (\$133,855)
  - Radio Repairs and Parts (\$13,000)
  - P.A.L Contribution (\$40,000)
  - Humane Society & Vet Services (\$13,000)
  - Firearm ammunition (\$28,875)
  - Uniforms (\$111,380)



# PUBLIC WORKS

## Organizational Structure



**Description:**

The Public Works Department consists of five divisions supervised by the Public Works Director. **Administration** is responsible for operation and maintenance of the City's work order management program (City Works), 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. The **Street Division** is responsible for maintaining 141.3 miles of streets, 19.12 square miles of ROW Maintenance, 140+ miles of curbing, and 135+ miles of sidewalks, all regulatory signs, fabrication, and pavement marking. The **Tree Division** 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 2,200 trees grown from seedlings each year. The **Urban Beatification Division** 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 (74) and 14 parking lots. The **Fleet Maintenance Division** is responsible for the preventive and corrective maintenance of the City's entire fleet (rolling stock of 500+) and all federal and state compliance regulations for city vehicles. Fleet staff train, prepare, and test all Class A & B Commercial Driver License recipients. Fleet's responsibilities include 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of service requests responded to within 3 business days	High Value Government	53%	55%	56%
% of residents satisfied with condition of roads and sidewalks	High Value Government	85%	85%	85%
% of time fleet is usable (down time, annual average basis)	High Value Government	47%	70%	75%
% of preventive maintenance services performed on schedule	High Value Government	12%	12%	12%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$77,852	\$105,000	\$125,000
Preventive + other maintenance -ALL- Police without fuel	High Value Government	\$25,000	\$33,000	\$35,000
Preventive + other maintenance - Fire Apparatus without fuel	High Value Government	\$10,664	\$11,000	\$11,500
% of direct labor hours worked that are billed	High Value Government	3.52%	3.52%	3.5%
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	95%	95%	95%
\$ Cost per mile of resurfaced road * each quarter totaled up equals annual figure*	High Value Government	\$319,449	\$325,988	\$325,988
% of total lane miles resurfaced	High Value Government	1.68%	1.68%	4%

% of pothole repairs completed within 5 days of request	High Value Government	72%	85%	85%
% of sidewalk repairs completed within 30 business days	High Value Government	82%	86%	90%
% of street signs replaced/ repaired within 7 business days	High Value Government	97%	97%	97%
% of irrigation issues repaired within 7 business days	High Value Government	93%	93%	93%
% of tree removal request addressed within 7 business days.	High Value Government	84%	84%	84%
# of replacement trees planted	High Value Government	5	40	55
% of public satisfied with urban forest	High Value Government	100%	100%	100%
% of residential customers surveyed who are satisfied with solid waste services	High Value Government	N/A Survey Every Other Year	Survey Not Budgeted	80%
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	95%	95%	95%
% of noise complaints responded to within 48 hours	High Value Government	98%	98%	98%

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Preparing APWA Accreditation process, start October 1, 2021 and to be completed in two years by October 1, 2023.
- ✓ Received FGBC Green City Achievement Award (City with highest score for 2019); functioning banner program (47 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) and certificates for each Public Works employee.
- ✓ The Public Works Department produced 5,063 work orders from the operation. Implementation of new work order management system (CityWorks).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division; 21,000 ft of thermoplastic markings applied; Updated Historic Street Markers Inventory (50); Replaced over 229 signs (faded, missing, or damaged.)
- ✓ Installation of Smart radar (2) feedback signs. Designed to improved traffic awareness in targeted areas.
- ✓ Completed Downtown Intersection Lighting Improvements, additional illumination site: (North Woodland and University Lighting District).
- ✓ Street Resurfacing Program: milling and resurfacing 3.42 lane miles, pavement preservation process: crack seal and re-paved parking lots 4,5 and 12
- ✓ 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 2,993+ ft. of damaged sidewalks
- ✓ Received Tree City USA Award for 34<sup>th</sup> Year; Maintained tree inventory (approx. 7,200 trees).
- ✓ April 2021 Tree Give Away rescheduled to July due to COVID-19; distributed 300 trees in November 2020 for post-tornado tree giveaway; functioning Greenhouse Operation.
- ✓ Certifications:
  - Florida Friendly Landscape Project
  - TCIA: Certified Tree Care Safety Professional (1 Employee).
  - Electrical Hazards Training and Certification (10 employees).
  - Tree Foreman is Certified Arborist and City Forester is Board Certified Master Arborist
- ✓ Debris Management: Operation Readiness for Hurricane Season.
- ✓ Special Events limited due to COVID-19 (74): Coordination of Stetson Football Home Pre-Game and Post-Game MOT and Parking Lot Maintenance.
- ✓ Provided a High level of service for City vehicles in fleet. (approx. 446 for 6 months).
- ✓ Safety features and compliance upgrades for Vehicle Equipment Shop: New roof and lighting outfit, improve FLAGFA compliance percentage from 78% to 88%.
- ✓ 2 Certified ASE mechanics
- ✓ Preventive maintenance program.
- ✓ One employee completed the APWA Public Works Leadership Institute.
- ✓ Recycle Coach App 460 subscribers (76 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>• Recycle Coach</li> </ul>	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 141.3 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>• Utilize available grants designed for ADA improvements.</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 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. Johns 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

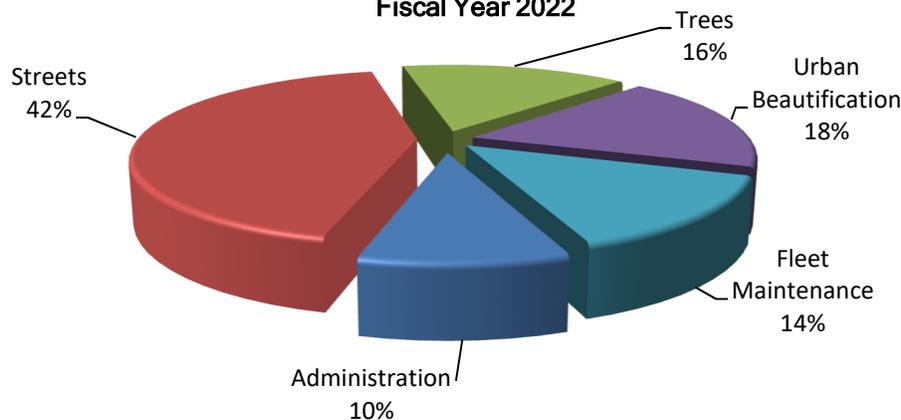
- Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - Target Completion: FY 2021-2022
  - Strategic Focus Area: High Value Government, Sustainability
- City Tree Master Plan Update
  - Target Completion: FY 2022-2023
  - 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 2022-2023
  - Strategic Focus Area: High Value Government, Sense of Community, Communication.

- City ADA Transition Plan: On going
  - 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 2021-2022
  - 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 2021-2022
  - Strategic Focus Area: High Value Government, Sustainability, Sense of Community

## Operating Budget Comparison Total Public Works

	2019-20	2020-21	2020-21	2021-22	% Change
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2020-21
Personal Services	\$ 2,089,118	\$ 2,322,265	\$ 1,960,023	\$ 2,726,175	17.39%
Operating Expenses	<u>1,103,766</u>	<u>1,267,696</u>	<u>1,291,471</u>	<u>1,377,143</u>	8.63%
Total Budget	\$ 3,192,884	\$ 3,589,961	\$ 3,251,494	\$ 4,103,318	14.30%
DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Administration	\$ 344,698	\$ 389,368	\$ 385,036	\$ 399,704	2.65%
Streets	1,335,684	1,512,623	1,388,925	1,742,257	15.18%
Trees	460,275	530,163	457,385	637,208	20.19%
Urban Beautification	575,409	652,471	542,263	750,736	15.06%
Fleet Maintenance	<u>476,818</u>	<u>505,336</u>	<u>477,885</u>	<u>573,413</u>	13.47%
Total Budget	\$ 3,192,884	\$ 3,589,961	\$ 3,251,494	\$ 4,103,318	14.30%
STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Administration	3.87	3.87	3.95	3.95	3.95
Streets	11.50	11.50	11.50	11.50	13.50
Trees	7.50	7.50	8.50	8.00	8.00
Urban Beautification	10.50	10.50	10.50	10.50	10.50
Fleet Maintenance	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Total Staffing	39.37	39.37	41.45	40.95	42.95

**Public Works Expenditure Summary  
Fiscal Year 2022**



## Public Works Administration

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 297,935	\$ 321,092	\$ 316,266	\$ 314,144	-2.16%
Operating Expenses	<u>46,763</u>	<u>68,276</u>	<u>68,770</u>	<u>85,560</u>	25.31%
Total Budget	\$ 344,698	\$ 389,368	\$ 385,036	\$ 399,704	2.65%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Deputy Public Service Director	E109	0.00	1.00	1.00	1.00	1.00
Public Works Director	E107	1.00	0.00	0.00	0.00	0.00
PW Project Coord. (Fund 401)	109	0.50	0.50	0.00	0.00	0.00
Office Administrator (Fund 401)	108	0.00	0.00	0.50	0.50	0.50
Administrative Coordinator	107	0.00	0.00	0.00	1.00	0.00
Administrative Assistant IV	105	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	104	1.00	1.00	1.00	0.00	1.00
Custodian/Housekeeping	101	<u>0.00</u>	<u>0.00</u>	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>
Total Full Time Staffing		3.50	3.50	3.95	3.95	3.95
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.37	0.37	0.00	0.00	0.00
Total Staffing		3.87	3.87	3.95	3.95	3.95

Replaced [1.0] Administrative Coordinator with [1.0] Administrative Assistant III.

## Streets

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 523,949	\$ 606,051	\$ 476,602	\$ 794,594	31.11%
Operating Expenses	<u>811,735</u>	<u>906,572</u>	<u>912,323</u>	<u>947,663</u>	4.53%
Total Budget	\$ 1,335,684	\$ 1,512,623	\$ 1,388,925	\$ 1,742,257	15.18%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Operations Manager (also Fund 450)	116	0.50	0.50	0.50	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	0.00	0.00	0.00	2.00	2.00
Foreman I	109	1.50	1.00	1.00	0.00	0.00
Sign Shop Foreman I	109	0.00	1.00	1.00	0.00	0.00
Equipment Operator II	105	1.00	1.00	1.00	1.00	1.00
Equipment Operator I	104	2.00	2.00	2.00	2.00	3.00
Lead Worker (also Fund 450)	106	0.00	0.50	0.50	0.50	0.50
Sign Maintenance Technician II	105	1.00	0.00	0.00	0.00	0.00
Sign Maintenance Technician I	104	1.00	1.00	1.00	1.00	1.00

Maintenance Worker III	103	1.00	1.00	1.00	1.00	0.00
Maintenance Worker II	102	1.00	1.00	1.00	1.00	2.00
Maintenance Worker I	101	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>
Total Full Time Staffing		11.50	11.50	11.50	11.50	13.50
Total Staffing		11.50	11.50	11.50	11.50	13.50

Added [1.0] Maintenance Worker I and [1.0] Equipment Operator I. Replaced [1.0] Maintenance Worker III with [1.0] Maintenance Worker II.

## Trees

	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 368,993	\$ 413,877	\$ 313,955	\$ 484,728	17.12%
Operating Expenses	<u>91,282</u>	<u>116,286</u>	<u>143,430</u>	<u>152,480</u>	31.12%
Total Budget	\$ 460,275	\$ 530,163	\$ 457,385	\$ 637,208	20.19%

	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
<b>STAFFING</b>						
Deputy P.W. Director (Fund 450)	E104	0.00	0.00	0.00	0.50	0.50
City Forester	113	1.00	1.00	1.00	0.00	0.00
Superintendent - Tree/Urban	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	1.00	1.00	1.00	1.00	1.00
Foreman I	109	0.00	0.00	0.00	0.00	0.00
Arborist Operator III	106	0.00	0.00	0.00	1.00	0.00
Arborist Tech Inspector	105	0.00	0.00	1.00	1.00	1.00
Arborist Operator II	105	1.00	1.00	1.00	0.00	0.00
Arborist Operator I	104	3.00	3.00	3.00	3.00	4.00
Maintenance Worker II	102	0.00	0.00	1.00	1.00	0.00
Maintenance Worker I	101	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		7.50	7.50	8.50	8.00	8.00
Total Staffing		7.50	7.50	8.50	8.00	8.00

Replaced [1.0] Arborist Operator III with [1.0] Arborist Operator I. Replaced [1.0] Maintenance Worker II with [1.0] Maintenance Worker I.

## Urban Beautification

	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 468,164	\$ 529,035	\$ 434,862	\$ 620,562	17.30%
Operating Expenses	<u>107,245</u>	<u>123,436</u>	<u>107,401</u>	<u>130,174</u>	5.46%
Total Budget	\$ 575,409	\$ 652,471	\$ 542,263	\$ 750,736	15.06%

	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
<b>STAFFING</b>						
Superintendent - Tree/Urban	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	0.00	0.00	0.00	1.00	1.00

Foreman I	109	1.00	1.00	1.00	0.00	0.00
Irrigation Tech III	107	0.00	0.00	0.00	1.00	1.00
Irrigation Tech II	106	0.00	0.00	0.00	1.00	1.00
Lead Worker	106	1.00	1.00	1.00	1.00	1.00
Irrigation Technician	105	2.00	2.00	2.00	0.00	0.00
Maintenance Worker III	103	2.00	2.00	2.00	2.00	1.00
Maintenance Worker II	102	4.00	3.00	3.00	3.00	3.00
Maintenance Worker I	101	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>
Total Full Time Staffing		10.50	10.50	10.50	10.50	10.50
Total Staffing		10.50	10.50	10.50	10.50	10.50

Replaced [1.0] Maintenance Worker III with [1.0] Maintenance Worker I.

## Fleet Maintenance

BUDGET SUMMARY	2019-20	2020-21	2020-21	2021-22	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2020-21
Personal Services	\$ 430,077	\$ 452,210	\$ 418,338	\$ 512,147	13.25%
Operating Expenses	<u>46,741</u>	<u>53,126</u>	<u>59,547</u>	<u>61,266</u>	15.32%
Total Budget	\$ 476,818	\$ 505,336	\$ 477,885	\$ 573,413	13.47%

STAFFING	PAY GRADE	2017-18	2018-19	2019-20	2020-21	2021-22
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Garage/Fleet Maint Superintendent	112	1.00	1.00	1.00	1.00	1.00
Fleet Maintenance Foreman II	110	1.00	1.00	1.00	1.00	1.00
Garage/Fleet Maint Foreman I	109	0.00	0.00	0.00	0.00	0.00
Equipment Mechanic II	106	2.00	2.00	2.00	2.00	2.00
Equipment Mechanic I	105	2.00	2.00	2.00	2.00	3.00
Vehicle Maintenance Worker I	105	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	6.00	7.00	7.00	7.00

Replaced [1.0] Vehicle Maintenance Worker I with [1.0] Equipment Mechanic I.

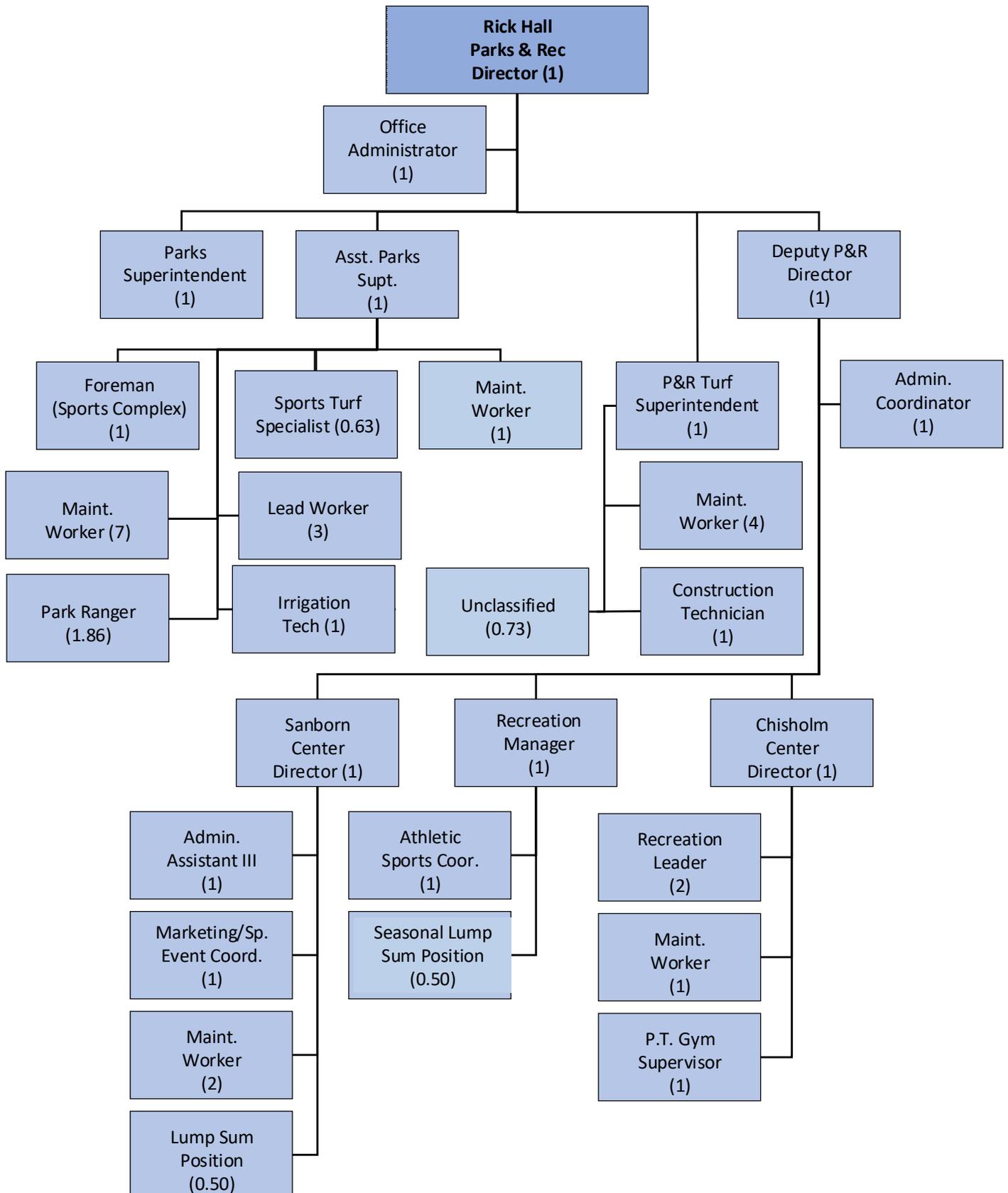
## Management Discussion

- ✓ Total expenses increased by 14.30%.
- ✓ Personal Services increased 17.39% mainly due to the additions of a Maintenance Worker I and an Equipment Operator I, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 8.63% mainly due to budgeted increases in operating supplies and building maintenance.
- ✓ Includes funding for:
  - APWA Accreditation (\$7,500)
  - Pressure washing (sidewalk & historic markers) (\$10,000)
  - Sidewalk grinding (\$50,000)
  - Traffic engineering consultant (\$25,000)
  - Traffic lights (\$35,000)
  - Sign materials and paint (\$40,000)
  - Road materials and supplies (\$74,000)
  - Sidewalk materials (\$55,000)
  - Tree Inventory Survey (\$20,000)



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Average maintenance cost per total acres of park land	High Value Government	\$8,975	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	N/A Survey conducted every other year	Survey Not Budgeted	95%
% Satisfied with City parks, trails and facilities	High Value Government	N/A Survey conducted every other year	Survey Not Budgeted	95%
% change in participants at Sanborn Center	High Value Government	-48%	27%	10%
% change in participants at Chisholm Center	High Value Government	-48%	9%	10%
% change in participants in recreational programs and activities	High Value Government	-58.3%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	10.9%	3.75%	3.85%

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Hosted FHSAA State Soccer Championships for the fourth straight year.
- ✓ Revenue was affected due to coronavirus.
- ✓ Completed preliminary design for the improvements and for possible expansion of Melching Field.
- ✓ Special events in Earl Brown Park were affected by the Virus (\*Shamrocks & Shenanigans, \*Mistletoe & Music, \*Breakfast with Santa, \*Hay Day and \*Easter Egg Hunt). \*Cancelled due to coronavirus.
- ✓ New event “ Halloween Haunted Trail” was a success
- ✓ Co-sponsored with Mike Gillislee Football Camp. Cancelled due to Corona Virus
- ✓ Completed a 2 year extended lease agreement with Stetson University for Melching Field.
- ✓ Indicators show that our recreational participation numbers are still down due to covid, but increasing with each season.
- ✓ Sanborn Center and Chisholm activity centers were down due to the Virus
- ✓ Started Sperling Sports Complex project in September

## 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 to more than the previous FY.</li> </ul>	<p>High Value Government &amp; Preparing for the Future/ Sustainability</p>
2	<p>Continue planning 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>Continue with 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>Continue 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.</p> <ul style="list-style-type: none"> <li>Prepare expense reports quarterly identifying on-going operational expenses.</li> </ul>	<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>• Increase new activities, programs, events over previous fiscal year's numbers. Corona Virus affected</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>Increase the activity 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>• Increase volume of activities, programs, or special events prior to more than the previous FY.</li> </ul>	<p>Creating the Connected Community &amp; Preserving "Sense of Community" &amp; High Value Government</p>
3	<p>Increase the activity 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>• Increase volume of activities, programs, or special events prior to more than the previous FY.</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> <li>• Design and implement Melching Field renovations and expansion. Submit bid requests for contractor for renovation of Melching field. Award project to contractor. Construction to begin June 1 of 2022. Completion of project February 1, 2023.</li> </ul>	<p>Preserving "Sense of Community" High Value Government Preparing for the Future/ Sustainability</p>

## Long-Term Goals

### Administration

- ✓ Complete Parks & Recreation City-wide Master Plan to identify current status and future needs in expansion.
  - Target Completion: FY 2022-2023
  - 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 – 2022/ High School – One temporary one - year agreement 21-22 school year
  - Strategic Focus Area: Creating Connected Community, Preparing for the Future/Sustainability
  - Review on-line registration options for facility rentals, program and activity registrations- partial implementation 20-21

### 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”

Melching Field

- ✓ Continue provide a quality facility in compliance with facility use contractual agreements.
  - Target completion: on going
  - Strategic focus area: High Value Government

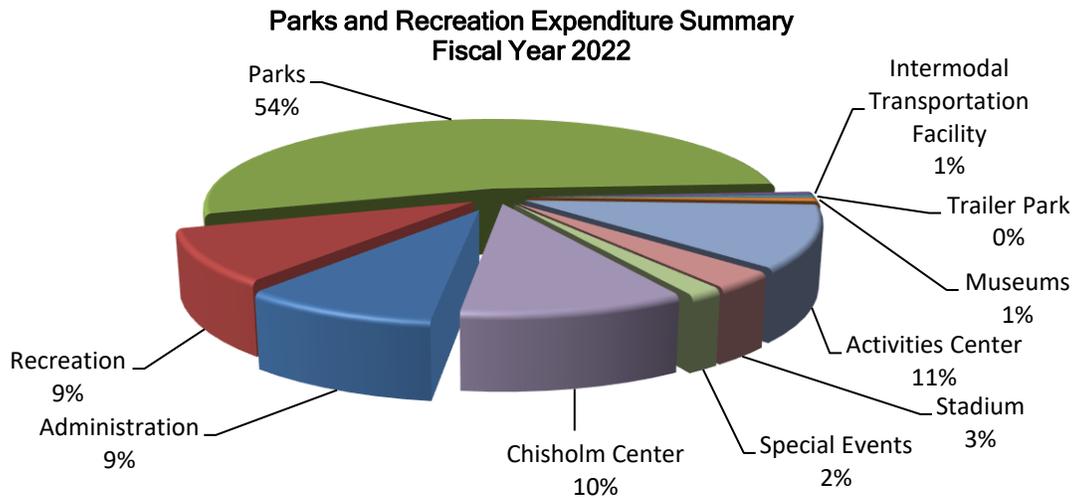
Operating Budget Comparison  
Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$1,957,584	\$2,176,410	\$1,902,999	\$2,623,799	20.56%
Operating Expenses	889,023	1,039,483	1,028,079	1,176,309	13.16%
Grants and Aids	0	10,000	10,000	10,000	0.00%
Total Budget	\$2,846,607	\$3,225,893	\$2,941,078	\$3,810,108	18.11%

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Administration	\$ 274,927	\$ 276,818	\$ 284,148	\$ 342,231	23.63%
Recreation	255,734	321,084	306,456	358,642	11.70%
Parks	1,517,588	1,645,810	1,467,735	2,046,503	24.35%
Intermodal Transportation Facility	16,409	19,767	21,394	21,863	10.60%
Trailer Park	14,556	15,261	15,757	16,119	5.62%
Museums	19,121	27,202	29,418	27,484	1.04%
Activities Center	307,061	374,582	325,864	427,058	14.01%
Stadium	129,651	115,770	119,347	116,479	0.61%

Special Events	9,460	58,765	47,719	60,918	3.66%
Chisholm Center	<u>302,100</u>	<u>370,834</u>	<u>323,240</u>	<u>392,811</u>	5.93%
Total Budget	\$2,846,607	\$3,225,893	\$2,941,078	\$3,810,108	18.11%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	3.50	3.50	3.50	3.50	3.50
Parks	20.84	20.84	22.84	22.59	24.22
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	37.84	37.84	39.84	39.59	41.22



## Parks & Recreation Administration

BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 264,141	\$ 259,202	\$ 265,925	\$ 298,360	15.11%
Operating Expenses	<u>10,786</u>	<u>17,616</u>	<u>18,223</u>	<u>43,871</u>	149.04%
Total Budget	\$ 274,927	\$ 276,818	\$ 284,148	\$ 342,231	23.63%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	0.00	0.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	2.00	1.00	1.00
Administrative Assistant III	103	<u>1.00</u>	<u>1.00</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

## Recreation

RECREATION BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$ 203,775	\$ 216,524	\$ 202,493	\$ 254,082	17.35%
Operating Expenses		<u>51,959</u>	<u>104,560</u>	<u>103,963</u>	<u>104,560</u>	0.00%
Total Budget		\$ 255,734	\$ 321,084	\$ 306,456	\$ 358,642	11.70%

STAFFING		PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Deputy Parks & Rec Director		E103	1.00	1.00	1.00	1.00	1.00
Recreation Manager		112	1.00	1.00	1.00	1.00	1.00
Athletics Sports Coordinator		104	0.00	0.00	0.00	1.00	0.00
Recreation Leader		103	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing			3.00	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			3.50	3.50	3.50	3.50	3.50

Replaced Athletic Sports Coordinator [1.0] with Recreation Leader [1.0].

## Parks

PARKS BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$1,087,326	\$1,187,435	\$1,015,597	\$1,483,457	24.93%
Operating Expenses		<u>430,262</u>	<u>458,375</u>	<u>452,138</u>	<u>563,046</u>	22.84%
Total Budget		\$1,517,588	\$1,645,810	\$1,467,735	\$2,046,503	24.35%

STAFFING		PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Parks Superintendent		112	1.00	1.00	2.00	2.00	2.00
Foreman II		110	1.00	1.00	0.00	0.00	0.00
Assistant Parks Superintendent		109	1.00	1.00	1.00	1.00	1.00
Foreman I		109	1.00	1.00	1.00	1.00	1.00
Construction Technician I		106	0.00	0.00	1.00	1.00	1.00
Lead Worker		106	0.00	0.00	1.00	2.00	3.00
Irrigation Technician I		105	0.00	0.00	0.00	0.00	1.00
Maintenance Worker III		103	1.00	2.00	10.00	9.00	8.00
Maintenance Worker II		102	10.00	9.00	2.00	2.00	2.00
Maintenance Worker I		101	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing			18.00	18.00	20.00	20.00	21.00
Sports Turf Specialist		N/A	0.00	0.00	0.00	0.00	0.63
Park Ranger		N/A	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>0.73</u>	<u>0.73</u>
Total Part Time Staffing			2.84	2.84	2.84	2.59	3.22
Total Staffing			20.84	20.84	22.84	22.59	24.22

Added [1.0] Irrigation Technician I and [0.63] Sports Turf Specialist. Promoted [1.0] Maintenance Worker III to [1.0] Lead Worker.

## Intermodal Transportation Facility

INTERMODAL TRANSPORTATION FACILITY BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 16,409	\$ 19,767	\$ 21,394	\$ 21,863	10.60%
Total Staffing	\$ 16,409	\$ 19,767	\$ 21,394	\$ 21,863	10.60%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
None						

## Trailer Park

TRAILER PARK BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 14,556	\$ 15,261	\$ 15,757	\$ 16,119	5.62%
Total Staffing	\$ 14,556	\$ 15,261	\$ 15,757	\$ 16,119	5.62%

## Museums

HISTORICAL MUSEUM BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 19,121	\$ 17,202	\$ 19,418	\$ 17,484	1.64%
Grants and Aids	-	10,000	10,000	10,000	0.00%
Total Budget	\$ 19,121	\$ 27,202	\$ 29,418	\$ 27,484	1.04%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
None					

## Activities Center

SANBORN ACTIVITIES CENTER BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 208,718	\$ 248,506	\$ 206,954	\$ 303,514	22.14%
Operating Expenses	98,343	126,076	118,910	123,544	-2.01%
Total Budget	\$ 307,061	\$ 374,582	\$ 325,864	\$ 427,058	14.01%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Center Director	109	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	107	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	104	0.00	0.00	1.00	1.00	1.00
Administrative Assistant II	103	1.00	1.00	0.00	0.00	0.00
Maintenance Worker II	102	1.00	0.00	0.00	0.00	1.00
Maintenance Worker I	101	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>
Total Full Time Staffing		5.00	5.00	5.00	5.00	5.00
Administrative Assistant II	N/A	0.00	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		0.50	0.50	0.50	0.50	0.50
Total Staffing		5.50	5.50	5.50	5.50	5.50

Promoted [1.0] Maintenance Worker I to [1.0] Maintenance Worker II.

## Stadium

SPEC MARTIN STADIUM BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	<u>\$ 129,651</u>	<u>\$ 115,770</u>	<u>\$ 119,347</u>	<u>\$ 116,479</u>	0.61%
Total Budget	\$ 129,651	\$ 115,770	\$ 119,347	\$ 116,479	0.61%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET

None

## Special Events

SPECIAL EVENTS BUDGET SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 3,094	\$ 10,765	\$ 3,819	\$ 12,918	20.00%
Operating Expenses	<u>6,366</u>	<u>48,000</u>	<u>43,900</u>	<u>48,000</u>	0.00%
Total Budget	\$ 9,460	\$ 58,765	\$ 47,719	\$ 60,918	3.66%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET

None

## Chisholm Center

CHISHOLM CENTER BUDGET SUMMARY		2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services		\$ 190,530	\$ 253,978	\$ 208,211	\$ 271,468	6.89%
Operating Expenses		<u>111,570</u>	<u>116,856</u>	<u>115,029</u>	<u>121,343</u>	3.84%
Total Budget		\$ 302,100	\$ 370,834	\$ 323,240	\$ 392,811	5.93%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Center Director	109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	0.00	0.00	1.00	1.00	1.00
Recreation Leader	103	0.00	0.00	0.00	1.00	2.00
Maintenance Worker II	102	1.00	1.00	0.00	0.00	0.00
Recreation Assistant	100	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Gym Supervisor	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	1.00	1.00	1.00
Seasonal Employees/Lifeguards						
Total Staffing		5.00	5.00	5.00	5.00	5.00

Promoted [1.0] Recreation Assistant [1.0] to [1.0] Recreation Leader.

## Management Discussion

- ✓ Total expenses increased by 18.11%.
- ✓ Personal Services increased 20.56% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22. Increase also includes the addition of an Irrigation Technician and part-time Sports Turf Specialist.
- ✓ Operating expenses increased by 13.16% mainly due various painting projects of park buildings and a Parks and Recreation Master Plan in FY 21-22.
- ✓ Grants & Aids remains the same with a donation to the West Volusia Historical Society (\$10,000).
- ✓ Includes funding for:
  - Sports officials fees (\$24,500)
  - Parks and Recreation Master Plan (\$25,000)
  - Sports, recreational & youth athletic equipment (\$9,180)
  - Summer sports camp (\$3,420)
  - Uniforms (basketball, football, soccer) (\$30,140)
  - Rental fee for Sports Complex (\$21,000)
  - Marketing (\$12,000)
  - 4<sup>th</sup> July fireworks (\$17,000)
  - Stetson football expenses (\$5,300)
  - Special Event funding (\$30,000)
  - Painting exterior of Bill Dreggors Park Administration Building, Burgess Building, Storage Garage, and Lemon Room (\$69,190)

## 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

<b>BUDGET SUMMARY</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Contingency / Reserve Contingency	\$ (58)	\$ 941,985	\$ 926,506	\$ 711,361	-24.48%
Transfers	<u>2,885,261</u>	<u>2,407,231</u>	<u>3,040,969</u>	<u>5,483,594</u>	127.80%
Total Budget	\$2,885,203	\$ 3,349,216	\$ 3,967,475	\$ 6,194,955	84.97%

### **Contingency / Reserve Contingency**

Contingency	\$ 350,000
Reserve Contingency	148,861
Savings Contingency	212,500
<b>Total</b>	<b>\$ 711,361</b>

### **Transfers**

Transfer to Homeless Shelter Fund	\$ 50,000
Transfer to Capital Fund	1,978,875
Transfer to Debt Service Fund	1,191,696
Transfer to Grants & Special Revenue Fund (includes 1% PILOT of \$240,367)	2,263,023
<b>Total</b>	<b>\$5,483,594</b>

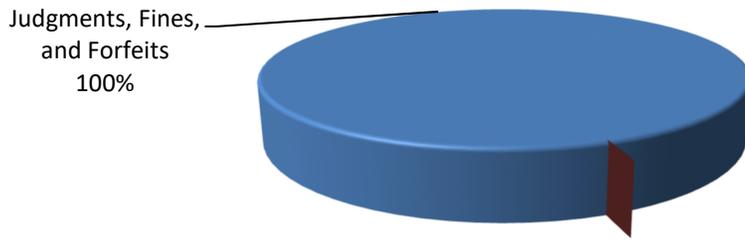
## Management Discussion

- ✓ Contingency / Reserve Contingency decreased by 24.48% mainly due to reduction in general contingency.
- ✓ Transfers increased by 127.80% mainly due to increases in Transfer to Capital Fund and Transfer to Grants & Special Revenue Fund to fund planned Capital Projects for FY 21-22.

# CONFISCATED TRUST FUND

## Revenue Summary

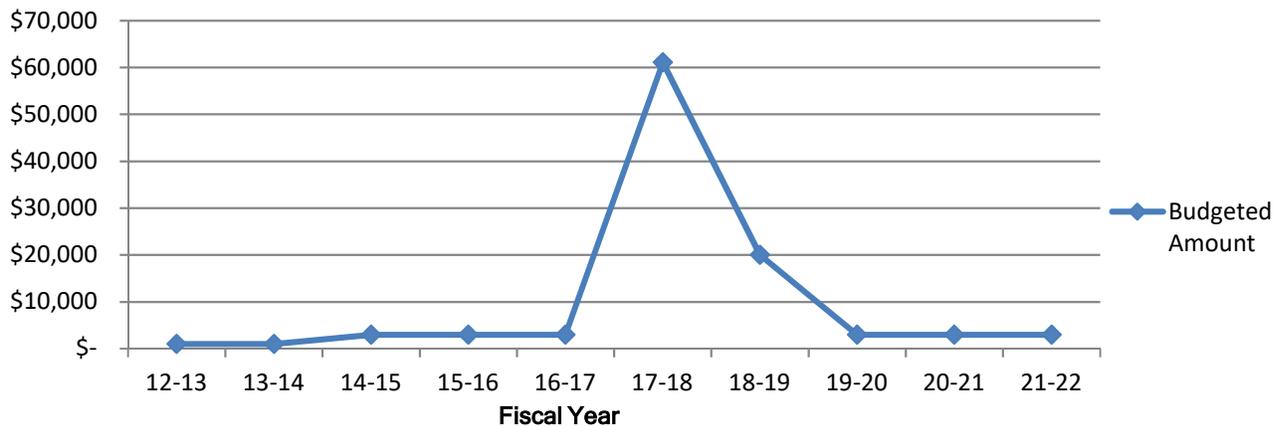
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Judgments, Fines, and Forfeits	\$ 25,230	\$ 3,000	\$ 11,000	\$ 3,000	0.00%
Miscellaneous Revenue	<u>444</u>	<u>0</u>	<u>106</u>	<u>0</u>	N/A
Total Confiscated Trust Fund Revenue	\$ 25,674	\$ 3,000	\$ 11,106	\$ 3,000	0.00%



## 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

<u>BUDGET DESCRIPTION</u>	<u>2019-20 ACTUAL</u>	<u>2020-21 BUDGET</u>	<u>2020-21 ESTIMATED</u>	<u>2021-22 BUDGET</u>	<u>% Change from 2020-21</u>
Operating Expenses	<u>\$ 3,701</u>	<u>\$ 3,000</u>	<u>\$ 11,106</u>	<u>\$ 3,000</u>	0.00%
Total Budget	<u>\$ 3,701</u>	<u>\$ 3,000</u>	<u>\$ 11,106</u>	<u>\$ 3,000</u>	0.00%
<u>STAFFING</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>	<u>2020-21 BUDGET</u>	<u>2021-22 BUDGET</u>
None					
<u>CAPITAL OUTLAY</u>	<u>Amount</u>				
None					

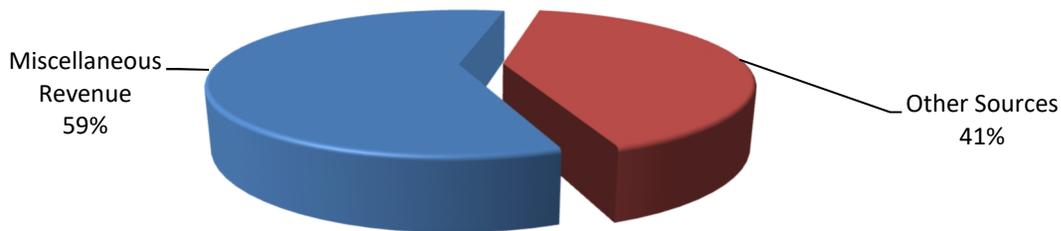
## Management Discussion

- ✓ Includes funding for:
  - Forfeiture filing fees (\$3,000).

# HOMELESS SHELTER FUND

## Revenue Summary

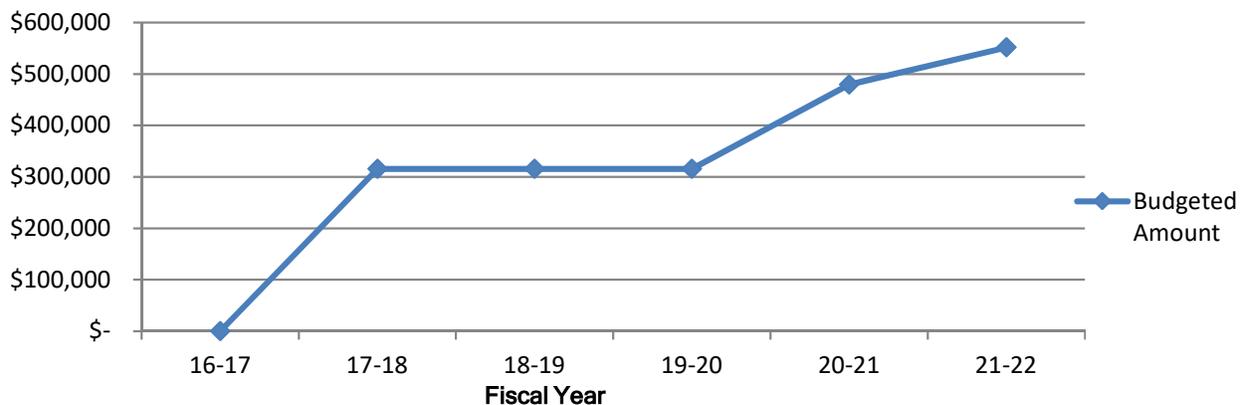
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Miscellaneous Revenue	296,219	404,330	455,850	325,000	-19.62%
Other Sources	<u>50,000</u>	<u>75,000</u>	<u>50,000</u>	<u>226,677</u>	202.24%
Total Confiscated Trust Fund Revenue	\$ 346,219	\$ 479,330	\$ 505,850	\$ 551,677	15.09%



## Management Discussion

The Homeless Shelter Fund was created in FY2016-2017 to report the specific revenues and expenses to operate the City's homeless shelter. Miscellaneous revenue represents religious, corporate and personal donations to fund operations. Other sources represent the City's contribution of \$50,000 and Use of Reserves (\$176,677).

## 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

<u>BUDGET DESCRIPTION</u>	<u>2019-20 ACTUAL</u>	<u>2020-21 BUDGET</u>	<u>2020-21 ESTIMATED</u>	<u>2021-22 BUDGET</u>	<u>% Change from 2020-21</u>
Operating Expenses	\$ 87,117	\$ 479,330	\$ 505,850	\$ 551,677	15.09%
Total Budget	\$ 87,117	\$ 479,330	\$ 505,850	\$ 551,677	15.09%

<u>STAFFING</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>	<u>2020-21 BUDGET</u>	<u>2021-22 BUDGET</u>
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None

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

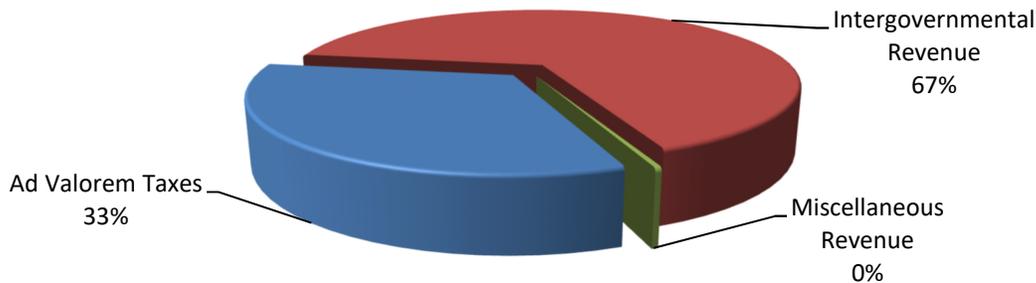
## Management Discussion

- ✓ Operating Expenses increased 15.09% due to increase in contracted services.
- ✓ Includes funding for:
  - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$541,813).
  - Property coverage of the homeless shelter (\$9,864).

# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$ 39,223	\$ 77,459	\$ 77,459	\$ 117,357	51.51%
Intergovernmental Revenue	732,280	284,402	277,108	236,410	-16.87%
Miscellaneous Revenue	<u>8,018</u>	<u>1,200</u>	<u>15,082</u>	<u>1,200</u>	0.00%
Total Spring Hill CRA Revenue	\$ 779,521	\$ 363,061	\$ 369,649	\$ 354,967	-2.23%



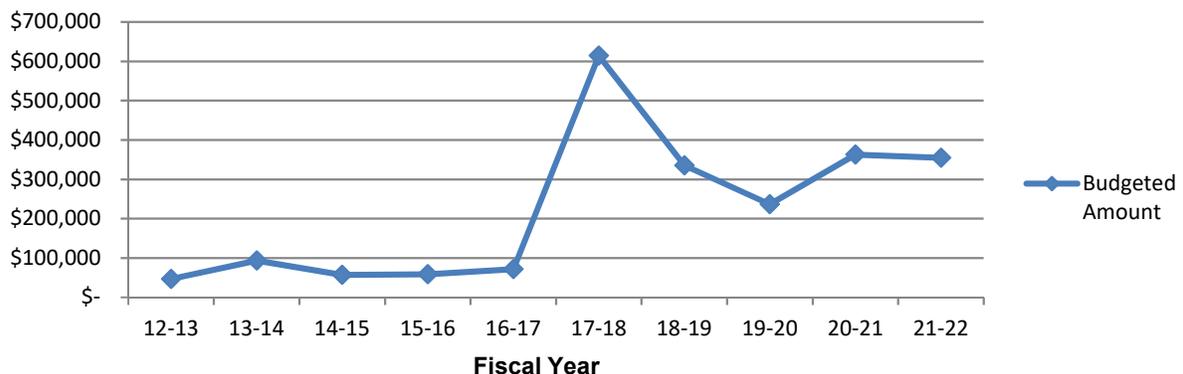
## Management Discussion

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.

For more information, please visit: <https://www.deland.org/boards-committees/spring-hill-community-redevelopment-agency>

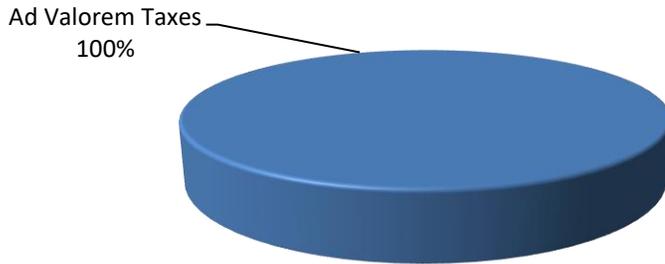
## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

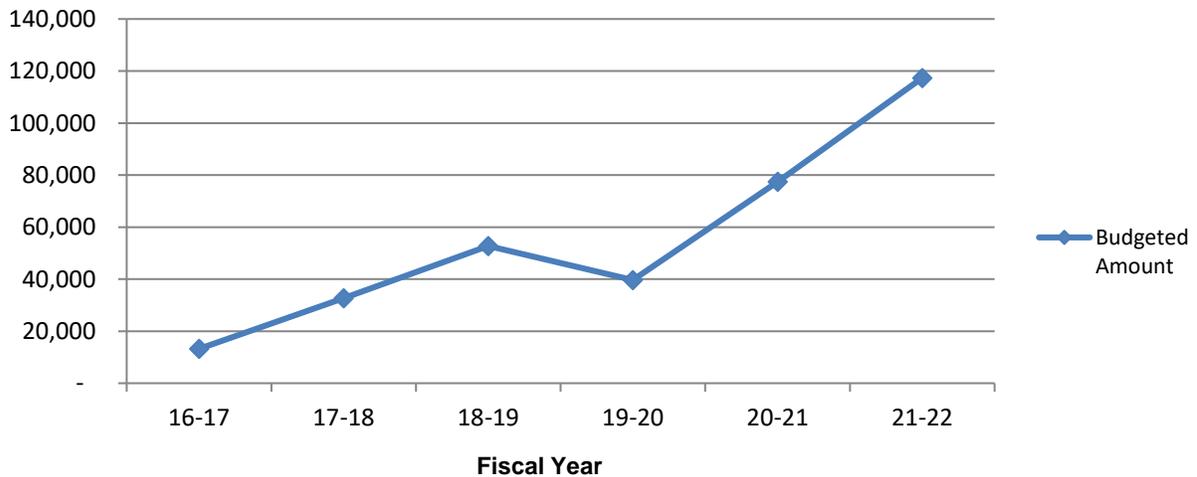
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$ 39,223	\$ 77,459	\$ 77,459	\$ 117,357	51.51%
Total Ad Valorem Tax Revenue	\$ 39,223	\$ 77,459	\$ 77,459	\$ 117,357	51.51%



### Management Discussion

The property appraiser has released \$68,682,156 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the incorporated district's limits. This represents an \$18,209,275 incremental change in the district's tax base and an increase of \$6,437,420 in taxable value since last year. FY2021-2022 budget is based on the preliminary incremental change in value calculated using the City's operating millage rate of 6.7841.

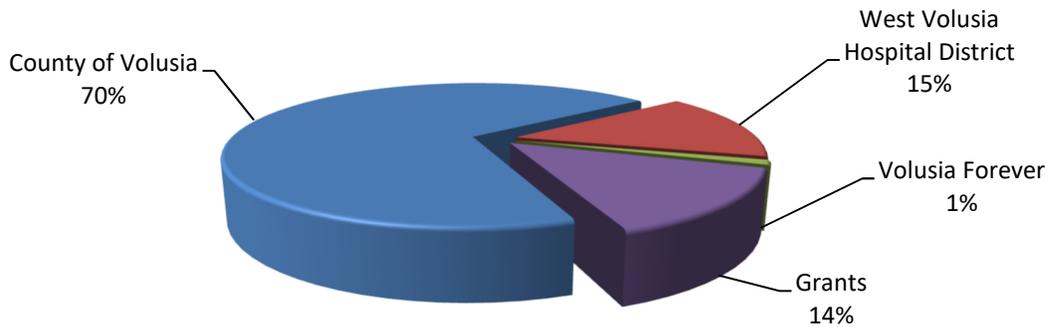
### History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

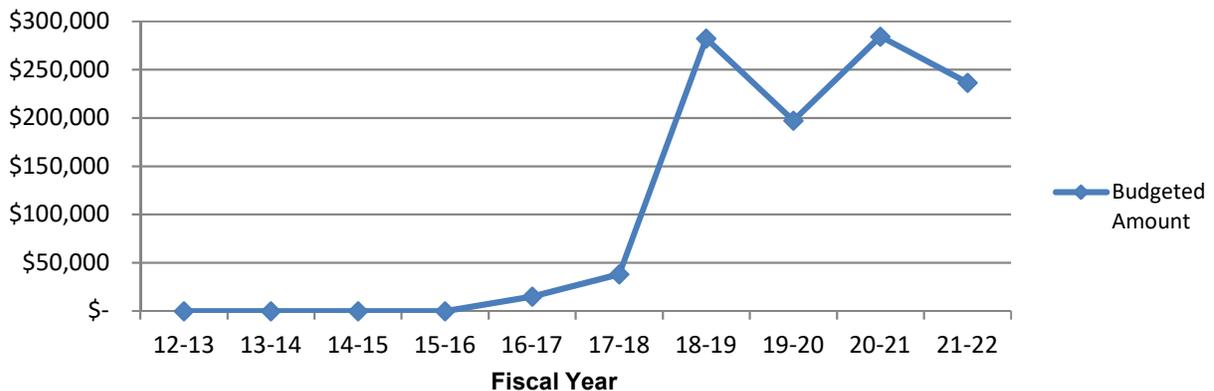
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
County of Volusia	\$ 312,286	\$ 121,974	\$ 242,114	\$ 165,225	35.46%
West Volusia Hospital District	25,464	25,392	32,710	35,260	38.86%
Volusia Forever	1,805	4,155	2,284	2,468	-40.60%
Grants	<u>392,725</u>	<u>132,881</u>	<u>0</u>	<u>33,457</u>	-74.82%
Total Ad Valorem Tax Revenue	\$ 732,280	\$ 284,402	\$ 277,108	\$ 236,410	-16.87%



### 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. FY2021-2022 budget is calculated using the prior year millage rates from each of the taxing authorities. The one grant budgeted is from CDBG to fund a portion of salaries (\$33,457).

### 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% change in property values over prior year	High Value Government	10.3%	10.5%	10.5%
# of property improvement grants	High Value Government	2	3	3

## Fiscal Year 2020-2021 Achievements

- ✓ Modified and improved services offered at the Resource Center to be in line with grant funding requirements while dealing with COVID.
- ✓ Provided two property improvement grants.
- ✓ Successfully completed the annual Mayor's Backpack Giveaway event.
- ✓ Completed construction on the new Dr. Joyce M. Cusack 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 and other communication channels 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: FY2021-2022 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
  - Target Start: FY2021-2022 and continue beyond
  - Strategic Focus Area: High Value Government, Creating Connected Community, & Preparing for the Future.
- ✓ Attract business development within the CRA.
  - Target Completion: FY2021-2022 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
  - Target Completion: FY2021-2022 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation

## Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 101,696	\$ 103,648	\$ 98,484	\$ 118,454	14.28%
Operating Expenses	40,798	45,812	43,411	41,484	-9.45%
Capital Outlay	920,922	0	66,554	0	N/A
Grants & Aid	2,500	105,000	25,000	110,000	4.76%
Contingency	0	69,030	96,629	39,839	-42.29%
Transfers	<u>25,571</u>	<u>39,571</u>	<u>39,571</u>	<u>45,190</u>	14.20%
Total Budget	\$1,091,487	\$ 363,061	\$ 369,649	\$ 354,967	-2.23%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Spring Hill Ctr Administrator	109	0.00	0.00	1.00	1.00	1.00
Administrative Assistant I	101	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		0.00	0.00	2.00	2.00	2.00

CAPITAL OUTLAY	Amount
None	\$ -

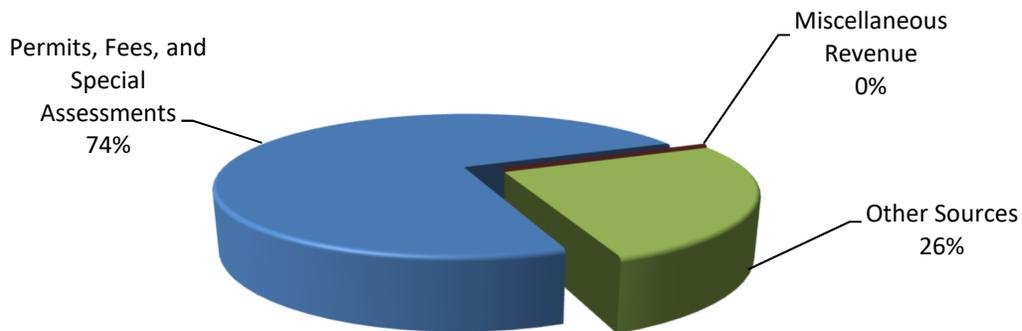
## Management Discussion

- ✓ Total expenses decreased by 2.23%.
- ✓ Personal Services increased by 14.28% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses decreased by 9.45% mainly due to a reduction of janitorial services.
- ✓ Includes funding for:
  - Exterior improvement grants (\$10,000).
  - Connection Assistance Grant (\$100,000)
  - Contingency (\$39,839)
- ✓ Transfers increased by 14.20% mainly due to a Laserfiche Upgrade (\$8,000).

# GOVERNMENTAL IMPACT FEES TRUST FUND

## Revenue Summary

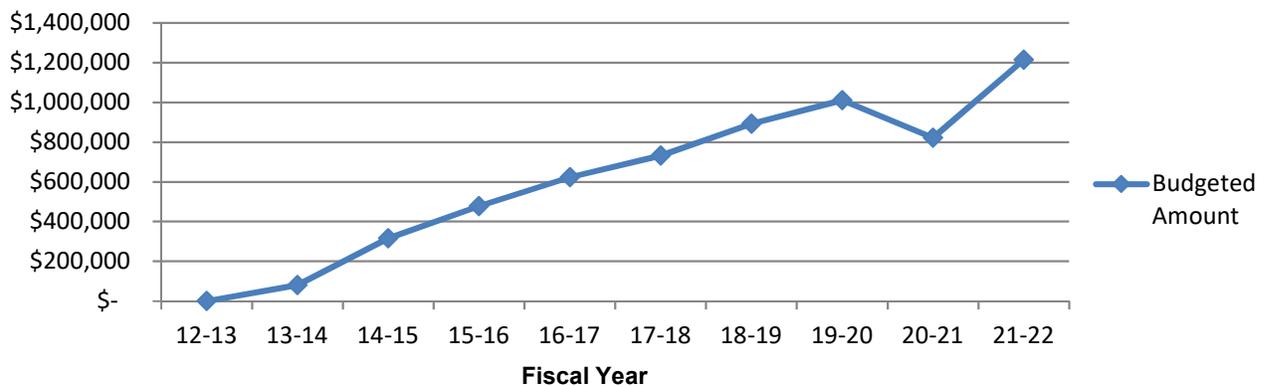
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Permits, Fees, and Special Assessments	\$ 1,374,709	\$ 822,157	\$ 1,068,710	\$ 962,807	17.11%
Miscellaneous Revenue	6,867	0	1,447	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>335,000</u>	100.00%
<b>Total GIFT Fund Revenue</b>	<b>\$ 1,381,576</b>	<b>\$ 822,157</b>	<b>\$ 1,070,157</b>	<b>\$ 1,297,807</b>	<b>57.85%</b>



## 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.

## 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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ -	\$ -	\$ -	\$ 43,651	N/A
Capital Outlay	55,175	0	0	0	N/A
Transfers	<u>958,194</u>	<u>822,157</u>	<u>1,070,157</u>	<u>1,254,156</u>	52.54%
Total Budget	\$1,013,369	\$ 822,157	\$1,070,157	\$ 1,297,807	57.85%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
None					

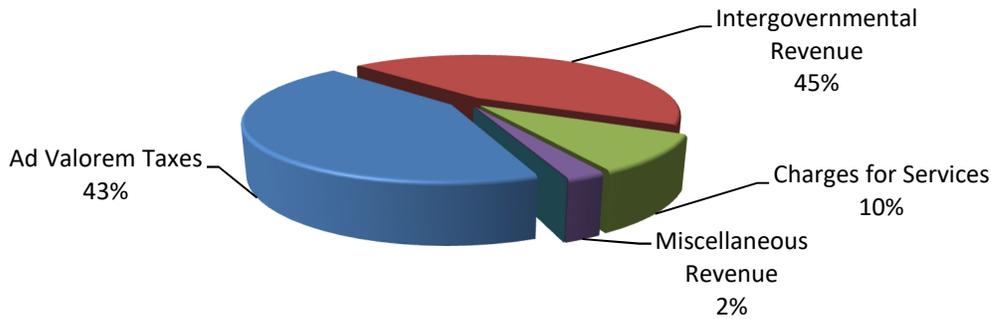
## Management Discussion

- ✓ FY 21-22 anticipated revenue will be used towards transfers for the following:
  - Earl Brown Park (Debt Service) - \$247,925
  - Reimbursement to the Hurricane Reserve (General Fund) - \$200,000
  - Sperling Sports Complex (Debt Service) - \$48,477
  - New Fire Station #81 (Debt Service) - \$170,000
  - Police Evidence Building (Debt Service) - \$41,754.
  - Melching Field (Grant & Special Revenue) - \$200,000
  - Fire Station #81 Reserve Garage (Capital Fund) – \$135,000
  - City Hall (General Fund) - \$211,000
  
- ✓ Includes funding for:
  - Police Evidence Building operating capital - \$43,651

# COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

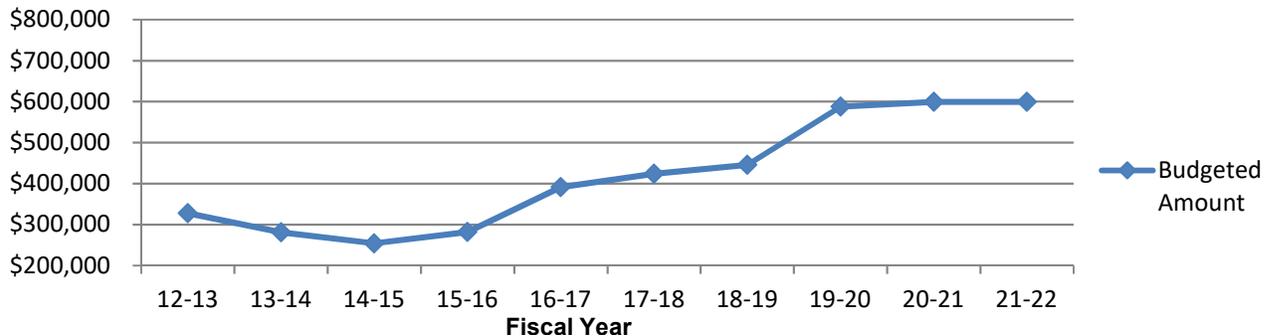
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$ 232,354	\$ 259,206	\$ 259,206	\$ 258,299	-0.35%
Intergovernmental Revenue	267,499	267,499	582,650	268,641	0.43%
Charges for Services	58,528	58,105	75,079	58,105	0.00%
Miscellaneous Revenue	27,569	14,604	20,049	14,604	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>500,000</u>	<u>0</u>	N/A
Total Community Redev Fund	\$ 585,950	\$ 599,414	\$ 1,436,984	\$ 599,649	0.04%



## 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 an additional 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. 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. For more information, please visit: <https://www.deland.org/boards-committees/downtown-community-redevelopment-agency-cra>

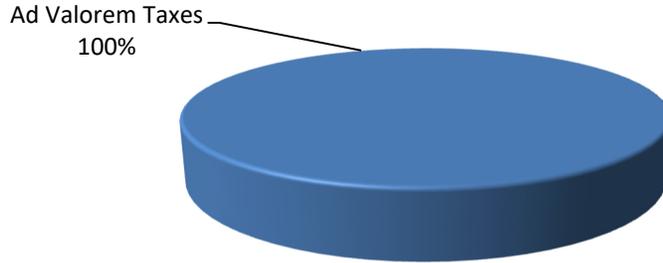
## History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

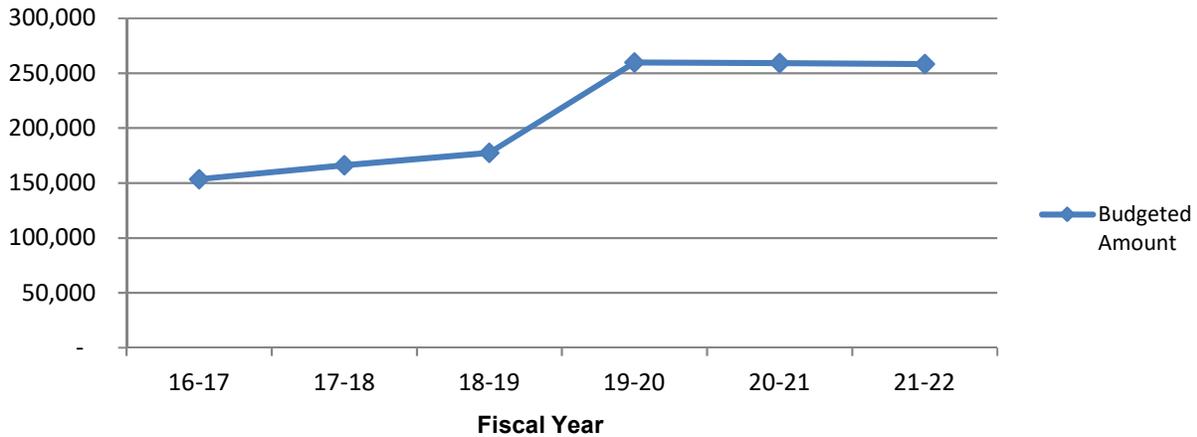
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$ 232,354	\$ 259,206	\$ 259,206	\$ 258,299	-0.35%
Total Ad Valorem Tax Revenue	\$ 232,354	\$ 259,206	\$ 259,206	\$ 258,299	-0.35%



### Management Discussion

The property appraiser has released \$60,112,531 as the July 1<sup>st</sup> preliminary estimated taxable value of property located with the district's limits. This represents a \$40,078,068 incremental change in the district's tax base and an increase of \$479,628 in taxable value since last year. FY2021-2022 budget is based on the preliminary incremental change calculated against the City's operating millage rate of 6.7841.

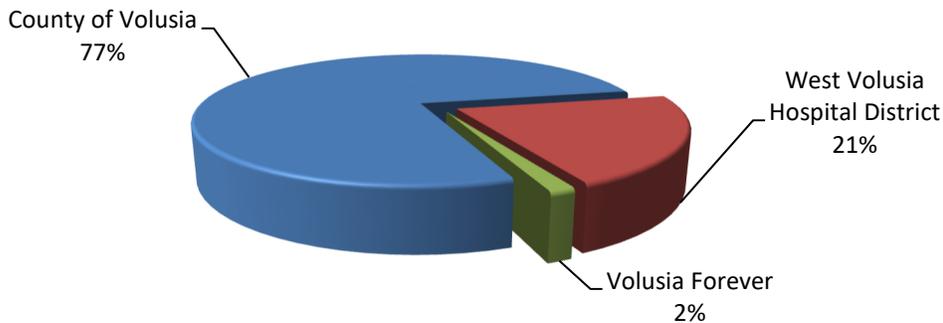
### History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

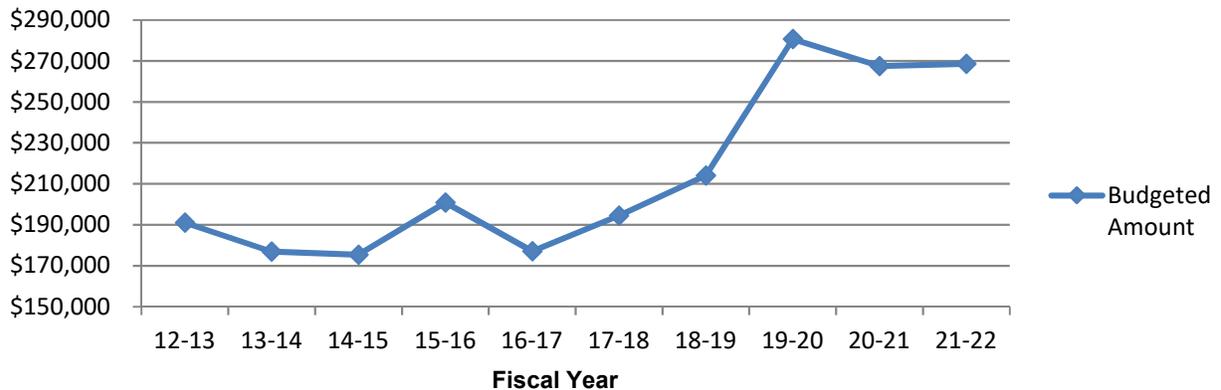
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
County of Volusia	\$ 191,457	\$ 191,457	\$ 449,862	\$ 207,417	8.34%
West Volusia Hospital District	65,349	65,349	124,104	57,220	-12.44%
Volusia Forever	<u>10,693</u>	<u>10,693</u>	<u>8,684</u>	<u>4,004</u>	-62.55%
Total Ad Valorem Tax Revenue	\$ 267,499	\$ 267,499	\$ 582,650	\$ 268,641	0.43%



### Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY2021-2022 budget is based on the City's preliminary value calculated using the prior year millage rates from 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% change in property values over prior year	High Value Government	7.40%	7.43%	8%
# of events (downtown)	Preserving "Sense of Community"	26	25	50
Storefront occupancy rate	Preserving "Sense of Community"	98%	98%	98%

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Worked with Georgia Avenue merchants on filling out the Georgia Avenue directory sign.
- ✓ Continued the wayfinding signage update project.
- ✓ Installed new sculptures in the downtown.
- ✓ Awarded one grant for various property improvements.
- ✓ Former County Jail Property development project in planning review.
- ✓ Instituted temporary curbside parking during height of the COVID-19 Pandemic.
- ✓ Performed regular road closure for expanded seating for restaurants and bars in response to COVID-19.

## 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. <i>(On hold due to COVID)</i></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: FY2021-2022 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: FY2021-2022 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: FY2021-2022 and continue beyond
  - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

## Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 228,595	\$ 338,821	\$ 364,879	\$ 334,429	-1.30%
Capital Outlay	600	0	621,589	127,000	100.00%
Grants and Aid	24,840	27,500	27,500	27,500	0.00%
Contingency	0	194,658	384,581	72,286	-62.87%
Transfers	<u>27,011</u>	<u>38,435</u>	<u>38,435</u>	<u>38,434</u>	0.00%
Total Budget	\$ 281,046	\$ 599,414	\$1,436,984	\$ 599,649	0.04%
<b>STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
None					
<b>CAPITAL OUTLAY</b>					<b>Amount</b>
Fish Building Roof					\$ 102,000
Wayfinding Signs					<u>25,000</u>
Total Capital Outlay					\$ 127,000

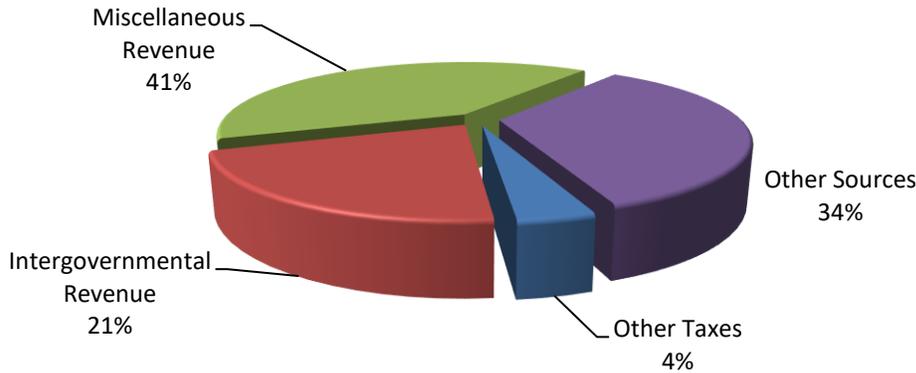
## Management Discussion

- ✓ Total expenses increased by 0.04%.
- ✓ Operating expenses decreased by 1.30%.
- ✓ Includes funding for:
  - MainStreet DeLand contract (\$95,000)
  - Special Events (\$45,000)
  - Sign Materials (\$25,000)
  - Façade Grants (\$20,000)
  - Fish Building Roof (\$102,000)
  - Wayfinding Signage (\$25,000)

# GRANTS AND SPECIAL REVENUE FUND

## Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Other Taxes	\$ 283,807	\$ 255,331	\$ 239,093	\$ 284,357	11.37%
Intergovernmental Revenue	1,100,642	186,328	837,736	1,512,237	711.60%
Miscellaneous Revenue	10,616	0	1,036	2,899,272	100.00%
Other Sources	<u>572,688</u>	<u>224,244</u>	<u>874,246</u>	<u>2,463,023</u>	998.37%
<b>Total Grants &amp; Special Revenue Fund</b>	<b>\$ 1,967,753</b>	<b>\$ 665,903</b>	<b>\$ 1,952,111</b>	<b>\$ 7,158,889</b>	<b>975.06%</b>

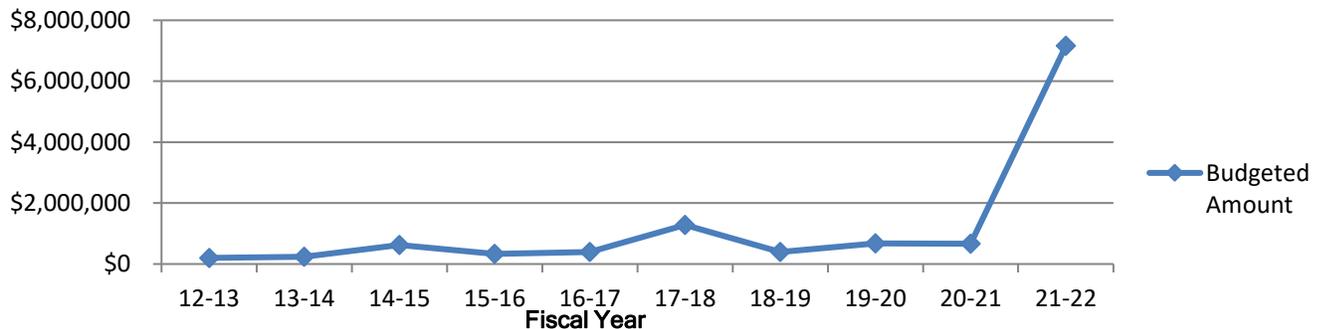


## Management Discussion

This fund was created during FY2011-2012 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. Miscellaneous Revenue is a donation from Stetson University (\$2,899,272) for the renovation and expansion of Melching Field. Intergovernmental revenue reflects anticipated CDBG funding for Right of Way ADA Improvements (\$120,000) and Chisholm Center Shade Structure (\$28,065) and ECHO Grants for Melching Field improvements (\$1,265,000) and for playground equipment at Jackson Lake Park (\$99,172). Other Sources contains a transfer from the General Fund for street resurfacing (\$715,643), as well as a transfer from the GIFT fund (\$200,000), and for the City's share of multiple parks and recreation projects (\$1,547,380).

## History of Revenues



## GRANTS AND SPECIAL REVENUE FUND Expenditure Summary

### **Description:**

The Grants and Special Revenue Fund account 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 divisions.

## Operating Budget Comparison

<b>BUDGET DESCRIPTION</b>	<b>2019-20 ACTUAL</b>	<b>2020-21 BUDGET</b>	<b>2020-21 ESTIMATED</b>	<b>2021-22 BUDGET</b>	<b>% Change from 2020-21</b>
Operating Expenses	\$ 354,185	\$ 479,575	\$ 503,208	\$ 1,000,000	108.52%
Capital Outlay	<u>1,943,752</u>	<u>186,328</u>	<u>1,448,903</u>	<u>6,158,889</u>	3205.40%
<b>Total Budget</b>	<b>\$2,297,937</b>	<b>\$ 665,903</b>	<b>\$1,952,111</b>	<b>\$ 7,158,889</b>	<b>975.06%</b>

<b>STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
None					

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Stone Street - Right of Way and ADA Improvements	\$ 120,000
Renovation & Expansion Melching Field	5,798,544
Shade Structure at Chisholm Center	42,000
Replace Playground Equipment at Jackson Lane Park	<u>198,345</u>
<b>Total Capital Outlay</b>	<b>\$ 6,158,889</b>

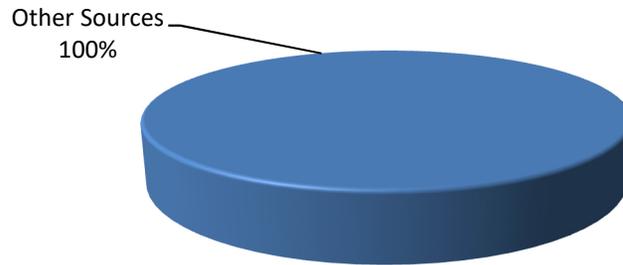
## Management Discussion

- ✓ Total expenses increased by 975.06%.
- ✓ Operating expenses increased by 108.52% due to an increase in Street Resurfacing.
- ✓ Capital outlay increased by 3205.40%.
- ✓ Includes funding for:
  - Street resurfacing (\$1,000,000)
  - Renovation & Expansion Melching Field (\$5,798,544)
  - Stone Street - Right of way and ADA improvements (\$120,000)
  - Shade Structure at Chisholm Center (\$42,000)
  - Replace Playground Equipment at Jackson Lane Park (\$198,345)

## DEBT SERVICE FUND

### Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Other Sources	\$ 2,009,631	\$ 2,466,820	\$ 2,466,820	\$ 1,791,364	-27.38%
Total Grants & Special Revenue Fund	\$ 2,009,631	\$ 2,466,820	\$ 2,466,820	\$ 1,791,364	-27.38%

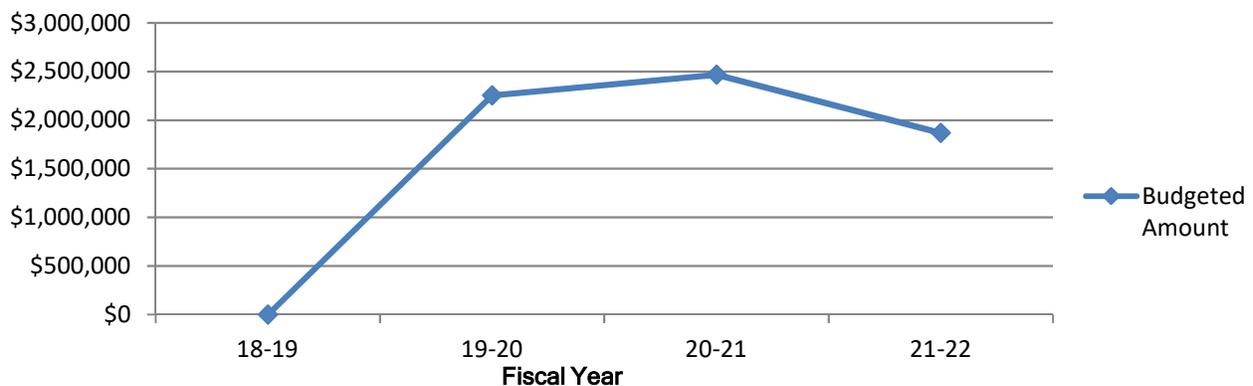


## Management Discussion

The Debt Service Fund was created in FY2019-2020 to report the specific revenues and expenses to operate the City's debt financing.

Other Sources represents transfers from various other funds, including \$1,191,696 from the General Fund, \$36,386 from the Spring Hill CRA Fund, \$38,434 from the Downtown CRA Fund, \$508,156 from the Governmental Impact Fees Trust Fund, \$7,680 from the Water and Sewer Fund, \$3,060 from the Airport Fund, \$1,896 from the Stormwater Fund, and \$4,056 from the Permits and Inspection 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

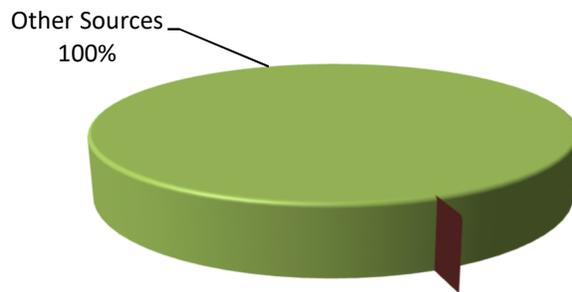
<u>BUDGET DESCRIPTION</u>	<u>2019-20</u> <u>ACTUAL</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2020-21</u> <u>ESTIMATED</u>	<u>2021-22</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2020-21</u>
Debt Service	<u>\$2,009,632</u>	<u>\$2,466,820</u>	<u>\$2,466,820</u>	<u>\$1,791,364</u>	-27.38%
Total Budget	\$2,009,632	\$2,466,820	\$2,466,820	\$1,791,364	-27.38%
<u>STAFFING</u>	<u>2017-18</u> <u>BUDGET</u>	<u>2018-19</u> <u>BUDGET</u>	<u>2019-20</u> <u>BUDGET</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2021-22</u> <u>BUDGET</u>
None					
<u>CAPITAL OUTLAY</u>	<u>Amount</u>				
None					

## Management Discussion

- ✓ Debt Service decreased 27.38% due to payoff of 2004 Revenue Notes in FY 20-21.
- ✓ Includes funding for:
  - Debt service (\$1,791,364).
    - Administrative Services (\$382,438)
    - Information Services (\$39,600)
    - Fire (\$759,495)
    - Police (\$267,187)
    - Public Works (\$35,382)
    - Parks (\$307,262)

## CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Ad Valorem Taxes	\$ 372,029	\$ 391,446	\$ 396,504	\$ 0	-100.00%
Miscellaneous Revenue	51,174	0	7,731	0	N/A
Other Sources	<u>3,421,957</u>	<u>550,542</u>	<u>9,465,666</u>	<u>2,311,835</u>	319.92%
Total Capital Fund	\$ 3,845,160	\$ 941,988	\$ 9,869,901	\$ 2,311,835	145.42%

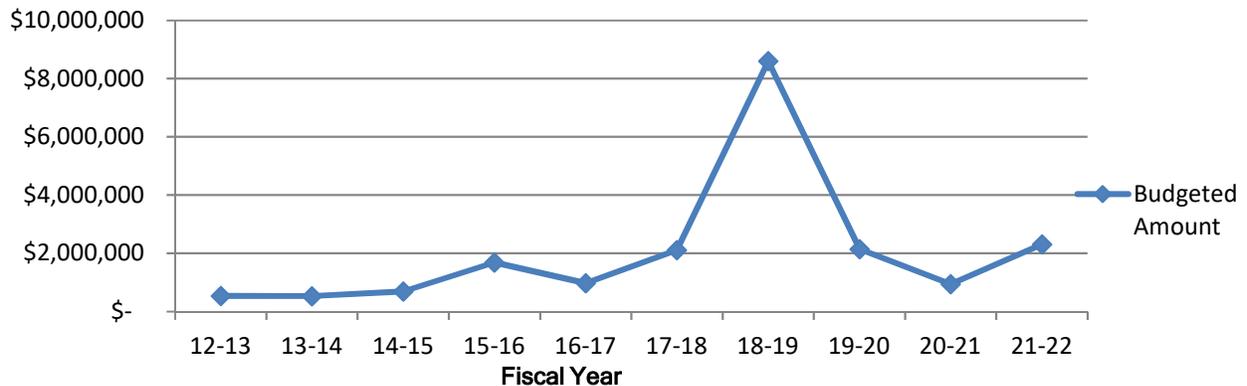


## Management Discussion

The Capital Fund is used to account for General Fund capital expenses not funded by grants or other types of special revenues. Ad Valorem revenue for the Capital Fund has been removed for FY2021-2022 as the previously dedicated 0.2000 mills for capital projects have been budgeted in the General Fund. Other Sources represent transfers from General Fund (\$1,978,875) and Other Funds (\$332,960).

The spike in revenue in FY2018-2019 is due to debt proceeds received to fund the construction of a new fire station and police evidence building.

## 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	2019-20	2020-21	2020-21	2021-22	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2020-21
Capital Outlay	\$ 3,341,450	\$ 941,988	\$ 9,869,901	\$ 2,311,835	145.42%
Total Budget	\$ 3,341,450	\$ 941,988	\$ 9,869,901	\$ 2,311,835	145.42%
STAFFING	2017-18	2018-19	2019-20	2020-21	2021-22
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET

None

CAPITAL OUTLAY	Amount
Level Pavers in Civic Plaza	5,200
Meeting Room Chair Replacement (80 Chairs City Hall)	12,000
Accela Platform Enhancements	75,000
Cellebrite	17,500
Clear Gov Budget	12,400
Fortigate Replacement Firewalls	43,696
Laserfiche Upgrade/workflow	80,000
Lexipol	29,500
Live Scanner System	6,300
Microsoft Server 2019	36,500
Replace copier Dept 208	14,154
Server Replacement (refresh)	72,000
Sperling Optical network	14,500
Large Format Plotter	5,000
Fire Station #81 FFE for new station	51,249
Fire Station 81 Reserve Garage	410,000
PD parking lot security fencing	181,000
Replace vehicle Captain SUV	49,764
Replace vehicle Patrol SUV	63,082
Replace vehicle CSA/Chaplain SUV	48,992
#145 - 2006 Bucket Truck	250,344
Truck, 1/2 Ton Regular Cab 4x4, replace 2007 Ford F150 #141, 133-5143	30,866
NEW Kubota Excavator KX040	58,178

NEW Trailer for the Kubota Excavator KX040	5,650
NEW Nissan Rogue-Arborist Inspector Tech	23,905
Replace 132-Thermo-1	28,755
Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	23,905
Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	34,504
Replace 132-TL-007 utility trailer	5,000
NEW Heavy duty Handliner 360	13,075
Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	162,157
Replace mower, Kubota 132INM521	9,038
134MOW28 - 2015 ZTURN WITH 54" DECK - KUBOTA	9,458
Replace mower, 2003 48" Scagg rider mover, 134MO27 (IN-MW-027)	9,038
Replace Roof Main Administrative Parks & Rec. Department Building	80,000
Vehicle, Replace 2000 J Deere 4400 Tractor, 1403-4594; 1403-TRA-002	19,086
Replace Vehicle, 2002 Ford Ranger, 1403-22, 1403-4890	36,973
Replace Sodcutter at Melching Field	6,150
Replace 2003 John Deere Gator #61	8,875
Scooter, Electric Replaces 2007 Toro Electric Scooter, #1403-SCT-001	8,875
Mower, Replace 2012 Scagg Cheetah #1403-MOW-006	8,845
Replace 2013 John Deere, 1410-MOW-002, 1403-5505	8,845
Install Blackout Drapes at Sanborn Center	9,830
Replace Air Conditioning Unit at Bill Dreggors Park Administrative Building	22,550
Replace Air Conditioning Unit at Chisholm Center Gymnasium	14,200
Replace Air Conditioning at Burgess Building	6,650
<b>Total Capital Outlay</b>	<b>\$ 2,311,835</b>

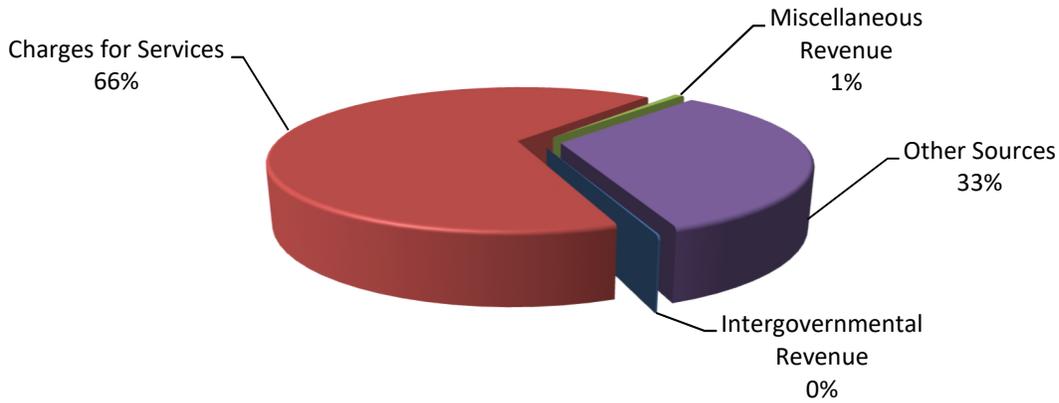
## Management Discussion

✓ Capital budget for FY2021-2022 (\$2,311,835) is primarily funded by transfers from General Fund capital reserves (\$1,978,875) and transfers from other funds (\$332,960).

# WATER AND SEWER FUND

## Revenue Summary

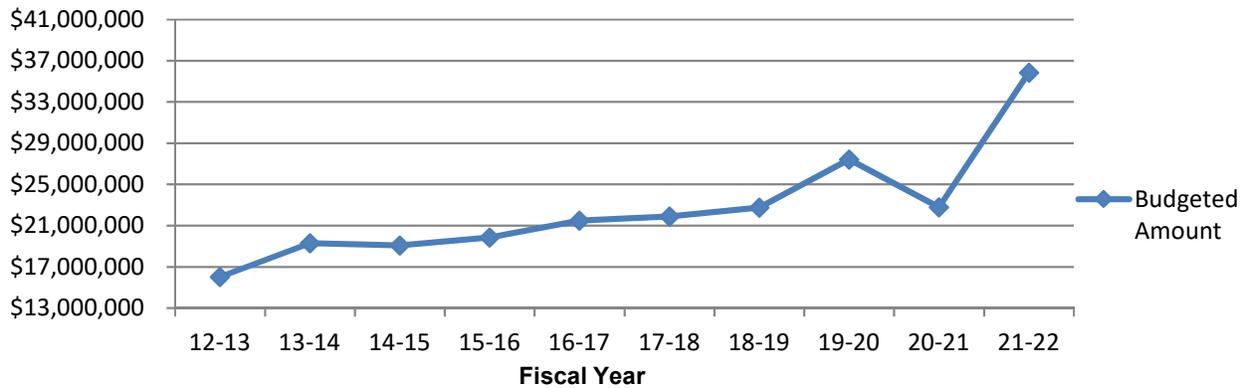
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 41,530	100.00%
Charges for Services	23,293,753	22,424,386	23,494,074	23,668,280	5.55%
Miscellaneous Revenue	564,071	243,813	308,815	245,000	0.49%
Other Sources	260,693	122,400	7,006,745	11,908,516	9629.18%
<b>Total Water &amp; Sewer Fund</b>	<b>\$24,118,517</b>	<b>\$22,790,599</b>	<b>\$30,809,634</b>	<b>\$35,863,326</b>	<b>57.36%</b>



## Management Discussion

The overall increase of 57.36% is mainly due to an increase in Other Sources primarily from the Use of Reserves for capital projects.

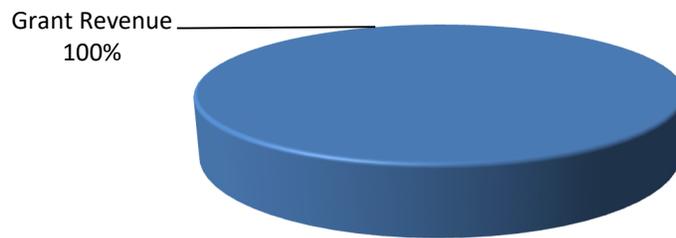
## History of Revenues



# WATER AND SEWER FUND

## Intergovernmental Revenue Summary

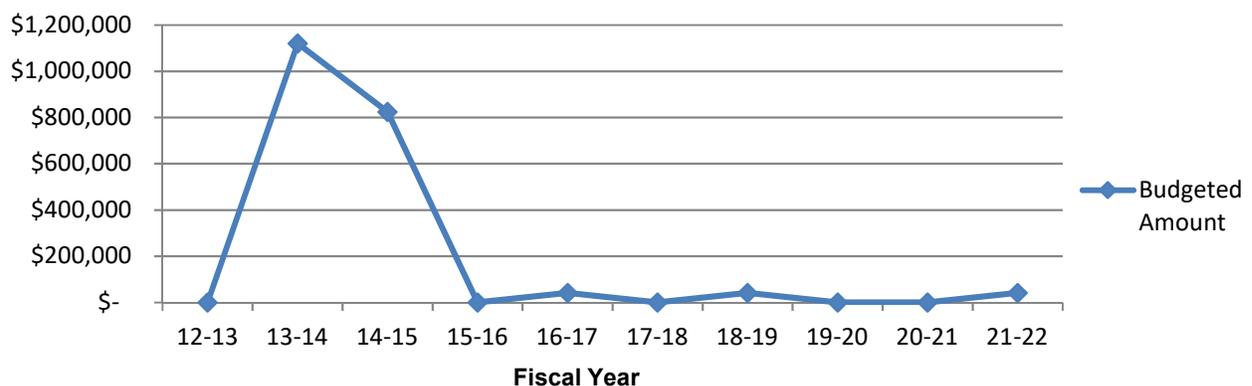
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Grant Revenue	\$ 0	\$ 0	\$ 0	\$ 41,530	100.00%
Total Intergovernmental Revenue	\$ 0	\$ 0	\$ 0	\$ 41,530	100.00%



### Management Discussion

Intergovernmental Revenue is typically budgeted by a budget amendment when grant agreements are executed. There is a total of \$41,530 budgeted for Community Development Block Grant (CDBG) in FY2021-2022.

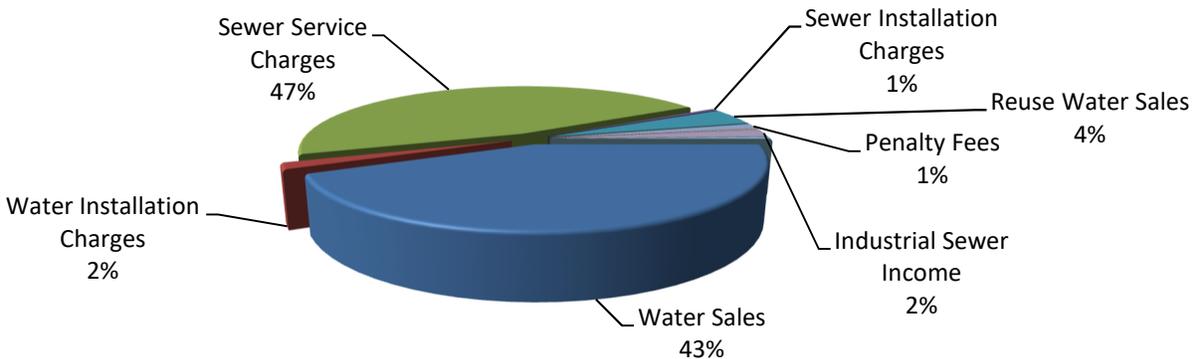
### History of Revenues



# WATER AND SEWER FUND

## Charges for Services Revenue Summary

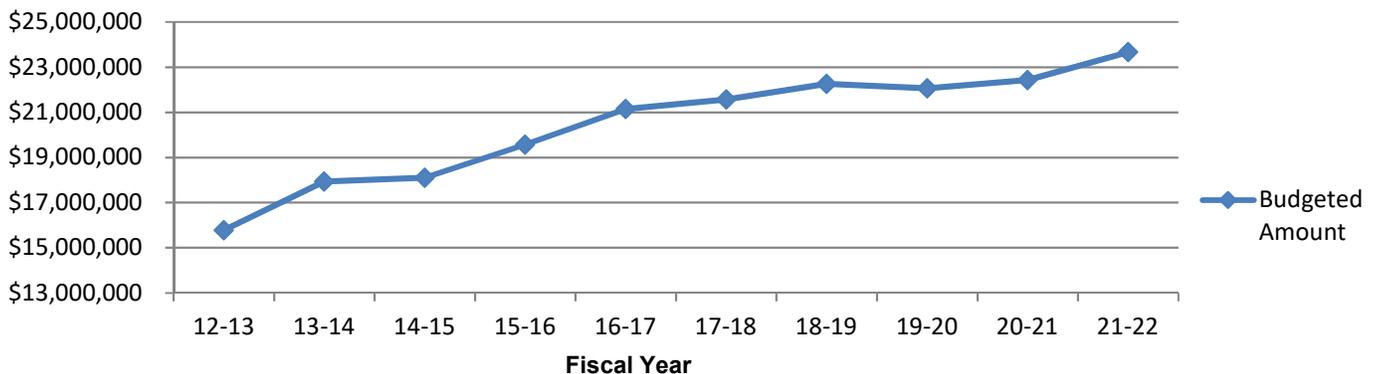
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Water Sales	\$ 9,814,694	\$ 9,604,095	\$10,015,795	\$10,240,000	6.62%
Water Installation Charges	404,859	244,358	333,533	367,029	50.20%
Sewer Service Charges	10,858,280	10,689,284	11,303,962	11,060,250	3.47%
Sewer Installation Charges	113,764	79,911	103,323	112,240	40.46%
Reuse Water Sales	1,137,906	971,130	890,527	979,369	0.85%
Plat Fees	8,366	2,000	10,175	5,000	150.00%
Penalty Fees	152,052	296,857	11,631	296,857	0.00%
Laboratory Services	36,548	25,606	27,374	36,641	43.10%
Infrastructure Fees	212,537	18,000	394,910	18,000	0.00%
Industrial Sewer Income	449,747	394,945	390,757	447,398	13.28%
Fire Hydrant Charges	<u>105,000</u>	<u>98,200</u>	<u>12,087</u>	<u>105,496</u>	7.43%
<b>Total Charges for Services</b>	<b>\$23,293,753</b>	<b>\$22,424,386</b>	<b>\$23,494,074</b>	<b>\$23,668,280</b>	<b>5.55%</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 FY2016-2017. A new rate study was completed in late summer 2021 with new rates starting in FY 2022.

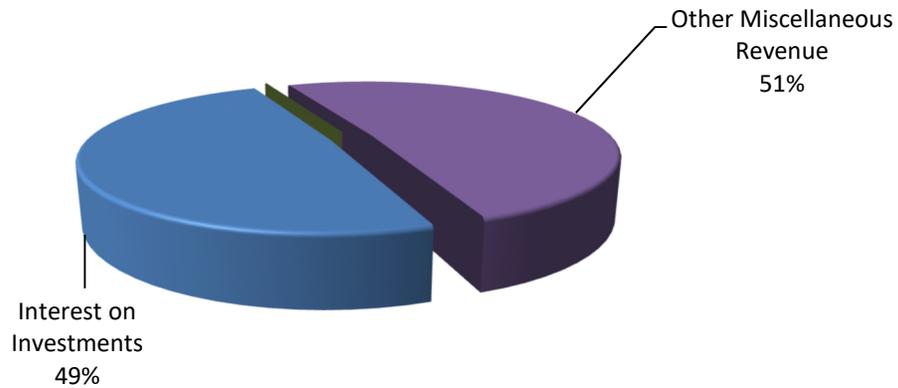
## History of Revenues



# WATER AND SEWER FUND

## Miscellaneous Revenue Summary

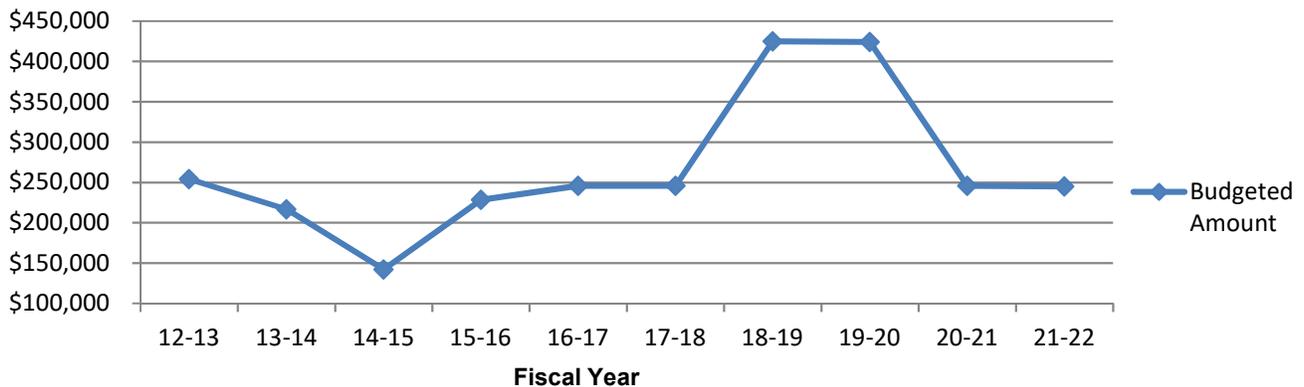
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Interest on Investments	\$ 359,510	\$ 143,813	\$ 85,609	\$ 120,000	-16.56%
Sale of Surplus Fixed Assets	0	0	8,952	0	N/A
Insurance Proceeds on Equipment	15,318	0	0	0	N/A
Other Miscellaneous Revenue	<u>189,243</u>	<u>100,000</u>	<u>214,254</u>	<u>125,000</u>	25.00%
Total Miscellaneous Revenue	\$ 564,071	\$ 243,813	\$ 308,815	\$ 245,000	0.49%



## Management Discussion

Miscellaneous revenues include interest earned on investments, sale of equipment, insurance proceeds, and other miscellaneous revenues. Interest on Investments decreased by 16.56% due to a significant drop in interest rates.

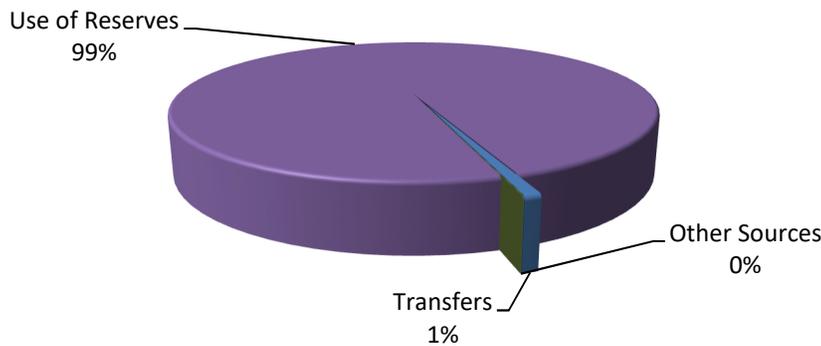
## History of Revenues



## WATER AND SEWER FUND

### Other Sources Revenue Summary

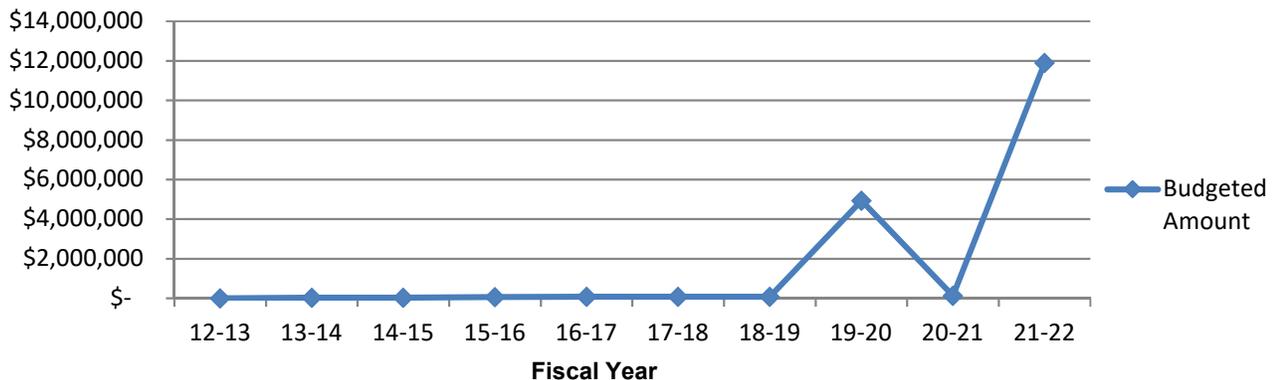
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Transfers	\$ 120,798	\$ 122,200	\$ 120,400	\$ 120,400	-1.47%
Prior Year Carryover Funds	0	0	6,808,358	0	0.00%
Other Sources	139,895	2,000	77,987	3,000	50.00%
Use of Reserves	<u>0</u>	<u>0</u>	<u>0</u>	<u>11,785,116</u>	100.00%
Total Other Sources	\$ 260,693	\$ 124,200	\$ 7,006,745	\$11,908,516	9488.18%



### Management Discussion

Transfers are from the Refuse Fund (\$104,400) and the Stormwater Fund (\$16,000). Other Sources is from the sale of capital assets. The Use of Reserves in FY2021-2022 is budgeted at \$11,785,116.

### History of Revenues



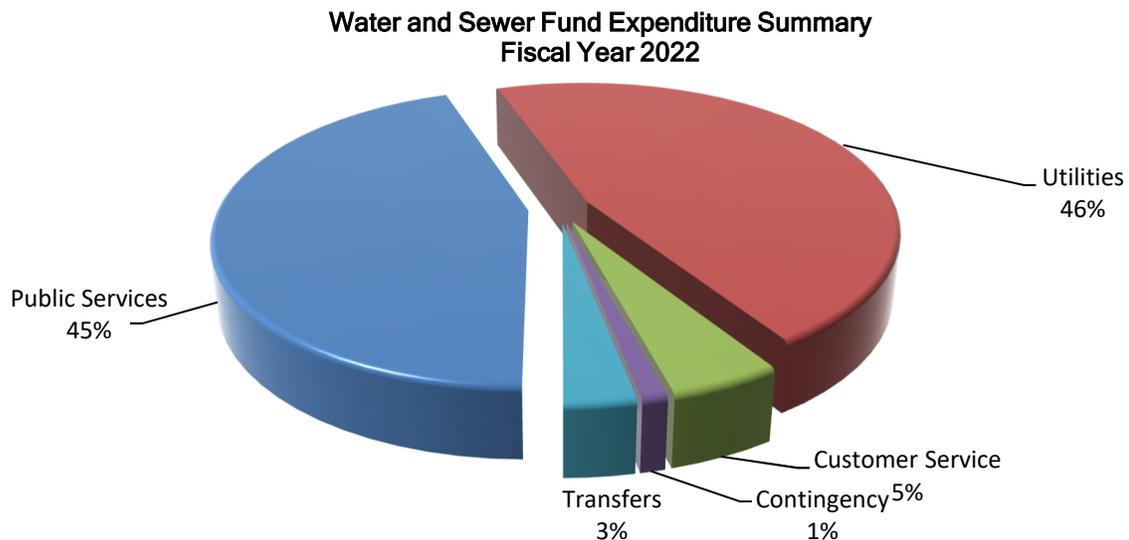
# WATER AND SEWER FUND

## Expenditure Summary

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 6,964,562	\$ 7,933,702	\$ 7,026,391	\$ 9,177,440	15.68%
Operating Expenses	7,069,033	8,100,026	8,093,887	8,247,158	1.82%
Capital Outlay	3,294,893	3,949,743	14,259,753	16,928,606	328.60%
Contingency	0	1,895,762	0	400,000	-78.90%
Transfers	<u>1,527,781</u>	<u>911,366</u>	<u>1,429,603</u>	<u>1,110,122</u>	21.81%
Total Budget	\$18,856,269	\$22,790,599	\$30,809,634	\$35,863,326	57.36%

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Public Services	\$ 5,020,730	\$ 6,411,358	\$ 5,987,185	\$16,034,082	150.09%
Utilities	11,204,369	12,193,620	22,159,990	16,580,600	35.98%
Customer Service	1,103,389	1,378,493	1,232,856	1,738,522	26.12%
Contingency	0	1,895,762	0	400,000	-78.90%
Transfers	<u>1,527,781</u>	<u>911,366</u>	<u>1,429,603</u>	<u>1,110,122</u>	21.81%
Total Budget	\$18,856,269	\$22,790,599	\$30,809,634	\$35,863,326	57.36%

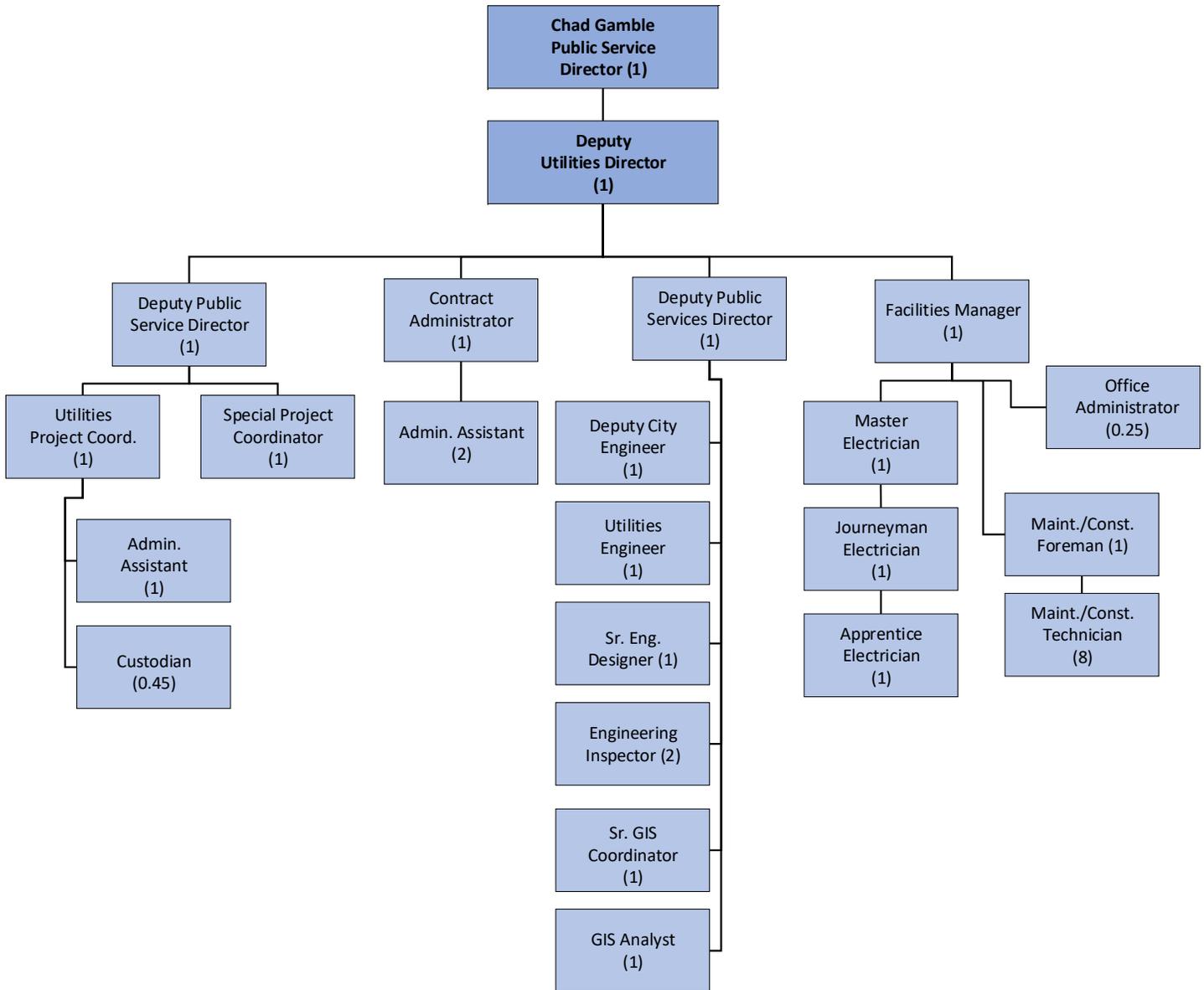
STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Public Services	24.87	26.50	27.70	30.70	31.70
Utilities	68.00	71.00	76.00	80.00	87.00
Customer Service	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>20.00</u>	<u>20.00</u>
Total Staffing	111.87	116.50	122.70	130.70	138.70





# PUBLIC SERVICES

## Organizational Structure



**Description:**

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.

**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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of residential inspections performed within 1 day	High Value Government	99.7%	99.9%	99.9%
# of residential inspections performed per FTE	High Value Government	966	850	1,100
# of commercial inspections performed per FTE	High Value Government	339	650	650
% 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	96	90	250
# of site plans reviewed per FTE	High Value Government	117	144	169
# of projects designed per FTE	High Value Government	45	46	48
% of customer requests processed within three days of request for information	High Value Government	100%	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	164	165	160

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Completed construction of Sperling Sports Complex Field Improvements and Restroom / Concession Building. New Fire Station and Police Evidence Building construction are anticipated to be completed by October 2021.
- ✓ Completed seventh year of GIS Automation for Utilities and Stormwater ROW Improvements.
- ✓ 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, Volusia County Health Department and SJRWMD.
- ✓ Will begin construction of DeLand Airport Access Road in summer.
- ✓ 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 on Accela on due date.

- ✓ Performed quality control and updates to Public Services scans index data. Quality controlled and performed large-scale update of sewer utility data. Managed the user accounts of about 90 users of our ArcGIS online platform and the share groups for our consultants. Provided training to new ArcGIS online account users and share group consultants. Changed GIS update scripts and procedures to utilize the update server, in order to eliminate downtime. Provided annual training and data preparation for EOC GIS readiness. Performed annual update of the hydrant data, including the Fire Department’s ISO-GIS information. Added several GIS data layers including sidewalk grinding areas, cemetery burial sites, abandoned utility lines, and grease storage devices. Performed information and data requests for citizens, consultants, and most city departments.

## 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>• Upload engineering comments on Accela 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
Facilities Management		
6	<p>Provide maintenance of City facilities in accordance with five-year maintenance plan.</p> <ul style="list-style-type: none"> <li>• Conduct visual maintenance inspections annually.</li> <li>• Communicate any defects or inferior equipment issues with department head during budget preparation period.</li> <li>• Implement budgeted projects in accordance with estimated schedules.</li> </ul>	High Value Government

7	Provide for safe, energy efficient, clean and well-maintained facilities which contribute to the success of City operations. <ul style="list-style-type: none"> <li>• Respond to non-emergency work orders within a 7 day time period.</li> <li>• Prioritize responses based on degree of risk and loss of time.</li> </ul>	High Value Government
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## Long-Term Goals

- ✓ Complete GIS QA/QC of city's existing utilities (potable water, reclaimed water, sanitary sewer and stormwater) by City staff.
- ✓ Complete planning and preliminary design of the water supply and treatment projects to comply with 2024 MFL for Blue Spring by the end of FY 2020-21.

## Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 2,079,187	\$ 2,402,035	\$ 2,049,855	\$ 2,619,674	9.06%
Operating Expenses	2,941,543	3,195,853	3,248,444	3,190,061	-0.18%
Capital Outlay	<u>0</u>	<u>813,470</u>	<u>688,886</u>	<u>10,224,347</u>	1156.88%
Total Budget	\$ 5,020,730	\$ 6,411,358	\$ 5,987,185	\$16,034,082	150.09%
DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Administration	\$ 3,445,241	\$ 4,670,088	\$ 4,502,469	\$14,034,147	200.51%
Engineering	816,047	782,569	766,220	908,219	16.06%
Facilities Maintenance	<u>759,442</u>	<u>958,701</u>	<u>718,496</u>	<u>1,091,716</u>	13.87%
Total Budget	\$ 5,020,730	\$ 6,411,358	\$ 5,987,185	\$16,034,082	150.09%
STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Administration	7.37	8.00	9.45	10.45	9.45
Engineering	7.00	7.00	7.00	8.00	9.00
Facilities Maintenance	<u>10.50</u>	<u>11.50</u>	<u>11.25</u>	<u>12.25</u>	<u>13.25</u>
Total Staffing	24.87	26.50	27.70	30.70	31.70

## Water & Sewer Administration

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 825,102	\$ 901,721	\$ 838,226	\$ 878,064	-2.62%
Operating Expenses	2,620,139	3,098,867	3,093,386	3,066,083	-1.06%
Capital Outlay	-	669,500	570,857	10,090,000	1407.09%
Total Budget	\$ 3,445,241	\$ 4,670,088	\$ 4,502,469	\$14,034,147	200.51%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Dir of Public Svcs/City Eng.	E110	1.00	1.00	1.00	1.00	1.00
Deputy Public Service Director	E109	0.00	1.00	1.00	1.00	1.00
Deputy Utilites Director	E104	0.00	0.00	0.00	1.00	1.00
Utilities Director	E108	1.00	0.00	0.00	0.00	0.00
Contract Administrator	111	0.00	0.00	1.00	1.00	0.00
Projects/Contracts Admin.	111	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	U107	2.00	2.00	2.00	2.00	2.00
Utility Admin. Assistant II	U106	0.00	0.00	0.00	0.00	1.00
Utility Admin. Assistant I	U104	0.00	0.00	1.00	1.00	0.00
Custodian/Housekeeping	102	0.00	0.00	0.45	0.45	0.45
Total Full Time Staffing		7.00	7.00	9.45	10.45	9.45
Administrative Assistant	U101	0.00	0.63	0.00	0.00	0.00
Custodian/Housekeeping	N/A	0.37	0.37	0.00	0.00	0.00
Total Part Time Staffing		0.37	1.00	0.00	0.00	0.00
Total Staffing		7.37	8.00	9.45	10.45	9.45

Promoted [1.0] Utility Administrative Assistant I to [1.0] Utility Administrative Assistant II. Removed [1.0] Contract Administrator and created [1.0] Utilities Inspector in 4204 with the savings.

CAPITAL OUTLAY	Amount
Utilities Administration Building Construction	\$10,090,000
Total Capital Outlay	\$10,090,000

## Engineering

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 541,468	\$ 699,600	\$ 639,268	\$ 849,464	21.42%
Operating Expenses	274,579	47,469	91,452	58,755	23.78%
Capital Outlay	-	35,500	35,500	-	-100.00%
Total Budget	\$ 816,047	\$ 782,569	\$ 766,220	\$ 908,219	16.06%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Deputy Public Svcs Director	E109	0.00	0.00	0.00	1.00	1.00
Engineering Director/City Eng.	E108	0.00	1.00	1.00	0.00	0.00
City Engineer	E107	1.00	0.00	0.00	0.00	0.00
Deputy City Engineer	E104	0.00	0.00	0.00	1.00	1.00
Utility Engineer	117	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	117	1.00	1.00	1.00	0.00	0.00
Sr. GIS Coordinator	115	0.00	0.00	1.00	1.00	1.00
Sr. Engineering Designer	115	0.00	1.00	1.00	1.00	1.00
GIS Coordinator	112	1.00	1.00	0.00	0.00	0.00
Utilities Designer	112	1.00	0.00	0.00	0.00	0.00
GIS Analyst	110	0.00	0.00	1.00	1.00	2.00
Engineering Inspector	109	1.00	1.00	1.00	2.00	2.00
GIS Technician	109	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	8.00	9.00

Added [1.0] GIS Analyst.

## Maintenance/Construction

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 712,617	\$ 800,714	\$ 572,361	\$ 892,146	11.42%
Operating Expenses	46,825	49,517	63,606	65,223	31.72%
Capital Outlay		<u>108,470</u>	<u>82,529</u>	<u>134,347</u>	23.86%
Total Budget	\$ 759,442	\$ 958,701	\$ 718,496	\$ 1,091,716	13.87%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Facilities Director	E107	1.00	1.00	1.00	1.00	0.00
Facilities Manager	E101	0.00	0.00	0.00	0.00	1.00
Facilities Superintendent	112	1.00	1.00	1.00	1.00	0.00
Master Electrician	111	1.00	2.00	1.00	1.00	1.00
Maint./Construction Foreman	110	0.00	0.00	0.00	0.00	1.00
Maint./Const. Lead Worker	109	0.00	0.00	1.00	1.00	0.00
PW Office Admin. (Fund 001)	108	0.00	0.00	0.25	0.25	0.25
PW Project Coord. (Fund 001)	108	0.50	0.50	0.00	0.00	0.00
Maint./Construction Tech II	107	0.00	0.00	2.00	3.00	3.00
Maint./Construction Tech I	106	0.00	0.00	4.00	3.00	5.00
Journeyman Electrician	108	1.00	0.00	1.00	2.00	1.00
Apprentice Electrician	105	0.00	0.00	0.00	0.00	1.00
Maintenance Repair Worker II	105	4.00	4.00	0.00	0.00	0.00
Maintenance Repair Worker I	104	<u>2.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		10.50	11.50	11.25	12.25	13.25

Added [2.0] Maintenance/Construction Technician I. Combined [1.0] Facilities Director and [1.0] Facilities Superintendent into [1.0] Facilities Manager. Promoted [1.0] Maintenance/Construction Lead Worker to [1.0] Maintenance/Construction Foreman. Replaced [1.0] Journeyman Electrician with [1.0] Apprentice Electrician.

CAPITAL OUTLAY	Amount
Trade-In 20' Genie 3 - Single Man Lift-For Genie Awp30 S Dc Aerial Platform	\$ 8,327
Re-Coat Metal Roof At 226 W Michigan Ave	16,767
New 2021 Ford Transit T-350 Cargo Van	49,451
New Caterpillar 2Cc40004 Tire Lift Truck	30,736
New Chevy Silverado-Included 10% Over Original Cost	29,066
<b>Total Capital Outlay</b>	<b>\$ 134,347</b>

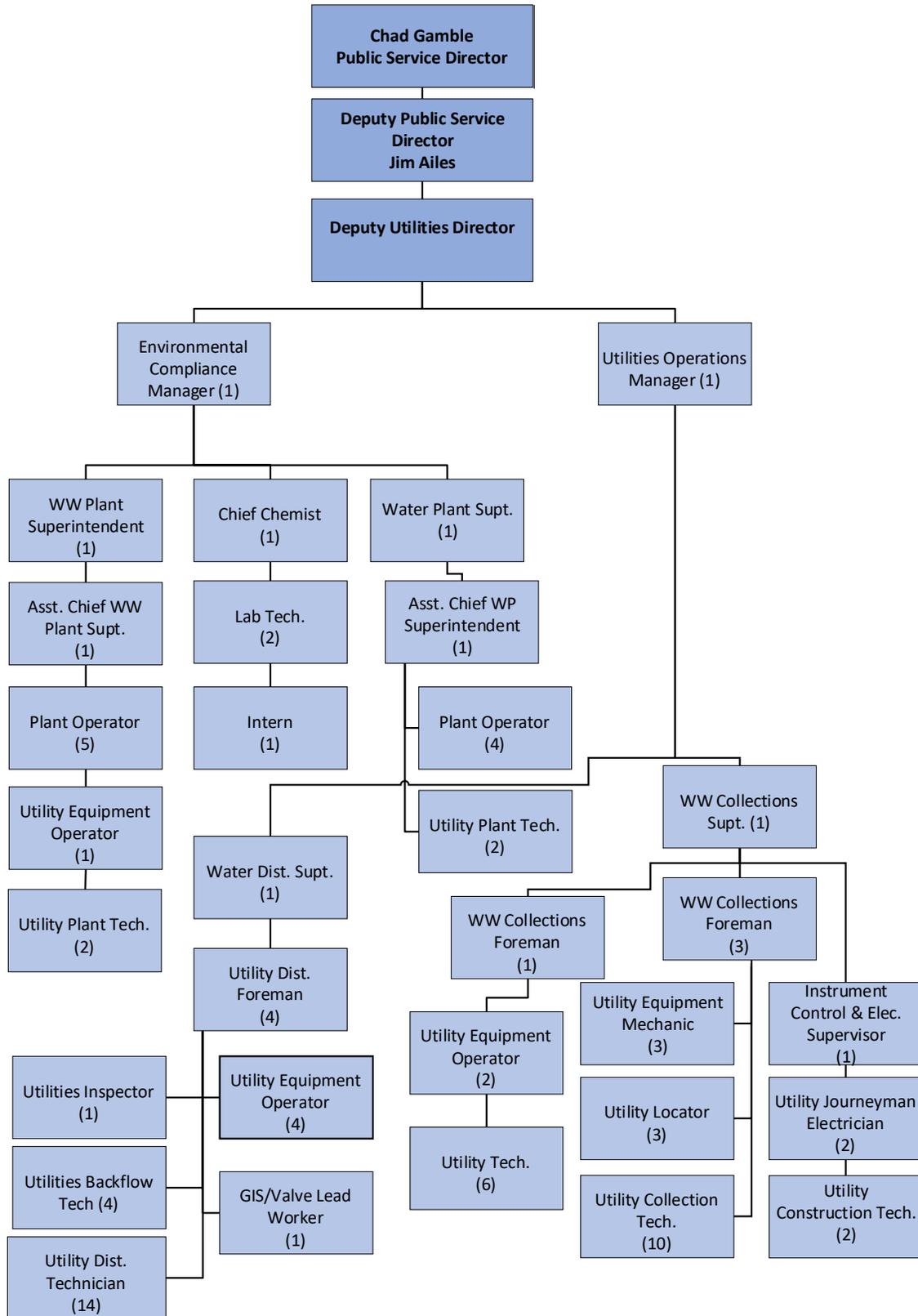
## Management Discussion

- ✓ Total expenses increased by 150.09%.
- ✓ Personal Services increased 9.06% mainly due to the addition of a GIS Analyst, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses decreased by 0.18%.
- ✓ Capital outlay increased by 1156.88% mainly due to the Utilities Administration Building Construction (\$10,090,000) in FY2021-2022.
- ✓ Includes funding for:
  - Consultant service (\$10,000)
  - Jones Edmunds support (\$5,000)
  - West Volusia Water Group Master Plan (\$100,000)
  - Shadow tracker for utility vehicles (\$15,550)
  - Water attorney (\$25,000)
  - Utilities Administration Building Construction (\$10,090,000)
  - Trimble (\$13,000)
  - 2021 Fort Transit T-350 Cargo Van (\$49,451)
  - Plat review (\$15,000)
  - Insurance (Liability, Property Coverage, Boiler and Machinery, etc) (\$408,454)
  - Fall Water Symposium (\$3,000)
  - Water Festival (\$6,000)
  - Payment in Lieu of Taxes (PILOT) (\$2,403,668)



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Millions of gallons per day water processed per FTE	High Value Government	.17	.18	.18
Unplanned – Water Disruption Rate	High Value Government	46%	35%	35%
Cost of Water Treatment (Chemicals only) Distributed per million-gallon avg.	High Value Government	\$31.00	\$32.00	\$33.00
# of samples analyzed in the lab per month per FTE	High Value Government	471	470	470
Direct cost of treatment per million gallons for water operations	High Value Government	\$539	\$546	\$560
% capacity of potable water available at all times	High Value Government	93%	94%	94%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	5.69	4.8	4.7
Millions of gallons per day wastewater processed per FTE	High Value Government	.36	.36	.37
Collection system failure per 100 miles of piping	High Value Government	6.79	6.50	6.40
Operations and maintenance cost per million gallons processed for wastewater operations	High Value Government	\$1297	\$1,350	\$1,357

Performance	Strategic Focus Area	FY 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Actual Cost of Wastewater Collected excluding assets	High Value Government	\$1,772,031	\$1,800,000	\$1,800,000
Actual Cost of Treatment of Wastewater Processed per millions of gallons per day (Chemicals)	High Value Government	\$70	\$68	\$68
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	62%	64%	67%
# of lift stations maintained per FTE	High Value Government	5.63	6.50	6.60
Gallons collected per FTE	High Value Government	.17	.20	.20
% of available reclaim demanded by customers	High Value Government	102%	103%	105%

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Started 5YR Consumptive Use Report and Modeling.
- ✓ Completed the Planning Development Report / Facility Plan for the WWTP Expansion.
- ✓ Completed the Utilities Administration Building Design.
- ✓ Completed year seven of the GIS Services and Mapping.
- ✓ Water Plant #2 Roof Replaced.
- ✓ Water Plant #3 Storage Tank Interior Repairs and Safety Enhancements Completed.
- ✓ Water Plant #3 & #4 Fencing Project Completed
- ✓ Water Plant #4 High service Pumps replaced.
- ✓ Water Plant #4 Storage Tank Exhaust Blower Replaced.
- ✓ Water Plant #9 VFD Replaced.
- ✓ Water Plant #9 Installed a Submersible Mixing System in the Storage Tank.
- ✓ Completed Yearly Water Leak Detection Study.
- ✓ Completed Yearly Wet Land Monitoring.
- ✓ Painted Water Plant #9, #10 & #12 Storage Tanks and Buildings.
- ✓ Completed Water Main Relocation on W SR44 Bridge Project for FDOT.
- ✓ 2020 Water Main Improvements Completed.
- ✓ Valhalla and Linda Dr Water Main Replacement Project Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ Pole Barn Enclosure Completed.
- ✓ Edison Water Main Designed and Bidding with Airport North Access Road Completed.
- ✓ 2021 Water Main Improvements Plans and Bid Package Ready.
- ✓ WVWS Barrow Pit Load Testing and Evaluation Study Completed.
- ✓ Brandy / Trails Camera Security System Installed.
- ✓ WWTP Amelia Ave Fencing project Completed.
- ✓ Digester Upgrades and Improvements under Construction.
- ✓ Adelle Ave. & 4A Reclaim Project under Construction.
- ✓ Stone St. Reclaim Storage and Repump Station under Construction.
- ✓ Amelia & Alabama Reclaim line Extension Project Designed and Awaiting Bid.
- ✓ WWTP S. Reclaim Pump Station and Reclaim Line Extension Designed and Awaiting Bid.
- ✓ L/S #81 Generator and ATS Installed.
- ✓ Four Lift Stations Replaced and Upgraded.
- ✓ Remote Telemetry Units for L/S #130 & #131 Installs completed.
- ✓ Yearly City Generator Maintenance Completed.
- ✓ Sperling Sports Complex L/S and Force Main Project Completed.
- ✓ Orange Camp Utility Relocation and Auto Mall Extension Project under Construction.
- ✓ Botts Landing Sewer Force Main Project Completed.

- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed.
- ✓ Manhole and Lateral Camera Systems purchased.
- ✓ Spring Hill Sanitary Sewer Phase 3 Project Completed.
- ✓ Replacement Trucks, Excavators, Genie Lift, and Mowing Equipment Purchased for the Year.

## Action Plan

Water Production		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain compliance with consumptive use permit. <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	Maintain current level of water quality. <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	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. <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	To improve unplanned water service disruptions and time for repairs to be completed. <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> </ul>	High Value Government
3	Maintain and/or improve Water Distribution System Integrity. <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> </ul>	High Value Government
4	Implement Meter Replacement Program. <ul style="list-style-type: none"> <li>• By September each year, replace 5% of meters based on the oldest to the newest (1,300 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>Development 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>Start enforcement of progressive penalties or shutoff for noncompliance.</li> <li>Modify chapter 30 and to create a fee for meter upgrade to a dual check meter.</li> </ul>	High Value Government

Wastewater Collection		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain or improve wastewater collection system integrity. The median for the Southern Region is 7.3.</p> <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	<p>Enhance lift station, generator, and plant maintenance program.</p> <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: FY2028-2029
  - 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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 4,075,119	\$ 4,557,562	\$ 4,166,558	\$ 5,449,689	19.57%
Operating Expenses	3,854,673	4,549,659	4,472,439	4,726,652	3.89%
Capital Outlay	<u>3,274,577</u>	<u>3,086,399</u>	<u>13,520,993</u>	<u>6,404,259</u>	107.50%
Total Budget	\$11,204,369	\$12,193,620	\$22,159,990	\$16,580,600	35.98%

DEPARTMENT SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Water Production	\$ 1,380,591	\$ 1,559,621	\$ 5,158,158	\$ 1,602,797	2.77%
Water Distribution	3,188,135	5,209,802	4,800,935	4,580,877	-12.07%
Wastewater Treatment	3,102,741	2,596,597	7,988,358	6,633,476	155.47%
Utilities Maintenance	2,152,359	2,032,164	1,878,377	2,466,404	21.37%
Wastewater Collection	<u>1,380,543</u>	<u>795,436</u>	<u>2,334,162</u>	<u>1,297,046</u>	63.06%
Total Budget	\$11,204,369	\$12,193,620	\$22,159,990	\$16,580,600	35.98%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Water Production	7.00	7.00	7.00	7.00	8.00
Water Distribution	22.00	23.00	26.00	28.00	30.00
Wastewater Treatment	14.00	14.00	14.00	14.00	15.00
Utilities Maintenance	17.00	19.00	21.00	23.00	25.00
Wastewater Collection	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>9.00</u>
Total Staffing	68.00	71.00	76.00	80.00	87.00

## Water Production

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 402,650	\$ 434,273	\$ 386,515	\$ 552,014	27.11%
Operating Expenses	668,827	845,469	746,407	824,461	-2.48%
Capital Outlay	<u>309,114</u>	<u>279,879</u>	<u>4,025,236</u>	<u>226,322</u>	-19.14%
Total Budget	\$ 1,380,591	\$ 1,559,621	\$ 5,158,158	\$ 1,602,797	2.77%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Super II	U117	0.00	0.00	0.00	0.00	1.00
Asst Chief Water Plant Super I	U116	1.00	1.00	1.00	1.00	0.00
Water Plant Operator B	U112	0.00	1.00	1.00	1.00	2.00
Sr. Water Plant Operator C	U111	3.00	2.00	1.00	1.00	0.00
Water Plant Operator C	U110	1.00	1.00	2.00	2.00	2.00
Utility Plant Technician I	U104	0.00	1.00	1.00	1.00	2.00
Maintenance Worker I	U101	1.00	0.00	0.00	0.00	0.00
Total Full Time Staffing		7.00	7.00	7.00	7.00	8.00

Added [1.0] Water Plant Operator C. Promoted [1.0] Assistant Chief Water Plant Superintendent I to [1.0] Assistant Chief Water Plant Superintendent II. Promoted [1.0] Water Plant Operator C to [1.0] Water Plant Operator B. Replaced [1.0] Sr. Water Plant Operator C with [1.0] Utility Plant Technician I.

CAPITAL OUTLAY	Amount
Water Plant # 12 Crom Tank Rehabilitation	\$ 47,300
Water Plant # 2 Pump & Piping Replacement	50,464
WTP # 2 Wells 3 & 4 Motors	16,153
Water Plant # 12 VFD Replacement (3 Units)	20,720
Water Plant # 4 Pump & Piping Replacement	28,138
Water Plant # 6 Generator Enclosure Replacement	9,636
WTP #4 Well 6 Motor Replacement	11,566
Water Plant # 1 Submersible Mixing Unit	14,115
Water Plant # 3 Submersible Mixing Unit	14,115
Water Plant # 12 Submersible Mixing Unit	14,115
<b>Total Capital Outlay</b>	<b>\$ 226,322</b>

## Water Distribution

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 1,251,479	\$ 1,551,774	\$ 1,449,878	\$ 1,826,484	17.70%
Operating Expenses	1,587,783	1,921,638	1,966,775	2,027,793	5.52%
Capital Outlay	348,873	1,736,390	1,384,282	726,600	-58.15%
Total Budget	\$ 3,188,135	\$ 5,209,802	\$ 4,800,935	\$ 4,580,877	-12.07%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 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 Distrib. Foreman II	U114	0.00	0.00	2.00	2.00	1.00
Utilities Inspector	U114	0.00	0.00	0.00	0.00	1.00
Cross Connection Foreman I	U113	0.00	1.00	0.00	0.00	0.00
Water Dist. Foreman I	U113	0.00	0.00	0.00	1.00	1.00
Util WW & Collect Foreman I	U113	0.00	0.00	0.00	1.00	1.00

Utility Dist. Foreman I	U113	3.00	3.00	1.00	0.00	1.00
Valve/GIS Lead Worker I	U110	0.00	0.00	1.00	1.00	1.00
Meter/Backflow Lead Worker I	U110	0.00	0.00	2.00	1.00	0.00
Utility Equip. Operator III	U110	0.00	0.00	1.00	1.00	0.00
Utility Equip. Operator II	U109	2.00	1.00	2.00	2.00	1.00
Utility Equip. Operator I	U108	1.00	3.00	1.00	1.00	3.00
Utility Technician III	U106	0.00	0.00	2.00	2.00	2.00
Utility Backflow Technician I	U105	1.00	3.00	4.00	5.00	4.00
Utility Technician II	U105	2.00	1.00	0.00	1.00	1.00
Utility Technician I	U104	4.00	9.00	8.00	8.00	11.00
Environmental Compliance Coord.	118	1.00	0.00	0.00	0.00	0.00
Engineering Technician	115	1.00	0.00	0.00	0.00	0.00
Maintenance Worker I	107	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		22.00	23.00	26.00	28.00	30.00

Added [1.0] Utility Technician I. Added [1.0] Utilities Inspector from removing [1.0] Contract Administrator in 4201. Replaced [1.0] Utility Distribution Foreman II with [1.0] Utility Distribution Foreman I. Replaced [1.0] Utility Equipment Operator III and [1.0] Utility Equipment Operator II with [2.0] Utility Equipment Operator I. Replaced [1.0] Meter/Backflow Lead Worker I and [1.0] Utility Backflow Technician I with [2.0] Utility Technician I.

CAPITAL OUTLAY	Amount
Amelia Ave Roundabout Utility Relocations	\$ 40,000
Water Meter Replacements-Equipment & Meter Boxes	520,000
Valve Maintenance Trailer-Equipment & Shipping	80,650
Wheel Mounted Diaphragm Pump	5,950
Vehicle Replacement For #94	44,000
New Vehicle F150 4X4	<u>36,000</u>
<b>Total Capital Outlay</b>	<b>\$ 726,600</b>

## Wastewater Treatment

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 919,554	\$ 917,487	\$ 829,449	\$ 1,068,291	16.44%
Operating Expenses	1,071,766	1,246,010	1,207,144	1,293,217	3.79%
Capital Outlay	<u>1,111,421</u>	<u>433,100</u>	<u>5,951,765</u>	<u>4,271,968</u>	886.37%
Total Budget	\$ 3,102,741	\$ 2,596,597	\$ 7,988,358	\$ 6,633,476	155.47%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Deputy Dir. Environ. Compl.	E104	1.00	1.00	1.00	0.00	0.00
Environ. Compliance Manager	E101	0.00	0.00	1.00	1.00	1.00
Wastewater Plant Supt. I	U120	1.00	1.00	1.00	1.00	1.00
Chief Chemist I	U119	1.00	1.00	0.00	1.00	1.00
Asst. Chief WW Plan Supt. I	U116	1.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator A	U115	0.00	1.00	1.00	1.00	1.00

Wastewater Operator A	U114	1.00	1.00	1.00	1.00	0.00
Sr. Wastewater Operator B	U113	1.00	1.00	1.00	1.00	1.00
Wastewater Operator B	U112	0.00	0.00	0.00	1.00	1.00
Sr. Wastewater Operator C	U111	1.00	1.00	1.00	1.00	1.00
Lab Technician II	U111	2.00	1.00	1.00	1.00	1.00
Wastewater Operator C	U110	1.00	1.00	1.00	0.00	1.00
Lab Technician I	U109	0.00	0.00	0.00	0.00	1.00
Utility Equipment Operator II	U109	0.00	0.00	0.00	0.00	1.00
Utility Equipment Operator I	U108	1.00	1.00	1.00	1.00	0.00
Utilities Plant Technician III	U106	0.00	1.00	1.00	1.00	1.00
Utility Technician	U105	0.00	1.00	1.00	1.00	0.00
Utilities Plant Technician I	U104	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		13.00	13.00	13.00	13.00	14.00
Intern	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	1.00	1.00	1.00
Total Staffing		14.00	14.00	14.00	14.00	15.00

Added [1.0] Lab Technician I. Promoted [1.0] Utility Equipment Operator I to [1.0] Utility Equipment Operator II. Replaced [1.0] Wastewater Operator A with [1.0] Wastewater Operator C. Replaced [1.0] Utility Technician with [1.0] Utilities Plant Technician I.

CAPITAL OUTLAY	Amount
Wiley M. Nash WRF S. Reclaim Station Construction	\$1,600,000
Wiley M. Nash WRF Upgrade Design	2,540,000
Turbidity And Suspended Solids Analyzer	8,750
WWTP Admin Building Roof A/C Replacement #1	14,000
Sludge Building #2 A/C Replacement	22,796
WWTP Admin Building Roof A/C Replacement #2	12,000
Autoclave-Equipment	15,627
North Amelia Gate Replacement	45,000
Pista Grit Concentrator	5,830
Lab Field Analyzer-Equipment & Shipping	<u>7,965</u>
<b>Total Capital Outlay</b>	<b>\$4,271,968</b>

## Utilities Maintenance

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 1,106,877	\$ 1,241,495	\$ 1,093,088	\$ 1,505,473	21.26%
Operating Expenses	375,776	399,969	394,589	446,456	11.62%
Capital Outlay	<u>669,706</u>	<u>390,700</u>	<u>390,700</u>	<u>514,475</u>	31.68%
Total Budget	\$ 2,152,359	\$ 2,032,164	\$ 1,878,377	\$ 2,466,404	21.37%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
WW Collections Supt. II	U121	1.00	1.00	1.00	1.00	1.00
Inst. Control & Elec. Supv. I	U119	0.00	1.00	1.00	1.00	1.00
WW Collections Foreman III	U115	0.00	0.00	0.00	1.00	1.00
WW Collections Foreman II	U114	0.00	1.00	2.00	1.00	0.00
WW Collections Foreman I	U113	2.00	1.00	0.00	1.00	1.00
Utilities Collection Foreman	U113	0.00	0.00	0.00	0.00	1.00
Utility Journey Electrician II	U112	1.00	1.00	1.00	1.00	1.00
Utility Journey Electrician I	U111	0.00	0.00	0.00	0.00	1.00
Utility Equipment Mechanic III	U111	0.00	0.00	1.00	1.00	0.00
Utility Equipment Mechanic II	U110	2.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic I	U109	1.00	2.00	1.00	1.00	2.00
Utility Const. Tech. I	U108	1.00	2.00	2.00	2.00	2.00
Utility Locator II	U107	1.00	1.00	1.00	1.00	1.00
Utility Locator I	U106	1.00	2.00	2.00	2.00	2.00
Utility Technician III	U106	0.00	0.00	1.00	1.00	0.00
Utility Technician II	U105	0.00	0.00	0.00	2.00	0.00
Utility Collection Tech II	U105	0.00	0.00	0.00	0.00	3.00
Utility Technician I	U104	0.00	3.00	5.00	4.00	0.00
Utility Collection Tech I	U104	0.00	0.00	2.00	2.00	7.00
Maintenance Worker III	U103	1.00	1.00	0.00	0.00	0.00
Maintenance Worker II	U102	2.00	1.00	0.00	0.00	0.00
Maintenance Worker I	U101	3.00	1.00	0.00	0.00	0.00
Master Electrician	111	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		17.00	19.00	21.00	23.00	25.00

Added [1.0] Utility Journeyman Electrician I and [1.0] Utility Collection Technician I. Replaced [1.0] WW Collections Foreman II with [1.0] WW Collections Foreman I. Replaced [1.0] Utility Technician III with [1.0] Utility Collection Technician I. Replaced [1.0] Utility Technician III with [1.0] Utility Technician II. Reclassified [2.0] Utility Technician II as [2.0] Utility Collection Tech II. Reclassified [4.0] Utility Technician I as [4.0] Utility Collection Technician I.

CAPITAL OUTLAY	Amount
L/S#47 Pump And Control Panel Replacement	\$ 44,149
L/S#55 Pump And Control Panel Replacement	54,703
L/S#75 Pump And Control Panel Replacement	54,703
L/S#76 Pump And Control Panel Replacement	63,879
L/S#81 Pump And Control Panel Replacement	65,879
L/S#75 Generator	40,658
Standby Generator for L/S#84 at Southwestern Middle School	41,530
Ford Transit T-250 For New Journeymen Electrician Position	41,500
Vivax Metrotech Locators (3)	21,325
Open Mowing Trailer	5,500
F150 4X4 To Pull Vactron	36,000
Multi-Tank Fuel Trailer	<u>44,649</u>
<b>Total Capital Outlay</b>	<b>\$ 514,475</b>

## Wastewater Collection

EXPENDITURE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 394,559	\$ 412,533	\$ 407,628	\$ 497,427	20.58%
Operating Expenses	150,521	136,573	157,524	134,725	-1.35%
Capital Outlay	<u>835,463</u>	<u>246,330</u>	<u>1,769,010</u>	<u>664,894</u>	169.92%
Total Budget	\$ 1,380,543	\$ 795,436	\$ 2,334,162	\$ 1,297,046	63.06%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
WW Collections Foreman III	U115	1.00	1.00	1.00	1.00	0.00
WW Collections Foreman I	U113	0.00	0.00	0.00	0.00	1.00
Utility Equipment Operator II	U109	1.00	2.00	2.00	1.00	0.00
Utility Equipment Operator I	U108	2.00	1.00	1.00	2.00	2.00
Utility Collection Technician II	U105	2.00	2.00	2.00	2.00	2.00
Utility Collection Technician I	U104	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>4.00</u>
Total Full Time Staffing		8.00	8.00	8.00	8.00	9.00

Added an additional [1.0] Utility Collection Technician I. Replaced [1.0] WW Collections Foreman III with [1.0] WW Collections Foreman I. Replaced [1.0] Utility Equipment Operator II with [1.0] Utility Collection Technician I.

CAPITAL OUTLAY	Amount
Sewer Line Rehabilitation	\$ 150,000
Manhole Rehabilitation	60,000
Sewer Jet Truck	<u>454,894</u>
<b>Total Capital Outlay</b>	<b>\$ 664,894</b>

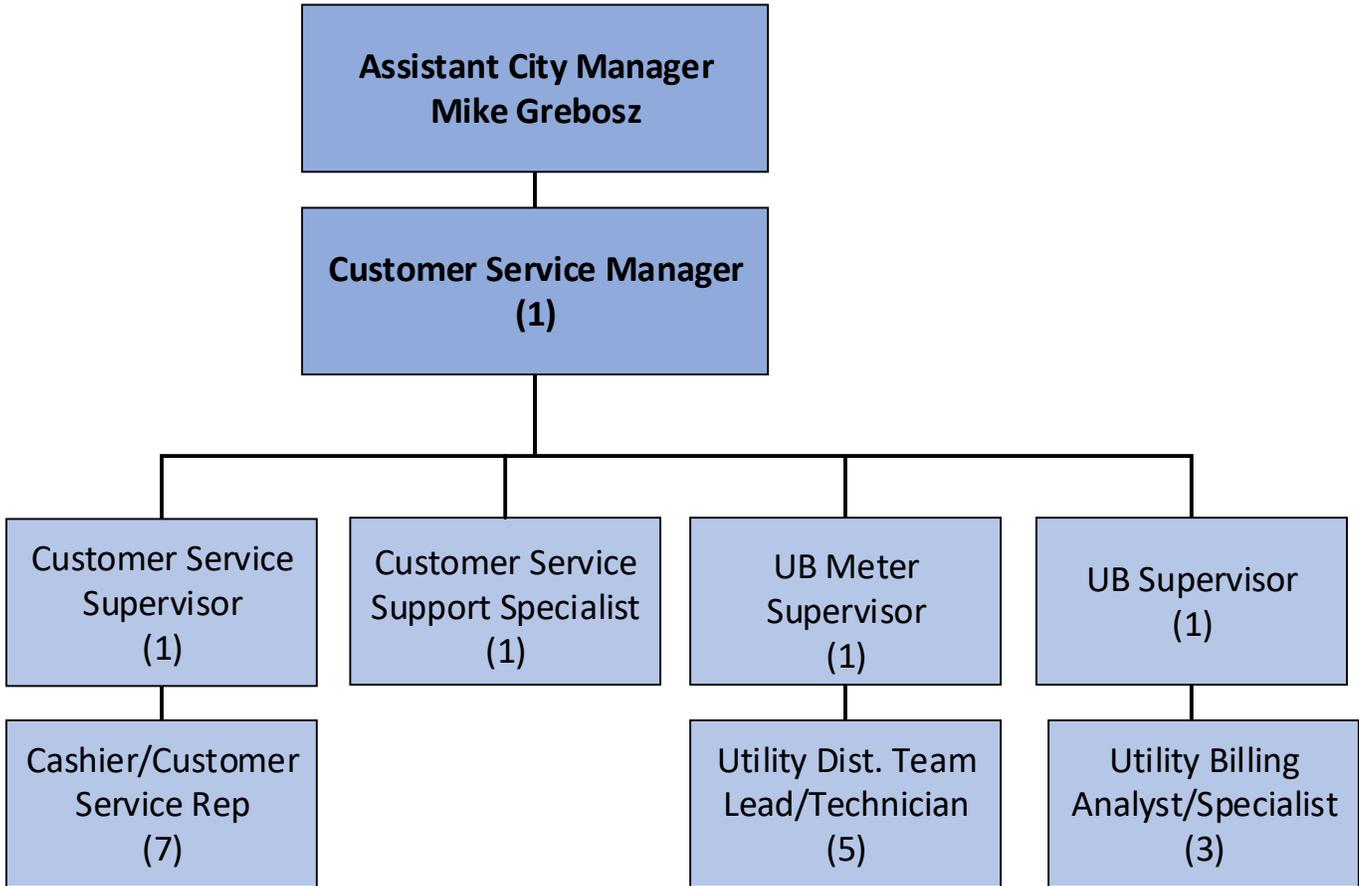
## Management Discussion

- ✓ Total expenses increased by 35.98%.
- ✓ Personal Services increased 19.57% mainly due to seven new full-time positions being added for FY 21-22, a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses increased by 3.89% mainly due to an increase in operating capital.
- ✓ Capital Outlay increased by 107.50% due to significant reclaimed water construction and upgrade projects in FY 21-22.
- ✓ Includes funding for:
  - Water Plant # 12 Crom Tank Rehabilitation (\$47,300)
  - Water Plant # 2 Pump & Piping Replacement (\$50,464)
  - WTP # 2 Wells 3 & 4 Motors (\$16,153)
  - Water Plant # 12 VFD Replacement (3 Units) (\$20,720)
  - Water Plant # 4 Pump & Piping Replacement (\$28,138)
  - Water Plant # 6 Generator Enclosure Replacement (\$9,636)
  - WTP #4 Well 6 Motor Replacement (\$11,566)
  - Water Plant # 1 Submersible Mixing Unit (\$14,115)
  - Water Plant # 3 Submersible Mixing Unit (\$14,115)
  - Water Plant # 12 Submersible Mixing Unit (\$14,115)
  - Amelia Ave Roundabout Utility Relocations (\$40,000)

- Water Meter Replacement (\$520,000)
- Valve Maintenance Trailer (\$80,650)
- Wheel Mounted Diaphragm Pump (\$5,950)
- Vehicle Replacement for #94 (\$44,000)
- New Vehicle F150 4X4 (\$36,000)
- Wiley M. Nash WRF S. Reclaim Station Construction (\$1,600,000)
- Wiley M. Nash WRF Upgrade Design (\$2,540,000)
- Turbidity and Suspended Solids Analyzer (\$8,750)
- WWTP Admin Building Roof A/C Replacement 1 (\$14,000)
- WWTP Admin Building Roof A/C Replacement 2 (\$12,000)
- Sludge Building #2 A/C Replacement (\$22,796)
- Autoclave-Equipment (\$15,627)
- North Amelia Gate Replacement (\$45,000)
- Pista Grit Concentrator (\$5,830)
- Lab Field Analyzer (\$7,965)
- L/S #47 Pump and Control Panel Replacement (\$44,149)
- L/S #55 Pump and Control Panel Replacement (\$54,703)
- L/S #75 Pump and Control Panel Replacement (\$44,149)
- L/S #76 Pump and Control Panel Replacement (\$63,879)
- L/S #81 Pump and Control Panel Replacement (\$63,879)
- Standby Generator for L/S#84 at Southwestern Middle School (\$41,530)
- Ford Transit T-250 (\$41,500)
- Vivax Metrotech Locators (3) (\$21,325)
- Open Mowing Trailer (\$5,500)
- F150 4X4 to pull Vactron (\$36,000)
- Multi-Tank Fuel Trailer (\$44,649)
- Sewer Line Rehabilitation (\$150,000)
- Manhole Rehabilitation (\$60,000)
- Sewer Jet Truck (\$454,894)
- Meter – Stock (\$485,000)
- Meter – change out program and supplies (\$450,000)
- Meter – upgrades (\$150,000)
- Water Operating Permits (\$21,000)
- Water and Wastewater Chemicals (\$255,150)
- Sludge Removal (\$300,000)
- Backflow Testing (\$251,037)
- Meter Boxes and Parts (\$160,000)
- Valves, Pipes & Fittings (\$260,000)

# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,373	1,400	1,500
Cost per active utility account	High Value Government	\$49.64	\$56.25	\$57.00
Average % of delinquent accounts	High Value Government	2.77%	8.00%	4.00%
% of customers receiving electronic bills	High Value Government	34.33%	32%	35%
% of customers using online/automatic bank payments	High Value Government	70.87%	60%	65%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	1,450	1,000	1,000
% of customers using flex pay	High Value Government	7.90%	7.50%	8.00%
# of proactive check for leak follow up orders processed	High Value Government	3,108	1,300	1,400
# of leaks detected by the processed check for leak follow up orders	High Value Government	2,082	800	1,000

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Continued customer service training on a quarterly basis (COVID Restricted).
- ✓ Conducted a water and sewer rate study that will be implemented in FY 21-22.
- ✓ Implemented stormwater rate based on rate study completed during FY 19-20.
- ✓ Implemented COVID payment plan option and other COVID related service adjustments for utility customers.

## 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> <li>• Conduct proactive leak detection processes.</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> <li>○ Recurring Payments</li> </ul> </li> <li>• Replace 1,000 meters per year as part of the 20-year replacement cycle program.</li> <li>• Explore possibilities and conduct feasibility study for upgraded radio read system utilizing mini towers or current upgradable technology.</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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 810,256	\$ 974,105	\$ 809,978	\$ 1,108,077	13.75%
Operating Expenses	272,817	354,514	373,004	330,445	-6.79%
Capital Outlay	<u>20,316</u>	<u>49,874</u>	<u>49,874</u>	<u>300,000</u>	501.52%
Total Budget	\$ 1,103,389	\$ 1,378,493	\$ 1,232,856	\$ 1,738,522	26.12%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Finance Cust. Svc. Manager	116	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	109	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	109	1.00	1.00	1.00	1.00	1.00
Senior Billing Specialist	107	0.00	0.00	0.00	0.00	1.00
Utility Billing Analyst	107	1.00	0.00	0.00	0.00	0.00
Cust. Svc. Support Specialist	106	1.00	1.00	1.00	1.00	1.00
Cust. Svc. Rep III	105	2.00	2.00	2.00	2.00	0.00
Meter Technician III	104	1.00	1.00	0.00	0.00	0.00
Utility Billing Specialist II	105	1.00	1.00	2.00	2.00	1.00
Utility Billing Specialist I	104	1.00	2.00	1.00	1.00	1.00
Customer Service Rep II	104	1.00	3.00	2.00	2.00	3.00
Customer Service Rep I	103	4.00	2.00	3.00	3.00	4.00
Meter Technician II	104	0.00	3.00	0.00	0.00	0.00
Meter Technician I	103	4.00	1.00	0.00	0.00	0.00
Util. Billing Meter Supervisor	U112	0.00	0.00	0.00	1.00	1.00
Util. Dist. Meter Tech Team Ld	U111	0.00	0.00	1.00	1.00	0.00
Utility Distribution Tech II	U105	0.00	0.00	1.00	2.00	4.00
Utility Distribution Tech I	U104	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>2.00</u>	<u>1.00</u>
Total Full Time Staffing		19.00	19.00	19.00	20.00	20.00

Promoted [1.0] Utility Billing Specialist II to [1.0] Senior Billing Specialist. Promoted [1.0] Utility Distribution Technician I to [1.0] Utility Distribution Technician II. Replaced [2.0] Customer Service Rep III with [1.0] Customer Service Rep II and [1.0] Customer Service Rep I. Replaced [1.0] Utility Distribution Meter Tech Team Lead with [1.0] Utility Distribution Tech II.

CAPITAL OUTLAY	Amount
Neptune AMI Pilot	\$ 300,000
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>

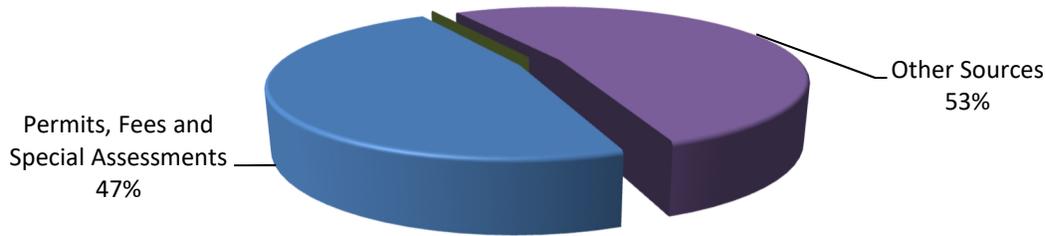
## Management Discussion

- ✓ Total expenses increased by 26.12%.
- ✓ Personal Services increased 13.75% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22.
- ✓ Operating expenses decreased by 6.79% mainly due to the Utility Rate and Impact Fee study (\$70,000) being a one-time expense budgeted in FY 2020-2021.
- ✓ Capital Outlay increased by 501.52% due to the Neptune AMI Pilot (\$300,000).
- ✓ Includes funding for:
  - Credit card merchant fees (\$132,000)
  - Customer billing/printing/stuffing/e-bills/inserts (\$40,000)
  - Postage (\$65,000)
  - Water conservation kit (\$13,700)
  - Neptune AMI Pilot (\$300,000)

# WATER AND WASTEWATER TRUST FUND

## Revenue Summary

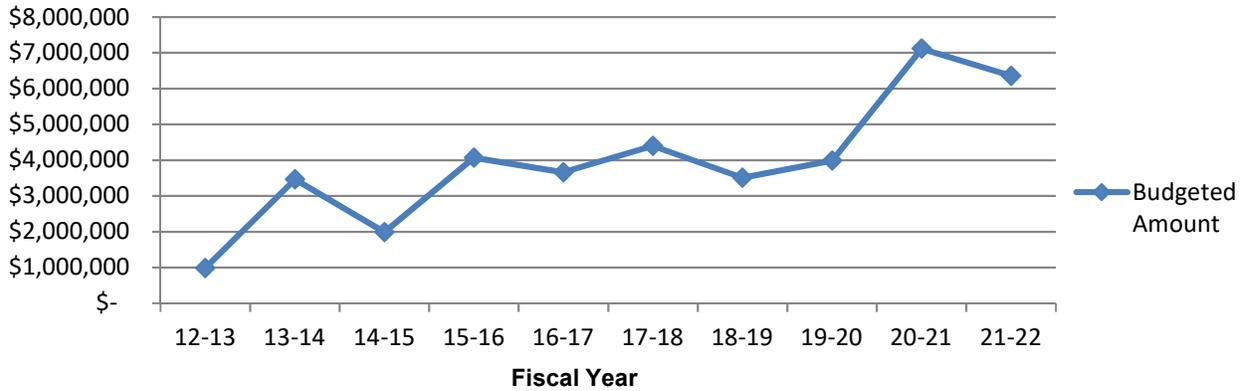
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Permits, Fees and Special Assessments	\$ 3,462,331	\$ 3,000,000	\$ 2,927,522	\$ 3,000,000	0.00%
Intergovernmental Revenue	75,958	1,365,870	2,209,578	0	-100.00%
Miscellaneous Revenue	115,471	0	22,623	0	N/A
Other Sources	<u>0</u>	<u>2,749,266</u>	<u>6,560,900</u>	<u>3,358,186</u>	22.15%
<b>Total Water &amp; Wastewater Trust Fund</b>	<b>\$ 3,653,760</b>	<b>\$ 7,115,136</b>	<b>\$11,720,623</b>	<b>\$ 6,358,186</b>	<b>-10.64%</b>



## Management Discussion

The proposed budget includes anticipated impact fees (\$3,000,000) and use of reserves (\$3,358,186).

## 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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Capital Outlay	\$4,934,021	\$7,115,136	\$11,720,623	\$6,358,186	-10.64%
Total Budget	\$4,934,021	\$7,115,136	\$11,720,623	\$6,358,186	-10.64%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
None					

CAPITAL OUTLAY	Amount
Northfield Wellfield Acquisition	\$1,000,000
2022 Water Main Improvements - Engineering and Planning	293,576
2022 Water Main Improvements - Construction	2,348,610
2022 Deleon Springs Water Main Improvements	2,000,000
Reclaim Water Expansion Phase #5 Design	216,000
East Regional Force Main Sewer Design	300,000
Spring Hill Phase #4 Sewer Design	200,000
<b>Total Capital Outlay</b>	<b>\$6,358,186</b>

## Management Discussion

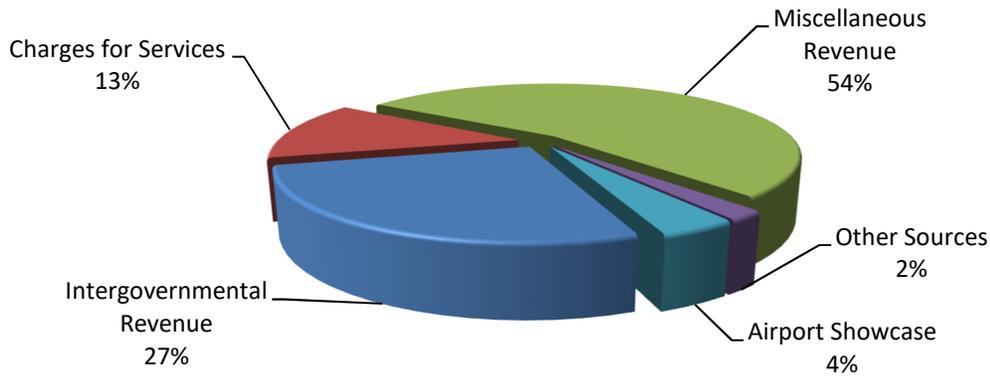
- ✓ Includes funding for:
  - Northfield Wellfield Acquisition (\$1,000,000)
  - 2022 Water Main Improvements – Engineering and Planning (\$293,576)
  - 2022 Water Main Improvements – Construction (\$2,348,610)
  - 2022 Deleon Springs Water Main Improvements (\$2,000,000)
  - Reclaim Water Expansion Phase #5 Design (\$216,000)
  - East Regional Force Main Sewer Design (\$300,000)
  - Spring Hill Phase #4 Sewer Design (\$200,000)



# AIRPORT FUND

## Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Intergovernmental Revenue	\$ 613,810	\$ 4,820,000	\$ 3,443,622	\$ 652,600	-86.46%
Charges for Services	316,798	315,458	338,257	324,922	3.00%
Miscellaneous Revenue	1,295,199	1,289,026	1,306,340	1,327,397	2.98%
Other Sources	0	854,718	489,803	51,994	-93.92%
Airport Showcase	<u>58,586</u>	<u>98,149</u>	<u>53,620</u>	<u>98,149</u>	0.00%
<b>Total Airport Fund Revenue</b>	<b>\$ 2,284,393</b>	<b>\$ 7,377,351</b>	<b>\$ 5,631,642</b>	<b>\$ 2,455,062</b>	<b>-66.72%</b>



## Management Discussion

Intergovernmental Revenue includes Federal (\$423,000) and State (\$229,600) grants for anticipated airport capital projects.

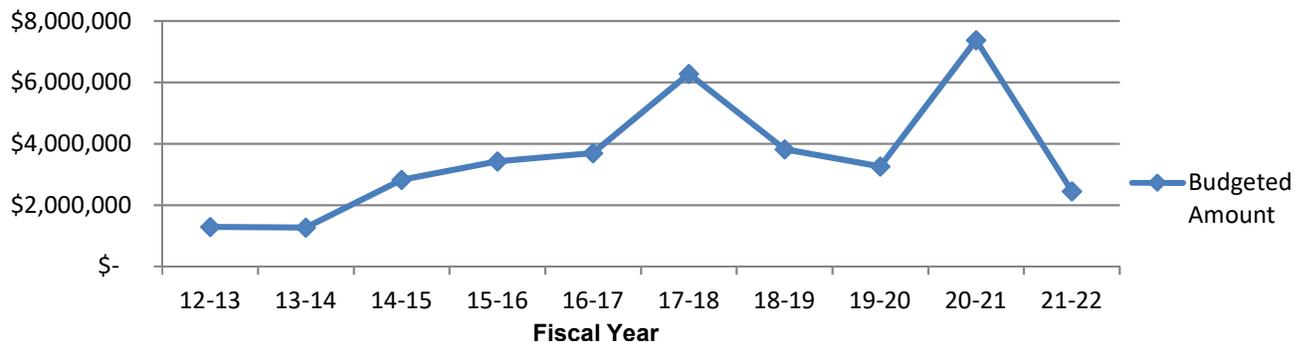
Charges for Services include T-hangar rentals (\$324,922) a 3% increase from FY 2020-2021.

Miscellaneous Revenue includes land and building leases with an anticipated 3.00% increase in non-T-hangar rentals.

Other Sources represent use of reserves for Capital Projects in FY2021-2022.

Airport Showcase revenue includes admission fees and fees from exhibitors, food vendors, sponsors and partners (\$98,149).

## History of Revenues

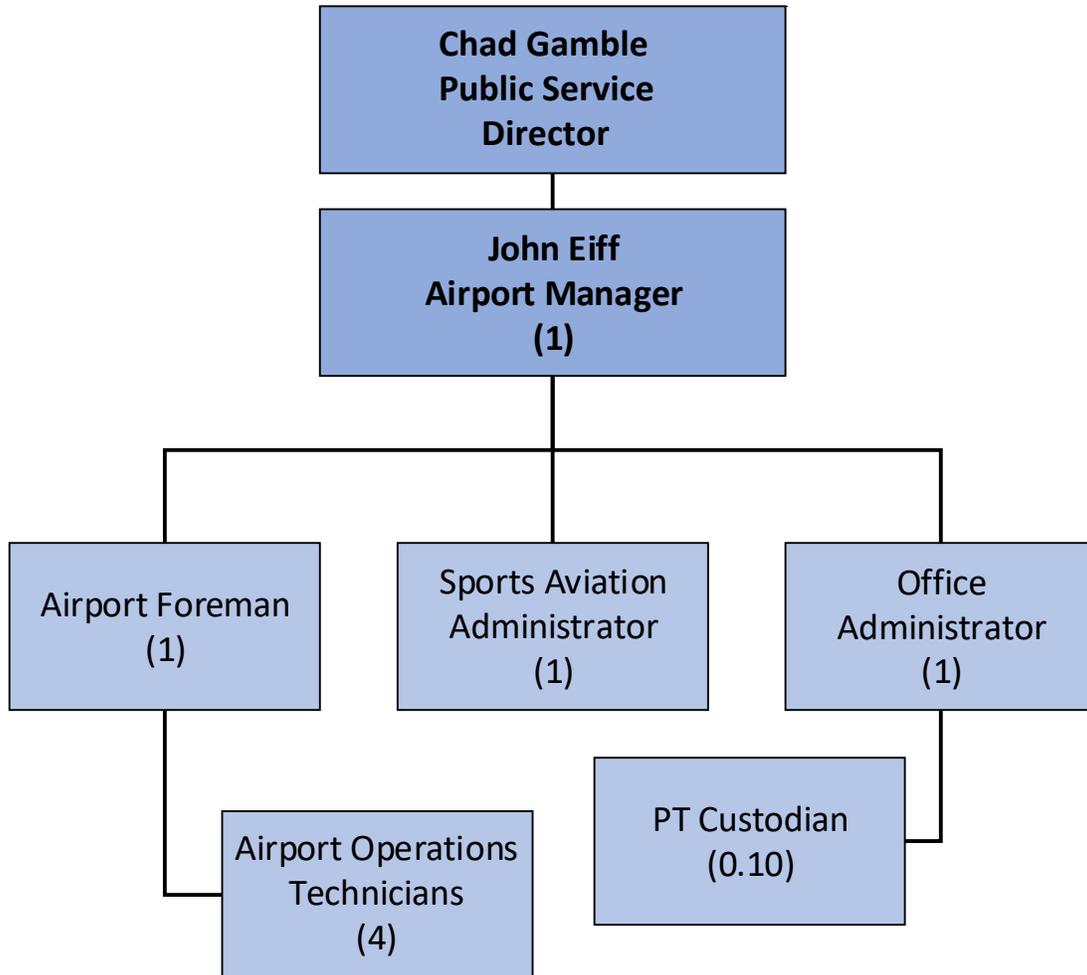




# AIRPORT FUND

## 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of users satisfied with Airport appearance and services	High Value Government	85%	90%	95%
Total new acres leased	High Value Government	0	1	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	9.65%	3%	3%

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Finished the construction phase of the infrastructure for phase one of the Sport Aviation Village and started leasing the hangar sites.
- ✓ The 20/21 DeLand Sport Aviation Showcase was canceled due to Covid-19.
- ✓ Generated new or renewed land leases for PM Nobrega LLC, DeLand Air Inc, Daytona Airport Hangars Inc, Royalty Dream Investments LLC, Flex Aero Aircraft Painting and Interior Inc, Hound Dog Aviation LLC, Dora Commercial Property LLC, Mustang Point Sublease, 1725 Lexington LLC
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 56 people on the waiting list.
- ✓ Completed construction of Apron Rehab and Apron Expansion
- ✓ Repaired Taxiway Delta electrical Homerun
- ✓ Rehabbed T-hangar bath house on hangar C
- ✓ Started remodeling of Airport Maintenance building
- ✓ Begin design of East and West Aprons and airfield electrical home runs
- ✓ Begin design for new fuel farm
- ✓ Begin design for new hangars
- ✓ Started Skinner connector road to Rt 11

## Action Plan

Development		Strategic Plan Area(s)
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		Strategic Plan Area(s)
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		Strategic Plan Area(s)
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
3	Maintain customer satisfaction. <ul style="list-style-type: none"> <li>Respond to tenants' service request within 3 days.</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>• Obtain leases for the Sport Aviation Village.</li> <li>• Design East and West Ramp paving and electrical homerun projects.</li> <li>• Design New Hangars.</li> <li>• Design new fuel farm.</li> <li>• Complete design and begin construction of SR 11 Access road.</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
3	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
4	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: FY2021-2022
  - 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

## Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 528,643	\$ 547,234	\$ 490,807	\$ 625,773	14.35%
Operating Expenses	590,193	584,309	742,018	611,183	4.60%
Capital Outlay	504,480	5,776,000	3,920,924	724,000	-87.47%
Contingency	0	4,000	0	0	-100.00%
Transfers	<u>314,661</u>	<u>465,808</u>	<u>477,893</u>	<u>494,106</u>	6.08%
Total Budget	\$1,937,977	\$7,377,351	\$5,631,642	\$2,455,062	-66.72%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Sports Aviation Administrator	E102	1.00	1.00	1.00	1.00	1.00
Airport Ops Foreman II	110	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	107	1.00	1.00	1.00	1.00	0.00
Airport Ops Tech III	105	0.00	0.00	1.00	1.00	1.00
Equipment Operator II	105	1.00	1.00	0.00	0.00	0.00
Maintenance Repair Worker II	105	1.00	1.00	0.00	0.00	0.00
Maintenance Worker III	103	1.00	0.00	1.00	0.00	0.00
Airport Ops Tech II	102	0.00	2.00	1.00	2.00	2.00
Custodian/Housekeeping	102	0.00	0.00	0.10	0.10	0.10
Maintenance Worker I	101	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	8.00	7.10	8.10	8.10

Promoted [1.0] Administrative Coordinator to [1.0] Office Administrator.

CAPITAL OUTLAY	Amount
Environmental Mitigation from Whmp Priority #2	\$ 350,000
New Fencing Installed in Sport Village	14,000
Design Additional New Hangars Priority # 4	110,000
Design - Rehab of The South Central Apron Priority # 5	120,000
Design Phase 2 of East Hangar Complex (Sport Aviation Village) Priority # 6	<u>130,000</u>
<b>Total Capital Outlay</b>	<b>\$ 724,000</b>

## Management Discussion

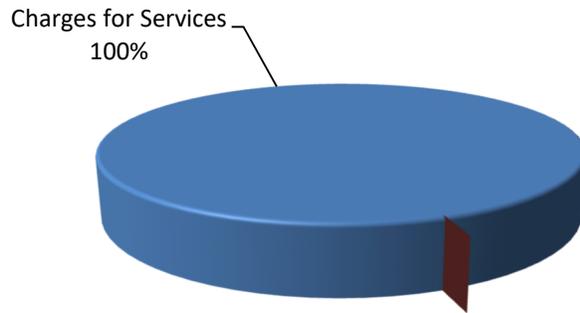
- ✓ Total expenses decreased by 66.72% mainly due to decrease in capital projects.
- ✓ Personal Services increased by 14.35% mainly due to a 3% merit increase implemented during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 2021-2022.
- ✓ Operating expenses increased by 4.60%.
- ✓ Includes funding for:
  - Environmental Mitigation WHMP (\$350,000)
  - Design additional new hangars (\$110,000)
  - Design Rehab of the South Central Apron (\$120,000)
  - Installation of fence in Sport Village (\$14,000)
  - Design Phase 2 of the East Hangar Complex (Sport Aviation Village) (\$130,000)
  - Runway lighting (\$8,000)
  - Airfield Signage (\$8,000)
  - DaVita rent reimbursement (\$58,102)
  - New Admin Building furnishings (\$25,000)
  - Sport Aviation Showcase (\$124,120)



# REFUSE COLLECTION FUND

## Revenue Summary

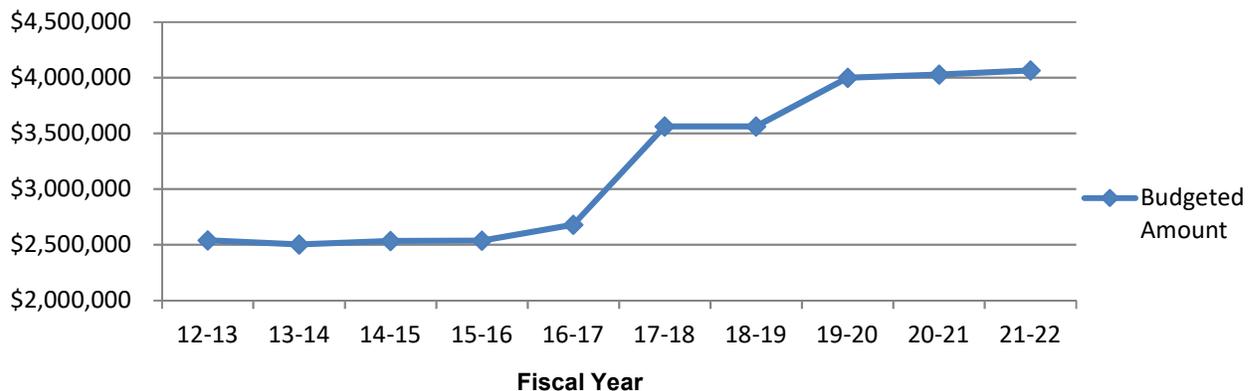
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Charges for Services	\$ 3,977,052	\$ 4,030,200	\$ 4,206,977	\$ 4,065,500	0.88%
Miscellaneous Revenue	<u>1,588</u>	<u>0</u>	<u>209</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 3,978,640	\$ 4,030,200	\$ 4,207,186	\$ 4,065,500	0.88%



## Management Discussion

Projected in FY2021-2022 budget is \$4,065,500 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 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of residential customers surveyed who are satisfied with solid waste services	80%	88%	85%
% customer complaints responded to within 24 hours and resolved within 3 days.	90%	85%	90%
% of tons of recyclables collected.	25%	40%	40%

### Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 3,889,371	\$ 3,925,800	\$ 4,102,786	\$ 3,961,100	0.90%
Transfers	<u>104,798</u>	<u>104,400</u>	<u>104,400</u>	<u>104,400</u>	0.00%
Total Budget	\$ 3,994,169	\$ 4,030,200	\$ 4,207,186	\$ 4,065,500	0.88%
<b>STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
None					
<b>CAPITAL OUTLAY</b>					<b>Amount</b>
None					

### Management Discussion

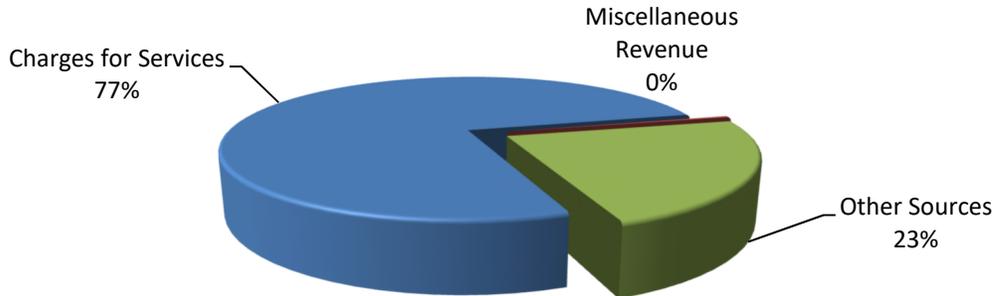
- ✓ Includes funding for:
  - WCA Waste Corporation (\$3,958,100)
  - Recycle Coach Annual Fee (\$3,000)



# STORMWATER FUND

## Revenue Summary

REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Charges for Services	\$ 1,836,204	\$ 1,798,274	\$ 1,942,198	\$ 2,013,112	11.95%
Miscellaneous Revenue	24,614	10,000	19,279	8,000	-20.00%
Other Sources	5,823	78,178	1,028,389	606,925	676.34%
<b>Total Stormwater Fund Revenue</b>	<b>\$ 1,866,641</b>	<b>\$ 1,886,452</b>	<b>\$ 2,989,866</b>	<b>\$ 2,628,037</b>	<b>39.31%</b>



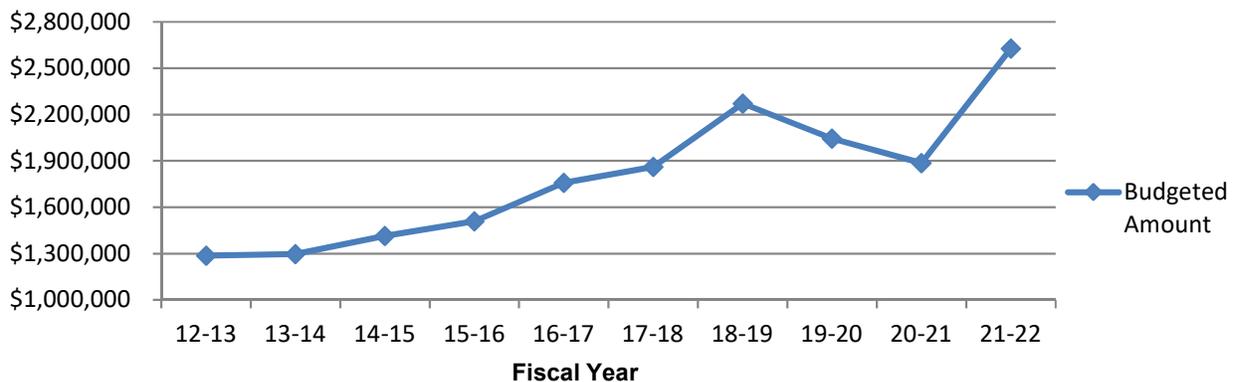
## Management Discussion

Charges for services represent stormwater fees and are projected with a 11.95% increase from FY2021-2022 budget.

Miscellaneous Revenue represent interest earnings on investments.

Other Sources in FY2021-2022 represents Use of Reserves for the Capital Projects.

## History of Revenues

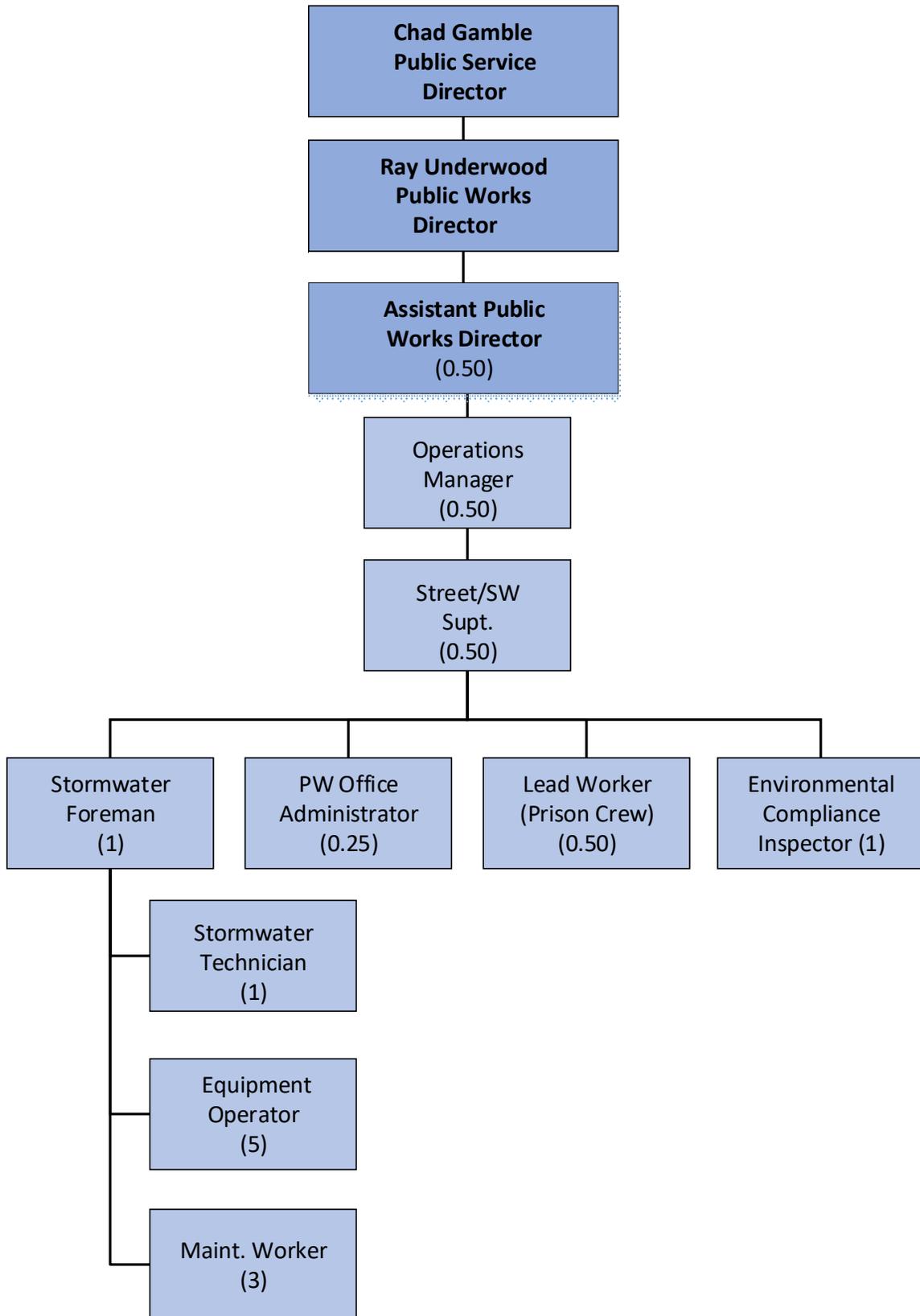




# STORMWATER FUND

## 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
% of drainage repairs completed within 30 calendar days	High Value Government	50%	90%	90%
% of sites passing NPDES requirements	High Value Government	100%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	36%	25%	30%
% of storm sewer inlets cleaned	High Value Government	31%	35%	30%
% of storm water retention ponds maintained annually	High Value Government	31%	35%	30%
% of curb miles swept	High Value Government	95%	95%	100%

## Fiscal Year 2020 - 2021 Accomplishments

- ✓ Projects: Waterford Lakes pipe lining completed, Site Work for New Hampshire pond improvements, Stormwater master plan recommended improvements.
- ✓ Amelia Avenue Pump Station Replacement Project
- ✓ 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.
- ✓ Rehab of de-mucking 12 retention/detention ponds
- ✓ Renewed NPDES Program for Cycle 4 year 1 for annual report
- ✓ City Works 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.
  - Additional capacity at Bent Oaks Stormwater Pond (North)
- ✓ 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.
- ✓ Stormwater Master Plan Update: 5 Major Projects in progress.

## 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 Project Implementation:
  - o Target Completion: FY2024-2025
  - 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: FY2022-2023
  - 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: FY2023-2024
  - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Capital Improvement Plan: Stormwater has developed and implement a long-term capital improvement plan for all City stormwater facilities and infrastructure.
  - o Target Completion: FY2025-2026
  - o Strategic Focus Area: High Value Government, Sustainability

## Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 447,247	\$ 586,342	\$ 435,117	\$ 791,475	34.99%
Operating Expenses	279,357	307,939	297,881	343,229	11.46%
Capital Outlay	616,149	727,063	1,806,774	1,217,114	67.40%
Contingency	0	8,000	180,676	0	-100.00%
Transfers	<u>296,412</u>	<u>257,108</u>	<u>269,418</u>	<u>276,219</u>	7.43%
Total Budget	\$ 1,639,165	\$1,886,452	\$2,989,866	\$2,628,037	39.31%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Assistant Public Works Director	E104	0.00	0.00	0.00	0.50	0.50
Operations Mgr. (also Fund 001)	116	0.50	0.50	0.50	0.50	0.50
Streets/SW Sup. (also Fund 001)	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	0.00	1.00	1.00	1.00	1.00
Environmental Compliance Insp.	109	1.00	1.00	1.00	1.00	1.00
Foreman I	109	1.50	0.00	0.00	0.00	1.00
Office Administrator	108	0.00	0.00	0.25	0.25	0.25
Stormwater Technician I	106	0.00	0.00	0.00	1.00	1.00
Lead Worker	106	0.00	0.50	0.50	0.50	0.50
Equipment Operator II	105	0.00	0.00	0.00	0.00	1.00
Equipment Operator I	104	3.00	3.00	3.00	3.00	3.00
Maintenance Worker II	102	2.00	0.00	1.00	2.00	3.00
Maintenance Worker I	101	<u>1.00</u>	<u>3.00</u>	<u>2.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		9.50	9.50	9.75	11.25	13.25

Added [2.0] Equipment Operator I. Promoted [1.0] Maintenance Worker I to [1.0] Maintenance Worker II. Promoted [1.0] Equipment Operator I to [1.0] Equipment Operator II. Promoted [1.0] Equipment Operator I to [1.0] to Foreman I.

### CAPITAL OUTLAY

	Amount
Replace 450TR-1 Ditch Bank Mower	\$ 201,715
New Pole Barn for Stormwater Department	245,000
Replace 4500171 Skid Steer	71,266

Replace 4500168 Sterling Tractor	199,951
Replace 450-INM-513-Includes Operation Cost. Mower Has Outlived Its Service Life.	9,479
Replace 4500250 2021 Ford F-150	30,866
New SW Camera Collection Vehicle Self Contained Unit. Goes with the Replacement 4500250.	117,504
Pennsylvania Ave Drainage Improvement	72,000
Replace 450-Pp-04 6" Mobile Pump	49,333
Hubbard Ave & High St Drainage Improvements	100,000
Misc Stormwater Improvements (Neighborhood)	100,000
Misc Stormwater Improvements (Ponds)	20,000
<b>Total Capital Outlay</b>	<b>\$1,217,114</b>

## Management Discussion

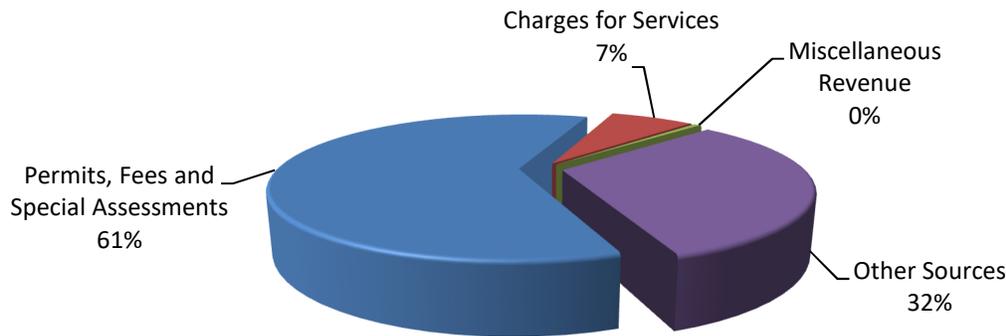
- ✓ Total expenses increased by 39.31%.
- ✓ Personal Services increased by 34.99% mainly due to a 3% merit increase implemented during FY 20-21, pay plan and \$15/hr. minimum adjustments in FY 21-22 and the addition of two Equipment Operators (\$97,094).
- ✓ Operating expenses increased by 11.46% mainly due to increases in equipment maintenance (\$11,325), operating capital (\$8,000) and NPDES Stormwater Permit Fee (\$8,000).
- ✓ Capital outlay increased by 67.40%.
- ✓ Includes funding for:
  - 450TR-1 Ditch Bank Mower (\$201,715)
  - New Pole Barn (\$245,000)
  - Replace 4500171 Skit Steer (\$71,266)
  - Replace 4500168 Sterling Tractor (\$199,951)
  - Replace 450-INM-513 Mower (\$9,479)
  - 2021 Ford F-150 (\$30,866)
  - SW Camera Collection Vehicle Self-Contained Unit (\$117,504)
  - Pennsylvania Ave Drainage Improvement (\$72,000)
  - 450-PP-04 6" Mobile Pump (\$49,333)
  - Hubbard Ave & High St. Drainage Improvements (\$100,000)
  - Misc. Stormwater Improvements (Neighborhood) (\$100,000)
  - Misc. Stormwater Improvements (Ponds) (\$20,000)
  - Misc. Equipment Rental and Leases (\$25,000)



# PERMITS AND INSPECTIONS FUND

## Revenue Summary

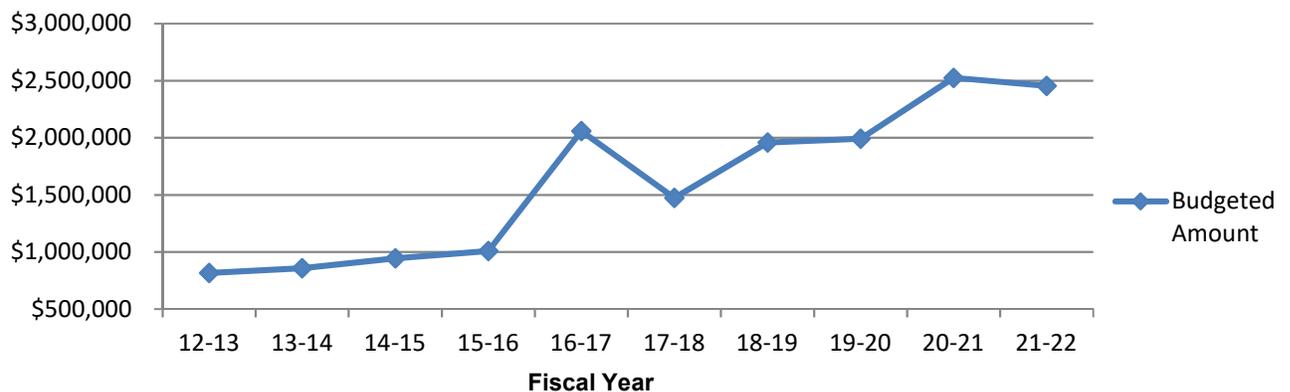
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Permits, Fees and Special Assessments	\$ 1,468,420	\$ 1,255,135	\$ 1,572,072	\$ 1,498,373	19.38%
Charges for Services	185,633	125,500	216,261	171,000	36.25%
Miscellaneous Revenue	76,052	16,936	9,945	13,000	-23.24%
Other Sources	<u>0</u>	<u>1,131,396</u>	<u>346,259</u>	<u>781,152</u>	-30.96%
Total Permits & Inspection Fund Revenue	\$ 1,730,105	\$ 2,528,967	\$ 2,144,537	\$ 2,463,525	-2.59%



## 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 (\$781,152).

## History of Revenues

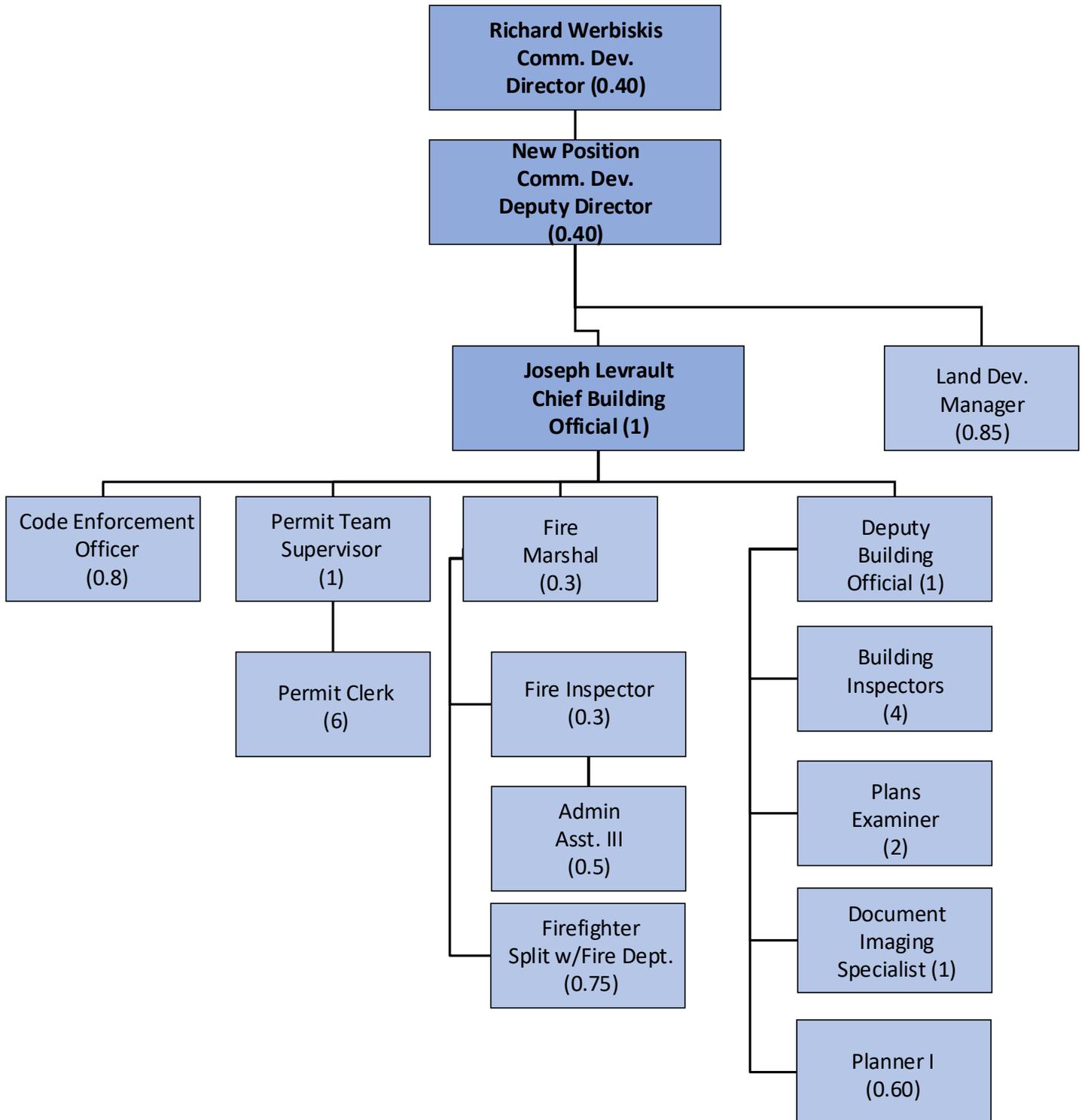




# PERMITS AND INSPECTIONS FUND

## 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
Average number of days from building permit application to date of issuance	High Value Government	11	15	12
% of small building plans reviewed within 3 days	High Value Government	94%	95%	95%
% of large building plans reviewed within 10 days	High Value Government	90%	85%	90%
% of first inspections completed within 24 hours	High Value Government	100%	98%	99%
% of plan reviews with first review completed within 14 business days	High Value Government	100%	95%	95%

## Fiscal Year 2020 – 2021 Accomplishments

- ✓ Implemented Accela Civic Platform along with ePermitHub and OpenCounter.
- ✓ Enhanced staff training and certification to improve plan review and inspection services.
- ✓ Improved customer satisfaction rate.
- ✓ Reduced plan review time and improved plan review accuracy.

## Action Plan

Permits and Inspections	
Goals & Objectives	Strategic Plan Area(s)
1 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. <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> <li>• Initiate neighborhood revitalization program through the removal of dilapidated structures.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Increase the number of professional certifications for individual inspectors.
  - Target Completion: Ongoing
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Enhanced training of personnel.
  - Target Completion: Ongoing
  - 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: FY2021-2022
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$1,244,747	\$1,378,503	\$1,230,835	\$ 1,614,996	17.16%
Operating Expenses	63,963	513,629	92,351	122,992	-76.05%
Capital Outlay	238,705	0	56,942	0	N/A
Contingency	0	4,000	0	0	-100.00%
Transfers	<u>644,116</u>	<u>632,835</u>	<u>764,409</u>	<u>725,537</u>	14.65%
Total Budget	\$2,191,531	\$2,528,967	\$2,144,537	\$ 2,463,525	-2.59%

STAFFING	PAY GRADE	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
Community Development Director	E108	0.35	0.35	0.40	0.40	0.40
Community Devel. Deputy Director	E104	0.00	0.00	0.00	0.00	0.40
Fire Marshal	F106	0.50	0.50	0.50	0.00	0.00
Firefighter (split with FD)	F101	0.00	0.00	0.75	0.75	0.75
Chief Building Official	B106	1.00	1.00	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	2.00	2.00	2.00	2.00
Building Inspector II	B102	1.00	0.00	0.00	0.00	0.00
Building Inspector I	B101	2.00	4.00	4.00	4.00	4.00
Land Development Manager	116	0.75	0.75	0.75	0.80	0.85
Planner I	112	0.00	0.00	0.00	0.60	0.60
Planning Technician	110	0.60	0.60	0.60	0.00	0.00
Permit Supervisor	109	0.00	0.00	0.00	1.00	1.00
Code Enforcement Officer	107	0.30	0.30	0.80	0.80	0.80
Permit Team Lead	106	1.00	1.00	1.00	0.00	1.00
Zoning Technician	106	0.00	0.00	0.00	0.00	1.00
Permit Clerk III	105	0.00	0.00	1.00	0.00	0.00
Permit Clerk II	104	0.00	0.00	1.00	3.00	0.00
Admin Asst III (split with FD)	104	0.00	0.00	0.00	0.00	0.50
Permit Facilitator	104	0.00	0.00	1.00	0.00	0.00
Document Imaging Specialist	104	1.00	1.00	1.00	1.00	1.00
Permit Clerk I	103	<u>3.60</u>	<u>3.60</u>	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>
Total Full Time Staffing		14.10	16.10	19.80	19.35	20.30

Fire Marshal	F106	0.00	0.00	0.00	0.37	0.30
Fire Inspector	F105	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.80</u>	<u>0.30</u>
Total Part Time Staffing		0.00	0.00	0.00	1.17	0.60
Permit Clerk	N/A	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.45	0.45	0.00	0.00	0.00
Total Staffing		14.55	16.55	19.80	20.52	20.90

Added [0.4] Community Development Deputy Director and [0.5] Administrative Assistant III. Promoted [1.0] Permit Clerk II to [1.0] Permit Team Lead. Promoted [1.0] Permit Clerk I to [1.0] Zoning Technician. Replaced [2.0] Permit Clerk II with [2.0] Permit Clerk I. Increased Land Development Manager from [0.15] to [0.2]. Reduced Fire Marshal from [0.37] to [0.3] and Fire Inspector from [0.8] to [0.3].

## CAPITAL

Amount

None

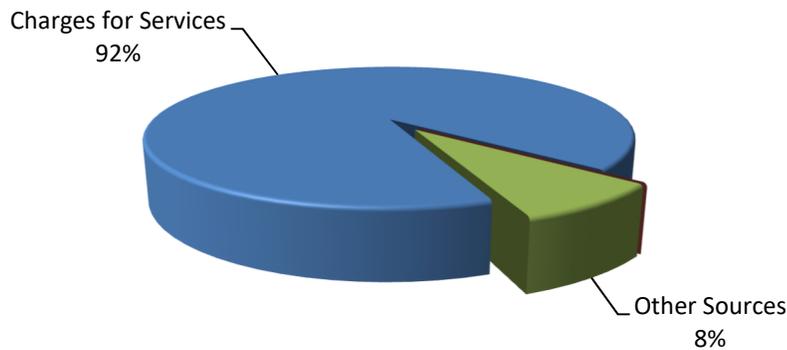
## Management Discussion

- ✓ Total expenses decreased by 2.59%.
- ✓ Personal services increased by 17.16% primarily due to a 3% merit implemented increase during FY 20-21 and pay plan and \$15/hr. minimum adjustments in FY 21-22, along with the additions of a Community Development Deputy Director (\$40,972) and an Administrative Assistant III (\$27,538).
- ✓ Operating expenses decreased by 76.05% primarily due to the removal of condemnations and demolitions (\$400,000) from the FY 21-22 budget.
- ✓ Includes funding for:
  - Professional services for inspection and plan review (\$40,000).
  - Code books (\$7,500).
  - Accela conference travel and training (\$10,000).

# HEALTH INSURANCE COST CONTAINMENT FUND

## Revenue Summary

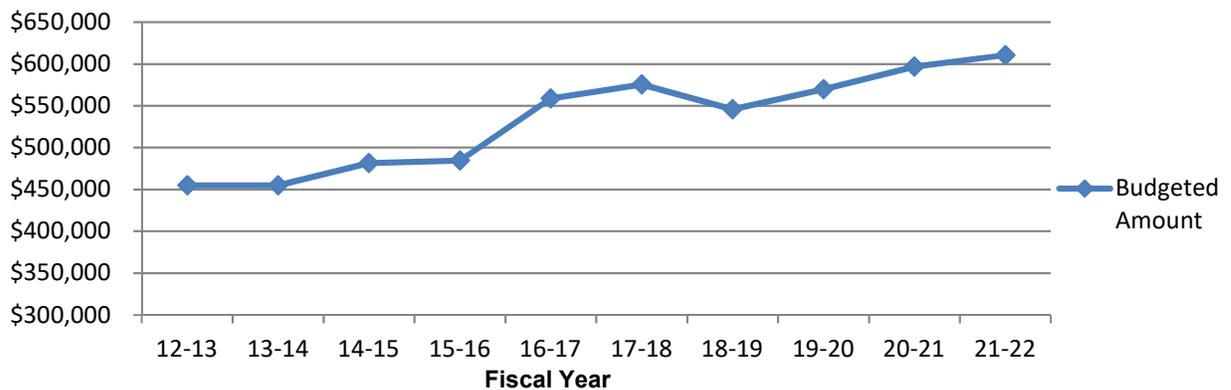
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Charges for Services	\$ 569,635	\$ 596,985	\$ 596,985	\$ 560,670	-6.08%
Miscellaneous Revenue	446	0	167	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>50,000</u>	100.00%
Total Health Ins. Cost Contain. Fund Rev.	\$ 570,081	\$ 596,985	\$ 597,152	\$ 610,670	2.29%



## Management Discussion

This fund was created in FY2010-2011 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. Other Sources represents a Use of Reserves.

## 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

BUDGET DESCRIPTION	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Operating Expenses	\$ 516,865	\$ 564,780	\$ 564,947	\$ 578,465	2.42%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
Total Budget	\$ 549,070	\$ 596,985	\$ 597,152	\$ 610,670	2.29%

STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET
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None

### CAPITAL

Amount

None

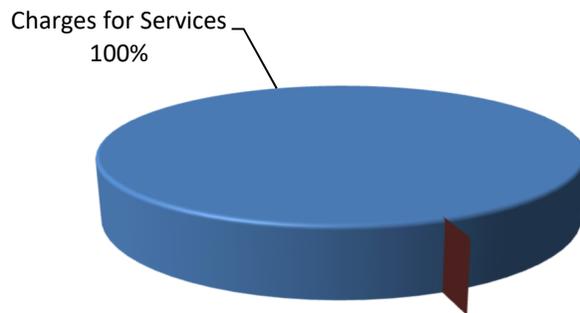
## Management Discussion

- ✓ Total expenses increased by 2.29%.
- ✓ Operating expenses increased by 2.42% due to increase in contractual services at the City's Health Clinic.
- ✓ Includes funding for:
  - Health Center labor (\$288,915)
  - Monthly management program fee (\$110,400)
  - Medical supplies (\$105,000)
  - Agent of Record (\$35,000)

# WORKERS' COMPENSATION SELF INSURANCE FUND

## Revenue Summary

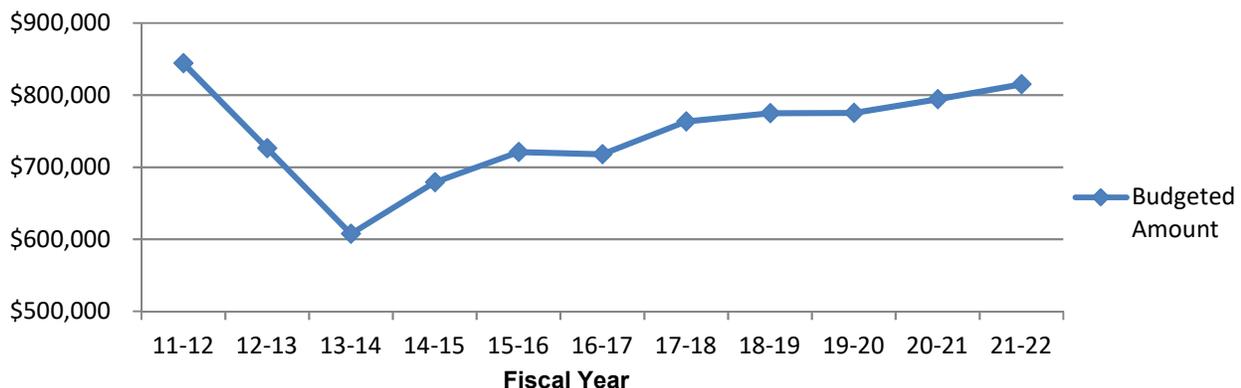
REVENUE SUMMARY	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Charges for Services	\$ 775,480	\$ 794,268	\$ 714,084	\$ 815,167	2.63%
Miscellaneous Revenue	<u>183,066</u>	<u>0</u>	<u>6,787</u>	<u>0</u>	N/A
Total Workers' Comp Fund Revenue	\$ 958,546	\$ 794,268	\$ 720,871	\$ 815,167	2.63%



## History of Revenues

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. FY21-22 projected revenue is based on anticipated actual expenditures.

## Management Discussion



# 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 19/20 Actual	FY 20/21 Projection	FY 21/22 Target
# of injuries per 100 employees	High Value Government	3.24	4.00	3.00
# of work days lost due per injury	High Value Government	17.42	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	97%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	-31%	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.14	1.18	.98
# of employees attending safety training	High Value Government	233	500	500
# of safety reviews/inspections performed	High Value Government	33	48	48
% change in number of liability claims over previous year	High Value Government	3%	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	N/A New Measure	25%	25%

## Fiscal Year 2020 - 2021 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).

## 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 2021-22
  - 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	2019-20 ACTUAL	2020-21 BUDGET	2020-21 ESTIMATED	2021-22 BUDGET	% Change from 2020-21
Personal Services	\$ 580,889	\$ 645,168	\$ 572,371	\$ 671,432	4.07%
Operating Expenses	48,712	85,100	84,500	79,735	-6.30%
Transfers	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	0.00%
Total Budget	\$ 693,601	\$ 794,268	\$ 720,871	\$ 815,167	2.63%
STAFFING	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET

None

None

## Management Discussion

- ✓ Total expenses increased by 2.63%.
- ✓ Personal Services increased by 4.07% due to increases in Workers' Compensation premium increases.
- ✓ Operating expenses decreased by 6.30% mainly due to removal of bi-annual workers comp actuarial analysis (\$6,500).
- ✓ Includes funding for:
  - Payment of claim (\$365,000)
  - Life scan evaluation (\$20,000)
  - Pre-employment medical exam (\$50,000)
  - Drug free workplace program (\$7,500)
  - Premiums (\$204,432)

# 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.

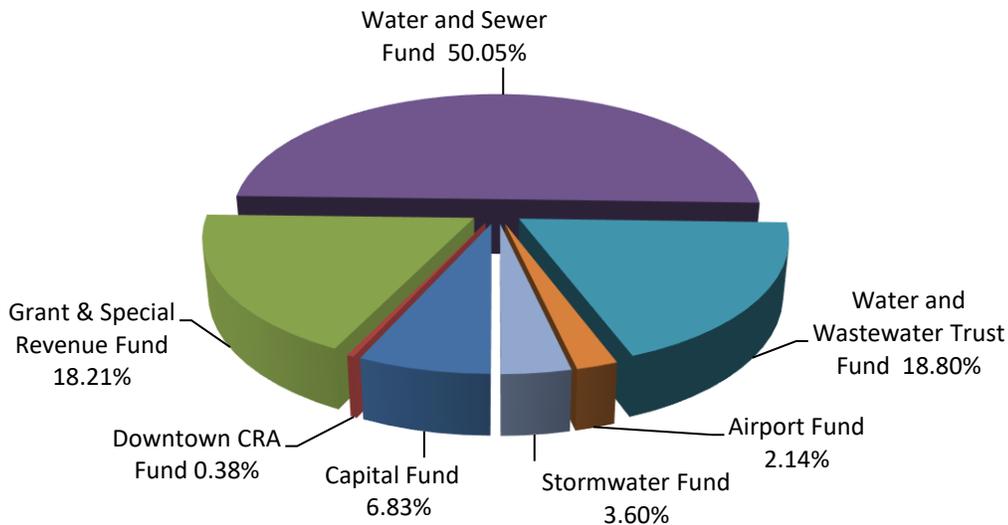
However, the Operating and Capital budgets are closely linked. The most obvious link is the Operating budget assumes the cost of maintaining and operating new facilities built under the Capital budget. Operational needs often drive the Capital budget, i.e. airport expansion, roads, water and sewer mains, 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 \$27,539,741 for all funds.

	Budget	% of Total Capital Budget	% of Total Annual Budget
Capital Fund	\$ 2,311,835	6.83%	2.10%
Downtown CRA Fund	\$ 127,000	0.38%	0.12%
Grant & Special Revenue Fund	\$ 6,158,889	18.21%	5.61%
Water and Sewer Fund	\$ 16,928,606	50.05%	15.41%
Water and Wastewater Trust Fund	\$ 6,358,186	18.80%	5.79%
Airport Fund	\$ 724,000	2.14%	0.66%
Stormwater Fund	\$ 1,217,114	3.60%	1.11%
<b>Total</b>	<b>\$ 33,825,630</b>	<b>100.00%</b>	<b>30.79%</b>

## Current Year Capital



## Current Year Capital Detail

Division	Description	Amount
0106 - Administrative Services	Level Pavers in Civic Plaza	5,200
0106 - Administrative Services	Meeting Room Chair Replacement (80 Chairs City Hall)	12,000
0110 - Information Technology	Live Scanner System	6,300
0110 - Information Technology	Clear Gov Budget	12,400
0110 - Information Technology	Replace copier Dept 208	14,154
0110 - Information Technology	Sperling Optical network	14,500
0110 - Information Technology	Cellebrite (Police)	17,500
0110 - Information Technology	Lexipol	29,500
0110 - Information Technology	Microsoft Server 2019	36,500
0110 - Information Technology	Fortigate Replacement Firewalls	43,696
0110 - Information Technology	Server Replacement (refresh)	72,000
0110 - Information Technology	Accela Platform Enhancement (480)	75,000
0110 - Information Technology	Laserfiche Upgrade/workflow	80,000
0110 - Information Technology	Large Format Plotter	5,000
<b>General Government Total</b>		<b>423,750</b>
1222 - Fire	Fire Station #81 FFE for new station	51,249
1222 - Fire	Fire Station 81 Reserve Garage	410,000
1226 - Police	PD parking lot security fencing	181,000

<b>Division</b>	<b>Description</b>	<b>Amount</b>
1226 - Police	Replace vehicle CSA/Chaplain SUV	48,992
1226 - Police	Replace vehicle Captain SUV	49,764
1226 - Police	Replace vehicle Patrol SUV	63,082
1226 - Police	Replace vehicle Patrol SUV	63,082
1226 - Police	Replace vehicle Patrol SUV	63,082
1226 - Police	Replace vehicle Patrol SUV	63,082
<b>Public Safety Total</b>		<b>993,333</b>
1302 - Streets	Replace 132-TL-007 utility trailer	5,000
1302 - Streets	NEW Trailer for the Kubota Excavator KX040	5,650
1302 - Streets	Replace mower, Kubota 132INM521	9,038
1302 - Streets	NEW Heavy duty Handliner 360	13,075
1302 - Streets	Replace 132-Thermo-1	28,755
1302 - Streets	Truck, 1/2 Ton Regular Cab 4x4, replace 2007 Ford F150 #141, 133-5143	30,866
1302 - Streets	Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	34,504
1302 - Streets	NEW Kubota Excavator KX040	58,178
1302 - Streets	Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	162,157
1302 - Streets	Stone Street - Right of Way and ADA Improvements	120,000
1303 - Trees	Replace mower, 2003 48" Scagg rider mover, 134MO27 (IN-MW-027)	9,038
1303 - Trees	Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	23,905
1303 - Trees	NEW Nissan Rogue-Arborist Inspector Tech	23,905
1303 - Trees	#145 - 2006 Bucket Truck	250,344
1304 - Urban Beautification	134MOW28 - 2015 ZTURN WITH 54" DECK - KUBOTA	9,458
<b>Public Works Total</b>		<b>783,873</b>
1401 - Parks & Rec Admin	Replace Air Conditioning at Burgess Building	6,650
1401 - Parks & Rec Admin	Replace Air Conditioning Unit at Bill Dreggors Park Administrative Building	22,550
1401 - Parks & Rec Admin	Replace Roof Main Administrative Parks & Rec. Department Building	80,000
1403 - Parks	Replace Sodcutter at Melching Field	6,150
1403 - Parks	Replace 2013 John Deere, 1410-MOW-002, 1403-5505	8,845
1403 - Parks	Mower, Replace 2012 Scagg Cheetah #1403-MOW-006	8,845
1403 - Parks	Scooter, Electric Replaces 2007 Toro Electric Scooter, #1403-SCT-001, 1403-5070	8,875
1403 - Parks	Replace 2003 John Deere Gator #61	8,875
1403 - Parks	Vehicle, Replace 2000 J Deere 4400 Tractor, 1403-4594; 1403-TRA-002	19,086
1403 - Parks	Replace Vehicle, 2002 Ford Ranger, 1403-22, 1403-4890	36,973
1403 - Parks	Replace Air Conditioning Unit at Chisholm Center Gymnasium	14,200
1403 - Parks	Renovation & Expansion Melching Field	5,798,544
1403 - Parks	Shade Structure at Chisholm Center	42,000
1403 - Parks	Replace Playground Equipment at Jackson Lane Park	198,345
1407 - Activity Center	Install Blackout Drapes at Sanborn Center	9,830
<b>Parks &amp; Recreation Total</b>		<b>6,269,768</b>
<b>FY 21-22 General Fund Capital (Funds 170, 190 &amp; 300) Total</b>		<b>8,470,724</b>
1800 - Downtown CRA	Fish Building Roof	102,000
1800 - Downtown CRA	Wayfinding Signs	25,000
<b>FY 21-22 Downtown CRA Total</b>		<b>127,000</b>
4201 - W&S Administration	Utilities Administration Building Construction	10,090,000
4203 - Water Production	WP#6 Generator Shroud Cover	9,636
4203 - Water Production	WTP#4 Well #6 Motor Replacement	11,566
4203 - Water Production	WP#1 Submersible Mixing Unit	14,115
4203 - Water Production	WP#3 Submersible Mixing Unit	14,115
4203 - Water Production	WP#12 Submersible Mixing Unit	14,115
4203 - Water Production	WTP#2 Well #3 & #4 Motor Replacement	16,153
4203 - Water Production	WP#12 VFD Replacement	20,720
4203 - Water Production	WP#4 Well Pump and Piping Replacement	28,138
4203 - Water Production	WP#12 CROM Tank Rehab	47,300

<b>Division</b>	<b>Description</b>	<b>Amount</b>
4203 - Water Production	WP#2 Well Pump and Piping Replacement	50,464
4203 - Water Production	Northeast Well Field Land Acquisition	1,000,000
4204 - Water Distribution	Small Diaphragm Pump	5,950
4204 - Water Distribution	New vehicle, F150 4x4	36,000
4204 - Water Distribution	Replace vehicle, 2012 Ford F250, 204-5417; 204-94	44,000
4204 - Water Distribution	Valve Maintenance Trailer	80,650
4204 - Water Distribution	Water Meter Replacements	520,000
4204 - Water Distribution	Ameila Ave Roundabout Utility Relocation	40,000
4204 - Water Distribution	DeLeon Springs Water Main Improvements	2,000,000
4204 - Water Distribution	2022 Water Main Improvements	2,642,186
4205 - Wastewater Distribution	Pista Grit Concentrator	5,830
4205 - Wastewater Distribution	Lab Field Analyzer	7,965
4205 - Wastewater Distribution	Turbidity and Suspended Solids Analyzer	8,750
4205 - Wastewater Distribution	Autoclave	15,627
4205 - Wastewater Distribution	Sludge Bld #2 A/C Replacement	22,796
4205 - Wastewater Distribution	North Amelia Gate Replacement	45,000
4205 - Wastewater Distribution	WWTP Bld A/C Roof Replacement #2	12,000
4205 - Wastewater Distribution	WWTP Bld A/C Roof Replacement #1	14,000
4205 - Wastewater Distribution	Wiley M.Nash S. Reclaim Pump Station Construction	1,600,000
4205 - Wastewater Distribution	Wiley M. Nash Capacity Upgrade Design	2,540,000
4205 - Wastewater Distribution	Reclaim Water Expansion Design Phase #5	216,000
4206 - Utilities Maintenance	Open Mowing Trailer	5,500
4206 - Utilities Maintenance	Vivax Mitrotech Locators	21,325
4206 - Utilities Maintenance	New F150 4 X 4 Pickup Truck	36,000
4206 - Utilities Maintenance	Generator, L/S #75 (60Kw)	40,658
4206 - Utilities Maintenance	New vehicle, Electrician Van	41,500
4206 - Utilities Maintenance	Standby Generator for L/S #4 at SW Middle School	41,530
4206 - Utilities Maintenance	L/S #47 Replacement and Panel Box	44,149
4206 - Utilities Maintenance	Multi-Tank Fuel Trailer	44,649
4206 - Utilities Maintenance	L/S #55 Replacement & Panel Box	54,703
4206 - Utilities Maintenance	L/S #75 Replacement and Panel Box	54,703
4206 - Utilities Maintenance	L/S #76 Replacement and Panel Box	63,879
4206 - Utilities Maintenance	L/S #81 Replacement and Panel Box	65,879
4208 - Facilities Maintenance	Genie3-2018 Upgrade Trade in	8,327
4208 - Facilities Maintenance	New Vehicle to Fleet Silverado 1500 4x4	29,066
4208 - Facilities Maintenance	Fork Lift	30,736
4208 - Facilities Maintenance	New Vehicle to Fleet Ford Transit Cargo Van	49,451
4208 - Facilities Maintenance	Re-Metal Roof WP#2 Facilities Bld	16,767
4209 - Customer Service	Neptune AMI Pilot	300,000
4210 - Wastewater Collection	Manhole Rehabilitation	60,000
4210 - Wastewater Collection	Sewer Line Rehabilitation	150,000
4210 - Wastewater Collection	Sewer Jet	454,894
4210 - Wastewater Collection	Spring Hill Phase #4 Sewer Design	200,000
4210 - Wastewater Collection	East Regional Force Main Sewer Design	300,000
<b>FY 21-22 Water and Sewer Fund Capital Total</b>		<b>23,286,792</b>
4300 - Airport	New fence installed in Sport Village	14,000
4300 - Airport	Design additional Hangars	110,000
4300 - Airport	Design Rehabilitate South-Central Apron	120,000
4300 - Airport	Design Phase 2 of East Hangar Complex (Sport Village)	130,000
4300 - Airport	Fencing & Wetland Mitigation for Wildlife management	350,000
<b>FY 21-22 Airport Fund Capital Total</b>		<b>724,000</b>

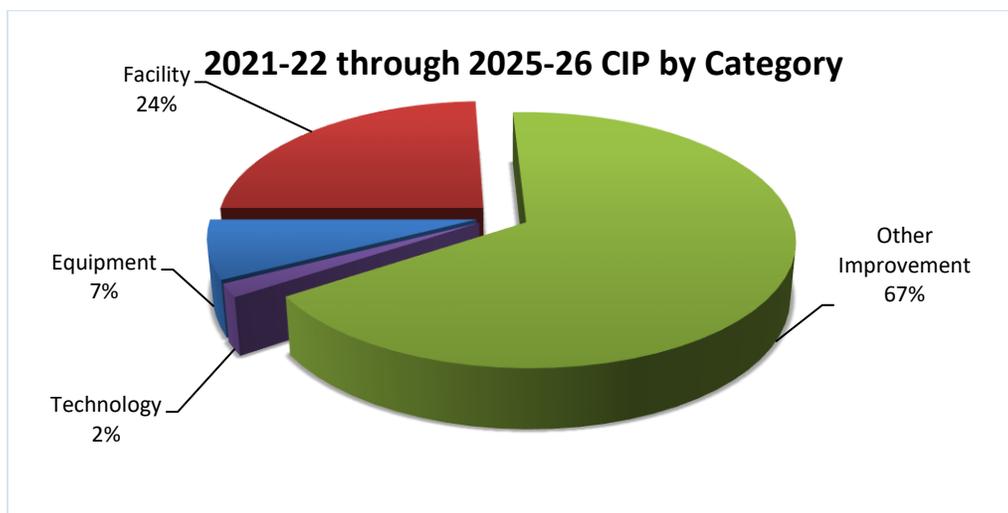
Division	Description	Amount
4500 - Stormwater	450M513 (IN-MW-513) 2012 60" Kubota	9,479
4500 - Stormwater	NEW F150 for SW Inspection Equipment	30,866
4500 - Stormwater	Replace 450-PP-04- 2005 - 6" mobile pump	49,333
4500 - Stormwater	Replace 2012 Skid Steer w/Loader, 450-5429, 450-171	71,266
4500 - Stormwater	New SW Camera Collection Vehicle	117,504
4500 - Stormwater	4500168, Replace 1999 Sterling Tractor	199,951
4500 - Stormwater	Replace 450TRI - ditch bank mower	201,715
4500 - Stormwater	Misc. Stormwater Pond Improvements	20,000
4500 - Stormwater	980 Pennsylvania Ave Drainage Improvement	72,000
4500 - Stormwater	Misc. Stormwater Neighborhood Improvements	100,000
4500 - Stormwater	Hubbard Ave & High St Drainage Improvements	100,000
4500 - Stormwater	NEW Pole Barn	245,000
<b>FY 21-22 Stormwater Fund Capital Total</b>		<b>1,217,114</b>

<b>FY 21-22 All Funds Capital Total</b>	<b>33,825,630</b>
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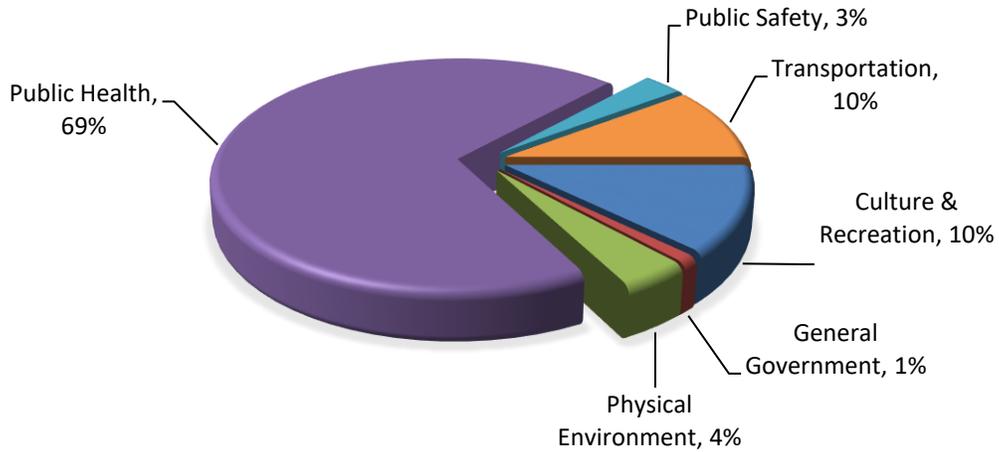
## Five Year Capital Improvement Plan

Following is a recap of total capital by fund by year:

	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Capital Fund	2,311,835	2,205,244	2,706,086	2,046,726	14,445,552	23,715,443
Downtown CRA Fund	127,000	-	-	-	-	127,000
Grant & Special Revenue Fund	6,158,889	-	-	-	-	6,158,889
Water & Sewer Fund	16,928,606	58,616,735	9,401,075	10,616,394	18,040,439	113,603,249
Water & Wastewater Trust Fund	6,358,186	-	-	-	-	6,358,186
Airport Fund	724,000	2,585,000	9,035,000	2,830,000	1,400,000	16,574,000
Stormwater Fund	1,217,114	3,210,608	870,000	620,000	740,795	6,658,517
<b>Total</b>	<b>\$ 33,825,630</b>	<b>\$ 66,617,587</b>	<b>\$ 22,012,161</b>	<b>\$ 16,113,120</b>	<b>\$ 34,626,786</b>	<b>\$ 173,195,284</b>



## 2021-22 through 2025-26 CIP by Function



Capital purchases are funded by various revenues some of which have restricted uses.

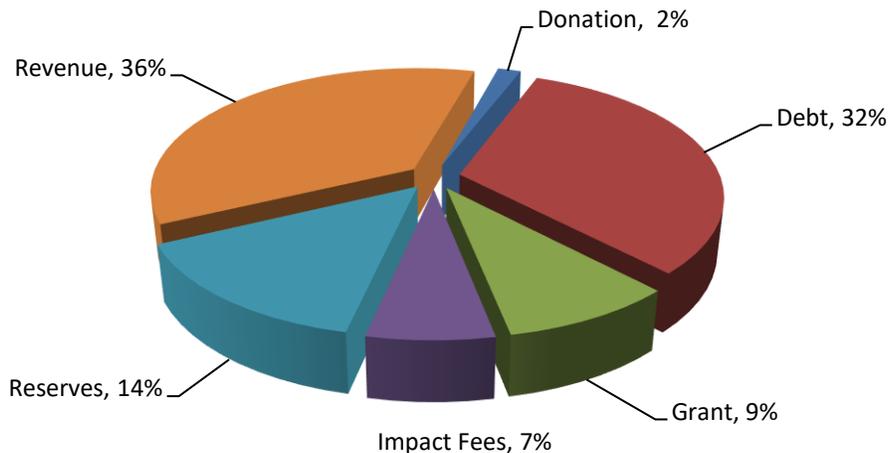
*Government Impact Fees* – The City collects revenue from Police Impact Fees, Fire Impact Fees, Parks and Recreation Impact Fees, and General Government building Impact Fees. This source of revenue can only be used for the purpose of new acquisitions of land, facilities, or equipment necessary as a result 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	Downtown CRA Fund	Grants & Special Revenue Fund	Water & Sewer Fund	Airport Fund	Stormwater Fund	5 Year Total
Donation	-	-	2,899,272	-	-	-	2,899,272
Debt	12,000,000	-	-	43,500,000	-	-	55,500,000
Grant	-	-	1,512,237	-	14,092,500	-	15,604,737
Impact Fees	-	-	200,000	11,108,186	-	-	11,308,186
Reserves	11,715,443	-	1,547,380	11,785,116	-	-	25,047,939
Revenue	-	127,000	-	53,568,133	2,481,500	6,658,517	62,835,150
Unfunded	-	-	-	-	-	-	-
<b>Total</b>	<b>23,715,443</b>	<b>127,000</b>	<b>6,158,889</b>	<b>119,961,435</b>	<b>16,574,000</b>	<b>6,658,517</b>	<b>173,195,284</b>

## 2021-22 through 2025-26 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.		
Project List (requested year order)	<b>Year</b>	<b>Description</b>	<b>Amount</b>
	2022	Live Scanner System	6,300
	2022	Clear Gov Budget	12,400
	2022	Replace copier Dept 208	14,154
	2022	Sperling Optical network	14,500
	2022	Cellebrite (Police)	17,500
	2022	Lexipol	29,500
	2022	Microsoft Server 2019	36,500
	2022	Fortigate Replacement Firewalls	43,696
	2022	Server Replacement (refresh)	72,000
	2022	Accela Platform Enhancement (480)	75,000
	2022	Laserfiche Upgrade/workflow	80,000
	2022	Large Format Plotter	5,000
	2023-2026	Replace Document Imaging Scanners	44,000
	2023	PTP Radio (PD, FS82,FS83,Airport, Spec Martin) 2018	63,000
	2023-2026	Underground Managed fiber between city buildings	600,000
	2024	Upgrade Email Archiver 2018	5,000
	2024	Update Network Disk space	40,000
	2024	Network Switch Upgrade	100,000
	2025	Sign Shop Printer	10,000
	2025	Upgrade MS SQL server	14,000
	2025	City WIFI 2019	30,000
	2025	Engineering Large Format Printer2019	30,000
	2025	Upgrade system Backup solution	75,000
	2025	Upgrade MS Office	150,000
	<b>General Government Total</b>		<b>\$ 1,567,550</b>
	2022	Wayfinding Signs	25,000
	2025	Sign Shop Printer	35,000
	<b>Transportation Total</b>		<b>\$ 60,000</b>
	2026	Sound System at Spec Martin Stadium	150,000
2026	Video Board at Spec Martin Stadium	800,000	
<b>Culture &amp; Recreation Total</b>		<b>\$ 950,000</b>	
2022	Neptune AMI Pilot	300,000	
<b>Public Health Total</b>		<b>\$ 300,000</b>	
<b>Total Technology Projects</b>		<b>\$ 2,877,550</b>	
Justification	To take advantage of the rapid advancements in computer and wireless technology to the benefit of staff and the community		
Funding Source	<b>Technology Funding Source</b>		
	Water & Sewer Fund	\$	300,000
	Revenue	\$	25,000
	Reserves	\$	2,552,550
	<b>Total</b>	<b>\$</b>	<b>2,877,550</b>

Estimated Operating Costs/Savings	Estimate an additional \$75,000 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.		
Project List (requested year order)	<b>Year</b>	<b>Description</b>	<b>Amount</b>
	2022	Level Pavers in Civic Plaza	5,200
	2022	Meeting Room Chair Replacement (80 Chairs City Hall)	12,000
	2023-2025	Replace Christmas Tree - City Hall	30,000
	2023	Replace the carpet with carpet squares - City Hall	150,000
	2024	Replace Vinyl Tile in City Hall	100,000
	<b>General Government Total</b>		<b>\$ 297,200</b>
	2022	Fire Station #81 FFE for new station	51,249
	2022	Fire Station 81 Reserve Garage	410,000
	2022	PD parking lot security fencing	181,000
	2023	Fire Station #82 Improvements	100,000
	2023	Replace HVAC Control System	159,567
	2024	Replace HVAC chillers	386,107
	2026	Expand Firearm Range Training Bldg	400,000
	<b>Public Safety Total</b>		<b>\$ 1,687,923</b>
	2022	Replace Air Conditioning at Burgess Building	6,650
	2022	Replace A/C Unit at Bill Dreggors Park Admin. Building	22,550
	2022	Replace Roof Main Administrative P&R Department Building	80,000
	2022	Replace A/C Unit at Chisholm Center Gymnasium	14,200
	2022	Install Blackout Drapes at Sanborn Center	9,830
	2022	Fish Building Roof	102,000
	2022	Renovation & Expansion Melching Field	5,798,544
	2022	Shade Structure at Chisholm Center	42,000
	2023	Skateboard Park Light Replacement	100,000
	2023	Tennis Court Light Replacement	200,000
	2023	Paint Sanborn Center Interior	10,000
	2023	Paint Sanborn Center Exterior	25,000
	2023	Replace Carpet throughout Wayne Sanborn Center	40,000
	2023	Replace Chairs at Wayne Sanborn Center	45,000
	2024	Renovate Little League Operations Tower	20,000
	2024	Replace All or Part of Kitchen Equipment at Wayne Sanborn Center	150,000
	2024	Paint Spec Martin Stadium Exterior	40,000
	2026	Construction of Recreation Center Complex	12,000,000
	<b>Culture &amp; Recreation Total</b>		<b>\$ 18,705,774</b>
	2022	Utilities Administration Building Construction	10,090,000
	2022	WWTP Bld A/C Roof Replacement #2	12,000
	2022	WWTP Bld A/C Roof Replacement #1	14,000
	2022	Re-Metal Roof WP#2 Facilities Bld	16,767
	<b>Public Health Total</b>		<b>\$ 10,132,767</b>

Project List (requested year order)	<b>Year</b>	<b>Description</b>	<b>Amount</b>																				
	2022	New fence installed in Sport Village	14,000																				
	2022	Design Phase 2 of East Hangar Complex (Sport Village)	130,000																				
	2023	Construct additional Hangars	2,000,000																				
	2024	East Hanger Complex Phase 2, Infrastructure Construction	1,800,000																				
	2025	East Hanger Complex Phase 3, Infrastructure Design	150,000																				
	2025	Design and Construct Hangars	2,400,000																				
	2026	Construct East Hangar Complex Phase 3	1,400,000																				
	<b>Airport Total</b>			<b>\$ 7,894,000</b>																			
	2022	NEW Pole Barn	245,000																				
	2023	City Hall SW Pump Station	2,761,608																				
	2024	Public Service Building Improvements	65,000																				
2024	Property Acquisition/Design New Hampshire Ave & S Garfield Ave	250,000																					
<b>Stormwater Total</b>			<b>\$ 3,321,608</b>																				
<b>Total Facility Projects</b>			<b>\$ 42,039,272</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	<p><b>Facility Funding Source</b></p> <table border="1"> <tr> <td>Donation</td> <td>\$ 2,899,272</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 2,010,000</td> </tr> <tr> <td>Grant</td> <td>\$ 7,177,065</td> </tr> <tr> <td>Impact Fees</td> <td>\$ 200,000</td> </tr> <tr> <td>Reserves</td> <td>\$ 14,286,560</td> </tr> <tr> <td>Water &amp; Sewer Revenue</td> <td>\$ 42,767</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 3,321,608</td> </tr> <tr> <td>Revenue</td> <td>\$ 102,000</td> </tr> <tr> <td>Debt</td> <td>\$ 12,000,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 42,039,272</b></td> </tr> </table>			Donation	\$ 2,899,272	Airport Fund Revenue	\$ 2,010,000	Grant	\$ 7,177,065	Impact Fees	\$ 200,000	Reserves	\$ 14,286,560	Water & Sewer Revenue	\$ 42,767	Stormwater Fund Revenue	\$ 3,321,608	Revenue	\$ 102,000	Debt	\$ 12,000,000	<b>Total</b>	<b>\$ 42,039,272</b>
Donation	\$ 2,899,272																						
Airport Fund Revenue	\$ 2,010,000																						
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Reserves	\$ 14,286,560																						
Water & Sewer Revenue	\$ 42,767																						
Stormwater Fund Revenue	\$ 3,321,608																						
Revenue	\$ 102,000																						
Debt	\$ 12,000,000																						
<b>Total</b>	<b>\$ 42,039,272</b>																						
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>Estimate \$110,000 per year for Recreation Center Complex maintenance/repair and utility taxes.</li> <li>Estimate \$67,400 per year for t-hangar maintenance/repair and electric/water usage costs.</li> </ul>																						
Anticipated Revenue Increase	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.																						

## Equipment

Location	Various divisions		
Description	Includes acquisition and replacement of equipment		
Project List (requested year order)	<b>Year</b>	<b>Description</b>	<b>Amount</b>
	2023	Replace vehicle, 2008 Ford F350, 136-5135; 136-193	30,000
	2024	Replace vehicle, 2013 Ford F150 #191A	20,000
	2024	Replace 2012 electric scissor lift	100,000
	2025	Fuel Tank, 5,000 Gallon Diesel	15,150
	2026	131111A, Replace 2015 Nissan-Director	30,000
	<b>General Government Total</b>		

Project List  
(requested  
year order)

Year	Description	Amount
2022	NEW Kubota Excavator KX040	58,178
2022	Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	162,157
2023	Replace mower, Kubota Diesel 132INM520	14,000
2023	Replace mower, Kubota Diesel 132M507	16,000
2023	Replace vehicle, 2008 Ford F350 4x4, 133-5144; 133-151	35,200
2024	Replace vehicle, 2013 Ford F-250, 132-5479, 134-135	30,000
2024	Replace lowboy trailer to attach to 450-168	60,000
2025	Replace vehicle, 2009 Sterling Acterra #124	95,000
2026	T8-2011 Trailer King (dbl drum asphalt compactor trailer)	12,000
2026	132S-Replace, Thermoplastic Kettle	15,000
2026	1320112-2008 Kubota Tractor - ADD	25,000
2026	132133A. 2014 Ford F150 on call truck-#133A	25,000
2026	132128A, 2012 Ford F350 4x4 crew cab-#128A	55,000
<b>Transportation Total</b>		<b>\$ 729,423</b>
2022	Replace Sodcutter at Melching Field	6,150
2022	Replace 2013 John Deere, 1410-MOW-002, 1403-5505	8,845
2022	Mower, Replace 2012 Scagg Cheetah #1403-MOW-006	8,845
2022	Scooter, Electric Replaces 2007 Toro Electric Scooter	8,875
2022	Replace 2003 John Deere Gator #61	8,875
2022	Vehicle, Replace 2000 J Deere 4400 Tractor	19,086
2022	Replace Vehicle, 2002 Ford Ranger, 1403-22, 1403-4890	36,973
2022	Replace Playground Equipment at Jackson Lane Park	198,345
2023	Replace Verticutter	8,000
2023	Replace Vehicle, 2011 Toro Gas Scooter, 1403-5339; 1403-76	11,000
2023	Replace 2013 John Deere Zero Turn Mower #61, 1403-5504	12,000
2023	Electric Scooter, Replace 2007 Toro Electric Scooter #75	13,000
2023	Renovate Operations Tower at Sperling Sports Complex	20,000
2023	Vehicle, Replace 2006 Ford Ranger Pickup #29, 1403-0029	28,000
2023	Truck, 1/2 ton, replace 2006 Ford F-1410, #28, 1403-5068	30,000
2023	Vehicle, Replace 2003 Ford Van 1403-4938; 1403-44	30,000
2023	Replace 2007 Toro Reel Mower, 1403-5191; 1403-#MOWA	50,000
2023	Replace 2011 Toro Reel Mower, 1403-5338; 1403-10	50,000
2023	Replace Pool Pump at Chisholm Pool	15,000
2024	Replace 2012 Toro Workman Scooter #65, 1403-0065	14,000
2024	Replace Rota Dairon	15,000
2024	Replace 2013 Chevrolet Captiva, 1403-5483, 1403-57	20,000
2024	Replace 1993 Ford Tractor, 1403-3524; 1403-10	23,000
2024	Vehicle, replace 2006 Ford F-1410, 1403-5011; 1403-25	28,000
2024	Replace 2004 John Deere Tractor #15, 1403-0015, 1403-4980	30,000
2024	Replace 2012 Ford F-1410 Crew Cab Pickup, 1403-5422	32,000
2024	Replace 2009 Cargo Box Truck, 1403-5286; 1403-54	37,000
2025	Replace 2019 Kubota 60" Mower, 1403-MOWC	15,000
2025	Replace 2019 Kubota 54" Zero Turn Mower, 1403-MOWS	15,000
2025	Replace 2019 Kubota 60" Zero Turn Mower 1403-MOWQ	15,000
2025	Replace 2019 Kubota 54" Zero Turn Mower 1403-MOWR	15,000
2025	Vehicle, Replace 2015 Nissan Titan Truck #23, 1403-0023	32,000
2025	Replace 2013 Spider Mower #15	50,000
2025	Replace Playground Equipment at Eastside Park	150,000
<b>Culture &amp; Recreation Total</b>		<b>\$ 1,053,994</b>
2022	Valve Maintenance Trailer	80,650
2022	WP#6 Generator Shroud Cover	9,636
2022	WTP#4 Well #6 Motor Replacement	11,566
2022	WP#1 Submersible Mixing Unit	14,115
2022	WP#3 Submersible Mixing Unit	14,115
2022	WP#12 Submersible Mixing Unit	14,115

	<b>Year</b>	<b>Description</b>	<b>Amount</b>	
Project List (requested year order)	2022	WTP#2 Well #3 & #4 Motor Replacement	16,153	
	2022	WP#12 VFD Replacement	20,720	
	2022	WP#4 Well Pump and Piping Replacement	28,138	
	2022	WP#12 CROM Tank Rehab	47,300	
	2022	WP#2 Well Pump and Piping Replacement	50,464	
	2022	Small Diaphragm Pump	5,950	
	2022	New vehicle, F150 4x4	36,000	
	2022	Replace vehicle, 2012 Ford F250, 204-5417; 204-94	44,000	
	2022	Pista Grit Concentrator	5,830	
	2022	Lab Field Analyzer	7,965	
	2022	Turbidity and Suspended Solids Analyzer	8,750	
	2022	Autoclave	15,627	
	2022	Sludge Bld #2 A/C Replacement	22,796	
	2022	North Amelia Gate Replacement	45,000	
	2022	Open Mowing Trailer	5,500	
	2022	Vivax Mitrotech Locators	21,325	
	2022	New F150 4 X 4 Pickup Truck	36,000	
	2022	Generator, L/S #75 (60Kw)	40,658	
	2022	New vehicle, Electrician Van	41,500	
	2022	Standby Generator for L/S #4 at SW Middle School	41,530	
	2022	L/S #47 Replacement and Panel Box	44,149	
	2022	Multi-Tank Fuel Trailer	44,649	
	2022	L/S #55 Replacement & Panel Box	54,703	
	2022	L/S #75 Replacement and Panel Box	54,703	
	2022	L/S #76 Replacement and Panel Box	63,879	
	2022	L/S #81 Replacement and Panel Box	65,879	
	2022	Genie3-2018 Upgrade Trade in	8,327	
	2022	New Vehicle to Fleet Silverado 1500 4x4	29,066	
	2022	Fork Lift	30,736	
	2022	New Vehicle to Fleet Ford Transit Cargo Van	49,451	
	2022-2026		Water Meter Replacements	2,950,000
	2023		Replace vehicle, 2014 Ford F250, 203-5565; 203-279	40,000
	2023		WP#10 VFD Conversion on Pumps	70,000
	2023		Replace vehicle, 2011 Ford F250, 204-5364; 204-89	32,000
	2023		Vehicle, replace 2013 Ford PU 204-97	37,000
	2023		Replace vehicle, 2003 Cat Excavator/Loader, 204-4984; 204-63	120,000
	2023		Vehicle, replace 2015 Ford Transit 206-284	27,000
	2023		Vehicle, replace 2014 F250 4x4 206-277	30,000
	2023		Replace vehicle, 2014 Ford F250, 206-280	45,000
	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
	2023		LS #7 Replacment and Panel Box	59,500
	2023		Replace vehicle, 2011 Ford F250, 210-5363; 210-272	30,000
	2024		Replace vehicle, 2015 Ford F250, 203-281	40,000
2024		WP#9 Aerator replacement	60,000	
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 Stanby Generator and Transfer Switch	36,000	
2024		LS #20 Replacement and Panel Box	56,000	
2024		LS #65 Replacement and Panel Box	56,000	

	<b>Year</b>	<b>Description</b>	<b>Amount</b>												
Project List (requested year order)	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, 2015 Ford F250, 210-282	39,000												
	2025	Replace vehicle, 2016 Ford F250, 204-289	42,500												
	2025	LS #80 Generator and Transfer Switch	41,000												
	2025	Replace Vehicle, 2013 F150, #274, 206-5480	42,000												
	2025	LS #86 Replacement and Panel Box	52,500												
	2025	LS #85 Replacement and Panel Box	54,000												
	2025	LS #82 Replacement and Panel Box	54,500												
	2025	LS #84 Replacement and Panel Box	56,000												
	2025	LS # 1 Replacement and Panel Box	62,314												
	2025	Replace vehicle, 2014 Ford Escape, 208-5530, 208-10	24,000												
	2026	Replace vehicle, 2016 Ford F250, 204-288	45,000												
	2026	Vehicle Replacement #283	40,000												
	2026	LS #84 Generator and Transfer Switch	50,000												
	2026	LS #87 Replacement and Panel Box	53,035												
	2026	LS #83 Replacement and Panel Box	54,151												
	2026	LS #28 Replacement and Panel Box	56,607												
	2026	LS #90 Replacement and Panel Box	61,045												
	2026	LS #26 Replacement and Panel Box	66,104												
	2026	Vehicle Replacement #297	70,000												
	2026	Vehicle Replacement #286	40,000												
		<b>Public Health Total</b>		<b>\$ 6,427,998</b>											
		2022	450M513 (IN-MW-513) 2012 60" Kubota	9,479											
		2022	NEW F150 for SW Inspection Equipment	30,866											
		2022	Replace 450-PP-04- 2005 - 6" mobile pump	49,333											
		2022	Replace 2012 Skid Steer w/Loader, 450-5429, 450-171	71,266											
		2022	New SW Camera Collection Vehicle	117,504											
		2022	4500168, Replace 1999 Sterling Tractor	199,951											
		2022	Replace 450TRI - ditch bank mower	201,715											
		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	450TL02-(SW-TL-002) 2013 Dual Tandem Equipment Trailer	10,000												
		Replace mower, Radio controlled slope mower, 450-015(transferred to Parks & Rec)	50,000												
	2025														
	2026	4500148, 2014 Turf Maker-325 (hydroseeder)-#148	20,000												
	<b>Stormwater Total</b>		<b>\$ 864,114</b>												
	<b>Total Equipment Projects</b>		<b>\$ 13,031,997</b>												
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"><b>Equipment Funding Source</b></th> </tr> </thead> <tbody> <tr> <td>Water &amp; Sewer Fund Revenue</td> <td>\$ 6,427,998</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 864,114</td> </tr> <tr> <td>Grants</td> <td>\$ 99,172</td> </tr> <tr> <td>Reserves</td> <td>\$ 5,640,713</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 13,031,997</b></td> </tr> </tbody> </table>			<b>Equipment Funding Source</b>		Water & Sewer Fund Revenue	\$ 6,427,998	Stormwater Fund Revenue	\$ 864,114	Grants	\$ 99,172	Reserves	\$ 5,640,713	<b>Total</b>	<b>\$ 13,031,997</b>
<b>Equipment Funding Source</b>															
Water & Sewer Fund Revenue	\$ 6,427,998														
Stormwater Fund Revenue	\$ 864,114														
Grants	\$ 99,172														
Reserves	\$ 5,640,713														
<b>Total</b>	<b>\$ 13,031,997</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
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## Other Improvement Projects

Location	Various City locations		
Description	Includes projects not classified otherwise		
Project List (requested year order)	<b>Year</b>	<b>Description</b>	<b>Amount</b>
	2025	Parking Lot Seal and Restripe	8,000
	<b>General Government Total</b>		<b>\$ 8,000</b>
	2023	Sperling Sports Complex Baseball Field Renovation	40,000
	2024	Renovate 3 Little League Fields at Earl Brown Park	100,000
	2024	Tennis Court Surface Rebuilt	100,000
	2025	Renovate Softball Fields #1, #2, & #3 at Sperling Sports Complex	125,000
	2025	Renovate Skateboard Park	200,000
	2025	Replace Flooring at Freedom Playground	200,000
	2026	Seat Replacement at Spec Martin Stadium Suites	100,000
	<b>Culture &amp; Recreation Total</b>		<b>\$ 865,000</b>
	2022	Northeast Well Field Land Acquisition	1,000,000
	2022	Ameila Ave Roundabout Utility Relocation	40,000
	2022	DeLeon Springs Water Main Improvements	2,000,000
	2022	2022 Water Main Improvements	2,642,186
	2022	Wiley M.Nash S. Reclaim Pump Station Construction	1,600,000
	2022	Wiley M. Nash Capacity Upgrade Design	2,540,000
	2022	Reclaim Water Expansion Design Phase #5	216,000
	2022	Sewer Jet	454,894
	2022	Spring Hill Phase #4 Sewer Design	200,000
	2022	East Regional Force Main Sewer Design	300,000
	2022-2026	Manhole Rehabilitation	300,000
	2022-2026	Sewer Line Rehabilitation	750,000
	2023	WP #10 Construction	25,000,000
	2023	2023 Water Main Improvements	750,000
	2023	US 92 Water Main	841,050
	2023	Hazen Road/Greens Dairy WM	1,044,900
	2023	Airport North Loop Water Main	1,644,988
	2023	Reclaim water expansion phase #6	925,800
	2023	Minnesota Ave Reclaim Loop	1,257,700
	2023	Reclaim Water Expansion Construction Phase #5	2,100,000
	2023	Wiley M. Nash Capacity Upgrade	18,500,000
	2023	Spring Hill Phase #4 Sewer Constuction	2,000,000
	2023	East Regional Force Main Sewer Construction	3,000,000
	2024	2024 Water Main Improvments	750,000
	2024	Hazen Road/Mercer Fernery	1,061,364
	2024	EVWS DSI Project - C	1,075,538
	2024	EVWS DSI Project (A) 16" WM	1,171,419
	2024	SW service area expnasion loop	1,941,804
	2024	Reclaim line, 12" reclaim system to Brandy Trails WWTP	550,000
2024	Reclaim Water Expension Phase #7	684,700	
2024	Blue Lake Reclaim Loop	736,250	
2025	Central City Well OC-2	600,000	

	<b>Year</b>	<b>Description</b>	<b>Amount</b>				
Project List (requested year order)	2025	Northeast Well Field Design	1,000,000				
	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	EVWS DSI Project (B) SW area elevated tank	2,755,000				
	2025	Reclaim Water Expansion phase #8	684,700				
	2025	Lonleaf Plantation LP-1 Collection System Design	400,000				
	2025-2026	Deep Creek/Leffler Test Well Project	5,500,000				
	2026	Farmton Water Supply Project	500,000				
	2026	2026 Water Main Improvements	1,000,000				
	2026	WP#10 DSI Project (C )	1,486,576				
	2026	Daytona Park Estates Ph#1	2,977,321				
	2026	Reclaim Water Expansion Phase #9	1,200,000				
	2026	LA-1 Land application site	1,252,800				
	2026	Country Club Estates Sewer Retrofit Design	500,000				
	2026	Lonleaf Plantation LP-1 Collection System Construct	2,737,800				
	<b>Public Health Total</b>			<b>\$ 103,100,670</b>			
	2022	Stone Street - Right of Way and ADA Improvements	120,000				
	<b>Transportation Total</b>			<b>\$ 120,000</b>			
	2022	Design additional Hangars	110,000				
	2022	Design Rehabilitate South-Central Apron	120,000				
	2022	Fencing & Wetland Mitigation for Wildlife management	350,000				
	2023	Design rehabilitation of runway 5/23	145,000				
	2023	Design Rehabilitate Taxiway "A" , "B" & "C"	440,000				
	2024	Update Master Plan and ALP	385,000				
	2024	Construct rehabilitate taxiway "C"	950,000				
	2024	Construct rehabilitate runway 5-23	1,400,000				
	2024	Construct rehabilitate taxiway "B"	2,100,000				
	2024	Construct rehabilitate taxiway "A"	2,400,000				
	2025	Design Parallel Taxiway	280,000				
	<b>Airport Total</b>			<b>\$ 8,680,000</b>			
	2022-2026	Misc. Stormwater Pond Improvements	100,000				
	2022	980 Pennsylvania Ave Drainage Improvement	72,000				
2022-2026	Misc. Stormwater Neighborhood Improvements	350,000					
2022	Hubbard Ave & High St Drainage Improvements	100,000					
2023	Wisconsin Ave Pipeline Improvement	225,000					
2024	Earl Brown Pond Dredging & Improvements Project	225,000					
2024	Painter's Pond Improvements	250,000					
2025	Walts Avenue Pond	75,000					
2025	New Hampshire Ave & S Garfield Ave Drainage & Pond Improvements	175,000					
2025	SW Pipelining Projects NW Quadrant	250,000					
2026	Crystal Cove Pump Station Improvement	75,000					
2026	Bent Oak Pond Improvements	100,000					
2026	University Ave Drainage Improvements	475,795					
<b>Stormwater Total</b>			<b>\$ 2,472,795</b>				
<b>Total Other Improvements Projects</b>			<b>\$ 115,246,465</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> <table border="0"> <tr> <td>Water &amp; Sewer Fund Revenue</td> <td>\$ 48,492,484</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 471,500</td> </tr> </table>			Water & Sewer Fund Revenue	\$ 48,492,484	Airport Fund Revenue	\$ 471,500
Water & Sewer Fund Revenue	\$ 48,492,484						
Airport Fund Revenue	\$ 471,500						

	<table> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 2,472,795</td> </tr> <tr> <td>Grant</td> <td>\$ 8,208,500</td> </tr> <tr> <td>Debt</td> <td>\$ 43,500,000</td> </tr> <tr> <td>Impact Fees</td> <td>\$ 11,108,186</td> </tr> <tr> <td>Reserves</td> <td>\$ 873,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 115,126,465</b></td> </tr> </table>	Stormwater Fund Revenue	\$ 2,472,795	Grant	\$ 8,208,500	Debt	\$ 43,500,000	Impact Fees	\$ 11,108,186	Reserves	\$ 873,000	<b>Total</b>	<b>\$ 115,126,465</b>
Stormwater Fund Revenue	\$ 2,472,795												
Grant	\$ 8,208,500												
Debt	\$ 43,500,000												
Impact Fees	\$ 11,108,186												
Reserves	\$ 873,000												
<b>Total</b>	<b>\$ 115,126,465</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, operating leases 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. All current debt is being paid by the General Fund. The City’s current bond rating is AAA (S&P).

### Long-Term Debt Balances as of 9/30/21

Fiscal Year	Governmental Activities			
	<u>Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022		1,201,387	346,146	1,547,533
2023		1,231,468	316,045	1,547,513
2024		1,124,141	286,194	1,410,334
2025		1,067,320	259,133	1,326,453
2026		1,094,087	232,363	1,326,451
5-Year Total		5,718,403	1,439,880	7,158,283
2027-2031		5,005,602	759,262	5,764,864
2032-2036		3,017,725	241,591	3,259,315
2037-2039		1,336,415	38,783	1,375,198
Total		<u>\$ 15,078,144</u>	<u>\$ 2,479,516</u>	<u>\$ 17,557,660</u>

## Outstanding Principal

### Governmental Activities

**Notes Payable:**

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. 1,703,783

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.	644,990
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.	2,816,180
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.	929,523
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.	8,983,669
<b>Total Governmental Activities Long-Term Debt</b>	<b>\$15,078,144</b>

# CAPITAL LEASES

## Statement of Purpose

Cancelable capital leases are utilized by the City for various purposes including equipment lease purchases when deemed appropriate and fiscally responsible by the Finance Director. The City has two capital leases for equipment which include the lease purchase of an Arrow Tower Truck and various printers used throughout City facilities.

Commencing July 2020, the City entered into a lease purchase agreement with Truist Bank for an Arrow 100' Tower Truck valued at \$1,352,782. The lease agreement qualifies as a capital lease and, therefore, has been recorded at the present value of future minimum lease payments as of the inception date. The General Fund is responsible for all lease payments which are due annually, including interest at 1.4%, for a term of 84 months or 7 years. The future minimum lease obligation and net present value are shown in the table below.

Commencing July 2020, the City entered into a lease purchase agreement with DEX Imaging for 24 printers valued at \$201,287. The lease agreement qualifies as a capital lease and, therefore, has been recorded at the present value of future minimum lease payments as of the inception date. The General Fund is responsible for all lease payments which are due annually with no interest for a term of 63 months. At the end of the lease, the City may choose to buy each printer for \$1. The future minimum lease obligation and net present value are shown in the table below.

### Operating Lease Payments Due Governmental Activities

Fiscal Year	<u>Arrow Ladder Truck</u>		<u>Copiers/Printers</u>		<u>Total</u>
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2022	187,882	16,345	39,597	-	243,825
2023	190,513	13,715	39,597	-	243,825
2024	193,180	11,047	39,597	-	243,825
2025	195,884	8,343	39,597	-	243,825
2026	198,627	5,600	3,324	-	207,551
2027	201,408	2,820	-	-	204,227
<b>Total</b>	<b>\$ 1,167,494</b>	<b>\$ 57,870</b>	<b>\$ 161,713</b>	<b>\$ -</b>	<b>\$ 1,387,077</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, 2021, 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>
2022	155,098	70,064	225,162
2023	160,596	64,566	225,162
2024	166,292	58,870	225,162
2025	172,193	52,969	225,162
2026	178,306	46,856	225,161
5-Year Total	832,485	293,324	1,125,810
2027-2031	832,677	140,727	973,404
2032-2036	333,354	15,366	348,720
	\$ 1,998,516	\$ 449,417	\$ 2,447,934

### 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. 929,523

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. 1,068,993

**Total Advances to/from Other Funds** **\$1,998,516**

# 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 five (5) 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 21-22

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 100</b>	<b>1040</b>	<b>\$15.00</b>	<b>\$15,600</b>	<b>\$24.75</b>	<b>\$25,740</b>
P/T unclassified (Lifeguards, Lump Sum, Interns)					
Park Ranger at EB Park					
Animal Care Kennel Assistant					
Gym Supervisor					
Recreation Assistant					
<b>PAY GRADE 101</b>	<b>2080</b>	<b>\$15.00</b>	<b>\$31,200</b>	<b>\$24.75</b>	<b>\$51,480</b>
Administrative Assistant I					
Airport Ops Tech I					
Maintenance Worker I					
Maintenance Worker I - Sports Turf					
<b>PAY GRADE 102</b>	<b>2080</b>	<b>\$15.75</b>	<b>\$32,760</b>	<b>\$25.99</b>	<b>\$54,059</b>
Airport Ops Tech II					
Maintenance Worker II					
<b>PAY GRADE 103</b>	<b>2080</b>	<b>\$16.54</b>	<b>\$34,403</b>	<b>\$27.29</b>	<b>\$56,763</b>
Administrative Assistant II					
Cashier/Customer Service Rep I					
Maintenance Worker III					
Parking Enforcement Officer					
Permit Clerk I					
Police Records Clerk I					
Recreation Leader					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 104</b>	<b>2080</b>	<b>\$17.37</b>	<b>\$36,130</b>	<b>\$28.66</b>	<b>\$59,613</b>
Animal Control Officer					
Arborist Technician I					
Athletic Sports Coordinator					
Cashier/Customer Service Rep II					
Community Service Aide					
Document Imaging Specialist					
Equipment Operator I					
Evidence/Property Clerk					
Parks & Recreation Program Technician					
Permit Clerk II					
Police Records Clerk II					
Sign Maintenance Technician I					
Utility Equipment Technician					
Utility Billing Specialist I					
Utility Maintenance Equipment Tech					
<b>PAY GRADE 105</b>	<b>2080</b>	<b>\$18.24</b>	<b>\$37,939</b>	<b>\$30.10</b>	<b>\$62,608</b>
Administrative Assistant III					
Airport Ops Tech III					
Apprentice Electrician					
Arborist Tech Inspector					
Arborist Technician II					
Cashier/Customer Service Rep III					
Equipment Mechanic I					
Equipment Operator II					
Irrigation Technician					
Permit Clerk III					
Police Records Clerk III					
Sign Maintenance Technician II					
Utility Billing Specialist II					
<b>PAY GRADE 106</b>	<b>2080</b>	<b>\$19.15</b>	<b>\$39,832</b>	<b>\$31.60</b>	<b>\$65,728</b>
Arborist Inspector					
Arborist Technician III					
CADD Drafter					
Chisholm Center Supervisor					
Customer Service Support Specialist					
Equipment Mechanic II					
Equipment Operator III					
Irrigation Technician II					
Lead Worker					
Maintenance Construction Technician I					
Permit Team Lead					
Stormwater Technician I					
Utility Customer Service Team Lead					
Zoning Technician					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 107</b>	<b>2080</b>	<b>\$20.11</b>	<b>\$41,829</b>	<b>\$33.18</b>	<b>\$69,014</b>
Administrative Coordinator					
Civilian Evidence Technician					
Code Enforcement Officer					
Equipment Mechanic III					
Irrigation Technician III					
Maintenance Construction Technician II					
Marketing/Special Event Coordinator					
Utility Billing Analyst					
<b>PAY GRADE 108</b>	<b>2080</b>	<b>\$21.12</b>	<b>\$43,930</b>	<b>\$34.85</b>	<b>\$72,488</b>
Accounts Payable Administrator					
Accounts Receivable Administrator					
Animal Services Administrator					
Civilian Investigative Specialist					
Journeyman Electrician					
Maintenance Construction Technician III					
Office Administrator					
Payroll Administrator					
Police Athletic League Program Director					
<b>PAY GRADE 109</b>	<b>2080</b>	<b>\$22.18</b>	<b>\$46,134</b>	<b>\$36.60</b>	<b>\$76,128</b>
Assistant Parks Superintendent					
Chisholm Center Director					
Community Development Coordinator					
Customer Service Supervisor					
Deputy City Clerk					
Engineering Inspector					
Environmental Compliance Coordinator					
Fleet Maintenance Foreman					
Foreman I					
GIS Technician					
Civilian Evidence Supervisor					
Parks Maintenance Foreman					
Permit Team Supervisor					
Sanborn Activities Center Director					
Spring Hill Resource Center Director					
Utility Billing Supervisor					
Victims Advocate					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 110</b>	<b>2080</b>	<b>\$23.29</b>	<b>\$48,443</b>	<b>\$38.43</b>	<b>\$79,934</b>
Airport Ops Foreman II					
Foreman II (with approved state certifications)					
Foreman II Sports/Turf					
GIS Analyst					
HR/Worker's Compensation/Pension Administrator					
Human Resources Administrator					
IT Support Specialist					
Maintenance/Construction Foreman					
Paralegal					
<b>PAY GRADE 111</b>	<b>2080</b>	<b>\$24.45</b>	<b>\$50,856</b>	<b>\$40.34</b>	<b>\$83,907</b>
Engineering Contract Administrator					
Master Electrician					
Purchasing Coordinator					
<b>PAY GRADE 112</b>	<b>2080</b>	<b>\$25.67</b>	<b>\$53,394</b>	<b>\$42.36</b>	<b>\$88,109</b>
Community Information Specialist					
Executive Assistant to City Manager					
Garage/Fleet Maintenance Superintendent					
GIS Coordinator					
IT Security Analyst					
Parks and Recreation Superintendent					
Parks and Recreation Turf Superintendent					
Planner I					
Recreation Manager					
Senior Accountant					
Streets/Stormwater Superintendent					
Tree/Urban Superintendent					
Utility Designer					
<b>PAY GRADE 113</b>	<b>2080</b>	<b>\$26.95</b>	<b>\$56,056</b>	<b>\$44.47</b>	<b>\$92,498</b>
City Forester					
Economic Development Coordinator					
<b>PAY GRADE 114</b>	<b>2080</b>	<b>\$28.30</b>	<b>\$58,864</b>	<b>\$46.70</b>	<b>\$97,136</b>
Engineering Designer					
<b>PAY GRADE 115</b>	<b>2080</b>	<b>\$29.72</b>	<b>\$61,818</b>	<b>\$49.04</b>	<b>\$102,003</b>
Chief Accountant					
IT Network Administrator					
IT Programmer/Analyst					
Senior Engineering Designer					
Senior GIS Coordinator					
Senior Planner					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 116</b>	<b>2080</b>	<b>\$31.21</b>	<b>\$64,917</b>	<b>\$51.50</b>	<b>\$107,120</b>
Budget Manager					
Community Public Information Officer					
Utility Billing Customer Service Manager					
IT Systems Administrator					
Land Development Manager					
Police Administration Manager					
Public Works Operations Manager					
Risk/Liability/Safety/Events Manager					
<b>PAY GRADE 117</b>	<b>2080</b>	<b>\$32.77</b>	<b>\$68,162</b>	<b>\$54.07</b>	<b>\$112,466</b>
Utility Construction Inspector					
Utility Engineer					

## Senior Management

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E101</b>	<b>2080</b>	<b>\$34.41</b>	<b>\$71,573</b>	<b>\$56.78</b>	<b>\$118,102</b>
Environmental Compliance Manager					
Facilities Manager					
<b>PAY GRADE E102</b>	<b>2080</b>	<b>\$36.13</b>	<b>\$75,150</b>	<b>\$59.61</b>	<b>\$123,989</b>
Sports Aviation Administrator					
<b>PAY GRADE E103</b>	<b>2080</b>	<b>\$37.94</b>	<b>\$78,915</b>	<b>\$62.60</b>	<b>\$130,208</b>
Airport Manager					
Economic Development Manager					
Deputy Parks & Rec Director					
Police Captain					
Utility Operations Manager					
<b>PAY GRADE E104</b>	<b>2080</b>	<b>\$39.84</b>	<b>\$82,867</b>	<b>\$65.74</b>	<b>\$136,739</b>
Assistant Finance Director					
Assistant I.T. Director					
Assistant Public Works Director					
Deputy City Engineer					
Deputy Community Development Director					
Deputy Utility Director					
Fire Division Chief					
<b>PAY GRADE E105</b>	<b>2080</b>	<b>\$41.83</b>	<b>\$87,006</b>	<b>\$69.02</b>	<b>\$143,562</b>
VACANT					
<b>PAY GRADE E106</b>	<b>2080</b>	<b>\$43.92</b>	<b>\$91,354</b>	<b>\$72.47</b>	<b>\$150,738</b>
Deputy Police Chief					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E107</b>	2080	\$46.12	\$95,930	\$76.10	\$158,288
Human Resources Director					
Parks & Recreation Director					
Planning Director					
Public Works Director					
<b>PAY GRADE E108</b>	2080	\$48.43	\$100,734	\$79.91	\$166,213
City Engineer / Deputy Public Services Director					
Community Development Director					
Finance Director					
Fire Chief					
Information Technology Director					
Utility Director / Deputy Public Services Director					
<b>PAY GRADE E109</b>	2080	\$50.85	\$105,768	\$83.90	\$174,512
Police Chief					
<b>PAY GRADE E110</b>	2080	\$53.39	\$111,051	\$88.09	\$183,227
Director of Public Services					
<b>PAY GRADE E111</b>	2080	\$56.06	\$116,605	\$92.50	\$192,400
Assistant City Manager					
<b>PAY GRADE APPOINTED</b>					
City Clerk-Auditor					
City Manager					

## Public Safety

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE F101</b>	2756	\$14.81	\$40,816	\$24.44	\$67,357
Firefighter/EMT (subject to collection bargaining)					
<b>PAY GRADE F102</b>	2756	\$16.29	\$44,895	\$26.88	\$74,081
Driver/Engineer (subject to collection bargaining)					
<b>PAY GRADE F103</b>	2756	\$18.73	\$51,620	\$30.90	\$85,160
Fire Lieutenant (subject to collection bargaining)					
<b>PAY GRADE F104</b>	2912	\$27.16	\$79,090	\$44.81	\$130,487
Fire Battalion Chief					
<b>PAY GRADE F105</b>	2080	\$18.24	\$37,939	\$30.10	\$62,608
Fire Logistics Officer					
<b>PAY GRADE F106</b>	2080	\$19.99	\$41,579	\$32.98	\$68,598
Fire Inspector					
<b>PAY GRADE F107</b>	2080	\$26.99	\$56,139	\$44.53	\$92,622
Fire Marshal					
<b>PAY GRADE E104</b>	2080	\$39.84	\$82,867	\$65.74	\$136,739
Fire Division Chief					
<b>PAY GRADE E108 [with Sr. Management Pay Scale]</b>	2080	\$48.43	\$100,734	\$79.91	\$166,213
Fire Chief					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE P101</b>	2184	\$22.42	\$48,965	\$36.99	\$80,786
Detective [subject to collection bargaining]		cadet = \$21.30			
Police Officer [subject to collection bargaining]					
<b>PAY GRADE P102</b>	2184	\$24.66	\$53,857	\$40.69	\$88,867
Police Corporal [subject to collection bargaining]					
<b>PAY GRADE P103</b>	2184	\$27.13	\$59,252	\$44.76	\$97,756
Police Sergeant [subject to collection bargaining]					
<b>PAY GRADE P104</b>	2184	\$31.20	\$68,141	\$51.48	\$112,432
Police Lieutenant [subject to collection bargaining]					
<b>PAY GRADE P105 [with Sr. Management Pay Scale]</b>	2080	\$37.94	\$78,915	\$62.60	\$130,208
Police Captain					
<b>PAY GRADE E104 [with Sr. Management Pay Scale]</b>	2080	\$43.92	\$91,354	\$72.47	\$150,738
Deputy Police Chief					
<b>PAY GRADE E109 [with Sr. Management Pay Scale]</b>	2080	\$50.85	\$105,768	\$83.90	\$174,512
Police Chief					

## Water Plant / Wastewater Treatment Plant

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U104</b>	2080	\$15.00	\$31,200	\$24.75	\$51,480
Utility Administrative Assistant I					
Utility Custodian I					
Utility Plant Tech I					
Utility Distribution Tech I					
Utility Collections Tech I					
Utility Plant Tech II					
<b>PAY GRADE U105</b>	2080	\$15.75	\$32,760	\$25.99	\$54,059
Utility Custodian II					
Utility Plant Tech II					
Utility Backflow Tech I					
Utility Distribution Tech II					
Utility Collections Tech II					
<b>PAY GRADE U106</b>	2080	\$16.54	\$34,403	\$27.29	\$56,763
Utility Administrative Assistant II					
Utility Custodian III					
Utility Plant Tech III					
Utility Distribution Tech III					
Utility Collections Tech III					
Utility Backflow Tech II					
Utility Locator I					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U107</b>	<b>2080</b>	<b>\$17.37</b>	<b>\$36,130</b>	<b>\$28.66</b>	<b>\$59,613</b>
Utility Backflow Tech III					
Utility Locator II					
<b>PAY GRADE U108</b>	<b>2080</b>	<b>\$18.24</b>	<b>\$37,939</b>	<b>\$30.10</b>	<b>\$62,608</b>
Utility Administrative Assistant III					
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>\$19.15</b>	<b>\$39,832</b>	<b>\$31.60</b>	<b>\$65,728</b>
Utility Laboratory Technician I					
Utility Equipment Operator II Water Distribution					
Utility Equipment Operator II Wastewater Collections					
Utility Equipment Mechanic I					
Utility Construction Technician II Collections					
<b>PAY GRADE U110</b>	<b>2080</b>	<b>\$20.11</b>	<b>\$41,829</b>	<b>\$33.18</b>	<b>\$69,014</b>
Utility Equipment Operator III Water Distribution					
Utility Equipment Operator III Wastewater Collections					
Utility Equipment Mechanic II					
Utility Water Plant Operator C					
Utility Wastewater Plant Operator C					
Utility Construction Technician III Collections					
Utility Valve and GIS Lead Worker I					
Utility Meter and Backflow Lead Worker I					
<b>PAY GRADE U111</b>	<b>2080</b>	<b>\$21.12</b>	<b>\$43,930</b>	<b>\$34.85</b>	<b>\$72,488</b>
Utility Journeyman Electrician I					
Utility Laboratory Technician II					
Utility Meter and Backflow Lead Worker II					
Utility Senior Wastewater Plant Operator C					
Utility Senior Water Plant Operator C					
Utility Project Coordinator I					
Utility Distribution Meter Tech Team Lead					
Utility Equipment Mechanic III					
Utility Valve and GIS Lead Worker II					
<b>PAY GRADE U112</b>	<b>2080</b>	<b>\$22.18</b>	<b>\$46,134</b>	<b>\$36.60</b>	<b>\$76,128</b>
Utility Journeyman Electrician II					
Utility Meter and Backflow Lead Worker III					
Utility Special Projects Coordinator I					
Utility Project Coordinator II					
Utility Billing Meter Supervisor					
Utility Valve and GIS Lead Worker III					
Utility Wastewater Plant Operator B					
Utility Water Plant Operator B					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U113</b>	<b>2080</b>	<b>\$23.29</b>	<b>\$48,443</b>	<b>\$38.43</b>	<b>\$79,934</b>
Utility Distribution Foreman I					
Utility Wastewater and Collections Foreman I					
Utility Journeyman Electrician III					
Utility Laboratory Technician III					
Utility Special Projects Coordinator II					
Utility Project Coordinator III					
Utility Senior Wastewater Plant Operator B					
Utility Senior Water Plant Operator B					
<b>PAY GRADE U114</b>	<b>2080</b>	<b>\$24.45</b>	<b>\$50,856</b>	<b>\$40.34</b>	<b>\$83,907</b>
Utility Cross Connection Foreman I					
Utility Special Projects Coordinator III					
Utilities Inspector I					
Utility Distribution Foreman II					
Utility Wastewater and Collections Foreman II					
<b>PAY GRADE U115</b>	<b>2080</b>	<b>\$25.67</b>	<b>\$53,394</b>	<b>\$42.36</b>	<b>\$88,109</b>
Utility Cross Connection Foreman II					
Utility Distribution Foreman III					
Utility Wastewater and Collections Foreman III					
Utility Senior Wastewater Plant Operator A					
Utility Senior Water Plant Operator A					
<b>PAY GRADE U116</b>	<b>2080</b>	<b>\$26.95</b>	<b>\$56,056</b>	<b>\$44.47</b>	<b>\$92,498</b>
Utility Assistant Chief Chemist I					
Utility Assistant Chief Wastewater Plant Superintendent I					
Utility Assistant Chief Water Plant Superintendent I					
Utility Cross Connection Foreman III					
<b>PAY GRADE U117</b>	<b>2080</b>	<b>\$28.30</b>	<b>\$58,864</b>	<b>\$46.70</b>	<b>\$97,136</b>
Utility Assistant Chief Chemist II					
Utility Assistant Chief Wastewater Plant Superintendent II					
Utility Assistant Chief Water Plant Superintendent II					
<b>PAY GRADE U118</b>	<b>2080</b>	<b>\$29.72</b>	<b>\$61,818</b>	<b>\$49.04</b>	<b>\$102,003</b>
Utility Assistant Chief Chemist III					
Utility Assistant Chief Wastewater Plant Operator III					
Utility Assistant Chief Water Plant Operator III					
<b>PAY GRADE U119</b>	<b>2080</b>	<b>\$31.21</b>	<b>\$64,917</b>	<b>\$51.50</b>	<b>\$107,120</b>
Utility Chief Environmental Chemist I					
Utility Instrumental Control and Electrical Supervisor I					
<b>PAY GRADE U120</b>	<b>2080</b>	<b>\$32.77</b>	<b>\$68,162</b>	<b>\$54.07</b>	<b>\$112,466</b>
Utility Chief Environmental Chemist II					
Utility Distribution Superintendent I					
Utility Wastewater Collections Superintendent I					
Utility Wastewater Plant Superintendent I					
Utility Water Plant Superintendent I					
Utility Instrumental Control and Electrical Supervisor II					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U121</b>	<b>2080</b>	<b>\$34.41</b>	<b>\$71,573</b>	<b>\$56.78</b>	<b>\$118,102</b>
Utility Chief Environmental Chemist III					
Utility Distribution Superintendent II					
Utility Wastewater Collections Superintendent II					
Utility Wastewater Plant Superintendent II					
Utility Water Plant Superintendent II					
Utility Instrumental Control and Electrical Supervisor III					

<b>PAY GRADE U122</b>	<b>2080</b>	<b>\$36.13</b>	<b>\$75,150</b>	<b>\$59.61</b>	<b>\$123,989</b>
Utility Distribution Superintendent III					
Utility Wastewater Collections Superintendent III					
Utility Wastewater Plant Superintendent III					
Utility Water Plant Superintendent III					

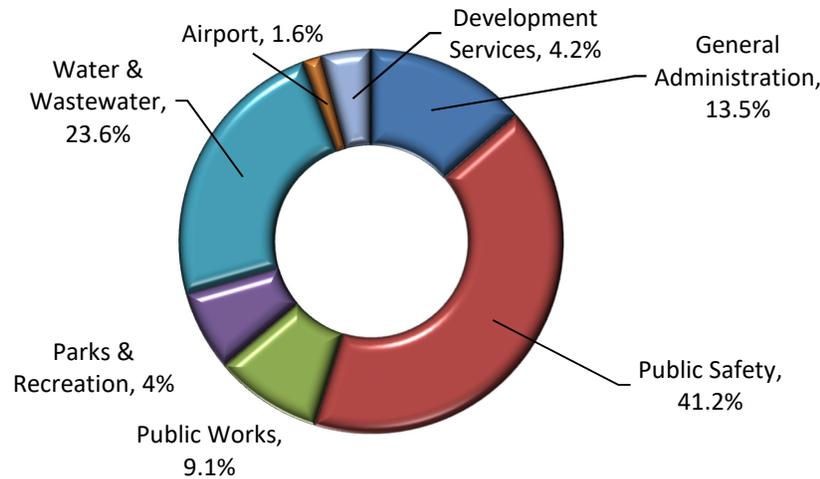
**Employees may earn additional shift differential pay based on scale below:**

- 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 Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE B100</b>	<b>2080</b>	<b>\$22.74</b>	<b>\$47,299</b>	<b>\$37.52</b>	<b>\$78,042</b>
Building Inspector Entry Level					
<b>PAY GRADE B101</b>	<b>2080</b>	<b>\$25.02</b>	<b>\$52,042</b>	<b>\$41.28</b>	<b>\$85,862</b>
Building Inspector I					
<b>PAY GRADE B102</b>	<b>2080</b>	<b>\$27.77</b>	<b>\$57,762</b>	<b>\$45.82</b>	<b>\$95,306</b>
Building Inspector II					
<b>PAY GRADE B103</b>	<b>2080</b>	<b>\$29.16</b>	<b>\$60,653</b>	<b>\$48.11</b>	<b>\$100,069</b>
Building Inspector III					
<b>PAY GRADE B104</b>	<b>2080</b>	<b>\$30.62</b>	<b>\$63,690</b>	<b>\$50.52</b>	<b>\$105,082</b>
Plans Examiner					
<b>PAY GRADE B105 (DBO)</b>	<b>2080</b>	<b>\$38.28</b>	<b>\$79,622</b>	<b>\$63.16</b>	<b>\$131,373</b>
Deputy Building Official					
<b>PAY GRADE B106 (CHIEF)</b>	<b>2080</b>	<b>\$45.94</b>	<b>\$95,555</b>	<b>\$75.80</b>	<b>\$157,664</b>
Chief Building Official					

A significant part, 35.35% 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 STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Mayor and Commission	5.00	5.00	5.00	5.00	5.00
City Manager	2.00	2.00	2.00	2.00	2.00
City Clerk	3.00	3.25	3.25	3.25	4.25
Finance	9.00	9.00	8.73	8.73	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	7.40	7.65	5.65	4.75	4.75
Information Technology	5.23	6.23	6.73	6.73	7.73
Human Resources	4.73	4.73	5.00	5.00	5.00
Economic Development	2.65	2.65	2.60	2.60	3.20
Planning	6.25	6.25	6.65	6.60	6.55
Licenses and Enforcement	2.55	2.55	1.20	1.20	1.20
Fire	47.23	47.23	49.48	48.62	56.48
Police Department	91.05	94.55	96.22	96.78	96.55
Public Works	39.37	39.37	41.45	40.95	42.95
Parks and Recreation	37.84	37.84	39.84	39.59	41.22
<b>General Fund Total</b>	<b>264.30</b>	<b>269.30</b>	<b>274.80</b>	<b>272.80</b>	<b>286.61</b>
<b>SPECIAL REVENUE FUNDS STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Spring Hill CRA	-	-	2.00	2.00	2.00
<b>Special Revenue Total</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>ENTERPRISE FUNDS STAFFING</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>	<b>2019-20 BUDGET</b>	<b>2020-21 BUDGET</b>	<b>2021-22 BUDGET</b>
Water & Sewer	111.87	116.50	122.70	130.70	138.70
Airport	8.00	8.00	7.10	8.10	8.10
Stormwater	9.50	9.50	9.75	11.25	13.25
Permits and Inspections	14.55	16.55	19.80	20.52	20.90
<b>Enterprise Funds Total</b>	<b>143.92</b>	<b>150.55</b>	<b>159.35</b>	<b>170.57</b>	<b>180.95</b>
<b>ALL FUNDS TOTAL</b>	<b>408.22</b>	<b>419.85</b>	<b>436.15</b>	<b>445.37</b>	<b>469.56</b>

Note: Increases or decreases in FTEs are discussed in division detail sections

## Changes in Authorized Number of City Positions

Department	2016-17		2017-18		2018-19		2019-20		2020-21		2021-22	
	F/T	P/T										
City Manager	2.90		2.00		2.00		2.00		2.00		2.00	
City Clerk	3.00		3.00		3.25		3.25		3.25		4.25	
Finance	8.00		9.00		9.00		8.00	0.73	8.00	0.73	8.00	0.73
Legal	1.00		1.00		1.00		1.00		1.00		1.00	
Administrative Services	5.00	0.45	6.00	1.40	6.75	0.90	3.75	1.90	3.75	1.00	3.75	1.00
Information Services	5.00		5.00		6.00	0.23	6.00	0.73	6.00	0.73	7.00	0.73
Human Resources	3.00	1.00	3.00	1.73	3.00	1.73	4.00	1.00	4.00	1.00	4.00	1.00
<b>Total General Government</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>	<b>28.00</b>	<b>3.46</b>	<b>30.00</b>	<b>3.46</b>
Economic Development	2.50		2.65		2.65		2.60		2.60		3.20	
Planning	6.00	0.73	6.25		6.25		6.65		6.60		6.55	
Licenses & Enforcement	2.85		2.50	0.05	2.50	0.05	1.20		1.20		1.20	
<b>Total Comm. Development</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>	<b>10.40</b>	<b>0.00</b>	<b>10.95</b>	<b>0.00</b>
Fire	46.00	0.60	46.50	0.73	46.50	0.73	48.75	0.73	48.25	0.37	54.75	1.73
Police-Administration	3.00		3.00		5.00		0.00		0.00		0.00	
Police-Support	35.00	1.96	30.00	3.32	26.00	3.42	90.00	5.22	90.00	5.78	91.00	4.55
Police-Patrol	48.00	1.73	52.00	1.73	57.00	2.13	0.00		0.00		0.00	
Police-Parking	1.00		1.00		1.00		1.00		1.00		1.00	
<b>Total Public Safety</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>	<b>139.25</b>	<b>6.15</b>	<b>146.75</b>	<b>6.28</b>
Public Works Administration	3.50	0.37	3.50	0.37	3.50	0.37	3.95		3.95		3.95	
Streets	13.25		11.50		11.50		11.50		11.50		13.50	
Trees	7.00		7.50		7.50		8.50		8.00		8.00	
Urban Beautification	8.00		10.50		10.50		10.50		10.50		10.50	
Vehicle Maintenance	6.00		6.00		6.00		7.00		7.00		7.00	
<b>Total Public Works</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>	<b>40.95</b>	<b>0.00</b>	<b>42.95</b>	<b>0.00</b>
Parks & Rec Administration	3.00		3.00		3.00		3.00		3.00		3.00	
Recreation	2.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50
Parks	17.00	2.97	18.00	2.84	18.00	2.84	20.00	2.84	20.00	2.59	21.00	3.22
Trailer Park	0.00		0.00		0.00		0.00		0.00		0.00	
Activities Center	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50
Chisholm Center	4.00	1.46	4.00	1.00	4.00	1.00	4.00	1.00	4.00	1.00	4.00	1.00
<b>Total Parks &amp; Recreation</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>35.00</b>	<b>4.59</b>	<b>36.00</b>	<b>5.22</b>
<b>Total General Fund</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>253.60</b>	<b>14.20</b>	<b>266.65</b>	<b>14.96</b>
<b>Downtown CRA Fund</b>	<b>0.00</b>											
<b>Spring Hill CRA Fund</b>	<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>2.00</b>		<b>2.00</b>		<b>2.00</b>	
Utilities Administration	7.00	0.37	7.00	0.37	7.00	1.00	9.45		10.45		9.45	
Engineering	5.40		7.00		7.00		7.00		8.00		9.00	
Water Production	7.00		7.00		7.00		7.00		7.00		8.00	
Water Distribution	19.00		22.00		23.00		26.00		28.00		30.00	
Wastewater Treatment	15.00	0.13	14.00		14.00		13.00	1.00	13.00	1.00	14.00	1.00
Wastewater Collections	7.00		8.00		8.00		8.00		8.00		9.00	
Utilities Maintenance	15.00		17.00		19.00		21.00		23.00		25.00	
Facilities Maintenance	10.50		10.50		11.50		11.25		12.25		13.25	
Customer Service	18.00		19.00		19.00		19.00		20.00		20.00	
<b>Total Water &amp; Sewer Fund</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>129.70</b>	<b>1.00</b>	<b>137.70</b>	<b>1.00</b>
<b>Municipal Airport Fund</b>	<b>6.00</b>		<b>8.00</b>		<b>8.00</b>		<b>7.10</b>		<b>8.10</b>		<b>8.10</b>	
<b>Stormwater Fund</b>	<b>8.75</b>		<b>9.50</b>		<b>9.50</b>		<b>9.75</b>		<b>11.25</b>		<b>13.25</b>	
<b>Permits &amp; Inspections Fund</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>20.52</b>		<b>20.90</b>	
<b>Total Authorized Positions</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>	<b>425.17</b>	<b>15.20</b>	<b>448.60</b>	<b>15.96</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 2021: 37,351

<https://www.bebr.ufl.edu/population>

Unemployment in June 2021:

DeLand:  6.6%

Florida:  10.5%

<http://www.homefacts.com/unemployment/Florida/Volusia-County/DeLand.html>

2020 Cost of living index in DeLand: 93.5  
(Less than average, U.S. average is 100)

[https://www.bestplaces.net/cost\\_of\\_living/city/florida/deland](https://www.bestplaces.net/cost_of_living/city/florida/deland)

DeLand Population Pyramid 2021



### Races in DeLand in 2021

White Population: 75.53%

Black or African American Population: 17.26%

Some Other Race Population: 3.19%

Two or More Races Population: 2.10%

Asian Population: 1.78%

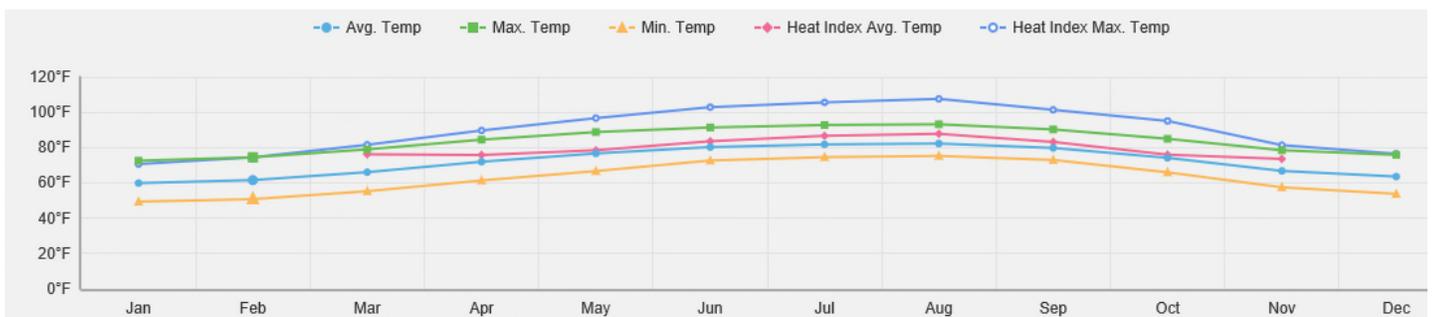
American Indian and Alaska Native Population: 0.14%

Native Hawaiian and Other Pacific Islander Population: 0.00%

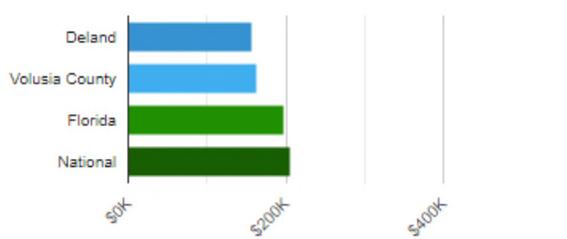
Source:

<https://worldpopulationreview.com/us-cities/deland-fl-population>

### Average Monthly DeLand Temperature With Heat Index



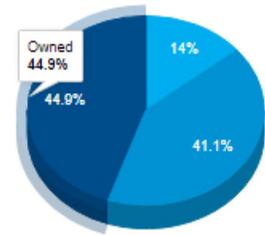
Deland, FL Median Home Value



Deland, FL Housing Inventory

Property Type

Vacant	14%
Rented	41.1%
Owned	44.9%



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 2021

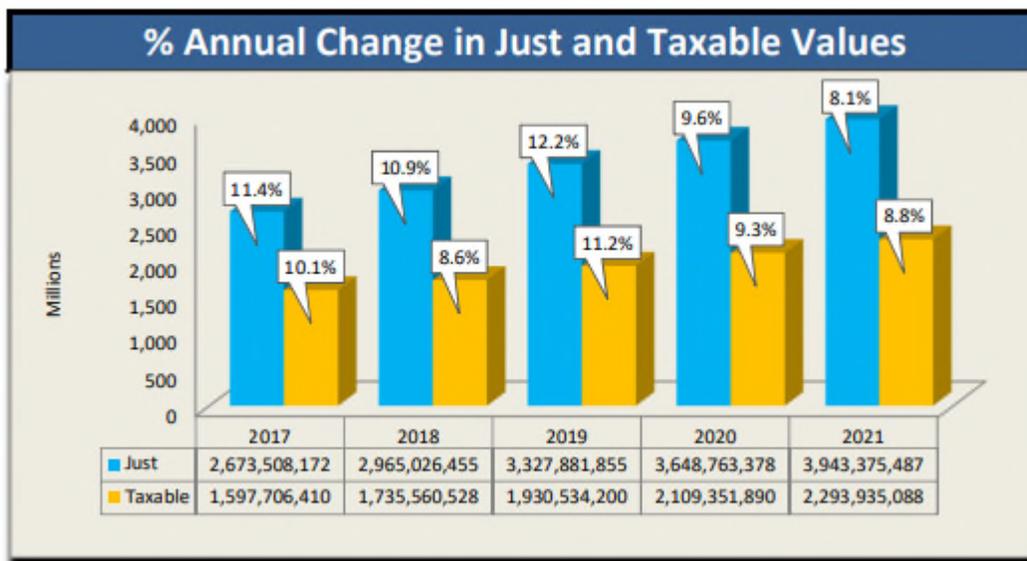
Area	19.30	Square Miles		
	142.99	Miles Paved Streets		
	0.25	Miles Unpaved Streets		
	344.00	Miles Primary Water Mains		
	211.00	Miles Primary Sewer Mains		
	68.00	Miles Reclaim Mains		
Public Education	6	Elementary		
	2	Middle		
	1	High		
	3	College		
Fire Protection	3	Station		
	53.25	Fire/EMS Employees		
	1.00	Fire Prevention Employees		
	1.50	Administrative Staff Employees		
	0.73	Civilian Employees		
Police Protection	1	Station		
	73.00	Police Officers		
	2.69	Reserve Police Officers		
	93	Cars/Trucks		
	4	Motorcycles		
Airport	175	Base Aircraft		
City Utilities	80+/-	Sq. Miles Utility Service Area	5.005	MGD Water Plant (daily avg.)
	10	Water Plants	3.80	MGD Wastewater Plant (daily avg)
	19	Major Wells	1,281	Reclaim Accounts
	129	Sewer Lift Station	14,586	Water & 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 2021

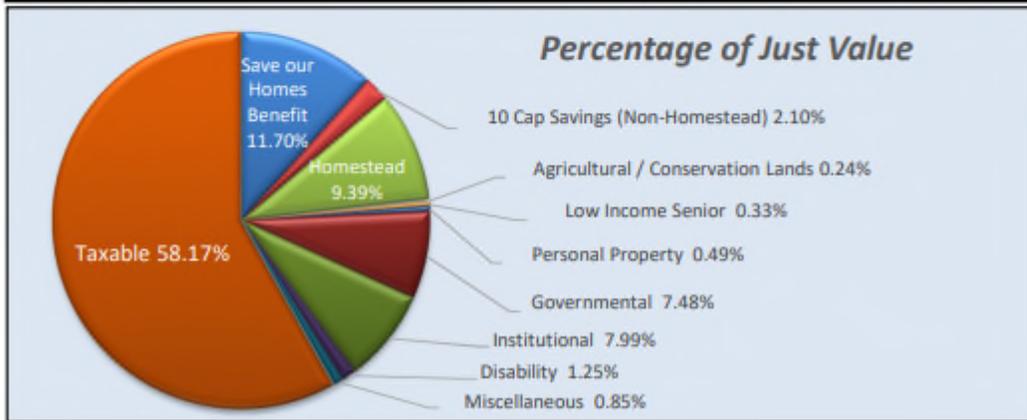
	Tax Payer	2021 Taxable Value
1	KPR US LLC	53,040,750
2	DUKE ENERGY FLORIDA LLC	17,727,227
3	TKG DELAND PERM LLC	15,617,475
4	WEST VOLUSIA INVESTORS LLC	13,568,859
5	CARRINGTON PLACE PROPERTY	13,476,979
6	CLOISTERS RHF HOUSING LLC	12,536,321
7	MEADOWLEA VENTURE I LLC	11,175,247
8	WAL-MART STORES EAS L P	10,888,389
9	BRE RETRAIL NP OWNER 1 LLC	10,824,225
10	FLORIDA PUBLIC UTILITIES CO	10,786,512

Source: <https://vcpa.vcgov.org/files/historical/2021/final/topten/explvaltoptendeland2021final.pdf>

## Property Tax Statistical Information



<b>Just to Taxable Value Breakdown</b>		
<i>Assessment Differentials/Exemptions</i>	<i>Value</i>	<i>% of Just</i>
Save our Homes Benefit	\$461,444,325	11.70%
10 Cap Savings (Non-Homestead)	\$82,983,856	2.10%
Homestead	\$370,212,956	9.39%
Agricultural / Conservation Lands	\$9,652,233	0.24%
Pollution Control /Renewable Energy Devices	\$0	0.00%
Low Income Senior	\$12,820,700	0.33%
Personal Property	\$19,437,046	0.49%
Governmental	\$295,046,799	7.48%
Institutional	\$315,096,071	7.99%
Disability	\$49,407,372	1.25%
Miscellaneous	\$33,339,041	0.85%
<b>Taxable</b>	<b>\$2,293,935,088</b>	<b>58.17%</b>



Source: <https://vcpa.vcgov.org/files/historical/2021/final/topten/explvaltoptendeland2021final.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
CFDC	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
Audit	An official inspection of the City's accounts, done by an independent body.
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.
Proprietary Fund	A fund in government accounting used to account for activities that involve business-like interactions, either within the government or outside of it.
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.