

# CITY OF DELAND, FLORIDA

## ANNUAL BUDGET

### FISCAL YEAR

OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018

#### **Mayor/Commissioner**

Robert F. Apgar

#### **Commissioners**

Christopher M. Cloudman

Leigh E. Matusick

Jeffrey S. Hunter

Jessica C. Davis

#### **City Manager**

Michael P. Pleus

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

Julie A. Hennessy

#### **Finance Director**

Daniel A. Stauffer

#### **Public Services Director**

Keith D. Riger

#### **Fire Chief**

John E. McDaniel

#### **Police Chief**

Jason D. Umberger

#### **Assistant City Manager**

Michael K. Grebosz

#### **City Attorney**

Darren J. Elkind

#### **Public Works Director**

Demetris C. Pressley

#### **Utilities Director**

James V. Ailes

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

Richard S. Hall



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# READERS GUIDE

## What is included in this document

The City's Adopted Budget provides a framework for the overall fiscal management of the City of DeLand for fiscal year 2017-2018 and beyond. It includes both day-to-day operating funds and capital improvement funds.

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

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

## How to read this document

The budget document is organized by fund. Each fund includes revenues, expenditures and a description of each department and/or program budgeted out of that fund. The General Fund has the largest number of departments and/or programs and accounts for approximately 37.80% 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

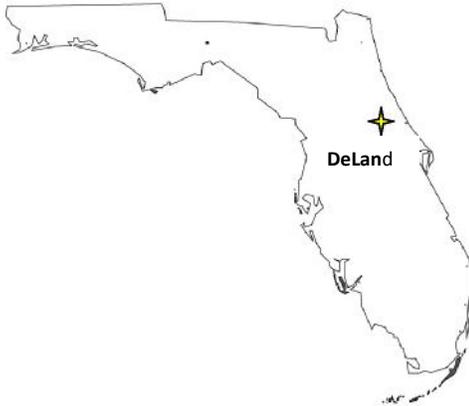
The *2017-18 BUDGET* column reflects the budget adopted by the City Commission on September 18, 2017.

The Capital Improvement Plan section of this document includes a summarized version of the Five Year Capital Improvement Program (CIP) for fiscal years 2019 through 2023. The projects programmed for fiscal year 2018 are adopted as part of the 2017-2018 annual budget.

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

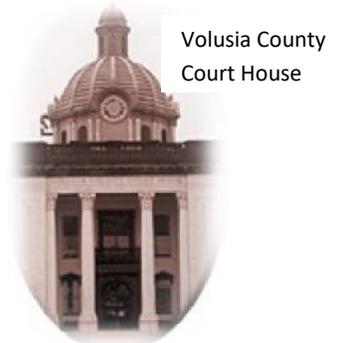
## CITY PROFILE

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



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

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



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

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

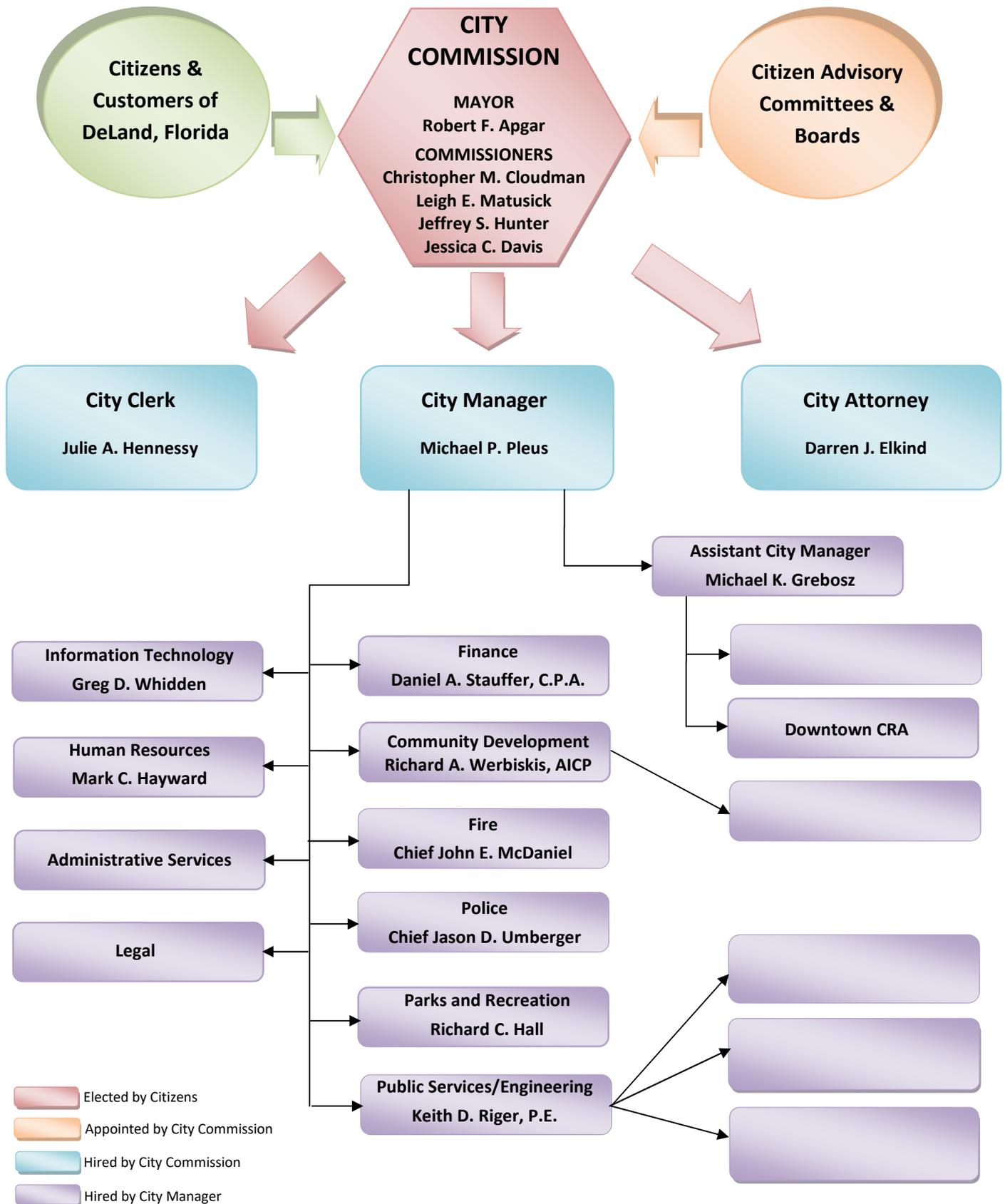
Today as you drive down the main street of DeLand, Woodland Boulevard, you will see that all the buildings are made of concrete and brick. Buildings made of materials other than wood were mandated by City ordinance after the fire of 1855 which destroyed the 100 block of Woodland Boulevard. These buildings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



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.





INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

This  
Certificate of Achievement  
is presented to

*DeLand, FL*

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

Presented at the 103rd ICMA Annual Conference  
in San Antonio/Bexar County, Texas

23 October 2017

A handwritten signature in black ink, appearing to read 'Marc A. Ot'.

MARC A. OT  
EXECUTIVE DIRECTOR

A handwritten signature in black ink, appearing to read 'Lee Feldman'.

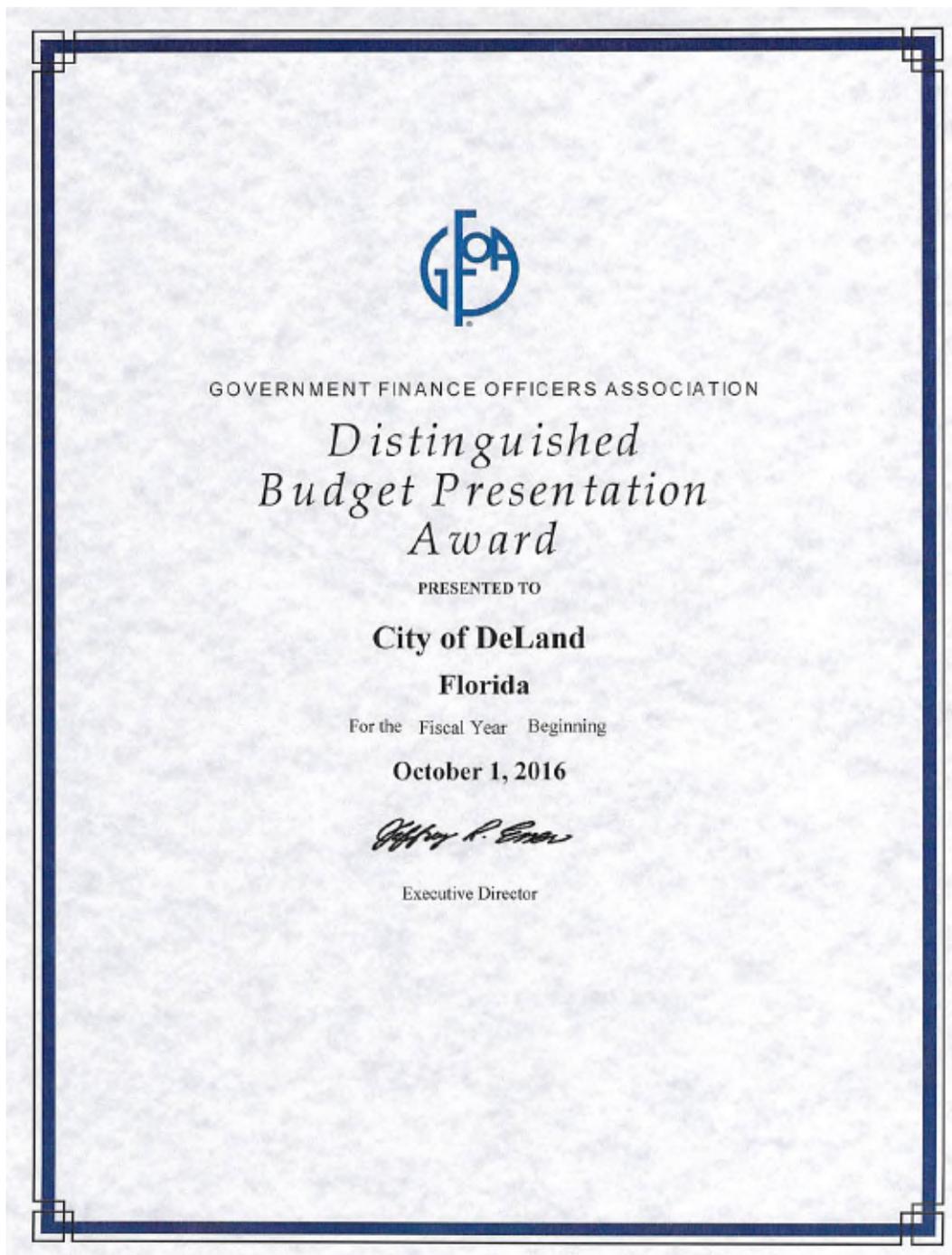
LEE FELDMAN  
PRESIDENT

# GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

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

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

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



# Budget Message

Honorable Mayor and City Commissioners:

I am pleased to report that DeLand remains an exciting community in which to live, work and play. In fact, recently, DeLand's Mainstreet was voted the Best in America! Over the past two years, construction has commenced or been completed for businesses to include DaVita Laboratory, Wal-Mart Neighborhood Center, Stetson University CUB and Welcome Center, Frontier Communications, Publix, Florida Hospital DeLand, R/C Honda, Grand Villa, Alliance Community, Marriott, Denny's, Neighborhood Center Thrift Store, Dairy Queen, Space Coast Credit Union, Starbucks, Trilogy Coffee, Centra Care, Chick-fil-A, St. Peter Family Life Center, Pet Supermarket and significant residential construction (400 + permits). In fact, the City continues to lead in residential construction and tops Volusia cities in commercial construction. These are good indicators that the Commission's established priorities are paying dividends for our community. The City has done a tremendous job improving efficiency and accountability, customer service, and balancing the priorities of the residents we serve. For a third year in a row, we are seeing some positive results on the property values; they have increased by another 10.41% and unemployment is 4.8%. However, there are still some challenges with this year's budget as we are facing some significant capital needs city-wide, additional staffing needs, as well as the need to remain competitive on pay and benefits within a tight labor market. Additionally, there is a possibility that we will lose nearly \$600,000 in revenue in two years due to the potential new homestead exemption. As a result, we will need to prioritize where resources are allocated based upon our strategic plan.

## PERFORMANCE MEASURES

For many years, the City has included performance measures in the budget document as part of an effort to be transparent about our performance as an organization. We have typically used internal metrics (past performance) or benchmarked our performance against that of other cities through the ICMA Center for Performance Management. Last year 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 and continued with the FY17/18 Budget.

## STRATEGIC PLAN UPDATE

Over the past 17 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. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2017/2018.**

## OVERVIEW

<b>General Fund</b>	<b>\$28,163,530</b>
<b>Confiscated Trust Fund</b>	<b>\$61,096</b>
<b>Homeless Shelter</b>	<b>\$315,668</b>
<b>Spring Hill CRA Fund</b>	<b>\$614,239</b>
<b>Governmental Impact Fees Trust Fund</b>	<b>\$732,879</b>
<b>Downtown CRA Fund</b>	<b>\$423,912</b>
<b>Grants &amp; Special Revenue Fund</b>	<b>\$1,286,311</b>
<b>Capital Fund</b>	<b>\$2,108,086</b>
<b>Water &amp; Sewer Fund</b>	<b>\$21,897,966</b>
<b>Water &amp; Wastewater Trust Fund</b>	<b>\$4,395,968</b>
<b>Airport Fund</b>	<b>\$6,277,691</b>
<b>Refuse Collection Fund</b>	<b>\$3,564,613</b>
<b>Stormwater Fund</b>	<b>\$1,861,859</b>
<b>Permits &amp; Inspections Fund</b>	<b>\$1,474,230</b>
<b>Health Insurance Cost Containment Fund</b>	<b>\$574,385</b>
<b>Workers Compensation Self Insurance Fund</b>	<b>\$763,465</b>
<b>Total City Budget</b>	<b>\$74,515,898</b>

## **GENERAL FUND**

### ***Revenue***

The total preliminary estimated taxable value for FY 17/18 is \$1,602,938,528. This is an increase of \$151,159,732 or 10.41% and includes \$62,860,766 in new construction. Based upon the combined millage rate of 7.0775 (6.8231 – Operating, .2544 – Debt) ad valorem tax revenue for the year is \$10,578,644 (\$10,191,195 – Operating, \$387,450 – Debt). The current operating millage rate is 6.8231, which decrease of 0.1000 mills from FY 16/17. However, with the increase in taxable value this would generate an additional \$780,273 in operating ad valorem tax revenue or an increase of 8.29%.

The economy has definitely improved as evidenced by property value increases both commercial and residential and the latest unemployment rate of 4.8%. This year we are experiencing modest growth in other revenues such as Utility Service Taxes (\$255,928), State Shared Revenue (\$219,979), but Simplified Telecommunications Tax Revenue continues to decline (-\$46,984). Additionally, this budget includes the use of excess operating reserve for capital with this year's transfer of \$770,574, leaving a balance of \$447,484.

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

The budget increases General Fund expenditures from \$26,680,801 in FY 16/17 to \$28,163,530 in FY 17/18 or 5.56%. The budget includes a part-time Special Event Coordinator, a part-time Administrative Coordinator, a full-time Irrigation Technician and a full-time Maintenance Worker. Including these additions to staff, there are 264.07 FTEs in the FY 17/18 General Fund budget; peak staffing was 270 FTEs in FY 06/07. The budget also includes some career track position upgrades (\$71,877), a 3% merit increase (\$413,067), and second year implementation of the pay study (\$250,000). These amounts do not include funds set aside for merit and pay study implementation in the enterprise funds. Health Insurance rates will remain the same for FY 17/18; however, the budget includes funds to pay the same amount for Health Insurance for all employees (\$101,908). Health Clinic costs increased by \$15,650 or 2.8%. Overall, the City's pension contributions increased by \$210,443.

The recommended budget includes a capital and operating capital investment of \$3,398,750, which is mostly reflected in the Grants and Special Revenue Fund and Capital Fund. The capital budget includes: police vehicles – 16 (\$628,688), new Sanborn Center audio visual system (\$76,989), Fire Engine Replacement (\$480,017), new Fire Station 81 Design & Engineering (\$440,500), Fire Radios (\$108,135), Replacement Freightliner Truck with Loader for Public Works (\$235,250), Sperling Sports Complex Upgrades – 50% Grant Eligible (\$824,000) and operating capital (\$244,329). To fund the capital and operating capital, the budget includes a recommendation for the use a combination of debt (\$2,146,580) and of reserves (\$770,574) set aside for capital. There is also \$200,283 in gas tax revenue for road resurfacing, bringing total capital expenditures to \$3,599,033.

Operating costs in the proposed budget increased by 4.91%. Most of the increase is attributable to:

- Increase in Professional Services for Selectron Upgrade (\$25,000), and Accela Upgrade (\$20,000) both funded from the utility fund.
- Increase in Professional Services for a Fire/EMS Study (\$40,000).
- Increase to Repair and Maintenance Services for IT support for the new Accela Land Management Software and funded by the Building Fund (\$75,240).
- There is \$350,000 in the budget for contingency.

Other expenditures included in this year's budget are:

- DeLand's participation in a solution on homelessness (\$50,000). Although the expenditure is funded from the General Fund, a separate fund has been created for accountability purposes.
- Funds for the City's contribution to the Putnam Redevelopment (\$100,000).
- A second year reserve for a new police evidence building (\$100,000).
- A reserve for future police vehicles (\$200,000).
- There is \$36,986 remaining not designated and recommended for future revenue stabilization.

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

Over the past three years, the City enjoyed growth that had not occurred since before the recession. Interestingly enough, at the peak of the market, the total taxable value of property in DeLand was 2.01 billion and at the low it was 1.13 billion whereas now, even with the growth in the number of residential and commercial properties, taxable value is only 1.60 billion. In the last two years alone DeLand companies added 1,247 jobs and our unemployment rate dropped from 6.4% to 4.8%. Over the past few years, the City has opened new facilities and growth has created additional workload demands. This budget includes additional personnel to support some of the increased demand and requests by departments for additional help. Depending upon what happens with the

additional homestead exemption, the Commission should consider to continue to add personnel to alleviate workload demands as soon as feasible. Given the need for additional personnel and growth that has occurred we will continue to experience the difficulty of balancing operational needs with the desires and outcomes our citizens want at a price we can all afford.

This year's budget includes a substantial investment in capital in an attempt to "catch up" on some needs not met during the recession. The budget includes an investment in a new audio visual system at the Sanborn Center due to the significant issues we are experiencing there with the current a/v system. We need to replace a fire engine that has been in service for more than a decade. This will also delay the need to fund the more expensive ladder truck replacement. The budget includes funds for the design of new fire station to replace Station 81 that was built in 1975. Additionally, there are funds for the design of a much needed police evidence facility that has been discussed since before the recession. We have also fallen behind in police car replacement with 16 patrol cars exceeding the standard of 100,000 miles and 10 years. This budget includes debt service for the 16 cars needed (\$628,688) and an additional \$200,000 police vehicle reserve to even out the investment needed to maintain this standard over a 5 year period (\$340,000 per year). Staff is proposing to borrow funds in years 1 and 2 and pay cash in years 3, 4, and 5. After six years, the debt will be retired and the annual investment required to maintain the fleet will decrease. The budget includes funds to replace a truck with loader for public works that has been in service for more than a decade. Additionally, given the demands at Sperling Sports Complex, the budget includes 50% matching funds towards an ECHO grant for major field expansion to increase capacity for our residents. Lastly, the Spring Hill Community Resource trailer has been in use for approximately 15 years and needs to be replaced with a permanent facility. As there are insufficient funds to cover all the debt service in the Spring Hill CRA, most of the proposed debt service is covered by the General Fund until such time as the Spring Hill CRA has sufficient revenue to cover the expense.

Another challenge to mention is succession planning. We continue to have difficulty in maintaining high quality personnel due to losses from retirements and other factors such as pay and benefits. Planning for our future is critically important for the continued success of the organization. The Commission made a substantial investment last year and will again this year with the second year implementation of the pay plan to address salaries. This year's budget also includes funds to pay the same amount for insurance for all employees. The insurance stipend was created during the recession to help cut costs by only providing it to employees hired before 2008. The stipend is \$535 per year. This stipend has created a considerable amount of internal strife and has made recruitment more difficult when prospective employees find out they have to pay \$2,085 per year or 30% of the cost for insurance, versus 22% with the stipend. Currently, staff is in the process of having a team dialogue on how we can make the benefits package more competitive to help with recruitment and retention. While we do that, we will continue to embrace the values of diversity and inclusion while creating our next generation workforce.

## **WATER AND SEWER FUND**

### ***Revenue***

The Water and Sewer budget for FY 17/18 totals \$21,897,966 including capital projects totaling \$4,125,528, which is an increase of 1.93%. Additionally, the Water and Wastewater Trust Fund, which derives its revenue from impact fees, includes additional capital projects totaling \$4,395,968.

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

For nearly a decade the City has been working with its West Volusia partners and the St. Johns 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 comes time to do the projects. Including this year's budgeted investment of \$3,438,035, the reserve will increase to an estimated \$14,114,663. The Commission also approved a new rate structure that will be implemented October 1, 2017. The new rates combined with this reserve should cover the more than \$20 million in new projects required by our consumptive use permit.

There is funding for a new GIS Technician to keep up with the automation of the system maps (\$50,969). There are also funds included for a 3% merit increase (\$155,165) and pay and benefits study implementation (\$150,000).

The budget includes \$4,125,528 in capital in Water and Sewer Fund and \$4,395,968 in the Water and Sewer Trust Fund to include:

### **Water and Sewer Fund Projects**

- Reserve for Alternative Water Supply Projects (\$3,438,035).
- St. Johns River Intake WRF Filter Replacement (\$1,292,020).
- Water Treatment Plant #10 DSIP (\$816,250).
- Water Distribution/Collection GIS Mapping (\$300,000).

- Lift Station Replacements (\$285,683).
- Equipment Replacement (\$825, 075).
- Manhole Rehab, Sewer Line Rehab, Tank Rehab (\$254,000).
- Vehicle/Truck Replacements (\$134,500).
- Pole Barns (\$218, 000).

#### **Water & Wastewater Trust Fund Projects**

- Reclaim Water Expansion Phase 3 (\$1,450,300).
- 2018 Water Main Improvements (\$2,945,668).

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

Since approximately 2010, the City has cooperated with the County of Volusia, the Cities of Deltona and Orange City, and the St. Johns River Water Management District (SJRWMD) to address the state mandate to increase flow to Blue Spring. This mandate requires that, by 2019, a minimum average annual spring flow of 148 cubic ft. per second (cfs) is achieved. This minimum must increase to 157cfs by 2024.

The City of DeLand's Consumptive Use Permit (CUP), issued in January 2017, limits groundwater withdrawals from our wells because computerized groundwater models indicate this is necessary to provide the required minimum spring flow. This permit allows for continued pumping at current and slightly higher levels to accommodate growth, provided the City participates in the suite of projects termed the "Prevention/Recovery Strategy for Implementation of Minimum Flow for Volusia Blue Spring."

These projects can be categorized as either "recharge" or "supply." Recharge projects include the distribution of reclaimed water, stormwater and river water for irrigation, reuse or discharge to Rapid Infiltration Basins (RIBs) to recharge the aquifer. Supply projects include development of additional water supplies outside the spring shed or construction of "alternative," potable water supplies within the spring shed to treat water of lesser quality than the groundwater from the Upper Floridian Aquifer, e.g. St. Johns River water or brackish water from the Lower Floridian Aquifer (LFA).

Volusia County has commissioned an Aquifer Performance Test program for the Deep Creek/Leffler Property to determine if this property is a good source of alternative water supply. This effort, partially funded by the Florida Department of Environmental Protection (FDEP), has begun and is in the test well bid phase. The County has indicated that once bids are received for the test well program, they will solicit cost sharing by the other WVWS partners. DeLand has budgeted its share of these costs in FY 17/18.

Assuming tests at Deep Creek/Leffler determine water of appropriate quality is present in sufficient volume, DeLand should partner with Volusia County and other interested suppliers to construct a well field on that property and transmission piping to convey it westward to our service area. The Utility Department has requested budget funds in FY 17/18 to acquire additional property for new wells to the east of our service area, outside the area which significantly impacts Blue Spring. Ideally this land will be situated a short distance from the transmission main from the Deep Creek/Leffler property. Acquisition of one or more additional well sites to be used in the future by the City will be advantageous as water demands increase and if insufficient water for our future needs is available at the Deep Creek/ Leffler Property.

Included in our strategy are reclaimed water retrofit projects to convert potable water irrigation systems to reclaimed water use. Projects of this type include:

- Reclaimed water retrofit of the Bent Oaks Subdivision, completed in FY 13/14
- Extension of reclaimed lines to the Eastbrook, Victoria Place, Landress Lane and Willow Ridge subdivisions, completed in 2015.
- Connection of the Sperling Sports Complex to the reclaimed water system and construction of a reclaimed water line on Orange Camp Road to serve the Wellington Woods and Bentley Greens subdivision completed in FY 15/16.
- Construction of Reclaimed Water lines in the University Manor, Blue Lake woods, Heather Glenn and Lake Lindley subdivisions to be completed in 2017.
- Interconnection of West Volusia supplier's reclaimed water systems completed in FY 15/16.
- An upgrade of our treatment plant's filtration system, completed in 2016, expanded the capacity of the plant to treat additional flow from the St. Johns River.
- A project to increase capacity to route storm and reclaimed water to the Bent Oaks rapid infiltration basin and recover water from that facility when needed for reclaimed water augmentation was completed in late 2016.
- Construction of an additional treatment plant filter upgrade and installation of larger pumps in our river pumping station to provide more augmented reclaimed water supply proposed in this FY 17/18 budget.

- Construction of reclaimed lines to serve the Crystal Cove and Alexander Pointe subdivisions proposed in this FY 17/18 budget.

These projects, all of which have been partially funded by the SJRWMD, will allow us to deliver more reclaimed water to our expanding customer base and also will allow us to sell this product to other West Volusia utilities through the interconnect pipelines.

The Utility Department is also actively pursuing strategies to improve groundwater and ultimately spring water quality. A project to replace aeration equipment and controls at the wastewater treatment plant was completed in 2016. This project will increase the amount of nitrogen removed by the treatment plant processes resulting in less discharge of this contaminant to the spring shed when treatment plant effluent is distributed as reclaimed water or discharged to infiltration basins for recharge.

In 2016, the City also received grant funding from the SJRWMD and the Florida Department of Environmental Protection (FDEP) to conduct tests of a special media, Biosorption Activated Media (BAM), at the Bent Oaks retention pond. Use of this media has preliminarily demonstrated the ability to remove nitrogen from wastewater plant effluent at relatively low cost. If further tests demonstrate the process is successful, the large scale pilot project can be expanded to treat most City wastewater not sold as reclaimed water.

Continued use of specialized water law attorneys has been programmed in the coming fiscal year to assist in our effort to negotiate compliance strategies which are environmentally acceptable and also feasible and practical for our rate payers. FDEP is in the process of rulemaking on Total Maximum Daily Loads (TMDL's) for Blue Spring which will limit the amount of nitrogen which can be contained in reclaimed water and stormwater. This is of particular concern because our strategy to achieve the Blue Spring MFL relies heavily on distribution and recharge of reclaimed water.

At present, the City remains able to dispose of its wastewater plant sludge by hauling dewatered sludge to farmland or to a contractor who treats and disposes of it at favorable rates. As regulatory requirements become more stringent and lands available for disposal by this method become unavailable, further treatment of sludge prior to disposal will be necessary. The FY 17/18 budget contains a project which, when completed, will enhance dewatering of our treatment plant sludge which will reduce hauling and disposal costs.

For the past three fiscal years, the City has contracted to map critical utility infrastructure in a geographic information system (GIS) format. The FY 17/18 budget contains allocations in the water and sewer divisions to continue this multi-year effort. This is necessary in order to organize and document the recorded information contained in more than 12,000 drawings of these utilities in a user friendly format. Use of the GIS will allow additional information to be associated with the map elements (e.g. pipes, valves, hydrants, and meters) and will facilitate recordkeeping and work order management. This is very important so that both formally documented and anecdotal information is retrievable by staff members as city infrastructure expands and as employees with long history with the system leave the workforce. The GIS system has been expanded during the current year to include additional geographic areas. In the coming fourth year of the GIS development program, almost all remaining utility infrastructure and other city assets will be incorporated.

Costs to comply with the reasonably foreseen operational system needs regulatory mandates have largely been programmed in the budget for FY 17/18 or are included in the City's Capital Improvement Plan. These costs have been included in the sufficiency analysis in the ongoing rate study by Raftelis Associates. Provided the City implements the proposed rates and continues to collect water and sewer impact fees, sufficient funding is expected to be available to implement the programs discussed above.

## **AIRPORT**

### ***Revenue***

The principal source of revenue for the airport excluding grants is charges for t-hangars and property lease revenue. The proposed budget includes lease, grant, and sponsorship revenue of \$6,277,691. This does not include any increase for t-hanger rentals.

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

There are funds included in the budget for the Sport and Aviation Showcase, which are offset by sponsorships (\$159,885). The budget includes funding for Airport GIS mapping project (\$10,000) and cleaning activities at Needle Park and Navy Dump sites (\$500,000). Additionally, the budget includes funds for a 3% merit increase (\$11,547) and implementation of the pay and benefits study (\$20,000). The budget includes funding for the following capital projects:

- Light Sport Aviation Village (\$1,100,000 – Debt).
- General Aviation Complex (\$3,083,100 = \$2,200,000 – Grant / \$883,100 – Debt)

- New Roof for Singleton Drive (\$24,992).
- Fountain Slab for DNAS (\$12,688).
- Wildlife Management Plan (\$10,000).
- Security Fencing and Gates (\$20,250).
- Vehicle Replacement (\$28,100).
- Repave Biscayne Blvd - Lexington to Flight Line (\$75,000).

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

In FY 17/18, the Airport will focus on construction of the Administration Building and beginning construction on infrastructure for the Sport Aviation Village. To provide funding for both projects, the City's share is funded through debt.

## **STORMWATER**

### ***Revenue***

Stormwater revenue for FY 17/18 is estimated at \$1,861,859 or an increase of 5.85%, primarily due to growth and the use of reserves for capital.

### ***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 its entering the storm drains and to comply with the City's NDPEs permit. The number of curb miles to be swept is 2,572. The proposed budget calls for continuation of contract street sweeping (\$65,000). The budget includes funds for a 3% merit increase (\$10,616) and for pay and benefits study implementation (\$30,000). Lastly, there is funding for capital replacement: Dump truck replacement (\$167,415), 2 mower replacements (\$24,562), miscellaneous neighborhood/pond improvements (\$120,000), vehicle replacement (\$22,180) and replacement of a case loader (\$169,230).

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

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

## **PERMITS & INSPECTIONS FUND**

### ***Revenue***

The proposed budget for FY 17/18 is \$1,474,230. This is a decrease of 28.47% primarily due to the Land Management IT solution (electronic permitting) being funded in FY 16/17.

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

The budget includes funds for a 3% merit increase (\$23,812) and pay and benefit study implementation (\$30,000). The budget also includes the following capital:

2 Vehicle Replacements (\$40,936).

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

The current pace of construction has been heavy in the last year. We have had to use contract inspectors in the field along with the Chief Building Official to keep up with inspections. Additionally, we have been unsuccessful in hiring a Deputy Building Official due to the tight labor market.

The development and implementation of the Land Development Software package is on track to be launched in early 2018. The software will allow customers 24-hour online access to submit, track, schedule and coordinate activities. This will improve service delivery time. The built-in workflow will allow electronic documents to be shared and reviewed across departments. Mobile capabilities will give customers faster and improved access to their data and it will enhance staff productivity. Additionally, we have spent a considerable amount of time realigning positions, cross training staff, and training. We did this to improve efficiency, accountability and customer service.

## **COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

The proposed budget is \$423,912, an 8.26% increase. The preliminary taxable value in the downtown increased over base year by \$25,649,164, an increase of \$2,380,037 from the prior year. This increase in taxable value will generate an additional \$32,351 in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current millage for all other contributing taxing entities, the estimated ad valorem revenue for FY 17/18 is \$360,775. This is an increase of 9.85%. The proposed budget increases reserves by \$96,835 leaving an estimated \$193,036 at the end of FY 17/18, assuming all other remaining reserves are spent on the Georgia Avenue Streetscape project.

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

Programs for the FY 17/18 year include:

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

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

The CRA fund is in balance without the use of reserves. During the recession, values for the downtown decreased to the point where the General Fund had to subsidize the budget for the downtown CRA. This year, revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. The downtown occupancy and turnover rates have improved and there is a new hotel (Marriott) under construction. This has been a major goal for the CRA for many years. Additionally, the construction bid for the Georgia Avenue Streetscape project should be awarded this summer with construction commencing soon thereafter.

## **SPRING HILL COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

Although the City Commission does not adopt the Spring Hill CRA budget, new requirements established by the County create the need to develop and submit the CRA budgets earlier than in previous years. The preliminary taxable value in the Spring Hill area increased over base year by \$5,046,073, an increase of \$3,039,715 from the prior year. This is the second year since the beginning of the recession that values have been positive. This increase will generate an estimated \$70,977 in taxes, which will eliminate the need to use reserves for the operating budget. However, there are not sufficient funds to cover all of the debt service for the construction of a new Resource Center (\$58,019). This budget proposes to fund a portion of the debt service from the General Fund (\$43,262) with the balance from the Spring Hill CRA fund. At the current rate of growth, the Spring Hill CRA should have sufficient revenues to cover the entire debt service within 2 years.

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

The proposed budget totals \$614,239 and includes funds to operate the Community Resource Center. The budget includes funding for the new Spring Hill Community Resource Center (\$500,000). All other projects and programs except exterior improvement grants were eliminated from the budget. The proposed budget maintains reserves at an estimated \$146,039 at the end of FY 17/18.

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

Values seem to have recovered enough to discontinue the use of reserves for operating which after time will give the CRA the opportunity to cover all the debt service for the construction of a new Resource Center and begin considering additional capital projects and programs. Currently, the new Neighborhood Wal-Mart is under construction and should add additional value next year if completed before December 31<sup>st</sup>.

## ACKNOWLEDGEMENTS

I would like to recognize Dan Stauffer, Finance Director, and Kyong Song, Budget Manager, for their professionalism and continued dedication to continuous improvement in the budget process. I would also like to thank Mike Grebosz, Assistant City Manager, for his hard work on the performance measures. Thanks to their efforts, the Government Finance Officers Association has awarded DeLand the Distinguished Budget Award for the past fifteen consecutive years. I would also like to recognize all of the department heads for their hard work in developing programs, goals, and performance measures that went into this budget. Their teamwork and professionalism is 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

## Introduction

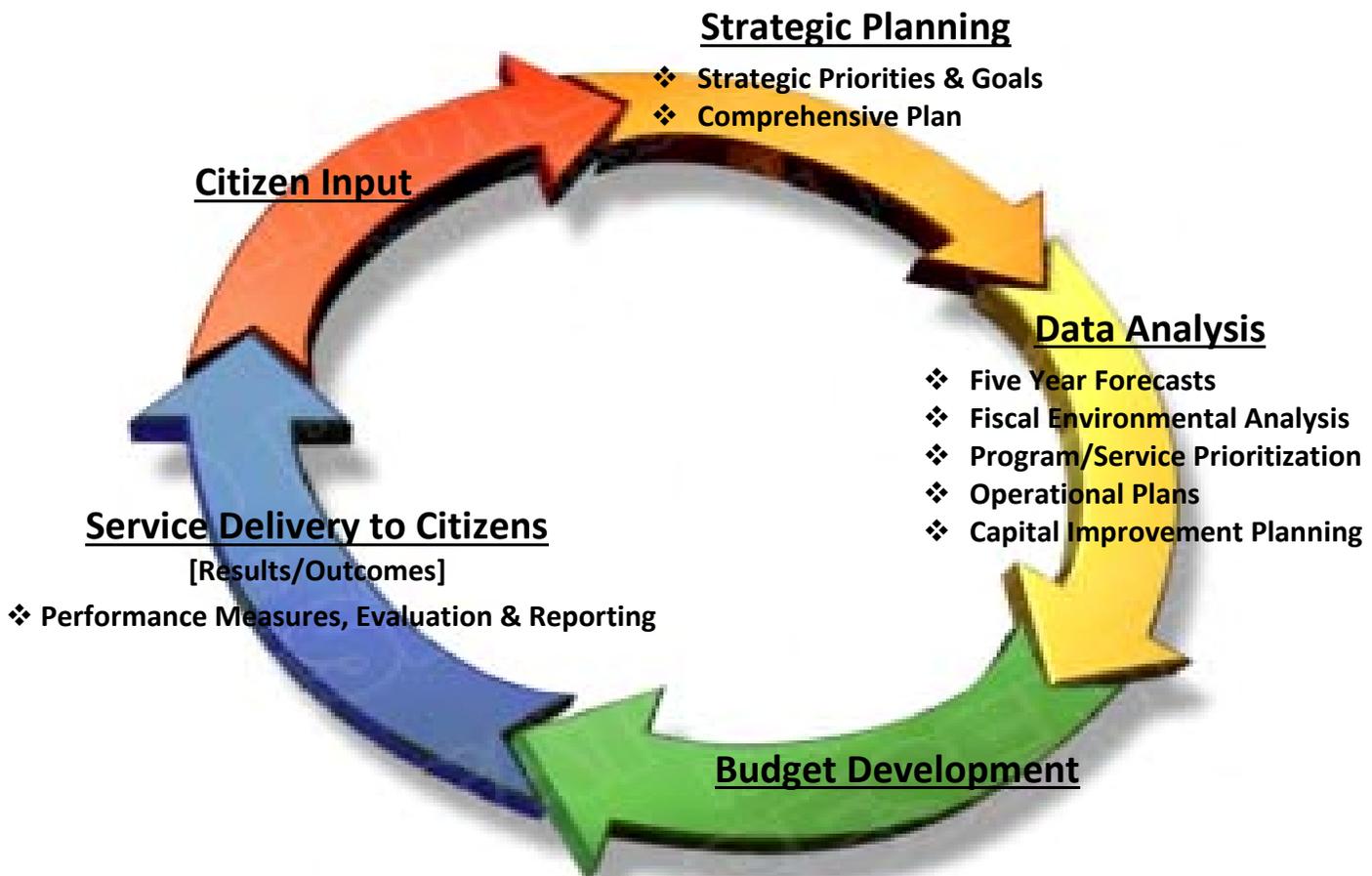
The City of DeLand strives to address community issues as they arise and anticipate the needs of the community. The City Commission, City Manager and City staff feel that they are taking positive and proactive measures to address major issues and concerns of the citizens. The City leadership is interested 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:***

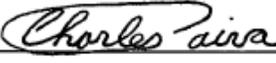
1. Promote sustainability in policy decisions.
2. Identify sustainability initiatives to be pursued with grant money.
3. Pursue Florida Green City platinum designation.

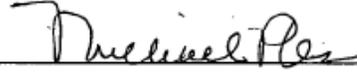
**A Strategic Plan for the City of DeLand**

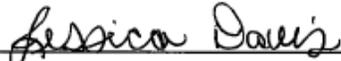
Approved by the City Commission of the City of DeLand this 18<sup>th</sup> day of July, 2016

  
Robert F. Apgar, Mayor – Commissioner

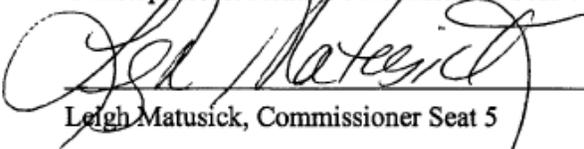
ATTEST:  
  
Julie A. Hennessy, City Clerk - Auditor

  
Charles Paiva, Commissioner Seat 2

  
Michael P. Pleus, ICMA-CM, City Manager

  
Jessica Davis, Commissioner Seat 3

  
Christopher Gloudman, Commissioner Seat 4

  
Leigh Matusick, Commissioner Seat 5

## Budget Preparation/Goal Setting

March 4	Strategic Planning/Goal Setting Workshop with City Commission
March 3	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

Week of May 1	General and Enterprise Funds Review
May 5	All Department FINAL DAY for submission of revised Goals & Objectives and Performance Measures

### Budget Workshops with City Commission

June 30	Release budget to City Commission and CRA's
July 10-13	Review Proposed Budget including Department Presentation
July 13	Final discussions including proposed Millage Rate

## TRIM Notice Requirements

June 1	Property Appraiser release pre-preliminary tax roll
July 1	Property Appraiser certifies tax roll
July 14	Review proposed budget and set millage rate for TRIM Notice
August 1	Deadline for advising Property Appraiser of proposed millage rate for CRAs
August 4	Deadline for advising Property Appraiser of proposed millage rate and public hearing on tentative budget (35 days after July 1, per TRIM)
August 4	Complete Forms DR-420, DR-420TIF, DR-420DEBT, and DR-420MMP in eTRIM
August 24	Deadline for Property Appraiser to notify property owners of proposed millage levies
September 5	Public hearing on tentative budget for Downtown CRA and Spring Hill CRA
September 5	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 8	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 12	Deadline to submit budget advertisements to News Journal
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 18	Final public hearing on budget for Downtown CRA
September 18	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 21	Within 3 days of Adoption, copy of Resolution delivered to Property Appraiser, the tax collector, and the Department of Revenue
September 21	Within 3 days of Adoption, complete and certify DR-420MM and DR-487V in eTRIM
October 18	Post budget book on City website (within 30 days of adoption per S.166.241.F.S. eff. 10/1/11)

# FINANCIAL MANAGEMENT POLICY STATEMENT

## Statement of Purpose

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

## Accounting System and Budgetary Control

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

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

The concept of reasonable assurance recognizes that:

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

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

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

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

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

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

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

## Operating Budget

### **A. Preparation**

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

Office of the City Clerk.

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

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

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

February-March: Department Budget Preparation

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

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

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

July 1: Assessment Data

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

July: Adoption of tentative/TRIM millage rate

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

August: Property Appraiser Mails TRIM Notices

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

September: Public Hearings

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

October: Certification of Budget to State

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

**B. Balanced Budget**

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

**C. Planning**

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

**D. Reporting**

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

**E. Control and Accountability**

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

**F. Expenditure Requests**

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

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

**G. Contingency**

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

## Revenues

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

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

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

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

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

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

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

## Expenditures

**A. Appropriations** – The point of budgetary control is at the department level budget for all funds. If the City manager and Finance Director certify that there are available projected revenues for appropriation in excess of those estimated in the budget, the City Commission may authorize supplemental appropriations up to the amount of such excess by resolution adopted following a public hearing held pursuant to The City Charter.

**B. Central Control** – No significant salary or capital budgetary savings in any department shall be spent by the department director without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as contingency accounts.

At the end of each fiscal year, transfer of appropriations up to and including 5% of a Department’s total budget may be made to specific line items, divisions or departments in the same fund with the approval of the City Manager and are reported to the City Commission. Transfers of appropriations of any amount between funds require the approval of the City Commission.

**C. Purchasing** – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Policy.

**D. Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within forty-five (45) calendar days of receipt in accordance with the provisions of Florida Statutes 218.70.

The Finance Director shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.

**E. Reporting** – The Finance Director will prepare a quarterly analysis of financial condition at the end of each quarter describing the financial and budgetary conditions of the City.

## Fund Balance

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

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

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

## Capital Budget and Capital Improvement Program

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

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

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

## Accounting, Auditing, and Financial Reporting

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

## Asset Management

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

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

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

## Treasury

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

## Debt Management

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

3. Determining that the benefits of the improvement exceed the costs, including interest costs.
4. Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt.
5. Evaluating proposed debt against the target debt indicators.

**F. Financing Methods** – The City maintains the following policies in relation to methods of financing used to issue debt:

1. Where possible, the City will use revenue or other self-supporting bonds in lieu of General Obligation Bonds.
2. When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth.
3. The Finance Department will maintain open communications with bond rating agencies about its financial condition and whenever possible, issue rated securities.

**G. Referendum** - The City Charter regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

1. Referendum Required – Voter approval is required for any debt issuance pledging ad valorem taxes.
2. Referendum Not Required – Voter approval is not required for:
  - a. Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues;
  - b. Revenue notes utilizing either a specific pledged revenue or general covenant to budget and appropriate other than ad valorem taxes of the City;
  - c. Refunding securities issued to refund and pay outstanding securities;
  - d. Securities for any special or local improvement district, such as, Tax Increment District (TID);
  - e. Securities issued for the acquisition of equipment or facilities pursuant to a lease-purchase contract.

**H. Legal Debt Margin**– The City of DeLand City Charter (Article XIII, Section 94) limits the amount of general obligation debt the City may issue to not more than 20% of the City's assessed value. See below for an analysis of the City's current legal debt margin.

<b>Preliminary Assessed Value = 7/1/17</b>	<b>\$ 1,540,077.762</b>
<b>Debt Limit 20% of Assessed Value</b>	<b>308,015,552</b>
<b>Estimated Total Bonded Debt at 9/30/17 (General Obligation)</b>	<b>756,266</b>
<b>Estimated Legal Debt Margin</b>	<b>\$ 307,259,286</b>

**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

Accounting Manager - CPA

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

Certificate of Achievement for Excellence in Finance Reporting – Received for 30 Years

Distinguished Budget Presentation Award – Received for 15 Years

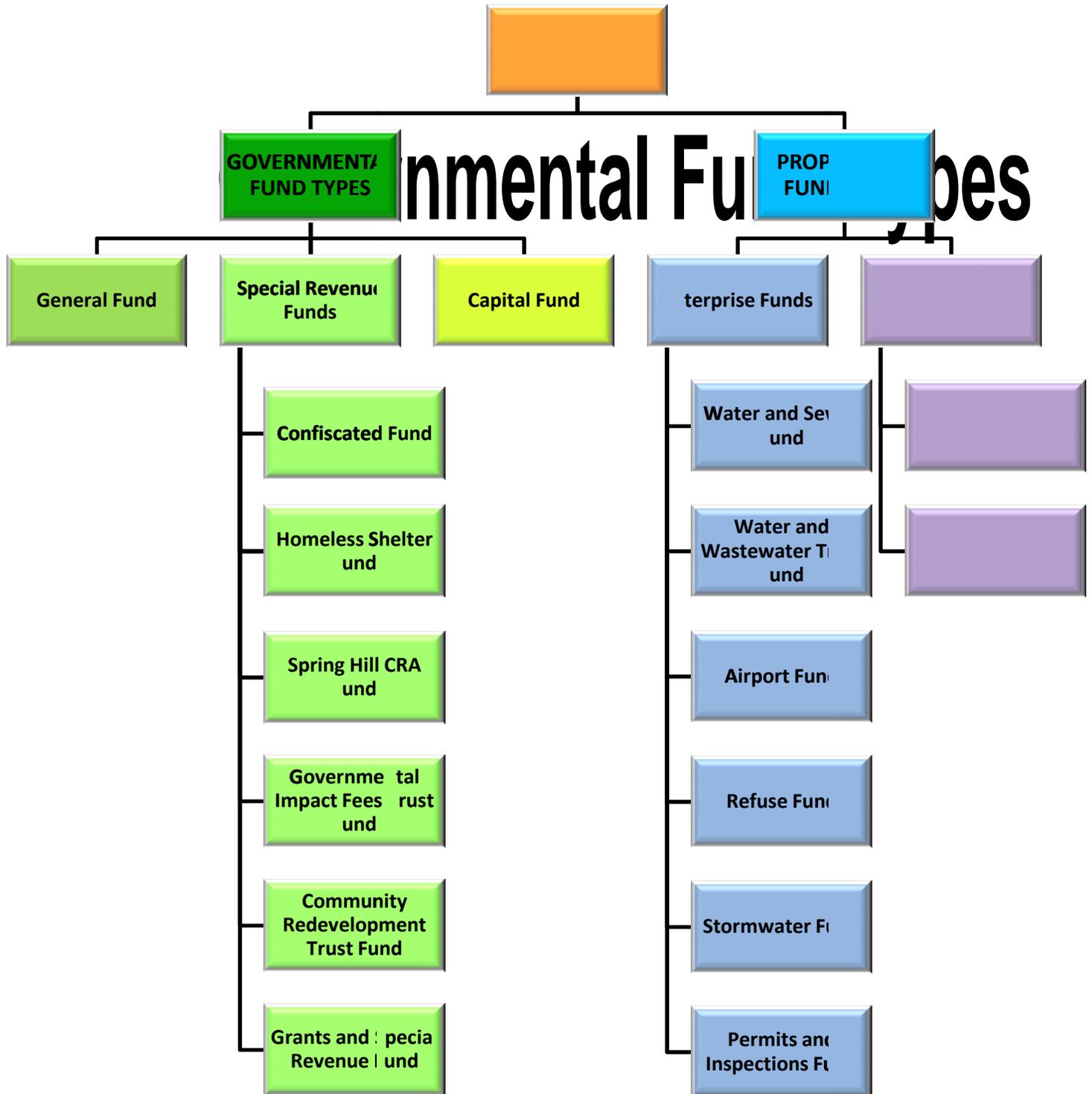
## Attachment A – Analysis of Changes in Fund Balance/Retained Earnings

	<b>Actual Balance 9-30-16</b>	<b>Estimated Revenues 16-17</b>	<b>Estimated Expenditures 16-17</b>	<b>Net Change</b>	<b>Estimated Balance 9-30-17</b>	<b>Budgeted Revenues 17-18</b>	<b>Budgeted Expenditures 17-18</b>	<b>Balance Retained Earnings</b>	<b>Estimated 9-30-18</b>
<b>General Fund</b>	3,914,291	26,448,688	25,500,634	948,054	4,862,345	27,230,932	26,956,544	274,388	5,136,733
<b>Spring Hill CRA Fund</b>	200,643	32,308	65,226	(32,918)	167,725	614,239	614,239	0	167,725
<b>Governmental Impact Fees Trust Fund</b>	248,455	712,564	622,910	89,654	338,109	732,879	732,879	0	338,109
<b>Downtown CRA Fund</b>	548,362	561,919	472,315	89,604	637,966	423,912	327,077	96,835	734,801
<b>Water &amp; Sewer Fund</b>	14,819,979	23,626,686	17,806,371	5,820,315	20,640,294	21,597,966	17,929,505	3,968,461	24,508,755
<b>Airport Fund</b>	1,311,844	4,956,214	5,441,250	(485,036)	826,808	6,277,891	6,229,010	48,681	875,489
<b>Stormwater Fund</b>	896,350	1,573,045	1,515,810	357,435	1,253,785	1,861,859	1,538,972	222,887	1,476,672
<b>Permits &amp; Inspections Fund</b>	2,590,710	1,489,224	2,027,037	(537,813)	2,052,697	1,064,500	1,440,230	(375,730)	1,577,167

Budgeted Revenues 17-18 excludes *Transfers from Reserves*.

Budgeted Expenditures 17-18 excludes *Contingency*.

# 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 Administration               |    | i) Special Events                     |
|    | c) Police Special Operations           |    | j) Chisholm Center                    |
|    | d) Police Operations                   |    |                                       |
|    | e) Police Parking Services             |    |                                       |

**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.

**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.

## Fund Structure

**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:

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1) Water &amp; Sewer Revenue Fund             <ol 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> </ol> </li> </ol> | <ol 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> </ol> |
|---|---|

**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	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	
<b>REVENUE FY17-18</b>						
Taxes	\$ 16,322,208	\$ 200,283	\$ -	\$ -	\$ -	\$ 16,522,491
Licenses and Permits	2,760,754	732,879	-	4,409,000	-	7,902,633
Intergovernmental Revenue	5,369,327	1,183,760	-	2,609,800	-	9,162,887
Charges for Services	587,495	54,137	-	27,311,390	1,337,850	29,290,872
Judgments, Fines, and Forfeits	92,000	26,216	-	-	-	118,216
Miscellaneous Revenues	483,159	149,668	-	1,380,599	-	2,013,426
Other Source	2,548,587	1,087,162	2,108,086	3,761,538	-	9,505,373
<b>Total Budget</b>	<b>\$ 28,163,530</b>	<b>\$ 3,434,105</b>	<b>\$ 2,108,086</b>	<b>\$ 39,472,327</b>	<b>\$ 1,337,850</b>	<b>\$ 74,515,898</b>
<b>EXPENDITURES FY17-18</b>						
General Government Services	\$ 5,971,764	\$ 1,558,771	\$ 247,069	\$ -	\$ 1,337,850	\$ 9,115,454
Community Development	740,464	-	-	-	-	740,464
Public Safety	13,589,848	249,231	1,549,205	1,474,230	-	16,832,514
Physical Environment	1,475,496	-	235,250	29,773,647	-	31,484,393
Transportation	1,409,826	278,911	36,626	8,139,550	-	9,864,913
Economic Environment	326,207	-	-	-	-	326,207
Culture & Recreation	2,837,106	1,347,192	39,936	-	-	4,224,234
Other Financing Source (Uses)	1,842,819	-	-	84,900	-	1,927,719
<b>Total Budget</b>	<b>\$ 28,163,530</b>	<b>\$ 3,434,105</b>	<b>\$ 2,108,086</b>	<b>\$ 39,472,327</b>	<b>\$ 1,337,850</b>	<b>\$ 74,515,898</b>

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

# DEPARTMENT AND FUND RELATIONSHIP

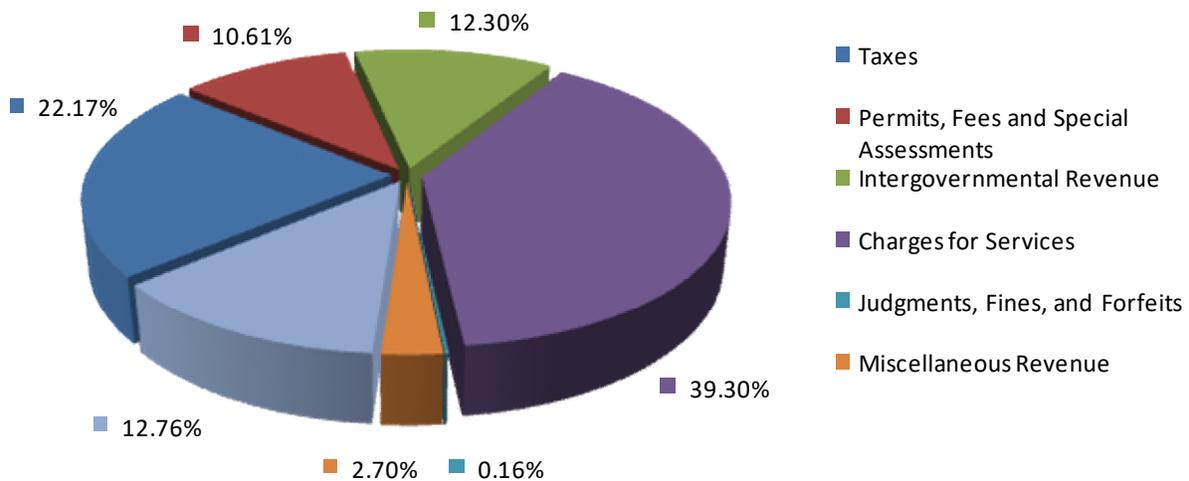
	General Fund	Grants & Special Revenue Fund	Other Gov't Funds	Capital Fund	Water & Sewer Fund	Municipal Airport Fund	Refuse Collection Fund	Other Proprietary Funds
<b>General Fund:</b>								
<i>General Government:</i>								
City Commission	✓							
City Manager	✓							
City Clerk	✓							
Finance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

### FY2017-18 Adopted Budget



Following is a breakdown of programmed revenues by fund within in each fund type for FY 2017-2018:

## Governmental Funds

### General Fund

The **General Fund** with a budget of \$28,163,530 comprises 37.80% of this year’s Total City Budget of \$74,515,898.

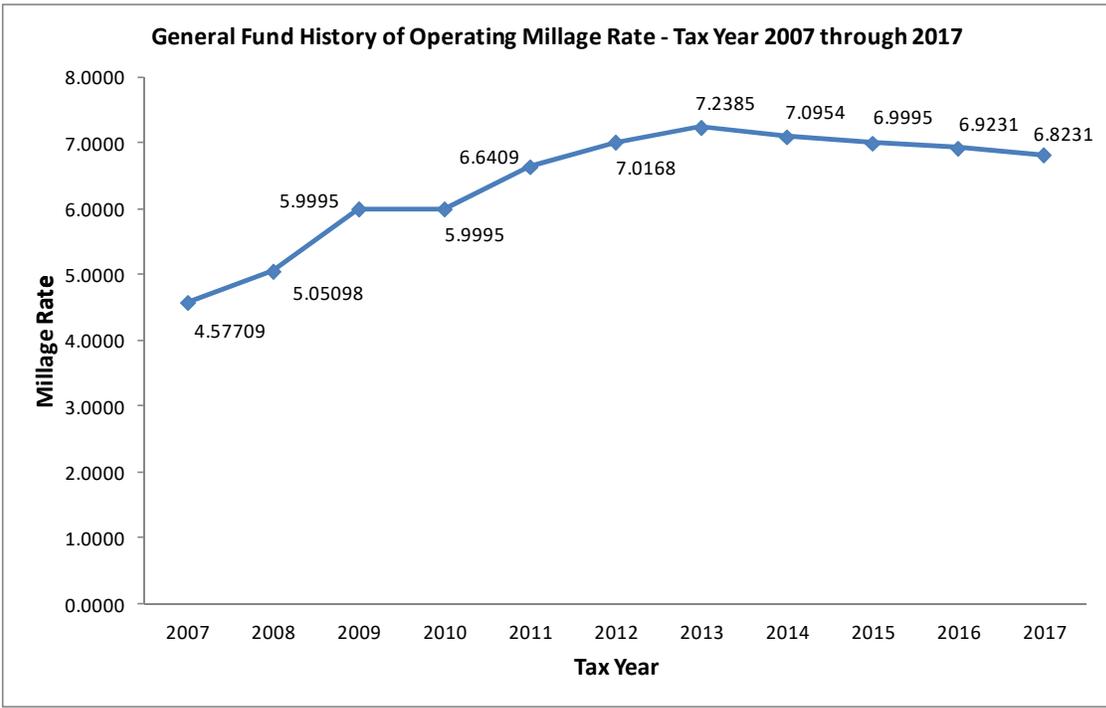
#### **Property Tax – 37.67% of this year’s General Fund budget**

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

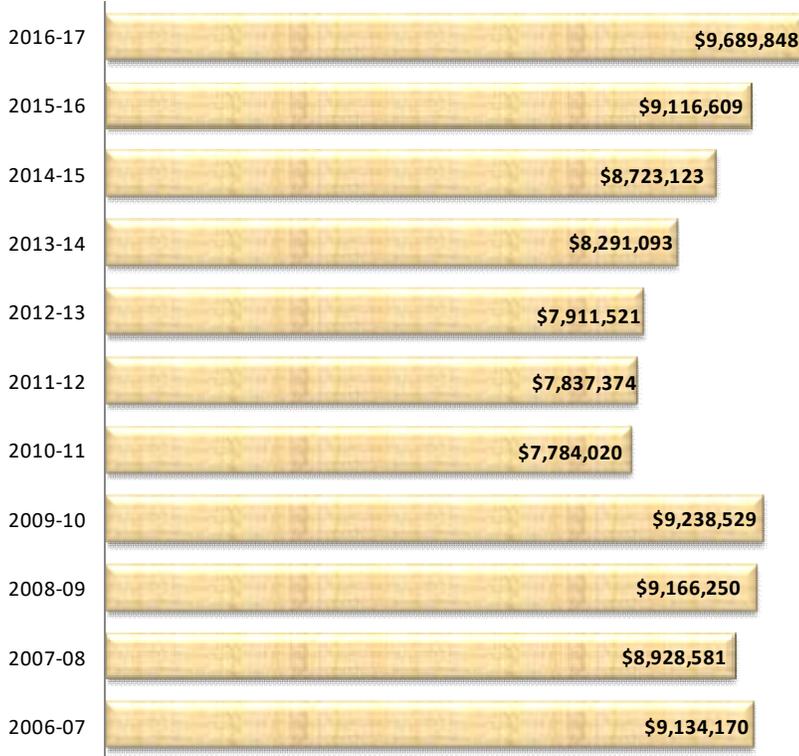
The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary gross taxable value of property at \$1,602,938,528. Excluding the taxable value of new construction and annexation of \$62,860,766, results in a preliminary adjusted taxable value of \$1,540,077,762. This represents an increase of taxable values for 2017 of \$151,159,732 or 10.41% from final gross taxable value of \$1,451,778,796 in the previous tax year.

Based on this information, the estimated rolled-back tax rate for operating expenses is 6.5421 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 devaluation, the millage rate required to yield the same amount of revenue is 0.381 lower than the prior year’s adopted millage rate of 6.9231 mills. On September 18, 2017 the City Commission approved a millage rate of 6.8231. The revenue at this approved millage rate is \$780,273 more than property tax revenues budgeted the prior fiscal year.

The approved tax millage for debt service is 0.2544 mills, yielding \$387,450 in revenues after allowing for discounts and delinquencies for repayment of debt on the general obligation bonds for the construction of the police facility. The total millage rate of 7.0775 mills represents a 0.0804 mills decrease from the prior fiscal year.



### Ad Valorem Tax Revenue History



Note: Fiscal Year 2016-17 is based on actual revenue as of September 1, 2017.

### What a City Property Owner Pays in 2018

	Vol. Co. General	Vol. Co. Library	Vol. Co. Vol. Forever	Vol. Co. Echo	School District	St. Johns Water	W. Vol. Hospital	FL Inland Navigation	DeLand Operating	DeLand Debt	Total
<b>Rate*</b>	\$6.10	\$0.55	\$0.91	\$0.20	\$6.52	\$0.27	\$2.53	\$0.03	\$6.82	\$0.25	\$24.18
<b>%</b>	25.2%	2.3%	3.8%	0.8%	27.0%	1.1%	10.5%	0.1%	28.2%	1.0%	100.0%

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

### **Other Taxes – 20.28% 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 \$346,745 in anticipated local option gas tax funds based upon prior year anticipated revenue.

Utility Taxes - are derived from a 10% utility tax on electric, water, gas and propane. It is anticipated revenues from this source will yield \$3,849,393, or an increase of \$255,928 from prior year budgeted revenues based upon prior year anticipated revenue.

Occupational Licenses – includes \$257,454 in local business licenses compared to \$262,876 budgeted for last year based upon prior year anticipated revenue.

### **Permits, Fees, and Special Assessments – 9.80% of this year’s General Fund budget**

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

Franchise Taxes - represent agreements with Progress Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection. It is anticipated revenues from this source will yield \$2,710,798, or a increase of \$94,923 from prior year budgeted revenues based upon prior year anticipated revenue.

### **Intergovernmental Revenue – 19.06% 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 \$70,897 which includes partial funding for one Victim Advocate position and two administrative staff positions at the Spring Hill Community Resource Center.

State Shared Revenue includes State Revenue Sharing which increased by approximately 8.10% and State Sales Tax which increased by approximately 8.06%. These revenue projections are based upon prior year anticipated revenue plus 3% growth.

### **Charges for Services – 2.09% 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 1.09% from last year’s budget based upon prior year anticipated revenues and activities from the Senior Activities Center.

### **Judgments, Fines and Forfeits – 0.33% 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 increased 15.43% and is based upon prior year anticipated revenues.

### **Miscellaneous Revenue – 1.72% 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 11.95% based upon prior year anticipated revenues.

### **Other Sources – 9.05% of this year’s General Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year’s budget is a transfer from reserves for purchase of capital (\$526,245), operating capital (\$244,329), and a transfer from Lot Maintenance (\$80,000), Evidence Converted Fund (\$27,144), and Tree Reserve (\$20,000).

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 41.43% is paid by the Water and Sewer Revenue Fund.

## Special Revenue Funds

The **Homelessness Shelter Fund** with a budget of \$315,668 comprises 0.42% of this year's Total City Budget of \$74,515,898.

### **Intergovernmental Revenue – 39.60% of this year's Homelessness Shelter Fund budget**

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

### **Miscellaneous Revenue – 44.56% of this year's Homelessness Shelter Fund budget**

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

### **Other Sources –15.84% of this year's Homelessness Shelter Fund budget**

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

The **Spring Hill Community Redevelopment Trust Fund** with a budget of \$614,239 comprises 0.82% of this year's Total City Budget of \$74,515,898.

### **Real Estate Taxes – 11.56% 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 Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$55,518,954. This represents a total increase of \$5,046,073 from the 2004 base year, or a 5.79% increase from previous year's final taxable value of \$52,479,239.

### **Intergovernmental Revenue – 0% 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.

### **Other Sources –88.44% of this year's Spring Hill Community Redevelopment Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year's budget are debt proceeds (\$500,000) and transfer from General Fund (\$43,262) to provide funding for the new Community Resource Center and operation of the Community Resource Center.

The **Governmental Impact Fees Trust Fund** with a budget of \$732,879 comprises 0.98% of this year's Total City Budget of \$74,515,898.

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 \$423,912 comprises 0.57% of this year's Total City Budget of \$74,515,898.

### **Real Estate Taxes – 85.11% of this year's Community Redevelopment Fund budget**

The valuation of property in the downtown tax increment district is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$45,683,627. This represents a total increase of \$25,649,164 over the 1983 base year, or a 5.50% increase from previous year's final taxable value of \$43,303,590.

### **Charges for Services – 12.77% 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 – 2.12% of this year's Community Redevelopment Fund budget**

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

### **Other Sources – 0% of this year's Community Redevelopment Fund budget**

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

The **Grants and Special Revenue Fund** with a budget of \$1,286,311 comprises 1.73% of this year's Total City Budget of \$74,515,898. 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 – 15.57% 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 \$200,283 in anticipated local option gas tax funds to be used solely for street milling and resurfacing projects.

**Intergovernmental Revenue – 48.74% 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 Firefighters grant in the amount of \$81,815 to fund mobile radios and CDBG grant funding in the amount of \$139,693 to fund right of way ADA improvements, septic tank abandonment and sewer connections, and YMCA gymnasium ceiling repair and ECHO grant funding in the amount of \$405,500 to fund Sperling Sports Complex improvements.

**Other Sources – 35.69% of this year's Grants and Special Revenue Fund budget**

The City accounts for funds budgeted in prior years, but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year's budget is a transfer from General Fund (\$26,320) to provide funding for the mobile radios and debt proceeds (432,700) to provide funding for Sperling Sports Complex improvements.

**Capital Projects**

The **Capital Fund** with a budget of \$2,108,086 comprises 2.83% of this year's Total City Budget of \$74,515,898.

**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, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from General Fund in the amount of \$285,620, Airport Fund in the amount of \$38,011, and Stormwater Fund in the amount of \$70,575 for the capital projects that are not funded by special revenues and debt proceeds in the amount of \$1,713,880, the majority of which is to fund the purchase of Information Technology (\$221,397), Public Safety (\$1,549,205), Public Works (\$271,876), Parks & Recreation (39,936), and Administrative Services (\$25,672) software, vehicles and equipment.

**Enterprise Funds**

The **Water and Sewer Fund** with a budget of \$21,897,966 comprises 29.39% of this year's Total City Budget of \$74,515,898.

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

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

**Charges for Services – 98.49% 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. Charges for Services for this fiscal year has increased by 1.96% due to newly adopted water and sewer, effective October 1<sup>st</sup>, 2017 approved by the City Commission as result of water and sewer rate study performed during FY16-17.

**Miscellaneous Revenue – 1.12% 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 – 0.39% of this year’s Water & Sewer Revenue Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes a transfer from the Refuse Fund and Stormwater Fund in the amount of \$84,900.

The **Water and Wastewater Trust Fund** with a budget of \$4,395,968 comprises 5.90% of this year’s Total City Budget of \$74,515,898.

**Permits, Fees, and Special Assessments – 79.62% 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 \$3,500,000 in water and sewer development fees based upon prior year’s anticipated actual revenue.

**Miscellaneous Revenue – 0.91% of this year’s Water & Wastewater Trust Fund budget**

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

**Other Sources – 19.47% of this year’s Water and Wastewater Trust Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from reserves in the amount of \$855,968.

The **Municipal Airport Fund** with a budget of \$6,277,691 comprises 8.43% of this year’s Total City Budget of \$74,515,898.

**Intergovernmental Revenue – 41.57% of this year’s Airport Fund budget**

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category. Programmed into this year’s budget is grant funding in the amount of \$2,609,800 towards construction of a New Administration Building, Wildlife Management Plan, and Needle Park and Navy Dump site cleaning activities.

**Charges for Services – 7.38% 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 – 17.33% 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 – 33.72% of this year’s Airport Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from reserves in the amount of \$133,791 and debt proceeds in the amount of \$1,983,100.

The **Refuse Collection Fund** with a budget of \$3,564,613 comprises 4.78% of this year's Total City Budget of \$74,515,898.

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

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

The **Stormwater Fund** with a budget of \$1,861,859 comprises 2.50% of this year's Total City Budget of \$74,515,898.

**Charges for Services – 84.21% of this year's Stormwater Fund budget**

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

**Other Sources – 15.79% of this year's Stormwater Fund budget**

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from reserves in the amount of \$294,049.

The **Permits and Inspections Fund** with a budget of \$1,474,230 comprises 1.98% of this year's Total City Budget of \$74,515,898.

**Permits, Fees, and Special Assessments – 61.66% 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 \$909,000 in building permit revenue based upon prior year's anticipated actual revenue.

**Charges for Services – 10.07% 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 – 0.47% of this year's Permits and Insepctions 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 – 27.79% of this year's Permits and Inspections Fund budget**

Any additional revenues above expenses have been placed in a reserve to be used as an offset for any future loss of revenues.

This budget includes an anticipated transfer from reserves in the amount of \$409,730.

## Internal Service Funds

The **Health Insurance Cost Containment Fund** with a budget of \$574,385 comprises 0.77% of this year's Total City Budget of \$74,515,898.

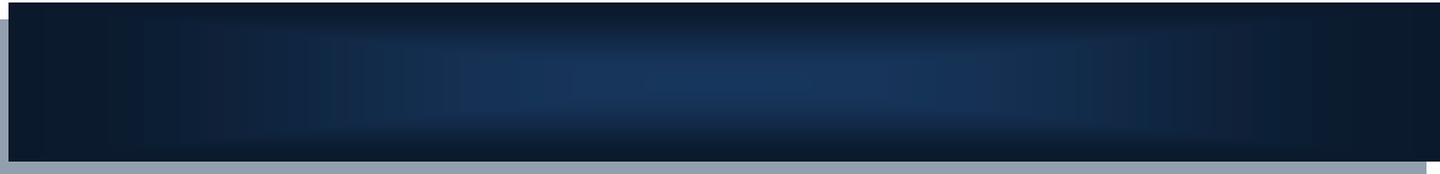
**Charges for Services –100% of this year's Health Insurance Cost Containment Fund budget**

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

The **Workers' Compensation Self Insurance Fund** with a budget of \$763,465 comprises 1.03% of this year's Total City Budget of \$74,515,898.

**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.

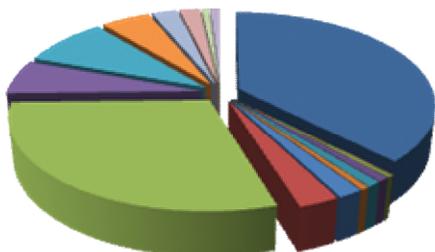


	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>REVENUE SUMMARY</b>					
Taxes	\$ 15,126,554	\$ 15,472,237	\$ 15,736,497	\$ 16,522,508	6.79%
Permits, Fees and Special Assessments	9,035,386	7,136,158	8,414,988	7,902,633	10.74%
Intergovernmental Revenue	8,647,154	7,482,145	9,246,936	9,162,887	22.46%
Charges for Services	26,880,181	27,879,969	27,414,078	29,290,872	5.06%
Judgments, Fines, and Forfeits	155,779	82,700	120,066	118,216	42.95%
Miscellaneous Revenue	3,502,402	1,821,198	1,985,507	2,013,409	10.55%
Other Sources	3,351,643	5,891,677	15,856,933	9,505,373	61.34%
<b>Total Revenues</b>	<b>\$ 66,699,099</b>	<b>\$ 65,766,084</b>	<b>\$ 78,775,005</b>	<b>\$ 74,515,898</b>	<b>13.30%</b>

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>FUNDS SUMMARY</b>					
General Fund	\$ 26,207,779	\$ 26,680,081	\$ 27,244,754	\$ 28,163,530	5.56%
Confiscated Trust Fund	56,373	3,000	30,198	61,096	1936.53%
Homelessness Fund	0	0	279,073	315,668	100.00%
Spring Hill Community Redevelopment Trust Fund	2,118	71,731	73,049	614,239	756.31%
Governmental Impact Fees Trust Fund	772,627	622,910	712,564	732,879	17.65%
Downtown Community Redevelopment Trust Fund	296,393	391,561	561,919	423,912	8.28%
Grants and Special Revenue Fund	1,035,518	396,623	693,020	1,286,311	224.32%
Capital Fund	1,600,687	981,275	993,265	2,108,086	114.88%
Water and Sewer Fund	21,874,013	21,482,540	23,626,686	21,897,966	1.99%
Water and Wastewater Trust Fund	5,252,913	3,660,130	10,929,738	4,395,968	20.10%
Airport Fund	1,946,381	3,699,389	5,186,214	6,277,691	69.70%
Refuse Fund	2,694,700	2,680,160	2,680,182	3,564,613	33.00%
Stormwater Fund	1,528,393	1,758,898	1,909,360	1,861,859	5.85%
Permits and Inspections Fund	2,016,578	2,061,037	2,546,194	1,474,230	28.44%
Health Insurance Cost Containment Fund	573,877	558,735	564,950	574,385	2.80%
Workers' Compensation Self-Insurance Fund	840,749	718,014	743,839	763,465	6.33%
<b>Total Revenues</b>	<b>\$ 66,699,099</b>	<b>\$ 65,766,084</b>	<b>\$ 78,775,005</b>	<b>\$ 74,515,898</b>	<b>13.30%</b>



Fiscal Year 2018 City Summary  
Revenue Summary - By Fund



- General Fund - 37.80%
- Confiscated Trust Fund - 0.08%
- Homelessness Fund - 0.42%
- Spring Hill CRA Trust Fund - 0.82%
- Governmental Impact Fees Trust Fund - 0.98%
- Downtown CRA Trust Fund - 0.57%
- Grants & Special Revenue Fund - 1.73%
- Capital Fund - 2.83%
- Water & Sewer Fund - 29.39%
- Water & Wastewater Trust Fund - 5.90%
- Airport Fund - 8.43%
- Refuse Fund - 4.78%
- Stormwater Fund - 2.50%
- Permits & Inspections Fund - 1.98%
- Health Insurance Cost Containment Fund - 0.77%
- Workers' Compensation Self-Insurance Fund - 1.02%

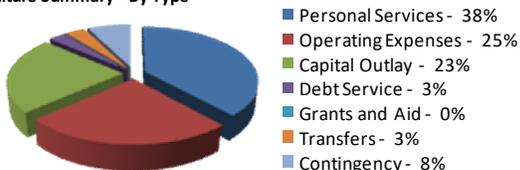


EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	<b>\$ 25,166,406</b>	<b>\$ 26,686,503</b>	<b>\$ 25,931,987</b>	<b>\$ 28,566,182</b>	<b>7.04%</b>
<b>Operating Expenses</b>	<b>15,311,009</b>	<b>16,501,728</b>	<b>15,945,596</b>	<b>18,728,755</b>	<b>13.50%</b>
<b>Capital Outlay</b>	<b>12,427,804</b>	<b>12,177,306</b>	<b>22,599,349</b>	<b>17,014,370</b>	<b>39.72%</b>
<b>Debt Service</b>	<b>10,289,540</b>	<b>1,499,666</b>	<b>1,499,666</b>	<b>2,028,088</b>	<b>35.24%</b>
<b>Grants and Aid</b>	<b>14,580</b>	<b>50,000</b>	<b>57,216</b>	<b>121,065</b>	<b>142.13%</b>
<b>Transfers</b>	<b>3,349,579</b>	<b>2,787,578</b>	<b>2,815,394</b>	<b>2,480,188</b>	<b>-11.03%</b>
<b>Contingency</b>	<b>73,678</b>	<b>6,063,303</b>	<b>6,141,776</b>	<b>5,577,250</b>	<b>-8.02%</b>
<b>Total Budget</b>	<b>\$ 66,632,596</b>	<b>\$ 65,766,084</b>	<b>\$ 74,990,984</b>	<b>\$ 74,515,898</b>	<b>13.30%</b>

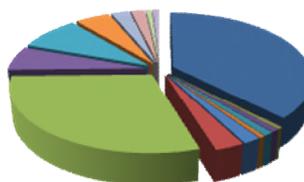
FUNDS SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>General Fund</b>	<b>\$ 25,132,315</b>	<b>\$ 26,680,081</b>	<b>\$ 26,398,214</b>	<b>\$ 28,163,530</b>	<b>5.56%</b>
<b>Confiscated Trust Fund</b>	<b>21,617</b>	<b>3,000</b>	<b>18,394</b>	<b>61,096</b>	<b>1936.53%</b>
<b>Homeless Shelter Fund</b>	<b>0</b>	<b>0</b>	<b>279,073</b>	<b>315,668</b>	<b>100.00%</b>
<b>Spring Hill Community Redev. Trust Fund</b>	<b>29,716</b>	<b>71,731</b>	<b>65,226</b>	<b>614,239</b>	<b>756.31%</b>
<b>Governmental Impact Fees Trust Fund</b>	<b>942,537</b>	<b>622,910</b>	<b>622,910</b>	<b>732,879</b>	<b>17.65%</b>
<b>Downtown Community Redev Trust Fund</b>	<b>233,474</b>	<b>391,561</b>	<b>569,893</b>	<b>423,912</b>	<b>8.26%</b>
<b>Grants &amp; Special Revenue Fund</b>	<b>1,224,384</b>	<b>396,623</b>	<b>629,514</b>	<b>1,286,311</b>	<b>224.32%</b>
<b>Capital Fund</b>	<b>1,600,686</b>	<b>981,275</b>	<b>1,452,434</b>	<b>2,108,086</b>	<b>114.83%</b>
<b>Water and Sewer Fund</b>	<b>23,605,730</b>	<b>21,482,540</b>	<b>22,578,080</b>	<b>21,897,966</b>	<b>1.93%</b>
<b>Water and Wastewater Trust Fund</b>	<b>5,906,619</b>	<b>3,660,130</b>	<b>9,700,911</b>	<b>4,395,968</b>	<b>20.10%</b>
<b>Airport Fund</b>	<b>2,079,727</b>	<b>3,699,389</b>	<b>5,456,940</b>	<b>6,277,691</b>	<b>69.70%</b>
<b>Refuse Fund</b>	<b>2,688,825</b>	<b>2,680,160</b>	<b>2,537,815</b>	<b>3,564,613</b>	<b>33.00%</b>
<b>Stormwater Fund</b>	<b>965,820</b>	<b>1,758,898</b>	<b>1,579,132</b>	<b>1,861,859</b>	<b>5.85%</b>
<b>Permits and Inspections Fund</b>	<b>972,143</b>	<b>2,061,037</b>	<b>1,907,347</b>	<b>1,474,230</b>	<b>-28.47%</b>
<b>Health Insurance Cost Containment Fund</b>	<b>581,634</b>	<b>558,735</b>	<b>530,135</b>	<b>574,385</b>	<b>2.80%</b>
<b>Workers' Compensation Self-Ins. Fund</b>	<b>647,369</b>	<b>718,014</b>	<b>664,966</b>	<b>763,465</b>	<b>6.33%</b>
<b>Total Revenues</b>	<b>\$ 66,632,596</b>	<b>\$ 65,766,084</b>	<b>\$ 74,990,984</b>	<b>\$ 74,515,898</b>	<b>13.30%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>General</b>	<b>242.31</b>	<b>255.28</b>	<b>258.64</b>	<b>262.40</b>	<b>264.47</b>
<b>Water &amp; Sewer</b>	<b>99.43</b>	<b>103.50</b>	<b>105.00</b>	<b>109.37</b>	<b>111.87</b>
<b>Airport</b>	<b>5.50</b>	<b>4.50</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Stormwater</b>	<b>8.75</b>	<b>8.75</b>	<b>8.75</b>	<b>9.50</b>	<b>9.50</b>
<b>Permits &amp; Inspections</b>	<b>10.13</b>	<b>10.13</b>	<b>12.13</b>	<b>13.45</b>	<b>14.15</b>
	<b>366.12</b>	<b>380.16</b>	<b>390.52</b>	<b>402.72</b>	<b>407.99</b>

Fiscal Year 2018 City Summary  
Expenditure Summary - By Type

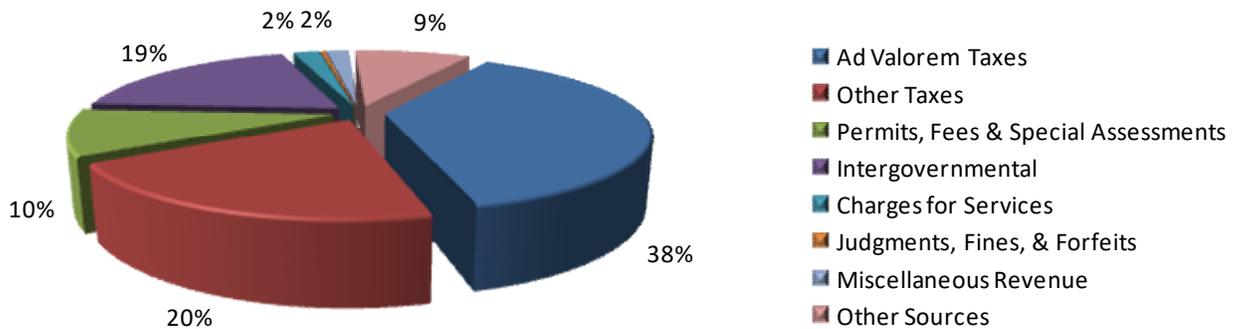


Fiscal Year 2018 City Summary  
Expenditure Summary - By Fund



## GENERAL FUND Revenue Summary

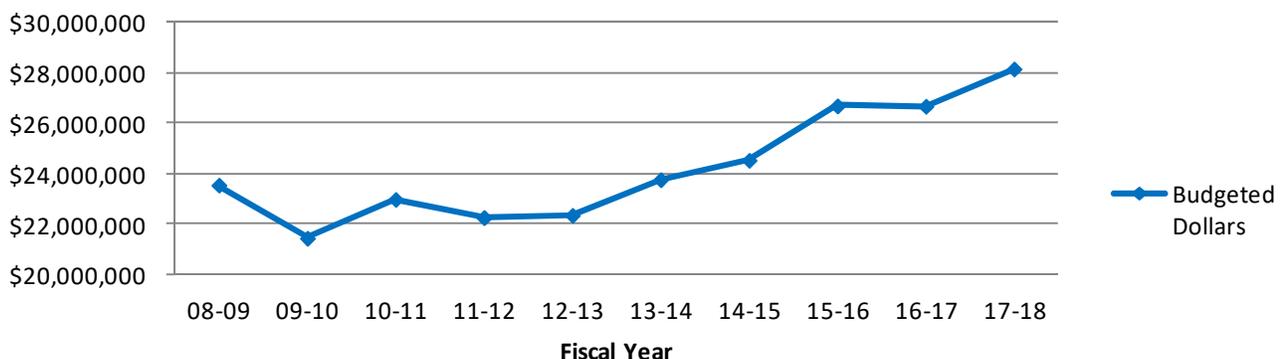
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Ad Valorem Taxes</b>	<b>\$ 9,217,383</b>	<b>\$ 9,767,356</b>	<b>\$ 9,751,355</b>	<b>\$10,610,189</b>	<b>8.63%</b>
<b>Other Taxes</b>	<b>5,658,907</b>	<b>5,482,665</b>	<b>5,678,171</b>	<b>5,712,019</b>	<b>4.18%</b>
<b>Permits, Fees &amp; Special Assessments</b>	<b>2,840,449</b>	<b>2,665,831</b>	<b>2,647,664</b>	<b>2,760,754</b>	<b>3.58%</b>
<b>Intergovernmental</b>	<b>4,812,513</b>	<b>5,039,856</b>	<b>5,024,974</b>	<b>5,369,327</b>	<b>6.54%</b>
<b>Charges for Services</b>	<b>716,700</b>	<b>581,184</b>	<b>612,689</b>	<b>587,495</b>	<b>1.09%</b>
<b>Judgments, Fines, &amp; Forfeits</b>	<b>99,502</b>	<b>79,700</b>	<b>101,672</b>	<b>92,000</b>	<b>15.43%</b>
<b>Miscellaneous Revenue</b>	<b>1,189,716</b>	<b>431,584</b>	<b>505,431</b>	<b>483,159</b>	<b>11.95%</b>
<b>Other Sources</b>	<b>1,672,609</b>	<b>2,631,905</b>	<b>2,922,798</b>	<b>2,548,587</b>	<b>-3.17%</b>
<b>Total General Fund Revenue</b>	<b>\$26,207,779</b>	<b>\$26,680,081</b>	<b>\$27,244,754</b>	<b>\$28,163,530</b>	<b>5.56%</b>



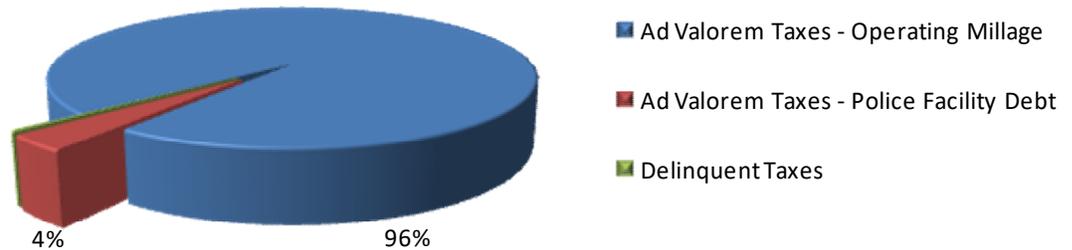
## Management Discussion

General Fund revenues have increased approximately 5.56% or \$1,483,449 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 10.41% from the previous tax year. Based on proposed millage rate, this translates into an increase in ad valorem taxes of 8.66% in FY 17-18.

## History of Revenues



REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Ad Valorem Taxes - Operating Millage	\$ 8,652,396	\$ 9,410,922	\$ 9,395,400	\$ 10,191,195	8.29%
Ad Valorem Taxes - Police Facility Debt	317,740	324,873	324,394	387,450	19.28%
Delinquent Taxes	247,247	31,581	31,561	31,561	0.00%
<b>Total Ad Valorem Tax Revenue</b>	<b>\$ 9,217,383</b>	<b>\$ 9,767,356</b>	<b>\$ 9,751,355</b>	<b>\$ 10,610,206</b>	<b>8.68%</b>



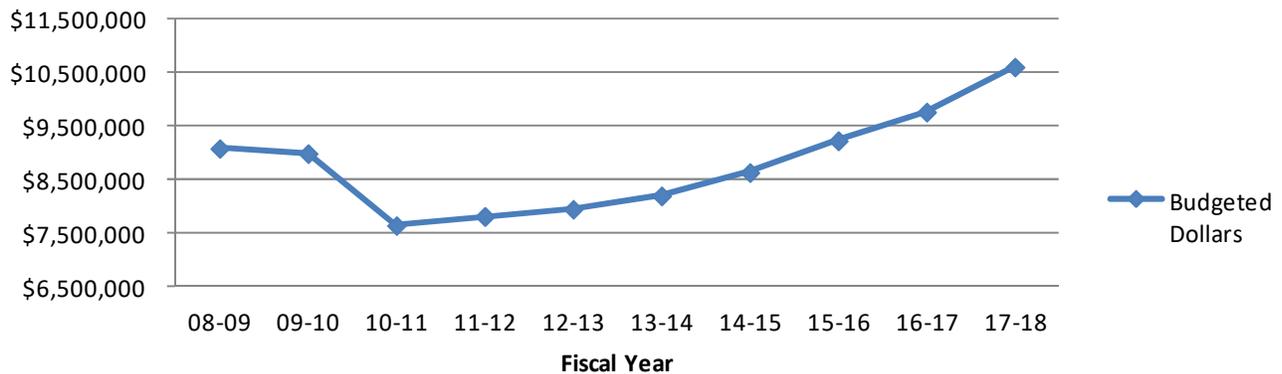
## Management Discussion

The property appraiser has released \$1,602,938,528 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the city limits. This represents a total increase of \$151,159,732 or 10.41% increase from final taxable values of \$1,451,778,796 in the previous tax year. Included in the total taxable value amount for the current year is \$62,860,766 for annexations and new construction.

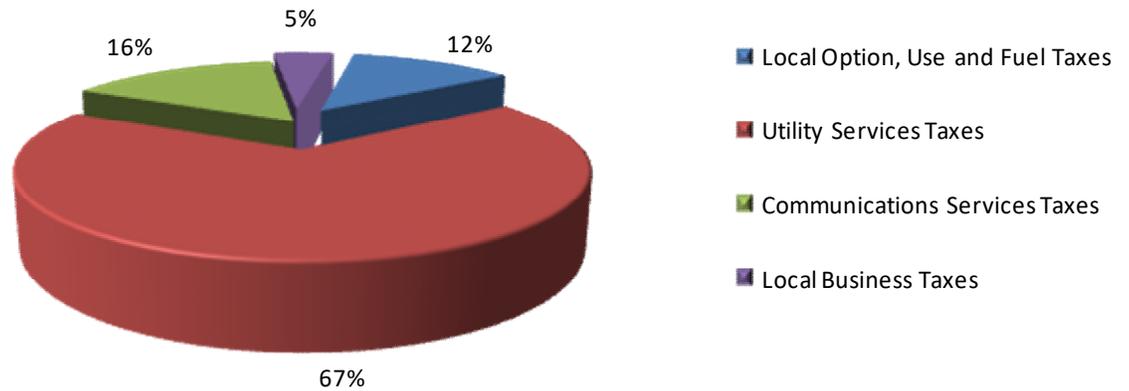
Based on the taxable valuation described above, the adopted millage rate, which is 0.2810 mills more than the roll back rate of 6.5421, is 6.8231 mills yielding \$10,191,195 in revenues after allowing for discounts and delinquencies and payment to the tax increment district. The debt service millage rate for Tax Year 2016 was 0.2348 mills and for Tax Year 2017 is increased to 0.2544. This will yield \$387,450 for the repayment of debt on the general obligation bonds for the construction of the new police facility.

This brings the combined proposed rate for Tax Year 2017 to 7.0775 mills compared to 7.1579 last year. This millage rate represents a decrease of 0.0804 mills from the prior year.

## History of Revenues



REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Local Option, Use and Fuel Taxes</b>	\$ <b>735,288</b>	\$ 686,650	\$ 701,650	\$ 712,482	3.76%
<b>Utility Services Taxes</b>	<b>3,708,786</b>	3,593,465	3,779,393	3,849,393	7.12%
<b>Communications Services Taxes</b>	<b>953,405</b>	939,674	939,674	892,690	-5.00%
<b>Local Business Taxes</b>	<b>261,428</b>	<b>262,876</b>	<b>257,454</b>	<b>257,454</b>	-2.06%
<b>Total Other Tax Revenue</b>	<b>\$ 5,658,907</b>	\$ 5,482,665	\$ 5,678,171	\$ 5,712,019	4.18%



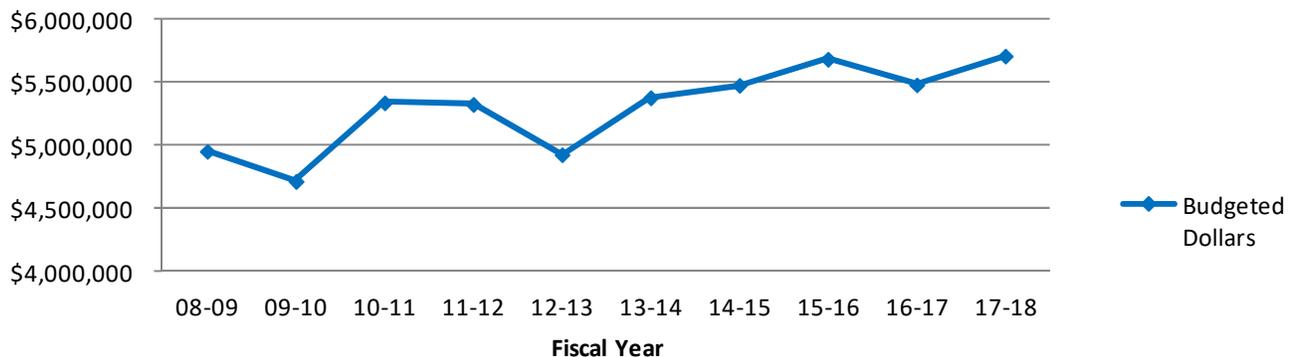
## Management Discussion

Local Option, Use and Fuel taxes includes anticipated revenue for Fire Insurance Premium Tax (\$185,435) and Casual Insurance Premium Tax (\$180,302), pending State approval. Local option gas tax funds are anticipated to increase by \$25,832 to \$346,745.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. It is anticipated revenues from these sources will yield \$3,849,393, an increase of approximately \$255,928.

Communications Services Taxes continue to decline, while Local Business Taxes, which includes occupational licenses, remain steady.

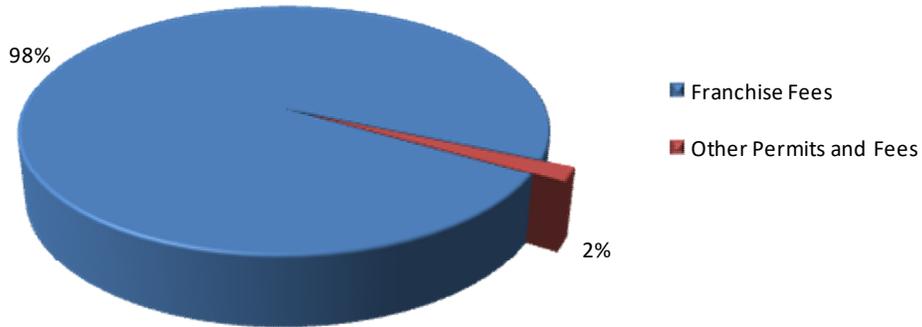
## History of Revenues



## GENERAL FUND

### Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Franchise Fees</b>	<b>\$ 2,790,527</b>	<b>\$ 2,615,875</b>	<b>\$ 2,598,160</b>	<b>\$ 2,710,798</b>	<b>3.63%</b>
<b>Other Permits and Fees</b>	<b>49,922</b>	<b>49,956</b>	<b>49,504</b>	<b>49,956</b>	<b>0.00%</b>
<b>Total Permits, Fees &amp; Special Assessments</b>	<b>\$ 2,840,449</b>	<b>\$ 2,665,831</b>	<b>\$ 2,647,664</b>	<b>\$ 2,760,754</b>	<b>3.56%</b>

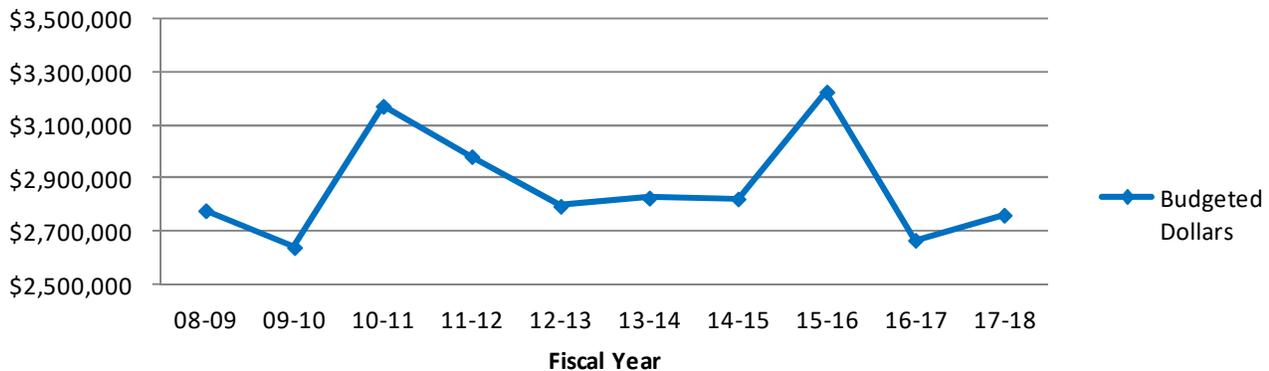


### Management Discussion

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 3.63% more than FY 16-17 budget.

Other Permits and Fees include \$31,500 for Fire Permit revenue.

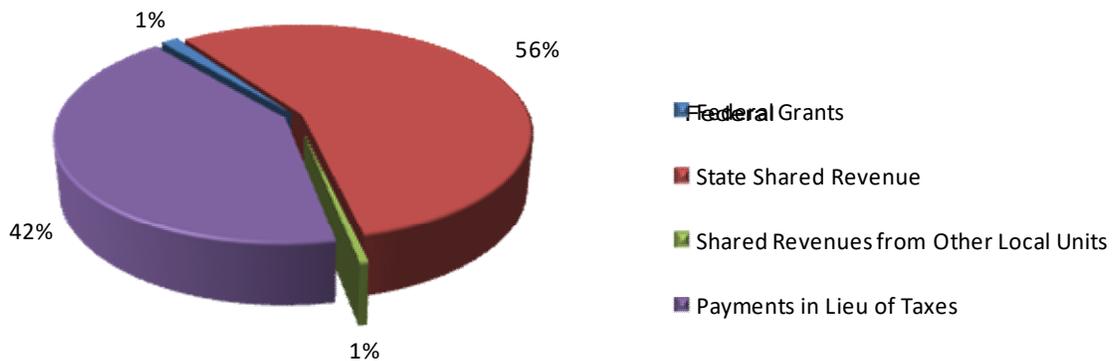
### History of Revenues



# GENERAL FUND

## Intergovernmental Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Federal Grants</b>	\$ 104,207	\$ 150,467	\$ 151,724	\$ 70,897	-52.88%
<b>State Shared Revenue</b>	2,627,483	2,793,117	2,767,089	3,013,096	7.88%
<b>Shared Revenues from Other Local Units</b>	28,027	28,138	28,027	28,027	-0.39%
<b>Payments in Lieu of Taxes</b>	<u>2,052,796</u>	<u>2,068,134</u>	<u>2,078,134</u>	<u>2,257,307</u>	9.15%
<b>Total Intergovernmental Revenue</b>	<b>\$ 4,812,513</b>	<b>\$ 5,039,856</b>	<b>\$ 5,024,974</b>	<b>\$ 5,369,327</b>	<b>6.54%</b>

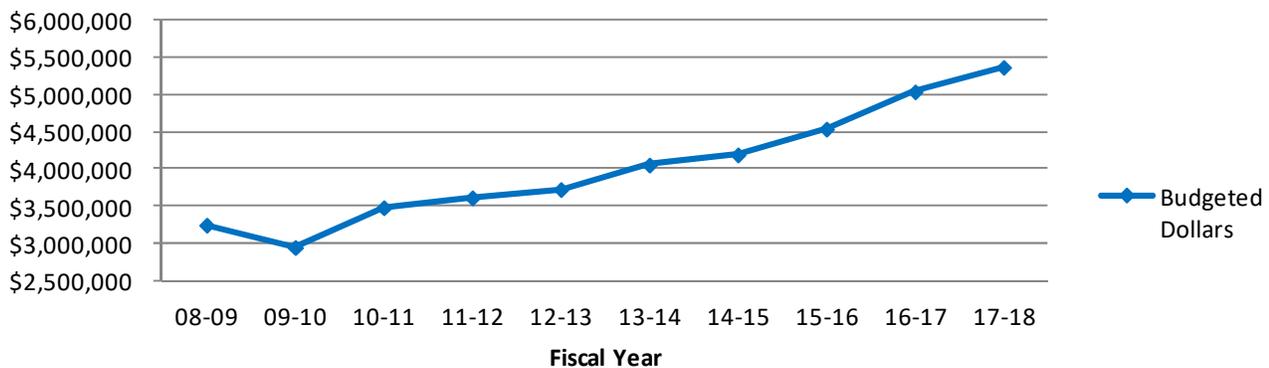


### Management Discussion

State shared revenue in FY 17-18 increased by approximately \$219,979 primarily as a result of an increase in projected sales tax revenue and state revenue sharing due to an anticipated continued economic upswing.

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of the PILOT is to be reserved to fund capital purchases in future years. In FY 17-18, 1% of the PILOT is equal to \$218,131.

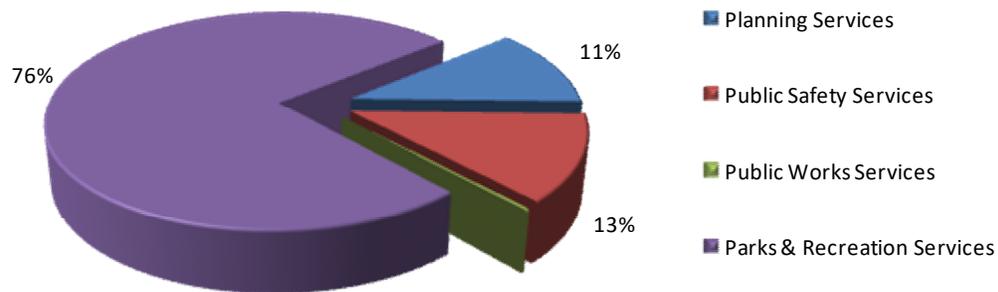
### History of Revenues



## GENERAL FUND

### Charges for Services Revenue Summary

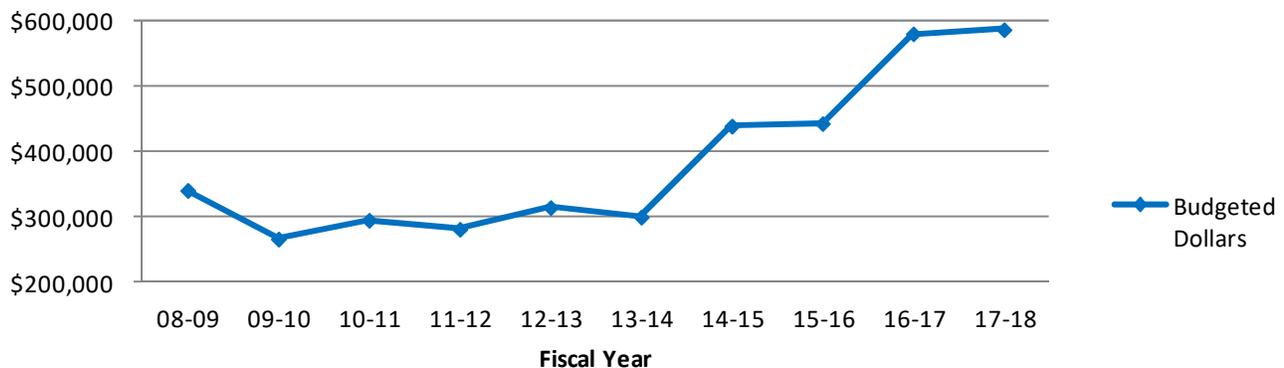
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Planning Services</b>	\$ 123,054	\$ 102,500	\$ 68,726	\$ 67,500	-34.15%
<b>Public Safety Services</b>	96,535	71,330	74,117	74,022	3.77%
<b>Public Works Services</b>	54,044	1,500	19,405	1,500	0.00%
<b>Parks &amp; Recreation Services</b>	<u>443,067</u>	<u>405,854</u>	<u>450,441</u>	<u>444,473</u>	9.52%
<b>Total Charges for Services Revenue</b>	<b>\$ 716,700</b>	<b>\$ 581,184</b>	<b>\$ 612,689</b>	<b>\$ 587,495</b>	<b>1.09%</b>



## Management Discussion

All categories are projected based on prior year's anticipated actuals. Parks & Recreation Services has increased due to rentals of the Sanborn Activity and Event Center.

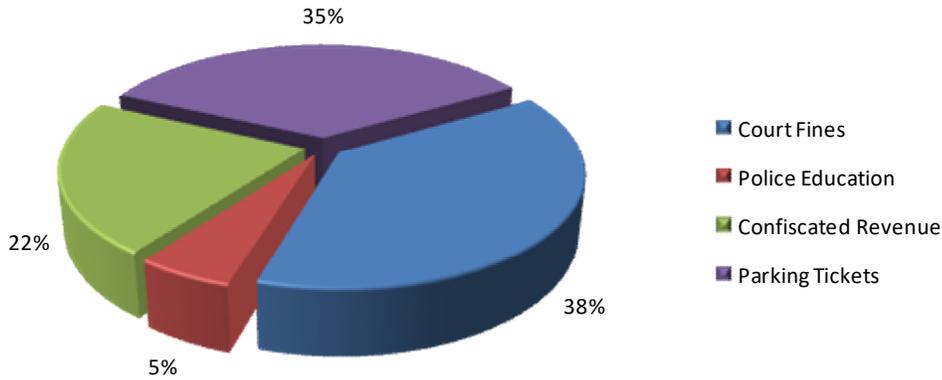
## History of Revenues



## GENERAL FUND

### Judgments, Fines, and Forfeits Revenue Summary

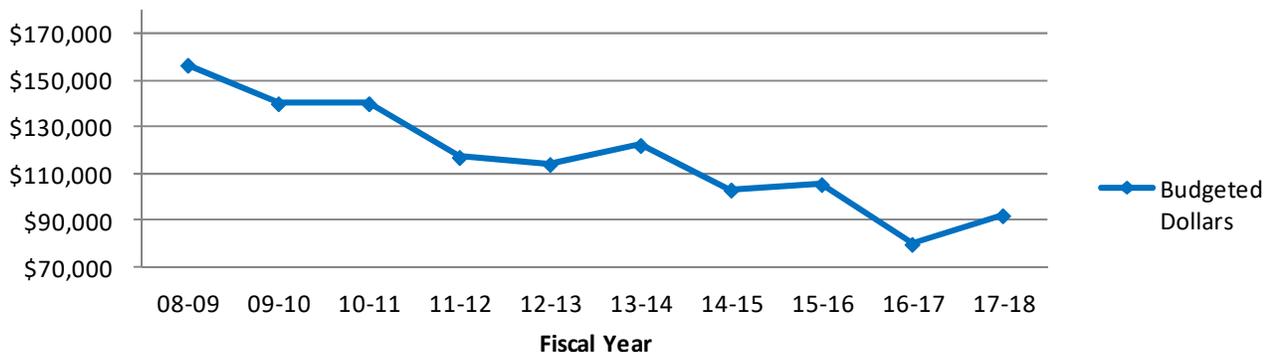
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Court Fines</b>	\$ 36,795	\$ 39,000	\$ 35,823	\$ 35,000	-10.26%
<b>Police Education</b>	5,121	5,700	5,341	5,000	-12.28%
<b>Confiscated Revenue</b>	25,090	15,000	28,008	20,000	33.33%
<b>Parking Tickets</b>	32,496	20,000	32,500	32,000	60.00%
<b>Total Judgments, Fines, and Forfeits</b>	\$ 99,502	\$ 79,700	\$ 101,672	\$ 92,000	15.43%



## Management Discussion

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

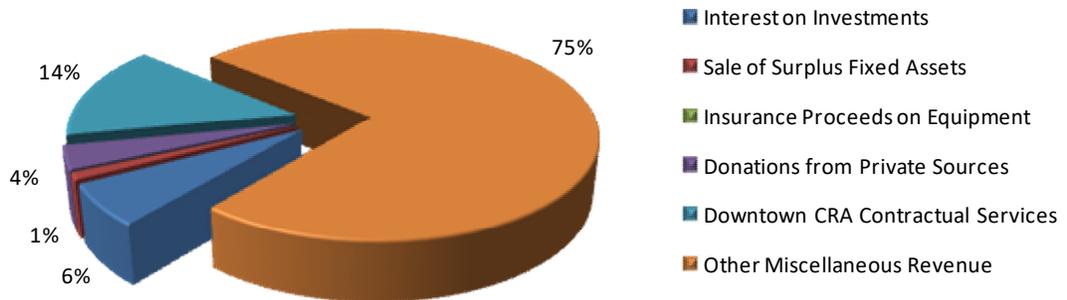
## History of Revenues



## GENERAL FUND

### Miscellaneous Revenue Summary

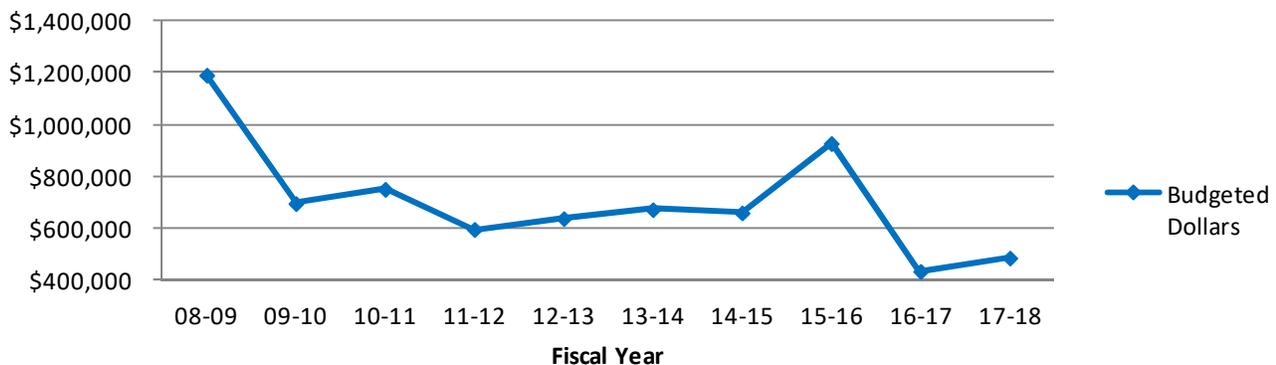
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Interest on Investments	\$ 42,975	\$ 29,729	\$ 29,819	\$ 30,000	0.99%
Sale of Surplus Fixed Assets	38,022	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	35,801	0	31,734	0	N/A
Donations from Private Sources	454,006	17,000	17,000	17,000	0.00%
Downtown CRA Contractual Services	38,497	47,483	44,536	69,210	45.78%
Other Miscellaneous Revenue	580,415	332,372	377,342	361,932	8.88%
<b>Total Miscellaneous Revenue</b>	<b>\$ 1,189,716</b>	<b>\$ 431,584</b>	<b>\$ 505,431</b>	<b>\$ 483,142</b>	<b>11.99%</b>



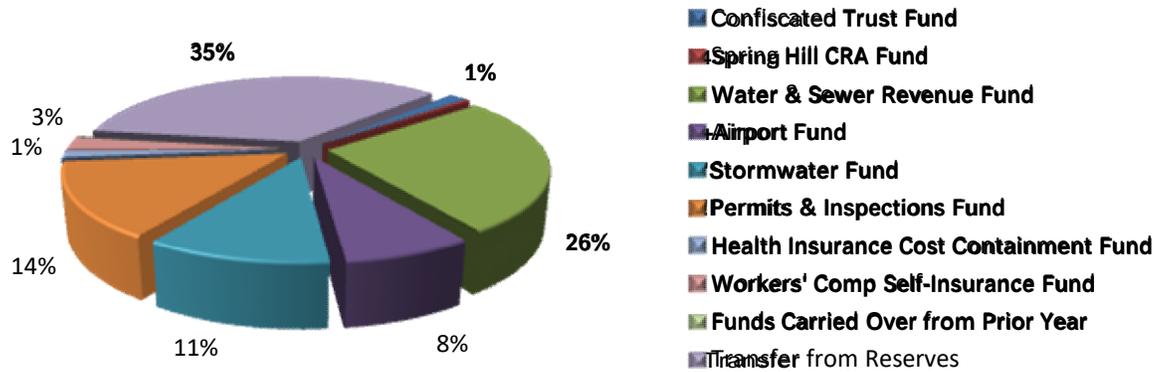
## Management Discussion

Miscellaneous revenues include interest earned on investments, sale of land and equipment, insurance proceeds, private donations, and any other miscellaneous revenues. Interest earned on investments is based upon anticipated actuals for FY 16-17. The Downtown CRA reimburses the General Fund for contractual maintenance and special events personnel support. The Donation from Private Source includes donations for the 4<sup>th</sup> July fireworks [\$17,000]. Other Miscellaneous Revenue includes contracts with FDOT for highway lighting [\$59,814] and traffic signal maintenance [\$82,762].

## History of Revenues



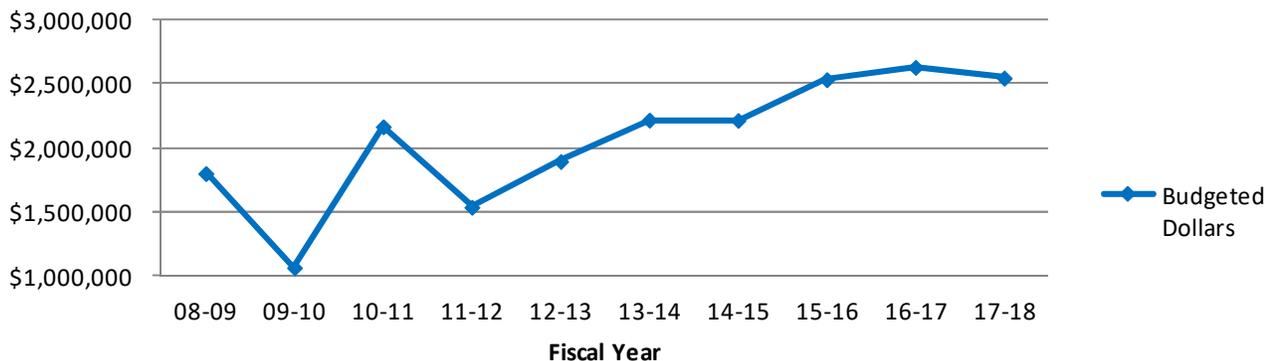
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Confiscated Trust Fund	\$ 0	\$ 0	\$ 0	\$ 34,880	100.000%
Spring Hill CRA Fund	10,000	10,000	10,000	10,000	0.000%
Water & Sewer Revenue Fund	551,448	690,744	690,744	669,449	33.088%
Airport Fund	187,417	181,158	181,158	197,250	8.888%
Stormwater Fund	227,934	247,664	247,664	280,018	13.066%
Permits & Inspections Fund	259,715	275,981	275,981	363,067	31.566%
Health Insurance Cost Containment Fund	32,205	32,205	32,205	32,205	0.000%
Workers' Comp Self-Insurance Fund	64,000	64,000	64,000	64,000	0.000%
Funds Carried Over from Prior Year	0	0	285,687	0	N/A
Transfer from Reserves	<u>339,890</u>	<u>1,130,156</u>	<u>1,135,362</u>	<u>897,718</u>	-20.557%
<b>Total Other Sources Revenue</b>	<b>\$ 1,672,609</b>	<b>\$ 2,631,905</b>	<b>\$ 2,922,798</b>	<b>\$ 2,548,587</b>	<b>-3.117%</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 Transfer from Reserves represents \$770,574 from General Fund reserves to provide funding for the purchase of capital (\$526,245), operating capital (\$244,329), Lot Maintenance (\$80,000), Tree Reserve (\$20,000) and Converted Fund Reserve (\$27,144).

## History of Revenues



# GENERAL FUND

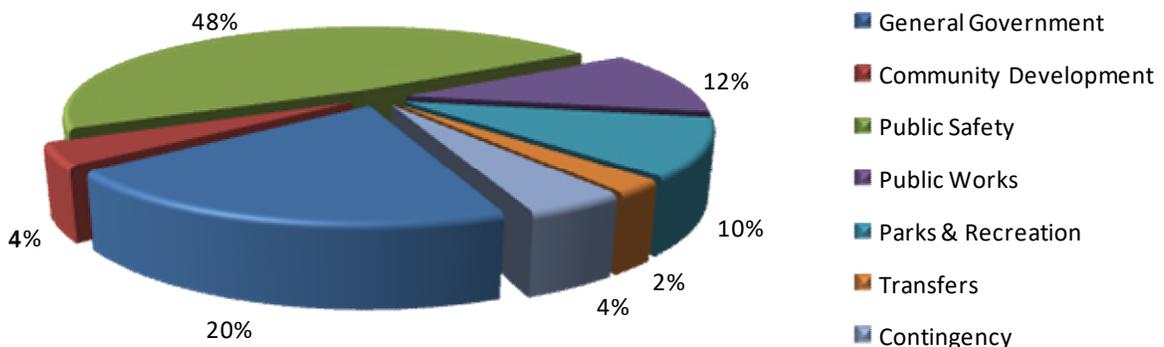
## Expenditure Summary

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 17,637,952	\$ 18,333,194	\$ 17,909,193	\$ 19,504,055	6.39%
Operating Expenses	5,068,922	5,387,559	5,428,197	5,651,991	4.91%
Debt Service	810,681	876,756	876,756	1,134,665	29.42%
Grants & Aid	4,630	20,000	20,000	30,000	50.00%
Transfers	1,605,585	1,200,929	1,266,488	635,833	-47.05%
Contingency	4,545	861,643	897,580	1,206,986	40.08%
<b>Total Budget</b>	<b>\$25,132,315</b>	<b>\$26,680,081</b>	<b>\$26,398,214</b>	<b>\$28,163,530</b>	<b>5.56%</b>

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
General Government	\$ 4,805,226	\$ 4,987,073	\$ 5,110,388	\$ 5,532,872	10.94%
Community Development	1,054,415	1,068,466	1,023,916	1,066,671	-0.17%
Public Safety	12,324,140	12,720,862	12,533,907	13,559,848	6.60%
Public Works	2,890,710	3,161,426	3,009,436	3,324,214	5.15%
Parks & Recreation	2,447,694	2,679,682	2,556,499	2,837,106	5.87%
Transfers	1,605,585	1,200,929	1,266,488	635,833	-47.05%
Contingency	4,545	861,643	897,580	1,206,986	40.08%
<b>Total Budget</b>	<b>\$25,132,315</b>	<b>\$26,680,081</b>	<b>\$26,398,214</b>	<b>\$28,163,530</b>	<b>5.56%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
General Government	31.35	33.35	34.35	35.90	37.13
Community Development	11.68	12.08	12.58	12.05	11.45
Public Safety	133.83	137.30	137.29	138.78	138.28
Public Works	34.05	36.11	38.12	38.37	39.37
Parks & Recreation	31.40	36.43	36.30	37.30	37.84
<b>Total Staffing</b>	<b>242.31</b>	<b>255.28</b>	<b>258.64</b>	<b>262.40</b>	<b>264.07</b>

General Fund Expenditure Summary  
Fiscal Year 2018



# GENERAL FUND

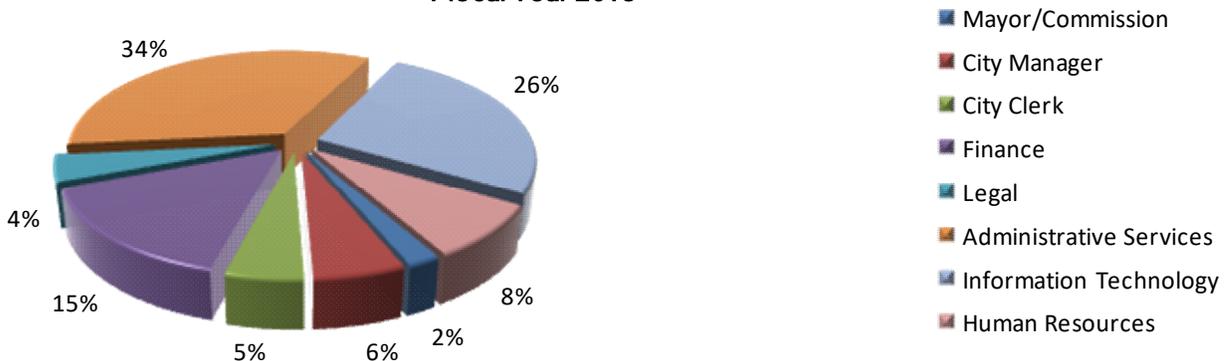
## General Government Expenditure Summary

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$2,546,474	\$2,585,323	\$2,647,329	\$2,851,672	10.30%
Operating Expenses	1,811,275	1,906,579	1,967,888	2,110,054	10.67%
Debt Service	447,477	495,171	495,171	571,146	15.34%
Grants & Aid	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
<b>Total Budget</b>	<b>\$4,805,226</b>	<b>\$4,987,073</b>	<b>\$5,110,388</b>	<b>\$5,532,872</b>	<b>10.94%</b>

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Mayor/Commission	\$ 103,122	\$ 99,878	\$ 118,403	\$ 112,517	12.65%
City Manager	399,352	296,278	292,763	312,221	5.38%
City Clerk	245,990	251,071	257,457	266,746	6.24%
Finance	802,006	792,781	752,801	835,454	5.38%
Legal	237,704	217,665	227,545	230,061	5.69%
Administrative Services	1,577,123	1,766,326	1,750,342	1,879,116	6.39%
Information Technology	1,026,934	1,153,893	1,261,579	1,439,136	24.72%
Human Resources	<u>412,995</u>	<u>409,181</u>	<u>449,498</u>	<u>457,621</u>	11.84%
<b>Total Budget</b>	<b>\$4,805,226</b>	<b>\$4,987,073</b>	<b>\$5,110,388</b>	<b>\$5,532,872</b>	<b>10.94%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Mayor	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.90	2.90	2.00	2.00
City Clerk	3.00	3.00	3.00	3.00	3.00
Finance	6.00	8.00	8.00	9.00	9.00
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	4.45	4.45	5.45	6.90	7.40
Information Technology	5.00	5.00	5.00	5.00	5.00
Human Resources	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.73</u>
<b>Total Staffing</b>	<b>31.35</b>	<b>33.35</b>	<b>34.35</b>	<b>35.90</b>	<b>37.13</b>

**General Government Expenditure Summary  
Fiscal Year 2018**





## Mission

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

## Operating Budget Comparison

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 65,604	\$ 65,654	\$ 70,662	\$ 70,913	8.01%
Operating Expenses	37,518	34,224	47,741	41,604	21.56%
Grants & Aid	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 103,122	\$ 99,878	\$ 118,403	\$ 112,517	12.65%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 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

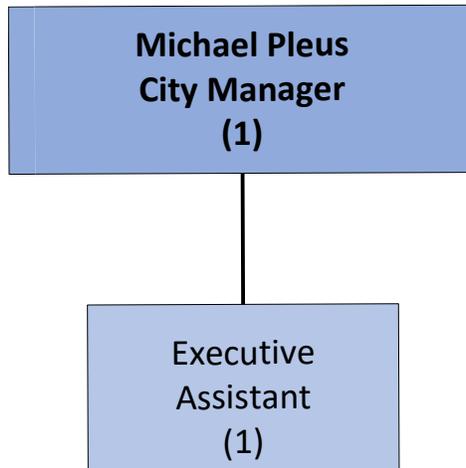
## Management Discussion

- ✓ Total expenses increased by 12.65%.
- ✓ Operating expenses increased by 21.56% mainly due to increases in travel and training.
- ✓ Includes funding for travel and training (\$24,367):
  - National League of Cities annual conference (2).
  - Florida League of Cities annual conference (5).
  - Congressional Black Caucus Foundation.
  - Young Elected Officials Network.
  - Florida Black Caucus of Local Elected Officials.
- ✓ Includes funding for memberships (\$10,252):
  - 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.
  - VCARD.
  - Volusia League of Cities.



# CITY MANAGER

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of citizens surveyed who are satisfied with City services	High Value Government	N/A	79%	100%
% 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	N/A	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 2016 – 2017 Accomplishments

- ✓ Implemented new performance management program with a new format for budget and reporting.
- ✓ Hired a new Chief of Police.
- ✓ Received approval for new Homeless Shelter and Day Center from the County of Volusia.

## 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 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 31st hold a strategic plan and goal setting workshop for the Commission to set budget priorities.</li> <li>• Monitor expenditures monthly to ensure compliance with approved budget.</li> <li>• Review data from each department quarterly to evaluate program/service outcomes.</li> </ul>	High Value Government
2 Ensure open communication with citizens. <ul style="list-style-type: none"> <li>• Review open inquiries weekly in the web based citizen request system.</li> <li>• Respond to citizen inquiries in a timely manner.</li> </ul>	Communication

## Long-Term Goals

- ✓ Implementation of Strategic Plan update.
  - Target Completion: FY 2018-19 – Annual Update
  - Strategic Focus Area: High Value Government
- ✓ Complete benefits comparison for employees and implement best practices for leave and insurance.
  - Target Completion: FY 2018-19
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 378,504	\$ 259,462	\$ 275,147	\$ 287,225	10.70%
Operating Expenses		<u>20,848</u>	<u>36,816</u>	<u>17,616</u>	<u>24,996</u>	32.11%
<b>Total Budget</b>		<b>\$ 399,352</b>	<b>\$ 296,278</b>	<b>\$ 292,763</b>	<b>\$ 312,221</b>	<b>5.38%</b>

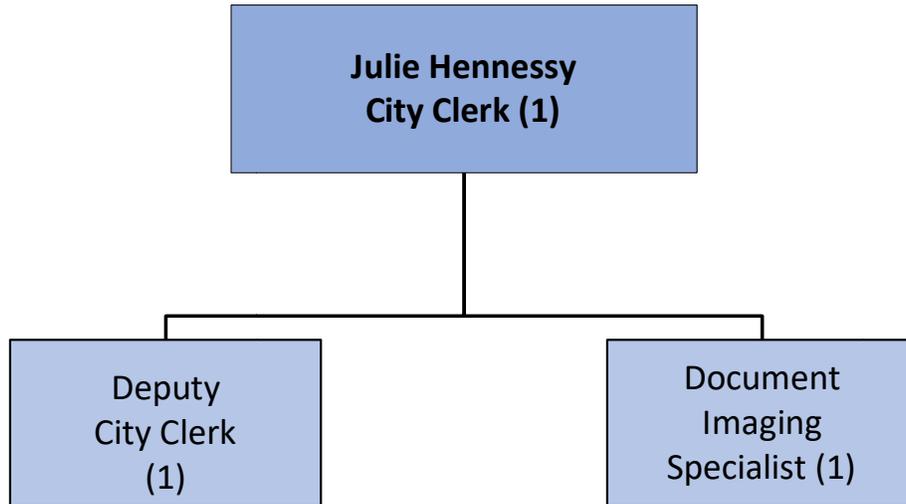
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>City Manager</b>	<b>Appt</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Assistant City Manager</b>	<b>E1111</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0</b>	<b>0</b>
<b>Executive Assistant</b>	<b>1211</b>	<u><b>1.00</b></u>	<u><b>1.00</b></u>	<u><b>1.00</b></u>	<u><b>1.00</b></u>	<u><b>1.00</b></u>
<b>Total Full Time Staffing</b>		<b>2.90</b>	<b>2.90</b>	<b>2.90</b>	<b>2.00</b>	<b>2.00</b>

## Management Discussion

- ✓ Total expenses increased by 5.38%.
- ✓ Personal services increased by 10.70% mainly due to salary increases.
- ✓ Operating expenses decreased by 32.11% due to citizen survey completed in FY16-17.



## Organizational Structure



## 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	FY15/16 Actual	FY 16/17 Projection	FY 17/18 Target
<b>% of City Clerk customers (Commission &amp; Departments) rating services as satisfactory</b>	<b>High Value Government</b>	<b>N/A</b>	<b>85%</b>	<b>85%</b>
<b>% of agendas completed 4 days before Commission Meeting</b>	<b>High Value Government</b>	<b>N/A</b>	<b>85%</b>	<b>90%</b>
<b>% of agendas posted to the website 3 days before the Commission Meeting</b>	<b>High Value Government</b>	<b>N/A</b>	<b>90%</b>	<b>90%</b>
<b>% of short minutes posted within 4 days after meeting</b>	<b>High Value Government</b>	<b>N/A</b>	<b>95%</b>	<b>95%</b>
<b>% of public records requests responded to within 72 hours</b>	<b>High Value Government</b>	<b>N/A</b>	<b>85%</b>	<b>85%</b>
<b>% of total adopted ordinances/amendments that are codified within six months of adoption</b>	<b>High Value Government</b>	<b>N/A</b>	<b>85%</b>	<b>85%</b>
<b>Perform 7 audits annually</b>	<b>High Value Government</b>	<b>N/A</b>	<b>7</b>	<b>7</b>

## Fiscal Year 2016 - 2017 Accomplishments

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

## Action Plan

### Internal Auditing

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

### Records Management and Retention

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

## Records Management and Retention

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

## Agenda Preparation

Goals & Objectives		Strategic Plan Area(s)
1	To ensure access by City Staff and members of the public by preparing and distributing accurate agenda materials. <ul style="list-style-type: none"> <li>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. <ul style="list-style-type: none"> <li>By September 30<sup>th</sup> 2017, implement electronic agenda process.</li> </ul>	

## 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

- ✓ Use Accela Agenda Management System to its full potential.
  - Target Completion: FY2017-18
  - Strategic Focus Area: High Value Government
- ✓ Find a legal and acceptable option to manage emails.
  - Target Completion: FY2017-18
  - Strategic Focus Area: High Value Government
- ✓ Provide access to more records via the City's website.
  - Target Completion: FY2017-18
  - Strategic Focus Area: High Value Government
- ✓ Obtain Volunteer Board Management software.
  - Target Completion: FY2018-19
  - Strategic Focus Area: High Value Government
- ✓ Procure an additional employee to assist with Public Records Requests.
  - Target Completion: FY2018-19
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	<b>\$ 209,647</b>	<b>\$ 211,434</b>	<b>\$ 214,287</b>	<b>\$ 221,292</b>	<b>4.66%</b>
<b>Operating Expenses</b>	<u>36,343</u>	<u>39,637</u>	<u>43,170</u>	<u>45,454</u>	<b>14.68%</b>
<b>Total Budget</b>	<b>\$ 245,990</b>	<b>\$ 251,071</b>	<b>\$ 257,457</b>	<b>\$ 266,746</b>	<b>6.24%</b>

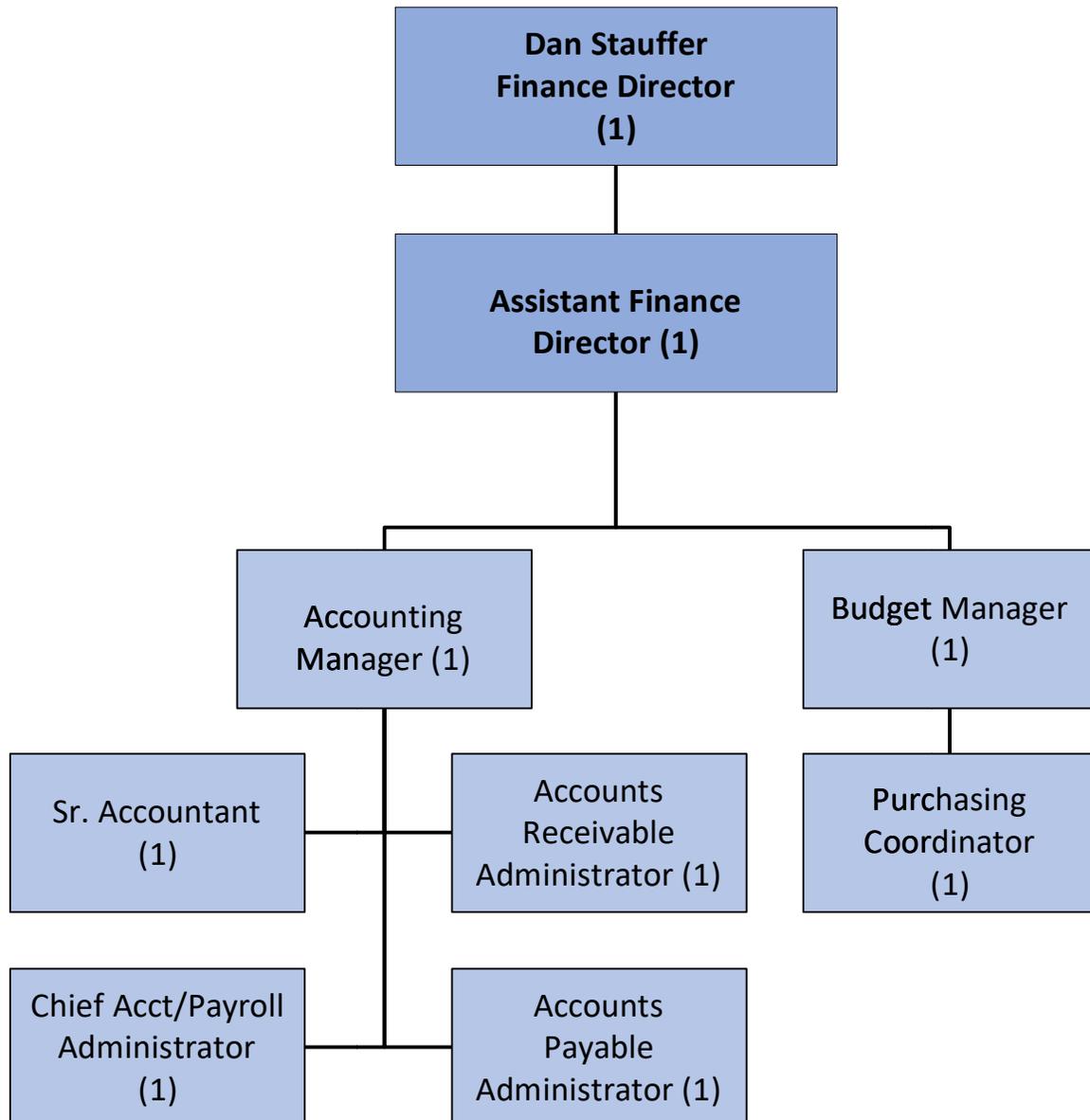
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>City Clerk-Auditor</b>	<b>Appt</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Deputy City Clerk</b>	<b>117</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Document Imaging Specialist</b>	<b>111</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Management Discussion

- Total expenses increased by 6.24%.
- Operating expenses increased by 14.68% mainly due to increases in recording fees and advertising ordinances.
- Includes funding for:
  - Recording (\$10,000).
  - Advertisement and ballots for elections (\$1,500).
  - Advertising ordinances (\$8,000).



## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	89%	92%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	11%	16%	16%
% 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	19.51%	17.00%	17.00%
General Fund Debt Service Coverage Ratio	High Value Government	5.70	4.35	1.50
% of Water and Sewer Unrestricted Reserve	High Value Government	34.88%	25.00%	25.00%
Water & Sewer Revenue Bond Debt Service Coverage Ratio	High Value Government	N/A	N/A	N/A

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Implemented GASB Statement No. 72, Fair Value Measurement and Application, and obtained an unmodified (“clean”) audit opinion.
- ✓ 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 of operating needs.
- ✓ Continued to maintain undesignated reserves in the Water and Sewer Fund equal to three months of operating needs.
- ✓ Completed and implemented Water and Sewer Rate Study.

## Action Plan

### Fiscal Accountability

Goals & Objectives	Strategic Plan Area(s)
<p>1 Provide accurate and timely financial reports to the City Commission and City Management.</p> <ul style="list-style-type: none"> <li>• Complete month end closing no later than the 20<sup>th</sup> of the month following the close of the previous month.</li> <li>• Issue quarterly reports for the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> quarter by the second City Commission meeting of the second month following the close of the quarter.</li> <li>• Issue the 4<sup>th</sup> (September) quarterly report by the second City Commission meeting in December.</li> </ul>	High Value Government

## Fiscal Accountability

Goals & Objectives		Strategic Plan Area(s)
2	<b>Prepare and publish the Annual Audit within 180 days of the end of the fiscal year.</b>	<b>High Value Government</b>
3	<b>Obtain the GFOA's "Certificate of Achievement for Excellence in Financial Reporting"</b>	<b>High Value Government</b>
4	<b>Obtain the GFOA's "Distinguished Budget Presentation Award"</b>	<b>High Value Government</b>
5	<p><b>Explore opportunities for enhancing revenue base including analysis of future revenues.</b></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> </ul> </li> </ul> <p>Water and Sewer bond issues which maintain a revenue bond debt service coverage ratio of 1.10.</p>	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		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>		\$ 704,880	\$ 716,414	\$ 676,284	\$ 758,839	5.92%
<b>Operating Expenses</b>		<u>97,126</u>	<u>76,367</u>	<u>76,517</u>	<u>76,615</u>	<b>0.32%</b>
<b>Total Budget</b>		<b>\$ 802,006</b>	<b>\$ 792,781</b>	<b>\$ 752,801</b>	<b>\$ 835,454</b>	<b>5.38%</b>

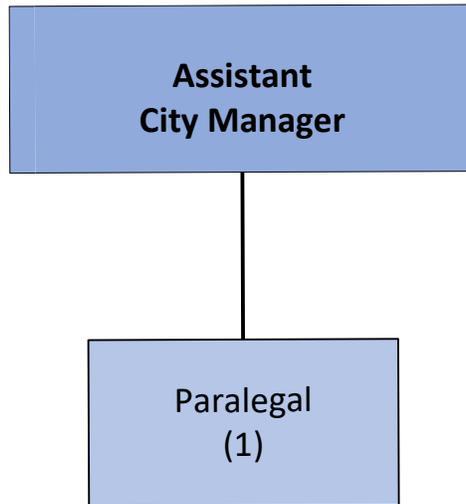
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>Finance Director</b>	<b>E108</b>	1.00	1.00	1.00	1.00	1.00
<b>Assistant Finance Director</b>	<b>E104</b>	1.00	1.00	1.00	1.00	1.00
<b>Accounting Manager</b>	<b>E102</b>	0.00	1.00	1.00	1.00	1.00
<b>Budget Manager</b>	<b>124</b>	1.00	1.00	1.00	1.00	1.00
<b>Chief Accountant/Payroll Manager</b>	<b>122</b>	1.00	1.00	1.00	1.00	1.00
<b>Sr Accountant</b>	<b>120</b>	0.00	1.00	1.00	1.00	1.00
<b>Accounts Payable Administrator</b>	<b>117</b>	1.00	1.00	1.00	1.00	1.00
<b>Accounts Receivable Administrator</b>	<b>117</b>	1.00	1.00	1.00	1.00	1.00
<b>Purchasing Coordinator</b>	<b>117</b>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

## Management Discussion

- ✓ Total expenses increased by 5.38%.
- ✓ Operating expenses increased by 0.32%.
- ✓ Includes funding for:
  - Audit fees.
  - FGFOA annual conference and school of government finance.
  - Banking services.



## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
<b>Cost of legal services per capita</b>	<b>High Value Government</b>	<b>\$7.87</b>	<b>\$7.21</b>	<b>\$7.62</b>
<b>% of internal customers satisfied with legal services</b>	<b>High Value Government</b>	<b>N/A</b>	<b>100%</b>	<b>100%</b>
<b># of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda</b>	<b>High Value Government</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Stayed within budget.

## Action Plan

### Budget Management

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

### Task Management

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

## Operations Management

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

## Long-Term Goals

- ✓ Improve Internal Customer Satisfaction.
  - Target Completion: FY 2017-2018 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Prepare documents in a timely and precise manner.
  - Target Completion: FY 2017-2018 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Efficient review of all documents processed through legal department and other departments.
  - Target Completion: FY 2017-2018 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Ensure that services provided by the contract City and Labor Attorneys are provided within budget.
  - Target Completion: FY 2017-2018 and continue beyond
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 64,279	\$ 66,265	\$ 65,895	\$ 68,411	3.24%
Operating Expenses	<u>173,425</u>	<u>151,400</u>	<u>161,650</u>	<u>161,650</u>	6.77%
Total Budget	\$ 237,704	\$ 217,665	\$ 227,545	\$ 230,061	5.69%

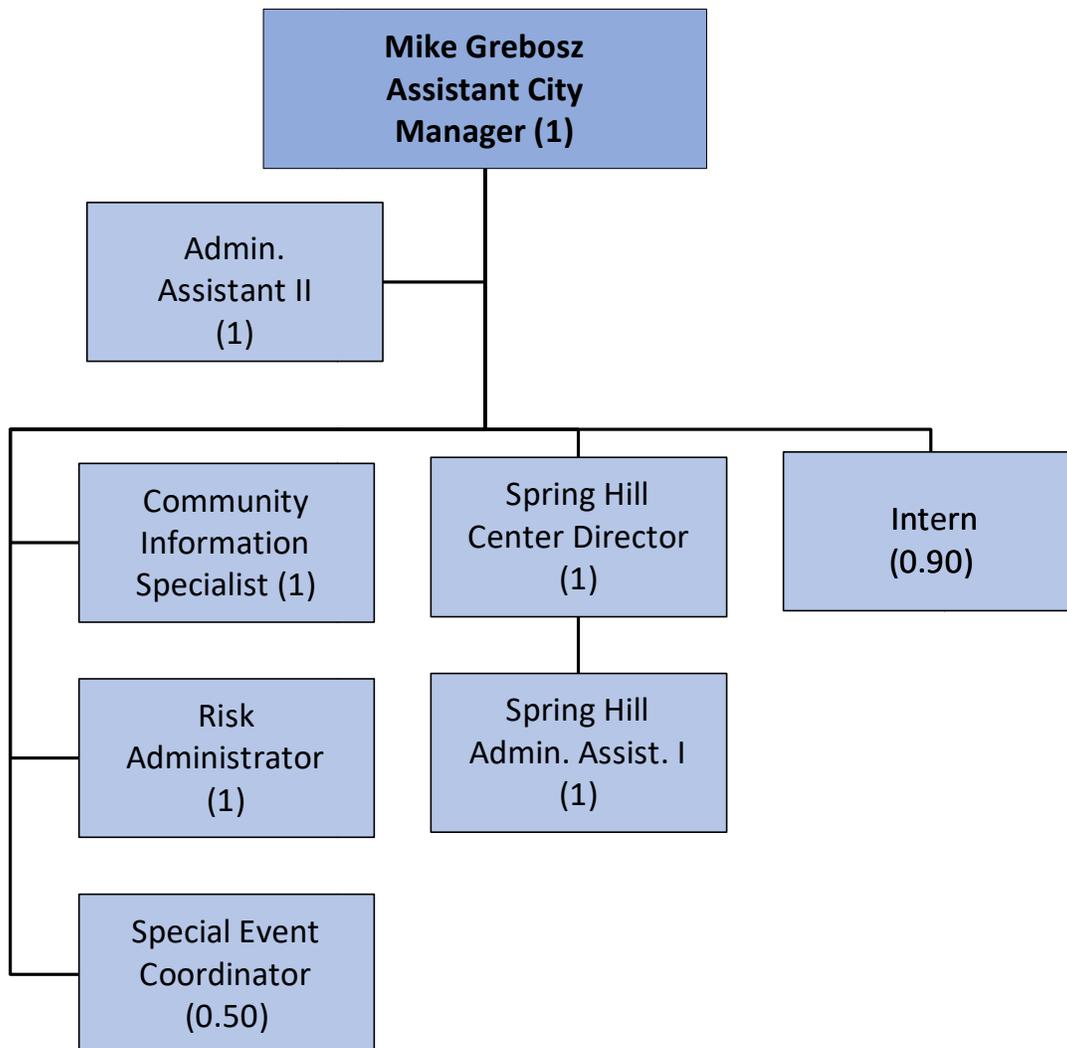
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Legal Assistant/Paralegal	118	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

## Management Discussion

- ✓ Total expenses increased by 5.69%.
- ✓ Operating expenses increased by 6.77%.
- ✓ Includes funding for:
  - City attorney (\$115,000).
  - Labor attorney (\$31,800).
  - Outside counsel for insurance, pension and other legal matters (\$10,000).



## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
<b>% of positive mentions traditional media</b>	<b>Communication</b>	<b>N/A</b>	<b>90%</b>	<b>80%</b>
<b># (followers) in social media</b>	<b>Communication</b>	<b>300</b>	<b>4,500</b>	<b>4,750</b>
<b>% of citizens satisfied with level of communication about local government</b>	<b>Communication</b>	<b>N/A</b>	<b>63%</b>	<b>100%</b>
<b>% of employees satisfied with level of communication within local government</b>	<b>Communication</b>	<b>N/A</b>	<b>58%</b>	<b>100%</b>
<b>% of special event permits issued within 4 days of event</b>	<b>High Value Government</b>	<b>N/A</b>	<b>95%</b>	<b>100%</b>
<b>% of event organizers satisfied with City event services</b>	<b>High Value Government</b>	<b>99%</b>	<b>99%</b>	<b>100%</b>
<b>% of lease tenants current with rent and taxes</b>	<b>High Value Government</b>	<b>98%</b>	<b>99%</b>	<b>100%</b>

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Completed administration of the annual DeLand Area School of Government.
- ✓ Completed a major revision to the city wide performance measurement program.
- ✓ Completed Mayor's Golf Tournament, raising \$20,000 for local charities.
- ✓ Completed administration of the inaugural employee development and mentoring program.
- ✓ Launched new social media platforms and hired a Community Information Specialist.

## Action Plan

### 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

## Special Event Administration

Goals & Objectives		Strategic Plan Area(s)
1	<p>To effectively coordinate all special event applications to ensure consistency with the City's special event policy.</p> <ul style="list-style-type: none"> <li>• <b>By September 30<sup>th</sup>, conduct a survey to see organizer's satisfaction with City event services</b></li> <li>• <b>Maintain a list of special event fee waivers to be included in the annual budget process.</b></li> <li>• <b>Issue special event permits within 4 days of event date.</b></li> </ul>	<p><b>Sense of Community &amp; High Value Government</b></p>

## Outreach & Communications

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

## Long-Term Goals

- ✓ Overhaul and simplify the lease management process.
  - Target Completion: FY 2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Make special event application process completely paperless.
  - Target Completion: FY 2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Implement an enhanced automated performance management data system.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	\$ 402,822	\$ 516,192	\$ 583,043	\$ 611,018	18.37%
<b>Operating Expenses</b>	726,824	754,963	672,128	696,952	-7.68%
<b>Debt Service</b>	<u>447,477</u>	<u>495,171</u>	<u>495,171</u>	<u>571,146</u>	15.34%
<b>Total Budget</b>	<b>\$11,577,123</b>	<b>\$11,766,326</b>	<b>\$11,750,342</b>	<b>\$11,879,116</b>	6.39%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>Assistant City Manager</b>	E111	0.00	0.00	0.00	1.00	1.00
<b>Assistant to City Manager</b>	0	1.00	1.00	1.00	0.00	0.00
<b>Community Information Specialist</b>	121	0.00	0.00	1.00	1.00	1.00
<b>Risk/Liability Specialist</b>	119	1.00	1.00	1.00	1.00	1.00
<b>Administrative Assistant II</b>	111	0.00	0.00	0.00	1.00	1.00
<b>Spring Hill Center Director</b>	115	1.00	1.00	1.00	1.00	1.00
<b>Spring Hill Center Admin Asst I</b>	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		4.00	4.00	5.00	6.00	6.00
<b>Special Event Coordinator</b>	115	0.00	0.00	0.00	0.00	0.50
<b>Interns</b>	N/A	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.90</u>	<u>0.90</u>
<b>Total Part Time Staffing</b>		0.45	0.45	0.45	0.90	1.40
<b>Total Staffing</b>		4.45	4.45	5.45	6.90	7.40

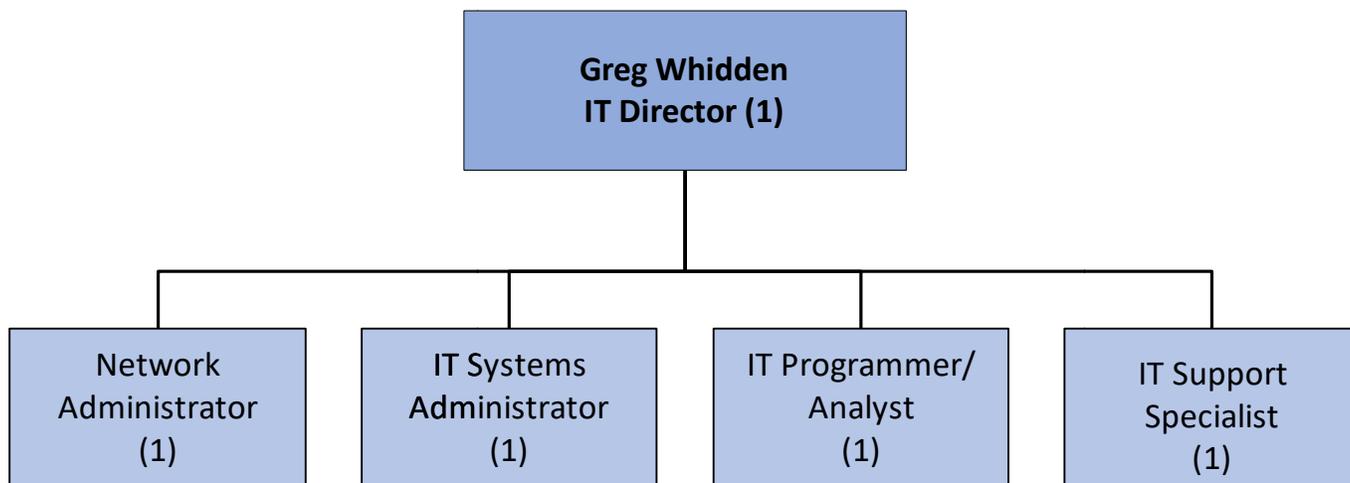
Added [0.50] PT Special Event Coordinator.

## Management Discussion

- ✓ Total expenses increased by 6.39%.
- ✓ Personal services increased by 18.37% due to an additional personnel and increases in salaries and overtime for City events.
- ✓ Operating expenses decreased by 7.68% due to decreases in commercial liability and property insurances.
- ✓ Debt service increased by 15.34% due to increase in principal and interest on new debt to fund capital projects in FY17-18.
- ✓ Includes funding for:
  - Flag pole service (\$1,125).
  - Social media archiving service (\$2,100).
  - Barricades/event safety (\$10,000).
  - Debt service (\$571,146).



Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of downtime for city network	High Value Government	N/A	1%	1%
% of downtime for specialty software systems	High Value Government	N/A	<3%	<3%
% of downtime for Internet	High Value Government	N/A	2%	0%
% of help desk requests resolved within service level agreement	High Value Government	N/A	50%	75%
Total IT expenditures per workstation	High Value Government	N/A	\$2,589	\$2,400
% of users satisfied with IT services	High Value Government	N/A	75%	80%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ PC rotation for City hall.
- ✓ Upgraded Firewall, Anti-virus software in order to lock down security.
- ✓ Installed new email and web security.
- ✓ Installed a Mobile Device Management System for tablets.
- ✓ Configured and rolled out 48 mobile devices for GIS and Cityworks applications.
- ✓ Configured system for body and car cameras that started being rolled out.
- ✓ Facilitated the implementation of the Accela Legislative Management System.

## Action Plan

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>• Implement land management software by September 30<sup>th</sup> 2018.</li> <li>• Upgrade Audio Visual components in Commission Chambers and Sanborn Center by March 30<sup>th</sup> 2018.</li> <li>• Help facilitate implementation Cityworks by September 30<sup>th</sup> 2018.</li> </ul>	High Value Government & Communication

## Enhanced Service Delivery

Goals & Objectives		Strategic Plan Area(s)
1	Plan and deliver integrated information services to enable customers to access the information they need. <ul style="list-style-type: none"> <li>• Annual PC Replacement by March 30<sup>th</sup> 2018.</li> <li>• Upgrade wireless connections to Airport, FS82 and FS83 by June 1<sup>st</sup> 2018.</li> </ul>	High Value Government

## Security

Goals & Objectives		Strategic Plan Area(s)
1	Protect and preserve city required information. <ul style="list-style-type: none"> <li>• Install Sharepoint by September 30<sup>th</sup> 2018.</li> </ul>	High Value Government & Communication

## Long-Term Goals

- ✓ Upgrade MS Office Suite.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Upgrade IP phone system.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Printer/Copier rotation.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Upgrade MSSql.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Upgrade MS Server.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government

## Operation Budget Comparison

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	\$ 420,152	\$ 441,365	\$ 449,653	\$ 480,213	8.80%
<b>Operating Expenses</b>	<u>606,782</u>	<u>712,528</u>	<u>811,926</u>	<u>958,923</u>	34.58%
<b>Total Budget</b>	<b>\$1,026,934</b>	<b>\$1,153,893</b>	<b>\$1,261,579</b>	<b>\$1,439,136</b>	<b>24.72%</b>

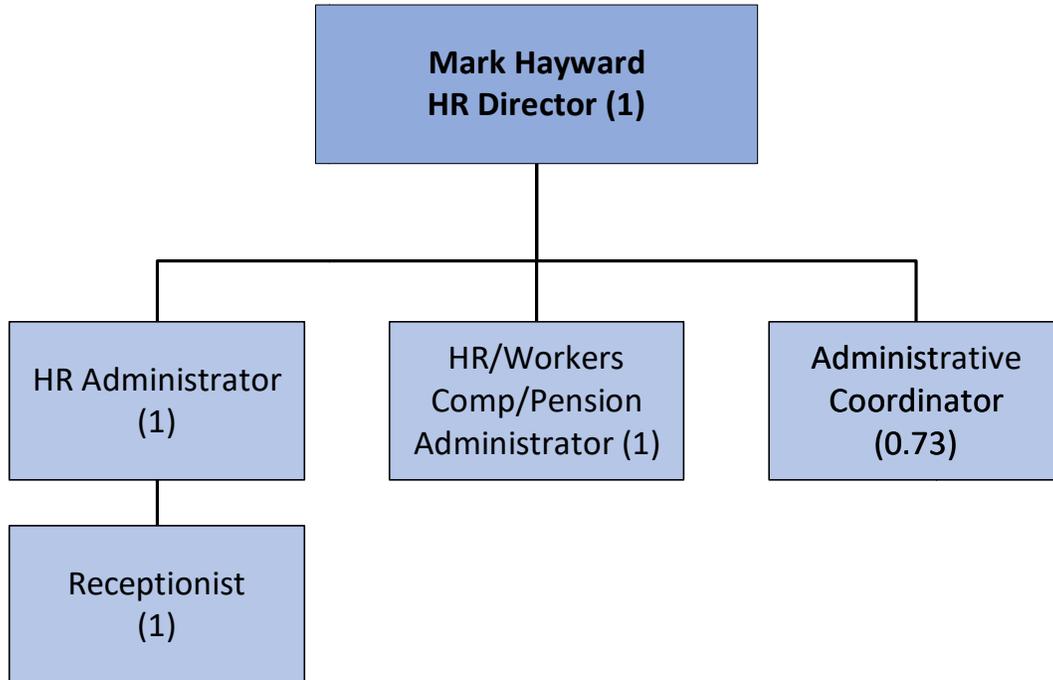
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Information Technology Director	E108	1.00	1.00	1.00	1.00	1.00
I.T. Programmer/Analyst	120	1.00	1.00	1.00	1.00	1.00
I.T. Systems Administrator	121	1.00	1.00	1.00	1.00	1.00
I.T. Network Specialist	120	1.00	1.00	1.00	1.00	1.00
I.T. Specialist	116	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Management Discussion

- ✓ Total expenses increased by 24.72%.
- ✓ Personal services increased by 8.8%.
- ✓ Operating expenses increased by 34.58%.
- ✓ Includes funding for:
  - Selectron upgrade to Accela SQL (\$25,000).
  - Accela upgrade to SQL (\$20,000).
  - Accela Land Management annual support (\$75,240).
  - ArcVirus software (\$36,000).
  - Cityworks work order system (\$35,100).
  - IVR maintenance (\$73,550).
  - Accela support (\$79,680).
  - Sign shop printer (\$7,500).
  - Wireless air cards (75) (\$48,640).
  - PC rotation (\$100,000).
  - Security camera (\$3,650).
  - GIS Assessment Service (\$63,000).



## Organizational Structure



## Mission

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

## Performance Measures

Performance	Strategic Focus Area	FY 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
<b>% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement</b>	<b>High Value Government</b>	N/A	95%	95%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	N/A	30	30
% of employees that receive employee development training	High Value Government	N/A	30%	30%
<b>Employee rating on quality and timeliness of services provided by the health clinic</b>	<b>High Value Government</b>	N/A	Very good	Very good
% change in cost of health insurance	High Value Government	N/A	5% actual	0%
% appointment capacity utilized in health clinic	High Value Government	N/A	<b>99.8%</b>	<b>98%</b>
<b># of new hire orientation sessions</b>	<b>High Value Government</b>	N/A	12	12

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Successfully completed Open Enrollment.
- ✓ Implemented recommendations from Pay and Benefits Study.
- ✓ Held new hire orientation for all new employees.
- ✓ Provided Customer Service training for over 100 employees.

## 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 CareHere staff to develop and implement wellness initiatives.</li> </ul>	Communication

## Retain Employees

Goals & Objectives		Strategic Plan Area(s)
1	<p><b>Retain motivated, highly productive, customer service driven individuals by providing:</b></p> <ul style="list-style-type: none"> <li>• <b>A supportive work environment</b></li> <li>• <b>Fair and competitive wage and benefits</b></li> <li>• <b>Training and development that will encourage professional growth and opportunity</b></li> </ul>	High Value Government
2	<p>To develop a training curriculum that addresses the employee training needs.</p> <ul style="list-style-type: none"> <li>• Assist department heads with the training requirements or employees and needs for certifications.</li> </ul>	High Value Government
3	<p>To develop and implement an employee orientation program to orient new employees to all City departments.</p> <ul style="list-style-type: none"> <li>• By January 31, 2018, implement an orientation program for all new employees that will orient them to all City departments, history of the City and core values.</li> </ul>	High Value Government & Communication

## Performance Evaluation

Goals & Objectives		Strategic Plan Area(s)
1	<p>To facilitate completion of annual performance evaluations for all City employees.</p> <ul style="list-style-type: none"> <li>• Work with department heads to ensure all annual performance evaluations are completed by September 15, 2018</li> </ul>	High Value Government

## Long-Term Goals

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

- ✓ Provide training for employee development via training skills programs.
  - Target Completion: FY2017-18
  - Strategic Focus Area: Strong Government
- ✓ Continue to plan and develop proactive benefits package for employees.
  - Target Completion: FY2017-18
  - Strategic Focus Area: Strong Government

## Operating Budget Comparison

BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 300,586	\$ 308,537	\$ 312,358	\$ 353,761	14.66%
Operating Expenses		112,409	100,644	137,140	103,860	3.20%
<b>Total Budget</b>		<b>\$ 412,995</b>	<b>\$ 409,181</b>	<b>\$ 449,498</b>	<b>\$ 457,621</b>	<b>11.84%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
HR/WC/Pension Administrator	119	1.00	1.00	1.00	1.00	1.00
HR Administrator	119	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Administrative Coordinator	114	0.00	0.00	0.00	0.00	0.73
Receptionist	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Part Time Staffing</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.73</b>
<b>Total Staffing</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.73</b>

Added [0.73] PT Administrative Coordinator.

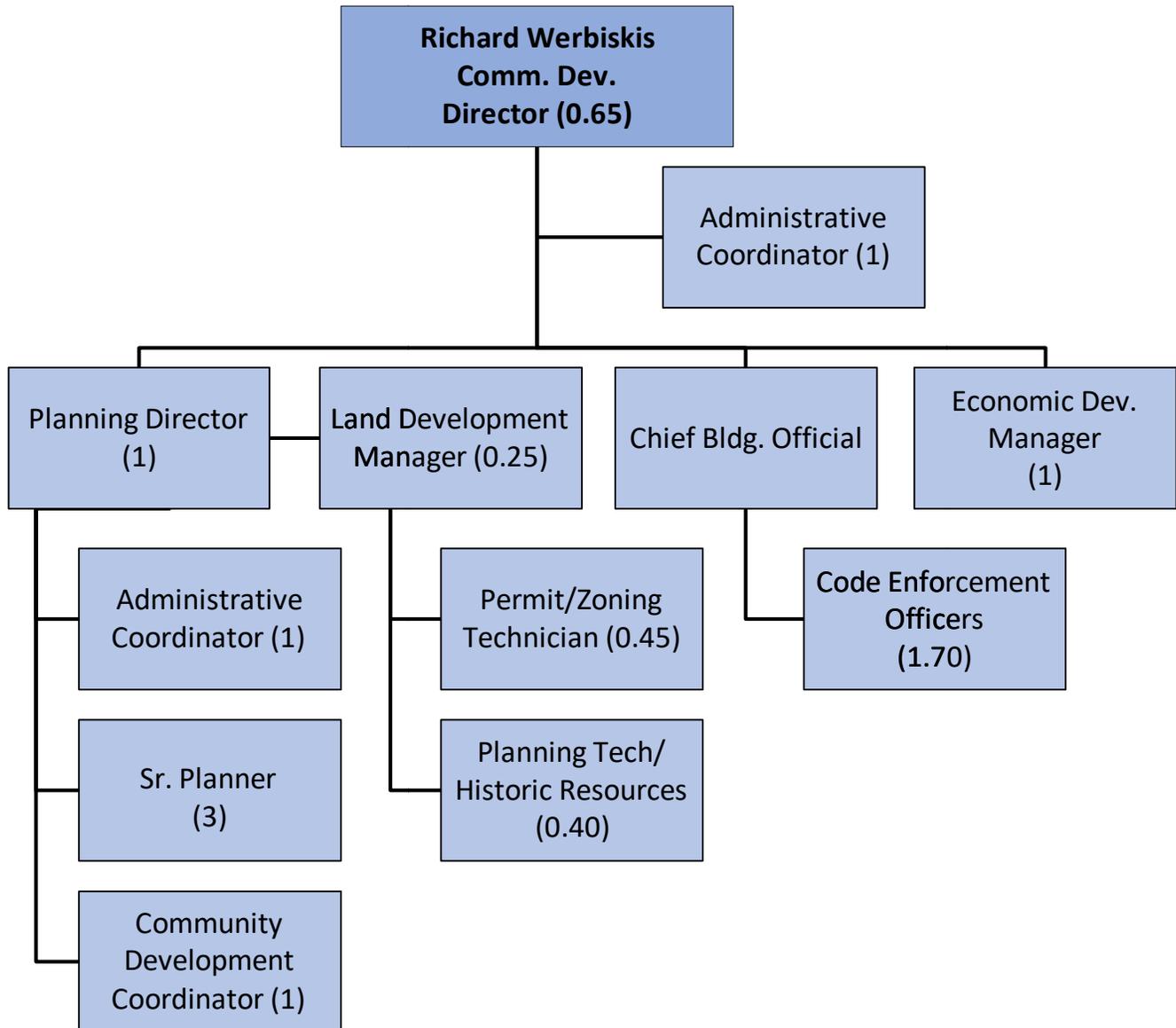
## Management Discussion

- ✓ Total expenses increased by 11.84%.
- ✓ Personal services increased by 14.66% due to additional personnel.
- ✓ Operating expenses increased by 3.20%.
- ✓ Includes funding for:
  - Employee Assistance program (\$6,500).
  - Citywide employee training (\$6,000).
  - Pre-employment background checks (\$7,500).
  - Psychological evaluation (\$5,550).
  - Tuition reimbursement (\$35,000).



# COMMUNITY DEVELOPMENT

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	N/A	90%	95%
% change in number of new business openings from previous year	High Value Government	N/A	26%	30%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	N/A	97%	98%
Number of business contacts conducted	Regional High Value Job Creation	N/A	90	100
% change in the value of new commercial development from previous year	Regional High Value Job Creation	N/A	200%	100%
% of proactive code enforcement cases initiated	High Value Government	N/A	45%	55%
Average number of days from code case initiation to voluntary compliance	High Value Government	N/A	30	25
Average number of days from code case initiation to involuntary compliance	High Value Government	N/A	150	140
% of code violations resolved voluntarily	High Value Government	N/A	25%	40%

## Fiscal Year 2016 – 2017 Accomplishments

### Administration and Economic Development

- ✓ Enhanced departmental communication.
- ✓ Increased staff efficiency.
- ✓ Improved customer service.
- ✓ Closed on multiple leases within the airport business park.
- ✓ DaVita Labs project completion.
- ✓ Successfully managed and closed out 10 CRA grants and 1 Gateway grant.
- ✓ Managed multiple CDBG and Federally funded projects including the completion of the Intermodal Transportation Facility and multiple Brownfield assessments.

### Planning

- ✓ Utility Box Art program for downtown initiated.
- ✓ LDR's amended to address:
  - Student housing regulations.
  - Medical Marijuana.
  - Temporary signs.
  - Bed & Breakfast homes and inns.
- ✓ 2016 EAR amendments to Comp Plan.

### Licenses & Enforcement

- ✓ Enhanced Business Tax Receipt process to reduce processing time and increase compliance.
- ✓ Increased efforts with proactive Code Enforcement cases. Violations are addressed early before they become long-term.
- ✓ Tremendous reduction of cases going to Magistrate due to voluntary compliance.
- ✓ Substantial compliance of permit cases because of better communication with home owners and contractors.

# Action Plan

## Administration & Economic Development

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

## Code Enforcement

Goals & Objectives	Strategic Plan Area(s)
<p><b>Maintain a clean and safe environment by providing diligent proactive code enforcement.</b></p> <ul style="list-style-type: none"> <li>• <b>Inspect and respond to all code enforcement complaints within 24 hours.</b></li> <li>• <b>Increase the number of proactive cases reviewed to a minimum of 50% of total cases.</b></li> <li>• <b>Maximize the number of cases brought into voluntary compliance.</b></li> <li>• <b>Resolve 100% of all abandoned/vacated properties through lot abatement and/or other means.</b></li> <li>• <b>Continue to implement new code enforcement</b></li> </ul>	<p>Creating a Connected Community &amp; High Value Government</p>

## Planning

Goals & Objectives	Strategic Plan Area(s)
<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <b>Prepare disseminate and post to website within four days of meeting agenda/minutes.</b></li> <li>• <b>Complete first review of Plans submittals within 14 days.</b></li> <li>• <b>Complete all reviews requiring administrative review within 90 days.</b></li> <li>• <b>Complete all reviews requiring a public hearing within 120 days.</b></li> </ul>	<p>High Value Government &amp; Institute Smart Growth &amp; Preparing for the Future &amp; Preserving "Sense of Community"</p>

## Long-Term Goals

### Administration and Economic Development

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

### Planning

- ✓ Update of the Comprehensive Plan.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Implementation of a Mobility Fee.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Smart Growth Principals, Connected Community, Sense of Community
- ✓ One additional Senior Planner for undertaking long-range, transportation and specialized studies coordinated with Public Services and Parks and Recreation.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Update and recodification of the Land Development Regulations.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: High Value Government, Regional High Value Job Creation

### Licenses and Enforcement

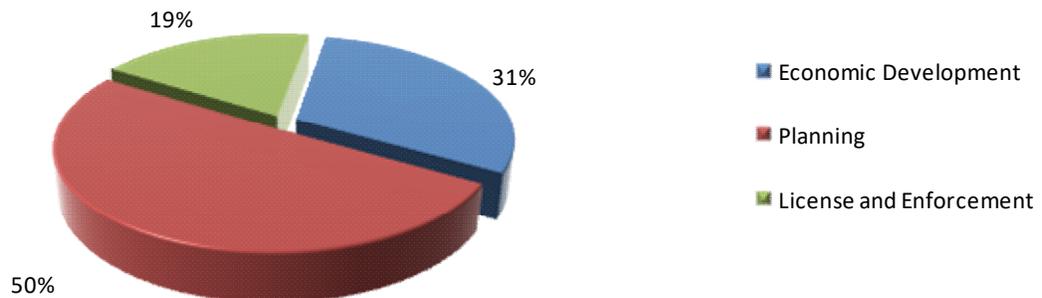
- ✓ Enhanced education and public outreach.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication
- ✓ One additional Code Officer to increase proactive enforcement of the International Property Maintenance Code (FY20; High Value Government, Communication, Maintaining a Safe Community).
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Implementation of a rental registration and inspection program.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintaining a Safe Community

## Operating Budget Comparison

### Total Community Development Operating Budget Comparison

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>EXPENDITURE SUMMARY</b>					
Personal Services	\$ 837,520	\$ 888,779	\$ 827,944	\$ 870,877	-2.01%
Operating Expenses	212,265	159,687	175,972	175,794	10.09%
Grants & Aid	<u>4,630</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	0.00%
<b>Total Budget</b>	<b>\$1,054,415</b>	<b>\$1,068,466</b>	<b>\$1,023,916</b>	<b>\$1,066,671</b>	<b>-0.17%</b>
<b>DEPARTMENT SUMMARY</b>					
Economic Development	\$ 316,245	\$ 324,526	\$ 289,598	\$ 326,207	0.52%
Planning	496,253	514,005	517,091	539,203	4.90%
License and Enforcement	<u>241,917</u>	<u>229,935</u>	<u>217,227</u>	<u>201,261</u>	-12.47%
<b>Total Budget</b>	<b>\$1,054,415</b>	<b>\$1,068,466</b>	<b>\$1,023,916</b>	<b>\$1,066,671</b>	<b>-0.17%</b>
<b>STAFFING</b>					
Economic Development	2.50	2.50	2.50	2.65	2.65
Planning	6.73	6.73	6.73	6.25	6.25
License and Enforcement	<u>2.45</u>	<u>2.85</u>	<u>3.35</u>	<u>3.15</u>	<u>2.55</u>
<b>Total Staffing</b>	<b>11.68</b>	<b>12.08</b>	<b>12.58</b>	<b>12.05</b>	<b>11.45</b>

**Community Development Expenditure Summary  
Fiscal Year 2018**



## Economic Development Administration

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 227,709	\$ 238,843	\$ 205,143	\$ 238,216	-0.26%
Operating Expenses	83,906	65,683	64,455	67,991	3.51%
Grants & Aid	<u>4,630</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	0.00%
<b>Total Budget</b>	<b>\$ 316,245</b>	<b>\$ 324,526</b>	<b>\$ 289,598</b>	<b>\$ 326,207</b>	<b>0.52%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Community Development Director	E108	0.00	0.00	0.00	0.65	0.65
Economic Dev Manager	E102	1.00	1.00	1.00	1.00	1.00
Admin Coordinator	115	1.00	1.00	1.00	1.00	1.00
Admin Asst II (also Div. 118)	111	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.65</b>	<b>2.65</b>

## Planning

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 468,779	\$ 486,511	\$ 491,155	\$ 509,403	4.71%
Operating Expenses	<u>27,474</u>	<u>27,494</u>	<u>25,936</u>	<u>29,800</u>	8.39%
<b>Total Budget</b>	<b>\$ 496,253</b>	<b>\$ 514,005</b>	<b>\$ 517,091</b>	<b>\$ 539,203</b>	<b>4.90%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Senior Planner	124	2.00	2.00	2.00	2.00	3.00
Land Development Manager (also Fund 480)	121	0.00	0.00	0.00	0.25	0.25
Planner I	119	1.00	1.00	1.00	1.00	0.00
Community Development Coordinator	118	0.73	0.73	0.73	1.00	1.00
Land Development Coord (also Fund 480)	115	0.00	0.50	0.50	0.00	0.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Zoning Technician (also Fund 480)	114	0.50	0.00	0.00	0.00	0.00
Administrative Asst II (also Div. 117)	111	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>6.73</b>	<b>6.73</b>	<b>6.73</b>	<b>6.25</b>	<b>6.25</b>

Promoted [1.00] from Planner I to Senior Planner.

## Licenses & Enforcement

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 141,032	\$ 163,425	\$ 131,646	\$ 123,258	-24.58%
Operating Expenses	<u>100,885</u>	<u>66,510</u>	<u>85,581</u>	<u>78,003</u>	17.28%
<b>Total Budget</b>	<b>\$ 241,917</b>	<b>\$ 229,935</b>	<b>\$ 217,227</b>	<b>\$ 201,261</b>	<b>-12.47%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Chief Building Official (also Fund 480)	B105	0.25	0.25	0.25	0.25	0.00
Code Enforcement Officer	115	1.60	2.00	2.50	2.00	1.70
Planning Technician	114	0.00	0.00	0.00	0.00	0.40
Permit Clerk (also Fund 480)	109	0.60	0.60	0.60	0.40	0.40
Admin. Asst. II (also Fund 480)	107	0.00	0.00	0.00	0.00	0.00
Admin. Asst. I (also Fund 480)	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>2.45</b>	<b>2.85</b>	<b>3.35</b>	<b>3.15</b>	<b>2.50</b>
Permit Clerk (also Fund 480)	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.05</u>
<b>Total Part Time Staffing</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.05</b>
<b>Total Staffing</b>		<b>2.45</b>	<b>2.85</b>	<b>3.35</b>	<b>3.15</b>	<b>2.55</b>

Transferred [0.25] Chief Building Official to Fund 480. Split Code Enforcement Officer hours with Fund 480 [0.30]. Promoted [1.00] Permit Clerk to Planning Technician and updated split with Fund 480 [40%/60%]. Added part-time Permit Clerk [0.05]. Promoted Administrative Assistant I to II. Reclassified Administrative Assistant II to Permit Clerk I and updated the split with Fund 480 [10%/90%].

## Management Discussion

- ✓ Total expenses decreased by 0.17%.
- ✓ Operating expenses increased by 10.09%.
- ✓ Includes funding for:
  - Business retention with DeLand Chamber of Commerce (\$22,000).
  - TVEDC (AKA Team Volusia) executive membership (\$25,000).
  - Business improvement grants (\$20,000).
  - Architectural services (\$10,000).
  - Code Board magistrate (\$10,000).
  - Condemnations (\$25,000).
  - Code violation lot maintenance (\$25,000).
  - Keep DeLand Beautiful (\$2,000).

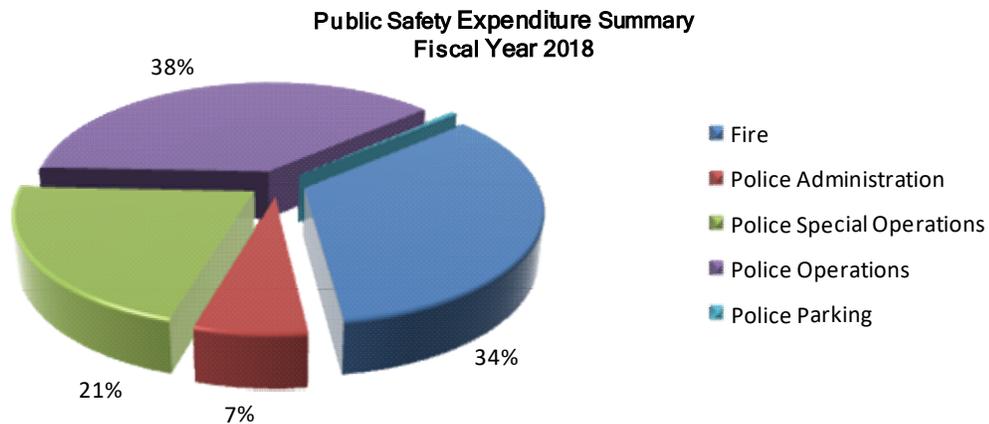
# PUBLIC SAFETY

## Total Expenditure Summary

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 10,853,847	\$ 11,071,107	\$ 10,894,068	\$ 11,717,567	5.84%
Operating Expenses	1,107,089	1,268,170	1,258,254	1,278,762	0.84%
Debt Service	<u>363,204</u>	<u>381,585</u>	<u>381,585</u>	<u>563,519</u>	47.68%
<b>Total Budget</b>	<b>\$ 12,324,140</b>	<b>\$ 12,720,862</b>	<b>\$ 12,533,907</b>	<b>\$ 13,559,848</b>	<b>6.60%</b>

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Fire	\$ 4,351,810	\$ 4,326,929	\$ 4,355,462	\$ 4,642,820	7.30%
Police Administration	630,745	673,422	628,538	874,784	29.90%
Police Special Operations	2,874,847	3,163,287	2,947,354	2,872,465	-9.19%
Police Operations	4,426,792	4,515,896	4,560,988	5,124,104	13.47%
Police Parking	<u>39,946</u>	<u>41,328</u>	<u>41,565</u>	<u>45,675</u>	10.52%
<b>Total Budget</b>	<b>\$ 12,324,140</b>	<b>\$ 12,720,862</b>	<b>\$ 12,533,907</b>	<b>\$ 13,559,848</b>	<b>6.60%</b>

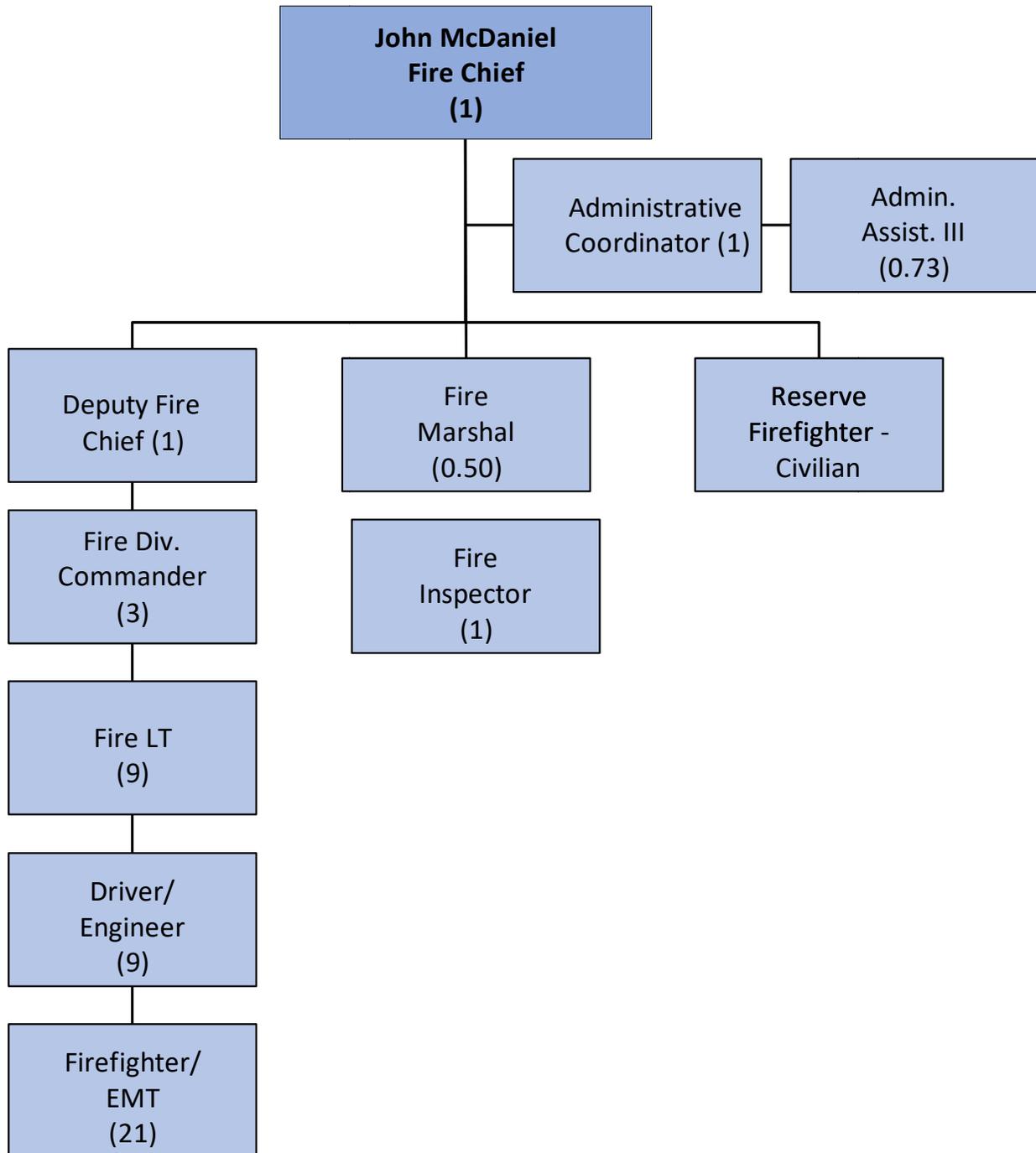
STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Fire	46.13	46.13	46.60	47.23	47.23
Police Administration	3.00	3.00	3.00	3.00	3.00
Police Special Operations	33.70	37.67	36.96	35.32	33.32
Police Operations	50.00	49.50	49.73	52.23	53.73
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Staffing</b>	<b>133.83</b>	<b>137.30</b>	<b>137.29</b>	<b>138.78</b>	<b>138.28</b>





# FIRE

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of buildings inspected to total # of buildings annually	Maintaining a Safe Community	N/A	60%	66%
% change in personal public education /safety contacts over prior year	Maintaining a Safe Community	N/A	10%	10%
# of smoke detector assists or installs	Maintaining a Safe Community	N/A	70	70
% of building fire call response times - 5 minutes or less (turnout & response)	Maintaining a Safe Community	N/A	55%	65%
% of emergency medical responses provided within 5 minutes or less	Maintaining a Safe Community	N/A	65%	65%
% of structure fire contained to room of origin	Maintaining a Safe Community	N/A	75%	90%
% change in auto aid responses by City Fire Department into other jurisdictions over prior year	Maintaining a Safe Community	N/A	0%	5%
# of responses – all call types	Maintaining a Safe Community	N/A	8,440	8,600
Cost per call dispatched	High Value Government	N/A	\$510	\$510
Cost per capita for fire department operations	High Value Government	N/A	\$127 Total budget - 34K	\$127
% of total available time involving fire & life safety activities	Maintaining a Safe Community	N/A	30%	30%
Citizen satisfaction rate with City Fire Services	High Value Government	N/A	90%	90%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Total Calls For Service: 8,440 projected 4% increase from 15-16.
- ✓ Total Inspections: 1,242 inspections projected.
- ✓ Total Training Hours: 12,861 projected.
- ✓ Total Smoke Detector Install/Support: 70 installs.
- ✓ Total Public Contacts (PR): 1,150 all ages.
- ✓ Response Times: Maintained response time goals.
- ✓ Capital: New engine/pumper replacing a 1988 model .

## Action Plan

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

Public Fire/ Life Safety		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Maintain a proactive business inspection program to enhance public safety and prevent fires in commercial buildings.</p> <ul style="list-style-type: none"> <li>• Fire Marshall shall receive, review and disposition each submitted building plan within 10 business days.</li> <li>• Fire Inspector/Fire Marshall conducts mandatory inspections/tests as required by state law as well as new occupancy fire safety inspections: new occupancy inspections within 3 days of customer request.</li> <li>• Company inspections for 35% of the existing business locations each fiscal year.</li> <li>• Total inspection of 66% of existing business' each year.</li> </ul>	Maintaining a Safe Community

## Public Fire/ Life Safety

Goals & Objectives		Strategic Plan Area(s)
2	<p>Provide specific fire prevention and life safety efforts during special events with large crowds in the downtown area.</p> <ul style="list-style-type: none"> <li>• Station a fire warden at temporary cook locations.</li> <li>• Provide bicycle emergency medical technicians at downtown events that create high pedestrian traffic/restricted roadway access.</li> <li>• Special event occupancy load checks.</li> </ul>	Maintaining a Safe Community
3	<p>Present community based fire &amp; life safety program.</p> <ul style="list-style-type: none"> <li>• Door to door smoke detector campaign to include evaluating existing detectors and providing and installing new detectors if necessary.</li> <li>• Respond to direct requests for smoke detector assistance.</li> <li>• Home fire safety programs for school age children &amp; elderly.</li> <li>• Offer community water safety programs.</li> <li>• Provide CPR training for community access and city employees.</li> <li>• Fire extinguisher and kitchen safety for high risk residential complexes.</li> <li>• Child car seat safety inspections and installs.</li> </ul>	Maintaining a Safe Community

## Emergency Management

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

## Facilities & Equipment Management

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

## Long-Term Goals

- ✓ Complete the replacement of Fire Station 81.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Re-evaluate ISO Rating for Improved Score.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Upgrade PT Admin. Assistant III Position to FT.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Initiate Efforts for Fire Service Accreditation.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintain a Safe Community
- ✓ New FT Position Public Safety Specialist/Inspector.
  - Target Completion: FY2020-2021
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Fire Engine Replacement.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Ladder Truck Replacement.
  - ✓ Target Completion: FY2022-2023
  - ✓ Strategic Focus Area: Maintain a Safe Community

## Operating Budget Comparison

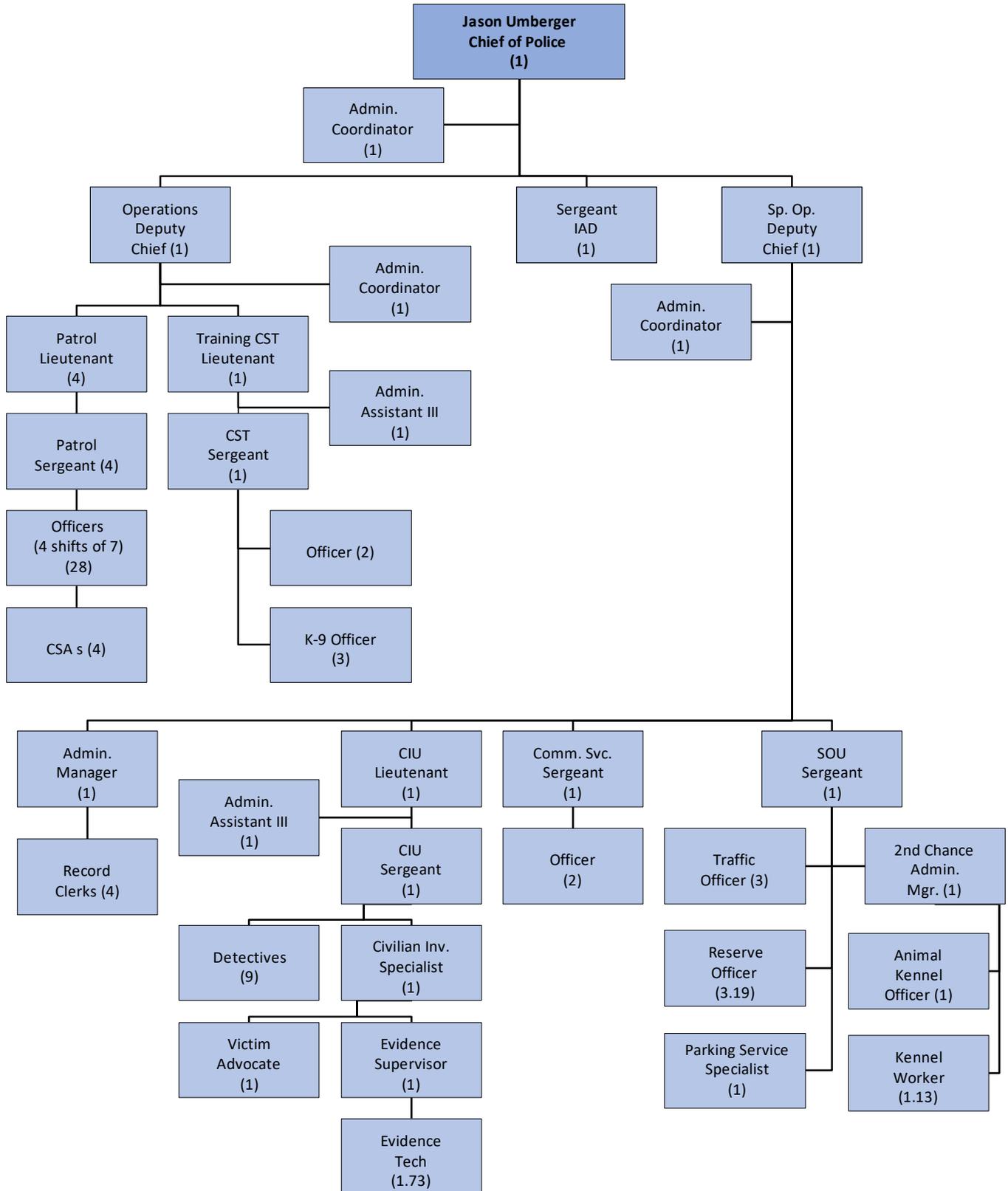
BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 3,971,403	\$ 3,927,658	\$ 3,967,450	\$ 4,209,003	7.16%
Operating Expenses		342,094	353,845	342,586	398,416	12.60%
Debt Service		<u>38,313</u>	<u>45,426</u>	<u>45,426</u>	<u>35,401</u>	-22.07%
Total Budget		\$ 4,351,810	\$ 4,326,929	\$ 4,355,462	\$ 4,642,820	7.30%
STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E104	1.00	1.00	1.00	1.00	1.00
Fire Marshal (also Fund 480)	F106	0.00	0.00	0.00	0.50	0.50
Fire Inspector	F105	1.00	1.00	1.00	1.00	1.00
Fire Division Commanders	F104	3.00	3.00	3.00	3.00	3.00
Fire Lieutenant	F103	9.00	9.00	9.00	9.00	9.00
Driver/Engineer	F102	9.00	9.00	9.00	9.00	9.00
Fire Fighter/EMT	F101	21.00	21.00	21.00	21.00	21.00
Administrative Coordinator	115	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		46.00	46.00	46.00	46.50	46.50
Administrative Assistant III	107	<u>0.13</u>	<u>0.13</u>	<u>0.60</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.13	0.13	0.60	0.73	0.73
Total Staffing		46.13	46.13	46.60	47.23	47.23

## Management Discussion

- ✓ Total expenses increased by 7.30%.
- ✓ Operating expenses increased by 12.60% primarily due to planned EMS study.
- ✓ Includes funding for:
  - Emergency Medical Service (EMS) study (\$40,000).
  - Promotion examination/assessment services (\$3,500).
  - Fire Station 82 flooring (\$6,215).
  - Personal Protective Vests (PPE) (\$2,550).
  - Vetter high pressure rescue airbags with hoses and regulator (\$3,500).
  - Stepmill exercise machine (\$4,800).
  - Backup camera system for fire engines (\$8,972).
  - Scene lighting replacement on 3 fire engines (\$6,720).



# Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% change in number of calls for service from a five year average	Maintaining a Safe Community	N/A	5%	5%
% change in number of self initiated service calls from a five year average	Maintaining a Safe Community	N/A	5%	5%
% of citizens satisfied with police services	High Value Government	N/A	75%	80%
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 <sup>th</sup> percentile	Maintaining a Safe Community	N/A	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	N/A	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	N/A	4%	4%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	N/A	55%	55%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	N/A	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	N/A	10%	10%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	N/A	300	300
Average # of sworn police officers per capita	Maintaining a Safe Community	N/A	.0026	.0026
Average cost of police services per capita	High Value Government	N/A	\$250	\$250

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Increased outreach efforts through Community Policing and projects in the Candlelight Oaks neighborhood including foot patrols, door to door meetings and traffic enforcement.
- ✓ Operation Good Cheer which involved partnership between the PD and the Alumni to donate numerous bicycles and helmets to needy children during the Christmas holiday.
- ✓ The Police Department implemented the, “DeLand Rocks” program to enhance police/community relations.
- ✓ The department remained active in its recruiting efforts by increasing visits to area police academies. 5 officers have been hired since the start of this fiscal period leaving only two vacant positions along with the four grant positions.
- ✓ Preliminary and follow up investigations by officers to enhance job skills.

## Action Plan

### Communication & Interaction

Goals & Objectives		Strategic Plan Area(s)
1	<p>Utilize varied methods of interaction with community members to gain information relative to, and in support of, the police mission.</p> <ul style="list-style-type: none"> <li>• Department members will utilize appropriate social media channels to share information with community members on a weekly basis.</li> <li>• Department members will strive to exchange information with members of an affected neighborhood before a police action is required, or immediately after a police action occurs. The information learned will be distributed to appropriate police functions for intelligence purposes and planned responses.</li> </ul>	<p>Communication &amp; Maintaining a Safe Community</p>
2	<p>Maintain a comprehensive crime prevention/personal safety awareness education effort.</p> <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>• 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> </ul>	<p>Communication &amp; Maintaining a Safe Community</p>

### 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>• A new performance evaluation document will be designed that measures the actual work expected of and performed by the officers, and the results attained.                             <ul style="list-style-type: none"> <li>* Patrol officers will become familiar with chronic problems in his/her defined areas; department members will identify trends through crime analysis or investigation.</li> <li>* Officers will work with affected community members and other resources when applying problem-solving techniques that provide long-term solutions to identified problems.</li> </ul> </li> <li>• Department members will use the S.A.R.A. model, or a comparable problem solving process, when working an identified and defined problem affecting the livability of a neighborhood or business area.</li> </ul>	<p>Maintaining a Safe Community</p>

## Problem Solving – Order Maintenance

Goals & Objectives	Strategic Plan Area(s)
<p>2</p> <ul style="list-style-type: none"> <li>• Project logs will be maintained to track the progress of the defined problem, types of community interactions, project analysis findings, and collaborative solutions between department members and affected community members.</li> <li>• Department members will be cross trained to perform functions outside of their designated assignment in support of the police Mission and to enhance a member’s skills, knowledge, and abilities.</li> <li>• Department personnel will provide members of an effected neighborhood with feedback aligned with the defined problem and the results gained from the applied solution.</li> <li>• The department will provide continuing education designed to develop a members’ skills, knowledge and abilities in support of the police Mission, problem solving, and crime prevention.</li> </ul>	<p>Maintaining a Safe Community</p>

## Recruitment

Goals & Objectives	Strategic Plan Area(s)
<p>1</p> <p>The police department will maintain an aggressive recruitment effort to choose qualified candidates who are interested in the police profession.</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 and local job fair 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 department members who find a qualified applicant who successfully completes the department’s field officer training program.</li> </ul>	<p>Maintaining a Safe Community</p>

## Long-Term Goals

- ✓ Increase Community Policing projects and partnerships throughout the City in order to continually build on the trust and confidence of citizens.
  - Target Completion: FY2018-19
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Continually enhance training in the areas of Community Policing philosophies and techniques.
  - Target Completion: 2018-19
  - Strategic Focus Area: Maintaining a Safe Community

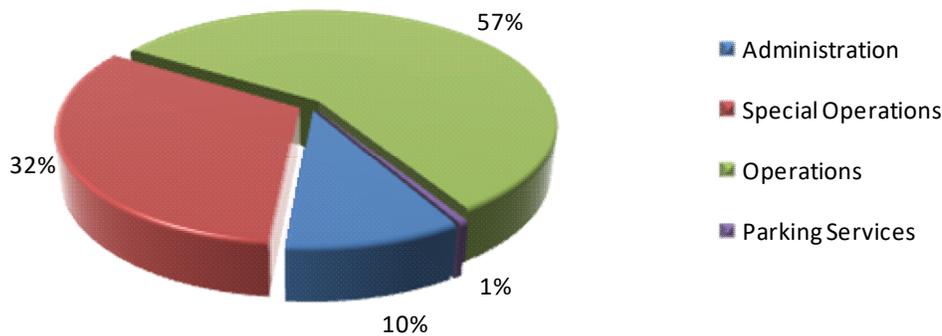
## Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	\$ 6,882,444	\$ 7,143,449	\$ 6,926,618	\$ 7,508,564	5.11%
<b>Operating Expenses</b>	764,995	914,325	915,668	880,346	-3.72%
<b>Debt Service</b>	<u>324,891</u>	<u>336,159</u>	<u>336,159</u>	<u>528,118</u>	57.10%
<b>Total Budget</b>	\$ 7,972,330	\$ 8,393,933	\$ 8,178,445	\$ 8,917,028	6.23%

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Administration	\$ 630,745	\$ 673,422	\$ 628,538	\$ 874,784	29.90%
Special Operations	2,874,847	3,163,287	2,947,354	2,872,465	-9.19%
Operations	4,426,792	4,515,896	4,560,988	5,124,104	13.47%
Parking Services	<u>39,946</u>	<u>41,328</u>	<u>41,565</u>	<u>45,675</u>	10.52%
Total Budget	\$ 7,972,330	\$ 8,393,933	\$ 8,178,445	\$ 8,917,028	6.23%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Special Operations	33.70	37.67	36.96	35.32	33.32
Operations	50.00	49.50	49.73	52.23	53.73
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	87.70	91.17	90.69	91.55	91.05

Police Department Expenditure Summary  
Fiscal Year 2018



## Operating Budget Comparison - Police Administration

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 292,774	\$ 304,052	\$ 258,178	\$ 302,319	-0.57%
Operating Expenses	13,080	33,211	34,201	44,347	33.53%
Debt Service	<u>324,891</u>	<u>336,159</u>	<u>336,159</u>	<u>528,118</u>	57.10%
Total Budget	\$ 630,745	\$ 673,422	\$ 628,538	\$ 874,784	29.90%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Police Sergeant - IAD	P102	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

## Operating Budget Comparison - Police Special Operations

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 2,307,184	\$ 2,532,119	\$ 2,346,531	\$ 2,315,843	-8.54%
Operating Expenses	<u>567,663</u>	<u>631,168</u>	<u>600,823</u>	<u>556,622</u>	-11.81%
Total Budget	\$ 2,874,847	\$ 3,163,287	\$ 2,947,354	\$ 2,872,465	-9.19%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Deputy Chief	E104	1.00	1.00	1.00	1.00	1.00
Lieutenant-Special Projects	P103	1.00	1.00	0.00	0.00	0.00
Lieutenant CID	P103	1.00	1.00	1.00	1.00	1.00
Sergeant-CID	P102	1.00	1.00	1.00	1.00	1.00
Sergeant-Special Ops	P102	1.00	1.00	1.00	1.00	1.00
Sergeant-Squad B	P102	0.00	0.00	1.00	1.00	1.00
Sergeant-Training & Hiring	P102	1.00	0.00	0.00	0.00	0.00
Sergeant-Community Service Unit	P102	0.00	1.00	0.00	0.00	0.00
Detective	P101	9.00	9.00	9.00	9.00	9.00
Police Officer-DARE	P101	1.00	1.00	1.00	1.00	1.00
Police Officer-Traffic	P101	3.00	3.00	3.00	3.00	2.00
Police Officer	P101	2.00	2.00	3.00	1.00	0.00
Administrative Manager	122	0.00	0.00	1.00	1.00	1.00
Information/Logistics Coord.	121	1.00	1.00	0.00	0.00	0.00
Victim Advocate Coordinator	117	1.00	1.00	1.00	1.00	1.00
Records Supervisor	115	1.00	1.00	0.00	0.00	0.00
Administrative Coordinator	115	1.00	1.50	1.00	1.00	1.00
Second Chance Program Manager	115	1.00	0.00	0.00	0.00	0.00
Animal Service Administrator	115	0.00	1.00	1.00	1.00	1.00
Civilian Investigative Specialist	114	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	113	0.00	1.00	1.00	1.00	1.00
Civilian Evidence Custodian	112	0.00	1.00	0.00	0.00	0.00
Civilian Evidence Technician	112	1.00	1.67	1.00	1.00	1.00
Animal Control Officer	111	1.20	1.00	1.00	1.00	1.00
Administrative Assistant III	111	1.00	1.00	1.00	1.00	1.00
Records Clerk II	110	1.00	1.00	0.00	0.00	0.00
Records Clerk I	109	<u>2.00</u>	<u>2.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Full Time Staffing		33.20	36.17	34.00	32.00	30.00
Reserve Police Officers	N/A	0.00	0.50	0.73	1.46	1.46
Civilian Evidence Custodian	N/A	0.00	0.00	0.73	0.73	0.73
Animal Care Kennel Assistant	N/A	0.00	0.50	1.00	0.63	0.63
Animal Kennel Officer	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	1.50	2.96	3.32	3.32
Total Staffing		33.70	37.67	36.96	35.32	33.32

Promoted [1.00] from Civilian Evidence Custodian to Civilian Evidence Supervisor. Updated [1.00] class title from Community Service Aide to Civilian Investigative Specialist. Transferred [2.00] Police Officers to Operations department.

## Operating Budget Comparison - Police Operations

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 4,244,379	\$ 4,268,495	\$ 4,282,989	\$ 4,847,272	13.56%
Operating Expenses	<u>182,413</u>	<u>247,401</u>	<u>277,999</u>	<u>276,832</u>	11.90%
Total Budget	\$ 4,426,792	\$ 4,515,896	\$ 4,560,988	\$ 5,124,104	13.47%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Deputy Chief	E104	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	P103	2.00	2.00	5.00	5.00	5.00
Police Sergeant	P102	5.00	5.00	5.00	5.00	5.00
Police Officer	P101	31.00	31.00	28.00	30.00	32.00
Police/K-9	P101	3.00	3.00	3.00	3.00	3.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Community Service Aide	111	4.00	4.00	4.00	4.00	4.00
Administrative Assistant III	111	0.00	1.00	1.00	1.00	1.00
Administrative Assistant I	107	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		48.00	48.00	48.00	50.00	52.00
Auxiliary Community Service Aide	N/A	0.00	0.00	0.00	0.50	0.00
Reserve Police Officer	N/A	<u>2.00</u>	<u>1.50</u>	<u>1.73</u>	<u>1.73</u>	<u>1.73</u>
Total Part Time Staffing		2.00	1.50	1.73	2.23	1.73
Total Staffing		50.00	49.50	49.73	52.23	53.73

Removed [0.50] Auxiliary Community Service Aide. Transferred [2.00] Police Officers from Special Operations.

## Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 38,107	\$ 38,783	\$ 38,920	\$ 43,130	11.21%
Operating Expenses	<u>1,839</u>	<u>2,545</u>	<u>2,645</u>	<u>2,545</u>	0.00%
Total Budget	\$ 39,946	\$ 41,328	\$ 41,565	\$ 45,675	10.52%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Parking Services Specialist	109	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

## Management Discussion

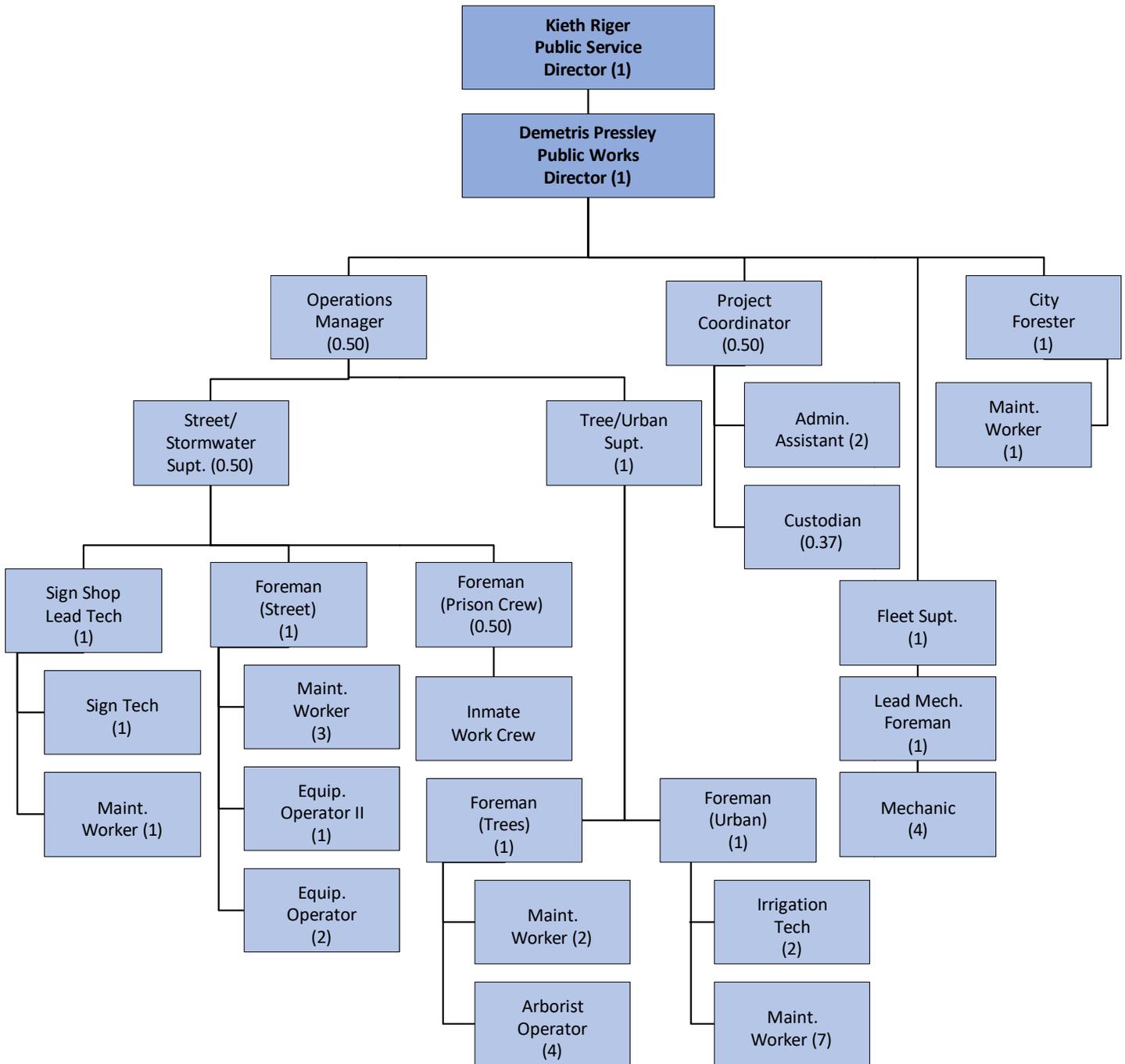
- ✓ Total expenses increased by 6.23%.
- ✓ Operating expenses decreased by 3.72%.
- ✓ Debt service increased by 57.10% primarily due to principal and interest payments on new police vehicle debt.
- ✓ Includes funding for:
  - IACP conference (\$2,000).
  - Upper level management (\$4,000).
  - Debt service for police vehicles (\$140,652).

- Alternate power supply (\$3,990).
- Firearms and ammunition (\$26,250).
- Uniforms replacement (\$40,000).
- Community relations – video camera & lighting equipment (\$2,500).
- IFAK quick clot kits (\$3,250).
- Simunition ammunition & equipment (\$4,000).
- Recorders/DVDs/CDS (\$4,000).
- Defensive tactics training supplies (\$3,200).
- Body camera docking station (\$1,500).
- Dog bite suit (\$2,000).



# PUBLIC WORKS

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of service requests responded to within 3 business days	High Value Government	95%	95%	96%
% of residents satisfied with appearance of City right of way	N/A	N/A	85%	88%
% of residents satisfied with condition of roads and sidewalks	High Value Government	N/A	85%	80%
% of time fleet is usable (down time, annual average basis)	High Value Government	N/A	85%	90%
% of preventive maintenance services performed on schedule	High Value Government	89%	90%	95%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$161,558	\$161,558	\$162,560
Preventive + other maintenance per mile -ALL- Police without fuel	High Value Government	\$1,200	\$1,350	\$1,350
Preventive + other maintenance per vehicle-Police (PATROL ONLY) without fuel	High Value Government	\$1,200	\$1,350	\$1,450
Preventive + other maintenance per mile-Fire Apparatus without fuel	High Value Government	\$2.25	\$2.25	\$2.25
% of direct labor hours worked that are billed	High Value Government	73%	75%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days.	High Value Government	N/A	85%	90%
\$ Cost per mile of resurfaced road	High Value Government	\$168,892	\$170,000	\$170,000
Lane miles resurfaced	High Value Government	1.37	2	2.4
% of pothole repairs completed within 5 days of request	High Value Government	85%	80%	80%
% of sidewalk repairs completed within 30 business days	High Value Government	88%	80%	85%
% of street signs replaced/ repaired within 7 business days	High Value Government	N/A	75%	80%
% of irrigation system repaired within 7 business days	High Value Government	65%	70%	65%
% of trees removal requests addressed within 7 business days	High Value Government	75%	70%	70%
% of replacement trees planted	High Value Government	67%	75%	75%
% of public satisfied with urban forest	High Value Government	N/A	80%	85%
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	N/A	90%	90%
% of noise complaints responded to within 48 hours	High Value Government	N/A	90%	90%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Preparing APWA Accreditation process; submittal of Recertification for FGBC Gold Award; functioning banner program (62 permits issued); equipment inventory inspections quarterly; Employee license, CDL's (A & B) and certificates for each Public Works employee.
- ✓ The Public Works Department produced 4,646 work orders from the operation. Implementation of new work order management system ( Cityworks).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division (176); reinstated the signs inventory; pavement marking program.
- ✓ Street Lights Augmentation approved, additional illumination site: (North Woodland, Stadium, Candlelight Oaks).
- ✓ Street Resurfacing Program: milling and resurfacing 2.65 lane miles, pavement preservation process: crack seal and micro-surfacing the Eastbrook Subdivision or Phase II of Crystal Oaks Subdivision.
- ✓ Sidewalk Grinding Process: identifying and removing 418 trip hazards. 60% saving verse full replacement.
- ✓ With the increase need for technical skilled employees, the Tree Division added 1 MWI.
- ✓ Received Tree City USA Award for 28<sup>th</sup> Year; Maintained tree inventory (approx. 7,000 trees).
- ✓ Completed Tree Giveaway (1,300 trees); distributed 850 trees Arbor Day Celebration; completed Potting Day (1,100 trees); manually watered approximately 150 Right-of-Way trees. Functioning Greenhouse Operation.
- ✓ Certifications:
  - Board Certified Master Arborist (Mariellen Calabro).
  - TCIA: Certified Tree Care Safety Professional (Kit Dennis, Jay Sparks).
  - Electrical Hazards Training and Certification (5 employees).
- ✓ Special Events (66): Participated in Keep DeLand Beautiful, new Landscape plans (Projects: Downtown Corridor, Parks, Entry Sign, City Hall), 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. 412).
- ✓ Safety features and compliance upgrades for Vehicle Equipment Shop: Sealed floor, air hose rills, clean eye safety area, and spill kits.
- ✓ Emergency Management operation activated for Hurricane Matthew, storm debris haulers, monitors, and public assistances contractors activated for 6-8 weeks.

## Action Plan: Streets

Street Maintenance		
	Goals & Objectives	Strategic Plan Area(s)
1	Provide safe and efficient transportation systems in DeLand. <ul style="list-style-type: none"> <li>• Look for improvements to the pave street infrastructure.</li> <li>• Manage the 131.5 miles with proactive preservation programs to avoid higher cost in the future.</li> <li>• Develop annual street maintenance work plan.</li> <li>• Implementing a pavement assessment survey that will include sidewalks, curbs, and signs condition analyst.</li> </ul>	Preparing for the Future/ Sustainability
2	Create a walkable community with a network of sidewalks and trails <ul style="list-style-type: none"> <li>• Monitoring and repairs sidewalks in that are designated City sidewalk areas.</li> <li>• Ensuring that all sidewalks are ADA compliant.</li> <li>• Secure funding for small street and sidewalk projects. (Grinding of trip hazards).</li> </ul>	Creating the Connected Community
3	Continue development of DeLand Greenway.	High Value Government

## Action Plan: Trees

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

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

## Action Plan: Urban Beautification

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 lights poles, street furniture, decorative sidewalk sealant, and other designate 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 the downtown potted plants and row planters in downtown streetscape.</li> <li>• Announce to the public planting and potting days.</li> <li>• Organize and participate in community events: Keep DeLand Beautiful, St. John River Clean-up, etc...</li> </ul>	Preserving “Sense of Community”

## Action Plan: Fleet Maintenance

### 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

## Action Plan: Administration

### 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

## Administration

Goals & Objectives	Strategic Plan Area(s)
3 Maintain and Monitor contract agencies overseen by Public Works <ul style="list-style-type: none"> <li>• Florida Department of Corrections Tomoka Correctional Institute Contract</li> <li>• Tire Service Contract</li> <li>• FDOT Traffic Signal Maintenance and Compensation Agreement</li> <li>• Volusia County Mosquito Control District to Use Low Level Flights</li> <li>• FDOT Maintenance Agreement-International Speedway Blvd Maintenance</li> <li>• State Highway Lighting, Maintenance and Compensation Agreement</li> <li>• Cooperative Purchase Agreement for Emergency Debris Removal Services</li> <li>• Decorative Street Lighting Replacement, Woodland Blvd between Michigan and Pennsylvania Ave</li> <li>• Interlocal Agreement for Municipal Services</li> <li>• Contract for Refuse/Recycling Services with WCA and Ordinance Amending Solid Waste Rates</li> <li>• USA Services US 92 Right-of-Way Maintenance</li> <li>• USA Services Street Sweeping Maintenance</li> </ul>	High Value Government
4 USA Services – Keep track and monitor sweeping and mowing service.	High Value Government

## 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 2018-2019
  - Strategic Focus Area: High Value Government, Sustainability
- ✓ 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 2019-2020
  - Strategic Focus Area: High Value Government, Sense of Community, Communication.
- ✓ Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, increase recycling and achieve 75% waste diversion.
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government, Sustainability, Sense of Community

## Operating Budget Comparison

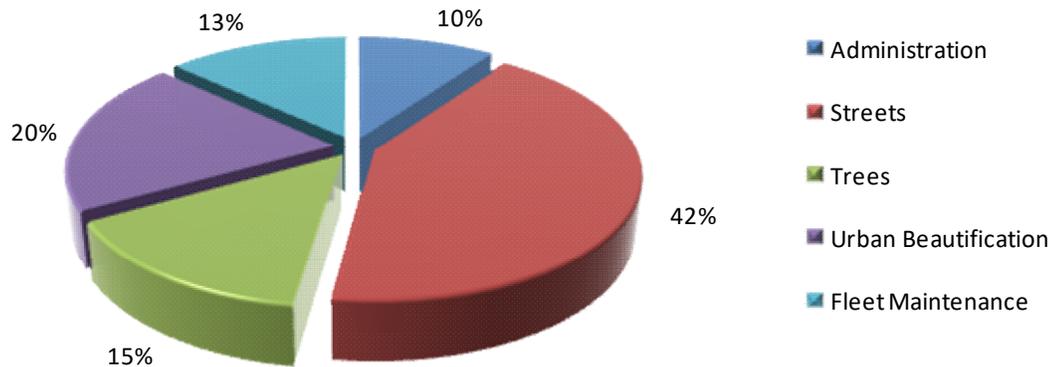
### Total Public Works

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 1,826,645	\$ 1,994,114	\$ 1,881,133	\$ 2,154,245	8.03%
Operating Expenses	<u>1,064,065</u>	<u>1,167,312</u>	<u>1,128,303</u>	<u>1,169,969</u>	0.23%
<b>Total Budget</b>	<b>\$ 2,890,710</b>	<b>\$ 3,161,426</b>	<b>\$ 3,009,436</b>	<b>\$ 3,324,214</b>	<b>5.15%</b>

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>DEPARTMENT SUMMARY</b>					
Administration	\$ 265,974	\$ 305,099	\$ 296,084	\$ 328,274	7.60%
Streets	1,310,521	1,348,994	1,256,274	1,409,826	4.51%
Trees	418,066	493,482	459,764	482,177	-2.29%
Urban Beautification	480,616	596,562	583,680	665,045	11.48%
Fleet Maintenance	<u>415,533</u>	<u>417,289</u>	<u>413,634</u>	<u>438,892</u>	5.18%
Total Budget	\$ 2,890,710	\$ 3,161,426	\$ 3,009,436	\$ 3,324,214	5.15%

	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>STAFFING</b>					
Administration	3.80	3.87	3.87	3.87	3.87
Streets	11.25	12.25	13.25	11.50	11.50
Trees	6.00	7.00	7.00	7.50	7.50
Urban Beautification	8.00	8.00	8.00	9.50	10.50
Fleet Maintenance	<u>5.00</u>	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Total Staffing	34.05	36.12	38.12	38.37	39.37

**Public Works Expenditure Summary  
Fiscal Year 2018**



## Public Works Administration

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>BUDGET SUMMARY</b>					
Personal Services	\$ 217,809	\$ 245,862	\$ 237,937	\$ 264,171	7.45%
Operating Expenses	<u>48,165</u>	<u>59,237</u>	<u>58,147</u>	<u>64,103</u>	8.21%
Total Budget	\$ 265,974	\$ 305,099	\$ 296,084	\$ 328,274	7.60%

	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>STAFFING</b>						
Public Works Director	E107	1.00	1.00	1.00	1.00	1.00
PW Project Coord. (also Fund 401)	117	0.50	0.50	0.50	0.50	0.50
Administrative Assistant IV	112	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.00	1.00	1.00	1.00	1.00
Administrative Assistant II	108	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.50	3.50	3.50	3.50	3.50
Custodian/Housekeeping	N/A	<u>0.30</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>
Total Contract Staffing		0.30	0.37	0.37	0.37	0.37
Total Staffing		3.80	3.87	3.87	3.87	3.87

## Streets

BUDGET SUMMARY	2015-16		2016-17	2016-17	2017-18	% Change
	ACTUAL	BUDGET	BUDGET	ESTIMATED	BUDGET	from 2016-17
Personnel Services	\$ 494,715	\$ 482,076		\$ 427,061	\$ 547,981	13.67%
Operating Expenses	<u>815,806</u>	<u>866,918</u>		<u>829,213</u>	<u>861,845</u>	-0.59%
Total Budget	\$ 1,310,521	\$ 1,348,994		\$ 1,256,274	\$ 1,409,826	4.51%

STAFFING	PAY GRADE	2013-14	2014-15	2015-16	2016-17	2017-18
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Asst. PW Director (also Fund 450)	E104	0.75	0.75	0.75	0.00	0.00
Operations Manager (also Fund 450)	122	0.00	0.00	0.00	0.50	0.50
Streets/Stormwater Sup. (also Fund 450)	120	0.50	0.50	0.50	0.50	0.50
Foreman II	115	0.00	0.00	1.00	1.00	0.00
Foreman I (also Fund 450)	114	2.00	2.00	1.00	0.50	1.50
Equipment Operator II	111	0.00	0.00	1.00	1.00	1.00
Equipment Operator I	110	2.00	2.00	1.00	1.00	2.00
Sign Maintenance Technician II	111	0.00	1.00	1.00	1.00	1.00
Sign Maintenance Technician I	110	0.00	0.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	0.00	1.00
Maintenance Worker II	108	2.00	2.00	6.00	3.00	1.00
Maintenance Worker I	107	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		8.25	9.25	13.25	11.50	11.50
Maintenance Worker	N/A	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		3.00	3.00	0.00	0.00	0.00
Total Staffing		11.25	12.25	13.25	11.50	11.50

Promoted [1.00] Maintenance Worker II to Equipment Operator I and Maintenance Worker II to Maintenance Worker III.

## Trees

BUDGET SUMMARY	2015-16		2016-17	2016-17	2017-18	% Change
	ACTUAL	BUDGET	BUDGET	ESTIMATED	BUDGET	from 2016-17
Personnel Services	\$ 344,642	\$ 404,444		\$ 371,586	\$ 394,665	-2.42%
Operating Expenses	<u>73,424</u>	<u>89,038</u>		<u>88,178</u>	<u>87,512</u>	-1.71%
Total Budget	\$ 418,066	\$ 493,482		\$ 459,764	\$ 482,177	-2.29%

STAFFING	PAY GRADE	2013-14	2014-15	2015-16	2016-17	2017-18
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
City Forester	119	0.00	0.00	0.00	1.00	1.00
Superintendent - Tree/Urban	120	0.00	0.00	0.00	0.50	0.50
Forestry Superintendent	120	1.00	1.00	1.00	0.00	0.00
Foreman II	115	0.00	0.00	0.00	1.00	1.00
Foreman I	114	1.00	1.00	1.00	0.00	0.00
Arborist Operator II	111	0.00	0.00	0.00	1.00	1.00
Arborist Operator I	110	4.00	4.00	4.00	3.00	3.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		6.00	6.00	6.00	7.50	7.50
Maintenance Worker	10	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.00	1.00	1.00	0.00	0.00
Total Staffing		6.00	7.00	7.00	7.50	7.50

## Urban Beautification

BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 401,167	\$ 490,628	\$ 478,122	\$ 553,046	12.72%
Operating Expenses		<u>79,449</u>	<u>105,934</u>	<u>105,558</u>	<u>111,999</u>	5.73%
<b>Total Budget</b>		<b>\$ 480,616</b>	<b>\$ 596,562</b>	<b>\$ 583,680</b>	<b>\$ 665,045</b>	<b>11.48%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Superintendent - Tree/Urban	120	0.00	0.00	0.00	0.50	0.50
Foreman I	114	2.00	1.00	1.00	1.00	1.00
Irrigation Technician	113	1.00	1.00	1.00	1.00	2.00
Lead Worker	111	0.00	0.00	0.00	0.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	2.00	2.00
Maintenance Worker II	108	4.00	5.00	5.00	5.00	4.00
Maintenance Worker I	107	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>9.50</b>	<b>10.50</b>
Maintenance Worker	N/A	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Contract Staffing</b>		<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.50</b>	<b>10.50</b>

Added [1.00] Irrigation Technician. Promoted [1.00] Maintenance Worker II to Lead Worker.

## Fleet Maintenance

BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 368,312	\$ 371,104	\$ 366,427	\$ 394,382	6.27%
Operating Expenses		<u>47,221</u>	<u>46,185</u>	<u>47,207</u>	<u>44,510</u>	-3.63%
<b>Total Budget</b>		<b>\$ 415,533</b>	<b>\$ 417,289</b>	<b>\$ 413,634</b>	<b>\$ 438,892</b>	<b>5.18%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Garage/Fleet Maint Superintendent	120	1.00	1.00	1.00	1.00	1.00
Fleet Maintenance Foreman II	115	0.00	0.00	0.00	1.00	1.00
Garage/Fleet Maint Foreman I	114	1.00	1.00	1.00	0.00	0.00
Equipment Mechanic II	114	1.00	1.00	2.00	2.00	2.00
Equipment Mechanic I	113	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Full Time Staffing</b>		<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

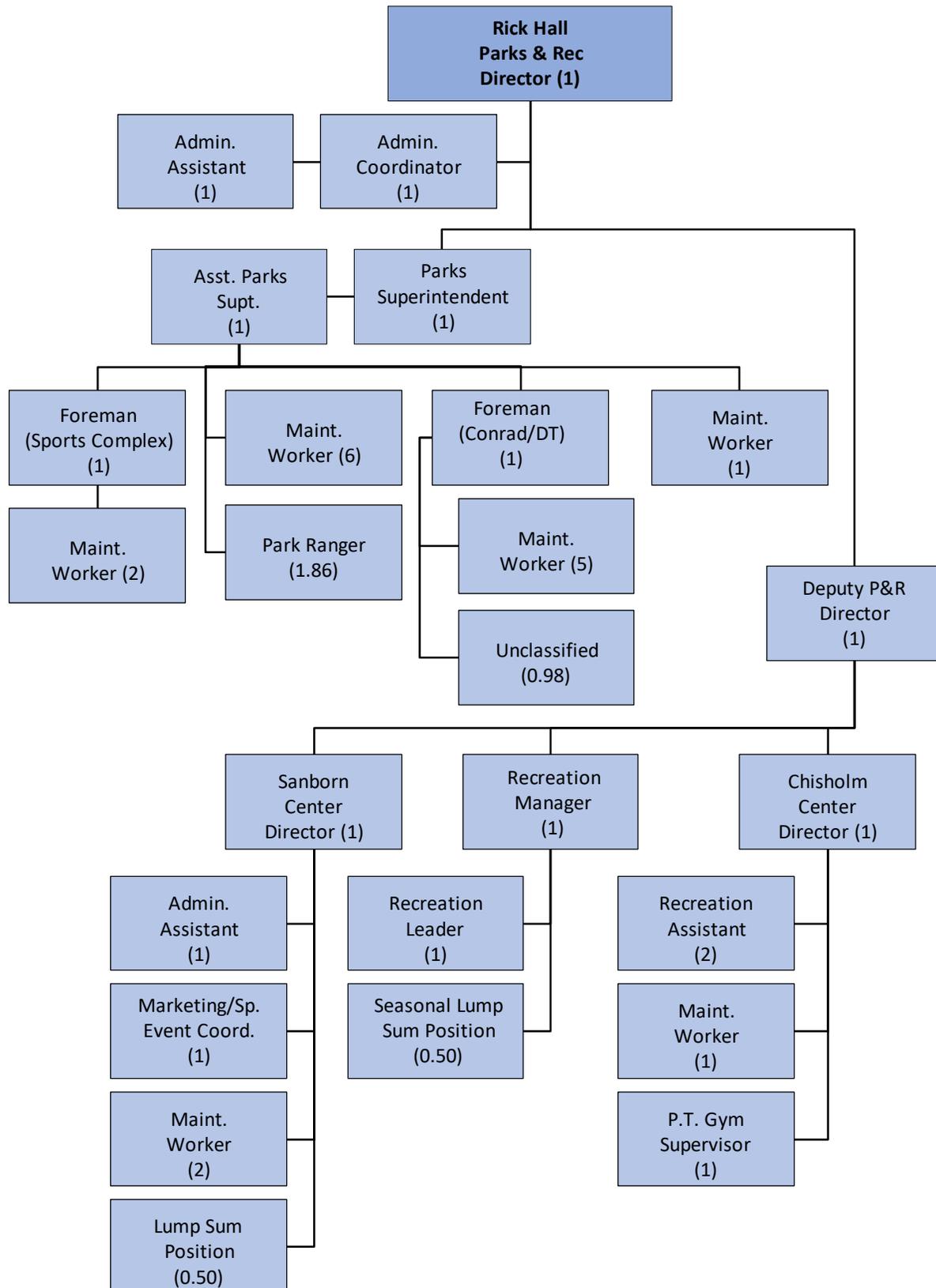
## Management Discussion

- ✓ Total expenses increased by 5.15%.
- ✓ Personal services increased by 8.03% due to adding an additional Irrigation Technician.
- ✓ Operating expenses increased by 0.23%.
- ✓ Includes funding for:
  - Traffic engineering consultant (\$20,000).
  - Correction work/median maintenance contracts (\$73,695).
  - Traffic light repairs (\$30,000).
  - Road and sidewalk materials (\$171,500).



# PARKS AND RECREATION

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
Average maintenance cost per total acres of parkland	High Value Government	N/A	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	N/A	75%	80%
% Satisfied with City parks, trails and facilities	High Value Government	N/A	82%	85%
% change in participants at Sanborn Center	High Value Government	N/A	27%	10%
% change in participants at Chisholm Center	High Value Government	N/A	9%	20%
% change in participants in recreational programs and activities	High Value Government	N/A	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	N/A	3.75%	3.85%

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Completed 100% of Earl Brown Park Improvements.
- ✓ Completed revisions of Park and Recreation fees.
- ✓ Overall department revenue exceeded previous years numbers.
- ✓ Completed Chisholm Gymnasium Renovation.
- ✓ Successfully completed and opened Freedom Playground.
- ✓ Participation numbers in all activities and events have increased.
- ✓ Sanborn Center rentals and activities increased over previous year.
- ✓ City of DeLand Firecracker Festival was a tremendous success with over 15,000 attending.
- ✓ Chisholm Center after school program has significantly increased in attendance.

## Action Plan

### 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 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>	High Value Government
2	<p>Create a plan of action within ten days on how to correct issues identified during weekly inspections.</p> <ul style="list-style-type: none"> <li>• Input work orders.</li> <li>• Assign staff daily to complete repairs.</li> </ul>	High Value Government

## Park and Facility Management

Goals & Objectives		Strategic Plan Area(s)
3	Identify and apply for grant funds for the continued enhancement of park facilities with at least one grant application completed prior to the end of fiscal year. <ul style="list-style-type: none"> <li>• Meet quarterly with grant writer to review options, needs and process / or more frequently as needed.</li> </ul>	Preparing for the Future/ Sustainability
4	Develop 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. <ul style="list-style-type: none"> <li>• Review quarterly with recreation manager to review participation numbers and needs for additional field space and facilities to meet the needs of the community.</li> <li>• Identify grant opportunities for funding.</li> </ul>	Institute Smart Growth Principles & Preserving “Sense of Community” in the core city
5	Report quarterly expenditures associated with field preparation, maintenance and staffing for Stetson football and baseball games. <ul style="list-style-type: none"> <li>• Prepare expense reports quarterly identifying on-going operational expenses.</li> </ul>	High Value Government

## Special Events in the Parks and at Facilities

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

## Leisure Activities and Programs

Goals & Objectives	Strategic Plan Area(s)
<p>1 Provide a variety of leisure activities, programs or special events responsive to all age ranges, inclusive of diversity, and maximizing efforts to include donations, registration, partnerships, and sponsorships.</p> <ul style="list-style-type: none"> <li>• Increase the overall activities by the DeLand Parks and Recreation Department by adding twelve new programs and/or special events prior to the end of fiscal year.</li> </ul>	<p>High Value Government &amp; Preparing for the Future/ Sustainability</p>
<p>2 Expand activities and programs at the Sanborn Center/Earl Brown Park.</p> <ul style="list-style-type: none"> <li>• Increase awareness of our programs and increase participation over the previous year.</li> <li>• Add four new activities, programs, or special events prior to the end of the fiscal year.</li> </ul>	<p>Creating the Connected Community &amp; Preserving “Sense of Community”</p>
<p>3 Increase activities and programs at the Chisholm Center.</p> <ul style="list-style-type: none"> <li>• Increase awareness of our Community Special Events and increase attendance over the previous year.</li> <li>• Add four new activities, programs, or special events prior to the end of the fiscal year.</li> </ul>	<p>Creating the Connected Community &amp; Preserving “Sense of Community”</p>

## Long-Term Goals

### Administration

- ✓ Complete master plan for the development of Victoria Hills Property to include design and implementation costs.
  - Target Completion: Spring 2019
  - 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: HS – Fall 2017 / Stetson University - 2020
  - Strategic Focus Area: High Value Government, Creating Connected Community

### Recreation

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

### Parks

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

### Intermodal Transportation Facility

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

### Trailer Park

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

### Museum

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

### Activity Center

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

Stadium

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

Special Events

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

Chisholm Center

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

## Operating Budget Comparison Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$1,573,466	\$1,793,871	\$1,658,719	\$1,909,694	6.46%
Operating Expenses	874,228	885,811	897,780	917,412	3.57%
Grants and Aids	0	0	0	10,000	100.00%
Debt Service	0	0	0	0	N/A
<b>Total Budget</b>	<b>\$2,447,694</b>	<b>\$2,679,682</b>	<b>\$2,556,499</b>	<b>\$2,837,106</b>	<b>5.87%</b>

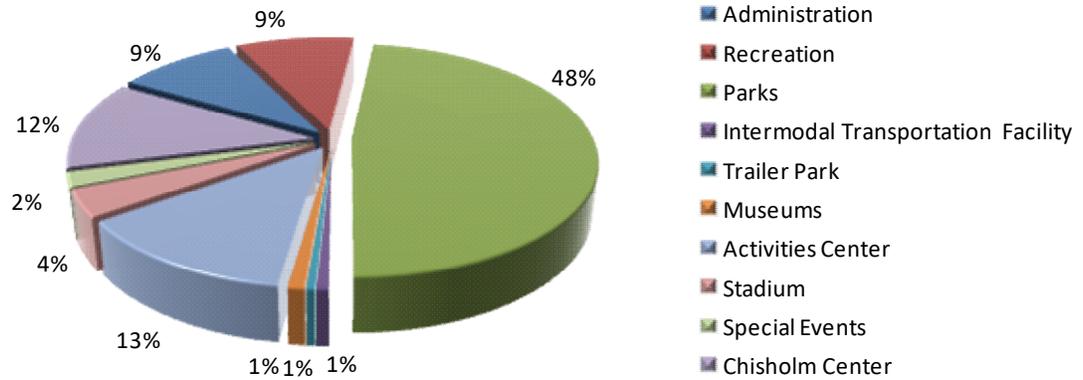
  

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Administration	\$ 237,821	\$ 252,658	\$ 251,359	\$ 263,094	4.13%
Recreation	136,428	193,136	196,644	264,434	36.92%
Parks	1,175,864	1,256,833	1,196,849	1,367,476	8.80%
Intermodal Transportation Facility	9,903	19,024	18,621	20,088	5.59%
Trailer Park	19,215	6,832	20,849	14,270	108.87%
Museums	12,815	15,583	16,452	26,442	69.68%
Activities Center	292,106	354,405	320,222	364,360	2.81%
Stadium	149,962	101,787	110,183	109,618	7.69%
Special Events	91,895	123,527	97,198	58,265	-52.83%
Chisholm Center	321,685	355,897	328,122	349,059	-1.92%
<b>Total Budget</b>	<b>\$2,447,694</b>	<b>\$2,679,682</b>	<b>\$2,556,499</b>	<b>\$2,837,106</b>	<b>5.87%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	2.50	2.50	2.50	3.50	3.50
Parks	17.74	19.97	19.84	19.84	20.84
Activities Center	2.70	5.50	5.50	5.50	5.50
Chisholm Center	5.46	5.46	5.46	5.46	5.00
<b>Total Staffing</b>	<b>31.40</b>	<b>36.43</b>	<b>36.30</b>	<b>37.30</b>	<b>37.84</b>

**Parks and Recreation Expenditure Summary  
Fiscal Year 2018**



**Parks & Recreation Administration**

<b>BUDGET SUMMARY</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Personal Services	\$ 224,425	\$ 234,083	\$ 229,981	\$ 246,351	5.24%
Operating Expenses	<u>13,396</u>	<u>18,575</u>	<u>21,378</u>	<u>16,743</u>	-9.86%
<b>Total Budget</b>	<b>\$ 237,821</b>	<b>\$ 252,658</b>	<b>\$ 251,359</b>	<b>\$ 263,094</b>	<b>4.13%</b>

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.00	0.00	0.00	1.00	1.00
Administrative Assistant II	108	0.00	1.00	1.00	0.00	0.00
Administrative Assistant I	107	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Recreation**

<b>RECREATION BUDGET SUMMARY</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Personal Services	\$ 119,527	\$ 171,706	\$ 172,064	\$ 193,724	12.82%
Operating Expenses	<u>16,901</u>	<u>21,430</u>	<u>24,580</u>	<u>70,710</u>	229.96%
<b>Total Budget</b>	<b>\$ 136,428</b>	<b>\$ 193,136</b>	<b>\$ 196,644</b>	<b>\$ 264,434</b>	<b>36.92%</b>

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
Deputy Parks & Rec Director	E103	0.00	0.00	0.00	1.00	1.00
Recreation Manager	119	1.00	1.00	1.00	0.00	1.00
Athletics Sports Coordinator	110	1.00	1.00	1.00	1.00	0.00
Recreation Leader	109	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>
Sports Supervisor	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Part Time Staffing</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Staffing</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>3.50</b>	<b>3.50</b>

Promoted [1.00] Athletics Sports Coordinator to Recreation Manager.

## Parks

PARKS BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services		\$ 789,126	\$ 858,157	\$ 803,387	\$ 945,445	10.17%
Operating Expenses		386,738	398,676	393,462	422,031	5.86%
Debt Service		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
<b>Total Budget</b>		<b>\$1,175,864</b>	<b>\$1,256,833</b>	<b>\$1,196,849</b>	<b>\$1,367,476</b>	<b>8.80%</b>

STAFFING		PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Parks Superintendent		120	0.00	0.00	0.00	0.00	1.00
Assistant Parks Superintendent		117	1.00	1.00	1.00	1.00	1.00
Foreman II		114	0.00	0.00	0.00	1.00	1.00
Foreman I		114	3.00	3.00	3.00	2.00	1.00
Maintenance Worker III		109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II		108	7.00	8.00	12.00	12.00	10.00
Maintenance Worker I		107	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
<b>Total Full Time Staffing</b>			<b>12.50</b>	<b>13.00</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>
Park Ranger		105	1.26	1.99	1.86	1.86	1.86
Seasonal Workers/Unclassified		N/A	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>
<b>Total Part Time Staffing</b>			<b>2.24</b>	<b>2.97</b>	<b>2.84</b>	<b>2.84</b>	<b>2.84</b>
Maintenance Worker		N/A	<u>3.00</u>	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Contract Staffing</b>			<b>3.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>			<b>17.74</b>	<b>19.97</b>	<b>19.84</b>	<b>19.84</b>	<b>20.84</b>

Added [1.00] Maintenance Worker I. Promoted [1.00] Foreman to Assistant Parks Superintendent.

## Intermodal Transportation Facility

INTERMODAL TRANSPORTATION FACILITY BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses		\$ 9,903	\$ 19,024	\$ 18,621	\$ 20,088	5.59%
<b>Total Staffing</b>		<b>\$ 9,903</b>	<b>\$ 19,024</b>	<b>\$ 18,621</b>	<b>\$ 20,088</b>	<b>5.59%</b>

STAFFING		PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None							

## Trailer Park

TRAILER PARK BUDGET SUMMARY		2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses		\$ 19,215	\$ 6,832	\$ 20,849	\$ 14,270	108.87%
<b>Total Staffing</b>		<b>\$ 19,215</b>	<b>\$ 6,832</b>	<b>\$ 20,849</b>	<b>\$ 14,270</b>	<b>108.87%</b>

STAFFING		PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None							

## Museums

HISTORICAL MUSEUM BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 12,815	\$ 15,583	\$ 16,452	\$ 16,442	5.51%
Grants and Aids	-	-	-	10,000	100.00%
Total Budget	\$ 12,815	\$ 15,583	\$ 16,452	\$ 26,442	69.68%
<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>

None

## Activities Center

SANBORN ACTIVITIES CENTER BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 203,074	\$ 242,322	\$ 212,690	\$ 255,902	5.60%
Operating Expenses	89,032	112,083	107,532	108,458	-3.23%
Total Budget	\$ 292,106	\$ 354,405	\$ 320,222	\$ 364,360	2.81%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	114	0.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.35	0.00	0.00	0.00	0.00
Maintenance Worker II	108	1.00	1.00	1.00	1.00	0.00
Administrative Assistant II	108	0.00	0.00	0.00	1.00	1.00
Maintenance Worker I	107	0.35	1.00	1.00	1.00	2.00
Total Full Time Staffing		2.70	4.00	4.00	5.00	5.00
Administrative Assistant II	N/A	0.00	1.00	1.00	0.00	0.00
Maintenance Worker II	N/A	0.00	0.50	0.50	0.50	0.50
Total Part Time Staffing		0.00	1.50	1.50	0.50	0.50
Total Staffing		2.70	5.50	5.50	5.50	5.50

## Stadium

SPEC MARTIN STADIUM BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 149,962	\$ 101,787	\$ 110,183	\$ 109,618	7.69%
Total Budget	\$ 149,962	\$ 101,787	\$ 110,183	\$ 109,618	7.69%
<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>

None

## Special Events

SPECIAL EVENTS BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 7,495	\$ 29,317	\$ 6,548	\$ 10,765	-63.28%
Operating Expenses	<u>84,400</u>	<u>94,210</u>	<u>90,650</u>	<u>47,500</u>	-49.58%
<b>Total Budget</b>	<b>\$ 91,895</b>	<b>\$ 123,527</b>	<b>\$ 97,198</b>	<b>\$ 58,265</b>	<b>-52.83%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
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None

## Chisholm Center

CHISHOLM CENTER BUDGET SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 229,819	\$ 258,286	\$ 234,049	\$ 257,507	-0.30%
Operating Expenses	<u>91,866</u>	<u>97,611</u>	<u>94,073</u>	<u>91,552</u>	-6.21%
<b>Total Budget</b>	<b>\$ 321,685</b>	<b>\$ 355,897</b>	<b>\$ 328,122</b>	<b>\$ 349,059</b>	<b>-1.92%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	108	1.00	1.00	1.00	1.00	0.00
Maintenance Worker II	108	1.00	1.00	1.00	1.00	1.00
Recreation Assistant	106	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>
<b>Total Full Time Staffing</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Gym Supervisor	N/A	<u>1.46</u>	<u>1.46</u>	<u>1.46</u>	<u>1.46</u>	<u>1.00</u>
<b>Total Part Time Staffing</b>		<b>1.46</b>	<b>1.46</b>	<b>1.46</b>	<b>1.46</b>	<b>1.00</b>
<b>Seasonal Employees/Lifeguards</b>						
<b>Total Staffing</b>		<b>5.46</b>	<b>5.46</b>	<b>5.46</b>	<b>5.46</b>	<b>5.00</b>

Reduced [1.00] Administrative Assistant II and increased additional [1.00] Recreation Assistant. Removed [0.46] part-time Tutor.

## Management Discussion

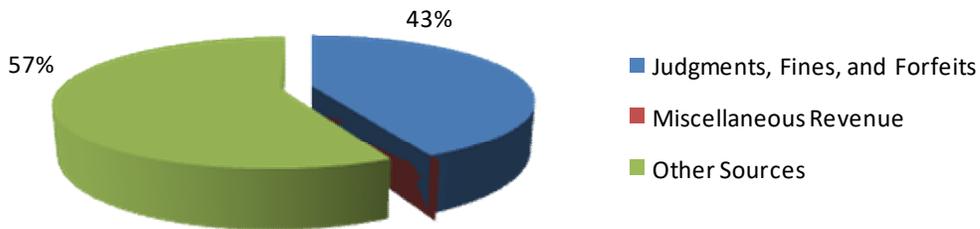
- ✓ Total expenses increased by 5.87%.
- ✓ Personal services increased by 6.46% due to adding an additional Maintenance Worker.
- ✓ Operating expenses increased by 3.57%.
- ✓ Includes funding for:
  - Awards trophies and plaques (\$7,920).
  - Soccer goals and nets (\$2,400).
  - Summer sports camp (\$3,420).
  - Youth basketball, flag football and soccer uniforms (\$30,140).
  - Bike service station at Earl Brown Park (\$1,000).

- Filed tarps at Sperling Sports Complex (\$1,000).
- New sports turf flooring for batting cages at Sperling Sports Complex (\$2,000).
- Sideline covers at Spec Martin Stadium (\$4,800).
- Commercial pressure washer (\$1,000).
- Large rolling trash cart (\$750).
- Pool rain deck dumping bucket (\$1,750).
- Pool rain deck hydrant soaker (\$1,235).

# CONFISCATED TRUST FUND

## Revenue Summary

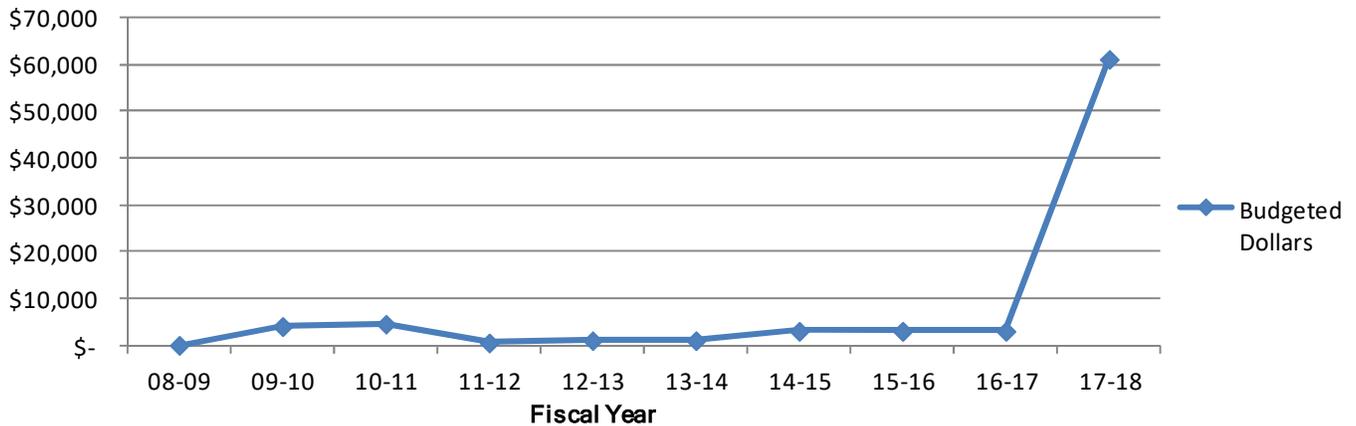
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Judgments, Fines, and Forfeits	\$ 56,277	\$ 3,000	\$ 18,394	\$ 26,216	773.887%
Miscellaneous Revenue	96	0	50	0	N/A
Other Sources	0	0	11,754	34,880	100.000%
<b>Total Confiscated Trust Fund Revenue</b>	<b>\$ 56,373</b>	<b>\$ 3,000</b>	<b>\$ 30,198</b>	<b>\$ 61,096</b>	<b>1936.538%</b>



## Management Discussion

Historically the City has provided funding for criminal investigations and forfeiture filing fees by budget amendment as the funds are needed, but included in this fiscal year's budget \$3,000 for forfeiture filing fees, patrol rifle optics \$14,000, body cameras \$9,216 and cloud storage \$34,880.

## 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

<b>BUDGET DESCRIPTION</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Operating Expenses	\$ 20,617	\$ 3,000	\$ 17,394	\$ 26,216	773.87%
Grants & Aid	1,000	0	1,000	0	N/A
Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>34,880</u>	100.00%
Total Budget	\$ 21,617	\$ 3,000	\$ 18,394	\$ 61,096	1936.53%

<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
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None

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

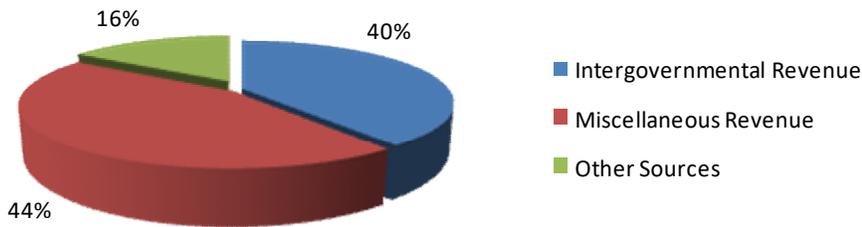
### Management Discussion

- ✓ Includes funding for:
  - Forfeiture filing fees (\$3,000).
  - Patrol rifle optics (\$14,000).
  - Body cameras (\$9,216).
  - Cloud Storage (\$34,880).

# HOMELESS SHELTER FUND

## Revenue Summary

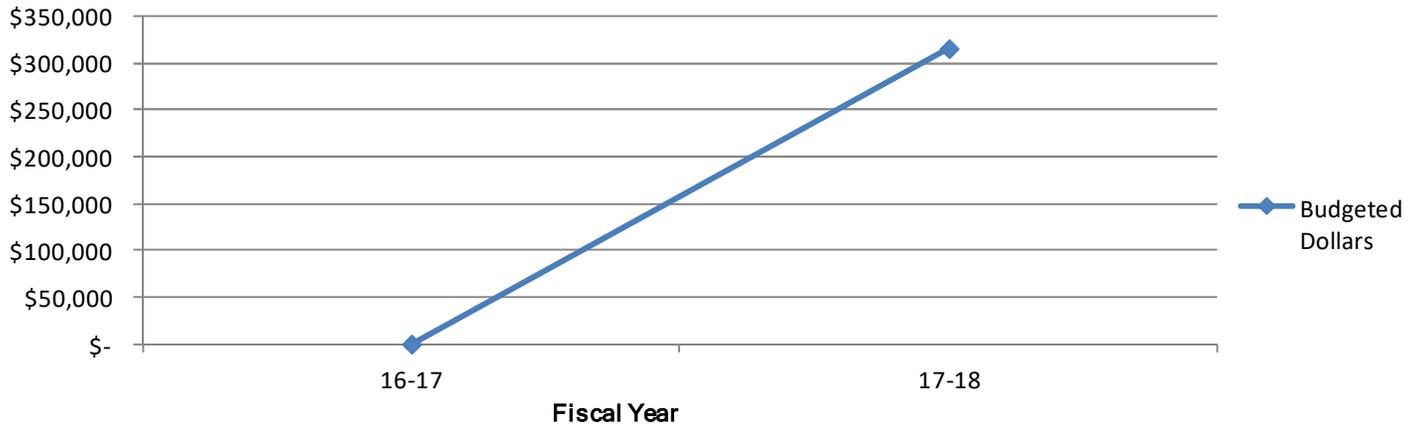
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Intergovernmental Revenue	\$ 0	\$ 0	\$ 170,000	\$ 125,000	100.00%
Miscellaneous Revenue	0	0	0	140,668	100.00%
Other Sources	<u>0</u>	<u>0</u>	<u>109,073</u>	<u>50,000</u>	100.00%
Total Confiscated Trust Fund Revenue	\$ 0	\$ 0	\$ 279,073	\$ 315,668	N/A



## Management Discussion

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

## History of Revenues



# HOMELESS SHELTER FUND

## Expenditure Summary

### Description

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

### Operating Budget Comparison

BUDGET DESCRIPTION	BUDGET ACTUAL	BUDGET BUDGET	BUDGET ESTIMATED	BUDGET BUDGET	% Change from 0
<del>Operating</del> Expenses	\$ 0	\$ 0	\$ 0	\$ 315,668	100.00%
<del>Capital Outlay</del>	0	0	<u>279,073</u>	<u>0</u>	N/A
<b>Total Budget</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 279,073</b>	<b>\$ 315,668</b>	<b>100.00%</b>

STAFFING	0 BUDGET	0 BUDGET	0 BUDGET	0 BUDGET	0 BUDGET
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None

CAPITAL OUTLAY	Amount
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None

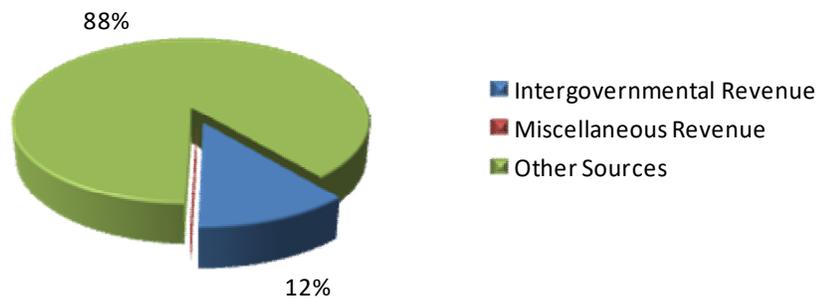
### Management Discussion

- ✓ Includes funding for:
  - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$315,668).

# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Intergovernmental Revenue	\$ 0	\$ 30,990	\$ 30,990	\$ 70,977	129.03%
Miscellaneous Revenue	2,118	0	1,318	0	N/A
Other Sources	0	40,741	40,741	543,262	1233.45%
Total Spring Hill CRA Revenue	\$ 2,118	\$ 71,731	\$ 73,049	\$ 614,239	756.31%

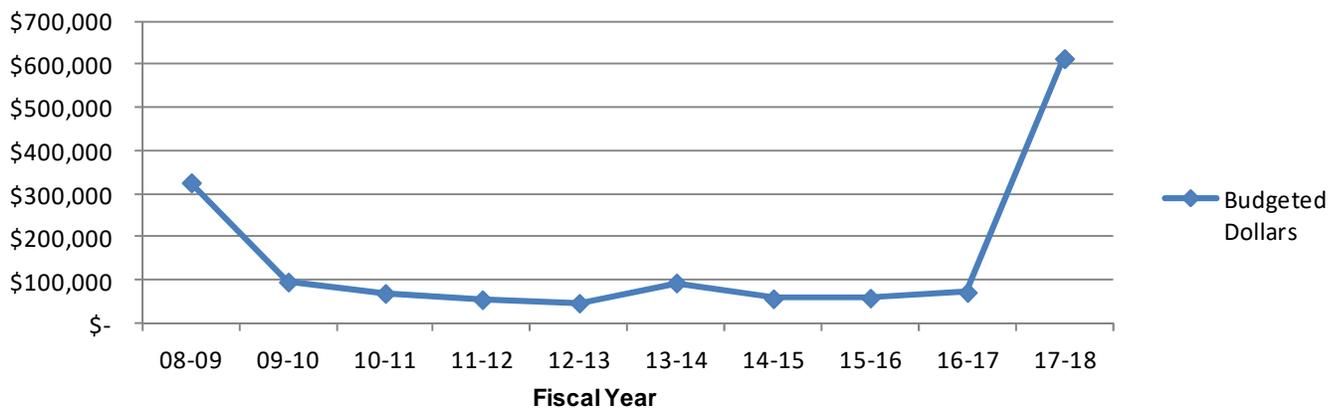


## Management Discussion

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.

Other Sources represent debt proceeds (\$500,000) and transfers from General Fund (\$43,262) to provide funding for the construction and debt service of the new Community Resource Center.

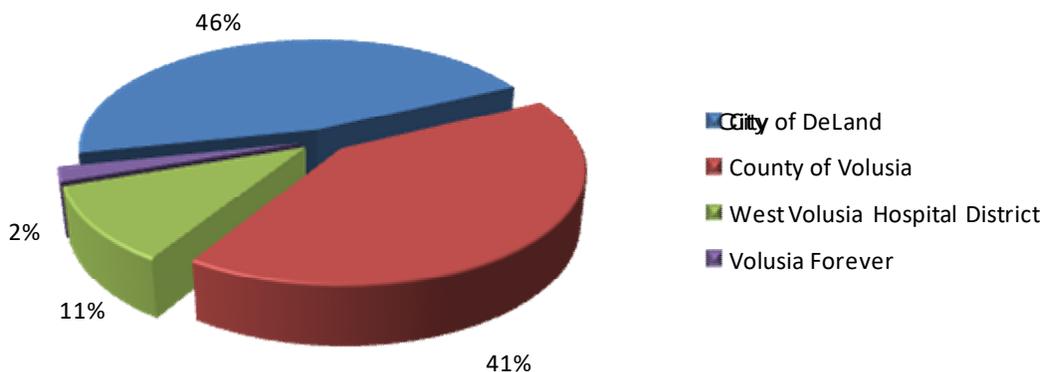
## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Tax Revenue Summary

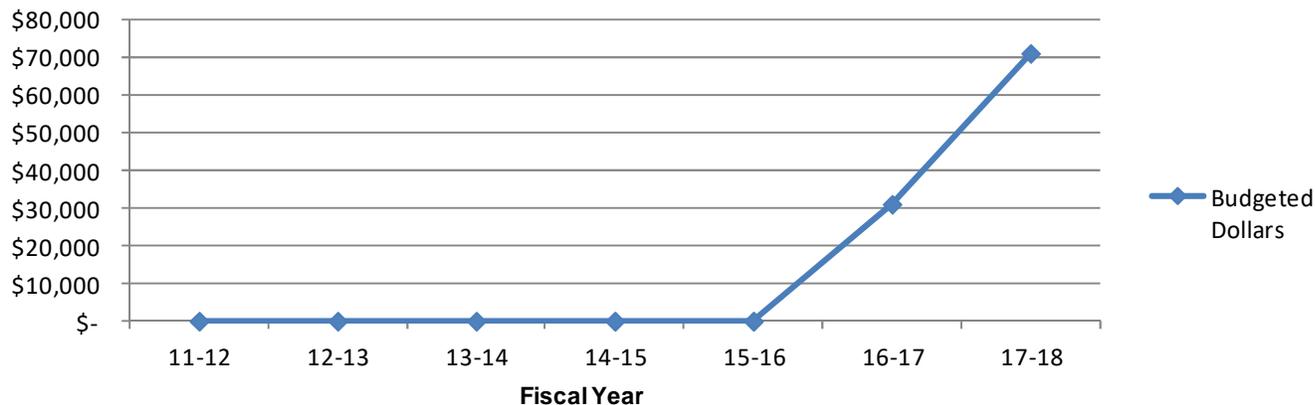
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 0
City of DeLand	\$ 0	\$ 14,589	\$ 14,589	\$ 32,708	124.200%
County of Volusia	0	12,532	12,532	29,242	133.344%
West Volusia Hospital District	0	3,327	3,327	7,622	129.100%
Volusia Forever	0	542	542	1,405	159.238%
<b>Total Ad Valorem Tax Revenue</b>	<b>\$ 0</b>	<b>\$ 30,990</b>	<b>\$ 30,990</b>	<b>\$ 70,977</b>	<b>129.088%</b>



## Management Discussion

Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund are the City of DeLand, Volusia County, Volusia Forever and the West Volusia Hospital District. The property appraiser has released \$55,518,954 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the district's limits. This represents a \$5,046,073 incremental change in the district's tax base and an increase of \$3,039,715 in taxable value since last year. FY 17-18 budget is based on the pre-preliminary incremental change calculated against the proposed City's millage and the roll back millage of each of the taxing authorities.

## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% change in property values over prior year	High Value Government	9%	7%	5%
# of property improvement grants	High Value Government	2	2	5

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Increased the number of clients served at the Resource Center over last Fiscal Year.
- ✓ Provided 2 property improvement grants.
- ✓ Successfully completed the annual Mayor’s Backpack Giveaway event.

## Action Plan

### 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>• Make sure CRA meeting notices are distributed out to the community in non-traditional communication channels in addition to the traditional communication channels.</li> </ul>	Preserving “Sense of Community” & Communication

### Spring Hill Development

Goals & Objectives		Strategic Plan Area(s)
1	Work with Spring Hill Resource Center and other community partners in the overall development and maintenance of the Spring Hill Redevelopment Plan. <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 businesses owners before fiscal year end.</li> <li>• Locate a site for the permanent home for the Resource Center.</li> </ul>	Preserving “Sense of Community”

## Long-Term Goals

- ✓ Increase the availability of grants (septic abandonment, sewer connection, exterior improvement, and others).
  - Target Start: FY 2018-2019 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
  - Target Start: 2018-2019 and continue beyond
  - Strategic Focus Area: High Value Government, Creating Connected Community, & Preparing for the Future.
- ✓ Attract business development within the CRA.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Locate and build a permanent and appropriately sized resource center facility within the core of Spring Hill.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 17,516	\$ 56,731	\$ 48,010	\$ 41,220	-27.34%
Capital Outlay	0	0	0	500,000	100.00%
Debt Service	0	0	0	58,019	100.00%
Grants & Aid	2,200	5,000	7,216	5,000	0.00%
Transfers	10,000	10,000	10,000	10,000	0.00%
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 29,716	\$ 71,731	\$ 65,226	\$ 614,239	756.31%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None					

CAPITAL OUTLAY	Amount
Spring Hill Resource Center	\$ 500,000

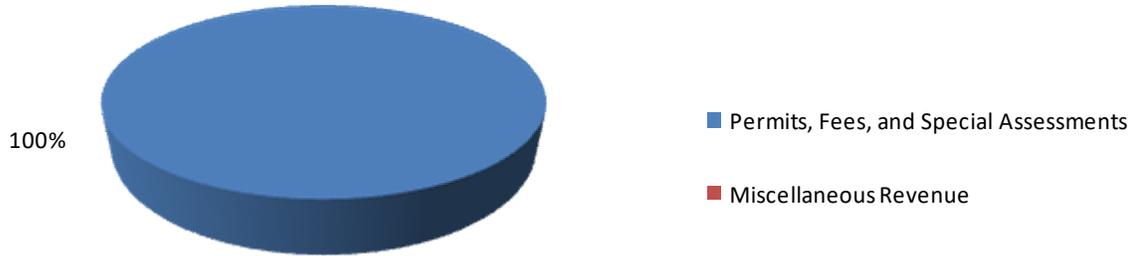
## Management Discussion

- ✓ Total expenses increased by 756.31% primarily due to new Spring Hill Resource Center.
- ✓ Operating expenses decreased by 27.34%.
- ✓ Primarily total expenses increased due to new Spring Hill Resource Center.
- ✓ Includes funding for:
  - Spring Hill Resource Center debt service (\$58,019).

# GOVERNMENTAL IMPACT FEES TRUST FUND

## Revenue Summary

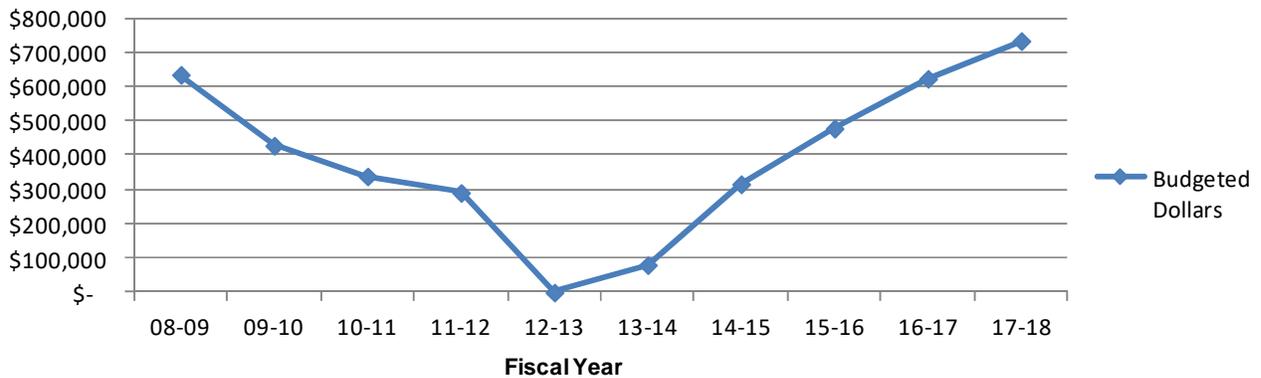
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Permits, Fees, and Special Assessments	\$ 772,430	\$ 622,910	\$ 712,542	\$ 732,879	17.65%
Miscellaneous Revenue	197	0	22	0	N/A
<b>Total GIFT Fund Revenue</b>	<b>\$ 772,627</b>	<b>\$ 622,910</b>	<b>\$ 712,564</b>	<b>\$ 732,879</b>	<b>17.65%</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

<b>BUDGET DESCRIPTION</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Capital Outlay	\$ 464,612	\$ 0	\$ 0	\$ 40,000	100.00%
Debt Service	<u>477,925</u>	<u>622,910</u>	<u>622,910</u>	<u>692,879</u>	11.23%
Total Budget	\$ 942,537	\$ 622,910	\$ 622,910	\$ 732,879	17.65%

<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
None					

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Police Evidence Building	\$ 40,000

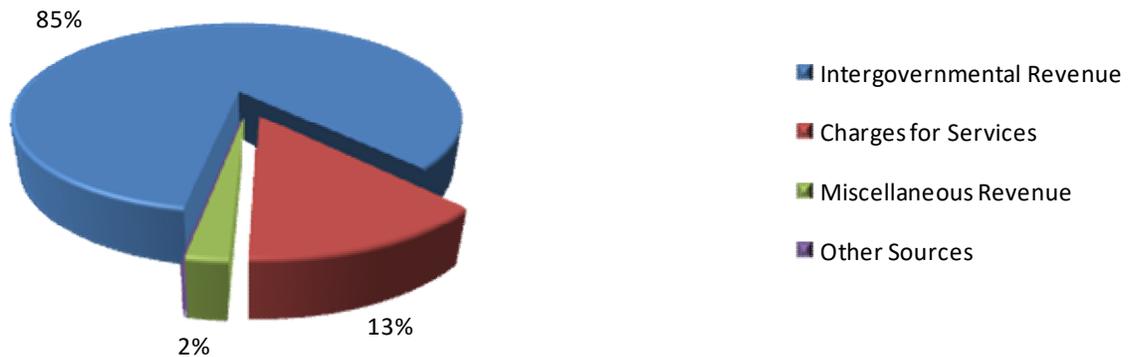
### Management Discussion

- ✓ FY 17-18 anticipated revenue will be used towards principal and interest payments for the following:
  - Police Evidence Building (capital outlay) - \$40,000.
  - Earl Brown Park (debt service) - \$447,927.
  - Fire Station #83 (debt service) - \$40,000.
  - City Hall (debt service) - \$204,952.

# COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Intergovernmental Revenue	\$ 221,780	\$ 328,424	\$ 330,679	\$ 360,775	9.85%
Charges for Services	51,862	54,137	54,137	54,137	0.00%
Miscellaneous Revenue	22,751	9,000	12,847	9,000	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>164,256</u>	<u>0</u>	N/A
<b>Total Community Redev Fund</b>	<b>\$ 296,393</b>	<b>\$ 391,561</b>	<b>\$ 561,919</b>	<b>\$ 423,912</b>	<b>8.26%</b>

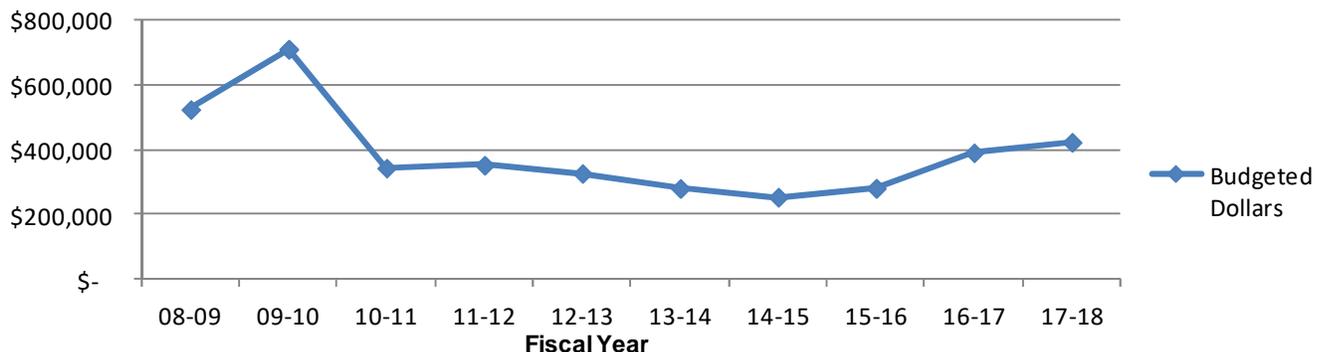


## Management Discussion

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 downtown CRA plan is currently valid through June 2025. 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. The Other Sources represent a transfer from reserves to fund the on-going expenses of the CRA that will not be covered by other revenue sources.

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

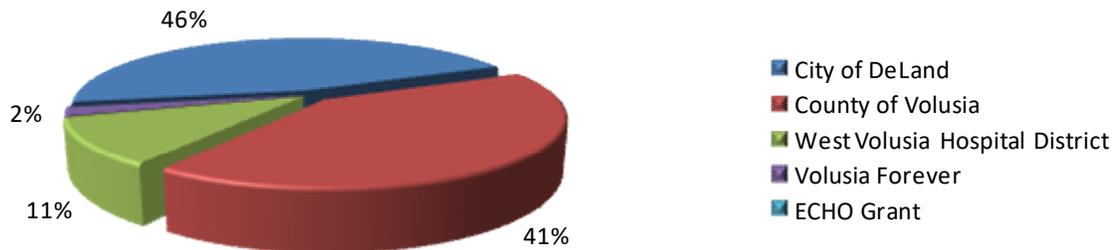
## History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Tax Revenue Summary

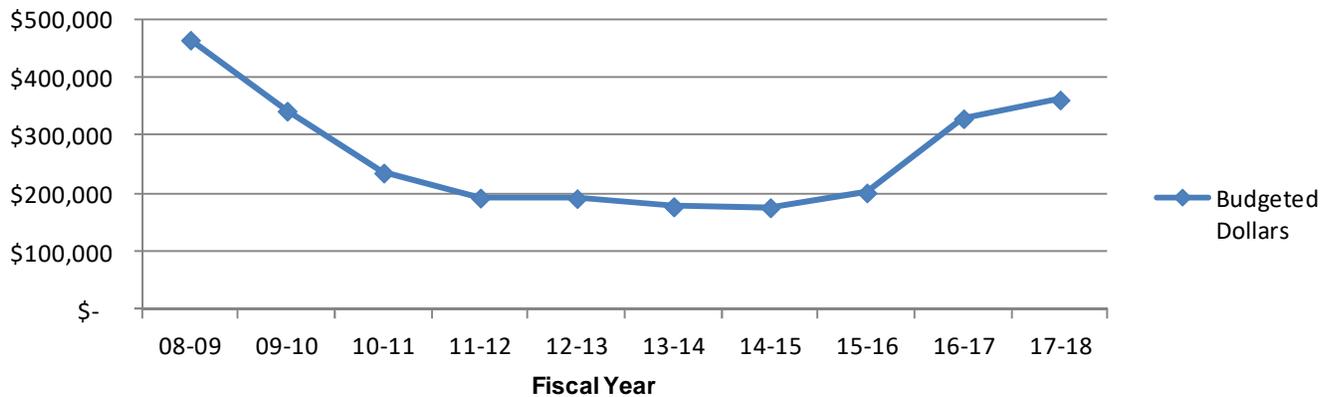
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
City of DeLand	\$ 101,973	\$ 154,610	\$ 153,583	\$ 166,256	7.53%
County of Volusia	91,539	132,808	135,323	148,637	11.92%
West Volusia Hospital District	24,299	35,255	35,273	38,743	9.89%
Volusia Forever	<u>3,969</u>	<u>5,751</u>	<u>6,500</u>	<u>7,139</u>	24.13%
<b>Total Ad Valorem Tax Revenue</b>	<b>\$ 221,780</b>	<b>\$ 328,424</b>	<b>\$ 330,679</b>	<b>\$ 360,775</b>	<b>9.85%</b>



## Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund are the City of DeLand, Volusia County, Volusia Forever and the West Volusia Hospital District. The property appraiser has released \$45,683,627 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the district's limits. This represents a \$25,649,164 incremental change in the district's tax base and an increase of \$2,380,037 in taxable value since last year. FY 17-18 budget is based on the pre-preliminary incremental change calculated against the proposed City's millage and the roll back millage of each of the taxing authorities.

## History of Revenues



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% change in property values over prior year	High Value Government	22%	4%	5%
# of events	Preserving "Sense of Community"	65	70	75
Storefront occupancy rate	Preserving "Sense of Community"	95%	95%	97%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Installed new park furniture in Pioneer Park.
- ✓ Awarded 12 grants for various property improvements.
- ✓ Formed the Georgia Avenue Stakeholder Committee to assist with the design of the upcoming streetscape.
- ✓ DeLand hosted the State of Florida Annual MainStreet Conference.

## Action Plan

### Promotion and Events

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

## Downtown Development

Goals & Objectives	Strategic Plan Area(s)
1 Work with MainStreet DeLand Association and other agencies and groups in the overall development and maintenance of the Downtown Redevelopment Plan. <ul style="list-style-type: none"> <li>• In accordance with the 10 year replacement plan for street/park furniture by September 30th as required.</li> <li>• Complete one new mural by September 30th.</li> <li>• By March 2018, work with the Museum of Florida Art to rotate downtown sculptures on an annual basis.</li> <li>• Complete Utility Box Art 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, 2018 forward MainStreet Grant Committee recommendations to CRA for award.	Preserving "Sense of Community"

## Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: Creating A Sense of Community & Creating the Connected Community
- ✓ Look for ways to create more residential space in the downtown.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth
- ✓ Expand the downtown look and feel beyond the traditional core.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 212,108	\$ 268,983	\$ 291,084	\$ 302,077	12.30%
Capital Outlay	14,616	0	113,280	0	N/A
Grants and Aid	6,750	25,000	29,000	25,000	0.00%
Transfers	0	0	38,951	0	N/A
Contingency	0	<b>97,578</b>	97,578	96,835	-0.76%
Total Budget	\$ 233,474	\$ 391,561	\$ 569,893	\$ 423,912	8.26%
<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
None					
<b>CAPITAL OUTLAY</b>					<b>Amount</b>
None					

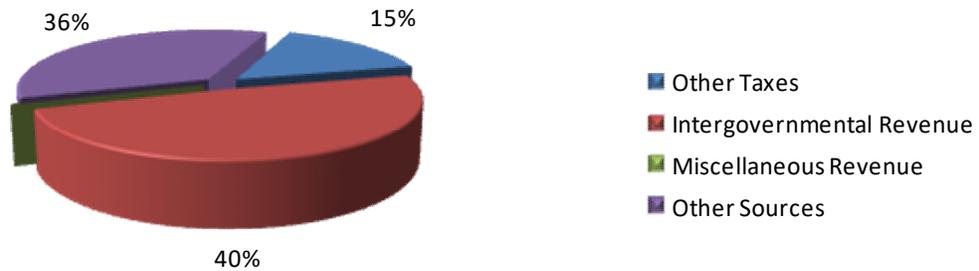
## Management Discussion

- ✓ Total expenses increased by 8.26%.
- ✓ Operating expenses increased by 12.30%.
- ✓ Includes funding for:
  - MainStreet DeLand contract (\$60,000).
  - Regional Marking (\$25,000).
  - Special events (\$49,144).

# GRANTS AND SPECIAL REVENUE FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Other Taxes	\$ 250,264	\$ 222,216	\$ 306,971	\$ 200,283	-9.87%
Intergovernmental Revenue	778,184	164,966	385,973	627,008	280.08%
Miscellaneous Revenue	108	0	76	0	N/A
Other Sources	<u>6,962</u>	<u>9,441</u>	<u>0</u>	<u>459,020</u>	4761.98%
<b>Total Grants &amp; Special Revenue Fund</b>	<b>\$ 1,035,518</b>	<b>\$ 396,623</b>	<b>\$ 693,020</b>	<b>\$ 1,286,311</b>	<b>224.32%</b>



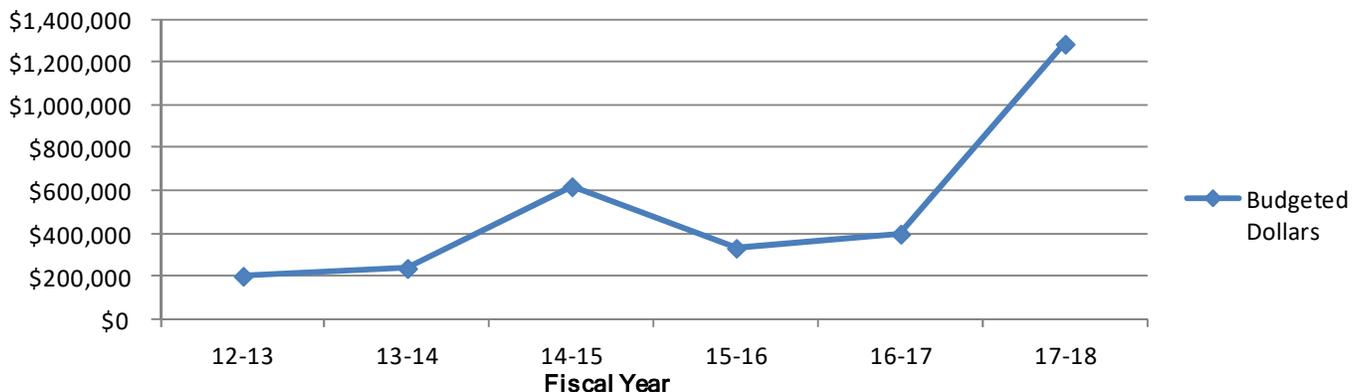
## Management Discussion

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

Other Taxes reflects revenue from Local Option Gas Taxes to be used for street resurfacing. Intergovernmental Revenue reflects anticipated FEMA funding for replacing mobile radios for the Fire department (\$81,815), ECHO grant for Sperling Sports Complex improvements (\$405,500) and CDBG funding for right of way ADA improvements (\$68,450), septic tank abandonment and sewer connections (\$10,178) and YMCA gymnasium ceiling repair (\$61,065).

Other Sources reflects revenue from debt proceeds (\$432,700) and transfer from the General Fund (\$26,320).

## History of Revenues



# GRANTS AND SPECIAL REVENUE FUND

## 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>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Operating Expenses	\$ 440,304	\$ 222,216	\$ 311,282	\$ 278,911	25.51%
Capital Outlay	444,190	174,407	<b>313,026</b>	946,335	442.60%
Grants & Aid	0	0	<b>0</b>	61,065	100.00%
Contingency	0	0	<b>0</b>	0	N/A
Transfer	<u>339,890</u>	<u>0</u>	<u><b>5,206</b></u>	<u>0</u>	N/A
<b>Total Budget</b>	<b>\$ 1,224,384</b>	<b>\$ 396,623</b>	<b>\$ 629,514</b>	<b>\$ 1,286,311</b>	<b>224.32%</b>

<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
None					

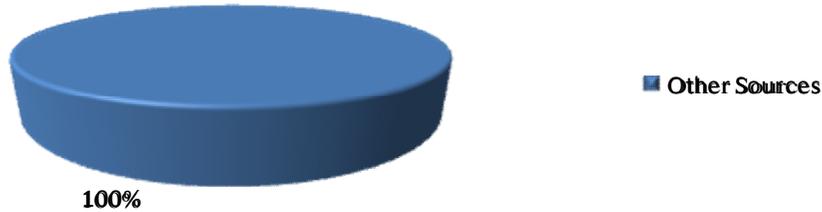
<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Replace mobile radios	\$ 108,135
Sperling Sports Complex Improvements	824,000
Replace total of (60 soccer and football goals and goal posts at Sperling Sports Complex	<u>14,200</u>
<b>Total Capital Outlay</b>	<b>\$ 946,335</b>

## Management Discussion

- ✓ Total expenses increased 224.32%.
- ✓ Operating expenses increased 25.51%.
- ✓ Capital outlay increased 442.60% mainly due to Sperling Sports Complex Improvements scheduled for FY 17-18.
- ✓ Includes funding for :
  - Street resurfacing (\$200,283).
  - Sperling Sports Complex improvements (\$824,000).
  - Replace goals and goal posts at Sperling sports Complex (\$14,200).
  - Replace mobile radios in the Fire department (\$108,135).
  - Right of way ADA improvements (\$68,450).
  - Septic tank abandonment and sewer connections (\$10,178).
  - YMCA gymnasium ceiling repair (\$61,065).

## CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Other Sources	\$ 1,600,687	\$ 981,275	\$ 993,265	\$ 2,108,086	114.83%
<b>Total Capital Fund</b>	<b>\$ 1,600,687</b>	<b>\$ 981,275</b>	<b>\$ 993,265</b>	<b>\$ 2,108,086</b>	<b>114.83%</b>

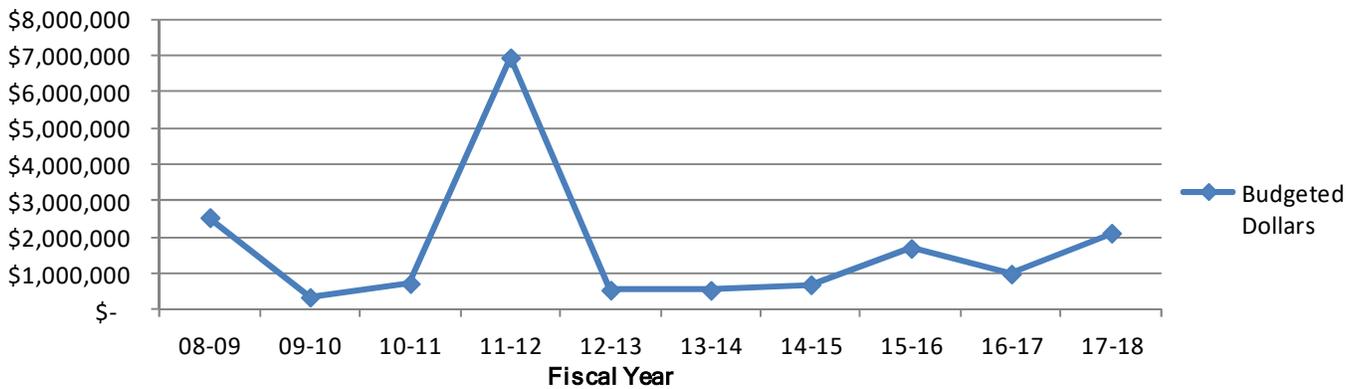


## Management Discussion

The Capital Fund is used to account for only General Fund capital expenses not funded by grants or other types of special revenues. Other Sources represent transfers from Other Funds (\$394,206) and debt proceeds (\$1,713,880).

Reflected in FY 11-12 below is the \$4,000,000 in debt proceeds and \$290,383 transfer from the parks and recreation impact fees reserve to provide funding for the Earl Brown Park Improvements Project which was moved to Fund 190 during the fiscal year.

## 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 divisions.

### Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Capital Outlay	\$ 1,600,686	\$ 981,275	\$ 1,452,434	\$ 2,108,086	114.83%
Total Budget	\$ 1,600,686	\$ 981,275	\$ 1,452,434	\$ 2,108,086	114.83%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None					

CAPITAL OUTLAY	Amount
Vehicle - replace 2006 Toyota Prius 106-5048	\$ 25,672
Point to point Fire station 82 & 83 and Airport	<b>63,351</b>
Server for security cameras	5,289
Modis Edge vehicle diagnostic device	6,448
Plotter for sign shop	5,600
Sanborn Center AVI	76,989
Cloud Storage for PD	63,720
Vehicle - replace 2005 Pierce Contender 122-101; 122-5032	480,017
New Fire Station (81) - Design phase + Temporary Fire Station Fee (\$25,000)	440,500
Vehicle - replace 127-78	39,293
Vehicle - replace 2004 Chevy Impala 127-39; 127-4973	39,293
Vehicle - replace 127-47	39,293
Vehicle - replace 127-63	39,293
Vehicle - replace 127-84	39,293
Vehicle - replace 2008 Ford Crown Vic 127-66; 127-5218	39,293
Vehicle - replace 2009 Chevy Impala 127-70; 127-5267	39,293
Vehicle - replace 2006 Ford Crown Vic 127-52; 127-5060	39,293
Vehicle - replace 127-58	39,293
Vehicle - replace 127-49	39,293
Vehicle - replace 127-46	39,293
Vehicle - replace 127-35	39,293
Vehicle - replace 127-77	39,293
Vehicle - replace 127-88	39,293
Vehicle - replace 127-69	39,293
Vehicle - replace 127-59	39,293

Vehicle - replace 2003 Freightliner Truck w/Loader 133-147; 133-4990A	235,250
Vehicle - replace 2006 Ford Ranger 132-150; 132-5063	24,345
Mower - replace Toro 52" mower 132-508; 132-5340	12,281
Install safety rails, nets, and padding in front of the dugouts at Melching Field	5,685
Vehicle - replace 1998 Ford Expedition 143-38; 143-4179	23,147
Replace court lights on Shuffleboard Courts	11,104
<b>Total Capital Outlay</b>	<b>\$ 2,108,086</b>

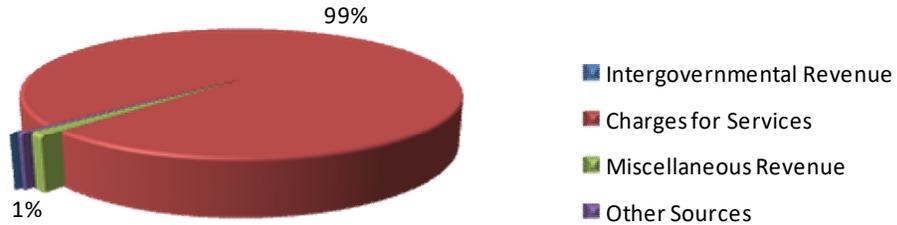
## Management Discussion

- ✓ Capital budgeted for FY 17-18 (\$2,108,086) is primarily funded by transfers from General Fund reserves and debt proceeds.

# WATER AND SEWER FUND

## Revenue Summary

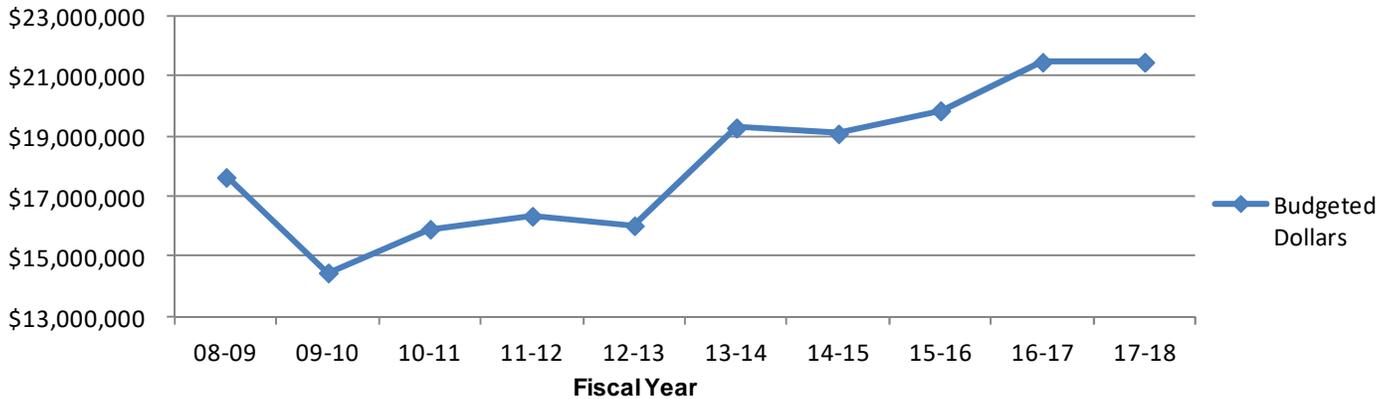
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Intergovernmental Revenue	\$ 758,058	\$ 0	\$ 218,000	\$ 0	N/A
Charges for Services	20,015,885	21,151,844	20,609,620	21,567,270	1.96%
Miscellaneous Revenue	1,028,685	245,796	249,989	245,796	0.00%
Other Sources	71,385	84,900	2,549,077	84,900	0.00%
<b>Total Water &amp; Sewer Fund</b>	<b>\$21,874,013</b>	<b>\$21,482,540</b>	<b>\$23,626,686</b>	<b>\$21,897,966</b>	<b>1.93%</b>



## Management Discussion

The overall increase of 1.93% is primarily due to an anticipated increase in Charges for Services of 1.96%.

## History of Revenues



# WATER AND SEWER FUND

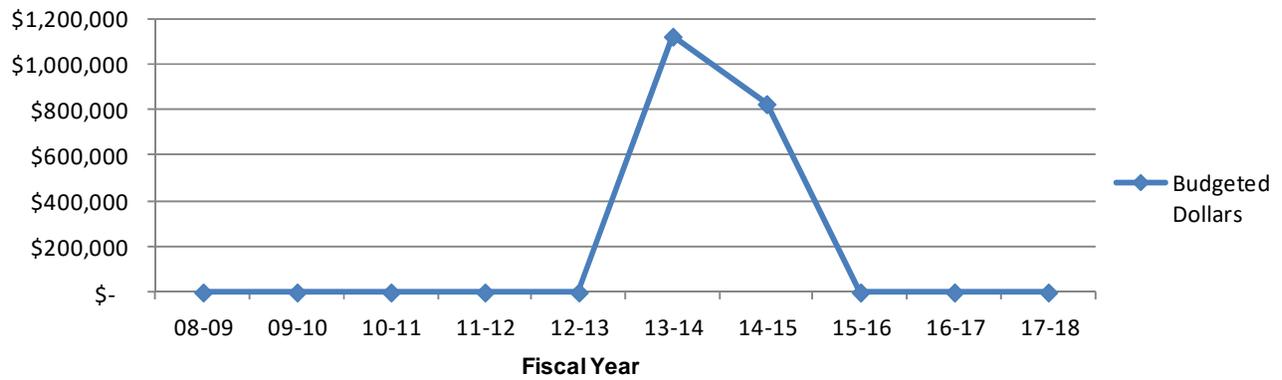
## Intergovernmental Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Federal Grants	\$ 0	\$ 0	\$ 0	\$ 0	N/A
State Grants	<u>758,058</u>	<u>0</u>	<u>218,000</u>	<u>0</u>	N/A
Total Intergovernmental Revenue	\$ 758,058	\$ 0	\$ 218,000	\$ 0	N/A

### Management Discussion

No grants are budgeted for in FY 17-18.

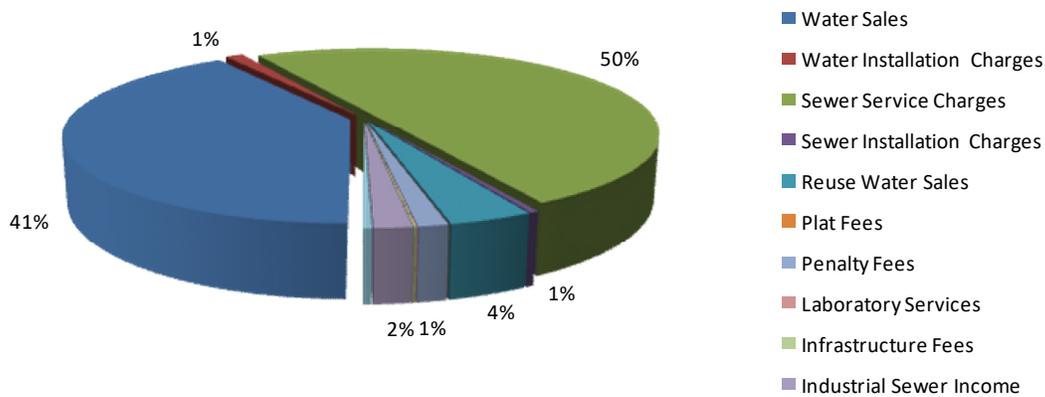
### History of Revenues



# WATER AND SEWER FUND

## Charges for Services Revenue Summary

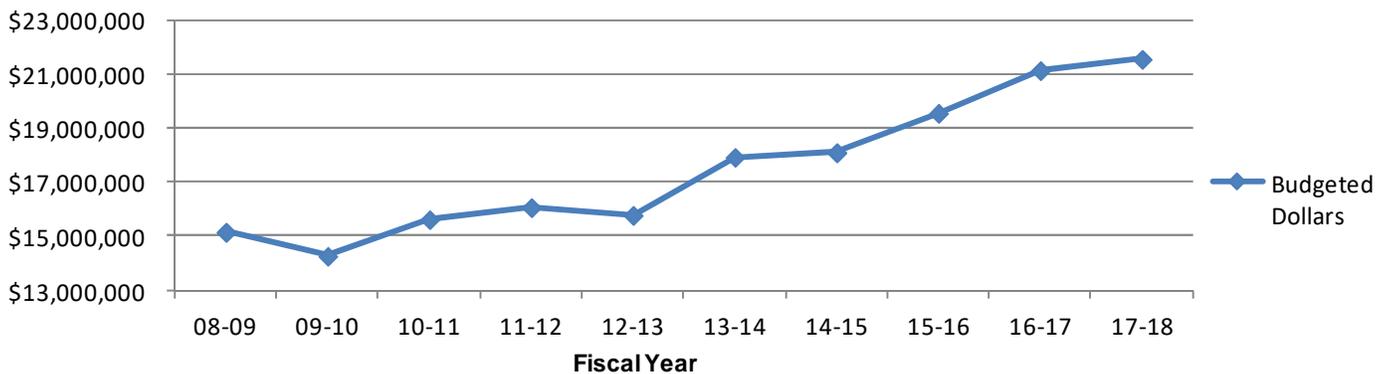
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Water Sales	\$ 8,071,802	\$ 8,409,456	\$ 8,164,520	\$ 8,787,882	4.500%
Water Installation Charges	338,393	260,000	262,415	260,000	0.000%
Sewer Service Charges	9,827,725	10,784,898	10,470,775	10,784,898	0.000%
Sewer Installation Charges	108,030	85,000	132,639	85,000	0.000%
Reuse Water Sales	716,001	648,220	629,340	848,220	30.855%
Plat Fees	900	0	250	0	N/A
Penalty Fees	334,518	365,000	365,824	300,000	17.881%
Laboratory Services	21,069	17,485	17,485	17,485	0.000%
Infrastructure Fees	84,255	18,000	22,768	18,000	0.000%
Industrial Sewer Income	431,034	483,785	463,447	385,785	20.226%
Fire Hydrant Charges	82,158	80,000	80,157	80,000	0.000%
<b>Total Charges for Services</b>	<b>\$20,015,885</b>	<b>\$ 21,151,844</b>	<b>\$20,609,620</b>	<b>\$21,567,270</b>	<b>1.96%</b>



## Management Discussion

Revenues from charges for water and sewer services were determined by a Water and Sewer Rate Study which was approved by the City Commission during FY 16-17.

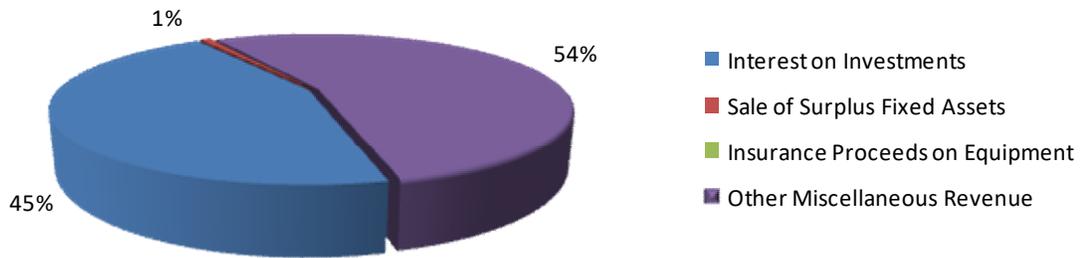
## History of Revenues



# WATER AND SEWER FUND

## Miscellaneous Revenue Summary

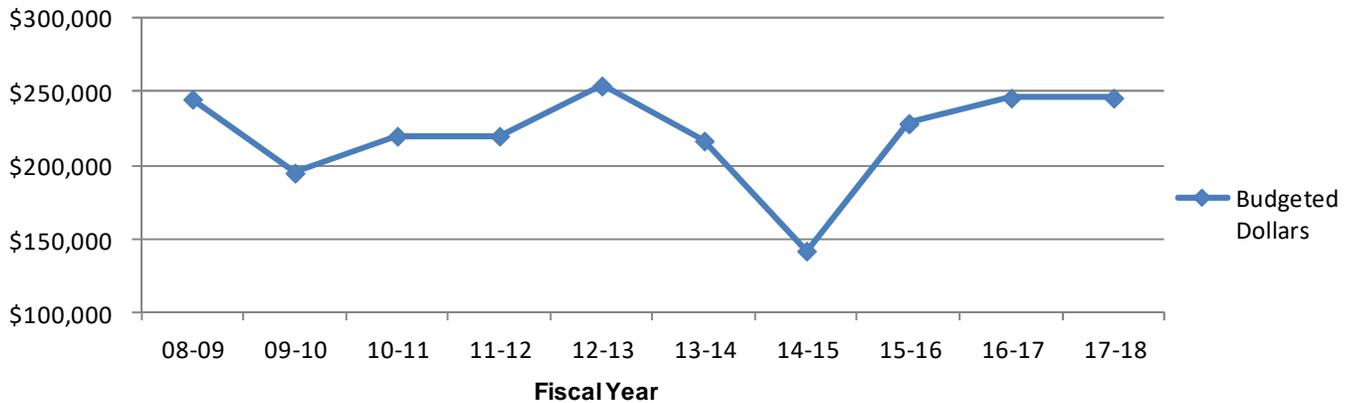
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Interest on Investments	\$ 196,281	\$ 110,000	\$ 110,000	\$ 110,000	0.000%
Sale of Surplus Fixed Assets	55,193	2,000	0	2,000	0.000%
Insurance Proceeds on Equipment	13,364	0	6,193	0	N/A
Other Miscellaneous Revenue	<u>763,847</u>	<u>133,796</u>	<u>133,796</u>	<u>133,796</u>	0.000%
<b>Total Miscellaneous Revenue</b>	<b>\$ 1,028,685</b>	<b>\$ 245,796</b>	<b>\$ 249,989</b>	<b>\$ 245,796</b>	<b>0.000%</b>



## Management Discussion

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

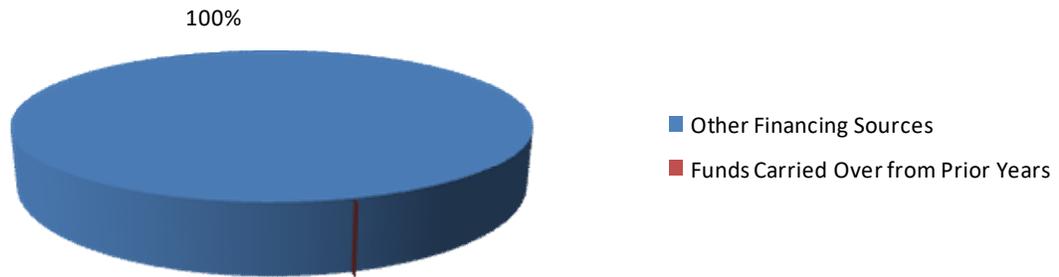
## History of Revenues



# WATER AND SEWER FUND

## Other Sources Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Other Financing Sources	\$ 71,385	\$ 84,900	\$ 84,900	\$ 84,900	0.000%
Funds Carried Over from Prior Years	<u>0</u>	<u>0</u>	<u>2,464,177</u>	<u>0</u>	N/A
<b>Total Other Sources</b>	<b>\$ 71,385</b>	<b>\$ 84,900</b>	<b>\$ 2,549,077</b>	<b>\$ 84,900</b>	<b>0.000%</b>

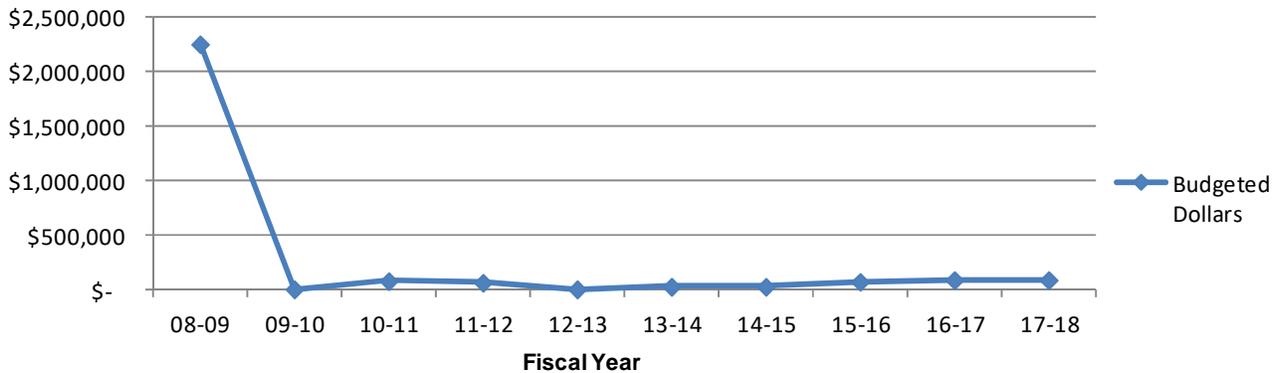


## Management Discussion

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

The sharp decrease in revenues in FY 08-09 in the graph below is the result of debt proceeds for capital projects in FY 08-09.

## History of Revenues

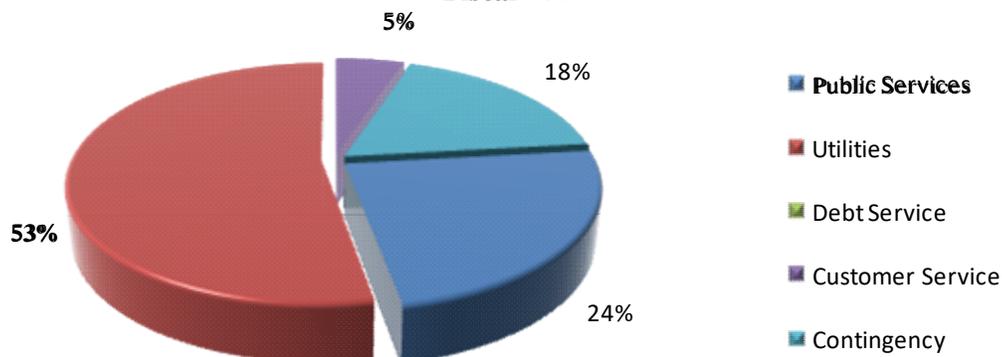


EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 5,658,156	\$ 6,100,601	\$ 6,023,837	\$ 6,573,982	7.76%
Operating Expenses	5,345,886	6,491,102	6,100,094	6,560,546	1.07%
Capital Outlay	2,927,211	3,426,335	4,991,699	4,125,528	20.41%
Debt Service	9,000,934	0	0	0	N/A
Transfers	551,448	690,741	690,741	669,449	-3.08%
Contingency	122,095	4,773,761	4,771,709	3,968,461	-16.88%
<b>Total Budget</b>	<b>\$23,605,730</b>	<b>\$ 21,482,540</b>	<b>\$22,578,080</b>	<b>\$ 21,897,966</b>	<b>1.93%</b>

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Public Services	\$ 4,575,415	\$ 5,179,605	\$ 5,162,343	\$ 5,210,868	0.60%
Utilities	8,815,212	10,449,111	11,551,915	11,584,460	10.88%
Debt Service	9,000,934	0	0	0	N/A
Customer Service	1,092,074	1,080,063	1,092,113	1,134,177	5.01%
Contingency	122,095	4,773,761	4,771,709	3,968,461	-16.88%
<b>Total Budget</b>	<b>\$23,605,730</b>	<b>\$ 21,482,540</b>	<b>\$22,578,080</b>	<b>\$ 21,897,966</b>	<b>1.93%</b>

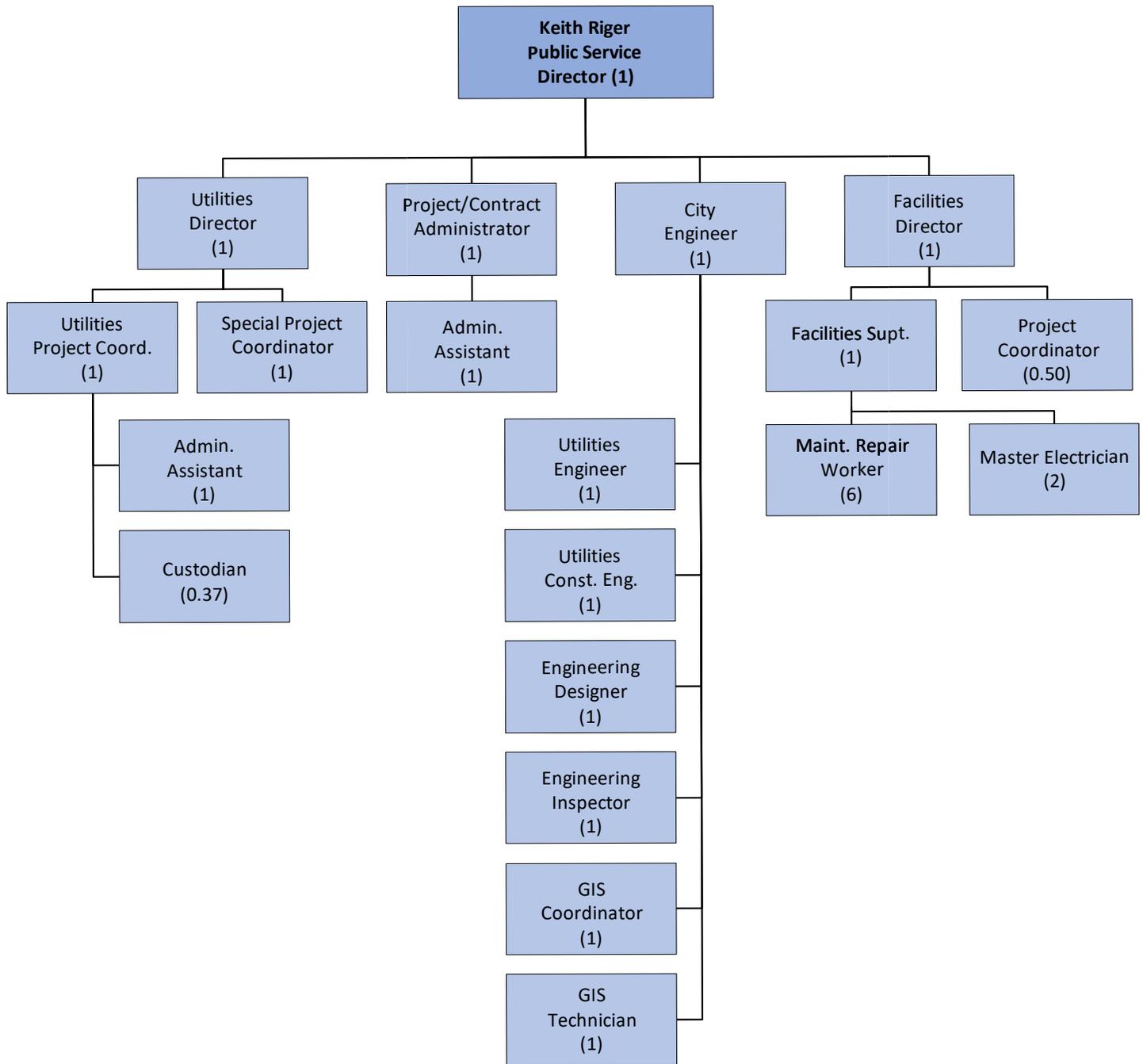
STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Public Services	24.30	22.37	23.87	23.87	24.87
Utilities	59.13	62.13	63.13	67.50	68.00
Customer Service	16.00	17.00	18.00	18.00	19.00
<b>Total Staffing</b>	<b>99.43</b>	<b>101.50</b>	<b>105.00</b>	<b>109.37</b>	<b>111.87</b>

**Water and Sewer Fund Expenditure Summary  
Fiscal Year 2018**





## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of residential inspections performed within 1 day	High Value Government	N/A	100%	100%
# of residential inspections performed per FTE	High Value Government	N/A	685	737
# of commercial inspections performed per FTE	High Value Government	N/A	400	480
% of Citywide capital improvement projects successfully constructed according to schedule and within budget	High Value Government	N/A	95%	100%
Cost of Repair Expenditures per square foot: all facilities (total, in-house and contractual)	High Value Government	N/A	\$.50	\$.50
% of work orders responded to within 7 days	High Value Government	N/A	80%	80%
# of Capital Improvement Projects inspections performed per FTE	High Value Government	N/A	300	320
# of site plans reviewed per FTE	High Value Government	N/A	110	120
# of projects designed per FTE	High Value Government	N/A	40	36
% of customer requests processed within three days of request for information	High Value Government	N/A	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	N/A	270	180

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Geographic Information System (GIS) Project accomplishments: Coordinated server implementation and updated procedures with City IT Department and our consultants. Set up ArcGIS online structure and managed licenses for 44 users within the City; Published 22 Maps for employee use through AGOL (ArcGIS OnLine); Provided GIS training for City Staff and GIS Day presentation Provided utilities project coordination with GIS Consultant and Cityworks GIS layer coordination; Provided training and oversight of intern projects and datasets. Added Airport leases, City owned buildings and property, Water/sewer utility account data and Roadway speed limits to GIS.
- ✓ In-House design and permitting for part of 2016 City Water Main Improvements.
- ✓ Provided CEI (Construction Engineering Inspection) for 2016 City Water Main Improvement Project. 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 and pavilion additions, lease descriptions, conceptual and site plan for various departments within the City. Obtained permits from various governmental agencies including FDOT, FDEP, HRS, SJRWMD and Volusia County.
- ✓ Provided One and Two-Day Maintenance of Traffic (MOT) Certification Training for Public Works, Utilities, Airport, Facilities and Parks& Recreation Staff.
- ✓ Provided site plan and plat reviews and submitted comments to Planning Department on time.
- ✓ Performed field visits to other municipalities in order to get information about right-of-way permitting.

## 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 approximately 72 City projects.</li> <li>• Perform approximately 320 inspections for City Capital Improvement Projects.</li> </ul>	Preserving "Sense of Community"
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 approximately 900 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 approximately 800 customer inquiries regarding utility availability and engineering issues within three days of request for information.</li> </ul>	High Value Government
4	<p>Provide plat and site plan reviews for Class II, III and IV site plans.</p> <ul style="list-style-type: none"> <li>• Submit 100% engineering comments to Planning Department on due date which is eight days prior to TRC monthly meeting.</li> </ul>	Creating a Connected Community
5	<p>Create, collect, maintain, and distribute high quality, up-to-date and complete geospatial information as part of Geographic Information System (GIS) project for the City.</p> <ul style="list-style-type: none"> <li>• Extend City services by providing citizens, businesses, consultants and other government agencies with access to geospatial data in the form of easy to use applications which will save them and the City time and money.</li> </ul>	High Value Government

## Action Plan: Facility Management

Planning & Processing		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Provide deferred 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

## Maintenance Operations

	Goals & Objectives	Strategic Plan Area(s)
1	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

## Long-Term Goals

- ✓ Complete automation process for City's existing utilities (potable water, reclaimed water, sanitary sewer and stormwater) by migrating AutoCAD and as-built plan information into GIS by the end of FY 17-18 through consultant contract and complete QA/QC of the automation by the City staff by the end of FY 18-19. Enable all field personnel from lead workers through management to access GIS via the Accela Land Management and Cityworks work order management software in the field and office.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government, Facilities and Infrastructure

## Operating Budget Comparison Total Public Services

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>EXPENDITURE SUMMARY</b>					
Personal Services	\$1,602,047	\$ 1,729,810	\$ 1,705,765	\$ 1,913,872	10.64%
Operating Expenses	2,274,669	2,434,819	2,443,518	2,619,157	7.57%
Capital Outlay	147,251	324,235	322,319	8,390	-97.41%
Transfers	<u>551,448</u>	<u>690,741</u>	<u>690,741</u>	<u>669,449</u>	-3.08%
<b>Total Budget</b>	<b>\$4,575,415</b>	<b>\$ 5,179,605</b>	<b>\$ 5,162,343</b>	<b>\$ 5,210,868</b>	<b>0.60%</b>

	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>DEPARTMENT SUMMARY</b>					
Administration	\$3,374,449	\$ 3,918,492	\$ 3,932,376	\$ 3,855,145	-1.62%
Engineering	457,451	505,665	507,672	579,453	14.59%
Facilities Maintenance	<u>743,515</u>	<u>755,448</u>	<u>722,295</u>	<u>776,270</u>	2.76%
<b>Total Budget</b>	<b>\$4,575,415</b>	<b>\$ 5,179,605</b>	<b>\$ 5,162,343</b>	<b>\$ 5,210,868</b>	<b>0.60%</b>

	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
<b>STAFFING</b>					
Administration	7.30	7.37	7.37	7.37	7.37
Engineering	5.00	5.00	6.00	6.00	7.00
Facilities Maintenance	<u>12.00</u>	<u>10.00</u>	<u>10.50</u>	<u>10.50</u>	<u>10.50</u>
<b>Total Staffing</b>	<b>24.30</b>	<b>22.37</b>	<b>23.87</b>	<b>23.87</b>	<b>24.87</b>

## Water & Sewer Administration

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 583,352	\$ 591,457	\$ 599,069	\$ 637,940	7.86%
Operating Expenses	2,212,798	2,357,294	2,367,317	2,547,756	8.08%
Capital Outlay	26,851	279,000	275,249	0	-100.00%
Transfers	<u>551,448</u>	<u>690,741</u>	<u>690,741</u>	<u>669,449</u>	-3.08%
Total Budget	\$ 3,374,449	\$ 3,918,492	\$ 3,932,376	\$ 3,855,145	-1.62%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Dir of Public Services/City Eng	E110	1.00	1.00	1.00	1.00	1.00
Utilities Director	E108	1.00	1.00	1.00	1.00	1.00
Projects/Contracts Administrator	120	1.00	1.00	1.00	1.00	1.00
Special Projects Coordinator	117	1.00	1.00	1.00	1.00	1.00
WWTP Projects Coordinator	117	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	1.00	2.00	2.00	2.00	2.00
Administrative Assistant II	108	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00
Custodian/Housekeeping	N/A	<u>0.30</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>
Total Part Time Staffing		0.30	0.37	0.37	0.37	0.37
Total Staffing		7.30	7.37	7.37	7.37	7.37

**CAPITAL OUTLAY** Amount

None

## Engineering

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 410,980	\$ 465,613	\$ 467,282	\$ 551,793	18.51%
Operating Expenses	20,862	29,066	29,404	27,660	-4.84%
Capital Outlay	<u>25,609</u>	<u>10,986</u>	<u>10,986</u>	<u>0</u>	-100.00%
Total Budget	\$ 457,451	\$ 505,665	\$ 507,672	\$ 579,453	14.59%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
City Engineer	E107	0.00	0.00	1.00	1.00	1.00
Deputy City Engineer	E5	1.00	1.00	0.00	0.00	0.00
Utility Engineer	125	1.00	1.00	1.00	1.00	1.00
Utilities Construction Engineer	125	1.00	1.00	1.00	1.00	1.00
GIS Coordinator	121	0.00	0.00	0.00	1.00	1.00
Utilities Designer	120	0.00	0.00	0.00	1.00	1.00
Environmental Compliance Coord.	118	1.00	1.00	1.00	0.00	0.00
Utility Inspector	118	0.00	0.00	1.00	1.00	1.00
GIS Technician	116	0.00	0.00	0.00	0.00	1.00
Engineering Technician	115	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		5.00	5.00	6.00	6.00	7.00

Added [1.00] GIS Technician.

**CAPITAL OUTLAY** Amount

None

## Facilities Maintenance

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 607,715	\$ 672,740	\$ 639,414	\$ 724,139	7.64%
Operating Expenses	41,009	48,459	46,797	43,741	-9.74%
Capital Outlay	<u>94,791</u>	<u>34,249</u>	<u>36,084</u>	<u>8,390</u>	-75.50%
<b>Total Budget</b>	<b>\$ 743,515</b>	<b>\$ 755,448</b>	<b>\$ 722,295</b>	<b>\$ 776,270</b>	<b>2.76%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Facilities Director	E107	1.00	1.00	1.00	1.00	1.00
Facilities Superintendent	120	1.00	1.00	1.00	1.00	1.00
Master Electrician	120	2.00	1.00	1.00	1.00	1.00
PW Project Coord. (also Fund 001)	117	0.50	0.50	0.50	0.50	0.50
Journeyman Electrician	114	2.00	1.00	1.00	1.00	1.00
Maintenance Repair Worker II	112	0.00	0.00	3.00	4.00	4.00
Maintenance Repair Worker I	111	5.00	5.00	3.00	2.00	2.00
Administrative Assistant II	108	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>12.00</b>	<b>10.00</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

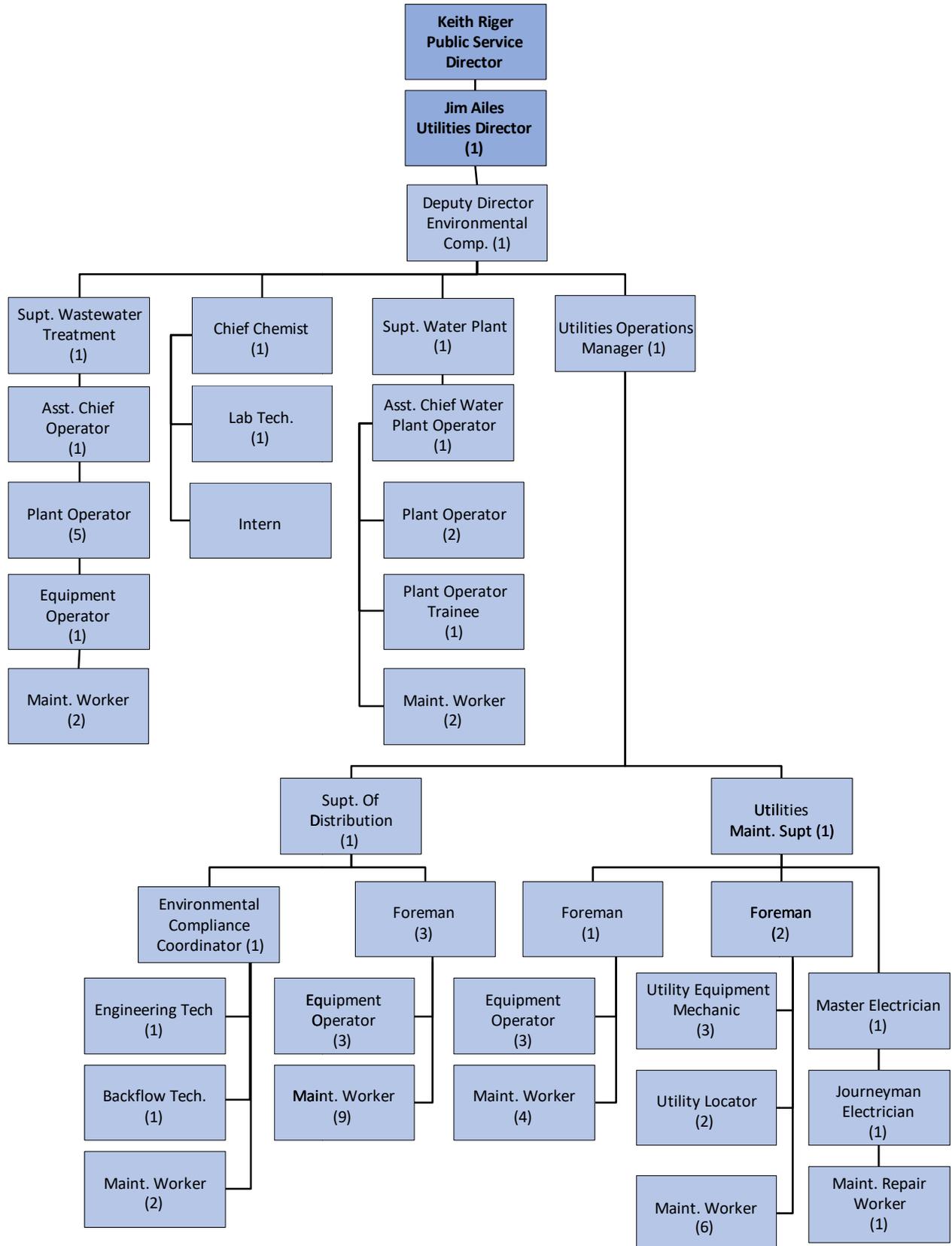
CAPITAL OUTLAY	Amount
New genie single man lift	\$ 8,390

## Management Discussion

- ✓ Total expenses increased by 0.60%.
- ✓ Total operating expenses increased by 7.57%.
- ✓ Includes funding for:
  - Payment in lieu of taxes (PILOT-10%) of \$2,181,307 to General Fund.
  - New genie single man lift (\$8,390).



## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
Millions of gallons per day water processed per FTE	High Value Government	.20	.20	.22
Total Well Production Availability	High Value Government	95%	90%	90%
Unplanned – Water Disruption Rate	High Value Government	56%	50%	50%
Cost of Water Treatment (Chemicals only) Distributed per million gallon avg.	High Value Government	\$39	\$40	\$45
# of samples analyzed in the lab per month per FTE	High Value Government	200	200	200
Direct cost of treatment per million gallons for water operations	High Value Government	\$594	\$625	\$606
% capacity of potable water available at all times	High Value Government	95%	98%	98%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	9.90	11.0	11.0
Millions of gallons per day wastewater processed per FTE	High Value Government	.27	.27	.23
Collection system failure per 100 miles of piping	High Value Government	7.97	8.0	7.30
Operations and maintenance cost per million gallons processed for wastewater operations	High Value Government	\$1,268	\$1,300	\$1,300
Actual Cost of Wastewater Collected excluding assets	High Value Government	\$1,475,963	\$1,500,000	\$1,500,000
Actual Cost of Treatment of Wastewater Processed per millions of gallons per day (Chemicals)	High Value Government	\$54	\$60	\$60
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	53%	55%	57%
# of lift stations maintained per FTE	High Value Government	7.61	8.0	8.0
Gallons collected per FTE	High Value Government	.20	.20	.20
% of available reclaim demanded by customers	High Value Government	82%	90%	90%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Implementation Of City Works Asset Management Program.
- ✓ Water Consumptive Use Permit Renewed (CUP).
- ✓ 2015 Water Main Improvements Completed.
- ✓ WP#12 Distribution System Improvement Project B Completed.
- ✓ WP#1 High Service Pumps Replaced And Upgraded.
- ✓ WTP Security System Upgrades to WP#1,2,3, & 12 Completed.
- ✓ WP#3 High Service Pumps Upgraded And Upgraded.
- ✓ WP#3 Storage Tank Aerator Rehabilitated.
- ✓ WP#1 & 3 Storage Tank Blower Replaced.
- ✓ WP#12 Chemical Feed Lines Replaced.
- ✓ Utilities Pole Barn #2 Built.
- ✓ GPS/GIS Mapping Year 3 Animation Completed And Year 2 Field QC Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ WWTP Nutrient Removal Upgrade Project Completed.
- ✓ Bent Oaks Reuse Water Storage and Recovery Project Completed.
- ✓ WWTP SCADA (Instrumentation) Project Completed.
- ✓ WVWS Reclaimed Water Interconnect Project Completed.
- ✓ WWTP Exterior and Overhead Lights Conversion Completed.
- ✓ WWTP Sludge Building #1 RAS and WAS VFD's Replaced.
- ✓ WWTP Reclaim Jockey #1 & 2 VFD's Replaced.
- ✓ Brandy/Trails WWTP Demolition Phase I Completed.
- ✓ Reclaimed Water Retrofit University Manor And Blue Lake Woods Completed.
- ✓ Bent Oaks BAM Project Completed / UCF testing Monthly.
- ✓ Airport North Reclaim And Force Main Extension Completed.
- ✓ OREGG Sludge Reduction Project Completed.
- ✓ Five Lift Station Replaced And Upgraded.
- ✓ Two Generators Added to Lift Stations and Portable Unit Purchased.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed.

## Action Plan: Water Distribution & Production

Water Distribution		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>The benchmark for percentage of total water lost vs. total water produced should be near 8.9%. This is a national average per the American Water Works Association Southern Region. We shall maintain our current loss, which is less than the benchmark.</p> <ul style="list-style-type: none"> <li>• Continue the leak detection program.</li> <li>• Perform tests on the system for leaks and faulty meters, track construction usage, flushing, sewer jet, and non-metered irrigation water.</li> <li>• Continue the 3-year cycle for testing of production meters for proper calibration.</li> <li>• Implement reclaimed water augmentation, new well fields and conservation study (in cooperation with other West Volusia suppliers) as appropriate.</li> </ul>	High Value Government
2	<p>To improve unplanned water service disruptions and time for repairs to be completed.</p> <ul style="list-style-type: none"> <li>• Continue tracking system for analyzing disruptions.</li> <li>• To complete the valve inventory and testing program and establish routine preventive maintenance program for all valves.</li> <li>• Provide access to GIS maps of the utilities and City Works to workers in the field.</li> </ul>	High Value Government

## Water Distribution

Goals & Objectives		Strategic Plan Area(s)
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> <li>• Finish construction of water plant #12 distribution system improvements.</li> </ul>	High Value Government
4	Implement Meter Replacement Program. <ul style="list-style-type: none"> <li>• By September 30, 2018, replace 5% of meters based on the oldest to the newest (1,200 meters).</li> </ul>	Preparing for the Future/Sustainability

## 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 monitoring wells and well field rotation requirements for the new Consumption Use Permit issued by Saint Johns River Water Management District.</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> <li>•</li> </ul>	High Value Government

## Future Water

Goals & Objectives		Strategic Plan Area(s)
1	Develop long-range plan for future water supply to meet consumptive use permit requirements 2016-2035. <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 will be adopted in 2017 by the state; this could affect the Blue Springs Minimum Flow Level Recovery Plan.</li> <li>• Implementation of the WVWS master plan has been started by the Westside Utilities.</li> <li>• Deleon Springs Minimum Flow Level was adopted by the state and allows no increased pumpage of the northern well field beyond approved permit.</li> <li>• WVWS focus is shifting toward eastern well field development on Lefler property. Water attorney is being brought on board for negotiations of wells, properties, and water rights.</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 is ongoing.</li> <li>• Chapter 30 modified to create a fee for meter upgrade to a dual check meter in lieu of an above ground backflow device.</li> <li>• St. Johns River Water Management irrigation rule adopted and enforcement is by reactive complaints.</li> <li>• Chapter 30 construction meters modified to enhance water usage and maintenance of construction meter dolly.</li> </ul>	High Value Government

## Wastewater Treatment

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain compliance with Florida Department of Environmental Protection permit for effluent disposal to the St. Johns River.</p> <ul style="list-style-type: none"> <li>• Continue to maintain and improve availability of reclaimed water.</li> <li>• Continue retro-fitting existing subdivisions to switch them from irrigation meters to reclaim.</li> <li>• To only send flow to the river during wet weather conditions i.e., wet weather discharge.</li> <li>• Monitor Blue Springs total daily maximum load issue on reclaim disposal through Basin Management Action Plan process.</li> <li>• Renew the Wiley M. Nash FDEP operating permit in 2018.</li> </ul>	Preparing for the Future/Sustainability
2	<p>Maintain efficiency and quality control in the lab.</p> <ul style="list-style-type: none"> <li>• Maintain contracts with municipal and other customers for lab testing.</li> <li>• Maintain National Environmental Laboratory Accreditation Conference certification.</li> <li>• Continue to promote and monitor industrial pretreatment program.</li> <li>• Continue working on the Data Base collection for the fat, oil and grease program.</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>• Create maintenance program for cleaning and videotaping sewer lines similar to program used for lift station maintenance</li> <li>• Provide access to GIS maps of the utilities and City Works to workers in the field.</li> </ul>	High Value Government

## Wastewater Collection

Goals & Objectives	Strategic Plan Area(s)
2 Enhance lift station, generator, and plant maintenance program. <ul style="list-style-type: none"> <li>• Implement automated preventive maintenance program.</li> <li>• Continue to program in timely equipment replacement.</li> <li>• Continue to groom, mow, and maintain Utility facilities.</li> </ul>	Preparing for the Future/Sustainability

## Long-Term Goals

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

## Operating Budget Comparison Total Utilities

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$3,185,633	\$ 3,525,153	\$ 3,497,128	\$ 3,767,520	6.88%
Operating Expenses	2,851,019	3,821,858	3,385,407	3,699,802	-3.19%
Capital Outlay	<u>2,778,560</u>	<u>3,102,100</u>	<u>4,669,380</u>	<u>4,117,138</u>	32.72%
<b>Total Budget</b>	<b>\$8,815,212</b>	<b>\$10,449,111</b>	<b>\$11,551,915</b>	<b>\$11,584,460</b>	10.87%

DEPARTMENT SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Water Production	\$11,147,488	\$ 1,743,747	\$ 1,784,109	\$ 2,069,302	18.67%
Water Distribution	2,356,951	3,980,733	3,683,514	3,017,284	-24.20%
Wastewater Treatment	3,113,396	2,415,722	3,627,029	3,506,835	45.17%
Utilities Maintenance	1,247,223	1,518,454	1,464,349	1,816,082	19.60%
Wastewater Collection	<u>950,154</u>	<u>790,455</u>	<u>992,914</u>	<u>1,174,957</u>	48.64%
<b>Total Budget</b>	<b>\$8,815,212</b>	<b>\$10,449,111</b>	<b>\$11,551,915</b>	<b>\$11,584,460</b>	10.87%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Water Production	7.00	7.00	7.00	7.00	7.00
Water Distribution	18.00	18.00	19.00	22.00	22.00
Wastewater Treatment	14.13	14.13	15.13	14.50	14.00
Utilities Maintenance	12.00	15.00	15.00	16.00	17.00
Wastewater Collection	<u>8.00</u>	<u>8.00</u>	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>
Total Staffing	59.13	62.13	63.13	67.50	68.00

## Water Production

WATER PRODUCTION EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 432,700	\$ 422,388	\$ 411,220	\$ 444,153	5.15%
Operating Expenses	684,598	780,359	725,974	729,899	-6.47%
Capital Outlay	<u>30,190</u>	<u>541,000</u>	<u>646,915</u>	<u>895,250</u>	65.48%
Total Budget	\$1,147,488	\$1,743,747	\$ 1,784,109	\$ 2,069,302	18.67%

WATER PRODUCTION STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Water Plant Superintendent	0105	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Operator	0104	1.00	1.00	1.00	1.00	1.00
Water Plant Operator B	0102	1.00	1.00	1.00	0.00	0.00
Water Plant Operator C	0101	2.00	2.00	2.00	3.00	3.00
Maintenance Worker III	109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	108	1.00	1.00	1.00	1.00	0.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

WATER PRODUCTION CAPITAL OUTLAY	Amount
WTP #10 DSIP project (A) well site	\$816,250
WP #1 Interior tank baffle wall rehabilitation	22,000
WP #2 Blower replacement	10,000
WP #3 Interior tank baffle wall rehabilitation	22,000
WTP Security System Upgrade	<u>25,000</u>
<b>Total Capital Outlay</b>	<b>\$895,250</b>

## Water Distribution

WATER DISTRIBUTION EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 920,880	\$1,086,442	\$ 1,080,033	\$ 1,171,156	7.80%
Operating Expenses	1,067,946	1,625,641	1,256,113	1,538,128	-5.38%
Capital Outlay	<u>368,125</u>	<u>1,268,650</u>	<u>1,347,368</u>	<u>308,000</u>	-75.72%
Total Budget	\$2,356,951	\$3,980,733	\$ 3,683,514	\$ 3,017,284	-24.20%

WATER DISTRIBUTION STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Utility Operations Manager	122	0.00	0.00	1.00	1.00	1.00
Utilities Line Superintendent	0105	1.00	1.00	1.00	1.00	1.00
Environmental Compliance Coord.	118	1.00	1.00	1.00	1.00	1.00
Foreman II	115	0.00	0.00	3.00	3.00	3.00
Engineering Technician	115	1.00	1.00	1.00	1.00	1.00
Foreman II	115	3.00	3.00	0.00	0.00	0.00

Equipment Operator II	111	0.00	0.00	1.00	2.00	2.00
Equipment Operator I	110	3.00	3.00	2.00	1.00	1.00
Backflow Technician	110	0.00	0.00	0.00	1.00	1.00
Maintenance Worker III	109	3.00	3.00	3.00	2.00	2.00
Maintenance Worker II	108	4.00	4.00	3.00	5.00	4.00
Maintenance Worker I	107	2.00	2.00	3.00	4.00	5.00
Total Full Time Staffing		18.00	18.00	19.00	22.00	22.00

#### WATER DISTRIBUTION

CAPITAL OUTLAY	Amount
Water distribution GPS/GIS mapping	\$125,000
GPS location of water valves	75,000
4" double diaphragm pump	18,000
Wall enclosure for pole barn	20,000
Brandy Trails pole barn	48,000
Hydraulic hammer	22,000
<b>Total Capital Outlay</b>	<b>\$308,000</b>

## Wastewater Treatment

WASTEWATER TREATMENT EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 814,305	\$ 884,990	\$ 855,827	\$ 902,068	1.93%
Operating Expenses	768,779	966,532	979,212	991,047	2.54%
Capital Outlay	<u>1,530,312</u>	<u>564,200</u>	<u>1,791,990</u>	<u>1,613,720</u>	186.02%
Total Budget	<b>\$3,113,396</b>	<b>\$2,415,722</b>	<b>\$ 3,627,029</b>	<b>\$3,506,835</b>	45.17%

WASTEWATER TREATMENT STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Wastewater Plant Superintendent	O105	1.00	1.00	1.00	1.00	1.00
Asst Chief Wastewater Operator	O104	1.00	1.00	1.00	1.00	1.00
Wastewater Operator A	P103	1.00	2.00	2.00	2.00	2.00
Wastewater Operator B	O102	2.00	2.00	1.00	1.00	1.00
Wastewater Operator C	O101	2.00	1.00	2.00	2.00	2.00
Deputy Dir. Environmental Compliance	E104	0.00	1.00	1.00	1.00	1.00
Environmental Compliance Manager	E101	1.00	0.00	0.00	0.00	0.00
Chief Environmental Chemist	120	0.00	0.00	0.00	1.00	1.00
Assistant Chemist	118	1.00	1.00	1.00	0.00	0.00
Lab Technician II	115	1.00	1.00	2.00	2.00	1.00
Lab Technician I	112	1.00	1.00	0.00	0.00	0.00
Equipment Operator I	111	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	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		14.00	14.00	14.00	14.00	13.00
Intern	N/A	0.00	0.00	1.00	0.50	1.00
WW Operator C [contract]	N/A	<u>0.13</u>	<u>0.13</u>	<u>0.13</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.13	0.13	1.13	0.50	1.00
Total Staffing		14.13	14.13	15.13	14.50	14.00

Transferred [1.00] Lab Technician II to Utilities Maintenance department as a Foreman II and increased [0.50] Intern.

#### WASTEWATER TREATMENT

CAPITAL OUTLAY	Amount
St. Johns River intake an WRF filter replacement	\$ 1,292,020
DeGrit pump replacement	22,000
HIBOCS odor control unit	93,000
Refrigerated sampler	6,700
Slante disc check valve (2)	30,000
Step screed replacement	150,000
Lake fountains (3)	20,000
<b>Total Capital Outlay</b>	<b>\$ 1,613,720</b>

## Utilities Maintenance

UTILITIES MAINTENANCE EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 710,494	\$ 786,309	\$ 815,755	\$ 882,863	12.28%
Operating Expenses	251,612	324,895	304,303	316,151	-2.69%
Capital Outlay	<u>285,117</u>	<u>407,250</u>	<u>344,291</u>	<u>617,068</u>	51.52%
Total Budget	\$ 1,247,223	\$ 1,518,454	\$ 1,464,349	\$ 1,816,082	19.60%

UTILITIES MAINTENANCE STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Utilities Maintenance Supervisor	0105	1.00	1.00	1.00	1.00	1.00
Master Electrician	120	0.00	1.00	1.00	1.00	1.00
Foreman II	115	0.00	2.00	1.00	1.00	2.00
Journey Electrician	114	0.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic II	114	0.00	0.00	1.00	2.00	2.00
Foreman I	114	1.00	0.00	0.00	0.00	0.00
Utility Equipment Mechanic I	113	2.00	2.00	1.00	1.00	1.00
Utility Locator II	113	0.00	0.00	1.00	1.00	1.00
Utility Locator I	112	2.00	2.00	1.00	1.00	1.00
Maintenance Repair Worker I	111	0.00	0.00	1.00	1.00	1.00
Utility Maintenance Equip. Tech.	110	1.00	1.00	1.00	0.00	0.00
Maintenance Worker III	109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	108	3.00	3.00	3.00	2.00	2.00
Maintenance Worker I	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>3.00</u>	<u>3.00</u>
Total Full Time Staffing		12.00	15.00	15.00	16.00	17.00

Transferred [1.00] Lab Technician position from Wastewater Treatment department to Utilities Maintenance department as a Foreman II.

UTILITIES MAINTENANCE CAPITAL OUTLAY	Amount
L/S #16 replacement	\$ 47,275
L/S #25 replacement	50,330
Standby generator L/S #45	36,000
L/S #64 replacement	46,239
L/S #67 replacement	46,239
HIBOCS odor control unit #71	63,800
Portable generator	45,000
HIBOCS odor control unit #111	41,185
1 ton PU with utility bed and crane	53,500
Vehicle - replace 2006 Ford Ranger; 206-5074	23,500
Ground penetrating radar system	14,000
Pole barn (1102 Garfield #6)	<u>150,000</u>
Total Capital Outlay	\$ 617,068

## Wastewater Collection

WASTEWATER COLLECTIONS EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 307,254	\$ 345,024	\$ 334,293	\$ 367,280	6.45%
Operating Expenses	78,084	124,431	119,805	124,577	0.12%
Capital Outlay	<u>564,816</u>	<u>321,000</u>	<u>538,816</u>	<u>683,100</u>	112.80%
Total Budget	\$ 950,154	\$ 790,455	\$ 992,914	\$ 1,174,957	48.64%

WASTEWATER COLLECTIONS STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Foreman II	115	2.00	2.00	1.00	1.00	1.00
Equipment Operator II	111	0.00	0.00	1.00	1.00	1.00
Equipment Operator I	110	3.00	3.00	2.00	2.00	2.00
Maintenance Worker II	108	3.00	3.00	2.00	2.00	2.00
Maintenance Worker I	107	0.00	0.00	1.00	2.00	2.00
<b>Total Full Time Staffing</b>		<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

Added [1.00] Maintenance Worker.

#### WASTEWATER COLLECTIONS

##### CAPITAL OUTLAY

	Amount
Collection system GPS/GIS mapping	\$ 100,000
L/S #20 force main extension	95,600
Sewer line rehabilitation	150,000
Manhole rehabilitation	60,000
Vehicle - replace 2002 Ford F550; 210-4908	57,500
Skid steer loader	70,000
IRIS crawler system	40,000
Backhoe loader replacement; 210-4962	110,000
<b>Total Capital Outlay</b>	<b>\$ 683,100</b>

## Management Discussion

- ✓ Total expenses increased by 10.87%.
- ✓ Total operating expenses decreased by 3.19%.
- ✓ Includes funding for:
  - Main water for new consumptive use permits (\$23,000).
  - Well drilling for consumptive use permits (\$8,400).
  - West Volusia Water Supplies (WVWS) cooperative fees (\$25,000).
  - Retrofit post fixtures with Light Emitting Diode (LED) (\$2,250).
  - Inspect Ground Storage Tank (GST) (\$6,000).
  - WP#9 aerator modification permits (\$2,000).
  - Chlorine gas vacuum alarm (\$7,600).
  - Chlorine vacuum regulators (\$13,800).
  - Metal head assembly with remote mounted register (\$5,500).
  - Wetland data loggers (\$2,150).
  - Mechanical graduated beam floor scale (\$6,600).
  - Diaphragm mud pumps (\$4,000).
  - Commercial bay door openers (\$4,500).
  - Portable handheld radios (\$24,750).
  - Wastewater treatment plant operating permit renewal services (\$20,000).
  - Wastewater reclaims storage tanks paint (\$25,000).
  - Risk Management Plan (RMP) audit (\$7,500).
  - Sludge building #2 Variable Frequency Drive (VFD) replacement (\$5,000).
  - Alum tank level sensor (\$1,800).
  - Abrasive blast cabinet and accessories (\$2,700).
  - Tank mounted air compressor (\$4,500).
  - HVAC for new electrician's office (\$4,000).
  - Rolling sheet bay door/opener (\$3,000).
  - Equipment trailer (\$4,000).

## Description

The Debt Service Division is used to account for the payment of long-term debt including Revenue Bonds Payable and Notes Payable.

## Operating Budget Comparison

EXPENDITURE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Debt Service	\$ 9,000,934	\$ 0	\$ 0	\$ 0	N/A
<b>Total Budget</b>	\$ 9,000,934	\$ 0	\$ 0	\$ 0	N/A

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

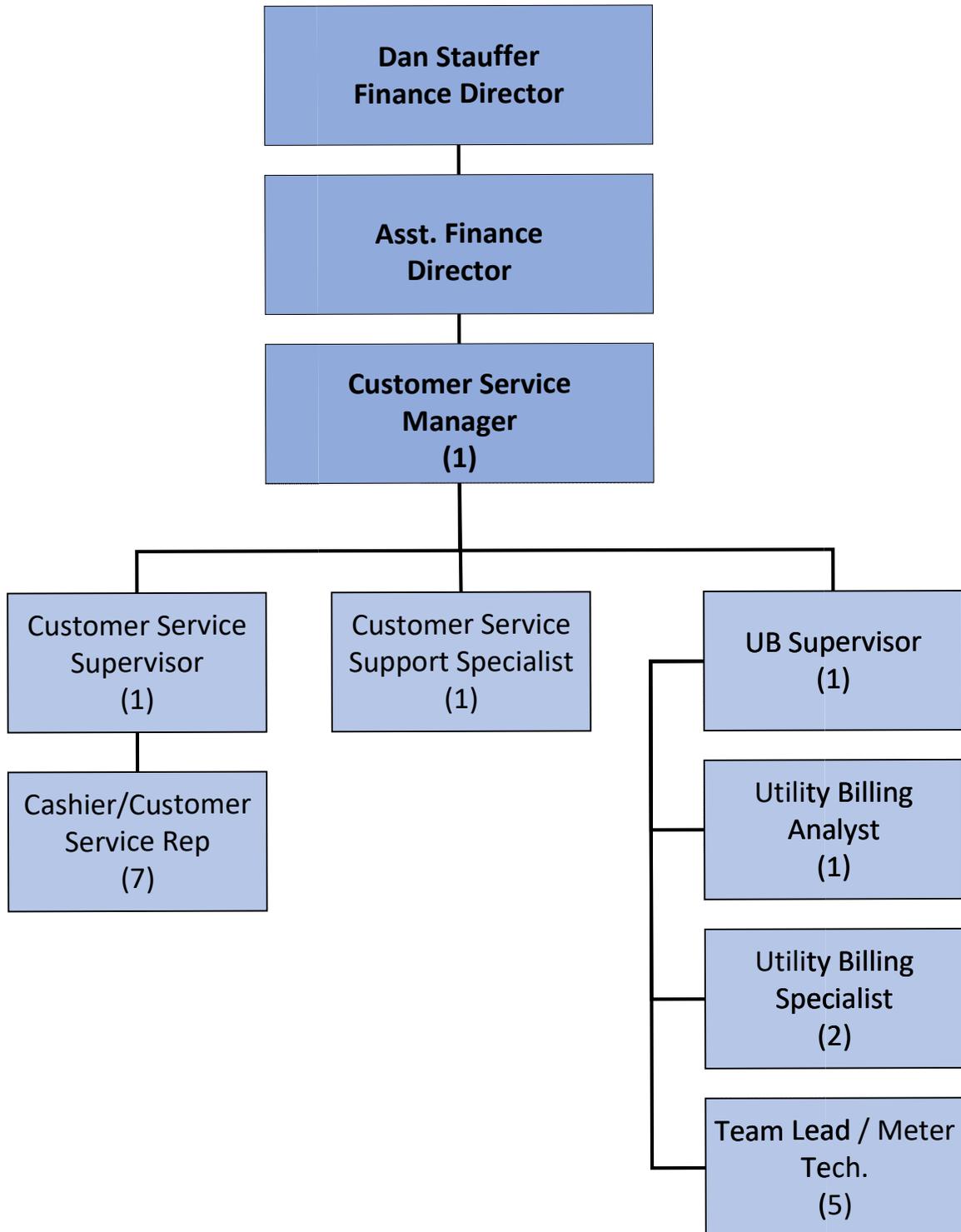
## Management Discussion

- ✓ All Water and Sewer debt was paid off during FY15-16.



# CUSTOMER SERVICE

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,271	1,280	1,282
Cost per active utility account	High Value Government	\$55.67	\$46.86	\$47.18
Average % of delinquent accounts	High Value Government	1.10%	2.36%	1.10%
% of customers receiving electronic bills	High Value Government	32.81%	30.54%	32.80%
% of customers using online/automatic bank payments	High Value Government	53.61%	55.50%	58.00%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	805	876	1,000

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Completed second year of meter replacement program, changing approximately 1,000 meters.
- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented new Utility Billing Analyst to provide quality control to billing by proactively analyzing records and input to increase accuracy and minimize errors by providing ongoing, real-time feedback.
- ✓ Implemented rate revisions based on CPI per City ordinance.

## Action Plan

### Utility Billing and Collections

Goals & Objectives		Strategic Plan Area(s)
1	<p>Deliver courteous, professional and friendly customer service.</p> <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
2	<p>Ensure accurate and timely billing of utility services.</p> <ul style="list-style-type: none"> <li>• Deliver utility bill file to bill processing service by 2:00 p.m. on Tuesday.</li> <li>• Conduct 24 hours of training each year, reviewing ordinances and policies pertaining to utility billing.</li> <li>• Limit error rate in utility billing to no more than ½ of 1%.</li> <li>• Limit bad debt to ½ of 1% of annual utility revenues.</li> </ul>	High Value Government
3	<p>Update water and sewer rates.</p> <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

## Utility Billing and Collections

	Goals & Objectives	Strategic Plan Area(s)
4	Enhance e-Government capabilities. <ul style="list-style-type: none"> <li>• Increase customer usage of electronic bills.</li> <li>• Increase collections through electronic means.                             <ul style="list-style-type: none"> <li>○ IVR/IWR</li> <li>○ Automatic Bank Payment (ABP/FLEX)</li> </ul> </li> <li>• Replace 1,000 meters per year as part of the 20-year replacement cycle program.</li> <li>• Upgrade 1,000 meters to self-contained radio read meters.</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	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 870,476	\$ 845,638	\$ 820,944	\$ 892,590	5.55%
Operating Expenses	220,198	234,425	271,169	241,587	3.06%
Capital Outlay	<u>1,400</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
<b>Total Budget</b>	<b>\$1,092,074</b>	<b>\$1,080,063</b>	<b>\$ 1,092,113</b>	<b>\$1,134,177</b>	<b>5.01%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Finance Cust. Svc. Manager	124	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	117	0.00	1.00	1.00	1.00	1.00
Utilities Cust. Svc Supervisor	117	1.00	0.00	0.00	0.00	0.00
Utility Billing Supervisor	117	0.00	0.00	0.00	0.00	1.00
Utility Billing Analyst	113	0.00	0.00	2.00	2.00	1.00
Utilities Cust. Svc Team Lead	112	0.00	1.00	1.00	1.00	0.00
Cust. Svc. Support Specialist	112	1.00	0.00	0.00	1.00	1.00
Customer Service Team Lead	112	0.00	0.00	1.00	0.00	0.00
Cust. Svc. Rep III	111	0.00	0.00	2.00	2.00	2.00
Meter Technician III	111	0.00	0.00	1.00	1.00	1.00
Utility Billing Specialist II	111	2.00	2.00	1.00	1.00	1.00
Utility Billing Specialist I	110	0.00	0.00	0.00	0.00	1.00
Customer Service Rep II	110	0.00	0.00	2.00	2.00	1.00
Customer Service Rep I	109	7.00	6.00	2.00	2.00	4.00

Meter Technician II	110	0.00	0.00	1.00	0.00	0.00
Meter Technician I	109	<u>4.00</u>	<u>6.00</u>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>
<b>Total Full Time Staffing</b>		<b>16.00</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>	<b>19.00</b>

Added [1.00] Customer Service Representative I. Reduced [1.00] Utility Billing Analyst and increased [1.00] Utility Billing Specialist. Reduced [1.00] Utilities Customer Service Team Lead and added [1.00] Utility Billing Supervisor.

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
None	\$ -

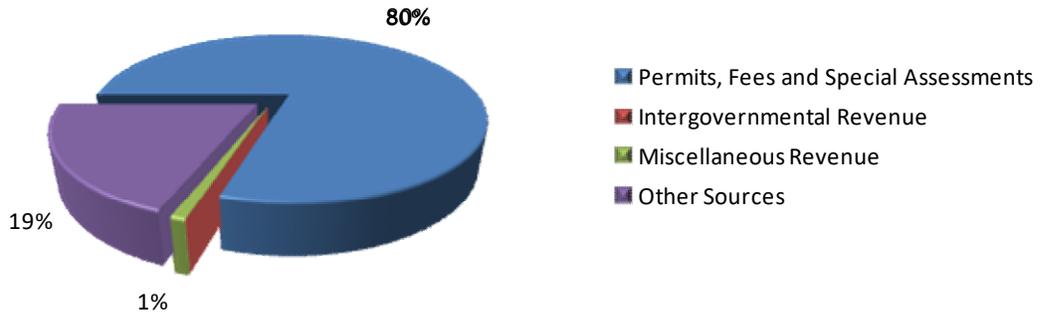
## Management Discussion

- ✓ Total expenses increased by 5.01%.
- ✓ Total operating expenses increased by 3.06%.
- ✓ Includes funding for:
  - Credit card acceptance merchant fees (\$60,000).
  - Customer billing, printing, stuffing, e-bills, and inserts (\$39,000).
  - Postage (\$66,000).
  - Water conversion kit (\$13,700).

# WATER AND WASTEWATER TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Permits, Fees and Special Assessments	\$ 3,724,434	\$ 3,000,000	\$ 3,813,484	\$ 3,500,000	16.667%
Intergovernmental Revenue	1,470,758	0	376,900	0	N/A
Miscellaneous Revenue	57,721	40,000	40,000	40,000	0.000%
Other Sources	0	620,130	6,699,354	855,968	38.000%
<b>Total Water &amp; Wastewater Trust Fund</b>	<b>\$ 5,252,913</b>	<b>\$ 3,660,130</b>	<b>\$10,929,738</b>	<b>\$ 4,395,968</b>	<b>20.100%</b>

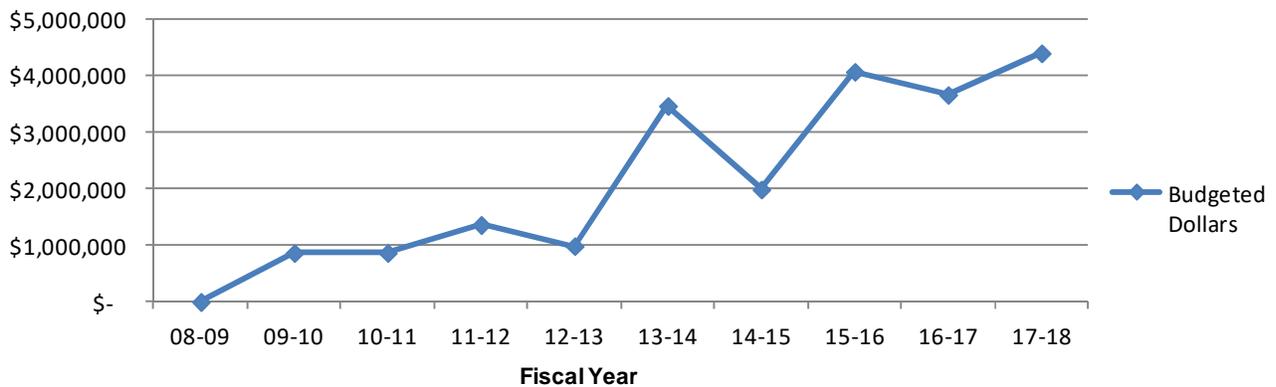


## Management Discussion

The proposed budget includes anticipated impact fees, which are projected to increase due to the increase in new construction permits.

The sharp increase in revenues in FY13-14 and 15-16 reflected below is primarily a result of carry over funds for capital projects.

## History of Revenues



# WATER AND WASTEWATER TRUST FUND

## Expenditure Summary

### Description

The Water and Wastewater Trust Fund was established to budget capital improvements need 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

<b>BUDGET DESCRIPTION</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 BUDGET</b>	<b>2016-17 ESTIMATED</b>	<b>2017-18 BUDGET</b>	<b>% Change from 2016-17</b>
Capital Outlay	<u>\$ 5,906,619</u>	<u>\$ 3,660,130</u>	<u>\$ 9,700,911</u>	<u>\$ 4,395,968</u>	20.10%
Total Budget	\$ 5,906,619	\$ 3,660,130	\$ 9,700,911	\$ 4,395,968	20.10%

<b>STAFFING</b>	<b>2013-14 BUDGET</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>
None					

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Reclaim water expansion phase #3	\$1,450,300
2018 Water main improvements	<u>2,945,668</u>
<b>Total Capital Outlay</b>	<b>\$4,395,968</b>

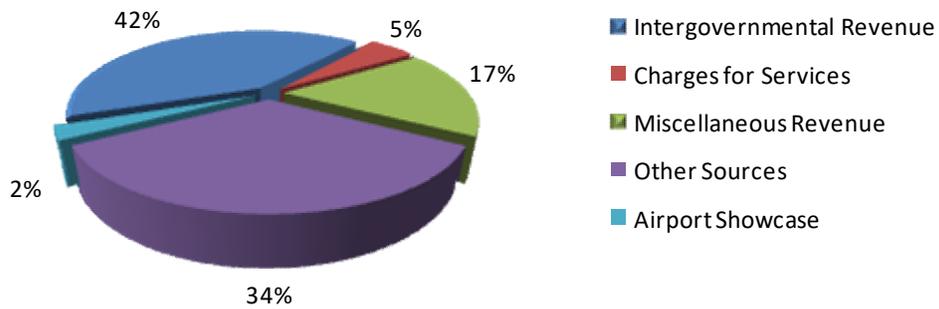
### Management Discussion

- ✓ Includes funding for:
  - 2018 Water main improvements (\$2,945,668)
  - Reclaim water expansion phase 3 (\$1,450,300)

# AIRPORT FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Intergovernmental Revenue	\$ 605,861	\$ 1,917,909	\$ 2,709,420	\$ 2,609,800	36.08%
Charges for Services	320,163	463,312	316,910	303,312	34.53%
Miscellaneous Revenue	1,020,357	1,088,168	1,125,512	1,087,803	0.03%
Other Sources	0	230,000	966,472	2,116,891	820.39%
Airport Showcase	0	0	67,900	159,885	100.00%
<b>Total Airport Fund Revenue</b>	<b>\$ 1,946,381</b>	<b>\$ 3,699,389</b>	<b>\$ 5,186,214</b>	<b>\$ 6,277,691</b>	<b>69.70%</b>



## Management Discussion

Intergovernmental Revenue includes Federal (\$409,000) and State (\$2,200,800) grants for anticipated airport capital projects.

Charges for Services includes T-hangar rentals (\$303,312) with anticipated revenues based upon FY 16-17 estimates.

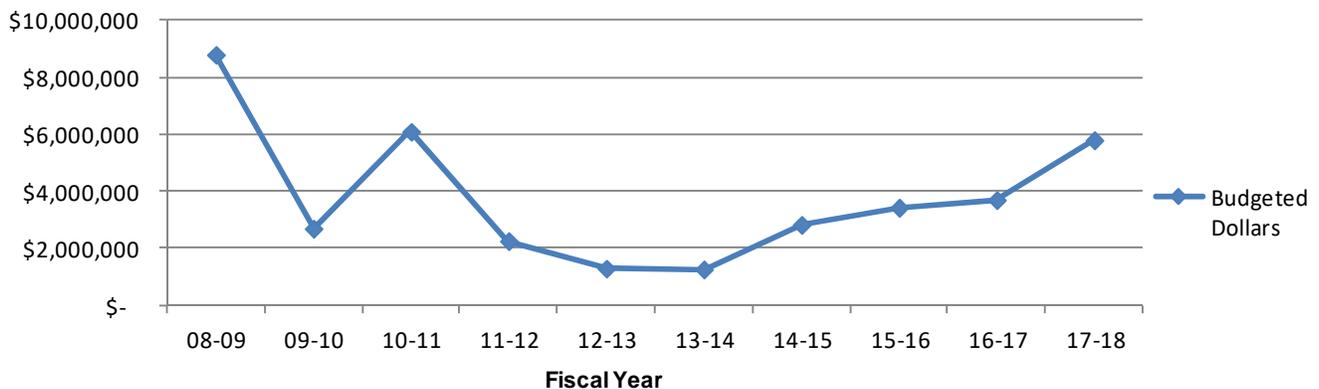
Miscellaneous Revenue includes land and building leases with anticipated revenues based upon FY 16-17 estimates.

Other Sources in FY 17-18 represent the use of Airport reserves (\$133,791) and debt proceeds (\$1,983,100) to cover the City's portion of anticipated airport capital projects.

Airport Showcase revenue includes admission fees and fees from exhibitors, food vendors, sponsors and partners (\$159,885).

The sharp increases in revenues reflected below are primarily a result of grant revenues for capital projects.

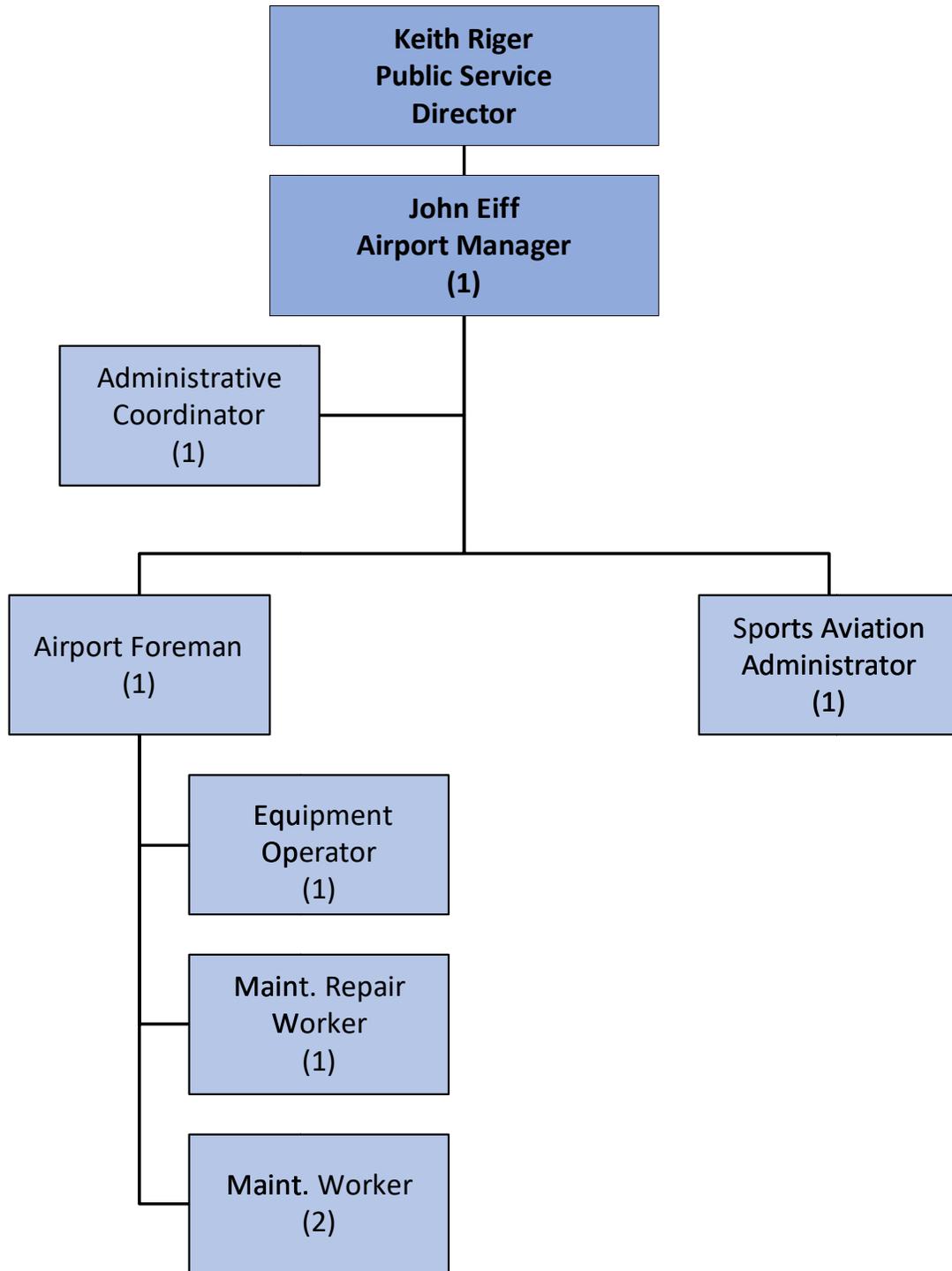
## History of Revenues





# AIRPORT FUND

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of users satisfied with Airport appearance and services	High Value Government	N/A	100%	100%
Total new acres leased	High Value Government	N/A	4	4
% of noise complaints responded to within 48 hours	High Value Government	N/A	100%	100%
% of service requests responded to within 3 business day	High Value Government	N/A	100%	100%
% increase in revenues over prior year (non aviation and aviation)	High Value Government	N/A	N/A	N/A

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Completed new Automatic Weather Observation System (AWOS), Airfield Rotating Beacon, and Airfield Wind Sock.
- ✓ Completed FAA required Wildlife Assessment of the DeLand Airport.
- ✓ Completed the design, permitting and bidding for the new Airport Administration Building, General Aviation Complex and Sport Aviation Village.
- ✓ Developed the inaugural DeLand Sport Aviation Showcase. This very successful 3-day aviation trade shows boasted over 100 exhibitors and produced over 20 aircraft and related products sold valued at over 1.8 million in sales. The Sport Aviation Showcase successfully provided the platform for the promotion of the Sport Aviation Village. Since the Showcase, staff has entertained numerous companies with interest in our Village and with the help of "Team Volusia" we have laid the ground work for both foreign and domestic companies to relocate to our Village. There are more than 8 high impact companies interested in opening/relocating their business to the DeLand Sport Aviation Village when completed.
- ✓ Construction of supporting infrastructure for the DaVita Labs campus.
- ✓ Hosted Duke Energy's Emergency Response staging for Hurricane Matthew.
- ✓ Upgraded the northwest section of Taxiway Delta lighting service.
- ✓ Generated new or renewed land leases for Shalk Enterprises, T.O.M.I. Aircraft, PM Nobrega West, PM Nobrega East, Earl Gentry Oil Company, Cloud Dancer Aviation, Total Renal Labs, Tactical Machining, Team Plastics Holdings, MT Propeller USA, and DeLand Aviation.
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 25 people on the waiting list.
- ✓ Sold the City's hangar at 1310 Flightline Blvd. to T.O.M.I. Aircraft.
- ✓ Rehabilitated and resurfaced the parking lot at the FBO Complex.
- ✓ Resurfaced Langley Ave. and half of Flightline Blvd.
- ✓ Assisted in the development of Skydive DeLand's "Swoop Pond".

## Action Plan

### Development

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain revenue income to cover or exceed expenditures.</p> <ul style="list-style-type: none"> <li>Continually improve and maintain accurate economic development information airport web site for the Business Parks and Airfield.</li> </ul>	High Value Government
2	<p>To ensure eligibility for all available grant funding.</p> <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	<p>DeLand Municipal Airport Village and Showcase</p> <ul style="list-style-type: none"> <li>The DeLand Municipal Airport intends to become a center for sport aviation by developing the DeLand Sport Aviation Village, a year-round commerce village that will realize job creation, and by hosting the annual DeLand Sport Aviation Showcase that will boost tourism.</li> </ul>	Preparing for the Future Sustainability

### Appearance

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain customer satisfaction.</p> <ul style="list-style-type: none"> <li>Respond to tenants' service request within 3 days.</li> </ul>	High Value Government
2	<p>Improve level of road maintenance.</p> <ul style="list-style-type: none"> <li>Ensure that all potholes are filled within 20 days.</li> </ul>	High Value Government

### Public Relations

Goals & Objectives		Strategic Plan Area(s)
1	<p>Implement noise abatement recommendations included in the noise study.</p> <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	<p>Regularly identify and resolve airfield operational issues.</p> <ul style="list-style-type: none"> <li>Meet with the Airport Advisory Committee.</li> </ul>	High Value Government & Communication

### Operations and Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	<p>Complete airfield improvements in accordance with capital improvement programs.</p> <ul style="list-style-type: none"> <li>Break ground for a Sport Aviation Village by beginning of FY 2018.</li> <li>Will complete airport administration building design concept by FY 2017. – Completed 10/2016</li> </ul>	High Value Government
2	<p>Maintain airfield security.</p> <ul style="list-style-type: none"> <li>Ensure upkeep of perimeter fencing.</li> <li>Continue monitoring and maintenance of airfield security cameras.</li> </ul>	High Value Government

## Operations and Maintenance

	Goals & Objectives	Strategic Plan Area(s)
3	Maintain and improve Airport safety regulations. <ul style="list-style-type: none"> <li>• Implement Airport safety recommendations presented by staff and the Airport Advisory Committee.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Complete first phase of Sport Aviation Village and lease a minimum of two parcels in that complex to light sport aircraft related businesses by 2018.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete first phase of General Aviation Complex and Administration Building by 2018.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Establish Sport Aviation Showcase as a self sustaining annual event by 2019.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete Skydive swoop pond by 2019.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete connection of North Eidson Drive to SR 11 by 2021.
  - Target Completion: FY2021-2022
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete final phase of NW Industrial Park by 2022.
  - Target Completion: FY2022-2023
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete second phase of Sport Aviation Village by 2023.
  - Target Completion: FY2023-2024
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete second phase of General Aviation Complex by 2023.
  - Target Completion: FY2023-2024
  - Strategic Focus Area: Regional High Value Job Creation

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	\$ 368,326	\$ 446,610	\$ 424,656	\$ 478,867	7.222%
<b>Operating Expenses</b>	<b>675,691</b>	<b>462,199</b>	358,184	1,018,227	120.30%
<b>Capital Outlay</b>	847,093	2,533,636	4,420,096	4,354,130	71.885%
<b>Debt Service</b>	0	0	0	142,525	100.000%
<b>Transfers</b>	187,417	181,158	187,417	235,261	29.887%
<b>Contingency</b>	<u>1,200</u>	<u>75,786</u>	<u>66,587</u>	<u>48,681</u>	335.777%
<b>Total Budget</b>	<b>\$2,079,727</b>	<b>\$3,699,389</b>	\$5,456,940	\$6,277,691	69.70%

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Sports Aviation Administrator	E105	0.00	0.00	0.00	1.00	1.00
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	0.00	0.00	0.00	1.00	1.00
Foreman I	114	1.00	0.00	1.00	1.00	1.00
Maintenance Repair Worker	111	0.00	1.00	1.00	1.00	1.00
Equipment Operator II	111	0.00	0.00	1.00	1.00	1.00
Equipment Operator I	110	2.00	2.00	0.00	0.00	0.00
Maintenance Worker III	109	0.00	0.00	1.00	1.00	1.00
Administrative Assistant II	108	0.50	0.50	1.00	0.00	0.00
Maintenance Worker I	107	1.00	0.00	0.00	1.00	1.00
<b>Total Full Time Staffing</b>		<b>5.50</b>	<b>4.50</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>

CAPITAL OUTLAY	Amount
New roof for 955 Singleton Drive (City owned building)	\$ 24,992
Install (1) fountain slab 12'x18' footer with 26'x61' slab (6" concrete) for DNAS - Navy Meseum	12,688
Wildlife management plan	10,000
Security fencing & gates for airfield	20,250
Vehicle - replace 2007 Jeep Liberty; 300-5140	28,100
Re-pave Biscayne Blvd from Lexington to Flightline Blvd	75,000
Administration building	3,083,100
Sports Aviation Billage construction	1,100,000
<b>Total Capital Outlay</b>	<b>\$ 4,354,130</b>

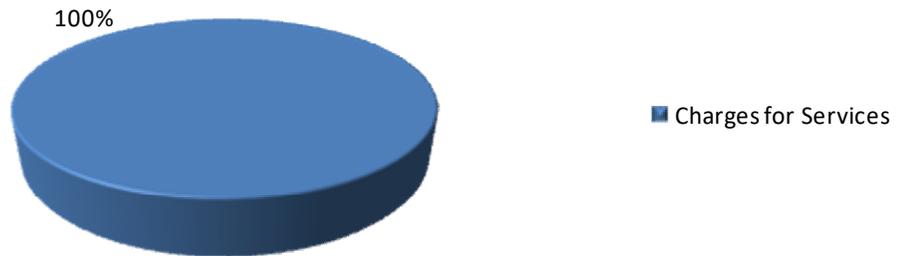
## Management Discussion

- ✓ Total expenses increased by 69.70% primarily due to increased in capital projects.
- ✓ Total operating expenses increased by 120.30% due to increased in cleaning activities at Needle Park and Navy Dump sites.
- ✓ Includes funding for:
  - T-hanger repair (\$3,000).
  - Push blower (\$1,973).
  - Sports Aviation show (\$159,885).
  - Cleaning activities at Needle Park and Navy Dump sites (\$500,000).

# REFUSE COLLECTION FUND

## Revenue Summary

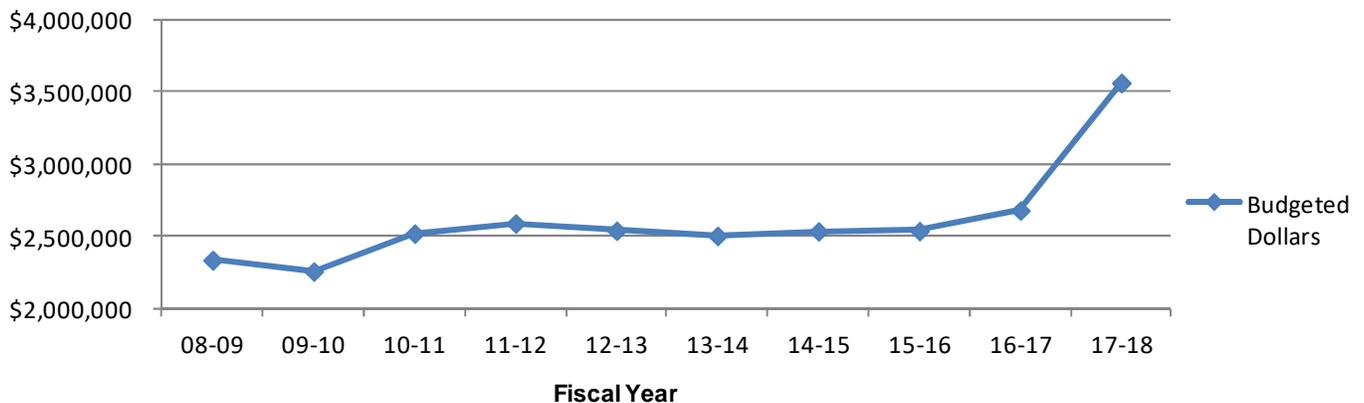
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Charges for Services	\$ 2,694,525	\$ 2,680,160	\$ 2,680,160	\$ 3,564,613	33.00%
Miscellaneous Revenue	<u>175</u>	<u>0</u>	<u>22</u>	<u>0</u>	N/A
<b>Total Refuse Fund Revenue</b>	<b>\$ 2,694,700</b>	<b>\$ 2,680,160</b>	<b>\$ 2,680,182</b>	<b>\$ 3,564,613</b>	<b>33.00%</b>



## Management Discussion

Projected in FY 17-18 budget is \$3,564,613 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





# REFU

## 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 14/15 Actual	FY 15/16 Projection	FY 16/17 Target
% of residential customers surveyed who are satisfied with solid waste services	N/A	N/A	80%
% customer complaints responded to within 24 hours and resolved within 3 days.	N/A	N/A	90%
% of tons of recyclables collected.	N/A	N/A	25%

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 2,617,440	\$ 2,611,260	\$ 2,468,915	\$ 3,495,713	33.87%
Transfers	71,385	68,900	68,900	68,900	0.00%
Total Budget	\$ 2,688,825	\$ 2,680,160	\$ 2,537,815	\$ 3,564,613	33.00%

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None					

None

### CAPITAL OUTLAY

Amount

None

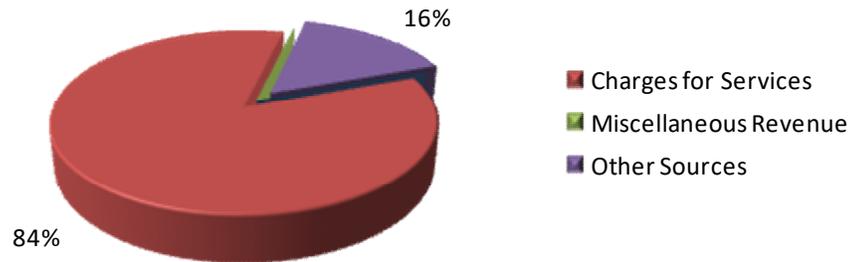
## Management Discussion

- ✓ Total expenses increased by 33.00%.
- ✓ Operating expenses increased by 33.87% due to rates increases associated with the extended contract with WCA Waste Corporation.
- ✓ Includes funding for:
  - WCA Waste Corporation (\$3,495,713).

# STORMWATER FUND

## Revenue Summary

REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Charges for Services	\$ 1,513,418	\$ 1,522,583	\$ 1,561,780	\$ 1,567,810	2.97%
Miscellaneous Revenue	14,975	0	4,407	0	N/A
Other Sources	0	236,315	343,173	294,049	24.43%
<b>Total Stormwater Fund Revenue</b>	<b>\$ 1,528,393</b>	<b>\$ 1,758,898</b>	<b>\$ 1,909,360</b>	<b>\$ 1,861,859</b>	<b>5.85%</b>



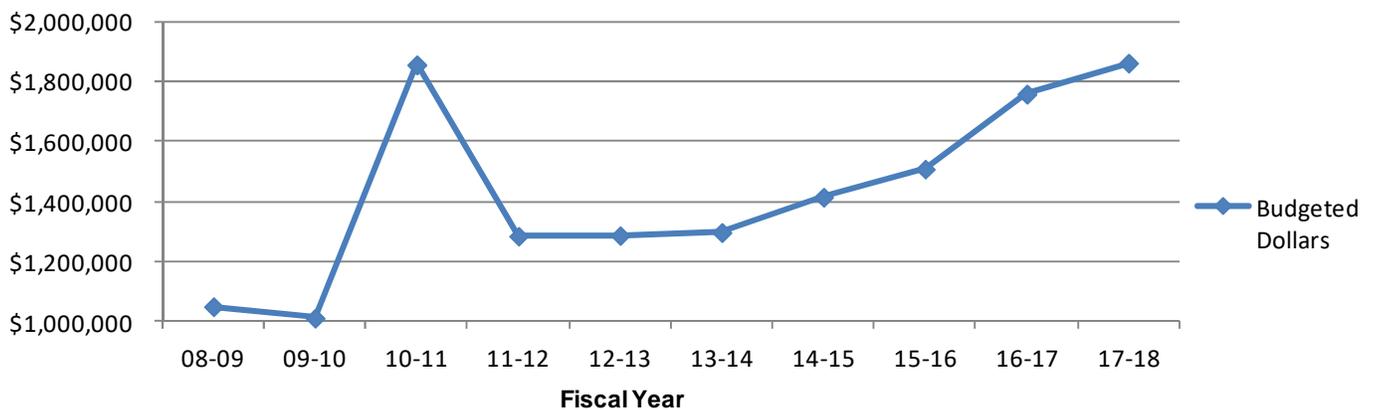
## Management Discussion

Charges for services represent stormwater fees and are projected based upon prior year anticipated actual.

Other Sources in FY 17-18 represent use of Stormwater reserves for planned capital projects.

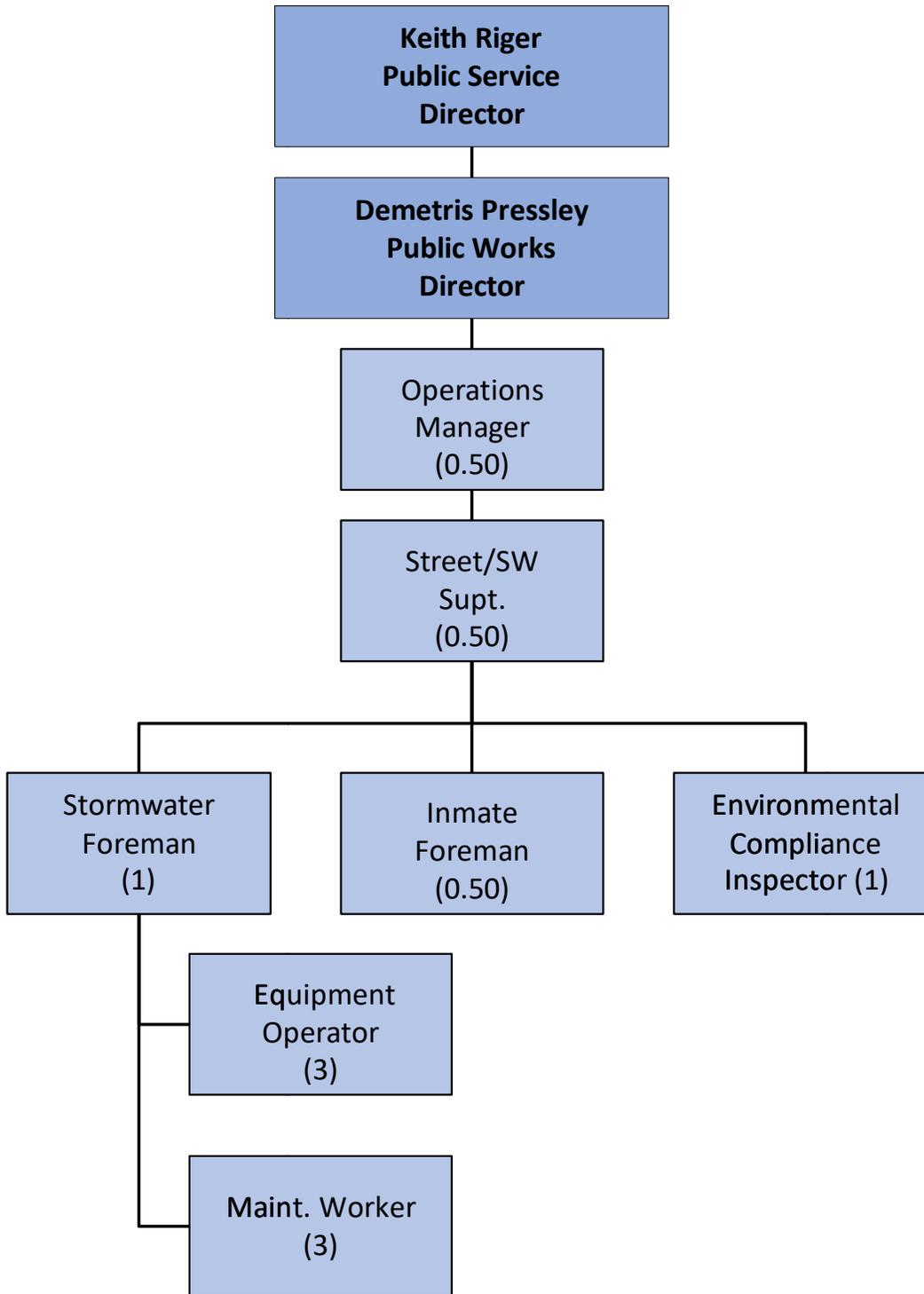
The sharp increase in revenues below is primarily a result of debt proceeds received for capital projects.

## History of Revenues





## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
% of drainage repairs completed within 30 calendar days	High Value Government	N/A	90%	90%
% of sites passing NPDES requirements	High Value Government	N/A	95%	85%
% of designated storm sewer cleaned annually	High Value Government	N/A	5%	5%
% of storm sewer inlets cleaned annually	High Value Government	N/A	32%	30%
% of storm water retention ponds maintained annually	High Value Government	N/A	28%	30%
% of curb miles swept	High Value Government	N/A	95%	100%

## Fiscal Year 2016 - 2017 Accomplishments

- ✓ Preparation for Accreditation process; implementation of GIS Data for all of the City maintained Storm sewer system, equipment inventory inspections quarterly; Employee license, CDL's (A & B) and certificates for each Public Works employee.
- ✓ Continued preservation and retrofitting retention areas/ditched throughout the City.
- ✓ Improved drainage and ditch maintenance for Little Haw Creek and Airport ditches.
- ✓ With the increase need for technical skilled employees, the Stormwater Division entire staffs are FSA Certified.
- ✓ The Stormwater division installed a storm box and drain pipe at the Airport Skydive DeLand relieve flooding and standing water.
- ✓ Completed Year 3 of NPDES Annual Report of Cycle 3.
- ✓ With the restructuring of the department the new Environmental Compliance Coordinator position was created.

## Action Plan

### Infrastructure Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	Maintain Stormwater System in accordance with State and Federal requirements. <ul style="list-style-type: none"> <li>• Protect Citizens and Property from Flooding.</li> <li>• Preserve and maintain surface waters, wetlands, and areas are as functional and attractive for people and the environment.</li> <li>• Implement Stormwater Plan.</li> </ul>	High Value Government

## Infrastructure Maintenance

Goals & Objectives		Strategic Plan Area(s)
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 repair 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 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 protection 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

- ✓ Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - o Target Completion: FY 2018-2019
  - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Infrastructure: Public Works will develop and implement a comprehensive asset management plan for our contractual services, continued public education, maintenance of retention and detention ponds, ditches, swales, and flood control facilities.
  - o Target Completion: FY 2019-2020
  - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community
- ✓ Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, public education, NPDES Programs, monitoring of city outfalls, and achieve 75% pollution diversion.
  - o Target Completion: FY 2019-2020
  - o Strategic Focus Area: High Value Government, Sustainability

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 349,463	\$ 410,436	\$ 311,017	\$ 434,253	5.80%
Operating Expenses	262,901	335,383	302,837	335,339	-0.01%
Capital Outlay	186,308	528,880	474,306	503,387	-4.82%
Transfers	227,934	263,664	227,450	366,593	39.04%
Contingency		<u>220,535</u>	<u>263,522</u>	<u>222,287</u>	0.79%
<b>Total Budget</b>	<b>\$ 965,820</b>	<b>\$1,758,898</b>	<b>\$1,579,132</b>	<b>\$1,861,859</b>	<b>5.85%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Assistant Public Works Director	E104	0.25	0.25	0.25	0.00	0.00
Operations Mgr. (also Fund 001)	122	0.00	0.00	0.00	0.50	0.50
Streets/SW Sup. (also Fund 001)	120	0.50	0.50	0.50	0.50	0.50
Environmental Compliance Insp.	118	0.00	0.00	0.00	1.00	1.00
Foreman II	115	0.00	0.00	1.00	1.00	0.00
Foreman I (also Fund 001)	114	2.00	2.00	1.00	0.50	1.50
Equipment Operator II	111	1.00	1.00	1.00	1.00	0.00
Equipment Operator I	110	2.00	2.00	2.00	2.00	3.00
Maintenance Worker II	108	2.00	0.00	3.00	3.00	2.00
Maintenance Worker I	107	<u>0.00</u>	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Full Time Staffing</b>		<b>7.75</b>	<b>7.75</b>	<b>8.75</b>	<b>9.50</b>	<b>9.50</b>
Maintenance Worker	N/A	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Contract Staffing</b>		<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Staffing</b>		<b>8.75</b>	<b>8.75</b>	<b>8.75</b>	<b>9.50</b>	<b>9.50</b>

CAPITAL OUTLAY	Amount
Vehicle - replace 2006 Sterling dump truck #161; 450-5075	\$167,415
Mower - replace 2014 JD 60 <sup>h</sup> mower #132-514; 450-5478	12,281
Mower - replace 2000 JD 48 <sup>h</sup> mower #450-506;	12,281
MISC stormwater improvements (neighborhood)	100,000
MISC stormwater improvements (pond)	20,000
New vehicle for Environmental Compliance Inspector	22,180
Vehicle - replace 2002 Case Loader 132-110; 132-4922	<u>169,230</u>
<b>Total Capital Outlay</b>	<b>\$503,387</b>

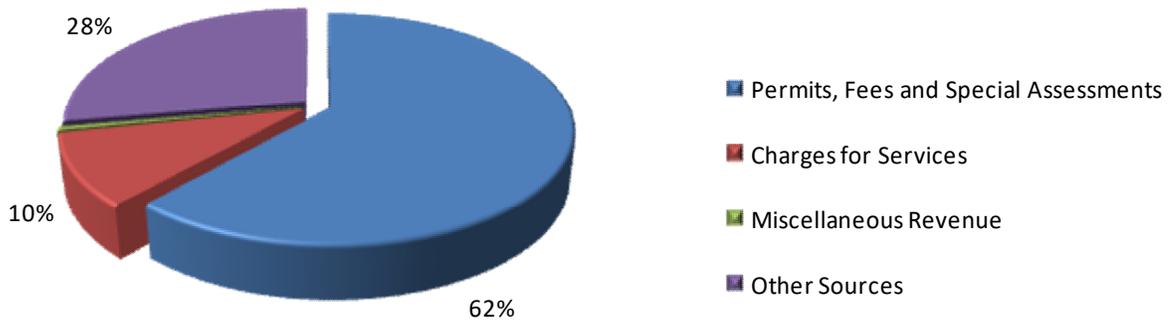
## Management Discussion

- ✓ Total expenses increased by 5.85%.
- ✓ Total operating expenses decreased by 0.19%.
- ✓ Includes funding for:
  - Engineering service/surveys (\$5,000).
  - NPDES stormwater permit fees (\$8,000).
  - Small equipments (blowers, edgers, levels, etc.) (\$1,000).

# PERMITS AND INSPECTIONS FUND

## Revenue Summary

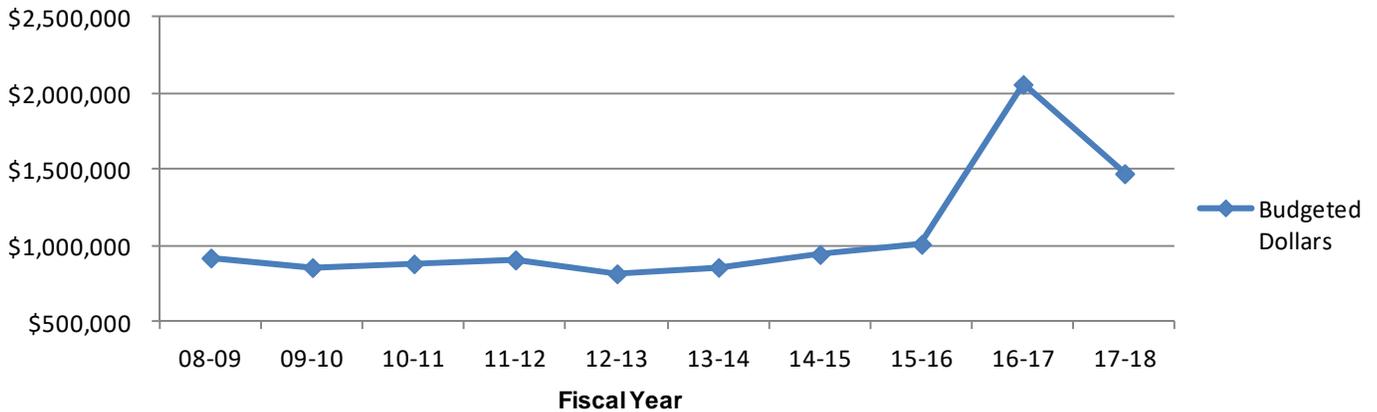
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Permits, Fees and Special Assessments	\$ 1,698,073	\$ 847,417	\$ 1,241,298	\$ 909,000	7.27%
Charges for Services	273,148	150,000	230,561	148,500	1100%
Miscellaneous Revenue	45,357	6,650	17,365	7,000	5.28%
Other Sources	0	1,056,970	1,056,970	409,730	631224%
<b>Total Permits &amp; Inspection Fund Revenue</b>	<b>\$ 2,016,578</b>	<b>\$ 2,061,037</b>	<b>\$ 2,546,194</b>	<b>\$ 1,474,230</b>	<b>-28.47%</b>



## Management Discussion

Permits, Fees and Special Assessments consist primarily of building permit fees. Charges for Services include building plan review fees, fire plan reviews, and reinspection fees. Miscellaneous Revenue consists of interest income and other revenue. Other Sources consist of use of reserves primarily for anticipated capital projects.

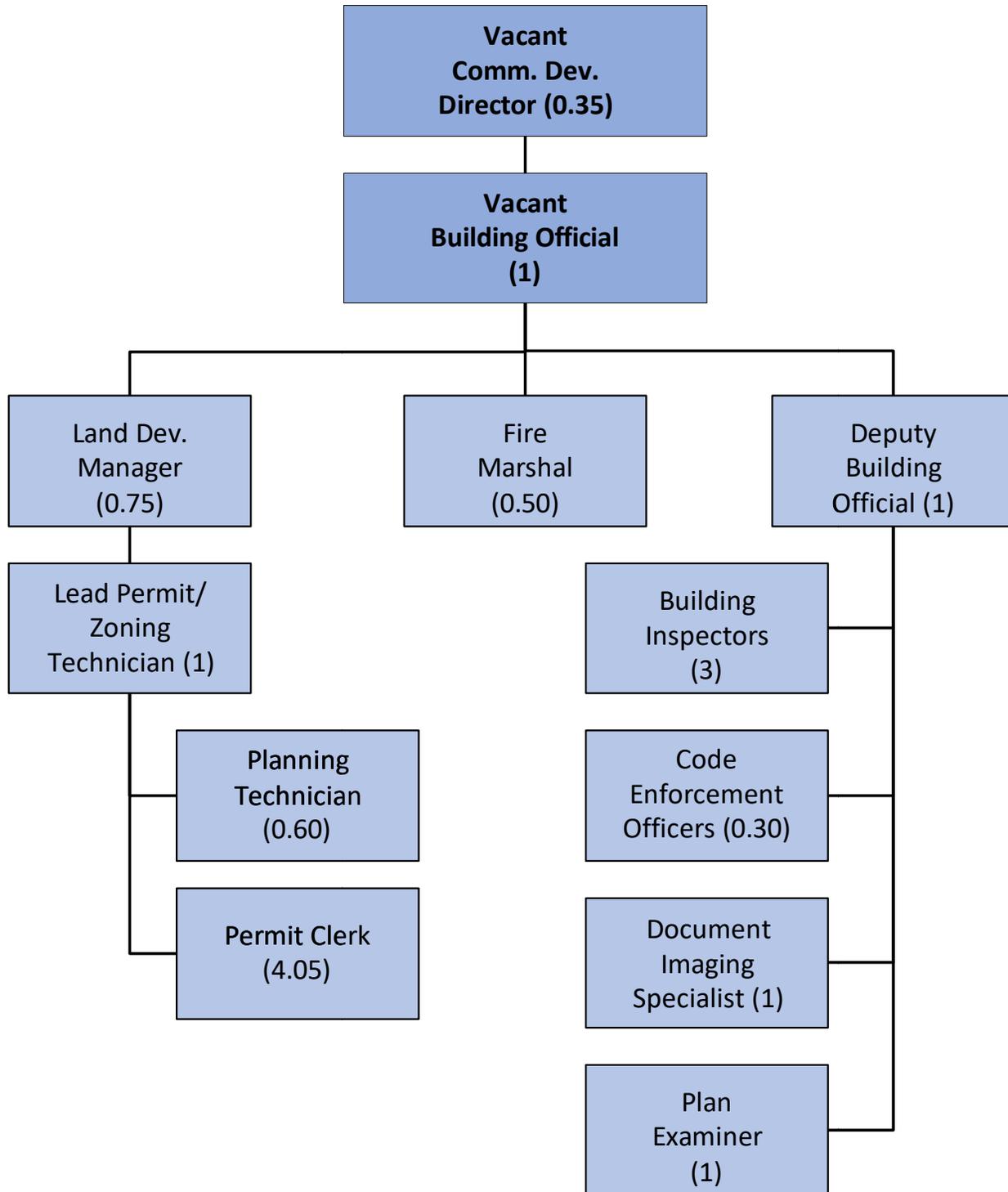
## History of Revenues





# PERMITS AND INSPECTIONS FUND

## Organizational Structure



## 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 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
Average number of days from building permit application to date of issuance	High Value Government	N/A	5	4
% of small building plans reviewed within 3 days	High Value Government	N/A	95%	98%
% of large building plans reviewed within 10 days	High Value Government	N/A	93%	98%
% of first inspections completed within 24 hours	High Value Government	N/A	96%	98%
% of plan reviews with first review completed within 14 business days	High Value Government	N/A	96%	98%

## Fiscal Year 2016 – 2017 Accomplishments

- ✓ Improved customer service.
- ✓ Reduced processing and review time of applications.
- ✓ Began implementation of Accela land Management software.
- ✓ Enhanced staff training and certification to improve field inspection services.

## Action Plan

### Permits and Inspections

Goals & Objectives	Strategic Plan Area(s)
<p>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.</p> <ul style="list-style-type: none"> <li>• Maintain a 3-day turnaround time on “final” small building plans submitted for review.</li> <li>• Maintain a 10-day turnaround on “final” single family residence plans submitted for review</li> <li>• Provide all requested building inspection services within 24 hours.</li> <li>• Process minor site plans within 8 business hours.</li> <li>• Issue all Business Tax Receipts within 24 hours.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ One additional Building Inspector to enhance field inspection capability.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Update of local ordinances to bring them into compliance with state and federal guidelines.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Enhanced training of personnel.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Maintaining a Safe Community

## Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Personal Services	\$ 597,368	\$ 805,548	\$ 736,413	\$ 962,145	19.44%
Operating Expenses	71,967	72,865	47,574	74,082	1.67%
Capital Outlay	36,469	872,643	854,524	40,936	-95.31%
Transfers	259,715	275,981	224,036	363,067	31.56%
Contingency	<u>6,624</u>	<u>34,000</u>	<u>44,800</u>	<u>34,000</u>	0.00%
<b>Total Budget</b>	<b>\$ 972,143</b>	<b>\$ 2,061,037</b>	<b>\$ 1,907,347</b>	<b>\$ 1,474,230</b>	<b>-28.47%</b>

STAFFING	PAY GRADE	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
Assistant City Manager	E111	0.10	0.10	0.10	0.00	0.00
Community Development Director	E108	0.00	0.00	0.00	0.35	0.35
Fire Marshal	F106	0.00	0.00	0.00	0.50	0.50
Chief Building Official	B106	0.75	0.75	0.75	0.75	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	1.00	1.00	1.00	1.00	1.00
Building Inspector II	B102	0.00	0.00	0.00	0.00	1.00
Building Inspector I	B101	2.00	2.00	2.00	3.00	2.00
Land Development Manager	121	0.00	0.00	0.00	0.75	0.75
Land Development Coordinator	115	0.50	0.50	0.50	0.00	0.00
Code Enforcement Officer	115	0.00	0.00	0.00	0.00	0.30
Planning Technician	114	0.00	0.00	0.00	0.00	0.60
Document Imaging Specialist	111	1.00	1.00	1.00	1.00	1.00
Permit Customer Service Supervisor	N/A	0.00	0.00	1.00	0.00	0.00
Permit Team Lead	112	0.00	0.00	0.00	1.00	1.00
Permit Clerk I	109	3.40	3.40	3.40	3.60	3.60
Administrative Assistant II	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.00</u>
<b>Total Full Time Staffing</b>		<b>9.75</b>	<b>9.75</b>	<b>10.75</b>	<b>13.45</b>	<b>14.10</b>
Building Inspector I	N/A	0.00	0.00	1.00	0.00	0.00
Permit Clerk	N/A	0.00	0.00	0.00	0.00	0.45
Fire Marshal	F106	<u>0.38</u>	<u>0.38</u>	<u>0.38</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Contract Staffing</b>		<b>0.38</b>	<b>0.38</b>	<b>1.38</b>	<b>0.00</b>	<b>0.45</b>
<b>Total Staffing</b>		<b>10.13</b>	<b>10.13</b>	<b>12.13</b>	<b>13.45</b>	<b>14.55</b>

Updated [0.25] Chief Building Official split with General Fund. Added [0.30] Code Enforcement Official split with Licenses & Enforcement department. Reclassified the Permit Clerk [1.00] to Planning Technician and updated the split with Planning department [40%/60%]. Added [0.45] part-time Permit Clerk. Reclassified Administrative Assistant II to Permit Clerk and updated split with General Fund [10%/90%].

**CAPITAL****Amount**

Vehicle - replace 2005 Ford Ranger; 480-5020	\$ 20,468
Vehicle - replace 2004 Ford Ranger; 480-4992	<u>20,468</u>
<b>Total Capital Outlay</b>	<b>\$ 40,936</b>

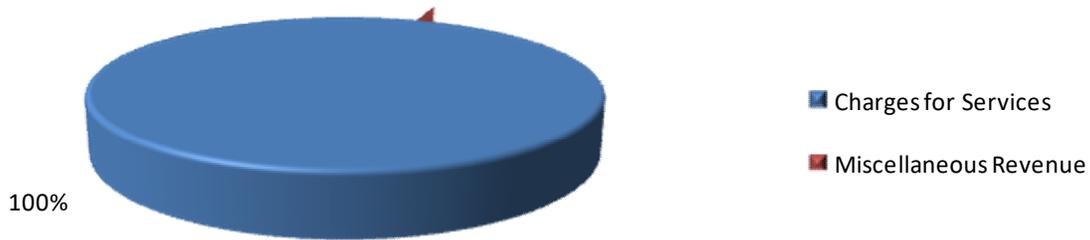
## Management Discussion

- ✓ Total expenses decreased by 28.47%.
- ✓ Total operating expenses increased by 1.67%.
- ✓ Includes funding for:
  - Professional services for inspections (\$25,000).
  - Career development training (\$10,000).

# HEALTH INSURANCE COST CONTAINMENT FUND

## Revenue Summary

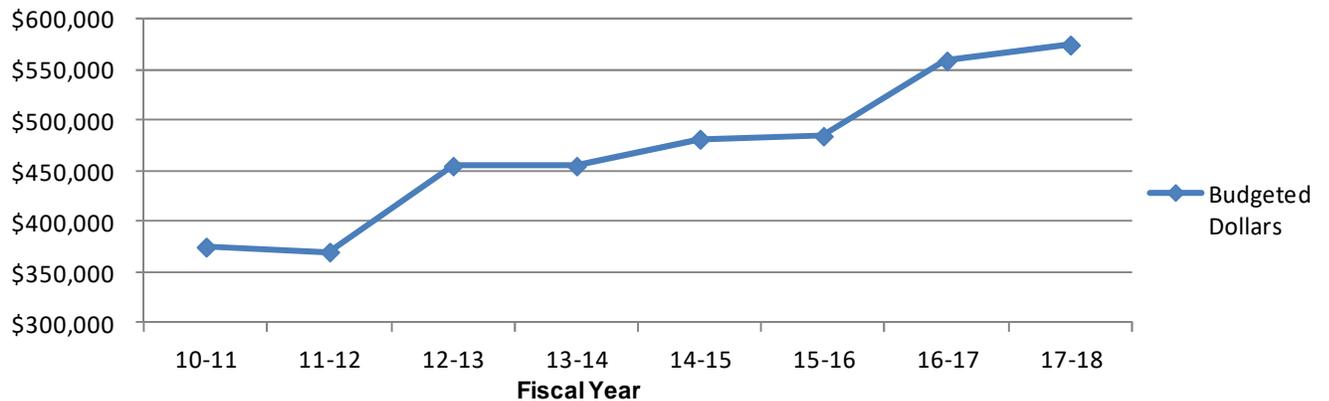
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Charges for Services	\$ 573,594	\$ 558,735	\$ 559,435	\$ 574,385	2.80%
Miscellaneous Revenue	\$ 283	\$ 0	\$ 5,515	\$ 0	N/A
<b>Total Health Insurance Cost Containment Fund Revenue</b>	<b>\$ 573,877</b>	<b>\$ 558,735</b>	<b>\$ 564,950</b>	<b>\$ 574,385</b>	<b>2.80%</b>



## Management Discussion

This fund was created in FY 10-11 to capture the cost of administering a City owned health clinic with the goal of having the facility reduce health care costs. Charges for Services are the transfers made to the Health Insurance Cost Containment Fund by all funds in the City that have personnel.

## History of Revenues



# HEALTH INSURANCE COST CONTAINMENT FUND

## Expenditure Summary

### Description

The Health Insurance Cost Containment Fund is responsible for the costs related to the employee health clinic and the Agent of Record. The divisions within the General Fund, Water & Sewer Fund, Airport Fund, Stormwater Fund, and Permits & Inspections Fund transfer funds to the Health Insurance Cost Containment Fund based upon the number of full-time or full-time equivalent contracted employees in each division.

### Operating Budget Comparison

BUDGET DESCRIPTION	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Operating Expenses	\$ 549,429	\$ 526,530	\$ 497,930	\$ 542,180	2.97%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
<b>Total Budget</b>	<b>\$ 581,634</b>	<b>\$ 558,735</b>	<b>\$ 530,135</b>	<b>\$ 574,385</b>	<b>2.80%</b>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
None					

CAPITAL	Amount
None	

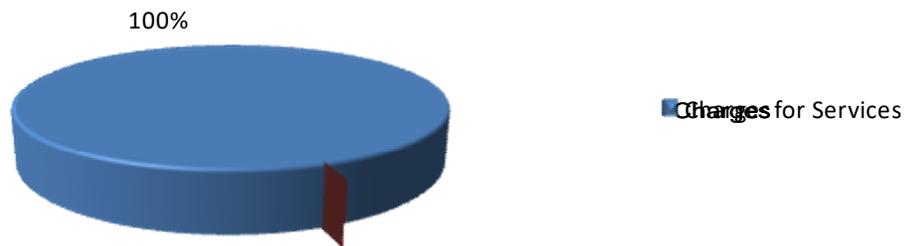
### Management Discussion

- ✓ Total expenses increased 2.80%.
- ✓ Total operating expenses increased 2.97%.
- ✓ Includes funding for:
  - Medical supplies (\$140,000).
  - Health Center labor (\$235,000).
  - Quarterly management program fees (\$100,750).
  - Lease rental from Florida Hospital (\$29,430).

# WORKERS' COMPENSATION SELF INSURANCE FUND

## Revenue Summary

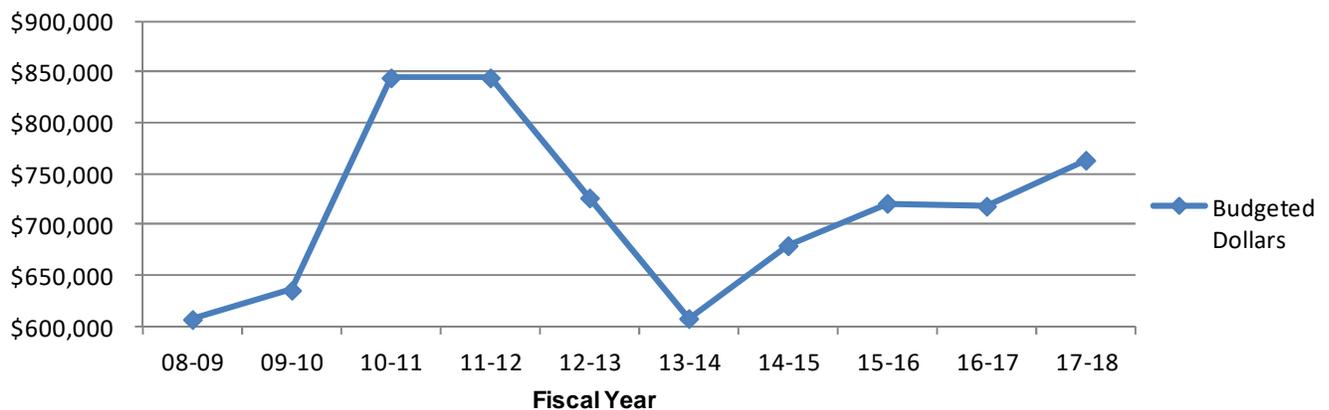
REVENUE SUMMARY	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
Charges for Services	\$ 720,886	\$ 718,014	\$ 720,886	\$ 763,465	6.33%
Miscellaneous Revenue	<u>119,863</u>	<u>0</u>	<u>22,953</u>	<u>0</u>	N/A
<b>Total Workers' Comp Fund Revenue</b>	<b>\$ 840,749</b>	<b>\$ 718,014</b>	<b>\$ 743,839</b>	<b>\$ 763,465</b>	<b>6.33%</b>



## Management Discussion

The City maintains a self insured workers' compensation program with \$150,000 stop loss coverage. Transfers are made to the Workers' Compensation Self Insurance Fund by all funds in the City that have personnel. FY 17-18 projected revenue is based on prior year anticipated actual.

## History of Revenues



## Mission

Identify, assess and manage City wide risks to reduce the city's liability.

## Performance Measures

Performance	Strategic Focus Area	FY 15/16 Actual	FY 16/17 Projection	FY 17/18 Target
# of injuries per 100 employees	High Value Government	3.85	4	3
# of work days lost due per injury	High Value Government	.62	.17	.15
% of full-time equivalent employees without an on the job injury	High Value Government	96%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	-70%	12%	10%
Workers' Compensation Experience Ratio	High Value Government	1.20	1.05	.98
# of employees attending safety training	High Value Government	500	400	425
# of safety reviews/inspections performed	High Value Government	37	55	60
% change in number of liability claims over previous year	High Value Government	No change	1%	1%
Randomly screen CDL holders by September 30th.	High Value Government	N/A	25%	25%

## Fiscal Year 2016 - 2017 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> </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 comp every orientation.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ Reduce the experience modification factor. (experience ratio).
  - Target Completion: FY2017-18
  - 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	2015-16 ACTUAL	2016-17 BUDGET	2016-17 ESTIMATED	2017-18 BUDGET	% Change from 2016-17
<b>Personal Services</b>	\$ 555,441	\$ 590,114	\$ 526,871	\$ 612,880	<del>3.86%</del>
<b>Operating Expenses</b>	28,228	63,900	74,095	86,585	<del>35.55%</del>
<b>Transfers</b>	64,000	64,000	64,000	64,000	0.00%
<b>Total Budget</b>	\$ 647,369	\$ 718,014	\$ 664,966	\$ 763,465	<del>6.33%</del>

STAFFING	2013-14 BUDGET	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET
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None

CAPITAL	Amount
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None

## Management Discussion

- ✓ Total expenses increased by 6.33%.
- ✓ Total operating expenses increased by 35.50%.
- ✓ Includes funding for:
  - Payment of claim (\$330,000).
  - Life scan medical evaluation (\$20,000).
  - Pre-employment medical exam (\$54,000).
  - Workers' compensation actuarial analysis (\$6,500).

# 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.

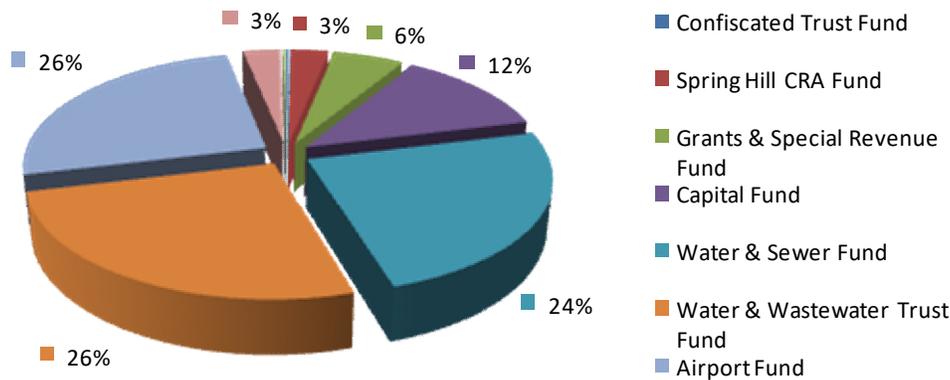
However, the Operating and Capital budgets are closely linked. The most obvious link is the Operating budget assumes the cost of maintaining and operating new facilities built under the Capital budget. Operational needs often drive the Capital budget, i.e. airport expansion, roads, water and sewer mains, 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 \$17,014,370 for all funds.

	Budget	% of Total Capital Budget	% of Total Annual Budget
Confiscated Trust Fund	\$ 40,000	0.24%	0.05%
Spring Hill CRA Fund	\$ 500,000	2.94%	0.67%
Grants & Special Revenue Fund	\$ 946,335	5.56%	1.27%
Capital Fund	\$ 2,108,086	12.39%	2.83%
Water & Sewer Fund	\$ 4,125,528	24.25%	5.54%
Water & Wastewater Trust Fund	\$ 4,395,968	25.84%	5.90%
Airport Fund	\$ 4,354,130	25.59%	5.84%
Stormwater Fund	\$ 503,387	2.96%	0.68%
Permits & Inspections Fund	\$ 40,936	0.24%	0.05%
<b>Total</b>	<b>\$ 17,014,370</b>	<b>100.00%</b>	<b>22.83%</b>

## Current Year Capital



DIVISION	DESCRIPTION	APPROVED
106 - Administrative Services	Vehicle - replace 2006 Toyota Prius, 106-5048	25,672
110 - Information Technology	Point to point Fire station 82 & 83 and Airport Server for security cameras	63,351
	Modis Edge vehicle diagnostic device	5,289
	Plotter for sign shop	6,448
	Sanborn Center AVI	5,600
	Cloud Storage for PD	76,989
	<b>Total General Government</b>	<b>247,069</b>
122 - Fire Department	Replace mobile radios	108,135
	Vehicle - replace 2005 Pierce Contender 122-101; 122-5032	480,017
	New Fire Station (81) - Design phase + Temporary Fire Station Fee (\$25,000)	440,500
126 - Police Special Operations	Evidence building (2 of 4 years reserve)	100,000
127 - Police Operations	Vehicle - replace 2009 Chevy Impala 127-78; 127-5270	39,293
	Vehicle - replace 2004 Chevy Impala 127-39; 127-4973	39,293
	Vehicle - replace 2007 Crown Vic 127-47; 127-5130	39,293
	Vehicle - replace 2007 Crown Vic 127-63; 127-5127	39,293
	Vehicle - replace 2009 Chevy Impala 127-84; 127-5274	39,293
	Vehicle - replace 2008 Ford Crown Vic 127-66; 127-5218	39,293

DIVISION	DESCRIPTION	APPROVED
127 - Police Operations	Vehicle - replace 2009 Chevy Impala 127-70; 127-5267	39,293
	Vehicle - replace 2006 Ford Crown Vic 127-52; 127-5060	39,293
	Vehicle - replace 2006 Chevy Impala 127-58; 127-5076	39,293
	Vehicle - replace 2007 Crown Vic 127-49; 127-5132	39,293
	Vehicle - replace 2007 Crown Vic 127-46; 127-5131	39,293
	Vehicle - replace 1998 Crown Vic 127-35; 127-4182	39,293
	Vehicle - replace 2009 Chevy Impala 127-77; 127-5268	39,293
	Vehicle - replace 2009 Chevy Impala 127-88; 127-5278	39,293
	Vehicle - replace 2009 Chevy Impala 127-69; 127-5266	39,293
	Vehicle - replace 2008 Crown Vic 127-59; 127-5217	39,293
<b>Total Public Safety</b>		<b>1,757,340</b>
132 - PW Street	Vehicle - replace 2006 Ford Ranger 132-150; 132-5063	24,345
	Mower - replace Toro 52" mower 132-508; 132-5340	12,281
133 - PW Tree	Vehicle - replace 2003 Freightliner Truck w/Loader 133-147; 133-4990A	235,250
<b>Total Public Works</b>		<b>271,876</b>
143 - P&R Parks	Sperling Sports Complex improvements	824,000
	Install safety rails, nets, and padding in front of the dugouts at Melching Field	5,685
	Replace total of (6) soccer and football goals and goal posts at Sperling Sports Complex	14,200
	Vehicle - replace 1998 Ford Expedition 143-38; 143-4179	23,147
	Replace court lights on Shuffleboard Courts	11,104
<b>Total Parks &amp; Recreation</b>		<b>878,136</b>
<b>FY17-18 GENERAL FUND CAPITAL (in FUND 300 and FUND 190) TOTAL</b>		<b>3,154,421</b>
160	Spring Hill Resource Center	500,000
<b>FY17-18 SPRING HILL CRA FUND CAPITAL TOTAL</b>		<b>500,000</b>
203 - W&S Water Production	WTP #10 DSIP project (A) well site	816,250
	WP #1 Interior tank baffle wall rehabilitation	22,000
	WP #2 Blower replacement	10,000
	WP #3 Interior tank baffle wall rehabilitation	22,000
	WTP Security system upgrade	25,000
204 - W&S Water Distribution	Water distribution GPS/GIS mapping	125,000
	GPS location of water valves	75,000
	4" double diaphragm pump	18,000
	Wall enclosure for pole barn	20,000
	Brandy Trails pole barn	48,000
	Hydraulic hammer	22,000
205 - Wastewater Treatment	St. Johns River intake an WRF filter replacement	1,292,020
	DeGrit pump replacement	22,000
	HIBOCS odor control unit	93,000
	Refrigerated sampler	6,700
	Slante disc check valve (2)	30,000
	Step screed replacement	150,000
	Lake fountains (3)	20,000

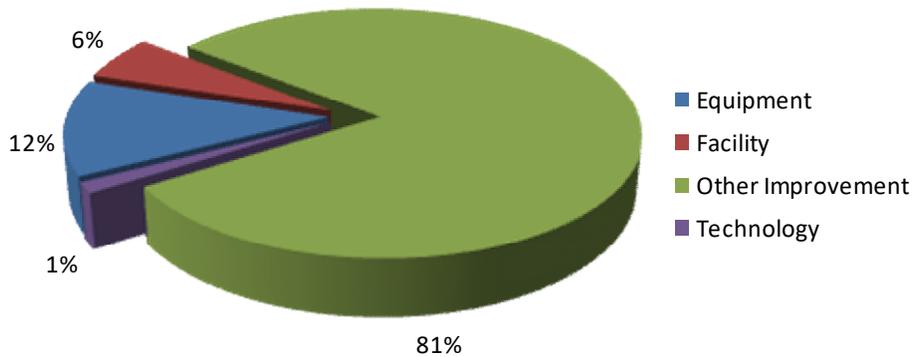
DIVISION	DESCRIPTION	APPROVED	
206 - Utilities Maintenance	L/S #16 replacement	47,275	
	L/S #25 replacement	50,330	
	Standby generator L/S #45	36,000	
	L/S #64 replacement	46,239	
	L/S #67 replacement	46,239	
	HIBOCS odor control unit #71	63,800	
	Portable generator	45,000	
	HIBOCS odor control unit #111	41,185	
	1 ton PU with utility bed and crane	53,500	
	Vehicle - replace 2006 Ford Ranger; 206-5074	23,500	
	Ground penetrating radar system	14,000	
	Pole barn (1102 Garfield #6)	150,000	
	208 - Facilities Maintenance	New genie single man lift	8,390
	210 - Wastewater Collection	Collection system GPS/GIS mapping	100,000
L/S #20 force main extension		95,600	
Sewer line rehabilitation		150,000	
Manhole rehabilitation		60,000	
Vehicle - replace 2002 Ford F550; 210-4908		57,500	
Skid steer loader		70,000	
IRIS crawler system		40,000	
Backhoe loader replacement; 210-4962		110,000	
<b>FY17-18 WATER &amp; SEWER FUND CAPITAL TOTAL</b>		<b>4,125,528</b>	
404 - W&S Impact Fees		Reclaim water expansion phase #3	1,450,300
	2018 Water main improvements	2,945,668	
<b>FY 17-18 WASTER &amp; WATER IMPACT FEES FUND CAPITAL TOTAL</b>		<b>4,395,968</b>	
300 - Airport	New roof for 955 Singleton Drive (City owned building)	24,992	
	Install (1) fountain slab 12'x18' footer with 26'x61' slab (6" concrete) for DNAS - Navy Museum	12,688	
	Wildlife management plan	10,000	
	Security fencing & gates for airfield	20,250	
	Vehicle - replace 2007 Jeep Liberty; 300-5140	28,100	
	Re-pave Biscayne Blvd from Lexington to Flightline Blvd	75,000	
	Administration Building	3,083,100	
	Sports Aviation Village	1,100,000	
	<b>FY17-18 AIRPORT FUND CAPITAL TOTAL</b>		<b>4,354,130</b>
450 - Stormwater	Vehicle - replace 2006 Sterling dump truck #161; 450-5075	167,415	
	Mower - replace 2014 JD 60" mower #132-514; 450-5478	12,281	
	Mower - replace 2000 JD 48" mower #450-506;	12,281	
	MISC stormwater improvements (neighborhood)	100,000	
	MISC stormwater improvements (pond)	20,000	
	New vehicle for Environmental Compliance Inspector	22,180	
	Vehicle - replace 2002 Case Loader 132-110; 132-4922	169,230	
	<b>FY17-18 STORMWATER FUND CAPITAL TOTAL</b>		<b>503,387</b>
480 - Permits & Inspections	Vehicle - replace 2005 Ford Ranger; 480-5020	20,468	
	Vehicle - replace 2004 Ford Ranger; 480-4992	20,468	
<b>FY17-18 PERMITS &amp; INSPECTIONS FUND CAPITAL TOTAL</b>		<b>40,936</b>	

# Five Year Capital Improvement Plan

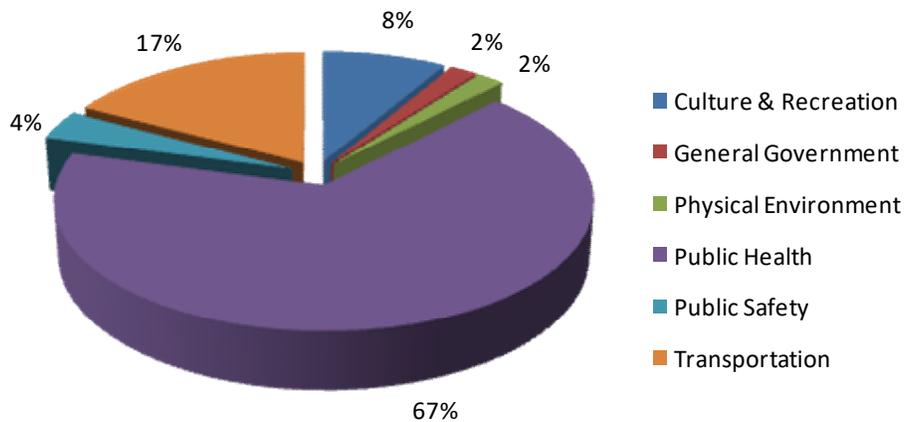
Following is a recap of total capital by fund by year:

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Downtown CRA Fund	-	-	-	-	-	-
Capital Fund	2,808,911	3,064,897	5,557,792	2,380,053	1,617,136	15,428,789
Water & Sewer Fund	11,626,637	24,050,362	18,287,682	7,390,588	5,296,661	66,651,930
Airport Fund	5,768,000	800,000	2,002,500	3,900,000	4,000,000	16,470,500
Stormwater Fund	166,800	210,250	237,300	131,100	410,750	1,156,200
Permits & Inspection Fund	-	-	-	-	-	-
<b>Total</b>	<b>\$ 20,370,348</b>	<b>\$ 28,125,509</b>	<b>\$ 26,085,274</b>	<b>\$ 13,801,741</b>	<b>\$ 11,324,547</b>	<b>\$ 99,707,419</b>

**2018-19 through 2022-23 CIP by Category**



**2018-19 through 2022-23 CIP by Function**



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

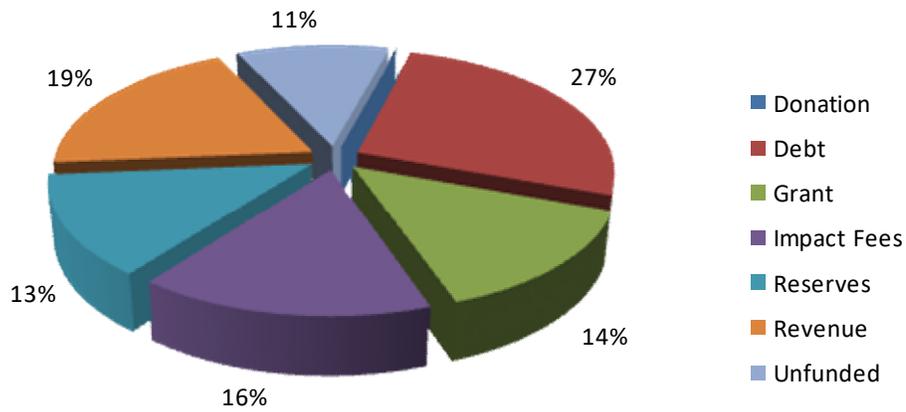
*Government Impact Fees* – The City collects revenue from Police Impact Fees, Fire Impact Fees, Parks and Recreation Impact Fees, and General Government building Impact Fees. This source of revenue can only be used for the purpose of new acquisitions of land, facilities, or equipment necessary as a result 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.

	<b>General Fund</b>	<b>Water &amp; Sewer Fund</b>	<b>Airport Fund</b>	<b>Stormwater Fund</b>	<b>5 Year Total</b>
Donation	-	-	-	-	-
Debt	-	25,175,000	1,200,000	-	26,375,000
Grant	-	-	14,019,000	-	14,019,000
Impact Fees	-	15,608,539	-	-	15,608,539
Reserves	4,384,181	7,763,500	880,000	200,250	13,227,931
Revenue	-	18,104,891	276,500	955,950	19,337,341
Unfunded	11,044,608	-	95,000	-	11,139,608
<b>Total</b>	<b>15,428,789</b>	<b>66,651,930</b>	<b>16,470,500</b>	<b>1,156,200</b>	<b>99,707,419</b>

### 2018-19 through 2022-23 CIP by Funding Source



## 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)	2019	Sharepoint software for 350 users	\$ 6,500
	2019	Virtual desk top	\$ 14,579
	2019	Spec Martin stadium security cameras	\$ 21,202
	2019	Upgrade access security	\$ 57,039
	2019	PD Security Cameras	\$ 76,989
	2019	Upgrade Commission Chamber AVI	\$ 96,989
	2019	Upgrade Microsoft Office Suite	\$ 110,200
	2019	Printer / Copier Rotation	\$ 150,000
	2019	IP Phone system	\$ 260,000
	2020	Upgrade MS SQL server	\$ 12,000
	2020	Upgrade MS Server Operating Systems	\$ 50,000
	2020	Backup solution	\$ 75,000
	2021	Firewall	\$ 20,000
	2021	Upgrade SANS	\$ 75,000
	2023	Server replacement	\$ 40,000
	2023	Network Switch Upgrade	\$ 100,000
2023	Upgrade security cameras	\$ 100,000	
	2022-2023	Replace Document Imaging Scanners	\$ 125,000
		<b>Total Technology Projects</b>	<b>\$ 1,390,498</b>
Justification	To take advantage of the rapid advancements in computer and wireless technology to the benefit of staff and the community		
Funding Source	General Revenue	\$ 900,391	
	Not Funded	\$ 490,107	
		<u>\$ 1,390,498</u>	
Estimated Operating Costs/Savings	Estimate an additional \$139,050 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)	2019	Administration Building	\$ 2,500,000
	2020	Design and construct hangar	\$ 800,000
	2022	Construct new t-hangars	\$ 2,400,000
		<b>Total Facility Projects</b>	<b>\$ 5,700,000</b>

Justification	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. <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	Airport Revenue	\$ 880,000
	Grant Revenue	\$ 4,320,000
	Debt	\$ 500,000
		\$ 5,700,000
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>Estimate \$3,000 per year for t-hangar maintenance/repair and electric/water usage costs.</li> <li>Estimate \$5,000 per year for terminal 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)	2020	New City Hall chiller system	\$ 200,000
	<b>General Government Total</b>		<b>\$ 200,000</b>
	2019	SCBA Air bottle replacement 15 year life span 26 @ 1,100 New	\$ 28,600
	2019	Vehicle - replace 2011 Ford Escape 122-115; 122-5346	\$ 28,986
	2019	Vehicle - replace 2001 Chevy Tahoe 122-103; 122-4758	\$ 29,475
	2019	Vehicle - replace 1973 Dodge 3/4 ton 4x4 truck 122-104; 122-5179	\$ 34,047
	2019	Replace 20 self-contained breathing apparatus	\$ 159,666
	2020	SUV Replaces 2012 Escape Inspector	\$ 27,000
	2021	Replace vehicle, 2007 Chevy 2500 4x4	\$ 30,000
	2022	AED replacement 22	\$ 44,000
	2022	Replace vehicle, 2007 Chevy Pierce, 122-5151	\$ 480,000
	2023	Fire Ladder-Pumper Replaces 2005 Ladder-Pumper	\$ 800,000
	<b>Fire Total</b>		<b>\$ 1,661,774</b>
	2019	Vehicle, Camry (hybrid), replace 2009 Toyota Camry 125-5247, #76	\$ 31,915
	2019	Portable light bank to be utilized during night time crime scenes	\$ 13,987
	2019	Vehicle, Camry (hybrid) - replace 2002 Chevy Malibu, 126-4904, #25	\$ 31,915
	2019	Vehicle, Camry (hybrid) - replace 2003 Chevy Malibu, 126-4925, #14	\$ 31,915
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Patrol	\$ 39,800
	2019	Vehicle, Prisoner Transport Van	\$ 42,000
	2020	Vehicle, Camry (hybrid), replace 2012 Toyota Camry 125-5415, #93	\$ 34,957
	2020	Vehicle, Camry (hybrid)	\$ 34,957
	2020	Vehicle, Camry (hybrid)	\$ 34,957
	2020	Vehicle, Camry (hybrid)	\$ 34,957
2020	Vehicle, Patrol	\$ 39,510	
2020	Vehicle, Patrol	\$ 39,510	

	2020	Vehicle, Patrol	\$ 39,510	
	2020	Vehicle, Patrol	\$ 39,510	
	2021	Vehicle, replace 2009 Toyota Camry Hybrid 126-5245, #75	\$ 36,685	
	2021	Vehicle, replace 2009 Chevy Impala 126-5269, #80	\$ 36,685	
	2021	Vehicle, Patrol, replace 2009 Ford Escape 127-5263 PD-90 CSA	\$ 36,296	
	2021	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5474 PD-14	\$ 38,126	
	2021	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5442 PD-15	\$ 38,126	
	2021	Vehicle, Patrol, replace 2010 Crown Vic 127-5312 PD-92	\$ 38,126	
	2021	Vehicle, Patrol, replace 2013 Ford Interceptor SUV 127-5439 PD-53 K9 SUV	\$ 46,530	
	2021	Vehicle, Patrol, replace 2013 Ford Interceptor SUV 127-5440 PD-54 K9 SUV	\$ 46,530	
	2022	Vehicle, patrol, replace 2012 Ford Escape 127-5547, 127-9	\$ 37,588	
	2022	Vehicle, patrol, replace 2013 Ford Interceptor 127-5445, 127-45	\$ 39,853	
	2022	Vehicle, patrol, replace 2015 Ford Interceptor 127-5991, 127-17	\$ 39,853	
	2022	Vehicle, patrol, replace 2013 Ford Interceptor 127-5475, 127-11	\$ 47,003	
	2022	Vehicle, patrol, replace 2014 Ford interceptor 127-5507, 127-10	\$ 47,003	
	2022	Vehicle, patrol, replace 2013 Ford Interceptor 127-5373, 127-16	\$ 47,003	
	2023	Vehicle, Patrol, replace 2013 Ford F-150 127-5590, 127-8A	\$ 43,010	
	2023	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5593, 127-21A	\$ 50,000	
	2023	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5129, 127-48	\$ 50,000	
	2023	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5594, 127-22A	\$ 50,000	
	2023	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5592, 127-19A	\$ 50,000	
	2023	Vehicle, Patrol, replace 2013 Ford Interceptor 127-5595, 127-23A	\$ 50,000	
		<b>Police Total</b>	<b>\$ 1,556,817</b>	
Project List (requested year order)	2019	Mower, replace 48" Scagg walk behind 132M517 (IN-MW-517)	\$ 7,550	
	2019	Vehicle - replace 2002 Case Loader 132-110; 132-4922	\$ 169,230	
	2019	Replace mower, 2007 Scagg 48" Deck Mower; 133-27	\$ 15,050	
	2019	Mower, replace 2007 48" Deck Scagg 133M022	\$ 15,200	
	2019	Stump Grinder, replaces 2008 Vermeer SC602, PW#154, 133-5259	\$ 40,555	
	2019	Trailer, replace #4 UB-TL-004 (Red)	\$ 10,150	
	2019	Replace mower, 2015 Kawasaki 134-28	\$ 12,050	
	2019	5200 gallon unleaded fuel tank	\$ 15,150	
	2019	Fuel Tank, 3,000 Gallon Diesel	\$ 20,100	
	2019	Fuel Tank, 15,000 Gallon Unleaded	\$ 50,000	
	2020	Vehicle, replace 2007 Ford Explorer; 131-5142; 131-100	\$ 31,779	
	2020	Trailer, replace ST-TL-012, Black	\$ 8,150	
	2020	Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	\$ 30,150	
	2020	Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	\$ 125,500	
	2020	Replace vehicle, 2008 Sterling Acterra, 133-5213; 133-125	\$ 260,000	
	2020	Replace mower, 2013 52" Scagg rider mover, 134M021 (IN_MW-021)	\$ 8,550	
	2021	Truck, 1/2 Ton Regular Cab 4x4, replace 2007 Ford F150 #141, 133-5143	\$ 20,213	
	2021	Replace trailer, irrigation trailer (UB-TL-001)	\$ 12,075	
	2021	Replace vehicle, 2009 Isuzu Crew cab PU, 134-5256; 134-179	\$ 50,250	
	2021	Replace vehicle, 2008 Ford F350, 136-5135; 136-193	\$ 25,150	
	2022	Replace vehicle, 1995 Ford Tractor, 132-3955; 132-114	\$ 18,300	
	2022	Air Compressor, replace 2002 Sullair ST AC-001, 132-M-005, 132-4936	\$ 25,100	
	2022	Replace vehicle, 2008 Ford F350, 133-5144; 133-151	\$ 25,100	
	2022	Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	\$ 30,100	
	2022	Replace vehicle, 2008 Ford F350 4x4, 133-5144; 133-151	\$ 35,200	
	2022	Replace vehicle, 2005 Ford F550 Chipper, 133-5231; 133-143	\$ 81,300	
	2022	Replace vehicle, 2008 Ford F550 Chipper, 133-5231; 133-143	\$ 81,550	
	2022	Replace vehicle, 2011 Ford Ranger, 134-5337; 134-189	\$ 25,100	
	2022	Vehicle, replace 2012 Kubota Gator 134-177	\$ 18,250	
	2023	Vehicle, replace 2012 Ford F-350 4x4 Truck 132-128A	\$ 40,876	
	2023	Vehicle, replace 2008 Ford F350 Flatbed dump 132-160	\$ 60,000	
			<b>Public Works Total</b>	<b>\$ 1,367,728</b>

Project List (requested year order)	2019	Mower. replace John Deere Zero Turn Mower X; 143-5155	\$	10,000	
	2019	Mower. replace John Deere Zero Turn Mower Z; 143-5154	\$	10,000	
	2019	Mower, replace 2012 Scag Cheetah #600	\$	10,000	
	2019	Mower, replace John Deere mower #61; 143-5504	\$	10,000	
	2019	Mower, replace John Deere mower #62; 143-5505	\$	10,000	
	2019	Electric Scooter, replace 2007 Tro Electric Scooter #75, 143-5184	\$	11,000	
	2019	Mower, replace 2006 Husqvarna Zero Turn mower	\$	11,540	
	2019	Scooter, Gas, replaces 2006 Toro Gas Scooter, #72, 143-5067	\$	12,000	
	2019	Scooter, Gas, replaces 2006 Toro Gas Scooter, #74, 143-5066	\$	12,000	
	2019	Vehicle, replace 2002 Cushman Utility vehicle; 143-4898; 143-70	\$	12,184	
	2019	Scooter, Electric replaces 2006 Toro Electric Scooter, #73, 143-5070	\$	14,000	
	2019	Replace vehicle, 2002 Ford Ranger, 143-4890; 143-22	\$	17,000	
	2019	Truck, 1/2 ton, replace 2006 Ford F-150, #28, 143-5068	\$	21,000	
	2019	Vehicle - replace 2000 GMC PU; 143-4532	\$	22,145	
	2019	Vehicle - replace 1996 GMC Sierra flatbed/dump truck 143-43; 143-4079	\$	34,795	
	2019	Mower, replaces 2007 Reelmaster 3100D, 143-5191	\$	56,000	
	2019	Vehicle, replace Ford Starcraft Bus #55	\$	80,000	
	2020	Replace Aerator	\$	8,500	
	2020	Replace top dresser	\$	8,800	
	2020	Replace Rota Dairon	\$	12,000	
	2020	Vehicle, replace 2000 J Deere 4400 Tractor, 143-4594; 143-16	\$	18,000	
	2020	Vehicle, replace 2006 Ford F-150, 143-5011; 143-25	\$	19,100	
	2020	Vehicle, replace 2003 Ford Van 143-4938; 143-44	\$	30,000	
	2020	Replace herbicide/pesticide applicators	\$	35,000	
	2020	Replace Chair back Seats at Melching Field at Conrad Park	\$	70,000	
	2021	Replace Verticutter	\$	8,000	
	2022	Replace vehicle, 2011 Toro Gas Scooter, 143-5339; 143-76	\$	11,000	
	2022	Vehicle, replace 2004 John Deere Tractor, 143-4980; 143-15	\$	20,000	
	2022	Replace playground equipment at Jackson Lane Park	\$	80,000	
			<b>Parks and Recreation Total</b>	<b>\$</b>	<b>674,064</b>
		2019	Vehicle, replace 2005 GMC pickup #65	\$	20,000
		2019	WP#12 Aerator Replacement	\$	50,000
		2019	WP#2 transfer tank and aerator rehabilitation	\$	50,000
		2019	WP#4 transfer tan and aerator rehabilitation	\$	50,000
		2019	Vehicle w/utility bed, replace 1994 Ford pickup #56	\$	22,000
		2019	Vehicle, 3/4 ton truck, replace 2010 Ford 4x2, #73, 204-5310	\$	29,000
		2019	Vehicle, replace 2000 Kubota Excavator #204-60, 204-4653	\$	75,000
		2019	Vehicle, replace 2007 Ford Ranger, #212, 205-5097A	\$	18,000
		2019	Vehicle, replace 2008 Ford Ranger #269, 206-5228	\$	17,600
		2019	Generator, Lift Station #21	\$	40,000
		2019	Lift Station #70, replacement and panel box	\$	40,000
		2019	Lift Station #4, replacement and panel box	\$	43,000
		2019	Lift Station #34, replacement and panel box	\$	43,000
		2019	Lift Station #14, replacement and panel box	\$	45,000
		2019	Van, replace 2008 Ford Econo Van #107, 208-5236	\$	20,000
		2019	Vehicle, replace 2011 Chevy Volt 209-5405, 209-0016	\$	30,337
		2019	Vehicle, replace 2003 Cat Backhoe 210-259	\$	120,000
		2019	Vehicle, replace 1998 GMC Van 210-250	\$	265,000
		2019-2023	Water Meter Replacements	\$	2,550,000
		2020	Utility Vehicle, replace 2008 Ford Ranger 4x4 #74, 202-5201	\$	20,000
		2020	WP#2 VFD Conversion on Pumps	\$	70,000
		2020	STP#9 Greensand Filters	\$	200,000
	2020	Replace vehicle, 2011 Ford F250, 204-5364; 204-89	\$	32,000	
	2020	Vehicle, replace 2009 Ford F250, 410-5260; 206-271	\$	30,000	
	2020	Generator, Lift Station #31	\$	41,300	

Project List (requested year order)	2020	L/S #9 replacement & Panel Box	\$ 43,000
	2020	L/S #55 replacement & Panel Box	\$ 43,000
	2020	L/S #66 replacement & Panel Box	\$ 43,000
	2020	L/S #74 replacement & Panel Box	\$ 43,000
	2020	Vehicle, replace 2007 Chevrolet Van, 208-5141	\$ 25,000
	2020	Vehicle, replace 2004 Ford F250 Pickup, veh#109	\$ 30,000
	2020	Vehicle, replace 2011 Chevy Volt 209-5403, 209-0014	\$ 31,329
	2021	Crom tank blower WP#4	\$ 11,000
	2021	High service pumps (2) WTP#4	\$ 30,000
	2021	Vehicle, replace 2014 Ford F250, 203-5565; 203-279	\$ 38,000
	2021	WP#9 Aerator replacement	\$ 60,000
	2021	Vehicle, replace 2011 Ford F250, 204-5365; 204-54	\$ 38,000
	2021	Vehicle, replace 2003 Cat Excavator/loader, 204-4984; 204-63	\$ 120,000
	2021	Bio-solid dump truck	\$ 275,000
	2021	L/S#19 Generator & ATS	\$ 42,000
	2021	L/S#15 replacement & panel box	\$ 44,500
	2021	L/S#57 replacement & panel box	\$ 44,500
	2021	L/S#5 replacement & panel box	\$ 44,500
	2021	L/S#51 replacement & panel box	\$ 44,500
	2021	Vehicle, replace 2014 Ford F250, 206-280	\$ 42,000
	2021	Vehicle, replace 2009 Ford Ranger #108, 208-5284	\$ 22,923
	2021	Vehicle, replace 2011 Chevy Volt 209-5404, 209-0015	\$ 32,895
	2021	Vehicle, replace 2011 Ford F250, 210-5363; 210-272	\$ 30,000
	2022	WP#10 VFD Conversion on Pumps	\$ 70,000
	2022	Vehicle, replace 2012 Ford F250, 204-5416; 204-93	\$ 40,000
	2022	Vehicle, replace 2012 Ford F250, 204-5417; 204-94	\$ 40,000
	2022	Generator, L/S #75 (60kw)	\$ 45,000
	2022	L/S #47 replacement and Panel Box	\$ 38,500
	2022	L/S #75 replacement and Panel Box	\$ 53,000
	2022	L/S #76 replacement and Panel Box	\$ 53,000
	2022	L/S #77 replacement and Panel Box	\$ 53,000
	2022	L/S #81 replacement and Panel Box	\$ 53,000
	2023	Vehicle, replace 2005 Jeep Latterly 204-298	\$ 30,000
	2023	Vehicle, replace 2013 Ford PU 204-97	\$ 37,000
	2023	Vehicle, replace 2009 EZ-Go golf cart	\$ 12,000
	2023	Vehicle, replace 2015 Ford Transit 206-284	\$ 27,000
	2023	Vehicle, replace 2014 F250 4x4 206-277	\$ 30,000
	2023	Generator, L/S #26 (60kw)	\$ 50,000
	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	L/S#78 replacement & panel box	\$ 56,039
			<b>Water and Sewer Total</b>
	2019	Tractor, replace Kubota A30 tractor, #30 (300-5309)	\$ 95,000
	2021	Vehicle, replace 2008 Ford F150 #47	\$ 25,000
	2021	Security Fencing & Cameras	\$ 300,000
		<b>Airport Total</b>	<b>\$ 420,000</b>
	2019	Mower, replace Scag walk behind	\$ 7,550
	2019	48" Scag Walk behind -450M515 (in-MW-515)	\$ 8,050
	2019	Mower, replace John Deere. 450-5534; IN-MW-518 #450-518	\$ 10,050
	2019	Vehicle, replace 2008 Ford F150,450-5220; 450-170	\$ 21,150
	2020	Vehicle, replace 1999 Sterling Tractor, 450-4975A; 450-168	\$ 90,250
	2021	Vehicle, replace 2008 Ford F150, 450-5222; 450-139	\$ 32,150
	2021	Replace 2006 sterling sewerjet video camera #164	\$ 85,150

Project List (requested year order)	2022	Tractor, replace 1995 Ford Tractor, 132-3955; 132-114	\$	11,100
	2023	Vehicle, replace 2005 Schwarz Street Sweeper 450-169; 450-5026	\$	200,250
	2023	Mower, replace 2010 Kut Kwick Shape mower 450-104; 450-5334	\$	60,250
	2023	Vehicle, replace 2012 Ford F-150 4x4 PU 450-163A; 450-5437	\$	30,250
	Stormwater Total			\$
<b>Total Equipment Projects</b>				<b>\$ 12,369,264</b>
Justification	To ensure that equipment used by crews is in good working order and not obsolete.			
Funding Source	General Revenue	\$	3,033,790	
	Water & Sewer Revenue	\$	5,932,681	
	Airport Revenue	\$	25,000	
	Stormwater Revenue	\$	556,200	
	Grant Revenue	\$	300,000	
	Not Funded	\$	2,521,593	
			\$	12,369,264
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 \$600 plus cost of fuel to keep tanks full. Usually top off tanks once a year. Gallons needed varies depending on emergency use during the year (i.e. hurricanes, power outages).</li> </ul>			
Anticipated Revenue Increase	N/A			

## Other Improvement Projects

Location	Various City locations				
Description	Includes projects not classified otherwise				
Project List (requested year order)	2020	New City Hall carpet - replace existing carpet with carpet squares	\$	150,000	
	General Government Total			\$	150,000
	2019	Replace the bulletproof glass	\$	11,430	
	2019	Repair hot water circulation	\$	19,255	
	2019	Replace vinyl flooring and carpeting throughout the building	\$	152,787	
	2020	Roof Replacement, Police Complex Building	\$	98,000	
	2019-2020	Evidence building	\$	205,000	
	Police Total			\$	486,472
	2019	MISC street resurfacing projects	\$	100,000	
	2019	New extended four post lift	\$	21,556	
	Public Works Total			\$	121,556
	2019	Replace fence at the skate park	\$	7,796	
	2019	Renovate and level infield at Melching Field	\$	20,000	
	2019	Paint main administrative Parks & Rec. department building at 230 N. Stone St	\$	30,000	
	2019	New fence with gated entrances at Freedom Playground	\$	49,825	
	2019	Replace HVAC System at Melching Field at Conrad Park	\$	100,000	
	2019	Replace floor scrubber at Chisholm Center	\$	5,500	
	2019	Paint the exterior of the Chisholm Center	\$	17,259	

Project List (requested year order)	2020	Renovate Lemon room interior	\$ 20,000	
	2020	Renovate Softball Field #3 at Sperling Sports Complex	\$ 20,000	
	2020	Renovate Boy Scott Hut	\$ 20,000	
	2020	Renovate Softball Fields #1 and #2 at Sperling Sports Complex	\$ 40,000	
	2020	Sperling Sports Complex Baseball Field Renovation	\$ 40,000	
	2020	Renovate Auxiliary Field at Sperling Sports Complex	\$ 44,500	
	2020	Reseal Stadium flooring	\$ 200,000	
	2020	Develop Twenty Acre Parcel at Victoria Hills	\$ 1,000,000	
	2022	Design and construct new recreation center with indoor basketball courts	\$ 5,000,000	
	2022	Renovate 3 Little League Fields at Earl Brown Park	\$ 100,000	
	2022	Replace Melching Field Stadium Lights with LED lighting	\$ 1,000,000	
	2022	Replace carpet throughout Wayne Sanborn Center	\$ 40,000	
	2023	Paint Sanborn Center	\$ 25,000	
	2023	Paint Spec Martin Stadium	\$ 40,000	
	<b>Parks and Recreation Total</b>			<b>\$ 7,819,880</b>
	2019	WTP#12 GST Baffle Wall	\$ 35,000	
	2019	WP#12 DSI Project A	\$ 217,500	
	2019	2019 Water Main Improvements	\$ 500,000	
	2019	Reclaim line, 12" reclaim system to Brandy Trails WWTP	\$ 550,000	
	2019	Reclaim water expansion phase #4	\$ 1,746,200	
	2019	Biological nutrient removal upgrade WWTP	\$ 5,175,000	
	2019	Spring Hill SH-1 collection system	\$ 565,000	
	2019-2020	Water Distribution GPS/GIS Mapping	\$ 200,000	
	2019-2020	Collection System GPS/GIS Mapping	\$ 200,000	
	2019-2021	Farnton Water Supply Project	\$ 9,500,000	
	2019-2021	Deep Creek/Leffler Test Well Project	\$ 10,500,000	
	2019-2023	Manhole Rehabilitation	\$ 300,000	
	2019-2023	Sewer Line Rehabilitation	\$ 750,000	
	2020	WTP#10 Supply Wells FG1-2	\$ 906,250	
	2020	2020 Water Main Improvements	\$ 500,000	
	2020	Hazen Road/Greens Dairy WM	\$ 1,061,364	
	2020	EVWS DSI Project (A) 16" WM	\$ 1,171,419	
	2020	Reclaim water expansion phase #5	\$ 1,636,200	
	2020	Grit seperators with fine screens	\$ 4,252,500	
	2020	East Regional Force Main, 8" N on Kepler, Beresford to US92	\$ 3,511,000	
	2021	2021 Water Main Improvements	\$ 500,000	
	2021	WP#12 DSI project at Booster line	\$ 520,260	
	2021	SW service area expnasion loop	\$ 1,941,804	
	2021	EVWS DSI Project (B) SW area elevated tank	\$ 2,755,000	
	2021	Reclaim water expansion phase #6	\$ 925,800	
	2021	Spring Hill SH-2 collection system	\$ 565,000	
	2022	Replacement of Well #3 WP#2	\$ 350,000	
	2022	2022 Water Main Improvements	\$ 750,000	
	2022	Airport North Loop Water Main	\$ 1,644,988	
	2022	Reclaim Water Expension Phase #7	\$ 684,700	
2022	Spring Hill SH-3 collection system	\$ 2,705,400		
2023	Replacement of Well #4 WP#2	\$ 350,000		
2023	2023 Water Main Improvements	\$ 750,000		
2023	Hazen Road/Mercer Fernery	\$ 1,061,364		
2023	Reclaim water expansion phase #8	\$ 684,700		
2023	LA-1 Land application site	\$ 1,252,800		
<b>Water and Sewer Total</b>			<b>\$ 60,719,249</b>	
2019	Transient Apron Rehabilitation	\$ 800,000		
2019	GA Complex Apron	\$ 973,000		
2019	Sport Aviation Village, Infrastructure Construction	\$ 1,400,000		
2021	Fencing & Wetland Mitigation for Wildlife Management	\$ 277,500		

Project List (requested year order)	2021	Design and rehabilitate runway 5-23	\$ 1,400,000
	2022	Rehab West Apron	\$ 1,500,000
	2023	Design and rehabilitate taxiway "B", "A"	\$ 1,200,000
	2023	Construct new Runway 12/30 partial parallel Taxiway, Phase 1	\$ 2,800,000
	<b>Airport Total</b>		<b>\$ 10,350,500</b>
	2019-2023	Misc. Stormwater Pond Improvements	\$ 100,000
	2019-2023	Misc. Stormwater Neighborhood Improvements	\$ 500,000
<b>Stormwater Total</b>		<b>\$ 600,000</b>	
<b>Total Other Improvement Projects</b>		<b>\$ 80,247,657</b>	
Justification	<ul style="list-style-type: none"> <li>• Renovations at various park locations provides citizens with newer and safer opportunities for recreational activities.</li> <li>• Rehabilitation of Airport runways and taxiways to ensure safety of aircraft utilizing facility.</li> <li>• Extend reclaim system for the North Airport Loop and Brandy Trails Wastewater Treatment Plant to reduce the potable water consumption in northern service areas.</li> </ul>		
Funding Source	General Revenue	\$ 450,000	
	Water & Sewer Revenue	\$ 12,172,210	
	Water & Sewer Reserves	\$ 7,763,500	
	Water & Sewer Impact Fees	\$ 15,608,539	
	Airport Revenue	\$ 251,500	
	Stormwater Revenue	\$ 600,000	
	Grant Revenue	\$ 9,399,000	
	Debt	\$ 25,875,000	
	Not Funded	\$ 8,127,908	
		\$ 80,247,657	
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 facilities needs of the community, the city will strive to balance the load between debt financing and “pay as you go” methods. Through evaluating the need for additional debt financed facilities and the means by which the debt will be repaid, the Finance Director will strike an appropriate balance between service demands and the amount of debt.

The total city wide long-term debt as of 9/30/17 is shown in the table below.

Fiscal Year <u>Ending</u>	<u>Governmental Activities</u>		<u>Total</u>
	<u>Principal</u>	<u>Interest</u>	
2018	1,068,418	242,339	1,310,757
2019	1,102,699	214,203	1,316,902
2020	737,682	185,161	922,843
2021	758,627	163,984	922,611
2022	780,172	142,200	922,372
<b>5-Year Total</b>	<b>4,447,598</b>	<b>947,887</b>	<b>5,395,485</b>
2023-2027	2,872,116	389,351	3,261,467
2028-2033	1,235,617	127,972	1,363,589
<b>Total</b>	<b>\$ 8,555,331</b>	<b>\$ 1,465,210</b>	<b>\$ 10,020,541</b>

## Outstanding Principal

### Governmental Activities

Notes Payable:

General Obligation Bond in the original amount of \$2,400,000 dated 12/06/1999, refinanced 12/20/2001 and 09/20/2011, due in escalating semi-annual principal installments of \$71,936 to \$185,377 plus interest at 2.5% with final maturity date of 08/01/2019. Repayment of year end loan balance is secured by a pledge of ad valorem revenues. 361,266

General Obligation Bond in the original amount of \$2,900,000 dated 02/07/2001, refinanced 07/19/2002 and 02/17/2015, due in escalating semi-annual principal installments of \$90,000 to \$200,000 plus interest at 1.91% with a final maturity date of 08/01/2019. Repayment of year end loan balance is secured by a pledge of ad valorem revenues. 395,000

General fund multipurpose loan in the original amount of \$8,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year end loan balance is secured by a pledge of non-ad valorem revenues. 4,016,735

General Fund multipurpose loan in the original amount of \$1,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year end loan balance is secured by a pledge of non-ad valorem revenues.	805,828
General Fund multipurpose loan 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 is secured by a pledge of non-ad valorem revenues.	817,424
General Fund multipurpose loan 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 is secured by a pledge of non-ad valorem revenues.	2,159,078
Total Notes Payable	\$8,555,331
<b>Total Governmental Activities Long-Term Debt</b>	<b>\$8,555,331</b>

# PERSONNEL

## Position Classification Plan

In accordance with City Charter provision Section 59.1, the City Commission shall establish a Pay Plan for all permanent employee positions of the City and shall review that pay plan not less often than every three (3) years. A copy of the Pay Plan shall be filed with the City Clerk-Auditor. The Pay Plan shall include rules for its installation and administration.

- A. The following criteria are considered in developing the Pay Plan:
1. Relative difficulty and responsibility existing between the various classes of work.
  2. Prevailing rates of pay for similar types of work in the City's geographic area, or relative market area, whichever is most appropriate.
  3. Economic conditions of the area.
  4. Financial condition of the City.
- B. The Human Resources Director evaluates the Pay Plan annually prior to each new fiscal year and recommends necessary revisions to the City Manager. With the approval of the operating budget for each fiscal year, the Pay Plan is adopted for use during that fiscal year.

## Pay Classifications FY 17-18

	No. of Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 101</b>	<b>2080</b>	<b>8.37</b>	<b>17,410</b>	<b>12.97</b>	<b>26,978</b>
P/T unclassified					
<b>PAY GRADE 105</b>	<b>2080</b>	<b>10.18</b>	<b>21,174</b>	<b>15.77</b>	<b>32,802</b>
Park Ranger at EB Park					
<b>PAY GRADE 106</b>	<b>2080</b>	<b>10.69</b>	<b>22,235</b>	<b>16.57</b>	<b>34,466</b>
Animal Care Kennel Assistant Recreation Assistant					
<b>PAY GRADE 107</b>	<b>2080</b>	<b>11.22</b>	<b>23,338</b>	<b>17.39</b>	<b>36,171</b>
Administrative Assistant I Maintenance Worker I					
<b>PAY GRADE 108</b>	<b>2080</b>	<b>11.78</b>	<b>24,502</b>	<b>18.26</b>	<b>37,981</b>
Administrative Assistant II Maintenance Worker II					
<b>PAY GRADE 109</b>	<b>2080</b>	<b>12.37</b>	<b>25,730</b>	<b>19.17</b>	<b>39,874</b>
Cashier/Customer Service Representative I Maintenance Carpenter Maintenance Technician Maintenance Worker III Meter Technician I Parking Enforcement Officer Permit Clerk I Police Records Clerk I Recreation Leader					

	No. of Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 110</b>	<b>2080</b>	<b>12.99</b>	<b>27,019</b>	<b>20.13</b>	<b>41,870</b>
Arborist Technician I					
Athletic Sports Coordinator					
Backflow Technician					
Cashier/Customer Service Representative II					
Equipment Operator I					
Evidence/Property Clerk					
Laboratory Technical Trainee					
Meter Technician II					
Parks & Recreation Program Technician					
Permit Clerk II					
Police Records Clerk II					
Sign Maintenance Technician I					
Utilities Equipment Technician					
Utility Billing Specialist I					
Utility Maintenance Equipment Technician					
<b>PAY GRADE 111</b>	<b>2080</b>	<b>13.64</b>	<b>28,371</b>	<b>21.14</b>	<b>43,971</b>
Administrative Assistant III					
Animal Control Officer					
Arborist Technician II					
Cashier/Customer Service Representative III					
Community Service Aide					
Document Imaging Specialist					
Equipment Operator II					
Lead Worker					
Maintenance Repair Worker I					
Meter Technician III					
Permit Clerk III					
Police Records Clerk III					
Sign Maintenance Technician II					
Utility Billing Specialist II					
<b>PAY GRADE 112</b>	<b>2080</b>	<b>14.32</b>	<b>29,786</b>	<b>22.20</b>	<b>46,176</b>
Administrative Assistant IV					
Arborist Technician III					
Civilian Evidence Technician					
Customer Service Support Specialist					
Equipment Operator III					
Laboratory Technician I					
Maintenance Repair Worker II					
Parks & Recreation Program Technician					
Permit Team Leader					
Utility Customer Service Team Lead					
Utility Locator I					
<b>PAY GRADE 113</b>	<b>2080</b>	<b>15.03</b>	<b>31,262</b>	<b>23.30</b>	<b>48,464</b>
Chisholm Center Supervisor					
Equipment Mechanic I					
Irrigation Technician					
Maintenance Repair Worker III					
Police Civilian Evidence Supervisor					
Utility Billing Analyst					
Utility Equipment Mechanic I					
Utility Locator II					

	No. of Hours	40 HOURS PER WEEK			
		MINIMUM		MAXIMUM	
		Hourly	Annual	hourly	Annual
<b>PAY GRADE 114</b>	2080	15.79	32,843	24.47	50,898
CADD Drafter					
Equipment Mechanic II					
Evidence Investigation Specialist					
Foreman I					
Journeyman Electrician					
Marketing/Special Event Coordinator					
Parks Maintenance Foreman					
Planning Technician					
Police Civilian Investigative Specialist					
Utility Equipment Mechanic II					
Utility Locator III					
<b>PAY GRADE 115</b>	2080	16.58	34,486	25.70	53,456
Administrative Coordinator					
Animal Service Administrator					
Chisholm Center Director					
Code Enforcement Officer					
Engineering Technician					
Equipment Mechanic III					
Fleet Maintenance Foreman					
Foreman II (with approved state certifications)					
Foreman II Sports/Turf					
Laboratory Technician II					
Sanborn Senior Center Director					
Spring Hill Resource Center Director					
Utility Equipment Mechanic III					
<b>PAY GRADE 116</b>	2080	17.40	36,192	26.98	56,118
Information Technology Specialist					
<b>PAY GRADE 117</b>	2080	18.28	38,022	28.33	58,926
Accounts Payable Administrator					
Accounts Receivable Administrator					
Assistant Parks Superintendent					
UB Customer Service Supervisor					
Deputy City Clerk					
Public Services Project Coordinator					
Public Works Project Coordinator					
Purchasing Coordinator					
Special Projects Coordinator					
Utilities Project Coordinator					
Victims Advocate					
<b>PAY GRADE 118</b>	2080	19.19	39,915	29.74	61,859
Assistant Chemist					
Community Development Coordinator					
Engineering Construction Inspector					
Environmental Compliance Coordinator					
Paralegal					

	No. of Hours	40 HOURS PER WEEK			
		MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 119</b>	<b>2080</b>	<b>20.15</b>	<b>41,912</b>	<b>31.23</b>	<b>64,958</b>
City Forester					
Data Network Specialist					
Human Resources/Worker's Compensation/Pension Administrator					
Human Resources Administrator					
Recreation Manager					
Risk/Liability Administrator					
<b>PAY GRADE 120</b>	<b>2080</b>	<b>21.16</b>	<b>44,013</b>	<b>32.80</b>	<b>68,224</b>
Chief Environmental Chemist					
Computer Network Specialist					
Engineering Designer					
Facilities Superintendent					
Fleet Maintenance Superintendent					
Information Technology Programmer/Analyst					
Master Electrician					
Parks and Recreation Superintendent					
Project/Contract Administrator					
Senior Accountant					
Streets/Stormwater Superintendent					
Tree/Urban Superintendent					
Utilities Designer					
<b>PAY GRADE 121</b>	<b>2080</b>	<b>22.21</b>	<b>46,197</b>	<b>34.43</b>	<b>71,614</b>
Community Information Specialist					
Economic Development Coordinator					
Executive Assistant to City Manager					
GIS Coordinator					
Information Technology Systems Administrator					
Land Development Manager					
<b>PAY GRADE 122</b>	<b>2080</b>	<b>23.32</b>	<b>48,506</b>	<b>36.15</b>	<b>75,192</b>
Chief Accountant/Payroll Manager					
Police Administration Manager					
Public Works Operations Manager					
Utilities Operations Manager					
<b>PAY GRADE 123</b>	<b>2080</b>	<b>24.49</b>	<b>50,939</b>	<b>37.96</b>	<b>78,957</b>
VACANT					
<b>PAY GRADE 124</b>	<b>2080</b>	<b>25.71</b>	<b>53,477</b>	<b>39.85</b>	<b>82,888</b>
Budget Manager					
Finance Customer Service Manager					
Senior Planner					
<b>PAY GRADE 125</b>	<b>2080</b>	<b>27.00</b>	<b>56,160</b>	<b>41.85</b>	<b>87,048</b>
Utilities Construction Engineer					
Utilities Engineer					

## Senior Management

	No. of Hours	40 HOURS PER WEEK			
		MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E101</b>	<b>2080</b>	<b>27.09</b>	<b>56,347</b>	<b>41.99</b>	<b>87,339</b>
Environmental Compliance Manager					

	No. of Hours	40 HOURS PER WEEK			
		MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E102</b>	<b>2080</b>	<b>28.71</b>	<b>59,717</b>	<b>44.50</b>	<b>92,560</b>
Accounting Manager Assistant to the City Manager Economic Development Manager					
<b>PAY GRADE E103</b>	<b>2080</b>	<b>30.44</b>	<b>63,315</b>	<b>47.18</b>	<b>98,134</b>
Airport Manager Deputy Parks & Rec Director					
<b>PAY GRADE E104</b>	<b>2080</b>	<b>32.26</b>	<b>67,101</b>	<b>50.00</b>	<b>104,000</b>
Assistant Finance Director Assistant I.T. Director Deputy Police Chief Deputy Fire Chief Deputy Utilities Director					
<b>PAY GRADE E105</b>	<b>2080</b>	<b>34.20</b>	<b>71,137</b>	<b>53.01</b>	<b>110,261</b>
Sports Aviation Administrator					
<b>PAY GRADE E106</b>	<b>2080</b>	<b>36.25</b>	<b>75,400</b>	<b>56.19</b>	<b>116,875</b>
VACANT					
<b>PAY GRADE E107</b>	<b>2080</b>	<b>38.43</b>	<b>79,934</b>	<b>59.57</b>	<b>123,906</b>
City Engineer Facilities Director Human Resources Director Parks & Recreation Director Planning Director Public Works Director					
<b>PAY GRADE E108</b>	<b>2080</b>	<b>40.73</b>	<b>84,718</b>	<b>63.13</b>	<b>131,310</b>
Community Development Director Finance Director Fire Chief Information Technology Director Utilities Director					
<b>PAY GRADE E109</b>	<b>2080</b>	<b>43.17</b>	<b>89,794</b>	<b>66.91</b>	<b>139,173</b>
Police Chief					
<b>PAY GRADE E110</b>	<b>2080</b>	<b>45.77</b>	<b>95,202</b>	<b>70.94</b>	<b>147,555</b>
Director of Public Services					
<b>PAY GRADE E111</b>	<b>2080</b>	<b>48.51</b>	<b>100,901</b>	<b>75.19</b>	<b>156,395</b>
Assistant City Manager					
<b>PAY GRADE APPOINTED</b>		-	-	-	-
City Clerk-Auditor City Manager					

## Public Safety

	No. of Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
		<b>PAY GRADE F101</b>	<b>2756</b>	<b>12.55</b>	<b>34,588</b>
<b>Firefighter/EMT</b>					
<b>PAY GRADE F102</b>	<b>2756</b>	<b>13.43</b>	<b>37,013</b>	<b>20.82</b>	<b>57,380</b>
<b>Driver/Engineer</b>					
<b>PAY GRADE F103</b>	<b>2756</b>	<b>15.91</b>	<b>43,848</b>	<b>24.66</b>	<b>67,963</b>
<b>Fire Lieutenant</b>					

	No. of Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE F104	2912	20.33	59,201	31.51	91,757
Fire Division Commander					
PAY GRADE F105	2080	16.94	35,235	26.26	54,621
Fire Inspector					
PAY GRADE F106	2080	25.91	53,893	40.17	83,554
Fire Marshal					
PAY GRADE E104 [with Sr. Management Pay Scale]					
Deputy Fire Chief					
PAY GRADE E108 [with Sr. Management Pay Scale]					
Fire Chief					
PAY GRADE P101	2184	17.65	38,548	27.36	59,754
Detective [subject to collection bargaining]					
Police Officer [subject to collection bargaining]					
PAY GRADE P102	2184	21.00	45,864	32.55	71,089
Police Sergeant [subject to collection bargaining]					
PAY GRADE P103	2184	25.20	55,037	39.06	85,307
Police Lieutenant [subject to collection bargaining]					
PAY GRADE E104 [with Sr. Management Pay Scale]					
Deputy Police Chief					
PAY GRADE E109 [with Sr. Management Pay Scale]					
Police Chief					

## Water Plant / Wastewater Treatment Plant

	No. of Hours	40 HOURS PER WEEK			
		MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE O101	2080	16.63	34,590	25.78	53,622
Wastewater Operator C					
Water Plant Operator C					
PAY GRADE O102	2080	17.13	35,630	26.55	55,224
Water Plant Operator B					
PAY GRADE O103	2080	17.65	36,712	27.36	56,909
Wastewater Operator A					
Water Plant Operator A					
PAY GRADE O104	2080	19.41	40,373	30.09	62,587
Assistant Chief Wastewater Plant Operator					
Assistant Chief Water Plant Operator					
PAY GRADE O105	2080	22.32	46,426	34.60	71,968
Utilities Line Superintendent					
Utilities Maintenance Superintendent					
Utilities Maintenance Supervisor					
Wastewater Plant Superintendent					
Water Plant Superintendent					

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

Shift 1 - 07:00 - 15:00 or 08:00 - 16:00 straight pay

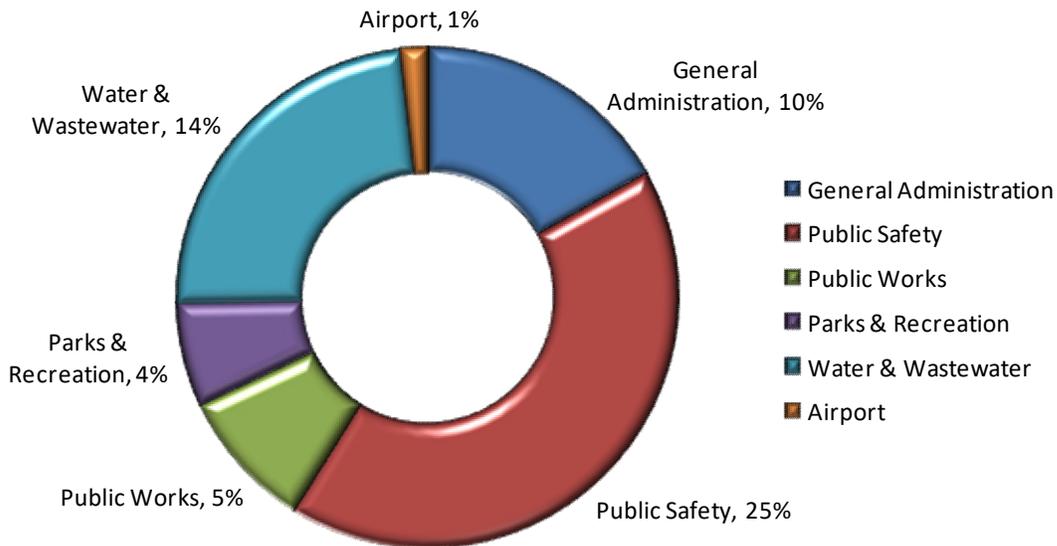
Shift 2 - 15:00 - 23:00 or 16:00 - 00:00 \$0.35 per hour additional pay

Shift 3 - 23:00 - 07:00 or 00:00 - 08:00 \$0.50 per hour additional pay

## Building Inspections

	No. of Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE B100</b> Building Inspector Entry Level	<b>2080</b>	<b>19.48</b>	<b>40,518</b>	<b>31.17</b>	<b>64,834</b>
<b>PAY GRADE B101</b> Building Inspector I	<b>2080</b>	<b>21.64</b>	<b>45,011</b>	<b>34.62</b>	<b>72,010</b>
<b>PAY GRADE B102</b> Building Inspector II	<b>2080</b>	<b>24.04</b>	<b>50,003</b>	<b>38.47</b>	<b>80,018</b>
<b>PAY GRADE B103</b> Building Inspector III	<b>2080</b>	<b>25.25</b>	<b>52,520</b>	<b>40.39</b>	<b>84,011</b>
<b>PAY GRADE B104</b> Plans Examiner	<b>2080</b>	<b>26.51</b>	<b>55,141</b>	<b>42.41</b>	<b>88,213</b>
<b>PAY GRADE B105 (DBO)</b> Deputy Building Official	<b>2080</b>	<b>33.66</b>	<b>70,013</b>	<b>53.85</b>	<b>112,008</b>
<b>PAY GRADE B106 (CHIEF)</b> Chief Building Official	<b>2080</b>	<b>40.87</b>	<b>85,010</b>	<b>65.39</b>	<b>136,011</b>

A significant part, 59.10% of the City's Operating Budget, is funding for employees who in turn provide services for the benefit of our citizenry. The following graph identifies positions by function:



## Changes in Authorized Number of City Full Time Equivalents (FTE)

<b>GENERAL FUND</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
<b>STAFFING</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Mayor and Commission	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.90	2.90	2.00	2.00
City Clerk	3.00	3.00	3.00	3.00	3.00
Finance	6.00	8.00	8.00	9.00	9.00
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	4.45	4.45	5.45	6.90	7.40
Information Technology	5.00	5.00	5.00	5.00	5.00
Human Resources	4.00	4.00	4.00	4.00	4.73
Economic Development	2.50	2.50	2.50	2.65	2.65
Planning	6.73	6.73	6.73	6.25	6.25
Licenses and Enforcement	2.45	2.85	3.35	3.15	2.55
Fire	46.13	46.13	46.60	47.23	47.23
Police Department	87.70	91.17	90.69	91.55	91.05
Public Works	34.05	36.12	38.12	38.37	39.37
Parks and Recreation	<u>31.40</u>	<u>36.43</u>	<u>36.30</u>	<u>37.30</u>	<u>37.84</u>
General Fund Total	242.31	255.28	258.64	262.40	264.07
<b>ENTERPRISE FUNDS</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
<b>STAFFING</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Water & Sewer	99.43	101.50	105.00	109.37	111.87
Airport	5.50	4.50	6.00	8.00	8.00
Stormwater	8.75	8.75	8.75	9.50	9.50
Permits and Inspections	<u>10.13</u>	<u>10.13</u>	<u>12.13</u>	<u>13.45</u>	<u>14.55</u>
Enterprise Funds Total	123.81	124.88	131.88	140.32	143.92
<b>ALL FUNDS TOTAL</b>	<b>366.12</b>	<b>380.16</b>	<b>390.52</b>	<b>402.72</b>	<b>407.99</b>

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

## Changes in Authorized Number of City Positions

Department	2011-12		2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
	F/T	P/T												
City Manager	2.90		2.90		2.90		2.90		2.90		2.90		2.00	
City Clerk	3.00		3.00		3.00		3.00		3.00		3.00		3.00	
Finance	6.00		6.00		6.00		7.00		8.00		8.00		9.00	
Legal	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
Administrative Services	1.00	1.00	1.00	1.00	2.00	3.00	4.00	0.45	5.00	0.45	5.00	0.45	6.00	1.40
Information Services	4.00	1.00	5.00		5.00		5.00		5.00		5.00		5.00	
Human Resources	4.00		4.00	1.00	3.00	2.00	3.00	1.00	3.00	1.00	3.00	1.00	3.00	1.73
<b>Total General Government</b>	<b>21.90</b>	<b>2.00</b>	<b>22.90</b>	<b>2.00</b>	<b>22.90</b>	<b>5.00</b>	<b>25.90</b>	<b>1.45</b>	<b>27.90</b>	<b>1.45</b>	<b>27.90</b>	<b>1.45</b>	<b>29.00</b>	<b>3.13</b>
Economic Development	2.50		2.50		2.50		2.50		2.50		2.50		2.65	
Planning	6.00	1.00	6.00	1.00	6.00	1.00	6.00	0.73	6.00	0.73	6.00	0.73	6.25	
Licenses & Enforcement	2.25		2.45		2.45		2.85		2.85		2.85		2.50	0.05
<b>Total Comm Development</b>	<b>10.75</b>	<b>1.00</b>	<b>10.95</b>	<b>1.00</b>	<b>10.95</b>	<b>1.00</b>	<b>11.35</b>	<b>0.73</b>	<b>11.35</b>	<b>0.73</b>	<b>11.35</b>	<b>0.73</b>	<b>11.40</b>	<b>0.05</b>
Fire	46.00	1.00	46.00	1.00	46.00	1.00	46.00	0.13	46.00	0.60	46.00	0.60	46.50	0.73
Police-Administration	4.00		3.00		3.00		3.00		3.00		3.00		3.00	
Police-Support	30.20	2.00	31.20	2.00	33.20	1.00	34.17	1.50	35.00	1.96	35.00	1.96	30.00	3.32
Police-Patrol	48.00	1.00	49.00	1.00	48.00	4.00	48.00	1.50	48.00	1.73	48.00	1.73	52.00	1.73
Police-Parking	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
<b>Total Public Safety</b>	<b>129.20</b>	<b>4.00</b>	<b>130.20</b>	<b>4.00</b>	<b>131.20</b>	<b>6.00</b>	<b>132.17</b>	<b>3.13</b>	<b>133.00</b>	<b>4.29</b>	<b>133.00</b>	<b>4.29</b>	<b>132.50</b>	<b>5.78</b>
Public Works Administration	3.00		3.50	0.50	3.50	0.50	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37
Streets	9.75		9.25		11.25		12.25		13.25		13.25		11.50	
Trees	8.00		8.00		6.00		7.00		7.00		7.00		7.50	
Urban Beautification	8.00		8.00		8.00		8.00		8.00		8.00		10.50	
Vehicle Maintenance	5.00		5.00		5.00		5.00		6.00		6.00		6.00	
<b>Total Public Works</b>	<b>33.75</b>	<b>0.00</b>	<b>33.75</b>	<b>0.50</b>	<b>33.75</b>	<b>0.50</b>	<b>35.75</b>	<b>0.37</b>	<b>37.75</b>	<b>0.37</b>	<b>37.75</b>	<b>0.37</b>	<b>39.00</b>	<b>0.37</b>
Parks & Rec Administration	2.00	2.00	2.00	1.00	3.00		3.00		3.00		3.00		3.00	
Recreation	2.00	3.00	2.00	1.00	2.00	1.00	2.00	0.50	2.00	0.50	2.00	0.50	3.00	0.50
Parks	14.00	4.00	14.25	4.00	15.00	4.00	17.73	2.24	17.00	2.97	17.00	2.97	18.00	2.84
Trailer Park	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Activities Center	2.00		2.00		4.00		4.00		5.00	0.50	5.00	0.50	5.00	0.50
Chisholm Center	4.00	2.00	4.00	2.00	4.00	2.00	4.00	1.46	4.00	1.46	4.00	1.46	4.00	1.00
<b>Total Parks &amp; Recreation</b>	<b>24.00</b>	<b>11.00</b>	<b>24.25</b>	<b>8.00</b>	<b>28.00</b>	<b>7.00</b>	<b>30.73</b>	<b>4.20</b>	<b>31.00</b>	<b>5.43</b>	<b>31.00</b>	<b>5.43</b>	<b>33.00</b>	<b>4.84</b>
<b>Total General Fund</b>	<b>219.60</b>	<b>18.00</b>	<b>222.05</b>	<b>15.50</b>	<b>226.80</b>	<b>19.50</b>	<b>235.90</b>	<b>9.88</b>	<b>241.00</b>	<b>12.27</b>	<b>241.00</b>	<b>12.27</b>	<b>244.90</b>	<b>14.17</b>
<b>Downtown CRA Fund</b>	<b>0.00</b>													
Utilities Administration	7.00		7.00	0.50	7.00	0.50	7.00	0.37	7.00	0.37	7.00	0.37	7.00	0.37
Engineering	5.00		5.00		5.00		5.00		5.40		5.40		7.00	
Water Production	7.00		7.00		7.00		7.00		7.00		7.00		7.00	
Water Distribution	17.00		17.00		18.00		18.00		19.00		19.00		22.00	
Wastewater Treatment	14.00		14.00	1.00	14.00	1.00	14.00	0.13	15.00	0.13	15.00	0.13	14.00	
Wastewater Collections	6.00		8.00		7.00		7.00		7.00		7.00		8.00	
Utilities Maintenance	12.00		11.00		12.00		14.00		15.00		15.00		17.00	
Facilities Maintenance	9.50		9.50		12.00		10.00		10.50		10.50		10.50	
Customer Service	15.00		15.00		16.00		17.00		18.00		18.00		19.00	
<b>Total Water &amp; Sewer Fund</b>	<b>92.50</b>	<b>0.00</b>	<b>93.50</b>	<b>1.50</b>	<b>98.00</b>	<b>1.50</b>	<b>99.00</b>	<b>0.50</b>	<b>103.90</b>	<b>0.50</b>	<b>103.90</b>	<b>0.50</b>	<b>111.50</b>	<b>0.37</b>
<b>Municipal Airport Fund</b>	<b>5.00</b>		<b>5.00</b>		<b>5.50</b>		<b>5.50</b>		<b>6.00</b>		<b>6.00</b>		<b>8.00</b>	
<b>Stormwater Fund</b>	<b>7.75</b>		<b>7.75</b>		<b>8.75</b>		<b>8.75</b>		<b>8.75</b>		<b>8.75</b>		<b>9.50</b>	
<b>Permits &amp; Inspections Fund</b>	<b>10.53</b>	<b>1.00</b>	<b>9.75</b>	<b>1.00</b>	<b>9.75</b>	<b>1.00</b>	<b>9.75</b>	<b>0.38</b>	<b>11.75</b>	<b>0.38</b>	<b>11.75</b>	<b>0.38</b>	<b>14.10</b>	<b>0.45</b>
<b>Total Authorized Positions</b>	<b>335.38</b>	<b>19.00</b>	<b>338.05</b>	<b>18.00</b>	<b>348.80</b>	<b>22.00</b>	<b>358.90</b>	<b>10.76</b>	<b>371.40</b>	<b>13.15</b>	<b>371.40</b>	<b>13.15</b>	<b>388.00</b>	<b>14.99</b>

Note: Excludes mayor and commission (5 F/T).

# STATISTICS

## Miscellaneous Statistical Information

Date of Incorporation March 11, 1882

Form of Government Commission/Mayor

**Population in 2015:**

Males: 14,026 (46.5%)

Females: 16,169 (53.5%)

Median resident age: 39 years

Florida median age: 40 years

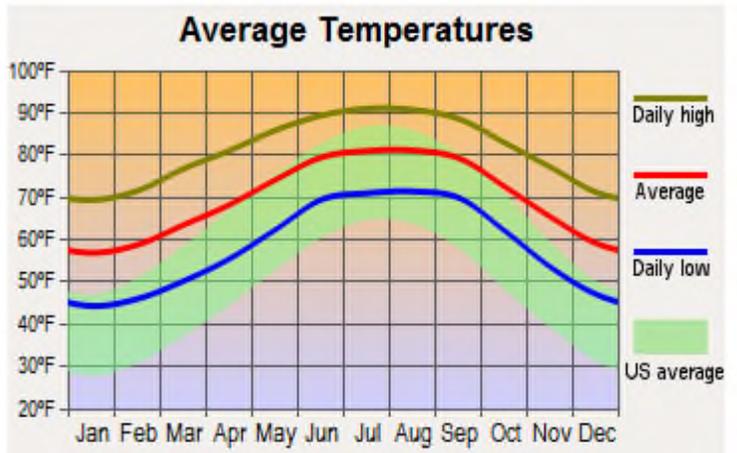
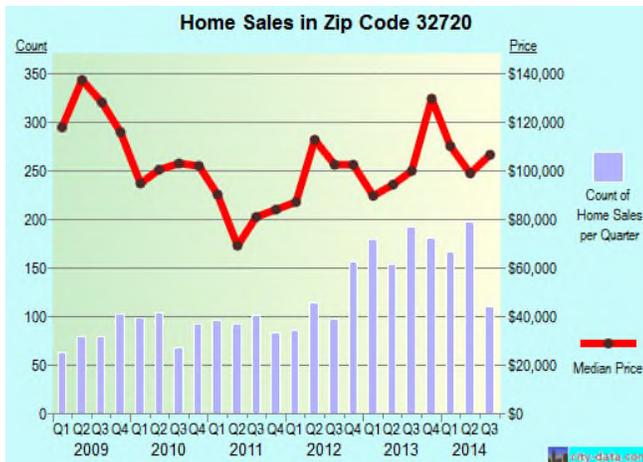
Unemployment in June 2017:

DeLand: 5.2%

Florida: 4.1%

December 2016 cost of living index in De Land: 95  
(less than average, U.S. average is 100)

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



**Races in De Land in 2016:**

White population: 19,361

Black population: 4,695

Asian population: 894

Native Hawaiian and Other Pacific Islander population: 45

Some other race population: 60

Two or more races population: 667

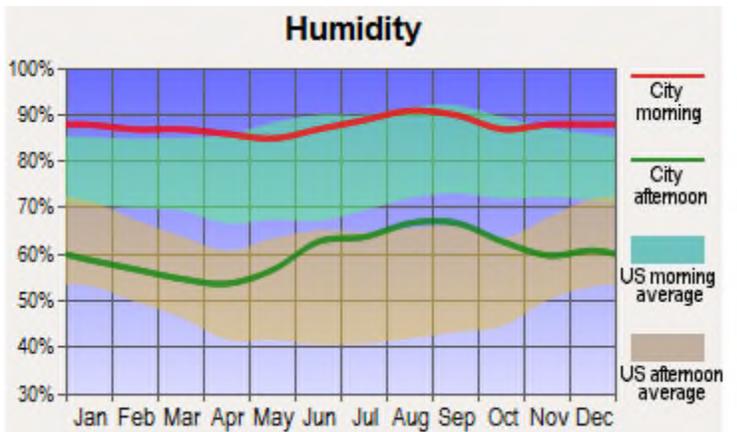
Hispanic or Latino population: 4,472

Source:

<http://www.bestplaces.net/people/city/florida/deland>

<https://suburbanstats.org/population/how-many-people-live-in-florida>

<http://www.areavibes.com/deland-fl/cost-of-living/>



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 2016

Area	18.70 Square Miles		
	130.5 Miles Paved Streets		
	.25 Miles Unpaved Streets		
	264 Miles Primary Water Mains		
	201 Miles Primary Sewer Mains		
	47 Miles Reclaim Mains		
Public Education	6 Elementary		
	2 Middle		
	11 High		
	3 College		
Fire Protection	3 Station		
	44 Fire/EMS Employees		
	1 Fire Marshal		
	1 Fire Inspector		
	1.6 Civilian Employees		
Police Protection	1 Station		
	65 Police Officers		
	5 Reserve Police Officers		
	86 Cars/Trucks		
	4 Motorcycles		
Airport	240 Based Aircraft		
City Utilities	80+/- Sq Miles Utility Service Area	5.139	MGD Water Plant (daily avg.)
	10 Water Plants	3.13	MGD Wastewater Plant (daily avg.)
	20 Major Wells	577	Reclaim Accounts
	120 Sewer Lift Station	21,061	Water Accounts
	1 Wastewater Treatment Plant	13,921	Sewer Accounts
Recreation Facilities	1 Football Stadium	9	Parks & Playgrounds
	1 Baseball Stadium	1	Swimming Pool
	8 Ball Fields	5	Soccer/Football Fields
	8 Tennis Courts	7	Outdoor Basketball Courts
	20 Shuffleboard Courts	1	Gymnasium
	3 Historical/Museum Sites	114	Acres of Recreation Lands
	2 Recreation Centers		

[http://www.deland.org/Pages/DelandFL\\_PSUtilities/Statistics](http://www.deland.org/Pages/DelandFL_PSUtilities/Statistics)

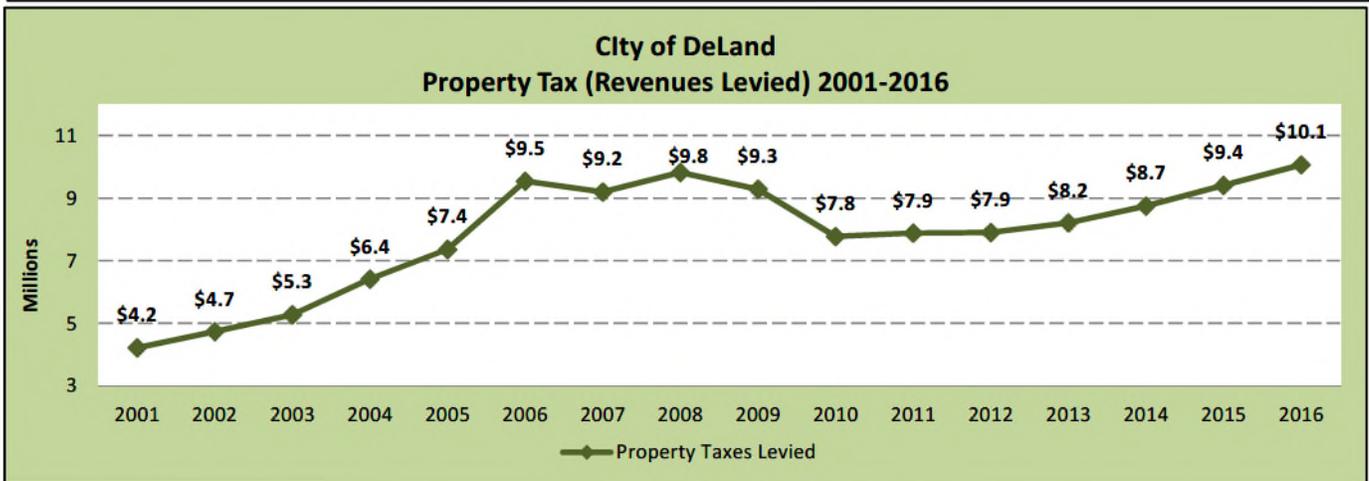
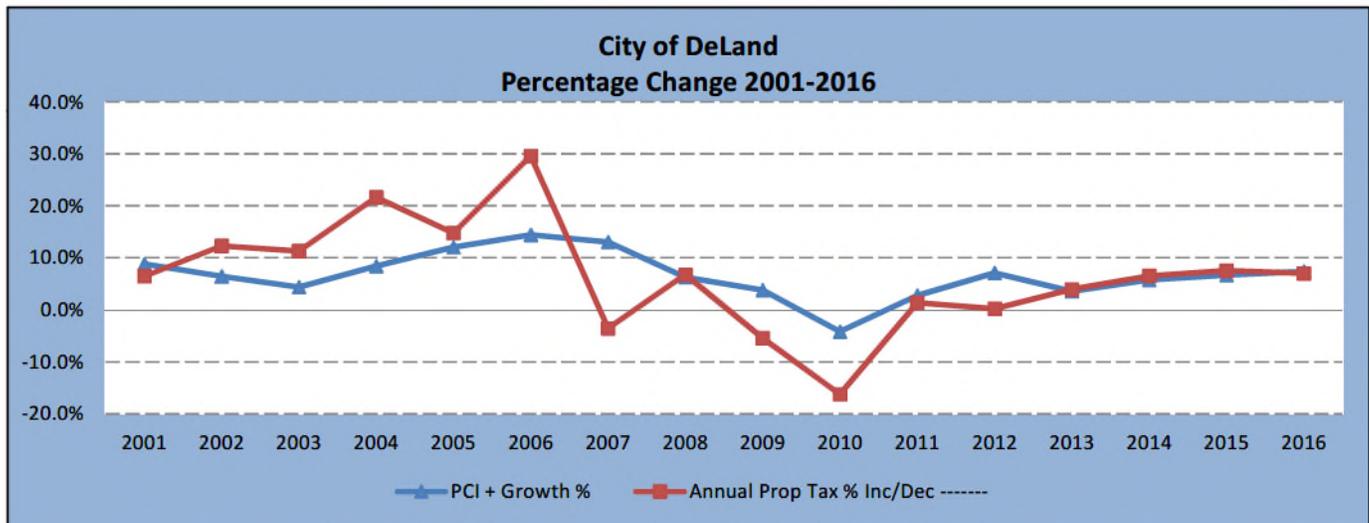
## Principal Taxpayers as of September 2016

	Tax Payer	Type of Business	2016 Taxable Value
1	Covidien LTD	Medical	\$ 52,262,266
2	Duke Energy Florida Inc	Utility	13,985,775
3	West Volusia Investors LLC	Shopping Center	11,489,401
4	Wal-Mart Stores EAS LP	Retail	11,040,290
5	Kingspan Insulated Panels Inc	Building Materials	10,437,971
6	Bright House Networks LLC	Communications	10,076,672
7	Carrington Place Property	Real Estate	9,824,003
8	Tyco Healthcare Group LP	Medical	8,875,889
9	Bre Retail NP Owner 11 LLC	Retail	8,555,094
10	County Club Equity Enterprises LLC	Real Estate	7,872,955

Source: <http://vcpa.vccpa.org/att/land16.pdf>

# Property Tax Statistical Information

2001 Final Through 2016 Final Roll - PCI to Tax Roll & Taxes Levied Increases									
Tax Roll Year	Property Taxes Levied	Taxable Value	New Const Taxable Value	Amt of \$\$ Taxes Levied Inc/Dec	% Inc/Dec in Tax Roll	Prior Calendar Yr PCI	Growth %	PCI + Growth %	Annual Prop Tax % Inc/Dec
2001	4,217,347	728,762,194	31,315,249	256,165	6.5%	4.53%	4.3%	8.8%	6.5%
2002	4,735,908	799,039,594	16,850,905	518,561	9.6%	4.33%	2.1%	6.4%	12.3%
2003	5,272,186	871,579,748	26,726,710	536,278	9.1%	1.32%	3.1%	4.4%	11.3%
2004	6,413,694	1,039,665,065	64,359,046	1,141,508	19.3%	2.20%	6.2%	8.4%	21.7%
2005	7,361,442	1,265,352,699	77,730,740	947,748	21.7%	5.91%	6.1%	12.1%	14.8%
2006	9,541,352	1,704,512,926	125,899,535	2,179,910	34.7%	7.03%	7.4%	14.4%	29.6%
2007	9,199,871	2,009,982,453	124,621,711	-341,481	17.9%	6.86%	6.2%	13.1%	-3.6%
2008	9,822,644	1,870,559,390	51,177,515	622,773	-6.9%	3.54%	2.7%	6.3%	6.8%
2009	9,288,158	1,548,155,354	37,773,036	-534,486	-17.2%	1.36%	2.4%	3.8%	-5.4%
2010	7,777,509	1,296,359,511	17,869,337	-1,510,649	-16.3%	-5.57%	1.4%	-4.2%	-16.3%
2011	7,884,239	1,187,224,509	20,471,186	106,730	-8.4%	1.05%	1.7%	2.8%	1.4%
2012	7,901,613	1,126,099,164	12,686,896	17,373	-5.1%	5.97%	1.1%	7.1%	0.2%
2013	8,213,082	1,134,638,651	17,376,195	311,469	0.8%	2.03%	1.5%	3.6%	3.9%
2014	8,748,842	1,233,030,174	45,873,979	535,760	8.7%	2.04%	3.7%	5.8%	6.5%
2015	9,406,971	1,343,948,956	62,669,208	658,128	9.0%	2.03%	4.7%	6.7%	7.5%
2016	10,066,722	1,454,077,247	52,559,810	659,751	8.2%	3.75%	3.6%	7.4%	7.0%
<b>2001 - 2016</b>	<b>138.7%</b>	<b>99.5%</b>	<b>785,961,058</b>	<b>6,105,540</b>	<b>91.4%</b>	<b>48.38%</b>	<b>58.3%</b>	<b>106.7%</b>	<b>104.2%</b>
% Increase in Tax Roll includes New Construction for each year				<b>[Total Annual] Tax Increase / PCI+Growth = -2.3%</b>					



Source: County of Volusia Property Appraiser's website <http://vcpa.vcgov.org/ptbgmuni16.pdf/>

# ACRONYMS AND GLOSSARY

## Acronyms

AAAE	American Association of Airport Executives	DSIP	Distribution System Improvement Project
ABP	Automatic Bank Payment	DSRA	DeLand Sports Redevelopment Association
ADA	Americans with Disabilities Act	DUI	Driving Under the Influence
AED	Automated External Defibrillator	EAP	Employee Assistance Program
ALS	Advanced Life Support	EAR	Evaluation and Appraisal Report
ANTN	Airport News and Training Network	ECHO	Ecological, Cultural, Heritage, Outdoors
APP	Art in Public Places	EECBG	Energy Efficiency Community Block Grant
APWA	American Public Works Association	EEO	Equal Employment Opportunity
AWOS	Automatic Weather Observation System	EEOC	Equal Employment Opportunity Commission
AWWA	American Water Works Association	EMS	Emergency Medical Services
BAM	Biosorption Activated Media	EMT	Emergency Medical Technician
BLS	Basic Life Support	EOC	Emergency Operations Center
BOA	Board of Adjustments	EPA	Environmental Protection Agency
BOLO	Be On the Look Out	ERU	Equivalent Residential Unit
BPAC	Bicycle Path Advisory Committee	ESF	Emergency Support Function
C/O	Carry Over Funds	FAA	Federal Aviation Authority
CAD	Computer Aided Dispatch	FBC	Florida Benchmarking Consortium
CAFR	Comprehensive Annual Financial Report	FBO	Fixed Base Operator
CATF	Citizens Advisory Task Force	FDEP	Florida Department of Environmental Protection
CBA	Collective Bargaining Agreement	FDOT	Florida Department of Transportation
CBAC	Citizens Budget Advisory Committee	FDLE	Florida Department of Law Enforcement
CDBG	Community Development Block Grant	FEMA	Federal Emergency Management Agency
CDL	Commercial Drivers License	FGBC	Florida Green Building Coalition
CEI	Construction Engineering Inspection	FLC	Florida League of Cities
CEMP	Comprehensive Emergency Management Plan	FM	Fleet Maintenance
CERT	Community Emergency Response Team	FRDAP	Florida Recreation Development Assistance Program
CEU	Continuing Education Units	FSA	Flexible Spending Account
CFCDC	Central Florida Community Development Corporation	F/T	Full Time
CFS	Calls for Service	FTE	Full Time Equivalents
CGFO	Certified Government Finance Officer	FY	Fiscal Year
CIP	Capital Improvement Program	GAAP	Generally Accepted Accounting Principles
CIU	Criminal Investigation Unit	GASB	Governmental Accounting Standards Board
CJIS	Criminal Justice Information System	GFOA	Government Finance Officers Association
CMS	Concurrency Management System	GIS	Geographic Information Services
COLA	Cost of Living Adjustment	GO	General Obligation
COP	Community Oriented Policing	GPS	Global Positioning System
CPA	Certified Public Accountant	GST	Ground Storage Tank
CPFO	Certified Public Finance Officer	HMO	Health Maintenance Organization
CPR	Cardiac Pulmonary Resuscitation	HR	Human Resources
CPI	Consumer Price Index	HRA	Health Reimbursement Account
CRA	Community Redevelopment Agency	HRS	Health Resource Services
CSO	Community Service Officer	HUD	Housing and Urban Development
CUP	Consumptive Use Permit	HVAC	Heating Ventilating Air Conditioning
DARE	Drug Awareness Resistance Education	IACP	International Association of Chiefs of Police
DER	Department of Environmental Regulation	ICMA	International City/County Management Association
DHA	DeLand Housing Authority	IFAK	Individual First Aid Kit
DHS	DeLand High School	IVR/IWR	Interactive Voice Response/Interactive Web Response
DNAS	DeLand Naval Air Station	ISO	Insurance Service Office
DOC	Department of Corrections	IT	Information Technology
DOJ	Department of Justice	IUPA	International Union of Police Associations
DOT	Department of Transportation	JACIP	Joint Automated Capital Improvements Plan
DRI	Development of Regional Impact	JAG	Justice Assistance Grant
DSC	Daytona State College	JPA	Joint Participation Agreement
DSP	Dispatched	LDR	Land Development Regulation

LED	Light Emitting Diode	RMP	Risk Management Plan
LFA	Lower Floridian Aquifer	RTU	Remote Telemetry Unit
LLEBG	Local Law Enforcement Block Grant	SARA	Scan Analysis Response Assessment
LOGT	Local Option Gas Tax	SB	Senate Bill
LUCA	Local Update of Census Addresses	SCADA	System Control and Data Acquisition
MFL	Minimum Flow and Levels	SCBA	Self Contained Breathing Apparatus
MFR	Minimum Flow Region	SJRWMD	St. Johns River Water Management District
MGD	Million Gallons Daily	SW	Stormwater
Mhz	Megahertz radio frequency unit	SWAC	South West Activity Center
MMTD	Multimodal Transportation District	TBD	To Be Determined
MOT	Maintenance of Traffic	TCIA	Tree Care Industry Association
MPO	Metropolitan Planning Organization	TDB	Transportation Data Base
MSA	Mine Safety Appliances	TID	Tax Increment District
MUTCD	Manual on Uniform Traffic Control Devices	TIDF	Tax Increment District Funding
NDB	Non-Directional Beacon	TMDL	Total Maximum Daily Loads
NELAC	National Environmental Laboratory Accreditation Counsel	TRC	Technical Review Committee
NFPA	National Fire Protection Association	TRIM	Truth-In-Millage
NIMS	National Incident Management System	TVEDC	Team Volusia Economic Development Corporation
NPDES	National Pollutant Discharge Elimination System	UCR	Uniform Crime Reporting
OPEB	Other Post employment Benefits	USEPA	United States Environmental Protection Agency
PAL	Police Athletic League	VCSO	Volusia County Sheriff's Office
PC	Personal Computer	VFD	Variable Frequency Drive
PDE	Planning, Design and Engineering	VOIP	Voice Over Internet Protocol
PILOT	Payment in Lieu of Taxes	WAV	Water Authority of Volusia
PMI	Preventive Maintenance Inspection	WP	Water Plant
POP	Problem Oriented Policing	WPA	Works Project Administration
PPE	Personal Protective Vests	WRF	Wastewater Reclamation Facility
PRIMA	Professional Risk Managers Association	WTP	Water Treatment Plant
P/T	Part Time	WVWS	West Volusia Water Suppliers
QA	Quality Assurance	WW	Wastewater
QC	Quality Control	WWTP	Wastewater Treatment Plant
RAS	Return Activated Sludge	YMCA	Young Men's Christian Association
RFP	Request for Proposals		
RMS	Records Management System		

## Glossary

Account	Financial reporting unit for budget, management, or accounting purposes.
Accounts Payable	The amounts owed to others for goods and services received.
Accounts Receivable	The amounts due from others for goods furnished and services rendered.
Accrual Basis	The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.
Actual Prior Year	Actual amounts for the fiscal year preceding the current fiscal year which proceeds the budget fiscal year.
Aggregate Millage Rate	A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body (City Commission for DeLand) by the taxable value of the municipality. Expresses an average tax rate.
Allocation	Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.
Amendments	Process in which budget appropriations for revenues and/or expenditures are increased or decreased as a result of unanticipated circumstances or changes in planned activities. Amendments must be approved by the City Commission.
Amortization	Payment of a debt by regular intervals over a specific period of time.
Annexation	The process by which an unincorporated area is brought into a city. Rules governing annexation are established by State Statute.
Appropriation	Legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.
Asset	Resources owned or held by a government which have monetary value.
Assessed Valuation	A valuation of real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Bad Debt	The estimated amount of accounts owed to the city (receivables) that will not be collected during the year. This includes utility accounts and other miscellaneous accounts receivables estimated to not be collected.
Balanced Budget	A budget in which planned available funds equal planned expenditures.
Benchmarking	Process of comparing organizational practices to those of peer organizations as a basis for developing and striving to exceed standards.
Bond	A promise to repay a fixed principal amount on a future date; typically offer semi-annual interest payments.
Bond Covenants	Agreements made to assure bond holders that sufficient money will be available to pay bonds.
Bond Proceeds	The money paid to the issuer by the purchaser or underwriter for a new issue of municipal bonds, used to finance the project or purpose for which the bonds were issued and to pay certain costs of issuance as may be provided in the bond resolution.
Bond Rating	The rating established by a rating company (Moody's, Stand and Poors, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.
Bond Refinancing	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond covenants.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.
Budget Calendar	The schedule of key dates which the City follows in the preparation and adoption of the budget.

Budget Deficit	Amount by which the City's budget outlays exceed its budget receipts for a given period, usually a fiscal year.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
CIP	Capital Improvement Program. A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the government is to have a part, and specifies the full resources estimated to be available to finance the projected expenditure.
Capital Outlay	Fixed assets which have a value of \$750 or more and a useful economic lifetime of more than one year.
Comprehensive Plan	The Comprehensive Plan consists of goals, objectives, policies, supporting documentation and a Land Use Map which work in concert to guide future growth and development in DeLand. The adopted plan is in accordance with Florida Statutes and consists of nine elements in such areas as future land use, traffic circulation, housing, public service, recreation and capital improvements.
CDBG	Community Development Block Grant. An entitlement grant program authorized by the federal government which provides a federal grant for each year in which the program is authorized by Congress. The City has entered into a cooperation agreement with Volusia County as an urban county for CDBG funds. Funds are distributed to the participating agencies based on population.
CRA	The Community Redevelopment Agency is a revenue generating mechanism used to finance capital improvements in an area suffering from blighted conditions. As the property is improved, the difference between the original tax assessment and the revised assessment is returned to the CRA fund.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	Amount budgeted to meet unexpected operating expenditures which occur during the current year.
Contractual Services	Services rendered to the city by private firms, individuals, or other governmental agencies. Examples include rent, maintenance agreements and professional consulting services.
Debt Ratios	Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue.
Debt Service	The annual payments required to support debt issues, including interest and principal payments.
Department	Organizational unit of government which is functionally unique in delivery of services.
Depreciation	Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset, and each period is charged with a portion of such costs.
Effective Drainage Unit [EDU]	The standard unit used to express the stormwater burden expected to be generated by each parcel of property. Based upon the average impervious area derived from a statistically valid sample of single family parcels, the City of DeLand has computed an "EDU Value" of 3,100 square feet, which shall be used to calculate the number of EDUs attributable to each developed property.
Employee Fringe Benefits	Contributions made by the city to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for various pension, medical and life insurance plans as well as funding provided to employees for selection of other benefits and services.
Encumbrance	Purchase orders charged to an appropriation and for which a part of the appropriation is obligated.
Enterprise Fund	A fund established for services that are predominantly self-supported by user fees and charges.
Expenditures	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlays.
Expenses	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.
Fees	A general term used for any charge levied by government for providing a service, permitting an activity, or imposing a fine or penalty. Fees are sometimes included in the broader context of user charges.
Fiscal Year	A twelve month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of operations. DeLand's fiscal year begins October 1 <sup>st</sup> and ends September 30 <sup>th</sup> of each year.
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land building, improvements other than buildings, machinery and equipment.

Franchise Fees	A fee assessed on a business, usually a public utility, in return for the right to operate in side the city limits. The City of DeLand has granted franchises for electric, gas, cable television, solid waste removal and telephone service.
Fringe benefits	Job related benefits, such as pension, paid vacation and holidays, and insurances, which are included in an employee's compensation package.
FTE	Full-time Equivalent Position. A position converted to the decimal equivalent of a full time position based on total number of hours required in a year for full time status. For example an employee whose full time basis is 2,080 hours per year but works 20 hours a week would be the equivalent to .5 of a full-time position.
Functions	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public works, recreation.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds.
General Fund	This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits and grants. This fund accounts for the general operating expenditures of the city including police and fire protection, public works, parks and recreation, planning and development and general administration.
GAAP	Generally Accepted Accounting Principles. Uniform minimum guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.
General Obligation Bonds	Bonds which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issue and require voter approval prior to issuance in the State of Florida.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Governmental Fund	A fund which has a measurement focus of financial position and changes in financial position (sources, uses and balances of financial resources) rather than upon net income.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds.
Impervious Area	Hard surfaced areas which either prevent or severely restrict the entry of water into the soil mantle and/or cause water to run off the surface in greater quantities or at an increased rate of flow from that present under national conditions prior to development. Common impervious surfaces include, but are not limited to, rooftops, sidewalks, walkways, patio areas, driveways, parking lots, etc.
Indirect Costs	Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.
Infrastructure	The physical assets of a government (e.g., streets, water works, sewer lines, public buildings and parks).
In Lieu of Taxes	Income received by local governments to compensate for the loss of revenue from tax exempt property.
Intergovernmental Revenue	Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).
Legally Adopted Budget	The total of the budgets of each City fund including budgeted transactions between funds.
Levy	To impose taxes for the support of government activities.
Local Option Gas Tax	An ordinance adopted by the County Council of Volusia County, Florida pursuant to section 36.025(1)(b), F.S. levying and imposing a local option fuel tax of 6 cents upon every gallon of motor fuel sold with proceeds distributed based on an Interlocal Agreement with the cities in the county. Effective January 1, 2000, an additional 5 cents was levied and imposed upon every gallon of motor fuel oil, excluding diesel. The funds are used for transportation related expenditures.

Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mill	One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.
Millage Rate	A rate expressed in thousands. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable values.
Mission	Statement of purpose that defines the business of the organization.
Modified Accrual Basis	The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period”. Expenditures are recognized when the related fund liability is incurred except for, but not limited to: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar item which need not be reported; (3) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.
Objective	A simple stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should state a specific performance for a given program. An operational objective focuses on service delivery. A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development etc.
Operating Transfers	Legally authorized transfers between object codes as needed to balance specific line items.
Performance Budget	A budget which relates expenditures to measures of activity and performance.
Performance Measures	The annual adopted budget for each department, and for service divisions within the departments, includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards and outcomes.
Program Budget	A budget organized by programs. A program used in this application is a grouping of related activities, projects and services which are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.
Program Performance Budget	Combines performance measures with a program budget structure.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Resolution	A formal expression of the consensus at a meeting of the City Commission, arrived at after discussion and as the result of a vote. For example, a resolution may declare approval of action to be taken by staff or a declaration of an important event.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise Fund.
Revenues	Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g.; sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g.: federal and state grants). The four main types of local revenue are taxes, charges for services, licenses and permits and intergovernmental revenues.
Rolled-Back Rate	The millage rate which would generate the same ad valorem tax revenue as was generated the previous year, excluding changes in taxable valuation resulting from new construction, annexation or de-annexation.
Service Level	Service(s) or product(s) which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results, not measures of workload.
Special Assessment Bonds	Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.
Special Revenue Funds	Funds set up to account for the proceeds of specific revenue sources (other than expendable trusts for for major capital projects) that are legally restricted to expenditure for specified purposes.
Statute	A written law enacted by a duly organized and constituted legislative body
Strategic Plan	A document that clearly sets forth the vision the Commission has for the community. The City’s strategic plan was developed with input from the community and is to be reviewed annually by the Commission.
Surtax	A tax levied in addition to an existing tax.
Tax Base	The cumulative value of all property in the City used for computing the ad valorem taxes levied against property.

Tax Increment Bonds	Bonds secured by the incremental property tax revenues generated from a redevelopment project area – the City’s downtown district.
Tax Increment Fund	A fund that receives revenues from taxes generated by increases in property values. Taxes generated by base (unchanged property) values continue to accrue to another fund. See Community Redevelopment Trust Fund.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
Tax Rate	The amount of tax stated in terms of a unit of the tax base; for example, 5 mills equals 5 dollars per thousand of taxable value.
Taxable Valuation	The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed, if the owner uses the property as the principle residence. There are also exemptions for disability, government-owned and non-profit-owned property
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.
Trim Notice	“Truth in Millage”, a tentative tax notice sent to all property owners in August to provide information reflecting tentatively-adopted millage rates.
Trust	A fund held and managed by the City of others and/or for a specific purpose.
Vision	A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful.
Wetlands	Low lying land usually located from a large body of water and extending inland. Often this expanse is underwater depending on the level of the tide.
Working Capital	Funds necessary for the routine operation of an entity. These funds would allow for payment of personnel, operating, and debt service payments.