AGENDA

CITY OF ORMOND BEACH, FLORIDA

CITY COMMISSION WORKSHOP

July 13, 2021

5:30 PM

Mayor Bill Partington

Zone 1 – Commissioner Dwight Selby | **Zone 3 – Commissioner Susan Persis**

Zone 2 – Commissioner Troy Kent | **Zone 4 – Commissioner Rob Littleton**

CITY COMMISSION CONFERENCE ROOM

22 S. Beach Street, Ormond Beach, FL 32174

Phone: 386-677-0311 **Web: www.ormondbeach.org**

1. CALL TO ORDER

2. DISCUSSION

A. CAPITAL IMPROVEMENTS PROGRAM & DRAFT BUDGET FY 2021-22

Staff Contact: *Kelly McGuire, Finance Director (386-676-3226)*

3. ADJOURNMENT

Website Address – www.ormondbeach.org

NOTICE – Pursuant to Section 286.0105 of the Florida Statutes, if any person decides to appeal any decision made by the City Commission with respect to any matter considered at this public meeting, such person will need a record of the proceedings and for such purpose, such person may need to ensure that a verbatim record of the proceedings is made, including the testimony and evidence upon which the appeal is to be based.

For special accommodations, please notify the City Clerk's Office at least 72 hours in advance. Phone: 386-677-0311

Help for the hearing impaired is available through the Assistive Listening System. Receivers can be obtained from the City Clerk's Office.

In accordance with the Americans with Disabilities Act (ADA), persons with a disability, such as a vision, hearing or speech impairment, or persons needing other types of assistance, and who wish to attend City Commission meetings or any other board or committee meeting may contact the City Clerk's Office in writing, or may call 386-677-0311 for information regarding available aids and services.

To: **The Honorable Mayor and City Commission**

From: **Joyce Shanahan, City Manager**

Date: **July 9, 2021**

Subject: **FY 2021-2022 Recommended Proposed Budget**

In accordance with the Charter, I am pleased to present for your consideration the City Manager's proposed budget for the Fiscal Year, beginning on October 1, 2021 and ending September 30, 2022. The annual budget is the City's basic financial guide. It is the primary governing document that provides both a history of prior financial activities and future expenditures. As in prior years, the budget is based upon long-term financial trends that are regularly monitored, including various consumer price indexes for inflation, construction and energy, as well as health insurance rates, labor union contracts, and employee turnover ratios, all of which impact the budget.

Total City Budget – All Funds
(all dollars in millions)

	FY 2022	FY 2021	$ Dollar Change	% Percent Change
Revenues	$101.72	$96.50	$5.22	5.41%
Expenses	$101.72	$96.50	$5.22	5.41%
10/1				
Beginning Fund Balance	$29.09	$30.35	-$1.26	-4.14%
9/30				
Ending Fund Balance	$25.02	$29.09	-$4.07	-14.00%

The annual budget review process typically begins with a Financial Trends workshop each spring. Due to the COVID-19 pandemic, this year's workshop, presented by Dr. Sean Snaith from the University of Central Florida's Institute for Economic Forecasting, addressed the projected post-pandemic Florida economy. This was followed by a review process of various city boards including the Airport Advisory Board, Leisure Services Advisory Board, Quality of Life Advisory Board, and the Budget Advisory Board. This Commission Budget Workshop marks the last step in the budget process before a formal draft budget is prepared. It provides an opportunity for the City Commission, together with the Budget Advisory Board, the city manager, and senior staff, to get together to review projects, discuss needs and future ideas.

For the coming fiscal year, we anticipate $96.5 million in revenues and $101.72 million in expenditures with no appropriation from reserves for operating expenses. There is $5,222,352 appropriated in capital fund reserves, which includes $5,105,645 in funding from existing capital fund balances, money saved for this purpose. This budget includes $15,927,027 in capital projects and acquisition of new vehicles and equipment, most of which are funded from our dedicated capital funds, which allows us to pay as we go to repair, replace and innovate without borrowing money.

The proposed budget continues the City Commission's long legacy of careful fiscal management while being mindful of the needs of our residents and business community. The City Commission continues to hold staff accountable to actively pursue new ideas and better ways to get the job done while remaining steadfast in providing the highest quality services to our community.

As Travel Weekly stated "*…Ormond Beach is the kind of place many people are searching for and are still surprised to find in Florida. It is small scale, manageable, and quaint*." The City of Ormond Beach is well recognized for our remarkable quality of life, beautiful beaches, vibrant downtown, attractively landscaped corridors, manicured parks and ballfields, thriving businesses, and a healthy business environment. Dozens of companies headquartered in Ormond Beach produce products known the world over for quality and reliability. It is for all these reasons Ormond Beach is known as Central Florida's Preferred Business Address.

The City of Ormond Beach has a long-established history of fiscal responsibility and stability and as a result, even during unprecedented events like COVID-19, there was limited interruption to City Services, and minimal impact to the general fund revenue. Despite the pandemic, revenues are trending toward Pre-COVID-19 levels, allowing us to remain a consistent, reliable, and dependable service provider to our residents and business community.

The General Fund revenues budget for FY 2021-22 totals $37,753,928. This is an increase of $2,625,213 or 7.47% when compared to the budget for the prior fiscal year budget. Revenue projections for sales tax are rebounding well and are expected to be stable in FY 2021-22. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of $13,280,820, which is based on the current millage rate of 4.0308, reflecting no change from the prior year. Although the current rate is maintained, ad valorem property tax revenue will increase as a result of the 5.53% increase in Ormond Beach's property values. Homesteaded residential properties are capped at 3% or the CPI index, whichever is *less*. Inter-governmental Revenue is also a significant funding source and has increased as a result of one-time federal aid related to COVID-19, amounting to $4.9 million. The Operating Budget for FY 2021-22 totals $85,797,439 and the Capital Improvement Budget totals $15,927,027 for the first year of its 5-year plan, totaling $101,724,466.

The projected unassigned fund balance in the General Fund at the end of the Fiscal year FY 2020-2021 is budgeted to be $6.3 million bringing unassigned fund balance to 19.16% of expenditures above the target minimum of 15%.

While the economic outlook remains strong, we continue to adhere to our conservative approach to the budget by managing costs without compromising the services that add value and serve our residents and businesses.

This budget follows the Commission direction focusing on three of the City's strategic Issues from its 2019 Strategic Plan: 1) Public Safety, 2) Transportation and 3) Water Quality and Environment.

- **Public Safety**:
  - **Goal**: *Provide a safe and secure city that maintains a sense of security and responsiveness for all residents.*
  - **Priority Objective**: *Develop a long-range plan for the purchase of emergency vehicles and equipment.*
  - **Implementation**: This proposed budget contains a dedicated millage for the creation of a capital equipment fund for Public Safety, approximately 16 cents per tax dollar (0.1580 mills or $626,225 dollars). The establishment of this fund will provide for a long-term revenue source for these essential services. This budget purposes to fund the replacement of 6 new patrol cars, 2 specialty units and one motorcycle, 2 commercial dryers for Fire Dept turnout gear and communication headsets for two fire trucks. In addition, this fund will pay for the lease-purchase payments for two pumpers purchased in 2020. Staff is also proposing to transfer former CARES act funding to this new Public Safety Fund for the replacement of the public safety radio system.
- **Transportation**:
  - ***Goal***: *Develop and maintain a balanced, efficient and safe transportation system.*
  - ***Priority Objective***: *Increase funding for transportation for local road rehabilitation to increase the rate at which local roadways are rehabilitated.*
  - ***Implementation***: This proposed budget contains $750,000 for road rehabilitation up 150% from $500,000 in the previous year to allow more dollars for roadway resurfacing and to adjust funds for inflation costs related to construction materials, including asphalt.
- **Water Quality and the environment**:
  - ***Goal***: *Maintain the City's environmental stewardship by reducing negative impacts of pollutants to water bodies*.
  - ***Priority Objective***: *Increase funding for water and water reclamation infrastructure to ensure our facilities operate at optimal capacity and efficiency.*
  - ***Implementation:*** This proposed budget contains $6,988,500 an increase of $2.91 million from FY 2020-2021, for essential capital infrastructure repair, replacement and improvement projects that ensure the City remains a good environmental steward of our water bodies and their tributaries. Staff is recommending the use

of American Rescue Plan Act in the amount of $4.9 million to fund a portion of the proposed projects.

The millage rate will generate $865,856 in additional funds of which $626,225 is recommended to be dedicated to the establishment of a new capital equipment fund, earmarked exclusively for the necessary replacement of public safety vehicles and equipment. The proposed budget provides $250,000 in additional funds for transportation. Lastly, this budget recommends the use of American Rescue Plan Act funding totaling $4.9 million be dedicated to water and water reclamation capital projects, which benefit the entire community.

The City continues to operate in a fiscally conservative manner and this budget is no exception. The proposed budget continues this fiscal policy of taking on no new debt. Based upon the proposed budget, it is projected that we will end the FY 2022 year with fund balances totaling $25.02 million. With the projected fund balances, we remain consistent with the auditor's prior evaluation of our financial position including General Fund reserves, projected at 19%. Ormond Beach remains financially strong.

This proposed budget serves the citizens of the community well by providing the funds necessary to maintain and improve infrastructure, ensure qualified and responsive fire and police protection, and provide amenities that define our community through committed, dedicated, and exceptional employees that remain steadfast in our goal to provide the highest quality service.

Respectfully Submitted

Joyce Shanahan

Joyce Shanahan
City Manager

City of Ormond Beach
Operating Budget Workshop

Proposed FY 2021-2022 Operating Budget

What Do We Fund?

- ***Established goals*** from FEB 2019 Adopted Strategic Plan
- Needs of residents and businesses

What is the Focus?

- Core services
- Delivery of services efficiently and cost effectively

How Do We Fund?

- Be accountable and responsive to taxpayers
- Address financial impacts of COVID-19

Budget Development Framework

Top 3 Strategic Issues for 2022

(As Indicated by 2019 Strategic Plan)

Goal: Provide a safe and secure city that maintains a sense of security and responsiveness for all residents.

Public Safety

- **Priority Objective**: Develop a long-range plan for the purchase of emergency vehicles and equipment.
- **Implementation**:
  - Dedicate millage for the creation of a capital equipment fund for public safety in the amount of .1580 mills or $625,968
  - Replacement of 6 patrol cars, 2 specialty units, 1 motorcycle, 2 commercial dryers for Fire turnout gear, communications headsets for 2 firetrucks, and 2 leased (2020) pumpers

Goal: Develop and maintain a balanced, efficient and safe transportation system.

Transportation

- **Priority Objective**: Increase funding for transportation for local road rehabilitation to increase the rate at which local roads are rehabilitated.
- **Implementation**:
  - Draft budget contains $750,000 for roadway rehabilitation up 150% from the previous year
  - This will allow for more roadway resurfacing and to adjust funds for inflation related to construction materials, including asphalt

Goal: Maintain the City's environmental stewardship by reducing negative impacts of pollutants to water bodies.

Water Quality & Environment

- **Priority Objective**: Increase funding for water and water reclamation infrastructure to ensure our facilities operate at adequate capacity and highest efficiency.
- **Implementation**:
  - This draft budget contains $6,988,500 up by $2.91 million, for essential capital infrastructure repair, replacements and improvements projects to ensure we remain good environmental stewards
  - Staff recommending the use of American Rescue Plan Act $4.9 million for partial funding

The Ormond Beach Way

- Maintain the highest level of services that our residents have come to expect from Ormond Beach.
- Exceed expectations where possible and “always leave things better than when you found them.”
- Continue the long legacy of judicious fiscal management while remaining steadfast in our goal to provide the highest quality services to our community without compromising the services that add value and serve our residents and businesses.

“…Ormond Beach is the kind of place many people are searching for and are still surprised to find in Florida. It is small scale, manageable, and quaint.” – Travel Weekly

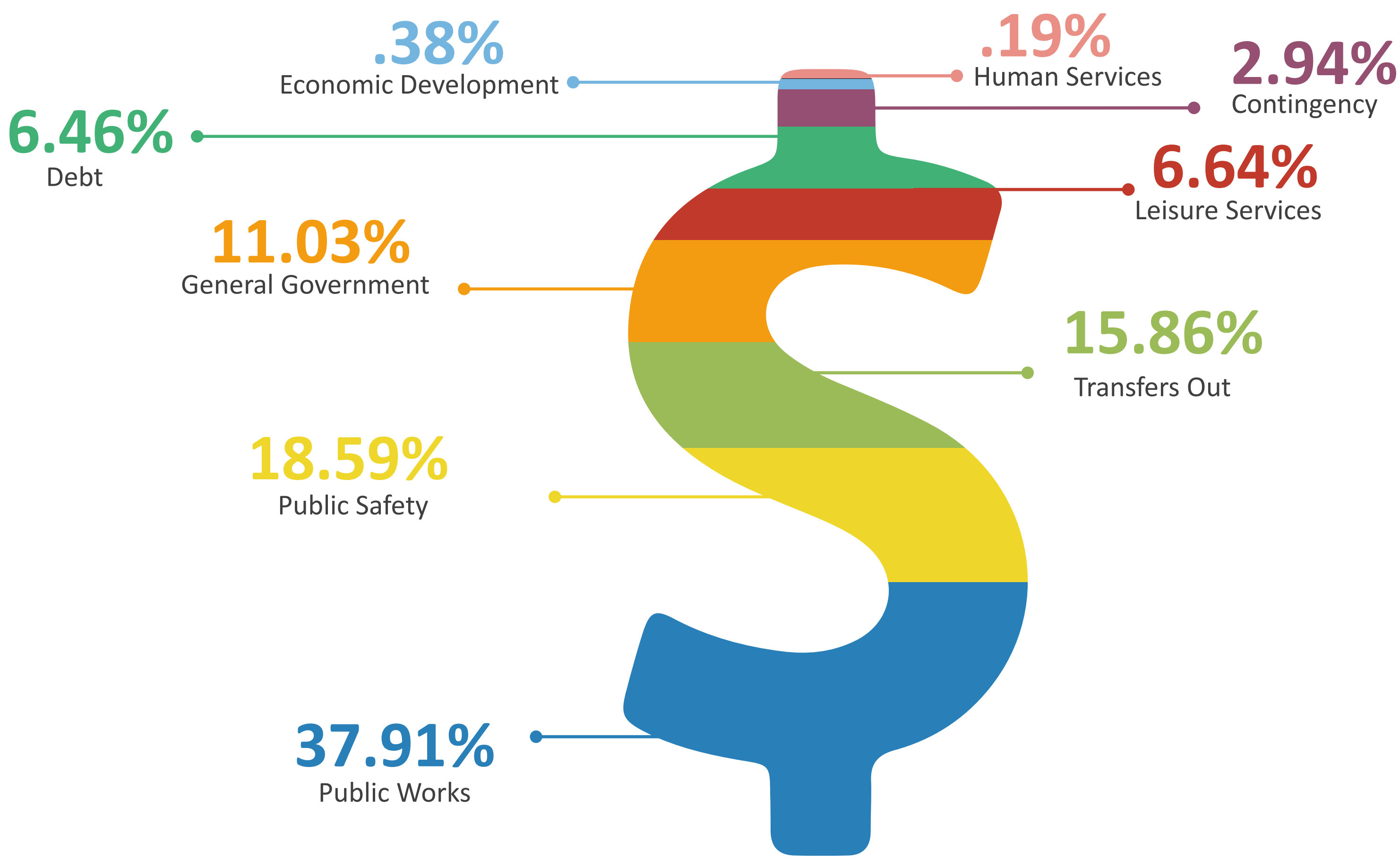
Expenditure Highlights

Where Does The Money Go?

Functions	Budget FY 2021-22	Budget FY 2020-21	$ Change	% Change
General Government	$11,219,005	$10,368,543	$850,462	8.20%
Public Safety	$18,910,320	$18,125,034	$785,286	4.33%
Public Works	$38,564,849	$34,080,299	$4,484,550	13.16%
Economic Development	$382,023	$2,445,128	($2,063,105)	(84.38%)
Leisure Services	$6,758,294	$6,436,572	$321,722	5.00%
Human Services	$191,528	$316,528	($125,000)	(39.49%)
Debt Service	$6,572,123	$6,537,023	$35,100	0.54%
Transfers Out	$16,137,588	$16,456,970	($319,382)	(1.94%)
Contingency	$2,988,736	$1,736,822	$1,251,914	72.08%
TOTAL SOURCES	**$101,724,466**	**$96,502,919**	**$5,221,547**	**5.41%**

Expenditures: $101,724,466

Where Does The Money Go?



General Government: $11.2 million

- **Highlights:**
  - ➢ General Fund Reserves above benchmark
  - ➢ Pension Reform (Reduced costs by $396k this year)
  - ➢ Revenue Stabilization Fund for emergencies
  - ➢ Multi-year collective bargaining agreement
  - ➢ Better citizen engagment through social media
  - ➢ Succession planning

Public Safety
$18.9 million

- **Highlights:**
  - **Establish dedicated funding (15.8 cents per tax dollar) for vehicle & equipment replacement, including:**
    - **6 Patrol Vehicles**
    - **2 Specialty Unit Vehicles**
    - **1 Motorcycle**
    - **2 Commercial Turnout Gear Dryers**
    - **2 Communication Headsets for Fire Trucks**
    - **Lease-Purchase Payment for 2020 Pumpers**
  - **Opticom Emergency Traffic Preemption System**
  - **Police Department Access Control Upgrades**
  - **Police Recruitment Scholarship Program**
  - **School Resource Officer**

Public Works*
$29.9 million

- **Highlights:**
  - ➢ Water Reclamation Facility Improvements
  - ➢ Water Treatment Plant Aeration
  - ➢ Road Resurfacing Program
  - ➢ Neighborhood Traffic Calming Program

***includes: streets, transportation, engineering, fleet, stormwater, water/sewer & solid waste**

Economic Development
$382K

- **Highlights:**
  - **Fund incentive program to bring higher wage jobs to City**
  - **MainStreet and OB Chamber of Commerce partnerships**

Leisure Services
$6.8 million

- **Highlights:**
  - **Central Park II Gazebo**
  - **Parking Lot Restoration of most utilized parks**
  - **Washington Street Sidewalk (CDBG)**

Capital Projects

Functions	Dollar Amount	Page
CRA Fund	$1,570,000	23
Stormwater	$845,100	87
Airport	$2,382,816	111
General CIP	$339,611	137
General Vehicle	$374,000	187
Public Safety	$405,000	In development
Transportation	$1,963,000	207
Facilities R&R	$384,000	287
Water & Wastewater Vehicles	$200,000	317
Water & Wastewater Infrastructure	$6,988,500	325
Water Impact Fees	$520,000	383
TOTAL SOURCES	**$15,972,027**	

CRA
$1.57 million

Community Redevelopment Agency		Page
Design work for Water Taxi Landing Dock	$50,000	24
Sidewalk Renovations	1,400,000	28
E. Granada Utility Undergrounding	120,000	54
TOTAL FY 2021-22	$1,570,000	

Stormwater
$845K

Stormwater		Page
Stormwater Piping	$500,000	88
Stormwater Construction	250,000	98
Vehicle Replacement	95,100	101
TOTAL FY 2021-22	$845,100	

Airport
$2.38 million

Airport		Page
Reconstruct Taxiway B	$483,848	112
Rehabilitate & Realign Taxiway D	1,898,968	114
TOTAL FY 2021-22	$2,382,816	

General Capital
$339K

Capital Improvement Fund		Page
CDBG Project-Washington Street Sidewalk	$114,611	138
Air Handling Unit/Controls	225,000	141
TOTAL FY 2021-22	$339,611	

Vehicles – General Fund $374K

General Vehicle Fund		Page
Boom Truck	$225,000	189
Laser Grader OBSC	33,000	
Vehicles (4)	116,000	
TOTAL FY 2021-22	$374,000	

Public Safety Fund
$1.7 million

Public Safety Vehicle & Equipment		Page
Police Vehicles	$405,000	
Radio Replacement	1,300,000	Estimate
TOTAL FY 2021-22	$1,705,000	

Transportation Fund $1.96 million

Transportation Fund		Page
Traffic Calming	$50,000	208
Railroad Crossing	100,000	218
Road Rehabilitation	750,000	219
Streets Maintenance	24,000	228
Traffic Signal Mnt.	75,000	232
Sidewalk Repair & Replacement	112,000	235
Doug Thomas Way Extension Construction	792,000	238
Opticom Equipment	60,000	239
TOTAL FY 2021-22	$1,963,000	

Facilities Renewal & Replacement Fund $384K

Facilities Renewal & Replacement		Page
Central Park II Gazebo	$60,000	288
Police Dept. Access Control	268,000	290
Shell Parking Restoration	56,000	297
TOTAL FY 2021-22	$384,000	

Water & Sewer Fund $7.7 million

Water & Wastewater		Page
Dump Truck	$200,000	318
Meter Replacements	391,000	326 & 335
Filter Repurposing	50,000	329
General Upgrades	980,000	330
Lift Station Rehab	300,000	333
PEP Tanks	150,000	336
Relocate SCADA Radios	30,000	338
Sewer Inflow Infiltration	300,000	339
Water Reclamation	1,680,000	341
Water Storage Tank Repairs	200,000	345
Williamson Blvd. Pipe Relocation	127,000	346
WTP Aeration/Clearwell	2,220,000	350
WTP Filter Media Replacement	126,000	353
WTP Lime Softening Filters	200,000	355
WTP Thickener Discharge	34,500	356
WWTP Screw Pump Roof Modification	200,000	357
Hudson Wellfield	300,000	385
Utility Master Plan Update	220,000	388
TOTAL FY 2021-22	$7,708,500	

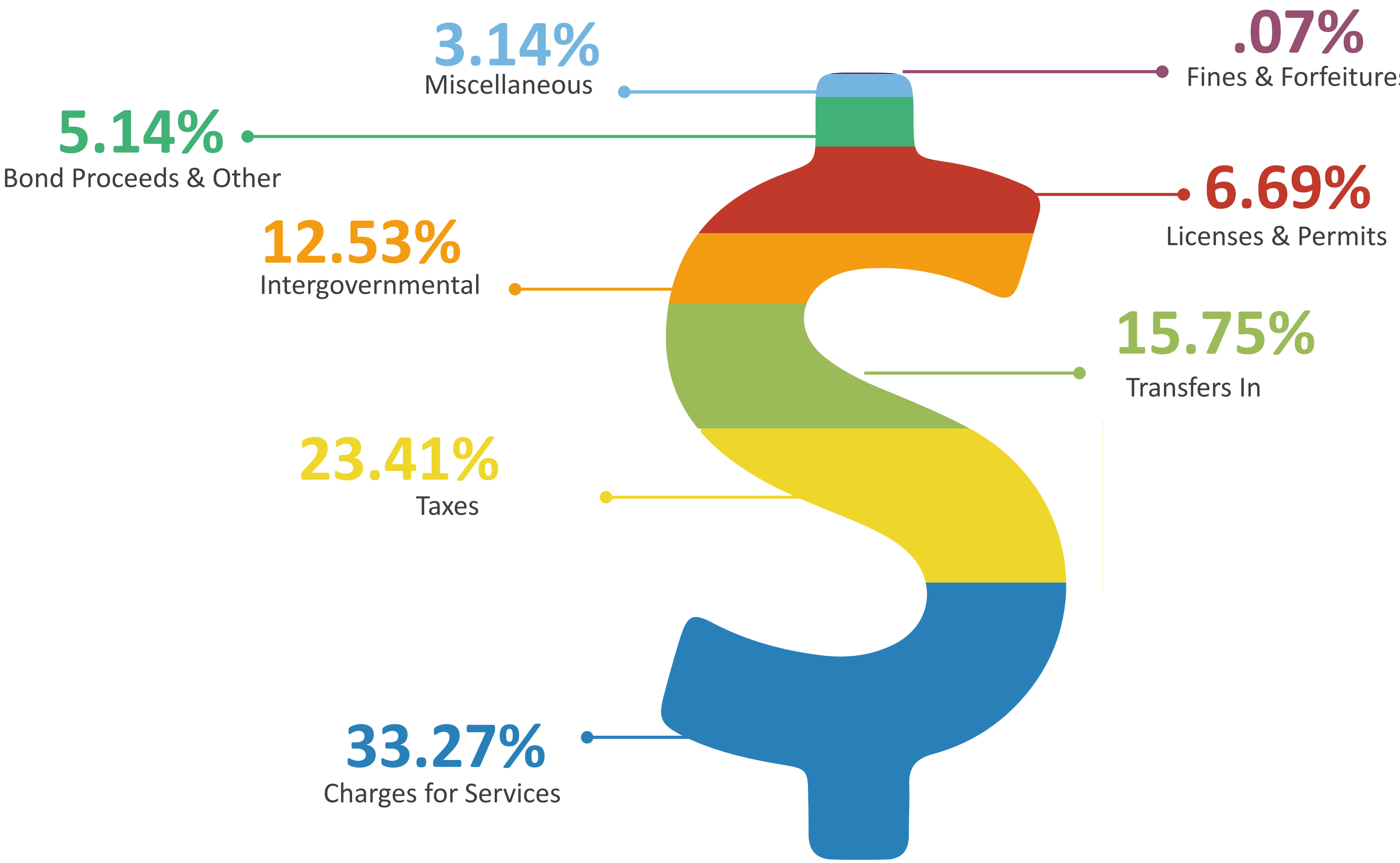
Funding Highlights

Where Does The Money Come From?

Revenues	Budget FY 2021-22	Budget FY 2020-21	$ Change	% Change
Taxes	$23,815,350	$22,807,694	$1,007,656	4.42%
Licenses & Permits	$6,808,950	$6,649,850	$159,100	2.39%
Intergovernmental Revenue	$12,740,472	$7,114,013	$5,627,459	79.10%
Charges for Services	$33,842,665	$33,210,865	$631,800	1.90%
Fines & Forfeitures	$73,000	$80,000	($7,000)	(8.75%)
Miscellaneous Revenue	$3,195,271	$3,240,310	($45,039)	(1.39%)
Transfers In	$16,025,406	$16,456,970	($431,564)	(2.62%)
Other	$5,222,352	$6,943,217	($1,720,865)	(24.78%)
TOTAL SOURCES	**$101,724,466**	**$96,502,919**	**$5,221,547**	**5.41%**

Funding: $101,724,466

Where Does The Money Come From?

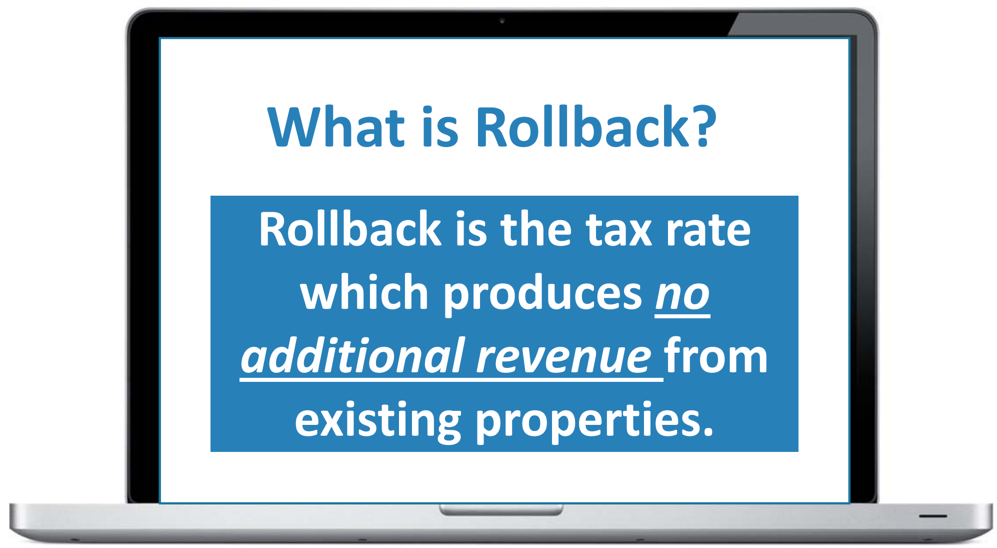


Proposed Tax Rates

Revenue	• Millage Rate	FY 2020-21	Proposed FY 2021-22
General Fund	3.3478	$12,808,332	$13,268,820
General CIP	0.1020	401,104	404,271
General Vehicle	0.0510	431,093	202,135
Transportation	0.1270	502,317	503,357
Facilities R&R	0.1270	502,317	503,357
Public Safety Fund	0.1580	0	626,224
Voted Debt	0.1180	464,830	467,685
TOTAL	4.0308	$15,109,993	$15,975,849

Rollback Rate

- Proposed operating rate is 4.7% above rolled back rate
  - ➢ Proposed Operating Rate 3.9128
  - ➢ Rolled Back Rate 3.7370



Assessed Values

Assessed Value	Change in Tax Bill
$150,000	$13.91
$200,000	$18.54
$250,000	$23.18
$300,000	$27.81

Property Tax Rate

	Proposed Tax Rate	Current Tax Rate
Operating	3.9128	3.9068
Total	4.0308	4.0308

Cost to Taxpayer

	Water & Wastewater	Solid Waste	Stormwater	Total Monthly Bill
Ormond Beach-Current	$57.70	$20.14	$7.00	$84.84
Port Orange	$57.95	$18.67	$9.58	$86.20
Daytona Beach Shores	$79.41	$20.29	$0	$99.70
South Daytona	$83.17	$18.81	$9.00	$110.98
Holly Hill	$83.25	$23.01	$7.00	$113.26
Daytona Beach	$90.23	$22.54	$10.07	$122.84

	Water & Wastewater	Solid Waste	Stormwater	Total Monthly Bill
Ormond Beach Proposed 10/1/21	$58.74	$21.55	$7.00	$87.29 +$2.45/month
Ormond Beach Proposed 9/30/22	$60.79	$22.20	$7.00	$89.99 +2.70/month

Total add'l cost for all services $3.61/month or $43.32 annual

Opportunities for Public Input

- **Public Hearings:**
  - **Wednesday, September 8 at 7:00pm**
  - **Wednesday, September 22 at 7:00pm**

Need Commission Direction

	Commission Direction
?	Levy proposed tax rate of $4.0308 (equal to current rate)
?	Establish Public Safety Vehicle & Equipment Fund (dedicate millage generating $626k)
?	Designate CARES Act Funding for Public Safety Equipment ($1.522 million)
?	Designate ARPA Funding for Utility Infrastructure Projects ($4.90 million)
?	Water & Sewer Rate Increase • 1.8% on 10/1/21 and 3.5% on 9/30/22
?	Solid Waste Rate Increase • 7% on 10/1/21 and 3% on 9/30/22

CITY OF ORMOND BEACH, FLORIDA

PROPOSED BUDGET

FY 2021-22

CITY OF ORMOND BEACH BUDGET
FY 2021-22
OCTOBER 1, 2021 – SEPTEMBER 30, 2022

CITY COMMISSION

BILL PARTINGTON, MAYOR

DWIGHT SELBY, ZONE ONE

TROY KENT, ZONE TWO COMMISSIONER

SUSAN PERSIS, DEPUTY MAYOR & ZONE THREE COMMISSIONER

ROB LITTLETON, ZONE FOUR COMMISSIONER

Joyce A. Shanahan	City Manager
Claire Whitley	Asst. City Manager
Kelly A. McGuire	Finance Director
Christopher D. Byle	Asst. Finance Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Ormond Beach
Florida

For the Fiscal Year Beginning

October 01, 2020

Executive Director

INTRODUCTION
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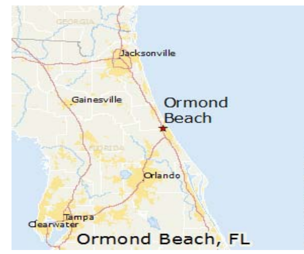
COMMUNITY OVERVIEW
CITY OF ORMOND BEACH

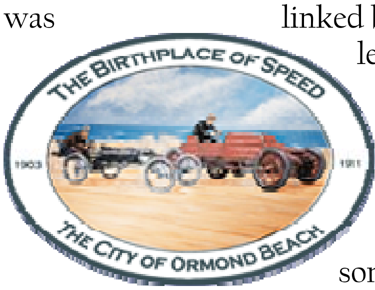
The city that is now Ormond Beach, which is located on the northeast coast of Florida, dates from the period immediately following the Civil War. J. Andrew Bostrom, a former Union soldier originally born in Sweden, settled land on the peninsula.



Concentrated settlement on the mainland began in 1873 with the establishment of New Britain, founded by a small community of New Englanders intent on making their living from citrus cultivation. In 1875, New Britain was subdivided into blocks and lots, with the original plat containing eleven (11) streets. Of the eleven (11) streets, seven (7) retain their original names, with four (4) located in present downtown Ormond Beach.

By 1880, New Britain had grown enough to warrant incorporation. During the elections for incorporation, the town name was changed to Ormond, in honor of James Ormond III, descendant of an early British colonist from the 1770's. The town was legally incorporated on April 22, 1880 and adopted the banana tree as the town emblem.

The development of Ormond Beach accelerated during the 1880's when John Anderson, Joseph Price, Stephen Van Cullen White and other pioneers saw that the small wilderness community was linked by rail with the eastern United States. Their entrepreneurial spirit led to the construction of a bridge spanning the Halifax River (Atlantic Intra-coastal Waterway) from the mainland to the peninsula and the Ormond Hotel, a building that helped define the social and economic character of the community. During the late nineteenth and early twentieth centuries, Ormond became one of Florida's most recognized resort communities and the location of some of the first automobile races in the United States. Consequently, Ormond Beach became and is still known today as the "Birthplace of Speed". Ironically, following World War I, as the automobile became increasingly available to middle America, the character of Florida tourism changed, and Ormond declined in importance as a winter resort and tourist mecca, becoming a more traditional residential community.



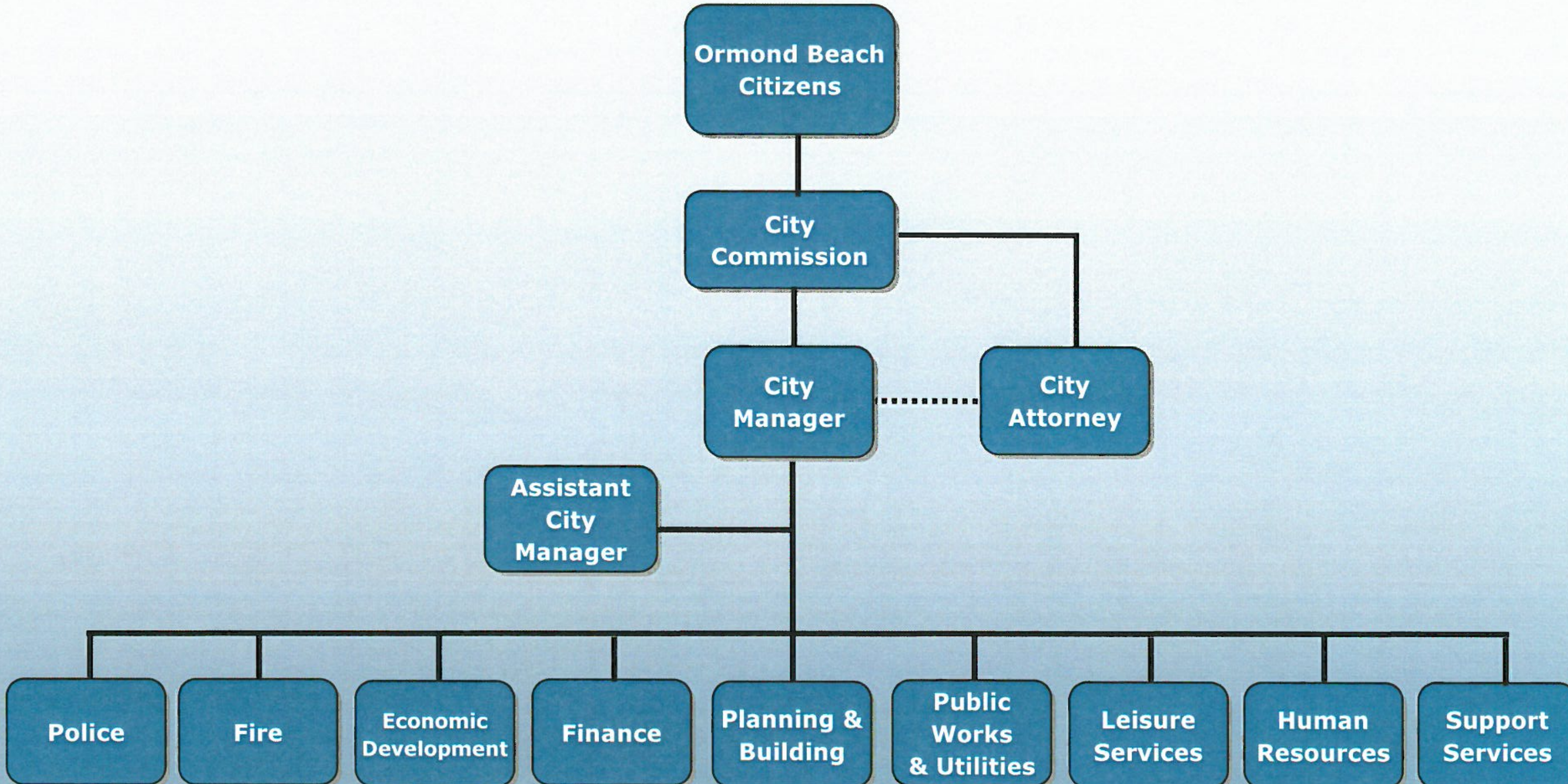
In 1959, the City was granted 1,164 acres of land from the Federal government that was developed into a municipal airport that consists of two (2) active runways and six (6) taxiways. In addition, the City purchased 176 acres from the Federal government in 1959; a site that has since been developed into a successful commerce center. Since 1970, the city's population increased from approximately 14,000, to the present population of approximately 38,000, which has resulted from a combination of real growth and annexations. During the 1990's, residential development and the City's commercial and retail center expanded westward beyond Interstate 95 as the size of the City grew to approximately 29 square miles.

The median age of the City's residents is 48.7. Approximately 42% of households include someone over the age of 65. Median income is $62,243 with 32% of citizens having achieved a higher education (Bachelor or Master degree).

City of Ormond Beach
Mission Statement

To ensure Ormond Beach is one of the most attractive, stimulating and innovative communities in Florida, while protecting our rich history and maintaining our unique charm. Boasting an environment where our children can thrive, with a prosperously diverse and balanced economy. All the while, delivering exceptionally responsive service to our citizens and cultivating the highest quality of life.

City of Ormond Beach Organizational Chart



This is to certify that this is the official organizational chart of the City of Ormond Beach referred to in Article II, Chapter 2, of the City of Ormond Beach, Florida, *Code of Ordinances*, adopted by Resolution No. 2016-154 on November 1, 2016.

Ed Kelley

Ed Kelley, Mayor

J. Scott McKee

J. Scott McKee, City Clerk

To: **The Honorable Mayor and City Commission**

From: **Joyce Shanahan, City Manager**

Date: **July 9, 2021**

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Total City Budget – All Funds
(all dollars in millions)

	FY 2022	FY 2021	$ Dollar Change	% Percent Change
Revenues	$101.72	$96.50	$5.22	5.41%
Expenses	$101.72	$96.50	$5.22	5.41%
10/1 Beginning Fund Balance	$29.09	$30.35	-$1.26	-4.14%
9/30 Ending Fund Balance	$25.02	$29.09	-$4.07	-14.00%

The annual budget review process typically begins with a Financial Trends workshop each spring. Due to the COVID-19 pandemic, this year's workshop, presented by Dr. Sean Snaith from the University of Central Florida's Institute for Economic Forecasting, addressed the projected post-pandemic Florida economy. This was followed by a review process of various city boards including the Leisure Services Advisory Board, Quality of Life Advisory Board, and the Budget Advisory Board. This Commission Budget Workshop marks the last step in the budget process before a formal draft budget is prepared. It provides an opportunity for the City Commission, together with the Budget Advisory Board, the city manager, and senior staff, to get together to review projects, discuss needs and future ideas.

For the coming fiscal year, we anticipate $96.5 million in revenues and $101.72 million in expenditures with no appropriation from reserves for operating expenses. There is $5,222,352 appropriated in capital fund reserves, which includes $5,105,645 in funding from existing capital fund balances, money saved for this purpose. This budget includes $15,927,027 in capital projects and acquisition of new vehicles and equipment, most of which are funded from our dedicated capital funds, which allows us to pay as we go to repair, replace and innovate without borrowing money.

The proposed budget continues the City Commission's long legacy of careful fiscal management while being mindful of the needs of our residents and business community. The City Commission continues to hold staff accountable to actively pursue new ideas and better ways to get the job done while remaining steadfast in providing the highest quality services to our community.

As Travel Weekly stated "*…Ormond Beach is the kind of place many people are searching for and are still surprised to find in Florida. It is small scale, manageable, and quaint*." The City of Ormond Beach is well recognized for our remarkable quality of life, beautiful beaches, vibrant downtown, attractively landscaped corridors, manicured parks and ballfields, thriving businesses, and a healthy business environment. Dozens of companies headquartered in Ormond Beach produce products known the world over for quality and reliability. It is for all these reasons Ormond Beach is known as Central Florida's Preferred Business Address.

The City of Ormond Beach has a long-established history of fiscal responsibility and stability and as a result, even during unprecedented events like COVID-19, there was limited interruption to City Services, and minimal impact to the general fund revenue. Despite the pandemic, revenues are trending toward Pre-COVID-19 levels, allowing us to remain a consistent, reliable, and dependable service provider to our residents and business community.

The General Fund revenues budget for FY 2021-22 totals $37,753,928. This is an increase of $2,625,213 or 7.47% when compared to the budget for the prior fiscal year budget. Revenue projections for sales tax are rebounding well and are expected to be stable in FY 2021-22. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of $13,280,820, which is based on the current millage rate of 4.0308, reflecting no change from the prior year. Although the current rate is maintained, ad valorem property tax revenue will increase as a result of the 5.53% increase in Ormond Beach's property values. Homesteaded residential properties are capped at 3% or the CPI index, whichever is *less*. Inter-governmental Revenue is also a significant funding source and has increased as a result of one-time federal aid related to COVID-19, amounting to $4.9 million. The Operating Budget for FY 2021-22 totals $85,797,439 and the Capital Improvement Budget totals $15,927,027 for the first year of its 5-year plan, totaling $101,724,466.

The projected unassigned fund balance in the General Fund at the end of the Fiscal year FY 2020-2021 is budgeted to be $6.3 million bringing unassigned fund balance to 19.16% of expenditures above the target minimum of 15%.

While the economic outlook remains strong, we continue to adhere to our conservative approach to the budget by managing costs without compromising the services that add value and serve our residents and businesses.

This budget follows the Commission direction focusing on three of the City's strategic Issues from its 2019 Strategic Plan: 1) Public Safety, 2) Transportation and 3) Water Quality and Environment.

- **Public Safety**:
  - **<u>Goal</u>**: *Provide a safe and secure city that maintains a sense of security and responsiveness for all residents.*
  - **<u>Priority Objective</u>**: *Develop a long-range plan for the purchase of emergency vehicles and equipment.*
  - **<u>Implementation</u>**: This proposed budget contains a dedicated millage for the creation of a capital equipment fund for Public Safety, approximately 16 cents per tax dollar (0.1580 mills or $626,225 dollars). The establishment of this fund will provide for a long-term revenue source for these essential services. This budget purposes to fund the replacement of 6 new patrol cars, 2 specialty units and one motorcycle, 2 commercial dryers for Fire Dept turnout gear and communication headsets for two fire trucks. In addition, this fund will pay for the lease-purchase payments for two pumpers purchased in 2020. Staff is also proposing to transfer former CARES act funding to this new Public Safety Fund for the replacement of the public safety radio system.
- **Transportation**:
  - ***<u>Goal</u>***: *Develop and maintain a balanced, efficient and safe transportation system.*
  - ***<u>Priority Objective</u>***: *Increase funding for transportation for local road rehabilitation to increase the rate at which local roadways are rehabilitated.*
  - ***<u>Implementation</u>***: This proposed budget contains $750,000 for road rehabilitation up 150% from $500,000 in the previous year to allow more dollars for roadway resurfacing and to adjust funds for inflation costs related to construction materials, including asphalt.
- **Water Quality and the environment**:
  - ***<u>Goal</u>***: *Maintain the City's environmental stewardship by reducing negative impacts of pollutants to water bodies*.
  - ***<u>Priority Objective</u>***: *Increase funding for water and water reclamation infrastructure to ensure our facilities operate at optimal capacity and efficiency.*
  - ***<u>Implementation:</u>*** This proposed budget contains $6,988,500 an increase of $2.91 million from FY 2020-2021, for essential capital infrastructure repair, replacement and improvement projects that ensure the City remains a good environmental steward of our water bodies and their tributaries. Staff is recommending the use of American Rescue Plan Act in the amount of $4.9 million to fund a portion of the proposed projects.

The millage rate will generate $865,856 in additional funds of which $626,225 is recommended to be dedicated to the establishment of a new capital equipment fund, earmarked exclusively for the necessary replacement of public safety vehicles and equipment. The proposed budget provides $250,000 in additional funds for transportation. Lastly, this budget recommends the use of American Rescue Plan Act funding totaling $4.9 million be dedicated to water and water reclamation capital projects, which benefit the entire community.

The City continues to operate in a fiscally conservative manner and this budget is no exception. The proposed budget continues this fiscal policy of taking on no new debt. Based upon the proposed budget, it is projected that we will end the FY 2022 year with fund balances totaling $25.02 million. With the projected fund balances, we remain consistent with the auditor's prior evaluation of our financial position including General Fund reserves, projected at 19%. Ormond Beach remains financially strong.

This proposed budget serves the citizens of the community well by providing the funds necessary to maintain and improve infrastructure, ensure qualified and responsive fire and police protection, and provide amenities that define our community through committed, dedicated, and exceptional employees that remain steadfast in our goal to provide the highest quality service.

Respectfully Submitted

Joyce Shanahan

Joyce Shanahan
City Manager

Budget Assumptions

Revenues

1. Conservative revenue estimates are utilized to allow for unanticipated changes in collection levels or economic deterioration. In the case of revenues distributed by the State such as sales tax and municipal revenue sharing, revenue estimates are based on information provided by the Legislative Committee on Intergovernmental Relations and the City's historical trends.

2. The budget was prepared using an operating millage rate of 3.9128 mills. The total millage, including debt, is 4.0308.

3. The budget includes a 3% increase in Leisure Service fees.

4. The budget was prepared without using General Fund Reserves for ongoing operations.

Expenditures

1. As a service provider, employee costs account for a significant portion of the City's budget. The budget has been prepared according to the following assumptions:
   a. Retirement contributions – Necessary funding for retirement benefits has been included and is based upon the most recent annual actuarial evaluation. Total contributions amount to $3.73 million, a reduction of 9.63%.
   b. A health insurance premium – The budget provides for estimated increases in healthcare cost and includes the continuation of the annual healthcare incentive.

2. Personnel changes include the following:

   a. The budget includes the addition of four full-time positions: Two Police Officers, an additional Victims' Advocate and an additional Building Inspector.

3. General fund contributions to outside agencies (not for profit) are as follows:

Agency	Amount
Crime Stoppers	$ 600
Early Learning Coalition	$ 7,440
Operation Caring Through Sharing	$1,488
Homeless Initiative	$82,000

Cost allocation/Transfers

The City's Engineering Division provides services to capital project funds such as Transportation, Stormwater, General Capital Improvements and Water/Wastewater. The cost allocation plan provides for a direct department charge in lieu of an interfund transfer resulting in more complete financial disclosure. Similarly, the Fleet division provides services for other departments and costs are allocated accordingly.

Tax Rate

Although the operating tax rate will be advertised, per Florida statute, as an increase of 4.70% above the rolled back tax rate, the total millage is equal to the current millage rate. The impact on individual property owners will be dependent upon the change in their taxable value but will most likely result in a decrease in the City tax bill.

Budget Advisory Board Recommendation

The Budget Advisory Board reviewed the proposed FY 2021-22 budget on June 23rd and recommends adoption as presented.

Strategic Goal Setting & Financial Planning Process

The strategic goal setting and financial planning process consists of the following components:

- City Commission Strategic Planning Workshop.
- Financial Trends Workshop.
- Capital Improvement Workshop.
- Proposed Budget Workshop.

Strategic Planning

The City of Ormond Beach, population 40,000, is a beachside community on the east coast of Central Florida that prides itself on providing a high quality of life for all. As nearby communities have transformed into densely populated and congested areas, Ormond Beach has strategically managed growth to retain its charm and character. Instrumental in this effort is the city's long history of engaging residents to help shape their community.

In 2015, as economic recovery started to gain momentum, the city conducted two community workshops in which Ormond Beach residents shared their dreams and aspirations for the future of the city. Because of the importance in gathering input at this critical time, the city launched a partnership with the Florida Institute of Government at the University of Central Florida to facilitate the workshops called "community conversations." The facilitator summarized the information from the workshops and incorporated it into the City Commission's formal strategic planning process.

Utilizing this information, key strategic goals were developed and tracked through the City Commission agenda process. In 2016 & 2017, working again with UCF, the City Commission evaluated the progress of and updated the key strategic goals.

In 2018, the City of Ormond Beach conducted an extensive citizen engagement process, The OB Life, to fully engage the community to help determine the kind of city Ormond Beach would be in the future. A series of six community forums were held addressing community development; transportation and livable communities; environment and water quality; public safety; leisure and culture; and economic development. Nearly 700 people attended the meetings where they heard presentations from 17 speakers, participated in small group discussions, and posed more than 600 questions which are all answered by city staff and posted on the city's website.
This comprehensive process provided community education and gathered valuable input that guided the discussions of the Mayor and City Commissioners during the strategic planning workshop held on February 27, 2019, which was also attended by the City Manager, City Attorney and the city's senior staff.

Using the information gathered from participants in The OB Life series, the Commissioners identified strategic issues the city should address along with specific objectives for the city to accomplish in the next few years. The final activity of the workshop was for the City Commission to select and refine priority objectives for implementation.

Following is a summary of the discussions and conclusions reached at the workshop.

GOAL AREA: COMMUNITY DEVELOPMENT

GOAL STATEMENT:

To ensure the charm and rich history of our community is well maintained through orderly development and redevelopment utilizing existing infrastructure, including utility service areas outside the City's municipal boundaries.

Priority Objective:

Develop an annexation policy for future growth

Progress Measures:

- Number of parcels available for voluntary annexation
- Number of parcels in Volusia County ISBA area suitable for annexation
- Number of properties outside city limits with water and sewer agreements
- Development of annexation policy
- Execution of annexation agreements
- Analysis of service delivery costs

Other Objectives:

Complete Downtown Master Plan Update

Identify and develop strategies to deal with future impacts of Daytona Beach development that boarders the south side of SR40 West

GOAL AREA: ECONOMIC DEVELOPMENT

GOAL STATEMENT:

To ensure the economic health and vitality of the City of Ormond Beach by providing an environment allowing businesses to thrive through retention, expansion, and attraction.

Priority Objective

Continue attracting and retaining high wage jobs/businesses to the city—development of Ormond Crossings

Progress Measures:

- Number of Business Recruitments
- Number of Business Expansions
- Number of Business Retentions

Other Objectives

Identify and develop pad ready sites at airport and Ormond Crossings

Negotiate with County to expand CRA along A1A to Daytona Beach

Construct open access road between Business Park and Pineland Trail

Continue economic development incentive program

Develop PILOT (Payment in Lieu of Taxes) Policy

GOAL AREA: GOVERNANCE

GOAL STATEMENT:

To build and maintain strong governance practices internally and externally through continued civic engagement efforts with residents, effective management and operational policies, and strategic partnerships with other governments and agencies to support the city's directions.

Priority Objective

Improve public information outreach—social media and other methods

Progress Measures:
- ➢ Hire Public Information Officer—June 2019
- ➢ Develop Social Media Strategy– August 2019
- ➢ Increased social media engagements—December 2019

Develop multi-year employment agreements with all three bargaining units

Progress Measures:
- ➢ New three-year agreements with the City's union

Make Ormond Beach a pet-friendly community—create an anti-tethering ordinance

Progress Measures:
- ➢ Anti-Tethering Ordinance Adopted

Other Objectives

Utilize Supervisor of Elections Office for campaign reporting—develop policy

Explore acquisition of new agenda management system and ADA accessibility compliance

Continue legislative advocacy program—Home Rule

GOAL AREA: PUBLIC SAFETY

GOAL STATEMENT:

To provide a safe and secure city that maintains a sense of security and responsiveness for all residents; by protecting and serving our community through the provision of effective, efficient and responsive emergency services.

Priority Objective

Complete feasibility study and identify funding options for new Police Station/Emergency Operations Center

Progress Measures:
- Completion of feasibility study—September 2019
- Completion of space needs analysis—January 2020
- Identify funding options—January 2021

Work with private sector to bring emergency services back to beachside

Progress Measures
- Identify community needs
- Identify available locations
- Meet with medical provider

Other Objectives

Purchase latest and up-to-date equipment for all first responders

Develop a long-range plan for purchase of emergency equipment and vehicles

GOAL AREA: QUALITY OF LIFE

GOAL STATEMENT:

To ensure Ormond Beach remains the crown jewel of central Florida, by providing for the quality, quantity and variety of passive and active recreation areas and facilities to serve the needs of our community.

Priority Objective

Update parks/recreation master plan including LED lighting, linear parks, and Central Park Expansion

Progress Measures
- Prepare Request for Proposals and award contract for Parks and Recreation Master Plan Study – May 2020
- Identify areas for Central Park expansion—September 2020
- Evaluate LED lighting projects for FY 2020-2021 CIP
- Evaluate Linear Parks for FY 2021-2022 CIP

Other Objectives

Complete Cassen Park Upgrade

Expand Activities at the Environmental Discovery Center
- Explore feasibility/funding for concrete pier, seek partners
- Complete feasibility/funding option for proposed uses of the church property
- Explore grant opportunities to restore and preserve Chief Tomokie Statue

Bring back Santa Land at The Casements

GOAL AREA: TRANSPORTATION

GOAL STATEMENT:

To develop and maintain a balanced, efficient and safe transportation system incorporating multi-modal strategies while working in conjunction with partners, including, other cities, county, and regional organizations, as well as state and federal partners.

Priority Objective

Work with County, State and Daytona Beach to develop Hand Ave. Extension

Progress Measures
- Include Hand Ave Extension in TPO 5 Year Plan
- FDOT Conduct preliminary design & environmental assessment
- FDOT Approve budget appropriation for design & engineering
- FDOT Approve budget for construction

Other Objectives

Add double left turn lanes on Beach Street going east onto Granada Blvd.

Redesign and rebuild I-95/US1 Interchange.

Continue implementation of adaptive signalization system

Increase multi-modal transportation options—Virgin Train station, bike paths, ferry and pedi-cabs

GOAL AREA: WATER QUALITY & ENVIRONMENT

GOAL STATEMENT:

To maintain the City's environmental stewardship by reducing negative impacts of pollutants to waterbodies, such as the Halifax and Tomoka Rivers and their tributaries that decrease the quality of life of Ormond Beach residents.

Priority Objective

Septic to sewer - invest $1M in phase one —Design and permitting of 700 homes on the North Peninsula

Progress Measures

- Include funding for design for Septic to Sewer in FY 2019-2020 CIP
- Present needs at State Local Legislative Delegation Meeting in September 2019
- Seek Legislative appropriation for design costs, March 2020
- Seek St. John's River Water Management Grants, March 2020

Other Objectives

Development of fertilizer ordinance

Expand reclaimed water system to other areas based upon availability and participation.

Educating and eliminating use of plastics—straws, bottles, etc.

Capital Improvement Program Workshop

After the completion of strategic goal setting and financial trend analysis, the City develops the capital improvement program and presents it to the City Commission at a workshop.

The City's Five-Year Capital Improvements Program represents a substantial effort to identify and schedule capital investments for a multi-year period. Departments submit capital improvement requests to the Finance Director (capital projects with a cost of $25,000 or greater). The Finance Director and City Manager meet with departments to discuss their requests. The Leisure Services Advisory Board, Quality of Life Board, Aviation Advisory Board, and Public Works Board also provide recommendations for consideration. The proposed capital improvement plan is reviewed and finalized by the City Commission during a workshop in June. Projects recommended for funding in the next fiscal year are incorporated into the proposed annual budget. The CIP workshop focuses on the following areas:

- Developing a consensus with respect to appropriating the necessary funding for the upcoming budget years.
- Developing a consensus on the level of funding for property tax supported projects included in the following categories: Facilities Renewal and Replacement, General Capital Improvement and Transportation. Also discuss the addition of a dedicated millage for General Vehicle Replacement.
- Projects included in the CIP will be funded based on one or more of the following factors with maintenance or upgrade of existing facilities being the highest priority:
    - Involves necessary or planned maintenance, renovation or construction of an existing facility, equipment or infrastructure.
    - Reflects a prior multi-year commitment previously approved by the City Commission.
    - Enhances the use or appearance of an existing facility or City-maintained public area.
    - Included in a previous Master Plan or conceptual plan previously considered and endorsed or reviewed by the City Commission.

Budget Development and Workshop

Departments submit annual budget requests (personnel and operating) to the Finance Director in April. Department requests are reviewed by the City Manager and Finance Director. Thereafter, the proposed budget is provided to the City Commission for review prior to the budget workshop held in mid-July. This workshop is a culmination of the aforementioned planning workshops. Changes to the proposed budget and tax rate are discussed during this workshop. The tentative tax rate is approved by the City Commission during a regular meeting in July. The final tax rate and budget are approved by the City Commission in September.

POLICIES
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BUDGET CALENDAR

DATE	ACTIVITY
June 4	Budget Requests due from Depts.
June	Budget Review Meetings with City Manager
June 18	Capital Improvement Plan & Draft Budget submitted to City Commission
July 1	Certification of taxable value submitted to City
July 8	Budget document submitted to City Commission
July 13	Operating Budget Workshop
July 20	Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)
September 8	First Public Hearing to adopt proposed millage rates and budget
September 22	Second and Final Public Hearing to adopt Final millage rates and budget.

FUND STRUCTURE

- **APPROPRIATED FUNDS**
  - **GENERAL FUND**
  - **SPECIAL REVENUE FUNDS**
    - Downtown Redevelopment Trust & Ormond Crossings
    - Stormwater Fund
    - Airport Fund
    - State Law Enforcement Trust
    - Economic Development Fund
    - Federal Law Enforcement Trust
    - Pension Contribution Pass Through
    - Recreation Facility Fee Fund
    - Grant Fund
    - Facilities R&R
  - **ENTERPRISE FUNDS**
    - Utility Operating Fund
    - Vehicle and Equipment Replacement Fund
    - Renewal and Replacement Fund
    - West Ormond Reuse Impact Fee Fund
    - Water System Impact Fee Fund
    - Wastewater System Impact Fee Fund
    - Water/Wastewater Debt Service Fund
    - Water Treatment Plant Construction
    - Wastewater Treatment Plant Construction
    - Watermain Construction 2013A
    - Watermain Construction 2014
  - **CAPITAL PROJECTS FUNDS**
    - General Improvements
    - Vehicle Replacement
    - Public Safety Fund
    - Transportation Improvements
    - Recreation Impact Fee Fund
    - Local Road Impact Fee Fund
    - Stormwater Impact Fee Fund
  - **INTERNAL SERVICE FUND**
    - Workers' Compensation and General Liability Insurance Fund
  - **DEBT SERVICE FUNDS**
    - Downtown Redevelopment Sinking Fund
    - Lease Finance Fund
    - 2002/2003 GOB Refunding
  - **SOLID WASTE FUND**
- **NON-APPROPRIATED FUNDS**
  - **TRUST AND AGENCY FUNDS**
    - Fireman's Pension Trust Fund
    - General Employees Pension Fund
    - Police Officers' Trust Fund

MAJOR FUNDS

GOVERNMENTAL FUND TYPES

1. **General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.

2. **Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

   - **Downtown Redevelopment Trust and Ormond Crossings Funds** - Used to account for tax increment proceeds received by the City within a specific district authorized by state statute.
   - **Stormwater Drainage Utility Fund** - The fund's purpose is to provide maintenance to the City's existing stormwater drainage system. Revenues are provided from user charges assessed to utility customers.
   - **Municipal Airport Fund** - The fund accounts for the financial activities of the Ormond Beach Airport. The airport was deeded to the City in 1959. The agreement restricts the use of the land and revenues derived from aviation related purposes. The airport is funded through rentals and lease revenues, grant revenues and transfers from the General Fund.
   - **Local Law Enforcement Trust Fund** - Used to account for proceeds generated by confiscation activities of the Police Department. Expenditures are restricted for law enforcement purposes only.
   - **Economic Development Fund** - This fund accounts for the City's proceeds of land sales and development costs associated with the City's airport business park.
   - **Federal Law Enforcement Trust Fund** - Used to account for proceeds generated by confiscation activities of the Police Department. Expenditures are restricted for law enforcement purposes only.
   - **Pension Contribution Pass Through** - Used to account for State contributions to the Police and Fire pension funds.
   - **Recreational Facility Use Fee Fund** - This fund accounts for impact fees assessed against users of recreation and cultural facilities within the City. Use of these funds is limited to expansion of those facilities.
   - **Grant Funds** - This fund accounts for proceeds of federal and state financial assistance and related capital expenditures.
   - **Facilities Renewal and Replacement** - This fund accounts for dedicated tax revenue used to maintain City facilities.

3. **Debt Service Funds** - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

- **Financing Debt Service Fund** - This fund records principal and interest payments on various capital lease and notes payable obligations. Revenue sources include interest on investments and transfers from the General Fund.
- **2002 General Obligation Debt Service Fund** - This fund records principal and interest payments on Series 2002 General Obligation Bonds. Revenues include ad valorem property taxes and interest on investments.
- **2003 General Obligation Debt Service Fund** - This fund records principal and interest payments on Series 2003 General Obligation Bonds. The proceeds of this debt issue were utilized to construction Fire Station #92. Revenues include ad valorem property taxes and interest on investments.
- **2004 Revenue Bonds** - This fund records principal and interest payments on Series 2004 Revenue Bonds. The proceeds of this bond issue were used to construct Fire Station #91.
- **2010 General Obligation Debt Service Fund** - This fund records principal and interest payments on Series 2010 General Obligation Bonds. The proceeds of this debt issue were utilized to construction a beachfront park

4. **Capital Projects Funds** - Capital Projects Funds are used to account for financial resources to be used for equipment replacement or the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

   - **Capital Improvement Fund** - This fund is used to account for capital assets acquisitions and construction from general government resources and intergovernmental grants.
   - **Equipment Renewal and Replacement Fund** - This fund accounts for replacement of existing capital assets provided by general government resources.
   - **Public Safety Vehicle & Equipment Fund** - This fund accounts for replacement of vehicles and equipment for public safety provided by general government resources.
   - **Transportation Improvements Fund** - This fund is used to account for transportation related capital infrastructure acquisition and construction from general government resources.
   - **Recreation Facilities Impact Fee Fund** - This fund accounts for impact fees assessed and collected against new construction activities. Use of funds is restricted for expansion of existing recreational facilities or construction of new recreational facilities.
   - **Local Roads Impact Fee Fund** - This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion of existing local roadway links or construction of new local roadways.
   - **Stormwater Drainage Impact Fee Fund** - This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion of existing stormwater management facilities or construction of new stormwater management facilities.

PROPRIETARY FUND TYPES

1. **Enterprise Funds** - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or

services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- **Water and Wastewater Fund** - This fund is used to account for general water and sewer operations. The primary source of funding is user charges to water and sewer customers.
- **Water and Wastewater Vehicle and Equipment Replacement** - This fund accounts for replacement of existing vehicles and equipment for the benefit of Water and Wastewater.
- **Water and Wastewater Renewal and Replacement** - This fund accounts for replacement of existing capital assets for the benefit of Water and Wastewater.
- **Water and Wastewater Debt Service** - Used to account for principal and interest payments resulting from the issuance of revenue bonds and other forms of debt.
- **West Ormond Reuse Impact Fee** - This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of reuse facilities.
- **Water Impact Fee** - This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of water facilities.
- **Wastewater Impact Fee** - This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of wastewater facilities.
- **Water Treatment Plant Construction** - This fund accounts for the construction costs associated with the expansion of the water treatment plant.
- **Wastewater Treatment Plant Construction** - Used to account for the construction costs associated with the rehabilitation and expansion of the wastewater treatment plant and wastewater system.
- **Watermain Construction 2013A** - This fund accounts for construction costs associated with the first phase of the 2 inch watermain replacement program.
- **Watermain Construction 2014** - This fund accounts for construction costs associated with the second phase of the 2 inch watermain replacement program.
- **Solid Waste Fund** - Used to account for activities associated with the removal of trash and debris. Expenditures are funded through user charges to customers.

2. **Internal Service Fund** - The Internal Service Fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis.

   - **Workers Compensation Fund** – This fund is used to account for expenditures associated with providing workers compensation coverage to employees.
   - **General Liability Insurance Fund** - This fund is used to account for expenditures associated with providing general liability coverage to employees.

FIDUCIARY FUND TYPES

1. **Trust and Agency Funds** - Trust and Agency Funds account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. ***These funds are not included in the adopted budget.***

   - **Firemen's Pension Fund** - Used to account for employee and employer contributions towards the Firemen's pension fund.
   - **Police Officer's Pension Fund** - Used to account for employee and employer contributions towards the Police Officer's pension fund.
   - **General Employee's Pension Fund** - Used to account for employee and employer contributions towards the General Employee's pension fund.

FINANCIAL POLICIES

The accounting policies of the City of Ormond Beach conform to generally accepted accounting principles as applicable to governments. The following is a summary of the most significant accounting and budgeting policies.

FUND ACCOUNTING

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The purposes of the City's various funds and account groups are as follows:

1. **BASIS OF BUDGETING**
   The *basis of budgeting* for all funds is the same as the basis of accounting noted below.

2. **BASIS OF ACCOUNTING**
   Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

   All Governmental Funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues are recognized when they become measurable and available as net current assets. Revenues that are susceptible to accrual include taxes, intergovernmental revenues, charges for services and investment earnings. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which are recognized when due.

   All Proprietary Fund Types and Pension Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when earned and expenses are recognized when incurred.

BUDGET POLICIES

1. BALANCED BUDGET
   The City will adopt a balanced budget annually. A balanced budget occurs when revenues plus use of available fund balance equals expenditures with individual funds.

2. BUDGET TRANSFERS AND AMENDMENTS

   - **Administrative Approval of Intra-departmental Budget Transfers**
     Any budget transfer between line item expenditures accounts (personal service, operating, and capital outlay) that does not increase or decrease the approved total appropriation of a department within the same fund and is less than $25,000 shall be reviewed by the Budget Director and approved by the City Manager or his designee.

   - **Commission Approval of Budget Transfers**
     The following budget transfers shall be approved by a majority vote of the City Commission:

     - Transfers of $25,000 or more
     - All interfund transfers

   - **Commission Approval of Budget Amendments**
     The following budget amendments shall be approved by Resolution by a majority vote of the City Commission:

     - Recognition of non-budgeted and unanticipated revenues received during the fiscal year.
     - Any increase or decrease in appropriated fund balance.
     - Any increase or decrease in the total approved appropriation of a fund.

REVENUE GUIDELINES

The City employs the following revenue guidelines as part of the budget development process:

1. The General Fund operating budget millage rate will be based on a 96% tax collection rate as computed against the Current Year Gross Taxable Value as shown on Form DR-420 provided to the City by the Volusia County Property Appraiser.

2. The City will annually review Charges for Service to ensure that the fee structure, at a minimum, maintains the current level of cost recovery.

3. Ensure that fees charged in enterprise operations are calculated at a level that will support all direct and indirect costs of the enterprise.

4. Ensure that the basis for computing indirect cost allocations are reviewed annually and are based on prudent and defensible assumptions.

5. Revenue projections for all major non-ad valorem revenue sources will be based on prudent trend analysis that considers current and projected economic conditions. Budget projections for State-shared revenues will consider State of Florida estimates that are contained in the Local Government Financial Information Handbook as one of several factors for determining final revenue estimates.

6. Ensure that the City does not accept any revenue source whose terms of acceptance or collection may adversely affect the City.

7. The use of revenues which have been pledged to bond holders will conform to bond covenants which commit those revenues.

8. The undesignated fund balance in the General Fund will be maintained at no less than 15% of the total General Fund budget exclusive of budgeted reserves for contingency.

9. Water and Wastewater Impact fees will be set at a level that recovers the highest percentage of the cost of future capacity as permitted by law.

10. In financing capital improvements through the use of General Obligation Bonds, the City shall limit outstanding indebtedness to no more than 5% of current gross taxable value.

APPROPRIATION GUIDELINES

1. The City Commission adopts the annual budget at the fund level, whereas department managers prepare their respective budgets at the program level and allocate appropriations to specific line items in order to provide services at the current level of service.

2. Personal services are estimated based on collective bargaining provisions governing salary adjustments, whereas salary adjustments for non-bargaining unit employees are based on parameters defined by the City Manager and approved by the City Commission. Pension amounts are based on the defined level of funding as determined by the city's actuary. Health insurance premiums for employee coverage are estimated based on current market conditions that affect annual premium adjustments.

3. The emphasis in preparing the annual budget is on the development of performance outcomes and the relationship of those outcomes to providing the current or enhanced level of service and the budget resources needed to accomplish the identified service level.

4. The budget request for all programs will include an itemized list of capital equipment with a unit value of $5,000 or more and a separate line item appropriation for vehicle depreciation that will fund future replacement of city vehicles and heavy equipment based on the vehicle replacement schedule developed by the Fleet Manager and Finance Director.

5. Annually, the City Manager will have a comprehensive Five Year Capital Improvements Program (CIP) developed for review and approval by the City Commission. The Five Year CIP will identify and schedule priority capital improvements and provide recommended financing and the estimated operating budget impact for each project.

6. The level of classification detail at which expenditures may not legally exceed appropriations is the fund level. Department Directors and Division Managers are held accountable for their respective budgets at the program level.

7. Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts/receipt of goods or services in process at year-end are completed. Such encumbrances do not constitute expenditures or liabilities, but rather reservations of fund balance for subsequent years' appropriation.

8. Debt service millage will be set at levels which will generate sufficient revenue to make all required principal and interest payments.

CITY OF ORMOND BEACH FUND BALANCE POLICY

1. **INTRODUCTION**
   Sound financial principles dictate that adequate fund balance will be maintained in order to reduce the risks associated with revenue shortfalls, natural disasters, and unanticipated expenditures. As such, the City hereby establishes a Fund Balance policy in accordance with Governmental Accounting and Standards Board Statement (GASB) No. 54.

2. **FUND BALANCE CLASSIFICATIONS**

   - **Non-Spendable Fund Balance** - Amounts that cannot be spent because of the following reasons:
     - not in spendable form
     - legally or contractually required to be maintained intact. Non-Spendable Fund Balance includes items such as inventory, prepaid expenses, and long-term receivables.

   - **Restricted Fund Balance** - Amounts constrained to being used for specific purposes by external parties. Examples of constraints on use of fund balance include those imposed by debt covenants, enabling legislation, and grantors.

   - **Committed Fund Balance** - Amounts that can be used only for the specific purposes determined by formal action of the City Commission. The specific purpose may only be altered or removed by the City Commission taking the same formal action used to originally impose the constraint. The balance must be determined by the close of the fiscal year.

   - **Assigned Fund Balance** - Amounts intended to be used for a specific purpose. The intended purpose may be determined by the City Commission, City Manager, or Finance Director.

   - **Unassigned Fund Balance** - This classification represents any fund balance that has not been classified as non-spendable, restricted, committed, or assigned.

3. **MINIMUM LEVEL OF UNASSIGNED FUND BALANCE (GENERAL FUND)**
   The City will attempt to maintain unassigned fund balance of 15% of budgeted annual expenditures for the current year in the General Fund. Unassigned fund balance in the General Fund which is in excess of the 15% target may be used for any purpose designated by the City Commission as set forth in the annual budget and subsequent budget amendments. The City will attempt to avoid use of unassigned fund balance for recurring expenditures.

   If, after the annual audit, the unassigned fund balance is determined to be below 15%, the Finance Director will notify the City Commission. The Finance Director will provide a plan to reduce expenditures and/or increase revenues in order to restore the fund balance with a timeframe determined by the City Commission.

4. CLASSIFICATION OF FUND BALANCE (GENERAL FUND)

- **Non-Spendable Fund Balance:**
  - Advances to Other Funds-Advances made by the General Fund to address negative balances in other funds.
  - Prepaids
  - Inventories

- **Restricted Fund Balance**
  Restricted fund balance reserves in the General Fund consist of:

  - Frazier Trust-Funds held by the City for use by the Ormond Memorial Art Museum to establish an endowment as stipulated in the final judgment entered by Judge Rouse on July 21, 1997.

- **Committed Fund Balance**

  - Ormond Beach Sports Complex-Funds received from the Volusia County School Board in connection with an agreement dated October 21, 2008 and approved by the City Commission with Resolution 2008-202.

- **Assigned Fund Balance**
  The City Commission hereby establishes the following assigned fund balance reserves in the General Fund:

  - Assignment to Subsequent Year's Budget-Assigned fund balance may be designated for use in the subsequent year's budget by the City Commission, City Manager or Finance Director to appropriate a portion of unassigned fund balance for the purpose of eliminating projected deficits.

- **Unassigned Fund Balance**
  The City Commission hereby establishes the following unassigned fund balance reserves in the General Fund:

  - Revenue Stabilization - The City hereby establishes a budget stabilization fund of $2 million. The budget stabilization fund will be utilized to ensure adequate funding is available to maintain services during periods of significant revenue declines (both anticipated and unforeseen). Furthermore, the reserve can be used to address unfunded mandates.

    The use of budget stabilization reserves which may be appropriated in the subsequent year's budget is limited to $1 million or 50% of the revenue stabilization fund balance available.

    Use of unassigned fund balance will be authorized by the City Commission through approval of a budget ordinance in conjunction with the annual budget process or budget amendment.

- General Fund- The City will attempt to maintain unassigned fund balance of 15% of budgeted annual expenditures for the current year. This balance is in addition to the Revenue Stabilization fund balance.

5. SPENDING ORDER OF FUND BALANCES
   Restricted amounts will be used first unless there is a legal prohibition to doing so. The City will then utilize committed fund balance followed by assigned fund balance. Unassigned fund balance will be used last.

   The Revenue Stabilization balance will only be used to provide funding for existing services/programs and unfunded mandates when current revenues are insufficient. General Fund Unassigned Fund Balance will be used in all other cases which include funding for one-time expenditures/capital projects and increases in service levels/programming.

6. LEVEL OF AUTHORITY
   Committed Fund balance may only be established and revised by approval of the City Commission. The remaining reserve levels and policies herein may be revised and approved by the City Manager or Finance Director.

7. EFFECTIVE DATE
   This Policy took effect immediately upon adoption and will be applied beginning with the preparation of the City's September 30, 2011 Comprehensive Annual Financial Report and adoption of the City's Fiscal Year 2011-12 Budget.

CITY OF ORMOND BEACH PURCHASING POLICY

1. **INTRODUCTION**
   This document serves to provide uniform purchasing procedures for all individuals authorized to make purchases on behalf of the City of Ormond Beach. Every employee involved in the purchasing process is required to adhere to the requirements of this document as well as Chapter 2, Article IX, Division 3 of the City of Ormond Beach Code of Ordinance which outlines the regulations applicable to procurement by City employees.

2. **NEW VENDORS**
   The purchaser must submit the New Vendor Request form when making purchases from vendors who have not previously done business with the City.

3. **PURCHASING PROCEDURES**

   - Purchases exceeding $25,000 require issuance of an invitation to bid or RFP:
     - Bid/RFP specifications are to be submitted to the Purchasing Coordinator for review along with a Bid/RFP Request Approval form.
     - Once the specifications have been approved, the Purchasing Coordinator will advertise the bid/RFP and post to DemandStar.
     - All bids/RFP's and corresponding amendments will be provided exclusively through DemandStar unless other arrangements are approved by the Purchasing Coordinator.
     - Recommendations for award will be determined as follows:
       - For invitations to bid, the Contract Manager will determine the lowest qualified, responsive, and responsible bidder.
       - For RFP's, a review committee will determine which proposal is deemed appropriate for recommendation of award.
     - A recommendation for award (via a CM memo) will be prepared by the Contract Manager and submitted to the Finance Director for approval. Once approved, the CM memo will be forward to the City Attorney and City Clerk for placement on the appropriate agenda.

   - Purchases $2,500-$25,000:
     - The purchaser will obtain three written quotations.

   - Purchases $501-$2,499:
     - The purchaser will obtain three verbal quotations.

   - Special Purchasing Issues:
     - Sole source procurement where there is only one source for the required item(s) or service(s).
       - The purchaser must submit a Sole Source Procurement form to the Purchasing Coordinator prior to making such purchases.
       - The Sole Source Procurement form will be posted on DemandStar for ten days prior to making such purchases.

- Emergency procurements may be authorized by the Finance Director when there exists a threat to public health, welfare or safety; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances.
    - The purchaser must submit a memo to the Finance Director outlining the need to make an emergency purchase in advance of making such purchase.
- Change orders
    - If the cumulative value is less than $25,000, City Commission approval is NOT required prior to the authorization of additional work. The City Commission will be notified upon completion of the project of the total change order amount.
    - If/when the cumulative value exceeds $25,000, City Commission approval must be received prior to the authorization of additional work.

4. PURCHASE REQUISITIONS

- Purchase requisitions should be entered for ALL items/services with the following exceptions:
    - Travel reimbursement-In lieu of a purchase requisition, employees should submit a Travel Request Voucher and applicable supporting documentation prior to undertaking any travel. **An employee may elect to pay the cost of travel and receive reimbursement thereafter or have payment made directly to the appropriate vendors.**
    - Debt Service payments
    - Reimbursements to employees, civic organizations, entertainers
    - Refunds
    - Employee/Retiree benefit payments
    - Waste Management monthly disbursements

- Except as noted above, no purchases shall be made until a purchase requisition has been entered and all approvals have been received.

- Education reimbursement is first approved by submittal of the Education Reimbursement Request form. Once all necessary signatures have been obtained, a purchase requisition should be entered.

- All vendors who are provided services to the City must be licensed accordingly. It is the purchaser's responsibility to contact the City's building division and validate that the vendor has obtained all applicable business licenses.

- The purchaser is expected to verify that the vendor chosen has met the applicable insurance requirements as specified in Resolution 2011-116 dated 8/16/11.
    - Insurance requirements can be found in the New Vendor attachment.
    - Existing insurance certificates will be maintained by the Risk Manager and are available for review by the purchaser at S:\VendorInsurance

- If a valid insurance certificate is not available at S:\VendorInsurance, it is the purchaser's responsibility to obtain the necessary certificate(s) and email the certificate(s) to the Risk Manager.
- Once the Risk Manager has received the necessary insurance certificate(s), she will approve the requisition.

➢ If the purchase requires obtainment of written quotations, the quotations must be emailed to the Purchasing Coordinator. All quotations (whether verbal or written) should be documented within the electronic purchase requisition.

5. REQUEST FOR PAYMENT

➢ Invoices submitted to the Finance Department for payment should include:
- Two signatures, one of which is a Department Head, Division Manager, or Supervisor/Foreman.
- For purchases made with a purchase order:
  - Complete the receipts processing in Naviline.
  - Write the purchase order number on the invoice.
- For purchases made without a purchase order, write the account number(s) on the invoice.
- All invoices must be received by Tuesday at noon for payment on Friday of the same week.

6. CREDIT CARD USAGE

In the event a purchase can only be made via a credit card, the purchaser must first obtain the approval of the Finance Director and Purchasing Coordinator by submitting the Credit Card Approval form.

CITY OF ORMOND BEACH INVESTMENT POLICY

1. The City of Ormond Beach is hereby authorized to invest funds under its control, which are in excess of those funds required to meet short-term expenses, in the following instruments, and may divest itself of such investments, at prevailing market prices or rates, subject to the limitations stated:
    a) The Local Government Surplus Funds Trust Fund, or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01, Florida Statutes;
    b) Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency;
    c) Savings accounts in state-certified qualified public depositories, as defined in Section 280.02, Florida Statutes;
    d) Certificates of deposit in state-certified qualified public depositories, as defined in Section 280.02, Florida Statutes;
    e) Direct obligations of the U.S. Treasury; and
    f) Federal instrumentalities. Agencies and instrumentalities.

2. The securities listed in subparagraphs (c), (d), (e), and (f) of Paragraph 1 shall be invested to match investment maturities with known cash needs and anticipated cash-flow requirements.

3. This Investment Policy shall not apply to pension funds, trust funds, or funds related to the issuance of debt, provided that there are other existing policies or indentures in effect for such funds.

The complete policy can be found in the appendix of this document.

OVERVIEW
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BUDGET SUMMARY

ALL FUNDS SUMMARY

The FY 2021-22 budget includes total net appropriations of $81.2 million

ALL FUNDS SUMMARY			
	Actuals	Budget	Budget
Description	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**
General Fund (001)	**34,500,783**	**35,128,715**	**37,753,928**
Special Revenue Funds:			
Downtown Redevelopment Trust Fund (104)	1,546,030	1,319,515	2,129,601
Ormond Crossings Trust Fund (106)	-	232,533	255,461
Stormwater Utility Fund (107)	2,807,050	2,531,000	2,531,000
Airport Fund (108)	354,837	864,137	2,657,240
Local Law Enforcement Trust Fund (109)	134,926	100,000	65,800
Economic Development Fund (110)	48,306	2,055,000	-
State Law Enforcement Trust Fund (112)	-	-	-
Pension Contribution Pass Through Fund (113)	670,572	850,000	800,000
Recreation Facility Fee Fund (115)	11,351	41,600	41,600
Grants Fund (116)	1,009,861	25,000	-
Total Special Revenue Funds	**6,582,933**	**8,018,785**	**8,480,702**
Debt Service Funds:			
Financing Debt Service Fund (205)	559,350	706,111	730,798
2002 GOB Debt Service Fund (209)	-	-	-
2003 GOB Debt Service Fund (210)	111,417	116,208	114,934
2004 Revenue Bond Fund (211)	156,544	156,000	157,000
2010 Beachfront Park Bond Fund (220)	367,982	348,623	352,747
Total Debt Service Funds	**1,195,293**	**1,326,942**	**1,355,479**
Capital Improvement Funds:			
Capital Improvements Fund (301)	2,312,564	1,405,907	534,075
Equipment Renewal & Replacement Fund (302)	538,416	452,363	421,363
Public Safety Vehicle & Equipment Fund (305)	-	-	2,148,225
Transportation Improvements Fund (308)	1,539,305	2,287,088	2,835,677
Recreational Impact Fee Fund (310)	800,000	125,000	125,000
Local Road Impact Fee Fund (316)	-	60,000	60,000
Facilities Renewal & Replacement Fund (317)	895,324	502,317	693,000
Stormwater Impact Fee Fund (318)	-	25,000	25,000
Total Capital Improvement Funds	**6,085,609**	**4,857,675**	**6,842,340**
Water and Wastewater Funds:			
Water and Wastewater Fund (401)	20,793,689	22,931,895	21,810,055
Vehicle Replacement Fund (408)	208,015	164,000	200,000
Renewal & Replacement Fund (409)	5,299,787	4,807,000	7,627,865
Water/Wastewater Consolidated Debt Service Fund (414)	1,029,858	5,220,000	5,228,000
West Ormond Reuse Impact Fee Fund (433)	-	-	-
Water System Impact Fee Fund (434)	397,723	2,384,175	520,000
Wastewater System Impact Fee Fund (435)	1,434,564	400,000	400,000
Total Water and Wastewater Funds	**29,163,636**	**35,907,070**	**35,785,920**
Solid Waste Fund (460)	**9,144,346**	**9,070,267**	**9,444,232**
Workers Compensation Fund (502)	**871,286**	**1,159,612**	**801,612**
General Liability Fund (504)	**1,382,400**	**1,183,853**	**1,260,253**
TOTAL BUDGET APPROPRIATION	**88,926,286**	**96,652,919**	**101,724,466**
Less: Interfund Transfers	**(10,941,419)**	**(16,456,970)**	**(16,025,406)**
Fleet Operations (Internal Service Charges)	**(1,316,960)**	**(1,233,777)**	**(1,380,289)**
Engineering (Internal Service Charges)	**(962,868)**	**(1,192,244)**	**(1,088,022)**
Consolidated Insurance Fund (Internal Service Charges)	**(2,657,877)**	**(2,343,465)**	**(2,061,865)**
TOTAL NET BUDGET	**73,047,162**	**75,426,463**	**81,168,884**

BUDGET SUMMARY

BUDGET THREE YEAR SUMMARY
CITY OF ORMOND BEACH, FLORIDA

REVENUES	Actuals FY 2019-20	Budget FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Taxes	22,822,852	22,807,694	23,815,350	1,007,656	4.42%
Licenses and Permits	6,980,013	6,649,850	6,808,950	159,100	2.39%
Intergovernmental Revenue	7,754,382	7,114,013	12,741,472	5,627,459	79.10%
Charges for Service	33,214,831	33,210,865	33,842,665	631,800	1.90%
Fines and Forfeitures	77,528	80,000	73,000	(7,000)	-8.75%
Miscellaneous Revenues	4,058,232	3,240,310	3,195,271	(45,039)	-1.39%
TOTAL SOURCES	**74,907,837**	**73,102,732**	**80,476,708**	7,373,976	10.09%
Transfers In	15,120,338	16,456,970	16,025,406	(431,564)	-2.62%
Bond Proceeds and Other Sources	0	6,943,217	5,222,352	(1,720,865)	-24.78%
TOTAL REVENUES, TRANSFERS AND BALANCES	**90,028,175**	**96,502,919**	**101,724,466**	5,221,547	5.41%

EXPENDITURES	Actuals FY 2019-20	Budget FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Government Services	10,124,906	10,368,543	11,219,005	850,462	8.20%
Public Safety	18,179,622	18,125,034	18,910,320	785,286	4.33%
Physical Environment	26,161,458	25,496,135	28,970,150	3,474,015	13.63%
Transportation	6,926,145	8,584,164	9,594,699	1,010,535	11.77%
Economic Environment	461,989	2,445,128	382,023	(2,063,105)	-84.38%
Human Services	117,127	316,528	191,528	(125,000)	-39.49%
Leisure Services	9,607,130	6,436,572	6,758,294	321,722	5.00%
Debt Service	6,406,490	6,537,023	6,572,123	35,100	0.54%
TOTAL EXPENDITURES	**77,984,867**	**78,309,127**	**82,598,142**	4,289,015	5.48%
Transfers Out	10,941,419	16,456,970	16,137,588	(319,382)	-1.94%
Contingency	0	1,736,822	2,988,736	1,251,914	72.08%
TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES	**88,926,286**	**96,502,919**	**101,724,466**	5,221,547	5.41%

CHANGE IN FUND BALANCE

Description	Estimated Beginning Fund Balance	Budget Revenue FY 2021-22	Budget Expenditures FY 2021-22	Use of Fund Balance	Estimated Ending Fund Balance
GENERAL FUND (001)	**10,987,261**	36,115,221	**37,753,928**	**1,638,707**	9,348,554
SPECIAL REVENUE FUNDS					
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	1,631,166	1,244,432	2,129,601	885,169	745,997
ORMOND CROSSINGS TRUST FUND (106)	541,485	255,461	255,461	-	541,485
STORMWATER UTILITY FUND (107)	7,643,507	2,531,000	2,531,000	-	7,643,507
AIRPORT FUND (108)*	(621,309)	2,593,549	2,657,240	63,691	(685,000)
LOCAL LAW ENFORCEMENT TRUST FUND (109)	88,248	-	65,800	65,800	22,448
ECONOMIC DEVELOPMENT FUND (110)	55,426	-	-	-	55,426
STATE LAW ENFORCEMENT TRUST FUND (112)	6,000	-	-	-	6,000
PENSION CONTRIBUTION PASS THROUGH (113)	-	800,000	800,000	-	0
RECREATION FACILITY FEE FUND (115)	385,195	41,600	41,600	-	385,195
GRANTS FUND (116)	16,574	-	-	-	16,574
TOTAL SPECIAL REVENUE FUNDS	**9,746,292**	**7,466,042**	**8,480,702**	**1,014,660**	**8,731,632**
DEBT SERVICE FUNDS					
FINANCING DEBT SERVICE FUND (205)	198,359	730,798	730,798	-	198,359
2002 GOB DEBT SERVICE FUND (209)	139,137	-	-	-	139,137
2003 GOB DEBT SERVICE FUND (210)	90,590	114,934	114,934	-	90,590
2005 REVENUE BOND FUND (211)	11,925	157,000	157,000	-	11,925
2010 BEACHFRONT PARK BONDS (220)	12,194	352,747	352,747	-	12,194
TOTAL DEBT SERVICE FUNDS	**452,205**	**1,355,479**	**1,355,479**	**-**	**452,205**
CAPITAL PROJECT FUNDS					
CAPITAL IMPROVEMENTS FUND (301)	976,182	534,075	534,075	-	976,182
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	1,784,480	202,136	421,363	219,227	1,565,253
PUBLIC SAFETY VEHICLE & EQUIPMENT FUND (305)	-	-	2,148,225	-	-
TRANSPORTATION IMPROVEMENTS FUND (308)	2,675,547	1,824,658	2,835,677	1,011,019	1,664,528
RECREATION IMPACT FEE FUND (310)	223,561	125,000	125,000	-	223,561
LOCAL ROAD IMPACT FEE FUND (316)	1,132,848	60,000	60,000	-	1,132,848
FACILITIES RENEWAL & REPLACEMENT (317)	570,609	503,358	693,000	189,642	380,967
STORMWATER IMPACT FEE FUND (318)	544,894	25,000	25,000	-	544,894
TOTAL CAPITAL PROJECTS FUNDS	**7,908,121**	**3,274,227**	**6,842,340**	**1,419,888**	**6,488,233**

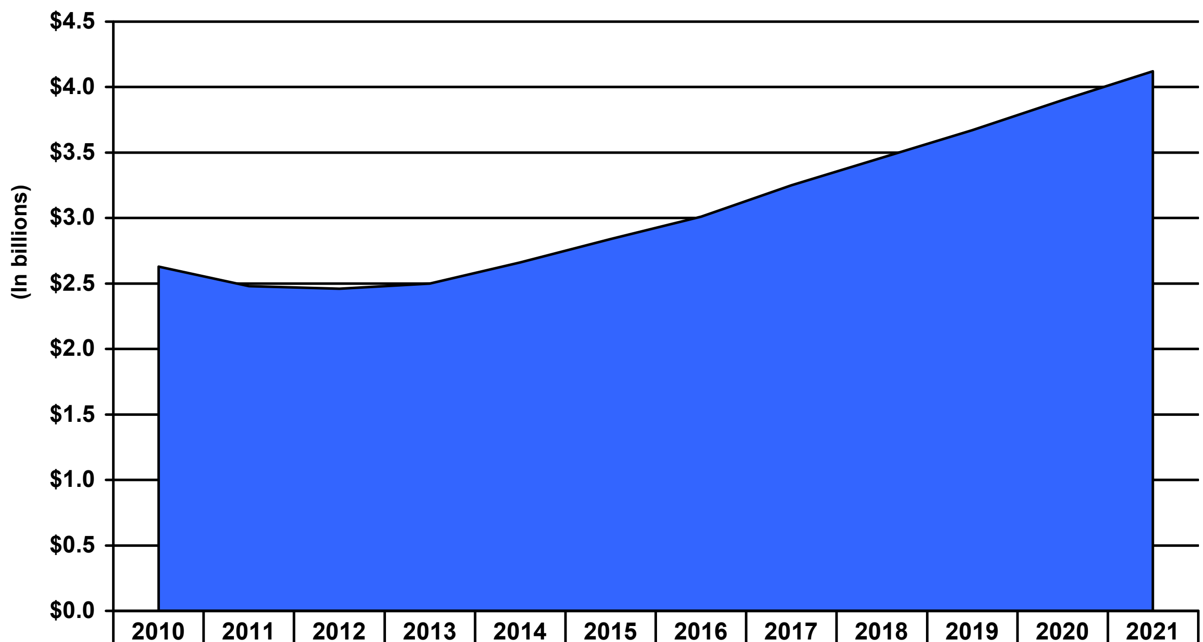
*Deficit is being funded through an advance from the General Fund

REVENUE HIGHLIGHTS

OVERVIEW:
Citywide net revenues and use of prior year's reserves for FY 2021-22 are budgeted at $81,168,884.

TAXABLE VALUE:
The 2021 taxable value is $4.12 billion, an increase of $216 million from the 2020 taxable value. The increase in taxable value includes $180 million from existing properties and $36 million from new construction and annexations.

Gross Taxable Value
Ten Year Trend



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	2.63	2.48	2.46	2.50	2.66	2.84	3.01	3.25	3.46	3.67	3.90	4.12

PROPERTY TAX REVENUE & RATES:

General operating revenue available for general operations and capital improvements is estimated to be $15.5 million.

Summary of Property Tax Rates

	Fund	FY 2020-21	FY 2021-22	$ Var	% Var
General Fund	001	3.4168	3.3478	(0.0690)	-2.02%
Facilities Renewal & Replacement	317	0.1340	0.1270	(0.0070)	-5.22%
Capital Improvements	301	0.1070	0.1020	(0.0050)	-4.67%
Vehicle & Equipment R & R	302	0.1150	0.0510	(0.0640)	-55.65%
Transportation Improvements	308	0.1340	0.1270	(0.0070)	-5.22%
Public Safety Fund	305	-	0.1580	0.1580	0.00%
Subtotal - Operating Millage Rate is 5.5% above rollback		**3.9068**	**3.9128**	**0.0060**	**0.15%**
2003 GOB	210	0.0310	0.0290	(0.0020)	-6.45%
2010 GOB	220	0.0930	0.0890	(0.0040)	-4.30%
Subtotal - Debt Millages		**0.1240**	**0.1180**	**(0.0060)**	**-4.84%**
Combined City Tax Rate		**4.0308**	**4.0308**	-	**0.00%**

The operating tax rate is 3.9128 mills. The total tax rate (including debt service) is 4.0308 mills.

GENERAL FUND REVENUES

General Fund net revenues are budgeted to be $35,285,617 million, an increase of $2,582,923 from the previous year. The change includes an increase in property tax revenue of $460,488 resulting from an increase in the taxable value. Non-ad valorem tax revenue is expected to increase by $141,800 and Intergovernmental Revenue is expected to increase from the prior year budget by $1,248,800.

The largest components of General Fund revenue include:

- Property taxes ($13.3 million)
- Franchise fees ($3 million)
- Utility taxes ($4.2 million)
- Intergovernmental revenues ($4.1 million) which includes the half cent sales tax and municipal revenue sharing.
- Transfers to the General Fund ($4.7 million)

DOWNTOWN REDEVELOPMENT FUND:

Tax increment proceeds are the primary revenue source for the Downtown Development Fund. The incremental taxable value of the district increased by $4.2 million with 95% being captured within the fund. Revenue from tax increment proceeds are used for capital improvements within the district.

STORMWATER UTILITY FUND:

Revenues consist of stormwater user fees in the amount of $2.5 million. The proposed budget assumes no increase in the monthly stormwater fee.

AIRPORT FUND:

The budget includes $192,000 in revenue from leases and business activities and $2.3 million in grant funding to pay for capital projects.

CAPITAL IMPROVEMENT FUND,

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates $404,000 in property tax revenue.

VEHICLE/EQUIPMENT RENEWAL & REPLACEMENT:

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates $202,000 in property tax revenue to fund General vehicles.

PUBLIC SAFETY VEHICLE/EQUIPMENT FUND:

In fulfillment of the City Commission's strategic plan, the budget includes a new dedicated millage for public safety vehicle and equipment replacement which will generate $626,000 in property tax revenue.

TRANSPORTATION FUND:

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates $503,000 in property tax revenue.

FACILITIES RENEWAL & REPLACEMENT FUND:
Pursuant to the City Commission's direction, the budget includes a dedicated millage of for facilities renewal and replacement which generates $503,000.

WATER AND WASTEWATER:
The primary revenue source of the Water and Wastewater Fund consists of user fees to customers both inside and outside the City. Water and sewer fees account for $20.6 million.

Water/Wastewater Rate Increase History

Date	Increase	Water	Sewer	Amount
10/01/98	5.06%	$ 14.15	$ 19.04	$ 33.19
10/01/02	2.47%	$ 14.50	$ 19.51	$ 34.01
02/01/06	17.23%	$ 17.00	$ 22.87	$ 39.87
10/01/06	5.99%	$ 18.03	$ 24.23	$ 42.26
01/01/08	5.77%	$ 19.07	$ 25.63	$ 44.70
10/01/08	5.97%	$ 20.20	$ 27.17	$ 47.37
10/01/09	1.77%	$ 20.56	$ 27.65	$ 48.21
10/01/10	2.57%	$ 21.09	$ 28.36	$ 49.45
10/01/13	2.50%	$ 21.62	$ 29.08	$ 50.70
10/01/15	3.94%	$ 22.62	$ 30.08	$ 52.70
09/30/16	3.80%	$ 23.62	$ 31.08	$ 54.70
10/1/2017	3.66%	$ 24.62	$ 32.08	$ 56.70
9/30/2018	1.76%	$ 25.12	$ 32.58	$ 57.70
Proposed 10/1/21	1.80%	$ 25.57	$ 33.17	$ 58.74
Proposed 9/30/22	3.50%	$ 26.46	$ 34.33	$ 60.79

WATER AND WASTEWATER RENEWAL & REPLACEMENT FUND:
Revenues of the Renewal and Replacement Fund include a transfer of $2.5 million from the Water and Wastewater Operating Fund.

SOLID WASTE:
The primary revenue source is solid waste user fees ($7.9 million). The proposed budget assumes no rate increase for garbage collection or recycling.

EXPENDITURE HIGHLIGHTS

PERSONNEL COSTS:

Total personnel costs are budgeted to be $30.2 million for FY 2020-21.

All Funds Wages and Benefits

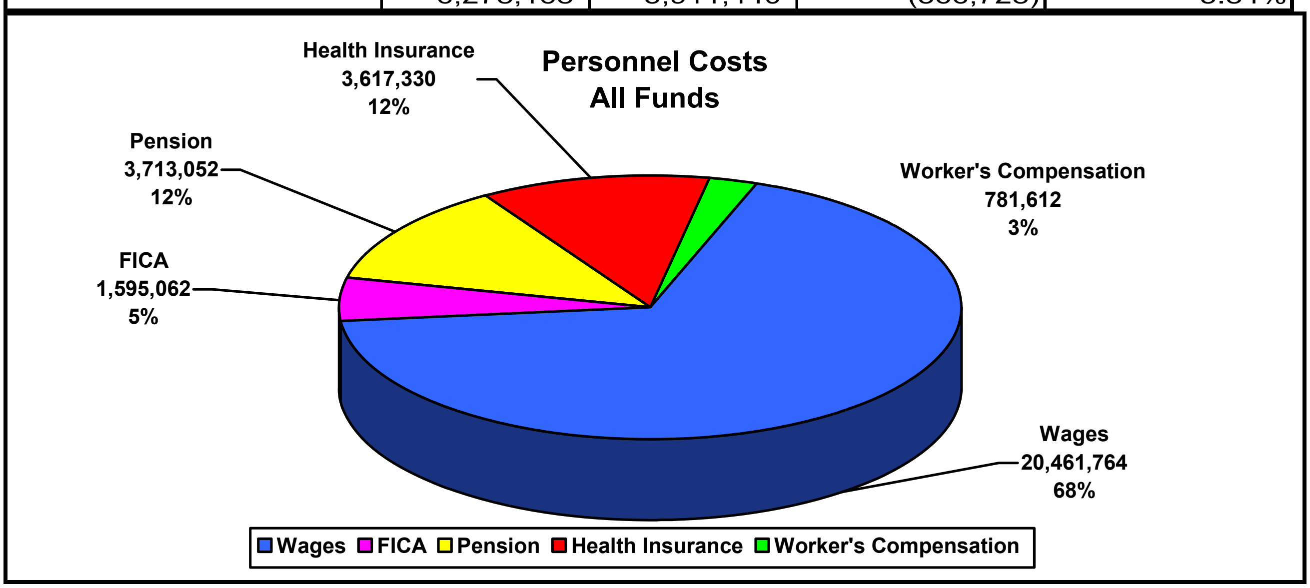
	Budget FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Wages	19,857,961	20,461,764	603,803	3.04%
FICA	1,519,125	1,595,062	75,937	5.00%
Pension/Deferred Comp.	4,108,653	3,713,052	(395,601)	-9.63%
Health Insurance	3,766,294	3,617,330	(148,964)	-3.96%
Worker's Compensation	1,139,616	781,612	(358,004)	-31.41%
	30,391,649	30,168,820	(222,829)	-0.73%

General Fund Wages and Benefits

	Budget FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Wages	15,742,116	16,338,566	596,450	3.79%
FICA	1,204,264	1,281,168	76,904	6.39%
Pension/Deferred Comp.	3,576,173	3,289,543	(286,630)	-8.01%
Health Insurance	2,684,159	2,726,191	42,032	1.57%
Worker's Compensation	906,769	621,912	(284,857)	-31.41%
	24,113,481	24,257,380	143,899	0.60%

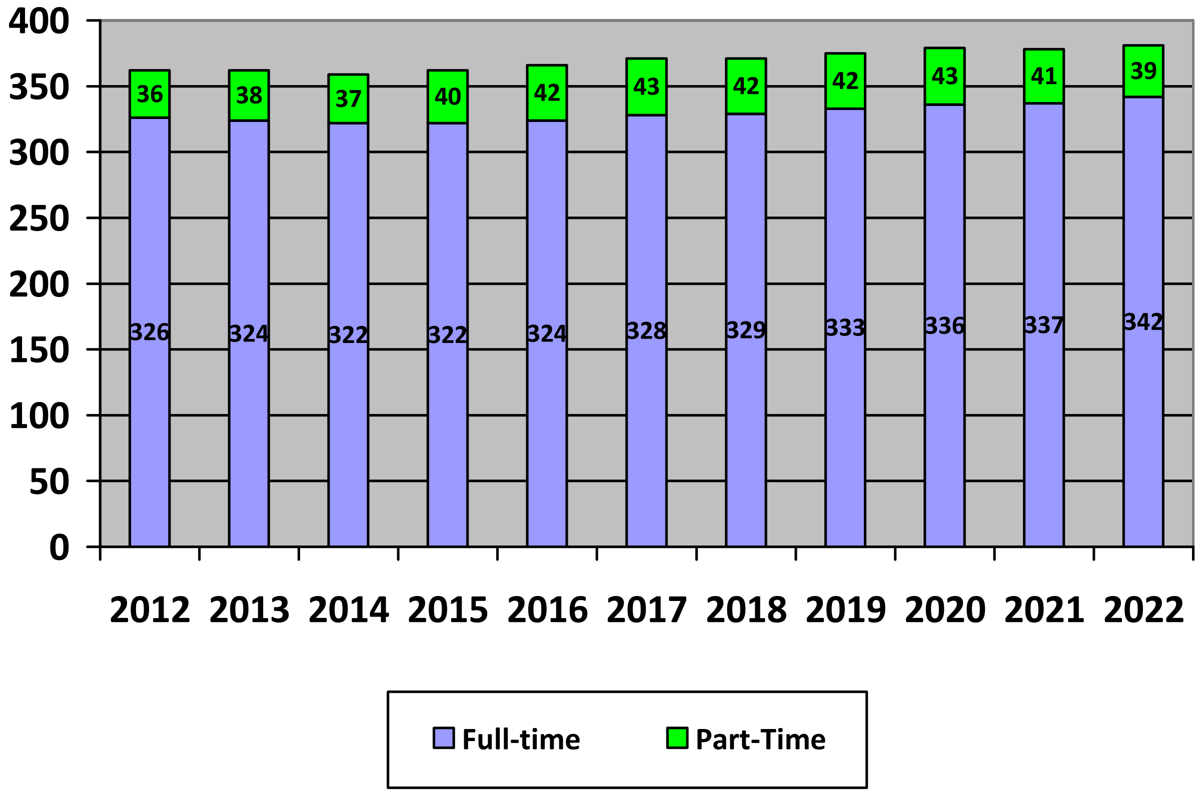
Other Fund Wages and Benefits

	Budget FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Wages	4,115,845	4,123,198	7,353	0.18%
FICA	314,861	313,894	(967)	-0.31%
Pension/Deferred Comp.	532,480	423,509	(108,971)	-20.46%
Health Insurance	1,082,135	891,139	(190,996)	-17.65%
Worker's Compensation	232,847	159,700	(73,147)	-31.41%
	6,278,168	5,911,440	(366,728)	-5.84%



POSITION COUNT HISTORY:

The budget includes 342 full-time positions and 39 part-time positions.



AUTHORIZED POSITIONS:

	FY 19-20			FY 20-21			FY 21-22		
	Full-time	Part-time		Full-time	Part-time		Full-time	Part-time	
Department / Division	**Positions**	**Positions**	**FTE**	**Positions**	**Positions**	**FTE**	**Positions**	**Positions**	**FTE**
Office of City Manager	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Support Services	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Office of City Attorney	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Human Resources	3.00	-	3.00	3.00	-	3.00	3.00	-	3.00
Finance Department									
Budget/Finance	10.00	-	9.65	10.00	-	10.00	10.00	-	10.00
Utility Billing	12.00		12.35	12.00		12.00	12.00		12.00
Information Technology	7.00	-	7.00	7.00	-	7.00	7.00	-	7.00
Planning Department	5.00	1.00	5.25	5.00	1.00	5.60	5.00	1.00	5.60
Building Inspections/Permitting	11.00	-	11.35	11.00	-	11.00	12.00	-	12.00
Economic Development	1.00	-	0.90	1.00	-	1.00	1.00	-	1.00
Police Department	88.00	1.00	88.50	88.00	1.00	88.50	91.00	1.00	91.50
Neighborhood Improvement	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Fire Department	48.00	-	48.00	48.00	-	48.00	48.00	-	48.00
Public Works Department									
Engineering	12.00	-	12.25	12.00	-	12.00	12.00	-	12.00
Streets and Roadside Mnt.	19.00	-	19.05	19.00	-	19.00	19.00	-	19.00
Fleet Operations	5.00	1.00	5.50	5.00	1.00	5.50	5.00	1.00	5.50
Page Subtotal	240.00	3.00	241.80	240.00	3.00	241.60	244.00	3.00	245.60

AUTHORIZED POSITIONS:

	FY 19-20			FY 20-21			FY 21-22		
	Full-time	Part-time		Full-time	Part-time		Full-time	Part-time	
Department / Division	Positions	Positions	FTE	Positions	Positions	FTE	Positions	Positions	FTE
Stormwater Maintenance	10.00	-	9.90	10.00	-	10.00	10.00	-	10.00
Utilities									
Water Production	19.00	1.00	16.80	21.00	1.00	21.50	21.00	1.00	21.50
Wastewater Treatment	12.00	1.00	13.30	12.00	1.00	12.50	12.00	1.00	12.50
Water Distribution	12.00	-	13.30	12.00	-	12.00	12.00	-	12.00
Wastewater Collection	13.00	-	14.80	13.00	-	13.00	13.00	-	13.00
Sub-Total: Utilities	**56.00**	**2.00**	**58.20**	**58.00**	**2.00**	**59.00**	**58.00**	**2.00**	**59.00**
Solid Waste									
Collection and Disposal	1.00	-	0.65	1.00	-	1.00	1.00	-	1.00
Recycling	-	-	0.35	-	-	-	-	-	-
Sub-Total: Solid Waste Services	**1.00**	**-**	**1.00**	**1.00**	**-**	**1.00**	**1.00**	**-**	**1.00**
Total: Public Works Department	**103.00**	**3.00**	**105.90**	**105.00**	**3.00**	**106.50**	**105.00**	**3.00**	**106.50**
Leisure Services									
Building Maintenance	7.00	1.00	7.00	7.00	1.00	7.50	7.00	1.00	7.50
Administration	6.00	1.00	6.63	6.00	1.00	6.50	6.00	1.00	6.50
Nova Community Center	1.00	5.00	3.75	1.00	5.00	3.50	1.00	5.00	3.50
South Ormond Neighborhood Center	1.00	3.00	2.50	1.00	3.00	2.50	1.00	3.00	2.50
Gymnastics	1.00	2.00	2.25	-	-	-	-	-	-
Athletic Field Maintenance	4.00	7.00	7.50	4.00	7.00	7.50	4.00	7.00	7.50
Parks and Grounds Mnt.	4.00	4.00	6.00	4.00	4.00	6.00	5.00	2.00	6.00
The Casements	1.00	5.00	3.75	1.00	5.00	3.50	1.00	5.00	3.50
Environmental Discovery Center	1.00	2.00	2.00	1.00	2.00	2.00	1.00	2.00	2.00
Performing Arts Center	1.00	5.00	3.75	1.00	5.00	3.50	1.00	5.00	3.50
Senior Center	-	1.00	0.50	-	1.00	0.50	-	1.00	0.50
Community Events	1.00	2.00	2.25	1.00	2.00	2.00	1.00	2.00	2.00
Sub-Total: Leisure Services	**28.00**	**38.00**	**47.88**	**27.00**	**36.00**	**45.00**	**28.00**	**34.00**	**45.00**
Airport	1.00	-	1.10	1.00	-	1.00	1.00	-	1.00
Total FTE	**336.00**	**43.00**	**359.88**	**337.00**	**41.00**	**357.60**	**342.00**	**39.00**	**361.60**

FY 21-22 Changes:

Full-time:

Add 2 Police Officers (Grant Funded)	2.00
Add 1 Victim Advocate (Grant Funded)	1.00
Add 1 Building Inspector	1.00
Add 1 Parks Maintenance Worker	1.00
Total Full Time FTE Change	**5.00**
Part-time:	
Delete 2 Parks Maintenance Workers	1.00
Total Part Time FTE Change	**1.00**

EXPENDITURES

GENERAL FUND:
General fund net expenditures are $35,285,617 million, an increase of $2,582,923 or 7.9%. The budget includes $2.7 million for health insurance. The budget also includes $3.3 million for the City's annual required pension contribution which is a reduction of $286,000 from the prior year.

DOWNTOWN REDEVELOPMENT FUND:
The budget includes $2 million for maintenance and capital improvements. Property improvement grant funding is also included in the amount of $100,000.

STORMWATER UTILITY FUND:
The budget includes $1.1 million for personnel and operating costs, transfers of $197,000, and $854,000 in capital improvement projects.

AIRPORT FUND:
The budget includes $259,000 for personnel and operating costs, transfers of $15,000, and $2.4 million in capital improvement projects.

CAPITAL IMPROVEMENT FUND:
The budget includes:

- Washington Street Sidewalk ($115,000)
- City Hall Air Handler ($225,000)

TRANSPORTATION FUND:
The budget includes $2 million in infrastructure improvements and $680,000 in transfers to the General Fund for streets maintenance.

FACILITIES RENEWAL AND REPLACEMENT FUND:
The budget includes maintenance to various City facilities $69,000 and capital improvement projects of $625,000.

WATER AND WASTEWATER:
The budget includes $11.1 million of personnel and operating expenditures and $10.7 million in transfers for capital project funding and debt service.

SOLID WASTE:
This fund receives fees for solid waste removal and recycling services from City residents and business and pays an outside contractor to perform these services. The budget includes $8.1 million for personnel and operating expenses and $1.3 million in transfers.

DEBT SUMMARY:

The Charter of the City of Ormond Beach does not provide a debt limit. Bond Series 2003 GOB was issued to finance the construction of Fire Station #92 and was approved through a voter referendum which provided for a dedicate tax millage. Bond Series 2004 was issued to finance the construction of Fire Station #91. The last bond issue, Series 2010, was the result of a voter referendum which approved the levy of a tax millage and associated debt financing for the construction of a beachfront park.

GENERAL GOV'T DEBT SERVICE REQUIREMENTS

Amounts in thousands

Fiscal Year Ending	2003 General Obligation Bonds Fire Station #92		
	Principal	Interest	Total
	100	14	114
2021	105	7	112
2022	110	4	114
Total	215	11	226

Fiscal Year Ending	2004 Revenue Bonds Fire Station #91		
	Principal	Interest	Total
2022	140	16	156
2023	146	11	157
2024 & Beyond	151	6	157
Total	437	33	470

Fiscal Year Ending	2010 General Obligation Bonds Beachfront Park		
	Principal	Interest	Total
2022	270	78	348
2023	275	70	345
2024 & Beyond	2,160	256	2,416
Total	2,705	404	3,109

Water and Sewer Bonds are issued to provide financing for the construction and rehabilitation of the City's water and wastewater system.

WATER AND SEWER REVENUE BONDS AND SRF LOAN FOR WWW In thousands

FY Ending	Principal		Interest		Total	
2022	$	4,406	$	814	$	5,220
2023	$	4,043	$	697	$	4,740
2024	$	3,753	$	577	$	4,330
2025	$	3,874	$	461	$	4,335
2026	$	1,727	$	341	$	2,068
2027	$	1,775	$	293	$	2,068
2028	$	1,830	$	245	$	2,075
2029	$	1,884	$	195	$	2,079
2030	$	1,942	$	143	$	2,085
2031	$	1,517	$	89	$	1,606
2032	$	1,286	$	53	$	1,339
2033	$	853	$	20	$	873
Total	**$**	**28,890**	**$**	**3,928**	**$**	**32,818**

GENERAL FUND
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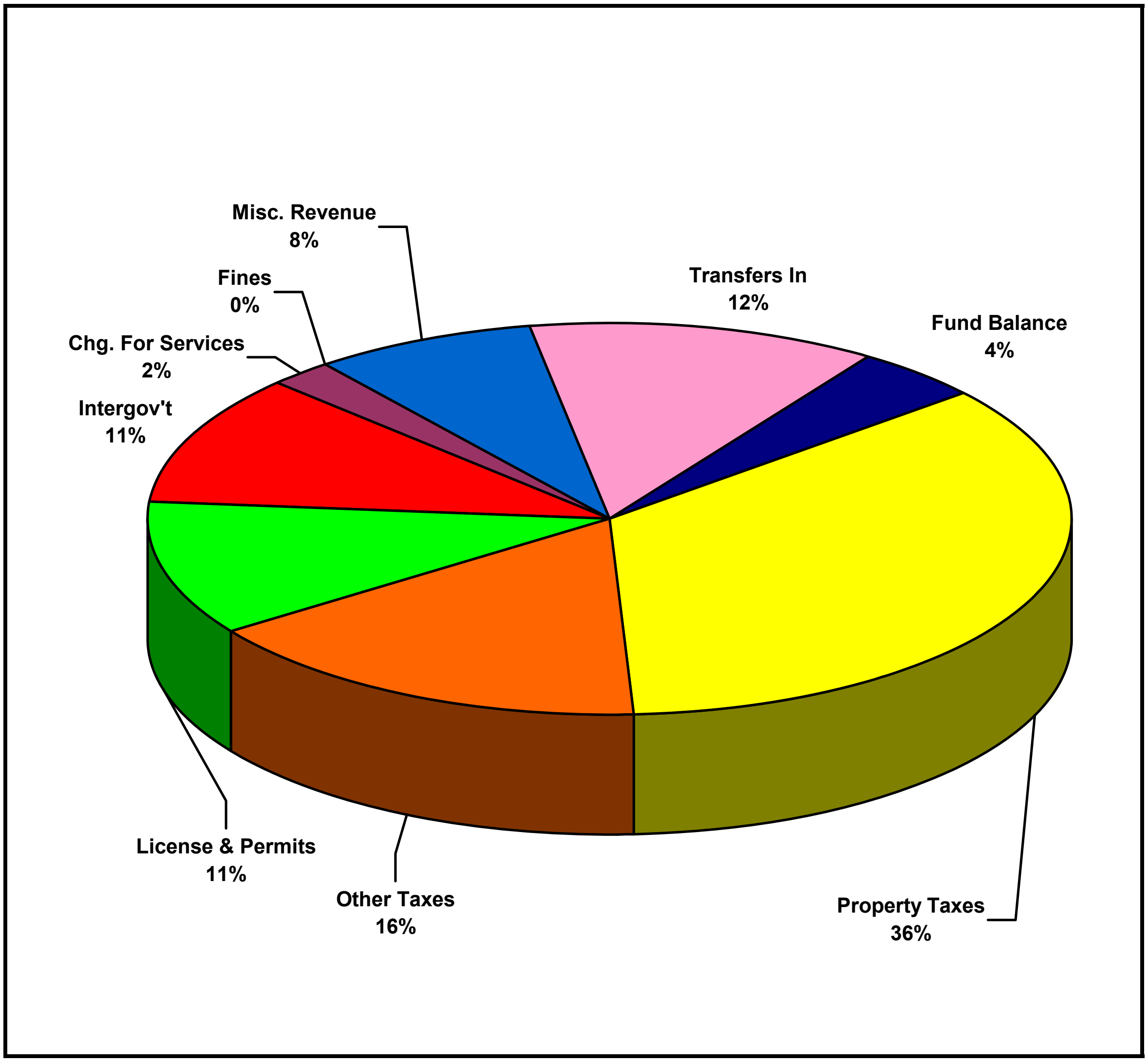
BUDGETARY AND STAFFING INFORMATION

GENERAL FUND REVENUES

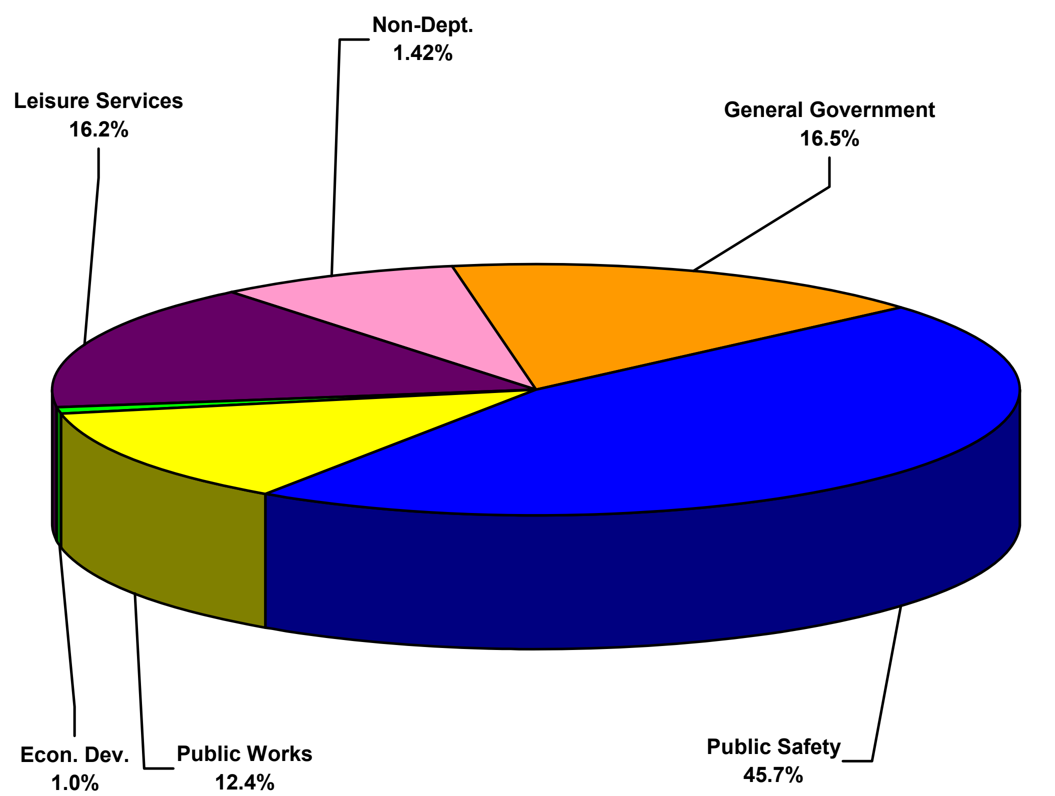
General Fund Revenue Summary Description	Actual FY 2019-20	REVISED Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Revenues					
Property Taxes	12,617,959	12,820,332	13,280,820	460,488	3.59%
Other Taxes	6,045,033	5,975,700	6,117,500	141,800	2.37%
License and Permits	3,913,108	4,058,250	4,217,350	159,100	3.92%
Intergovernmental	5,339,594	2,834,500	4,083,300	1,248,800	44.06%
Charges for Services	763,025	752,400	773,800	21,400	2.84%
Fines & Forfeitures	62,709	80,000	73,000	(7,000)	-8.75%
Miscellaneous Revenue	2,704,422	2,819,810	2,899,771	79,961	2.84%
Transfers In	4,377,640	4,467,723	4,669,680	201,957	4.52%
Use of Fund Balance:	-	1,320,000	1,638,707	318,707	24.14%
Total Revenues	**35,823,490**	**35,128,715**	**37,753,928**	**2,625,213**	**7.47%**
Less: Fleet	**1,316,960**	**1,233,777**	**1,380,289**	**146,512**	**11.88%**
Less: Engineering	**962,868**	**1,192,244**	**1,088,022**	**(104,222)**	**-8.74%**
Total Net Revenues	**35,469,398**	**32,702,694**	**35,285,617**	**2,582,923**	**7.90%**


Misc. Revenue
8%
Fines
0%
Transfers In
12%
Fund Balance
4%
Chg. For Services
2%
Intergov't
11%
License & Permits
11%
Other Taxes
16%
Property Taxes
36%

GENERAL FUND EXPENDITURE SUMMARY

General Fund Summary Description	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Government					
City Commission	321,252	402,974	394,168	(8,806)	-2.19%
City Manager	631,548	635,867	658,142	22,275	3.50%
Support Services	341,346	374,524	380,870	6,346	1.69%
City Attorney	831,044	769,676	805,651	35,975	4.67%
Finance	853,983	936,611	1,007,418	70,807	7.56%
Information Technology	917,615	995,710	1,029,282	33,572	3.37%
Human Resources	375,386	398,439	465,061	66,622	16.72%
Planning	623,574	652,419	669,253	16,834	2.58%
Building Maintenance	826,128	778,446	826,057	47,611	6.12%
Total General Government	**5,721,876**	**5,944,666**	**6,235,902**	**291,236**	**4.90%**
Public Safety					
Police Administration	827,505	803,089	947,704	144,615	18.01%
Police Operations	5,951,387	6,055,862	6,093,571	37,709	0.62%
Police Community Outreach	497,199	526,160	523,971	(2,189)	-0.42%
Police Criminal Investigations	1,210,923	1,254,432	1,378,597	124,165	9.90%
Police Community Services	363,250	386,435	380,455	(5,980)	-1.55%
Police Records	150,597	166,447	172,361	5,914	3.55%
Neighborhood Improvements	384,738	436,575	430,544	(6,031)	-1.38%
Fire & EMS	6,635,386	6,351,305	6,245,373	(105,932)	-1.67%
Building Inspections	1,035,089	1,077,529	1,078,444	915	0.08%
Total Public Safety	**17,056,074**	**17,057,834**	**17,251,020**	**193,186**	**1.13%**
Public Works					
Roadside and Right of Way Mnt.	2,002,832	2,037,494	2,227,185	189,691	9.31%
Engineering	962,868	1,192,244	1,088,022	(104,222)	-8.74%
Fleet	1,316,960	1,233,777	1,380,289	146,512	11.88%
Total Public Works	**4,282,660**	**4,463,515**	**4,695,496**	**231,981**	**5.20%**
Economic Development	413,683	390,128	382,023	(8,105)	-2.08%
Leisure Services					
Parks & Grounds	2,087,277	2,177,602	2,326,992	149,390	6.86%
Administration	668,062	694,742	731,473	36,731	5.29%
Cultural					
Casements	271,948	268,779	267,669	(1,110)	-0.41%
Performing Arts Center	419,593	268,580	273,166	4,586	1.71%
Senior Center	87,921	94,157	97,399	3,242	3.44%
Community Events	127,146	202,910	206,649	3,739	1.84%
Environmental Learning Center	115,988	160,814	155,789	(5,025)	0.00%
Athletics					
Gymnastics	104,625	-	-	-	-
Nova Recreation Center	284,615	326,843	321,410	(5,433)	-1.66%
South Ormond Center	245,806	272,173	278,969	6,796	2.50%
Athletic Fields/City Sponsored Sport	1,345,444	1,407,479	1,464,924	57,445	4.08%
Total Leisure Services	**5,758,425**	**5,874,079**	**6,124,440**	**250,361**	**4.26%**
Non-Departmental					
Contributions/Contingency	94,615	91,528	203,710	112,182	122.57%
Transfers	1,173,450	1,306,965	2,861,337	1,554,372	118.93%
Total Expenditures	**34,500,783**	**35,128,715**	**37,753,928**	**2,625,213**	**7.47%**
Less: Fleet expenditures	**1,316,960**	**1,233,777**	**1,380,289**	**146,512**	**11.88%**
Less: Engineering	**962,868**	**1,192,244**	**1,088,022**	**(104,222)**	**-8.74%**
Total Net Expenditures	**32,220,955**	**32,702,694**	**35,285,617**	**2,582,923**	**7.90%**

GENERAL FUND EXPENDITURES



CITY COMMISSION

The City Commission is comprised of five members and is the elected legislative and governing body of the City. The City Commission is responsible for:

- Establishing policies
- Managing growth and land use
- Adopting an annual budget and tax rate
- Setting water and wastewater rates and other fees and charges for City services
- Adopting local laws and ordinances
- Hiring and overseeing the City Manager and City Attorney

Four members of the City Commission are elected from geographically defined zones and must reside within the zone to be its elected representative. The Mayor is elected by voters City-wide and must reside within the City limits of Ormond Beach. All members serve two year terms.

Pictured: From left to right; Zone 1 City Commissioner Dwight Selby, Zone 2 City Commissioner Troy Kent, Mayor Bill Partington, Zone 3 City Commissioner and Deputy Mayor Susan Persis, and Zone 4 City Commissioner Rob Littleton

CITY COMMISSION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	321,252	402,974	394,168	(8,806)	-2.19%
Total	321,252	402,974	394,168	(8,806)	-2.19%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	138,587	138,199	150,793	12,594	9.11%
Operating	182,665	264,775	243,375	(21,400)	-8.08%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	321,252	402,974	394,168	(8,806)	-2.19%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Mayor	1.00	1.00	1.00	0.00	0.00%
City Commissioners	4.00	4.00	4.00	0.00	0.00%
Total	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**

OFFICE OF CITY MANAGER

The City Manager is the chief executive officer of the City and provides executive leadership necessary to carry out the mission, goals, and policies established by the City Commission.

The City Manager's Office is responsible for administration of all City services and enforcement of all laws pursuant to the City Charter, including:

- appointment and removal of all employees (except City Attorney and the Attorney's staff)
- operational and financial management of City services
- preparation and recommendation of an annual operating budget and five (5) year capital improvements program
- keeping the City Commission informed as to the financial condition and future needs of the City
- preparation of the City Commission's meeting agendas
- implementing and administering the policy directives of the City Commission within the parameters of the City Charter

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	631,548	635,867	658,142	22,275	3.50%
Total	631,548	635,867	658,142	22,275	3.50%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	567,332	577,496	597,191	19,695	3.41%
Operating	64,216	58,371	60,951	2,580	4.42%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	631,548	635,867	658,142	22,275	3.50%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
City Manager	1.00	1.00	1.00	0.00	0.00%
Assistant City Manager	1.00	1.00	1.00	0.00	0.00%
Public Information Officer	1.00	1.00	1.00	0.00	0.00%
Executive Secretary	1.00	1.00	1.00	0.00	0.00%
Total	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**

GOALS:

In 2018, the City of Ormond Beach conducted an extensive citizen engagement process, The OB Life, to fully engage the community to help determine the kind of city Ormond Beach would be in the future. A series of six community forums were held addressing

- transportation and livable communities
- environment and water quality
- public safety
- community development
- economic development
- leisure and culture

Nearly 700 people attended the meetings where they heard presentations from 17 speakers, participated in small group discussions, and posed more than 600 questions which are all answered by city staff and posted on the city's website.

This comprehensive process provided community education and gathered valuable input that guided the discussions of the Mayor and City Commissioners during the strategic planning workshop held on February 27, 2019, which was also attended by the City Manager, City Attorney and the city's senior staff.

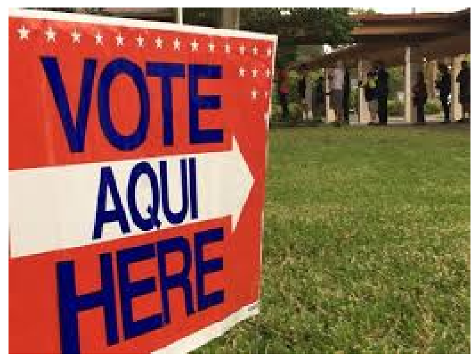
Using the information gathered from participants in The OB Life series, the Commissioners identified strategic issues the city should address along with specific objectives for the city to accomplish in the next few years. The final activity of the workshop was for the City Commission to select and refine priority objectives for implementation in the following key areas:

- COMMUNITY DEVELOPMENT
- ECONOMIC DEVELOPMENT
- GOVERNANCE
- PUBLIC SAFETY
- QUALITY OF LIFE
- TRANSPORTATION
- WATER QUALITY & ENVIRONMENT

SUPPORT SERVICES

Support services provides the following services:

- preparation of Commission meeting agenda packets and minutes
- clerical and word processing services to various City departments and advisory boards
- records management including security, retrieval and disposition for all City Commission actions
- election administration
- internal mail collection and distribution
- operating of the receptionist station on the second floor of City Hall



SUPPORT SERVICES

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	341,346	374,524	380,870	6,346	1.69%
Total	341,346	374,524	380,870	6,346	1.69%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	244,738	279,247	252,843	(26,404)	-9.46%
Operating	96,608	95,277	128,027	32,750	34.37%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	341,346	374,524	380,870	6,346	1.69%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
City Clerk	1.00	1.00	1.00	0.00	0.00%
Office Assistant III*	0.00	0.00	0.00	0.00	0.00%
Office Assistant IV	1.00	0.00	0.00	0.00	0.00%
Assistant City Clerk	1.00	1.00	1.00	0.00	0.00%
Office Manager	0.00	1.00	1.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	0.00	0.00%
Total	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**
Transferred to Finance					

GOALS:

- Maintain initial response to all citizen and media information requests within one work day.
- Provide timely preparation of City Commission agenda and minutes and reduce number of City Commission agenda packet revisions to improve quality of work product.
- Continue training and education of Support Services staff. City Clerk to continue to attend training to obtain CMC designation.
- Continue to work with Supervisor of Elections for elections. Provide support to candidates and PAC's as needed.
- Continue to implement website improvements to meet ADA compliance to WCAG standards.
- Research options for Agenda management software to replace IMQ2's outdated software.
- Coordinate with IT and Munis for development of department records archiving software.

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
City Commission Meetings:					
Number agenda items	390	400	400	-	0.00%
Number of items processed within 4 days of meetings	390	400	400	-	0.00%
% of minutes completed in 6 working days	90%	90%	90%	-	0.00%

ACCOMPLISHMENTS:

- Provided administrative support for 22 regular City Commission meetings, 10 City Commission workshops, with agenda packets totaling 330 agenda items, over 24,000 pages, including 199 resolutions and 33 ordinances.
- Provided support to City Commission candidates and administered the 2018 election and County wide Mail Ballot Special Election.
- Provided administrative support for citizen advisory boards.
- Maintained efficient records management program with disposition of 278 cubic feet of records in 2018.
- Processed over 113 public records requests
- Provided administrative support for content updates on City's website
- Coordinated with IT to begin ADA website compliance for City's website.
- Provided support with updating and creating the new commissioner orientation.

CITY ATTORNEY

The Office of City Attorney is responsible for:

- providing legal advice and recommendations to the City Commission, City Department Directors, Division Managers and to the various advisory and quasi-judicial boards
- litigation brought against or on behalf of the City
- handling all legal issues involving or affecting the City
- communicating the City's position on various legislative matters to State and Federal legislative bodies.

The Office of City Attorney coordinates the City's response and strategy regarding general liability insurance claims brought against the City, handles related litigation, and determines if specialized outside legal assistance is needed.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	831,044	769,676	805,651	35,975	4.67%
Total	831,044	769,676	805,651	35,975	4.67%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	703,555	708,099	743,724	35,625	5.03%
Operating	127,489	61,577	61,927	350	0.57%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	831,044	769,676	805,651	35,975	4.67%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
City Attorney	1.00	1.00	1.00	0.00	0.00%
Deputy City Attorney	1.00	1.00	1.00	0.00	0.00%
Assistant City Attorney	1.00	1.00	1.00	0.00	0.00%
Para-Legal	2.00	2.00	2.00	0.00	0.00%
Total	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**

CITY ATTORNEY

GOALS:

- Keep the City Commission and management staff apprised of new developments in statutory, regulatory, and decisional law.
- Assist the City Commission and management staff in avoiding litigation and claims to the maximum extent possible.
- Successfully defend/prosecute litigation involving the City.
- Provide legal opinions to the City Commission and management staff in a timely manner.
- Keep City laws and policies in compliance with current law.

ACCOMPLISHMENTS:

- Informed the City Commission and management staff apprised of new developments in statutory, regulatory, and decisional law.
- Assist the City Commission and management staff in avoiding litigation and claims to the maximum extent possible.
- Successfully defend/prosecute litigation involving the City.
- Provide legal opinions to the City Commission and management staff in a timely manner.
- City laws and policies are in compliance with current law.

FINANCE

The Department is responsible for maintaining the City's financial accounting system that includes processing of all City financial transactions, maintaining and disseminating financial statements and related reports to City departments, governmental agencies and insurance and bond rating companies, and preparation of the City's bi-weekly payroll.

In addition, this program produces the City's Comprehensive Annual Financial Report (CAFR), provides assistance to the City's external auditing firm, provides pension administration services for retired City employees, oversees the investment of City funds and is responsible for debt administration.

The Department provides support service of City government responsible for coordinating and directing the development of the City's Annual Operating Budget and five-year Capital Improvement Program. In addition, the Budget Office monitors revenues and expenditures, evaluates performance results of all City programs, provides technical assistance to City departments, oversees the performance outcome system, and provides information and technical assistance to the City Manager, elected officials and City staff.

The Department is responsible for overseeing a decentralized purchasing system that reviews and processes purchase orders for commodities and services that exceed $500. The Purchasing Office is also responsible for obtaining price quotes to ensure competitive bidding in accordance with City purchasing thresholds, coordinating and developing formal bids and requests for proposals and ensuring compliance with the City's Purchasing Ordinance and accepted industry standards.

The Department also is responsible for coordinating the City's Risk Management program through the efforts of a full time Risk Manager. This program conducts employee safety workshops and on-site inspections, keeps departments advised of safety issues, recommends loss control measures and conducts investigations on workers' compensation, accidents and general liability claims.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	853,983	936,611	1,007,418	70,807	7.56%
Total	853,983	936,611	1,007,418	70,807	7.56%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	820,618	873,281	950,088	76,807	8.80%
Operating	33,365	63,330	57,330	(6,000)	-9.47%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	853,983	936,611	1,007,418	70,807	7.56%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Finance Director	0.65	1.00	1.00	0.00	0.00%
Assistant Finance Director	1.00	1.00	1.00	0.00	0.00%
Accountant	1.00	1.00	1.00	0.00	0.00%
Accounting Technician	3.00	3.00	3.00	0.00	0.00%
Purchasing Coordinator	1.00	1.00	1.00	0.00	0.00%
Grants Coordinator	1.00	1.00	1.00	0.00	0.00%
Office Asst. III	1.00	1.00	1.00	0.00	0.00%
Risk Manager	1.00	1.00	1.00	0.00	0.00%
Total	**9.65**	**10.00**	**10.00**	**0.00**	**0.00%**

GOALS:

- Maintain the high standard and level of financial reporting in obtaining GFOA "Certificate of Achievement for Excellence in Financial Reporting".
- Complete publication of the Comprehensive Annual Financial Report (CAFR) and submit to the City Commission no later than February following the end of the prior fiscal year.
- Process 100% of invoice payments within 25 days of approval date.
- Submit the proposed Five-Year CIP and Annual Budget documents to the City Commission five days prior to the respective scheduled budget workshops.
- Complete budget document with 30 days of adoption.
- Achieve a forecast accuracy rate (estimate vs. actual) for undesignated fund balance in the General Fund that is within 5% of audited results.
- Obtain an average of three (3) responses to formal bids and RFP's.
- Reimbursement of remaining funds for hurricane Matthew and Irma.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
# of A/P checks	7,100	7,350	7,100	(250)	-3.40%
# of Accounts Payable EFT	2,150	2,560	3,000	440	17.19%
# of Purchase orders issued	1,116	1,176	1,350	174	14.80%
# of Payroll checks	-	-	-	-	0.00%
# of Payroll direct deposits	9,110	9,115	9,120	5	0.05%
Effectiveness:					
% participating in direct deposit	90%	91%	91%	-	0.00%
Number of days to issue CAFR	140	140	140	-	0.00%

ACCOMPLISHMENTS:

- Continued maintaining the high standard and level of financial reporting in obtaining the GFOA "Certificate of Achievement for Excellence in Financial Reporting".
- Completed publication of the Comprehensive Annual Financial Report (CAFR) and submitted to the City Commission in early February following the end of the prior fiscal year.
- Maintained participation in the payroll direct deposit program at 85%.
- Processed 100% of invoice payments within 25 days of approval date.
- Completed budget document within 30 days of budget adoptions.
- Submitted proposed Five-Year CIP and Annual Budget to City Commission at least five days before workshops.
- Implemented a new financial operating system.

INFORMATION TECHNOLOGY

Information Technology is a support service operation of City government that provides operating system support, software support and technical assistance for the City's local and Wide Area Networks (WAN). The WAN consists of an IBM AS/400 mini-computer, servers, Local Area Networks (LAN), microcomputers and the electronics that connect them. The primary mini-computer applications supported by MIS include:

- Accounting, Miscellaneous Receivables, Purchasing, and Fixed Assets
- Utility Billing
- Site Plan Review, Building Permits, Occupational Licenses and Code Enforcement
- Computer Aided Dispatch and Records Management
- Work Order/Facility Management
- Payroll and Personnel Management
- Cash Receipts
- Land/Parcel Management.

In addition, there are eight supporting modules which communicate with the primary mini-computer applications which allow both citizens and city staff to conduct business processes and inquiries over the intranet/internet. A Geographic Information System module (Looking Glass) allows the City's users to produce maps from the existing GIS with integrated information from the data base of the primary mini-computer applications.

Networking and telecommunications support are provided for all City departmental systems, which include:

- Leisure Services Registration and Facility Reservation
- Support Services (City Clerk) Document Imaging System and Clerks Index
- Inventory systems for Fleet
- The Police network
- FireHouse (data management) and TeleStaff (scheduling program) for the Fire Department
- The City's internet and e-mail systems.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	917,615	995,710	1,029,282	33,572	3.37%
Total	917,615	995,710	1,029,282	33,572	3.37%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	549,521	635,246	606,161	(29,085)	-4.58%
Operating	368,094	360,464	423,121	62,657	17.38%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	917,615	995,710	1,029,282	33,572	3.37%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
IT Manager	1.00	1.00	1.00	0.00	0.00%
IT Supervisor	1.00	1.00	1.00	0.00	0.00%
Information Systems Specialist	3.00	3.00	3.00	0.00	0.00%
Chief GIS Technician	1.00	1.00	1.00	0.00	0.00%
GIS Technician	1.00	1.00	1.00	0.00	0.00%
Total	**7.00**	**7.00**	**7.00**	**0.00**	**0.00%**

GOALS:

- Maintain data network overall uptime at 99% or better.
- Complete 97% of hardware and software "help desk" support requests within 2 working days.
- Maintain all Servers and Workstations to current vendor service pack levels within 1 month of release.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
# of workstations	355	365	390	25	6.85%
# of sites maintained	22	22	22	-	0.00%
# of support calls	2,150	2,300	2,600	300	13.04%
Efficiency/Effectiveness:					
Windows Servers uptime	99.99%	99.99%	99.99%	-	0.00%
iSeries HTE system uptime	99.99%	99.99%	99.99%	-	0.00%

Note: Major software implementation scheduled for this Fiscal Year: Tyler Energov Community Development, Tyler Content Management - Clerks Office

Sites

1	City Hall	12	Nova
2	PD	13	SONC
3	Water Plant	14	PAL
4	Waste Water	15	Fleet
5	FD91	16	Public Works
6	FD92	17	Legal
7	FD93	18	Airport
8	FD94	19	Ball Fields
9	PAC	20	Andy Romano
10	The Casements	21	Leeway
11	Discovery	22	HDC

ACCOMPLISHMENTS:

- Data networks overall uptime was at 99.9% or better.
- 97% of hardware and software "help desk" support requests were completed within 2 working days.
- Maintained all Servers and Workstations at current vendor service pack levels within 1 month of release.
- Implementing Tyler/Munis Utility Billing module (with the Finance Department)
- Email System upgrade to latest 2016 version including new virtual servers.
- Replaced the 3 main file storage servers with new Windows 2016 servers with larger storage capacity and enhanced performance features.

HUMAN RESOURCES

The Human Resources Department provides administrative and technical support services to assist in the management of the City's workforce of approximately 400 employees. The core services provided by Human Resources include:

- Recruitment, selection and processing of new employees
- Maintenance of the pay and classification system
- Maintenance of employee personnel records
- Administration of the City's employee benefits program
- Coordination of employee and supervisory training and publishing of employee and supervisory newsletters
- Serve as the liaison with the City's Human Resources Board
- Negotiation and management of collective bargaining agreements with the City's three bargaining units.

HUMAN RESOURCES

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	375,386	398,439	465,061	66,622	16.72%
Total	375,386	398,439	465,061	66,622	16.72%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	227,390	236,544	244,266	7,722	3.26%
Operating	147,996	161,895	220,795	58,900	36.38%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	375,386	398,439	465,061	66,622	16.72%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Human Resources Director	0.00	0.00	0.00	0.00	0.00%
Risk Manager*	0.00	0.00	0.00	0.00	0.00%
Asst. HR Director	1.00	1.00	1.00	0.00	0.00%
HR Generalist	2.00	2.00	2.00	0.00	0.00%
Total	**3.00**	**3.00**	**3.00**	**0.00**	**0.00%**

*Transferred to Finance

GOALS:

- Continue to evaluate strategic health care plan and expand wellness program
- Design and implement employee intranet
- Continue implementation and customization of time keeping, time cards, and HR components of Tyler/Munis software system
- Identify additional areas in which to implement paperless processes using Tyler/Munis
- Continue to revise and develop employee and leadership training program
- Conduct compensation review and update Pay and Classification plan
- Review and update Human Resources and Administrative Policies
- Evaluate other components of Neogov recruiting software system including reporting, training and on-boarding
- Conduct and document updated succession planning for City departments

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Total employee turnover in government/organization	47%	47%	47%	0.00%	0%
Number of individuals hired/placed for period	139	142	145	3	2.11%
Number of new employees that left prior to one full year of service	39	48	55	7	2.11%
Total number of internal HR-sourced training hours				-	14.58%
Number of positions filled from within ranks	45	50	52	2	4.00%
Number of positions filled from outside sources (not promotional)	94	100	110	10	4.00%
Number of requisitions (request-to-fill, job opening, job order, etc.) during period	156	165	170	5	10.00%
Number of requisitions that were filled during period	139	160	162	2	3.03%
Average number of Vacancies	12	25	27	2	1.25%
Average days to fill position	60	60	60	-	8.00%
Average Vacancy Rate	4%	4%	4%	-	0.00%

ACCOMPLISHMENTS:

- Continued implementation of Tyler/Munis time keeping, payroll, and HR module
- Conducted negotiations for collective bargaining of three union contracts
- Expanded strategic health care plan and employee wellness program through additional health and wellness events and HSA incentive options
- Received favorable health insurance premium renewal of 3% for 2019 plan year
- Relocated HR offices to second floor of City Hall
- Streamlined new hire paperwork and transitioned to paperless process for various policies, contracts, and benefit enrollments
- Initiated review of EOC staffing, classification, and role assignments

PLANNING

The Planning Department performs two distinct functions: comprehensive planning and development review.

Comprehensive planning is responsible for monitoring compliance with and administering the City's Comprehensive Plan in accordance with Chapter 163, Florida Statutes, and Chapter 9J-5, Florida Administrative Code. The primary services provided in this program include:

- review of Comprehensive Plan Amendments
- coordination with various regional and State authorities
- review for consistency with the Volusia County Growth Management Commission, City Planning Board, and the City's Official Zoning Map and Land Development Code
- review and updating of the various required elements of the Comprehensive Plan

Development Review is responsible for current planning in general and for administering the City's Land Development Code. Specific activities include:

- site plan review and permitting of proposed development applications
- inspection of all residential and commercial development projects
- staff support and liaison with the Planning Board and the Development Review Board
- interpreting and processing amendments to the Land Development Code
- coordinating the activities of the City's Site Plan Review Committee (SPRC) – this involves interdepartmental cooperation with Engineering, Building Inspection and the City Attorney
- responding to informational requests by the public regarding zoning, flood zone classification, land use information, and development regulations
- reviewing and providing comments to Volusia County for certain applications in the County but located within the Ormond Beach service area
- remaining up-to-date with Federal and State mandates and regulations that will affect development review and procedures (the Unified Mitigation Assessment Methodology, for example).

PLANNING

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Site Plan Review Fees	16,875	30,000	25,000	(5,000)	-16.67%
Zoning Variances/Appeals	65,468	67,500	73,000	5,500	8.15%
General Fund	541,231	554,919	571,253	16,334	2.94%
Total	623,574	652,419	669,253	16,834	2.58%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	507,287	517,444	584,554	67,110	12.97%
Operating	116,287	134,975	84,699	(50,276)	-37.25%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	623,574	652,419	669,253	16,834	2.58%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Planning Director	0.65	1.00	1.00	0.00	0.00%
Senior Planner	3.00	3.00	3.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Civil Engineer	0.60	0.60	0.60	0.00	0.00%
Total	**5.25**	**5.60**	**5.60**	**0.00**	**0.00%**

GOALS:

- 100% of all professionally prepared plans shall be electronic submittal utilizing ProjectDox.
- Reduce by 50% the amount of time devoted to each consecutive SPRC review after the first submittal by using ProjectDox simultaneous review and mark-up features.
- The Site Plan Review Committee shall provide review comments or approval for site plan submittals 14 days from the date of submittal.
- Transition all non-professionally prepared plans from paper to electronic submittal using ProjectDox.
- Develop a master plan for the South Atlantic Avenue corridor.
- Assist Leisure Service in the completion of a Parks & Recreation Master Plan.
- Implement the recommendations of the Downtown Master Plan.
- Transition from the Navi-Line and Project Dox permitting systems into the Tyler/Munis permitting system.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
# of site plans	20	24	28	4	16.67%
# of Special Exceptions	7	6	6	-	0.00%
# of LDC/City code amendments	10	10	10	-	0.00%
# of planned development amendment	6	6	6	-	0.00%
# Appeal of PD Determination	1	1	1	-	0.00%
# of annexations/annexation agreements	-	-	-	-	0.00%
# of Certificate of Appropriateness	3	3	3	-	0.00%
# of Variances	12	12	20	8	66.67%
# of rezonings	5	5	5	-	0.00%
# of Property Improvement Grants	2	2	1	(1)	-50.00%
# of Volusia/Flagler County Reviews	4	4	4	-	0.00%
# of Utility Easement/ROW Vacations	10	10	10	-	0.00%
# of lot splits	3	3	3	-	0.00%
# of Land Use Plan amendments	4	4	4	-	0.00%
# of Alcohol Zoning Approvals	6	6	6	-	0.00%
# of Zoning Verifications	5	5	5	-	0.00%
# of Preliminary or Final Plats	3	3	3	-	0.00%
# of Nonconforming Determinations				-	0.00%
Bike Plan	-	-	-	-	0.00%
Total:	101	104	115	11	10.58%

ACCOMPLISHMENTS:

- Project management of the EPA Brownfield Cleanup grant in the amount of $400,000 for site investigation and preparation of redevelopment plans for the US 1 North corridor.
- Completed the Downtown Master Plan update.
- Completed the Interlocal Service Boundary Agreement amendment and annexation of the Plantation Oaks development.
- Implementation of the mural program in the Downtown Community Redevelopment Area.

BUILDING MAINTENANCE

Building Maintenance is a support service function of City government that includes:

- repair and maintenance services for City buildings and structures, including routine electrical, plumbing, carpentry, air conditioning, painting and miscellaneous repairs.
- oversight and monitoring service of contracts for janitorial, electrical and air conditioning
- performance of one-time building and minor renovation projects when it is less costly than using an outside contractor.

Direct costs for materials and supplies that cannot be assigned or charged to a department operating budget are charged to the Building Maintenance budget. Otherwise, these costs and HVAC maintenance are charged directly to the department or program where the repair has occurred. All in-house labor costs are charged directly to the Building Maintenance budget regardless of where the work is performed.

In addition, building maintenance personnel are assisting with the maintenance of the Airport Tower and repair of the City's airport runway and taxiway lighting systems. This includes weekly lighting inspections and immediate repair of discrepancies found.

BUILDING MAINTENANCE

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	826,128	778,446	826,057	47,611	6.12%
Total	826,128	778,446	826,057	47,611	6.12%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	414,062	439,491	476,046	36,555	8.32%
Operating	412,066	338,955	350,011	11,056	3.26%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	826,128	778,446	826,057	47,611	6.12%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Office Assistant II	0.50	1.00	1.00	0.00	0.00%
Contract Manager - Buildings	1.00	1.00	1.00	0.00	0.00%
Maintenance Foreman	1.00	1.00	1.00	0.00	0.00%
Tradesworker	3.00	3.00	3.00	0.00	0.00%
Supervisor	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker II	0.50	0.50	0.50	0.00	0.00%
Total	**7.00**	**7.50**	**7.50**	**0.00**	**0.00%**

BUILDING MAINTENANCE

GOALS (Building Maintenance):

- Complete 98% of all non-emergency work orders within five working days of request.
- Create a comprehensive maintenance plan for 25% of the city's 73 facilities.
- Create a mechanism that will respond to work order requestor that work order has been completed and closed.
- Continued refurbishment of Snowflake Christmas decorations

ACCOMPLISHMENTS (Building Maintenance):

- Maintained completion of 98% of all non-emergency work orders within 5 working days with current staffing levels while city has grown and added additional facilities.
- All emergency work orders completed within 24-hours.
- Animated Santa installation and Christmas yard decorations.
- Replenishing Snow Flakes including re-wiring of same.
- Major cleanup of 3 transient encampments at Riverbend Park in support of the new bike trail.
- Weekly Safety training classes instituted
- Ongoing cleaning and reorganization of the maintenance shop

BUILDING MAINTENANCE

GOALS (Facilities R&R Program):

- Receive a composite rating of satisfactory or better on quarterly janitorial service ratings from 90% of respondents.
- Maintain the appearance of City facilities through regular preventative maintenance and repair.
- Manage the successful completion of projects described in the Facilities Renewal and Replacement Fund.
- Work with Finance Department to finalize submittal of Hurricane Irma related repairs and documentation for FEMA reimbursement.
- Work with C.O.B. engineering dept. to identify C.I.P. related projects.
- Update the comprehensive five year H.V.A.C. replacement plan.

ACCOMPLISHMENTS (Facilities R&R Program):

- Managed Janitorial Services Contract with American Janitorial Inc.
- Updated the quarterly janitorial review survey to be more inclusive of specific tasks.
- Managed 18 different miscellaneous crafts and trades vendors, primarily used in completing Facilities Renewal and Replacement projects.
- Managed successfully and completed 100% of the Facilities Renewal and Replacement fund projects.
- Compiled comprehensive spreadsheet of Hurricane Irma damages and provided to Finance for FEMA reimbursement.
- Managed citywide pest control services.

POLICE DEPARTMENT

The Police Department consists of the following divisions:

- Administration
- Operations
- Community Outreach
- Community Service/Animal Control
- Criminal Investigations
- Records
- Neighborhood Improvement

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Special Duty	51,082	70,000	55,000	(15,000)	-21.43%
Fines/Forfeits	41,967	50,000	45,000	(5,000)	-10.00%
Code Violations	363,997	406,575	402,544	(4,031)	-0.99%
General Fund	8,928,553	9,102,425	9,424,659	322,234	3.54%
Total	9,385,599	9,629,000	9,927,203	298,203	3.10%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Administration	827,505	803,089	947,704	144,615	18.01%
Operations	5,951,387	6,055,862	6,093,571	37,709	0.62%
Community Outreach	497,199	526,160	523,971	(2,189)	-0.42%
Criminal Investigations	1,210,923	1,254,432	1,378,597	124,165	9.90%
Community Services	363,250	386,435	380,455	(5,980)	-1.55%
Records	150,597	166,447	172,361	5,914	3.55%
Neighborhood Improvements	384,738	436,575	430,544	(6,031)	-1.38%
Total	9,385,599	9,629,000	9,927,203	298,203	3.10%

POLICE ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	827,505	803,089	947,704	144,615	18.01%
Total	827,505	803,089	947,704	144,615	18.01%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	292,966	279,886	319,634	39,748	14.20%
Operating	534,539	523,203	628,070	104,867	20.04%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	827,505	803,089	947,704	144,615	18.01%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Captain	0.00	0.00	0.00	0.00	0.00%
Police Officer (Training)	0.00	0.00	0.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Lieutenant	0.00	0.00	0.00	0.00	0.00%
Accreditation Manager	1.00	1.00	1.00	0.00	0.00%
Total	**3.00**	**3.00**	**3.00**	**0.00**	**0.00%**

GOALS:

- Employ strategies to bring the police department's staff to 95% or greater.
- Continue updated and rewriting the Ormond Beach Police Department Directives Manual.
- Ensure the accreditation standards are complied with at 95% or greater.

ACCOMPLISHMENTS:

- Completed the annual audit and inventory of the Property and Evidence Unit to ensure compliance with Accreditation Standards.
- Completed quarterly and annual examinations and inspections throughout the year.
- Completed the quarterly and annual DAVID audits.
- Hired and trained ten (10) new employees.

POLICE OPERATIONS

Operations is the core law enforcement and community policing arm of the Police Department that responds to approximately 60,000 to 65,000 calls for service annually and provides patrol and traditional law enforcement activities such as traffic control and initiates proactive steps to reduce crime and enhance the quality of life in Ormond Beach. Approximately 8% of all calls involve some type of serious crime, whereas all other calls are service-related.

POLICE OPERATIONS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Special Duty	51,082	70,000	55,000	(15,000)	-21.43%
Fines/Forfeits	41,967	50,000	45,000	(5,000)	-10.00%
General Fund	5,858,338	5,935,862	5,993,571	57,709	0.97%
Total	5,951,387	6,055,862	6,093,571	37,709	0.62%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	5,446,491	5,478,031	5,551,287	73,256	1.34%
Operating	504,896	577,831	542,284	(35,547)	-6.15%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	5,951,387	6,055,862	6,093,571	37,709	0.62%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Captain	2.00	2.00	2.00	0.00	0.00%
Lieutenant	2.00	2.00	2.00	0.00	0.00%
Sergeant	6.00	6.00	6.00	0.00	0.00%
Corporal	3.00	3.00	3.00	0.00	0.00%
Police Officer	44.00	44.00	46.00	2.00	4.55%
Total	**57.00**	**57.00**	**59.00**	**2.00**	**3.51%**

GOALS:

- To enhance the quality of life for the residents and visitors in Ormond Beach through effective, efficient, courteous, and responsive police services.
- Maintain an average response time of less than 5 minutes for all priority police calls for service.
- Continue the community policing project program to assist in the deterrence of public order crimes. This program addresses incidents such as code violations, civil infractions, public nuisance crimes, and traffic issues. By continuing this program we will reduce the number of repeat calls and improve the overall quality of life for our citizens and visitors.
- Implement a body worn camera program to enhance the safety of officers and citizens.
- Implement a License Plate Reader program that interacts with the systems used by other agencies within the county.
- Replace current 800MHZ radios with P-25 compliant system.
- Replace current security systems into a single user friendly system that is supported by current technology.
- Replace current scheduling program with a web-based system that is supported by current technology.
- Replace current Field Training Program software with a system that is supported by current technology.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Sworn law enforcement members available for CFS response	66	66	66	-	0.00%
Sworn members assigned to Traffic Enforcement	5	5	5	-	0.00%
Members assigned to Traffic Crash Investigations	5	5	5	-	0.00%
Total patrol districts	6	6	6	-	0.00%
Total mobile computers	77	77	77	-	0.00%
Total # of calls received by agency	66,929	86,000	90,000	4,000	4.65%
Citizen-generated workload; Calls for Service (CFS)	21,883	30,000	32,000	2,000	6.67%
Self-initiated workload; pro-active police actions	45,046	46,000	48,000	2,000	4.35%
Traffic citations issued (moving violations only)	4,909	3,595	4,000	405	11.27%
Traffic crashes	2,502	2,268	2,500	232	10.23%
Pedestrian fatalities	3	1	0	(1)	-100.00%
Total Traffic fatalities	4	6	5	(1)	-16.67%
Adult arrests	1,117	967	900	(67)	-6.93%
Juvenile arrests	22	31	31	-	0.00%
DUI arrests	59	31	50	19	61.29%
Total arrests	1,139	998	981	(17)	-1.70%

ACCOMPLISHMENTS:

- Handled over 65,000 calls for service, a small decrease from the previous year. Calls for service represent dispatched calls, self-initiated calls for service, directed patrol requests, and extra service calls.
- Completed over 6,500 police/crime reports and issued over 9,200 traffic related citations/written warnings, a 40% increase over the previous year.
- Conducted over 10,200 traffic stops, a 31% increase over the previous year.
- 1,498 Part I crimes were reported (down 5.7% from 2017) with a clearance rate of 35.6% (up 9.1% from 2017).
- Investigated 1,235 crashes.
- Hired and trained ten (10) sworn police officers during 2018.
- Completed successful operations during numerous special events in the area to include:
  - Race Week
  - Bike Week
  - Spring Break
  - July 4th fireworks celebration
  - Biketoberfest
  - Home for the Holidays Christmas Parade
- Continued use of Social Media to enhance the Police Department's image and deploy information to the public.

POLICE COMMUNITY OUTREACH

Community Outreach provides several educational and intervention-oriented programs that are designed to enhance life skills and prevent crime including:

- Drug Abuse Resistance Education (DARE)
- Police Athletic League (PAL)
- Explorers
- volunteers and neighborhood and business watches
- DARE program for middle schools

The program is supported in part through grant funding from the National Police Athletic League Youth Enrichment Program (PALYEP) and the Youth Leadership Council (YDC). In addition to City revenues that are the primary source of program funding, a not-for-profit PAL board raises funds for Police Athletic League activities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	497,199	526,160	523,971	(2,189)	-0.42%
Total	497,199	526,160	523,971	(2,189)	-0.42%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	458,988	479,484	477,379	(2,105)	-0.44%
Operating	38,211	46,676	46,592	(84)	-0.18%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	497,199	526,160	523,971	(2,189)	-0.42%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Community Program Coordinator	1.00	1.00	1.00	0.00	0.00%
After School Aide	1.00	1.00	1.00	0.00	0.00%
Recreation Leader	1.00	1.00	1.00	0.00	0.00%
Police Officer	3.00	3.00	3.00	0.00	0.00%
Seasonal:					
Tutors	0.00	0.00	0.00	0.00	0.00%
Total	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**

POLICE-COMMUNITY OUTREACH

GOALS:

- The Crime Prevention/Outreach unit will continue to create and conduct programs to address the variety of needs of the community.
- The Crime Prevention/Outreach unit will continue to create and conduct events that provide information related to crime prevention. These events should also bring the community and their police department together to enhance the positive relationship already shared.
- The Crime Prevention/Outreach unit will develop and maintain positive relationships with the business owners in the city, neighborhood associations, children and citizens.
- Present Drug Abuse Resistance Education (DARE) educational programs to public and private school students and achieve a “graduation” rate of 100%.
- Provide PAL educational tutoring and reading enhancement programs to 100 at risk youth in the Ormond Beach Community.
- Provide anti-bulling presentations to youth attending 5th grades at schools in the Ormond Beach community.
- Maintain the number of Police Officer hours (excluding time of assigned officers) in PAL activities at 200 annually.
- Maintain and expand community partnerships with Ormond Beach area schools.
- Establish a working relationship with Urban Surf 4 Kids in an effort to establish a relationship with fostered youth within the community.
- Build a relationship with the Ormond Beach Middle School staff and students by using programs that bring officers into the school.

ACCOMPLISHMENTS:

- Outreach attended their first Urban Surf 4 Kids event creating a relationship with the organization.
- “Badges N’ Board shorts” 3rd annual event took place in the summer to promote water safety. Several hundred spectators and people participated in the kayaking, paddle boarding and yoga.
- “Back the Blue” Sports Challenge 3rd annual event took place at Riverbend Academy. The sporting exhibitions provided an opportunity for the students, staff, and the police department to strengthen their relationship.
- The 5th Annual “Santa on Patrol” was successful. This year yielded the most toy donations to the program. This resulted in more opportunities to make more stops around the city where around 800 children were contacted at city parks, pre-schools, elementary schools, and retail stores.
- National Night Out was another success. The Hawaiian themed night was held at the Nova Community Park. There were over 2000 attendees.

POLICE-COMMUNITY OUTREACH

ACCOMPLISHMENTS:

- Ormond Beach Outreach Unit partnered with Academy Sports for the holiday season to give 25 students new bicycles and helmets.
- D.A.R.E. Drug Abuse Resistance Education program accomplished a 100% graduation rate among the 9 public and private schools within the city.
- "SLAP" Self-defense for Ladies & Assault Prevention program conducted classes with about 30-35 women per class. The Co-ed Self-defense class was conducted 2 times for Embry-Riddle Aeronautical University's ROTC program.
- "Coffee with a Cop" was conducted 9 times at various locations with about 50-75 attending at each event.
- "Soda Pop with a Cop" was conducted at Chick-fil-A with about 300 attending at each event.
- "Mission PAWSsible" program conducted "Santa Claws for Paws" to create awareness for animal rescues that shelter and care for unfortunate pets.
- "Citizen Police Academy" class was conducted. This five-week course is designed to give the community an inside look at the duties of law enforcement officers.
- "Badges & Brunch" Crimes Against Seniors program was conducted at senior living centers.
- "Mommy, Me & Safety" was conducted at Florida Hospital as part of the Mommy University program. This program is focused on the safety of new mothers and their child. Topics like baby on board safe driving, tips for no baby left behind in a vehicle, securing their residence to prevent the child from leaving unattended and much more is covered.
- The 2nd Annual Unity in the Community event was held in April at the South Ormond Neighborhood Center.
- The 5.0 Club was conducted twice at the Ormond Beach Middle School with approximately 50 students in each class.
- Thirty (30) youth participated in the 2018 R.E.A.D. Reading Exploration Adventure and Discovery program. The goal of R.E.A.D is to increase reading skills in the areas of fluency, vocabulary and comprehension. Based on statistics collected by the school in the majority youth attained learning gains on state tests as a result of participation in the program.
- 24 illustrated stories created by youth in the R.E.A.D. program were exhibited at the Ormond Beach Elementary School Library on May 22, 2018.
- The Tutors Are Us program provided an opportunity for 49 youth (23 fall semester and 26 spring semester) to receive one-on-one instruction geared toward each participant's specific academic needs.
- Science on Patrol 2018 (SOP) provided an opportunity for 28 youth to participate in the program partnership with Ormond Beach Middle School and 11 youth at Ormond Beach Elementary School to increase their skills in math and science. SOP enhances skills through the resolution of crime scene scenarios.
- Ormond Beach PAL was honored during the Ormond Beach Elementary School Volunteer Luncheon in May 2018 as a business partner in youth education.

ACCOMPLISHMENTS:

- Nine (9) Youth Director's Counsel (YDC) members qualified to attend the 2018 State of Florida Association of Police Athletic League's (SFAPAL) Annual Conference held in Orlando in July 2018.
- YDC member Tiara Glenn received a State of Florida Association of Police Athletic League Tomorrows Future Grant in July 2018.
- In 2018 the Youth Director Council hosted and/or assisted with 20 community service projects in the Ormond Beach community.
- The Ormond Beach PAL boy's 10U Bruins grade basketball team won the championship for their division at the 2018 State of Florida Association of Police Athletic Leagues Tournament. The 10U Bruins placed 2nd at the 2018 Sunshine State Games. The 12U team place 5th at the 2018 Sunshine State Games. A total of 58 youth participated in the 2018 program.
- OBPAL's summer program educational partnership with the South Ormond Neighborhood Center included: Art, Summer Science and Math and Computer Lab instruction. The summer program served approximately 100 children during the two 3 week sessions.
- In partnership with the Ormond Beach Library, OBPAL's Reading with a Cop was offered once a month after school and every other month during the summer in 2018. The program provided an opportunity for police officers to read to 230 children and families about the roles of officers in our community.
- OBPAL provided four fieldtrips to youth in the Department of Leisure Services Summer Connections program partnership. An average of 95 youth attended each field trip. Trips were offered to the Kennedy Space Center, Sea World and two trips to Daytona Lagoon.
- In partnership with the Department of Leisure Services, OBPAL worked with 16 students in a one-day fish cooper-embossing project the Ormond Beach Environmental Learning Center.
- OBPAL partnered with area organizations and schools to provide new toys to at-risk children in the Ormond Beach Community. Approximately 125 children received new toys and bikes during 2018 holiday season.
- The Second Annual Donut Dash 5K was re-located to the Trails Shopping Center for 2018. The event held on May 5, 2018 drew 153 participants for the event.

POLICE-CRIMINAL INVESTIGATIONS

The Criminal Ivestigations program provides follow up investigations on over 1,500 UCR reported crimes annually and conducts pro-active investigations into illegal drug sales and possession.

POLICE-CRIMINAL INVESTIGATIONS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	1,210,923	1,254,432	1,378,597	124,165	9.90%
Total	1,210,923	1,254,432	1,378,597	124,165	9.90%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	1,161,970	1,212,067	1,330,382	118,315	9.76%
Operating	48,953	42,365	48,215	5,850	13.81%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,210,923	1,254,432	1,378,597	124,165	9.90%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Police Officer	7.00	7.00	7.00	0.00	0.00%
Sergeant	1.00	1.00	1.00	0.00	0.00%
Corporal	2.00	2.00	2.00	0.00	0.00%
Victim Advocate Coordinator	1.00	1.00	2.00	1.00	100.00%
Evidence/Crime Scene Supervisor	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene Technician	1.00	1.00	1.00	0.00	0.00%
Office Assistant	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Evidence/Crime Scene Custodian	0.50	0.50	0.50	0.00	100.00%
Total	**14.50**	**14.50**	**15.50**	**1.00**	**6.90%**

POLICE-COMMUNITY SERVICE AND ANIMAL CONTROL

Community Services provides operational and logistical support to other police department functions such as:

- animal control
- police forensics
- alcohol breath testing
- traffic control
- communications

The program's animal control responsibilities include the investigation, documentation and tracking of animal bite complaints and dangerous/vicious animals throughout the city.

The program also serves as a proving ground for employees seeking to become sworn law enforcement officers with the Police Department.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	363,250	386,435	380,455	(5,980)	-1.55%
Total	363,250	386,435	380,455	(5,980)	-1.55%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	315,464	325,229	318,039	(7,190)	-2.21%
Operating	47,786	61,206	62,416	1,210	1.98%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	363,250	386,435	380,455	(5,980)	-1.55%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Community Service Officer	4.00	4.00	4.00	0.00	0.00%
Lead Community Service Officer	1.00	1.00	1.00	0.00	0.00%
Total	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**

GOALS:

- Promote responsible pet ownership through public awareness speaking at H.O.A. meetings and "Career Days" at schools in the area.
- Double the amount of City Animal Licenses sold to residents through advertising, in the city water bill and social media.
- Expand public awareness and education regarding the availability of Low Cost Spay and Neuter programs.
- Increase the number of animals returned to owners from the Police Department without having to transport to the Humane Society to keep impound fees down.
- Increase training and awareness of animal cruelty and dangerous dog issues.
- Hosting a second Low Cost Vaccination Clinic per month to assist residents.
- Equipping 1 trained CSO with all needed equipment for Chemical Capture

ACCOMPLISHMENTS:

- Hosted twelve (12) successful Low-Cost Pet Vaccination Clinics at the Police Department.
- With the Implementation of the Spay and Neuter Program, the savings have been approximately $3415.00 for the impound fee for 2018.
- Community Service Officers have fitted 80 children with helmets for safe bicycle riding during the Shifters Bike Club, National Night Out or other events.
- Public meetings at the Senior Center with Florida Wildlife Officers on Living with Coyotes in Florida.
- All CSO's are trained in fitting bicycle helmets.

POLICE-RECORDS MANAGEMENT

Records Management provides internal upkeep and management of all Police Department records through a computerized records management system, processing approximately 18,000 to 20,000 reports and citations annually. Records personnel also serve as the point of first contact in person representing the Ormond Beach Police Department to respond to information requests. Records personnel are also first point of contact for many incoming telephone calls.

POLICE-RECORDS MANAGEMENT

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	150,597	166,447	172,361	5,914	3.55%
Total	150,597	166,447	172,361	5,914	3.55%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	138,464	153,522	158,086	4,564	2.97%
Operating	12,133	12,925	14,275	1,350	10.44%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	150,597	166,447	172,361	5,914	3.55%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Records Clerk	3.00	3.00	3.00	0.00	0.00%
Total	**3.00**	**3.00**	**3.00**	**0.00**	**0.00%**

POLICE-RECORDS MANAGEMENT

GOALS:

- Maintain an entry rate of 100% for reports and citations that are continually submitted to the unit on a daily basis.
- Restructure the work flow of the records department.
- Maintain the transfer of Uniform Crime Reports entries between the two separate reporting systems with no more than 5 days of backlog.
- Work towards a completely paperless records management system
- Implement the use of the newly created records manual so that all tasks in the manual are carried out the same way by each clerk.
- Streamline the report submission process.

ACCOMPLISHMENTS:

- The day-to-day backlog of reports has been kept well under 10, normally running less than 5 reports on any given day/time.
- Completed a Record manual that would assist all the clerks if they needed a quick reference guide on how to complete a task they were unfamiliar with. The manual would consist of all the various assignments required within the division.
- Successfully upload the Uniform Crime Report statistics to the Florida Department of Law Enforcement on time as required.
- Continually purge the old report documents that have met the retention schedule. Keeping up to date on the purging will enable the records Unit to have more usable space.
- Streamline the report submission process.

NEIGHBORHOOD IMPROVEMENT

Neighborhood Improvement investigates approximately 5,600 cases annually to ensure compliance with City codes and ordinances through inspections, neighborhood sweeps, and citizen complaints and inquiries. More specifically, Neighborhood Improvement enforces the City's Land Development Code requirements regarding land use and development regulations, sign usage, as well as environmental code requirements. This Division also enforces the regulations contained in the Code of Ordinances with regard to water restrictions, solid waste and various other regulations. In addition, Neighborhood Improvement processes approximately 760-tree removal permits, conducts approximately 940 landscape inspections for new residential construction, and approximately 75 landscape maintenance inspections on existing commercial sites.

Neighborhood Improvement also coordinates a "partnering" effort with neighborhood associations, interested citizens and civic organizations.

NEIGHBORHOOD IMPROVEMENT

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Code Violations	20,741	30,000	28,000	(2,000)	-6.67%
General Fund	363,997	406,575	402,544	(4,031)	-0.99%
Total	384,738	436,575	430,544	(6,031)	-1.38%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	364,301	403,871	397,820	(6,051)	-1.50%
Operating	20,437	32,704	32,724	20	0.06%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	384,738	436,575	430,544	(6,031)	-1.38%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Neighborhood Improvement Manager	1.00	1.00	1.00	0.00	0.00%
Environmental Enforcement Officer	1.00	1.00	1.00	0.00	0.00%
Neighborhood Improvement Officer	3.00	3.00	3.00	0.00	0.00%
Office Assistant III	1.00	1.00	1.00	0.00	0.00%
Total	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**

GOALS:

- Establish a procedure/process with the Legal Department and Building Division to address occupied structures which are in various stages of disrepair and are unfit for human habitation and have become a public nuisance.
- Expedite the code enforcement notification process with the use of new equipment/technology (Tyler/Munis) as provided by the Information Technology Division.
- Proactive pursuit of outstanding balances related to fine amounts and/or services rendered prior to the lien process.
- Maintain full staffing levels and provide all code related education/training as time and resources allow.

PERFORMANCE MEASURES:

NID ANNUAL REPORT

4/30/2021

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Number of proactive cases	414	253	265	12	4.74%
Number of reactive cases/complaints	1,788	1,982	2,081	99	4.99%
Days from complaint to first inspection	Less than 48 hrs	Less than 48 hrs	Less than 48 hrs	-	-
Total cases brought into compliance **prior to citation**	2,163	2,147	2,255	108	5.03%
	NO HEARING CASES MARCH-MAY 2020 DUE TO COVID-19	ESTIMATES BASED ON RECOVERY FROM 2020 COVID-19			

ACCOMPLISHMENTS:

- To improve upon effective and efficient enforcement services, the following process improvements have been established:
  - NID has modified its scheduling to include evening hours three times per week which will allow for hand delivery of notices when the property owners are not home between the hours of 8:00 a.m. – 5:00 p.m. The adjusted hours will also allow members of NID to potentially observe violations which have been reported to occur after 5:00 p.m.
  - site maintenance notices will be posted upon the property and mailed by certified mail and regular mail. If the certified mail is not accepted or is returned, the term “notice is received” shall mean ten (10) calendar days after the later of the date the notice of violation was mailed or the property was posted. This action allows NID to expedite the abatement of the nuisance/s and direct the City contractor to resolve the violation
  - new contractor is now providing services to the Neighborhood Improvement Division. Yellowstone Landscaping is currently working for the City and now provides services to NID which allows local and immediate response five days a week; and
  - NID now has a full staff and scheduling weekend hours to address prohibited portable signs placed within the right-of-ways is now possible.

NEIGHBORHOOD IMPROVEMENT

ACCOMPLISHMENTS:

- As a proactive approach to unsafe structures, the unsafe structure abatement team (USAT) has been formed. USAT is compromised of the Chief Building Official, City Engineer, Fire Chief, Neighborhood Improvement Division Manager, and a Police Officer. The purpose of the USAT is to set forth standards to ensure that structures are safe, sanitary and fit for occupancy and use, the closing and vacating of buildings and structures unfit for human occupancy and use, and if necessary, the demolition of such existing structures.
- A community partnership with the Christ Presbyterian Church men's group has been formed. The Christ Presbyterian Church men's group is willing to assist property owners who face various challenges in their lives and may not be able to address code violations in a timely fashion. The Neighborhood Improvement Division will share information between the two parties which may result in a positive connection and outcome. A community partnership with the Rotary Club of Downtown Ormond Beach has just recently been formed and will also provide assistance to property owners who face various challenges in their lives.
- The Neighborhood Improvement Division has significantly reduced the use of paper files except for cases going before the Special Magistrate, cases which have resulted in a City contractor abating the violation, and for new trainees.

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

The Fire Department is responsible for providing fire protection, technical rescue, hazardous material response/mitigation and emergency medical services within the city limits of Ormond Beach from four (4) fire station locations. The Department personnel include firefighters many of which are certified as Emergency Medical Technicians (EMT's) and certified as paramedics.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	6,635,386	6,351,305	6,245,373	(105,932)	-1.67%
Total	6,635,386	6,351,305	6,245,373	(105,932)	-1.67%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	5,772,443	5,604,884	5,421,854	(183,030)	-3.27%
Operating	862,943	746,421	823,519	77,098	10.33%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	6,635,386	6,351,305	6,245,373	(105,932)	-1.67%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Fire Battalion Commander	3.00	3.00	3.00	0.00	0.00%
Captain	12.00	12.00	12.00	0.00	0.00%
Driver Engineer	12.00	12.00	12.00	0.00	0.00%
Firefighters	18.00	18.00	18.00	0.00	0.00%
Fire Chief	1.00	1.00	1.00	0.00	0.00%
Deputy Fire Chief	1.00	1.00	1.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Total	**48.00**	**48.00**	**48.00**	**0.00**	**0.00%**

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

GOALS:

- Continue evaluating the fire-rescue system and procedures to improve service.
  - Continue to explore cost savings opportunities without reducing services.
  - Continue to improve service delivery and updating equipment.
- Emergency Preparedness Planning - Evaluate risks, develop and update procedures and exercise operational plans to effectively manage the City's potential emergencies. Continue towards NIMS (National Incident Management System) compliance by ensuring federally mandated courses are completed by City employees.
- Priority Dispatch - Continue on-going communications with Volusia County Public Protection to work through areas of concern to ensure efficiency and continually evaluated for its efficiency and effectiveness.
- Public Fire Safety & EMS Education - Continue delivering public fire safety and EMS education to our citizens and ensure all residents have working smoke detectors. Add new programs such as "Stop the Bleed" program.
- Apparatus Replacement - Evaluate apparatus needs; type and function for current, as well as, future needs.
- Safety - Implement a firefighter fitness standard to reduce the risk of injuries and cost to the City. Maintain a zero tolerance policy for those who willfully violate safe practices.
- Grant Assistance - Continue to seek and apply for grant opportunities that will enhance our service delivery.

PERFORMANCE MEASURES:

				Change	% Change
	Actual	Estimate	Estimate	FY 2020-21	FY 2020-21
	FY 2019-20	FY 2020-21	FY 2021-22	to FY 2021-22	to FY 2021-22
100- Fires Total number of calls dispatched as building fires	94	95	96	1	1.05%
200- Overpressure Rutures, Explosions	2	3	4	1	33.33%
300- Emergency Medical Services	4,119	4,200	4,500	300	7.14%
400-Hazardous Condition	161	150	165	15	10.00%
500- Service Calls	1,345	1,400	1,450	50	3.57%
600- Good Intent Calls	1,142	1,145	1,200	55	4.80%
700- False Alarmes	310	320	330	10	3.13%
800- Severe Weather	1	2	3	1	50.00%
900- Special Incident Type	10	11	12	1	9.09%
Real Property Value	15,416,150	16,000,000	16,500,000	500,000	3.13%
Fire Loss	894,900	900,000	950,000	50,000	5.56%
Property Saved	14,521,250	15,000,000	15,500,000	500,000	3.33%
Public Education Events	4	50	55	5	10.00%
Total number of people touched by Public Education	5,000	2,500	2,500	-	0.00%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

ACCOMPLISHMENTS:

- In 2018, Fire Rescue responded to 8,116 incidents.
- Fire Analysis Dollar Value of property responded to was $14,487,576 The property loss due to fire was $1,057,850 with a property save in the amount of $13,429,726
- Deployed two teams to the Florida Panhandled to work the relief efforts after Hurricane Michael. Updated City's EOC procedures to be NIMS compliant. Relocated the existing EOC from the old Police Department building to Fire Station-92.
- Ensured water supply was available for fire suppression by inspecting and acquiring flow readings from city fire hydrants. A second visit was made to the hydrants to paint, grease and apply necessary road reflective markers.
- Reached out to over 3,799 residents for public education. Attended 52 Public Appearance events.
- Provided 3 fire extinguisher demonstrations to local businesses.
- Provided 30 fire station tours to the public.
- Delivered a two successful Child Babysitting and Safety certification courses for our residents and Children of Ormond Beach.
- Delivered quarterly Heartsaver CPR/AED certification course for our residents at no charge.
- Certified City employees from Leisure Services, Public Works, and the Police Department in CPR.
- Attended the Daytona Airport Triennial Drill required by FAA. This is a large mass casualty incident.
- Signed an agreement with Daytona State Collage for students to ride on Ormond Beach units. This EMS skills training is required by the collage to become an EMT or Paramedic and give us a chance to recruit new employees.

BUILDING INSPECTIONS AND SERVICES

Building Inspections provides the following services:

- review of all construction plans for residential, commercial and industrial construction
- issuance of approximately 3,000 building permits annually
- conducts approximately 13,000 building, plumbing, mechanical and electrical inspections for various types of construction within the City limits of Ormond Beach in accordance with the Florida building Code and other State and local laws.

Occcupational Licensing provides the following services:

- issuance of occupational license renewals
- issuance of new occupational licenses
- completion of contractor registrations

BUILDING INSPECTIONS AND SERVICES

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Permit Fees	974,921	945,000	1,101,000	156,000	16.51%
General Fund	60,168	132,529	(22,556)	(155,085)	-117.02%
Total	1,035,089	1,077,529	1,078,444	915	0.08%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	922,971	955,304	946,713	(8,591)	-0.90%
Operating	112,118	122,225	131,731	9,506	7.78%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,035,089	1,077,529	1,078,444	915	0.08%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Chief Building Official	1.00	1.00	1.00	0.00	0.00%
Planning Director	0.35	0.00	0.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Permit Technician	3.00	3.00	3.00	0.00	0.00%
Plans Examiner	1.00	1.00	1.00	0.00	0.00%
Chief Building Inspector	1.00	1.00	1.00	0.00	0.00%
Building Inspector	2.00	2.00	3.00	1.00	50.00%
Engineering Inspector	2.00	2.00	2.00	0.00	0.00%
Total	**11.35**	**11.00**	**12.00**	**1.00**	**9.09%**

BUILDING INSPECTIONS

GOALS:

- Strive to complete permit reviews within streamlined timeframes
- Continue providing time sensitive inspection response (next business day) to contractors and homeowners.
- Continue to look for ways to streamline processes to increase efficiency.

PERFORMANCE MEASURES:

	Actuals FY 2017-18	Estimate FY 2018-19	Estimate FY 2019-20	Change FY 2018-19 to FY 2019-20	% Change FY 2018-19 to FY 2019-20
All inspections for building construction, residential and commercial. Does not include inspections outsourced by the jurisdictions. Exclude Private Providers.	20,000	20,000	20,000	-	0.00%
The percentage volume of building inspections completed by target date of requests for inspection being made. Define on-schedule for your jurisdiction.	99%	99%	99%	-	0.00%
Include re-inspections performed by jurisdiction's licensed inspectors only. Exclude outsourced inspections and inspections performed by Private Providers.	4,800	4,200	4,200	-	0.00%
All plans approved during the designated fiscal year regardless of the number of reviews required prior to approval	4022	3,000	3,000	-	0.00%
All BEMP plan reviews. Exclude Zoning reviews.	100%	100%	100%	-	0.00%
All permits for building construction, residential and commercial.	4022	4800	5500	700	14.58%
Time from electronic date that application for permit is entered into the Permits System to when it is entered as "completed" regardless of when customer picks it up. Count only time when jurisdiction has the plans.	100%	100%	100%	-	0.00%

* Reflects projected year end inspection numbers that are increased due to Hurricane Matthew. Budget was 14,000.

** Reflects projected year end re-inspection numbers that are increased due to Hurricane Matthew. Budget was 1800.

BUILDING INSPECTIONS

ACCOMPLISHMENTS:

- 100% of all building plans shall be electronic submittal
- Maintained 24 hour inspection turnaround for all requests.
- Maintained positions without turnover
- Continued to provide external user training for ProjectDox to Engineers, Architects and builders.
- Added a self-service customer kiosk to the office so that customers can use and be instructed on both online payments/inspection scheduling and Project Dox use
- Revised special event permitting processes that will include training PD and Leisure Services in Project Dox electronic reviews.
- All building inspectors have 1&2 Family Inspector licenses.
- One more building inspector obtained a Fire Safety Inspector certificate.

ROADSIDE AND RIGHT OF WAY MAINTENANCE

The Roadside and Right-of-Way Maintenance program is responsible for the maintenance and repair of City Parks and Properties, 150+ mile network of local roads and related public right of way, including:

- vegetation and debris maintenance of road shoulders, and sidewalks
- right-of-way mowing on a contractual basis
- maintenance and grading of 11 miles of unpaved roads and parking lots that are under the maintenance responsibility of the City
- mowing at the Business Park, Airport and the closed class III Landfill

Program costs are offset in part by the Florida Department of Transportation (FDOT) for road shoulder maintenance and mowing rights-of-way on State roads within the City limits of Ormond Beach. Approximately 98 lane miles of roads are maintained in accordance with an agreement between the City and FDOT for State Road 40, US 1, Nova Road, and A1A (10 lane miles added on Nova Rd). Approximately $99,000 of the $175,000 FDOT contract amount offsets road maintenance costs with the balance dedicated to drainage maintenance.

In-house city personnel provide the services listed above except for right-of-way mowing which is a contracted operation.

ROADSIDE AND RIGHT-OF-WAY MAINTENANCE

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Right of Way Maintenance	137,600	116,000	116,000	-	0.00%
Traffic Signal Maintenance	94,866	95,000	100,000	5,000	5.26%
State Highway Lighting	124,819	125,000	125,000	-	0.00%
General Fund	1,645,547	1,701,494	1,886,185	184,691	10.85%
Total	2,002,832	2,037,494	2,227,185	189,691	9.31%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	936,086	1,023,242	1,086,450	63,208	6.18%
Operating	1,066,746	1,014,252	1,140,735	126,483	12.47%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,002,832	2,037,494	2,227,185	189,691	9.31%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Operations Mgr.	0.30	0.00	0.00	0.00	0.00%
Streets Supervisor	1.00	1.00	1.00	0.00	0.00%
Foreman	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker II	9.00	9.00	9.00	0.00	0.00%
Maintenance Worker III	4.00	4.00	4.00	0.00	0.00%
Maintenance Worker IV	3.00	3.00	3.00	0.00	0.00%
Office Assistant II	0.50	0.00	0.00	0.00	0.00%
Public Works Director	0.25	1.00	1.00	0.00	0.00%
Total	**19.05**	**19.00**	**19.00**	**0.00**	**0.00%**

ROADSIDE AND RIGHT OF WAY MAINTENANCE

GOALS:

- Respond to calls for customer service by the end of business daily and within 1 hour for after hour call-outs.
- Respond to non-Public Works related work orders by end of business for scheduling.
- Incur no more than twelve (12) reported deficiencies on FDOT inspections yearly.
- Complete FDOT deficiencies with 21 working days.
- Assist in providing traffic control for special events.
- Assist with emergency management issues as they arise.
- Work to create greater efficiency in all aspects of street maintenance and repair.
- Continued employee training and certifications.

ACCOMPLISHMENTS:

Street & Right of Way Maintenance

- 17 miles of shell roads were graded. Projected 17 miles in FY 19/20.
- 3,840 maintenance work orders were completed. Projected 3,850 maintenance w/o in FY 19/20.
- 250 maintenance work orders were completed on FDOT roads. 1,967 man-hours were expended assisting other City departments. Projected 1,500 man-hours assisting other departments in FY 19/20.
- 1,098.5 man-hours working for other departments were for maintenance in City Parks. Projected 750 man-hours in FY 19/20.

Asphalt Maintenance

- 132 asphalt work orders were completed repairing city streets, requiring 184 tons of asphalt. Projected 125 asphalt work orders in FY 19/20, 165 tons of asphalt.
- There were 1 asphalt work orders completed on repairing FDOT roads, requiring 2.5 tons of asphalt.

Concrete Maintenance

- 249 work orders were completed for repairs to City sidewalks, curbs, gutters and catch basin aprons, requiring 313 cubic yards of concrete, 178 tons of recycled concrete and 195 tons of limerock base material. Projected 175 concrete work orders, 180 cubic yards of concrete, 150 tons of recycled concrete and 175 tons of limerock base material in FY 19/20.
- There were 145 work orders completed on FDOT walks, curbs, and gutters, requiring 118 cubic yards of concrete. Projected 50 concrete work orders, 80 cubic yards of concrete in FY 19/20.

Sign Maintenance

- There were 835 work orders completed for Traffic Sign installation and repair. Projected 800 work orders for Traffic Sign installation and / or repairs FY 19/20.

Urban Forestry

- There were 229 trees removed from City R/W's or properties and 2 trees were removed from FDOT R/W's.

ENGINEERING

The Engineering Department is responsible for the following functions:

- Liaison with consultant engineers for the design and construction management for airport, road, drainage, water and sewer, recreational facility, beautification and other capital improvement projects.
- Survey and mapping and computer aided design for in-house projects that are not contracted to a consultant engineer.
- Site plan review and permitting of proposed development applications and inspection of all residential and commercial development projects.

ENGINEERING

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	962,868	1,192,244	1,088,022	(104,222)	-8.74%
Total	962,868	1,192,244	1,088,022	(104,222)	-8.74%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	891,731	1,143,444	1,037,772	(105,672)	-9.24%
Operating	71,137	48,800	50,250	1,450	2.97%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	962,868	1,192,244	1,088,022	(104,222)	-8.74%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Director	0.25	0.00	0.00	0.00	0.00%
City Engineer	1.00	1.00	1.00	0.00	0.00%
Civil Engineer	1.00	1.00	1.00	0.00	0.00%
Chief Engineering Technician	1.00	1.00	1.00	0.00	0.00%
Construction Engineer	1.00	1.00	1.00	0.00	0.00%
Engineering Inspector	3.00	3.00	3.00	0.00	0.00%
Engineering Project Manager	1.00	0.00	0.00	0.00	0.00%
Deputy City Engineer	0.00	1.00	1.00	0.00	0.00%
Engineering Project Coordinator	1.00	1.00	1.00	0.00	0.00%
Landscape Architect	1.00	1.00	1.00	0.00	0.00%
Permit Technician	1.00	1.00	1.00	0.00	0.00%
Engineering Technician	1.00	1.00	1.00	0.00	0.00%
Total	**12.25**	**12.00**	**12.00**	**0.00**	**0.00%**

ENGINEERING

GOALS:

- Complete 75% of assigned capital improvement projects within 30 days of the substantial completion date established with the Notice to Proceed.
- Final project costs not to exceed 10% of bid cost for all change orders with the exception of City requested additions to original project scope of work.
- To receive 85% of bids below Engineer's final design cost estimate.

ACCOMPLISHMENTS:

2019 Roadway Rehabilitation – Resurfacing

- Completed the annual road resurfacing contract with approximately 1.3 miles of City streets repaved.

2019 Road Rehabilitation – Microsurfacing

- Completed the annual microsurfacing of approximately 4.1 miles of roadway.

2019 Storm & Sewer Pipe Lining

- Performed restoration improvements to approximately 3,800 linear feet of existing deteriorated and leaking stormdrain and approximately 3,800 linear feet of sewer pipe at various locations throughout the City, using cured-in-place pipe lining.

Breakaway Trails Reclaimed Water Storage & Pumping Station

- Commenced construction of a new pre-stressed concrete reclaimed water storage tank and pump station with variable speed pumps. The project is receiving partial funding from a SJRWMD grant.

Coquina Court Drainage Improvements

- Completed construction of approximately 520 feet of 24-inch stormwater pipe along Coquina Court and Board Avenue, to reduce the extent and frequency of localized flooding in the area.

Cassen Park Pier Replacement

- Repaired damages sustained during Hurricane Irma. Received a FIND Disaster Relief grant to offset a portion of the expense, FEMA funding has been obligated.

Cassen Park Public Dock

- Construction commenced on a public dock adjacent to the fishing pier at Cassen Park. After Hurricane Irma, the original scope of the project was expanded to include expanding a proposed breakwater to better protect City Facility against future storm damage. Received FIND Grants for partial design and construction funding for the project.

CDBG – Ames Park

- Construction of improvements to the parking lot at Ames Park.

ACCOMPLISHMENTS:

CDBG – Landscape Renovations

- Installation of new landscaping and irrigation at Ames Park, Cassen Park, and Bailey Riverbridge Gardens. These parks sustained damage to the landscapes during Hurricanes Matthew and Irma, and damaged plant material was removed but not replaced.

Force Main Repairs

- Completed construction of sanitary sewer force main upgrades on A1A/Oceanshore Blvd, Spanish Waters Drive, Granada Blvd/Bovard, and Abby Way. These upgrades will improve the configuration, operational reliability, and redundancy of the force main system.

Forest Hills Trail

- Completed construction of a 3,400 LF multi-use trail, with lighting, connecting the Forest Hills neighborhood to Mayfield Terrace. The project was partially funded by an FDOT Local Agency Participation (LAP) agreement.

Granada Blvd. Landscape Renovations

- Completed design and commenced construction of landscape renovations and irrigation system upgrades in the Granada Blvd. medians from Orchard Street to the I-95 overpass, including the entrance/exit ramps. This project primarily funded by an FDOT Joint Participation Agreement.

Laurel Creek Stream Gauges

- Installed water level detectors/flow meters at three additional locations on Laurel Creek. These monitoring stations will provide additional data and allow City Staff to make better decisions and be more responsive during times of significant rainfall.

North US1 Water Main Improvements (Phase 1)

- Completed construction on a new water main through Ormond Crossings to US1 which will provide increased pressures through the looping with the existing water main and additional reliability.

OBSC Lighting Baseball Field 3 and Soccer Fields 1-3

- Installed lighting fixtures and poles on Wendlestadt baseball field 3 and soccer fields 1, 2, and 3 which were previously unlit. The lighting fixtures installed are LED which are energy efficient, control glare, and provide superior lighting uniformity for better playability.

Outfall Pipe Replacement

- Completed construction for the repair of the damaged Melrose effluent outfall pipe crossing under the Halifax River.

ACCOMPLISHMENTS:

WTP Lime Slaker Unit Replacement & Sodium Hypochlorite Generator Replacement

- Commenced construction of 2 replacement lime slaker units and sodium hypochlorite generator, including new generator skids and miscellaneous equipment and minor electrical modifications at the water treatment plant.

WTP Solids Handling Facility Upgrades

- Commenced construction on replacement of solid handling facility dewatering structure and existing centrifuges with a new steel building and vacuum presses.

WWTP Sludge Dewatering & Re-Aeration Basin Improvements

- Commenced construction of improvements to the sludge dewatering process that involves replacement of the two existing centrifuges and polymer blending systems, replacing the bridges and handrails on the two digesters, and structural upgrades within the re-aeration basin.

FLEET OPERATIONS

Fleet Operations is a support service function of city government provides a comprehensive array of repair and preventative maintenance services for a fleet of approximately 229 vehicles and 399 pieces of equipment and other non-rolling stock. Fleet Operations core services include:

- maintaining a parts shop and inventory
- coordination of all sublet repairs
- management of the City's vehicle replacement program
- overseeing operations of the City's central fueling facility
- maintaining management and billing information for all vehicles and equipment

As an "internal service" operation, Fleet Maintenance recovers its labor and overhead through an hourly labor rate billed to user departments and from a 25% surcharge levied on parts and sublet repairs and a 10% surcharge on fuel. The cost of all parts and sublet repairs are charged directly to the user department.

FLEET OPERATIONS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	1,316,960	1,233,777	1,380,289	146,512	11.88%
Total	1,316,960	1,233,777	1,380,289	146,512	11.88%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	355,856	360,643	356,156	(4,487)	-1.24%
Operating	961,104	873,134	1,024,133	150,999	17.29%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,316,960	1,233,777	1,380,289	146,512	11.88%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Garage Supervisor	1.00	1.00	1.00	0.00	0.00%
Fleet System Specialist	1.00	1.00	1.00	0.00	0.00%
Mechanic II	1.00	1.00	1.00	0.00	0.00%
Mechanic III	1.00	2.00	2.00	0.00	0.00%
Part-time Positions:					
Courier (part-time)	0.50	0.50	0.50	0.00	0.00%
Total	**4.50**	**5.50**	**5.50**	**0.00**	**0.00%**

FLEET OPERATIONS

GOALS:

- Focus Fleet Operations on rolling stock by limiting subletting of small repairs and maintenance of handheld equipment.
- Maintain vehicle downtime of no more than 7% for all Fire and Police vehicles.
- Maintain an average productivity rate for all mechanics of 83% that generates billable labor rate hours from work orders.
- Achieve ASE Blue Seal of Excellence for 13th consecutive year.
- Continue to provide for efficient, timely and cost effective delivery of repair and maintenance service to the City.
- Pursue options for succession planning within Fleet Operations
- Continue implementation of CIP vehicle in-house builds

ACCOMPLISHMENTS:

- Achieved ASE Blue Seal of Excellence for 12th consecutive year.
- Achieved a downtime rate of lower than 6.8% for all emergency vehicles.
- Completed certification programs for all technicians.
- Continued reduction in parts inventories by Identifying obsolete parts and provide a cost effective recovery and disposal program.
- Continue being a GM Warranty Certified repair facility.

ECONOMIC DEVELOPMENT

The City's Economic Development Department promotes development and redevelopment in Ormond Beach, including the Airport Business Park, downtown, and other areas within the community. In addition, Economic Development works closely with private property owners and City and County officials in the creation and development of a business park in the area along north US1 and Interstate 95. Economic Development also markets the City of Ormond Beach to prospective businesses and visitors.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	413,683	390,128	382,023	(8,105)	-2.08%
Total	413,683	390,128	382,023	(8,105)	-2.08%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	128,140	135,640	153,385	17,745	13.08%
Operating	82,189	100,331	146,931	46,600	46.45%
Capital	-	-	-	-	0.00%
Economic Incentives	203,354	154,157	81,707	(72,450)	-47.00%
Total	413,683	390,128	382,023	(8,105)	-2.08%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Economic Development Dir.	0.90	1.00	1.00	0.00	0.00%
Total	**0.90**	**1.00**	**1.00**	**0.00**	**0.00%**

GOALS:

- Retain industrial businesses through visitation program and assist with expansion projects.
- Conduct the first annual Business Retention Survey of target industry in the City in collaboration with the Chamber of Commerce.
- Work with key target businesses in plant expansion and job creation initiatives.
- Collaborate with economic development partners to market & attract out-of-state businesses/visitors to the City.
- Develop/Implement Main Street economic development initiatives.
- Manage City's Business Park including:
  - Prepare marketing material and promote development opportunities at the airport and business park for attraction and expansion of target industry.
  - Work closely with businesses on improvements to the electrical and internet infrastructure.
  - Work with Public Works to develop plans and construct the extension of Signal Avenue and Tower Circle East into the Southwest Quadrant of the Airport.
- Publish and distribute quarterly Economic Development newsletter.
- Update the Economic Development Plan Strategic Plan,
- Work closely with Tomoka Holdings to open up land in the Ormond Crossings master development project.

ACCOMPLISHMENTS:

- Worked with businesses throughout the City to retain and expand their operations and employment base, including, Concentrated Aloe, and Security First Insurance.
- Recruitment of new businesses to the City including Lucky's Market to Downtown CRA.
- Updated economic development marketing material to promote business attraction in the City, Ormond Crossings, Ormond Beach Airport and Business Park.
- In collaboration with the Ormond Beach Chamber of Commerce published the biennial Doing Business in Ormond Beach booklet.
- Provided leadership and consultation to the Ormond Beach Chamber of Commerce, Main Street Inc., and Team Volusia EDC organizations to improve the business climate in the City.

PARKS AND GROUNDS MAINTENANCE

Parks and grounds maintenance program is responsible for:

- routine grounds maintenance
- mowing, general beautification and upkeep of all City's parks and on-site buildings to include:
  - grass mowing
  - flower bed and shrub maintenance
- maintenance and trash collection of the medians along A1A and State Road 40

With the exception of the Memorial Art Gardens, all parks and ground maintenance is performed on a contracted basis.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	2,087,277	2,177,602	2,326,992	149,390	6.86%
Total	2,087,277	2,177,602	2,326,992	149,390	6.86%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	334,584	326,095	344,846	18,751	5.75%
Operating	1,752,693	1,851,507	1,982,146	130,639	7.06%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,087,277	2,177,602	2,326,992	149,390	6.86%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Maintenance Foreman	1.00	1.00	1.00	0.00	0.00%
Contract Manager	1.00	1.00	1.00	0.00	0.00%
Tradesworker	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker II	1.00	1.00	2.00	1.00	100.00%
Seasonal Positions:					
Maintenance Worker II (1)	0.00	0.00	0.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker II (4)	2.00	2.00	1.00	-1.00	0.00%
Total	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**

PARKS AND GROUNDS MAINTENANCE

GOALS:

- Ensure all parks and grounds are inspected bi-weekly to ensure safety, accessibility and cleanliness.
- Quarterly safety meetings with staff.
- Continuation of Hurricane Irma repairs to include replacement of items damaged at Cassen Fishing Pier.
- Quarterly meetings with park staff to discuss progress and course of maintenance.
- To stay on top of additional leaf blowing removal/pressure washing of added concrete and wood paths.
- Work with building maintenance as needed to ensure park buildings are clean, safe and inviting to the public.
- Quarterly budget review to ensure department is staying within budget.
- Work with building maintenance in preparation for Christmas decorations to be placed around the city.
- Continue to develop need assessments to prioritize enhancements and/or replacement projects and relay information in weekly appraisal meetings with building maintenance, landscape contract manager and facilities maintenance contracts manager to address any issues that may need to be addressed.
- Maintain the appearance of City parks and facilities through regular maintenance.

PERFORMANCE MEASURES:

	Actual FY 2019-20*	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Number acres of passive park	80	80	80	-	0.00%
Number of acres of active park	412	412	412	-	0.00%
Number of park acres maintained	492	492	492	-	0.00%
Number of volunteer hours	23,177	23,092	69,500	46,408	200.97%
Number of children registered in summer programs	45	67	200	133	198.51%
Number of available spaces in summer programs (number of registered that are placed)	45	67	220	153	228.36%
Number of children in jurisdiction	6,730	6,730	6,730	-	0.00%

***COVID19**

ACCOMPLISHMENTS:

- Maintained files for photographs and supporting documents for areas of concern
- Major cleanup of 3 transient encampments at Riverbend Park in support of the new bike trail.
- Weekly Safety training classes instituted
- Engraved, constructed and installed new benches and trash receptacles at the new Cassen Park Pier replaced after the hurricane.
- Replaced beach access stairs at ARBP
- Removed and disposed of three antiquated scoreboards at athletic fields.
- Created standard work schedule for all part time and full time people covering all parks for every week.
- Installed concrete posts and tie downs at Rockefeller Gardens to support the movie screen.

  Communicate with Contract Manager any issues found with overall cleanliness of restroom facilities.

LEISURE SERVICES ADMINISTRATION/REGISTRATION

Leisure Services Administration provides the executive leadership and guidance necessary to carry out the mission, goals and policies for recreational, cultural, senior center, special events, special populations, and athletic field's maintenance programs. Leisure Services Administration also processes enrollment and completes registrations for:

- Youth and adult recreation programs
- Contractual instructor classes
- Gymnastics
- Summer camp programs
- Tennis programs
- Field and park rentals

Leisure Services manages recreation center activities held at Nova Community Center, South Ormond Neighborhood Center, Ormond Beach Gymnastics Center and Performing Arts Center.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Liability Insurance	3,056	13,000	9,100	(3,900)	-30.00%
ARBFP Concession Rental	8,333	10,000	10,000	-	0.00%
General Fund	656,673	671,742	712,373	40,631	6.05%
Total	668,062	694,742	731,473	36,731	5.29%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	477,071	507,880	510,040	2,160	0.43%
Operating	190,991	186,862	221,433	34,571	18.50%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	668,062	694,742	731,473	36,731	5.29%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Leisure Services Director	1.00	1.00	1.00	0.00	0.00%
Asst. Leisure Services Director	1.00	1.00	1.00	0.00	0.00%
Recreation Program Specialist	1.00	1.00	1.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Office Assistant III	2.00	2.00	2.00	0.00	0.00%
Part-time Positions:					
Office Assistant I	0.63	0.50	0.50	0.00	0.00%
Total	**6.63**	**6.50**	**6.50**	**0.00**	**0.00%**

LEISURE SERVICES ADMINISTRATION/REGISTRATION

GOALS:

- Create a new user friendly Leisure Service website focused on programming and activities.
- Apply for Tree City USA Growth Award, through National Arbor Day Foundation.
- Take over Mayors Health and Fitness Challenge.
- Revamp advertising for summer camps, summer clinics, and yearly programming.
- Partner with engineering to apply for ECHO grant for sports field lighting.
- Develop free lunch and learn programming for the Environmental Discovery Center.
- Provide support to the Community Garden Committee to plan the third community garden in 2018/2019 which may be implemented in fiscal year 2019/2020.
- Promote the existing "Memorial Tree" and "Memorial Bench" programs.
- Ensure the continued use of volunteers.
- Retain Ormond Beach's Tree City USA designation.
- Apply for the NRPA Gold Medal award for the department.
- Achieve all City Commission goals for Leisure Services for FY 2018-19 by the end of the fiscal year.
- Update Master Plan
- Implement Hometown Hero Banner Program

PERFORMANCE MEASURES:

	Actual FY 2019-20*	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
# of Field/Park/Facility Rentals	276	132	325	193	146.21%
# of Online Registrations	32	10	50	40	400.00%
Efficiency/Effectiveness:					
Achieve City Commission Goals	100%	100%	100%	-	0.00%
Customer Satisfaction %	90%	90%	90%	-	0.00%

*COVID-19

ACCOMPLISHMENTS:

- Community Partnerships: Several programs, projects and events were completed through new and ongoing community partnerships this year.
- New Activity Guide designed and posted.
- Updated department Facebook and Instagram social media platforms.
- Facilitated the OB Life, Community Conversations program
- Revamped the Adopt a Park program guidelines.
- Increased participation in Adopt a Park program
- Helped facilitate Employee Appreciation Day event.
- Revamped summer camp, summer clinics, and various program flyers.
- Department was once again designated as Tree City USA.
- Nourishing the interest of current volunteers for the possibility of a third Community Garden, and the Environmental Discovery Center.
- Application for NRPA Gold Medal award was submitted.
- Helped facilitate State of City event.
- Expanded involvement with Volusia County Recreation Directors Association by attending monthly meetings.
- Recreation Program Specialist and Assistant LS Director obtained the NAYS Youth Sports Administrators Certifications.
- Three free fishing tournaments were once again held this year as per City Commission goals.

THE CASEMENTS

The Casements is the flagship community enrichment center on the peninsula serving nearly one third of the city's population. Programs that take place at The Casements, in Central Park or as outreach experiences include:

- environmental education such as urban homeowner's landscape conservation
- organic gardening
- safe boating
- manatee and wildlife protection classes and the arts
- Youth-at-Risk programs through story-telling
- computer enrichment classes
- arts and literacy education

Programs and classes offered at Osceola School and the Casements raise confidence and self-esteem to benefit youth, serve families and enhance community values.

As ***a historic facility***, the former home of John D. Rockefeller, Sr., a Great Floridian is on the National Register for Historic Places and is an echo-tourism destination for visitors in Ormond Beach. It serves as an important landmark and symbol of historic preservation for the community within an urban park setting of leisure service facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Casement Fees	26,203	35,000	35,000	-	0.00%
General Fund	245,745	233,779	232,669	(1,110)	-0.47%
Total	271,948	268,779	267,669	(1,110)	-0.41%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	150,876	159,598	142,336	(17,262)	-10.82%
Operating	121,072	109,181	125,333	16,152	14.79%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	271,948	268,779	267,669	(1,110)	-0.41%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Cultural Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker (2)	1.00	1.00	1.00	0.00	0.00%
Recreation Leader (2)	1.25	1.00	1.00	0.00	0.00%
Special Events Tech (1)	0.50	0.50	0.50	0.00	0.00%
Seasonal:					
Summer Counselors	0.00	0.00	0.00	0.00	0.00%
Total	**3.75**	**3.50**	**3.50**	**0.00**	**0.00%**

GOALS:

- Increase revenue through rentals, events and programming.
- Grow sponsorships with monthly movies, Swing Into Spring, Once Upon a Storytime and other community events.
- Continue partnerships with Ormond MainStreet, Ormond Memorial Art Museum and Gardens, The Ormond Beach Historical Trust, Ormond Beach Chamber of Commerce, The Iranian American Society of Daytona Beach, National Multiple Sclerosis, Runner's High, Run for A Cause, Salty Church, Ormond Beach Rotary, The Antique Automobile Association and The Jewish American Society as it relates to the various community events held on our property.
- Increase sponsorships and partnerships to grow offerings for the summer Enviro Camp.
- Increase attendance at the spring concert series, Swing Into Spring.
- Increase attendance at the monthly "Movies on the Halifax".
- Plan and execute a new weekday lunchtime concert series downtown on The Casements North Lawn.
- Revamp "Rockefeller Revisited" with an updated program for the Fall.
- Update kitchen with new solid surface countertops.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Attendance/Participants:					
Special Events	34,762	50,000	70,000	20,000	40.00%
Tours *	13,777	11,000	14,000	3,000	27.27%
Programs/Classes	182	200	235	35	17.50%
# Rentals:					
Rentals/Groups - Casements	134	100	120	20	20.00%
Rentals/Groups - Riverbridge	68	50	75	25	50.00%
Efficiency/Effectiveness:					
Overall "satisfied/very satisfied" %	95	95	95	-	0.00%

*Includes Oncell App Tours

ACCOMPLISHMENTS:

- The Casements continues to be the only beachside cultural center that offers fitness, cooking, art and various educational opportunities.
- The Casement partnered for the first time with Ormond Beach Rotary to offer a craft beer festival in Rockefeller Gardens.
- Casements staff attended "Hooked on Fishing, Not on Drugs" workshop to learn new fishing techniques to teach during summer Enviro Camp.
- Casements staff attended a "Social Media" conference to learn updated techniques in marketing various programs.
- Casements staff added a "Christmas Through the Years" page to the virtual Oncell tour.
- Casements staff posted a weekly Instagram story "Tidbit Tuesday" throughout this fiscal year.
- The Casements has grown their Facebook page with over 1500 followers.
- The Casements has 980 followers on their Instagram page.
- Secured a new partnership with Tomoka Outpost to offer kayaking during Enviro Camp.
- Offered two offsite field trips during Enviro Camp.
- Filled Enviro Camp during the first day of registration
- Offered 4 Full Session Scholarships for Enviro Camp through the Joyce Ebbets Scholarship Fund.
- Worked with various community partners to offer Echo Rangers, Starry, Starry Night, Taste of Ormond, Celtic Festival, MS Family Fun Run, Ormond LIVE, Riverfest, The Gaslight Parade, The Antique Car Show, Salty Church Celebration, Tomoka Marathon, Tomoka Triathlon, Persian Festival, King of the Grill, Craft Beer Fest, International Yoga Day in Rockefeller Gardens, Fortuanto Park and The Casements North Lawn.
- Worked with The Casements Guild to offer their 40th anniversary Christmas Gala during the holidays and celebrated their 40 years of service during National Volunteer Week.
- Worked with The Casements Guild to prepare for the Carriage House Expansion Project.

PERFORMING ARTS CENTER

The Ormond Beach Performing Arts Center (OBPAC) consists of an auditorium, rehearsal room, studio and music rooms for City-sponsored groups, professional theater and musical productions. The Center has a seating capacity for 627 people and is built in a fan-shaped, stadium-style configuration.

The Center is also used for many activities, to include:

- Youth dance classes
- Recitals
- Senior shows
- Music events
- Children's theater
- Workshops
- Additional dance classes
- Acting classes
- Voice and piano lessons
- Children's choir
- Cultural arts classes
- Activities seminars

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Tickets/Concessions	86,925	36,000	79,000	43,000	119.44%
General Fund	332,668	232,580	194,166	(38,414)	-16.52%
Total	419,593	268,580	273,166	4,586	1.71%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	135,183	155,281	146,862	(8,419)	-5.42%
Operating	284,410	113,299	126,304	13,005	11.48%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	419,593	268,580	273,166	4,586	1.71%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
P.A.C. Supervisor	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker (2)	1.00	1.00	1.00	0.00	0.00%
Recreation Leader (1)	0.75	0.50	0.50	0.00	0.00%
Box Office Attendant (2)	1.00	1.00	1.00	0.00	0.00%
Total	**3.75**	**3.50**	**3.50**	**0.00**	**0.00%**

GOALS:

- Achieve a 90% or better satisfaction rating from show producers, classes and instructors.
- Seek business partnerships to generate grants/donations.
- Achieve 80% or better of return contracts/rentals.
- Maintain total visits at over 40,000 for shows.
- Produce a (12) day children's summer theatre/production camp through partnership with local theatre/children's arts group.
- Produce a (9) day summer dance camp through local partnerships.
- Increase rental/facility revenue by partnering with local producer to bring in national performers.
- Work with internal show groups to improve ticket sales.
- Seek alternative revenue by increasing daily event rentals for studios/dance rooms.
- Increase day-to-day volunteerism with internal show groups.
- Increase online ticket sales by 2% over last year's numbers through public awareness campaign.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Actual FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Rentals	717	-	297	297	-
Shows/Rentals Attendance	17,220	-	8,280	8,280	-
New Contracts	4	-	1	1	-
Not for Profit Shows	13	-	7	7	-
For Profit Shows	20	-	6	6	-
Efficiency/Effectiveness:					
Returning Contracts	15	-	8	8	-
Customer Satisfaction %	95%	0%	95%	95%	-

ACCOMPLISHMENTS:

- Services expanded to local businesses by incorporating business meetings and training sessions in addition to facility rentals.
- Served as a shelter and food distribution site for City emergency crews and employees during peacetime emergencies.
- Created new relationships with community based not-for-profit service organizations and faith based groups, hosting successful fundraising events.
- Network with other area theatre professionals and attended the InfoComm Conference.
- 30% of total PAC ticket sales are internet based which is a 5% increase over last fiscal year.
- The PAC has over 220 total volunteers who donate approximately 3,000 hours annually.

SENIOR CENTER

The Senior Center program coordinates the activities of a multi-purpose center that includes programs for persons over 55 years of age in the following areas:

- Health
- Arts
- Languages
- Nutrition
- Theater
- Personal finance
- Technology
- Music

The Center also offers classes and activities for physically and mentally challenged citizens and those with other special needs.

In addition, the Center hosts the Ormond Senior Games and maintains the Mainland Council on Aging Senior Congregate Dining and Meals on Wheels programs.

SENIOR CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Senior Center	3,981	5,000	5,000	-	0.00%
General Fund	83,940	89,157	92,399	3,242	3.64%
Total	87,921	94,157	97,399	3,242	3.44%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	10,478	14,923	13,985	(938)	-6.29%
Operating	77,443	79,234	83,414	4,180	5.28%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	87,921	94,157	97,399	3,242	3.44%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Part-time Positions:					
Maintenance Worker (1)	0.50	0.50	0.50	0.00	0.00%
Total	**0.50**	**0.50**	**0.50**	**0.00**	**0.00%**

SENIOR CENTER

GOALS:

- Monitor the management agreement with Council on Aging to ensure terms of the contract are met.
- Expand evening and weekend rentals to increase revenue wherever possible.

ACCOMPLISHMENTS:

- Continued the Council on Aging Lease Agreement.
- Partnered with long time facility rentals Tomoka Duplicate Bridge and Granada Squares Dancers.
- Expanded rentals and usage to include:
  - Dance Classes
  - Concerts
  - Sunday Church Service
  - Homeowners Association Meetings
  - Sports Association Meetings
  - Seminars

COMMUNITY EVENTS

Community Events coordinates and produces community and City-sponsored holiday and cultural events such as the Fireworks on the Halifax & Independence Day Celebration, Santa Land, Holiday Parade, Art in the Park and the Birthplace of Speed Celebration. This division also coordinates various celebrations, dedications, remembrances, groundbreakings, historical celebrations and various other official City events. Assistance is also provided to other City departments, boards and committees, outside agencies and community service clubs with the presentation of their event schedules.

COMMUNITY EVENTS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Sponsorship	202	15,000	15,000	-	0.00%
General Fund	126,944	187,910	191,649	3,739	1.99%
Total	127,146	202,910	206,649	3,739	1.84%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	85,053	105,410	94,509	(10,901)	-10.34%
Operating	42,093	97,500	112,140	14,640	15.02%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	127,146	202,910	206,649	3,739	1.84%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Community Events Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Community Events Leader (2)	1.25	1.00	1.00	0.00	0.00%
Total	**2.25**	**2.00**	**2.00**	**0.00**	**0.00%**

GOALS:

- Staff continued development of the Art in the Park event, which was very well received due to the greater quality of the art and craft vendors, a variety of music, and event logistics. The Art in the Park event is a partnership endeavor with the Ormond Memorial Art Museum.
- The Girl Scouts Art Exhibit was added in The Casements showcasing over 300 pieces of arts & crafts from Girl Scout Troops from Volusia County and all over Central Florida.
- Staff added amenities to the “Children’s Craft Zone” for the Art in the Park event.
- The Community Events staff with the Memorial Day Committee held the annual Memorial Day Remembrance Service in Rockefeller Gardens. The support of local businesses, civic organizations, and sponsors, we provided the community with a memorable and honorable service.
- Planned and presented three successful kids fishing tournaments. New and return sponsors have contributed prizes, fishing poles, tackle, and refreshments for the participants.
- Produced and organized a successful Veteran’s Day Celebration for over 80 local veterans.
- Assisted The Senior Games Board with the 2018 Senior Games Olympics, which had 300 participants, playing in 20 games/activities.
- Presented Summer Sounds Free Concert Series. 3 Concerts.
- Staff assisted Parade Board to increase sponsorships, attendance, and overall presentation of the Home for the Holidays Parade and prizes awarded at a city commission meeting. All three objectives were met and exceeded.
- Staff programmed and facilitated several successful holiday events including Santa on the Go, Holiday Concert, Breakfast with Santa, Letters to Santa, and decorating City Hall tree with students from PACE Center.
- Hosted the Arbor Day Celebration and partnered with EDC Coordinator to add new elements to this event that included an arts and crafts project.
- Continued with community partnerships with many non-profits and civic groups including: Kiwanis Club, Lions Club, Boy & Girl Scouts, Ormond Beach Historical Society, The Casements Guild, Ormond Main Street, Ormond Beach Chamber of Commerce, American Legion Post 267, Civil Air Patrol, Disabled American Veterans, PACE, and Seabreeze High School.
- Increase volunteer and community service worker participation for: July 4th, AITP, Memorial Day, Holiday Parade, kids fishing tournaments, and Veterans Day.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Community Events					
Workload:					
Events Total	5	15	100	85	566.67%
Non-annual events	6	12	85	73	608.33%
Efficiency/Effectiveness:					
Customer Satisfaction % - Events	94%	94%	94%	-	0.00%

ACCOMPLISHMENTS:

- Assisted with many cross-departmental events: Earth Day, National Night Out, Mayor's Health & Fitness Challenge, Employee Appreciation Day Luncheon, Police Awards Ceremony, and Ormond Chamber Leadership program.
- Assisted with the monthly "Walk with the Manager" program.
- Assisted Human Resources with workshop food, beverages, and lunches for ongoing training classes.
- Assisted with City Commission workshops and shade meetings, and State of the City.
- Assisted with the OB Life Series for seven months.
- Assisted with water tank ground breaking at Break A Way Trails.
- Assisted with Cassen Pier Ribbon Cutting and naming of the pier.
- Assisted with Rick Boehm softball field ground breaking
- Assisted with Costello stage dedication.
- Assisted with Forest Hills Trail ribbon cutting.
- Coordinator served as the department liaison to the Ormond Beach Chamber's bi-monthly Economic Prosperity Meeting.

ENVIRONMENTAL DISCOVERY CENTER

The Environmental Discovery Center's mission is to foster an awareness and appreciation of the natural environment by providing stimulating environmental education programs that inspire participants to be active stewards of their surrounding natural resources.

The City of Ormond Beach's Environmental Discovery Center (EDC) provides visitors with a glimpse into the diverse ecosystems of Ormond Beach, specifically Central Park. This 2,000 square foot facility is designed to be self-guided. The building serves as a hub for the programming and special events that will immerse visitors in these ecosystems and provide hands-on education.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	115,988	160,814	155,789	(5,025)	-3.12%
Total	115,988	160,814	155,789	(5,025)	-3.12%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	61,907	96,056	89,351	(6,705)	-6.98%
Operating	54,081	64,758	66,438	1,680	2.59%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	115,988	160,814	155,789	(5,025)	-3.12%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Rec Leader (2)	1.00	1.00	1.00	0.00	0.00%
Seasonal Positions:					
Summer Counselors	0.00	0.00	0.00	0.00	0.00%
Total	**2.00**	**2.00**	**2.00**	**0.00**	**0.00%**

GOALS:

- Continue to increase overall attendance numbers (walk-ins, program participants, events, etc.) 10% each quarter
- Increase number of meetings, workshops, lectures, classes, and field trips held on Tuesdays, Wednesdays, and Thursdays
- Create adult programs to be held weekdays (ex. craft group, guided nature walks, exercise classes)
- Create children's nature-themed puppet show programs to be held on a monthly basis
- Create day camp curriculum in order to offer day camps during the next fiscal year
- Create birthday party programs to offer renters
- Increase number of field trips by 20% each quarter
- Continue to market field trips to teachers, scout leaders, homeschool parents
- Develop adult field trip curriculum and market adult field trips
- Develop preschool field trip curriculum and market to day cares, preschools, etc.
- Host four community events minimum per year
- Continue to provide Project WILD workshops at least once per quarter
- Continue to update current exhibits and display items seasonally
- Send donation request to US Fish & Wildlife Services for exhibit materials
- Continue to increase volunteer force by 20% each quarter
- Organize EDC Volunteer field trips and workshops
- Increase social media presence – create Instagram account; increase followers, post regularly (three or more times per week)
- Increase & expand partnerships between EDC & other environmental agencies (ex. Project Learning Tree, Save the Manatees, Green Volusia, Reptile Discovery Center, etc.)
- Increase & expand partnerships between EDC & local civic clubs, adult communities, organizations
- Increase & expand partnerships between EDC & local schools (pre-K, elementary schools, middle schools, high schools, colleges, universities)
- Form a committee with sister facilities and meet quarterly (Marine Science Center, Lyonia Environmental Center, Marine Discovery Center, etc.)
- Attend outreach events (ex. Lagoonacy, Earth Day Picnic on the Plaza, Kids Day America)
- Work with Landscape Architect and Landscape Contracts Manager to update the EDC Grounds
- Apply for the Florida Wildflower Foundation's Viva Florida Wildflower Grant
- Collaborate with Girl Scout Troop 1251 to update the EDC Butterfly Garden and create butterfly signs

ACCOMPLISHMENTS:

- Increased overall attendance numbers (walk-ins, program participants, events, etc.) 28.48% compared to the previous fiscal year
- Increased overall number of programs 89.66% compared to the previous fiscal year
- Increased number of meetings, workshops, lectures, and classes, particularly on Fridays and Saturdays
- Held an estimated 153 programs, field trips, meetings, and rentals total during the fiscal year
- Created reoccurring, monthly children's programs for K-5 grade ("Elementary Explorers")
- Created reoccurring, monthly children's program for ages 3-5 ("Little Learners")
- Created kids' holiday crafts program which occurs on a monthly basis (i.e. December Holiday Crafts, February Valentine's Day Crafts, etc.)
- Continued partnership with Volusia County ECHO Rangers Program.
- Created new field trip curriculum for grades K-5, Girl Scouts, homeschool groups, and youth organizations
- Increased number of field trips by 75% compared to the previous fiscal year
- Held field trips for homeschool groups, scout troops (Girl Scouts, Navigators USA), youth organization (i.e. Great Kids Learning Center), public elementary schools (Pathways, Osceola), and private schools (Calvary Christian Academy, UBIC Academy).
- Held The Casements' Enviro Camp at the facility during the summer
- Held Community Gardens Volunteer Board and EDC Volunteers meetings in the EDC Classroom on a monthly basis
- Partnered with Riverbend Academy and the Parks Division for a Central Park clean up
- Partnered with Ormond Beach Police Department to hold Strategic Planning Meeting in the EDC Classroom.
- Partnered with Ormond Beach Planning Department and Engineering Department to hold the FFMA Conference field trip in Central Park and the EDC
- Partnered with Bethune-Cookman University and Stetson University to provide the Coastal Science Research Workshop event in October with an estimated 60 people in attendance
- Partnered with Community Events Division to provide the Arbor Day Event at Ormond Beach Elementary School in January
- Partnered with Halifax River Audubon to provide the second annual Great Backyard Bird Count community event in February with an estimated 200 people in attendance
- Provided Project WILD workshops for educators at least once per quarter
- Updated current exhibits and display items; exhibit materials now rotate seasonally, include more hands-on, interactive materials
- Created EDC Classroom activity stations with coloring pages, puzzles, microscope observations, etc. that rotate seasonally with exhibits

ACCOMPLISHMENTS:

- Increased active volunteer participation numbers an anticipated 44% compared to previous fiscal year.
- Steered volunteers to create a program binder with pop-up programs (brief presentations about specific topics), self-guided Central Park scavenger hunts, etc.
- Created EDC volunteer group committees – committees include Field Trips, Children's Programs, Outreach & Marketing, Meetings & Socials, Community Events, Programs, Orientation & Training
- Updated Facebook page and posted regularly (three times per week)
- Created EDC Email Subscriber List and contact lists; sent email blasts on a monthly basis
- EDC Coordinator forged new partnerships with the Tomoka Marsh Aquatic Preserve, St. Johns Water Management District, Captain James Ormond Chapter of the Daughters of the American Revolution, Rotary Club of Downtown Ormond Beach
- Expanded partnerships with UF/IFAS Extension (Master Gardener Program), Volusia County Environmental Management, Florida Fish & Wildlife, Florida Wildflower Foundation, Lyonia Environmental Center, and Museum of Arts & Sciences
- EDC attended outreach events such as Tomoka Fest, MOAS Natural History Festival, Lyonia Wildlife Festival
- EDC Coordinator attended LEEF environmental education conference and represented the City of Ormond Beach
- EDC Coordinator participated in a Project Learning Tree workshop and received curriculum books

COMMUNITY GARDENS ACCOMPLISHMENTS:

- Added a new member to the Community Garden volunteer board
- Assigned all empty (abandoned or relinquished) garden spaces before new planting season
- Collaborated with Master Gardeners to host workshops, lectures, and classes at Community Gardens & EDC
- Community Gardens representatives attended an outreach event
- Held two business meetings and socials per term

NOVA COMMUNITY CENTER

The Nova Community Center is a totally air-conditioned facility, which includes:

- Gymnasium
- family game room
- fitness room
- restrooms
- classroom
- multi-purpose activity room

There are ongoing classes and activities for both children and adults throughout the year.

Outdoor facilities located at the Nova Community Park include:

- Basketball court
- Tennis & racquetball courts
- Jogging trail
- Skateboard court
- Playground
- Baseball fields
- Wide sidewalks

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Fees	16,721	18,500	10,500	(8,000)	-43.24%
General Fund	267,894	308,343	310,910	2,567	0.83%
Total	284,615	326,843	321,410	(5,433)	-1.66%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	178,245	213,088	204,905	(8,183)	-3.84%
Operating	106,370	113,755	116,505	2,750	2.42%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	284,615	326,843	321,410	(5,433)	-1.66%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Seasonal Positions:					
Summer Counselors	0.00	0.00	0.00	0.00	0.00%
Part-time Positions:					
Recreation Leaders (4)	2.00	2.00	2.00	0.00	0.00%
Therapeutic Aide (1)	0.75	0.50	0.50	0.00	0.00%
Total	**3.75**	**3.50**	**3.50**	**0.00**	**0.00%**

GOALS:

NOVA COMMUNITY CENTER:

- Effectively promote summer and teen activities as well as open gym for basketball and pickleball offered at the Nova Community Center using improved flyers and social media.
- Increase usage of newly expanded exercise room by 5%.
- Create a noncompetitive sports program for children ages 7-12 years old who want to play sports but are not focused on one sport.
- Continue and promote beginning sport skills programs for children ages 3-7 years old to increase participants.
- Create inclusive preview day for upcoming programs including Explore the Arts, Sport Skills Development, 5K Wanderers etc.

SPECIAL POPULATIONS:

- Maintain existing programs and events for special populations while increasing participant numbers by using improved flyers, gaining community contacts through health fairs and community days and increase social media presence.
- Continue to offer Camp T Rec for those special needs participants who need more individualized care adding more opportunities to learn job skills.
- Continue to offer The Lunch Bunch program for adults with special needs to provide time to socialize within a safe environment and expand program to invite guest speakers.
- Create a support group where parents can socialize and get advice while offering an opportunity for their children with special needs to socialize as well.
- Hold 5K Wanderers in different parks to introduce participants to more of the City.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Total Visits (inside only) Attendance	43,948	18,817	54,025	35,208	187.11%
Special Populations					
Workload:					
Special Needs Division Programs/Events	21	12	34	22	183.33%
Special Needs Division Community Partners	2	-	6	6	600.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	95%	95%	95%	-	0.00%

ACCOMPLISHMENTS:

NOVA COMMUNITY CENTER:

- Coordinator received CYSA certification with NAYS.
- Improved the pickleball program by expanding the hours by 2.5 hours, created a better rotation system for players and continued pickleball lessons to teach the game to new players.
- Continued rental programming with Jazzercise being offered six days a week and Dance and Acting classes four days a week.
- Offered Tennis Shack monthly rentals.
- Hosted teen summer program offering organized competitive basketball games.
- Offered free meals for children ages 18 and under throughout the summer.
- Hosted a successful Cat Fancier's Cat Show, Embry Riddle Basketball Camp, Girl Scout Event, Basketball League and Volleyball League.
- Created an inclusive sports skills development program for ages 3-7 years old.

SPECIAL POPULATIONS:

- Had a successful season of special needs sports including, but not limited to, soccer, baseball, basketball, sports of all sorts, 5K Wanderers.
- Camp T-Rec was successfully planned and executed for those with special needs who need more individualized care.
- Offered programming and event participation for partnership programs with Special Populations Activity and Recreation Council (SPARC) and City of Port Orange
- Continued to offer the Lunch Bunch Program, a drop in program for adults with special needs to provide time to socialize and participate in recreational activities with a safe environment.
- Continued to offer Explore the Arts to offer an opportunity for participants to express themselves creatively.
- Began the "Caps for Benches" program which recycles bottle caps and creates a bench for the park.
- Created an inclusive sports skills development program for ages 3-7 years old.
- Planned and hosted a successful Shining STARS Pageant.

SOUTH ORMOND NEIGHBORHOOD CENTER

The South Ormond Neighborhood Center is an air-conditioned facility with an indoor gymnasium, weight and game room, full service kitchen, concession stand, small theatrical stage for special events, multipurpose room, and computer and learning center.

Recreational programs include:

- Arts and crafts
- Ceramics
- Dancnes
- Tutoring classes
- Teen programs
- Progressive young men's club
- Boys & Girls club
- Young ladies club
- Chess club
- Sports
- Occasional field trips

SOUTH ORMOND NEIGHBORHOOD CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Fees	8,273	700	700	-	0.00%
General Fund	237,533	271,473	278,269	6,796	2.50%
Total	245,806	272,173	278,969	6,796	2.50%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	148,887	180,234	182,450	2,216	1.23%
Operating	96,919	91,939	96,519	4,580	4.98%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	245,806	272,173	278,969	6,796	2.50%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Seasonal Positions:					
Summer Counselors	0.00	0.00	0.00	0.00	0.00%
Part-time Positions:					
Recreation Leaders (3)	1.50	1.50	1.50	0.00	0.00%
Total	**2.50**	**2.50**	**2.50**	**0.00**	**0.00%**

GOALS:

- Further expand the South Ormond Sports Club programs to include elementary school aged children. (4th and 5th graders)
- Continue to offer mentoring/life skills teaching programming with the desired outcome of having at least 150 children involved in "education through recreation" and positive behavior type activities.
- Obtain a total of 2500 clients.
- Partner with Ormond Beach YMCA to expand programming opportunities and water safety instruction.
- Continue to promote lifetime health activities as well as prevention and/or elimination of obesity.
- Continue to promote diversity and fellowship through varied youth programming.
- Hold at least three (3) Neighborhood Festivals.
- Hold at least two (2) intergenerational events.
- Add one (1) more event involving nutritional education to promote the healthy life style movement. (similar to our "lunch and learn" programs)
- Develop a youth summer basketball program /league as part of a new crime prevention movement. (Halifax Youth Basketball Association)

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Total Visits/Attendance	60,000	75,000	124,500	49,500	66.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	90%	90%	90%	-	-

ACCOMPLISHMENTS:

- Hosted successful Boys' Youth Basketball Season.
- Continued implementation of programs and additional tutoring in SONC Computer & Learning Center through partnership with Ormond Beach PAL.
- Continued the partnership with the Ormond Beach PAL in providing Arts & Crafts Programs and additional funding to promote health and positive life styles programs.
- Continued to partner with the Ormond Beach YMCA to provide opportunities for underprivileged children at the YMCA and to aid in cross utilization of facilities.
- Reconnected with NYSCA to provide educational opportunities to staff and volunteer coaches.
- Provided support to local families in need during the holidays.

ATHLETIC FIELDS MAINTENANCE/CITY SPONSORED SPORTS

Athletic Fields Maintenance is responsible for turf maintenance and related athletic field repairs at the Nova Community Park, Ormond Beach Sports Complex and the South Ormond Neighborhood Center. Additional responsibilities include general maintenance and clean-up of various hard courts and playgrounds. Current maintenance responsibilities include the following:

- 9 playgrounds
- 4 major league baseball fields
- 9 softball fields
- 11 youth baseball fields
- 8 soccer fields
- 8 handball/racquetball courts
- 10 tennis courts
- 3-1/2 basketball courts
- 4 football fields
- Skateboard park
- Shuffleboard courts

City-Sponsored Sports coordinates and schedules an array of activities for City sponsored sports, parent run sports, local high schools, colleges, and outside rentals. Games and practices take place at Ormond Beach Sports Complex, Nova Community Park, Nova Community Center and South Ormond Neighborhood Center Gymnasiums.

Youth sports programs include flag football, cheerleading, volleyball, a basketball training league, girls basketball leagues, softball sports camps, and golf clinics.

Adult sports consist of men and women's softball, coed softball, church leagues, senior softball, coed volleyball, men's basketball and various softball tournaments.

Parent Run Sports-The City acts as the facilitator by providing topnotch athletic facilities for children to play baseball, softball, basketball, and soccer. In addition to providing facilities, the Athletic Supervisor schedules all games, practices, and offers NYSCA Coaching clinics for all sports.
Outside user groups also use City facilities such as Seabreeze High School, Father Lopez High School, ERAU, BCC, and local churches.
The Athletic Supervisor provides assistance to groups renting fields for tournaments.

ATHLETIC FIELDS MAINTENANCE/CITY SPONSORED SPORTS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Fees	37,457	42,000	48,000	6,000	14.29%
General Fund	1,307,987	1,365,479	1,416,924	51,445	3.77%
Total	1,345,444	1,365,479	1,416,924	51,445	3.77%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	409,571	394,622	367,473	(27,149)	-6.88%
Operating	935,873	1,012,857	1,097,451	84,594	8.35%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,345,444	1,407,479	1,464,924	57,445	4.08%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Athletic Field Maint Supervisor	1.00	1.00	1.00	0.00	0.00%
Contract Manager - Grounds	0.00	0.00	0.00	0.00	0.00%
Maintenance Worker IV	0.00	0.00	0.00	0.00	0.00%
Maintenance Worker III	0.00	0.00	0.00	0.00	0.00%
Maintenance Worker II	3.00	3.00	3.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker II (4)	2.00	2.00	2.00	0.00	0.00%
Athletic Coordinator (3)	1.50	1.50	1.50	0.00	0.00%
Total	**7.50**	**7.50**	**7.50**	**0.00**	**0.00%**

ATHLETIC FIELDS MAINTENANCE/CITY SPONSORED SPORTS

ATHLETIC FIELD MAINTENANCE:

GOALS:

- Achieve a customer satisfaction rating of "satisfactory or better" from 90% of surveyed participants regarding facility maintenance.
- Continue bi-annual laser grading of clay infields at Nova Community Park fields and Ormond Beach Sports Complex.
- Work with Public Works on mutual projects.
- Track true costs to City for tournaments.
- Increase use of volunteers.
- Work with the sports associations in an effort to better manage practices and games to reduce wear on athletics fields.
- Continue to develop preventive maintenance program by partnering with Fleet to train ball field maintenance employees to perform a daily maintenance program with each machine.
- Improve playing surfaces and pitching mounds at all baseball fields.
- Continue a successful partnership with Yellowstone
- Add wood bordering to SONC softball field to maintain clay from running off of the field

ACCOMPLISHMENTS:

- Due to usage demand, increased the amount of hours dedicated to the maintenance of South Ormond Neighborhood Center and Osceola Elementary.
- Added crimson stone to fence lines, warning tracks, front of dugouts, behind backstops, & at Shuffleboard to assist with appearance, drainage and weed control.
- Hosted the Harry Wendelstedt Umpire School for six weeks.
- Hosted more than (30) tournaments on the weekends.
- Assisted in many City special events, including July 4th, as well as various events at The Casements.
- Maintain shuffleboard courts at Sports Complex.
- Wendelstedt Fields 1-2 - clay infields laser graded, with staff laying turface and additional clay.
- Added clay and turface to infields at Nova Community Park.
- Added clay to baselines at Wendelstedt Fields.
- Cut out all baselines at Nova to 6 feet.
- Replaced carpet & hitting mats in Nova cages 1 & 4.
- Took over edging of all infields at Nova, SC, S.O.N.C, & Osceola
- Set up Soccer Fields at S.O.N.C. for YMCA Leagues.

CITY SPONSORED SPORTS:

GOALS:

- Revamp participant and coaches surveys.
- Increase player participation.
- Increase rentals by a minimum of 10%.
- Achieve a customer service rating of higher than 90%.
- Hold Summer Youth Sports Camps for children in baseball, soccer, softball, golf, basketball, and volleyball.
- Hold yearly officiating clinics to focus on handling of coaches/parents, as well as on-field play.
- Promote lifetime healthy activities as well as prevention and/or elimination of obesity.
- Schedule Athletic Field Maintenance Department to ensure seamless preparation for daily activities.
- Work hand-in-hand with the Associations (Baseball/Softball, Soccer Basketball and Football) for better utilization of fields/gyms through scheduling.
- Strive to decrease light costs at the Sports and Nova complexes.
- Use volunteers for varied tasks and responsibilities.
- Serve as City liaison to the Convention and Visitors Bureau Sports Committee.
- Increase rentals through partnership with Convention and Visitors Bureau Sports Committee and Central Florida Sports Commission.

ACCOMPLISHMENTS:

- Continued the reduction of electricity for utilizing overhead field lights at the Ormond Beach Sports Complex and the Nova Community Complex.
- Increased outside rentals with additional adult and youth sports tournaments.
- Increased high school athletic rentals.
- Added WPFB and MCFB Adult Football, as well as FTB, USSSA, NSA, USSSA and USFA tournaments for additional rentals.
- Hosted MEAC/NCAA Tournament Championships through Bethune Cookman University.
- Hosted successful youth flag football and youth volleyball programs, as well as summer youth sports camps.
- Increased spring, summer and fall volleyball program participation again.
- Scheduled all OBYBA & OBYBSA basketball and baseball games.
- Re-elected as a member of Convention and Visitors Bureau Sports Community.
- Successfully managed the Athletic Field Maintenance division and City Sponsored Sports division.
- Increased rentals by bringing in Women's & Men's football, senior softball tournaments and Youth

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	94,615	91,528	203,710	112,182	122.57%
Total	94,615	91,528	203,710	112,182	122.57%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	94,615	91,528	91,528	-	0.00%
Contingency	-	-	112,182	112,182	0.00%
Total	94,615	91,528	203,710	112,182	122.57%

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
General Fund	1,173,450	1,306,965	2,861,337	1,554,372	118.93%
Total	1,173,450	1,306,965	2,861,337	1,554,372	118.93%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Transfers	1,173,450	1,306,965	2,861,337	1,554,372	118.93%
Total	1,173,450	1,306,965	2,861,337	1,554,372	118.93%

SPECIAL REVENUE, DEBT SERVICE AND CAPITAL PROJECT FUNDS TABLE OF CONTENTS

BUDGETARY AND STAFFING INFORMATION

DOWNTOWN REDEVELOPMENT TRUST FUND

Used to account for tax increment proceeds received by the City within a specific district authorized by state statute.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	924,490	718,686	718,686	-	0.00%
Miscellaneous	7,301	1,500	1,500	-	0.00%
Transfers	454,102	456,518	524,246	67,728	14.84%
Use of Fund Balance	-	142,811	885,169	742,358	519.82%
Total	1,385,893	1,319,515	2,129,601	810,086	61.39%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	399,276	419,515	459,601	40,086	9.56%
Capital	1,146,754	600,000	1,570,000	970,000	161.67%
Contributions and Transfers	-	200,000	100,000	(100,000)	-50.00%
Contingency	-	100,000	-	(100,000)	-100.00%
Total	1,546,030	1,319,515	2,129,601	810,086	61.39%

ORMOND CROSSINGS TRUST FUND

Used to account for tax increment proceeds received by the City within a specific district authorized by state statute.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	47,427	128,224	128,224	-	0.00%
Miscellaneous	1,457	-	-	-	0.00%
Transfers	38,500	104,309	127,237	22,928	21.98%
Use of Fund Balance	-			-	0.00%
Total	87,384	232,533	255,461	22,928	9.86%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	232,533	255,461	22,928	9.86%
Total	-	232,533	255,461	22,928	9.86%

STORMWATER DRAINAGE UTILITY FUND

Stormwater Maintenance is responsible for maintaining the drainage systems along City-maintained roads in an effort to reduce flooding and impacts to water quality of receiving streams associated with stormwater runoff. The program responds to public concerns and needs by investigating and resolving complaints of localized flooding. Routine inspections of facilities are scheduled to ensure that all swales, ditches, drains, creeks, rivers, water retention areas and drainage structures are functioning as intended.

In accordance with a formal agreement with FDOT, the City also maintains drainage ways along US 1, SR 40, A1A and Nova Road. .

Maintenance operations are supported through a monthly stormwater utility fee of $8.00 per "equivalent residential unit" which is charged to all residential and commercial units within the City limits of Ormond Beach. The balance of all revenue generated by the fee that is not applied to maintenance operations is dedicated to the ten-year stormwater improvements program approved in FY 96-97.

STORMWATER DRAINAGE UTILITY FUND

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	195,461	-	-	-	0.00%
Charges for Service	2,539,581	2,525,000	2,525,000	-	0.00%
Miscellaneous	33,482	6,000	6,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	2,768,524	2,531,000	2,531,000	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	612,529	639,590	590,104	(49,486)	-7.74%
Operating	848,557	563,215	560,362	(2,853)	-0.51%
Capital	1,121,144	804,000	854,100	50,100	6.23%
Contributions and Transfers	224,820	212,088	197,307	(14,781)	-6.97%
Contingency	-	312,107	329,127	17,020	0.00%
Total	2,807,050	2,531,000	2,531,000	-	0.00%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Operations Mgr.	0.20	0.00	0.00	0.00	0.00%
Office Manager	0.50	1.00	1.00	0.00	0.00%
System Mnt. Supervisor	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker IV	3.00	3.00	3.00	0.00	0.00%
Maintenance Worker III	1.00	1.00	1.00	0.00	0.00%
Maintenance Foreman	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker II	3.00	3.00	3.00	0.00	0.00%
Public Works Director	0.20	0.00	0.00	0.00	0.00%
Total	**9.90**	**10.00**	**10.00**	**0.00**	**0.00%**

STORMWATER DRAINAGE UTILITY FUND

GOALS:

- Receive less than twelve (12) maintenance-related complaints annually.
- Perform 3,875 catch basin inspections annually.
- Perform 175 outfall inspections annually.
- Maintain 8.5 million square feet (sf.) of ditches within the City and 11.5 million sf. in the FDOT contract area.
- Clean a minimum of 70,000 linear feet of storm sewer annually.
- Sweep 5,249 curb miles
- Divert 2,000 cubic yards of debris from the storm drain line system

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Linear Ft. of lines cleaned **(City)**	52,958	55,000	57,000	2,000	3.64%
Sq footage of ditch maintenance **(City)**	6,350,983	7,000,000	7,250,000	250,000	3.57%
Sq footage of ditch maintenance (FDOT)	4,937,580	5,500,000	5,500,000	-	0.00%
Pump station inspections	175	200	200	-	0.00%
Outfall inspections	104	225	225	-	0.00%
Catch basin inspections	27,180	35,000	35,000	-	0.00%
Miles of street sweeping	5,029	5,029	5,029	-	0.00%
Efficiency/Effectiveness:					
Diverted Debris Cubic Yards	2,115	2,125	2,125	-	0.00%
Maintenance Related Downtime Days	21	14	12	(2)	-14.29%

Linear Ft. of Line cleaned (City) VacCon downtime excessive

ACCOMPLISHMENTS:

- Performed more than 3953 catch basin inspections.
- Performed 192 outfall inspections.
- Maintained more than 8.855 million sq. ft. of ditches and 18 million sq. ft. of ditches within the FDOT MOA
- Completed 4,623 curb miles of street sweeping
- Diverted 2,110 cubic yards of debris from the storm drain line system

MUNICIPAL AIRPORT FUND

The Municipal Airport is located on 1,164 acres of land that was granted to the City in 1959 by the Federal Government. The Airport facility includes two (2) active runways and six (6) taxiways that are fully lighted. Aviation management and other flight support services are provided through private operations including two (2) full service Fixed Based Operators, an automated weather observation system and ten (10) specialty FBOs that include an aircraft paint shop, maintenance facilities, aircraft sales and flight instructors. In addition, there are two (2) non-precision instrument approaches and an FAA Vortac facility.

There are approximately 140 aircraft based at the airport including three (3) flight schools that are based at the airport and two (2) other flight schools that use the airport extensively for training.

MUNICIPAL AIRPORT FUND

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	64,137	472,500	2,335,159	1,862,659	394.21%
Miscellaneous	204,373	192,000	192,000	-	0.00%
Transfers	66,396	66,390	66,390	-	0.00%
Use of Fund Balance	-	133,247	63,691	(69,556)	-52.20%
Total	334,906	864,137	2,657,240	1,793,103	207.50%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	130,694	137,089	116,445	(20,644)	-15.06%
Operating	139,438	137,569	142,580	5,011	3.64%
Capital	70,833	574,855	2,382,816	1,807,961	314.51%
Contributions and Transfers	13,872	14,624	15,399	775	5.30%
Contingency	-	-	-	-	0.00%
Total	354,837	864,137	2,657,240	1,793,103	207.50%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Airport Manager	1.00	1.00	1.00	0.00	0.00%
Economic Development Director	0.10	0.00	0.00	0.00	0.00%
Total	**1.10**	**1.00**	**1.00**	**0.00**	**0.00%**

MUNICIPAL AIRPORT FUND

GOALS:

- Complete the design and construction of the extension of Signal Avenue and East Tower Circle from the Airport Business Park into the Southwest Quadrant of the airport.
- Commence construction of the extension of Runway 9 and Taxiway Alpha.
- Execute an amended and restated lease agreement between the City and the Riverbend Golf Course.
- Commence design of new perimeter fencing and airport access systems, to include additional lighting and surveillance technology.
- Complete the construction of new directory signage at the airport.
- Assist Scoda Aeronautica and Super Petrel USA with their plans to expand and establish advanced aircraft assembly and testing operations at the airport.
- Assist Aircraft Charter & Logistics with their plan to develop new hangar and service facilities at the airport.
- Assist K & G Aviation with their plan to establish a new aircraft maintenance facility at the airport.
- Market and lease available properties at the Southeast Quadrant.
- Secure all FDOT and FAA grants necessary to complete airport capital improvement projects.

ACCOMPLISHMENTS:

- Completed the construction of improvements to the public use heliport.
- Completed the construction of the rehabilitation of Runway 9/27.
- Managed the review of airport design and construction projects, for which staff secured the maximum available FAA and FDOT funding.
- Implemented the City's Voluntary Noise Abatement program for the airport.
- Conducted public outreach programs in the local community.
- Conducted an airport tenant relations campaign to gain user input about airport operations and facility needs.
- Completed a comprehensive security assessment of the airport, working in concert with consultants from FDOT.
- Completed a comprehensive pavement condition analysis for the airport, working in concert with consultants from FDOT.
- Assisted the Civil Air Patrol with developing and implementing an aerospace education outreach program for local middle schools.

LOCAL LAW ENFORCEMENT TRUST FUND

This fund accounts for proceeds generated by confiscation activities of the Police Department. Expenditures are restricted for law enforcement purposes only.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Fines and Forfeits	14,820	-	-	-	0.00%
Miscellaneous	848	-	-	-	0.00%
Use of Fund Balance	-	100,000	65,800	(34,200)	0.00%
Total	15,668	-	65,800	65,800	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	19,028	100,000	65,800	(34,200)	-34.20%
Capital	115,898	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	134,926	100,000	65,800	(34,200)	-34.20%

ECONOMIC DEVELOPMENT FUND

This fund accounts for the City's proceeds of land sales and development costs associated with the City's airport business park.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	-	1,644,000	-	(1,644,000)	-100.00%
Miscellaneous	2,720	411,000	-	(411,000)	-100.00%
Use of Fund Balance	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Total	2,720	2,055,000	-	(2,055,000)	-100.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	48,306	2,055,000	-	(2,055,000)	-100.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	48,306	2,055,000	-	(2,055,000)	-100.00%

FEDERAL LAW ENFORCEMENT TRUST FUND

Used to account for proceeds generated by confiscation activities of the Police Department. Expenditures are restricted for law enforcement purposes only.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Fines and Forfeits	-	-	-	-	0.00%
Miscellaneous	32	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	32	-	-	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

PENSION CONTRIBUTION PASS THROUGH

Used to account for State contributions to the Police and Fire pension funds.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	670,572	850,000	800,000	(50,000)	-5.88%
Total	670,572	850,000	800,000	(50,000)	-5.88%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	670,572	850,000	800,000	(50,000)	-5.88%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	670,572	850,000	800,000	(50,000)	-5.88%

RECREATIONAL FACILITY FEE FUND

This fund accounts for impact fees assessed against users of recreation and cultural facilities within the City. Use of these funds is limited to expansion of those facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Miscellaneous (Impact Fees)	15,574	41,600	41,600	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	15,574	41,600	41,600	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	11,351	34,490	12,454	(22,036)	-63.89%
Capital	-	-	10,000	10,000	100.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	7,110	19,146	12,036	169.28%
Total	11,351	41,600	41,600	-	0.00%

GRANT FUND

This fund accounts for proceeds of federal and state financial assistance and related capital expenditures.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	830,704	25,000	-	(25,000)	-100.00%
Miscellaneous	451	-	-	-	0.00%
Transfers	-	-		-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	831,155	25,000	-	(25,000)	-100.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	987,349	-		-	0.00%
Contributions and Transfers	22,512	25,000	-	(25,000)	-100.00%
Contingency	-	-	-	-	0.00%
Total	1,009,861	25,000	-	(25,000)	-100.00%

FINANCING DEBT SERVICE FUND

This fund records principal and interest payments on various capital lease and notes payable obligations. Revenue sources include interest on investments and transfers from the General Fund.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Miscellaneous	-	-	-	-	0.00%
Transfers	616,448	706,111	730,798	24,687	3.50%
Use of Fund Balance	-	-	-	-	0.00%
Total	616,448	706,111	730,798	24,687	3.50%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	559,350	704,112	725,123	21,011	2.98%
Contingency		1,999	5,675	3,676	183.89%
Total	559,350	706,111	730,798	24,687	3.50%

2002 GENERAL OBLIGATION DEBT SERVICE FUND

This fund records principal and interest payments on Series 2002 General Obligation Bonds. Revenues include ad valorem property taxes and interest on investments.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	1,517	-	-	-	0.00%
Miscellaneous	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,517	-	-	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

2003 GENERAL OBLIGATION DEBT SERVICE FUND

This fund records principal and interest payments on Series 2003 General Obligation Bonds. The proceeds of this debt issue were utilized to construction Fire Station #92. Revenues include ad valorem property taxes and interest on investments.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	116,818	116,208	114,934	(1,274)	-1.10%
Miscellaneous	55	-	-	-	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	116,873	116,208	114,934	(1,274)	-1.10%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	111,417	115,688	113,000	(2,688)	-2.32%
Contingency	-	520	1,934	1,414	271.92%
Total	111,417	116,208	114,934	(1,274)	-1.10%

2004 REVENUE BOND

This fund records principal and interest payments on Series 2004 Revenue Bonds. The proceeds of this bond issue were used to construct Fire Station #91.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Transfers	158,004	156,000	157,000	1,000	0.64%
Use of Fund Balance	-	-	-	-	0.00%
Total	158,004	156,000	157,000	1,000	0.64%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	156,544	156,000	157,000	1,000	0.64%
Contingency	-	-	-	-	0.00%
Total	156,544	156,000	157,000	1,000	0.64%

2010 GENERAL OBLIGATION DEBT SERVICE FUND

This fund records principal and interest payments on Series 2010 General Obligation Bonds. The proceeds of this bond issue are for a beachfront park.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	353,648	348,623	352,747	4,124	1.18%
Miscellaneous	165	-	-	-	0.00%
Total	353,813	348,623	352,747	4,124	1.18%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	367,982	345,689	349,000	3,311	0.96%
Contingency and Transfers	-	2,934	3,747	813	27.71%
Total	367,982	348,623	352,747	4,124	1.18%

CAPITAL IMPROVEMENT FUND

This fund is used to account for capital asset acquisitions and construction from general government resources and intergovernmental grants.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	408,201	401,104	404,272	3,168	0.79%
Intergovernmental	334,020	879,803	129,803	(750,000)	-85.25%
Miscellaneous	160,090	125,000	-	(125,000)	-100.00%
Transfers	929,996	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Total	1,832,307	1,405,907	534,075	(871,832)	-62.01%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	25,188	-	-	-	0.00%
Capital	2,267,084	1,129,803	357,611	(772,192)	-68.35%
Contributions and Transfers	20,292	21,830	22,618	788	3.61%
Contingency	-	254,274	153,846	(100,428)	-39.50%
Total	2,312,564	1,405,907	534,075	(871,832)	-62.01%

EQUIPMENT RENEWAL AND REPLACEMENT FUND

This fund accounts for replacement of existing capital assets provided by general government resources.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	426,596	431,093	202,136	(228,957)	-53.11%
Miscellaneous	12,085	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Lease Financing	1,377,155	-	-	-	0.00%
Use of Fund Balance	-	21,270	219,227	197,957	930.69%
Total	1,815,836	452,363	421,363	(31,000)	-6.85%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	378,416	270,000	374,000	104,000	38.52%
Contributions and Transfers	160,000	182,363	47,363	(135,000)	-74.03%
Contingency	-	-	-	-	0.00%
Total	538,416	452,363	421,363	(31,000)	-6.85%

PUBLIC SAFETY VEHICLE AND EQUIPMENT FUND

This fund accounts for replacement of public safety vehicles and equipment.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	-	-	626,225	626,225	0.00%
Miscellaneous	-	-	-	-	0.00%
Transfers	-	-	1,522,000	1,522,000	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	-	-	2,148,225	2,148,225	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	420,000	420,000	0.00%
Contributions and Transfers	-	-	218,971	218,971	0.00%
Contingency	-	-	1,509,254	1,509,254	0.00%
Total	-	-	2,148,225	2,148,225	0.00%

TRANSPORTATION IMPROVEMENTS FUND

This fund is used to account for transportation related capital infrastructure acquisition and construction from general government resources.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	507,324	502,317	503,358	1,041	0.21%
Other Taxes	1,170,586	910,000	910,000	-	0.00%
Intergovernmental	-	411,300	411,300	-	0.00%
Miscellaneous	254,048	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	463,471	1,011,019	547,548	118.14%
Total	1,931,958	2,287,088	2,835,677	548,589	23.99%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	127,476	235,445	191,731	(43,714)	-18.57%
Capital	619,493	1,337,000	1,963,000	626,000	46.82%
Contributions and Transfers	792,336	714,643	680,946	(33,697)	-4.72%
Contingency	-	-	-	-	0.00%
Total	1,539,305	2,287,088	2,835,677	548,589	23.99%

RECREATION IMPACT FEE FUND

This fund accounts for impact fees assessed and collected against new construction activities. Use of funds is restricted for expansion of existing recreational facilities or construction of new recreational facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Miscellaneous (Impact Fees)	179,273	125,000	125,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	179,273	125,000	125,000	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	800,000	-	-	-	0.00%
Contingency	-	125,000	125,000	-	0.00%
Total	800,000	125,000	125,000	-	0.00%

FACILITIES RENEWAL AND REPLACEMENT FUND

This fund accounts for dedicated tax revenues and corresponding facilities maintenance expenditures.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Property Taxes	504,594	502,317	503,358	1,041	0.21%
Miscellaneous	5,887	-	-	-	0.00%
Intergovernmental	10,951	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	189,642	189,642	100.00%
Total	521,432	502,317	693,000	190,683	37.96%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	181,553	106,500	68,500	(38,000)	-35.68%
Capital	713,771	282,500	624,500	342,000	121.06%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	113,317	-	(113,317)	-100.00%
Total	895,324	502,317	693,000	190,683	37.96%

ENTERPRISE AND INTERNAL SERVICE FUNDS
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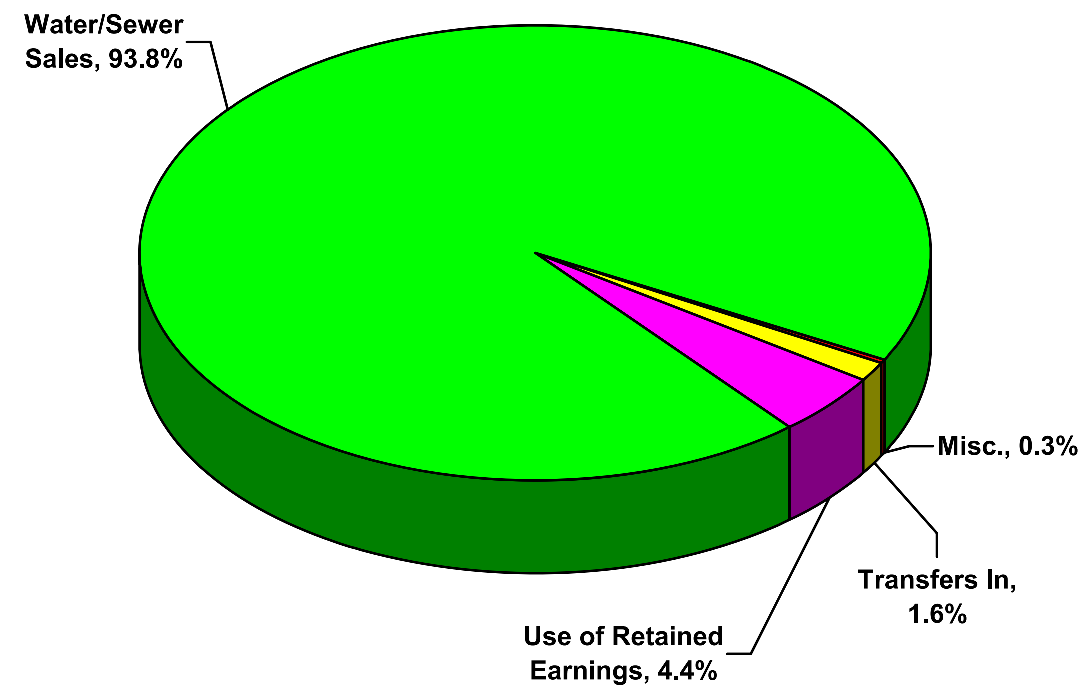
BUDGETARY AND STAFFING INFORMATION

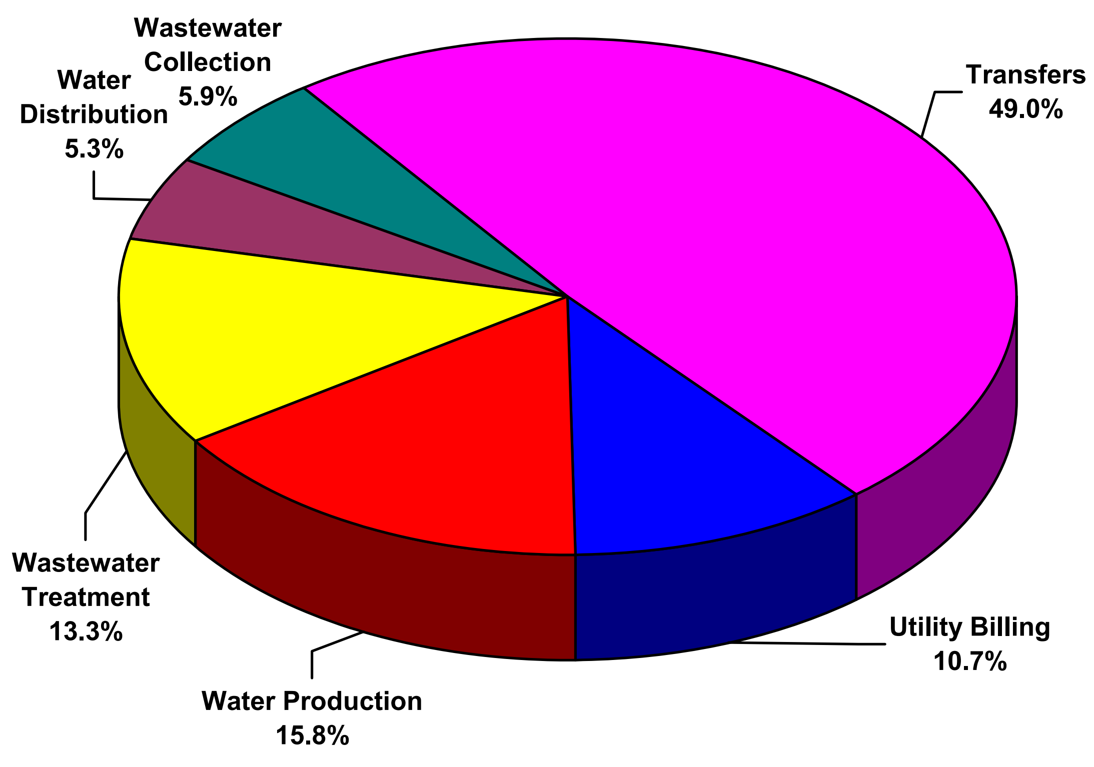
WATER AND SEWER SUMMARY

Description	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Revenues					
Water/Sewer Sales	19,946,223	20,093,000	20,455,000	362,000	1.80%
Intergovernmental	(1,751)	-	-	-	0.00%
Misc Revenue	213,787	55,000	55,000	-	0.00%
Transfers In	463,048	429,919	350,055	(79,864)	-18.58%
Use of Retained Earnings	-	2,353,976	950,000	(1,403,976)	-59.64%
Total Net Revenues	**20,621,307**	**22,931,895**	**21,810,055**	**(1,121,840)**	**-4.89%**
Expenditures					
Utility Billing	1,582,768	1,663,677	2,340,003	676,326	40.65%
Water Production	2,927,055	2,981,866	3,455,063	473,197	15.87%
Wastewater Treatment	2,868,092	2,890,767	2,893,201	2,434	0.08%
Water Distribution	1,336,575	1,283,776	1,147,329	(136,447)	-10.63%
Wastewater Collection	1,506,335	1,474,484	1,283,155	(191,329)	-12.98%
Non-Departmental	10,572,864	12,637,325	10,691,304	(1,946,021)	-15.40%
Total Net Expenditures	**20,793,689**	**22,931,895**	**21,810,055**	**(1,121,840)**	**-4.89%**

WATER & WASTEWATER FUND REVENUES



WATER & WASTEWATER FUND EXPENDITURES



UTILITY BILLING AND CUSTOMER SERVICE

Utility Billing and Customer Service administers the City's utility billing system, which includes meter reading, billing and collection, and customer service support. This program produces bills annually for water and wastewater service, stormwater utility, solid waste collection and recycling and performs approximately 260,000 meter readings per year.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	1,582,768	1,663,677	2,340,003	676,326	40.65%
Total	1,582,768	1,663,677	2,340,003	676,326	40.65%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	867,694	844,617	729,005	(115,612)	-13.69%
Operating	715,074	819,060	1,610,998	791,938	96.69%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,582,768	1,663,677	2,340,003	676,326	40.65%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Finance Director	0.35	0.00	0.00	0.00	0.00%
Accounting Clerk II	2.00	2.00	2.00	0.00	0.00%
Accounting Technician	3.00	3.00	3.00	0.00	0.00%
Senior Accountant	1.00	1.00	1.00	0.00	0.00%
Customer Serv. Supervisor /Acct.	1.00	1.00	1.00	0.00	0.00%
Meter Reader Supervisor	1.00	1.00	1.00	0.00	0.00%
Meter Reader	4.00	4.00	4.00	0.00	0.00%
Part-time Positions:					
Account Clerk II	0.00	0.00	0.00	0.00	0.00%
Total	**12.35**	**12.00**	**12.00**	**0.00**	**0.00%**

UTILITY BILLING AND CUSTOMER SERVICE

GOALS:

- Complete the ninth phase of the City-wide meter replacement program.
- Maintain generation of 90% of all utility bills within forty-eight hours of the meter read date.
- Maintain the active participation rate for bank drafting utility account payments at 20% of the customer base.
- Increase the active participation rate for customers paying by Internet credit card method.
- Complete 98% of utility work orders within three business days of request.
- Continue working with the utilities distribution program staff replacing commercial meters with radio read meters.
- Increase customer usage of the Interactive Voice Response System by 5%, currently 10%.
- Increase customer usage of the Online Payment Portal by 5%, currently 18%.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-2021	Estimate FY 2021-22	Change FY 2020-2021 to FY 2021-22	% Change FY 2020-2021 to FY 2021-22
Workload:					
Number of utility bills	296,000	301,000	302,000	1,000	0.33%
Customers participating in bank drafting	6,650	6,700	6,850	150	2.24%
Total Number of work orders	19,668	19,750	20,000	250	1.27%
Number of work orders - delinquent cut-offs	4,306	4,450	4,500	50	1.12%
Number of work orders - reconnects	4,306	4,450	4,500	50	1.12%
Efficiency/Effectiveness:					
% customers using bank draft payment	28%	35%	35%	-	0.00%

ACCOMPLISHMENTS:

- Completed the eighth phase of the City-wide meter replacement program.
- Maintained generation of 90% of all utility bills within forty-eight hours of the meter read date.
- Maintained the active participation rate for bank drafting utility account payments.
- Maintained the active participation rate for customers using the Internet account charge and consumption inquiry at 18% of the customer base.
- Completed 98% of utility work orders within three business days of request.
- Navigated through Covid related impact to customers by removing fees and disconnections.
- Obligated by FEMA for each hurricane Matthew project.

WATER PRODUCTION

The City's Water Production section is responsible for providing a reliable source for safe drinking water to customers contained within the City's 57-square mile service area which includes the incorporated city limits and adjacent unincorporated areas.

The Water Production program is responsible for licensed operation and maintenance of all equipment associated with the City's twelve (12) million gallons per day (mgd) Water Treatment Facility. The treatment facility includes an 8 mgd lime softening process and a 4 mgd low pressure reverse osmosis (LPRO) process. Water is blended from both treatment processes prior to distribution. The LPRO concentrate serves as an irrigation source water source as it is blended with reclaimed water for public access irrigation.

The water production section operates and maintains five (5) wellfields that withdraw groundwater from the Upper Florida aquifer through 38 existing wells to meet current and future water demands. The five wellfields, starting in the west and continuing easterly toward the city, include the Rima Ridge, Hudson, Breakaway Trails, State Road 40, and Division Avenue wellfields. Additionally, two elevated storage tanks & 2 ground storage tanks (total storage @ 4.7 mg) and five booster pumping stations are contained within the distribution system to further assist the delivery of finished water to customers.

The program also maintains the water system in conformance with the requirements of the Safe Drinking Water Act, the regulations of the Florida Department of Environmental Protection, Florida Department of Health (DOH) and the Consumptive Use Permit conditions issued by the St. Johns River Water Management District.

WATER PRODUCTION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	2,927,055	2,981,866	3,455,063	473,197	15.87%
Total	2,927,055	2,981,866	3,455,063	473,197	15.87%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	1,409,571	1,414,901	1,794,848	379,947	26.85%
Operating	1,517,484	1,566,965	1,660,215	93,250	5.95%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,927,055	2,981,866	3,455,063	473,197	15.87%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Director	0.05	0.00	0.00	0.00	0.00%
Utilities Manager	0.25	1.00	1.00	0.00	0.00%
Utilities Engineer	0.50	2.00	2.00	0.00	0.00%
Office Assistant II	0.25	1.00	1.00	0.00	0.00%
Chief Treatment Plant Oper. "A"	1.00	1.00	1.00	0.00	0.00%
Supervisor of Equipment Mnt.	1.00	1.00	1.00	0.00	0.00%
Utility Mnt. Foremen	1.00	1.00	1.00	0.00	0.00%
Lead WTP Operator	1.00	1.00	1.00	0.00	0.00%
Treatment Plant Operator	7.00	8.00	8.00	0.00	0.00%
Plant/Pump Mechanic	1.00	1.00	1.00	0.00	0.00%
Utility Electrician	0.25	1.00	1.00	0.00	0.00%
Enviro. Regulatory Compl. Coord.	1.00	1.00	1.00	0.00	0.00%
Sludge Hauling Tech	1.00	1.00	1.00	0.00	0.00%
SCADA Tech.	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Treatment Plant Operator (1)	0.50	0.50	0.50	0.00	0.00%
Total	**16.80**	**21.50**	**21.50**	**0.00**	**0.00%**
* Indicates primary department					

WATER PRODUCTION

GOALS:

- Maintain compliant and reliable water production activities meeting customer use demands and regulatory standards to include 4 log Removal Disinfection Certification Status for 12 MGD Water Treatment Facility (8 MGD Lime Softening / 4 MGD LPRO Processes) which requires a 0.7 mg/L Free Chlorine in all three Clearwells and a Combined Filter Effluent (CFE) turbidity of less than or equal to 1 NTU.
- Maintain compliant and reliable water production activities for control of lead and copper, specifically through the use of corrosion inhibitor, to include triennial lead and copper sampling of the distribution system and maintaining an LSI in the finished water of +/- 0.20.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Implement new and improved Safety Procedures including but not limited to gas detection device and use for confined space entry and other Personal Protection Equipment and usage.
- Begin input of plant equipment inventory in new Asset Management software. Get staff trained and utilize Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Maintain accurate records and submit regulatory reports on schedule.
- Enhance record keeping and tracking practices for water loss prevention and audit purposes.
- Continue to assess well field, in-plant and distribution system operations to identify all groundwater and finished water use.
- Maintain accurate database for recording well pumping, water distribution system flushing, leak detection, main break and fire hydrant flushing activities for quantifying water use and for adherence to regulatory permit standards.
- Promptly and efficiently address recommendations made during periodic Florida Dept. of Health (FDEP/ FDOH) inspections.
- Complete the integration and efficiently utilize the VT SCADA/ RTU systems for in-plant and remote wellfields and storage tanks and booster pumping stations.
- Continue to repaint aboveground yard piping to coincide with FDEP regulations.
- Consistently monitor the status of the new LPRO Membranes by utilizing the normalization software provided by the membrane manufacturer.
- Improve plant equipment efficiency reduce downtime through timely maintenance and replacement.
- Maintain a ZERO loss of work record by way of continuously implementing plant safety measures.
- Begin implementation of Western Service Area improvements including site evaluations of Airport Road Utility facility properties.
- Begin Consumptive Use Permit Renewal Process.
- Initiate study to site and permit additional production wells.
- Complete design and refurbishment of the aeration tank, blowers, clear well and splitter box project.
- Complete design of filters 5 and 6 replacement.
- Complete design of Leeway tank refurbishment.

WATER PRODUCTION

GOALS:

- Add VFD motor control to the production wells to increase efficiency and save energy.
- Use cellular technology for RTU/SCADA communications to replace radios where signal strength is no longer acceptable.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Estimate FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Volume of water (in MG) processed during reporting period	2,503	2,542	2,542	-	0.00%
Volume of wastewater (in MG) processed during reporting period	1,566	1,806	1,806	-	0.00%
Volume of Reclaimed Water (in MG) distributed during reporting period	1,591	1,735	1,735	-	0.00%
Total volume of raw sewage collected for treatment (MGD AADF) from retail customers	4.35	4.95	4.95	-	0.00%
Total number of manhole failures in collection system	201	180	180	-	0.00%
Total number of leaks in distribution system	211	146	146	-	0.00%
Total number of pipeline breaks in distribution system	34	42	42	-	0.00%
Total number of leaks in reclaimed water system	27	12	12	-	0.00%
Total number of pipeline breaks in reclaimed water system	7	12	12	-	0.00%
Sum of all qualified formal training hours completed by all employees	700	700	700	-	0.00%
Number of calendar days utility was in full compliance with all drinking water quality and treatment technique requirements contained in National Primary Drinking Water Regulations	365	365	365	-	0.00%
Number of calendar days utility was in full compliance with all drinking water quality and treatment technique requirements contained in National Secondary Drinking Water Regulations	365	365	365	-	0.00%
Total number of standard non-compliance days	-	-	-	-	-
Total water treatment plant effluent flow distributed to distribution system	2,033	2,150	2,200	50	2.33%

ACCOMPLISHMENTS:

- Maintained compliant Consumptive Use Permit (CUP) operating and reporting requirements and annual groundwater withdrawal allocations. Current year groundwater withdrawal allocation at 7.795 MGD. Current year annual average day groundwater withdrawals for FY 2019-20 at 6.86 MGD. Reporting includes semi-annual EN-50 Groundwater Withdrawal & Annual Wetlands Monitoring reports along with other groundwater conditions sampling, monitoring and reporting.
- Completed 2020 Annual Water Quality "Consumer Confidence" Report.
- Recorded Zero Distribution Bacteriological failures.
- Maintained compliant and reliable water production activities meeting customer use demands and regulatory standards. Current year water plant average day production is 5.57 Million Gallons per Day (MGD) with 7.89 MGD max day demand during recent 12 month period.
- Provide necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Maintained the distribution system through consistent monthly flushing programs.
- Replaced the Water Treatment Plant static mixer. Along with a new static mixer, this project included the needed upgrade of the chemical injection points and a shade structure.
- Completed the implementation of VTSCADA system for all Water, Wastewater, and Reuse facilities including Water Treatment Plant, Raw Water Wells, Storage Tanks, Booster Stations, Waste Water Treatment Plant, Lift Stations and Reuse Facilities. Team member completed advanced training course for VTSCADA.
- Replaced LPRO membranes at the water plant.
- Continued implementing the Tour Trax Asset management system to ensure that quality inspections on vital equipment are done consistently around the plant.
- Installed security surveillance equipment around the facility
- Continued the Water Plant beautification project. This project includes the remediation of rust and corrosion on the plant infrastructure, the addition of planters, shrubbery and trees, as well as painting the pipes and the interior of the Administration building.
- Completed installation of new Static Mixer.
- Completed western service area water distribution system improvements model and project alternatives for promoting improved level of service and reliability and for developing effective options for developer considerations.
- Completed Lime Slaker replacement and MCC project.
- Completed sludge Centrifuge Replacement project.
- Replaced non-operational pump/ motor assemblies at Rima 35, 36, 37, & 38.
- Replaced the underground Electric Service between Hudson wells 30 and 29.
- Complete preparation of bid documents and award for multi-year contracts for Pump and motor repair, Well Repair and Rehabilitation, and Instrumentation and Programming.

WASTEWATER TREATMENT

The City's Wastewater Treatment section is responsible for the compliant operation and maintenance of an advanced domestic wastewater treatment facility having an annual average day capacity of 8.0 million gallons per day (mgd). The treatment process utilized at the City's WWTP consists of influent pumping with odor control, primary screening, five-stage Bardenpho™ (fermentation, first anoxic, aeration, second anoxic, and re-aeration), clarification, media filtration, and disinfection. The wastewater section is also responsible for the reliable operation of over eighty (80) remote lift stations contained within the sanitary sewer service area.

The wastewater treatment facility serves as the source of water for the City's public access reclaimed water system. The reclaimed water system generally consists of two reclaimed water storage tanks (one with a capacity of 3.0 million gallons and one with a capacity of 4.0 million gallons, one high service pump station with a total installed pumping capacity rated at 9800 gpm (14.1 mgd) at 85 psi. This program produces approximately 840 million gallons of reuse water annually, providing an available alternative water source for irrigation needs for 2,345 reuse customers in addition to two golf courses. Treated effluent not reused for irrigation is discharged to the City's permitted surface water discharge, the Halifax River. De-watered residuals (or biosolids) are transported from the wastewater treatment facility and treated to Class AA residual standards by a State-licensed contractor.

Competent, State-licensed operators are responsible for operating the plant in conformance with the requirements of the Clean Water Act, the operating permit and NPDES (National Pollution Discharge Elimination System) permit issued by the Florida Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA).

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	2,868,092	2,890,767	2,893,201	2,434	0.08%
Total	2,868,092	2,890,767	2,893,201	2,434	0.08%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	1,112,220	1,169,983	925,158	(244,825)	-20.93%
Operating	1,755,872	1,720,784	1,968,043	247,259	14.37%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,868,092	2,890,767	2,893,201	2,434	0.08%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Director	0.05	0.00	0.00	0.00	0.00%
Utilities Manager	0.25	0.00	0.00	0.00	0.00%
Utilities Engineering Manager	0.50	0.00	0.00	0.00	0.00%
Office Assistant II	0.25	0.00	0.00	0.00	0.00%
Utility Mnt. Foreman	1.00	1.00	1.00	0.00	0.00%
Plant/Pump Mechanic	2.00	2.00	2.00	0.00	0.00%
Chief Treatment Plant Operator	1.00	1.00	1.00	0.00	0.00%
Lead Operator	1.00	1.00	1.00	0.00	0.00%
Treatment Plant Operator	7.00	7.00	7.00	0.00	0.00%
Utility Electrician	0.25	0.00	0.00	0.00	0.00%
Total	**13.30**	**12.00**	**12.00**	**0.00**	**0.00%**

GOALS:

- Execute Grit Removal contract and complete annual grit removal.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Implement new and improved Safety Procedures including but not limited to gas detection device and use for confined space entry and other Personal Protection Equipment and usage.
- Complete input of plant equipment inventory in new Asset Management software. Get staff trained and utilize Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Continue to maintain reliable WWTP operations monitoring and reporting standards and operation parameters for reuse and surface water discharges and Class AA residuals sludge disposal in accordance with regulatory conditions contained in the City's current FDEP Operating Permit.
- Continue optimizing reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation.
- Complete the annual reporting requirements for the following topics and activities: Capacity Analysis, Reuse Summary and Correlation, Pretreatment DMR, Primary and Secondary Drinking Water Standards, Summary of Water Quality and Residuals.
- Continue enhancements to SCADA monitoring and reporting program for plant and remote lift station and reuse pumping and storage systems
- Provide necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Improve plant equipment and Lift Stations through maintenance and replacement.
- Permit commercial industries identified as having the capability to contribute contaminants to the sewer collection system that may exceed allowable limits.
- Complete inventory and documentation for backup meters and probes.
- Perform repairs to all concrete reclaimed water ground storage tanks.
- Complete preparation of bid documents and award for multi-year contracts for annual chemical supplies for water and wastewater treatment facilities and wastewater residuals hauling treatment and disposal contract services.
- Complete modifications to chlorine contact chamber to reduce and eliminate permit exceedances.
- Award and complete improvements to Master Lift Station, sludge decant and polymer injection, and post anoxic mixer.
- Complete SWD CBOD investigation and corrective actions to reduce and eliminate permit exceedances.
- Complete Rehabilitation of Sand Filter 1.
- Complete rehabilitation of Clarifier and Weir Covers.

WASTEWATER TREATMENT

ACCOMPLISHMENTS:

- Completed the reporting requirements for the following topics and activities: Reuse, Pretreatment DMR, Primary & Secondary Drinking Water Standards, Priority Pollutants, EPA 503 Biosolids, Reuse Summary and Correlation, Summary of Water Quality & Residuals, Bi-annual Giardia and Cryptosporidium, Semi-annual SWD Toxicity, quarterly Groundwater Monitoring and monthly Discharge Monitoring Reports.
- Plant processed 1,566 million gallons of influent flow (4.29 MGD annual avg. day) and distributed 1,591 million gallons of reuse product (4.36 MGD annual avg. day) during the annual period.
- Completed WWTP Operating Permit Renewal and approval through FDEP. This renewal included revised permit conditions for a Holly Hill Reclaim Water Interconnection to allow more flexibility with reclaimed water use during times supply shortages, conversion of an Equalization Basin into a 3rd Chlorine Contact Basin with baffle installation to improve disinfection and increase permit compliance, the elimination of chronic SWD toxicity testing and reduced frequency and the removal of the Annual Average Total Nitrogen and Total Phosphorus requirement.
- Accurately monitored and reported operation parameters for reuse and surface water discharges and Class AA residuals sludge disposal in accordance with regulatory conditions contained in the City's current FDEP Operating Permit.
- Optimized reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation.
- Updated City's Industrial Pretreatment Program (IPP) Enforcement Response Plan to concur with current Sewer Use Ordinance and permit renewal provisions.
- Completed Industrial Pretreatment Program (IPP) annual permitting, sampling, inspection and reporting activities.
- Provided necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Completed VT SCADA system, software and integration.
- Completed project to install new centrifuges and modify the reaeration basin.
- Replace the three variable frequency drives at the influent pump station.
- Completed construction of the Reuse pumping and storage facility at Break Away Trails.
- Complete rehabilitation of Lift Stations 3M, Ashford Lakes and Tomoka Meadows.
- Complete Electrical and Lift Station upgrades at Break Away Trails.
- Completed design plans and specifications to replace the three variable frequency drives at the influent pump station.

WATER DISTRIBUTION

The Water Distribution Section is responsible for reliable operation of the water distribution system.

State–licensed operators and experienced technicians operate and maintain over 400 miles of potable and 25 miles of raw water mains comprised of several material types to include nearly 2000 fire hydrants and thousands of various sized valves and miscellaneous appurtenances.

In addition, this section is responsible for the installation of all new water meters, testing, calibration and/or replacement of existing water meters, enforcement of the cross connection control program and backflow prevention device maintenance. The water distribution crews also self-perform leak detection reconnaissance of the distribution system and respond to all customer requests for assistance and perform any repairs necessary to maintain system service reliability.

WATER DISTRIBUTION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	1,336,575	1,283,776	1,147,329	(136,447)	-10.63%
Total	1,336,575	1,283,776	1,147,329	(136,447)	-10.63%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	826,833	914,995	755,336	(159,659)	-17.45%
Operating	509,742	368,781	391,993	23,212	6.29%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,336,575	1,283,776	1,147,329	(136,447)	-10.63%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Director	0.05	0.00	0.00	0.00	0.00%
Utilities Manager	0.25	0.00	0.00	0.00	0.00%
Utilities Engineering Manager	0.50	0.00	0.00	0.00	0.00%
Supervisor of Water Distribution	1.00	1.00	1.00	0.00	0.00%
Office Assistant II	0.25	0.00	0.00	0.00	0.00%
Utility Mapping/Locate Tech.	0.50	1.00	1.00	0.00	0.00%
System Maintenance Foreman	2.00	2.00	2.00	0.00	0.00%
Water Distribution Operators	7.00	7.00	7.00	0.00	0.00%
Utility Electrician	0.25	0.00	0.00	0.00	0.00%
Water Quality Control Tech	1.00	1.00	1.00	0.00	0.00%
Partl-time Positions:					
Utility Mapping/Locate Tech.	0.50	0.50	0.50	0.00	0.00%
Total	**13.30**	**12.50**	**12.50**	**0.00**	**0.00%**

WATER DISTRIBUTION

GOALS:

- Maintain reliable water distribution system operations for meeting customers use and quality demands.
- Continue to search for sources of unaccounted for water with emphasis on leak detection program, frequent large meter testing and maintenance of accurate flushing record database to detect all usage throughout City's distribution system. Perform leak detection with in-house personnel for distribution system annually.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Implement new and improved Safety Procedures including but not limited to gas detection device and use for confined space entry and other Personal Protection Equipment and usage.
- Ensure main breaks and service interruptions are repaired in a timely manner and noticed in accordance with pertinent Florida Dept. of Health Regulations.
- Test and inspect all City owned backflow preventers on an annual basis.
- Complete 100% of all service work orders prepared for fire hydrants as identified by Utilities and Fire Department inspections.
- Complete maintenance of all fire hydrants in Ormond by the Sea per yearly contract condition with Volusia County.
- Complete input of asset inventory in new Asset Management software. Get staff trained and utilize Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Continue enhancements to City's Cross Connection Control Program and compliance rating.
- Modify for efficiencies and continue to improve current distribution system monitoring, sampling and flushing programs to promote better understanding of system operating conditions and improve water quality.
- Install all new meter requests received due to new development or new customer requests for service.
- Perform accuracy testing on water meters in accordance with or exceeding AWWA standards as referenced in the Water Meter Testing and Repair Manual.
- Complete the Phase IV design for the water main replacement project.
- Construct a parallel water main to improve service and redundancy to the north US1 corridor.
- Construct a secondary 24" raw water main along SR40 from Hunters Ridge to Williamson Boulevard.
- Award bid and complete Leeway Storage Tank and Pump Station Rehabilitation and Improvements project.
- Complete installation of N. US 1 water main expansion project.
- Begin implementation of Western service area improvements including completion of SR 40 / Airport Road water main loop project.

WATER DISTRIBUTION

ACCOMPLISHMENTS:

- Maintained reliable water distribution system operations for meeting customer water use demands and water quality concerns.
- Continued activities and focus to minimize unaccounted water with emphasis on large meter testing, leak detection, flushing database records, small meter replacement and raw water metering accuracy and reporting.
- Repaired all water main breaks and service interruptions in a timely manner and notified affected customers in accordance with pertinent FDEP/ FDOH regulations. Water distribution system returned to service within 12 hours of widespread distribution main ruptures due to extensive tree uprooting during Hurricane Matthew.
- Inspected and/ or repaired all city owned backflow prevention devices (BFPD). Continue installation of BFPD on city owned irrigation systems lacking protection.
- Installed new or exchanged approximately 800 water meters.
- Serviced approximately 283 fire hydrants in Ormond-by-the-Sea that are under a maintenance contract with Volusia County Fire Dept., performed maintenance activities on 195 fire hydrants within city limits located between Beach St and US1 starting from south city limits.
- Responded to and performed repairs on approximately 34 main breaks and 211 service laterals and prepared the necessary Precautionary Boil Water Notices.
- Tested and repaired 100% of all meters within City sized 3" and larger scheduled for this fiscal year. Continue scheduling four to six-year testing program on 2" and 1 ½" water meters
- Replaced approximately 15 non-operable isolation valves of various sizes throughout distribution system.
- Performed scheduled valve maintenance activity on approximately 300 water main valves and as necessary in support of scheduled system shutdowns associated with capital projects or water distribution main and services breaks.
- Flushed water mains for Cl_2 residual and overall water quality maintenance from US1 to west City Limits.
- Serviced 26 automatic flushing devices in various locations throughout distribution system.
- Replaced a leaking GSP water main causing low pressure to residents on Rocky Ridge Trail.

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

The City's wastewater collection system section is responsible for maintaining reliable operating characteristics throughout the City's wastewater customer service area for:

- 182 miles of gravity sewer main
- 54 miles of force mains
- 24 miles of reuse water mains
- 23 miles of low-pressure sewer mains

The Wastewater Collections program services and maintains over 1,600 Pretreatment Effluent Pumping (PEP) systems serving the low pressure sewer collection needs at the Hunter's Ridge and Breakaway Trails development areas.

The wastewater collection and reuse distribution program performs various preventative maintenance functions to include televising sewer mains for determination of repair needs and identifying inflow-infiltration areas of concern, root control, and periodic pigging of force mains due to main pressure fluctuations affecting operational reliability.

This program also provides round the clock piping and manhole repair activities and response to customer requests for assistance in the event of a sewer backup or reuse irrigation service interruption.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	1,506,335	1,474,484	1,283,155	(191,329)	-12.98%
Total	1,506,335	1,474,484	1,283,155	(191,329)	-12.98%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	1,015,857	1,006,287	821,957	(184,330)	-18.32%
Operating	490,478	468,197	461,198	(6,999)	-1.49%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,506,335	1,474,484	1,283,155	(191,329)	-12.98%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Director	0.05	0.00	0.00	0.00	0.00%
Utilities Manager	0.25	0.00	0.00	0.00	0.00%
Utilities Engineering Manager	0.50	0.00	0.00	0.00	0.00%
Office Assistant II	0.25	0.00	0.00	0.00	0.00%
Utility Mapping/Locate Tech	0.50	0.00	0.00	0.00	0.00%
System Mnt. Foremen	2.00	2.00	2.00	0.00	0.00%
Supervisor of Collection/Reuse	1.00	1.00	1.00	0.00	0.00%
Plant/Pump Mechanic	2.00	2.00	2.00	0.00	0.00%
Maintenance Worker II	5.00	3.00	3.00	0.00	0.00%
Maintenance Worker III	1.00	3.00	3.00	0.00	0.00%
Maintenance Worker IV	2.00	2.00	2.00	0.00	0.00%
Utility Electrician	0.25	0.00	0.00	0.00	0.00%
Total	**14.80**	**13.00**	**13.00**	**0.00**	**0.00%**

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

GOALS:

- Maintain reliable wastewater collection system (gravity and force main) and reuse storage and distribution operations for customers.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Implement new and improved Safety Procedures including but not limited to gas detection device and use for confined space entry and other Personal Protection Equipment and usage.
- Continue sanitary sewer lining projects citywide.
- Prioritize multi-year lining contract scope of work and renewal to correct known defects or deteriorated portions of sewer mains to ensure the integrity of the system and reduce inflow and infiltration.
- Clean and televise approximately 10,000 feet of gravity sewer main and 200 each sewer laterals. PM activities are performed to prioritize and correct defects in deteriorated portions of sewer mains/ service laterals to reduce likelihood of overflows, inflow and infiltration.
- Begin input of asset inventory in new Asset Management software. Get staff trained and utilize Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Rehabilitation of 50 PEP Systems in Hunter's Ridge and Breakaway Trails Areas.
- Construct a parallel force main to improve service and redundancy to the north US1 corridor.
- Complete construction for Lift Station Rehabilitation Projects including station piping, valves and controls upgrades.
- Perform root control services on gravity sanitary sewer as necessary.
- Support Reuse Service area expansion and service to include recent priority to serve south peninsula area customers.
- Develop a Fats, Oils and Grease (FOG) program plan to assist in reducing the amount of the FOG clogging the sewer transmission lines. Initiate records database for development of inspection program for grease interceptors installed at commercial restaurants within the City's sewer collection service area.
- Review best practices concerning flushable items with all Daycare and Senior care facilities to enhance awareness of potentially harmful disposal methods.
- Repair settled manholes on A1A.
- Complete reclaimed water interconnection with City of Holly Hill.
- Begin implementation of western service area improvements related to wastewater collection and conveyance including extension of SR 40 Force main and site evaluation of Airport Road Utility Parcels.

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

ACCOMPLISHMENTS:

- Successfully operated City-wide reuse system for annual period delivering reuse product to over 3,200 residential and 2 golf course customers having demand in excess of 1.3 Billion Gallons.
- Submitted the Annual Reuse Report 2019 per FDEP WWTF permit requirements illustrating 4.2 MGD of the 4.43 MGD annual average day flow received at the City's treatment facility is utilized for land application irrigation purposes.
- Maintained Standard Operating Procedures for Reuse Distribution System including responses to extended dry and wet weather conditions and notification to customers regarding service interruptions or other changes.
- Identified locations for additional meters and valves to provide better operational control and water accounting. Installation commenced.
- PEP System PM Activities: Completed rehabilitation of 27 units, replacement of 2 units, performed installation of 2 new units and performed electrical upgrades to 227 PEP System units replaced in West Ormond Low Pressure Sewer Service area.
- Cleaned approximately 7,500 feet of gravity sewer main and 141 each sewer laterals. Televised approximately 750 feet of gravity sewer main and 201 each sewer laterals. Performed root control program activities on approximately 99 each sewer laterals.
- Completed monthly and annual scheduled preventative maintenance service calls for 90 sewage lift stations throughout the collection system which includes reassembly of each duplex configured pump and motor. Responded to all emergency call outs from SCADA and WIN911 Lift Station monitoring system after hours calls for service alarms (annual average 3 calls per week). Ongoing accomplishment
- Completed approximately 888 repairs to collection system (gravity, force main, services and manhole) service calls and 328 reuse system leaks and main breaks.
- Completed a variety of lift station and motor replacements and repairs at various lift stations throughout the sanitary sewer collection system.
- Maintained reliable wastewater collection system (gravity and force main) and reuse storage and distribution operations for customers.
- Assisted reuse system installation project for North US Hwy 1 Median Landscape Project.
- Completed master developer service agreement for Hunter's Ridge – DRI – Flagler Co. to include approval of an overall water and sewer master plan and model.
- Prepared bid specifications for upgrades to PEP System components and awarded a contract for replacement pumps.
- Completed construction for Breakaway Trails Yard Electrical and Pump Upgrades project.
- Prepared design plans and specifications for bidding Lift Station Rehabilitation Project to include 4M and 5M lift station piping, valves and controls upgrades.
- Prepared design plans and specifications and completed construction for the Shadow Crossings Reuse Pump Facility Upgrades Project.
- Assisted in SR-40 Sanitary Sewer pipe collapse repair.
- Assisted in subaqueous reclaimed main repair.
- Constructed North US 1 force main improvements project for promoting improved level of service and reliability and for developing options for developer considerations.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Water & Wastewater	10,572,864	12,637,325	10,691,304	(1,946,021)	-15.40%
Total	10,572,864	12,637,325	10,691,304	(1,946,021)	-15.40%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contingency	-	-	100,546	100,546	100.00%
Contributions and Transfers	10,572,864	12,637,325	10,590,758	(2,046,567)	-16.19%
Total	10,572,864	12,637,325	10,691,304	(1,946,021)	-15.40%

WATER AND WASTEWATER VEHICLE AND EQUIPMENT REPLACEMENT FUND

This fund accounts for replacement of existing vehicles and equipment for the benefit of Water and Wastewater.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Miscellaneous	6,646	-	-	-	0.00%
Transfer	114,996	150,000	150,000	-	0.00%
Use of Fund Balance	-	14,000	50,000	36,000	257.14%
Total	121,642	164,000	200,000	36,000	21.95%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	208,015	164,000	200,000	36,000	21.95%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	208,015	164,000	200,000	36,000	21.95%

WATER AND WASTEWATER RENEWAL AND REPLACEMENT FUND

This fund accounts for replacement of existing capital assets for the benefit of Water and Wastewater.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Bond Proceeds	-	-	-	-	0.00%
Intergovernmental	(37,568)	-	4,935,000	4,935,000	100.00%
Charges for Services	117,146	107,000	107,000	-	0.00%
Miscellaneous	10,896	-	-	-	0.00%
Transfers	2,678,208	4,700,000	2,500,000	(2,200,000)	-46.81%
Use of Retained Earnings	-	-	85,865	85,865	100.00%
Total	2,768,682	4,807,000	7,627,865	2,820,865	58.68%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	281,989	642,376	595,365	(47,011)	-7.32%
Capital	5,017,798	4,082,500	7,032,500	2,950,000	72.26%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	82,124	-	(82,124)	-100.00%
Total	5,299,787	4,807,000	7,627,865	2,820,865	58.68%

WATER AND WASTEWATER CONSOLIDATED DEBT SERVICE FUND

Used to account for principal and interest payments resulting from the issue of revenue bonds and debt financing.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Bond Proceeds		-	-	-	0.00%
Transfer	5,223,000	5,220,000	5,228,000	8,000	0.15%
Total	5,223,000	5,220,000	5,228,000	8,000	0.15%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	5,208,777	5,215,534	5,228,000	12,466	0.24%
Contributions and Transfers	(4,178,919)	-	-	-	0.00%
Contingency	-	4,466	-	(4,466)	-100.00%
Total	1,029,858	5,220,000	5,228,000	8,000	0.15%

WEST ORMOND REUSE IMPACT FEE FUND

This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of West Ormond irrigation facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	2,242	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	2,242	-	-	-	0.00%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

WATER SYSTEM IMPACT FEE FUND

This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of water facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	686,869	460,000	460,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	1,924,175	60,000	(1,864,175)	-96.88%
Total	686,869	2,384,175	520,000	(1,864,175)	-78.19%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	397,723	2,384,175	520,000	(1,864,175)	-78.19%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	397,723	2,384,175	520,000	(1,864,175)	-78.19%

WASTEWATER SYSTEM IMPACT FEE FUND

This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion and construction of wastewater facilities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Intergovernmental	256,531	-	-	-	0.00%
Miscellaneous (Impact Fees)	614,600	400,000	400,000	-	0.00%
Bond Issue	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	871,131	400,000	400,000	-	0.00%

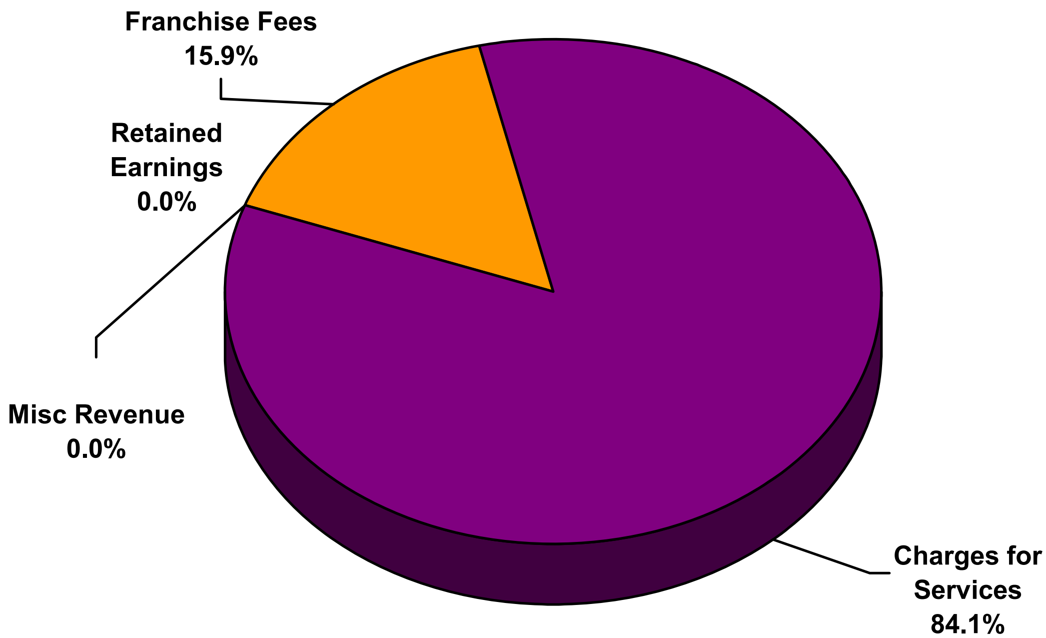
Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,434,564	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	400,000	400,000	-	0.00%
Total	1,434,564	400,000	400,000	-	0.00%

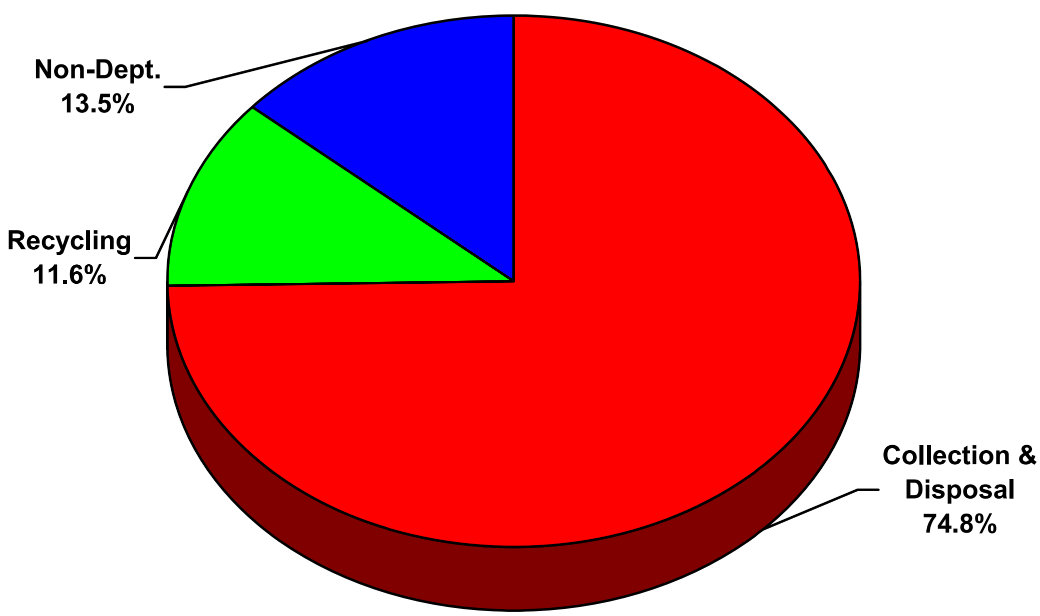
SOLID WASTE FUND SUMMARY

Description	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Revenues					
Franchise Fees	1,543,786	1,500,000	1,500,000	-	0.00%
Intergovernmental	(209,613)	-	-	-	0.00%
Other Charges for Services	7,525,384	7,410,000	7,940,000	530,000	7.15%
Misc. Revenue	9,783	1,000	1,000	-	0.00%
Transfers In	-	-	-	-	0.00%
Use of Retained Earnings	-	159,267	3,232	(156,035)	-97.97%
Total Net Revenues	**8,869,340**	**9,070,267**	**9,444,232**	**373,965**	**4.12%**
Expenditures					
Collection & Disposal	6,767,013	6,701,528	7,068,712	367,184	5.48%
Recycling	1,092,705	1,113,572	1,096,778	(16,794)	-1.51%
Non-Departmental	1,284,628	1,255,167	1,278,742	23,575	1.88%
Total Net Expenditures	**9,144,346**	**9,070,267**	**9,444,232**	**373,965**	**4.12%**

SOLID WASTE FUND REVENUES



SOLID WASTE FUND EXPENDITURES



SOLID WASTE COLLECTION AND DISPOSAL

Through an exclusive franchise with a private contractor, the Collection and Disposal program provides for curbside collection of Class I residential solid waste twice per week and yard once per week. The contractor also collects solid waste from all commercial businesses a minimum of three (3) days per week to a maximum of six (6) days per week.

The contractor disposes of all Class I solid waste at the Volusia County solid waste facility. Residential customers pay a monthly fee to cover the costs of collection and disposal. Commercial customers are presently charged per cubic yard of solid waste disposed in two, four, six and eight cubic yard containers.

Approximately 28,000 tons of solid waste consisting of residential (15,000 tons) and commercial (13,000 tons) is collected annually (excludes 8,300 tons of yard waste).

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Solid Waste	6,767,013	6,701,528	7,068,712	367,184	5.48%
Total	6,767,013	6,701,528	7,068,712	367,184	5.48%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	101,036	101,476	178,587	77,111	75.99%
Operating	6,665,977	6,600,052	6,890,125	290,073	4.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	6,767,013	6,701,528	7,068,712	367,184	5.48%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Operations Mgr.	0.40	1.00	1.00	0.00	0.00%
Office Manager *	0.25	0.00	0.00	0.00	0.00%
Total	**0.65**	**1.00**	**1.00**	**0.00**	**0.00%**

* Indicates primary department

SOLID WASTE COLLECTION AND DISPOSAL

GOALS:

Collection & Disposal:

- Complete 100% of daily residential and commercial collections no later than 7:00 p.m. each day.
- Achieve an on-time daily collection rate of at least 95% (collections time variance of no more than four (4) hours from original time).

Recycling:

- Achieve a monthly participation rate for residential customers of 93%.
- Divert a total of 33% from all solid waste (includes C/D, yard waste tires, etc.) generated within the City from being disposed at a certified Class I Landfill (includes commercial recycling).
- Maintain the amount of recyclables collected per residential unit at an average of five point eighty five (5.85) pounds.

PERFORMANCE MEASURES:

	Actual FY 2019-20	Actual FY 2020-21	Estimate FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Workload:					
Residential collections	17,650	17,750	17,810	60	0.34%
Commercial collections	550	555	560	5	0.90%
Recycling customers	18,125	18,130	18,145	15	0.08%
Miles of street sweeping	5,150	5,150	5,150	-	0.00%
Efficiency/Effectiveness:					
Inquiries-Residential collections monthly average	73	75	78	3	4.00%
Inquiries-Commercial collections monthly average	17	18	20	2	11.11%

ACCOMPLISHMENTS:

Collection & Disposal:

- Completed 100% of solid waste collections on time (residential/commercial).
- Achieved a 100% on-time daily collection rate.
- Received compliments for excellence in service provided.
- No liquidated damages (complaints over 15/mo.) for the Fiscal year.

Recycling:

- Achieved a monthly participation rate of 93.0%.
- Achieved a diversion rate of 31.50% (elimination of glass 5/19)
- Maintained 12 recyclable items collected curbside.
- Maintained a 100% compliance with daily recycling bin delivery.
- Maintained an average 5.85 pounds per household of recyclables collected curbside.
- Successfully promoted recycling program changes, elimination of glass from recycling collection to the community

SOLID WASTE RECYCLING

The Recycling program provides curbside collection of fourteen (14) different recyclable products for all residential customers on a once per week basis through a private contractor. The program was initiated on a citywide basis on July 1, 1991 in order to meet the requirements of the 1988 Solid Waste Management Act, which requires cities and counties in the State of Florida to reduce the amount of solid waste disposed at landfills by 30%.

Approximately 3,500 tons of recyclable materials are collected annually. Residential customers pay a monthly fee to cover the costs of recycling.

In addition, the program provides educational classes and materials through publications, trade shows and in-school presentations.

SOLID WASTE RECYCLING

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Solid Waste	1,092,705	1,113,572	1,096,778	(16,794)	-1.51%
Total	1,092,705	1,113,572	1,096,778	(16,794)	-1.51%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	33,389	49,230	-	(49,230)	-100.00%
Operating	1,059,316	1,064,342	1,096,778	32,436	3.05%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,092,705	1,113,572	1,096,778	(16,794)	-1.51%

Staffing Summary:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Full-time Positions:					
Public Works Operations Mgr.	0.10	0.00	0.00	0.00	0.00%
Office Manager	0.25	0.00	0.00	0.00	0.00%
Total	**0.35**	**0.00**	**0.00**	**0.00**	**0.00%**

SOLID WASTE TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Solid Waste	1,263,592	1,255,167	1,278,742	23,575	1.88%
Total	1,263,592	1,255,167	1,278,742	23,575	1.88%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	1,263,592	1,255,167	1,278,742	23,575	1.88%
Contingency	-	-	-	-	0.00%
Total	1,263,592	1,255,167	1,278,742	23,575	1.88%

WORKERS COMPENSATION FUND

This fund is used to account for expenditures associated with providing workers compensation coverage to employees.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Internal Service Charges	1,139,616	1,139,612	781,612	(358,000)	-31.41%
Miscellaneous	268,786	20,000	20,000	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,408,402	1,159,612	801,612	(358,000)	-30.87%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	797,174	1,085,500	727,500	(358,000)	-32.98%
Capital	-	-	-	-	0.00%
Contributions and Transfers	74,112	74,112	74,112	-	0.00%
Total	871,286	1,159,612	801,612	(358,000)	-30.87%

GENERAL LIABILITY INSURANCE FUND

This fund is used to account for expenditures associated with providing general liability coverage to employees.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Internal Service Charges	1,183,853	1,183,853	1,260,253	76,400	6.45%
Miscellaneous	65,622	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,249,475	1,183,853	1,260,253	76,400	6.45%

Expenditures:

	Actual FY 2019-20	Estimate FY 2020-21	Budget FY 2021-22	Change FY 2020-21 to FY 2021-22	% Change FY 2020-21 to FY 2021-22
Personnel Services	-	-	-	-	0.00%
Operating	1,357,400	1,146,000	1,222,400	76,400	6.67%
Capital	-	-	-	-	0.00%
Contributions and Transfers	25,000	37,853	37,853	-	0.00%
Total	1,382,400	1,183,853	1,260,253	76,400	6.45%

CAPITAL IMPROVEMENTS

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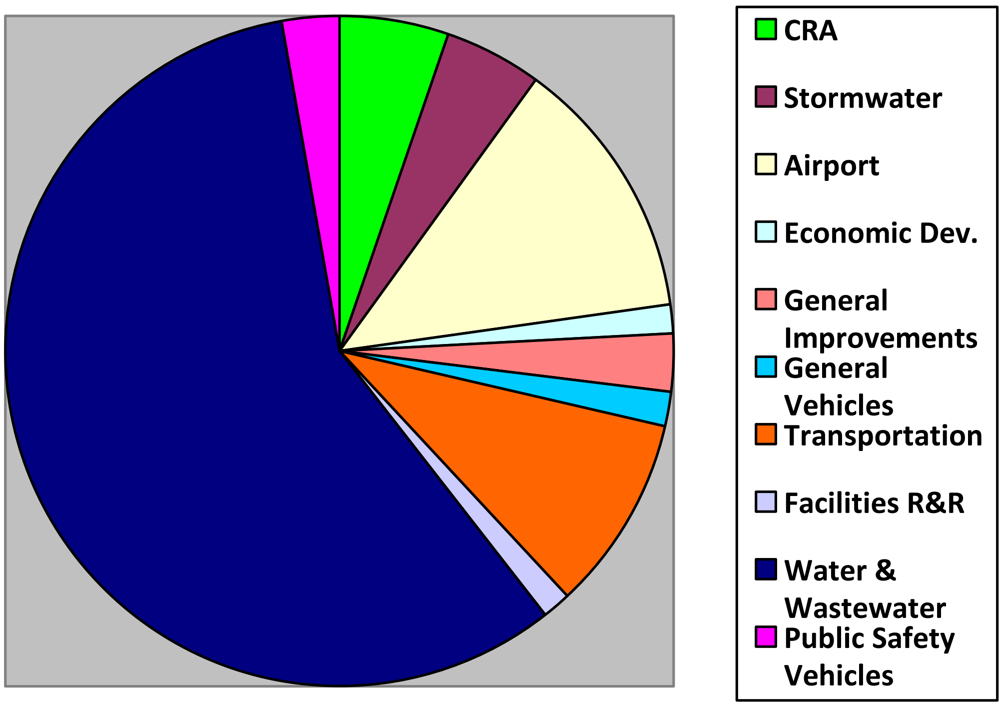
CAPITAL IMPROVEMENTS

Overview

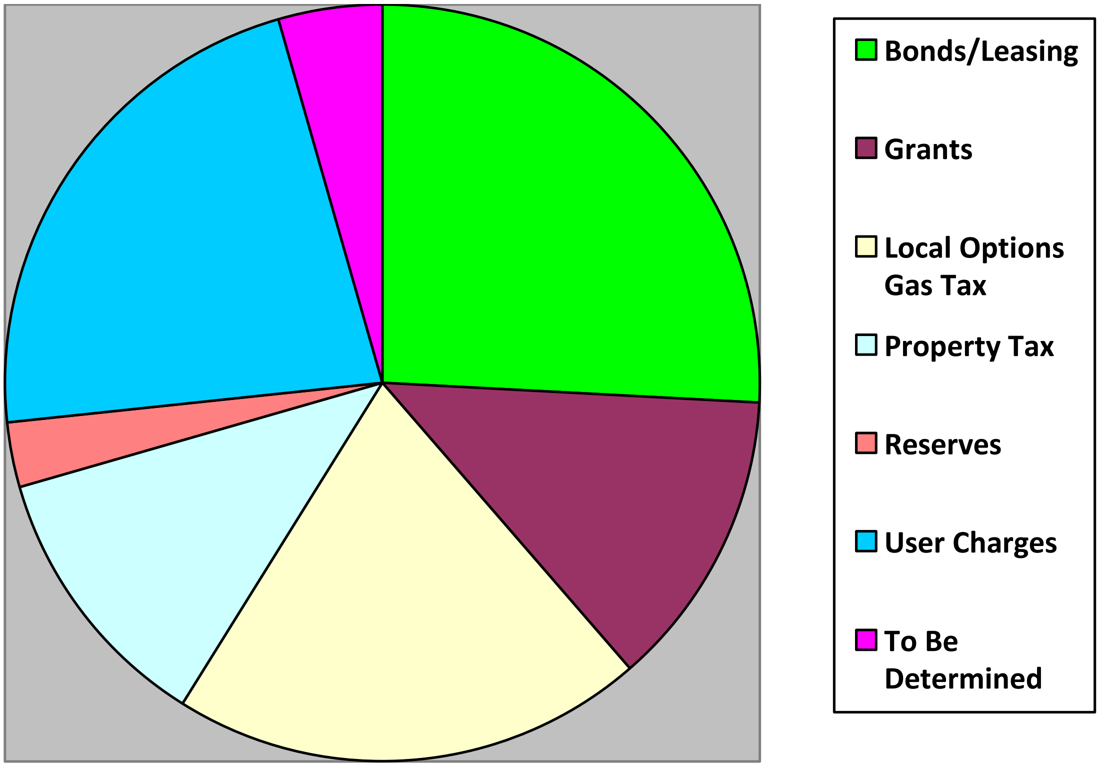
The City's Five-Year Capital Improvements Program represents a substantial effort to identify and schedule capital investments for a multi-year period complete with a project description and justification, as well as recommended financing for each project. The CIP reflects projects that have been identified as being essential to the organization.

Expenditures



Category	Total
Community Redevelopment	$3,886,500
Stormwater	3,345,100
Airport	9,305,596
Economic Development	1,002,000
General Improvements	2,016,561
General Vehicles	1,174,000
Public Safety Vehicles	2,025,000
Transportation	6,904,940
Facilities Renewal and Replacement	985,000
Water & Wastewater	41,724,400
TOTAL	$72,369,097

Funding



Category	Total
Bonds/Leasing	$22,349,000
Grants/Donations	10,920,089
Local Options Gas Tax	1,750,000
Property Tax	12,500,015
Reserves	2,279,493
User Charges	19,300,500
To Be Determined	3,720,000
TOTAL	$72,369,097

FY 2021-22 CIP Projects

Fund 104-Community Redevelopment

Downtown improvements are funded through property tax revenue which is expendable only within the downtown area. For FY 2021-22 the primary focus is Sidewalk Improvements ($1,400,000), Water taxi infrastructure design ($50,000), and East Granada Utility Undergrounding ($120,000).

Fund 107-Stormwater Drainage Improvements

FY 2021-22 projects include the continuation of the Stormwater Piping Replacement project ($500,000), Stormwater Construction ($250,000) and Vehicle Replacements ($95,100).

Fund 108-Airport Improvement

Reconstruct Taxiway B ($483,848) and Rehabilitation/Realign Taxiway D ($1,898,968) are scheduled for FY 2021-22 and will be largely funded by FDOT and FAA grants.

Fund 301-General Improvement Fund

Projects included for FY 2021-22 includes Washington Street Sidewalks funded by CDBG funds ($114,611) and continuation of the HVAC-Chiller Replacement ($225,000).

Fund 302-General Vehicle and Equipment Replacement

The FY 2021-22 plan includes the replacement of five General Fund vehicles ($344,000) including two Streets Maintenance vehicles, two Leisure Service vehicle, and one Building Inspection vehicle.

Fund 305-Public Safety Vehicle and Equipment Replacement

The FY 2021-22 plan includes the replacement of six Patrol Vehicles, two Special Unit vehicles and one motorcycle.

Fund 308-Transportation

Transportation projects include Neighborhood Traffic Calming ($50,000), Railroad Crossings ($100,000), Road Rehabilitation ($750,000), Street Light and Traffic Signal Maintenance ($99,000), Sidewalk Repairs & Replacements ($112,000), Doug Thomas Way Extension ($792,000) and Opticom Equipment ($60,000).

Fund 317-Facility Renewal and Replacement

For FY 2021-22, projects include Central Park II Gazebo Replacement ($60,000), Police Department Access Control ($268,000), and Shell Parking Lot Refurbishment ($56,000). ***Projects below the CIP threshold of $25,000 will be included as part of the annual operating budget.***

Fund 408-Water & Wastewater Vehicle and Equipment Replacement

The FY 2021-22 plan includes the replacement of one vehicle ($200,000).

Fund 409-Water and Wastewater System Improvements

Projects proposed for FY 2021-20 include City-wide Meter Replacement ($301,000), Filter Structure Repurposing Design ($50,000), General Facility and System Upgrades ($980,000), Lift Station Rehabilitation ($300,000), Meter Installation ($90,000), PEP Tank Replacement ($150,000), Relocation of SCADA Radios ($30,000), Sanitary Sewer Inflow Infiltration ($300,000), Water Reclamation Facility ($1,680,000), Water Storage Tank Repairs ($200,000), Williamson Boulevard Pipe Replacement ($127,000), WTP Aeration Replacement & Clearwell Rehab ($2,220,000), WTP Filter Media Replacement ($126,000), WTP Lime Softening Filter Replacement ($200,000), WTP Thickener Wetwell ($34,500) and WWTP Screw Pump Roof Modifications ($200,000).

Fund 434 & 435-Water & Wastewater Impact Fees

The FY 2021-22 plan includes Hudson Wellfield Expansion Design ($300,000) and Utility Master Plan Update ($220,000).

During the capital improvement process, additional staffing requirements and ongoing operating expenses are identified for inclusion in the appropriate department's operating budget. No significant increases in operating revenue or expenditures are anticipated as a result of capital projects. Below is a matrix, by fund, detailing the additional annual operating expenditures anticipated if the identified capital projects were not funded.

Category	Total
Community Redevelopment	$250,000
Stormwater	350,000
Airport	198,000
Economic Development	45,000
General Improvements	250,000
General Vehicles	0
Transportation	256,000
Facilities Renewal and Replacement	53,000
Water & Wastewater	442,000
Solid Waste	12,000

APPENDIX
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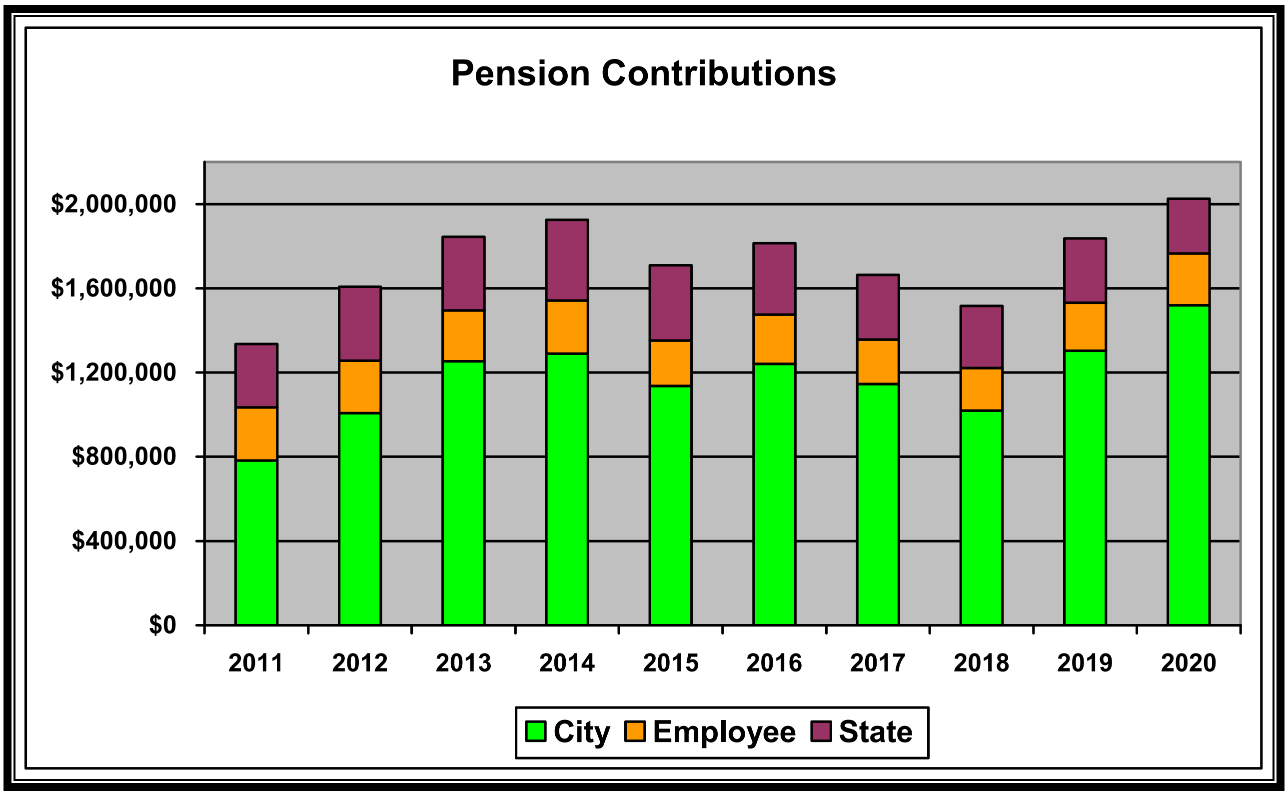
CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL FIREFIGHTERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2020
(In Thousands)

Revenues by Source

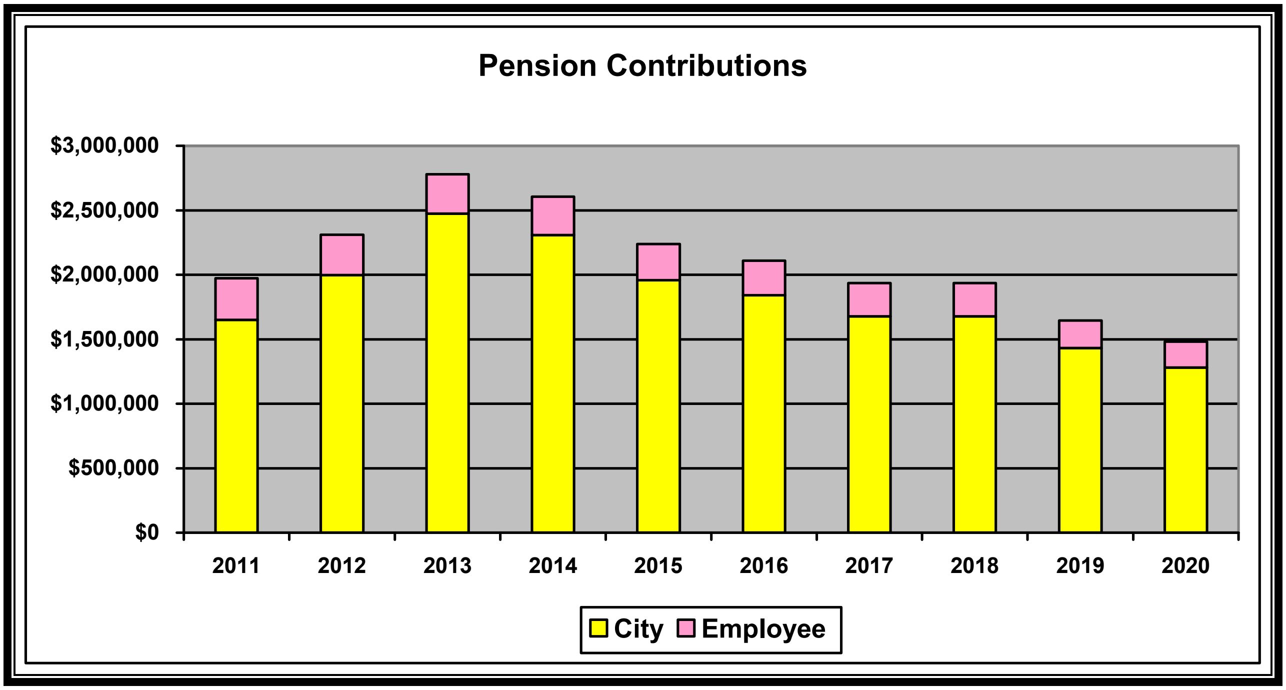
Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Other	Total
2011	251	783	301	(97)	-	1,238
2012	250	1,007	351	3,027	-	4,635
2013	241	1,254	349	2,505	-	4,349
2014	252	1,290	383	2,473	-	4,398
2015	216	1,136	358	(399)	-	1,311
2016	235	1,241	338	2,036		3,850
2017	212	1,145	306	3,046	-	4,709
2018	203	1,019	295	3,046	-	4,563
2019	228	1,303	306	921	-	2,758
2020	246	1,520	259	2,423	-	4,448



CITY OF ORMOND BEACH, FLORIDA
GENERAL EMPLOYEES PENSION
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2020
(In Thousands)

Revenues by Source

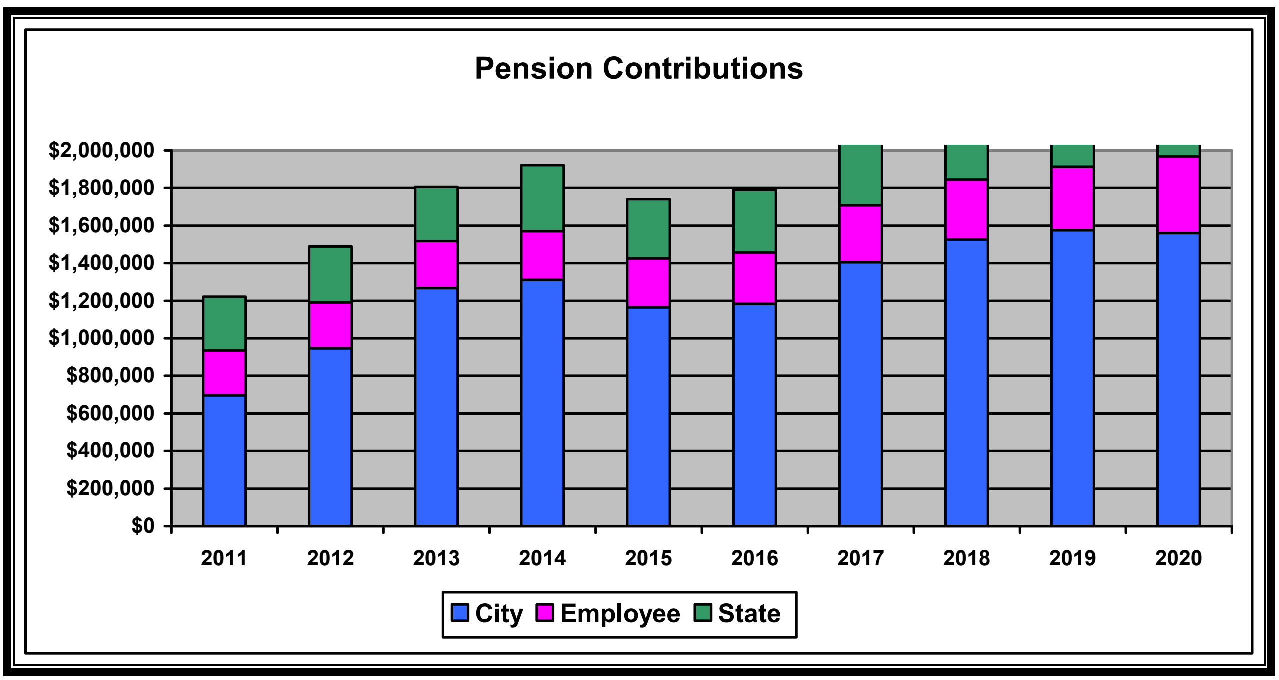
Fiscal Year Ended	Employee Contributions	Employer Contributions	Investment Income	Total
2011	323	1,650	(174)	1,799
2012	313	1,998	5,430	7,741
2013	307	2,473	4,484	7,264
2014	298	2,308	4,408	7,014
2015	280	1,958	(584)	1,654
2016	268	1,842	3,480	5,590
2017	258	1,677	5,035	6,970
2018	258	1,677	5,035	6,970
2019	212	1,433	1,501	3,146
2020	201	1,280	3,775	5,256



CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL POLICE OFFICERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2020
(In Thousands)

Revenues by Source

Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Total
2011	240	696	285	(141)	1,080
2012	243	948	298	3,878	5,367
2013	251	1,267	288	3,080	4,886
2014	258	1,312	351	3,049	4,970
2015	260	1,166	315	(472)	1,269
2016	272	1,184	334	2,355	4,145
2017	302	1,406	343	5,432	7,483
2018	318	1,527	379	3,475	5,699
2019	338	1,575	407	978	3,298
2020	406	1,561	411	2,849	5,227



CITY OF ORMOND BEACH, FLORIDA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2020

Fiscal Year	Population[1]	Personal Income *(In thousands)*	Per Capita Personal Income[2]	Median Age[3]	Unemployment Rate[5]
2010	40,625	1,276,559	31,423	46.6	10.50%
2011	38,137	1,246,050	32,673	45.4	9.30%
2012	38,376	1,284,637	33,475	45.8	7.40%
2013	38,557	1,336,424	34,661	46.1	5.50%
2014	39,455	1,376,980	34,900	46.3	5.00%
2015	40,013	1,447,230	36,169	46.6	5.00%
2016	40,366	1,541,860	38,197	46.6	5.20%
2017	40,722	1,591,660	39,086	47.0	3.70%
2018	42,816	1,427,314	33,336	51.0	3.20%
2019	43,475	1,503,322	34,579	51.5	3.20%
2020	43,759	1,523,645	34,819	50.8	5.90%

Sources: (1) Bureau of Economic and Business Research, University of Florida

Beach Metropolitan Statistical Area

(3) Volusia County, Florida

(4) Bureau of Labor Statistics

Source: City of Ormond Beach Finance Department

CITY OF ORMOND BEACH, FLORIDA
PRINCIPAL EMPLOYERS
CURRENT YEAR AND TEN YEARS AGO
SEPTEMBER 30, 2020

Fiscal Year 2020			Fiscal Year 2010		
Employer	**Number of Employees**	**Percent of Total Employment**	**Employer**	**Number of Employees**	**Percent of Total Employment**
Volusia County School Board	7,503	2.49	Board	8,273	3.26
Halifax Community Health	4,709	1.56	Halifax Community Health	4,232	1.67
County of Volusia	3,341	1.11	County of Volusia	3,519	1.39
Florida Hospital - All Divisions	3,256	1.08	Divisions	3,717	1.46
Daytona State College	1,568	0.52	State of Florida	2,423	0.95
Embry Riddle Aeronautical University	1,423	0.47	Walmart	2,139	0.84
Florida Health Care Plans	916	0.30	Incorporated	2,415	0.95
Frontier Communications	800	0.27	Daytona State College	1,589	0.63
Department of Transportation	700	0.23	U.S Government	1,434	0.56
Bert Fish Medical Center	700	0.23	Embry Riddle Aeronautical University	1,198	0.47
Total	**24,916**	**8.26**	**Total**	**30,939**	**12.18**
Estimated total workforce	301,341		Estimated total workforce	253,875	

Note: No statistics are kept on primary employers within the City of Ormond Beach, Florida

Sources: County of Volusia, Department of Economic Development (Latest Available Data)
Labor Market Statistics, Florida Research and Economic Database

CITY OF ORMOND BEACH, FLORIDA
OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2020

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Police										
Number of traffic citations issued	7,626	8,906	9,281	6,803	7,551	8,237	7,509	9,814	7,475	7,925
Number of offense reports	5,923	6,713	6,568	8,834	7,326	7,501	7,064	7,025	6,956	6,791
Number of calls for service	75,266	54,949	65,390	83,083	83,098	87,867	93,102	84,485	82,713	64,325
Fire										
Emergency fire responses	3,065	2,790	3,045	5,600	2,120	2,025	2,120	2,090	1,750	1,820
Emergency rescue responses (ALS/BLS)	4,119	4,411	4,796	6,800	5,300	5,424	5,227	4,577	4,872	4,157
Education classroom presentations	5	50	64	86	98	75	47	61	102	154
Education (not included in reporting entity)										
Kindergarten-Grade 5 students	298	2,940	2,892	2,931	2,899	2,899	2,857	2,857	2,836	2,913
Grades 6-8 students	126	1,054	1,006	1,048	1,022	1,022	1,108	1,108	1,100	1,076
Airport										
Fixed based operator	13	13	12	11	10	10	10	10	12	11
Flight School	3	3	2	2	5	2	3	2	3	3
Based aircraft	140	142	175	163	140	180	177	169	171	169
Total 12 hour, operations	112,677	100,877	100,173	116,165	109,000	108,689	118,929	124,769	130,770	133,183
Water treatment plants										
Jefferson Street Plant:										
Design capacity	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD
Current production rate	5.93 MGD	5.93 MGD	5.93 MGD	5.93 MGD	5.93 MGD	5.73 MGD	5.29 MGD	5.27 MGD	5.38 MGD	5.54 MGD
Number of water utility connections	23,638	23,465	22,793	21,905	21,905	21,661	21,444	21,248	21,162	21,138
Solid waste system										
Number of solid waste disposal customers	17,214	17,501	17,284	17,066	16,868	16,672	16,457	16,333	16,262	16,246
Number of active participating recycling program (units)	16,704	16,667	17,017	16,302	16,105	17,321	17,126	16,998	16,905	16,893
Water pollution control plants										
Orchard Street Plant:										
Design capacity	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	6.00 MGD	6.00 MGD
Current treatment rate	4.19 MGD	4.19 MGD	4.19 MGD	4.19 MGD	4.19 MGD	4.94 MGD	4.57 MGD	4.67 MGD	4.63 MGD	4.50 MGD
Number of collection system connections	18,117	17,440	16,882	16,874	16,424	16,227	16,029	15,891	15,823	15,811
Number of effluent reuse connections	3,080	3,073	3,053	2,603	2,345	2,495	2,472	2,459	2,447	2,437

Note: Number of positions are full time equivalents

Source: City of Ormond Beach Finance Department

GLOSSARY

Accounting Basis- Method used to determine when revenues and expenses (with associated assets and liabilities) are recognized in the accounts of a firm, and reported in its financial statements. In accrual basis accounting, for example, revenues are recognized when earned and expenses are recognized when incurred, whether or not any cash is received or paid. In cash basis accounting, however, revenues and expenses are recognized only when cash is received or paid, irrespective of the timing of actual sales or purchases.

Accrual- A basis of accounting in which revenues are recognized when they are measurable and earned and expenditures are recorded when incurred.

Appropriation- Authorization by the City Commission that allows expenditures to be made on behalf of the City against governmental resources.

Audit- An examination of internal controls and financial statements.

Balance Sheet- A statement which presents the financial position of an entity as of a specified date.

Budget- A financial plan or proposed revenues and expenditures for a specified period of time (usually one year).

Budgetary Accounting- Used by governments where a formal budget is adopted through an extensive approval process as an expression of public policy. The budget is a statement of financial intent indicating how the government plans to raise revenue and expend its resources.

Budget Calendar- The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budgets.

Budget Deficit- A budget in which expenditures exceed the projected funds available.

CAFR- (comprehensive annual financial report) a standard accounting requirement followed by local and state governments to show how tax money is spent. The report serves several purposes which also help explain various aspects of government activity for taxpayers.

Capital Expenditures- Expenditures for items which exceed $25,000 in value and have a useful life of 1 year or more.

Capital Projects- Have long range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, roads, sewage systems, water systems, etc.

CIP- (capital improvement project) New or continued and approved capital projects for the maintenance or improvement of city assets.

Committed- Fund balance classification that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority.

Debt Service- The City's obligation to pay principal and interest according to a predetermined schedule.

Debt Service Fund- The funds created to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Department- A major organizational unit that indicates management responsibility for a group of related operations.

DEP- (Florida Department of Environmental Protection) Florida agency devoted to environmental management and stewardship. Florida's environmental priorities include achieving regulatory certainty, consistency and protection, and achieving the highest water quality.

Depreciation- The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type funds, such as enterprise and internal service funds. It is not used in any other fund. Depreciation is a non-cash expense and while it is recorded in the annual financial statements, it is not budgeted.

Encumbrances- Commitments against an appropriation.

EPA- (Environmental Protection Agency) an independent federal agency, created in 1970, that sets and enforces rules and standards that protect the environment and control pollution.

Enterprise Fund- The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Estimated Revenues- Projections of funds to be received during the fiscal year.

FAA- (Federal Aviation Administration) is a component of the U.S. Department of Transportation that sets standards for the air-worthiness of all civilian aircraft, inspects and licenses them and regulates civilian and military air traffic control centers.

FDOT- (Florida Department of Transportation) a decentralized agency charged with the establishment, maintenance, and regulation of public transportation in the state of Florida.

Franchise Fees- Fees levied on a corporation in return for granting privilege, sanctioning a monopoly, or permitting the use of public property, usually subject to regulation.

Fund Balance- The amount by which assets exceed liabilities.

GIS- (geographic information system) allows the city's users to produce maps from the existing GIS with integrated information from the data base of the primary mini-computer application.

Impact Fees- A connection's contribution toward its equitable share of the cost of capital improvements required to serve new customers.

Interfund Transfers- Amounts transferred from one fund to another.

Intergovernmental Revenues- Revenues received from another government.

Internal Service Funds- The funds established for the financing of goods or services provided by one department to other departments within the City on a cost reimbursement basis. Examples are the Data Processing Fund and the Insurance Fund.

LAN- (local area network) a computer network covering a small local area, such as a home or office.

Levy- Imposed taxes, special assessments, or service charges.

MGD- (million gallons per day) a measurement standard for city owned water treatment pumps.

Modified Accrual Method- Method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred. Most government accounting follows this method.

NPDES- (national pollution discharge elimination system) a national program under Section 402 of the Clean Water Act for regulation of discharges of pollutants from point sources to waters of the United States. Discharges are illegal unless authorized by an NPDES permit.

OBPAC- (Ormond Beach Performing Arts Center) consists of an auditorium, rehearsal room, studio and music rooms for city sponsored groups, professional theater and musical productions.

Operating Expenditures- Ongoing expenditures that are not wages, benefits or capital in nature.

Ordinance- A formal legislative enactment by the governing board of a municipality.

Personal Property- Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under State law.

Real Property- Land and the buildings and other structures attached to it that are taxable under state law.

Reserved- Indicates that a portion of fund balance is restricted for a specific purpose.

Roll back tax rate- The tax rate that generates the same amount of revenue as the prior year exclusive of gains from new construction.

SOH- (save our homes) an amendment to the Florida Constitution that mandates that the assessed value of your Homestead property can increase by no more that 3% above last years assessed value (or the consumer price index, whichever is less).

Special Revenue Fund- Account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

State Revenue Sharing- Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

Taxable Value- Assessed value of property minus any exceptions, which may be applicable.

Tax Base- The total property valuations on which each taxing agency levies its tax rates.

Tentative Millage- The tax rate adopted at the first public hearing of a taxing agency. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

Truth in Millage- State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.

Unassigned- Fund balance classification that has not been assigned to other fund balance classifications.

Utility Tax- Municipal charges levied by the City in each and every purchase of a public service within the corporate limits of the City. Public service is electricity, gas, fuel oil, water, and telephone service.

WAN- (wide area network) a large, integrated computer network with multiple access points and users. An example would be the World Wide Web.

Cost Allocation Plan FY 2021-22

Allocation of General Fund Costs to Other Funds through interfund transfer

	General Fund Administration Budget (Commission, City Manager, Legal, Support Services) Allocation based on % of agenda items		General Fund Finance and Human Resources Budget Allocation based on # of employees		General Fund Information Technology Munis/Energov		General Fund Police Department Budget Allocated based on estimated cost to secure assets 0.5%	General Fund Fire Department Budget Allocated based on estimated time spent on flow testing & hydrant maintenance 2.0%	General Fund Planning Department Budget Allocated based on estimated cost of development review plus Avolve 15.0%	Total General Fund Costs Allocated to Other Funds
Amount to be allocated		**$ 2,261,831**		**$ 1,472,479**	**$**	**1,359,595**	**$ 9,927,203**	**$ 6,245,373**	**$ 754,253**	
Allocation of costs to:										
Stormwater	4.0%	90,473	2.2%	32,722	0.0%	-	NA	NA	NA	**123,195**
Airport	0.5%	11,309	0.3%	4,090	0.0%	-	NA	NA	NA	**15,399**
General Capital Improvements	1.0%	22,618	0.0%	-	0.0%	-	NA	NA	NA	**22,618**
Transportation	8.0%	180,946	0.0%	-	0.0%	-	NA	NA	NA	**180,946**
Water/Wastewater Operating	15.0%	339,275	17.8%	261,774	35.0%	475,858	49,636	124,907	113,138	**1,364,588**
Solid Waste	1.0%	22,618	0.6%	8,180	0.6%	7,553	NA	NA	NA	**30,799**

Allocation of Engineering Costs to Other Funds through department charge

	General Fund Engineering Budget Allocation based on average CIP budget	
Amount to be allocated	$	1,088,022
Planning	2.00%	**21,760**
Streets	2.00%	**21,760**
Parks	2.00%	**21,760**
Building	2.00%	**21,760**
Leisure Services	2.00%	**21,760**
Airport	1.00%	**10,880**
		119,682
Allocation of costs to:		
Downtown Redevelopment	13.81%	**133,751**
Stormwater	7.43%	**71,995**
Transportation	17.27%	**167,231**
Water/Wastewater R&R	61.48%	**595,362**
Solid Waste	0.00%	**-**
		968,340
	11,366,600	**1,088,022**

Allocation of Water/Wastewater Utility Billing Costs to Other Funds through interfund transfer

	Water/Wastewater Utility Billing Costs (Excluding Meter Reading Costs) Allocation based on Fund Revenues to Total Revenue	
Amount to be allocated	$	988,650
Allocation of costs to:		
Stormwater	7.50%	**74,112**
Solid Waste	27.91%	**275,943**

Cost Allocation for Utility Billing Services

Budget 401-0304	1,394,894.00	
Less: Meter Reading Personnel Costs	(370,000.00)	
Less: Vehicle Costs	(26,044.00)	
Less: Equipment Repairs	(8,700.00)	
Less: Uniforms/Clothing	(1,500.00)	
Total to Allocate	988,650.00	
Stormwater Revenue	2,530,000.00	7.50%
Solid Waste Revenue	9,420,000.00	27.91%
Water/WW Revenue	21,800,000.00	64.59%
	33,750,000.00	
Transfer from Stormwater to Water/Wastewater	74,112.13	
Transfer from Solid Waste to Water/Wastewater	275,943.20	

Investment Policy
City of Ormond Beach, Florida

Approved By City Council
April 16, 2013

Table of Contents

Investment Policy
of the
City of Ormond Beach, Florida

I. PURPOSE

The purpose of this Investment Policy (hereinafter "Policy") is to set forth the investment objectives and parameters for the management of the funds of the City of Ormond Beach, Florida, (hereinafter the "City"). This Policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

II. SCOPE

In accordance with Section 218.415, Florida Statues, this Policy applies to all cash and investments held or controlled by the City and shall be identified as "general operating funds" of the City with the exception of the City's Pension Funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Additionally, any future revenues, which have statutory investment requirements conflicting with this Policy and funds held by state agencies (e.g., Department of Revenue), are not subject to the provisions of this Policy.

III. INVESTMENT OBJECTIVES

Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodical cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

Return on Investment

The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the adviser utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Manager(s) may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.

IV. DELEGATION OF AUTHORITY

In accordance with the City's Charter, the responsibility for providing oversight and direction in regard to the management of the investment program resides with the City's Manager. Responsibility for the administration of the investment program is hereby delegated by the City Manager to the Finance Director, who shall maintain an Investment Procedures and Internal Controls Manual based on this Policy. The Finance Director shall be responsible for monitoring internal controls, administrative controls and to regulate the activities of the City's staff involved with the investment program. The City may employ an Investment Advisor(s) to assist in managing some of the City's portfolios. Such Investment Advisor(s) must be registered under the Investment Advisors Act of 1940.

V. STANDARDS OF PRUDENCE

The standard of prudence to be used by investment officials shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Council in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy. The "Prudent Person" rule states the following:

> Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

VI. ETHICS AND CONFLICTS OF INTEREST

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City's investment program.

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this Policy. These procedures are intended to reduce the relatively low risk that material losses may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Independent auditors as a normal part of the annual financial audit to the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

VIII. CONTINUING EDUCATION

The Finance Director, management designee and/or appropriate staff shall annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Authorized City staff and Investment Advisor(s) shall only purchase securities from financial institutions, which are Qualified Institutions by the City or institutions designated as "Primary Securities Dealers" by the Federal Reserve Bank of New York. Authorized City staff and Investment Advisor(s) shall only enter into repurchase agreements with financial institutions that are Qualified Institutions and Primary Securities Dealers as designated by the Federal Reserve Bank of New York.

The City's Investment Advisor(s) shall utilize and maintain its own list of approved primary and non-primary securities dealers.

The Finance Director and/or the management designee shall maintain a list of financial institutions and broker/dealers that are approved for investment purposes and only firms meeting the following requirements will be eligible to serve as Qualified Institutions:

1) regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
2) Capital of no less than $10,000,000;
3) registered as a dealer under the Securities Exchange Act of 1934;
4) member of the National Association of Dealers (NASD);
5) registered to sell securities in Florida; and
6) the firm and assigned broker have been engaged in the business of effecting transactions in U.S. government and agency obligations for at least five (5) consecutive years.

All brokers, dealers and other financial institutions deemed to be Qualified Institutions shall be provided with current copies of the City's Investment Policy. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City transacts business.

X. MATURITY AND LIQUIDITY REQUIREMENTS

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. .

Investments shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years.

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

After the Finance Director or management designee and the Investment Advisor(s) has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

A. Telerate Information System

B. Bloomberg Information Systems

C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing

D. Daily market pricing provided by the City's custodian or their correspondent institutions

The Finance Director and the Investment Advisor(s) shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Finance Director and the Investment Advisor(s), competitive bidding would inhibit the selection process.

Examples of when this method may be used include:

A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process

B. When no active market exists for the issue being traded due to the age or depth of the issue

C. When a security is unique to a single dealer, for example, a private placement

D. When the transaction involves new issues or issues in the "when issued" market

Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the City's depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Finance Director or management designee may direct the Investment Advisor(s) to sell the investment at the then-prevailing market price and place the proceeds into the proper account at the City's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the City. The Finance Director or management designee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this Policy are prohibited.

In the event of a ratings downgrade of a security, the Investment Advisor(s) shall notify the Finance Director within five business days of such a decline in the required rating. The Investment Advisor(s) and the Finance Director will review the individual facts and circumstances of the situation and determine an appropriate course of action.

The allocation limits and security types do not apply to the investment of debt proceeds. These investments shall be governed by the debt covenant included in the debt instrument.

Security Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation Limit	Maximum Issuer Limit
United States Government Securities	N/A	5 Years	100%	N/A
United States Government Agencies (full faith and credit of the United States Government)	N/A	5 Years	50%	25%
Federal Instrumentalities (United States Government Sponsored Enterprises ("GSE") which are non-full faith and credit).*	N/A	5 Years	80%	40%
Mortgage-Backed Securities (MBS) *	N/A	5 Years	20%	15%
Non-Negotiable Interest Bearing Time Certificates of Deposit	N/A	1 Years	50%	25%
Repurchase Agreements	N/A	60 Days	50%	25%
Commercial Paper	P-1/A-1	270 Days	25%	15%
Corporate Notes	single "A" category by any two NRSROs	5 Years	25%	5%
Bankers' Acceptances	P-1/A-1	180 Days	35%	20%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Single "A" category by two NRSROs	5 Years	20%	20%
Registered Investment Companies (Money Market Mutual Funds)	AAAm	N/A	50%	25%
Intergovernmental Investment Pool	AAA	N/A	25%	N/A
Florida PRIME	AAAm	N/A	25%	N/A

*The combined total of available funds invested in Federal Instrumentalities and Mortgage- Backed Securities cannot be more than 80%.

A. United States Government Securities

1. Purchase Authorization

Authorized Staff may invest in negotiable direct obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:

Cash Management Bills
Treasury Securities – State and Local Government Series (SLGS)
Treasury Bills
Treasury Notes
Treasury Bonds
Treasury Strips

2. Portfolio Composition

A maximum of 100% of available funds may be invested in the United States Government Securities.

3. Maturity Limitations

The length to maturity of any direct investment in the United States Government Securities is five (5) years from the date of purchase.

B. United States Government Agencies (full faith and credit of the United States Government)

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by the United States Government agencies, provided such obligations are backed by the full faith and credit of the United States Government. Such securities will include, but not be limited to the following:

Government National Mortgage Association (GNMA)
United States Export – Import Bank
  Direct obligations or fully guaranteed certificates of beneficial ownership
Farmer Home Administration
  Certificates of beneficial ownership
Federal Financing Bank
  Discount notes, notes and bonds
Federal Housing Administration Debentures
General Services Administration
New Communities Debentures
  United States Government guaranteed debentures
United States Public Housing Notes and Bonds
  United States Government guaranteed public housing notes and bonds
United States Department of Housing and Urban Development
  Project notes and local authority bonds

2. Portfolio Composition

A maximum of 50% of available funds may be invested in United States Government agencies.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested in individual United States Government agencies.

4. Maturity Limitations

The length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

C. Federal Instrumentalities (United States Government Sponsored Enterprises (“GSE”) which are non-full faith and credit).

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by Untied States Government Sponsored Enterprises (Federal Instrumentalities which are non-full faith and credit agencies) limited to the following:

Federal Farm Credit Bank (FFCB)
Federal Home Loan Bank or its District banks (FHLB)
Federal National Mortgage Association (FNMA)
Federal Home Loan Mortgage Corporation (Freddie-Macs) including Federal Home Loan Mortgage Corporation participation certificates

2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities. The combined total of available funds invested in Federal Instrumentalities and Mortgage-Backed Securities cannot be more than 80%.

3. Limits on Individual Issuers

A maximum of 40% of available funds may be invested in any one issuer.

4. Maturity Limitations

The length to maturity for an investment in any Federal Instrumentality is five (5) years from the date of purchase.

D. Mortgage-Backed Securities (MBS)

1. Purchase Authorization

Authorized Staff may invest in mortgage-backed securities (MBS) which are based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

2. Portfolio Composition

A maximum of 20% of available funds may be invested in MBS. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.

3. Limits of Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer.

4. Maturity Limitations

A maximum length to maturity for an investment in any MBS is five (5) years from the date of purchase.

The maturity of mortgage securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description.

E. Non-Negotiable Interest Bearing Time Certificates of Deposit

1. Purchase Authorization

Authorized Staff may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in non-negotiable interest bearing time certificates of deposit or savings accounts.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be deposited with any one issuer.

4. Maturity Limitations

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

F. Repurchase Agreements

1. Purchase Authorization

a. Authorized Staff may invest in repurchase agreements comprised of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms with whom the City enters into repurchase agreements will have in place an executed Master Repurchase Agreement with the City.

b. A third party custodian shall hold collateral for all repurchase agreements with a term longer than one (1) business day.

c. Securities authorized for collateral are negotiable direct obligations of the United States Government and Federal Instrumentalities with maturities under five (5) years and must have a mark-to-market value at a minimum of 102 percent during the term of the repurchase agreement.

Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Authorized Staff.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in repurchase agreements with the exception of one (1) business day agreements and overnight sweep agreements.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested with any one institution with the exception of one (1) business day agreements and overnight sweep agreements.

4. Maturity Limitations

The maximum length to maturity of any repurchase agreement is 60 days from the date of purchase.

G. Commercial Paper

1. Purchase Authorization

Authorized Staff may invest in commercial paper of any United States company that is rated, at the time of purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper). If backed by a letter of credit (LOC), the long-term debt of the LOC provider must be rated at least single "A" category by any two Nationally Recognized Statistical Rating Organizations ("NRSROs").

2. Portfolio Composition

A maximum of 25% of available funds may be directly invested in prime commercial paper.

3. Limits on Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

H. Corporate Notes

1. Purchase Authorization

Authorized Staff may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum single "A" category by any two NRSROs.

2. Portfolio Composition

A maximum of 25% of available funds may be directly invested in corporate notes.

3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for corporate notes shall be five (5) years from the date of purchase.

I. Bankers' Acceptances

1. Purchase Authorization

Authorized Staff may invest in bankers' acceptances which are issued by a domestic bank which has at the time of purchase, an unsecured, uninsured and unguaranteed obligation rating of at least "Prime-1" by Moody's or "A-1" by Standard & Poor's.

2. Portfolio Composition

A maximum of 35% of available funds may be directly invested in bankers' acceptances.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for bankers' acceptances shall be 180 days from the date of purchase.

J. State and/or Local Government Taxable and/or Tax-Exempt Debt

1. Purchase Authorization

Authorized Staff may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at the time of purchases, at a minimum single "A" category by any two NRSROs, or rated at least "MIG-2" by Moody's or "SP-2" by Standard & Poor's for short-term debt.

2. Portfolio Composition

A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase.

K. Registered Investment Companies (Money Market Mutual Funds)

1. Purchase Authorization

Authorized Staff may invest in shares in open-end and no-load money market funds provided such funds are registered under the Federal Investment Company Act of 1940 and operate in accordance with 17 C.F.R. § 270.2a-7, which stipulates that money market funds must have an average weighted maturity of 60 days or less. In addition, the share value of the money market funds must be equal to $1.00.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in money market funds.

3. Limits of Individual Issuers

A maximum of 25% of available funds may be invested with any one money market fund.

4. Rating Requirements

The money market funds shall be rated “AAAm” by Standard & Poor’s or the equivalent by another NRSRO.

5. Due Diligence Requirements

A thorough review of any money market fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.

L. Intergovernmental Investment Pool

1. Purchase Authorization

Authorized Staff may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in s. 163.01, F.S.

2. Portfolio Composition

A maximum of 25% of available funds may be invested in intergovernmental investment pools.

3. Rating Requirements

The Intergovernmental Investment Pool shall be rated “AAA” by Standard & Poor’s or the equivalent by another NRSRO.

4. Due Diligence Requirements

A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool.

M. The Florida PRIME

1. Purchase Authorization

Authorized Staff may invest in the Florida PRIME.

2. Portfolio Composition

A maximum of 25% of available funds may be invested in the Florida PRIME.

3. Rating Requirements

The Florida PRIME shall be rated "AAAm” by Standard & Poor’s or the equivalent by another NRSRO.

4. Due Diligence Requirements

A thorough review of the Florida PRIME is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

Investment in any derivative products or the use of reverse repurchase agreements requires specific City Council approval prior to their use. If the City Council approves the use of derivative products, the Finance Director or management designee shall develop sufficient understanding of the derivative products and have the expertise to manage them. A “derivative” is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values. If the City Council approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the Finance Director or management designee has sufficient resources and expertise to manage them.

XIV. PERFORMANCE MEASUREMENTS

In order to assist in the evaluation of the portfolios' performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

A. Investment performance of funds designated as short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return on the S&P Rated GIP Index Government 30 Day Yield. Investments of current operating funds shall have maturities of no longer than twenty-four (24) months.

B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to the Merrill Lynch 1-3 Year U.S. Treasury Note Index and the portfolio's total rate of return will be compared to this benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years.

XV. REPORTING

The Finance Director, management designee and/or Investment Advisor(s) shall provide the City Manager with a "Quarterly Investment Report" that summarizes but not limited to the following:

A. Recent market conditions, economic developments and anticipated investment conditions.

B. The investment strategies employed in the most recent quarter.

C. A description of all securities held in investment portfolios at month-end.

D. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.

E. Any areas of the Policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31.

On an annual basis, the City Manager designee shall submit to the City Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, earned income, the book value, the market value, the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB Statement 31. Investment reports shall be available to the public.

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchase by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City Manager and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.

The custodian shall provide the Finance Director or management designee with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the City, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

XVII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by City resolution. The Finance Director and Accounting Manager shall review the Policy annually and submit recommendations to the City Manager for review and approval. If a change in the Policy is recommended for approval by the City Manager, the Finance Director will prepare the necessary report to Council.

APPROVED AND ADOPTED BY THE CITY COUNCIL ON April 16, 2013.
RESOLUTION NUMBER

____

Name:_________________

Title: __________________

Attachment A
Glossary of Cash and Investment Management Terms

Accrued Interest. Interest earned but which has not yet been paid or received.

Agency. See "Federal Agency Securities."

Ask Price. Price at which a broker/dealer offers to sell a security to an investor. Also known as “offered price.”

Asset Backed Securities (ABS). A fixed-income security backed by notes or receivables against assets other than real estate. Generally issued by special purpose companies that “own” the assets and issue the ABS. Examples include securities backed by auto loans, credit card receivables, home equity loans, manufactured housing loans, farm equipment loans and aircraft leases.

Average Life. The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance (BA's). A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers' acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

Basis Point. One hundredth of one percent, or 0.01%. Thus 1% equals 100 basis points.

Bearer Security. A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer’s books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as “physical securities.”

Benchmark Bills: In November 1999, FNMA introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year for Benchmark Bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction for each Benchmark Bill maturity and accepts both competitive and non-competitive bids through a web based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA's Benchmark Bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic payments of interest on Benchmark Bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the Benchmark program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Benchmark Notes/Bonds: Benchmark Notes and Bonds are a series of FNMA “bullet” maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2, 3, 5, 10 and 30-year maturities are issued each quarter. Each Benchmark Notes new issue has a minimum size of $4 billion, 30-year new issues having a minimum size of $1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in Benchmark Notes and Bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the development of a liquid overnight and term repo market. Issues under the Benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Benchmark. A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance and duration of the actual portfolio's investments.

Bid Price. Price at which a broker/dealer offers to purchase a security from an investor.

Bond Market Association (BMA). The bond market trade association representing the largest securities markets in the world. In addition to publishing a Master Repurchase Agreement, widely accepted as the industry standard document for Repurchase Agreements, the BMA also recommends bond market closures and early closes due to holidays.

Bond. Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

Book Entry Securities. Securities that are recorded in a customer's account electronically through one of the financial markets electronic delivery and custody systems, such as the Fed Securities wire, DTC and PTC

(as opposed to bearer or physical securities). The trend is toward a certificate-free society in order to cut down on paperwork and to diminish investors' concerns about the certificates themselves. The vast majority of securities are now book entry securities.

Book Value. The value at which a debt security is reflected on the holder's records at any point in time. Book value is also called "amortized cost" as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called "carrying value." Book value can vary over time as an investment approaches maturity and differs from "market value" in that it is not affected by changes in market interest rates.

Broker/Dealer. A person or firm transacting securities business with customers. A "broker" acts as an agent between buyers and sellers, and receives a commission for these services. A "dealer" buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

Bullet Notes/Bonds. Notes or bonds that have a single maturity date and are non-callable.

Call Date. Date at which a call option may be or is exercised.

Call Option. The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are a par, but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options (1) European - one-time calls, (2) Bermudan - periodically on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

Callable Bonds/Notes. Securities, which contain an imbedded call option giving the issuer, the right to redeem the securities prior to maturity at a predetermined price and time.

Certificate of Deposit (CD). Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period of time (maturity). Can be as long as 10 years to maturity, but most CDs purchased by public agencies are one year and under.

Collateral. Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

Collateralization. Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

Collateralized Mortgage Obligation (CMO). A security that pools together mortgages and separates them into short, medium, and long-term positions (called tranches). Tranches are set up to pay different rates of interest depending upon their maturity. Interest payments are usually paid monthly. In “plain vanilla” CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

Commercial Paper. Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. Usually a maximum maturity of 270 days, and given a short-term debt rating by one or more NRSROs.

Convexity. A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Corporate Note. A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

Counterparty. The other party in a two party financial transaction. "Counterparty risk" refers to the risk that the other party, to a transaction, will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

Coupon Rate. Annual rate of interest on a debt security, expressed as a percentage of the bond’s face value.

Current Yield. Annual rate of return on a bond based on its price. Calculated as (coupon rate / price), but does <u>not</u> accurately reflect a bond’s true yield level.

Custody. Safekeeping services offered by a bank, financial institution or trust company, referred to as the “custodian.” Service normally includes the holding and reporting of the customer's securities, the collection and disbursement of income, securities settlement and market values.

Dealer. A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery Versus Payment (DVP). Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received. Most security transactions, including those through the Fed Securities Wire system and DTC, are done DVP as a protection for both the buyer and seller of securities.

Depository Trust Company (DTC). A firm through which members can use a computer to arrange for securities to be delivered to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company uses computerized debit and credit entries. Most corporate securities, commercial paper, CDs and BAs clear through DTC.

Derivatives. For hedging purposes, common derivatives are options, futures, swaps and swaptions. All Collateralized Mortgage Obligations (“CMOs”) are derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

Derivative Security. Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Designated Bond. FFCB’s regularly issued, liquid, non-callable securities that generally have a 2 or 3 year original maturity. New issues of Designated Bonds are $1 billion or larger. Re-openings of existing Designated Bond issues are generally a minimum of $100 million. Designated Bonds are offered through a syndicate of two to six dealers. Twice each month the Funding Corporation announces its intention to issue a new Designated Bond, reopen an existing issue, or to not issue or reopen a Designated Bond. Issues under the Designated Bond program constitute the same credit standing as other FFCB issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Discount Notes. Unsecured general obligations issued by Federal Agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets.

Discount Rate. Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the “fed funds rate.”

Discount Securities. Non-interest bearing money market instruments that are issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury Bills, Federal Agency Discount Notes, Bankers' Acceptances and Commercial Paper.

Discount. The amount by which a bond or other financial instrument sells below its face value. See also "Premium."

Diversification. Dividing investment funds among a variety of security types, maturities, industries and issuers offering potentially independent returns.

Dollar Price. A bond’s cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½, would have a principal cost of $955 per $1,000 of face value.

Duff & Phelps. One of several NRSROs that provide credit ratings on corporate and bank debt issues.

Duration. The weighted average maturity of a security’s or portfolio’s cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates. Used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. MacAuley Duration, Modified Duration).

Fannie Mae. See "Federal National Mortgage Association."

Fed Money Wire. A computerized communications system that connects the Federal Reserve System with its member banks, certain U. S. Treasury offices, and the Washington D.C. office of the Commodity Credit Corporation. The Fed Money Wire is the book entry system used to transfer cash balances between banks for themselves and for customer accounts.

Fed Securities Wire. A computerized communications system that facilitates book entry transfer of securities between banks, brokers and customer accounts, used primarily for settlement of U.S. Treasury and Federal Agency securities.

Fed. See "Federal Reserve System."

Federal Agency Security. A debt instrument issued by one of the Federal Agencies. Federal Agencies are considered second in credit quality and liquidity only to U.S. Treasuries.

Federal Agency. Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets. The largest Federal Agencies are GNMA, FNMA, FHLMC, FHLB, FFCB, SLMA, and TVA.

Federal Deposit Insurance Corporation (FDIC). Federal agency that insures deposits at commercial banks, currently to a limit of $250,000 per depositor per bank.

Federal Farm Credit Bank (FFCB). One of the large Federal Agencies. A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also issues notes under its "designated note" program.

Federal Funds (Fed Funds). Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

Federal Funds Rate (Fed Funds Rate). The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a "target" Fed Funds rate associated with the Fed's management of monetary policy.

Federal Home Loan Bank System (FHLB). One of the large Federal Agencies. A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently twelve district banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although FHLB does not directly fund mortgages, it provides a stable supply of credit to thrift institutions that make new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes and callable agency securities. Also issues notes under its "global note" and "TAP" programs.

Federal Home Loan Mortgage Corporation (FHLMC or "Freddie Mac"). One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its "reference note" program.

Federal National Mortgage Association (FNMA or "Fannie Mae"). One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and MBS (pools of mortgages packaged together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its "benchmark note" program.

Federal Reserve Bank. One of the 12 distinct banks of the Federal Reserve System.

Federal Reserve System (the Fed). The independent central bank system of the United States that establishes and conducts the nation's monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and Discount Rate, and (3) in open market operations by buying and selling government securities. The Federal Reserve System is made up of twelve Federal Reserve District Banks, their branches, and many national and state banks throughout the nation. It is headed by the seven member Board of Governors known as the "Federal Reserve Board" and headed by its Chairman.

Financial Industry Regulatory Authority, Inc (FINRA). is a private corporation that acts as a self-regulatory organization (SRO). FINRA is the successor to the National Association of Securities Dealers, Inc. (NASD). Though sometimes mistaken for a government agency, it is a non-governmental organization that performs financial regulation of member brokerage firms and exchange markets. The government also has a regulatory arm for investments, the Securities and Exchange Commission.

Fiscal Agent/Paying Agent. A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

Fitch Investors Service, Inc. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Floating Rate Security (FRN or "floater"). A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also "Variable Rate Security."

Freddie Mac. See "Federal Home Loan Mortgage Corporation".

Ginnie Mae. See "Government National Mortgage Association".

Global Notes: Notes designed to qualify for immediate trading in both the domestic U.S. capital market and in foreign markets around the globe. Usually large issues that are sold to investors worldwide and therefore have excellent liquidity. Despite their global sales, global notes sold in the U.S. are typically denominated in U.S. dollars.

Government National Mortgage Association (GNMA or "Ginnie Mae"). One of the large Federal Agencies. Government-owned Federal Agency that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. Largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government (one of the few agencies that is actually full faith and credit of the U.S.).

Government Securities. An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, Bonds, and SLGS."

Government Sponsored Enterprise (GSE). Privately owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. Government, but they are not direct obligations of the U.S. Government. For this reason, these securities will offer a yield premium over U.S. Treasuries. Some consider GSEs to be stealth recipients of corporate welfare. Examples of GSEs include: FHLB, FHLMC, FNMA and SLMA.

Government Sponsored Enterprise Security. A security issued by a Government Sponsored Enterprise. Considered Federal Agency Securities.

Index. A compilation of statistical data that tracks changes in the economy or in financial markets.

Interest-Only (IO) STRIP. A security based solely on the interest payments from the bond. After the principal has been repaid, interest payments stop and the value of the security falls to nothing. Therefore, IOs are considered risky investments. Usually associated with mortgage-backed securities.

Internal Controls. An internal control structure ensures that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met.

The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion -** Collusion is a situation where two or more employees are working in conjunction to defraud their employer.

2. **Separation of transaction authority from accounting and record keeping -** By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.

3. **Custodial safekeeping -** Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.

4. **Avoidance of physical delivery securities -** Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.

5. **Clear delegation of authority to subordinate staff members -** Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

6. **Written confirmation of transactions for investments and wire transfers -** Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.

7. **Development of a wire transfer agreement with the lead bank and third-party custodian -** The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverse Floater. A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

Investment Advisor. A company that provides professional advice managing portfolios, investment recommendations and/or research in exchange for a management fee.

Investment Adviser Act of 1940. Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Grade. Bonds considered suitable for preservation of invested capital; bonds rated a minimum of Baa3 by Moody's, BBB- by Standard & Poor's, or BBB- by Fitch. Although "BBB" rated bonds are considered investment grade, most public agencies cannot invest in securities rated below "A."

Liquidity. Relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. Also, a term describing the marketability of a money market security correlating to the narrowness of the spread between the bid and ask prices.

Local Government Investment Pool (LGIP). An investment by local governments in which their money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration's Florida Prime Fund).

Long-Term Core Investment Program. Funds that are not needed within a one year period.

Market Value. The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

Mark-to-market. Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

Master Repurchase Agreement. A widely accepted standard agreement form published by the Bond Market Association (BMA) that is used to govern and document Repurchase Agreements and protect the interest of parties in a repo transaction.

Maturity Date. Date on which principal payment of a financial obligation is to be paid.

Medium Term Notes (MTN's). Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities, and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

Money Market. The market in which short-term debt instruments (bills, commercial paper, bankers' acceptance, etc.) are issued and traded.

Money Market Mutual Fund (MMF). A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements. Money market mutual funds are registered with the SEC under the Investment Company Act of 1940 and are subject "rule 2a-7" which significantly limits average maturity and credit quality of holdings. MMF's are managed to maintain a stable net asset value (NAV) of $1.00. Many MMFs carry ratings by a NRSRO.

Moody's Investors Service. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

Mortgage Backed Securities (MBS). Mortgage-backed securities represent an ownership interest in a pool of mortgage loans made by financial institutions, such as savings and loans, commercial banks, or mortgage companies, to finance the borrower's purchase of a home or other real estate. The majority of MBS are issued and/or guaranteed by GNMA, FNMA and FHLMC. There are a variety of MBS structures, some of which can be very risky and complicated. All MBS have reinvestment risk as actual principal and interest payments are dependent on the payment of the underlying mortgages which can be prepaid by mortgage holders to refinance and lower rates or simply because the underlying property was sold.

Mortgage Pass-Through Securities. A pool of residential mortgage loans with the monthly interest and principal distributed to investors on a pro-rata basis. Largest issuer is GNMA.

Municipal Note/Bond. A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

Mutual Fund. Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (bond, equity, money fund); all except money market funds operate on a variable net asset value (NAV).

Negotiable Certificate of Deposit (Negotiable CD). Large denomination CDs ($100,000 and larger) that are issued in bearer form and can be traded in the secondary market.

Net Asset Value. The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

[(Total assets) - (Liabilities)]/(Number of shares outstanding)

NRSRO. A "Nationally Recognized Statistical Rating Organization." A designated rating organization that the SEC has deemed a strong national presence in the U.S. NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody's, S&P, Fitch and Duff & Phelps.

Offered Price. See also "Ask Price."

Open Market Operations. Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

Par Value. Face value, stated value or maturity value of a security.

Physical Delivery. Delivery of readily available underlying assets at contract maturity.

Portfolio. Collection of securities and investments held by an investor.

Premium. The amount by which a bond or other financial instrument sells above its face value. See also "Discount."

Primary Dealer. Any of a group of designated government securities dealers designated by to the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are considered the largest players in the U.S. Treasury securities market.

Prime Paper. Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody's.

Principal. Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times price and includes any premium or discount.

Prudent Investor Standard. Standard that requires that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the "prudent person" standard as it implies a level of knowledge commensurate with the responsibility at hand.

Qualified Public Depository - Per Florida Statute 280, means any bank, saving bank or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state or any other state or territory of the United States;

2. Has its principal place of business in this state or has a branch office in this state which is authorized under the laws of this state or of the United States to receive deposits in this state.

3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.

4. Meets all requirements of F.S. 280

5. Has been designed by the Treasurer as a qualified public depository.

Range Note. A type of structured note that accrues interest daily at a set coupon rate that is tied to an index. Most range notes have two coupon levels; a higher accrual rate for the period the index is within a designated range, the lower accrual rate for the period that the index falls outside the designated range. This lower rate may be zero and may result in zero earnings.

Rate of Return. Amount of income received from an investment, expressed as a percentage of the amount invested.

Realized Gains (Losses). The difference between the sale price of an investment and its book value. Gains/losses are "realized" when the security is actually sold, as compared to "unrealized" gains/losses which are based on current market value. See "Unrealized Gains (Losses)."

Reference Bills: FHLMC's short-term debt program created to supplement its existing discount note program by offering issues from one month through one year, auctioned on a weekly or on an alternating four-week basis (depending upon maturity) offered in sizeable volumes ($1 billion and up) on a cycle of regular, standardized issuance. Globally sponsored and distributed, Reference Bill issues are intended to encourage active trading and market-making and facilitate the development of a term repo market. The program was designed to offer predictable supply, pricing transparency and liquidity, thereby providing alternatives to U.S. Treasury bills. FHLMC's Reference Bills are unsecured general corporate obligations. This program supplements the corporation's existing discount note program. Issues under the Reference program constitute the same credit standing as other FHLMC discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Reference Notes: FHLMC's intermediate-term debt program with issuances of 2, 3, 5, 10 and 30-year maturities. Initial issuances range from $2 - $6 billion with re-openings ranging $1 - $4 billion.

The notes are high-quality bullet structures securities that pay interest semiannually. Issues under the Reference program constitute the same credit standing as other FHLMC notes; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Repurchase Agreement (Repo). A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price. The difference between the purchase price and the sale price represents interest earned on the agreement. In effect, it represents a collateralized loan to the investor, where the securities are the collateral. Can be DVP, where securities are delivered to the investor's custodial bank, or "tri-party" where the securities are delivered to a third party intermediary. Any type of security can be used as "collateral," but only some types provide the investor with special bankruptcy protection under the law. Repos should be undertaken only when an appropriate BMA approved master repurchase agreement is in place.

Reverse Repurchase Agreement (Reverse Repo). A repo from the point of view of the original seller of securities. Used by dealers to finance their inventory of securities by essentially borrowing at short-term rates. Can also be used to leverage a portfolio and in this sense, can be considered risky if used improperly.

Safekeeping. Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

Secondary Market. Markets for the purchase and sale of any previously issued financial instrument.

Securities Lending. An arrangement between and investor and a custody bank that allows the custody bank to "loan" the investors investment holdings, reinvest the proceeds in permitted investments, and shares any profits with the investor. Should be governed by a securities lending agreement. Can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

Sinking Fund. A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

Spread. The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in different markets or within the same securities market between different credits, sectors, or other relevant factors.

Standard & Poor's. One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

STRIPS (Separate Trading of Registered Interest and Principal of Securities). Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and "strips" description can be applied to non-Treasury securities (e.g. FNMA strips).

Structured Notes. Notes that have imbedded into their structure options such as step-up coupons or derivative-based returns.

Swap. Trading one asset for another.

TAP Notes: Federal Agency notes issued under the FHLB TAP program. Launched in 6/99 as a refinement to the FHLB bullet bond auction process. In a break from the FHLB's traditional practice of bringing numerous small issues to market with similar maturities, the TAP Issue Program uses the four most common maturities and reopens them up regularly through a competitive auction. These maturities (2, 3, 5 and 10 year) will remain open for the calendar quarter, after which they will be closed and a new series of TAP issues will be opened to replace them. This reduces the number of separate bullet bonds issued, but generates enhanced awareness and liquidity in the marketplace through increased issue size and secondary market volume.

Tennessee Valley Authority (TVA). One of the large Federal Agencies. A wholly owned corporation of the United States government that was established in 1933 to develop the resources of the Tennessee Valley region in order to strengthen the regional and national economy and the national defense. Power operations are separated from non-power operations. TVA securities represent obligations of TVA, payable solely from TVA's net power proceeds, and are neither obligations of nor guaranteed by the United States. TVA is currently authorized to issue debt up to $30 billion. Under this authorization, TVA may also obtain advances from the U.S. Treasury of up to $150 million. Frequent issuer of discount notes, agency notes and callable agency securities.

Total Return. Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at period end.

Treasuries. Collective term used to describe debt instruments backed by the U.S. Government and issued through the U.S. Department of the Treasury. Includes Treasury bills, Treasury notes, and Treasury bonds. Also a benchmark term used as a basis by which the yields of non-Treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

Treasury Bills (T-Bills). Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week and 26-week T-Bills

Treasury Bonds. Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury. The Treasury stopped issuing Treasury Bonds in August 2001.

Treasury Notes. Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

Trustee. A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the bond documents and to represent bondholders in enforcing their contract with the issuer.

Uniform Net Capital Rule. SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

Unrealized Gains (Losses). The difference between the market value of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See also “Realized Gains (Losses).”

Variable-Rate Security. A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually or annually). See also “Floating Rate Note.”

Weighted Average Maturity (or just “Average Maturity”). The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. A simple measure of risk of a fixed-income portfolio.

Weighted Average Maturity to Call. The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

Yield Curve. A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. Treasuries, although yield curves exist for Federal Agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or “inverted” (uncommon) where longer-term investments have lower yields than shorter ones.

Yield to Call (YTC). Same as “Yield to Maturity,” except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security’s yield to maturity.

Yield to Maturity (YTM). Calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. Can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.

Yield. There are numerous methods of yield determination. In this glossary, see also "Current Yield," "Yield Curve," "Yield to Call" and "Yield to Maturity."

Attachment B
Investment Pool/Fund Questionnaire

1. A description of eligible investment securities, and a written statement of investment policy and objectives.

2. A description of interest calculations and how it is distributed, and how gains and losses are treated.

3. A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.

4. A description of who may invest in the program, how often, what size deposit and withdrawal are allowed.

5. A schedule for receiving statements and portfolio listings.

6. Are reserves, retained earnings, etc. utilized by the pool/fund?

7. A fee schedule, and when and how is it assessed.

8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?