



Fiscal Year
2024-2025
Proposed Budget

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Budget Message

Inflation seems to be going down from the peak in 2022 to about 3.4% over the past year. However, inflation related to construction and capital are still high. This combined with a high interest rate environment makes it difficult to accomplish many of the City's strategic goals for our residents. Home values have increased and the home building market seems to continue at a record pace which helps with ad valorem tax revenue but the current mortgage interest rates will likely soften the real estate market altogether in the near future. 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 makes it much more expensive. Given the growth we have experienced, we need to continue to focus on creating capacity within our organization to serve all of our residents, while maintaining a quality service.

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 data hubs like 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. In fact, we have earned a Certificate of Achievement in Performance Management from ICMA for 7 years in a row recognizing our efforts. In 2022/2023 ICMA ended the Performance Management Certificate Program. Despite the end of the ICMA program, the City will continue its award-winning benchmarking efforts. Staff is researching if there are any viable and comparable data hub alternatives to participate in for the future.

STRATEGIC PLAN UPDATE

Last year the City worked with a citizen Steering Committee to do a major update to the City's Strategic Plan. This plan has been updated twice before since it was first developed in 2000. The Committee identified several themes after listening to residents to include: Downtown is an Asset, Homelessness, Growth, and Infrastructure and Parks. The City Commission approved the Committee recommended changes to the Plan, which included: Adding a new Guiding Principle on Growth to the Vision Statement, New Goals and Objectives for Growth, Infrastructure and Parks, cleanup of older goals, and adding definitions. In February, the Commission set the priorities for FY 24/25, which include: Retention and Expansion of Existing Businesses and Sites, Annexation, Community Consistent Growth, Continue to Support Quality of Life Features, and Maintain Public Safety.

Over the past 24 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 times. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2024-2025.

OVERVIEW

General Fund	\$48,343,397
Confiscated Fund	\$3,000
Homeless Shelter Fund	\$803,380
Spring Hill CRA Fund	\$977,875
Governmental Impact Fee Trust Fund	\$1,381,813
Downtown CRA Fund	\$829,160
Grants & Special Revenue Fund	\$331,004
Debt Service Fund	\$2,392,323
Capital Projects Fund	\$6,936,282
Water & Sewer Fund	\$44,265,324
Water Trust Fund	\$2,300,000
Wastewater Trust Fund	\$1,800,000
Airport Fund	\$5,871,581
Refuse Collection Fund	\$5,640,000
Stormwater Fund	\$3,396,160
Permits & Inspections Fund	\$4,308,753
Health Insurance Cost Containment Fund	\$734,705
Workers Compensation Self Insurance Fund	\$913,300
Total FY 24/25 Budget	\$131,228,057

GENERAL FUND

Revenue

The total pre-preliminary estimated taxable value for FY 24/25 is \$3,496,835,655. This is an increase of \$444,331,817 or 14.56% and includes \$171,478,175 in new construction and annexations. In order to insure there is a dedicated source of funds to cover the ever-increasing cost of capital, this year's budget increases the dedicated millage for capital from .2 mil to .4 mil. This year's recommended budget is funded with a millage rate of 6.3841, which includes .4 mil for capital previously mentioned. This proposed rate is a .1 mil reduction from the current rate and represents a 6.97% increase over the Rolled Back rate of 5.9681. 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 \$19,167,069, an increase of \$1,556,154 from the prior year.

Staff is projecting increases in other revenues including \$58,220 in Local Option Use and Fuel Taxes, \$717,328 in Utility Services Taxes, \$31,092 in Communication Service Taxes, \$26,080 in Franchise Fees, \$13,821 in State Shared Revenues, \$175,868 in Water and Sewer PILOT, \$20,000 in Fines and Forfeitures and \$110,099 in Miscellaneous Revenues. These increases are partially offset by decreases including (\$18,000) in Local Business Taxes, (\$15,000) in Operating Grants and (\$163,384) in Charges for Services. All of these combined with an increase in ad valorem results in a net increase in revenue of \$2,512,278. Additionally, this budget includes the use of Capital Reserves (\$1,736,549), ARPA Reserves (\$644,195) and Lot Maintenance Reserves (\$324,500).

Expenditures/Programs

The recommended budget increases General Fund expenditures from \$44,992,298 in FY 23/24 to \$48,343,397 or an increase of 7.45%. There are 309.48 FTEs in the proposed General Fund budget. There are 5 new positions including: Fire Prevention Part-time Administrative Assistant (\$27,856), Custodian for Airport and Public Works (\$37,056), Trees Maintenance Worker (\$49,669), Recreation Supervisor (\$61,875), Administrative Assistant 1 – Chisholm Center (\$54,844). The City is seeking a grant for three new Firefighters but the positions have not been included in the budget.

The proposed budget includes other promotional and career track position upgrades (\$50,000), a 3% merit increase (\$749,739) and a \$0.50 cent - \$0.75 increase in wage rates to account for minimum wages that continue to increase (\$587,213). Based upon the recommendations of the Insight and Innovations Committee, the budget also includes two additional days of leave for Juneteenth and Veteran’s Day (\$124,000) and increasing the holiday gift cards from \$50 to \$100 per employee (\$14,969). These amounts do not include funds set aside in the enterprise funds. Overall, operating expenses have increased mostly due to high inflation. Given the high priority the Commission set for Community Consistent Growth and staffing issues within Planning, there are funds set aside for an overhaul of the Land Development Regulations (\$300,000). The budget also includes increases for Health Insurance (\$185,727), Retirement Contributions (\$453,963), Utilities (\$71,714), Building and Equipment Maintenance (\$244,774), Insurance (\$117,122) and Hardware/Software (\$453,407).

The proposed budget includes Capital (\$6,936,282) and Operating Capital (\$437,072). To fund the proposed capital budget in the Capital Fund (\$6,936,282), there is \$1,281,200 in Ad Valorem Tax, \$3,189,000 in debt proceeds, \$301,371 from the 1% Payment in Lieu of Taxes, \$1,736,549 in transfers from Capital Reserves from the General Fund, and \$428,162 in transfers from other funds (some items such as Information Technology are for multiple departments). 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 \$7,673,358. The capital items include:

City Hall Monument Signs	\$23,192
Total Administrative Services Capital	\$23,192
CJIS Compliant Disaster Recovery	\$37,500
JustFOIA Upgrade	\$17,300
Security Information and Event Management (SIEM)	\$55,000
Secure Password/Credential Manager	\$36,000
CJIS Required PD Server Separation	\$65,000
New Windows Server – Phone Server	\$6,300
Microsoft Office 2021 Standard Upgrade	\$225,000
Total IT Capital	\$442,100

Vehicle for Code Enforcement Manager	\$42,602
Vehicle Replacements for Code Officers (2)	\$85,204
Total Licenses and Enforcement Capital	\$127,806

Fire Station 82/83 Improvements	\$10,000
Zoll X Series ADV Monitor Defib	\$67,000
Mach Alert 81-82-83	\$75,000
Extrication Equipment Replacement Hurst E-Draulic E83	\$65,000
6 Portable Radios XL85, 10 Fire Mics	\$62,000
Rescue Replacement – Used	\$300,000
New Equipment, Comms, and Radio for New Engine	\$47,000
Getac Tablets for Admin Vehicles (7)	\$44,000
Maverick Hybrid (100% 480) Replace 2011 Escape	\$32,000
Total Fire Capital	\$702,000

10-Year Refresh of Uninterruptible Power Supply for Building	\$21,950
Replace One Sally Port Rolling Grille/Steel Door Combo	\$39,837

Replace Faulty HVAC Chiller Water Valves	\$29,473
Replace HVAC in PD Gym	\$13,750
Patrol Sergeant SUVs (2)	\$156,392
Patrol SUVs (6)	\$486,468
Axon Cameras for 2 nd Interview Room	\$28,750
Total Police Capital	\$776,620

Public Works Building Rehab	\$153,800
Duct Cleaning for the Public Works Building	\$15,631
New Boxer 700DX Mini Skid Steer	\$47,300
Replace 132S-Thermo-1 Pre Melter	\$59,175
Replace 132S-LAM-002 Laminator	\$19,090
New Grindlazer	\$28,825
Replace 11320124 Sterling Dump Truck	\$268,743
New Vehicle for City Forester	\$73,342
Replace 133142A Foreman Truck	\$74,128
New F150 Hybrid (for New Tree Maintenance Worker)	\$74,129
Replace 2015 Electric Scrubber	\$20,095
Replace 134-GAT-001 Utility Vehicle – CRA	\$31,050
New Four Post Lift with Jack	\$44,356
Fuel Master Live	\$41,131
Total Public Works Capital	\$950,795

Pickleball/Tennis Courts – Earl Brown Park	\$3,189,000
Replace 3 VAC Units – Locker Rooms – Spec Martin	\$207,048
Replace Roof on Central Part – Chisholm Center	\$80,790
Replace Roof on Main Hall – Chisholm Center	\$39,745
Resurface Basketball Courts, Backboards – Earl Brown Park	\$27,829
Replace Hot Water Tank – Locker Room – Melching Field	\$49,500
Equipment Lease – Race to Zero	\$52,752
Replace Banquet Chairs – Sanborn Center	\$73,794
Replace Vehicle #19	\$42,462
Replace Vehicle #44	\$71,462
Replace Mower 143-MOW-018	\$10,724
Replace Mower 143-MOW-010	\$10,724
Replace Mower 143-MOW-009	\$10,256
Replace Mower 143-MOW-011	\$10,256
New 100” by 24’ Tandem Axel Cargo Trailer	\$9,200
New 10x24 Flatbed Tandem Trailer	\$8,000
New Utility Vehicle	\$20,227
Total Parks and Recreation Capital	\$3,913,769

Other expenditures included in this year's budget are:

- DeLand's participation in the Bridge (\$694,195). This year the City tried for a second time to get a legislative appropriation to fund the operations but it was not included in the final budget. Some sponsors have agreed to renew their commitments so there will be some revenue for FY 24/25 (\$109,766) and staff will once again ask for a legislative appropriation. However, staff notes the agreement with the County is for the Bridge to operate for at least five years or we would have to refund the construction dollars. Therefore, the FY 24/25 includes a \$50,000 contribution from the General Fund revenues as well as a \$644,195 contribution from ARPA reserves. There is still one year left on that contractual requirement with Volusia County.
- There is \$300,000 in funds to advance the community consistent growth priority through a rewrite of our land development regulations.
- Eliminates the reimbursement from PAL and the donation to DPAL and includes the full cost of the Director in the proposed FY 24/25 Budget. DPAL will raise funds for program costs.
- There is \$3,189,000 in funds to completely renovate the tennis/pickleball courts at Earl Brown Park which would be covered through loan proceeds originally contemplated for the 13 Acres in the Southeast Quadrant.
- There is \$200,000 in funds to reimburse the hurricane reserve.
- There is \$500,000 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 \$171,478,175 in new construction and total taxable property values is estimated at 3.496 billion or an increase of 14.56%.

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. The priorities for this year's budget in terms of personnel and capital were evaluated through the lens of adding capacity. Inflation continues to impact operating, personnel, and capital costs. 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 increased pay 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., and another over \$1 million in FY 23/24 to bring our minimum wage to \$16/hr., most businesses have also increased their minimum wage to over \$16.50/hr., making recruitment and retention a continuous problem.

To that end, this year’s budget includes a \$.50 increase to the minimum wage which would bring our minimum up to \$16.50 per hour. This coupled with a 3% merit increase should help recruit and retain a great workforce. In addition to that, the Insight and Innovations Committee asked that the Commission consider two additional holidays which are Juneteenth and Veteran’s Day, both are included in the budget. The budget also includes an increase in the holiday gift cards from \$50 to \$100 per employee.

The State’s 2024 legislative session once again established a handful of new mandates. Perhaps the most significant is HJR 7017, which will be a voter decided upon constitutional amendment for a modification to the homestead exemption where it would be required to have an annual adjustment over and above the \$25,000 threshold if there is positive inflation growth. HB 7073 & 7074 have multiple taxation changes, but one to highlight is the reduction of business rent tax from 4.5% to 1.25%. HB 1557 requires all wastewater treatment facilities to implement advanced waste treatment standards which will increase the cost of compliance, our plant upgrades have incorporated these new standards into the construction. Several bills focused on residential building permits and mandates several shortened timeframes for city reviews and approvals. Live Local from last year was amended and added in some protections to local governments but also included a reduction in parking requirements for certain applicable projects. HB 637 mandates certain timeframes and a doctor selection process for workers compensation for first responders.

WATER AND SEWER FUND

Revenue

The Water and Sewer budget for FY 24/25 totals \$44,265,324, which is an increase of 52.15%, largely due to Water Plant #10 Well Field and Plant Upgrades and additional backflow testing that are funded in FY 24/25. The Commission approved a new rate structure in FY 23/24. Additionally, the Water Trust Fund and Wastewater Trust Fund derive their revenue from impact fees totaling \$3,400,000 and use of reserves totaling \$700,000 to cover capital projects.

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 Fat, Oils and Grease Inspector (FOG) (\$75,277), Assistant Water Superintendent (\$81,941), Assistant Wastewater Superintendent (\$85,618), and Maintenance/Construction Foreman I (\$75,889). The budget also includes a 3% merit increase (\$282,181), a \$.50 cent increase to the minimum (\$239,197) and other promotional and career track position upgrades (\$97,435).

The budget includes \$18,160,462 in capital in Water and Sewer Fund, \$2,300,000 in the Water Trust Fund and \$233,808 in the Wastewater Trust Fund to include:

New Vehicle for Utilities CIP – Ford F150 4x4	\$51,840
WP #10 Well Field & Plant Upgrades	\$13,600,000
WP #3 A/C Replacement	\$22,900
WP #3 A/C Replacement	\$22,900
2024 Water Main Improvements – Construction	\$366,600
20” Hydraulic Pipe Chain Saw	\$17,504

Hydraulic 6" Diesel Pump on Trailer (One Unit)	\$73,512
(2) Trimble GPS Devices	\$32,000
New Vehicle for New Asst. Superintendent – Ford F250	\$72,307
New Ford F350 Flat Dump Truck	\$93,548
Utility Cable & Pipe Locator	\$10,756
Ford F250 Utility Body – Replace #89	\$81,872
Handheld Radios (3)	\$15,300
Reclaim Building A/C Replacement	\$12,408
Aqua Diamond Filter Cloth Replacement	\$32,832
WWTP Administration Building Roof A/C Replacement	\$17,980
Generator Switch House A/C Unit Replacement	\$12,408
Fialyzer-Flex 2 Channel Flow Injection Analyzer	\$81,816
Refurbished 1600 Amp Main Breaker	\$13,440
BOD Incubator	\$7,312
5800 Refrigerator Sampler (2)	\$24,770
Full Size Portable Sampler	\$8,629
South Lab Door Replacement	\$10,935
Generator Muffler Replacement	\$41,831
Electric Valve Acuator Replacement	\$14,388
Upgrade to Lachat System	\$60,000
930 Compact IC Flex	\$105,300
LS #6 Generator Transfer Switch Replacement	\$9,888
LS #1 Rehabilitation Design and Replacement	\$1,795,314
LS #82 Replacement & Panel Box	\$91,714
LS #84 Replacement & Panel Box	\$92,919
LS #86 Replacement & Panel Box	\$91,714
LS #111 Replacement & Panel Box	\$290,487
Ford F250 Utility Bed – Replace #280	\$90,000
Portable Handheld Radios (3)	\$15,300
New Pressure Washer with Trailer	\$13,498
Replace 2080111 Ford F550 Serial Bucket Truck	\$202,741
New Panel Saw	\$5,897
Replace 208-TL-003 Drop Deck Trailer	\$33,750
Replace Bulb Eater (Crusher)	\$9,480
Sewer Line Rehabilitation	\$250,000
Manhole Rehabilitation	\$100,000
Westside Sewer Interceptor ARV Replacement (4)	\$146,672
Trimble GPS Device	\$16,000
Total Water & Sewer Capital	\$18,160,462

2025 Water Main Improvement Construction	\$2,300,000
Total Water Trust Fund Capital	\$2,300,000

900 Compact IC Flex with Autosampler	\$99,125
New Ford F250 4x4 for New Asst. Superintendent	\$72,307
LS #80 Generator & Transfer Switch	\$62,376
Total Wastewater Trust Fund Capital	\$233,808

Challenges/Opportunities

The continued pace of regional development and redevelopment continues to directly affect DeLand's utilities. Demands on existing infrastructure provided by infill developments in downtown DeLand and new development require multiple capital projects to be executed each year to support potable water supply and distribution, wastewater collection and treatment and reclaimed water distribution. Funding and executing these projects, combined with increased regulations by the Florida Department of Environmental Protection (FDEP) and limitations in ground water withdrawal capacity regulated by the St. Johns River Water Management District (SJRWMD) will continue to challenge the City in the next fiscal year and foreseeable future.

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. Planned construction of three new wells and treatment facilities at the Volusia County Fairgrounds and acquisition of additional property for new wells east of the City's existing Tomoka Woods wellfield 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 the other West Volusia water suppliers (WVWS) in mutually beneficial recharge and water supply projects and have almost completed a coordinated water supply plan which will facilitate future project funding and permitting by the SJRWMD. As has been practiced for many years, the FY 24/25 budget contains funding to perform water main replacement, reinforcement and looping.

New regulations require the inventory and eventual replacement of lead service lines in the potable water system. While the DeLand system has relatively few lead service lines, work to identify their location and pursuit of available grant funds to replace them will be performed in this Fiscal Year.

Reclaimed Water

The City has finished construction of the South Reclaimed Water Pump Station. This, along with the completion of additional storage and piping has provided much needed additional system pressure in the outlying reclaimed system. This infrastructure will also assist our WVWS partners, allowing DeLand to pump excess reclaimed water to the region. This year we will be continuing work on Phase 6 of the reclaimed master plan area (Hazen Road and Forest Trace 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 would be suitable candidates for the reclaim water retrofitting.

Wastewater Collection and Treatment

This budget continues to provide funding for proactive maintenance of our wastewater system. This includes the regular replacement of pump/lift stations and regular cleaning and lining of our aging gravity system pipes and manholes. A project of note is the replacement of Master Lift Station No. 1 at Painters Pond (Chuck Walker) which has been programmed to improve station capacity and flood resiliency.

Expansion and upgrade of the City's Wiley M. Nash water reclamation facility began in the fall of 2023 and is currently slightly ahead of schedule. This three-year project will expand the treatment capacity of the plant and enable it to meet advanced wastewater treatment standards. The City has successfully obtained grant funds for a significant portion of this \$83M project and has obtained low interest State Revolving Fund (SRF) loans for the balance of the project cost.

An additional challenge that DeLand and other utilities will face over the next decade is to lower the nutrient loading to groundwater and our springs via connection of private septic systems to the publicly owned treatment plants. This will have a positive impact on the springs but, unless significant grant funds are obtained, will result in 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.

Laboratory

Funds are included in this budget to replace sophisticated auto analysis equipment which is outdated and has reached the end of its useful life. This equipment is critical to the routine analysis of nutrients and metals needed for plant operations and regulatory compliance.

Geographic Information System (GIS)

Staff continues to maintain and improve the extensive GIS system developed over the past decade. System data includes all City infrastructure and is used by most departments Citywide. This system has organized and allowed easy access to the data contained in approximately 20,000 record drawings as well as data from other agencies and sources by staff, consultants and the public. Funding to maintain and upgrade software licenses and operate the system is included in this budget.

Administration

The Utility Administration Building is expected to be completed in late 2024. The Utility and Engineering Department staff will then occupy the building which will allow use of most of the existing Public Services Building by the Public Works Department.

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 \$2,050,594. The budget also includes miscellaneous revenues of \$17,000, grant revenue of \$3,799,466 and use of reserves of \$4,521 for a total budget of \$5,871,581.

Programs/Services

The budget includes funds for a 3% merit increase (\$14,064) and a \$.50 cent increase to the minimum wage (\$11,267). The budget also includes \$4,087,653 in capital projects with \$3,799,466 being funded from Grants and \$283,666 in revenue and \$4,521 from airport reserves.

Construct Rehab of Runway 5/23	\$3,500,000
Construct T-Hangar Electrical Upgrades on A, B & C	\$200,000
Fuel Master	\$19,503
Restripe Airfield Markings	\$350,000
New John Deere Z994R 60” Zero Turn Mower	\$18,150
Total Airport Capital	\$4,087,653

Challenges/Opportunities

The Airport is having an unprecedented multi-year span of investments and accomplishments. There is a backlog of projects awaiting funding, design and execution. The Electrical Homerun Project was completed recently and the long-awaited construction of 20 T-Hangars in the East Hangar Complex (Sports Aviation Village) will be completed by July 2024. We continue to have a long waiting list (80 to 90 people) for T-hangars.

The rehabilitation of the West Apron and Taxiway A is scheduled to begin in August/September which will be completed in early 2024. Painting of the airfield markings and cleaning of the entire airfield pavement network is to be accomplished in 2025. Additionally, some long overdue maintenance projects are in progress like upgrading the existing T-hangars with the installation of gutters and downspouts on T-hangars E, F, G, H and I to prolong the life of the hangars. We are currently designing new electrical systems for our 60-year old T-hangars A, B and C with rehabilitation scheduled to take place in 2025. There continues to be great interest in the DeLand Airport with people making investments in ground leases and hangar developments. The current 2-year projected investment into the airport is over \$9.0 million.

In 2025, we will revise the Airport Master Plan and Airport Layout Plan which will take about two years to be completed. This 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 and 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 24/25 is estimated at \$3,396,160 an increase of 24.49%, including use of reserves of \$524,129.

Expenditures/Services

The budget also includes funds for a 3% merit increase (\$33,383), a \$.50 cent increase to the minimum (\$31,249) and other promotional and career track position upgrades (\$4,063). Lastly, there is \$1,079,932 in funding for capital:

Wisconsin Ave Pipeline Improvements	\$281,250
New Hampshire Ave & S Garfield Drainage & Pond Improvements	\$25,000
Design of the Earl Brown Pond and Improvements	\$225,000
Miscellaneous Citywide Pipelining Replacement	\$300,000
Miscellaneous Stormwater Improvements (Neighborhood)	\$150,000
Miscellaneous Stormwater Improvements (Ponds)	\$25,000
Miscellaneous Stormwater Pond Fence Maintenance	\$30,000
New Trimble GPS	\$16,245
New Flail Mowing Head	\$27,437
Total Stormwater Capital	\$1,079,932

Challenges/Opportunities

We are currently doing a rate study to be implemented in FY 24/25 to meet the funding requirements for the stormwater projects in the current Master Plan. The Mater Plan needs to be renewed every 5 years so funds recommended from a rate study can cover projects identified in the 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 four major projects from our current stormwater master plan with another currently budgeted in FY 24/25.

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 has applied and was approved 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 24/25 is estimated at \$4,308,753, an increase of 13.28%, including use of reserves in the amount of \$1,943,753.

Programs/Services

Expenditures total \$4,308,753 and includes funds for a 3% merit (\$53,146), a \$.50 cent increase to the minimum (\$40,291) and other promotional and career track position upgrades (\$2,378).

Challenges/Opportunities

The residential and commercial construction markets remain strong and steady. The main factors affecting both the residential and commercial construction markets are the increased costs for construction materials and the current interest rates. Annual changes to the Florida Building Code continue to present challenges to permitting as State mandates significantly shorten the timeline to review applications.

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 has successfully implemented an intern program completing training for two licensed inspectors and currently training a plans examiner who was internally-promoted from the permitting team. 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 is in the process of implementing enhancements to the Accela platform that will improve the initial customer experience along with increasing transparency and access to permitting information.

COMMUNITY REDEVELOPMENT AGENCY

Revenue

The Community Redevelopment Agency proposed budget is \$829,160, a 15.30% increase, largely due to the expenditure of debt proceeds for the Voorhis Avenue Streetscape in FY 23/24. The pre-preliminary taxable value in the downtown increased over base year by \$66,802,866, an increase of \$10,321,498 or 18.27% from the prior year. This increase in taxable value will generate \$67,130 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 24/25 is \$745,809. This is an increase of 15.37%.

Programs/Services

The approved budget totals \$829,160. Programs for the FY 24/25 year include:

- Mainstreet Administration (\$95,000)
- Public Art (\$35,000)
- Grants & Aid (\$67,500)
- Special Events (\$95,000)
- Road Materials and Supplies for Parking Lots 1&2 (\$75,000)
- Winter Wonder DeLand (\$30,000)
- Park Furniture Upgrades (\$20,000)

Challenges/Opportunities

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. Staff has negotiated a new agreement with MainStreet DeLand Association to take effect on 10/1/24. DeLand Commons, a mixed-use project will be fully 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 a 90-space surface parking lot will be constructed on the old Fire Station 81 site by December of 2024. This additional capacity will help address parking concerns on the south end of downtown. Additionally, final design plans will be completed for the W. Voorhis Avenue Streetscape project by the end of 2024. The CRA has tasked staff to find grant funding to assist with construction costs for the project. DeLand will welcome SunRail this summer and the CRA is working with its partners to provide a transportation solution that will connect riders to the business district along with working on designing a multi-modal trail to allow for alternate modes of transportation connectivity to and from SunRail to the downtown.

SPRING HILL COMMUNITY REDEVELOPMENT AGENCY

Revenue

This year, the preliminary taxable value in the Spring Hill area increased over base year by \$58,454,383, an increase of \$8,283,981 or 16.51% from the prior year. This increase will generate an additional \$50,263 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 24/25 is \$951,965. This is an increase of 19.87%.

Programs/Services

The proposed budget totals \$977,875 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), connection assistance grants (\$40,000), business assistance grants (\$50,000) and debt service on the new Dr. Joyce M. Cusack Resource Center (\$36,386). The proposed budget increases fund balance by \$514,944, leaving an estimated fund balance of \$2,028,150 at the end of FY 24/25, which 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.

The CRA recently approved a comprehensive list of infrastructure improvements that will be taking place over the next year that include: Refurbishment of Adelle streetscape to include refresh of intersection, landscaping and the welcome sign, additional sidewalk installation and improvements, additional road paving, crosswalk striping, ADA upgrades, Candlelight Oaks improvements to include: ADA, fence replacement, sidewalk repair, sign and wall refurbishment, lighting and road resurfacing, and placing funding into a reserve for a future streetscape at Clara Avenue.

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-one 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,

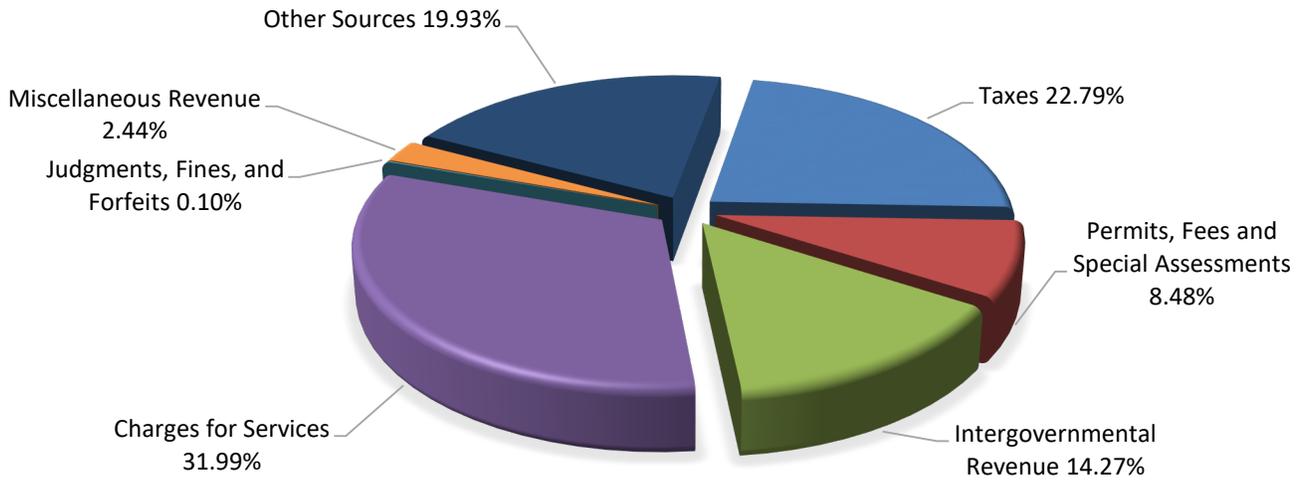
Michael Pleus, ICMA-CM
City Manager

CITY REVENUE SUMMARY

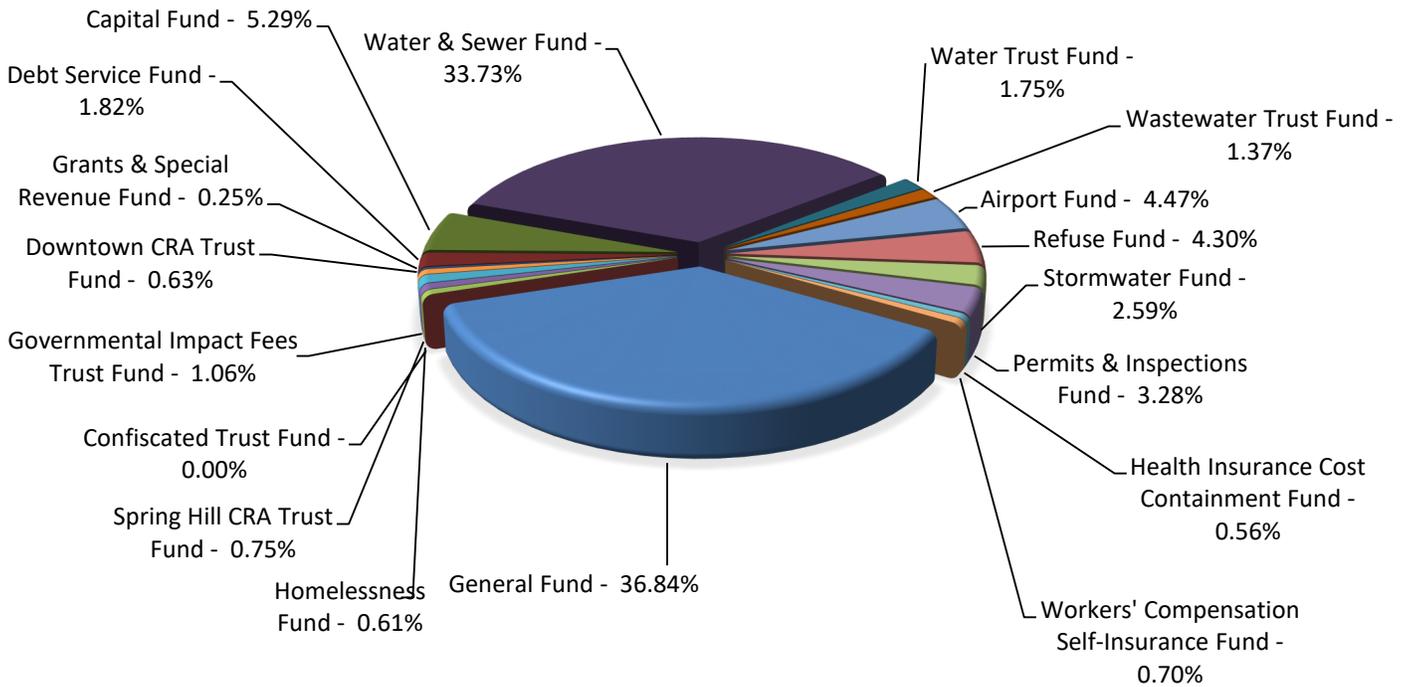
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Taxes	\$ 25,164,957	\$ 26,731,618	\$ 26,731,618	\$ 29,914,514	11.91%
Permits, Fees and Special Assessments	14,774,425	10,940,711	10,940,711	11,133,618	1.76%
Intergovernmental Revenue	11,946,969	9,828,949	45,043,324	18,720,873	90.47%
Charges for Services	40,478,257	39,498,722	39,729,322	41,974,908	6.27%
Judgments, Fines, and Forfeits	178,769	113,000	113,000	133,000	17.70%
Miscellaneous Revenue	10,092,048	3,035,783	3,149,996	3,201,740	5.47%
Other Sources	<u>15,976,301</u>	<u>13,828,948</u>	<u>125,657,579</u>	<u>26,149,404</u>	89.09%
Total Revenues	\$118,611,726	\$ 103,977,731	\$251,365,550	\$131,228,057	26.21%

FUNDS SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
General	\$ 42,772,167	\$ 44,992,298	\$ 50,523,553	\$ 48,343,397	7.45%
Confiscated Trust	30,660	3,000	3,000	3,000	0.00%
Homeless Shelter	296,532	659,766	701,558	803,380	21.77%
Spring Hill CRA	795,887	820,064	833,137	977,875	19.24%
GIFT	2,693,238	1,396,132	2,135,766	1,381,813	-1.03%
Downtown CRA	1,502,211	719,157	2,966,866	829,160	15.30%
Grants & Special Rev	9,716,841	410,028	6,570,291	331,004	-19.27%
Debt Service	1,791,357	2,291,162	2,291,162	2,392,323	4.42%
Capital	3,891,531	2,799,833	11,910,673	6,936,282	147.74%
Water & Sewer	31,251,523	29,092,462	137,199,662	44,265,324	52.15%
Water Trust Fund	2,507,471	2,670,850	7,355,252	2,300,000	-13.89%
Wastewater Trust Fund	2,912,529	1,800,000	5,363,734	1,800,000	0.00%
Airport	5,621,206	3,054,902	8,216,432	5,871,581	92.20%
Refuse	5,204,929	5,160,000	5,160,000	5,640,000	9.30%
Stormwater	2,372,270	2,728,031	3,821,784	3,396,160	24.49%
Permits & Inspections	3,643,765	3,803,705	4,726,339	4,308,753	13.28%
HICC	576,858	715,605	715,605	734,705	2.67%
Workers Comp	<u>1,030,751</u>	<u>860,736</u>	<u>870,736</u>	<u>913,300</u>	6.11%
Total Revenues	\$118,611,726	\$ 103,977,731	\$251,365,550	\$131,228,057	26.21%

Fiscal Year 2025 City Summary Revenue Summary - By Source



Fiscal Year 2025 City Summary Revenue Summary - By Fund



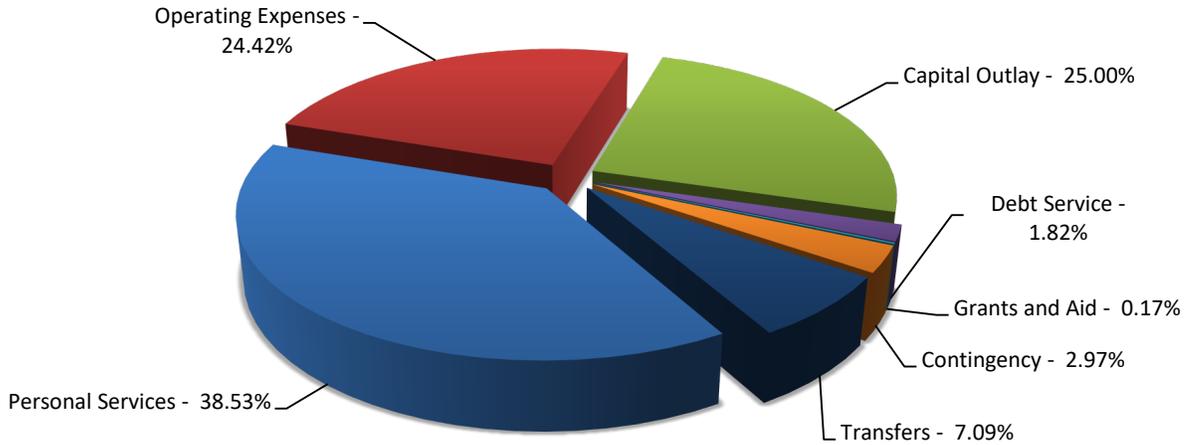
CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 40,049,021	\$ 46,765,555	\$ 46,920,349	\$ 50,561,351	8.12%
Operating Expenses	28,776,672	28,973,063	34,648,827	32,049,374	10.62%
Capital Outlay	23,738,300	13,409,133	150,029,334	32,798,137	144.60%
Debt Service	1,793,705	2,291,162	2,291,162	2,392,323	4.42%
Grants & Aid	8,000	87,500	174,500	227,500	160.00%
Contingency	0	4,244,152	3,129,000	3,894,248	-8.24%
Transfers	<u>10,779,912</u>	<u>8,207,166</u>	<u>14,172,378</u>	<u>9,305,124</u>	13.38%
Total Budget	\$105,145,610	\$103,977,731	\$251,365,550	\$131,228,057	26.21%

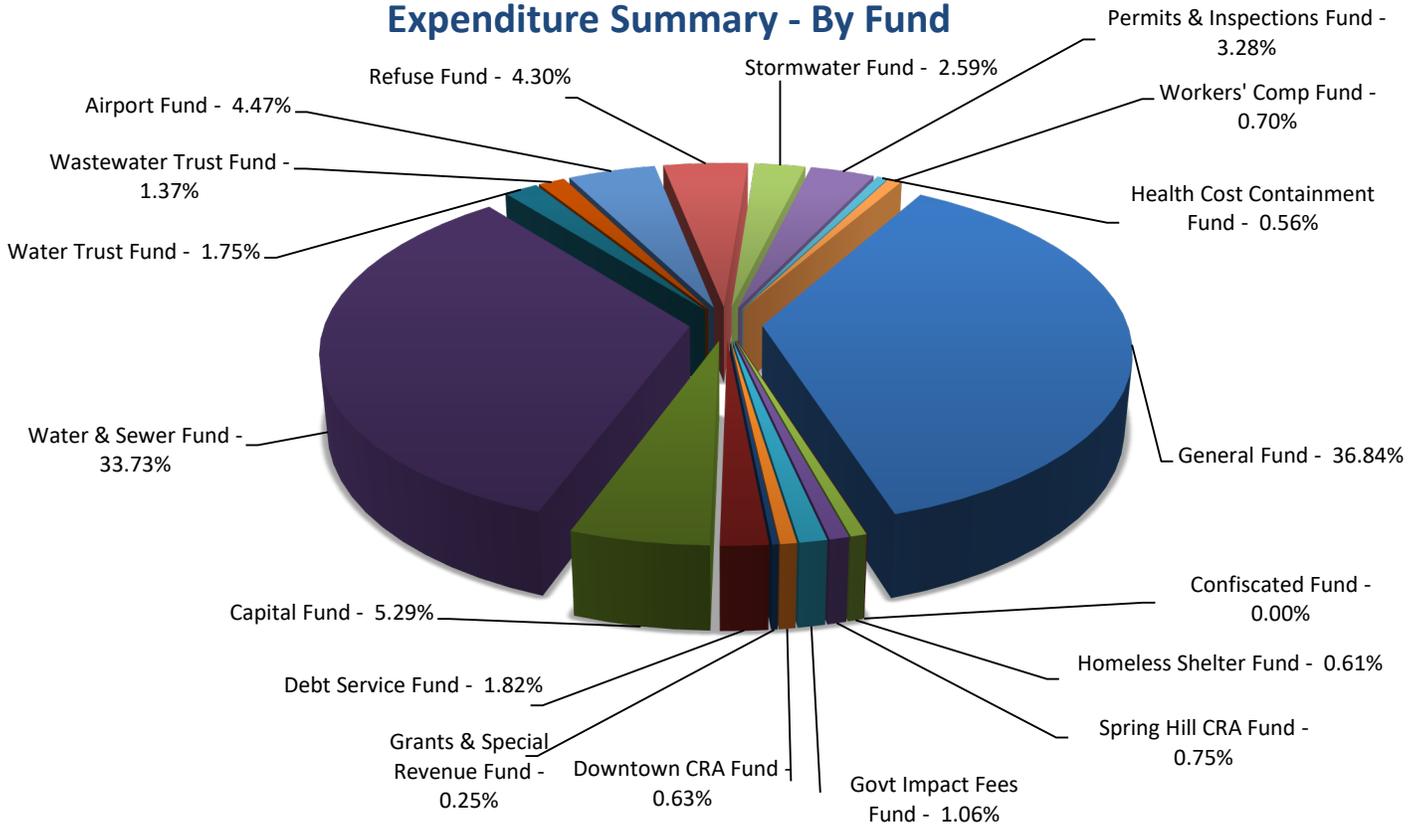
FUNDS SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
General	\$ 44,014,298	\$ 44,992,298	\$ 50,523,553	\$ 48,343,397	7.45%
Confiscated Trust	0	3,000	3,000	3,000	0.00%
Homeless Shelter	594,178	659,766	701,558	803,380	21.77%
Spring Hill CRA	263,719	820,064	833,137	977,875	19.24%
GIFT	1,077,865	1,396,132	2,135,766	1,381,813	-1.03%
Downtown CRA	421,711	719,157	2,966,866	829,160	15.30%
Grants & Special Rev	6,851,084	410,028	6,570,291	331,004	-19.27%
Debt Service	1,791,358	2,291,162	2,291,162	2,392,323	4.42%
Capital	2,108,116	2,799,833	11,910,673	6,936,282	147.74%
Water & Sewer	29,324,850	29,092,462	137,199,662	44,265,324	52.15%
Water Trust Fund	1,275,321	2,670,850	7,355,252	2,300,000	-13.89%
Wastewater Trust Fund	287,015	1,800,000	5,363,734	1,800,000	0.00%
Airport	5,232,800	3,054,902	8,216,432	5,871,581	92.20%
Refuse	5,201,917	5,160,000	5,160,000	5,640,000	9.30%
Stormwater	1,846,109	2,728,031	3,821,784	3,396,160	24.49%
Permits & Inspections	3,457,885	3,803,705	4,726,339	4,308,753	13.28%
HICC	545,973	715,605	715,605	734,705	2.67%
Workers Comp	<u>851,524</u>	<u>860,736</u>	<u>870,736</u>	<u>913,300</u>	6.11%
Total Budget	\$105,145,723	\$103,977,731	\$251,365,550	\$131,228,057	26.21%

STAFFING	2020-21	2021-22	2022-23	2023-24	2024-25
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General	272.80	286.61	295.40	305.85	309.48
Spring Hill CRA	2.00	2.00	3.00	3.00	3.00
Water & Sewer	130.70	138.70	141.70	146.70	152.25
Airport	8.10	8.10	7.10	7.10	7.25
Stormwater	11.25	13.25	17.25	21.25	21.25
Permits & Inspections	<u>20.52</u>	<u>20.90</u>	<u>24.05</u>	<u>23.50</u>	<u>24.50</u>
	445.37	469.56	488.50	507.40	517.73

Fiscal Year 2025 City Summary Expenditure Summary - By Type



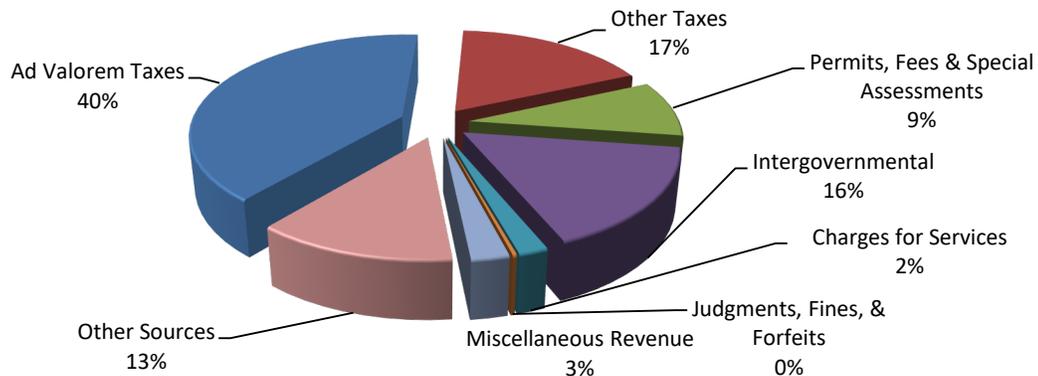
Fiscal Year 2025 City Summary Expenditure Summary - By Fund



GENERAL FUND

Revenue Summary

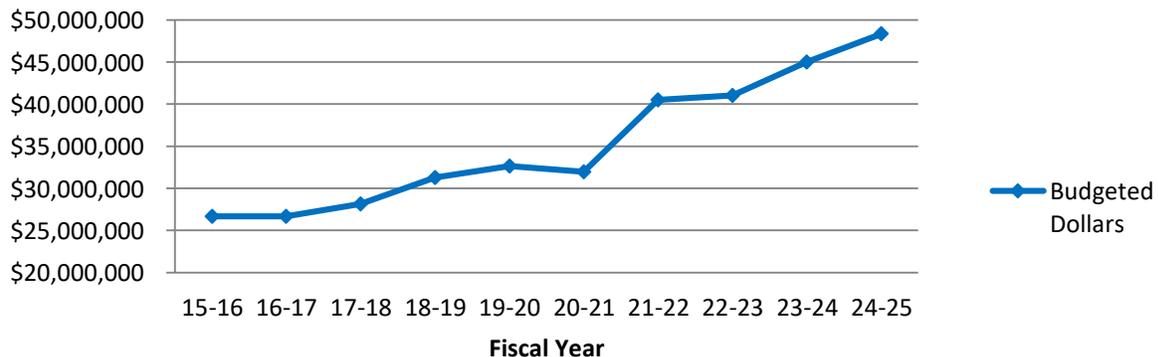
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$15,815,338	\$17,640,976	\$17,640,976	\$19,197,130	8.82%
Other Taxes	7,990,684	7,575,968	7,575,968	8,364,608	10.41%
Permits, Fees & Special Assessments	4,184,593	4,320,725	4,320,725	4,346,805	0.60%
Intergovernmental	7,947,561	7,740,806	7,729,193	7,915,495	2.26%
Charges for Services	1,001,254	1,081,397	1,081,397	918,013	-15.11%
Judgments, Fines, & Forfeits	149,875	110,000	110,000	130,000	18.18%
Miscellaneous Revenue	2,645,951	1,069,214	1,164,402	1,179,313	10.30%
Other Sources	<u>3,036,911</u>	<u>5,453,212</u>	<u>10,900,892</u>	<u>6,292,033</u>	15.38%
Total General Fund Revenue	\$42,772,167	\$44,992,298	\$50,523,553	\$48,343,397	7.45%



Management Discussion

General Fund revenues have increased 7.45% or \$3,351,099 from revenues budgeted in the last fiscal year. June 1st pre-preliminary gross taxable value of property located within the city limits has increased 14.56% from the previous tax year. Based on the proposed millage rate of 6.3841, this translates into an increase in ad valorem taxes of 8.82% in FY 2024-2025.

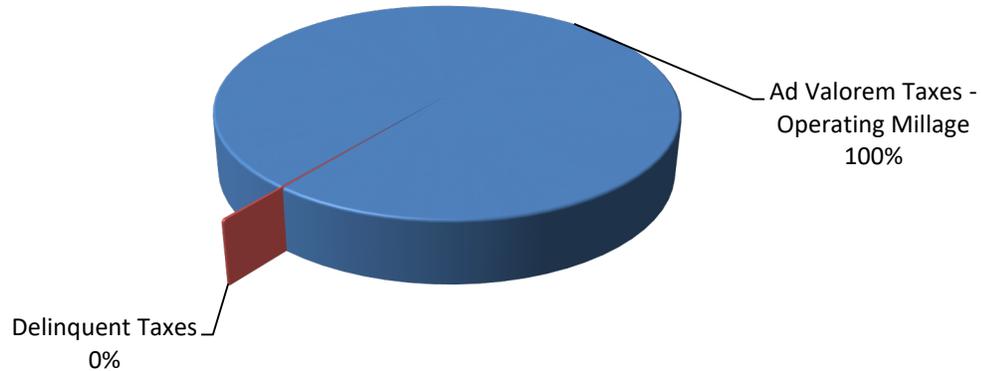
History of Revenues



GENERAL FUND

Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes - Operating Millage	\$15,420,373	\$17,610,915	\$17,610,915	\$19,167,069	8.84%
Delinquent Taxes	<u>394,965</u>	<u>30,061</u>	<u>30,061</u>	<u>30,061</u>	0.00%
Total Ad Valorem Tax Revenue	\$15,815,338	\$17,640,976	\$17,640,976	\$19,197,130	8.82%



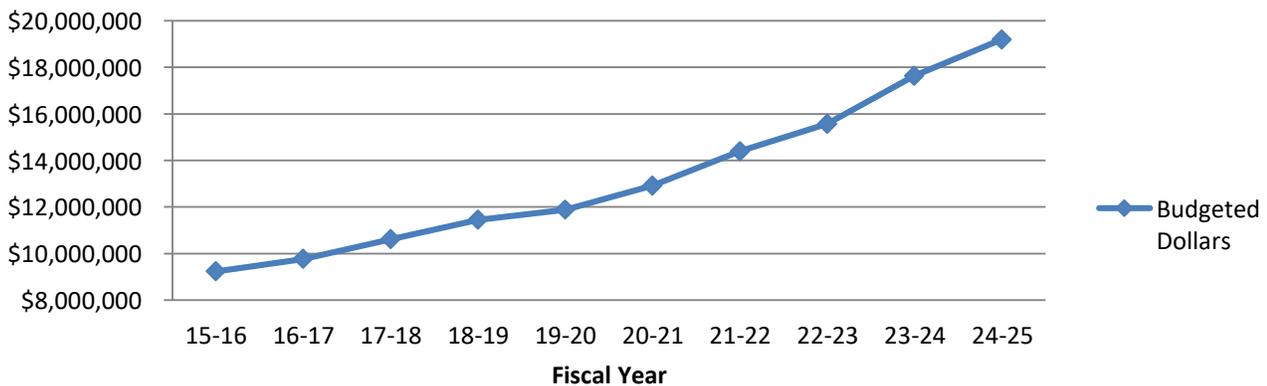
Management Discussion

The property appraiser has released \$3,496,835,655 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 \$444,331,817 or 14.56% increase from final taxable values of \$3,052,503,838 in the previous tax year. Included in the pre-preliminary total taxable value amount for the current year is \$171,478,175 for annexations and new construction.

Based on the taxable valuation described above, the proposed millage rate, which is 0.4160 mills more than the roll back rate of 5.9681, is 6.3841 mills. After dedication of 0.4000 mills to the Capital Fund, the remaining 5.9841 mills yields \$19,167,069 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

The proposed rate for Tax Year 2024 of 6.3841 mills is 0.1000 mills lower than last year's rate of 6.4841.

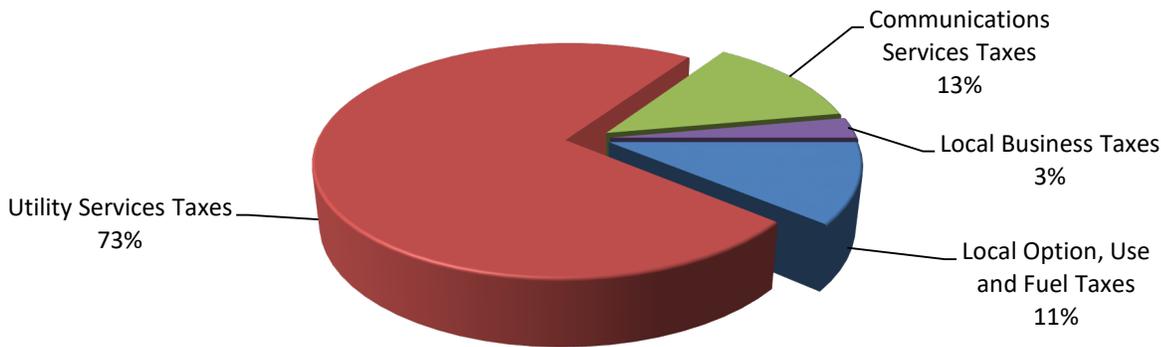
History of Revenues



GENERAL FUND

Other Taxes and Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Local Option, Use and Fuel Taxes	\$ 1,160,925	\$ 866,910	\$ 866,910	\$ 925,130	6.72%
Utility Services Taxes	5,586,621	5,414,664	5,414,664	6,131,992	13.25%
Communications Services Taxes	1,006,586	1,036,394	1,036,394	1,067,486	3.00%
Local Business Taxes	<u>236,552</u>	<u>258,000</u>	<u>258,000</u>	<u>240,000</u>	-6.98%
Total Other Tax Revenue	\$ 7,990,684	\$ 7,575,968	\$ 7,575,968	\$ 8,364,608	10.41%



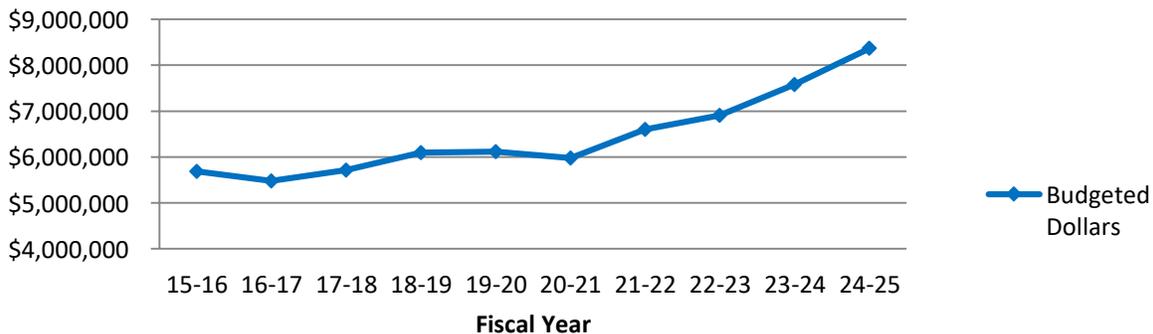
Management Discussion

Local Option, Use and Fuel taxes include anticipated revenue for Fire Insurance Premium Tax (\$200,423) and Casual Insurance Premium Tax (\$290,557), pending State approval. Anticipated Local Option Gas Tax is \$434,150.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$6,131,992, an increase of \$717,328.

Communications Services Taxes are projected to have an increase of \$31,092, and Local Business Taxes, which includes occupational licenses, are anticipated to have a decrease of \$18,000.

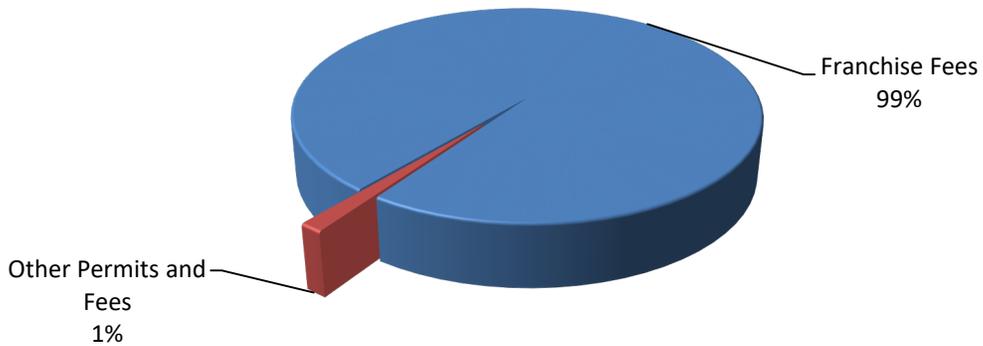
History of Revenues



GENERAL FUND

Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Franchise Fees	\$ 4,131,351	\$ 4,270,305	\$ 4,270,305	\$ 4,296,385	0.61%
Other Permits and Fees	<u>53,242</u>	<u>50,420</u>	<u>50,420</u>	<u>50,420</u>	0.00%
Total Permits, Fees & Special Assessments	\$ 4,184,593	\$ 4,320,725	\$ 4,320,725	\$ 4,346,805	0.60%

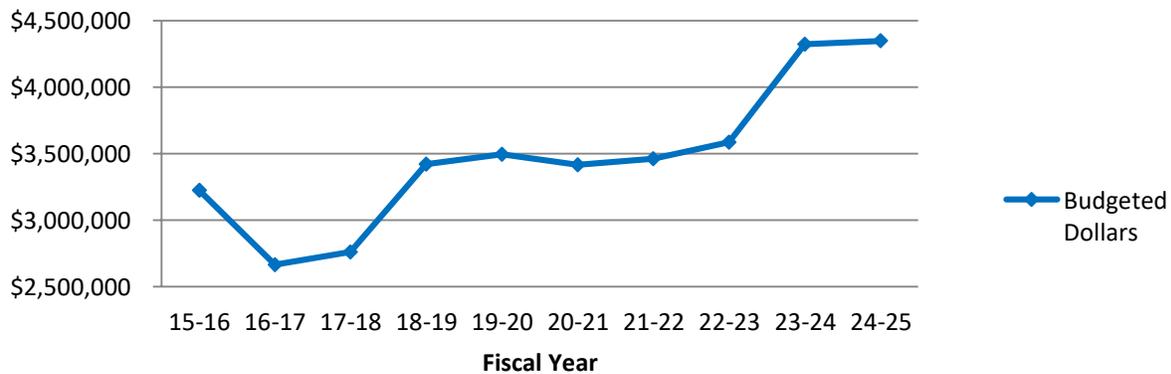


Management Discussion

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 0.61% more in the FY 2024-2025 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.

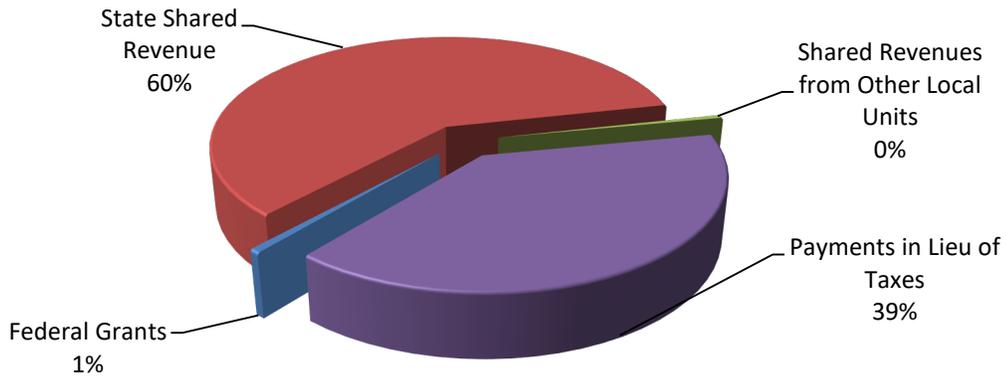
History of Revenues



GENERAL FUND

Intergovernmental Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Federal Grants	\$ 182,656	\$ 65,000	\$ 53,387	\$ 50,000	-23.08%
State Shared Revenue	4,761,048	4,717,635	4,717,635	4,731,456	0.29%
Shared Revenues from Other Local Units	34,574	36,000	36,000	36,000	0.00%
Payments in Lieu of Taxes	<u>2,969,283</u>	<u>2,922,171</u>	<u>2,922,171</u>	<u>3,098,039</u>	6.02%
Total Intergovernmental Revenue	\$ 7,947,561	\$ 7,740,806	\$ 7,729,193	\$ 7,915,495	2.26%

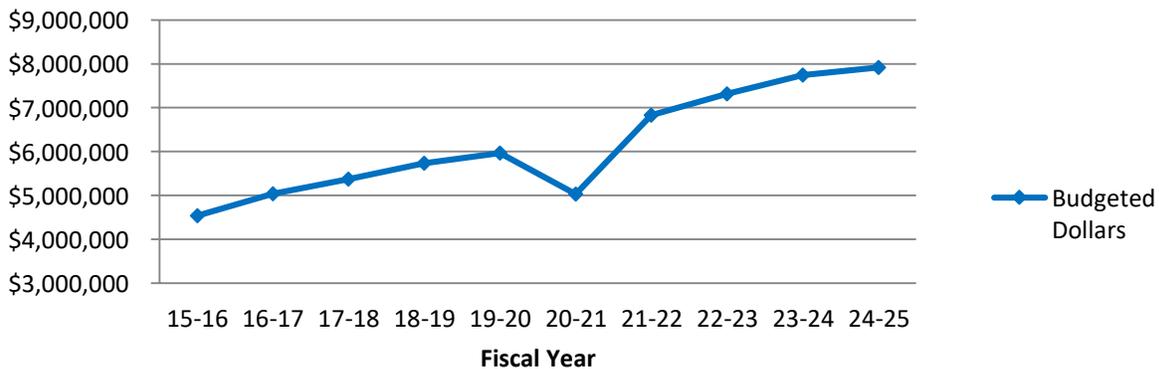


Management Discussion

State shared revenue in FY 2024-2025 is anticipated to increase by approximately \$13,821 primarily as a result of an increase in projected state revenue sharing.

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue totaling \$3,013,714 for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of PILOT, or \$301,371, is budgeted to be transferred to the Capital Projects Fund for Public Safety capital.

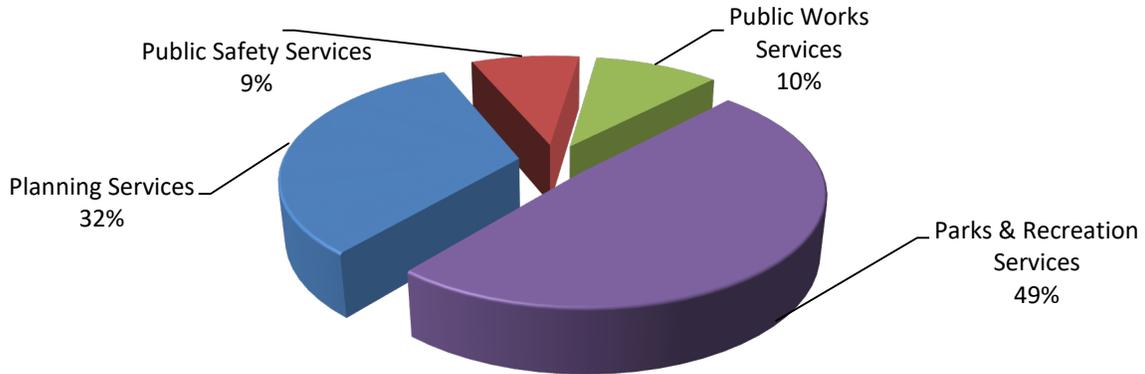
History of Revenues



GENERAL FUND

Charges for Services Revenue Summary

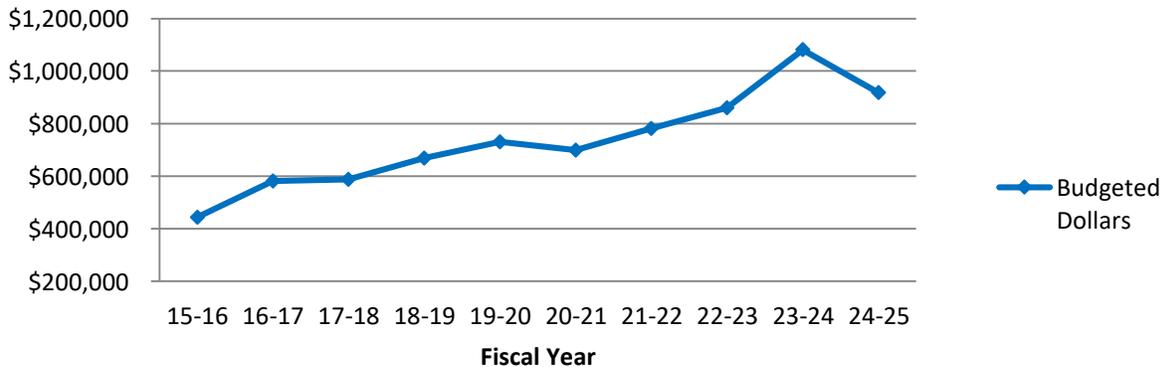
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Planning Services	\$ 319,993	\$ 300,500	\$ 300,500	\$ 298,500	-0.67%
Public Safety Services	180,280	136,897	136,897	79,613	-41.84%
Public Works Services	91,463	76,500	76,500	91,500	19.61%
Parks & Recreation Services	<u>409,518</u>	<u>567,500</u>	<u>567,500</u>	<u>448,400</u>	-20.99%
Total Charges for Services Revenue	\$ 1,001,254	\$ 1,081,397	\$ 1,081,397	\$ 918,013	-15.11%



Management Discussion

Planning Services is anticipated to decrease by \$2,000. Public Safety Services is anticipated to have a decrease of \$57,762 mainly due to the elimination of the PAL Officer revenue. Public Works Services is anticipated to have an increase of \$15,000. Parks & Recreation Services is projected to decrease by \$119,100 mainly due to the removal of a music festival (\$150,000).

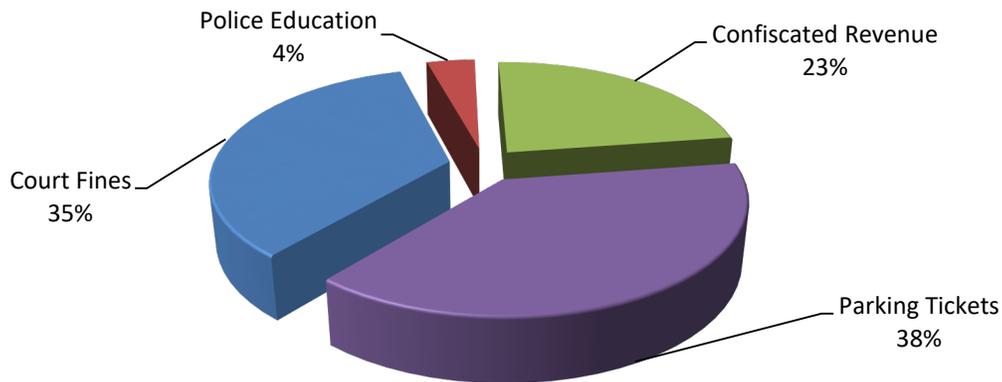
History of Revenues



GENERAL FUND

Judgments, Fines, and Forfeits Revenue Summary

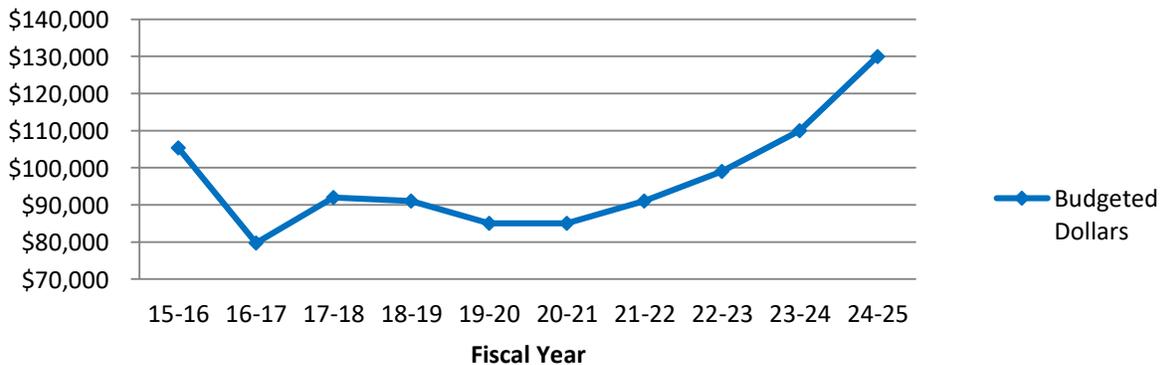
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Court Fines	\$ 57,739	\$ 40,000	\$ 40,000	\$ 45,000	12.50%
Police Education	6,929	5,000	5,000	5,000	0.00%
Confiscated Revenue	34,760	30,000	30,000	30,000	0.00%
Parking Tickets	50,447	35,000	35,000	50,000	42.86%
Total Judgments, Fines, and Forfeits	\$ 149,875	\$ 110,000	\$ 110,000	\$ 130,000	18.18%



Management Discussion

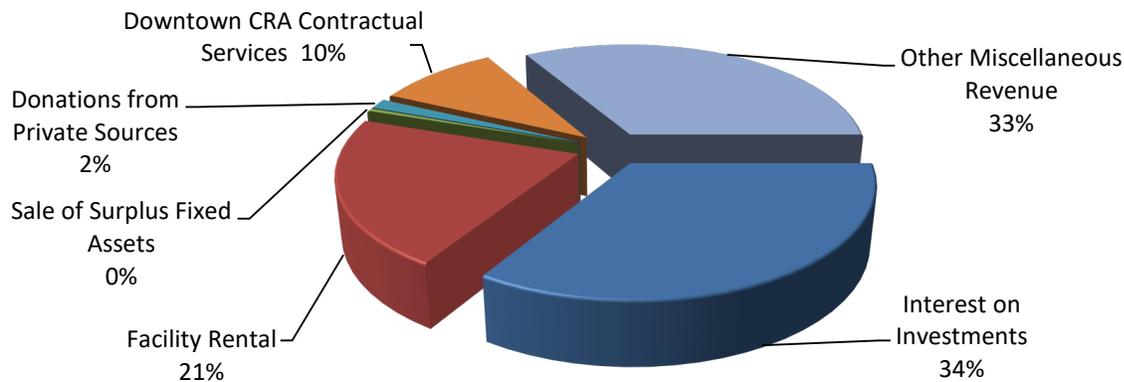
Revenues for fines and forfeitures are projected based on historical collections. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel in order to improve quality of service through enhanced training.

History of Revenues



GENERAL FUND Miscellaneous Revenue Summary

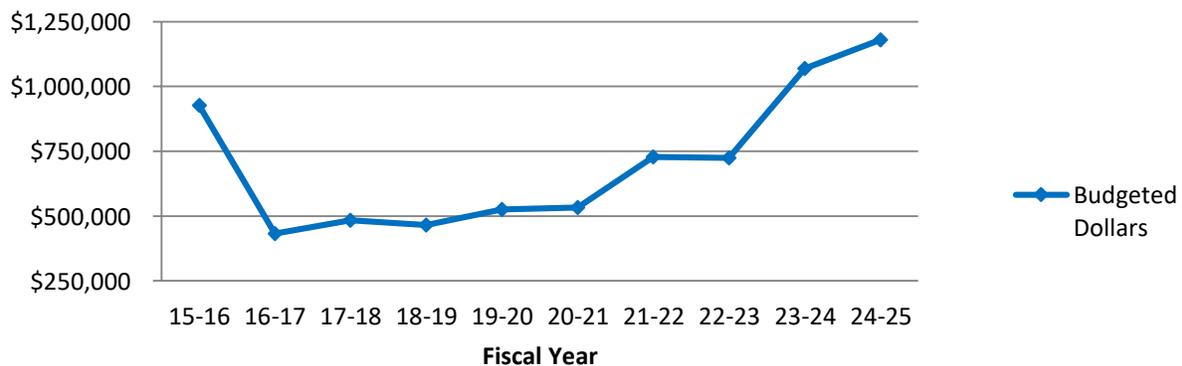
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Interest on Investments	\$ 1,214,594	\$ 400,000	\$ 400,000	\$ 400,000	0.00%
Facility Rental	239,615	190,000	190,000	250,000	31.58%
Sale of Surplus Fixed Assets	79,726	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	140,661	0	71,888	0	N/A
Donations from Private Sources	39,602	17,000	19,300	17,000	0.00%
Downtown CRA Contractual Services	65,391	68,287	85,287	114,558	67.76%
Other Miscellaneous Revenue	<u>866,362</u>	<u>388,927</u>	<u>392,927</u>	<u>392,755</u>	0.98%
Total Miscellaneous Revenue	\$ 2,645,951	\$ 1,069,214	\$ 1,164,402	\$ 1,179,313	10.30%



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 (\$114,558). 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 (\$69,341) and traffic signal maintenance (\$100,058).

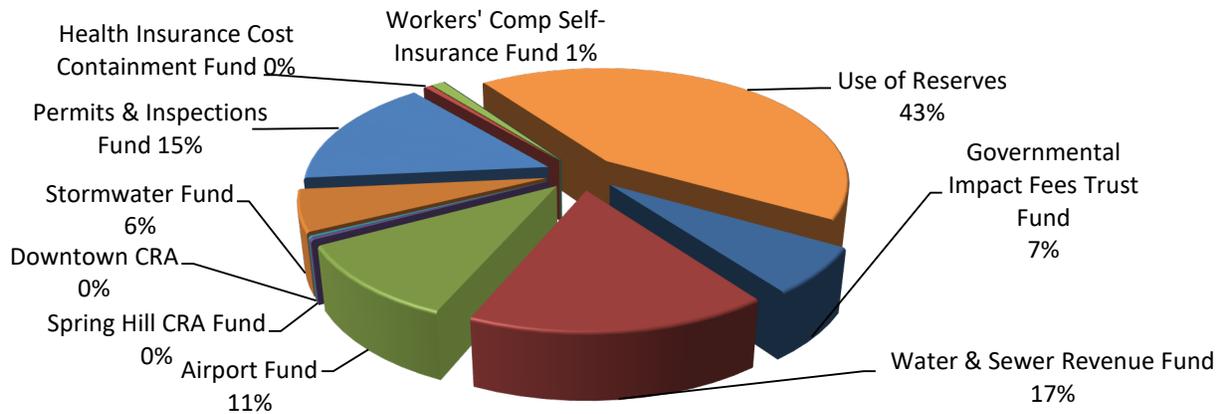
History of Revenues



GENERAL FUND

Other Sources of Revenue Summary

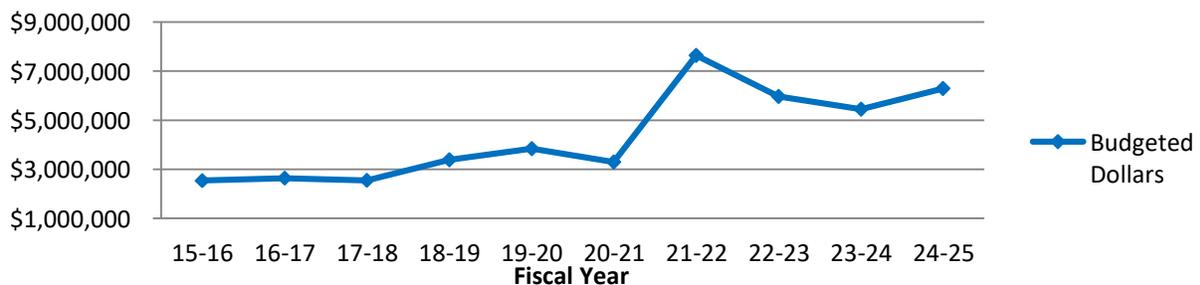
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Governmental Impact Fees Trust Fund	\$ 411,000	\$ 411,000	\$ 411,000	\$ 411,000	0.00%
Water & Sewer Revenue Fund	701,527	803,591	842,046	1,046,263	30.20%
Airport Fund	391,579	594,378	594,378	669,674	12.67%
Spring Hill CRA Fund	0	0	0	17,412	100.00%
Downtown CRA	0	0	0	17,412	100.00%
Stormwater Fund	280,164	311,271	311,271	363,957	16.93%
Permits & Inspections Fund	604,362	794,217	794,217	964,866	21.49%
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%
Lease Revenue	(47,257)	0	0	0	N/A
Debt Proceeds	599,331	0	0	0	N/A
Use of Reserves	0	2,442,550	7,851,775	2,705,244	10.75%
Total Other Sources Revenue	\$ 3,036,911	\$ 5,453,212	\$10,900,892	\$ 6,292,033	15.38%



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 \$2,561,049 from General Fund reserves to provide funding for purchases including capital (\$1,736,549), Homeless Shelter operations (\$644,195), Municipal Code Update (\$300,000), and code enforcement fees (\$24,500).

History of Revenues



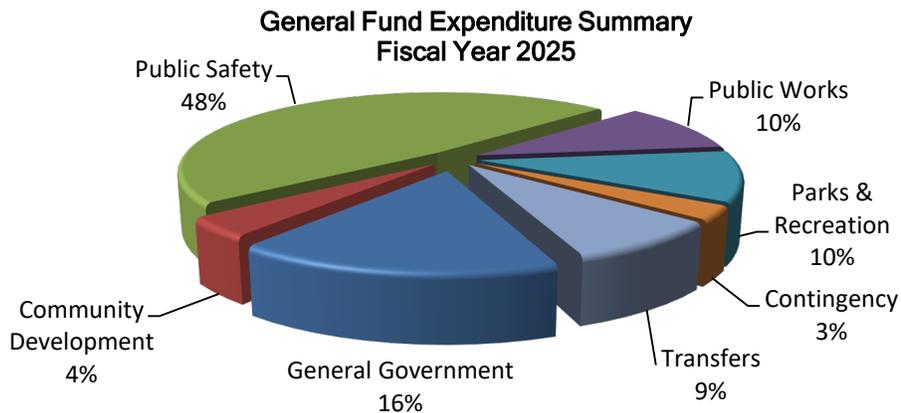
GENERAL FUND

Expenditure Summary

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 27,013,563	\$ 30,941,669	\$ 30,973,926	\$33,235,107	7.41%
Operating Expenses	8,929,416	9,312,694	9,907,323	9,691,991	4.07%
Capital Outlay	766,758	0	0	0	N/A
Grants & Aid	8,000	0	87,000	50,000	100.00%
Contingency	0	832,500	626,434	1,353,112	62.54%
Transfers	<u>7,296,561</u>	<u>3,905,435</u>	<u>8,928,870</u>	<u>4,013,187</u>	2.76%
Total Budget	\$ 44,014,298	\$ 44,992,298	\$ 50,523,553	\$48,343,397	7.45%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
General Government	\$ 7,732,574	\$ 7,521,571	\$ 7,763,390	\$ 7,851,260	4.38%
Community Development	1,237,380	1,560,182	1,685,476	1,911,814	22.54%
Public Safety	20,394,024	21,800,316	21,925,225	23,329,060	7.01%
Public Works	3,475,876	4,738,277	4,769,472	4,911,626	3.66%
Parks & Recreation	3,877,883	4,634,017	4,824,686	4,973,338	7.32%
Contingency	0	832,500	626,434	1,353,112	62.54%
Transfers	<u>7,296,561</u>	<u>3,905,435</u>	<u>8,928,870</u>	<u>4,013,187</u>	2.76%
Total Budget	\$ 44,014,298	\$ 44,992,298	\$ 50,523,553	\$48,343,397	7.45%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
General Government	36.46	38.46	38.73	39.23	39.23
Community Development	10.40	10.95	10.95	12.50	12.50
Public Safety	145.40	153.03	156.55	160.95	161.28
Public Works	40.95	42.95	44.95	46.95	48.25
Parks & Recreation	<u>39.59</u>	<u>41.22</u>	<u>44.22</u>	<u>46.22</u>	<u>48.22</u>
Total Staffing	272.80	286.61	295.40	305.85	309.48



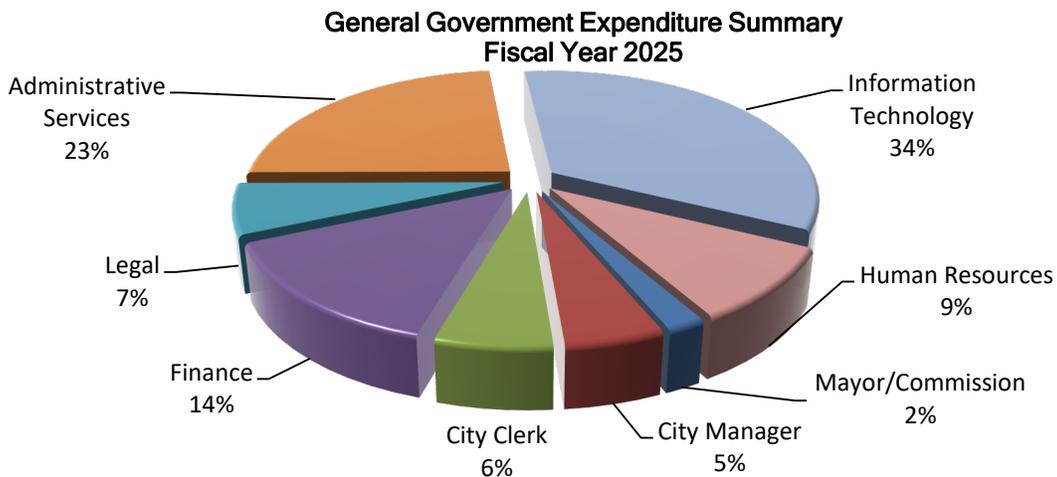
GENERAL FUND

General Government Expenditure Summary

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$3,727,382	\$3,907,057	\$3,939,314	\$4,176,771	6.90%
Operating Expenses	<u>4,005,192</u>	<u>3,614,514</u>	<u>3,824,076</u>	<u>3,674,489</u>	1.66%
Total Budget	\$7,732,574	\$7,521,571	\$7,763,390	\$7,851,260	4.38%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Mayor/Commission	\$ 110,621	\$ 155,948	\$ 156,959	\$ 154,214	-1.11%
City Manager	346,817	382,910	382,910	395,866	3.38%
City Clerk	388,766	449,021	469,021	463,724	3.27%
Finance	959,574	1,031,944	1,094,304	1,088,777	5.51%
Legal	461,710	541,965	541,965	506,888	-6.47%
Administrative Services	3,044,401	1,696,174	1,771,468	1,835,658	8.22%
Information Technology	1,850,244	2,608,920	2,692,074	2,668,296	2.28%
Human Resources	<u>570,441</u>	<u>654,689</u>	<u>654,689</u>	<u>737,837</u>	12.70%
Total Budget	\$7,732,574	\$7,521,571	\$7,763,390	\$7,851,260	4.38%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	4.25	4.00	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	4.75	4.75	5.00	5.50	5.50
Information Technology	6.73	7.73	8.00	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	36.46	38.46	38.73	39.23	39.23





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	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 70,453	\$ 70,051	\$ 70,051	\$ 70,157	0.15%
Operating Expenses	<u>40,168</u>	<u>85,897</u>	<u>86,908</u>	<u>84,057</u>	-2.14%
Total Budget	\$ 110,621	\$ 155,948	\$ 156,959	\$ 154,214	-1.11%
STAFFING	2020-21	2021-22	2022-23	2023-24	2024-25
	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

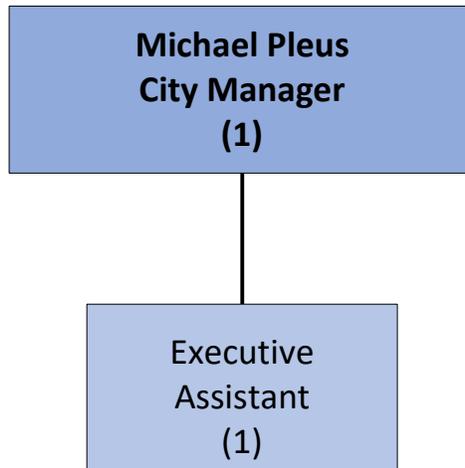
- ✓ Total expenses decreased by 1.11%.
- ✓ Operating expenses decreased by 2.14% mainly due to the removal of Strategic Planning (\$15,000).
- ✓ Includes funding for travel and training (\$31,335):
 - National League of Cities annual conference (2)
 - Legislative Action Days (3)
 - Florida League of 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 (\$18,208)
 - 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
 - St Johns River-to-Sea Loop



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of citizens surveyed who are satisfied with City services	High Value Government	*N/A <i>Survey conducted every other year</i>	90%	*N/A <i>Survey conducted every other year</i>
% of City Commission who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	High Value Government	93.5%	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 2023 - 2024 Accomplishments

- ✓ A new long-term strategic plan document was approved
- ✓ Completed the annual strategic plan workshop
- ✓ Participated in the Florida League of Cities Race to Zero Cohort
- ✓ Updated the camping and storage of personal item ordinances
- ✓ Partnered with First Step Shelter for access to safe space
- ✓ Partnered with The Neighborhood Center for assistance with personal item storage
- ✓ Spare Change for Real Change program was launched in November
- ✓ First ever Youth Council was created
- ✓ City launched a Citizen Academy program in May

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

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 5 business days. 	Communication
3	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

Long-Term Goals

- ✓ Implementation of New Strategic Plan Objectives
 - Target Completion: FY 2024-2025 and beyond
 - Strategic Focus Area: High Value Government

- ✓ Complete 2050 Vision Plan with Strategies to address Growth Related Impacts
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: High Value Government, Institute Smart Growth Principles.

Operating Budget Comparison

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 334,540	\$ 362,346	\$ 362,346	\$ 375,175	3.54%
Operating Expenses		<u>12,277</u>	<u>20,564</u>	<u>20,564</u>	<u>20,691</u>	0.62%
Total Budget		\$ 346,817	\$ 382,910	\$ 382,910	\$ 395,866	3.38%
STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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

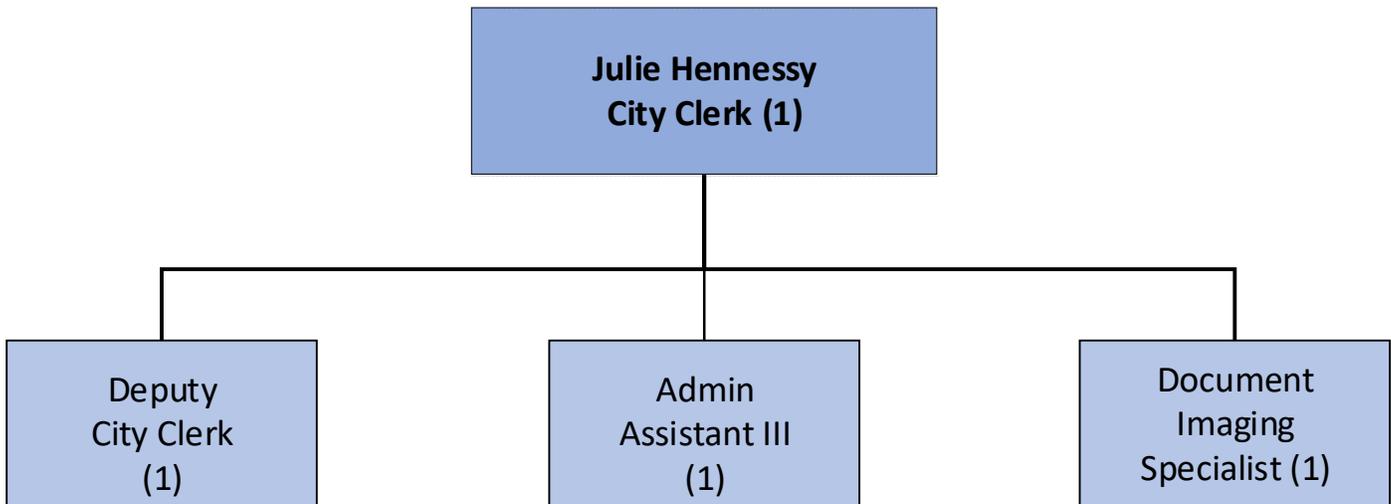
Management Discussion

- ✓ Total expenses increased by 3.38%.
- ✓ Personal Services increased by 3.54% mainly due to increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 0.62% mainly due to an increase in training (\$127).
- ✓ Includes funding for:
 - ICMA Southeast Conference (\$3,750)
 - ICMA Conference – Pittsburgh, PA (\$3,395)
 - Performance Management Measures (\$1,516)
 - ICMA Membership (\$1,400)
 - Leadership West Volusia (\$1,200)



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	78%	85%	90%
% of agendas completed 4 days before Commission Meeting	High Value Government	No Data Provided	No Data Provided	No Data Provided
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	No Data Provided	No Data Provided	No Data Provided
% of short minutes posted within 4 days after meeting	High Value Government	No Data Provided	No Data Provided	No Data Provided
% of public records requests responded to within 72 hours	High Value Government	No Data Provided	No Data Provided	No Data Provided
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	No Data Provided	No Data Provided	No Data Provided
Perform 7 audits annually	High Value Government	No Data Provided	No Data Provided	No Data Provided

Fiscal Year 2023 - 2024 Accomplishments

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

Action Plan

Internal Auditing	
	Goals & Objectives
	Strategic Plan Area(s)
1	Provide an internal auditing function which provides audit information in a format and in a manner which can be used as a means to effect desirable changes in internal handling procedures. <ul style="list-style-type: none"> 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	
	Goals & Objectives
	Strategic Plan Area(s)
1	To ensure timely and efficient access to public documents and information by maintaining an accurate and comprehensive records management and retention system. <ul style="list-style-type: none"> 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 2024-2025
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 346,407	\$ 368,432	\$ 371,432	\$ 387,435	5.16%
Operating Expenses	<u>42,359</u>	<u>80,589</u>	<u>97,589</u>	<u>76,289</u>	-5.34%
Total Budget	\$ 388,766	\$ 449,021	\$ 469,021	\$ 463,724	3.27%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.00	0.25	0.00	0.00	0.00
Deputy City Clerk	109	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	109	0.25	0.00	0.00	0.00	0.00
Administrative Assistant III	105	0.00	1.00	1.00	1.00	1.00
Docum. Imag. & Records Spclist	105	0.00	0.00	1.00	1.00	1.00
Document Imaging Specialist	104	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.25	4.25	4.00	4.00	4.00

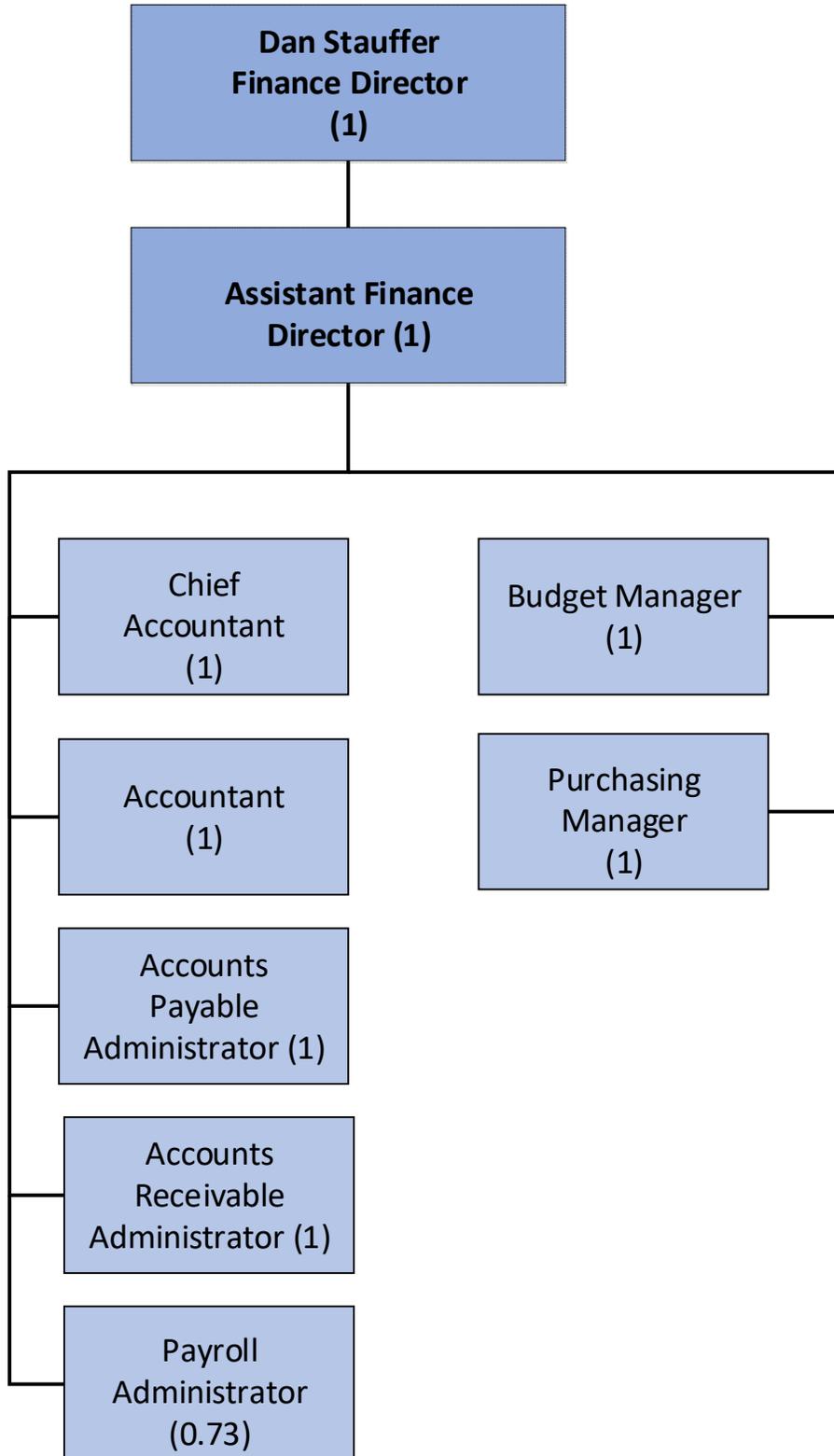
Management Discussion

- ✓ Total expenses increased by 3.27%.
- ✓ Personal Services increased 5.16% mainly due to increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses decreased 5.34% mainly due to decreases in Recording (\$6,000) and Charter Review (\$1,500).
- ✓ Includes funding for:
 - Recording (\$14,000)
 - Destruction (\$2,000)
 - Municipal code updates (\$25,000 – Includes regular update plus charter amendments)
 - Advertising (\$15,000)



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	94.43%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	10.01%	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	16.92%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	6.39	5.64	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	30.35%	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	93%	95%	100%

Fiscal Year 2023 – 2024 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	Maximize investment earnings in accordance with City policy regarding idle funds.	High Value Government
7	<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
8	Include the "Quarterly Financial Report", "Annual Financial Report", and "Annual Budget" 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		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 861,629	\$ 938,179	\$ 938,179	\$ 984,028	4.89%
Operating Expenses		<u>97,945</u>	<u>93,765</u>	<u>156,125</u>	<u>104,749</u>	11.71%
Total Budget		\$ 959,574	\$1,031,944	\$1,094,304	\$1,088,777	5.51%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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
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	0.00	0.00
Purchasing Manager	112	0.00	0.00	0.00	1.00	1.00
Purchasing Coordinator	111	1.00	1.00	1.00	0.00	0.00
Accountant	110	0.00	0.00	0.00	1.00	1.00
Accounts Payable Admin.	108	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	8.00	8.00	8.00	8.00
Payroll Administrator	108	<u>0.73</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

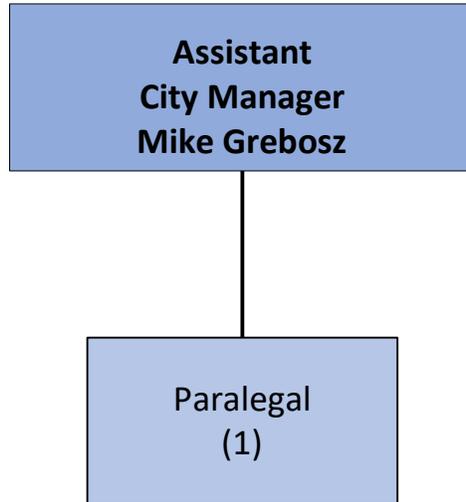
Management Discussion

- ✓ Total expenses increased by 5.51%.
- ✓ Personal Services increased 4.89% mainly due increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 11.71% mainly due to increases in OPEB Actuarial Valuation (\$3,200), City Audit (\$3,350), and Single Audit Fee (\$7,000).
- ✓ Includes funding for:
 - Audit (\$26,100)
 - 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
Cost of legal services per capita of city staff	High Value Government	\$1,289	\$1,300	\$1,310
% of internal customers satisfied with legal services	High Value Government	95%	99%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	363	373	383

Fiscal Year 2023 - 2024 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	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 84,144	\$ 93,015	\$ 93,015	\$ 97,938	5.29%
Operating Expenses	<u>377,566</u>	<u>448,950</u>	<u>448,950</u>	<u>408,950</u>	-8.91%
Total Budget	\$ 461,710	\$ 541,965	\$ 541,965	\$ 506,888	-6.47%

STAFFING	PAY GRADE	2020-21	2021-22	2022-23	2023-24	2024-25
		BUDGET	BUDGET	BUDGET	BUDGET	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

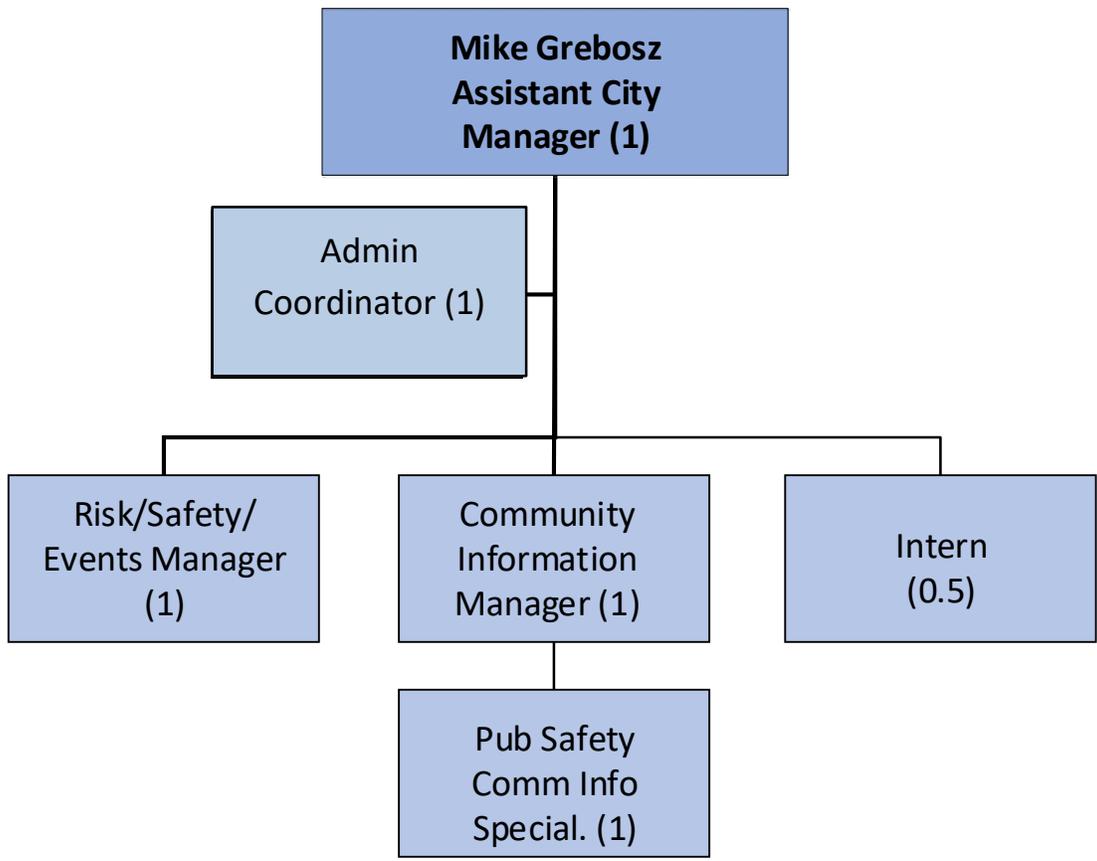
Management Discussion

- ✓ Total expenses decreased by 6.47%.
- ✓ Personal Services increased 5.29% mainly due to increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses decreased by 8.91% mainly due to a decrease in legal services (\$40,000).
- ✓ Includes funding for:
 - Legal Services (\$400,000)



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% rate of earned media	Communication	100%	100%	100%
% of citizens satisfied with level of communication about local government	Communication	N/A Survey conducted biannually	90%	N/A Survey conducted biannually
% of employees satisfied with level of communication within local government	Communication	91%	95%	95%
# of event applications processed (non-re-occurring)	High Value Government	47	52	67
% of special event permits issued within 4 days of event	High Value Government	99%	100%	100%
% of lease tenants current with rent and taxes	High Value Government	96%	100%	100%
% of internal customers satisfied with contracted services	High Value Government	83%	90%	90%

Fiscal Year 2023 - 2024 Accomplishments

- ✓ Staffed the new Youth Council Program
- ✓ Supported the DeLand School of Government Program
- ✓ Launched the inaugural Citizen Academy Program
- ✓ Supported MainStreet DeLand Association with support for Mayor's Golf Tournament and Winter Wonder DeLand Event
- ✓ Launched ZenCity Experience Surveys for Community Development and Customer Service
- ✓ Provided staff support to Art, Culture and Entertainment District (ACED), which helps fund and provide input on public art

Action Plan

Special Event Administration

Goals & Objectives		Strategic Plan Area(s)
1	<p>To effectively coordinate all special event applications to ensure consistency with the City's special event policy.</p> <ul style="list-style-type: none"> • 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. 	<p>Sense of Community & High Value Government</p>

Performance & Lease Management		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain City wide performance metrics system to ensure efficiency and effectiveness organization wide.</p> <ul style="list-style-type: none"> Collect and analyze data on a quarterly basis. 	High Value Government
2	<p>Oversee lease management process to ensure no leases are in arrears.</p> <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	<p>Continue to implement the City's Strategic Communications Plan.</p> <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	<p>Develop and ensure programs emphasizing personal interaction with employees and citizens.</p> <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	<p>Develop and communicate annual legislative program emphasizing matters of importance to the City.</p> <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 2025-2026
 - 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		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 842,771	\$ 720,225	\$ 749,482	\$ 822,635	14.22%
Operating Expenses		<u>2,201,630</u>	<u>975,949</u>	<u>1,021,986</u>	<u>1,013,023</u>	3.80%
Total Budget		\$3,044,401	\$1,696,174	\$1,771,468	\$1,835,658	8.22%
STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Assistant City Manager	E111	1.00	1.00	1.00	1.00	1.00
Communications Manager	116	0.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.00	0.75	1.00	1.00	1.00
Comm. Information Specialist	112	1.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	110	1.00	0.00	0.00	0.00	0.00
Special Event Coordinator	109	0.75	0.00	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	5.00	5.00	5.00
Interns	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.00	0.00	0.00	0.50	0.50
Total Staffing		4.75	4.75	5.00	5.50	5.50

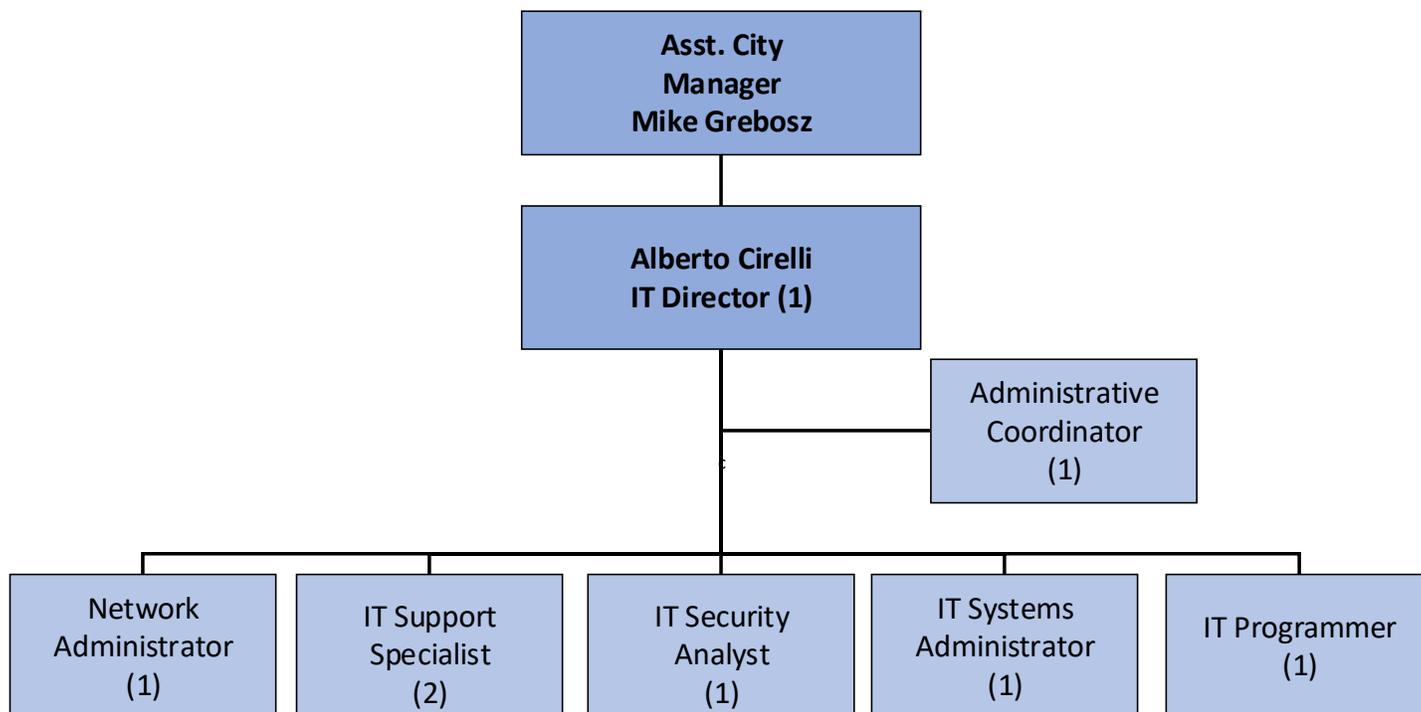
Management Discussion

- ✓ Total expenses increased by 8.22%.
- ✓ Personal Services increased 14.22% mainly due to an increase in overtime for events, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 3.80% mainly due to an increase in insurance (\$103,647).
- ✓ Includes funding for:
 - Various insurances including commercial liability and property insurance (\$591,359)
 - 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 22/23 Actual	FY 23/24 Projection	FY 24/25 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	75%	75%	85%
Total IT expenditures per workstation	High Value Government	\$3,512	\$4946	\$4981
% of users satisfied with IT services	High Value Government	81%	95%	95%
% of Phish-Prone test failures	High Value Government	5%	4.8%	0%
# of hardware installations	High Value Government	538	97	124
% of software kept current/up-to-date	High Value Government	96%	85%	100%
# of devices supported by IT	High Value Government	2,309	1966	2022
# of help desk requests	High Value Government	New Measure		

Fiscal Year 2023 – 2024 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 and support internal and external 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. Conduct an internal service satisfaction rating survey. 	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. Perform annual hardware 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

	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
BUDGET SUMMARY					
Personal Services	\$ 719,873	\$ 838,025	\$ 838,025	\$ 882,466	5.30%
Operating Expenses	<u>1,130,371</u>	<u>1,770,895</u>	<u>1,854,049</u>	<u>1,785,830</u>	0.84%
Total Budget	\$1,850,244	\$2,608,920	\$2,692,074	\$2,668,296	2.28%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	1.00	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	1.00	1.00	1.00
Total Full Time Staffing		6.00	7.00	8.00	8.00	8.00
Administrative Assistant II	103	0.00	0.73	0.00	0.00	0.00
Administrative Assistant I	101	0.73	0.00	0.00	0.00	0.00
Total Part Time Staffing		0.73	0.73	0.00	0.00	0.00
Total Staffing		6.73	7.73	8.00	8.00	8.00

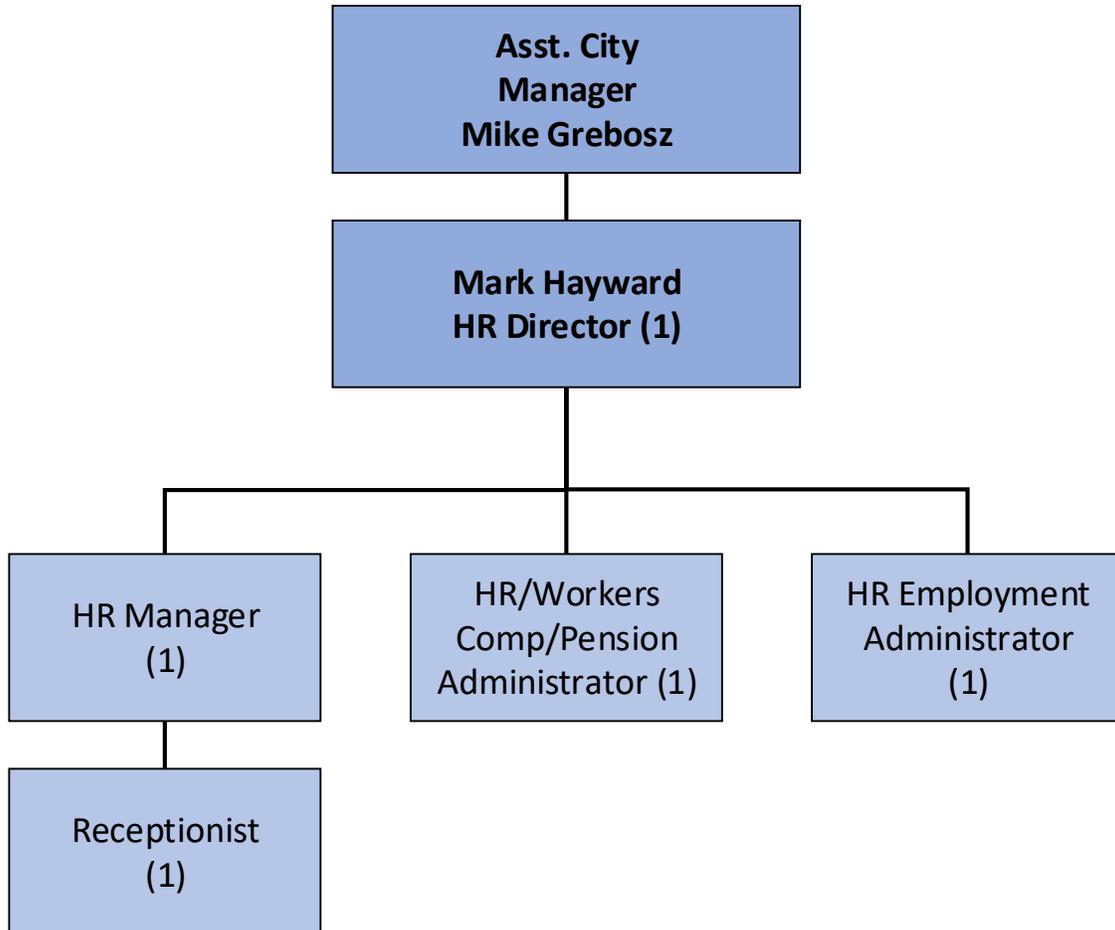
Management Discussion

- ✓ Total expenses increased by 2.28%.
- ✓ Personal Services increased 5.30% mainly due increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 0.84% mainly due to the additions of Hardware Server/Extended Warranty Support (\$25,000), Large File Sharing (\$14,000), Managed Detection and Response Services (\$54,000), Microsoft Virtual Desktop Access Renewal (\$18,000, and Remote Access Software (\$24,000) and an increase in VMWare Support (\$41,450).
- ✓ Includes funding for:
 - Time and Attendance System (\$38,000)
 - Laserfiche Support – MCCI (\$43,000)
 - BS&A Annual Maintenance (\$51,500)
 - PC Rotation (\$233,000)
 - VxRail (\$37,850)
 - Website Annual Maintenance (Civic Plus) (\$33,600)
 - Antivirus Software (\$50,000)
 - Wireless AirCards (\$91,200)
 - Security Camera Upkeep and Repair (\$70,000)
 - Disaster Recovery (\$26,500)
 - Firewall Support (\$41,500)



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement	High Value Government	100%	100%	100%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	<30	30	25
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	86%	95%	95%
% change in cost of health insurance	High Value Government	16.5%	5%	6.0%
% 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	71	125	115
# of employee screened for CDL requirement	High Value Government	0	25	25
% of internal customers satisfied with HR services	High Value Government	87%	95%	95%
# of grievances processed by HR	High Value Government	2	2	?
Turnover Rate (annual)	High Value Government	15.35%	53 hired/38 termed	?
# of HR city-wide employee training events	High Value Government	2	2	2
# of employee evaluations processed	High Value Government	505	500	525

Fiscal Year 2023 - 2024 Accomplishments

- ✓ Successfully completed employee training for City leadership team on communications and customer service
- ✓ Attained two collective bargaining unit agreements with the Police and Fire unions
- ✓ Implemented the City's post - accident and random CDL drug screening protocols.
- ✓ Certification of one HR employee as an employment investigator
- ✓ 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
- ✓ Establish the Post Exposure Nurse (PEN) program for public safety, public works, utilities, parks and rec employment groups .

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 clinic staff to make sure the employees health care needs are met. 	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
3	Maintain the PEN program for City work force	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	Conduct an internal services satisfaction rating survey.	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

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 Insight and Innovations committee
 - Strategic Focus Area: High Value Government
- ✓ Provide ongoing training for employee development via training skills programs.
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 467,565	\$ 516,784	\$ 516,784	\$ 556,937	7.77%
Operating Expenses		<u>102,876</u>	<u>137,905</u>	<u>137,905</u>	<u>180,900</u>	31.18%
Total Budget		\$ 570,441	\$ 654,689	\$ 654,689	\$ 737,837	12.70%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	1.00	1.00
HR Administrator	111	1.00	1.00	1.00	0.00	0.00
HR/WC/Pension Administrator	110	1.00	1.00	1.00	1.00	1.00
HR Employment Administrator	110	0.00	0.00	0.00	0.00	1.00
HR Employment Coordinator	107	0.00	0.00	1.00	1.00	0.00
Administrative Coordinator	107	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		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 Employment Coordinator to [1.0] HR Employment Administrator.

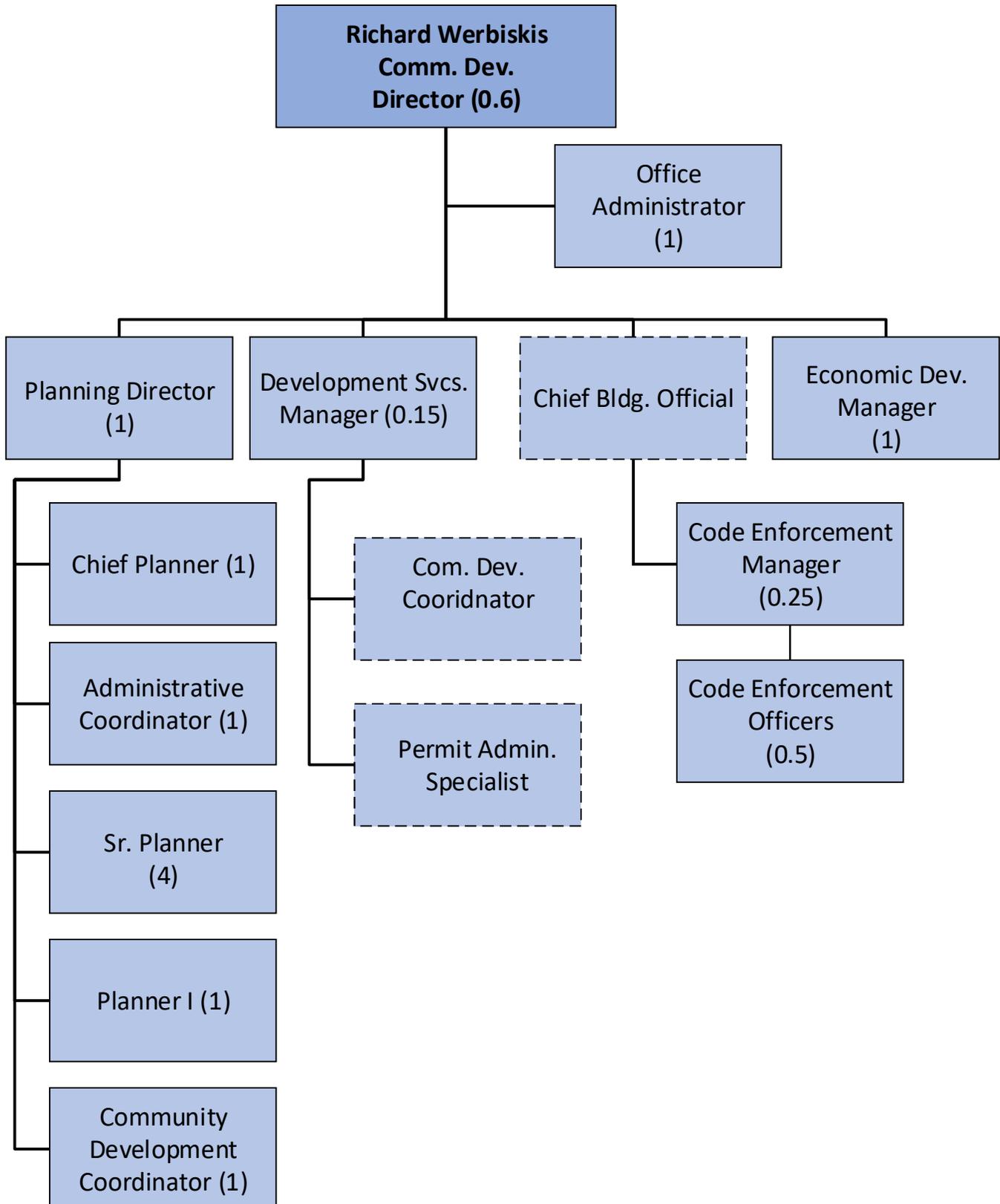
Management Discussion

- ✓ Total expenses increased by 12.70%.
- ✓ Personal Services increased 7.77% mainly due to the promotion of the HR Employment Coordinator to HR Employment Administrator, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 31.18% mainly due to the additions of a Flex Spending Account (\$9,000), Job Fair (\$8,000), Health Fair (\$1,500) and an increase in Christmas Gift Certificates (\$27,000).
- ✓ Includes funding for:
 - Employee Assistance Program (\$7,600)
 - Christmas Gift Certificates (\$51,000)
 - Pre-employment background processing (\$15,800)
 - 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 22/23 Actual	FY 23/24 Projection	FY 24/25 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	36%	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	330	335	340
% change in the value of commercial development from previous year	Regional High Value Job Creation	50%	10%	10%
% of proactive code enforcement cases initiated	High Value Government	21.73%	35%	40%
Average number of days from code case initiation to voluntary compliance	High Value Government	21	25	25
Average number of days from code case initiation to involuntary compliance	High Value Government	41	23	25
% of code violations resolved voluntarily	High Value Government	78.75%	85%	85%
# of new business openings in the Spring Hill CRA (city)	High Value Government	0	0	1

Fiscal Year 2023 – 2024 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.
- ✓ Coordinated economic development services with other city departments to enhance customer services.
- ✓ Successfully managed and closed out multiple Gateway and CRA grants.
- ✓ Managed multiple CDBG projects.
- ✓ Enhanced staff professional training.

Planning

- ✓ Continued to enhance and streamline the project review process
- ✓ Provided enhanced support to the Historic Preservation Board
- ✓ LDR amendments:
 - Continued ongoing amendments to address changes in planning and development.
 - Revised regulations to address infill development and means to encourage redevelopment.
 - Revised regulations to encourage the creation of affordable housing units.
- ✓ Completed updates to the 2050 Vision and Comprehensive 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.
- ✓ Increased educational opportunities for staff members.
- ✓ Enhanced coordination with other city departments.

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. Update and recodify the Land Development Regulations through use of an outside consultant. Complete first review of Plans submittals within 14 days. 	<p>High Value Government & Institute Smart Growth & Preparing for the Future &</p>

	<ul style="list-style-type: none"> • Complete all reviews requiring administrative review within 90 days. • 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: Ongoing
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Undertake an economic development-based market study within our utility service area.
 - Target Completion: FY 2025-2026
 - Strategic Focus Area: Regional High Value Job Creation

Planning

- ✓ Update and recodify the Land Development Regulations through use of an outside consultant.
 - Target Completion: FY 2025-2026
 - 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
- ✓ Implement program to place historic markers on properties listed on the Register of Historic Places.
 - Target Completion: Ongoing
 - Strategic Focus Area: 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 2026-2026
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
 - Target Completion: FY 2025-2026
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation blight removal program
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintaining a Safe Community

Operating Budget Comparison

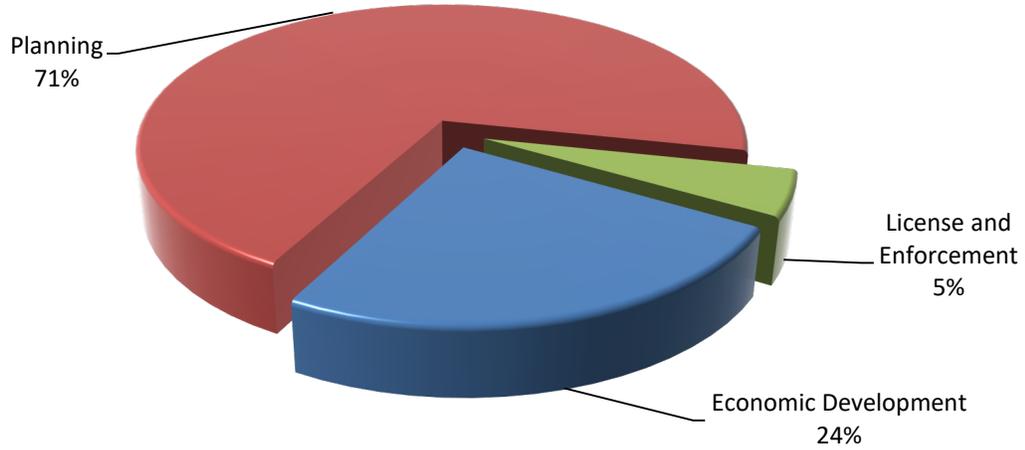
Total Community Development Operating Budget Comparison

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$1,109,383	\$1,289,862	\$1,289,862	\$1,325,377	2.75%
Operating Expenses	119,997	270,320	308,614	536,437	98.45%
Grants & Aid	<u>8,000</u>	<u>0</u>	<u>87,000</u>	<u>50,000</u>	100.00%
Total Budget	\$1,237,380	\$1,560,182	\$1,685,476	\$1,911,814	22.54%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Economic Development	\$ 365,400	\$ 414,327	\$ 501,327	\$ 468,094	12.98%
Planning	796,343	1,031,566	1,069,860	1,347,925	30.67%
License and Enforcement	<u>75,637</u>	<u>114,289</u>	<u>114,289</u>	<u>95,795</u>	-16.18%
Total Budget	\$1,237,380	\$1,560,182	\$1,685,476	\$1,911,814	22.54%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Economic Development	2.60	3.20	3.20	2.60	2.60
Planning	6.60	6.55	6.55	9.15	9.15
License and Enforcement	<u>1.20</u>	<u>1.20</u>	<u>1.20</u>	<u>0.75</u>	<u>0.75</u>
Total Staffing	10.40	10.95	10.95	12.50	12.50

**Community Development Expenditure Summary
Fiscal Year 2025**



Economic Development Administration

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 287,461	\$ 309,719	\$ 309,719	\$ 324,463	4.76%
Operating Expenses	69,939	104,608	104,608	93,631	-10.49%
Grants & Aid	<u>8,000</u>	<u>0</u>	<u>87,000</u>	<u>50,000</u>	100.00%
Total Budget	\$ 365,400	\$ 414,327	\$ 501,327	\$ 468,094	12.98%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	0.60	0.60	0.00	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	3.20	3.20	2.60	2.60

Planning

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 755,179	\$ 924,126	\$ 924,126	\$ 940,010	1.72%
Operating Expenses	<u>41,164</u>	<u>107,440</u>	<u>145,734</u>	<u>407,915</u>	279.67%
Total Budget	\$ 796,343	\$1,031,566	\$1,069,860	\$1,347,925	30.67%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Chief Planner	E103	0.00	0.00	0.00	1.00	1.00
Develop. Svcs. Mgr. (also Fund 480)	117	0.00	0.00	0.00	0.15	0.15
Land Develop. Mgr. (also Fund 480)	116	0.20	0.15	0.15	0.00	0.00
Senior Planner	115	3.00	3.00	3.00	4.00	4.00
Planner I	112	0.40	0.40	0.40	1.00	1.00
Administrative Coordinator	107	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		6.60	6.55	6.55	9.15	9.15

Licenses & Enforcement

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 66,743	\$ 56,017	\$ 56,017	\$ 60,904	8.72%
Operating Expenses	<u>8,894</u>	<u>58,272</u>	<u>58,272</u>	<u>34,891</u>	-40.12%
Total Budget	\$ 75,637	\$ 114,289	\$ 114,289	\$ 95,795	-16.18%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Code Enfor. Manager (also Fund 480)	113	0.00	0.00	0.40	0.25	0.25
Code Enfor. Officer (also Fund 480)	107	<u>1.20</u>	<u>1.20</u>	<u>0.80</u>	<u>0.50</u>	<u>0.50</u>
Total Full Time Staffing		1.20	1.20	1.20	0.75	0.75
Total Staffing		1.20	1.20	1.20	0.75	0.75

Management Discussion

- ✓ Total expenses increased by 22.54%.
- ✓ Personal Services increased 2.75% mainly due to increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 98.45% mainly due to a Code Update (\$300,000).
- ✓ Includes funding for:
 - Code update (\$300,000)
 - 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 (\$25,000)
 - Code violation lot maintenance (\$10,000)
 - Digital Marketing (\$15,000)
 - Business improvement grants (\$50,000)

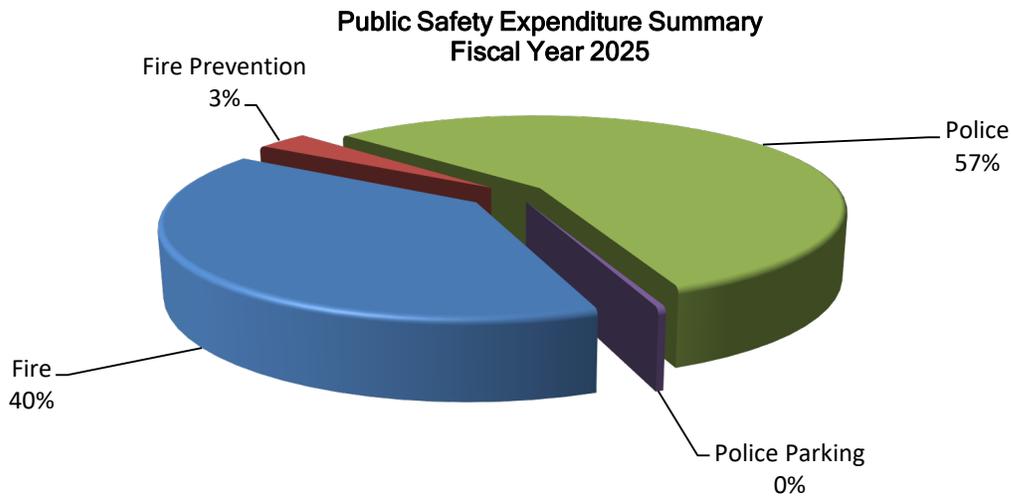
PUBLIC SAFETY

Total Expenditure Summary

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$17,281,260	\$19,298,613	\$19,298,613	\$20,722,339	7.38%
Operating Expenses	2,346,006	2,501,703	2,626,612	2,606,721	4.20%
Capital Outlay	766,758	0	0	0	N/A
Total Budget	\$20,394,024	\$21,800,316	\$21,925,225	\$23,329,060	7.01%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Fire	\$ 7,880,033	\$ 8,579,740	\$ 8,626,367	\$ 9,192,907	7.15%
Fire Prevention	397,869	666,825	669,403	749,358	12.38%
Police	12,046,967	12,472,425	12,548,129	13,302,715	6.66%
Police Parking	69,155	81,326	81,326	84,080	3.39%
Total Budget	\$20,394,024	\$21,800,316	\$21,925,225	\$23,329,060	7.01%

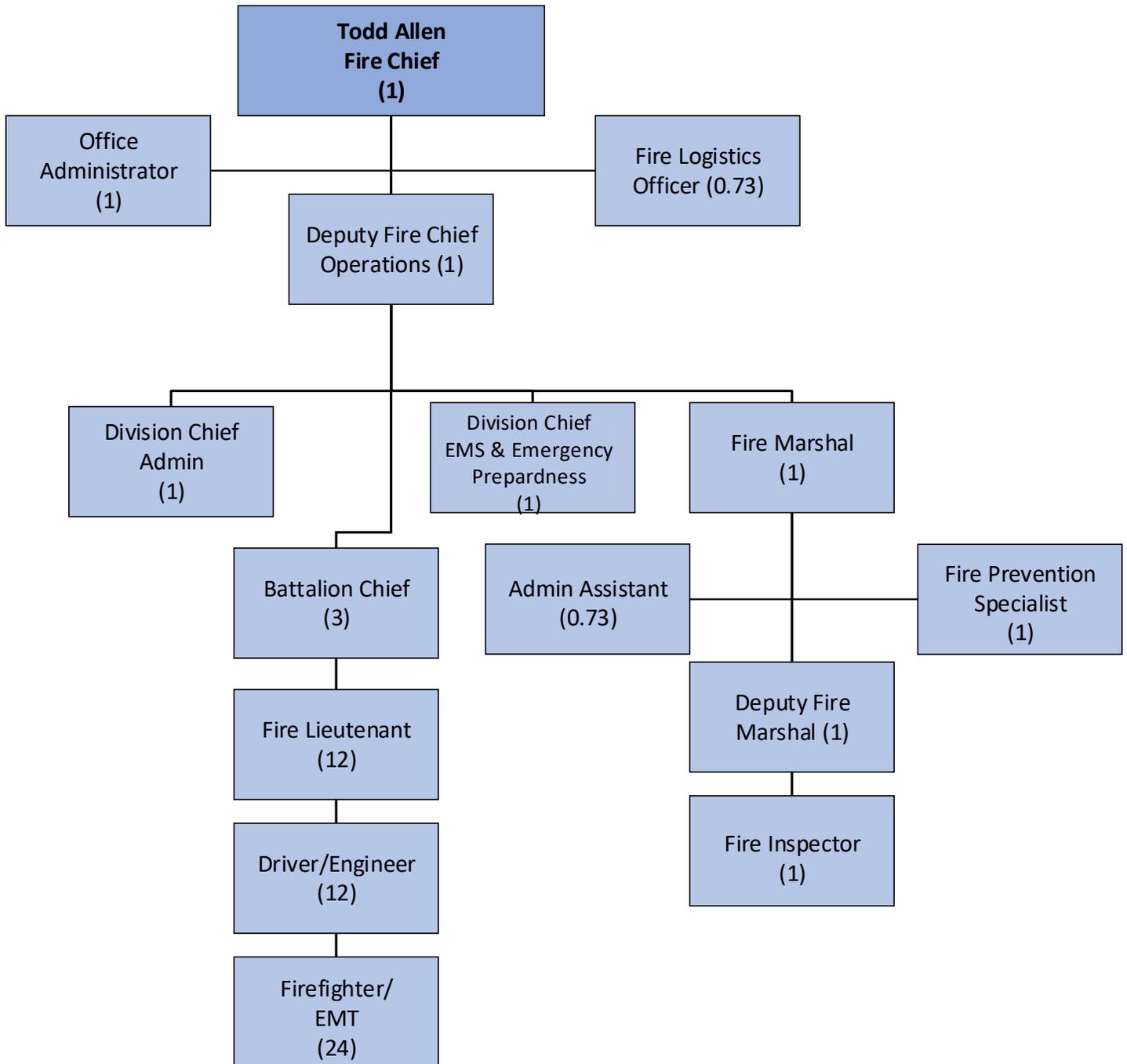
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Fire	48.62	56.48	55.23	55.23	55.23
Fire Prevention	0.00	0.00	4.50	5.90	6.23
Police	95.78	95.55	95.82	98.82	98.82
Police Parking	1.00	1.00	1.00	1.00	1.00
Total Staffing	145.40	153.03	156.55	160.95	161.28





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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of required fire inspections conducted per quarter	Maintaining a Safe Community	24%	25%	25%
# of personal public education/safety contacts	Maintaining a Safe Community	7,107	600	650
# of smoke detector assists or installs	Maintaining a Safe Community	15	46	80
% of structure fire responses with 1st arrival unit: 6 minutes or less (turnout & response)	Maintaining a Safe Community	83%	75%	75%
% of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	61%	59%	59%
% of structure fire contained to room of origin	Maintaining a Safe Community	83%	50%	50%
% of total calls into non-municipal areas	Maintaining a Safe Community	9%	29%	29%
# of responses – all call types	Maintaining a Safe Community	2,231	7,300	8,000
Cost per call dispatched	High Value Government	\$871.51	\$770	\$780
Cost per capita for fire department operations	High Value Government	\$207.05	\$155	\$155
% of total available time involving fire & life safety activities	Maintaining a Safe Community	164%	20%	20%
Citizen satisfaction rate with City Fire Services	High Value Government	N/A <i>Survey conducted every other year</i>	84%	N/A <i>Survey conducted every other year</i>

Fiscal Year 2023 – 2024 Accomplishments

- ✓ The DeLand Fire Department continues to prioritize our 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.
- ✓ A Deputy Fire Chief position was created from one of our three current Division Chief positions, and that position was filled in April 2024.
- ✓ A full-time Fire Marshal position was filled after the retirement of Fire Marshal Griffiths, who was a part-time position.
- ✓ Fire Prevention Division is continuing to improve its effectiveness and responsiveness to the public and business community through the following ways:
 - 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 are collaborating with Volusia County Fire and Deltona Fire and have purchased an analytic software program to help us guide our fire coverage planning to ensure their future planning on station locations and that our future planning aligns 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 (13) Firefighter/Paramedics and should have twenty-three (23) Firefighter/Paramedics by this time next year.
 - We plan to start offering ALS services from Fire Station 82 in the Spring of 2024.
 - Through the 24/25 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 83, so we can upgrade the medical services in early 2025.
- ✓ We have started the process of department accreditation through CPSE and in the past year completed our “standard of cover” and “community risk assessment” in this budget year. We are currently completing our internal strategic plan and completing our self-assessment process, which aligns our current level of service to 250 performance indicators. We plan to have a peer assessment site visit in the Fall and sit for our final accreditation hearing in April of 2025.
- ✓ We currently will have all positions in the fire department fully staffed in May 2025 after the retirement of Firefighter Chris Pearsall in December.

Action Plan

Emergency Preparedness & Response	
Goals & Objectives	Strategic Plan Area(s)
<p>1</p> <p>Provide for the safety and welfare of the public by responding to all emergency fire and medical calls within the National Fire Protection Association 1710 standards.</p> <ul style="list-style-type: none"> • Respond to emergency fire calls for service within 5 min 20 sec within 90% of the time. • Respond to emergency medical calls for service within 5 minutes within 90% of the time. • Meet National Fire Protection Association 1710 for incident staffing. • Turnout times to remain < 1 min medical 90% of the time. • Turnout times to remain < 1 min 20 sec for fire and special operations 90% of the time. 	<p>Maintaining a Safe Community</p>

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. • Conduct QA reports on 75% of all ALS reports to ensure high quality of medical documentation. 	Maintaining a Safe Community
3	<p>Conduct and complete pre-incident plans for high hazard locations and/or tactical surveys for high life safety locations.</p> <ul style="list-style-type: none"> • New or update a minimum of 12 pre-plans and 12 tactical surveys. 	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

Public Fire/ Life Safety

Goals & Objectives	Strategic Plan Area(s)
<p>1</p> <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 Marshal/Inspector shall ensure mandatory inspections/tests are conducted as required by state law as well as new occupancy fire safety inspections: New occupancy inspections within 3 business days of customer request, once all paperwork is received. • Company fire inspections conducted and completed to meet quarterly benchmarks set up by Fire Marshal. • Shift Certified Inspectors (State Inspectors) conduct specified fire inspections to meet quarterly benchmarks set up by Fire Marshal. • Fire Marshal, Shift Inspectors, and Company Inspectors complete fire safety inspections as outlined in the current adopted fire code. 	Maintaining a Safe Community
<p>2</p> <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
<p>3</p> <p>Deliver a comprehensive fire & life safety program.</p> <ul style="list-style-type: none"> • Provide more comprehensive life safety & wellness programs, with additional materials and in-person training, to our community that will focus on safety in the home. • Continue smoke detector consults to include evaluating existing detectors and providing and installing new detectors if necessary. 	Maintaining a Safe Community

	<ul style="list-style-type: none"> • Home fire safety programs for school age children & elderly. 	
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. • 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

- ✓ Continue to maintain our 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 our response needs and continue planning efforts with our partner agencies to provide efficient and effective emergency response to our DeLand community.
 - Assess capital needs for existing fire stations to meet needs of growth versus additional fire station locations
 - Target Completion: FY 2024-2025
 - 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
 - Provide additional materials, with prevention training, to hit all ages within our city. Community risk reduction programs that will emphasize home safety & wellness, which will help reduce injuries for our community and bolster our ISO community risk reduction standards

- Reconfigure two position within fire prevention to provide a higher focus on delivering life safety programs to the public
- Continue succession planning for future management of prevention division
 - Target Completion: Ongoing
 - 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 2024-2025
 - Strategic Focus Area: Maintain a Safe Community

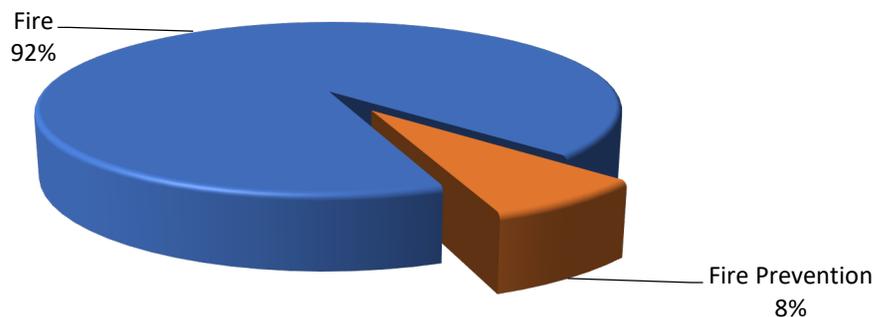
Operating Budget Comparison Total Fire Expenditure Summary

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 7,448,595	\$ 8,395,959	\$ 8,395,959	\$ 9,050,495	7.80%
Operating Expenses	<u>829,307</u>	<u>850,606</u>	<u>899,811</u>	<u>891,770</u>	4.84%
Total Budget	\$ 8,277,902	\$ 9,246,565	\$ 9,295,770	\$ 9,942,265	7.52%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Fire	\$ 7,880,033	\$ 8,579,740	\$ 8,626,367	\$ 9,192,907	7.15%
Fire Prevention	<u>397,869</u>	<u>666,825</u>	<u>669,403</u>	<u>749,358</u>	12.38%
Total Budget	\$ 8,277,902	\$ 9,246,565	\$ 9,295,770	\$ 9,942,265	7.52%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Fire	48.62	56.48	55.23	55.23	55.23
Fire Prevention	<u>0.00</u>	<u>0.00</u>	<u>4.50</u>	<u>5.90</u>	<u>6.23</u>
Total Staffing	48.62	56.48	59.73	61.13	61.46

**Fire Department Expenditure Summary
Fiscal Year 2025**



Operating Budget Comparison - Fire

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 7,078,255	\$ 7,772,814	\$ 7,772,814	\$ 8,368,604	7.67%
Operating Expenses	<u>801,778</u>	<u>806,926</u>	<u>853,553</u>	<u>824,303</u>	2.15%
Total Budget	\$ 7,880,033	\$ 8,579,740	\$ 8,626,367	\$ 9,192,907	7.15%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E106	0.00	0.00	0.00	1.00	1.00
Fire Division Chief	E104	2.00	2.00	3.00	2.00	2.00
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	12.00	12.00	12.00	12.00
Firefighter/EMT	F101	20.25	23.25	22.50	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>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		48.25	54.75	54.50	54.50	54.50
Fire Marshal (also Fund 480)	F108	0.37	0.30	0.00	0.00	0.00
Fire Inspector	F106	0.00	0.70	0.00	0.00	0.00
Fire Logistics Officer	F105	<u>0.00</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.37	1.73	0.73	0.73	0.73
Total Staffing		48.62	56.48	55.23	55.23	55.23

Operating Budget Comparison – Fire Prevention

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 370,340	\$ 623,145	\$ 623,145	\$ 681,891	9.43%
Operating Expenses	<u>27,529</u>	<u>43,680</u>	<u>46,258</u>	<u>67,467</u>	54.46%
Total Budget	\$ 397,869	\$ 666,825	\$ 669,403	\$ 749,358	12.38%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Fire Marshal	F108	0.00	0.00	0.00	1.00	1.00
Deputy Fire Marshal	F107	0.00	0.00	0.00	1.00	1.00
Fire Inspector	F106	0.00	0.00	1.00	1.00	1.00
Firefighter/EMT	F101	0.00	0.00	1.50	1.50	1.50
Fire Prevention Specialist	106	0.00	0.00	0.00	0.00	1.00
Administrative Assistant III	105	0.00	0.00	1.00	1.00	0.00
Total Full Time Staffing		0.00	0.00	3.50	5.50	5.50
Fire Marshal	F108	0.00	0.00	0.60	0.00	0.00
Fire Inspector	F106	0.00	0.00	0.40	0.40	0.00
Administrative Assistant I	101	0.00	0.00	0.00	0.00	0.73
Total Part Time Staffing		0.00	0.00	1.00	0.40	0.73
Total Staffing		0.00	0.00	4.50	5.90	6.23

Promoted [1.0] Administrative Assistant III to [1.0] Fire Prevention Specialist. Added [0.73] Administrative Assistant I. Removed [0.4] Fire Inspector.

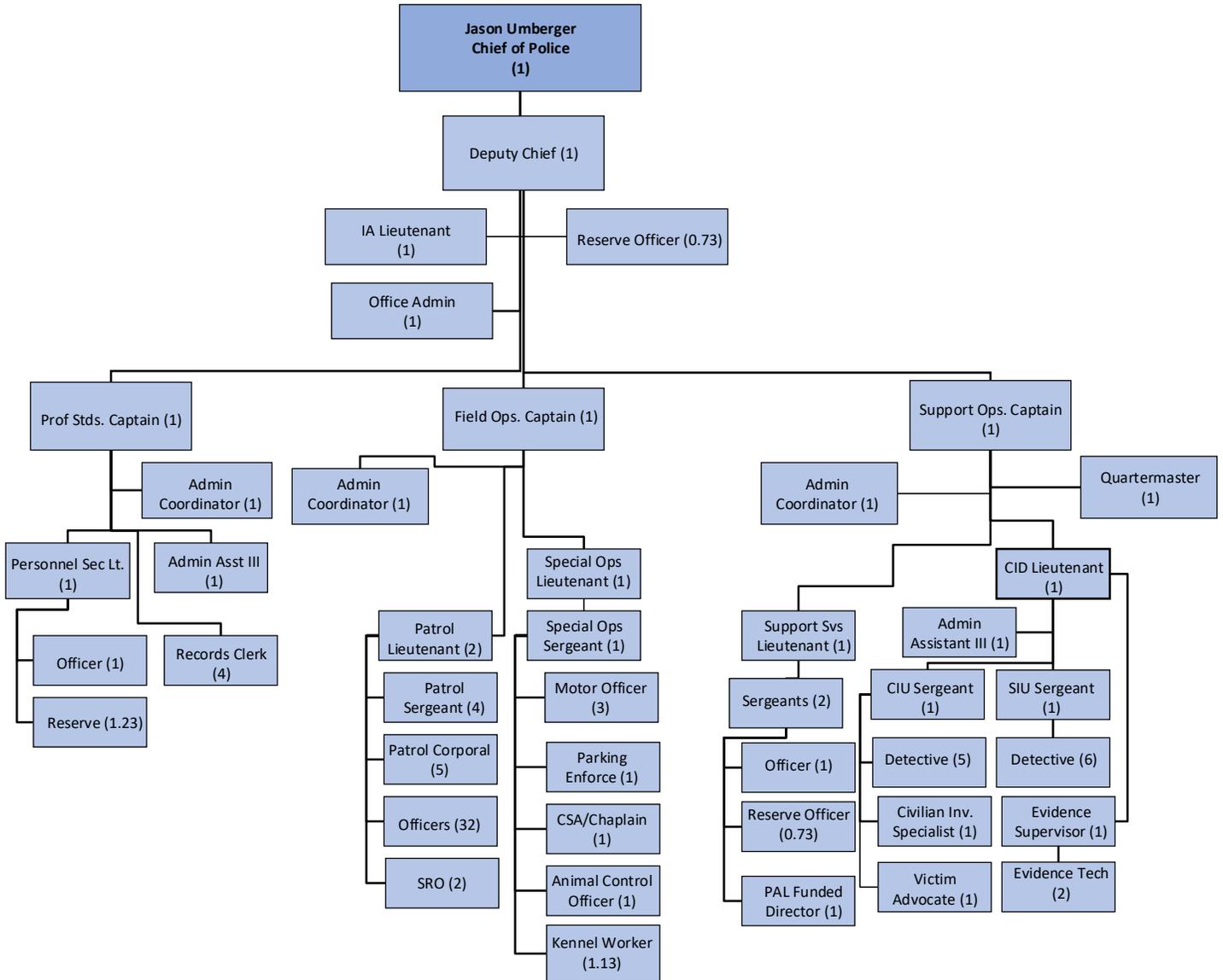
Management Discussion

- ✓ Total expenses increased by 7.52%.
- ✓ Personal Services increased by 7.80% mainly due to the promotion of an Administrative Assistant III to a Fire Prevention Specialist, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 4.84% mainly due to the addition of Darkhorse Statistics Software (\$31,000), the ALS Transition in Station 83 (\$15,000), and a budgeted increase in EMS Operating Supplies (\$18,234).
- ✓ 60% of the Fire Prevention budget is paid for by the Permits & Inspection Fund (\$449,615).
- ✓ Includes funding for:
 - CPSE Accreditation (\$18,000)
 - Operative IQ (\$15,420)
 - Gear replacement (\$6,000)
 - Uniforms (\$50,500)
 - EMS Equipment and Supplies (\$79,000)
 - Paramedic Certification Program (\$64,000)
 - Personal Protection Equipment (\$35,000)
 - Radios (\$10,000)
 - Lexipol (\$11,000)
 - Darkhorse Statistics Software (\$31,000)



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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	-2.38%	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	-4.88%	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	84.3%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	1:45	2.5	2.5
% NIBRS/FIBRS 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%
% NIBRS/FIBRS 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	806	750	750

Average # of sworn police officers per capita	Maintaining a Safe Community	.001731	0.0026	0.0026
Average cost of police services per capita	High Value Government	\$289.74	\$250	\$250
Average # of sworn police officers per capita per daytime population	Maintaining a Safe Community	.000802	0.0008	0.0008
Average cost of police services per capita per daytime population	High Value Government	\$134.26	\$100	\$100

Fiscal Year 2023 – 2024 Accomplishments

- ✓ Hired Four Sworn Officers during FY 23/24
- ✓ Implementation of new RMS
- ✓ Partnership with FBI for Safe Street Task Force
- ✓ Creation of Zone 6 and Community Outreach Unit enhancing relationships with Mainstreet and downtown merchants as a result of (3) new Ordinances
- ✓ Successful FLHSMV Driver and Vehicle Information Database (DAVID) audit
- ✓ Issued Summer uniforms for Patrol Officers
- ✓ Increased quantity of Certified Field Training Officers
- ✓ Certification of additional K9 team: Ofc. Rideout and K9 Max
- ✓ 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 partnership between the PD, Alumni and Toys for Tots donating toys to needy children during the Christmas holiday
- ✓ Supported Special Events

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, 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. 	Communication & Maintaining a Safe Community
2	Maintain a comprehensive crime prevention/personal safety awareness education effort. <ul style="list-style-type: none"> • Maintain a Police Community Advisory Council. • 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 and local job fair 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

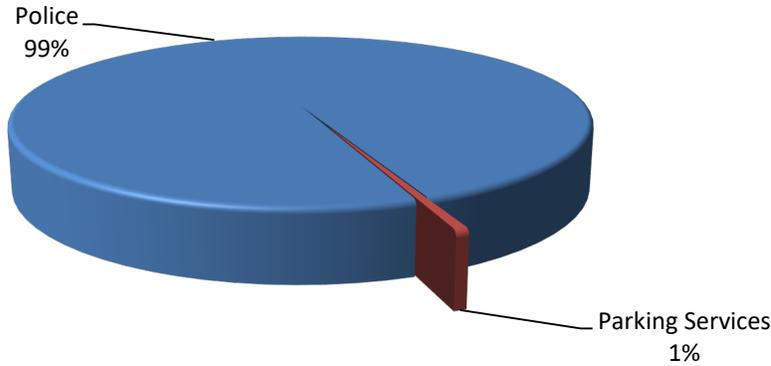
Long-Term Goals

- ✓ Installation of security fencing around the perimeter of the Facility
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: High Value Government and 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: Ongoing
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community
- ✓ Enhancing the PAL Program: Increasing the number and quality of programs
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community

Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 9,832,665	\$10,902,654	\$10,902,654	\$11,671,844	7.06%
Operating Expenses	1,516,699	1,651,097	1,726,801	1,714,951	3.87%
Capital Outlay	<u>766,758</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$12,116,122	\$12,553,751	\$12,629,455	\$13,386,795	6.64%
DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Police	12,046,967	12,472,425	12,548,129	13,302,715	6.66%
Parking Services	<u>69,155</u>	<u>81,326</u>	<u>81,326</u>	<u>84,080</u>	3.39%
Total Budget	\$12,116,122	\$12,553,751	\$12,629,455	\$13,386,795	6.64%
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Police	95.78	95.55	95.82	98.82	98.82
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	96.78	96.55	96.82	99.82	99.82

**Police Department Expenditure Summary
Fiscal Year 2025**



Operating Budget Comparison - Police

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 9,780,888	\$10,841,923	\$10,841,923	\$11,607,459	7.06%
Operating Expenses	1,499,321	1,630,502	1,706,206	1,695,256	3.97%
Capital Outlay	<u>766,758</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Budget	\$12,046,967	\$12,472,425	\$12,548,129	\$13,302,715	6.66%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	3.00	3.00	3.00	3.00
Police Lieutenant	P104	6.00	6.00	7.00	7.00	7.00
Police Sergeant	P103	8.00	10.00	9.00	9.00	9.00
Corporal	P102	4.00	4.00	5.00	5.00	5.00
Police Officer	P101	49.00	49.00	49.00	50.00	50.00
Administrative Manager	116	1.00	1.00	1.00	0.00	0.00
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	0.00	1.00	1.00
Animal Service Administrator	108	1.00	1.00	1.00	1.00	0.00
PAL Program Director	108	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Technician II	108	0.00	0.00	0.00	1.00	2.00
Administrative Coordinator	107	2.00	2.00	3.00	3.00	3.00
Civilian Evidence Technician I	107	2.00	2.00	2.00	1.00	0.00
Police Records Clerk III	105	0.00	0.00	0.00	2.00	1.00
Administrative Assistant III	104	3.00	3.00	2.00	2.00	2.00
Animal Control Officer	104	1.00	0.00	0.00	0.00	1.00
Community Service Aide	104	2.00	1.00	1.00	1.00	1.00
Police Records Clerk II	104	0.00	1.00	2.00	0.00	0.00
Police Records Clerk I	103	2.00	1.00	0.00	2.00	3.00
Quartermaster	103	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		90.00	91.00	92.00	95.00	95.00

Animal Care Kennel Assistant	N/A	1.13	1.13	1.13	1.13	1.13
Community Service Aide	N/A	1.23	0.73	0.00	0.00	0.00
Reserve Police Officer	N/A	<u>3.42</u>	<u>2.69</u>	<u>2.69</u>	<u>2.69</u>	<u>2.69</u>
Total Part Time Staffing		5.78	4.55	3.82	3.82	3.82
Total Staffing		95.78	95.55	95.82	98.82	98.82

Promoted [1.0] Civilian Evidence Technician I to [1.0] Civilian Evidence Technician II. Replaced [1.0] Animal Services Administrator with [1.0] Animal Control Officer. Replaced [1.0] Police Records Clerk III with [1.0] Police Records Clerk I.

Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2022-23		2023-24		2024-25		% Change from 2023-24
	ACTUAL		BUDGET	ESTIMATED	BUDGET		
Personal Services	\$ 51,777		\$ 60,731	\$ 60,731	\$ 64,385		6.02%
Operating Expenses	<u>17,378</u>		<u>20,595</u>	<u>20,595</u>	<u>19,695</u>		-4.37%
Total Budget	\$ 69,155		\$ 81,326	\$ 81,326	\$ 84,080		3.39%
STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	
Parking Enforcement Officer/CSA	104	<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	

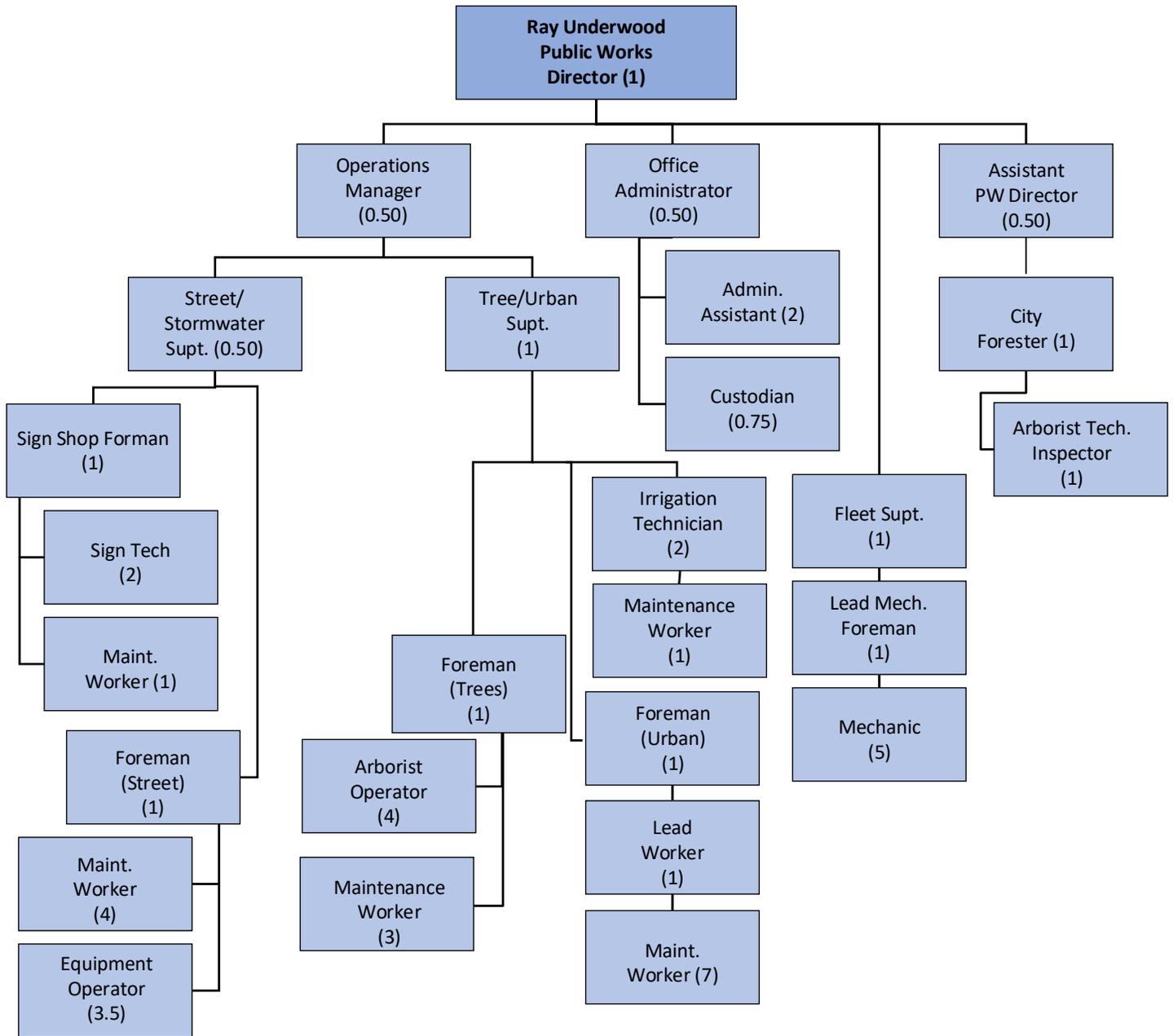
Management Discussion

- ✓ Total expenses increased by 6.64%.
- ✓ Personal Services increased by 9.82% mainly due to increased health insurance costs, a Pay Plan adjustment and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 3.87% mainly due to increases in building maintenance (\$9,800), rentals and leases (\$6,372) and equipment maintenance (\$20,343).
- ✓ Includes funding for:
 - Axon Tasers and Body Camera 5-year contract (\$167,427)
 - HVAC Maintenance (\$27,358)
 - Building Maintenance (\$59,785)
 - Rekey Building (\$8,500)
 - Paver Replacement (\$12,000)
 - Firearm Ammunition (\$33,179)
 - Motorcycle leases (\$22,320)
 - CID Leases (\$21,780)
 - Uniforms and Duty Equipment (\$124,350)



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 169 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 thousands of trees away each year to the public. 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 and equipment. The **Facilities Division** is responsible for the maintenance and upkeep of all City owned and operated buildings and structures. This includes approximately 600,000 SQ FT of daily maintenance, HVAC 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of service requests responded to within 3 business days	High Value Government	74%	80%	83%
% of residents satisfied with condition of roads and sidewalks	High Value Government	N/A Survey Conducted Biannually	85%	N/A Survey Conducted Biannually
% of time fleet is usable (down time, annual average basis)	High Value Government	36%	40%	42%
% of preventive maintenance services performed on schedule	High Value Government	6.5%	7.5%	8%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$415,952	\$425,116	\$437,000
Preventive + other maintenance -ALL- Police without fuel	High Value Government	\$103,913	\$123,274	\$137,000
Preventive + other maintenance - Fire Apparatus without fuel	High Value Government	\$48,185	\$42,368	\$45,000
% 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	\$70,427	\$100,500	\$120,000
% of total lane miles resurfaced	High Value Government	6.7%	6%	7%
% of pothole repairs completed within 5 days of request	High Value Government	90.25%	89%	90%
% of sidewalk repairs completed within 30 business days	High Value Government	88.75%	85%	87%
% of street signs replaced/ repaired within 7 business days	High Value Government	97.75%	97%	98%
% of irrigation issues repaired within 7 business days	High Value Government	93.5%	95%	96%
% of tree removal request addressed within 7 business days.	High Value Government	94.5%	95%	96%
# of replacement trees planted	High Value Government	0	6	9
% 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	\$36 psf	68%	69%
% of work orders responded to within 7 days	High Value Government	73.25%	74%	75%

Fiscal Year 2023- 2024 Accomplishments

- ✓ Preparing APWA Accreditation process, started October 1, 2021 with a goal to be completed by 2026.
- ✓ Functioning banner program (72 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) (5 license obtained) and various certificates for each Public Works employee.
- ✓ The Public Works Department produced 6,293 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; 3,500 ft of thermoplastic markings applied; Replaced over 213 signs (faded, missing, or damaged.)
- ✓ Street Resurfacing Program: milling and resurfacing approximately 9.8 miles of interior roads, micro-paved (6) sub-divisions including Victoria Hills-Phase I, Heather Glenn, Waterford Lakes, Lake Lindley, Blue Lake Woods and Blue Lake Heights.
- ✓ Repaved downtown parking lots 6 & 7.
- ✓ Sidewalk Grinding Process: identified and removed 791 (+700 trippers in-house) trip hazards. 60% saving verse full replacement.
- ✓ ADA Transition Projects: Improved 7 Intersection throughout DeLand.
- ✓ Parking improvement Tra Thomas Park through CDBG grant funding.
- ✓ Greenway Trail extension project – Along Garfield from Minnesota to US92.
- ✓ Received Tree City USA Award for 38th Year; Maintained tree inventory (approx. 7,200 trees).
- ✓ April 2023 Tree Give Away; plan to distribute 1000 trees to local residents.
- ✓ Certifications:
 - Two Florida Friendly Landscape Certified Professionals
 - Three Pruning Prescription Qualified Arborists
 - TCIA: Certified Tree Care Safety Professional (1 Employee).
 - Electrical Hazards Training and Certification (10 employees).
 - Arborist Inspector and City Forester are Certified Arborist, and Deputy Public Works Director is Board Certified Master Arborist
- ✓ Debris Management: Operation Readiness for Hurricane Season which included (1) major storms. Hurricane Idalia.
- ✓ Special Events (72): 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.
- ✓ 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"> • 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 • Gateway Signs CAF Agreement 	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 169 miles of streets with proactive preservation programs to avoid higher cost in the future and reduce paving cycle. • Develop annual street maintenance work plan. • Implementing a pavement assessment survey that will include sidewalks, curbs, and signs condition analyst. (ongoing) 	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 Trail.	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. (MUTCD) • Update database documenting regulatory and street signs within the City, this will include the City seal moving forwards on street signs. • 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	Plan for a new state of the art Fleet facility including a fuel farm.	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 2024-2025
- Renew Green City Certification at the Gold level. FY 2024-2025
- 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.

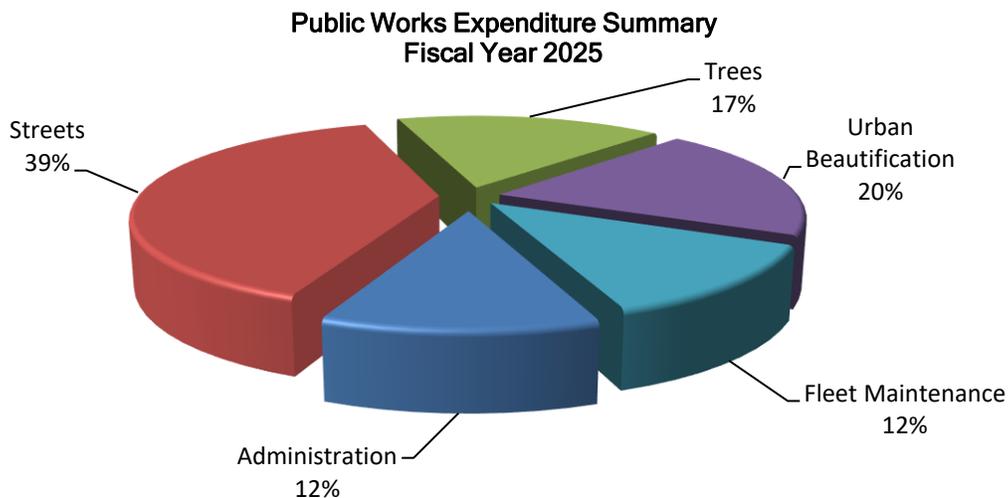
- City ADA Transition Plan: Ongoing
 - Comprehensive ADA Plan for Right-of-way improvements: Sidewalks, ramps, intersections, crosswalks, signages
 - Strategic Focus Area: High Value Government, Sense of Community

Operating Budget Comparison Total Public Works

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 2,277,804	\$ 3,227,355	\$ 3,227,355	\$ 3,481,694	7.88%
Operating Expenses	<u>1,198,072</u>	<u>1,510,922</u>	<u>1,542,117</u>	<u>1,429,932</u>	-5.36%
Total Budget	\$ 3,475,876	\$ 4,738,277	\$ 4,769,472	\$ 4,911,626	3.66%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Administration	\$ 439,945	\$ 533,758	\$ 533,523	\$ 580,634	8.78%
Streets	1,461,841	1,866,633	1,878,633	1,902,552	1.92%
Trees	433,430	750,323	753,953	839,494	11.88%
Urban Beautification	729,005	988,098	1,003,898	976,297	-1.19%
Fleet Maintenance	<u>411,655</u>	<u>599,465</u>	<u>599,465</u>	<u>612,649</u>	2.20%
Total Budget	\$ 3,475,876	\$ 4,738,277	\$ 4,769,472	\$ 4,911,626	3.66%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Administration	3.95	3.95	4.45	4.45	4.75
Streets	11.50	13.50	13.50	13.50	13.50
Trees	8.00	8.00	7.50	9.50	10.50
Urban Beautification	10.50	10.50	12.50	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	40.95	42.95	44.95	46.95	48.25



Public Works Administration

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 362,295	\$ 409,281	\$ 409,281	\$ 454,951	11.16%
Operating Expenses	<u>77,650</u>	<u>124,477</u>	<u>124,242</u>	<u>125,683</u>	0.97%
Total Budget	\$ 439,945	\$ 533,758	\$ 533,523	\$ 580,634	8.78%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Deputy Public Service Director	E109	1.00	1.00	0.00	0.00	0.00
Public Works Director	E107	0.00	0.00	1.00	1.00	1.00
Deputy P.W. Director (Fund 450)	E104	0.00	0.00	0.50	0.50	0.50
Office Administrator (Fund 401)	108	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	107	1.00	0.00	1.00	1.00	1.00
Administrative Assistant IV	105	1.00	1.00	0.00	0.00	0.00
Administrative Assistant III	104	0.00	1.00	1.00	0.00	0.00
Administrative Assistant II	103	0.00	0.00	0.00	1.00	1.00
Custodian II	102	0.00	0.00	0.00	0.45	0.00
Custodian I	101	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>	<u>0.75</u>
Total Full Time Staffing		3.95	3.95	4.45	4.45	4.75
Total Staffing		3.95	3.95	4.45	4.45	4.75

Replaced [0.45] Custodian II with [0.75] Custodian I.

Streets

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 656,954	\$ 888,541	\$ 888,541	\$ 958,653	7.89%
Operating Expenses	<u>804,887</u>	<u>978,092</u>	<u>990,092</u>	<u>943,899</u>	-3.50%
Total Budget	\$ 1,461,841	\$ 1,866,633	\$ 1,878,633	\$ 1,902,552	1.92%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Operations Manager (also Fund 450)	116	0.50	0.50	0.50	0.50	0.50
Streets/Stormwater Sup. II (Fund 450)	113	0.00	0.00	0.00	0.00	0.50
Streets/Stormwater Sup. (Fund 450)	112	0.50	0.50	0.50	0.50	0.00
Foreman III	111	0.00	0.00	0.00	0.00	1.00
Foreman II	110	2.00	2.00	2.00	2.00	1.00
Lead Worker	106	0.50	0.50	1.00	0.00	0.00
Equipment Operator III (also 450)	106	0.00	0.00	0.50	0.50	0.50
Equipment Operator II	105	1.00	1.00	1.00	1.00	1.00
Sign Maintenance Technician II	105	0.00	0.00	0.00	0.00	1.00
Equipment Operator I	104	2.00	3.00	2.00	2.00	2.00

Sign Maintenance Technician I	104	1.00	1.00	1.00	2.00	1.00
Maintenance Worker III	103	1.00	0.00	0.00	1.00	1.00
Maintenance Worker II	102	1.00	2.00	3.00	2.00	2.00
Maintenance Worker I	101	<u>2.00</u>	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		11.50	13.50	13.50	13.50	13.50
Total Staffing		11.50	13.50	13.50	13.50	13.50

Promoted [0.5] Streets/Stormwater Superintendent I to [0.5] Streets/Stormwater Superintendent II. Promoted [1.0] Foreman II to [1.0] Foreman III. Promoted [1.0] Sign Maintenance Technician I to [1.0] Sign Maintenance Technician II.

Trees

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 333,318	\$ 617,626	\$ 617,626	\$ 689,835	11.69%
Operating Expenses	<u>100,112</u>	<u>132,697</u>	<u>136,327</u>	<u>149,659</u>	12.78%
Total Budget	\$ 433,430	\$ 750,323	\$ 753,953	\$ 839,494	11.88%

STAFFING	PAY GRADE	2020-21	2021-22	2022-23	2023-24	2024-25
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Deputy P.W. Director (Fund 450)	E104	0.50	0.50	0.00	0.00	0.00
City Forester	113	0.00	0.00	0.00	1.00	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	0.00	0.00
Foreman	109	0.00	0.00	0.00	1.00	1.00
Arborist Technician III	106	1.00	0.00	0.00	0.00	0.00
Arborist Tech Inspector	105	1.00	1.00	1.00	1.00	1.00
Arborist Technician II	105	0.00	0.00	0.00	0.00	1.00
Arborist Technician I	104	3.00	4.00	4.00	4.00	3.00
Maintenance Worker II	102	1.00	0.00	0.00	0.00	0.00
Maintenance Worker I	101	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>3.00</u>
Total Full Time Staffing		8.00	8.00	7.50	9.50	10.50
Total Staffing		8.00	8.00	7.50	9.50	10.50

Added [1.0] Maintenance Worker I. Promoted [1.0] Arborist Technician I to [1.0] Arborist Technician II.

Urban Beautification

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 568,011	\$ 789,780	\$ 789,780	\$ 838,434	6.16%
Operating Expenses	<u>160,994</u>	<u>198,318</u>	<u>214,118</u>	<u>137,863</u>	-30.48%
Total Budget	\$ 729,005	\$ 988,098	\$ 1,003,898	\$ 976,297	-1.19%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Superintendent - Tree/Urban	112	0.50	0.50	0.50	0.50	0.50
Foreman II	110	1.00	1.00	1.00	1.00	1.00
Irrigation Tech III	107	1.00	1.00	1.00	1.00	2.00
Irrigation Tech II	106	1.00	1.00	1.00	1.00	0.00
Lead Worker	106	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	2.00	1.00	0.00	2.00	1.00
Maintenance Worker II	102	3.00	3.00	4.00	2.00	1.00
Maintenance Worker I	101	<u>1.00</u>	<u>2.00</u>	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>
Total Full Time Staffing		10.50	10.50	12.50	12.50	12.50
Total Staffing		10.50	10.50	12.50	12.50	12.50

Promoted [1.0] Irrigation Technician II to [1.0] Irrigation Technician III. Replaced [1.0] Maintenance Worker III with [1.0] Maintenance Worker I. Replaced [1.0] Maintenance Worker II with [1.0] Maintenance Worker I.

Fleet Maintenance

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 357,226	\$ 522,127	\$ 522,127	\$ 539,821	3.39%
Operating Expenses	<u>54,429</u>	<u>77,338</u>	<u>77,338</u>	<u>72,828</u>	-5.83%
Total Budget	\$ 411,655	\$ 599,465	\$ 599,465	\$ 612,649	2.20%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	0.00	0.00
Fleet Maintenance Foreman I	109	0.00	0.00	0.00	1.00	1.00
Equipment Mechanic II	106	2.00	2.00	2.00	3.00	2.00
Equipment Mechanic I	105	2.00	3.00	3.00	2.00	3.00
Vehicle Maintenance Worker I	105	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

Replaced [1.0] Equipment Mechanic II with [1.0] Equipment Mechanic I.

Management Discussion

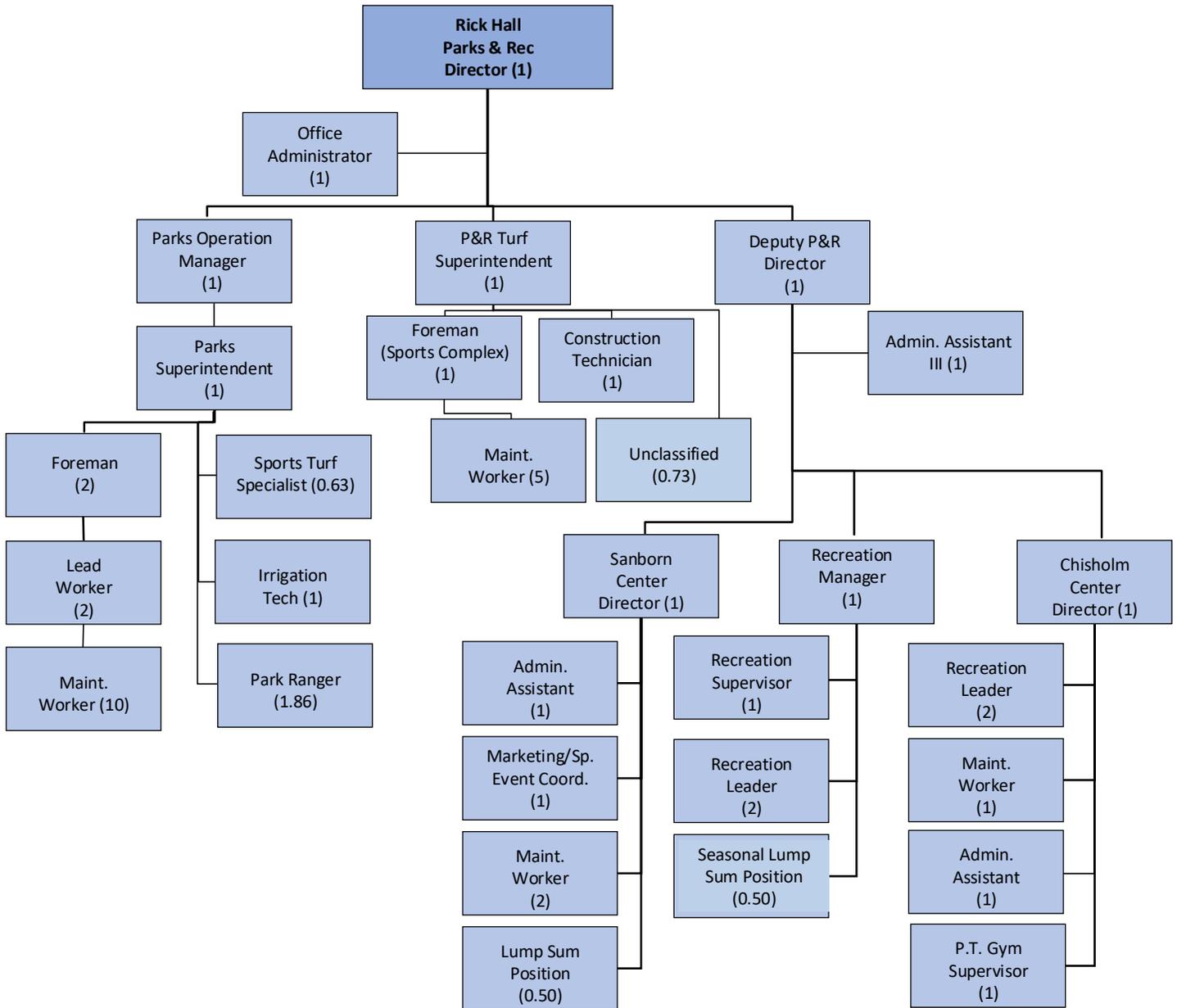
- ✓ Total expenses increased by 3.66%.
- ✓ Personal Services increased 7.88% mainly due to the addition of a Maintenance Worker and the increased hours of a Custodian, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating Expenses decreased by 5.36% mainly due to decreases in Streets Professional Services (\$10,000), Road Materials and Supplies (\$50,000) and removal of mowing contracts for Police and Fire (\$48,000).

- ✓ Includes funding for:
 - APWA Accreditation (\$7,500)
 - Pressure washing (sidewalk & historic markers) (\$10,000)
 - Sidewalk grinding (\$60,000)
 - Traffic engineering consultant (\$30,000)
 - Traffic lights (\$25,900)
 - Sign materials and paint (\$50,000)
 - Road materials and supplies (\$50,000)
 - Sidewalk materials (\$65,000)
 - Tree Inventory Survey (\$25,000)
 - 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
Average maintenance cost per total acres of park land	High Value Government	\$8,300	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	N/A Survey conducted every other year	75%	N/A Survey conducted every other year
% Satisfied with City parks, trails and facilities	High Value Government	N/A Survey conducted every other year	85%	N/A Survey conducted every other year
% change in participants at Sanborn Center	High Value Government	14.8%	27%	10%
% change in participants at Chisholm Center	High Value Government	5.8%	9%	10%
% change in participants in recreational programs and activities	High Value Government	8.7%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	8.1%	3.75%	4%

Fiscal Year 2023 - 2024 Accomplishments

- ✓ Hosted FHSAA State Soccer Semi Finals and Finals for the 9th year.
- ✓ Planned and marketed 1st MudDog Music Festival TBD Results April 20th.
- ✓ Finished renovations at DeLand House.
- ✓ Completed painting and roof repair Parks and Recreation Admin Building and Burgess Room.
- ✓ Haunted Trail was a huge success. Attendance increased by 30 percent.
- ✓ Recreational activities and programs at Chisholm Community Center, DeLand City Sports, and Sanborn Center have increased.
- ✓ Implemented online registration (CivicRec)
- ✓ Hosted National 7 on 7 Flag Football Championship. 100 teams participated.
- ✓ Completed management plan for Lake Moore Property.

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 by adding or supporting twelve new programs and/or special events prior to the end of fiscal year. 	<p>High Value Government & Preparing for the Future/ Sustainability</p>
2	<p>Plan for future population changes such as increase 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>
5	<p>Develop a concept plan for new Pickleball courts at Earl Brown Park.</p> <ul style="list-style-type: none"> Develop a timeline for planning and construction. Identify opportunities for grant funding. 	<p>High Value Government & 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

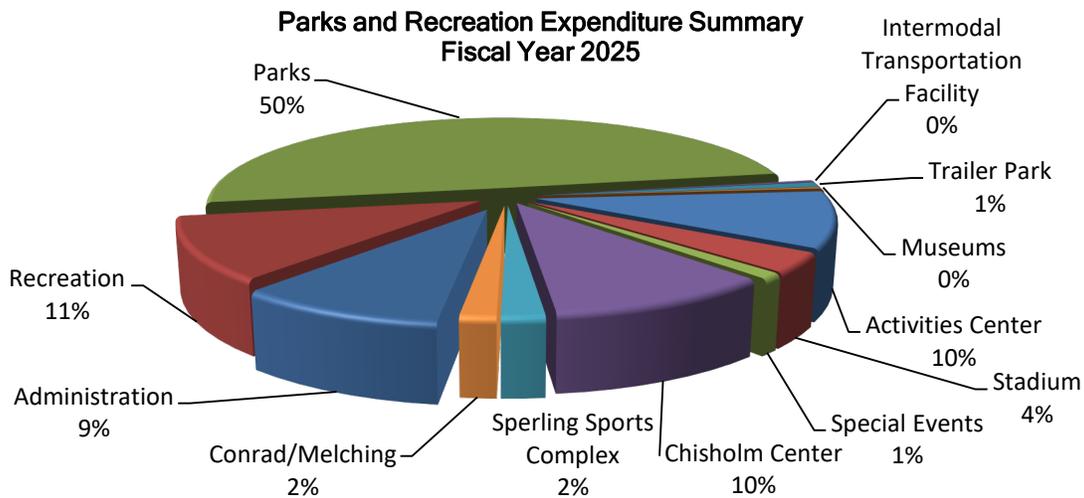
- ✓ Develop strategies to begin development of Lake Moore property for passive park use.
 - Target completion: ongoing
 - Strategic focus area: High Value Government

Operating Budget Comparison Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$2,617,734	\$3,218,782	\$3,218,782	\$3,528,926	9.64%
Operating Expenses	<u>1,260,149</u>	<u>1,415,235</u>	<u>1,605,904</u>	<u>1,444,412</u>	2.06%
Total Budget	\$3,877,883	\$4,634,017	\$4,824,686	\$4,973,338	7.32%

DEPARTMENT SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Administration	\$ 359,062	\$ 390,482	\$ 406,072	\$ 466,087	19.36%
Recreation	365,027	461,802	461,102	549,945	19.09%
Parks	1,930,733	2,287,418	2,360,287	2,474,136	8.16%
Intermodal Transportation Facility	13,959	18,626	18,626	16,698	-10.35%
Trailer Park	42,259	41,021	41,021	43,942	7.12%
Museums	15,978	13,993	42,693	13,898	-0.68%
Activities Center	413,375	480,186	486,486	498,933	3.90%
Stadium	157,256	159,296	162,716	171,631	7.74%
Special Events	20,171	201,300	201,300	52,000	-74.17%
Chisholm Center	387,181	408,751	421,051	508,126	24.31%
Sperling Sports Complex	98,826	99,267	106,857	97,067	-2.22%
Conrad/Melching	<u>74,056</u>	<u>71,875</u>	<u>116,475</u>	<u>80,875</u>	12.52%
Total Budget	\$3,877,883	\$4,634,017	\$4,824,686	\$4,973,338	7.32%

STAFFING	2020-21	2021-22	2022-23	2023-24	2024-25
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	3.50	3.50	4.50	4.50	5.50
Parks	22.59	24.22	26.22	28.22	28.22
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>6.00</u>
Total Staffing	39.59	41.22	44.22	46.22	48.22



Parks & Recreation Administration

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 294,050	\$ 363,959	\$ 363,959	\$ 379,739	4.34%
Operating Expenses	<u>65,012</u>	<u>26,523</u>	<u>42,113</u>	<u>86,348</u>	225.56%
Total Budget	\$ 359,062	\$ 390,482	\$ 406,072	\$ 466,087	19.36%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	1.00	1.00	0.00	0.00
Administrative Assistant III	105	0.00	0.00	0.00	1.00	1.00
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

Recreation

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 254,482	\$ 335,892	\$ 335,892	\$ 418,495	24.59%
Operating Expenses	110,545	125,910	125,210	131,450	4.40%
Total Budget	\$ 365,027	\$ 461,802	\$ 461,102	\$ 549,945	19.09%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Deputy Parks & Rec Director	E103	1.00	1.00	1.00	1.00	1.00
Recreation Manager	112	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	106	0.00	0.00	0.00	0.00	1.00
Athletics Sports Coordinator	104	1.00	0.00	0.00	0.00	0.00
Recreation Leader	103	0.00	1.00	2.00	2.00	2.00
Total Full Time Staffing		3.00	3.00	4.00	4.00	5.00
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	4.50	4.50	5.50

Added [1.0] Recreation Manager due to increase in participants in recreation programs in the City.

Parks

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$1,513,688	\$1,893,578	\$1,893,578	\$2,012,373	6.27%
Operating Expenses	417,045	393,840	466,709	461,763	17.25%
Total Budget	\$1,930,733	\$2,287,418	\$2,360,287	\$2,474,136	8.16%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Parks Operations Manager	116	0.00	0.00	0.00	1.00	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	0.00	0.00
Foreman I	109	1.00	1.00	1.00	3.00	3.00
Construction Technician I	106	1.00	1.00	1.00	1.00	1.00
Lead Worker	106	2.00	3.00	2.00	2.00	2.00
Irrigation Technician I	105	0.00	1.00	1.00	1.00	1.00

Maintenance Worker III	103	9.00	8.00	9.00	5.00	5.00
Maintenance Worker II	102	2.00	2.00	2.00	2.00	3.00
Maintenance Worker I	101	<u>2.00</u>	<u>2.00</u>	<u>4.00</u>	<u>8.00</u>	<u>7.00</u>
Total Full Time Staffing		20.00	21.00	23.00	25.00	25.00
Sports Turf Specialist	112	0.00	0.63	0.63	0.63	0.63
Park Ranger	100	1.86	1.86	1.86	1.86	1.86
Seasonal Workers/Unclassified	100	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		2.59	3.22	3.22	3.22	3.22
Total Staffing		22.59	24.22	26.22	28.22	28.22

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

Intermodal Transportation Facility

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change	
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24	
Operating Expenses	<u>\$ 13,959</u>	<u>\$ 18,626</u>	<u>\$ 18,626</u>	<u>\$ 16,698</u>	-10.35%	
Total Staffing	<u>\$ 13,959</u>	<u>\$ 18,626</u>	<u>\$ 18,626</u>	<u>\$ 16,698</u>	-10.35%	
STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET

None

Trailer Park

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change	
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24	
Operating Expenses	<u>\$ 42,259</u>	<u>\$ 41,021</u>	<u>\$ 41,021</u>	<u>\$ 43,942</u>	7.12%	
Total Staffing	<u>\$ 42,259</u>	<u>\$ 41,021</u>	<u>\$ 41,021</u>	<u>\$ 43,942</u>	7.12%	
STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET

None

Museums

BUDGET SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Operating Expenses	<u>\$ 15,978</u>	<u>\$ 13,993</u>	<u>\$ 42,693</u>	<u>\$ 13,898</u>	-0.68%
Total Budget	<u>\$ 15,978</u>	<u>\$ 13,993</u>	<u>\$ 42,693</u>	<u>\$ 13,898</u>	-0.68%
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET

None

Activities Center

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 292,067	\$ 341,544	\$ 341,544	\$ 361,884	5.96%
Operating Expenses		<u>121,308</u>	<u>138,642</u>	<u>144,942</u>	<u>137,049</u>	-1.15%
Total Budget		\$ 413,375	\$ 480,186	\$ 486,486	\$ 498,933	3.90%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	1.00
Maintenance Worker I	101	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>	<u>2.00</u>	<u>1.00</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

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

Stadium

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses		<u>\$ 157,256</u>	<u>\$ 159,296</u>	<u>\$ 162,716</u>	<u>\$ 171,631</u>	7.74%
Total Budget		\$ 157,256	\$ 159,296	\$ 162,716	\$ 171,631	7.74%

STAFFING		2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None						

Special Events

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 594	\$ -	\$ -	\$ -	N/A
Operating Expenses		<u>19,577</u>	<u>201,300</u>	<u>201,300</u>	<u>52,000</u>	-74.17%
Total Budget		\$ 20,171	\$ 201,300	\$ 201,300	\$ 52,000	-74.17%

STAFFING		2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None						

Chisholm Center

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services		\$ 262,853	\$ 283,809	\$ 283,809	\$ 356,435	25.59%
Operating Expenses		<u>124,328</u>	<u>124,942</u>	<u>137,242</u>	<u>151,691</u>	21.41%
Total Budget		\$ 387,181	\$ 408,751	\$ 421,051	\$ 508,126	24.31%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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
Administrative Assistant I	101	0.00	0.00	0.00	0.00	1.00
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	5.00
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	6.00

Added [1.0] Administrative Assistant I due to increased need for front desk staff at the Chisholm Center.

Sperling Sports Complex

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses		\$ 98,826	\$ 99,267	\$ 106,857	\$ 97,067	-2.22%
Total Budget		\$ 98,826	\$ 99,267	\$ 106,857	\$ 97,067	-2.22%

STAFFING		2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None						

Conrad/Melching

BUDGET SUMMARY		2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses		\$ 74,056	\$ 71,875	\$ 116,475	\$ 80,875	12.52%
Total Budget		\$ 74,056	\$ 71,875	\$ 116,475	\$ 80,875	12.52%

	2020-21	2021-22	2022-23	2023-24	2024-25
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET

None

Management Discussion

- ✓ Total expenses increased by 7.32%.
- ✓ Personal Services increased by 9.64% mainly due to the additions of a Recreation Supervisor and Administrative Assistant I, the promotion of the Parks Superintendent to a new Parks Operations Manager, the promotion of two Maintenance Worker I to Maintenance Worker II, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 2.06% mainly due to the additions of Recreational Management Software (\$18,750), Tablets for Maintenance Vehicles (\$4,100), Weather Safety System (\$12,250), GPS Paint Striper Robot (\$17,700), paint Boy Scout Hut (\$9,500), replacement pressure washers (\$7,500) and budgeted increases in operating supplies (\$24,790), power (\$46,410), and water/sewer (\$21,412).
- ✓ Includes funding for:
 - Sports officials fees (\$34,000)
 - Sports, recreational & youth athletic equipment (\$9,180)
 - Summer sports camp (\$3,420)
 - Uniforms (basketball, football, soccer, bowling) (\$33,000)
 - Marketing (\$11,000)
 - 4th July fireworks (\$17,500)
 - Stetson football expenses (\$5,300)
 - Special Event funding (\$30,000)

TRANSFERS AND CONTINGENCY

Description:

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

Operating Budget Comparison

BUDGET SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Contingency / Reserve Contingency	\$ 0	\$ 832,500	\$ 626,434	\$ 1,353,112	62.54%
Transfers	<u>7,296,561</u>	<u>3,905,435</u>	<u>8,928,870</u>	<u>4,013,187</u>	2.76%
Total Budget	\$7,296,561	\$ 4,737,935	\$ 9,555,304	\$ 5,366,299	13.26%

Contingency / Reserve Contingency

Contingency	\$ 500,000
Reserve Contingency	640,612
Savings Contingency	212,500
Total	\$1,353,112

Transfers

Transfer to Homeless Shelter Fund	\$ 694,195
Transfer to Capital Fund (includes 1% PILOT of \$301,371)	2,037,920
Transfer to Debt Service Fund	1,281,072
Total	\$4,013,187

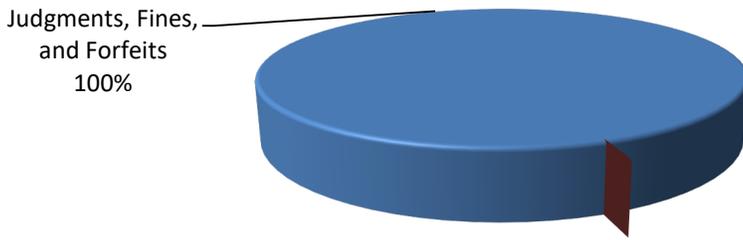
Management Discussion

- ✓ Contingency / Reserve Contingency increased by 62.54% mainly due to increase in general contingency (\$150,000) and reserve contingency (\$370,612).
- ✓ Transfers to Capital Fund decreased \$106,915 due to decrease in need for reserves to fund capital projects in FY 2024-2025.
- ✓ Transfer to Homeless Shelter Fund increased \$144,195 due to increase in expenditures without an increase in donations.
- ✓ Transfers to Debt Service Fund increased \$70,472 mainly due to additional debt for 2024 Road Resurfacing.

CONFISCATED TRUST FUND

Revenue Summary

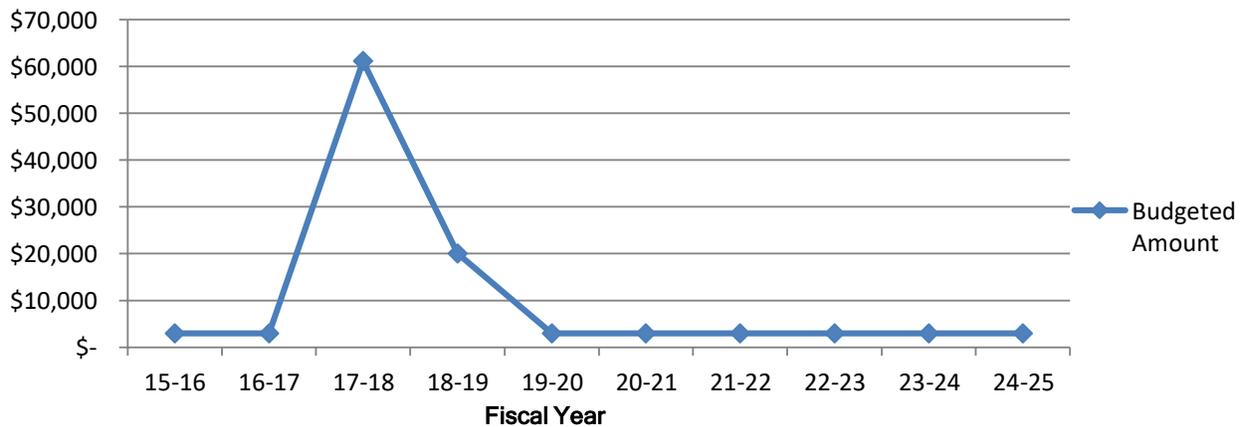
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Judgments, Fines, and Forfeits	\$ 28,894	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Miscellaneous Revenue	<u>1,766</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Confiscated Trust Fund Revenue	\$ 30,660	\$ 3,000	\$ 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

<u>BUDGET DESCRIPTION</u>	<u>2021-22 ACTUAL</u>	<u>2022-23 BUDGET</u>	<u>2022-23 ESTIMATED</u>	<u>2023-24 BUDGET</u>	<u>% Change from 2022-23</u>
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>	N/A
Total Budget	\$ 78,256	\$ 3,000	\$ 3,000	\$ 3,000	0.00%

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

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

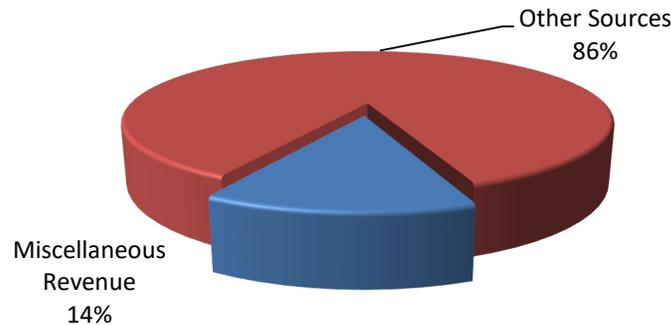
Management Discussion

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

HOMELESS SHELTER FUND

Revenue Summary

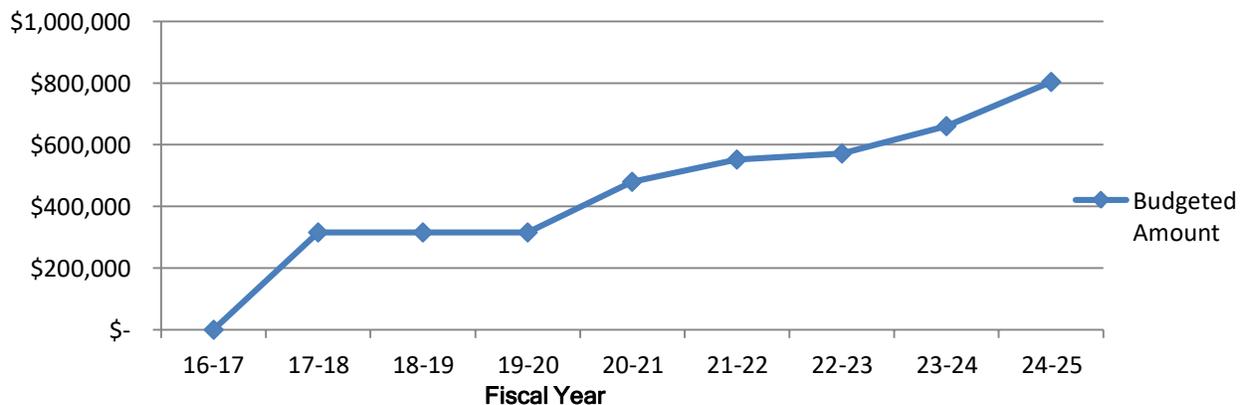
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Miscellaneous Revenue	93,970	109,766	111,091	109,185	-0.53%
Other Sources	<u>202,562</u>	<u>550,000</u>	<u>590,467</u>	<u>694,195</u>	26.22%
Total Confiscated Trust Fund Revenue	\$ 296,532	\$ 659,766	\$ 701,558	\$ 803,380	21.77%



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 \$694,195.

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>2022-23 ACTUAL</u>	<u>2023-24 BUDGET</u>	<u>2023-24 ESTIMATED</u>	<u>2024-25 BUDGET</u>	<u>% Change from 2023-24</u>
Operating Expenses	\$ 594,178	\$ 659,766	\$ 701,558	\$ 803,380	21.77%
Total Budget	\$ 594,178	\$ 659,766	\$ 701,558	\$ 803,380	21.77%

<u>STAFFING</u>	<u>2020-21 BUDGET</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>2023-24 BUDGET</u>	<u>2024-25 BUDGET</u>
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None

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

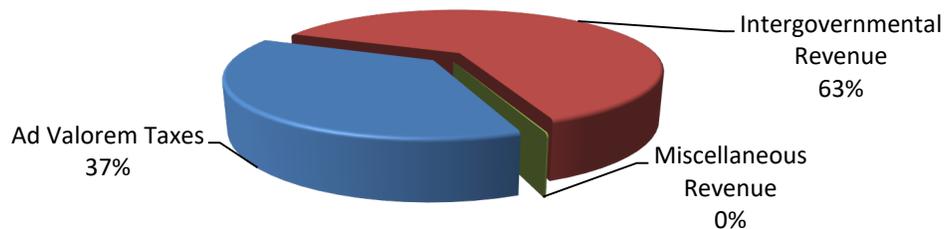
Management Discussion

- ✓ Operating expenses increased 21.77% mainly due to increases in contractual services (\$109,059) and building maintenance (\$32,000).
- ✓ Includes funding for:
 - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$685,517).
 - MOU with First Step Shelter (\$69,372).
 - Property insurance coverage of the homeless shelter (\$8,491)
 - Home House Raising and Leveling (\$30,000)
 - General building maintenance (\$9,500)
 - Generator maintenance (\$500)

SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$ 247,730	\$ 309,810	\$ 309,810	\$ 360,073	16.22%
Intergovernmental Revenue	502,834	509,054	509,054	616,602	21.13%
Miscellaneous Revenue	45,323	1,200	1,200	1,200	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>13,073</u>	<u>0</u>	0.00%
Total Spring Hill CRA Revenue	\$ 795,887	\$ 820,064	\$ 833,137	\$ 977,875	19.24%

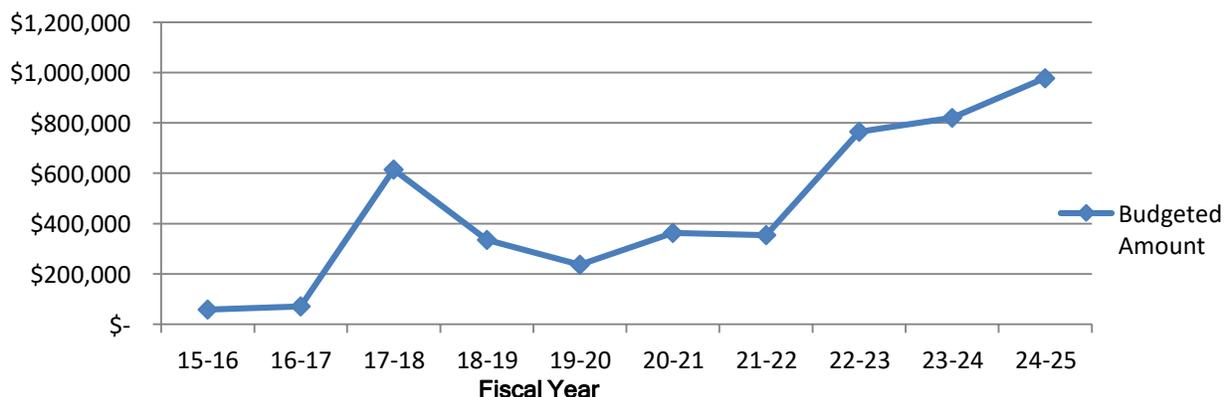


Management Discussion

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.

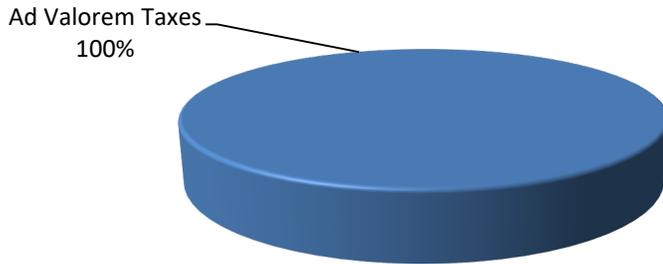
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

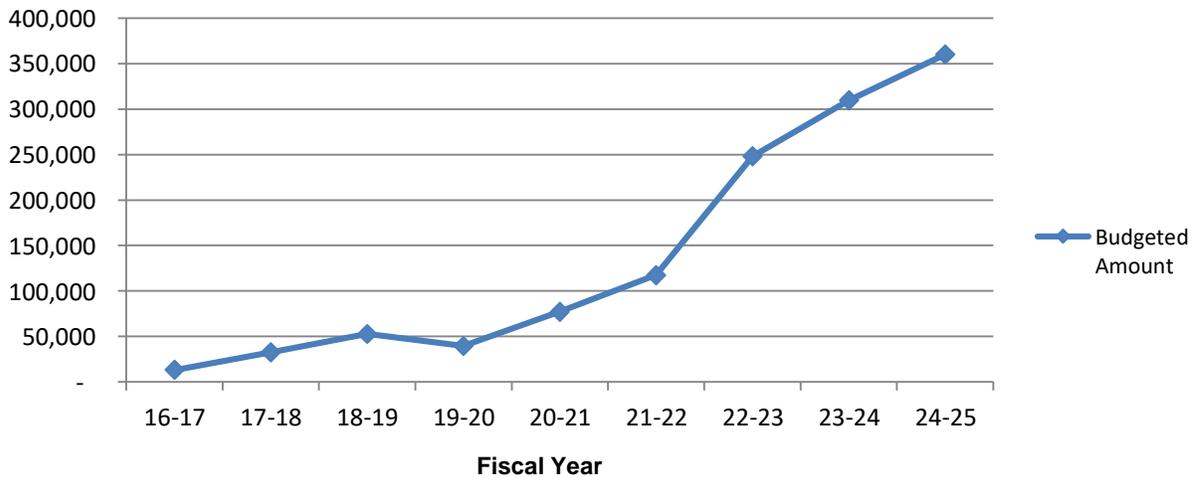
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$ 247,730	\$ 309,810	\$ 309,810	\$ 360,073	16.22%
Total Ad Valorem Tax Revenue	\$ 247,730	\$ 309,810	\$ 309,810	\$ 360,073	16.22%



Management Discussion

The property appraiser has released \$108,927,264 as the June 1st pre-preliminary estimated taxable value of property located within the district’s limits. This represents an \$58,454,383 incremental change in the district’s tax base and an increase of \$8,283,981 in taxable value since last year. FY 2024-2025 budget is based on the preliminary incremental change in value calculated using the City’s proposed operating millage rate of 6.3841.

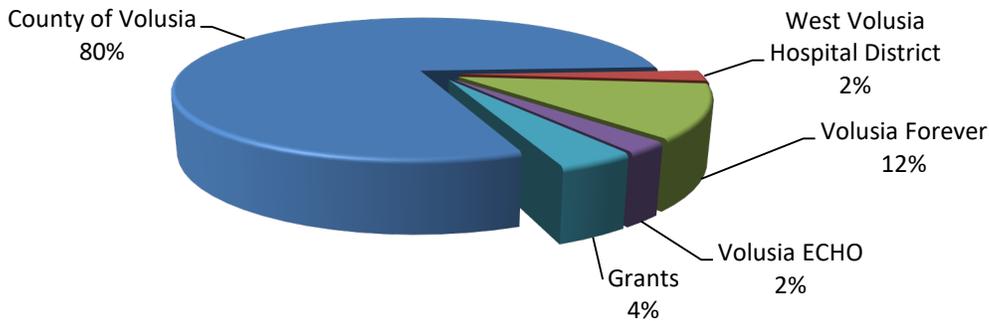
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

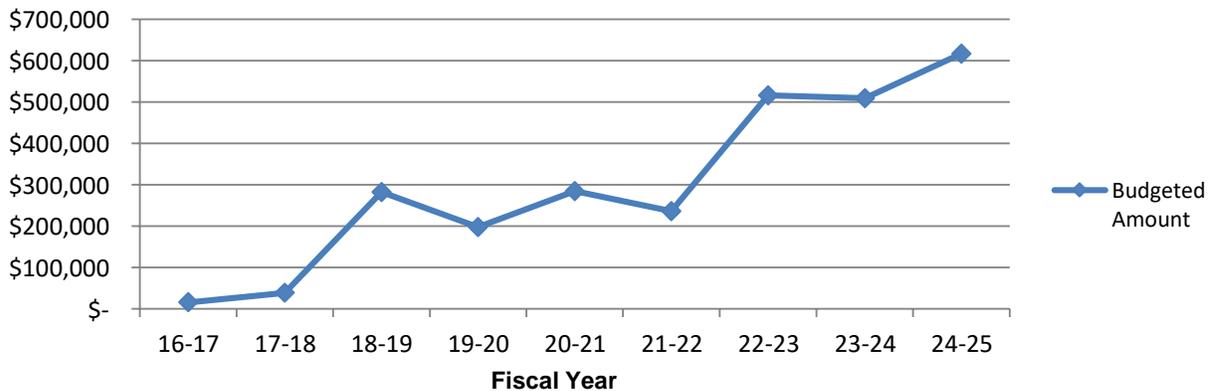
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
County of Volusia	\$ 394,715	\$ 389,239	\$ 389,239	\$ 491,253	26.21%
West Volusia Hospital District	15,050	11,445	11,445	14,579	27.38%
Volusia Forever	61,620	72,215	72,215	71,481	-1.02%
Volusia ECHO	0	11,445	11,445	14,579	27.38%
Grants	<u>31,449</u>	<u>24,710</u>	<u>24,710</u>	<u>24,710</u>	0.00%
Total Ad Valorem Tax Revenue	\$ 502,834	\$ 509,054	\$ 509,054	\$ 616,602	21.13%



Management Discussion

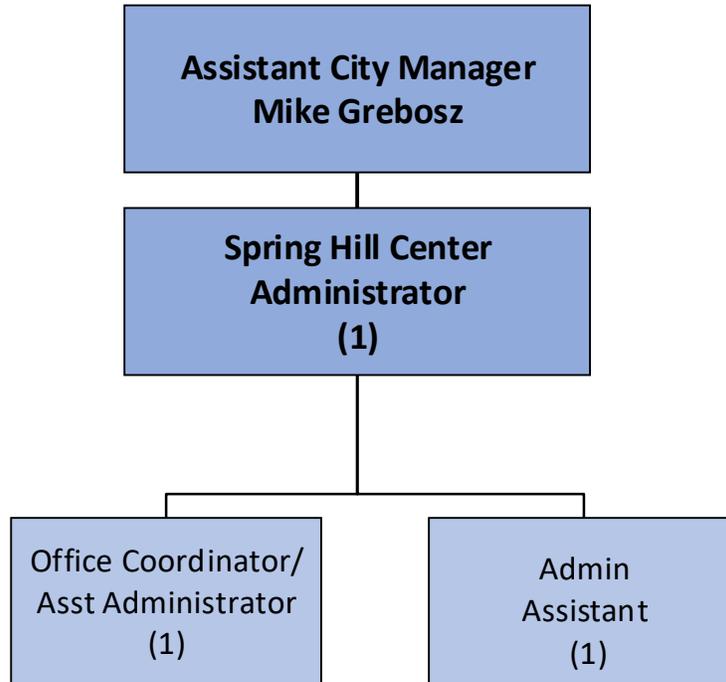
Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever, Volusia ECHO, and the West Volusia Hospital District. FY 2024-2025 budget is calculated using the prior year millage rates from each of the taxing authorities. Grant revenue 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% change in property values over prior year	High Value Government	26.08% City 0.58% County	10.5%	10.5%
# of property improvement grants	High Value Government	1	5	5

Fiscal Year 2023-2024 Achievements

- ✓ Continue to provide services at the Resource Center to be in line with grant funding requirements.
- ✓ Awarded 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 groups to hold events such as an Easter Egg Hunt and a Health Fair.
- ✓ Worked with the Boys and Girls Club to allow for property to be best utilized for future renovation and construction.

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 2024-2025 and continue beyond
 - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
 - Target Start: FY 2024-2025 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 2024-2025 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
 - Target Completion: FY 2024-2025 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 136,326	\$ 203,403	\$ 203,403	\$ 214,357	5.39%
Operating Expenses	62,522	46,233	46,921	49,446	6.95%
Capital Outlay	11,622	0	0	0	N/A
Grants & Aid	0	20,000	20,000	110,000	450.00%
Contingency	0	503,617	502,929	544,944	8.21%
Transfers	<u>53,249</u>	<u>46,811</u>	<u>59,884</u>	<u>59,128</u>	26.31%
Total Budget	\$ 263,719	\$ 820,064	\$ 833,137	\$ 977,875	19.24%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 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	1.00	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	3.00	3.00	3.00

CAPITAL OUTLAY

Amount

None

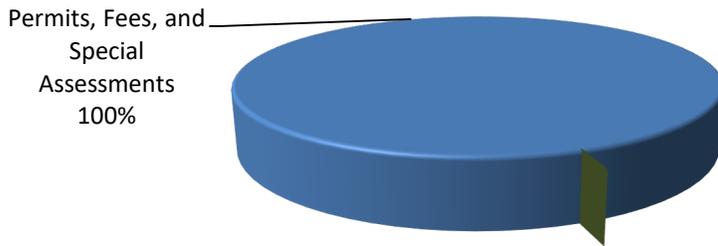
Management Discussion

- ✓ Total expenses increased by 19.24%.
- ✓ Personal Services increased by 5.39% mainly due to increased health insurance costs, a pay plan adjustment and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 6.95% mainly due to an increase in insurance (\$1,545) and operating supplies (\$2,500).
- ✓ Transfers increased by 26.31% mainly due to the addition of partially funding the Assistant City Manager (\$17,412).
- ✓ Includes funding for:
 - Exterior improvement grants (\$20,000)
 - Connection Assistant Grants (\$40,000)
 - Business Assistance Grants (\$50,000)
 - Contingency (\$544,944)

GOVERNMENTAL IMPACT FEES TRUST FUND

Revenue Summary

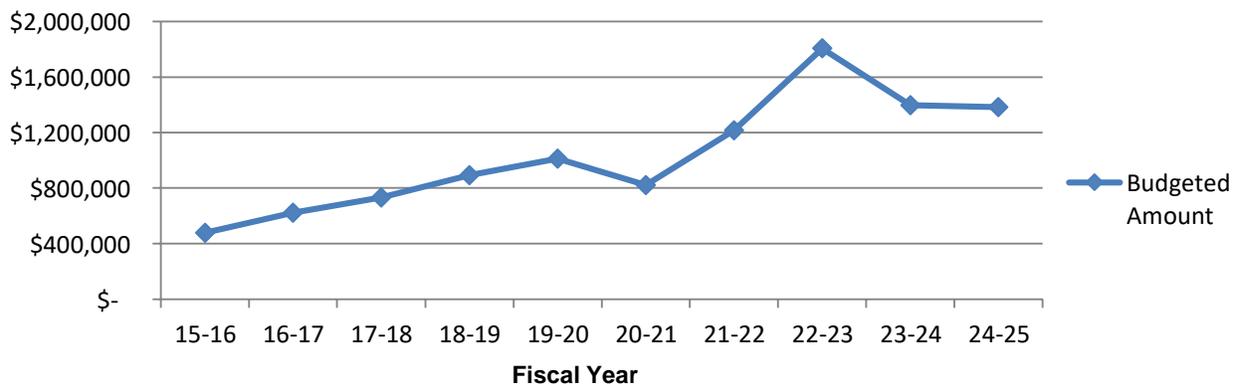
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Permits, Fees, and Special Assessments	\$ 2,578,276	\$ 1,396,132	\$ 1,396,132	\$ 1,381,813	-1.03%
Miscellaneous Revenue	114,962	0	0	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>739,634</u>	<u>0</u>	N/A
Total GIFT Fund Revenue	\$ 2,693,238	\$ 1,396,132	\$ 2,135,766	\$ 1,381,813	-1.03%



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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses	\$ -	\$ 8,000	\$ 8,000	\$ 55,000	587.50%
Capital Outlay	99,921	75,287	116,006	0	-100.00%
Transfers	<u>977,944</u>	<u>1,312,845</u>	<u>2,011,760</u>	<u>1,326,813</u>	1.06%
Total Budget	\$1,077,865	\$ 1,396,132	\$ 2,135,766	\$ 1,381,813	-1.03%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

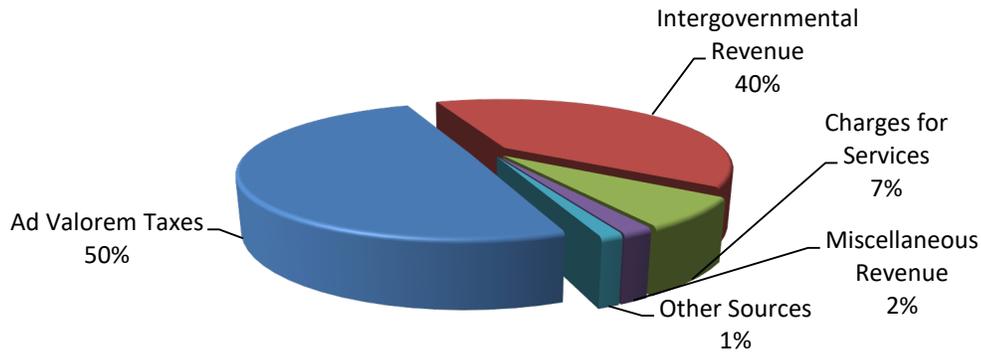
Management Discussion

- ✓ FY 2024-2025 anticipated revenue will be used towards transfers for the following:
 - ✓ General Fund:
 - City Hall for early repayment of debt - \$211,000
 - Reimbursement to the Hurricane Reserve - \$200,000
 - ✓ Debt Service Fund:
 - Earl Brown Park - \$247,927
 - Sperling Sports Complex - \$48,478
 - New Fire Station #81 - \$170,000
 - Police Evidence Building - \$41,755
 - Victoria Park Recreation Fields - \$29,778
 - Pickleball Courts - \$318,691
 - Garfield Trail - \$59,184
- ✓ Includes funding for Impact Fee Study (\$55,000).

COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

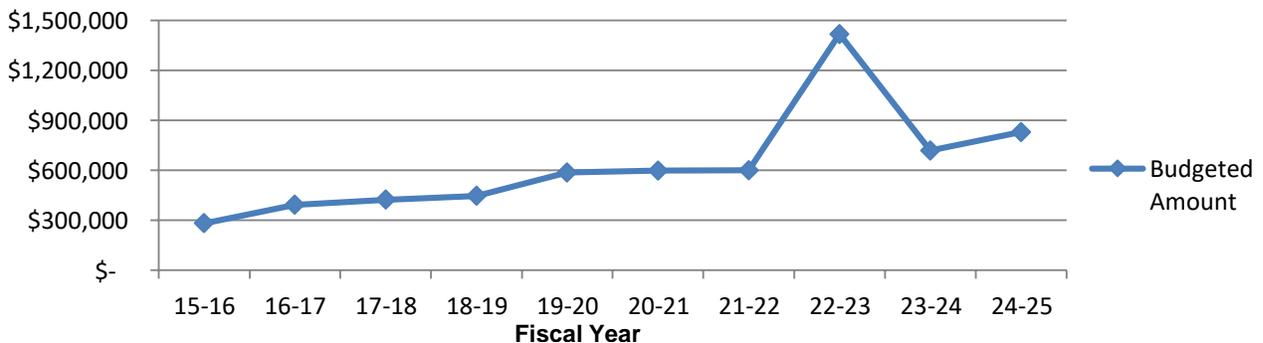
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$ 305,492	\$ 344,369	\$ 344,369	\$ 411,499	19.49%
Intergovernmental Revenue	293,772	302,065	302,065	334,310	10.67%
Charges for Services	66,315	58,105	58,105	58,105	0.00%
Miscellaneous Revenue	143,971	14,618	14,618	14,618	0.00%
Other Sources	<u>692,661</u>	<u>0</u>	<u>2,247,709</u>	<u>10,628</u>	100.00%
Total Community Redev. Fund	\$ 1,502,211	\$ 719,157	\$ 2,966,866	\$ 829,160	15.30%



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

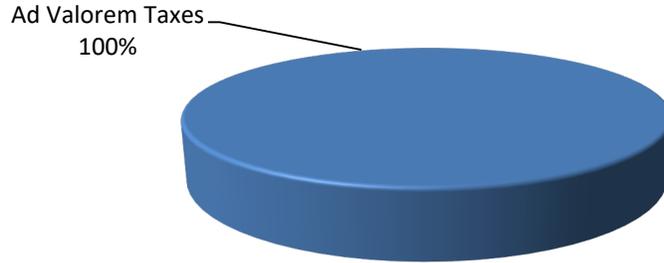
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

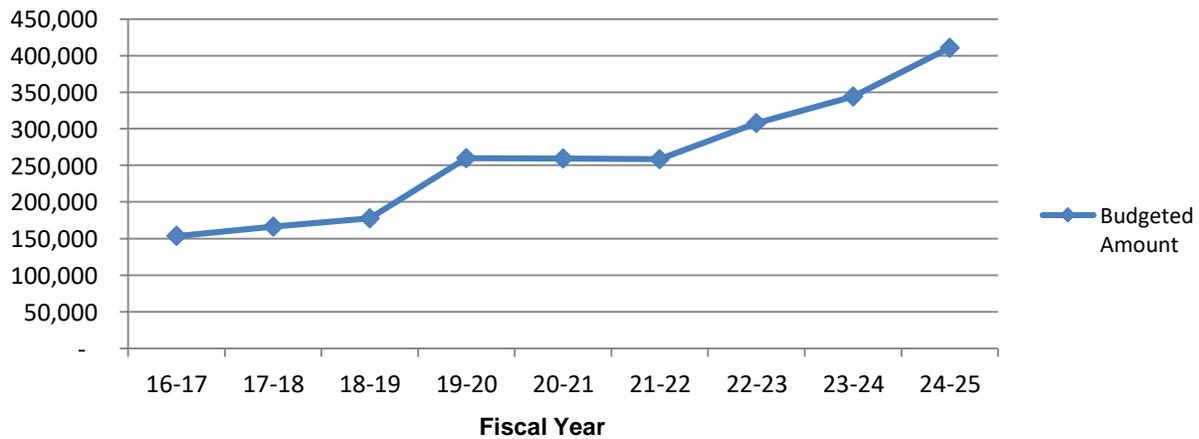
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$ 305,492	\$ 344,369	\$ 344,369	\$ 411,499	19.49%
Total Ad Valorem Tax Revenue	\$ 305,492	\$ 344,369	\$ 344,369	\$ 411,499	19.49%



Management Discussion

The property appraiser has released \$86,837,329 as the June 1st pre-preliminary estimated taxable value of property located with the district's limits. This represents a \$66,802,866 incremental change in the district's tax base and an increase of \$10,321,498 in taxable value since last year. FY 2024-2025 budget is based on the preliminary incremental change in value calculated using the City's proposed operating millage rate of 6.3841.

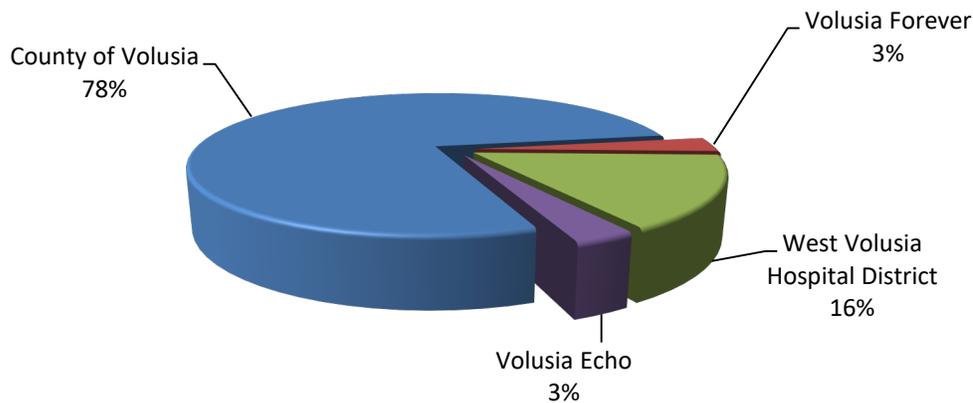
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

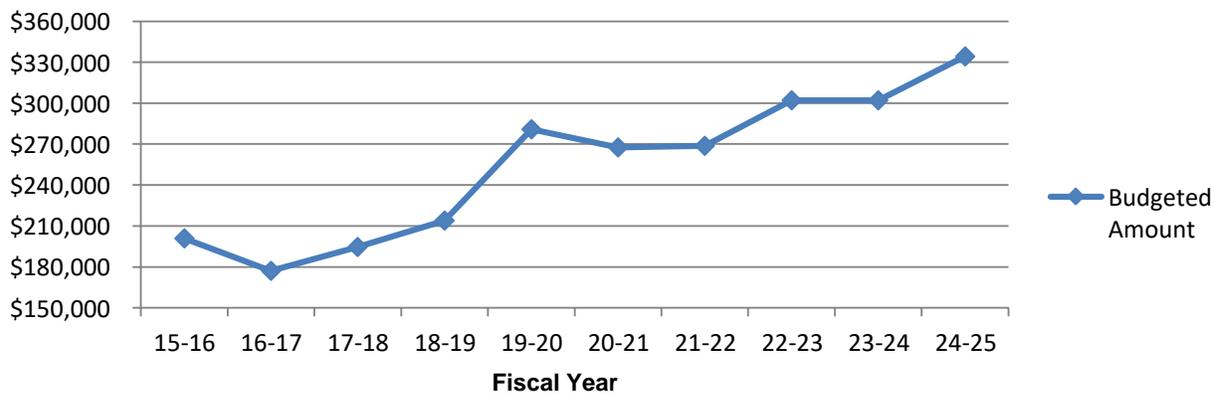
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
County of Volusia	\$ 225,028	\$ 224,971	\$ 224,971	\$ 260,232	15.67%
Volusia Forever	18,559	9,277	9,277	10,731	15.67%
West Volusia Hospital District	50,185	58,540	58,540	52,616	-10.12%
Volusia Echo	<u>0</u>	<u>9,277</u>	<u>9,277</u>	<u>10,731</u>	15.67%
Total Ad Valorem Tax Revenue	\$ 293,772	\$ 302,065	\$ 302,065	\$ 334,310	10.67%



Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever, Volusia ECHO, and the West Volusia Hospital District. FY 2024-2025 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% change in property values over prior year	High Value Government	6.99%	5%	5%
# of events (downtown)	Preserving "Sense of Community"	33	35	38
Storefront occupancy rate	Preserving "Sense of Community"	98%	98%	98%

Fiscal Year 2023 – 2024 Accomplishments

- ✓ Approved a new agreement with the MainStreet DeLand Association.
- ✓ Awarded 2 grants for various property improvements.
- ✓ Continued planning and working multiple special events in the downtown.
- ✓ Construction is moving along on retail and residential (mixed use) development project at the former Save-A-Lot location.
- ✓ Old Fire Station 81 has been demolished and turned into surface parking for downtown.
- ✓ Updated the camping and personal item storage ordinances.

Action Plan

Promotion and Events

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

	<ul style="list-style-type: none"> Provide a minimum of 10 events annually. 	
Downtown Development		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Work with MainStreet DeLand Association and other agencies and groups in the overall development and maintenance of the Downtown Redevelopment Plan.</p> <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	<p>Award a minimum of 5 grants annually. By February of each year forward MainStreet Grant Committee recommendations to CRA for award.</p>	Preserving "Sense of Community"

Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
 - Target Completion: FY 2024-2025 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 2024-2025 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 2024-2025 and continue beyond
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Operating Expenses	\$ 367,897	\$ 461,000	\$ 473,947	\$ 571,888	24.05%
Capital Outlay	15,380	0	2,247,709	0	N/A
Grants and Aid	0	67,500	67,500	67,500	0.00%
Contingency	0	65,018	52,071	30,000	-53.86%
Transfers	<u>38,434</u>	<u>125,639</u>	<u>125,639</u>	<u>159,772</u>	27.17%
Total Budget	\$ 421,711	\$ 719,157	\$2,966,866	\$ 829,160	15.30%
	2020-21	2021-22	2022-23	2023-24	2024-25
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
None					
CAPITAL OUTLAY					Amount
None					

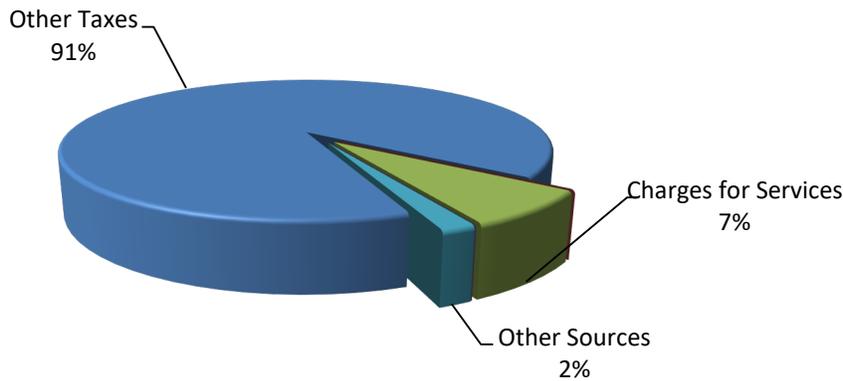
Management Discussion

- ✓ Total expenses increased by 15.30%.
- ✓ Operating expenses increased by 24.05% mainly due to the additions of alternative holiday decorations (\$5,000), downtown sculpture program (\$35,000), Parking Lot 1 fencing of dumpster area (\$5,000), and increases in Special Events Overtime (\$42,743), insurance (\$9,347), park/furniture upgrades (\$10,000) and road materials (\$13,551).
- ✓ Includes funding for:
 - MainStreet DeLand contract (\$95,000)
 - Special Events (\$95,000)
 - Park/Furniture Upgrades (\$20,000)
 - Holiday Lights Maintenance (\$35,000)
 - Downtown Sculpture Program (\$35,000)
 - Façade Grants (\$60,000)
 - Mural Grants (\$5,000)
 - Graffiti Removal Grant (\$2,500)
 - Road Materials and Supplies (\$75,000)

GRANTS AND SPECIAL REVENUE FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Other Taxes	\$ 292,968	\$ 300,004	\$ 300,004	\$ 300,004	0.00%
Intergovernmental Revenue	395,068	85,024	1,912,201	0	-100.00%
Charges for Services	344,249	25,000	25,000	25,000	0.00%
Miscellaneous Revenue	1,349,306	0	0	0	N/A
Other Sources	<u>7,335,250</u>	<u>0</u>	<u>4,333,086</u>	<u>6,000</u>	100.00%
Total Grants & Special Revenue Fund	\$ 9,716,841	\$ 410,028	\$ 6,570,291	\$ 331,004	-19.27%

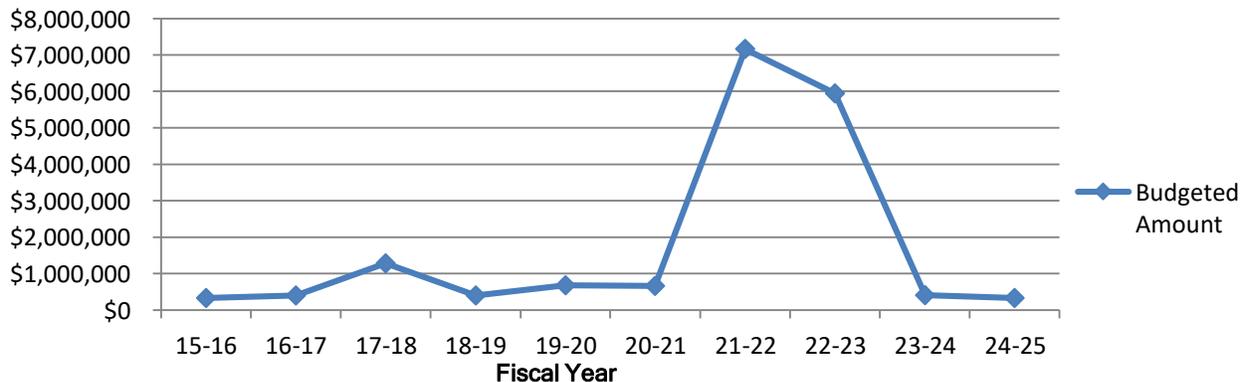


Management Discussion

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. Charges for Services reflects Tree Giveaways (\$25,000). Other Sources reflects Use of Tree Reserves (\$6,000).

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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses	\$1,232,956	\$ 325,004	\$ 3,223,462	\$ 331,004	1.85%
Capital Outlay	<u>5,618,128</u>	<u>85,024</u>	<u>3,346,829</u>	<u>0</u>	-100.00%
Total Budget	\$6,851,084	\$ 410,028	\$ 6,570,291	\$ 331,004	-19.27%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None					

CAPITAL OUTLAY	Amount
None	\$ -
Total Capital Outlay	\$ -

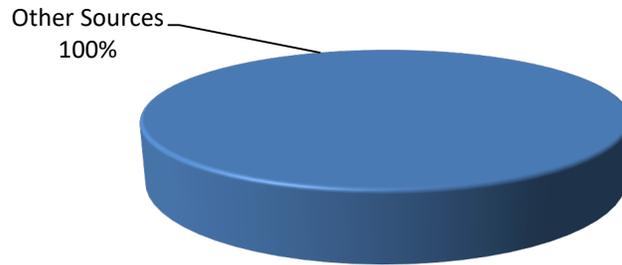
Management Discussion

- ✓ Total expenses decreased by 19.27%.
- ✓ Operating expenses increased by 1.85% due to the addition of tree inventory software (\$6,000).
- ✓ Capital outlay decreased by 100%.
- ✓ Includes funding for:
 - Street resurfacing (\$300,004)
 - Tree Giveaways (\$25,000)
 - Tree Inventory Software (\$6,000)

DEBT SERVICE FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Other Sources	\$ 1,791,357	\$ 2,291,162	\$ 2,291,162	\$ 2,392,323	4.42%
Total Grants & Special Revenue Fund	\$ 1,791,357	\$ 2,291,162	\$ 2,291,162	\$ 2,392,323	4.42%

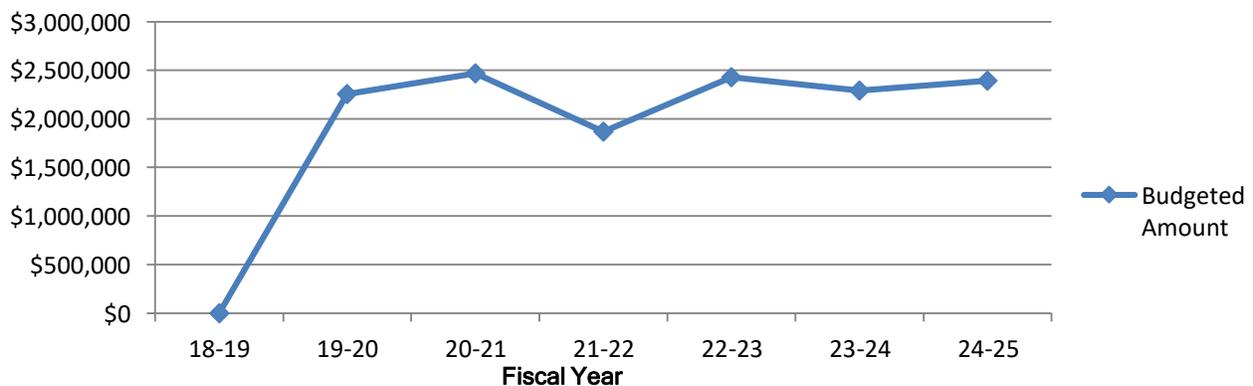


Management Discussion

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 \$1,281,072 from the General Fund, \$36,386 from the Spring Hill CRA Fund, \$142,360 from the Downtown CRA Fund, \$915,813 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

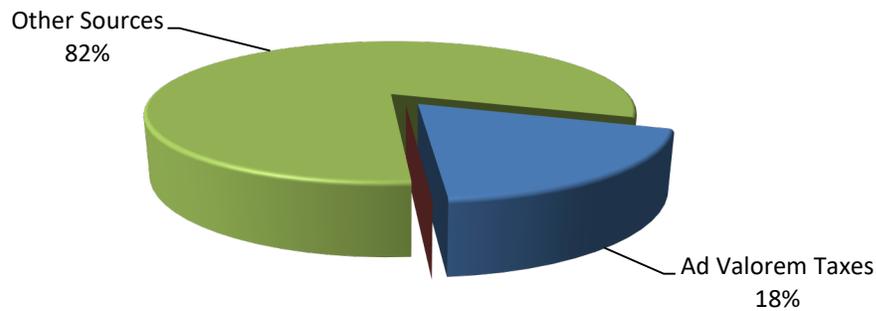
<u>BUDGET DESCRIPTION</u>	<u>2022-23</u> <u>ACTUAL</u>	<u>2023-24</u> <u>BUDGET</u>	<u>2023-24</u> <u>ESTIMATED</u>	<u>2024-25</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2023-24</u>
Debt Service	\$1,791,358	\$2,291,162	\$2,291,162	\$ 2,392,323	4.42%
Total Budget	\$1,791,358	\$2,291,162	\$2,291,162	\$ 2,392,323	4.42%
<u>STAFFING</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>	<u>2024-25</u> <u>BUDGET</u>
None					
<u>CAPITAL OUTLAY</u>					<u>Amount</u>
None					

Management Discussion

- ✓ Includes funding for:
 - Debt service (\$2,392,323)
 - Administrative Services (\$16,762)
 - Information Technology (\$39,600)
 - Homeless Shelter (\$65,694)
 - Fire (\$804,165)
 - Police (\$46,107)
 - Public Works (\$301,166)
 - Parks (\$714,919)
 - Spring Hill CRA (\$36,386)
 - Downtown CRA (\$142,360)
 - Airport (\$225,164)

CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Ad Valorem Taxes	\$ 512,745	\$ 560,491	\$ 560,491	\$ 1,281,200	128.59%
Miscellaneous Revenue	270,673	0	0	0	N/A
Other Sources	<u>3,108,113</u>	<u>2,239,342</u>	<u>11,350,182</u>	<u>5,655,082</u>	152.53%
Total Capital Fund	\$ 3,891,531	\$ 2,799,833	\$11,910,673	\$ 6,936,282	147.74%

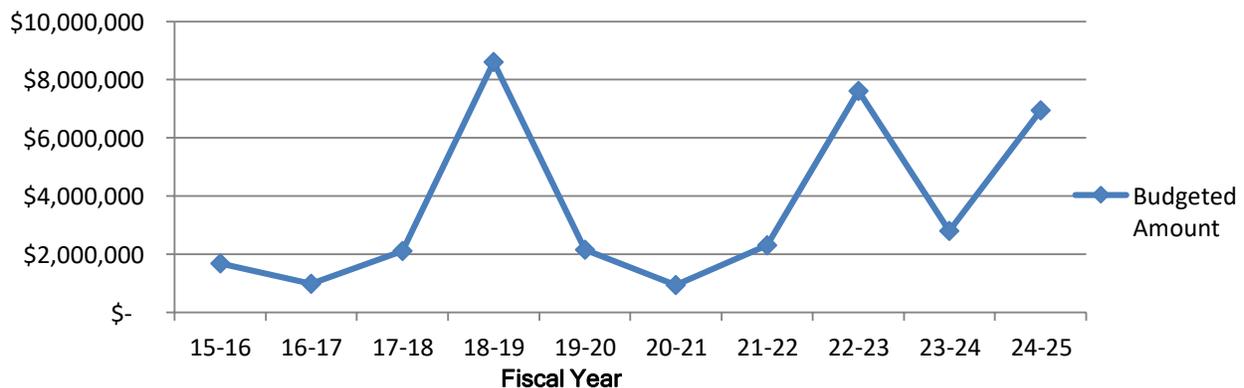


Management Discussion

The Capital Fund is used to account for General Fund capital expenses not funded by grants or other types of special revenues. 0.4000 mills of Ad Valorem revenue have been dedicated for expenses in the Capital Fund. The property appraiser has released \$3,496,835,655 as the June 1st pre-preliminary estimated taxable value of property located within the city limits. Based on pre-preliminary taxable value, 0.4000 mills will generate \$1,281,200 in revenue for capital.

Other Sources represent Debt Proceeds (\$3,189,000), transfers from the General Fund (\$2,037,920) and transfers from Other Funds (\$428,162).

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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Capital Outlay	\$ 2,108,116	\$ 2,799,833	\$11,910,673	\$ 6,936,282	147.74%
Total Budget	\$ 2,108,116	\$ 2,799,833	\$11,910,673	\$ 6,936,282	147.74%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None					

CAPITAL OUTLAY	Amount
New City Hall Monument Signs	23,192
CJIS Required PD Server Separation	65,000
CJIS Compliant Disaster Recovery	37,500
New Windows Server - Phone Server	6,300
JustFOIA Upgrade	17,300
Microsoft Office 2021 Standard Upgrade	225,000
Security Information and Event Management	55,000
AXON Cameras for 2nd Interview Room	28,750
Secure Password/Credential Manager	36,000
Getac Tablets for Fire Admin Vehicles (Qty 7)	44,000
Code Enforcement Vehicle #1	42,602
Code Enforcement Vehicle #2	42,602
Code Enforcement Vehicle #3	42,602
Zoll A1S Monitor	67,000
Fire Station Alerting Upgrades	75,000
Rescue Replacement - Used	300,000
Portable Radio Mic Replacements and Upkeep	62,000
Extrication Equipment - going from Gas to Electric	65,000
New equipment, comms, and radio for new engine	47,000
Station 83 A/C Replacement	10,000
Ford Maverick Hybrid EV	32,000
10-Year Refresh Of Uninterruptible Power Supply For Bldg.	21,950
Replace One Sallyport Rolling Grille/Steel Door Combo	39,837
Replace Faulty HVAC Chiller Water Valves	29,473
Patrol Sergeant SUV 1 Of 2	78,196
Patrol Sergeant SUV 2 Of 2	78,196

Patrol SUV 1 Of 6	81,078
Patrol SUV 2 Of 6	81,078
Patrol SUV 3 Of 6	81,078
Patrol SUV 4 Of 6	81,078
Patrol SUV 5 Of 6	81,078
Patrol SUV 6 Of 6	81,078
Replace HVAC In Gym	13,750
Public Works Building Rehab	153,800
Duct Cleaning for The Public Works Building	15,631
Replace 11320124- Sterling Dump Truck	268,743
New Vehicle for City Forester	73,342
Replace 2015 Electric Scrubber	20,095
New Four Post Lift with Jack	44,356
New Boxer 700Dx Mini Skid Steer	47,300
Replace 133142A-Foreman Truck	74,128
Replace 132S-Thermo-1 Pre Melter	59,175
Replace 134-Gat-001 Utility Vehicle-CRA	31,050
Replace 132S-Lam-002 Laminator	19,090
New Grindlazer	28,825
New F150 Hybrid for new Maintenance Worker	74,129
Fuel Master Live	41,131
Pickleball/Tennis Courts - Earl Brown Park	3,189,000
Equipment Lease - Race To Zero	52,752
Replace Banquet Chairs - Sanborn	73,794
Replace 3 HVAC Units - Locker Rooms - Spec Martin	207,048
Replace Vehicle #19	42,462
Replace Roof On Central Part - Chisholm Center	80,790
Replace Roof On Main Hall - Chisholm Center	39,745
Resurface Basketball Courts and Backboards at Earl Brown Park	27,829
Replace Vehicle #44	71,462
Replace Mower 143-Mow-018	10,724
Replace Mower 143-Mow-010	10,724
Replace Mower 143-Mow-009	10,256
Replace Mower 143-Mow-011	10,256
Replace Hot Water Tank - Locker Room - Melching Field	49,500
New 100 In By 24 Ft Tandem Axle Cargo Trailer	9,200
New 10X24 Flatbed Tandem Trailer	8,000
Utility Vehicle for Lake Moore Property	20,227
Total Capital Outlay	\$ 6,936,282

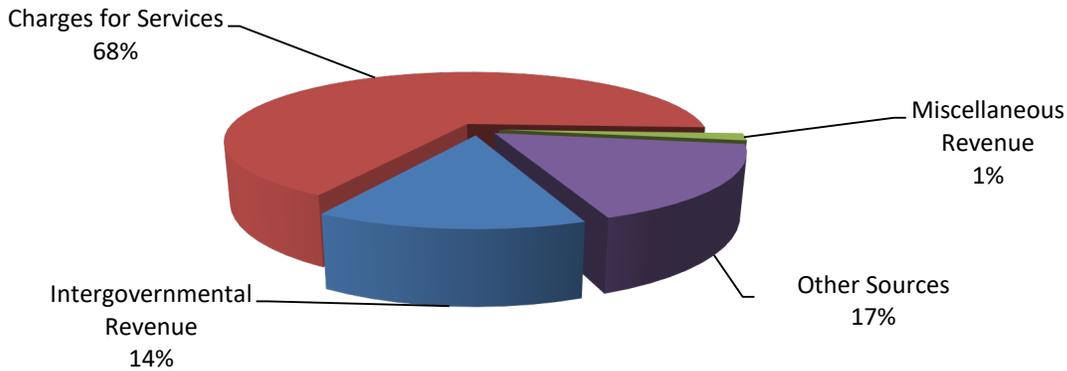
Management Discussion

✓ Capital budget for FY 2024-2025 (\$6,936,282) is primarily funded by Ad Valorem (\$1,281,200), Debt Proceeds (\$3,189,000), transfers from General Fund capital reserves (\$1,662,755), transfers from Sanborn Reserves (\$73,794), transfers from General Fund - 1% PILOT (\$301,371), and transfers from other funds (\$428,162).

WATER AND SEWER FUND

Revenue Summary

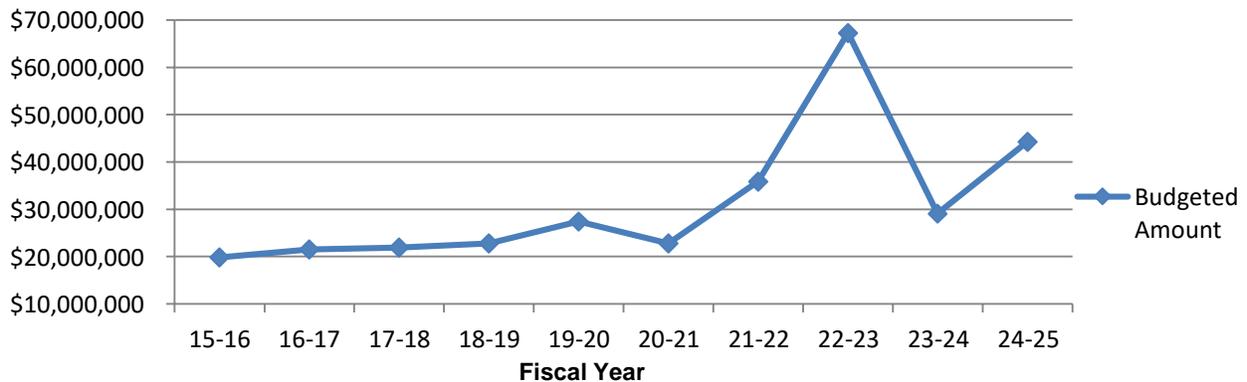
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Intergovernmental Revenue	\$ 208,064	\$ 55,000	\$ 26,464,458	\$ 6,055,000	10909.09%
Charges for Services	28,849,584	28,193,462	28,424,062	29,954,115	6.24%
Miscellaneous Revenue	2,034,704	725,000	732,700	725,000	0.00%
Other Sources	<u>159,171</u>	<u>119,000</u>	<u>81,578,442</u>	<u>7,531,209</u>	6228.75%
Total Water & Sewer Fund	\$31,251,523	\$29,092,462	\$137,199,662	\$44,265,324	52.15%



Management Discussion

The overall increase of 52.15% is mainly due to a grant for the Water Plant #10 Construction (\$6,000,000) and a Use of Reserves (\$7,362,474) for capital projects.

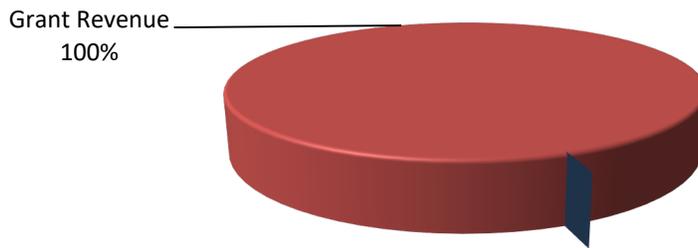
History of Revenues



WATER AND SEWER FUND

Intergovernmental Revenue Summary

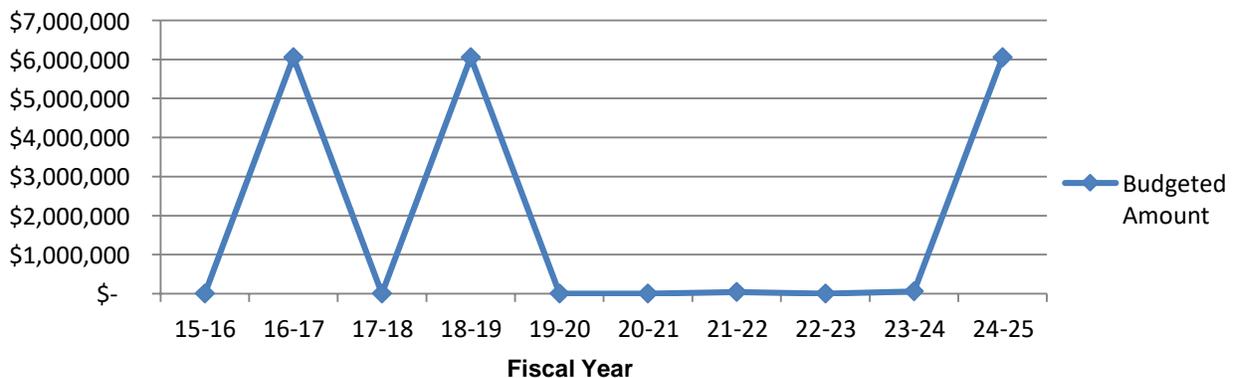
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Intergovernmental Revenue	\$ 106,071	\$ 0	\$ 224,458	\$ 0	N/A
Grant Revenue	<u>101,993</u>	<u>55,000</u>	<u>26,240,000</u>	<u>6,055,000</u>	10909.09%
Total Intergovernmental Revenue	\$ 208,064	\$ 55,000	\$ 26,464,458	\$ 6,055,000	10909.09%



Management Discussion

Intergovernmental Revenue is typically budgeted by a budget amendment when grant agreements are executed. Budgeted in FY 2024-2025 are grants for a standby generator at Lift Station #34 (\$55,000) and Water Plant #10 Construction (\$6,000,000).

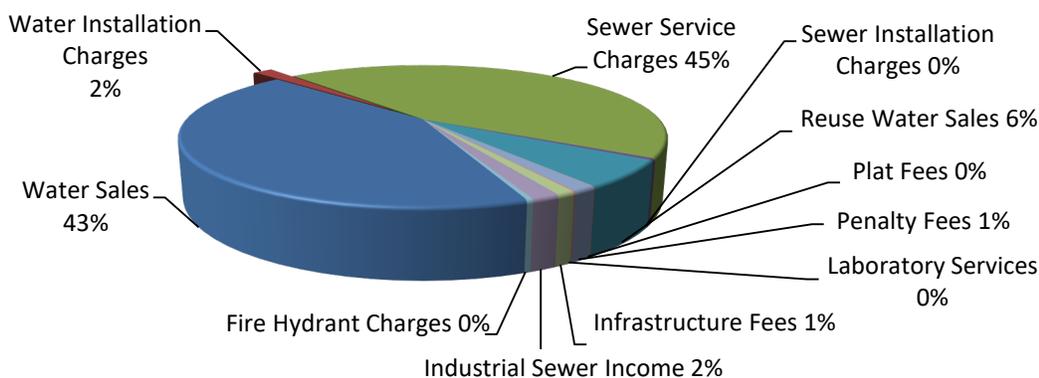
History of Revenues



WATER AND SEWER FUND

Charges for Services Revenue Summary

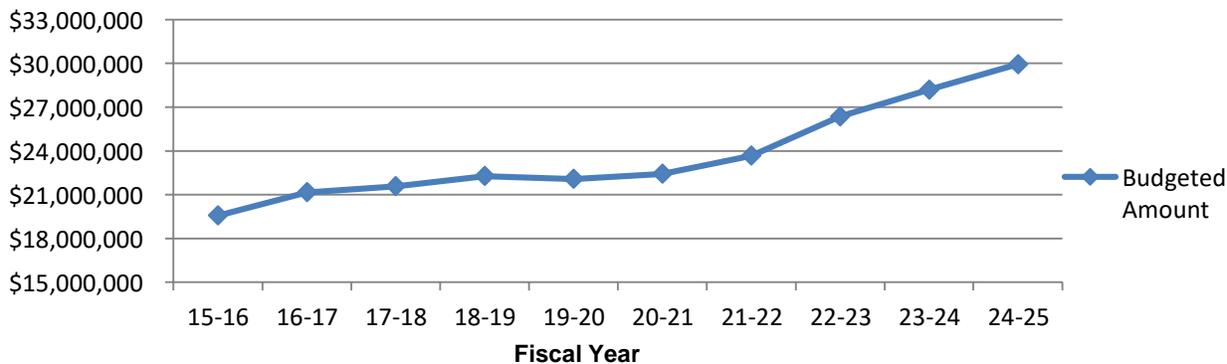
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Water Sales	\$11,994,824	\$12,219,000	\$ 12,449,600	\$12,829,950	5.00%
Water Installation Charges	529,213	411,029	411,029	468,595	14.01%
Sewer Service Charges	12,198,289	12,765,000	12,765,000	13,403,250	5.00%
Sewer Installation Charges	156,440	120,240	120,240	120,240	0.00%
Reuse Water Sales	1,814,141	1,505,801	1,505,801	1,814,141	20.48%
Plat Fees	23,576	9,000	9,000	9,000	0.00%
Penalty Fees	427,134	296,857	296,857	400,000	34.75%
Laboratory Services	580,103	36,641	36,641	36,641	0.00%
Infrastructure Fees	552,210	260,000	260,000	300,000	15.38%
Industrial Sewer Income	464,381	464,398	464,398	464,398	0.00%
Fire Hydrant Charges	<u>109,273</u>	<u>105,496</u>	<u>105,496</u>	<u>107,900</u>	2.28%
Total Charges for Services	\$28,849,584	\$28,193,462	\$ 28,424,062	\$29,954,115	6.24%



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.

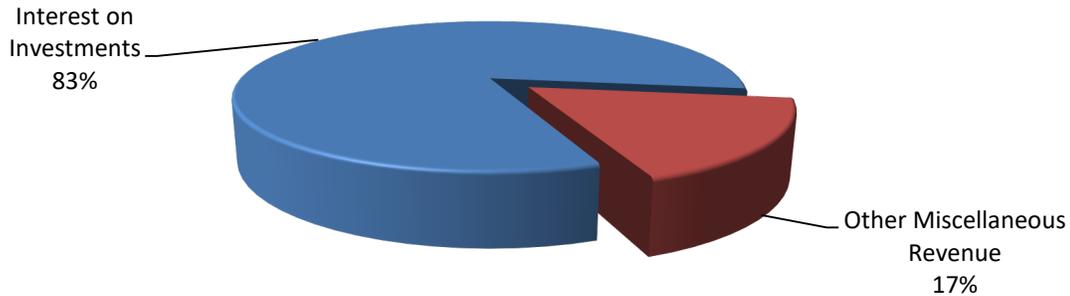
History of Revenues



WATER AND SEWER FUND

Miscellaneous Revenue Summary

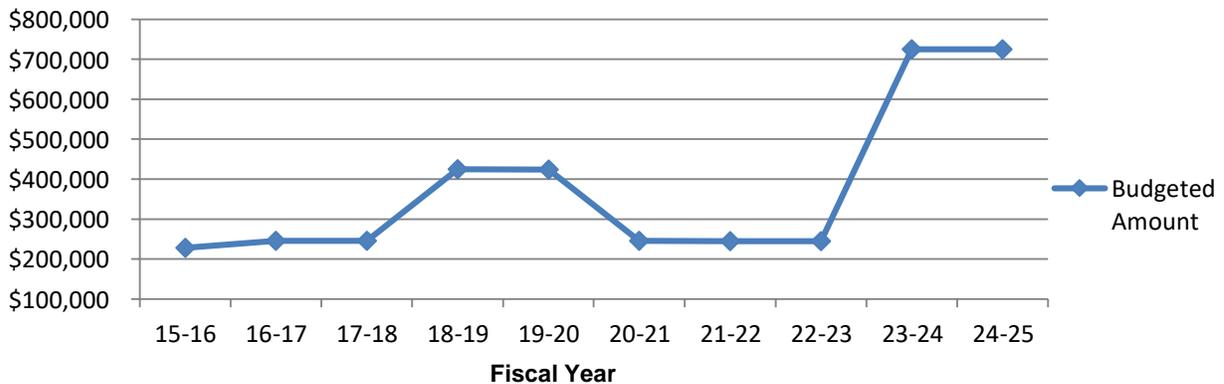
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Interest on Investments	\$ 1,768,493	\$ 600,000	\$ 600,000	\$ 600,000	0.00%
Other Miscellaneous Revenue	<u>266,211</u>	<u>125,000</u>	<u>132,700</u>	<u>125,000</u>	0.00%
Total Miscellaneous Revenue	\$ 2,034,704	\$ 725,000	\$ 732,700	\$ 725,000	0.00%



Management Discussion

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

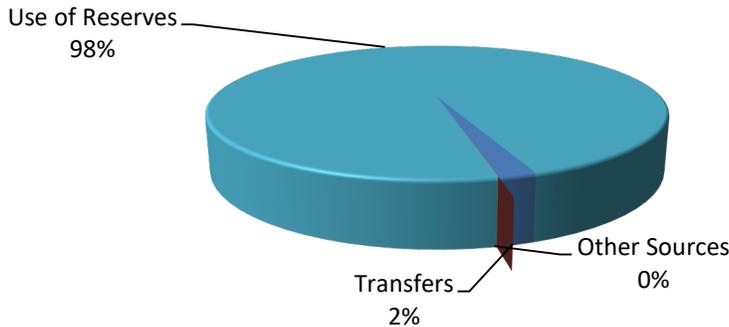
History of Revenues



WATER AND SEWER FUND

Other Sources Revenue Summary

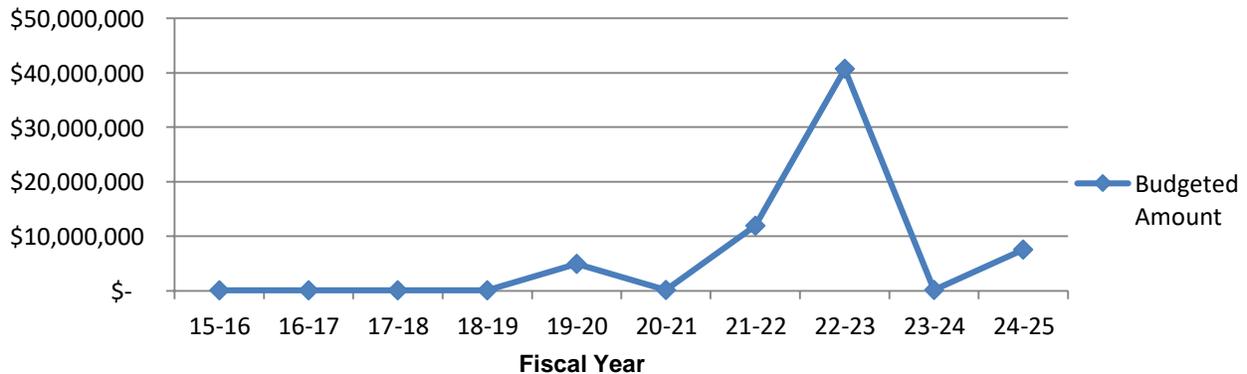
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Transfers	\$ 152,793	\$ 116,000	\$ 116,000	\$ 165,735	42.88%
Prior Year Carryover Funds	0	0	23,966,442	0	0.00%
Other Sources	6,378	3,000	3,000	3,000	0.00%
Debt Proceeds	0	0	57,000,000	0	N/A
Use of Reserves	<u>0</u>	<u>0</u>	<u>493,000</u>	<u>7,362,474</u>	100.00%
Total Other Sources	\$ 159,171	\$ 119,000	\$ 81,578,442	\$ 7,531,209	6228.75%



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 (\$149,735) and Stormwater Fund (\$16,000). Other Sources are from the sale of capital assets. The Use of Reserves is budgeted at \$7,362,474.

History of Revenues



WATER AND SEWER FUND

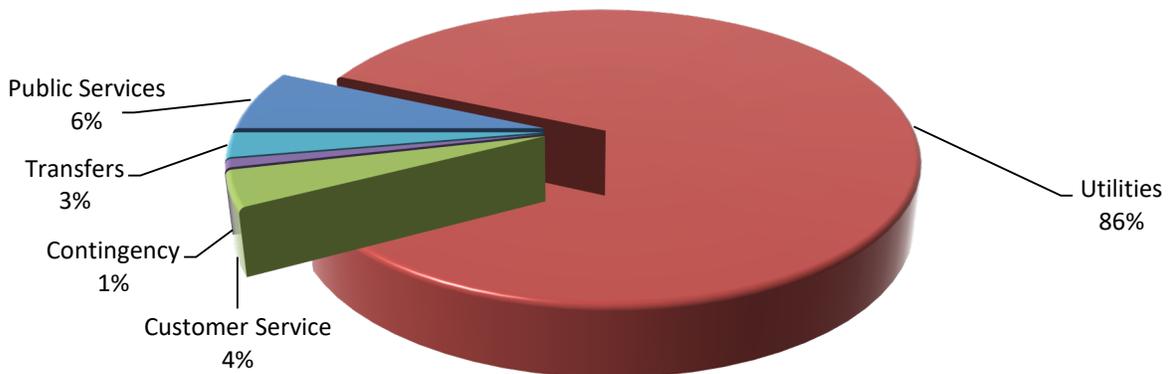
Expenditure Summary

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 9,140,688	\$ 11,003,277	\$ 11,047,931	\$12,136,859	10.30%
Operating Expenses	10,657,414	10,582,547	12,156,819	12,367,412	16.87%
Capital Outlay	8,699,840	5,605,201	112,828,272	18,160,462	223.99%
Contingency	0	1,037,227	147,566	400,000	-61.44%
Transfers	<u>826,908</u>	<u>864,210</u>	<u>1,019,074</u>	<u>1,200,591</u>	38.92%
Total Budget	\$29,324,850	\$ 29,092,462	\$137,199,662	\$44,265,324	52.15%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Public Services	\$ 1,893,434	\$ 2,249,576	\$ 2,772,012	\$ 2,937,103	30.56%
Utilities	25,200,584	23,219,411	131,217,740	37,990,286	63.61%
Customer Service	1,403,924	1,722,038	2,043,270	1,737,344	0.89%
Contingency	0	1,037,227	147,566	400,000	-61.44%
Transfers	<u>826,908</u>	<u>864,210</u>	<u>1,019,074</u>	<u>1,200,591</u>	38.92%
Total Budget	\$29,324,850	\$ 29,092,462	\$137,199,662	\$44,265,324	52.15%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Public Services	20.25	22.25	22.25	22.25	27.25
Utilities	90.45	96.45	99.45	104.45	105.00
Customer Service	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>
Total Staffing	130.70	138.70	141.70	146.70	152.25

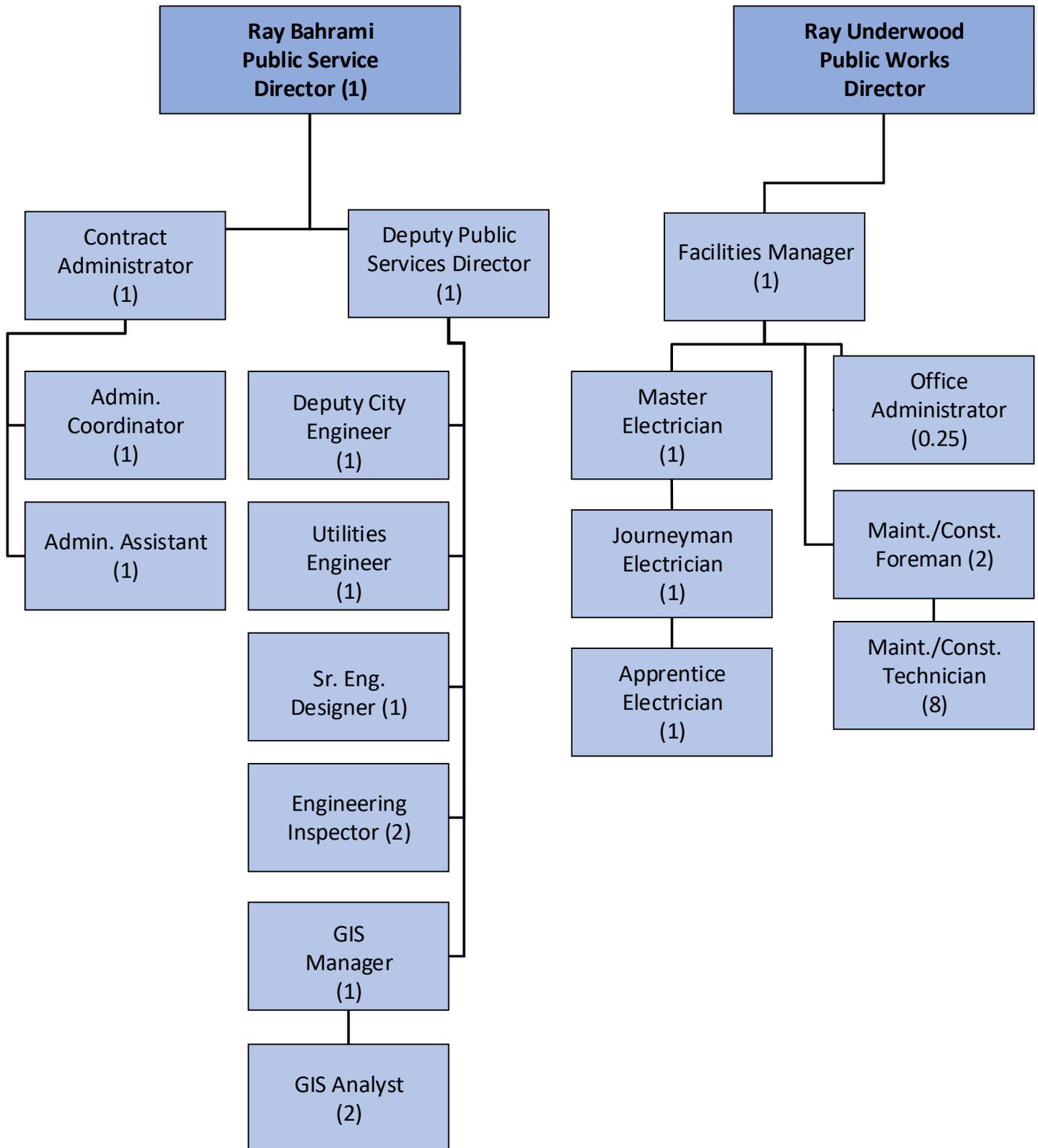
**Water and Sewer Fund Expenditure Summary
Fiscal Year 2025**





PUBLIC SERVICES

Organizational Structure



Description:

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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of residential inspections performed within 1 day	High Value Government	100%	100%	100%
# of residential inspections performed per FTE	High Value Government	1,045	1000	1,100
# of commercial inspections performed per FTE	High Value Government	131	180	120
# of Residential Infrastructure Inspections Performed	High Value Government	331	190	300
% 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	133	130	80
# of site plans reviewed per FTE	Creating a connected community	507	740	740
# of projects designed per FTE	High Value Government	45	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	221	240	240

Fiscal Year 2023 – 2024 Accomplishments

- ✓ Completed construction of the new Airport Access Road.
- ✓ Greenway Trail construction is anticipated to be completed by October 2024.
- ✓ Old Fire Station Demolition & New Parking Lot construction is anticipated to be completed by October 2024.
- ✓ Performed inspection of residential and commercial developments and City capital improvement projects including Construction Engineering Inspection (CEI) for Airport Access Road, Greenway Trail, and Old FS Demolition & New Parking Lot projects resulting in significant savings to the city.
- ✓ 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 Sewer 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, Driveways, Right-of-Way and Site Improvements permit submittals and Recorded Final Plats.
- ✓ 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, share group consultants, and multiple city departments. Expanded data collection workflows to staff operations in Utilities and Public Works. Coordinated with consultant to assist in implementation of the DeLand Resilient Florida/Vulnerability Assessment project. Performed a City-wide GIS needs assessment as part of our 5-year plan cycle. Worked with the utilities department to provide data and analysis for meeting Ortho-Phosphate and Lead-Copper rule regulations. Provided maps, data, and analysis for the Fire department accreditation process. Provided annual training and data preparation for EOC GIS readiness. 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 and began reorganization of the department to provide scalability for future needs.

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"> • Submit 100% engineering comments to Planning Department 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

- ✓ Establish a formal right-of-way (ROW) permit that will track and coordinate 3rd party activity on City ROW.
- ✓ Expand GIS services to include more “frequently asked questions” for online citizen services, to increase citizen service and reduce information requests to city front-line staff.
- ✓ Integrate GIS data collection into more city department workflows, in order to drive less-expensive and more accurate data collection.

Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 1,645,475	\$ 1,959,017	\$ 2,077,481	\$ 2,517,972	28.53%
Operating Expenses	144,590	124,022	411,222	153,765	23.98%
Capital Outlay	<u>103,369</u>	<u>166,537</u>	<u>283,309</u>	<u>265,366</u>	59.34%
Total Budget	\$ 1,893,434	\$ 2,249,576	\$ 2,772,012	\$ 2,937,103	30.56%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Engineering	908,420	1,041,845	1,471,344	1,459,249	40.06%
Facilities Maintenance	<u>985,014</u>	<u>1,207,731</u>	<u>1,300,668</u>	<u>1,477,854</u>	22.37%
Total Budget	\$ 1,893,434	\$ 2,249,576	\$ 2,772,012	\$ 2,937,103	30.56%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Engineering	8.00	9.00	9.00	9.00	13.00
Facilities Maintenance	<u>12.25</u>	<u>13.25</u>	<u>13.25</u>	<u>13.25</u>	<u>14.25</u>
Total Staffing	20.25	22.25	22.25	22.25	27.25

Engineering

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 829,653	\$ 987,279	\$ 1,105,743	\$ 1,389,572	40.75%
Operating Expenses	78,767	54,566	334,066	69,677	27.69%
Capital Outlay	<u>0</u>	<u>0</u>	<u>31,535</u>	<u>0</u>	N/A
Total Budget	\$ 908,420	\$ 1,041,845	\$ 1,471,344	\$ 1,459,249	40.06%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Deputy Public Svcs Director	E109	1.00	1.00	1.00	1.00	1.00
Engineering Director/City Eng.	E108	0.00	0.00	0.00	0.00	0.00
Deputy City Engineer	E104	1.00	1.00	1.00	1.00	1.00
GIS Manager	E101	0.00	0.00	0.00	0.00	1.00
Engineering CIP Manager	E101	0.00	0.00	0.00	0.00	1.00
Utility Engineer	117	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	117	0.00	0.00	0.00	0.00	0.00
Sr. GIS Coordinator	115	1.00	1.00	1.00	1.00	0.00
Sr. Engineering Designer	115	1.00	1.00	1.00	1.00	1.00
Projects/Contracts Admin.	111	0.00	0.00	0.00	0.00	1.00
GIS Analyst	110	1.00	2.00	2.00	2.00	2.00
Engineering Inspector	109	2.00	2.00	2.00	2.00	2.00
Utility Admin. Assistant III	U108	0.00	0.00	0.00	0.00	1.00
Administrative Coordinator	107	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	9.00	9.00	9.00	13.00

Added [1.0] Engineering Capital Improvements Manager. Promoted [1.0] Sr. GIS Coordinator to [1.0] GIS Manager. Moved [1.0] Project/Contracts Admin, [1.0] Administrative Coordinator, and [1.0] Utility Admin Assistant III from Water & Sewer Administration to Water & Sewer Engineering.

CAPITAL OUTLAY	Amount
None	

Facilities Maintenance

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 815,822	\$ 971,738	\$ 971,738	\$ 1,128,400	16.12%
Operating Expenses	65,823	69,456	77,156	84,088	21.07%
Capital Outlay	<u>103,369</u>	<u>166,537</u>	<u>251,774</u>	<u>265,366</u>	59.34%
Total Budget	\$ 985,014	\$ 1,207,731	\$ 1,300,668	\$ 1,477,854	22.37%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Facilities Director	E107	1.00	0.00	0.00	0.00	0.00
Facilities Manager	E101	0.00	1.00	1.00	1.00	1.00
Facilities Superintendent	112	1.00	0.00	0.00	0.00	0.00
Master Electrician	111	1.00	1.00	1.00	1.00	1.00
Maint./Construction Foreman II	111	0.00	0.00	0.00	0.00	1.00
Maint./Construction Foreman I	110	0.00	1.00	1.00	1.00	1.00
Maint./Const. Lead Worker	109	1.00	0.00	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	2.00	1.00	1.00	1.00	1.00
Maint./Construction Tech III	108	0.00	0.00	1.00	1.00	4.00
Maint./Construction Tech II	107	3.00	3.00	4.00	3.00	1.00
Maint./Construction Tech I	106	3.00	5.00	3.00	4.00	3.00
Apprentice Electrician	105	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		12.25	13.25	13.25	13.25	14.25

Added [1.0] Maintenance/Construction Foreman I. Promoted [1.0] Maintenance/Construction Foreman I to [1.0] Maintenance/Construction Foreman II. Promoted [3.0] Maintenance Construction Tech II to [3.0] Maintenance Construction Tech III. Promoted [1.0] Maintenance/Construction Tech I to [1.0] Maintenance/Construction Tech II.

CAPITAL OUTLAY	Amount
New Pressure Washer With Trailer	\$ 13,498
New Panel Saw	5,897
Replace 208-T1-003-Drop Deck Trailer	33,750
Replace Bulb Eater (Crusher)	9,480
Replace 2080111-F550 Aerial Bucket Truck	<u>202,741</u>
Total Capital Outlay	\$ 265,366

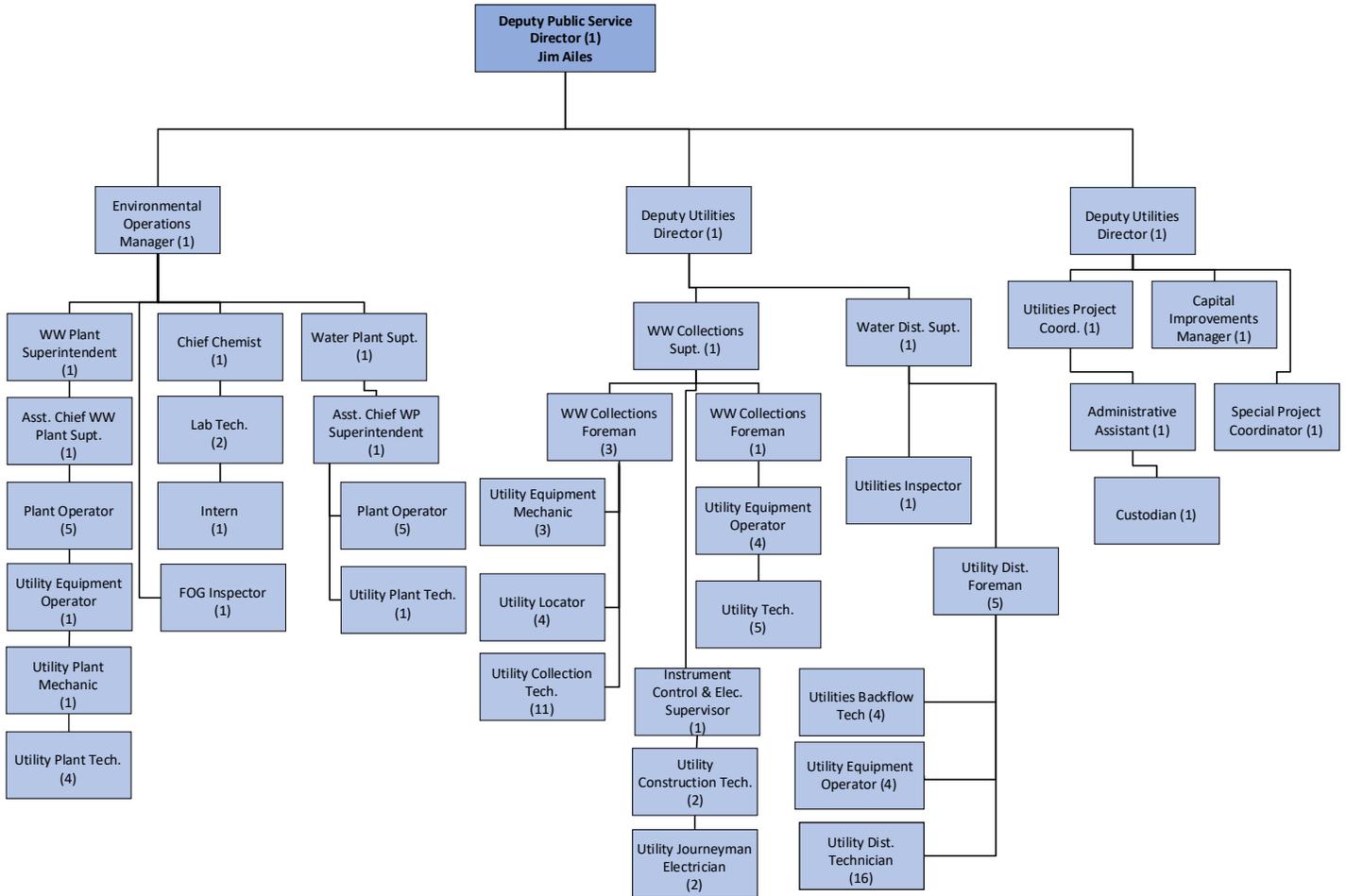
Management Discussion

- ✓ Total expenses increased by 30.56%.
- ✓ Personal Services increased 28.53% mainly due to the reclassification of the Project/Contracts Administrator, Administrative Coordinator, and Utility Admin Assistant in Utilities Administration to Engineering, the addition of an Engineering Capital Improvements and a Maintenance/Construction Foreman I, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 23.98% mainly due to the addition of Final Plat Reviews (\$30,000).
- ✓ Capital outlay increased by 59.34% mainly due to the replacement F550 Aerial Bucket Truck (\$202,471).
- ✓ Includes funding for:
 - Final Plat Reviews (\$30,000)
 - Pressure Washer with Trailer (\$13,498)
 - Replacement F550 Aerial Bucket Truck (\$202,741)
 - New Panel Saw (\$5,897)
 - Replacement Drop Deck Trailer (\$33,750)
 - Replace Bulb Eater (\$9,480)



UTILITIES

Organizational Structure



Description:

The Utilities Department is comprised of six divisions that are supervised by the Utilities Director. **Administration** is responsible for overall supervision, planning, budget and capital project administration, purchasing, record keeping and clerical support for the Utilities Department. **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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
Millions of gallons per day water processed per FTE	High Value Government	.19	.23	.23
Unplanned – Water Disruption Rate	High Value Government	16%	25%	20%
# of samples analyzed in the lab per month per FTE	High Value Government	636	637	800
Direct cost of treatment per million gallons for water operations	High Value Government	\$721	\$789	\$720
% capacity of potable water available at all times	High Value Government	91%	99%	95%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	1.21	0.79	1.00
Millions of gallons per day wastewater processed per FTE	High Value Government	0.38	0.38	0.38
Collection system failure per 100 miles of piping	High Value Government	9.2	9.36	6.25
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	78%	86%	92%
# of lift stations maintained per FTE	High Value Government	5.32	5.70	5.80
Gallons collected per FTE	High Value Government	0.20	0.21	0.21
% of available reclaim demanded by customers	High Value Government	96%	90%	100%

Fiscal Year 2023 – 2024 Accomplishments

- ✓ Performed Quality Control and Updates to City Works for Staff.
- ✓ Public Services Complex Expansion Land Purchases Completed.
- ✓ Utilities Administration Building Construction Completed.
- ✓ Utilities Administration Building FFE Purchase has Started.
- ✓ WWS Utility Master Plan Draft Report and Additional Modeling Completed.
- ✓ Water Plant #2 & 4 Tank Inspections Completed.
- ✓ Water Plant #2 Generator Replacement Completed.
- ✓ Water Plant #2, 3, 4, 12 & Well #5 Driveways Recoating Completed.
- ✓ All Water Plant Lights Converted to LED Completed.
- ✓ Water Plant #4 Well & Motor Replacement Completed.
- ✓ Water Plant #2 High Service Pump Replacements Completed.
- ✓ Water Plant #1, 2 & 3 Data Flow PLC Upgrade Completed.
- ✓ Water Plant #2 Transfer Pump Replacements Completed.
- ✓ Water Plant #3 Offsite Wells and Generator Site Fencing Replacement Completed.
- ✓ Water Plant #1 Well #5 Pump House Fencing Replacement Completed.
- ✓ Water Plant #9 Ground Storage Tank Fencing Replacement Completed.
- ✓ Water Plant Security Camera Replacement Completed.
- ✓ State Required Basin Management Action Plan Report Completed.
- ✓ Water Plant #10 Eastern Wellfield Design Completed.
- ✓ Completed Yearly Water Leak Detection Study.
- ✓ Completed Yearly Wet Land Monitoring.
- ✓ Water Main Relocation at Kepler and SR44 for Roundabout Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ 2024 Water Main Improvements Completed.
- ✓ 6" Dri-Prime Diesel Pump Purchase Completed.
- ✓ 2025 Water Main Improvements Design Started.
- ✓ EPA Mandated Lead & Copper Inventory Started.
- ✓ Wiley M. Nash Upgrade and Expansion Construction has Started.
- ✓ WWTP Administration Roof A/C #1 & 2 Replacement Completed.
- ✓ Reclaim Water Expansion Phase #5A Construction Completed.
- ✓ Reclaim Water Expansion Phase #5B Construction Started.
- ✓ Reclaim Water Expansion Phase 6 Design Started.
- ✓ Biosolids Dump Truck Purchase and Delivery Completed.
- ✓ Central City Reclaim Jockey Pump Replacement Completed.
- ✓ Lab / Conference Room A/C Unit Replacement Completed.
- ✓ Alum Chemical Pumps #1, 2, 3, & 4 Replacement Completed.
- ✓ Sludge Building #1 & #2 A/C Unit Replacement Completed.
- ✓ Digester Dissolved Oxygen Sensor Installation Completed.
- ✓ Aqua Diamond Filter Cloth on Unit #2 & 3 Replacement Completed.
- ✓ Chlorine Vacuum Induction Units Purchase Completed.
- ✓ WWTP South Reclaim Pump Station Construction Completed.
- ✓ Industrial Pretreatment Local Limits Evaluation Completed.
- ✓ Biosolids Dewatering Design is in Progress.
- ✓ Lift Station #79 Rehabilitation Design and Construction Completed.
- ✓ Lift Station #12, #20, #29, #80 Replacement Completed.
- ✓ Lift Station #79 Generator and Transfer Switch Completed.
- ✓ Lift Station #34 Generator and Transfer Switch Completed.
- ✓ Lift Station #71 Odor Control Study Completed.
- ✓ Yearly City Generator Maintenance Completed.
- ✓ Ground Penetration Radar Locater Carts Purchase 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.

- ✓ Replacement Trucks and Vans, Trimble GPS Device, Chlorine Vacuum Regulators, Mobile Radios, Turbidity Meter, Mowing Equipment, Equipment Trailer, Confined Space Equipment, Magnetic Locators, Hoist System, Sewer Jet Root Cutters, Sewer Jet Nozzles, Confined Space Ventilation Kit, and Portable Collection Camera System have all been purchased for the year.

Action Plan

Water Production		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain compliance with consumptive use permit. <ul style="list-style-type: none"> • 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. 	Preparing for the Future/Sustainability
2	Maintain current level of water quality. <ul style="list-style-type: none"> • Continue water quality testing to assure that the water supply stays at or above approved standards. 	High Value Government
3	Conduct PFAS testing of all wells and water plants. <ul style="list-style-type: none"> • Determine sites requiring a higher level of treatment for removal or reduction below the allowable limits. • Apply for grants and start preliminary design for construction. 	Preparing for the Future/Sustainability

Water Distribution		
Goals & Objectives		Strategic Plan Area(s)
1	The benchmark for percentage of total water lost vs. total water produced should be near 8.9%. This is a national average per the American Water Works Association Southern Region. <ul style="list-style-type: none"> • 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	To improve unplanned water service disruptions and time for repairs to be completed. <ul style="list-style-type: none"> • Continue tracking system for analyzing disruptions. • Continue to update the valve inventory for new construction. Maintain routine preventive maintenance and testing program for all valves. 	High Value Government
3	Maintain and/or improve Water Distribution System Integrity. <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	Implement Meter Replacement Program. <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
5	Lead and Copper Service Line Inventory <ul style="list-style-type: none"> • Complete preliminary inventory and post on City Web page by October 2024. Complete final investigation and confirmation of inventory by October 2027 	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. Completion of the WVWS master plan and MOA has been started by the Westside Utilities. WVWS focus has five projected projects for group to participate together. The City is working on 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. Continue enforcement of progressive penalties or shutoff for noncompliance. 	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. 	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
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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 2023-2040
 - 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 2025-2037
 - Strategic Focus Area: Preparing for the Future/ Sustainability
- ✓ Continue Planning for Staff Succession.
 - Target Completion: FY 2027-2028
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Continue Expansion of The Reclaim System.
 - Target Completion: FY 2029-2030
 - 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 Completion FY2026-2027.
 - Strategic Focus Area: Future / Smart Growth
 - 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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 6,445,464	\$ 7,795,952	\$ 7,722,142	\$ 8,280,252	6.21%
Operating Expenses	10,161,629	9,994,795	11,284,367	11,814,938	18.21%
Capital Outlay	<u>8,593,491</u>	<u>5,428,664</u>	<u>112,211,231</u>	<u>17,895,096</u>	229.64%
Total Budget	\$25,200,584	\$23,219,411	\$ 131,217,740	\$37,990,286	63.61%

DEPARTMENT SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Administration	\$ 8,018,141	\$ 4,919,526	\$ 21,449,450	\$ 6,549,141	33.13%
Water Production	1,939,248	2,674,333	6,821,637	15,575,998	482.43%
Water Distribution	3,975,986	5,224,347	6,741,788	5,543,558	6.11%
Wastewater Treatment	7,073,668	3,731,839	88,387,767	3,805,096	1.96%
Utilities Maintenance	3,119,643	5,391,302	5,694,939	5,103,617	-5.34%
Wastewater Collection	<u>1,073,898</u>	<u>1,278,064</u>	<u>2,122,159</u>	<u>1,412,876</u>	10.55%
Total Budget	\$25,200,584	\$23,219,411	\$ 131,217,740	\$37,990,286	63.61%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Administration	10.45	9.45	9.45	10.45	10.00
Water Production	7.00	8.00	8.00	8.00	8.00
Water Distribution	28.00	30.00	30.00	31.00	32.00
Wastewater Treatment	14.00	15.00	16.00	18.00	17.00
Utilities Maintenance	23.00	25.00	26.00	27.00	28.00
Wastewater Collection	<u>8.00</u>	<u>9.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Total Staffing	90.45	96.45	99.45	104.45	105.00

Water & Sewer Administration

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 912,664	\$ 1,133,888	\$ 1,060,078	\$ 1,146,821	1.14%
Operating Expenses	4,483,086	3,785,638	4,828,864	5,350,480	41.34%
Capital Outlay	<u>2,622,391</u>	<u>0</u>	<u>15,560,508</u>	<u>51,840</u>	100.00%
Total Budget	\$ 8,018,141	\$ 4,919,526	\$ 21,449,450	\$ 6,549,141	33.13%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Dir of Public Svcs/City Eng.	E110	1.00	1.00	1.00	1.00	0.00
Deputy Public Service Director	E109	1.00	1.00	1.00	1.00	1.00
Deputy Utilities Director	E104	1.00	1.00	1.00	2.00	2.00
Environmental Ops. Manager	E103	0.00	0.00	0.00	0.00	1.00
Utilities Capital Imprv Manager	E101	0.00	0.00	0.00	0.00	1.00
Contract Administrator	111	1.00	0.00	0.00	0.00	0.00
Projects/Contracts Admin.	111	1.00	1.00	1.00	1.00	0.00
Administrative Coordinator	107	0.00	0.00	0.00	1.00	0.00
FOG Inspector I	U114	0.00	0.00	0.00	0.00	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	1.00	1.00	1.00
Utilities Project Coord. I	U111	1.00	1.00	0.00	0.00	0.00
Utility Admin. Assistant III	U108	2.00	2.00	2.00	1.00	1.00
Utility Admin. Assistant II	U106	0.00	1.00	1.00	1.00	0.00
Utility Admin. Assistant I	U104	1.00	0.00	0.00	0.00	0.00
Custodian II	102	0.00	0.00	0.00	0.45	1.00
Custodian I	101	0.45	0.45	0.45	0.00	0.00
Total Full Time Staffing		10.45	9.45	9.45	10.45	10.00
Total Staffing		10.45	9.45	9.45	10.45	10.00

Added [1.0] Utilities Capital Improvement Manager due to increase in Capital Improvements Projects. Added [1.0] FOG Inspector to help keep Lift Stations and sewers clean. Increased [0.45] Custodian II to [1.0] Custodian II. Moved [1.0] Environmental Operations Manager from Wastewater Treatment to Water & Sewer Administration. Moved [1.0] Project/Contracts Admin, [1.0] Administrative Coordinator, and [1.0] Utility Admin Assistant II to Water & Sewer Engineering. Removed [1.0] Director of Public Services/City Engineer.

CAPITAL OUTLAY

Amount

New Vehicle for Utilities CIP Manager	\$ 51,840
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Water Production

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 622,991	\$ 679,426	\$ 679,426	\$ 700,032	3.03%
Operating Expenses	1,040,981	1,156,497	1,173,852	1,230,166	6.37%
Capital Outlay	<u>275,276</u>	<u>838,410</u>	<u>4,968,359</u>	<u>13,645,800</u>	1527.58%
Total Budget	\$ 1,939,248	\$ 2,674,333	\$ 6,821,637	\$15,575,998	482.43%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Super II	U117	0.00	1.00	1.00	1.00	0.00
Asst Chief Water Plant Super I	U116	1.00	0.00	0.00	0.00	1.00
Water Plant Operator B	U112	1.00	2.00	1.00	2.00	2.00

Sr. Water Plant Operator C	U111	1.00	0.00	1.00	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	1.00	0.00	0.00
Utility Plant Technician I	U104	<u>1.00</u>	<u>2.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		7.00	8.00	8.00	8.00	8.00

Replaced Assistant Chief Water Plant Superintendent II with [1.0] Assistant Chief Water Plant Superintendent I.

CAPITAL OUTLAY

Amount

24/25 Water Plant #10 Well Field & Plant Upgrades	\$ 13,600,000
24/25 Water Plant #1 A/C Replacement	22,900
24/25 Water Plant #3 A/C Replacement	<u>22,900</u>
Total Capital Outlay	\$ 13,645,800

Water Distribution

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 1,831,049	\$ 2,111,827	\$ 2,111,827	\$ 2,340,498	10.83%
Operating Expenses	2,014,823	2,288,788	2,430,766	2,439,661	6.59%
Capital Outlay	<u>130,114</u>	<u>823,732</u>	<u>2,199,195</u>	<u>763,399</u>	-7.32%
Total Budget	\$ 3,975,986	\$ 5,224,347	\$ 6,741,788	\$ 5,543,558	6.11%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Utility Operations Manager	E103	1.00	1.00	1.00	0.00	0.00
Water Dist. Superintendent II	U121	0.00	0.00	0.00	0.00	1.00
Water Dist. Superintendent I	U120	1.00	1.00	1.00	1.00	0.00
Assistant Water Superintendent I	U116	0.00	0.00	0.00	0.00	1.00
Utilities Inspector II	U115	0.00	0.00	0.00	1.00	1.00
Utility Dist. Foreman II	U114	2.00	1.00	2.00	4.00	4.00
Utilities Inspector	U114	0.00	1.00	1.00	0.00	0.00
Utility Dist. Foreman I	U113	2.00	3.00	2.00	1.00	1.00
Valve/GIS Lead Worker I	U110	1.00	1.00	1.00	0.00	0.00
Meter/Backflow Lead Worker I	U110	1.00	0.00	0.00	0.00	0.00
Utility Equip. Operator III	U110	1.00	0.00	0.00	0.00	0.00
Utility Equip. Operator II	U109	2.00	1.00	1.00	3.00	2.00
Utility Equip. Operator I	U108	1.00	3.00	3.00	1.00	2.00
Utility Technician III	U106	2.00	2.00	2.00	3.00	4.00
Utility Backflow Technician II	U106	0.00	0.00	1.00	3.00	4.00
Utility Backflow Technician I	U105	5.00	4.00	3.00	1.00	0.00
Utility Technician II	U105	1.00	1.00	9.00	7.00	8.00
Utility Technician I	U104	<u>8.00</u>	<u>11.00</u>	<u>3.00</u>	<u>6.00</u>	<u>4.00</u>
Total Full Time Staffing		28.00	30.00	30.00	31.00	32.00

Added [1.0] Assistant Water Superintendent I. Promoted [1.0] Water Distribution Superintendent I to [1.0] Water Distribution Superintendent II. Promoted [1.0] Utility Technician II to [1.0] Utility Technician III. Promoted [2.0] Utility Technician I to [2.0] Utility Technician II. Promoted [1.0] Utility Backflow Technician I to [1.0] Utility Backflow Technician II. Replaced [1.0] Utility Equipment Operator II with [1.0] Utility Equipment Operator I.

CAPITAL OUTLAY	Amount
2026 Water Main Improvements Design	\$ 366,600
24/25 New Vehicle Ford F250 Pickup Truck For New Asst Superintendent	72,307
24/25 Utility Cable & Pipe Locator	10,756
24/25 (2) Trimble GPS Devices	32,000
24/25 Hydraulic 6" Diesel Pump On Trailer (One Unit)	73,512
24/25 Ford F250 Pickup Truck - Utility Body Replace #89	81,872
24/25 20" Hydraulic Pipe Chain Saw	17,504
24/25 New Ford F350 Pickup Flat Dump Truck	93,548
Portable Radio 1 Of 3	5,100
Portable Radio 2 Of 3	5,100
Portable Radio 3 Of 3	5,100
Total Capital Outlay	\$ 763,399

Wastewater Treatment

EXPENDITURE SUMMARY	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 1,034,684	\$1,440,170	\$ 1,440,170	\$1,408,788	-2.18%
Operating Expenses	1,740,655	1,944,520	1,997,863	1,952,259	0.40%
Capital Outlay	<u>4,298,329</u>	<u>347,149</u>	<u>84,949,734</u>	<u>444,049</u>	27.91%
Total Budget	\$ 7,073,668	\$3,731,839	\$88,387,767	\$3,805,096	1.96%

STAFFING	PAY	2020-21	2021-22	2022-23	2023-24	2024-25
	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Environmental Ops. Manager	E103	0.00	0.00	0.00	1.00	0.00
Environ. Compliance Manager	E101	1.00	1.00	1.00	0.00	0.00
Wastewater Plant Supt. II	U121	0.00	0.00	0.00	1.00	1.00
Wastewater Plant Supt. I	U120	1.00	1.00	1.00	0.00	0.00
Chief Chemist I	U119	1.00	1.00	1.00	1.00	1.00
Asst. Chief WW Plan Supt. II	U117	0.00	0.00	0.00	0.00	1.00
Asst. Chief WW Plan Supt. I	U116	1.00	1.00	1.00	1.00	0.00
Sr. Wastewater Operator A	U115	1.00	1.00	1.00	1.00	1.00
Wastewater Operator A	U114	1.00	0.00	0.00	0.00	1.00
Sr. Wastewater Operator B	U113	1.00	1.00	1.00	0.00	0.00
Wastewater Operator B	U112	1.00	1.00	1.00	3.00	2.00
Sr. Wastewater Operator C	U111	1.00	1.00	0.00	0.00	0.00
Lab Technician II	U111	1.00	1.00	1.00	1.00	0.00
Wastewater Operator C	U110	0.00	1.00	2.00	1.00	1.00
Utility Equipment Mechanic I	U109	0.00	0.00	0.00	1.00	1.00
Lab Technician I	U109	0.00	1.00	1.00	1.00	2.00
Utility Equipment Operator II	U109	0.00	1.00	1.00	1.00	1.00
Utility Equipment Operator I	U108	1.00	0.00	0.00	0.00	0.00
Utilities Plant Technician III	U106	1.00	1.00	2.00	2.00	2.00

Utility Technician	U105	1.00	0.00	0.00	0.00	0.00
Utilities Plant Technician I	U104	0.00	1.00	1.00	2.00	2.00
Total Full Time Staffing		13.00	14.00	15.00	17.00	16.00
Intern	N/A	1.00	1.00	1.00	1.00	1.00
Total Part Time Staffing		1.00	1.00	1.00	1.00	1.00
Total Staffing		14.00	15.00	16.00	18.00	17.00

Promoted [1.0] Assistant Chief Wastewater Plant Superintendent I to [1.0] Assistant Chief Wastewater Plant Superintendent II. Promoted [1.0] Wastewater Plant Operator B to [1.0] Wastewater Plant Operator A. Replaced [1.0] Lab Technician II with [1.0] Lab Technician I. Moved [1.0] Environmental Operations Manager from Wastewater Treatment to Water & Sewer Administration.

CAPITAL OUTLAY	Amount
WWTP Administration Bldg Roof A/C Replacement	\$ 17,980
Upgrade to Lachat System	60,000
930 Compact IC Flex	105,300
Refurbished 1600 Amp Main Breaker	13,440
Reclaim Building A/C Replacement	12,408
Fialyze-Flex 2 Channel Flow Injection Analyzer	81,816
Generator Switch House A/C Unit - A/C Priority #6	12,408
(2) 5800 Refrigerator Sampler	24,770
Generator Muffler Replacement	41,831
Bod Incubator	7,312
Electric Valve Actuator Replacement	14,388
Aqua Diamond Filter Cloth Replacement	32,832
Full Size Portable Sampler	8,629
South Lab Door Replacement	10,935
Total Capital Outlay	\$ 444,049

Utilities Maintenance

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 1,513,894	\$1,794,401	\$ 1,794,401	\$2,009,233	11.97%
Operating Expenses	717,158	598,876	632,546	617,048	3.03%
Capital Outlay	888,591	2,998,025	3,267,992	2,477,336	-17.37%
Total Budget	\$ 3,119,643	\$5,391,302	\$ 5,694,939	\$5,103,617	-5.34%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
WW Collections Supt. II	U121	1.00	1.00	0.00	0.00	1.00
WW Collections Supt. I	U120	0.00	0.00	1.00	1.00	0.00
Inst. Control & Elec. Supv. I	U119	1.00	1.00	1.00	1.00	1.00
Assistant Wastewater Super. I	U116	0.00	0.00	0.00	0.00	1.00
WW Collections Foreman III	U115	1.00	1.00	0.00	0.00	0.00
WW Collections Foreman II	U114	1.00	0.00	1.00	2.00	3.00
WW Collections Foreman I	U113	1.00	2.00	2.00	1.00	0.00
Utility Journey Electrician III	U113	0.00	0.00	0.00	0.00	1.00

Utility Journey Electrician II	U112	1.00	1.00	1.00	1.00	0.00
Utility Journey Electrician I	U111	0.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic III	U111	1.00	0.00	1.00	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	2.00	1.00	1.00	1.00
Utility Const. Tech. II	U109	0.00	1.00	2.00	2.00	2.00
Utility Const. Tech. I	U108	2.00	1.00	0.00	0.00	0.00
Utility Locator III	U108	0.00	1.00	1.00	0.00	1.00
Utility Locator II	U107	1.00	1.00	1.00	2.00	1.00
Utility Locator I	U106	2.00	1.00	1.00	2.00	2.00
Utility Collection Tech III	U106	1.00	0.00	0.00	1.00	1.00
Utility Technician II	U105	2.00	0.00	0.00	0.00	0.00
Utility Collection Tech II	U105	0.00	3.00	5.00	5.00	4.00
Utility Technician I	U104	4.00	0.00	0.00	0.00	0.00
Utility Collection Tech I	U104	<u>2.00</u>	<u>7.00</u>	<u>6.00</u>	<u>5.00</u>	<u>6.00</u>
Total Full Time Staffing		23.00	25.00	26.00	27.00	28.00

Added [1.0] Assistant Wastewater Superintendent I. Promoted [1.0] WW Collections Superintendent I to [1.0] WW Collections Superintendent II. Promoted [1.0] WW Collections Foreman I to [1.0] WW Collections Foreman II. Promoted [1.0] Utility Journeyman Electrician II to [1.0] Utility Journeyman Electrician III. Promoted [1.0] Utility Locator II to [1.0] Utility Locator III. Replaced [1.0] Utility Collection Tech II with [1.0] Utility Collection Tech I.

CAPITAL OUTLAY	Amount
LS#1 Rehabilitation Design & Replacement	\$1,795,314
LS#6 Generator Transfer Switch Replacement	9,888
LS#111 Replacement & Panel Box	290,487
Ford F250 Pickup Truck Utility Bed Replacement #280	90,000
LS#86 Replacement & Panel Box	91,714
LS#84 Replacement & Panel Box	92,919
LS#82 Replacement & Panel Box	91,714
Portable Radio 1 Of 3	5,100
Portable Radio 2 Of 3	5,100
Portable Radio 3 Of 3	<u>5,100</u>
Total Capital Outlay	\$2,477,336

Wastewater Collection

EXPENDITURE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 530,182	\$ 636,240	\$ 636,240	\$ 674,880	6.07%
Operating Expenses	164,926	220,476	220,476	225,324	2.20%
Capital Outlay	<u>378,790</u>	<u>421,348</u>	<u>1,265,443</u>	<u>512,672</u>	21.67%
Total Budget	\$ 1,073,898	\$1,278,064	\$ 2,122,159	\$1,412,876	10.55%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
WW Collections Foreman III	U115	1.00	0.00	0.00	0.00	0.00
WW Collections Foreman II	U114	0.00	0.00	0.00	1.00	1.00
WW Collections Foreman I	U113	0.00	1.00	1.00	0.00	0.00
Utility Equipment Operator II	U109	1.00	0.00	2.00	3.00	3.00
Utility Equipment Operator I	U108	2.00	2.00	2.00	1.00	1.00
Utility Collection Technician II	U105	2.00	2.00	3.00	2.00	3.00

Utility Collection Technician I	U104	<u>2.00</u>	<u>4.00</u>	<u>2.00</u>	<u>3.00</u>	<u>2.00</u>
Total Full Time Staffing		8.00	9.00	10.00	10.00	10.00

Promoted [1.0] Utility Collection Technician I to [1.0] Utility Collection Technician II.

CAPITAL OUTLAY

Amount

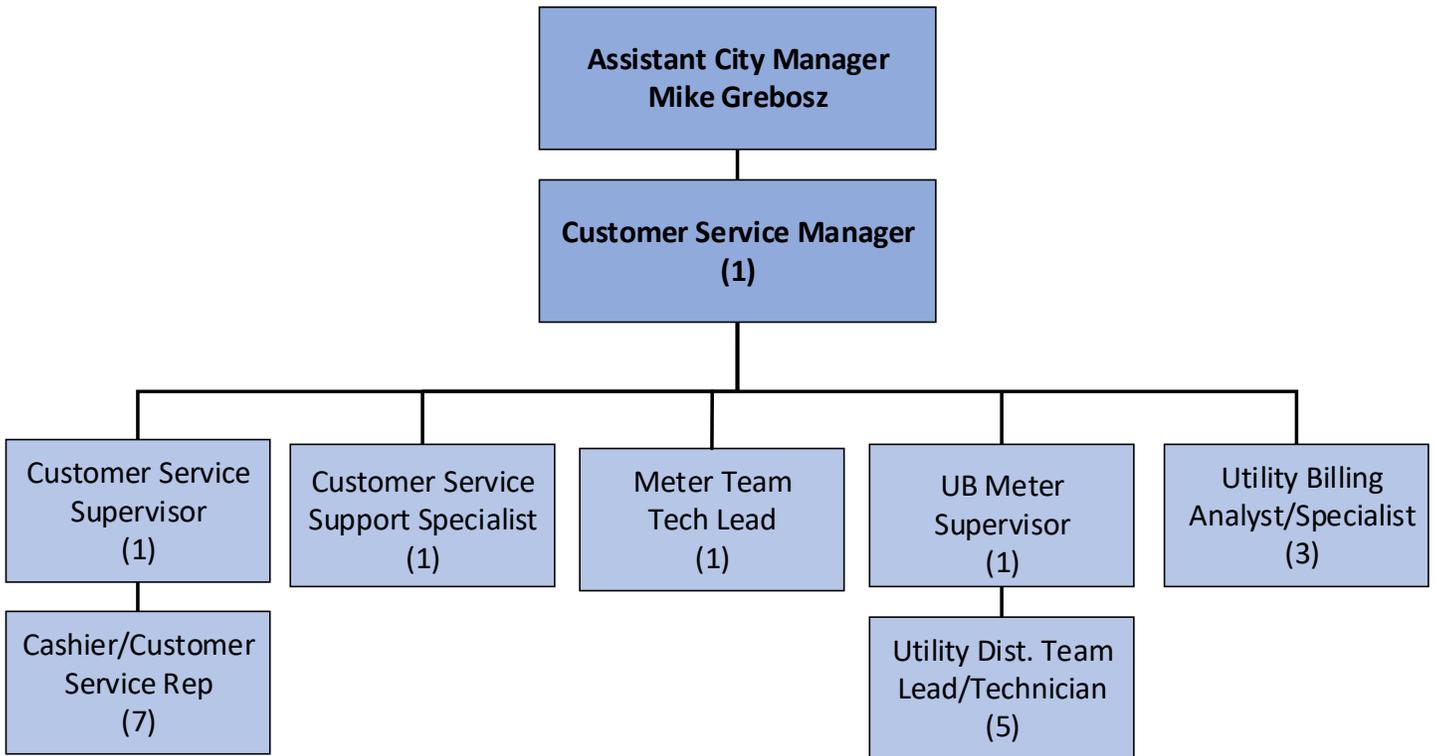
Westside Sewer Interceptor ARV Replacement	\$ 146,672
Manhole Rehabilitation	100,000
Sewer Line Rehabilitation	250,000
Trimble GPS Device	<u>16,000</u>
Total Capital Outlay	\$ 512,672

Management Discussion

- ✓ Total expenses decreased by 63.61%.
- ✓ Personal Services increased 6.21% mainly due to the additions of a Utilities Capital Improvement Manager, FOG Inspector I, Assistant Water Superintendent and Assistant Wastewater Superintendent, increased Custodian II split, increased health insurance costs a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025. This was partially offset by the reclassification of the Project/Contracts Administrator, Administrative Coordinator, and Utility Admin Assistant in Utilities Administration to Engineering.
- ✓ Operating expenses increased by 18.21% mainly due to increases in Utility Wholesale Purchase – Water Bills (\$1,080,000), insurance (\$134,427), water/sewer (\$13,147), and power (\$276,594).
- ✓ Capital Outlay increased by 229.64% mainly due to the budgeting of the Water Plant #10 Well Field and Plant Upgrades (\$13,600,000).

CUSTOMER SERVICE

Organizational Structure



Description:

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

Mission:

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

Performance Measures

Performance	Strategic Focus Area	FY 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,309	1,350	1,400
Cost per active utility account	High Value Government	\$67.21	\$67.00	\$68.00
Average % of delinquent accounts	High Value Government	4.99%	5.50%	4.0%
% of customers receiving electronic bills	High Value Government	41.14%	42.0%	43.0%
% of customers using online/automatic bank payments	High Value Government	72.76%	73.0%	74.0%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	0	0	1,000
% of customers using flex pay	High Value Government	5.12%	6.0%	8.0%
# of proactive check for leak follow up orders processed	High Value Government	1,902	2,000	2,100
# of leaks adjustments processed	High Value Government	191	200	200

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented FY 23-24 water and sewer rate increase per rate study.
- ✓ Implemented stormwater rate based on rate study completed during FY 19-20.
- ✓ Complete stormwater rate 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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 1,049,749	\$1,248,308	\$ 1,248,308	\$1,338,635	7.24%
Operating Expenses	351,195	463,730	461,230	398,709	-14.02%
Capital Outlay	<u>2,980</u>	<u>10,000</u>	<u>333,732</u>	<u>0</u>	-100.00%
Total Budget	\$ 1,403,924	\$1,722,038	\$ 2,043,270	\$1,737,344	0.89%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Finance Cust. Svc. Manager	116	1.00	1.00	1.00	1.00	1.00
Util. Billing Meter Supervisor	U112	1.00	1.00	1.00	1.00	1.00
Util. Dist. Meter Tech Team Ld	U111	1.00	0.00	0.00	0.00	0.00
Customer Service Supervisor	109	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	109	1.00	1.00	0.00	0.00	0.00
Senior Billing Specialist	107	0.00	1.00	1.00	1.00	1.00
Cust. Svc. Support Specialist II	107	0.00	0.00	0.00	1.00	1.00
Cust. Svc. Support Specialist	106	1.00	1.00	2.00	1.00	1.00
Utility Billing Specialist III	106	0.00	0.00	0.00	0.00	1.00
Meter Team Tech Lead	106	0.00	0.00	0.00	0.00	1.00
Customer Service Rep III	105	2.00	0.00	1.00	1.00	2.00
Utility Billing Specialist II	105	2.00	1.00	1.00	1.00	0.00
Utility Billing Specialist I	104	1.00	1.00	1.00	1.00	0.00
Customer Service Rep II	104	2.00	3.00	1.00	3.00	1.00
Customer Service Rep I	103	3.00	4.00	5.00	3.00	4.00
Utility Distribution Tech III	U106	0.00	0.00	0.00	0.00	3.00
Utility Distribution Tech II	U105	2.00	4.00	3.00	3.00	2.00
Utility Distribution Tech I	U104	2.00	1.00	2.00	2.00	0.00
Total Full Time Staffing		20.00	20.00	20.00	20.00	20.00

Promoted [1.0] Utility Billing Specialist II to [1.0] Utility Billing Specialist III. Promoted [1.0] Customer Service Rep II to [1.0] Customer Service Rep III. Replaced [1.0] Customer Service Rep II with [1.0] Customer Service Rep I. Promoted [2.0] Utility Distribution Tech I to [2.0] Utility Distribution Tech II. Promoted [3.0] Utility Distribution Tech II to [3.0] Utility Distribution Tech III. Replaced [1.0] Utility Billing Specialist I with [1.0] Meter Team Tech Lead.

CAPITAL OUTLAY	Amount
None	\$ -
Total Capital Outlay	\$ -

Management Discussion

- ✓ Total expenses increased by 0.89%.
- ✓ Personal Services increased 7.24% mainly due to promotions of a Utility Billing Specialist II to Utility Billing Specialist III and a Customer Service Rep II to Customer Service Rep III, and a reclassification of Utility Billing Specialist I with a Meter Team Tech Lead, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses decreased by 14.02% mainly due to a Rate Study for Stormwater fees (\$40,000) and the purchase of standing desks (\$6,000) in FY 2023-2024.
- ✓ Capital Outlay decreased by 100%.
- ✓ Includes funding for:
 - Credit card merchant fees (\$140,000)
 - Customer billing/printing/stuffing/e-bills/inserts (\$52,500)
 - Postage (\$82,600)
 - Water conservation kit (\$13,700)

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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Contingency / Reserve Contingency	\$ -	\$1,037,227	\$ 147,566	\$ 400,000	-61.44%
Contributions	701,527	803,591	842,046	1,046,263	30.20%
Transfers	<u>125,381</u>	<u>60,619</u>	<u>177,028</u>	<u>154,328</u>	154.59%
Total Budget	\$ 826,908	\$1,901,437	\$ 1,166,640	\$1,600,591	-15.82%
<u>Contingency / Reserve Contingency</u>					
Contingency				\$ 350,000	
Reserve Contingency				50,000	
Total				\$ 400,000	
<u>Contributions</u>					
Contribution to General Fund				\$ 1,046,263	
Total				\$ 1,046,263	
<u>Transfers</u>					
Transfer to Debt Service Fund				\$ 7,680	
Transfer to Capital Project Fund				146,648	
Total				\$ 154,328	

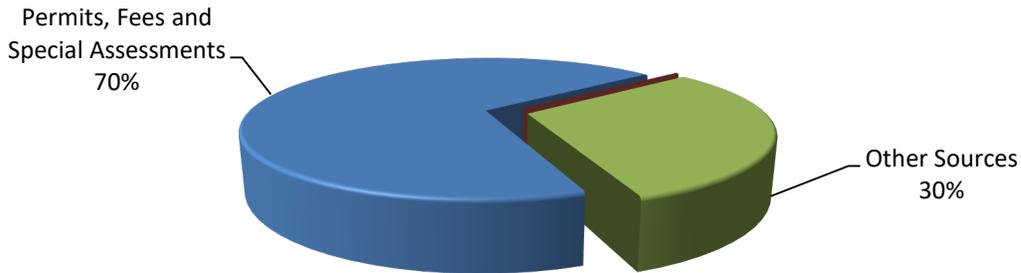
Management Discussion

- ✓ Contingency / Reserve Contingency decreased by 15.82% due to a decrease of \$637,227 in Reserve Contingency.
- ✓ Contribution to the General Fund increased by \$242,672.
- ✓ Transfer to Debt Service Fund stayed at \$7,680.
- ✓ Transfer to Capital Fund decreased by \$22,700.

WATER TRUST FUND

Revenue Summary

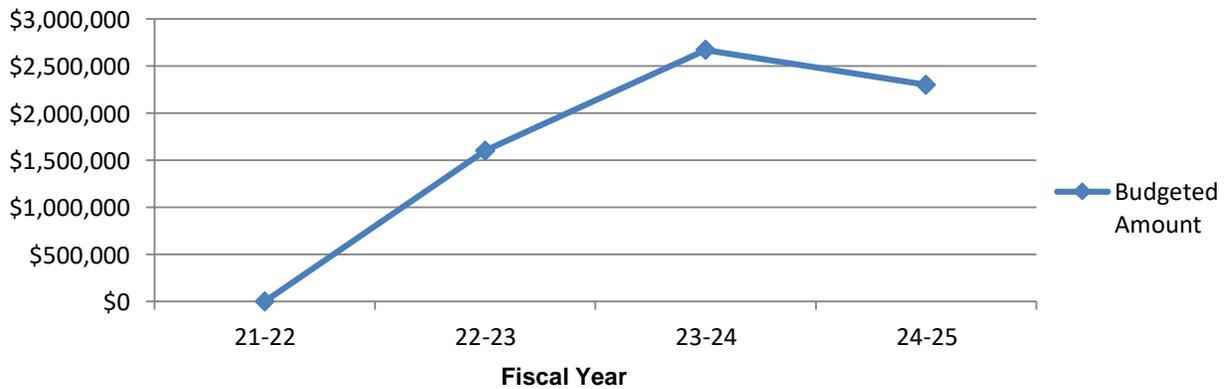
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Permits, Fees and Special Assessments	\$ 2,314,843	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	0.00%
Miscellaneous Revenue	192,628	0	0	0	N/A
Other Sources	<u>0</u>	<u>1,070,850</u>	<u>5,755,252</u>	<u>700,000</u>	-34.63%
Total Water & Wastewater Trust Fund	\$ 2,507,471	\$ 2,670,850	\$ 7,355,252	\$ 2,300,000	-13.89%



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 (\$700,000).

History of Revenues



WATER TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses	\$ 113	\$ 0	\$ 0	\$ 0	0.00%
Capital Outlay	<u>1,275,208</u>	<u>2,670,850</u>	<u>7,355,252</u>	<u>2,300,000</u>	-13.89%
Total Budget	\$1,275,321	\$2,670,850	\$ 7,355,252	\$2,300,000	-13.89%

STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
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None

CAPITAL OUTLAY	Amount
2025 Water Main Improvements Construction	<u>\$2,300,000</u>
Total Capital Outlay	<u>\$2,300,000</u>

Management Discussion

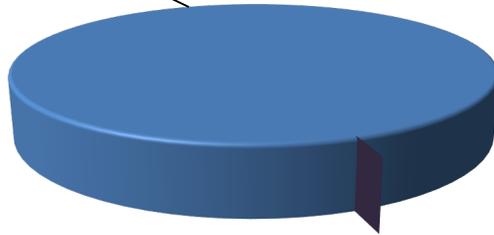
- ✓ Includes funding for:
 - 2025 Water Main Improvements Construction (\$2,300,000)

WASTEWATER TRUST FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Permits, Fees and Special Assessments	\$ 2,781,576	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	0.00%
Intergovernmental Revenue	7,490	0	2,260,883	0	N/A
Miscellaneous Revenue	123,463	0	0	0	N/A
Other Sources	<u>0</u>	<u>0</u>	<u>1,302,851</u>	<u>0</u>	N/A
Total Water & Wastewater Trust Fund	\$ 2,912,529	\$ 1,800,000	\$ 5,363,734	\$ 1,800,000	0.00%

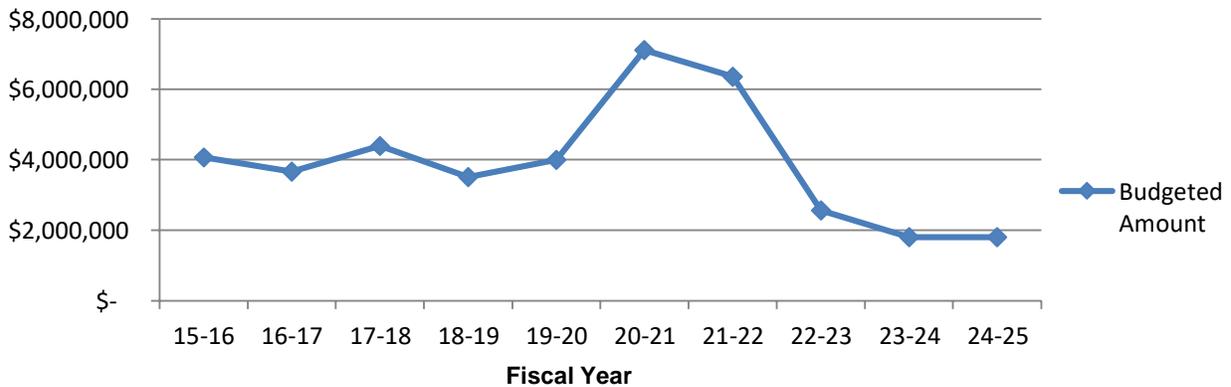
Permits, Fees and
Special Assessments
100%



Management Discussion

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

History of Revenues



WASTEWATER TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2022-23 ACTUAL</u>	<u>2023-24 BUDGET</u>	<u>2023-24 ESTIMATED</u>	<u>2024-25 BUDGET</u>	<u>% Change from 2023-24</u>
Operating Expenses	\$ 217	\$ 0	\$ 0	\$ 0	0.00%
Capital Outlay	286,798	0	3,563,734	233,808	100.00%
Contingency	<u>0</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,566,192</u>	-12.99%
Total Budget	\$ 287,015	\$1,800,000	\$ 5,363,734	\$1,800,000	0.00%

<u>STAFFING</u>	<u>2020-21 BUDGET</u>	<u>2021-22 BUDGET</u>	<u>2022-23 BUDGET</u>	<u>2023-24 BUDGET</u>	<u>2024-25 BUDGET</u>
None					

<u>CAPITAL OUTLAY</u>	<u>Amount</u>
900 Compact IC Flex with Autosampler	\$ 99,125
New Ford F250 Pickup Truck for new Assistant Superintendent	72,307
LS #80 Generator & Transfer Switch Replacement	<u>62,376</u>
Total Capital Outlay	\$ 233,808

Management Discussion

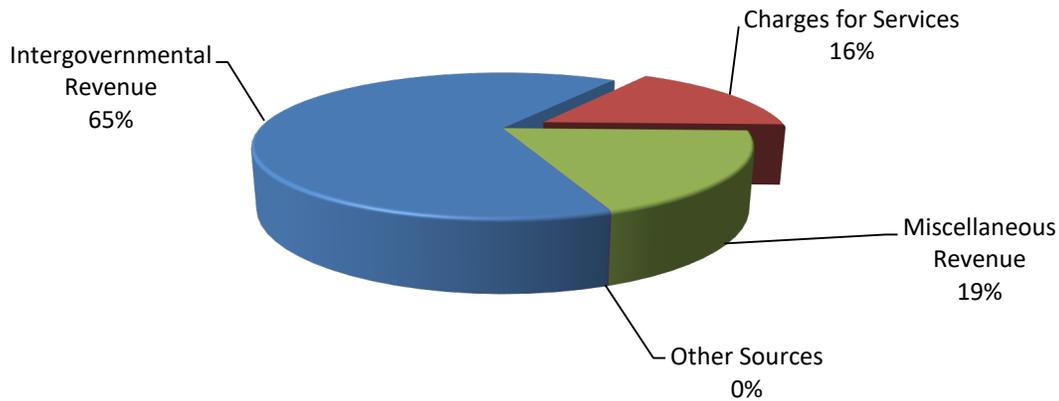
- ✓ Includes funding for:
 - 900 Compact IC Flex with Autosampler (\$99,125)
 - New Ford F250 Pickup Truck for new Assistant Superintendent (\$72,307)
 - Lift Station #80 Generator & Transfer Switch Replacement (\$62,376)
 - Contingency Savings (\$1,566,192) used to balance the budget



AIRPORT FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Intergovernmental Revenue	\$ 2,592,180	\$ 1,137,000	\$ 5,865,470	\$ 3,799,466	234.17%
Charges for Services	758,847	866,917	866,917	960,170	10.76%
Miscellaneous Revenue	2,638,761	1,050,985	1,050,985	1,107,424	5.37%
Other Sources	<u>(368,582)</u>	<u>0</u>	<u>433,060</u>	<u>4,521</u>	100.00%
Total Airport Fund Revenue	\$ 5,621,206	\$ 3,054,902	\$ 8,216,432	\$ 5,871,581	92.20%



Management Discussion

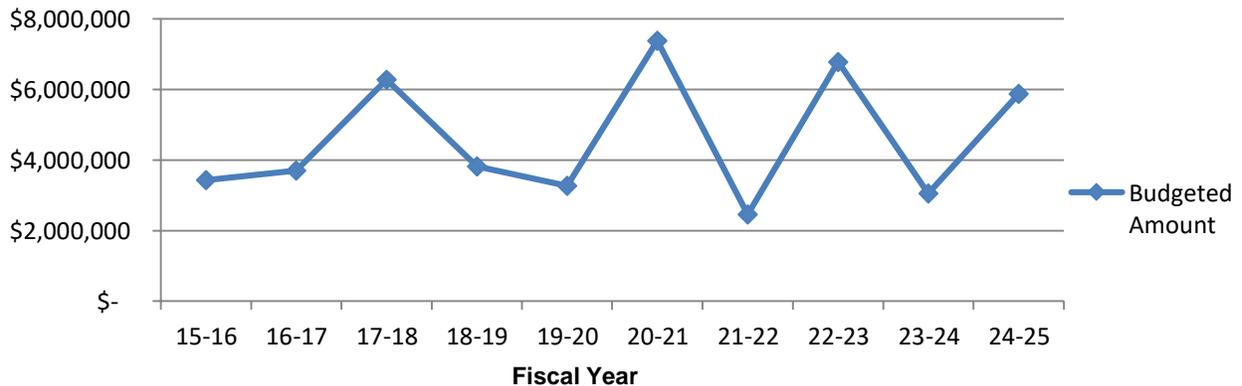
Intergovernmental Revenue includes Federal (\$3,150,000) and State (\$649,466) grants for airport capital projects.

Charges for Services increased by 10.76% mainly due to additional T-Hangars available to rent.

Miscellaneous Revenue increased by 5.37% mainly due to an increase in Non-Aviation Rentals (\$84,439).

Other Sources represent use of reserves for Capital Projects in FY 2024-2025.

History of Revenues

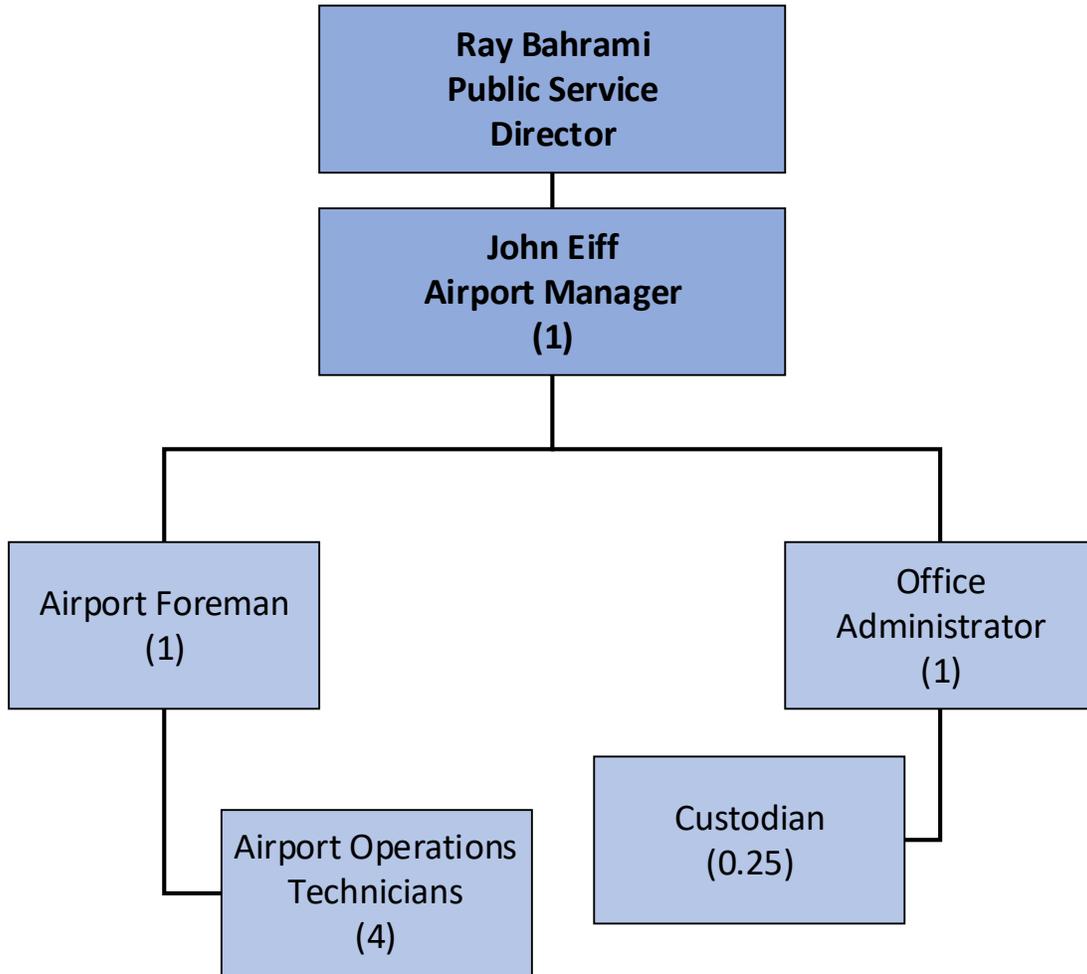




AIRPORT FUND

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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of users satisfied with Airport appearance and services	High Value Government	90%	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	10.21%	5%	8%

Fiscal Year 2023 - 2024 Accomplishments

- ✓ Completed T-hangar construction for phase one of the East Hangar Complex and started leasing the hangar sites.
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 85 people on the waiting list.
- ✓ Completed the rehabilitation and upgrades to the airfield electrical home runs and vault.
- ✓ Constructed the Skinner connector road to SR 11.
- ✓ Update Security gate readers, cameras and fencing.
- ✓ Design and rehabilitate the mid-section of taxiway "A".
- ✓ Design the East Hangar complex phase 1b.
- ✓ Construction for rehabilitation of the West apron.
- ✓ Started design of rehabilitation of runway 5/23.
- ✓ Designed electrical upgrades on T-hangars A, B, & C.
- ✓ Started the airport's new 10-year Master Plan and ALP updates.

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 East Hangar Complex. 	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 East Hangar Complex. • Rehabilitation of West Ramp Apron. • East Hangar Complex Phase 1b Design. • Construction of Taxiway A Rehab. • Restripe Airfield Markings. 	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 2024-2025
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Design East Hangar Complex – Phase 1b
 - Target Completion: FY 2024-2025
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete final phase of NW Industrial Park.
 - Target Completion: FY 2025-2026
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 510,069	\$ 578,835	\$ 578,835	\$ 626,300	8.20%
Operating Expenses	400,847	506,298	506,826	467,377	-7.69%
Capital Outlay	3,910,271	1,358,196	6,510,644	4,087,653	200.96%
Contingency	0	5,790	0	0	-100.00%
Transfers	<u>411,613</u>	<u>605,783</u>	<u>620,127</u>	<u>690,251</u>	13.94%
Total Budget	\$5,232,800	\$3,054,902	\$ 8,216,432	\$5,871,581	92.20%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Sports Aviation Administrator	E102	1.00	1.00	0.00	0.00	0.00
Airport Ops Foreman II	110	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	0.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	1.00	0.00	0.00	0.00	0.00
Airport Ops Tech III	105	1.00	1.00	1.00	1.00	1.00
Airport Ops Tech II	102	2.00	2.00	2.00	2.00	2.00
Custodian II	102	0.00	0.00	0.00	0.10	0.00
Custodian I	101	0.10	0.10	0.10	0.00	0.25
Airport Ops Tech I	101	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		8.10	8.10	7.10	7.10	7.25

Replaced [0.10] Custodian II with [0.25] Custodian I.

CAPITAL OUTLAY

Amount

Construct - Runway 5/23	\$3,500,000
Construct - A, B, & C Electrical Upgrades	200,000
John Deere Zero Turn Mower	18,150
Fuel Master	19,503
Airfield Markings	350,000
Total Capital Outlay	\$4,087,653

Management Discussion

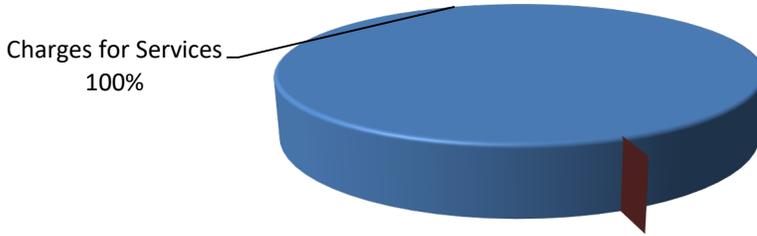
- ✓ Total expenses increased by 92.20% mainly due to an increase in capital projects.
- ✓ Personal Services increased by 9.97% mainly due to an increase in Custodian staffing from 0.1 FTE to 0.25 FTE, an increase in health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses decreased by 7.69% mainly due to decreases in promotional activities (\$5,000) and operating supplies (\$7,000).
- ✓ Includes funding for capital projects (\$4,087,653) including construction of Runway 5/23 (\$3,500,000) which will be mostly grant funded.



REFUSE COLLECTION FUND

Revenue Summary

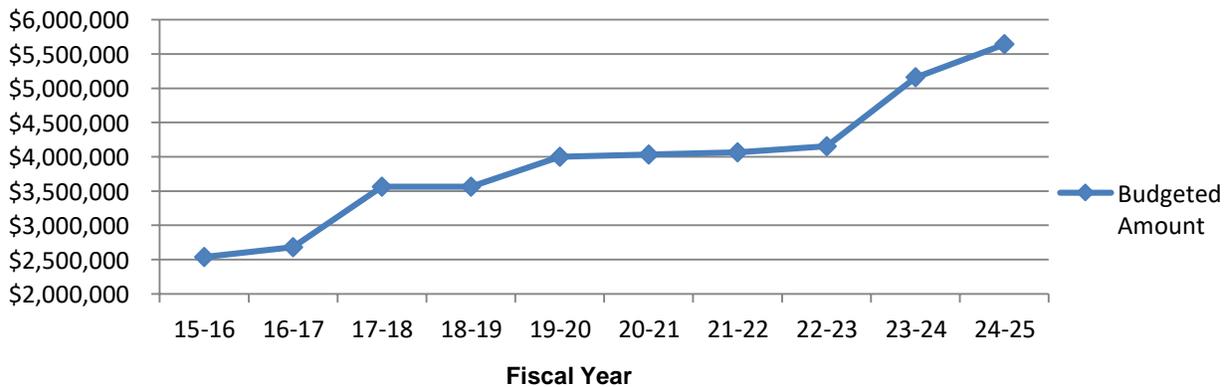
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Charges for Services	\$ 5,193,946	\$ 5,160,000	\$ 5,160,000	\$ 5,640,000	9.30%
Miscellaneous Revenue	<u>10,983</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 5,204,929	\$ 5,160,000	\$ 5,160,000	\$ 5,640,000	9.30%



Management Discussion

Projected in FY 2024-2025 budget is \$5,640,000 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 and 3% of gross revenues in return for billing and administrative services. The franchise fee revenues are recognized in the General Fund of the City while the billing and administrative 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 22/23 Actual	FY 23/24 Projection	FY 24/25 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.	95%	90%	90%
% of noise complaints responded to within 48 hours	97%	98%	98%
Waste Diversion: total recycle tonnage (residential + commercial)	New Measure	-	-

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses	\$ 5,065,124	\$ 5,060,000	\$ 5,060,000	\$ 5,490,265	8.50%
Transfers	<u>136,793</u>	<u>100,000</u>	<u>100,000</u>	<u>149,735</u>	49.74%
Total Budget	\$ 5,201,917	\$ 5,160,000	\$ 5,160,000	\$ 5,640,000	9.30%
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None					
CAPITAL OUTLAY					Amount
None					

Management Discussion

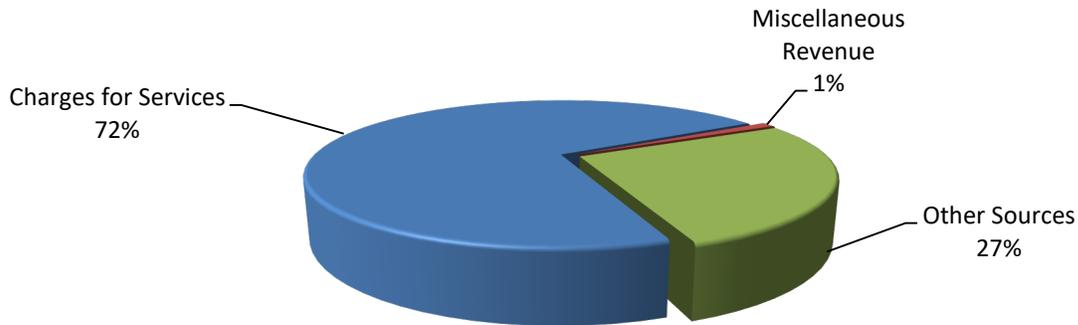
- ✓ Includes funding for:
 - GFL Solid Waste Southeast, LLC (\$4,991,150)
 - Franchise Fees held for the City (\$499,115)
 - Contribution to Water & Sewer Fund (\$149,735)



STORMWATER FUND

Revenue Summary

REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Charges for Services	\$ 2,251,350	\$ 2,297,500	\$ 2,297,500	\$ 2,441,500	6.27%
Miscellaneous Revenue	102,062	35,000	35,000	35,000	0.00%
Other Sources	<u>18,858</u>	<u>395,531</u>	<u>1,489,284</u>	<u>919,660</u>	132.51%
Total Stormwater Fund Revenue	\$ 2,372,270	\$ 2,728,031	\$ 3,821,784	\$ 3,396,160	24.49%



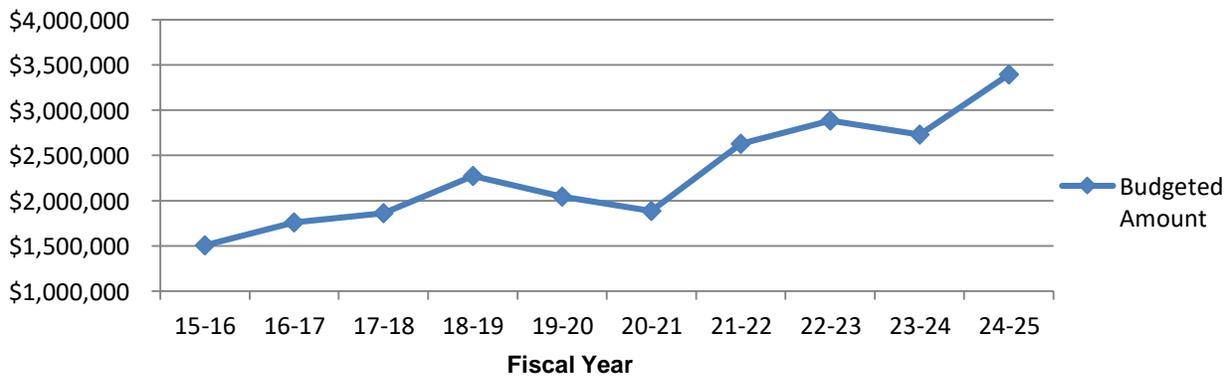
Management Discussion

Charges for services represent stormwater fees and are projected with a 6.27% increase from FY 2024-2025 budget.

Miscellaneous Revenue represents interest earnings on investments (\$35,000).

Other Sources in FY 2024-2025 represents Use of Reserves for the Capital Projects.

History of Revenues

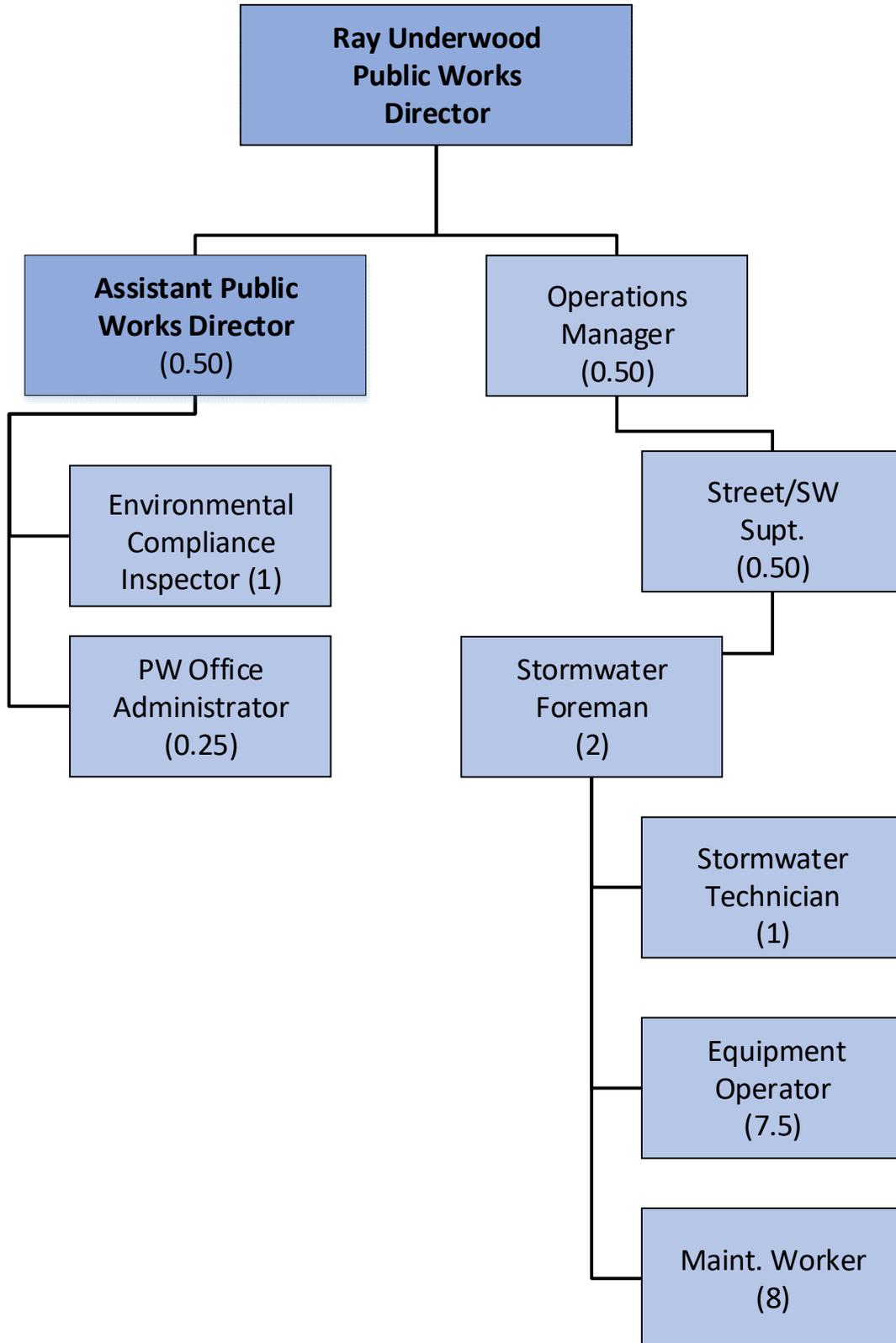




STORMWATER FUND

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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
% of drainage repairs completed within 30 calendar days	High Value Government	76%	77%	78%
% of sites passing NPDES requirements	High Value Government	100%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	50%	50%	50%
% of storm sewer inlets cleaned	High Value Government	11%	11%	11%
% of storm water retention ponds maintained annually	High Value Government	12%	12%	12%
% of curb miles swept	High Value Government	100%	100%	100%

Fiscal Year 2023 - 2024 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 11 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).
- ✓ Started a city-wide vulnerability study, with a heavy focus on the downtown area.
- ✓ Stormwater Master Plan Updates:
 - ✓ Stormwater upgrade in several areas.
 - High and Hubbard upgrades
 - Boston and Rich upgrades
 - Georgia Ave and City Hall upgrades

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 2024-2025
 - o Revisit 2026-2027
 - 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 Renewal FY 2026-2027
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community
 - ✓ Complete City-wide vulnerability study
 - o Target Completion FY 2024-2025

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23	2023-24	2023-24	2024-25	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2023-24
Personal Services	\$ 859,088	\$1,371,156	\$1,371,156	\$1,456,690	6.24%
Operating Expenses	299,869	365,347	383,412	395,934	8.37%
Capital Outlay	372,159	655,304	1,716,717	1,079,932	64.80%
Transfers	<u>314,993</u>	<u>336,224</u>	<u>350,499</u>	<u>463,604</u>	37.89%
Total Budget	\$ 1,846,109	\$2,728,031	\$3,821,784	\$3,396,160	24.49%

STAFFING	PAY GRADE	2020-21	2021-22	2022-23	2023-24	2024-25
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Assistant Public Works Director	E104	0.50	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 II (also Fund 001)	113	0.00	0.00	0.00	0.00	0.50
Streets/SW Sup. (also Fund 001)	112	0.50	0.50	0.50	0.50	0.00
Foreman II	110	1.00	1.00	0.00	1.00	1.00
Environmental Compliance Insp.	109	1.00	1.00	1.00	1.00	1.00
Foreman I	109	0.00	1.00	2.00	1.00	1.00
Office Administrator	108	0.25	0.25	0.25	0.25	0.25
Stormwater Technician I	106	1.00	1.00	1.00	1.00	1.00
Lead Worker	106	0.50	0.50	0.00	0.00	0.00
Equipment Operator III	106	0.00	0.00	0.50	0.50	0.50
Equipment Operator II	105	0.00	1.00	0.00	2.00	2.00
Equipment Operator I	104	3.00	3.00	6.00	5.00	5.00
Maintenance Worker II	102	2.00	3.00	2.00	3.00	2.00
Maintenance Worker I	101	<u>1.00</u>	<u>0.00</u>	<u>3.00</u>	<u>5.00</u>	<u>6.00</u>
Total Full Time Staffing		11.25	13.25	17.25	21.25	21.25

Promoted [0.5] Streets/Stormwater Superintendent I to [0.5] Streets/Stormwater Superintendent II. Replaced [1.0] Maintenance Worker II with [1.0] Maintenance Worker I.

CAPITAL OUTLAY	Amount
Trimble GPS locator for Camera Truck	\$ 16,245
NEW flail mowing head	27,437
SW pipe lining - city wide (every year)	300,000
Wisconsin Ave Pipeline Improvements	281,250
New Hampshire Ave & S Garfield Ave Drainage & Pond Improvements	25,000
Earl Brown Pond Improvements	225,000
Misc. Stormwater Neighborhood Improvements	150,000
Misc. Stormwater Pond Improvements	25,000
Misc. Stormwater Pond Fence Maintenance	30,000
Total Capital Outlay	\$1,079,932

Management Discussion

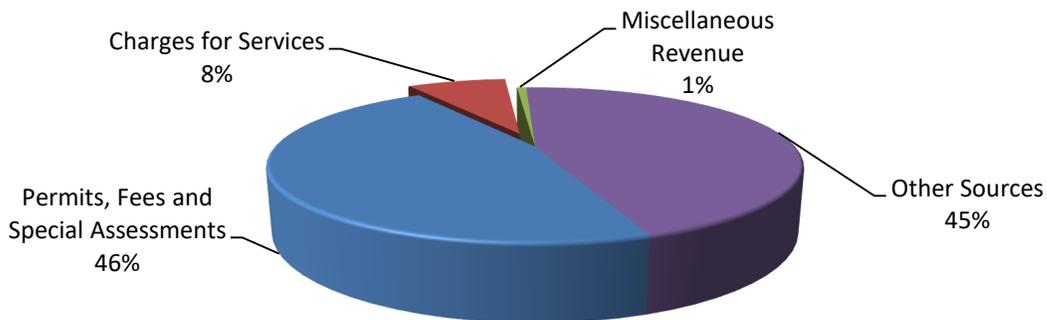
- ✓ Total expenses increased by 24.49%.
- ✓ Personal Services increased by 6.24% mainly due to a promotion for the Streets/Stormwater Superintendent I to Streets/Stormwater Superintendent II, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating expenses increased by 8.37% mainly due to an increase in engineering services (\$10,000) and equipment maintenance (\$31,800).
- ✓ Capital outlay increased by 64.80% and includes funding for citywide pipeline replacement and miscellaneous annual stormwater improvements.



PERMITS AND INSPECTIONS FUND

Revenue Summary

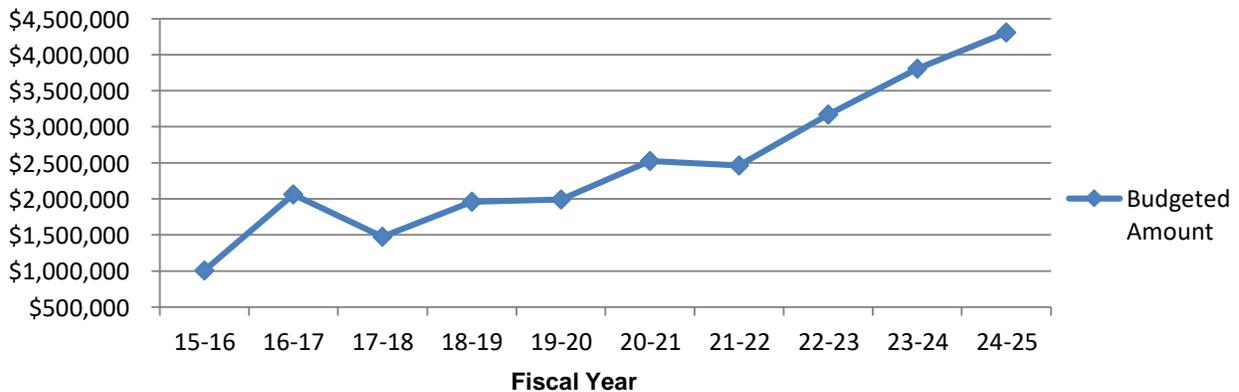
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Permits, Fees and Special Assessments	2,915,137	1,823,854	1,823,854	2,005,000	9.93%
Charges for Services	590,666	240,000	240,000	330,000	37.50%
Miscellaneous Revenue	137,962	30,000	30,000	30,000	0.00%
Other Sources	0	1,709,851	2,632,485	1,943,753	13.68%
Total Permits & Inspection Fund Revenue	\$ 3,643,765	\$ 3,803,705	\$ 4,726,339	\$ 4,308,753	13.28%



Management Discussion

Permits, Fees and Special Assessments consist primarily of building permit fees. Charges for Services includes building plan review fees, fire plan reviews, and reinspection fees. Miscellaneous Revenue includes interest income and other revenue. Other Sources consist of Use of Reserves (\$1,943,753).

History of Revenues

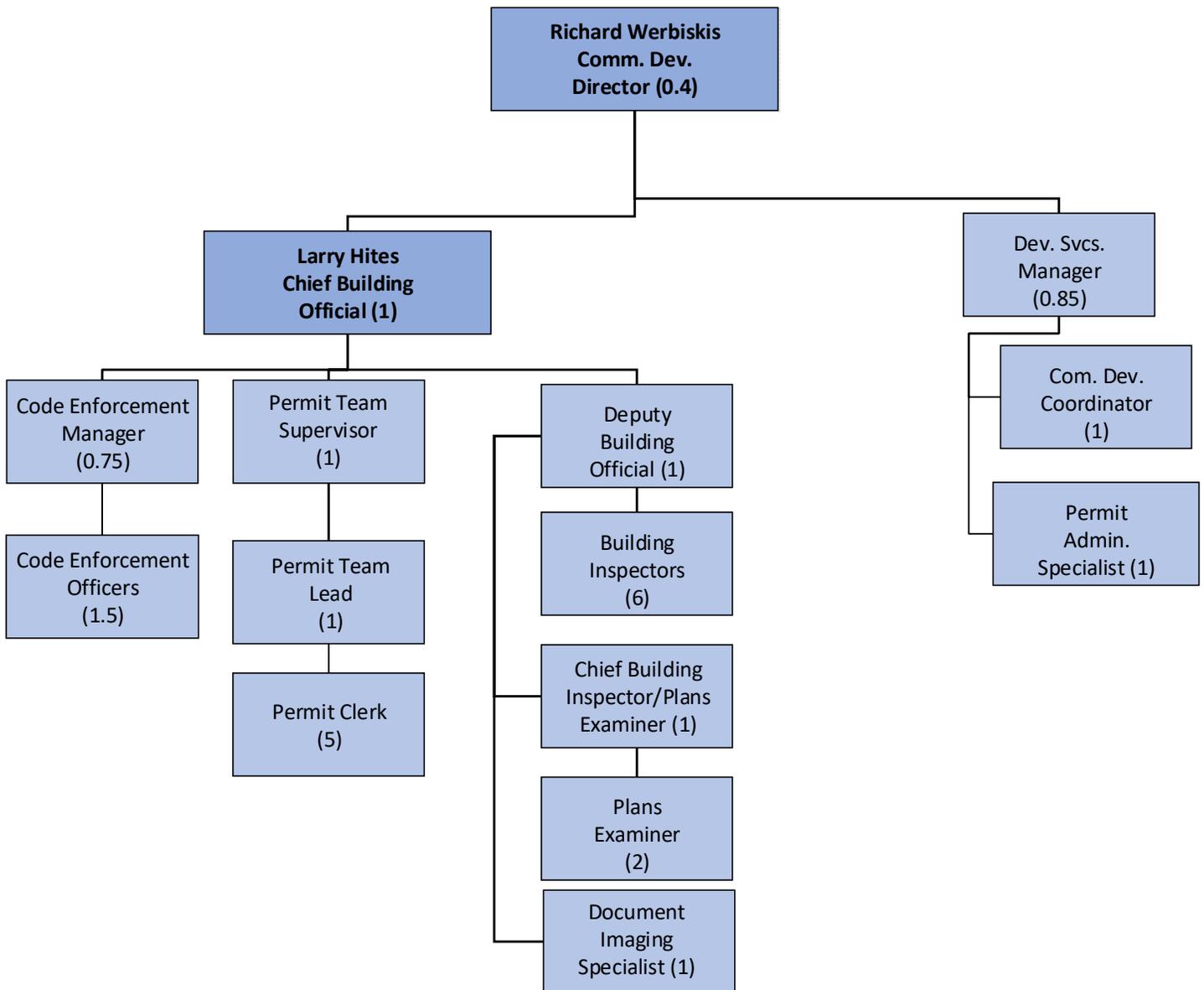




PERMITS AND INSPECTIONS FUND

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 22/23 Actual	FY 23/24 Projection	FY 24/25 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	95%	95%	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	63	50	60

Fiscal Year 2023 – 2024 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.
- ✓ Updated policies and procedures to comply with legislative mandates.

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. 	High Value Government

<ul style="list-style-type: none"> • Issue all Business Tax Receipts within 3 days. • Initiate neighborhood revitalization program through the removal of dilapidated structures. • 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
- ✓ Enhance the Accela Civic Platform to provide superior customer services.
 - 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: Ongoing
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$1,658,845	\$1,965,744	\$2,033,627	\$ 2,154,703	9.61%
Operating Expenses	597,729	864,509	1,398,894	1,008,212	16.62%
Capital Outlay	574,099	159,438	433,498	0	-100.00%
Transfers	<u>627,212</u>	<u>814,014</u>	<u>860,320</u>	<u>1,145,838</u>	40.76%
Total Budget	\$3,457,885	\$3,803,705	\$4,726,339	\$ 4,308,753	13.28%

STAFFING	PAY GRADE	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
Community Development Director	E108	0.40	0.40	0.40	0.40	0.40
Chief Building Official	E107	1.00	1.00	1.00	1.00	1.00
Community Devel. Deputy Director	E104	0.00	0.40	0.40	0.00	0.00
Firefighter (split with FD)	F101	0.75	0.75	0.00	0.00	0.00
Chief Bldg Insp/Plans Examiner	B105	0.00	0.00	1.00	1.00	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	2.00	2.00	1.00	1.00	1.00
Building Inspector I	B101	4.00	4.00	4.00	4.00	5.00
Building Inspector Entry Level	B100	0.00	0.00	2.00	2.00	1.00
Plans Examiner Internship	B100	0.00	0.00	0.00	0.00	1.00
Development Svcs. Manager	117	0.00	0.00	0.00	0.85	0.85
Land Development Manager	116	0.80	0.85	0.85	0.00	0.00
Code Enforcement Manager	113	0.00	0.00	0.60	0.75	0.75
Permit Administration Specialist	112	0.00	0.00	1.00	1.00	1.00

Planner I	112	0.60	0.60	0.60	0.00	0.00
Permit Supervisor	109	1.00	1.00	1.00	1.00	1.00
Community Devel. Coordinator	109	0.00	0.00	0.00	0.00	1.00
Code Enforcement Officer	107	0.80	0.80	1.20	1.50	1.50
Permit Team Lead	106	0.00	1.00	1.00	1.00	1.00
Zoning Technician	106	0.00	1.00	1.00	1.00	0.00
Permit Clerk II	104	3.00	0.00	2.00	2.00	3.00
Admin Asst III (split with FD)	104	0.00	0.50	0.00	0.00	0.00
Permit Facilitator	104	0.00	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>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>
Total Full Time Staffing		19.35	20.30	24.05	23.50	24.50
Fire Marshal	F106	0.37	0.30	0.00	0.00	0.00
Fire Inspector	F105	<u>0.80</u>	<u>0.30</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		1.17	0.60	0.00	0.00	0.00
Total Staffing		20.52	20.90	24.05	23.50	24.50

Added [1.0] Plans Examiner Internship. Promoted [1.0] Building Inspector Entry Level to [1.0] Building Inspector I. Promoted [1.0] Permit Clerk I to [1.0] Permit Clerk II. Promoted [1.0] Zoning Technician to [1.0] Community Development Coordinator.

CAPITAL

Amount

None

Total Capital Outlay

\$ -

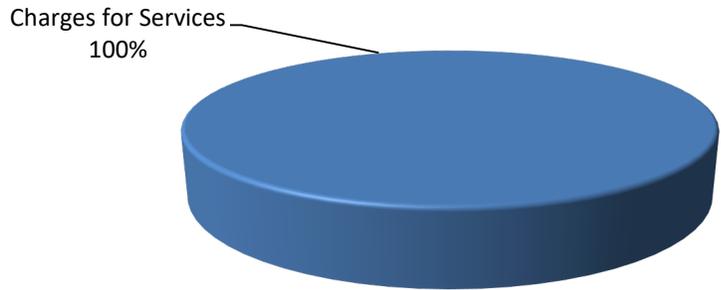
Management Discussion

- ✓ Total expenses increased by 13.28%.
- ✓ Personal Services increased by 9.61% primarily due to the addition of a Plans Examiner Internship, increased health insurance costs, a Pay Plan adjustment, and a 3% merit increase for FY 2024-2025.
- ✓ Operating Expenses increased by 16.62% mainly due to the addition of Gray Quarter Managed Services (\$100,000) and increases to Accela Land Management Annual Support (\$29,000), Accela Licenses (\$4,500) and IVR Maintenance (\$4,640).
- ✓ Includes funding for:
 - Accela Land Management (\$170,000)
 - Plan Review E-Permit Hub (\$69,500)
 - Accela Maintenance and Upgrade (\$100,000)
 - Plan Review Software (\$69,500)
 - Code books (\$7,500)
 - Banking fees (\$80,000)
 - Permit Stats Software (\$47,500)
 - Accela Conference Travel and Training (\$22,000)

HEALTH INSURANCE COST CONTAINMENT FUND

Revenue Summary

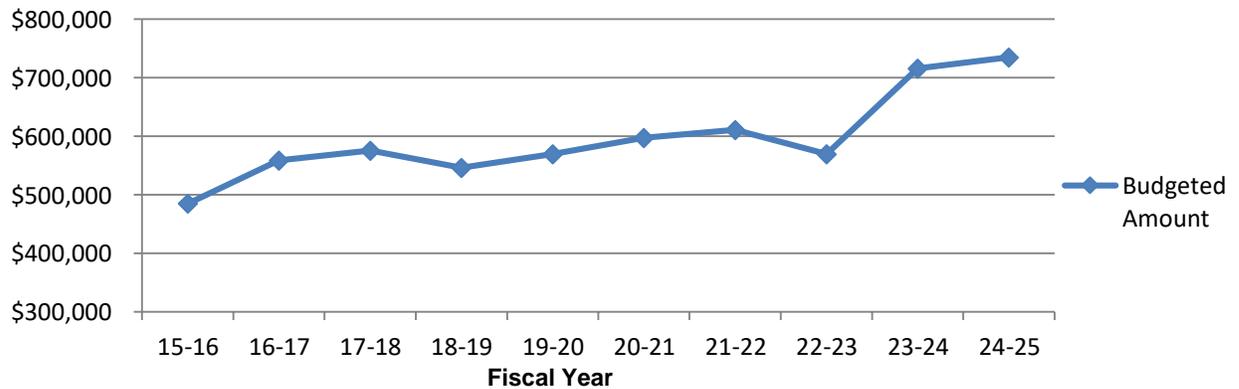
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Charges for Services	\$ 569,305	\$ 715,605	\$ 715,605	\$ 734,705	2.67%
Miscellaneous Revenue	<u>7,553</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.00%
Total Health Ins. Cost Contain. Fund Rev.	\$ 576,858	\$ 715,605	\$ 715,605	\$ 734,705	2.67%



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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Operating Expenses	\$ 511,421	\$ 683,400	\$ 683,400	\$ 702,500	2.79%
Debt Service	2,347	0	0	0	N/A
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
Total Budget	\$ 545,973	\$ 715,605	\$ 715,605	\$ 734,705	2.67%
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET
None					
CAPITAL					Amount
None					

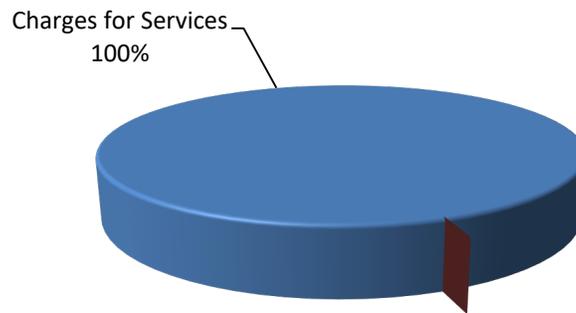
Management Discussion

- ✓ Total expenses increased by 2.67%.
- ✓ Operating expenses increased by 2.79% due to an increase in rental costs (\$24,000) and in monthly program fees (\$14,200).
- ✓ Includes funding for:
 - Health Center labor (\$350,000)
 - Monthly management program fee (\$124,200)
 - Medical supplies (\$125,000)
 - Facility Rental (\$60,000)

WORKERS' COMPENSATION SELF INSURANCE FUND

Revenue Summary

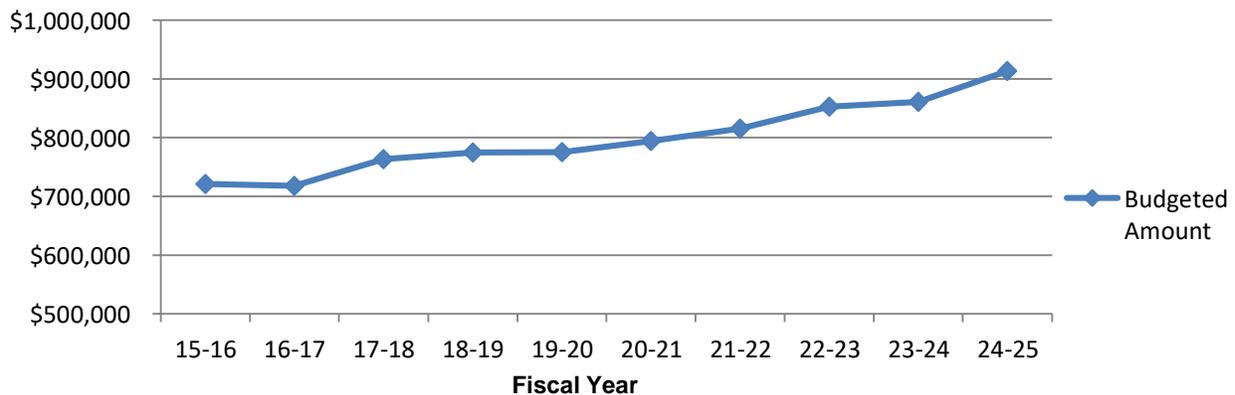
REVENUE SUMMARY	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Charges for Services	\$ 852,741	\$ 860,736	\$ 860,736	\$ 913,300	6.11%
Miscellaneous Revenue	<u>178,010</u>	<u>0</u>	<u>10,000</u>	<u>0</u>	N/A
Total Workers' Comp Fund Revenue	\$ 1,030,751	\$ 860,736	\$ 870,736	\$ 913,300	6.11%



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 2024-2025 budgeted 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 22/23 Actual	FY 23/24 Projection	FY 24/25 Target
# of injuries per 100 employees	High Value Government	3.70	4.00	3.00
# of work days lost per injury	High Value Government	80	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	94%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	338%	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.15	1.18	.98
# of employees attending safety training	High Value Government	248	500	500
# of safety reviews/inspections performed	High Value Government	0	48	48
% change in number of liability claims over previous year	High Value Government	61%	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	11	25%	25%

Fiscal Year 2023 - 2024 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 2024-2025
 - 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	2022-23 ACTUAL	2023-24 BUDGET	2023-24 ESTIMATED	2024-25 BUDGET	% Change from 2023-24
Personal Services	\$ 730,442	\$ 701,471	\$ 711,471	\$ 737,335	5.11%
Operating Expenses	57,082	95,265	95,265	111,965	17.53%
Transfers	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	0.00%
Total Budget	\$ 851,524	\$ 860,736	\$ 870,736	\$ 913,300	6.11%
STAFFING	2020-21 BUDGET	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET

None

None

Management Discussion

- ✓ Total expenses increased by 6.11%.
- ✓ Personal Services increased by 5.11% mainly due to increases in premiums (\$25,864) and reserves established by actuarian (\$10,000).
- ✓ Operating expenses increased by 17.53% mainly due to the addition of a PEN program (\$25,000).
- ✓ 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 (\$270,335)
 - Safety Committee Training (\$2,000)
 - Employee Workers Comp/Safety Training Seminars (\$2,000)
 - PEN program (\$25,000)