

Fiscal Year
2023-2024



Proposed Budget

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Budget Message

This year marks the second year with higher than normal inflation. Although down from a peak in June 2022, inflation is still nearly 5%. This continues to create an enormous challenge for local governments as the costs of what we do for our citizens will continue to experience significant inflation. All of the capital construction projects in progress have seen double-digit and one case triple-digit inflation. Home values have increased to record highs and the home building market seems to continue at a record pace which helps with ad valorem tax revenue but rising interest rates will likely soften the real estate market altogether. We continue to face some challenges dealing with the impacts of growth and having sufficient capacity to service it. The challenge this presents is that we need to do capital projects to keep up with capacity; however, rising costs and interest rates presents the question of whether we hold off on capital projects until the market calms down or do we proceed and pay prices well above normal.

PERFORMANCE MEASURES

For many years, the City has included performance measures in the budget document as part of an effort to be transparent about our performance as an organization. We had typically used internal metrics (past performance) or benchmarked our performance against that of other cities through the ICMA Center for Performance Management. Seven years ago, we spent a considerable amount of time analyzing how we can improve upon this effort as many of the measures were more output measures as opposed to efficiency and effectiveness measures. As a result, those changes were made to the budget format and were implemented with the FY 16/17 Budget. We have earned a Certificate of Achievement in Performance Management from ICMA for the past 7 years. When getting ready to submit the application for FY 22/23, staff was notified by ICMA that the program has changed due to a change in program leadership at ICMA. This change was substantial and went from a review of an organization's overall performance management program to a review of specific data points. To align with this change, it will require an overhaul of the city's current performance reporting program. Making a mid-year change is not practical and staff will consider making changes to coincide with the upcoming fiscal year. Approximately 50 new measures would need to be added into our current program. Regardless of how the ICMA program evolves, the City will continue its performance measure program in the coming years.

STRATEGIC PLAN UPDATE

This year the City is working with a group of Citizens to do a major update to the City's Strategic Plan. At this point, the Committee is in the data gathering phase but anticipates having recommendations for the City Commission to consider by the end of the year. This plan has been updated twice before since it was first developed in 2000. The City Commission discussed priorities for the FY 23/24 budget which included a discussion on how we bridge the gap between increasing service delivery needs and the resources available to serve those needs. Some of the discussion focused on recruitment and retention of a workforce to be able to serve those needs and what creative ideas can be developed to meet the challenge of a very competitive labor market. The Commission also discussed the need for managing growth with smart growth principles to include long range planning that would focus on revamping the City's land development regulations, developing standards for low impact development, protecting green space, enhancing stormwater requirements, pursuing opportunities for affordable housing and a more comprehensive approach on annexation and differentiating between county and city residents for programs and services.

Over the past 23 years, the City has used the community’s vision and strategic plan as a road map to a successful and vibrant future. This has led to many positive outcomes for our great community to include improvements in our quality of life, an award-winning downtown, low unemployment, and commercial and residential growth. The actions that the City Commission has taken, while staying true to the promise of meeting our community’s needs, values, and aspirations, has guided us well even in difficult financial times. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2023-2024.

OVERVIEW

General Fund	\$ 46,893,055
Confiscated Fund	\$ 3,000
Bridge Fund	\$ 659,766
Spring Hill CRA Fund	\$ 822,602
Governmental Impact Fee Trust Fund	\$ 1,392,507
Downtown CRA Fund	\$ 713,903
Grants & Special Revenue Fund	\$ 335,304
Debt Service Fund	\$ 2,291,162
Capital Projects Fund	\$ 4,873,179
Water & Sewer Fund	\$ 29,037,462
Water Trust Fund	\$ 2,670,850
Wastewater Trust Fund	\$ 1,800,000
Airport Fund	\$ 4,205,384
Refuse Collection Fund	\$ 5,160,000
Stormwater Fund	\$ 2,675,215
Permits & Inspections Fund	\$ 3,761,595
Health Insurance Cost Containment Fund	\$ 715,605
Workers Compensation Self Insurance Fund	\$ 860,736
Total FY 23/24 Budget	\$ 108,871,325

GENERAL FUND

Revenue

The total pre-preliminary estimated taxable value for FY 23/24 is \$3,051,586,797. This is an increase of \$396,082,441 or 14.92% and includes \$144,917,670 in new construction and annexations. In order to insure there is a dedicated source of funds for capital, this year’s budget continues to include .2 mil for capital. This year’s recommended budget is funded with a millage rate of 6.4841, which includes .2 mil for capital previously mentioned. This is .1 mil reduction from the current rate and represents a 7.40% increase over the Rolled Back rate of 6.0371. This rate is necessary given significant inflation we are experiencing throughout our entire budget. Based upon this rate, the ad valorem tax revenue for the year will be \$17,576,395, an increase of \$2,033,264 from the prior year.

Staff is projecting increases in other revenues including \$23,148 in Local Option Fuel Tax, \$488,738 in Utility Services Taxes, \$734,936 in Franchise Fees, \$335,592 in State Shared Revenues, and \$221,587 in Charges for Services. These increases combined with an increase in ad valorem results in a net increase in revenue of \$3,837,265. Additionally, this budget includes the use of the Capital Reserves (\$3,785,494) and Lot Maintenance Reserves (\$31,500).

Expenditures/Programs

The recommended budget increases General Fund expenditures from \$41,031,866 in FY 22/23 to \$46,893,055 or an increase of 14.28%. There are 304.35 FTEs in the proposed General Fund budget. There are 6 new positions including: City Forester (\$97,113), Police Officer (\$85,273), Maintenance Worker in Public Works - Trees (\$45,364), Parks and Recreation Foreman (\$63,329), Maintenance Worker in Parks and Recreation (\$45,364), and an Overlap IT Director (\$32,832). The budget also includes funds to upgrade a Fire Division Chief to a Fire Deputy Chief (\$8,148), upgrade the Fire Marshal from a part time to full time uniformed position (\$46,588), and other promotional and career track position upgrades (\$51,538). The proposed budget also includes a 3% merit increase (\$688,627) along with yet to be determined incentives based on the recruitment and retention committee’s recommendations (\$814,946) which are still being vetted and will be presented at the budget workshops. These amounts do not include funds set aside in the enterprise funds. Overall, operating expenses have increased mostly due to high inflation. The budget also includes funds to continue Comprehensive Plan Updates and LDR Revisions (\$30,000), Economic Development Digital Marketing (\$15,000), Music Festival (\$150,000) offset by sponsorship revenue and increases including Utilities (\$126,903), Equipment Maintenance (\$105,649), Insurance (\$70,131), Health Insurance (\$506,306) and Retirement Contributions (\$607,296).

The recommended budget includes Capital (\$4,958,766) and Operating Capital (\$824,938). To fund the proposed capital budget in the Capital Fund (\$4,873,179), there is \$559,393 in Ad Valorem Tax, \$283,785 from the 1% Payment in Lieu of Taxes, \$3,935,494 in transfers from Capital Reserves from the General Fund, and \$94,507 in transfers from other funds (some items such as Information Technology are for multiple departments). To fund the proposed capital budget (\$75,287) and operating capital (\$4,375) in the GIFT Fund there are Police Impact Fees available to cover the cost. To fund the proposed capital budget in the Grants and Special Revenue Fund (\$10,300), there is \$10,300 in CDBG grant revenues budgeted. In the Grants and Special Revenue Fund, there is \$300,004 included from the Local Option Fuel Tax for road resurfacing. Therefore, the combined Capital, Road Resurfacing, and Operating Capital investment is \$6,083,708. The capital items include:

City Hall Parking Lot Seal Coating	\$50,000
Christmas Tree Replacement (Year 2 of 3)	\$6,500
Total Administrative Services Capital	\$56,500

VXRail GPU Update	\$26,380
Replacement of Unity 450 and 300	\$157,200
Upgrade Current VMWare Host	\$36,000
Remote Access Software - FIPS 140-2 Certified to meet CJIS	\$24,000
Network Monitoring and Performance Management	\$19,000
Internet to Spec Martin, FS 82 and Airport	\$36,000
Clerk - Fijutsu FI-7700 Scanner	\$12,000
Total IT Capital	\$310,580

ALS Zoll Monitor	\$47,315
Ladder Apparatus Addition 75' Pierce Enforcer	\$1,288,603
Fire Station 83 Addition	\$500,000
New Fire Engine - Pierce Saber (replace 2007 Contender)	\$736,776
EMS - Special Event Golf Cart - ALS Ready	\$25,000
Command Vehicle - Radio-Light Package	\$83,000
Total Fire Capital	\$2,680,694

Chevy Tahoe for Patrol (1 of 5)	\$77,720
Chevy Tahoe for Patrol (2 of 5)	\$77,720
Chevy Tahoe for Patrol (3 of 5)	\$77,720
Chevy Tahoe for Patrol (4 of 5)	\$77,720
Chevy Tahoe for Patrol (5 of 5)	\$77,720
LEFTA Product Suite	\$9,650
Leads Online/Cell Hawk	\$9,260
UDE Upgrade on in Car Cameras	\$6,825
Falcon License Plate Reader Cameras	\$19,400
CID Chevy Malibu or comparable sedan	\$37,943
Drones	\$31,175
Axon In-Car Camera (Year 1 of 10)	\$99,432
Police Car for New Officer (GIFT Fund)	\$75,287
Total Police Capital	\$677,572

Freightliner Business Class M2 106 (Grapple Boom self-loader)	\$254,625
2023 Ford F150 Super Cab (replacement)	\$50,516
New Pneumatic Tire Lift (replacing Scissor Lift)	\$55,294
2023 Ford F150 Super Cab replacement	\$50,516
New Shed for Downtown Events	\$16,623
Total Public Works Capital	\$427,574

Spec Martin Stabilization/Foundation Improvements	\$150,000
Modernize Elevator at Melching Field	\$75,583
Modernize Elevator at Bill Dreggors Park Admin Building	\$81,218
Sand Pro to maintain clay areas of ball fields	\$35,490
Replace Sanborn Projectors	\$14,000
Replace 2004 Ford Truck 1430025	\$43,094
Replace 2006 Ford Truck 1430028	\$47,819
Replace Maintenance Box Truck 1430054	\$58,118
Replace Wackpacker/Roller - 143-WR-001	\$35,980
Replace HVAC system - Chisholm Center Gym	\$139,546
Replace HVAC system - Lemon Room - Bill Dreggors Park	\$13,550
Replace 2013 Zero Turn Mower - 150-MOW-002	\$11,723
Replace Roof Coating at Boy Scout Hut	\$12,825
Replace Ice Machine at Spec Martin	\$5,940
Replace Old Scoreboard and add 2nd Scoreboard (Grants & Special Rev Fund)	\$10,300
Replace Exterior Fence at DeLand House	\$25,889
Floor Scrubber - Sanborn Center	\$14,900
Audio/Visual for Chisholm	\$21,000
Install Mini Split A/C Unit - Ticket Booth - Spec Martin Stadium	\$8,871
Total Parks and Recreation Capital	\$805,846

Other expenditures included in this year's budget are:

- DeLand's participation in the Bridge (\$550,000). In 2018, the Mayor and City Manager were able to secure approximately \$350,000 in annual commitments for the Bridge. Many of the sponsors began paying their commitments that same year creating a reserve from which the Bridge could be funded. However, from the inception the budget for the Bridge had far exceeded the annual commitments, forcing the City to use reserved sponsor revenue to fund the first 3 years of operations. Most of the commitments have been fully paid resulting in only a small reserve to fund the budget. This year the City tried to get a legislative appropriation to fund the operations but it was vetoed. Some sponsors have agreed to renew their commitments so there will be some revenue for FY 23/24 (\$109,766) and staff will once again ask for a legislative appropriation. However, staff notes that the agreement with the County is that the Bridge would operate for at least five years or we would have to return the construction dollars. Therefore, the FY 23/24 includes a \$50,000 contribution from the General Fund revenues as well as a \$500,000 Contribution from ARPA reserves. There are still two years left on that contractual requirement.
- Staff is proposing the City host an inaugural DeLand Music Festival (\$150,000). Funding for the event is being completely budgeted by offsetting ticket sales and sponsor revenues.
- There is \$814,946 in funds for Recruitment and Retention Incentives.
- There is \$200,000 in funds to reimburse the hurricane reserve.
- There is \$350,000 in funds for contingency.

Challenges/Opportunities

DeLand has proven to be a great place to live, work and play as evidenced by our current real estate market. The City's reputation of being a quality place to live has led to many new businesses and residents wanting to relocate here. This year new construction and annexations is valued at \$144,917,670 in new construction and total taxable property values is estimated at 3.052 billion or an increase of 14.92%

DeLand has always worked hard to keep costs down for our residents. In order to do so we made significant cuts in personnel, capital and operating costs. However, given the reduction in personnel in 2008, and a capital program that has not kept pace, all departments continue to have significant personnel and capital requests to rebuild the service capacity that was lost during the recession and several years of tight budgets that followed along with keeping pace with the new demands from growth. This year we are facing a second year of record inflation. This is the highest inflation we have seen since the 1970s and its impacts can be seen throughout the entire budget from fuel and operating expenses to capital and construction projects. Given these inflationary pressures, you will continue to notice greater than average increases in operating costs. At this point, it is difficult to know whether inflation and rising interest rates will continue to impact us into next budget year. However, based upon the discussion at the Strategic Planning Workshop, the budget includes funds to continue capital improvements to facilities and equipment to continue to provide great service to our residents, and recruitment and retention incentives to ensure we had a great workforce to meet those service demands.

This year, we have continued to make an investment in our organization by discussing the values (Helping People, Communication, Teamwork, Integrity, Respect, and Pride) that have made us successful and then linking those values to our organizational systems (onboarding, training, promotions, awards and recognition) to increase morale and productivity so that we can produce the best possible service for our residents. Succession planning is still a challenge at all levels of the organization. Another significant challenge is record low unemployment. This has made it difficult to recruit and retain a workforce capable of providing the service our residents expect and deserve.

Despite a record investment of over \$2 million in FY 21/22 to bring our minimum wage to \$15/hr., most businesses have also increased their minimum wage to over \$16/hr. making recruitment and retention a significant problem. During the strategic planning workshop, the Commission challenged staff to develop a recruitment and retention plan for inclusion in the budget that would include creative elements to alleviate this problem. A taskforce of employees was assembled to look at ideas to help with recruitment and retention of employees. The taskforce included a diverse make up of employees that met several times to brainstorm and cost out potential strategies. The group started with a list of over 50 ideas that eventually was paired down to two main recommendations and several ancillary suggestions to be considered for inclusion in the FY 23/24 budget. The main recommendations were to ensure that compensation levels are competitive and that the city maintain its efforts to keep the health insurance costs affordable to the employees. Additional suggestions included: increase in vacation accrual rate schedule, increase in retirement contribution as years of service increase, front loading time off for new hires, providing a new hire recruitment referral bonus, and increasing the team building efforts to once a quarter.

The budget includes funds to purchase two pieces of fire apparatus to ensure our fleet is response ready in the coming years and to stay ahead of the current rising cost in this industry. Since January of 2019, the fire apparatus industry has seen a 40% increase in cost to produce fire apparatus and this trend is only projected to go higher. In 2027, a new emissions standard will go into effect which will raise the cost of the diesel engine block by \$125,000 alone. In order to stay ahead of these costs, we are proposing to order one 75' ladder truck (\$1,288,603) and one fire engine (\$736,776) to be delivered prior to the emissions standard effective date. In addition, if we agree to order these two apparatuses this year, our price will be locked in at the time of order and future quarterly price increases will not affect our final pricing. The current lead time for the ladder truck is around 28 months while the current lead time for the fire engine is roughly 22 months. Planning this now is of high importance to ensure we stay ahead of the price increases while trying to ensure our fire department is set for the future. The operational impacts and justifications for these two fire apparatus purchases are to stay ahead of continued growth and the aging reserve fleet (reserve engine 2007/ reserve ladder 2005). With these two fleet purchases, we can maintain and refurbish our reserve fleet in the coming years and would ensure all front-line response fire apparatus are under 10 years old. Even if the fire department added an additional fire station in the coming years, we would not have to order a new piece of fire apparatus for at least ten years. Our ultimate goal is to ensure our city continues to have top rated fire services to assist in our growing city and keeping our community safe.

The State's 2023 legislative session established a handful of new mandates affecting mainly short and long-range planning efforts. Perhaps the most significant is SB 102, known as the Live Local Act. Among other things, it requires that affordable housing projects be allowed in all commercial and industrial areas, removes regulatory barriers related to height, density and permitting (projects are reviewed and approved at staff level) and establishes new taxing standards benefiting affordable housing development. HB 540 will impact citizen-based challenges to comprehensive plan amendments by providing that the prevailing party in administrative challenges to a comprehensive plan or amendment, including small-scale amendments, is entitled to recover attorney fees and costs in challenging or defending the order, including reasonable appellate attorney fees and costs. SB 1604 amends the standards for Comprehensive Plan updates by extending the planning horizon to 10 – 20 years, establishes population projection data and adds additional evaluation criteria.

WATER AND SEWER FUND

Revenue

The Water and Sewer budget for FY 23/24 totals \$29,037,462, which is a decrease of 56.83%, largely due the construction of the Wastewater Treatment Plant Expansion and East Regional Force Main that were funded in FY 22/23. The Commission approved a new rate structure in FY 22/23.

Additionally, the Water Trust Fund and Wastewater Trust Fund, which derive their revenue from impact fees and grant revenues, includes capital projects totaling \$3,400,000 in revenue and use of reserves totaling \$1,070,850.

Expenditures/Programs

For over 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 along with projects to meet the Basin Management Action Plan (BMAP) requirements.

Over the past decade there has been significant growth in the utility and the need to increase staffing to meet the demand. There is funding for a new Utility Distribution Tech 1 (\$48,433), Utility Equipment Mechanic 1 (\$55,749), Utility Plant Tech 1 (\$45,364), and Utility Locator 1 (\$49,120). The budget also includes a 3% merit increase (\$250,719).

The budget includes \$5,550,201 in capital in Water and Sewer Fund and \$2,670,850 in the Water Trust Fund to include:

LS #79 Rehabilitation Project	\$2,350,000
LS #1 Replacement & Panel Box	\$94,872
LS #12 Replacement and Panel Box	\$81,790
LS #20 Replacement and Panel Box	\$83,432
WTP 4 Well #6 Replacement	\$81,000
WTP #2 High Service Pump Replacement	\$276,120
WTP #1,2, & 3 PLC Upgrades	\$38,400
LS #79 Standby Generator and Transfer Switch	\$85,452
LS #80 Replacement and Panel Box	\$83,974
Sludge Press #1 Onsite Rehab	\$237,444
Hydraulic 6 Inch Pump & Trailer	\$67,172
Sewer Line Rehabilitation	\$200,000
Manhole Rehabilitation	\$85,000
Lab/Conference Room A/C Unit	\$7,500
Alum Chemical Pump Replacement	\$48,360
Downtown Water Main Phase I Construction	\$586,560
Hydraulic Hose Replacement	\$11,786
Reclaim Pump House AC Unit Replacement	\$12,960
Commercial Riding Lawn Mower	\$10,085
WTP #2 Transfer Pump Replacements (3)	\$265,860
Vehicle Replacement #281	\$85,000
Facility Shop A/C Unit Replacements (2)	\$18,063
DO Sensor	\$28,520
Hoist System	\$18,283
Vehicle Replacement #61	\$85,000
Ground Penetrating Radar Unit - 2 Units	\$42,118
Tandem Axle HD Equipment Trailer	\$8,100
Trimble GPS Device	\$20,344
Vivax Metrotech Locators - 3 units	\$23,572
Gator Maintenance Vehicle	\$12,365
Vehicle Replacement #282	\$85,000

New Transit Connect Locator Van	\$47,500
Water Plant Security Camera Replacement	\$39,374
Root Cutters	\$16,440
Collection Camera System	\$16,625
WTP #3 Well Pump Fencing Replacement	\$11,200
Vehicle Replacement #97	\$85,000
Electric Scissor Lift Replacement	\$25,342
WTP #1 Well #5 Pump House Fencing Replacement	\$22,884
WTP #9 Ground Storage Tank Fencing Replacement	\$18,572
New Enclosed Storage Building	\$17,711
Vehicle Replacement #108 Ford Ranger	\$70,916
Vehicle Replacement #110 Ford Escape	\$34,505
Letter Opener	\$10,000
Total Utilities Capital	\$5,550,201

2024 Water Main Improvements Construction	\$2,320,850
2025 Water Main Improvements Design	\$350,000
Total Water Trust Fund Capital	\$2,670,850

Challenges/Opportunities

The continued pace of development, multiple infill developments in the heart of downtown DeLand, changing dynamics of the West Volusia Water Suppliers (WVWS), and increased regulations and reductions in ground water withdrawal capacity will create a very challenging event horizon for the foreseeable future. The St. Johns River Water Management District has indicated recently that there may be additional environmental influences related to increased withdrawals from the Floridian aquifer related to the levels of Lakes Dias, Ashby and Winnemissett. These issues will only increase the importance of the presentation of the WVWS Water Supply and Compliance Strategy Report to the District and the FDEP. This report will reinforce the need for the WVWS to remain a cohesive and collaborative group to leverage our fraternity into increased funding and favorable CUP renewals.

The City will use the State Revolving Fund (SRF) to provide funds to support several historic projects within the City. The expansion of the Wiley M. Nash Water Reclamation Facility will be the largest single capital project in the history of the City of DeLand, currently estimated at \$80 million.

Potable Water

The City last received a Consumptive Use Permit (CUP) 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 spring-shed. Our well testing project at the Volusia County Fairgrounds, and negotiations for additional property acquisition east of the City's existing Tomoka Woods wellfield property, will provide important information and opportunities to help us meet our CUP requirements. Findings of the test wells are preliminarily good and will set the stage for the construction of another potable water production plant. This will create more ground water pumping capacity farther away from the Blue Spring and thus assist in maintaining compliance with the Blue Spring Maximum Flow limit. We continue to work with other WVWS in mutually beneficial recharge and water supply projects and have also included monies to continue to perform potable watermain resiliency, safety and redundancy-based improvement projects in FY 23/24.

Reclaimed Water

The City has finished construction of the South Reclaim Pump Station. This, along with the completion of the Northwest Storage facility added much needed storage capacity during the dry seasons and much needed additional pressure into the outlying reclaim system. This infrastructure will also assist our WWS partners in our collaborative supply plan of reuse water to the region. This year we will be continuing work on phase 5 of the reclaim master plan area (Cross Creek neighborhood) mindful of our multi-year plan to help offset potable water consumption. We will also look to append our master plan with additional neighborhoods that will be welcoming candidates for the reclaim water retrofitting.

Wastewater Collection and Treatment

The City continues to be a leader in the region regarding our proactive and purposeful maintenance of our wastewater system. This includes the regular replacement of pump/lift stations and regular cleaning and lining of our gravity systems. Most importantly our focus over the next three years is the critical expansion of the city's water treatment facility that will meet advanced treatment standards and also leverage critical improvements in the overall treatment processes via ultraviolet disinfection as opposed to the use of gaseous chlorine. Construction on the expansion upgrades will begin in the fall of 2023. This unrepresented project will also challenge our talented operators, technicians and chemists to maintain the current plant treatment processes.

An additional challenge that all sewer utilities will face over the next decade is to lower the nutrient loading to the plethora of regional springs via connection of private septic systems to the publicly owned treatment plants. This will have a huge impact to the springs but at an increased cost to the rate payers. The implementation of a fair and equitable program to complete this environmentally beneficial project to benefit the State's springs will be very challenging.

Geographic Information System (GIS)

GIS system strategy is plagued with the double edge sword of the vast amount of geospatial data providing a mountain of information to agencies across the world. Efforts should be placed to add to and network the city's assets on a geo-database in order to provide a platform for fluid analysis. This analysis should be placed in a web-based application package that can be utilized by citizens, staff, and outside agencies.

Additional focus is necessary towards cleaning up the address, parcel, and location data in the utility billing software in order to integrate it with our GIS, permitting, and workflow databases. The City needs to maintain its ongoing focus in locating our potable water utilities to perform critical a gap-analysis on the system. Part of the challenge of GIS Office is to remind City Departments of the data that can be used to analyze key performance indicators, new community problems, and regional indicators that could provide support for funding requests, to name a few opportunities.

Administration

The Utility Department Continues to be challenged with staffing issues that prevent the desired proactive maintenance necessary to operate and service the disparate and multitude of assets in the most cost-effective way. An almost 4-year effort to provide a 24,000 square foot facility for the entire Utility Department, and Engineering Office to occupy, supportive of emergency activations, is scheduled to complete construction in the fall of 2024.

AIRPORT

Revenue

The principal source of revenue for the airport is charges for t-hangars and property lease revenue. The proposed budget includes lease revenue of \$1,872,442. The budget also includes grant revenue of \$2,266,200 and use of reserves of \$21,742.

Programs/Services

The budget includes funds for a 3% merit increase (\$12,629). The budget also includes \$2,532,100 in capital projects with \$2,266,200 being funded from Grants and \$244,158 in revenue and \$21,742 from airport reserves.

Update Master Plan and Airport Layout Plan	\$600,000
Design Electrical Upgrades for T-Hangars A, B, & C	\$15,800
Design South Central Apron Rehab	\$120,000
Design Runway 5/23 Rehab	\$275,000
Wildlife Fencing	\$1,390,000
Maintenance Shop Paving	\$131,300
Total Airport Capital	\$2,532,100

Challenges/Opportunities

The Airport is set to have an unprecedented 2-year span of investment and series of accomplishments. There was a backlog of projects awaiting funding, programming and assistance in project management and delivery. The Public Service Department Team was able to deliver and complete the Electrical Homerun Project and commence the long-awaited construction of 20 T-Hangars in the East Hangar Complex. The new hangars are scheduled for completion in the winter of 2023/24. The rehabilitation of the West Apron and Taxiway A and restriping and cleaning of the entire airfield pavement network are also set to commence in the fall of 2023. Additionally, some long overdue maintenance projects repairing the existing T-hangars will continue the great interest and investment into the airport. The total 2-year investment into the airports assets is over \$7.3 million.

Next year we will revise the Airport Master Plan and Airport Layout Plan. This year long process will look at every facet of the airport including; development of new taxiways to service potential strategic commercially developable areas, upgrade the Critical Aircraft designation to reflect the classification of aircraft using the airport, targeting the most cost-effective location for additional T-hangars, box hangars, taxiways and aprons. This master plan will be the “runway” map for the airport for the next 10 years and should be used as a strategic tool to encourage public private partnerships to assist in the funding of some of the infrastructure that could service additional sectors of the surrounding parcels of the airport.

STORMWATER

Revenue

Stormwater revenue for FY 23/24 is estimated at \$2,675,215 a decrease of 7.25%, including use of reserves of \$342,715.

Expenditures/Services

The budget includes some new personnel to offset the loss of the prison crew: 3 Maintenance Workers (\$136,092), and an Equipment Operator 1 (\$51,293). The budget also includes funds for a 3% merit increase (\$29,827). Lastly, there is \$636,554 in funding for capital:

Replacement of Painters Pond Generator	\$101,925
Forest Head 60" HF Mulcher	\$32,589
New Manual Intake Gate for Earl Brown Stormwater Pump Station	\$54,063
Pemberton Aquatic Bucket	\$8,714
Envirosight Verisight Pro + Push Camera, 200'	\$14,713
Replace 450-INT-534 with new 16' Trailer	\$9,150
Wisconsin Ave Stormwater Improvements	\$281,250
Miscellaneous Stormwater Improvements (Neighborhood)	\$100,000
Miscellaneous Stormwater Improvements (Pond)	\$25,000
Replace 450-TL-003 Enclosed Trailer	\$9,150
Total Stormwater Capital	\$636,554

Challenges/Opportunities

There are funds for a new Rate study to be performed in FY 23/24 to meet the funding requirements for the stormwater projects in the Master Plan. With the continuation of heavy summer thunderstorms and highly active hurricane seasons we continue to build upon past experiences and address critical areas. We have completed two major projects from our current stormwater master plan with another currently budgeted (22/23), and another in the upcoming budget (23/24). As we proactively monitor areas of concern and address them through master plan updates and resiliency study's we are confident critical areas are identified and addressed through a planned process. Staff is working to apply for a grant to do a vulnerability assessment through the Florida Resilient Program. It is staff's understanding that the program may also have funding available for projects identified in the vulnerability assessment.

PERMITS & INSPECTIONS FUND

Revenue

Permits and Inspections revenue for FY 23/24 is estimated at \$3,761,595, an increase of 18.68%, including use of reserves in the amount of \$1,667,741.

Programs/Services

Expenditures total \$3,761,595 and includes funds for a 3% merit (\$48,152). The budget includes \$159,438 in capital projects.

Building Official Truck (1 of 3)	\$53,146
Building Official Truck (2 of 3)	\$53,146
Building Official Truck (3 of 3)	\$53,146
Total Permits & Inspections Capital	\$159,438

Challenges/Opportunities

The residential and commercial construction markets remain strong and steady as the economy has rebounded from the Covid-19 slowdown. The main factors affecting both the residential and commercial construction markets are the increased costs for construction materials and the current federal interest rates.

The department has been experiencing very low employee turnover by providing competitive salaries, ongoing continuing education, employee appreciation events and opportunity for career advancement. The city is known to be an attractive place to work due to the positive and supportive nature of management, the feeling of being part of a team and the opportunity for professional training and ability to advance within the organization. The department strives to be the best in the region in providing an exceptional personal customer service experience.

The Accela Civic Platform electronic permitting software continues to be well received within the development community as it allows customers 24-hour online access to submit, track, schedule and coordinate permitting and inspection activities. With the implementation of Accela, the department has been able to go 100% paperless which has also resulted in improved service delivery time and increased the amount of information readily available to the development community and general public. The department continues to implement enhancements to the Accela platform to in order to provide the best online customer service experience available and optimize employee productivity.

COMMUNITY REDEVELOPMENT AGENCY

Revenue

The proposed budget is \$713,903, a 49.64% decrease, largely due to the expenditure of debt proceeds for the Voorhis Avenue Streetscape in FY 22/23. The preliminary taxable value in the downtown increased over base year by \$55,914,539, an increase of \$7,231,600 or 14.85% from the prior year. This increase in taxable value will generate \$33,700 more in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current ad valorem taxes collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 23/24 is \$641,180. This is an increase of 5.55%.

Programs/Services

The approved budget totals \$713,903. Programs for the FY 23/24 year include:

- Mainstreet Administration (\$95,000)
- Public Art (\$8,000)
- Grants & Aid (\$67,500)
- Special Events (\$52,257)
- Road Materials and Supplies for Parking Lots 6 & 7 (\$61,449)
- Winter Wonder DeLand (\$30,000)
- Building and Equipment Maintenance (\$28,780)
- Annual Independent Audit Requirement (\$4,000)

Challenges/Opportunities

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. Staff has negotiated a new three-year agreement with MainStreet DeLand Association to take effect from 10/1/23 until 9/30/26. Estimated Downtown CRA fund balance at the end of FY 23/24 is estimated to be \$934,186 with \$742,330 allocated to the Voorhis Avenue Streetscape project and \$115,450 allocated to other miscellaneous projects, including Sunflower Park and Painter's Pond. The FY 22/23 budget has a surplus of \$46,642 and the proposed FY 23/24 budget has a surplus of \$29,764 which could be added to the Voorhis Avenue Streetscape project. DeLand Commons, a mixed-use project will likely be completed in the upcoming fiscal year. Approximately 173 residential units and 11,000 square feet of storefront space are part of this project that will transform the south end of downtown to align with one of the long-term goals of the CRA which is to add residential units to the downtown. Downtown Parking will also receive a boost as the old Fire Station 81 property will be razed and a 90-space surface parking lot will be constructed to help address parking concerns on the south end of downtown. Additionally, final design plans will be completed for the W. Voorhis Avenue Streetscape project. The CRA has tasked staff to find funding for the \$3 million streetscape before the project is authorized to go out to bid. DeLand is also preparing for the arrival of Sunrail to DeLand in the summer of 2024.

SPRING HILL COMMUNITY REDEVELOPMENT AGENCY

Revenue

This year, the preliminary taxable value in the Spring Hill area increased over base year by \$51,501,046, an increase of \$11,895,228 or 30.03% from the prior year. This increase will generate an additional \$64,160 in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current ad valorem taxes collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 23/24 is \$796,692. This is an increase of 8.76%.

Programs/Services

The proposed budget totals \$822,602 and includes funds to operate the new Dr. Joyce M. Cusack Community Resource Center (\$240,951). The budget also includes funds for exterior improvement grants (\$20,000), and debt service on the new Dr. Joyce M. Cusack Resource Center (\$36,386). The proposed budget increases fund balance by \$484,840, leaving an estimated fund balance of \$1,412,885 at the end of FY 23/24, of which \$1,229,150 needs to be allocated toward specific projects.

Challenges/Opportunities

Revenues are on track to cover the expenses of the CRA. The operation of the Dr. Joyce M. Cusack Resource Center remains the primary objective of the CRA. The Resource Center staff provides services to include: community health programs, job search assistance, human services assistance, a backpack giveaway, a Thanksgiving feeding, Toys for Tots during the holidays, tax services and administration of several CRA grant programs. Additionally, the CRA will be considering the redevelopment of the old Spring Hill Resource Center lot at 910 S. Adelle Avenue as one of the main capital projects for the coming year.

ACKNOWLEDGEMENTS

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

Very truly yours,

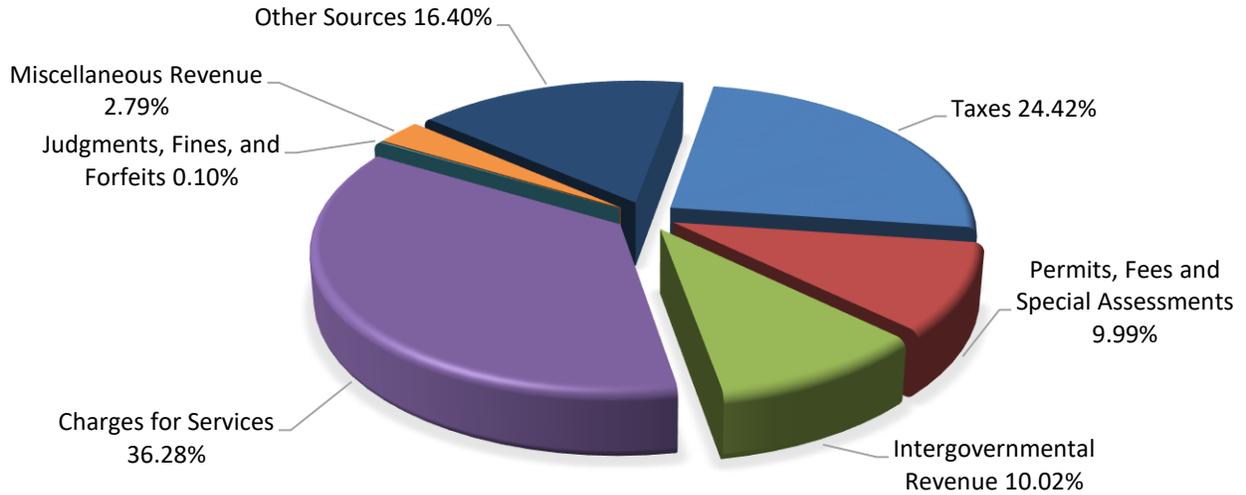
Michael Pleus, ICMA-CM
City Manager

CITY REVENUE SUMMARY

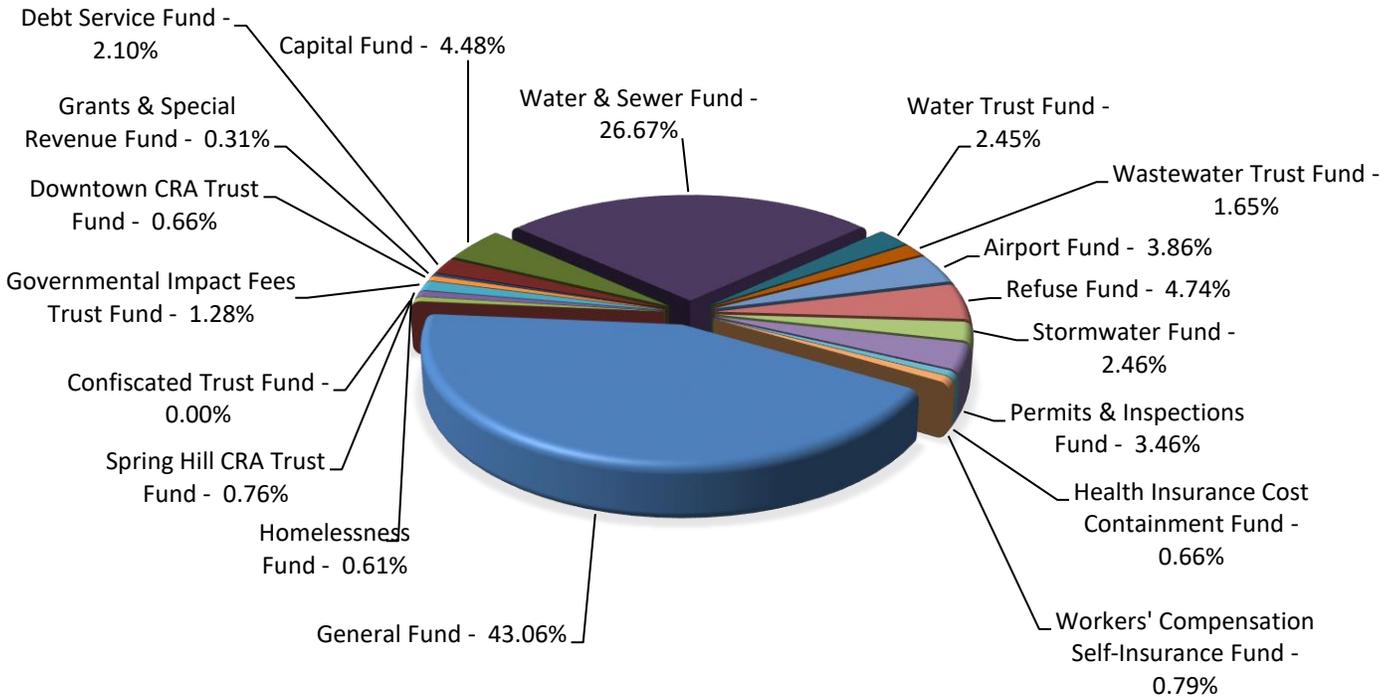
	2021-22	2022-23	2022-23	2023-24	% Change from 2022-23
REVENUE SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	
Taxes	\$22,349,597	\$ 23,822,585	\$ 23,822,585	\$ 26,582,356	11.58%
Permits, Fees and Special Assessments	13,425,952	10,121,271	10,121,271	10,872,424	7.42%
Intergovernmental Revenue	15,484,213	15,247,972	21,920,221	10,913,824	-28.42%
Charges for Services	37,247,953	35,548,845	35,573,952	39,498,722	11.11%
Judgments, Fines, and Forfeits	127,688	102,000	102,000	113,000	10.78%
Miscellaneous Revenue	1,663,149	2,730,834	4,284,855	3,035,323	11.15%
Other Sources	<u>8,133,086</u>	<u>65,722,153</u>	<u>113,298,602</u>	<u>17,855,676</u>	-72.83%
Total Revenues	\$98,431,638	\$ 153,295,660	\$209,123,486	\$108,871,325	-28.98%

	2021-22	2022-23	2022-23	2023-24	% Change from 2022-23
FUNDS SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	
General	\$41,533,111	\$ 41,031,866	\$ 48,539,814	\$ 46,893,055	14.28%
Confiscated Trust	6,719	3,000	3,000	3,000	0.00%
Homeless Shelter	213,362	621,308	649,308	659,766	6.19%
Spring Hill CRA	450,960	765,181	769,640	822,602	7.50%
GIFT	2,151,228	1,805,043	1,950,532	1,392,507	-22.85%
Downtown CRA	643,175	1,417,489	1,920,779	713,903	-49.64%
Grants & Special Rev	3,627,152	6,838,112	11,843,261	335,304	-95.10%
Debt Service	1,791,358	2,428,347	2,428,347	2,291,162	-5.65%
Capital	1,752,929	7,612,859	9,575,125	4,873,179	-35.99%
Water & Sewer	26,443,468	67,265,346	94,654,719	29,037,462	-56.83%
Water Trust Fund	0	1,600,000	7,652,444	2,670,850	66.93%
Wastewater Trust Fund	5,732,752	3,500,000	5,066,853	1,800,000	-48.57%
Airport	3,682,157	6,778,001	11,040,331	4,205,384	-37.96%
Refuse	4,276,995	4,153,088	4,153,088	5,160,000	24.24%
Stormwater	1,980,478	2,884,417	3,653,105	2,675,215	-7.25%
Permits & Inspections	2,701,609	3,169,557	3,801,094	3,761,595	18.68%
HICC	561,084	569,305	569,305	715,605	25.70%
Workers Comp	<u>883,101</u>	<u>852,741</u>	<u>852,741</u>	<u>860,736</u>	0.94%
Total Revenues	\$98,431,638	\$ 153,295,660	\$209,123,486	\$108,871,325	-28.98%

Fiscal Year 2024 City Summary Revenue Summary - By Source



Fiscal Year 2024 City Summary Revenue Summary - By Fund



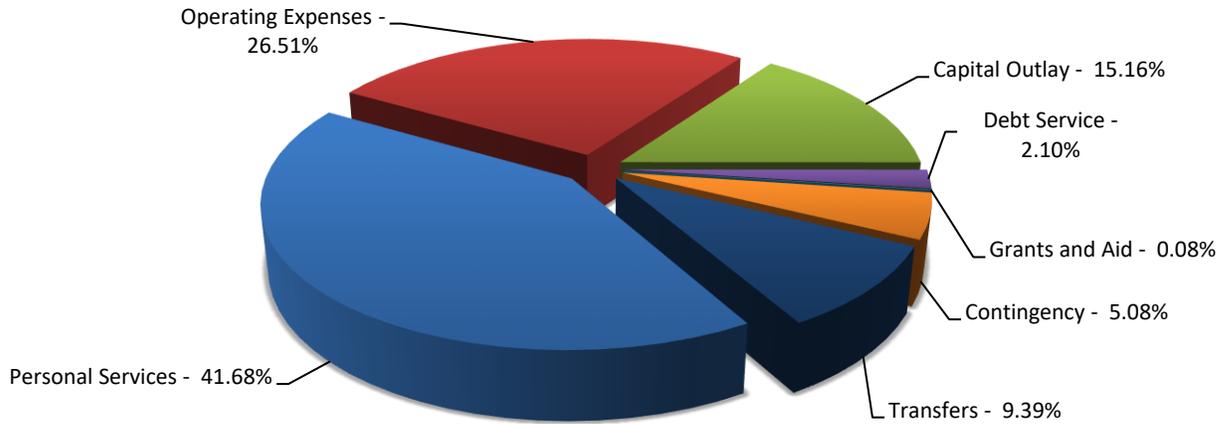
CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2021-22	2022-23	2022-23	2023-24	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2021-22
Personal Services	\$ 37,843,371	\$ 41,704,164	\$ 42,170,387	\$ 45,376,204	8.80%
Operating Expenses	23,234,935	29,090,710	32,575,622	28,863,751	-0.78%
Capital Outlay	22,360,918	65,705,790	114,503,058	16,507,909	-74.88%
Debt Service	1,794,567	2,428,347	2,428,347	2,291,162	-5.65%
Grants & Aid	5,000	87,500	182,500	87,500	0.00%
Contingency	0	4,688,023	3,026,579	5,526,827	17.89%
Transfers	8,090,634	9,591,126	14,236,993	10,217,972	6.54%
Total Budget	\$ 93,329,425	\$153,295,660	\$209,123,486	\$108,871,325	-28.98%

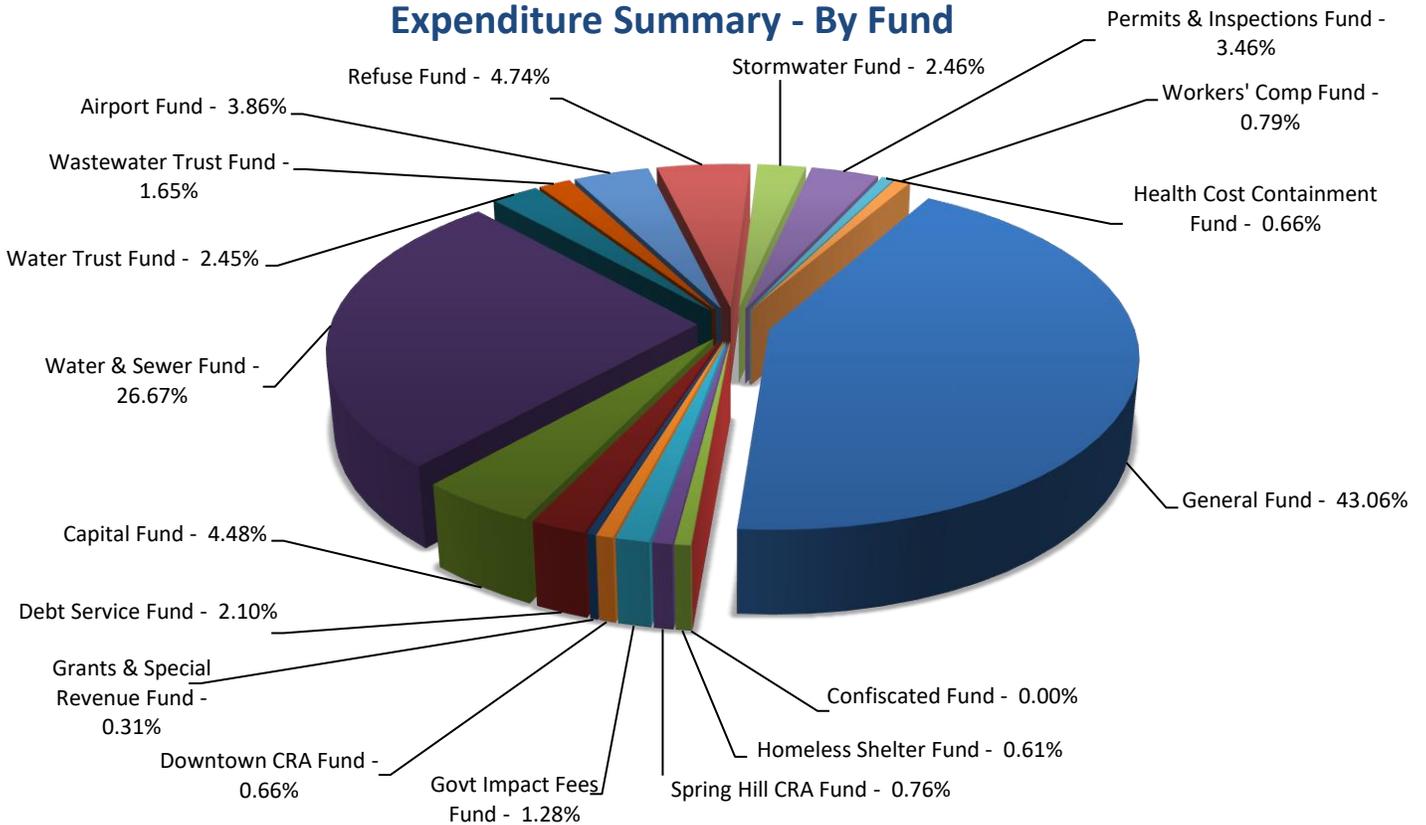
FUNDS SUMMARY	2021-22	2022-23	2022-23	2023-24	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
General	\$ 36,724,388	\$ 41,031,866	\$ 48,539,814	\$ 46,893,055	14.28%
Confiscated Trust	78,256	3,000	3,000	3,000	0.00%
Homeless Shelter	543,151	621,308	649,308	659,766	6.19%
Spring Hill CRA	318,980	765,181	769,640	822,602	7.50%
GIFT	1,531,184	1,805,043	1,950,532	1,392,507	-22.85%
Downtown CRA	554,625	1,417,489	1,920,779	713,903	-49.64%
Grants & Special Rev	4,125,478	6,838,112	11,843,261	335,304	-95.10%
Debt Service	1,791,356	2,428,347	2,428,347	2,291,162	-5.65%
Capital	2,138,782	7,612,859	9,575,125	4,873,179	-35.99%
Water & Sewer	25,181,390	67,265,346	94,654,719	29,037,462	-56.83%
Water Trust Fund	0	1,600,000	7,652,444	2,670,850	66.93%
Wastewater Trust Fund	6,247,277	3,500,000	5,066,853	1,800,000	-48.57%
Airport	2,607,208	6,778,001	11,040,331	4,205,384	-37.96%
Refuse	4,257,509	4,153,088	4,153,088	5,160,000	24.24%
Stormwater	2,651,950	2,884,417	3,653,105	2,675,215	-7.25%
Permits & Inspections	2,666,475	3,169,557	3,801,094	3,761,595	18.68%
HICC	514,597	569,305	569,305	715,605	25.70%
Workers Comp	1,396,819	852,741	852,741	860,736	0.94%
Total Budget	\$ 93,329,425	\$153,295,660	\$209,123,486	\$108,871,325	-28.98%

STAFFING	2019-20	2020-21	2021-22	2022-23	2023-24
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General	274.80	272.80	286.61	295.40	304.35
Spring Hill CRA	2.00	2.00	2.00	3.00	3.00
Water & Sewer	122.70	130.70	138.70	141.70	146.70
Airport	7.10	8.10	8.10	7.10	7.10
Stormwater	9.75	11.25	13.25	17.25	21.25
Permits & Inspections	19.80	20.52	20.90	24.05	23.50
	436.15	445.37	469.56	488.50	505.90

Fiscal Year 2024 City Summary Expenditure Summary - By Type



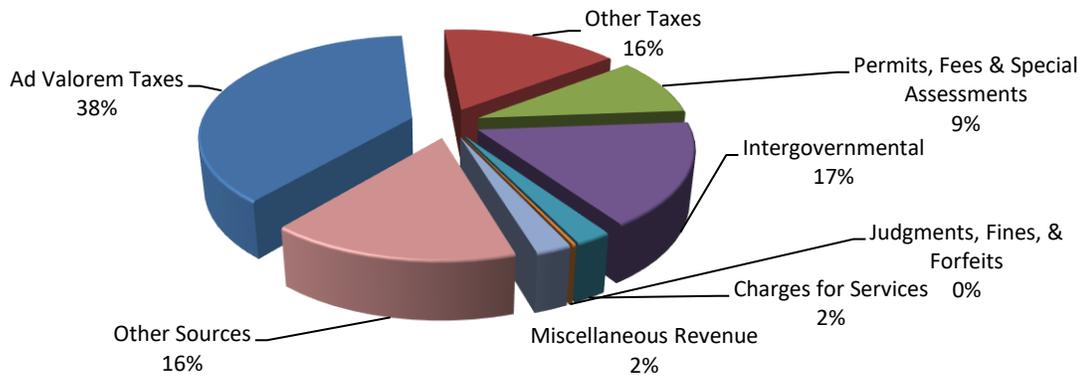
Fiscal Year 2024 City Summary Expenditure Summary - By Fund



GENERAL FUND

Revenue Summary

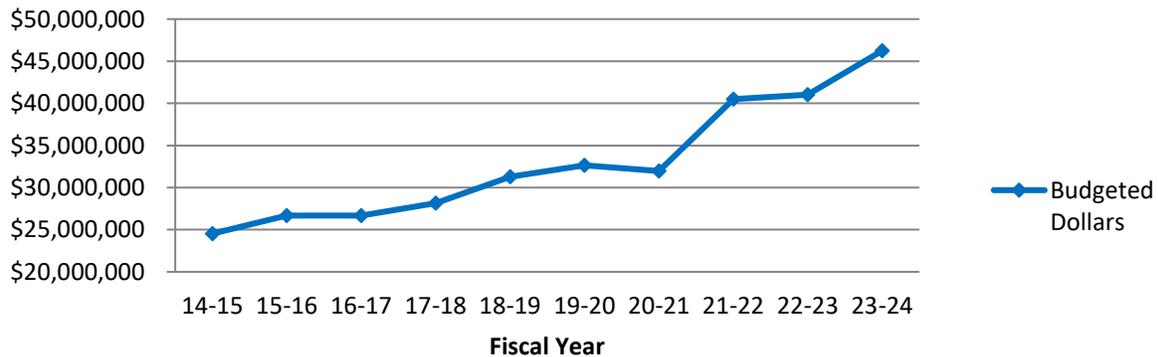
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$14,642,354	\$15,573,192	\$15,573,192	\$17,606,456	13.06%
Other Taxes	7,062,079	6,908,853	6,908,853	7,465,040	8.05%
Permits, Fees & Special Assessments	3,864,569	3,584,589	3,584,589	4,320,725	20.54%
Intergovernmental	10,966,867	7,311,902	8,411,902	7,826,205	7.03%
Charges for Services	1,804,208	859,810	884,810	1,081,397	25.77%
Judgments, Fines, & Forfeits	124,093	99,000	99,000	110,000	11.11%
Miscellaneous Revenue	336,733	724,671	745,513	1,069,214	47.54%
Other Sources	<u>2,732,208</u>	<u>5,969,849</u>	<u>12,331,955</u>	<u>7,414,018</u>	24.19%
Total General Fund Revenue	\$41,533,111	\$41,031,866	\$48,539,814	\$46,893,055	14.28%



Management Discussion

General Fund revenues have increased 14.28% or \$5,861,189 from revenues budgeted in the last fiscal year. June 1st pre-preliminary gross taxable value of property located within the city limits has increased 14.92% from the previous tax year. Based on the proposed millage rate of 6.4841, this translates into an increase in ad valorem taxes of 13.06% in FY 2023-2024.

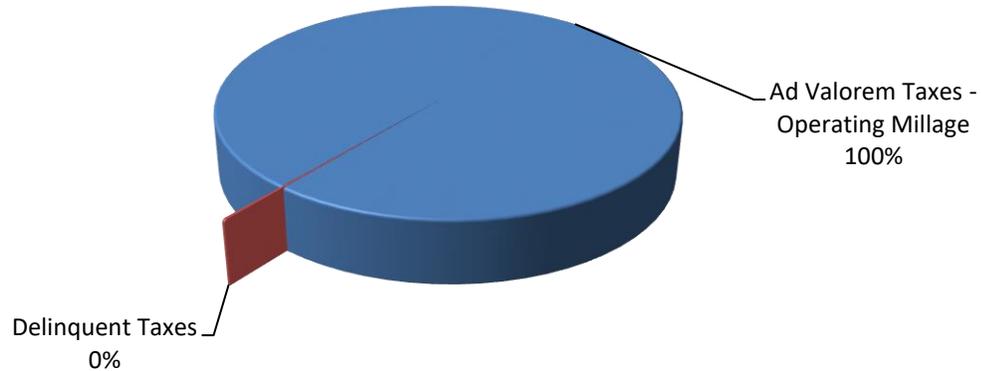
History of Revenues



GENERAL FUND

Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes - Operating Millage	\$14,423,879	\$15,543,131	\$15,543,131	\$17,576,395	13.08%
Delinquent Taxes	<u>218,475</u>	<u>30,061</u>	<u>30,061</u>	<u>30,061</u>	0.00%
Total Ad Valorem Tax Revenue	\$14,642,354	\$15,573,192	\$15,573,192	\$17,606,456	13.06%



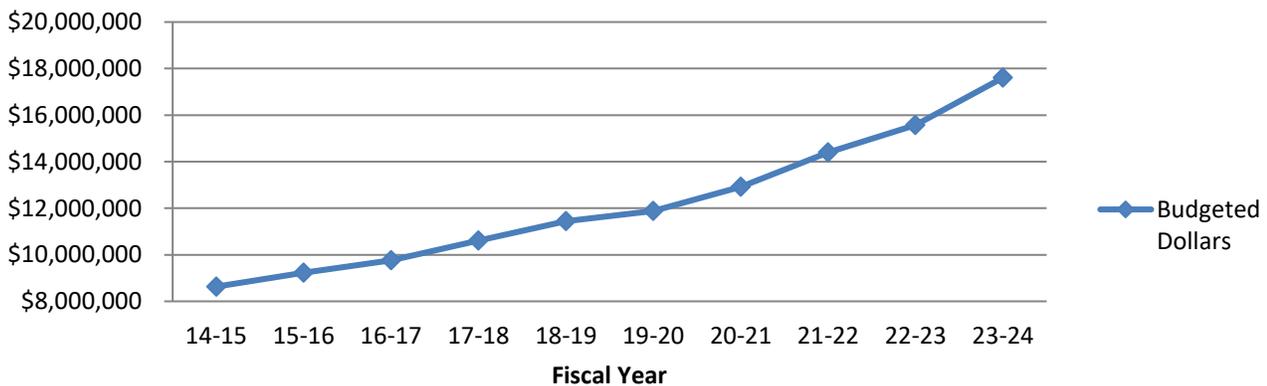
Management Discussion

The property appraiser has released \$3,051,586,797 as the June 1st pre-preliminary estimated taxable value of property located within the city limits. The pre-preliminary taxable value represents a total increase of \$396,082,441 or 14.92% increase from final taxable values of \$2,655,504,356 in the previous tax year. Included in the pre-preliminary total taxable value amount for the current year is \$144,917,670 for annexations and new construction.

Based on the taxable valuation described above, the proposed millage rate, which is 0.4470 mills more than the roll back rate of 6.0371, is 6.4841 mills. After dedication of 0.2000 mills to the Capital Fund, the remaining 6.2841 mills yields \$17,576,395 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

The proposed rate for Tax Year 2023 of 6.4841 mills is 0.1000 mills lower than last year's rate of 6.5841.

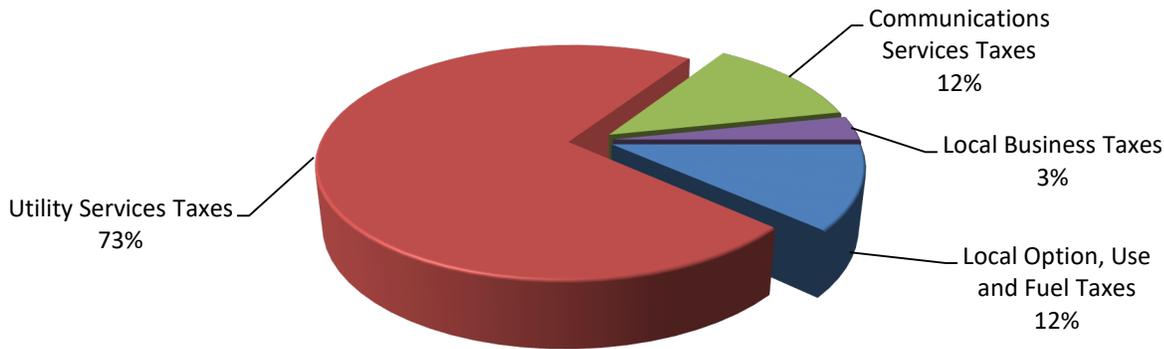
History of Revenues



GENERAL FUND

Other Taxes and Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Local Option, Use and Fuel Taxes	\$ 973,476	\$ 804,645	\$ 804,645	\$ 866,910	7.74%
Utility Services Taxes	4,953,023	4,925,926	4,925,926	5,414,664	9.92%
Communications Services Taxes	910,315	928,282	928,282	933,466	0.56%
Local Business Taxes	<u>225,265</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	0.00%
Total Other Tax Revenue	<u>\$ 7,062,079</u>	<u>\$ 6,908,853</u>	<u>\$ 6,908,853</u>	<u>\$ 7,465,040</u>	8.05%



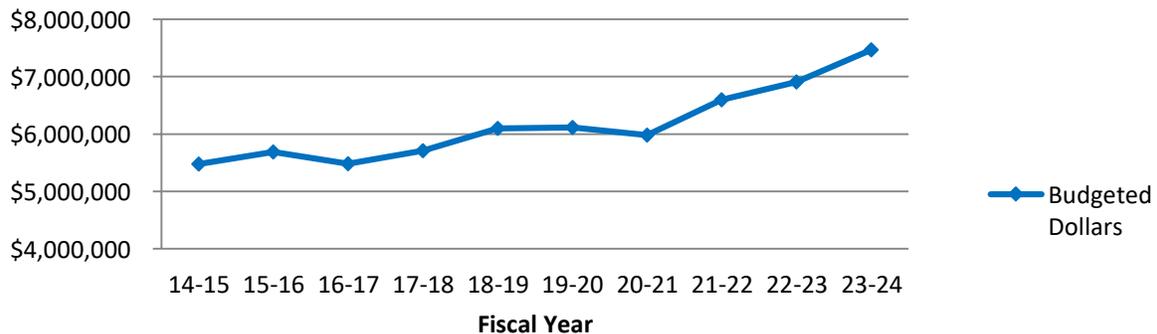
Management Discussion

Local Option, Use and Fuel taxes include anticipated revenue for Fire Insurance Premium Tax (\$200,423) and Casual Insurance Premium Tax (\$265,900), pending State approval. Anticipated Local Option Gas Tax is \$400,587.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$5,414,664, an increase of \$488,738.

Communications Services Taxes are projected to have a increase of \$5,184, and Local Business Taxes, which includes occupational licenses, are anticipated to remain the same.

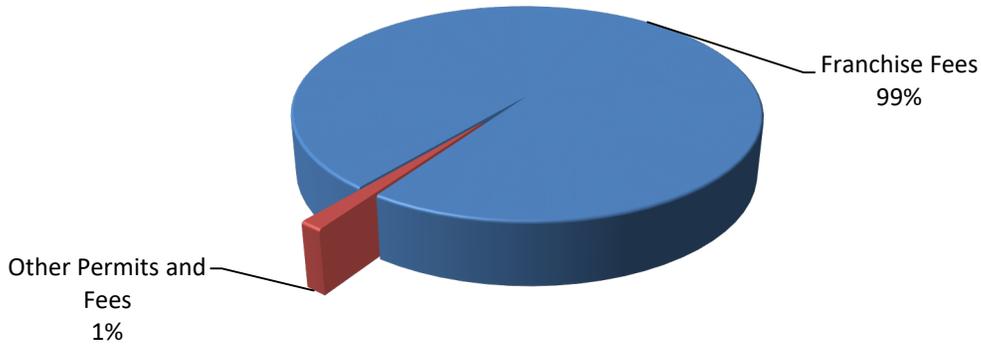
History of Revenues



GENERAL FUND

Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Franchise Fees	\$ 3,807,093	\$ 3,535,369	\$ 3,535,369	\$ 4,270,305	20.79%
Other Permits and Fees	<u>57,476</u>	<u>49,220</u>	<u>49,220</u>	<u>50,420</u>	2.44%
Total Permits, Fees & Special Assessments	\$ 3,864,569	\$ 3,584,589	\$ 3,584,589	\$ 4,320,725	20.54%

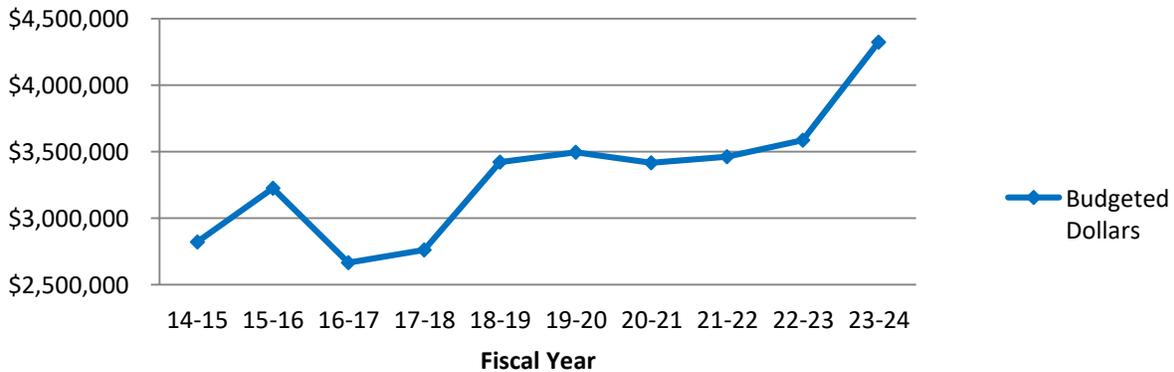


Management Discussion

Franchise tax revenues represent agreements with Duke Energy for electricity, Florida Public Utilities for gas and GFL Solid Waste Southeast LLC for solid waste and recycling collection and are forecast to be 20.79% more in the FY 2023-2024 budget.

Other Permits and Fees include \$30,000 for Fire Permit revenue, \$1,200 for FITS – Permit Fees, \$18,820 for lighting assessments and \$400 for other fees.

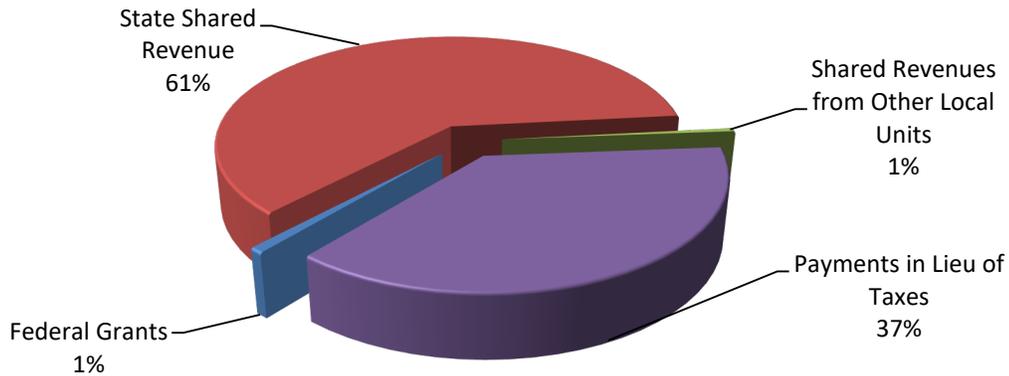
History of Revenues



GENERAL FUND

Intergovernmental Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Federal Grants	\$ 3,559,820	\$ 65,000	\$ 1,165,000	\$ 65,000	0.00%
State Shared Revenue	4,598,432	4,467,442	4,467,442	4,803,034	7.51%
Shared Revenues from Other Local Units	34,941	36,000	36,000	36,000	0.00%
Payments in Lieu of Taxes	<u>2,773,674</u>	<u>2,743,460</u>	<u>2,743,460</u>	<u>2,922,171</u>	6.51%
Total Intergovernmental Revenue	\$10,966,867	\$ 7,311,902	\$ 8,411,902	\$ 7,826,205	7.03%

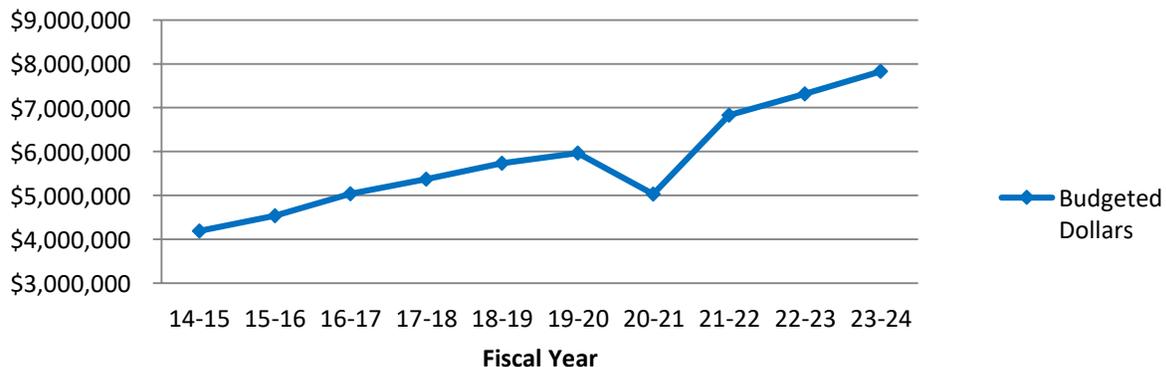


Management Discussion

State shared revenue in FY 2023-2024 is anticipated to increase by approximately \$335,592 primarily as a result of an increase in projected sales tax revenue and state revenue sharing.

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue totaling \$2,837,846 for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of the PILOT, or \$283,785, is budgeted to be transferred to the Capital Projects Fund for Public Safety capital.

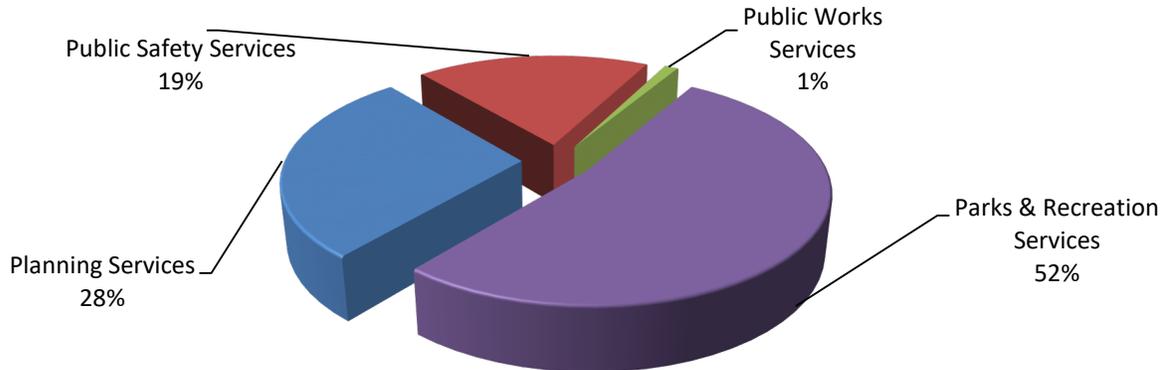
History of Revenues



GENERAL FUND

Charges for Services Revenue Summary

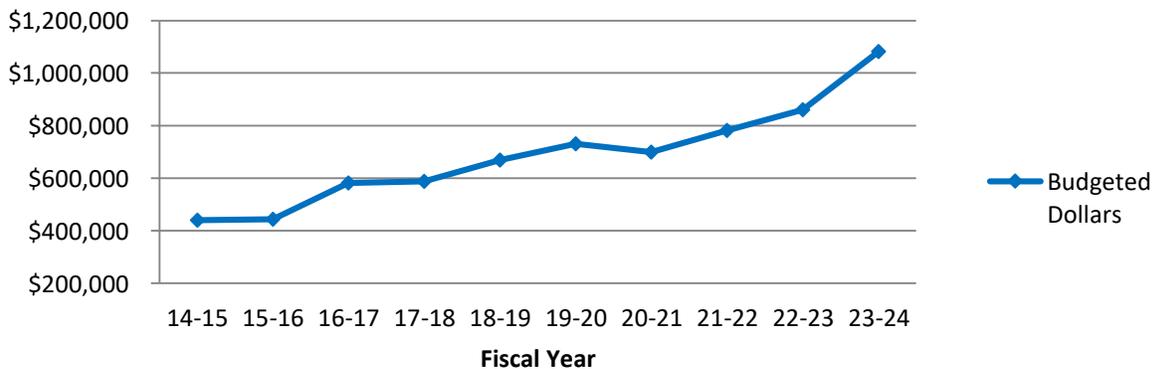
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Planning Services	\$ 388,411	\$ 300,500	\$ 300,500	\$ 300,500	0.00%
Public Safety Services	201,684	184,110	184,110	201,897	9.66%
Public Works Services	874,610	10,000	10,000	11,500	15.00%
Parks & Recreation Services	<u>339,503</u>	<u>365,200</u>	<u>390,200</u>	<u>567,500</u>	55.39%
Total Charges for Services Revenue	\$ 1,804,208	\$ 859,810	\$ 884,810	\$ 1,081,397	25.77%



Management Discussion

Planning Services is anticipated to maintain its current budgeted amount. Public Safety Services is anticipated to have an increase of \$17,787. Public Works Services is anticipated to have an increase of \$1,500. Parks & Recreation Services is projected to increase by \$202,300 mainly due to the addition of a music festival (\$150,000).

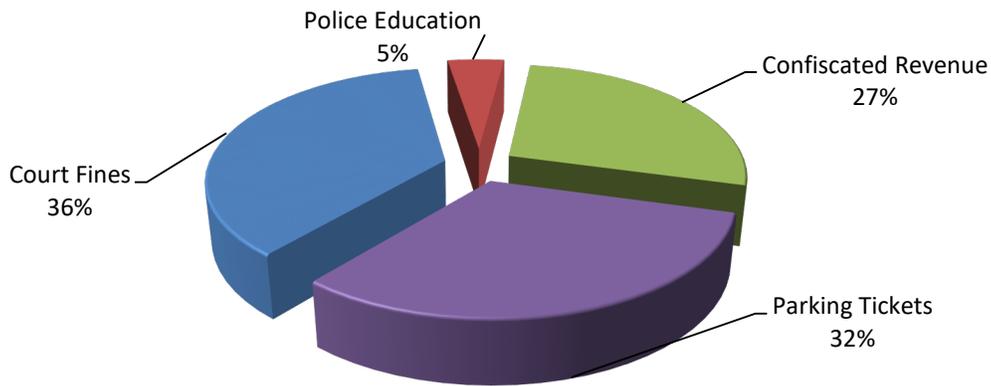
History of Revenues



GENERAL FUND

Judgments, Fines, and Forfeits Revenue Summary

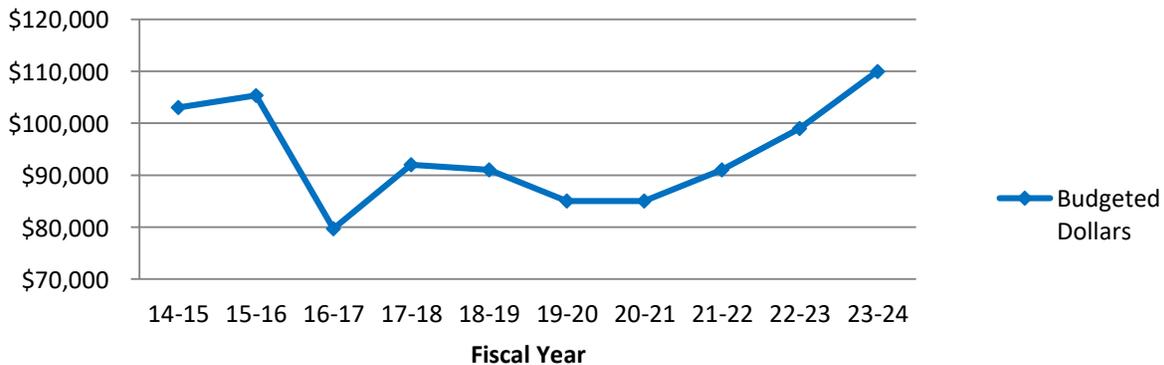
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Court Fines	\$ 49,506	\$ 35,000	\$ 35,000	\$ 40,000	14.29%
Police Education	5,448	4,000	4,000	5,000	25.00%
Confiscated Revenue	35,111	25,000	25,000	30,000	20.00%
Parking Tickets	34,028	35,000	35,000	35,000	0.00%
Total Judgments, Fines, and Forfeits	\$ 124,093	\$ 99,000	\$ 99,000	\$ 110,000	11.11%



Management Discussion

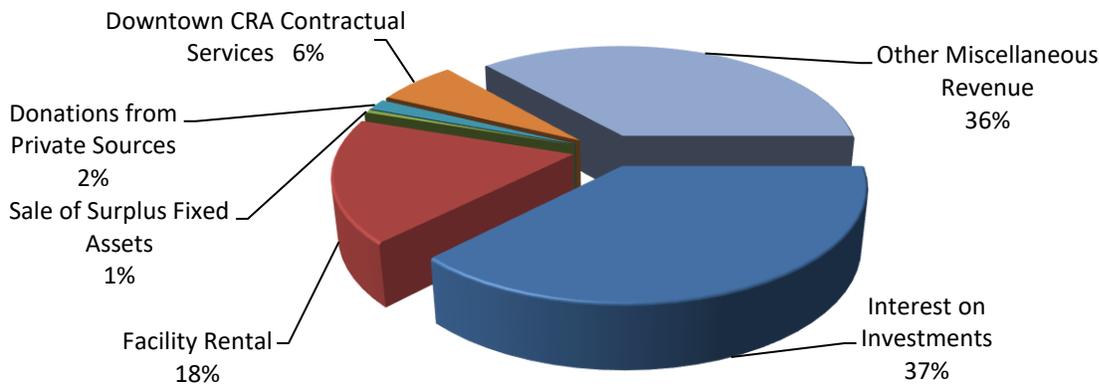
Revenues for fines and forfeitures are projected based on historical collections. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel in order to improve quality of service through enhanced training.

History of Revenues



GENERAL FUND Miscellaneous Revenue Summary

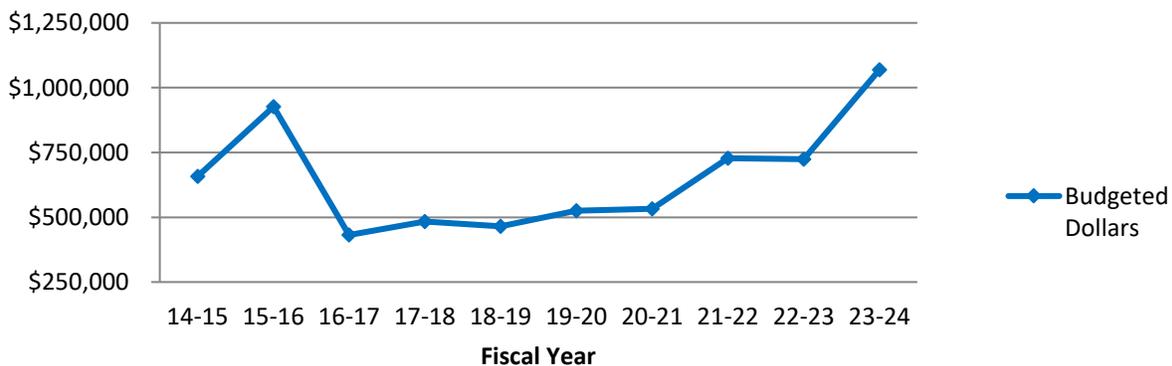
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Interest on Investments	\$ (793,873)	\$ 60,000	\$ 60,000	\$ 400,000	566.67%
Facility Rental	246,292	190,000	190,000	190,000	0.00%
Sale of Surplus Fixed Assets	53,983	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	50,360	0	16,842	0	N/A
Donations from Private Sources	8,973	17,000	21,000	17,000	0.00%
Downtown CRA Contractual Services	76,266	68,287	68,287	68,287	0.00%
Other Miscellaneous Revenue	<u>694,732</u>	<u>384,384</u>	<u>384,384</u>	<u>388,927</u>	1.18%
Total Miscellaneous Revenue	\$ 336,733	\$ 724,671	\$ 745,513	\$ 1,069,214	47.54%



Management Discussion

Miscellaneous revenues include interest earned on investments, facility rentals, sale of land and equipment, insurance proceeds, private donations, and any other miscellaneous revenues. The Downtown CRA reimburses the General Fund for contractual maintenance and special events personnel support. The Donation from Private Sources includes donations for the 4th of July fireworks (\$17,000). Other Miscellaneous Revenue includes contracts with FDOT for highway lighting (\$67,322) and traffic signal maintenance (\$97,419).

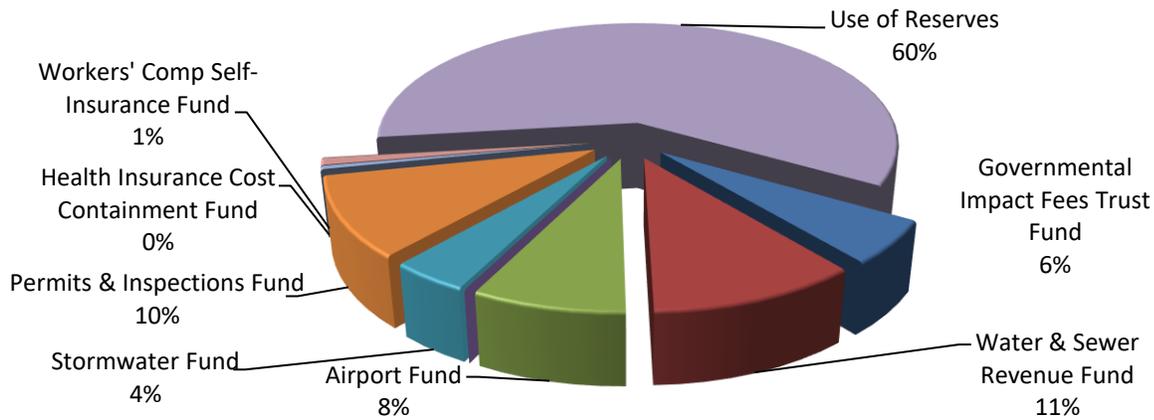
History of Revenues



GENERAL FUND

Other Sources Revenue Summary

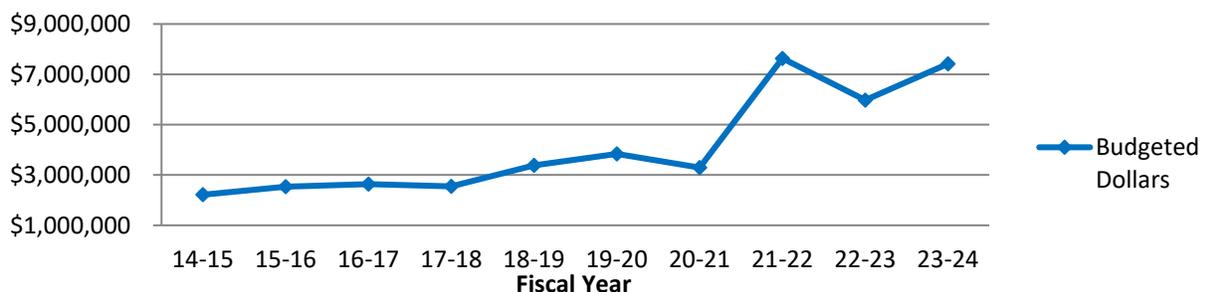
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Governmental Impact Fees Trust Fund	\$ 411,000	\$ 411,000	\$ 411,000	\$ 411,000	0.00%
Water & Sewer Revenue Fund	1,035,377	700,238	701,527	798,699	14.06%
Airport Fund	326,810	560,107	560,322	582,472	3.99%
Spring Hill CRA Fund	135	0	0	0	N/A
Stormwater Fund	249,588	280,057	280,164	299,655	7.00%
Permits & Inspections Fund	613,093	583,455	629,161	758,993	30.09%
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%
Debt Proceeds	0	686,450	686,450	0	-100.00%
Use of Reserves	0	2,652,337	8,967,126	4,466,994	68.42%
Total Other Sources Revenue	\$ 2,732,208	\$ 5,969,849	\$12,331,955	\$ 7,414,018	24.19%



Management Discussion

Other Sources are those revenues received from enterprise fund contributions for general government services, inter-fund transfers and anticipated funds carried over from the prior year in excess of the required operating reserve. The Use of Reserves represents \$4,466,994 from General Fund reserves to provide funding for purchases including capital (\$3,935,494), Homeless Shelter (\$500,000), code enforcement filings (\$1,500), environmental consultants (\$20,000) and lot maintenance (\$10,000).

History of Revenues



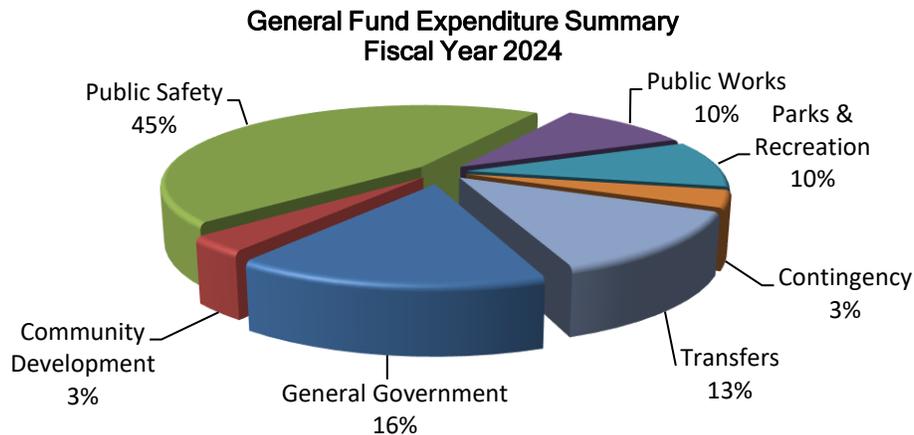
GENERAL FUND

Expenditure Summary

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 25,185,559	\$ 27,652,595	\$ 28,100,808	\$30,038,415	8.63%
Operating Expenses	7,506,715	8,252,851	10,410,856	9,227,315	11.81%
Grants & Aid	5,000	0	95,000	0	N/A
Contingency	0	832,500	445,277	1,647,446	97.89%
Transfers	<u>4,027,114</u>	<u>4,293,920</u>	<u>9,487,873</u>	<u>5,979,879</u>	39.26%
Total Budget	\$ 36,724,388	\$ 41,031,866	\$ 48,539,814	\$46,893,055	14.28%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
General Government	\$ 6,511,161	\$ 6,608,050	\$ 8,438,988	\$ 7,369,047	11.52%
Community Development	1,053,792	1,357,845	1,523,678	1,545,097	13.79%
Public Safety	17,982,950	19,641,092	20,203,097	21,162,002	7.74%
Public Works	3,517,395	4,299,022	4,293,384	4,672,510	8.69%
Parks & Recreation	3,631,976	3,999,437	4,147,517	4,517,074	12.94%
Contingency	0	832,500	445,277	1,647,446	97.89%
Transfers	<u>4,027,114</u>	<u>4,293,920</u>	<u>9,487,873</u>	<u>5,979,879</u>	39.26%
Total Budget	\$ 36,724,388	\$ 41,031,866	\$ 48,539,814	\$46,893,055	14.28%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
General Government	37.36	36.46	38.46	38.73	38.73
Community Development	10.45	10.40	10.95	10.95	12.50
Public Safety	145.70	145.40	153.03	156.55	159.95
Public Works	41.45	40.95	42.95	44.95	46.95
Parks & Recreation	<u>39.84</u>	<u>39.59</u>	<u>41.22</u>	<u>44.22</u>	<u>46.22</u>
Total Staffing	274.80	272.80	286.61	295.40	304.35



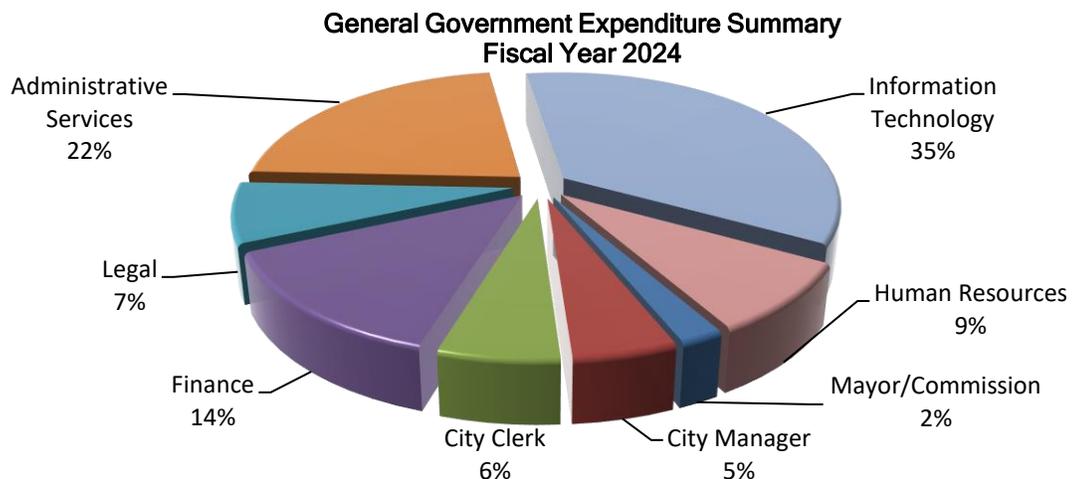
GENERAL FUND

General Government Expenditure Summary

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$3,406,422	\$3,588,039	\$3,790,817	\$3,806,608	6.09%
Operating Expenses	<u>3,104,739</u>	<u>3,020,011</u>	<u>4,648,171</u>	<u>3,562,439</u>	17.96%
Total Budget	\$6,511,161	\$6,608,050	\$8,438,988	\$7,369,047	11.52%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Mayor/Commission	\$ 104,499	\$ 151,312	\$ 162,119	\$ 155,074	2.49%
City Manager	340,969	362,830	362,830	379,586	4.62%
City Clerk	395,690	393,846	411,346	437,538	11.09%
Finance	934,623	1,056,788	1,058,936	1,012,642	-4.18%
Legal	449,976	509,452	509,452	539,532	5.90%
Administrative Services	1,450,746	1,508,041	3,095,986	1,610,363	6.79%
Information Technology	2,285,121	2,029,261	2,241,799	2,594,602	27.86%
Human Resources	<u>549,537</u>	<u>596,520</u>	<u>596,520</u>	<u>639,710</u>	7.24%
Total Budget	\$6,511,161	\$6,608,050	\$8,438,988	\$7,369,047	11.52%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Mayor	5.00	5.00	5.00	5.00	5.00
City Manager	2.00	2.00	2.00	2.00	2.00
City Clerk	3.25	3.25	4.25	4.00	4.00
Finance	8.73	8.73	8.73	8.73	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	5.65	4.75	4.75	5.00	5.00
Information Technology	6.73	6.73	7.73	8.00	8.00
Human Resources	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	37.36	36.46	38.46	38.73	38.73





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	2021-22	2022-23	2022-23	2023-24	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Personal Services	\$ 70,296	\$ 70,124	\$ 70,124	\$ 70,052	-0.10%
Operating Expenses	<u>34,203</u>	<u>81,188</u>	<u>91,995</u>	<u>85,022</u>	4.72%
Total Budget	\$ 104,499	\$ 151,312	\$ 162,119	\$ 155,074	2.49%
STAFFING	2019-20	2020-21	2021-22	2022-23	2023-24
	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

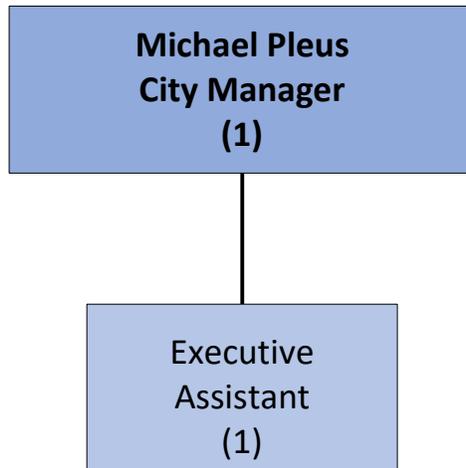
- ✓ Total expenses increased by 2.49%.
- ✓ Operating expenses increased by 4.72% mainly due to the Chamber of Commerce – Legacy Membership (\$5,000).
- ✓ Includes funding for travel and training (\$30,460):
 - National League of Cities annual conference (2)
 - Legislative Action Days (3)
 - Florida League of Cities annual conference (4)
 - Congressional Black Caucus Foundation
 - Young Elected Officials Network
 - Florida Black Caucus of Local Elected Officials

- Delta Sigma Theta
- Florida League of Mayors
- National League of Cities Woman in Municipal Government (WIMG)
- IEMO (3)
- Legislative Conference (3)
- NAACP Annual Freedom Fund Banquet
- ✓ Includes funding for memberships (\$17,582)
 - Chamber of Commerce – Legacy Membership
 - Florida Black Caucus of Local Elected Officials
 - Florida Tax Watch
 - Florida League of Cities
 - Florida League of Mayors
 - River to Sea TPO
 - Volusia League of Cities
 - National League of Cities Women in Government (WIMG)
 - VCARD Annual Membership



CITY MANAGER

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of citizens surveyed who are satisfied with City services	High Value Government	71%	*N/A <i>Survey conducted every other year</i>	90%
% of City Commission who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	High Value Government	95%	100%	100%
% of citizen inquiries received at the City Manager's office responded to within five business days from receipt	Communication & High Value Government	100%	100%	100%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Initiated a process for the long-term strategic plan update
- ✓ Completed the annual strategic plan workshop
- ✓ Participated in the Florida League of Cities Race to Zero Cohort
- ✓ Revised Employee Evaluations
- ✓ Instituted new recruitment and retention programs
- ✓ Completed Melching Field improvements
- ✓ Awarded Volusia Forever Funding for Lake Moore Park Property
- ✓ Facilitated the fruition of a downtown residential project

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

Organizational Efficiency

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

Long-Term Goals

- ✓ Implementation of Strategic Plan update.
 - Target Completion: FY 2023-2024 – Update
 - Strategic Focus Area: High Value Government

- ✓ Complete 2050 Vision Plan with Strategies to address Growth Related Impacts
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government, Institute Smart Growth Principles.

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 329,111	\$ 342,666	\$ 342,666	\$ 359,022	4.77%
Operating Expenses	<u>11,858</u>	<u>20,164</u>	<u>20,164</u>	<u>20,564</u>	1.98%
Total Budget	\$ 340,969	\$ 362,830	\$ 362,830	\$ 379,586	4.62%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
City Manager	Appt	1.00	1.00	1.00	1.00	1.00
Executive Assistant	112	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.00	2.00	2.00	2.00	2.00

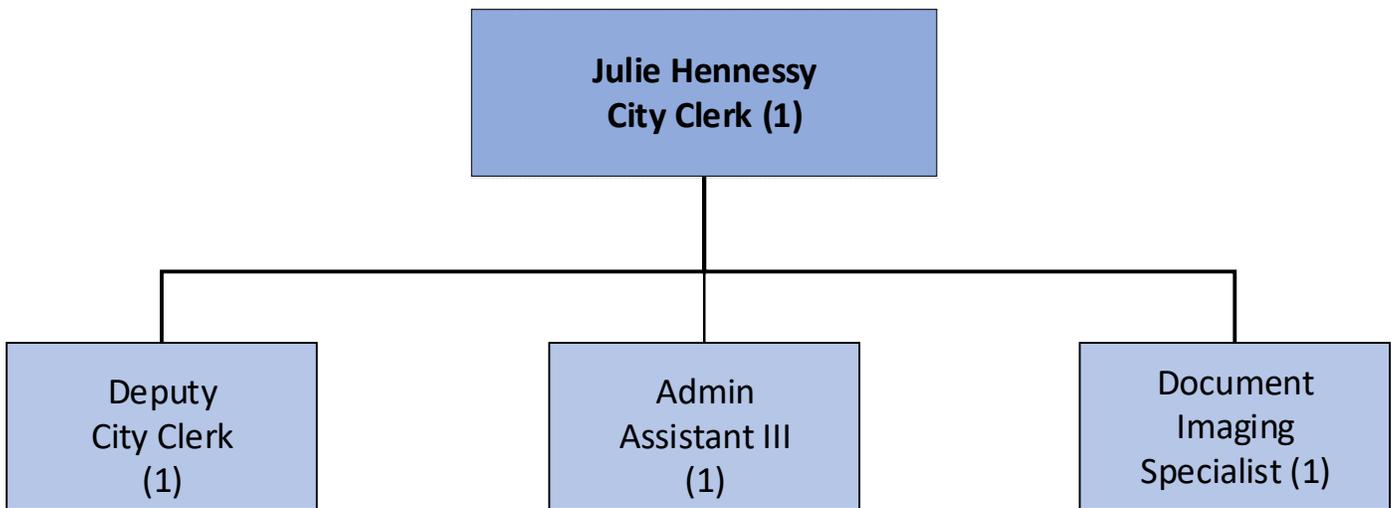
Management Discussion

- ✓ Total expenses increased by 4.62%.
- ✓ Personal Services increased by 4.77% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 1.98% mainly due to an increase in Operating Supplies (\$200) and an increase in travel (\$300).
- ✓ Includes funding for:
 - ICMA Southeast Conference (\$3,750)
 - ICMA Conference – Austin, TX (\$3,395)
 - Performance Management Measures (\$1,516)
 - ICMA Membership (\$1,400)
 - Leadership West Volusia (\$1,073)



CITY CLERK

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	61%	70%	75%
% of agendas completed 4 days before Commission Meeting	High Value Government	<i>Not reported</i>	99%	95%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	<i>Not reported</i>	100%	95%
% of short minutes posted within 4 days after meeting	High Value Government	<i>Not reported</i>	90%	90%
% of public records requests responded to within 72 hours	High Value Government	<i>Not reported</i>	50%	50%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	<i>Not reported</i>	100%	100%
Perform 7 audits annually	High Value Government	<i>Not reported</i>	7	7

Fiscal Year 2022 - 2023 Accomplishments

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

Action Plan

Internal Auditing		Strategic Plan Area(s)
Goals & Objectives		
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"> Complete annual internal audits within a time and in a manner designed to effectively and cooperatively coordinate with outside auditors. 	High Value Government

Records Management and Retention		Strategic Plan Area(s)
Goals & Objectives		
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"> Monitor and provide support to responses by individual departments and the public for records requests. 	High Value Government

Records Management and Retention

Goals & Objectives		Strategic Plan Area(s)
2	To provide training and support to City staff with regard to Florida Public Records Retention Schedule. <ul style="list-style-type: none"> Annually provide one in-house training seminar/or written materials for City administrative employees with regard to Florida Public Records Retention Law. 	High Value Government
3	To enhance records management program by maintaining an in-house destruction program. <ul style="list-style-type: none"> Annually report the amount of records destroyed. 	
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"> Maintain the City website with updated agenda materials. Ensure delivery of agenda four days before Commission meeting. 	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"> Submit ordinances semi-annually, or as necessary, to Municipal Code Corporation to maintain an updated Code of Ordinances. 	High Value Government

Long-Term Goals

- ✓ Obtain Volunteer Board Management software.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 324,283	\$ 335,692	\$ 353,192	\$ 356,949	6.33%
Operating Expenses	<u>71,407</u>	<u>58,154</u>	<u>58,154</u>	<u>80,589</u>	38.58%
Total Budget	\$ 395,690	\$ 393,846	\$ 411,346	\$ 437,538	11.09%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.00	0.00	0.25	0.00	0.00
Deputy City Clerk	109	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	109	0.25	0.25	0.00	0.00	0.00
Administrative Assistant III	105	0.00	0.00	1.00	1.00	1.00
Docum. Imag. & Records Spclist	105	0.00	0.00	0.00	1.00	1.00
Document Imaging Specialist	104	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.25	3.25	4.25	4.00	4.00

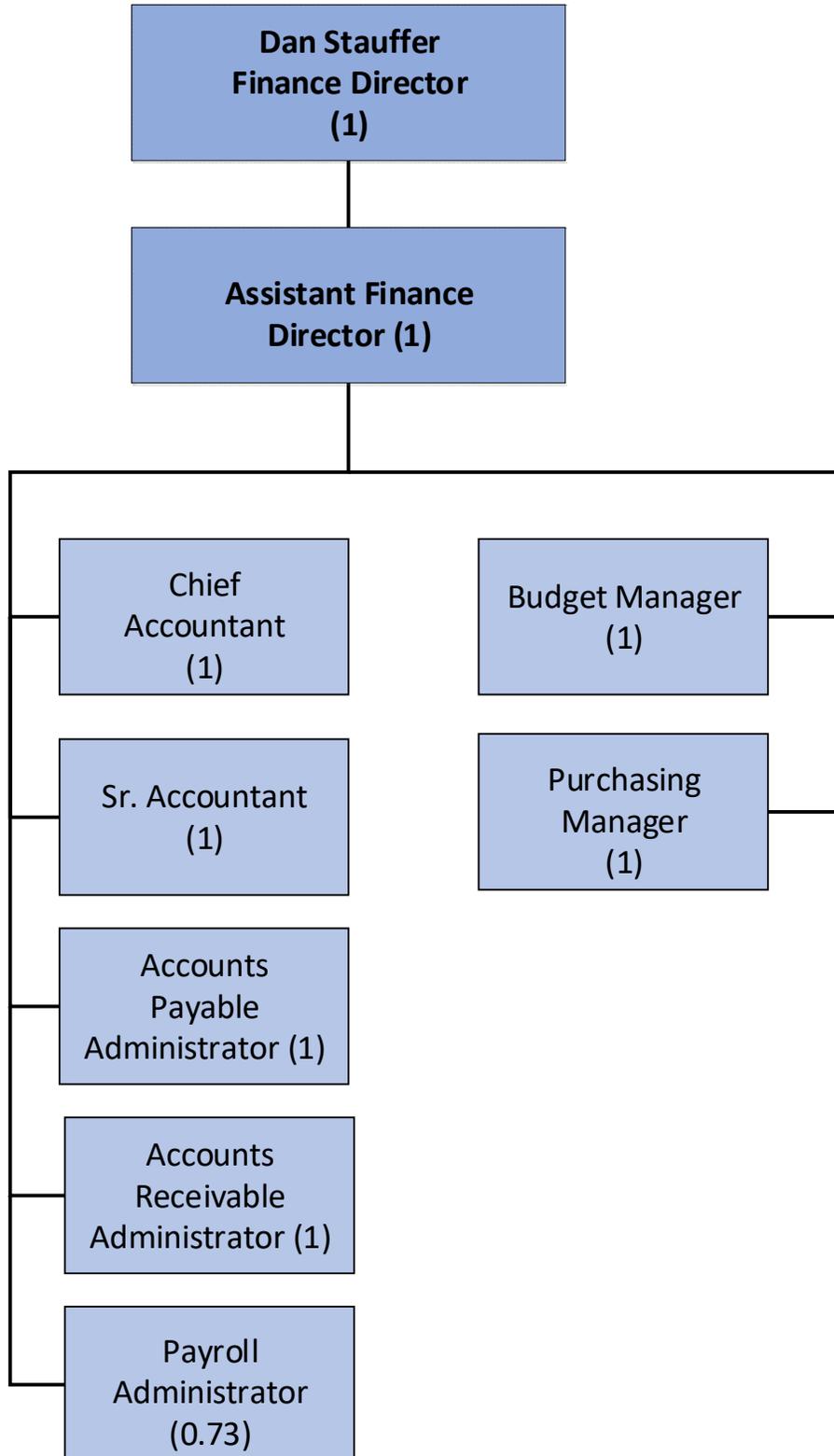
Management Discussion

- ✓ Total expenses increased by 11.09%.
- ✓ Personal Services increased 6.33% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased 38.58% mainly due to increases in Recording (\$7,000) and Municipal Code Corp. Updates (\$8,000).
- ✓ Includes funding for:
 - Recording (\$20,000)
 - Elections (\$1,500)
 - Destruction (\$4,000)
 - Municipal code updates (\$25,000 – Includes regular update plus Charter amendments)
 - Advertising (\$12,000)



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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	94.41%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	11.81%	14%	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	17.42%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	2.08	5.64	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	38.25%	25%	25%
Water & Sewer Revenue Bond Debt Service Coverage Ratio	High Value Government	No Water/Sewer Bonds	No Water/Sewer Bonds	No Water/Sewer Bonds
% of internal customers satisfied with Finance services	High Value Government	80%	95%	100%

Fiscal Year 2022 – 2023 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 or more of operating needs.
- ✓ Continued to maintain undesignated reserves in the Water and Sewer Fund equal to three months or more of operating needs.

Action Plan

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

Long-Term Goals

- ✓ Continue to provide transparency with financial information.
 - Target Completion: Annually
 - Strategic Focus Area: High Value Government and Communication

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

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 836,856	\$ 868,553	\$ 870,701	\$ 918,877	5.79%
Operating Expenses	<u>97,767</u>	<u>188,235</u>	<u>188,235</u>	<u>93,765</u>	-50.19%
Total Budget	\$ 934,623	\$1,056,788	\$1,058,936	\$1,012,642	-4.18%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 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	0.00	0.00	0.00	0.00	0.00
Budget Manager	116	1.00	1.00	1.00	1.00	1.00
Chief Accountant	115	1.00	1.00	1.00	1.00	1.00
Sr Accountant	112	1.00	1.00	1.00	1.00	1.00
Purchasing Manager	112	0.00	0.00	0.00	0.00	1.00
Purchasing Coordinator	111	1.00	1.00	1.00	1.00	0.00
Accounts Payable Admin.	108	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	8.00	8.00	8.00	8.00
Chief Accountant/Payroll Mgr.	115	0.73	0.00	0.00	0.00	0.00
Payroll Administrator	108	<u>0.00</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.73	0.73	0.73	0.73	0.73
Total Staffing		8.73	8.73	8.73	8.73	8.73

Promoted [1.0] Purchasing Coordinator to [1.0] Purchasing Manager.

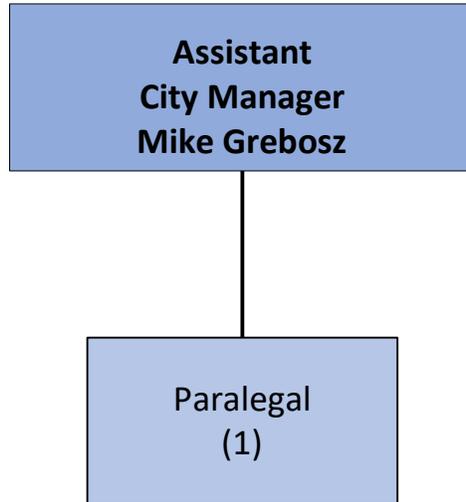
Management Discussion

- ✓ Total expenses decreased by 4.18%.
- ✓ Personal Services increased 5.79% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses decreased by 50.19% mainly due to debt issuance costs (\$92,700) in FY 2022-2023.
- ✓ Includes funding for:
 - Audit (\$19,350)
 - Banking services (\$15,000)



LEGAL

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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
Cost of legal services per capita of city staff	High Value Government	\$1,003	\$1,010	\$1,020
% of internal customers satisfied with legal services	High Value Government	96%	99%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	345	355	365

Fiscal Year 2022 - 2023 Accomplishments

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

Action Plan

Budget Management

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

Task Management

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

Operations Management

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

Long-Term Goals

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

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 81,120	\$ 85,897	\$ 85,897	\$ 90,582	5.45%
Operating Expenses	<u>368,856</u>	<u>423,555</u>	<u>423,555</u>	<u>448,950</u>	6.00%
Total Budget	\$ 449,976	\$ 509,452	\$ 509,452	\$ 539,532	5.90%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Legal Assistant/Paralegal	110	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

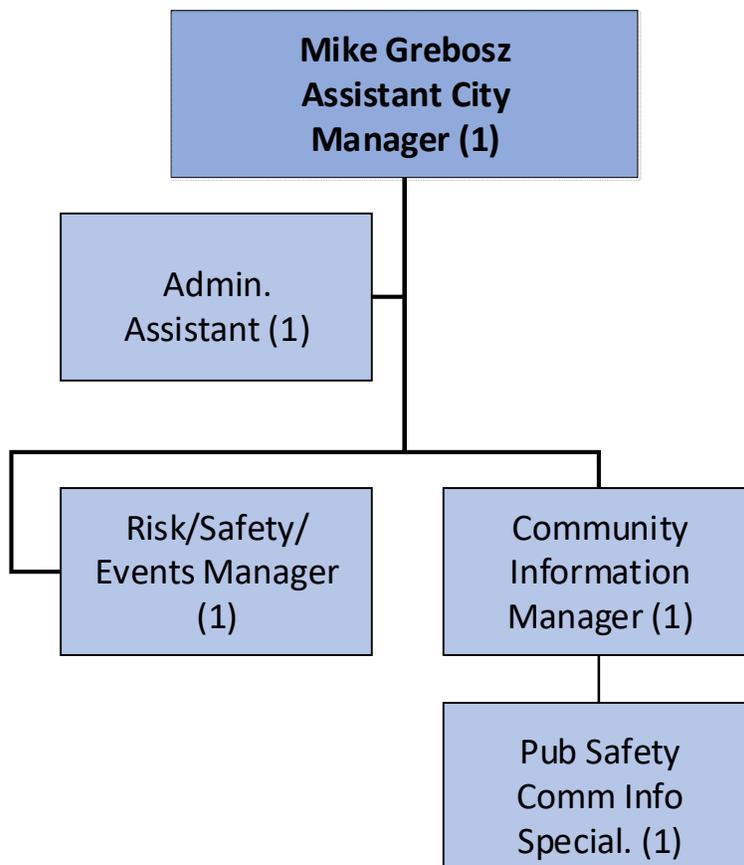
Management Discussion

- ✓ Total expenses increased by 5.90%.
- ✓ Personal Services increased 5.45% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 6.00% mainly due to an increase in City Attorney (\$25,000).
- ✓ Includes funding for:
 - City attorney (\$270,000)
 - Labor attorney (\$160,000)



ADMINISTRATIVE SERVICES

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% rate of earned media	Communication	100%	97%	100%
% of citizens satisfied with level of communication about local government	Communication	64%	*N/A <i>Survey conducted every other year</i>	75%
% of employees satisfied with level of communication within local government	Communication	72%	90%	90%
# of event applications processed (non-re-occurring)	High Value Government	49	55	60
% of special event permits issued within 4 days of event	High Value Government	99%	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	97%	100%	100%
% of internal customers satisfied with contracted services	High Value Government	87%	90%	90%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Provided staff support to Art, Culture and Entertainment District (ACED), which helps fund and provide input on public art
- ✓ Hired a new Public Safety Community Information Specialist
- ✓ Launched electronic lease workflow software
- ✓ Relaunched the Employee Development and Mentoring Program
- ✓ Relaunched the DeLand School of Government Program
- ✓ Obtained state appropriations for WWTP and The Bridge
- ✓ RFP for P&C insurance
- ✓ Assisted City Manager with the strategic plan re-write process

Action Plan

Special Event Administration

Goals & Objectives		Strategic Plan Area(s)
1	To effectively coordinate all special event applications to ensure consistency with the City's special event policy. <ul style="list-style-type: none"> • Maintain a list of special event fee waivers to be included in the annual budget process. • Issue special event permits within 4 days of event date. • Review and update the special event policy as needed. 	Sense of Community & High Value Government

Performance & Lease Management		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain City wide performance metrics system to ensure efficiency and effectiveness organization wide. <ul style="list-style-type: none"> Collect and analyze data on a quarterly basis. 	High Value Government
2	Oversee lease management process to ensure no leases are in arrears. <ul style="list-style-type: none"> 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. Review rent payments monthly to ensure that 100% of tenants are no more than 60 days in arrears. Ensure that supervisory/management action is taken for the lease issues not resolved by 90 days. 	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"> Provide effective communication through diverse media types to maximize the opportunities to keep citizens and employees informed and engaged. Develop weekly social media posts to keep citizens informed about current events, activities and programs. Increase the number of social media interactions from prior year by September 30th. Develop and disseminate an electronic citizen and employee newsletter quarterly. By September 30th, conduct a survey to determine employee satisfaction with internal services. Connect with the media about important issues pertaining to the city. Maintain an updated Crisis Communications Plan. 	Communications
2	Develop and ensure programs emphasizing personal interaction with employees and citizens. <ul style="list-style-type: none"> Complete School of Government Program by the end of the 3rd quarter. Complete Employee Development and Mentoring Program by the end of the 2nd quarter. Complete Citizen Academy Program by end of Fiscal Year. Complete Youth Council Program by end of Fiscal Year. Maintain interaction with educational institutions and service groups throughout the year. Perform special projects to increase outreach and interaction. Increase the ability to produce and create of video content for the city. 	Communications
3	Develop and communicate annual legislative program emphasizing matters of importance to the City. <ul style="list-style-type: none"> Complete Legislative Agenda by the end of the 1st quarter. Promptly respond to proposed bills during the legislative session. 	Communications

Long-Term Goals

- ✓ Implement an enhanced automated performance management data system.
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: High Value Government
- ✓ Apply for legislative appropriations and other grant opportunities when the need arises
 - Target Completion: Continuous
 - Strategic Focus Area: High Value Government
- ✓ Provide support services for a public art group (ACED) that will assist with funding public art.
 - Target Completion: Continuous
 - Strategic Focus Area: High Value Government
- ✓ Look to implement additional public outreach tools
 - Target Completion: Continuous
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 650,848	\$ 658,084	\$ 791,214	\$ 685,614	4.18%
Operating Expenses		<u>799,898</u>	<u>849,957</u>	<u>2,304,772</u>	<u>924,749</u>	8.80%
Total Budget		\$1,450,746	\$1,508,041	\$3,095,986	\$1,610,363	6.79%
STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Assistant City Manager	E111	1.00	1.00	1.00	1.00	1.00
Communications Manager	116	0.00	0.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.00	0.00	0.75	1.00	1.00
Comm. Information Specialist	112	1.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	110	1.00	1.00	0.00	0.00	0.00
Special Event Coordinator	109	0.75	0.75	0.00	0.00	0.00
Administrative Assistant IV	105	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		4.75	4.75	4.75	5.00	5.00
Interns	N/A	<u>0.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.90	0.00	0.00	0.00	0.00
Total Staffing		5.65	4.75	4.75	5.00	5.00

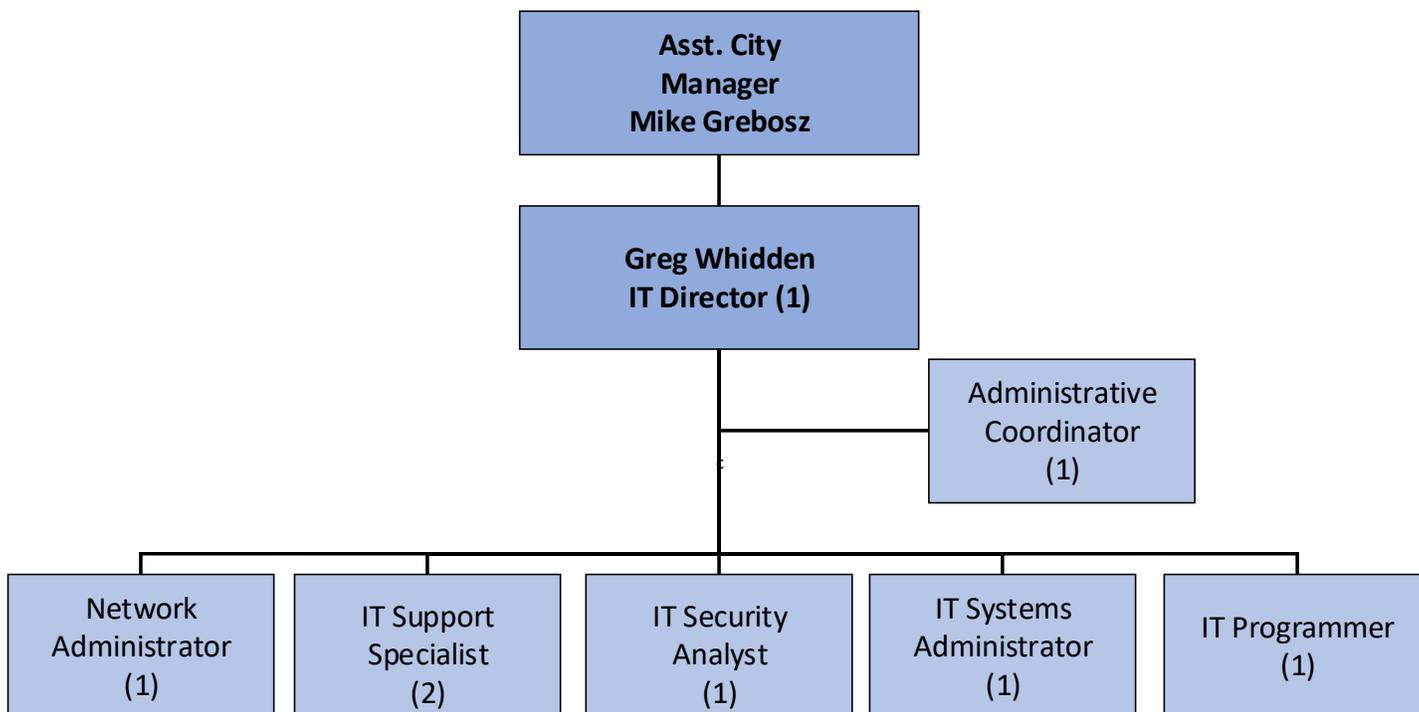
Management Discussion

- ✓ Total expenses increased by 6.79%.
- ✓ Personal Services increased 4.18% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 8.80% mainly due to an increase in insurance (\$82,048), NRC Citizen Survey (\$15,500), and an increase in power (\$29,614).
- ✓ Includes funding for:
 - Various insurance including commercial liability and property insurance (\$487,712)
 - Janitorial Services (\$37,800)
 - Grant Consultant (\$76,560)



INFORMATION TECHNOLOGY

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 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 4 hours	High Value Government	80%	75%	85%
Total IT expenditures per workstation	High Value Government	\$3,666	\$4946	\$4981
% of users satisfied with IT services	High Value Government	93%	95%	95%
% of Phish-Prone test failures	High Value Government	New Measure	4.8%	0%
# of hardware installations	High Value Government	New Measure	97	124
% of software kept current/up-to-date	High Value Government	New Measure	85%	100%
# of devices supported by IT	High Value Government	New Measure	1966	2022

Fiscal Year 2022 – 2023 Accomplishments

- ✓ PC rotation for Public Services
- ✓ Upgrade SQL
- ✓ CivicRec rollout
- ✓ Rollout RSA multi-factor authentication (MFA)
- ✓ Replace city switches
- ✓ Upgrade Laserfiche
- ✓ Replace workflow forms with SimplyGov
- ✓ Melching Field Cameras
- ✓ Intermodel Cameras

Action Plan

Enhanced Service Delivery

Goals & Objectives		Strategic Plan Area(s)
1	Plan and deliver integrated information services to enable customers to access the information they need. <ul style="list-style-type: none"> • Perform annual hardware installation and updates. • Minimize down time of IT systems. • Achieve 100% internal service satisfaction rating. 	High Value Government

Growth

Goals & Objectives		Strategic Plan Area(s)
1	Leverage existing, emerging, and innovative technologies to enhance, improve and streamline business processes. <ul style="list-style-type: none"> • Perform annual software installation and updates. 	High Value Government & Communication

Security

Goals & Objectives		Strategic Plan Area(s)
1	Protect and preserve city required information. <ul style="list-style-type: none"> • Monitor and control physical and digital assets. 	High Value Government & Communication

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 653,562	\$ 761,248	\$ 811,248	\$ 823,707	8.20%
Operating Expenses	<u>1,631,559</u>	<u>1,268,013</u>	<u>1,430,551</u>	<u>1,770,895</u>	39.66%
Total Budget	\$2,285,121	\$2,029,261	\$2,241,799	\$2,594,602	27.86%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Information Technology Director	E108	1.00	1.00	1.00	1.00	1.00
I.T. Systems Administrator	116	1.00	1.00	1.00	1.00	1.00
I.T. Programmer	115	1.00	1.00	1.00	1.00	1.00
I.T. Network Administrator	115	1.00	1.00	1.00	1.00	1.00
I.T. Security Analyst	112	0.00	0.00	1.00	1.00	1.00
I.T. Support Specialist	110	2.00	2.00	2.00	2.00	2.00
Administrative Coordinator	107	0.00	0.00	0.00	1.00	1.00
Total Full Time Staffing		6.00	6.00	7.00	8.00	8.00
Administrative Assistant II	103	0.00	0.00	0.73	0.00	0.00
Administrative Assistant I	101	0.73	0.73	0.00	0.00	0.00
Total Part Time Staffing		0.73	0.73	0.73	0.00	0.00
Total Staffing		6.73	6.73	7.73	8.00	8.00

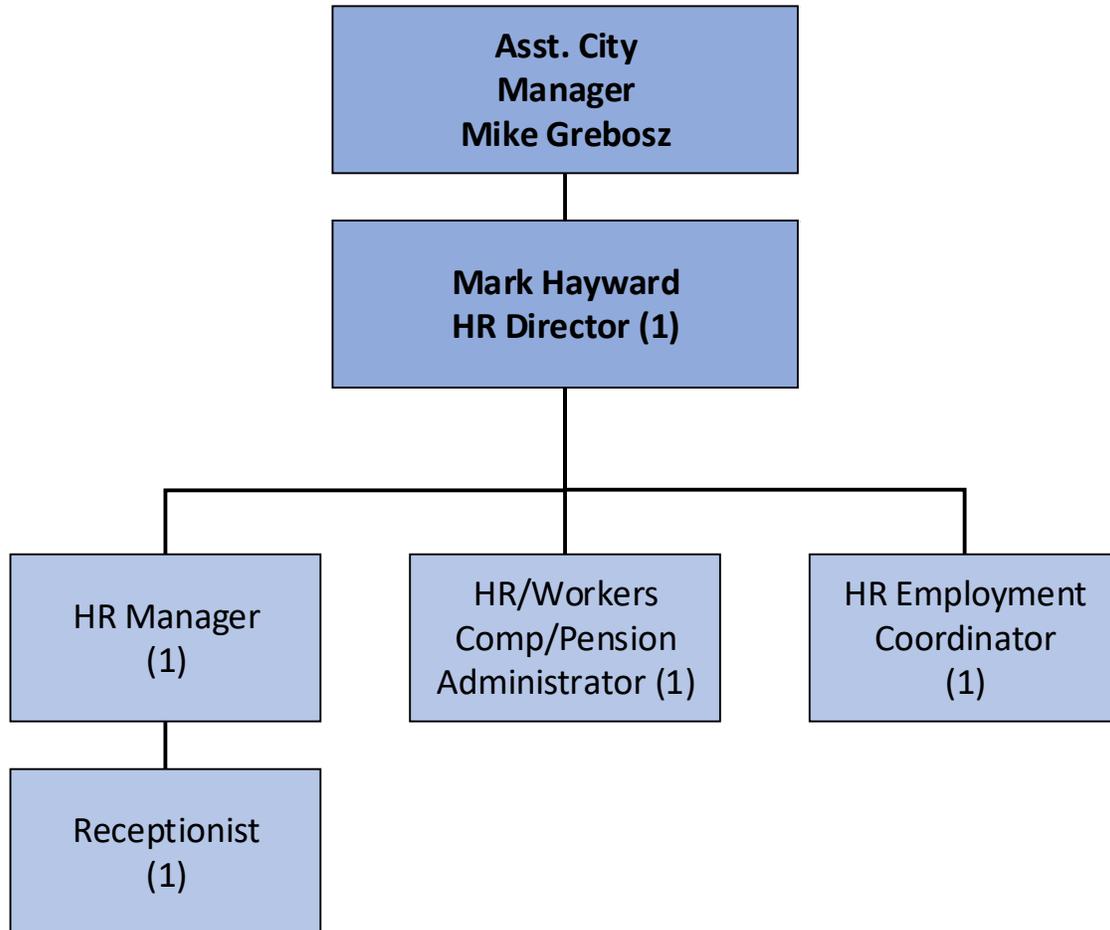
Management Discussion

- ✓ Total expenses increased by 27.86%.
- ✓ Personal Services increased 8.20% mainly due increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 39.66% mainly due to the additions of Managed Detection and Response Services (\$54,000), Proof of Concept Hybrid VDI (\$36,000), File Sharing – Cloud Based (\$14,000), Argent Servers (\$8,970), SimpliGov (\$29,370), Fortiweb (\$35,910) and an increase in PC Rotation to provide Police with Getac Laptops (\$171,000).
- ✓ Includes funding for:
 - NOVAtime (\$38,000)
 - Laserfiche Support – MCCI (\$43,000)
 - BS&A Annual Maintenance (\$48,900)
 - PC Rotation (\$216,000)
 - Additional funding for Getac Police Laptops (\$171,000)
 - VxRail (\$35,300)
 - Website Annual Maintenance (Civic Plus) (\$33,600)
 - ClearGov (\$10,300)
 - CrowdStrike (\$50,000)
 - Wireless AirCards (\$91,200)
 - Security Camera Upkeep and Repair (\$70,000)
 - Disaster Recovery (\$24,000)
 - Fortinet Firewall Support (\$32,800)



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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement	High Value Government	100%	100%	100%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	<30	30	25
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	77%	95%	95%
% change in cost of health insurance	High Value Government	9.9%	5%	13.8%
% appointment capacity utilized in health clinic	High Value Government	90%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12
# of new hire employees who have successfully completed first year of employment	High Value Government	118	125	115
#of employee screened for CDL requirement	High Value Government	0	25	25
% of internal customers satisfied with HR services	High Value Government	82%	95%	95%
# of grievances processed by HR	High Value Government	New Measure	2	?
Turnover Rate (annual)	High Value Government	New Measure	53 hired/38 termed	?
# of HR city-wide employee training events	High Value Government	New Measure	2	2
# of employee evaluations processed	High Value Government	New Measure	500	525

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Successfully completed employee training for supervisors with six diversity and customer service classes
- ✓ Attained two collective bargaining unit agreements with the Police and Fire unions
- ✓ Successfully completed and got approved the City's new Rules and Regulation policy book
- ✓ Completed and trained supervisory personnel in drug and alcohol observation classes.
- ✓ Updating performance evaluation (on going).
- ✓ Continue to improve the quality of HR services to our work force with enhance response times to questions and concerns
- ✓ Realign leadership team on personnel called up for military active duty status.
- ✓ Will be sending two HR staff members to professional conferences to enhance job knowledge and skill set.

Action Plan

Emergency Preparedness & Response

Goals & Objectives		Strategic Plan Area(s)
1	<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"> • To provide a City employee orientation program at least once monthly that provides new hires with the opportunity to learn about employee benefits. • To provide open enrollment benefit sessions in August for all employees. • Work with the City health clinic to make sure the employees for health care needs are met. • Work with clinic staff to develop and implement wellness initiatives. 	Communication

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

Performance Evaluation

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

Support Services		
Goals & Objectives		Strategic Plan Area(s)
1	Support Department by: <ul style="list-style-type: none"> Onboarding new employees once a month. Filling open positions within 30 business days after HR notification of selection of candidate by hiring department. Processing applications to the hiring departments within 30 calendar days. 	High Value Government
2	Achieve 100% internal services satisfaction rating	High Value Government

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

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

Long-Term Goals

- ✓ Continue to recruit quality employees for our work force.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government

- ✓ Retention of current employees work base with enhanced employee benefits.
 - Target Completion: Ongoing with competitive salaries and benefits with Retention and Recruitment committee
 - Strategic Focus Area: High Value Government
- ✓ Provide ongoing training for employee development via training skills programs.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 460,346	\$ 465,775	\$ 465,775	\$ 501,805	7.74%
Operating Expenses	<u>89,191</u>	<u>130,745</u>	<u>130,745</u>	<u>137,905</u>	5.48%
Total Budget	\$ 549,537	\$ 596,520	\$ 596,520	\$ 639,710	7.24%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	112	0.00	0.00	0.00	0.00	1.00
HR/WC/Pension Administrator	110	1.00	1.00	1.00	1.00	1.00
HR Administrator	110	1.00	1.00	1.00	1.00	0.00
HR Employment Coordinator	107	0.00	0.00	0.00	1.00	1.00
Administrative Coordinator	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Receptionist	100	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.00	1.00	1.00	1.00
Total Staffing		5.00	5.00	5.00	5.00	5.00

Promoted [1.0] HR Administrator to [1.0] HR Manager.

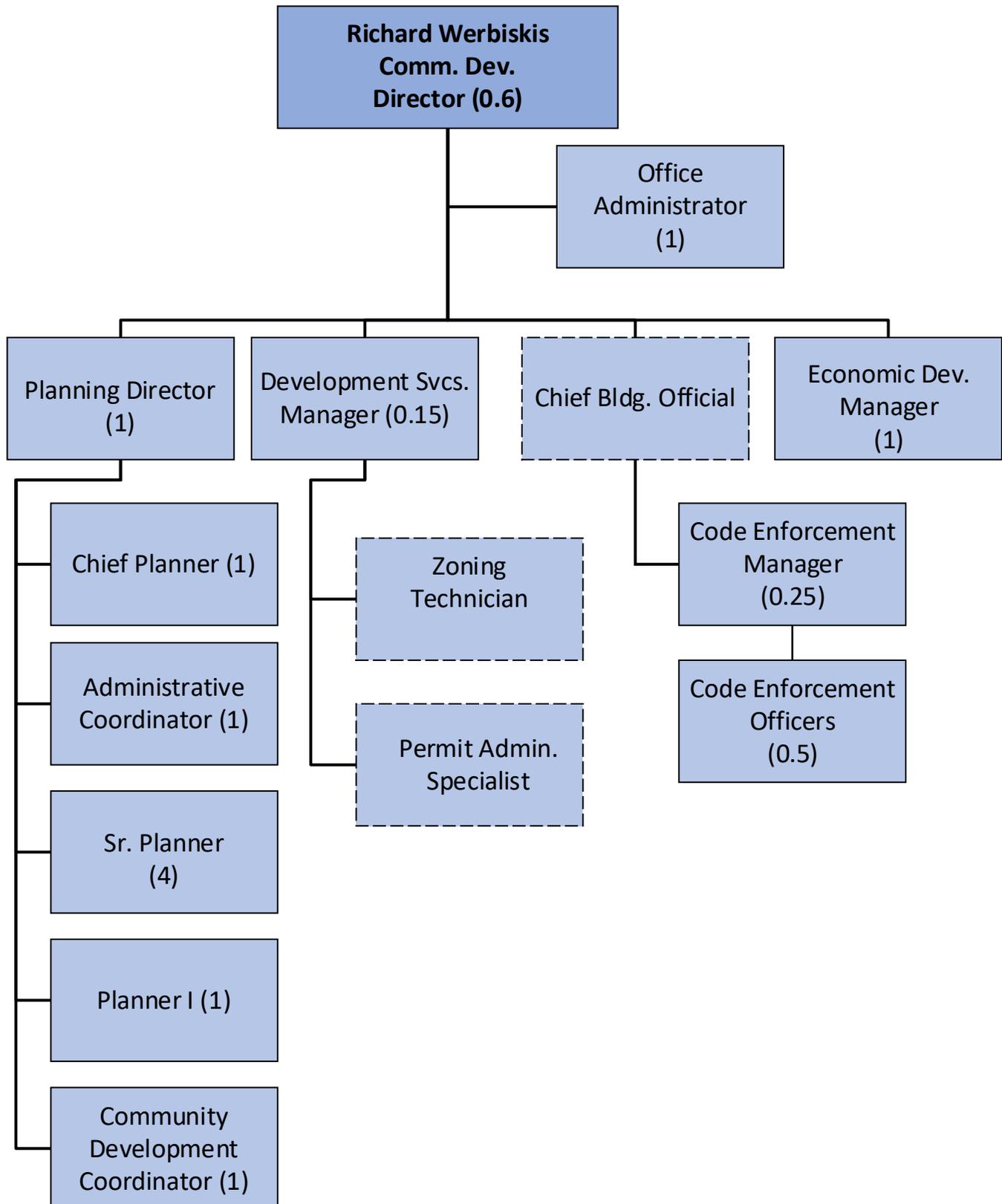
Management Discussion

- ✓ Total expenses increased by 7.24%.
- ✓ Personal Services increased 7.74% mainly due to increased health insurance costs and a 3% merit increase proposed for FY 2023-2024.
- ✓ Operating expenses increased by 5.48% mainly due to an increase in travel (\$2,500) and Christmas Gift Certificates (\$3,000).
- ✓ Includes funding for:
 - Employee Assistance Program (\$7,600)
 - Christmas Gift Certificates (\$24,000)
 - Pre-employment background processing (\$15,000)
 - Psychological evaluation (\$7,000)
 - Tuition reimbursement (\$25,000)
 - City-wide Training (\$15,000)



COMMUNITY DEVELOPMENT

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	99%	99%	99%
% change in number of new business tax receipts from previous year	High Value Government	Updated Measure	10%	10%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	98%	98%	98%
Number of business contacts conducted	Regional High Value Job Creation	294	304	315
% change in the value of commercial development from previous year	Regional High Value Job Creation	Updated Measure	10%	10%
% of proactive code enforcement cases initiated	High Value Government	8.13%	14%	20%
Average number of days from code case initiation to voluntary compliance	High Value Government	23	22	20
Average number of days from code case initiation to involuntary compliance	High Value Government	42	23	25
% of code violations resolved voluntarily	High Value Government	50.3%	90%	90%
# of new business openings in the Spring Hill CRA	High Value Government	New Measure	0	1

Fiscal Year 2022 – 2023 Accomplishments

Administration and Economic Development

- ✓ Enhanced staff efficiency and departmental and inter-departmental communication and coordination.
- ✓ Enhanced Accela Civic Platform modules.
- ✓ Enhanced customer service through staff training.
- ✓ Closed on multiple leases within the airport business park.
- ✓ Successfully managed and closed out multiple Gateway and CRA grants.
- ✓ Managed multiple CDBG projects.
- ✓ Implemented updated utility connection process.

Planning

- ✓ Updated and enhanced the project review process
- ✓ Provided enhanced support to the Historic Preservation Board
- ✓ LDR amendments:
 - Initiated revisions to sign regulations.
 - Revised regulations to address infill development and means to encourage redevelopment.
 - Revised regulations to encourage the creation of affordable housing units.
- ✓ Continued the Comprehensive Plan update for 2030 and the 2050 Vision plans.
- ✓ Updated web page to incorporate citizen portal for city’s on-line information and application process.

Licenses & Enforcement

- ✓ 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.
- ✓ Added Code Enforcement Manager

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"> • Increase the number of new proactive/self-initiated contacts with potential private sector investors over prior year. • Increase the number new proactive/self-initiated contacts with existing business owners. • Create enhanced digital marketing material for business recruitment. • Close at least one major re-location investment deal annually. • Enhance and increase the number and value of grant opportunities along the gateway corridors focusing on improving the visual aesthetics of the corridor. • Promote new business opportunities to the Spring Hill CRA by fiscal year end. • Enhance Gateway corridors into the city. • Increase number of retention activities with the Chamber maximizing the number of annual contacts with businesses. 	<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"> • Prepare, disseminate and post to website within four days of meeting agenda/minutes. • Complete first review of Plans submittals within 14 days. • Complete all reviews requiring administrative review within 90 days. 	<p>High Value Government & Institute Smart Growth & Preparing for the Future &</p>

	<ul style="list-style-type: none"> • Ensure development applications are complete and TRC members are notified of applications ready for their review within 5 days. 	Preserving “Sense of Community”
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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"> • Inspect and respond to all code enforcement complaints within 24 hours. • Increase the number of proactive cases reviewed to a minimum of 25% of total cases. • Maximize the number of cases brought into voluntary compliance. • Resolve 100% of all abandoned/vacated properties through lot abatement and/or other means. • Enhance enforcement efforts along the City’s Gateway Corridors and coordinate with County enforcement efforts. • Continue to implement new code enforcement processes. 	<p>Creating a Connected Community & High Value Government</p>

Long-Term Goals

Administration and Economic Development

- ✓ Continue to enhance marketing and promotion focusing on the quality of life aspects of the city to encourage increased economic investment in the city.
 - Target Completion: Ongoing
 - 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: Ongoing
 - Strategic Focus Area: High Value Government, Communication
- ✓ Promote sustainable design, development and construction practices.
 - Target Completion: Ongoing
 - 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: Ongoing
 - Strategic Focus Area: High Value Government
- ✓ Increase awareness and use of local funding for economic incentives.
 - Target Completion: Ongoing
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Enhanced marketing and promotion of the Airport’s Northwest Industrial Business Park.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Undertake an economic development-based market study within our utility service area.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Regional High Value Job Creation

Planning

- ✓ Update of the Comprehensive Plan for 2030, utilizing 2050 Vision update. Revising LDR’s to implement 2050 Vision.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Update structure of the Planning Division to create current and long-range sections through the addition of planning staff.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community

- ✓ Initiate update and recodification of the Land Development Regulations, with or without transportation mobility plan.
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: High Value Government, Regional High Value Job Creation
- ✓ Implement programs to address housing affordability that incorporates responsible growth.
 - Target Completion: Ongoing
 - Strategic Focus Area: Smart Growth Principals, Preparing for the Future, Sense of Community

Licenses and Enforcement

- ✓ Continue to enhance education and public outreach.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government, Communication
- ✓ Implementation of a rental registration and inspection program.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation blight removal program
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintaining a Safe Community

Operating Budget Comparison

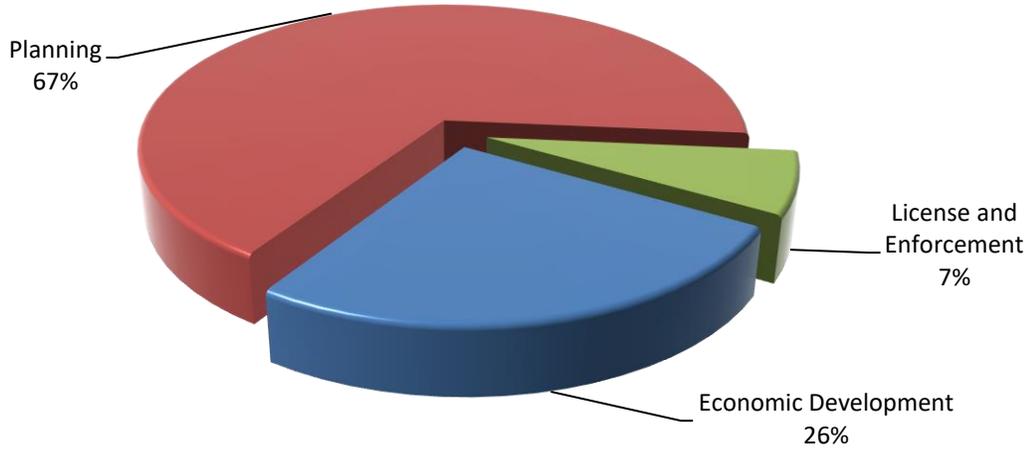
Total Community Development Operating Budget Comparison

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 906,708	\$1,077,669	\$1,137,027	\$1,274,962	18.31%
Operating Expenses	142,084	280,176	291,651	270,135	-3.58%
Grants & Aid	<u>5,000</u>	<u>0</u>	<u>95,000</u>	<u>0</u>	N/A
Total Budget	\$1,053,792	\$1,357,845	\$1,523,678	\$1,545,097	13.79%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Economic Development	\$ 355,525	\$ 399,039	\$ 505,514	\$ 408,820	2.45%
Planning	616,957	826,203	885,561	1,027,248	24.33%
License and Enforcement	<u>81,310</u>	<u>132,603</u>	<u>132,603</u>	<u>109,029</u>	-17.78%
Total Budget	\$1,053,792	\$1,357,845	\$1,523,678	\$1,545,097	13.79%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Economic Development	2.60	2.60	3.20	3.20	2.60
Planning	6.65	6.60	6.55	6.55	9.15
License and Enforcement	<u>1.20</u>	<u>1.20</u>	<u>1.20</u>	<u>1.20</u>	<u>0.75</u>
Total Staffing	10.45	10.40	10.95	10.95	12.50

**Community Development Expenditure Summary
Fiscal Year 2024**



Economic Development Administration

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 282,626	\$ 292,729	\$ 292,729	\$ 304,397	3.99%
Operating Expenses	67,899	106,310	117,785	104,423	-1.77%
Grants & Aid	<u>5,000</u>	<u>0</u>	<u>95,000</u>	<u>0</u>	N/A
Total Budget	\$ 355,525	\$ 399,039	\$ 505,514	\$ 408,820	2.45%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Comm. Development Dir. (also Fund 480)	E108	0.60	0.60	0.60	0.60	0.60
Comm. Dev. Deputy Dir. (also Fund 480)	E104	0.00	0.00	0.60	0.60	0.00
Economic Dev Manager	E103	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.60	2.60	3.20	3.20	2.60

Replaced [0.6] Community Development Deputy Director with [1.0] Chief Planner and moved the position to the Planning Department.

Planning

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 556,657	\$ 707,333	\$ 766,691	\$ 919,808	30.04%
Operating Expenses	<u>60,300</u>	<u>118,870</u>	<u>118,870</u>	<u>107,440</u>	-9.62%
Total Budget	\$ 616,957	\$ 826,203	\$ 885,561	\$1,027,248	24.33%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Chief Planner	E103	0.00	0.00	0.00	0.00	1.00
Develop. Svcs. Mgr. (also Fund 480)	117	0.00	0.00	0.00	0.00	0.15
Land Develop. Mgr. (also Fund 480)	116	0.25	0.20	0.15	0.15	0.00
Senior Planner	115	3.00	3.00	3.00	3.00	4.00
Planner I (also Fund 480)	112	0.00	0.40	0.40	0.40	1.00
Community Development Coordinator	109	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	1.00	1.00	1.00
Planning Technician (also Fund 480)	106	0.40	0.00	0.00	0.00	0.00
Total Full Time Staffing		6.65	6.60	6.55	6.55	9.15

Added [1.0] Senior Planner due to an increase in planning work and a need for a long-range planner. Promoted [0.15] Land Development Manager to [0.15] Development Services Manager. Replaced [0.6 General Fund and 0.4 Permits and Inspections] Community Development Deputy Director with [1.0] Chief Planner. Increased Planner I to [1.0] from [0.4] due to change in split between departments.

Licenses & Enforcement

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 67,425	\$ 77,607	\$ 77,607	\$ 50,757	-34.60%
Operating Expenses	13,885	54,996	54,996	58,272	5.96%
Total Budget	\$ 81,310	\$ 132,603	\$ 132,603	\$ 109,029	-17.78%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Code Enfor. Manager (also Fund 480)	113	0.00	0.00	0.00	0.40	0.25
Code Enfor. Officer (also Fund 480)	107	1.20	1.20	1.20	0.80	0.50
Total Full Time Staffing		1.20	1.20	1.20	1.20	0.75
Total Staffing		1.20	1.20	1.20	1.20	0.75

Reduced Code Enforcement Manager from [0.4] to [0.25] due to change in split between departments. Reduced Code Enforcement Officer from [0.8] to [0.5] due to change in split between departments.

Management Discussion

- ✓ Total expenses increased by 13.79%.
- ✓ Personal Services increased 18.31% mainly due to the addition of a Senior Planner, the reclassification of the Planner I fully to the Planning Department, the reclassification and change in split allocation of the Community Development Deputy Director to a Chief Planner solely in the Planning Department, increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses decreased by 3.58% mainly due to a reduction in LDR Revisions Consultant Fees (\$35,000).

- ✓ Includes funding for:
 - Business retention with DeLand Chamber of Commerce (\$22,500)
 - TVEDC (AKA Team Volusia) executive membership (\$30,000)
 - Environmental Consultants (\$20,000)
 - Code Board magistrate (\$12,000)
 - LDR Revisions Consultant Fees (\$15,000)
 - Code violation lot maintenance (\$10,000)
 - Digital Marketing (\$15,000)

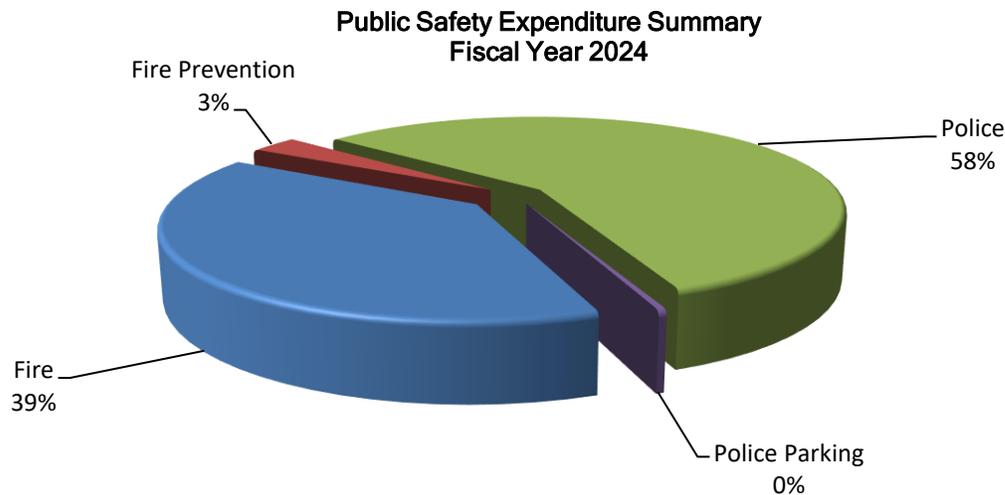
PUBLIC SAFETY

Total Expenditure Summary

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$16,046,427	\$17,273,156	\$17,461,233	\$18,687,299	8.19%
Operating Expenses	<u>1,936,523</u>	<u>2,367,936</u>	<u>2,741,864</u>	<u>2,474,703</u>	4.51%
Total Budget	\$17,982,950	\$19,641,092	\$20,203,097	\$21,162,002	7.74%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Fire	\$ 7,415,588	\$ 7,777,380	\$ 7,969,603	\$ 8,244,392	6.00%
Fire Prevention	0	355,966	447,378	620,288	74.25%
Police	10,497,359	11,425,252	11,703,622	12,220,565	6.96%
Police Parking	<u>70,003</u>	<u>82,494</u>	<u>82,494</u>	<u>76,757</u>	-6.95%
Total Budget	\$17,982,950	\$19,641,092	\$20,203,097	\$21,162,002	7.74%

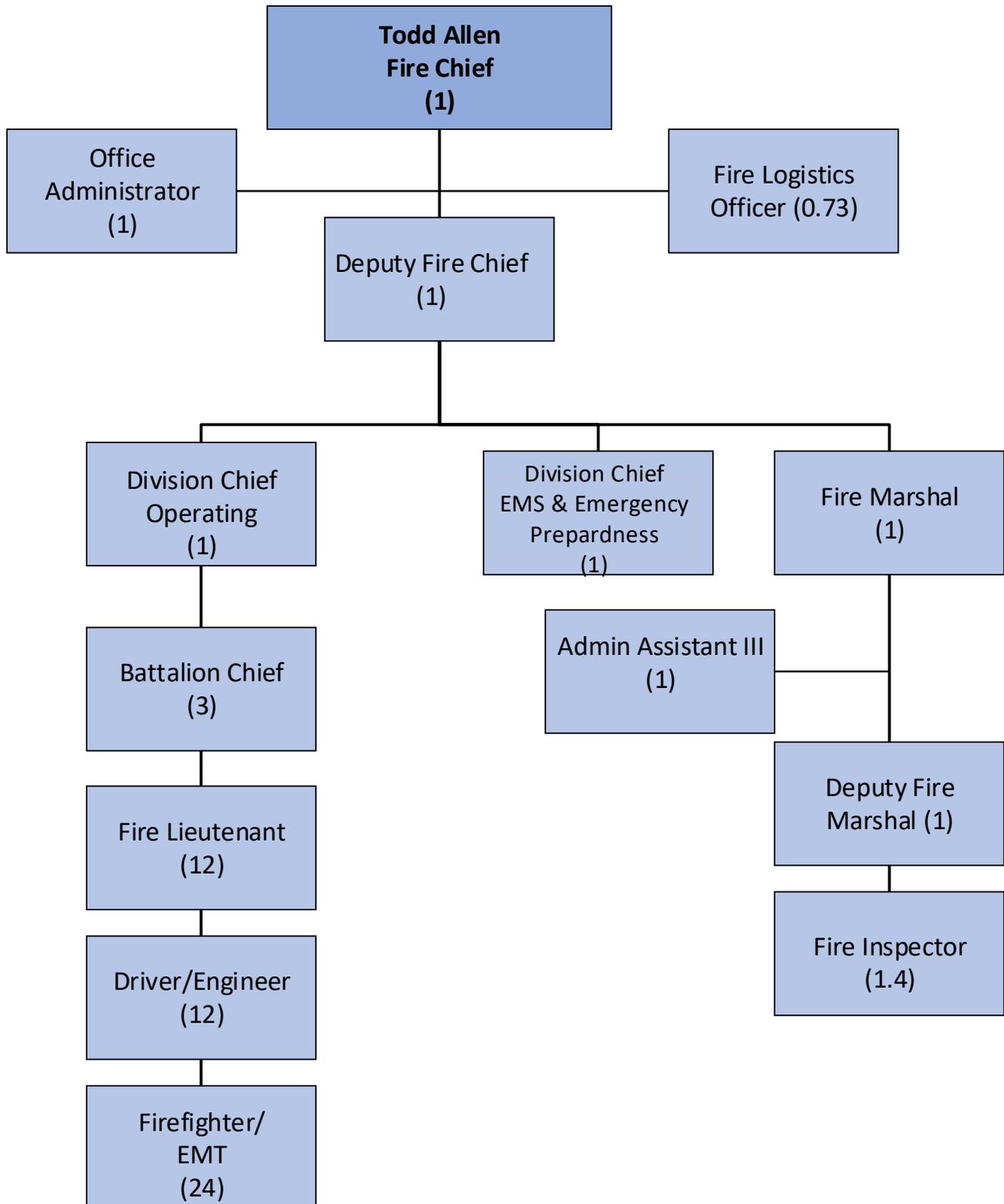
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Fire	49.48	48.62	56.48	55.23	55.23
Fire Prevention	0.00	0.00	0.00	4.50	5.90
Police	95.22	95.78	95.55	95.82	97.82
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	145.70	145.40	153.03	156.55	159.95





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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of required fire inspections conducted per quarter	Maintaining a Safe Community	0%	25%	25%
# of personal public education/safety contacts	Maintaining a Safe Community	841	600	650
# of smoke detector assists or installs	Maintaining a Safe Community	11	46	80
% of structure fire responses with 1st arrival unit: 6 minutes or less (turnout & response)	Maintaining a Safe Community	68%	75%	75%
% of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	54%	59%	59%
% of structure fire contained to room of origin	Maintaining a Safe Community	29%	50%	50%
% of total calls into non-municipal areas	Maintaining a Safe Community	6.98%	29%	29%
# of responses – all call types	Maintaining a Safe Community	2,028	7,300	8,000
Cost per call dispatched	High Value Government	\$623	\$770	\$780
Cost per capita for fire department operations	High Value Government	\$199	\$155	\$155
% of total available time involving emergency activities	Maintaining a Safe Community	90.25%	20%	20%
Citizen satisfaction rate with City Fire Services	High Value Government	84%	N/A <i>Survey conducted every other year</i>	95%

Fiscal Year 2022 – 2023 Accomplishments

- ✓ The DeLand Fire Department became the very first fire department in Volusia County to hold the Insurance Services Offices (ISO) highest level of ranking as an ISO 1 Fire Department.
- ✓ City Facilities Department is assisting with Fire Station 82 improvements to ensure individual bunk rooms and general updates are completed.
- ✓ Fire Prevention Division is continuing to improve its effectiveness and responsiveness to the public and business community through the following ways:
 - Implementing a new Annual Fire Safety Permit process in tandem with the Building Division to better assist new and existing businesses.
 - Hired additional full-time Deputy Fire Marshal to assist in handling current load and growing needs as well as promoting internal promotional opportunities.
 - Completed initial round of inspections at the DeLand Airport to better promote safety in an integral location of the City.
 - We are beginning to utilize existing software to help our prevention goal of developing pre-plans for specific high-risk properties. Gathering this information on specific buildings will give our operational crews instant data on the properties they are responding to.
- ✓ Continue to remain engaged with our Volusia County partners and our west-side fire department partners to improve responses and maintain a high-quality service to our community. We are currently updating our Automatic Aid agreement with our West-side partners this year. A new addition to the agreement includes equipment sharing between our communities.
- ✓ We currently have ongoing planning conversations with Volusia County Fire to ensure their future planning on station locations and our future planning align with the best interests of our Greater DeLand Community in mind.
- ✓ Advanced Life Support (Paramedic) level services on an intermittent basis at Fire Station 81 went into effect Oct. 26th, 2022.
 - ALS services have been provided 97% of the time with at least one apparatus, and 60 % of the time with two apparatus at Station 81.
 - Currently have eight (8) Firefighter/Paramedics, two (2) in the clearing process, and with six (6) in paramedic school
 - Through the 23/24 Budget process we are looking to add one (1) Cardiac monitor for a Backup/Special Events, and are looking to the county to assist us with the EMS Fund for a new monitor at Fire Station 82, so we can upgrade the medical services in early 2024.
- ✓ We have started the process of department accreditation through CPSE and currently are completing our “standard of cover” and “community risk assessment” in this budget year. We plan to continue this process in the next budget year, and be ready for our final hearing in the Spring of 2025.
- ✓ DFD Honor Guard continues to make our City and our Fire Department very proud representing our history and tradition at special events.
- ✓ We currently have all positions in the fire department fully staffed.

Action Plan

Emergency Preparedness & Response		
Goals & Objectives		Strategic Plan Area(s)
1	Provide for safety and welfare of the public by responding to all emergency fire and medical calls within the National Fire Protection Association 1710 standards. <ul style="list-style-type: none"> • Respond to emergency fire calls for service within 5-9 minutes. • Respond to emergency medical calls for service within 5 minutes. • Meet National Fire Protection Association 1710 for incident staffing. 	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"> • Ensure executive officers maintain and develop new professional qualifications for executive leadership and management. • Ensure firefighters/fire officers receive specialized training in response and mitigation of incidents recognized as within the department's scope of service. 	Maintaining a Safe Community
3	<p>Conduct and complete pre-incident plans.</p> <ul style="list-style-type: none"> • New or update a minimum of 50 pre-plans each quarter. 	Maintaining a Safe Community
4	<p>Enhance shared response with neighboring jurisdictions to best utilize interagency resources.</p> <ul style="list-style-type: none"> • Maintain agreements with Volusia County – Orange City and Deltona. 	Maintaining a Safe Community
5	<p>Hazardous Materials Response (Hazmat) and Technical Rescue Response (TRT) improvement. Utilization of departmental technicians to improve high risk response to West Volusia County.</p> <ul style="list-style-type: none"> • Hazmat Technicians to assist Volusia County during hazardous materials incidents, as needed. • TRT Technicians to assist West Volusia Mutual Aid partners with technical rescue response. 	Maintaining a Safe Community
6	<p>Enhance patient care by implementing Advanced Life Support Services.</p> <ul style="list-style-type: none"> • Provide intermittent Advanced Life Support Service by Summer 2022 • Train and certify (14) paramedics prior to the end of 2023. • Acquire necessary licenses and applications. • Procure necessary equipment, supplies, and medications. 	Maintaining a Safe Community

Public Fire/ Life Safety

	Goals & Objectives	Strategic Plan Area(s)
1	<p>Maintain a proactive business inspection program to enhance public safety and prevent fires in commercial buildings.</p> <ul style="list-style-type: none"> • Fire Marshal shall receive, review and disposition each submitted building plan within 10 business days. • Fire Inspector/Fire Marshal 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, once all paperwork is received. • Shift Certified Inspectors conduct specified fire inspections to meet quarterly benchmarks set up by Fire Marshal. • Fire Prevention Division complete fire safety inspections for a total of 60% of existing businesses each year. 	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"> • Provide a fire response plan for temporary cook locations. • Provide bicycle emergency medical technicians at downtown events that create high pedestrian traffic/restricted roadway access. • Special event occupancy load checks. 	Maintaining a Safe Community
3	<p>Deliver a comprehensive fire & life safety program.</p> <ul style="list-style-type: none"> • Door to door smoke detector campaign to include evaluating existing detectors and providing and installing new detectors if necessary. • Home fire safety programs for school age children & elderly. 	Maintaining a Safe Community

4	<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"> • Provide guidance to receive necessary courses. • Provide training and drills to all members of the Emergency Operations Center management team. 	Maintaining a Safe Community
5	<p>Refresh/retrain all members of each Emergency Support Function in their duties and responsibilities as outlined in the Comprehensive Emergency Management Plan.</p> <ul style="list-style-type: none"> • Participate in the annual Volusia County disaster drill. • Ensure all submitted Local Emergency Plans are reviewed for certification • Fire Marshal shall review, inspect and certify all Local Emergency Plans within 10 days of receiving. 	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"> • Conduct fire pump tests – hose tests & aerial ladder inspections per NFPA annually • Continue the preventive maintenance program on all fire apparatus and other departmental vehicles. • Regular maintenance details of all buildings and address work orders in an expedient and cost-effective manner. 	Maintaining a Safe Community

Long-Term Goals

- ✓ Maintain ISO rating and improve those areas that are within our control
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Continue to provide the highest level of medical care to our citizens by upgrading Fire Station 82 & 83 to Advanced Life Support level services
 - Continue to hire paramedics and train existing staff by sending through accredited paramedic training programs
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Evaluate how local population growth is impacting fire and medical service responses
 - Track response data to specific zones in both East and West corridors
 - Evaluate new and proposed residential, commercial & industrial developments to project response needs
 - Assess any response offsets that can be gained by VCFR station locations
 - Assess capital needs for existing fire stations to meet needs of growth versus additional fire station locations
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Fire Marshal Division
 - Ensure compliance with new state mandates
 - Remain responsive to growth and ensure adequate staff time to support amount of review and inspections.
 - Continue training requirements to maintain inspector certifications and add training to promote pursuit of further educational requirements and preferences for Code competency.
 - Continue succession planning for future management of prevention division
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Become an accredited fire agency through the CPSE
 - Ensures DFD's level of service is maintained and level of professionalism meets, or exceeds, industry standards
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Maintain a Safe Community

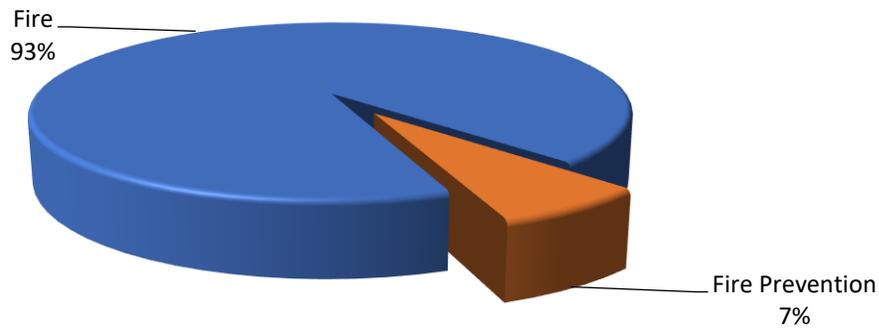
Operating Budget Comparison Total Fire Expenditure Summary

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 6,695,215	\$ 7,345,192	\$ 7,511,104	\$ 8,014,074	9.11%
Operating Expenses	<u>720,373</u>	<u>788,154</u>	<u>905,877</u>	<u>850,606</u>	7.92%
Total Budget	\$ 7,415,588	\$ 8,133,346	\$ 8,416,981	\$ 8,864,680	8.99%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Fire	\$ 7,415,588	\$ 7,777,380	\$ 7,969,603	\$ 8,244,392	6.00%
Fire Prevention	<u>0</u>	<u>355,966</u>	<u>447,378</u>	<u>620,288</u>	74.25%
Total Budget	\$ 7,415,588	\$ 8,133,346	\$ 8,416,981	\$ 8,864,680	8.99%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Fire	49.48	48.62	56.48	55.23	55.23
Fire Prevention	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.50</u>	<u>5.90</u>
Total Staffing	49.48	48.62	56.48	59.73	61.13

**Fire Department Expenditure Summary
Fiscal Year 2024**



Operating Budget Comparison - Fire

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 6,695,215	\$ 7,028,941	\$ 7,108,941	\$ 7,437,466	5.81%
Operating Expenses		<u>720,373</u>	<u>748,439</u>	<u>860,662</u>	<u>806,926</u>	7.81%
Total Budget		\$ 7,415,588	\$ 7,777,380	\$ 7,969,603	\$ 8,244,392	6.00%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E106	0.00	0.00	0.00	0.00	1.00
Fire Division Chief	E104	2.00	2.00	2.00	3.00	2.00
Fire Marshal	F108	0.50	0.00	0.00	0.00	0.00
Battalion Chief	F104	3.00	3.00	3.00	3.00	3.00
Fire Lieutenant	F103	12.00	12.00	12.00	12.00	12.00
Driver/Engineer	F102	9.00	9.00	12.00	12.00	12.00
Firefighter/EMT	F101	20.25	20.25	23.25	22.50	22.50
Office Administrator	108	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	105	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		48.75	48.25	54.75	54.50	54.50
Fire Marshal (also Fund 480)	F108	0.00	0.37	0.30	0.00	0.00
Fire Inspector	F106	0.00	0.00	0.70	0.00	0.00
Fire Logistics Officer	F105	0.00	0.00	0.73	0.73	0.73
Administrative Assistant III	105	<u>0.73</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.73	0.37	1.73	0.73	0.73
Total Staffing		49.48	48.62	56.48	55.23	55.23

Promoted [1.0] Fire Division Chief to [1.0] Deputy Fire Chief.

Operating Budget Comparison – Fire Prevention

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 0	\$ 316,251	\$ 402,163	\$ 576,608	82.33%
Operating Expenses		<u>0</u>	<u>39,715</u>	<u>45,215</u>	<u>43,680</u>	9.98%
Total Budget		\$ 0	\$ 355,966	\$ 447,378	\$ 620,288	74.25%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Fire Marshal	F108	0.00	0.00	0.00	0.00	1.00
Deputy Fire Marshal	F107	0.00	0.00	0.00	0.00	1.00
Fire Inspector	F106	0.00	0.00	0.00	1.00	1.00
Firefighter/EMT	F101	0.00	0.00	0.00	1.50	1.50
Administrative Assistant III	105	0.00	0.00	0.00	1.00	1.00
Total Full Time Staffing		0.00	0.00	0.00	3.50	5.50
Fire Marshal	F108	0.00	0.00	0.00	0.60	0.00
Fire Inspector	F106	0.00	0.00	0.00	0.40	0.40
Total Part Time Staffing		0.00	0.00	0.00	1.00	0.40
Total Staffing		0.00	0.00	0.00	4.50	5.90

Changed Fire Marshal from part-time to full-time [0.6 to 1.0] due to additional need for Fire Prevention throughout the City. Added [1.0] Deputy Fire Marshal for succession planning and an additional need for Fire Prevention throughout the City.

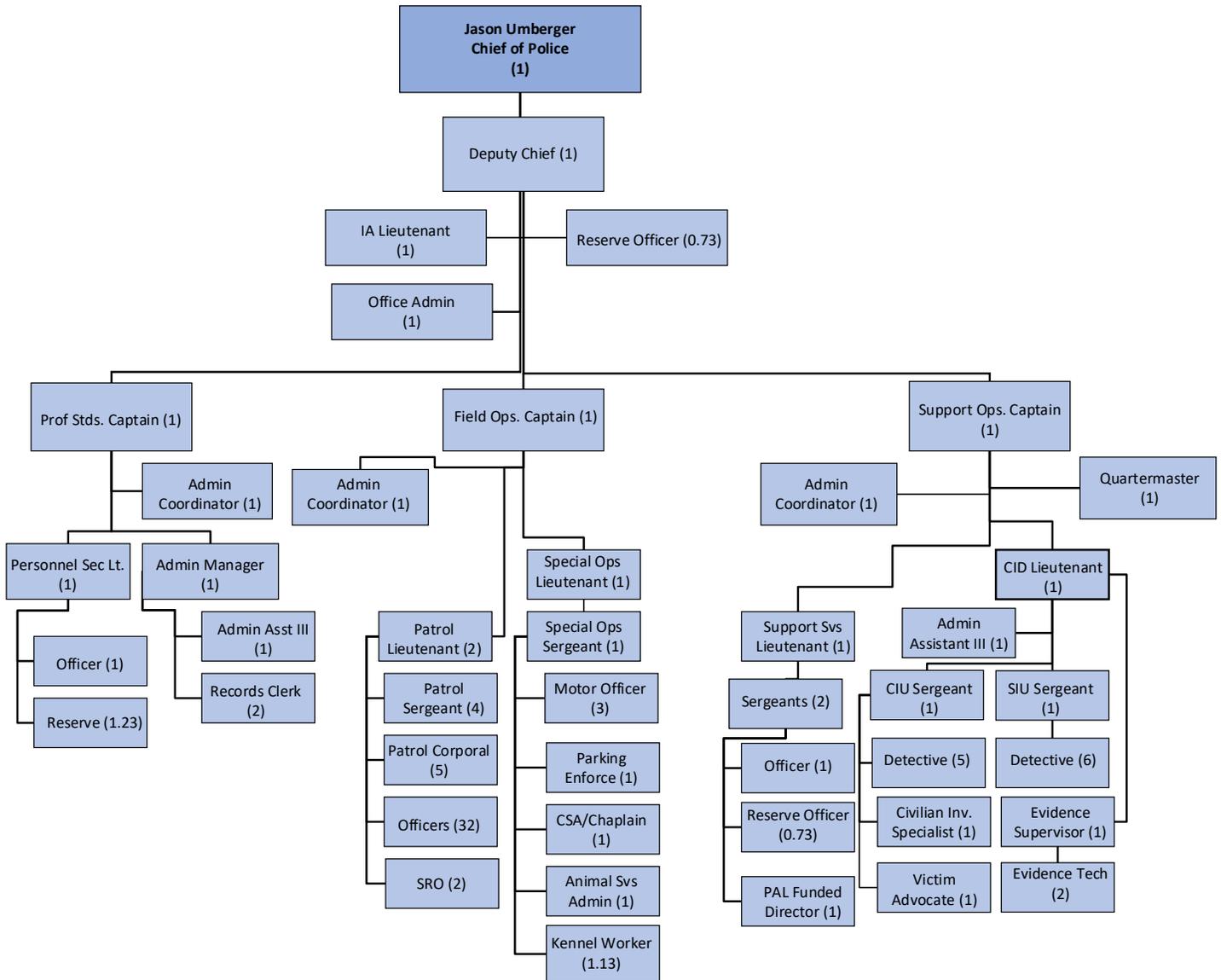
Management Discussion

- ✓ Total expenses increased by 8.99%.
- ✓ Personal Services increased by 9.11% mainly due to the addition of a Deputy Fire Marshal, increasing the Fire Marshal from part-time to full-time, increased retirement contributions and health insurance costs and a 3% merit increase for FY 2023-2024, in accordance with Union contract.
- ✓ Operating expenses increased by 7.92% mainly due to budgeted increases in Operating Capital (\$69,254).
- ✓ 50% of the Fire Prevention budget is paid for by the Permits & Inspection Fund (\$310,144).
- ✓ Includes funding for:
 - LT Promotional Assessment (\$15,000)
 - CPSE Accreditation (\$42,000)
 - Gear replacement (\$6,000)
 - Uniforms (\$50,500)
 - EMS Equipment and Supplies (\$60,766)
 - Paramedic Certification Program (\$64,000)
 - Personal Protection Equipment (\$25,000)
 - SAVE Active Shooter Equipment (\$14,428)
 - SEAT/SCBA Conversion (\$20,000)
 - AEDs (\$23,826)
 - Radios (\$10,000)
 - Lexipol (\$9,000)



POLICE

Organizational Structure



Description:

The Police Department is comprised of the Administrative Services Bureau, Field Operations Bureau. Support Services Bureau and the Professional Standards Bureau.

The Administrative Services Bureau is responsible for overseeing the direction of the Police Department. It is comprised of the Chief of Police, the Deputy Chief of Police and the Office of Internal Affairs. The Chief provides the strategic vision for the department while Internal Affairs coordinates the investigation of disciplinary matters, citizen complaints, and public records requests. The Deputy Chief of Police is directly responsible for supervising the Bureau Captains and the Internal Affairs Lieutenant.

The Field Operations Bureau is responsible for oversight and management of the Patrol Operations Division and Special Operations Division.

The Professional Standards Bureau is responsible for oversight and management of the Records Division, Personnel Selection/Training Division and Accreditation.

The Support Services Bureau is responsible for overseeing the Criminal Investigations Division, Community Engagement Division, and Logistic Support.

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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	20.4%	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	-7.56%	5%	5%
% of citizens satisfied with police services	High Value Government	N/A Survey conducted every other year	90%	N/A Survey conducted every other year
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 th percentile	Maintaining a Safe Community	82.6%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	2:32	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	9.75%	16%	15%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	50.7%	55%	58%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	19%	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	22.38%	40%	40%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	864	750	750

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

Fiscal Year 2022 – 2023 Accomplishments

- ✓ Hired Eight Sworn Officers during FY 22/23
- ✓ Continued monthly Recruitment Saturdays – program has been successful
- ✓ Continue providing The Fair and Impartial Policing Training for DPD’s new officers
- ✓ Continued participation in the following community programs: Conversations with Police, Sisters Building Sisters, Man Up, Neighborhood Crimewatch Meetings, Citizens Police Academy, D.A.R.E., and Church Security Audits
- ✓ Continuation of Community Policing Initiatives: Operation Honorable Endeavor, Operation Vigilant Protector, Operation School Guardian, Operation Church Guardian,
- ✓ Annual Operation Good Cheer which involved partnership between the PD, Alumni and Toys for Tots to donate toys to 450 needy children during the Christmas holiday
- ✓ Supported Special Events
- ✓ Establishing on going prescription drug take back program with the purchase of an on-site Drug Terminator
- ✓ Improved fingerprinting services for employment, adoption, citizenship services using newly purchased LiveScan.
- ✓ New RMS, CAD, Crash Reporting, and electronic citation system
- ✓ Obtained one dual purpose canine
- ✓ Partnership with FBI for Safe Street Task Force
- ✓ Successful Completion of Sixth Re-Accreditation

Action Plan

Communication & Interaction		
	Goals & Objectives	Strategic Plan Area(s)
1	Utilize varied methods of interaction with community members to gain information relative to, and in support of, the police mission. <ul style="list-style-type: none"> • Department members will utilize appropriate social media channels, including Crimewatch and the Conversations with Police program (CWP), to share information with community members on a daily basis. • 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. • Maintain a Police Community Advisory Council 	Communication & Maintaining a Safe Community
2	Maintain a comprehensive crime prevention/personal safety awareness education effort. <ul style="list-style-type: none"> • 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. • Maintain a police school resource officer program at DeLand High School and DeLand Middle School. • 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 	Communication & 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"> • The Community Involvement function will work with area academies to select quality candidates for consideration. • Police academies sessions, local job fairs, and Central Florida colleges will be attended and used to promote the department and to attract qualified applicants. • Continue sponsorship program to prepare qualified candidates for a job with the police department. • An incentive program will be used to reward new employees who successfully complete the department's field officer training program. 	Maintaining a Safe Community

Long-Term Goals

- ✓ Enhancing the PAL Program: Increasing the number and quality of programs
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Installation of security fencing around the perimeter of the Facility
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Increase sworn complement to meet International Association of Chiefs of Police patrol staffing formula (Add 2 officers per year)
 - Target Completion: FY 202 -2027
 - Strategic Focus Area: Maintaining a Safe Community

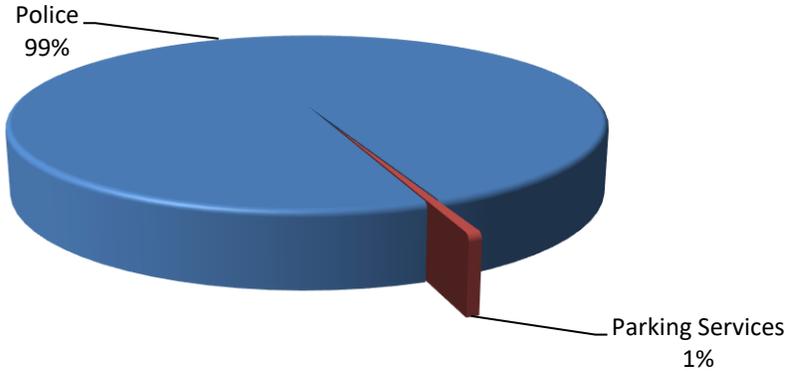
Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 9,351,212	\$ 9,927,964	\$ 9,950,129	\$10,673,225	7.51%
Operating Expenses	<u>1,216,150</u>	<u>1,579,782</u>	<u>1,837,557</u>	<u>1,624,097</u>	2.81%
Total Budget	\$10,567,362	\$11,507,746	\$11,787,686	\$12,297,322	6.86%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Police	10,497,359	11,425,252	11,703,622	12,220,565	6.96%
Parking Services	<u>70,003</u>	<u>82,494</u>	<u>82,494</u>	<u>76,757</u>	-6.95%
Total Budget	\$10,567,362	\$11,507,746	\$11,786,116	\$12,297,322	6.86%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Police	95.22	95.78	95.55	95.82	97.82
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	96.22	96.78	96.55	96.82	98.82

**Police Department Expenditure Summary
Fiscal Year 2024**



Operating Budget Comparison - Police

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 9,292,173	\$ 9,866,065	\$ 9,888,230	\$10,617,063	7.61%
Operating Expenses	<u>1,205,186</u>	<u>1,559,187</u>	<u>1,815,392</u>	<u>1,603,502</u>	2.84%
Total Budget	\$10,497,359	\$11,425,252	\$11,703,622	\$12,220,565	6.96%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Deputy Chief	E104	1.00	1.00	1.00	1.00	1.00
Captain	P105	2.00	2.00	3.00	3.00	3.00
Police Lieutenant	P104	6.00	6.00	6.00	7.00	7.00
Police Sergeant	P103	8.00	8.00	10.00	9.00	9.00
Corporal	P102	4.00	4.00	4.00	5.00	5.00
Police Officer	P101	49.00	49.00	49.00	49.00	50.00
Administrative Manager	116	1.00	1.00	1.00	1.00	1.00
Victim Advocate Coordinator	109	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	109	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	1.00	1.00	1.00	1.00	1.00
Civil Investigative Specialist	108	1.00	1.00	1.00	0.00	1.00
Animal Service Administrator	108	1.00	1.00	1.00	1.00	1.00
PAL Program Director	108	0.00	1.00	1.00	1.00	1.00
Civilian Evidence Technician II	108	0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	107	2.00	2.00	2.00	3.00	3.00
Civilian Evidence Technician I	107	1.00	2.00	2.00	2.00	1.00
Police Records Clerk III	105	0.00	0.00	0.00	0.00	2.00
Administrative Assistant III	104	3.00	3.00	3.00	2.00	2.00
Animal Control Officer	104	1.00	1.00	0.00	0.00	0.00
Community Service Aide	104	3.00	2.00	1.00	1.00	1.00
Police Records Clerk II	104	0.00	0.00	1.00	2.00	0.00
Police Records Clerk I	103	3.00	2.00	1.00	0.00	0.00
Quartermaster	103	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		90.00	90.00	91.00	92.00	94.00

Animal Care Kennel Assistant	N/A	1.13	1.13	1.13	1.13	1.13
Community Service Aide	N/A	0.50	1.23	0.73	0.00	0.00
Digital Evidence Custodian	N/A	0.73	0.00	0.00	0.00	0.00
Reserve Police Officer	N/A	2.69	3.42	2.69	2.69	2.69
PT PAL Coordinator	N/A	<u>0.17</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		5.22	5.78	4.55	3.82	3.82
Total Staffing		95.22	95.78	95.55	95.82	97.82

Added [1.0] Police Officer and [1.0] Civilian Investigative Specialist due to increased work within the City. Promoted [1.0] Civilian Evidence Technician I to [1.0] Civilian Evidence Technician II. Promoted [2.0] Police Records Clerk II to [2.0] Police Records Clerk III.

Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2021-22	2022-23	2022-23	2023-24	% Change	
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23	
Personal Services	\$ 59,039	\$ 61,899	\$ 61,899	\$ 56,162	-9.27%	
Operating Expenses	<u>10,964</u>	<u>20,595</u>	<u>20,595</u>	<u>20,595</u>	0.00%	
Total Budget	\$ 70,003	\$ 82,494	\$ 82,494	\$ 76,757	-6.95%	
STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Parking Services Specialist	109	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

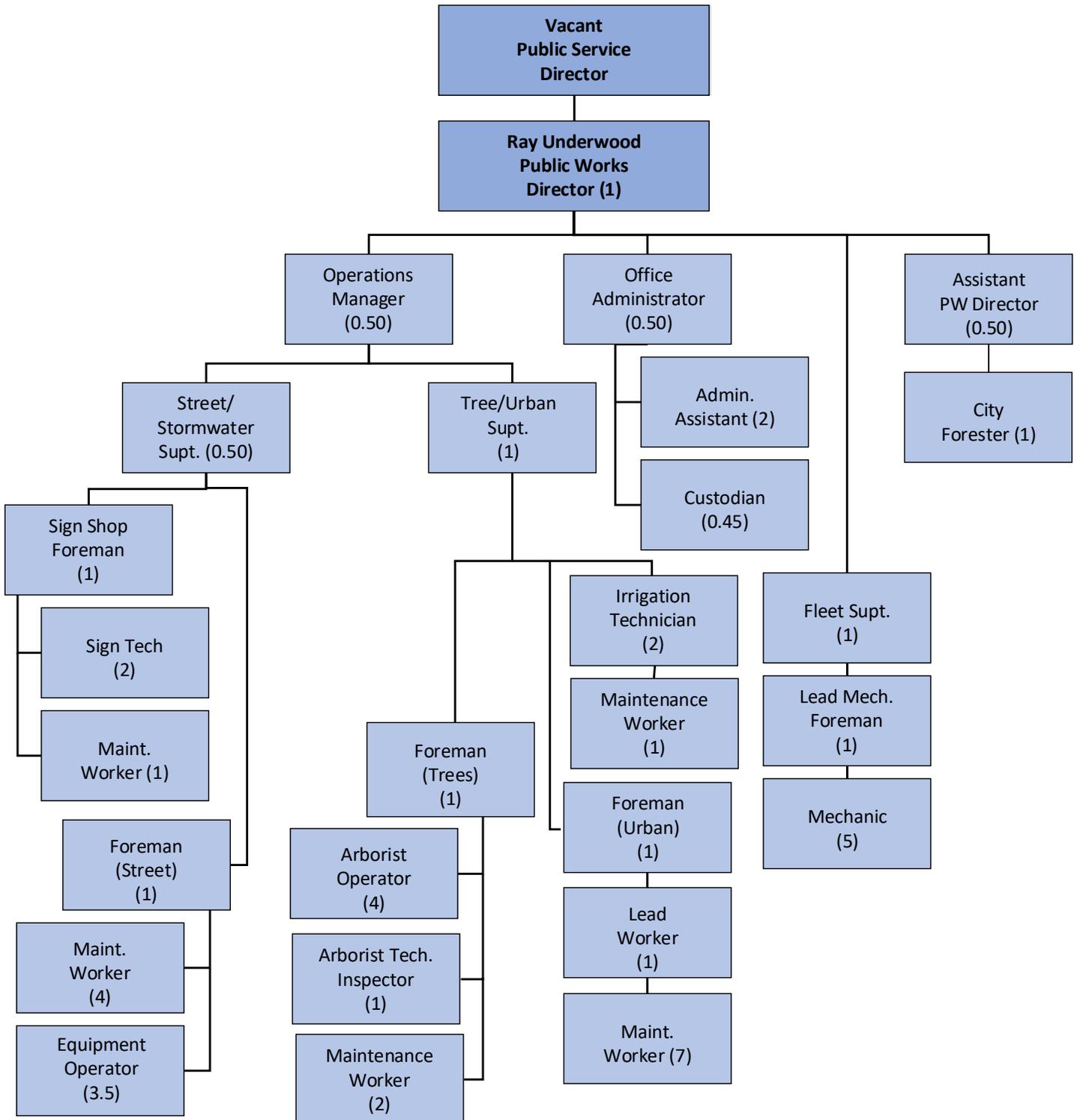
Management Discussion

- ✓ Total expenses increased by 6.86%.
- ✓ Personal Services increased by 7.51% mainly due to the additions of a Police Officer and Civilian Investigative Specialist, increased retirement contributions and health insurance costs and a 3% merit increase for FY 2023-2024, in accordance with Union contract.
- ✓ Operating expenses increased by 2.81% mainly due to the addition of new summer uniforms (\$40,500) and a budgeted increase in power (\$16,327).
- ✓ Includes funding for:
 - Axon Tasers and Body Camera 5-year contract (\$168,909)
 - Donation to DPAL Program (\$40,000)
 - HVAC Maintenance (\$27,358)
 - Building Maintenance (\$49,985)
 - Firearm Ammunition (\$28,875)
 - Motorcycle leases (\$22,320)
 - Uniforms, including new summer uniforms (\$160,475)
 - Ballistic Shields (\$15,300)
 - Rifles with accessories (\$12,000)



PUBLIC WORKS

Organizational Structure



Description:

The Public Works Department consists of six divisions supervised by the Public Works Director. **Administration** is responsible for operation and maintenance of the City’s work order management program (City Works), Banner program, State and County Inter-local agreements, city contracts, refuse collection operation, and environmental services. Our PW Administration promotes the economic development and sustainable growth of the City through maintenance of City assets, the plan review process, mapping and related ROW Infrastructure Services. The **Street Division** is responsible for maintaining 162 miles of streets, 19.12 square miles of ROW Maintenance, 140+ miles of curbing, and 135+ miles of sidewalks, all regulatory signs, fabrication, and pavement marking. The **Tree Division** is responsible for the operation and maintenance of tree pruning, removing and replanting of City owned trees. The tree division operates a Tree Nursery that gives away more than 2,200 trees grown from seedlings each year. The **Urban Beautification Division** is responsible for the operation and maintenance of urban landscape for City owned facilities, ten pocket parks, all ROW/City irrigated property, and the Downtown DeLand streetscapes. Urban handles the Temporary Traffic Controls (TTC) and cleaning maintenance for the majority of all Downtown Events and 14 parking lots. The **Fleet Maintenance Division** is responsible for the preventive and corrective maintenance of the City’s entire fleet (rolling stock of 500+) and all federal and state compliance regulations for city vehicles. Fleet’s responsibilities include welding, lighting package installation, lettering, and major repairs to all City Vehicles. The **Facilities Division** is responsible maintenance and upkeep of all City owned and operated buildings and structures. This includes approximately 600,000 SQ FT of daily maintenance, future preventive maintenance planning and major capital improvements.

Mission:

Providing quality service and striving to plan, build, maintain, and operate public infrastructure in a manner that respects the environment and preserves the right-of-way for future generations.

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of service requests responded to within 3 business days	High Value Government	61%	65%	70%
% of residents satisfied with condition of roads and sidewalks	High Value Government	85%	85%	85%
% of time fleet is usable (down time, annual average basis)	High Value Government	36%	70%	75%
% of preventive maintenance services performed on schedule	High Value Government	8.25%	12%	12%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$321,714	\$325,116	\$327,120
Preventive + other maintenance -ALL- Police without fuel	High Value Government	\$65,037	\$91,274	\$95,000
Preventive + other maintenance - Fire Apparatus without fuel	High Value Government	\$51,247	\$62,068	\$65,000
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	95%	95%	95%

\$ Cost per mile of resurfaced road * each quarter totaled up equals annual figure*	High Value Government	\$154,105	\$160,000	\$180,000
% of total lane miles resurfaced	High Value Government	3.3%	6.85%	7%
% of pothole repairs completed within 5 days of request	High Value Government	96%	90%	90%
% of sidewalk repairs completed within 30 business days	High Value Government	99%	95%	95%
% of street signs replaced/ repaired within 7 business days	High Value Government	100%	100%	100%
% of irrigation issues repaired within 7 business days	High Value Government	96%	95%	96%
% of tree removal request addressed within 7 business days.	High Value Government	89%	86%	86%
# of replacement trees planted	High Value Government	6	7	10
% of public satisfied with urban forest	High Value Government	100%	100%	100%
Cost of Repair Expenditures per square foot: all facilities (total, in-house and contractual)	High Value Government	New Measure	56%	60%
% of work orders responded to within 7 days	High Value Government	New Measure	82%	85%

Fiscal Year 2022- 2023 Accomplishments

- ✓ Preparing APWA Accreditation process, started October 1, 2021 with a goal to be completed by 2024.
- ✓ Functioning banner program (80 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) and certificates for each Public Works employee.
- ✓ The Public Works Department produced 5,360 work orders from the operation. Implementation of new work order management system (City Works).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division; 21,000 ft of thermoplastic markings applied; Replaced over 229 signs (faded, missing, or damaged.)
- ✓ Completed Downtown Intersection Lighting Improvements, additional illumination site: (North Woodland and Indiana Ave.)
- ✓ Street Resurfacing Program: milling and resurfacing approximately 4 miles of interior roads, micro-paved (3) sub-divisions including Victoria Commons, Parkmore Manner, and Cascades.
- ✓ Sidewalk Grinding Process: identified and removed 720 (+413 trippers in-house) trip hazards. 60% saving verse full replacement.
- ✓ ADA Transition Projects: Improved 8 Intersection throughout DeLand.
- ✓ Received Tree City USA Award for 37th Year; Maintained tree inventory (approx. 7,200 trees).
- ✓ April 2022 Tree Give Away; plan to distribute 1000 trees to local residents.
- ✓ Certifications:
 - Two Florida Friendly Landscape Certified Professionals
 - TCIA: Certified Tree Care Safety Professional (1 Employee).
 - Electrical Hazards Training and Certification (10 employees).
 - Arborist Inspector is a Certified Arborist, and City Forester is Board Certified Master Arborist
- ✓ Debris Management: Operation Readiness for Hurricane Season which included (2) major storms. Hurricane Ian and Hurricane Nicole.
- ✓ Special Events (108): 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
- ✓ Safety features and compliance upgrades for several storage sheds in Public Works.
- ✓ New Gateway Signs and Landscaping Plans.
- ✓ Merchant Signs and New Wayfinding Signs installed downtown.
- ✓ Start design process to replace the bridge on Old Daytona Rd leading into airport.
- ✓ Completed ICLEI's Climate Mitigation Milestone 1 of 5, which provides the foundation for future work to reduce greenhouse gas emissions.

Action Plan

Administration		
Goals & Objectives		Strategic Plan Area(s)
1	Work with entire City to implement City-Works Work Order system.	High Value Government
2	Maintain and Monitor contract agencies overseen by Public Works <ul style="list-style-type: none"> • Florida Department of Corrections Tomoka Correctional Institute Contract (ON HOLD) • Tire Service Contract • FDOT Traffic Signal Maintenance and Compensation Agreement • Volusia County Mosquito Control District to Use Low Level Flights • FDOT Maintenance Agreement-International Speedway Blvd Maintenance • State Highway Lighting, Maintenance and Compensation Agreement • Cooperative Purchase Agreement for Emergency Debris Removal Services • Decorative Street Lighting Replacement, Woodland Blvd between Michigan and Pennsylvania Ave • Interlocal Agreement for Municipal Services • Manage transition involved with new Refuse/Recycling Services and update Ordinance Amending Solid Waste Rates • Recycle Coach 	High Value Government

Street Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	Provide safe and efficient transportation systems in DeLand. <ul style="list-style-type: none"> • Look for improvements to the paved street infrastructure. • Manage the 155.4 miles of streets with proactive preservation programs to avoid higher cost in the future. • Develop annual street maintenance work plan. • Implementing a pavement assessment survey that will include sidewalks, curbs, and signs condition analyst. 	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"> • Monitor and repair sidewalks in that are designated City sidewalk areas. • Utilize available grants designed for ADA improvements. • Secure funding for small street and sidewalk projects. (Grinding of trip hazards). 	Creating the Connected Community
3	Continue development of DeLand Greenway.	High Value Government
4	<p>Manage traffic signals, signs, and markings to MOT throughout the City.</p> <ul style="list-style-type: none"> • Implement system to improve visibility of line of sight issues and signage. • Update database documenting regulatory and street signs within the City. • Establish a replacement program. 	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"> • Identify and remove trees that are hazardous to life and property. • Identify planting opportunities within the City Right-of-Way and Park areas. • Perform maintenance consistent with the City's Tree Ordinance 	High Value Government
2	<p>Continue to document data and Tree Inventory</p> <ul style="list-style-type: none"> • Planning, technical and logistic support for City trees. • Update and manage the GIS tree database. • Review site and building plans for compliance with tree requirements with Land Development Regulations and provide comments for the Technical Review Committee. 	High Value Government
3	<p>Provide high level of tree maintenance and service exceeding residents' expectations.</p> <ul style="list-style-type: none"> • Biannual surveys issued to ensure interest in forestry 	High Value Government
4	<p>Maintain Tree City USA & Tree City of the World Certification.</p> <ul style="list-style-type: none"> • Submittal of application. • Continue to keep a strong planning program. 	Preparing for the Future/Sustainability
5	<p>Continue hosting and participating in Tree related events.</p> <ul style="list-style-type: none"> • Planning, prepping and hosting potting day, tree giveaway and arbor day celebration. 	Preparing for the Future/Sustainability

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"> • Tree species, health of the tree, and tree location. • Establish standard recordkeeping practices for all urban forestry activities • Utilize Green-House to keep an adequate number of trees. • Identify types of trees native to West Volusia suitable for planting and increase nursery stock. • Improve quality of stock by pruning, watering, and fertilizing on a routine schedule. 	High Value Government

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

Landscape & Hardscape

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

Facility Management

Goals & Objectives		Strategic Plan Area(s)
1	Provide maintenance of City facilities in accordance with five-year maintenance plan Identify and remove trees that are hazardous to life and property. <ul style="list-style-type: none"> • Conduct visual maintenance inspections annually. • Communicate any defects or inferior equipment issues with department head during budget preparation period. • Implement budgeted projects in accordance with estimated schedules. 	High Value Government
2	Provide for safe, energy efficient, clean and well-maintained facilities which contribute to the success of City operations. <ul style="list-style-type: none"> • Respond to non-emergency work orders within a 7-day time period. • Prioritize responses based on degree of risk and loss of time. 	High Value Government

Long-Term Goals

- Complete Milestones 2 and 3 by establishing targets based on data collected for Milestone 1 and developing a climate action plan. FY 2023-2024
- Renew Green City Certification at the Gold level. FY 2023-2024
- Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
 - Target Completion: FY 2023-2024
 - 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 2023-2024
 - Strategic Focus Area: High Value Government, Sense of Community, Communication.
- City Tree Master Plan Update
 - Target Completion: FY 2024-2025
 - Two full time pruning crews for tree maintenance
 - Strategic Focus Area: High Value Government, Sense of Community.

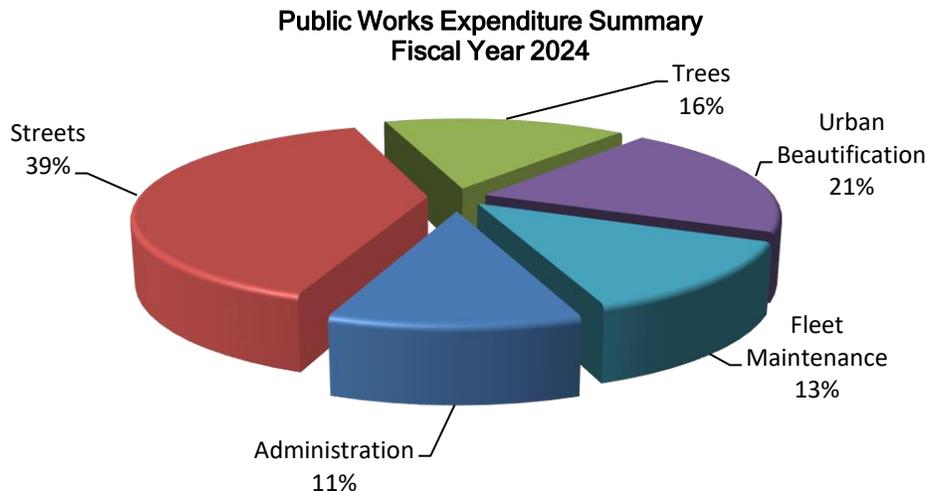
- City ADA Transition Plan: Ongoing
 - Comprehensive ADA Plan for Right-of-way improvements: Sidewalks, ramps, intersections, crosswalks, signages
 - Strategic Focus Area: High Value Government, Sense of Community.

Operating Budget Comparison Total Public Works

	2021-22	2022-23	2022-23	2023-24	% Change
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Personal Services	\$ 2,363,021	\$ 2,841,003	\$ 2,839,003	\$ 3,166,988	11.47%
Operating Expenses	<u>1,154,374</u>	<u>1,458,019</u>	<u>1,454,381</u>	<u>1,505,522</u>	3.26%
Total Budget	\$ 3,517,395	\$ 4,299,022	\$ 4,293,384	\$ 4,672,510	8.69%

	2021-22	2022-23	2022-23	2023-24	% Change
DEPARTMENT SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Administration	\$ 365,129	\$ 472,808	\$ 487,808	\$ 526,890	11.44%
Streets	1,459,709	1,747,807	1,739,138	1,832,315	4.84%
Trees	461,569	602,855	602,855	752,043	24.75%
Urban Beautification	697,715	909,100	909,100	961,732	5.79%
Fleet Maintenance	<u>533,273</u>	<u>566,452</u>	<u>554,483</u>	<u>599,530</u>	5.84%
Total Budget	\$ 3,517,395	\$ 4,299,022	\$ 4,293,384	\$ 4,672,510	8.69%

	2019-20	2020-21	2021-22	2022-23	2023-24
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	3.95	3.95	3.95	4.45	4.45
Streets	11.50	11.50	13.50	13.50	13.50
Trees	8.50	8.00	8.00	7.50	9.50
Urban Beautification	10.50	10.50	10.50	12.50	12.50
Fleet Maintenance	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Total Staffing	41.45	40.95	42.95	44.95	46.95



Public Works Administration

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 304,660	\$ 371,054	\$ 371,054	\$ 402,413	8.45%
Operating Expenses		<u>60,469</u>	<u>101,754</u>	<u>116,754</u>	<u>124,477</u>	22.33%
Total Budget		\$ 365,129	\$ 472,808	\$ 487,808	\$ 526,890	11.44%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Deputy Public Service Director	E109	1.00	1.00	1.00	0.00	0.00
Public Works Director	E107	0.00	0.00	0.00	1.00	1.00
Deputy P.W. Director (Fund 450)	E104	0.00	0.00	0.00	0.50	0.50
Office Administrator (Fund 401)	108	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	107	0.00	1.00	0.00	1.00	1.00
Administrative Assistant IV	105	1.00	1.00	1.00	0.00	0.00
Administrative Assistant III	104	1.00	0.00	1.00	1.00	1.00
Custodian II	102	0.00	0.00	0.00	0.00	0.45
Custodian I	101	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>
Total Full Time Staffing		3.95	3.95	3.95	4.45	4.45
Total Staffing		3.95	3.95	3.95	4.45	4.45

Promoted [0.45] Custodian I to [0.45] Custodian II.

Streets

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 635,252	\$ 810,833	\$ 808,833	\$ 859,623	6.02%
Operating Expenses		<u>824,457</u>	<u>936,974</u>	<u>930,305</u>	<u>972,692</u>	3.81%
Total Budget		\$ 1,459,709	\$ 1,747,807	\$ 1,739,138	\$ 1,832,315	4.84%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Operations Manager (also Fund 450)	116	0.50	0.50	0.50	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	0.00	2.00	2.00	2.00	2.00
Foreman I	109	1.00	0.00	0.00	0.00	0.00
Sign Shop Foreman I	109	1.00	0.00	0.00	0.00	0.00
Lead Worker	106	0.50	0.50	0.50	1.00	1.00
Equipment Operator III (also 450)	106	0.00	0.00	0.00	0.50	0.50
Equipment Operator II	105	1.00	1.00	1.00	1.00	1.00
Equipment Operator I	104	2.00	2.00	3.00	2.00	2.00
Sign Maintenance Technician I	104	1.00	1.00	1.00	1.00	2.00
Maintenance Worker III	103	1.00	1.00	0.00	0.00	1.00

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

Promoted [1.0] Maintenance Worker II to [1.0] Maintenance Worker III. Promoted [1.0] Maintenance Worker I to [1.0] Sign Maintenance Technician I.

Trees

		2021-22	2022-23	2022-23	2023-24	% Change
BUDGET SUMMARY		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Personal Services		\$ 359,657	\$ 442,759	\$ 442,759	\$ 619,346	39.88%
Operating Expenses		<u>101,912</u>	<u>160,096</u>	<u>160,096</u>	<u>132,697</u>	-17.11%
Total Budget		\$ 461,569	\$ 602,855	\$ 602,855	\$ 752,043	24.75%

STAFFING		PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Deputy P.W. Director (Fund 450)	E104		0.00	0.50	0.50	0.00	0.00
City Forester	113		1.00	0.00	0.00	0.00	1.00
Superintendent - Tree/Urban	112		0.50	0.50	0.50	0.50	0.50
Foreman II	110		1.00	1.00	1.00	1.00	0.00
Foreman	109		0.00	0.00	0.00	0.00	1.00
Arborist Technician III	106		0.00	1.00	0.00	0.00	0.00
Arborist Tech Inspector	105		1.00	1.00	1.00	1.00	1.00
Arborist Technician II	105		1.00	0.00	0.00	0.00	0.00
Arborist Technician I	104		3.00	3.00	4.00	4.00	4.00
Maintenance Worker II	102		1.00	1.00	0.00	0.00	0.00
Maintenance Worker I	101		<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>
Total Full Time Staffing			8.50	8.00	8.00	7.50	9.50
Total Staffing			8.50	8.00	8.00	7.50	9.50

Added [1.0] City Forester and [1.0] Maintenance Worker I due to increased need for tree care throughout the City.
Replaced [1.0] Foreman II with [1.0] Foreman.

Urban Beautification

		2021-22	2022-23	2022-23	2023-24	% Change
BUDGET SUMMARY		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Personal Services		\$ 579,819	\$ 719,165	\$ 719,165	\$ 763,414	6.15%
Operating Expenses		<u>117,896</u>	<u>189,935</u>	<u>189,935</u>	<u>198,318</u>	4.41%
Total Budget		\$ 697,715	\$ 909,100	\$ 909,100	\$ 961,732	5.79%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Superintendent - Tree/Urban	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	0.00	1.00	1.00	1.00	1.00
Foreman I	109	1.00	0.00	0.00	0.00	0.00
Irrigation Tech III	107	0.00	1.00	1.00	1.00	1.00
Irrigation Tech II	106	0.00	1.00	1.00	1.00	1.00
Lead Worker	106	1.00	1.00	1.00	1.00	1.00
Irrigation Technician	105	2.00	0.00	0.00	0.00	0.00
Maintenance Worker III	103	2.00	2.00	1.00	0.00	2.00
Maintenance Worker II	102	3.00	3.00	3.00	4.00	2.00
Maintenance Worker I	101	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>4.00</u>	<u>4.00</u>
Total Full Time Staffing		10.50	10.50	10.50	12.50	12.50
Total Staffing		10.50	10.50	10.50	12.50	12.50

Promoted [2.0] Maintenance Worker II to [2.0] Maintenance Worker III.

Fleet Maintenance

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 483,633	\$ 497,192	\$ 497,192	\$ 522,192	5.03%
Operating Expenses	<u>49,640</u>	<u>69,260</u>	<u>57,291</u>	<u>77,338</u>	11.66%
Total Budget	\$ 533,273	\$ 566,452	\$ 554,483	\$ 599,530	5.84%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Garage/Fleet Maint Superintendent	112	1.00	1.00	1.00	1.00	1.00
Fleet Maintenance Foreman II	110	1.00	1.00	1.00	1.00	0.00
Fleet Maintenance Foreman I	109	0.00	0.00	0.00	0.00	1.00
Equipment Mechanic II	106	2.00	2.00	2.00	2.00	3.00
Equipment Mechanic I	105	2.00	2.00	3.00	3.00	2.00
Vehicle Maintenance Worker I	105	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

Promoted [1.0] Equipment Mechanic I to [1.0] Equipment Mechanic II. Replaced [1.0] Fleet Maintenance Foreman II with [1.0] Fleet Maintenance Foreman I.

Management Discussion

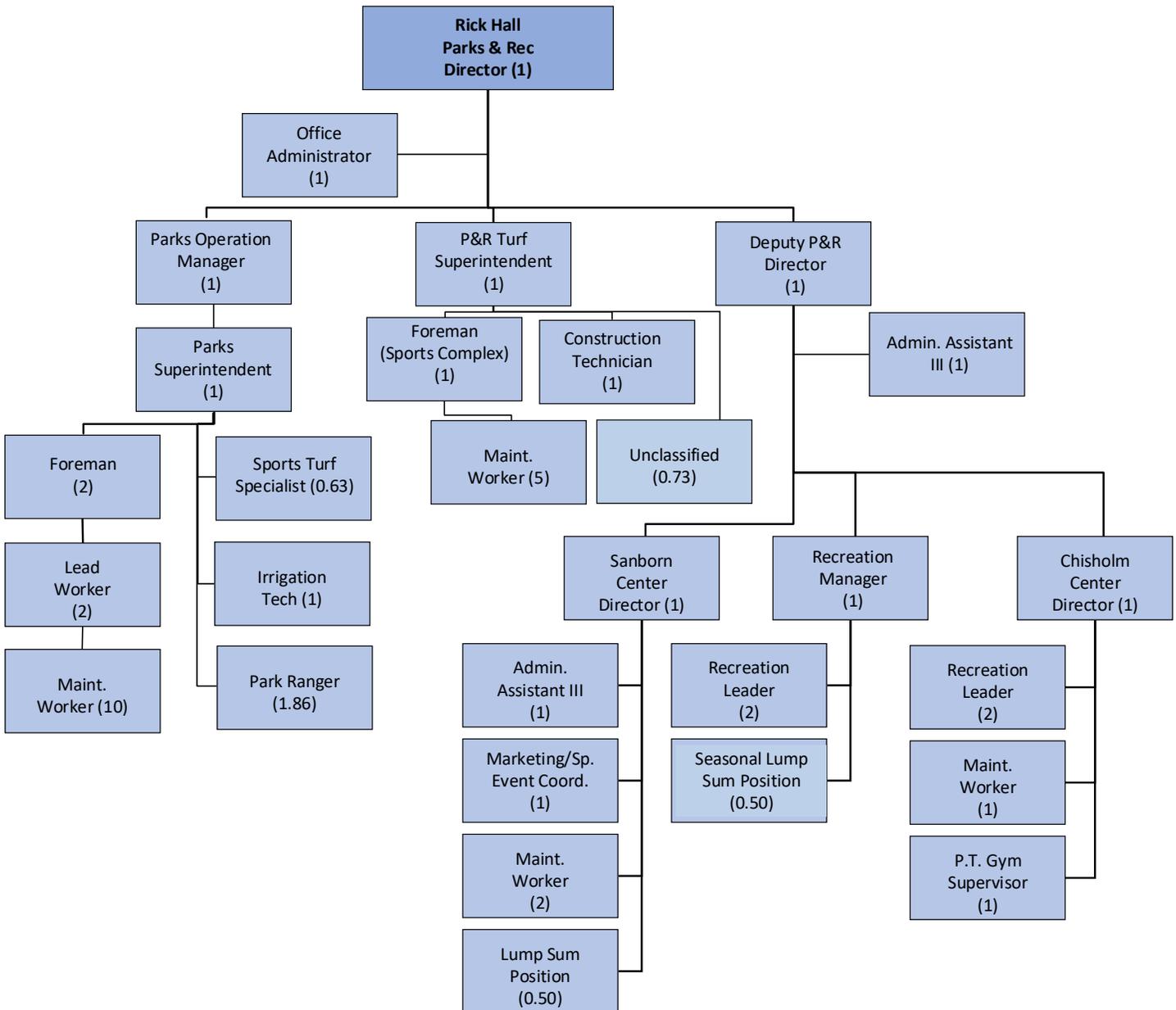
- ✓ Total expenses increased by 8. %.
- ✓ Personal Services increased 11.47% mainly due to the addition of a City Forester and a Maintenance Worker, increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating Expenses increased by . % mainly due to the purchases of two new laptops (\$6,975), CDL License training (\$15,000), Engineering Services/Surveys (\$10,000), and a budgeted increase in power (\$25,529).

- ✓ Includes funding for:
 - APWA Accreditation (\$7,500)
 - Pressure washing (sidewalk & historic markers) (\$10,000)
 - Sidewalk grinding (\$60,000)
 - Traffic engineering consultant (\$25,000)
 - Traffic lights (\$25,900)
 - Sign materials and paint (\$,000)
 - Road materials and supplies (\$81,500)
 - Sidewalk materials (\$65,000)
 - Tree Inventory Survey (\$20,000)
 - CDL License Training (\$15,000)



PARKS AND RECREATION

Organizational Structure



Description:

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

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

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

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
Average maintenance cost per total acres of park land	High Value Government	\$7,950	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	64%	N/A Survey conducted every other year	75%
% Satisfied with City parks, trails and facilities	High Value Government	76%	N/A Survey conducted every other year	85%
% change in participants at Sanborn Center	High Value Government	56%	27%	10%
% change in participants at Chisholm Center	High Value Government	80%	9%	10%
% change in participants in recreational programs and activities	High Value Government	9%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	8.1%	3.75%	4%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Hosted FHSAA State Soccer Championships for the 8th straight year.
- ✓ Completed the renovation of Melching Field facility and opened on time for the first game.
- ✓ Special Events in Earl Brown Park have been successful. Shamrocks and Shenanigans, Firecracker Festival, Halloween Trail (tremendous success), Easter Egg Hunt, and the new event, A Walk-Through Christmas, was also a huge success. The Halloween Trail and A Walk-Through Christmas saw terrific participation from other city departments. In addition, The Mayor’s Fitness Challenge saw an increase in participation for 2023.
- ✓ Completed installation of playground at Jackson Lane Park.
- ✓ Spec Martin received Field of the Year Award from Pioneer Paint.
- ✓ Recreational activities and programs at Chisholm Community Center, DeLand City Sports, and Sanborn Center have increased.
- ✓ Implemented online registration (CivicRec)

Action Plan

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

Park and Facility Management		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Manage and maintain parks and facilities effectively ensuring that locations are safe, clean, and attractive.</p> <ul style="list-style-type: none"> Inspect each park/outdoor facility at least once weekly and identify needed repairs. 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. 	<p>High Value Government</p>
2	<p>Continue with plan of action within ten days on how to correct issues identified during weekly inspections.</p> <ul style="list-style-type: none"> Input work orders. Assign staff daily to complete repairs. 	<p>High Value Government</p>
3	<p>Identify and apply for grant funds for the continued enhancement of park facilities</p> <ul style="list-style-type: none"> At least one grant application completed prior to the end of fiscal year. Meet quarterly with grant writer to review options, needs and process / or more frequently as needed. 	<p>Preparing for the Future/ Sustainability</p>
4	<p>Continue developing plan for expanding and developing more field and park space for athletic and recreational use prior to the end of fiscal year and submit to the City Manager.</p> <ul style="list-style-type: none"> Review quarterly with recreation manager - participation numbers and needs for additional field space and facilities to meet the needs of the community. Identify opportunities for grant funding. 	<p>Institute Smart Growth Principles & Preserving "Sense of Community" in the core city</p>

Special Events in the Parks and at Facilities

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maximize the Greater DeLand community's participation at all parks and venues.</p> <ul style="list-style-type: none"> • Manage and/or support special events in the parks and at facilities. • Host/or support a variety of Special Events that would attract the interest of all areas of our current and future diverse community. • Increase new activities, programs, events over previous fiscal year's numbers. 	<p>Creating the Connected Community & Preserving "Sense of Community" & High Value Government & Preparing for the Future/ Sustainability</p>
2	<p>Increase the activity at the Sanborn Center/Earl Brown Park.</p> <ul style="list-style-type: none"> • Increase the number of sponsorships for special events over the previous year. • Increase awareness of our Community Special Events and increase attendance over the previous year. • Increase volume of activities, programs, or special events prior to more than the previous FY. 	<p>Creating the Connected Community & Preserving "Sense of Community" & High Value Government</p>
3	<p>Increase the activity at the Chisholm Center.</p> <ul style="list-style-type: none"> • Increase awareness of our Community Special Events and increase attendance over the previous year. • Increase volume of activities, programs, or special events prior to more than the previous FY. 	<p>Creating the Connected Community & Preserving "Sense of Community"</p>
4	<p>Maintain close relations with Stetson facilities.</p> <ul style="list-style-type: none"> • Renew/update intergovernmental contract with Stetson facilities annually or as needed. • Report quarterly expenditures associated with field preparation, maintenance, and staffing for Stetson events. 	<p>Preserving "Sense of Community" High Value Government Preparing for the Future/ Sustainability</p>
5	<p>Provide a variety of leisure activities, programs or special events responsive to all age ranges, inclusive of diversity, and maximizing efforts to include donations, registration, partnerships, and sponsorships.</p> <ul style="list-style-type: none"> • Increase the overall activities by the DeLand Parks and Recreation Department by adding or supporting twelve new programs and/or special events prior to the end of fiscal year. 	<p>High Value Government</p>
6	<p>Plan for future population changes such as increase cultural diversity and increased senior citizen population.</p> <ul style="list-style-type: none"> • Identify annual population changes. 	<p>Preparing for the Future/ Sustainability</p>

Long-Term Goals

Administration

- ✓ Based on Master Plan results, develop a strategy to manage population growth of the community.
 - Strategic Focus Area: Institute Smart Growth Principles, Preserving a "Sense of Community"
- ✓ Maintain and monitor facility use agreement with both Stetson University and DeLand High School.
 - Strategic Focus Area: Creating Connected Community, Preparing for the Future/Sustainability
 - Implement online registration for facility rentals, program and activity registrations.

Recreation

- ✓ Continue improving existing activities and implement new activities based on the desire and benefits to the DeLand Community.
 - Target Completion: ongoing
 - 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: ongoing
 - Strategic Focus Area: Institute Smart Growth Principles, Preparing for the Future

- Begin development of the 13 acre property SE quadrant
- Strategic Focus area: High Value government

Intermodal Transportation Facility

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

Trailer Park

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

Museum

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

Activity Center

- ✓ Continue to market facilities for sustainable maximum use.
 - Target Completion: ongoing
 - 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: ongoing
 - 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: ongoing
 - Strategic Focus Area: Creating Connected Community, Preserving a “Sense of Community”
- ✓ Research and develop strategies to host music festival event.
 - Target Completion: ongoing
 - 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: ongoing
 - Strategic Focus Area: Creating Connected Community, Preserving a “Sense of Community”

Melching Field

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

Lake Moore

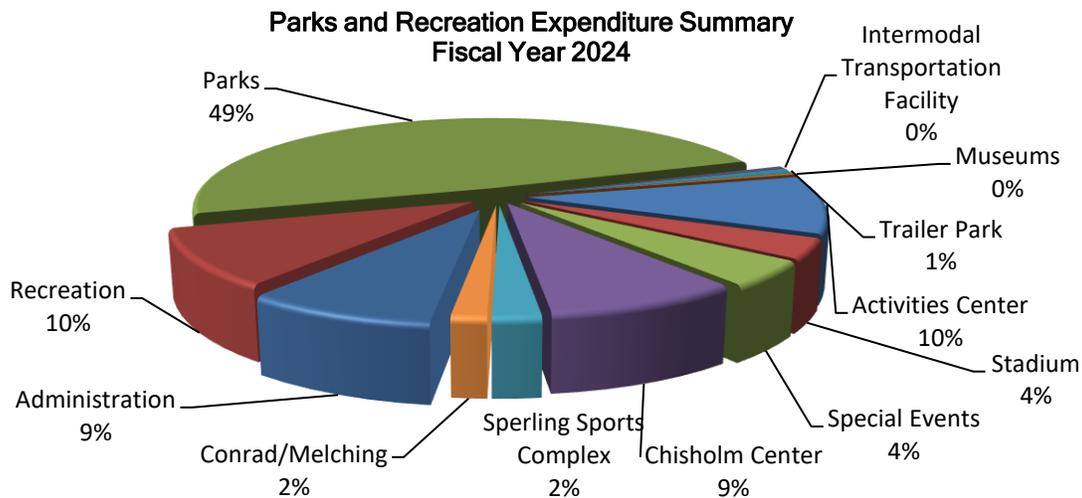
- ✓ Develop strategies to begin development of Lake Moore property for passive park use.
 - Target completion: ongoing
 - Strategic focus area: High Value Government

Operating Budget Comparison Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$2,462,981	\$2,872,728	\$2,872,728	\$3,102,558	8.00%
Operating Expenses	<u>1,168,995</u>	<u>1,126,709</u>	<u>1,274,789</u>	<u>1,414,516</u>	25.54%
Total Budget	\$3,631,976	\$3,999,437	\$4,147,517	\$4,517,074	12.94%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Administration	\$ 340,784	\$ 350,337	\$ 376,661	\$ 384,644	9.79%
Recreation	342,908	426,217	426,217	451,743	5.99%
Parks	1,865,087	2,014,741	2,091,852	2,211,571	9.77%
Intermodal Transportation Facility	11,386	18,319	18,319	18,626	1.68%
Trailer Park	12,001	16,119	44,740	41,021	154.49%
Museums	11,919	13,816	13,816	13,993	1.28%
Activities Center	403,684	435,661	445,491	466,881	7.17%
Stadium	228,085	133,430	133,430	159,296	19.39%
Special Events	21,039	61,065	61,065	201,300	229.65%
Chisholm Center	395,083	401,394	406,394	397,576	-0.95%
Sperling Sports Complex	0	95,088	95,088	98,548	3.64%
Conrad/Melching	0	33,250	34,444	71,875	116.17%
Total Budget	\$3,631,976	\$3,999,437	\$4,147,517	\$4,517,074	12.94%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	3.50	3.50	3.50	4.50	4.50
Parks	22.84	22.59	24.22	26.22	28.22
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	5.00	5.00	5.00	5.00	5.00
Total Staffing	39.84	39.59	41.22	44.22	46.22



Parks & Recreation Administration

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 316,699	\$ 323,872	\$ 323,872	\$ 358,121	10.57%
Operating Expenses	24,085	26,465	52,789	26,523	0.22%
Total Budget	\$ 340,784	\$ 350,337	\$ 376,661	\$ 384,644	9.79%

	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
STAFFING						
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	2.00	1.00	1.00	1.00	0.00
Administrative Assistant III	105	0.00	0.00	0.00	0.00	1.00
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

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

Recreation

	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
BUDGET SUMMARY					
Personal Services	\$ 239,272	\$ 311,557	\$ 311,557	\$ 325,833	4.58%
Operating Expenses	103,636	114,660	114,660	125,910	9.81%
Total Budget	\$ 342,908	\$ 426,217	\$ 426,217	\$ 451,743	5.99%

	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
STAFFING						
Deputy Parks & Rec Director	E103	1.00	1.00	1.00	1.00	1.00
Recreation Manager	112	1.00	1.00	1.00	1.00	1.00
Athletics Sports Coordinator	104	0.00	1.00	0.00	0.00	0.00
Recreation Leader	103	1.00	0.00	1.00	2.00	2.00
Total Full Time Staffing		3.00	3.00	3.00	4.00	4.00
Sports Supervisor	N/A	0.50	0.50	0.50	0.50	0.50
Total Part Time Staffing		0.50	0.50	0.50	0.50	0.50
Total Staffing		3.50	3.50	3.50	4.50	4.50

Parks

	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
BUDGET SUMMARY					
Personal Services	\$1,335,669	\$1,638,955	\$1,638,955	\$1,817,731	10.91%
Operating Expenses	529,418	375,786	452,897	393,840	4.80%
Total Budget	\$1,865,087	\$2,014,741	\$2,091,852	\$2,211,571	9.77%

	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
STAFFING						
Parks Operations Manager	116	0.00	0.00	0.00	0.00	1.00
Parks Superintendent	112	2.00	2.00	2.00	2.00	2.00
Assistant Parks Superintendent	109	1.00	1.00	1.00	1.00	0.00
Foreman I	109	1.00	1.00	1.00	1.00	3.00
Construction Technician I	106	1.00	1.00	1.00	1.00	1.00
Lead Worker	106	1.00	2.00	3.00	2.00	2.00
Irrigation Technician I	105	0.00	0.00	1.00	1.00	1.00
Maintenance Worker III	103	10.00	9.00	8.00	9.00	5.00
Maintenance Worker II	102	2.00	2.00	2.00	2.00	2.00

Maintenance Worker I	101	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>4.00</u>	<u>8.00</u>
Total Full Time Staffing		20.00	20.00	21.00	23.00	25.00
Sports Turf Specialist	112	0.00	0.00	0.63	0.63	0.63
Park Ranger	100	1.86	1.86	1.86	1.86	1.86
Seasonal Workers/Unclassified	100	<u>0.98</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		2.84	2.59	3.22	3.22	3.22
Total Staffing		22.84	22.59	24.22	26.22	28.22

Added [1.0] Maintenance Worker I and [1.0] Foreman I due to increase in Parks responsibilities. Promoted [1.0] Parks Superintendent to [1.0] Parks Operations Manager. Promoted [1.0] Assistant Parks Superintendent to [1.0] Parks Superintendent. Promoted [1.0] Maintenance Worker III to [1.0] Foreman I. Replaced [3.0] Maintenance Worker III with [3.0] Maintenance Worker I.

Intermodal Transportation Facility

BUDGET SUMMARY		2021-22	2022-23	2022-23	2023-24	% Change
		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Operating Expenses		\$ 11,386	\$ 18,319	\$ 18,319	\$ 18,626	1.68%
Total Staffing		\$ 11,386	\$ 18,319	\$ 18,319	\$ 18,626	1.68%
STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET

None

Trailer Park

BUDGET SUMMARY		2021-22	2022-23	2022-23	2023-24	% Change
		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Operating Expenses		\$ 12,001	\$ 16,119	\$ 44,740	\$ 41,021	154.49%
Total Staffing		\$ 12,001	\$ 16,119	\$ 44,740	\$ 41,021	154.49%
STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET

None

Museums

BUDGET SUMMARY		2021-22	2022-23	2022-23	2023-24	% Change
		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Operating Expenses		\$ 11,919	\$ 13,816	\$ 13,816	\$ 13,993	1.28%
Total Budget		\$ 11,919	\$ 13,816	\$ 13,816	\$ 13,993	1.28%
STAFFING		2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET

None

Activities Center

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 291,259	\$ 307,628	\$ 307,628	\$ 328,239	6.70%
Operating Expenses		<u>112,425</u>	<u>128,033</u>	<u>137,863</u>	<u>138,642</u>	8.29%
Total Budget		\$ 403,684	\$ 435,661	\$ 445,491	\$ 466,881	7.17%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Center Director	109	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	107	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	105	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	102	0.00	0.00	1.00	0.00	0.00
Maintenance Worker I	101	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		5.00	5.00	5.00	5.00	5.00
Maintenance Worker II	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.50	0.50	0.50	0.50	0.50
Total Staffing		5.50	5.50	5.50	5.50	5.50

Stadium

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses		<u>\$ 228,085</u>	<u>\$ 133,430</u>	<u>\$ 133,430</u>	<u>\$ 159,296</u>	19.39%
Total Budget		\$ 228,085	\$ 133,430	\$ 133,430	\$ 159,296	19.39%

STAFFING		2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None						

Special Events

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 1,831	\$ 10,765	\$ 10,765	\$ 0	-100.00%
Operating Expenses		<u>19,208</u>	<u>50,300</u>	<u>50,300</u>	<u>201,300</u>	300.20%
Total Budget		\$ 21,039	\$ 61,065	\$ 61,065	\$ 201,300	229.65%

STAFFING		2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None						

Chisholm Center

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services		\$ 278,251	\$ 279,951	\$ 279,951	\$ 272,634	-2.61%
Operating Expenses		<u>116,832</u>	<u>121,443</u>	<u>126,443</u>	<u>124,942</u>	2.88%
Total Budget		\$ 395,083	\$ 401,394	\$ 406,394	\$ 397,576	-0.95%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Center Director	109	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	1.00	1.00	1.00	1.00	1.00
Recreation Leader	103	0.00	1.00	2.00	2.00	2.00
Recreation Assistant	100	<u>2.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Gym Supervisor	100	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.00	1.00	1.00	1.00
Seasonal Employees/Lifeguards						
Total Staffing		5.00	5.00	5.00	5.00	5.00

Sperling Sports Complex

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses		<u>\$ 0</u>	<u>\$ 95,088</u>	<u>\$ 95,088</u>	<u>\$ 98,548</u>	3.64%
Total Budget		\$ 0	\$ 95,088	\$ 95,088	\$ 98,548	3.64%

STAFFING		2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None						

Conrad/Melching

BUDGET SUMMARY		2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses		<u>\$ 0</u>	<u>\$ 33,250</u>	<u>\$ 34,444</u>	<u>\$ 71,875</u>	116.17%
Total Budget		\$ 0	\$ 33,250	\$ 34,444	\$ 71,875	116.17%

	2019-20	2020-21	2021-22	2022-23	2023-24
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET

None

Management Discussion

- ✓ Total expenses increased by 12.94%.
- ✓ Personal Services increased by 8.00% mainly due to the additions of a Foreman and a Maintenance Worker, increased health insurance costs and a 3% merit increase approved for FY 2023-2024.
- ✓ Operating expenses increased by 25.54% mainly due to the addition of a Music Festival (\$150,000) and budgeted increases in concession supplies (\$7,000) operating supplies (\$28,935), power (\$24,619), gas/oil (\$12,136), and water/sewer (\$23,359).
- ✓ Includes funding for:
 - Sports officials fees (\$34,000)
 - Sports, recreational & youth athletic equipment (\$9,180)
 - Summer sports camp (\$3,420)
 - Uniforms (basketball, football, soccer) (\$30,140)
 - Marketing (\$12,000)
 - 4th July fireworks (\$17,000)
 - Stetson football expenses (\$5,300)
 - Music Festival (\$150,000)
 - Special Event funding (\$30,000)

TRANSFERS AND CONTINGENCY

Description:

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

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Contingency / Reserve Contingency	\$ 0	\$ 832,500	\$ 445,277	\$ 1,647,446	97.89%
Transfers	<u>4,027,114</u>	<u>4,293,920</u>	<u>9,487,873</u>	<u>5,979,879</u>	39.26%
Total Budget	\$4,027,114	\$ 5,126,420	\$ 9,933,150	\$ 7,627,325	48.78%

Contingency / Reserve Contingency

Contingency	\$1,164,946
Reserve Contingency	270,000
Savings Contingency	212,500
Total	\$1,647,446

Transfers

Transfer to Homeless Shelter Fund	\$ 550,000
Transfer to Capital Fund (includes 1% PILOT of \$283,785)	4,219,279
Transfer to Debt Service Fund	1,210,600
Total	\$5,979,879

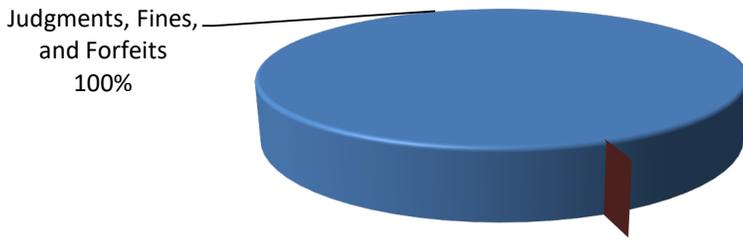
Management Discussion

- ✓ Contingency / Reserve Contingency increased by 97.89% mainly due to increase in general contingency for additional funding for recruitment and retention based upon committee recommendations.
- ✓ Transfers to Capital Fund increased \$1,826,161 due to increase in capital projects in FY 2023-2024.
- ✓ Transfer to Homeless Shelter Fund increased \$500,000 due to increase in expenditures and decrease in budgeted donations.
- ✓ Transfers to Debt Service Fund decreased \$137,202 due to payoff of some loans.
- ✓ Transfer to Grants & Special Revenue Fund decreased \$503,000 due to decrease in related capital projects in FY 2023-2024.

CONFISCATED TRUST FUND

Revenue Summary

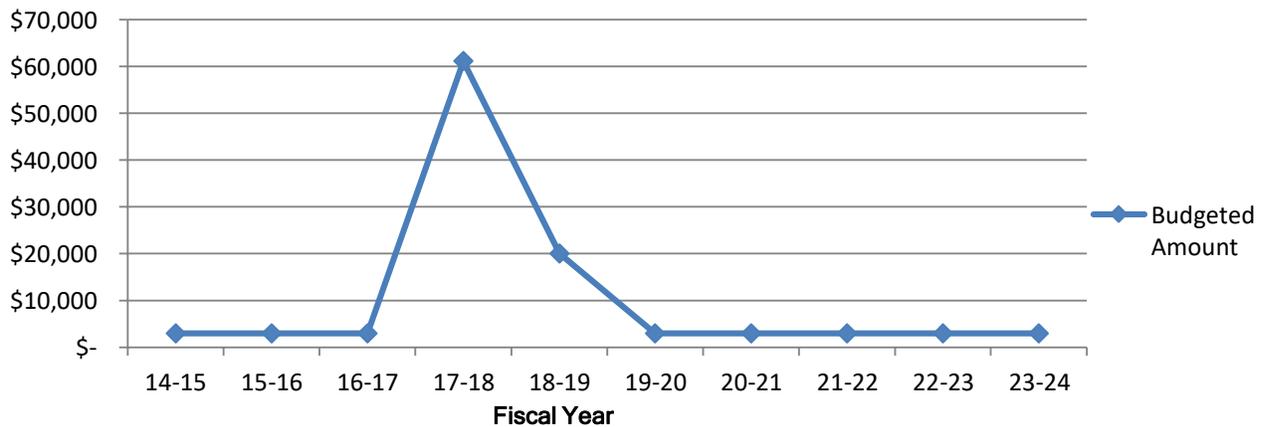
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Judgments, Fines, and Forfeits	\$ 3,595	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Miscellaneous Revenue	<u>3,124</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Confiscated Trust Fund Revenue	\$ 6,719	\$ 3,000	\$ 3,000	\$ 3,000	0.00%



Management Discussion

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

History of Revenues



CONFISCATED TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 17,856	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Capital Outlay	<u>60,400</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Budget	\$ 78,256	\$ 3,000	\$ 3,000	\$ 3,000	0.00%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

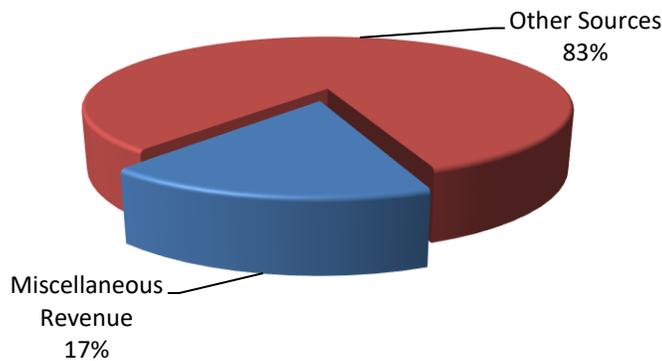
Management Discussion

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

HOMELESS SHELTER FUND

Revenue Summary

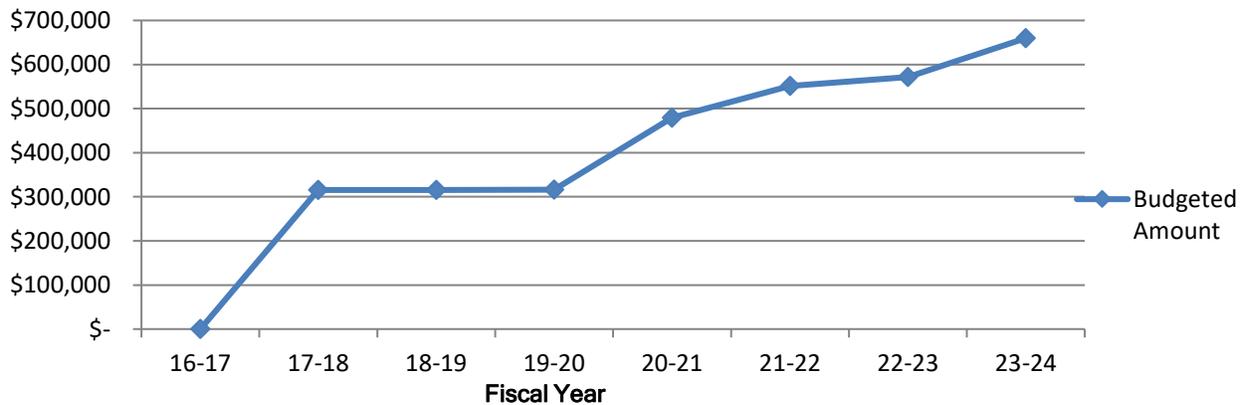
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Miscellaneous Revenue	163,362	325,000	325,000	109,766	-66.23%
Other Sources	<u>50,000</u>	<u>296,308</u>	<u>324,308</u>	<u>550,000</u>	85.62%
Total Confiscated Trust Fund Revenue	\$ 213,362	\$ 621,308	\$ 649,308	\$ 659,766	6.19%



Management Discussion

The Homeless Shelter Fund was created in FY 2016-2017 to report the specific revenues and expenses to operate the City's homeless shelter. Miscellaneous revenue represents religious, corporate and personal donations to fund operations. Other sources represent the City's contribution of \$550,000.

History of Revenues



HOMELESS SHELTER FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2021-22</u> <u>ACTUAL</u>	<u>2022-23</u> <u>BUDGET</u>	<u>2022-23</u> <u>ESTIMATED</u>	<u>2023-24</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2022-23</u>
Operating Expenses	\$ 543,151	\$ 621,308	\$ 649,308	\$ 659,766	6.19%
Total Budget	\$ 543,151	\$ 621,308	\$ 649,308	\$ 659,766	6.19%

<u>STAFFING</u>	<u>2019-20</u> <u>BUDGET</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2021-22</u> <u>BUDGET</u>	<u>2022-23</u> <u>BUDGET</u>	<u>2023-24</u> <u>BUDGET</u>
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None

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

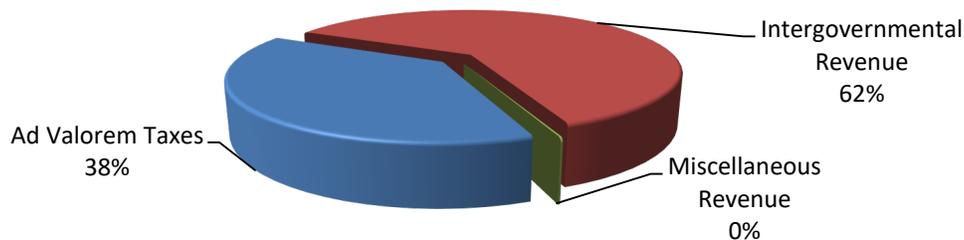
Management Discussion

- ✓ Includes funding for:
 - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$645,830)
 - Property insurance coverage of the homeless shelter (\$5,936)
 - Building maintenance (\$8,000)

SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$ 118,444	\$ 248,188	\$ 248,188	\$ 312,348	25.85%
Intergovernmental Revenue	316,711	515,793	515,793	509,054	-1.31%
Miscellaneous Revenue	15,805	1,200	1,200	1,200	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>4,459</u>	<u>0</u>	0.00%
Total Spring Hill CRA Revenue	\$ 450,960	\$ 765,181	\$ 769,640	\$ 822,602	7.50%

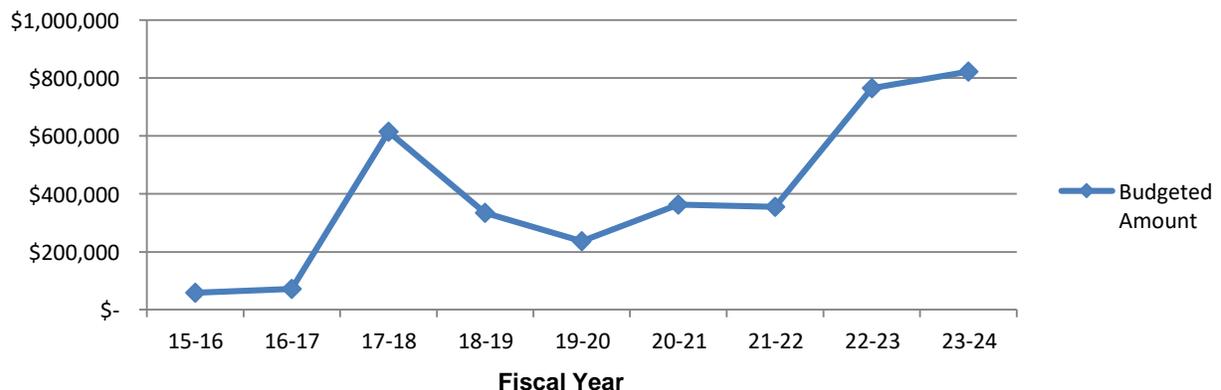


Management Discussion

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

Miscellaneous revenues include interest earnings, late fees from lessees, and billings for parking lot leases. These revenues are then used to fund programs and projects identified in the Spring Hill Redevelopment Plan adopted by the Spring Hill Community Redevelopment Agency.

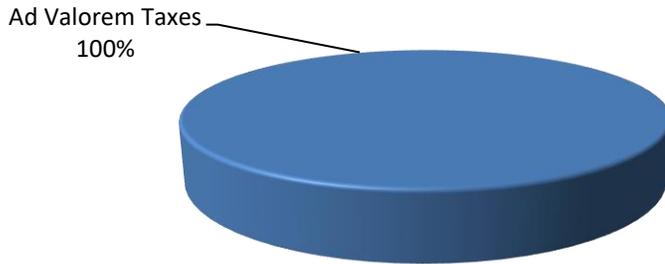
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

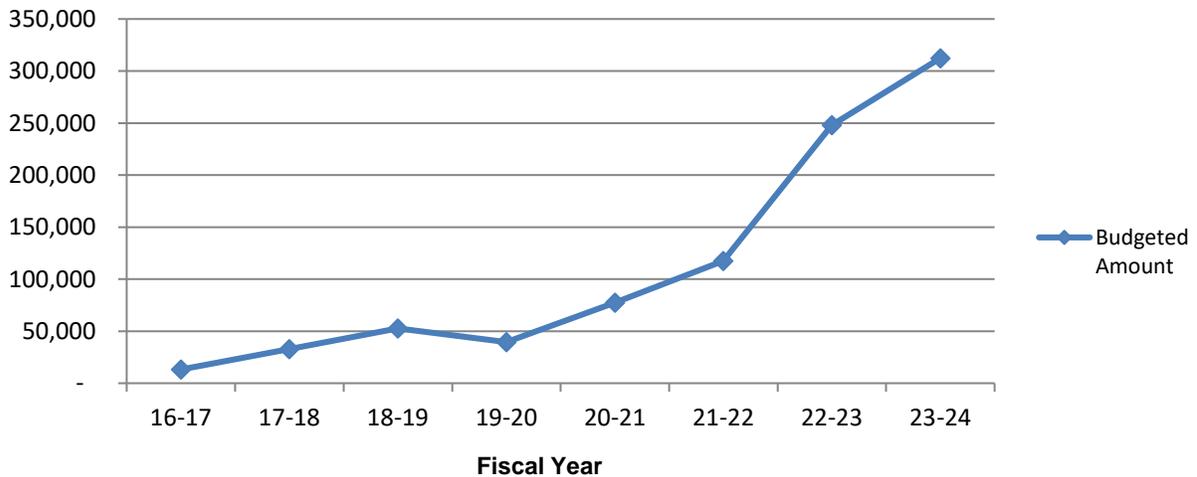
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$ 118,444	\$ 248,188	\$ 248,188	\$ 312,348	25.85%
Total Ad Valorem Tax Revenue	\$ 118,444	\$ 248,188	\$ 248,188	\$ 312,348	25.85%



Management Discussion

The property appraiser has released \$101,973,927 as the June 1st pre-preliminary estimated taxable value of property located within the district’s limits. This represents an \$51,501,046 incremental change in the district’s tax base and an increase of \$11,895,228 in taxable value since last year. FY 2023-2024 budget is based on the preliminary incremental change in value calculated using the City’s proposed operating millage rate of 6.4841.

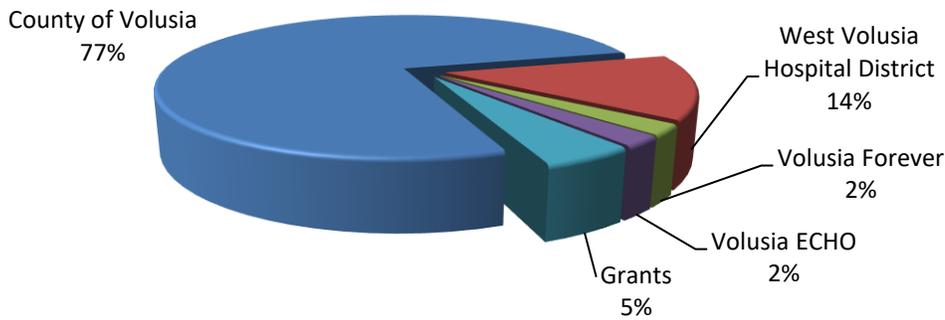
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

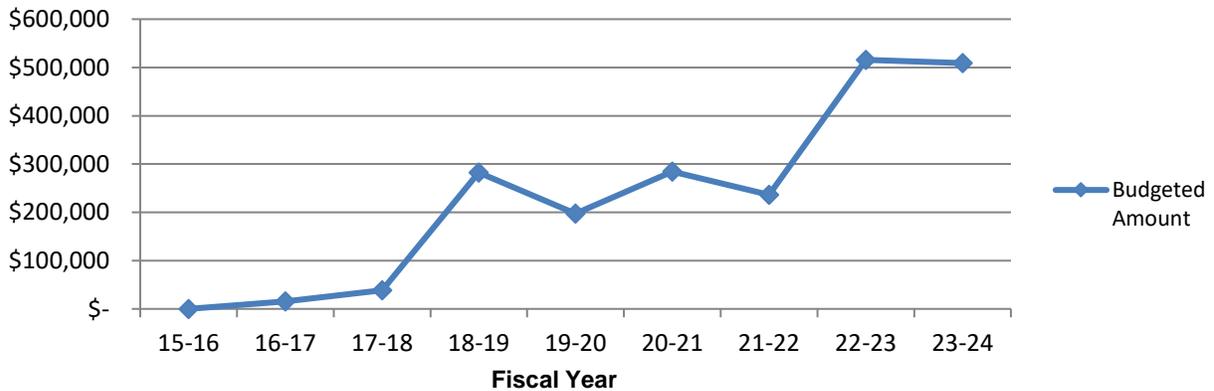
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
County of Volusia	\$ 240,901	\$ 389,239	\$ 389,239	\$ 389,239	0.00%
West Volusia Hospital District	33,129	72,215	72,215	72,215	0.00%
Volusia Forever	6,984	11,445	11,445	11,445	0.00%
Volusia ECHO	0	11,445	11,445	11,445	0.00%
Grants	<u>35,697</u>	<u>31,449</u>	<u>31,449</u>	<u>24,710</u>	-21.43%
Total Ad Valorem Tax Revenue	\$ 316,711	\$ 515,793	\$ 515,793	\$ 509,054	-1.31%



Management Discussion

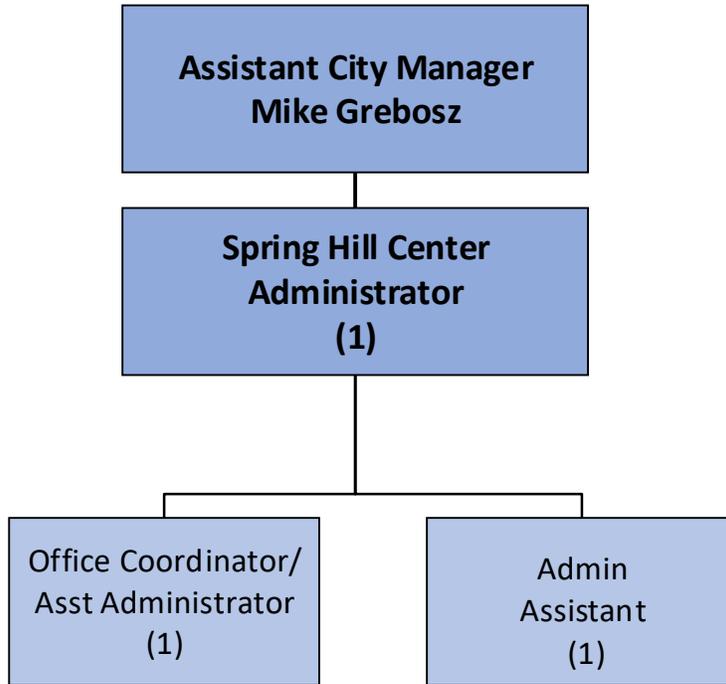
Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 2023-2024 budget is calculated using the prior year millage rates from each of the taxing authorities. Grant revenue from CDBG is budgeted to fund a portion of salaries (\$24,710).

History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND
Expenditure Summary

Organizational Structure



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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% change in property values over prior year	High Value Government	10.6% City -13.1% County	10.5%	10.5%
# of property improvement grants	High Value Government	1	5	5

Fiscal Year 2022-2023 Achievements

- ✓ Continue to provide services at the Resource Center to be in line with grant funding requirements.
- ✓ Provided one property improvement grant.
- ✓ Continued the property of the quarter program.
- ✓ Successfully completed the annual Mayor’s Backpack Giveaway event.
- ✓ Completed the TURN Festival.
- ✓ Partnered with community group to hold an Easter Egg Hunt event.
- ✓ Partnered with Volusia County to improve several roads and sidewalks within the CRA.
- ✓ Partnered with Volusia County to secure & improve the former Delco Oil site.

Action Plan

Outreach & Communication

Goals & Objectives		Strategic Plan Area(s)
1	Enhance communication with the Spring Hill Community. <ul style="list-style-type: none"> Develop and disseminate a monthly newsletter. Update the Spring Hill Website and other communication channels to increase usefulness and communication. 	Preserving "Sense of Community" & Communication
2	Work with Spring Hill Resource Center and other community partners in the overall development and maintenance of the Spring Hill Redevelopment Plan. <ul style="list-style-type: none"> By end of fiscal year determine the % change in number of residents served by the Spring Hill Resource Center over prior year. Look into additional grant funding from the State of Florida for the next phase of sanitary sewer construction. Provide property improvement grant program for up to 5 residential and businesses owners before fiscal year end. 	High Value Government

Long-Term Goals

- ✓ Increase the availability of grants (septic abandonment, sewer connection, exterior improvement, and others).
 - Target Start: FY 2023-2024 and continue beyond
 - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
 - Target Start: FY 2023-2024 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 2023-2024 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
 - Target Completion: FY 2023-2024 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 113,192	\$ 186,069	\$ 186,069	\$ 194,718	4.65%
Operating Expenses	51,616	68,870	85,520	46,233	-32.87%
Capital Outlay	110,125	0	0	0	0.00%
Grants & Aid	0	20,000	20,000	20,000	0.00%
Contingency	0	427,971	411,321	514,840	20.30%
Transfers	44,047	62,271	66,730	46,811	-24.83%
Total Budget	\$ 318,980	\$ 765,181	\$ 769,640	\$ 822,602	7.50%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Spring Hill Ctr Administrator	109	1.00	1.00	1.00	1.00	1.00
Office Coordinator/Asst Admin	108	0.00	0.00	0.00	1.00	1.00
Administrative Assistant I	101	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.00	2.00	2.00	3.00	3.00

CAPITAL OUTLAY

Amount

None

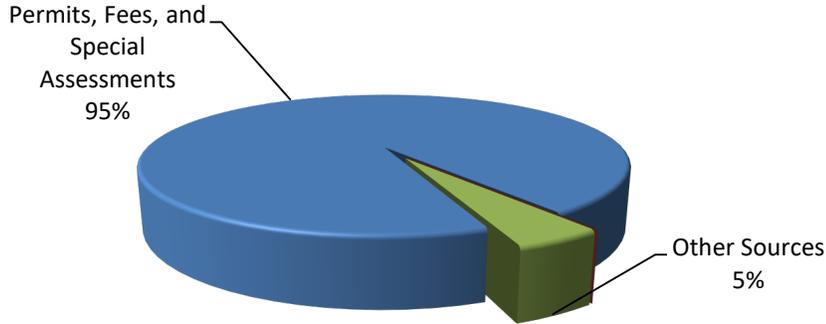
Management Discussion

- ✓ Total expenses increased by 7.50%.
- ✓ Personal Services increased by 4.65% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses decreased by 32.87% mainly due to a purchase of a computer (\$3,375) and Utility Box Art (\$20,000) in FY 2022-2023.
- ✓ Transfers decreased by 24.83% mainly due to a reduction in IT projects needing Spring Hill funding.
- ✓ Includes funding for:
 - Exterior improvement grants (\$20,000)
 - Contingency (\$5 ,)

GOVERNMENTAL IMPACT FEES TRUST FUND

Revenue Summary

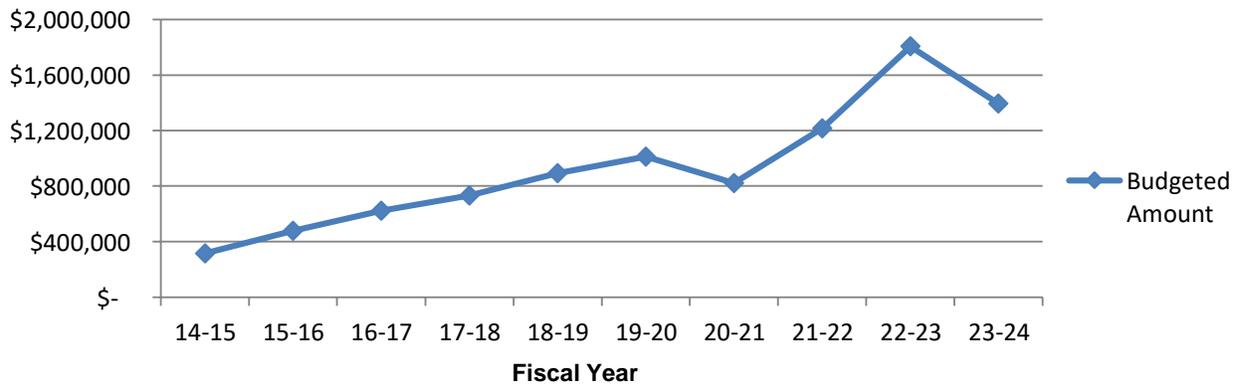
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Permits, Fees, and Special Assessments	\$ 2,144,901	\$ 1,312,828	\$ 1,312,828	\$ 1,327,845	1.14%
Miscellaneous Revenue	6,327	0	0	0	0.00%
Other Sources	<u>0</u>	<u>492,215</u>	<u>637,704</u>	<u>64,662</u>	-86.86%
Total GIFT Fund Revenue	\$ 2,151,228	\$ 1,805,043	\$ 1,950,532	\$ 1,392,507	-22.85%



Management Discussion

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

History of Revenues



GOVERNMENTAL IMPACT FEES TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 18,125	\$ 7,500	\$ 7,500	\$ 4,375	-41.67%
Capital Outlay	105,174	91,800	161,787	75,287	-17.99%
Transfers	<u>1,407,885</u>	<u>1,705,743</u>	<u>1,781,245</u>	<u>1,312,845</u>	-23.03%
Total Budget	\$1,531,184	\$ 1,805,043	\$ 1,950,532	\$ 1,392,507	-22.85%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

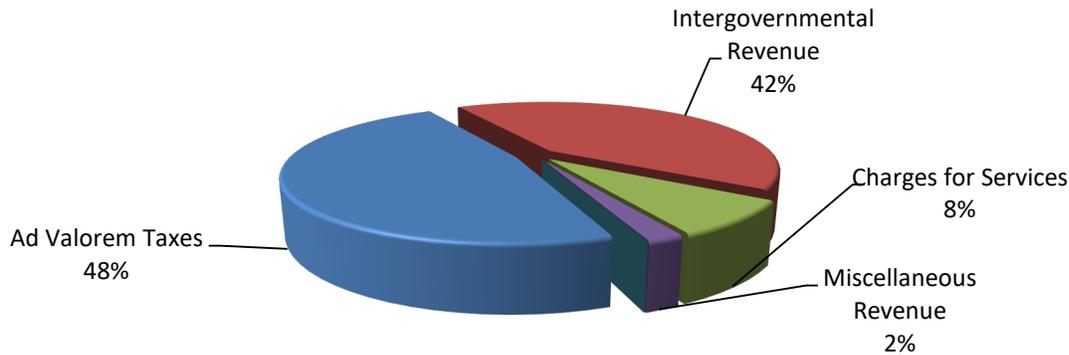
Management Discussion

- ✓ FY 2023-2024 anticipated revenue will be used towards transfers for the following:
 - ✓ General Fund:
 - City Hall - \$211,000
 - Reimbursement to the Hurricane Reserve - \$200,000
 - ✓ Debt Service Fund:
 - Earl Brown Park - \$247,925
 - Sperling Sports Complex - \$48,477
 - New Fire Station #81 - \$170,000
 - Police Evidence Building - \$41,754
 - Recreation Fields at Victoria Park - \$297,401
 - Garfield Trail - \$59,123
 - Lake Moore - \$37,165
- ✓ Includes funding for Police Computer (\$4,375) and Police Car (\$75,287) for new officer.

COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

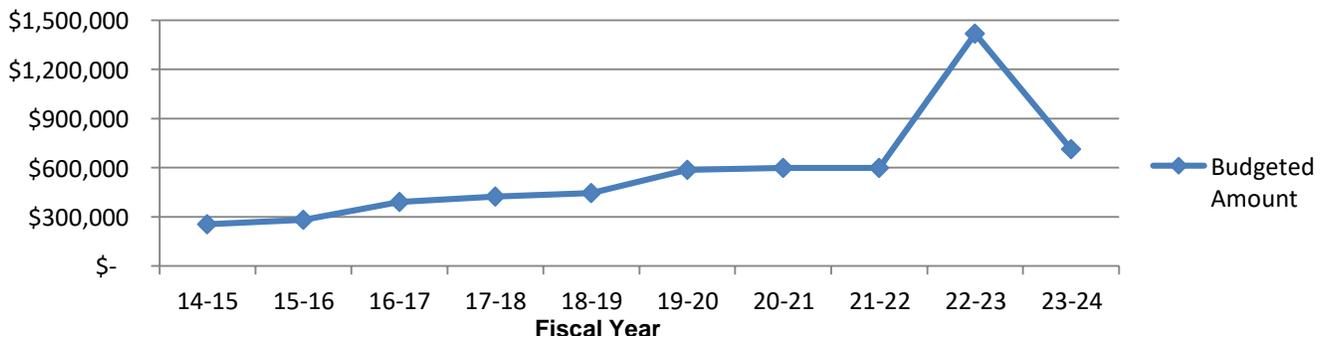
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$ 258,770	\$ 305,415	\$ 305,415	\$ 339,115	11.03%
Intergovernmental Revenue	269,958	302,065	302,065	302,065	0.00%
Charges for Services	62,575	58,105	58,105	58,105	0.00%
Miscellaneous Revenue	51,872	44,604	44,604	14,618	-67.23%
Other Sources	<u>0</u>	<u>707,300</u>	<u>1,210,590</u>	<u>0</u>	-100.00%
Total Community Redev Fund	\$ 643,175	\$ 1,417,489	\$ 1,920,779	\$ 713,903	-49.64%



Management Discussion

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

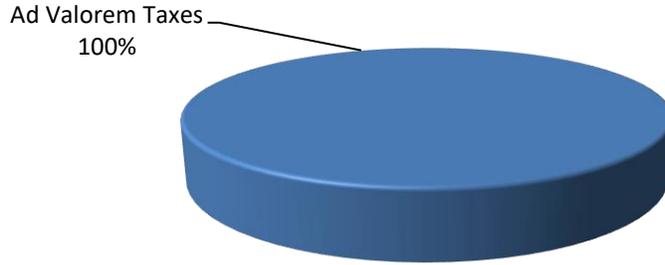
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

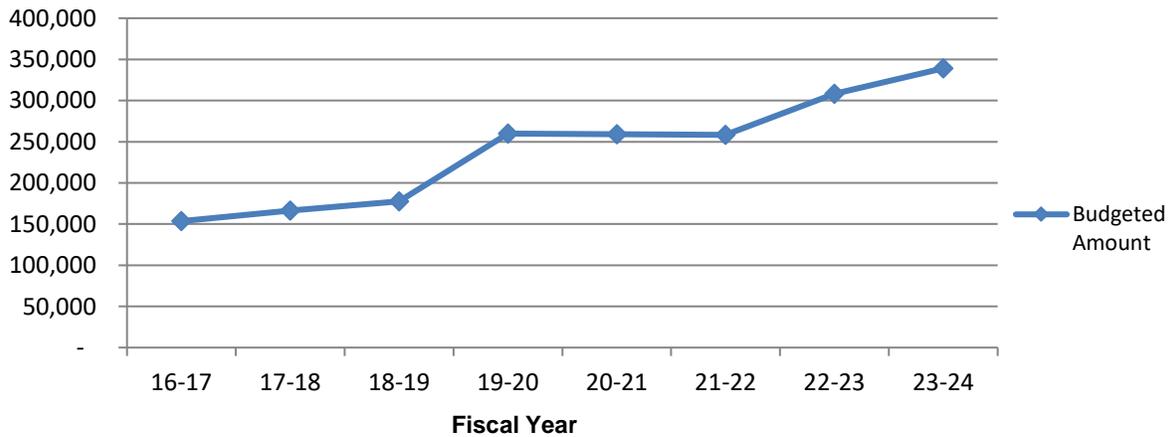
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$ 258,770	\$ 305,415	\$ 305,415	\$ 339,115	11.03%
Total Ad Valorem Tax Revenue	\$ 258,770	\$ 305,415	\$ 305,415	\$ 339,115	11.03%



Management Discussion

The property appraiser has released \$75,948,822 as the June 1st pre-preliminary estimated taxable value of property located with the district's limits. This represents a \$55,914,359 incremental change in the district's tax base and an increase of \$7,231,600 in taxable value since last year. FY 2023-2024 budget is based on the preliminary incremental change calculated against the City's proposed operating millage rate of 6.4841.

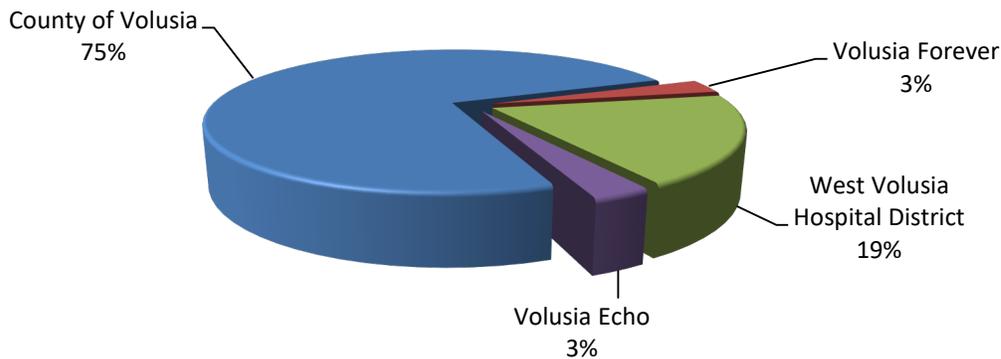
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

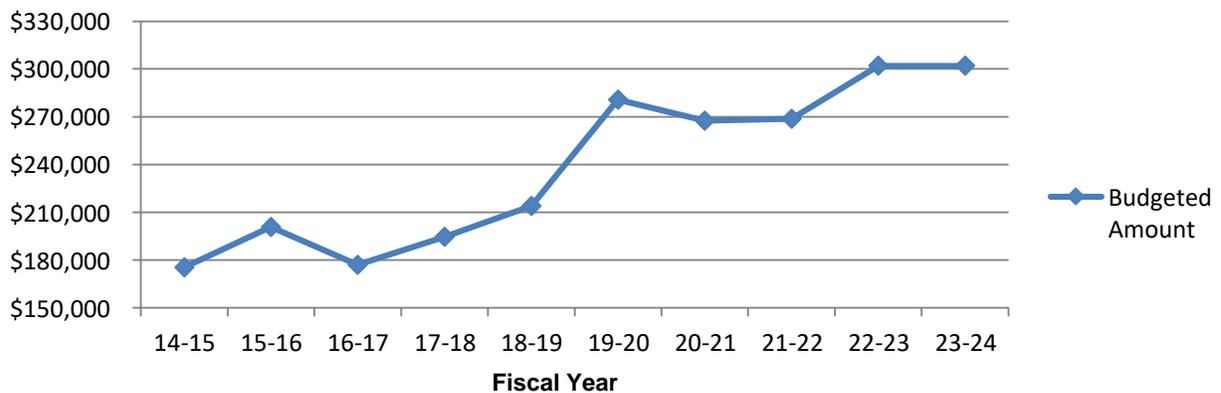
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
County of Volusia	\$ 201,987	\$ 224,971	\$ 224,971	\$ 224,971	0.00%
Volusia Forever	15,194	9,277	9,277	9,277	0.00%
West Volusia Hospital District	52,777	58,540	58,540	58,540	0.00%
Volusia Echo	<u>0</u>	<u>9,277</u>	<u>9,277</u>	<u>9,277</u>	0.00%
Total Ad Valorem Tax Revenue	\$ 269,958	\$ 302,065	\$ 302,065	\$ 302,065	0.00%



Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY 2023-2024 budget is based on the City's pre-preliminary value calculated using the prior year millage rates from each of the taxing authorities.

History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Expenditure Summary

Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% change in property values over prior year	High Value Government	0.93%	5%	5%
# of events (downtown)	Preserving "Sense of Community"	28	25	50
Storefront occupancy rate	Preserving "Sense of Community"	98%	98%	98%

Fiscal Year 2022 – 2023 Accomplishments

- ✓ Approved a new 3 year agreement with the MainStreet DeLand Association.
- ✓ Improved the pedestrian wayfinding sign coloring scheme.
- ✓ Installed new sculptures in the downtown.
- ✓ Awarded 3 grants for various property improvements.
- ✓ Installed new bench options at Chess Park.
- ✓ Continued planning and working multiple special events in the downtown.
- ✓ Site work have begun on retail and residential (mixed use) development project at the former Save-A-Lot location.
- ✓ Approved the final design of W. Voorhis Avenue Streetscape project.
- ✓ Former Putnam Hotel site is actively being marketed for development.
- ✓ Launched Spare Change for Real Change program.

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.	Preserving "Sense of Community"

	<ul style="list-style-type: none"> Utilize multiple venues with a minimum of 24 ads annually. 	
2	Promote downtown events as a means of attracting consumers, visitors, and residents. <ul style="list-style-type: none"> Provide a minimum of 10 events annually. 	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"> In accordance with the 10-year replacement plan for street/park furniture by September 30th as required. Complete one new mural by September 30th of each year. Work with the Museum of Art to rotate downtown sculptures on an annual/biannual basis. Maintain a storefront occupancy rate of at least 90% 	Preserving "Sense of Community"
2	Award a minimum of 5 grants annually. By February of each year forward MainStreet Grant Committee recommendations to CRA for award.	Preserving "Sense of Community"

Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
 - Target Completion: FY 2023-2024 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 2023-2024 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 2023-2024 and continue beyond
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 293,541	\$ 423,199	\$ 436,199	\$ 461,000	8.93%
Capital Outlay	219,690	716,509	1,214,759	0	-100.00%
Grants and Aid	0	67,500	67,500	67,500	0.00%
Contingency	0	84,642	76,642	59,764	-29.39%
Transfers	41,394	125,639	125,679	125,639	0.00%
Total Budget	\$ 554,625	\$1,417,489	\$1,920,779	\$ 713,903	-49.64%
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					
CAPITAL OUTLAY					Amount
None					

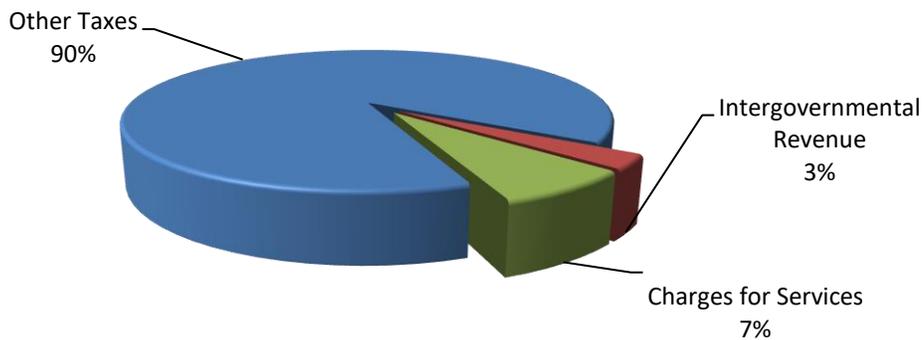
Management Discussion

- ✓ Total expenses decreased by 49.64%.
- ✓ Operating expenses increased by 8.93% mainly due to the additions of road materials for Parking Lots 6 & 7 (\$61,449) and the removal of the Downtown Sculpture Program (\$35,000).
- ✓ Includes funding for:
 - MainStreet DeLand contract (\$95,000)
 - Special Events (\$52,257)
 - Park/Furniture Upgrades (\$10,000)
 - Holiday Lights Maintenance (\$35,000)
 - Façade Grants (\$60,000)
 - Mural Grants (\$5,000)
 - Graffiti Removal Grant (\$2,500)

GRANTS AND SPECIAL REVENUE FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Other Taxes	\$ 267,950	\$ 300,004	\$ 300,004	\$ 300,004	0.00%
Intergovernmental Revenue	521,950	1,678,213	2,214,731	10,300	-99.39%
Charges for Services	0	25,000	25,000	25,000	0.00%
Miscellaneous Revenue	1,130,301	0	1,532,964	0	N/A
Other Sources	<u>1,706,951</u>	<u>4,834,895</u>	<u>7,770,562</u>	<u>0</u>	-100.00%
Total Grants & Special Revenue Fund	\$ 3,627,152	\$ 6,838,112	\$11,843,261	\$ 335,304	-95.10%

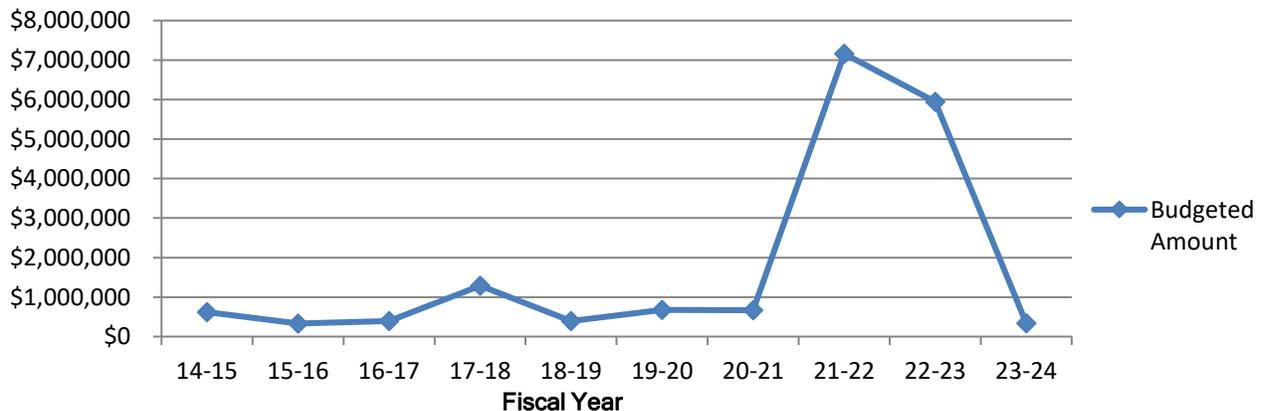


Management Discussion

Grants and Special Revenue Fund reports the financial activities for General Fund expenses funded by grants or other types of special revenues.

Other Taxes reflects revenue from Local Option Gas Taxes to be used for street resurfacing. Intergovernmental revenue reflects anticipated CDBG funding for Scoreboards at Chisholm Center (\$10,300). Charges for Services reflects Tree Giveaways (\$25,000).

History of Revenues



GRANTS AND SPECIAL REVENUE FUND Expenditure Summary

Description:

The Grants and Special Revenue Fund account for capital projects and operating expenses that are funded by grant allocations, and street resurfacing which is funded by the Local Option Gas Tax (2nd 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	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 991,668	\$ 3,825,004	\$ 4,023,024	\$ 325,004	-91.50%
Capital Outlay	3,133,810	3,013,108	7,765,248	10,300	-99.66%
Contingency	<u>0</u>	<u>0</u>	<u>54,989</u>	<u>0</u>	N/A
Total Budget	\$4,125,478	\$ 6,838,112	\$ 11,843,261	\$ 335,304	-95.10%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY	Amount
Replace Old Scoreboard and add 2nd Scoreboard (Chisholm Center)	<u>\$ 10,300</u>
Total Capital Outlay	\$ 10,300

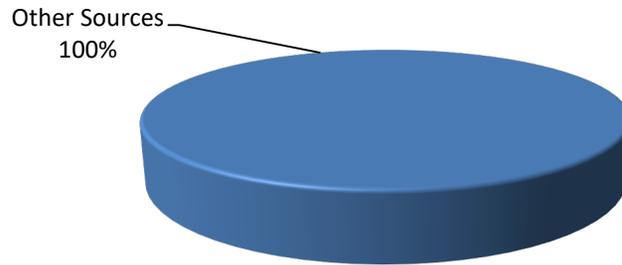
Management Discussion

- ✓ Total expenses decreased by 95.10%.
- ✓ Operating expenses decreased by 91.50% due to a decrease in Street Resurfacing.
- ✓ Capital outlay decreased by 99.66%.
- ✓ Includes funding for:
 - Street resurfacing (\$300,004)
 - Tree Giveaways (\$25,000)
 - Chisholm Center Scoreboards (\$10,300)

DEBT SERVICE FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Other Sources	\$ 1,791,358	\$ 2,428,347	\$ 2,428,347	\$ 2,291,162	-5.65%
Total Grants & Special Revenue Fund	\$ 1,791,358	\$ 2,428,347	\$ 2,428,347	\$ 2,291,162	-5.65%

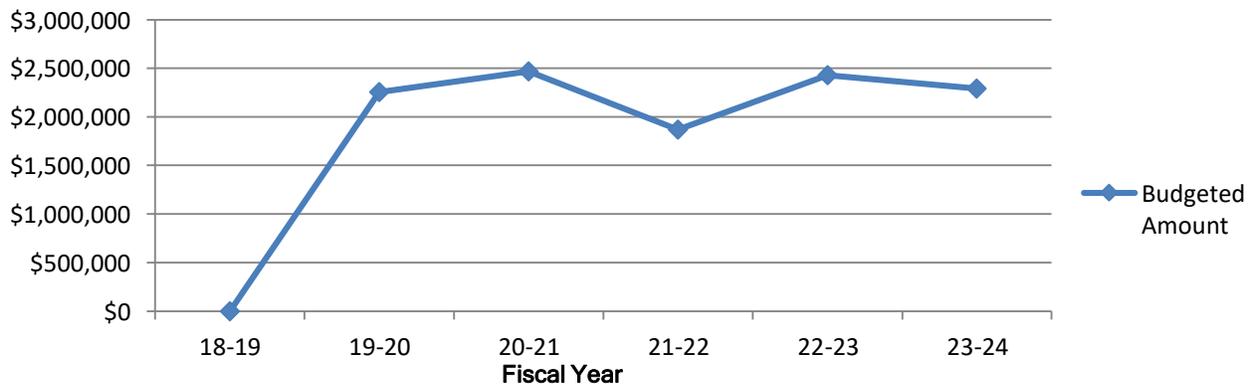


Management Discussion

The Debt Service Fund was created in FY 2019-2020 to report the specific revenues and expenses to operate the City's debt financing.

Other Sources represents transfers from various other funds, including \$1,210,600 from the General Fund, \$36,386 from the Spring Hill CRA Fund, \$125,639 from the Downtown CRA Fund, \$901,845 from the Governmental Impact Fees Trust Fund, \$7,680 from the Water and Sewer Fund, \$3,060 from the Airport Fund, \$1,896 from the Stormwater Fund, and \$4,056 from the Permits and Inspection Fund.

History of Revenues



DEBT SERVICE FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

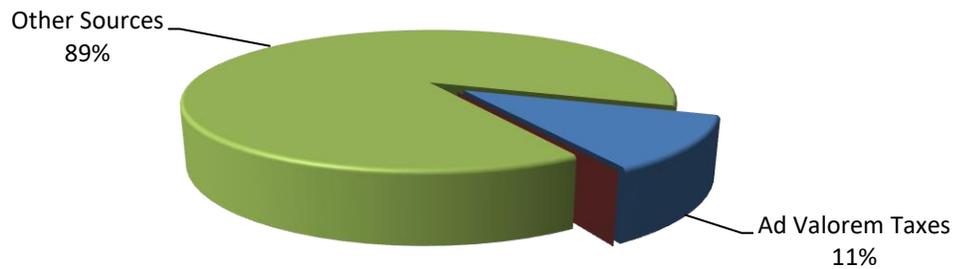
<u>BUDGET DESCRIPTION</u>	<u>2021-22</u> <u>ACTUAL</u>	<u>2022-23</u> <u>BUDGET</u>	<u>2022-23</u> <u>ESTIMATED</u>	<u>2023-24</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2022-23</u>
Debt Service	\$1,791,356	\$2,428,347	\$2,428,347	\$ 2,291,162	-5.65%
Total Budget	\$1,791,356	\$2,428,347	\$2,428,347	\$ 2,291,162	-5.65%
<u>STAFFING</u>	<u>2019-20</u> <u>BUDGET</u>	<u>2020-21</u> <u>BUDGET</u>	<u>2021-22</u> <u>BUDGET</u>	<u>2022-23</u> <u>BUDGET</u>	<u>2023-24</u> <u>BUDGET</u>
None					
<u>CAPITAL OUTLAY</u>	<u>Amount</u>				
None					

Management Discussion

- ✓ Includes funding for:
 - Debt service (\$2,291,162).
 - Administrative Services (\$514,215)
 - Information Services (\$39,600)
 - Fire (\$759,494)
 - Police (\$129,987)
 - Public Works (\$146,915)
 - Parks (\$700,951)

CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Ad Valorem Taxes	\$ 0	\$ 486,933	\$ 486,933	\$ 559,393	14.88%
Miscellaneous Revenue	1,489	0	0	0	N/A
Other Sources	<u>1,751,440</u>	<u>7,125,926</u>	<u>9,088,192</u>	<u>4,313,786</u>	-39.46%
Total Capital Fund	\$ 1,752,929	\$ 7,612,859	\$ 9,575,125	\$ 4,873,179	-35.99%

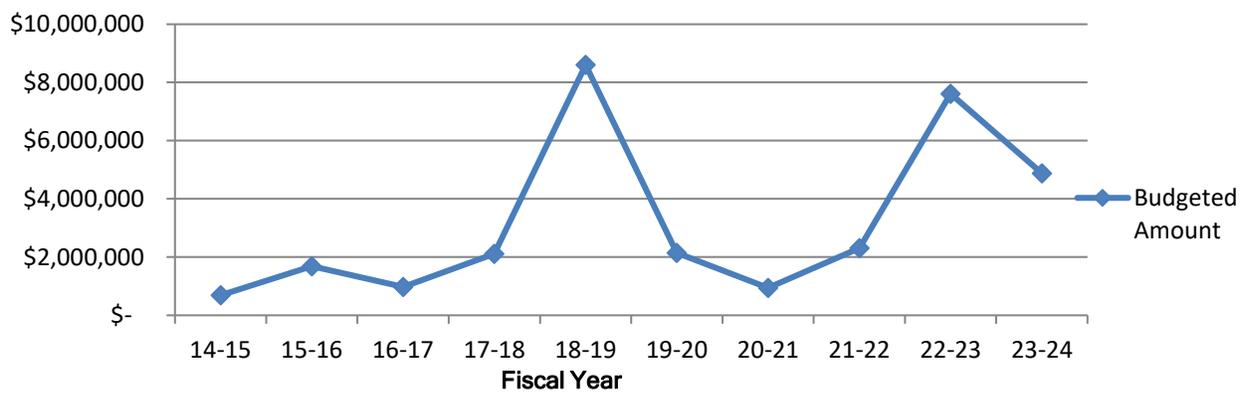


Management Discussion

The Capital Fund is used to account for General Fund capital expenses not funded by grants or other types of special revenues. 0.2000 mills of Ad Valorem revenue have been dedicated for expenses in the Capital Fund. The property appraiser has released \$3,051,586,797 as the June 1st pre-preliminary estimated taxable value of property located within the city limits. Based on pre-preliminary taxable value, 0.2000 mills will generate \$559,393 in revenue for capital.

Other Sources represent transfers from the General Fund (\$4,219,279) and Other Funds (\$94,507).

History of Revenues



CAPITAL FUND Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Capital Outlay	\$ 2,138,782	\$ 7,612,859	\$ 9,575,125	\$ 4,873,179	-35.99%
Total Budget	\$ 2,138,782	\$ 7,612,859	\$ 9,575,125	\$ 4,873,179	-35.99%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY

	Amount
City Hall Parking Lot Seal Coating - move to maintenance if approved	50,000
Christmas Tree Replacement - move to Savings Conting	6,500
VXRail GPU Update	26,380
Replacement of Unity 450 and 300	157,200
Upgrade Current VMWare Host	36,000
Remote Access Software - FIPS 140-2 Certified to meet CJIS	24,000
Network Monitoring and Performance Management	19,000
LEFTA Product Suite	9,650
Audio/Visual for Chisholm	21,000
Internet to Spec Martin, FS 82 and Airport	36,000
Clerk - Fijutsu FI-7700 Scanner	12,000
Leads Online/Cell Hawk	9,260
UDE Upgrade on in Car Cameras	6,825
ALS Zoll Monitor	47,315
Ladder Apparatus Addition 75' Pierce Enforcer	1,288,603
Fire Station 83 Addition	500,000
New Fire Engine - Pierce Saber (replace 2007 Contender)	736,776
EMS - Special Event Golf Cart - ALS Ready	25,000
Command Vehicle - Radio-Light Package	83,000
Chevy Tahoe for Patrol (1 of 5)	77,720
Chevy Tahoe for Patrol (2 of 5)	77,720
Chevy Tahoe for Patrol (3 of 5)	77,720
Chevy Tahoe for Patrol (4 of 5)	77,720
Chevy Tahoe for Patrol (5 of 5)	77,720
Falcon License Plate Reader Cameras	19,400
CID Chevy Malibu or comparable sedan	37,943

Drones	31,175
Axon In-Car Camera (Year 1 of 10)	99,432
Freightliner Business Class M2 106 (Grapple Boom self-loader)	254,625
202 Ford F150 Super Cab (replacement)	50,516
New Pneumatic Tire Lift (replacing Scissor Lift)	55,294
2023 Ford F150 Super Cab	50,516
New Shed for Downtown Events	16,623
Modernize Elevator at Melching Field	75,583
Modernize Elevator at Bill Dreggors Park Admin Building	81,218
Foundation Improvements at Spec Martin	150,000
Sand Pro to maintain clay areas of ball fields	35,490
Replace Sanborn Projectors	14,000
Replace 2004 Ford Truck 1430025	43,094
Replace 2006 Ford Truck 1430028	47,819
Replace Maintenance Box Truck 1430054	58,118
Replace Wackpacker/Roller - 143-WR-001	35,980
Replace HVAC system - Chisholm Center Gym	139,546
Replace HVAC system - Lemon Room - Bill Dreggors Park	13,550
Replace 2013 Zero Turn Mower - 150-MOW-002	11,723
Replacement Roof Coating at Boy Scout Hut	12,825
Replace Ice Machine at Spec Martin	5,940
Replace exterior fence at DeLand House	25,889
Floor Scrubber - Sanborn Center	14,900
Install Mini Split A/C Unit - Ticket Booth - Spec Martin Stadium	8,871
Total Capital Outlay	\$ 4,873,179

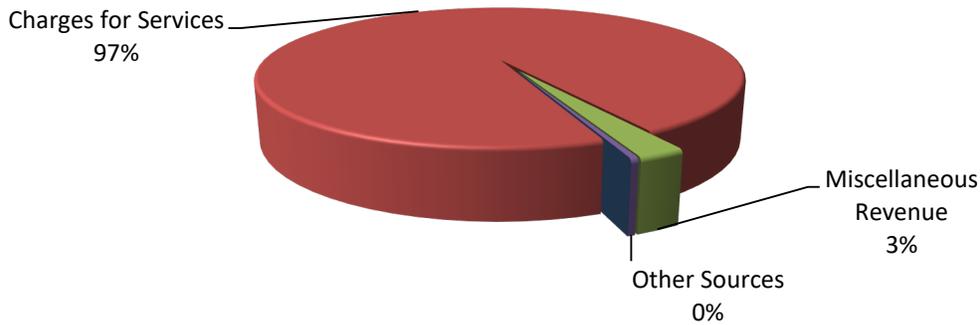
Management Discussion

✓ Capital budget for FY 2023-2024 (\$4,873,179) is primarily funded by Ad Valorem (\$559,393), transfers from General Fund capital reserves (\$3,935,494), transfers from General Fund - 1% PILOT (\$283,785), and transfers from other funds (\$94,507).

WATER AND SEWER FUND

Revenue Summary

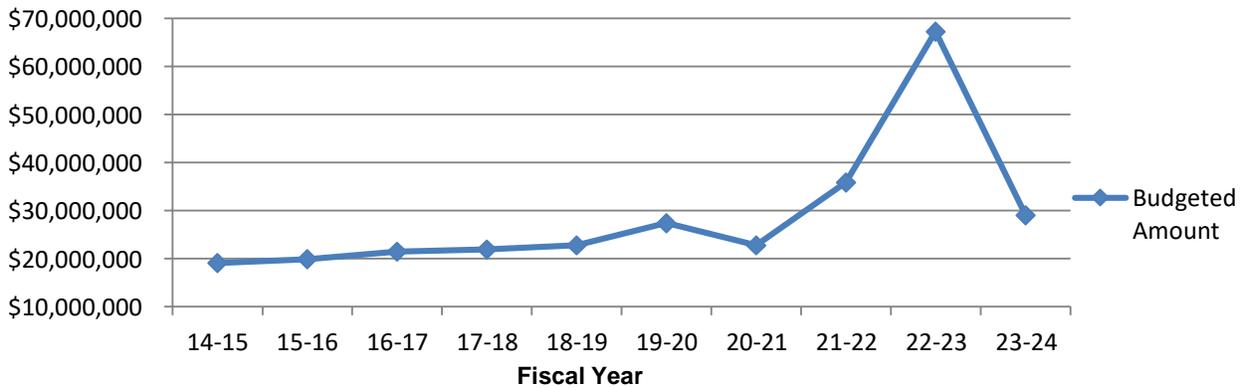
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Intergovernmental Revenue	\$ 1,277,409	\$ 0	\$ 568,523	\$ 0	N/A
Charges for Services	26,882,287	26,361,346	26,361,346	28,193,462	6.95%
Miscellaneous Revenue	(1,758,963)	245,000	245,000	725,000	195.92%
Other Sources	42,735	40,659,000	67,479,850	119,000	-99.71%
Total Water & Sewer Fund	\$26,443,468	\$67,265,346	\$94,654,719	\$29,037,462	-56.83%



Management Discussion

The overall decrease of 56.83% is mainly due to a decrease in Other Sources, primarily from Debt Proceeds for capital projects received in FY 2022-2023.

History of Revenues



WATER AND SEWER FUND

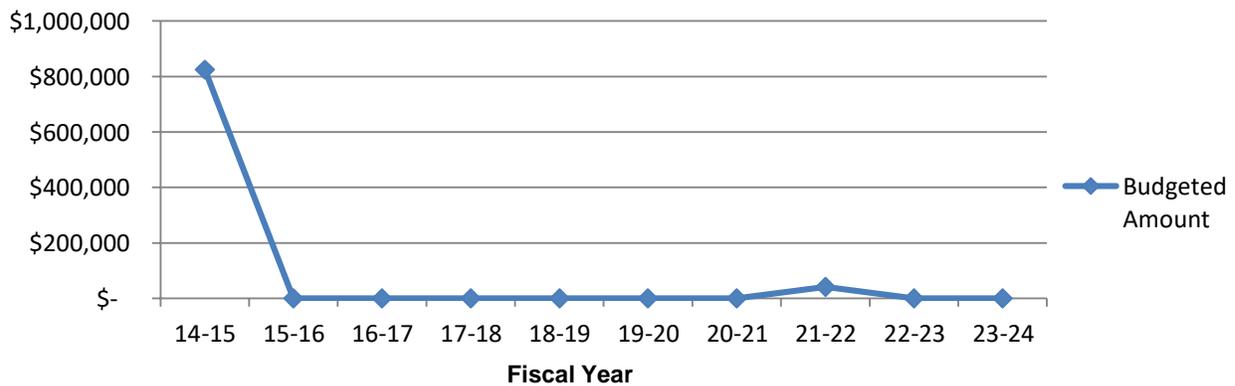
Intergovernmental Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Intergovernmental Revenue	\$ 21,912	\$ 0	\$ 201,589	\$ 0	N/A
Grant Revenue	<u>1,255,497</u>	<u>0</u>	<u>366,934</u>	<u>0</u>	N/A
Total Intergovernmental Revenue	\$ 1,277,409	\$ 0	\$ 568,523	\$ 0	N/A

Management Discussion

Intergovernmental Revenue is typically budgeted by a budget amendment when grant agreements are executed. There is no grant revenue budgeted in FY 2023-2024.

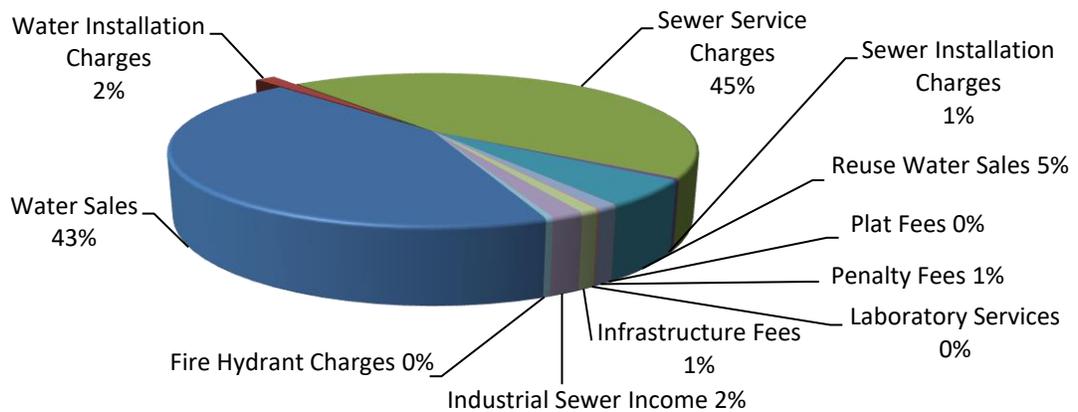
History of Revenues



WATER AND SEWER FUND

Charges for Services Revenue Summary

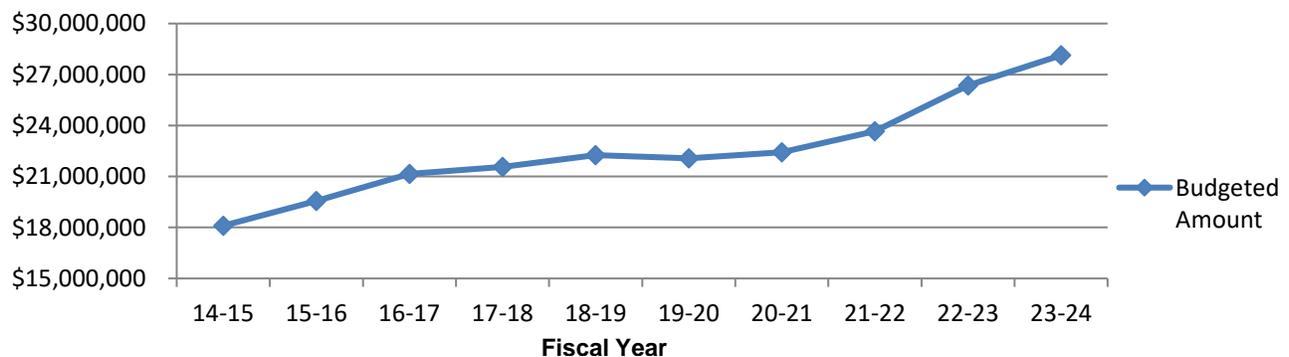
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Water Sales	\$11,189,334	\$11,463,000	\$11,463,000	\$12,219,000	6.60%
Water Installation Charges	475,061	411,029	411,029	411,029	0.00%
Sewer Service Charges	11,511,878	11,869,000	11,869,000	12,765,000	7.55%
Sewer Installation Charges	153,640	120,240	120,240	120,240	0.00%
Reuse Water Sales	1,505,801	1,369,685	1,369,685	1,505,801	9.94%
Plat Fees	9,253	25,000	25,000	9,000	-64.00%
Penalty Fees	427,995	296,857	296,857	296,857	0.00%
Laboratory Services	542,692	36,641	36,641	36,641	0.00%
Infrastructure Fees	466,760	200,000	200,000	260,000	30.00%
Industrial Sewer Income	491,948	464,398	464,398	464,398	0.00%
Fire Hydrant Charges	<u>107,925</u>	<u>105,496</u>	<u>105,496</u>	<u>105,496</u>	0.00%
Total Charges for Services	\$26,882,287	\$26,361,346	\$26,361,346	\$28,193,462	6.95%



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 2022-2023.

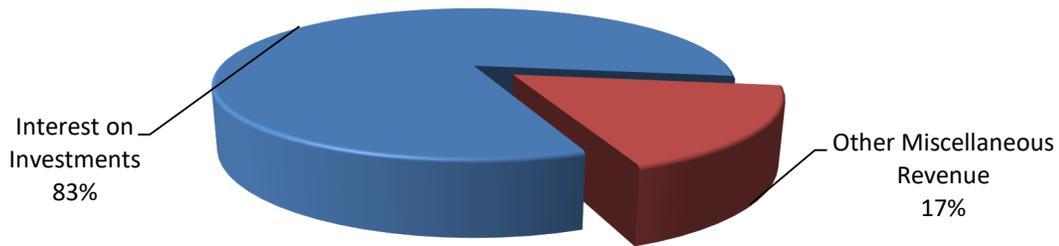
History of Revenues



WATER AND SEWER FUND

Miscellaneous Revenue Summary

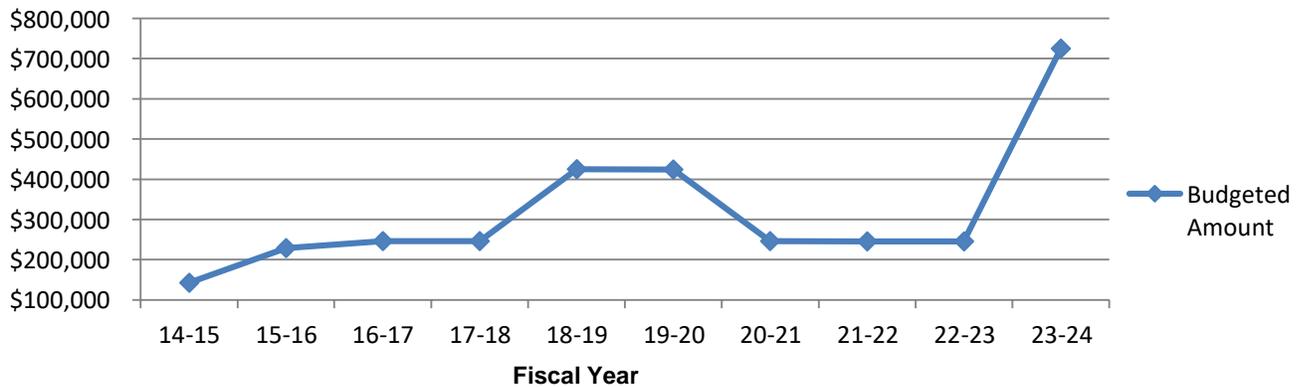
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Interest on Investments	\$(1,885,972)	\$ 120,000	\$ 120,000	\$ 600,000	400.00%
Other Miscellaneous Revenue	<u>127,009</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	0.00%
Total Miscellaneous Revenue	\$(1,758,963)	\$ 245,000	\$ 245,000	\$ 725,000	195.92%



Management Discussion

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

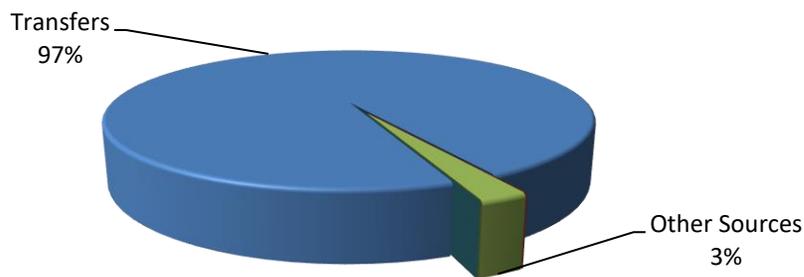
History of Revenues



WATER AND SEWER FUND

Other Sources Revenue Summary

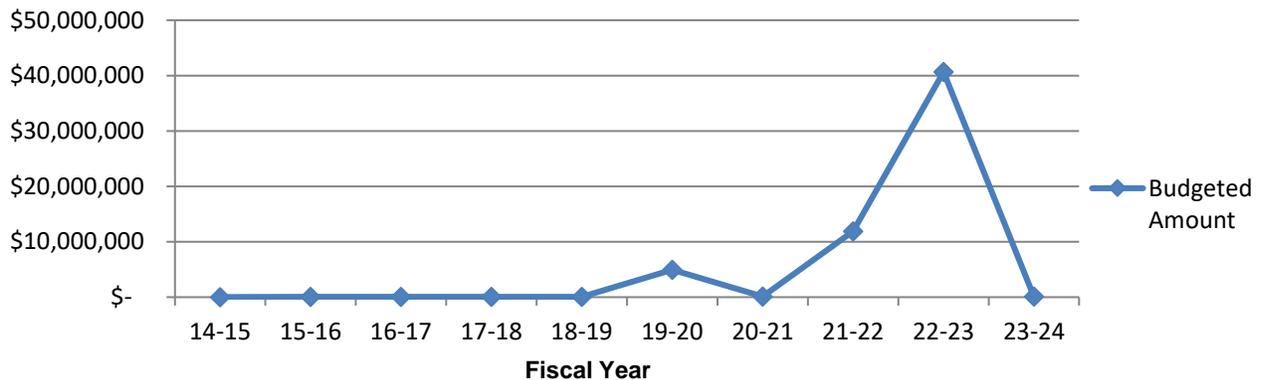
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Transfers	\$ 16,000	\$ 16,000	\$ 16,000	\$ 116,000	625.00%
Prior Year Carryover Funds	0	0	21,793,641	0	0.00%
Other Sources	26,735	3,000	3,000	3,000	0.00%
Debt Proceeds	0	40,640,000	40,640,000	0	-100.00%
Use of Reserves	0	0	5,027,209	0	0.00%
Total Other Sources	\$ 42,735	\$40,659,000	\$67,479,850	\$ 119,000	-99.71%



Management Discussion

Other Sources are revenues received from transfers from other funds, debt proceeds and the sale of capital assets. Transfers are from the Refuse Fund (\$100,000) and Stormwater Fund (\$16,000). Other Sources is from the sale of capital assets.

History of Revenues



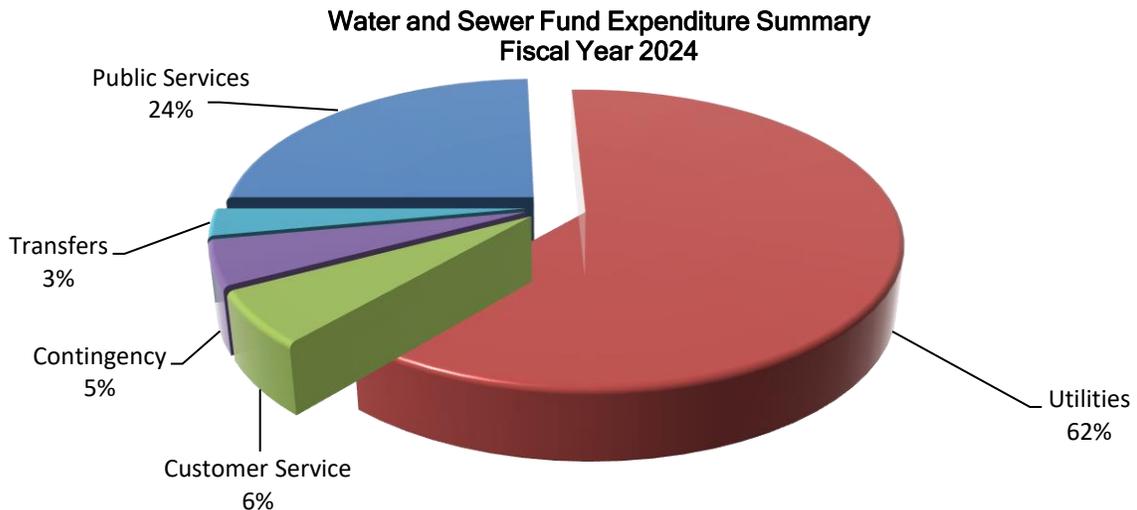
WATER AND SEWER FUND

Expenditure Summary

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 8,423,143	\$ 9,718,879	\$ 9,736,889	\$10,657,582	9.66%
Operating Expenses	7,881,360	9,617,749	10,475,373	10,562,239	9.82%
Capital Outlay	7,678,992	43,993,971	73,124,190	5,550,201	-87.38%
Contingency	0	2,172,835	299,903	1,408,122	-35.19%
Transfers	<u>1,197,895</u>	<u>1,761,912</u>	<u>1,018,364</u>	<u>859,318</u>	-51.23%
Total Budget	\$25,181,390	\$67,265,346	\$94,654,719	\$29,037,462	-56.83%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Public Services	\$ 5,990,332	\$ 7,202,010	\$25,126,010	\$ 7,092,672	-1.52%
Utilities	16,688,797	54,554,035	66,335,888	17,999,922	-67.01%
Customer Service	1,304,366	1,574,554	1,874,554	1,677,428	6.53%
Contingency	0	2,172,835	299,903	1,408,122	-35.19%
Transfers	<u>1,197,895</u>	<u>1,761,912</u>	<u>1,018,364</u>	<u>859,318</u>	-51.23%
Total Budget	\$25,181,390	\$67,265,346	\$94,654,719	\$29,037,462	-56.83%

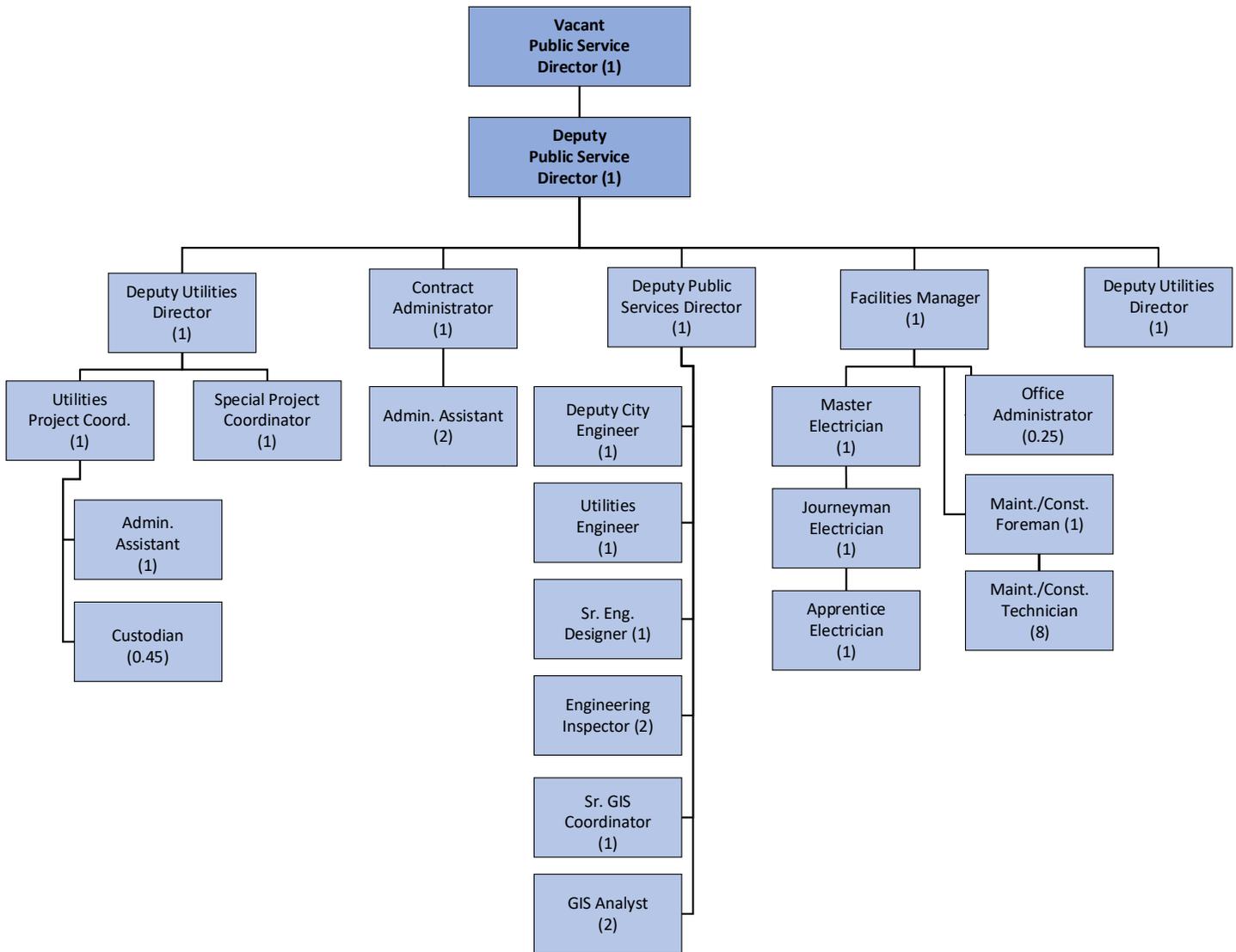
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Public Services	27.70	30.70	31.70	31.70	32.70
Utilities	76.00	80.00	87.00	90.00	94.00
Customer Service	<u>19.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>
Total Staffing	122.70	130.70	138.70	141.70	146.70





PUBLIC SERVICES

Organizational Structure



Description:

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

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of residential inspections performed within 1 day	High Value Government	100%	100%	100%
# of residential inspections performed per FTE	High Value Government	1032	980	1,000
# of commercial inspections performed per FTE	High Value Government	261	80	100
# of Residential Infrastructure Inspections Performed	High Value Government	321	360	400
% of Citywide capital improvement projects successfully constructed according to schedule and within budget	High Value Government	100%	100%	100%
# of Capital Improvement Projects inspections performed per FTE	High Value Government	68	130	80
# of site plans reviewed per FTE	Creating a connected community	290	268	264
# of projects designed per FTE	High Value Government	49	48	48
% of customer requests processed within three days of request for information	High Value Government	100%	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	307	240	240

Fiscal Year 2022 – 2023 Accomplishments

- ✓ Completed construction of the new Fire Station 81 Reserve Garage.
- ✓ Completed Woodland Boulevard Lighting Improvements project construction.
- ✓ Airport Access Road construction will be completed by July 2023.
- ✓ Greenway Trail project construction will begin in June 2023 and anticipated to be completed by February 2024.
- ✓ Performed inspection of residential and commercial developments and City capital improvement projects including Construction Engineering Inspection (CEI) for Airport Access Road project.
- ✓ Prepared in-house design of projects including paving, grading, drainage and utilities improvements, building, sheds, lease descriptions, conceptual and site plan for Utilities, Public Works, Airport and Parks & Recreation departments; obtained permits

from Florida Department of Transportation (FDOT), Florida Department of Environmental Protection (FDEP), Volusia County Use Permit, Volusia County Health Department (Water) and St. John’s River Water Management District (SJRWMD).

- ✓ Continue to teach One-Day and two-day Temporary Traffic Control (TTC) / Maintenance of Traffic (MOT) Intermediate Certification training to Public Works, Utilities, Airport, and Parks & Recreation Staff.
- ✓ Reviewed site plans, Building Plot Plans, Driveway, Right-of-Way and Site Improvement permit submittals; Recorded Final Plats and provided comments on Accela.
- ✓ Geographic Information System (GIS): Performed quality control and updates to Public Services scans index to include all scanned data and as-builts to date. Updated sewer, reuse, stormwater and potable water utility data. Managed the user accounts of about 90 users of our ArcGIS online platform and the share groups for our consultants. Provided training to new ArcGIS online account users and share group consultants. Migrated to the new GIS software platform (ArcGIS Pro) and are currently upgrading the software and database architecture to allow for enhanced usability across all service platforms. Migrated and optimized all existing services to new standards, as well as adding new services. Provided annual training and data preparation for EOC GIS readiness and deployed during two major events. Performed annual maintenance updates of the city’s datasets. Performed general information and data requests for citizens, consultants, other governmental agencies, and most city departments. Added additional staff to assist with the city’s still-growing need for GIS.

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"> Provide quality design for City projects. Perform inspections for City Capital Improvement Projects. 	High Value Government
2	<p>Provide engineering inspection for residential and commercial projects.</p> <ul style="list-style-type: none"> Provide inspection for residential projects within 24 hours of request for inspection. Provide inspections for commercial projects for compliance with approved construction plans and specifications. 	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"> Respond to customer inquiries regarding utility availability and engineering issues within three days of request for information. 	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"> Upload engineering comments on Accela on due date which is eight days prior to TRC monthly meeting. 	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"> 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. 	High Value Government

Facilities Management

6	<p>Provide maintenance of City facilities in accordance with five-year maintenance plan.</p> <ul style="list-style-type: none"> • Conduct visual maintenance inspections annually. • Communicate any defects or inferior equipment issues with department head during budget preparation period. • Implement budgeted projects in accordance with estimated schedules. 	High Value Government
7	<p>Provide for safe, energy efficient, clean and well-maintained facilities which contribute to the success of City operations.</p> <ul style="list-style-type: none"> • Respond to non-emergency work orders within a 7-day time period. • Prioritize responses based on degree of risk and loss of time. 	High Value Government

Long-Term Goals

- ✓ Update GIS map layers for potable water, reclaim water and sanitary sewer to show all new construction projects completed within 3 months of any given day.
- ✓ Expand the capabilities of the GIS office to link more geographic information to permit the proactive management and analysis of community data and other valuable key city and regional performance indicators.
- ✓ Institute a formal right-of-way (ROW) permit that will track and coordinate 3rd party activity on our expanding road network.
- ✓ Complete the change out/install additional downtown level III “pay to charge” electronic vehicle charging stations in most of our downtown parking facilities.
- ✓ Institute a stormwater infrastructure inspection permit for infrastructure owned and maintained by HOAs to address an increased lack of maintenance of these critical facilities.
- ✓ Complete the development and production of a document that establishes the City of DeLand Municipal Standards for Construction.

Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 2,331,004	\$ 2,720,420	\$ 2,720,420	\$ 3,017,625	10.92%
Operating Expenses	3,101,801	3,724,273	3,998,898	3,908,510	4.95%
Capital Outlay	<u>557,527</u>	<u>757,317</u>	<u>18,406,692</u>	<u>166,537</u>	-78.01%
Total Budget	\$ 5,990,332	\$ 7,202,010	\$25,126,010	\$ 7,092,672	-1.52%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Administration	\$ 4,355,210	\$ 5,146,189	\$22,965,582	\$ 4,909,447	-4.60%
Engineering	859,236	1,000,913	1,001,413	1,015,260	1.43%
Facilities Maintenance	<u>775,886</u>	<u>1,054,908</u>	<u>1,159,015</u>	<u>1,167,965</u>	10.72%
Total Budget	\$ 5,990,332	\$ 7,202,010	\$25,126,010	\$ 7,092,672	-1.52%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Administration	9.45	10.45	9.45	9.45	10.45
Engineering	7.00	8.00	9.00	9.00	9.00
Facilities Maintenance	<u>11.25</u>	<u>12.25</u>	<u>13.25</u>	<u>13.25</u>	<u>13.25</u>
Total Staffing	27.70	30.70	31.70	31.70	32.70

Water & Sewer Administration

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 926,221	\$ 920,266	\$ 920,266	\$ 1,124,959	22.24%
Operating Expenses	2,934,171	3,585,023	3,859,148	3,784,488	5.56%
Capital Outlay	<u>494,818</u>	<u>640,900</u>	<u>18,186,168</u>	<u>0</u>	-100.00%
Total Budget	\$ 4,355,210	\$ 5,146,189	\$22,965,582	\$ 4,909,447	-4.60%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Dir of Public Svcs/City Eng.	E110	1.00	1.00	1.00	1.00	1.00
Deputy Public Service Director	E109	1.00	1.00	1.00	1.00	1.00
Deputy Utilities Director	E104	0.00	1.00	1.00	1.00	2.00
Contract Administrator	111	1.00	1.00	0.00	0.00	0.00
Projects/Contracts Admin.	111	1.00	1.00	1.00	1.00	1.00
Utilities Special Proj. Coord.	U112	1.00	1.00	1.00	1.00	1.00
Utilities Project Coord. II	U112	0.00	0.00	0.00	1.00	1.00
Utilities Project Coord. I	U111	1.00	1.00	1.00	0.00	0.00
Utility Admin. Assistant III	U107	2.00	2.00	2.00	2.00	2.00
Utility Admin. Assistant II	U106	0.00	0.00	1.00	1.00	1.00
Utility Admin. Assistant I	U104	1.00	1.00	0.00	0.00	0.00
Custodian II	102	0.00	0.00	0.00	0.00	0.45
Custodian I	101	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>
Total Full Time Staffing		9.45	10.45	9.45	9.45	10.45
Total Staffing		9.45	10.45	9.45	9.45	10.45

Promoted [1.0] Utility Operations Manager in Water Distribution Department to [1.0] Deputy Utilities Director.
Promoted [0.45] Custodian I to [0.45] Custodian II.

CAPITAL OUTLAY	Amount
None	

Engineering

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 720,676	\$ 905,074	\$ 905,074	\$ 960,694	6.15%
Operating Expenses	106,170	64,304	64,804	54,566	-15.14%
Capital Outlay	<u>32,390</u>	<u>31,535</u>	<u>31,535</u>	<u>0</u>	-100.00%
Total Budget	\$ 859,236	\$ 1,000,913	\$ 1,001,413	\$ 1,015,260	1.43%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Deputy Public Svcs Director	E109	0.00	1.00	1.00	1.00	1.00
Engineering Director/City Eng.	E108	1.00	0.00	0.00	0.00	0.00
Deputy City Engineer	E104	0.00	1.00	1.00	1.00	1.00
Utility Engineer	117	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	117	1.00	0.00	0.00	0.00	0.00
Sr. GIS Coordinator	115	1.00	1.00	1.00	1.00	1.00
Sr. Engineering Designer	115	1.00	1.00	1.00	1.00	1.00
GIS Analyst	110	1.00	1.00	2.00	2.00	2.00
Engineering Inspector	109	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		7.00	8.00	9.00	9.00	9.00

CAPITAL OUTLAY

Amount

None

Facilities Maintenance

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 684,107	\$ 895,080	\$ 895,080	\$ 931,972	4.12%
Operating Expenses	61,460	74,946	74,946	69,456	-7.33%
Capital Outlay	<u>30,319</u>	<u>84,882</u>	<u>188,989</u>	<u>166,537</u>	96.20%
Total Budget	\$ 775,886	\$ 1,054,908	\$ 1,159,015	\$ 1,167,965	10.72%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Facilities Director	E107	1.00	1.00	0.00	0.00	0.00
Facilities Manager	E101	0.00	0.00	1.00	1.00	1.00
Facilities Superintendent	112	1.00	1.00	0.00	0.00	0.00
Master Electrician	111	1.00	1.00	1.00	1.00	1.00
Maint./Construction Foreman	110	0.00	0.00	1.00	1.00	1.00
Maint./Const. Lead Worker	109	1.00	1.00	0.00	0.00	0.00

PW Office Admin. (Fund 001)	108	0.25	0.25	0.25	0.25	0.25
Journeyman Electrician	108	1.00	2.00	1.00	1.00	1.00
Maint./Construction Tech III	108	0.00	0.00	0.00	1.00	1.00
Maint./Construction Tech II	107	2.00	3.00	3.00	4.00	3.00
Maint./Construction Tech I	106	4.00	3.00	5.00	3.00	4.00
Apprentice Electrician	105	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		11.25	12.25	13.25	13.25	13.25

Replaced [1.0] Maintenance/Construction Technician II with [1.0] Maintenance/Construction Technician I.

CAPITAL OUTLAY

Amount

Facility Shop A/C Unit Replacement (2)	\$ 18,063
Electric Scissor Lift Replacement	25,342
New Enclosed Storage Building	17,711
Vehicle Replacement #108 Ford Ranger	70,916
Vehicle Replacement #110 Ford Escape	<u>34,505</u>
Total Capital Outlay	\$166,537

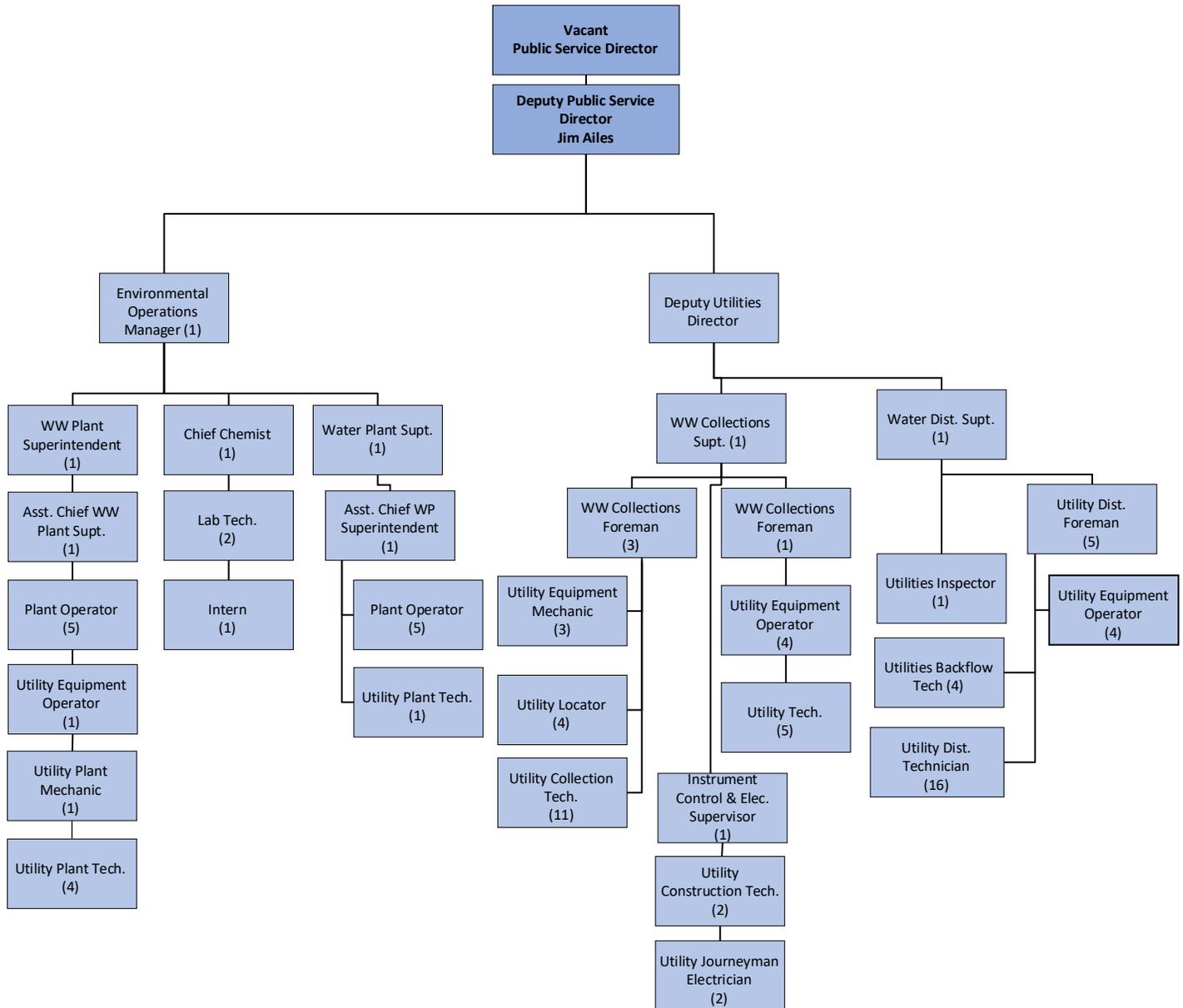
Management Discussion

- ✓ Total expenses decreased by 1.52%.
- ✓ Personal Services increased 10.92% mainly due to the reclassification of the Utility Operations Manager in Utilities to Deputy Utilities Director in Public Services, increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 4.95% mainly due to the addition of County Water Bills (\$120,000), increases in insurance (\$65,673) and Payment in Lieu of Taxes (\$178,711).
- ✓ Capital outlay decreased by 78.01% mainly due to the cost of the Utilities Administration Building FFE (\$600,000) that was budgeted in FY 2022-2023.
- ✓ Includes funding for:
 - Consultant service (\$20,000)
 - Jones Edmunds support (\$5,000)
 - Shadow Tracker (\$17,000)
 - Water attorney (\$25,000)
 - Right-of-Way Permitting Consultant Fee (\$15,000)
 - Insurance (Liability, Property Coverage, Boiler and Machinery, etc) (\$437,003)
 - Fall Water Symposium (\$3,000)
 - Water Festival (\$6,000)
 - Payment in Lieu of Taxes (PILOT) (\$2,837,846)
 - Facility Shop A/C Unit Replacement (2) (\$18,063)
 - Electric Scissor Lift Replacement (\$25,342)
 - New Enclosed Storage Building (\$17,711)
 - Vehicle Replacement #108 Ford Ranger (\$70,916)
 - Vehicle Replacement #110 Ford Escape (\$34,505)



UTILITIES

Organizational Structure



Description:

The Utilities Department is comprised of five divisions that are supervised by the Utilities Director. **Water Production** is responsible for operation and maintenance of the City’s nineteen production wells and eleven water plants. Staffing is required twenty-four hours a day, seven days a week to ensure that water of proper quality and pressure is provided throughout the extensive water service area and reported to the regulatory agencies. **Water Distribution** is responsible for the maintenance and repair of all the water and reuse distribution piping in the water service area. Employees are tasked with new meters and service lines, line repairs, hydrant repair and replacement, meter repair and change out, backflow testing and repair, valve maintenance and water main installation. **Wastewater Treatment** is responsible for the operation and maintenance of the Wiley M. Nash WRF, St. Johns River and Bent Oaks reuse augmentation pump stations, and NW Reclaim Storage and Pump Station. 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, reclaim water, and industrial pretreatment utilities. **Utility Maintenance** is responsible for the operation and maintenance of one hundred forty 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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
Millions of gallons per day water processed per FTE	High Value Government	.18	.18	.19
Unplanned – Water Disruption Rate	High Value Government	51%	35%	20%
# of samples analyzed in the lab per month per FTE	High Value Government	915	827	800
Direct cost of treatment per million gallons for water operations	High Value Government	\$590	\$575	\$690
% capacity of potable water available at all times	High Value Government	96%	94%	95%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	2.27	2.4	2.0
Millions of gallons per day wastewater processed per FTE	High Value Government	0.36	0.35	0.37
Collection system failure per 100 miles of piping	High Value Government	9.87	6.50	6.25
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	73%	70%	67%
# of lift stations maintained per FTE	High Value Government	5.20	6.50	6.60
Gallons collected per FTE	High Value Government	.18	.20	.20
% of available reclaim demanded by customers	High Value Government	109%	110%	110%

Fiscal Year 2022 – 2023 Accomplishments

- ✓ Completed 5YR Consumptive Use Report and Modeling.
- ✓ Finished the Design for the Wiley M. Nash Upgrade and Expansion.
- ✓ Started the Utilities Administration Building Construction.
- ✓ WVWS Utility Master Plan Draft Report Completed.
- ✓ Completed QC of Reclaim System in GIS Services and Mapping section.
- ✓ Water Plant #1,2,3,4, 9 Tank Inspections Completed.
- ✓ Water Plant #2 Generator Replaced.
- ✓ Water Plant #4 Roof Replaced.
- ✓ Water Plant #5 Roof Replaced.
- ✓ Water Plant #9 Ground Storage Tank Safety Repairs Completed.
- ✓ Eastern Well Field Test Well ION Exchange Pilot Study Completed.
- ✓ Northeast Wellfield Expansion of Three Additional Wells Submission Completed.
- ✓ Completed Yearly Water Leak Detection Study.
- ✓ Completed Yearly Wet Land Monitoring.
- ✓ 2022 Water Main Improvements Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ 2024 Water Main Improvements Design Plans and Bid Package Ready.
- ✓ Deleon Springs Utility Improvements Completed.
- ✓ Downtown Water Improvements Design Started.
- ✓ Reclaim Water Expansion Phase #5A Completed.
- ✓ Reclaim Water Expansion Phase #5B Designed.
- ✓ Reclaim Water Expansion Phase 6 Design Assigned.
- ✓ Additional Property Fencing Completed.
- ✓ MONYO Pump Replacement Completed.
- ✓ Chlorine Vacuum Induction Units Purchase Completed.
- ✓ Biosolids Dump Truck Ordered and delivery 2024
- ✓ Latchet Sample Processing Module Purchase Completed.
- ✓ Incline Screw Conveyor Replacement Parts Installation Completed.
- ✓ Reclaim Jockey Pump Replacement Ordered.
- ✓ Water Purification System Purchase Completed.
- ✓ Both Influent Barscreens Purchased and Installed.
- ✓ WWTP South Reclaim Pump Station and Reclaim Line Extension Completed.
- ✓ L/S #6, #7, #8, #10, #65 Replaced and Upgraded.
- ✓ Master L/S #71 Emergency Repairs Completed.
- ✓ Master L/S #79 Emergency Repairs Completed.
- ✓ L/S #26 Generator and ATS Installed.
- ✓ Yearly City Generator Maintenance Completed
- ✓ 6" Dri-Prime Diesel Pump Purchase Completed.
- ✓ 100 KW Dual Voltage Trailer Mounted Generator Purchase Completed.
- ✓ Ground Penetration Radar Locater Carts Purchase Completed.
- ✓ Data Flow High Speed Radio Upgrades and Conversion to HTH4 Completed.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed
- ✓ East Regional Force Main Sewer Part (A) Design Completed.
- ✓ East Regional Force Main Sewer Part (B) Design Started.
- ✓ Downtown Lift Station and Force Main Design Started.
- ✓ Old Sewer Jet Truck Rehabilitation Completed.
- ✓ Replacement Trucks and Vans, Trimble GPS Device, Portable Message Board, Concrete Mixer, Equipment Trailer, and Mowing Equipment Purchased for the Year.

Action Plan

Water Production		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Maintain compliance with consumptive use permit.</p> <ul style="list-style-type: none"> • Report pumpage to Saint Johns River Water Management District as required. • Continue to pursue alternative sources of water as required by the consumptive use permit. • Continue working on Eastern and Northeastern well field development. 	Preparing for the Future/Sustainability
2	<p>Maintain current level of water quality.</p> <ul style="list-style-type: none"> • Continue water quality testing to assure that the water supply stays at or above approved standards. • Monitor EPA lead and copper rule development and city compliance. • Monitor EPA PFAS rule development and city compliance. 	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.</p> <ul style="list-style-type: none"> • Continue the leak detection program. • Perform tests on the system for leaks and faulty meters, track construction usage, flushing, sewer jet, and non-metered irrigation water. • Continue the 3-year cycle for testing of production meters for proper calibration. • Implement reclaimed water augmentation, new well fields (in cooperation with other West Volusia suppliers) as appropriate. 	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"> • Continue tracking system for analyzing disruptions. • Continue to update the valve inventory and testing program and maintain routine preventive maintenance testing for all valves. 	High Value Government
3	<p>Maintain and/or improve Water Distribution System Integrity.</p> <ul style="list-style-type: none"> • Continue to identify old pipes causing the most failures and schedule design and replacement. • Continue identifying low-pressure areas and fill gaps in the system. 	High Value Government
4	<p>Implement Meter Replacement Program.</p> <ul style="list-style-type: none"> • By September each year, replace 5% of meters based on the oldest to the newest (1,300 meters). 	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"> 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 has been adopted by the state, this will affect the Blue Springs Minimum Flow Level Recovery Plan. Development of the WVWS master plan has been started by the Westside Utilities. WVWS focus is shifting toward eastern well field development. 	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"> Secure most accurate data from the City's Utility Billing division and Volusia County Health Department. Improve backflow program tracking by bringing program in-house for paperless input to save time and cost. Implementation of City ownership of residential backflow devices and business backflow devices 2" or smaller is continuing. Enforcement of progressive penalties or shutoff for non-compliance of backflows devices continues. Monitor and track fire line connections to buildings that are unmetered and devices are tested. 	High Value Government

Wastewater Collection		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain or improve wastewater collection system integrity.</p> <ul style="list-style-type: none"> Continue manhole rehab and sewer line lining. Maintain GIS/Cityworks program to identify high priority sewer line maintenance requirements. Continue to use the Granite software in the camera truck to create a visual map of what condition sewer pipes are in that have been televised. 	High Value Government
2	<p>Enhance lift station, generator, and plant maintenance program.</p> <ul style="list-style-type: none"> Maintain automated preventive maintenance program. Continue to program in timely equipment replacement. Continue to groom, mow, and maintain Utility facilities. 	Preparing for the Future/Sustainability

3	<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"> • Continue to maintain and improve availability of reclaimed water. • Continue to retro-fitting existing subdivisions to switch them from irrigation meters to reclaim, as budget permits. • To only send flow to the river during wet weather conditions i.e., wet weather discharge. • Monitor total daily maximum load of reclaim and effluent through Basin Management Action Plan process. 	Preparing for the Future/Sustainability
4	<p>Maintain efficiency and quality control in the lab.</p> <ul style="list-style-type: none"> • Maintain contracts with municipal and other customers for lab testing. • Maintain National Environmental Laboratory Accreditation Conference certification. • Continue to promote and monitor industrial pretreatment program. • Implement a fat, oil and grease program. 	High Value Government

Long-Term Goals

- ✓ Develop Additional Sources of Potable Water to Meet Demand and Offset the Blue Spring and Deleon Spring MFL Restrictions.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Projects to Plan and Replace Water Mains and Services to Address the EPA Lead and Copper Rule.
 - Target Completion: FY 2025-2026
 - Strategic Focus Area: Preparing for the Future/ Sustainability
- ✓ Continue Planning for Staff Succession.
 - Target Completion: FY 2026-2027
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Continue Expansion of The Reclaim System.
 - Target Completion: FY 2028-2029
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Projects to Allow Increase in Density for Downtown Area.
 - Target Completion FY 2026-2030
 - Strategic Focus Area: Future/ Smart Growth
- ✓ Develop Projects to Reduce the Nutrients at Blue Spring and Deleon Spring to Meet the Requirements of the BMAP. (Basin Management Action Plan).
 - Design and Construct Advance Wastewater Treatment at the Wiley M. Nash Facility Target FY2024-2026.
 - Complete a Study for on-site treatment and disposal systems (OSTDS), AKA septic tanks, system elimination FY2024-2025
 - Target Completion: FY 2035-2036
 - Strategic Focus Area: Preparing for the Future/Sustainability

Operating Budget Comparison Total Utilities

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 5,112,622	\$ 5,862,181	\$ 5,880,191	\$ 6,436,259	9.79%
Operating Expenses	4,454,710	5,479,200	6,062,199	6,189,999	12.97%
Capital Outlay	<u>7,121,465</u>	<u>43,212,654</u>	<u>54,393,498</u>	<u>5,373,664</u>	-87.56%
Total Budget	\$16,688,797	\$54,554,035	\$66,335,888	\$17,999,922	-67.01%

DEPARTMENT SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Water Production	\$ 1,644,358	\$ 1,940,655	\$ 6,156,713	\$ 2,622,916	35.16%
Water Distribution	4,405,632	4,346,848	5,975,127	5,155,321	18.60%
Wastewater Treatment	6,819,454	39,217,841	44,690,142	3,680,900	-90.61%
Utilities Maintenance	2,385,125	2,896,463	3,171,126	5,289,055	82.60%
Wastewater Collection	<u>1,434,228</u>	<u>6,152,228</u>	<u>6,342,780</u>	<u>1,251,730</u>	-79.65%
Total Budget	\$16,688,797	\$54,554,035	\$66,335,888	\$17,999,922	-67.01%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Water Production	7.00	7.00	8.00	8.00	8.00
Water Distribution	26.00	28.00	30.00	30.00	31.00
Wastewater Treatment	14.00	14.00	15.00	16.00	18.00
Utilities Maintenance	21.00	23.00	25.00	26.00	27.00
Wastewater Collection	<u>8.00</u>	<u>8.00</u>	<u>9.00</u>	<u>10.00</u>	<u>10.00</u>
Total Staffing	76.00	80.00	87.00	90.00	94.00

Water Production

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 535,017	\$ 608,020	\$ 608,020	\$ 647,167	6.44%
Operating Expenses	789,577	1,107,455	1,132,680	1,137,339	2.70%
Capital Outlay	<u>319,764</u>	<u>225,180</u>	<u>4,416,013</u>	<u>838,410</u>	272.33%
Total Budget	\$1,644,358	\$1,940,655	\$ 6,156,713	\$ 2,622,916	35.16%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Super II	U117	0.00	0.00	1.00	1.00	1.00
Asst Chief Water Plant Super I	U116	1.00	1.00	0.00	0.00	0.00
Water Plant Operator B	U112	1.00	1.00	2.00	1.00	2.00
Sr. Water Plant Operator C	U111	1.00	1.00	0.00	1.00	1.00
Water Plant Operator C	U110	2.00	2.00	2.00	2.00	2.00
Utility Plant Technician II	U105	0.00	0.00	0.00	1.00	0.00
Utility Plant Technician I	U104	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		7.00	7.00	8.00	8.00	8.00

Promoted [1.0] Water Plant Operator C to [1.0] Water Plant Operator B. Promoted [1.0] Utility Plant Technician II to [1.0] Water Plant Operator C.

CAPITAL OUTLAY	Amount
WTP 4 Well #6 Replacement	\$ 81,000
WTP #2 High Service Pump Replacement	276,120
WTP #1,2, & 3 PLC Upgrades	38,400
WTP #2 Transfer Pump Replacements	265,860
F250 Pick Up Truck / Utility Bed	85,000
Water Plant Security Camera Replacement	39,374
WTP #3 Well Pump Fencing Replacement	11,200
WTP #1 Well #5 Pump House Fencing Replacement	22,884
WTP #9 GST Fencing Replacement	<u>18,572</u>
Total Capital Outlay	\$ 838,410

Water Distribution

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$1,736,201	\$1,909,414	\$1,927,424	\$2,042,801	6.99%
Operating Expenses	1,734,554	2,176,210	2,359,939	2,288,788	5.17%
Capital Outlay	<u>934,877</u>	<u>261,224</u>	<u>1,687,764</u>	<u>823,732</u>	215.34%
Total Budget	\$4,405,632	\$4,346,848	\$5,975,127	\$5,155,321	18.60%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Utility Operations Manager	E103	1.00	1.00	1.00	1.00	0.00
Water Dist. Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Utilities Inspector II	U115	0.00	0.00	0.00	0.00	1.00
Utility Dist. Foreman II	U114	2.00	2.00	1.00	2.00	4.00
Utilities Inspector	U114	0.00	0.00	1.00	1.00	0.00
Utility Dist. Foreman I	U113	1.00	2.00	3.00	2.00	1.00
Valve/GIS Lead Worker I	U110	1.00	1.00	1.00	1.00	0.00
Meter/Backflow Lead Worker I	U110	2.00	1.00	0.00	0.00	0.00
Utility Equip. Operator III	U110	1.00	1.00	0.00	0.00	0.00
Utility Equip. Operator II	U109	2.00	2.00	1.00	1.00	3.00

Utility Equip. Operator I	U108	1.00	1.00	3.00	3.00	1.00
Utility Technician III	U106	2.00	2.00	2.00	2.00	3.00
Utility Backflow Technician II	U106	0.00	0.00	0.00	1.00	3.00
Utility Backflow Technician I	U105	4.00	5.00	4.00	3.00	1.00
Utility Technician II	U105	0.00	1.00	1.00	9.00	7.00
Utility Technician I	U104	<u>8.00</u>	<u>8.00</u>	<u>11.00</u>	<u>3.00</u>	<u>6.00</u>
Total Full Time Staffing		26.00	28.00	30.00	30.00	31.00

Added [1.0] Utility Technician I and [1.0] Utility Distribution Foreman I due to increases in Water Distribution. Removed [1.0] Utility Operations Manager due to promotion and moving to Utilities Administration. Promoted [1.0] Utilities Inspector I to [1.0] Utilities Inspector II. Promoted [2.0] Utilities Distribution Foreman I to [2.0] Utilities Distribution Foreman II. Promoted [2.0] Utility Equipment Operator I to [2.0] Utility Equipment Operator II. Promoted [2.0] Utility Backflow Technician I to [2.0] Utility Backflow Technician II. Replaced [1.0] Valve/GIS Lead Worker I with [1.0] Utility Technician III. Replaced [2.0] Utility Technician II with [2.0] Utility Technician I.

CAPITAL OUTLAY	Amount
Hydraulic 6 Inch Pump & Trailer	\$ 67,172
Downtown Water Main Phase I Construction	586,560
Vehicle Replacement #61	85,000
Vehicle Replacement #97	<u>85,000</u>
Total Capital Outlay	\$823,732

Wastewater Treatment

EXPENDITURE SUMMARY	2021-22	2022-23	2022-23	2023-24	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23
Personal Services	\$ 944,469	\$ 1,165,991	\$ 1,165,991	\$ 1,389,231	19.15%
Operating Expenses	1,223,170	1,494,525	1,800,831	1,944,520	30.11%
Capital Outlay	<u>4,651,815</u>	<u>36,557,325</u>	<u>41,723,320</u>	<u>347,149</u>	-99.05%
Total Budget	\$ 6,819,454	\$39,217,841	\$44,690,142	\$ 3,680,900	-90.61%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Deputy Dir. Environ. Compl.	E104	1.00	0.00	0.00	0.00	0.00
Environmental Ops. Manager	E103	0.00	0.00	0.00	0.00	1.00
Environ. Compliance Manager	E101	1.00	1.00	1.00	1.00	0.00
Wastewater Plant Supt. II	U121	0.00	0.00	0.00	0.00	1.00
Wastewater Plant Supt. I	U120	1.00	1.00	1.00	1.00	0.00
Chief Chemist I	U119	0.00	1.00	1.00	1.00	1.00
Asst. Chief WW Plan Supt. I	U116	1.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator A	U115	1.00	1.00	1.00	1.00	1.00
Wastewater Operator A	U114	1.00	1.00	0.00	0.00	0.00
Sr. Wastewater Operator B	U113	1.00	1.00	1.00	1.00	0.00
Wastewater Operator B	U112	0.00	1.00	1.00	1.00	3.00
Sr. Wastewater Operator C	U111	1.00	1.00	1.00	0.00	0.00
Lab Technician II	U111	1.00	1.00	1.00	1.00	1.00
Wastewater Operator C	U110	1.00	0.00	1.00	2.00	1.00
Utility Equipment Mechanic I	U109	0.00	0.00	0.00	0.00	1.00

Lab Technician I	U109	0.00	0.00	1.00	1.00	1.00
Utility Equipment Operator II	U109	0.00	0.00	1.00	1.00	1.00
Utility Equipment Operator I	U108	1.00	1.00	0.00	0.00	0.00
Utilities Plant Technician III	U106	1.00	1.00	1.00	2.00	2.00
Utility Technician	U105	1.00	1.00	0.00	0.00	0.00
Utilities Plant Technician I	U104	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>
Total Full Time Staffing		13.00	13.00	14.00	15.00	17.00
Intern	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.00	1.00	1.00	1.00
Total Staffing		14.00	14.00	15.00	16.00	18.00

Added [1.0] Utility Equipment Mechanic and [1.0] Utility Plant Technician I due to increases in Wastewater Treatment. Promoted [1.0] Environmental Compliance Manager to [1.0] Environmental Operations Manager. Promoted [1.0] Wastewater Plant Superintendent I to [1.0] Wastewater Plant Superintendent II. Replaced [1.0] Sr. Wastewater Operator B with Wastewater Operator B. Promoted [1.0] Wastewater Operator C to [1.0] Wastewater Operator B.

CAPITAL OUTLAY	Amount
Sludge Press #1 Onsite Rehab	\$ 237,444
Lab/ Conference Room A/C Unit	7,500
Alum Chemical Pump Replacement	48,360
Reclaim Pump House AC Unit Replacement	12,960
DO Sensor	28,520
Gator Maintenance Vehicle	<u>12,365</u>
Total Capital Outlay	\$ 347,149

Utilities Maintenance

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$1,406,673	\$ 1,600,535	\$1,600,535	\$1,747,154	9.16%
Operating Expenses	544,093	507,588	567,195	598,876	17.98%
Capital Outlay	<u>434,359</u>	<u>788,340</u>	<u>1,003,396</u>	<u>2,943,025</u>	273.32%
Total Budget	\$2,385,125	\$ 2,896,463	\$3,171,126	\$5,289,055	82.60%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
WW Collections Supt. II	U121	1.00	1.00	1.00	0.00	0.00
WW Collections Supt. I	U120	0.00	0.00	0.00	1.00	1.00
Inst. Control & Elec. Supv. I	U119	1.00	1.00	1.00	1.00	1.00
WW Collections Foreman III	U115	0.00	1.00	1.00	0.00	0.00
WW Collections Foreman II	U114	2.00	1.00	0.00	1.00	2.00
WW Collections Foreman I	U113	0.00	1.00	2.00	2.00	1.00
Utility Journey Electrician II	U112	1.00	1.00	1.00	1.00	1.00
Utility Journey Electrician I	U111	0.00	0.00	1.00	1.00	1.00
Utility Equipment Mechanic III	U111	1.00	1.00	0.00	1.00	1.00
Utility Equipment Mechanic II	U110	1.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic I	U109	1.00	1.00	2.00	1.00	1.00
Utility Const. Tech. II	U109	0.00	0.00	1.00	2.00	2.00

Utility Const. Tech. I	U108	2.00	2.00	1.00	0.00	0.00
Utility Locator III	U108	0.00	0.00	1.00	1.00	1.00
Utility Locator II	U107	1.00	1.00	1.00	1.00	2.00
Utility Locator I	U106	2.00	2.00	1.00	1.00	1.00
Utility Collection Tech III	U106	1.00	1.00	0.00	0.00	1.00
Utility Technician II	U105	0.00	2.00	0.00	0.00	0.00
Utility Collection Tech II	U105	0.00	0.00	3.00	5.00	5.00
Utility Technician I	U104	5.00	4.00	0.00	0.00	0.00
Utility Collection Tech I	U104	<u>2.00</u>	<u>2.00</u>	<u>7.00</u>	<u>6.00</u>	<u>5.00</u>
Total Full Time Staffing		21.00	23.00	25.00	26.00	27.00

Added [1.0] Utility Locator I. Promoted [1.0] WW Collections Foreman I to [1.0] WW Collections Foreman II. Promoted [1.0] Utility Locator I to [1.0] Utility Locator II. Promoted [1.0] Utilities Collection Tech I to [1.0] Utilities Collection Tech II. Promoted [1.0] Utilities Collection Tech II to [1.0] Utilities Collection Tech III.

CAPITAL OUTLAY

	Amount
LS #79 Rehabilitation Project	\$2,350,000
LS #1 Replacement & Panel box	94,872
LS #12 Replacement and Panel Box	81,790
LS #20 Replacement and Panel Box	83,432
LS #79 Standby Generator and Transfer Switch	85,452
LS #80 Replacement and Panel Box	83,974
Hydraulic Hose Replacement	11,786
Commercial Riding Lawn Mower	10,085
Ground Penetrating Radar Unit - 2 Units	42,118
Tandem Axle HD Equipment Trailer	8,100
Trimble GPS Device	20,344
Vivax Metrotech Locators - 2 or 3 units	23,572
New Transit Connect Locator Van	<u>47,500</u>
Total Capital Outlay	\$2,943,025

Wastewater Collection

EXPENDITURE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 490,262	\$ 578,221	\$ 578,221	\$ 609,906	5.48%
Operating Expenses	163,316	193,422	201,554	220,476	13.99%
Capital Outlay	<u>780,650</u>	<u>5,380,585</u>	<u>5,563,005</u>	<u>421,348</u>	-92.17%
Total Budget	\$1,434,228	\$6,152,228	\$6,342,780	\$1,251,730	-79.65%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
WW Collections Foreman III	U115	1.00	1.00	0.00	0.00	0.00
WW Collections Foreman II	U114	0.00	0.00	0.00	0.00	1.00
WW Collections Foreman I	U113	0.00	0.00	1.00	1.00	0.00
Utility Equipment Operator II	U109	2.00	1.00	0.00	2.00	3.00
Utility Equipment Operator I	U108	1.00	2.00	2.00	2.00	1.00
Utility Collection Technician II	U105	2.00	2.00	2.00	3.00	2.00
Utility Collection Technician I	U104	<u>2.00</u>	<u>2.00</u>	<u>4.00</u>	<u>2.00</u>	<u>3.00</u>
Total Full Time Staffing		8.00	8.00	9.00	10.00	10.00

Promoted [1.0] WW Collections Foreman I to [1.0] WW Collections Foreman II. Promoted [1.0] Utility Equipment Operator I to [1.0] Utility Equipment Operator II. Replaced [1.0] Utility Collection Technician II with [1.0] Utility Collection Technician I.

CAPITAL OUTLAY	Amount
Sewer Line Rehabilitation	\$200,000
Manhole Rehabilitation	85,000
Hoist System	18,283
Vehicle Replacement #282	85,000
Root Cutters	16,440
Collection Camera System	16,625
Total Capital Outlay	\$421,348

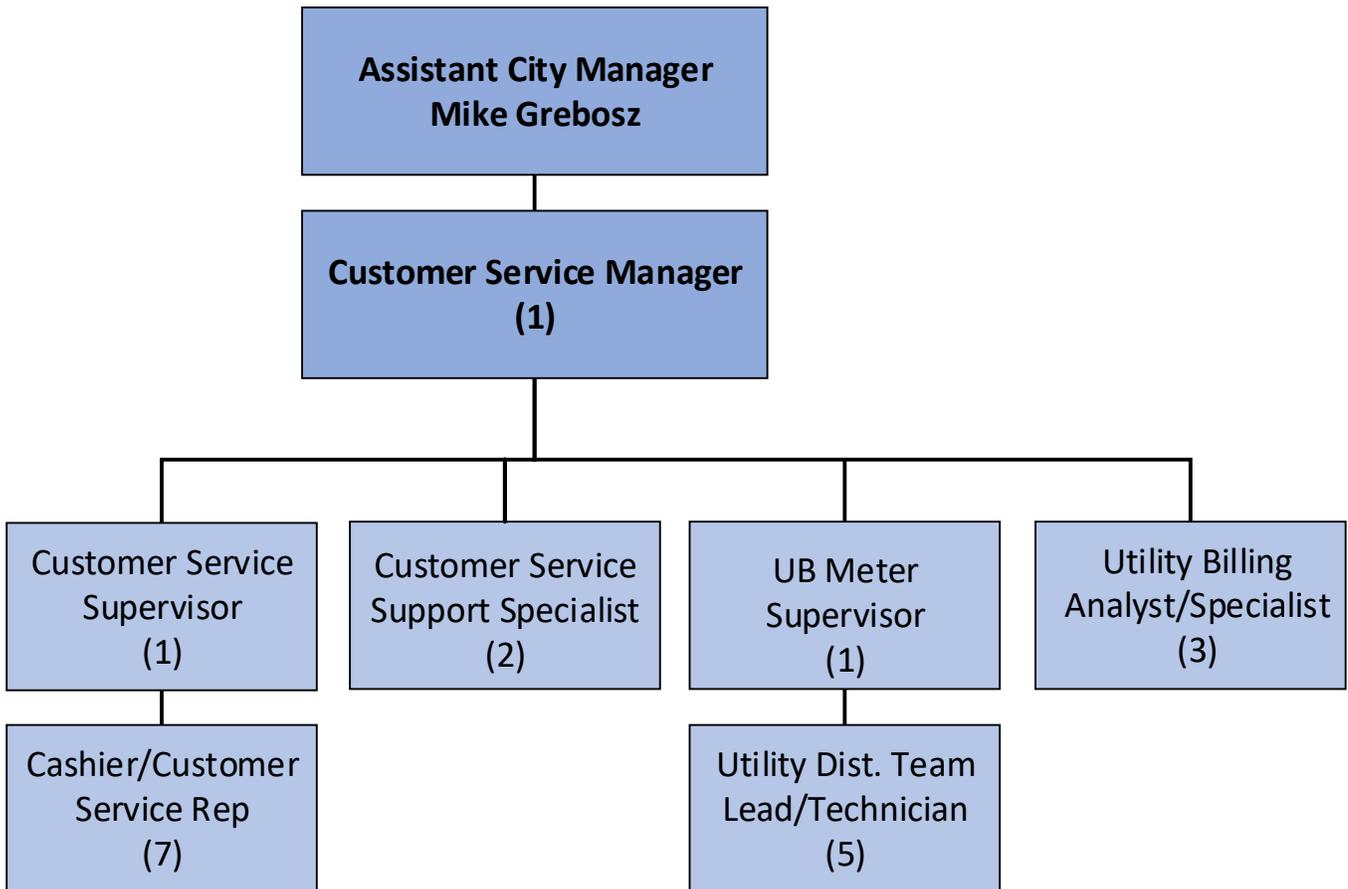
Management Discussion

- ✓ Total expenses decreased by 67.01%.
- ✓ Personal Services increased 9.79% mainly due to the additions of a Utilities Distribution Technician I, a Utility Equipment Mechanic I, a Utilities Plant Technician I, and a Utility Locator I, increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 12.97% mainly due to increases in chemicals (\$281,000), equipment maintenance (\$82,750), gas/oil (\$30,311), operating supplies (\$42,761), and power (\$207,119).
- ✓ Capital Outlay decreased by 87.56% mainly due to the budgeting of the Wiley M. Nash Capacity Expansion and AWT Improvements (\$35,940,000) in FY 2022-2023.
- ✓ Includes funding for:
 - WTP 4 Well #6 Replacement (\$81,000)
 - WTP #2 High Service Pump Replacement (\$276,120)
 - WTP #1,2, & 3 PLC Upgrades (\$38,400)
 - WTP #2 Transfer Pump Replacements (\$265,860)
 - F250 Pick Up Truck / Utility Bed (\$85,000)
 - Water Plant Security Camera Replacement (\$39,374)
 - WTP #3 Well Pump Fencing Replacement (\$11,200)
 - WTP #1 Well #5 Pump House Fencing Replacement (\$22,884)
 - WTP #9 GST Fencing Replacement (\$18,572)
 - Hydraulic 6 Inch Pump & Trailer (\$67,172)
 - Downtown Water Main Phase I Construction (\$586,560)
 - Vehicle Replacement #61 (\$85,000)
 - Vehicle Replacement #97 (\$85,000)
 - Sludge Press #1 Onsite Rehab (\$237,444)
 - Lab/ Conference Room A/C Unit (\$7,500)
 - Alum Chemical Pump Replacement (\$48,360)
 - Reclaim Pump House AC Unit Replacement (\$12,960)
 - DO Sensor (\$28,520)
 - Gator Maintenance Vehicle (\$12,365)
 - LS #79 Rehabilitation Project (\$2,350,000)
 - LS #1 Replacement & Panel box (\$94,872)
 - LS #12 Replacement and Panel Box (\$81,790)
 - LS #20 Replacement and Panel Box (\$83,432)
 - LS #79 Standby By Generator and Transfer Switch (\$85,452)
 - LS #80 Replacement and Panel Box (\$83,974)
 - Hydraulic Hose Replacement (\$11,786)
 - Commercial Riding Lawn Mower (\$10,085)
 - Ground Penetrating Radar Unit - 2 Units (\$42,118)

- Tandem Axle HD Equipment Trailer (\$8,100)
- Trimble GPS Device (\$20,344)
- Vivax Metrotech Locators - 2 or 3 units (\$23,572)
- New Transit Connect Locator Van (\$47,500)
- Sewer Line Rehabilitation (\$200,000)
- Manhole Rehabilitation (\$85,000)
- Hoist System (\$18,283)
- Vehicle Replacement #282 (\$85,000)
- Root Cutters (\$16,440)
- Collection Camera System (\$16,625)

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 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,262	1,300	1,350
Cost per active utility account	High Value Government	\$76.56	\$69.00	\$71.00
Average % of delinquent accounts	High Value Government	5.1%	6.0%	4.0%
% of customers receiving electronic bills	High Value Government	38.4%	38.0%	40.0%
% of customers using online/automatic bank payments	High Value Government	68.9%	68.0%	70.0%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	28	0	1,000
% of customers using flex pay	High Value Government	8.2%	8.3%	9.0%
# of proactive check for leak follow up orders processed	High Value Government	1,314	1,200	1,250
# of leaks adjustments processed	High Value Government	1,250	500	600

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented FY 22-23 water and sewer rate increase per rate study.
- ✓ Implemented stormwater rate based on rate study completed during FY 19-20.
- ✓ Perform a new stormwater study.

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"> • Ensure each customer service staff member attends quarterly customer service training. • Conduct customer satisfaction survey. 	High Value Government

Utility Billing and Collections

Goals & Objectives		Strategic Plan Area(s)
2	Ensure accurate and timely billing of utility services. <ul style="list-style-type: none"> • Deliver utility bill file to bill processing service by 2:00 p.m. on Tuesday. • Conduct 24 hours of training each year, reviewing ordinances and policies pertaining to utility billing. • Limit error rate in utility billing to no more than ½ of 1%. • Limit bad debt to ½ of 1% of annual utility revenues. • Conduct proactive leak detection processes. 	High Value Government
3	Update water, sewer, and stormwater rates. <ul style="list-style-type: none"> • Implement rate revision based on CPI per City Ordinance. • Develop and implement educational materials for customers on rate changes to include conservation measures. 	High Value Government
4	Enhance e-Government capabilities. <ul style="list-style-type: none"> • Increase customer usage of electronic bills. • Increase collections through electronic means. <ul style="list-style-type: none"> ○ IVR/IWR ○ Automatic Bank Payment (ABP/FLEX) ○ Reoccurring Payments • Replace 1,000 meters per year as part of the 20-year replacement cycle program. • Explore possibilities and conduct feasibility study for upgraded radio read system utilizing mini towers or current upgradable technology. 	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	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 979,517	\$1,136,278	\$ 1,136,278	\$ 1,203,698	5.93%
Operating Expenses	324,849	414,276	414,276	463,730	11.94%
Capital Outlay	<u>0</u>	<u>24,000</u>	<u>324,000</u>	<u>10,000</u>	-58.33%
Total Budget	\$1,304,366	\$1,574,554	\$ 1,874,554	\$ 1,677,428	6.53%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Util. Billing Meter Supervisor	U112	0.00	1.00	1.00	1.00	1.00
Util. Dist. Meter Tech Team Ld	U111	1.00	1.00	0.00	0.00	0.00
Finance Cust. Svc. Manager	116	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	109	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	109	1.00	1.00	1.00	0.00	0.00
Senior Billing Specialist	107	0.00	0.00	1.00	1.00	1.00
Cust. Svc. Support Specialist II	107	0.00	0.00	0.00	0.00	1.00
Cust. Svc. Support Specialist	106	1.00	1.00	1.00	2.00	1.00
Cust. Svc. Rep III	105	2.00	2.00	0.00	1.00	1.00
Utility Billing Specialist II	105	2.00	2.00	1.00	1.00	1.00
Utility Billing Specialist I	104	1.00	1.00	1.00	1.00	1.00
Customer Service Rep II	104	2.00	2.00	3.00	1.00	3.00
Customer Service Rep I	103	3.00	3.00	4.00	5.00	3.00
Utility Distribution Tech II	U105	1.00	2.00	4.00	3.00	3.00
Utility Distribution Tech I	U104	3.00	2.00	1.00	2.00	2.00
Total Full Time Staffing		19.00	20.00	20.00	20.00	20.00

Promoted [1.0] Customer Service Support Specialist I to [1.0] Customer Service Support Specialist II. Promoted [2.0] Customer Service Rep I with [2.0] Customer Service Rep II.

CAPITAL OUTLAY	Amount
Letter Opener	\$ 10,000
Total Capital Outlay	\$ 10,000

Management Discussion

- ✓ Total expenses increased by 6.53%.
- ✓ Personal Services increased 5.93% mainly due to increased health insurance costs and a 3% merit increase for FY 2023-2024.
- ✓ Operating expenses increased by 11.94% mainly due to a Rate Study for Stormwater fees (\$40,000) and the purchase of standing desks (\$6,000).
- ✓ Capital Outlay decreased by 58.33%.
- ✓ Includes funding for:
 - Credit card merchant fees (\$140,000)
 - Customer billing/printing/stuffing/e-bills/inserts (\$51,000)
 - Postage (\$80,100)
 - Water conservation kit (\$13,700)
 - Letter Opener (\$10,000)
 - Rate Study for Stormwater fees (\$40,000)

TRANSFERS AND CONTINGENCY

Description:

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

Operating Budget Comparison

BUDGET SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Contingency / Reserve Contingency	\$ 0	\$2,172,835	\$ 299,903	\$1,408,122	-35.19%
Contributions	1,021,219	700,238	701,527	798,699	14.06%
Transfers	<u>176,676</u>	<u>1,061,674</u>	<u>316,837</u>	<u>60,619</u>	-94.29%
Total Budget	\$1,197,895	\$3,934,747	\$1,318,267	\$2,267,440	-42.37%
 <u>Contingency / Reserve Contingency</u>					
Contingency				\$ 636,591	
Reserve Contingency				<u>771,531</u>	
Total				\$1,408,122	
 <u>Contributions</u>					
Contribution to General Fund				\$ 798,699	
Total				\$ 798,699	
 <u>Transfers</u>					
Transfer to Debt Service Fund				\$ 7,680	
Transfer to Capital Project Fund				<u>52,939</u>	
Total				\$ 60,619	

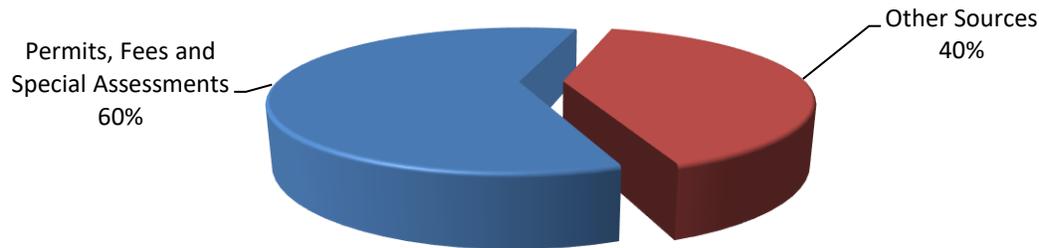
Management Discussion

- ✓ Contingency / Reserve Contingency decreased by 35.19% due to a decrease of \$1,051,304 in Reserve Contingency.
- ✓ Transfer to Debt Service Fund stayed at \$7,680.
- ✓ Transfer to Capital Fund decreased by \$57,179.
- ✓ Transfer to Wastewater Trust Fund decreased by \$943,876 mainly due to no Wastewater Trust Fund projects needing additional funding.

WATER TRUST FUND

Revenue Summary

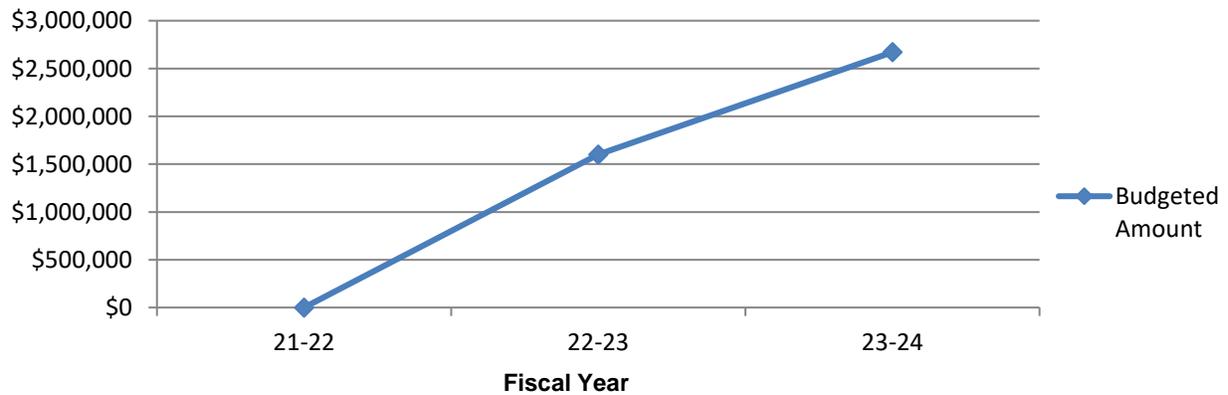
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Permits, Fees and Special Assessments	\$ 0	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>6,052,444</u>	<u>1,070,850</u>	100.00%
Total Water & Wastewater Trust Fund	\$ 0	\$ 1,600,000	\$ 7,652,444	\$ 2,670,850	66.93%



Management Discussion

This fund was created in FY 2022-2023 to separate Water and Wastewater Development fees. The proposed budget includes anticipated development fees (\$1,600,000) and Use of Reserves (\$1,070,850).

History of Revenues



WATER TRUST FUND Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Capital Outlay	\$ 0	\$ 429,925	\$ 6,482,369	\$2,670,850	521.24%
Reserve Contingency	<u>0</u>	<u>1,170,075</u>	<u>1,170,075</u>	<u>0</u>	-100.00%
Total Budget	\$ 0	\$1,600,000	\$ 7,652,444	\$2,670,850	66.93%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY	Amount
2024 Water Main Improvements Construction	\$2,320,850
2025 Water Main Improvements Design	<u>350,000</u>
Total Capital Outlay	\$2,670,850

Management Discussion

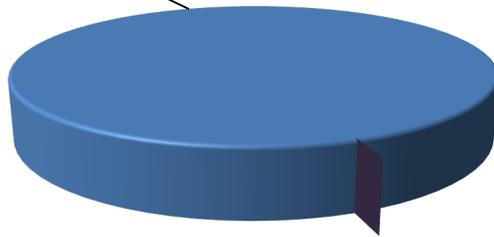
- ✓ Includes funding for:
 - 2024 Water Main Improvements Construction (\$2,320,850)
 - 2025 Water Main Improvements Design (\$350,000)

WASTEWATER TRUST FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Permits, Fees and Special Assessments	\$ 4,920,586	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	0.00%
Intergovernmental Revenue	1,317,033	756,124	2,268,372	0	-100.00%
Miscellaneous Revenue	(504,867)	0	0	0	N/A
Other Sources	<u>0</u>	<u>943,876</u>	<u>998,481</u>	<u>0</u>	-100.00%
Total Water & Wastewater Trust Fund	\$ 5,732,752	\$ 3,500,000	\$ 5,066,853	\$ 1,800,000	-48.57%

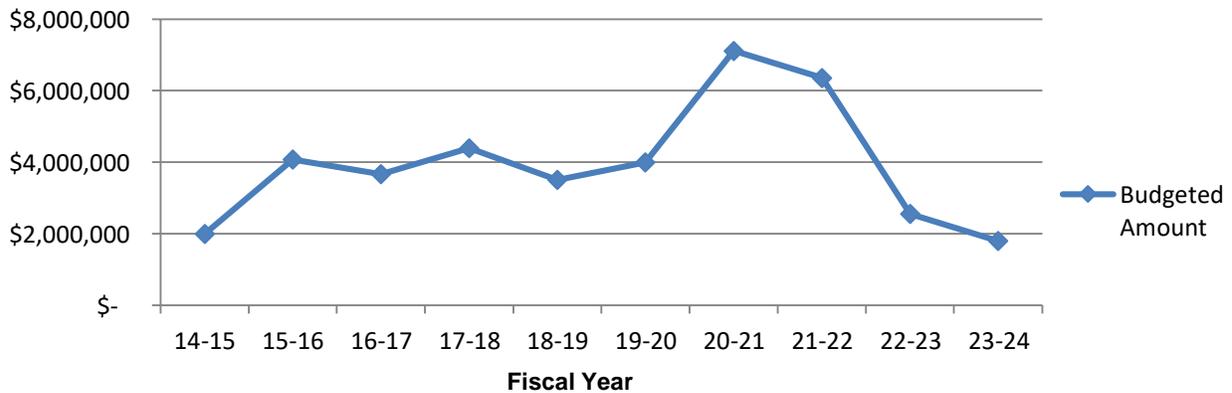
Permits, Fees and
Special Assessments
100%



Management Discussion

The proposed budget includes anticipated development fees (\$1,800,000).

History of Revenues



WASTEWATER TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Capital Outlay	\$6,247,277	\$3,500,000	\$ 4,498,481	\$ 0	-100.00%
Contingency	<u>0</u>	<u>0</u>	<u>568,372</u>	<u>1,800,000</u>	100.00%
Total Budget	\$6,247,277	\$3,500,000	\$ 5,066,853	\$1,800,000	-48.57%

STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

Management Discussion

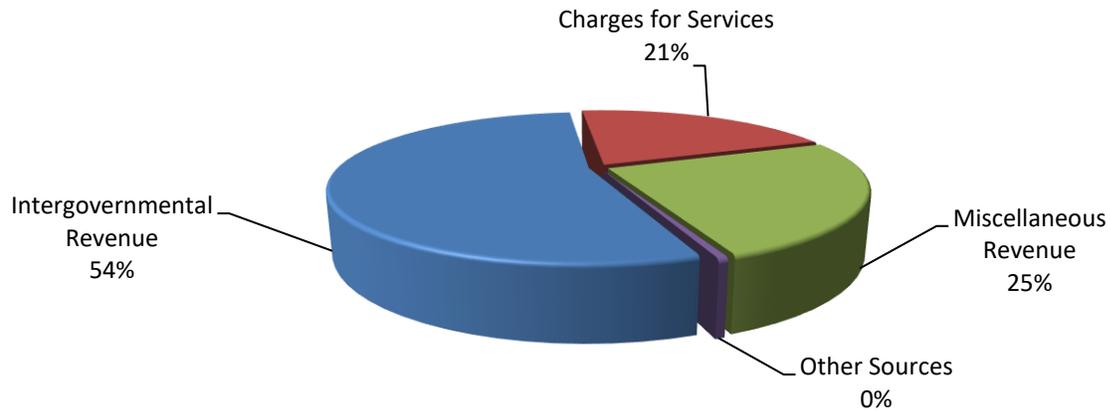
- ✓ Includes funding for:
 - Contingency (\$1,800,000)



AIRPORT FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Intergovernmental Revenue	\$ 814,285	\$ 4,483,875	\$ 7,438,835	\$ 2,266,200	-49.46%
Charges for Services	375,140	334,670	334,670	866,917	159.04%
Miscellaneous Revenue	2,450,055	1,367,359	1,367,574	1,050,525	-23.17%
Other Sources	<u>42,677</u>	<u>592,097</u>	<u>1,899,252</u>	<u>21,742</u>	-96.33%
Total Airport Fund Revenue	\$ 3,682,157	\$ 6,778,001	\$11,040,331	\$ 4,205,384	-37.96%



Management Discussion

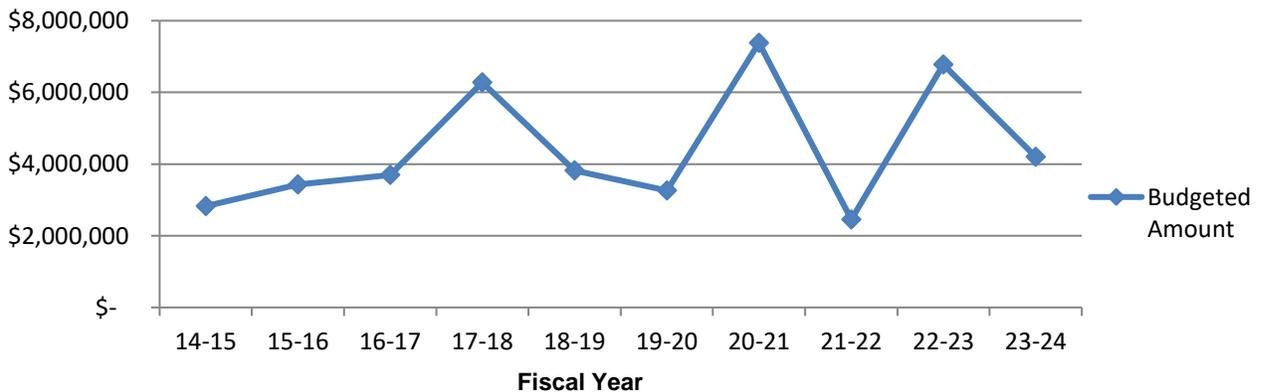
Intergovernmental Revenue includes Federal (\$1,791,000) and State (\$475,200) grants for anticipated airport capital projects.

Charges for Services increased by 159.04% mainly due to both a revenue increase and to a change in how revenues are being recorded.

Miscellaneous Revenue decreased by 23.17% mainly due to a change in how revenues are being recorded.

Other Sources represent use of reserves for Capital Projects in FY 2023-2024.

History of Revenues

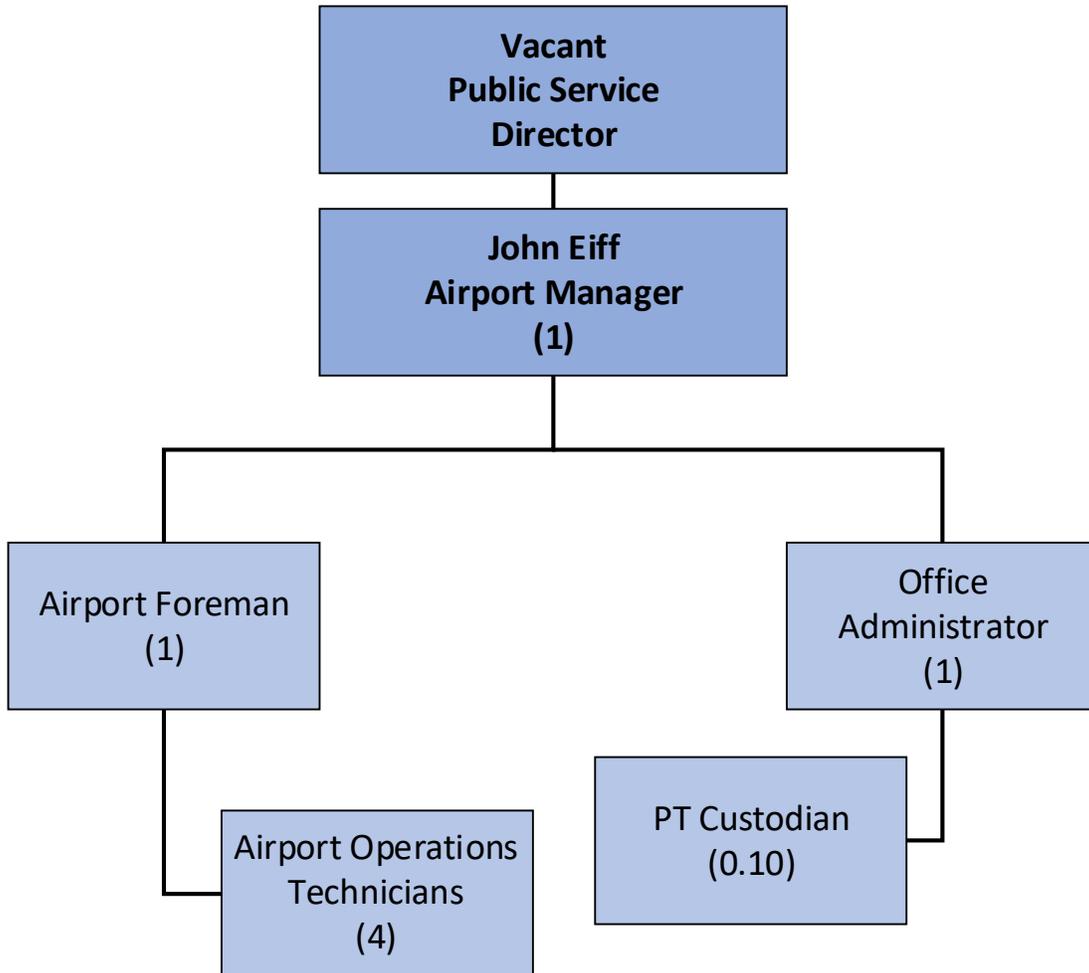




AIRPORT FUND

Expenditure Summary

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of users satisfied with Airport appearance and services	High Value Government	87%	95%	95%
Total new acres leased	High Value Government	.0	.50	1
% 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	3%	5%	5%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Started T-hangar construction for phase one of the Sport Aviation Village and started leasing the hangar sites.
- ✓ The 2022 Aero Sport Aviation Showcase was well attended by vendors and had good aircraft sales, this year's date is Nov. 3&4.
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 75 people on the waiting list.
- ✓ Remodeling of Airport Maintenance building Yard and Barn.
- ✓ Completed the rehabilitation and upgrades to the airfield electrical home runs and vault.
- ✓ Constructed the Skinner connector road to SR 11, due to open May 2023.
- ✓ Continued making improvements to the DNAS museum
- ✓ Update Security gate readers, cameras and fencing.
- ✓ Design and rehabilitate the mid-section of taxiway "A".
- ✓ Design and construct the East Hangar complex phase 1b.
- ✓ Restripe Airfield Markings.
- ✓ Construct Taxiway F Lighting / Signage.
- ✓ Construction for rehabilitation of the West apron.

Action Plan

Development		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain revenue income to cover or exceed expenditures. <ul style="list-style-type: none"> Continually improve and maintain accurate economic development information airport web site for the Business Parks, Airfield and Sport Aviation Village. 	High Value Government
2	To ensure eligibility for all available grant funding. <ul style="list-style-type: none"> Maintain Federal Aviation Administration/Florida Department of Transportation Joint Automated Capital Improvement Program funding. 	Preparing for the Future/ Sustainability

Appearance		
Goals & Objectives		Strategic Plan Area(s)
1	Improve level of road maintenance. <ul style="list-style-type: none"> Ensure that all potholes are filled within 7 days. 	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"> Maintain liaison with community leaders in an effort to improve noise abatement issues. 	High Value Government & Communication
2	Regularly identify and resolve airfield operational issues. <ul style="list-style-type: none"> Meet with the Airport Advisory Committee. 	High Value Government & Communication
3	Maintain customer satisfaction. <ul style="list-style-type: none"> Respond to tenants' service request within 3 days. 	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"> • Obtain leases for the Sport Aviation Village. • Rehabilitation of West Ramp Apron. • Complete construction of SR11 access road. 	High Value Government
2	Maintain airfield security. <ul style="list-style-type: none"> • Ensure upkeep of perimeter fencing. • Continue monitoring and maintenance of airfield security cameras. 	High Value Government
4	Maintain and improve Airport safety regulations. <ul style="list-style-type: none"> • Implement Airport safety recommendations presented by staff and the Airport Advisory Committee. 	High Value Government

Long-Term Goals

- ✓ Update Airport Master Plan and ALP
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Design the Rehabilitation Runway 5/23
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete final phase of NW Industrial Park.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22	2022-23	2022-23	2023-24	% Change	
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2022-23	
Personal Services	\$ 530,578	\$ 526,349	\$ 526,349	\$ 558,681	6.14%	
Operating Expenses	593,985	498,544	577,237	506,298	1.56%	
Capital Outlay	1,141,309	5,164,381	9,341,718	2,532,100	-50.97%	
Contingency	0	0	0	14,428	100.00%	
Transfers	<u>341,336</u>	<u>588,727</u>	<u>595,027</u>	<u>593,877</u>	0.87%	
Total Budget	\$2,607,208	\$6,778,001	\$11,040,331	\$4,205,384	-37.96%	
STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Sports Aviation Administrator	E102	1.00	1.00	1.00	0.00	0.00
Airport Ops Foreman II	110	1.00	1.00	1.00	1.00	1.00

Office Administrator	108	0.00	0.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	0.00	0.00	0.00
Airport Ops Tech III	105	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	1.00	0.00	0.00	0.00	0.00
Airport Ops Tech II	102	1.00	2.00	2.00	2.00	2.00
Custodian II	102	0.00	0.00	0.00	0.00	0.10
Custodian I	101	0.10	0.10	0.10	0.10	0.00
Airport Ops Tech I	101	0.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		7.10	8.10	8.10	7.10	7.10

Promoted [0.1] Custodian I to [0.1] Custodian II.

CAPITAL OUTLAY	Amount
Update Master Plan and Airport Layout Plan	\$ 600,000
Design Electrical Upgrades for T-Hangars A, B, & C	15,800
Design South Central Apron Rehab	120,000
Design Runway 5/23 Rehab	275,000
Wildlife Fencing	1,390,000
Maintenance Shop Paving	131,300
Total Capital Outlay	\$2,532,100

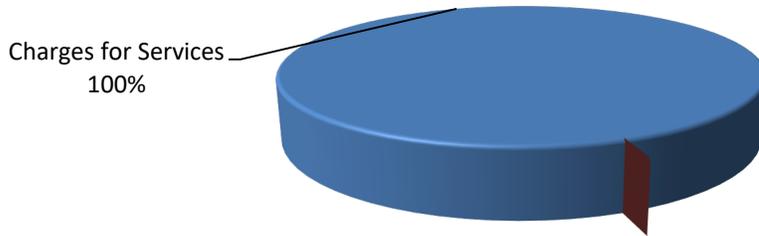
Management Discussion

- ✓ Total expenses decreased by 37.96% mainly due to a decrease in capital projects.
- ✓ Personal Services increased by 6.14% mainly due to an increase in health insurance costs and a 3% merit increase are budgeted for FY 2023-2024.
- ✓ Operating expenses increased by 1.56% mainly due to an increase in insurance (\$11,243).
- ✓ Includes funding for:
 - Update Master Plan and ALP (\$600,000)
 - Design Electrical Upgrades for T-Hangars A, B, & C (\$15,800)
 - Design South Central Apron Rehab (\$120,000)
 - Design Runway 5/23 Rehab (\$275,000)
 - Wildlife Fencing (\$1,390,000)
 - Maintenance Shop Paving (\$131,300)

REFUSE COLLECTION FUND

Revenue Summary

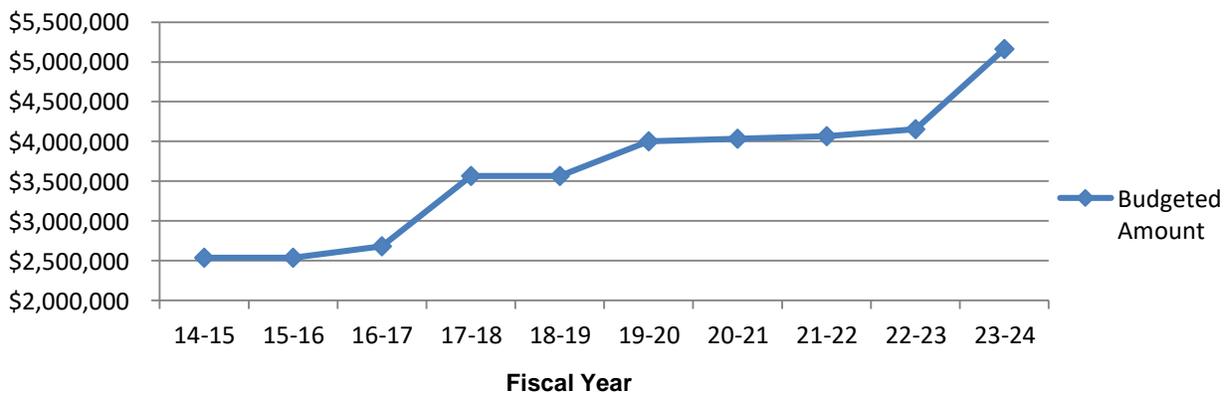
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Charges for Services	\$ 4,276,483	\$ 4,153,088	\$ 4,153,088	\$ 5,160,000	24.24%
Miscellaneous Revenue	<u>512</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 4,276,995	\$ 4,153,088	\$ 4,153,088	\$ 5,160,000	24.24%



Management Discussion

Projected in FY 2023-2024 budget is \$5,160,000 for Charges for Services which represents fees collected for solid waste collection. The City has a franchise agreement with GFL Solid Waste Southeast, LLC to provide these services. The effective date of the agreement is October 1, 2022 and expires on September 30, 2029, with the option to extend the Contract for an additional 3-year term upon mutual agreement of the parties. The City receives 10% of gross revenues in return for franchise fees. The franchise fee revenues are recognized in the General Fund of the City while the billing fee revenues are recognized in the City's Water and Sewer Fund.

History of Revenues



REFUSE COLLECTION FUND Expenditure Summary

Description:

The Refuse Fund accounts for the activities of solid waste and recycling collection. This responsibility has been privatized; however, the City monitors the collection service for solid waste, yard waste and recycling.

Mission:

Efficiently and effectively collect garbage and recycling to protect public health.

Performance Measures

Department Performance	FY 20/21 Actual	FY 21/22 Projection	FY 22/23 Target
% of residential customers surveyed who are satisfied with solid waste services	Survey Every Other Year	88%	Survey Every Other Year
% customer complaints responded to within 24 hours and resolved within 3 days.	90%	90%	90%
% of noise complaints responded to within 48 hours	98%	98%	98%

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 4,257,509	\$ 4,153,088	\$ 4,153,088	\$ 5,060,000	21.84%
Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>100,000</u>	100.00%
Total Budget	\$ 4,257,509	\$ 4,153,088	\$ 4,153,088	\$ 5,160,000	24.24%
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					
CAPITAL OUTLAY	Amount				
None					

Management Discussion

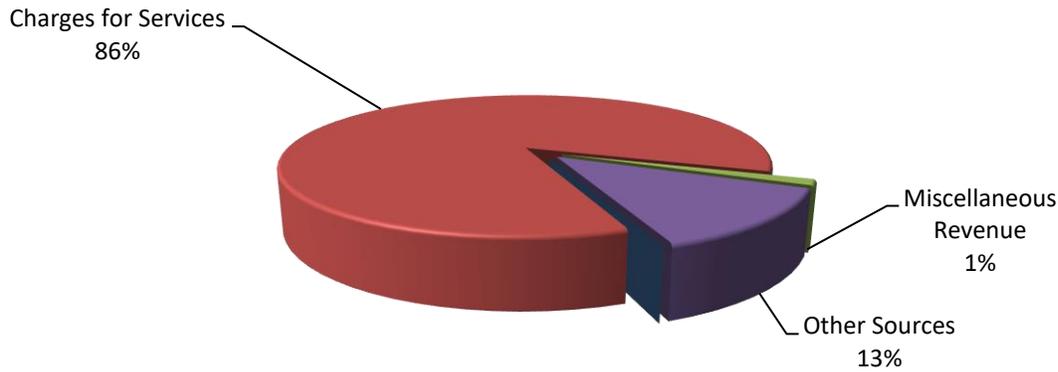
- ✓ Includes funding for:
 - GFL Solid Waste Southeast, LLC (\$4,600,000)
 - Franchise Fee Kept by City (\$460,000)
 - Contribution to Water & Sewer Fund (\$100,000)



STORMWATER FUND

Revenue Summary

REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Intergovernmental Revenue	\$ 0	\$ 200,000	\$ 200,000	\$ 0	-100.00%
Charges for Services	2,089,857	2,094,780	2,094,887	2,297,500	9.68%
Miscellaneous Revenue	(119,802)	8,000	8,000	35,000	337.50%
Other Sources	<u>10,423</u>	<u>581,637</u>	<u>1,350,218</u>	<u>342,715</u>	-41.08%
Total Stormwater Fund Revenue	\$ 1,980,478	\$ 2,884,417	\$ 3,653,105	\$ 2,675,215	-7.25%



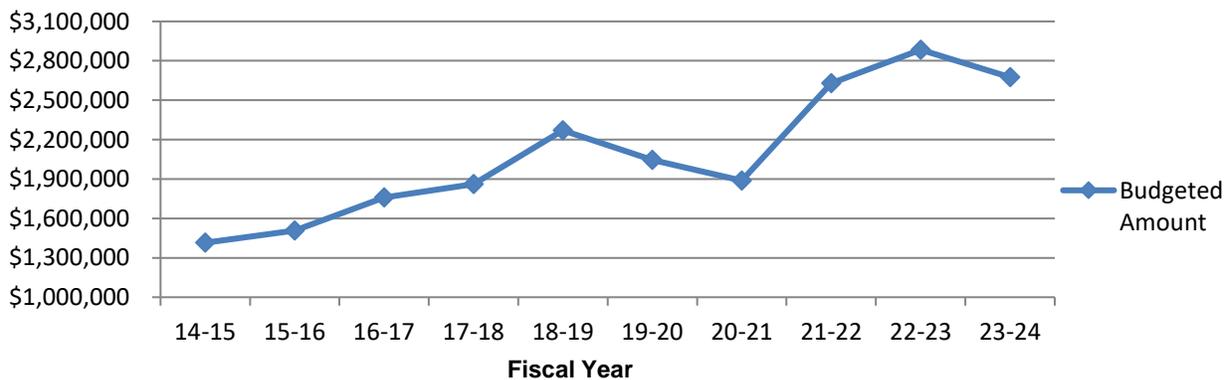
Management Discussion

Charges for services represent stormwater fees and are projected with a 9.68% increase from FY 2023-2024 budget.

Miscellaneous Revenue represent interest earning on investments (\$35,000).

Other Sources in FY 2023-2024 represents Use of Reserves for the Capital Projects.

History of Revenues

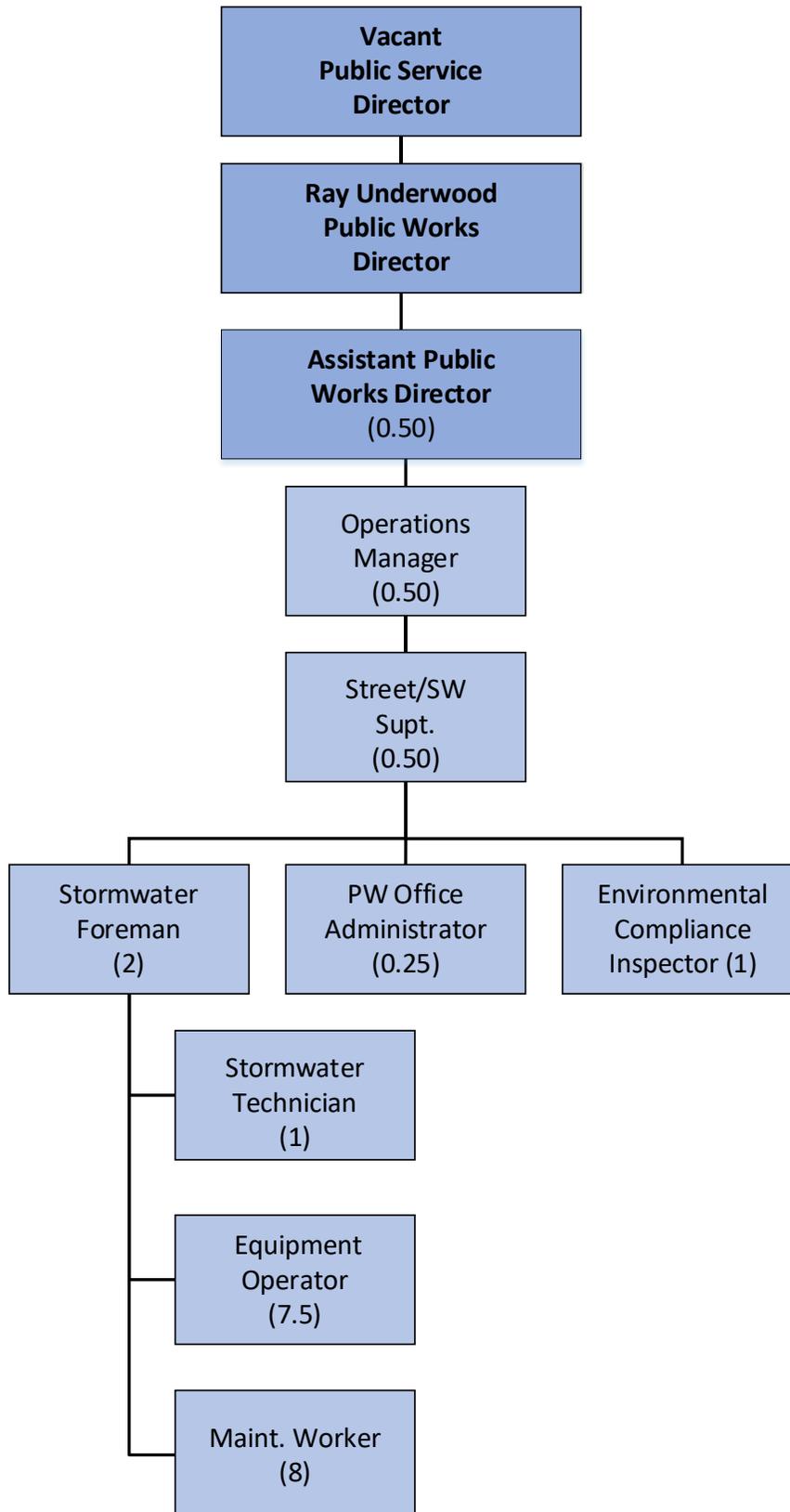




STORMWATER FUND

Expenditure Summary

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
% of drainage repairs completed within 30 calendar days	High Value Government	81%	70%	75%
% of sites passing NPDES requirements	High Value Government	100%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	42%	42%	45%
% of storm sewer inlets cleaned	High Value Government	11.6%	11%	11%
% of storm water retention ponds maintained annually	High Value Government	14%	16%	18%
% of curb miles swept	High Value Government	100%	100%	100%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ Projects: Yearly pipelining complete
- ✓ With the replacement of the sewer jet, it has allowed the Stormwater Department to more efficiently and effectively maintain over 400,000 ft of pipe and 1,500 catch basins throughout the City's MS4 system.
- ✓ Rehab of de-mucking 12 retention/detention ponds
- ✓ Renewed NPDES Program for Cycle 4 year 2 for annual report
- ✓ City Works program; GIS Data for the entire City maintained Storm sewer system, equipment inventory inspections quarterly.
- ✓ Entire Stormwater Division certified as Level I and II operators for the Florida Stormwater Association.
- ✓ Continued preservation and retrofitting retention areas/ditched throughout the City.
- ✓ Full public education program with focus on Environmental Compliance (MSDS, Construction Site, Water Conservation, waste reduction, and storm pollution).
- ✓ Completed several major pipe replacement projects; Most notable will be the improvements to 980 E Pennsylvania Ave.
- ✓ Stormwater Master Plan Update:
 - ✓ Stormwater upgrade in several areas.
 - 980 E Pennsylvania Ave
 - Marsh Rd and Jacobs Landing
 - S High St and W Hubbard Ave
 - N Boston and E Rich Ave

Action Plan

Infrastructure Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain Stormwater System in accordance with State and Federal requirements.</p> <ul style="list-style-type: none"> • Protect Citizens and Property from Flooding. • Preserve and maintain surface waters, wetlands, and areas as functional and attractive for people and the environment. • Implement Stormwater Plan. 	High Value Government
2	<p>Maintain all stormwater pipes, retention areas and pumping stations in good working condition.</p> <ul style="list-style-type: none"> • SW Staff identifies and repairs site improvement to the SW system. • Prioritizes master plan and recommended projects by focusing on problem locations that will impact key areas, major corridors and protection of private property. • Mowing and de-mucking schedule of City's retention ponds and ditches. • Scheduled inspection and maintenance of pump station. 	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"> • The City operates a sweeper year-round for the entire City and special events. • 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. 	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"> • City must maintain and operate a SW management plan and pollution prevention plan. • Provide responsible monitoring of private and public SW infrastructure. • Establish work practices and methods for handling potentially polluting materials. 	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 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 2023-2024
 - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Capital Improvement Plan: Stormwater has developed and implement a long-term capital improvement plan for all City stormwater facilities and infrastructure.
 - o Target Completion: FY 2025-2026
 - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Stormwater Master Plan Project Implementation:
 - o Target Completion: FY 2026-2027
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 719,714	\$1,030,762	\$1,030,762	\$1,314,583	27.54%
Operating Expenses	249,698	346,970	346,970	365,347	5.30%
Capital Outlay	1,403,919	1,183,237	1,945,802	636,554	-46.20%
Contingency	0	0	0	34,123	100.00%
Transfers	<u>278,619</u>	<u>323,448</u>	<u>329,571</u>	<u>324,608</u>	0.36%
Total Budget	\$ 2,651,950	\$2,884,417	\$3,653,105	\$2,675,215	-7.25%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Assistant Public Works Director	E104	0.00	0.50	0.50	0.50	0.50
Operations Mgr. (also Fund 001)	116	0.50	0.50	0.50	0.50	0.50
Streets/SW Sup. (also Fund 001)	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	1.00	1.00	1.00	0.00	1.00
Environmental Compliance Insp.	109	1.00	1.00	1.00	1.00	1.00
Foreman I	109	0.00	0.00	1.00	2.00	1.00
Office Administrator	108	0.25	0.25	0.25	0.25	0.25
Stormwater Technician I	106	0.00	1.00	1.00	1.00	1.00
Lead Worker	106	0.50	0.50	0.50	0.00	0.00
Equipment Operator III	106	0.00	0.00	0.00	0.50	0.50
Equipment Operator II	105	0.00	0.00	1.00	0.00	2.00
Equipment Operator I	104	3.00	3.00	3.00	6.00	5.00
Maintenance Worker II	102	1.00	2.00	3.00	2.00	3.00
Maintenance Worker I	101	<u>2.00</u>	<u>1.00</u>	<u>0.00</u>	<u>3.00</u>	<u>5.00</u>
Total Full Time Staffing		9.75	11.25	13.25	17.25	21.25

Added [3.0] Maintenance Worker I and [1.0] Equipment Operator I due to increases in mowing responsibilities in the City. Promoted [1.0] Foreman I to [1.0] Foreman II. Promoted [2.0] Equipment Operator I to [2.0] Equipment Operator II. Promoted [1.0] Maintenance Worker I to [1.0] Maintenance Worker II.

CAPITAL OUTLAY**Amount**

Replacement of Painters Pond Generator	\$ 101,925
Forest head 60" HF Mulcher	32,589
New Manual Intake Gate for Earl Brown Stormwater Pump Station	54,063
Pemberton Aquatic Bucket	8,714
Envirosight Verisight Pro + Push Camera, 200'	14,713
Replace 450-INT-534 with new 16' Trailer	9,150
Wisconsin Ave Stormwater Improvements	281,250
Miscellaneous Stormwater Improvements (Neighborhood)	100,000
Miscellaneous Stormwater Improvements (Pond)	25,000
Replace 450-TL-003 Enclosed Trailer	9,150
Total Capital Outlay	\$ 636,554

Management Discussion

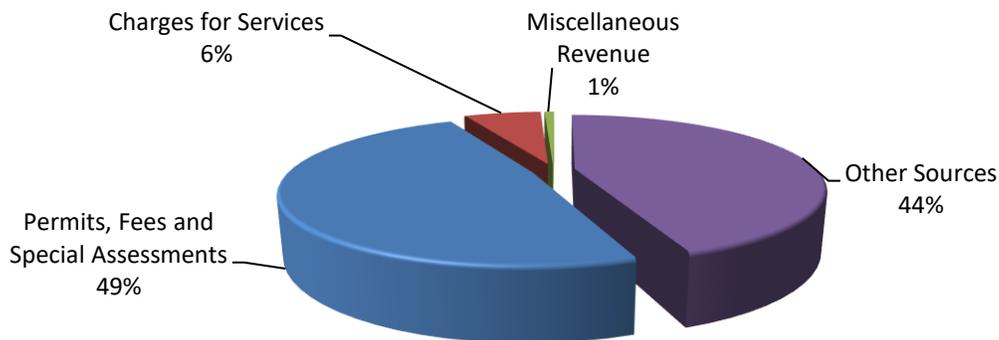
- ✓ Total expenses decreased by 7.25%.
- ✓ Personal Services increased by 27.54% mainly due to the additions of three Maintenance Workers and an Equipment Operator, increased health insurance costs and a 3% merit increase proposed for FY 2023-2024.
- ✓ Operating expenses increased by 5.30% mainly due to new CDL training (\$15,000) and a budgeted increase in equipment maintenance (\$15,700).
- ✓ Capital outlay decreased by 46.20%.
- ✓ Includes funding for:
 - Wisconsin Ave Pipeline Improvements (\$281,250)
 - Misc. Stormwater Improvements (Neighborhood) (\$100,000)
 - Misc. Stormwater Improvements (Ponds) (\$25,000)
 - Painter's Pond Generator Replacement (\$101,925)
 - New Forest Head 60" HF Mulcher (\$32,589)
 - Manual Intake Gate for Earl Brown Stormwater Pump Station (\$54,063)
 - Pemberton Aquatic Bucket (\$8,714)
 - New 16' Trailer (\$9,150)
 - Envirosight Verisight Pro + Push Camera (\$14,713)



PERMITS AND INSPECTIONS FUND

Revenue Summary

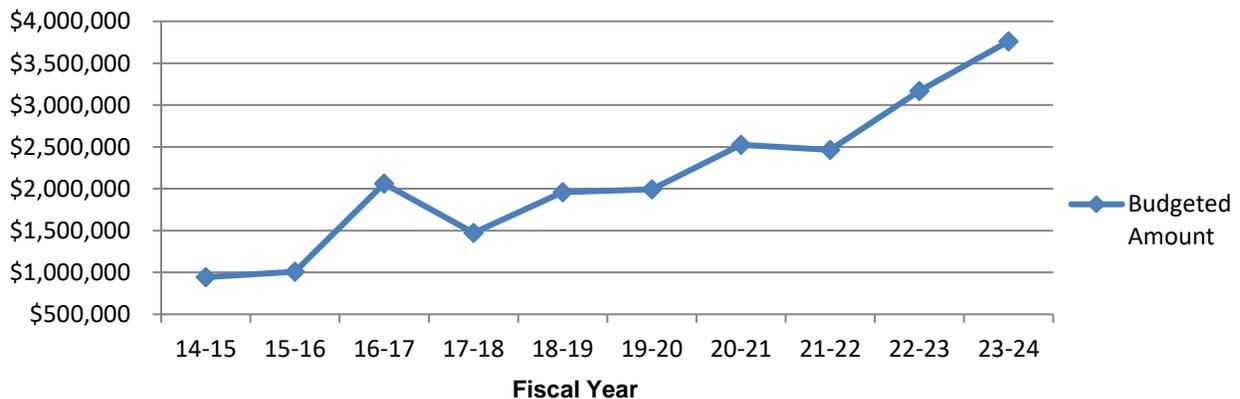
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Permits, Fees and Special Assessments	\$ 2,495,896	\$ 1,823,854	\$ 1,823,854	\$ 1,823,854	0.00%
Charges for Services	381,566	240,000	240,000	240,000	0.00%
Miscellaneous Revenue	(181,147)	15,000	15,000	30,000	100.00%
Other Sources	<u>5,294</u>	<u>1,090,703</u>	<u>1,722,240</u>	<u>1,667,741</u>	52.91%
Total Permits & Inspection Fund Revenue	\$ 2,701,609	\$ 3,169,557	\$ 3,801,094	\$ 3,761,595	18.68%



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 (\$1,667,741).

History of Revenues

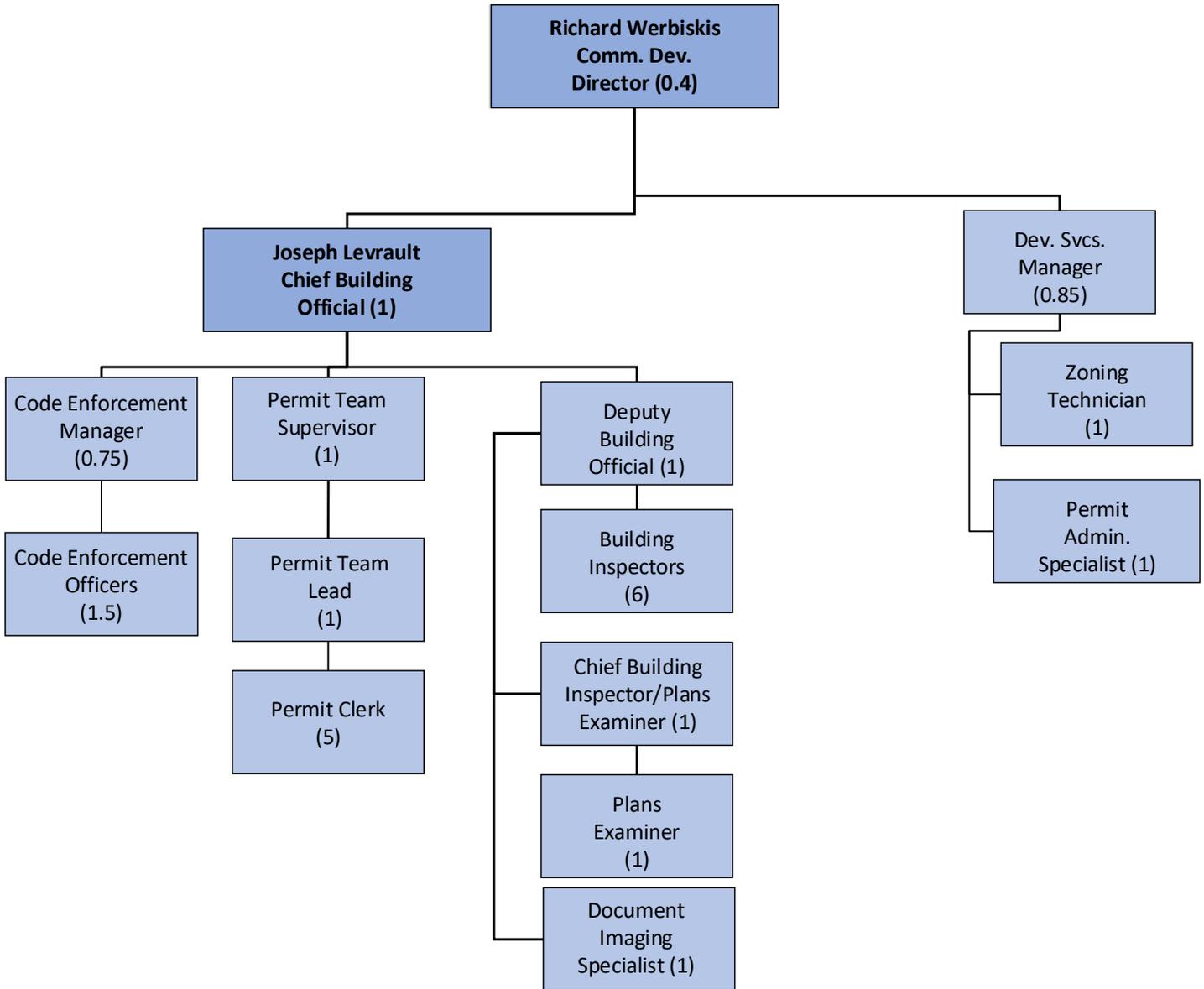




PERMITS AND INSPECTIONS FUND

Expenditure Summary

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
Average number of days from acceptance of building permit application to completion date of first review	High Value Government	4	3.5	3.5
% of small building plans reviewed within 3 days	High Value Government	95%	95%	95%
% of large building plans reviewed within 10 days	High Value Government	94%	93%	95%
% of first inspections completed within 24 hours	High Value Government	100%	100%	100%
% of plan reviews with first review completed within 14 business days	High Value Government	100%	100%	100%
# of hours of staff training	High Value Government	New Measure		

Fiscal Year 2022 – 2023 Accomplishments

- ✓ Implemented enhancements of Accela Civic Platform.
- ✓ Enhanced staff training and certifications to improve plan review and inspection services.
- ✓ Continue to improve customer services and satisfaction rate.
- ✓ Maintained timely plan review and improved plan review accuracy.

Action Plan

Permits and Inspections

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

	<ul style="list-style-type: none"> • Conduct quarterly customer service training. • Conduct a minimum of 24 hours of staff training related to ordinances and policies. 	
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Long-Term Goals

- ✓ Increase the number of professional certifications for individual inspectors.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Enhanced training of personnel.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government, Maintaining a Safe Community
- ✓ Update of local ordinances to bring them into compliance with state and federal guidelines.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government
- ✓ Replace outdated Business Tax Receipt process with Business Registration process.
 - Target Completion: FY 2023-2024
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$1,589,846	\$1,888,039	\$1,888,039	\$ 1,910,754	1.20%
Operating Expenses	299,050	648,257	783,177	864,509	33.36%
Capital Outlay	121,440	0	393,579	159,438	100.00%
Contingency	0	0	0	48,104	100.00%
Transfers	<u>656,139</u>	<u>633,261</u>	<u>736,299</u>	<u>778,790</u>	22.98%
Total Budget	\$2,666,475	\$3,169,557	\$3,801,094	\$ 3,761,595	18.68%

STAFFING	PAY GRADE	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
Community Development Director	E108	0.40	0.40	0.40	0.40	0.40
Community Devel. Deputy Director	E104	0.00	0.00	0.40	0.40	0.00
Fire Marshal	F106	0.50	0.00	0.00	0.00	0.00
Firefighter (split with FD)	F101	0.75	0.75	0.75	0.00	0.00
Chief Building Official	B106	1.00	1.00	1.00	1.00	1.00
Chief Bldg Insp/Plans Examiner	B105	0.00	0.00	0.00	1.00	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	2.00	2.00	2.00	1.00	1.00
Building Inspector I	B101	4.00	4.00	4.00	4.00	4.00
Building Inspector Entry Level	B100	0.00	0.00	0.00	2.00	2.00
Development Svcs. Manager	117	0.00	0.00	0.00	0.00	0.85
Land Development Manager	116	0.75	0.80	0.85	0.85	0.00
Code Enforcement Manager	113	0.00	0.00	0.00	0.60	0.75
Permit Administration Specialist	112	0.00	0.00	0.00	1.00	1.00
Planner I	112	0.00	0.60	0.60	0.60	0.00

Planning Technician	110	0.60	0.00	0.00	0.00	0.00
Permit Supervisor	109	0.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	107	0.80	0.80	0.80	1.20	1.50
Permit Team Lead	106	1.00	0.00	1.00	1.00	1.00
Zoning Technician	106	0.00	0.00	1.00	1.00	1.00
Permit Clerk III	105	1.00	0.00	0.00	0.00	0.00
Permit Clerk II	104	1.00	3.00	0.00	0.00	0.00
Admin Asst III (split with FD)	104	0.00	0.00	0.50	0.00	0.00
Permit Facilitator	104	1.00	0.00	0.00	0.00	0.00
Document Imaging Specialist	104	1.00	1.00	1.00	1.00	1.00
Permit Clerk I	103	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>
Total Full Time Staffing		19.80	19.35	20.30	24.05	23.50
Fire Marshal	F106	0.00	0.37	0.30	0.00	0.00
Fire Inspector	F105	<u>0.00</u>	<u>0.80</u>	<u>0.30</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.00	1.17	0.60	0.00	0.00
Total Staffing		19.80	20.52	20.90	24.05	23.50

Promoted [0.85] Land Development Manager to [0.85] Development Services Manager. Increased [0.15] Code Enforcement Manager and [0.30] Code Enforcement Officer due to change in split between departments. Reclassified [0.4] Community Development Deputy Director to Chief Planner and moved position fully to Planning Department. Moved [0.6] Planner I fully to Planning Department.

CAPITAL	Amount
Building Official Truck 1	\$ 53,146
Building Official Truck 2	53,146
Building Official Truck 3	<u>53,146</u>
Total Capital Outlay	\$ 159,438

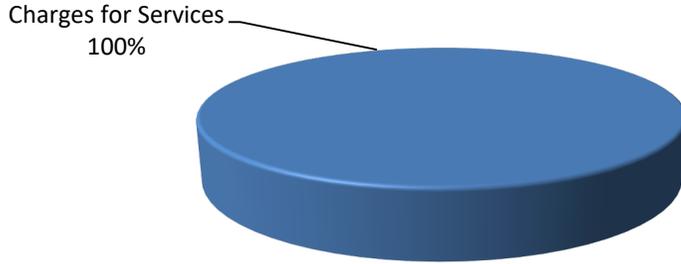
Management Discussion

- ✓ Total expenses increased by 18.68%.
- ✓ Personal Services increased by 1.20% primarily due to increased health insurance costs and a 3% merit increase proposed for FY 2023-2024.
- ✓ Operating Expenses increased by 33.36% mainly due to additional upgrade to Accela Citizen Portal (\$29,000), AgencyCounter (\$41,000), and software for Compliance with HB 1059 (\$40,000).
- ✓ Includes funding for:
 - Accela maintenance and upgrade (\$100,000)
 - Accela Land Management (\$141,000)
 - Plan Review E-Permit Hub (\$67,000)
 - Professional services for inspection and plan review (\$40,000)
 - Code books (\$7,500)
 - Banking fees (\$80,000)
 - Accela conference travel and training (\$22,000)
 - Three Trucks for Building Officials (\$159,438)

HEALTH INSURANCE COST CONTAINMENT FUND

Revenue Summary

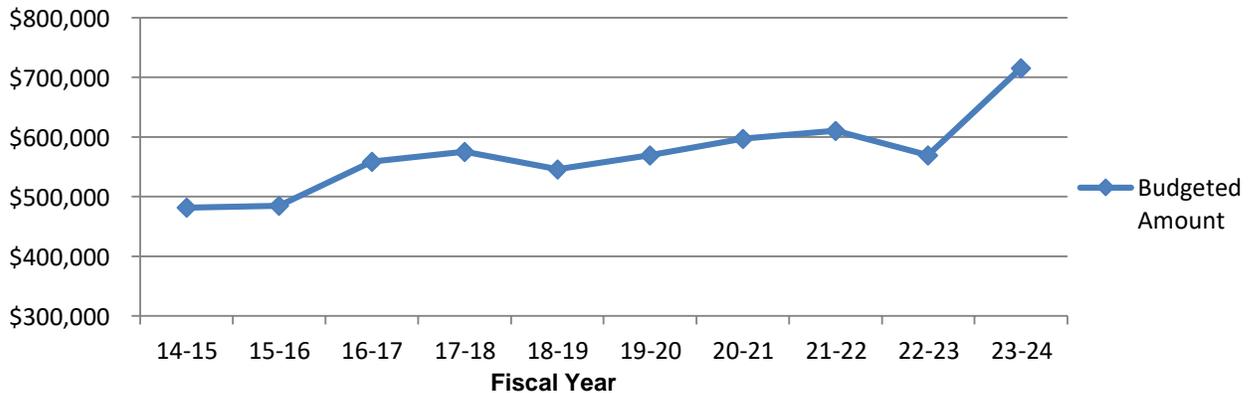
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Charges for Services	\$ 560,670	\$ 569,305	\$ 569,305	\$ 715,605	25.70%
Miscellaneous Revenue	<u>414</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Health Ins. Cost Contain. Fund Rev.	\$ 561,084	\$ 569,305	\$ 569,305	\$ 715,605	25.70%



Management Discussion

This fund was created in FY 2010-2011 to capture the cost of administering a City owned health clinic with the goal of having the facility reduce health care costs. Charges for Services are the transfers made to the Health Insurance Cost Containment Fund by all funds in the City that have personnel.

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	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Operating Expenses	\$ 479,181	\$ 537,100	\$ 537,100	\$ 683,400	27.24%
Debt Service	3,211	0	0	0	0.00%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
Total Budget	\$ 514,597	\$ 569,305	\$ 569,305	\$ 715,605	25.70%
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET
None					
CAPITAL					Amount
None					

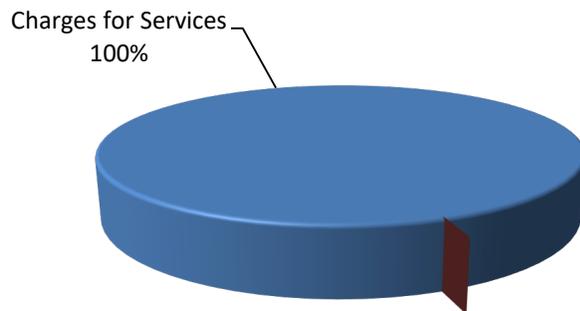
Management Discussion

- ✓ Total expenses increased by 25.70%.
- ✓ Operating expenses increased by 27.24% due to an increase in health care labor (\$100,000) and medical supplies (\$45,000) due to eight additional weekly operating hours being proposed in the FY 2023-2024 budget.
- ✓ Includes funding for:
 - Health Center labor (\$350,000)
 - Monthly management program fee (\$110,000)
 - Medical supplies (\$145,000)

WORKERS' COMPENSATION SELF INSURANCE FUND

Revenue Summary

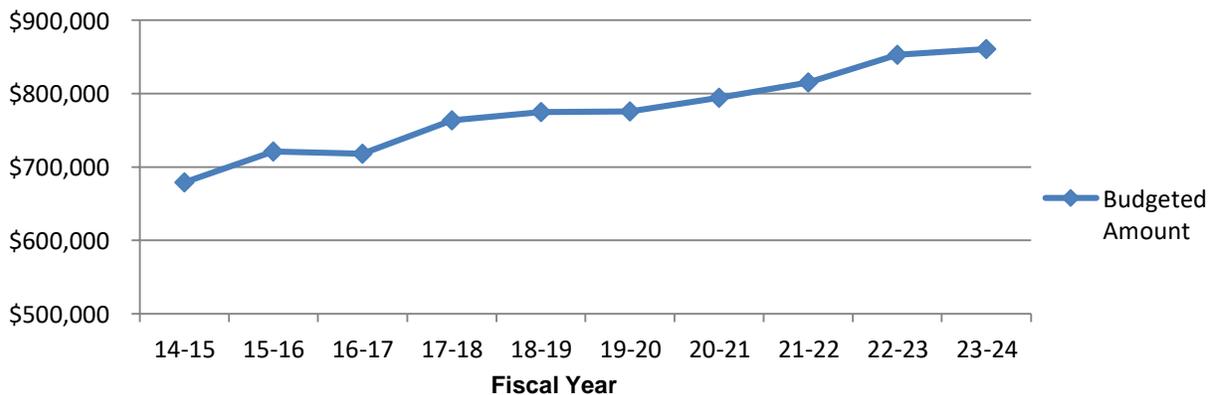
REVENUE SUMMARY	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Charges for Services	\$ 815,167	\$ 852,741	\$ 852,741	\$ 860,736	0.94%
Miscellaneous Revenue	<u>67,934</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Workers' Comp Fund Revenue	\$ 883,101	\$ 852,741	\$ 852,741	\$ 860,736	0.94%



History of Revenues

The City maintains a self-insured workers' compensation program with \$100,000 stop loss coverage. Transfers are made to the Workers' Compensation Self Insurance Fund by all funds in the City that have personnel. FY 2023-2024 projected revenue is based on prior year anticipated actual with a 0.94% increase.

Management Discussion



WORKERS' COMPENSATION SELF INSURANCE FUND

Expenditure Summary

Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 21/22 Actual	FY 22/23 Projection	FY 23/24 Target
# of injuries per 100 employees	High Value Government	3.34	4.00	3.00
# of work days lost per injury	High Value Government	13.36	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	98%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	Measure Not Provided	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.15	1.18	.98
# of employees attending safety training	High Value Government	244	500	500
# of safety reviews/inspections performed	High Value Government	2	48	48
% change in number of liability claims over previous year	High Value Government	Measure Not Provided	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	0	25%	25%

Fiscal Year 2022 - 2023 Accomplishments

- ✓ 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"> • Quarterly report the number of employees attending safety training. • Quarterly report on the number of safety reviews/inspections performed. • Annually compute the dollar losses from liability claims. • New hire education on employee safety every orientation. 	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"> • Annually compute the dollar losses from workers compensation claims. • Annually compute the Workers' Compensation Experience Ratio. • Quarterly report on the number of workers' compensation injuries. • Randomly screen 25% of the CDL holders by September 30th. • New Hire education on workers compensation every orientation. 	High Value Government

Long-Term Goals

- ✓ Reduce the experience modification factor.
 - Target Completion: FY 2023-2024
 - 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	2021-22 ACTUAL	2022-23 BUDGET	2022-23 ESTIMATED	2023-24 BUDGET	% Change from 2022-23
Personal Services	\$ 1,281,339	\$ 701,471	\$ 701,471	\$ 701,471	0.00%
Operating Expenses	51,480	87,270	87,270	95,265	9.16%
Transfers	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	0.00%
Total Budget	\$ 1,396,819	\$ 852,741	\$ 852,741	\$ 860,736	0.94%
STAFFING	2019-20 BUDGET	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET

None

None

Management Discussion

- ✓ Total expenses increased by 0.94%.
- ✓ Personal Services is budgeted to maintain the FY 2023-2024 budget.
- ✓ Operating expenses increased by 9.16% mainly due to the additions of a Safety Committee (\$5,000) and Employee Workers Comp/Safety Training Seminars (\$2,000).
- ✓ Includes funding for:
 - Payment of claim (\$365,000)
 - Life scan evaluation (\$20,000)
 - Pre-employment medical exam (\$50,000)
 - Drug free workplace program (\$7,505)
 - Premiums (\$244,471)
 - Safety Committee Training (\$5,000)
 - Employee Workers Comp/Safety Training Seminars (\$2,000)