AGENDA

CITY OF ORMOND BEACH, FLORIDA

CITY COMMISSION WORKSHOP

July 19, 2022

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**

COMMISSION CHAMBERS

22 South Beach Street, Ormond Beach, FL 32174

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

1. CALL TO ORDER

2. DISCUSSIONS

A. FISCAL YEAR 2022-2023 PROPOSED BUDGET WORKSHOP

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.

CITY OF ORMOND BEACH

City Manager • 22 S. Beach Street • Ormond Beach • Florida • 32174 • (386) 676-3200 • Fax (386) 676-3384

CITY MANAGER
MEMORANDUM

To: The Honorable Mayor Partington and City Commissioners

Through: Joyce A. Shanahan, City Manager

From: Kelly McGuire, Finance Director

Date: July 19, 2022

Subject: Fiscal Year 2022-2023 Proposed Budget Workshop

Commission Goal: N/A

Introduction

The City Charter requires the City Manager to submit a proposed budget to the City Commission. This is a workshop to discuss the proposed Fiscal Year (FY) 2022-2023 proposed budget and to give staff direction on the operating budget and tentative property tax millage rate.

Background

As in previous 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. The tax rate incorporated in the proposed budget, 3.8640, reflects a 2.03% decrease in the tax rate from the previous FY 2021-2022. Due to the increase in Ormond Beach's property values, the tax rate is 8.58% above the rolled back rate, which correlates to the current rate of inflation and provides adequate funding to maintain current city operations.

Discussion

Consistent with the City's Strategic Plan, the FY 2022-2023 proposed budget promotes the following goals identified by the City Commission: 1) ensure qualified and responsive police and fire protection services, 2) maintain and improve safe and efficient transportation systems, and 3) continue the City's environmental stewardship through high quality water distribution, storage, and conservation policies. The budget also includes sufficient funding for amenities that preserve our community's quality of life, and exceptional employees that remain steadfast in providing the highest quality service. Most importantly, the proposed budget furthers the Commission's goal of remaining fiscally conservative, with a projected year end general fund balance of 16.22%.

Each of the key goals used to develop the proposed budget are summarized below, with additional detail provided for in the attached City Manager's Budget Message and FY 2022-23 Proposed Budget.

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 to purchase emergency vehicles and equipment.*
- **Implementation**: In FY 2023 the City continues to redirect 14.4 cents per tax dollar (0.1440 mills or $626,225) to be set aside specifically to meet the equipment needs of the Police and Fire departments.
  - This budget provides for the replacement of
    - 6 new patrol cars
    - 2 Police specialty unit vehicles
    - 1 OBPD motorcycle
    - 2 Commercial dryers for Fire Dept turnout gear
    - 1 new brush truck
    - Fund lease payments for the two 2020 fire pumpers

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 implements $1.37M in transportation improvements.
  - This budget provides for
    - Additional, citizen-directed traffic calming measures
    - Maintains $750,000 for roadway rehabilitation, up 150% from FY 2020-2021, to allow more dollars for roadway resurfacing and to partially adjust funds for inflation costs related to construction materials including asphalt
    - $302 Sidewalk repair and maintenance
    - $83,000 in traffic signal maintenance

Water Quality and the Environment:
- **Goal**: *Maintain the City's environmental stewardship by reducing the negative impacts of pollutants on water bodies*.
- **Priority Objective:** *Increase water and reclamation infrastructure funding to ensure our facilities operate at optimal capacity and efficiency.*
- **Implementation:** This proposed budget contains $10.08M for essential capital infrastructure repair, replacement and improvement projects that ensure the City's remains an excellent steward of our water bodies and their tributaries.
  - $2.95M in annual water and wastewater plant upgrades

- $850K for reclaimed water storage and design work for expanding the Airport Road reclaim water main
- $2.429M in Water treatment plant upgrades
- $2.85M in lime-softening filter replacements at the water plant
- $1.5M in State Grant Funds for Septic to Sewer Conversion on Oak, Magnolia and Bonita

Citizen Impact

The proposed budget continues to adhere to the City's conservative approach to the budget by managing costs without compromising the services that add value and serve our residents and business.

Recommendation

The Budget Advisory Board recommends approval of the draft budget. The Advisory Committee will attend the workshop to discuss the budget with the City Commission.

Attachments:

- CM Budget Message 2022 FINAL (PDF)
- FY 2022-23 Proposed Budget (PDF)

REVIEWED BY: Kelly McGuire, Finance Director 7/8/2022

Claire Whitley, Assistant City Manager 7/11/2022

APPROVED BY: Joyce A. Shanahan, City Manager 7/12/2022

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

From: **Joyce Shanahan, City Manager**

Date: **July 8, 2022**

Subject: **FY 2022-2023 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, 2022, and ending September 30, 2023. The annual budget serves as the essential financial guide for the City. It is the primary governing document that provides a history of prior economic activities and future expenditures. As in previous 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 2023	FY 2022	$ Dollar Change	% Percent Change
Revenues	$108.87	$101.72	$7.15	7.02%
Expenses	$108.87	$101.72	$7.15	7.02%
10/1 Beginning Fund Balance	$25.02	$29.09	-$4.07	-14.00%
9/30 Ending Fund Balance	$18.00	$25.02	-$7.02	-28.06%

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.

The proposed budget continues the City Commission's long legacy of careful fiscal stewardship 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. For all these reasons, Ormond Beach is known as Central Florida's Preferred Business Address.

Budget Process

The annual budget review process typically begins with a June Capital Improvement workshop. This is preceded by a review process of various city boards, including the Airport Advisory Board, Leisure Services Advisory Board, and Quality of Life Advisory Board. Direction from the City Commission is implemented into the proposed budget. Staff then reviews the proposed budget with 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 revenues and expenditures and discuss needs and future ideas.

Total Budget

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

The total budget for the City is projected to be $108.87, which includes the Operating/Personnel Budget for FY 2022-23 of $91,892,724. The Capital Improvement Budget funds the first year of the 5-year capital plan at $16,976,065. These projects will be primarily funded from dedicated capital funds. The proposed budget funds the inflationary increases in materials, supplies, fuel, and electricity; incorporates the mid-contract and annual wage adjustments; and provides for the addition of five much-needed positions, including 2 positions for police, 1 for utilities, and 2 for leisure services

We anticipate $101.54 million in total revenues for the coming fiscal year, and the use of fund balance is projected at $7.33 million. The revenues include $215,000 from general reserves for operating expenses and $5,486,453 in funding from existing capital fund balances, which is money saved for this specific purpose.

General Fund

The General Fund revenues budget for FY 2022-23 totals $41,522,489. This is an increase of $3,768,561 or 9.98% compared to the prior fiscal year budget. Revenue projections for sales tax are rebounding well and are expected to increase in FY 2022-23. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of $14,958,107, which is based upon reducing the current millage rate to 3.8640, reflecting a 1.25% decrease in the operating tax rate as compared to the prior year.

Although the current rate is reduced, ad valorem property tax revenue will increase due to the 11.19% increase in Ormond Beach's property values established by the property appraiser. It is important to note that homesteaded residential property values are capped at 3% or the CPI index, whichever is less, and non-residential property is capped at 10%. The millage rate will generate $17,017,405, of which $2,259,298 is dedicated to specific capital funds for the necessary replacement of public safety vehicles and equipment, parks and recreation improvements, transportation, stormwater improvements, and utility system upgrades and vehicle replacements.

Fund Balance

Ormond Beach remains financially strong with the projected fund balances; we remain consistent with the auditor's prior evaluation of our financial position, including General Fund reserves, which are projected at 16.22% at the conclusion of FY 2022-23.

The FY 2022-23 proposed budget includes the use of fund balance for capital projects ($900,000), economic development incentives ($117,000), inflation contingency ($400,000), and funding necessary to reduce the tax rate ($215,000).

The City continues to operate in a fiscally conservative manner, and this budget is no exception. Based on the proposed budget, it is projected that we will end the FY 2023 year with fund balances from all funds totaling $18 million or 20.6%

Strategic Plan

This budget follows the Commission's direction by focusing on goals identified in the City's 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 to purchase emergency vehicles and equipment.*
    - **Implementation**: This proposed budget maintains the dedicated millage established last year for the Public Safety capital equipment fund of 14.4 cents per tax dollar (0.1440 mills or $626,225). Continuation of this fund ensures a long-term revenue source for these essential services. This budget proposes the replacement of 6 new patrol cars, two specialty unit vehicles, and one motorcycle; two commercial dryers for Fire Dept turnout gear; and a brush truck. In addition,

this fund will pay for the lease-purchase payments for two fire pumpers purchased in 2020.

- **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 maintains $750,000 for road rehabilitation, up 150% from $500,000 in FY 2020-2021, to allow more dollars for roadway resurfacing and to partially 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 the negative impacts of pollutants on water bodies*.
    - **<u>Priority Objective</u>:** *Increase water and reclamation infrastructure funding to ensure our facilities operate at optimal capacity and efficiency.*
    - **<u>Implementation:</u>** This proposed budget contains $10,150,000, an increase of $3.16 million from FY 2021-2022, for essential capital infrastructure repair, replacement, and improvement projects that ensure the City remains an excellent environmental steward of our water bodies and their tributaries.

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 offer 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
City Manager

CITY OF ORMOND BEACH, FLORIDA

PROPOSED BUDGET

FY 2022-23

CITY OF ORMOND BEACH BUDGET
FY 2022-23
OCTOBER 1, 2022 – SEPTEMBER 30, 2023

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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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.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Ormond Beach
Florida

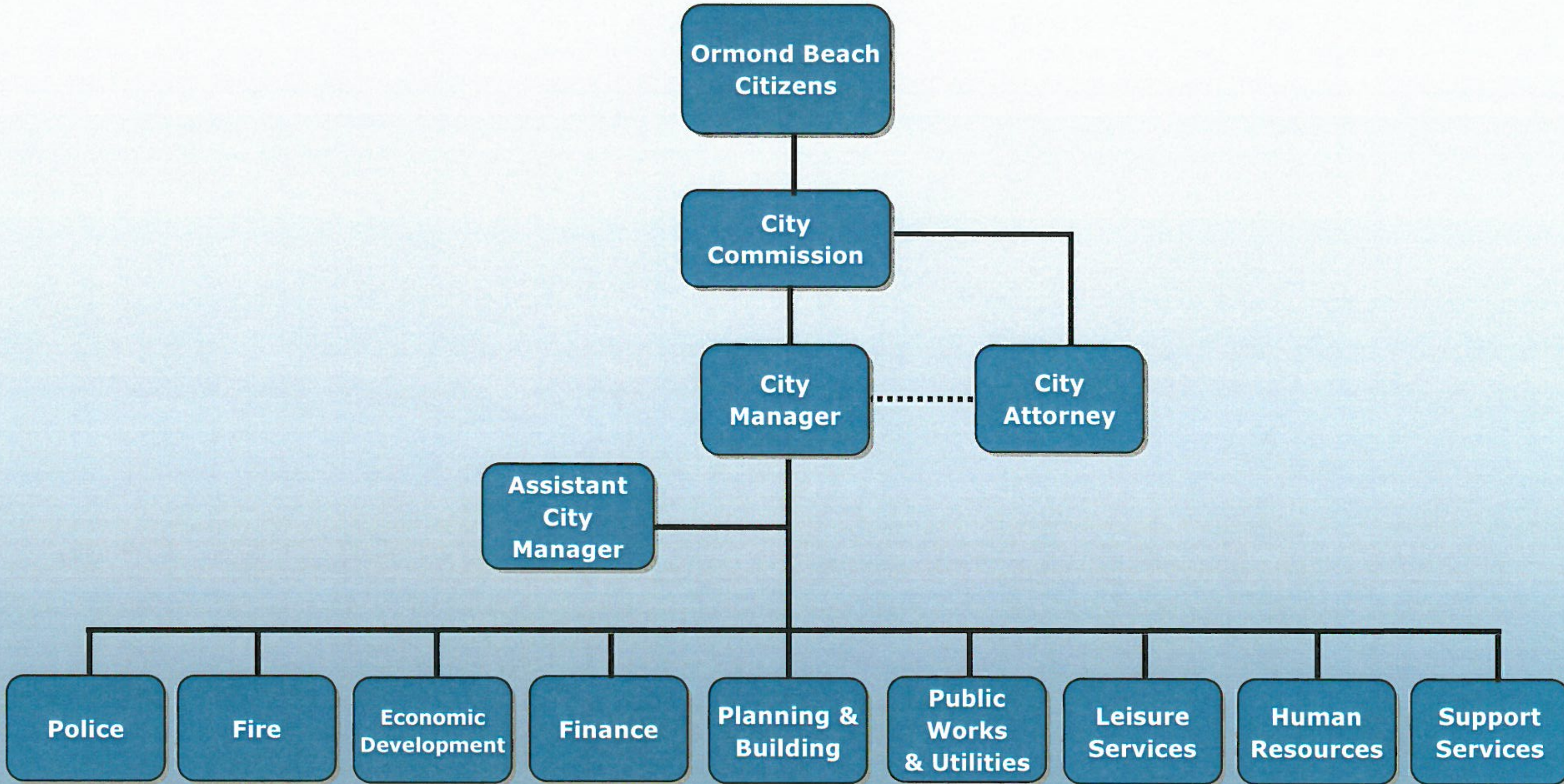
For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morrill

Executive Director

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 8, 2022

Subject: FY 2022-2023 Recommended Proposed Budget

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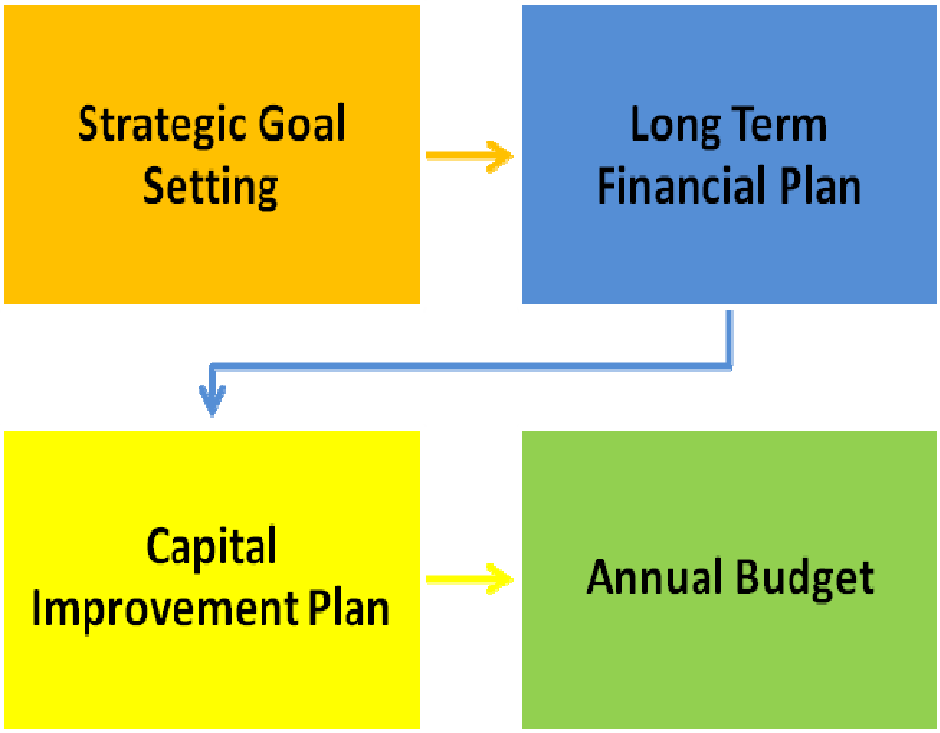
Respectfully Submitted,

Joyce Shanahan
City Manager

Strategic Goal Setting & Financial Planning Process

Long-term Financial Planning is based on the strategic goals set forth by the City Commission and is used to inform the Capital Improvement Plan process and the annual budget preparation process.



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

- City Commission Strategic Planning Workshop
- Financial Trends Analysis
- 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

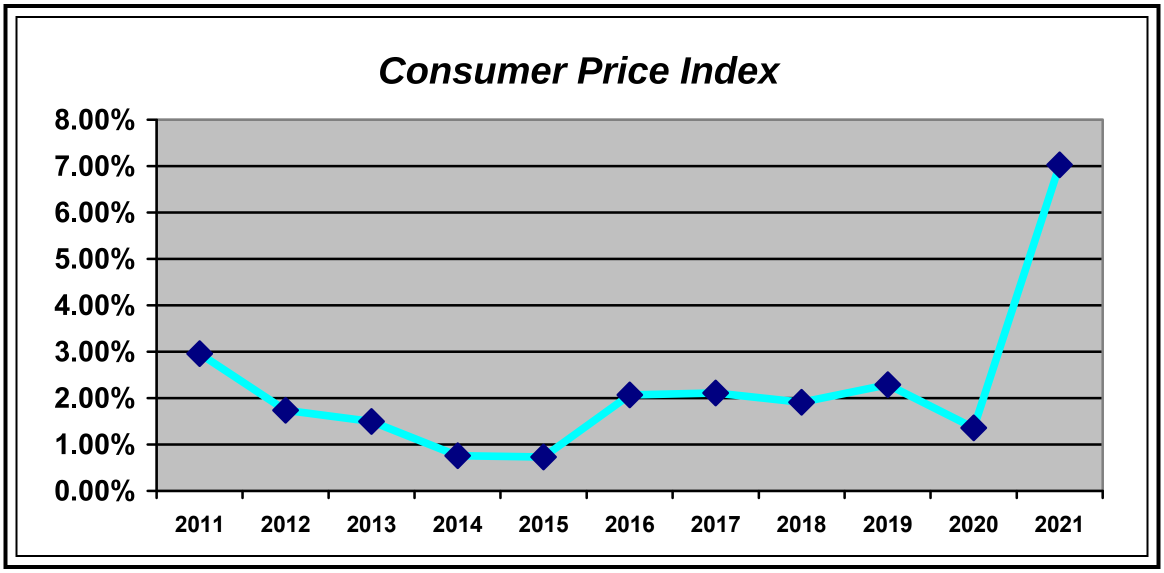
Development of fertilizer ordinance

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

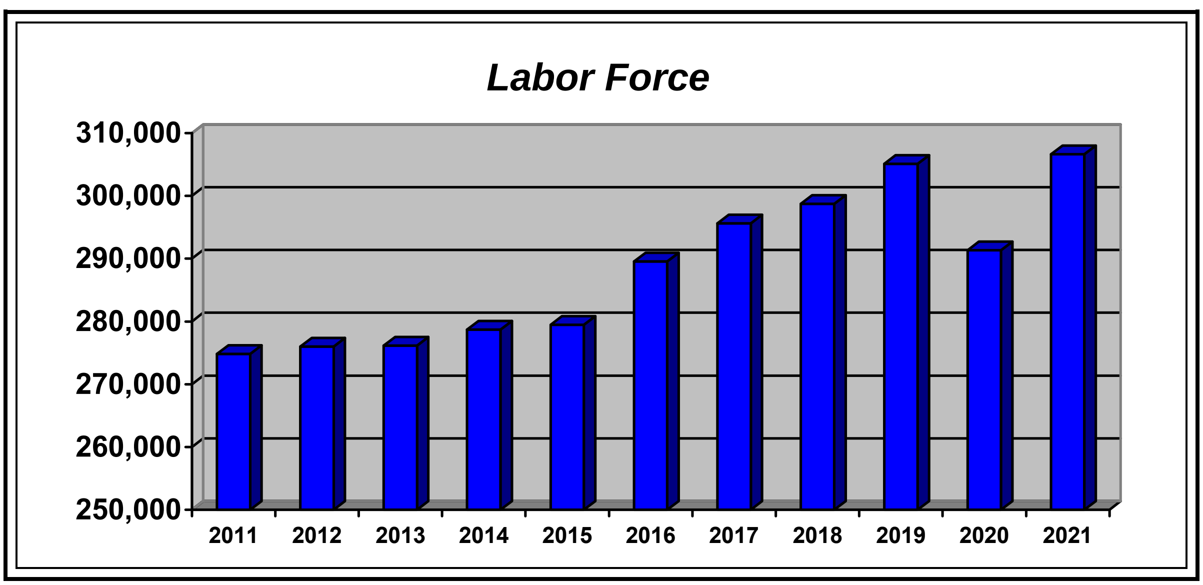
Educating and eliminating use of plastics—straws, bottles, etc.

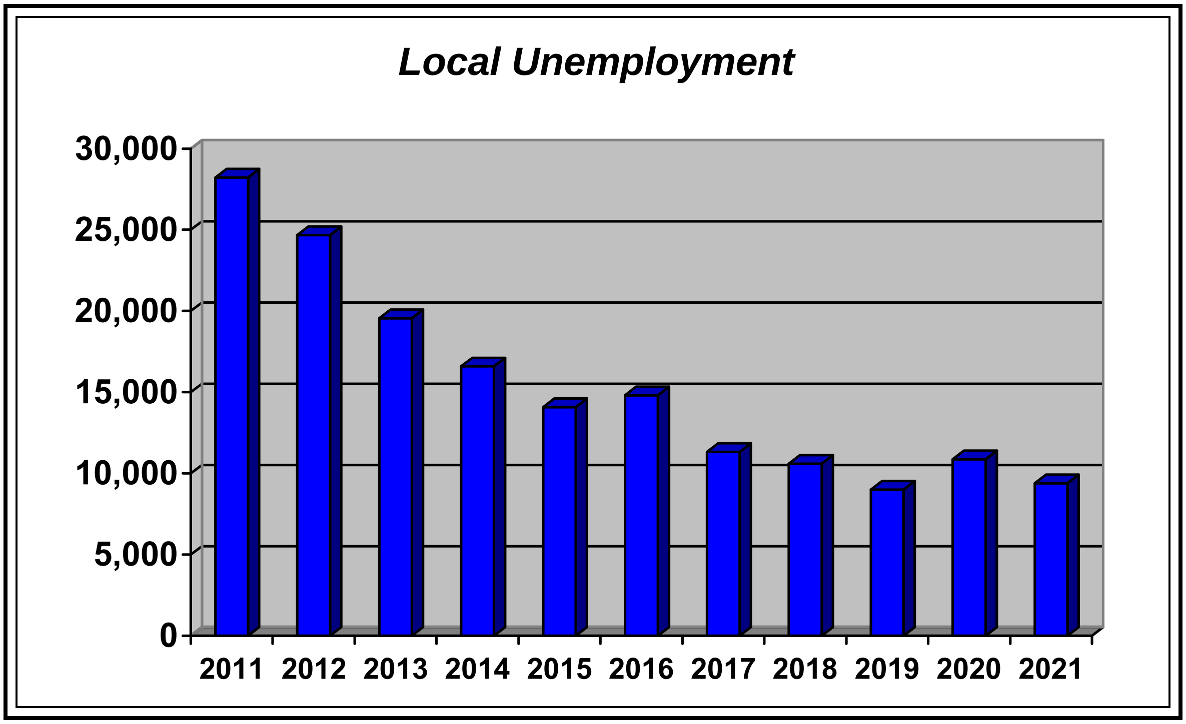
Financial Trends Analysis

National Economy:
Economic indicators are useful for evaluating the environment within which the City operates. The Consumer Price Index (CPI), a widely used indicator of inflation prepared by the U.S. Bureau of Labor Statistics increased by 7.03% as of the end of calendar year 2021 as compared to 2010.

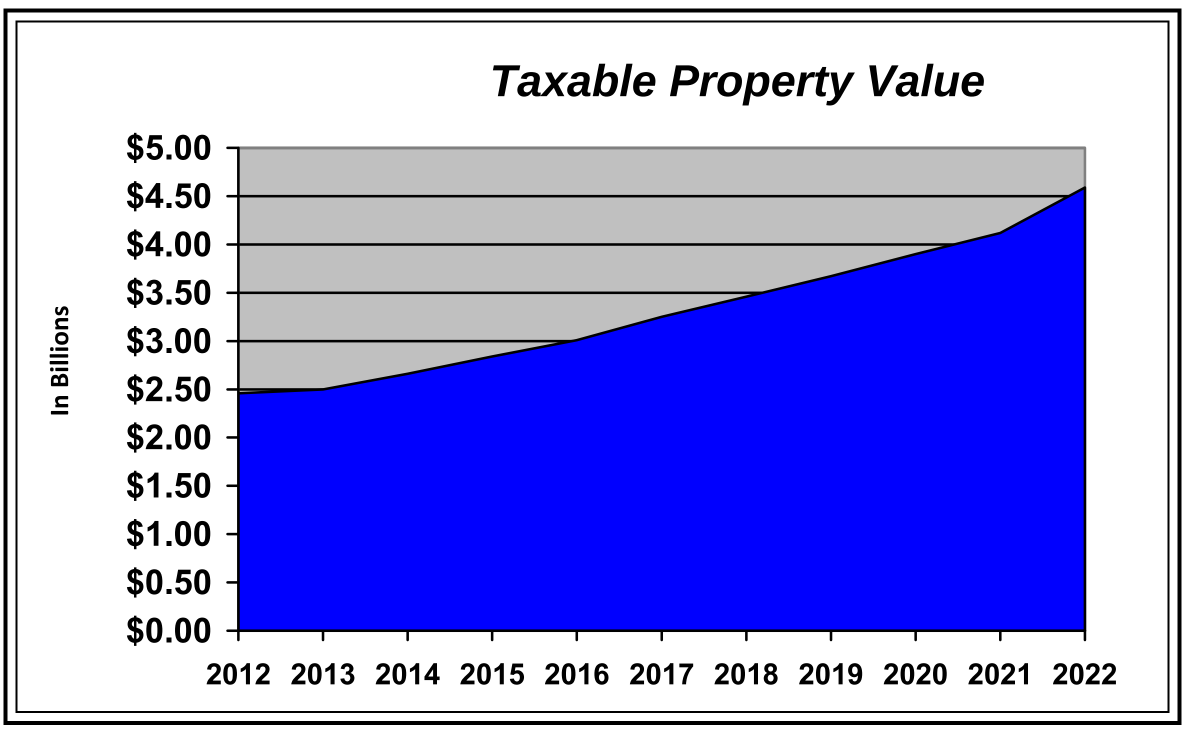


Local Economy:
According to the U.S. Bureau of Labor Statistics, unemployment for the Deltona-Daytona Beach-Ormond Beach area has decreased by 48.5% from 2020 to 2021. As of December 2021, an estimated 9400 people locally were unemployed.

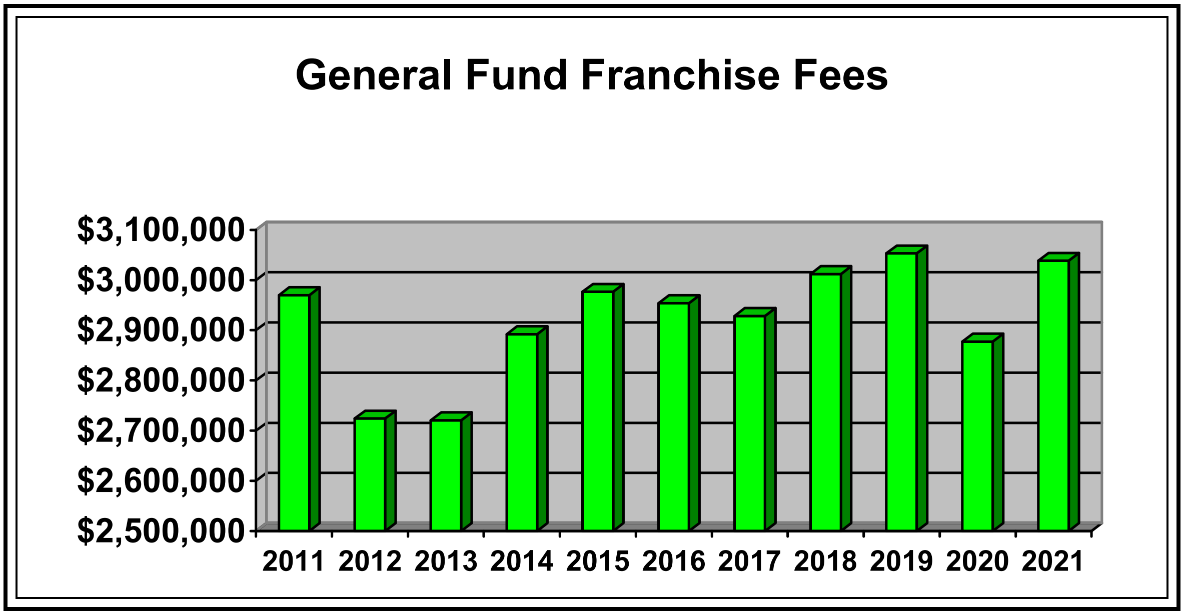


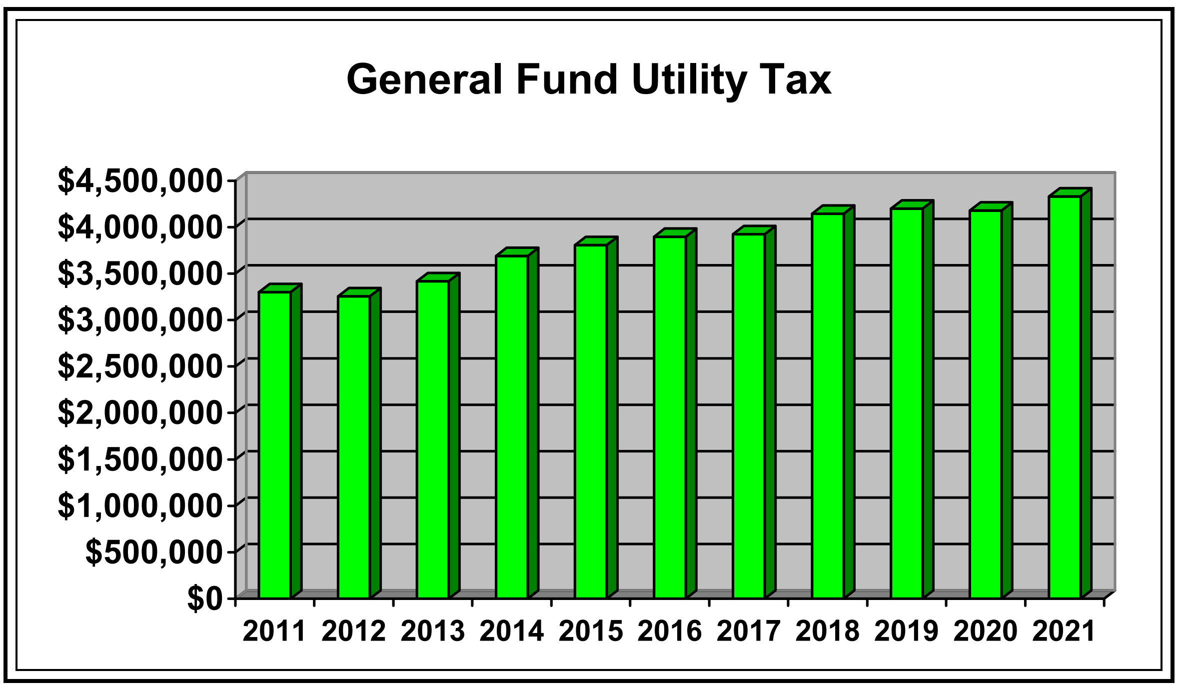


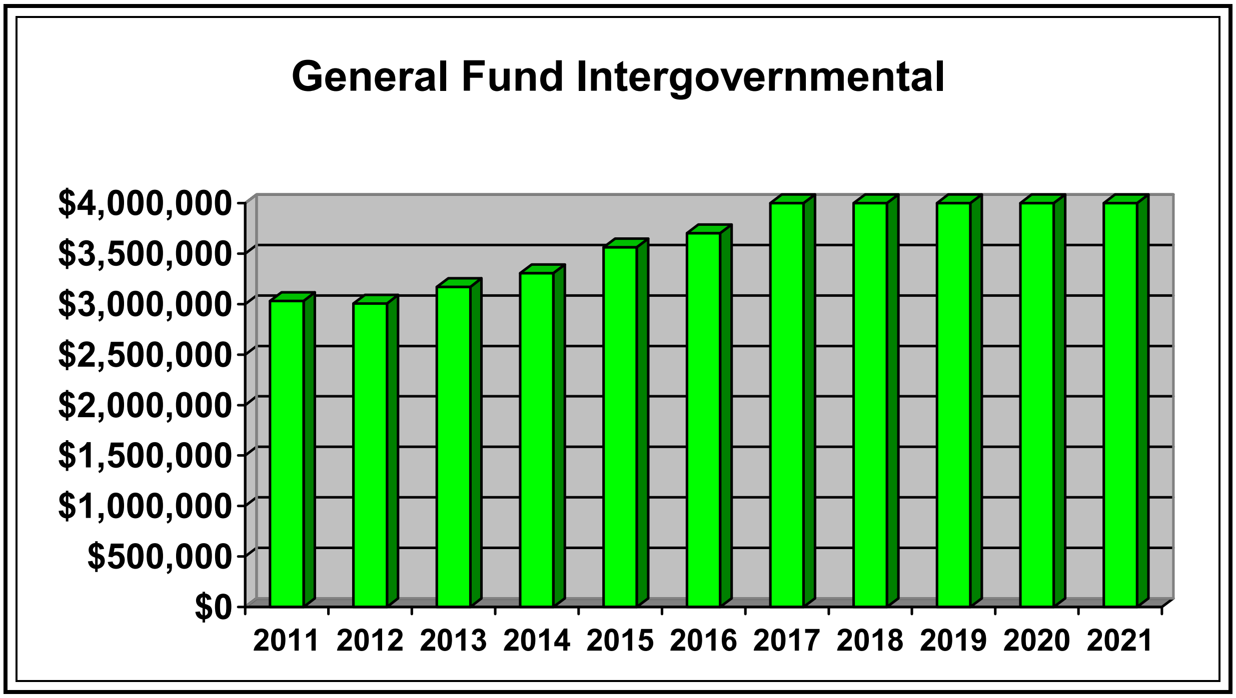
Major Revenue Sources:
The 2022 taxable value is $4.59 billion, an increase of $462 billion from 2021. The increase includes $411 from existing properties and $51 million from new construction and annexations.



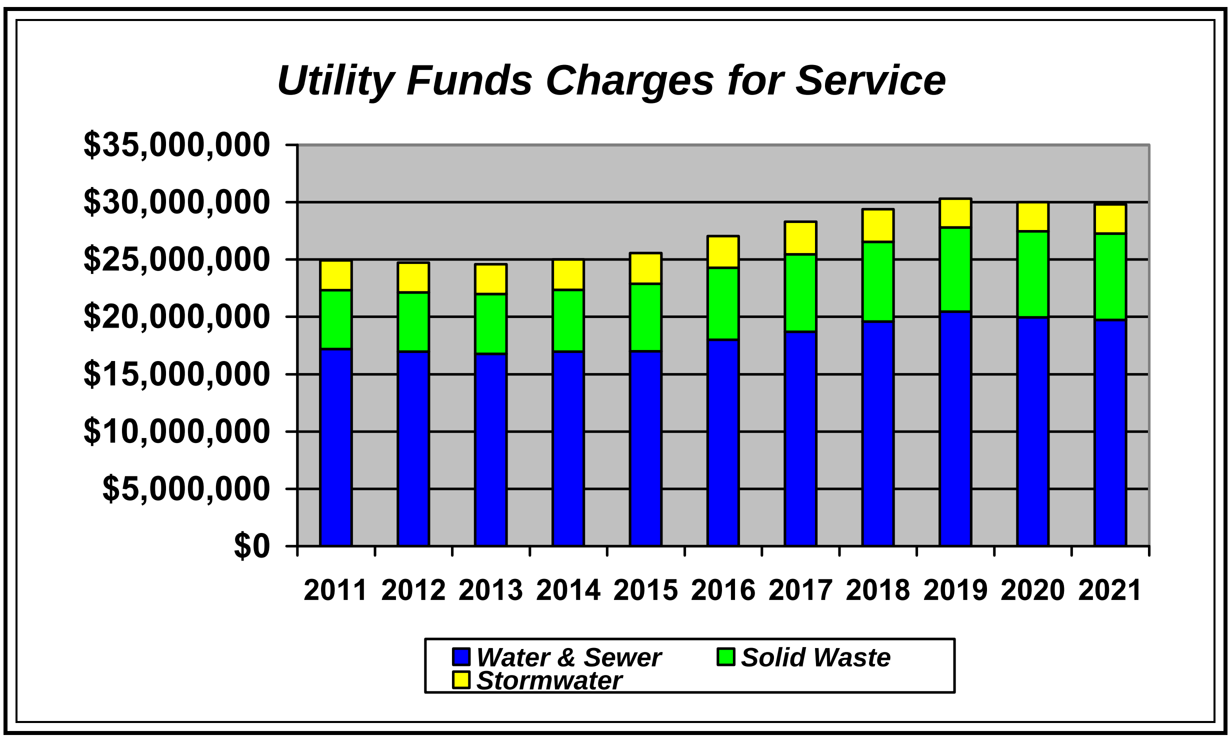
Aside from property taxes, the largest revenue sources consist of franchise fees, utility taxes, intergovernmental revenue and utility user fees are levied to fund the costs of certain activities or services. Franchise fees and utility taxes are generated from a surcharge on electric and natural gas. Intergovernmental revenue consists largely of sales tax passed through to local governments from the State. These revenues are expected to remain relatively stable.





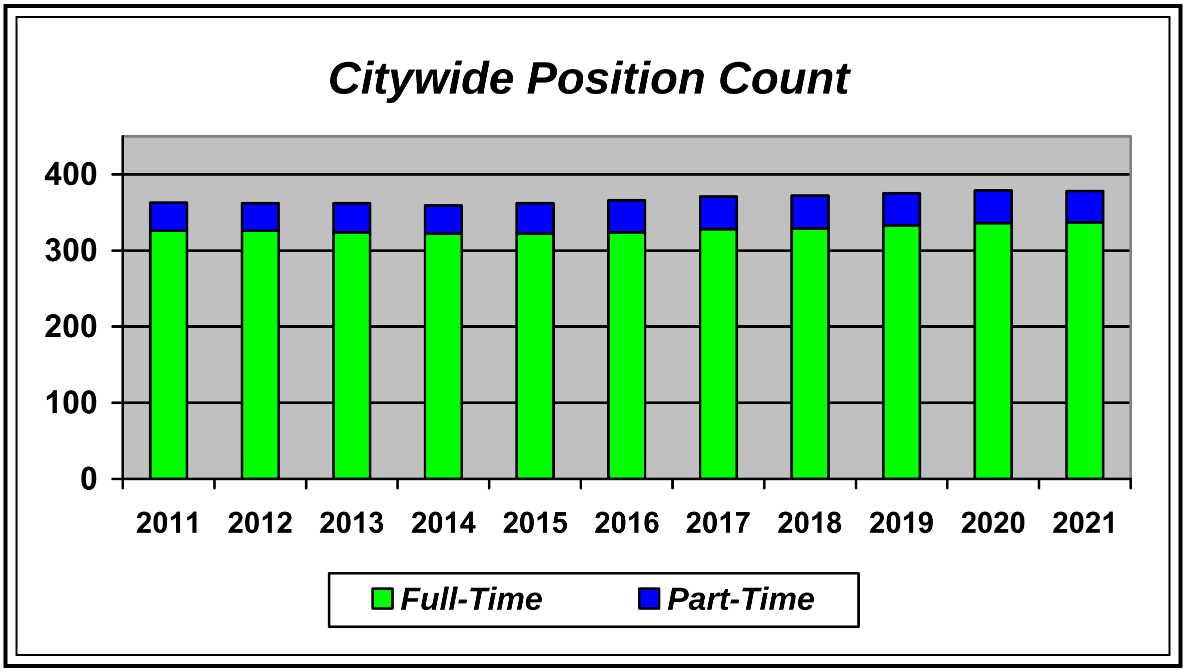


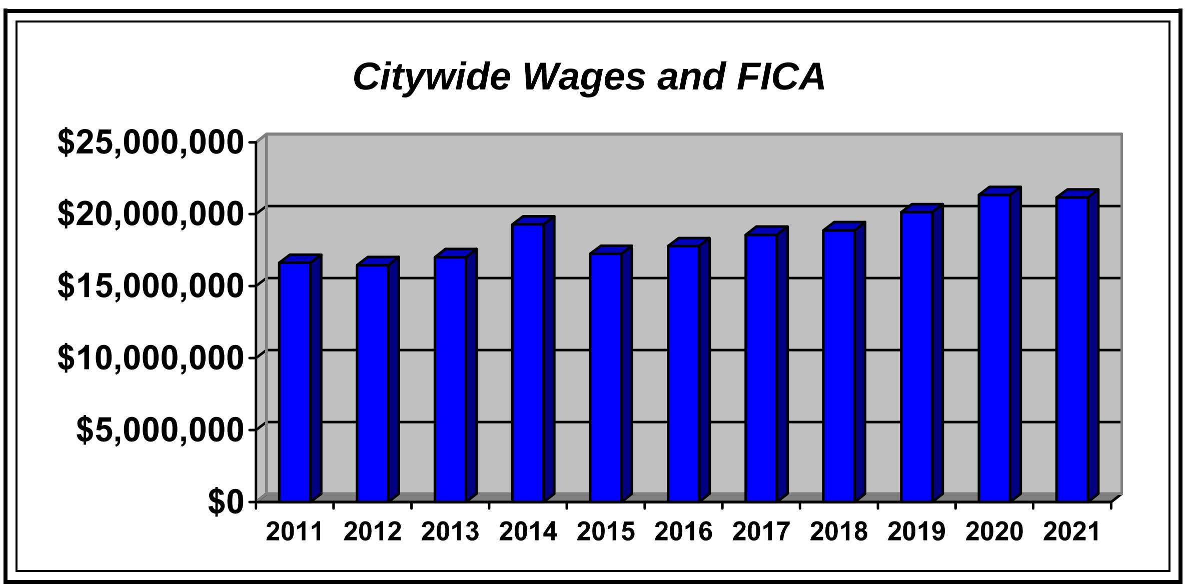
Stormwater fees are expected to remain steady. Water, Sewer and Solid Waste fees are expected to grow contingent upon approval of the recommended rate increases.



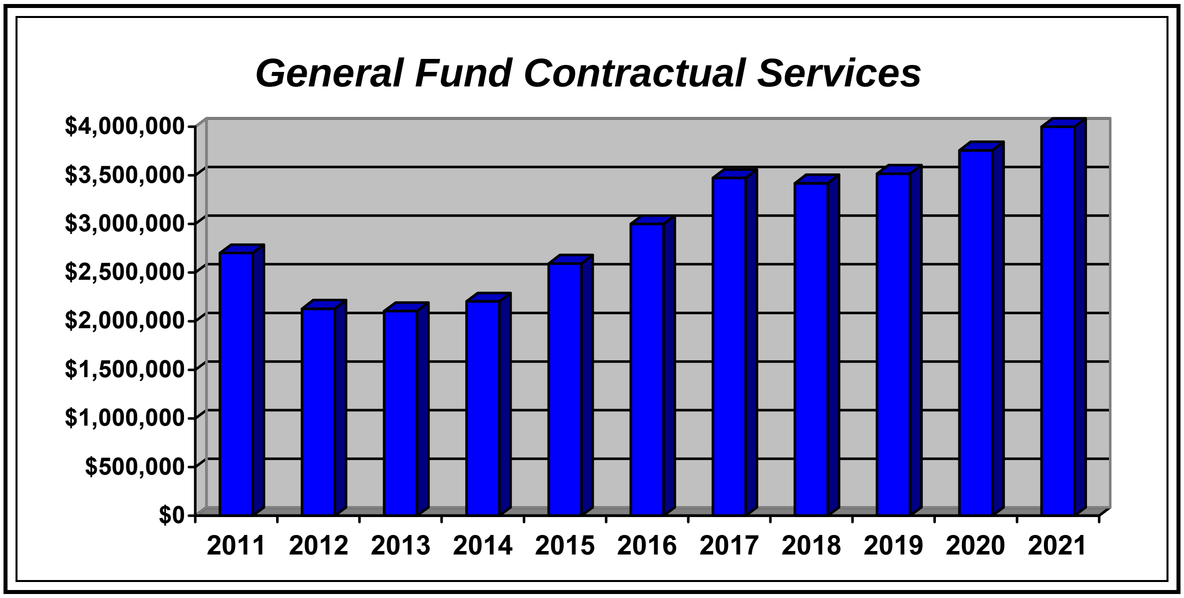
Major Expenditure Categories:

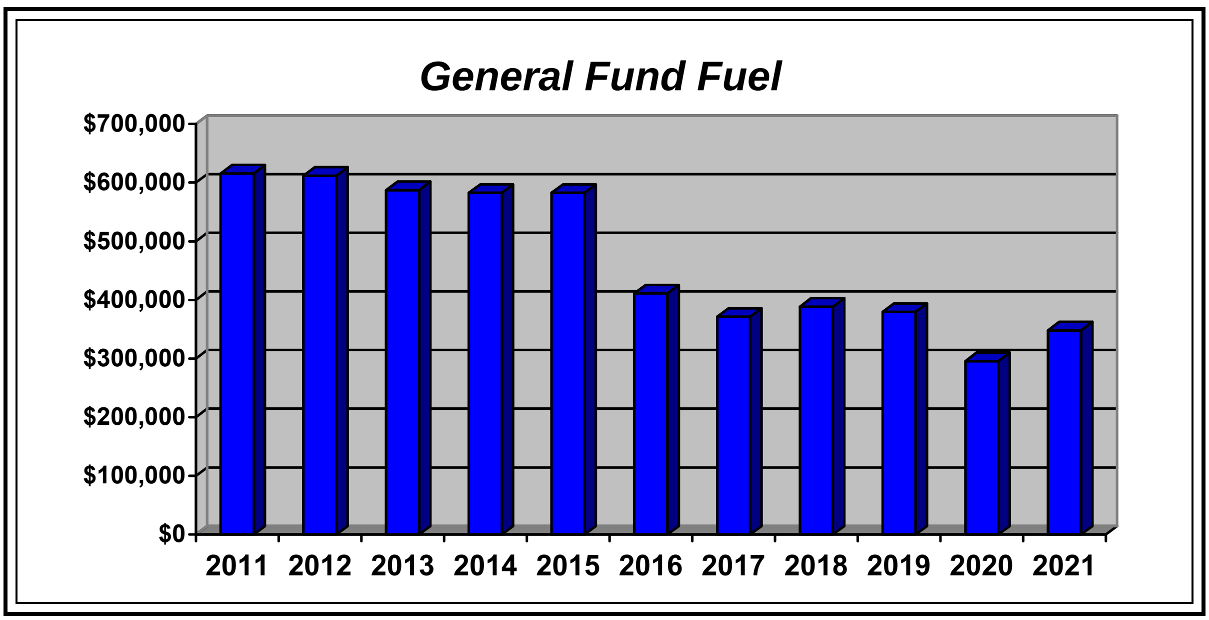
The number of positions has stayed relatively stable over the past ten years while the cost of wages has increased steadily consistent with the Collective Bargaining Agreements of the City's three unions.



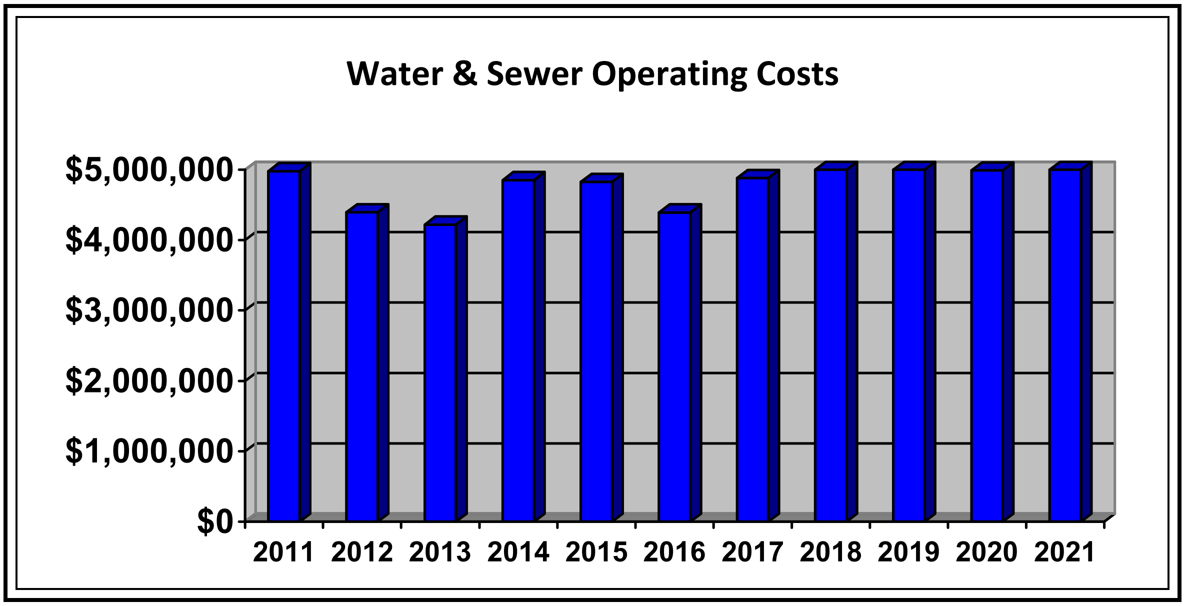


The category of contractual services is largely comprised of expenditures for landscaping medians and maintenance of the City's sports fields. These costs continue to rise. Fuel costs associated with the City vehicles also continue to rise.

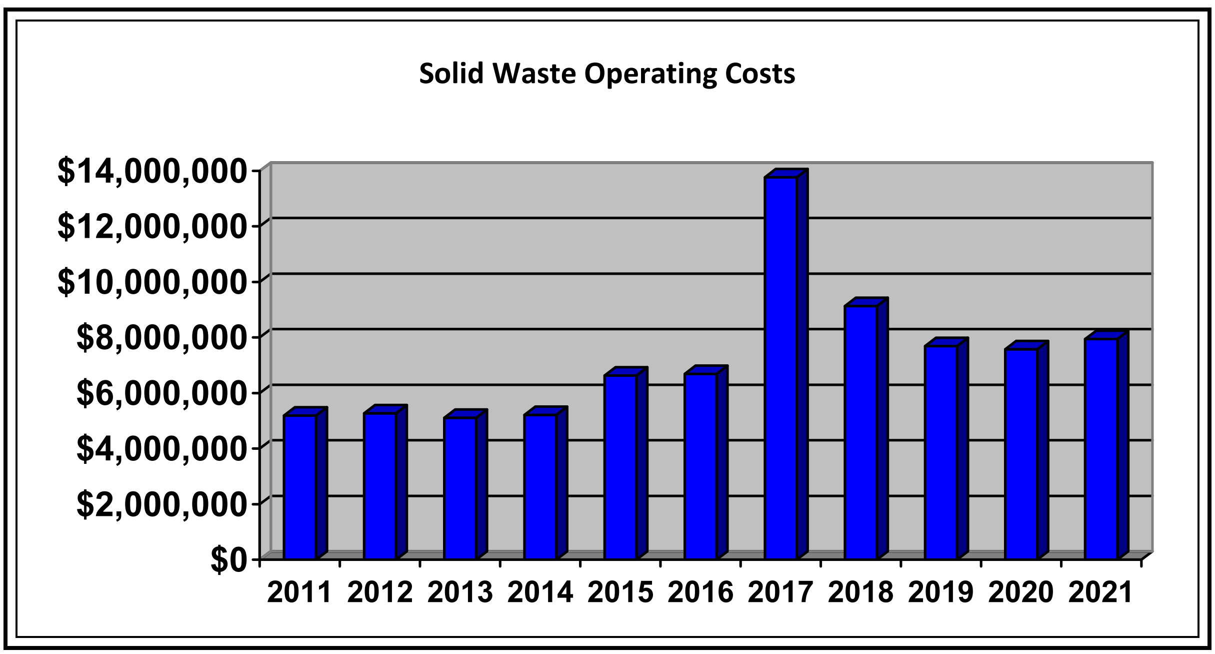




Water & Sewer operating costs consist mainly of chemical and electric expenses associated with operations of the two plants. These costs have remained stable since 2017.



Solid Waste operating costs consist mainly of expenses paid to the contractual waste hauler for collection of trash and recycling. The costs increased significantly in 2017 when the City rebid the contract. Costs have remained steady since that time.



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 3.9978.

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 $3.88 million, an increase of $166,154.
    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 five full-time positions: Police Lieutenant, Public Information Officer, SONC Recreation Leader, Casements Special Events Tech, and SCADA Tech. The budget also includes modifying two positions from part-time to full-time status: Police Evidence Tech Officers and Utility Locate Tech.

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

The operating tax rate is proposed to remain unchanged and the overall rate (including debt service) is proposed to decline by 0.82%. 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 2022-23 budget on July 6th and recommends adoption as presented.

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
May 6	Budget Requests due from Depts.
June 7	Capital Improvement Plan & Draft Budget submitted to City Commission
June 8	Budget Review with City Manager
July 1	Certification of taxable value submitted to City
July 8	Budget document submitted to City Commission
July 19	Operating Budget Workshop
July 19	Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)
September 7	First Public Hearing to adopt proposed millage rates and budget
September 21	Second and Final Public Hearing to adopt Final millage rates and budget.

FUND STRUCTURE

- APPROPRIATED FUNDS
  - GENERAL FUND
  - 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
  - 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
  - DEBT SERVICE FUNDS
    - Downtown Redevelopment Sinking Fund
    - Lease Finance Fund
    - 2002/2003 GOB Refunding
  - 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
  - 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 (personnel 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 her 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. Personnel 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 <u>existing</u> 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 providing 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.

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ALL FUNDS SUMMARY

The FY 2022-23 budget includes total net appropriations of $87.3 million

ALL FUNDS SUMMARY			
	Actuals	Budget	Budget
Description	**FY 2020-21**	**FY 2021-22**	**FY 2022-23**
General Fund (001)	**34,930,752**	**37,753,928**	**41,522,489**
Special Revenue Funds:			
Downtown Redevelopment Trust Fund (104)	629,211	2,129,601	1,437,353
Ormond Crossings Trust Fund (106)	-	255,461	296,171
Stormwater Utility Fund (107)	2,545,970	2,531,000	2,525,500
Airport Fund (108)	616,239	2,657,240	288,998
Local Law Enforcement Trust Fund (109)	-	65,800	-
Economic Development Fund (110)	45,059	-	1,112,000
State Law Enforcement Trust Fund (112)	-	-	-
Pension Contribution Pass Through Fund (113)	761,537	800,000	800,000
Recreation Facility Fee Fund (115)	10,697	41,600	50,275
Grants Fund (116)	404,761	-	-
Total Special Revenue Funds	**5,013,474**	**8,480,702**	**6,510,297**
Debt Service Funds:			
Financing Debt Service Fund (205)	752,004	730,798	651,688
2002 GOB Debt Service Fund (209)	-	-	-
2003 GOB Debt Service Fund (210)	113,658	114,934	118,674
2004 Revenue Bond Fund (211)	156,568	157,000	162,202
2010 Beachfront Park Bond Fund (220)	364,145	352,747	352,327
Total Debt Service Funds	**1,386,374**	**1,355,479**	**1,284,891**
Capital Improvement Funds:			
Capital Improvements Fund (301)	1,009,304	534,075	2,190,745
Equipment Renewal & Replacement Fund (302)	1,702,536	421,363	347,000
Public Safety Vehicle & Equipment Fund (305)	-	2,148,225	934,000
Transportation Improvements Fund (308)	1,987,261	2,835,677	2,262,489
Recreational Impact Fee Fund (310)	5,457	125,000	215,000
Local Road Impact Fee Fund (316)	5,457	60,000	89,000
Facilities Renewal & Replacement Fund (317)	882,715	693,000	506,470
Stormwater Impact Fee Fund (318)	5,457	25,000	50,000
Total Capital Improvement Funds	**5,598,187**	**6,842,340**	**6,594,704**
Water and Wastewater Funds:			
Water and Wastewater Fund (401)	22,745,673	21,810,055	24,001,431
Vehicle Replacement Fund (408)	275,049	200,000	368,000
Renewal & Replacement Fund (409)	3,176,291	7,627,865	9,494,412
Water/Wastewater Consolidated Debt Service Fund (414)	931,069	5,228,000	4,753,500
West Ormond Reuse Impact Fee Fund (433)	-	-	850,000
Water System Impact Fee Fund (434)	13,193	520,000	725,000
Wastewater System Impact Fee Fund (435)	-	400,000	675,000
Total Water and Wastewater Funds	**27,141,273**	**35,785,920**	**40,867,343**
Solid Waste Fund (460)	**9,367,768**	**9,444,232**	**9,827,200**
Workers Compensation Fund (502)	**1,060,692**	**801,612**	**801,612**
General Liability Fund (504)	**1,197,011**	**1,260,253**	**1,460,253**
TOTAL BUDGET APPROPRIATION	**85,695,531**	**101,724,466**	**108,868,789**
Less: Interfund Transfers	**(21,584,716)**	**(16,025,406)**	**(16,200,585)**
Fleet Operations (Internal Service Charges)	**(1,385,695)**	**(1,380,289)**	**(1,908,683)**
Engineering (Internal Service Charges)	**(971,756)**	**(1,088,022)**	**(1,201,983)**
Consolidated Insurance Fund (Internal Service Charges)	**(226,387)**	**(2,061,865)**	**(2,261,865)**
TOTAL NET BUDGET	**61,526,977**	**81,168,884**	**87,295,673**

BUDGET SUMMARY

BUDGET THREE YEAR SUMMARY
CITY OF ORMOND BEACH, FLORIDA

REVENUES	Actuals FY 2020-21	Budget FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Taxes	23,446,604	23,815,350	25,705,251	1,889,901	7.94%
Licenses and Permits	7,487,259	6,808,950	8,086,625	1,277,675	18.76%
Intergovernmental Revenue	6,870,609	12,741,472	7,126,013	(5,615,459)	-44.07%
Charges for Service	33,427,445	33,842,665	35,030,065	1,187,400	3.51%
Fines and Forfeitures	156,696	73,000	73,000	-	0.00%
Miscellaneous Revenues	6,586,284	3,195,271	4,035,023	839,752	26.28%
TOTAL SOURCES	**77,974,897**	**80,476,708**	**80,055,977**	(420,731)	-0.52%
Transfers In	18,209,913	16,025,406	16,200,585	175,179	1.09%
Bond Proceeds and Other Sources	0	5,222,352	12,612,227	7,389,875	141.50%
TOTAL REVENUES, TRANSFERS AND BALANCES	**96,184,810**	**101,724,466**	**108,868,789**	7,144,323	7.02%

EXPENDITURES	Actuals FY 2020-21	Budget FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Government Services	24,755,042	17,791,128	11,747,587	(6,043,541)	-33.97%
Public Safety	18,316,673	18,110,320	21,008,315	2,897,995	16.00%
Physical Environment	22,321,266	28,970,150	31,047,047	2,076,897	7.17%
Transportation	6,743,676	9,594,699	8,783,979	(810,720)	-8.45%
Economic Environment	337,009	382,023	1,512,799	1,130,776	296.00%
Human Services	162,513	191,528	291,528	100,000	52.21%
Leisure Services	7,784,524	6,758,294	8,979,882	2,221,588	32.87%
Debt Service	10,757,274	800,000	6,001,464	5,201,464	650.18%
TOTAL EXPENDITURES	**91,177,977**	**82,598,142**	**89,372,601**	6,774,459	8.20%
Transfers Out	16,238,883	16,025,406	16,200,585	175,179	1.09%
Contingency	0	3,100,918	3,295,603	194,685	6.28%
TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES	**107,416,860**	**101,724,466**	**108,868,789**	7,144,323	7.02%

CHANGE IN FUND BALANCE

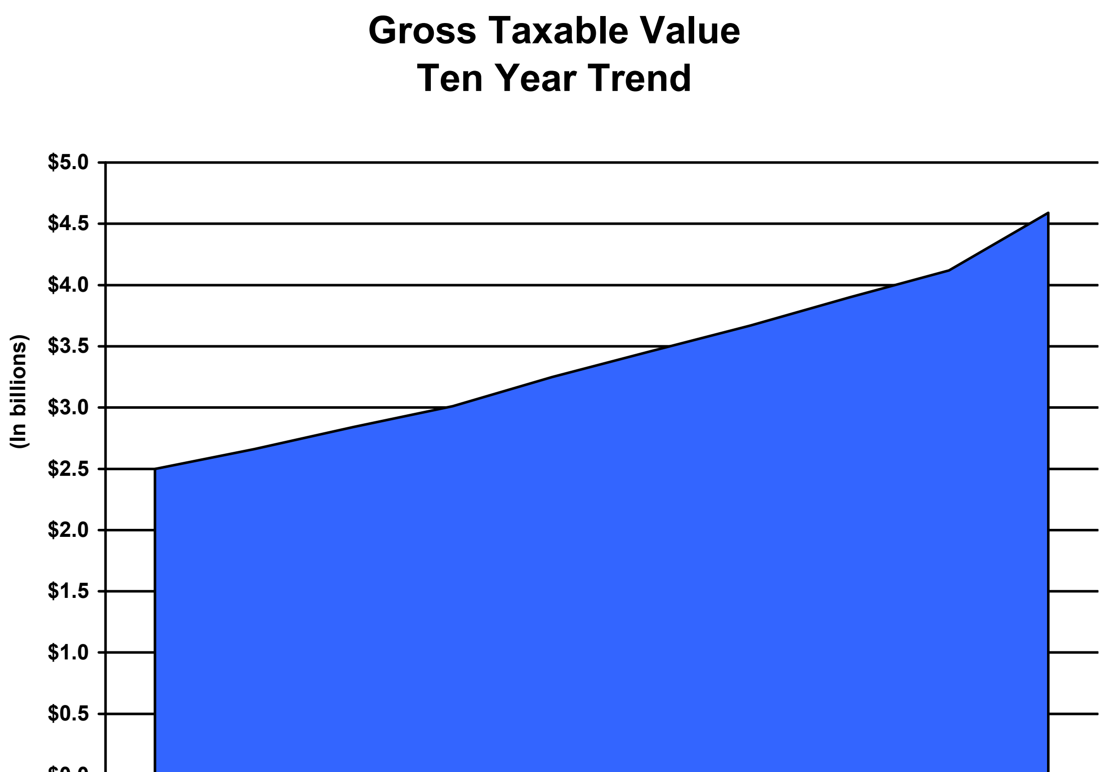
Description	Estimated Beginning Fund Balance	Budget Revenue FY 2022-23	Budget Expenditures FY 2022-23	Use of Fund Balance	Estimated Ending Fund Balance
GENERAL FUND (001)	**7,367,205**	39,883,782	**41,522,489**	**1,638,707**	5,728,498
SPECIAL REVENUE FUNDS					
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	-	1,437,353	1,437,353	-	0
ORMOND CROSSINGS TRUST FUND (106)	300,000	296,171	296,171	-	300,000
STORMWATER UTILITY FUND (107)	7,400,000	2,525,500	2,525,500	-	7,400,000
AIRPORT FUND (108)*	(700,000)	189,573	288,998	99,425	(799,425)
LOCAL LAW ENFORCEMENT TRUST FUND (109)	-	-	-	-	0
ECONOMIC DEVELOPMENT FUND (110)	412,000	700,000	1,112,000	412,000	0
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)	390,000	50,275	50,275	-	390,000
GRANTS FUND (116)	50,000	-	-	-	50,000
TOTAL SPECIAL REVENUE FUNDS	**7,858,000**	**5,998,872**	**6,510,297**	**511,425**	**7,346,575**
DEBT SERVICE FUNDS					
FINANCING DEBT SERVICE FUND (205)	200,000	648,000	651,688	3,688	196,312
2002 GOB DEBT SERVICE FUND (209)	140,000	-	-	-	140,000
2003 GOB DEBT SERVICE FUND (210)	96,654	22,020	118,674	96,654	0
2005 REVENUE BOND FUND (211)	11,925	157,000	162,202	5,202	6,723
2010 BEACHFRONT PARK BONDS (220)	12,000	352,327	352,327	-	12,000
TOTAL DEBT SERVICE FUNDS	**460,579**	**1,179,347**	**1,284,891**	**-**	**460,579**
CAPITAL PROJECT FUNDS					
CAPITAL IMPROVEMENTS FUND (301)	700,000	2,190,745	2,190,745	-	700,000
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	1,800,000	202,588	347,000	144,412	1,655,588
PUBLIC SAFETY VEHICLE & EQUIPMENT FUND (305)	600,000	-	934,000	299,811	300,189
TRANSPORTATION IMPROVEMENTS FUND (308)	3,000,000	1,686,470	2,262,489	576,019	2,423,981
RECREATION IMPACT FEE FUND (310)	100,000	215,000	215,000	-	100,000
LOCAL ROAD IMPACT FEE FUND (316)	1,100,000	89,000	89,000	-	1,100,000
FACILITIES RENEWAL & REPLACEMENT (317)	520,000	506,470	506,470	-	520,000
STORMWATER IMPACT FEE FUND (318)	450,000	50,000	50,000	-	450,000
TOTAL CAPITAL PROJECTS FUNDS	**8,270,000**	**4,940,273**	**6,594,704**	**1,020,242**	**7,249,758**

*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 2022-23 are budgeted at $87,295,673.

TAXABLE VALUE:
The 2022 taxable value is $4.59 billion, an increase of $462 million from the 2021 taxable value. The increase in taxable value includes $412 million from existing properties and $50 million from new construction and annexations.



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	2.50	2.66	2.84	3.01	3.25	3.46	3.67	3.90	4.12	4.59

PROPERTY TAX REVENUE & RATES:

General operating revenue available for general operations and capital improvements is estimated to be $17.02 million.

Summary of Property Tax Rates

	FY 2021-22	FY 2022-23	FY 2021-22 Revenue	FY 2022-23 Revenue
General Fund	3.3478	3.3510	13,268,820.18	14,758,106.83
Facilities Renewal & Replacement	0.1270	0.1150	503,357.48	506,470.39
Capital Improvements	0.1020	0.0930	404,271.36	409,580.40
Vehicle & Equipment R & R	0.0510	0.0460	202,135.68	202,588.16
Transportation Improvements	0.1270	0.1150	503,357.48	506,470.39
Public Safety Fund	0.1580	0.1440	626,224.26	634,189.01
Subtotal - Operating Millage	**3.9128**	**3.8640**	**15,508,166.4366**	**17,017,405.1844**
2003 GOB	0.0290	0.0050	114,939.90	22,020.45
2010 GOB	0.0890	0.0800	352,746.58	352,327.23
Subtotal - Debt Millages	**0.1180**	**0.0850**		
Combined City Tax Rate	**4.0308**	**3.9490**		

The operating tax rate is proposed to be 3.8640 mills. The total tax rate (including debt service) is proposed at 3.9490 mills.

GENERAL FUND REVENUES

General Fund net revenues are budgeted to be $38,411,823 million, an increase of $3,126,206 from the previous year. The change includes an increase in property tax revenue of $1,677,287 resulting from an increase in the taxable value. License and Permit revenue is expected to increase by $437,000 and Intergovernmental Revenue is expected to increase from the prior year budget by $807,000.

The largest components of General Fund revenue include:
- Property taxes ($15.0 million)
- License and Permits ($4.7 million)
- Intergovernmental revenues ($4.9 million) which includes the half cent sales tax and municipal revenue sharing.
- Transfers to the General Fund ($4.8 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 $14.5 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.

CAPITAL IMPROVEMENT FUND,
Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates $410,000 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 dedicated millage for public safety vehicle and equipment replacement established in FY 2021-22 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 $20.9 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
10/01/21	1.80%	$ 25.28	$ 33.16	$ 58.44
9/30/22	3.50%	$ 26.47	$ 34.33	$ 60.80

WATER AND WASTEWATER RENEWAL & REPLACEMENT FUND:

Revenues of the Renewal and Replacement Fund include a transfer of $3.67 million from the Water and Wastewater Operating Fund.

SOLID WASTE:

The primary revenue source is solid waste user fees ($8.2 million). Rates needed to fund the proposed budget will take effect at the beginning of the fiscal year to offset the CPI adjustment to the garbage collection or recycling contract.

EXPENDITURE HIGHLIGHTS

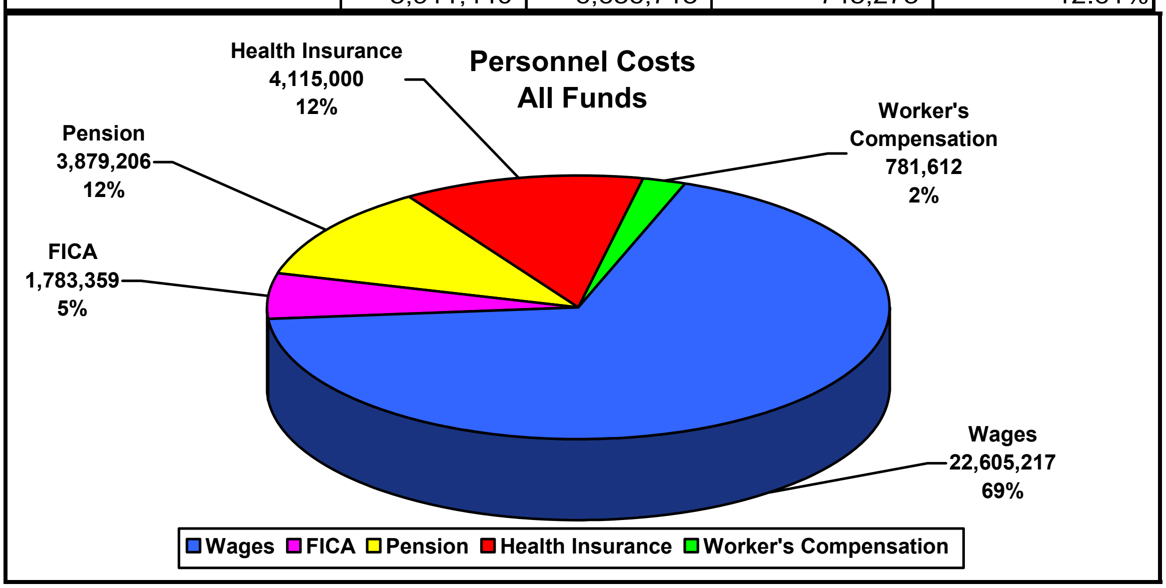
PERSONNEL COSTS:

Total personnel costs are budgeted to be $33.2 million for FY 2022-23.

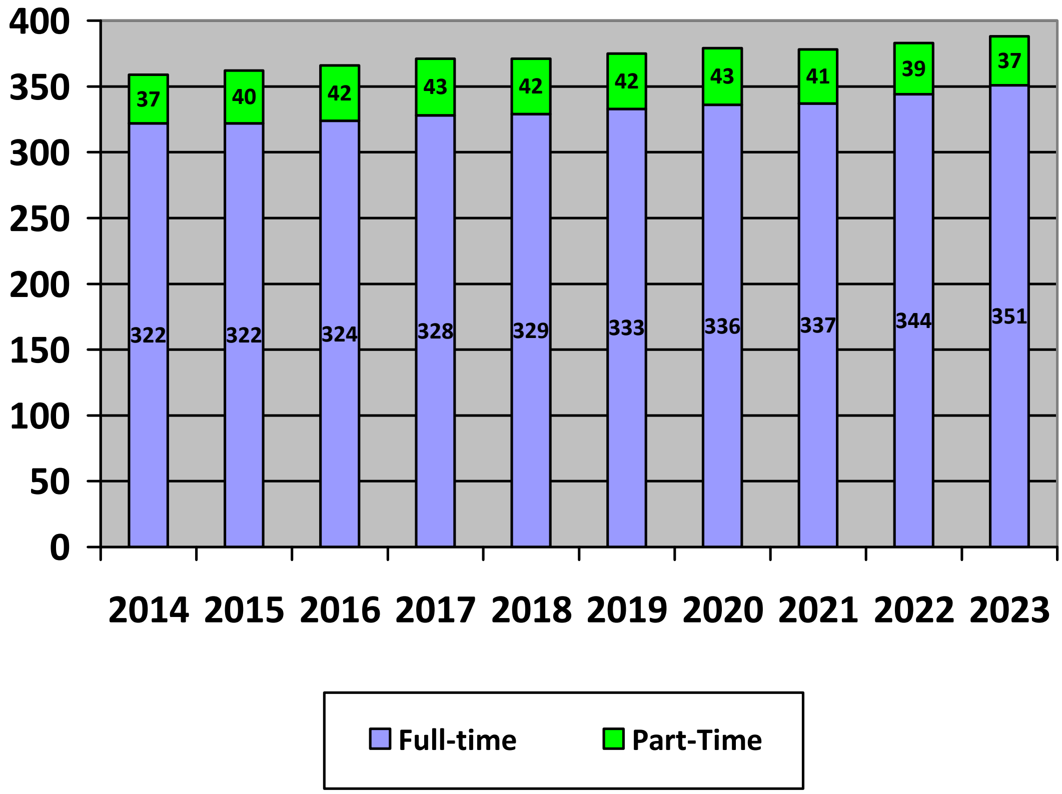
All Funds Wages and Benefits	Budget FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Wages	20,461,764	22,605,217	2,143,453	10.48%
FICA	1,595,062	1,783,359	188,297	11.80%
Pension/Deferred Comp.	3,713,052	3,879,206	166,154	4.47%
Health Insurance	3,617,330	4,115,000	497,670	13.76%
Worker's Compensation	781,612	781,612	-	0.00%
	30,168,820	33,164,394	2,995,574	9.93%

General Fund Wages and Benefits	Budget FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Wages	16,338,566	17,952,414	1,613,848	9.88%
FICA	1,281,168	1,427,418	146,250	11.42%
Pension/Deferred Comp.	3,289,543	3,397,125	107,582	3.27%
Health Insurance	2,726,191	3,108,812	382,621	14.04%
Worker's Compensation	621,912	621,912	-	0.00%
	24,257,380	26,507,681	2,250,301	9.28%

Other Fund Wages and Benefits	Budget FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Wages	4,123,198	4,652,803	529,605	12.84%
FICA	313,894	355,941	42,047	13.40%
Pension/Deferred Comp.	423,509	482,081	58,572	13.83%
Health Insurance	891,139	1,006,188	115,049	12.91%
Worker's Compensation	159,700	159,700	-	0.00%
	5,911,440	6,656,713	745,273	12.61%



POSITION COUNT HISTORY:
The budget includes 351 full-time positions and 37 part-time positions.



AUTHORIZED POSITIONS:

	FY 20-21			FY 21-22			FY 22-23		
	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	-	10.00	10.00	-	10.00	10.00	-	10.00
Utility Billing	12.00		12.00	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	5.60	5.00	1.00	5.60	5.00	1.00	5.60
Building Inspections/Permitting	11.00	-	11.00	12.00	-	12.00	12.00	-	12.00
Economic Development	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Police Department	88.00	1.00	88.50	91.00	1.00	91.50	94.00	-	94.00
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	-	12.00	12.00	-	12.00	12.00	-	12.00
Streets and Roadside Mnt.	19.00	-	19.00	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	241.60	244.00	3.00	245.60	247.00	2.00	248.10

AUTHORIZED POSITIONS:

	FY 20-21			FY 21-22			FY 22-23		
	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	-	10.00	10.00	-	10.00	10.00	-	10.00
Utilities									
Water Production	21.00	1.00	21.50	21.00	1.00	21.50	22.00	1.00	22.50
Wastewater Treatment	13.00	-	13.00	13.00	-	13.00	13.00	-	13.00
Water Distribution	13.00	1.00	13.50	13.00	1.00	13.50	14.00	-	14.00
Wastewater Collection	13.00	-	13.00	13.00	-	13.00	13.00	-	13.00
Solid Waste									
Collection and Disposal	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Recycling	-	-	-	-	-	-	-	-	-
Leisure Services									
Building Maintenance	7.00	1.00	7.50	7.00	1.00	7.50	7.00	1.00	7.50
Administration	6.00	1.00	6.50	6.00	1.00	6.50	6.00	1.00	6.50
Nova Community Center	1.00	5.00	3.50	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	2.00	3.00	3.50
Gymnastics	-	-	-	-	-	-	-	-	-
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	5.00	2.00	6.00	5.00	2.00	6.00
The Casements	1.00	5.00	3.50	1.00	5.00	3.50	2.00	5.00	4.50
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	3.50	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	2.00	1.00	2.00	2.00	1.00	2.00	2.00
Airport	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total FTE	**337.00**	**41.00**	**357.60**	**344.00**	**39.00**	**361.60**	**351.00**	**37.00**	**367.60**

FY 21-22 Changes:	Position	FTE
Full-time:		
Add Police Lieutenant	1.00	1.00
Add Public Information Officer (Police)	1.00	1.00
Add SONC Recreation Leader	1.00	1.00
Add Casements Special Events Tech	1.00	1.00
Add SCADA Tech	1.00	1.00
Add Police Evidence Tech (Changed from Part-time)	1.00	1.00
Add Utility Locate Tech (Changed from Part-time)	1.00	1.00
Total Full Time Change	**7.00**	**7.00**
Part-time:		
Delete Police Evidence Tech	(1.00)	(0.50)
Delete Utility Locate Tech	(1.00)	(0.50)
Total Part Time Change	**(2.00)**	**(1.00)**
	5.00	6.00

EXPENDITURES

GENERAL FUND:
General fund net expenditures are $38,411,823 million, an increase of $3,126,206 from the previous year. The budget includes $3.1 million for health insurance. The budget also includes $3.4 million for the City's annual required pension contribution which remained stable in comparison to last year.

DOWNTOWN REDEVELOPMENT FUND:
The budget includes $399,000 for maintenance and capital improvements. Property improvement grant funding is also included in the amount of $200,000.

STORMWATER UTILITY FUND:
The budget includes $1.4 million for personnel and operating costs, transfers of $222,000, and $850,000 in capital improvement projects.

CAPITAL IMPROVEMENT FUND:
The budget includes:
- North Ridgewood Avenue Sidewalk ($151,000)
- Police Department Roof ($345,000)
- Performing Art Center ($1,630,000)

TRANSPORTATION FUND:
The budget includes $1.4 million in infrastructure improvements and $700,000 in transfers to the General Fund for streets maintenance.

FACILITIES RENEWAL AND REPLACEMENT FUND:
The budget includes maintenance to various City facilities $250,000 and capital improvement projects of $258,000.

WATER AND WASTEWATER:
The budget includes $12.6 million of personnel and operating expenditures and $11.3 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 $8.4 million for personnel and operating expenses and $1.4 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 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
2023	110	4	114
Total	110	4	114

Fiscal Year Ending	2004 Revenue Bonds Fire Station #91		
	Principal	Interest	Total
2023	146	11	157
2024	151	6	157
Total	297	17	314

Fiscal Year Ending	2010 General Obligation Bonds Beachfront Park		
	Principal	Interest	Total
2023	275	70	345
2024 & Beyond	2,160	256	2,416
Total	2,435	326	2,761

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
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	**$ 24,484**	**$ 3,114**	**$ 27,598**

GENERAL FUND
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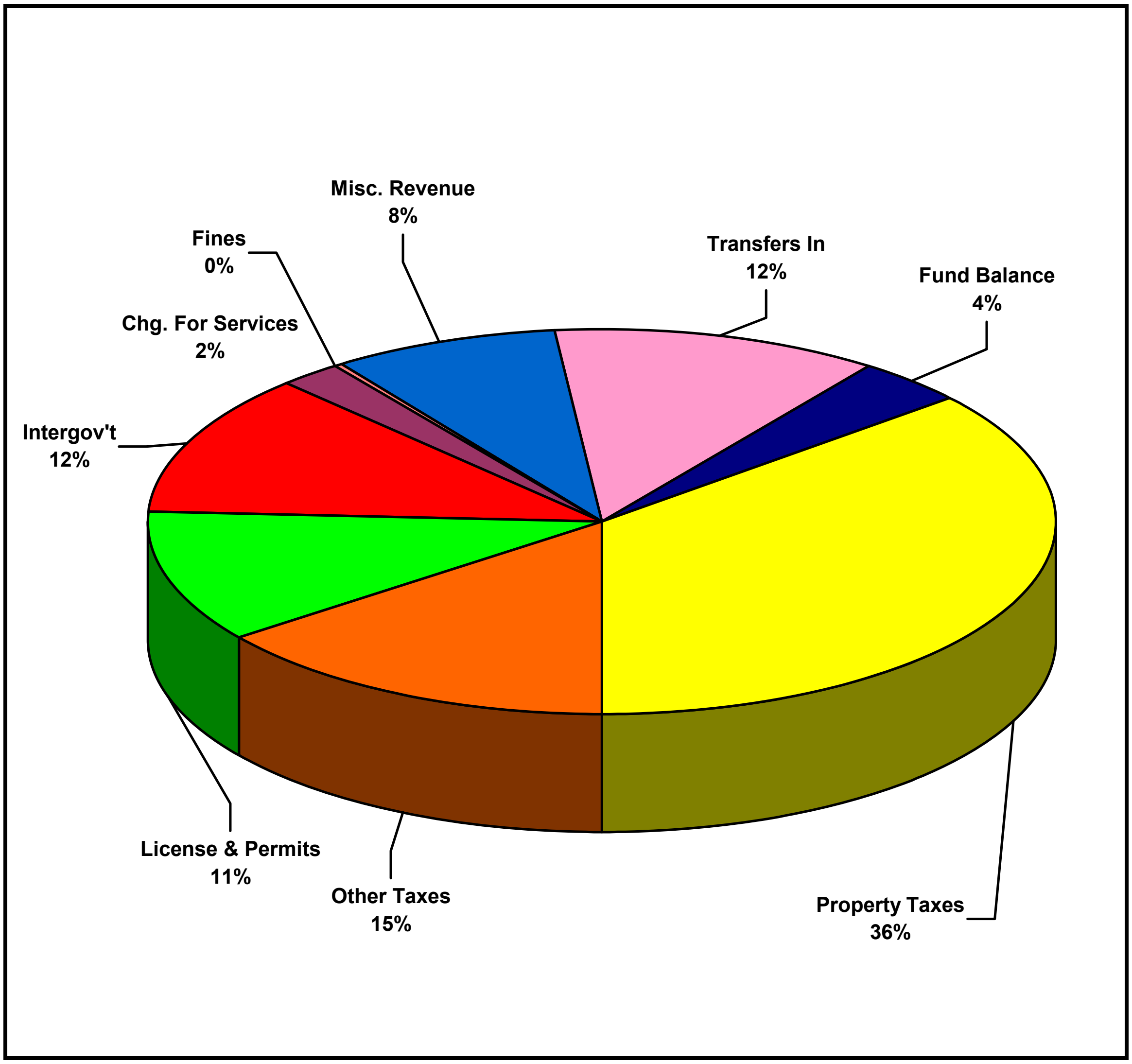
GENERAL FUND REVENUES

General Fund Revenue Summary Description	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Revenues					
Property Taxes	12,909,260	13,280,820	14,958,107	1,677,287	12.63%
Other Taxes	6,163,346	6,117,500	6,133,500	16,000	0.26%
License and Permits	4,190,512	4,217,350	4,654,350	437,000	10.36%
Intergovernmental	4,809,688	4,083,300	4,890,300	807,000	19.76%
Charges for Services	1,109,909	773,800	968,000	194,200	25.10%
Fines & Forfeitures	143,175	73,000	73,000	-	0.00%
Miscellaneous Revenue	2,703,005	2,899,771	3,434,319	534,548	18.43%
Transfers In	4,467,723	4,669,680	4,779,108	109,428	2.34%
Use of Fund Balance:	-	1,638,707	1,631,805	(6,902)	-0.42%
Total Revenues	**36,496,618**	**37,753,928**	**41,522,489**	**3,768,561**	**9.98%**
Less: Fleet	**1,385,695**	**1,380,289**	**1,908,683**	**528,394**	**38.28%**
Less: Engineering	**971,757**	**1,088,022**	**1,201,983**	**113,961**	**10.47%**
Total Net Revenues	**36,082,680**	**35,285,617**	**38,411,823**	**3,126,206**	**8.86%**

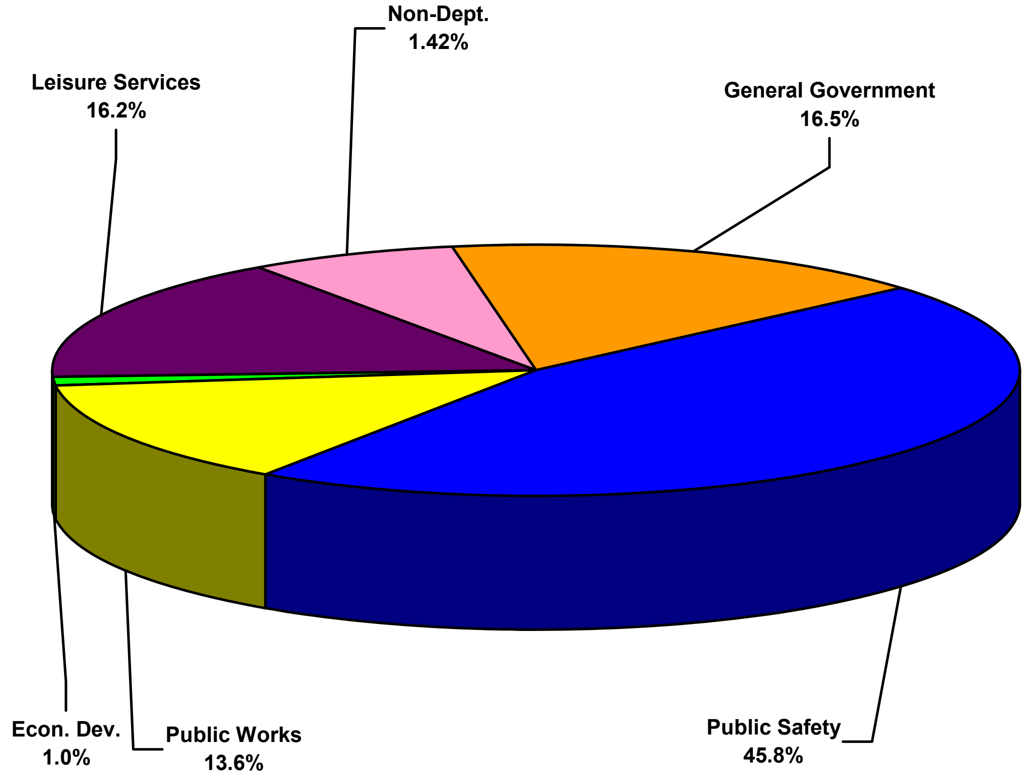
GENERAL FUND REVENUES



GENERAL FUND EXPENDITURE SUMMARY

General Fund Summary Description	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Government					
City Commission	338,893	394,168	393,342	(826)	-0.21%
City Manager	656,147	658,142	750,099	91,957	13.97%
Support Services	359,872	380,870	458,818	77,948	20.47%
City Attorney	804,934	805,651	861,962	56,311	6.99%
Finance	936,585	1,007,418	1,081,904	74,486	7.39%
Information Technology	953,186	1,029,282	1,140,518	111,236	10.81%
Human Resources	412,160	465,061	505,117	40,056	8.61%
Planning	625,452	669,253	711,727	42,474	6.35%
Building Maintenance	776,807	826,057	928,047	101,990	12.35%
Total General Government	**5,864,035**	**6,235,902**	**6,831,534**	**595,632**	**9.55%**
Public Safety					
Police Administration	822,417	947,704	1,098,183	150,479	15.88%
Police Operations	5,626,417	6,093,571	6,871,060	777,489	12.76%
Police Community Outreach	465,835	523,971	587,579	63,608	12.14%
Police Criminal Investigations	1,249,222	1,378,597	1,491,988	113,391	8.23%
Police Community Services	335,046	380,455	438,297	57,842	15.20%
Police Records	124,698	172,361	194,023	21,662	12.57%
Neighborhood Improvements	362,420	430,544	460,629	30,085	6.99%
Fire & EMS	6,642,815	6,245,373	6,731,586	486,213	7.79%
Building Inspections	1,097,696	1,078,444	1,163,670	85,226	7.90%
Total Public Safety	**16,726,567**	**17,251,020**	**19,037,015**	**1,785,995**	**10.35%**
Public Works					
Roadside and Right of Way Mnt.	2,059,289	2,227,185	2,525,485	298,300	13.39%
Engineering	971,757	1,088,022	1,201,983	113,961	10.47%
Fleet	1,385,695	1,380,289	1,908,683	528,394	38.28%
Total Public Works	**4,416,742**	**4,695,496**	**5,636,151**	**940,655**	**20.03%**
Economic Development	285,453	382,023	400,799	18,776	4.91%
Leisure Services					
Parks & Grounds	2,252,009	2,326,992	2,445,146	118,154	5.08%
Administration	662,227	731,473	795,835	64,362	8.80%
Cultural					
Casements	267,866	267,669	357,694	90,025	33.63%
Performing Arts Center	236,472	273,166	301,196	28,030	10.26%
Senior Center	70,515	97,399	99,637	2,238	2.30%
Community Events	177,494	206,649	252,034	45,385	21.96%
Environmental Learning Center	138,011	155,789	176,349	20,560	0.00%
Athletics					
Gymnastics	104,625	-	-	-	0.00%
Nova Recreation Center	288,912	321,410	350,757	29,347	9.13%
South Ormond Center	255,878	278,969	369,318	90,349	32.39%
Athletic Fields/City Sponsored Sport	1,336,139	1,464,924	1,586,785	121,861	8.32%
Total Leisure Services	**5,790,148**	**6,124,440**	**6,734,751**	**610,311**	**9.97%**
Non-Departmental					
Contributions/Contingency	89,607	203,710	635,894	432,184	212.16%
Transfers	1,858,096	2,861,337	2,246,345	(614,992)	-21.49%
Total Expenditures	**35,030,648**	**37,753,928**	**41,522,489**	**3,768,561**	**9.98%**
Less: Fleet expenditures	**1,385,695**	**1,380,289**	**1,908,683**	**528,394**	**38.28%**
Less: Engineering	**971,757**	**1,088,022**	**1,201,983**	**113,961**	**10.47%**
Total Net Expenditures	**32,673,196**	**35,285,617**	**38,411,823**	**3,126,206**	**8.86%**

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	338,893	394,168	393,342	(826)	-0.21%
Total	338,893	394,168	393,342	(826)	-0.21%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	141,938	150,793	161,267	10,474	6.95%
Operating	196,955	243,375	232,075	(11,300)	-4.64%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	338,893	394,168	393,342	(826)	-0.21%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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

OFFICE OF CITY MANAGER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	656,147	658,142	750,099	91,957	13.97%
Total	656,147	658,142	750,099	91,957	13.97%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	584,650	597,191	651,029	53,838	9.02%
Operating	71,497	60,951	99,070	38,119	62.54%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	656,147	658,142	750,099	91,957	13.97%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

CITY COMMISSION/CITY MANAGER

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	359,872	380,870	458,818	77,948	20.47%
Total	359,872	380,870	458,818	77,948	20.47%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	239,921	252,843	340,996	88,153	34.86%
Operating	119,951	128,027	117,822	(10,205)	-7.97%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	359,872	380,870	458,818	77,948	20.47%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
City Clerk	1.00	1.00	1.00	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%**

SUPPORT SERVICES

GOALS:

- Provide timely preparation and publication of the City Commission agenda packets and minutes through the use of the city's agenda management software - CivicClerk.
- Confirm receipt of public record requests immediately through the use of the city's public records request software - JustFOIA.
- Establish a City-wide records management program, to include revision of record filing systems, efficient records disposition, increase electronic document storage, and streamline processes.
- Coordinate with Information Technology and Tyler Munis for the Clerk's Office migration to Tyler Content Manager for the secure electronic storage of documents.
- Assist City Management in the facilitation of new commissioner orientation and coordination of the new commission's organizational meeting and board appointments.
- Continue training and education of department staff: City Clerk continue working towards designation of Certified Municipal Clerk; Assistant City Clerk continue training through professional organizations; Office Manager work towards a Records Management Certification; and Administrative Assistant complete training on Sunshine Law and Public Records. City Clerk will complete ICMA Emerging Leaders Development 2-year program in the spring of 2023.

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
City Commission Meetings:					
Number agenda items	292	273	297	24	8.79%
Number of items processed within 4 days of meetings	292	273	297	24	8.79%
% of minutes completed in 6 working days	91%	100%	100%	-	0.00%
Number of proclamations prepared	43	54	59	5	9.26%
Number of public records requests received and processes	323	355	391	36	10.14%

ACCOMPLISHMENTS:

- City's Strategic Goal, "Governance – Secure new agenda management program" was achieved through the procurement and implementation of CivicClerk.
- Procured and implemented new public records request software - JustFOIA for the management of requests from intake to delivery to the requestor.
- Trained city staff on Sunshine Law requirements and obligations pertaining to public records requests.
- Coordinated with IT to upgrade the audio and visual systems in City Commission Chambers.

SUPPORT SERVICES

ACCOMPLISHMENTS:

- timely submitted.
- Provided administrative support for 21 City Commission meetings and 11 City Commission workshops, with agenda packets totaling an estimated 294 agenda items.
- Prepared approximately 54 City proclamations presented at commission meetings and outside events.
- Provided support for the commission zone reapportionment process and up to 4 annexation(s).
- Provided administrative support for the City's citizen advisory boards including the coordination of appointments, and functioned as recording secretary for the Quality of Life board which had 6 meetings and Claims Committee which generally met monthly.
- Maintained efficient records management program with disposition of 252 cubic feet of records.
- Processed over 355 public records requests.
- Provided administrative support for content updates on City's website, including reorganizing and updating the election-related pages.
- Addressed and processed a multi-year backlog of documents, including physical file location and electronic tracking.

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.

CITY ATTORNEY

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	804,934	805,651	861,962	56,311	6.99%
Total	804,934	805,651	861,962	56,311	6.99%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	704,524	743,724	743,764	40	0.01%
Operating	100,410	61,927	118,198	56,271	90.87%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	804,934	805,651	861,962	56,311	6.99%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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.

FINANCE

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	936,585	1,007,418	1,081,894	74,476	7.39%
Total	936,585	1,007,418	1,081,894	74,476	7.39%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	896,876	950,088	1,021,355	71,267	7.50%
Operating	39,709	57,330	60,539	3,209	5.60%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	936,585	1,007,418	1,081,894	74,476	7.39%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

FINANCE

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 projected expenses for Covid (ARPA).

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 and implemented the final phase of Governmental Accounting Standards Board (GASB) Statement Number 34 for the inventory of the donated land, roads, sidewalks, and drainage infrastructure.
- Maintained participation in the payroll direct deposit program at 100%.
- 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.

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.

INFORMATION TECHNOLOGY

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	953,186	1,029,282	1,140,518	111,236	10.81%
Total	953,186	1,029,282	1,140,518	111,236	10.81%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	613,407	606,161	639,854	33,693	5.56%
Operating	339,780	423,121	500,664	77,543	18.33%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	953,186	1,029,282	1,140,518	111,236	10.81%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

INFORMATION TECHNOLOGY

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 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
# of workstations	355	449	465	16	3.56%
# of sites maintained	22	22	22	-	0.00%
# of support calls	2,150	3,080	3,200	120	3.90%
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	9. PAC	17. Legal
2. PD	10. Casements	18. Airport
3. Water Plant	11. Discovery	19. Ball Fields
4. Wastewater	12. Nova	20. Andy Romano
5. FD91	13.SONC	21. Leeway
6. FD92	14. PAL	22. HDC
7. FD93	15. Fleet	
8. FD94	16. Public Works	

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.
- Upgraded email system to Exchange 2019 for security enhancements.
- Upgraded all City computers from Office 2016 to Office 2019.
- Upgraded Tyler Munis version
- New firewalls installed offering enhanced network security
- SECNAP CloudJacketx with SOC put into place to enhance network security and monitoring
- New antivirus installed across servers and workstations
- New Password management system in place for enhanced security

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	412,160	465,061	505,117	40,056	8.61%
Total	412,160	465,061	505,117	40,056	8.61%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	233,590	244,266	271,780	27,514	11.26%
Operating	178,570	220,795	233,337	12,542	5.68%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	412,160	465,061	505,117	40,056	8.61%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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%**

HUMAN RESOURCES

GOALS:

- Continue to evaluate strategic health care plan and expand wellness program.
- Continue implementation and customization of time keeping, time cards, and HR components of Tyler/Munis software system.
- Develop an electric self-guided evaluation system through ESS and Tyler/Munis.
- Identify additional areas in which to implement paperless processes using Tyler/Munis.
- Continue to revise and develop employee and leadership training program.
- Continue to review and update Human Resources and Administrative Policies.
- Conduct and document updated succession planning for City departments.
- Transition new hire and benefit orientations to electronic self-guided format.
- Develop Recruitment videos for the City.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Total employee turnover in government/organization	13%	13%	13%	0.00%	0%
Number of individuals hired/placed for period	70	85	70	(15)	-17.65%
Number of new employees that left prior to one full year of service	32	35	32	(3)	-8.57%
Total number of internal HR-sourced training hours					
Number of positions filled from within ranks	43	40	43	3	7.50%
Number of positions filled from outside sources (not promotional)	70	75	70	(5)	-6.67%
Number of requisitions (request-to-fill, job opening, job order, etc.) during period	131	110	131	21	19.09%
Number of requisitions that were filled during period	113	90	113	23	25.56%
Average number of Vacancies	30	30	30	-	0.00%
Average days to fill position	60	60	60	-	0.00%
Average Vacancy Rate	8%	8%	8%	-	0.00%

ACCOMPLISHMENTS:

- Continued implementation of Tyler/Munis time keeping, payroll, and HR module.
- Expanded strategic health care plan and employee wellness program through additional health and wellness events and HSA incentive options.
- Continued to streamline new hire paperwork and transition to paperless process for various policies, contracts, and benefit enrollments.
- Transitioned terminated employee files to electronic filing.
- Started to transition current filed into Tyler Content Manager.
- Implement the Recruitment and Onboarding portion of our Tyler/Munis Software.
- Prepare and implement pay strategy to be in compliance with Amendment 2 which will amend Florida's constitution to gradually increase to $15 an hour by 2026.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Site Plan Review Fees	32,360	25,000	25,000	-	0.00%
Zoning Variances/Appeals	413,726	73,000	92,500	19,500	26.71%
General Fund	179,366	571,253	594,227	22,974	4.02%
Total	625,452	669,253	711,727	42,474	6.35%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	536,748	584,554	619,423	34,869	5.97%
Operating	88,704	84,699	92,304	7,605	8.98%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	625,452	669,253	711,727	42,474	6.35%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Planning Director	1.00	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	**5.60**	**5.60**	**5.60**	**0.00**	**0.00%**

PLANNING

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.
- Completion of the impact fee study update.
- Transition from the Naviline and ProjectDox permitting systems into the Tyler/Munis permitting system.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%

PLANNING

ACCOMPLISHMENTS:

- Successfully completed the 2022 Community Rating System audit by maintaining activities for floodplain management.
- Assist the Leisure Service Department in the completion of a Parks & Recreation Master Plan.
- Installation of improvements consistent with the Downtown Master Plan, such as banners and cabinet wraps.
- Completed the plats for Tiger Oaks, Phase 1A.
- Completion of the seconded amended Interlocal Service Boundary Agreement.
- Provided technical reports and presentations to the Historic Landmark Preservation Board, Board of Adjustment and Appeals, Planning Board, and City Commission.
- Completion of multiple development projects, such as Ace Hardware, GRP1, Ormond Memorial Art Museum, Paradise Pointe, and Total Comfort.
- Processed a number of public hearing items including the Special Exceptions for signage in the Downtown, Plantation Oaks PRD major amendment, RidgeHaven annexation and land use amendments, and Regal Center PBD.
- Coordinated, provided plan reviews, and minutes for the Site Plan Review Committee.
- Plan review for residential and non-residential building permits, accessory uses and Business Tax receipts.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	776,807	826,057	928,047	101,990	12.35%
Total	776,807	826,057	928,047	101,990	12.35%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	442,572	476,046	555,723	79,677	16.74%
Operating	334,235	350,011	372,324	22,313	6.37%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	776,807	826,057	928,047	101,990	12.35%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Office Assistant II	1.00	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	**7.50**	**7.50**	**7.50**	**0.00**	**0.00%**

BUILDING MAINTENANCE

GOALS:

- Complete 98% of all non-emergency work orders within two working days of request
- Create a maintenance plan for 25% of the City's 73 facilities
- Continue refurbishment of snowflake holiday decorations
- No work-related injuries
- Regular safety training classes
- Regular inspections of playground equipment
- Clean and organize the electrical area
- Reorganize the pump and air filter supply

ACCOMPLISHMENTS:

- Completed 98% of all non-emergency work orders within two working days of request
- Continued refurbishment of snowflake Christmas decorations
- Completely reorganize and clean the decorations area
- No work-related injuries
- Followed all City guidelines relating to the corona virus
- Regular safety training classes
- Notification in-person or email of the completion of a work request
- Updated workflow board for assigning and completing work orders
- Daily foreman morning meeting to review workflow and assign work for the day
- All emergency work orders were completed within 12 hours
- Completed placement of Citywide holiday decorations early
- Removed all holiday decorations 1.5 days early
- Used rented lift for the safe install and removal of bridge snowflakes
- Replenishing snowflakes including rewiring of same
- Maintained all City and DOT lighting throughout City
- Maintained all sports lighting to keep playable surfaces lit for safety of players
- Maintained airport runway lighting repairs and safety checks three times per week
- Maintained splash pads with minimal interruptions
- Keeping a clean and organized maintenance shop
- Brought a new part-time employee onboard
- Brought a new full-time on board
- Police Department chiller replaced
- Constructed and installed a new water wheel
- Vadner Park fountain and construction assistance

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 Facilities Maintenance staff to identify and prioritize facility R&R projects
- Work with Engineering Department to identify C.I.P. related projects
- Update the comprehensive five-year Facilities Maintenance R&R 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 17 different miscellaneous crafts and trades vendors, primarily used in completing Facilities Renewal and Replacement projects.
- Successfully managed and completed 100% of the Facilities Renewal & Replacement fund projects.
- Completed office renovations in the IT Department at City Hall.
- Managed Citywide pest control services.
- Completed installation of safety/privacy glass in select City facilities.
- Completed repainting/sealing of entire Airport Tower exterior.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Special Duty	52,972	55,000	50,000	(5,000)	-9.09%
Fines/Forfeits	46,753	45,000	45,000	-	0.00%
Code Violations	96,422	28,000	28,000	-	0.00%
General Fund	8,789,910	9,799,203	11,018,759	1,219,556	12.45%
Total	8,986,056	9,927,203	11,141,759	1,214,556	12.23%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Administration	822,417	947,704	1,098,183	150,479	15.88%
Operations	5,626,417	6,093,571	6,871,060	777,489	12.76%
Community Outreach	465,835	523,971	587,579	63,608	12.14%
Criminal Investigations	1,249,222	1,378,597	1,491,988	113,391	8.23%
Community Services	335,046	380,455	438,297	57,842	15.20%
Records	124,698	172,361	194,023	21,662	12.57%
Neighborhood Improvements	362,420	430,544	460,629	30,085	6.99%
Total	8,986,056	9,927,203	11,141,759	1,214,556	12.23%

POLICE ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	822,417	947,704	1,098,183	150,479	15.88%
Total	822,417	947,704	1,098,183	150,479	15.88%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	281,204	319,634	422,027	102,393	32.03%
Operating	541,213	628,070	676,156	48,086	7.66%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	822,417	947,704	1,098,183	150,479	15.88%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%
Public Information Officer	0.00	0.00	1.00	1.00	100.00%
Total	**3.00**	**3.00**	**4.00**	**1.00**	**33.33%**

POLICE ADMINISTRATION

GOALS:

- Maintain the police department's staffing levels at 95% or greater.
- Provide in-service training in de-escalation, Threat Assessment, and Public Records law.
- Work with County to update CAD systems.
- Improve building by replacing worn flooring and furniture
- Convert areas of building not being used to full potential into viable work areas
- Hire a full time Public Information Officer for the Police Department
- Hire a full time Victim Advocate for the Police Department
- Hire a full time Finance employee for the Police Department
- Improve the department's Body Worn Camera System
- Improve the department's License Plate Reader program
- Improve security of the Police Department by obtaining an updated Access Control and camera system

ACCOMPLISHMENTS:

- Successfully complete the CJIS Technical Audit with no deficiencies
- Successfully completed all the required annual and quarterly audits and inventories associated with the Property and Evidence Unit to ensure compliance with Accreditation Standards.
- Successfully completed all quarterly and annual examinations and inspections throughout the year.
- Completed the quarterly and annual DAVID audits.
- Hired and trained fourteen (14) new employees.
- Hired a Part Time Evidence Custodian
- Converted Records Clerk position to supervisory position
- Promoted a current Records Clerk to Lead Records Clerk
- Promoted a current Community Service Officer to Lead Community Service Officer
- Hired a Records Clerk position
- Developed a Police Stipend Program for Basic Law Enforcement Students
- Issued new portable and mobile radios to all employees
- Developed a vehicle replacement plan that was incorporated by the City
- Transitioning the police department's fleet from sedans to sport utility vehicles

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Special Duty	52,972	55,000	50,000	(5,000)	-9.09%
Fines/Forfeits	46,753	45,000	45,000	-	0.00%
General Fund	5,526,693	5,993,571	6,776,060	782,489	13.06%
Total	5,626,417	6,093,571	6,871,060	777,489	12.76%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	4,966,545	5,551,287	6,099,902	548,615	9.88%
Operating	659,872	542,284	771,158	228,874	42.21%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	5,626,417	6,093,571	6,871,060	777,489	12.76%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Captain	2.00	2.00	2.00	0.00	0.00%
Lieutenant	2.00	2.00	3.00	1.00	50.00%
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	46.00	46.00	0.00	0.00%
Total	**57.00**	**59.00**	**60.00**	**1.00**	**1.69%**

POLICE OPERATIONS

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.
- Continue implementation of a License Plate Reader program that interacts with the systems used by other agencies within the county.
- Acquire additional traffic safety equipment, namely pole-mounted radar feedback systems.
- Continue training and equipment acquisition to activate Special Response Team.
- Establish the Aerial Tech Unit (ATU); complete training of qualified personnel to operate robots, unmanned aerial systems, and the SRT MRAP for critical incidents and special operations.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Sworn law enforcement members available for CFS response	66	67	67	-	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	70,124	63,419	67,500	4,081	6.43%
Citizen-generated workload; Calls for Service (CFS)	32,854	34,569	35,000	431	1.25%
Self-initiated workload; pro-active police actions	37,270	28,850	32,500	3,650	12.65%
Traffic citations issued (moving violations only)	3,670	4,318	4,000	(318)	-7.36%
Traffic crashes	2,069	1,968	1,900	(68)	-3.46%
Pedestrian fatalities	1	1	2	1	100.00%
Total Traffic fatalities	6	6	8	2	33.33%
Adult arrests	858	806	900	94	11.66%
Juvenile arrests	14	23	30	7	30.43%
DUI arrests	58	56	75	19	33.93%
Total arrests	872	829	930	101	12.18%

POLICE OPERATIONS

ACCOMPLISHMENTS:

- Handled approximately 70,124 calls for service, an 11.0% decrease from FY 2020. Calls for service represent dispatched calls, self-initiated calls for service, directed patrol requests, and extra service calls.
- Maintained an average response time of 4 minutes and 32 seconds to emergency calls for service, and an average of 7 minutes and 6 seconds for other priority calls for service. Average response time for all calls (emergency and non-emergency) is 15 minutes and 3 seconds. All response times have increased since the FY 2020 report.
- Completed about 7,758 police/crime reports (down 7.6% from FY 2020)
- Issued about 6,670 traffic related citations/written warnings (down 19.3% from FY 2020).
- Conducted 5,041 traffic stops (down 39% from FY 2020).
- 1,196 Part I crimes were reported (down 42% from FY 2020) with a clearance rate of 41% (down 1% from 2020).
- Hired and trained nine (9) sworn police officers during FY 2021. Three (3) have since left.
- Acquired, outfitted, and trained with operation MRAP armored vehicle for Special Response Team. Acquired through LESO military-law enforcement surplus program.
- Acquired mobile Automated License Plate Reader (ALPR) system, which may be placed at any strategic location to alert officers to potential incoming crime threats, integrated with our current, permanently mounted ALPR system. Funded by LE Trust Fund.
- Acquired ICOR Mini-Caliber robotic system to enhance officer and public safety by increasing standoff distances from known threats while gathering better intelligence of critical situations. Funded by USDOJ grant and LE Trust Fund.
- Acquired Skydio X2 unmanned aerial system (drone). Funded by OB Police Foundation.
- Acquired four (4) pole-mounted radar speed feedback signs. Funded by USDOJ JAG grant.
- Acquired four (4) Rapid-ID fingerprint reader systems. Funded by OB Police Foundation.
- Acquired four (4) tactical ballistic shields. Funded by OB Police Foundation.
- Continued to train twelve (12) PD members and two (2) FD members for the Special Response Team.
- Continual equipment acquisition for the Special Response Team, including body armor kits, rifles, less-lethal munitions, breaching gear, Tactical Combat Casualty Care supplies, etc.
- Renewed acquisition of Narcan / Naloxone grant from Florida Department of Health; distribution to police personnel, with lives successfully saved as a result.
- Completed successful operations during numerous special events in the area to include:

POLICE OPERATIONS

ACCOMPLISHMENTS:

  - Bike Week
  - Spring Break
  - Political protests (weekly, and sporadic)
  - Daytona Truck Rally
  - Biketoberfest
  - Pop-up "Invasion"-style events
  - Memorial Day Honor Ceremony
  - 9/11 Honor Walk
  - Several holiday toy drives
  - Mutual Aid to surrounding agencies for other events, escorts, etc.
- Continued use of Social Media to enhance the Police Department's image and deploy information to the public.
- It should be noted that procedures regarding call response and enforcement were widely affected by alternate Covid-19 protocols during this time period.

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.

POLICE-COMMUNITY OUTREACH

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	465,835	523,971	587,579	63,608	12.14%
Total	465,835	523,971	587,579	63,608	12.14%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	423,146	477,379	534,329	56,950	11.93%
Operating	42,689	46,592	53,250	6,658	14.29%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	465,835	523,971	587,579	63,608	12.14%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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, science, 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 through social events.
- Build a relationship with the Ormond Beach Middle School staff and students by using programs that bring officers into the school.
- Continue the 5-0 Club at the Ormond Beach Middle School, which brings presenters in to teach students about life skills.
- Continue our annual National Night Out, and make changes to fit our community's needs.
- Train DARE Officer as a crime prevention practitioner, which is a series of (5) classes.
- Bring back Unity in the Community, that was previously cancelled due to the COVID Pandemic
- Maintain and expand partnerships with clergy members in our community to help with their needs.
- Perform Crime Prevention Surveys for business' and schools, and provide a confidential in depth CPTED (Crime Prevention Through Environmental Design) and Crime Prevention report.
- Be an active part of the Police Academy to assist with recruiting new police officers.
- Actively attend recruiting events, and organize a recruitment board.
- Bring back Coffee with A Cop, which was previously suspended due to the COVID Pandemic.
- Use social media to reach out to our community about our events, and to have an open door for clear constant communication.

POLICE-COMMUNITY OUTREACH

ACCOMPLISHMENTS:

- "Back the Blue" Sports Challenge. 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 annual "Shop with a COP" program was successful. This year we had a total of 25 participants.
- The 8th 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.
- Performed two fill "Fill the M-Rap" events to collect toys for Santa on Patrol and PAL.
- Ormond Beach Outreach Unit partnered with Academy Sports for a back to school shopping event. We had a total of 25 participants.
- "Coffee with a Cop" was conducted 1 time due to COVID restrictions.
- "*Badges & Brunch*" *Crimes Against Seniors* program was conducted at 4 locations within the city.
- "*Mommy, Me & Safety*" was conducted at the Casements 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 5.0 Club was conducted at the Ormond Beach Middle School with approximately 30 students in the class.
- Outreach presented the Ormond Beach Middle School with a Safety and Dangers of Social Media. This was presented to every student in the school.
- The annual National Night Out was a success. This was the first one planned after the COVID Pandemic, and there were approximately 800 attendees.
- The DARE Officer taught the 9 week DARE curriculum to (3) schools. There was a 100% graduation rate for all 550 students who attended.
- Outreach Officer attended DARE school, and took the first class toward becoming a Crime Prevention Practitioner.
- Assisted a member of our community who donated bicycles with a value of $7500. Outreach partnered with Walmart, Ormond Beach and the local public schools to hold an event where approximately 60 children received bicycles and helmets
- Outreach set up a booth at the Ormond beach Halloween Highway, and passed out approximately 2000 candy bars
- Outreach attended 3 formal recruitments events, and stayed active with the police academy staff for a continued positive relationship.
- Outreach planned several Community Helper Days at local public and private school where children were presented with a vehicle stadic display, and educational material about safety. Students in grades 3, 4, and 5 from Ormond Beach Elementary School participated in the 2021 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

POLICE-COMMUNITY OUTREACH

ACCOMPLISHMENTS:

in the majority youth attained learning gains on state tests as a result of participation in the program. Enrollment was limited to nine (9) students stay within COVID guidelines.

- The Tutors Are Us program provided an opportunity for eighty-two (82) youth in grades k-12 to receive one-on-one and small group instruction designed to assist each participant's specific academic goals. Sessions are offered in the Fall, Spring and Summer.
- Six (6) Youth Leadership Council (YLC) members qualified to attend the 2021 State of Florida Association of Police Athletic League's (SFAPAL) Annual Conference held in Orlando in July 2021. Attendance was limited do to COVID restrictions
- YLC participated/hosted in seven (7) community service projects in 2021 including a Blanket Drive for the homeless community, assisting with goody baskets for children for Easter, registration at the State of Florida PAL Cheerleading competition and Mother's Day cards for a local assisted living facility.
- Twenty-six (26) Ormond Beach Middle School Students in grades 6, 7 and 8 participated in Science on Patrol (SOP). SOP increases math and science skills through forensic science-based labs and scenarios.
- OBPAL hosted the 4th Annual Donut Dash 5K on April 24, 2021 at the Trails Shopping Center. Runner participation increased to 212. A partnership with the Daytona Running Series was established in 2021 featuring the DD5k as the final race of the series.
- Hosted the Annual OBPAL Holiday Program. Over 100 children and their families participated in the program which included a walk though toy evening and Secret Santa deliveries of bikes and specialty toys.
- OBPAL Basketball program teams participated in six (6) tournaments in 2021. The 10th grade team placed 1st in their division at the Super 6 Tournament. The 14U team placed 3rd in the State of Florida Association of Police Athletic/Activities League Tournament.

POLICE-CRIMINAL INVESTIGATIONS

The Criminal Investigations 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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	1,249,222	1,378,597	1,491,988	113,391	8.23%
Total	1,249,222	1,378,597	1,491,988	113,391	8.23%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	1,168,154	1,330,382	1,425,915	95,533	7.18%
Operating	81,068	48,215	66,073	17,858	37.04%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,249,222	1,378,597	1,491,988	113,391	8.23%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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	2.00	2.00	0.00	0.00%
Evidence/Crime Scene Supervisor	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene Technician	1.00	1.00	2.00	1.00	100.00%
Office Assistant	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Evidence/Crime Scene Custodian	0.50	0.50	0.00	-0.50	100.00%
Total	**14.50**	**15.50**	**16.00**	**0.50**	**3.23%**

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.

POLICE-COMMUNITY SERVICE AND ANIMAL CONTROL

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	335,046	380,455	438,297	57,842	15.20%
Total	335,046	380,455	438,297	57,842	15.20%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	288,184	318,039	359,103	41,064	12.91%
Operating	46,862	62,416	79,194	16,778	26.88%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	335,046	380,455	438,297	57,842	15.20%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

POLICE-COMMUNITY SERVICE AND ANIMAL CONTROL

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 social media has been a big help in reuniting animals with their families.
- Increase training and awareness of animal cruelty and dangerous dog issues.
- Partnering with ASPCA Low Cost Vaccination Clinic to assist residents pet vaccination needs.
- Equipping 1 trained CSO with all needed equipment for Chemical Capture
- Send CSO's to continuing education Training Classes now that the classes are becoming more available.
- Making sure the CSO's have all the protective equipment needed to conduct the job safely.

ACCOMPLISHMENTS:

- Community Service Officers continue to fit children with helmets for safe bicycle riding.
- No CSO reported Injuries.
- Continuing to assist patrol with low priority calls like Found and lost property.
- Continue to maintain the Mobile Speed Trailer Fleet.
- Hired and Trained 2 New CSO's
- Continue to participate in community helper day's and speak with children various schools about animal safety and handling.
- Maintain the RTF program for the City with great success, and monetary savings to the City.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	124,698	172,361	194,023	21,662	12.57%
Total	124,698	172,361	194,023	21,662	12.57%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	115,454	158,086	178,998	20,912	13.23%
Operating	9,244	14,275	15,025	750	5.25%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	124,698	172,361	194,023	21,662	12.57%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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:

- 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.
- Maintain an entry rate of 100% for reports and citations that are continually submitted to the unit on a daily basis.
- 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.
- Streamline the report submission process.
    - Implement the use of the Trespass Form in the TRACS software for paperless submission.
    - Negate the need for an incident report where a charging affidavit is completed.
- Create a master calendar of repetitive tasks that must be completed by the unit.

ACCOMPLISHMENTS:

- Successfully uploaded the Uniform Crime Report statistics to the Florida Department of Law Enforcement on time as required.
- Continue to improve and restructured the work flow of the records department.
- Streamlined the report submission process for Baker Act Forms through paperless submission using the TRACS software.
- Streamlined the maintenance of different logs within the unit, creating paperless entry versions submitted to the "PD Records" Drive.
- Hired and trained a new Records Clerk
- Converted Position in unit to Supervisor Position
- Promoted a clerk to Lead Records Clerk.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Code Violations	96,422	28,000	28,000	-	0.00%
General Fund	265,999	402,544	432,629	30,085	7.47%
Total	362,420	430,544	460,629	30,085	6.99%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	336,002	397,820	416,605	18,785	4.72%
Operating	26,418	32,724	44,024	11,300	34.53%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	362,420	430,544	460,629	30,085	6.99%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

NEIGHBORHOOD IMPROVEMENT

GOALS:

- Hire outside vendor to perform services related to Environmental Improvement duties (ISA Certified Arborist) as we continue to search for our future Environmental Officer (full time).
- Expedite the code enforcement notification process with the use of new equipment/technology (Tyler/Munis) as provided by the Information Technology Division. The use of Tyler has begun regarding the tracking of NID citation payment(s).
- Continue proactive pursuit of outstanding balances related to fine amounts and/or services rendered prior to the lien process.
- Achieve full staffing levels and provide all code related education/training as time and resources allow.
- Successfully complete a community partnership project to assist residents that face life challenges which delay/prevent code violations from ultimate compliance.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Number of proactive cases	169	78	82	4	5.13%
Number of reactive cases/complaints	1,682	1,054	1,107	53	5.03%
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**	1,633	1,005	1,055	50	4.98%
		ESTIMATES IMPACTED BY MANPOWER ISSUES and FSS 162.06(b)	ESTIMATES IMPACTED BY MANPOWER ISSUES and FSS 162.06(b)		

ACCOMPLISHMENTS:

- As a proactive approach to unsafe structures, the Unsafe Structure Abatement Team (USAT) has been formed and continues to exist. USAT is compromised of the Chief Building Official, City Engineer, Fire Chief, Neighborhood Improvement Division Manager, and a Police Officer. The purpose of 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.
- Should the Chief Building Official determine that an unsafe structure does not meet the criteria for demolition, the Neighborhood Improvement Division can present the matter before a magistrate and pursue compliance through the hearing process.
- 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.
- Waste Pro has committed to providing a commercial roll-off container for a community partnership project.

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.

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	6,642,815	6,245,373	6,731,586	486,213	7.79%
Total	6,642,815	6,245,373	6,731,586	486,213	7.79%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	5,855,923	5,421,854	5,646,502	224,648	4.14%
Operating	786,892	823,519	1,085,084	261,565	31.76%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	6,642,815	6,245,373	6,731,586	486,213	7.79%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 apparatus replacement program - Evaluate apparatus needs; type and function for current, as well as, future needs. Replacement of secondary units such as Brush Trucks, Marine Vessels, Command units.
- Public Fire Safety & EMS Education - Continue delivering public fire safety and EMS education to our residents and ensure all residents have working smoke detectors.
- Grant Assistance - Continue to seek and apply for grant opportunities that will enhance our service delivery.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
100- Fires Total number of calls dispatched as building fires	117	96	100	4	4.17%
200- Overpressure Rutures, Explosions	3	2	4	2	100.00%
300- Emergency Medical Services	4,435	3,926	4,000	74	1.88%
400-Hazardous Condition	139	136	150	14	10.29%
500- Service Calls	1,361	1,206	1,300	94	7.79%
600- Good Intent Calls	1,332	1,050	1,100	50	4.76%
700- False Alarmes	338	364	375	11	3.02%
800- Severe Weather	2	2	2	-	0.00%
900- Special Incident Type	7	7	7	-	0.00%
Real Property Value	94,128,103	16,000,000	17,600,000	1,600,000	10.00%
Fire Loss	2,610,600	1,600,000	1,760,000	160,000	10.00%
Property Saved	91,517,503	14,400,000	15,840,000	1,440,000	10.00%
Public Education Events	31	30	40	10	33.33%
Total number of people touched by Public Education	1,500	2,500	3,000	500	20.00%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

ACCOMPLISHMENTS:

- Fire-Rescue responded to a total of 7,734 incidents, with. 3,299 fire-related calls for service and 4,435 Emergency Medical calls for service. Fire Loss Analysis – estimated property loss of $2,610,000, with estimate of $91,517,503 of property saved.
- Creation of new Public Safety Fund, supported and approved by City Commission.
- Placed two new, fully-equipped Fire Engines into service in September 2021.
- Secured funding under CARES act for replacement of new P25 compliant radios City-wide ($900,000+ project), saving budgetary funding.
- Completion of Phase II of five-year Opticom upgrade project, replacing equipment at seven (7) intersections in the city with GPS technology, increasing responder and public safety during emergency responses.
- Set up account to purchase medical supplies at Broward Logistics at a reduced cost. This solved issues with supply shortages and increased prices due to COVID.
- Continued new COVID-19 protocols/procedures in 2021, helping to minimize impacts to staffing during the pandemic.
- Due to COVID, minimal public events and interactions were held, for the safety of the public and fire department members.

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.

Occupational 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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Permit Fees	1,082,898	1,101,000	1,535,000	434,000	39.42%
General Fund	14,799	(22,556)	(371,330)	(348,774)	1546.26%
Total	1,097,696	1,078,444	1,163,670	85,226	7.90%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	940,514	946,713	1,018,467	71,754	7.58%
Operating	157,182	131,731	145,203	13,472	10.23%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,097,696	1,078,444	1,163,670	85,226	7.90%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Chief Building Official	1.00	1.00	1.00	0.00	0.00%
Planning Director	0.00	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	3.00	3.00	0.00	0.00%
Engineering Inspector	2.00	2.00	2.00	0.00	0.00%
Total	**11.00**	**12.00**	**12.00**	**0.00**	**0.00%**

BUILDING INSPECTIONS

GOALS:

- To provide building reviews and inspections to protect the health, safety, and general welfare of the public related to building design, construction, improvements, repair, or demolition.
- To complete permit reviews within adopted timeframes.
- Continue providing time sensitive inspection response (next business day) to contractors and homeowners.
- Implement the conversion of the Tyler permitting system.
- To provide education and training of the use of the ProjectDox permitting system.
- To assist new business owners in the completion of the business tax receipt process and providing renewal notices to existing business owners.
- Provide training and professional development for building inspectors and permit technicians.

- **ACCOMPLISHMENTS:**
- 100% of all building plans were submitted electronically.
- Maintained 24 hour inspection turnaround for all requests.
- Continued to provide external user training for ProjectDox to Engineers, Architects and builders.
- Completed several complex new building construction projects including Ace Hardware, GRP1, Ormond Memorial Art Museum, Paradise Pointe, and Total Comfort, Ormond Grande and the Pineland subdivision new single-family construction.
- Updated building fee schedule.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Right of Way Maintenance	127,138	116,000	125,000	9,000	7.76%
Traffic Signal Maintenance	98,275	100,000	100,000	-	0.00%
State Highway Lighting	128,563	125,000	135,000	10,000	8.00%
General Fund	1,705,314	1,886,185	2,165,485	279,300	14.81%
Total	2,059,289	2,227,185	2,525,485	298,300	13.39%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	966,282	1,086,450	1,250,338	163,888	15.08%
Operating	1,093,007	1,140,735	1,275,147	134,412	11.78%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,059,289	2,227,185	2,525,485	298,300	13.39%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Public Works Operations Mgr.	0.00	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	0.00	0.00	0.00	0.00	0.00%
Public Works Director	1.00	1.00	1.00	0.00	0.00%
Total	**19.00**	**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 14 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.

ACCOMPLISHMENTS:

Street & Right of Way Maintenance

- 11 miles of shell roads were graded. Projected 12 miles in FY 22/23.
- 2,049 maintenance work orders were completed. Projected 2,700 maintenance w/o in FY 22/23.
- 110 maintenance work orders were completed on FDOT roads. Most of the R/W maintenance was removed from the FDOT MOA. Projected 100 maintenance work orders for FY 22/23.
- 1,315 man-hours were expended assisting other City departments. Projected 1,500 man-hours assisting other departments in FY 22/23.
- 698 man-hours working for other departments were for maintenance in City Parks. Projected 700 in FY22/23.

Asphalt Maintenance

- 113 asphalt work orders were completed repairing city streets, requiring 410 tons of asphalt and 53 bags cold patch. Projected 115 asphalt work orders in FY 22/23, 125 tons of asphalt.

Concrete Maintenance

- 184 work orders were completed for repairs to City sidewalks, curbs, gutters and catch basin aprons, requiring 108 cubic yards of concrete, 80 tons of recycled concrete and 150 tons of limerock base material towards a grand total of 1180 cubic yards of road base materials purchased and 120 bags of Portland cement. Projected 200 concrete work orders, 150 cubic yards of concrete, 110 tons of recycled concrete and 150 tons of limerock base material in FY 22/23.
- There were 27 work orders completed on FDOT walks, curbs, and gutters, requiring 15 cubic yards of concrete. Concrete sidewalk repair is no longer in the FDOT MOA in FY 22/23, except for the Streetscape, TIF District.

Sign Maintenance

- There were 297 work orders completed for Traffic Sign installation and repair. Projected 500 work orders for Traffic Sign installation and / or repairs FY 22/23.

Urban Forestry

- There were 104 trees removed from City R/W's or properties and 6 trees were removed from FDOT R/W's. Projected FY 22/23 to remove 60 trees from City R/W's or properties and remove 6 trees from FDOT ROW'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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	971,757	1,088,022	1,201,983	113,961	10.47%
Total	971,757	1,088,022	1,201,983	113,961	10.47%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	929,146	1,037,772	1,127,074	89,302	8.61%
Operating	42,611	50,250	74,909	24,659	49.07%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	971,757	1,088,022	1,201,983	113,961	10.47%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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%
Deputy City Engineer	1.00	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	**12.00**	**12.00**	**12.00**	**0.00**	**0.00%**

ENGINEERING

GOALS:

- Coordinate with all departments to complete CIP projects in a timely manner.
- Assist Leisure Service in the completion of a Parks & Recreation Master Plan.
- Assist Public Works in the completion of a Stormwater Master Plan.
- Implement the recommendations of the Downtown Master Plan within Cassen Park
- No work-related injuries
- Maintain the staffing levels at 90% or greater.
- Provide education/training toward maintain licensure as time and resources allow.
- To enhance the quality of life for the residents and visitors in Ormond Beach through effective, efficient, courteous, and responsive engineering services.
- Implement and maintain traffic calming program.
- Assist with emergency project management as projects arise.
- Complete 75% of assigned capital improvement projects within 30 days of the substantial completion date established with the Notice to Proceed.
- To receive 85% of bids below Engineer's final design cost estimate.
- Increase public involvement in City projects
- Strive to complete franchise and stormwater permit reviews within streamlined timeframes.
- Assist Utilities with Plant improvement projects and maintaining regulatory permitting compliance
- Maintain regulatory permit compliance at the Nova Landfill
- Continue success of preventive maintenance projects including the road repaving, storm water lining, and Sanitary sewer I&I.
- Complete the N US1 watermain and force main project, SONC Gym expansion, and MacDonald House repairs.

ACCOMPLISHMENTS:

2022 Roadway Rehabilitation - Resurfacing – Completed the annual road resurfacing contract with approximately 5 miles of City streets repaved.

2022 Storm & Sewer Pipe Lining – Performed restoration improvements to existing deteriorated and leaking stormdrain and sewer pipe at various locations throughout the City, using cured-in-place pipe lining.

2-Inch Water Main Replacement – Ph IV – Completed design for phase four of the project to replace sub-standard 2-inch diameter water mains. There will be two separate projects for the North Peninsula and Mainland.

385 South Olde Kings Road – Completed the site remediation and debris removal at the property which included performing a Phase II Site Assessment, demolition of the existing structure, an asbestos survey, drum disposal, debris removal, and related activities to clear the property for use by the City.

ENGINEERING

ACCOMPLISHMENTS:

ARBP ADA Ramp Repair – Designed and constructed repair/replacement of the ADA beach ramp at Andy Romano Beachfront Park that had been damaged repeatedly by storm surge.

CDBG Central Park Playground – Constructed a new playground to replace the existing that was installed in the late 1990's and is beyond its useful life. The project was partially funded by a Community Development Block Grant.

CDBG Fleming Playground – Designed and constructed the replacement of the playground off Fleming Avenue in Central Park 1 that was installed in the 1990's and was beyond its useful life. The project was partially funded by a Community Development Block Grant.

CDBG Sidewalk Repairs – Designed repairs to the sidewalks on the west side of South Washington Street. Construction will be partially funded by a Community Development Block Grant.

Facility Hardening – Designed and commenced construction on a Hurricane Wind Retrofit project at five City facilities to replace existing windows and doors with impact-rated windows and doors. The project is partially funded by a FDEM/FEMA Hazard Mitigation Grant Program grant.

Fiber Optic Improvements – Constructed a fiber optic line for connection to SCADA for the Wilmette Pump Station project in process.

Gazebo Replacement CP II #2 – Replaced the second Central Park II gazebo originally installed in the early 1990's and beyond its useful service life.

Leeway Storage Tank & Pump Station Rehab – Commenced design of this project for the rehabilitation of the elevated steel tank, and replacement of pumps and controls, and discharge piping modifications.

MacDonald House Restoration – Completed construction of all phases of renovations to repair and restore the exterior of the MacDonald House. This project was partially funded by an ECHO Grant.

Nova Community Park Tennis Court Lighting Improvements – Completed construction to add new LED lighting to courts 1 – 4, and to replace existing lighting on tennis courts 5 and 6 which was installed in the mid-1990's, with LED lighting. The project was partially funded by an ECHO Grant.

Parks & Recreation Master Plan Update – Completed the City's Parks and Recreation Master Plan Update.

ENGINEERING

ACCOMPLISHMENTS:

Police Station Access Control – Replaced four existing outdated access control and surveillance systems, with one new consolidated global system.

Police Station Chiller Replacement – Completed replacement of the chiller.

Police Station HVAC Upgrades – Commenced design of upgrades to the HVAC controls and pumps thermostats, VAV boxes and air handler.

Sanchez Park Playground Equipment Replacement – Constructed new playground equipment at Sanchez Park that was destroyed by fire.

Shadow Crossings Water Storage Tank Repair – Constructed repairs to the exterior of the pre-stressed composite reclaimed water storage tank.

Shell Parking Lot Restoration – Completed work on the Sanchez Park parking lot, the first project in the new annual maintenance program.

SONC Gym – Construction commenced for the new gym. The project is partially funded by a Daytona Beach Racing and Recreational Facilities District grant.

Wilmette Avenue Stormwater Pump Station – Completed construction of a permanent stormwater pump station for the Wilmette Avenue crossing of Laurel Creek. The project was partially funded by a Florida Division of Emergency Management Hazard Mitigation grant.

WRF Upgrades – Commenced design for upgrades to the Water Reclamation Facility to include master lift station pump replacement, sludge decant building rehab, bulk polymer tank improvements, post anoxic mixer installation, clarifier weir covers and grout launders, and chemical feed building repair/replacement.

WTP Improvements – Completed design and commenced construction on this water treatment plant project which includes rehabilitation of the aerator, clearwell, transfer pumps, and splitter box.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	1,385,695	1,380,289	1,908,683	528,394	38.28%
Total	1,385,695	1,380,289	1,908,683	528,394	38.28%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	370,906	356,156	383,771	27,615	7.75%
Operating	1,014,789	1,024,133	1,524,912	500,779	48.90%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,385,695	1,380,289	1,908,683	528,394	38.28%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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	2.00	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	**5.50**	**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 8% for all Fire and Police vehicles.
- Maintain an average productivity rate for all mechanics of 85% that generates billable labor rate hours from work orders.
- Achieve ASE Blue Seal of Excellence for 15th 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 cost savings on sublet work orders

ACCOMPLISHMENTS:

- Achieved ASE Blue Seal of Excellence for 15th consecutive year.
- Achieved a downtime rate of 6.8% for all emergency vehicles.
- 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.

ECONOMIC DEVELOPMENT

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	285,453	382,023	400,799	18,776	4.91%
Total	285,453	382,023	400,799	18,776	4.91%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	132,986	153,385	164,268	10,883	7.10%
Operating	89,072	146,931	119,645	(27,286)	-18.57%
Capital	-	-	-	-	0.00%
Economic Incentives	63,396	81,707	116,886	35,179	43.06%
Total	285,453	382,023	400,799	18,776	4.91%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Economic Development Dir.	1.00	1.00	1.00	0.00	0.00%
Total	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**

ECONOMIC DEVELOPMENT

GOALS:

- Retain industrial businesses through visitation program and assist with expansion projects.
- Conduct annual Business Retention Survey of target industry in the City to keep a pulse on business sentiment.
- 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/Tower Circle East into the Southwest Quadrant of the Airport and construct Runway Drive, a secondary access road for the Airport Business Park.
- 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 Germfree and Maxton Group.
- Worked in partnership with the Volusia County Division of Economic Development to distribute Small Business and Home Based Business Grants to businesses impacted by the 2020 pandemic.
- Updated economic development marketing material to promote business attraction in the City, Ormond Crossings, Ormond Beach Airport and Business Park.
- Published four Ormond Beach Economic Development Update Newsletters to the business community.
- Ormond Beach became a local affiliate and launched the FastTRAC Program as part of the National League of Cities and Ewing Kauffman Foundation's City Innovation Ecosystems (CIE) program. In partnership with the Volusia/Flagler SCORE Chapter the City hosted an initial program in early Spring.
- In collaboration with the Ormond Beach Chamber of Commerce, hosted Startup Grind Fireside Chats for entrepreneur and start-up community.
- The design work for Runway Drive, a collector roadway in the airport business park is complete.
- 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.

PARKS AND GROUNDS MAINTENANCE

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	2,252,009	2,326,992	2,445,146	118,154	5.08%
Total	2,252,009	2,326,992	2,445,146	118,154	5.08%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	336,704	344,846	387,877	43,031	12.48%
Operating	1,915,305	1,982,146	2,057,269	75,123	3.79%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,252,009	2,326,992	2,445,146	118,154	5.08%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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	-50.00%
Total	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**

PARKS AND GROUNDS MAINTENANCE

GOALS:

- Ensure all parks and grounds are inspected biweekly to ensure safety, accessibility and cleanliness
- Monthly safety training
- Quarterly meetings with park staff to discuss progress and course of maintenance
- Additional leaf blowing removal/pressure washing of added concrete and wood paths
- Assist building maintenance in preparation for holiday decorations
- Develop need assessments to prioritize enhancements and/or replacement projects and relay information in weekly appraisal meetings with Building Maintenance Supervisor
- Maintain the appearance of City parks and facilities through regular maintenance
- Assist Building Maintenance with large projects

PERFORMANCE MEASURES:

	Actual FY 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Number acres of passive park	79	79	79	-	0.00%
Number of acres of active park	528	528	528	-	0.00%
Number of park acres maintained	607	607	607	-	0.00%
Number of volunteer hours	13,739	20,000	30,000	10,000	50.00%
Number of children registered in summer programs	78	110	125	15	13.64%
Number of available spaces in summer programs (number of registered that are placed)	53	126	146	20	15.87%
Number of children in jurisdiction	7,703	7,830	7,908	78	1.00%

PARKS AND GROUNDS MAINTENANCE

ACCOMPLISHMENTS:

- Maintained files for photographs and supporting documents
- Regular safety training classes
- Engraved, constructed and installed 25+ pads, benches and trash receptacles
- Followed standard work schedule for all part-time and full-time employees covering all parks for each week
- Continuation of repairs as required in the parks
- Weekly meetings with Parks staff to discuss progress and course of maintenance
- Additional leaf blowing and pressure washing of added concrete and wood paths
- Communicated with Building Maintenance the park needs to ensure buildings are clean, safe, and inviting to the public
- Worked with Building Maintenance in preparation for holiday decorations to be placed around the City
- Maintained a high level of appearance and safety
- Continual support of the Riverbend Bike Trail
- Brought two, new part-time employees onboard
- Brought a new full-time employee onboard
- Number of accomplishments cross with Building Maintenance
- Vadner Park fountain and construction assistance
- Organize a new container for Parks supplies

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.

LEISURE SERVICES ADMINISTRATION/REGISTRATION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Liability Insurance	13,633	9,100	13,000	3,900	42.86%
ARBFP Concession Rental	10,000	10,000	10,000	-	0.00%
General Fund	638,593	712,373	772,835	60,462	8.49%
Total	662,227	731,473	795,835	64,362	8.80%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	492,667	510,040	557,909	47,869	9.39%
Operating	169,560	221,433	237,926	16,493	7.45%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	662,227	731,473	795,835	64,362	8.80%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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	0.50	0.50	0.50	0.00	0.00%
Total	**6.50**	**6.50**	**6.50**	**0.00**	**0.00%**

LEISURE SERVICES ADMINISTRATION/REGISTRATION

GOALS:

- Continue to update Leisure Service website to become more user friendly and focus more on programming and activities.
- Apply for Tree City USA Growth Award through National Arbor Day Foundation in order to retain Ormond Beach's Tree City USA designation.
- Host the Mayor's Health and Fitness Challenge.
- Expand advertising for summer camps and yearly programming.
- Partner with Engineering and Grants Coordinator to apply for ECHO grants.
- Continue to promote the existing Memorial Tree and Memorial Bench programs
- Expand the continued use of volunteers
- Apply for departmental awards and accolades through agencies including FFEA.
- Continue to implement Hometown Heroes Banner Program
- Achieve all City Commission goals for Leisure Services for FY 2022-23 by the end of the fiscal year
- Continue harmonious relationship with Leisure Services Advisory Board to build a stronger community
- Continue to provide exceptional customer service to the residents of Ormond Beach
- Host Earth Day at Environmental Discovery Center to incorporate tree distribution and educational sessions

PERFORMANCE MEASURES:

	Actual FY 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
# of Field/Park/Facility Rentals	205	390	425	35	8.97%
# of Online Registrations	-	70	300	230	328.57%
Efficiency/Effectiveness:					
Achieve City Commission Goals	100%	100%	100%	-	0.00%
Customer Satisfaction %	90%	90%	90%	-	0.00%
	COVID-19				

LEISURE SERVICES ADMINISTRATION/REGISTRATION

ACCOMPLISHMENTS:

- Obtained the Tree City USA Growth Award
- City was once again designated as Tree City USA
- Received statewide recognition for the Rockefeller “Millionaire Monday” Program from Florida Festivals & Events Association
- Continued to expanded digital offerings to residents via social media during the COVID-19 closures.
- Continued partnership with the Garden Club of the Halifax Country to complete Vadner Park renovations
- Host Leisure Services Employee Appreciation Day event
- Hosted successful Summer Camp Connections and Enviro Camp Programs and revamped Camp T-Rec Program
- Helped facilitate State of City
- Expanded involvement with Volusia County Recreation Directors’ Association
- Three, free fishing tournaments were once again held this year.
- Implemented new registration software for Leisure Services programming
- Planned and hosted successful Halloween Highway event with all Leisure Services division participation
- Recreation Program Specialist increased social media presence of all Leisure Services activities.
- Continued to assist our veterans with the Hometown Heroes application process, banner delivery, and drive-through luncheon
- Assist with ECHO grant process for PAC funding at Performing Arts Center
- South Ormond new gym addition
- Worked in partnership with YMCA to ensure dog park facility is maintained to a high standard for our citizens
- Completed Leisure Services Master Plan update with Barth & Associates

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.

THE CASEMENTS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Casement Fees	30,286	35,000	45,000	10,000	28.57%
General Fund	237,580	232,669	312,694	80,025	34.39%
Total	267,866	267,669	357,694	90,025	33.63%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	141,624	142,336	212,236	69,900	49.11%
Operating	126,241	125,333	145,458	20,125	16.06%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	267,866	267,669	357,694	90,025	33.63%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Cultural Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Special Events Tech	0.00	0.00	1.00	1.00	100.00%
Part-time Positions:					
Maintenance Worker (2)	1.00	1.00	1.00	0.00	0.00%
Recreation Leader (2)	1.00	1.00	1.00	0.00	0.00%
Special Events Tech (1)	0.50	0.50	0.50	0.00	0.00%
Total	**3.50**	**3.50**	**4.50**	**1.00**	**28.57%**

THE CASEMENTS

GOALS:

- Expand revenue through rentals, programs and events.
- Expand Gallery exhibits to local artists and groups
- Grow sponsorships with Movies on the Halifax, 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, National Multiple Sclerosis, Runner's High, Ormond Beach Rotary, The Antique Automobile Association and The Jewish American Society as it relates to the various community events held on our property
- Continue monthly "Movies on the Halifax".
- Plan and execute a new program for children ages 12-15 years old
- Plan and execute a new weekday lunchtime concert series downtown on The Casements North Lawn.
- Continue monthly gallery exhibit videos
- Expand on Christmas Challenges and Easter Hunts for the upcoming year.
- Create new StoryStroll programs for the holiday season and summer.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Attendance/Participants:					
Special Events	54,130	57,000	70,000	13,000	22.81%
Tours *	39,370	39,500	40,000	500	1.27%
Programs/Classes	285	300	325	25	8.33%
# Rentals:					
Rentals/Groups - Casements	147	150	175	25	16.67%
Rentals/Groups - Riverbridge	71	75	80	5	6.67%
Efficiency/Effectiveness:					
Overall "satisfied/very satisfied" %	95	95	95	-	0.00%

*Includes Oncell App Tours

THE CASEMENTS

ACCOMPLISHMENTS:

- The Casements continues to be the only beachside cultural center that offers fitness, cooking, art and various educational opportunities.
- The Casements continues to partner with Ormond MainStreet with their three major fundraisers, Celtic Festival, Taste of Ormond and Riverfest.
- The Casements hosted a very successful “Ormond Live” this year with record crowds.
- Worked with the National MS Society with their annual bike race.
- Worked closely with the Seaside Herb Society to plan and execute their annual Herb Faire and Plant Sale.
- Assisted members of the Ormond Beach Garden Club to plan and execute their annual Flower Show and Tea.
- The Casements worked closely with the coordinator of the Tomoka Marathon who hosted a Boston Marathon qualifier, and a full, half and 5K experience to over 1600 runners.
- Worked with the coordinator of Sophies Circle to offer their annual bridge walk.
- Hosted for the first time this year the Veteran’s Appreciation Day with nearly 300 in attendance.
- Hosted the Community Events Departments Memorial Day meetings and program.
- Hosted the Community Events Departments Art in the Park.
- Worked with members of the Antique Automobile Club to host their annual Gaslight Parade and Antique Car Show.
- Worked with Ormond Beach Chamber of Commerce to host their annual King of the Grill event.
- Hosted the City’s Independence Day Celebration.
- Worked with organizers from the Jewish Heritage Festival to provide a free event to the community.
- Assisted members of The Casements Guild to decorate The Casements for the holiday season.
- Assisted The Casements Guild in offering a Mother’s Day Tea.
- Worked with The Casements Guild to plan and execute the 43rd annual Christmas Gala.
- Planned and executed a successful “Breakfast with Santa” with over 360 guests.
- Worked with Community Events to offer “Holidays at The Casements” outdoor holiday concert.
- Worked with the St. Augustine Storytellers to provide a Halloween program of “Ghost Stories”
- Staff members created a spooky video for Halloween that was posted on Facebook.
- Staff members created videos of all Gallery Exhibits throughout the year.
- Staff created a time lapse video of the North Lawn and Carriage House Renovation project.
- Staff created the 2nd annual Candy Cane Challenge during the holiday season for our young guests.
- Staff created the 2nd annual Sweets and Treats challenge for Facebook participants.
- Staff posted educational facts each week on Facebook under the caption of“Did You Know?”
- Staff created a Valentine Video that posted on Facebook

THE CASEMENTS

ACCOMPLISHMENTS:

- Staff created a Christmas video that showed the evolution of the Christmas Galas on Facebook.
- The Casements Gallery was adorned with various artwork and photographs each month from various groups including The Casements Camera Club, Ormond Beach Art Guild, Florida Women's Art Association, Joe Costanzo, and The Girl Scouts of the Citrus Council.
- The Girl Scout's completed their Bronze Star by planting flowers in the North Lawn Gazebo and maintaining the planters throughout the year.
- Offered eight monthly "Once Upon a Storytime" events for children ages two-four with a story, craft and special treat, sponsored by Morejon & Andrews Orthodontics.
- Offered three weeks of watercolor workshops with artist, Janet Rogers.
- Brought back "Swing Into Spring" with three free concerts in April on Thursday evenings.
- Held the 43rd annual Guild Appreciation Luncheon sponsored and catered by Amber's Jewel Catering.
- Our "Movies on the Halifax" event happened every first Friday of each month.
- Worked with Ormond MainStreet and the Volusia County Library to offer a free "StoryStroll" in Rockefeller Gardens for the holiday season and summertime.
- The Casements was named Outstanding Florida Youth Conservation Center Partner in 2021 for Enviro Camp.
- The Casements planned and executed Enviro Camp at the EDC in June and July 2021 under COVID-19 standards.
- The North Lawn Drainage and Carriage House Expansion Project was completed.
- A new iron fence with archway and gates was placed around the courtyard.
- A new archway and gate were placed on south Riverside Drive.

Reached 4000 followers on Facebook and over 1562 on Instagram.

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

PERFORMING ARTS CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Tickets/Concessions	22,141	75,000	55,000	(20,000)	-26.67%
General Fund	214,331	198,166	246,196	48,030	24.24%
Total	236,472	273,166	301,196	28,030	10.26%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	120,228	146,862	170,687	23,825	16.22%
Operating	116,244	126,304	130,509	4,205	3.33%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	236,472	273,166	301,196	28,030	10.26%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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)	0.50	0.50	0.50	0.00	0.00%
Box Office Attendant (2)	1.00	1.00	1.00	0.00	0.00%
Total	**3.50**	**3.50**	**3.50**	**0.00**	**0.00%**

PERFORMING ARTS CENTER

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 nine-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 two percent over last year through public awareness campaign.
- Host internal show group leadership quarterly meetings.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Rentals	717	519	222	(297)	-57.23%
Shows/Rentals Attendance	17,220	10,770	7,139	(3,631)	-33.71%
New Contracts	4	1	2	1	100.00%
Not for Profit Shows	13	13	5	(8)	-61.54%
For Profit Shows	20	20	5	(15)	-75.00%
Efficiency/Effectiveness:					
Returning Contracts	15	14	9	(5)	-35.71%
Customer Satisfaction %	95%	95%	95%	0%	0.00%
	COVID		**CONSTRUCTION**		

PERFORMING ARTS CENTER

ACCOMPLISHMENTS:

- The Performing Arts Center hosted the Leisure Services drive-through Veteran's Day Luncheon event.
- The Performing Arts Center hosted the Leisure Services Hometown Heroes drive-through event.
- The Performing Arts Center hosted the Ormond Beach Chamber Personal Protection Equipment giveaway drive-through event.
- The Performing Arts Center hosted the City's Thank You First Responders yard sign pass-out drive-through event.
- The Performing Arts Supervisor met with the Friends of the PAC on the Renovation Project for the Performing Arts Center building.
- Performing Arts Center staff participated in the Leisure Services drive-through Halloween Highway event at the Sports Complex.
- The Performing Arts Center hosted the Florida Department of Health's drive-through COVID-19 testing site.
- The Performing Arts Center hosted an in-person and virtual Florida Department of Transportation Public Informational meeting on the A-1-A Streetscape Improvement Project.
- The Performing Arts Center hosted Ormond Beach Police training exercises.
- The Performing Arts Center hosted the Children's Musical Theater Workshop Summer Camp Program, their production of "Suessical, The Musical", Disney's "Frozen, Jr.", as well as their dance classes throughout the year.
- The Performing Arts Center hosted a variety of musical, theatrical, competitions, recitals and pageants including: Get Ready! The Motown Experience, My Tribute to John Denver by Carl Bennett, British Invasion Tribute, National Gym Association East Coast Classic Body Building Competition, Sam Cooke and Jake Wilson Tribute, John Ford Coley, The World Famous Glenn Miller Orchestra, Orlando Transit Authority Tribute to Chicago, The Rat Pack – Together Again, NY Rockabilly Rockets, Brian Hoffman's Tribute to Red Skelton, Ernie Haase and Signature Sound, Minute by Minute Doobie Brothers Tribute, The Coasters, Drifters Temptations Motown Salute, Las Vegas Master Impersonators The Edwards Twins, Kinetic Expressions Dance Academy's Production of Alice in Wonderland, Special Populations Division Shining STARS Pageant, Sinatra, The Musical Tribute, Divas of Jazz, Alborea Dances production of Phantom, A Flamenco Story, Beach Buoys Tribute to The Beach Boys, U.S. Stones Rolling Stones Tribute, Majesty of Rock Journey-Styx Tribute, Daytona Beach Concert Band, and Ms. Debby's Dancing and Acting recital.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Senior Center	749	5,000	5,000	-	0.00%
General Fund	69,766	92,399	94,637	2,238	2.42%
Total	70,515	97,399	99,637	2,238	2.30%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	2,902	13,985	15,676	1,691	12.09%
Operating	67,613	83,414	83,961	547	0.66%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	70,515	97,399	99,637	2,238	2.30%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 for Operation and Meals on Wheels Congregate Dining.
- The Senior Center was the host site for Monoclonal Antibody Treatment Clinic for COVID-19 patients.
- The Senior Center hosted Granada Squares Dances.
- The Senior Center hosted City staff meetings and Advisory Board meetings.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Sponsorship	-	1,000	500	(500)	-50.00%
General Fund	177,494	205,649	251,534	45,885	22.31%
Total	177,494	206,649	252,034	45,385	21.96%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	76,595	94,509	117,287	22,778	24.10%
Operating	100,900	112,140	134,747	22,607	20.16%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	177,494	206,649	252,034	45,385	21.96%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Community Events Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Community Events Leader (2)	1.00	1.00	1.00	0.00	0.00%
Total	**2.00**	**2.00**	**2.00**	**0.00**	**0.00%**

COMMUNITY EVENTS

GOALS:

- Continue to increase sponsorships for all annual community events.
- Continue to add new elements of health, wellness and education to the annual Mayor's Health & Fitness Challenge. Secure businesses that will provide sponsorship or be a Perks & Wellness partner during the challenge and offer additional health, wellness and educational opportunities to the challengers, to enable them to achieve their goals.
- Host three Reel in the Fun free, annual kid's fishing tournaments.
- Continue the development of the popular Art in the Park event to encompass additional components for children and event amenities.
- Assist with Memorial Day Remembrance Service event with the cooperation and support of the Memorial Committee.
- Assist with Senior Games events with the cooperation and support of the Senior Games Board.
- Assist with the September 11th Memorial Walk, hosted by the City of Ormond Police and Fire departments.
- Host the 3rd annual Halloween Highway Drive-Thru event with additional vendors and sponsors.
- Develop new partnerships for the major annual events: July 4th Independence Day Celebration, Summer Sounds Free Concert Series, Veteran's Day Celebration, Home for the Holidays Parade, Art in the Park, Memorial Day Remembrance Service and three Reel in the Fun kid's fishing tournaments.
- Assist with the organization and programming for the annual Hometown Heroes Ceremony with sponsor Halifax Health.
- Increase volunteer participation for event support.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Community Events					
Workload:					
Events Total	5	26	30	4	15.38%
Non-annual events	6	14	20	6	42.86%
Efficiency/Effectiveness:					
Customer Satisfaction % - Events	94%	94%	94%	-	0.00%

other workshops, training, walks, misc. Actual 21 Est 2022-23 - 25

COMMUNITY EVENTS

ACCOMPLISHMENTS:

- 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.
- Hosted the Arbor Day Tree Planting and partnered with EDC Coordinator to include an arts and crafts project.
- Three successful kid's fishing tournaments were planned and presented. New and return sponsors contributed prizes, fishing poles, tackle and refreshments for the participants.
- Applied for and received grant from Florida Fish and Wildlife for free fishing poles to distribute during Reel in the Fun fishing tournaments.
- City and Memorial Day Committee hosted the Memorial Day Remembrance Service.
- Produced and organized a successful Veteran's Day Celebration for local veterans and guests.
- Produced and organized a successful Hometown Heroes Celebration for 100 local banner recipients and guests.
- Staff programmed and facilitated several successful holiday events including:
    - Decorating City Hall tree with students from PACE Center
    - Holidays at The Casements Concert
    - Breakfast with Santa
    - Letters to Santa
- Successfully hosted the Independence Day Celebration on July 4th.
- Hosted three Summer Sounds Free Concerts.
- Assisted with many cross-departmental events: Earth Day, National Night Out, and Employee Appreciation Day Luncheon.
- Assisted with the monthly "Walk with the Manager" program.
- Assisted with City Commission workshops and shade meetings.
- Assisted with State of the City luncheon and presentation.
- Assisted with the VLOC Dinner.
- Assisted with Parks and Rec Master Plan meetings.
- Assisted with two OB Life Series meetings.
- Coordinated and assisted with the renaming of the Downtown Fit Loop Ribbon Cutting.
- Coordinated and assisted with the renaming of the Rick Ferritto Limitless Playground.
- Coordinated and assisted with the Rick Boehm Softball Field Grand Opening and Ribbon Cutting.
- Assisted with Senior Games events.
- Coordinated and assisted with the Riverbend Nature Park Mountain Bike Trail Ribbon Cutting.
- Planned, coordinated and presented the Mayor's Health & Fitness Challenge.
- Attended as a department liaison at the First Responders Day event hosted by Ormond Strong.
- Coordinated and assisted with the Vadner Park Ribbon Cutting.

COMMUNITY EVENTS

ACCOMPLISHMENTS:

- Coordinator served as the department liaison to the Ormond Beach Chamber's bi-monthly Economic Prosperity Meeting.
- Coordinated and assisted with the South Ormond Neighborhood Gymnasium Groundbreaking.

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.

ENVIRONMENTAL DISCOVERY CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	138,011	155,789	176,349	20,560	13.20%
Total	138,011	155,789	176,349	20,560	13.20%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	79,838	89,351	103,561	14,210	15.90%
Operating	58,173	66,438	72,788	6,350	9.56%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	138,011	155,789	176,349	20,560	13.20%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%**

ENVIRONMENTAL DISCOVERY CENTER

GOALS:

- Increase overall attendance numbers (walk-ins, program participants, events, etc.) five percent each quarter.
- Create adult weekday programs (ex. craft group, guided nature walks, exercise classes).
- Increase number of school field trips by five percent each quarter.
- Continue to market field trips to teachers, scout leaders, homeschool parents.
- Develop preschool field trip curriculum and market to daycares, preschools, etc.
- Host two community events per year.
- Continue to update current exhibits and display items seasonally.
- Continue to increase volunteer force by five percent each quarter.
- Organize EDC volunteer educational events and workshops.
- Expand social media presence by posting regularly (two times per week) to increase followers and interest in the EDC.
- Increase and expand partnerships between EDC and other environmental agencies (ex. Volusia County UF/IFAS, Halifax Audubon, Volusia County Environmental Management, Florida Native Plant Society).
- Increase and expand partnerships between EDC and local civic clubs, garden clubs, adult retirement communities and organizations.
- Increase and expand partnerships between EDC and environmental degree programs at local colleges and universities.
- Attend outreach events to promote the EDC as they become scheduled (ex. Lagoonacy, Lyonia Wildlife Festival, Tomoka Fest, etc.).
- Improve the registration process for the Community Gardens and Enviro Camp by migrating the sign-ups to the new TPAR digital application.
- Host citywide Earth Day Celebration event to include tree distribution and educational sessions/booths

ACCOMPLISHMENTS:

- Presented programs for K-5 grades ("Elementary Explorers") and ages 3-5 ("Little Learners")
- Presented kids' monthly craft programs.
- Presented monthly adult/family nature programs including programs on honey bees, bats, right whales and manatees.
- Continued partnership with Volusia County ECHO Rangers Program by presenting semi-annual ranger programs.
- Held field trips for public, private and homeschool groups.
- Conducted EDC tours for children's afterschool and adult community groups.
- Partnered with Halifax Audubon to provide multiple fall and spring guided bird walks in Central Park.
- Distributed nature-themed giveaway items at the Leisure Services Halloween Highway event.
- Decorated an EDC holiday tree for The Casements holiday tree display.
- Held Community Gardens volunteer board meetings on a bimonthly basis.

ENVIRONMENTAL DISCOVERY CENTER

ACCOMPLISHMENTS:

- Provided a tree-related craft for the Arbor Day event at Ormond Beach Elementary School in January 2022.
- Presented an invasive species program to the Ponce Inlet Historical Museum.
- Promoted the EDC at a recreation day event at St. James Episcopal Church.
- Partnered with Halifax River Audubon to present the annual Great Backyard Bird Count in February 2022.
- Continued updating of the filter systems for fish, turtle and aquaponics tanks.
- Expanded the plantings in the EDC Wildflower Demonstration Garden.
- Expanded the plantings the EDC Butterfly Garden.
- Expanded our partnership with the Florida Women's Art Association to display original, nature themed art on a regular basis.
- Expanded our partnerships with the UF/IFAS Extension (Master Gardener Program), Florida Fish & Wildlife and Florida Wildflower Foundation.

Community Gardens Accomplishments:

- Assigned all empty (abandoned or relinquished) garden spaces before new planting season.
- Collaborated with Master Gardeners to hold semi-annual educational events for community gardeners.
- Both community gardens expanded the Garden To Give initiative to donate produce to a local Food Bank.

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

NOVA COMMUNITY CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Fees	11,926	10,500	13,500	3,000	28.57%
General Fund	276,986	310,910	337,257	26,347	8.47%
Total	288,912	321,410	350,757	29,347	9.13%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	177,146	204,905	229,096	24,191	11.81%
Operating	111,766	116,505	121,661	5,156	4.43%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	288,912	321,410	350,757	29,347	9.13%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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)	0.58	0.50	0.50	0.00	0.00%
Total	**3.58**	**3.50**	**3.50**	**0.00**	**0.00%**

NOVA COMMUNITY CENTER

GOALS:

NOVA COMMUNITY CENTER:

- Increase social media presence through Facebook and Instagram to promote the Nova Community Center and activities
- Continue harmonious relationship with Tennis Shack lessee
- Continue to manage Skate Park contractor to ensure safe operation of Nova Community Skate Park
- Continue to increase building rentals
- Increase usage of the game room and workout room.
- Continue to offer free summer basketball league to youth
- Continue partnership with Volusia County Human Services Summer Food Program

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 increased social media presence.
- Continue to offer Social Squad for those special needs participants who need more individualized care adding more opportunities to learn job skills and community service
- Offer a safe and rewarding summer camp experience with Camp T-Rec in partnership with Port Orange
- Hold 5K Wanderers in different parks to introduce participants to more of the City
- Offer one hybrid program to offer both in person and virtual opportunities

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Total Visits (inside only) Attendance	21,986	36,165	40,000	3,835	10.60%
Special Populations					
Workload:					
Special Needs Division Programs/Events	27	35	40	5	14.29%
Special Needs Division Community Partners	-	-	3	3	100.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	95%	95%	95%	-	0.00%

NOVA COMMUNITY CENTER

ACCOMPLISHMENTS:

NOVA COMMUNITY CENTER:

- Continued pickleball lessons to teach the game to new players
- Continued to offer Open Play pickleball and maintained attendance after Pictona opened
- Continued to offer Open Play basketball/weight room during time available
- Continued rental programming with Jazzercise being offered six days a week and Dance and Acting classes three days a week
- Offered Tennis Shack monthly rentals
- Offered free meals for children ages 18 and under throughout the summer through the Volusia County Summer Food Program
- Hosted a successful youth basketball league after a pause in the program due to Covid

Special Populations:

- Offer a safe and rewarding Camp-T-Rec experience following strict CDC guidelines for participants and staff
- Attended FRPA Annual Conference and Therapeutic Recreation Institute
- Transitioned Virtual Lunch Bunch to in person Social Squad with an increase in participants
- Offered four new programs a week for individuals with special needs with an increase in participants
- Hosted monthly parties to offer a safe place for spec pops to socialize with their peers.
- Offered one hybrid program to offer both in person and virtual opportunities

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
- Dances
- 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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Fees	9,547	700	12,500	11,800	1685.71%
General Fund	246,331	278,269	356,818	78,549	28.23%
Total	255,878	278,969	369,318	90,349	32.39%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	163,087	182,450	244,423	61,973	33.97%
Operating	92,791	96,519	124,895	28,376	29.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	255,878	278,969	369,318	90,349	32.39%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Recreation Leader	0.00	0.00	1.00	1.00	100.00%
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**	**3.50**	**1.00**	**40.00%**

SOUTH ORMOND NEIGHBORHOOD CENTER

GOALS:

- Continue to keep the South Ormond Neighborhood Center a safe and healthy environment for all users
- Further expand the South Ormond Sports Club programs to include elementary school children (3rd thru 5th graders)
- Continue to offer mentoring/life skills teaching programming with the desired outcome of having at least 100 children involved in “education through recreation” and positive behavior type activities
- 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 two neighborhood festivals and intergenerational events
- Add one more event involving nutritional education to promote the healthy lifestyle movement (similar to our “lunch and learn” programs)
- Continue to develop a summer youth basketball programs/league as part of a new crime prevention movement (Halifax Youth Basketball Association)
- Continue to offer a safe, fun and memorable summer camp
- Continue NYSCA educational opportunities
- Continue partnership with Volusia County Human Services Summer Food Program

PERFORMANCE MEASURES:

	Actual FY 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Total Visits/Attendance	60,000	75,000	124,500	49,500	66.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	90%	90%	90%	-	-

ACCOMPLISHMENTS:

- Revision of programming and tutoring in SONC Computer & Learning Center through partnership with Ormond Beach PAL during COVID-19 pandemic
- Continued the partnership with the Ormond Beach PAL in providing Arts & Crafts Programs and additional funding to promote health and positive lifestyle 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
- Continued to connect with NYSCA to provide educational opportunities to staff and coaches
- Continue provided support to local families in need during the holidays
- Strengthened community relations by getting out in the neighborhood visiting families

SOUTH ORMOND NEIGHBORHOOD CENTER

ACCOMPLISHMENTS:

and seniors

- Continue to revise and run safe and successful summer camp program to meet CDC guidelines during COVID-19 pandemic
- Continued to provide meals to kids during summer months through Volusia County Human Services (Summer Food Program)
- Monitored the grounds and facility during the COVID-19 crisis to ensure the safety of the residents and the security of the building
- Help to promote the new gym idea to the community
- Added the new outdoor fitness area to the Center complex

Partnered with Holub Construction to promote sponsorship for new outdoor basketball court area

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 assists groups renting fields for tournaments.

ATHLETIC FIELDS MAINTENANCE/CITY SPONSORED SPORTS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Fees	49,508	48,000	81,000	33,000	68.75%
General Fund	1,286,631	1,416,924	1,505,785	88,861	6.27%
Total	1,336,139	1,464,924	1,586,785	121,861	8.32%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	382,670	367,473	436,439	68,966	18.77%
Operating	953,469	1,097,451	1,150,346	52,895	4.82%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,336,139	1,464,924	1,586,785	121,861	8.32%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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
- With new laser grader, laser grade all fields on an "as needed" basis at Nova Community Park Fields, South Ormond Field, Osceola Field 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 ballfield 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 crimson stone to fence lines, warning tracks, front of dugouts, behind backstops and at Shuffleboard to assist with appearance, drainage and weed control

ACCOMPLISHMENTS:

- Increased the number of hours dedicated to the maintenance of South Ormond Neighborhood Center and Osceola Elementary.
- Hosted the Harry Wendelstedt Umpire School for 5 weeks
- Hosted more than (35) tournament days on the weekends
- Maintain shuffleboard courts at Sports Complex
- Added clay and turface to infields at Nova Community Park
- Leveled Nova Fields by cutting out "lips" to insure safe play
- Added clay and turface to baselines at Wendelstedt Fields
- Cut out all baselines to six feet
- Replaced carpet and hitting mats in Nova cages 1 and 4
- Edging of all infields at Nova, Sports Complex, SONC and Osceola
- Set up soccer fields at SONC for YMCA Leagues
- During COVID-19 closures, supervisor was in contact with all Athletic Associations and other field users to update of them of any changes.
- Replaced numerous batting cage and soccer goals/nets

ATHLETIC FIELDS MAINTENANCE/CITY SPONSORED SPORTS

CITY SPONSORED SPORTS:

GOALS:

- Revamp participant and coaches' surveys
- Increase player participation
- Achieve a customer service rating of higher than 90%
- Hold summer youth sports camps for children
- 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 PGYF, USSSA, ISA, and Athletx Sports Group tournaments for additional rentals
- Hosted successful youth flag football fall season
- Scheduled all flag football, OBYBSA softball and baseball games
- Re-elected as 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 Additional Youth Baseball tournaments and River Bend Soccer to Sports Complexes
- Hosted Adult Coed Softball in fall and spring
- Hosted High School Districts for baseball, softball, and flag football
- Participated in Leisure Services Halloween Highway event at Sports Complex
- Hosted successful City Volleyball Program

CONTRIBUTIONS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	89,607	203,710	635,894	432,184	212.16%
Total	89,607	203,710	635,894	432,184	212.16%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	89,607	91,528	91,528	-	0.00%
Contingency	-	112,182	544,366	432,184	0.00%
Total	89,607	203,710	635,894	432,184	212.16%

TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
General Fund	1,858,096	2,861,337	2,246,345	(614,992)	-21.49%
Total	1,858,096	2,861,337	2,246,345	(614,992)	-21.49%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Transfers	1,858,096	2,861,337	2,246,345	(614,992)	-21.49%
Total	1,858,096	2,861,337	2,246,345	(614,992)	-21.49%

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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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	878,096	718,686	911,308	192,622	26.80%
Miscellaneous	353	1,500	500	(1,000)	-66.67%
Transfers	507,492	524,246	525,545	1,299	0.25%
Use of Fund Balance	-	885,169	-	(885,169)	-100.00%
Total	1,385,941	2,129,601	1,437,353	(692,248)	-32.51%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	322,923	459,601	269,511	(190,090)	-41.36%
Capital	256,288	1,570,000	130,000	(1,440,000)	-91.72%
Contributions and Transfers	50,000	100,000	200,000	100,000	100.00%
Contingency	-	-	837,842	837,842	0.00%
Total	629,211	2,129,601	1,437,353	(692,248)	-32.51%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	140,713	128,224	173,240	45,016	35.11%
Miscellaneous	71	-	-	-	0.00%
Transfers	104,393	127,237	122,931	(4,306)	-3.38%
Use of Fund Balance	-			-	0.00%
Total	245,176	255,461	296,171	40,710	15.94%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	255,461	296,171	40,710	15.94%
Total	-	255,461	296,171	40,710	15.94%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	22,642	-	-	-	0.00%
Charges for Service	2,538,289	2,525,000	2,525,000	-	0.00%
Miscellaneous	944	6,000	500	(5,500)	-91.67%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	2,561,874	2,531,000	2,525,500	(5,500)	-0.22%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	623,330	590,104	691,803	101,699	17.23%
Operating	485,101	560,362	741,555	181,193	32.33%
Capital	1,225,451	854,100	850,000	(4,100)	-0.48%
Contributions and Transfers	212,088	197,307	221,640	24,333	12.33%
Contingency	-	329,127	20,502	(308,625)	-93.77%
Total	2,545,970	2,531,000	2,525,500	(5,500)	-0.22%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Office Manager	1.00	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%
Total	**10.00**	**10.00**	**10.00**	**0.00**	**0.00%**

STORMWATER DRAINAGE UTILITY FUND

GOALS:

- Receive less than twelve (12) maintenance-related complaints annually.
- Perform 35,000 catch basin inspections annually.
- Perform 225 outfall inspections annually.
- Maintain 4 million square feet (sf.) of ditches within the City and 1.5 million sf. in the FDOT contract area.
- Clean a minimum of 55,000 linear feet of storm sewer annually.
- Sweep 5,029 curb miles
- Divert 2,125+ cubic yards of debris from the storm drain line system.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Linear Ft. of lines cleaned **(City)**	52,958	75,761	70,000	(5,761)	-7.60%
Sq footage of ditch maintenance **(City)**	6,350,983	2,866,821	7,250,000	4,383,179	152.89%
Sq footage of ditch maintenance (FDOT)	4,937,580	1,032,879	5,500,000	4,467,121	432.49%
Pump station inspections	175	209	200	(9)	-4.31%
Outfall inspections	104	84	225	141	167.86%
Catch basin inspections	27,180	35,416	35,000	(416)	-1.17%
Miles of street sweeping	5,029	5,150	5,029	(121)	-2.35%
Efficiency/Effectiveness:					
Diverted Debris Cubic Yards	2,115	2,263	2,125	(138)	-6.10%
Maintenance Related Downtime Days	21	9	12	3	33.33%

Linear Ft. of Line cleaned (City)

ACCOMPLISHMENTS:

- Received 9 maintenance related complaints annually
- Received 44 maintenance related compliments annually
- Performed more than 35,416 catch basin inspections.
- Performed 84 outfall inspections
- Maintained more than 2,866,821 sq. ft. of ditches within the City of Ormond Beach
- Maintained more than 1,032,879 sq. ft. of ditches within the FDOT MOA
- Completed 5,079 curb miles of street sweeping
- Diverted 2,265 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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	218,813	2,335,159	-	(2,335,159)	-100.00%
Miscellaneous	150,415	192,000	112,000	(80,000)	-41.67%
Transfers	66,390	66,390	77,573	11,183	16.84%
Use of Fund Balance	-	63,691	99,425	35,734	56.11%
Total	435,618	2,657,240	288,998	(2,368,242)	-89.12%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	130,261	116,445	122,618	6,173	5.30%
Operating	175,327	142,580	149,651	7,071	4.96%
Capital	296,026	2,382,816	-	(2,382,816)	-100.00%
Contributions and Transfers	14,624	15,399	16,729	1,330	8.64%
Contingency	-	-	-	-	0.00%
Total	616,239	2,657,240	288,998	(2,368,242)	-89.12%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Airport Manager	1.00	1.00	1.00	0.00	0.00%
Total	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**

MUNICIPAL AIRPORT FUND

GOALS:

- Complete the construction of the extension of Signal Avenue and East Tower Circle from the Airport Business Park into the Southwest Quadrant of the airport.
- Complete the construction of the connecting perimeter access road within the Southwest Quadrant of the airport between the new Signal Avenue and East Tower Circle access points.
- Complete the construction of the extension of Runway 9/27 and Taxiway Alpha to the west.
- Complete the rehabilitation and realignment of Taxiway Delta and the rehabilitation of Taxiway Bravo.
- Complete the construction of a new Automated Weather Observing System (AWOS) for the airport.
- Complete a land use study to assess appropriate aeronautical and non-aeronautical uses for the former golf course leasehold area on the airport.
- 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 with the development of new hangar and FBO facilities on the airport.
- Assist companies with plans to relocate their businesses to the airport.
- Market and lease available aeronautical and non-aeronautical use properties at the airport.
- Secure all FDOT and FAA grants necessary to complete airport capital improvement projects.

ACCOMPLISHMENTS:

- Completed the design phase of the project to rehabilitate and realign Taxiway Delta and rehabilitate Taxiway Bravo.
- Completed the design of the extension of Signal Avenue and East Tower Circle from the Airport Business Park into the Southwest Quadrant of the airport.
- Completed the design of the connecting perimeter access road within the Southwest Quadrant of the airport between the new Signal Avenue and East Tower Circle access points.
- Completed the design phase of the project to construct a new Automated Weather Observing System (AWOS) for the airport.
- Secured $514,073 in state grant funds for design and construction of the airport access roads project, which will provide ground vehicle access to the Southwest Quadrant of the airport from the Airport Business Park and facilitate development in the Southwest Quadrant that will create jobs and produce additional revenue for the airport.
- Secured $2,532,084 in federal and state grant funds for the construction phase of the projects to rehabilitate Taxiways Bravo and Delta.
- Secured $69,000 under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), $57,162 under the Airport Coronavirus Response Grant Program (ACRGP) and $59,000 under the American Rescue Plan Act (ARPA) for the airport.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Fines and Forfeits	13,522	-	-	-	0.00%
Miscellaneous	13	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	100.00%
Total	13,535	-	-	-	100.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	65,800	-	(65,800)	100.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	65,800	-	(65,800)	100.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	-	-	400,000	400,000	100.00%
Miscellaneous	62	-	-	-	0.00%
Use of Fund Balance	-	-	412,000	412,000	100.00%
Transfers	-	-	300,000	300,000	100.00%
Total	62	-	1,112,000	1,112,000	100.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	45,059	-	1,112,000	1,112,000	100.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	45,059	-	1,112,000	1,112,000	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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Fines and Forfeits	-	-	-	-	0.00%
Miscellaneous	5	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	5	-	-	-	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	761,537	800,000	800,000	-	0.00%
Total	761,537	800,000	800,000	-	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	761,537	800,000	800,000	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	761,537	800,000	800,000	-	0.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Miscellaneous (Impact Fees)	23,017	41,600	50,275	8,675	20.85%
Use of Fund Balance	-	-	-	-	0.00%
Total	23,017	41,600	50,275	8,675	20.85%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	10,697	12,454	38,931	26,477	212.60%
Capital	-	10,000	-	(10,000)	100.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	19,146	11,344	(7,802)	-40.75%
Total	10,697	41,600	50,275	8,675	20.85%

GRANT FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	164,695	-	-	-	0.00%
Miscellaneous	8,054	-	-	-	0.00%
Transfers	264,800	-		-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	437,549	-	-	-	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	18,695	-	-	-	0.00%
Capital	386,066	-		-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	404,761	-	-	-	0.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Miscellaneous	-	-	-	-	0.00%
Transfers	706,111	730,798	648,000	(82,798)	-11.33%
Use of Fund Balance	-	-	3,688	3,688	0.00%
Total	706,111	730,798	651,688	(79,110)	-10.83%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	752,004	725,123	641,688	(83,435)	-11.51%
Contingency		5,675	10,000	4,325	76.21%
Total	752,004	730,798	651,688	(79,110)	-10.83%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	457	-	-	-	0.00%
Miscellaneous	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	457	-	-	-	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	117,179	114,934	22,020	(92,914)	-80.84%
Miscellaneous	-	-	-	-	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	96,654	96,654	0.00%
Total	117,179	114,934	118,674	3,740	3.25%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	113,658	113,000	113,674	674	0.60%
Contingency	-	1,934	5,000	3,066	158.53%
Total	113,658	114,934	118,674	3,740	3.25%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Transfers	156,000	157,000	157,000	-	0.00%
Use of Fund Balance	-	-	5,202	5,202	0.00%
Total	156,000	157,000	162,202	5,202	3.31%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	156,568	157,000	157,202	202	0.13%
Contingency	-	-	5,000	5,000	0.00%
Total	156,568	157,000	162,202	5,202	3.31%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	351,419	352,747	352,327	(420)	-0.12%
Miscellaneous	-	-	-	-	0.00%
Total	351,419	352,747	352,327	(420)	-0.12%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	364,145	349,000	345,400	(3,600)	-1.03%
Contingency and Transfers	-	3,747	6,927	3,180	84.87%
Total	364,145	352,747	352,327	(420)	-0.12%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	405,648	404,272	409,580	5,308	1.31%
Intergovernmental	326,689	129,803	751,165	621,362	478.70%
Miscellaneous	100,118	-	430,000	430,000	0.00%
Transfers	235,273	-	600,000	600,000	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Total	1,067,728	534,075	2,190,745	1,656,670	310.19%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	964,568	357,611	2,126,165	1,768,554	494.55%
Contributions and Transfers	44,736	22,618	24,642	2,024	8.95%
Contingency	-	153,846	39,938	(113,908)	-74.04%
Total	1,009,304	534,075	2,190,745	1,656,670	310.19%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	429,906	202,136	202,588	452	0.22%
Miscellaneous	44,599	-	-	-	0.00%
Transfers	45,000	-	-	-	0.00%
Lease Financing	-	-	-	-	0.00%
Use of Fund Balance	-	219,227	144,412	(74,815)	-34.13%
Total	519,505	421,363	347,000	(74,363)	-17.65%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,520,173	374,000	299,000	(75,000)	-20.05%
Contributions and Transfers	182,363	47,363	48,000	637	1.34%
Contingency	-	-	-	-	0.00%
Total	1,702,536	421,363	347,000	(74,363)	-17.65%

PUBLIC SAFETY VEHICLE AND EQUIPMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	-	626,225	634,189	7,964	100.00%
Miscellaneous	-	-	-	-	0.00%
Transfers	-	1,522,000	-	(1,522,000)	100.00%
Use of Fund Balance	-	-	299,811	299,811	0.00%
Total	-	2,148,225	934,000	(1,214,225)	100.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	120,000	120,000	0.00%
Capital	-	420,000	679,000	259,000	100.00%
Contributions and Transfers	-	218,971	135,000	(83,971)	100.00%
Contingency	-	1,509,254	-	(1,509,254)	100.00%
Total	-	2,148,225	934,000	(1,214,225)	100.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	510,916	503,358	506,470	3,112	0.62%
Other Taxes	1,288,543	910,000	1,180,000	270,000	29.67%
Intergovernmental	267,852	411,300	-	(411,300)	-100.00%
Miscellaneous	1,455	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	1,011,019	576,019	(435,000)	-43.03%
Total	2,068,766	2,835,677	2,262,489	(573,188)	-20.21%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	239,934	191,731	193,451	1,720	0.90%
Capital	1,032,684	1,963,000	1,371,900	(591,100)	-30.11%
Contributions and Transfers	714,643	680,946	697,138	16,192	2.38%
Contingency	-	-	-	-	0.00%
Total	1,987,261	2,835,677	2,262,489	(573,188)	-20.21%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Miscellaneous (Impact Fees)	194,748	125,000	215,000	90,000	72.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	194,748	125,000	215,000	90,000	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	5,457	125,000	215,000	90,000	0.00%
Total	5,457	125,000	215,000	90,000	72.00%

FACILITIES RENEWAL AND REPLACEMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Property Taxes	508,392	503,358	506,470	3,112	0.62%
Miscellaneous	63	-	-	-	0.00%
Intergovernmental	(0)	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	189,642	-	(189,642)	100.00%
Total	508,454	693,000	506,470	(186,530)	-26.92%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	141,705	68,500	237,000	168,500	245.99%
Capital	741,010	624,500	258,000	(366,500)	-58.69%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	11,470	11,470	0.00%
Total	882,715	693,000	506,470	(186,530)	-26.92%

ENTERPRISE AND INTERNAL SERVICE FUNDS
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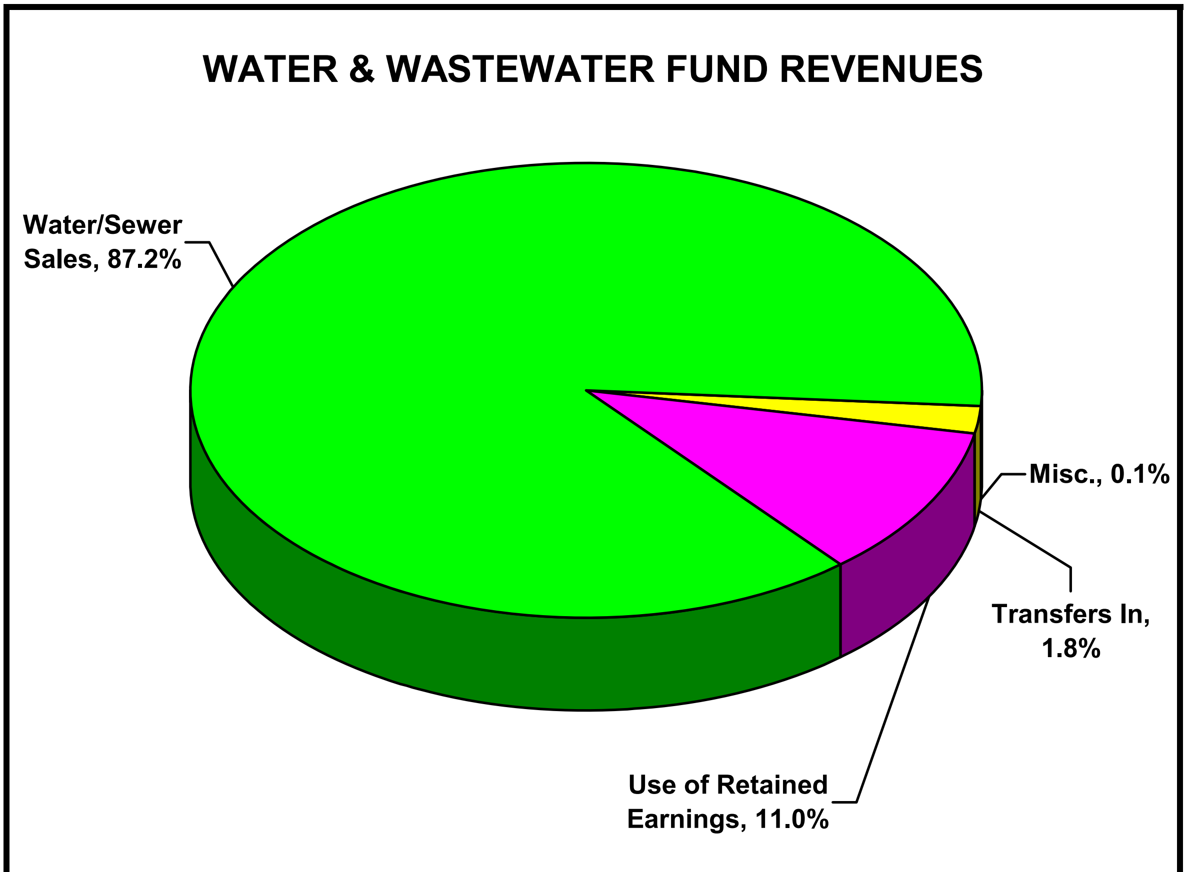
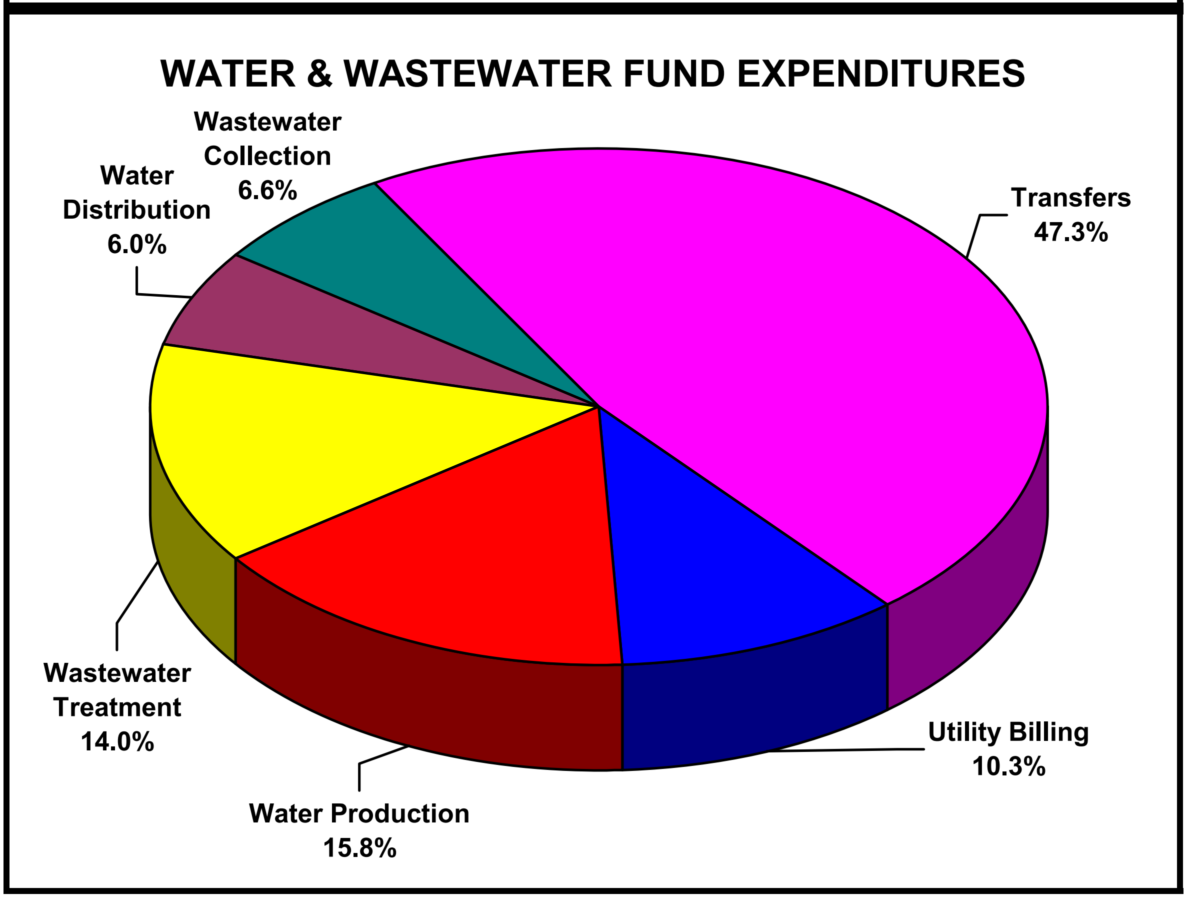
WATER AND SEWER SUMMARY

Description	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Revenues					
Water/Sewer Sales	19,724,652	20,455,000	20,930,000	475,000	2.32%
Intergovernmental	-	-	-	-	0.00%
Misc Revenue	7,068	55,000	15,000	(40,000)	-72.73%
Transfers In	502,401	350,055	425,887	75,832	21.66%
Use of Retained Earnings	-	950,000	2,630,544	1,680,544	176.90%
Total Net Revenues	**20,234,121**	**21,810,055**	**24,001,431**	**2,191,376**	**10.05%**

Expenditures					
Utility Billing	1,476,237	2,340,003	2,467,103	127,100	5.43%
Water Production	3,046,233	3,455,063	3,803,802	348,739	10.09%
Wastewater Treatment	3,097,535	2,893,201	3,352,389	459,188	15.87%
Water Distribution	1,300,417	1,147,329	1,431,645	284,316	24.78%
Wastewater Collection	1,287,927	1,283,155	1,591,328	308,173	24.02%
Non-Departmental	12,537,325	10,691,304	11,355,164	663,860	6.21%
Total Net Expenditures	**22,745,673**	**21,810,055**	**24,001,431**	**2,191,376**	**10.05%**


WATER & WASTEWATER FUND REVENUES
Water/Sewer Sales, 87.2%
Misc., 0.1%
Transfers In, 1.8%
Use of Retained Earnings, 11.0%


WATER & WASTEWATER FUND EXPENDITURES
Wastewater Collection 6.6%
Water Distribution 6.0%
Transfers 47.3%
Wastewater Treatment 14.0%
Utility Billing 10.3%
Water Production 15.8%

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.

UTILITY BILLING AND CUSTOMER SERVICE

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	1,476,237	2,340,003	2,467,103	127,100	5.43%
Total	1,476,237	2,340,003	2,467,103	127,100	5.43%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	806,885	729,005	838,113	109,108	14.97%
Operating	669,352	1,610,998	1,628,990	17,992	1.12%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,476,237	2,340,003	2,467,103	127,100	5.43%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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	**12.00**	**12.00**	**12.00**	**0.00**	**0.00%**

UTILITY BILLING AND CUSTOMER SERVICE

GOALS:

- Complete the tenth phase of the City-wide meter replacement program.
- Develop a future plan for City water meters as the tenth phase will complete the process of ensuring all meters throughout the City are radio read meters.
- 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 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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 ninth 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.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	3,046,233	3,455,063	3,803,802	348,739	10.09%
Total	3,046,233	3,455,063	3,803,802	348,739	10.09%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	1,342,230	1,794,848	1,944,038	149,190	8.31%
Operating	1,704,002	1,660,215	1,859,764	199,549	12.02%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	3,046,233	3,455,063	3,803,802	348,739	10.09%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Utilities Manager	1.00	1.00	1.00	0.00	0.00%
Utilities Engineer	2.00	2.00	2.00	0.00	0.00%
Office Assistant II	1.00	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	8.00	8.00	8.00	0.00	0.00%
Plant/Pump Mechanic	1.00	1.00	1.00	0.00	0.00%
Utility Electrician	1.00	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	2.00	1.00	0.00%
Part-time Positions:					
Treatment Plant Operator (1)	0.50	0.50	0.50	0.00	0.00%
Total	**21.50**	**21.50**	**22.50**	**1.00**	**4.65%**

* 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.
- Remove Well 18SR from service due to damaged casing.

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 2020-21	Estimate FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
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%

WATER PRODUCTION

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).

WASTEWATER TREATMENT

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	3,097,535	2,893,201	3,352,389	459,188	15.87%
Total	3,097,535	2,893,201	3,352,389	459,188	15.87%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	968,099	925,158	1,123,630	198,472	21.45%
Operating	2,129,435	1,968,043	2,228,759	260,716	13.25%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	3,097,535	2,893,201	3,352,389	459,188	15.87%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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	8.00	8.00	8.00	0.00	0.00%
Total	**13.00**	**13.00**	**13.00**	**0.00**	**0.00%**

WASTEWATER TREATMENT

GOALS:

- Execute Grit Removal contract and complete annual grit removal. Improved grit removal equipment efficiency and should not need to remove grit from process tanks. Will have company take tank readings. Grit contract expired in 2021.
- 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. SWD usage has dramatically increased since river crossing repairs and will continue to increase until plan is implemented.
- 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, replacement and purchase of critical equipment spares.
- 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, shading to areas to inhibit algae and organism growth.
- Award and complete improvements to Master Lift Station, sludge decant and polymer injection, and post anoxic mixer.
- Replacing a sand filter with a Diamond Filter cloth media filter.
- Complete rehabilitation of Clarifier and Weir Covers to reduce and eliminate fecal permit exceedances.
- Replacement of the chemical storage building due to excessive corrosion and safety risk.
- Rehab and remodel Operations building.

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 1,706 million gallons of influent flow (4.67 MGD annual avg. day) and distributed 1,224 million gallons of reuse product (3.35 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. SWD increased due to river crossing repairs.
- 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.
- Coordinated Chlorine Contact Chamber CIP improvements in attempt to curtail fecal detections per DEP Consent Order.
- Installed three VFD's for the facility's effluent screw pumps.
- Repurposed Micro-C chemical storage tank to store and distribute Aluminum Sulfate and decommissioned old Alum tanks due to age and condition.
- Installed grit by-pass channel high level alarm.
- Replaced one of four Dewatering pumps to eliminate overflows.

WASTEWATER TREATMENT

ACCOMPLISHMENTS:

- Grit snail rebuilt.
- Purchased and installed new Laser Turbidity Meters.
- Multitude of plant lighting improvements for safety.
- Purchased and installed dual hypo chemical strainers to reduce plugging and potential permit exceedances
- Complete SWD CBOD investigation and corrective actions to reduce and eliminate permit exceedances.
- Complete Rehabilitation of Sand Filter 1.

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	1,300,417	1,147,329	1,431,645	284,316	24.78%
Total	1,300,417	1,147,329	1,431,645	284,316	24.78%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	837,519	755,336	917,884	162,548	21.52%
Operating	462,898	391,993	513,761	121,768	31.06%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,300,417	1,147,329	1,431,645	284,316	24.78%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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	2.00	1.00	0.00%
System Maintenance Foreman	2.00	2.00	2.00	0.00	0.00%
Water Distribution Operators	8.00	8.00	8.00	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	0.00	-0.50	0.00%
Total	**13.50**	**13.50**	**14.00**	**0.50**	**3.70%**

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 400 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 152 fire hydrants within city limits located between Beach St and US1 starting from south city limits.
- Responded to and performed repairs on approximately 45 main breaks and 415 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 280 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 Cl2 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.

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	1,287,927	1,283,155	1,591,328	308,173	24.02%
Total	1,287,927	1,283,155	1,591,328	308,173	24.02%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	760,348	821,957	833,773	11,816	1.44%
Operating	527,578	461,198	757,555	296,357	64.26%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,287,927	1,283,155	1,591,328	308,173	24.02%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
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	3.00	3.00	3.00	0.00	0.00%
Maintenance Worker III	3.00	3.00	3.00	0.00	0.00%
Maintenance Worker IV	2.00	2.00	2.00	0.00	0.00%
Total	**13.00**	**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.
- 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.
- 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 18 units, replacement of 7 units, performed installation of 0 new units and performed electrical upgrades to 136 PEP System units replaced in West Ormond Low Pressure Sewer Service area.
- Cleaned approximately 8,800 feet of gravity sewer main and 103 each sewer laterals. Televised approximately 750 feet of gravity sewer main and 333 each sewer laterals. Performed root control program activities on approximately 110 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 1250 repairs to collection system (gravity, force main, services and manhole) service calls and 252 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.
- Complete reclaimed water interconnection with City of Holly Hill.
- 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

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

ACCOMPLISHMENTS:

- Constructed North US 1 force main improvements project for promoting improved level of service and reliability and for developing effective options for developer considerations.

WATER AND WASTEWATER TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Water & Wastewater	12,537,325	10,691,304	11,355,164	663,860	6.21%
Total	12,537,325	10,691,304	11,355,164	663,860	6.21%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contingency	-	100,546	-	(100,546)	100.00%
Contributions and Transfers	12,537,325	10,590,758	11,355,164	764,406	7.22%
Total	12,537,325	10,691,304	11,355,164	663,860	6.21%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Miscellaneous	7,679	-	-	-	0.00%
Transfer	150,000	150,000	150,000	-	0.00%
Use of Fund Balance	-	50,000	218,000	168,000	336.00%
Total	157,679	200,000	368,000	168,000	84.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	275,049	200,000	368,000	168,000	84.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	275,049	200,000	368,000	168,000	84.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Bond Proceeds	-	-	5,279,000	5,279,000	0.00%
Intergovernmental	-	4,935,000	-	(4,935,000)	100.00%
Charges for Services	196,954	107,000	187,000	80,000	0.00%
Miscellaneous	350	-	-	-	0.00%
Transfers	5,000,000	2,500,000	3,672,745	1,172,745	46.91%
Use of Retained Earnings	-	85,865	355,667	269,802	100.00%
Total	5,197,303	7,627,865	9,494,412	1,866,547	24.47%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	511,995	595,365	862,412	267,047	44.85%
Capital	2,664,296	7,032,500	8,632,000	1,599,500	22.74%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	3,176,291	7,627,865	9,494,412	1,866,547	24.47%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Bond Proceeds		-	-	-	0.00%
Transfer	9,379,133	5,228,000	4,743,500	(484,500)	-9.27%
Use of Fund Balance	-	-	10,000	10,000	0.00%
Total	9,379,133	5,228,000	4,753,500	(484,500)	-9.27%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	5,218,410	5,228,000	4,743,500	(484,500)	-9.27%
Contributions and Transfers	(4,287,341)	-	-	-	0.00%
Contingency	-	-	10,000	10,000	0.00%
Total	931,069	5,228,000	4,753,500	(474,500)	-9.08%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	60	-	-	-	0.00%
Use of Retained Earnings	-	-	850,000	850,000	0.00%
Total	60	-	850,000	850,000	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	850,000	850,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	850,000	850,000	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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	745,076	460,000	725,000	265,000	57.61%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	60,000	-	(60,000)	-100.00%
Total	745,076	520,000	725,000	205,000	39.42%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	13,193	520,000	300,000	(220,000)	-42.31%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	425,000	425,000	0.00%
Total	13,193	520,000	725,000	205,000	39.42%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	652,988	400,000	675,000	275,000	68.75%
Bond Issue	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	652,988	400,000	675,000	275,000	68.75%

Expenditures:

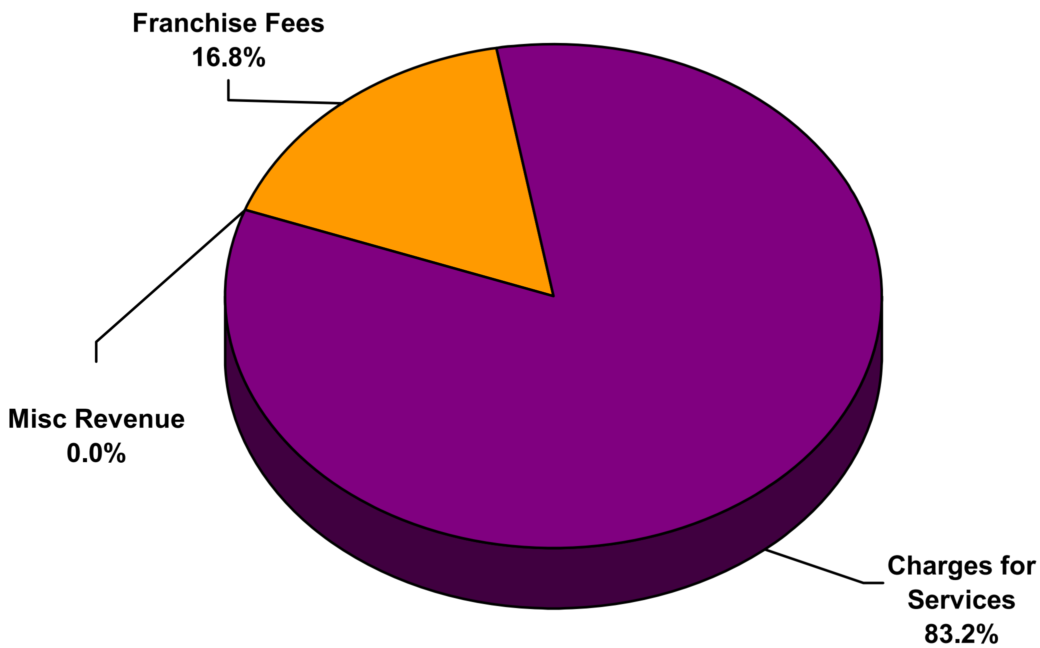
	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	400,000	675,000	275,000	0.00%
Total	-	400,000	675,000	275,000	68.75%

SOLID WASTE FUND SUMMARY

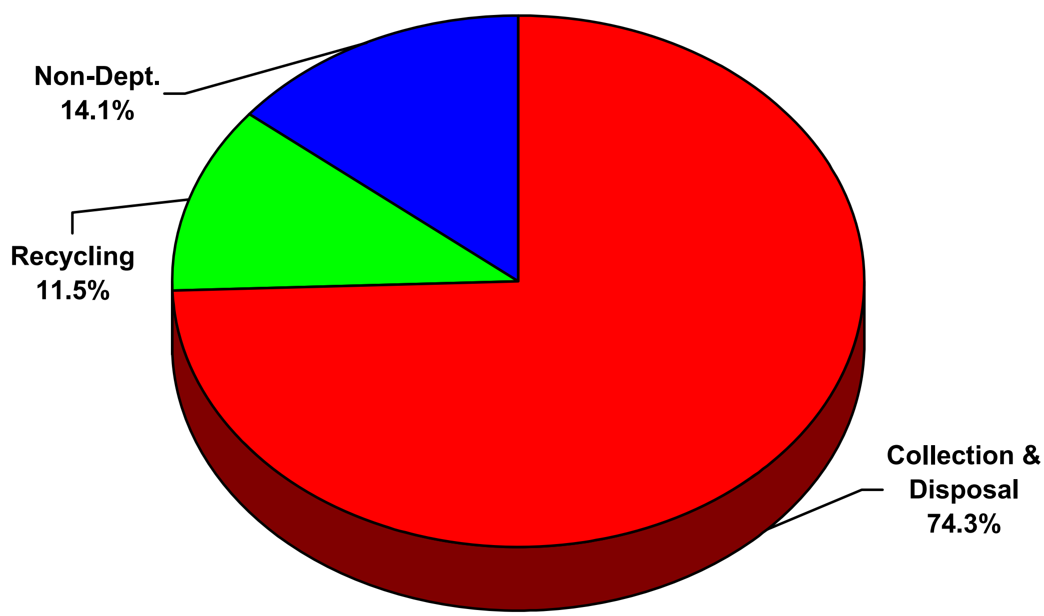
Description	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Revenues					
Franchise Fees	1,579,553	1,500,000	1,648,000	148,000	9.87%
Intergovernmental	41,422	-	-	-	0.00%
Other Charges for Services	7,531,172	7,940,000	8,178,200	238,200	3.00%
Misc. Revenue	275	1,000	1,000	-	0.00%
Transfers In	-	-	-	-	0.00%
Use of Retained Earnings	-	3,232	-	(3,232)	-100.00%
Total Net Revenues	**9,152,422**	**9,444,232**	**9,827,200**	**382,968**	**4.06%**

Expenditures					
Collection & Disposal	7,086,369	7,068,712	7,306,235	237,523	3.36%
Recycling	1,026,233	1,096,778	1,133,960	37,182	3.39%
Non-Departmental	1,255,167	1,278,742	1,387,005	108,263	8.47%
Total Net Expenditures	**9,367,768**	**9,444,232**	**9,827,200**	**382,968**	**4.06%**

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).

SOLID WASTE COLLECTION AND DISPOSAL

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Solid Waste	7,086,369	7,068,712	7,306,235	237,523	3.36%
Total	7,086,369	7,068,712	7,306,235	237,523	3.36%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	105,053	178,587	184,854	6,267	3.51%
Operating	6,973,720	6,890,125	7,121,381	231,256	3.36%
Capital	7,596	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	7,086,369	7,068,712	7,306,235	237,523	3.36%

Staffing Summary:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Full-time Positions:					
Public Works Operations Mgr.	0.00	1.00	1.00	0.00	0.00%
Total	**0.00**	**1.00**	**1.00**	**0.00**	**0.00%**

SOLID WASTE COLLECTION AND DISPOSAL

GOALS:

Collection and 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 number of recyclables collected per residential unit at an average of five point eighty-five (5.85) pounds.

PERFORMANCE MEASURES:

	Actual FY 2020-21	Actual FY 2021-22	Estimate FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Workload:					
Residential collections	17,650	17,756	17,765	9	0.05%
Commercial collections	550	520	525	5	0.96%
Recycling customers	18,125	18,375	18,345	(30)	-0.16%
Miles of street sweeping	5,150	5,271	5,150	(121)	-2.30%
Efficiency/Effectiveness:					
Inquiries-Residential collections monthly average	73	63	60	(3)	-4.76%
Inquiries-Commercial collections monthly average	17	11	15	4	36.36%

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

Recycling:

- Achieved a monthly participation rate of 91.80%.
- Achieved a diversion rate of 30.65% (elimination of glass 5/19)
- Maintained 12 recyclable items collected curbside.
- Maintained a 100% compliance with daily recycling bin delivery.
- Maintained an average 5.05 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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Solid Waste	1,026,233	1,096,778	1,133,960	37,182	3.39%
Total	1,026,233	1,096,778	1,133,960	37,182	3.39%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	34,834	-	-	-	#DIV/0!
Operating	991,398	1,096,778	1,133,960	37,182	3.39%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,026,233	1,096,778	1,133,960	37,182	3.39%

SOLID WASTE TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Solid Waste	1,255,167	1,278,742	1,387,005	108,263	8.47%
Total	1,255,167	1,278,742	1,387,005	108,263	8.47%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	1,255,167	1,278,742	1,343,962	65,220	5.10%
Contingency	-	-	43,043	43,043	0.00%
Total	1,255,167	1,278,742	1,387,005	108,263	8.47%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Internal Service Charges	1,139,616	781,612	781,612	-	0.00%
Miscellaneous	109,533	20,000	20,000	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,249,149	801,612	801,612	-	0.00%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	986,580	727,500	727,500	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	74,112	74,112	74,112	-	0.00%
Total	1,060,692	801,612	801,612	-	0.00%

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 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Internal Service Charges	1,183,853	1,260,253	1,460,253	200,000	15.87%
Miscellaneous	54,021	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,237,874	1,260,253	1,460,253	200,000	15.87%

Expenditures:

	Actual FY 2020-21	Estimate FY 2021-22	Budget FY 2022-23	Change FY 2021-22 to FY 2022-23	% Change FY 2021-22 to FY 2022-23
Personnel Services	-	-	-	-	0.00%
Operating	1,114,158	1,222,400	1,422,400	200,000	16.36%
Capital	-	-	-	-	0.00%
Contributions and Transfers	82,853	37,853	37,853	-	0.00%
Total	1,197,011	1,260,253	1,460,253	200,000	15.87%

CAPITAL IMPROVEMENTS
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CAPITAL IMPROVEMENTS

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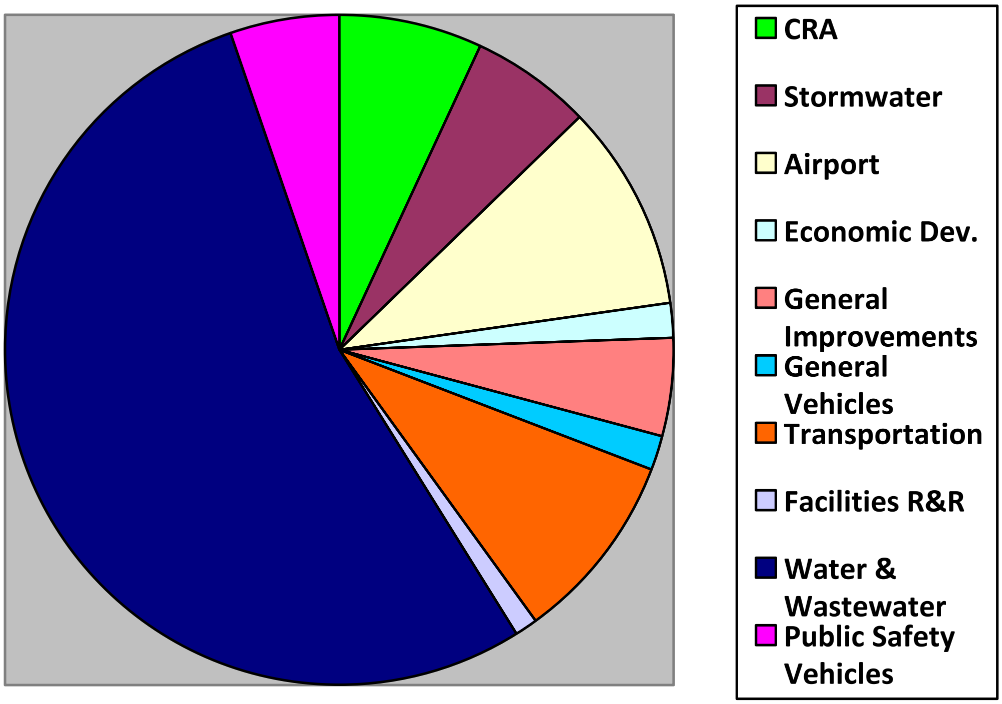
Overview

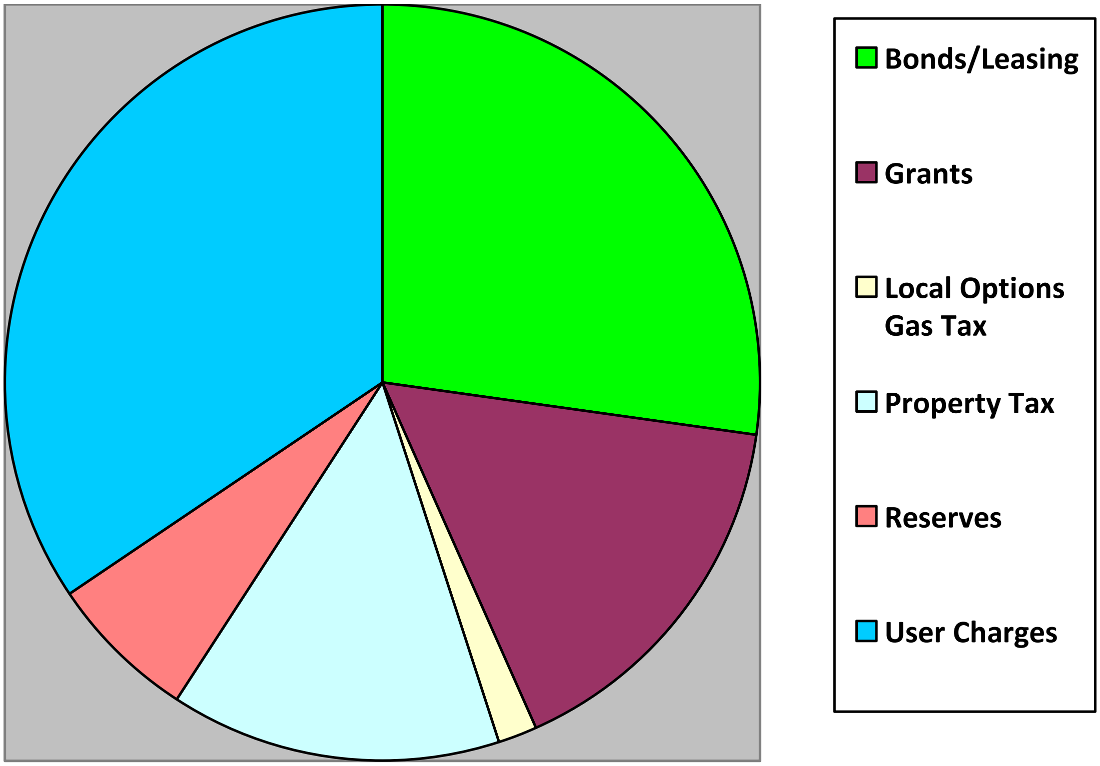
The City's Five-Year Capital Improvements Program represents a substantial effort to identify and schedule capital investments for a multi-year period complete with a project description and justification, as well as recommended financing for each project. The CIP reflects projects that have been identified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

Expenditures



Category	Total
Community Redevelopment	$4,514,989
Stormwater	3,850,000
Airport	6,747,780
Economic Development	1,112,000
General Improvements	3,101,115
General Vehicles	1,099,000
Public Safety Vehicles	3,444,000
Transportation	6,028,220
Facilities Renewal and Replacement	695,000
Water & Wastewater	35,574,650
TOTAL	$66,166,754

Funding



Category	Total
Bonds/Leasing	$17,947,500
Grants/Donations	10,641,498
Local Options Gas Tax	1,250,000
Property Tax	9,280,370
Reserves	4,270,236
User Charges	22,777,150
TOTAL	$66,166,754

FY 2022-23 CIP Projects

Fund 104-Community Redevelopment

Downtown improvements are funded through property tax revenue which is expendable only within the downtown area. For FY 2022-23 the primary focus is the addition of an Electric Vehicle Charging station ($70,000) and East Granada Utility Undergrounding ($60,000).

Fund 107-Stormwater Drainage Improvements

FY 2022-23 projects include the continuation of the Stormwater Piping Replacement project ($500,000), Stormwater Construction ($250,000) and Vehicle Replacements ($100,000).

Fund 110-Economic Development Improvement

Business Park Drive Phase II ($1,112,000) is planned contingency upon funding from FDOT.

Fund 301-General Improvement Fund

Projects included for FY 2022-23 are North Ridgewood Avenue Sidewalks funded by CDBG funds ($151,165), replacement of the Police Department roof ($345,000), and the Performing Arts Center Renovations ($1,630,000).

Fund 302-General Vehicle and Equipment Replacement

The FY 2022-23 plan includes the replacement of five Public Works vehicles and one Leisure Service vehicle ($299,000).

Fund 305-Public Safety Vehicle and Equipment Replacement

The FY 2022-23 plan includes the replacement of six Patrol Vehicles, two Special Unit vehicles and one motorcycle ($435,000) and the replacement of the Brush Truck ($175,000). The plan also includes one Patrol Vehicle ($55,000) for a newly added position. ***Equipment below the CIP threshold will be included as part of the annual operating budget.***

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 ($109,400), Sidewalk Repairs & Replacements ($302,500) and Opticom Equipment ($60,000).

Fund 317-Facility Renewal and Replacement

For FY 2022-23, projects include Bailey Riverbridge Roof Replacement ($45,000), Outdoor Fitness Station at Nova Community Center ($97,000), Rental Pavilion Replacement at SONC ($65,000) and Shell Parking Lot Refurbishment ($51,000). ***Projects below the CIP threshold will be included as part of the annual operating budget.***

Fund 408-Water & Wastewater Vehicle and Equipment Replacement

The FY 2022-23 plan includes the replacement of four vehicles plus two additional vehicles for two newly added positions. ($368,000).

Fund 409-Water and Wastewater System Improvements

FY 2022-22 includes annual recurring projects ($2,958,000 total) such City-wide Meter Replacement, General Facility and System Upgrades, Lift Station Rehabilitation, Meter Installation, PEP Tank Replacement, Sanitary Sewer Inflow Infiltration ($300,000) and Water Storage Tank Repairs. Non-recurring projects ($6,374,000) include Reclaimed Water Storage, Shadow Crossings Reuse Pump Facility, Water Reclamation Facility, WTP Filter Media Replacement and WTP Replacement of Lime Softening Filters.

Fund 434 & 435-Water & Wastewater Impact Fees

The FY 2022-23 plan includes design of the Airport Road Reclaim Water Main ($150,000) and Hudson Wellfield Expansion Design ($300,000).

Board Recommendations

The Quality of Life Board will review projects in the areas of Beautification, Recreation and Cultural Improvements and Facilities Renewal and Replacement on June 2nd.

The Aviation Advisory Board reviewed Airport projects within the CIP on May 23rd and voted unanimously to recommend the projects as presented.

Ormond Main Street reviewed the CIP and accepted it as presented.

Operating Expenditures

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	200,000
Economic Development	50,000
General Improvements	250,000
General Vehicles	0
Transportation	300,000
Facilities Renewal and Replacement	50,000
Water & Wastewater	500,000
Solid Waste	15,000

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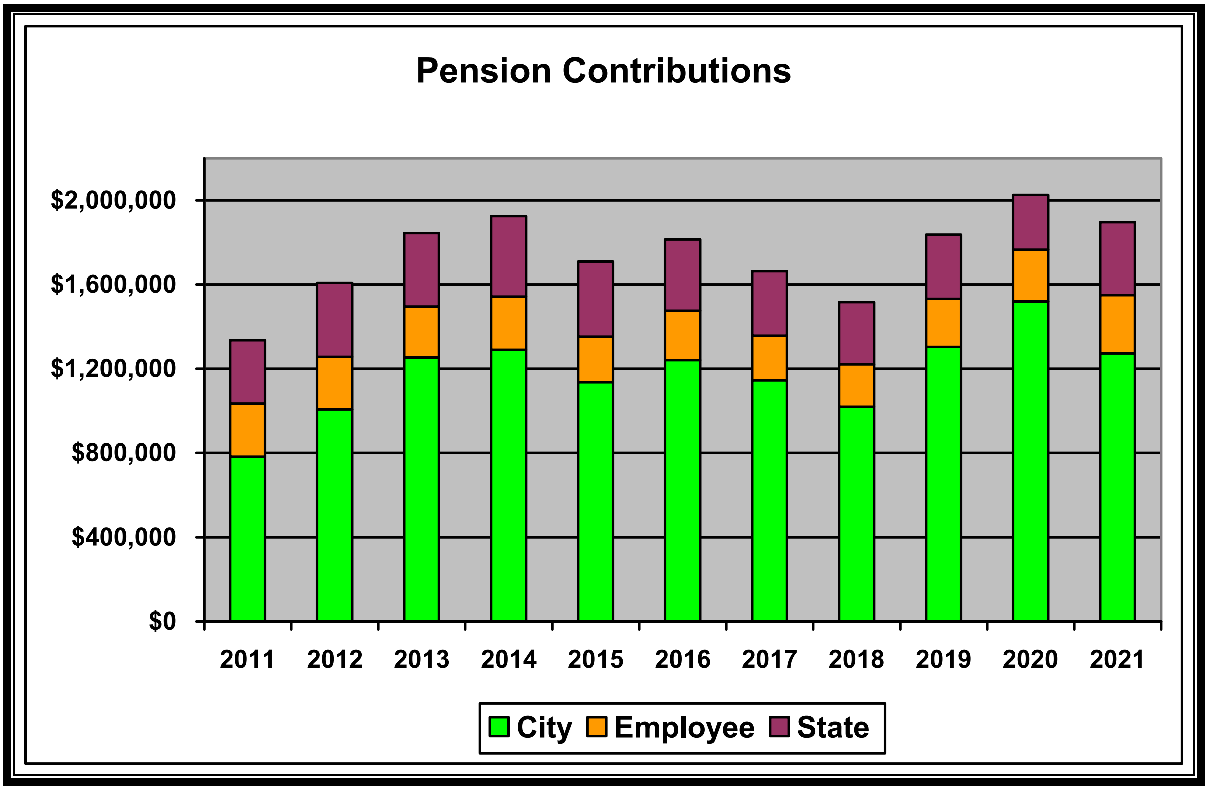
CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL FIREFIGHTERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2021
(In Thousands)

Revenues by Source

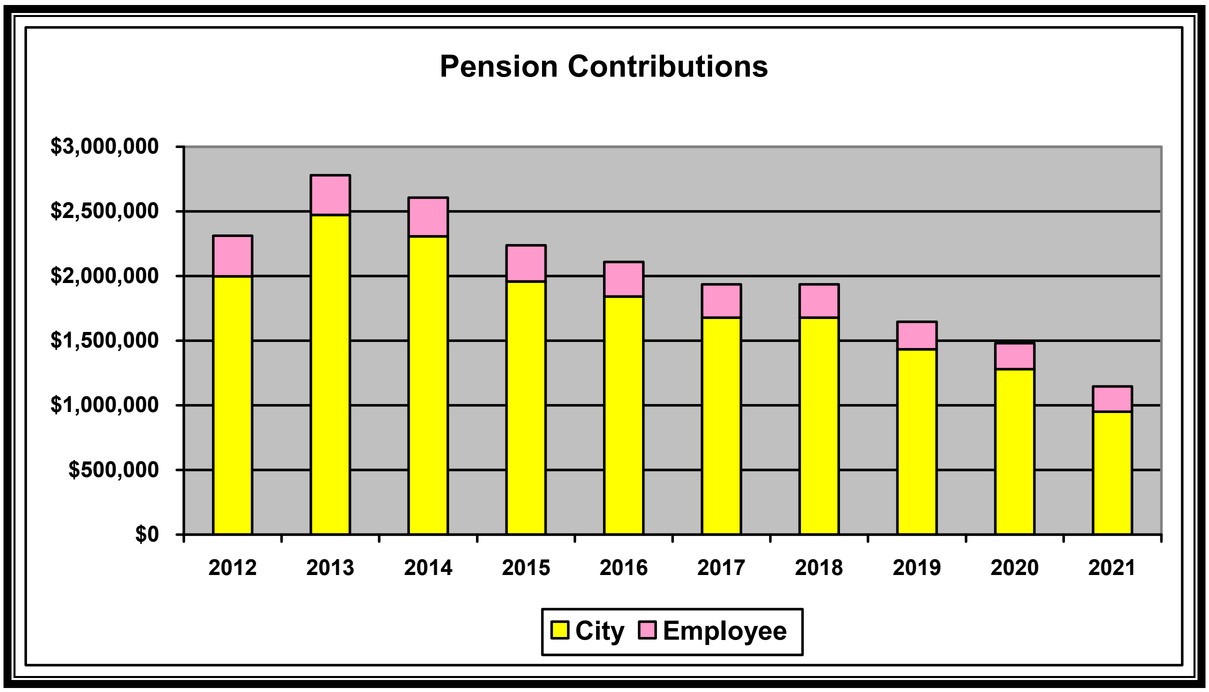
Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Other	Total
2012	250	1,007	351	3,027	-	4,635
2013	241	1,254	349	2,505	-	4,349
2014	252	1,290	383	2,473	-	4,398
2015	216	1,136	358	(399)	-	1,311
2016	235	1,241	338	2,036		3,850
2017	212	1,145	306	3,046	-	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
2021	277	1,273	346	6,283	-	8,179



CITY OF ORMOND BEACH, FLORIDA
GENERAL EMPLOYEES PENSION
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2021
(In Thousands)

Revenues by Source

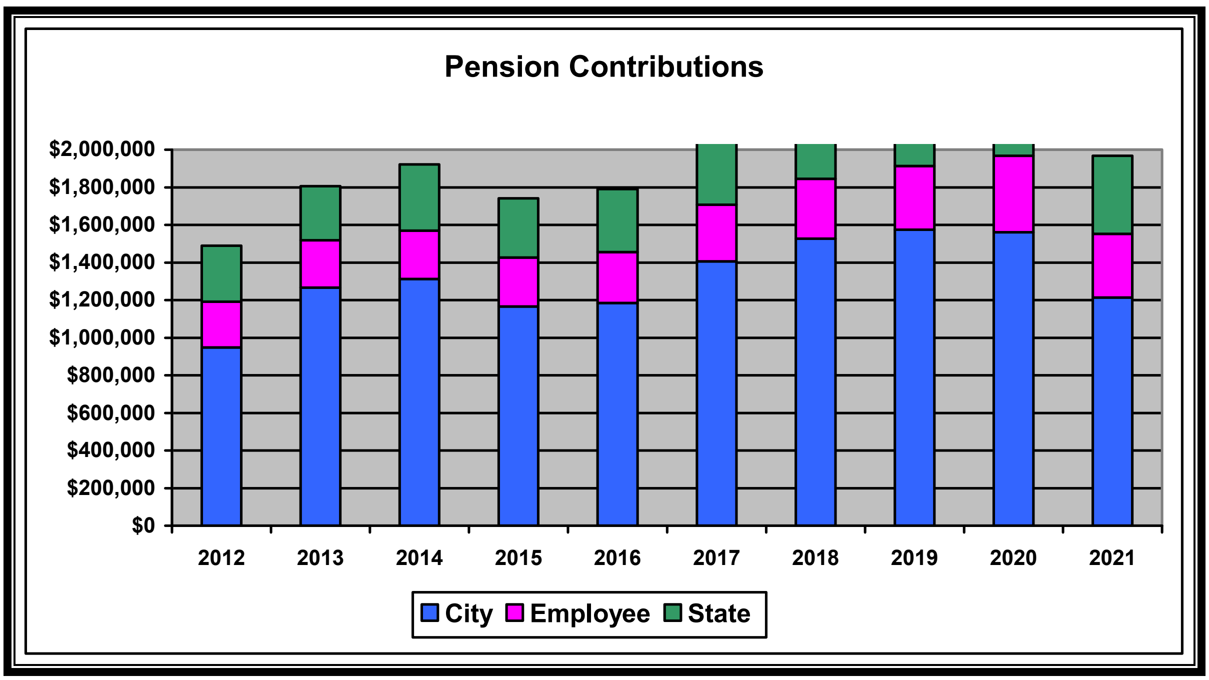
Fiscal Year Ended	Employee Contributions	Employer Contributions	Investment Income	Total
2012	313	1,998	5,430	7,741
2013	307	2,473	4,484	7,264
2014	298	2,308	4,408	7,014
2015	280	1,958	(584)	1,654
2016	268	1,842	3,480	5,590
2017	258	1,677	5,035	6,970
2018	258	1,677	5,035	6,970
2019	212	1,433	1,501	3,146
2020	201	1,280	3,775	5,256
2021	195	950	10,348	11,493



CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL POLICE OFFICERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2021
(In Thousands)

Revenues by Source

Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Total
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
2021	340	1,213	415	7,218	9,186



CITY OF ORMOND BEACH, FLORIDA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2021

Fiscal Year	Population[1]	Personal Income *(In thousands)*	Per Capita Personal Income[2]	Median Age[3]	Unemployment Rate[5]
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%
2021	44,043	1,533,533	34,819	50.2	4.30%

Sources: (1) Bureau of Economic and Business Research, University of Florida
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, 2021

Fiscal Year 2021			Fiscal Year 2012		
Employer	Number of Employees	Percent of Total Employment	Employer	Number of Employees	Percent of Total Employment
Volusia County School Board	7,977	3.06	Board	7,929	3.13
Adventhealth System	6,448	2.47	Divisions	4,248	1.68
Halifax Community Health	4,000	1.53	Halifax Community Health	3,957	1.56
Publix Supermarkets, Inc.	3,795	1.45	Walmart	3,160	1.25
County of Volusia	3,305	1.27	County of Volusia	3,100	1.22
Walmart Associates, Inc.	3,248	1.24	Incorporated	2,486	0.98
State of Florida	2,743	1.05	State of Florida	2,361	0.93
Embry Riddle Aeronautical University	1,628	0.62	Daytona State College	1,797	0.71
Amazon	1,500	0.57	U.S Government	1,422	0.56
Daytona State College	1,383	0.53	Embry Riddle Aeronautical University	1,176	0.46
Total	**36,027**	**13.79**	**Total**	**31,636**	**12.48**
Estimated total workforce	261,059		Estimated total workforce	253,550	

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, 2021

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Police										
Number of traffic citations issued	6,669	7,626	8,906	9,281	6,803	7,551	8,237	7,509	9,814	7,475
Number of offense reports	6,448	5,923	6,713	6,568	8,834	7,326	7,501	7,064	7,025	6,956
Number of calls for service	70,124	75,266	54,949	65,390	83,083	83,098	87,867	93,102	84,485	82,713
Fire										
Emergency fire responses	3,299	3,065	2,790	3,045	5,600	2,120	2,025	2,120	2,090	1,750
Emergency rescue responses (ALS/BLS)	4,435	4,119	4,411	4,796	6,800	5,300	5,424	5,227	4,577	4,872
Education classroom presentations	31	5	50	64	86	98	75	47	61	102
Education (not included in reporting entity)										
Kindergarten-Grade 5 students	2,995	2,980	2,940	2,892	2,931	2,899	2,899	2,857	2,857	2,836
Grades 6-8 students	1,265	1,260	1,054	1,006	1,048	1,022	1,022	1,108	1,108	1,100
Airport	-									
Fixed based operator	14	13	13	12	11	10	10	10	10	12
Flight School	3	3	3	2	2	5	2	3	2	3
Based aircraft	144	140	142	175	163	140	180	177	169	171
Total 12 hour, operations	105,143	112,677	100,877	100,173	116,165	109,000	108,689	118,929	124,769	130,770
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	5.54 MGD	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
Number of water utility connections	23,923	23,638	23,465	22,793	21,905	21,905	21,661	21,444	21,248	21,162
Solid waste system										
Number of solid waste disposal customers	17,617	17,214	17,501	17,284	17,066	16,868	16,672	16,457	16,333	16,262
Number of active participating recycling program (units)	16,834	16,704	16,667	17,017	16,302	16,105	17,321	17,126	16,998	16,905
Water pollution control plants										
Orchard Street Plant:										

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 2022-23

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		**$ 2,464,221**		**$ 1,587,011**		**$ 1,515,518**	**$ 11,141,759**	**$ 6,731,586**	**$ 796,727**		
Allocation of costs to:											**Allocation of costs to:**
Stormwater	4.0%	98,569	2.2%	35,267	0.0%	-	NA	NA	NA	**133,836**	Stormwater
Airport	0.5%	12,321	0.3%	4,408	0.0%	-	NA	NA	NA	**16,729**	Airport
General Capital Improvements	1.0%	24,642	0.0%	-	0.0%	-	NA	NA	NA	**24,642**	General Capital Improvements
Transportation	8.0%	197,138	0.0%	-	0.0%	-	NA	NA	NA	**197,138**	Transportation
Water/Wastewater Operating	15.0%	369,633	17.8%	282,135	35.0%	530,431	55,709	134,632	119,509	**1,492,049**	Water/Wastewater Operating
Solid Waste	1.0%	24,642	0.6%	8,817	0.6%	8,420	NA	NA	NA	**33,459**	Solid Waste

Allocation of Engineering Costs to Other Funds through department charge

	General Fund Engineering Budget Allocation based on average CIP budget	
Amount to be allocated		$ 1,201,983
Planning	2.00%	**24,040**
Streets	2.00%	**24,040**
Parks	2.00%	**24,040**
Building	2.00%	**24,040**
Leisure Services	2.00%	**24,040**
Airport	1.00%	**12,020**
		132,218
Allocation of costs to:		
Downtown Redevelopment	1.07%	**11,461**
Stormwater	7.01%	**74,939**
Transportation	11.31%	**120,951**
Water/Wastewater R&R	80.62%	**862,414**
Solid Waste	0.00%	**-**
		1,069,765
	12,133,900	**1,201,983**

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		$ 1,154,086
Allocation of costs to:		
Stormwater	7.61%	**87,805**
Solid Waste	29.29%	**338,083**

Cost Allocation for Utility Billing Services

Budget 40151302	2,467,103.00	
Less: Professional Services	-945108	
Less: Meter Reading Personnel Costs	(319,745.00)	
Less: Vehicle Costs	(37,964.00)	
Less: Equipment Repairs	(8,700.00)	
Less: Uniforms/Clothing	(1,500.00)	
Total to Allocate	1,154,086.00	
Stormwater Revenue	2,525,500.00	7.61%
Solid Waste Revenue	9,724,200.00	29.29%
Water/WW Revenue	20,945,000.00	63.10%
	33,194,700.00	
Transfer from Stormwater to Water/Wastewater	87,804.50	
Transfer from Solid Waste to Water/Wastewater	338,082.98	

Investment Policy
City of Ormond Beach, Florida

Approved By City Council
April 16, 2013

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ATTACHMENT A: Glossary of Cash and Investment Management Terms
ATTACHMENT B: Investment Pool/Fund Questionnaire

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
<u>Glossary of Cash and Investment Management Terms</u>

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 not 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?