



**Fiscal Year
2025-2026
Proposed Budget**

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Budget Message

Inflation has declined from its 2022 peak to about 2.3% over the past year. However, costs related to operations, construction, and capital projects remain high. Combined with elevated interest rates, this makes it challenging to achieve many of the City's strategic goals. Rising home values and a strong housing market have boosted ad valorem tax revenue, but rapid growth continues to strain our capacity. Meeting increased demand requires more personnel, higher operating expenses, and new capital investments—all of which are becoming more costly. As the city grows, we must stay focused on building internal capacity to maintain high-quality services for all residents.

PERFORMANCE MEASURES

For many years, the City has included performance measures in the budget to promote transparency and accountability. Initially, these metrics focused on internal performance and benchmarking against peer cities through resources like the ICMA Center for Performance Management.

Recognizing that many early indicators focused on outputs rather than efficiency or effectiveness, we overhauled the format in FY 2016–2017. Since then, the City earned ICMA's Certificate of Achievement in Performance Management for seven consecutive years. Although ICMA ended the program in 2022–2023, we remain committed to performance benchmarking and are actively exploring new, comparable data hub alternatives.

STRATEGIC PLAN UPDATE

In 2023, the City partnered with a citizen Steering Committee to complete a major update to the Strategic Plan—its third since the plan was first adopted in 2000. After engaging the community, the Committee identified key themes: *Downtown as an Asset*, *Homelessness*, *Growth*, and *Infrastructure and Parks*. Based on their recommendations, the City Commission approved several updates: A new Guiding Principle on Growth added to the Vision Statement, New goals and objectives related to Growth, Infrastructure, and Parks, Clarification and cleanup of legacy goals, and Inclusion of key definitions.

In February 2025, the Commission set its priorities for FY 2025–2026. The top priority is to Maintain Public Safety, followed by: Business Retention and Expansion, Redevelopment and Annexation, Community-Consistent Growth, Quality of Life Enhancements, Long-Term Planning, and Facilities and Infrastructure.

Over the past 25 years, our community-driven Strategic Plan has helped shape a thriving, resilient city. Guided by the values and goals of our residents, we've achieved significant progress—from revitalizing downtown and maintaining low unemployment to enhancing infrastructure and supporting sustained growth. It is in this spirit that I respectfully present the recommended FY 2025–2026 Budget.

OVERVIEW

General Fund	\$52,317,053
Confiscated Fund	\$3,000
Homeless Shelter Fund	\$817,643
Spring Hill CRA Fund	\$1,086,128
Governmental Impact Fee Trust Fund	\$1,475,353
Downtown CRA Fund	\$1,033,656
Grants & Special Revenue Fund	\$762,274
Debt Service Fund	\$2,263,199
Capital Projects Fund	\$5,577,438
Water & Sewer Fund	\$37,409,769
Water Trust Fund	\$3,250,000
Wastewater Trust Fund	\$6,946,575
Airport Fund	\$4,067,464
Refuse Collection Fund	\$6,421,500
Stormwater Fund	\$3,353,981
Permits & Inspections Fund	\$4,821,629
Health Insurance Cost Containment Fund	\$751,755
Workers Compensation Self Insurance Fund	\$908,188
Total FY 25/26 Budget	\$133,266,605

GENERAL FUND

Revenue

The total pre-preliminary estimated taxable value for FY 25/26 is \$3,839,375,855. This is an increase of \$355,021,574 or 10.19% and includes \$185,212,181 in new construction and annexations. This year's recommended budget is funded with a millage rate of 6.2841, which includes .3 mil for capital. This proposed rate is the same as FY 24/25 and represents a 4.15% increase over the Rolled Back rate of 6.0338. This proposed rate is necessary given the recommendations for maintaining public safety. Based upon this rate, the ad valorem tax revenue for the year will be \$20,932,959, an increase of \$2,074,349 from the prior year.

Staff is projecting increases in other revenues including \$66,480 in Local Option Gas and Insurance Premium Taxes, \$68,091 in Communication Service Taxes, \$352,738 in Franchise Fees, \$24,900 in Charges for Services, \$286,522 in Water and Sewer PILOT and \$320,041 in Miscellaneous Revenues. These increases are partially offset by decreases including (\$104,074) in Utility Services Taxes, (\$209,665) in State Shared Revenues and (\$36,000) in Local Business Taxes. All of these combined with an increase in ad valorem results in a net increase in revenue of \$2,843,382. Additionally, this budget includes the use of Capital Reserves (\$3,086,264), Sanborn Center Reserves (\$14,660), ARPA Reserves (\$747,643) and Lot Maintenance Reserves (\$23,000).

Expenditures/Programs

The recommended budget increases General Fund expenditures from \$48,231,641 in FY 24/25 to \$52,317,053 or an increase of 8.47%. There are 311.58 FTEs in the proposed General Fund budget. There were requests from Public Works and Parks and Recreation for additional personnel that are needed but not funded. However, given the City Commission's top priority, staff is proposing 3 new fire fighters and 6 new officers. To accomplish this, the City is seeking a SAFER grant for three (3) Firefighters and a COPs grant for six (6) police officers. These positions are not included in the FTE count for FY 25/26. There are two new positions funded in Code Enforcement but funded largely by the Permits and Inspections Fund.

The proposed budget includes other promotional and career track position upgrades (\$48,319) and a 3% merit increase (\$781,010). This amount does not include funds set aside in the enterprise funds. Overall, operating expenses have increased mostly due to inflation. Given the top priority of Maintaining Public Safety, there is \$689,570 set aside for recruitment and retention options to help the Police Department Achieve full staffing. The budget also includes increases for Retirement Contributions (\$796,452), Health Insurance (\$288,536), Property Insurance (\$39,372), Hardware/Software (\$138,288), Operating Supplies (\$85,445) and Operating Capital (\$280,113).

The proposed budget includes Capital (\$6,250,172) and Operating Capital (\$735,685). To fund the proposed capital budget in the Capital Fund (\$5,577,438), there is \$1,049,429 in Ad Valorem Tax, \$330,024 from the 1% Payment in Lieu of Taxes, \$3,086,264 in transfers from Capital Reserves from the General Fund, and \$783,943 in transfers from other funds (some items such as Information Technology are for multiple departments). There is also a match from Stetson for the proposed Scoreboard at Spec Martin (\$327,778). To fund the proposed capital budget (\$330,000) and operating capital (\$20,000) in the GIFT Fund, there are Fire Impact Fees (\$330,000) and General Government Impact Fees (\$20,000) available to cover the costs. To fund the proposed capital budget in the Grants and Special Revenue Fund (\$342,734), there is Tree Replacement reserves available to cover the costs. Also included in the Grants and Special Revenue Fund is \$388,540 from Local Option Fuel Tax for road resurfacing. Therefore, the combined Capital, Road Resurfacing, and Operating Capital investment is \$7,394,397. The capital items include:

Fire Panel	\$29,648
City Hall Roof Replacement	\$331,240
Total Administrative Services Capital	\$360,888

Migrate to BS&A Online	\$247,000
Increase Internal Network Security	\$67,699
Exchange Server 2019	\$30,000
Production Server Refresh	\$148,864
Replacing 4 VX Rail Servers	\$856,100
Move Fiber Termination for WAN from PD to City Hall	\$14,488
iSCSI Protocol/Server Storage Hardware	\$44,931
Total IT Capital	\$1,409,082

New Ladder Truck Equipment	\$92,000
8 New MSA G1 SCBA For Heavy Rescue (4) And New Ladder 83 (4)	\$88,000
Design Fees for New South Fire Station	\$150,000
Station 82 Upgrades	\$115,000
Zoll X Series Adv Monitor Defib	\$56,000
Replacement of Bunker Gear	\$70,000
Technical Rescue Tool Upgrades	\$30,000
Portable Vent Fan Replacement for E 82 and E 83	\$11,000
Fire Department Hardwired Key swipes	\$14,200
Total Fire Capital	\$626,200

Roof Replacement	\$237,384
CID Chevy Blazer	\$44,144
2025 Ford Expedition - Community Engagement Sergeant	\$84,623
CID Toyota Camry	\$44,144
Patrol SUV (1 of 5)	\$81,068
Patrol SUV (2 of 5)	\$81,068
Patrol SUV (3 of 5)	\$81,068
Patrol SUV (4 of 5)	\$81,068
Patrol SUV (5 of 5)	\$81,068
Total Police Capital	\$815,635

Replace 1330143 With A F550 Regular Cab	\$126,609
Implement Package For Attachments For The Mini-Skid Steer	\$16,125
Urban Forestry Master Plan	\$200,000
Color Printer for Public Works	\$9,000
Public Works Badge Access Control Pads	\$7,500
Replace 132128A With A 2025 Ford F550 Super Cab	\$107,782
Replace 132120A With A 2025 Ford F250 Super Cab	\$71,570
Replace 132-Inm-524 With SCAG Turf 61"	\$20,400
Orange Camp Round-About Sign & Suggested FDOT Improvements	\$350,000
Two Additional RRFB Signs for Various Locations	\$18,757
Replace 134182B With F150	\$54,562
Replace 134180A With F350	\$99,259
Install Cemetery Fence	\$83,325
Replace 136195A With Chevy Silverado 1500 Crew Cab	\$63,169
Total Public Works Capital	\$1,228,058

Resurface Gym Floor - Chisholm Center	\$10,680
Excavate, Build, Renovate Skatepark - Design	\$100,000
Install Sub Surface Drainage, Replace Turf - Spec Martin	\$495,954
Parking Improvements - Sperling Sports Complex	\$177,546
Renovate Stucco On North & South Walls - Conrad	\$42,870
Termite Tenting Admin Bldg. & Lemon Room	\$40,000
Paint Exterior - Sanborn Center	\$52,492
Install Panic Bars - Conrad & Spec Martin	\$41,280
Remove Old Tennis Court & Replace With Pavilion - Chisholm	\$15,000
9 Robot Mowers	\$46,085
Pull Behind Lift	\$46,200
Replace Rota Darion - 143-Sr-001	\$21,250
Replace Toro Top dresser - 143-TI-014	\$19,907
Replace 2 Backflow Preventers - Conrad	\$17,977
Pull Behind Leaf & Debris Blower	\$12,495
Replace Video Board & Sound System - Spec Martin	\$655,556
Melching Field Fiber Construction	\$5,131
Connect Spec Martin to City Fiber Network	\$9,886
Total Parks and Recreation Capital	\$1,810,309

Other expenditures included in this year’s budget are:

- DeLand’s participation in the Bridge (\$797,643). We requested a legislative appropriation for operating costs but it was not approved. Some sponsors have agreed to renew their commitments so there will be some revenue for FY 25/26 (\$20,000). 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 25/26 includes a \$50,000 contribution from the General Fund revenues as well as a \$747,643 contribution from ARPA reserves. This is the last year on that contractual requirement with Volusia County.
- Funding to resurface the Trails, Earl Brown Park and Bill Dreggors Park (\$100,000).
- \$200,000 to reimburse the hurricane reserve.
- \$350,000 for contingency.

Challenges/Opportunities

DeLand continues to be a desirable place to live, work, and play—evidenced by strong housing demand and business interest. This year, new construction and annexations added \$185.2 million in value, bringing total taxable property value to an estimated \$3.839 billion—a 10.19% increase.

To keep costs low for residents, the City previously made substantial cuts in personnel, capital, and operations following the 2008 recession. While our departments have restored capacity that was cut during the recession, the demands of growth require us to continue to build capacity to service the demands of new residents and businesses. Personnel priorities in this year’s budget were guided by the Commission’s top focus: maintaining public safety. Inflation continues to affect operating costs, and the budget includes funding for facility and equipment upgrades, along with merit-based pay increases to support service quality.

This year, we’ve also reinvested in our organizational culture, aligning core values—Helping People, Communication, Teamwork, Integrity, Respect, and Pride—with systems like onboarding, training, promotions, and recognition to boost morale and productivity.

Staffing challenges remain. Succession planning continues to be an issue across departments. The recruitment and retention of police officers is particularly difficult due to increased competition and fewer cadets entering the academy. As the city grows, so does the need for additional officers. The budget includes enhanced pay and benefits to help DeLand remain competitive in hiring and retaining quality officers.

While the State’s 2025 legislative session has now concluded, there were two proposed measures that could have impacted general fund revenues. A potential sales tax reduction could reduce revenue by at least \$100,000. More concerning is the proposed elimination of property taxes—DeLand’s largest general fund revenue source—which would create a \$22 million shortfall. There is a measure to eliminate sales tax on business rent, but staff is unsure of the actual impact of that on revenues. Additionally, recent changes to the Live Local Act have rolled back the protections gained last year, presenting further uncertainty.

WATER AND SEWER FUND

Revenue

The Water and Sewer budget for FY 25/26 totals \$37,409,769, which is a decrease of \$6,972,569, largely due to grant revenues for Water Plant #10 Well Field and Plant Upgrades 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, grant revenue totaling \$1,175,787, use of reserves totaling \$2,500,000 and a transfer from the Water and Sewer fund totaling \$3,120,788 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 (SRWMD) 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.

Given that the new Advanced Wastewater Plant will come on-line partially in FY 25/26, there will be a need for three additional Utility Plant Technicians (\$134,045). The budget also includes a 3% merit increase (\$297,942), other promotional and career track position upgrades (\$32,419) and increases in health insurance (\$122,196).

The budget includes \$6,669,352 in capital in the Water and Sewer Fund, and \$10,196,575 in the Water and Wastewater Trust Fund to include:

New Vehicle Replace #210	\$52,094
Inspection Golf Cart	\$15,521
Water Plant PFAS Professional Development Regulations (PDR)	\$187,000
Aqua Storage Recovery (ASR) Potable Well Abandonment	\$106,700
WP#1 High Service Well Pump Drives (3)	\$51,747
WP#2 High Service Well Pump Drives (3)	\$41,325
WP#3 High Service Well Pump Drives (3)	\$51,747
2027 Water Main Improvements Design	\$425,700
Water Master Plan	\$300,000
New Pickup Truck Utility Body Replace #288	\$78,769
New Pickup Truck Utility Body Replace #289	\$78,769
Battery Powered Valve Exerciser Package	\$7,197
Battery Powered Hydrant & Valve Exerciser	\$6,385
Backhoe Loader Replace #63	\$177,502
Reclaim Water Expansion Phase #7 Construction	\$210,000
Carrousel #3 Flender Gearbox Replacement	\$160,000
Carrousel #3 Flender Gearbox Rebuild	\$20,000
Golf Cart Replacement #252A	\$13,500
Bar Screen Gearbox Replacement	\$7,700
Lab Auto Sampler (2)	\$19,600
New Vehicle For Fog Inspector	\$52,094
L/S#26 Replacement & Panel Box	\$121,384
L/S#28 Replacement & Panel Box	\$104,434
L/S#83 Replacement & Panel Box	\$99,880
L/S#85 Replacement & Panel Box	\$99,880
L/S#90 Replacement & Panel Box	\$102,346
L/S#84 Generator & Transfer Switch	\$62,930
L/S#10 Wet Well Relocation Design	\$103,871
Fac #1 - New Ford F150 Super Cab-Foreman	\$60,914
Fac #2 - Replace 208109 With Chevy Silverado 2500HD	\$84,933
Fac #3 - Replace 208-Lift-002 With A Z62/40 Articulation Z-Boom Lift	\$170,388
Fac #4 - Replace 208-TI-004 With A Tandem Axle Enclosed Cargo Trailer	\$7,813
Customer Service - Office Improvements	\$32,229
Sewer Line Rehabilitation	\$275,000

Manhole Rehabilitation	\$100,000
East Regional Sewer Force Main Phase B-1 Construction	\$3,180,000
Total Water & Sewer Capital	\$6,669,352

Downtown Water Main Construction	\$1,000,000
2026 Water Main Improvements Construction	\$2,250,000
Total Water Trust Fund Capital	\$3,250,000

Reclaim Water Expansion Phase #6 Construction	\$2,351,575
Downtown Lift Station & Force Main Construction	\$4,595,000
Total Wastewater Trust Fund Capital	\$6,946,575

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 Blue Spring and DeLeon Springs and thus assist in maintaining compliance with the Maximum Flow limits.

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 25/26 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. The DeLand system has shown no lead service lines replacement required through onsite inspection thus far and work to identify their location and pursuit of available grant funds to replace them will continue to be performed in this Fiscal Year.

This year additional focus will be on the PFAS and PFOS EPA rules on forever chemicals. Testing is completed and a look at each Water Plant site to determine what additional system that will be needed to be installed and if enough land is available to accomplish this by the 2029 deadline is underway.

Reclaimed Water

The city now has three Reclaim Water Pump Station’s online, with eight million gallons of tank storage. This capacity has provided much needed additional system pressure in the outlying reclaimed system. This

infrastructure will also assist our WWWS partners, allowing DeLand to pump excess reclaimed water to the region. The River Booster Pump station is nearing completion and will allow additional water to be pumped into the city to augment the reclaim availability from the river. This year we will be continuing work on Phase 6 of the reclaimed master plan area (Hazen Road and Forest Trace neighborhood) and start design Phase 7 being mindful of our multi-year plan to help offset potable water consumption. We will also look to continue most new projects 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 the wet well and relocation of Lift Station No. 10 at May Street which has been programmed to improve station capacity and flood resiliency. In addition, we have started construction of the East Regional Force Main project that affects the growth of certain parts of the city system and providing additional capacity.

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 \$100M 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 were provided to replace sophisticated auto analysis equipment this past year. This equipment is critical to the routine analysis of nutrients and metals needed for plant operations and regulatory compliance. Certification of the sampling and testing methods are underway to meet the Lab NELAC certification.

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. Funding to maintain and upgrade software licenses and operate the system is included in this budget. All utility crews are now equipped with Trimble GIS equipment to accurately provide location of utilities into the GIS mapping.

Administration

The Utility Administration Building was completed in late 2024. This has allowed a combination of all crews into one location for better communication.

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 \$2,140,870. The budget also includes miscellaneous revenues of \$17,000, grant revenue of \$1,902,500 and use of reserves of \$7,094 for a total budget of \$4,067,464.

Programs/Services

The budget includes funds for a 3% merit increase (\$14,540) and an upgrade of one position to Assistant Airport Manager for succession planning (\$13,155). The budget also includes \$2,147,850 in capital projects with \$1,902,500 being funded from Grants, \$238,256 in revenue, and \$7,094 from airport reserves.

Construct - East Hangar Complex - Phase 1b (\$2,000,000 project, split between 2 years)	\$1,000,000
Construct - South Central Apron Rehab	\$1,000,000
Design - Taxiway E Lighting, Signage, and Taxiway Configuration	\$125,000
East Hangar Complex Directional Sign	\$13,830
Card Reader & Automatic Gate Function to Airport Gate	\$9,020
Total Airport Capital	\$2,147,850

Challenges/Opportunities

The DeLand Airport continues to pursue a multi-year plan for development and investment, though a backlog of projects remains due to limited FAA and FDOT funding. Despite these challenges, several key projects have advanced:

- **East Hangar Complex:** Construction of 20 new T-hangars in the Sports Aviation Village has been completed, yet demand remains high with 70–80 individuals still on the waiting list.
- **West Apron & Taxiway A:** Rehabilitation is complete, adding 30 new aircraft parking and tie-down spaces.
- **Airfield Maintenance:** Due to funding shortfalls, airfield pavement cleaning and runway/taxiway markings have been delayed until late 2025.
- **Facility Upgrades:** Rain gutters and downspouts have been added to existing T-hangars, and electrical upgrades for 60-year-old Hangars A, B, and C are underway and scheduled for completion this year.

Interest in the airport remains strong, with over \$7 million in projected investments over the next two years through ground leases and private hangar development.

Airport Master Plan Update

A comprehensive two-year update to the Airport Master Plan is underway. This plan will guide development over the next decade, focusing on:

- Strategic placement of new taxiways, hangars, and aprons
- Updating the Critical Aircraft designation
- Identifying cost-effective expansion opportunities
- Encouraging public-private partnerships for infrastructure investment

Operational Growth

Airport activity continues to grow. Mustang Pointe Aerodrome, a hangar condominium development, has doubled in size to 30 box hangars. Aircraft operations have reached record levels, earning DeLand recognition as the **busiest non-towered airport in Florida**.

STORMWATER

Revenue

Stormwater revenue for FY 25/26 is estimated at \$3,353,981 a decrease of 1.60%, including use of reserves of \$563,981.

Expenditures/Services

The budget includes funds for a 3% merit increase (\$35,028), other promotional and career track position upgrades (\$10,557), and increases in health insurance (\$17,340). There is \$1,046,229 in funding for capital:

Miscellaneous Citywide Pipe Lining Replacement	\$300,000
Miscellaneous Stormwater Pond Fence Maintenance	\$30,000
Miscellaneous Stormwater Improvements (Neighborhood)	\$150,000
Miscellaneous Stormwater Improvements (Pond)	\$25,000
Old Daytona Road Bridge Construction Plans	\$150,000
Bay Street Stormwater Improvements Phase 1 And Phase 2	\$200,000
New F350 Regular Cab	\$99,259
Replace 450123A With Ford F250 Super Crew Cab	\$71,570
Replace 450-MC-010 With Scag Tiger 6"	\$20,400
Total Stormwater Capital	\$1,046,229

Challenges/Opportunities

We are currently doing a rate study to be implemented October 1, 2025 to meet the funding requirements for the stormwater projects in the current Master Plan. The Master Plan needs to be renewed every 5 years so funds recommended from a rate study can cover projects identified in the plan. Continual heavy summer thunderstorms and active hurricane seasons require us to continue to build upon past experiences and address critical areas. Currently, there are insufficient funds to cover increased operational costs or to cover any major projects. This combined with upcoming projects that will be identified in the five flooding studies, which will commence soon, will require an increase in Stormwater rates to cover those costs.

PERMITS & INSPECTIONS FUND

Revenue

Permits and Inspections revenue for FY 25/26 is estimated at \$4,821,629, an increase of 12.13%, including use of reserves in the amount of \$2,456,629.

Programs/Services

Expenditures total \$4,821,629 and include funds for a 3% merit (\$52,919), other promotional and career track position upgrades (\$5,215) and increases in health insurance (\$20,524). The budget includes a new Lead Code Enforcement Officer and a Code Enforcement Officer (\$128,221). The budget includes two new drones for hurricane damage assessments (\$32,000), and new vehicles for the Deputy Fire Marshal (\$45,000), Lead Code Enforcement Officer (\$30,000), and the Code Enforcement Officer (\$30,000).

Challenges/Opportunities

Residential construction has slowed slightly, while commercial construction remains strong and steady. Both sectors continue to face challenges from rising construction material costs, higher interest rates, and political

uncertainty at the state and federal levels. Despite these headwinds, commercial growth is expected to continue, driven by the need to support housing developed over the past decade. However, frequent changes to the Florida Building Code and statutory zoning mandates have created ongoing challenges for permit review timelines.

The department has maintained low employee turnover by offering competitive salaries, professional development, career advancement opportunities, and a supportive work environment. These efforts have made the City an attractive place to work. A successful intern program has produced two licensed inspectors and a licensed plans examiner, all promoted from within.

The Accela Civic Platform continues to be well received by the development community. It offers 24/7 online access for permitting and inspections and has enabled the department to operate fully paperless. This shift has improved service delivery, increased efficiency, and enhanced transparency. Ongoing improvements to the platform further strengthen the customer experience and public access to permitting information.

COMMUNITY REDEVELOPMENT AGENCY

Revenue

The Community Redevelopment Agency proposed budget is \$1,033,656, a 23.43% increase, largely due to an increase in taxable value in the downtown area of the City. The pre-preliminary taxable value in the downtown increased over base year by \$94,544,540 an increase of \$27,743,153 or 41.53% from the prior year. This increase in taxable value will generate \$165,624 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 25/26 is \$960,933. This is an increase of 25.66%.

Programs/Services

The approved budget totals \$1,033,656. Programs for the FY 25/26 year include:

- Mainstreet Administration (\$97,850)
- Public Art (\$8,000)
- Grants & Aid (\$259,500), including Redevelopment Incentive Grant (\$192,000)
- Special Events (\$120,000)
- Parking Lot 11 Design Plan (\$60,000)
- Winter Wonder DeLand (\$30,000)
- Park Furniture Upgrades (\$20,000)
- Contingency (\$30,000) and Reserve Contingency/Savings (\$131,059)

Downtown CRA Challenges/Opportunities

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events. Special Event costs have increased over the last year and will continue to remain elevated due to the need to provide additional security enhancements in reaction to national trends impacting event security. Downtown Parking received a boost as a 90-space surface parking lot was constructed on the old Fire Station 81 site. Final design plans have been completed for the W. Voorhis Avenue Streetscape project which is now shovel ready for when funding for construction becomes available. In the interim, the City is looking into modifications to the Florida/Voorhis intersection to address traffic safety concerns in the near term until the full project is able to be funded.

DeLand welcomed SunRail last year and the CRA has worked with our partners to provide a cost shared transportation solution that connects riders to the business district. The City has worked with our partners and completed a design for a multi-modal trail to allow for alternate modes of transportation connectivity to and from SunRail to the downtown. A temporary trail route using existing rights of way was approved this summer and will be signed and marked in the coming year until funding is secured for construction of the final design. The CRA also improved its grant criteria to allow for applicants to provide a lower match percentage and increased the cap on the award amount per project to help with the increase in costs and inflation for construction and improvement projects. The Downtown Sculpture Program was refreshed with 12 new pieces this year in accordance with the new agreement with the Museum of Art, DeLand.

SPRING HILL COMMUNITY REDEVELOPMENT AGENCY

Revenue

This year, the preliminary taxable value in the Spring Hill area increased over base year by \$62,624,490, an increase of \$4,074,155 or 6.96% from the prior year. This increase will generate an additional \$24,918 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 25/26 is \$1,084,928. This is an increase of 7.93%.

Programs/Services

The proposed budget totals \$1,086,128 and includes funds to operate the new Dr. Joyce M. Cusack Community Resource Center (\$282,492). The budget also includes funds for exterior improvement grants (\$20,000), connection assistance grants (\$40,000), business assistance grants (\$50,000), services provided by the general government (\$36,112), debt service on the new Dr. Joyce M. Cusack Resource Center (\$36,386), transfers to the Capital Fund for shared capital projects (\$18,585) and contingency (\$30,000). The proposed budget increases fund balance by \$572,553, leaving an estimated fund balance of \$2,538,570 at the end of FY 25/26, which needs to be allocated toward specific projects.

Spring Hill CRA 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, a toy drive during the holidays, tax services and administration of several CRA grant programs. The CRA continues to work several infrastructure improvements.

Projects that have been completed include: Refresh of Adelle/Beresford intersection, landscaping improvements and improvements to the welcome sign on Adelle Avenue, additional sidewalk installation and improvements, additional road paving, crosswalk striping, and several ADA upgrades. Candlelight Oaks improvements include: ADA improvements, fence replacement, sidewalk repair, sign and wall refurbishment, lighting and road resurfacing. Future improvements include additional ADA sidewalk improvements along with improvements to the basketball court in Candlelight Oaks. Additionally, the 910 S. Adelle lot utilized a group of Stetson University students to help with collecting ideas from the community on what they would like to see/do with the old Resource Center lot. The 910 S. Adelle project will then go before the CRA Board for consideration.

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-two 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,

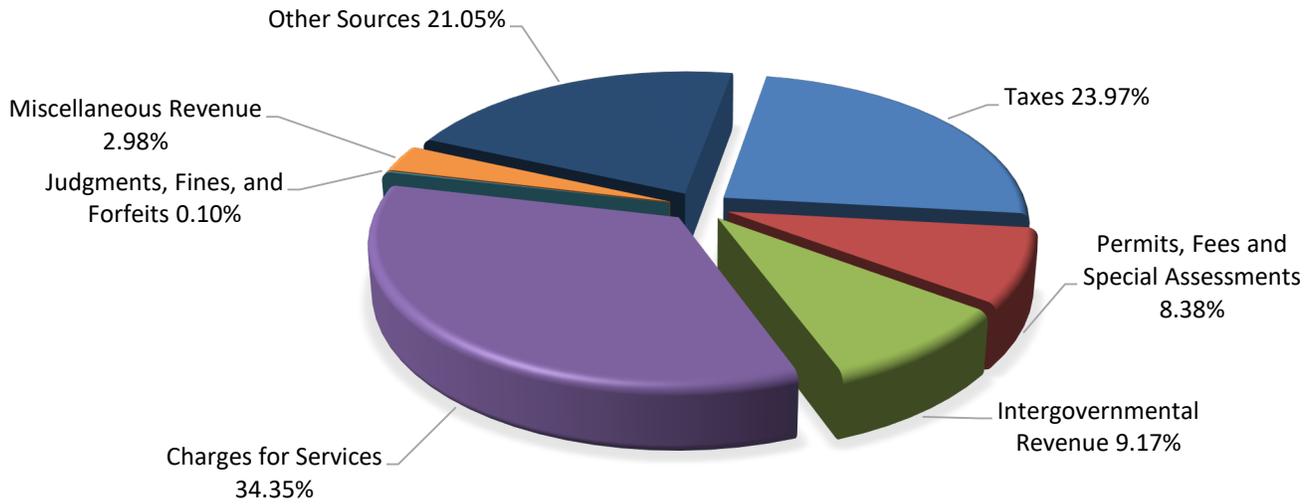
Michael Pleus, ICMA-CM
City Manager

CITY REVENUE SUMMARY

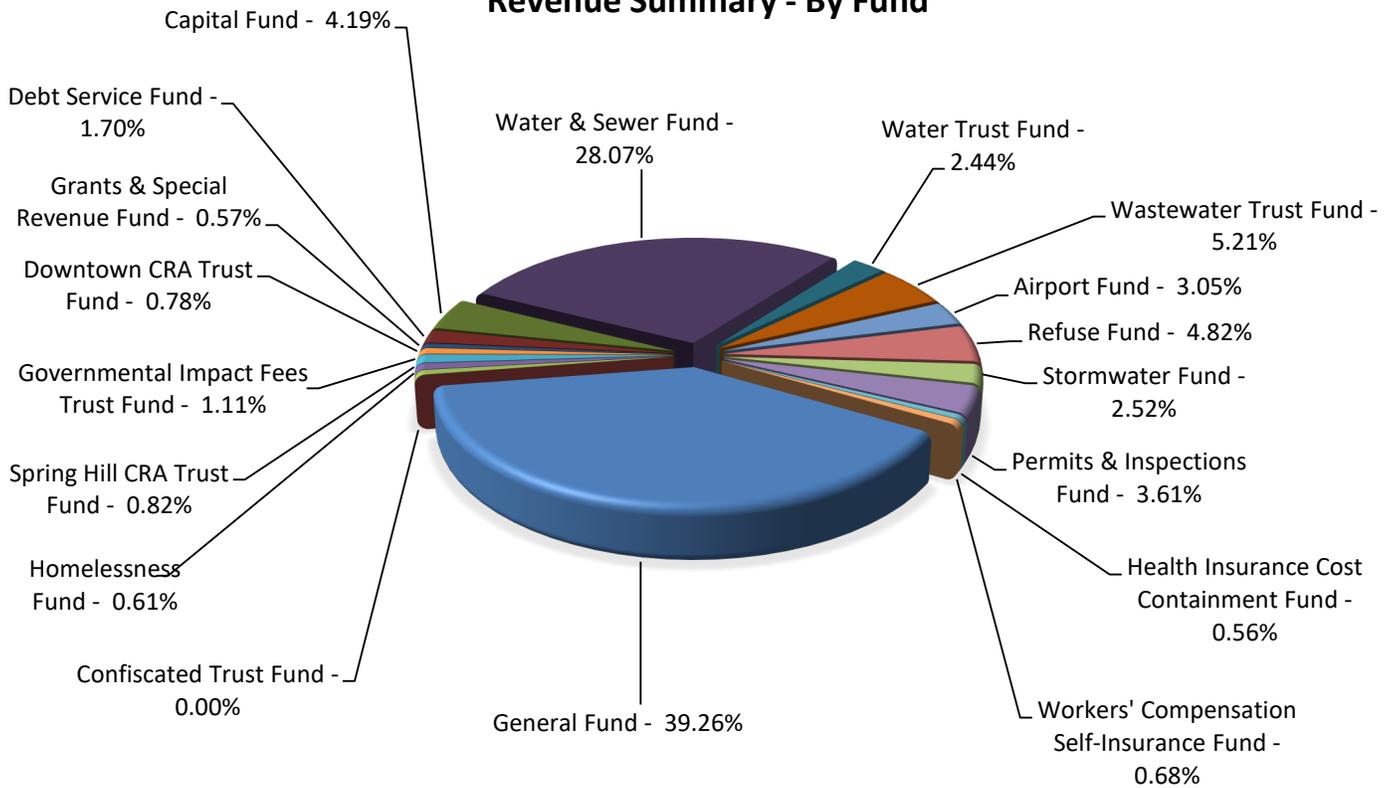
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Taxes	\$ 27,902,959	\$ 29,880,620	\$ 29,880,620	\$ 31,949,693	6.92%
Permits, Fees and Special Assessments	16,862,608	11,133,618	11,144,818	11,169,896	0.33%
Intergovernmental Revenue	33,535,094	19,130,779	47,804,297	12,216,983	-36.14%
Charges for Services	43,196,878	41,974,908	41,974,908	45,782,125	9.07%
Judgments, Fines, and Forfeits	245,192	133,000	133,000	133,000	0.00%
Miscellaneous Revenue	11,355,840	3,351,740	3,522,240	3,968,032	18.39%
Other Sources	<u>10,121,381</u>	<u>25,829,521</u>	<u>106,086,343</u>	<u>28,046,876</u>	8.58%
Total Revenues	\$143,219,952	\$ 131,434,186	\$240,546,226	\$133,266,605	1.39%

FUNDS SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
General	\$ 47,651,960	\$ 48,231,641	\$ 56,084,348	\$ 52,317,053	8.47%
Confiscated Trust	106,866	3,000	48,606	3,000	0.00%
Homeless Shelter	701,558	803,380	804,580	817,643	1.78%
Spring Hill CRA	1,009,450	1,034,205	1,034,205	1,086,128	5.02%
GIFT	2,969,796	1,381,813	1,872,281	1,475,353	6.77%
Downtown CRA	1,209,689	837,434	1,580,842	1,033,656	23.43%
Grants & Special Rev	3,057,033	502,499	3,071,311	762,274	51.70%
Debt Service	1,910,844	2,445,075	2,408,043	2,263,199	-7.44%
Capital	4,263,030	6,348,998	15,841,694	5,577,438	-12.15%
Water & Sewer	52,325,362	44,382,338	116,183,348	37,409,769	-15.71%
Water Trust Fund	3,346,034	2,666,600	7,137,659	3,250,000	21.88%
Wastewater Trust Fund	5,530,608	1,800,000	7,972,436	6,946,575	285.92%
Airport	4,985,024	6,000,594	10,479,349	4,067,464	-32.22%
Refuse	5,578,091	5,640,000	5,640,000	6,421,500	13.86%
Stormwater	2,821,823	3,408,537	3,839,651	3,353,981	-1.60%
Permits & Inspections	4,305,734	4,300,067	4,850,868	4,821,629	12.13%
HICC	666,758	734,705	783,705	751,755	2.32%
Workers Comp	<u>780,292</u>	<u>913,300</u>	<u>913,300</u>	<u>908,188</u>	-0.56%
Total Revenues	\$143,219,952	\$ 131,434,186	\$240,546,226	\$133,266,605	1.39%

Fiscal Year 2026 City Summary Revenue Summary - By Source



Fiscal Year 2026 City Summary Revenue Summary - By Fund



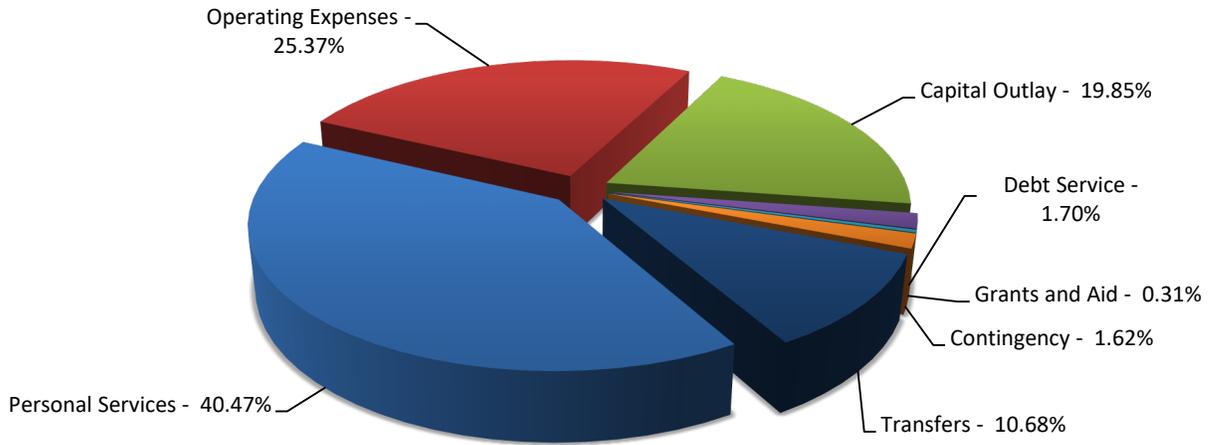
CITY EXPENDITURE SUMMARY

EXPENDITURE SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 43,937,399	\$ 50,831,647	\$ 51,031,647	\$ 53,919,972	6.08%
Operating Expenses	30,520,545	32,356,269	39,317,101	33,806,912	4.48%
Capital Outlay	72,889,197	32,402,073	128,662,574	26,456,178	-18.35%
Debt Service	2,432,401	2,445,075	2,408,043	2,263,199	-7.44%
Grants & Aid	53,429	227,500	265,384	419,500	84.40%
Contingency	0	4,026,208	3,682,916	2,163,384	-46.27%
Transfers	<u>10,173,702</u>	<u>9,145,414</u>	<u>15,178,561</u>	<u>14,237,460</u>	55.68%
Total Budget	\$160,006,673	\$131,434,186	\$240,546,226	\$133,266,605	1.39%

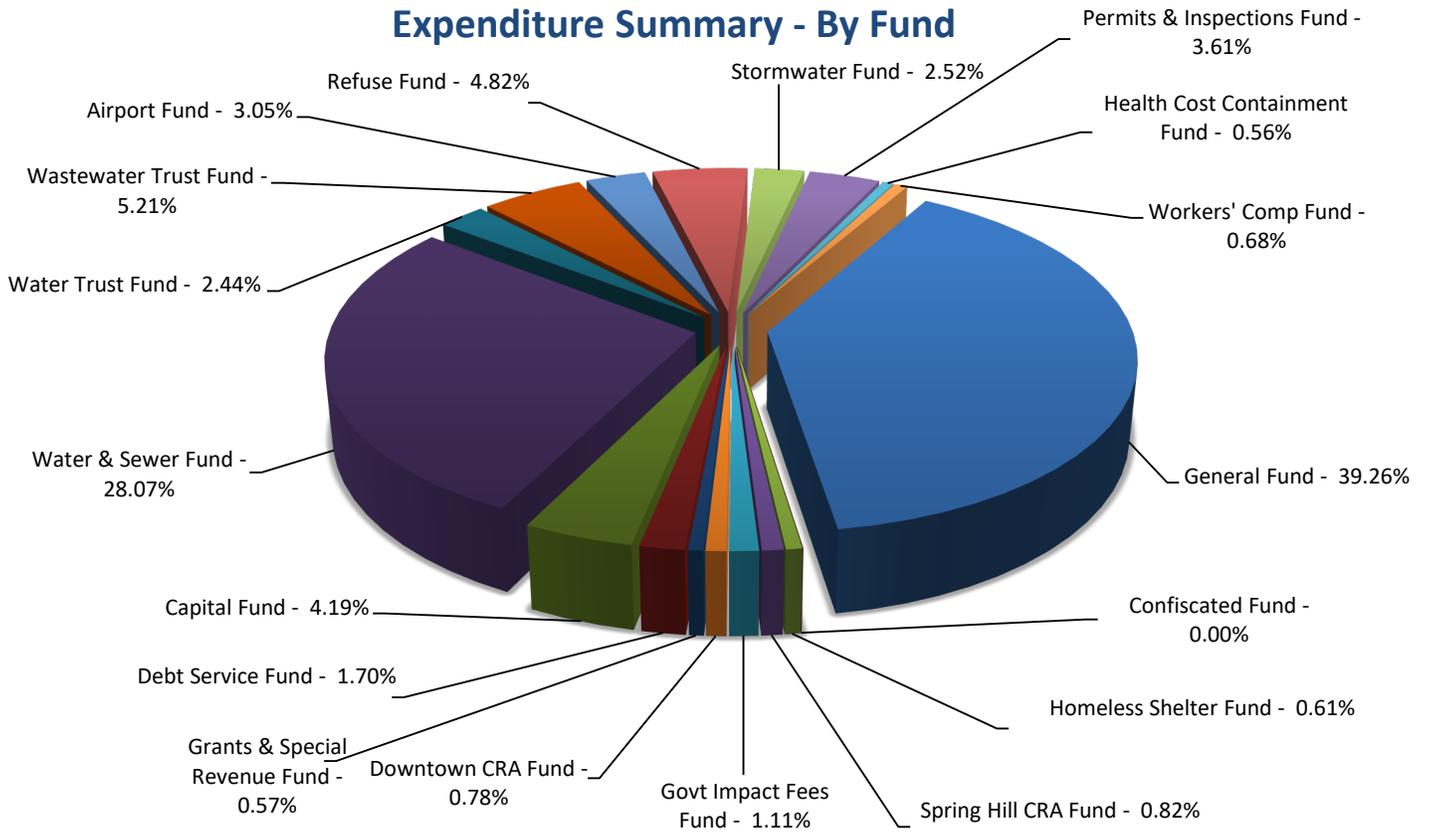
FUNDS SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
General	\$ 43,212,444	\$ 48,231,641	\$ 56,084,348	\$ 52,317,053	8.47%
Confiscated Trust	0	3,000	48,606	3,000	0.00%
Homeless Shelter	701,487	803,380	804,580	817,643	1.78%
Spring Hill CRA	670,680	1,034,205	1,034,205	1,086,128	5.02%
GIFT	1,416,174	1,381,813	1,872,281	1,475,353	6.77%
Downtown CRA	2,105,833	837,434	1,580,842	1,033,656	23.43%
Grants & Special Rev	4,171,477	502,499	3,071,311	762,274	51.70%
Debt Service	1,910,842	2,445,075	2,408,043	2,263,199	-7.44%
Capital	3,722,950	6,348,998	15,841,694	5,577,438	-12.15%
Water & Sewer	77,316,483	44,382,338	116,183,348	37,409,769	-15.71%
Water Trust Fund	4,284,723	2,666,600	7,137,659	3,250,000	21.88%
Wastewater Trust Fund	2,639,193	1,800,000	7,972,436	6,946,575	285.92%
Airport	3,599,202	6,000,594	10,479,349	4,067,464	-32.22%
Refuse	5,561,374	5,640,000	5,640,000	6,421,500	13.86%
Stormwater	3,234,686	3,408,537	3,839,651	3,353,981	-1.60%
Permits & Inspections	4,003,692	4,300,067	4,850,868	4,821,629	12.13%
HICC	665,498	734,705	783,705	751,755	2.32%
Workers Comp	<u>789,935</u>	<u>913,300</u>	<u>913,300</u>	<u>908,188</u>	-0.56%
Total Budget	\$160,006,673	\$131,434,186	\$240,546,226	\$133,266,605	1.39%

STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General	286.61	295.40	305.85	308.73	311.58
Spring Hill CRA	2.00	3.00	3.00	3.00	3.00
Water & Sewer	138.70	141.70	146.70	152.25	155.25
Airport	8.10	7.10	7.10	7.00	7.00
Stormwater	13.25	17.25	21.25	21.25	21.25
Permits & Inspections	<u>20.90</u>	<u>24.05</u>	<u>23.50</u>	<u>24.50</u>	<u>25.15</u>
	469.56	488.50	507.40	516.73	523.23

Fiscal Year 2026 City Summary Expenditure Summary - By Type



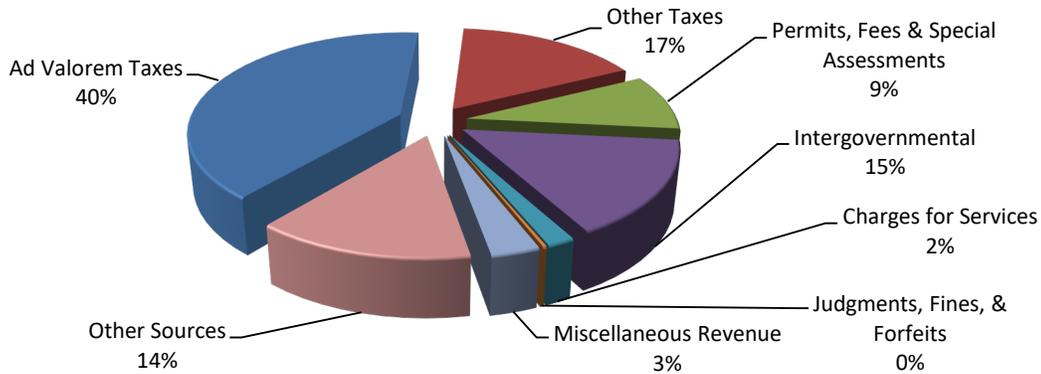
Fiscal Year 2026 City Summary Expenditure Summary - By Fund



GENERAL FUND

Revenue Summary

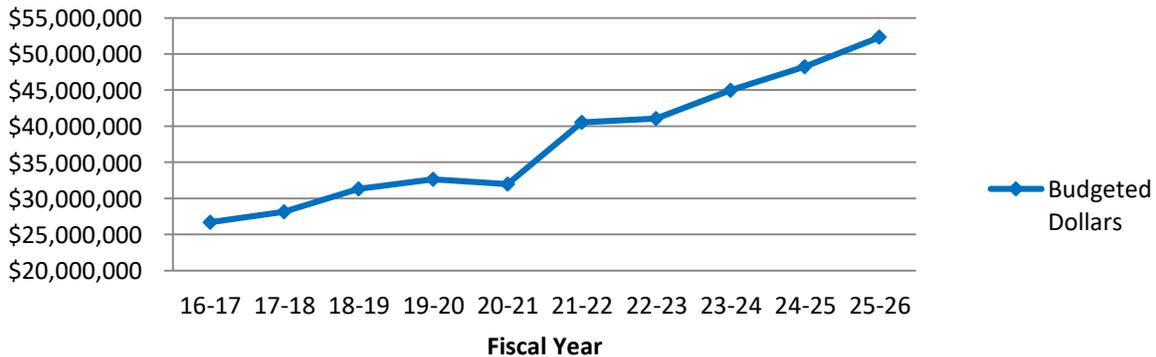
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$17,851,021	\$18,888,671	\$18,888,671	\$20,963,020	10.98%
Other Taxes	8,452,709	8,579,924	8,579,924	8,610,421	0.36%
Permits, Fees & Special Assessments	4,252,079	4,346,805	4,346,805	4,699,543	8.11%
Intergovernmental	9,298,773	7,990,261	7,990,261	8,031,118	0.51%
Charges for Services	1,153,277	918,013	918,013	942,913	2.71%
Judgments, Fines, & Forfeits	141,220	130,000	130,000	130,000	0.00%
Miscellaneous Revenue	3,358,900	1,329,313	1,357,813	1,649,354	24.08%
Other Sources	<u>3,143,981</u>	<u>6,048,654</u>	<u>13,872,861</u>	<u>7,290,684</u>	20.53%
Total General Fund Revenue	\$47,651,960	\$48,231,641	\$56,084,348	\$52,317,053	8.47%



Management Discussion

General Fund revenues have increased 8.47% or \$4,085,412 from revenues budgeted in the last fiscal year. June 1st pre-preliminary gross taxable value of property located within the city limits has increased 10.19% from the previous tax year. Based on the proposed millage rate of 6.2841, this translates into an increase in ad valorem taxes of 10.98% in FY 2025-2026.

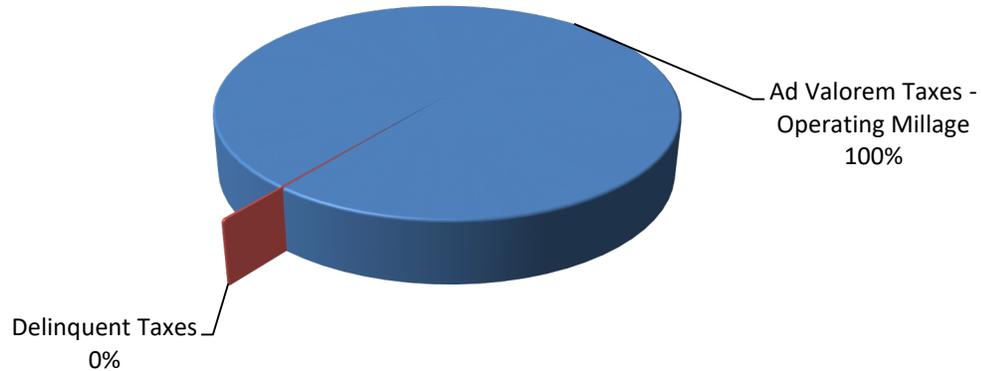
History of Revenues



GENERAL FUND

Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes - Operating Millage	\$17,489,740	\$18,858,610	\$18,858,610	\$20,932,959	11.00%
Delinquent Taxes	<u>361,281</u>	<u>30,061</u>	<u>30,061</u>	<u>30,061</u>	0.00%
Total Ad Valorem Tax Revenue	\$17,851,021	\$18,888,671	\$18,888,671	\$20,963,020	10.98%



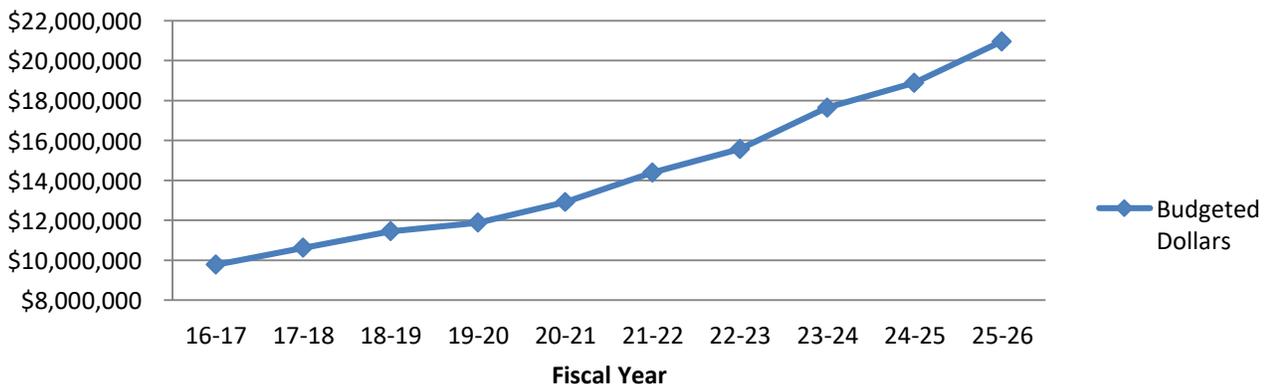
Management Discussion

The property appraiser has released \$3,839,375,855 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 \$355,021,574 or 10.19% increase from final taxable values of \$3,484,354,281 in the previous tax year. Included in the pre-preliminary total taxable value amount for the current year is \$185,212,181 for annexations and new construction.

Based on the taxable valuation described above, the adopted millage rate, which is 0.2503 mills more than the roll back rate of 6.0338, is 6.2841 mills. After dedication of 0.3000 mills to the Capital Fund, the remaining 5.9841 mills yields \$20,932,959 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

The proposed rate for Tax Year 2025 of 6.2841 mills is the same as last year's rate of 6.2841.

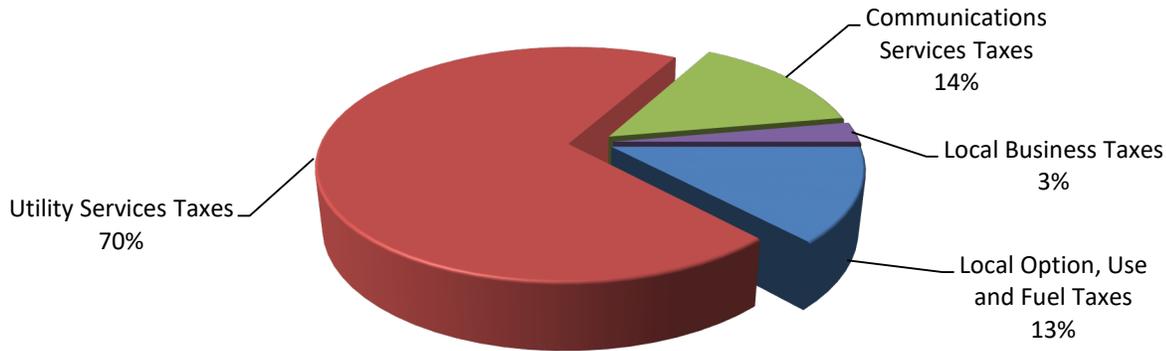
History of Revenues



GENERAL FUND

Other Taxes and Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Local Option, Use and Fuel Taxes	\$ 1,311,901	\$ 1,052,044	\$ 1,052,044	\$ 1,118,524	6.32%
Utility Services Taxes	5,722,273	6,131,992	6,131,992	6,027,918	-1.70%
Communications Services Taxes	1,112,562	1,155,888	1,155,888	1,223,979	5.89%
Local Business Taxes	<u>305,973</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>	0.00%
Total Other Tax Revenue	\$ 8,452,709	\$ 8,579,924	\$ 8,579,924	\$ 8,610,421	0.36%



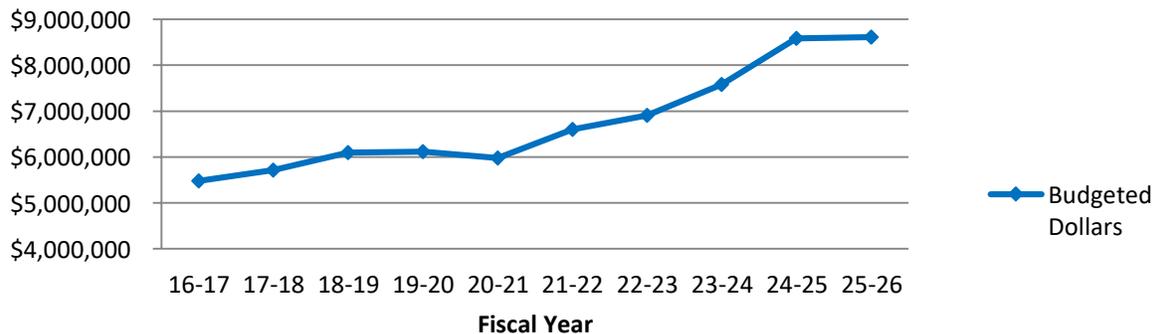
Management Discussion

Local Option, Use and Fuel taxes include anticipated revenue for Fire Insurance Premium Tax (\$263,020) and Casual Insurance Premium Tax (\$316,922), pending State approval. Anticipated Local Option Gas Tax is \$538,582.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$6,027,918, a decrease of \$104,074.

Communications Services Taxes are projected to have an increase of \$68,091, and Local Business Taxes, which includes occupational licenses, are anticipated to stay at \$240,000.

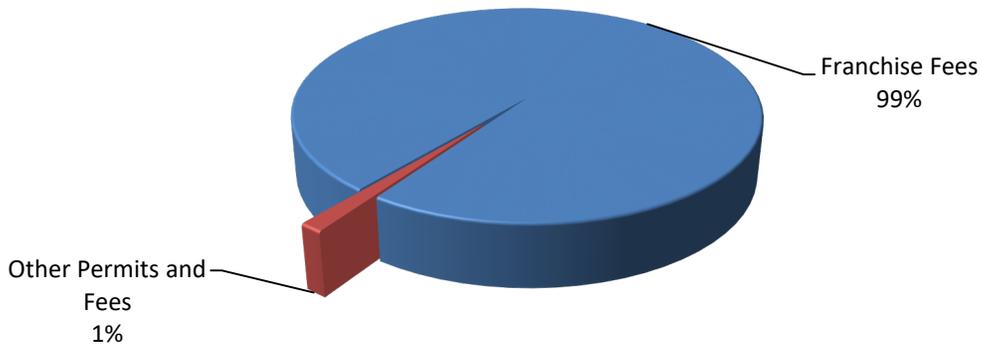
History of Revenues



GENERAL FUND

Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Franchise Fees	\$ 4,195,661	\$ 4,296,385	\$ 4,296,385	\$ 4,649,123	8.21%
Other Permits and Fees	<u>56,418</u>	<u>50,420</u>	<u>50,420</u>	<u>50,420</u>	0.00%
Total Permits, Fees & Special Assessments	\$ 4,252,079	\$ 4,346,805	\$ 4,346,805	\$ 4,699,543	8.11%

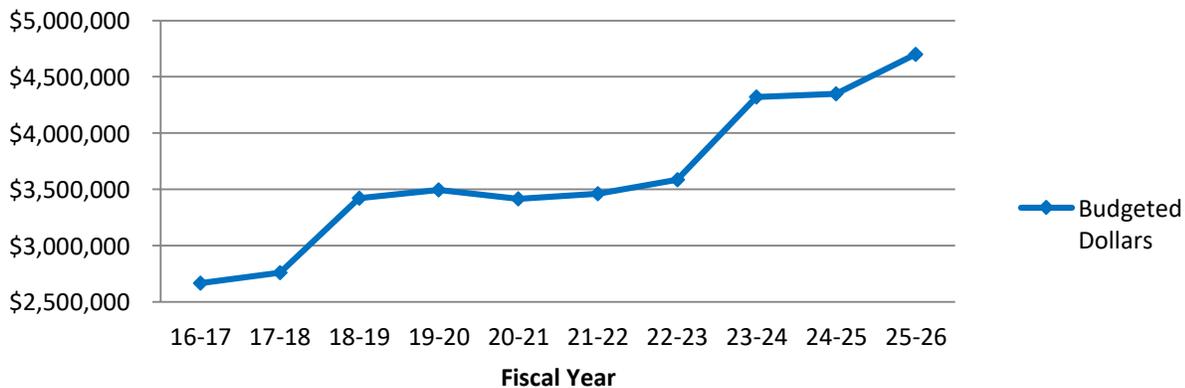


Management Discussion

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 8.21% more in the FY 2025-2026 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.

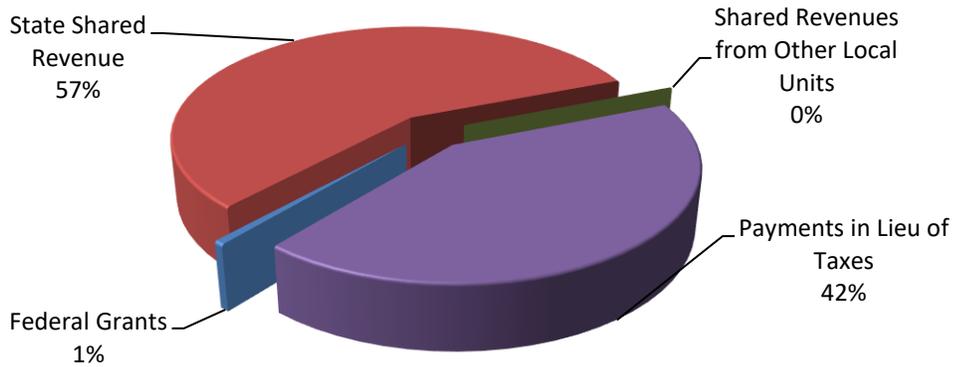
History of Revenues



GENERAL FUND

Intergovernmental Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Federal Grants	\$ 1,465,244	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
State Shared Revenue	4,639,961	4,806,222	4,806,222	4,596,557	-4.36%
Shared Revenues from Other Local Units	30,733	36,000	36,000	0	-100.00%
Payments in Lieu of Taxes	<u>3,162,835</u>	<u>3,098,039</u>	<u>3,098,039</u>	<u>3,384,561</u>	9.25%
Total Intergovernmental Revenue	\$ 9,298,773	\$ 7,990,261	\$ 7,990,261	\$ 8,031,118	0.51%



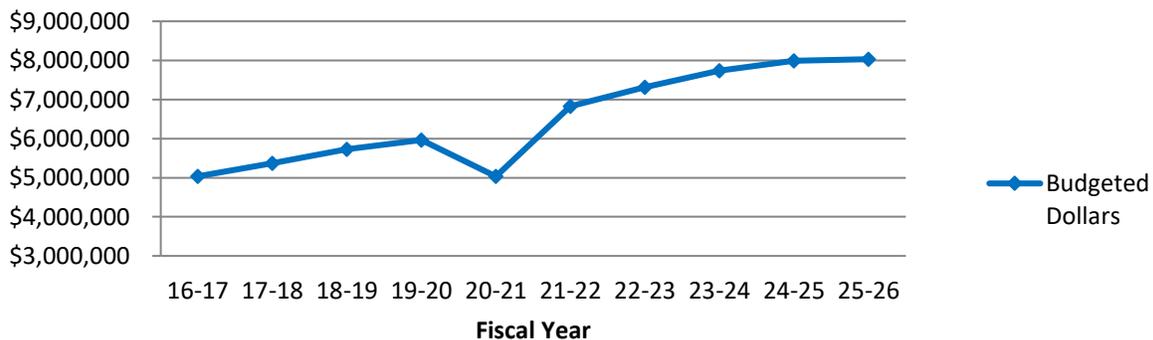
Management Discussion

State shared revenue in FY 2025-2026 is anticipated to decrease by approximately \$209,665 primarily as a result of a decrease in projected state sales tax and state revenue sharing.

Shared Revenues from Other Local Units was reduced by 100% due to reduction in County Occupational License (\$36,000).

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue totaling \$3,300,236 for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of PILOT, or \$330,024, is budgeted to be transferred to the Capital Projects Fund for Public Safety capital.

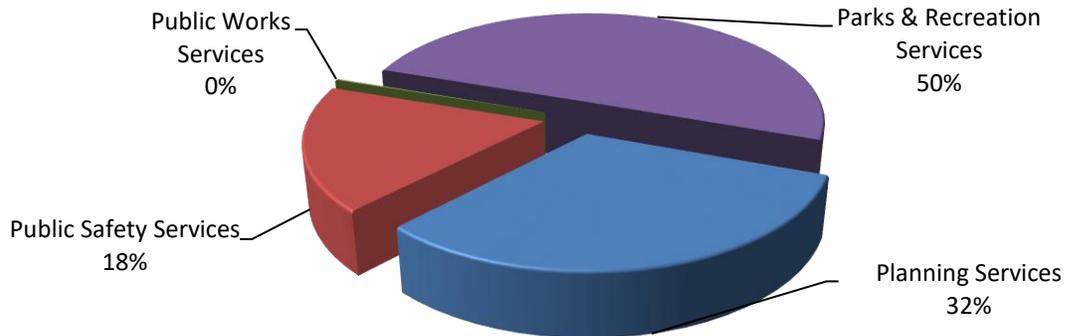
History of Revenues



GENERAL FUND

Charges for Services Revenue Summary

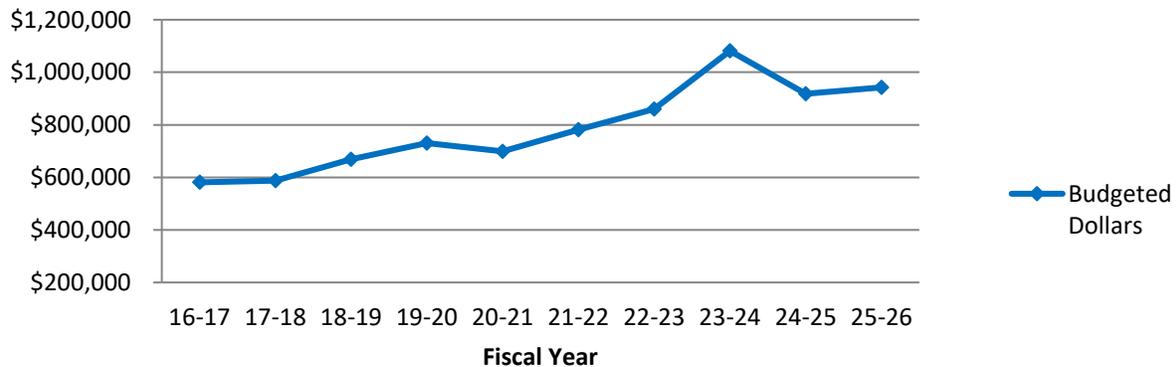
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Planning Services	\$ 327,172	\$ 298,500	\$ 298,500	\$ 298,500	0.00%
Public Safety Services	189,941	169,613	169,613	169,613	0.00%
Public Works Services	63,077	1,500	1,500	1,500	0.00%
Parks & Recreation Services	<u>573,087</u>	<u>448,400</u>	<u>448,400</u>	<u>473,300</u>	5.55%
Total Charges for Services Revenue	<u>\$ 1,153,277</u>	<u>\$ 918,013</u>	<u>\$ 918,013</u>	<u>\$ 942,913</u>	2.71%



Management Discussion

Planning Services, Public Safety Services, and Public Works Services are anticipated to remain the same as FY 24-25. Parks & Recreation Services is projected to increase by \$24,900 mainly due to an increase in concession revenues (\$10,000) and trailer park revenue (\$12,900).

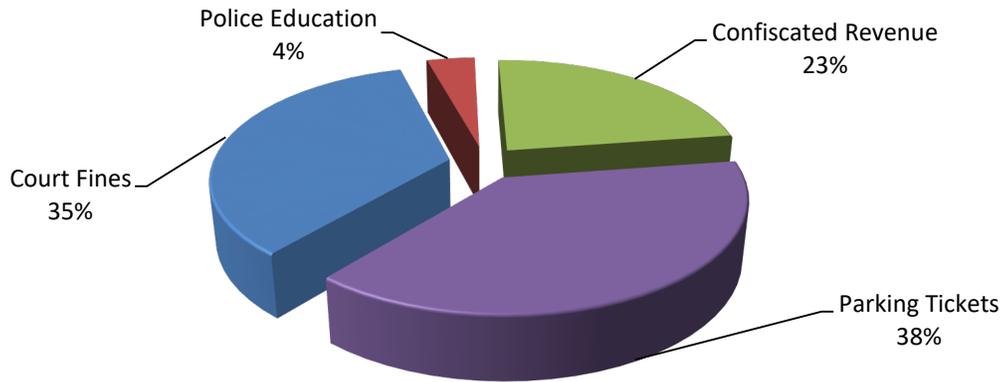
History of Revenues



GENERAL FUND

Judgments, Fines, and Forfeits Revenue Summary

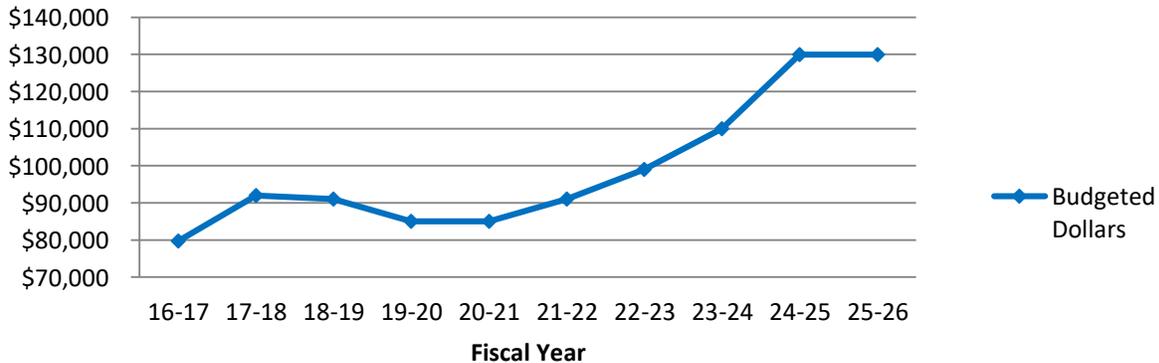
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Court Fines	\$ 44,488	\$ 45,000	\$ 45,000	\$ 45,000	0.00%
Police Education	5,793	5,000	5,000	5,000	0.00%
Confiscated Revenue	36,988	30,000	30,000	30,000	0.00%
Parking Tickets	<u>53,951</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	0.00%
Total Judgments, Fines, and Forfeits	\$ 141,220	\$ 130,000	\$ 130,000	\$ 130,000	0.00%



Management Discussion

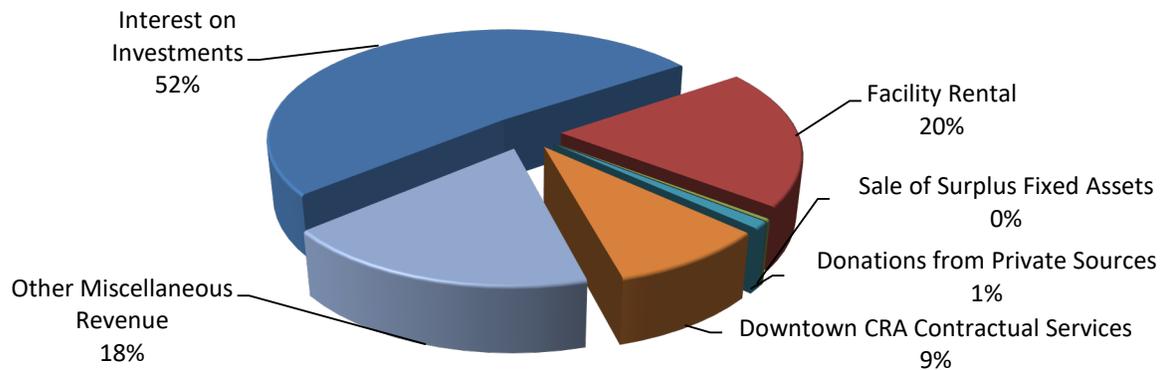
Revenues for fines and forfeitures are projected based on historical collections. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel in order to improve quality of service through enhanced training.

History of Revenues



GENERAL FUND Miscellaneous Revenue Summary

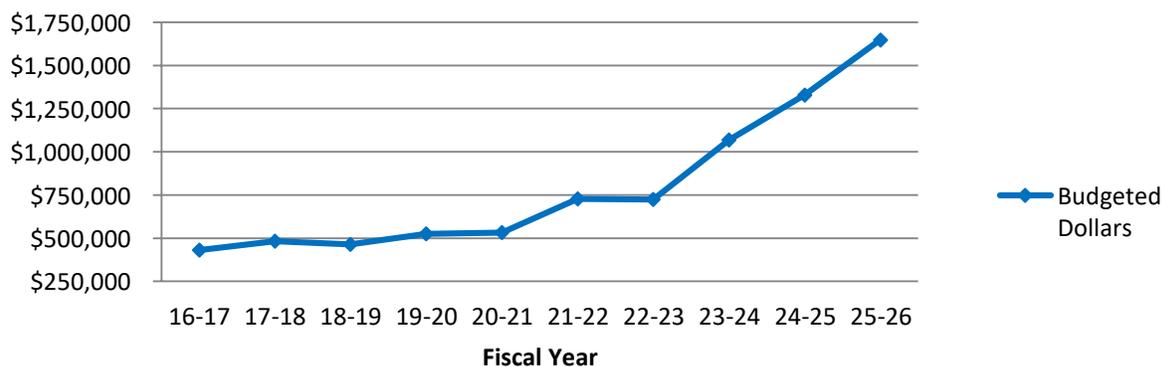
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Interest on Investments	\$ 2,038,409	\$ 550,000	\$ 550,000	\$ 850,000	54.55%
Facility Rental	317,470	250,000	250,000	330,000	32.00%
Sale of Surplus Fixed Assets	79,091	5,000	5,000	5,000	0.00%
Insurance Proceeds on Equipment	283,777	0	0	0	N/A
Donations from Private Sources	21,015	17,000	37,000	17,000	0.00%
Downtown CRA Contractual Services	117,803	114,558	114,558	149,349	30.37%
Other Miscellaneous Revenue	<u>501,335</u>	<u>392,755</u>	<u>401,255</u>	<u>298,005</u>	-24.12%
Total Miscellaneous Revenue	\$ 3,358,900	\$ 1,329,313	\$ 1,357,813	\$ 1,649,354	24.08%



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 (\$149,349). The Donation from Private Sources includes donations for the 4th of July fireworks (\$17,000). Other Miscellaneous Revenue includes a contract with FDOT for highway lighting (\$71,421).

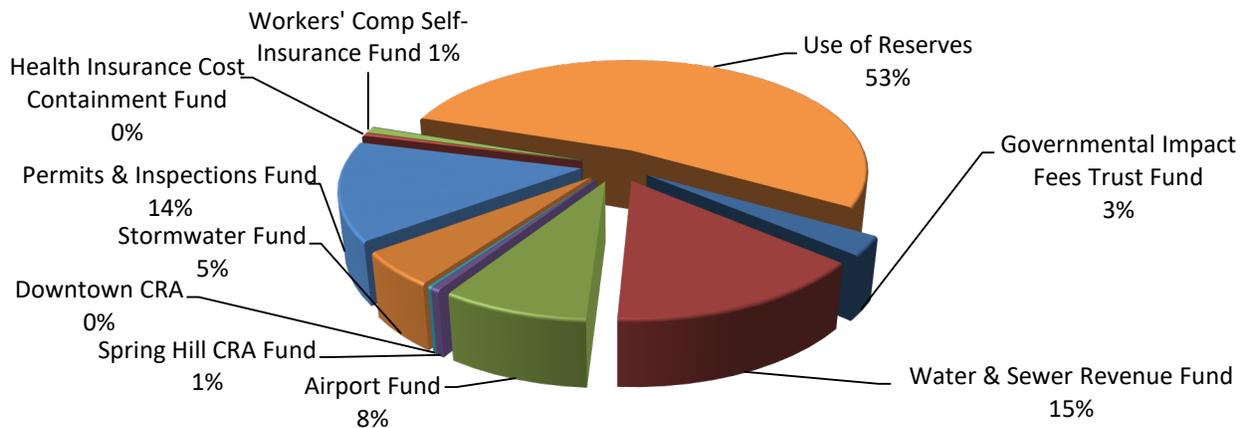
History of Revenues



GENERAL FUND

Other Sources of Revenue Summary

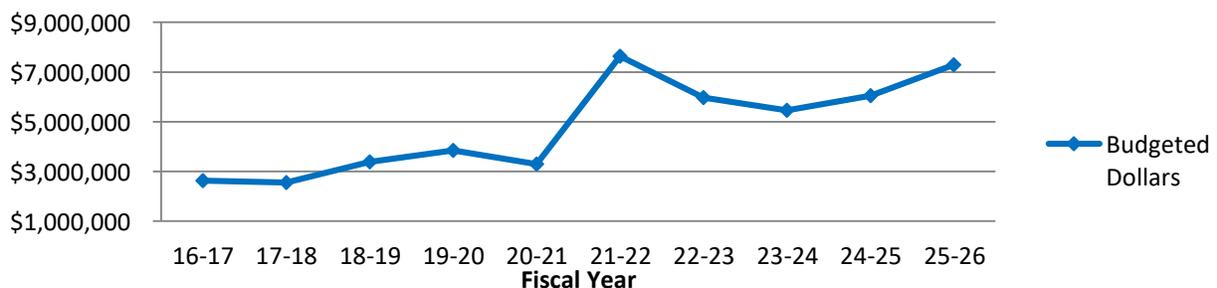
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Governmental Impact Fees Trust Fund	\$ 411,000	\$ 411,000	\$ 411,000	\$ 200,000	-51.34%
Water & Sewer Revenue Fund	842,046	1,082,377	1,082,377	1,082,323	0.00%
Airport Fund	377,262	625,076	625,076	604,155	-3.35%
Spring Hill CRA Fund	0	17,476	17,476	36,112	106.64%
Downtown CRA	0	17,476	17,476	18,056	3.32%
Stormwater Fund	311,271	370,306	425,556	357,714	-3.40%
Permits & Inspections Fund	794,217	975,900	975,900	1,024,552	4.99%
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	(38,040)	0	0	0	N/A
Debt Proceeds	350,020	0	0	0	N/A
Use of Reserves	0	2,452,838	10,221,795	3,871,567	57.84%
Total Other Sources Revenue	\$ 3,143,981	\$ 6,048,654	\$13,872,861	\$ 7,290,684	20.53%



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 \$3,871,567 from General Fund reserves to provide funding for purchases including capital (\$3,086,264), improvements to the Sanborn Center (\$14,660), Homeless Shelter operations (\$747,643), and code enforcement fees (\$23,000).

History of Revenues



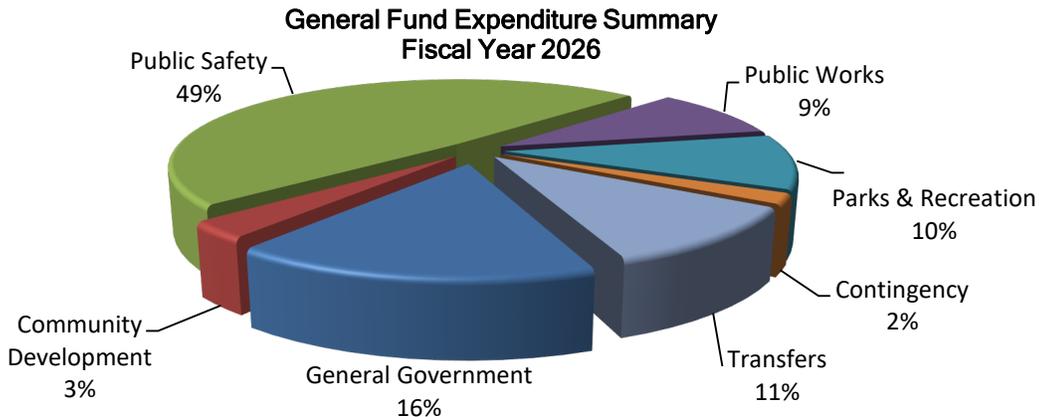
GENERAL FUND

Expenditure Summary

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 29,243,538	\$ 33,389,300	\$ 33,589,300	\$35,863,375	7.41%
Operating Expenses	8,553,103	9,922,751	12,567,209	9,868,341	-0.55%
Capital Outlay	581,382	0	0	0	N/A
Grants & Aid	49,116	50,000	87,884	50,000	0.00%
Debt Service	167,427	0	0	0	N/A
Contingency	0	1,134,477	1,047,350	999,772	-11.87%
Transfers	<u>4,617,878</u>	<u>3,735,113</u>	<u>8,792,605</u>	<u>5,535,565</u>	48.20%
Total Budget	\$ 43,212,444	\$ 48,231,641	\$ 56,084,348	\$52,317,053	8.47%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
General Government	\$ 6,929,529	\$ 8,040,407	\$ 10,528,762	\$ 8,398,301	4.45%
Community Development	1,312,904	1,920,471	1,986,430	1,607,996	-16.27%
Public Safety	21,657,158	23,416,496	23,615,328	25,575,377	9.22%
Public Works	3,979,242	4,931,995	5,054,086	4,897,670	-0.70%
Parks & Recreation	4,715,733	5,052,682	5,059,787	5,302,372	4.94%
Contingency	0	1,134,477	1,047,350	999,772	-11.87%
Transfers	<u>4,617,878</u>	<u>3,735,113</u>	<u>8,792,605</u>	<u>5,535,565</u>	48.20%
Total Budget	\$ 43,212,444	\$ 48,231,641	\$ 56,084,348	\$52,317,053	8.47%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
General Government	38.46	38.73	39.23	39.23	39.23
Community Development	10.95	10.95	12.50	12.50	11.85
Public Safety	153.03	156.55	160.95	161.28	164.28
Public Works	42.95	44.95	46.95	47.50	47.50
Parks & Recreation	<u>41.22</u>	<u>44.22</u>	<u>46.22</u>	<u>48.22</u>	<u>48.72</u>
Total Staffing	286.61	295.40	305.85	308.73	311.58



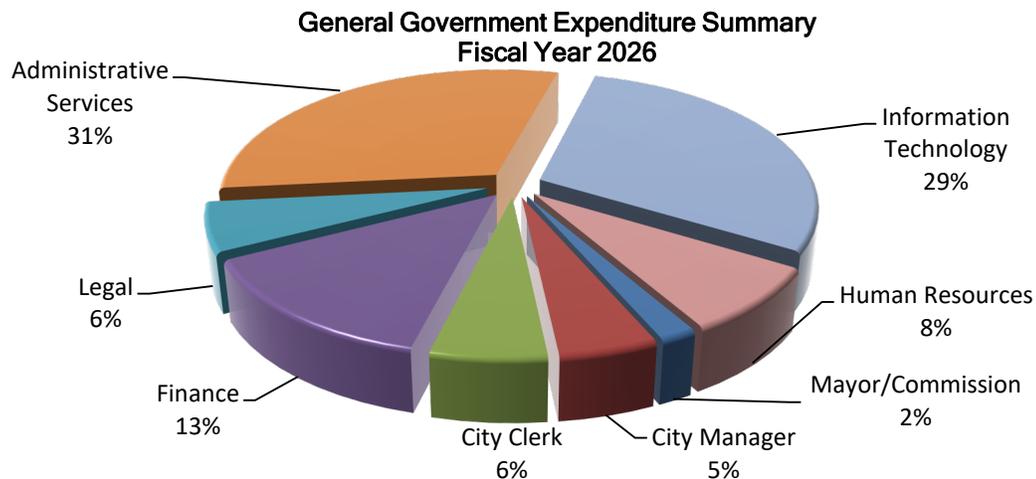
GENERAL FUND

General Government Expenditure Summary

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$3,834,625	\$4,216,318	\$ 4,416,318	\$4,724,881	12.06%
Operating Expenses	<u>3,094,904</u>	<u>3,824,089</u>	<u>6,112,444</u>	<u>3,673,420</u>	-3.94%
Total Budget	\$6,929,529	\$8,040,407	\$10,528,762	\$8,398,301	4.45%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Mayor/Commission	\$ 135,313	\$ 175,852	\$ 184,352	\$ 150,852	-14.22%
City Manager	368,665	397,170	397,170	405,662	2.14%
City Clerk	437,074	467,380	467,380	472,754	1.15%
Finance	1,022,942	1,094,488	1,114,989	1,132,253	3.45%
Legal	395,084	507,538	604,922	500,973	-1.29%
Administrative Services	1,746,324	1,839,308	4,189,308	2,578,896	40.21%
Information Technology	2,219,571	2,817,690	2,829,660	2,488,325	-11.69%
Human Resources	<u>604,556</u>	<u>740,981</u>	<u>740,981</u>	<u>668,586</u>	-9.77%
Total Budget	\$6,929,529	\$8,040,407	\$10,528,762	\$8,398,301	4.45%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	4.25	4.00	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	5.00	5.50	5.50	5.50
Information Technology	7.73	8.00	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	38.46	38.73	39.23	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	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 69,301	\$ 88,795	\$ 88,795	\$ 88,758	-0.04%
Operating Expenses	<u>66,012</u>	<u>87,057</u>	<u>95,557</u>	<u>62,094</u>	-28.67%
Total Budget	\$ 135,313	\$ 175,852	\$ 184,352	\$ 150,852	-14.22%

STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	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

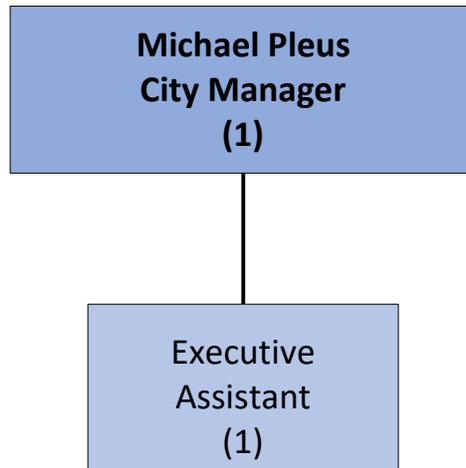
- ✓ Total expenses decreased by 14.22%.
- ✓ Operating expenses decreased by 28.67% mainly due to reduction in hardware/software (\$27,974).
- ✓ Includes funding for travel and training (\$31,335):
 - National League of Cities annual conference (2)
 - Legislative Action Days (3)
 - Florida League of Cities 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 (\$21,219)
 - 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
 - Annual NAACP Support



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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of citizens surveyed who are satisfied with City services	High Value Government	80%	*N/A <i>Survey conducted every other year</i>	90%
% of City Commission who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	High Value Government	94%	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 2024 - 2025 Accomplishments

- ✓ Worked with Volusia County to create location specific stormwater plans for areas heavily impacted by Hurricane Milton
- ✓ Purchased fortified public protection devices for use at Special Events
- ✓ Completed the annual strategic plan workshop
- ✓ Continued participation in the Florida League of Cities Race to Zero Cohort
- ✓ Continued the Youth Council program
- ✓ Continued the Citizen Academy program

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 Strategic Plan Objectives
 - Target Completion: FY 2025-2026 and beyond
 - Strategic Focus Area: High Value Government

- ✓ Complete 2050 Vision Plan with Strategies to address Growth Related Impacts
 - Target Completion: FY 2025-2026
 - Strategic Focus Area: High Value Government, Institute Smart Growth Principles.

Operating Budget Comparison

BUDGET SUMMARY		2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services		\$ 351,287	\$ 376,479	\$ 376,479	\$ 384,921	2.24%
Operating Expenses		<u>17,378</u>	<u>20,691</u>	<u>20,691</u>	<u>20,741</u>	0.24%
Total Budget		\$ 368,665	\$ 397,170	\$ 397,170	\$ 405,662	2.14%
STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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

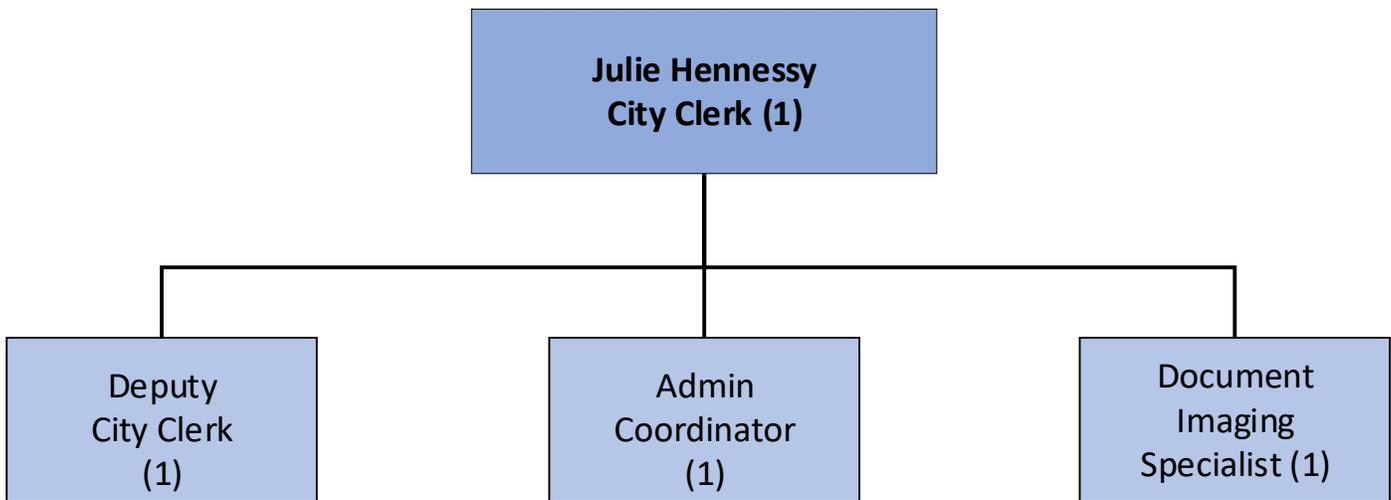
Management Discussion

- ✓ Total expenses increased by 2.14%.
- ✓ Personal Services increased by 2.24% mainly due to increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 0.24% mainly due to an increase in books and memberships (\$50).
- ✓ Includes funding for:
 - ICMA Southeast Conference (\$3,750)
 - ICMA Conference – Pittsburgh, PA (\$3,395)
 - Performance Management Measures (\$1,516)
 - FCCMA Conference (\$1,150)
 - ICMA Membership (\$1,200)
 - 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 23/24 Actual	FY 24/25 Projection	FY 25/26 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	99%	99%	100%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	100%	100%	100%
% of short minutes posted within 4 days after meeting	High Value Government	75%	75%	80%
% of public records requests responded to within 72 hours	High Value Government	100%	100%	100%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	N/A	75%	100%
Perform 6 audits annually	High Value Government	Yes	Yes	Yes

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Successfully achieved all goals within the performance measure target range.
- ✓ Updated and maintained JustFoia, the Public Records Request software, to enhance records and management efficiency.
- ✓ Organized and updated T-Hangar records for improved accessibility and accuracy.
- ✓ Implemented the Florida Commission on Ethics form for exempt non-employee individuals, streamlining compliance processes.

Action Plan

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, responsible for shredding hundreds of pages a year by the summer. <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

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

Long-Term Goals

- Transition to a more paperless department to improve efficiency and sustainability.
- Modernize board announcement advertising to enhance public engagement and accessibility.
- Expand and promote the Volunteer of the Year program to increase community participation and recognition of outstanding volunteers.

Operating Budget Comparison

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 373,556	\$ 390,291	\$ 390,291	\$ 405,495	3.90%
Operating Expenses	<u>63,518</u>	<u>77,089</u>	<u>77,089</u>	<u>67,259</u>	-12.75%
Total Budget	\$ 437,074	\$ 467,380	\$ 467,380	\$ 472,754	1.15%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.25	0.00	0.00	0.00	0.00
Deputy City Clerk	109	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	0.00	1.00	1.00	1.00	1.00
Administrative Assistant III	105	1.00	0.00	0.00	0.00	0.00
Docum. Imag. & Records Spclist	105	0.00	1.00	1.00	1.00	1.00
Document Imaging Specialist	104	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		4.25	4.00	4.00	4.00	4.00

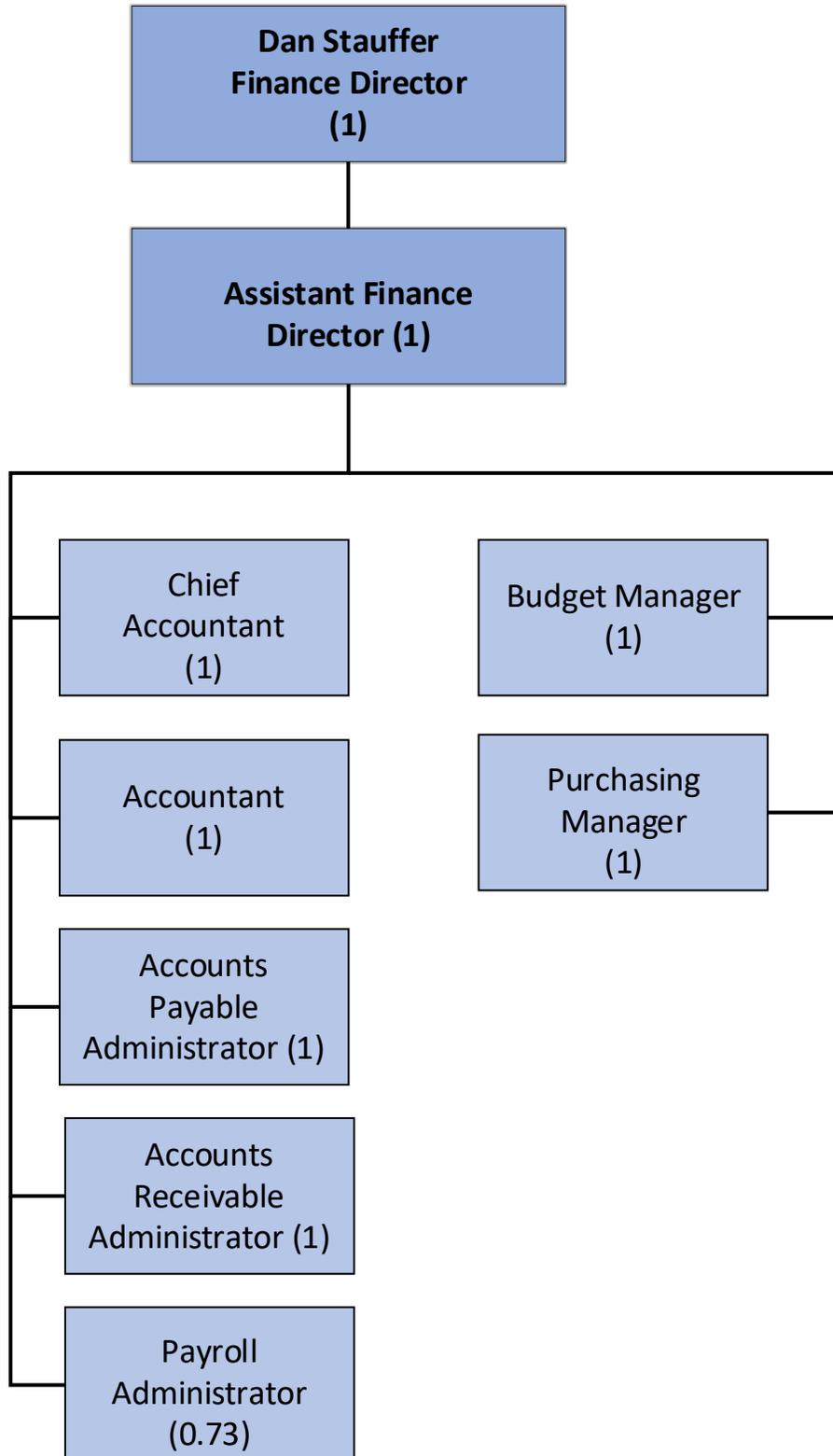
Management Discussion

- ✓ Total expenses increased by 1.15%.
- ✓ Personal Services increased 3.90% mainly due to increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses decreased 12.75% mainly due to a decrease in Municipal Code updates (\$12,000).
- ✓ Includes funding for:
 - Recording (\$14,000)
 - Elections (\$4,000)
 - Destruction (\$2,000)
 - Municipal code updates (\$13,000)
 - 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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	95.5%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	5.97%	14%	16%
% of payroll completed within 6 days of pay period ending date	High Value Government	100%	100%	100%
% of General Fund Unassigned Reserve	High Value Government	17.7%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	5.73	5.64	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	39.55%	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	87%	95%	100%

Fiscal Year 2024 – 2025 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.
- ✓ Implemented GASB 101.

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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 929,556	\$ 989,739	\$ 989,739	\$1,025,844	3.65%
Operating Expenses	<u>93,386</u>	<u>104,749</u>	<u>125,250</u>	<u>106,409</u>	1.58%
Total Budget	\$1,022,942	\$1,094,488	\$ 1,114,989	\$1,132,253	3.45%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.00	0.00	0.00
Purchasing Manager	112	0.00	0.00	1.00	1.00	1.00
Purchasing Coordinator	111	1.00	1.00	0.00	0.00	0.00
Accountant	110	0.00	0.00	1.00	1.00	1.00
Accounts Payable Admin.	108	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	108	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		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

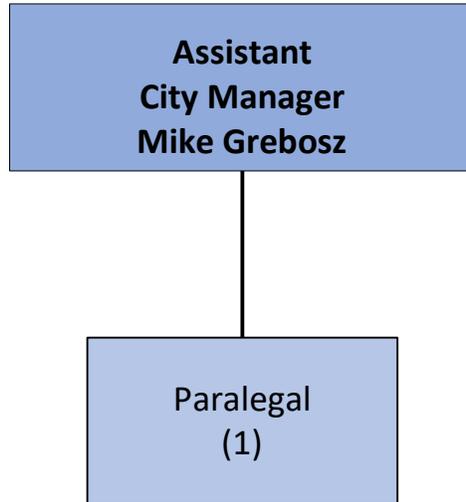
Management Discussion

- ✓ Total expenses increased by 3.45%.
- ✓ Personal Services increased 3.65% mainly due increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 1.58% mainly due to increases in City Audit (\$1,900), and Travel & Training (\$2,500).
- ✓ Includes funding for:
 - Audit (\$28,000)
 - 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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
Cost of legal services per capita of city staff	High Value Government	\$1,048	\$1,100	\$1,000
% of internal customers satisfied with legal services	High Value Government	96%	99%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	340	373	383

Fiscal Year 2024 - 2025 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: FY 25-26 and beyond
 - Strategic Focus Area: High Value Government
- ✓ Prepare documents in a timely and precise manner.
 - Target Completion: FY 25-26 and beyond
 - Strategic Focus Area: High Value Government
- ✓ Efficient review of all documents processed through legal department and other departments.
 - Target Completion: FY 25-26 and beyond
 - Strategic Focus Area: High Value Government
- ✓ Ensure that services provided by the contract City and Labor Attorneys are provided within budget.
 - Target Completion: FY 25-26 and beyond
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 89,802	\$ 98,588	\$ 98,588	\$ 102,023	3.48%
Operating Expenses	<u>305,282</u>	<u>408,950</u>	<u>506,334</u>	<u>398,950</u>	-2.45%
Total Budget	\$ 395,084	\$ 507,538	\$ 604,922	\$ 500,973	-1.29%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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

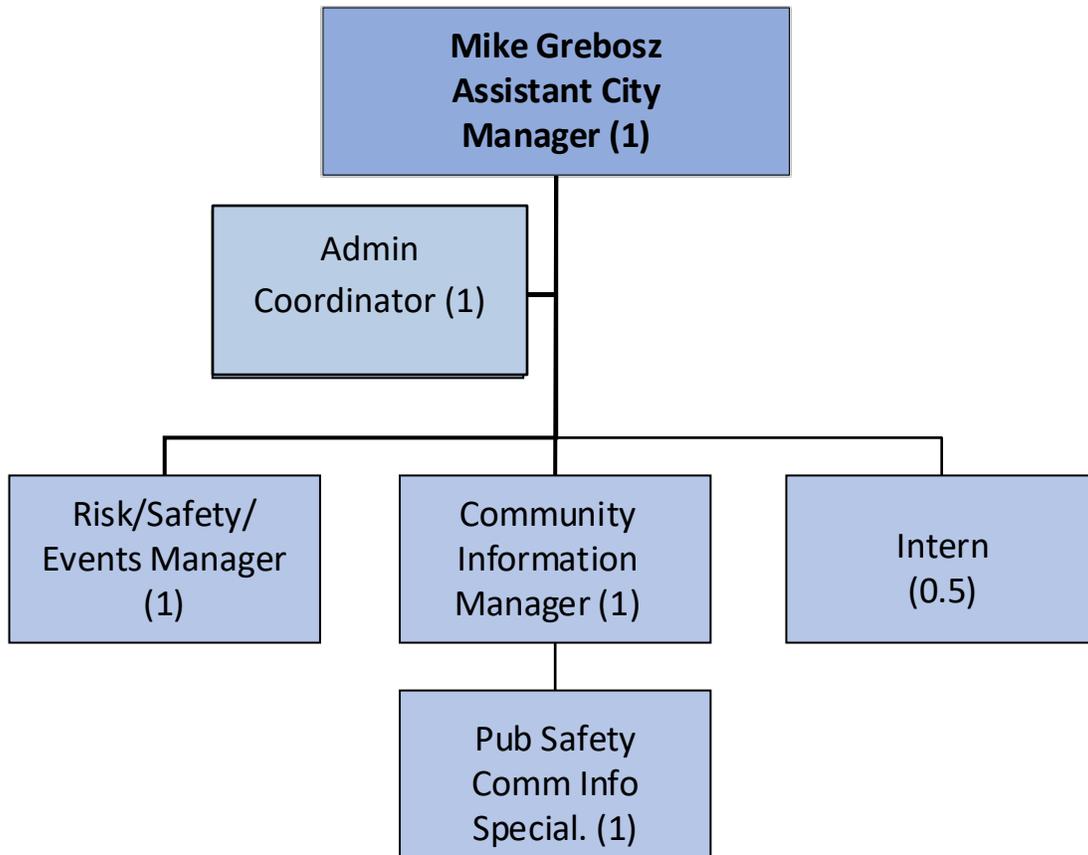
Management Discussion

- ✓ Total expenses decreased by 1.29%.
- ✓ Personal Services increased 3.48% mainly due to increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses decreased by 2.45% mainly due to a decrease in legal services (\$10,000).
- ✓ Includes funding for:
 - Legal Services (\$390,000)



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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% rate of earned media	Communication	100%	100%	100%
% of citizens satisfied with level of communication about local government	Communication	67%	N/A Survey conducted biannually	75%
% of employees satisfied with level of communication within local government	Communication	84%	95%	95%
# of event applications processed (non-re-occurring)	High Value Government	47	52	57
% of special event permits issued within 4 days of event	High Value Government	100%	100%	100%
% of lease tenants current with rent and taxes	High Value Government	100%	100%	100%
% of internal customers satisfied with contracted services	High Value Government	88%	90%	90%

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Supported the Youth Council Program
- ✓ Supported the DeLand School of Government Program
- ✓ Supported the Citizen Academy Program
- ✓ Supported the Employee Development and Mentoring Program
- ✓ Supported MainStreet DeLand Association with support for Mayor's Golf Tournament and Winter Wonder DeLand Event
- ✓ Used ZenCity Engage for several communication outreach efforts
- ✓ Provided staff support to Art, Culture and Entertainment District (ACED), which helps fund and provide input on public art

Action Plan

Special Event Administration

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

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

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

Long-Term Goals

- ✓ Implement an enhanced automated performance management data system.
 - Target Completion: FY 2026-2027
 - 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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 780,532	\$ 826,285	\$ 1,026,285	\$1,435,658	73.75%
Operating Expenses	<u>965,792</u>	<u>1,013,023</u>	<u>3,163,023</u>	<u>1,143,238</u>	12.85%
Total Budget	\$1,746,324	\$1,839,308	\$ 4,189,308	\$2,578,896	40.21%

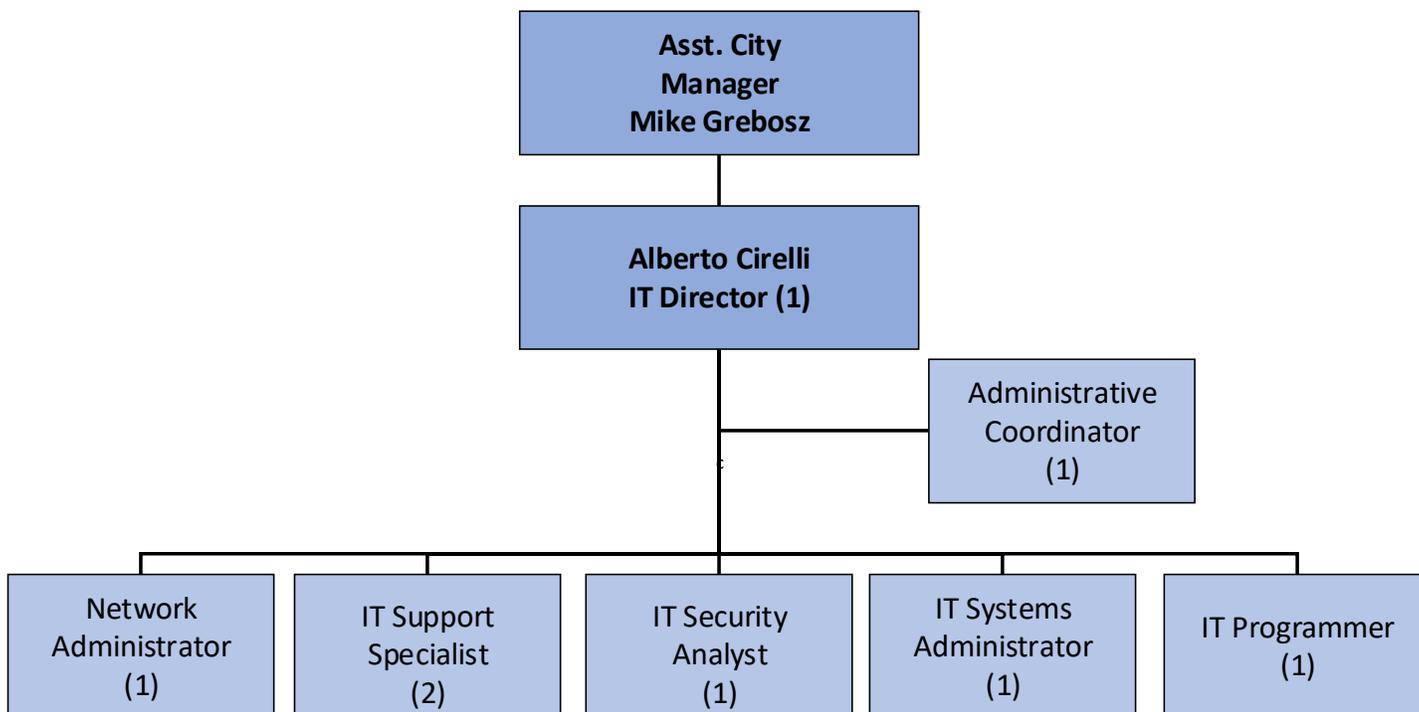
STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Assistant City Manager	E111	1.00	1.00	1.00	1.00	1.00
Communications Manager	116	1.00	1.00	1.00	1.00	1.00
Risk/Safety/Event Manager	116	0.75	1.00	1.00	1.00	1.00
Comm. Information Specialist	112	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	107	0.00	1.00	1.00	1.00	1.00
Administrative Assistant IV	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		4.75	5.00	5.00	5.00	5.00
Interns	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.00	0.00	0.50	0.50	0.50
Total Staffing		4.75	5.00	5.50	5.50	5.50

Management Discussion

- ✓ Total expenses increased by 40.21%.
- ✓ Personal Services increased 73.75% mainly due to an increase in retirement contributions from a consolidation of general defined benefit contributions to the Admin Services department (\$591,185), overtime for events, increased health insurance costs, and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 12.85% mainly due to increases in property & liability insurance (\$38,600), grant consulting (\$5,040), Zencity Software (\$8,280) and the addition of City Hall duct cleaning (\$63,655).
- ✓ Includes funding for:
 - Various insurances including commercial liability and property insurance (\$629,959)
 - Janitorial Services (\$42,055)
 - Grant Consultant (\$81,600)
 - City Hall Duct Cleaning (\$63,655)



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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of downtime for city network	High Value Government	<1%	<1%	<1%
% of downtime for specialty software systems	High Value Government	1%	<1%	<3%
% of downtime for internet	High Value Government	1.5%	<1%	<1%
% of help desk requests resolved within 4 hours	High Value Government	77%	75%	85%
Total IT expenditures per workstation	High Value Government	\$3,492	\$4946	\$4981
% of users satisfied with IT services	High Value Government	91%	95%	95%
% of Phish-Prone test failures	High Value Government	1.4%	4.8%	0%
# of hardware installations	High Value Government	380	97	124
% of software kept current/up-to-date	High Value Government	95%	85%	100%
# of devices supported by IT	High Value Government	2,690	1966	2022
# of help desk requests	High Value Government	3,027	3200	3300

Fiscal Year 2024 – 2025 Accomplishments

- ✓ UAB Computer & position Move
- ✓ PC Rotation
- ✓ Windows 11 upgrade
- ✓ Office 2024 Upgrade
- ✓ Fire GTAC deployment
- ✓ Just FOIA upgrade
- ✓ Employee Clinic network move
- ✓ FileCloud release and training
- ✓ Centralized Firewall and Switch management configuration
- ✓ Security information and event management upgrade
- ✓ CJIS Compliance server separation
- ✓ Canva Replacement
- ✓ CivicRec release
- ✓ Cityworks v23 upgrade

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

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
BUDGET SUMMARY					
Personal Services	\$ 742,869	\$ 886,060	\$ 886,060	\$ 788,486	-11.01%
Operating Expenses	<u>1,476,702</u>	<u>1,931,630</u>	<u>1,943,600</u>	<u>1,699,839</u>	-12.00%
Total Budget	\$2,219,571	\$2,817,690	\$ 2,829,660	\$2,488,325	-11.69%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Information Technology Director	E108	1.00	1.00	1.00	1.00	1.00
I.T. Systems Administrator II	117	0.00	0.00	0.00	1.00	1.00
I.T. Systems Administrator I	116	1.00	1.00	1.00	0.00	0.00
I.T. Programmer I	115	1.00	1.00	1.00	1.00	1.00
I.T. Network Administrator I	115	1.00	1.00	1.00	1.00	1.00
I.T. Security Analyst	112	1.00	1.00	1.00	1.00	1.00
I.T. Support Specialist I	110	2.00	2.00	2.00	2.00	2.00
Administrative Coordinator	107	0.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		7.00	8.00	8.00	8.00	8.00
Administrative Assistant II	103	0.73	0.00	0.00	0.00	0.00
Total Part Time Staffing		0.73	0.00	0.00	0.00	0.00
Total Staffing		7.73	8.00	8.00	8.00	8.00

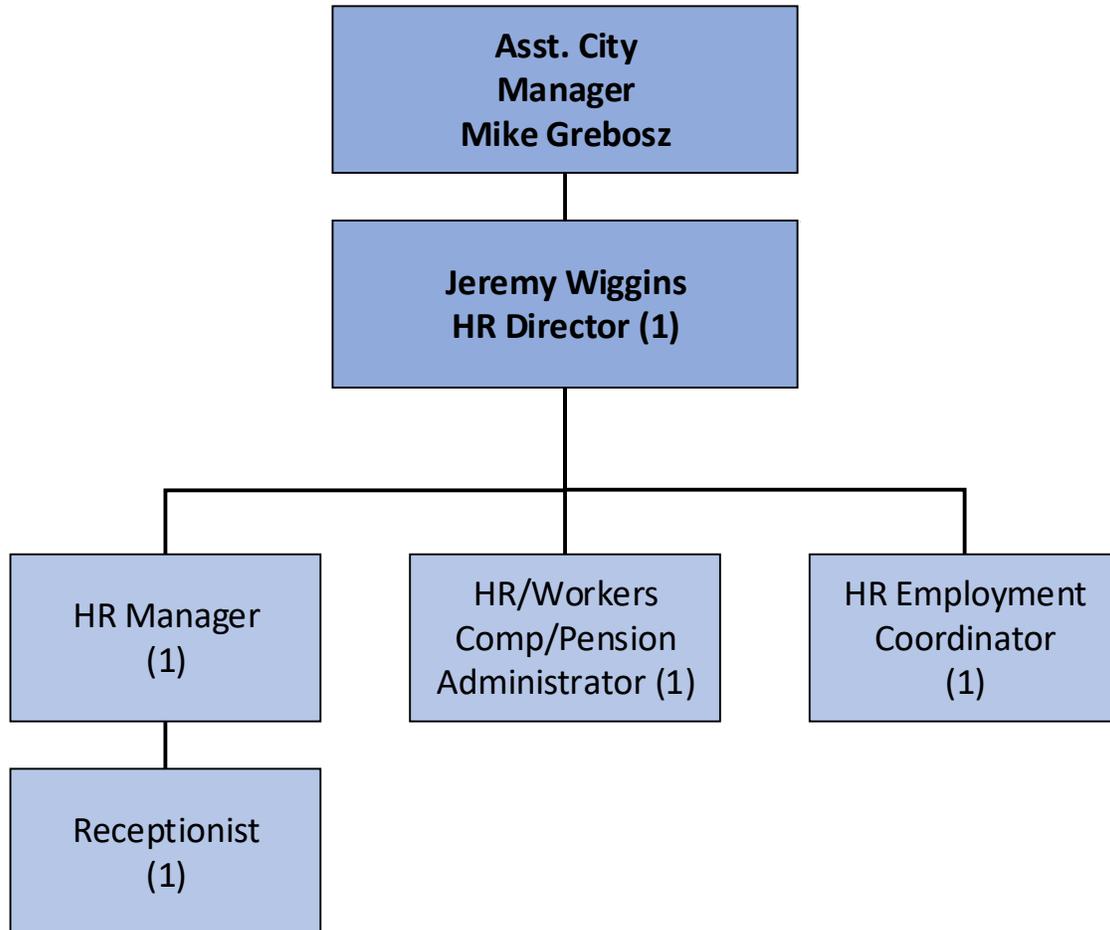
Management Discussion

- ✓ Total expenses decreased by 11.69%.
- ✓ Personal Services decreased 11.01% mainly due to a decrease in retirement contributions caused by a consolidation of general defined benefit contributions from multiple departments to the Admin Services department. This was partially offset by increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses decreased by 12.00% mainly due to the removals of Disaster Recovery (\$25,000), Fortiweb (\$36,000), CJIS Complaint Disaster Recovery (\$37,500), JustFOIA Upgrade (\$17,300), Security Information and Event Management (\$55,000), Secure Password/Credential Manager (\$36,000), Project Management Software (\$18,000), Proof of Concept Hybrid VDI (\$36,000), Ruckus R650 Wireless Access Point (\$27,675), and Mobile App Licenses (\$10,650). This was partially offset by the additions of SIEM (Splunk) (\$61,600), Power Storage (\$60,000) and Project Software Monday.Com (\$30,000).
- ✓ Includes funding for:
 - Time and Attendance System (\$39,000)
 - Laserfiche Support – MCCI (\$34,000)
 - BS&A Annual Maintenance (\$53,000)
 - PC Rotation (\$236,000)
 - VxRail (\$37,850)
 - Website Annual Maintenance (Civic Plus) (\$22,500)
 - Antivirus Software (\$80,000)
 - Wireless AirCards (\$91,200)
 - Security Camera Upkeep and Repair (\$70,000)
 - Firewall Support (\$39,500)



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 23/24 Actual	FY 24/25 Projection	FY 25/26 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	6%	6%	9.0%
% appointment capacity utilized in health clinic	High Value Government	89%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12
# of new hire employees who have successfully completed first year of employment	High Value Government	63	125	115
# of employee screened for CDL requirement	High Value Government	34	25	25
% of internal customers satisfied with HR services	High Value Government	89%	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	10	2	2
# of employee evaluations processed	High Value Government	557	500	525

Fiscal Year 2024 - 2025 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.
- ✓ 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: Ongoing
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY		2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services		\$ 497,722	\$ 560,081	\$ 560,081	\$ 493,696	-11.85%
Operating Expenses		<u>106,834</u>	<u>180,900</u>	<u>180,900</u>	<u>174,890</u>	-3.32%
Total Budget		\$ 604,556	\$ 740,981	\$ 740,981	\$ 668,586	-9.77%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	112	0.00	0.00	1.00	1.00	1.00
HR Administrator	111	1.00	1.00	0.00	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	1.00	1.00
HR Employment Coordinator	107	0.00	1.00	1.00	0.00	0.00
Administrative Coordinator	107	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		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

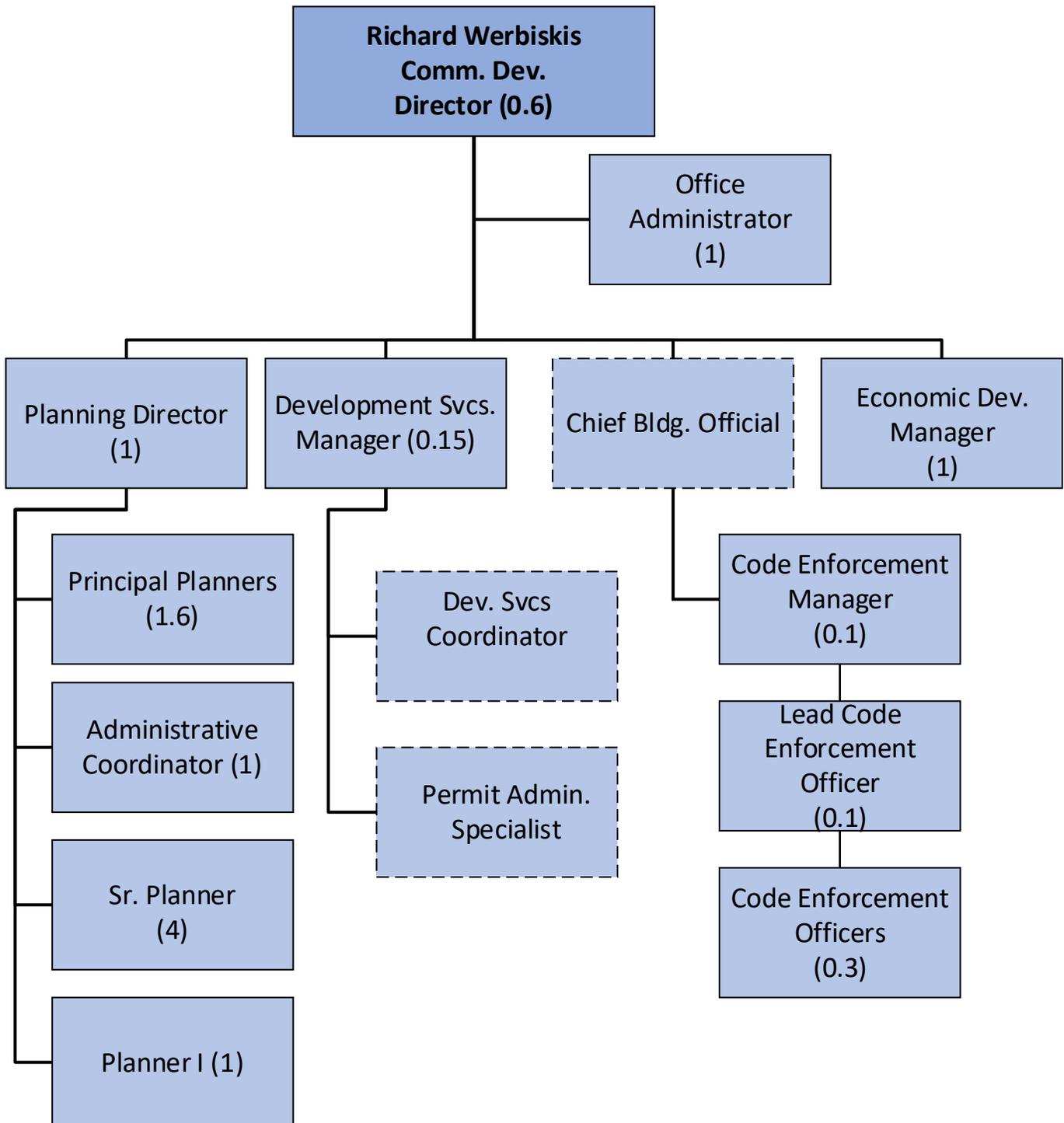
Management Discussion

- ✓ Total expenses decreased by 9.77%.
- ✓ Personal Services decreased 11.85% mainly due to a decrease in retirement contributions caused by a consolidation of general defined benefit contributions from multiple departments to the Admin Services department. This was partially offset by increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses decreased by 3.32% mainly due to the reduction of the Flex Spending Account (\$6,000).
- ✓ Includes funding for:
 - Employee Assistance Program (\$7,650)
 - Christmas Gift Certificates (\$49,000)
 - Pre-employment background processing (\$14,000)
 - Psychological evaluation (\$7,000)
 - Tuition reimbursement (\$25,000)
 - City-wide Training (\$14,560)



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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	98.5%	99%	99%
% change in number of business tax receipts from previous year	High Value Government	6.33%	10%	10%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	97.5%	98%	98%
Number of business contacts conducted	Regional High Value Job Creation	321	335	340
% change in the value of commercial development from previous year	Regional High Value Job Creation	12.5%	10%	10%
% of proactive code enforcement cases initiated	High Value Government	55.82%	65%	40%
Average number of days from code case initiation to voluntary compliance	High Value Government	24	18	25
Average number of days from code case initiation to involuntary compliance	High Value Government	78	80	25
% of code violations resolved voluntarily	High Value Government	94.55%	96%	85%
# of new business openings in the Spring Hill CRA (city)	High Value Government	5	0	1

Fiscal Year 2024 – 2025 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 a complete update to the Comprehensive Plan.
- ✓ Updated GIS Zoning and Future Land Use layers

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.
- ✓ Enhanced neighborhoods through the removal of blighted structures.
- ✓ 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. • Continue to enhance the City’s digital marketing material for business recruitment. • Develop at least one major project annually. • Enhance and increase the number and value of grant opportunities along the gateway corridors focusing on improving the visual aesthetics of the corridor. • Identify and promote new business opportunities in the Spring Hill CRA. • Continue to market city-owned properties at the Northwest Industrial Park and DeLand Airport area. • 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. 	<p>High Value Government & Institute Smart Growth</p>

	<ul style="list-style-type: none"> • Complete first review of Plans submittals within 25 business days. • Complete all reviews requiring administrative review within 120 days. • Ensure development applications are complete and TRC members are notified of applications ready for their review within 5 days. 	<p style="text-align: center;">& Preparing for the Future & Preserving “Sense of Community”</p>
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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 1 business day. • 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 enhanced code enforcement processes. 	<p style="text-align: center;">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 2025-2026
 - 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

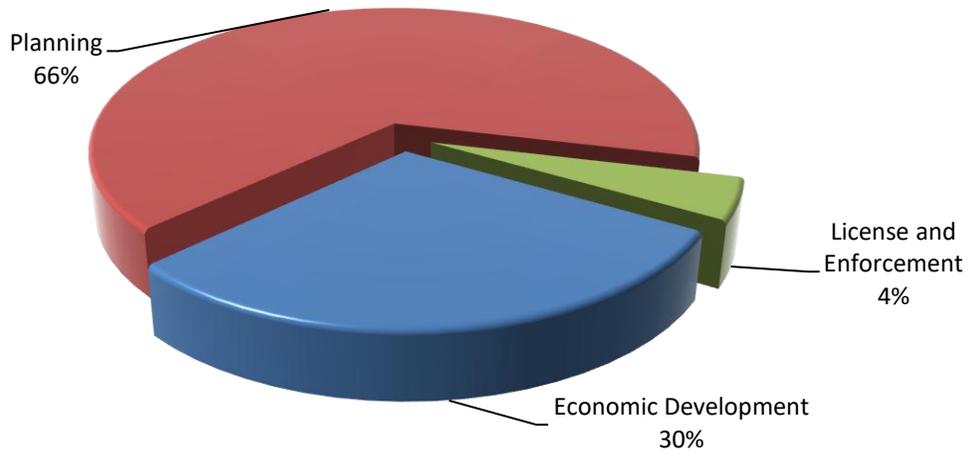
Total Community Development Operating Budget Comparison

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$1,102,173	\$1,334,034	\$1,334,034	\$1,351,388	1.30%
Operating Expenses	161,615	536,437	564,512	206,608	-61.49%
Grants & Aid	<u>49,116</u>	<u>50,000</u>	<u>87,884</u>	<u>50,000</u>	0.00%
Total Budget	\$1,312,904	\$1,920,471	\$1,986,430	\$1,607,996	-16.27%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Economic Development	\$ 428,299	\$ 469,833	\$ 531,687	\$ 476,781	1.48%
Planning	820,131	1,353,904	1,358,009	1,057,679	-21.88%
License and Enforcement	<u>64,474</u>	<u>96,734</u>	<u>96,734</u>	<u>73,536</u>	-23.98%
Total Budget	\$1,312,904	\$1,920,471	\$1,986,430	\$1,607,996	-16.27%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Economic Development	3.20	3.20	2.60	2.60	2.60
Planning	6.55	6.55	9.15	9.15	8.75
License and Enforcement	<u>1.20</u>	<u>1.20</u>	<u>0.75</u>	<u>0.75</u>	<u>0.50</u>
Total Staffing	10.95	10.95	12.50	12.50	11.85

**Community Development Expenditure Summary
Fiscal Year 2026**



Economic Development Administration

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 308,459	\$ 326,202	\$ 326,202	\$ 336,925	3.29%
Operating Expenses	70,724	93,631	117,601	89,856	-4.03%
Grants & Aid	<u>49,116</u>	<u>50,000</u>	<u>87,884</u>	<u>50,000</u>	0.00%
Total Budget	\$ 428,299	\$ 469,833	\$ 531,687	\$ 476,781	1.48%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.60	0.60	0.00	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		3.20	3.20	2.60	2.60	2.60

Planning

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 735,659	\$ 945,989	\$ 945,989	\$ 974,164	2.98%
Operating Expenses	<u>84,472</u>	<u>407,915</u>	<u>412,020</u>	<u>83,515</u>	-79.53%
Total Budget	\$ 820,131	\$1,353,904	\$1,358,009	\$1,057,679	-21.88%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Chief Planner	E103	0.00	0.00	1.00	1.00	0.00
Develop. Svcs. Mgr. (also Fund 480)	117	0.00	0.00	0.15	0.15	0.15
Principal Planner	117	0.00	0.00	0.00	0.00	1.60
Land Develop. Mgr. (also Fund 480)	116	0.15	0.15	0.00	0.00	0.00
Senior Planner	115	3.00	3.00	4.00	4.00	4.00
Planner I	112	0.40	0.40	1.00	1.00	1.00
Community Development Coordinator	109	1.00	1.00	1.00	1.00	0.00
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		6.55	6.55	9.15	9.15	8.75

During FY 24/25, added [1.6] Principal Planners and eliminated [1.0] Chief Planner and [1.0] Community Development Coordinator.

Licenses & Enforcement

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 58,055	\$ 61,843	\$ 61,843	\$ 40,299	-34.84%
Operating Expenses	<u>6,419</u>	<u>34,891</u>	<u>34,891</u>	<u>33,237</u>	-4.74%
Total Budget	\$ 64,474	\$ 96,734	\$ 96,734	\$ 73,536	-23.98%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Code Enfor. Manager (also Fund 480)	113	0.00	0.40	0.25	0.25	0.10
Lead Code Enfor. Officer (also 480)	111	0.00	0.00	0.00	0.00	0.10
Code Enfor. Officer II (also Fund 480)	108	0.00	0.00	0.50	0.50	0.20
Code Enfor. Officer (also Fund 480)	107	<u>1.20</u>	<u>0.80</u>	<u>0.00</u>	<u>0.00</u>	<u>0.10</u>
Total Full Time Staffing		1.20	1.20	0.75	0.75	0.50
Total Staffing		1.20	1.20	0.75	0.75	0.50

Added [0.1] Lead Code Enforcement Officer and [0.1] Code Enforcement Officer. Moved [0.15] Code Enforcement Manager and [0.3] Code Enforcement Officer II to Permits and Inspections Fund.

Management Discussion

- ✓ Total expenses decreased by 16.27%.
- ✓ Personal Services increased 1.30% mainly due to the additions of [0.1] Lead Code Enforcement Officer and [0.1] Code Enforcement Officer, increased health insurance costs, and a 3% merit increase for FY 2025-2026. This was partially offset by the reclassification of [0.15] Code Enforcement Manager and [0.3] Code Enforcement Officer II to the Permits & Inspections Fund.
- ✓ Operating expenses decreased by 61.49% mainly due to the removal of the Code Update (\$300,000).
- ✓ Includes funding for:
 - Business retention with DeLand Chamber of Commerce (\$22,500)
 - TVEDC (AKA Team Volusia) executive membership (\$30,000)
 - Environmental Consultants (\$20,000)
 - Code Board magistrate (\$12,000)
 - Code violation lot maintenance (\$10,000)
 - Digital Marketing (\$10,000)
 - Business improvement grants (\$50,000)

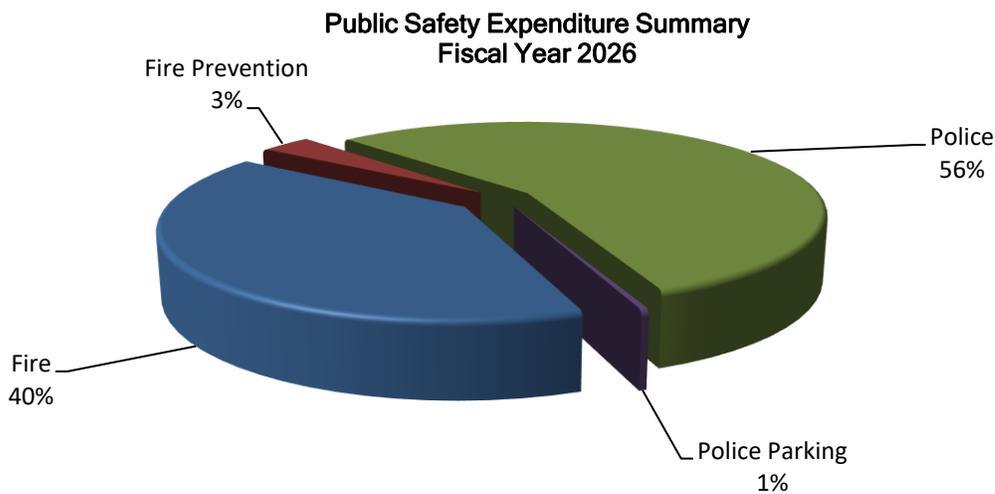
PUBLIC SAFETY

Total Expenditure Summary

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$18,581,920	\$20,809,775	\$20,809,775	\$22,692,300	9.05%
Operating Expenses	2,326,429	2,606,721	2,805,553	2,883,077	10.60%
Capital Outlay	581,382	0	0	0	N/A
Debt Service	<u>167,427</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$21,657,158	\$23,416,496	\$23,615,328	\$25,575,377	9.22%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Fire	\$ 8,939,456	\$ 9,264,980	\$ 9,379,180	\$10,245,792	10.59%
Fire Prevention	600,719	754,888	754,888	836,232	10.78%
Police	12,044,154	13,311,844	13,396,476	14,402,941	8.20%
Police Parking	<u>72,829</u>	<u>84,784</u>	<u>84,784</u>	<u>90,412</u>	6.64%
Total Budget	\$21,657,158	\$23,416,496	\$23,615,328	\$25,575,377	9.22%

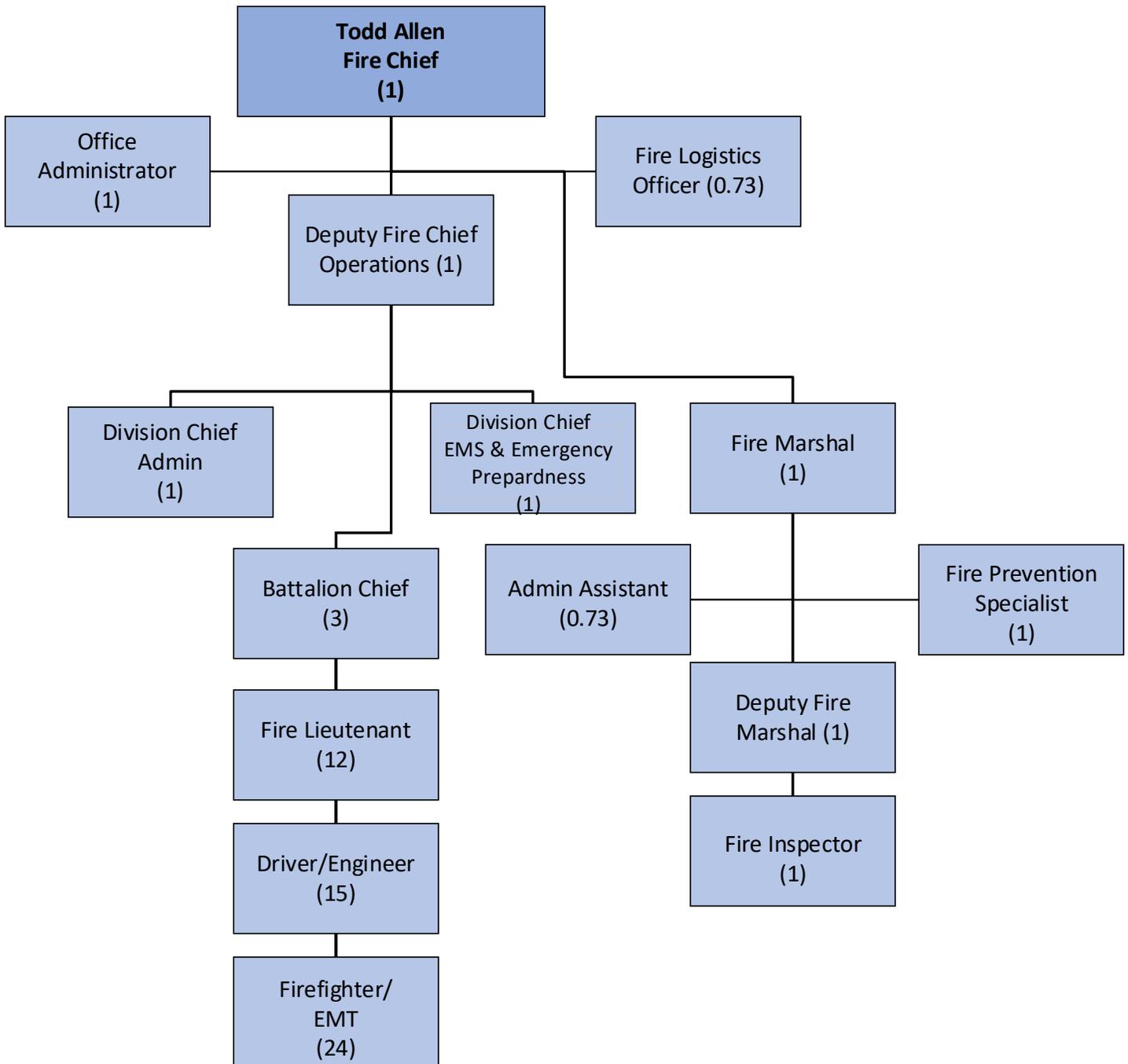
STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Fire	56.48	55.23	55.23	55.23	58.23
Fire Prevention	0.00	4.50	5.90	6.23	6.23
Police	95.55	95.82	98.82	98.82	98.82
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	153.03	156.55	160.95	161.28	164.28





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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of required fire inspections conducted per quarter	Maintaining a Safe Community	23%	25%	25%
# of personal public education/safety contacts	Maintaining a Safe Community	3,499	4088	1000
# of smoke detector assists or installs	Maintaining a Safe Community	26	55	80
% of structure fire responses with 1st arrival unit: 5:20 minutes or less (turnout & response)	Maintaining a Safe Community	75%	75%	75%
% of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	39%	59%	59%
% of structure fire contained to room of origin	Maintaining a Safe Community	37.5%	50%	50%
% of total calls into non-municipal areas	Maintaining a Safe Community	11%	29%	29%
# of responses – all call types	Maintaining a Safe Community	2,221	7,300	8,000
Cost per call dispatched	High Value Government	\$1,087.38	\$770	\$780
Cost per capita for fire department operations	High Value Government	\$56.79	\$155	\$155
Citizen satisfaction rate with City Fire Services	High Value Government	89	N/A <i>Survey conducted every other year</i>	90%

Fiscal Year 2024 – 2025 Accomplishments

- ✓ We have completed the process of department accreditation through CPSE and have become the first accredited fire agency in Volusia County.
- ✓ The DeLand Fire Department continues to prioritize our Insurance Services Offices- Public Protection Classification (ISO) highest level of ranking as an ISO 1 Fire Department.
- ✓ City Facilities Department has completed the Fire Station 82 interior improvements to ensure individual bunk rooms and general updates are completed.
- ✓ The bid process is beginning for the Fire Station 83 renovation and expansion. This project should be complete by the end of 2025 and will allow our department to expand services to the fastest growing area of the city.
- ✓ 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 are actively utilizing 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 fifteen (15) Firefighter/Paramedics and should have twenty-three (23) Firefighter/Paramedics by this time next year.
 - We started offering ALS services from Fire Station 82 in the Spring of 2024.
 - We are planning on starting ALS service at Fire Station 83 once construction is complete in late 2025.
 - Through the 25/26 Budget process we are looking to add one (1) Cardiac monitor for the Heavy Rescue.
- ✓ We currently will have all positions in the fire department fully staffed.

Action Plan

Emergency Preparedness & Response		
	Goals & Objectives	Strategic Plan Area(s)
1	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. <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. 	Maintaining a Safe Community

2	<p>Provide training for personnel to meet growing demands of the City and Fire Department.</p> <ul style="list-style-type: none"> • Ensure executive officers maintain and develop new professional qualifications for executive leadership and management. • Ensure firefighters/fire officers receive specialized training in response and mitigation of incidents recognized as within the department's scope of service. • 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 30 pre-plans/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)
1	<p>Maintain a proactive business inspection program to enhance public safety and prevent fires in commercial buildings.</p> <ul style="list-style-type: none"> • Fire Marshal shall receive, review and disposition each submitted building plan within 10 business days. • Fire 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. • Certified Fire Inspectors (State Inspectors), conduct specified inspections to meet quarterly benchmarks set up by Fire Marshal. • Fire Marshal and Fire Inspectors, complete fire safety inspections as outlined in the current adopted fire code. 	Maintaining a Safe Community
2	<p>Provide specific fire prevention and life safety efforts during special events with large crowds in the downtown area.</p> <ul style="list-style-type: none"> • Provide a fire response plan for temporary cook locations. • Provide bicycle emergency medical technicians at downtown events that create high pedestrian traffic/restricted roadway access. • Special event occupancy load checks. 	Maintaining a Safe Community
3	<p>Deliver a comprehensive fire & life safety program.</p> <ul style="list-style-type: none"> • Continue smoke detector consults to include evaluating existing detectors and providing and installing new detectors if necessary. • Provide fire safety programs for school age children & elderly. • Provide injury prevention programs. • Provide fire extinguisher demonstration programs to businesses. 	Maintaining a Safe Community
4	<p>Ensure all City employees are trained to the proper level in accordance with the Comprehensive Emergency Management Plan and National Incident Management System.</p>	Maintaining a Safe Community

	<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. 	
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 improve Advanced Life Support level of medical care on all fire department apparatus
 - 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
 - Utilize the Fire Prevention Specialist to produce targeted programs that focus on reducing injuries and reduce risk within our community.
 - Continue succession planning for future management of prevention division
 - Target Completion: Ongoing
 - Strategic Focus Area: Maintain a Safe Community

- ✓ Maintain accredited fire agency status through the CPSE
 - Continue CPSE model of continuous improvement for fire department operations and staffing
 - 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

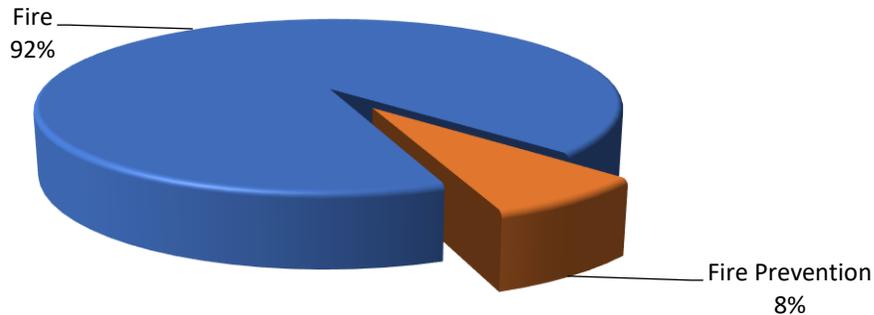
Operating Budget Comparison Total Fire Expenditure Summary

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 8,485,384	\$ 9,128,098	\$ 9,128,098	\$10,068,312	10.30%
Operating Expenses	<u>906,912</u>	<u>891,770</u>	<u>1,005,970</u>	<u>1,013,712</u>	13.67%
Total Budget	\$ 9,392,296	\$10,019,868	\$10,134,068	\$11,082,024	10.60%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Fire	\$ 8,939,456	\$ 9,264,980	\$ 9,379,180	\$10,245,792	10.59%
Fire Prevention	<u>600,719</u>	<u>754,888</u>	<u>754,888</u>	<u>836,232</u>	10.78%
Total Budget	\$ 9,540,175	\$10,019,868	\$10,134,068	\$11,082,024	10.60%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Fire	56.48	55.23	55.23	55.23	58.23
Fire Prevention	<u>0.00</u>	<u>4.50</u>	<u>5.90</u>	<u>6.23</u>	<u>6.23</u>
Total Staffing	56.48	59.73	61.13	61.46	64.46

**Fire Department Expenditure Summary
Fiscal Year 2026**



Operating Budget Comparison - Fire

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 7,915,349	\$ 8,440,677	\$ 8,440,677	\$ 9,298,477	10.16%
Operating Expenses	876,228	824,303	938,503	947,315	14.92%
Capital Outlay	<u>147,879</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 8,939,456	\$ 9,264,980	\$ 9,379,180	\$10,245,792	10.59%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E106	0.00	0.00	1.00	1.00	1.00
Fire Division Chief	E104	2.00	3.00	2.00	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	12.00	12.00	12.00	12.00	15.00
Firefighter/EMT	F101	23.25	22.50	22.50	22.50	22.50
Office Administrator	108	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	105	<u>0.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		54.75	54.50	54.50	54.50	57.50
Fire Marshal (also Fund 480)	F108	0.30	0.00	0.00	0.00	0.00
Fire Inspector	F106	0.70	0.00	0.00	0.00	0.00
Fire Logistics Officer	F105	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		1.73	0.73	0.73	0.73	0.73
Total Staffing		56.48	55.23	55.23	55.23	58.23

During FY 24/25, added [3.0] Driver/Engineers.

Operating Budget Comparison – Fire Prevention

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 570,035	\$ 687,421	\$ 687,421	\$ 769,835	11.99%
Operating Expenses	<u>30,684</u>	<u>67,467</u>	<u>67,467</u>	<u>66,397</u>	-1.59%
Total Budget	\$ 600,719	\$ 754,888	\$ 754,888	\$ 836,232	10.78%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Fire Marshal	F108	0.00	0.00	1.00	1.00	1.00
Deputy Fire Marshal	F107	0.00	0.00	1.00	1.00	1.00
Fire Inspector	F106	0.00	1.00	1.00	1.00	1.00
Firefighter/EMT	F101	0.00	1.50	1.50	1.50	1.50
Fire Prevention Specialist	106	0.00	0.00	0.00	1.00	1.00
Administrative Assistant III	105	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		0.00	3.50	5.50	5.50	5.50
Fire Marshal	F108	0.00	0.60	0.00	0.00	0.00
Fire Inspector	F106	0.00	0.40	0.40	0.00	0.00
Administrative Assistant I	101	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.00	1.00	0.40	0.73	0.73
Total Staffing		0.00	4.50	5.90	6.23	6.23

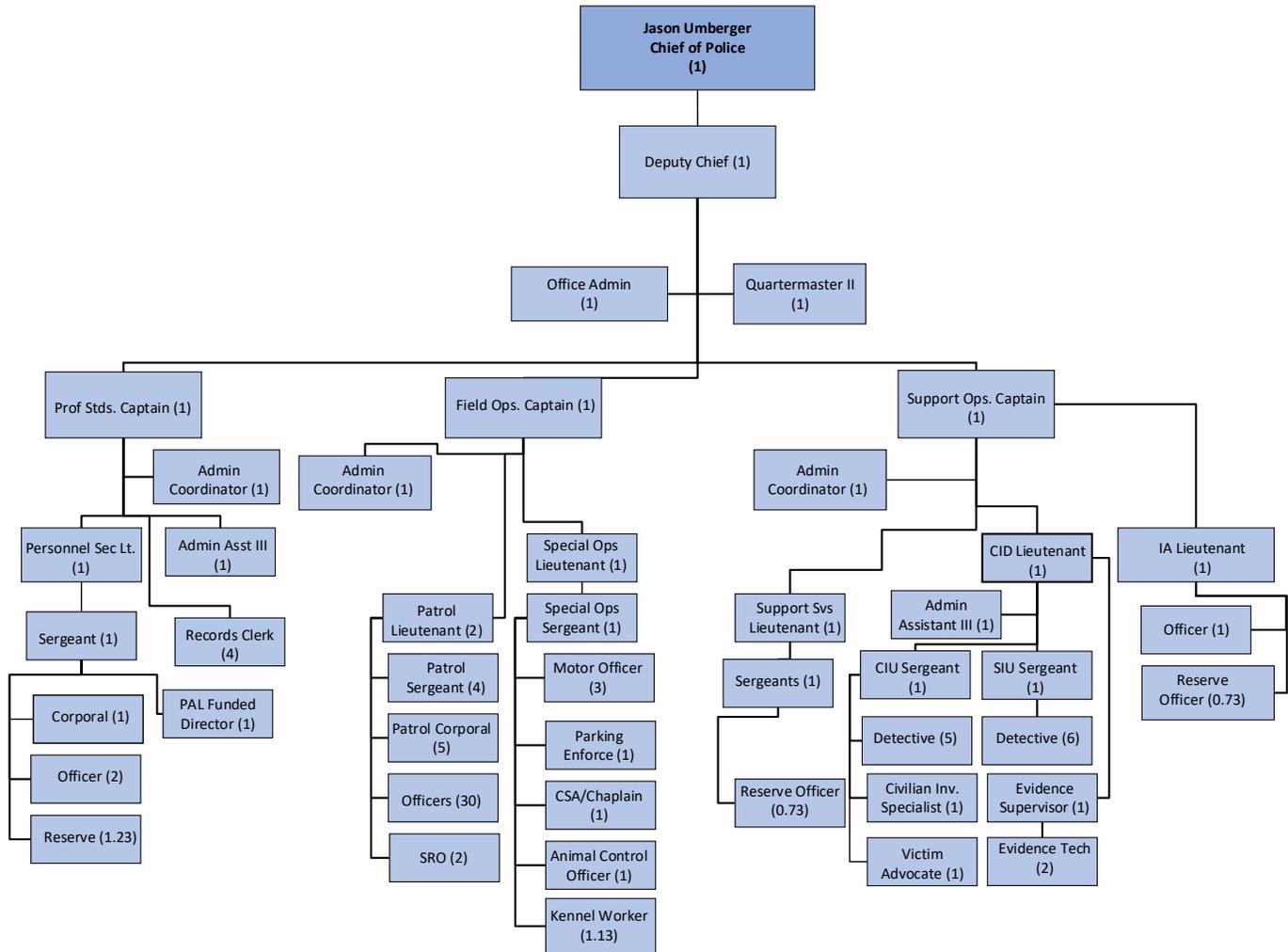
Management Discussion

- ✓ Total expenses increased by 10.60%.
- ✓ Personnel Services increased by 10.30% mainly due to the addition of three Driver/Engineers during FY 24/25, increased health insurance costs, and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 13.67% mainly due to the additions of Station 82 Cameras (\$12,500), Class A Dress outfits (\$20,000), RIT Equipment and Plumbing (\$6,000), Multi Casualty Incident Equipment (\$15,000), and increases in EMS equipment (\$13,945) and Supply Hose replacement (\$35,000).
- ✓ 60% of the Fire Prevention budget is paid for by the Permits & Inspection Fund (\$501,739).
- ✓ Includes funding for:
 - CPSE Accreditation (\$1,600)
 - Operative IQ (\$15,420)
 - Gear replacement (\$6,000)
 - Uniforms (\$67,700), including Class A Dress (\$20,000)
 - EMS Equipment and Supplies (\$92,945)
 - Paramedic Certification Program (\$64,000)
 - Personal Protection Equipment (\$25,000)
 - Lexipol (\$13,000)
 - Darkhorse Statistics Software (\$31,700)



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.

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 Community Engagement Division, Records Division, Personnel Selection/Training Division and the Emergency Operations Center.

The Support Services Bureau is responsible for overseeing the Criminal Investigations Division, Evidence Unit, and Accreditation.

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	1.04%	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	-21.61%	5%	5%
% of citizens satisfied with police services	High Value Government	73%	N/A Survey conducted every other year	90%
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 th percentile	Maintaining a Safe Community	83.75%	87%	87%
Average response time for Priority E calls	Maintaining a Safe Community	3:45	2.5	2.5
% NIBRS/FIBRS Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	16.65%	16%	15%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	51.7%	55%	58%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	19.8%	20%	20%
% NIBRS/FIBRS Crime rate per 1,000 residents	Maintaining a Safe Community	3.92%	40%	40%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	866	750	750

Average # of sworn police officers per capita	Maintaining a Safe Community	.00173	0.0026	0.0026
Average cost of police services per capita	High Value Government	\$291.88	\$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	\$147.69	\$100	\$100

Fiscal Year 2024 – 2025 Accomplishments

- ✓ Hired Four FT Sworn Officers and One PT Sworn Officer during FY 24/25
- ✓ Personnel Promotions: (2) Corporals, (3) Sergeants, (2) Lieutenants, (1) Civilian CIS
- ✓ Purchased 2025 Yamaha Golf Cart for Parking and Special Events via 2024 JAG Grant
- ✓ Replaced two HVAC Chiller and control system
- ✓ Replaced the Gym HVAC system
- ✓ Purchased K-9 for WVNTF Detective using Forfeiture Funds
- ✓ Purchased, implemented, and provided training for Holosun Red Dot sights for firearms
- ✓ Ninety-Eight Commendations issued in 2024
- ✓ Ongoing fundraiser for Bronze Statue
- ✓ 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 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. • Establish regular dedicated patrol on the campus of Stetson as part of our Downtown Business/Campus District named Zone 6. • Continue to conduct an annual Citizen Police Academy Program designed to acquaint officers and the public on a personal level while 	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

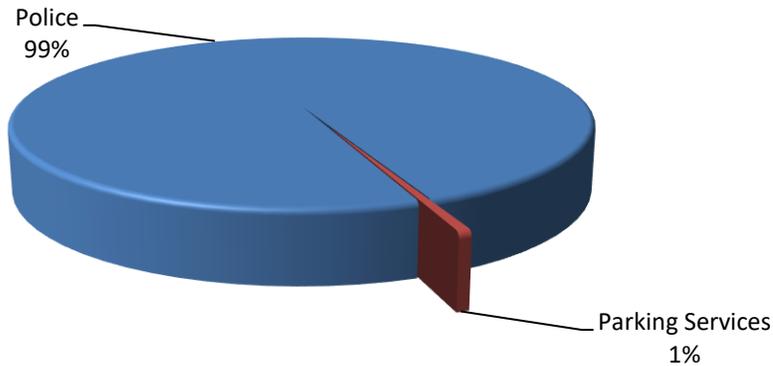
- ✓ Increase sworn complement to meet International Association of Chiefs of Police patrol staffing formula (Add 2 officers per year)
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community
- ✓ Enhancing our Community Engagement, Youth Cadet and PAL Programs: Increasing the number and quality of programs
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community
- ✓ Purchase Mobile Command Unit
 - Target Completion: FY 2028-2029
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community
- ✓ Police Substation in Conjunction with FD 83 Addition
 - Target Completion: FY 2028-2029
 - Strategic Focus Area: High Value Government and Maintaining a Safe Community

Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$10,096,536	\$11,681,677	\$11,681,677	\$12,623,988	8.07%
Operating Expenses	1,419,517	1,714,951	1,799,583	1,869,365	9.00%
Capital Outlay	433,503	0	0	0	N/A
Debt Service	<u>167,427</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$12,116,983	\$13,396,628	\$13,481,260	\$14,493,353	8.19%
DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Police	12,044,154	13,311,844	13,396,476	14,402,941	8.20%
Parking Services	<u>72,829</u>	<u>84,784</u>	<u>84,784</u>	<u>90,412</u>	6.64%
Total Budget	\$12,116,983	\$13,396,628	\$13,481,260	\$14,493,353	8.19%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Police	95.55	95.82	98.82	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	96.55	96.82	99.82	99.82	99.82

**Police Department Expenditure Summary
Fiscal Year 2026**



Operating Budget Comparison - Police

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$10,038,522	\$11,616,588	\$11,616,588	\$12,553,271	8.06%
Operating Expenses	1,404,702	1,695,256	1,779,888	1,849,670	9.11%
Capital Outlay	433,503	-	-	-	N/A
Debt Service	<u>167,427</u>	<u>-</u>	<u>-</u>	<u>-</u>	N/A
Total Budget	\$12,044,154	\$13,311,844	\$13,396,476	\$14,402,941	8.20%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	3.00	3.00	3.00	3.00	3.00
Police Lieutenant	P104	6.00	7.00	7.00	7.00	7.00
Police Sergeant	P103	10.00	9.00	9.00	9.00	9.00
Corporal	P102	4.00	5.00	5.00	6.00	6.00
Police Officer	P101	49.00	49.00	50.00	49.00	49.00
Administrative Manager	116	1.00	1.00	0.00	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	0.00	1.00	1.00	1.00
Animal Service Administrator	108	1.00	1.00	1.00	0.00	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	1.00	2.00	2.00
Administrative Coordinator	107	2.00	3.00	3.00	3.00	3.00
Civilian Evidence Technician I	107	2.00	2.00	1.00	0.00	0.00

Police Records Clerk III	105	0.00	0.00	2.00	1.00	1.00
Administrative Assistant III	104	3.00	2.00	2.00	2.00	2.00
Animal Control Officer	104	0.00	0.00	0.00	1.00	1.00
Community Service Aide	104	1.00	1.00	1.00	1.00	1.00
Police Records Clerk II	104	1.00	2.00	0.00	0.00	0.00
Quartermaster II	104	0.00	0.00	0.00	0.00	1.00
Police Records Clerk I	103	1.00	0.00	2.00	3.00	3.00
Quartermaster I	103	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		91.00	92.00	95.00	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	0.73	0.00	0.00	0.00	0.00
Reserve Police Officer	N/A	<u>2.69</u>	<u>2.69</u>	<u>2.69</u>	<u>2.69</u>	<u>2.69</u>
Total Part Time Staffing		4.55	3.82	3.82	3.82	3.82
Total Staffing		95.55	95.82	98.82	98.82	98.82

Promoted [1.0] Quartermaster I to [1.0] Quartermaster II.

Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 58,014	\$ 65,089	\$ 65,089	\$ 70,717	8.65%
Operating Expenses	<u>14,815</u>	<u>19,695</u>	<u>19,695</u>	<u>19,695</u>	0.00%
Total Budget	\$ 72,829	\$ 84,784	\$ 84,784	\$ 90,412	6.64%

STAFFING	PAY GRADE	2021-22	2022-23	2023-24	2024-25	2025-26
		BUDGET	BUDGET	BUDGET	BUDGET	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

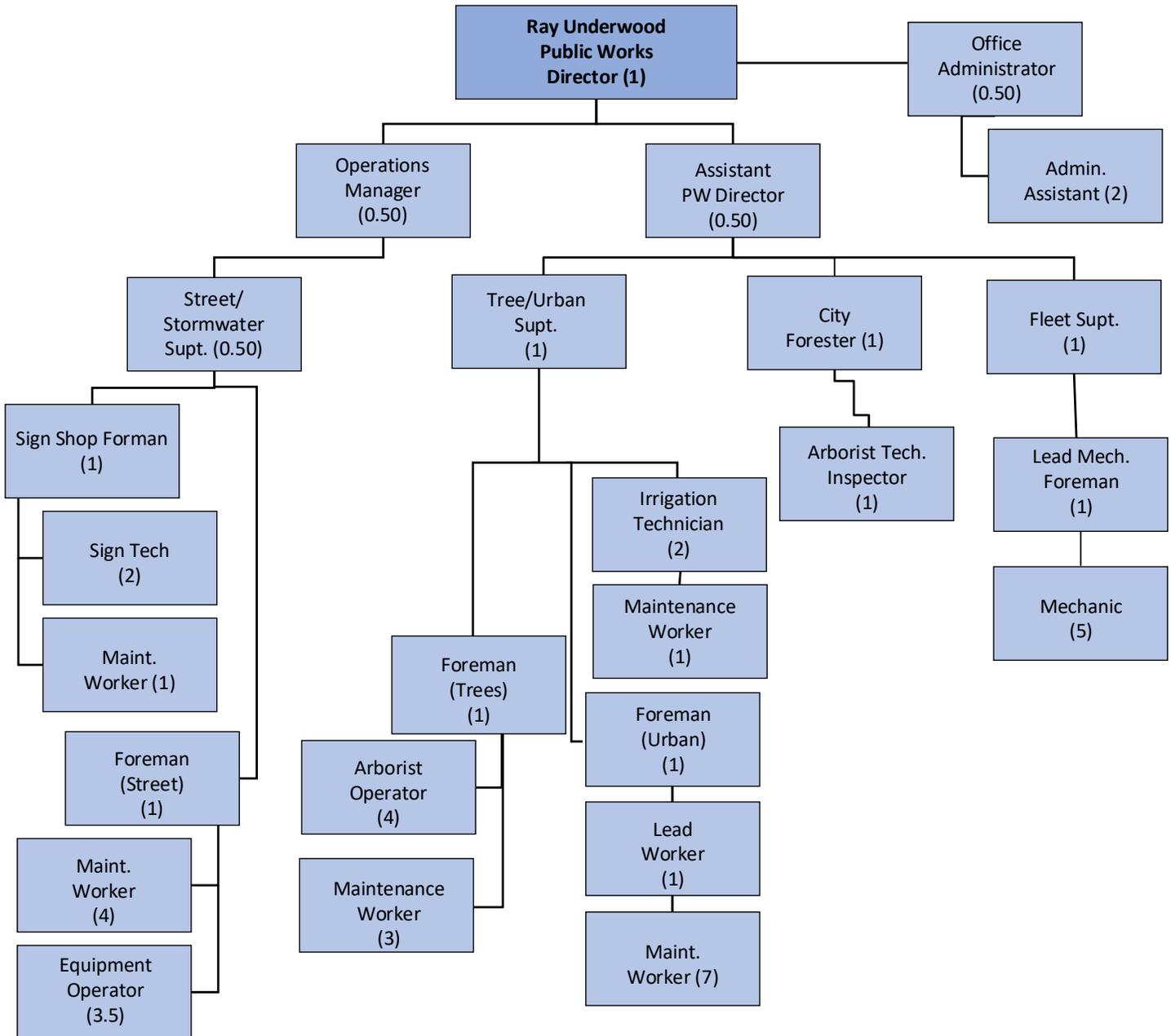
Management Discussion

- ✓ Total expenses increased by 8.19%.
- ✓ Personal Services increased by 8.07% mainly due to increased health insurance costs, a 3% merit increase for FY 2025-2026 along with additional recruitment and retention funding.
- ✓ Operating expenses increased by 9.00% mainly due to the addition of a chaplain stipend (\$9,000), Axon in Car License Plate Readers (\$67,037), additional Flock Safety Falcon licenses (\$26,600), Cellebrite Inseyets (\$15,240), Clearview AI (Facial Recognition) (\$6,750), and 8 additional portable radios (\$48,018).
- ✓ Includes funding for:
 - Police Cadet Program (\$25,000)
 - Axon Tasers and Body Camera 5-year contract (\$167,427)
 - HVAC Maintenance (\$21,086)
 - Building Maintenance (\$49,929)
 - Firearm Ammunition (\$33,179)
 - Motorcycle leases (\$22,320)
 - 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 23/24 Actual	FY 24/25 Projection	FY 25/26 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	47%	N/A Survey Conducted Biannually	85%
% of time fleet is usable (down time, annual average basis)	High Value Government	40%	40%	42%
% of preventive maintenance services performed on schedule	High Value Government	4.5%	7.5%	8%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$512,080	\$425,116	\$437,000
Preventive + other maintenance -ALL- Police without fuel	High Value Government	\$118,540	\$123,274	\$137,000
Preventive + other maintenance - Fire Apparatus without fuel	High Value Government	\$68,397	\$42,368	\$45,000
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	95%	95%	95%

Performance	Strategic Focus Area	FY 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
\$ Cost per mile of resurfaced road * each quarter totaled up equals annual figure*	High Value Government	\$143,018	\$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	76.25%	89%	90%
% of sidewalk repairs completed within 30 business days	High Value Government	69.25%	85%	87%
% of street signs replaced/ repaired within 7 business days	High Value Government	96%	97%	98%
% of irrigation issues repaired within 7 business days	High Value Government	94.5%	95%	96%
% of tree removal request addressed within 7 business days.	High Value Government	89%	95%	96%
# of replacement trees planted	High Value Government	69	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	\$89 psf	68	69
% of work orders responded to within 7 days	High Value Government	76.25%	74%	75%

Fiscal Year 2024- 2025 Accomplishments

- ✓ Preparing APWA Accreditation process, started October 1, 2021 with a goal to be completed by 2026.
- ✓ Functioning banner program (77 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) (7 license obtained) and various certificates for each Public Works employee.
- ✓ The Public Works Department produced 8,628 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; 1,267 ft of thermoplastic markings applied; Replaced over 212 signs (faded, missing, or damaged.)
- ✓ Resurface downtown parking lots 1 & 2
- ✓ Sidewalk Grinding Process: identified and removed 910 (+700 in-house) trip hazards. 67% saving verses full replacement.
- ✓ Neighborhood improvements: Littleton Circle improvement project – Repair infrastructure from tree root damage (sidewalk, drainage, drive apron, and road)
- ✓ ADA Transition Projects: To improved 8 Intersection throughout DeLand from CDBG grant funding.
- ✓ Parking improvement: Tra Thomas Park through CDBG grant funding.
- ✓ Spring Hill CRA aesthetics improvement: W Beresford Av and S Adelle Av intersection asphalt improvement
- ✓ New sidewalk installation: to install more than 1210 feet of new sidewalks for better walkability in DeLand through CDBG grant funding
- ✓ Stormwater pipe Lining: To line approximately 1500 feet of Stormwater pipes
- ✓ Street Resurfacing Program: resurfacing approximately 7 miles of interior roads
- ✓ Received Tree City USA Award for 37th Year and 18th Growth Award; Maintained tree inventory (approx. 7,200 trees).
- ✓ April 2025 Tree Give Away; plan to distribute 1000 trees to local residents.
- ✓ Certifications:
 - Two Florida Friendly Landscape Certified Professionals
 - Two Pruning Prescription Qualified Arborists
 - Electrical Hazards Training and Certification (9 employees).
 - Arborist Inspector is a 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 Milton.
- ✓ Special Events (84): 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

- ✓ New Gateway Signs and Landscaping Plans for Round-a-bouts
- ✓ 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 • 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 • Interlocal Agreement for Municipal Services • Manage transition involved with new Refuse/Recycling Services and update Ordinance Amending Solid Waste Rates • Gateway Signs CAF Agreement (round-a-bouts) 	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. • Continue sidewalk connection projects. • 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. • 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. • Provide a high level of service to the expanding fleet of electric vehicles. 	High Value Government
2	<p>Prepare 5-year work plan to increase operational efficiency of Fleet Maintenance.</p> <ul style="list-style-type: none"> • Explore what equipment and technology is currently available to upgrade the diagnostic ability of Fleet Maintenance. • Determine what specific certifications/training is available from vehicle manufacturers for Fleet Maintenance personnel. • Establish operational standards/procedures for all vehicle repairs (in-house repairs vs. contracted repairs). 	High Value Government
3	Complete the Fleet Management Policy	Preparing for the Future/Sustainability
4	<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
5	<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

- Renew Green City Certification at the Gold level. FY 2025-2026
- Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
 - Target Completion: FY 2029-2030
 - 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 2028-2029
 - Strategic Focus Area: High Value Government, Sense of Community, Communication.
- City Tree Master Plan Update
 - Target Completion: FY 2026-2027
 - 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

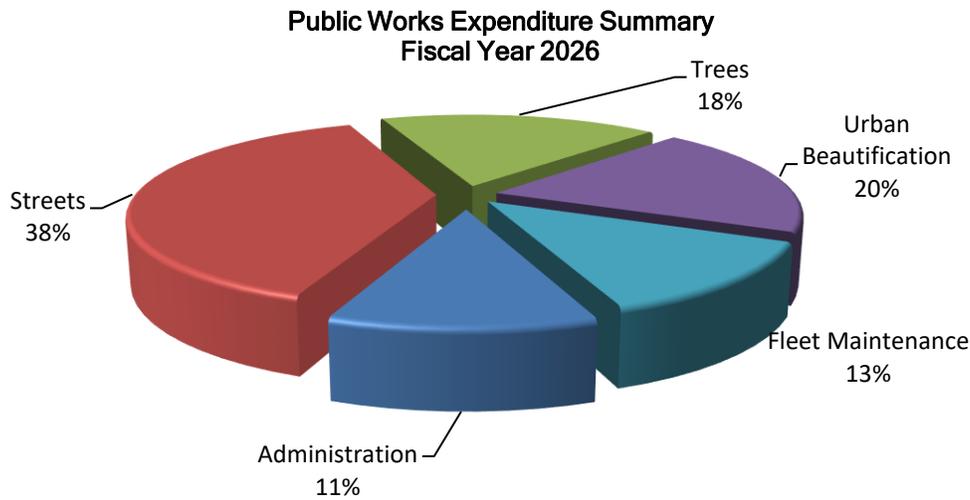
Facility Management		
	Goals & Objectives	Strategic Plan Area(s)
1	Provide maintenance of City facilities in accordance with five-year maintenance plan Identify and remove trees that are hazardous to life and property. <ul style="list-style-type: none"> • Conduct visual maintenance inspections annually. • 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

Operating Budget Comparison Total Public Works

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 2,695,645	\$ 3,467,232	\$ 3,467,232	\$3,453,312	-0.40%
Operating Expenses	<u>1,283,597</u>	<u>1,464,763</u>	<u>1,586,854</u>	<u>1,444,358</u>	-1.39%
Total Budget	\$ 3,979,242	\$ 4,931,995	\$ 5,054,086	\$4,897,670	-0.70%

DEPARTMENT SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Administration	\$ 504,292	\$ 579,482	\$ 692,782	\$ 559,062	-3.52%
Streets	1,647,402	1,908,972	1,917,763	1,876,862	-1.68%
Trees	637,710	847,866	847,866	876,079	3.33%
Urban Beautification	727,681	978,026	978,026	963,832	-1.45%
Fleet Maintenance	<u>462,157</u>	<u>617,649</u>	<u>617,649</u>	<u>621,835</u>	0.68%
Total Budget	\$ 3,979,242	\$ 4,931,995	\$ 5,054,086	\$4,897,670	-0.70%

STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	3.95	4.45	4.45	4.00	4.00
Streets	13.50	13.50	13.50	13.50	13.50
Trees	8.00	7.50	9.50	10.50	10.50
Urban Beautification	10.50	12.50	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	42.95	44.95	46.95	47.50	47.50



Public Works Administration

BUDGET SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 412,055	\$ 418,968	\$ 418,968	\$ 405,720	-3.16%
Operating Expenses	<u>92,237</u>	<u>160,514</u>	<u>273,814</u>	<u>153,342</u>	-4.47%
Total Budget	\$ 504,292	\$ 579,482	\$ 692,782	\$ 559,062	-3.52%

STAFFING	PAY GRADE	2021-22	2022-23	2023-24	2024-25	2025-26
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Deputy Public Service Director	E109	1.00	0.00	0.00	0.00	0.00
Public Works Director	E107	0.00	1.00	1.00	1.00	1.00

Deputy P.W. Director (Fund 450)	E104	0.00	0.50	0.50	0.50	0.50
Office Administrator (Fund 401)	108	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	107	0.00	1.00	1.00	1.00	1.00
Administrative Assistant IV	105	1.00	0.00	0.00	0.00	0.00
Administrative Assistant III	104	1.00	1.00	0.00	0.00	0.00
Administrative Assistant II	103	0.00	0.00	1.00	1.00	1.00
Custodian II	102	0.00	0.00	0.45	0.00	0.00
Custodian I	101	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.95	4.45	4.45	4.00	4.00
Total Staffing		3.95	4.45	4.45	4.00	4.00

Streets

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 785,982	\$ 965,073	\$ 965,073	\$ 949,980	-1.56%
Operating Expenses	<u>861,420</u>	<u>943,899</u>	<u>952,690</u>	<u>926,882</u>	-1.80%
Total Budget	\$ 1,647,402	\$ 1,908,972	\$ 1,917,763	\$1,876,862	-1.68%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	112	0.50	0.50	0.50	0.00	0.00
Foreman III	111	0.00	0.00	0.00	1.00	1.00
Foreman II	110	2.00	2.00	2.00	1.00	1.00
Lead Worker	106	0.50	1.00	0.00	0.00	0.00
Equipment Operator III (also 450)	106	0.00	0.50	0.50	0.50	1.50
Equipment Operator II	105	1.00	1.00	1.00	1.00	0.00
Sign Maintenance Technician II	105	0.00	0.00	0.00	1.00	2.00
Equipment Operator I	104	3.00	2.00	2.00	2.00	2.00
Sign Maintenance Technician I	104	1.00	1.00	2.00	1.00	0.00
Maintenance Worker III	103	0.00	0.00	1.00	1.00	1.00
Maintenance Worker II	102	2.00	3.00	2.00	2.00	2.00
Maintenance Worker I	101	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		13.50	13.50	13.50	13.50	13.50
Total Staffing		13.50	13.50	13.50	13.50	13.50

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

Trees

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 507,145	\$ 698,207	\$ 698,207	\$ 726,069	3.99%
Operating Expenses	<u>130,565</u>	<u>149,659</u>	<u>149,659</u>	<u>150,010</u>	0.23%
Total Budget	\$ 637,710	\$ 847,866	\$ 847,866	\$ 876,079	3.33%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Deputy P.W. Director (Fund 450)	E104	0.50	0.00	0.00	0.00	0.00
City Forester	113	0.00	0.00	1.00	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	0.00	0.00	1.00
Foreman I	109	0.00	0.00	1.00	1.00	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	1.00	2.00
Arborist Technician I	104	4.00	4.00	4.00	3.00	2.00
Maintenance Worker I	101	1.00	1.00	2.00	3.00	3.00
Total Full Time Staffing		8.00	7.50	9.50	10.50	10.50
Total Staffing		8.00	7.50	9.50	10.50	10.50

Promoted [1.0] Foreman I to [1.0] Foreman II. Promoted [1.0] Arborist Technician I to [1.0] Arborist Technician II.

Urban Beautification

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 590,410	\$ 840,163	\$ 840,163	\$ 827,421	-1.52%
Operating Expenses	<u>137,271</u>	<u>137,863</u>	<u>137,863</u>	<u>136,411</u>	-1.05%
Total Budget	\$ 727,681	\$ 978,026	\$ 978,026	\$ 963,832	-1.45%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.00
Foreman I	109	0.00	0.00	0.00	0.00	1.00
Irrigation Tech III	107	1.00	1.00	1.00	2.00	2.00
Irrigation Tech II	106	1.00	1.00	1.00	0.00	0.00
Lead Worker	106	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	1.00	0.00	2.00	1.00	1.00
Maintenance Worker II	102	3.00	4.00	2.00	1.00	1.00
Maintenance Worker I	101	2.00	4.00	4.00	6.00	6.00
Total Full Time Staffing		10.50	12.50	12.50	12.50	12.50
Total Staffing		10.50	12.50	12.50	12.50	12.50

Replaced [1.0] Foreman II with [1.0] Foreman I.

Fleet Maintenance

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 400,053	\$ 544,821	\$ 544,821	\$ 544,122	-0.13%
Operating Expenses	<u>62,104</u>	<u>72,828</u>	<u>72,828</u>	<u>77,713</u>	6.71%
Total Budget	\$ 462,157	\$ 617,649	\$ 617,649	\$ 621,835	0.68%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.00	0.00	1.00
Fleet Maintenance Foreman I	109	0.00	0.00	1.00	1.00	0.00
Equipment Mechanic II	106	2.00	2.00	3.00	2.00	1.00
Equipment Mechanic I	105	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>3.00</u>	<u>4.00</u>
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

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

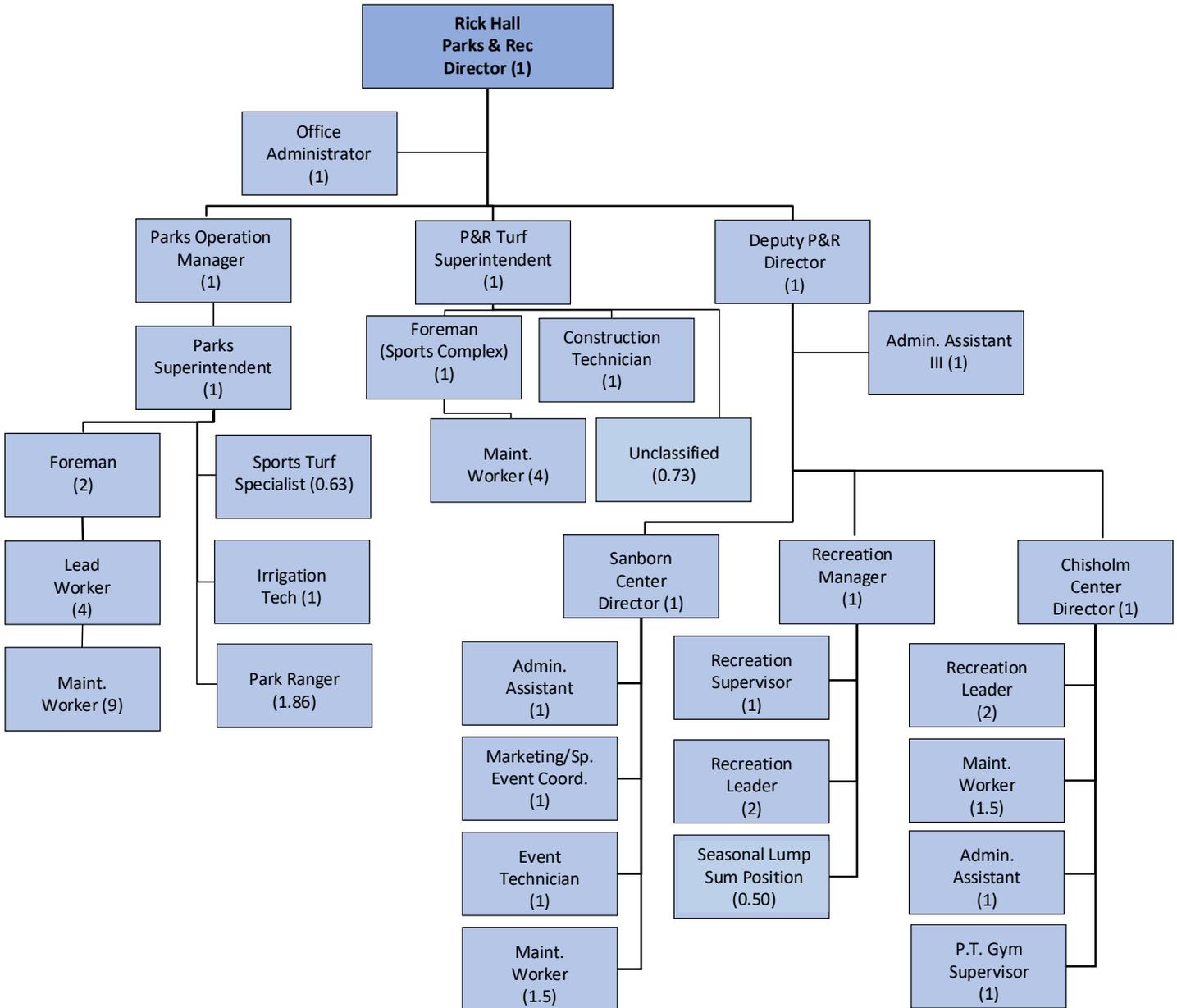
Management Discussion

- ✓ Total expenses decreased by 0.70%.
- ✓ Personal Services decreased 0.40% mainly due to a decrease in retirement contributions caused by a consolidation of general defined benefit contributions from multiple departments to the Admin Services department. This was partially offset by increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating Expenses decreased by 1.39% mainly due to the removal of duct cleaning for the Public Works building (\$15,631) and building maintenance (\$8,500).
- ✓ Includes funding for:
 - APWA Accreditation (\$7,500)
 - Pressure washing (sidewalk & historic markers) (\$10,000)
 - Sidewalk grinding (\$60,000)
 - Traffic engineering consultant (\$30,000)
 - Power – Street Lighting (\$440,124)
 - Traffic lights (\$35,000)
 - Sign materials and paint (\$60,000)
 - Road materials and supplies (\$35,000)
 - Sidewalk materials (\$65,000)
 - Tree Inventory Survey (\$25,000)
 - CDL License Training (\$12,700)



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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
Average maintenance cost per total acres of park land	High Value Government	\$	\$8,150	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	69%	N/A Survey conducted every other year	75%
% Satisfied with City parks, trails and facilities	High Value Government	65%	N/A Survey conducted every other year	75%
% change in participants at Sanborn Center	High Value Government	14.7%	15.25%	10%
% change in participants at Chisholm Center	High Value Government	2.9%	5.5%	10%
% change in participants in recreational programs and activities	High Value Government	10%	11%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	%	4.2%	5%

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Hosted FHSAA State Soccer Semi Finals and Finals for the 10th year.
- ✓ Hosted Under Armour All America Game at Spec Martin Stadium / Broadcasted Nationally on ESPN
- ✓ Hosted FL Coaches Association Baseball and Softball State All Star Game. Resulted in over 100 hotel rooms for the event
- ✓ Completed Improvements to Tre Thomas Park
- ✓ 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 Design of New Pickleball / Tennis Facility

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

- ✓ Maintain and monitor facility use agreement with both Stetson University and DeLand High School.
 - Target Completion: ongoing
 - Strategic Focus Area: Creating Connected Community, Preparing for the Future/Sustainability
- ✓ Expand the Implementation of online registration for facility rentals, program and activity registrations.
 - Target Completion: ongoing
 - Strategic Focus Area: Creating Connected Community, Preparing for the Future/Sustainability

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, 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

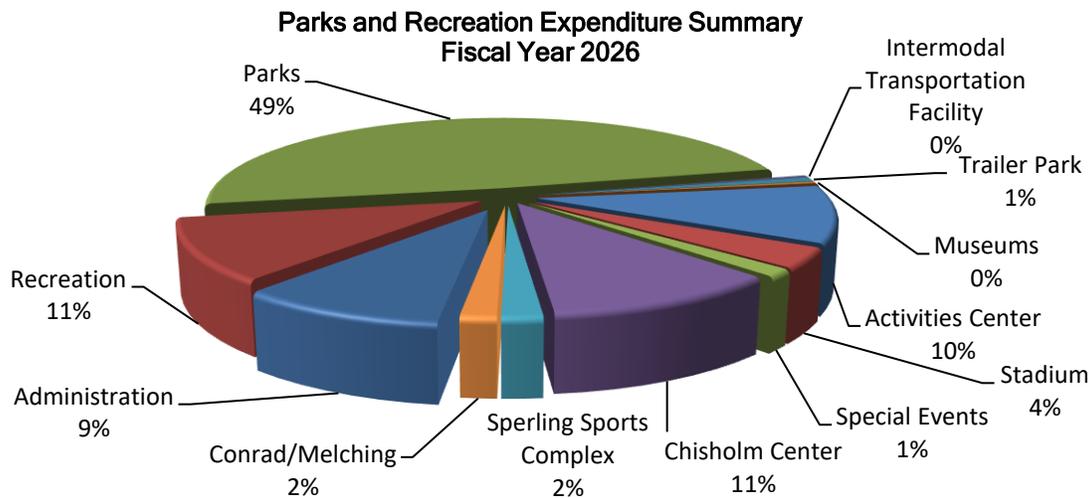
- ✓ Continue to develop strategies to begin development of Lake Moore property for passive park use.
 - Target completion: ongoing
 - Strategic focus area: High Value Government

Operating Budget Comparison Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$3,029,175	\$3,561,941	\$3,561,941	\$3,641,494	2.23%
Operating Expenses	<u>1,686,558</u>	<u>1,490,741</u>	<u>1,497,846</u>	<u>1,660,878</u>	11.41%
Total Budget	\$4,715,733	\$5,052,682	\$5,059,787	\$5,302,372	4.94%

DEPARTMENT SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Administration	\$ 406,805	\$ 468,200	\$ 468,200	\$ 492,025	5.09%
Recreation	443,967	553,697	553,697	579,971	4.75%
Parks	2,298,231	2,538,119	2,538,119	2,599,879	2.43%
Intermodal Transportation Facility	11,352	16,698	16,698	16,413	-1.71%
Trailer Park	42,477	43,942	43,942	44,278	0.76%
Museums	50,882	13,898	13,898	17,577	26.47%
Activities Center	501,075	505,118	505,118	539,904	6.89%
Stadium	177,157	171,631	173,771	186,391	8.60%
Special Events	143,035	52,000	52,000	72,000	38.46%
Chisholm Center	428,195	511,437	511,437	570,473	11.54%
Sperling Sports Complex	77,410	97,067	97,067	97,370	0.31%
Conrad/Melching	<u>135,147</u>	<u>80,875</u>	<u>85,840</u>	<u>86,091</u>	6.45%
Total Budget	\$4,715,733	\$5,052,682	\$5,059,787	\$5,302,372	4.94%

STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	3.50	4.50	4.50	5.50	5.50
Parks	24.22	26.22	28.22	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>6.00</u>	<u>6.50</u>
Total Staffing	41.22	44.22	46.22	48.22	48.72



Parks & Recreation Administration

BUDGET SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 369,548	\$ 381,852	\$ 381,852	\$ 399,251	4.56%
Operating Expenses	<u>37,257</u>	<u>86,348</u>	<u>86,348</u>	<u>92,774</u>	7.44%
Total Budget	\$ 406,805	\$ 468,200	\$ 468,200	\$ 492,025	5.09%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.00	0.00	0.00
Administrative Assistant III	105	0.00	0.00	1.00	1.00	1.00
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

Recreation

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 311,439	\$ 422,247	\$ 422,247	\$ 438,616	3.88%
Operating Expenses	132,528	131,450	131,450	141,355	7.54%
Total Budget	\$ 443,967	\$ 553,697	\$ 553,697	\$ 579,971	4.75%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	1.00	1.00
Recreation Leader	103	1.00	2.00	2.00	2.00	2.00
Total Full Time Staffing		3.00	4.00	4.00	5.00	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	4.50	4.50	5.50	5.50

Parks

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$1,698,321	\$2,030,027	\$2,030,027	\$2,021,649	-0.41%
Operating Expenses	599,910	508,092	508,092	578,230	13.80%
Total Budget	\$2,298,231	\$2,538,119	\$2,538,119	\$2,599,879	2.43%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Parks Operations Manager	116	0.00	0.00	1.00	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	0.00	0.00	0.00
Foreman I	109	1.00	1.00	3.00	3.00	3.00
Construction Technician I	106	1.00	1.00	1.00	1.00	1.00
Lead Worker	106	3.00	2.00	2.00	3.00	4.00
Irrigation Technician I	105	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	103	8.00	9.00	5.00	4.00	3.00
Maintenance Worker II	102	2.00	2.00	2.00	3.00	6.00
Maintenance Worker I	101	2.00	4.00	8.00	7.00	4.00
Total Full Time Staffing		21.00	23.00	25.00	25.00	25.00

Sports Turf Specialist	112	0.63	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		3.22	3.22	3.22	3.22	3.22
Total Staffing		24.22	26.22	28.22	28.22	28.22

Promoted [3.0] Maintenance Worker I to [3.0] Maintenance Worker II. Promoted [1.0] Maintenance Worker III to [1.0] Lead Worker.

Intermodal Transportation Facility

	2023-24	2024-25	2024-25	2025-26	% Change	
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25	
Operating Expenses	<u>\$ 11,352</u>	<u>\$ 16,698</u>	<u>\$ 16,698</u>	<u>\$ 16,413</u>	-1.71%	
Total Staffing	<u>\$ 11,352</u>	<u>\$ 16,698</u>	<u>\$ 16,698</u>	<u>\$ 16,413</u>	-1.71%	
STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET

None

Trailer Park

	2023-24	2024-25	2024-25	2025-26	% Change	
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25	
Operating Expenses	<u>\$ 42,477</u>	<u>\$ 43,942</u>	<u>\$ 43,942</u>	<u>\$ 44,278</u>	0.76%	
Total Staffing	<u>\$ 42,477</u>	<u>\$ 43,942</u>	<u>\$ 43,942</u>	<u>\$ 44,278</u>	0.76%	
STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET

None

Museums

	2023-24	2024-25	2024-25	2025-26	% Change	
BUDGET SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25	
Operating Expenses	<u>\$ 50,882</u>	<u>\$ 13,898</u>	<u>\$ 13,898</u>	<u>\$ 17,577</u>	26.47%	
Total Budget	<u>\$ 50,882</u>	<u>\$ 13,898</u>	<u>\$ 13,898</u>	<u>\$ 17,577</u>	26.47%	
STAFFING		2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET

None

Activities Center

BUDGET SUMMARY		2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services		\$ 352,866	\$ 368,069	\$ 368,069	\$ 386,409	4.98%
Operating Expenses		<u>148,209</u>	<u>137,049</u>	<u>137,049</u>	<u>153,495</u>	12.00%
Total Budget		\$ 501,075	\$ 505,118	\$ 505,118	\$ 539,904	6.89%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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
Event Technician	104	0.00	0.00	0.00	0.00	1.00
Maintenance Worker II	102	0.00	1.00	0.00	1.00	1.00
Maintenance Worker I	101	<u>2.00</u>	<u>1.00</u>	<u>2.00</u>	<u>1.00</u>	<u>0.00</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] Event Technician.

Stadium

BUDGET SUMMARY		2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses		\$ <u>177,157</u>	\$ <u>171,631</u>	\$ <u>173,771</u>	\$ <u>186,391</u>	8.60%
Total Budget		\$ 177,157	\$ 171,631	\$ 173,771	\$ 186,391	8.60%

STAFFING		2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None						

Special Events

BUDGET SUMMARY		2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses		\$ <u>143,035</u>	\$ <u>52,000</u>	\$ <u>52,000</u>	\$ <u>72,000</u>	38.46%
Total Budget		\$ 143,035	\$ 52,000	\$ 52,000	\$ 72,000	38.46%

STAFFING		2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None						

Chisholm Center

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 297,001	\$ 359,746	\$ 359,746	\$ 395,569	9.96%
Operating Expenses	<u>131,194</u>	<u>151,691</u>	<u>151,691</u>	<u>174,904</u>	15.30%
Total Budget	\$ 428,195	\$ 511,437	\$ 511,437	\$ 570,473	11.54%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	1.00	2.00	2.00	2.00	2.00
Administrative Assistant I	101	0.00	0.00	0.00	1.00	1.00
Recreation Assistant	100	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		4.00	4.00	4.00	5.00	5.00
Maintenance Worker I	101	0.00	0.00	0.00	0.00	0.50
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	1.50
Seasonal Employees/Lifeguards						
Total Staffing		5.00	5.00	5.00	6.00	6.50

During FY 24/25, added [0.5] Maintenance Worker I.

Sperling Sports Complex

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 77,410	\$ 97,067	\$ 97,067	\$ 97,370	0.31%
Total Budget	\$ 77,410	\$ 97,067	\$ 97,067	\$ 97,370	0.31%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
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None

Conrad/Melching

BUDGET SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 135,147	\$ 80,875	\$ 85,840	\$ 86,091	6.45%
Total Budget	\$ 135,147	\$ 80,875	\$ 85,840	\$ 86,091	6.45%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
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None

Management Discussion

- ✓ Total expenses increased by 4.94%.
- ✓ Personal Services increased by 10.66% mainly due to promotions, increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 11.41% mainly due to the additions of Earl Brown Park resurfacing (\$56,000), Bill Dreggor's Park resurfacing (\$44,000), 3 new light poles at Stone Street (\$15,000), replacement dishwasher and range top at Sanborn Center (\$14,660), foul poles at Little League fields (\$4,999), electrical pedestals at Spec Martin (\$4,999), replacement restroom partitions at Little League fields (\$4,999), new baby changing stations at Little League field (\$2,000) and an ice machine at Spec Martin (\$7,200).
- ✓ Includes funding for:
 - Sports officials fees (\$37,000)
 - Sports, recreational & youth athletic equipment (\$9,180)
 - Uniforms (basketball, football, soccer) (\$36,225)
 - Marketing (\$11,000)
 - 4th July fireworks (\$17,500)
 - Stetson football expenses (\$5,300)
 - Special Event funding (\$50,000)

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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Contingency / Reserve Contingency	\$ 0	\$ 1,134,477	\$ 1,047,350	\$ 999,772	-11.87%
Transfers	<u>4,617,878</u>	<u>3,735,113</u>	<u>8,792,605</u>	<u>5,535,565</u>	48.20%
Total Budget	\$4,617,878	\$ 4,869,590	\$ 9,839,955	\$ 6,535,337	34.21%

Contingency / Reserve Contingency

Contingency	\$ 350,000
Reserve Contingency	449,772
Savings Contingency	200,000
Total	\$ 999,772

Transfers

Transfer to Homeless Shelter Fund	\$ 797,643
Transfer to Debt Service Fund	1,321,634
Transfer to Capital Fund (includes 1% PILOT of \$330,024)	3,416,288
Total	\$5,535,565

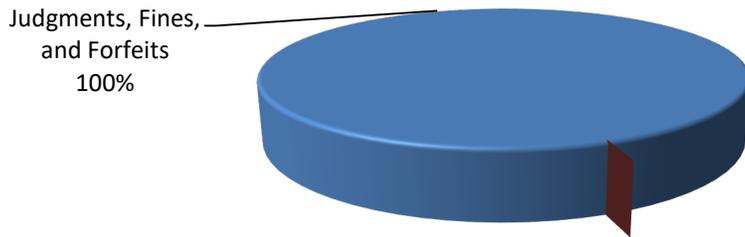
Management Discussion

- ✓ Contingency / Reserve Contingency decreased by 11.87% mainly due to decrease in general contingency (\$150,000). This was partially offset by an increase in reserve contingency (\$27,775).
- ✓ Transfers to Capital Fund increased \$1,890,212 due to an increase in need for reserves to fund capital projects in FY 2025-2026.
- ✓ Transfer to Homeless Shelter Fund increased \$103,448 due to increase in expenditures and a decrease in donations.
- ✓ Transfers to Debt Service Fund decreased \$63,363 mainly due to reduced debt payments.

CONFISCATED TRUST FUND

Revenue Summary

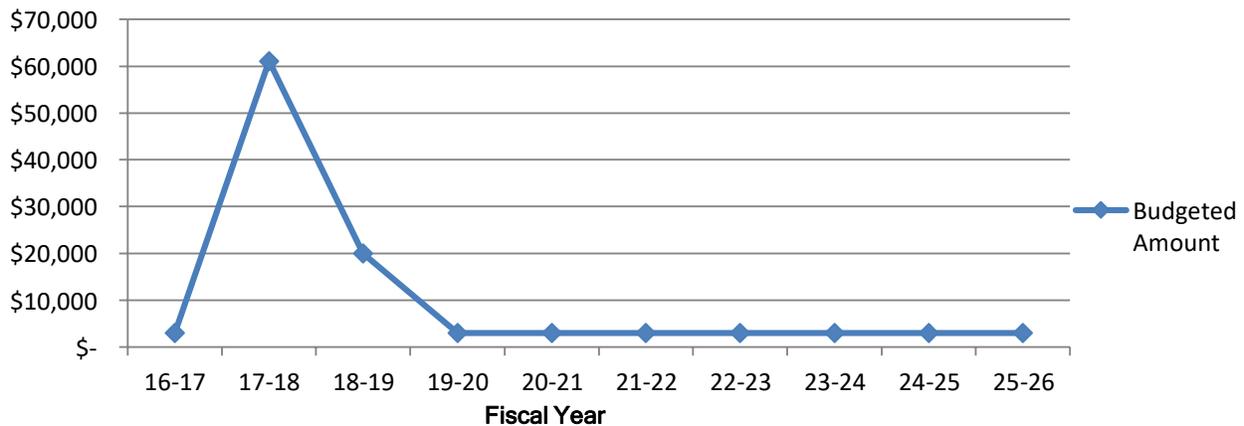
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Judgments, Fines, and Forfeits	\$ 103,972	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Miscellaneous Revenue	2,894	0	0	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>45,606</u>	<u>0</u>	0.00%
Total Confiscated Trust Fund Revenue	\$ 106,866	\$ 3,000	\$ 48,606	\$ 3,000	0.00%



Management Discussion

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

History of Revenues



CONFISCATED TRUST FUND

Expenditure Summary

Description:

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

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 0	\$ 3,000	\$ 48,606	\$ 3,000	0.00%
Total Budget	\$ 0	\$ 3,000	\$ 48,606	\$ 3,000	0.00%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

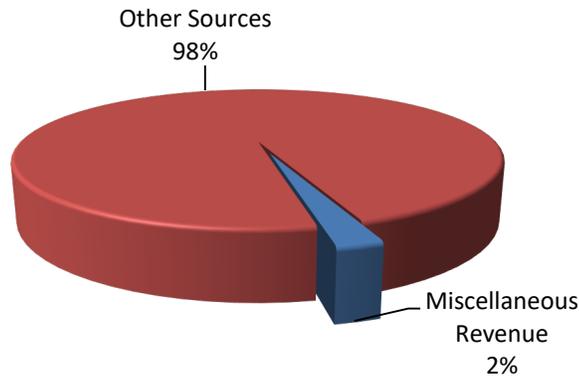
Management Discussion

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

HOMELESS SHELTER FUND

Revenue Summary

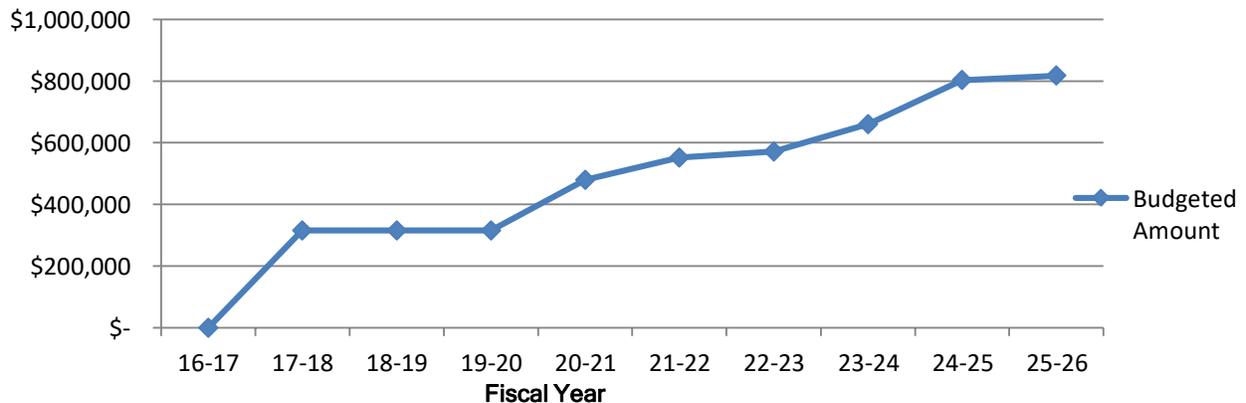
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Miscellaneous Revenue	74,700	109,185	109,185	20,000	-81.68%
Other Sources	<u>626,858</u>	<u>694,195</u>	<u>695,395</u>	<u>797,643</u>	14.90%
Total Confiscated Trust Fund Revenue	\$ 701,558	\$ 803,380	\$ 804,580	\$ 817,643	1.78%



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 \$797,643.

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>2023-24</u> <u>ACTUAL</u>	<u>2024-25</u> <u>BUDGET</u>	<u>2024-25</u> <u>ESTIMATED</u>	<u>2025-26</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2024-25</u>
Operating Expenses	\$ 701,487	\$ 803,380	\$ 804,580	\$ 817,643	1.78%
Total Budget	\$ 701,487	\$ 803,380	\$ 804,580	\$ 817,643	1.78%

<u>STAFFING</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>	<u>2025-26</u> <u>BUDGET</u>
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None

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

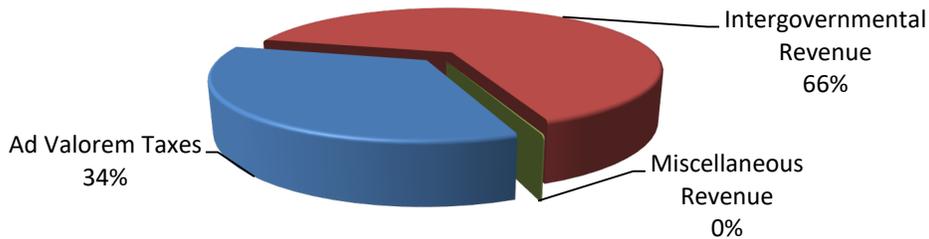
Management Discussion

- ✓ Operating expenses increased 1.78% mainly due to increases in contractual services (\$39,896) and insurance (\$693).
- ✓ Includes funding for:
 - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$719,403).
 - MOU with First Step Shelter (\$69,372).
 - Property insurance coverage of the homeless shelter (\$9,184)
 - General building maintenance (\$11,500)
 - Generator maintenance (\$500)
 - Dishwasher (\$4,359)
 - Steaming Table (\$1,650)

SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$ 309,044	\$ 348,944	\$ 348,944	\$ 373,862	7.14%
Intergovernmental Revenue	618,602	684,061	684,061	711,066	3.95%
Miscellaneous Revenue	<u>81,804</u>	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>	0.00%
Total Spring Hill CRA Revenue	\$ 1,009,450	\$ 1,034,205	\$ 1,034,205	\$ 1,086,128	5.02%

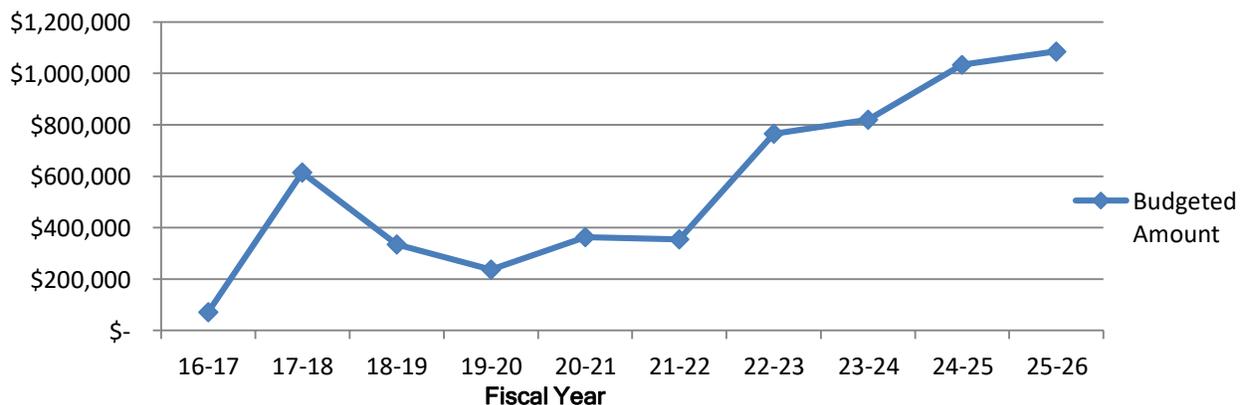


Management Discussion

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.

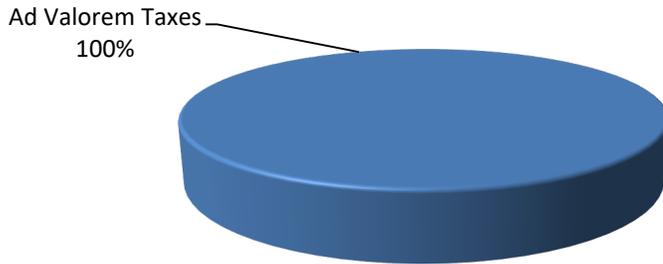
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

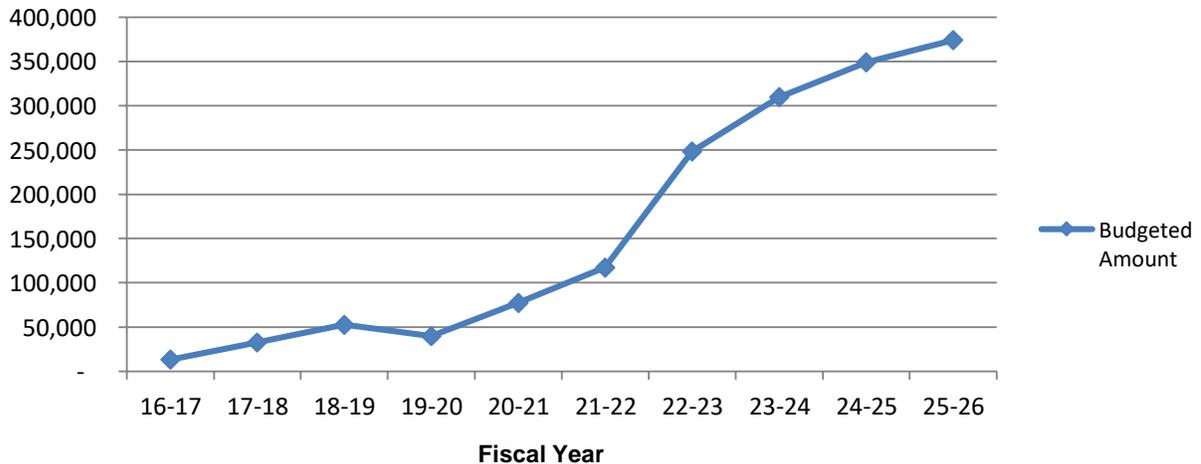
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$ 309,044	\$ 348,944	\$ 348,944	\$ 373,862	7.14%
Total Ad Valorem Tax Revenue	\$ 309,044	\$ 348,944	\$ 348,944	\$ 373,862	7.14%



Management Discussion

The property appraiser has released \$113,097,371 as the June 1st pre-preliminary estimated taxable value of property located within the district’s limits. This represents an \$62,624,490 incremental change in the district’s tax base and an increase of \$4,074,155 in taxable value since last year. FY 2025-2026 budget is based on the preliminary incremental change in value calculated using the City’s proposed operating millage rate of 6.2841.

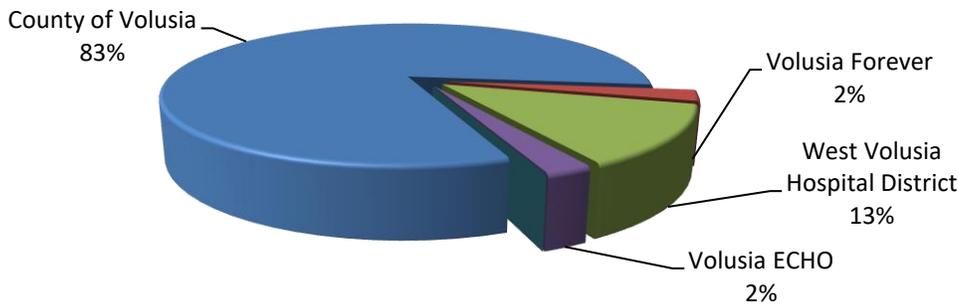
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

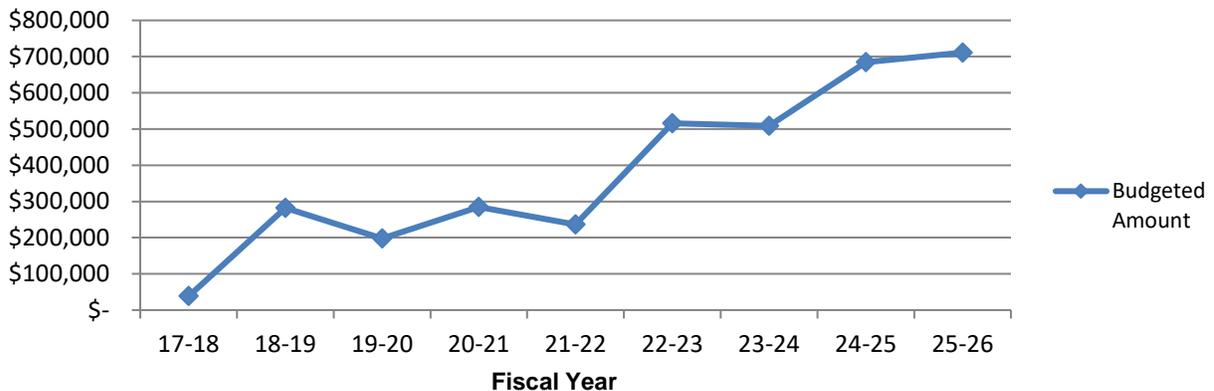
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
County of Volusia	\$ 503,346	\$ 545,727	\$ 545,727	\$ 585,857	7.35%
Volusia Forever	9,532	15,987	15,987	17,294	8.18%
West Volusia Hospital District	71,482	78,558	78,558	90,621	15.36%
Volusia ECHO	9,532	15,987	15,987	17,294	8.18%
Grants	<u>24,710</u>	<u>27,802</u>	<u>27,802</u>	<u>0</u>	-100.00%
Total Ad Valorem Tax Revenue	\$ 618,602	\$ 684,061	\$ 684,061	\$ 711,066	3.95%



Management Discussion

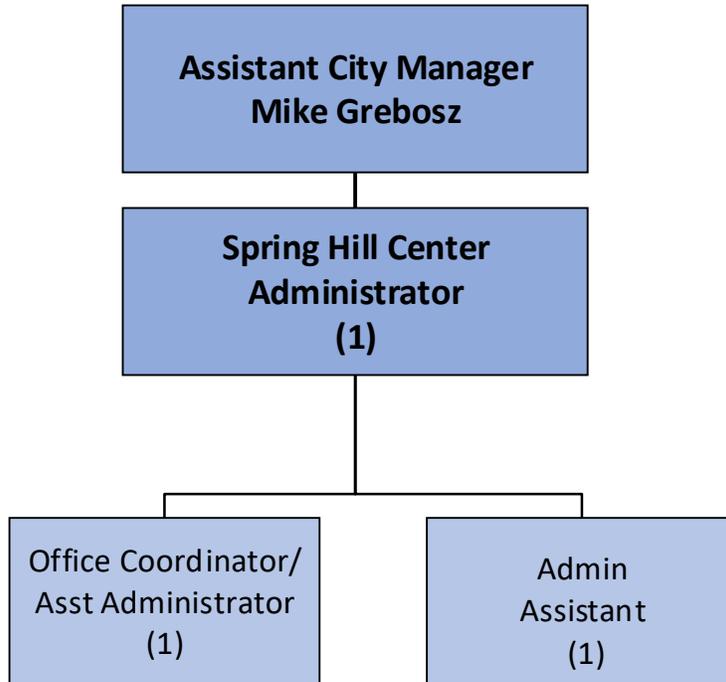
Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever, Volusia ECHO, and the West Volusia Hospital District. FY 2025-2026 budget is calculated using the prior year millage rates from each of the taxing authorities.

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% change in property values over prior year	High Value Government	8.20% City 12.4% County	10.5%	10.5%
# of property improvement grants awarded	High Value Government	2	5	5
# of sewer connection grants awarded	High Value Government	New Measure	1	1

Fiscal Year 2024-2025 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: Continuous
 - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
 - Target: Continuous
 - Strategic Focus Area: High Value Government, Creating Connected Community, & Preparing for the Future.
- ✓ Attract business development within the CRA.
 - Target: Continuous
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
 - Target: Continuous
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 165,599	\$ 215,876	\$ 215,876	\$ 222,090	2.88%
Operating Expenses	144,613	49,446	49,446	51,402	3.96%
Capital Outlay	303,769	0	0	9,000	100.00%
Grants & Aid	4,313	110,000	110,000	110,000	0.00%
Contingency	0	603,896	603,896	602,553	-0.22%
Transfers	<u>52,386</u>	<u>54,987</u>	<u>54,987</u>	<u>91,083</u>	65.64%
Total Budget	\$ 670,680	\$ 1,034,205	\$ 1,034,205	\$ 1,086,128	5.02%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Spring Hill Ctr Administrator	109	1.00	1.00	1.00	1.00	1.00
Office Coordinator/Asst Admin	108	0.00	1.00	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	3.00	3.00	3.00	3.00

CAPITAL OUTLAY	Amount
New Copier for Cusack Center	\$ 9,000
	<u>\$ 9,000</u>

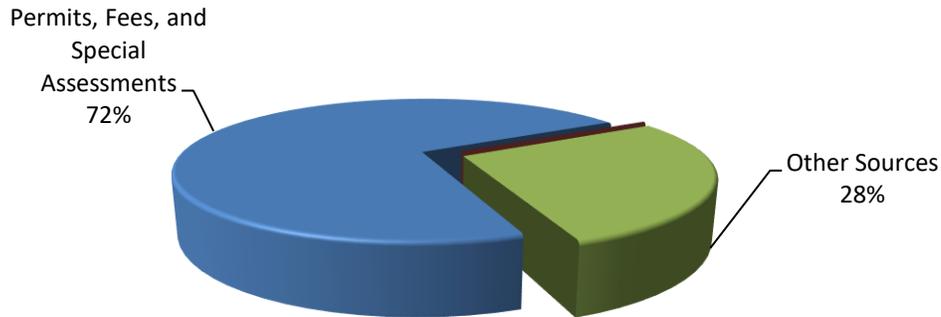
Management Discussion

- ✓ Total expenses increased by 5.02%.
- ✓ Personal Services increased by 2.88% mainly due to increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 3.96% mainly due to an increase in insurance (\$203) and operating supplies (\$2,500).
- ✓ Transfers increased by 65.64% mainly due to an increase to the Transfer to Capital Project Fund (\$17,460) and additional funds towards funding the Assistant City Manager (\$18,636).
- ✓ Includes funding for:
 - Exterior improvement grants (\$20,000)
 - Connection Assistant Grants (\$40,000)
 - Business Assistance Grants (\$50,000)
 - Contingency (\$602,553)

GOVERNMENTAL IMPACT FEES TRUST FUND

Revenue Summary

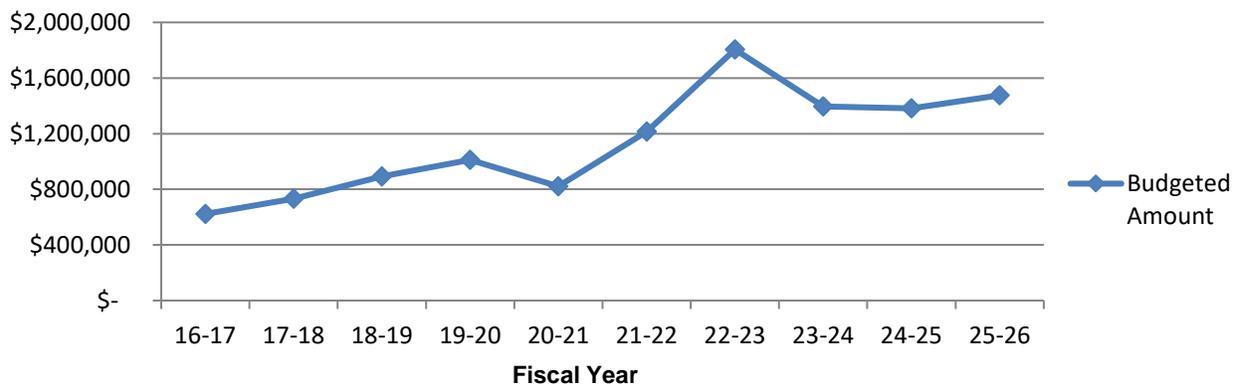
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Permits, Fees, and Special Assessments	\$ 2,729,777	\$ 1,381,813	\$ 1,393,013	\$ 1,065,353	-22.90%
Miscellaneous Revenue	240,019	0	0	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>479,268</u>	<u>410,000</u>	100.00%
Total GIFT Fund Revenue	\$ 2,969,796	\$ 1,381,813	\$ 1,872,281	\$ 1,475,353	6.77%



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	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Operating Expenses	\$ 5,452	\$ 55,000	\$ 115,519	\$ 20,000	-63.64%
Capital Outlay	39,204	0	137,703	330,000	100.00%
Transfers	<u>1,371,518</u>	<u>1,326,813</u>	<u>1,619,059</u>	<u>1,125,353</u>	-15.18%
Total Budget	\$1,416,174	\$ 1,381,813	\$ 1,872,281	\$ 1,475,353	6.77%

STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
None					

CAPITAL OUTLAY	Amount
Design Fees for South Station	\$ 150,000
New Ladder Truck Equipment	92,000
8 New MSA G1 SCBA For Heavy Rescue (4) And New Ladder 83 (4)	<u>88,000</u>
	\$ 330,000

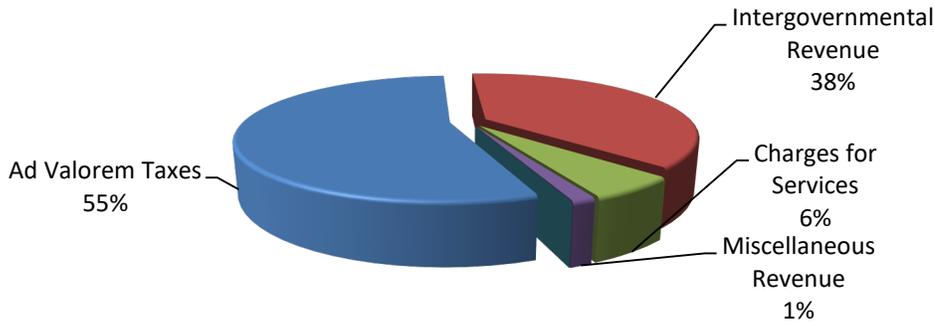
Management Discussion

- ✓ FY 2025-2026 anticipated revenue will be used towards transfers for the following:
 - ✓ General Fund:
 - 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 - \$30,109
 - Pickleball Courts - \$267,243
 - Alabama Trail - \$59,841
 - ✓ Includes funding for:
 - New Ladder Truck Equipment (\$92,000)
 - 8 New MSA G1 SCBA for Heavy Rescue (\$88,000)
 - Design Fees for South Station (\$150,000)
 - City AED Program (\$20,000)

COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

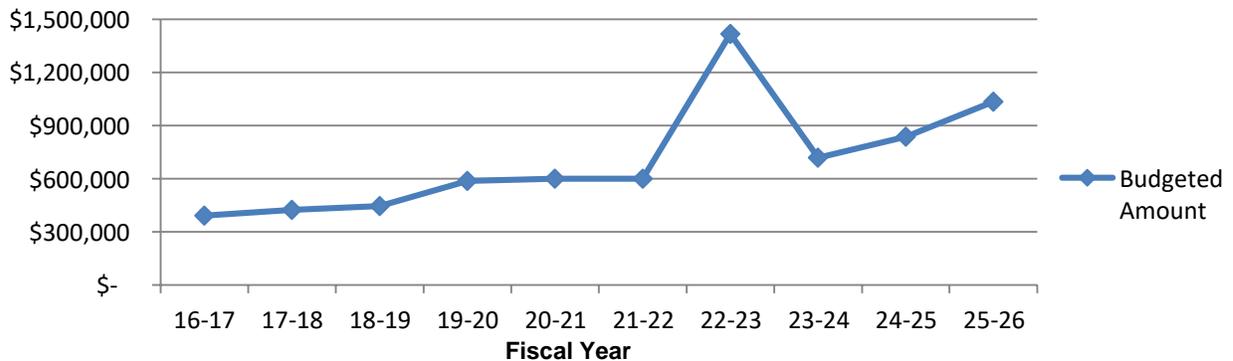
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$ 347,919	\$ 398,797	\$ 398,797	\$ 564,421	41.53%
Intergovernmental Revenue	333,526	365,914	401,410	396,512	8.36%
Charges for Services	69,499	58,105	58,105	58,105	0.00%
Miscellaneous Revenue	156,930	14,618	136,618	14,618	0.00%
Other Sources	<u>301,815</u>	<u>0</u>	<u>585,912</u>	<u>0</u>	N/A
Total Community Redev. Fund	\$ 1,209,689	\$ 837,434	\$ 1,580,842	\$ 1,033,656	23.43%



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.

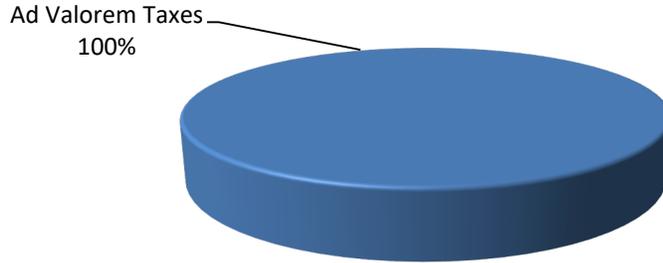
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

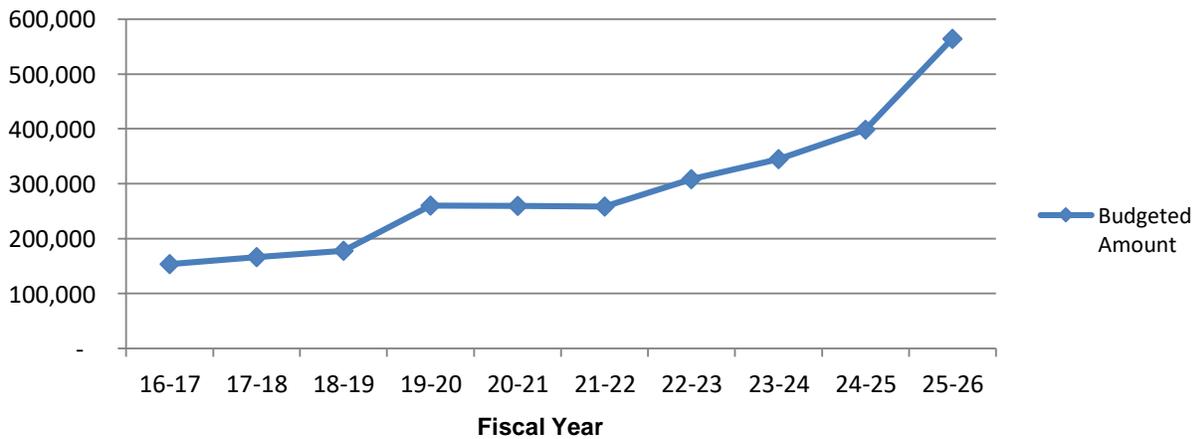
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$ 347,919	\$ 398,797	\$ 398,797	\$ 564,421	41.53%
Total Ad Valorem Tax Revenue	\$ 347,919	\$ 398,797	\$ 398,797	\$ 564,421	41.53%



Management Discussion

The property appraiser has released \$114,579,003 as the June 1st pre-preliminary estimated taxable value of property located with the district’s limits. This represents a \$94,544,540 incremental change in the district’s tax base and an increase of \$27,743,153 in taxable value since last year. FY 2025-2026 budget is based on the preliminary incremental change in value calculated using the City’s proposed operating millage rate of 6.2841.

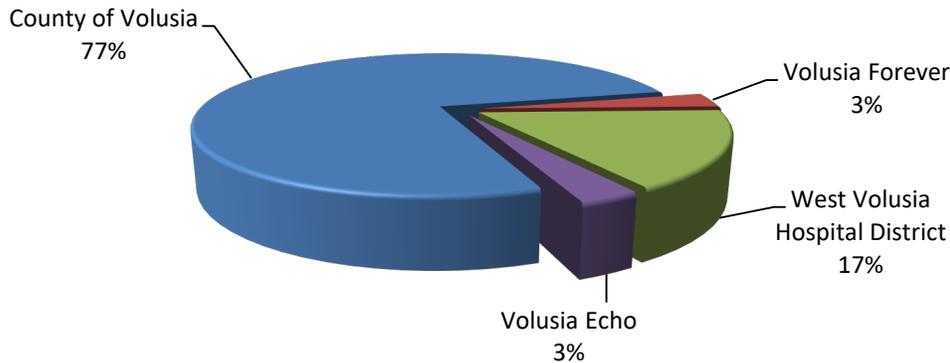
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

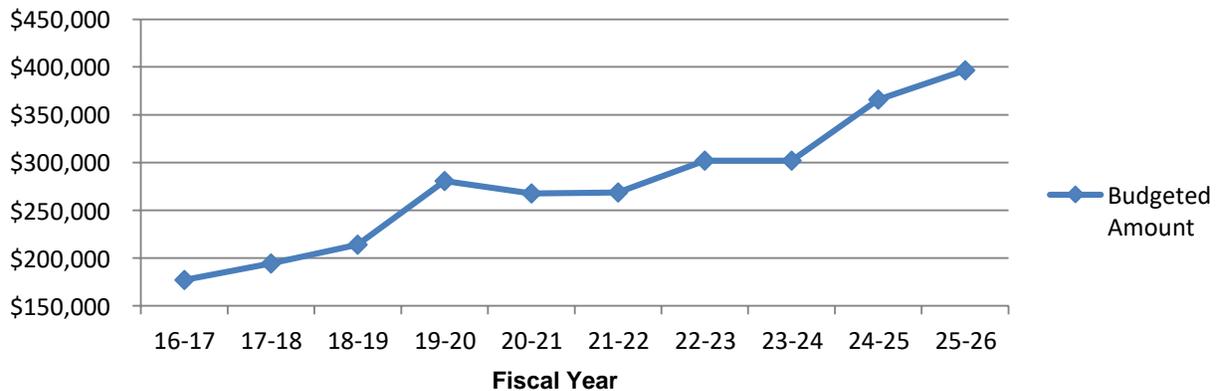
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
County of Volusia	\$ 259,507	\$ 284,741	\$ 306,536	\$ 304,621	6.98%
Volusia Forever	10,672	11,740	12,692	12,692	8.11%
West Volusia Hospital District	52,616	57,693	69,490	66,507	15.28%
Volusia Echo	<u>10,731</u>	<u>11,740</u>	<u>12,692</u>	<u>12,692</u>	8.11%
Total Ad Valorem Tax Revenue	\$ 333,526	\$ 365,914	\$ 401,410	\$ 396,512	8.36%



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 2025-2026 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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% change in property values over prior year	High Value Government	13.5%	10.5%	10.5%
# of events (downtown)	Preserving "Sense of Community"	34	36	38
Storefront occupancy rate	Preserving "Sense of Community"	98%	98%	98%

Fiscal Year 2024 – 2025 Accomplishments

- ✓ Approved a new agreement with the MainStreet DeLand Association.
- ✓ Awarded 1 grant for various property improvements.
- ✓ Continued planning and working multiple special events in the downtown.
- ✓ Construction completed 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.
- ✓ Partnered with Volusia County and Votran to provide connector service to the downtown from SunRail.

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"

- Provide a minimum of 10 events annually.

Downtown Development

	Goals & Objectives	Strategic Plan Area(s)
1	Work with MainStreet DeLand Association and other agencies and groups in the overall development and maintenance of the Downtown Redevelopment Plan. <ul style="list-style-type: none"> • In accordance with the 10-year replacement plan for street/park furniture by September 30th as required. • Renovate/repair existing murals by September 30th of each year. • Work with the Museum of Art to rotate downtown sculptures on an annual/biannual basis. • Maintain a storefront occupancy rate of at least 90% 	Preserving "Sense of Community"
2	Award a minimum of 5 grants annually. By February of each year forward MainStreet Grant Committee recommendations to CRA for award.	Preserving "Sense of Community"

Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
 - Target Completion: Continuous
 - 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: Continuous
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth
- ✓ Expand the downtown look and feel beyond the traditional core.
 - Target Completion: Continuous
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 388,500	\$ 571,888	\$ 761,766	\$ 556,606	-2.67%
Capital Outlay	978,898	0	598,337	0	N/A
Grants and Aid	0	67,500	67,500	259,500	284.44%
Contingency	0	142,135	97,328	161,059	13.31%
Transfers	<u>738,435</u>	<u>55,911</u>	<u>55,911</u>	<u>56,491</u>	1.04%
Total Budget	\$ 2,105,833	\$ 837,434	\$1,580,842	\$1,033,656	23.43%
	2021-22	2022-23	2023-24	2024-25	2025-26
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
None					
CAPITAL OUTLAY					Amount
None					

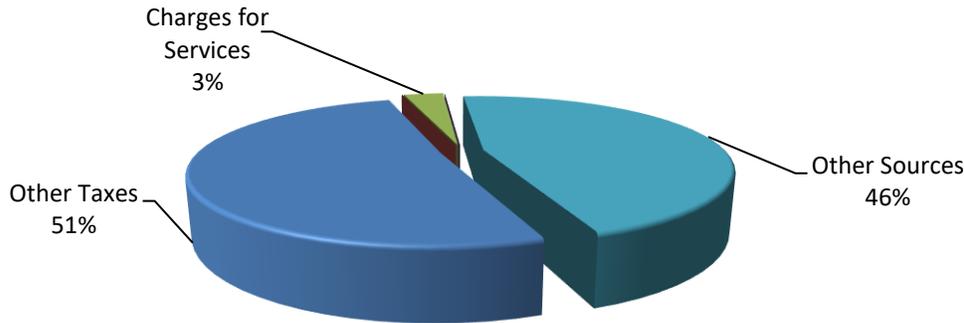
Management Discussion

- ✓ Total expenses increased by 23.43%.
- ✓ Operating expenses decreased by 2.67% mainly due to the removal of Road Materials and Supplies (\$75,000) and Downtown Sculpture Program (\$35,000). This was partially offset by increases in Mainstreet DeLand contract (\$2,850), Special Events Overtime (\$25,000), and design plans for Parking Lot 11 (\$60,000).
- ✓ Grants and Aid expenses increased by 284.44% due to a Redevelopment Incentive Grant (\$192,000) for the DeLand Commons redevelopment project.
- ✓ Includes funding for:
 - MainStreet DeLand contract (\$97,850)
 - Special Events (\$120,000)
 - Park/Furniture Upgrades (\$20,000)
 - Winter Wonder DeLand (\$30,000)
 - Holiday Lights Maintenance (\$35,000)
 - Façade Grants (\$60,000)
 - Mural Grants (\$5,000)
 - Graffiti Removal Grant (\$2,500)
 - Redevelopment Incentive Grant – DeLand Commons (\$192,000)

GRANTS AND SPECIAL REVENUE FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Other Taxes	\$ 353,178	\$ 382,279	\$ 382,279	\$ 388,540	1.64%
Intergovernmental Revenue	1,630,403	89,220	422,385	0	-100.00%
Charges for Services	750,518	25,000	25,000	25,000	0.00%
Miscellaneous Revenue	156,297	0	0	0	N/A
Other Sources	<u>166,637</u>	<u>6,000</u>	<u>2,241,647</u>	<u>348,734</u>	5712.23%
Total Grants & Special Revenue Fund	\$ 3,057,033	\$ 502,499	\$ 3,071,311	\$ 762,274	51.70%

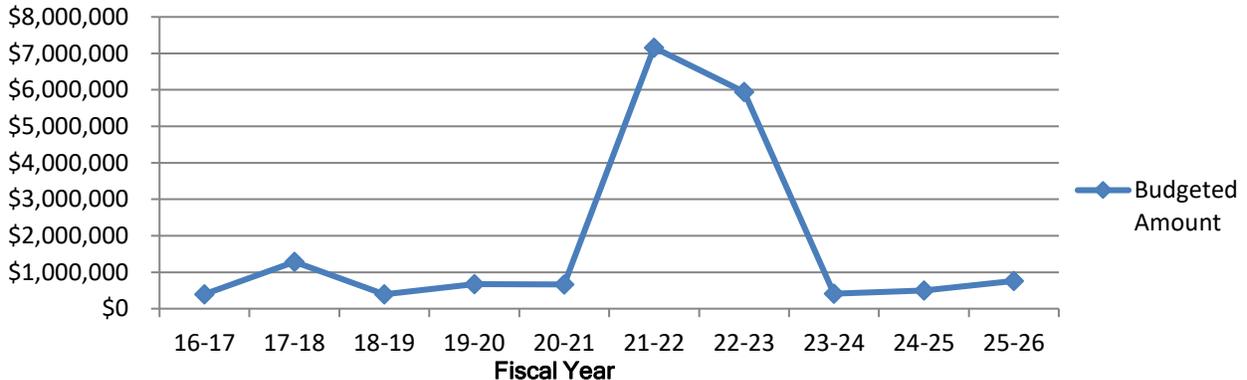


Management Discussion

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 replacement revenues (\$25,000). Other Sources reflects Use of Tree Reserves (\$348,734).

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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$1,550,060	\$ 413,279	\$ 2,137,923	\$ 419,540	1.51%
Capital Outlay	<u>2,621,417</u>	<u>89,220</u>	<u>933,388</u>	<u>342,734</u>	284.14%
Total Budget	\$4,171,477	\$ 502,499	\$ 3,071,311	\$ 762,274	51.70%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None					

CAPITAL OUTLAY	Amount
Replace 1330143 With A F550 Regular Cab	\$ 126,609
Implement Package for Attachments For The Mini-Skid Steer	16,125
Urban Forestry Master Plan	<u>200,000</u>
Total Capital Outlay	\$ 342,734

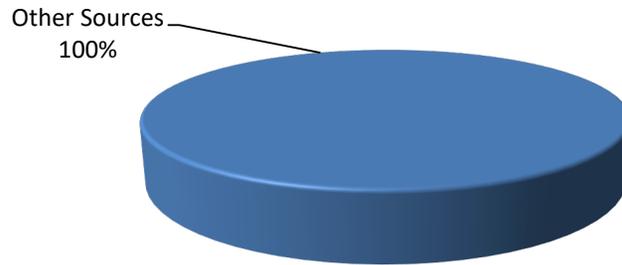
Management Discussion

- ✓ Total expenses increased by 51.70%.
- ✓ Operating expenses increased by 1.51% due to an increase in Road Materials & Supplies (\$6,261).
- ✓ Capital outlay increased by 284.14% due to the additions of replacement F550 Regular Cab (\$126,609), package of attachments for Mini-Skid Steer (\$16,125), and Urban Forestry Master Plan (\$200,000).
- ✓ Includes funding for:
 - Street resurfacing (\$388,540)
 - Tree Giveaways (\$25,000)
 - Tree Inventory Software (\$6,000)

DEBT SERVICE FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Other Sources	\$ 1,910,844	\$ 2,445,075	\$ 2,408,043	\$ 2,263,199	-7.44%
Total Grants & Special Revenue Fund	\$ 1,910,844	\$ 2,445,075	\$ 2,408,043	\$ 2,263,199	-7.44%

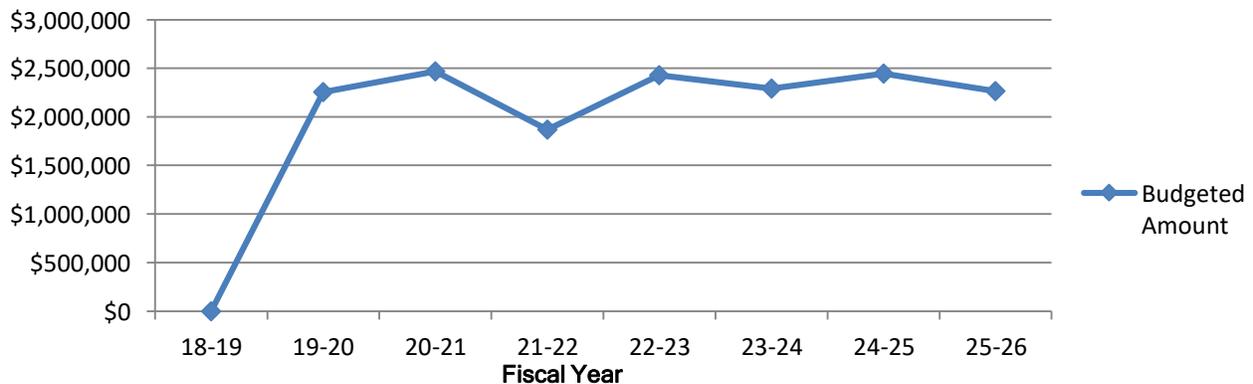


Management Discussion

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 \$1,321,634 from the General Fund, \$36,386 from the Spring Hill CRA Fund, \$865,353 from the Governmental Impact Fees Trust Fund, \$38,435 from the Downtown CRA Fund, \$640 from the Water and Sewer Fund, \$255 from the Airport Fund, \$158 from the Stormwater Fund, and \$338 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>2023-24</u> <u>ACTUAL</u>	<u>2024-25</u> <u>BUDGET</u>	<u>2024-25</u> <u>ESTIMATED</u>	<u>2025-26</u> <u>BUDGET</u>	<u>% Change</u> <u>from</u> <u>2024-25</u>
Debt Service	\$1,910,842	\$2,445,075	\$2,408,043	\$ 2,263,199	-7.44%
Total Budget	\$1,910,842	\$2,445,075	\$2,408,043	\$ 2,263,199	-7.44%

<u>STAFFING</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>	<u>2025-26</u> <u>BUDGET</u>
None					

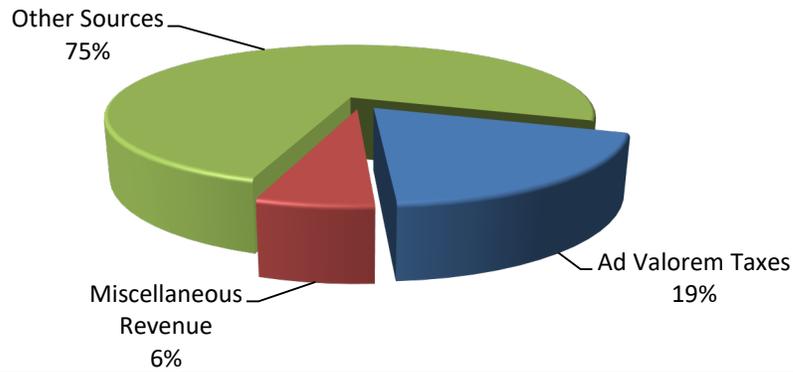
<u>CAPITAL OUTLAY</u>	<u>Amount</u>
None	

Management Discussion

- ✓ Includes funding for:
 - Debt service (\$2,263,199)
 - Administrative Services (\$16,763)
 - Information Technology (\$3,324)
 - Homeless Shelter (\$65,694)
 - Fire (\$905,130)
 - Police (\$46,107)
 - Public Works (\$261,738)
 - Parks (\$664,458)
 - Spring Hill CRA (\$36,386)
 - Downtown CRA (\$38,435)
 - Airport (\$225,164)

CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Ad Valorem Taxes	\$ 589,088	\$ 1,282,005	\$ 1,282,005	\$ 1,049,429	-18.14%
Miscellaneous Revenue	117,698	0	20,000	327,778	100.00%
Other Sources	<u>3,556,244</u>	<u>5,066,993</u>	<u>14,539,689</u>	<u>4,200,231</u>	-17.11%
Total Capital Fund	\$ 4,263,030	\$ 6,348,998	\$15,841,694	\$ 5,577,438	-12.15%

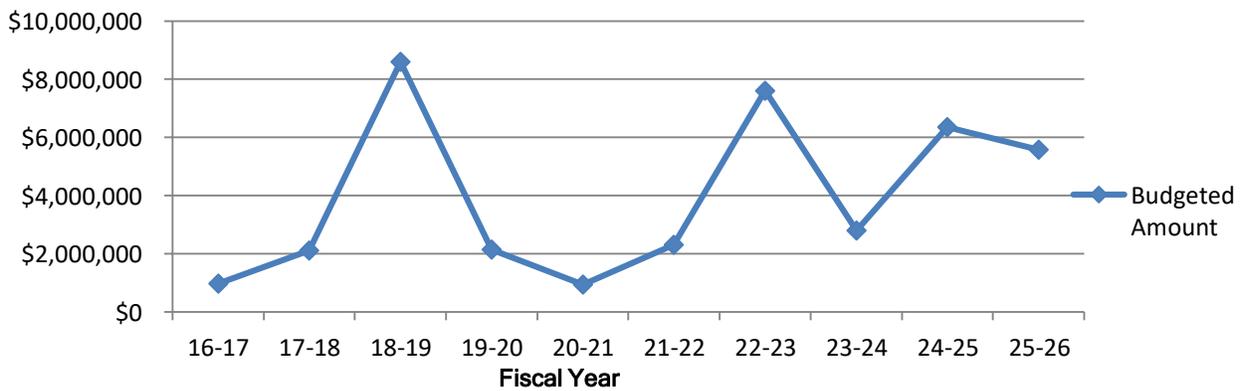


Management Discussion

The Capital Fund is used to account for General Fund capital expenses not funded by grants or other types of special revenues. 0.3000 mills of Ad Valorem revenue have been dedicated for expenses in the Capital Fund. The property appraiser has released \$3,839,375,855 as the June 1st pre-preliminary estimated taxable value of property located within the city limits. Based on pre-preliminary taxable value, 0.3000 mills will generate \$1,049,429 in revenue for capital.

Other Sources represent transfers from the General Fund (\$3,416,288) and transfers from Other Funds (\$783,943).

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	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Capital Outlay	\$ 3,722,950	\$ 6,348,998	\$15,841,694	\$ 5,577,438	-12.15%
Total Budget	\$ 3,722,950	\$ 6,348,998	\$15,841,694	\$ 5,577,438	-12.15%
STAFFING	2021-22	2022-23	2023-24	2024-25	2025-26
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
None					
CAPITAL OUTLAY	Amount				
Fire Panel Upgrade	29,648				
City Hall Roof Replacement	331,240				
Migrate to BS&A Online	247,000				
Increase Internal Network Security	67,699				
Exchange Server 2019	30,000				
Production Server Refresh	148,864				
Replacing 4 VX Rail Servers	856,100				
Move Fiber Termination for WAN from PD to City Hall	14,488				
iSCSI Protocol/Server Storage Hardware	44,931				
Station 82 Upgrades	115,000				
Zoll X Series Adv Monitor Defib	56,000				
Replacement of Bunker Gear	70,000				
Technical Rescue Tool Upgrades	30,000				
Portable Vent Fan Replacement for E 82 and E 83	11,000				
Fire Department Hardwired Keywipes	14,200				
Roof Replacement	237,384				
CID Chevy Blazer	44,144				
2025 Ford Expedition - Community Engagement Sergeant	84,623				
CID Toyota Camry	44,144				
Patrol SUV (1 of 5)	81,068				
Patrol SUV (2 of 5)	81,068				
Patrol SUV (3 of 5)	81,068				
Patrol SUV (4 of 5)	81,068				
Patrol SUV (5 of 5)	81,068				
Color Printer for Public Works	9,000				
Public Works Badge Access Control Pads	7,500				

Replace 132128A With A 2025 Ford F550 Super Cab	107,782
Replace 132120A With A 2025 Ford F250 Super Cab	71,570
Replace 132-Inm-524 With SCAG Turf 61"	20,400
Orange Camp Round-About Sign & Suggested FDOT Improvements	350,000
Two Additional RRFB Signs for Various Locations	18,757
Replace 134182B With F150	54,562
Replace 134180A With F350	99,259
Install Cemetery Fence	83,325
Replace 136195A With Chevy Silverado 1500 Crew Cab	63,169
Resurface Gym Floor - Chisholm Center	10,680
Excavate, Build, Renovate Skatepark - Design	100,000
Install Sub Surface Drainage, Replace Turf - Spec Martin	495,954
Parking Improvements - Sperling Sports Complex	177,546
Renovate Stucco on North & South Walls - Conrad	42,870
Termite Tenting Admin Bldg & Lemon Room	40,000
Paint Exterior - Sanborn Center	52,492
Install Panic Bars - Conrad & Spec Martin	41,280
Remove Old Tennis Court & Replace with Pavilion - Chisholm	15,000
9 Robot Mowers	46,085
Pull Behind Lift	46,200
Replace Rotadarian - 143-Sr-001	21,250
Replace Toro Topdresser - 143-Tl-014	19,907
Replace 2 Backflow Preventers - Conrad	17,977
Pull Behind Leaf & Debris Blower	12,495
Replace Video Board & Sound System - Spec Martin	655,556
Melching Field Fiber Construction	5,131
Connect Spec Martin to Existing City Fiber Network	9,886
Total Capital Outlay	\$ 5,577,438

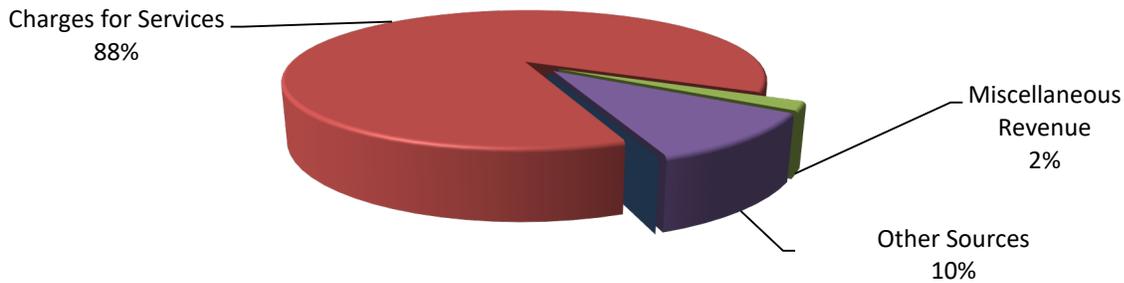
Management Discussion

✓ Capital budget for FY 2025-2026 (\$5,577,438) is primarily funded by Ad Valorem (\$1,049,429), transfers from General Fund capital reserves (\$3,086,264), transfers from General Fund - 1% PILOT (\$330,024), transfers from other funds (\$783,943) and a cost sharing payment from Stetson University (\$327,778).

WATER AND SEWER FUND

Revenue Summary

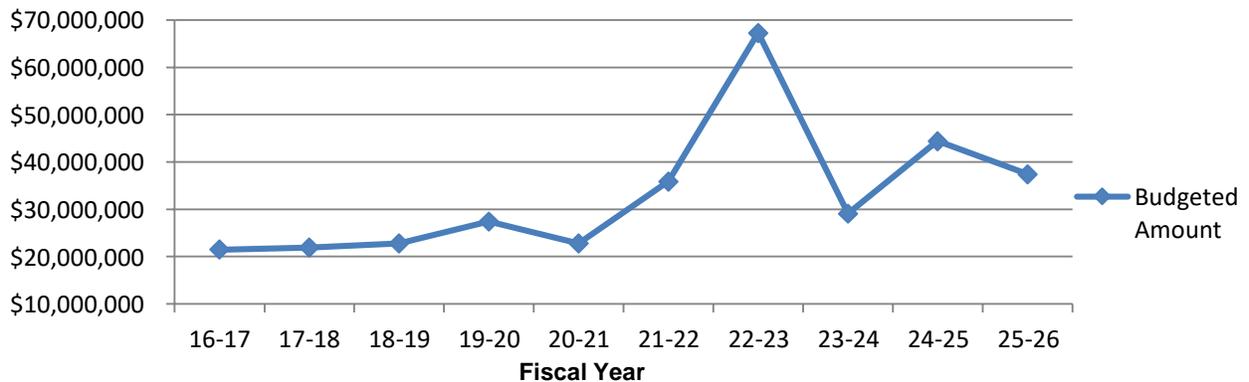
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Intergovernmental Revenue	\$18,002,064	\$ 6,068,323	\$ 29,421,738	\$ 0	-100.00%
Charges for Services	30,680,546	29,954,115	29,954,115	32,746,876	9.32%
Miscellaneous Revenue	2,838,840	725,000	725,000	725,000	0.00%
Other Sources	<u>803,912</u>	<u>7,634,900</u>	<u>56,082,495</u>	<u>3,937,893</u>	-48.42%
Total Water & Sewer Fund	\$52,325,362	\$44,382,338	\$116,183,348	\$37,409,769	-15.71%



Management Discussion

The overall decrease of 15.71% is mainly due to the removal of a grant for the Water Plant #10 Construction (\$6,000,000) and a reduction in Use of Reserves (\$3,648,411) for capital projects.

History of Revenues



WATER AND SEWER FUND

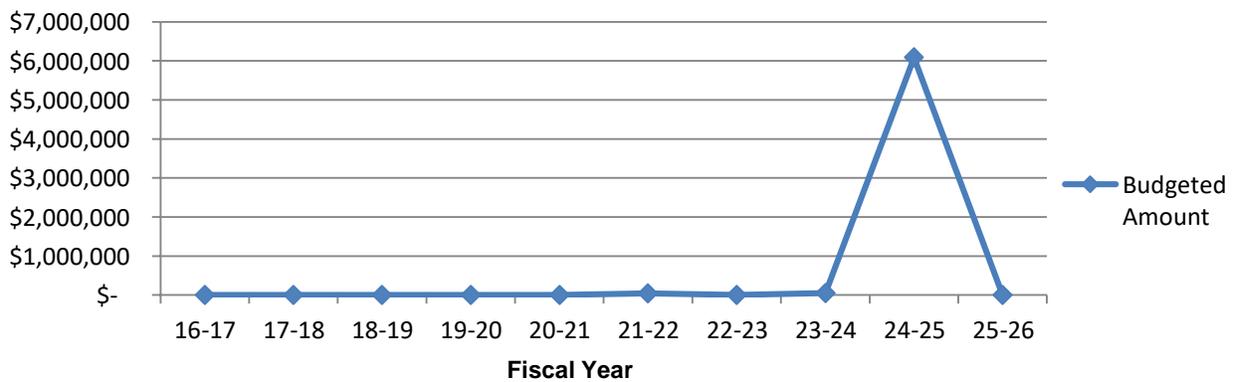
Intergovernmental Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Intergovernmental Revenue	\$ 138,116	\$ 0	\$ 0	\$ 0	N/A
Grant Revenue	<u>17,863,948</u>	<u>6,068,323</u>	<u>29,421,738</u>	<u>0</u>	-100.00%
Total Intergovernmental Revenue	\$18,002,064	\$ 6,068,323	\$ 29,421,738	\$ 0	-100.00%

Management Discussion

Intergovernmental Revenue is typically budgeted by a budget amendment when grant agreements are executed. There are no grants budgeted for FY 2025-2026.

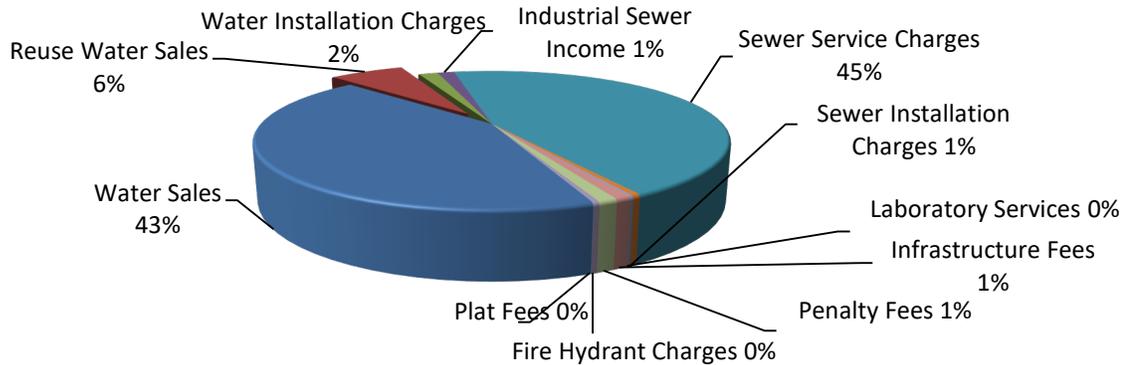
History of Revenues



WATER AND SEWER FUND

Charges for Services Revenue Summary

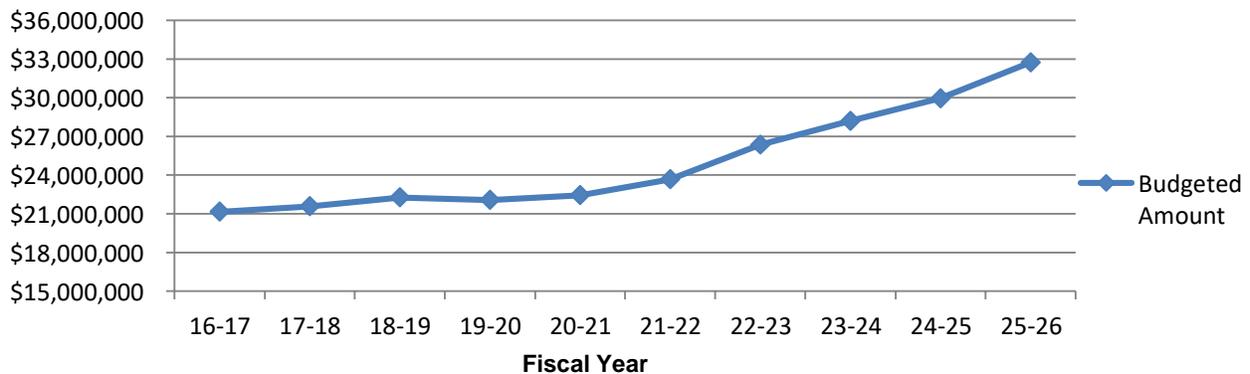
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Water Sales	\$12,735,163	\$12,829,950	\$ 12,829,950	\$14,040,100	9.43%
Reuse Water Sales	2,107,244	1,814,141	1,814,141	2,107,244	16.16%
Water Installation Charges	729,318	468,595	468,595	525,194	12.08%
Industrial Sewer Income	475,837	464,398	464,398	464,398	0.00%
Sewer Service Charges	13,449,454	13,403,250	13,403,250	14,633,100	9.18%
Sewer Installation Charges	176,618	120,240	120,240	156,440	30.11%
Laboratory Services	58,803	36,641	36,641	50,000	36.46%
Infrastructure Fees	444,959	300,000	300,000	300,000	0.00%
Penalty Fees	375,713	400,000	400,000	350,000	-12.50%
Fire Hydrant Charges	117,309	107,900	107,900	111,400	3.24%
Plat Fees	<u>10,128</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	0.00%
Total Charges for Services	\$30,680,546	\$29,954,115	\$ 29,954,115	\$32,746,876	9.32%



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.

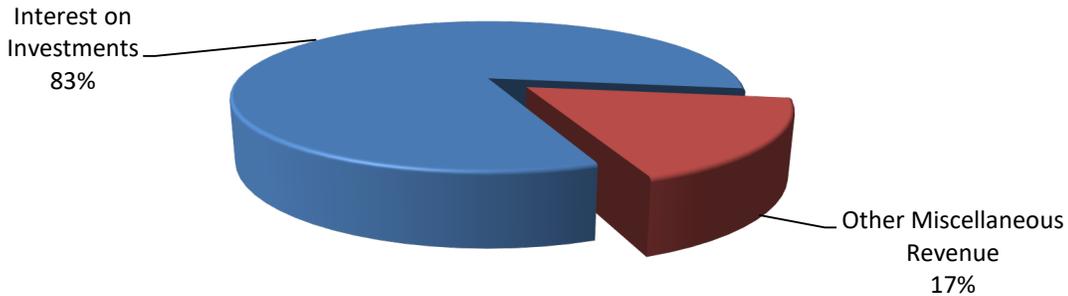
History of Revenues



WATER AND SEWER FUND

Miscellaneous Revenue Summary

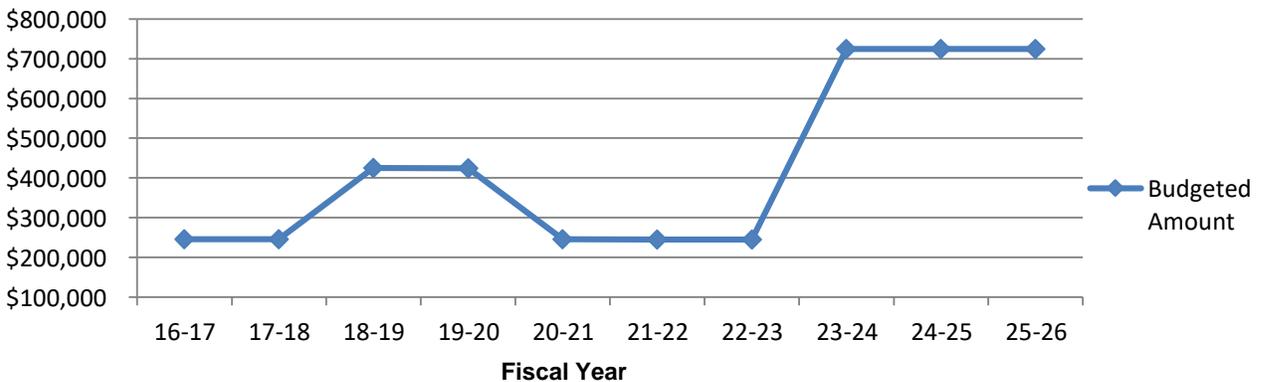
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Interest on Investments	\$ 2,568,952	\$ 600,000	\$ 600,000	\$ 600,000	0.00%
Other Miscellaneous Revenue	<u>269,888</u>	<u>125,000</u>	<u>125,000</u>	<u>125,000</u>	0.00%
Total Miscellaneous Revenue	\$ 2,838,840	\$ 725,000	\$ 725,000	\$ 725,000	0.00%



Management Discussion

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

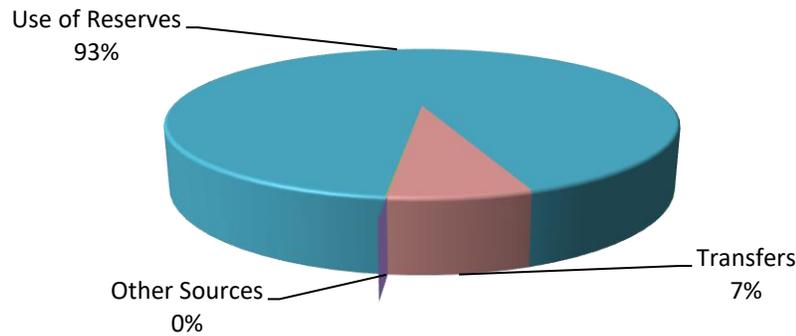
History of Revenues



WATER AND SEWER FUND

Other Sources Revenue Summary

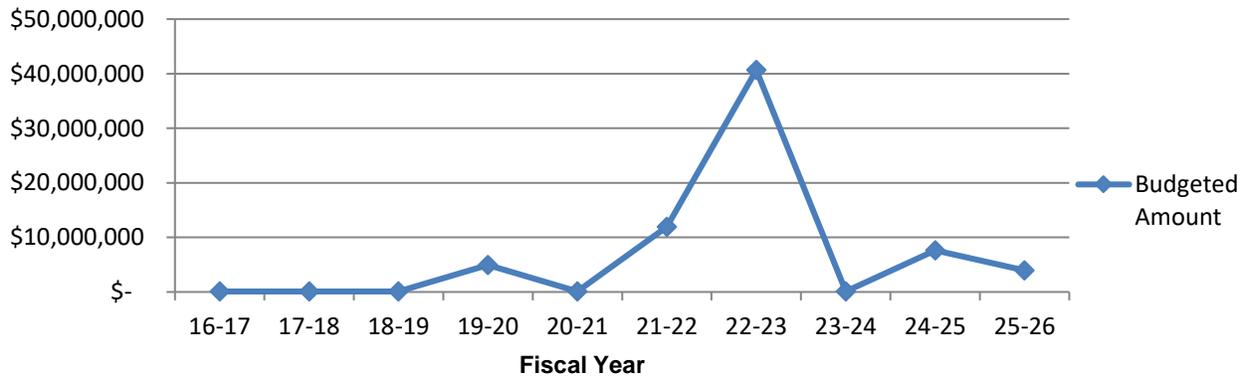
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Transfers	\$ 803,911	\$ 165,735	\$ 165,735	\$ 286,482	72.86%
Prior Year Carryover Funds	0	0	7,043,789	0	0.00%
Other Sources	0	3,000	3,000	3,000	0.00%
Debt Proceeds	1	0	41,153,621	0	N/A
Use of Reserves	<u>0</u>	<u>7,466,165</u>	<u>7,716,350</u>	<u>3,648,411</u>	-51.13%
Total Other Sources	\$ 803,912	\$ 7,634,900	\$ 56,082,495	\$ 3,937,893	-48.42%



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 (\$170,482), the Stormwater Fund (\$16,000), and the Permits & Inspections Fund (\$100,000). Other Sources are from the sale of capital assets. The Use of Reserves is budgeted at \$3,648,411 to fund a portion of capital projects.

History of Revenues



WATER AND SEWER FUND

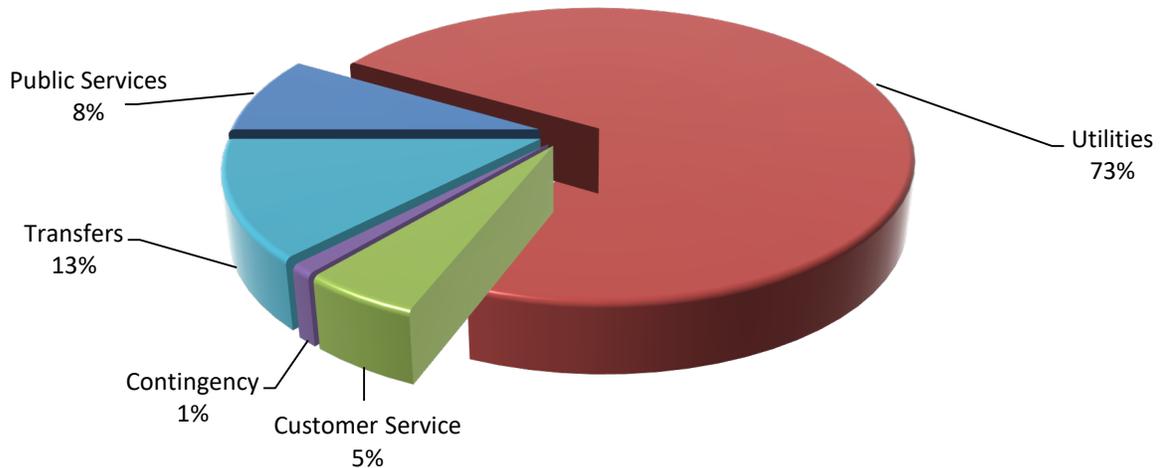
Expenditure Summary

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$10,127,877	\$12,228,884	\$ 12,228,884	\$12,629,117	3.27%
Operating Expenses	11,098,445	12,355,512	13,204,946	12,964,840	4.93%
Capital Outlay	54,825,909	17,863,862	88,173,943	6,669,352	-62.67%
Debt Service	344,528	0	0	0	N/A
Contingency	0	400,000	384,821	400,000	0.00%
Transfers	<u>919,724</u>	<u>1,534,080</u>	<u>2,190,754</u>	<u>4,746,460</u>	209.40%
Total Budget	\$77,316,483	\$44,382,338	\$ 116,183,348	\$37,409,769	-15.71%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Public Services	\$ 2,290,116	\$ 2,955,814	\$ 3,235,567	\$ 3,159,417	6.89%
Utilities	72,431,867	37,740,683	108,381,883	27,169,545	-28.01%
Customer Service	1,674,776	1,751,761	1,990,323	1,934,347	10.42%
Contingency	0	400,000	384,821	400,000	0.00%
Transfers	<u>919,724</u>	<u>1,534,080</u>	<u>2,190,754</u>	<u>4,746,460</u>	209.40%
Total Budget	\$77,316,483	\$44,382,338	\$ 116,183,348	\$37,409,769	-15.71%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Public Services	22.25	22.25	22.25	27.25	27.25
Utilities	96.45	99.45	104.45	105.00	108.00
Customer Service	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>
Total Staffing	138.70	141.70	146.70	152.25	155.25

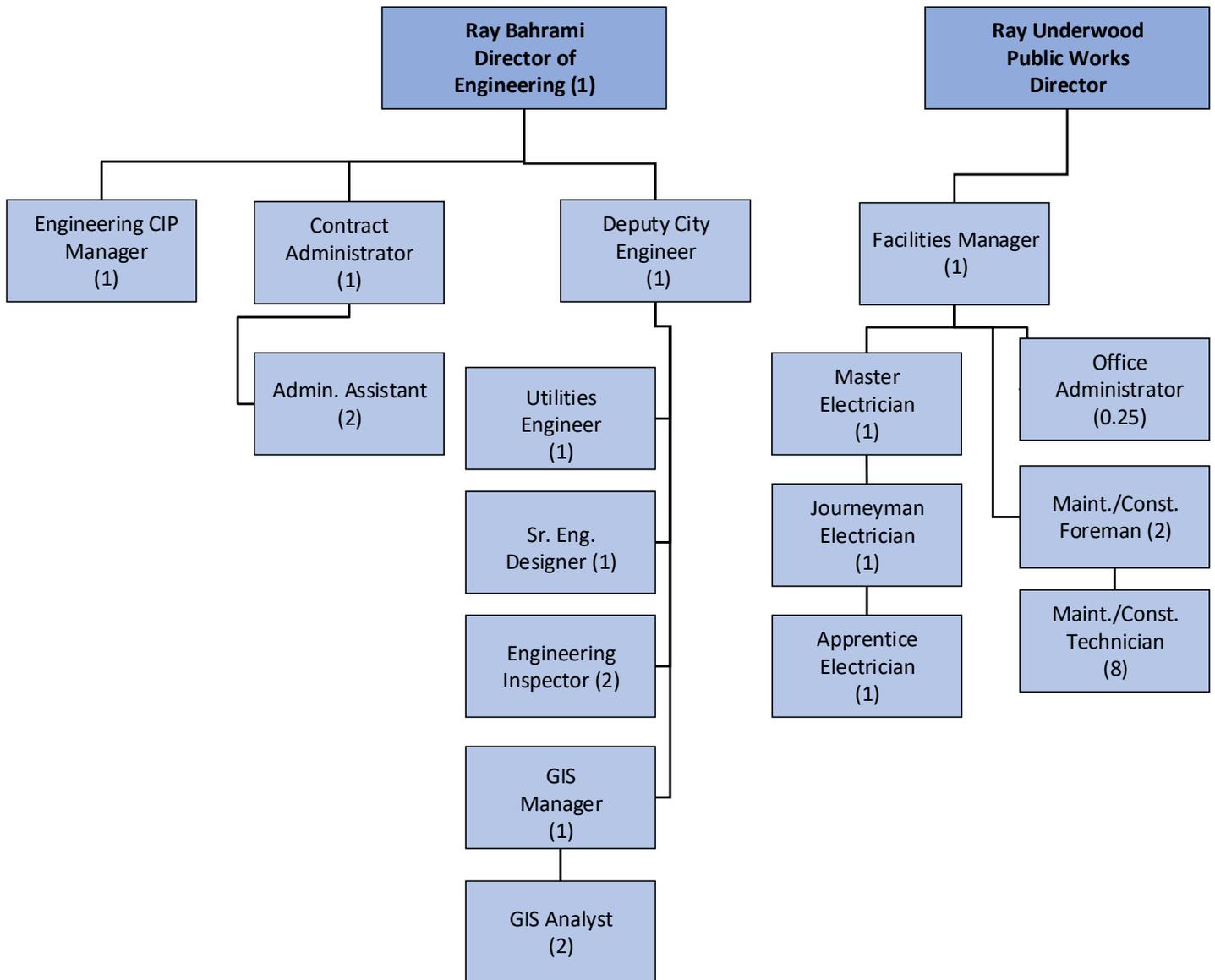
**Water and Sewer Fund Expenditure Summary
Fiscal Year 2026**





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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of residential inspections performed within 1 day	High Value Government	100%	100%	100%
# of residential inspections performed per FTE	High Value Government	975	1000	1,100
# of commercial inspections performed per FTE	High Value Government	242	180	120
# of Residential Infrastructure Inspections Performed	High Value Government	207	160	260
% 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	195	80	80
# of site plans reviewed per FTE	Creating a connected community	1,179	600	700
# of projects designed per FTE	High Value Government	46	44	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	277	240	260

Fiscal Year 2024 – 2025 Accomplishments

- ✓ Completed construction of the new Utilities Administration Building.
- ✓ Completed construction of Greenway Trail (under budget).
- ✓ Completed construction of old fire station building demolition, new parking lot, milling and resurfacing of existing City Hall parking lot and Georgia Avenue drainage improvements project (within budget).
- ✓ Performed inspection of residential and commercial developments and City capital improvement projects including Construction Engineering Inspection (CEI) for Greenway Trail and Old FS Demolition & New Parking Lot projects resulting in significant savings to the city.

- ✓ Performed civil engineering design and permitting portion of Fire Station 83 Building Expansion and Renovation project resulting in saving to the city.
- ✓ Continue to work on Right-of-way (ROW) permitting process for the city by establishing a formal process that will track and coordinate third party activity on City ROW through Accela.
- ✓ 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 120 users (previously 90 users, 33% increase) 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 for staff operations workflows significantly in in Utilities, added system for field collection of high-accuracy GPS asset data, then trained staff to use it. Created a field data steering committee for Utilities. Built and provided services for Airport's Cityworks integration. Provided additional 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. Additional staff will be needed across multiple departments to assist with the city's still-growing need for GIS and faster-than-projected growth.

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

- ✓ Assist Planning Staff with updating stormwater requirements in Land Development regulations
- ✓ 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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 1,979,181	\$ 2,548,583	\$ 2,548,583	\$ 2,492,867	-2.19%
Operating Expenses	133,684	141,865	336,736	342,502	141.43%
Capital Outlay	<u>177,251</u>	<u>265,366</u>	<u>350,248</u>	<u>324,048</u>	22.11%
Total Budget	\$ 2,290,116	\$ 2,955,814	\$ 3,235,567	\$ 3,159,417	6.89%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Engineering	1,116,828	1,480,721	1,675,592	1,631,751	10.20%
Facilities Maintenance	<u>1,173,288</u>	<u>1,475,093</u>	<u>1,559,975</u>	<u>1,527,666</u>	3.56%
Total Budget	\$ 2,290,116	\$ 2,955,814	\$ 3,235,567	\$ 3,159,417	6.89%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Engineering	9.00	9.00	9.00	13.00	13.00
Facilities Maintenance	<u>13.25</u>	<u>13.25</u>	<u>13.25</u>	<u>14.25</u>	<u>14.25</u>
Total Staffing	22.25	22.25	22.25	27.25	27.25

Engineering

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 1,023,356	\$ 1,409,544	\$ 1,409,544	\$1,362,936	-3.31%
Operating Expenses	62,855	71,177	266,048	268,815	277.67%
Capital Outlay	<u>30,617</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$ 1,116,828	\$ 1,480,721	\$ 1,675,592	\$1,631,751	10.20%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Director of Engineering	E109	1.00	1.00	1.00	1.00	1.00
Deputy City Engineer	E104	1.00	1.00	1.00	1.00	1.00
GIS Manager	E101	0.00	0.00	0.00	1.00	1.00
Engineering CIP Manager	E101	0.00	0.00	0.00	1.00	1.00
Utility Engineer	117	1.00	1.00	1.00	1.00	1.00
Sr. GIS Coordinator	115	1.00	1.00	1.00	0.00	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	1.00	1.00
GIS Analyst	110	2.00	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	1.00	1.00
Administrative Coordinator	107	0.00	0.00	0.00	1.00	0.00
Utility Admin. Assistant II	U106	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		9.00	9.00	9.00	13.00	13.00

Replaced [1.0] Administrative Coordinator with [1.0] Utility Administrative Assistant II.

CAPITAL OUTLAY	Amount
None	

Facilities Maintenance

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	from 2024-25
Personal Services	\$ 955,825	\$ 1,139,039	\$ 1,139,039	\$1,129,931	-0.80%
Operating Expenses	70,829	70,688	70,688	73,687	4.24%
Capital Outlay	<u>146,634</u>	<u>265,366</u>	<u>350,248</u>	<u>324,048</u>	22.11%
Total Budget	\$ 1,173,288	\$ 1,475,093	\$ 1,559,975	\$1,527,666	3.56%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Facilities Manager	E101	1.00	1.00	1.00	1.00	1.00
Master Electrician	111	1.00	1.00	1.00	1.00	1.00
Maint./Construction Foreman II	111	0.00	0.00	0.00	1.00	1.00
Maint./Construction Foreman I	110	1.00	1.00	1.00	1.00	1.00
PW Office Admin. (Fund 001)	108	0.25	0.25	0.25	0.25	0.25
Journeyman Electrician	108	1.00	1.00	1.00	1.00	1.00
Maint./Construction Tech III	108	0.00	1.00	1.00	4.00	3.00
Maint./Construction Tech II	107	3.00	4.00	3.00	1.00	3.00
Maint./Construction Tech I	106	5.00	3.00	4.00	3.00	2.00
Apprentice Electrician	105	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		13.25	13.25	13.25	14.25	14.25

Promoted [1.0] Maintenance/Construction Tech I to [1.0] Maintenance/Construction Tech II. Replaced [1.0] Maintenance/Construction Tech III with [1.0] Maintenance/Construction Tech II.

CAPITAL OUTLAY	Amount
Fac #1 - New Ford F150 Super Cab-Foreman	\$ 60,914
Fac #2 - Replace 208109 With Chevy Silverado 2500HD	84,933
Fac #3 - Replace 208-Lift-002 With A Z62/40 Articulation Z-Boom Lift	170,388
Fac #4 - Replace 208-T1-004 With A Tandem Axle Enclosed Cargo Trailer	7,813
Total Capital Outlay	\$ 324,048

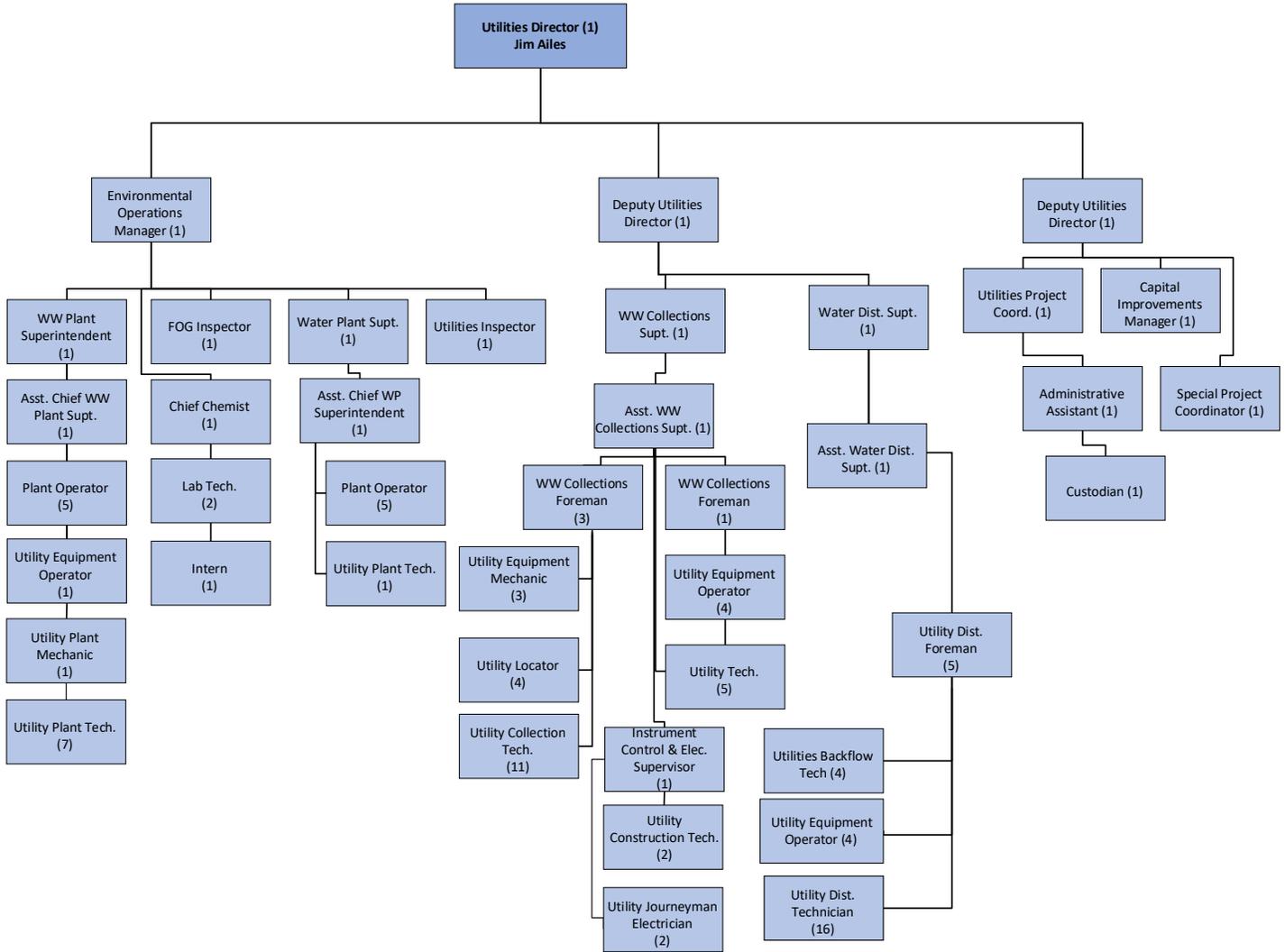
Management Discussion

- ✓ Total expenses increased by 6.89%.
- ✓ Personal Services decreased 2.19% mainly due to a decrease in retirement contributions caused by a consolidation of general defined benefit contributions from multiple departments to the Water and Sewer Administration department. This was partially offset by increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 141.43% mainly due to the addition of GIS Migration (\$200,000).
- ✓ Capital outlay increased by 22.11% mainly due to the Z62/40 Articulation Z-Boom Lift (\$170,388).
- ✓ Includes funding for:
 - Final Plat Reviews (\$30,000)
 - GIS Migration (\$200,000)
 - New Ford F150 Super Cab (\$60,914)
 - Replacement Chevy Silverado 2500HD (\$84,933)
 - Z62/40 Articulation Z-Boom Lift (\$170,388)
 - Tandem Axle Enclosed Cargo Trailer (\$7,813)



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 with inspections, purchasing, record keeping, clerical support, and environmental oversight 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-three 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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
Millions of gallons per day water processed per FTE	High Value Government	.21	.23	.23
Unplanned – Water Disruption Rate	High Value Government	28%	25%	20%
# of samples analyzed in the lab per month per FTE	High Value Government	782	637	800
Direct cost of treatment per million gallons for water operations	High Value Government	\$924	\$789	\$720
% capacity of potable water available at all times	High Value Government	97.5%	99%	100%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	0.51	0.79	1.00
Millions of gallons per day wastewater processed per FTE	High Value Government	0.39	0.38	0.38
Collection system failure per 100 miles of piping	High Value Government	8.80	9.36	6.25
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	85%	86%	92%
# of lift stations maintained per FTE	High Value Government	5.74	5.70	5.80
Gallons collected per FTE	High Value Government	0.26	0.21	0.21
% of available reclaim demanded by customers	High Value Government	91%	90%	100%

Fiscal Year 2024 – 2025 Accomplishments

- ✓ Performed Quality Control and Updates to City Works for Staff.
- ✓ Fats Oil Grease (FOG) program has started and site surveys underway.
- ✓ Utilities Administration Building North Parking Lot Construction Completed.
- ✓ Utilities Administration Building FFE Purchase have been completed.
- ✓ WWS Utility Master Plan Completed.
- ✓ Water Plant #2 & 4 Tank Inspections Completed.
- ✓ Water Plant #1, 2, & 3 A/C Systems Completed.
- ✓ Water Plant #3 Well #7 Pump and Casing Pipe Replacement Completed.
- ✓ Water Plant #4 Well #6 Pump and Motor Replacement Completed.
- ✓ Water Plant #7 Well #21 Pump and Pipe Casing Replacement Completed.
- ✓ Water Plant #8 Well #12 Pump and Shaft Replacement Completed.
- ✓ Water Plant #10 High Service Pump #1 Rotating Assembly Replacement Completed.
- ✓ Chlorine Fans Replaced at all Water Plant Buildings Completed.
- ✓ Exhaust Fans Replaced on all five Ground Storage Tanks Completed.
- ✓ Water Plant #12 Additional Well Site Land Purchase 130 Acres Completed.
- ✓ Completed Yearly Water Leak Detection Study.
- ✓ Completed Yearly Wet Land Monitoring.
- ✓ Water Main Relocation Design at Summit and Beresford Avenue Extension Completed.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ 2024 Water Main Improvements Completed.
- ✓ 6" Dri-Prime Diesel Pump Purchase Completed.
- ✓ 20" Hydraulic Pipe Chain Saw Purchase Completed.
- ✓ 2025 Water Main Improvements Design Completed.
- ✓ EPA Lead & Copper Address Site Confirmation.
- ✓ Wiley M. Nash Ultra Violet System & Building, Reclaim Transfer Pumps, Filter Lift Station, Generator, East Master Pump Station, Screens, Degrit System, Odor Control, Main Switch Gear Building & Generator Completed.
- ✓ WWTP Administration Roof A/C #3 Replacement Completed.
- ✓ Reclaim Water Expansion Phase #5B Construction Completed.
- ✓ Reclaim Water Expansion Phase 6 Design Completed.
- ✓ Biosolids Dump Truck Purchase and Delivery Completed.
- ✓ Lab Lachat System Upgrade Completed.
- ✓ Lab 930 Compact IC Flex System Completed.
- ✓ Lab Refrigerator Samplers (2) Replacement Completed.
- ✓ Lab BOD Incubators Replacement Completed.
- ✓ Generator Switch House A/C Unit Replacement Completed.
- ✓ Generator Roof Muffler Replacement Completed.
- ✓ Aqua Diamond Filter Cloth on Unit #1 Replacement Completed.
- ✓ Electric Valve Actuator Replacement Completed.
- ✓ Outside Lab Door Replacements Completed.
- ✓ PFAS Evaluation on Wells, Water Plants, Industrial Users, Reclaim and Biosolids Completed.
- ✓ Biosolids Dewatering Design Completed and Construction is in Progress.
- ✓ Lift Station #1 Replacement and Relocation Design Completed.
- ✓ Hurricane Repairs at Wiley M. Nash Headworks to Sewer Mains, Berm, Signage, Gates and Controllers, Bar Screens, and Degrit System Completed.
- ✓ Lift Station #79 Rehabilitation Construction Completed.
- ✓ Lift Station #82, #84, #86, #111 Replacement Completed.
- ✓ Lift Station #6 Generator Transfer Switch Replacement Completed.
- ✓ Lift Station #16 Generator and Transfer Switch Completed.
- ✓ Lift Station #80 Generator and Transfer Switch Completed.
- ✓ Yearly City Generator Maintenance Completed.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed.
- ✓ East Regional Force Main Sewer Part (A-1) Phase Construction Completed.
- ✓ East Regional Force Main Sewer Part (A-2) Phase Design Completed.
- ✓ East Regional Force Main Sewer Part (B-1) Phase Design Started.

- ✓ Downtown Lift Station & Force Main Design Started.
- ✓ Replacement Trucks, Trimble GPS Device, Chlorine Vacuum Regulators, Mobile Radios, Cable & Pipe Locators, Full Size Portable Sampler, Tracks for Skid Steer, Safety Cones, Plate Compactors, and Gas Monitor Confined Space 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 onsite service line confirmation and post on City Web page as completed. 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. • The fat, oil, and grease (FOG) program surveys underway. 	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 2025-2045
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Design and Construct Water Plant #10 and Wells.
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Design and Construct Water Plant #12 Expansion and Wells.
 - 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 2027-2030
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Continue Expansion of The Reclaim System.
 - Target Completion: FY 2030-2031
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Construct Eastern and Western Reclaim Storge and Repump Facilities.
 - 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
- ✓ Design and Construct Downtown Lift Station and Force Main.
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Design and Construct Downtown Water Main Improvements.
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Projects to Reduce the Nutrients at Blue Spring, Deleon Spring, Lower ST Johns River Basin to Meet the Requirements of the BMAP. (Basin Management Action Plan).
 - Complete Construction of Advance Wastewater Treatment at the Wiley M. Nash Facility.
 - Target Completion FY 2026-2027.
 - Strategic Focus Area: Future / Smart Growth
- ✓ Complete a Study for on-site treatment and disposal systems (OSTDS), AKA septic tanks, system elimination FY 2025-2026.
 - Target Completion: FY 2035-2036
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Utility Property Purchases to Meet the Future.
 - Need to Forecast a Northern Location for an Advance Wastewater Treatment Plant and Purchase 100 Acres.
 - Strategic Focus Area: Preparing for the Future/Sustainability
 - Need to Forecast an Eastern and Western Reclaim Tank and Repump Sites 15 Acres per Location.
 - Strategic Focus Area: Preparing for the Future/Sustainability
 - Need to Acquire Additional Land at each Water Plant for PFAS Equipment. Size would vary from 0.5-3 Acres.
 - Strategic Focus Area: Preparing for the Future/Sustainability
 - Continue Land Purchases around the Wiley M. Nash WWTP to Accommodate Future Expansion.
 - Strategic Focus Area: Preparing for the Future/Sustainability

Operating Budget Comparison Total Utilities

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 7,006,799	\$ 8,327,249	\$ 8,327,249	\$ 8,725,417	4.78%
Operating Expenses	10,530,930	11,814,938	12,444,603	12,131,053	2.68%
Debt Service	344,528	0	0	0	N/A
Capital Outlay	<u>54,549,610</u>	<u>17,598,496</u>	<u>87,610,031</u>	<u>6,313,075</u>	-64.13%
Total Budget	\$72,431,867	\$37,740,683	\$ 108,381,883	\$27,169,545	-28.01%

DEPARTMENT SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Administration	\$19,606,152	\$ 6,555,098	\$ 8,404,177	\$ 6,636,414	1.24%
Water Production	2,064,553	15,576,432	16,651,061	2,330,922	-85.04%
Water Distribution	5,438,020	5,198,925	7,130,668	5,651,165	8.70%
Wastewater Treatment	40,988,767	3,808,565	66,123,080	4,657,346	22.29%
Utilities Maintenance	2,797,728	5,192,345	7,933,344	3,458,848	-33.39%
Wastewater Collection	<u>1,192,119</u>	<u>1,409,318</u>	<u>2,139,553</u>	<u>4,434,850</u>	214.68%
Total Budget	\$72,087,339	\$37,740,683	\$ 108,381,883	\$27,169,545	-28.01%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Administration	9.45	9.45	10.45	11.00	11.00
Water Production	8.00	8.00	8.00	8.00	8.00
Water Distribution	30.00	30.00	31.00	31.00	31.00
Wastewater Treatment	15.00	16.00	18.00	17.00	20.00
Utilities Maintenance	25.00	26.00	27.00	28.00	28.00
Wastewater Collection	<u>9.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Total Staffing	96.45	99.45	104.45	105.00	108.00

Water & Sewer Administration

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 959,845	\$ 1,152,778	\$ 1,152,778	\$ 1,553,392	34.75%
Operating Expenses	4,879,656	5,350,480	5,423,325	5,015,407	-6.26%
Capital Outlay	<u>13,766,651</u>	<u>51,840</u>	<u>1,828,074</u>	<u>67,615</u>	30.43%
Total Budget	\$19,606,152	\$ 6,555,098	\$ 8,404,177	\$ 6,636,414	1.24%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Dir of Public Svcs/City Eng.	E110	1.00	1.00	1.00	0.00	0.00
Utilities Director	E109	1.00	1.00	1.00	1.00	1.00
Deputy Utilities Director	E104	1.00	1.00	2.00	2.00	2.00
Environmental Ops. Manager	E103	0.00	0.00	0.00	1.00	1.00
Utilities Capital Imprv Manager	E101	0.00	0.00	0.00	1.00	1.00
Projects/Contracts Admin.	111	1.00	1.00	1.00	0.00	0.00
Administrative Coordinator	107	0.00	0.00	1.00	0.00	0.00
Utilities Inspector II	U115	0.00	0.00	0.00	1.00	1.00
FOG Inspector I	U114	0.00	0.00	0.00	1.00	1.00
Utilities Special Proj. Coord.	U112	1.00	1.00	1.00	1.00	1.00
Utilities Project Coord. II	U112	0.00	1.00	1.00	1.00	1.00
Utilities Project Coord. I	U111	1.00	0.00	0.00	0.00	0.00
Utility Admin. Assistant III	U108	2.00	2.00	1.00	1.00	1.00
Utility Admin. Assistant II	U106	1.00	1.00	1.00	0.00	0.00
Custodian II	102	0.00	0.00	0.45	1.00	1.00
Custodian I	101	0.45	0.45	0.00	0.00	0.00
Total Full Time Staffing		9.45	9.45	10.45	11.00	11.00
Total Staffing		9.45	9.45	10.45	11.00	11.00

CAPITAL OUTLAY

Amount

New Vehicle For FOG Inspector	\$ 52,094
Inspection Golf Cart	15,521
	\$ 67,615

Water Production

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 607,737	\$ 700,466	\$ 700,466	\$ 733,033	4.65%
Operating Expenses	924,604	1,230,166	1,242,165	1,159,370	-5.75%
Capital Outlay	532,212	13,645,800	14,708,430	438,519	-96.79%
Total Budget	\$ 2,064,553	\$15,576,432	\$16,651,061	\$2,330,922	-85.04%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Super II	U117	1.00	1.00	1.00	0.00	0.00
Water Plant Operator B	U112	2.00	1.00	2.00	2.00	1.00
Sr. Water Plant Operator C	U111	0.00	1.00	1.00	1.00	1.00
Water Plant Operator C	U110	2.00	2.00	2.00	2.00	3.00
Utility Plant Technician II	U105	0.00	1.00	0.00	0.00	0.00
Utility Plant Technician I	U104	2.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		8.00	8.00	8.00	8.00	8.00

Replaced [1.0] Water Plant Operator B with [1.0] Water Plant Operator C.

CAPITAL OUTLAY

	Amount
Water Plant PFAS Professional Development Regulations (PDR)	\$ 187,000
Aqua Storage Recovery (ASR) Potable Well Abandonment	106,700
WP#1 High Service Well Pump Drives (3)	51,747
WP#2 High Service Well Pump Drives (3)	41,325
WP#3 High Service Well Pump Drives (3)	51,747
Total Capital Outlay	\$ 438,519

Water Distribution

EXPENDITURE SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 1,918,730	\$ 2,362,465	\$ 2,362,465	\$2,188,400	-7.37%
Operating Expenses	2,160,261	2,439,661	2,668,733	2,388,443	-2.10%
Capital Outlay	<u>1,359,029</u>	<u>396,799</u>	<u>2,099,470</u>	<u>1,074,322</u>	170.75%
Total Budget	\$ 5,438,020	\$ 5,198,925	\$ 7,130,668	\$5,651,165	8.70%

STAFFING	PAY GRADE	2021-22	2022-23	2023-24	2024-25	2025-26
		BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Utility Operations Manager	E103	1.00	1.00	0.00	0.00	0.00
Water Dist. Superintendent II	U121	0.00	0.00	0.00	1.00	1.00
Water Dist. Superintendent I	U120	1.00	1.00	1.00	0.00	0.00
Assistant Water Superintendent I	U116	0.00	0.00	0.00	1.00	1.00
Utilities Inspector II	U115	0.00	0.00	1.00	0.00	0.00
Utility Dist. Foreman II	U114	1.00	2.00	4.00	4.00	2.00
Utilities Inspector	U114	1.00	1.00	0.00	0.00	0.00
Utility Dist. Foreman I	U113	3.00	2.00	1.00	1.00	3.00
Valve/GIS Lead Worker I	U110	1.00	1.00	0.00	0.00	0.00
Utility Equip. Operator II	U109	1.00	1.00	3.00	2.00	2.00
Utility Equip. Operator I	U108	3.00	3.00	1.00	2.00	2.00
Utility Technician III	U106	2.00	2.00	3.00	4.00	3.00
Utility Backflow Technician II	U106	0.00	1.00	3.00	4.00	2.00
Utility Backflow Technician I	U105	4.00	3.00	1.00	0.00	2.00
Utility Technician II	U105	1.00	9.00	7.00	8.00	6.00
Utility Technician I	U104	<u>11.00</u>	<u>3.00</u>	<u>6.00</u>	<u>4.00</u>	<u>7.00</u>
Total Full Time Staffing		30.00	30.00	31.00	31.00	31.00

Replaced [2.0] Utility Distribution Foreman II with [2.0] Utility Distribution Foreman I. Replaced [1.0] Utility Technician III with [1.0] Utility Technician I. Replaced [2.0] Utility Technician II with [3.0] Utility Technician I. Replaced [2.0] Utility Backflow Technician II with [2.0] Utility Backflow Technician I.

CAPITAL OUTLAY

	Amount
2027 Water Main Improvements Design	\$ 425,700
Water Master Plan	300,000
New Pickup Truck Utility Body Replace #288	78,769
New Pickup Truck Utility Body Replace #289	7,197
Battery Powered Valve Exerciser Package	78,769
Battery Powered Hydrant & Valve Exerciser	6,385
Backhoe Loader Replace #63	<u>177,502</u>
Total Capital Outlay	\$ 1,074,322

Wastewater Treatment

EXPENDITURE SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 1,313,779	\$ 1,412,257	\$ 1,412,257	\$1,525,280	8.00%
Operating Expenses	1,764,796	1,952,259	2,252,708	2,649,172	35.70%
Capital Outlay	<u>37,910,192</u>	<u>444,049</u>	<u>62,458,115</u>	<u>482,894</u>	8.75%
Total Budget	\$40,988,767	\$ 3,808,565	\$66,123,080	\$4,657,346	22.29%

STAFFING	PAY	2021-22	2022-23	2023-24	2024-25	2025-26
	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Environmental Ops. Manager	E103	0.00	0.00	1.00	0.00	0.00
Environ. Compliance Manager	E101	1.00	1.00	0.00	0.00	0.00
Wastewater Plant Supt. II	U121	0.00	0.00	1.00	1.00	1.00
Wastewater Plant Supt. I	U120	1.00	1.00	0.00	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	1.00	1.00
Asst. Chief WW Plan Supt. I	U116	1.00	1.00	1.00	0.00	0.00
Sr. Wastewater Operator A	U115	1.00	1.00	1.00	1.00	1.00
Wastewater Operator A	U114	0.00	0.00	0.00	1.00	0.00
Sr. Wastewater Operator B	U113	1.00	1.00	0.00	0.00	0.00
Wastewater Operator B	U112	1.00	1.00	3.00	2.00	1.00
Sr. Wastewater Operator C	U111	1.00	0.00	0.00	0.00	0.00
Lab Technician II	U111	1.00	1.00	1.00	0.00	0.00
Wastewater Operator C	U110	1.00	2.00	1.00	1.00	3.00
Utility Equipment Mechanic I	U109	0.00	0.00	1.00	1.00	1.00
Lab Technician I	U109	1.00	1.00	1.00	2.00	2.00
Utility Equipment Operator II	U109	1.00	1.00	1.00	1.00	1.00
Utilities Plant Technician III	U106	1.00	2.00	2.00	2.00	1.00
Utilities Plant Technician I	U104	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>6.00</u>
Total Full Time Staffing		14.00	15.00	17.00	16.00	19.00
Intern	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.00	1.00	1.00	1.00
Total Staffing		15.00	16.00	18.00	17.00	20.00

Added [3.0] Utility Plant Technician I. Replaced [1.0] Wastewater Plant Operator A with [1.0] Wastewater Plant Operator C. Replaced [1.0] Wastewater Plant Operator B with [1.0] Wastewater Plant Operator C. Replaced [1.0] Utilities Plant Technician III with [1.0] Utilities Plant Technician I.

CAPITAL OUTLAY	Amount
Reclaim Water Expansion Phase #7 Construction	\$ 210,000
Carrousel #3 Flender Gearbox Replacement	160,000
Carrousel #3 Flender Gearbox Rebuild	20,000
Golf Cart Replacement #252A	13,500
Bar Screen Gearbox Replacement	7,700
Lab Auto Sampler (2)	19,600
New Vehicle Replace #210	<u>52,094</u>
Total Capital Outlay	\$ 482,894

Utilities Maintenance

EXPENDITURE SUMMARY	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 1,690,014	\$ 2,027,961	\$ 2,027,961	\$2,064,588	1.81%
Operating Expenses	627,823	617,048	632,348	699,535	13.37%
Capital Outlay	<u>479,891</u>	<u>2,547,336</u>	<u>5,273,035</u>	<u>694,725</u>	-72.73%
Total Budget	\$ 2,797,728	\$ 5,192,345	\$ 7,933,344	\$3,458,848	-33.39%

STAFFING	PAY	2021-22	2022-23	2023-24	2024-25	2025-26
	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WW Collections Supt. II	U121	1.00	0.00	0.00	1.00	1.00
WW Collections Supt. I	U120	0.00	1.00	1.00	0.00	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	1.00	1.00
WW Collections Foreman III	U115	1.00	0.00	0.00	0.00	1.00
WW Collections Foreman II	U114	0.00	1.00	2.00	3.00	0.00
WW Collections Foreman I	U113	2.00	2.00	1.00	0.00	2.00
Utility Journey Electrician III	U113	0.00	0.00	0.00	1.00	1.00
Utility Journey Electrician II	U112	1.00	1.00	1.00	0.00	0.00
Utility Journey Electrician I	U111	1.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic III	U111	0.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic II	U110	1.00	1.00	1.00	1.00	0.00
Utility Equipment Mechanic I	U109	2.00	1.00	1.00	1.00	2.00
Utility Const. Tech. II	U109	1.00	2.00	2.00	2.00	2.00
Utility Const. Tech. I	U108	1.00	0.00	0.00	0.00	0.00
Utility Locator III	U108	1.00	1.00	0.00	1.00	1.00
Utility Locator II	U107	1.00	1.00	2.00	1.00	1.00
Utility Locator I	U106	1.00	1.00	2.00	2.00	2.00
Utility Collection Tech III	U106	0.00	0.00	1.00	1.00	1.00
Utility Collection Tech II	U105	3.00	5.00	5.00	4.00	4.00
Utility Collection Tech I	U104	<u>7.00</u>	<u>6.00</u>	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>
Total Full Time Staffing		25.00	26.00	27.00	28.00	28.00

Promoted [1.0] WW Collections Foreman II to [1.0] WW Collections Foreman III. Replaced [2.0] WW Collections Foreman II with [1.0]. Replaced [1.0] Utility Equipment Mechanic II with [1.0] Utility Equipment Mechanic I.

CAPITAL OUTLAY	Amount
L/S#26 Replacement & Panel Box	\$ 121,384
L/S#28 Replacement & Panel Box	104,434
L/S#83 Replacement & Panel Box	99,880
L/S#85 Replacement & Panel Box	99,880
L/S#90 Replacement & Panel Box	102,346
L/S#84 Generator & Transfer Switch	62,930
L/S#10 Wet Well Relocation Design	<u>103,871</u>
Total Capital Outlay	\$ 694,725

Debt

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Debt Service	\$ 344,528	\$ 0	\$ 0	\$ 0	N/A
Total Budget	\$ 344,528	\$ 0	\$ 0	\$ 0	N/A

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

Wastewater Collection

EXPENDITURE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 516,694	\$ 671,322	\$ 671,322	\$ 660,724	-1.58%
Operating Expenses	173,790	225,324	225,324	219,126	-2.75%
Capital Outlay	<u>501,635</u>	<u>512,672</u>	<u>1,242,907</u>	<u>3,555,000</u>	593.43%
Total Budget	\$ 1,192,119	\$ 1,409,318	\$ 2,139,553	\$4,434,850	214.68%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
WW Collections Foreman II	U114	0.00	0.00	1.00	1.00	1.00
WW Collections Foreman I	U113	1.00	1.00	0.00	0.00	0.00
Utility Equipment Operator II	U109	0.00	2.00	3.00	3.00	3.00
Utility Equipment Operator I	U108	2.00	2.00	1.00	1.00	1.00
Utility Collection Technician II	U105	2.00	3.00	2.00	3.00	2.00
Utility Collection Technician I	U104	<u>4.00</u>	<u>2.00</u>	<u>3.00</u>	<u>2.00</u>	<u>3.00</u>
Total Full Time Staffing		9.00	10.00	10.00	10.00	10.00

Replaced [1.0] Utility Collection Technician II with [1.0] Utility Collection Technician I.

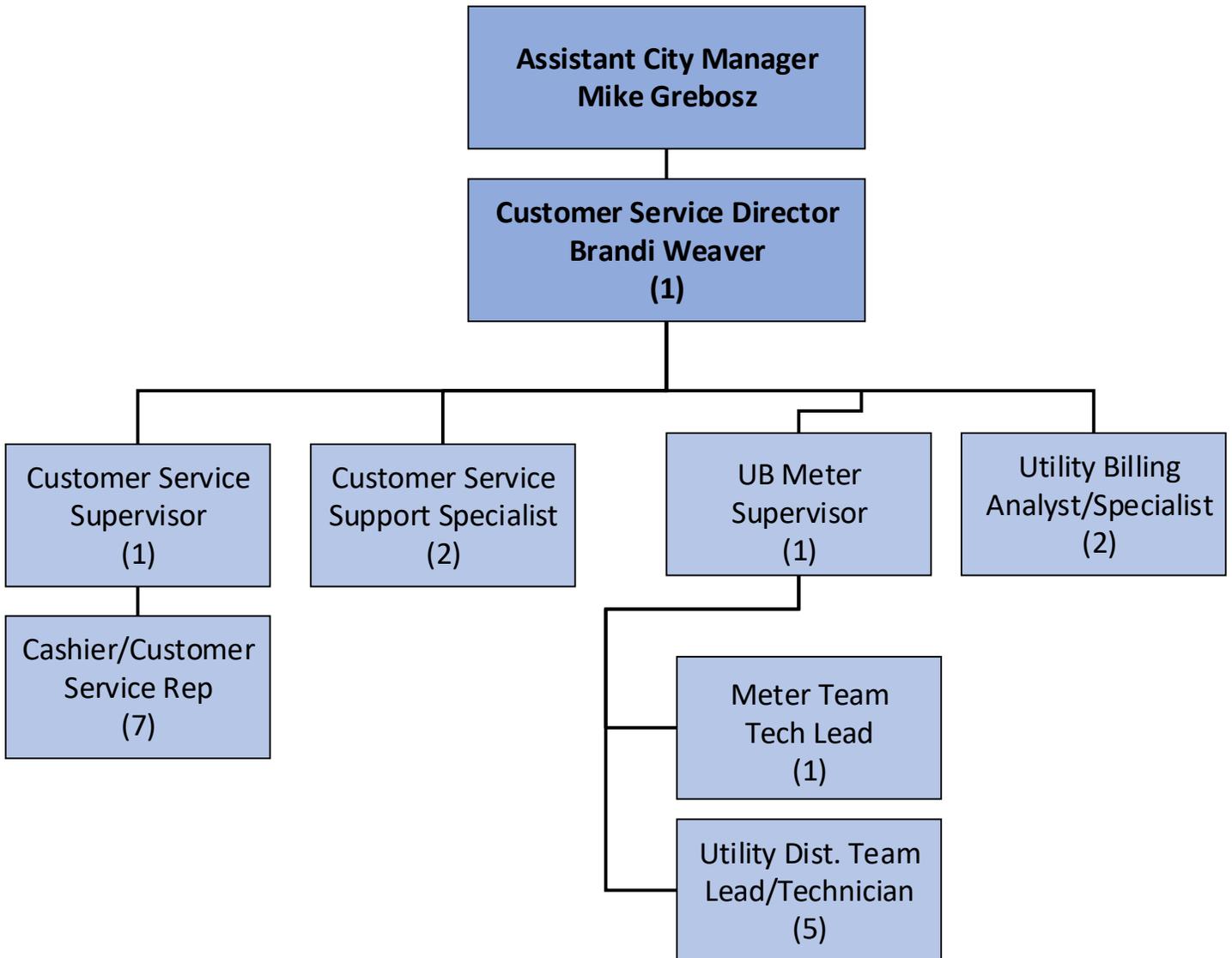
CAPITAL OUTLAY	Amount
Sewer Line Rehabilitation	\$ 275,000
Manhole Rehabilitation	100,000
East Regional Sewer Force Main Phase B-1 Construction	<u>3,180,000</u>
Total Capital Outlay	\$3,555,000

Management Discussion

- ✓ Total expenses decreased by 28.01%.
- ✓ Personal Services increased 4.78% mainly due to an increase in retirement contributions from a consolidation of general defined benefit contributions to the Water and Sewer Administration department (\$291,036), the additions of three Utilities Plant Technicians, increased health insurance costs, and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 2.68% mainly due to increases in sludge hauling (\$370,000), equipment maintenance (\$19,370), building maintenance (\$4,202), power for the new Wastewater Treatment Facility (\$253,626) and the additions of ten hydro instruments single gas alarms (\$16,700), ten digital control modules (\$15,215), ten vacuum regulators (\$15,600), three submersible trash pumps (\$8,606), three self-priming water pumps (\$3,000), two cut off saws (\$4,024) and three handheld radios (\$9,570)
- ✓ Capital Outlay decreased by 64.13% mainly due to the removal of the Water Plant #10 Well Field and Plant Upgrades (\$13,600,000) from FY 2024-2025.

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,407	1,450	1,475
Cost per active utility account	High Value Government	\$64.43	\$67.00	\$67.50
Average % of delinquent accounts	High Value Government	4.77%	4.50%	4.25%
% of customers receiving electronic bills	High Value Government	42.94%	43.0%	45.0%
% of customers using online/automatic bank payments	High Value Government	76.07%	76.0%	77.0%
# 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	8.49%	8.0%	9.0%
# of proactive check for leak follow up orders processed	High Value Government	2,324	2,325	2,200
# of leaks adjustments processed	High Value Government	208	200	175

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented FY 24-25 water and sewer rate increase per rate study.
- ✓ Implemented stormwater rate based on rate study completed during FY 19-20.
- ✓ Initiated 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 • Monitor introductory cellular program for possible future expansion. 	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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 1,141,897	\$ 1,353,052	\$ 1,353,052	\$1,410,833	4.27%
Operating Expenses	433,831	398,709	423,607	491,285	23.22%
Capital Outlay	<u>99,048</u>	<u>0</u>	<u>213,664</u>	<u>32,229</u>	100.00%
Total Budget	\$ 1,674,776	\$ 1,751,761	\$ 1,990,323	\$1,934,347	10.42%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Customer Service Director	E102	0.00	0.00	0.00	0.00	1.00
Finance Cust. Svc. Manager	116	1.00	1.00	1.00	1.00	0.00
Util. Billing Meter Supervisor	U112	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	109	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	109	1.00	0.00	0.00	0.00	0.00
Senior Billing Specialist	107	1.00	1.00	1.00	1.00	1.00
Cust. Svc. Support Specialist II	107	0.00	0.00	1.00	1.00	2.00
Cust. Svc. Support Specialist	106	1.00	2.00	1.00	1.00	0.00
Utility Billing Specialist III	106	0.00	0.00	0.00	1.00	1.00
Meter Team Tech Lead	106	0.00	0.00	0.00	1.00	1.00
Customer Service Rep III	105	0.00	1.00	1.00	2.00	2.00
Utility Billing Specialist II	105	1.00	1.00	1.00	0.00	0.00
Utility Billing Specialist I	104	1.00	1.00	1.00	0.00	0.00
Customer Service Rep II	104	3.00	1.00	3.00	1.00	4.00
Customer Service Rep I	103	4.00	5.00	3.00	4.00	1.00
Utility Distribution Tech III	U106	0.00	0.00	0.00	3.00	2.00
Utility Distribution Tech II	U105	4.00	3.00	3.00	2.00	2.00
Utility Distribution Tech I	U104	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		20.00	20.00	20.00	20.00	20.00

Promoted [1.0] Finance Customer Service Manager to [1.0] Customer Service Director. Promoted [1.0] Customer Service Support Specialist I to [1.0] Customer Service Support Specialist II. Promoted [3.0] Customer Service Rep I to [3.0] Customer Service Rep II. Replaced [1.0] Utility Distribution Technician III with [1.0] Utility Distribution Technician I.

CAPITAL OUTLAY	Amount
Customer Service - Office Improvements	\$ 32,229
Total Capital Outlay	\$ 32,229

Management Discussion

- ✓ Total expenses increased by 10.42%.
- ✓ Personal Services increased 4.27% mainly due to increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 23.22% mainly due to increases in banking fees (\$15,000) and customer billing (\$8,500) and the addition of a Rate Study for Water fees (\$60,000)
- ✓ Capital Outlay increased by 100% due to the addition of office improvements (\$32,229).
- ✓ Includes funding for:
 - Credit card merchant fees (\$155,000)
 - Customer billing/printing/stuffing/e-bills/inserts (\$61,000)
 - 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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Contingency / Reserve Contingency	\$ 0	\$ 400,000	\$ 384,821	\$ 400,000	0.00%
Contributions	842,046	1,082,377	1,082,377	1,082,323	0.00%
Transfers	<u>77,678</u>	<u>451,703</u>	<u>1,108,377</u>	<u>3,664,137</u>	711.18%
Total Budget	\$ 919,724	\$ 1,934,080	\$ 2,575,575	\$ 5,146,460	166.09%
<u>Contingency / Reserve Contingency</u>					
Contingency					\$ 350,000
Reserve Contingency					50,000
Total					\$ 400,000
<u>Contributions</u>					
Contribution to General Fund					\$1,082,323
Total					\$1,082,323
<u>Transfers</u>					
Transfer to Debt Service Fund					\$ 640
Transfer to Wastewater Trust Fund					3,120,788
Transfer to Capital Project Fund					542,709
Total					\$3,664,137

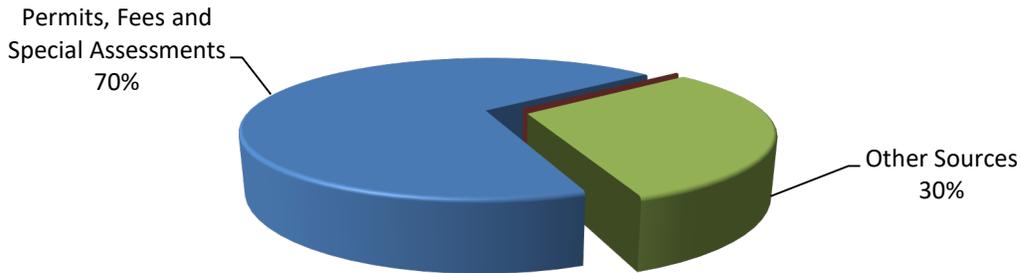
Management Discussion

- ✓ Contingency / Reserve Contingency stayed at \$400,000.
- ✓ Contribution to the General Fund decreased by \$54.
- ✓ Transfer to Debt Service Fund decreased by \$7,040.
- ✓ Transfer to Capital Fund increased by \$465,286.
- ✓ Transfer to the Wastewater Trust Fund increased by \$3,120,788.

WATER TRUST FUND

Revenue Summary

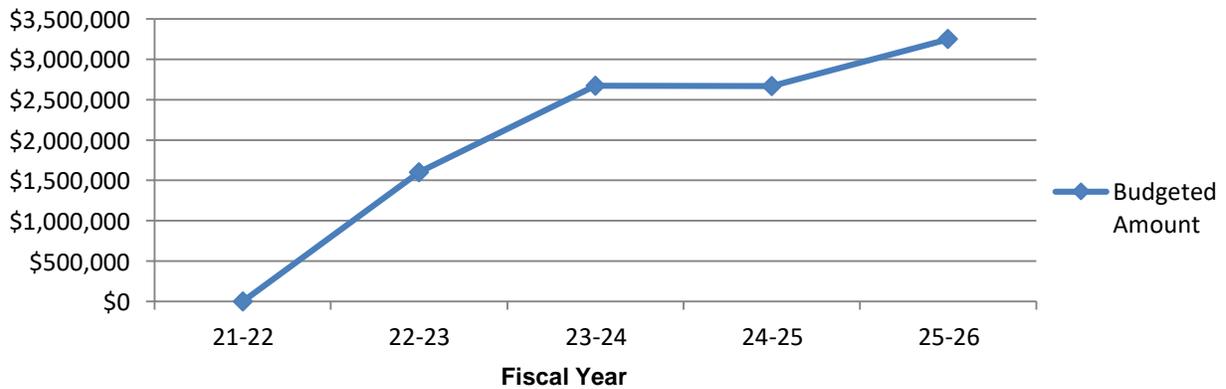
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Permits, Fees and Special Assessments	\$ 2,917,511	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	0.00%
Miscellaneous Revenue	428,523	0	0	0	N/A
Other Sources	<u>0</u>	<u>1,066,600</u>	<u>5,537,659</u>	<u>1,650,000</u>	54.70%
Total Water & Wastewater Trust Fund	\$ 3,346,034	\$ 2,666,600	\$ 7,137,659	\$ 3,250,000	21.88%



Management Discussion

This fund was created in FY 2022-2023 to separate Water and Wastewater Development fees. The proposed budget includes anticipated development fees (\$1,600,000) and Use of Reserves (\$1,650,000).

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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 72,926	\$ 0	\$ 90,787	\$ 0	0.00%
Capital Outlay	3,808,905	2,666,600	7,046,872	3,250,000	21.88%
Transfers	<u>402,892</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$4,284,723	\$2,666,600	\$ 7,137,659	\$3,250,000	21.88%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None					

CAPITAL OUTLAY	Amount
Downtown Water Main Construction	\$1,000,000
2026 Water Main Improvements Construction	2,250,000
Total Capital Outlay	\$3,250,000

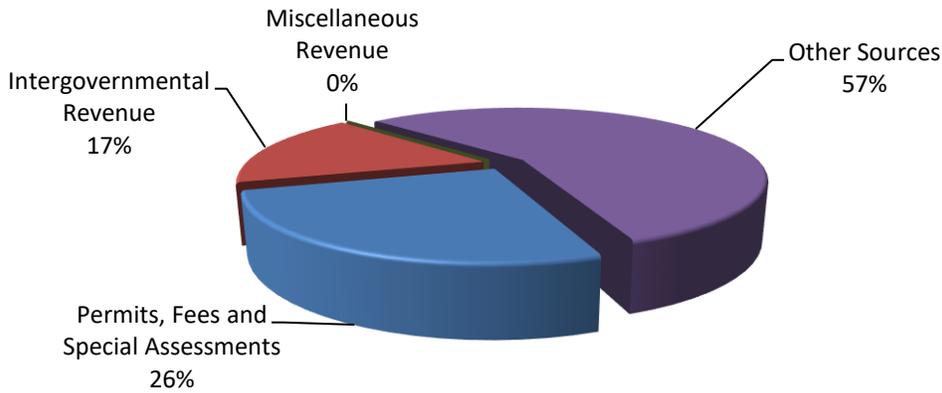
Management Discussion

- ✓ Includes funding for:
 - Downtown Water Main Construction (\$1,000,000)
 - 2026 Water Main Improvements Construction (\$2,250,000)

WASTEWATER TRUST FUND

Revenue Summary

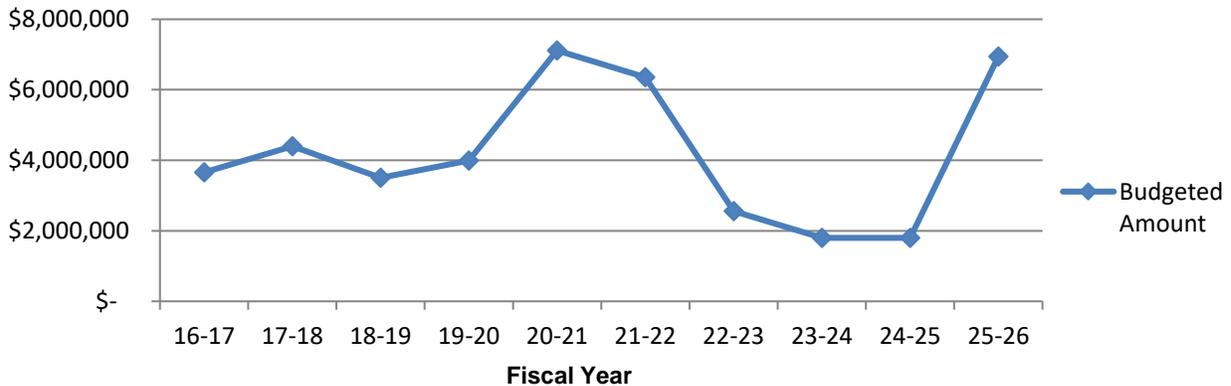
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Permits, Fees and Special Assessments	\$ 3,558,647	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	0.00%
Intergovernmental Revenue	1,585,092	0	0	1,175,787	100.00%
Miscellaneous Revenue	0	0	0	0	N/A
Other Sources	<u>386,869</u>	<u>0</u>	<u>0</u>	<u>3,970,788</u>	100.00%
Total Water & Wastewater Trust Fund	\$ 5,530,608	\$ 1,800,000	\$ 1,800,000	\$ 6,946,575	285.92%



Management Discussion

The proposed budget includes anticipated development fees (\$1,800,000), grant revenues (\$1,175,787), transfers from the Water and Sewer Fund (\$3,120,788) and use of reserves (\$850,000).

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

BUDGET DESCRIPTION	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 184,967	\$ 0	\$ 230,798	\$ 0	0.00%
Capital Outlay	2,215,893	233,808	6,311,305	6,946,575	2871.06%
Contingency	0	1,566,192	1,430,333	0	-100.00%
Transfers	<u>238,333</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$2,639,193	\$1,800,000	\$ 7,972,436	\$6,946,575	285.92%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
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None

CAPITAL OUTLAY	Amount
Reclaim Water Expansion Phase #6 Construction	\$2,351,575
Downtown Lift Station & Force Main Construction	<u>4,595,000</u>
Total Capital Outlay	\$6,946,575

Management Discussion

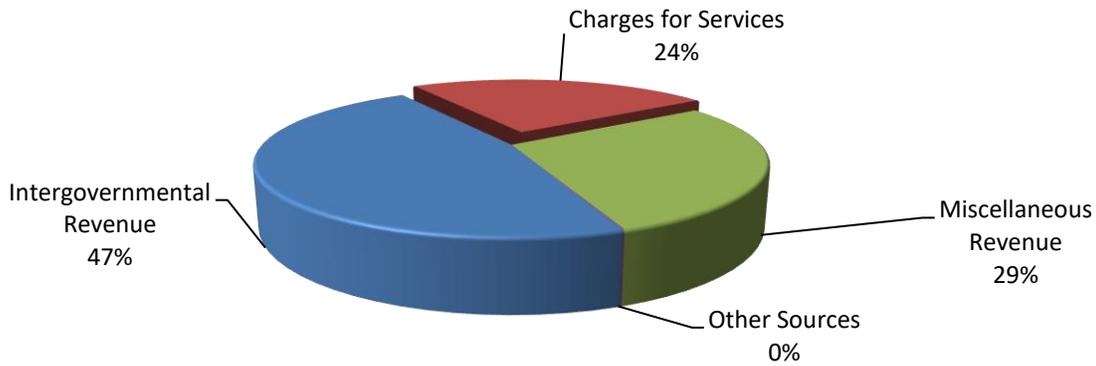
- ✓ Includes funding for:
 - Reclaim Water Expansion Phase #6 Construction (\$2,351,575)
 - Downtown Lift Station & Force Main Construction (\$4,595,000)



AIRPORT FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Intergovernmental Revenue	\$ 1,839,536	\$ 3,933,000	\$ 8,143,902	\$ 1,902,500	-51.63%
Charges for Services	820,517	960,170	960,170	992,788	3.40%
Miscellaneous Revenue	2,713,881	1,107,424	1,107,424	1,165,082	5.21%
Other Sources	<u>(388,910)</u>	<u>0</u>	<u>267,853</u>	<u>7,094</u>	100.00%
Total Airport Fund Revenue	\$ 4,985,024	\$ 6,000,594	\$ 10,479,349	\$ 4,067,464	-32.22%



Management Discussion

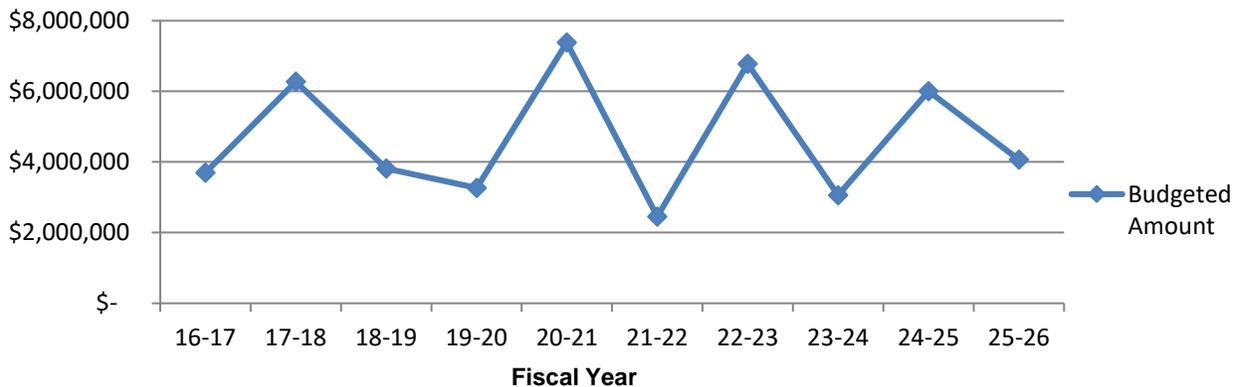
Intergovernmental Revenue includes Federal (\$1,012,500) and State (\$890,000) grants for airport capital projects.

Charges for Services increased by 3.40% mainly due to a projected increase in T-Hangars rentals (\$32,618).

Miscellaneous Revenue increased by 5.21% mainly due to an increase in Non-Aviation Rentals (\$57,658).

Other Sources represent use of reserves for Capital Projects in FY 2025-2026.

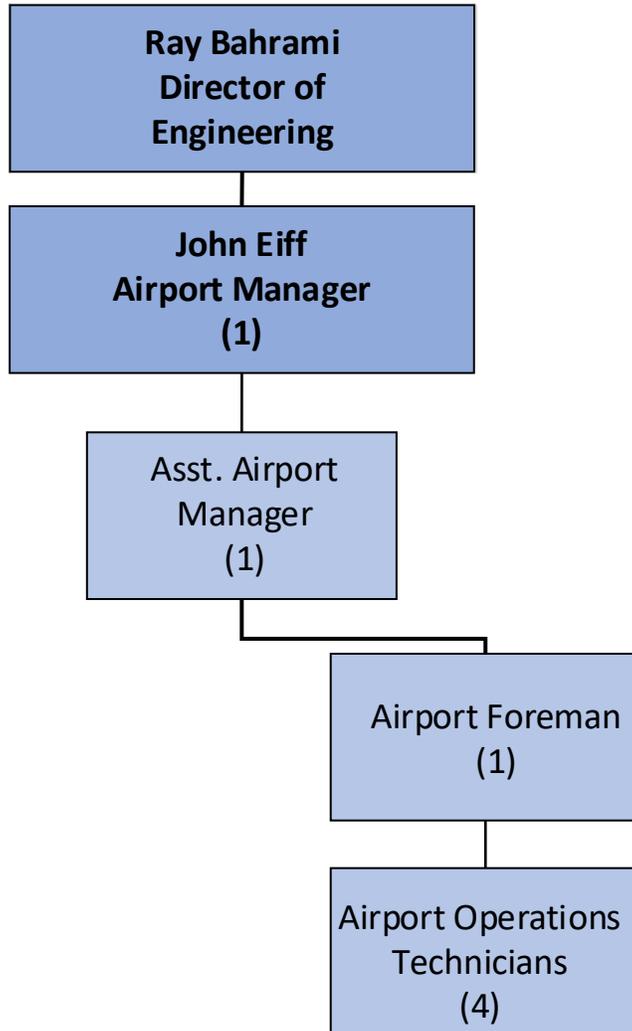
History of Revenues





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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of users satisfied with Airport appearance and services	High Value Government	91%	95%	98%
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	6.395%	5%	10%

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 85 people on the waiting list.
- ✓ Completed the electrical upgrades to our 1960s T-hangars A, B, & C
- ✓ Update Security gate readers, cameras and fencing.
- ✓ Completed rehabilitate the mid-section of taxiway "A"
- ✓ Started the design of East Hangar complex phase 1b.
- ✓ Completed rehabilitation of the West apron.
- ✓ Started design of rehabilitation of runway 5/23.
- ✓ Repainted Airfield markings
- ✓ Started the conversion on all airfield signage from halogen to LED lights
- ✓ Upgraded runway closure markers to LED
- ✓ 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. • Construct Runway 5/23. • Construct East Hangar Complex Phase 1b. • Design Taxiway E. • Restripe Airfield Markings. • Update Master Plan for Airport 	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 2025-2026
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Construct and lease East Hangar Complex – Phase 1b
 - Target Completion: FY 2025-2026
 - 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	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 552,367	\$ 619,076	\$ 619,076	\$ 629,926	1.75%
Operating Expenses	347,758	473,137	1,111,668	502,482	6.20%
Capital Outlay	2,304,516	4,087,653	7,987,229	2,147,850	-47.46%
Contingency	0	179,508	119,188	0	-100.00%
Transfers	<u>394,561</u>	<u>641,220</u>	<u>642,188</u>	<u>787,206</u>	22.77%
Total Budget	\$3,599,202	\$6,000,594	\$10,479,349	\$4,067,464	-32.22%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Sports Aviation Administrator	E102	1.00	0.00	0.00	0.00	0.00
Assistant Airport Manager	115	0.00	0.00	0.00	0.00	1.00
Airport Ops Foreman II	110	1.00	1.00	1.00	1.00	1.00
Office Administrator	108	1.00	1.00	1.00	1.00	0.00
Airport Ops Tech III	105	1.00	1.00	1.00	3.00	3.00
Airport Ops Tech II	102	2.00	2.00	2.00	0.00	0.00
Custodian II	102	0.00	0.00	0.10	0.00	0.00
Custodian I	101	0.10	0.10	0.00	0.00	0.00
Airport Ops Tech I	101	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		8.10	7.10	7.10	7.00	7.00

Promoted [1.0] Office Administrator to [1.0] Assistant Airport Manager.

CAPITAL OUTLAY	Amount
Construct - East Hangar Complex - Phase 1b (\$1,000,000 project, split between 2 years)	\$1,000,000
Construct - South Central Apron Rehab	1,000,000
Design - Taxiway E Lighting, Signage, and Taxiway Configuration	125,000
East Hangar Complex Directional Sign	13,830
Card Reader & Automatic Gate Function to Airport Gate	9,020
Total Capital Outlay	\$2,147,850

Management Discussion

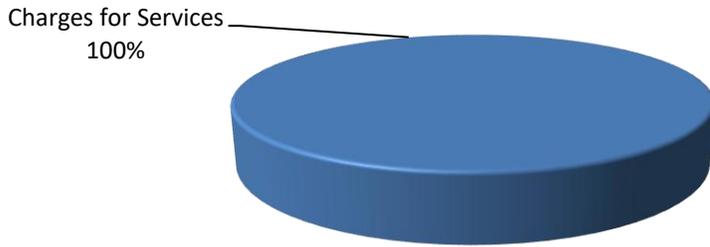
- ✓ Total expenses decreased by 32.22% mainly due to a decrease in capital projects.
- ✓ Personal Services increased by 1.75% mainly due to an increase in health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 6.20% mainly due to increases in bank fees (\$6,000), equipment maintenance (\$5,000), and insurance (\$5,500).
- ✓ Includes funding for capital projects (\$2,147,850) including construction of East Hangar Complex – Phase 1B (\$1,000,000) and construction of South Central Apron Rehab (\$1,000,000) which will both be mostly grant funded.



REFUSE COLLECTION FUND

Revenue Summary

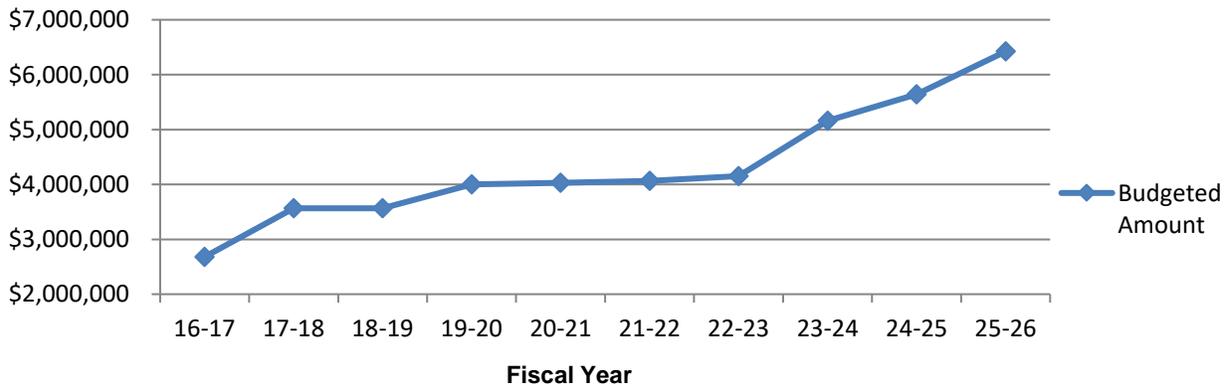
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Charges for Services	\$ 5,559,416	\$ 5,640,000	\$ 5,640,000	\$ 6,421,500	13.86%
Miscellaneous Revenue	<u>18,675</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 5,578,091	\$ 5,640,000	\$ 5,640,000	\$ 6,421,500	13.86%



Management Discussion

Projected in FY 2025-2026 budget is \$6,421,500 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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of residential customers surveyed who are satisfied with solid waste services	66%	Survey Every Other Year	88%
% customer complaints responded to within 24 hours and resolved within 3 days.	92.5%	90%	90%
% of noise complaints responded to within 48 hours	97%	98%	98%
Waste Diversion: total recycle tonnage (residential + commercial)	2,498.37	2,500	2,550

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 5,414,688	\$ 5,490,265	\$ 5,490,265	\$ 6,251,018	13.86%
Transfers	<u>146,686</u>	<u>149,735</u>	<u>149,735</u>	<u>170,482</u>	13.86%
Total Budget	\$ 5,561,374	\$ 5,640,000	\$ 5,640,000	\$ 6,421,500	13.86%
STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
None					
CAPITAL OUTLAY					Amount
None					

Management Discussion

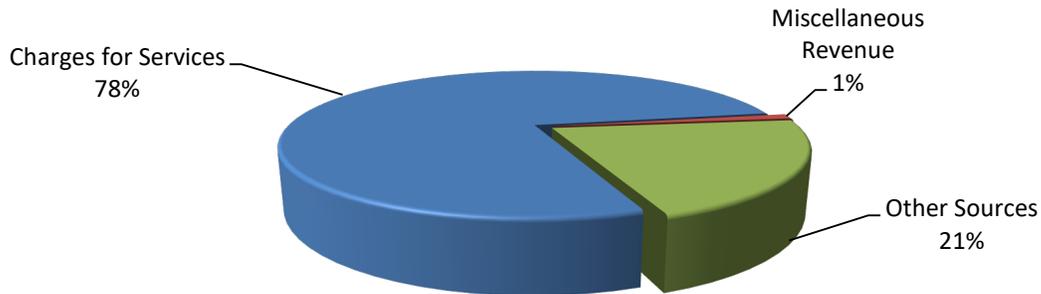
- ✓ Includes funding for:
 - GFL Solid Waste Southeast, LLC (\$5,682,744)
 - Franchise Fees held for the City (\$568,274)
 - Contribution to Water & Sewer Fund (\$170,482)



STORMWATER FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Intergovernmental Revenue	\$ 227,098	\$ 0	\$ 64,750	\$ 0	N/A
Charges for Services	2,382,376	2,441,500	2,441,500	2,605,000	6.70%
Miscellaneous Revenue	212,349	35,000	35,000	35,000	0.00%
Other Sources	0	932,037	1,298,401	713,981	-23.40%
Total Stormwater Fund Revenue	\$ 2,821,823	\$ 3,408,537	\$ 3,839,651	\$ 3,353,981	-1.60%



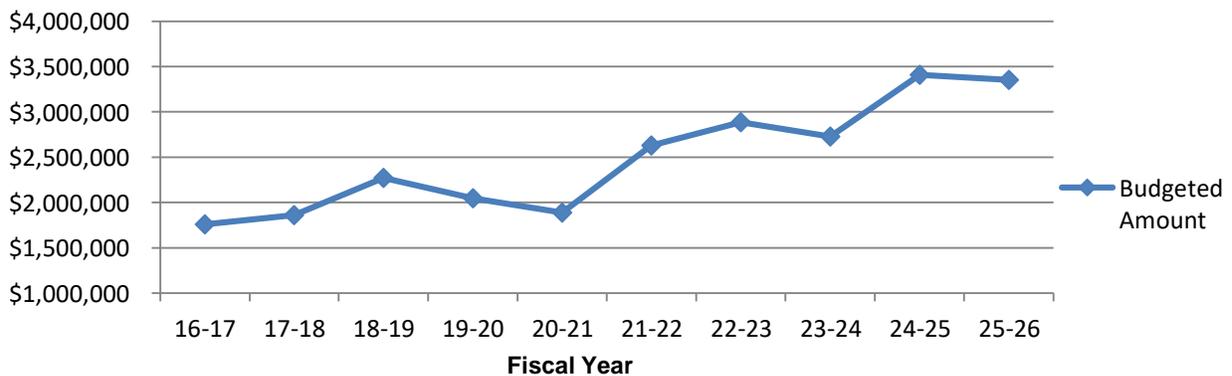
Management Discussion

Charges for services represent stormwater fees and are projected with a 6.70% increase from FY 2025-2026 budget.

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

Other Sources in FY 2025-2026 represents Use of Reserves for the Capital Projects.

History of Revenues

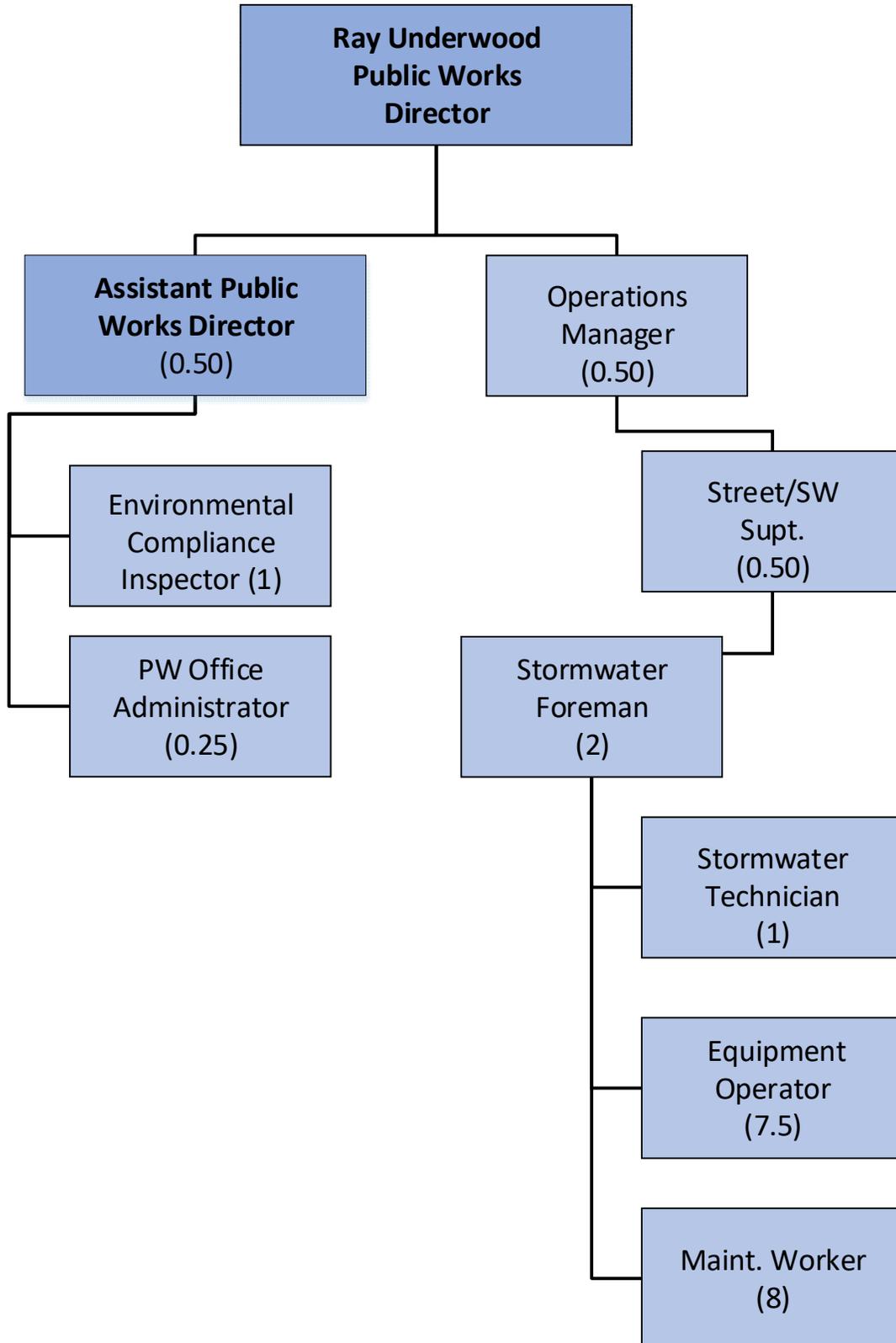




STORMWATER FUND

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
% of drainage repairs completed within 30 calendar days	High Value Government	88%	77%	78%
% of sites passing NPDES requirements	High Value Government	100%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	46%	50%	50%
% of storm sewer inlets cleaned	High Value Government	20%	11%	11%
% of storm water retention ponds maintained annually	High Value Government	20%	12%	12%
% of curb miles swept	High Value Government	100%	100%	100%

Fiscal Year 2024 - 2025 Accomplishments

- ✓ Projects: Yearly pipelining complete
- ✓ 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 9 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 upgrades or studies in several areas.
 - Wisconsin Ave to Painters Pond
 - Design for Earl Brown Park Improvements

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 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 2026-2027
 - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Stormwater Master Plan Update:
 - o Target Completion: FY 2026-2027
 - o Renewal FY 2030-2031
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community
- ✓ Stormwater upgrades or studies in several areas.
 - o Wisconsin Ave to Painters Pond
 - o Design for Earl Brown Park Improvements
 - o Collaborative studies with Volusia County in the following areas.
 - Taylor Rd and surrounding areas
 - DeLand Middle School and Waste Water Treatment Plant
 - Saddlebrook
 - Heritage Place
 - Orange Camp Road
 - o Target Completion FY 2027-2028
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24	2024-25	2024-25	2025-26	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2024-25
Personal Services	\$ 1,297,057	\$1,467,151	\$1,467,151	\$1,495,509	1.93%
Operating Expenses	555,357	395,934	481,710	409,523	3.43%
Capital Outlay	1,040,005	1,079,932	1,424,352	1,046,229	-3.12%
Transfers	342,267	465,520	466,438	402,720	-13.49%
Total Budget	\$ 3,234,686	\$3,408,537	\$3,839,651	\$3,353,981	-1.60%

STAFFING	PAY GRADE	2021-22	2022-23	2023-24	2024-25	2025-26
		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	0.50	0.50
Streets/SW Sup. (also Fund 001)	112	0.50	0.50	0.50	0.00	0.00
Foreman II	110	1.00	0.00	1.00	1.00	2.00
Environmental Compliance Insp.	109	1.00	1.00	1.00	1.00	1.00
Foreman I	109	1.00	2.00	1.00	1.00	0.00
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	0.00	0.00	0.00	0.00
Equipment Operator III	106	0.00	0.50	0.50	0.50	0.50
Equipment Operator II	105	1.00	0.00	2.00	2.00	4.00
Equipment Operator I	104	3.00	6.00	5.00	5.00	3.00

Maintenance Worker II	102	3.00	2.00	3.00	2.00	3.00
Maintenance Worker I	101	<u>0.00</u>	<u>3.00</u>	<u>5.00</u>	<u>6.00</u>	<u>5.00</u>
Total Full Time Staffing		13.25	17.25	21.25	21.25	21.25

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

CAPITAL OUTLAY	Amount
Miscellaneous Citywide Pipe Lining Replacement	\$ 300,000
Miscellaneous Stormwater Pond Fence Maintenance	30,000
Miscellaneous Stormwater Improvements (Neighborhood)	150,000
Miscellaneous Stormwater Improvements (Pond)	25,000
Old Daytona Road Bridge Construction Plans	150,000
Bay Street Stormwater Improvements Phase 1 And Phase 2	200,000
New F350 Regular Cab	99,259
Replace 450123A With Ford F250 Super Crew Cab	71,570
Replace 450-MC-010 With Scag Tiger 6''	<u>20,400</u>
Total Capital Outlay	\$1,046,229

Management Discussion

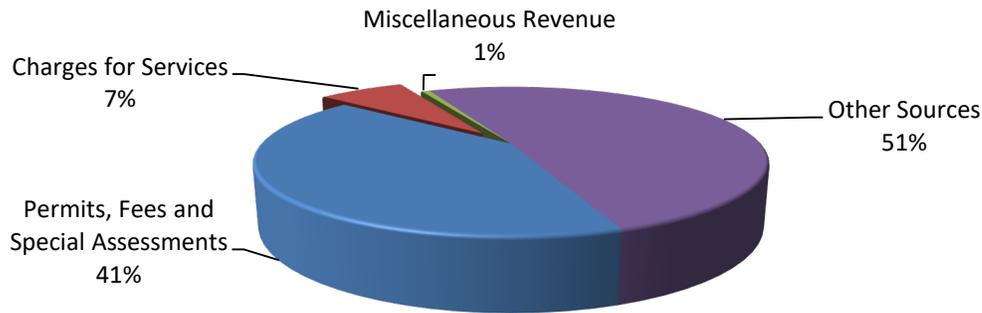
- ✓ Total expenses decreased by 1.60%.
- ✓ Personal Services increased by 1.93% mainly increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 3.43% mainly due to an increase for CDL Training (\$5,000) and NPDES Permit (\$8,000).
- ✓ Capital outlay decreased by 3.12% and includes funding for citywide pipeline replacement and miscellaneous annual stormwater improvements.
- ✓ Transfers decreased by 13.49% mainly due to decreases in Contribution to General Fund (\$12,592) and Transfer to Capital Project Fund (\$48,470).



PERMITS AND INSPECTIONS FUND

Revenue Summary

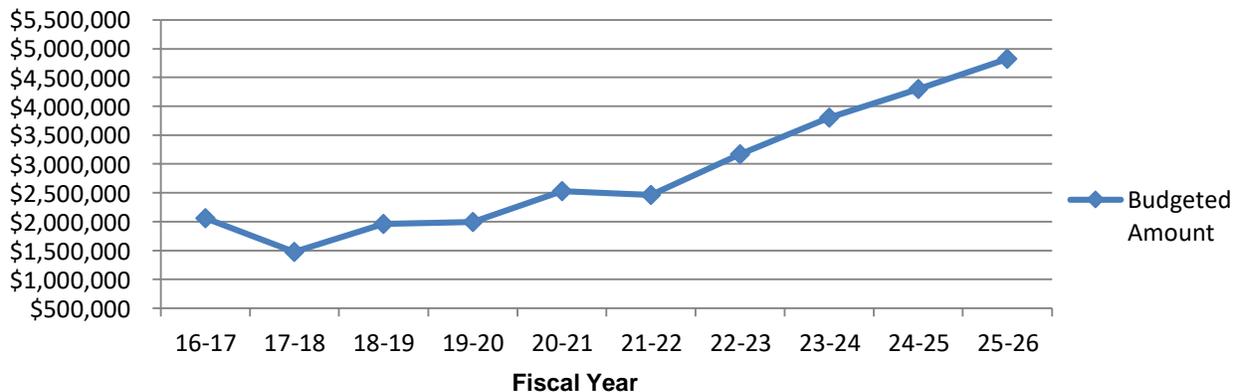
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Permits, Fees and Special Assessments	\$ 3,404,594	\$ 2,005,000	\$ 2,005,000	\$ 2,005,000	0.00%
Charges for Services	605,750	330,000	330,000	330,000	0.00%
Miscellaneous Revenue	295,390	30,000	30,000	30,000	0.00%
Other Sources	0	1,935,067	2,485,868	2,456,629	26.95%
Total Permits & Inspection Fund Revenue	\$ 4,305,734	\$ 4,300,067	\$ 4,850,868	\$ 4,821,629	12.13%



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 (\$2,456,629).

History of Revenues

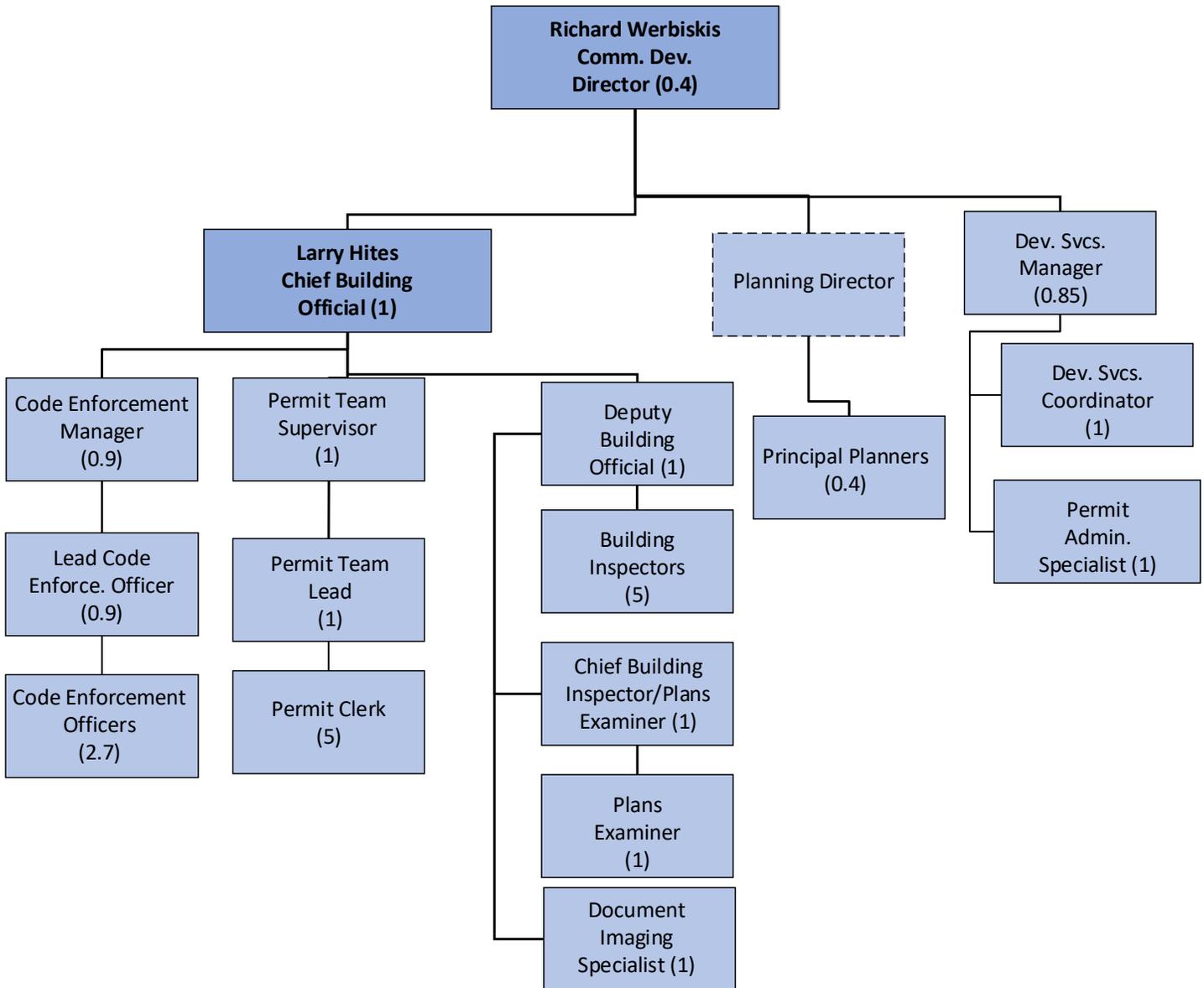




PERMITS AND INSPECTIONS FUND

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
Average number of days from acceptance of building permit application to completion date of first review	High Value Government	4	3.5	3.0
% 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	72	50	60

Fiscal Year 2024 – 2025 Accomplishments

- ✓ Implemented enhancements of Accela Civic Platform.
- ✓ Maintain up-to-date department website.
- ✓ 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. 	High Value Government

	<ul style="list-style-type: none"> • Provide all requested building inspection services within 24 hours. • Issue all Business Tax Receipts within 3 days. • Initiate neighborhood revitalization program through the removal of dilapidated structures. • Conduct quarterly customer service training. • Conduct a minimum of 24 hours of staff training related to ordinances and policies. • Maintain permit tech licensing for ICC. 	
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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
- ✓ Annual updates of local ordinances to ensure compliance with state and federal guidelines.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$1,894,009	\$2,174,025	\$2,174,025	\$ 2,335,727	7.44%
Operating Expenses	802,096	1,008,212	1,358,413	1,123,007	11.39%
Capital Outlay	446,349	32,000	207,751	137,000	328.13%
Debt Service	8,421	0	0	0	N/A
Transfers	<u>852,817</u>	<u>1,085,830</u>	<u>1,110,679</u>	<u>1,225,895</u>	12.90%
Total Budget	\$4,003,692	\$4,300,067	\$4,850,868	\$ 4,821,629	12.13%

STAFFING	PAY GRADE	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 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	0.40	0.40	0.00	0.00	0.00
Firefighter (split with FD)	F101	0.75	0.00	0.00	0.00	0.00
Deputy Chief Building Official	B104	1.00	1.00	1.00	1.00	1.00
Chief Bldg Insp/Plans Examiner	B104	0.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	2.00	1.00	1.00	1.00	0.00
Building Inspector I	B101	4.00	4.00	4.00	5.00	5.00
Building Inspector Entry Level	B100	0.00	2.00	2.00	1.00	0.00
Plans Examiner Internship	B100	0.00	0.00	0.00	1.00	1.00

Development Svcs. Manager	117	0.00	0.00	0.85	0.85	0.85
Principal Planner	117	0.00	0.00	0.00	0.00	0.40
Land Development Manager	116	0.85	0.85	0.00	0.00	0.00
Code Enforcement Manager	113	0.00	0.60	0.75	0.75	0.90
Permit Administration Specialist	112	0.00	1.00	1.00	1.00	1.00
Planner I	112	0.60	0.60	0.00	0.00	0.00
Lead Code Enforcement Officer	111	0.00	0.00	0.00	0.00	0.90
Permit Supervisor	109	1.00	1.00	1.00	1.00	1.00
Community Devel. Coordinator	109	0.00	0.00	0.00	1.00	1.00
Code Enforcement Officer II	108	0.00	0.00	1.50	1.50	1.80
Code Enforcement Officer I	107	0.80	1.20	0.00	0.00	0.90
Permit Team Lead	106	1.00	1.00	1.00	1.00	1.00
Zoning Technician	106	1.00	1.00	1.00	0.00	0.00
Permit Clerk II	104	0.00	2.00	2.00	3.00	3.00
Admin Asst III (split with FD)	104	0.50	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	4.00	3.00	3.00	2.00	2.00
Total Full Time Staffing		20.30	24.05	23.50	24.50	25.15
Fire Marshal	F106	0.30	0.00	0.00	0.00	0.00
Fire Inspector	F105	0.30	0.00	0.00	0.00	0.00
Total Part Time Staffing		0.60	0.00	0.00	0.00	0.00
Total Staffing		20.90	24.05	23.50	24.50	25.15

During FY 24/25, added [0.40] Principal Planners. Added [0.9] Lead Code Enforcement Officer and [0.9] Code Enforcement Officer. Moved [0.15] Code Enforcement Manager and [0.3] Code Enforcement Officer from General Fund to Permits and Inspections Fund. Removed [1.0] Plans Examiner and [1.0] Building Inspector Entry Level.

CAPITAL	Amount
Drone 1 of 2	\$ 16,000
Drone 2 of 2	16,000
Vehicle for new Lead Code Enforcement Officer	30,000
Vehicle for new Code Enforcement Officer	30,000
New Vehicle for Deputy Fire Marshall	45,000
Total Capital Outlay	\$ 137,000

Management Discussion

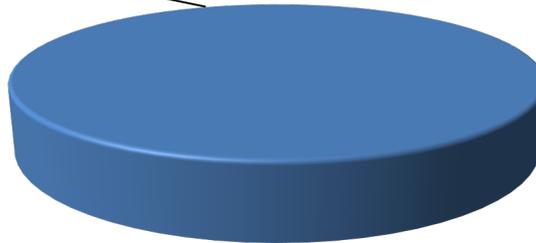
- ✓ Total expenses increased by 12.13%.
- ✓ Personal services increased by 7.44% primarily due to the additions of a [0.9] Lead Code Enforcement Officer and [0.9] Code Enforcement Officer, increased allocations of [0.15] Code Enforcement Manager and [0.3] Code Enforcement Officer II from the General Fund, increased health insurance costs and a 3% merit increase for FY 2025-2026.
- ✓ Operating expenses increased by 11.39% mainly due to the additions of GWIZ (\$31,000) ACTA Playbook (\$23,000), computers for new Code Enforcement Officers (\$6,750), and increases to banking fees (\$35,000) and office phones and internet (\$14,500).
- ✓ Includes funding for:
 - Accela Maintenance and Upgrades (\$129,000)
 - Gray Quarter Managed Services (\$100,000)
 - Permit Stats Software (\$50,000)
 - Plan Review Software (\$71,000)
 - Code books (\$6,000)
 - Banking fees (\$115,000)
 - Accela Conference Travel and Training (\$22,000)

HEALTH INSURANCE COST CONTAINMENT FUND

Revenue Summary

REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Charges for Services	\$ 655,971	\$ 734,705	\$ 734,705	\$ 751,755	2.32%
Miscellaneous Revenue	10,787	0	0	0	0.00%
Other Sources	<u>0</u>	<u>0</u>	<u>49,000</u>	<u>0</u>	N/A
Total Health Ins. Cost Contain. Fund Rev.	\$ 666,758	\$ 734,705	\$ 783,705	\$ 751,755	2.32%

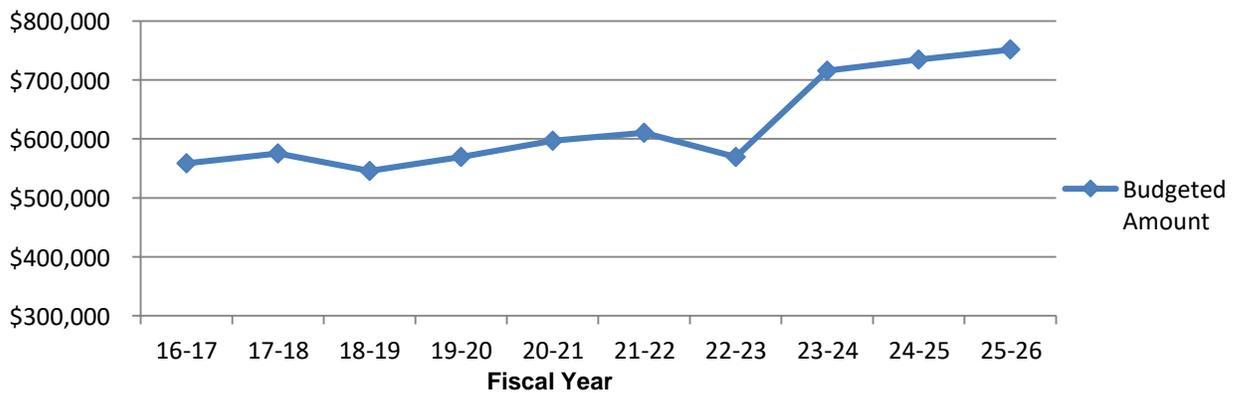
Charges for Services
100%



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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Operating Expenses	\$ 632,110	\$ 702,500	\$ 751,500	\$ 719,550	2.43%
Debt Service	1,183	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	\$ 665,498	\$ 734,705	\$ 783,705	\$ 751,755	2.32%

STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET
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None

CAPITAL

Amount

None

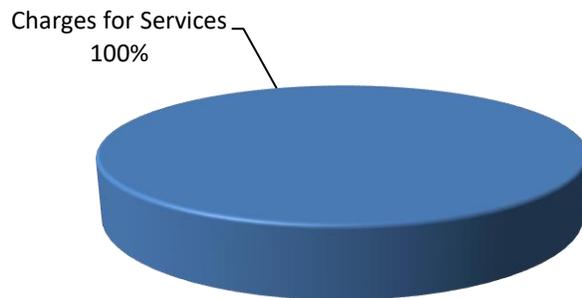
Management Discussion

- ✓ Total expenses increased by 2.32%.
- ✓ Operating expenses increased by 2.43% mainly due to an increase in Agent of Record (\$10,000) and Janitorial Services (\$7,000).
- ✓ Includes funding for:
 - Health Center labor (\$350,000)
 - Monthly management program fee (\$120,000)
 - Medical supplies (\$130,000)
 - Facility Rental (\$52,000)

WORKERS' COMPENSATION SELF INSURANCE FUND

Revenue Summary

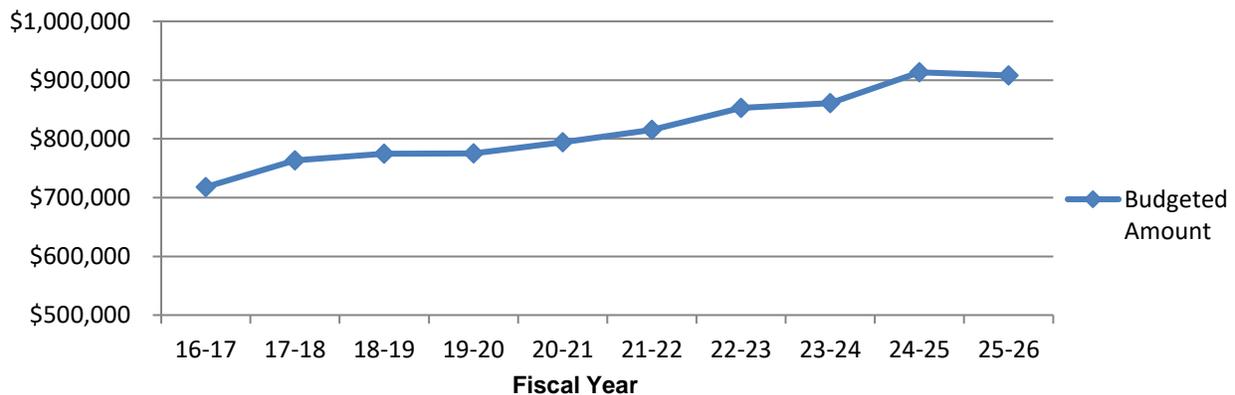
REVENUE SUMMARY	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Charges for Services	\$ 519,008	\$ 913,300	\$ 913,300	\$ 908,188	-0.56%
Miscellaneous Revenue	<u>261,284</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Workers' Comp Fund Revenue	\$ 780,292	\$ 913,300	\$ 913,300	\$ 908,188	-0.56%



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 2025-2026 budgeted revenue is based on prior year anticipated actual with a 0.56% decrease.

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 23/24 Actual	FY 24/25 Projection	FY 25/26 Target
# of injuries per 100 employees	High Value Government	3.68	4.00	3.00
# of work days lost per injury	High Value Government	203	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	96%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	-48%	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.02	1.18	.98
# of employees attending safety training	High Value Government	396	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	-48%	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	34	25%	25%

Fiscal Year 2024 - 2025 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 2025-2026
 - 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	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ESTIMATED	2025-26 BUDGET	% Change from 2024-25
Personal Services	\$ 656,952	\$ 737,335	\$ 737,335	\$ 744,228	0.93%
Operating Expenses	68,983	111,965	111,965	99,960	-10.72%
Transfers	64,000	64,000	64,000	64,000	0.00%
Total Budget	\$ 789,935	\$ 913,300	\$ 913,300	\$ 908,188	-0.56%
STAFFING	2021-22 BUDGET	2022-23 BUDGET	2023-24 BUDGET	2024-25 BUDGET	2025-26 BUDGET

None

None

Management Discussion

- ✓ Total expenses decreased by 0.56%.
- ✓ Personal Services increased by 0.93% due to an increase in premiums (\$6,893).
- ✓ Operating expenses decreased by 10.72% mainly due to the removal of Workers Comp Actuarial Analysis (\$8,000) and a reduction in Pre-Employment Testing (\$10,000).
- ✓ Includes funding for:
 - Payment of claim (\$365,000)
 - Life scan evaluation (\$22,000)
 - Pre-employment medical exam (\$40,000)
 - Drug free workplace program (\$6,500)
 - Premiums (\$261,228)
 - WC Payroll Audit (\$16,000)
 - Safety Committee Training (\$1,000)
 - Employee Workers Comp/Safety Training Seminars (\$2,000)
 - PEN program (\$25,000)