



# **City of DeLand, Florida**

## **Annual Budget**

**Fiscal Year**

**October 1, 2018 – September 30, 2019**



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# CITY OF DELAND, FLORIDA

## ANNUAL BUDGET

### FISCAL YEAR

OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2019

#### **Mayor/Commissioner**

Robert F. Apgar

#### **Commissioners**

Christopher M. Cloudman

Leigh E. Matusick

Charles D. Paiva

Jessica C. Davis

#### **City Manager**

Michael P. Pleus

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

Julie A. Hennessy

#### **Finance Director**

Daniel A. Stauffer

#### **Public Services Director**

Keith D. Riger

#### **Fire Chief**

Daniel R. Hanes

#### **Police Chief**

Jason D. Umberger

#### **Assistant City Manager**

Michael K. Grebosz

#### **City Attorney**

Darren J. Elkind

#### **Community Development Director**

Richard A. Werbiskis

#### **Public Works Director**

Demetris C. Pressley

#### **Utilities Director**

James V. Ailes

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

Richard S. Hall



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# READERS GUIDE

## What is included in this document

The City's Adopted Budget provides a framework for the overall fiscal management of the City of DeLand for fiscal year 2018-2019 and beyond. It includes both day-to-day operating funds and capital improvement funds.

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

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

## How to read this document

The budget document is organized by fund. Each fund includes revenues, expenditures and a description of each department and/or program budgeted out of that fund. The General Fund has the largest number of departments and/or programs and accounts for approximately 38.40% 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

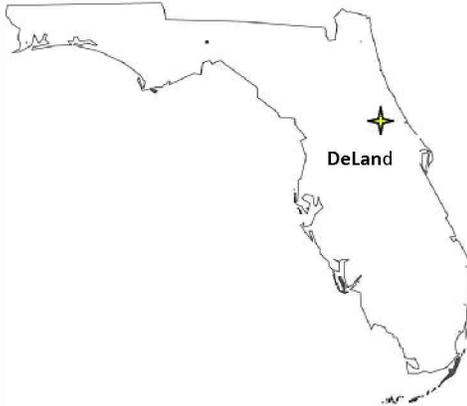
The *2018-19 BUDGET* column reflects the budget adopted by the City Commission on September 17, 2018.

The Capital Improvement Plan section of this document includes a summarized version of the Five Year Capital Improvement Program (CIP) for fiscal years 2020 through 2024. The projects programmed for fiscal year 2019 are adopted as part of the 2018-2019 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).

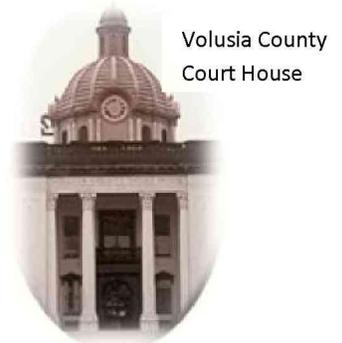
## CITY PROFILE

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.

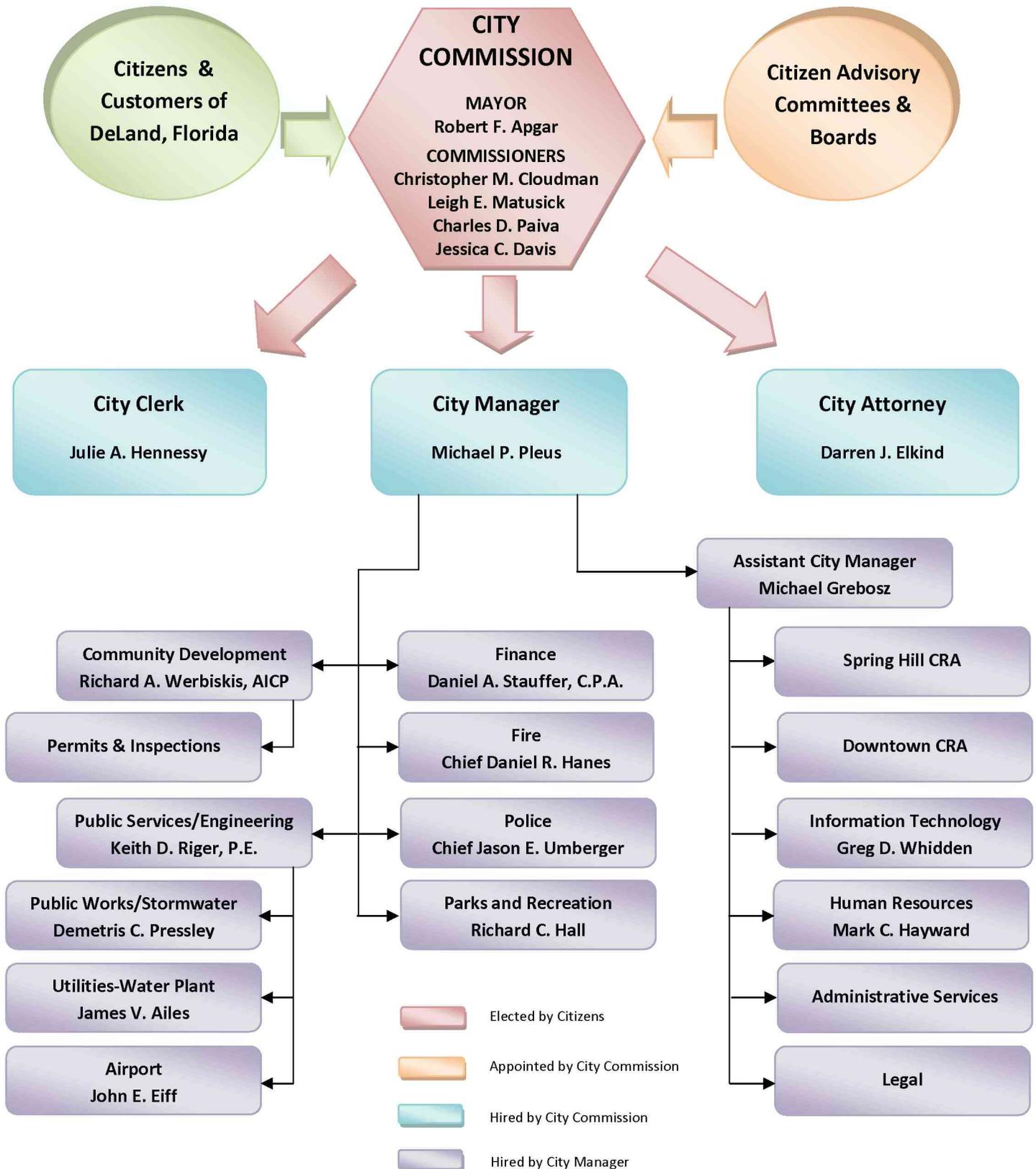


Fish Building located in downtown DeLand

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.

# ORGANIZATIONAL CHART





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 104th ICMA Annual Conference  
in Baltimore, Maryland

26 September 2018

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

Marc A. Ott  
ICMA Executive Director

A handwritten signature in black ink, appearing to read 'David Johnstone'.

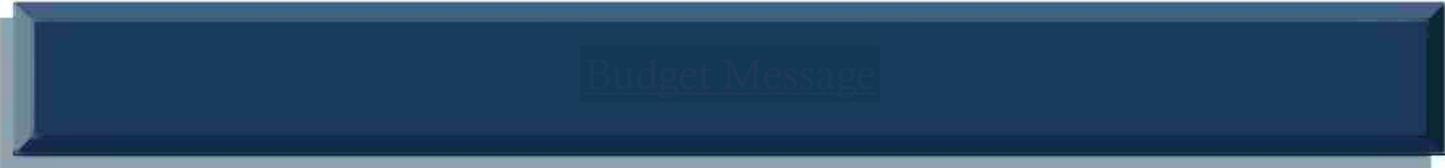
David Johnstone  
ICMA President

## GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

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

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

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



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, last year, DeLand's Mainstreet was voted the Best in America! Over the past two years, construction has commenced or been completed for businesses to include Spring Garden Medical Office, DaVita Labs, Stetson Carlton Union Building Expansion, St. Peter's Family Life Center, Goodwill, Holiday Inn Express, Wawa, Pet Supermarket, Marriott Courtyard, Airport General Administration Building, Sport Aviation Village (Infrastructure), Schalk Enterprises, Chipotle, and significant residential construction (400 + permits). The City continues to have a robust residential and commercial construction market. These are good indicators that the Commission's established priorities are paying dividends for our community. The City has done a tremendous job improving efficiency and accountability, customer service, and balancing the priorities of the residents we serve. 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 3.8%. However, there are still significant challenges with this year's budget as we continue to face some significant capital and staffing needs city-wide 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 \$595,000 in revenue next year 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. We have earned a Certificate of Achievement in Performance Management from ICMA for the past 2 years.

#### **STRATEGIC PLAN UPDATE**

Over the past 18 years, the City has used the community's vision and strategic plan as a road map to a successful and vibrant future. This has led to many positive outcomes for our great community to include improvements in our quality of life, an award winning downtown, low unemployment, and commercial and residential growth. This year the City Commission had three focus areas for FY 18/19. The first is "Economic Prosperity" which focuses on the Airport Business Park and Sport Aviation Village along with Redevelopment and Infill. The second is the "Community and Change" which focuses on annexation review, infrastructure analysis, parks and recreation master planning, and land development code review. Last is "Organizational Capacity" which focuses on employee recruitment and retention, and analysis of technical skills needs. 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 budget for Fiscal Year 2018/2019.

## OVERVIEW

General Fund	\$31,303,486
Confiscated Trust Fund	\$20,008
Homeless Shelter	\$315,668
Spring Hill CRA Fund	\$335,076
Governmental Impact Fees Trust Fund	\$891,985
Downtown CRA Fund	\$446,094
Grants & Special Revenue Fund	\$397,115
Capital Fund	\$8,600,953
Water & Sewer Fund	\$22,772,122
Water & Wastewater Trust Fund	\$3,504,938
Airport Fund	\$3,815,695
Refuse Collection Fund	\$3,564,613
Stormwater Fund	\$2,271,169
Permits & Inspections Fund	\$1,959,428
Health Insurance Cost Containment Fund	\$545,885
Workers Compensation Self Insurance Fund	\$774,787
<b>Total City Budget</b>	<b>\$81,519,022</b>

## GENERAL FUND

### *Revenue*

The total preliminary estimated taxable value for FY 18/19 is \$1,764,007,219. This is an increase of \$166,248,166 or 10.41% and includes \$72,081,765 in new construction. Based upon the combined millage rate of 7.0084 (6.7731 – Operating, .2353 – Debt) ad valorem tax revenue for the year is \$11,019,881 for General Fund and \$394,341 for debt. This is based upon decreasing the current operating millage to 6.7731. This would generate an additional \$835,577 in operating ad valorem tax revenue or an increase of 7.88%.

The economy has definitely improved as evidenced by property value increases both commercial and residential and the latest unemployment rate of 4.5%. This year we are experiencing growth in other revenues such as Utility Taxes and Franchise Fees (\$950,344), State Shared Revenue (\$95,125), Sales Tax (\$55,414), and Simplified Telecommunications Tax Revenue increased by (\$82,268). Additionally, this budget includes the use of excess operating reserve for capital with this year's transfer of \$1,252,013, leaving a balance of \$698,233.

### *Expenditures/Programs*

The budget increases General Fund expenditures from \$28,163,530 in FY 17/18 to \$31,303,486 in FY 18/19 or 11.15%. There are 269.30 FTEs in the General Fund budget; peak staffing was 270 FTEs in FY 06/07. Although 11 new positions were requested, the budget includes only one new position, an IT specialist, due to funding issues and the prospect of the second homestead exemption passing. However, the budget does include some career track position upgrades (\$63,761), and a 3% merit increase (\$437,799). These amounts do not include funds set aside in the enterprise funds. Health Insurance rates will increase by 5% for FY 18/19; however, the budget includes an increase in the amount the City covers for health insurance from \$450 per month to \$486 per month. The cost of this increase is \$117,936. The cost for the Health Clinic decreased by \$28,500 or 4.96%. Overall, the City's pension contributions increased by \$11,766.

The budget includes a significant capital investment of \$8,909,088, which is mostly reflected in the Grants and Special Revenue Fund and Capital Fund. To fund the capital budget, there is \$1,009,725 in transfers from future capital reserves in the General Fund, \$1,173,100 in transfers from other funds (some items such as Information Technology are for multiple departments), \$97,322 in grants, \$6,376,844 in new debt proceeds, \$11,060 from Donations, \$200,000 from Impact Fees, and \$41,038 from tree reserves. The capital budget includes:

- New downtown Fire Station – Debt Funded (\$5,000,000)
- Replace Fire Pumper Truck – Debt Funded (\$503,000)
- Mobile Cascade Air System (\$45,000)
- Replace 50% of Bunker Gear (\$132,000)
- Replace 800 Mhz Radios – Partially Grant Funded (\$108,135)
- Replace 8 Police Vehicles – Debt Funded (\$382,848)
- Replace Police Van (\$31,288)
- Upgrade mats in the Defense Tactic Training room – Funded by donations (\$11,060)
- Police Building Roof Replacement – Debt Funded (\$119,200)
- Replace Enterprise Management Software (\$922,000)
- Upgrade MS Office 2007 to Current Version (146,012)
- Increase Disk Storage (\$112,293)
- Virtual Desktop Infrastructure (\$18,202)
- Server Monitoring License (\$21,576)
- Replace KIP Large Format Color Printer (\$26,500)
- Record Management Plan Services (\$36,750)
- Replace City Commission A/V (\$84,000)
- Plan Review Software for Land Management System (\$120,000)
- Upgrade Public WiFi at the Sanborn Center (\$6,000)
- Community Development Vehicle Replacement (\$23,400)
- Replace Chilled Water System – Partially Debt Funded (\$208,000)
- Asphalt Patch Truck Loader – Debt Funded (\$143,924)
- Brush Chipper – Funded from Tree Reserve (\$41,038)
- Fuel Tank (\$62,248)
- Thermal Protective Coating (\$21,480)
- Replace Roof - Vehicle Maintenance Building (\$25,000)
- Public Works Truck Replacements - 4 (\$140,934)
- Sign Shop Laminator (\$12,215)
- Replace Parks & Recreation Bus – Debt Funded (\$96,000)
- Replace Herbicide/Pesticide Applicator (\$37,190)
- New Park Design – Funded from Parks Impact Fees (\$200,000)
- Parks & Recreation Equipment Replacement (\$28,699)
- Parks & Recreation Vehicle Replacement (\$28,278)
- Floor Scrubber at Chisholm Center (\$9,818)
- Pavilion and Sidewalk for Veteran’s Plaza at Bill Dreggor’s Park (\$5,000)

Operating Capital is \$304,636 for all general fund departments. There is also \$288,980 in gas tax revenue for road resurfacing, bringing total capital expenditures to \$9,198,068.

Operating costs in the budget increased by 11.23%. Most of the increase is attributable to:

- Increase in Professional Services for Comp Plan Update and 2050 Vision Update – Strategic Planning Priority (\$100,000)
- Increase in Professional Services for Legal Service Fees (\$35,000) and Debt Issuance (\$30,000)
- Increase in Building Maintenance and Repair (\$323,085)

Other expenditures included in this year’s budget are:

- Fire Reorganization which would eliminate the Deputy Chief and Fire Inspector, create 2 Division Chiefs and Upgrade 3 Division Commanders to Battalion Chiefs (\$65,000)
- 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.
- Reserve for Police Evidence Bldg (year 3 of 4) – (\$60,000) from General Fund, (\$40,000) from Impact Fees
- A reserve for future police vehicles (\$200,000)
- There is \$347,332 in the budget for contingency

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

Over the past four 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, the total taxable value is only 1.73 billion. In the last three years alone DeLand companies added over 1,500 jobs and our unemployment rate dropped from 6.4% to 4.5%. Since the recession, the City has really tried to keep costs down for our residents. In order to do so we made significant cuts in personnel and operating costs. These cost saving measures were then used to fund future capital. However, given the reduction in personnel 10 years ago, and a capital program that has not kept pace, all departments have significant personnel and capital requests to keep pace with demand and growth. Over the past couple of years, we have tried to make some additional investments in personnel and capital but they just are not enough to keep pace with demand. This budget includes four Police Officers partially funded by grants and an additional Information Technology Support Specialist. Depending upon what happens with the additional homestead exemption, the Commission should consider adding personnel to alleviate workload demands as soon as feasible. In the absence of being able to fund needed personnel and capital, the growth we are experiencing will continue to make it difficult to balance operational needs with the desires and outcomes our citizens want at a price we can all afford.

This year’s budget includes a second year of a substantial investment in capital in an attempt to “catch up” on some needs not met during the recession. To help accomplish this, the budget includes \$6,376,844 in new debt.

Another challenge to mention is succession planning. The Commission put a high priority on recruitment and retention during their strategic planning discussion in February. 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 with the second year implementation of the pay plan to address salaries. This year’s budget includes increasing the amount the City pays for employee health insurance from \$450 per month to \$486. The most recent employee survey shows that the cost of insurance is an important factor in an employee’s decision to join the City team and remain here. 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 18/19 totals \$22,772,122, which is an increase of 3.99%. The Commission approved a new rate structure implemented October 1, 2017. The new rate structure includes a 4.5% increase in water rates effective October 1, 2018, which constitutes most of the revenue increase in the Water and Sewer Fund. Additionally, the Water and Wastewater Trust Fund, which derives its revenue from impact fees, includes capital projects totaling \$3,504,938.

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

For nearly a decade, the City has been working with its West Volusia partners and the St. John's River Water Management District (SJRWMD) on developing alternative sources of water to meet the requirements of the Blue Springs Mitigation Strategy. Given the significant cost of these projects, the City has been setting aside funding each year in a reserve to help stabilize rates when it came time to do the projects. Including this year's budgeted investment of \$2,499,521, the reserve will increase to an estimated \$19,567,184. 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 Backflow Technician (\$37,626), 2 Maintenance Repair Workers (\$77,364), Utility Locator (\$67,343), and part-time Administrative Assistant position (\$15,828). There are also funds included for a 3% merit increase (\$166,796), increase to the amount the City pays for Health Insurance (\$48,328), and for Career Track position upgrades (\$38,232). Over the past few years, we have had difficulty recruiting for skilled positions in the Utility Department and have had to pay well above starting pay to get new employees with the experience needed in Utilities. In an effort to improve our ability to recruit a properly skilled and trained workforce, staff conducted a pay study on actual utility jobs and what they are being paid. Traditional pay studies look at pay grades and you make adjustments based upon how our pay grades compare. However, if those employers are paying well above their own starting rate it makes it difficult to target the pay needed to recruit those skilled workers. As a result, there is \$130,000 for the implementation of a new Utility pay classification system.

The budget includes \$4,368,719 in capital in Water and Sewer Fund and \$3,504,938 in the Water and Sewer Trust Fund to include:

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

- Reserve for Alternative Water Supply Projects (\$2,499,521).
- WTP #10 Supply Wells FG 1-2 (\$1,527,000).
- Leffler Well Field and Piping Design (\$500,000).
- West Volusia Borrow Pit Project – Design (\$200,000)
- GIS Mapping (\$255,000).
- Spring Hill Sanitary Sewer Phase 3 – Design (\$330,000)
- Lift Station Replacements (\$527,252).
- Equipment Replacement (\$466,280).
- Manhole Rehab, Sewer Line Rehab, Tank Rehab (\$210,000).
- Vehicle/Truck Replacements (\$353,187).

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

- Reclaim Water Expansion Phase 4 (\$1,260,000).
- 2019 Water Main Improvements (\$2,244,938).

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

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

### **Potable Water**

The City received a new Consumptive Use Permit for groundwater withdrawal in 2017. Compliance with this permit requires additional distribution of reclaimed water, recharge in rapid infiltration basins and development of additional water sources outside the Blue Spring springshed. Projects in FY 18/19 include continued partnership with Volusia County in the development of a well field on the Leffler Tract, development of new wells east of I-4 near the Fairgrounds and participation with the other West Volusia Water Suppliers in the Borrow Pit Rehabilitation Project located west of Blue Spring.

### **Reclaimed Water**

Construction of additional reclaimed water pipelines to serve the Crystal Cove and Alexandria Point subdivisions will begin in FY 18/19 and will be completed in the coming fiscal year. The budget also includes funding for design of an additional reclaimed water pipeline to be extended west along International Speedway Boulevard to Spring Garden Avenue. Staff anticipates that, once this pipeline is constructed, grant funding will be obtained to serve subdivisions in that area.

### **Wastewater Collection and Treatment**

The operating permit for our wastewater treatment plant was renewed in 2018. Projects completed in the past fiscal year allow the treatment plant to meet advanced wastewater treatment standards for nitrogen and phosphorus. A project to upgrade the treatment plant's third filter and upgrade the capacity of pumps at the St. Johns River to allow the City to process 4.5 million gallons per day of river water for irrigation and recharge will be completed in FY 18/19. The budget also contains funding to design additional gravity sewers in the Spring Hill area. Staff anticipates that having this "shovel ready" project designed and permitted will facilitate grant funding in future years.

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. A project was completed in FY 18/19 which enhanced dewatering of our treatment plant sludge, reducing hauling and disposal costs by 15–20%.

## Geographic Information System (GIS)

The FY 18/19 budget contains an allocation to continue mapping of critical utility infrastructure in the geographic information system (GIS) format. By the end of FY 18/19, almost all of the City's service area will have been incorporated in the GIS. In the upcoming fiscal year budget, funding is requested to precisely locate valves and water meters and to incorporate new subdivision infrastructure constructed in the recent past.

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

Costs to comply with reasonably foreseen operational needs and regulatory mandates have largely been programmed in the budget for FY 18/19 or are included in the City's Capital Improvement Plan. Provided the City implements rates and continues to collect water and sewer impact fees, sufficient funding is expected to be available to implement the programs discussed above.

## **AIRPORT**

### ***Revenue***

The principal source of revenue for the airport is charges for t-hangars and property lease revenue. The budget includes lease, grant, and sponsorship revenue of \$3,815,695. This includes a 3.36% increase for t-hanger rentals.

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

There are funds included in the budget for the Sport and Aviation Expo, which are offset by sponsorships (\$111,340), funding for the Airport GIS mapping project (\$10,000), and funds for a 3% merit increase (\$12,165). The budget includes the following capital projects funded by \$2,106,000 of grant revenue, \$28,063 from current year revenue and \$163,732 from transfers from operating reserves.

- Equipment Replacement (\$84,795).
- South Apron Rehabilitation (\$800,000).
- General Administration Complex Apron (\$973,000).
- East Hanger Complex Phase 2, Infrastructure Design (\$140,000).
- Rehabilitate Runway 5/23, Design (\$140,000).
- Fuel Tank, Design and Install (\$160,000).

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

In FY 18/19, the Airport will focus on completing construction of the Administration Building, Apron and Fuel Tank, and beginning construction on infrastructure for the Sport Aviation Village along with hosting the third annual Sport Aviation Expo.

## **STORMWATER**

### ***Revenue***

Stormwater revenue for FY 18/19 is estimated at \$2,271,169 or an increase of 21.98%, primarily due to growth and the use of \$576,845 debt proceeds 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 budget calls for continuation of Contract Street sweeping (\$65,000). The budget includes funds for a 3% merit increase (\$10,583). Lastly, there is funding for capital replacement: Sewer Jet Replacement (\$371,845), Mower Replacements (\$42,204), a New Pole Barn to protect equipment (\$205,000), Vehicle Replacement (\$29,689) and Miscellaneous Stormwater Improvements (\$120,000).

### ***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 budget for FY 18/19 is \$1,959,428. This is an increase of 32.91%.

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

The budget includes funds for a 3% merit increase (\$27,580). The budget includes a new Plans Examiner and Building Inspector (\$132,485). The budget also includes the following capital:

3 Vehicle Replacements (\$72,072).

### ***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 short staffed due to the tight labor market.

The development and implementation of the Land Development Software package is on track to be launched in the late Summer of 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, and cross training staff. We did this to improve efficiency, accountability and customer service.

## **COMMUNITY REDEVELOPMENT AGENCY**

### ***Revenue***

The budget is \$446,094, an 5.23% increase. The preliminary taxable value in the downtown increased over base year by \$27,576,580, an increase of \$1,927,565 or 4.22% from the prior year. This increase in taxable value will generate an additional \$11,184 in taxes at the millage rate previously discussed. Using the millage rate for the City, and the current millage for all other contributing taxing entities, the estimated ad valorem revenue for FY 18/19 is \$391,436. This is an increase of 8.50%. The budget increases reserves by \$62,002 leaving an estimated \$120,278 at the end of FY 18/19.

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

Programs for the FY 18/19 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. Mainstreet DeLand Association has asked for an increase in the budget for their contract. The budget includes an additional \$5,000 for Mainstreet DeLand Association. The Museum of Art DeLand is no longer able to fund the sculpture program so there are funds to continue that program in the budget (\$25,000). Additionally, they have asked for \$7,000 which is not included in the budget for Tree Wraps and Landscaping around the sculpture on the south side of Chess Park.

## **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 \$8,191,184, an increase of \$3,212,268 or 5.79% from the prior year. This is the third year since the beginning of the recession that values have been positive. This increase will generate an estimated \$42,579 in additional tax revenue.

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

The budget totals \$335,076 and includes funds to operate the Community Resource Center. All other projects and programs except exterior improvement grants were eliminated from the budget. The budget increases reserves by \$83,395 leaving an estimated \$241,372 at the end of FY 18/19.

2019 CDBG grant funds totaling \$187,658 will help offset total cost of the new Springhill Community Resource Center. \$500,000 from Volusia County and the City have already been allocated towards this project in 2018. The additional CDBG grant funds in 2019 should help cover costs associated with the parking lot.

***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 begin considering capital projects.

**ACKNOWLEDGEMENTS**

I would like to recognize Dan Stauffer, Finance Director, Heidi Van Etten, Assistant Finance Director, and Kyong Song-Grant, Budget Manager, for their professionalism and continued dedication to continuous improvement in the budget process. I would also like to thank Mike Grebosz, Assistant City Manager for his hard work on the performance measures. Thanks to their efforts, the Government Finance Officers Association has awarded DeLand the Distinguished Budget Award for the past fourteen 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 budget and I look forward to working with you to address the challenges and opportunities that lie ahead.

Very truly yours,



Michael Pleus, ICMA-CM  
City Manager

# STRATEGIC PLANNING

## Introduction

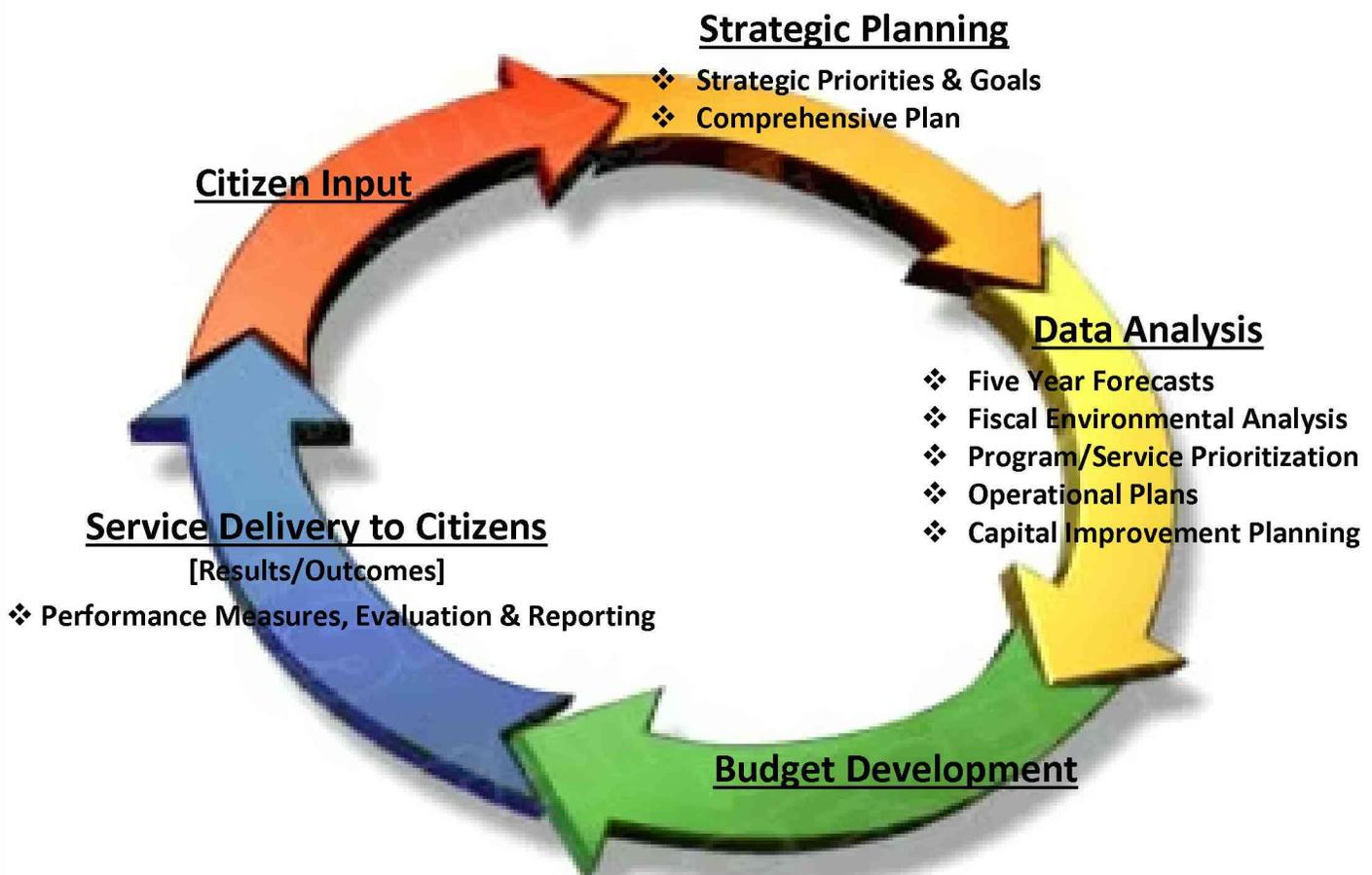
The City of DeLand strives to address community issues as they arise and anticipate the needs of the community. The City Commission, City Manager and City staff feel that they are taking positive and proactive measures to address major issues and concerns of the citizens. The City leadership is interested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

### What is strategic planning?

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

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

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



# Vision for DeLand, Florida

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Strategic Results:**

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

**Strategies:**

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

***Action Steps:***

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

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

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

***Action Steps:***

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

**Foster collaboration and partnerships**

***Action Steps:***

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

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

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

**Strategic Results:**

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

## Strategies:

### Annexation

#### *Action Steps:*

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

#### *Redevelopment Action Steps:*

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

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

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

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

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

#### **Strategic Result:**

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

## Strategies:

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

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

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

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

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

***Action Step:***

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

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

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

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

**Strategic Results:**

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

## Strategies:

### Walkability and alternative mobility

#### Action Steps:

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

### Traffic Mobility

#### Action Steps:

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

### Design and Appearance

#### Action Steps:

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

### Strategic Focus Area: High value government.

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

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

## **Strategic Results:**

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

## **Strategies:**

### **Technology leadership**

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

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

### **Organizational Improvement**

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

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

### **Facilities and infrastructure**

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

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

### **Future planning**

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

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

8. Develop a plan for future park facility needs.

#### **Service Improvements**

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

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

#### **Staff development**

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

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

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

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

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

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

##### **Strategies:**

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

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

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

#### **Citizenship development**

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

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

#### **Expanded access**

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

1. Encourage civic engagement in the policy development process.

2. Continue a City Commission citizen concern response system.

## **Legislative**

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

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

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

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

### **Strategies:**

#### **Maintain public safety**

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

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

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

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

### **Strategic Results:**

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

### **Strategies:**

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

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

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

**Increase opportunities for affordable housing.**

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

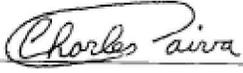
***Action Steps:***

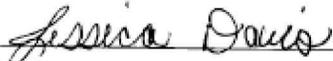
1. Promote sustainability in policy decisions.
2. Identify sustainability initiatives to be pursued with grant money.
3. Pursue Florida Green City platinum designation.

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

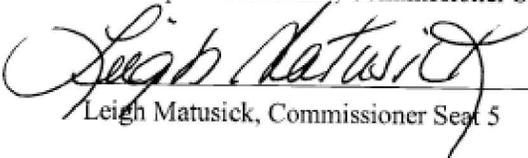
Approved by the City Commission of the City of DeLand this 17<sup>th</sup> day of September, 2018

  
Robert F. Apgar, Mayor – Commissioner

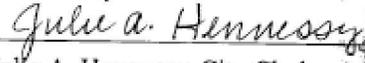
  
Charles Paiva, Commissioner Seat 2

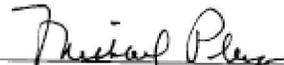
  
Jessica Davis, Commissioner Seat 3

  
Christopher Cloudman, Commissioner Seat 4

  
Leigh Matusick, Commissioner Seat 5

ATTEST:

  
Julie A. Hennessy, City Clerk - Auditor

  
Michael P. Pleus, ICMA-CM, City Manager



# BUDGET CALENDAR

## Budget Preparation/Goal Setting

February 24	Strategic Planning/Goal Setting Workshop with City Commission
March 2	Release budget preparation materials to Departments

## Budget Preparation/Goal Setting

### Budget (including CIP) Request Submission Deadlines

March 30	All Departments FINAL DAY (Capital, Goals & Objectives, Performance Measures and Line Items)
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### Department Review with City Manager and Finance Director

Week of April 30	General and Enterprise Funds Review
May 4	All Department FINAL DAY for submission of revised Goals & Objectives and Performance Measures

### Budget Workshops with City Commission

June 29	Release budget to City Commission and CRA's
July 9-11	Review Proposed Budget including Department Presentation
July 12	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 11	Deadline to submit budget advertisements to News Journal
September 14	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 17	Final public hearing on budget for Downtown CRA
September 17	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 20	Within 3 days of Adoption, copy of Resolution delivered to Property Appraiser, the tax collector, and the Department of Revenue
September 20	Within 3 days of Adoption, complete and certify DR-420MM and DR-487V in eTRIM
October 17	Post budget book on City website (within 30 days of adoption per S.166.241.F.S. eff. 10/1/11)

# FINANCIAL MANAGEMENT POLICY STATEMENT

## **Statement of Purpose**

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

## **Accounting System and Budgetary Control**

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

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

The concept of reasonable assurance recognizes that:

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

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

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

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

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

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

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

## **Operating Budget**

### **A. Preparation**

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

Office of the City Clerk.

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

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

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

February-March: Department Budget Preparation

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

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

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

July 1: Assessment Data

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

July: Adoption of tentative/TRIM millage rate

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

August: Property Appraiser Mails TRIM Notices

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

September: Public Hearings

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

October: Certification of Budget to State

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

**B. Balanced Budget**

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

**C. Planning**

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

**D. Reporting**

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

**E. Control and Accountability**

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

**F. Expenditure Requests**

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

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

**G. Contingency**

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

## Revenues

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

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

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

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

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

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

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

## Expenditures

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

## Fund Balance

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

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

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

## Capital Budget and Capital Improvement Program

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

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

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

## Accounting, Auditing, and Financial Reporting

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

## Asset Management

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

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

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

## Treasury

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

## Debt Management

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

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

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

Preliminary Assessed Value – 7/1/18	\$ 1,691,925,454
Debt Limit 20% of Assessed Value	338,385,091
Estimated Total Bonded Debt at 9/30/18 (General Obligation)	<u>385,377</u>
Estimated Legal Debt Margin	<u>\$ 337,999,714</u>

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 32 Years

Distinguished Budget Presentation Award – Received for 17 Years

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

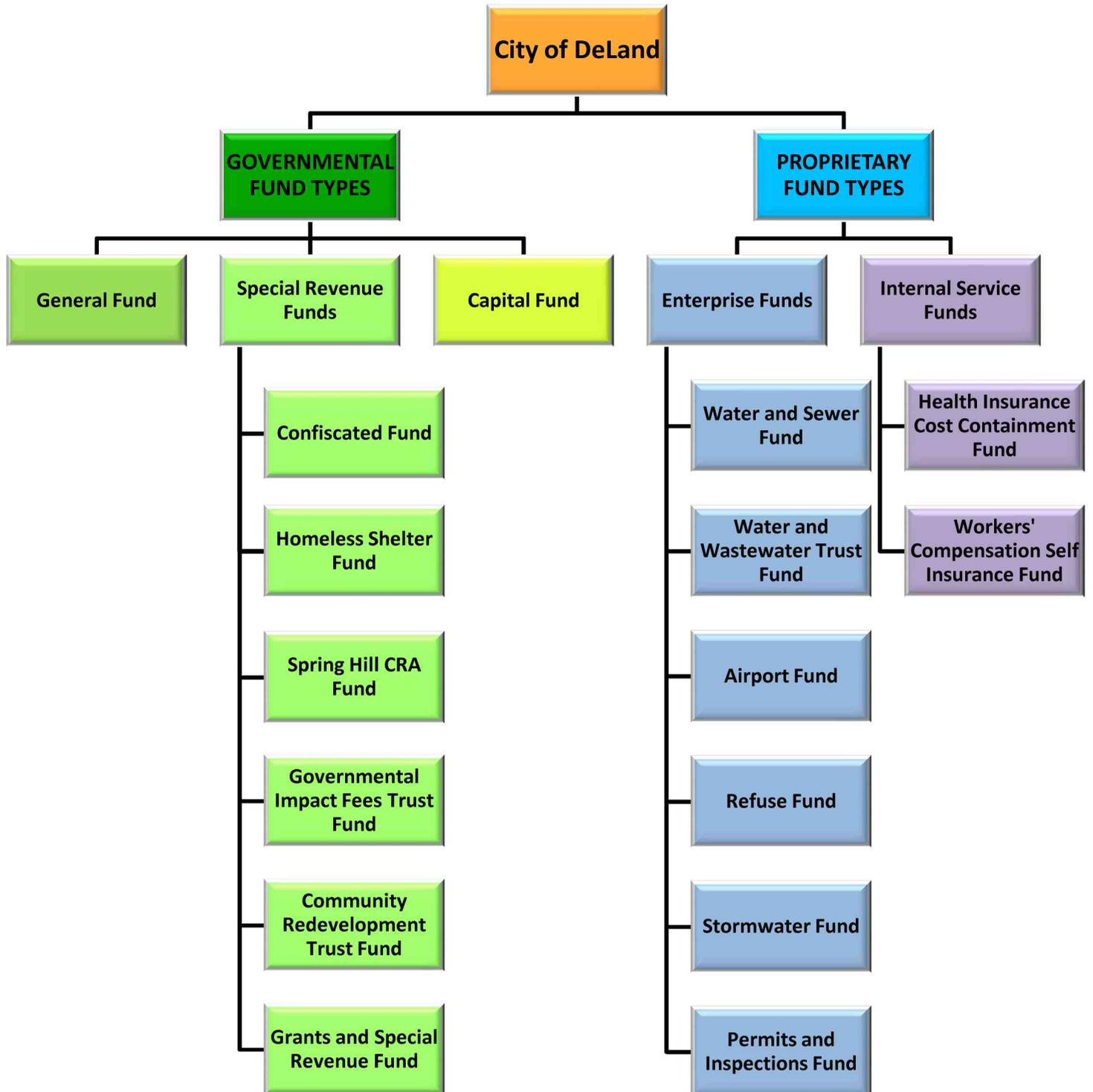
	<u>Actual Balance 9-30-17</u>	<u>Estimated Revenues 17-18</u>	<u>Estimated Expenditures 17-18</u>	<u>Net Change</u>	<u>Estimated Balance 9-30-18</u>	<u>Budgeted Revenues 18-19</u>	<u>Budgeted Expenditures 18-19</u>	<u>Balance Retained Earnings</u>	<u>Estimated 9-30-19</u>
General Fund	3,551,665	28,604,435	28,832,692	(228,257)	3,323,408	29,851,473	30,163,154	(311,681)	3,011,727
Spring Hill CRA Fund	173,045	575,321	532,071	43,250	216,295	335,076	251,681	83,395	299,690
Governmental Impact Fees Trust Fund	70,264	1,064,177	762,879	301,298	371,562	705,230	891,985	(186,755)	184,807
Downtown CRA Fund	656,767	450,826	992,933	(542,107)	114,660	446,094	384,092	62,002	176,662
Water & Sewer Fund	17,480,084	22,577,018	17,087,868	5,489,150	22,969,234	22,772,122	19,792,601	2,979,521	25,948,755
Airport Fund	1,178,496	4,841,418	5,592,082	(750,664)	427,832	3,651,963	3,761,848	(109,885)	317,947
Stormwater Fund	1,502,107	1,641,943	1,712,257	(70,314)	1,431,793	2,271,169	2,002,360	268,809	1,700,602
Permits & Inspections Fund	3,630,289	1,582,446	2,056,637	(474,191)	3,156,098	1,420,483	1,955,428	(534,945)	2,621,153

Budgeted Revenues 18-19 excludes *Transfers from Reserves*.

Budgeted Expenditures 18-19 excludes *Contingency*.

# FUND TYPES

## Fund Structure



## Fund Structure

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

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

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

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

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

	GOVERNMENTAL FUNDS			PROPRIETARY FUNDS		TOTAL BUDGET
	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	
<b>REVENUE FY18-19</b>						
Taxes	\$ 17,543,380	\$ 1,015,492	\$ -	\$ -	\$ -	\$ 18,558,872
Licenses and Permits	3,420,363	705,230	-	4,723,485	-	8,849,078
Intergovernmental Revenue	5,732,406	222,322	-	2,106,000	-	8,060,728
Charges for Services	668,719	54,658	-	28,094,185	1,320,672	30,138,234
Judgments, Fines, and Forfeits	91,000	3,000	-	-	-	94,000
Miscellaneous Revenues	465,010	140,668	-	1,599,873	-	2,205,551
Other Source	3,382,608	264,576	8,600,953	1,364,422	-	13,612,559
Total Budget	\$ 31,303,486	\$ 2,405,946	\$ 8,600,953	\$ 37,887,965	\$ 1,320,672	\$ 81,519,022
<b>EXPENDITURES FY18-19</b>						
General Government Services	\$ 6,495,803	\$ 1,194,344	\$ 1,856,684	\$ -	\$ 1,224,467	\$ 10,771,298
Community Development	829,890	-	-	-	-	829,890
Public Safety	15,211,290	213,143	6,224,396	1,239,918	-	22,888,747
Physical Environment	1,533,644	-	102,825	28,181,176	-	29,817,645
Transportation	1,461,162	288,980	188,663	5,485,781	-	7,424,586
Economic Environment	337,960	-	23,400	-	-	361,360
Culture & Recreation	2,949,165	709,479	204,985	-	-	3,863,629
Other Financing Source (Uses)	2,484,572	-	-	2,981,090	96,205	5,561,867
Total Budget	\$ 31,303,486	\$ 2,405,946	\$ 8,600,953	\$ 37,887,965	\$ 1,320,672	\$ 81,519,022

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

# DEPARTMENT AND FUND RELATIONSHIP

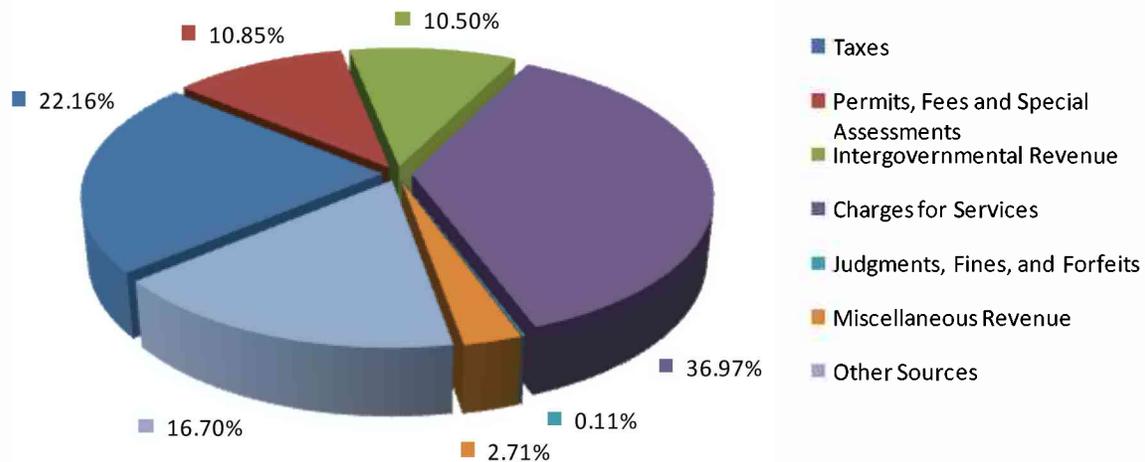
	General Fund	Grants & Special Revenue Fund	Other Gov't Funds	Capital Fund	Water & Sewer Fund	Municipal Airport Fund	Refuse Collection Fund	Other Proprietary Funds
<b>General Fund:</b>								
<i>General Government:</i>								
City Commission	✓							
City Manager	✓							
City Clerk	✓							
Finance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

# REVENUE SOURCES

## Where the Money Comes From

The City of DeLand has various sources of revenue; each source has unique requirements and limitations on use. Please see the revenues section of the “Financial Management Policy Statement” for more information.

### FY2018-19 Adopted Budget



Following is a breakdown of programmed revenues by fund within in each fund type for FY 2018-2019:

## Governmental Funds

### General Fund

The **General Fund** with a budget of \$31,303,486 comprises 38.40% of this year’s Total City Budget of \$81,519,022.

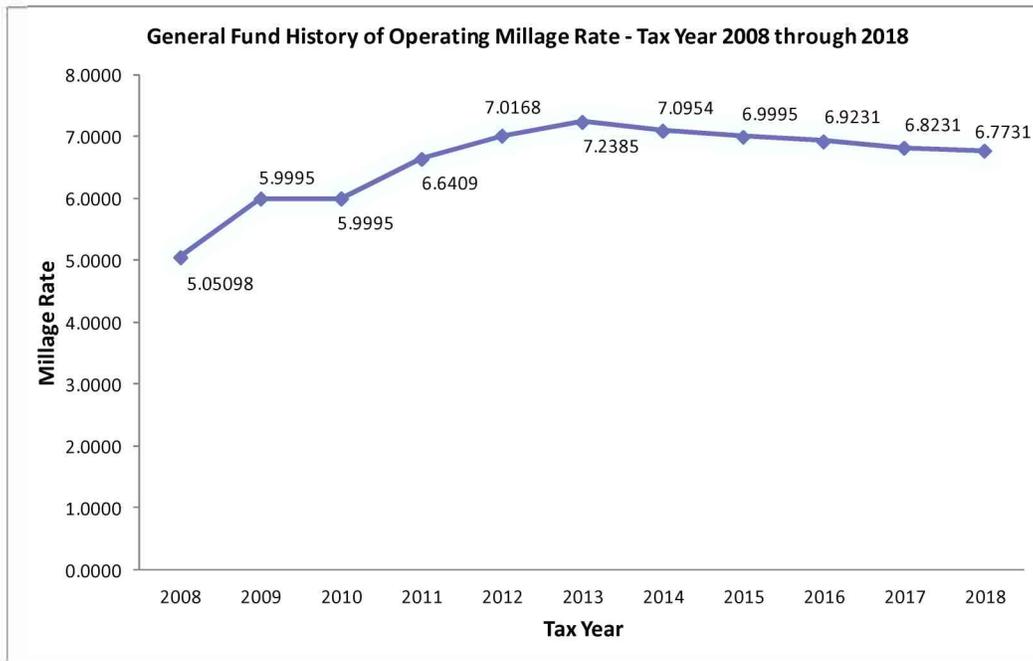
#### **Property Tax – 36.56% of this year’s General Fund budget**

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.

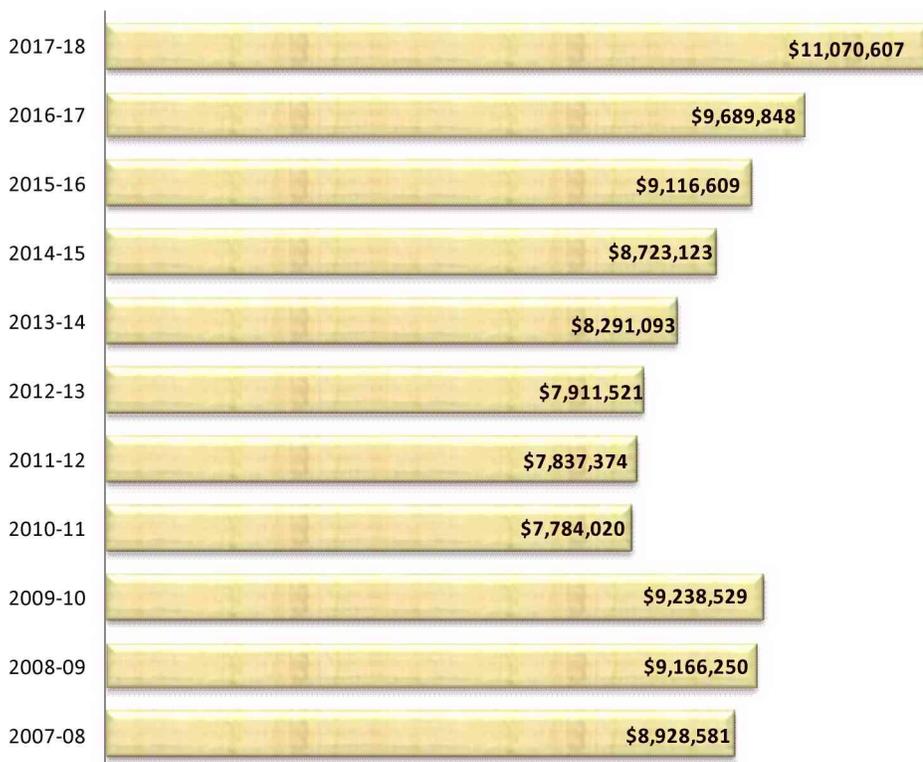
The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary gross taxable value of property at \$1,764,007,219. Excluding the taxable value of new construction and annexation of \$72,081,765, results in a preliminary adjusted taxable value of \$1,691,925,454. This represents an increase of taxable values for 2018 of \$166,248,166 or 10.41% from final gross taxable value of \$1,597,759,053 in the previous tax year.

Based on this information, the estimated rolled-back tax rate for operating expenses is 6.4557 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 0.3674 lower than the prior year’s adopted millage rate of 6.8231 mills. On September 17, 2018 the City Commission approved a millage rate of 6.7731. The revenue at this approved millage rate is \$835,577 more than property tax revenues budgeted the prior fiscal year.

The approved tax millage for debt service is 0.2353 mills, yielding \$394,341 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 7.0084 mills represents a 0.0691 mills decrease from the prior fiscal year.



### Ad Valorem Tax Revenue History



Note: Fiscal Year 2017-18 is based on actual revenue as of September 1, 2018.

### 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>	\$5.69	\$0.55	\$0.20	\$0.20	\$6.28	\$0.26	\$2.18	\$0.03	\$6.77	\$0.24	\$22.40
<b>%</b>	25.4%	2.5%	0.9%	0.9%	28.0%	1.2%	9.7%	0.1%	30.2%	1.1%	100.0%

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

#### **Other Taxes – 19.48% 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 \$357,517 in anticipated local option gas tax funds based upon prior year anticipated revenue.

**Utility Taxes** - are derived from a 10% utility tax on electric, water, gas and propane. It is anticipated revenues from this source will yield \$4,139,851, or an increase of \$290,458 from prior year budgeted revenues based upon prior year anticipated revenue.

**Occupational Licenses** – includes \$259,534 in local business licenses compared to \$257,454 budgeted for last year based upon prior year anticipated revenue.

#### **Permits, Fees, and Special Assessments – 10.93% of this year’s General Fund budget**

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

**Franchise Taxes** - represent agreements with Progress Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection. It is anticipated revenues from this source will yield \$3,370,684, or an increase of \$659,886 from prior year budgeted revenues based upon prior year anticipated revenue.

#### **Intergovernmental Revenue – 18.31% 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 \$245,409 which includes partial funding for the Victim Advocate position, four police officers, and two administrative staff positions at the Spring Hill Community Resource Center.

State Shared Revenue includes State Revenue Sharing which increased by approximately 8.73% and State Sales Tax which increased by approximately 3.01%. These revenue projections are based upon prior year anticipated revenue plus 3% growth.

#### **Charges for Services – 2.14% 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 13.83% from last year’s budget based upon prior year anticipated revenues and funding for the School Resource Officers.

#### **Judgments, Fines and Forfeits – 0.29% of this year’s General Fund budget**

The City accounts for revenues generated from parking tickets, traffic tickets and code violations in this category. Fines and forfeitures decreased 1.09% and is based upon prior year anticipated revenues.

#### **Miscellaneous Revenue – 1.48% 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 decreased 3.75% based upon prior year anticipated revenues.

#### **Other Sources – 10.81% 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 (\$1,069,725), operating capital (\$78,000), and a transfer from Lot Maintenance (\$38,250) and Tree Reserve (\$66,038).

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 38.50% is paid by the Water and Sewer Revenue Fund.

## Special Revenue Funds

The Homelessness Shelter Fund with a budget of \$315,668 comprises 0.39% of this year's Total City Budget of \$81,519,022.

### **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 \$335,076 comprises 0.41% of this year's Total City Budget of \$81,519,022.

### **Ad-Valorem Taxes – 15.73% of this year's Spring Hill Community Redevelopment Fund budget**

The valuation of property in the Spring Hill tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$58,664,065. This represents a total increase of \$8,191,184 from the 2004 base year, or a 5.79% increase from previous year's final taxable value of \$55,451,797.

### **Intergovernmental Revenue – 84.27% of this year's Spring Hill Community Redevelopment Fund budget**

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

### **Other Sources – 0% 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.

The Governmental Impact Fees Trust Fund with a budget of \$891,985 comprises 1.09% of this year's Total City Budget of \$81,519,022.

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 \$446,094 comprises 0.55% of this year's Total City Budget of \$81,519,022.

### **Ad-Valorem Taxes – 39.78% of this year's Community Redevelopment Fund budget**

The valuation of property in the downtown tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1<sup>st</sup> preliminary taxable value of property at \$47,611,043. This represents a total increase of \$27,576,580 over the 1983 base year, or a 4.22% increase from previous year's final taxable value of \$45,683,478.

### **Intergovernmental Revenue – 47.97% of this year's Community Redevelopment Fund budget**

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

### **Charges for Services – 12.25% 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 – 0% 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 \$397,115 comprises 0.49% of this year’s Total City Budget of \$81,519,022.

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 – 72.77% 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 \$288,980 in anticipated local option gas tax funds to be used solely for street milling and resurfacing projects.

**Intergovernmental Revenue – 24.51% 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 \$97,322 to fund mobile radios.

**Other Sources – 2.72% 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 (\$10,813) to provide funding for the mobile radios.

## Capital Projects

The **Capital Fund** with a budget of \$8,600,953 comprises 10.55% of this year’s Total City Budget of \$81,519,022.

**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 \$1,051,009, Water and Sewer Fund in the amount of \$840,260, Airport Fund in the amount of \$31,978, and Stormwater Fund in the amount of \$55,024, Permits and Inspections Fund in the amount of \$245,838 for the capital projects that are not funded by special revenues and debt proceeds in the amount of \$6,376,844, the majority of which is to fund the purchase of Information Technology (\$1,493,333), Public Safety (\$6,224,396), Public Works (\$446,839), Parks & Recreation (\$204,985), Community Development (\$23,400) and Administrative Services (\$208,000) software, vehicles and equipment.

## Proprietary Funds

### Enterprise Funds

The **Water and Sewer Fund** with a budget of \$22,772,122 comprises 27.93% of this year’s Total City Budget of \$81,519,022.

**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 – 97.76% 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 3.22% due to newly adopted water and sewer, effective October 1<sup>st</sup>, 2018 approved by the City Commission as result of water and sewer rate study performed during FY16-17.

**Miscellaneous Revenue – 1.87% 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 – 0.37% 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 \$3,504,938 comprises 4.30% of this year’s Total City Budget of \$81,519,022.

**Permits, Fees, and Special Assessments – 99.00% of this year’s Water and Wastewater Trust Fund budget**

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

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

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

**Miscellaneous Revenue – 1.00% 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 – 0% 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.

The **Municipal Airport Fund** with a budget of \$3,815,695 comprises 4.68% of this year’s Total City Budget of \$81,519,022.

**Intergovernmental Revenue – 55.19% 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 \$2,106,000 towards construction of a New Administration Building Apron, South Apron Rehabilitation, East Hanger Complex Phase 2, Rehabilitate Runway 5/23 design and Fuel Tank design and installation.

**Charges for Services – 11.14% 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 – 29.38% 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 – 4.29% 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 \$163,732.

The Refuse Collection Fund with a budget of \$3,564,613 comprises 4.37% of this year's Total City Budget of \$81,519,022.

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

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

The Stormwater Fund with a budget of \$2,271,169 comprises 2.79% of this year's Total City Budget of \$81,519,022.

**Charges for Services – 74.60% of this year's Stormwater Fund budget**

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

**Other Sources – 25.40% 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 debt proceeds in the amount of \$576,845.

The Permits and Inspections Fund with a budget of \$1,959,428 comprises 2.40% of this year's Total City Budget of \$81,519,022.

**Permits, Fees, and Special Assessments – 63.97% of this year's Permits and Inspections Fund budget**

The City accounts for building permits in this category. Programmed into this budget is the amount of \$1,253,547 in building permit revenue based upon prior year's anticipated actual revenue.

**Charges for Services – 7.55% 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 – 0.97% of this year's Permits and Inspections Fund budget**

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

**Other Sources – 27.51% 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 \$538,945.

## Internal Service Funds

The Health Insurance Cost Containment Fund with a budget of \$545,885 comprises 0.67% of this year's Total City Budget of \$81,519,022.

**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 \$774,787 comprises 0.95% of this year's Total City Budget of \$81,519,022.

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

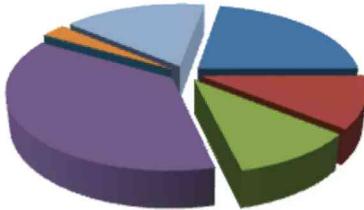
Charges to other funds and departments related to workers' compensation coverage are accounted for in this category. These charges are billed on a cost reimbursement basis in accordance with actuarially determined requirements.

# CITY REVENUE SUMMARY

	2016-17	2017-18	2017-18	2018-19	% Change
REVENUE SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2017-18
Taxes	\$15,809,779	\$16,721,472	\$16,990,809	\$18,062,506	8.02%
Permits, Fees and Special Assessments	8,758,014	7,902,633	9,226,175	8,849,078	11.98%
Intergovernmental Revenue	6,672,798	8,963,923	10,361,443	8,557,094	-4.54%
Charges for Services	28,382,514	29,290,872	29,841,123	30,138,234	2.89%
Judgments, Fines, and Forfeits	111,068	118,216	127,104	94,000	-20.48%
Miscellaneous Revenue	2,360,625	2,013,409	2,312,984	2,205,551	9.54%
Other Sources	<u>3,020,883</u>	<u>9,505,373</u>	<u>18,485,735</u>	<u>13,612,559</u>	43.21%
<b>Total Revenues</b>	<b>\$65,115,681</b>	<b>\$74,515,898</b>	<b>\$87,345,373</b>	<b>\$81,519,022</b>	<b>9.40%</b>

	2016-17	2017-18	2017-18	2018-19	% Change
FUNDS SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2017-18
General Fund	\$26,752,821	\$28,163,530	\$29,897,960	\$31,303,486	11.15%
Confiscated Trust Fund	9,994	61,096	45,673	20,008	-67.25%
Homeless Shelter Fund	280,081	315,668	315,668	315,668	0.00%
Spring Hill Community Redevelopment Trust Fund	30,370	614,239	325,321	335,076	-45.45%
Governmental Impact Fees Trust Fund	747,566	732,879	1,064,199	891,985	21.71%
Downtown Community Redevelopment Trust Fund	399,517	423,912	1,023,910	446,094	5.23%
Grants and Special Revenue Fund	759,656	1,286,311	1,284,431	397,115	-69.13%
Capital Fund	1,003,811	2,108,086	2,557,127	8,600,953	308.00%
Water and Sewer Fund	21,382,142	21,897,966	24,756,428	22,772,122	3.99%
Water and Wastewater Trust Fund	4,363,884	4,395,968	10,637,893	3,504,938	-20.27%
Airport Fund	1,658,519	6,277,691	5,807,890	3,815,695	-39.22%
Refuse Fund	2,821,642	3,564,613	3,564,635	3,564,613	0.00%
Stormwater Fund	1,615,358	1,861,859	2,101,382	2,271,169	21.98%
Permits and Inspections Fund	1,896,251	1,474,230	2,596,538	1,959,428	32.91%
Health Insurance Cost Containment Fund	558,978	574,385	579,900	545,885	-4.96%
Workers' Compensation Self-Insurance Fund	<u>835,091</u>	<u>763,465</u>	<u>786,418</u>	<u>774,787</u>	1.48%
<b>Total Revenues</b>	<b>\$65,115,681</b>	<b>\$74,515,898</b>	<b>\$87,345,373</b>	<b>\$81,519,022</b>	<b>9.40%</b>

Fiscal Year 2019 City Summary Revenue Summary - By Source



- Taxes 22.16%
- Permits, Fees and Special Assessments 10.85%
- Intergovernmental Revenue 10.50%
- Charges for Services 36.97%
- Judgments, Fines, and Forfeits 0.11%
- Miscellaneous Revenue 2.71%
- Other Sources 16.70%

Fiscal Year 2019 City Summary Revenue Summary - By Fund



- General Fund - 38.40%
- Confiscated Trust Fund - 0.03%
- Homelessness Fund - 0.39%
- Spring Hill CRA Trust Fund - 0.41%
- Governmental Impact Fees Trust Fund - 1.09%
- Downtown CRA Trust Fund - 0.55%
- Grants & Special Revenue Fund - 0.49%
- Capital Fund - 10.55%
- Water & Sewer Fund - 27.93%
- Water & Wastewater Trust Fund - 4.30%
- Airport Fund - 4.68%
- Refuse Fund - 4.37%
- Stormwater Fund - 2.79%
- Permits & Inspections Fund - 2.40%
- Health Insurance Cost Containment Fund - 0.67%
- Workers' Compensation Self-Insurance Fund - 0.95%

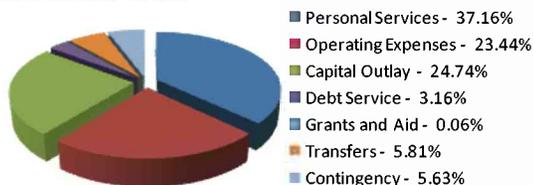
# CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 26,151,540	\$ 28,566,182	\$ 27,825,191	\$ 30,291,846	6.04%
Operating Expenses	16,034,951	18,728,755	18,376,278	19,108,573	2.03%
Capital Outlay	7,102,298	17,014,370	24,085,677	20,166,016	18.52%
Debt Service	1,299,564	2,028,088	1,521,412	2,575,346	26.98%
Grants and Aid	20,050	121,065	115,781	52,500	-56.63%
Transfers	2,968,640	2,480,188	4,848,173	4,732,835	90.83%
Contingency	1,240,262	5,577,250	5,646,824	4,591,906	-17.67%
<b>Total Expenditures</b>	<b>\$ 54,817,305</b>	<b>\$ 74,515,898</b>	<b>\$ 82,419,336</b>	<b>\$ 81,519,022</b>	<b>9.40%</b>

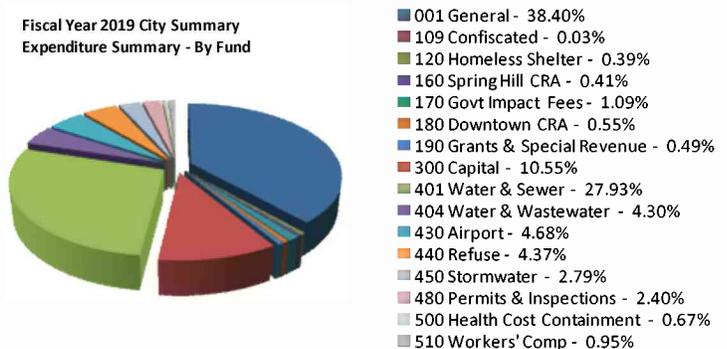
FUNDS SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
General Fund	\$ 26,348,038	\$ 28,163,530	\$ 30,139,678	\$ 31,303,486	11.15%
Confiscated Trust Fund	68,679	61,096	26,216	20,008	-67.25%
Homeless Shelter Fund	204,543	315,668	315,668	315,668	0.00%
Spring Hill Community Redev.Trust Fund	45,438	614,239	532,071	335,076	-45.45%
Governmental Impact Fees Trust Fund	622,903	732,879	762,879	891,985	21.71%
Downtown Community Redev Trust Fund	366,250	423,912	1,089,768	446,094	5.23%
Grants & Special Revenue Fund	612,562	1,286,311	1,283,704	397,115	-69.13%
Capital Fund	1,003,807	2,108,086	2,557,127	8,600,953	308.00%
Water and Sewer Fund	14,569,231	21,897,966	21,025,903	22,772,122	3.99%
Water and Wastewater Trust Fund	2,923,315	4,395,968	10,201,941	3,504,938	-20.27%
Airport Fund	1,372,424	6,277,691	5,640,763	3,815,695	-39.22%
Refuse Fund	2,822,150	3,564,613	3,564,613	3,564,613	0.00%
Stormwater Fund	1,225,471	1,861,859	1,934,544	2,271,169	21.98%
Permits and Inspections Fund	1,348,890	1,474,230	2,090,637	1,959,428	32.91%
Health Insurance Cost Containment Fund	535,261	574,385	533,885	545,885	-4.96%
Workers' Compensation Self-Ins. Fund	748,343	763,465	719,939	774,787	1.48%
<b>Total Expenditures</b>	<b>\$ 54,817,305</b>	<b>\$ 74,515,898</b>	<b>\$ 82,419,336</b>	<b>\$ 81,519,022</b>	<b>9.40%</b>

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
General	255.28	258.64	262.30	264.30	269.30
Water & Sewer	101.50	105.00	109.37	111.87	116.50
Airport	4.50	6.00	8.00	8.00	8.00
Stormwater	8.75	8.75	9.50	9.50	9.50
Permits & Inspections	10.13	11.13	12.95	14.55	16.55
	380.16	389.52	402.12	408.22	419.85

Fiscal Year 2019 City Summary  
Expenditure Summary - By Type

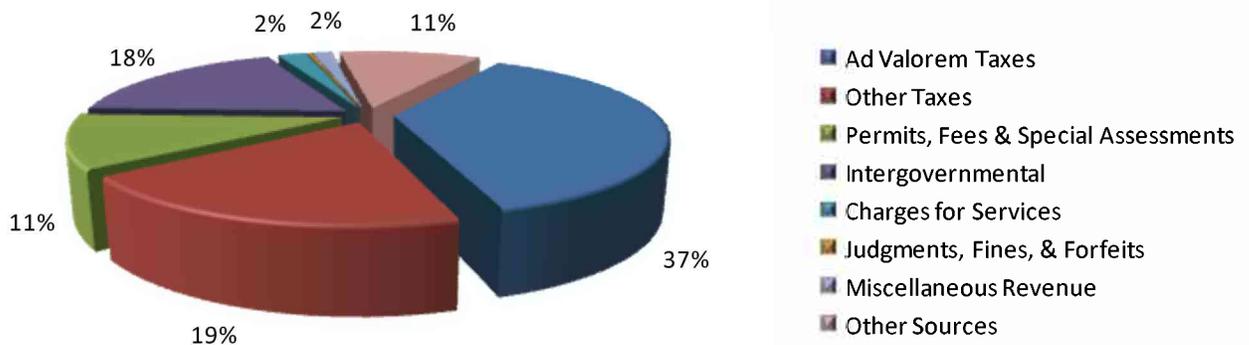


Fiscal Year 2019 City Summary  
Expenditure Summary - By Fund



## GENERAL FUND Revenue Summary

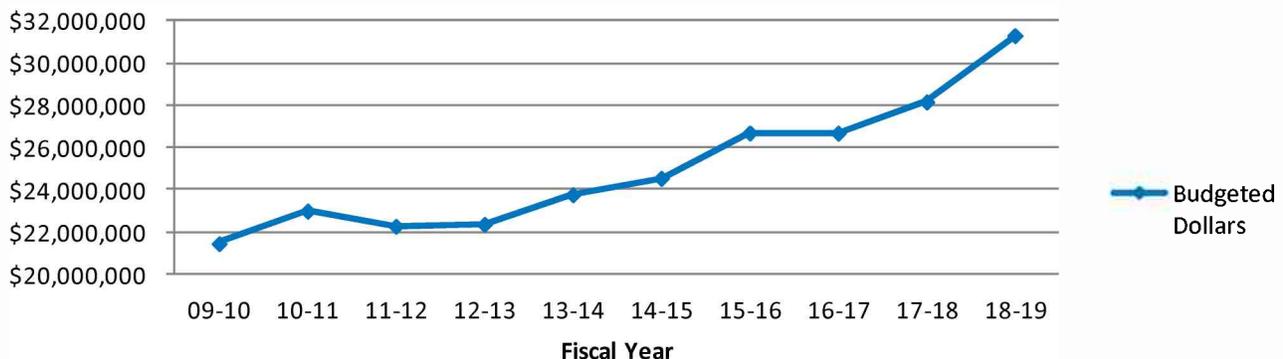
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes	\$ 9,691,866	\$ 10,610,206	\$ 10,610,206	\$ 11,445,783	7.88%
Other Taxes	5,685,517	5,712,019	5,979,184	6,097,597	6.75%
Permits, Fees & Special Assessments	2,868,453	2,760,754	3,321,859	3,420,363	23.89%
Intergovernmental	5,027,701	5,369,327	5,524,710	5,732,406	6.76%
Charges for Services	988,518	587,495	732,792	668,719	13.83%
Judgments, Fines, & Forfeits	104,159	92,000	100,888	91,000	-1.09%
Miscellaneous Revenue	663,892	483,142	516,216	465,010	-3.75%
Other Sources	<u>1,722,715</u>	<u>2,548,587</u>	<u>3,112,105</u>	<u>3,382,608</u>	32.72%
<b>Total General Fund Revenue</b>	<b>\$ 26,752,821</b>	<b>\$ 28,163,530</b>	<b>\$ 29,897,960</b>	<b>\$ 31,303,486</b>	<b>11.15%</b>



## Management Discussion

General Fund revenues have increased approximately 11.15% or \$3,139,956 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 7.88% in FY 18-19.

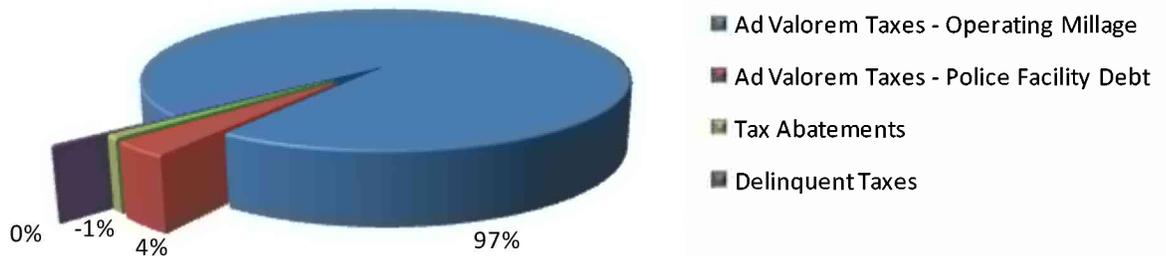
## History of Revenues



## GENERAL FUND

### Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes - Operating Millage	\$ 9,184,731	\$ 10,191,195	\$ 10,191,195	\$ 11,120,262	9.12%
Ad Valorem Taxes - Police Facility Debt	313,889	387,450	387,450	394,341	1.78%
Tax Abatements	0	0	0	(\$100,381)	-100.00%
Delinquent Taxes	<u>193,246</u>	<u>31,561</u>	<u>31,561</u>	<u>31,561</u>	0.00%
<b>Total Ad Valorem Tax Revenue</b>	<b>\$ 9,691,866</b>	<b>\$ 10,610,206</b>	<b>\$ 10,610,206</b>	<b>\$ 11,445,783</b>	<b>7.88%</b>



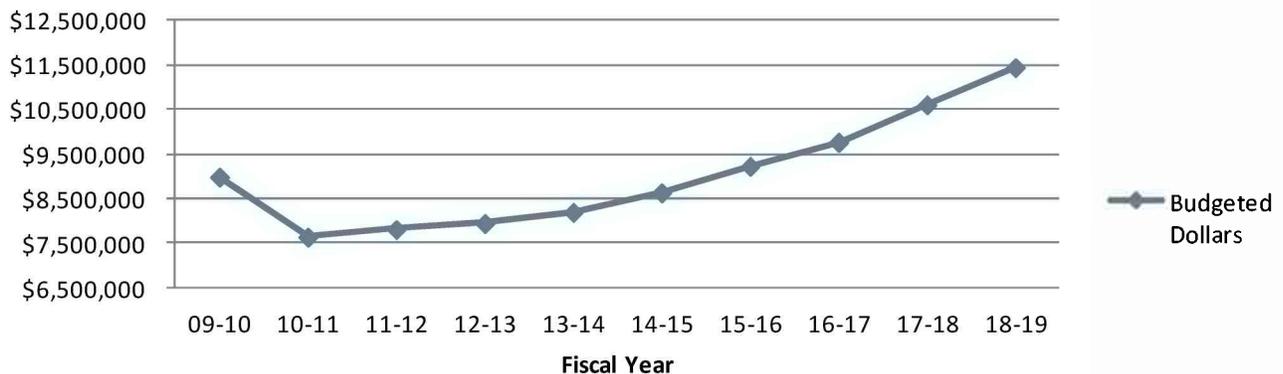
### Management Discussion

The property appraiser has released \$1,764,007,219 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the city limits including the DaVita Lab. The DaVita Lab is tax exempt for the city therefore, the taxable value for the budget exclude the DaVita property value of \$15,600,636. The net preliminary estimated taxable value is \$1,748,406,583. The preliminary taxable value represents a total increase of \$166,248,166 or 10.41% increase from final taxable values of \$1,597,759,053 in the previous tax year. Included in the total taxable value amount for the current year is \$72,081,765 for annexations and new construction.

Based on the taxable valuation described above, the adopted millage rate, which is 0.3174 mills more than the roll back rate of 6.4557, is 6.7731 mills yielding \$11,120,262 in revenues after allowing for discounts and delinquencies and payment to the tax increment district. The debt service millage rate for Tax Year 2017 was 0.2544 mills and for Tax Year 2018 is decreased to 0.2353. This will yield \$394,341 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 2018 to 7.0084 mills compared to 7.0775 last year. This millage rate represents a decrease of 0.0691 mills from the prior year.

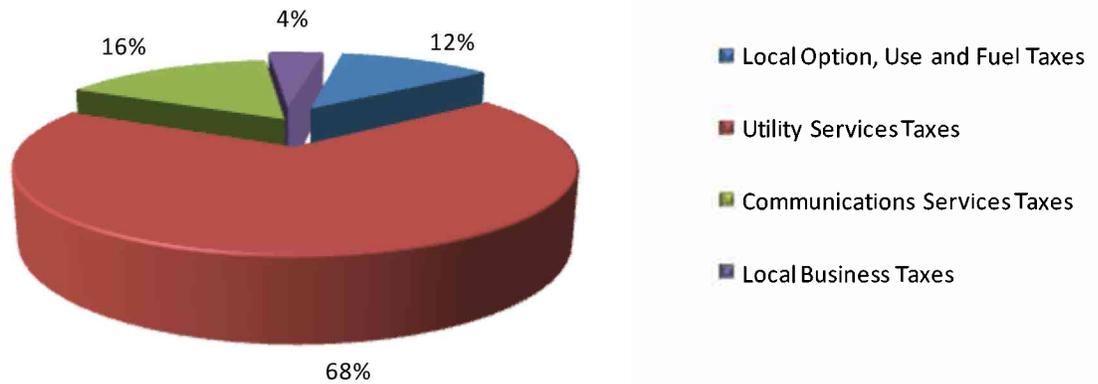
### History of Revenues



## GENERAL FUND

### Other Taxes and Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Local Option, Use and Fuel Taxes	\$ 739,998	\$ 712,482	\$ 712,482	\$ 723,254	1.51%
Utility Services Taxes	3,771,305	3,849,393	4,019,273	4,139,851	7.55%
Communications Services Taxes	914,719	892,690	987,895	974,958	9.22%
Local Business Taxes	<u>259,495</u>	<u>257,454</u>	<u>259,534</u>	<u>259,534</u>	0.81%
Total Other Tax Revenue	<u>\$ 5,685,517</u>	<u>\$ 5,712,019</u>	<u>\$ 5,979,184</u>	<u>\$ 6,097,597</u>	6.75%



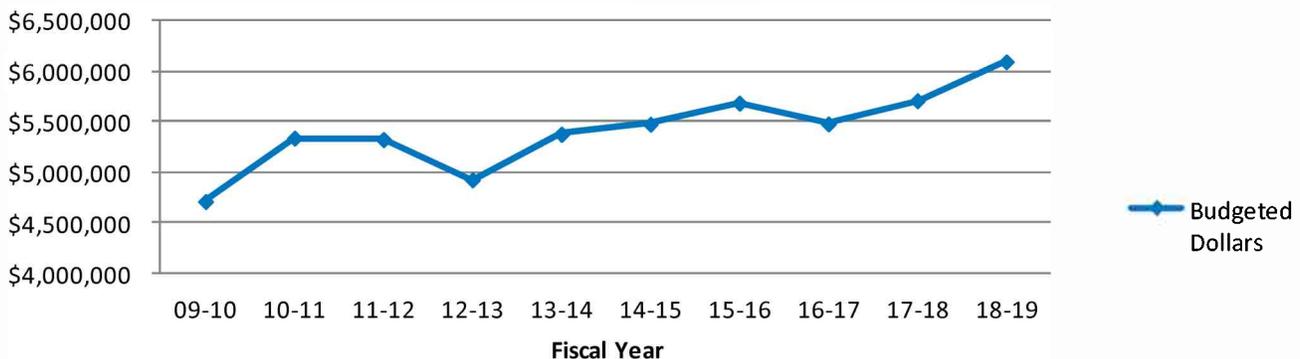
## Management Discussion

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. Anticipated Local option gas tax is \$357,517.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$4,139,851, an increase of approximately \$290,458.

Communications Services Taxes are anticipated to increase by \$82,268 to \$974,958, while Local Business Taxes, which includes occupational licenses, remain steady.

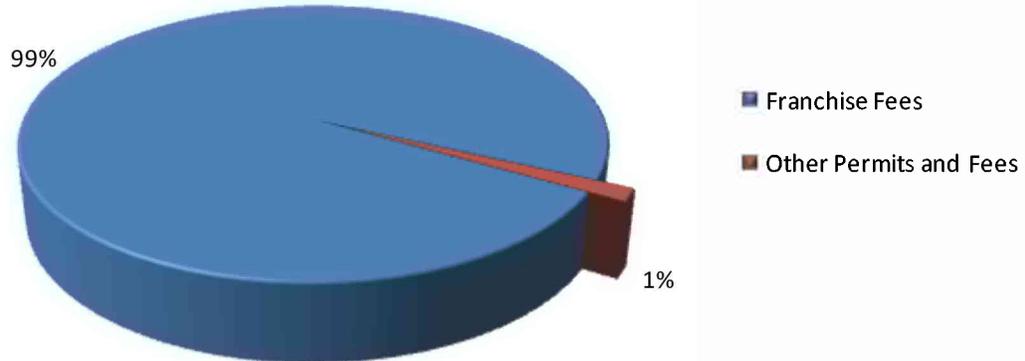
## History of Revenues



## GENERAL FUND

### Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Franchise Fees	\$ 2,819,862	\$ 2,710,798	\$ 3,272,509	\$ 3,370,684	24.34%
Other Permits and Fees	<u>48,591</u>	<u>49,956</u>	<u>49,350</u>	<u>49,679</u>	-0.55%
Total Permits, Fees & Special Assessments	\$ 2,868,453	\$ 2,760,754	\$ 3,321,859	\$ 3,420,363	23.89%

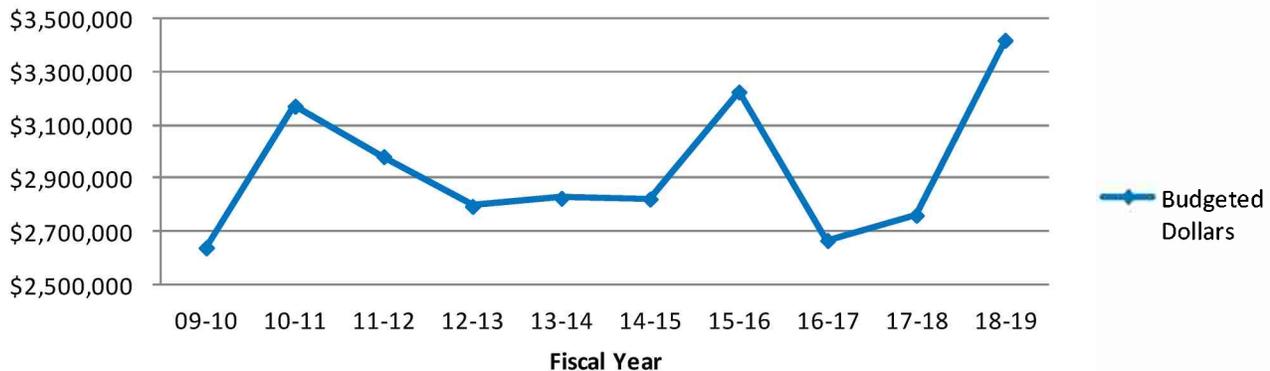


### Management Discussion

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 24.34% more than FY 17-18 budget.

Other Permits and Fees include \$31,500 for Fire Permit revenue, \$17,679 for lighting assessments and \$500 for other fees.

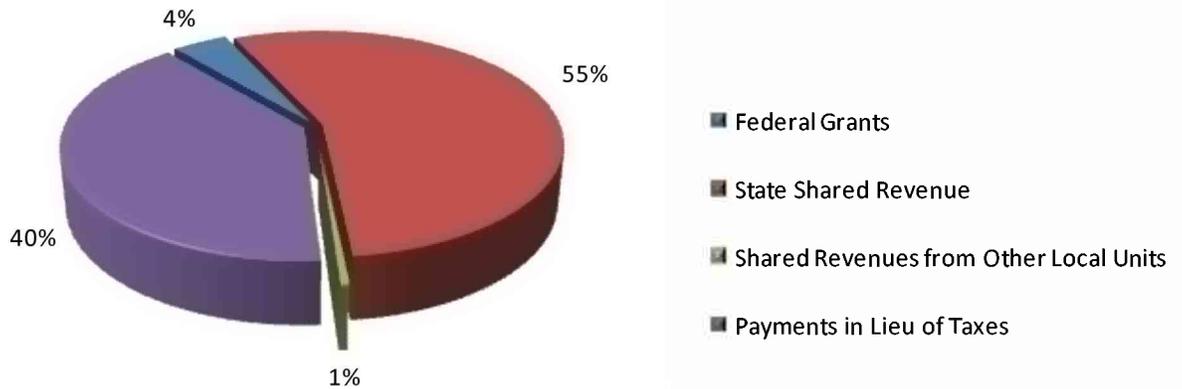
### History of Revenues



## GENERAL FUND

### Intergovernmental Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Federal Grants	\$ 82,330	\$ 70,897	\$ 112,409	\$ 245,409	246.15%
State Shared Revenue	2,830,915	3,013,096	3,108,527	3,165,356	5.05%
Shared Revenues from Other Local Units	27,997	28,027	28,467	28,467	1.57%
Payments in Lieu of Taxes	<u>2,086,459</u>	<u>2,257,307</u>	<u>2,275,307</u>	<u>2,293,174</u>	1.59%
<b>Total Intergovernmental Revenue</b>	<b>\$ 5,027,701</b>	<b>\$ 5,369,327</b>	<b>\$ 5,524,710</b>	<b>\$ 5,732,406</b>	<b>6.76%</b>

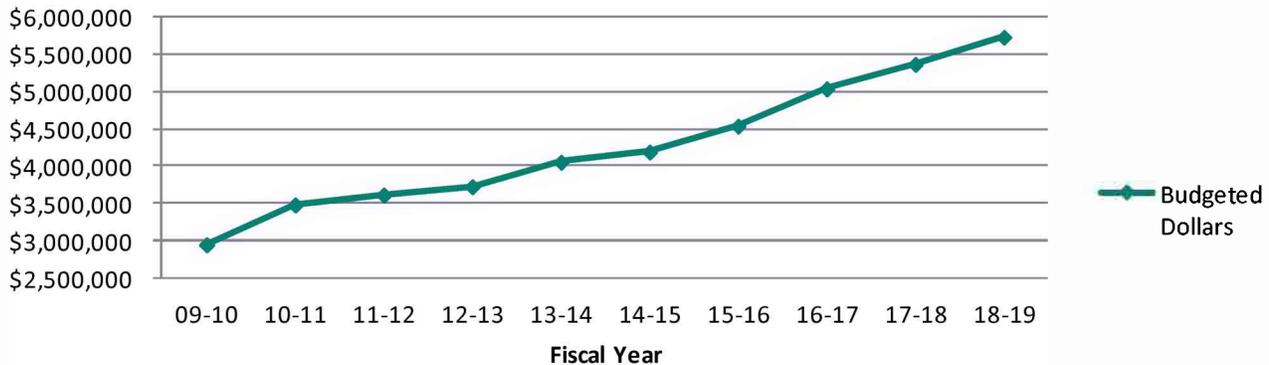


### Management Discussion

State shared revenue in FY 18-19 increased by approximately \$152,260 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 18-19, 1% of the PILOT is equal to \$219,917.

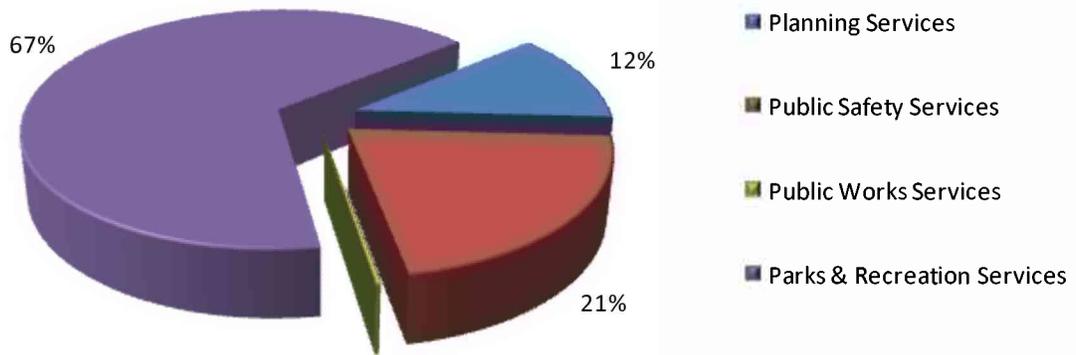
### History of Revenues



## GENERAL FUND

### Charges for Services Revenue Summary

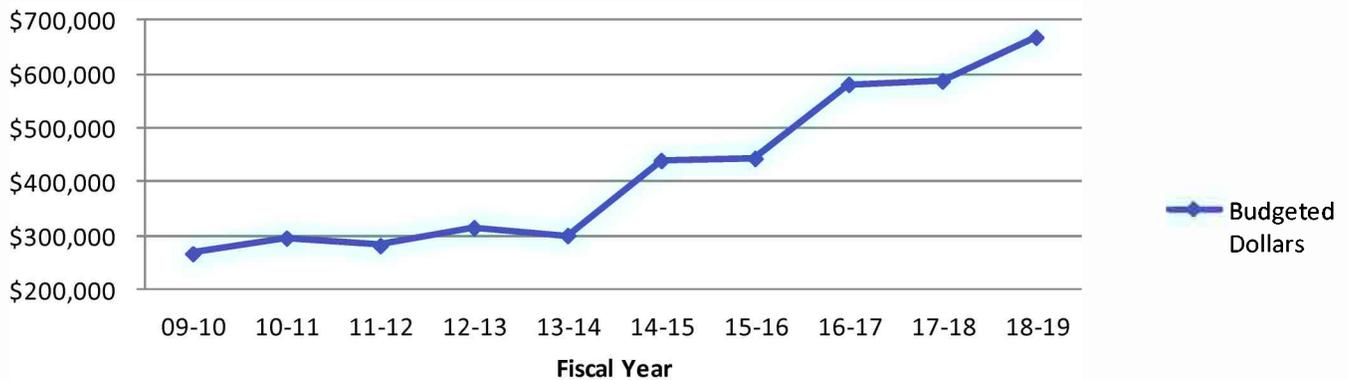
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Planning Services	\$ 81,678	\$ 67,500	\$ 80,470	\$ 80,150	18.74%
Public Safety Services	94,416	74,022	108,085	142,596	92.64%
Public Works Services	359,045	1,500	99,355	1,500	0.00%
Parks & Recreation Services	<u>453,379</u>	<u>444,473</u>	<u>444,882</u>	<u>444,473</u>	0.00%
Total Charges for Services Revenue	\$ 988,518	\$ 587,495	\$ 732,792	\$ 668,719	13.83%



## Management Discussion

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

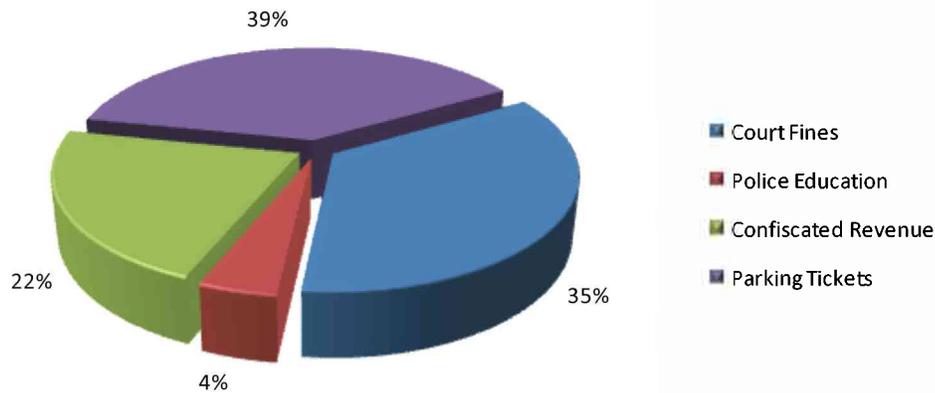
## History of Revenues



## GENERAL FUND

### Judgments, Fines, and Forfeits Revenue Summary

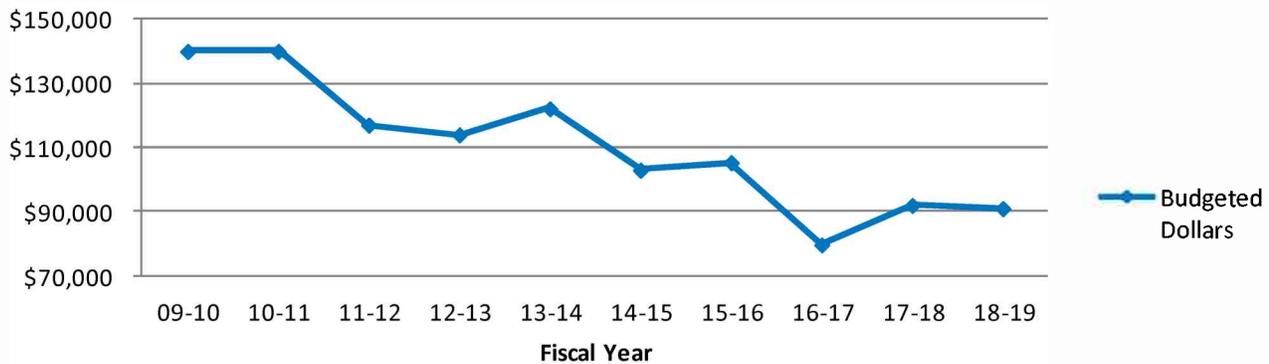
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Court Fines	\$ 32,809	\$ 35,000	\$ 32,613	\$ 32,000	-8.57%
Police Education	4,513	5,000	4,393	4,000	-20.00%
Confiscated Revenue	24,843	20,000	23,987	20,000	0.00%
Parking Tickets	<u>41,994</u>	<u>32,000</u>	<u>39,895</u>	<u>35,000</u>	9.38%
Total Judgments, Fines, and Forfeits	\$ 104,159	\$ 92,000	\$ 100,888	\$ 91,000	-1.09%



## 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.

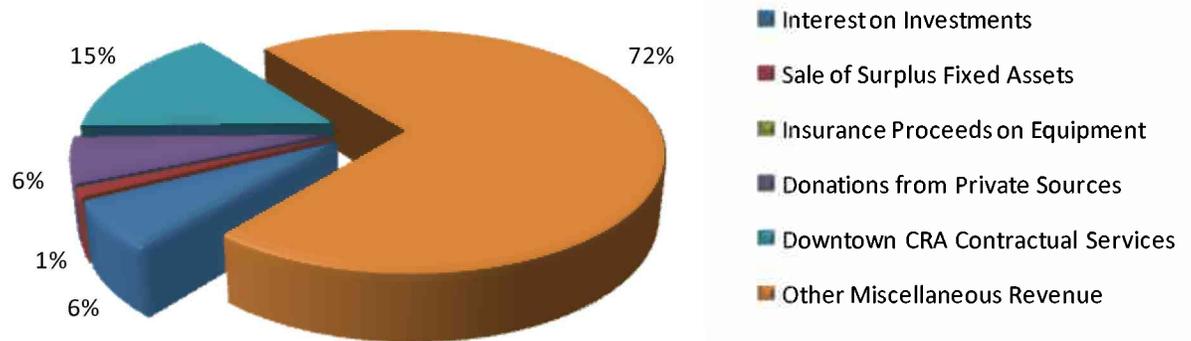
## History of Revenues



## GENERAL FUND

### Miscellaneous Revenue Summary

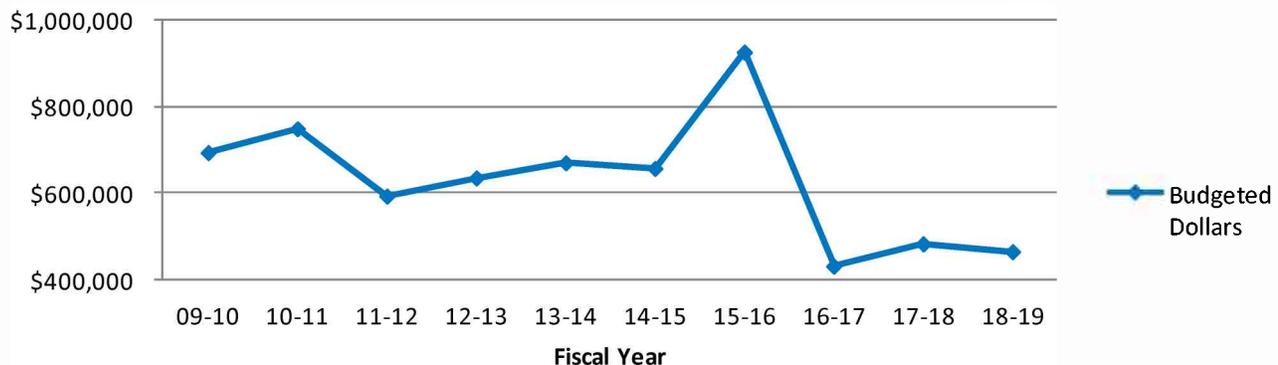
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Interest on Investments	\$ 33,393	\$ 30,000	\$ 30,000	\$ 30,000	0.00%
Sale of Surplus Fixed Assets	13,875	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	63,914	0	0	0	N/A
Donations from Private Sources	35,059	17,000	17,000	28,060	65.06%
Downtown CRA Contractual Services	38,497	35,903	69,210	69,210	92.77%
Other Miscellaneous Revenue	<u>479,154</u>	<u>395,239</u>	<u>395,006</u>	<u>332,740</u>	-15.81%
<b>Total Miscellaneous Revenue</b>	<b>\$ 663,892</b>	<b>\$ 483,142</b>	<b>\$ 516,216</b>	<b>\$ 465,010</b>	<b>-3.75%</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 17-18. 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 (\$85,006).

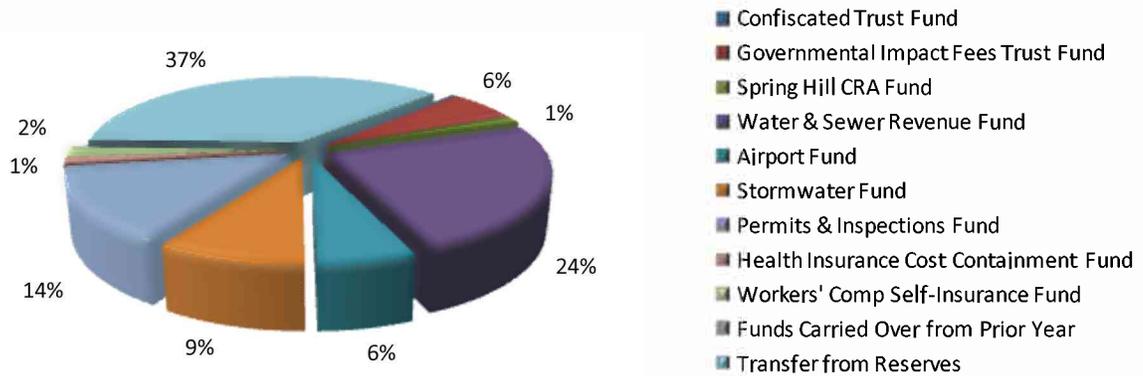
## History of Revenues



# GENERAL FUND

## Other Sources Revenue Summary

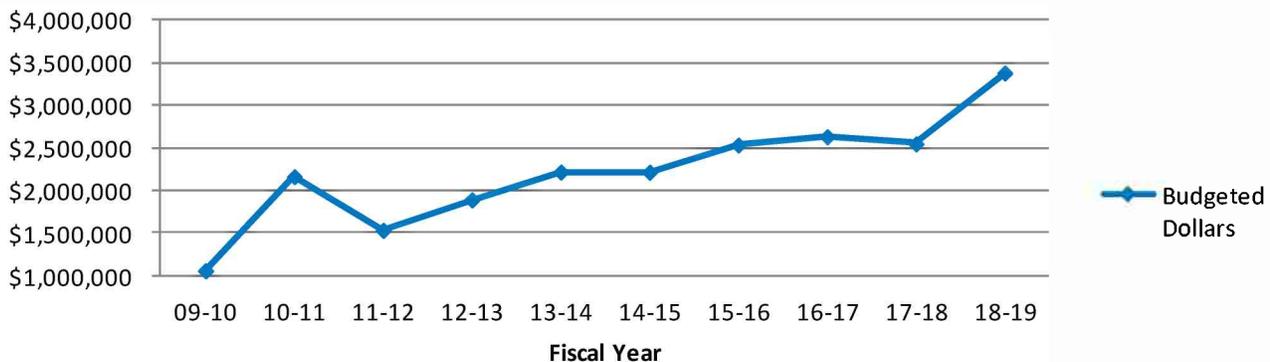
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Confiscated Trust Fund	\$ 0	\$ 34,880	\$ 0	\$ 0	-100.00%
Governmental Impact Fees Trust Fund	0	0	200,000	200,000	100.00%
Spring Hill CRA Fund	10,000	10,000	10,000	42,400	324.00%
Water & Sewer Revenue Fund	703,061	669,449	669,449	820,237	22.52%
Airport Fund	182,047	197,250	197,250	198,150	0.46%
Stormwater Fund	248,720	280,018	280,018	299,931	7.11%
Permits & Inspections Fund	277,476	363,067	363,067	473,672	30.46%
Health Insurance Cost Containment Fund	32,205	32,205	32,205	32,205	0.00%
Workers' Comp Self-Insurance Fund	64,000	64,000	64,000	64,000	0.00%
Funds Carried Over from Prior Year	0	0	423,398	0	N/A
Transfer from Reserves	<u>205,206</u>	<u>897,718</u>	<u>872,718</u>	<u>1,252,013</u>	39.47%
<b>Total Other Sources Revenue</b>	<b>\$ 1,722,715</b>	<b>\$ 2,548,587</b>	<b>\$ 3,112,105</b>	<b>\$ 3,382,608</b>	<b>32.72%</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 \$1,252,013 from General Fund reserves to provide funding for the purchase of capital (\$1,069,725), Operating Capital (\$78,000), Lot Maintenance (\$38,250) and Tree Reserve (\$66,038).

## History of Revenues



# GENERAL FUND

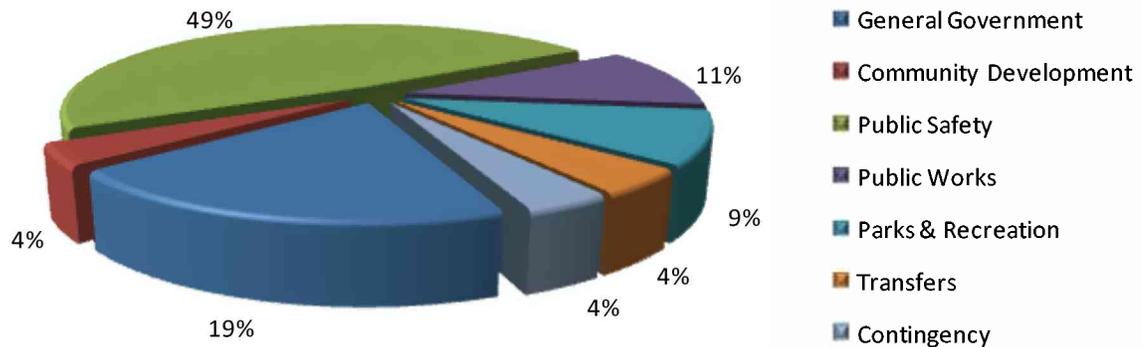
## Expenditure Summary

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 18,128,613	\$ 19,504,055	\$ 19,207,380	\$ 20,591,243	5.57%
Operating Expenses	5,421,953	5,651,991	5,806,521	6,286,483	11.23%
Debt Service	876,661	1,134,665	958,533	1,918,688	69.10%
Grants & Aid	13,365	30,000	22,500	22,500	-25.00%
Transfers	1,073,067	635,833	2,837,758	1,344,240	111.41%
Contingency	<u>834,379</u>	<u>1,206,986</u>	<u>1,306,986</u>	<u>1,140,332</u>	-5.52%
Total Budget	\$ 26,348,038	\$ 28,163,530	\$ 30,139,678	\$ 31,303,486	11.15%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
General Government	\$ 5,202,269	\$ 5,532,872	\$ 5,464,296	\$ 6,033,082	9.04%
Community Development	992,899	1,066,671	1,020,325	1,167,850	9.49%
Public Safety	12,747,045	13,559,848	13,547,847	15,211,290	12.18%
Public Works	2,972,298	3,324,214	3,236,060	3,457,527	4.01%
Parks & Recreation	2,526,081	2,837,106	2,726,406	2,949,165	3.95%
Transfers	1,073,067	635,833	2,837,758	1,344,240	111.41%
Contingency	<u>834,379</u>	<u>1,206,986</u>	<u>1,306,986</u>	<u>1,140,332</u>	-5.52%
Total Budget	\$ 26,348,038	\$ 28,163,530	\$ 30,139,678	\$ 31,303,486	11.15%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
General Government	33.35	34.35	36.80	37.36	38.86
Community Development	12.08	12.58	11.55	11.45	11.45
Public Safety	137.30	137.29	138.28	138.28	141.78
Public Works	36.12	38.12	38.37	39.37	39.37
Parks & Recreation	<u>36.43</u>	<u>36.30</u>	<u>37.30</u>	<u>37.84</u>	<u>37.84</u>
Total Staffing	255.28	258.64	262.30	264.30	269.30

General Fund Expenditure Summary  
Fiscal Year 2019



# GENERAL FUND

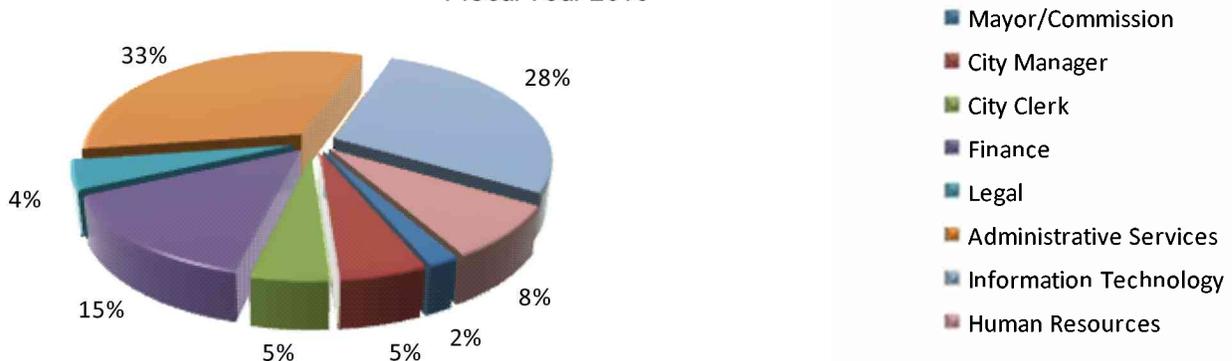
## General Government Expenditure Summary

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 2,779,438	\$ 2,851,672	\$ 2,815,869	\$ 2,992,152	4.93%
Operating Expenses	1,927,660	2,110,054	2,253,413	2,467,906	16.96%
Debt Service	<u>495,171</u>	<u>571,146</u>	<u>395,014</u>	<u>573,024</u>	0.33%
Total Budget	\$ 5,202,269	\$ 5,532,872	\$ 5,464,296	\$ 6,033,082	9.04%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Mayor/Commission	\$ 97,217	\$ 112,517	\$ 105,933	\$ 113,749	1.09%
City Manager	349,621	312,221	325,849	320,380	2.61%
City Clerk	238,831	266,746	262,239	294,864	10.54%
Finance	712,188	835,454	851,166	874,221	4.64%
Legal	249,388	230,061	254,505	270,768	17.69%
Administrative Services	1,927,888	1,879,116	1,680,994	1,971,402	4.91%
Information Technology	1,172,226	1,439,136	1,493,599	1,690,517	17.47%
Human Resources	<u>454,910</u>	<u>457,621</u>	<u>490,011</u>	<u>497,181</u>	8.64%
Total Budget	\$ 5,202,269	\$ 5,532,872	\$ 5,464,296	\$ 6,033,082	9.04%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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	3.25
Finance	8.00	8.00	9.00	9.00	9.00
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	4.45	5.45	6.90	7.40	7.65
Information Technology	5.00	5.00	5.00	5.23	6.23
Human Resources	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.73</u>	<u>4.73</u>
Total Staffing	33.35	34.35	36.80	37.36	38.86

General Government Expenditure Summary  
Fiscal Year 2019





## CITY COMMISSION

### Description:

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

### Mission:

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

## Operating Budget Comparison

BUDGET SUMMARY	2016-17	2017-18	2017-18	2018-19	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2017-18
Personal Services	\$ 69,978	\$ 70,913	\$ 70,916	\$ 70,954	0.06%
Operating Expenses	<u>27,239</u>	<u>41,604</u>	<u>35,017</u>	<u>42,795</u>	2.86%
Total Budget	\$ 97,217	\$ 112,517	\$ 105,933	\$ 113,749	1.09%

STAFFING	2014-15	2015-16	2016-17	2017-18	2018-19
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Mayor	1.00	1.00	1.00	1.00	1.00
Commissioner	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Full Time Staffing	5.00	5.00	5.00	5.00	5.00

## Management Discussion

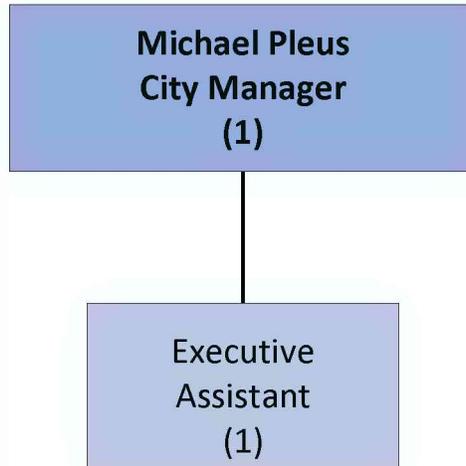
- ✓ Total expenses increased by 1.09%.
- ✓ Operating expenses increased by 2.86% mainly due to increases in travel and training.
- ✓ Includes funding for travel and training (\$25,446):
  - National League of Cities annual conference (2).
  - Florida League of Cities annual conference (5).
  - Congressional Black Caucus Foundation.
  - Young Elected Officials Network.
  - Florida Black Caucus of Local Elected Officials.
  - Delta Sigma Theta.
  - Florida League of Cities Board

- ✓ Includes funding for memberships (\$10,357):
  - Chamber of Commerce.
  - Florida Black Caucus of Local Elected Officials.
  - Florida Tax Watch.
  - Florida League of Cities.
  - Florida League of Mayors.
  - River to Sea TPO.
  - Volusia League of Cities.



# CITY MANAGER

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of citizens surveyed who are satisfied with City services	High Value Government	79%	*N/A <i>Survey conducted every other year</i>	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	100%	100%	100%
% of citizen inquiries received at the City Manager's office responded to within five business days from receipt	Communication & High Value Government	100%	100%	100%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ Hire new Fire Chief.
- ✓ Negotiated land swap for Old Jail.
- ✓ Met financial benchmark for operating cost for The Bridge.
- ✓ Became first city in Florida to be designated as a Monarch City USA.

## 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 270,035	\$ 287,225	\$ 281,656	\$ 295,053	2.73%
Operating Expenses	<u>79,586</u>	<u>24,996</u>	<u>44,193</u>	<u>25,327</u>	1.32%
Total Budget	\$ 349,621	\$ 312,221	\$ 325,849	\$ 320,380	2.61%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
City Manager	Appt	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	E111	0.90	0.90	0.90	0	0
Executive Assistant	121	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.90	2.90	2.90	2.00	2.00

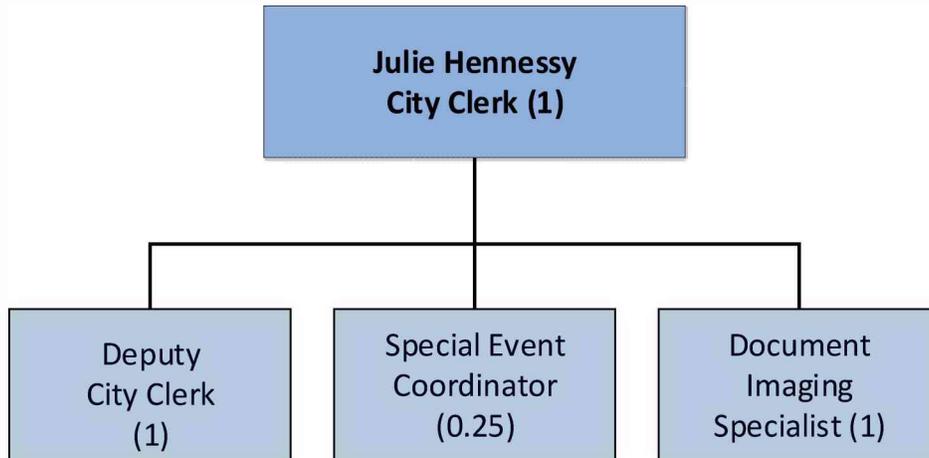
### Management Discussion

- ✓ Total expenses increased by 2.61%.
- ✓ Operating expenses increased by 1.32%.



# CITY CLERK

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	*N/A <i>Survey was not implemented</i>	100%	100%
% of agendas completed 4 days before Commission Meeting	High Value Government	98%	98%	98%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	100%	100%	100%
% of short minutes posted within 4 days after meeting	High Value Government	98%	98%	98%
% of public records requests responded to within 72 hours	High Value Government	85%	50%	85%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	50%	50%	85%
Perform 7 audits annually	High Value Government	7	7	7

## Fiscal Year 2017 - 2018 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
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>	
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.	

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: FY2018-19
  - Strategic Focus Area: High Value Government
- ✓ Find a legal and acceptable option to manage emails.
  - Target Completion: FY2018-19
  - Strategic Focus Area: High Value Government
- ✓ Provide access to more records via the City's website.
  - Target Completion: FY2018-19
  - 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: FY2019-20
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

<b>BUDGET SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 212,745	\$ 221,292	\$ 218,705	\$ 245,690	11.03%
Operating Expenses	<u>26,086</u>	<u>45,454</u>	<u>43,534</u>	<u>49,174</u>	8.18%
Total Budget	\$ 238,831	\$ 266,746	\$ 262,239	\$ 294,864	10.54%

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	117	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.00	0.00	0.25
Document Imaging Specialist	111	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.25

Split Special Event Coordinator with Administrative Services.

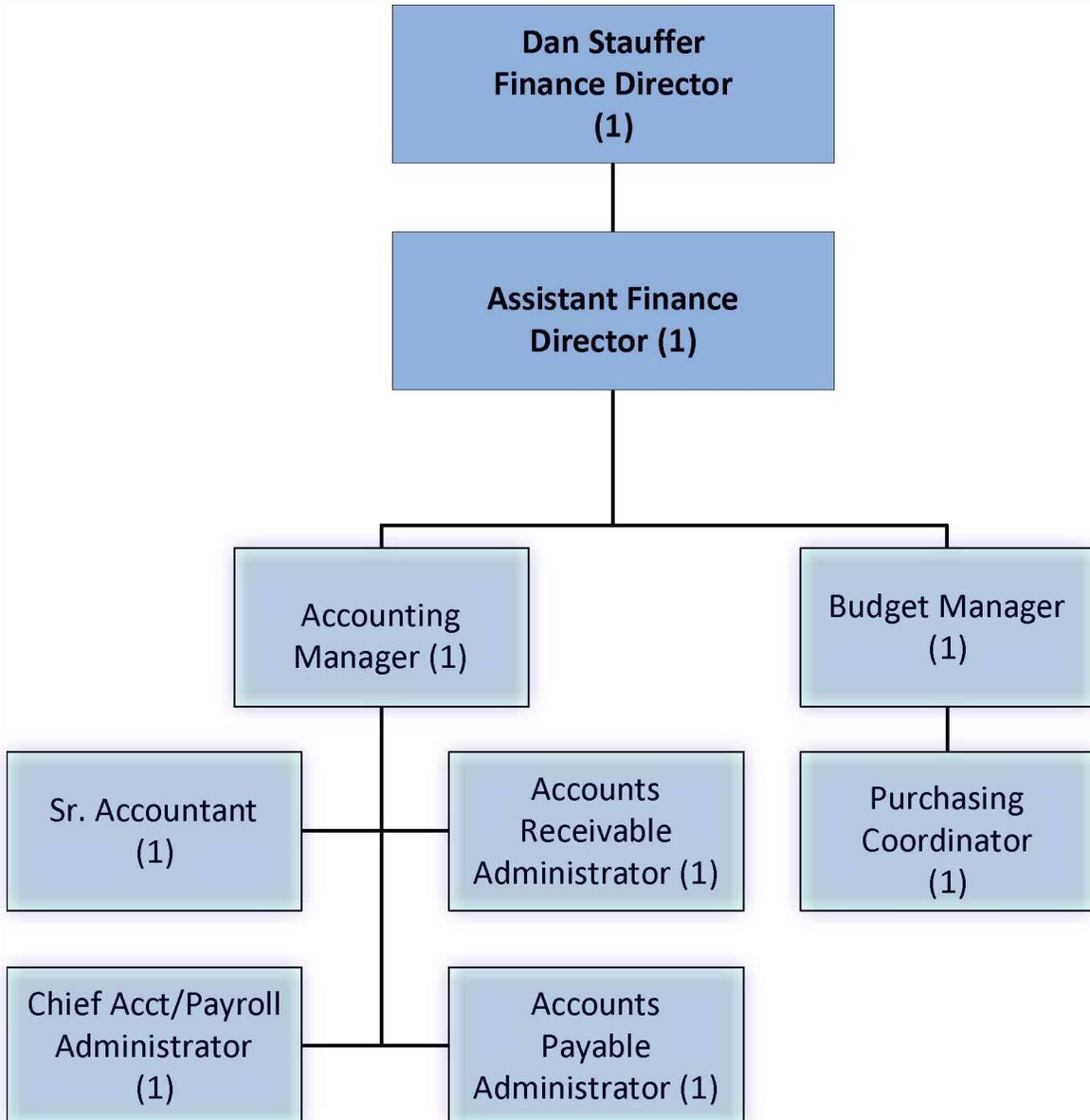
## Management Discussion

- ✓ Total expenses increased by 10.54%.
- ✓ Operating expenses increased by 8.18% mainly due to contractual services related to the paper destruction of records.
- ✓ Personal Services increased by 11.03% mainly due to part-time Special Event Coordinator.
- ✓ Includes funding for:
  - Recording (\$8,000).
  - Destruction (\$5,000).
  - Municipal code updates (\$13,000).



# FINANCE

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	93%	93%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	14%	15%	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	16.90%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	5.83	5.89	1.50
% of Water and Sewer Unrestricted Reserve	High Value Government	35.14%	25.00%	25.00%
Water & Sewer Revenue Bond Debt Service Coverage Ratio	High Value Government	No Water/Sewer Bonds	No Water/Sewer Bonds	No Water/Sewer Bonds

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ 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.

## Action Plan

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

Fiscal Accountability	
Goals & Objectives	Strategic Plan Area(s)
<p>2</p> <p>Prepare and publish the Annual Audit within 180 days of the end of the fiscal year.</p>	High Value Government
<p>3</p> <p>Obtain the GFOA's "Certificate of Achievement for Excellence in Financial Reporting"</p>	High Value Government
<p>4</p> <p>Obtain the GFOA's "Distinguished Budget Presentation Award"</p>	High Value Government
<p>5</p> <p>Explore opportunities for enhancing revenue base including analysis of future revenues.</p> <ul style="list-style-type: none"> <li>• Continue development of multi-year financial projections/modeling for use in budget development.</li> <li>• Maintain General Fund Unassigned Fund Balance equal to two months of operating needs.</li> <li>• Maintain Water and Sewer Unrestricted Net Position equal to three months of operating needs.</li> <li>• Meet the required debt ratio for all City debt including : <ul style="list-style-type: none"> <li>○ General Fund bond issues which maintain debt service coverage ratio of 1.50.</li> <li>○ Water and Sewer bond issues which maintain a revenue bond debt service coverage ratio of 1.10.</li> </ul> </li> </ul>	High Value Government
<p>6</p> <p>Prepare a Popular Annual Finance Report.</p>	High Value Government
<p>7</p> <p>Maximize investment earnings in accordance with City policy regarding idle funds.</p>	High Value Government
<p>8</p> <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
<p>9</p> <p>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.</p>	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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change From 2017-18
Personal Services	\$ 655,930	\$ 758,839	\$ 725,465	\$ 756,383	-0.32%
Operating Expenses	<u>56,258</u>	<u>76,615</u>	<u>125,701</u>	<u>117,838</u>	53.81%
Total Budget	\$ 712,188	\$ 835,454	\$ 851,166	\$ 874,221	4.64%

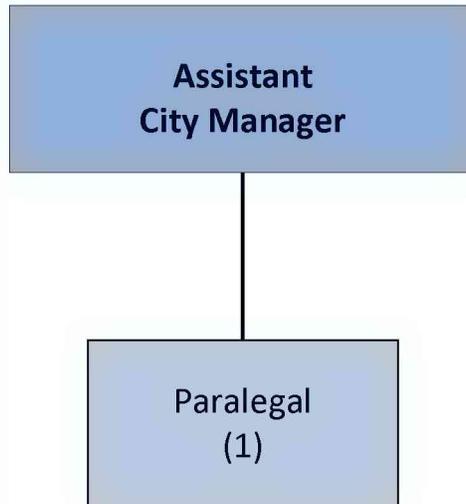
STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Finance Director	E108	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	E104	1.00	1.00	1.00	1.00	1.00
Accounting Manager	E102	1.00	1.00	1.00	1.00	1.00
Budget Manager	124	1.00	1.00	1.00	1.00	1.00
Chief Accountant/Payroll Mgr.	122	1.00	1.00	1.00	1.00	1.00
Sr Accountant	120	1.00	1.00	1.00	1.00	1.00
Accounts Payable Admin.	117	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	117	1.00	1.00	1.00	1.00	1.00
Purchasing Coordinator	117	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	8.00	9.00	9.00	9.00

## Management Discussion

- ✓ Total expenses increased by 4.64%.
- ✓ Operating expenses increased by 53.81% due to bond issuance fees and OPEB actuarial valuation costs in addition to increased bank service costs.
- ✓ Includes funding for:
  - Bond issuance (\$30,000).
  - OPEB actuarial valuation (\$5,000).
  - Audit (\$23,363).
  - Banking services (\$12,000).



Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Cost of legal services per capita of city staff	High Value Government	\$457.03	\$445.35	\$465.56
% of internal customers satisfied with legal services	High Value Government	81%	100%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	321	330	350

## Fiscal Year 2017 - 2018 Accomplishments

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

## Action Plan

### Budget Management

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

### Task Management

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

## Operations Management

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

## Long-Term Goals

- ✓ Improve Internal Customer Satisfaction.
  - Target Completion: FY 2018-2018 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Prepare documents in a timely and precise manner.
  - Target Completion: FY 2018-2019 and continue beyond
  - Strategic Focus Area: High Value Government
- ✓ Efficient review of all documents processed through legal department and other departments.
  - Target Completion: FY 2018-2019 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 2018-2019 and continue beyond
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 65,178	\$ 68,411	\$ 68,005	\$ 70,918	3.66%
Operating Expenses	<u>184,210</u>	<u>161,650</u>	<u>186,500</u>	<u>199,850</u>	23.63%
Total Budget	\$ 249,388	\$ 230,061	\$ 254,505	\$ 270,768	17.69%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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

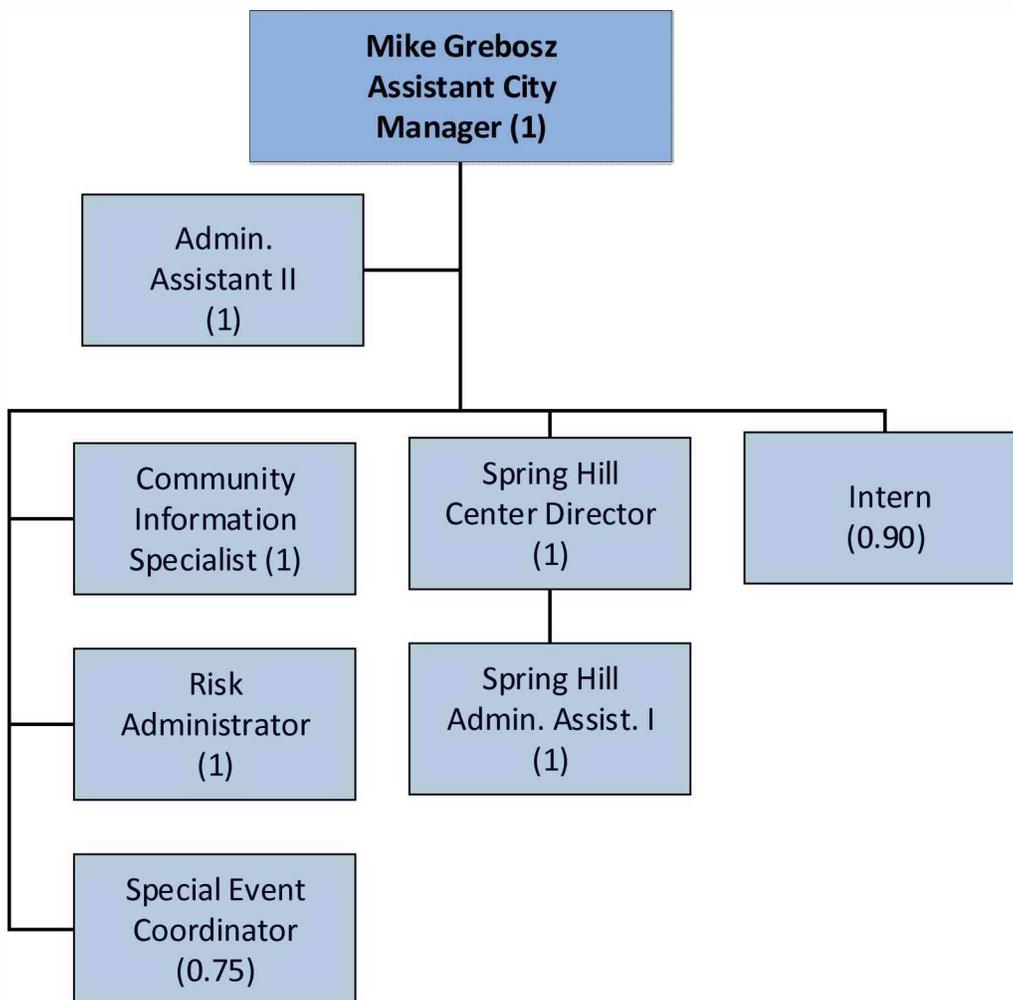
## Management Discussion

- ✓ Total expenses increased by 17.69%.
- ✓ Operating expenses increased by 23.63% due to increase in city attorney (\$35,000) & labor attorney (\$3,200) fees.
- ✓ Includes funding for:
  - City attorney (\$150,000).
  - Labor attorney (\$35,000).
  - Outside counsel for insurance, pension, and other legal services (\$10,000).



# ADMINISTRATIVE SERVICES

## Organizational Structure



**Description:**

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

**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 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of positive mentions traditional media	Communication	94%	95%	95%
# (followers) in social media	Communication	8,751	9,000	10,000
% of citizens satisfied with level of communication about local government	Communication	63%	*N/A <i>Survey conducted every other year</i>	75%
% of employees satisfied with level of communication within local government	Communication	58%	75%	95%
# of event applications processed	High Value Government	78	80	82
% of special event permits issued within 4 days of event	High Value Government	100%	100%	100%
% of event organizers satisfied with City event services	High Value Government	100%	100%	100%
% of lease tenants current with rent and taxes	High Value Government	99%	99%	100%

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Completed administration of the annual DeLand Area School of Government.
- ✓ Completed Mayor's Golf Tournament, raising \$20,000 for local charities.
- ✓ Completed administration of the annual employee development and mentoring program.
- ✓ Hired a PT Special Events Coordinator.
- ✓ Redesigned the city website.

## Action Plan

### 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>• By September 30<sup>th</sup>, conduct a survey to see organizer's satisfaction with City event services</li> <li>• Maintain a list of special event fee waivers to be included in the annual budget process.</li> <li>• Issue special event permits within 4 days of event date.</li> </ul>	<p>Sense of Community &amp; High Value Government</p>

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

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

## Long-Term Goals

- ✓ Make special event application process completely paperless.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Implement an enhanced automated performance management data system.
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government

- ✓ Implement additional public outreach tools
  - Target Completion: FY 2020-2021
  - Strategic Focus Area: High Value Government

## Operating Budget Comparison

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 740,082	\$ 611,018	\$ 605,739	\$ 663,106	8.52%
Operating Expenses	692,635	696,952	680,241	735,272	5.50%
Debt Service	<u>495,171</u>	<u>571,146</u>	<u>395,014</u>	<u>573,024</u>	0.33%
Total Budget	\$ 1,927,888	\$ 1,879,116	\$ 1,680,994	\$ 1,971,402	4.91%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Assistant City Manager	E111	0.00	0.00	1.00	1.00	1.00
Assistant to City Manager	0	1.00	1.00	0.00	0.00	0.00
Comm. Information Specialist	121	0.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	119	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.00	0.00	0.75
Administrative Assistant II	111	0.00	0.00	1.00	1.00	1.00
Spring Hill Center Director	115	1.00	1.00	1.00	1.00	1.00
Spring Hill Center Admin Asst I	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		4.00	5.00	6.00	6.00	6.75
Special Event Coordinator	115	0.00	0.00	0.00	0.50	0.00
Interns	N/A	<u>0.45</u>	<u>0.45</u>	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>
Total Part Time Staffing		0.45	0.45	0.90	1.40	0.90
Total Staffing		4.45	5.45	6.90	7.40	7.65

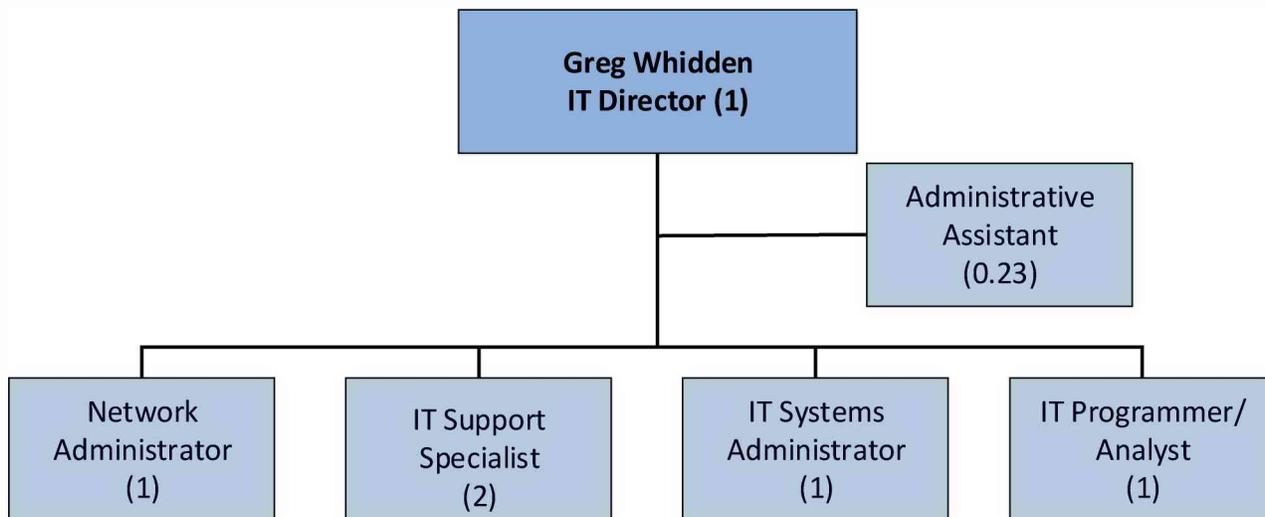
Upgraded part-time Special Event Coordinator to full-time and split with City Clerk.

## Management Discussion

- ✓ Total expenses increased by 4.91%.
- ✓ Personal services increased by 8.52% mainly due to upgrade of part-time Special Event Coordinator to full-time.
- ✓ Operating expenses increased by 5.50% mainly due to NRC citizen survey and increases in city insurance costs.
- ✓ Includes funding for:
  - Grant consultant (\$69,600).
  - NRC citizen survey (\$15,000).
  - Chamber – Government Academy (\$3,000).
  - Various insurance including commercial liability and property insurance (\$421,675).
  - Debt service (\$573,024).



Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of downtime for city network	High Value Government	1%	1%	<1%
% of downtime for specialty software systems	High Value Government	1%	<3%	<3%
% of downtime for internet	High Value Government	1%	1%	<1%
% of help desk requests resolved within service level agreement	High Value Government	69%	75%	80%
Total IT expenditures per workstation	High Value Government	\$2,519	\$2,589	\$2,400
% of users satisfied with IT services	High Value Government	79%	73%	85%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ PC rotation for Parks & Recreation and Fire.
- ✓ Implement Land Management Software.
- ✓ Implement Agenda Management Software.
- ✓ Upgrade Audio Visual in Sanborn Center.
- ✓ Implement Body Cams in Police Department.
- ✓ Install additional Car Cams in Police Department.
- ✓ Go live with New Website.
- ✓ Upgrade Esxi Server for Vmware.
- ✓ Upgrade wireless connections to Airport, FS82 and FS83.
- ✓ Systems management of information technology equipment.
- ✓ Implement Telephone Carrier upgrade for redundancy.

## Action Plan

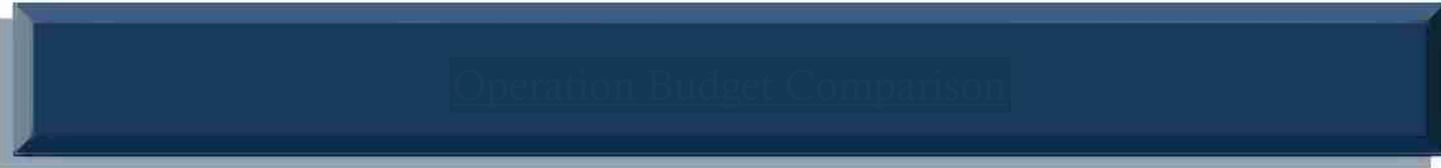
Enhanced Service Delivery	
Goals & Objectives	Strategic Plan Area(s)
<p>1 Plan and deliver integrated information services to enable customers to access the information they need.</p> <ul style="list-style-type: none"> <li>• Annual PC Replacement by March 30<sup>th</sup> 2019.</li> <li>• Upgrade Commission Audio Visual by June 30<sup>th</sup> 2019.</li> <li>• Upgrade phone system by March 30<sup>th</sup> 2019.</li> </ul>	<p>High Value Government</p>

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>• Replace financial software by September 30<sup>th</sup> 2020.</li> <li>• Upgrade MS-Office Suite by June 30<sup>th</sup> 2019.</li> <li>• Implement Virtual Desktop by December 30<sup>th</sup> 2019.</li> <li>• Upgrade city public wifi by September 30<sup>th</sup> 2019.</li> </ul>	High Value Government & Communication

Security		
	Goals & Objectives	Strategic Plan Area(s)
1	Protect and preserve city required information. <ul style="list-style-type: none"> <li>• Add Security Cameras by March 30<sup>th</sup> 2019.</li> <li>• Upgrade storage area network to 30Tb, repurpose existing hardware for enhanced backup solution by June 30<sup>th</sup> 2019.</li> <li>• Increase server monitoring system by December 30<sup>th</sup> 2019.</li> </ul>	High Value Government & Communication

## Long-Term Goals

- ✓ Upgrade MS Office Suite.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Upgrade MS Office Suite.
  - 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



BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change From 2017-18
Personal Services	\$ 453,301	\$ 480,213	\$ 492,816	\$ 520,521	8.39%
Operating Expenses	<u>718,925</u>	<u>958,923</u>	<u>1,000,783</u>	<u>1,169,996</u>	22.01%
Total Budget	\$1,172,226	\$1,439,136	\$1,493,599	\$1,690,517	17.47%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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>2.00</u>
Total Full Time Staffing		5.00	5.00	5.00	5.00	6.00
Administrative Assistant	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.23</u>	<u>0.23</u>
Total Part Time Staffing		0.00	0.00	0.00	0.23	0.23
Total Staffing		5.00	5.00	5.00	5.23	6.23

Added [1.00] I.T. Specialist. Added part-time Administrative Assistant [0.23] during FY17-18.

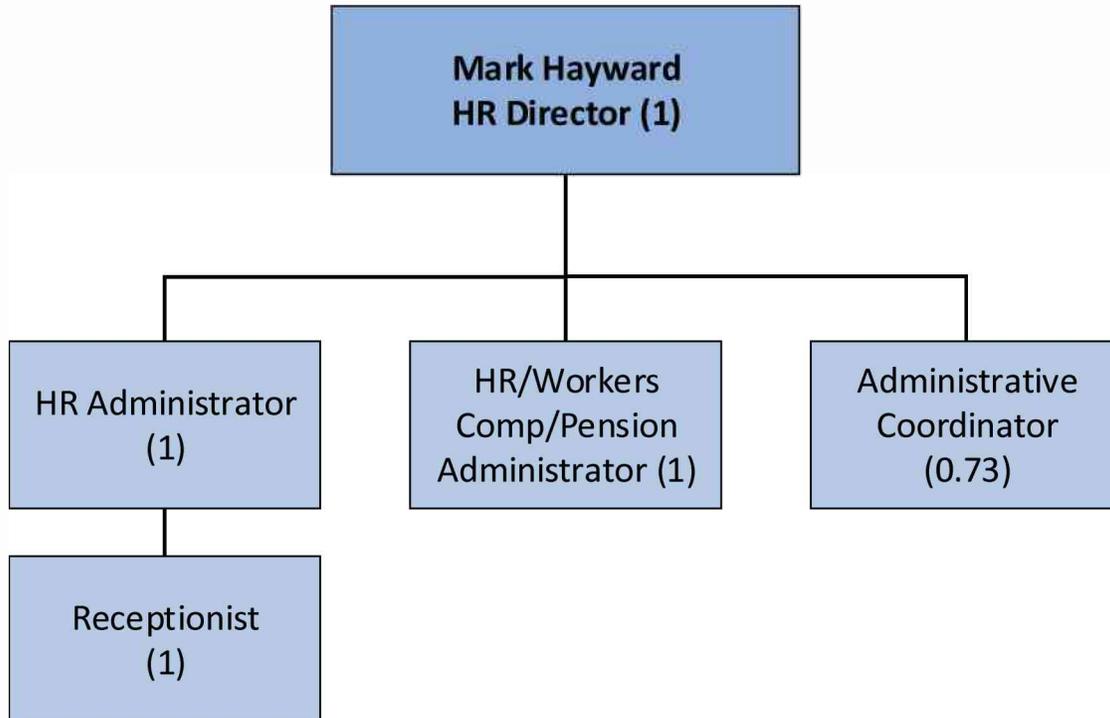
## Management Discussion

- ✓ Total expenses increased by 17.47%.
- ✓ Operating expenses increased by 22.01% mainly due to video storage subscription, GIS on call & support, storage support and wireless aircards that are new in FY18-19.
- ✓ Includes funding for:
  - Micropaver upgrade (\$27,004).
  - Web development (\$5,000).
  - PC rotation (\$110,000).
  - Printer rotation (\$25,000).
  - Accela Land Management (\$75,240).
  - Accela annual support (\$79,000).
  - Agenda Management annual maintenance (\$21,000).
  - AXON PD video storage subscription (\$59,808).
  - GIS On Call support (\$38,000).
  - IVR maintenance (\$104,625).
  - Pure storage support (\$40,400).
  - Wireless aircards (\$64,000).



# HUMAN RESOURCES

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement	High Value Government	100%	95%	95%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	35	30	30
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	N/A	75%	75%
% change in cost of health insurance	High Value Government	0%	0%	5%
% appointment capacity utilized in health clinic	High Value Government	100%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Successfully completed employee training for supervisors
- ✓ Attained two CBA with the PD and FD unions
- ✓ Re-worked the new hire orientation process for efficiency
- ✓ Streamlined the hiring process

## 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>Retain motivated, highly productive, customer service driven individuals by providing:</p> <ul style="list-style-type: none"> <li>A supportive work environment</li> <li>Fair and competitive wage and benefits</li> <li>Training and development that will encourage professional growth and opportunity</li> </ul>	High Value Government
2	<p>To develop a training curriculum that addresses the employee training needs.</p> <ul style="list-style-type: none"> <li>Assist department heads with the training requirements or employees and needs for certifications.</li> </ul>	High Value Government
3	<p>To develop and implement an employee orientation program to orient new employees to all City departments.</p> <ul style="list-style-type: none"> <li>By September 30, 2019, implement an orientation program for all new employees that will orient them to all City departments, history of the City and core values.</li> </ul>	High Value Government & Communication

Performance Evaluation		
Goals & Objectives		Strategic Plan Area(s)
1	<p>To facilitate completion of annual performance evaluations for all City employees.</p> <ul style="list-style-type: none"> <li>Work with department heads to ensure all annual performance evaluations are completed by July 2019.</li> </ul>	High Value Government

## Long-Term Goals

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

- ✓ Provide training for employee development via training skills programs.
  - Target Completion: FY2018-19
  - Strategic Focus Area: Strong Government
- ✓ Continue to plan and develop proactive benefits package for employees.
  - Target Completion: FY2018-19
  - Strategic Focus Area: Strong Government
- ✓ Begin training computer based modules using new SGR training citywide.
  - Target Completion: FY2018-19
  - Strategic Focus Area: Strong Government

## Operating Budget Comparison

BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services		\$ 312,189	\$ 353,761	\$ 352,567	\$ 369,527	4.46%
Operating Expenses		<u>142,721</u>	<u>103,860</u>	<u>137,444</u>	<u>127,654</u>	22.91%
Total Budget		\$ 454,910	\$ 457,621	\$ 490,011	\$ 497,181	8.64%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00
Administrative Coordinator	114	0.00	0.00	0.00	0.73	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>
Total Part Time Staffing		1.00	1.00	1.00	1.73	1.73
Total Staffing		4.00	4.00	4.00	4.73	4.73

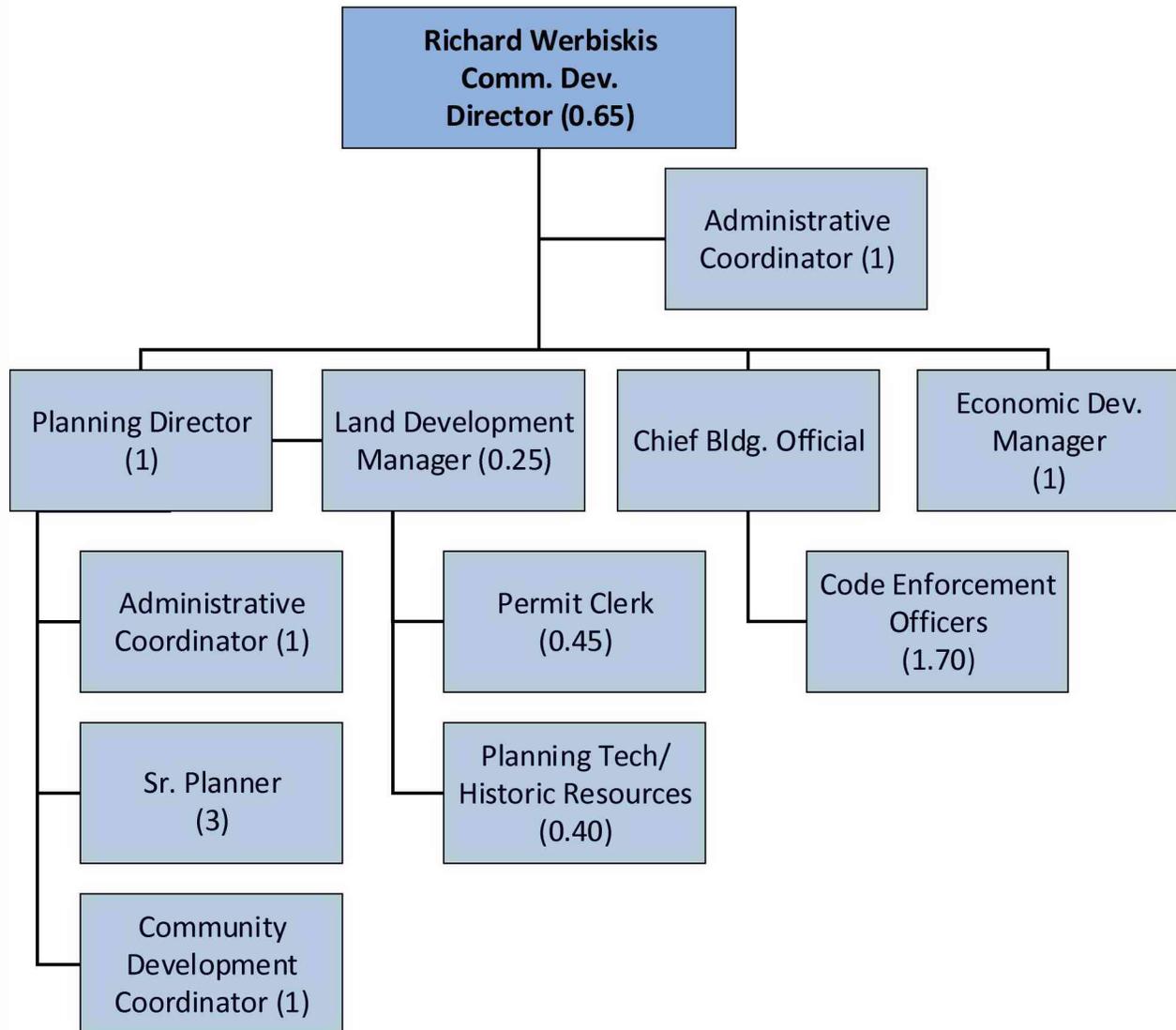
## Operating Budget Analysis

- ✓ Total expenses increased by 8.64%.
- ✓ Operating expenses increased by 22.91% due to increasing pre-employment processing & new online supervisor/leadership training.
- ✓ Includes funding for:
  - Employee training (\$6,000).
  - Employee Assistant Program (\$6,700).
  - Pre-employment background processing (\$15,000).
  - SGR online supervisor/leadership training (\$12,000).
  - Psychological evaluation (\$5,700).
  - Tuition reimbursement (\$35,000).



# COMMUNITY DEVELOPMENT

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	92%	90%	95%
% change in number of new business openings from previous year	High Value Government	0.75%	26%	30%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	97%	97%	98%
Number of business contacts conducted	Regional High Value Job Creation	136	90	100
% change in the value of new commercial development from previous year	Regional High Value Job Creation	159%	200%	100%
% of proactive code enforcement cases initiated	High Value Government	40%	45%	55%
Average number of days from code case initiation to voluntary compliance	High Value Government	30	30	30
Average number of days from code case initiation to involuntary compliance	High Value Government	155	150	140
% of code violations resolved voluntarily	High Value Government	45%	25%	30%

## Fiscal Year 2017 – 2018 Accomplishments

Administration and Economic Development

- ✓ Enhanced staff efficiency and departmental and inter-departmental communication and coordination.
- ✓ Initiated implementation of Accela Land Management software.
- ✓ Improved customer service and initiated a customer service survey.
- ✓ Closed on multiple leases within the airport business park.
- ✓ Coordinated the implementation of wireless internet service provider in the area of the airport.
- ✓ Successfully managed and closed out 3 CRA grants and 2 Gateway grants.
- ✓ Managed multiple CDBG and Federally funded Brownfield mitigation projects.

Planning

- ✓ Utility Box Art program for downtown completed.
- ✓ LDR's amended to address:
  - Downtown residential development.
  - Historic Preservation Review standards.
  - Bed & Breakfast homes and inns, completed.
- ✓ 2016 EAR amendments to Comprehensive Plan, completed.

Licenses & Enforcement

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

## Action Plan

### Administration & Economic Development

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

### Planning

Goals & Objectives	Strategic Plan Area(s)
<p>Develop, maintain and update quality and timely plans, systems, facilities, and services necessary to accommodate growth and development to protect the public interest, critical resources and private property rights.</p> <ul style="list-style-type: none"> <li>• Update the City's 2050 Vision Plan.</li> <li>• Update the Comprehensive Plan.</li> <li>• Maintain the Land Development Regulations.</li> <li>• Prepare disseminate and post to website within four days of meeting agenda/minutes.</li> <li>• Complete first review of Plans submittals within 14 days.</li> <li>• Complete all reviews requiring administrative review within 90 days.</li> <li>• Complete all reviews requiring a public hearing within 120 days.</li> </ul>	<p>High Value Government &amp; Institute Smart Growth &amp; Preparing for the Future &amp; Preserving "Sense of Community"</p>

## Licensing and Enforcement

Goals & Objectives	Strategic Plan Area(s)
<p>Maintain a clean and safe environment by providing diligent proactive code enforcement.</p> <ul style="list-style-type: none"> <li>• Inspect and respond to all code enforcement complaints within 24 hours.</li> <li>• Increase the number of proactive cases reviewed to a minimum of 55% of total cases.</li> <li>• Maximize the number of cases brought into voluntary compliance.</li> <li>• Resolve 100% of all abandoned/vacated properties through lot abatement and/or other means.</li> <li>• Continue to implement new code enforcement process.</li> </ul>	<p>Creating a Connected Community &amp; High Value Government</p>

## Long-Term Goals

### Administration and Economic Development

- ✓ Update departmental fees.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government
- ✓ Enhanced public outreach, education and use of social media regarding the importance of sound planning and economic development toward the stability and vitality of the community.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication
- ✓ Enhanced marketing and promotion of aviation-based economic development.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Promote sustainable design, development and construction practices.
  - Target Completion: 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 for 2030.
  - 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

- ✓ Implementation of “DeLand-focused” International Property Maintenance Code standards
  - Target Completion: FY2018-2019
  - Strategic Focus Area: Maintaining a Safe Community
- ✓ Enhanced education and public outreach.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication
- ✓ One additional Code Officer to increase proactive enforcement of the International Property Maintenance Code.
  - Target Completion: 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

<b>EXPENDITURE SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 858,449	\$ 870,877	\$ 843,873	\$ 886,737	1.82%
Operating Expenses	121,085	175,794	153,952	258,613	47.11%
Grants & Aid	<u>13,365</u>	<u>20,000</u>	<u>22,500</u>	<u>22,500</u>	12.50%
Total Budget	\$ 992,899	\$ 1,066,671	\$ 1,020,325	\$ 1,167,850	9.49%

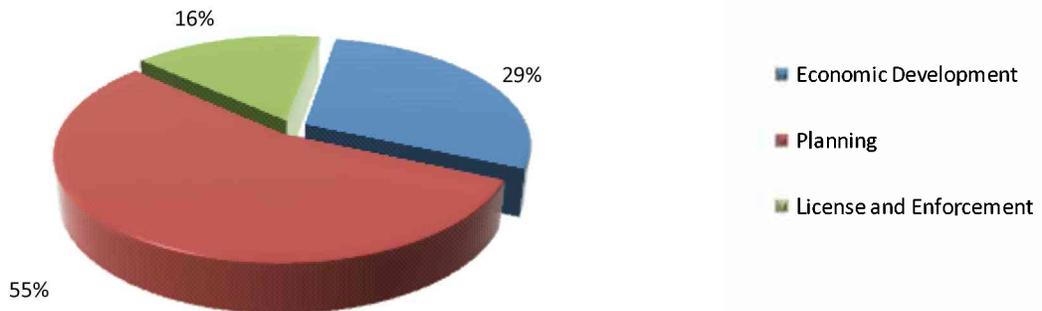
  

<b>DEPARTMENT SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Economic Development	\$ 327,397	\$ 326,207	\$ 328,720	\$ 337,960	3.60%
Planning	523,120	539,203	532,947	642,961	19.24%
License and Enforcement	<u>142,382</u>	<u>201,261</u>	<u>158,658</u>	<u>186,929</u>	-7.12%
Total Budget	\$ 992,899	\$ 1,066,671	\$ 1,020,325	\$ 1,167,850	9.49%

<b>STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
Economic Development	2.50	2.50	2.65	2.65	2.65
Planning	6.73	6.73	6.25	6.25	6.25
License and Enforcement	<u>2.85</u>	<u>3.35</u>	<u>2.65</u>	<u>2.55</u>	<u>2.55</u>
Total Staffing	12.08	12.58	11.55	11.45	11.45

**Community Development Expenditure Summary  
Fiscal Year 2019**



## Economic Development Administration

BUDGET SUMMARY						% Change
	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	from 2017-18	
Personal Services	\$ 247,383	\$ 238,216	\$ 238,937	\$ 248,403	4.28%	
Operating Expenses	66,649	67,991	67,283	67,057	-1.37%	
Grants & Aid	<u>13,365</u>	<u>20,000</u>	<u>22,500</u>	<u>22,500</u>	12.50%	
Total Budget	\$ 327,397	\$ 326,207	\$ 328,720	\$ 337,960	3.60%	

STAFFING	PAY GRADE	2014-15	2015-16	2016-17	2017-18	2018-19
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Comm. Development Dir. (also Fund 480)	E108	0.00	0.00	0.65	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>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		2.50	2.50	2.65	2.65	2.65

## Planning

BUDGET SUMMARY						% Change
	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	from 2017-18	
Personal Services	\$ 503,984	\$ 509,403	\$ 507,111	\$ 514,815	1.06%	
Operating Expenses	<u>19,136</u>	<u>29,800</u>	<u>25,836</u>	<u>128,146</u>	330.02%	
Total Budget	\$ 523,120	\$ 539,203	\$ 532,947	\$ 642,961	19.24%	

STAFFING	PAY GRADE	2014-15	2015-16	2016-17	2017-18	2018-19
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Senior Planner	124	2.00	2.00	2.00	3.00	3.00
Land Develop. Mgr. (also Fund 480)	121	0.00	0.00	0.25	0.25	0.25
Planner I	119	1.00	1.00	1.00	0.00	0.00
Community Development Coordinator	118	0.73	0.73	1.00	1.00	1.00
Land Develop. Coord (also Fund 480)	115	0.50	0.50	0.00	0.00	0.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Admin. Asst II (also Div. 117)	111	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.73	6.73	6.25	6.25	6.25

## Licenses & Enforcement

BUDGET SUMMARY						% Change
	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	from 2017-18	
Personal Services	\$ 107,082	\$ 123,258	\$ 97,825	\$ 123,519	0.21%	
Operating Expenses	<u>35,300</u>	<u>78,003</u>	<u>60,833</u>	<u>63,410</u>	-18.71%	
Total Budget	\$ 142,382	\$ 201,261	\$ 158,658	\$ 186,929	-7.12%	

STAFFING	PAY GRADE	2014-15	2015-16	2016-17	2017-18	2018-19
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Chief Building Official	B105	0.25	0.25	0.25	0.00	0.00
Code Enforcement Officer (also Fund 480)	115	2.00	2.50	2.00	1.70	1.70
Planning Technician (also Fund 480)	114	0.00	0.00	0.00	0.40	0.40
Permit Clerk (also Fund 480)	109	<u>0.60</u>	<u>0.60</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
Total Full Time Staffing		2.85	3.35	2.65	2.50	2.50

Permit Clerk (also Fund 480)	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.05</u>	<u>0.05</u>
Total Part Time Staffing		0.00	0.00	0.00	0.05	0.05
Total Staffing		2.85	3.35	2.65	2.55	2.55

## Management Discussion

- ✓ Total expenses increased by 9.49%.
- ✓ Operating expenses increased by 47.11% mainly due to Comp Plan update scheduled for FY18-19.
- ✓ Grants & Aids increased by 12.5% due to the city's support (\$2,500) to the DeLand Area Chamber of Commerce Accelerate Program.
- ✓ Includes funding for:
  - Business retention with DeLand Chamber of Commerce (\$22,500).
  - TVEDC (AKA Team Volusia) executive membership (\$25,000).
  - Business improvement grants (\$20,000).
  - Accelerate Program (\$2,500).
  - Architectural services (\$10,000).
  - 2030 Comp plan updates (\$100,000).
  - Code Board magistrate (\$10,000).
  - Condemnations (\$23,250).
  - Code violation lot maintenance (\$10,000).
  - Keep DeLand Beautiful (\$2,000).

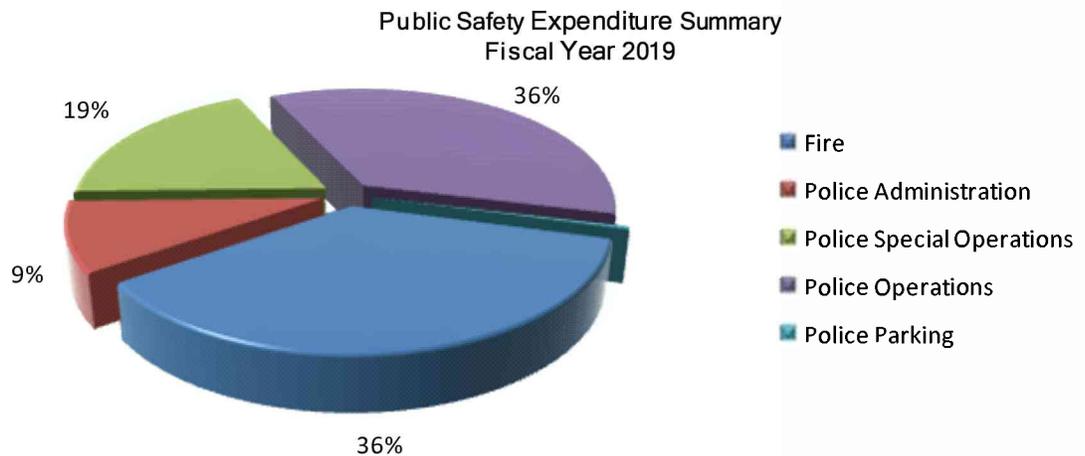
# PUBLIC SAFETY

## Total Expenditure Summary

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 11,013,924	\$ 11,717,567	\$ 11,700,944	\$ 12,504,411	6.72%
Operating Expenses	1,351,631	1,278,762	1,283,384	1,411,049	10.34%
Debt Service	<u>381,490</u>	<u>563,519</u>	<u>563,519</u>	<u>1,295,830</u>	129.95%
Total Budget	\$ 12,747,045	\$ 13,559,848	\$ 13,547,847	\$ 15,211,290	12.18%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Fire	\$ 4,503,779	\$ 4,642,820	\$ 4,662,339	\$ 5,500,389	18.47%
Police Administration	664,784	874,784	949,348	1,412,184	61.43%
Police Special Operations	2,755,741	2,872,465	2,747,551	2,822,132	-1.75%
Police Operations	4,781,979	5,124,104	5,142,290	5,429,008	5.95%
Police Parking	<u>40,762</u>	<u>45,675</u>	<u>46,319</u>	<u>47,577</u>	4.16%
Total Budget	\$ 12,747,045	\$ 13,559,848	\$ 13,547,847	\$ 15,211,290	12.18%

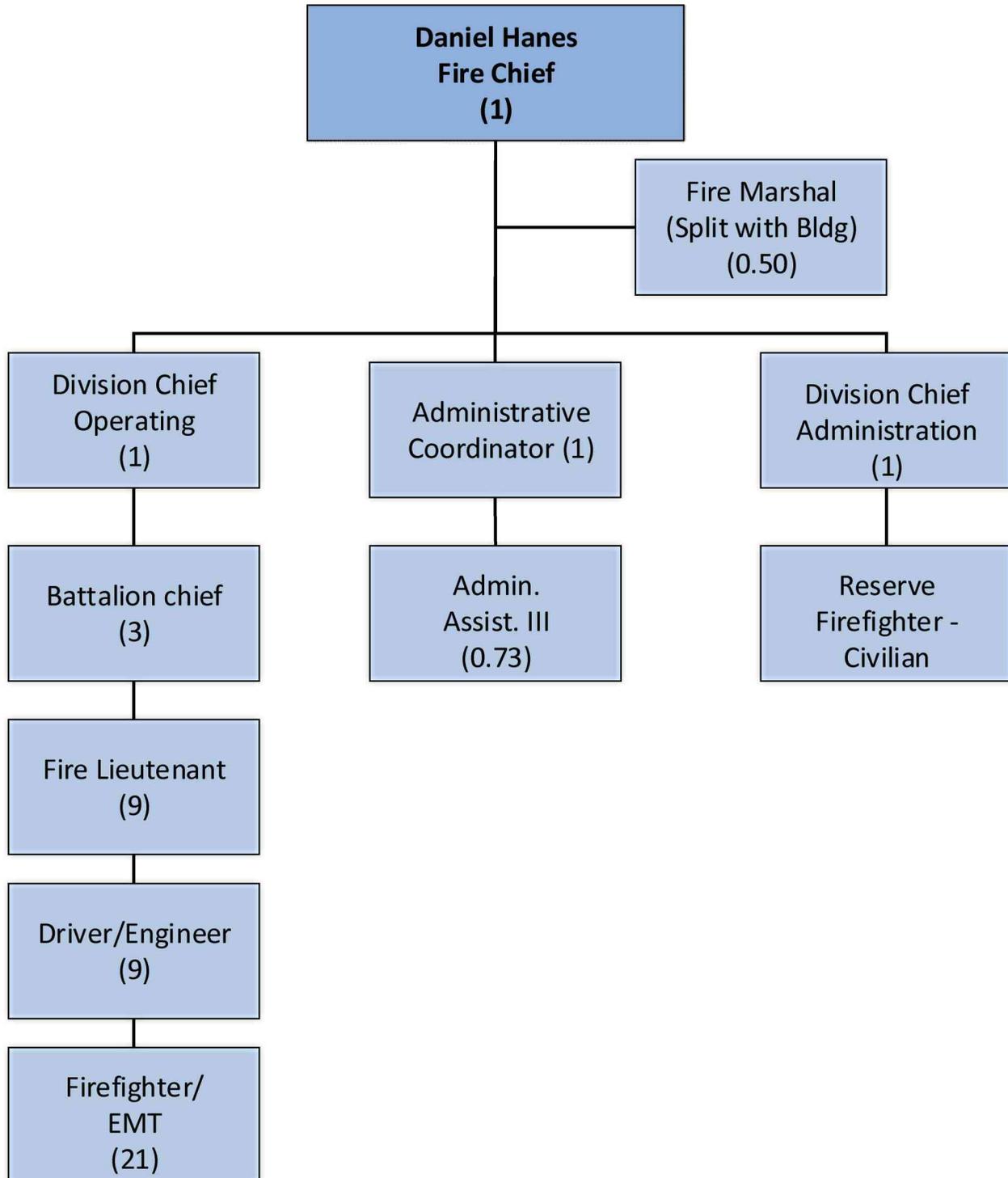
STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Fire	46.13	46.60	47.23	47.23	47.23
Police Administration	3.00	3.00	3.00	3.00	5.00
Police Special Operations	37.67	36.96	35.32	33.32	28.42
Police Operations	49.50	49.73	51.73	53.73	60.13
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	137.30	137.29	138.28	138.28	141.78





# FIRE

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of buildings inspected to total # of buildings annually	Maintaining a Safe Community	12%	60%	66%
% change in personal public education /safety contacts over prior year	Maintaining a Safe Community	10%	10%	10%
# of smoke detector assists or installs	Maintaining a Safe Community	52	60	60
% of building fire call response times - 5 minutes or less (turnout & response)	Maintaining a Safe Community	48%	55%	65%
% of emergency medical responses provided within 5 minutes or less	Maintaining a Safe Community	59%	65%	65%
% of structure fire contained to room of origin	Maintaining a Safe Community	44%	40%	40%
% change in auto aid responses by City Fire Department into other jurisdictions over prior year	Maintaining a Safe Community	9%	1.5%	2%
# of responses – all call types	Maintaining a Safe Community	8,579	8,500	8,600
Cost per call dispatched	High Value Government	\$518	\$510	\$510
% of total available time involving emergency activities	Maintaining a Safe Community	40%	30%	30%
% of total available time involving training, public safety awareness and standby services	Maintaining a Safe Community	40%	50%	50%
Citizen satisfaction rate with City Fire Services	High Value Government	90%	N/A <i>Survey conducted every other year</i>	90%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ Total Inspections: 1,242 inspections projected.
- ✓ Total Training Hours: 1300 projected.
- ✓ Total Smoke Detector Install/Support: 60 installs.
- ✓ Total Public Contacts (PR): 1,500 all ages.
- ✓ Response Times: Maintained response time goals.
- ✓ Capital: New Squad Engine on order for November delivery.

## Action Plan

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

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

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

## Facilities & Equipment Management

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

### Long-Term Goals

- ✓ Fire Engine Replacement.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Complete the replacement of Fire Station 81.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ New FT Position Public Education Specialist/Inspector.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Re-evaluate ISO Rating for Improved Score.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: Maintain a Safe Community
- ✓ Fire Department Re-organizational Plan
  - Target Completion: FY2019-2020
  - ✓ Strategic Focus Area: Maintain a Safe Community
- ✓ Ladder Truck Replacement.
  - ✓ Target Completion: FY2019-2020
  - ✓ Strategic Focus Area: Maintain a Safe Community

### Operating Budget Comparison

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 4,072,622	\$ 4,209,003	\$ 4,226,973	\$ 4,425,177	5.14%
Operating Expenses	385,765	398,416	399,965	411,593	3.31%
Debt Service	<u>45,392</u>	<u>35,401</u>	<u>35,401</u>	<u>663,619</u>	1774.58%
Total Budget	\$ 4,503,779	\$ 4,642,820	\$ 4,662,339	\$ 5,500,389	18.47%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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	0.00
Fire Division Chief	E104	0.00	0.00	0.00	0.00	2.00
Fire Marshal (also Fund 480)	F106	0.00	0.00	0.50	0.50	0.50
Fire Inspector	F105	1.00	1.00	1.00	1.00	0.00
Fire Division Commanders	F104	3.00	3.00	3.00	3.00	0.00
Battalion Chief	F104	0.00	0.00	0.00	0.00	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	46.50	46.50	46.50
Administrative Assistant III	112	<u>0.13</u>	<u>0.60</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.13	0.60	0.73	0.73	0.73
Total Staffing		46.13	46.60	47.23	47.23	47.23

Reclassified Fire Division Commander position to Fire Battalion Chief. Created 2 new Division Chief positions. Frazed the Deputy Fire Chief and Fire Inspector positions due to re-organization.

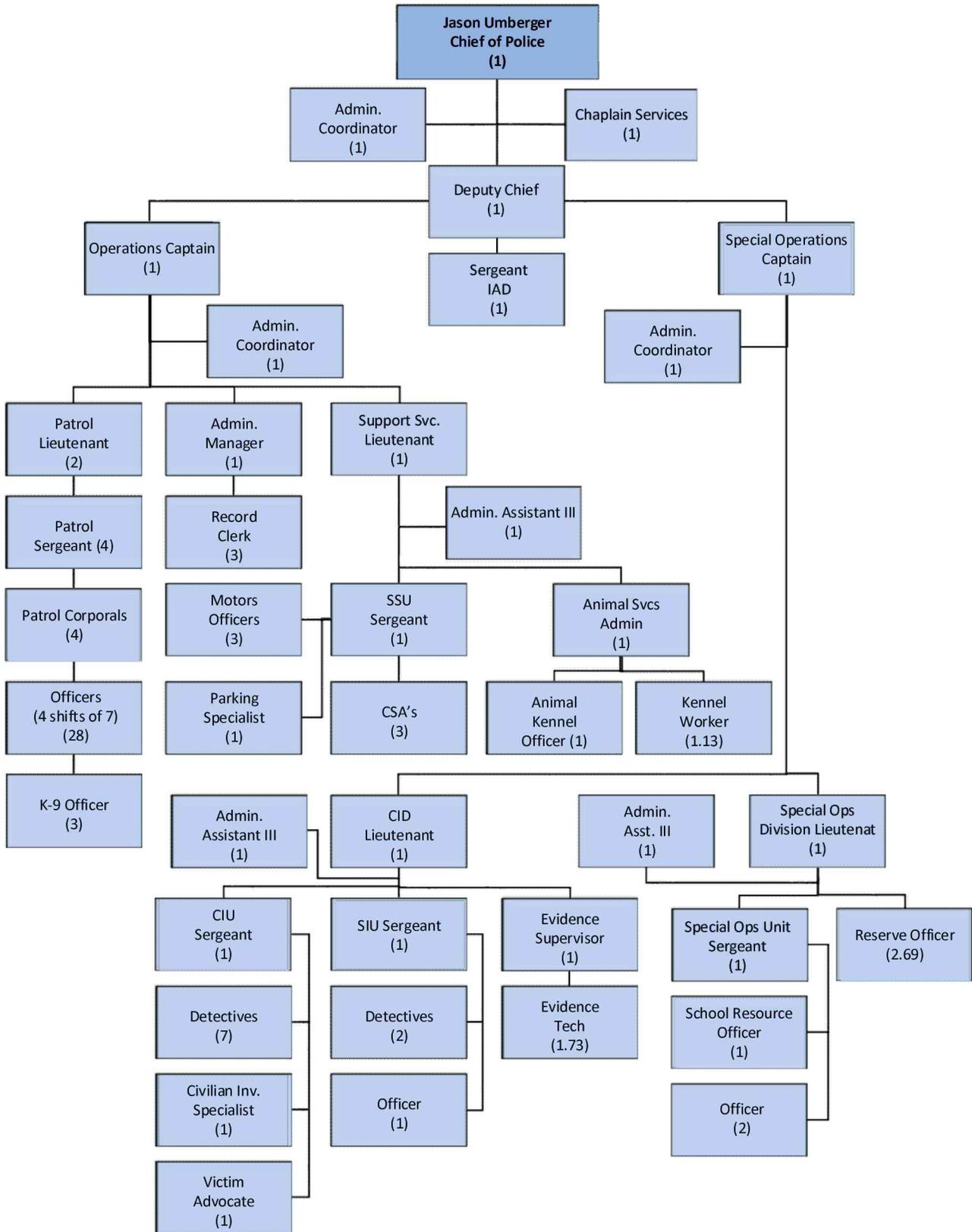
## Management Discussion

- ✓ Total expenses increased by 18.47%.
- ✓ Operating expenses increased by 3.31%.
- ✓ Includes funding for:
  - Vehicle maintenance and repair (\$40,000).
  - Medical supplies (\$15,000).
  - Small equipment (\$14,500).
  - Gear replacement (21,820).
  - Uniforms and badges (\$25,125).
  - Replace portable radios (\$15,000).
  - Auto Crib set with TeleCrib struts (\$3,920).
  - S-Scort III suction units (\$3,690).
- ✓ Debt service increased by 1774.58% primarily due to principal & interest payments on new Fire Station 81, Pierce Enforcer & Pierce Contender debt.
- ✓ Includes Debt Service funding for:
  - Fire Station 83 (\$47,377).
  - Fire Station 81 (\$493,468).
  - Pierce Enforcer (\$60,759).
  - Pierce Contender (\$62,015).



# POLICE

## Organizational Structure



**Description:**

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

**The Administrative Division** is responsible for overseeing the direction of the Police Department. It is comprised of the Chief of Police, and the Deputy Chief of Police and the Office of Professional Standards. The Chief provides the strategic vision for the department while Professional Standards coordinates the investigation of disciplinary matters and citizen complaints. The Deputy Chief oversees the Office of Professional Standards. The Chief's Administrative Coordinator oversees Building Maintenance.

**The Operations Bureau** is comprised of Uniformed Police Officers, Community Service Aides, and Support Services which includes the Traffic Unit, K-9 Unit, Animal Control, Field Training Program, Records Management and Equipment and Fleet Maintenance. Uniformed Police Officers are central to all police duties. They are responsible for crime prevention, crime suppression, traffic enforcement, and for safeguarding the general safety and welfare of the community. In addition, they are the first line of defense for our citizens as well as being first responders. Community Service Aides handle certain types of non-emergency calls for service that are traditionally assigned to sworn officers. This allows the officers to have more non-committed time to work on problem solving needs. The Traffic Unit Officers are responsible for proactively enforcing traffic laws and performing traffic safety awareness campaigns. They are also specialized in the investigation of traffic related homicides. Parking Enforcement is also part of the Traffic Unit. The Parking Enforcement Officer is responsible for enforcing City Ordinances and State Statutes that govern parking violations. The Parking Enforcement Officer monitors the Downtown DeLand area for any safety obstacles and reports all findings to the appropriate City Departments. Canine Officers enhance the Operations Bureau's capabilities and improve the likelihood of an immediate apprehension of a suspect while reducing the safety risks to officers. The Animal Control Officer responds to all calls related to animal complaints and cases involving cruelty issues.

**The Special Operations Bureau** is comprised of several programs that address specific criminal and quality of life issues. Special Operation functions include Criminal Investigations, Special Investigations, Narcotics, Vice, Training, Evidence and Community Services which handles Community Policing, hiring and recruiting. General Detectives perform retrospective investigations, are responsible for gathering intelligence information, identify crime trends and actively identify and formally charge people responsible for criminal acts; this includes Detectives assigned the duty of enforcing all drug related offenses. The emphasis placed on all Special Operations functions is to initiate problem solving efforts that address issues important to the citizens that are associated with their quality of life. Community Services Officers promote community interaction by designing and presenting a growing number of crime prevention and community education programs. The Bureau is also responsible for developing, organizing and tracking training programs for the Department's members along with all duties aligned with the recruitment

**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 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% change in number of calls for service from a five year average	Maintaining a Safe Community	-5.2%	5%	5%
% change in number of self initiated service calls from a five year average	Maintaining a Safe Community	2.3%	5%	5%
% of citizens satisfied with police services	High Value Government	76%	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	86%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	1.98	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	5.8%	4%	4%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	53%	55%	55%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	16%	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	16%	10%	10%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	255	300	300
Average # of sworn police officers per capita	Maintaining a Safe Community	.0022	.0026	.0026
Average cost of police services per capita	High Value Government	\$264.03	\$250	\$250

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ The Annual Operation Good Cheer which involved partnership between the PD and the Alumni to donate numerous bicycles and helmets to needy children during the Christmas holiday.
- ✓ The Police Department significantly increased bicycle, foot patrols and walk & talks throughout the community to increase visibility and build community relationships.
- ✓ The department implemented the following new community policing initiatives: Operation Honorable Endeavor, Operation Vigilant Protector and Operation School Guardian. Each initiative involves increased public service and building trust and relationships with community members and increased presence and interactions in the schools between police, staff and students.
- ✓ In order to improve the efficiency of the police department and span of control, two new Captains positions were created along with four new Corporal positions. Due to the creation of the new positions and retirements, a total of ten promotions took place.
- ✓ The department implemented a program called, “Bigs in Blue which is fashioned after the big brothers/big sisters program, however it involves law enforcement officers and partnerships with the Boys and Girls Club of West Volusia and the Stetson Athletic Department.
- ✓ Creation of a Citizens Advisory Committee as well as a Youth Advisory Committee.

# 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, including crimewatch, to share information with community members on a daily basis.</li> <li>• Department members will strive to exchange information with members of an affected neighborhood before a police action is required, or immediately after a police action occurs. The information learned will be distributed to appropriate police functions for intelligence purposes and planned responses.</li> </ul>	<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>• Create a Chief's Police Community Advisory Council.</li> <li>• Establish a police school resource officer program at DeLand High School.</li> <li>• Maintain a close association with local public and private schools by conducting D.A.R.E. classes and becoming involved in other activities that build a sense of rapport between officers and school personnel.</li> <li>• 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>• Establish new Police Department mission, core values, and new community policing initiatives with a focus on procedural justice.</li> <li>• A new performance evaluation document will be designed that measures the actual work expected of and performed by the officers, and the results attained. <ul style="list-style-type: none"> <li>* Patrol officers will become familiar with chronic problems in his/her defined areas; department members will identify trends through crime analysis or investigation.</li> <li>* Officers will work with affected community members and other resources when applying problem-solving techniques that provide long-term solutions to identified problems.</li> </ul> </li> <li>• Department members will use the S.A.R.A. model, or a comparable problem solving process, when working an identified and defined problem affecting the livability of a neighborhood or business area.</li> </ul>	<p>Maintaining a Safe Community</p>

## Problem Solving – Order Maintenance

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

## Recruitment

Goals & Objectives		Strategic Plan Area(s)
1	<p>The police department will maintain an aggressive recruitment effort to choose qualified candidates who are interested in the police profession with an emphasis on minority recruitment.</p> <ul style="list-style-type: none"> <li>• The Community Involvement function will work with area academies to select quality candidates for consideration.</li> <li>• Police academies sessions 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>	Maintaining a Safe Community

## 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

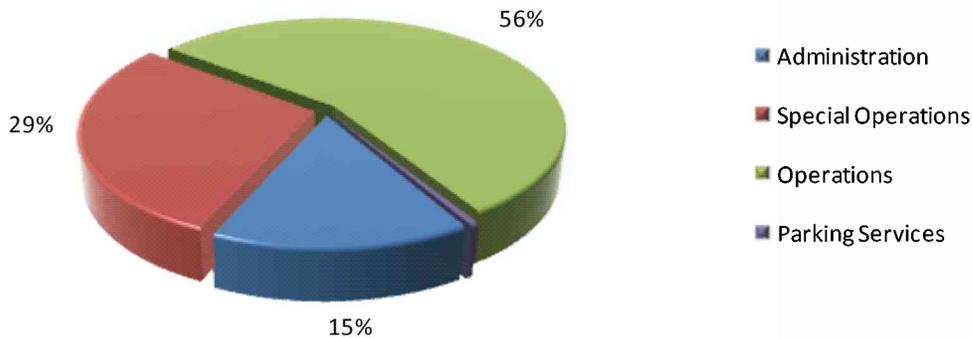
## Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 6,941,302	\$ 7,508,564	\$ 7,473,971	\$ 8,079,234	7.60%
Operating Expenses	965,866	880,346	883,419	999,456	13.53%
Debt Service	<u>336,098</u>	<u>528,118</u>	<u>528,118</u>	<u>632,211</u>	19.71%
Total Budget	\$ 8,243,266	\$ 8,917,028	\$ 8,885,508	\$ 9,710,901	8.90%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Administration	\$ 664,784	\$ 874,784	\$ 949,348	\$ 1,412,184	61.43%
Special Operations	2,755,741	2,872,465	2,747,551	2,822,132	-1.75%
Operations	4,781,979	5,124,104	5,142,290	5,429,008	5.95%
Parking Services	<u>40,762</u>	<u>45,675</u>	<u>46,319</u>	<u>47,577</u>	4.16%
Total Budget	\$ 8,243,266	\$ 8,917,028	\$ 8,885,508	\$ 9,710,901	8.90%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Administration	3.00	3.00	3.00	3.00	5.00
Special Operations	37.67	36.96	35.32	33.32	28.42
Operations	49.50	49.73	51.73	53.73	60.13
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	91.17	90.69	91.05	91.05	94.55

Police Department Expenditure Summary  
Fiscal Year 2019



## Operating Budget Comparison - Police Administration

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 294,419	\$ 302,319	\$ 367,091	\$ 517,443	71.16%
Operating Expenses	34,267	44,347	54,139	262,530	491.99%
Debt Service	<u>336,098</u>	<u>528,118</u>	<u>528,118</u>	<u>632,211</u>	19.71%
Total Budget	\$ 664,784	\$ 874,784	\$ 949,348	\$ 1,412,184	61.43%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Deputy Chief	E104	0.00	0.00	0.00	0.00	1.00
Police Sergeant - IAD	P102	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Community Service Aide-Chaplain	111	0.00	0.00	0.00	0.00	1.00
Total Full Time Staffing		3.00	3.00	3.00	3.00	5.00

Transferred [1.00] Deputy Chief and [1.00] Community Service Aide-Chaplain from Operations division.

## Operating Budget Comparison - Police Special Operations

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 2,158,003	\$ 2,315,843	\$ 2,183,868	\$ 2,425,446	4.73%
Operating Expenses	597,738	556,622	563,683	396,686	-28.73%
Total Budget	\$ 2,755,741	\$ 2,872,465	\$ 2,747,551	\$ 2,822,132	-1.75%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Deputy Chief	E104	1.00	1.00	1.00	1.00	0.00
Captain	P105	0.00	0.00	0.00	0.00	1.00
Lieutenant	P104	2.00	1.00	1.00	1.00	2.00
Sergeant	P103	3.00	3.00	3.00	3.00	3.00
Detective	P101	9.00	9.00	9.00	9.00	9.00
Police Officer	P101	6.00	7.00	5.00	3.00	3.00
Administrative Manager	122	0.00	1.00	1.00	1.00	0.00
Information/Logistics Coord.	121	1.00	0.00	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	0.00	0.00	0.00	0.00
Administrative Coordinator	115	1.50	1.00	1.00	1.00	1.00
Animal Service Administrator	115	1.00	1.00	1.00	1.00	0.00
Civilian Investigative Spec.	114	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	113	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Custodian	112	1.00	0.00	0.00	0.00	0.00
Civilian Evidence Technician	112	1.67	1.00	1.00	1.00	1.00
Animal Control Officer	111	1.00	1.00	1.00	1.00	0.00
Administrative Assistant III	111	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	108	0.00	0.00	0.00	0.00	1.00
Records Clerk II	110	1.00	0.00	0.00	0.00	0.00
Records Clerk I	109	2.00	4.00	4.00	4.00	0.00
Total Full Time Staffing		36.17	34.00	32.00	30.00	25.00
Reserve Police Officers	N/A	0.50	0.73	1.46	1.46	2.69
Civilian Evidence Custodian	N/A	0.00	0.73	0.73	0.73	0.00
Digital Evidence Custodian	N/A	0.00	0.00	0.00	0.00	0.73
Animal Care Kennel Assistant	N/A	0.50	1.00	0.63	0.63	0.00
Animal Kennel Officer	N/A	0.50	0.50	0.50	0.50	0.00
Total Part Time Staffing		1.50	2.96	3.32	3.32	3.42
Total Staffing		37.67	36.96	35.32	33.32	28.42

Transferred [1.00] Administrative Manager, [1.00] Animal Service Administrator, [1.00] Animal Control Officer, [0.63] Animal Care Kennel Assistant, [0.50] Animal Kennel Officer, and [3.00] Record Clerk to Operations division. Transferred [1.23] Reserve Officers & [1.00] Lieutenant from Special Operations division and reclassified [1.00] Record Clerk to Administrative Assistant II, [1.00] Deputy Chief to Captain & [0.73] Civilian Evidence Custodian to Digital Evidence Custodian.

## Operating Budget Comparison - Police Operations

BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services		\$ 4,450,218	\$ 4,847,272	\$ 4,879,088	\$ 5,091,138	5.03%
Operating Expenses		<u>331,761</u>	<u>276,832</u>	<u>263,202</u>	<u>337,870</u>	22.05%
Total Budget		\$ 4,781,979	\$ 5,124,104	\$ 5,142,290	\$ 5,429,008	5.95%

STAFFING		PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Deputy Chief	E104		1.00	1.00	1.00	1.00	0.00
Captain	P105		0.00	0.00	0.00	0.00	1.00
Police Lieutenant	P104		2.00	5.00	5.00	5.00	3.00
Police Sergeant	P103		5.00	5.00	5.00	5.00	5.00
Corporal	P102		0.00	0.00	0.00	0.00	4.00
Police Officer	P101		31.00	28.00	30.00	32.00	32.00
Police/K-9	P101		3.00	3.00	3.00	3.00	3.00
Administrative Manager	122		0.00	0.00	0.00	0.00	1.00
Animal Service Administrator	115		0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	115		1.00	1.00	1.00	1.00	1.00
Animal Control Officer	111		0.00	0.00	0.00	0.00	1.00
Community Service Aide	111		4.00	4.00	4.00	4.00	3.00
Administrative Assistant III	111		1.00	1.00	1.00	1.00	1.00
Police Records Clerk I	109		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>
Total Full Time Staffing			48.00	48.00	50.00	52.00	59.00
Animal Care Kennel Assistant	N/A		0.00	0.00	0.00	0.00	1.13
Reserve Police Officer	N/A		<u>1.50</u>	<u>1.73</u>	<u>1.73</u>	<u>1.73</u>	<u>0.00</u>
Total Part Time Staffing			1.50	1.73	1.73	1.73	1.13
Total Staffing			49.50	49.73	51.73	53.73	60.13

Transferred [1.00] Deputy Chief and [1.00] Community Service Aide to Administration division, [1.00] Lieutenant and [1.23] Reserve Officers to Special Operations division. Promoted [1.00] Lieutenant to Captain and [4.00] Police Officers to Corporals. Transferred [1.00] Administrative Manager, [1.00] Animal Service Administrator, [1.00] Animal Control Officer, [1.13] Animal Care Kennel Assistants, and [3.00] Police Records Clerks from Special Operations division. [0.50] Reserve Officer Retired. Added [4.00] Police Officers that 75% funded by DOJ grant and 25% funded by the city.

## Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services		\$ 38,662	\$ 43,130	\$ 43,924	\$ 45,207	4.82%
Operating Expenses		<u>2,100</u>	<u>2,545</u>	<u>2,395</u>	<u>2,370</u>	-6.88%
Total Budget		\$ 40,762	\$ 45,675	\$ 46,319	\$ 47,577	4.16%

STAFFING		PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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

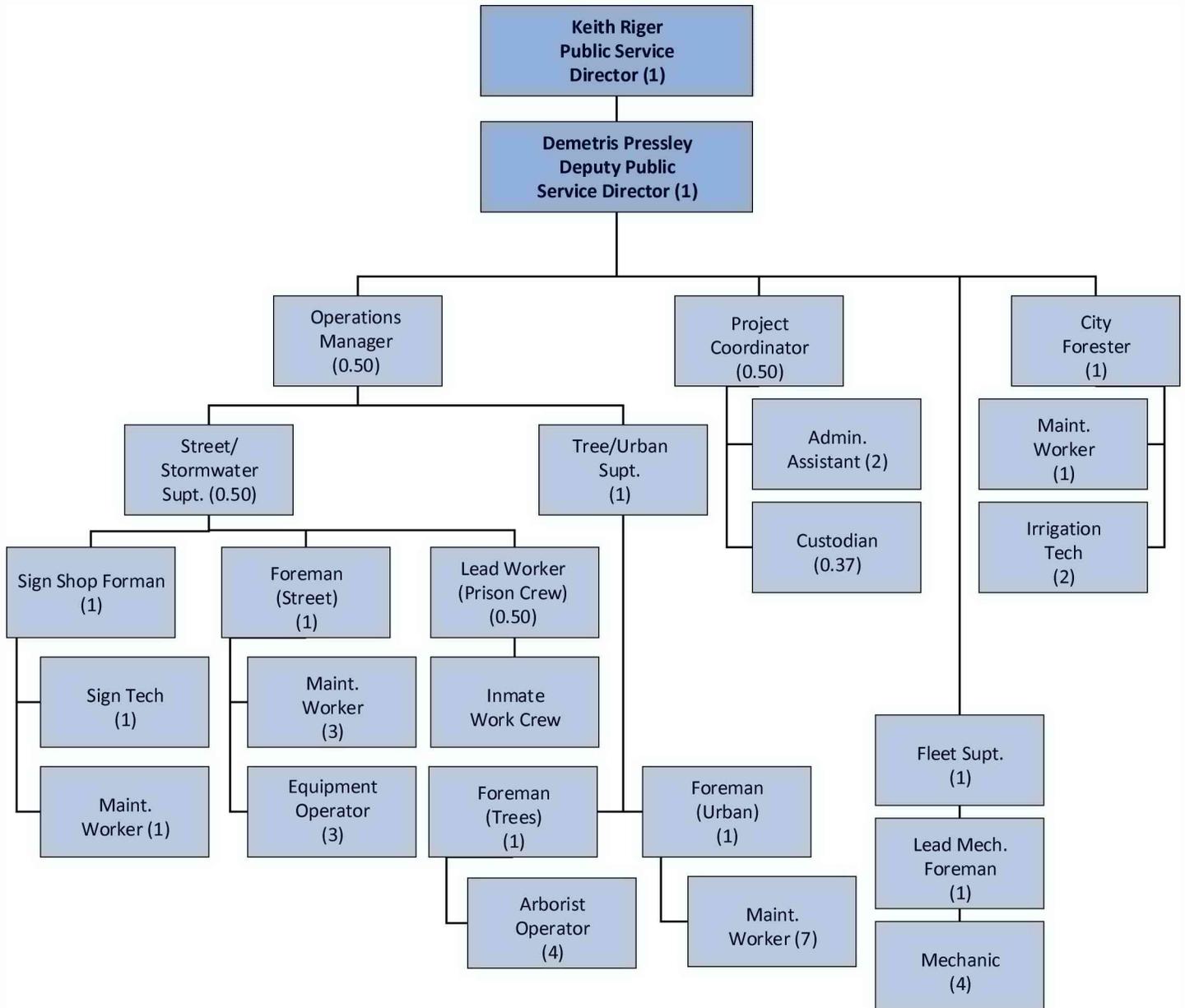
## Management Discussion

- ✓ Total expenses increased by 8.90%.
- ✓ Operating expenses increased by 13.53%.
- ✓ Debt service increased by 19.71% primarily due to principal and interest payments on new police vehicles debt.
- ✓ Includes funding for:
  - IACP Conference (\$2,000).
  - Management training (\$4,000).
  - P.A.L. (\$8,000).
  - Wallets and flat badges w/upgrade design (\$9,170).
  - Evidence supplies (\$7,000).
  - Firearms and ammos (\$28,875).
  - Officer duty equipment (\$15,000).
  - Uniforms (\$59,874).
  - AED's for patrol officers (\$10,907).
  - Firearms – patrol rifles with accessories (\$9,600).
  - Portable radios (\$35,000).
  - Tasers (\$13,200).
  - Outsource animal fees (\$20,388).
  - Spay/neuter reimbursement (\$7,500).
  - Motorcycle parts/labor (\$7,000).
  - Patrol bicycles (\$5,552).



# PUBLIC WORKS

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of service requests responded to within 3 business days	High Value Government	92%	95%	95%
% of residents satisfied with condition of roads and sidewalks	High Value Government	48%	80%	80%
% of time fleet is usable (down time, annual average basis)	High Value Government	94%	85%	90%
% of preventive maintenance services performed on schedule	High Value Government	95%	95%	95%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$110,000	\$121,000	\$132,500
Preventive + other maintenance per mile -ALL- Police without fuel	High Value Government	\$0.47	\$0.50	\$0.50
Preventive + other maintenance per vehicle-Police (PATROL ONLY) without fuel	High Value Government	\$4,200	\$3,800	\$4,000
Preventive + other maintenance per mile-Fire Apparatus without fuel	High Value Government	\$2.10	\$2.25	\$2.25
% of direct labor hours worked that are billed	High Value Government	75%	84%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days.	High Value Government	100%	90%	95%
\$ Cost per mile of resurfaced road	High Value Government	\$211,027	\$220,500	\$275,000

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

## Fiscal Year 2017 – 2018 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 5,127 work orders from the operation. Implementation of new work order management system (Cityworks).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division (241); reinstated the signs inventory; pavement marking program.
- ✓ Installation of Smart Signs (4) and Rectangular Rapid Flashing Beacons (6) at various locations around City.
- ✓ Completed Street Lights Augmentation, additional illumination site: (North Woodland, Stadium, Candlelight Oaks).
- ✓ Street Resurfacing Program: milling and resurfacing 2.65 lane miles, pavement preservation process: crack seal and Parking Lot 3 & 12.
- ✓ Sidewalk Grinding Process: identifying and removing 418 trip hazards. 60% saving verse full replacement.
- ✓ With the increase need for technical skilled employees, the Urban Division added 1 Irrigation Technician I .
- ✓ Received Tree City USA Award for 30<sup>th</sup> Year; Maintained tree inventory (approx. 7,000 trees).
- ✓ Completed Tree Giveaway (1,550 trees); distributed 850 trees Arbor Day Celebration; completed Potting Day (1,550 trees); manually watered approximately 150 Right-of-Way trees. Functioning Greenhouse Operation.
- ✓ Certifications:
  - Florida Friendly Landscape Project (City Hall, Public Services Bldg., Downtown DeLand)
  - TCIA: Certified Tree Care Safety Professional (2 Employees).
  - Electrical Hazards Training and Certification (10 employees).
- ✓ Debris Management: Hurricane Irma hauled, sorted, and reduced 145,000+ cubic yards of debris from City ROW.
  - 1,119 active staff hours used during Hurricane Irma.
- ✓ Special Events (76): Participated in Keep DeLand Beautiful, new Landscape plans (Projects: Downtown Corridor, Parks, Entrance Corridors), coordination of Stetson Football Home Pre-Game and Post-Game MOT and Parking Lot Maintenance.
- ✓ Provided a High level of service for City vehicles in fleet. (approx. 468).
- ✓ Safety features and compliance upgrades for Vehicle Equipment Shop: New MSDS Program, Improve Compliance percentage from 50% to 80% FLAGFA compliance rate.
- ✓ Preventive Maintenance Program.
- ✓ Emergency Management operation activated for Hurricane Matthew, storm debris haulers, monitors, and public assistances contractors activated for 6-8 weeks.

## Action Plan

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

Street Maintenance		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide safe and efficient transportation systems in DeLand.</p> <ul style="list-style-type: none"> <li>• Look for improvements to the 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

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

Tree 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 and building plans for compliance with tree requirements with Land Development Regulations. Provide comments for the committee.</li> </ul>	High Value Government
3	<p>Provide high level of tree maintenance and service exceeding residents' expectations.</p> <ul style="list-style-type: none"> <li>• Quarterly surveys to ensure interest in for designee.</li> </ul>	High Value Government

## Landscape & Hardscape

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

## Vehicle & Equipment Operation

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

## Long-Term Goals

- ✓ Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government, Sustainability
- ✓ 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.
- ✓ City Tree Master Plan Update
  - Target Completion: FY 2019-2020
  - Strategic Focus Area: High Value Government, Sense of Community.

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

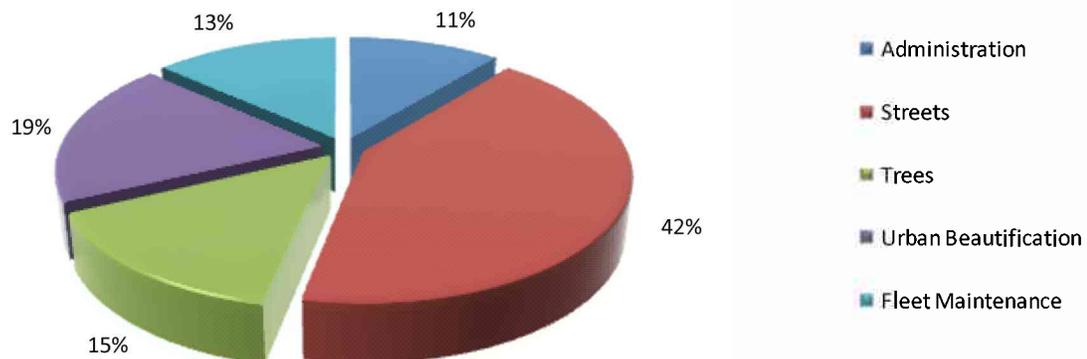
## Operating Budget Comparison Total Public Works

<b>BUDGET SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 1,863,921	\$ 2,154,245	\$ 2,017,175	\$ 2,195,826	1.93%
Operating Expenses	1,108,377	1,169,969	1,218,885	1,223,703	4.59%
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>37,998</u>	100.00%
Total Budget	\$ 2,972,298	\$ 3,324,214	\$ 3,236,060	\$ 3,457,527	4.01%

<b>DEPARTMENT SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Administration	\$ 281,039	\$ 328,274	\$ 316,970	\$ 379,216	15.52%
Streets	1,263,867	1,409,826	1,371,924	1,461,162	3.64%
Trees	426,310	482,177	471,013	508,555	5.47%
Urban Beautification	576,437	665,045	649,165	645,873	-2.88%
Fleet Maintenance	<u>424,645</u>	<u>438,892</u>	<u>426,988</u>	<u>462,721</u>	5.43%
Total Budget	\$ 2,972,298	\$ 3,324,214	\$ 3,236,060	\$ 3,457,527	4.01%

<b>STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
Administration	3.87	3.87	3.87	3.87	3.87
Streets	12.25	13.25	11.50	11.50	11.50
Trees	7.00	7.00	7.50	7.50	7.50
Urban Beautification	8.00	8.00	9.50	10.50	10.50
Fleet Maintenance	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Total Staffing	36.12	38.12	38.37	39.37	39.37

**Public Works Expenditure Summary  
Fiscal Year 2019**



## Public Works Administration

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 229,890	\$ 264,171	\$ 255,562	\$ 280,074	6.02%
Operating Expenses	51,149	64,103	61,408	61,144	-4.62%
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>37,998</u>	100.00%
Total Budget	\$ 281,039	\$ 328,274	\$ 316,970	\$ 379,216	15.52%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Deputy Public Service Director	E109	0.00	0.00	0.00	0.00	1.00
Public Works Director	E107	1.00	1.00	1.00	1.00	0.00
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	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.50	3.50	3.50	3.50	3.50
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>
Total Contract Staffing		0.37	0.37	0.37	0.37	0.37
Total Staffing		3.87	3.87	3.87	3.87	3.87

Promoted [1.00] Public Works Director to Deputy Public Service Director.

## Streets

BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 426,125	\$ 547,981	\$ 472,197	\$ 568,807	3.80%
Operating Expenses	<u>837,742</u>	<u>861,845</u>	<u>899,727</u>	<u>892,355</u>	3.54%
Total Budget	\$ 1,263,867	\$ 1,409,826	\$ 1,371,924	\$ 1,461,162	3.64%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Asst. PW Director (also Fund 450)	E104	0.75	0.75	0.00	0.00	0.00
Operations Manager (also Fund 450)	122	0.00	0.00	0.50	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	120	0.50	0.50	0.50	0.50	0.50
Foreman II	115	0.00	1.00	1.00	0.00	0.00
Foreman I	114	2.00	1.00	0.50	1.50	1.00
Sign Shop Foreman I	114	0.00	0.00	0.00	0.00	1.00
Equipment Operator II	111	0.00	1.00	1.00	1.00	1.00
Equipment Operator I	110	2.00	1.00	1.00	2.00	2.00
Lead Worker (also Fund 450)	111	0.00	0.00	0.00	0.00	0.50
Sign Maintenance Technician II	111	1.00	1.00	1.00	1.00	0.00
Sign Maintenance Technician I	110	0.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	1.00	1.00
Maintenance Worker II	108	2.00	6.00	3.00	1.00	1.00
Maintenance Worker I	107	<u>1.00</u>	<u>0.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		9.25	13.25	11.50	11.50	11.50
Maintenance Worker	N/A	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		3.00	0.00	0.00	0.00	0.00
Total Staffing		12.25	13.25	11.50	11.50	11.50

Promoted [1.00] Sign Maintenance Technician II to Sign Shop Foreman and down graded [0.50] Foreman I to Lead Worker.

## Trees

BUDGET SUMMARY	2016-17		2017-18		2017-18		2018-19		% Change from 2017-18
	ACTUAL	BUDGET	BUDGET	ESTIMATED	BUDGET	BUDGET	BUDGET		
Personal Services	\$ 351,823	\$ 394,665	\$ 394,665	\$ 380,584	\$ 408,088	\$ 408,088	\$ 408,088	3.40%	
Operating Expenses	<u>74,487</u>	<u>87,512</u>	<u>87,512</u>	<u>90,429</u>	<u>100,467</u>	<u>100,467</u>	<u>100,467</u>	14.80%	
Total Budget	\$ 426,310	\$ 482,177	\$ 482,177	\$ 471,013	\$ 508,555	\$ 508,555	\$ 508,555	5.47%	

STAFFING	PAY GRADE	2014-15		2015-16		2016-17		2017-18		2018-19	
		BUDGET									
City Forester	121	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Superintendent - Tree/Urban	120	0.00	0.00	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Forestry Superintendent	120	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Foreman II	115	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Foreman I	114	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Arborist Operator II	111	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arborist Operator I	110	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>						
Total Full Time Staffing		6.00	6.00	6.00	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Maintenance Worker	10	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>						
Total Contract Staffing		1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staffing		7.00	7.00	7.00	7.50	7.50	7.50	7.50	7.50	7.50	7.50

## Urban Beautification

BUDGET SUMMARY	2016-17		2017-18		2017-18		2018-19		% Change from 2017-18
	ACTUAL	BUDGET	BUDGET	ESTIMATED	BUDGET	BUDGET	BUDGET		
Personal Services	\$ 490,427	\$ 553,046	\$ 553,046	\$ 528,197	\$ 529,069	\$ 529,069	\$ 529,069	-4.34%	
Operating Expenses	<u>86,010</u>	<u>111,999</u>	<u>111,999</u>	<u>120,968</u>	<u>116,804</u>	<u>116,804</u>	<u>116,804</u>	4.29%	
Total Budget	\$ 576,437	\$ 665,045	\$ 665,045	\$ 649,165	\$ 645,873	\$ 645,873	\$ 645,873	-2.88%	

STAFFING	PAY GRADE	2014-15		2015-16		2016-17		2017-18		2018-19	
		BUDGET									
Superintendent - Tree/Urban	120	0.00	0.00	0.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Foreman I	114	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Irrigation Technician	113	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Lead Worker	111	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker II	108	5.00	5.00	5.00	5.00	5.00	4.00	4.00	4.00	3.00	3.00
Maintenance Worker I	107	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>							
Total Full Time Staffing		7.00	7.00	7.00	9.50	9.50	10.50	10.50	10.50	10.50	10.50
Maintenance Worker	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>						
Total Contract Staffing		1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staffing		8.00	8.00	8.00	9.50	9.50	10.50	10.50	10.50	10.50	10.50

## Fleet Maintenance

BUDGET SUMMARY	2016-17		2017-18		2017-18		2018-19		% Change from 2017-18
	ACTUAL	BUDGET	BUDGET	ESTIMATED	BUDGET	BUDGET	BUDGET		
Personal Services	\$ 365,656	\$ 394,382	\$ 394,382	\$ 380,635	\$ 409,788	\$ 409,788	\$ 409,788	3.91%	
Operating Expenses	<u>58,989</u>	<u>44,510</u>	<u>44,510</u>	<u>46,353</u>	<u>52,933</u>	<u>52,933</u>	<u>52,933</u>	18.92%	
Total Budget	\$ 424,645	\$ 438,892	\$ 438,892	\$ 426,988	\$ 462,721	\$ 462,721	\$ 462,721	5.43%	

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 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	1.00	1.00	1.00
Garage/Fleet Maint Foreman I	114	1.00	1.00	0.00	0.00	0.00
Equipment Mechanic II	114	1.00	2.00	2.00	2.00	4.00
Equipment Mechanic I	113	2.00	2.00	2.00	2.00	0.00
Total Full Time Staffing		5.00	6.00	6.00	6.00	6.00

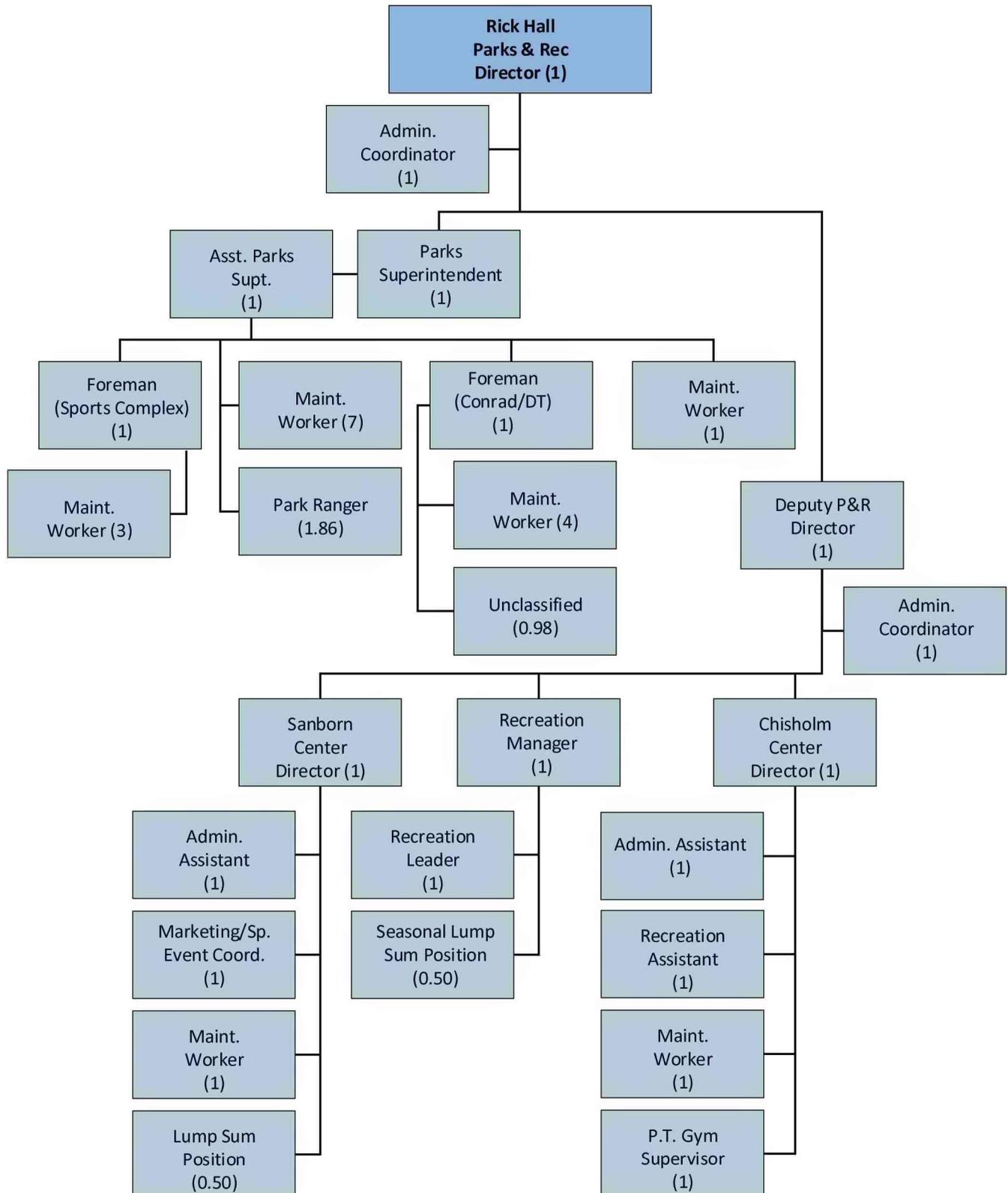
Promoted [2.00] Equipment Mechanic I to II.

- ✓ Total expenses increased by 4.01%.
- ✓ Operating expenses increased by 4.59% primarily due to traffic engineering consultant & increases in landfill & tree nursery costs.
- ✓ Includes funding for:
  - Mosquito spraying (\$8,500).
  - Pressure washing (\$18,500).
  - Brick work (\$5,000).
  - Sidewalk grinding (\$40,000).
  - Traffic engineering consulting (\$20,000).
  - Scarifier carbide blades (\$2,500).
  - Traffic control equipment (\$1,500).
  - Small equipments (\$9,000).
  - Road materials and supplies (\$62,000).
  - Sidewalk materials (\$60,000),
  - Landfill (\$10,000).
- ✓ Debt service increased by 100% due to principal and interest payments on new freightliner and asphalt patch truck loader debt.



# PARKS AND RECREATION

## Organizational Structure



**Description:**

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

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

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Average maintenance cost per total acres of park land	High Value Government	\$8,645	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	71%	N/A <i>Survey conducted every other year</i>	80%
% Satisfied with City parks, trails and facilities	High Value Government	82%	N/A <i>Survey conducted every other year</i>	85%
% change in participants at Sanborn Center	High Value Government	33%	27%	10%
% change in participants at Chisholm Center	High Value Government	9%	9%	20%
% change in participants in recreational programs and activities	High Value Government	14%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	6%	3.75%	3.85%

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Negotiated a two year agreement with the FHSAA to bring the Florida High School Soccer State Championships back to DeLand for 2018 and 2019. For a second consecutive year, the F.H.S.A.A. is extremely pleased with their three day experience.
- ✓ Working hard to continue the success of our flagship event, the DeLand Firecracker Festival. The Naval Band will be performing this year and we're expecting another terrific fireworks show and an excellent turnout.
- ✓ Indicators show that our recreational participation numbers are still growing.
- ✓ The Sanborn Center activities, programs, and events are keeping an upward trend. Their Breakfast with Santa event sold out in 90 minutes.
- ✓ The Sanborn Center revenue exceeded anticipated numbers.
- ✓ The Chisholm Center has a waiting list for their after school program. Also, they're receiving early praise over their new mentoring program.
- ✓ We finished a youth football season that had us striving to service three different youth football groups.
- ✓ Earl Brown Park served as host to a county-wide Martin Luther King, Jr. Day Event.
- ✓ Revenue increased 40%. The highest overall revenue in the Department's history.

- ✓ Completed agreement with the West Volusia Historical Society, the City of DeLand and the DeLand Historic Trust for the administration of the DeLand Memorial Hospital and Veteran’s Museum.
- ✓ Received \$400,000 Echo Grant agreement to be applied to the Sperling Sports Complex Enhancement.
- ✓ New agreement between Stetson University and the City of DeLand for the lease of Melching Field is 80% complete. New agreement is expected to begin in 2021.
- ✓ Received CDBG funding to be applied to additional improvements at Earl Brown Park.
- ✓ Completed Master Plan for possible new recreation center and complex located near Taylor Road and MLK.

## Action Plan

### Leisure Activities and Programs

Goals & Objectives		Strategic Plan Area(s)
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. <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>	High Value Government & Preparing for the Future/ Sustainability
2	Plan for future population changes such as increase cultural diversity and increased senior citizen population. <ul style="list-style-type: none"> <li>• Identify population changes.</li> </ul>	Preparing for the Future/ Sustainability

### Park and Facility Management

Goals & Objectives		Strategic Plan Area(s)
1	Manage and maintain parks and facilities effectively ensuring that locations are safe, clean, and attractive. <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	Create a plan of action within ten days on how to correct issues identified during weekly inspections. <ul style="list-style-type: none"> <li>• Input work orders.</li> <li>• Assign staff daily to complete repairs.</li> </ul>	High Value Government
3	Identify and apply for grant funds for the continued enhancement of park facilities <ul style="list-style-type: none"> <li>• At least one grant application completed prior to the end of fiscal year.</li> <li>• Meet quarterly with grant writer to review options, needs and process / or more frequently as needed.</li> </ul>	Preparing for the Future/ Sustainability
4	Developing plan for expanding and developing more field and park space for athletic and recreational use prior to the end of fiscal year and submit to the City Manager. <ul style="list-style-type: none"> <li>• Review quarterly with recreation manager - participation numbers and needs for additional field space and facilities to meet the needs of the community.</li> <li>• Identify opportunities for grant funding.</li> </ul>	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. Prepare expense reports quarterly identifying on-going operational expenses.	High Value Government

## Special Events in the Parks and at Facilities

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

## Long-Term Goals

### Administration

- ✓ Complete 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: Stetson University – 2020 / HS - Ongoing
  - Strategic Focus Area: High Value Government, Creating Connected Community

### Recreation

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

### Parks

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

### Intermodal Transportation Facility

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

### Trailer Park

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

## Museum

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

## Activity Center

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

## Stadium

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

## Special Events

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

## Chisholm Center

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

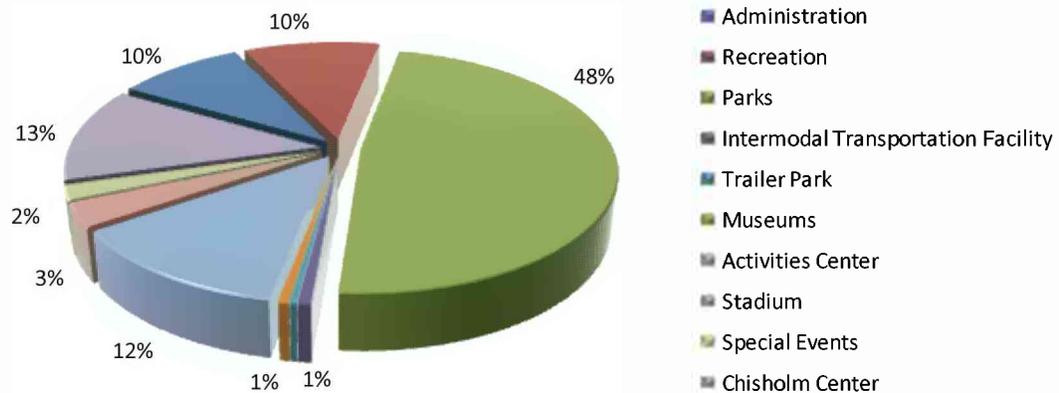
# Operating Budget Comparison Total Parks & Recreation Expenditure Summary

<b>BUDGET SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 1,612,881	\$ 1,909,694	\$ 1,829,519	\$ 2,012,117	5.36%
Operating Expenses	913,200	917,412	896,887	925,212	0.85%
Grants and Aids	0	10,000	0	0	-100.00%
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>11,836</u>	100.00%
Total Budget	\$ 2,526,081	\$ 2,837,106	\$ 2,726,406	\$ 2,949,165	3.95%

<b>DEPARTMENT SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Administration	\$ 257,662	\$ 263,094	\$ 267,905	\$ 280,612	6.66%
Recreation	184,061	264,434	283,746	302,210	14.29%
Parks	1,204,445	1,367,476	1,324,497	1,423,670	4.11%
Intermodal Transportation Facility	16,512	20,088	20,014	20,207	0.59%
Trailer Park	10,107	14,270	10,840	10,960	-23.20%
Museums	11,994	26,442	17,509	16,824	-36.37%
Activities Center	292,479	364,360	318,480	366,273	0.53%
Stadium	124,925	109,618	92,297	94,773	-13.54%
Special Events	82,854	58,265	54,048	58,765	0.86%
Chisholm Center	<u>341,042</u>	<u>349,059</u>	<u>337,070</u>	<u>374,871</u>	7.39%
Total Budget	\$ 2,526,081	\$ 2,837,106	\$ 2,726,406	\$ 2,949,165	3.95%

<b>STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	2.50	2.50	3.50	3.50	3.50
Parks	19.97	19.84	19.84	20.84	20.84
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	<u>5.46</u>	<u>5.46</u>	<u>5.46</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	36.43	36.30	37.30	37.84	37.84

**Parks and Recreation Expenditure Summary  
Fiscal Year 2019**



## Parks & Recreation Administration

<b>BUDGET SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 236,448	\$ 246,351	\$ 249,497	\$ 263,881	7.12%
Operating Expenses	<u>21,214</u>	<u>16,743</u>	<u>18,408</u>	<u>16,731</u>	-0.07%
Total Budget	\$ 257,662	\$ 263,094	\$ 267,905	\$ 280,612	6.66%

<b>STAFFING</b>	<b>PAY GRADE</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 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	2.00
Administrative Assistant III	111	0.00	0.00	1.00	1.00	0.00
Administrative Assistant II	108	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

Promoted [1.00] Administrative Assistant III to Administrative Coordinator.

## Recreation

<b>RECREATION BUDGET SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 163,622	\$ 193,724	\$ 187,786	\$ 207,650	7.19%
Operating Expenses	<u>20,439</u>	<u>70,710</u>	<u>95,960</u>	<u>94,560</u>	33.73%
Total Budget	\$ 184,061	\$ 264,434	\$ 283,746	\$ 302,210	14.29%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Deputy Parks & Rec Director	E103	0.00	0.00	1.00	1.00	1.00
Recreation Manager	119	1.00	1.00	0.00	1.00	1.00
Athletics Sports Coordinator	110	1.00	1.00	1.00	0.00	0.00
Recreation Leader	109	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.00	2.00	3.00	3.00	3.00
Sports Supervisor	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.50	0.50	0.50	0.50	0.50
Total Staffing		2.50	2.50	3.50	3.50	3.50

## Parks

PARKS BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 797,295	\$ 945,445	\$ 928,535	\$1,008,666	6.69%
Operating Expenses	407,150	422,031	395,962	403,168	-4.47%
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>11,836</u>	100.00%
Total Budget	\$1,204,445	\$1,367,476	\$1,324,497	\$1,423,670	4.11%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Parks Superintendent	120	0.00	0.00	0.00	1.00	1.00
Assistant Parks Superintendent	117	1.00	1.00	1.00	1.00	1.00
Foreman II	114	0.00	0.00	1.00	1.00	1.00
Foreman I	114	3.00	3.00	2.00	1.00	1.00
Maintenance Worker III	109	1.00	1.00	1.00	1.00	2.00
Maintenance Worker II	108	8.00	12.00	12.00	10.00	9.00
Maintenance Worker I	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>
Total Full Time Staffing		13.00	17.00	17.00	18.00	18.00
Park Ranger	105	1.99	1.86	1.86	1.86	1.86
Seasonal Workers/Unclassified	N/A	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>
Total Part Time Staffing		2.97	2.84	2.84	2.84	2.84
Maintenance Worker	N/A	<u>4.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		4.00	0.00	0.00	0.00	0.00
Total Staffing		19.97	19.84	19.84	20.84	20.84

Promoted [1.00] Maintenance Worker II to III.

## Intermodal Transportation Facility

INTERMODAL TRANSPORTATION FACILITY BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	<u>\$ 16,512</u>	<u>\$ 20,088</u>	<u>\$ 20,014</u>	<u>\$ 20,207</u>	0.59%
Total Staffing	<u>\$ 16,512</u>	<u>\$ 20,088</u>	<u>\$ 20,014</u>	<u>\$ 20,207</u>	0.59%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
None						

None

## Trailer Park

TRAILER PARK BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses		\$ 10,107	\$ 14,270	\$ 10,840	\$ 10,960	-23.20%
Total Staffing		\$ 10,107	\$ 14,270	\$ 10,840	\$ 10,960	-23.20%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

## Museums

HISTORICAL MUSEUM BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses		\$ 11,994	\$ 16,442	\$ 17,509	\$ 16,824	2.32%
Grants and Aids		-	10,000	-	-	-100.00%
Total Budget		\$ 11,994	\$ 26,442	\$ 17,509	\$ 16,824	-36.37%

STAFFING		2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

## Activities Center

SANBORN ACTIVITIES CENTER BUDGET SUMMARY		2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services		\$ 185,081	\$ 255,902	\$ 211,519	\$ 256,844	0.37%
Operating Expenses		107,398	108,458	106,961	109,429	0.90%
Total Budget		\$ 292,479	\$ 364,360	\$ 318,480	\$ 366,273	0.53%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	114	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.00	0.00	0.00	0.00	1.00
Maintenance Worker II	108	1.00	1.00	1.00	0.00	0.00
Administrative Assistant II	108	0.00	0.00	1.00	1.00	0.00
Maintenance Worker I	107	1.00	1.00	1.00	2.00	2.00
Total Full Time Staffing		4.00	4.00	5.00	5.00	5.00
Administrative Assistant II	N/A	1.00	1.00	0.00	0.00	0.00
Maintenance Worker II	N/A	0.50	0.50	0.50	0.50	0.50
Total Part Time Staffing		1.50	1.50	0.50	0.50	0.50
Total Staffing		5.50	5.50	5.50	5.50	5.50

Promoted [1.00] Administrative Assistant II to III.

## Stadium

SPEC MARTIN STADIUM BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 124,925	\$ 109,618	\$ 92,297	\$ 94,773	-13.54%
Total Budget	\$ 124,925	\$ 109,618	\$ 92,297	\$ 94,773	-13.54%
STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET

None

## Special Events

SPECIAL EVENTS BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 5,282	\$ 10,765	\$ 6,548	\$ 10,765	0.00%
Operating Expenses	<u>77,572</u>	<u>47,500</u>	<u>47,500</u>	<u>48,000</u>	1.05%
Total Budget	\$ 82,854	\$ 58,265	\$ 54,048	\$ 58,765	0.86%
STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET

None

## Chisholm Center

CHISHOLM CENTER BUDGET SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 225,153	\$ 257,507	\$ 245,634	\$ 264,311	2.64%
Operating Expenses	<u>115,889</u>	<u>91,552</u>	<u>91,436</u>	<u>110,560</u>	20.76%
Total Budget	\$ 341,042	\$ 349,059	\$ 337,070	\$ 374,871	7.39%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	108	1.00	1.00	1.00	0.00	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>2.00</u>	<u>2.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Gym Supervisor	N/A	<u>1.46</u>	<u>1.46</u>	<u>1.46</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.46	1.46	1.46	1.00	1.00
Seasonal Employees/Lifeguards						
Total Staffing		5.46	5.46	5.46	5.00	5.00

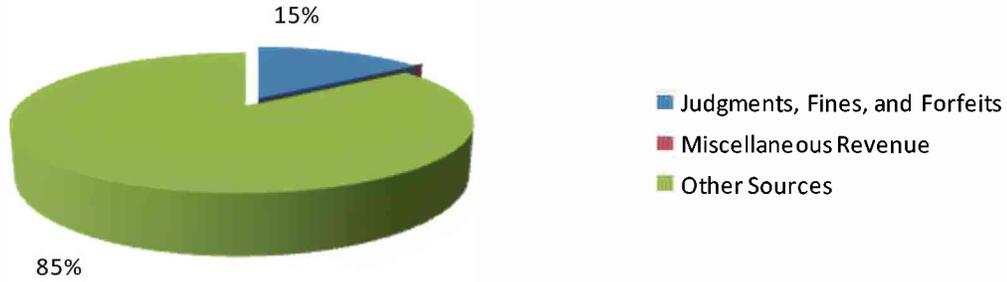
## Management Discussion

- ✓ Total expenses increased by 3.95%.
- ✓ Operating expenses increased by 0.85%.
- ✓ Grants & Aids decreased by 100% due to eliminated donation to the West Volusia Historical Society.
- ✓ Debt service increased by 100% due to principal & interest payments on new Sperling Sports Complex improvements and Parks & Recreation vehicle debt.
- ✓ Includes funding for:
  - Sports officials fees (\$24,500).
  - Sports, recreational & youth athletic equipment (\$9,180).
  - Summer sports camp (\$3,420).
  - Uniforms (basketball, football, soccer, bowling) (\$31,640).
  - Rental fee for Sports Complex (\$20,357).
  - Fertilizers/Herbicides/Insecticides (39,650).
  - Marketing (\$10,000).
  - 4<sup>th</sup> July fireworks (\$17,000).
  - Special Event funding (\$30,000).
  - Paint exterior of Chisholm Center (\$13,380).
  - Replace interior wood doors at Chisholm Center (\$4,500).
  - Replace stacking chairs (\$7,497).

# CONFISCATED TRUST FUND

## Revenue Summary

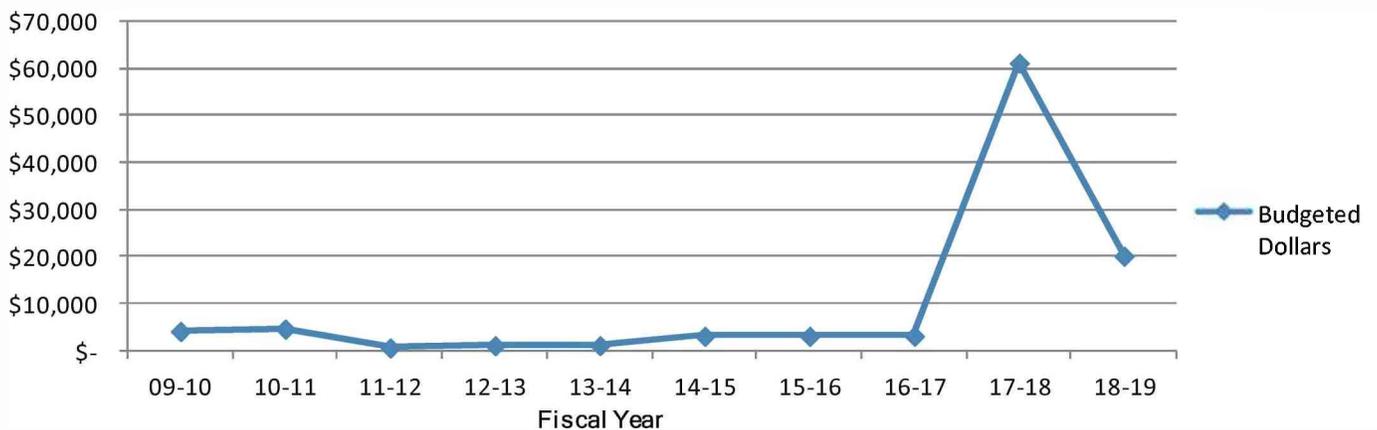
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Judgments, Fines, and Forfeits	\$ 6,909	\$ 26,216	\$ 26,216	\$ 3,000	-88.56%
Miscellaneous Revenue	3,085	0	3,068	0	N/A
Other Sources	<u>0</u>	<u>34,880</u>	<u>16,389</u>	<u>17,008</u>	-51.24%
<b>Total Confiscated Trust Fund Revenue</b>	<b>\$ 9,994</b>	<b>\$ 61,096</b>	<b>\$ 45,673</b>	<b>\$ 20,008</b>	<b>-67.25%</b>



## Management Discussion

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

## History of Revenues



## CONFISCATED TRUST FUND

### Expenditure Summary

**Description:**

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

## Operating Budget Comparison

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 27,679	\$ 26,216	\$ 26,216	\$ 3,000	-88.56%
Capital Outlay	0	0	0	17,008	100.00%
Grants & Aid	1,000	0	0	0	N/A
Transfers	<u>40,000</u>	<u>34,880</u>	<u>0</u>	<u>0</u>	-100.00%
Total Budget	\$ 68,679	\$ 61,096	\$ 26,216	\$ 20,008	-67.25%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

CAPITAL OUTLAY	Amount
License Plate Recognition System	\$ 17,008

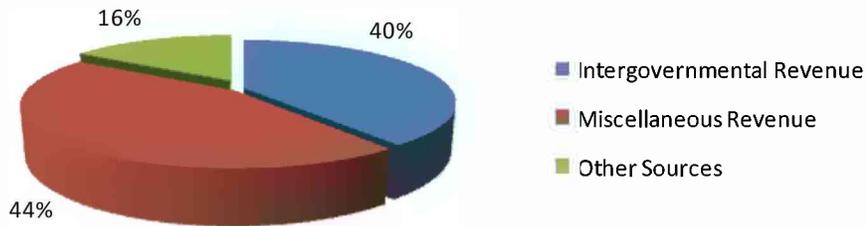
## Management Discussion

- ✓ Includes funding for:
  - Forfeiture filing fees (\$3,000).
  - License Plate Recognition System (\$17,008).

# HOMELESS SHELTER FUND

## Revenue Summary

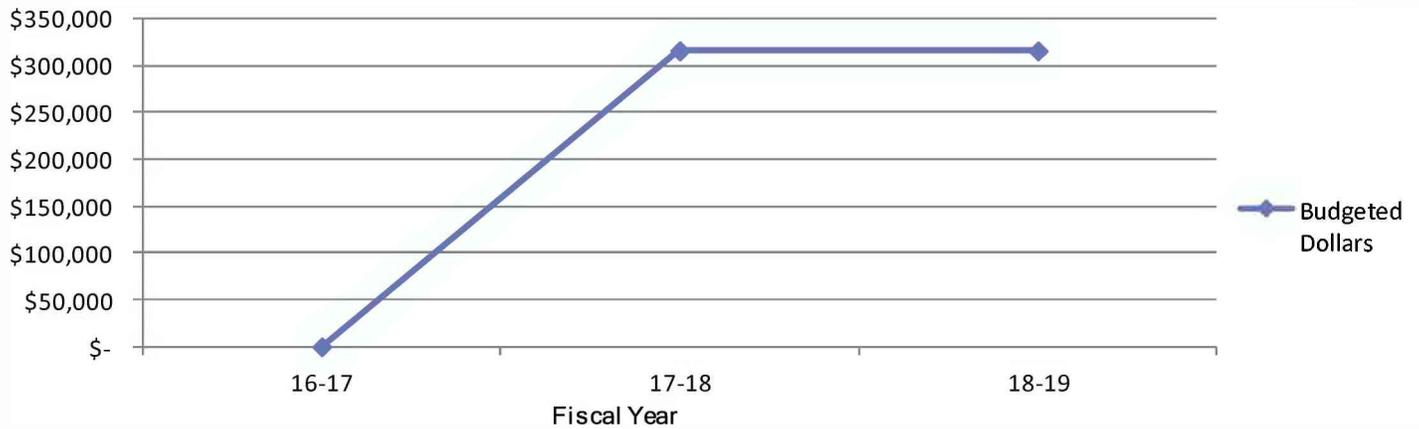
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Intergovernmental Revenue	\$ 170,000	\$ 125,000	\$ 125,000	\$ 125,000	0.00%
Miscellaneous Revenue	1,008	140,668	140,668	140,668	0.00%
Other Sources	<u>109,073</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	0.00%
Total Confiscated Trust Fund Revenue	\$ 280,081	\$ 315,668	\$ 315,668	\$ 315,668	0.00%



## 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 0	\$ 315,668	\$ 315,668	\$ 315,668	0.00%
Capital Outlay	<u>204,543</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 204,543	\$ 315,668	\$ 315,668	\$ 315,668	0.00%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

CAPITAL OUTLAY	Amount
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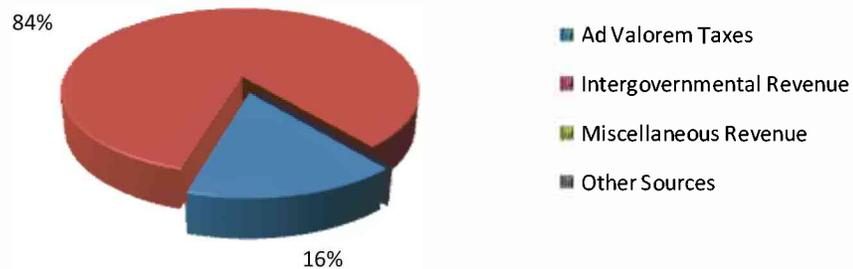
None

- ✓ 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes	\$ 13,196	\$ 32,708	\$ 32,273	\$ 52,706	61.14%
Intergovernmental Revenue	15,216	38,269	41,418	282,370	637.86%
Miscellaneous Revenue	1,958	0	1,630	0	N/A
Other Sources	0	543,262	250,000	0	-100.00%
<b>Total Spring Hill CRA Revenue</b>	<b>\$ 30,370</b>	<b>\$ 614,239</b>	<b>\$ 325,321</b>	<b>\$ 335,076</b>	<b>-45.45%</b>

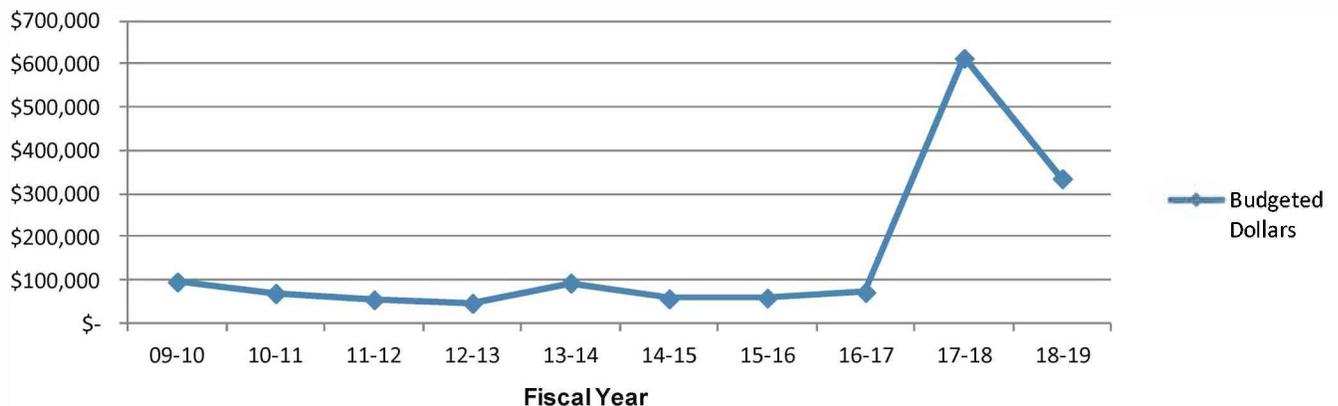


## Management Discussion

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.

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

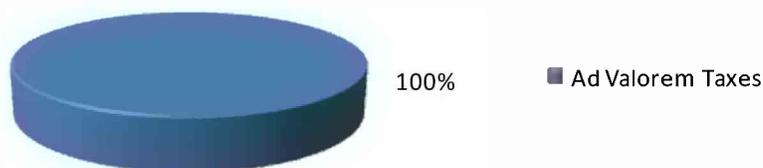
## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

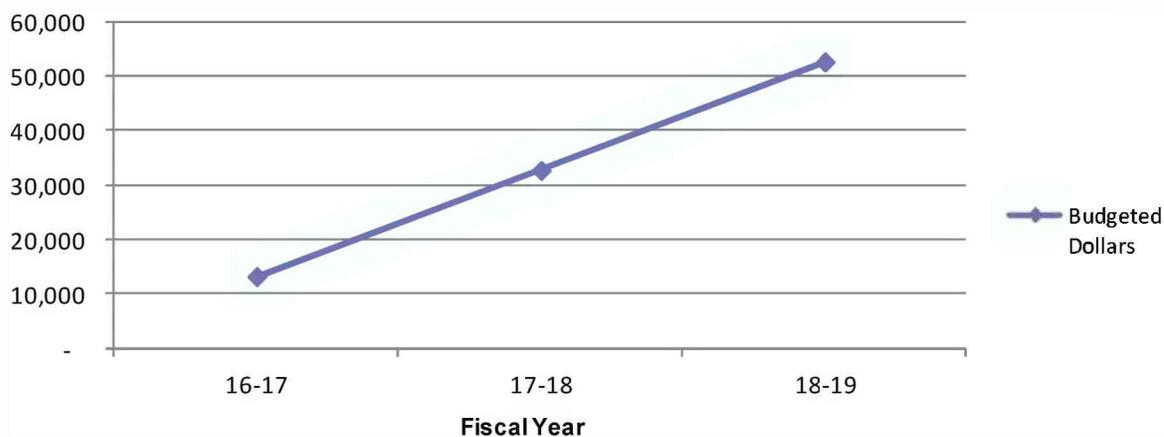
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes	\$ 13,196	\$ 32,708	\$ 32,273	\$ 52,706	61.14%
Total Ad Valorem Tax Revenue	\$ 13,196	\$ 32,708	\$ 32,273	\$ 52,706	61.14%



### Management Discussion

The property appraiser has released \$58,664,065 as the July 1<sup>st</sup> preliminary estimated taxable value of property located within the district's limits. This represents an \$8,191,184 incremental change in the district's tax base and an increase of \$3,212,268 in taxable value since last year. FY 18-19 budget is based on the preliminary incremental change in value calculated using the City's proposed operating millage rate of 6.7731.

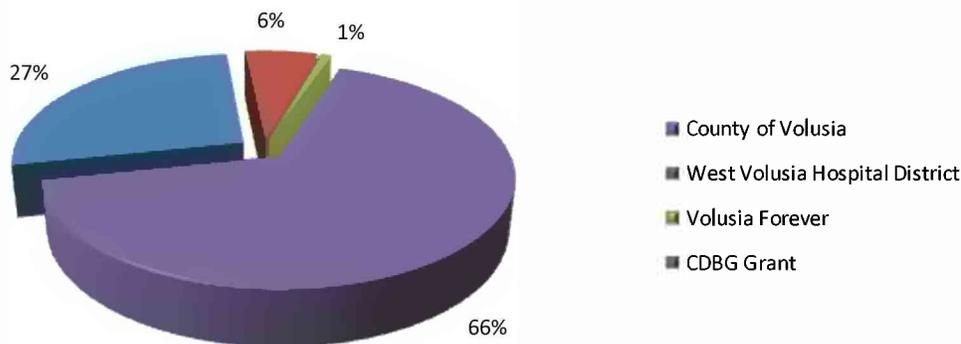
### History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

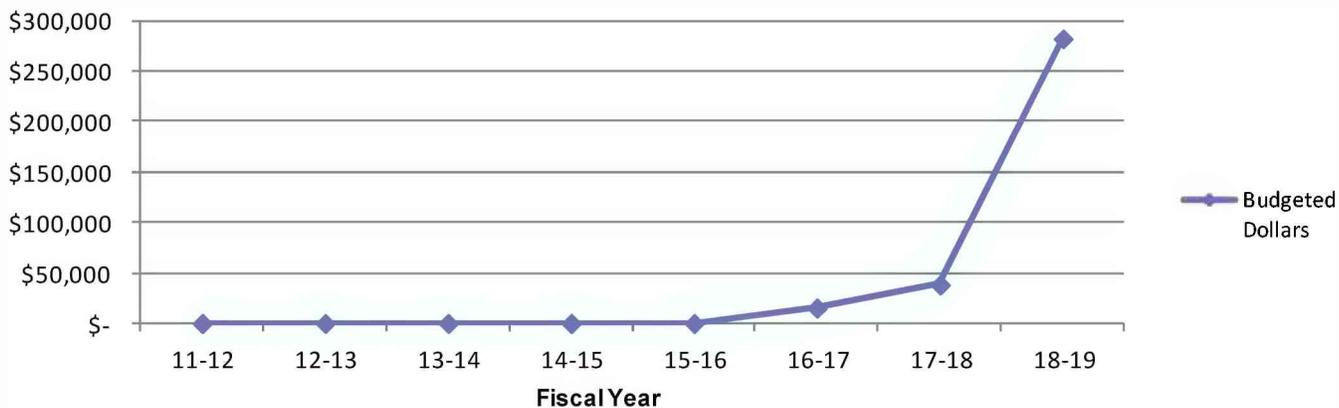
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
County of Volusia	\$ 11,627	\$ 29,242	\$ 28,853	\$ 75,460	158.05%
West Volusia Hospital District	3,031	7,622	11,191	16,923	122.03%
Volusia Forever	558	1,405	1,374	2,329	65.77%
CDBG Grant	<u>0</u>	<u>0</u>	<u>0</u>	<u>187,658</u>	100.00%
Total Ad Valorem Tax Revenue	\$ 15,216	\$ 38,269	\$ 41,418	\$ 282,370	637.86%



## Management Discussion

Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 18-19 budget is based on the preliminary incremental change in value calculated against the proposed millage of each of the taxing authorities.

## History of Revenues



# SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

## Description:

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

## Mission:

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% change in property values over prior year	High Value Government	5.67%	13.58%	5.00%
# of property improvement grants	High Value Government	1	2	3

## 2017-2018 Achievements

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

## Action Plan

### Spring Hill Development

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

## Outreach & Communication

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

## 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 31,548	\$ 41,220	\$ 14,855	\$ 16,623	-59.67%
Capital Outlay	1,000	500,000	500,000	187,658	-62.47%
Debt Service	0	58,019	0	0	-100.00%
Grants & Aid	2,890	5,000	7,216	5,000	0.00%
Transfers	10,000	10,000	10,000	42,400	324.00%
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>83,395</u>	100.00%
Total Budget	\$ 45,438	\$ 614,239	\$ 532,071	\$ 335,076	-45.45%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
None					

CAPITAL OUTLAY	Amount
Spring Hill Resource Center Parking Lot	\$ 187,658

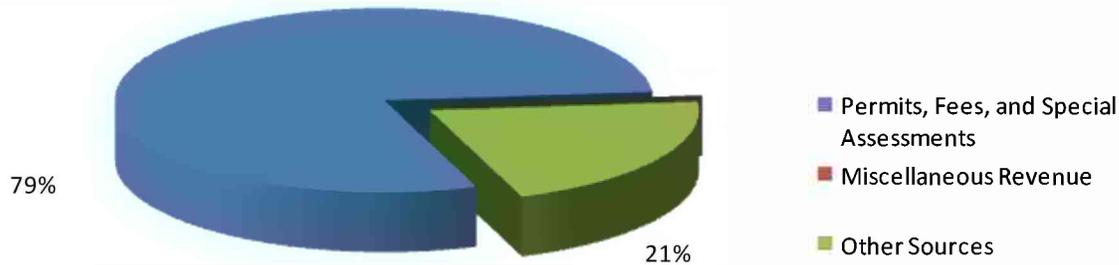
## Management Discussion

- ✓ Total expenses decreased by 45.45%.
- ✓ Operating expenses decreased by 59.67%.
- ✓ Includes funding for:
  - Spring Hill Resource Center Parking Lot (\$187,658).
  - Contingency (\$83,395).
- ✓ Capital outlay decreased by 62.47% as prior year consisted of construction of a new resource center.
- ✓ Debt service decreased by 100.00% as the debt & debt service was changed to General Fund.
- ✓ Transfers increased by 324.00% as the Spring Hill CRA Fund is now able to pay for allocable expenditures due to increased revenues.

# GOVERNMENTAL IMPACT FEES TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Permits, Fees, and Special Assessments	\$ 747,459	\$ 732,879	\$ 1,064,177	\$ 705,230	-3.77%
Miscellaneous Revenue	107	0	22	0	N/A
Other Sources	<u>0</u>	<u>0</u>	<u>0</u>	<u>186,755</u>	100.00%
<b>Total GIFT Fund Revenue</b>	<b>\$ 747,566</b>	<b>\$ 732,879</b>	<b>\$ 1,064,199</b>	<b>\$ 891,985</b>	<b>21.71%</b>

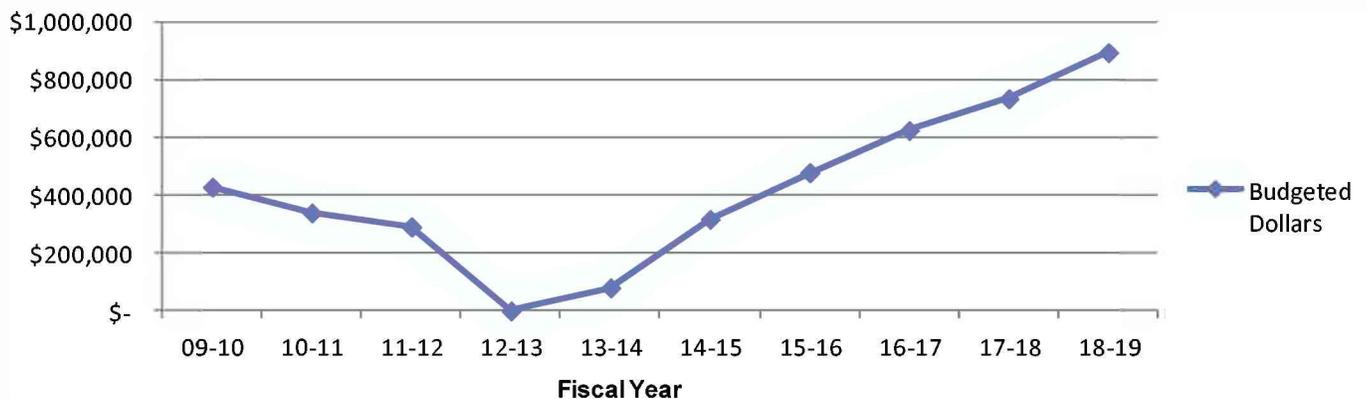


## Management Discussion

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. Other sources represent a use of reserves to fund capital outlay.

Other Sources represent a use of reserves to fund Capital Outlay.

## History of Revenues



# GOVERNMENTAL IMPACT FEES TRUST FUND

## Expenditure Summary

### Description:

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

### Operating Budget Comparison

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 0	\$ 0	\$ 0	\$ 40,000	N/A
Capital Outlay	0	40,000	0	240,000	500.00%
Debt Service	422,903	692,879	562,879	411,985	-40.54%
Transfers	<u>200,000</u>	<u>0</u>	<u>200,000</u>	<u>200,000</u>	100.00%
Total Budget	\$ 622,903	\$ 732,879	\$ 762,879	\$ 891,985	21.71%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
None					

CAPITAL OUTLAY	Amount
Police Evidence Building	\$ 40,000
New Park Improvements	200,000
<b>Total Capital Outlay</b>	<b>\$ 240,000</b>

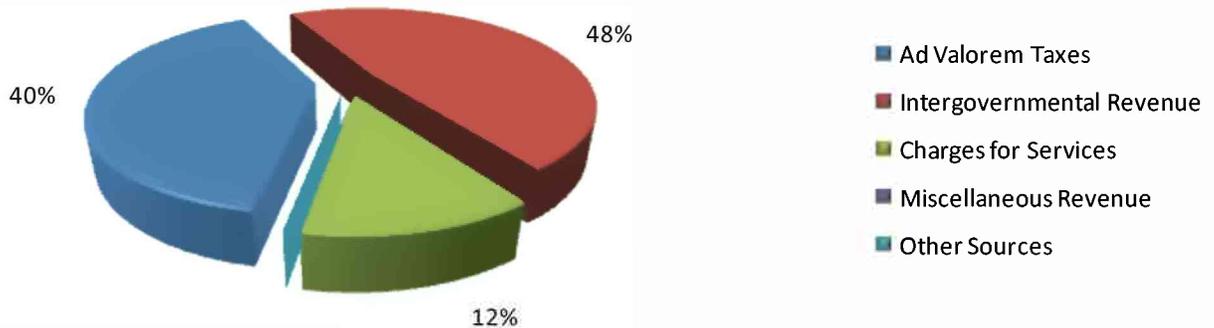
### Management Discussion

- ✓ FY18-19 anticipated revenue will be used towards principal and interest payments for the following:
  - Police Evidence Building (Capital Outlay) - \$40,000.
  - New Park Improvements (Capital Outlay) - \$200,000.
  - Earl Brown Park (Debt Service) - \$299,479.
  - Fire Station #83 (Debt Service) - \$25,000.
  - City Hall (Debt Service) - \$87,506.
  - Reimbursement to the Hurricane Reserve (Transfer) - \$200,000.
  - Impact Fee Study - \$40,000.

# COMMUNITY REDEVELOPMENT TRUST FUND

## Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes	\$ 153,583	\$ 166,256	\$ 168,863	\$ 177,440	6.73%
Intergovernmental Revenue	177,096	194,519	216,210	213,996	10.01%
Charges for Services	53,171	54,137	54,658	54,658	0.96%
Miscellaneous Revenue	15,667	9,000	11,095	0	-100.00%
Other Sources	0	0	573,084	0	N/A
<b>Total Community Redev Fund</b>	<b>\$ 399,517</b>	<b>\$ 423,912</b>	<b>\$ 1,023,910</b>	<b>\$ 446,094</b>	<b>5.23%</b>

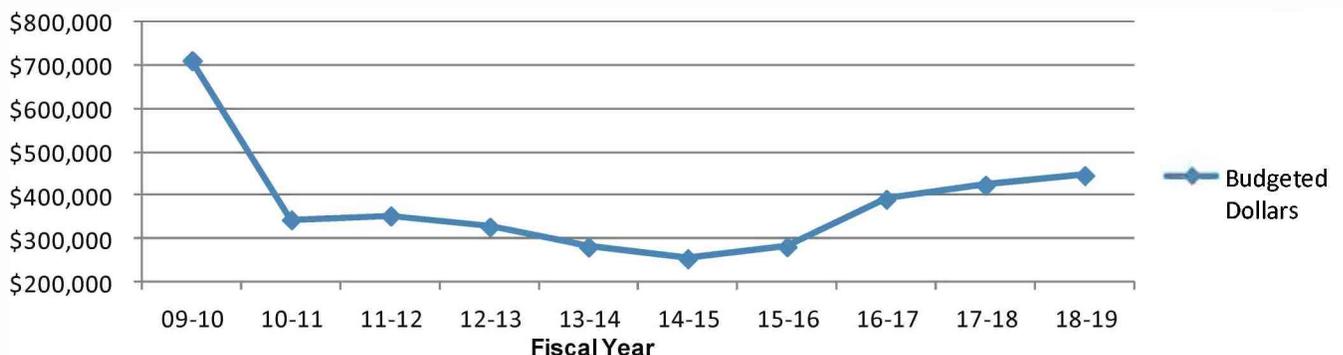


## Management Discussion

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 use of reserves to fund the on-going expenses of the CRA that will not be covered by other revenue sources.

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

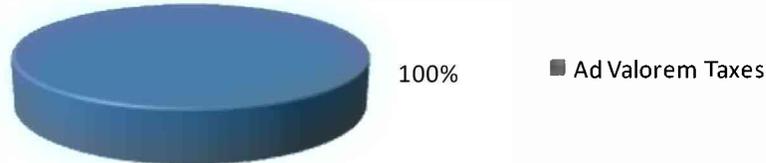
## History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Ad Valorem Taxes Revenue Summary

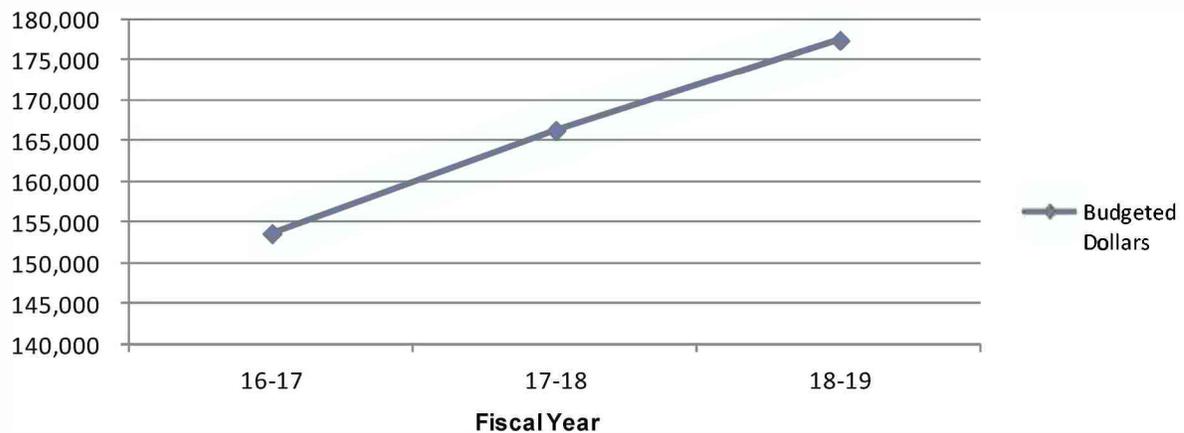
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Ad Valorem Taxes	\$ 153,583	\$ 166,256	\$ 168,863	\$ 177,440	6.73%
Total Ad Valorem Tax Revenue	\$ 153,583	\$ 166,256	\$ 168,863	\$ 177,440	6.73%



### Management Discussion

The property appraiser has released \$47,611,043 as the July 1<sup>st</sup> preliminary estimated taxable value of property located with the district's limits. This represents a \$27,576,580 incremental change in the district's tax base and an increase of \$1,927,565 in taxable value since last year. FY 18-19 budget is based on the preliminary incremental change calculated against the City's proposed operating millage rate of 6.7731.

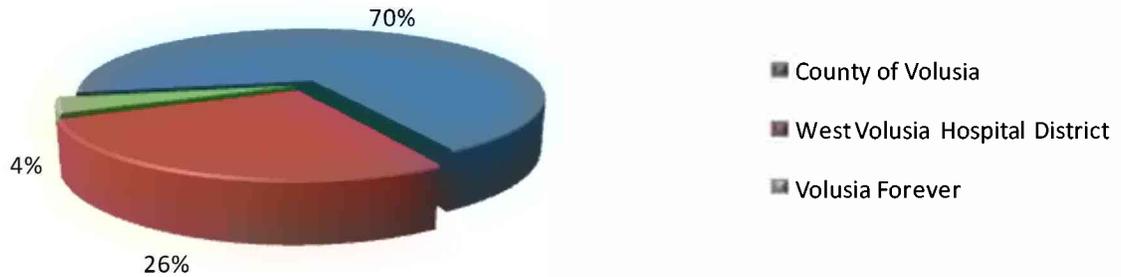
### History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Intergovernmental Revenue Summary

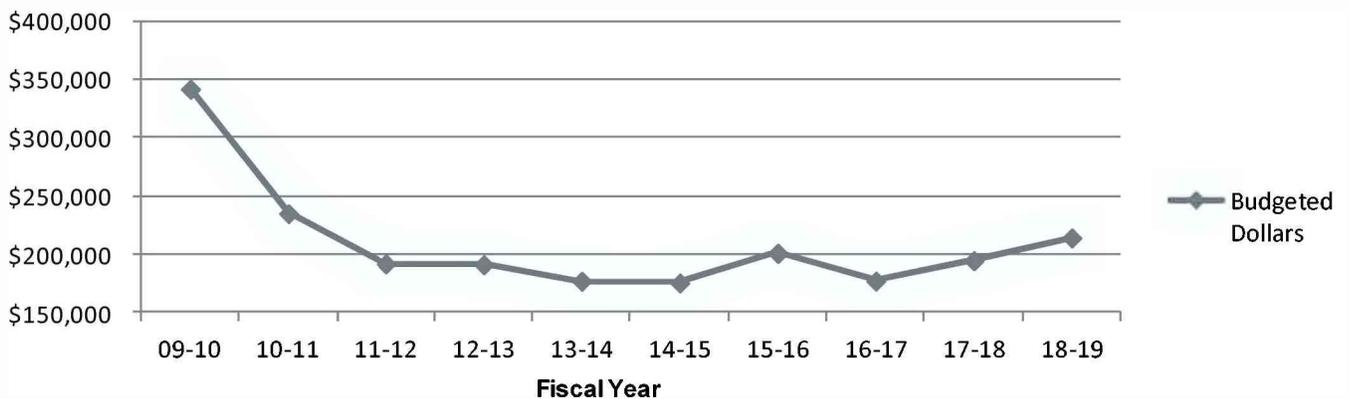
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
County of Volusia	\$ 135,323	\$ 148,637	\$ 150,488	\$ 149,180	0.37%
West Volusia Hospital District	35,273	38,743	58,555	56,972	47.05%
Volusia Forever	<u>6,500</u>	<u>7,139</u>	<u>7,167</u>	<u>7,844</u>	9.88%
Total Ad Valorem Tax Revenue	\$ 177,096	\$ 194,519	\$ 216,210	\$ 213,996	10.01%



## Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 18-19 budget is based on the pre-preliminary incremental change calculated against the proposed millage of each of the taxing authorities.

## History of Revenues



# COMMUNITY REDEVELOPMENT TRUST FUND

## Description:

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

## Mission:

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% change in property values over prior year	High Value Government	5.5%	4.5%	5.0%
# of events	Preserving "Sense of Community"	47	50	55
Storefront occupancy rate	Preserving "Sense of Community"	96%	96%	97%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ Completely renovated Chess Park fountain.
- ✓ Awarded 6 grants for various property improvements.
- ✓ Completed Rufus Pinkney Mural.
- ✓ Completed the Georgia Avenue Streetscape project.

## 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 Georgia Avenue Streetscape by September 30<sup>th</sup>.</li> <li>• Maintain a storefront occupancy rate of at least 90%</li> </ul>	Preserving "Sense of Community"
2	Award a minimum of 5 grants annually. By February, 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 275,353	\$ 302,077	\$ 320,941	\$ 359,092	18.87%
Capital Outlay	88,102	0	608,041	0	N/A
Grants and Aid	2,795	25,000	25,000	25,000	0.00%
Transfers	0	0	38,951	0	N/A
Contingency	<u>0</u>	<u>96,835</u>	<u>96,835</u>	<u>62,002</u>	-35.97%
Total Budget	\$ 366,250	\$ 423,912	\$ 1,089,768	\$ 446,094	5.23%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

CAPITAL OUTLAY	Amount
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None

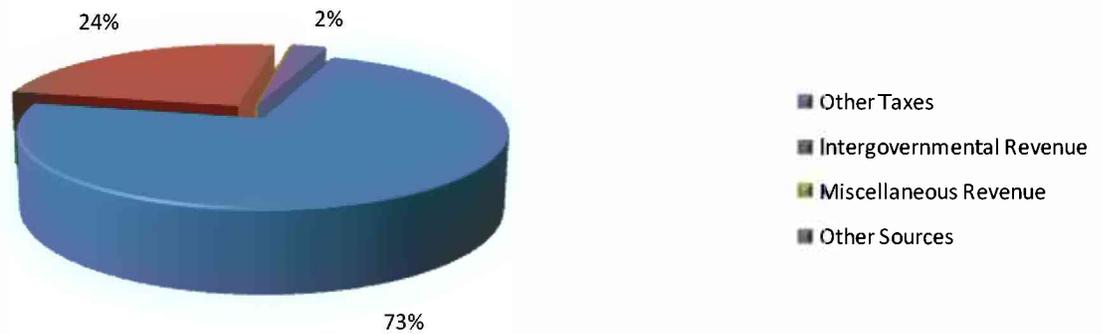
## Management Discussion

- ✓ Total expenses increased by 5.23%.
- ✓ Operating expenses increased by 18.87% mainly due to sign materials (\$50,000).
- ✓ Includes funding for:
  - MainStreet DeLand contract (\$65,000).
  - Regional Marketing (\$25,000).
  - Downtown Sculpture Program (\$25,000).
  - Special Events (\$54,300).
  - Sign materials (\$50,000).

# GRANTS AND SPECIAL REVENUE FUND

## Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Other Taxes	\$ 265,617	\$ 200,283	\$ 200,283	\$ 288,980	44.29%
Intergovernmental Revenue	420,331	627,008	650,721	97,322	-84.48%
Miscellaneous Revenue	176	0	727	0	N/A
Other Sources	<u>73,532</u>	<u>459,020</u>	<u>432,700</u>	<u>10,813</u>	-97.64%
<b>Total Grants &amp; Special Revenue Fund</b>	<b>\$ 759,656</b>	<b>\$ 1,286,311</b>	<b>\$ 1,284,431</b>	<b>\$ 397,115</b>	<b>-69.13%</b>

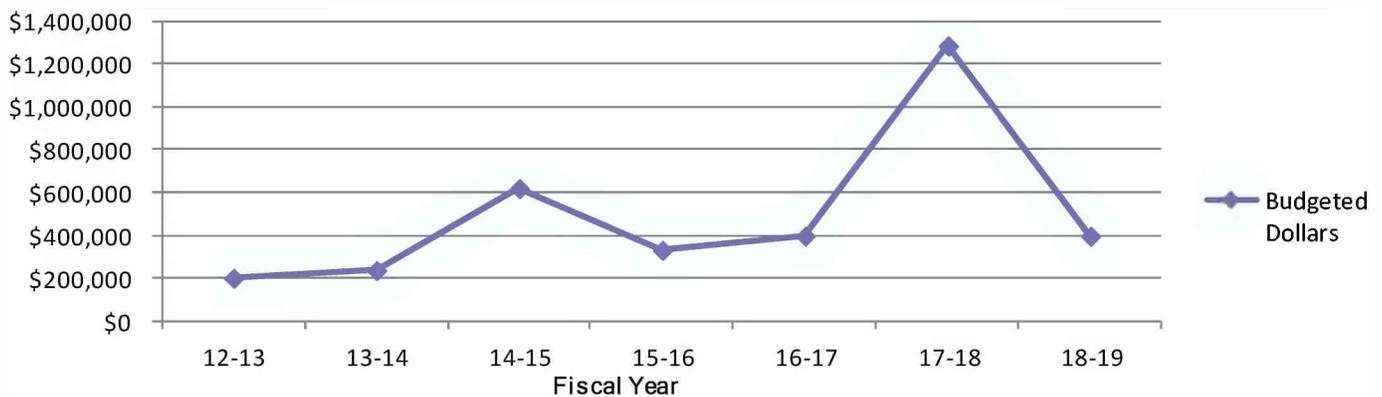


## Management Discussion

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 from replacing mobile radios for the Fire department (\$97,322).

## 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

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 352,906	\$ 278,911	\$ 308,957	\$ 288,980	3.61%
Capital Outlay	254,450	946,335	913,682	108,135	-88.57%
Grants & Aid	0	61,065	61,065	0	-100.00%
Transfer	<u>5,206</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
<b>Total Budget</b>	<b>\$ 612,562</b>	<b>\$ 1,286,311</b>	<b>\$ 1,283,704</b>	<b>\$ 397,115</b>	<b>-69.13%</b>

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
None					

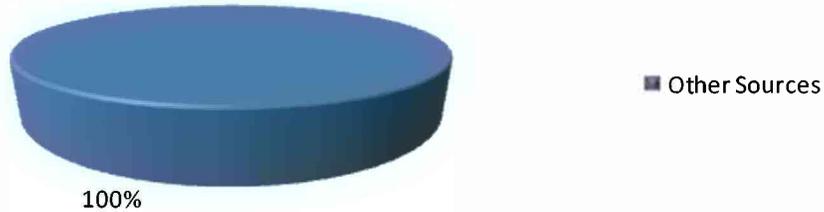
CAPITAL OUTLAY	Amount
Replace mobile radios (Fire Department)	<u>108,135</u>
<b>Total Capital Outlay</b>	<b>\$ 108,135</b>

## Management Discussion

- ✓ Total expenses decreased 69.13%.
- ✓ Operating expenses decreased 3.61%.
- ✓ Capital outlay decreased 88.57%.
- ✓ Includes funding for:
  - Street resurfacing (\$288,980).
  - Replace mobile radios in the Fire department (\$108,135).

## CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Miscellaneous Revenue	\$ 31,350	\$ 0	\$ 0	\$ 0	N/A
Other Sources	<u>\$ 972,461</u>	<u>\$ 2,108,086</u>	<u>\$ 2,557,127</u>	<u>\$ 8,600,953</u>	308.00%
<b>Total Capital Fund</b>	<b>\$ 1,003,811</b>	<b>\$ 2,108,086</b>	<b>\$ 2,557,127</b>	<b>\$ 8,600,953</b>	<b>308.00%</b>

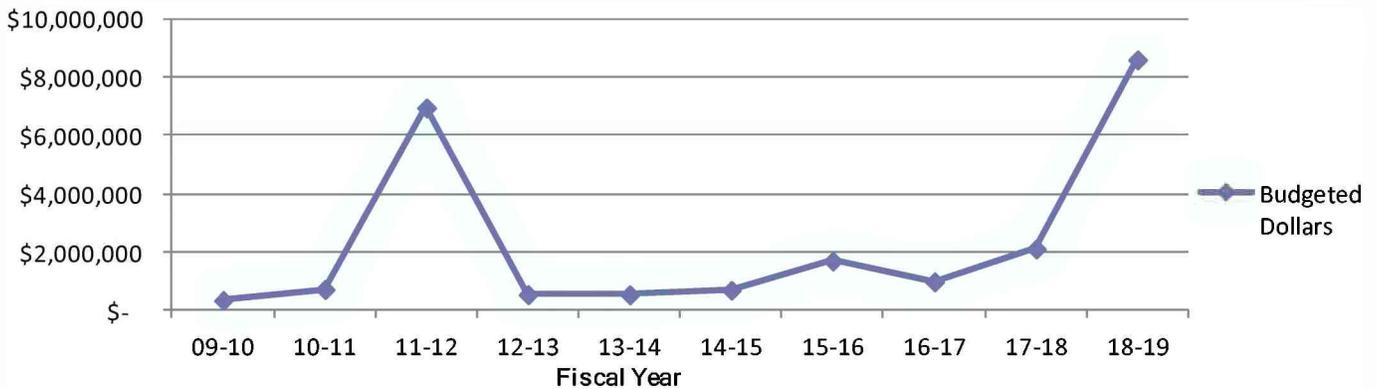


## Management Discussion

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 General Fund (\$1,051,009), Other Funds (\$1,173,100) and debt proceeds (\$6,376,844).

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.

<u>BUDGET DESCRIPTION</u>	<u>2016-17 ACTUAL</u>	<u>2017-18 BUDGET</u>	<u>2017-18 ESTIMATED</u>	<u>2018-19 BUDGET</u>	<u>% Change From 2017-18</u>
Capital Outlay	\$ 1,003,807	\$ 2,108,086	\$ 2,557,127	\$ 8,600,953	308.00%
Total Budget	\$ 1,003,807	\$ 2,108,086	\$ 2,557,127	\$ 8,600,953	308.00%

<u>STAFFING</u>	<u>2014-15 BUDGET</u>	<u>2015-16 BUDGET</u>	<u>2016-17 BUDGET</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>
None					

<u>CAPITAL OUTLAY</u>	<u>Amount</u>
Replace chilled water system - City Hall	\$ 208,000
Upgrade MS Office from 2007 to the latest version	146,012
Replace existing Enterprise Resource Planning software	922,000
Increase disk storage for daily operation	112,293
Virtual Desktop Infrastructure, proof of concept	18,202
Upgrade Commission Audio Visual	84,000
Additional Server Monitoring License	21,576
Replace KIP large format color printer/copier in Engineering	26,500
Record Management Plan Services	36,750
Plan Review Software for Integration into Land Management	120,000
Upgrade Public WiFi at Sanborn Center	6,000
Replace vehicle, 2004 Ford Ranger, 117-1	23,400
Replace vehicle, 2007 Pierce Contender, 122-5151, 122-114	503,000
Mobile Cascade Air System	45,000
Replace 50% back up bunker gear	132,000
New Fire Station	5,000,000
Replace vehicle, 2005 Ford Taurus, 126-4999, 126-44	47,856
Replace vehicle, 2003 Chevy Malibu, 126-4925, 126-12	47,856
Replace vehicle, 2007 Ford Crown Vic, 127-65	47,856
Replace vehicle, 2009 Chevy Impala, 127-5271, 127-79	47,856
Replace vehicle, 2007 Ford Crown Vic, 127-5125, 127-61	47,856
Replace vehicle, 2007 Ford F150, 126-5138, 126-28	47,856
Replace vehicle, 2007 Ford Crown Vic, 127-60	47,856
Replace vehicle, 2007 Chevy Impala, 126-5102, 126-7	47,856
Replace vehicle, 2000 Chevy Van, 126-4557, 126-42	31,288
Upgrade Mats in the Defense Tactics Training Room	11,060
Replace the Roof - Police Station	119,200
New vehicle, Asphalt Patch Truck Loader	143,924

Replace vehicle, 2004 Ford F250, 132-4974, 132-132	32,524
Sign Shop Laminator	12,215
New Brush Chipper/Trailer Mounted	41,038
Replace vehicle, 2006 Ford F150, 134-5064, 134-178	29,263
Replace vehicle, 2007 Ford F150, 134-5105, 134-185	32,524
Replace unleaded fuel tank (10,000 gallon)	62,248
New Thermal Protecting Coating-Vehicle Maintenance & Sign Shop	21,480
Replace vehicle, Ford F150, 136-4544, 136-196	46,623
New Roof on Fleet Bldg	25,000
Replace vehicle, 2005 Starcraft, 143-5065, 143-55	96,000
Replace Herbicide/Pesticide Applicator	37,190
Replace scooter, 2002 Truckster Scooter, 143-4898, 143-70	10,327
Replace scooter, 2006 Toro Gas Scooter, 143-5067, 143-72	10,327
Replace mower, 2006 Husqvarna ZTR Mower, 143-5081	8,045
Replace vehicle, 2001 GMC Sonoma PU, 143-4756, 143-136	28,278
Pavilion and Sidewalk construction as part of the Veteran's Plaza @Bill Dreggors	5,000
Replace floor scrubber @Chisholm Center	9,818
<b>Total Capital Outlay</b>	<b>\$ 8,600,953</b>

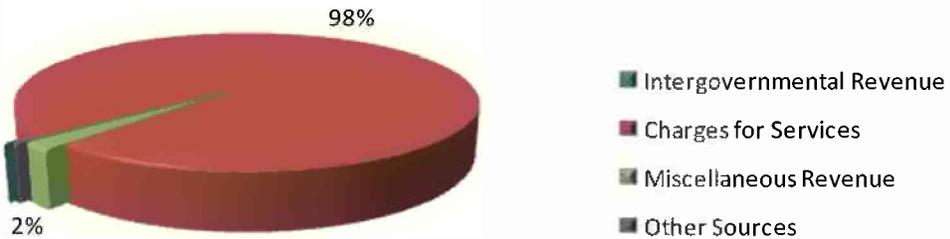
## Management Discussion

- ✓ Capital budget for FY 18-19 (\$8,600,953) is primarily funded by transfers from General Fund capital reserves and debt proceeds.

# WATER AND SEWER FUND

## Revenue Summary

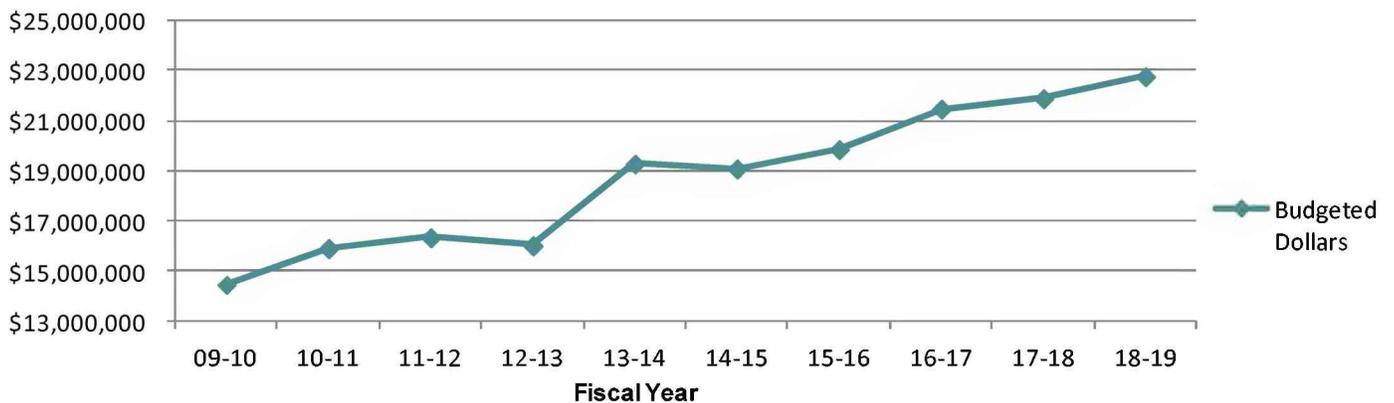
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Intergovernmental Revenue	\$ -	\$ 0	\$ 218,000	\$ 0	N/A
Charges for Services	20,975,133	21,567,270	21,903,355	22,262,397	3.22%
Miscellaneous Revenue	295,257	245,796	455,663	424,825	72.84%
Other Sources	<u>111,752</u>	<u>84,900</u>	<u>2,179,410</u>	<u>84,900</u>	0.00%
Total Water & Sewer Fund	<u>\$21,382,142</u>	<u>\$ 21,897,966</u>	<u>\$24,756,428</u>	<u>\$ 22,772,122</u>	3.99%



## Management Discussion

The overall increase of 3.99% is primarily due to an anticipated increase in Charges for Services of 3.22% and an increase in Miscellaneous Revenue of 72.84% due to projected increase in interest earnings for FY2018-2019.

## History of Revenues



# WATER AND SEWER FUND

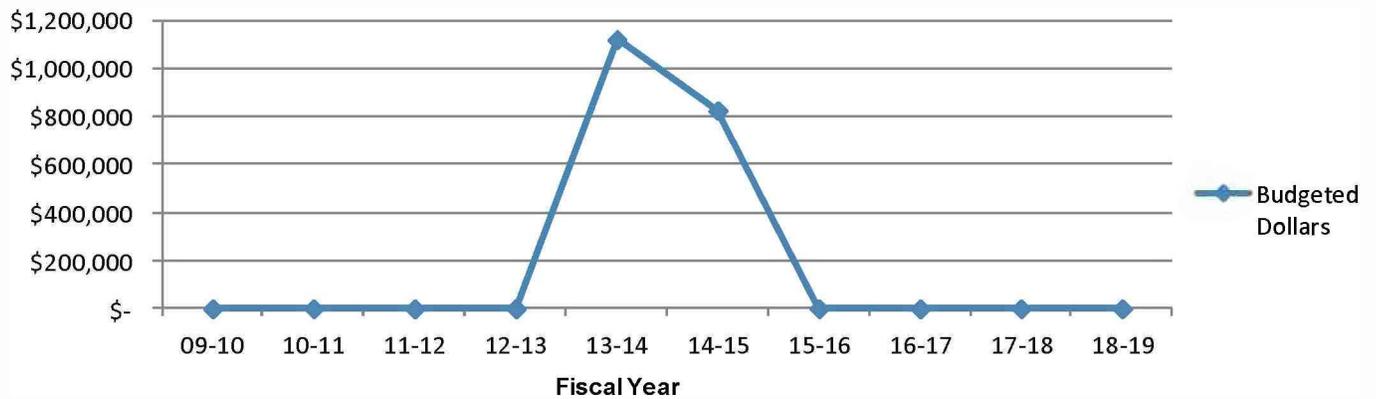
## Intergovernmental Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Federal Grants	\$ 0	\$ 0	\$ 0	\$ 0	N/A
State Grants	<u>0</u>	<u>0</u>	<u>218,000</u>	<u>0</u>	N/A
Total Intergovernmental Revenue	\$ -	\$ 0	\$ 218,000	\$ 0	N/A

### Management Discussion

No grants are budgeted in FY 18-19.

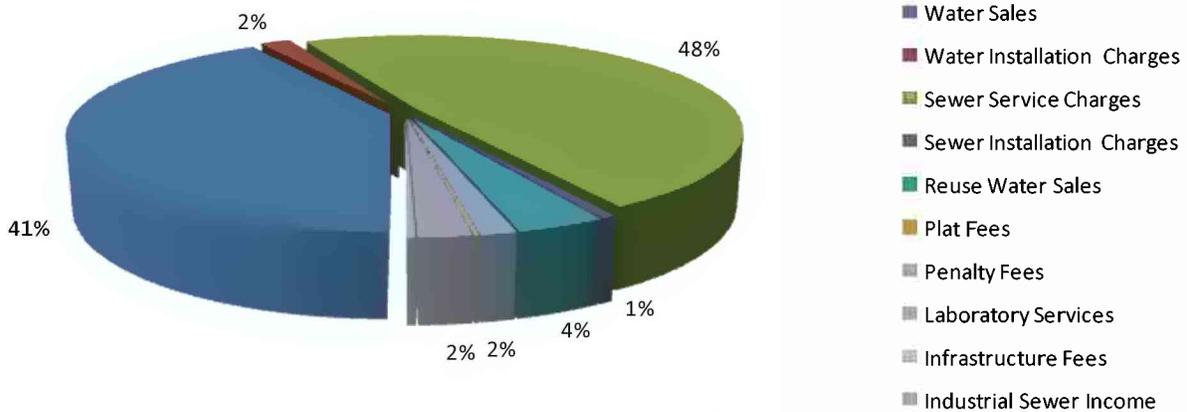
### History of Revenues



## WATER AND SEWER FUND

### Charges for Services Revenue Summary

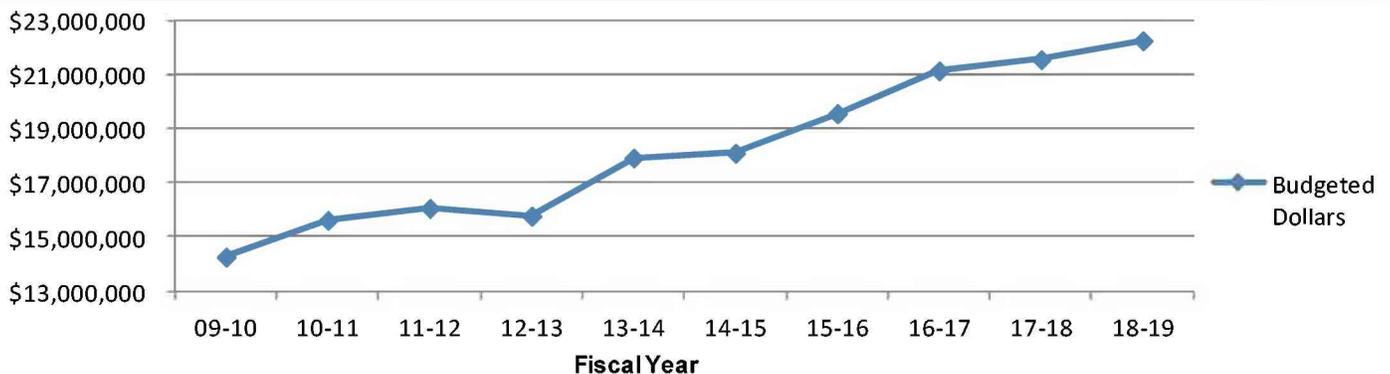
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Water Sales	\$ 8,329,362	\$ 8,787,882	\$ 8,986,221	\$ 9,183,337	4.50%
Water Installation Charges	359,583	260,000	387,706	399,337	53.59%
Sewer Service Charges	10,198,837	10,784,898	10,583,015	10,784,898	0.00%
Sewer Installation Charges	127,362	85,000	134,181	134,181	57.86%
Reuse Water Sales	938,372	848,220	793,244	817,041	-3.68%
Plat Fees	7,450	0	7,040	0	N/A
Penalty Fees	315,757	300,000	328,951	328,951	9.65%
Laboratory Services	24,607	17,485	25,606	25,606	46.45%
Infrastructure Fees	208,900	18,000	100,458	18,000	0.00%
Industrial Sewer Income	378,403	385,785	470,433	484,546	25.60%
Fire Hydrant Charges	<u>86,500</u>	<u>80,000</u>	<u>86,500</u>	<u>86,500</u>	8.13%
Total Charges for Services	\$20,975,133	\$ 21,567,270	\$21,903,355	\$ 22,262,397	3.22%



## Management Discussion

Revenues from charges for water and sewer services were determined by a Water and Sewer Rate Study which was approved by the City Commission during FY 16-17. As a result of the study, the city commission approved a 4.50% increase in water service rates effective October 1, 2018.

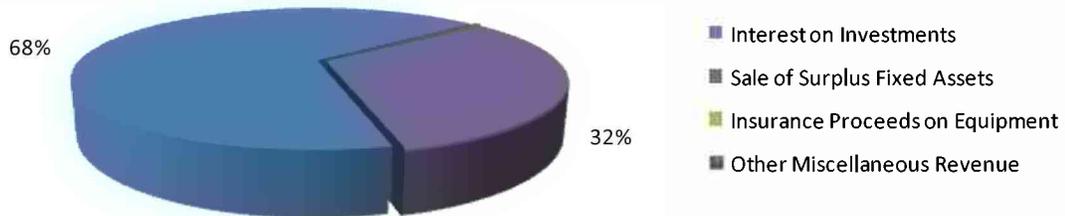
## History of Revenues



## WATER AND SEWER FUND

### Miscellaneous Revenue Summary

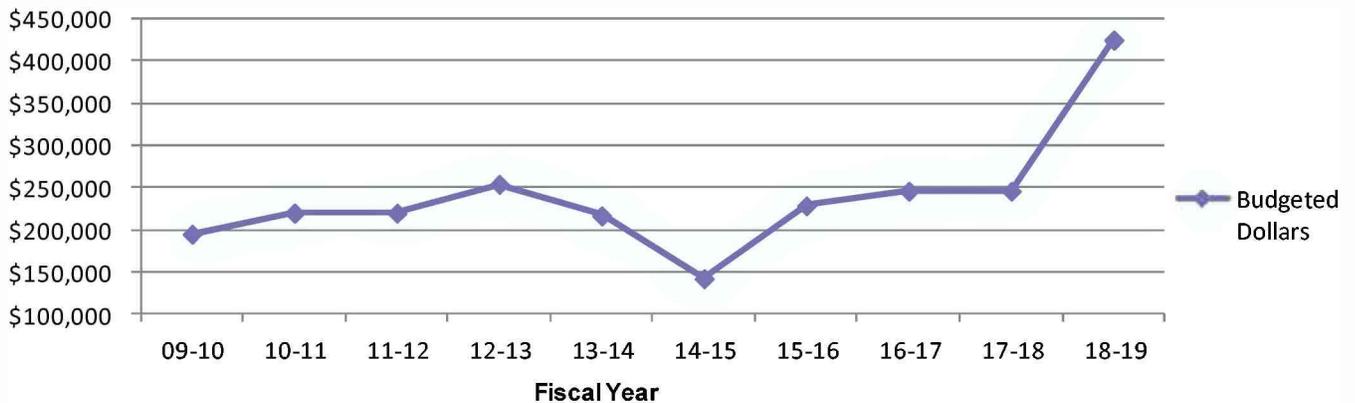
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Interest on Investments	\$ 96,246	\$ 110,000	\$ 287,625	\$ 287,625	161.48%
Sale of Surplus Fixed Assets	38,693	2,000	2,000	2,000	0.00%
Insurance Proceeds on Equipment	73,978	0	17,689	0	N/A
Other Miscellaneous Revenue	<u>86,340</u>	<u>133,796</u>	<u>148,349</u>	<u>135,200</u>	1.05%
Total Miscellaneous Revenue	\$ 295,257	\$ 245,796	\$ 455,663	\$ 424,825	72.84%



## Management Discussion

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

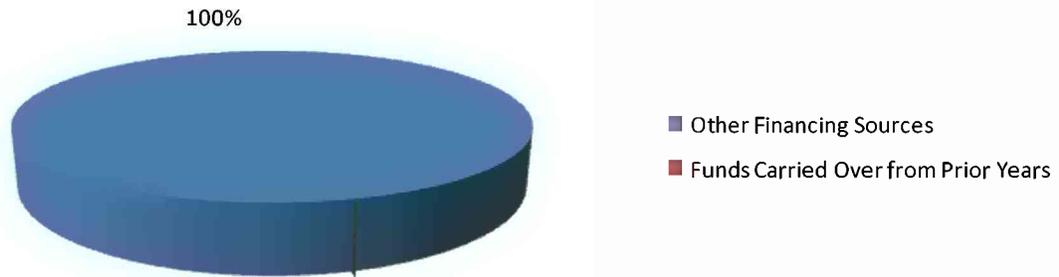
## History of Revenues



# WATER AND SEWER FUND

## Other Sources Revenue Summary

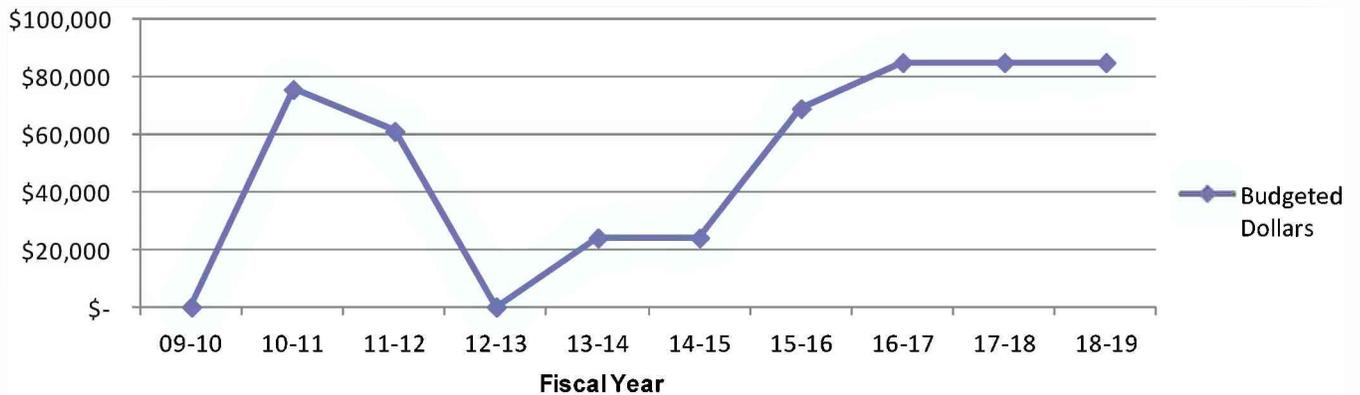
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Other Financing Sources	\$ 90,858	\$ 84,900	\$ 84,900	\$ 84,900	0.00%
Funds Carried Over from Prior Years	<u>20,894</u>	<u>0</u>	<u>2,094,510</u>	<u>0</u>	N/A
Total Other Sources	\$ 111,752	\$ 84,900	\$ 2,179,410	\$ 84,900	0.00%



## 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.

## History of Revenues



# WATER AND SEWER FUND

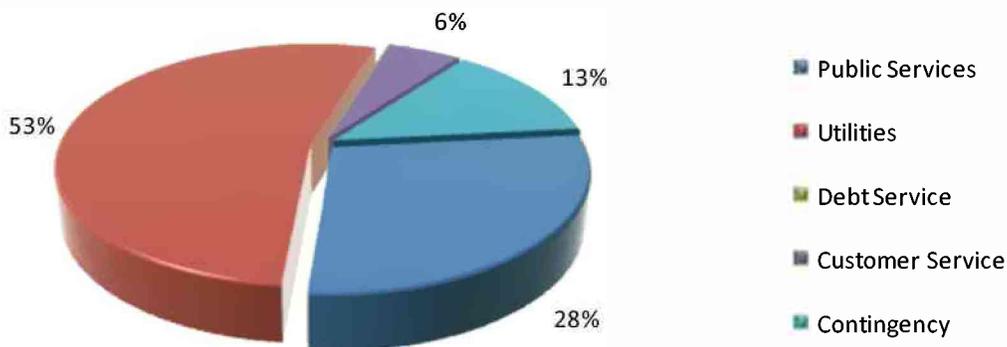
## Expenditure Summary

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 5,952,279	\$ 6,573,982	\$ 6,348,419	\$ 7,028,070	6.91%
Operating Expenses	5,754,502	6,560,546	6,634,040	6,735,315	2.66%
Capital Outlay	1,765,696	4,125,528	3,435,960	4,368,719	5.89%
Debt Service	0	0	0	0	N/A
Transfers	703,061	669,449	669,449	1,660,497	148.04%
Contingency	<u>393,693</u>	<u>3,968,461</u>	<u>3,938,035</u>	<u>2,979,521</u>	-24.92%
Total Budget	\$ 14,569,231	\$ 21,897,966	\$ 21,025,903	\$ 22,772,122	3.99%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Public Services	\$ 4,839,805	\$ 5,210,868	\$ 5,396,646	\$ 6,398,718	22.80%
Utilities	8,259,568	11,584,460	10,616,881	12,150,004	4.88%
Debt Service	0	0	0	0	N/A
Customer Service	1,076,165	1,134,177	1,074,341	1,243,879	9.67%
Contingency	<u>393,693</u>	<u>3,968,461</u>	<u>3,938,035</u>	<u>2,979,521</u>	-24.92%
Total Budget	\$ 14,569,231	\$ 21,897,966	\$ 21,025,903	\$ 22,772,122	3.99%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Public Services	22.37	23.87	23.87	24.87	26.50
Utilities	62.13	63.13	67.50	68.00	71.00
Customer Service	<u>17.00</u>	<u>18.00</u>	<u>18.00</u>	<u>19.00</u>	<u>19.00</u>
Total Staffing	101.50	105.00	109.37	111.87	116.50

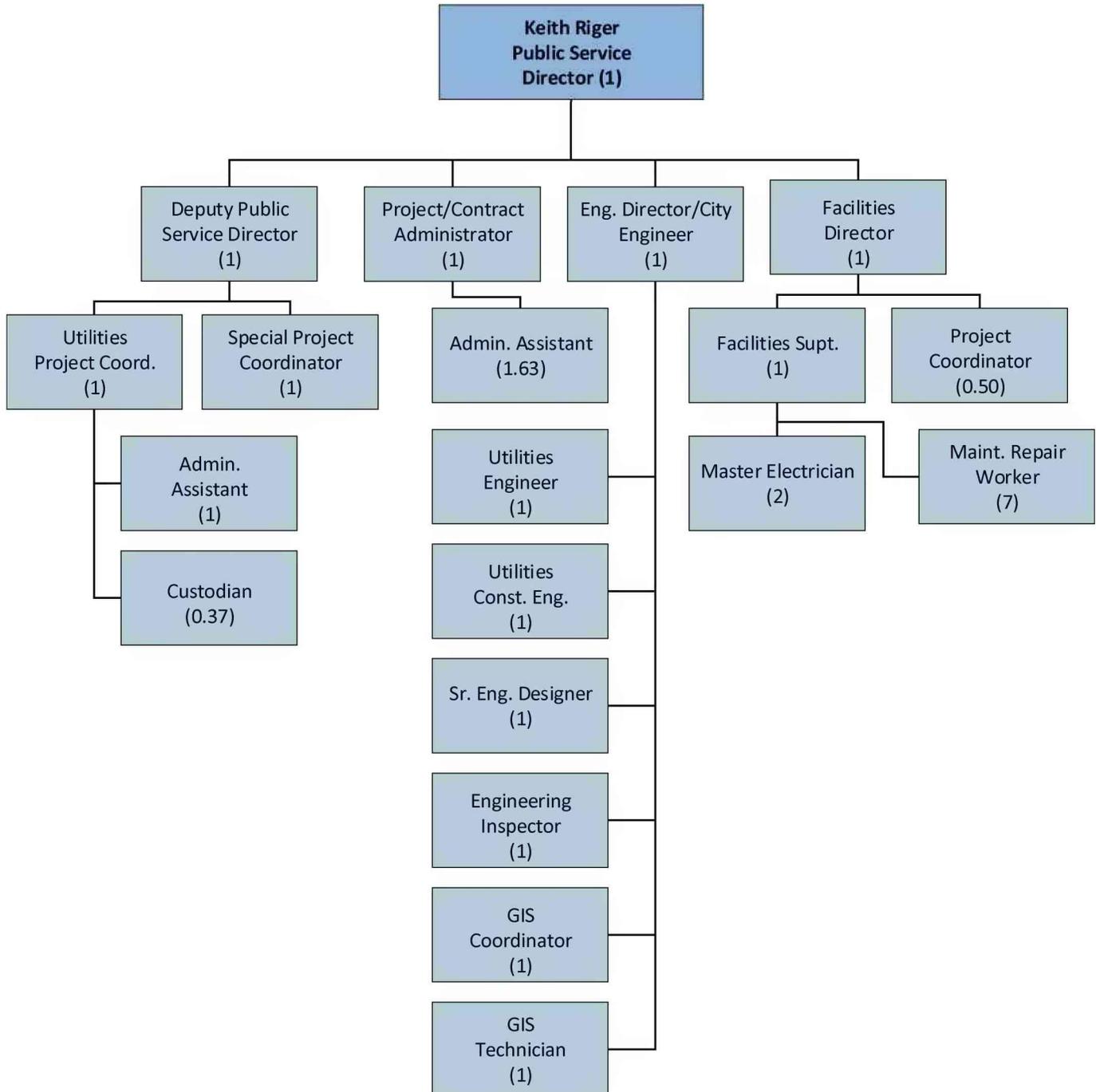
Water and Sewer Fund Expenditure Summary  
Fiscal Year 2019





# PUBLIC SERVICES

## Organizational Structure



**Description:**

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

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

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of residential inspections performed within 1 day	High Value Government	99%	100%	100%
# of residential inspections performed per FTE	High Value Government	670	660	690
# of commercial inspections performed per FTE	High Value Government	189	400	400
% of Citywide capital improvement projects successfully constructed according to schedule and within budget	High Value Government	100%	95%	100%
Cost of Repair Expenditures per square foot: all facilities (total, in-house and contractual)	High Value Government	\$1.89	\$.50	\$.50
% of work orders responded to within 7 days	High Value Government	66%	80%	80%
# of Capital Improvement Projects inspections performed per FTE	High Value Government	259	420	460
# of site plans reviewed per FTE	High Value Government	112	132	144
# of projects designed per FTE	High Value Government	27	60	72
% of customer requests processed within three days of request for information	High Value Government	99%	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	173	210	240

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ Completed construction of the General Aviation Complex and Taxiway D Electrical Upgrades.
- ✓ Completed Georgia Avenue Streetscape, 2016 Water Main Improvements, and two major reclaimed water extension projects.
- ✓ Completed Bioabsorption Activated Media pilot project and Orege Sludge Conditioning project study.
- ✓ Completed the design of the West Volusia Crisis Housing Center and the Spring Hill Resource Center.

- ✓ Completed fourth year of GIS Automation for Utilities and Stormwater ROW Improvements.
- ✓ Implemented Cityworks GIS-based Work Order Management System.
- ✓ In-House design and permitting for part of 2016 City Water Main Improvement Project.
- ✓ Provided Construction Engineering Inspection (CEI) 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, lease descriptions, conceptual and site plan for various departments within the City; obtained permits from FDOT, FDEP, Volusia County, HRS and SJRWMD.
- ✓ Continue to teach one and two-day Temporary Traffic Control (TTC) Certification training for Public Works, Utilities, Airport, Facilities and Parks & Recreation Staff.
- ✓ Provided site plan and plat reviews and submitted comments to Planning Department on time.
- ✓ Geographic Information System (GIS) accomplishments: Coordinated projects with Public Works, Airport, Utilities, Engineering, Planning, Fire, Police, IT, Parks & Recreation and Volusia County; Migrated the main server and created a versioned environment for City Staff; Created an EOC Server for emergency events; Developed four web applications including the debris clearing tracking and Fire Department ISO information application; Increased user licenses to 88; Created Representation State Transfer (REST) service for Cityworks and Land Manager (Accela) and hired a new GIS Technician.

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

## Action Plan: Facility Management

### Planning & Processing

Goals & Objectives		Strategic Plan Area(s)
1	Provide deferred maintenance of City facilities in accordance with five-year maintenance plan. <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 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: FY 2018-2019
  - Strategic Focus Area: High Value Government, Facilities and Infrastructure

## Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 1,709,376	\$ 1,913,872	\$ 1,848,887	\$ 2,052,478	7.24%
Operating Expenses	2,296,216	2,619,157	2,588,362	2,618,556	-0.02%
Capital Outlay	131,152	8,390	289,948	67,187	700.80%
Transfers	<u>703,061</u>	<u>669,449</u>	<u>669,449</u>	<u>1,660,497</u>	148.04%
Total Budget	\$ 4,839,805	\$ 5,210,868	\$ 5,396,646	\$ 6,398,718	22.80%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Administration	\$ 3,633,036	\$ 3,855,145	\$ 4,103,601	\$ 4,878,225	26.54%
Engineering	508,414	579,453	551,928	660,005	13.90%
Facilities Maintenance	<u>698,355</u>	<u>776,270</u>	<u>741,117</u>	<u>860,488</u>	10.85%
Total Budget	\$ 4,839,805	\$ 5,210,868	\$ 5,396,646	\$ 6,398,718	22.80%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Administration	7.37	7.37	7.37	7.37	8.00
Engineering	5.00	6.00	6.00	7.00	7.00
Facilities Maintenance	<u>10.00</u>	<u>10.50</u>	<u>10.50</u>	<u>10.50</u>	<u>11.50</u>
Total Staffing	22.37	23.87	23.87	24.87	26.50

## Water & Sewer Administration

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 610,622	\$ 637,940	\$ 640,828	\$ 691,007	8.32%
Operating Expenses	2,235,271	2,547,756	2,511,866	2,526,721	-0.83%
Capital Outlay	84,082	0	281,458	0	N/A
Transfers	<u>703,061</u>	<u>669,449</u>	<u>669,449</u>	<u>1,660,497</u>	148.04%
Total Budget	\$ 3,633,036	\$ 3,855,145	\$ 4,103,601	\$ 4,878,225	26.54%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Dir of Public Services/City En	E110	1.00	1.00	1.00	1.00	1.00
Deputy Public Service Director	E109	0.00	0.00	0.00	0.00	1.00
Utilities Director	E108	1.00	1.00	1.00	1.00	0.00
Projects/Contracts Admin.	120	1.00	1.00	1.00	1.00	1.00
utilities Special Proj. Coord.	U112	1.00	1.00	1.00	1.00	1.00
Utilities Project Coord.	U111	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	U105	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00
Administrative Assistant	U101	0.00	0.00	0.00	0.00	0.63
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>
Total Part Time Staffing		0.37	0.37	0.37	0.37	1.00
Total Staffing		7.37	7.37	7.37	7.37	8.00

Added part-time [0.63] Administrative Assistant and promoted [1.00] Utility Director to Deputy Public Service Director. Due to re-organization, the pay grade and classification has been updated.

### CAPITAL OUTLAY

Amount

None

## Engineering

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 475,131	\$ 551,793	\$ 517,133	\$ 591,599	7.21%
Operating Expenses	22,297	27,660	34,795	39,666	43.41%
Capital Outlay	<u>10,986</u>	<u>0</u>	<u>0</u>	<u>28,740</u>	100.00%
Total Budget	\$ 508,414	\$ 579,453	\$ 551,928	\$ 660,005	13.90%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Engineering Director/City Eng.	E108	0.00	0.00	0.00	0.00	1.00
City Engineer	E107	0.00	1.00	1.00	1.00	0.00
Deputy City Engineer	E5	1.00	0.00	0.00	0.00	0.00
Utility Engineer	125	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	125	1.00	1.00	1.00	1.00	1.00
Sr. Engineering Designer	123	0.00	0.00	0.00	0.00	1.00
GIS Coordinator	121	0.00	0.00	1.00	1.00	1.00
Utilities Designer	120	0.00	0.00	1.00	1.00	0.00
Environmental Compliance Coord	118	1.00	1.00	0.00	0.00	0.00
Utility Inspector	118	0.00	1.00	1.00	1.00	1.00
GIS Technician	116	0.00	0.00	0.00	1.00	1.00
Engineering Technician	115	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		5.00	6.00	6.00	7.00	7.00

Promoted [1.00] City Engineer to Engineering Director/City Engineer and [1.00] Utilities Designer to Sr. Engineering Designer.

#### CAPITAL OUTLAY

Amount

New vehicle (City Engineer) \$ 28,740

### Facilities Maintenance

EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 623,623	\$ 724,139	\$ 690,926	\$ 769,872	6.32%
Operating Expenses	38,648	43,741	41,701	52,169	19.27%
Capital Outlay	<u>36,084</u>	<u>8,390</u>	<u>8,490</u>	<u>38,447</u>	358.25%
Total Budget	\$ 698,355	\$ 776,270	\$ 741,117	\$ 860,488	10.85%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Facilities Director	E107	1.00	1.00	1.00	1.00	1.00
Facilities Superintendent	120	1.00	1.00	1.00	1.00	1.00
Master Electrician	120	1.00	1.00	1.00	1.00	2.00
PW Project Coord. (also Fund 0	117	0.50	0.50	0.50	0.50	0.50
Journeyman Electrician	114	1.00	1.00	1.00	1.00	0.00
Maintenance Repair Worker II	112	0.00	3.00	4.00	4.00	4.00
Maintenance Repair Worker I	111	5.00	3.00	2.00	2.00	3.00
Administrative Assistant II	108	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		10.00	10.50	10.50	10.50	11.50

Added [1.00] Maintenance Repair Worker. Promoted [1.00] Journeyman Electrician to Master Electrician.

#### CAPITAL OUTLAY

Amount

Replace vehicle, 2008 Ford Econoline Van, 208-5236, 208-107 \$ 38,447

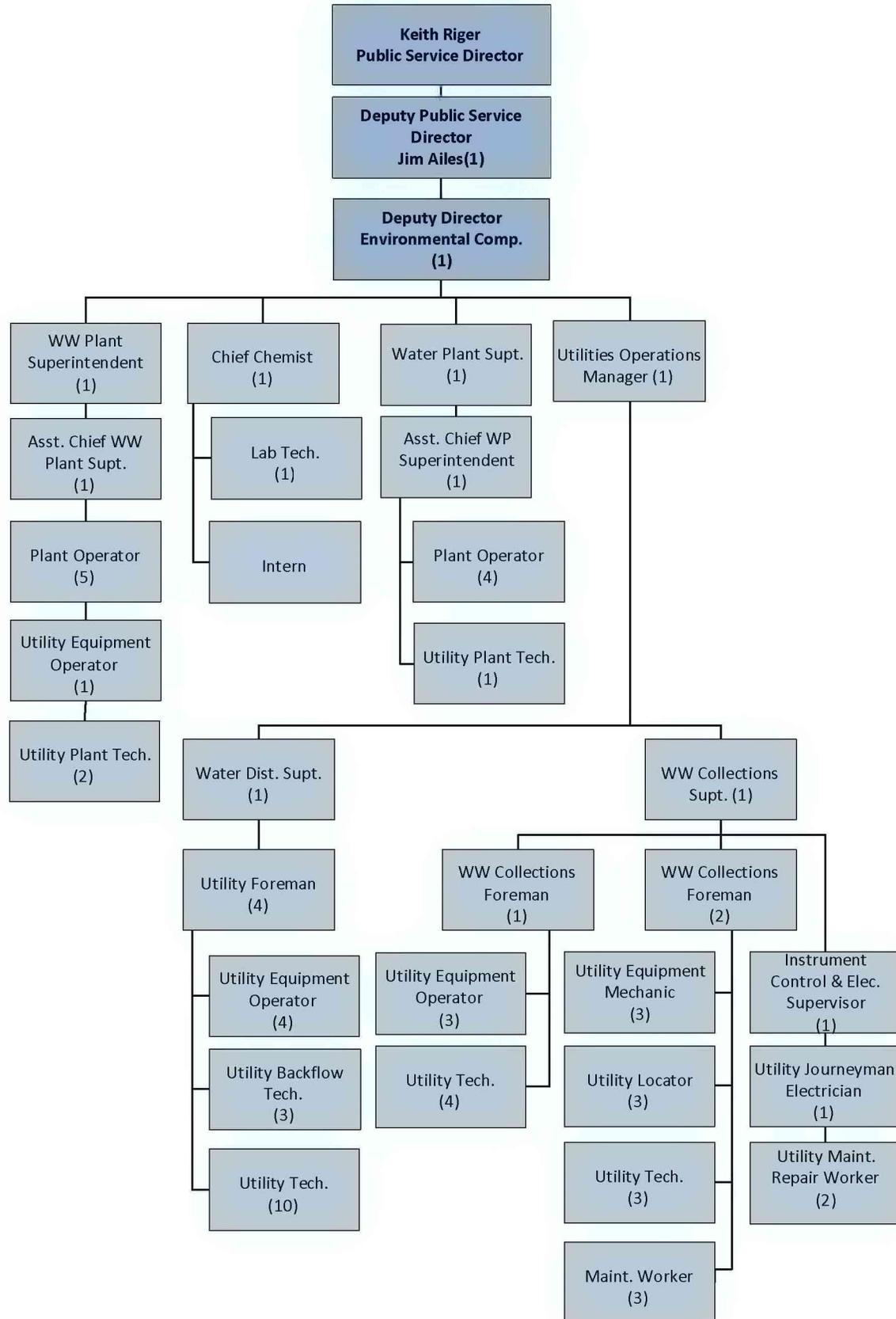
- ✓ Total expenses increased by 22.80%.
- ✓ Personal services increased by 7.24% due to increase in staff, promotions and merit increase (3.00%).

- ✓ Operating expenses decreased by 0.02%.
- ✓ Includes funding for:
  - New vehicle for City Engineer (\$28,740).
  - Replace vehicle, 2008 Ford Econoline Van (\$38,447).
- ✓ Transfers increased by 148.04% mainly due to transfers to the Capital Fund for the allocated costs of various capital projects.



# UTILITIES

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Millions of gallons per day water processed per FTE	High Value Government	.18	.19	.20
Unplanned – Water Disruption Rate	High Value Government	43%	49%	50%
Cost of Water Treatment (Chemicals only) Distributed per million gallon avg.	High Value Government	\$31.50	\$35.00	\$40.00
# of samples analyzed in the lab per month per FTE	High Value Government	408	301	350
Direct cost of treatment per million gallons for water operations	High Value Government	\$493	\$566	\$590
% capacity of potable water available at all times	High Value Government	94%	87%	98%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	8.14	9.11	9.30
Millions of gallons per day wastewater processed per FTE	High Value Government	.28	.29	.28
Collection system failure per 100 miles of piping	High Value Government	7.64	8.00	7.50
Operations and maintenance cost per million gallons processed for wastewater operations	High Value Government	\$1,454	\$1,500	\$1,300

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Actual Cost of Wastewater Collected excluding assets	High Value Government	\$1,702,385	\$1,800,000	\$1,600,000
Actual Cost of Treatment of Wastewater Processed per millions of gallons per day (Chemicals)	High Value Government	\$49	\$63	\$60
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	54%	57%	59%
# of lift stations maintained per FTE	High Value Government	7.80	7.50	8.00
Gallons collected per FTE	High Value Government	.21	.20	.20
% of available reclaim demanded by customers	High Value Government	102%	87%	90%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ WP#1 Interior Tank Baffle Wall Rehabilitation.
- ✓ WP#2 Blower Replacement.
- ✓ WP#3 Interior Tank Baffle Wall Rehabilitation.
- ✓ WP#12 Distribution System Improvement Project B Final Phase Completed.
- ✓ WP#4, 5, 6, 7, & 8 Outside lights all converted to LED.
- ✓ WTP Security System Upgrades to WP#4, 9, & 10 Completed.
- ✓ WVWS Project Leffler Test Well Completed.
- ✓ Standby Generator Well 27 & 28 Completed.
- ✓ 2016 water Main Improvements Completed.
- ✓ Utilities Pole Barn #3 Built.
- ✓ GPS Location of 5,200 Valves Completed.
- ✓ GPS/GIS Mapping Year 4 Animation Completed.
- ✓ Brandy Trails Pole Barn and Wall Enclosure Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ WWTP & Two Master Lift Stations Odor Control Unit Replaced.
- ✓ WWTP Step Screen and DeGrit Pump Replacement Completed.
- ✓ Bent Oaks Bam UCF Project Completed.
- ✓ WVWS Reclaimed Water Interconnect Project Completed.
- ✓ WWTP Lake Fountains Completed.
- ✓ WWTP Press Building Ceiling Lights and Wall Pack Units Upgrade to LED Completed.
- ✓ WWTP Sludge Building #2 RAS and WAS VFD's Replaced.
- ✓ Electrical Instrumentation Office & Storage Area Completed.
- ✓ Reclaimed Water Retrofit Heather Glen & Waterford Lakes Completed.
- ✓ Airport North Reclaim And Force Main Extension Phase 2 Completed.
- ✓ Four Lift Stations Replaced and Upgraded.
- ✓ Five Generators Added to Lift Stations and Three Additional Portable Units Purchased.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed.

## Action Plan

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

Water Distribution		
Goals & Objectives		Strategic Plan Area(s)
1	<p>The benchmark for percentage of total water lost vs. total water produced should be near 8.9%. This is a national average per the American Water Works Association Southern Region. We shall maintain our current loss, which is less than the benchmark.</p> <ul style="list-style-type: none"> <li>• Continue the leak detection program.</li> <li>• Perform tests on the system for leaks and faulty meters, track construction usage, flushing, sewer jet, and non-metered irrigation water.</li> <li>• Continue the 3-year cycle for testing of production meters for proper calibration.</li> <li>• Implement reclaimed water augmentation, new well fields and conservation study (in cooperation with other West Volusia suppliers) as appropriate.</li> </ul>	High Value Government
2	<p>To improve unplanned water service disruptions and time for repairs to be completed.</p> <ul style="list-style-type: none"> <li>• Continue tracking system for analyzing disruptions.</li> <li>• To complete the valve inventory and testing program and establish routine preventive maintenance program for all valves.</li> <li>• Provide access to GIS maps of the utilities and City Works to workers in the field.</li> </ul>	High Value Government
3	<p>Maintain and/or improve Water Distribution System Integrity.</p> <ul style="list-style-type: none"> <li>• Meter leaks constitute 50% of the 187 estimated line integrity occurrences.</li> <li>• Continue identifying low-pressure areas and fill gaps in the system.</li> <li>• Finish construction of water plant #12 distribution system improvements.</li> </ul>	High Value Government
4	<p>Implement Meter Replacement Program.</p> <ul style="list-style-type: none"> <li>• By September 30, 2019, replace 5% of meters based on the oldest to the newest (1,300 meters).</li> </ul>	Preparing for the Future/Sustainability

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

Wastewater Treatment		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain compliance with Florida Department of Environmental Protection permit for effluent disposal to the St. Johns River.</p> <ul style="list-style-type: none"> <li>Continue to maintain and improve availability of reclaimed water.</li> <li>Continue retro-fitting existing subdivisions to switch them from irrigation meters to reclaim.</li> <li>To only send flow to the river during wet weather conditions i.e., wet weather discharge.</li> <li>Monitor Blue Springs total daily maximum load issue on reclaim disposal through Basin Management Action Plan process.</li> </ul>	Preparing for the Future/Sustainability
2	<p>Maintain efficiency and quality control in the lab.</p> <ul style="list-style-type: none"> <li>Maintain contracts with municipal and other customers for lab testing.</li> <li>Maintain National Environmental Laboratory Accreditation Conference certification.</li> <li>Continue to promote and monitor industrial pretreatment program.</li> <li>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	Maintain or improve wastewater collection system integrity. The median for the Southern Region is 7.3. <ul style="list-style-type: none"> <li>• Continue manhole rehab and sewer line lining.</li> <li>• 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
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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 3,455,490	\$ 3,767,520	\$ 3,690,556	\$ 4,059,188	7.74%
Operating Expenses	3,169,534	3,699,802	3,780,313	3,861,284	4.36%
Capital Outlay	<u>1,634,544</u>	<u>4,117,138</u>	<u>3,146,012</u>	<u>4,229,532</u>	2.73%
Total Budget	\$ 8,259,568	\$ 11,584,460	\$ 10,616,881	\$ 12,150,004	4.88%

DEPARTMENT SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Water Production	\$ 1,149,126	\$ 2,069,302	\$ 1,559,685	\$ 3,562,978	72.18%
Water Distribution	2,866,179	3,017,284	3,695,891	3,250,656	7.73%
Wastewater Treatment	1,940,921	3,506,835	3,344,814	2,216,494	-36.80%
Utilities Maintenance	1,467,217	1,816,082	1,168,894	2,017,514	11.09%
Wastewater Collection	<u>836,125</u>	<u>1,174,957</u>	<u>847,597</u>	<u>1,102,362</u>	-6.18%
Total Budget	\$ 8,259,568	\$ 11,584,460	\$ 10,616,881	\$ 12,150,004	4.88%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Water Production	7.00	7.00	7.00	7.00	7.00
Water Distribution	18.00	19.00	22.00	22.00	23.00
Wastewater Treatment	14.13	15.13	14.50	14.00	14.00
Utilities Maintenance	15.00	15.00	16.00	17.00	19.00
Wastewater Collection	<u>8.00</u>	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Total Staffing	62.13	63.13	67.50	68.00	71.00

## Water Production

WATER PRODUCTION EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 388,445	\$ 444,153	\$ 433,435	\$ 471,838	6.23%
Operating Expenses	610,396	729,899	726,250	717,460	-1.70%
Capital Outlay	<u>150,285</u>	<u>895,250</u>	<u>400,000</u>	<u>2,373,680</u>	165.14%
Total Budget	\$ 1,149,126	\$ 2,069,302	\$ 1,559,685	\$ 3,562,978	72.18%

WATER PRODUCTION STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Operator	U116	1.00	1.00	1.00	1.00	1.00
Water Plant Operator B	U112	1.00	1.00	0.00	0.00	1.00
Sr. Water Plant Operator C	U111	2.00	2.00	3.00	3.00	2.00
Water Plant Operator C	U110	1.00	1.00	1.00	1.00	1.00
Utility Plant Technician I	U103	1.00	1.00	1.00	0.00	1.00
Maintenance Worker I	U101	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

Promoted [1.00] Water Plant Operator C to B and Maintenance Worker I to II. Due to re-organization, the pay grade and classification has been updated.

### WATER PRODUCTION

CAPITAL OUTLAY	Amount
Leffler Well Field & Piping Design	\$ 500,000
STP Security System Upgrade, WP#5, 6, 7, 8	20,180
WP#4 Transfer Tank and Aerator Rehabilitation	50,000
WP#2 Transfer Tank and Aerator Rehabilitation	50,000
WTP#10 Supply Wells FG1-2	1,527,000
Replace vehicle, 2005 GMC PU, 203-5018, 203-65	26,500
WVWS Borrow Pit Project	<u>200,000</u>
<b>Total Capital Outlay</b>	<b>\$2,373,680</b>

## Water Distributio

WATER DISTRIBUTION EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 1,067,351	\$ 1,171,156	\$ 1,149,643	\$ 1,254,775	7.14%
Operating Expenses	1,253,622	1,538,128	1,533,212	1,647,381	7.10%
Capital Outlay	<u>545,206</u>	<u>308,000</u>	<u>1,013,036</u>	<u>348,500</u>	13.15%
Total Budget	\$ 2,866,179	\$ 3,017,284	\$ 3,695,891	\$ 3,250,656	7.73%

WATER DISTRIBUTION	PAY	2014-15	2015-16	2016-17	2017-18	2018-19
STAFFING	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Utility Operations Manager	E103	0.00	1.00	1.00	1.00	1.00
Water Dist. Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Cross Connection Foreman I	U113	0.00	0.00	0.00	0.00	1.00
Utility Dist. Foreman I	U113	3.00	3.00	3.00	3.00	3.00
Utility Equip. Operator II	U109	0.00	1.00	2.00	2.00	1.00
Utility Equip. Operator I	U108	3.00	2.00	1.00	1.00	3.00
Utility Backflow Technician I	U105	0.00	0.00	1.00	1.00	3.00
Utility Technician II	U105	3.00	3.00	2.00	2.00	1.00
Utility Technician I	U104	4.00	3.00	5.00	4.00	9.00
Environmental Compliance Coord	118	1.00	1.00	1.00	1.00	0.00
Engineering Technician	115	1.00	1.00	1.00	1.00	0.00
Maintenance Worker I	107	<u>2.00</u>	<u>3.00</u>	<u>4.00</u>	<u>5.00</u>	<u>0.00</u>
Total Full Time Staffing		18.00	19.00	22.00	22.00	23.00

Added [1.00] Backflow Technician. Promoted [1.00] Maintenance Worker II to Backflow Technician. Reclassified Environmental Compliance Coordinator to Meter Valve Cross Connection Maintenance Foreman and Engineering Technician to Equipment Operator III. Due to re-organization, the pay grade and classification has been updated.

**WATER DISTRIBUTION**

CAPITAL OUTLAY	Amount
Distribution System GPS/GIS Mapping	\$ 50,000
Distribution System Valve & Meter GPS/GIS Mapping	120,000
Replace excavator, 2000 Kubota Excavator, 204-4653, 204-60	58,000
Pressure Reducing Cal-Va1	17,500
Replace vehicle, 2008 Ford Ranger, 204-56	39,000
New vehicle (Distribution Superintendent)	32,000
Replace vehicle, 2005 Jeep Liberty, 204-298	32,000
<b>Total Capital Outlay</b>	<b>\$ 348,500</b>

**Wastewater Treatment**

WASTEWATER TREATMENT	2016-17	2017-18	2017-18	2018-19	% Change
EXPENDITURE SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2017-18
Personal Services	\$ 852,219	\$ 902,068	\$ 902,068	\$ 960,968	6.53%
Operating Expenses	928,305	991,047	1,005,466	1,031,026	4.03%
Capital Outlay	<u>160,397</u>	<u>1,613,720</u>	<u>1,437,280</u>	<u>224,500</u>	-86.09%
Total Budget	\$ 1,940,921	\$ 3,506,835	\$ 3,344,814	\$ 2,216,494	-36.80%

WASTEWATER TREATMENT	PAY	2014-15	2015-16	2016-17	2017-18	2018-19
STAFFING	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Deputy Dir. Environmental Comp	E104	1.00	1.00	1.00	1.00	1.00
Wastewater Plant Superintenden	U120	1.00	1.00	1.00	1.00	1.00
Chief Chemist I	U119	0.00	0.00	1.00	1.00	1.00
Asst. Chief WW Plan Superinten	U116	1.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator A	U115	0.00	0.00	0.00	0.00	1.00
Wastewater Operator A	U114	2.00	2.00	2.00	2.00	1.00
Sr. Wastewater Operator B	U113	0.00	0.00	0.00	0.00	1.00
Wastewater Operator B	U112	2.00	1.00	1.00	1.00	0.00
Sr. Wastewater Operator C	U111	0.00	0.00	0.00	0.00	1.00
Lab Technician II	U111	1.00	2.00	2.00	1.00	1.00
Wastewater Operator C	U110	1.00	2.00	2.00	2.00	1.00
Utility Equipment Operator II	U109	0.00	0.00	0.00	0.00	1.00
Utilities Plant Technician I	U103	1.00	1.00	1.00	1.00	2.00
Assistant Chemist	118	1.00	1.00	0.00	0.00	0.00
Lab Technician I	112	1.00	0.00	0.00	0.00	0.00
Equipment Operator I	110	1.00	1.00	1.00	1.00	0.00
Maintenance Worker II	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		14.00	14.00	14.00	13.00	13.00

Intern	N/A	0.00	1.00	0.50	1.00	1.00
WW Operator C [contract]	N/A	<u>0.13</u>	<u>0.13</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.13	1.13	0.50	1.00	1.00
Total Staffing		14.13	15.13	14.50	14.00	14.00

Promoted [1.00] Utility Equipment Operator I to II. Due to re-organization, the pay grade and classification has been updated.

**WASTEWATER TREATMENT**

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
Return Activated Sludge Pumps (5)	\$ 70,000
Return Activated Sludge Flow Meters (3)	22,500
Influent Flow Meters (2)	17,000
Waste Activated Sludge Flow Meters (2)	11,000
Waste Activated Sludge Pumps (4)	52,000
Valve Actuator (2)	17,000
Water/Wastewater Plant GIS Mapping	35,000
<b>Total Capital Outlay</b>	<b>\$ 224,500</b>

**Utilities Maintenance**

<b>UTILITIES MAINTENANCE EXPENDITURE SUMMARY</b>	<b>2016-17 ACTUAL</b>	<b>2017-18 BUDGET</b>	<b>2017-18 ESTIMATED</b>	<b>2018-19 BUDGET</b>	<b>% Change from 2017-18</b>
Personal Services	\$ 808,564	\$ 882,863	\$ 849,101	\$ 979,648	10.96%
Operating Expenses	270,072	316,151	319,793	345,014	9.13%
Capital Outlay	<u>388,581</u>	<u>617,068</u>	<u>0</u>	<u>692,852</u>	12.28%
Total Budget	\$ 1,467,217	\$ 1,816,082	\$ 1,168,894	\$ 2,017,514	11.09%

<b>UTILITIES MAINTENANCE STAFFING</b>	<b>PAY GRADE</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
WW Collections Superintendent	U121	1.00	1.00	1.00	1.00	1.00
Inst. Control & Elec. Supervis	U119	0.00	0.00	0.00	0.00	1.00
WW Collections Foreman II	U114	0.00	0.00	0.00	0.00	1.00
WW Collections Foreman I	U113	2.00	1.00	1.00	2.00	1.00
Utility Journey Electrician	U112	1.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic II	U110	0.00	1.00	2.00	2.00	1.00
Utility Equipment Mechanic I	U109	2.00	1.00	1.00	1.00	2.00
Utility Maintenance Repair Wor	U108	0.00	1.00	1.00	1.00	2.00
Utility Locator II	U107	0.00	1.00	1.00	1.00	1.00
Utility Locator I	U106	2.00	1.00	1.00	1.00	2.00
Utility Technician I	U104	0.00	0.00	0.00	0.00	3.00
Maintenance Worker III	U103	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	U102	3.00	3.00	2.00	2.00	1.00
Maintenance Worker I	U101	1.00	1.00	3.00	3.00	1.00
Master Electrician	120	1.00	1.00	1.00	1.00	0.00
Utility Maintenance Equip. Tec	110	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		15.00	15.00	16.00	17.00	19.00

Added [1.00] Utility Locator and [1.00] Utility Maintenance Repair Worker. Promoted [1.00] Maintenance Worker I to Utility Technician I. Reclassified Master Electrician to Instrument Control & Electrical Supervisor. Due to re-organization, the pay grade and classification has been updated.

**UTILITIES MAINTENANCE**

<b>CAPITAL OUTLAY</b>	<b>Amount</b>
LS#26 Force Main Replacement	\$ 300,000
LS#4 Replacement and Panel Box	52,388
LS#9 Replacement and Panel Box	46,516

LS#57 Replacement and Panel Box	46,924
LS#70 Replacement and Panel	46,924
LS#9 Standby Generator and Transfer Switch	34,500
Replace mower, 2010 Scag Wildcat, 206-5308, 206-3	10,000
Trailer Mounted Vacuum Excavator	39,500
Generator Loadbank	8,600
Ground Penetrating Radar Unit	23,000
Replace vehicle, 2007 Ford Ranger, 206-212	30,000
Replace vehicle, 2008 Ford Ranger, 206-5255, 206-270	30,000
New vehicle for new Utility Locator	24,500
<b>Total Capital Outlay</b>	<b>\$ 692,852</b>

## Wastewater Collection

WASTEWATER COLLECTIONS EXPENDITURE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 338,911	\$ 367,280	\$ 356,309	\$ 391,959	6.72%
Operating Expenses	107,139	124,577	195,592	120,403	-3.35%
Capital Outlay	<u>390,075</u>	<u>683,100</u>	<u>295,696</u>	<u>590,000</u>	-13.63%
Total Budget	\$ 836,125	\$ 1,174,957	\$ 847,597	\$ 1,102,362	-6.18%

WASTEWATER COLLECTIONS STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
WW Collections Foreman III	U115	2.00	1.00	1.00	1.00	1.00
Utility Equipment Operator II	U109	0.00	1.00	1.00	1.00	2.00
Utility Equipment Operator I	U108	3.00	2.00	2.00	2.00	1.00
Utility Technician II	U105	3.00	2.00	2.00	2.00	2.00
Utility Technician I	U104	<u>0.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		8.00	7.00	8.00	8.00	8.00

Promoted [1.00] Utility Equipment Operator I to II. Due to re-organization, the pay grade and classification has been updated.

### WASTEWATER COLLECTIONS

CAPITAL OUTLAY	Amount
Sewer Line Rehabilitation	\$ 150,000
Manhole Rehabilitation	60,000
Collection System GPS/GIS Mapping	50,000
Spring Hill Sanitary Sewer Phase 3 - Design Only	<u>330,000</u>
<b>Total Capital Outlay</b>	<b>\$ 590,000</b>

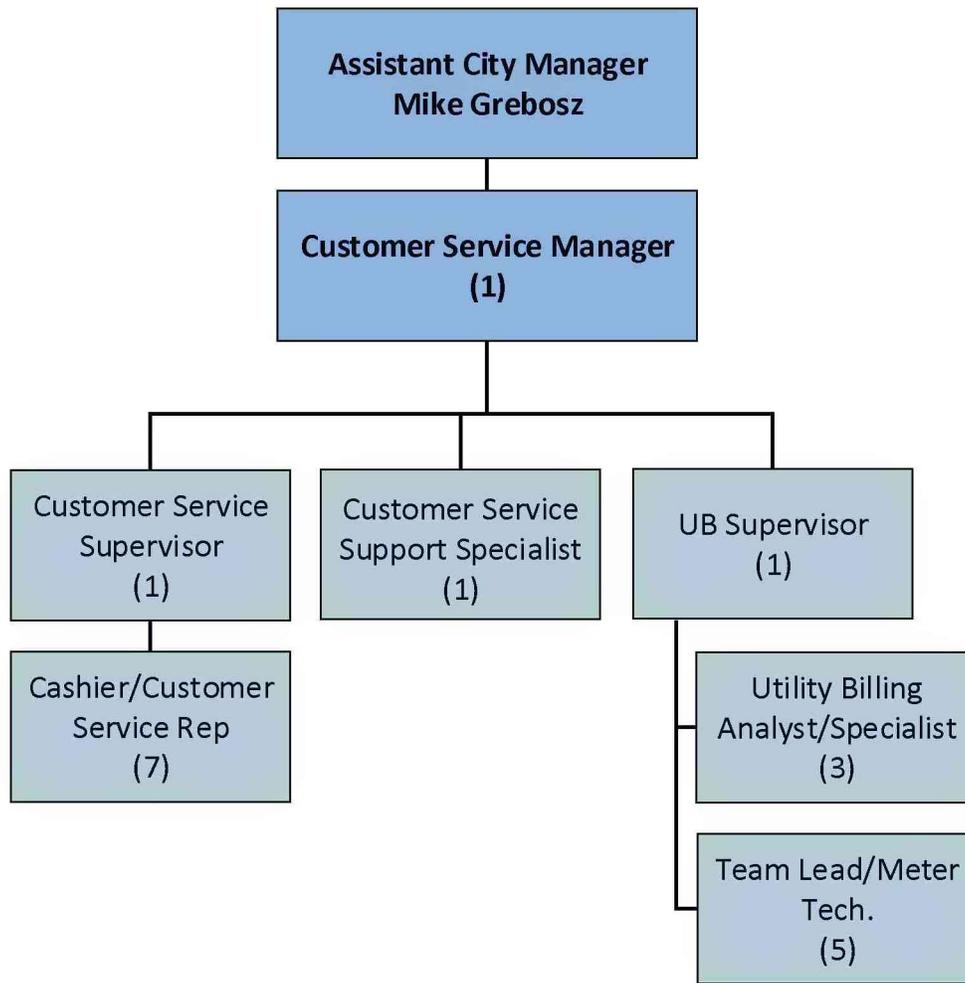
- ✓ Total expenses increased by 4.88%.
- ✓ Personal services increased by 7.74% due to 3 additional staff, promotions and merit increase (3.00%).
- ✓ Operating expenses increased by 4.36%.
- ✓ Includes funding for:
  - Leffler well field & pining design (\$500,000).
  - STP security system upgrades (\$20,180).
  - WP#4 transfer tank and aerator rehabilitation (\$50,000),
  - WP#2 transfer tank and aerator rehabilitation (\$50,000).
  - WTP#10 supply wells FG1-2 (\$1,527,000).
  - Replace vehicles (\$157,500).
  - WWWS Borrow Pit project (\$200,000).
  - Distribution system GPS/GIS mapping (\$50,000).

- Distribution system valve & meter GPS/GIS mapping (\$120,000).
- Replace excavator (\$58,000).
- Pressure reducing Cal-Val (\$17,500).
- New vehicle for Distribution Superintendent & Utility Locator (\$56,500).
- Return activated sludge pumps (\$70,000).
- Return activated sludge flow meters (\$22,500).
- Influent flow meters (\$17,000).
- Waste activated sludge flow meters (\$11,000).
- Waste activated sludge pumps (\$52,000).
- Valve actuators (\$17,000).
- Water/wastewater plant GIS mapping (\$35,000).
- LS#26 force main replacement (\$300,000).
- LS#4 force main replacement and panel box (\$52,388).
- LS#9 force main replacement and panel box (\$46,516).
- LS#57 force main replacement and panel box (\$46,924).
- LS#70 force main replacement and panel box (\$46,924).
- LS#9 standby generator and transfer switch (\$34,500).
- Replace mower (\$10,000).
- Trailer mounted vacuum excavator (\$39,500).
- Generator loadbank (\$8,600).
- Ground penetrating radar unit (\$23,000).
- Sewer line rehabilitation (\$150,000).
- Manhole rehabilitation (\$60,000).
- Collection system GPS/GIS mapping (\$50,000).
- Spring Hill Sanitary Sewer Phase 4 – Design only (\$330,000).



# CUSTOMER SERVICE

## Organizational Structure



**Description:**

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

**Mission:**

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,290	1,236	1,250
Cost per active utility account	High Value Government	\$46.48	\$48.27	\$52.33
Average % of delinquent accounts	High Value Government	0.89%	0.94%	1.00%
% of customers receiving electronic bills	High Value Government	32.81%	32.45%	34.00%
% of customers using online/automatic bank payments	High Value Government	62.94%	62.26%	64.00%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	771	876	1,000
% of customers using flex pay	High Value Government	6.00%	6.50%	6.50%

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented new Utility Billing Supervisor to oversee the utility billing and metering sections of Customer Services.
- ✓ Implemented water and sewer rate revisions based on rate study completed during FY 16-17.
- ✓ Implemented garbage rate revisions based on new contract with WCA Waste Corporation.

## Action Plan

Utility Billing and Collections		Strategic Plan Area(s)
Goals & Objectives		
1	Deliver courteous, professional and friendly customer service. <ul style="list-style-type: none"> <li>• Ensure each customer service representative attends quarterly customer service training.</li> <li>• Conduct customer satisfaction survey.</li> </ul>	High Value Government
2	Ensure accurate and timely billing of utility services. <ul style="list-style-type: none"> <li>• Deliver utility bill file to bill processing service by 2:00 p.m. on Tuesday.</li> <li>• Conduct 24 hours of training each year, reviewing ordinances and policies pertaining to utility billing.</li> <li>• Limit error rate in utility billing to no more than ½ of 1%.</li> <li>• Limit bad debt to ½ of 1% of annual utility revenues.</li> </ul>	High Value Government
3	Update water and sewer rates. <ul style="list-style-type: none"> <li>• Implement rate revision based on CPI per City Ordinance.</li> <li>• Develop and implement educational materials for customers on rate changes to include conservation measures.</li> </ul>	High Value Government

## 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>• 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 787,413	\$ 892,590	\$ 808,976	\$ 916,404	2.67%
Operating Expenses	288,752	241,587	265,365	255,475	5.75%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>72,000</u>	100.00%
Total Budget	\$ 1,076,165	\$ 1,134,177	\$ 1,074,341	\$ 1,243,879	9.67%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Finance Cust. Svc. Manager	124	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	117	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	117	0.00	0.00	0.00	1.00	1.00
Utility Billing Analyst	113	0.00	2.00	2.00	1.00	0.00
Utilities Cust. Svc Team Lead	112	1.00	1.00	1.00	0.00	0.00
Cust. Svc. Support Specialist	112	0.00	0.00	1.00	1.00	1.00
Customer Service Team Lead	112	0.00	1.00	0.00	0.00	0.00
Cust. Svc. Rep III	111	0.00	2.00	2.00	2.00	2.00
Meter Technician III	111	0.00	1.00	1.00	1.00	1.00
Utility Billing Specialist I	111	2.00	1.00	1.00	1.00	1.00
Utility Billing Specialist I	110	0.00	0.00	0.00	1.00	2.00
Customer Service Rep II	110	0.00	2.00	2.00	1.00	3.00
Customer Service Rep I	109	6.00	2.00	2.00	4.00	2.00
Meter Technician II	110	0.00	1.00	0.00	0.00	3.00
Meter Technician I	109	<u>6.00</u>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>1.00</u>
Total Full Time Staffing		17.00	18.00	18.00	19.00	19.00

Promoted [1.00] Customer Service Rep II to III and [3.00] Meter Technician I to II.

**CAPITAL OUTLAY****Amount**

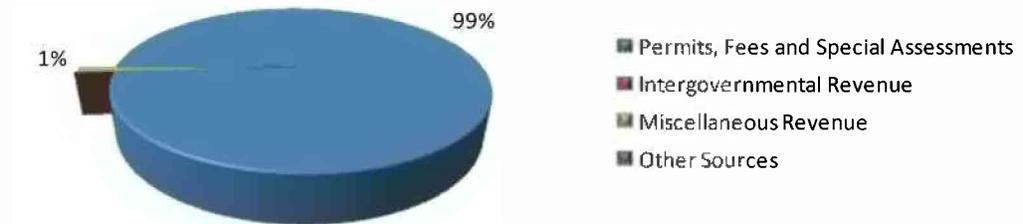
Replace vehicle, 2001 GMC Sonoma 4x2, 209-4790A	\$ 24,000
Replace vehicle, 2011 Chevy Volt, 209-13	24,000
Replace vehicle, 2011 Chevy Volt, 209-17	24,000
<b>Total Capital Outlay</b>	<b>\$ 72,000</b>

- ✓ Total expenses increased by 9.67%.
- ✓ Operating expenses increased by 5.75% mainly due to increases in merchant fees.
- ✓ Include funding for:
  - Replace vehicles (\$72,000).
  - Credit card acceptance merchant fees (\$70,000).
  - Customer billing, printing, stuffing, e-bills, and inserts (\$40,000).
  - Postage (\$69,000).
  - Water conversion kits (\$13,700).
- ✓ Capital outlay increased by 100.00% due to replacement of 3 meter tech vehicles during FY18-19.

# WATER AND WASTEWATER TRUST FUND

## Revenue Summary

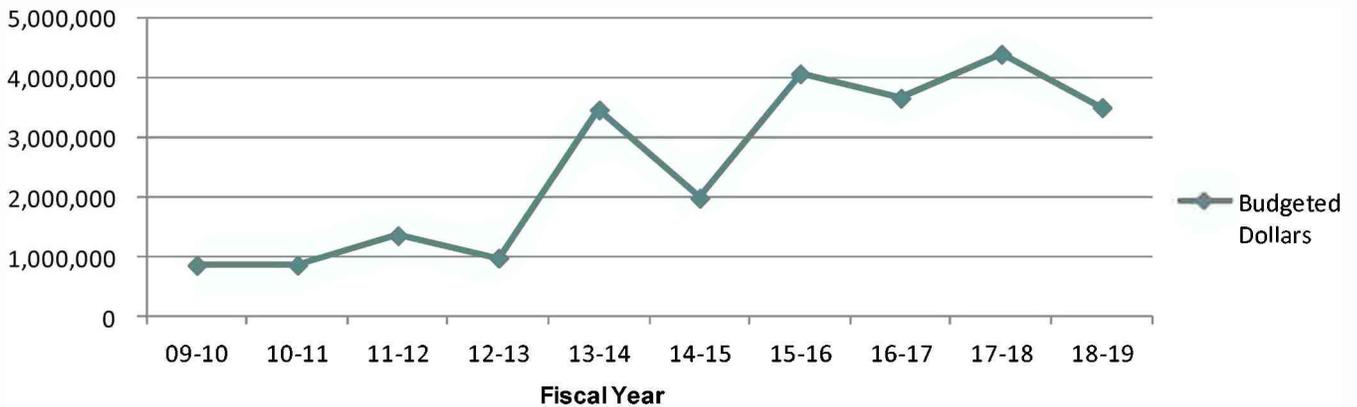
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Permits, Fees and Special Assessments	\$ 3,570,435	\$ 3,500,000	\$ 3,500,000	\$ 3,469,938	-0.86%
Intergovernmental Revenue	763,819	0	226,250	0	N/A
Miscellaneous Revenue	29,630	40,000	36,726	35,000	-12.50%
Other Sources	<u>0</u>	<u>855,968</u>	<u>6,874,917</u>	<u>0</u>	-100.00%
<b>Total Water &amp; Wastewater Trust Fund</b>	<b>\$ 4,363,884</b>	<b>\$ 4,395,968</b>	<b>\$10,637,893</b>	<b>\$ 3,504,938</b>	<b>-20.27%</b>



## Management Discussion

The proposed budget includes anticipated impact fees.

## History of Revenues



# WATER AND WASTEWATER TRUST FUND

## Expenditure Summary

**Description:**

The Water and Wastewater Trust Fund was established to budget capital improvements needed for the orderly expansion of the municipal water and sewer system and to provide a reserve fund for capital projects using revenue collected from development fees.

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Capital Outlay	<u>\$ 2,923,315</u>	<u>\$ 4,395,968</u>	<u>\$ 10,201,941</u>	<u>\$ 3,504,938</u>	-20.27%
Total Budget	\$ 2,923,315	\$ 4,395,968	\$ 10,201,941	\$ 3,504,938	-20.27%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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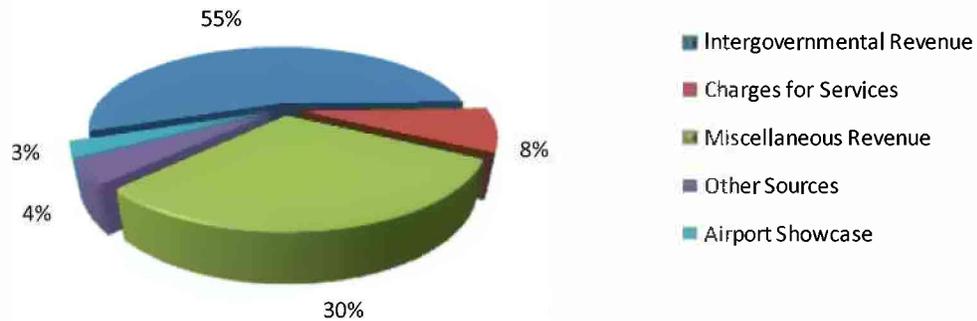
None

CAPITAL OUTLAY	Amount
2019 Water Main Improvements	\$2,244,938
Reclaim System Expansion Phase 4 - Design Only and 12" Pipe	<u>1,260,000</u>
<b>Total Capital Outlay</b>	<b>\$3,504,938</b>

- ✓ Includes funding for:
  - 2019 Water main improvements (\$2,244,938).
  - Reclaim water expansion phase 4 (\$1,260,000).

## AIRPORT FUND Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Intergovernmental Revenue	\$ 98,635	\$ 2,609,800	\$ 3,359,134	\$ 2,106,000	-19.30%
Charges for Services	363,447	303,312	303,511	313,511	3.36%
Miscellaneous Revenue	1,134,767	1,087,803	1,090,368	1,121,112	3.06%
Other Sources	0	2,116,891	966,472	163,732	-92.27%
Airport Showcase	<u>61,670</u>	<u>159,885</u>	<u>88,405</u>	<u>111,340</u>	-30.36%
<b>Total Airport Fund Revenue</b>	<b>\$ 1,658,519</b>	<b>\$ 6,277,691</b>	<b>\$ 5,807,890</b>	<b>\$ 3,815,695</b>	<b>-39.22%</b>



## Management Discussion

Intergovernmental Revenue includes Federal (\$1,627,000) and State (\$479,000) grants for anticipated airport capital projects.

Charges for Services include T-hangar rentals (\$313,511) with anticipated 3.36% increases in T-hanger rentals.

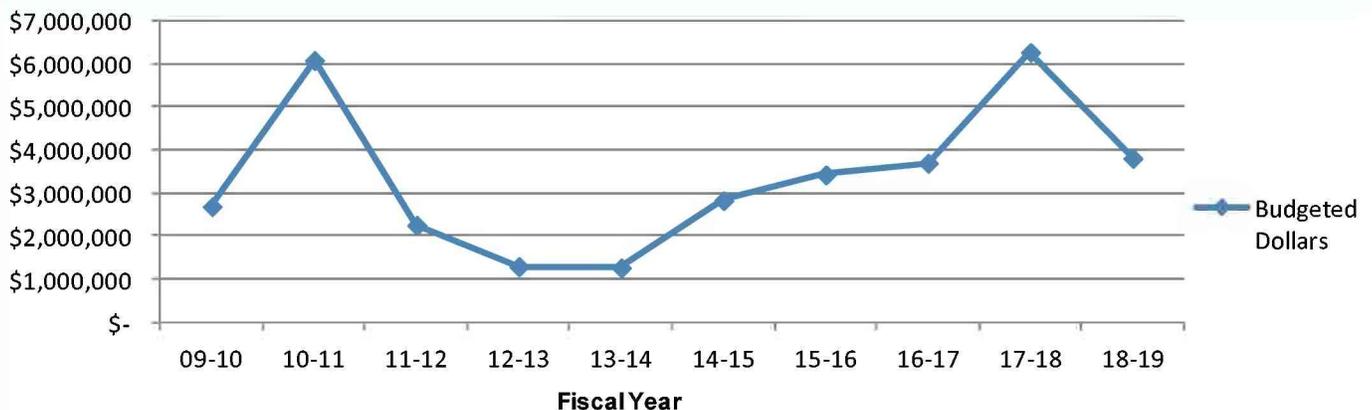
Miscellaneous Revenue includes land and building leases with anticipated 3.00% increases in non-T-hanger rentals.

Other Sources in FY 18-19 represent the use of Airport reserves (\$163,732) for capital projects.

Airport Showcase revenue includes admission fees and fees from exhibitors, food vendors, sponsors and partners (\$111,340).

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

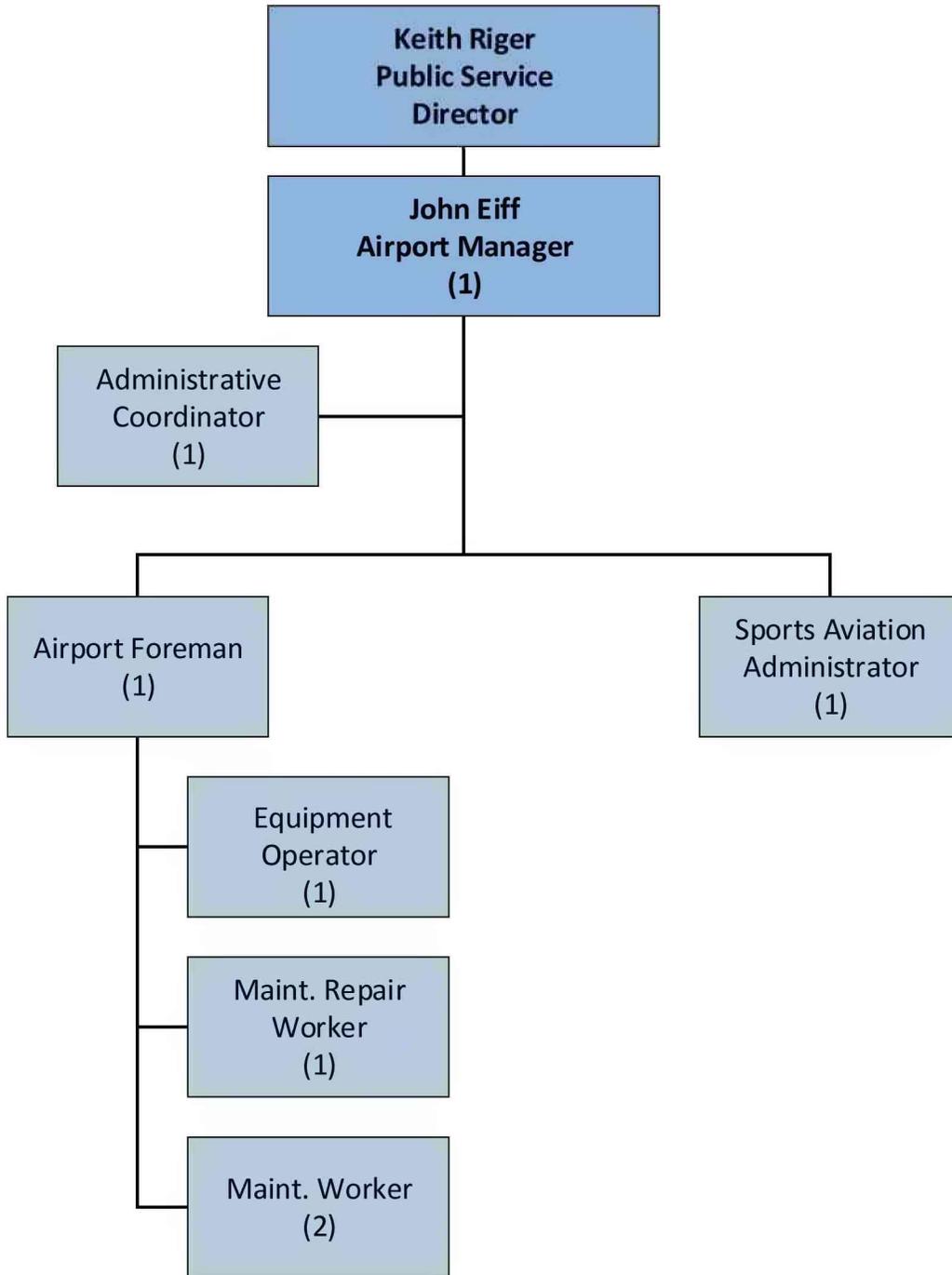
## History of Revenues





# AIRPORT FUND

## Organizational Structure



**Description:**

The Airport Fund provides all airport maintenance including the airfield, airfield lighting, lawn and field maintenance both on the airfield and in the industrial park, maintenance of the city's T-hangars and airport buildings, liaison with the Federal Aviation Authority and Florida Department of Transportation and other operational activities.

**Mission:**

Operate, maintain and develop DeLand Municipal Airport to promote a safe, secure and self supporting facility which serves the needs of the aviation community and is aesthetically pleasing to DeLand citizens with minimal nuisance noise.

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of users satisfied with Airport appearance and services	High Value Government	99%	95%	95%
Total new acres leased	High Value Government	2	3.3	9
% of noise complaints responded to within 48 hours	High Value Government	100%	100%	100%
% of service requests responded to within 3 business day	High Value Government	100%	100%	100%
% increase in revenues over prior year (non aviation and aviation)	High Value Government	2.68%	N/A	N/A

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Started the construction phase of the new Airport Administration Building and General Aviation Complex.
- ✓ Started the construction phase of the infrastructure for phase one of the Sport Aviation Village.
- ✓ Held the 2<sup>nd</sup> annual DeLand Sport Aviation Showcase. This very successful 3-day aviation trade show boasted over 120 exhibitors and produced over 1.5 million in sales of aircraft and aviation related products. 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 two dozen high impact companies interested in opening/relocating their business to the DeLand Sport Aviation Village when completed.
- ✓ Hosted Duke Energy's Emergency Base Camp for Hurricane Irma.
- ✓ Upgraded the northwest section of Taxiway Delta lighting service.
- ✓ Generated new or renewed land leases for PM Nobrega North, Amicorp, Commemorative Air force, Blue Crystal Water Company, James Austin Company, Team Plastics, MT Propellers USA, Daytona Airport Hangars, RAF Magnetics, Robert A. Nass.
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 30 people on the waiting list.
- ✓ Assisted in the development of Skydive DeLand's "Swoop Pond".
- ✓ Upgraded Airport signage.
- ✓ Removed DNAS annex building.
- ✓ Resurface south transient parking apron.
- ✓ Resurface Biscayne Blvd.

## Action Plan

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

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

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

Operations and Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	Complete airfield improvements in accordance with capital improvement programs. <ul style="list-style-type: none"> <li>Complete first phase of Sport Aviation Village by beginning of FY 2018.</li> <li>Complete airport administration building construction by end first quarter of FY 18-19.</li> </ul>	High Value Government
2	Maintain airfield security. <ul style="list-style-type: none"> <li>Ensure upkeep of perimeter fencing.</li> <li>Continue monitoring and maintenance of airfield security cameras.</li> </ul>	High Value Government

## Operations and Maintenance

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

## Long-Term Goals

- ✓ Complete first phase of Sport Aviation Village and lease a minimum of two parcels in that complex to sport aviation related businesses by 2019.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete first phase of General Aviation Complex and Administration Building by 2019.
  - 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 429,834	\$ 478,867	\$ 486,767	\$ 512,788	7.08%
Operating Expenses	490,997	1,018,227	487,969	547,584	-46.22%
Capital Outlay	227,546	4,354,130	4,420,096	2,297,795	-47.23%
Debt Service	0	142,525	0	173,553	21.77%
Transfers	224,047	235,261	197,250	230,128	-2.18%
Contingency	-	48,681	48,681	53,847	10.61%
Total Budget	\$ 1,372,424	\$ 6,277,691	\$ 5,640,763	\$ 3,815,695	-39.22%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Sports Aviation Administrator	E105	0.00	0.00	1.00	1.00	1.00
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	0.00	0.00	1.00	1.00	1.00
Foreman I	114	0.00	1.00	1.00	1.00	1.00
Maintenance Repair Worker II	111	1.00	1.00	1.00	1.00	1.00
Equipment Operator II	111	0.00	1.00	1.00	1.00	1.00
Equipment Operator I	110	2.00	0.00	0.00	0.00	0.00
Maintenance Worker III	109	0.00	1.00	1.00	1.00	0.00
Maintenance Worker II	108	0.00	0.00	0.00	0.00	2.00
Administrative Assistant II	108	0.50	1.00	0.00	0.00	0.00
Maintenance Worker I	107	0.00	0.00	1.00	1.00	0.00
Total Full Time Staffing		4.50	6.00	8.00	8.00	8.00

Promoted [1.00] Maintenance Worker I to II.

CAPITAL OUTLAY	Amount
Replace 2008 Kubota Mower; 300-5211 / 300-2	\$ 19,195
Replace 2006 New Holland Tractor; 300-5087	65,600
South Apron Rehabilitation	800,000
GA Complex Apron Construction	973,000
East Hanger Complex Phase 2, Infrastructure Design	140,000
Rehabilitation Runway 5/23, Design	140,000
Fuel Tank Design and Install	160,000
<b>Total Capital Outlay</b>	<b>\$ 2,297,795</b>

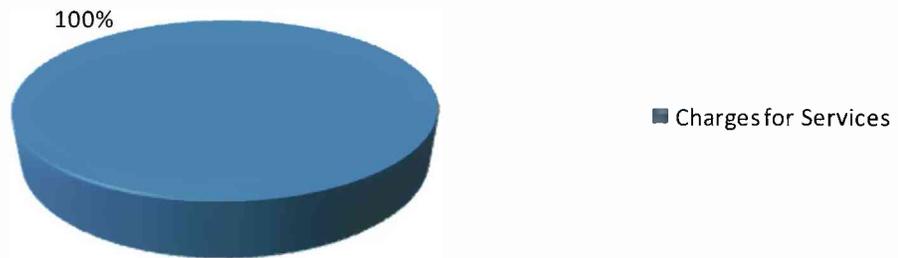
## Management Discussion

- ✓ Total expenses decreased by 39.22%.
- ✓ Operating expenses decreased by 46.22% due to no cleaning activities at Needle Park and Navy Dump site grant funded projects.
- ✓ Debt service increased by 21.77%.
- ✓ Includes funding for:
  - Replace mower and tractor (\$84,795).
  - South apron rehabilitation (\$800,000).
  - GA complex apron construction (\$973,000).
  - East hanger complex phase 2, infrastructure design (\$140,000).
  - Rehabilitation runway 5/23, design (\$140,000).
  - Fuel tank design and install (\$160,000).
  - Sports Aviation show (\$177,200).

## REFUSE COLLECTION FUND

### Revenue Summary

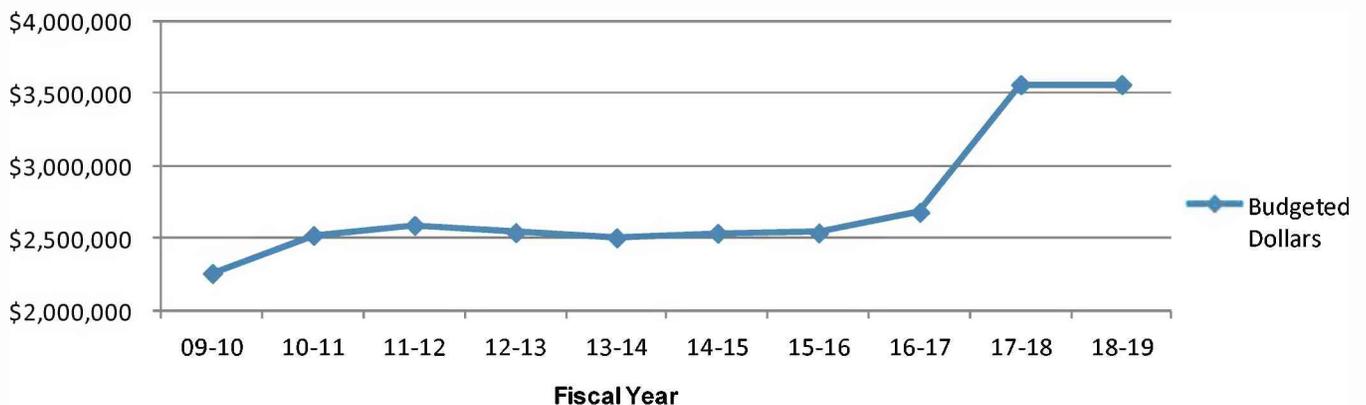
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Charges for Services	\$ 2,821,303	\$ 3,564,613	\$ 3,564,613	\$ 3,564,613	0.00%
Miscellaneous Revenue	<u>339</u>	<u>0</u>	<u>22</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 2,821,642	\$ 3,564,613	\$ 3,564,635	\$ 3,564,613	0.00%



### Management Discussion

Projected in FY 18-19 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





## REFUSE COLLECTION FUND

**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 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of residential customers surveyed who are satisfied with solid waste services	80%	80%	80%
% customer complaints responded to within 24 hours and resolved within 3 days.	90%	95%	92%
% of tons of recyclables collected.	25%	30%	25%

### Operating Budget Comparison

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 2,747,292	\$ 3,495,713	\$ 3,495,713	\$ 3,495,713	0.00%
Transfers	<u>74,858</u>	<u>68,900</u>	<u>68,900</u>	<u>68,900</u>	0.00%
Total Budget	\$ 2,822,150	\$ 3,564,613	\$ 3,564,613	\$ 3,564,613	0.00%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

CAPITAL OUTLAY	Amount
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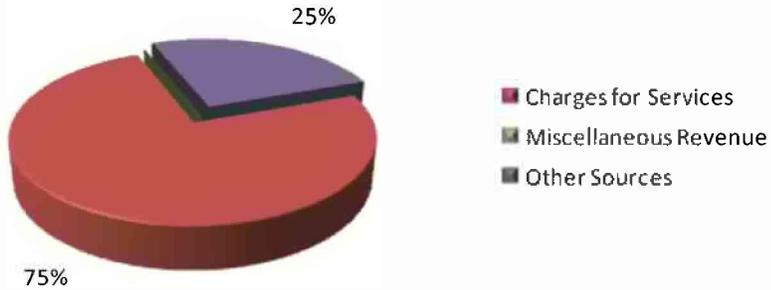
None

### Management Discussion

- ✓ Includes funding for:
  - WCA Waste Corporation (\$3,495,713).

## STORMWATER FUND Revenue Summary

REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Charges for Services	\$ 1,580,931	\$ 1,567,810	\$ 1,637,536	\$ 1,694,324	8.07%
Miscellaneous Revenue	34,427	0	4,407	0	N/A
Other Sources	<u>0</u>	<u>294,049</u>	<u>459,439</u>	<u>576,845</u>	96.17%
Total Stormwater Fund Revenue	\$ 1,615,358	\$ 1,861,859	\$ 2,101,382	\$ 2,271,169	21.98%



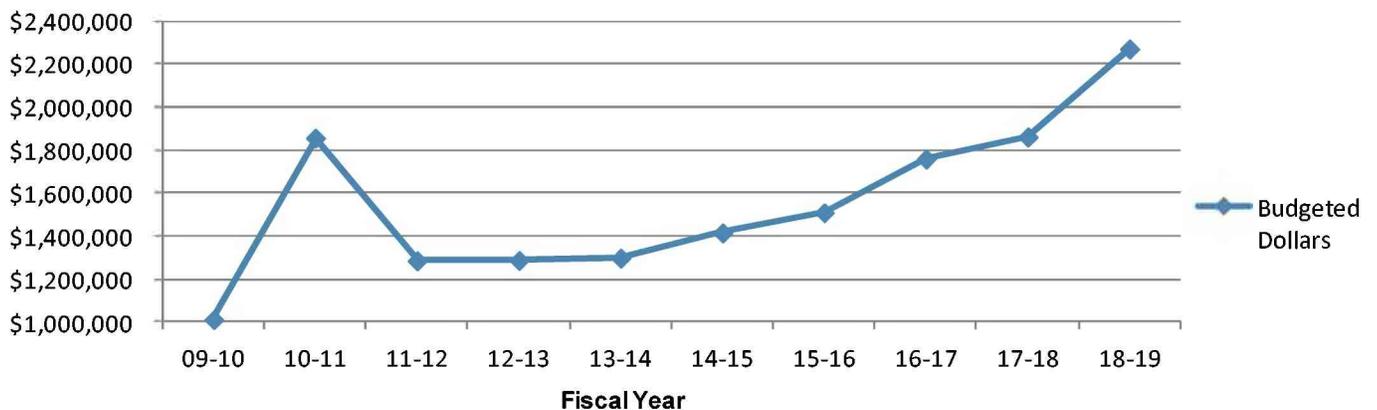
## Management Discussion

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

Other Sources in FY 18-19 represent debt proceeds for the capital projects.

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

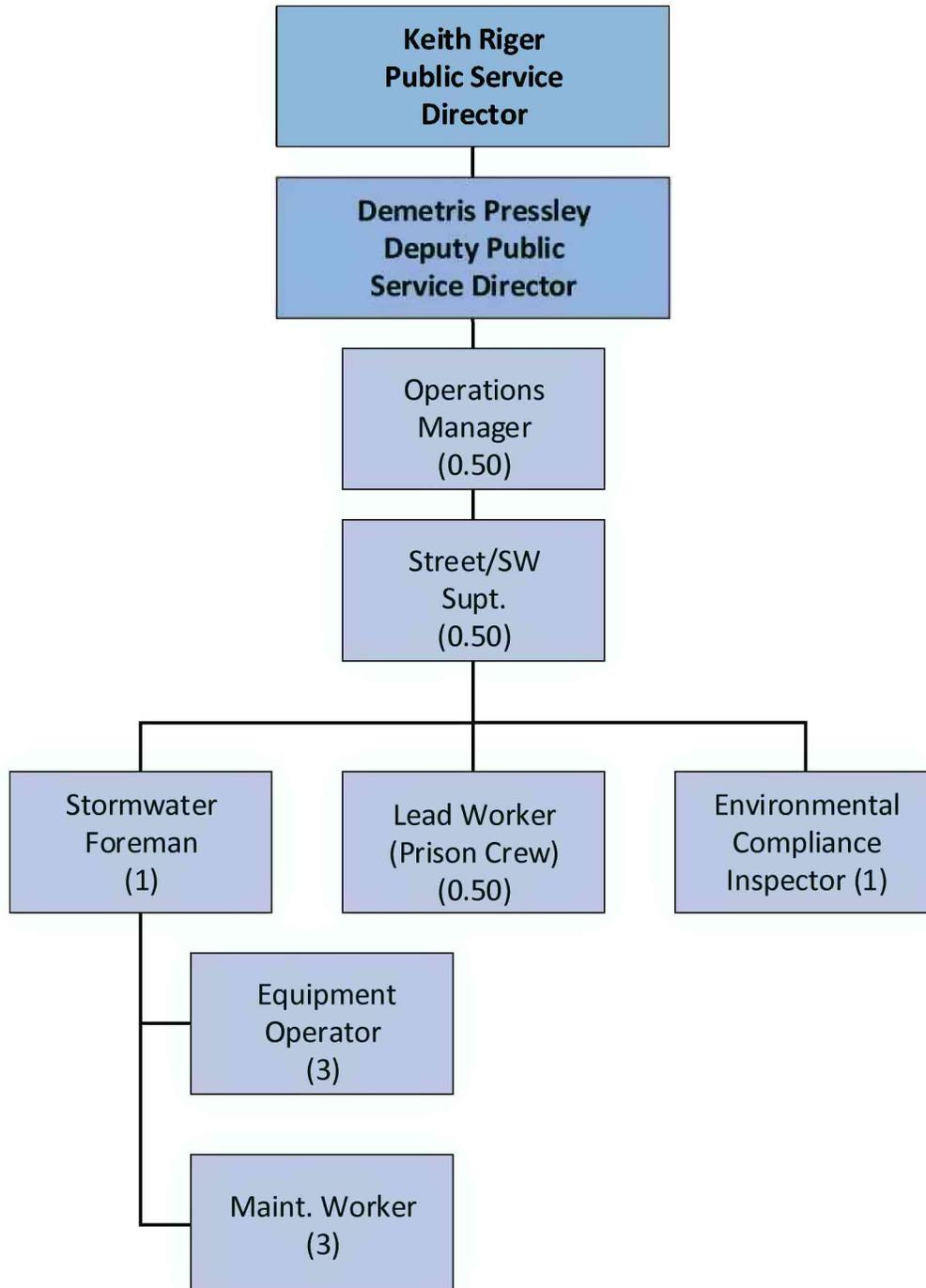
## History of Revenues





# STORMWATER FUND

## Organizational Structure



**Description:**

The Storm Water Fund accounts for all aspects of storm water infrastructure maintenance (drainage pipes, retention areas, street sweeping, storm water pump stations, etc.).

**Mission:**

Collect and convey storm water to protect life and property from flooding and minimize contamination of ground water and monitor and maintain the National Pollutant Discharge Elimination System (NPDES) Program, best management practices (BMP), and reporting to the Florida Dept. of Environmental Protection.

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
% of drainage repairs completed within 30 calendar days	High Value Government	93%	90%	90%
% of sites passing NPDES requirements	High Value Government	93%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	Annual	Annual	Annual
% of storm sewer inlets cleaned annually	High Value Government	28%	35%	30%
% of storm water retention ponds maintained	High Value Government	Annual	Annual	Annual
% of curb miles swept	High Value Government	95%	95%	100%

## Fiscal Year 2017 - 2018 Accomplishments

- ✓ Projects: Waterford Lakes pipe lining, Cross Creek SW pipe extension, Kmart Pond 24" SW pipe installation, Georgia Avenue System upgrade, BAM Project fully functional.
- ✓ Implementation of CityWorks program; GIS Data for the entire City maintained Storm sewer system, equipment inventory inspections quarterly.
- ✓ Entire Stormwater Division certified as Level I and II operators for the Florida Stormwater Association.
- ✓ Continued preservation and retrofitting retention areas/ditched throughout the City.
- ✓ Completed Year 4 of NPDES Annual Report of Cycle 3. Preparing for renewal.
- ✓ Full public education program with focus on Environmental Compliance (MSDS, Construction Site, Water Conservation, waste reduction, and storm pollution).
- ✓ Mowing attachment for excavator increase ditches and swales cleaning.

## 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 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 repairs site improvement to the SW system.</li> <li>• Prioritizes master plan and recommended projects by focusing on problem locations that will impact key areas, major corridors and protection of private property.</li> <li>• Mowing and de-mucking schedule of City's retention ponds and ditches.</li> <li>• Scheduled inspection and maintenance of pump station.</li> </ul>	High Value Government
3	<p>Street Sweeping program to control debris and pollution to minimize impact to SW runoff. The program purpose is to maintain streets for aesthetic and safety intent.</p> <ul style="list-style-type: none"> <li>• The City operates a sweeper year-round for the downtown DeLand corridor and special events.</li> <li>• A City contractor (USA Services) provides a sweeping schedule on streets within the City Right-of-Way.</li> <li>• Sweepers are also used to respond to certain types of spill clean-up, where the material is able to be safely swept up with this type of equipment.</li> </ul>	High Value Government

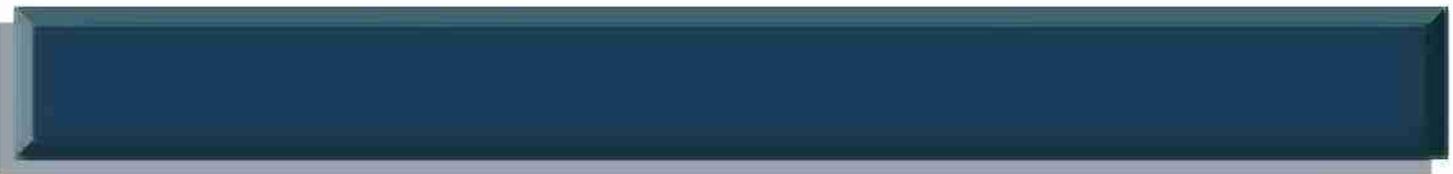
## Community Connection / Sustainability

Goals & Objectives		Strategic Plan Area(s)
1	<p>Develop and implement a National Pollutant Discharge Elimination System (NPDES) stormwater program.</p> <ul style="list-style-type: none"> <li>• City must maintain and operate a SW management plan and pollution prevention plan.</li> <li>• Provide responsible monitoring of private and public SW infrastructure.</li> <li>• Establish work practices and methods for handling potentially polluting materials.</li> </ul>	Communications
2	<p>Promote NPDES program for protection and educational efforts, including hosting and attending events, and public outreach.</p>	Communications
3	<p>Stormwater Master Plan Update.</p>	Preparing for the Future

## Long-Term Goals

- ✓ 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
- ✓ Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
  - o Target Completion: FY 2020-2021
  - o Strategic Focus Area: High Value Government, Sustainability

- ✓ Stormwater Master Plan:
  - o Target Completion: FY 2021-2022
  - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community

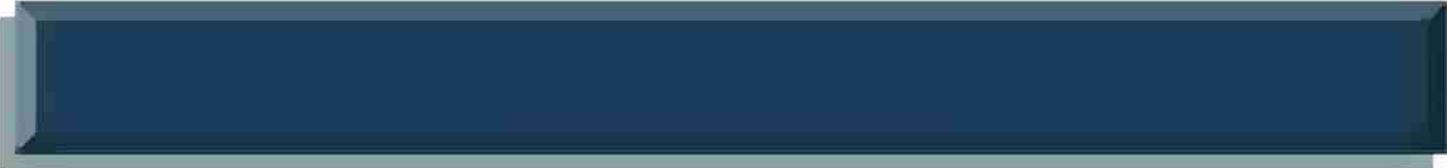


BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 318,399	\$ 434,253	\$ 418,808	\$ 439,462	1.20%
Operating Expenses	258,676	335,339	332,550	352,085	4.99%
Capital Outlay	383,676	503,387	594,306	768,738	52.71%
Debt Service	0	0	0	71,120	100.00%
Transfers	264,720	366,593	366,593	370,955	1.19%
Contingency	<u>0</u>	<u>222,287</u>	<u>222,287</u>	<u>268,809</u>	20.93%
Total Budget	\$ 1,225,471	\$ 1,861,859	\$ 1,934,544	\$ 2,271,169	21.98%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Assistant Public Works Director	E104	0.25	0.25	0.00	0.00	0.00
Operations Mgr. (also Fund 001)	122	0.00	0.00	0.50	0.50	0.50
Streets/SW Sup. (also Fund 001)	120	0.50	0.50	0.50	0.50	0.50
Environmental Compliance Insp.	118	0.00	0.00	1.00	1.00	1.00
Foreman II	115	0.00	1.00	1.00	0.00	1.00
Foreman I (also Fund 001)	114	2.00	1.00	0.50	1.50	0.00
Lead Worker	111	0.00	0.00	0.00	0.00	0.50
Equipment Operator II	111	1.00	1.00	1.00	0.00	0.00
Equipment Operator I	110	2.00	2.00	2.00	3.00	3.00
Maintenance Worker II	108	0.00	3.00	3.00	2.00	0.00
Maintenance Worker I	107	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>3.00</u>
Total Full Time Staffing		7.75	8.75	9.50	9.50	9.50
Maintenance Worker	N/A	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		1.00	0.00	0.00	0.00	0.00
Total Staffing		8.75	8.75	9.50	9.50	9.50

Promoted [1.00] Foreman I to II. Reclassified [0.50] Foreman I to Lead Worker.

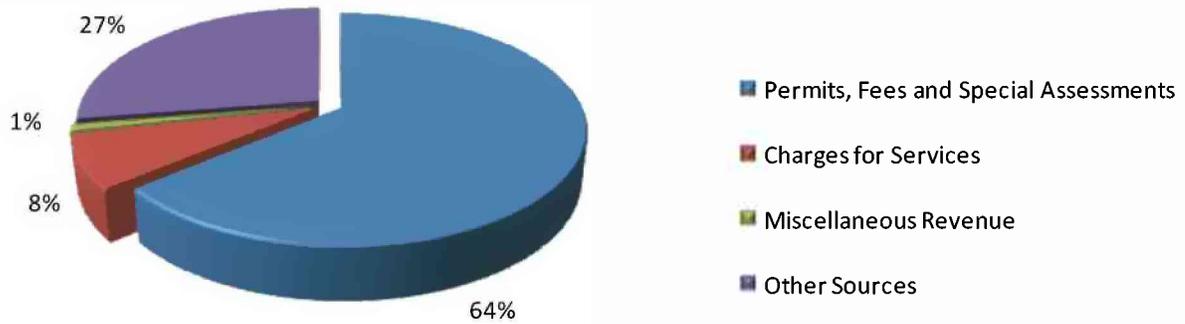
CAPITAL OUTLAY	Amount
Replace 2006 Sterling Sewer Jet; 450-5086 / 450-164	\$371,845
Replace Ford F-150 Super Cab 4x4; 450-5220 / 450-170	29,689
New Pole Barn	205,000
Replace 2013 JD Zturn Mower; 450-5535 / 450-515	14,068
Replace 2013 JD Zturn Mower; 450-5533 / 450-516	14,068
Replace 2013 JD Zturn Mower; 450-5534 / 450-518	14,068
Misc. Stormwater Improvements (Neighborhood)	100,000
Misc. Stormwater Improvements (Ponds)	<u>20,000</u>
<b>Total Capital Outlay</b>	<b>\$768,738</b>

- 
- ✓ Total expenses increased by 21.98%.
  - ✓ Operating expenses increased by 4.99%.
  - ✓ Debt service increased by 100% due to principal and interest payments on new debt.
  - ✓ Includes funding for:
    - Engineering services/surveys (\$10,000).
    - Stormwater ponds fence maintenance (\$20,000).
    - Stormwater ditch maintenance (\$16,650).
    - Equipment rental and leases (\$25,000).
    - Small equipment (\$5,000).
  - ✓ Capital outlay increased by 52.71% due to additional capital projects programmed FY18-19.

# PERMITS AND INSEPTIONS FUND

## Revenue Summary

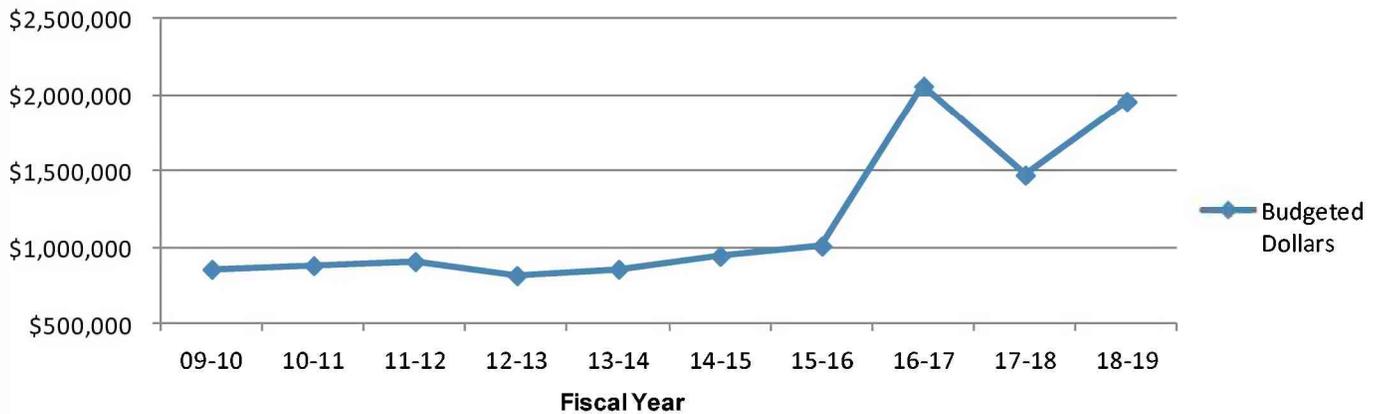
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Permits, Fees and Special Assessments	\$ 1,571,667	\$ 909,000	\$ 1,340,139	\$ 1,253,547	37.90%
Charges for Services	261,590	148,500	218,403	148,000	-0.34%
Miscellaneous Revenue	62,994	7,000	23,904	18,936	170.51%
Other Sources	<u>0</u>	<u>409,730</u>	<u>1,014,092</u>	<u>538,945</u>	31.54%
<b>Total Permits &amp; Inspection Fund Revenue</b>	<b>\$ 1,896,251</b>	<b>\$ 1,474,230</b>	<b>\$ 2,596,538</b>	<b>\$ 1,959,428</b>	<b>32.91%</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.

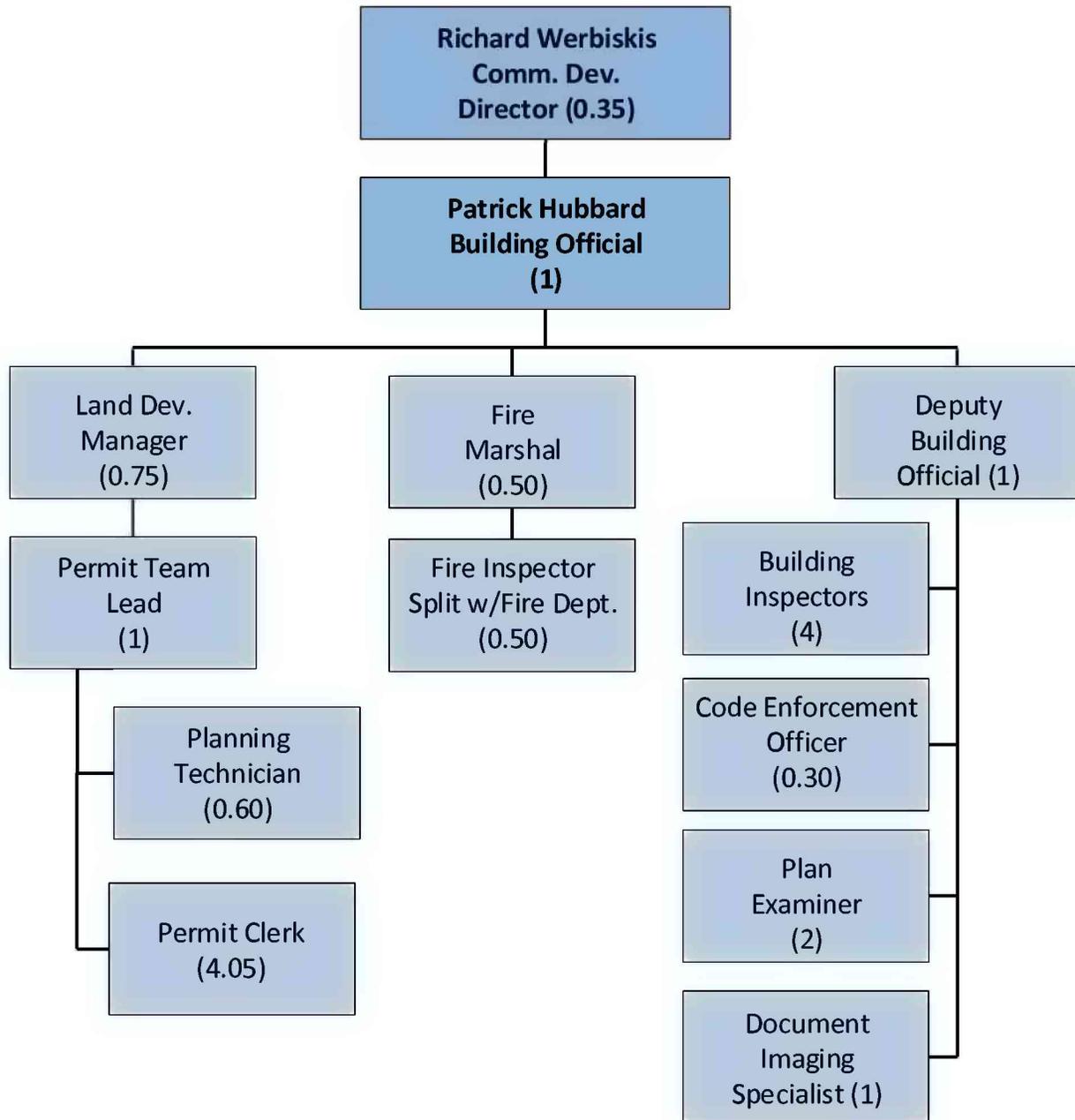
## History of Revenues





# PERMITS AND INSPECTIONS FUND

## Organizational Structure



**Description:**

The Permits and Inspection Department ensures that all new or improved structures meet state building code and local ordinance requirements. Front counter personnel assist the public and process permit applications. Plans are reviewed to ensure all proposed construction complies with applicable codes, regulations and ordinances. Field inspections are conducted to ensure building construction practices are completed in accordance with approved plans and all applicable construction codes.

**Mission:**

The Building Department promotes the general health, safety, and welfare of the citizens of DeLand through enforcement of the Florida Building Code, while providing the highest level of customer service attainable.

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
Average number of days from building permit application to date of issuance	High Value Government	4	5	5
% of small building plans reviewed within 3 days	High Value Government	95%	95%	98%
% of large building plans reviewed within 10 days	High Value Government	94%	93%	98%
% of first inspections completed within 24 hours	High Value Government	98%	96%	98%
% of plan reviews with first review completed within 14 business days	High Value Government	99%	96%	98%

## Fiscal Year 2017 – 2018 Accomplishments

- ✓ Improved customer service.
- ✓ Reduced processing and review time of applications.
- ✓ Implemented Accela land Management software.
- ✓ Enhanced staff training and certification to improve field inspection services.
- ✓ Initiated Building Inspector Intern training program.

## Action Plan

Permits and Inspections		
	Goals & Objectives	Strategic Plan Area(s)
1	Provide for the health safety and welfare of the public by ensuring that all laws and codes are followed through an efficient and effective permitting process and proactive inspections. <ul style="list-style-type: none"> <li>• Maintain a 3-day turnaround time on “final” small building plans submitted for review.</li> <li>• Maintain a 10-day turnaround on “final” single family residence plans submitted for review</li> <li>• Provide all requested building inspection services within 24 hours.</li> <li>• Process minor site plans within 8 business hours.</li> <li>• Issue all Business Tax Receipts within 24 hours.</li> </ul>	High Value Government

## Long-Term Goals

- ✓ One additional Plans Reviewer to enhance field inspection capability.
  - Target Completion: FY2018-2019
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ One additional Building Inspector to enhance field inspection capability.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Update of local ordinances to bring them into compliance with state and federal guidelines.
  - Target Completion: FY2019-2020
  - Strategic Focus Area: High Value Government
- ✓ Adoption of a DeLand-specific International Property Maintenance Code.
  - 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

BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change From 2017-18
Personal Services	\$ 707,173	\$ 962,145	\$ 768,973	\$ 1,081,906	12.45%
Operating Expenses	101,888	74,082	70,073	81,940	10.61%
Capital Outlay	250,163	40,936	854,524	72,072	76.06%
Transfers	277,476	363,067	363,067	719,510	98.18%
Contingency	<u>12,190</u>	<u>34,000</u>	<u>34,000</u>	<u>4,000</u>	-88.24%
Total Budget	\$ 1,348,890	\$ 1,474,230	\$ 2,090,637	\$ 1,959,428	32.91%

STAFFING	PAY GRADE	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
Assistant City Manager	E111	0.10	0.10	0.00	0.00	0.00
Community Development Director	E108	0.00	0.00	0.35	0.35	0.35
Fire Marshal	F106	0.00	0.00	0.50	0.50	0.50
Fire Inspector	F105	0.00	0.00	0.00	0.00	0.00
Chief Building Official	B106	0.75	0.75	0.75	1.00	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	1.00	1.00	1.00	1.00	2.00
Building Inspector II	B102	0.00	0.00	0.00	1.00	0.00
Building Inspector I	B101	2.00	2.00	3.00	2.00	4.00
Land Development Manager	121	0.00	0.00	0.75	0.75	0.75
Land Development Coordinator	115	0.50	0.50	0.00	0.00	0.00
Code Enforcement Officer	115	0.00	0.00	0.00	0.30	0.30
Planning Technician	114	0.00	0.00	0.00	0.60	0.60
Document Imaging Specialist	111	1.00	1.00	1.00	1.00	1.00
Permit Team Lead	112	0.00	0.00	1.00	1.00	1.00
Permit Clerk I	109	<u>3.40</u>	<u>3.40</u>	<u>3.60</u>	<u>3.60</u>	<u>3.60</u>
Total Full Time Staffing		9.75	9.75	12.95	14.10	16.10

Building Inspector I	N/A	0.00	1.00	0.00	0.00	0.00
Permit Clerk	N/A	0.00	0.00	0.00	0.45	0.45
Fire Marshal	F106	<u>0.38</u>	<u>0.38</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.38	1.38	0.00	0.45	0.45
Total Staffing		10.13	11.13	12.95	14.55	16.55

Added [1.00] Plan Examiner and [1.00] Building Inspector. Freeted the Fire Inspector position due to re-organization at the Fire Department.

<b>CAPITAL</b>	<b>Amount</b>
New vehicle - Community Development Director	\$ 25,272
New vehicle - Plan Examiner	\$ 23,400
Replace vehicle, 2004 Ford Ranger; 480-4992 / 480-08	<u>23,400</u>
<b>Total Capital Outlay</b>	<b>\$ 72,072</b>

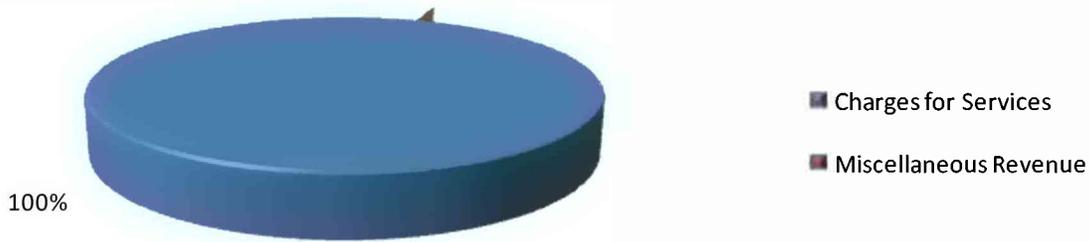
## Management Discussion

- ✓ Total expenses increased by 32.91%.
- ✓ Personal services increased by 12.45% primarily due to addition of Plan Examiner and Building Inspector, as well as allocating 50% of Fire Inspector FY18-19.
- ✓ Operating expenses increased by 10.61%.
- ✓ Includes funding for:
  - Professional services for inspections (\$25,000).
  - Plan review software integration into Land Management (\$120,000).

# HEALTH INSURANCE COST CONTAINMENT FUND

## Revenue Summary

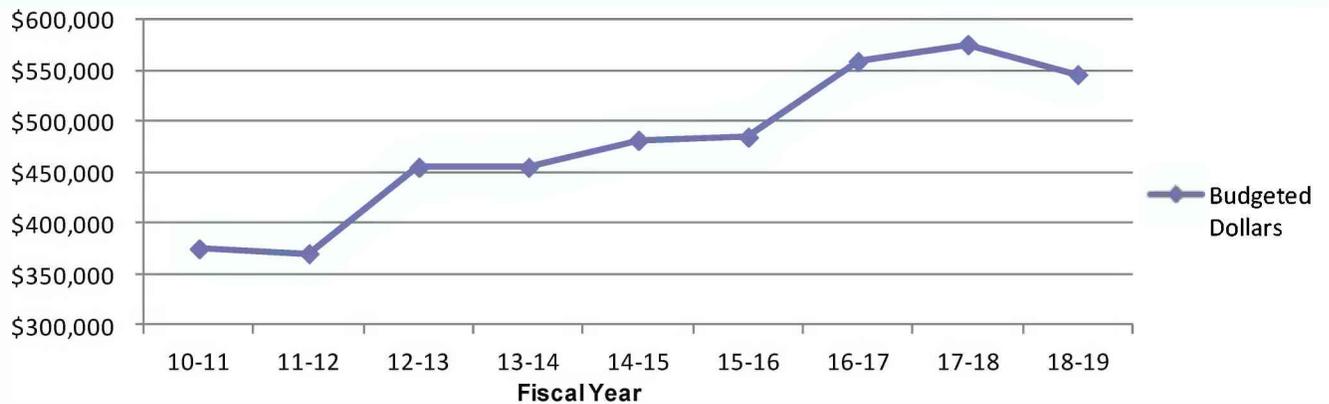
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Charges for Services	\$ 558,737	\$ 574,385	\$ 574,385	\$ 545,885	-4.96%
Miscellaneous Revenue	<u>\$ 241</u>	<u>\$ 0</u>	<u>\$ 5,515</u>	<u>\$ 0</u>	N/A
<b>Total Health Insurance Cost Containment Fund Revenue</b>	<b>\$ 558,978</b>	<b>\$ 574,385</b>	<b>\$ 579,900</b>	<b>\$ 545,885</b>	<b>-4.96%</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

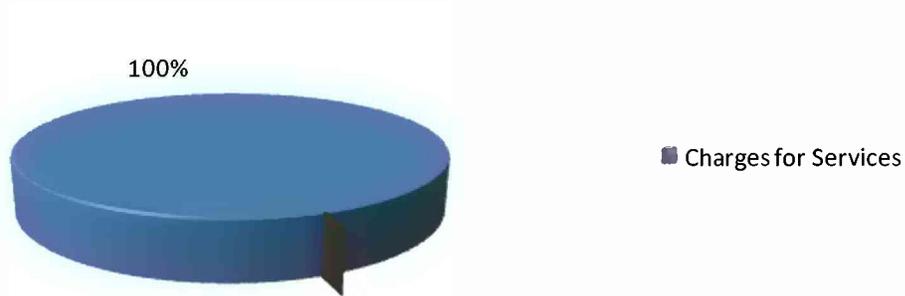
BUDGET DESCRIPTION	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Operating Expenses	\$ 503,056	\$ 542,180	\$ 501,680	\$ 513,680	-5.26%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
Total Budget	\$ 535,261	\$ 574,385	\$ 533,885	\$ 545,885	-4.96%
<b>STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
None					
<b>CAPITAL</b>					<b>Amount</b>
None					

- ✓ Total expenses decreased by 4.96%.
- ✓ Operating expenses decreased by 5.26% mainly due to decrease in medical supplies.
- ✓ Includes funding for:
  - Health Center labor (\$231,750).
  - Quarterly management program fee (\$100,750).
  - Medical supplies (\$115,000).

# WORKERS' COMPENSATION SELF INSURANCE FUND

## Revenue Summary

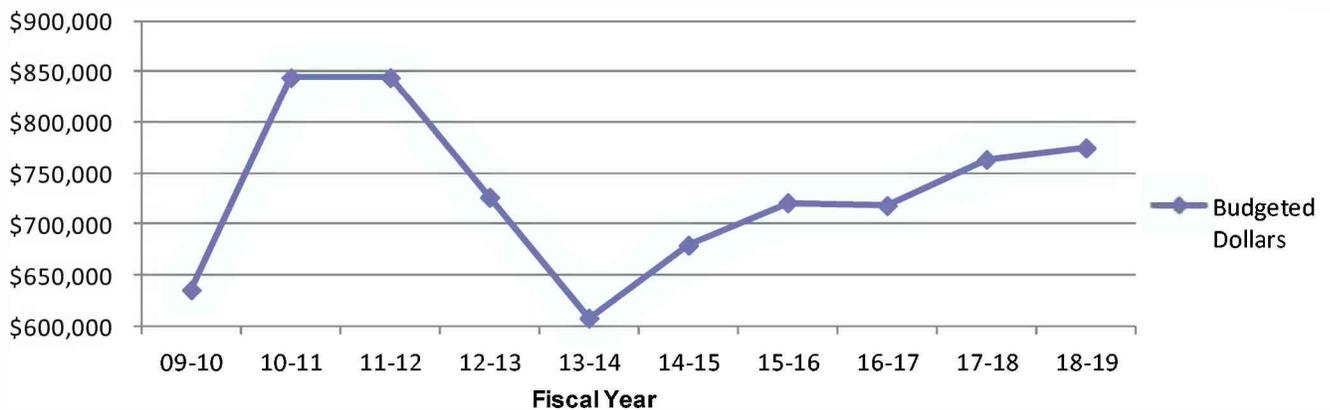
REVENUE SUMMARY	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Charges for Services	\$ 718,014	\$ 763,465	\$ 763,465	\$ 774,787	1.48%
Miscellaneous Revenue	<u>117,077</u>	<u>0</u>	<u>22,953</u>	<u>0</u>	N/A
Total Workers' Comp Fund Revenue	\$ 835,091	\$ 763,465	\$ 786,418	\$ 774,787	1.48%



## 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 18-19 projected revenue is based on prior year anticipated actual.

## History of Revenues



# WORKERS' COMPENSATION SELF INSURANCE FUND

## Description:

The Risk Management Division is responsible for administering the City's Worker's Compensation Fund, Safety Program, Drug-Free Workplace Program, and insuring that the City's insurance coverage is cost effective and adequately covers the risk associated with the operations of the municipal government.

## Mission:

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

## Performance Measures

Performance	Strategic Focus Area	FY 16/17 Actual	FY 17/18 Projection	FY 18/19 Target
# of injuries per 100 employees	High Value Government	4.55	4	3
# of work days lost due per injury	High Value Government	.013	.17	.15
% of full-time equivalent employees without an on the job injury	High Value Government	95%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	23%	12%	10%
Workers' Compensation Experience Ratio	High Value Government	1.05	1.05	.98
# of employees attending safety training	High Value Government	622	400	425
# of safety reviews/inspections performed	High Value Government	57	55	60
% change in number of liability claims over previous year	High Value Government	26.8%	1%	1%
Randomly screen CDL holders by September 30th	High Value Government	N/A	25%	25%

## Fiscal Year 2017 - 2018 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: FY2018-19
  - 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	2016-17 ACTUAL	2017-18 BUDGET	2017-18 ESTIMATED	2018-19 BUDGET	% Change from 2017-18
Personal Services	\$ 615,242	\$ 612,880	\$ 594,844	\$ 638,377	4.16%
Operating Expenses	69,101	86,585	61,095	72,410	-16.37%
Transfers	64,000	64,000	64,000	64,000	0.00%
Total Budget	\$ 748,343	\$ 763,465	\$ 719,939	\$ 774,787	1.48%

STAFFING	2014-15 BUDGET	2015-16 BUDGET	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET
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None

CAPITAL	Amount
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None

## Management Discussion

- ✓ Total expenses increased by 1.48%.
- ✓ Operating expenses decreased by 16.37% mainly due to decrease in pre-employment medical exams.
- ✓ Includes funding for:
  - Payment of claim (\$350,000).
  - Life scan evaluation (\$20,000).
  - Pre-employment medical exam (\$40,000).
  - Drug free workplace program (\$5,000).

# CAPITAL IMPROVEMENT PROGRAM

## How the Program Works

The Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes) requires that local governments prepare a comprehensive plan which will guide public capital investments, other public fiscal policies, operating policies of the City of DeLand government, and the future use of land in the unincorporated portions of the City. The City's comprehensive plan may be amended up to twice a year, and must be evaluated and updated every five years. One of the required elements of the comprehensive plan is the Capital Improvements Element.

The City of DeLand's Capital Improvement Plan (CIP) is a planning, budgetary, and prioritizing tool which, as a part of the Capital Improvements Element, reflects the City's infrastructure needs for a five-year time frame. The CIP is updated on an annual basis. Amendments to the CIP may be made prior to the next annual CIP review period with approval of the City Commissioners. The current fiscal year funding for the approved CIP is incorporated in the proposed budget and adopted at the public hearings held in September of each year. The Capital and Grants Special Revenue Funds were created in FY2008-2009 to improve readability for users. This separate fund will be utilized for all capital projects within the General Government, Community Development, Public Safety, Public Works, and Parks & Recreation divisions.

Capital Projects are major fixed assets or infrastructure with long term value, such as buildings, roads, bridges and parks. A capital improvement is defined as any purchase of equipment or any construction project having a value of \$5,000 or more, excluding repairs, and a minimum life of three years or more. Proposed CIP project requests may originate from City departments, Commissioners, and/or citizens.

Funds budgeted for specific projects remain allocated until the project is completed. Additionally, project budgets are reviewed and, if needed, funding may be adjusted. Capital project costs include all expenditures related to land acquisition, planning, design, construction, project management, legal expenses, and mitigation of damages.

Projects may be funded by current revenues or by debt financing, depending upon the availability of funds, the nature of the project, and the policies of the City Commission. In balancing the five years of the CIP, projections of revenues from existing sources are compared to requested capital projects. If there are adequate revenues to fund all the requested projects, the program is balanced. If not, projects must either be revised to reduce costs, postponed to a future time period, or eliminated from the program. Alternative financing, such as long term debt, may be proposed in order to provide sufficient revenues to fund requested capital projects. There may be bona fide reasons why a project is needed or desired in the immediate future, but it may be deferred because resources are not realistically available.

The overall CIP, with its five-year time frame, gives a fair indication of the foreseeable infrastructure needs of the City of DeLand.

## Relationship Between the Operating and Capital Budget

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.

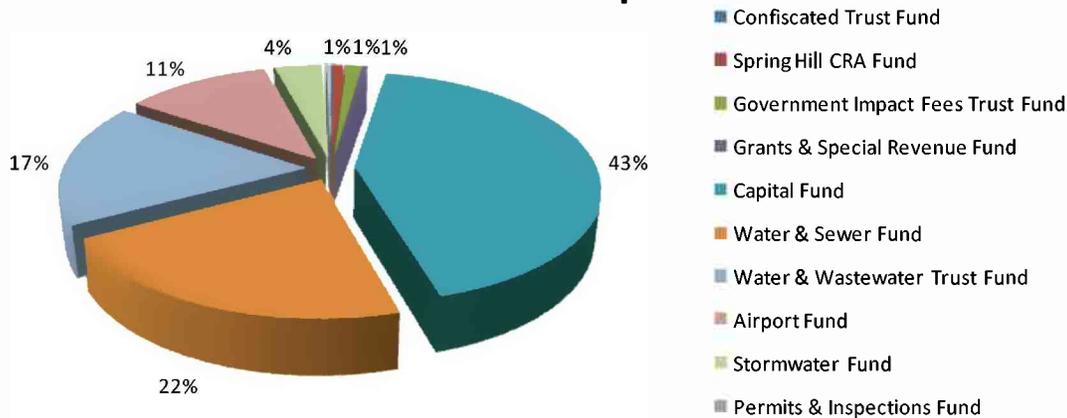
However, the Operating and Capital budgets are closely linked. The most obvious link is the Operating budget assumes the cost of maintaining and operating new facilities built under the Capital budget. Operational needs often drive the Capital budget, i.e. airport expansion, roads, water and sewer mains, 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 \$20,226,016 for all funds.

	Budget	% of Total Capital Budget	% of Total Annual Budget
Confiscated Trust Fund	\$ 17,008	0.08%	0.02%
Spring Hill CRA Fund	\$ 187,658	0.93%	0.23%
Government Impact Fees Trust Fund	\$ 240,000	1.19%	0.29%
Grants & Special Revenue Fund	\$ 108,135	0.53%	0.13%
Capital Fund	\$ 8,660,953	42.82%	10.62%
Water & Sewer Fund	\$ 4,368,719	21.60%	5.36%
Water & Wastewater Trust Fund	\$ 3,504,938	17.33%	4.30%
Airport Fund	\$ 2,297,795	11.36%	2.82%
Stormwater Fund	\$ 768,738	3.80%	0.94%
Permits & Inspections Fund	\$ 72,072	0.36%	0.09%
<b>Total</b>	<b>\$ 20,226,016</b>	<b>100.00%</b>	<b>24.81%</b>

### Current Year Capital



### Current Year Capital Detail

DIVISION	DESCRIPTION	APPROVED
106 - Administrative Services	Replace chilled water system - City Hall	208,000
110 - Information Technology	Upgrade MS Office from 2007 to the latest version	146,012
	Replace existing Enterprise Resource Planning software	922,000
	Increase disk storage for daily operation	112,293
	Virtual Desktop Infrastructure, proof of concept	18,202
	Upgrade Commission Audio Visual	84,000
	Additional Server Monitoring License	21,576
	Replace KIP large format color printer/copier in Engineering	26,500
	Record Management Plan Services	36,750
	Plan Review Software for Integration into Land Management	120,000
	Upgrade public WiFi @ Sanborn Center - Added in Workshop	6,000
	License Plate Recognition System	17,008
	<b>Total General Government</b>	<b>1,718,341</b>
117 - Community Development	Replace vehicle, 2004 Ford Ranger, 117-1	23,400
	<b>Total Community Development</b>	<b>23,400</b>

DIVISION	DESCRIPTION	APPROVED
122 - Fire Department	Replace vehicle, 2007 Pierce Contender, 122-5151, 122-114	503,000
	Mobile Cascade Air System	45,000
	Replace 50% if ask back up bunker gear	132,000
	Replace the 800 MHz Mobile Radios	108,135
	New Fire Station	5,000,000
125 - Police Administration	Upgrade mats in the Defense Tactics Room	11,060
	Replace the roof	119,200
126 - Police Special Operations	Evidence building (3 of 4 years reserve)	100,000
127 - Police Operations	Replace vehicle, 2005 Ford Taurus, 126-4999, 126-44	47,856
	Replace vehicle, 2003 Chevy Malibu, 126-4925, 126-12	47,856
	Replace vehicle, 2007 Ford Crown Vic, 127-65	47,856
	Replace vehicle, 2009 Chevy Impala, 127-5271, 127-79	47,856
	Replace vehicle, 2007 Ford Crown Vic, 127-5125, 127-61	47,856
	Replace vehicle, 2007 Ford F150, 126-5138, 126-28	47,856
	Replace vehicle, 2007 Ford Crown Vic, 127-60	47,856
	Replace vehicle, 2007 Chevy Impala, 126-5102, 126-7	47,856
	Replace vehicle, 2000 Chevy Van, 126-4557, 126-42	31,288
<b>Total Public Safety</b>		<b>6,432,531</b>
132 - PW Street	New vehicle, Asphalt Patch Truck Loader	143,924
	Replace vehicle, 2004 Ford F250, 132-4974, 132-132	32,524
	Sign Shop Laminator	12,215
133 - PW Tree	New Brush Chipper/Trailer Mounted	41,038
134 - Urban Beautification	Replace vehicle, 2006 Ford F150, 134-5064, 134-178	29,263
	Replace vehicle, 2007 Ford F150, 134-5105, 134-185	32,524
136 - Fleet Maintenance	Replace unleaded fuel tank (10,000 gallon)	62,248
	New Thermal Protecting Coating-Vehicle Maintenance & Sign Shop	21,480
	Replace vehicle, Ford F150, 136-4544, 136-196	46,623
	New Roof on Fleet Bldg	25,000
<b>Total Public Works</b>		<b>446,839</b>
143 - P&R Parks	Replace vehicle, 2005 Starcraft, 143-5065, 143-55	96,000
	Replace Herbicide/Pesticide Applicator	37,190
	New Parks Improvements	200,000
	Replace scooter, 2002 Truckster Scooter, 143-4898, 143-70	10,327
	Replace scooter, 2006 Toro Gas Scooter, 143-5067, 143-72	10,327
	Replace mower, 2006 Husqvarna ZTR Mower, 143-5081	8,045
	Replace vehicle, 2001 GMC Sonoma PU, 143-4756, 143-136	28,278
	Pavilion and Sidewalk construction as part of the Veteran's Plaza @Bill Dreggors Park	5,000
	150 - Chisholm Center	Replace floor scrubber @Chisholm Center
<b>Total Parks &amp; Recreation</b>		<b>404,985</b>
<b>FY18-19 GENERAL FUND CAPITAL (in FUND 300, 190 &amp; 109) TOTAL</b>		<b>9,026,096</b>
160 - Spring Hill CRA	Spring Hill Resource Center Parking Lot (CDBG Grant)	187,658
<b>FY18-19 SPRING HILL CRA FUND CAPITAL TOTAL</b>		<b>187,658</b>
202 - Engineering	New vehicle (City Engineer)	28,740
203 - W&S Water Production	Leffler Well Field & Piping Design	500,000
	STP Security System Upgrade, WP#5, 6, 7, 8	20,180
	WP#4 Transfer Tank and Aerator Rehabilitation	50,000
	WP#2 Transfer Tank and Aerator Rehabilitation	50,000
	WTP#10 Supply Wells FG1-2	1,527,000
	Replace vehicle, 2005 GMC PU, 203-5018, 203-65	26,500
	WVWS Borrow Pit Project	200,000

DIVISION	DESCRIPTION	APPROVED
204 - W&S Water Distribution	Distribution System GPS/GIS Mapping	50,000
	Distribution System Valve & Meter GPS/GIS Mapping	120,000
	Replace excavator, 2000 Kubota Excavator, 204-4653, 204-60	58,000
	Pressure Reducing Cal-Val	17,500
	Replace vehicle, 2008 Ford Ranger, 204-56	39,000
	New vehicle (Distribution Superintendent)	32,000
	Replace vehicle, 2005 Jeep Liberty, 204-298	32,000
205 - Wastewater Treatment	Return Activated Sludge Pumps (5)	70,000
	Return Activated Sludge Flow Meters (3)	22,500
	Influent Flow Meters (2)	17,000
	Waste Activated Sludge Flow Meters (2)	11,000
	Waste Activated Sludge Pumps (4)	52,000
	Valve Actuator (2)	17,000
	Water/Wastewater Plant GIS Mapping	35,000
206 - Utilities Maintenance	LS#26 Force Main Replacement	300,000
	LS#4 Replacement and Panel Box	52,388
	LS#9 Replacement and Panel Box	46,516
	LS#57 Replacement and Panel Box	46,924
	LS#70 Replacement and Panel	46,924
	LS#9 Standby Generator and Transfer Switch	34,500
	Replace mower, 2010 Scag Wildcat, 206-5308, 206-3	10,000
	Trailer Mounted Vacuum Excavator	39,500
	Generator Loadbank	8,600
	Ground Penetrating Radar Unit	23,000
	Replace vehicle, 2007 Ford Ranger, 206-212	30,000
	Replace vehicle, 2008 Ford Ranger, 206-5255, 206-270	30,000
New vehicle (Utility Locator)	24,500	
208 - Facilities Maintenance	Replace vehicle, 2008 Ford Econoline Van, 208-5236, 208-107	38,447
209 - Customer Service	Replace vehicle, 2001 GMC Sonoma 4x2, 209-4790A	24,000
	Replace vehicle, 2011 Chevy Volt, 209-13	24,000
	Replace vehicle, 2011 Chevy Volt, 209-17	24,000
210 - Wastewater Collection	Sewer Line Rehabilitation	150,000
	Manhole Rehabilitation	60,000
	Collection System GPS/GIS Mapping	50,000
	Spring Hill Sanitary Sewer Phase 3 - Design Only	330,000
<b>FY18-19 WATER &amp; SEWER FUND CAPITAL TOTAL</b>		<b>4,368,719</b>
404 - W&S Impact Fees	2019 Water Main Improvements	2,244,938
	Reclaim System Expansion Phase 4 - Design Only and 12" pipe	1,260,000
<b>FY 18-19 WASTER &amp; WATER IMPACT FEES FUND CAPITAL TOTAL</b>		<b>3,504,938</b>
300 - Airport	Replace 2008 Kubota Mower; 300-5211/300-2	19,195
	Replace 2006 New Holland Tractor; 300-5087	65,600
	South Apron Rehabilitation	800,000
	GA Complex Apron, Construction	973,000
	East Hanger Complex Phase 2, Infrastructure Design	140,000
	Rehabilitate Runway 5/23, Design	140,000
	Fuel Tank, Design and Install	160,000
<b>FY18-19 AIRPORT FUND CAPITAL TOTAL</b>		<b>2,297,795</b>

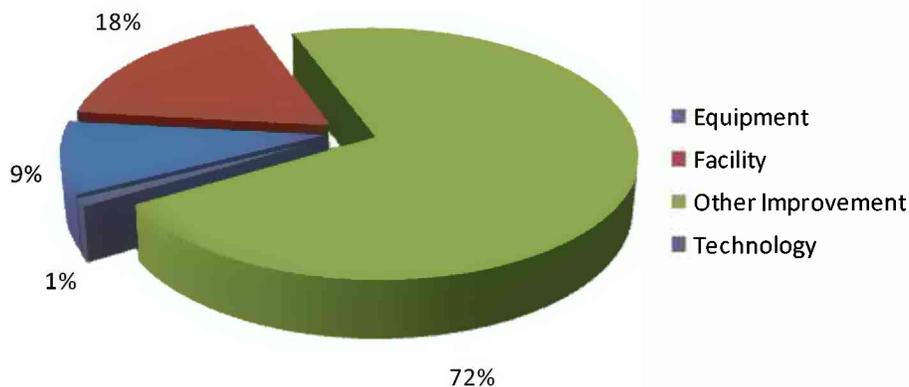
DIVISION	DESCRIPTION	APPROVED
450 - Stormwater	Replace 2006 Sterling Sewer Jet 450-5086, 450-164	371,845
	Replace Ford F-150 Super cab 4x4, 450-5220/450-170	29,689
	New Pole Barn	205,000
	Replace 2013 JD Ztrun Mower; 450-5535/450-515	14,068
	Replace 2013 JD Ztrun Mower; 450-5533/450-516	14,068
	Replace 2013 JD Ztrun Mower; 450-5534/450-518	14,068
	Misc. Stormwater Improvements (Neighborhood)	100,000
	Misc. Stormwater Improvements (Ponds)	20,000
	<b>FY18-19 STORMWATER FUND CAPITAL TOTAL</b>	
480 - Permits & Inspections	New vehicle - Community Development Director	25,272
	Replace vehicle, 2004 Ford Ranger, 480-4992, 480-08	23,400
	New Vehicle - Plans Examiner	23,400
<b>FY18-19 PERMITS &amp; INSPECTIONS FUND CAPITAL TOTAL</b>		<b>72,072</b>

## Five Year Capital Improvement Plan

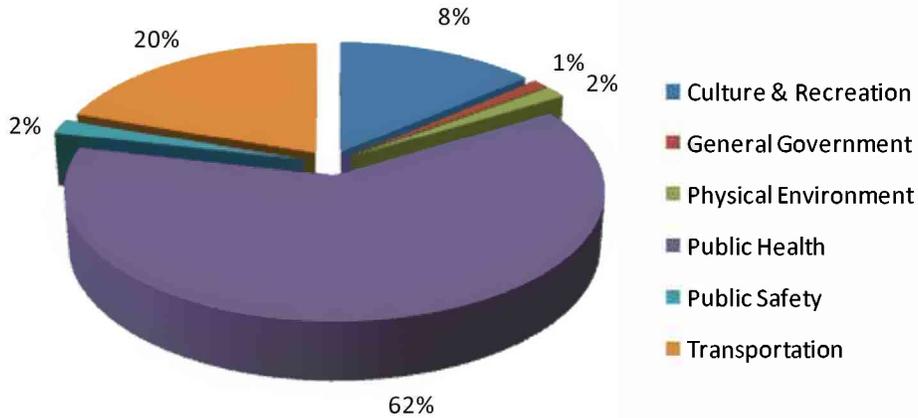
Following is a recap of total capital by fund by year:

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Downtown CRA Fund	-	-	-	-	-	-
Capital Fund	5,007,778	10,202,794	2,153,336	1,479,442	1,117,242	19,960,592
Water & Sewer Fund	26,888,362	18,286,182	9,270,188	5,366,661	11,448,438	71,259,831
Airport Fund	4,387,500	300,000	7,237,000	6,475,000	3,566,700	21,966,200
Stormwater Fund	210,250	237,300	131,100	410,750	172,250	1,161,650
Permits & Inspection Fund	-	-	-	-	-	-
<b>Total</b>	<b>\$ 36,493,890</b>	<b>\$ 29,026,276</b>	<b>\$ 18,791,624</b>	<b>\$ 13,731,853</b>	<b>\$ 16,304,630</b>	<b>\$ 114,348,273</b>

**2019-20 through 2023-24 CIP by Category**



### 2019-20 through 2023-24 CIP by Function



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

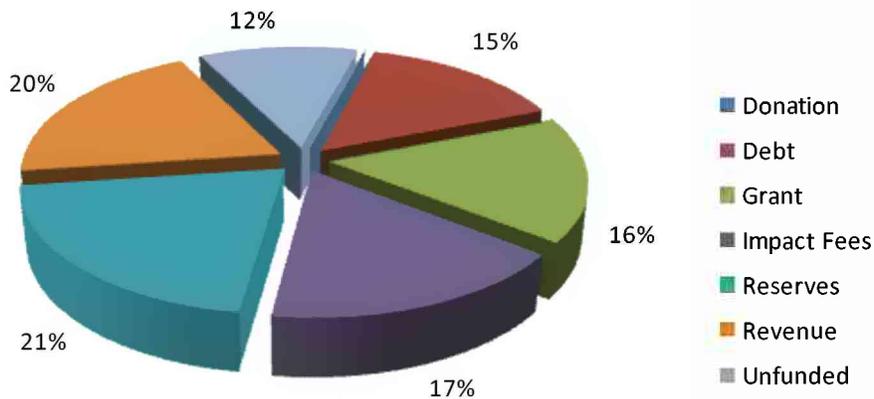
*Government Impact Fees* – The City collects revenue from Police Impact Fees, Fire Impact Fees, Parks and Recreation Impact Fees, and General Government building Impact Fees. This source of revenue can only be used for the purpose of new acquisitions of land, facilities, or equipment necessary as a result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

*Water and Sewer Impact Fees* – This source of revenue can only be used for the purpose of expanding the primary system facilities of the water and wastewater system including but not limited to wells, well pumps, treatment plants, force mains, and effluent disposal facilities.

*Grants* – This source of revenue will come from various federal and state agencies.

	General Fund	Water & Sewer Fund	Airport Fund	Stormwater Fund	5 Year Total
Donation	-	-	-	-	-
Debt	1,000,000	13,511,000	2,580,000	-	17,091,000
Grant	125,000	-	18,612,160	-	18,737,160
Impact Fees	-	19,092,375	-	-	19,092,375
Reserves	1,134,120	22,453,038	-	-	23,587,158
Revenue	4,405,116	16,203,418	774,040	1,161,650	22,544,224
Unfunded	13,296,356	-	-	-	13,296,356
<b>Total</b>	<b>19,960,592</b>	<b>71,259,831</b>	<b>21,966,200</b>	<b>1,161,650</b>	<b>114,348,273</b>

### 2019-20 through 2023-24 CIP by Funding Source



# CAPITAL DETAIL

## Technology Projects

Location	Various City locations	
Description	Includes purchase of new or upgrades of existing computer equipment, software, wireless technology, etc	
Project List (requested year order)	2020 Upgrade MS SQL server	\$ 12,000
	2020 Upgrade MS Server Operating Systems	\$ 50,000
	2020 Upgrade City Hall Door Access System	\$ 57,039
	2020-2024 Upgrade Citywide Network Printers	\$ 215,000
	2020-2024 Security Cameras	\$ 250,000
	2021 Upgrade SANS	\$ 175,000
	2022 Upgrade Firewall	\$ 20,000
	2022-2023 Replace Document Imaging Scanners	\$ 125,000
	2023 Update Network Servers per Server Rotation	\$ 40,000
	2023 Upgrade system Backup solution	\$ 75,000
	2023 Network Switch Upgrade	\$ 100,000
	<b>Total Technology Projects</b>	<b>\$ 1,119,039</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 Fund Revenue	\$ 994,039
	Grant	\$ 125,000
	<b>Total</b>	<b>\$ 1,119,039</b>
Estimated Operating Costs/Savings	Estimate an additional \$111,904 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)	2020 Evidence building	\$ 105,000	
	<b>Public Safety Total</b>	<b>\$ 105,000</b>	
	2020 Renovate Boy Scout Hut	\$ 20,000	
	2020 Renovate Lemon Room Interior	\$ 20,000	
	2020 Resurface Shuffleboard Courts	\$ 20,000	
	2021 Paint Main Administrative Parks & Rec. Department Building at 230 N. Stone St.	\$ 30,000	
	2021 Construction of Recreation Center Complex	\$ 9,000,000	
	2022 Renovate First Floor Parks & Recreation Main Building at 230 N. Stone St.	\$ 25,000	
	2022 Replace Carpet throughout Wayne Sanborn Center	\$ 40,000	
	2023 Paint Sanborn Center	\$ 25,000	
		<b>Parks and Recreation Total</b>	<b>\$ 9,180,000</b>

	<table> <tr> <td>2020 East Hanger Complex Phase 2, Infrastructure Construction</td> <td>\$ 1,400,000</td> </tr> <tr> <td>2020 Design and construct hangar</td> <td>\$ 800,000</td> </tr> <tr> <td>2020 East Hanger Complex Phase 3, Infrastructure Design</td> <td>\$ 140,000</td> </tr> <tr> <td>2022 Construct new t-hangars</td> <td>\$ 2,400,000</td> </tr> <tr> <td>2022-2023 Design and Construct Replacement Hangars</td> <td>\$ 2,400,000</td> </tr> <tr> <td>2023 Design Northwest Hangar Complex New Road and Auto Parking</td> <td>\$ 400,000</td> </tr> <tr> <td>2024 Construct NW Hangar Complex New Road and Auto Parking</td> <td>\$ 1,200,000</td> </tr> <tr> <td>2024 Construct East Hangar Complex Phase 3</td> <td>\$ 1,400,000</td> </tr> <tr> <td>2024 Design and Construct Fuel Farm</td> <td>\$ 800,000</td> </tr> <tr> <td><b>Airport Total</b></td> <td><b>\$ 10,940,000</b></td> </tr> <tr> <td><b>Total Facility Projects</b></td> <td><b>\$ 20,225,000</b></td> </tr> </table>	2020 East Hanger Complex Phase 2, Infrastructure Construction	\$ 1,400,000	2020 Design and construct hangar	\$ 800,000	2020 East Hanger Complex Phase 3, Infrastructure Design	\$ 140,000	2022 Construct new t-hangars	\$ 2,400,000	2022-2023 Design and Construct Replacement Hangars	\$ 2,400,000	2023 Design Northwest Hangar Complex New Road and Auto Parking	\$ 400,000	2024 Construct NW Hangar Complex New Road and Auto Parking	\$ 1,200,000	2024 Construct East Hangar Complex Phase 3	\$ 1,400,000	2024 Design and Construct Fuel Farm	\$ 800,000	<b>Airport Total</b>	<b>\$ 10,940,000</b>	<b>Total Facility Projects</b>	<b>\$ 20,225,000</b>
2020 East Hanger Complex Phase 2, Infrastructure Construction	\$ 1,400,000																						
2020 Design and construct hangar	\$ 800,000																						
2020 East Hanger Complex Phase 3, Infrastructure Design	\$ 140,000																						
2022 Construct new t-hangars	\$ 2,400,000																						
2022-2023 Design and Construct Replacement Hangars	\$ 2,400,000																						
2023 Design Northwest Hangar Complex New Road and Auto Parking	\$ 400,000																						
2024 Construct NW Hangar Complex New Road and Auto Parking	\$ 1,200,000																						
2024 Construct East Hangar Complex Phase 3	\$ 1,400,000																						
2024 Design and Construct Fuel Farm	\$ 800,000																						
<b>Airport Total</b>	<b>\$ 10,940,000</b>																						
<b>Total Facility Projects</b>	<b>\$ 20,225,000</b>																						
Justification	<p>To ensure that workspace needs and work safety requirements are met. To ensure that existing facilities are rehabilitated and replaced as needed to maintain the amenities citizens expect. Deferred maintenance can result in closed facilities, liability claims, or additional maintenance costs.</p> <ul style="list-style-type: none"> <li>Terminal and T-Hangars are planned to ensure the Airport can meet growth demands.</li> </ul>																						
Funding Source	<table> <tr> <td>General Fund Revenue</td> <td>\$ 285,000</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 268,000</td> </tr> <tr> <td>Grant</td> <td>\$ 8,092,000</td> </tr> <tr> <td>Debt</td> <td>\$ 2,580,000</td> </tr> <tr> <td>Unfunded</td> <td>\$ 9,000,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$ 20,225,000</b></td> </tr> </table>	General Fund Revenue	\$ 285,000	Airport Fund Revenue	\$ 268,000	Grant	\$ 8,092,000	Debt	\$ 2,580,000	Unfunded	\$ 9,000,000	<b>Total</b>	<b>\$ 20,225,000</b>										
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Unfunded	\$ 9,000,000																						
<b>Total</b>	<b>\$ 20,225,000</b>																						
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>Estimate \$5,000 per year for Evidence building maintenance/repair and electric/water usage costs.</li> <li>Estimate \$3,000 per year for t-hangar maintenance/repair and electric/water usage costs.</li> </ul>																						
Anticipated Revenue Increase	<p>Possible additional revenue from new t-hangars depending on number of rented units and the rent charged for each. Current t-hangars' monthly rent ranges from \$240 to \$335.</p>																						

## Equipment

Location	Various divisions																														
Description	Includes acquisition and replacement of equipment																														
Project List (requested year order)	<table> <tr> <td>2020 SCBA Air bottle replacement 15 year life span 26 @ 1,100 New</td> <td>\$ 28,600</td> </tr> <tr> <td>2020 Replace vehicle, 2007 Chevy 2500 4x4</td> <td>\$ 30,000</td> </tr> <tr> <td>2020 Replace vehicle, Interceptor Sedan, 126-72</td> <td>\$ 45,000</td> </tr> <tr> <td>2020 Replace vehicle, Interceptor Sedan, 126-18</td> <td>\$ 45,000</td> </tr> <tr> <td>2020 Replace vehicle, Interceptor Sedan, 126-74</td> <td>\$ 45,000</td> </tr> <tr> <td>2020 Replace vehicle, Interceptor SUV, 127-51</td> <td>\$ 47,856</td> </tr> <tr> <td>2020 Replace vehicle, 2013 Ford Interceptor SUV, 127-5440, 127-54</td> <td>\$ 47,856</td> </tr> <tr> <td>2020 Replace vehicle, 2007 Crown Vic, 127-62</td> <td>\$ 47,856</td> </tr> <tr> <td>2020 Replace vehicle, 2009 Chevy Impala, 127-68</td> <td>\$ 47,856</td> </tr> <tr> <td>2021 Replace 20 self-contained breathing apparatus</td> <td>\$ 157,166</td> </tr> <tr> <td>2021 Vehicle, replace 2009 Toyota Camry Hybrid 126-5245, #75</td> <td>\$ 48,856</td> </tr> <tr> <td>2021 Vehicle, replace 2009 Chevy Impala 126-5269, #80</td> <td>\$ 48,856</td> </tr> <tr> <td>2021 Replace vehicle, 2009 Ford Escape 127-5263 PD-90 CSA</td> <td>\$ 48,856</td> </tr> <tr> <td>2021 Replace vehicle</td> <td>\$ 48,856</td> </tr> <tr> <td>2021 Replace vehicle</td> <td>\$ 48,856</td> </tr> </table>	2020 SCBA Air bottle replacement 15 year life span 26 @ 1,100 New	\$ 28,600	2020 Replace vehicle, 2007 Chevy 2500 4x4	\$ 30,000	2020 Replace vehicle, Interceptor Sedan, 126-72	\$ 45,000	2020 Replace vehicle, Interceptor Sedan, 126-18	\$ 45,000	2020 Replace vehicle, Interceptor Sedan, 126-74	\$ 45,000	2020 Replace vehicle, Interceptor SUV, 127-51	\$ 47,856	2020 Replace vehicle, 2013 Ford Interceptor SUV, 127-5440, 127-54	\$ 47,856	2020 Replace vehicle, 2007 Crown Vic, 127-62	\$ 47,856	2020 Replace vehicle, 2009 Chevy Impala, 127-68	\$ 47,856	2021 Replace 20 self-contained breathing apparatus	\$ 157,166	2021 Vehicle, replace 2009 Toyota Camry Hybrid 126-5245, #75	\$ 48,856	2021 Vehicle, replace 2009 Chevy Impala 126-5269, #80	\$ 48,856	2021 Replace vehicle, 2009 Ford Escape 127-5263 PD-90 CSA	\$ 48,856	2021 Replace vehicle	\$ 48,856	2021 Replace vehicle	\$ 48,856
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	2021 Replace vehicle	\$ 48,856	
	2021 Replace vehicle	\$ 48,856	
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	2022 AED replacement 22	\$ 44,000	
	2022 Vehicle, patrol, replace 2012 Ford Escape 127-5547, 127-9	\$ 49,856	
	2022 Vehicle, patrol, replace 2013 Ford Interceptor 127-5445, 127-45	\$ 49,856	
	2022 Vehicle, patrol, replace 2015 Ford Interceptor 127-5991, 127-17	\$ 49,856	
	2022 Vehicle, patrol, replace 2013 Ford Interceptor 127-5475, 127-11	\$ 49,856	
	2022 Vehicle, patrol, replace 2014 Ford interceptor 127-5507, 127-10	\$ 49,856	
	2022 Vehicle, patrol, replace 2013 Ford Interceptor 127-5373, 127-16	\$ 49,856	
	2023 Replace vehicle	\$ 50,856	
	2023 Replace vehicle	\$ 50,856	
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	2024 Replace vehicle	\$ 51,856	
	2024 Replace vehicle	\$ 51,856	
	2024 Replace vehicle	\$ 51,856	
	<b>Public Safety Total</b>	<b>\$ 1,995,158</b>	
Project List (requested year order)	2020 Replace Thermo Plastic Handliner, 132TP001	\$ 30,000	
	2020 Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	\$ 30,150	
	2020 Replace vehicle, 1995 Ford Tractor, 132-3955; 132-114	\$ 50,000	
	2021 Truck, 1/2 Ton Regular Cab 4x4, replace 2007 Ford F150 #141, 133-5143	\$ 25,000	
	2021 Stump Grinder, replaces 2008 Vermeer SC602, PW#154, 133-5259	\$ 40,555	
	2021 Replace mower, 2013 52" Scagg rider mover, 134MO21 (IN_MW-021)	\$ 8,550	
	2021 Replace trailer, irrigation trailer (UB-TL-001)	\$ 12,075	
	2021 Replace vehicle, 2011 Ford Ranger, 134-5337; 134-189	\$ 25,100	
	2021 Replace vehicle, 2009 Isuzu Crew cab PU, 134-5256; 134-179	\$ 50,250	
	2021 Fuel Tank, 3,000 Gallon Diesel	\$ 20,100	
	2021 Replace vehicle, 2008 Ford F350, 136-5135; 136-193	\$ 25,150	
	2022 Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	\$ 125,500	
	2022 Replace mower, 2007 Scagg 48" Deck Mower; 133-27	\$ 15,050	
	2022 Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	\$ 30,100	
	2022 Replace vehicle, 2008 Ford F550 Chipper, 133-5231; 133-143	\$ 81,550	
	2023 Vehicle, replace 2008 Ford F350 Flatbed dump 132-160	\$ 60,000	
	2023 Replace vehicle, 2008 Ford F350 4x4, 133-5144; 133-151	\$ 35,200	
	2023 Vehicle, replace 2012 Kubota Gator 134-177	\$ 18,250	
	2024 Replace vehicle, 2013 Ford F-250, 132-5479, 134-135	\$ 35,200	
	2024 Replace lowboy trailer to attache to 450-168	\$ 54,050	
	2024 Replace vehicle, 2008 Sterling Acterra, 133-5213; 133-125	\$ 260,000	
	<b>Public Works Total</b>	<b>\$ 1,031,830</b>	
		2020 Replace Aerator	\$ 8,500
		2020 Replace Top Dresser	\$ 8,800
		2020 Mower, Replace JDeere Mower #62; 143-5505	\$ 10,000
		2020 Mower, Replace JDeere Mower #61; 143-5504	\$ 10,000
		2020 Mower. Replace John Deere Zero Turn Mower Z; 143-5154	\$ 10,000
		2020 Mower, Replace John Deere Zero Turn Mower X; 143-5155	\$ 10,000
	2020 Scooter, Gas, Replaces 2006 Toro Gas Scooter, #74, 143-5066	\$ 12,000	

	2020 Scooter, Electric Replaces 2006 Toro Electric Scooter, #73, 143-5070	\$ 14,000
	2020 Electric Scooter, Replace 2007 Toro Electric Scooter #75, 143-5184	\$ 14,000
	2020 Vehicle, replace 2000 J Deere 4400 Tractor, 143-4594; 143-16	\$ 18,000
	2020 New Mobile Stage	\$ 20,000
	2020 Replace Vehicle, 2002 Ford Ranger, 143-4890; 143-22	\$ 21,000
	2020 Vehicle, Replace 2003 Ford Van 143-4938; 143-44	\$ 30,000
	2020 Vehicle - Replace 1996 GMC Sierra flatbed/dump truck 143-43; 143-4079	\$ 34,795
	2020 Mower, Replace 2007 Reelmaster 3100D, 143-5191	\$ 56,000
	2020 Replace vehicle, 2000 GMC Sonoma PU, 143-4532, 143-137	\$ 22,145
	2021 Replace Verticutter	\$ 8,000
	2021 Vehicle, replace 2006 Ford F-150, 143-5011; 143-25	\$ 20,000
	2021 Truck, 1/2 ton, replace 2006 Ford F-150, #28, 143-5068	\$ 28,000
	2021 Replace 2011 Toro Reel Mower, 143-5338; 143-10	\$ 42,000
	2022 Replace Vehicle, 2011 Toro Gas Scooter, 143-5339; 143-76	\$ 11,000
	2022 Mower, Replace 2012 Scag Cheetah #600	\$ 12,000
	2022 Replace Rota Dairon	\$ 15,000
	2022 Vehicle, Replace 2004 John Deere Tractor, 143-4980; 143-15	\$ 20,000
	2022 Replace Playground Equipment at Jackson Lane Park	\$ 150,000
	2022 Replace Chairs at Wayne Sanborn Center	\$ 45,000
	2023 Replace 2009 Cargo Box Truck, 143-5286; 143-54	\$ 35,000
	2024 Replace 2013 Chevrolet Captiva, 143-5483, 143-57	\$ 20,000
	2024 Replace 2012 Ford F-150 Crew Cab Pickup, 143-5422, 143-40A	\$ 25,000
	2024 Replace All or Part of Kitchen Equipment at Wayne Sanborn Center	\$ 150,000
	2024 Replace Pool Pump at Chisholm Pool	\$ 15,000
	<b>Parks and Recreation Total</b>	<b>\$ 895,240</b>
Project List (requested year order)	2020 Utility Vehicle, replace 2008 Ford Ranger 4x4 #74, 202-5201	\$ 20,000
	2020 WP#2 VFD Conversion on Pumps	\$ 70,000
	2020 WTP#9 Greensand Filters	\$ 200,000
	2020 Vehicle, 3/4 ton truck, replace 2010 Ford 4x2, #73, 204-5310	\$ 29,000
	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 LS #20 Standby Generator and Transfer Switch	\$ 34,500
	2020 Generator, Lift Station #31	\$ 41,300
	2020 Lift Station #34, replacement and panel box	\$ 43,000
	2020 L/S #55 Replacement & Panel Box	\$ 43,000
	2020 L/S #66 Replacement & Panel Box	\$ 43,000
	2020 Lift Station #14, replacement and panel box	\$ 45,000
	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
	2020 Replace vehicle 1998 GMC Van, 210-4200, 210-250	\$ 265,000
	2020-2024 Water Meter Replacements	\$ 2,680,000
	2021 Crom tank blower WP#4	\$ 11,000
	2021 High service pumps (2) WTP#4	\$ 30,000
	2021 Replace vehicle, 2014 Ford F250, 203-5565; 203-279	\$ 38,000
	2021 WP#9 Aerator replacement	\$ 60,000
	2021 Replace vehicle, 2011 Ford F250, 204-5365; 204-54	\$ 38,000
	2021 Replace vehicle, 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 Replace vehicle, 2014 Ford F250, 206-280	\$ 42,000
	2021 L/S #74 Replacement & Panel Box	\$ 43,000
	2021 L/S#15 replacement & panel box	\$ 44,500
	2021 L/S#5 replacement & panel box	\$ 44,500
	2021 L/S#51 replacement & panel box	\$ 44,500

	2021 Vehicle, replace 2009 Ford Ranger #108, 208-5284	\$ 22,923
	2021 Vehicle, replace 2011 Chevy Volt 209-5404, 209-0015	\$ 32,895
	2021 Replace vehicle, 2011 Ford F250, 210-5363; 210-272	\$ 30,000
	2022 WP#12 Aerator Replacement	\$ 50,000
	2022 WP#10 VFD Conversion on Pumps	\$ 70,000
	2022 Replace vehicle, 2012 Ford F250, 204-5416; 204-93	\$ 40,000
	2022 Replace vehicle, 2012 Ford F250, 204-5417; 204-94	\$ 40,000
	2022 L/S #47 replacement and Panel Box	\$ 38,500
	2022 Generator, L/S #75 (60Kw)	\$ 45,000
	2022 L/S #75 replacement and Panel Box	\$ 53,000
	2022 L/S #76 replacement and Panel Box	\$ 53,000
	2022 L/S #77 replacement and Panel Box	\$ 53,000
	2022 L/S #81 replacement and Panel Box	\$ 53,000
	2023 Vehicle, replace 2013 Ford PU 204-97	\$ 37,000
	2023 Replace vehicle, 1996 Ford F350 Dump Truck, 204-78	\$ 100,000
	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 L/S#6 replacement & panel box	\$ 48,586
	2023 L/S#8 replacement & panel box	\$ 48,586
	2023 L/S#12 replacement & panel box	\$ 48,586
	2023 Generator, L/S #26 (60kw)	\$ 50,000
	2023 L/S#78 replacement & panel box	\$ 56,039
	2023 Vehicle, replace 2008 Ford Ranger #269, 206-5228	\$ 17,600
	2024 Replace vehicle, 2015 Ford F250, 203-281	\$ 40,000
	2024 Replace vehicle, 2008 Ford Ranger, 204-61	\$ 39,000
	2024 Replace vehicle, 2014 Ford F350, 204-278	\$ 59,000
	2024 Replace vehicle, 2008 Ford Ranger, 206-269	\$ 30,000
	2024 LS #53 Standby Generator and Transfer Switch	\$ 36,000
	2024 LS #7 Replacement and Panel Box	\$ 59,500
	2024 LS #10 Replacement and Panel Box	\$ 59,500
	2024 LS #80 Replacement and Panel Box	\$ 59,500
	2024 LS #79 Replacement and Panel Box	\$ 106,000
	2024 Replace vehicle, 2014 Ford Escape, 208-5530, 208-10	\$ 24,000
	2024 Replace vehicle, 2015 Ford F250, 210-282	\$ 39,000
	<b>Parks and Recreation Total</b>	<b>\$ 6,102,844</b>
	2020 Replace vehicle, 1999 Sterling Tractor, 450-4975A; 450-168	\$ 90,250
	2021 Replace vehicle, 2008 Ford F150, 450-5222; 450-139	\$ 32,150
	2021 Replace 2006 sterling sewer jet video camera #164	\$ 85,150
	2022 Replace tractor, 1995 Ford Tractor, 132-3955; 132-114	\$ 11,100
	2023 Vehicle, replace 2012 Ford F-150 4x4 PU 450-163A; 450-5437	\$ 30,250
	2023 Mower, replace 2010 Kut Kwick Slope mower 450-104; 450-5334	\$ 60,250
	2023 Vehicle, replace 2005 Schwarz Street Sweeper 450-169; 450-5026	\$ 200,250
	2024 Replace 2012 Skid Steer w/Loader, 450-5429, 450-171	\$ 52,250
	<b>Stormwater Total</b>	<b>\$ 561,650</b>
	<b>Total Equipment Projects</b>	<b>\$ 10,586,722</b>
Justification	To ensure that equipment used by crews is in good working order and not obsolete.	

Funding Source	General Fund Revenue	\$ 2,616,252
	Water & Sewer Fund Revenue	\$ 6,102,844
	Stormwater Fund Revenue	\$ 561,650
	Reserves	\$ 1,134,120
	Not Funded	\$ 171,856
	<b>Total</b>	<b>\$ 10,586,722</b>
Estimated Operating Costs/Savings	<p>Minimal savings as a result of newer, fuel efficient vehicles/equipment; replacement avoids possibility of costly repair.</p> <ul style="list-style-type: none"> <li>Possible savings from the ability to purchase fuel in larger bulk quantities with replacement of existing fuel tanks with larger tanks.</li> <li>New generators annual preventative maintenance (PM) averages \$1,000 plus cost of fuel to keep tanks full. Usually top off tanks once a year. Gallons needed varies depending on emergency use during the year (i.e. hurricanes, power outages).</li> </ul>	
Anticipated Revenue Increase	N/A	

### Other Improvement Project

Location	Various City locations	
Description	Includes projects not classified otherwise	
Project List (requested year order)	2020-2021 Replace the carpet with carpet squares - City Hall	\$ 100,000
	<b>General Government Total</b>	<b>\$ 100,000</b>
	2020 Renovate Softball Field #3 at Sperling Sports Complex	\$ 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 New Fence with Gated Entrances at Freedom Playground	\$ 49,825
	2020 Master Plan Parks and Recreation (All Locations)	\$ 100,000
	2020 Renovation/Expansion Melching Field	\$ 3,500,000
	2022 Renovate 3 Little League Fields at Earl Brown Park	\$ 100,000
	2022 Replace Melching Field Stadium Lights with LED Lighting	\$ 1,000,000
	2023 Skateboard Park Light Replacement	\$ 100,000
	2023 Tennis Court Light Replacement	\$ 200,000
	2023 Renovate Skateboard Park	\$ 200,000
	2023 Paint Spec Martin Stadium	\$ 40,000
	2024 Tennis Court Surface Rebuilt	\$ 100,000
	<b>Parks and Recreation Total</b>	<b>\$ 5,534,325</b>
	2020 WTP#10 Supply Wells FG1-2	\$ 906,250
	2020 Water Distribution GPS/GIS Mapping	\$ 100,000
	2020 WP#12 DSI Project A	\$ 217,500
	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 line, 12" reclaim system to Brandy Trails WWTP	\$ 550,000
	2020 Reclaim water expansion phase #5	\$ 1,636,200
	2020 Grit separators with fine screens	\$ 4,252,500
2020 Biological nutrient removal upgrade WWTP	\$ 5,175,000	
2020 Collection System GPS/GIS Mapping	\$ 100,000	
2020 Spring Hill SH-1 collection system	\$ 565,000	

Project List (requested year order)	2020 East Regional Force Main, 8" N on Kepler, Beresford to US92	\$ 3,511,000	
	2020-2021 Deep Creek/Leffler Test Well Project	\$ 10,000,000	
	2020-2022 Farmton Water Supply Project	\$ 9,500,000	
	2020-2023 Manhole Rehabilitation	\$ 240,000	
	2020-2023 Sewer Line Rehabilitation	\$ 600,000	
	2021 2021 Water Main Improvements	\$ 500,000	
	2021 WP#12 DSI project at Booster line	\$ 520,260	
	2021 SW service area expansion 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 WTP#12 GST Baffle Wall	\$ 35,000	
	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 Expansion Phase #7	\$ 684,700	
	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	
	2024 Central City Well OC-2	\$ 600,000	
	2024 2024 Water Main Improvements	\$ 750,000	
	2024 EVWS DSI Project - C	\$ 1,075,538	
	2024 Design WWTP Capacity Upgrade	\$ 700,000	
	2024 Reclaim Water Expansion Phase #9	\$ 1,200,000	
	2024 US 92 Reclaim Storage and Repump	\$ 1,250,000	
	2024 Manhole Rehabilitation	\$ 60,000	
	2024 Sewer Line Rehabilitation	\$ 150,000	
	2024 Spring Hill SH-4 Collection System	\$ 1,776,000	
	2024 Longleaf Plantation LP-1 Collection System	\$ 2,737,800	
		<b>Water and Sewer Total</b>	<b>\$ 65,156,987</b>
		2020 Wildlife Management Plan	\$ 10,000
		2020 Design Rehabilitate Taxiway "C"	\$ 60,000
		2020 Fencing & Wetland Mitigation for Wildlife Management	\$ 277,500
		2020 Security Fencing & Cameras	\$ 300,000
		2020 Construct rehabilitate runway 5-23	\$ 1,400,000
		2021 Rehabilitate Taxiway "C" Construction	\$ 300,000
		2022 Rehab West Apron	\$ 1,500,000
		2022 Design Rehabilitate East and West Aprons	\$ 170,000
		2022 Construct Rehabilitate East and West Aprons	\$ 1,800,000
		2022 Design Rehabilitate Taxiway "A" & "B"	\$ 167,000
		2023 Design and rehabilitate taxiway "B", "A"	\$ 1,200,000
		2023 Construct new Runway 12/30 partial parallel Taxiway, Phase 1	\$ 2,800,000
		2023 Design New Connector & Partial Parallel Taxiway NW side of Runway 12	\$ 875,000
	2024 Update Master Plan and ALP	\$ 166,700	
	<b>Airport Total</b>	<b>\$ 11,026,200</b>	
	2020-2024 Misc. Stormwater Pond Improvements	\$ 100,000	
	2020-2024 Misc. Stormwater Neighborhood Improvements	\$ 500,000	
	<b>Stormwater Total</b>	<b>\$ 600,000</b>	
	<b>Total Other Improvements Projects</b>	<b>\$ 82,417,512</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> </ul>		

	<ul style="list-style-type: none"> <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	<table> <tr> <td>General Fund Revenue</td> <td>\$</td> <td>509,825</td> </tr> <tr> <td>Water &amp; Sewer Fund Revenue</td> <td>\$</td> <td>10,100,574</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$</td> <td>506,040</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$</td> <td>600,000</td> </tr> <tr> <td>Grant</td> <td>\$</td> <td>10,520,160</td> </tr> <tr> <td>Debt</td> <td>\$</td> <td>14,511,000</td> </tr> <tr> <td>Impact Fees</td> <td>\$</td> <td>19,092,375</td> </tr> <tr> <td>Reserves</td> <td>\$</td> <td>22,453,038</td> </tr> <tr> <td>Not Funded</td> <td>\$</td> <td>4,124,500</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$</b></td> <td><b>82,417,512</b></td> </tr> </table>	General Fund Revenue	\$	509,825	Water & Sewer Fund Revenue	\$	10,100,574	Airport Fund Revenue	\$	506,040	Stormwater Fund Revenue	\$	600,000	Grant	\$	10,520,160	Debt	\$	14,511,000	Impact Fees	\$	19,092,375	Reserves	\$	22,453,038	Not Funded	\$	4,124,500	<b>Total</b>	<b>\$</b>	<b>82,417,512</b>
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Not Funded	\$	4,124,500																													
<b>Total</b>	<b>\$</b>	<b>82,417,512</b>																													
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> <li>Water projects will have minimal maintenance; some reduction in pipe breaks; meter replacement may reduce water loss; possible offset of potable water demand could greatly reduce alternative water project costs.</li> <li>Storm drainage improvements reduce likelihood of flood damage claims.</li> </ul>																														
Anticipated Revenue Increase	N/A																														



# LONG TERM DEBT

## Statement of Purpose

The City recognizes the primary purpose of capital facilities is to provide services to its residents, however debt financing used to meet the capital needs of the community must be evaluated to ensure the highest rate of return for a given investment of resources and to determine who should pay the cost of the incurred debt. In meeting the capital 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 citywide long-term debt as of 9/30/18 shown in the table below.

Fiscal Year Ending	Governmental Activities		Business-Type Activities		Total	Total	
	Principal	Interest	Principal	Interest		Principal	Interest
2019	1,397,993	307,844	102,236	72,023	1,880,096	1,500,229	379,867
2020	1,042,382	267,576	105,987	68,272	1,484,217	1,148,369	335,848
2021	1,073,030	236,694	109,878	64,382	1,483,983	1,182,908	301,075
2022	1,104,589	204,896	113,913	60,346	1,483,744	1,218,502	265,242
2023	<u>1,137,087</u>	<u>172,154</u>	<u>118,100</u>	<u>56,160</u>	<u>1,483,500</u>	<u>1,255,186</u>	<u>228,314</u>
5-Year Total	5,755,081	1,189,163	550,113	321,183	7,815,540	6,305,194	1,510,346
2024-2028	3,381,647	455,195	658,963	212,333	4,708,138	4,040,610	667,528
2029-2033	1,328,386	115,658	790,924	80,019	2,314,986	2,119,309	195,677
Total	\$ 10,465,113	\$ 1,760,017	\$ 2,000,000	\$ 613,535	\$ 14,838,665	\$ 12,465,113	\$ 2,373,551

## Outstanding Principal

### Governmental Activities

**Notes Payable:**

General fund general obligation loan 2011GO 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 secured by a pledge of ad valorem revenues. 185,377

General fund general obligation loan 2015GO 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 secured by a pledge of ad valorem revenues. 200,000

General fund multipurpose loan 2004A in the original amount of \$8,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues. 3,559,999

General Fund multipurpose loan 2004B in the original amount of \$1,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues. 714,199

General Fund multipurpose loan 2013B in the original amount of \$1,000,000 dated 05/06/2013, due in varying semi-annual principal installments of \$17,777 to \$33,482 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues.	776,460
General Fund multipurpose loan 2013A in the original amount of \$2,623,000 dated 02/18/2013, due in varying semi-annual principal installments of \$65,440 to \$88,436 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues.	2,050,878
Capital Improvement Non-taxable Revenue Note 2018A in the original amount of \$2,978,200 (total loan amount \$3,878,200 including business-type activities of \$900,000) dated 02/21/18, due in varying semi-annual principal installments of \$28,304 to \$167,340 plus interest at 3.160% with a final maturity date of 6/1/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues.	2,978,200
Total Notes Payable	\$10,465,113
<b>Total Governmental Activities Long-Term Debt</b>	<b>\$10,465,113</b>

### Business-Type Activities

**Notes Payable:**

Capital Improvement Taxable Revenue Note 2018B in the original amount of \$1,100,000 dated 02/21/18, due in escalating semi-annual principal installments of \$27,281 to \$47,827 plus interest at 4.05% with a final maturity date of 06/1/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues.	1,100,000
Capital Improvement Non-taxable Revenue Note 2018A in the original amount of \$900,000 (total loan amount \$3,878,200 including business-type activities of \$900,000) dated 02/21/18, due in varying semi-annual principal installments of \$23,869 to \$37,022 plus interest at 3.160% with a final maturity date of 6/1/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem revenues.	900,000
Total Notes Payable	\$2,000,000
<b>Total Business-Type Activities Long-Term Debt</b>	<b>\$2,000,000</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 18-19

	Annual 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 Rep I					
Maintenance Carpenter					
Maintenance Technician					
Maintenance Worker III					
Meter Technician I					
Parking Enforcement Officer					
Permit Clerk I					
Police Records Clerk I					
Recreation Leader					

	Annual 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					
Cashier/Customer Service Rep II					
Equipment Operator I					
Evidence/Property Clerk					
Meter Technician II					
Parks & Recreation Program Technician					
Permit Clerk II					
Police Records Clerk II					
Sign Maintenance Technician I					
Utilities Equipment Technician					
Utility Billing Specialist I					
Utility Maintenance Equipment Tech					
Administrative Assistant III					
Animal Control Officer					
Arborist Technician II					
Cashier/Customer Service Rep III					
Community Service Aide					
<b>PAY GRADE 111</b>	<b>2080</b>	<b>\$13.64</b>	<b>\$28,371</b>	<b>\$21.14</b>	<b>\$43,971</b>
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					
Lead Meter Technician					
Maintenance Repair Worker II					
Permit Team Leader					
Utility Customer Service Team Lead					
<b>PAY GRADE 113</b>	<b>2080</b>	<b>\$15.03</b>	<b>\$31,262</b>	<b>\$23.30</b>	<b>\$48,464</b>
Chisholm Center Supervisor					
Equipment Mechanic I					
Irrigation Technician					
Maintenance Repair Worker III					
Police Civilian Evidence Supervisor					
Utility Billing Analyst					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 114</b>	<b>2080</b>	<b>\$15.79</b>	<b>\$32,843</b>	<b>\$24.47</b>	<b>\$50,898</b>
CADD Drafter					
Equipment Mechanic II					
Foreman I					
Marketing/Special Event Coordinator					
Parks Maintenance Foreman					
Planning Technician					
Police Civilian Investigative Specialist					
Special Events/Projects Coordinator					
<b>PAY GRADE 115</b>	<b>2080</b>	<b>\$16.58</b>	<b>\$34,486</b>	<b>\$25.70</b>	<b>\$53,456</b>
Administrative Coordinator					
Animal Service Administrator					
Chisholm Center Director					
Code Enforcement Officer					
Equipment Mechanic III					
Fleet Maintenance Foreman					
Foreman II (with approved state certifications)					
Foreman II Sports/Turf					
Sanborn Senior Center Director					
Spring Hill Resource Center Director					
<b>PAY GRADE 116</b>	<b>2080</b>	<b>\$17.40</b>	<b>\$36,192</b>	<b>\$26.98</b>	<b>\$56,118</b>
Information Technology Specialist					
<b>PAY GRADE 117</b>	<b>2080</b>	<b>\$18.28</b>	<b>\$38,022</b>	<b>\$28.33</b>	<b>\$58,926</b>
Accounts Payable Administrator					
Accounts Receivable Administrator					
Assistant Parks Superintendent					
UB Customer Service Supervisor					
Deputy City Clerk					
Project Coordinator					
Purchasing Coordinator					
Special Projects Coordinator					
Utilities Billing Supervisor					
Victims Advocate					
<b>PAY GRADE 118</b>	<b>2080</b>	<b>\$19.19</b>	<b>\$39,915</b>	<b>\$29.74</b>	<b>\$61,859</b>
Assistant Chemist					
Community Development Coordinator					
Engineering Construction Inspector					
GIS Technician					
Paralegal					
<b>PAY GRADE 119</b>	<b>2080</b>	<b>\$20.15</b>	<b>\$41,912</b>	<b>\$31.23</b>	<b>\$64,958</b>
Data Network Specialist					
Human Resources/Worker's Compensation/Pension Administrator					
Human Resources Administrator					
Recreation Manager					
Risk/Liability Administrator					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE 120</b>	<b>2080</b>	<b>\$21.16</b>	<b>\$44,013</b>	<b>\$32.80</b>	<b>\$68,224</b>
Computer Network Specialist					
Engineering Designer					
Facilities Superintendent					
Fleet Maintenance Superintendent					
Information Technology Programmer/Analyst					
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>
City Forester					
Community Information Specialist					
Economic Development Coordinator					
Executive Assistant to City Manager					
GIS Coordinator					
Information Technology Systems Administrator					
Instrumental Control Electrical Supervisor					
Land Development Manager					
<b>PAY GRADE 122</b>	<b>2080</b>	<b>\$23.32</b>	<b>\$48,506</b>	<b>\$36.15</b>	<b>\$75,192</b>
Chief Accountant/Payroll Manager					
Police Administration Manager					
Public Works Operations Manager					
<b>PAY GRADE 123</b>	<b>2080</b>	<b>\$24.49</b>	<b>\$50,939</b>	<b>\$37.96</b>	<b>\$78,957</b>
VACANT					
<b>PAY GRADE 124</b>	<b>2080</b>	<b>\$25.71</b>	<b>\$53,477</b>	<b>\$39.85</b>	<b>\$82,888</b>
Budget Manager					
Finance Customer Service Manager					
Senior Planner					
<b>PAY GRADE 125</b>	<b>2080</b>	<b>\$27.00</b>	<b>\$56,160</b>	<b>\$41.85</b>	<b>\$87,048</b>
Utilities Construction Engineer					
Utilities Engineer					

## Senior Management

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE E101</b>	<b>2080</b>	<b>\$27.09</b>	<b>\$56,347</b>	<b>\$41.99</b>	<b>\$87,339</b>
Environmental Compliance Manager					
<b>PAY GRADE E102</b>	<b>2080</b>	<b>\$28.71</b>	<b>\$59,717</b>	<b>\$44.50</b>	<b>\$92,560</b>
Accounting Manager					
Assistant to the City Manager					
Economic Development Manager					
<b>PAY GRADE E103</b>	<b>2080</b>	<b>\$30.44</b>	<b>\$63,315</b>	<b>\$47.18</b>	<b>\$98,134</b>
Airport Manager					
Deputy Parks & Rec Director					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<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>		<b>\$0.00</b>	<b>\$0</b>	<b>\$0.00</b>	<b>\$0</b>
City Clerk-Auditor					
City Manager					

## Public Safety

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE F101</b>	<b>2756</b>	<b>\$12.55</b>	<b>\$34,588</b>	<b>\$19.45</b>	<b>\$53,604</b>
Firefighter/EMT					
<b>PAY GRADE F102</b>	<b>2756</b>	<b>\$13.43</b>	<b>\$37,013</b>	<b>\$20.82</b>	<b>\$57,380</b>
Driver/Engineer					
<b>PAY GRADE F103</b>	<b>2756</b>	<b>\$15.91</b>	<b>\$43,848</b>	<b>\$24.66</b>	<b>\$67,963</b>
Fire Lieutenant					
<b>PAY GRADE F104</b>	<b>2912</b>	<b>\$20.33</b>	<b>\$59,201</b>	<b>\$31.51</b>	<b>\$91,757</b>
Fire Division Commander					
<b>PAY GRADE F105</b>	<b>2080</b>	<b>\$16.94</b>	<b>\$35,235</b>	<b>\$26.26</b>	<b>\$54,621</b>
Fire Inspector					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE F106</b>	<b>2080</b>	<b>\$25.91</b>	<b>\$53,893</b>	<b>\$40.17</b>	<b>\$83,554</b>
Fire Marshal					
<b>PAY GRADE E104 [with Sr. Management Pay Scale]</b>					
Deputy Fire Chief					
<b>PAY GRADE E108 [with Sr. Management Pay Scale]</b>					
Fire Chief					
<b>PAY GRADE P101</b>	<b>2184</b>	<b>\$17.65</b>	<b>\$38,548</b>	<b>\$27.36</b>	<b>\$59,754</b>
Detective [subject to collection bargaining]					
Police Officer [subject to collection bargaining]					
<b>PAY GRADE P102</b>	<b>2184</b>	<b>\$19.33</b>	<b>\$42,216</b>	<b>TBD</b>	<b>TBD</b>
Police Corporal					
<b>PAY GRADE P103</b>	<b>2184</b>	<b>\$21.00</b>	<b>\$45,864</b>	<b>\$32.55</b>	<b>\$71,089</b>
Police Sergeant [subject to collection bargaining]					
<b>PAY GRADE P104</b>	<b>2184</b>	<b>\$25.20</b>	<b>\$55,037</b>	<b>\$39.06</b>	<b>\$85,307</b>
Police Lieutenant [subject to collection bargaining]					
<b>PAY GRADE P105 [with Sr. Management Pay Scale]</b>					
Police Captain					
<b>PAY GRADE E104 [with Sr. Management Pay Scale]</b>					
Deputy Police Chief					
<b>PAY GRADE E109 [with Sr. Management Pay Scale]</b>					
Police Chief					

## Water Plant / Wastewater Treatment Plant

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U101</b>	<b>2080</b>	<b>\$11.22</b>	<b>\$23,338</b>	<b>\$17.39</b>	<b>\$36,171</b>
Administrative Assistant I					
Maintenance Worker I					
Custodian I					
<b>PAY GRADE U102</b>	<b>2080</b>	<b>\$11.78</b>	<b>\$24,502</b>	<b>\$18.26</b>	<b>\$37,981</b>
Administrative Assistant II					
Maintenance Worker II					
Custodian II					
<b>PAY GRADE U103</b>	<b>2080</b>	<b>\$12.37</b>	<b>\$25,730</b>	<b>\$19.17</b>	<b>\$39,874</b>
Maintenance Worker III					
Custodian III					
Utility Plant Tech I					
<b>PAY GRADE U104</b>	<b>2080</b>	<b>\$12.99</b>	<b>\$27,019</b>	<b>\$20.13</b>	<b>\$41,870</b>
Utility Tech I Water Distribution					
Utility Tech I Wastewater Collections					
Utility Plant Tech II					
<b>PAY GRADE U105</b>	<b>2080</b>	<b>\$13.64</b>	<b>\$28,371</b>	<b>\$21.14</b>	<b>\$43,971</b>
Utility Tech II Water Distribution					
Utility Tech II Wastewater Collections					
Utility BackFlow Tech I					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U105</b>	<b>2080</b>	<b>\$13.64</b>	<b>\$28,371</b>	<b>\$21.14</b>	<b>\$43,971</b>
Utility Administrative Assistant III					
Utility Plant Tech III					
<b>PAY GRADE U106</b>	<b>2080</b>	<b>\$14.32</b>	<b>\$29,786</b>	<b>\$22.20</b>	<b>\$46,176</b>
Utility Tech III Water Distribution					
Utility Tech III Wastewater Collections					
Utility BackFlow Tech II					
Utility Locator I					
Utility Administrative Assistant IV					
<b>PAY GRADE U107</b>	<b>2080</b>	<b>\$15.03</b>	<b>\$31,262</b>	<b>\$23.30</b>	<b>\$48,464</b>
Utility Backflow Tech III					
Utility Locator II					
<b>PAY GRADE U108</b>	<b>2080</b>	<b>\$15.79</b>	<b>\$32,843</b>	<b>\$24.47</b>	<b>\$50,898</b>
Utility Equipment Operator I Water Distribution					
Utility Equipment Operator I Wastewater Collections					
Utility Locator III					
Utility Maintenance Repair Worker I					
<b>PAY GRADE U109</b>	<b>2080</b>	<b>\$16.58</b>	<b>\$34,486</b>	<b>\$25.70</b>	<b>\$53,456</b>
Utility Equipment Operator II Water Distribution					
Utility Equipment Operator II Wastewater Collections					
Laboratory Technician I					
Utility Equipment Mechanic I					
Utility Maintenance Repair Worker II					
<b>PAY GRADE U110</b>	<b>2080</b>	<b>\$17.40</b>	<b>\$36,192</b>	<b>\$26.98</b>	<b>\$56,118</b>
Utility Equipment Operator III Water Distribution					
Utility Equipment Operator III Wastewater Collections					
Utility Equipment Mechanic II					
Water Plant Operator C					
Wastewater Plant Operator C					
Utility Maintenance Repair Worker III					
Valve and GIS Lead Worker I					
Meter and Backflow Lead Worker I					
<b>PAY GRADE U111</b>	<b>2080</b>	<b>\$18.28</b>	<b>\$38,022</b>	<b>\$28.33</b>	<b>\$58,926</b>
Utility Equipment Mechanic III					
Laboratory Technician II					
Journeyman Electrician I					
Utilities Project Coordinator I					
Senior Water Plant Operator C					
Senior Wastewater Plant Operator C					
Valve and GIS Lead Worker II					
Meter and Backflow Lead Worker II					
<b>PAY GRADE U112</b>	<b>2080</b>	<b>\$19.19</b>	<b>\$39,915</b>	<b>\$29.74</b>	<b>\$61,859</b>
Wastewater Plant Operator B					
Water Plant Operator B					
Journeyman Electrician II					
Special Projects Coordinator I					
Utilities Project Coordinator II					
Valve and GIS Lead Worker III					
Meter and Backflow Lead Worker III					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U113</b>	<b>2080</b>	<b>\$20.15</b>	<b>\$41,912</b>	<b>\$31.23</b>	<b>\$64,958</b>
Utility Distribution Foreman I					
Utility Wasterwater and Collections Foreman I					
Journeyman Electrician III					
Laboratory Technician III					
Special Projects Coordinator II					
Utilities Project Coordinator III					
Senior Wastewater Plant Operatorl B					
Senior Water Plant Operator B					
<b>PAY GRADE U114</b>	<b>2080</b>	<b>\$21.16</b>	<b>\$44,013</b>	<b>\$32.80</b>	<b>\$68,224</b>
Utility Distribution Foreman II					
Utility Wasterwater and Collections Foreman II					
Cross Connection Foreman I					
Special Projects Coordinator III					
<b>PAY GRADE U115</b>	<b>2080</b>	<b>\$22.21</b>	<b>\$46,197</b>	<b>\$34.43</b>	<b>\$71,614</b>
Cross Connection Foreman II					
Utility Distribution Foreman III					
Utility Wasterwater and Collections Foreman III					
Senior Wastewater Plant Operator A					
Senior Water Plant Operator A					
<b>PAY GRADE U116</b>	<b>2080</b>	<b>\$23.32</b>	<b>\$48,506</b>	<b>\$36.15</b>	<b>\$75,192</b>
Assistant Chief Chemist I					
Assistant Chief Wastewater Plant Operator I					
Assistant Chief Water Plant Operator I					
Cross Connection Foreman III					
<b>PAY GRADE U117</b>	<b>2080</b>	<b>\$24.49</b>	<b>\$50,939</b>	<b>\$37.96</b>	<b>\$78,957</b>
Assistant Chief Chemist II					
Assistant Chief Wastewater Plant Operator II					
Assistant Chief Water Plant Operator II					
<b>PAY GRADE U118</b>	<b>2080</b>	<b>\$25.71</b>	<b>\$53,477</b>	<b>\$39.85</b>	<b>\$82,888</b>
Assistant Chief Chemist III					
Assistant Chief Wastewater Plant Operator III					
Assistant Chief Water Plant Operator III					
<b>PAY GRADE U119</b>	<b>2080</b>	<b>\$27.00</b>	<b>\$56,160</b>	<b>\$41.85</b>	<b>\$87,048</b>
Chief Environmental Chemist I					
Instrumental Control and Electrical Supervisor I					
<b>PAY GRADE U120</b>	<b>2080</b>	<b>\$28.54</b>	<b>\$59,363</b>	<b>\$43.94</b>	<b>\$89,856</b>
Chief Environmental Chemist II					
Utilities Distribution Superintendent I					
Utilities Wastewater Collections Superintendent I					
Utilities Wastewater Plant Superintendent I					
Utilities Water Plant Superintendent I					
Instrumental Control and Electrical Supervisor II					
<b>PAY GRADE U121</b>	<b>2080</b>	<b>\$29.96</b>	<b>\$62,316</b>	<b>\$46.13</b>	<b>\$95,950</b>
Chief Environmental Chemist III					
Utilities Distribution Superintendent II					
Utilities Wastewater Collections Superintendent II					
Utilities Wastewater Plant Superintendent II					
Utilities Water Plant Superintendent II					
Instrumental Control and Electrical Supervisor III					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE U122</b>	<b>2080</b>	<b>\$31.45</b>	<b>\$65,416</b>	<b>\$48.44</b>	<b>\$100,755</b>
Utilities Distribution Superintendent III					
Utilities Wastewater Collections Superintendent III					
Utilities Wastewater Plant Superintendent III					
Utilities Water Plant Superintendent III					

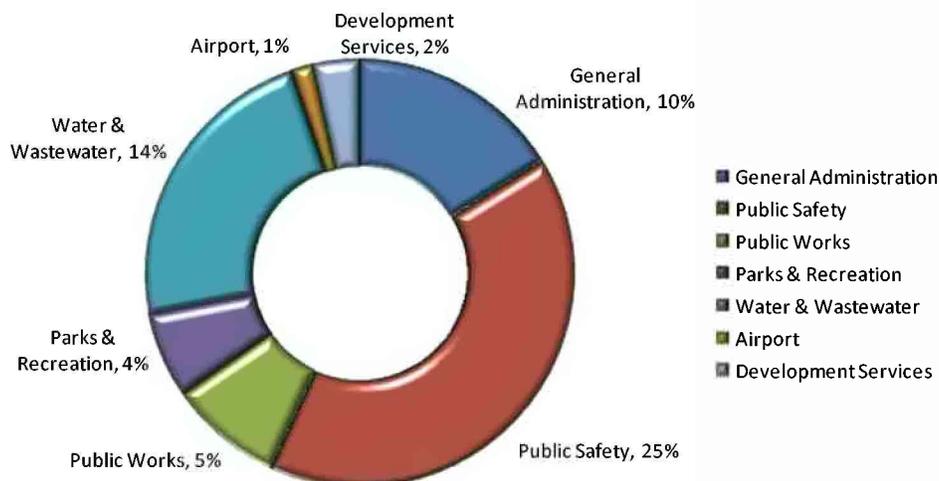
**Employees may earn additional shift differential pay based on scale below:**

- Shift 1: 07:00 - 15:00 or 08:00 - 16:00 straight pay
- Shift 2: 15:00 - 23:00 or 16:00 - 00:00 \$0.50/hr additional pay
- Shift 3: 23:00 - 07:00 or 00:00 - 08:00 \$0.75/hr additional pay
- On-call \$0.75/hr additional pay

## Building Inspections

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
<b>PAY GRADE B100</b>	<b>2080</b>	<b>\$19.48</b>	<b>\$40,518</b>	<b>\$31.17</b>	<b>\$64,834</b>
Building Inspector Entry Level					
<b>PAY GRADE B101</b>	<b>2080</b>	<b>\$21.64</b>	<b>\$45,011</b>	<b>\$34.62</b>	<b>\$72,010</b>
Building Inspector I					
<b>PAY GRADE B102</b>	<b>2080</b>	<b>\$24.04</b>	<b>\$50,003</b>	<b>\$38.47</b>	<b>\$80,018</b>
Building Inspector II					
<b>PAY GRADE B103</b>	<b>2080</b>	<b>\$25.25</b>	<b>\$52,520</b>	<b>\$40.39</b>	<b>\$84,011</b>
Building Inspector III					
<b>PAY GRADE B104</b>	<b>2080</b>	<b>\$26.51</b>	<b>\$55,141</b>	<b>\$42.41</b>	<b>\$88,213</b>
Plans Examiner					
<b>PAY GRADE B105 (DBO)</b>	<b>2080</b>	<b>\$33.66</b>	<b>\$70,013</b>	<b>\$53.85</b>	<b>\$112,008</b>
Deputy Building Official					
<b>PAY GRADE B106 (CHIEF)</b>	<b>2080</b>	<b>\$40.87</b>	<b>\$85,010</b>	<b>\$65.39</b>	<b>\$136,011</b>
Chief Building Official					

A significant part, 62.22% of the City's Operating Budget, is funding for employees who in turn provide services for the benefit of our citizenry. The following graph identifies positions by function:



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

<b>GENERAL FUND STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 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	3.25
Finance	8.00	8.00	9.00	9.00	9.00
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	4.45	5.45	6.90	7.40	7.65
Information Technology	5.00	5.00	5.00	5.23	6.23
Human Resources	4.00	4.00	4.00	4.73	4.73
Economic Development	2.50	2.50	2.65	2.65	2.65
Planning	6.73	6.73	6.25	6.25	6.25
Licenses and Enforcement	2.85	3.35	2.65	2.55	2.55
Fire	46.13	46.60	47.23	47.23	47.23
Police Department	91.17	90.69	91.05	91.05	94.55
Public Works	36.12	38.12	38.37	39.37	39.37
Parks and Recreation	<u>36.43</u>	<u>36.30</u>	<u>37.30</u>	<u>37.84</u>	<u>37.84</u>
General Fund Total	255.28	258.64	262.30	264.30	269.30
<b>ENTERPRISE FUNDS STAFFING</b>	<b>2014-15 BUDGET</b>	<b>2015-16 BUDGET</b>	<b>2016-17 BUDGET</b>	<b>2017-18 BUDGET</b>	<b>2018-19 BUDGET</b>
Water & Sewer	101.50	105.00	109.37	111.87	116.50
Airport	4.50	6.00	8.00	8.00	8.00
Stormwater	8.75	8.75	9.50	9.50	9.50
Permits and Inspections	<u>10.13</u>	<u>11.13</u>	<u>12.95</u>	<u>14.55</u>	<u>16.55</u>
Enterprise Funds Total	124.88	130.88	139.82	143.92	150.55
<b>ALL FUNDS TOTAL</b>	<b>380.16</b>	<b>389.52</b>	<b>402.12</b>	<b>408.22</b>	<b>419.85</b>

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

## Changes in Authorized Number of City Positions

Department	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18		2018-19	
	F/T	P/T												
City Manager	2.90		2.90		2.90		2.90		2.90		2.00		2.00	
City Clerk	3.00		3.00		3.00		3.00		3.00		3.00		3.25	
Finance	6.00		6.00		7.00		8.00		8.00		9.00		9.00	
Legal	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
Administrative Services	1.00	1.00	2.00	3.00	4.00	0.45	5.00	0.45	5.00	0.45	6.00	1.40	6.75	0.90
Information Services	5.00		5.00		5.00		5.00		5.00		5.00		6.00	0.23
Human Resources	4.00	1.00	3.00	2.00	3.00	1.00	3.00	1.00	3.00	1.00	3.00	1.73	3.00	1.73
<b>Total General Government</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>	<b>31.00</b>	<b>2.86</b>
Economic Development	2.50		2.50		2.50		2.50		2.50		2.65		2.65	
Planning	6.00	1.00	6.00	1.00	6.00	0.73	6.00	0.73	6.00	0.73	6.25		6.25	
Licenses & Enforcement	2.45		2.45		2.85		2.85		2.85		2.50	0.05	2.50	0.05
<b>Total Comm. Development</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>	<b>11.40</b>	<b>0.05</b>
Fire	46.00	1.00	46.00	1.00	46.00	0.13	46.00	0.60	46.00	0.60	46.50	0.73	46.50	0.73
Police-Administration	3.00		3.00		3.00		3.00		3.00		3.00		5.00	
Police-Support	31.20	2.00	33.20	1.00	34.17	1.50	35.00	1.96	35.00	1.96	30.00	3.32	26.00	3.42
Police-Patrol	49.00	1.00	48.00	4.00	48.00	1.50	48.00	1.73	48.00	1.73	52.00	1.73	57.00	2.13
Police-Parking	1.00		1.00		1.00		1.00		1.00		1.00		1.00	
<b>Total Public Safety</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>	<b>135.50</b>	<b>6.28</b>
Public Works Administration	3.50	0.50	3.50	0.50	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37
Streets	9.25		11.25		12.25		13.25		13.25		11.50		11.50	
Trees	8.00		6.00		7.00		7.00		7.00		7.50		7.50	
Urban Beautification	8.00		8.00		8.00		8.00		8.00		10.50		10.50	
Vehicle Maintenance	5.00		5.00		5.00		6.00		6.00		6.00		6.00	
<b>Total Public Works</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>	<b>39.00</b>	<b>0.37</b>
Parks & Rec Administration	2.00	1.00	3.00		3.00		3.00		3.00		3.00		3.00	
Recreation	2.00	1.00	2.00	1.00	2.00	0.50	2.00	0.50	2.00	0.50	3.00	0.50	3.00	0.50
Parks	14.25	4.00	15.00	4.00	17.73	2.24	17.00	2.97	17.00	2.97	18.00	2.84	18.00	2.84
Trailer Park	0.00		0.00		0.00		0.00		0.00		0.00		0.00	
Activities Center	2.00		4.00		4.00		5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50
Chisholm Center	4.00	2.00	4.00	2.00	4.00	1.46	4.00	1.46	4.00	1.46	4.00	1.00	4.00	1.00
<b>Total Parks &amp; Recreation</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>33.00</b>	<b>4.84</b>
<b>Total General Fund</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>249.90</b>	<b>14.40</b>
<b>Downtown CRA Fund</b>	<b>0.00</b>													
Utilities Administration	7.00	0.50	7.00	0.50	7.00	0.37	7.00	0.37	7.00	0.37	7.00	0.37	7.00	1.00
Engineering	5.00		5.00		5.00		5.40		5.40		7.00		7.00	
Water Production	7.00		7.00		7.00		7.00		7.00		7.00		7.00	
Water Distribution	17.00		18.00		18.00		19.00		19.00		22.00		23.00	
Wastewater Treatment	14.00	1.00	14.00	1.00	14.00	0.13	15.00	0.13	15.00	0.13	14.00		14.00	
Wastewater Collections	8.00		7.00		7.00		7.00		7.00		8.00		8.00	
Utilities Maintenance	11.00		12.00		14.00		15.00		15.00		17.00		19.00	
Facilities Maintenance	9.50		12.00		10.00		10.50		10.50		10.50		11.50	
Customer Service	15.00		16.00		17.00		18.00		18.00		19.00		19.00	
<b>Total Water &amp; Sewer Fund</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>115.50</b>	<b>1.00</b>
<b>Municipal Airport Fund</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>8.00</b>	
<b>Stormwater Fund</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>9.50</b>	
<b>Permits &amp; Inspections Fund</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>16.10</b>	<b>0.45</b>
<b>Total Authorized Positions</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>	<b>399.00</b>	<b>15.85</b>

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

# STATISTICS

## Miscellaneous Statistical Information

Date of Incorporation March 11, 1882

Form of Government Commission/Mayor

Estimated Population in 2017: 32,506

Unemployment in April 2018:

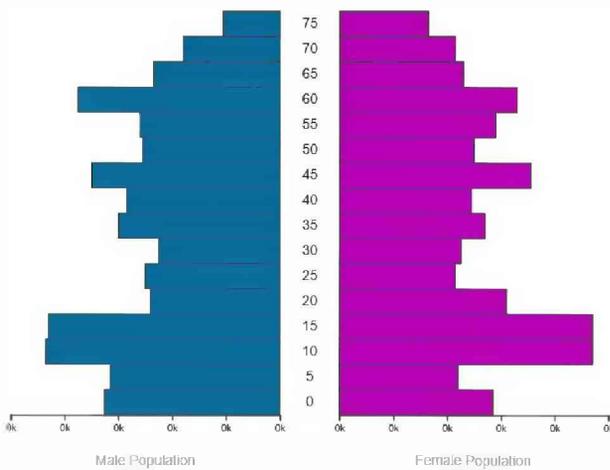
DeLand: 3.8%

Florida: 4.8%

2017 Cost of living index in DeLand: 95  
(Less than average, U.S. average is 100)

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

DeLand FL Population Pyramid 2018



### Races in DeLand in 2018

White Population: 22,180

Black or African American Population: 4,503

Some Other Race Population: 1,023

Two or More Races Population: 896

Asian Population: 754

American Indian and Alaska Native Population: 56

Native Hawaiian and Other Pacific Islander Population: 30

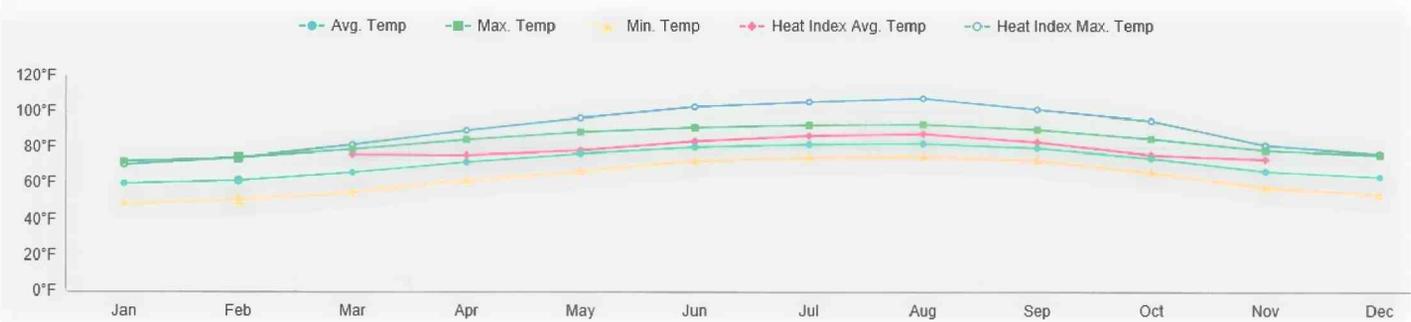
Source:

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

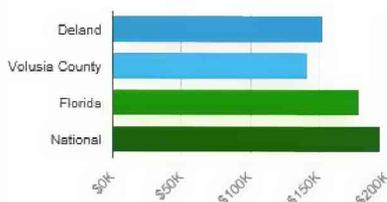
<http://www.areavibes.com/deland-fl/cost-of-living/>

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

### Average Monthly DeLand Temperature With Heat Index



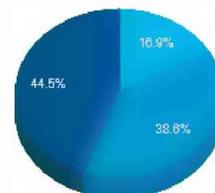
### DeLand, FL Median Home Value



### DeLand, FL Housing Inventory

Property Type

- Vacant: 16.9%
- Rented: 38.6%
- Owned: 44.5%



Florida law mandates a minimum sales tax rate of 6%, collected by the state government to provide services to all Floridians. However, the law also provides for a local option sales tax that lets each county set its own local tax that is collected on top of the general state rate. The rate for DeLand, which is mandated by Volusia County, is 6.5%.

## Counts as of September 2018

Area	18.70 Square Miles		
	130.5 Miles Paved Streets		
	.25 Miles Unpaved Streets		
	281 Miles Primary Water Mains		
	211 Miles Primary Sewer Mains		
	58 Miles Reclaim Mains		
Public Education	6 Elementary		
	2 Middle		
	1 High		
	3 College		
Fire Protection	3 Station		
	42 Fire/EMS Employees		
	3 Fire /EMS Administration Employees		
	2 Fire Prevention Employees		
	1.5 Administrative Staff Employees		
	1.5 Civilian Employees		
Police Protection	1 Station		
	65 Police Officers		
	5 Reserve Police Officers		
	83 Cars/Trucks		
	4 Motorcycles		
Airport	240 Based Aircraft		
City Utilities	80+/- Sq Miles Utility Service Area	4,817	MGD Water Plant (daily avg.)
	10 Water Plants	3.48	MGD Wastewater Plant (daily avg.)
	19 Major Wells	815	Reclaim Accounts
	124 Sewer Lift Station	21,600	Water Accounts
	1 Wastewater Treatment Plant	14,516	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		

## Principal Taxpayers as of September 2018

	Tax Payer	2018 Taxable Value
1	KPR US LLC	61,713,398
2	Duke Energy Florida Inc	14,861,506
3	West Volusia Investors	13,381,645
4	Wal-mart Stores East	13,201,787
5	TKG DeLand LLC	11,373,988
6	Carrington Place Prop	10,313,899
7	Kingspan Insulated Panels	9,996,902
8	Charter Communications	9,812,951
9	Total Renal Labs Inc	9,533,859
10	BRE Retail NP Owner 1	9,290,349

Source: <http://vcpa.vcqv.gov/DeLand2018F.pdf>

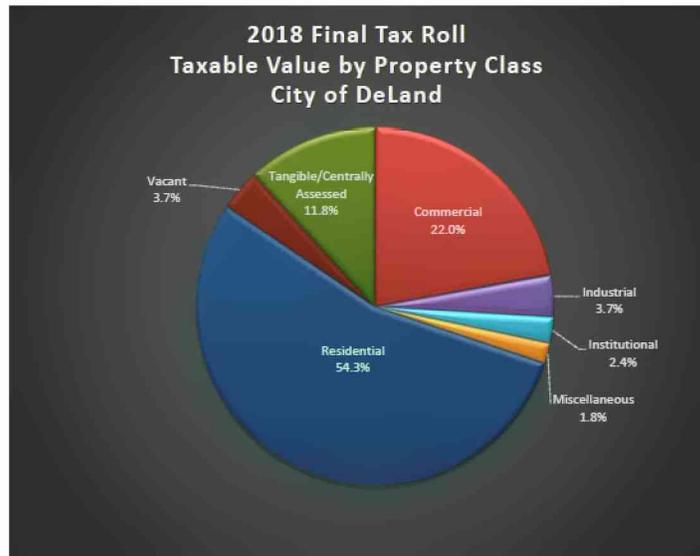
## Property Tax Statistical Information

### % Annual Change in Just and Taxable Values



### Reductions in Just Value

<i>Assessment Differentials/Exemptions</i>	<i>Value</i>	<i>% of Just</i>
-Homestead/Save our Homes	\$577,670,779	19.48%
-10 Cap Savings	\$59,800,675	2.02%
-Agricultural Lands	\$8,603,267	0.29%
-Low Income Senior	\$10,353,486	0.35%
-Personal Property	\$14,702,016	0.50%
-Governmental	\$242,539,388	8.18%
-Institutional	\$272,059,694	9.18%
-Disability	\$26,918,848	0.91%
-Miscellaneous	\$16,817,774	0.57%



Source: County of Volusia Property Appraiser's website [http://vcpa.vcgov.org/DeLand\\_PC2018F.pdf](http://vcpa.vcgov.org/DeLand_PC2018F.pdf)  
<http://vcpa.vcgov.org/DeLand2018F.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 inside 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 natural 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.