



City of Ormond Beach City Commission Workshop

City Hall Commission Conference Room
22 South Beach St., Ormond Beach FL 32174

July 28, 2026, 5:30 PM

Jason Leslie, Mayor
Lori Tolland, Zone 1
Travis Sargent, Zone 2
Kristin Deaton, Zone 3
Harold Briley, Zone 4

Agenda

- 1. CALL TO ORDER**
 - 2. DISCUSSIONS**
 - A. Fiscal Year 2026-2027 Proposed Budget and Millage Rate
 - B. Osceola Elementary School First Right of Refusal
 - 3. ADJOURNMENT**
-

Website Address – www.ormondbeach.org

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For special accommodations, please notify the City Clerk's Office at least 72 hours in advance.
Phone: 386-610-0400



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City of Ormond Beach
City Commission Agenda
Staff Report

Agenda Date	July 28, 2026	Item No	2.A.
Section	DISCUSSIONS	Category	City Commission Workshop
Subject	Fiscal Year 2026-2027 Proposed Budget and Millage Rate		
Recommended Action	The proposed budget and tentative millage rate will be discussed at the workshop.		
Strategic Goal	Governance - Other		
Department Staff Contact	Finance Kelly McGuire, Finance Director		

Summary

Discussion of the Fiscal Year 2026-27 proposed budget and tentative millage rate.



PROPOSED BUDGET 2026-27



CITY OF ORMOND BEACH BUDGET
FY 2026-27
OCTOBER 1, 2026 – SEPTEMBER 30, 2027



CITY COMMISSION

JASON LESLIE, MAYOR

LORI TOLLAND, DEPUTY MAYOR & ZONE ONE

TRAVIS SARGENT, ZONE TWO COMMISSIONER

KRISTIN DEATON, ZONE THREE COMMISSIONER

HAROLD BRILEY, ZONE FOUR COMMISSIONER

Joyce A. Shanahan
Shawn P. Finley
Claire Whitley
Kelly A. McGuire
Christopher D. Byle

City Manager
Asst. City Manager
Asst. City Manager
Finance Director
Asst. Finance Director

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INTRODUCTION

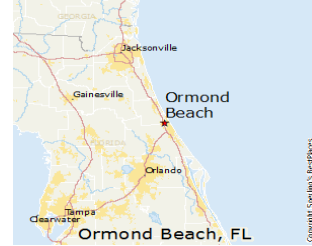
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COMMUNITY OVERVIEW

CITY OF ORMOND BEACH

The city that is now Ormond Beach, which is located on the northeast coast of Florida, dates from the period immediately following the Civil War. J. Andrew Bostrom, a former Union soldier originally born in Sweden, settled land on the peninsula. Concentrated settlement on the mainland began in 1873 with the establishment of New Britain, founded by a small community of New Englanders intent on making their living from citrus cultivation. In 1875, New Britain was subdivided into blocks and lots, with the original plat containing eleven (11) streets. Of the eleven (11) streets, seven (7) retain their original names, with four (4) located in present downtown Ormond Beach.



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

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

In 1959, the City was granted 1,164 acres of land from the Federal government that was developed into a municipal airport that consists of two (2) active runways and six (6) taxiways. In addition, the City purchased 176 acres from the Federal government in 1959; a site that has since been developed into a successful commerce center. Since 1970, the city's population increased from approximately 14,000, to the present population of approximately 45,000, 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**

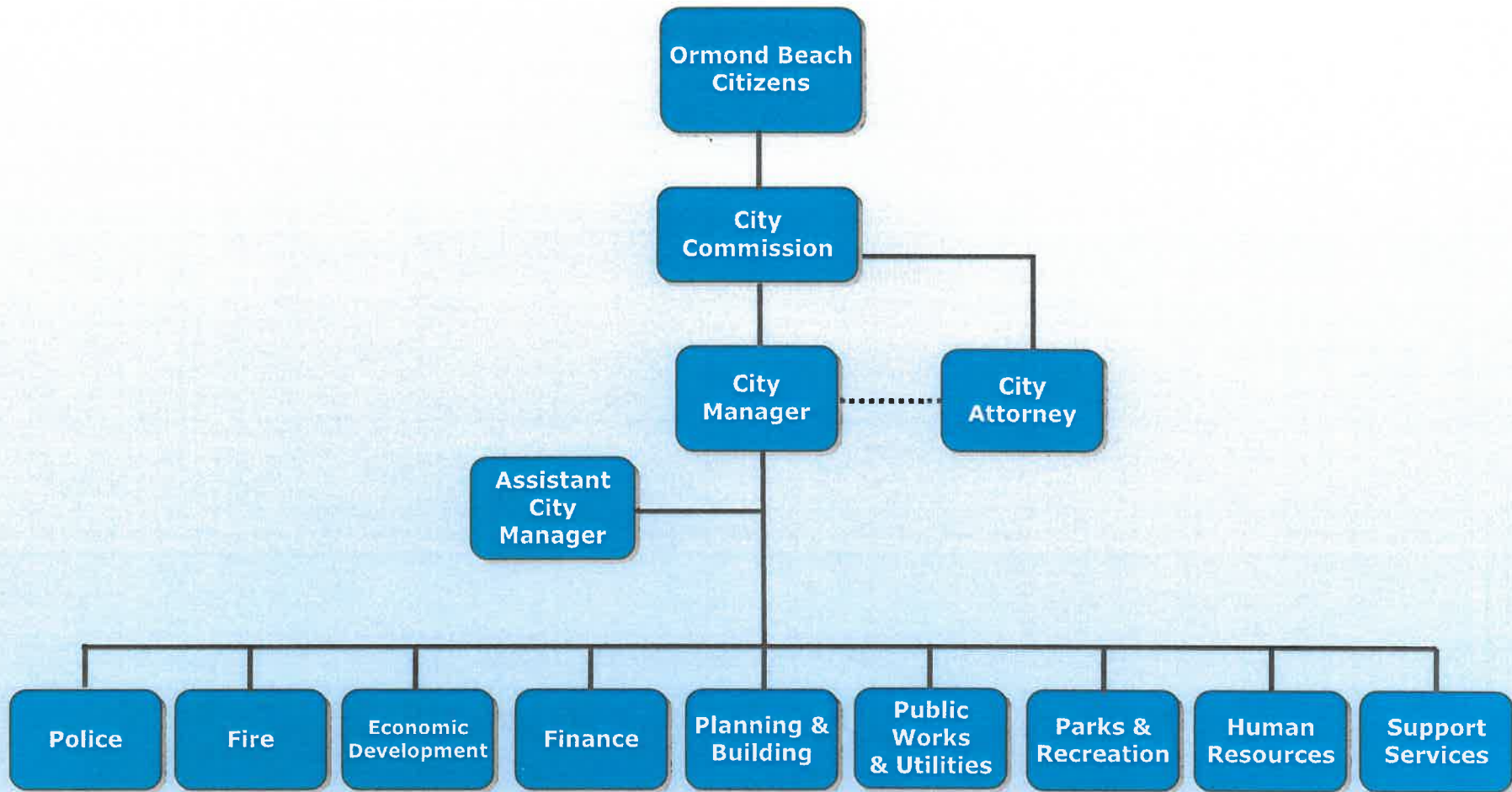
For the Fiscal Year Beginning

October 01, 2025

Christopher P. Morrell

Executive Director

City of Ormond Beach Organizational Chart

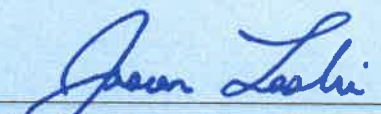


This is to certify that this is the official organizational chart of the City of Ormond Beach referred to in Chapter 2, Article II, of the City of Ormond Beach, Florida, *Code of Ordinances*.

On September 3, 2025 by official action of the city commission, the following changes were made in the official organizational chart: the department title of "Leisure Services" was amended to "Parks & Recreation".



8


 Jason Leslie, Mayor

 Susan Carroll Dauderis, City Clerk



City of Ormond Beach FY 2026–2027 Budget Message

To support the goals and priorities adopted by the City Commission, the FY 2026–2027 budget totals **\$152,035,454**, prepared by the Finance Director and presented by the City Manager, is balanced with an operating millage rate of **4.3202 mills**. This budget reflects a continued commitment to public safety, infrastructure resilience, and enhancements across the community while preparing for potential tax reform measures that, if approved, will impact future budgets and service levels.

Strategic Investment Highlights

At the direction of the City Commission, this year's budget provides targeted funding to advance the City's top strategic priorities:

- **Public Safety Enhancements**
 - Continued replacement of Police vehicles
 - Replacement of Fire extrication equipment
- **Stormwater Improvements**
 - Invest \$17.6 million (including \$14.1 million in grant funding) to construct the Fleming stormwater pump station to reduce localized flooding within and around the City's Central Park area
- **Utility Infrastructure**
 - Continued maintenance of the City's Water Plant, Water Reclamation Facility, Water Distribution system and Wastewater Collection system.

Continued Investment Through Dedicated Millage

Since FY 2021–2022, a dedicated millage has provided stable funding for critical public safety needs. Initial investments included:

- Nine police vehicles
- Two fire pumpers
- Upgrades to the Police Department's access control system
- Fire Department gear dryers
- Emergency traffic preemption improvements

Prior budget investments have funded the following:

- Nine police vehicle replacements annually
- A new fire brush truck
- Tactical equipment upgrades
- Purchase of a Quint fire apparatus
- Staffing additions, including a Police Lieutenant, Public Safety Information Officer, and Fire Inspector

The FY 2026–2027 budget keeps this dedicated public safety millage to support equipment replacements and ensure reliable emergency response services.

Enhancing Parks, Recreation, and Community Facilities

Through Parks and Recreation funding including dedicated millage, this year's budget includes:

- **Reconstruction** of the Ormond Beach Sports Complex softball field
- **Design** of Nova Field #1
- **Rebuilding the Riviera Park fishing pier**

General Fund Overview

- **Total Revenues:** \$53,207,775
 - Increase of **\$851,564 million** or 1.6% over the prior year
 - **Ad valorem tax revenue:** \$21,860,798 – the is City's largest revenue source
 - **Overall property value increased: 4.75%**, as certified by the Volusia County Property Appraiser for Tax Year 2026.

Of the \$25,714,162 generated by the adopted millage rate **\$4.05 million** is distributed to capital funds supporting:

- Public safety vehicles and equipment
- Parks and recreation
- Transportation improvements
- Technology upgrades

- Facility maintenance

Fund Balance and Fiscal Responsibility

Ormond Beach is still in a strong financial position. The City General Fund reserves projected by Finance Staff at **15.6%** at the end of FY 2025–2026, are consistent with the City Commission’s reserve policy. Per Commission Policy, these reserves are dedicated to fund one-time purchases or emergency purchases.

Strategic Plan Alignment

This budget supports the goals of the Commission’s 2025 Strategic Plan focusing on public safety, environmental resilience, and quality. It includes funding for the following Commission:

1. Public Safety

Goal: Ensure efficient and effective emergency response through adequate staffing and resources.

Implementation:

- Fund competitive compensation and benefits to enhance recruitment, retention, and service levels
- Continue youth outreach through **DARE programs** and similar initiatives

2. Water Quality & Environment

Goal: Reduce flooding risk and improve sustainability through targeted infrastructure investments.

Implementation:

- Allocate **\$17.6 million** for stormwater improvements:
 - Utilizing \$14.1 million in grant funding with a City match of \$3.5 million, the Fleming stormwater pump station will be constructed to reduce localized flooding within and around the City’s Central Park area

3. Quality of Life

Goal: Expand recreational opportunities and improve recreational facilities

Implementation:

- Reconstruct the Sports Complex softball field

This budget reflects a balanced and responsible investment in Ormond Beach's future. One that supports core services, safeguards infrastructure, and enhances community amenities. By the dedication of our exceptional staff and the support of a forward-thinking City Commission, who remain dedicated to community investment, enhancing core services, keeping financial stability, and advancing the strategic vision for Ormond Beach.

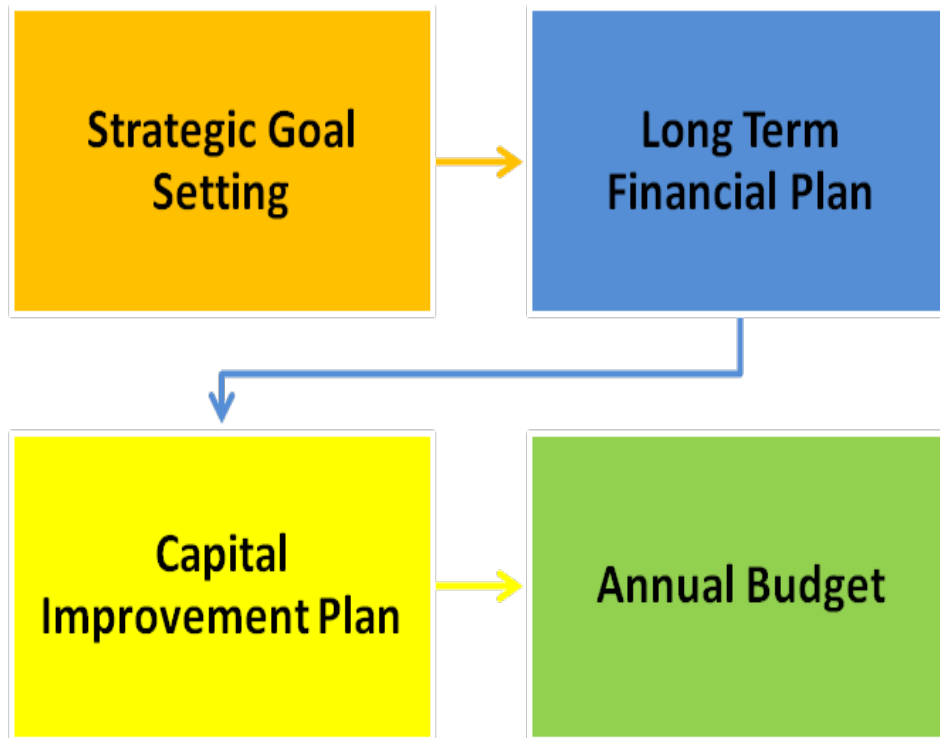
Respectfully,

A handwritten signature in blue ink, appearing to read "Jay SM", with a stylized flourish at the end.

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.



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 of gathering citizen input first so it can be used to guide the discussions of the Mayor and City Commissioners during their strategic planning workshop has continued to be used. The last strategic planning was held in 2025 and resulted in the following prioritization of issues and priorities



STRATEGIC PLAN 2025

VISION STATEMENT

RECOGNIZED AS ONE OF FLORIDA'S MOST ATTRACTIVE, SAFE, FISCALLY RESPONSIBLE, AND DESIRABLE COASTAL COMMUNITIES BY PROTECTING OUR RICH HISTORY, PRESERVING OUR DISTINCTIVE SMALL-TOWN CHARM, AND CULTIVATING NATURAL ENVIRONMENTS, RECREATIONAL SPACES, AND ECONOMIC OPPORTUNITIES.

MISSION STATEMENT

DELIVERING EXCEPTIONALLY RESPONSIVE CITY SERVICES TO OUR RESIDENTS, BUSINESSES, AND VISITORS THAT FOSTERS A WELCOMING AND PROSPEROUS ENVIRONMENT AND CREATES THE HIGHEST QUALITY OF LIFE FOR CURRENT AND FUTURE GENERATIONS.

CITY COMMISSION

Mayor
Jason Leslie

Deputy Mayor & Zone 1
Commissioner
Lori Tolland

Zone 2 Commissioner
Travis Sargent

Zone 3 Commissioner
Kristin Deaton

Zone 4 Commissioner
Harold Briley

ORGANIZATIONAL VALUES

Integrity: We hold ourselves accountable to the highest ethical standards in all aspects of work.

Customer Service: We deliver exceptional customer service through professional engagement and compassion for those we serve.

Resilient: We strive for preparedness in emergency planning, assessing future needs, and preserving natural resources by incorporating sustainability and resilience in the design and operation of our facilities, infrastructure, programs, services, and development standards.

Transparency: We are committed to building and maintaining trust in one another and with our community through continued public engagement through proactive and open communication.

Responsive: We prioritize delivering timely, thoughtful service that reflects the needs of those who live, work, and visit Ormond Beach.

Innovative: We continuously seek new ideas and better ways to serve our community by balancing fiscal responsibility with forward-thinking solutions that strengthen Ormond Beach for generations to come.

Empowerment: We foster a culture of trust and accountability where every employee is encouraged to lead, collaborate, and find smart, community-first solutions that deliver meaningful results.



MAYOR'S MESSAGE

JASON LESLIE

As a City Commission, our top priority is serving the residents of Ormond Beach with transparency, accountability, and respect. We are committed to making decisions that reflect the needs, values, and aspirations of our community. That starts with listening. Whether it's an email, a comment at a public meeting, a survey response, or a conversation at a neighborhood event, we take your input seriously.

Every voice matters and plays a role in shaping the future of our city. From public safety and infrastructure to parks, economic development, and responsible growth, your feedback helps guide the policies and projects we pursue. Our goal is to ensure Ormond Beach remains a place we are all proud to call home. A place where quality of life, natural beauty, and community spirit are protected and strengthened for generations to come.



2025 STRATEGIC PILLARS

- ① **TRANSPORTATION & COMMUNITY DEVELOPMENT**
- ② **ECONOMIC DEVELOPMENT**
- ③ **GOVERNANCE**
- ④ **PUBLIC SAFETY**
- ⑤ **QUALITY OF LIFE**
- ⑥ **WATER QUALITY & THE ENVIRONMENT**



TRANSPORTATION & COMMUNITY DEVELOPMENT

GOAL STATEMENT

TO ENSURE THE CHARM AND RICH HISTORY OF OUR COMMUNITY IS WELL MAINTAINED THROUGH RESPONSIBLE DEVELOPMENT/REDEVELOPMENT THROUGH THE PROVISION OF INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS.

» Engage with the Florida Department of Transportation (FDOT) to ensure Ormond Beach's input into the design and aesthetics of the new US-1 and I-95 Interchange as the entranceway to our community.

» Improve City gateway corridors entry features to convey a sense of arrival in Ormond Beach.

- Underground utilities along US 1, North Beach Street, around US 1 & I-95 interchange.

» Pursue the development of multi-modal trail connectivity to historical, cultural, business, residential, recreational, and other points of interests both within Ormond Beach and with neighboring regional trails.

- Trail connectivity to Penland Property conservation land.
- Work with Volusia County to expand Beach Street Trail and connect A1A to Volusia County Trails through Ormond Beach.
- Trail connectivity along the Halifax River to US 1 and to the I-95 interchange with connectivity to Ormond Scenic Loop and Trail.

» Explore cost effective measures with the Building and Community Development Departments that could result in improvements to Ormond Beach's current CRS 5 rating to attain benefits of reduced insurance costs for our residents and businesses.



Rendering Courtesy of Florida Department of Transportation.

ECONOMIC DEVELOPMENT

GOAL STATEMENT

- » **Actively consider Community Redevelopment Authority (CRA) projects in both the Granda and Ormond Crossings Districts to spur development, redevelopment, and associated investment.**
- » **Promote and protect Ormond Beach's Historic Downtown to ensure its economic vitality.**
- » **Actively promote the value of the Municipal Airport and pursue improvements that maximize its use and economic/business contributions to the City.**
 - Pursue the upgrade or replacement of the existing Fixed Base Operator (FBO) Building to provide improved welcoming appearance and safety for patrons.
 - Consider the expansion of the Airport's runway to 4,500 - 5,000 feet to improve safety for existing and new patrons of the facility.
 - Investigate the need for additional hangars at the Airport.
- » **Encourage a diversified economic base, which provides for the City's longterm economic health and quality of life.**
 - Continue to invest in attracting and retaining high-wage jobs.
 - Reuse or repurpose Riverbend property.

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.



GOVERNANCE

» **Strive to achieve the public's trust through honest, transparent, respectful, and equitable behavior in conducting City business.**

- **Develop a Mayor & City Commission Norms & Procedures Policy.**

» **Attract, develop, and support the best talent for Ormond Beach to be recognized as an Employer of Choice.**

» **Provide convenient, modern, and technologically advanced municipal services to improve efficiencies and accessibility of services to both internal and external customers.**

» **Provide citizen education and engagement opportunities to support the city's decision-making in policies, ordinances, and programs.**

- **Advocate for the goals and priorities of Ormond Beach and promote related regional action through active participation in intergovernmental relations and partner agencies.**
- **Continue Citizen's Academy.**
- **Complete the City website redesign and other technology upgrades.**
- **Continue Chamber partnership for Youth Leadership Program and Student Government Day to encourage future leaders.**

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.



PUBLIC SAFETY

» Provide efficient, effective staffing to ensure a high level of services and response times for Public Safety services.

- Evaluate compensation, benefits, and training programs that enhance recruitment, retention and succession planning in a competitive market.
- Maintain DARE program and other youth outreach programs.
- Mental wellness signage and resources on the website/first responder assistance.
- Encourage collaboration with drug/alcohol treatment providers and Narcan/Safety measures in response to affected populations.

» Strive to maintain one of the lowest crime rates among comparable cities.

» Consider options including dialogue with churches and social service providers, establishment of Task Force, ordinances, regulations, and other measures to mitigate the impact of homelessness in Ormond Beach.

» Ensure the physical security of City assets and operations.

- Pursue the relocation of the Police Department, Emergency Operations Center (EOC), and the Public Works Facility from their current flood zone locations.
- Continue the conversion of city outdoor lighting fixtures to LED.

» Consider enhancements to City's property maintenance Codes to achieve a higher adherence to community standards in support of beautifying Ormond Beach.

» Explore measures with the Fire & Utilities Departments that could result in improvements to Ormond Beach's current ISO #3 rating to attain benefits of reduced insurance costs for our residents and businesses.

GOAL STATEMENT

TO PROVIDE A SAFE AND SECURE COMMUNITY WITH EFFECTIVE, EFFICIENT AND RESPONSIVE EMERGENCY SERVICES, STAFFING, AND INFRASTRUCTURE.



Ormond Beach police officers saluting during 2025 Police Week at Memorial Park.



Ormond Beach firefighters train for Mayday, emergencies where a firefighter is lost, trapped, or injured on scene.

QUALITY OF LIFE



Pursue the expansion of recreation fields in Ormond Beach and prioritize the projects in the City's current Park & Recreation Master Plan for funding and development.



Continue to be recognized as a leader in Parks & Recreation through the offering of diverse, high-quality parks and natural spaces.

- Desire to have U.S. National Anthem played at start of every game.
- Explore improved field lighting in sports fields and recreational facilities.
 - Priority locations: behind Nova Rec to Nova Road on north side & parking lot lighting of softball quad.



Consider the development of additional facilities for public programs and community gatherings/events.

- Determine the best redevelopment option for the former Church property located at 56 N. Beach St.
- Establish Founder's Day as a community flagship event.
- Plan for future needs of East and West Ormond Beach Community Centers/Venues.



Continue to improve the attraction and beautification of Ormond Beach by supporting the placement of public art, community gateway planting/landscaping, and lighting of bridge.

- Develop policies and collaborate with partner agencies to enhance the beautification of the US 1 Corridor.
- Continue to work with Volusia County and citizen groups to promote and enhance North Beach Street/Scenic Loop and Trail.
- Continue to pursue and promote new Public Art projects in Downtown/Main Street.
- Maintain downtown seasonal lights and add bridge uplighting.
- Verbally support the rehabilitation of Chief Tomokie statue.

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.



WATER QUALITY & THE ENVIRONMENT



Protect and enhance our environment and invest in infrastructure projects and assets that build resilience benefits to reduce flooding risk and increase sustainability.

- **Reduce the impacts of localized stormwater flooding through the prioritization of key projects in the Stormwater Master Plan and through pre-storm mitigations activities.**



Advocate for projects that can improve the overall quality of Ormond Beach's water bodies.

- **Expand reclaimed water system and reuse pond out West.**
- **Continue effort of septic to sewer conversions in Magnolia, Oak, and Bonita targeted areas on the mainland.**
- **Evaluate the possible benefits of a new Federal inlet north of Highbridge to improve the water quality of the Halifax River.**



Promote the value of the City's recycling program to reduce the impact of the waste stream sent to the landfill.



Consider the establishment of a Protective Wildlife Corridor.

GOAL STATEMENT

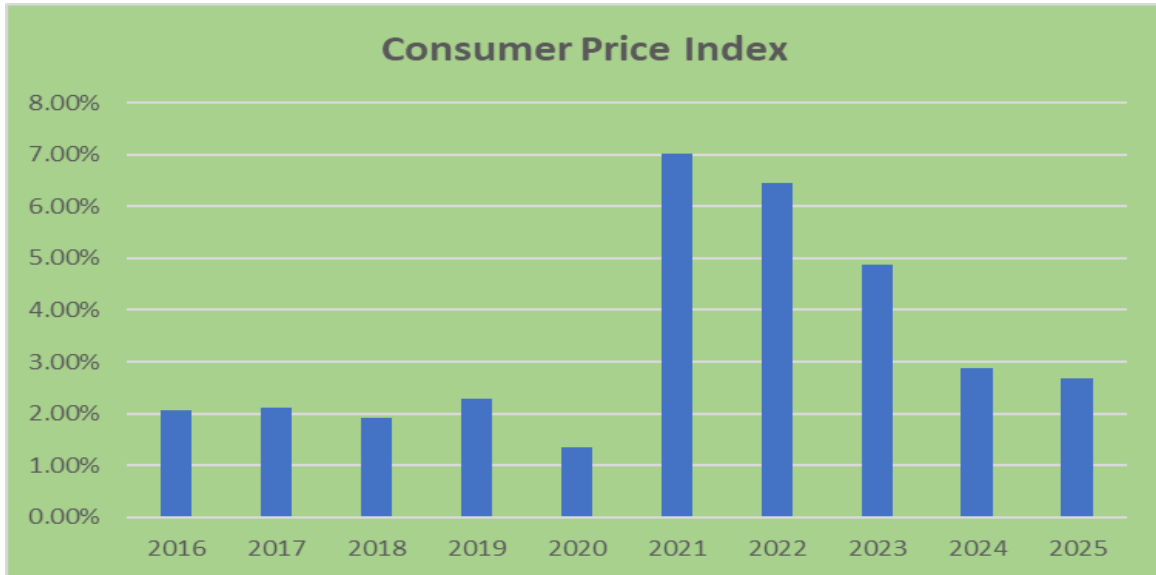
TO ADVANCE THE CITY'S ENVIRONMENTAL STEWARDSHIP THROUGH PROJECTS AND OUTREACH PROMOTING WATER QUALITY, STORMWATER MANAGEMENT, AND RECYCLING.



Financial Trends Analysis

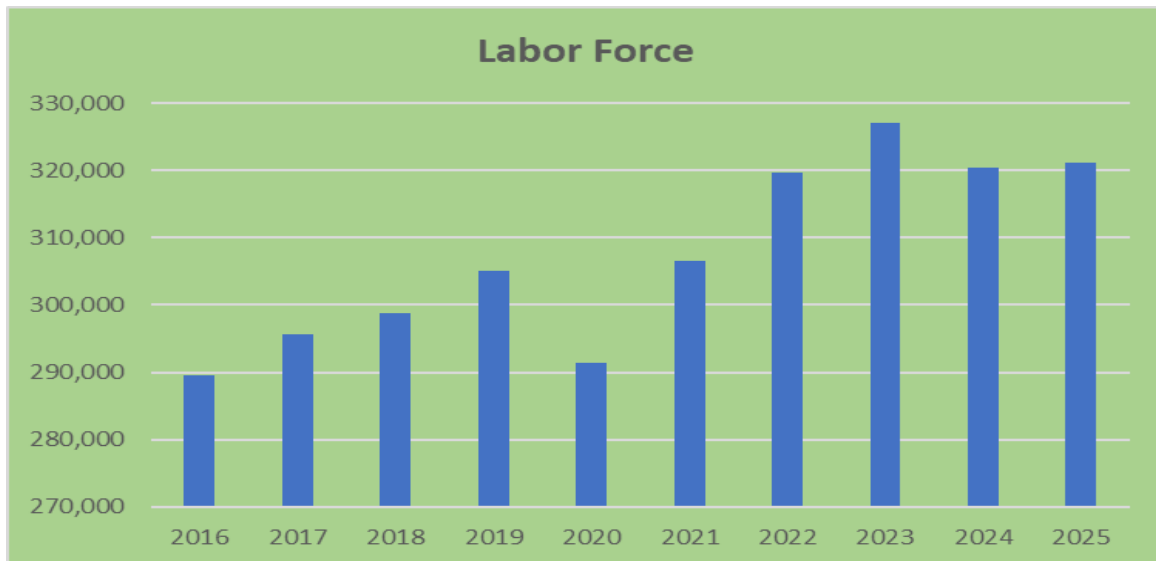
National Economy:

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 2.68% as of the end of calendar year 2025.



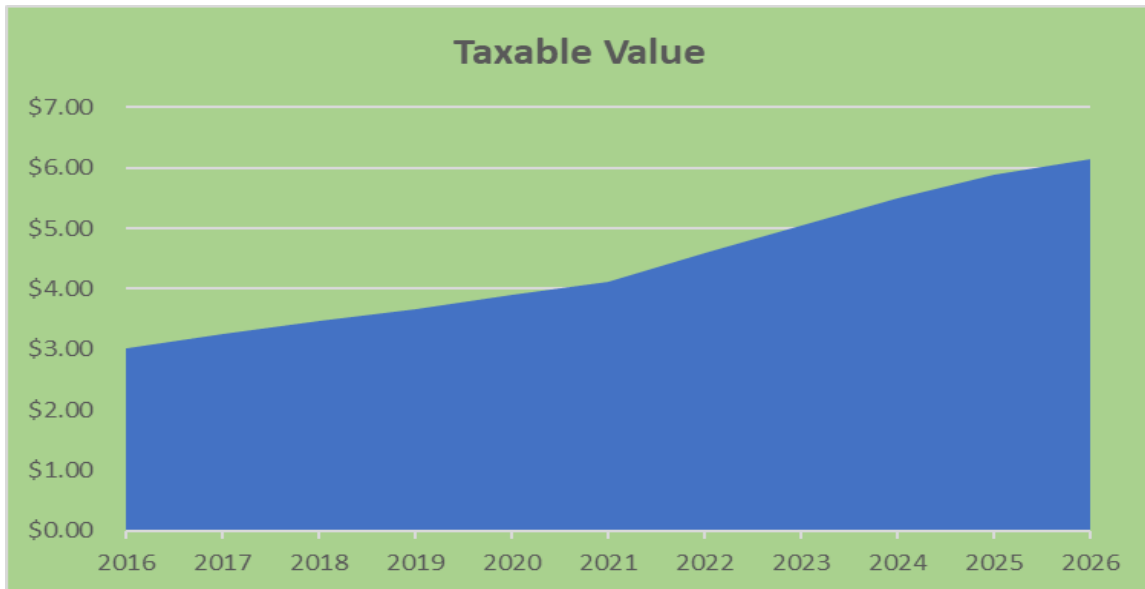
Local Economy:

According to the U.S. Bureau of Labor Statistics, unemployment for the Deltona-Daytona Beach-Ormond Beach area increased by 4.12% from 2024 to 2025 while the labor force has risen. As of December 2025, an estimated 16,773 people locally were unemployed.



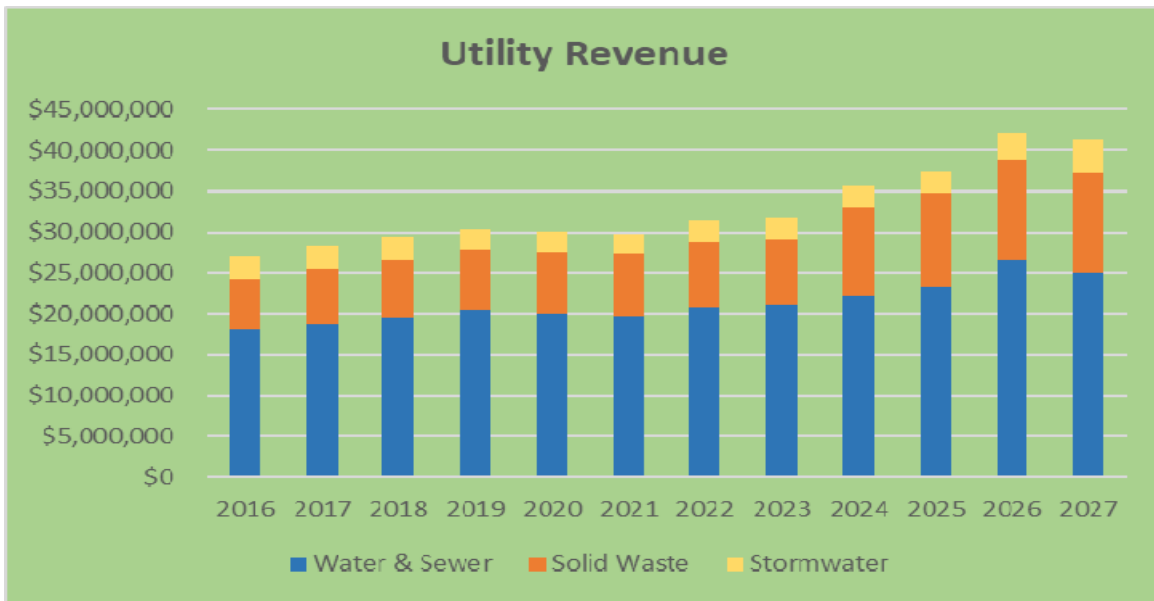
Major Revenue Sources Historical and Projected:

The 2026 taxable value is \$6.14 billion, an increase of \$278 million from 2025. The increase includes \$6.05 billion from existing properties and \$82 million from new construction and annexations.



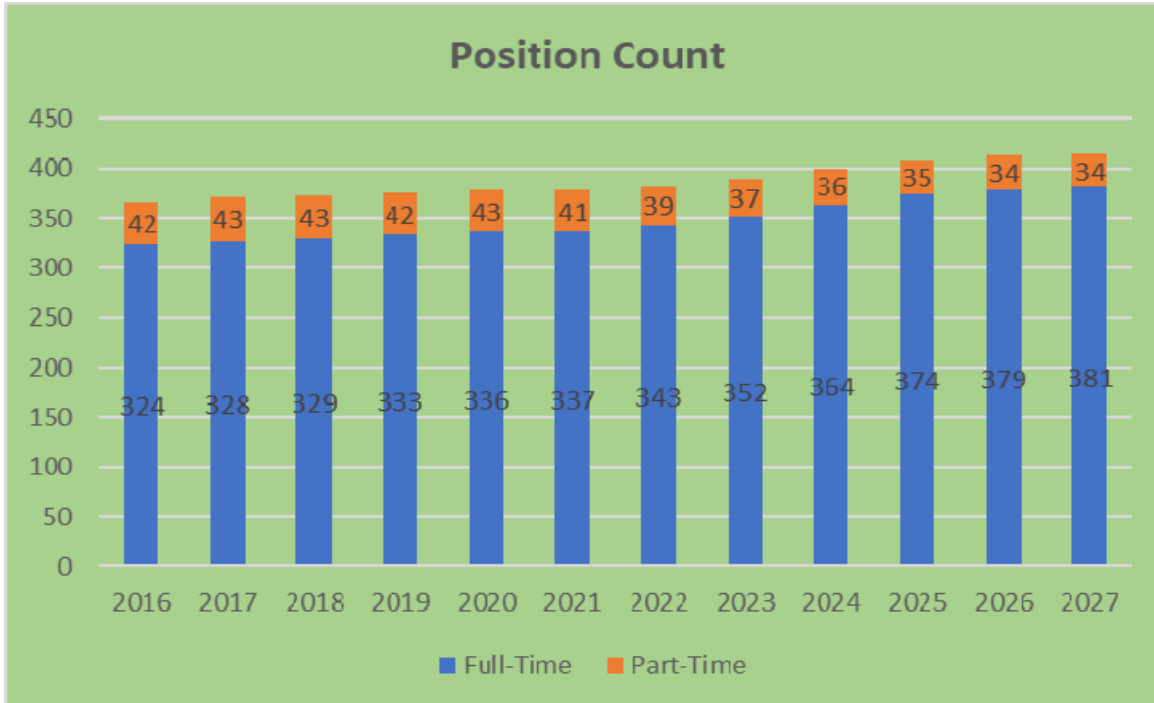
Aside from property taxes, the largest revenue sources consist of franchise fees, utility taxes, intergovernmental revenue and utility user fees are levied to fund the costs of certain activities or services. Franchise fees and utility taxes are generated from a surcharge on electric and natural gas. 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 increase due to a rate adjustment. Water, Sewer and Solid Waste fees are expected to remain steady.

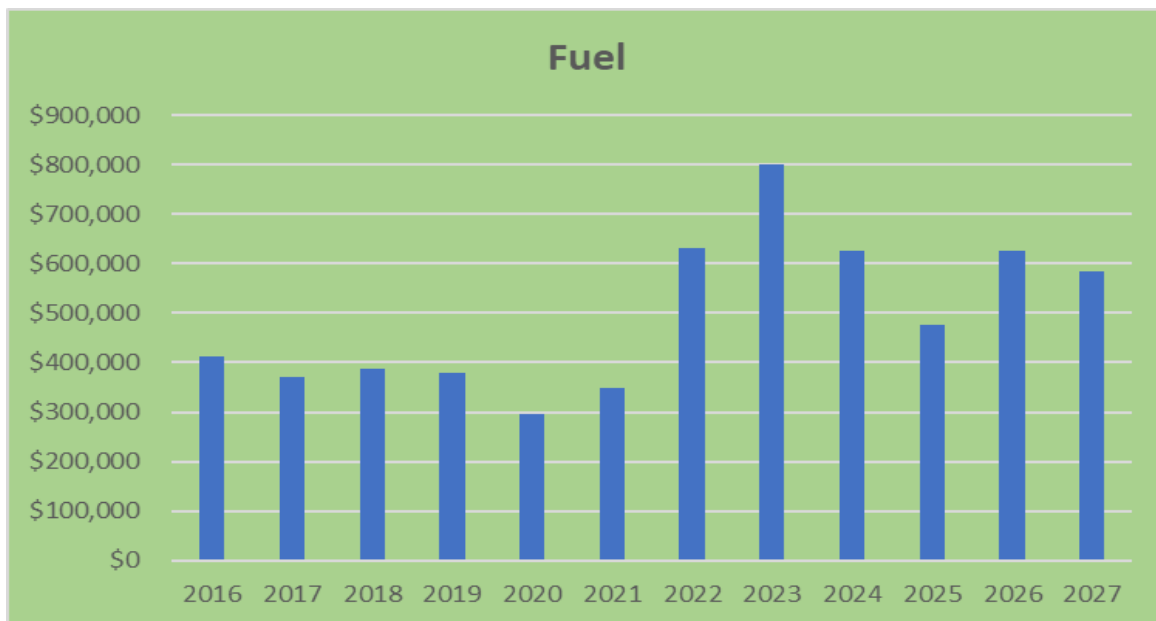


Major Expenditure Categories Historical and Projected:

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 & Wastewater operating costs consist mainly of chemical and electric expenses associated with operations of the two plants. These costs have slowly increased over time consistent with inflation.



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 steadily increased since that time.



Budget Assumptions

Revenues

1. Conservative revenue estimates are utilized to allow for unanticipated changes in collection levels or economic deterioration.
2. The budget was prepared using an operating millage rate of 4.3202 mills. The total millage, including debt, is 4.3792.
3. The budget does not include a 3% increase in Parks and Recreation fees.

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. Collective bargaining contracts – Necessary funding for anticipated changes to the collective bargaining contracts has been included.
2. Personnel changes include the following:
 - a. Two positions have been added for FY 2026-27.

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.

Budget Advisory Board Recommendation

The Budget Advisory Board will review the budget and provide recommendation a recommendation prior to the City Commission budget workshop.

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 \$75,000 or greater). The Finance Director and City Manager meet with departments to discuss their requests. The Parks and Recreation 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.



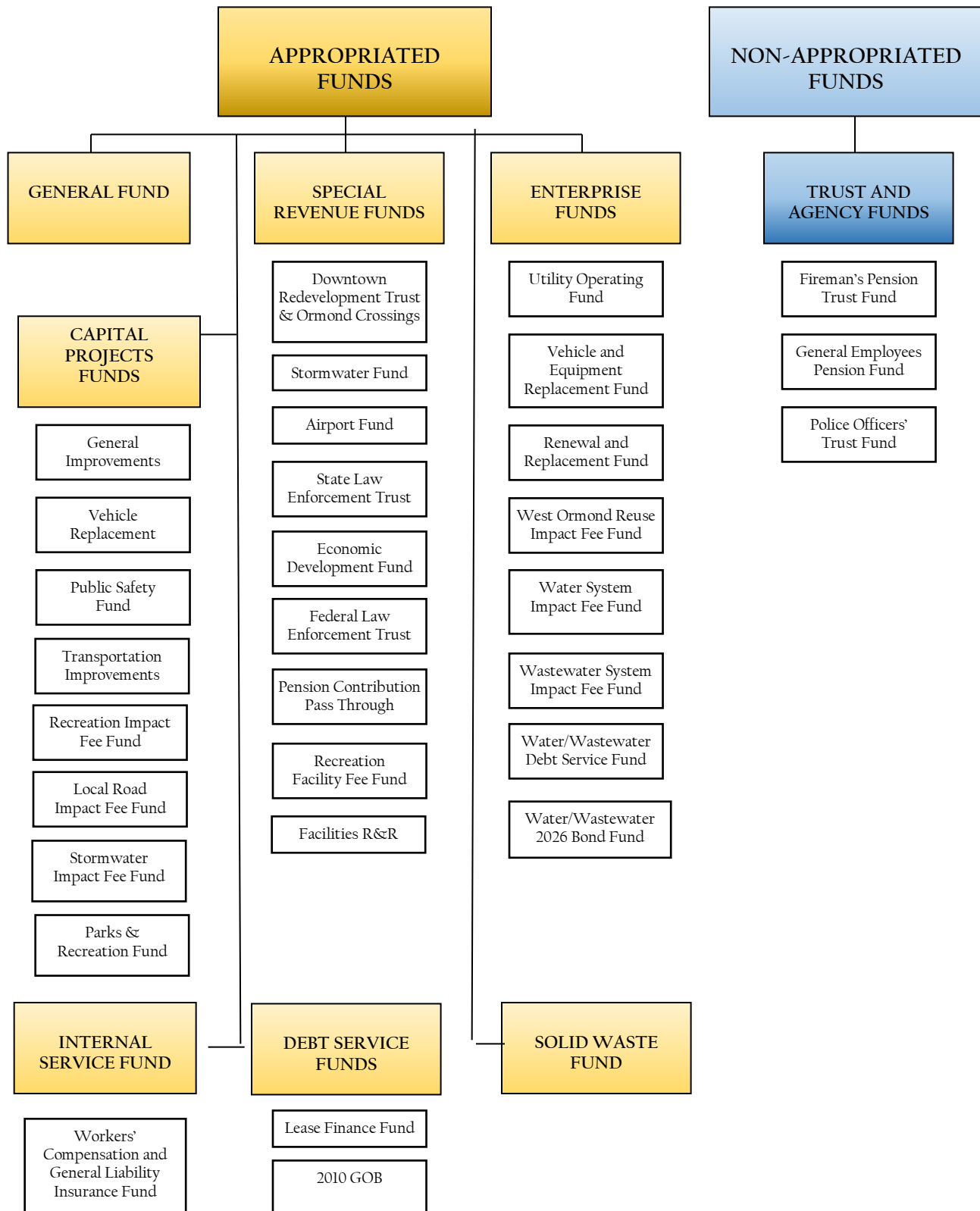
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BUDGET CALENDAR

DATE	ACTIVITY
May 1	Prepare Budget Requests with Departments
May 19	Capital Improvement Plan City Commission Workshop
June 11	Budget Review with City Manager
July 1	Certification of taxable value submitted to City
July 10	Budget document submitted to City Commission
July 28	Operating Budget Workshop
July 28	Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)
September 9	First Public Hearing to adopt proposed millage rates and budget
September 23	Second and Final Public Hearing to adopt Final millage rates and budget.

FUND STRUCTURE



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.
 - **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.

- **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.
 - **Parks and Recreation Fund** - This fund accounts for replacement of parks and recreation capital assets provided by general government resources.

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 & Wastewater 2026 Bond Fund** - This fund accounts for the construction costs associated with the expansion of the utility system.
 - **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

- I. **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 97% 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 existing services/programs and unfunded mandates when current revenues are insufficient. General Fund Unassigned Fund Balance will be used in all other cases which include funding for one-time expenditures/capital projects and increases in service levels/programming.

6. LEVEL OF AUTHORITY

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

7. EFFECTIVE DATE

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

CITY OF ORMOND BEACH PURCHASING POLICY

1. INTRODUCTION

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

2. NEW VENDORS

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

3. PURCHASING PROCEDURES

- Purchases exceeding \$75,000 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-\$75,000:
 - The purchaser will obtain three written 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 \$75,000, 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 \$75,000, 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 2026-27 budget includes total appropriations of \$152.04 million

ALL FUNDS SUMMARY			
Description	Actuals FY 2024-25	Budget FY 2025-26	Budget FY 2026-27
General Fund (001)	50,346,329	52,356,211	53,207,775
Special Revenue Funds:			
Downtown Redevelopment Trust Fund (104)	3,476,339	1,999,836	2,902,080
Ormond Crossings Trust Fund (106)	-	399,640	399,640
Stormwater Utility Fund (107)	5,640,311	5,613,386	22,952,152
Airport Fund (108)	721,983	1,318,198	3,399,718
Local Law Enforcement Trust Fund (109)	-	-	-
Economic Development Fund (110)	-	-	-
State Law Enforcement Trust Fund (112)	-	-	-
Pension Contribution Pass Through Fund (113)	1,194,985	1,300,000	1,400,000
Recreation Facility Fee Fund (115)	4,416	46,970	75,814
Total Special Revenue Funds	11,038,034	10,678,030	31,129,404
Debt Service Funds:			
Financing Debt Service Fund (205)	684,134	675,000	678,689
2010 Beachfront Park Bond Fund (220)	355,720	358,068	351,173
Total Debt Service Funds	1,039,854	1,033,068	1,029,862
Capital Improvement Funds:			
Capital Improvements Fund (301)	2,287,741	3,051,339	633,430
Equipment Renewal & Replacement Fund (302)	421,514	840,000	644,291
Public Safety Vehicle & Equipment Fund (305)	1,035,006	1,028,051	1,076,374
Transportation Improvements Fund (308)	1,163,923	3,306,010	2,302,629
Recreational Impact Fee Fund (310)	-	1,100,000	400,000
Local Road Impact Fee Fund (316)	-	275,000	200,000
Facilities Renewal & Replacement Fund (317)	1,345,892	1,665,797	1,265,093
Stormwater Impact Fee Fund (318)	-	15,000	-
Parks and Recreation Capital Fund (322)	891,498	1,700,000	2,150,000
Total Capital Improvement Funds	7,145,574	12,981,197	8,671,817
Water and Wastewater Funds:			
Water and Wastewater Fund (401)	20,686,736	28,748,938	28,420,303
Vehicle Replacement Fund (408)	286,551	830,000	1,066,000
Renewal & Replacement Fund (409)	7,571,649	6,830,768	5,777,450
Water/Wastewater Consolidated Debt Service Fund (414)	2,594,392	3,824,000	3,320,943
West Ormond Reuse Impact Fee Fund (433)	-	-	-
Water System Impact Fee Fund (434)	-	751,000	750,000
Wastewater System Impact Fee Fund (435)	-	850,000	850,000
Water/Wastewater 2026 Bond Projects (447)	-	5,680,000	-
Total Water and Wastewater Funds	31,139,328	47,514,706	40,184,696
Solid Waste Fund (460)	15,366,259	14,960,267	14,922,000
Workers Compensation Fund (502)	869,164	747,500	747,500
General Liability Fund (504)	2,978,294	2,142,400	2,142,400
TOTAL BUDGET APPROPRIATION	119,922,836	142,413,379	152,035,454
Less: Interfund Transfers	(14,854,306)	(18,789,917)	(18,789,917)
Fleet Operations (Internal Service Charges)	(2,039,721)	(2,296,000)	(2,245,511)
Engineering (Internal Service Charges)	(1,277,145)	(1,457,708)	(1,286,971)
Consolidated Insurance Fund (Internal Service Charges)	(3,696,188)	(2,889,900)	(2,889,900)
TOTAL NET BUDGET	98,055,476	116,979,854	126,823,155

BUDGET SUMMARY

BUDGET THREE YEAR SUMMARY CITY OF ORMOND BEACH, FLORIDA					
REVENUES	Actuals FY 2024-25	Budget FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Taxes	31,290,594	33,650,925	35,203,835	1,552,910	4.61%
Licenses and Permits	11,476,278	10,085,087	10,675,575	590,488	5.86%
Intergovernmental Revenue	12,686,456	12,602,669	27,209,810	14,607,141	115.91%
Charges for Service	43,904,663	46,844,788	46,064,038	(780,750)	-1.67%
Fines and Forfeitures	332,884	73,000	75,000	2,000	2.74%
Miscellaneous Revenues	6,275,278	5,187,407	4,986,181	(201,226)	-3.88%
TOTAL SOURCES	105,966,153	108,443,876	124,214,439	15,770,563	14.54%
Transfers In	14,854,306	18,789,917	17,863,769	(926,148)	-4.93%
Bond Proceeds and Other Sources	0	15,179,586	9,957,246	(5,222,340)	-34.40%
TOTAL REVENUES, TRANSFERS AND BALANCES	120,820,459	142,413,379	152,035,454	9,622,075	6.76%
EXPENDITURES	Actuals FY 2024-25	Budget FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Government Services	14,315,534	15,654,511	16,868,041	1,213,530	7.75%
Public Safety	25,431,322	26,195,681	27,341,903	1,146,222	4.38%
Physical Environment	38,782,087	45,780,681	58,208,601	12,427,920	27.15%
Transportation	9,138,114	13,770,828	9,395,134	(4,375,694)	-31.78%
Economic Environment	388,234	448,226	422,330	(25,896)	-5.78%
Human Services	90,507	291,528	291,528	-	0.00%
Parks and Recreation	13,304,281	12,780,014	12,722,251	(57,763)	-0.45%
Debt Service	3,634,246	3,646,000	4,319,632	673,632	18.48%
TOTAL EXPENDITURES	105,084,325	118,567,469	129,569,420	11,001,951	9.28%
Transfers Out	14,838,511	18,789,917	17,863,769	22,466,034	119.56%
Contingency	0	5,055,993	4,602,265	(453,728)	-8.97%
TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES	119,922,836	142,413,379	152,035,454	9,622,075	6.76%

CHANGE IN FUND BALANCE

Description	Estimated Beginning Fund Balance	Budget Revenue FY 2026-27	Budget Expenditures FY 2026-27	Use of Fund Balance	Estimated Ending Fund Balance
GENERAL FUND (001)	7,500,000	52,441,281	53,207,775	766,494	6,733,506
SPECIAL REVENUE FUNDS					
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	3,301,000	2,902,080	2,902,080	-	3,301,000
ORMOND CROSSINGS TRUST FUND (106)	1,925,000	399,640	399,640	-	1,925,000
STORMWATER UTILITY FUND (107)	4,952,000	18,603,360	22,952,152	4,348,792	603,208
AIRPORT FUND (108)*	(989,000)	2,921,135	3,399,718	478,583	(1,467,583)
LOCAL LAW ENFORCEMENT TRUST FUND (109)	535,000	-	-	-	535,000
ECONOMIC DEVELOPMENT FUND (110)	-	-	-	-	0
STATE LAW ENFORCEMENT TRUST FUND (112)	6,000	-	-	-	6,000
PENSION CONTRIBUTION PASS THROUGH (113)	-	1,400,000	1,400,000	-	0
RECREATION FACILITY FEE FUND (115)	535,000	40,225	75,814	35,589	499,411
TOTAL SPECIAL REVENUE FUNDS	10,265,000	26,266,440	31,129,404	4,862,964	5,402,036
DEBT SERVICE FUNDS					
FINANCING DEBT SERVICE FUND (205)	368,000	670,000	678,689	8,689	359,311
2010 BEACHFRONT PARK BONDS (220)	2,000	351,173	351,173	-	2,000
TOTAL DEBT SERVICE FUNDS	370,000	1,021,173	1,029,862	-	370,000
CAPITAL PROJECT FUNDS					
CAPITAL IMPROVEMENTS FUND (301)	200,000	514,974	633,430	118,456	81,544
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	389,000	644,291	644,291	-	389,000
PUBLIC SAFETY VEHICLE & EQUIPMENT FUND (305)	500,000	-	1,076,374	-	500,000
TRANSPORTATION IMPROVEMENTS FUND (308)	582,000	1,759,016	2,302,629	543,613	38,387
RECREATION IMPACT FEE FUND (310)	1,528,000	400,000	400,000	-	1,528,000
LOCAL ROAD IMPACT FEE FUND (316)	2,164,000	200,000	200,000	-	2,164,000
FACILITIES RENEWAL & REPLACEMENT (317)	-	1,265,093	1,265,093	-	-
STORMWATER IMPACT FEE FUND (318)	594,000	-	-	-	594,000
PARKS AND RECREATION CAPITAL (322)	600,000	1,624,016	2,150,000	525,984	74,016
TOTAL CAPITAL PROJECTS FUNDS	6,557,000	6,407,390	8,671,817	10,619,567	5,368,947

*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 2026-27 are budgeted at \$152,035,454.

TAXABLE VALUE:

The 2026 taxable value is \$6.14 billion, an increase of \$278 million from the 2025 taxable value. The increase in taxable value includes \$6.05 billion from existing properties and \$82 million from new construction and annexations.



PROPERTY TAX REVENUE & RATES:

General operating revenue available for general operations and capital improvements is estimated to be \$25.7 million.

Summary of Property Tax Rates					
	Fund	FY 2025-26	FY 2026/27	\$ Var	% Var
General Fund	001	3.6392	3.6392	-	0.00%
Facilities Renewal & Replacement	317	0.1650	0.1650	-	0.00%
Capital Improvements	301	0.0840	0.0840	-	0.00%
Vehicle & Equipment R & R	302	0.0440	0.0440	-	0.00%
Transportation Improvements	308	0.1040	0.1040	-	0.00%
Public Safety Fund	305	0.1800	0.1800	-	0.00%
Leisure Service Fund	322	0.1040	0.1040	-	0.00%
Subtotal - Operating Millage		4.3202	4.3202	-	0.00%
2010 GOB	220	0.0630	0.0590	(0.0040)	-6.35%
Subtotal - Debt Millages		0.0630	0.0590	(0.0040)	-6.35%
Combined City Tax Rate		4.3832	4.3792	(0.0040)	-0.09%

The operating tax rate is proposed to be 4.3202 mills. The total tax rate (including debt service) is proposed at 4.3792 mills.

GENERAL FUND REVENUES

General Fund net revenues are budgeted to be \$53,207,775, an increase of \$851,564 from the previous year. The change includes an increase in property tax revenue of \$976,984 resulting from an increase in the taxable value and rate. License and Permit revenue is expected to increase by \$501,488 and Use of Fund balance will decrease by \$570,985.

The largest components of General Fund revenue include:

- Property taxes (\$21.9 million)
- Other Taxes (\$7.8 million)
- License and Permits (\$6.0 million)
- Intergovernmental revenues (\$5.0 million) which includes the half cent sales tax and municipal revenue sharing.
- Transfers to the General Fund (\$6.5 million)

DOWNTOWN REDEVELOPMENT FUND:

Tax increment proceeds are the primary revenue source for the Downtown Development Fund. The incremental taxable value of the district increased by \$4 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 \$4 million.

CAPITAL IMPROVEMENT FUND,

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates \$500,000 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 \$262,000 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 which will generate \$1,071,000 in property tax revenue.

TRANSPORTATION FUND:

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements which generates \$619,000 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 \$982,000.

LEISURE SERVICES CAPITAL FUND:

Pursuant to the City Commission's direction, a new dedicated millage has been established for Leisure Service capital projects which generates \$619,000.

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 \$25.8 million.

WATER AND WASTEWATER RENEWAL & REPLACEMENT FUND:

Revenues of the Renewal and Replacement Fund include a transfer of \$5 million from the Water and Wastewater Operating Fund.

SOLID WASTE:

The primary revenue source is solid waste user fees (\$12.3 million). No increase to rates is proposed.

EXPENDITURE HIGHLIGHTS

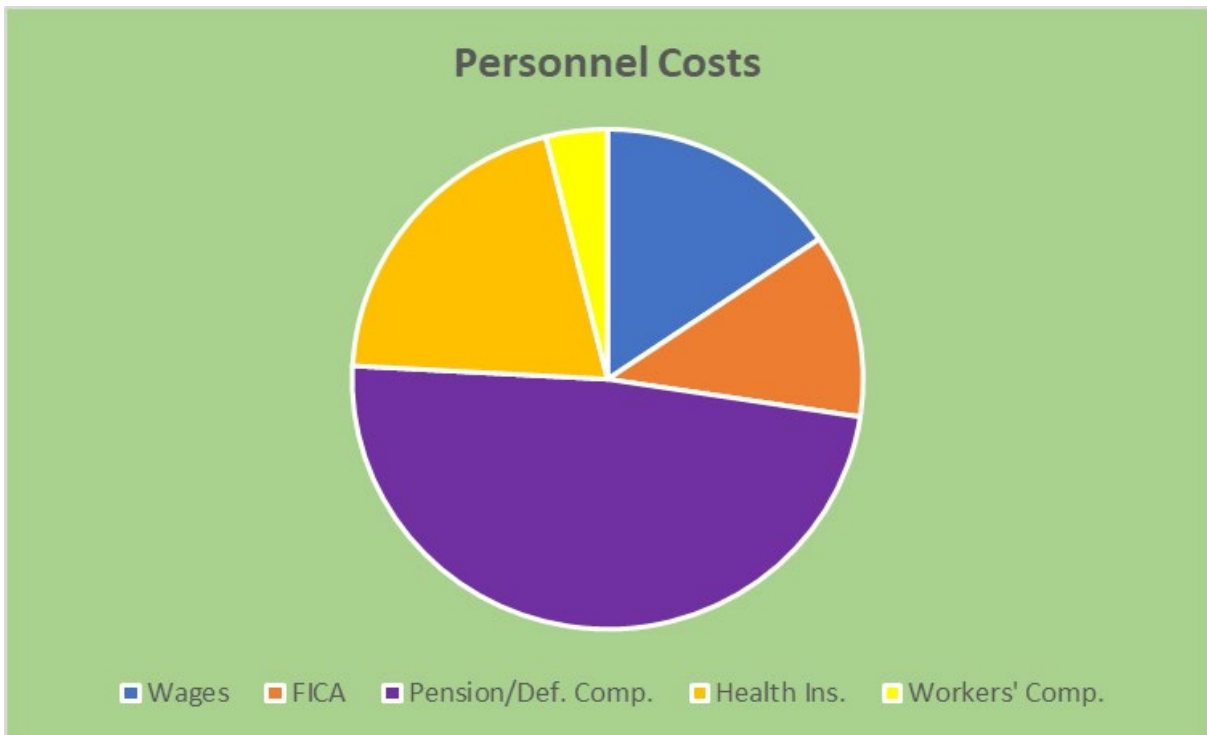
PERSONNEL COSTS:

Total personnel costs are budgeted to be \$42.95 million for FY 2026-27.

All Funds Wages and Benefits				
	Budget FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2025-26	% Change FY 2025-26 to FY 2025-26
Wages	28,292,626	29,756,797	1,464,171	5.18%
FICA	2,183,158	2,277,539	94,381	4.32%
Pension/Deferred Comp.	5,900,677	6,289,054	388,377	6.58%
Health Insurance	4,742,179	3,880,996	(861,183)	-18.16%
Worker's Compensation	747,500	747,500	-	0.00%
Totals	41,866,140	42,951,886	1,085,746	2.59%

General Fund Wages and Benefits				
	Budget FY 2023-24	Budget FY 2026-27	Change FY 2025-26 to FY 2025-26	% Change FY 2025-26 to FY 2025-26
Wages	22,705,335	23,852,022	1,146,687	5.05%
FICA	1,755,331	1,825,828	70,497	4.02%
Pension/Deferred Comp.	5,096,854	5,492,042	395,188	7.75%
Health Insurance	3,612,567	2,947,561	(665,006)	-18.41%
Worker's Compensation	590,152	596,397	6,245	1.06%
Totals	33,760,239	34,713,850	953,611	2.82%

Other Fund Wages and Benefits				
	Budget FY 2023-24	Budget FY 2026-27	Change FY 2025-26 to FY 2025-26	% Change FY 2025-26 to FY 2025-26
Wages	5,357,399	5,904,775	547,376	10.22%
FICA	409,842	451,711	41,869	10.22%
Pension/Deferred Comp.	663,986	797,012	133,026	20.03%
Health Insurance	1,053,453	933,435	(120,018)	-11.39%
Worker's Compensation	174,002	151,103	(22,899)	-13.16%
Totals	7,658,682	8,238,036	579,354	7.56%



POSITION COUNT HISTORY:

The budget includes 381 full-time positions and 34 part-time positions.



AUTHORIZED POSITIONS:

	FY 24-25			FY 25-26			FY 26-27		
	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	6.00	-		6.00	-	6.00	6.00	-	6.00
City Clerk	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Office of City Attorney	5.00	-	5.00	6.00	-	6.00	6.00	-	6.00
Human Resources	4.00	-	4.00	5.00	-	5.00	5.00	-	5.00
Finance Department									
Budget/Finance	10.00	-	10.00	9.00	-	9.00	9.00	-	9.00
Utility Billing	12.00		12.00	12.00		12.00	12.00		12.00
Information Technology	8.00	-	8.00	8.00	-	8.00	8.00	-	8.00
Planning Department	6.00	-	6.00	6.00	-	6.00	6.00	-	6.00
Building Inspections/Permitting	14.00	-	14.00	15.00	-	15.00	16.00	-	16.00
Economic Development	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Police Department	94.00	-	94.00	94.00	-	94.00	94.00	-	94.00
Neighborhood Improvement	6.00	-	6.00	7.00	-	7.00	7.00	-	7.00
Fire Department	52.00	-	52.00	53.00	-	53.00	54.00	-	54.00
Public Works Department									
Engineering	11.00	-	11.00	11.00	-	11.00	11.00	-	11.00
Streets and Roadside Mnt.	21.00	-	21.00	19.00	-	19.00	19.00	-	19.00
Fleet Operations	6.00	1.00	6.50	6.00	1.00	6.50	6.00	1.00	6.50
Page Subtotal	260.00	1.00	254.50	262.00	1.00	262.50	264.00	1.00	264.50

AUTHORIZED POSITIONS:

	FY 24-25			FY 25-26			FY 26-27		
	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	11.00	-	11.00	10.00	-	10.00	10.00	-	10.00
Utilities									
Water Production	23.00	1.00	23.50	24.00	1.00	24.50	24.00	1.00	24.50
Wastewater Treatment	15.00	-	15.00	16.00	-	16.00	16.00	-	16.00
Water Distribution	14.00	-	14.00	14.00	-	14.00	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	-	-	-	-	-	-	-	-	-
Parks and Recreation									
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	2.00	4.00	4.00	2.00	4.00	4.00	2.00	4.00	4.00
South Ormond Neighborhood Center	2.00	3.00	3.50	2.00	3.00	3.50	2.00	3.00	3.50
Gymnastics	-	-	-	-	-	-	-	-	-
Athletic Field Maintenance	6.00	7.00	9.50	6.00	7.00	9.50	6.00	7.00	9.50
Parks and Grounds Mnt.	5.00	3.00	6.50	7.00	3.00	8.50	7.00	3.00	8.50
The Casements	2.00	5.00	4.50	2.00	5.00	4.50	2.00	5.00	4.50
Environmental Discovery Center	2.00	2.00	3.00	2.00	2.00	3.00	2.00	2.00	3.00
Performing Arts Center	2.00	6.00	5.00	2.00	6.00	5.00	2.00	6.00	5.00
Community Events	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Airport	1.00	-	1.00	1.00	-	1.00	1.00	-	1.00
Total FTE	374.00	35.00	385.00	379.00	34.00	396.00	381.00	34.00	398.00

Added FY 2026-27:

Deputy Building Official

Fire Inspection Administrative Assistant

EXPENDITURES

GENERAL FUND:

General fund net expenditures are \$52,356,211, an increase of \$851,564 from the previous year. The budget includes a \$1.2 million increase for wage adjustments per the approved collective bargaining agreements.

DOWNTOWN REDEVELOPMENT FUND:

The budget includes \$1.7 million for maintenance and capital improvements. Property improvement grant funding is also included in the amount of \$200,000.

STORMWATER UTILITY FUND:

The budget includes \$2.3 million for personnel and operating costs, transfers of \$339,000, and \$19.8 million in capital improvement projects.

CAPITAL IMPROVEMENT FUND:

The budget includes \$500,000 for Security Access Control at the City's four Fire Stations as well as the Public Works Facility.

TRANSPORTATION FUND:

The budget includes \$1.4 million in infrastructure improvements and \$807,000 in transfers to the General Fund for streets maintenance.

FACILITIES RENEWAL AND REPLACEMENT FUND:

The budget includes maintenance to various City facilities of \$15,000 and capital improvement projects of \$1.1 million.

LEISURE SERVICE CAPITAL FUND:

The budget includes capital improvement projects of \$2.2 million.

WATER AND WASTEWATER:

The budget includes \$15.9 million of personnel and operating expenditures and \$12.5 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 \$12.9 million for personnel and operating expenses and \$2 million in transfers.

DEBT SUMMARY:

The Charter of the City of Ormond Beach does not provide a debt limit. Bond Series 2024 was issued to finance several technology projects. Series 2010, was the result of a voter referendum for the construction of a beachfront park.

GENERAL GOV'T DEBT SERVICE REQUIREMENTS				
<i>Amounts in thousands</i>				
Fiscal Year Ending	2024 Capital Improvement Note Technology			
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
2027	225	89	314	
Beyond	1,855	331	2,186	

Fiscal Year Ending	2010 General Obligation Bonds Beachfront Park			
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
2027	310	37	347	
Beyond	975	57	1,032	
Total	1,285	94	1,379	

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	<u>Principal</u>	<u>Interest</u>	<u>Total</u>		
2027	\$ 2,505	\$ 806	\$	3,311	
2028	\$ 2,595	\$ 727	\$	3,322	
2029	\$ 2,679	\$ 645	\$	3,324	
2030	\$ 2,767	\$ 560	\$	3,327	
2031	\$ 2,377	\$ 461	\$	2,838	
2032	\$ 2,186	\$ 400	\$	2,586	
2033	\$ 1,788	\$ 329	\$	2,117	
2034	\$ 975	\$ 270	\$	1,245	
2035	\$ 1,015	\$ 230	\$	1,245	
2036	\$ 1,055	\$ 187	\$	1,242	
2037	\$ 1,100	\$ 143	\$	1,243	
2038	\$ 1,145	\$ 97	\$	1,242	
2039	\$ 1,195	\$ 50	\$	1,245	
Total	\$ 23,382	\$ 4,905	\$	28,287	

GENERAL FUND

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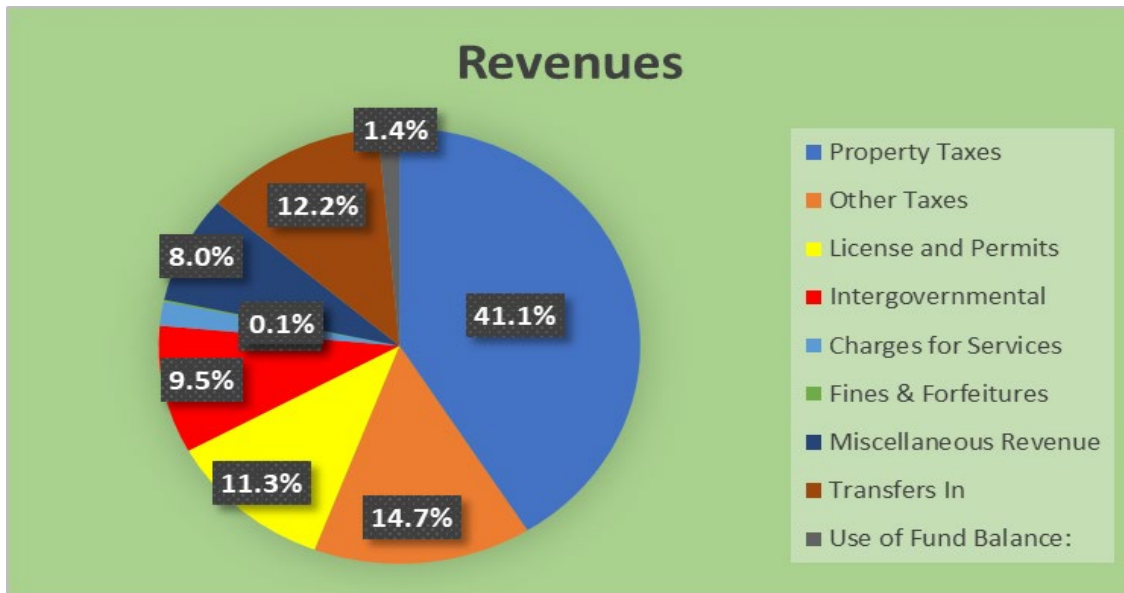
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GENERAL FUND REVENUES

General Fund Revenue Summary				Change	% Change
Description	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	FY 2025-26 to FY 2026-27	FY 2025-26 to FY 2026-27
Revenues					
Property Taxes	18,301,345	20,883,814	21,860,798	976,984	4.68%
Other Taxes	7,858,282	7,398,500	7,798,500	400,000	5.41%
License and Permits	5,952,943	5,487,862	5,989,350	501,488	9.14%
Intergovernmental	5,111,582	5,162,000	5,042,000	(120,000)	-2.32%
Charges for Services	1,084,222	883,138	944,138	61,000	6.91%
Fines & Forfeitures	109,486	73,000	75,000	2,000	2.74%
Miscellaneous Revenue	4,144,697	4,465,407	4,244,181	(221,226)	-4.95%
Transfers In	6,852,948	6,665,011	6,487,314	(177,697)	-2.67%
Use of Fund Balance:	-	1,337,479	766,494	(570,985)	-42.69%
Total Revenues	49,415,505	52,356,211	53,207,775	851,564	1.63%
Less: Fleet	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%
Less: Engineering	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%
Total Net Revenues	46,098,639	48,602,503	49,675,293	1,072,790	2.21%

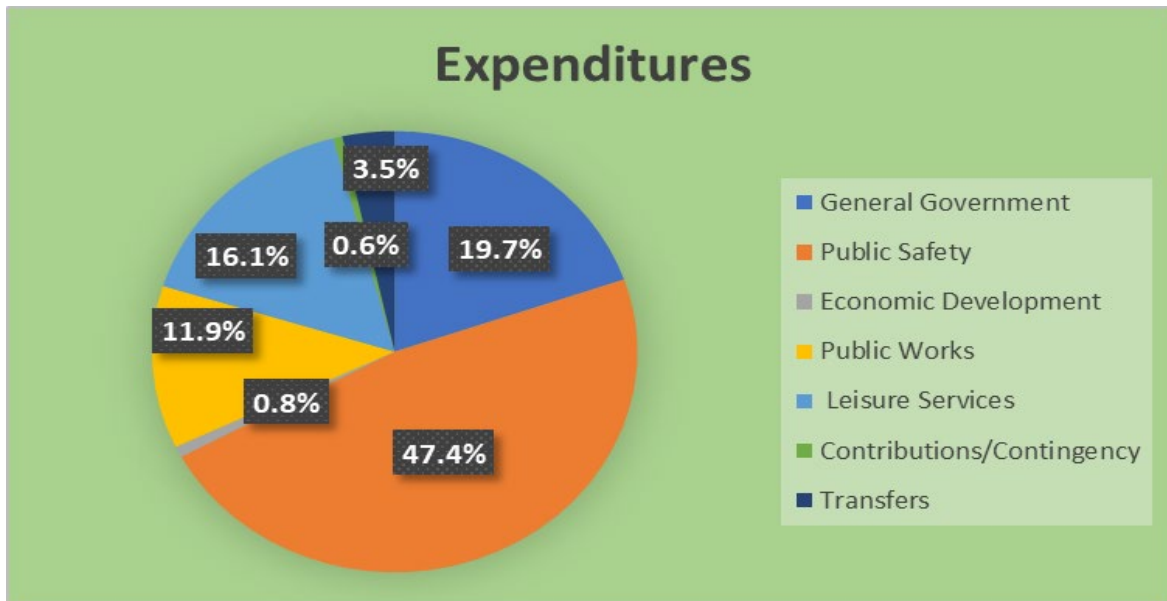
GENERAL FUND REVENUES



GENERAL FUND EXPENDITURES

General Fund Summary					
Description	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Government					
City Commission	383,692	474,127	438,806	(35,321)	-7.45%
City Manager	1,203,083	1,310,599	1,333,323	22,724	1.73%
Support Services	451,087	539,600	503,943	(35,657)	-6.61%
City Attorney	1,434,681	1,458,131	1,566,937	108,806	7.46%
Finance	1,057,624	1,135,901	1,154,494	18,593	1.64%
Information Technology	2,506,851	2,606,989	2,666,141	59,152	2.27%
Human Resources	636,254	731,880	799,359	67,479	9.22%
Planning	845,302	922,966	966,588	43,622	4.73%
Building Maintenance	1,031,284	1,086,670	1,051,307	(35,363)	-3.25%
Total General Government	9,549,858	10,266,863	10,480,898	214,035	2.08%
Public Safety					
Police Administration	1,240,218	1,288,336	1,323,911	35,575	2.76%
Police Operations	8,597,373	8,809,844	9,205,326	395,482	4.49%
Police Community Outreach	599,238	698,042	684,950	(13,092)	-1.88%
Police Criminal Investigations	1,672,682	1,855,567	1,848,457	(7,110)	-0.38%
Police Community Services	506,835	635,960	569,915	(66,045)	-10.39%
Police Records	195,845	216,238	215,355	(883)	-0.41%
Neighborhood Improvements	528,490	811,859	735,758	(76,101)	-9.37%
Fire & EMS	8,368,631	8,099,114	8,464,142	365,028	4.51%
Building Inspections	1,535,070	1,700,721	2,175,589	474,868	27.92%
Total Public Safety	23,244,382	24,115,681	25,223,403	1,107,722	4.59%
Public Works					
Roadside and Right of Way Mnt.	2,530,912	2,883,795	2,809,796	(73,999)	-2.57%
Engineering	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%
Fleet	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%
Total Public Works	5,847,778	6,637,503	6,342,278	(295,225)	-4.45%
Economic Development	388,234	448,226	422,330	(25,896)	-5.78%
Parks & Recreation					
Parks & Grounds	2,855,809	3,010,718	3,157,605	146,887	4.88%
Administration	910,354	940,733	933,845	(6,888)	-0.73%
Cultural					
Casements	487,097	445,125	465,296	20,171	4.53%
Performing Arts Center	438,005	465,043	475,664	10,621	2.28%
Senior Center	158,212	97,933	95,633	(2,300)	-2.35%
Community Events	287,728	319,076	329,192	10,116	3.17%
Environmental Learning Center	267,984	307,215	332,415	25,200	0.00%
Athletics					
Nova Recreation Center	524,482	480,510	465,536	(14,974)	-3.12%
South Ormond Center	448,983	441,128	441,188	60	0.01%
Athletic Fields/City Sponsored Sport	1,733,293	1,856,450	1,875,861	19,411	1.05%
Total Leisure Services	8,111,947	8,363,931	8,572,235	208,304	2.49%
Non-Departmental					
Contributions/Contingency	90,507	291,528	314,315	22,787	7.82%
Transfers	3,113,623	2,232,479	1,852,316	(380,163)	-17.03%
Total Expenditures	50,346,329	52,356,211	53,207,775	851,564	1.63%
Less: Fleet expenditures	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%
Less: Engineering	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%
Total Net Expenditures	47,029,463	48,602,503	49,675,293	1,072,790	2.21%

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 and Deputy Mayor Lori Tolland, Zone 2 City Commissioner Travis Sargent, Mayor Jason Leslie, Zone 3 City Commissioner Kristin Deaton, and Zone 4 City Commissioner Harold Briley.

CITY COMMISSION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	383,692	474,127	438,806	(35,321)	-7.45%
Total	383,692	474,127	438,806	(35,321)	-7.45%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	161,375	181,727	170,731	(10,996)	-6.05%
Operating	222,317	292,400	268,075	(24,325)	-8.32%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	383,692	474,127	438,806	(35,321)	-7.45%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,203,083	1,310,599	1,333,323	22,724	1.73%
Total	1,203,083	1,310,599	1,333,323	22,724	1.73%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,093,241	1,159,998	1,193,372	33,374	2.88%
Operating	109,842	150,601	139,951	(10,650)	-7.07%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,203,083	1,310,599	1,333,323	22,724	1.73%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
City Manager	1.00	1.00	1.00	0.00	0.00%
Assistant City Manager	2.00	2.00	2.00	0.00	0.00%
Communications 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	6.00	6.00	6.00	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

The Support Services Department provides a wide range of services to support the City Commission, City Departments, and the public. These responsibilities include but are not limited to:

- Administration
 - Preparing City Commission workshop and meeting agenda packets and minutes
 - Preparation of proclamations on behalf of the Mayor
 - Providing administrative services to various City departments and advisory boards
 - Coordinating the advisory board application and nomination process
 - Operation of receptionist station on the second floor of City Hall
- Election Management
 - Coordination of municipal elections
 - Monitoring of the required filing of related financial disclosures by staff, elected officials, and candidates
- Records Management
 - Accepting and processing of public records requests
 - Coordinating and managing the City's records management program
 - Archiving all City Commission legislative actions



SUPPORT SERVICES

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	451,087	539,600	503,943	(35,657)	-6.61%
Total	451,087	539,600	503,943	(35,657)	-6.61%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	382,635	440,071	411,539	(28,532)	-6.48%
Operating	68,452	99,529	92,404	(7,125)	-7.16%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	451,087	539,600	503,943	(35,657)	-6.61%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
City Clerk	1.00	1.00	1.00	0.00	0.00%
Assistant City Clerk	1.00	1.00	1.00	0.00	0.00%
Support Services Administrator	2.00	2.00	2.00	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.
- Confirm receipt and the timely fulfillment of public records requests.
- 2026 municipal election coordination, including timely submittal of candidate financial reports.
- Coordinate commissioner onboarding and governance & compliance training, organizational meeting, and advisory board workshops and appointments following the 2026 election.
- Ensure new appointee and annual Form 1 financial disclosure forms are completed by the Commission, Advisory Boards, and staff through the FL Commission on Ethics online portal.
- Coordinate/deliver citizen civic education, including Citizens' Academy, participation in FL League of Cities – Florida City Week and Chamber adult and youth leadership programs.
- Continue implementation of secure automated web-based forms for citizens and staff.
- Assist with the City's review and implementation of responsible and productive use of AI.
- Continue assisting departments with updating their pages and content within the City's website.
- Continue working on enhancements to the City's records management program, including assisting with the scanning of permanent retention documents.
- Training/education: Assistant City Clerk working on receiving IIMC Master Municipal Clerk (MMC) designation; other staff working on Florida Certified Records Manager (FCRM) designation.

	Actual	Estimate	Budget	Change	% Change
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2025-26 to FY 2026-27	FY 2025-26 to FY 2026-27
City Commission Meetings:					
Number agenda items	346	182	200	18	10.00%
Number of items processed within 4 days of meetings	346	182	200	18	10.00%
% of minutes completed in 6 working days	100%	88%	100%	0	13.33%
Number of proclamations prepared	51	68	75	7	10.00%
Number of public records requests received and processed	1104	1229	1413	50	4.07%

SUPPORT SERVICES

ACCOMPLISHMENTS:

- Coordinated the 2026 qualifying and primary election for Mayor and City Commission.
- Coordinated the City's new website redesign and the addition of DocAccess software to ensure ADA accessibility to PDF documents posted to the website.
- Facilitated several enhancements to the City Commission's agenda software and citizen portal, including audio/content bookmarks, closed-captioning, and revised agenda and staff reports.
- Implemented software to automate the advisory board application process for the 2027 City Commission appointments.
- Assisted with the implementation of new 311 citizen service software (SeeClickFix/OB Connect).
- Facilitated JustFOIA software department training and assisted in setting up the capability of Lien Search online credit card payments.
- Updated the electronic repository software/Questys to an improved, more user-friendly version.
- Reviewed and implemented an electronic records disposition schedule, in accordance with FL Statue.
- Reorganized the Records Warehouse and City Clerk's storage and file cabinets.
- Coordinated numerous Commission midterm advisory board appointments.
- Coordinated the City's participation in the Florida League of Cities – Florida City Week and delivered the Ormond Beach Chamber's adult and youth leadership City Government Days.
- Provided support for 21 Commission meetings, 12 Commission workshops, and 2 Special Commission meetings, with agenda packets totaling an estimated 182 agenda items (25,992 pgs.).
- Coordinated and drafted 68 proclamations and 44 special certificates on behalf of the Mayor.
- Processed an estimated 1,229 public records requests.
- Efficient records management, including the disposition of 237 cubic feet of records in accordance with Florida statute.
- Ensured the completion of Form 1 financial disclosure forms for 2025.
- City Clerk received IIMC Master Municipal Clerk (MMC) designation and Assistant City Clerk received IIMC Certified Municipal Clerk (CMC) designation.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,434,681	1,458,131	1,566,937	108,806	7.46%
Total	1,434,681	1,458,131	1,566,937	108,806	7.46%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	877,508	898,676	1,009,232	110,556	12.30%
Operating	557,173	559,455	557,705	(1,750)	-0.31%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,434,681	1,458,131	1,566,937	108,806	7.46%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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%
Senior Paralegal	1.00	1.00	1.00	0.00	0.00%
Paralegal	1.00	1.00	1.00	0.00	0.00%
Intern	0.00	1.00	1.00	0.00	0.00%
Total	5.00	6.00	6.00	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 Annual Comprehensive Financial Report (ACFR), 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,057,624	1,135,901	1,154,494	18,593	1.64%
Total	1,057,624	1,135,901	1,154,494	18,593	1.64%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,021,528	1,079,588	1,103,081	23,493	2.18%
Operating	36,096	56,313	51,413	(4,900)	-8.70%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,057,624	1,135,901	1,154,494	18,593	1.64%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Finance Director	1.00	1.00	1.00	0.00	0.00%
Assistant Finance Director	1.00	1.00	1.00	0.00	0.00%
Staff Accountant	1.00	1.00	1.00	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%
Accounting Technician	2.00	2.00	2.00	0.00	0.00%
Payroll/Pension Specialists	2.00	2.00	2.00	0.00	0.00%
Risk Manager	1.00	0.00	0.00	0.00	100.00%
Total	10.00	9.00	9.00	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 hurricane Ian and Nicole.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
# of A/P checks	5,611	5,500	5,500	-	0.00%
# of Accounts Payable EFT	1,900	2,000	2,000	-	0.00%
# of Purchase orders issued	705	760	775	15	1.97%
# of Payroll checks	-	-	-	-	0.00%
# of Payroll direct deposits	9,750	9,850	9,950	100	1.02%
Effectiveness:					
% participating in direct deposit	100%	100%	100%	-	0.00%
Number of days to issue ACFR	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 Annual Comprehensive Financial Report (ACFR) and submitted to the City Commission in early February following the end of the prior fiscal year.
- Maintained participation in the payroll direct deposit program at 100%.
- Processed 100% of invoice payments within 25 days of approval date.
- Completed budget document within 30 days of budget adoption.
- Submitted proposed Five-Year CIP and Annual Budget to City Commission at least five days before workshops.
- Maintained proper funding levels to offset hurricane Ian, Nicole and Milton expenses.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	2,506,851	2,606,989	2,666,141	59,152	2.27%
Total	2,506,851	2,606,989	2,666,141	59,152	2.27%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	864,670	962,681	915,020	(47,661)	-4.95%
Operating	1,642,181	1,644,308	1,751,121	106,813	6.50%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,506,851	2,606,989	2,666,141	59,152	2.27%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
IT Manager	1.00	1.00	1.00	0.00	0.00%
Project Manager	1.00	1.00	1.00	0.00	0.00%
System Administrator	2.00	2.00	2.00	0.00	0.00%
Senior Systems Administrator	1.00	1.00	1.00	0.00	0.00%
Help Desk Specialist	1.00	1.00	1.00	0.00	0.00%
Senior GIS Technician	2.00	2.00	2.00	0.00	0.00%
Total	8.00	8.00	8.00	0.00	0.00%

INFORMATION TECHNOLOGY

GOALS:

- Provide support for desktop equipment through help desk and on-site customer assistance
- Provide network infrastructure to support city computer operations and information transfer
- Provide for the procurement, development, upgrade, and support of business software for all departments and divisions
- Support telephony and electronic communications for City departments
- Ensure security and integrity of Ormond Beach network and data
- IOT support provides integration and support for converged networked smart solutions to include IOT physical security, security cameras, paging/alerting and smart building systems integration

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 FY 2026-27
Workload:					
# of workstations	490	500	550	50	10.00%
# of sites maintained	25	25	25	-	0.00%
# of support calls	4,800	6,000	8,000	2000.00	25.00%
Efficiency/Effectiveness:					
Windows Servers uptime	95.00%	99.99%	99.99%	4.99%	4.99%
Tyler system uptime	90.00%	90.00%	90.00%	0.00%	0.00%

Sites

- | | | | |
|----------------|---------------|------------------|-------------------|
| 1. City Hall | 8. FD94 | 15. Fleet | 22. HDC |
| 2. PD | 9. PAC | 16. Public Works | 23. Senior Center |
| 3. Water Plant | 10. Casements | 17. Legal | 24. Water Tower 1 |
| 4. Wastewater | 11. Discovery | 18. Airport | 25. Water Tower 2 |
| 5. FD91 | 12. Nova | 19. Ball Fields | |
| 6. FD92 | 13. SONC | 20. Andy Romano | |
| 7. FD93 | 14. PAL | 21. Leeway | |

INFORMATION TECHNOLOGY

ACCOMPLISHMENTS:

- Completed major Microsoft 365 migration efforts, including Exchange Online, Teams, OneDrive, SharePoint, security configuration, user training, and administrative support.
- Completed major VoIP and unified communications upgrades using FortiVoice, Microsoft Teams Voice, and related call routing, voicemail, mobility, and reporting tools.
- Completed City Commission Chambers and Meeting Room 103 audio-visual upgrades to improve public meetings, hybrid participation, livestreaming, recording, and accessibility.
- Implemented and expanded Fortinet network security capabilities, including firewall modernization, secure remote access, MFA integration, network segmentation, centralized reporting, and improved threat visibility.
- Advanced Verkada-based physical security and access control deployment at City facilities, with additional phases planned for Public Works and Fire Stations.
- Advanced the data center refresh procurement process, including completion of the RFP process and selection of qualified firms for design, cost, and implementation planning.
- Continued support for public safety, CJIS-related systems, mobile device management, Tyler applications, VPN profiles, field tablets, and department-specific technology needs.
- Resolved more than 3,500 work orders while continuing daily operational support, system monitoring, staff onboarding, cybersecurity response, and citywide technology service delivery.



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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	636,254	731,880	799,359	67,479	9.22%
Total	636,254	731,880	799,359	67,479	9.22%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	411,015	474,728	556,907	82,179	17.31%
Operating	225,239	257,152	242,452	(14,700)	-5.72%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	636,254	731,880	799,359	67,479	9.22%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Asst. HR Director	1.00	1.00	1.00	0.00	0.00%
HR Generalist	2.00	3.00	3.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	0.00	0.00%
Total	4.00	5.00	5.00	0.00	0.00%

HUMAN RESOURCES

GOALS:

- Continue to evaluate strategic health care plan and expand wellness program.
- Continue to explore customization of HR/ Risk Management components of Tyler/Munis software system.
- Continue to revise and develop employee and leadership training program.
- Continue to revise and develop Administrative Policies.
- Update and revise the Drug Free Workplace Policy 2025
- Conduct and document updated succession planning for City departments.
- Transition new hire and benefit orientations to electronic self-guided format.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Total employee turnover in government/organization	36%	28%	30%	2.00%	6.67%
Number of individuals hired/placed for period	96	105	82	(23)	-28.05%
Number of new employees that left prior to one full year of service	45	45	39	(6)	-13.33%
Total number of internal HR-sourced training hours					
Number of positions filled from within ranks	43	40	47	7	17.50%
Number of positions filled from outside sources (not promotional)	70	75	82	7	9.33%
Number of requisitions (request-to-fill, job opening, job order, etc.) during period	131	110	129	19	17.27%
Number of requisitions that were filled during period	113	90	129	39	43.33%
Average number of Vacancies	44	51	23	(28)	-54.90%
Average days to fill position	60	60	60	60	0.00%
Average Vacancy Rate	8%	8%	8%	8%	0.00%

ACCOMPLISHMENTS:

- Continued implementation of Tyler/Munis HR/Risk Management modules
- Revised and implemented the Compensation Under a Declared Emergency Policy
- Updated and implemented Human Resources Policy 2024
- Integrated Risk Management into Human Resources
- Successfully integrated a new broker and insurance provider for property and general liability
- Successfully implemented a cadet program/hiring bonus to improve Police Officer recruitment

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Site Plan Review Fees	376,412	85,000	200,000	115,000	135.29%
Zoning Variances/Appeals	7,409	92,500	15,000	(77,500)	-83.78%
General Fund	461,481	745,466	751,588	6,122	0.82%
Total	845,302	922,966	966,588	43,622	4.73%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	695,918	767,631	816,568	48,937	6.38%
Operating	149,384	155,335	150,020	(5,315)	-3.42%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	845,302	922,966	966,588	43,622	4.73%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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%
Civil Engineer	1.00	1.00	1.00	0.00	0.00%
Total	6.00	6.00	6.00	0.00	0.00%

PLANNING

GOALS:

- 100% of all professionally prepared plans shall be submitted electronically using the Tyler permitting system.
- The Site Plan Review Committee shall provide review comments or approval for site plan submittals within 21 days from the date of submittal.
- Development of the Multi-Modal Trails Plan in coordination with HDR Inc., including opportunities for public engagement with a survey and public meetings.
- Development of the mural assistance grant within the Downtown redevelopment area to encourage the development of public art.
- Land Development Code amendments and public hearings as needed.
- Amendments to the Code of Ordinances, Land Development Code, and Comprehensive Plan to implement changes enacted with the 2026 legislative session.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
# of site plans	20	50	50	-	0.00%
# of Special Exceptions	7	6	6	-	0.00%
# of LDC/City code amendments	10	10	5	(5)	-50.00%
# of planned development amendment	6	6	4	(2)	-33.33%
# of annexations/annexation agreements	-	4	3	(1)	-25.00%
# of Certificate of Appropriateness	3	3	3	-	0.00%
# of Variances	12	10	14	4	40.00%
# of rezonings	5	5	5	-	0.00%
# of Property Improvement Grants	2	1	1	-	0.00%
# of Volusia/Flagler County Reviews	4	4	4	-	0.00%
# of Utility Easement/ROW Vacations	10	5	5	-	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	10	17	7	70.00%
# of Preliminary or Final Plats	3	7	7	-	0.00%
Total:	101	104	134	30	28.85%

ACCOMPLISHMENTS:

- Refinement of the Tyler permitting system to assist internal and external users.
- Land Development Code amendments, such as detached garages, certified recovery residences, home-based businesses, and the Live Local Act.
- Provided technical reports and presentations on planning-related items to the Historic Landmark Preservation Board, Board of Adjustment and Appeals, Planning Board, and City Commission.
- Completion of multiple development projects, such as Stor-It, Marriott hotel, Stor-It, Fountain View, Archer's Mill, and Ellianos.
- Processed a number of public hearing items, including First United Methodist Church, Advent Health, and Tomoka Commerce Park.
- 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,031,284	1,086,670	1,051,307	(35,363)	-3.25%
Total	1,031,284	1,086,670	1,051,307	(35,363)	-3.25%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	540,582	634,380	607,023	(27,357)	-4.31%
Operating	490,702	452,290	444,284	(8,006)	-1.77%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,031,284	1,086,670	1,051,307	(35,363)	-3.25%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
<u>Full-time Positions:</u>					
Office Assistant	1.00	1.00	1.00	0.00	0.00%
Contract Manager - Buildings	1.00	1.00	1.00	0.00	0.00%
Maintenance Lead	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%
<u>Part-time Positions:</u>					
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:

- Immediately respond to all emergency calls for repairs.
- Complete all non-emergency daily work orders within two working days of request.
- Continue our maintenance plan for the City's 73 facilities.
- Continue refurbishment of snowflake holiday decorations.
- No work-related injuries.
- Keeps all city facility gates in working order.
- Replace a/c filters Quarterly.
- Replace ice machines filters Quarterly.
- Keep city decorative fountain's clean.
- Maintain airport runway, taxi, REIL and PAPI lights.
- Maintain a parts inventory for Splash Pads Emergency's.
- Maintain all City Facilities Parking Lot lights and DOT lights.
- Maintain lighting on City Buildings.
- Assist electrical contractor repairing city wide decorative street lights.
- Keep all park bathrooms in working order.

ACCOMPLISHMENTS:

- Completed all emergency calls for repairs.
- Work with contractors to complete facility repairs citywide.
- Completed 98% of all non-emergency work orders within two working days of request.
- Completed numerous non-work order special request projects citywide.
- No work-related injuries.
- Notification in-person or email of the completion of a work request.
- Daily morning meeting to review workflow and assign work for the day.
- All emergency work orders were completed within 12 hours.
- Maintained all city and DOT lighting citywide.
- Maintained all sports lighting to keep fields open and safe for play.
- Maintained airport runway lighting repairs and safety checks three times per week.
- Maintained splash pads with minimal interruptions.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Special Duty	65,995	50,000	50,000	-	0.00%
Fines/Forfeits	38,717	45,000	45,000	-	0.00%
Code Violations	70,768	28,000	28,000	-	0.00%
General Fund	13,165,201	14,192,846	14,460,672	267,826	1.89%
Total	13,340,681	14,315,846	14,583,672	267,826	1.87%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Administration	1,240,218	1,288,336	1,323,911	35,575	2.76%
Operations	8,597,373	8,809,844	9,205,326	395,482	4.49%
Community Outreach	599,238	698,042	684,950	(13,092)	-1.88%
Criminal Investigations	1,672,682	1,855,567	1,848,457	(7,110)	-0.38%
Community Services	506,835	635,960	569,915	(66,045)	-10.39%
Records	195,845	216,238	215,355	(883)	-0.41%
Neighborhood Improvements	528,490	811,859	735,758	(76,101)	-9.37%
Total	13,340,681	14,315,846	14,583,672	267,826	1.87%

POLICE ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,240,218	1,288,336	1,323,911	35,575	2.76%
Total	1,240,218	1,288,336	1,323,911	35,575	2.76%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	329,197	463,938	495,225	31,287	6.74%
Operating	911,021	824,398	828,686	4,288	0.52%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,240,218	1,288,336	1,323,911	35,575	2.76%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	0.00	100.00%
Total	3.00	3.00	3.00	0.00	0.00%

POLICE ADMINISTRATION

GOALS:

- Maintain the police department's staffing levels at 95% or greater.
- Provide in-service training in Active Shooter and Taser 10 weapon system.
- Implement ELVIS at Police Department.
- Continue to update Police Department's Access Control System (front doors)
- Work with County to continue the update to the 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 second full time Victim Advocate for the Police Department
- Hire a full time Finance employee for the Police Department
- Update the departments Tasers
- Improve the department's License Plate Reader program
- Complete 10-33 LEESO program inventory

ACCOMPLISHMENTS:

- Attended First Amendment Auditor Training
- Participated in Vehicle Operation Training
- Hired a Public Safety Public Information Officer
- Issued and trained all Police Personnel on the Axon Body 4 Body Worn Camera System.
- Improve security of the Police Department by obtaining an updated Access Control and camera system
- 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 new employees.
- Hired a Part Time Evidence Custodian
- Hired two new Records Clerk
- Hired a new Community Service Officer
- Hired a new Crime Scene Investigator
- Created a Police Officer Recruit (Cadet) program.
- Instituted a vehicle replacement plan that was incorporated by the City
- Transitioning the police department's fleet from sedans to sport utility vehicles
- Successfully completed the Accreditation re-assessment process for re-accreditation

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Special Duty	65,995	50,000	50,000	-	0.00%
Fines/Forfeits	38,717	45,000	45,000	-	0.00%
General Fund	8,492,661	8,714,844	9,110,326	395,482	4.54%
Total	8,597,373	8,809,844	9,205,326	395,482	4.49%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	7,559,129	7,863,114	8,245,302	382,188	4.86%
Operating	1,038,244	946,730	960,024	13,294	1.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	8,597,373	8,809,844	9,205,326	395,482	4.49%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Captain	2.00	2.00	2.00	0.00	0.00%
Lieutenant	3.00	3.00	3.00	0.00	0.00%
Sergeant	6.00	6.00	6.00	0.00	0.00%
Corporal	3.00	3.00	3.00	0.00	0.00%
Police Officer	48.00	48.00	48.00	0.00	0.00%
Total	62.00	62.00	62.00	0.00	0.00%

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.
- Continued training and equipment acquisition to strengthen Special Response Team.
- Continued development of the Aerial Tech Unit (ATU); training of qualified personnel to operate robots, unmanned aerial systems, and the SRT MRAP for critical incidents and special operations.

POLICE OPERATIONS

ACCOMPLISHMENTS:

- Handled approximately 67,538 *total* calls for service. This is 9% lower than FY 2022-23 (74,293). *Total* calls for service represent dispatched calls, self-initiated calls for service, directed patrol requests, and extra service calls.
 - Personnel handled 33,922 *self-initiated, proactive* calls. This is 16% lower than FY 2022-23 (40,547), and can be attributed to a shortage in personnel staffing in the Patrol Division and Traffic / Motor Unit during that FY period.
 - There were 61 sworn personnel in service during FY 2023-24, six fewer on average than the previous year, and representing an overall shortage of 20% among allocated sworn police officer positions (76).
 - Handled 6,755 fewer *total* calls for service, with 6,625 of those being *self-initiated* calls for service since last FY. To summarize, the citizen-initiated calls remained statistically neutral with last FY, while our officers had less opportunity for proactivity.
- Maintained an average response time of 3 minutes and 40 seconds to emergency calls for service, and an average of 8 minutes and 21 seconds for total calls for service. Overall response times have remained virtually neutral from the previous FY.
- Completed about 3,985 police reports. This is 18% lower than FY 2022-23 (4,840).
- Issued 4,071 traffic related citations/written warnings. This is 29% lower than FY 2022-23 (5,711).
- Conducted 6,717 traffic stops. This is 26% lower than FY 2022-23 (9,130).
- Hired and trained three (3) sworn police officers during FY 2023-24. Two (2) separated from employment during Field Training phase.
- Seven (7) additional officers separated employment during FY 2023-24
 - Five (5) resignations
 - One (1) retirement
 - One (1) death in the line of duty
- Increased amount of trained personnel with operation MRAP armored vehicle for Special Response Team.
- The OBPD Special Response Team joined the Southeast Volusia Regional (SEVR) SWAT team, comprised of specialists from five (5) other Coastal Volusia law enforcement agencies. While strengthening our readiness and response with this combined task force, we reduced our number of qualified operators to seven (7) PD members and eliminated the need for FD members that previously served as team medics.
- Implemented Pepperball™ less-lethal munitions systems. Four (4) PD personnel trained as instructors / armorers, who subsequently trained about a dozen others for deployment. Funded by OB Police Foundation.

POLICE OPERATIONS

- Continued development of the Aerial/Tech Unit (ATU), which has solicited personnel to supplement SRT and the Police Operations Division with the deployment of tactical drones and robots to provide better safety and intelligence during critical incidents and special events, in addition to the operation of the MRAP armored rescue vehicle. Currently, four (4) personnel have been trained on robot operation, and we currently have three (3) FAA Part-107 certified drone pilots. About ten (10) personnel have been trained as MRAP operators.
- Acquired and deployed four (4) pole-mounted radar feedback speed limit signs and three (3) mobile radar feedback speed limit trailers.
- Acquired and deployed one (1) “Road Warrior” mobile license plate reader and radar feedback trailer.
- 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:
 - Race Week
 - Bike Week
 - Spring Break
 - 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.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	599,238	698,042	684,950	(13,092)	-1.88%
Total	599,238	698,042	684,950	(13,092)	-1.88%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	531,818	637,397	623,780	(13,617)	-2.14%
Operating	67,420	60,645	61,170	525	0.87%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	599,238	698,042	684,950	(13,092)	-1.88%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Community Program Coordinator	1.00	1.00	1.00	0.00	0.00%
Athletic Activities Specialist	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 and events to address the variety of needs of the community and 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-bullying 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 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.
- 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 and actively attend recruiting events, continue social media advertising, facilitate ride along scheduling and have an open communication with potential recruits. Use social media to reach out to our community about our events, and to have an open door for clear constant communication.
- Investigate the creation and implementation of an OBPAL Running Club for elementary and middle school age students.
- Expand the Tutors Are Us Program to include practice college entry exams for high school age students
- Explore new avenues to offer Reading with a COP Program at local elementary schools
- Continue the Do the Right Thing Program partnership with Ormond Beach Middle School
- Expand the OBPAL Running Club (The Extra Mile Club) to middle school age students.

POLICE-COMMUNITY OUTREACH

ACCOMPLISHMENTS:

- Outreach planned our first Torch Run which benefits Special Olympics. This family fun event was a 1-mile fun run to raise money for the Special Olympics. All Law Enforcement agencies in Volusia County attended.
- Continued teaching D.A.R.E by attending 5th grade graduations, dances, skating, were appointed the Grand Marshals for the 5th grade Derby race at Pathways Elem.
- Outreach organized and participated in a dodgeball game at OBMS, where officers played with students against teachers and attended OBMS Career Day where students interviewed officers about what the career entails.
- Outreach has formed a partnership with Our Seniors Radio, and several topics on fraud were discussed on air.
- Outreach attended the annual Easter Jam at Calvary Church which had approximately 2500 attendees.
- Outreach formed a partnership with the Falls Community who organized a Hot Rod and Hot Dog event to raise money for OBPD. Over \$3200 was raised for bleed kits.
- Outreach is the chair for the OBPD awards committee. There are bi-monthly scheduled meetings where award nominations are discussed. If approved, awards are given out to officers and civilians
- Organized summer camp visits with vehicle displays for local schools and facilities.
- SLAP (ladies self-defense) was presented by Outreach at 5 local ladies' groups. These were all well attended and received.
- Outreach created a recruitment flyer for social media with proven success for applicants. Outreach planned several interviews, and will continue to do so.
- Annual "Shop with a COP" program was successfully had a total of 30 participants.
- The 10th Annual "Santa on Patrol" was successful. This year yielded the most toy donations to the program. This resulted in around 2000 children were contacted at city parks, pre-schools, elementary schools, and retail stores. Performed two fill "Fill the M-Rap" events collecting toys for Santa on Patrol & PAL.
- "Coffee with a Cop" was conducted 3 times.
- "Badges & Brunch" Crimes Against Seniors program was conducted at 7 city locations.
- Presented to every student in the Ormond Beach Middle School, Pathways Elem. Parents, and St. Brendan's School with a Safety and Dangers of Social Media.
- The annual National Night Out was the largest attended event yet with 2500 attendees, with free food, bounce houses, raffles, games, and community partnership.
- The DARE Officers taught the 9- week DARE curriculum to (5) schools. There was a 100% graduation rate for all 600 students who attended.
- Outreach partnered with schools for Trunk or Treat & Fall Festivals.
- Outreach attended formal recruitments events, and stayed active with the police academy staff for a continued positive relationship.
- Outreach planned approximately 30 Community Helper Days at local public and private schools where children were presented with a vehicle static display, and educational material about safety.
- Attended several HOA meetings for safety presentations and neighborhood concerns.
- Outreach attended several Boy Scout meetings and a Flag Retirement Ceremony
- Provided an Active Killer presentation at several schools and Houses of Worship

POLICE-COMMUNITY OUTREACH

- Outreach started the “Pub Sub with the Police” program where the Police Department partnered with Publix who provided subs to citizens to eat with officers
- Partnered with Chick-Fil-A to host a Soda Pop with a Cop event that well attended
- Outreach has partnered with the Ormond Beach Regional Library for Frauds and Scams presentation which was well attended.
- The Outreach Crime Prevention Officer attended CPTED For Houses of Worship
- Outreach is responsible for all outside detail requests for off duty officers. We started using a new program Detail Commander, that assists in this time-consuming task. We have had positive feedback.
- Nineteen Students in grades 3, 4, and 5 from Ormond Beach Elementary School participated in the 2023 R.E.A.D. Reading Exploration Adventure and Discovery program. Based on statistics collected by the school in the majority youth attained learning gains on standardized tests as a result of participation in the program.
- Tutors Are Us provided an opportunity for 45 youth in grades k-12 to receive one-on-one and/or small group instruction designed to assist each participant's specific academic goals. Sessions are offered in the Fall and Spring.
- Approximately 300 students participated in OBPAL Summer educational program partnership during the Summer Connections program at South Ormond Neighborhood Center. Programs included science, reading, math and art.
- 338 youth ages 6 - 13 attended field trips provided by OBPAL in partnership with the South Ormond Neighborhood Center in 2023. The trips were to: Daytona Lagoon, Brevard Zoo and the Orlando Science Center.
- 9 Youth Leadership Council members qualified to attend the 2023 State of Florida Association of Police Athletic League's Annual Conference in Orlando in July 2023.
- 27 Ormond Beach Middle School Students in grades 6, 7 and 8 participated in Science on Patrol which increases math and science skills through forensic science-based labs and scenarios.
- OBPAL hosted the 7th Annual Donut Dash 5K on April 20, 2024 at the Trails Shopping Center. Runner participation increased to 284 pre-registered runners. The partnership with the Daytona Running Series continued in 2024 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 through toy evening and Secret Santa deliveries of bikes and specialty toys.
- 26 youth participated in the OBPAL Travel Basketball program, in 6 tournaments, in 2023. Teams participated in both in state and out of state tournaments. The 14U team placed 2nd in their division at the Florida PAL Tournament, the Eighth-grade team place second at the May Day Hoop Fest in Tampa, FL.
- Fifteen (15) elementary ages youths joined the OBPAL Extra Mile Club offered in partnership with Ormond Beach Elementary school in the spring of 2024.
- Two 2023 Ormond Beach PAL Senior Scholarships of \$1000 were awarded to seniors who actively participate in OBPAL programs.
- Three (3) Do the Right Thing Luncheons were held during the 22-23 school year. Forty-two (42) Ormond Beach Middle School Students were honored for their positive choices and model citizenship.
- Re-implement the Science of Patrol Program for elementary school students.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,672,682	1,855,567	1,848,457	(7,110)	-0.38%
Total	1,672,682	1,855,567	1,848,457	(7,110)	-0.38%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,604,345	1,785,644	1,766,494	(19,150)	-1.07%
Operating	68,337	69,923	81,963	12,040	17.22%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,672,682	1,855,567	1,848,457	(7,110)	-0.38%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Police Officer	7.00	7.00	7.00	0.00	0.00%
Sergeant	1.00	1.00	1.00	0.00	0.00%
Corporal	2.00	2.00	2.00	0.00	0.00%
Victim Advocate Coordinator	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene Supervisor	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene Technician	2.00	2.00	2.00	0.00	0.00%
Administrative Assistant	1.00	1.00	1.00	0.00	0.00%
Total	15.00	15.00	15.00	0.00	0.00%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	506,835	635,960	569,915	(66,045)	-10.39%
Total	506,835	635,960	569,915	(66,045)	-10.39%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	377,090	436,532	407,250	(29,282)	-6.71%
Operating	129,745	199,428	162,665	(36,763)	-18.43%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	506,835	635,960	569,915	(66,045)	-10.39%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	195,845	216,238	215,355	(883)	-0.41%
Total	195,845	216,238	215,355	(883)	-0.41%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	183,028	202,438	201,905	(533)	-0.26%
Operating	12,817	13,800	13,450	(350)	-2.54%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	195,845	216,238	215,355	(883)	-0.41%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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.
- Transition from UCR to FIBRS reporting
- Hire and train an administrative assistant position within the records 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 two new Records Clerks
- Created a master calendar of repetitive tasks that must be completed by the unit.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Code Violations	70,768	28,000	28,000	-	0.00%
General Fund	457,722	783,859	707,758	(76,101)	-9.71%
Total	528,490	811,859	735,758	(76,101)	-9.37%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	497,926	565,719	673,655	107,936	19.08%
Operating	30,564	246,140	62,103	(184,037)	-74.77%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	528,490	811,859	735,758	(76,101)	-9.37%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Neighborhood Improvement Manager	1.00	1.00	1.00	0.00	0.00%
Neighborhood Improvement Supervisor	0.00	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 Manager	1.00	1.00	1.00	0.00	0.00%
Total	6.00	7.00	7.00	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.

ACCOMPLISHMENTS:

- As a proactive approach to unsafe structures, the Unsafe Structure Abatement Team (USAT) has been formed and continues to exist. USAT is comprised 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	8,368,631	8,099,114	8,464,142	365,028	4.51%
Total	8,368,631	8,099,114	8,464,142	365,028	4.51%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	6,787,661	6,778,905	7,166,366	387,461	5.72%
Operating	1,580,970	1,320,209	1,297,776	(22,433)	-1.70%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	8,368,631	8,099,114	8,464,142	365,028	4.51%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Fire Battalion Commander	4.00	4.00	4.00	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	19.00	19.00	19.00	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%
Fire Marshal	1.00	1.00	1.00	0.00	0.00%
Fire Inspectors	1.00	2.00	2.00	0.00	0.00%
Administrative Assistant	0.00	0.00	1.00	1.00	100.00%
Total	52.00	53.00	54.00	1.00	1.89%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

GOALS:

- Continuously evaluate the current fire-rescue delivery model and make recommendations to elevate service levels.
- Identify and implement cost-saving measures without compromising service quality.
- Seek and apply for grant opportunities to fund equipment, training, and infrastructure enhancements.
- Implement a scheduled apparatus replacement program, evaluating needs for primary and secondary units (e.g., ladders, engines, tenders, brush trucks, marine vessels, command units) to meet current and future demands.
- Improve service delivery to the community:
 1. Plan for the construction of Fire Station 95 (Ormond Crossings) to improve coverage.
 2. Acquiring land for future fire station 90 (Granada & Tymber Creek road area).
 3. Expansion of existing Closest Unit Response agreements.
 4. Continue the planning of a proposed Public Safety Complex to include fire administration and fire prevention that will centralize operations and enhance efficiency.
- Improve Public Fire Safety & EMS Education:
 1. Enhance fire prevention practices through rigorous inspections and life safety code enforcement.
 2. Expand Fire Prevention staffing (Inspector and staff assistant) to cover expanded duties and workload demands.
 3. Implement a Fire Inspection fee schedule, integrated into the Business Tax Receipt (BTR) process.
 4. Continue delivering public fire safety and EMS education to our residents.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
100- Fires Total number of calls dispatched as building fires	142	156	172	16	10.00%
200- Overpressure Rutures, Explosions	3	3	4	0	10.00%
300- Emergency Medical Services	4,684	5,152	5,668	515	10.00%
400-Hazardous Condition	118	130	143	13	10.00%
500- Service Calls	1,455	1,601	1,761	160	10.00%
600- Good Intent Calls	1,304	1,434	1,578	143	10.00%
700- False Alarms	500	550	605	55	10.00%
800- Severe Weather	1	1	1	0	10.00%
900- Special Incident Type	13	14	16	1	10.00%
Real Property Value	32,215,000	35,436,500	38,980,150	3,543,650	10.00%
Fire Loss	3,082,500	3,390,750	3,729,825	339,075	10.00%
Property Saved	29,132,500	32,045,750	35,250,325	3,204,575	10.00%
Public Education Events	30	50	60	10	20.00%
Total number of people touched by Public Education	2,500	5,000	8,000	3,000	60.00%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

ACCOMPLISHMENTS:

- Fire-Rescue responded to a total of 8,220 incidents in FY 2024, with 3,536 fire-related responses and 4,684 Emergency Medical Services-related responses. Fire Loss Analysis – estimated property loss of \$3,082,500, with estimate of \$29,132,500 of property saved.
- Creation of a Closest Unit Response agreement for Fire/EMS services between Ormond Beach, Volusia County, and Flagler County.
- Creation of the City Fire Marshal position - Fire Department resumed conducting required business fire inspections and plan reviews.
- Creation of Administrative Battalion Chief position, to manage additional department needs, including special projects, facilities, R&R, and Fleet repairs/maintenance.
- Accepted into Florida Department of Health's HEROES program, which provides free Narcan supplies to Fire/EMS agencies, resulting in a budgetary savings of \$2,000
- Purchased an additional extractor/washer and two dryers for cleaning firefighting PPE ("bunker gear") and were awarded a \$23,000 grant under FEMA's Assistance to Firefighters Grant Program.
- Purchased fireground decontamination equipment and PPE and were awarded a \$13,000 firefighter safety grant from the Florida Division of the State Fire Marshal.
- Partnered with Daytona Beach and Holly Hill Fire Departments on purchase of regional Air Cart trailer, to provide additional breathing air to fire scenes in the area, and were awarded a \$50,000 grant FEMA's Assistance to Firefighters Grant Program.
- Increased community outreach efforts began coordinating attendance of events with OBPD Outreach Division, increasing OBFD presence and engagement within the community.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Permit Fees	1,535,070	1,700,721	2,175,589	474,868	27.92%
General Fund	-	-	-	-	0.00%
Total	1,535,070	1,700,721	2,175,589	474,868	27.92%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,382,111	1,468,512	1,691,295	222,783	15.17%
Operating	152,959	232,209	484,294	252,085	108.56%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,535,070	1,700,721	2,175,589	474,868	27.92%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Chief Building Official	1.00	1.00	1.00	0.00	0.00%
Permit Manager	1.00	1.00	1.00	0.00	0.00%
Senior Permit Technician	1.00	1.00	1.00	0.00	0.00%
Permit Technician	3.00	3.00	3.00	0.00	0.00%
Plans Examiner	2.00	2.00	2.00	0.00	0.00%
Chief Building Inspector	1.00	1.00	1.00	0.00	0.00%
Building Inspector	3.00	4.00	4.00	0.00	0.00%
Engineering Inspector	1.00	1.00	1.00	0.00	0.00%
Deputy Building Official	1.00	1.00	2.00	1.00	0.00%
Total	14.00	15.00	16.00	1.00	6.67%

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.
- Continued refinement of the Tyler permitting system for the most efficient use for staff and applicants.
- To provide education and training to the general public for the use of the Tyler permitting system.
- To assist new business owners in completing the business tax receipt process and to provide renewal notices to existing business owners.
- Provide training and professional development for building inspectors and permit technicians.
- Provide building permit review and inspections to emerging subdivisions of Fountain View, Archer's Mill, Bradford Lakes, Bradford Park, RidgeHaven, and Ormond Crossings.
- Compliance with state-mandated legislation.
- Continue to use the Building Assistance Meeting (BAM) to allow applicants to discuss projects and any outstanding issues on a weekly basis.
- Scanning of older paper building permits into an electronic format.

ACCOMPLISHMENTS:

- 100% of all building plans were submitted electronically.
- Maintained a 24-hour inspection turnaround for all requests.
- Implemented the Building Assistance Meeting (BAM) to allow applicants to meet with building and other plan reviewers to discuss potential and existing projects every Thursday morning.
- Continued to provide external user training for the Tyler permitting system to engineers, architects, and builders.
- Completed several complex new-construction projects, including the Marriott Renaissance hotel, SunBros, Ellianos, the US 1 storage facility, Salty Church renovations, Maverick renovations, and the demolition of 239 Ocean Shore Boulevard.
- Permit approval of approximately 7,000 permits.
- Approximately 20,000 inspections throughout the City.
- Implemented new positions, including Deputy Building Official and Plans Examiner, to provide efficient plan reviews and inspections.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Right of Way Maintenance	127,138	127,138	127,138	-	0.00%
State Highway Lighting	157,464	135,000	135,000	-	0.00%
General Fund	2,246,310	2,621,657	2,547,658	(73,999)	-2.82%
Total	2,530,912	2,883,795	2,809,796	(73,999)	-2.57%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,163,295	1,497,859	1,375,245	(122,614)	-8.19%
Operating	1,367,617	1,385,936	1,434,551	48,615	3.51%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,530,912	2,883,795	2,809,796	(73,999)	-2.57%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Asst. Public Works Director	1.00	1.00	1.00	0.00	0.00%
Streets Supervisor	1.00	1.00	1.00	0.00	0.00%
Lead Equipment Operator	1.00	1.00	1.00	0.00	0.00%
Equipment Operator	14.00	14.00	14.00	0.00	0.00%
Lead Sign Technician	1.00	1.00	1.00	0.00	0.00%
Sign Technician	1.00	1.00	1.00	0.00	0.00%
Public Works Director	1.00	0.00	0.00	0.00	0.00%
Administrative Assistant	1.00	0.00	0.00	0.00	100.00%
Total	21.00	19.00	19.00	0.00	0.00%

ROADSIDE AND RIGHT OF WAY MAINTENANCE

GOALS:

- Respond to customer service calls usually by the end of business daily.
- Respond within 1 hour for afterhours 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 and complete FDOT deficiencies with 15 working days.
- Assist in providing signage, banners and traffic control for special events and accidents.
- Work to create greater efficiency in all aspects of street maintenance and repair.
- Respond to and schedule interdepartmental work orders and utility repairs in a timely manner.
- Respond to emergency weather events to clear roads and assist other City departments as needed including sandbags, pumping, traffic redirection and debris removal.

ACCOMPLISHMENTS:

Right of Way Maintenance

- 12 shell parking lots, boat ramps and driveways were graded on an average of at least twice a month. Projected same in FY 26/27.
- To date, 1360 maintenance work orders were completed. Projected 2,000 maintenance work orders in FY 26/27.
- To date: 8 maintenance work orders were completed on FDOT roads. Most of the ROW maintenance was removed from the FDOT MOA. Projected 10 maintenance work orders for FY 26/27.
- 1,120 (+-) man-hours were expended assisting other City departments. Projected 1,500 man-hours assisting other departments in FY 26/27.
- 620 (+-) man-hours working for other departments were for maintenance in City Parks (roughly half of all interdepartmental hours). Projected 650 in FY26/27.
- Crews have removed 22 large carcasses from ROW's and easements city-wide
- Weekly "Bridge Sign" installation and removal/replacement.
- Trash removal at City Hall, Granada Bridge and ROW's and easements city-wide.
- We have responded to 23 complaints of large objects/ FOD in the roads city-wide.
- 75 Gallons of mixed glyphosate has been sprayed on FDOT and City ROW's and easements.
- Responded to 17 complaints for sidewalk maintenance; trimming back vegetation, low hanging branches, weed eating, edging and blowing.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%
Total	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	1,185,351	1,366,836	1,196,831	(170,005)	-12.44%
Operating	91,794	90,872	90,140	(732)	-0.81%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,277,145	1,457,708	1,286,971	(170,737)	-11.71%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
City Engineer	1.00	1.00	1.00	0.00	0.00%
Engineer	3.00	3.00	3.00	0.00	0.00%
Chief Engineering Technician	1.00	1.00	1.00	0.00	0.00%
Engineering Inspector	3.00	3.00	3.00	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%
Engineering Technician	1.00	1.00	1.00	0.00	0.00%
Total	11.00	11.00	11.00	0.00	0.00%

ENGINEERING

GOALS:

- Coordinate with all departments to complete CIP projects in a timely manner.
- 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.
- 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.

ACCOMPLISHMENTS:

Commenced Projects-

- AIA Utility relocation
- ARBP Hurricane IAN repairs to seawall and ADA ramp
- 2025 Roadway resurfacing design and bidding
- CDBG North side of Division Ave sidewalk
- CDBG Military Blvd. sidewalk repair design and bidding
- Crosswind Business Park design of subdivision infrastructure
- Engineering and Planning office renovation
- Facility Hardening phase II
- Fleet canopy improvements design
- Halifax River utility crossing – Began design
- Hudson Wellfield expansion construction
- OBSC Stormwater pond expansion design and bid
- Ormond Shores Park stormwater pond repair
- SR40 Water and force main loop
- Traffic signal maintenance designs for SR 40/ I-95, Clyde Morris/ Hand, and SR 40/ Seminole Dr intersections
- WRF Ultraviolet disinfection conversion design



FLEET OPERATIONS

Fleet Operations is a support service function of city government and 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%
Total	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	435,781	603,446	590,507	(12,939)	-2.14%
Operating	1,603,940	1,692,554	1,655,004	(37,550)	-2.22%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,039,721	2,296,000	2,245,511	(50,489)	-2.20%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
<u>Full-time Positions:</u>					
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%
Fleet Manager	1.00	1.00	1.00	0.00	100.00%
<u>Part-time Positions:</u>					
Courier (part-time)	0.50	0.50	0.50	0.00	0.00%
Total	6.50	6.50	6.50	0.00	0.00%

FLEET OPERATIONS

GOALS:

- Focus Fleet Operations on rolling stock by subletting of small repairs and maintenance of handheld equipment.
- Maintain vehicle downtime of no more than 9% for all Fire and Police vehicles.
- Maintain an average productivity rate for all mechanics of 88% that generates billable labor rate hours from work orders.
- Utilize sublet vendors who have technicians that can come on site for repairs to reduce vehicle downtime.
- Price shop parts vendors to achieve maximum savings.
- 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.
- Communicate with outside departments to determine what their future vehicle and equipment needs are to better prepare for vehicle / equipment replacements.
- Implement a parts ordering and parts stocking process for frequently used items to avoid delay in repairs and maintenance while waiting for parts.
- Work with Engineering with needs for new fuel island and coordinate smooth transition from old fueling site to new.
- Evaluate condition of oil tank farm and get quotes for needed repairs.

ACCOMPLISHMENTS:

- Streamlined preventative maintenance scheduling with all departments with an appointment-based process.
- Appointed 2 mechanics to light vehicle repairs and 2 to heavy vehicle repairs to be reduce down time for different departments.
- Consulted with various departments for vehicle / equipment replacements.
- Achieved a 24-48 hour downtime rate of 1.53% for all emergency vehicles and 2.13% for all vehicles.
- Continued reduction in parts inventories by Identifying obsolete parts and provide a cost-effective recovery and disposal program.
- Prepared and auctioned surplus vehicles and equipment.
- Met with contractors to prepare for replacement of fuel island.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	388,234	448,226	422,330	(25,896)	-5.78%
Total	388,234	448,226	422,330	(25,896)	-5.78%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	171,962	191,274	196,833	5,559	2.91%
Operating	150,438	220,552	206,097	(14,455)	-6.55%
Capital	-	-	-	-	0.00%
Economic Incentives	65,834	36,400	19,400	(17,000)	-46.70%
Total	388,234	448,226	422,330	(25,896)	-5.78%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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 programs 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.
- Encourage ER/medical presence on the beachside.
- Repurpose Riverbend airport property.
- 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, cellular and internet infrastructure.
- Work closely with the owners of Ormond Crossings as they develop and implement the Ormond Crossings Master Plan.

ACCOMPLISHMENTS:

- Construction completed on Runway Drive in the Airport Business Park. This new road is a secondary access road for the Business Park.
- Completed the design and engineering plans for the 15-acre city-owned airport property in the airport business park to aid in the expansion and attraction of target industry.
- Worked with businesses throughout the city to retain and expand their operations and employment base. Expansions included Beach House Graphics, Valiant Modular, and Germfree.
- Conducted annual business visitation program, visiting over 50 companies in the city.
- Implemented a social media marketing campaign supporting and promoting economic development in Ormond Beach. Efforts included the publication of a dozen evergreen articles and quarterly social media posts.
- In partnership with Volusia/Flagler SCORE hosted an in-person session of the Kauffman FastTRAC Program graduating 13 entrepreneurs/small business owners. The 10-week workshop concluded with a pitch competition and graduation celebration.
- Assisted in the development and promotion of the City's legislative priorities for state appropriation funding.
- 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 AIA 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Rental Fees	24,615	25,000	25,000	-	0.00%
General Fund	2,831,194	2,985,718	3,132,605	146,887	4.92%
Total	2,855,809	3,010,718	3,157,605	146,887	4.88%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	445,252	554,124	552,459	(1,665)	-0.30%
Operating	2,410,557	2,456,594	2,605,146	148,552	6.05%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,855,809	3,010,718	3,157,605	146,887	4.88%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Maintenance Lead	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	2.00	2.00	0.00	0.00%
Maintenance Worker	2.00	3.00	3.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker (3)	1.50	1.50	1.50	0.00	0.00%
Total	6.50	8.50	8.50	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 meetings .
- Quarterly meetings with park staff to discuss progress and course of maintenance.
- Additional leaf blowing removal/pressure washing of concrete and wood paths.
- Assist building maintenance in preparation for special events.
- Daily staff meetings prioritizing Parks repairs and upgrades.
- Maintain the appearance of City parks and facilities through regular maintenance.
- Assist Building Maintenance with large projects.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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	14,510	20,000	30,000	10,000	50.00%
Number of children registered in summer programs	130	202	225	23	11.39%
Number of available spaces in summer programs (number of registered that are placed)	130	200	225	25	12.50%
Number of children in jurisdiction	7,769	7,870	7,975	105	1.33%

ACCOMPLISHMENTS:

- Responded to emergency issues (Vandalism, Fire, Etc.) throughout city Parks within 1 hour.
- Maintained files for photographs and supporting documents.
- Refurbished Memorial Gardens benches.
- Refurbished Rockefeller Gardens picnic tables.
- 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 Independence Day Event.
- Maintained a high level of appearance and safety.
- Continual support of the Riverbend Bike Trail.
- Number of accomplishments cross with Building Maintenance.
- Consistent Magic Forest and Skate Park inspections.
- Worked with the EDC for Community Gardens maintenance issues (dirt deliveries, etc.)

PARKS & RECREATION ADMINISTRATION

Parks & Recreation 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. Parks & Recreation 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

Parks & Recreation manages recreation center activities held at Nova Community Center, South Ormond Neighborhood Center, Ormond Beach Gymnastics Center and Performing Arts Center.

PARKS & RECREATION ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Liability Insurance	10,345	13,000	10,000	(3,000)	-23.08%
Rentals	23,541	8,500	8,500	-	0.00%
General Fund	876,468	919,233	915,345	(3,888)	-0.42%
Total	910,354	940,733	933,845	(6,888)	-0.73%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	636,324	687,520	682,373	(5,147)	-0.75%
Operating	274,030	253,213	251,472	(1,741)	-0.69%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	910,354	940,733	933,845	(6,888)	-0.73%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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	2.00	2.00	2.00	0.00	0.00%
Part-time Positions:					
Office Assistant	0.50	0.50	0.50	0.00	0.00%
Total	6.50	6.50	6.50	0.00	0.00%

PARKS & RECREATION ADMINISTRATION

GOALS:

- Continue to update Parks & Recreation 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.
- 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 program.
- Expand the continued use of volunteers.
- Apply for departmental awards and accolades through agencies including FFEA & FRPA.
- Continue to implement and improve Hometown Heroes Banner Program.
- Achieve all City Commission goals for Leisure Services for FY 2025-26 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.
- Implement additional staff training and certifications.
- Transition fully to Parks & Recreation re-brand on all official documentation and materials.
- Continue to offer the Parks & Recreation Month Photography Contest.

PERFORMANCE MEASURES:

Leisure Admin	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
# of Field/Park/Facility Rentals	606	725	800	75	10.34%
# of Online Registrations	798	1,000	1,075	75	7.50%
Efficiency/Effectiveness:					
Achieve City Commission Goals	100%	100%	100%	-	0.00%
Customer Satisfaction %	90%	90%	90%	-	0.00%

ACCOMPLISHMENTS:

- City was once again designated as Tree City USA and obtained the Tree City USA Growth Award.
- Employee Appreciation Day event.
- Hosted successful Summer Camp Connections and Enviro Camp Programs and revamped Camp T-Rec Program.
- Helped facilitate State of City banquet.
- Expanded involvement with Volusia County Recreation Directors' Association and attended the annual luncheon.

PARKS & RECREATION ADMINISTRATION

- Three, free fishing tournaments were once again held this year.
- Continued to update and improve the registration software for Parks & Recreation programming.
- Recreation Program Specialist increased social media presence and Citizen awareness of all Parks & Recreation platforms.
- Continued to assist our veterans with the Hometown Heroes application process, banner delivery, and drive-through luncheon.
- Assist with ECHO grant process for new applications.
- South Ormond new gym addition and program implementation.
- Worked in partnership with YMCA to ensure dog park facility is maintained to a high standard for our citizens.
- Continued to promote the existing Memorial Tree program.
- Continued to improve and promote field condition reporting software (Statusfy).
- Won two FFEA Awards for original programming.
- Began participation at area Public School Career Day events to promote Parks & Recreation.

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 Parks & Recreation facilities.

THE CASEMENTS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Casement Fees	82,009	81,500	81,500	-	0.00%
General Fund	405,088	363,625	383,796	20,171	5.55%
Total	487,097	445,125	465,296	20,171	4.53%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	278,026	267,418	277,630	10,212	3.82%
Operating	209,071	177,707	187,666	9,959	5.60%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	487,097	445,125	465,296	20,171	4.53%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Cultural Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Special Events Tech	1.00	1.00	1.00	0.00	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	4.50	4.50	4.50	0.00	0.00%

THE CASEMENTS

GOALS:

- Generate revenue through rentals, programs and events.
- Continue to rotate art exhibits monthly inviting local artists and art groups.
- Grow sponsorships for community events.
- Continue growing partnership opportunities with Ormond MainStreet, Ormond Memorial Art Museum and Gardens, The Ormond Beach Historical Trust, Ormond Beach Chamber of Commerce, National Multiple Sclerosis, Ormond Beach Rotary, The Antique Automobile Association, Realty Pros and The Jewish American Society and Cultural Awareness Fund as it relates to the various community events held on our property.
- Continue monthly "Movies on the Halifax".
- Plan and execute the 4th annual Father-Daughter Dance for children 7-12 years old.
- Continue to plan and execute an "Art Walk" each 1st Saturday.
- Continue monthly gallery exhibit videos to promote local artists.
- Expand on children's scavenger hunts during the holiday for the upcoming year.
- Create new StoryStroll programs for the holiday season and summer.
- Partner with The Casements Guild to produce another night with "The Three Mrs. Flagler's".
- Partner with The Casements Guild to execute the 47th Casements Christmas Gala.
- Honor our Casements Guild members with an Appreciation Luncheon marking their 48th year of service.
- Offer a Fall program for the Halloween season.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Estimate FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
Attendance/Participants:					
Special Events	55,692	62,000	65,000	3,000	4.84%
Tours *	23,803	25,000	28,000	3,000	12.00%
Programs/Classes	330	350	375	25	7.14%
# Rentals:					
Rentals/Groups - Casements	144	150	165	15	10.00%
Rentals/Groups - Riverbridge	109	120	130	10	8.33%
Efficiency/Effectiveness:					
Overall "satisfied/very satisfied" %	95	95	95	-	0.00%

ACCOMPLISHMENTS:

- The Casements continues to partner with Ormond MainStreet for Celtic Festival, Taste of Ormond and Riverfest.
- The Casements worked with Songwriters Showcase of America to offer the annual "Ormond LIVE!" event.
- Worked with the National MS Society with their annual bike race.
- Worked closely with the Seaside Herb Society to execute their annual Plant Sale.

THE CASEMENTS

- Assisted members of the Ormond Beach Garden Club to plan and execute their annual Flower Show and Tea.
- Worked with the coordinator of Sophies Circle to offer their annual bridge walk.
- Hosted the annual Memorial Day program in Rockefeller Gardens; Community Events Departments Art in the Park, organizing and installing the Girl Scouts of the Citrus Council Art Exhibit; City's Independence Day Celebration.
- Worked with members of the Antique Automobile Club to host their annual Gaslight Parade and Antique Car Show.
- Assisted members of Mainland High School's ROTC and The Casements Guild to decorate The Casements for the holiday season.
- Celebrated Florida Arbor Day with 3 trees planted in Rockefeller Garden and the North Lawn, donated from the Ormond Kiwanis and Ormond Beach Garden Club.
- Assisted the Casements Guild in offering a Mother's Day Tea, and 46th Annual Christmas Gala.
- Planned and executed a successful "Breakfast with Santa" with over 360 guests offering a QR code to aid in streamlining ticket sales.
- Worked with Community Events to offer "Holidays at The Casements" holiday concert.
- Created a new Holiday Challenge, "Reindeer Roundup" for our younger guests.
- Participated in the Ormond MainStreet "Christmas in July" event with photo opportunities with Santa, as well as the Reindeer Roundup Scavenger Hunt.
- Created a monthly newsletter for The Casements for those who don't use Facebook, and have added another 650 emails to our mailing list.
- Assisted Ormond Rotary Club with the Craft Beer Festival.
- Continued the educational facts on Facebook under the caption of "Did You Know?"
- The Casements Gallery hosted monthly exhibits with local artists and photographers.
- Hosted the 2nd annual "Young Photography" exhibit in memory of city photographer, David Pizzo.
- Offered eight monthly "Once Upon a Storytime" events for children aged two-four with a story, craft and special treat, sponsored by Morejon Andrews Orthodontics.
- Offered three weeks of watercolor workshops with artist Janet Rogers.
- Planned and executed, "Swing into Spring" with three free concerts in May.
- Held the 46th annual Guild Appreciation Luncheon sponsored and catered by Amber's Jewel Catering outside on the stage in Rockefeller Gardens.
- Participated in the ECHO Ranger program with two site visits, in February and September. Children toured the home and created a bookmark to take home.
- 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.
- Reached 6500 followers on Facebook and 2,300 on Instagram.
- Planned and executed a program honoring our Declaration of Independence in partnership with The Casements Guild.
- Repaired the Dance Room and Hallway floors with new wood floors, matching the existing Atrium floors.
- Installed Museum quality exhibit panels in the Archive Room and Birthplace of Speed Room, funded by The Casements Guild.

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

PERFORMING ARTS CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Tickets/Concessions	123,720	52,000	102,000	50,000	96.15%
General Fund	314,285	413,043	373,664	(39,379)	-9.53%
Total	438,005	465,043	475,664	10,621	2.28%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	247,412	288,554	281,940	(6,614)	-2.29%
Operating	190,593	176,489	193,724	17,235	9.77%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	438,005	465,043	475,664	10,621	2.28%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
P.A.C. Supervisor	1.00	1.00	1.00	0.00	0.00%
Assistant 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%
House Technician (1)	0.50	0.50	0.50	0.00	0.00%
Total	5.00	5.00	5.00	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 returning producers/rentals.
- Maintain total performance visits over 10,000.
- Host a 3-week children's summer theatre/production camp through partnership with local theatre/children's arts group.
- Host a 3-week summer dance camp through local partnerships.
- Increase rental/facility revenue by partnering with producers to bring in national performers.
- Work with internal show groups to improve ticket sales.
- Increase online ticket sales by two percent over last year through public awareness campaign.
- Establish traveling producer/production list to increase show rentals.
- Increase social media and marketing engagement by 10%.

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
Rentals	301	330	350	20	6.06%
Shows/Rentals Attendance	17,353	18,000	20,000	2,000	11.11%
New Contracts	21	15	15	-	-
Not for Profit Shows	32	38	40	2	5.26%
For Profit Shows	17	14	15	1	7.14%
Efficiency/Effectiveness:					
Returning Contracts	19	42	45	3	7.14%
Customer Satisfaction %	95%	95%	95%	0%	0.00%

ACCOMPLISHMENTS:

- Conducted a survey of rental rates for area venues and updated the rates for contracts.
- The PAC held a mandatory training for Ushers to improve facility procedures.
- The PAC developed a strategic business plan and operational guide that introduced a streamlined rental process, significantly reducing booking turnaround time and enhancing the overall producer experience. This plan additionally clarified roles and outline the jobs for all Performing Arts Center staff and volunteers.
- The PAC hosted Children's Musical Theatre Workshop to present four performances each for Finding Nemo Kids, SpongeBob the Musical Jr., At the Bandstand, Kilroy Was Here as well as their Winter & Spring Dance Recitals, and Summer Camp Program and dance and musical theatre classes continued year-round.

PERFORMING ARTS CENTER

- The PAC hosted Ormond Ballet who presented Under the Mistletoe: The Nutcracker & More, Prometheus, and Swan Lake.
- The Performing Art Center hosted Halifax Repertory Theatre who presented two performances for Jingles and Jammies. The Performing Art Center also hosted Halifax Repertory Theatre who used the space to film promotional and educational material.
- The PAC hosted and provided a tour to the Daytona Beach CVB Ambassador Program.
- The PAC hosted two open- house events to allow the public to visit the facility. Free performances were featured from Ormond Beach Community Choir, Children's Musical Theatre Workshop, and Halifax Repertory Theatre.
- The PAC hosted Victor Wainwright and The Train and the Conversations with Chagall fundraisers for the Friends of the OBPAC.
- The PAC hosted the Coffee with the Mayor event.
- The PAC hosted Happy Productions who presented Myles Savage: Singing Love Songs for God, The Last Original Stars of the Platters, Coasters, Drifters and Motown Salute.
- The PAC hosted Elko Concert who presented Jim Messina, and Hotel California: A Salute to the Eagles.
- The Performing Art Center hosted BMG Concerts who presented Garrison Keillor Live, The Mancini Centennial: Jukebox Saturday Night, Spyro Gyra, Tab Benoit: I Hear Thunder Tour, and Blues Legend Larry McCray with Special Guest Selwyn Birchwood.
- The PAC hosted Praia Entertainment who presented Herman's Hermits Starring Peter Noone, and Chris Ruggiero.
- The PAC hosted MusicWorks Concerts who presented Ticket to the Moon: The World's Best ELO Tribute, and The Traveling Wilburys: The World's Greatest Tribute to The Traveling Wilburys.
- The PAC hosted Allengang Entertainment who presented Solitary Man: A Neil Diamond Tribute and The Blues Brother Revue.
- The PAC hosted The NY Rockabilly Rockets, The Rat Pack Together Again Starring Tony Sands, The Edwards Twins, and Steeln' Peaches: Allman Brothers Band Immersive Experience.
- The PAC hosted the Volusia/Flagler Jewish Federation who presented A Salute to Israel Starring Micha Biton.
- The PAC hosted meetings for and presented the Memorial Day Concert Band.
- The PAC hosted Dance and Act with Ms. Debby who presented Mol's Speak Easy.
- The PAC hosted The Dance Factory who presented Art in Motion: Dance Factory's 24th Spring Recital.
- The PAC hosted monthly OBYBSA Meetings in coordination with athletics.
- The PAC hosted several art galleries and receptions with the Friends of the OBPAC including Volusia County Schools, The Dynamic Duo, FLWAA, and Cultivue.
- The PAC hosted the monthly Leisure Service Advisory Board meetings.
- The PAC has conducted several meetings with a variety of venues and producers to explore opportunities for enhancing our facility and overall operations.
- The PAC assisted with additional Parks & Recreation Events (4th of July, Hometown Heroes, Veterans Day Luncheon, Memorial Day Celebration, and the annual Christmas Parade).

PERFORMING ARTS CENTER

- The PAC gained several new vendors to enhance the quality and maintenance of our technical systems. These vendors include, but are not limited to: G2AV, Doug Bishop LLC, AllianceAV, and EOS Systems. Through these collaborations, we have successfully refocused and upgraded and repaired our lighting and sound systems. We also installed new curtains and identified key technical issues, further enhancing the overall functionality and performance capabilities of the facility.
- The PAC attended the Florida Professional Presenters Consortium. The Florida Professional Presenters Consortium is an organization representing performing arts facilities, centers and public venues committed to strengthening Florida's quality of life, economy and communities through the business of culture and education.
- The PAC attended InfoComm, the most comprehensive pro AV trade show.
- The PAC increased social media marketing in all categories in terms of views, reach, content interaction, link clicks, page visits, and follows by at least 40%.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Senior Center	1,669	5,000	5,000	-	0.00%
General Fund	156,543	92,933	90,633	(2,300)	-2.47%
Total	158,212	97,933	95,633	(2,300)	-2.35%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	39,551	-	-	-	0.00%
Operating	118,661	97,933	95,633	(2,300)	-2.35%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	158,212	97,933	95,633	(2,300)	-2.35%

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.
- Improve all around safety for the public in terms of equipment.

ACCOMPLISHMENTS:

- Continued the Council on Aging Lease Agreement for Operation and Meals on Wheels Congregate Dining.
- The Senior Center hosted weekly Granada Squares Dances.
- The Senior Center hosted City staff meetings and Advisory Board meetings.
- The Senior Center hosted meetings of the Police Explorers.
- The Senior Center hosted the Tomoka Oaks Home Owners Association meeting.
- The Senior Center hosted rentals for Family Reunions, Birthday, Wedding, and Graduation parties.
- The Senior Center hosted the Parks & Recreation Hometown Heroes drive-through event.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	2,350	5,500	1,500	(4,000)	-72.73%
General Fund	285,378	313,576	327,692	14,116	4.50%
Total	287,728	319,076	329,192	10,116	3.17%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	127,836	152,623	153,521	898	0.59%
Operating	159,892	166,453	175,671	9,218	5.54%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	287,728	319,076	329,192	10,116	3.17%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Community Events Coordinator	1.00	1.00	1.00	0.00	0.00%
Community Events Leader	0.00	0.00	1.00	1.00	100.00%
Part-time Positions:					
Community Events Leader (2)	1.00	1.00	0.00	-1.00	-100.00%
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 everyone 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.
- 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Community Events					
Workload:					
Events Total	5	26	45	19	73.08%
Non-annual events	6	14	35	21	150.00%
Efficiency/Effectiveness:					
Customer Satisfaction % - Events	94%	94%	94%	-	0.00%

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.
- Partnered with EDC Coordinator for the annual Arbor Day Tree Planting.
- Two successful kid's fishing tournaments were planned and presented. New and return sponsors contributed prizes, fishing poles, tackle and refreshments for the participants.

COMMUNITY EVENTS

- 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
 - Holidays at The Casements Concert
 - Breakfast with Santa
 - Letters to Santa
 - Home for the Holidays Parade
- Successfully hosted the Independence Day Celebration on July 4th.
- Hosted three Summer Sounds Free Concerts.
- Assisted with many cross-departmental events: Employee Appreciation Day Luncheon, Citizen's Academy, Earth Day, Doug Thomas Way Ribbon Cutting, National Night Out.
- Assisted with City Commission workshops, shade meetings and strategic planning sessions.
- Assisted with State of the City luncheon and presentation.
- Assisted with Senior Games events.
- Planned, coordinated and presented the Mayor's Health & Fitness Challenge.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	15,620	12,000	12,000	-	0.00%
General Fund	252,364	295,215	320,415	25,200	8.54%
Total	267,984	307,215	332,415	25,200	8.20%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	157,652	210,007	220,007	10,000	4.76%
Operating	110,332	97,208	112,408	15,200	15.64%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	267,984	307,215	332,415	25,200	8.20%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Rec Leader	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%
Total	3.00	3.00	3.00	0.00	0.00%

ENVIRONMENTAL DISCOVERY CENTER

GOALS:

- Increase overall attendance and volunteer numbers by five percent each quarter.
- Host Arbor Day in January, Earth Day in April, and Enviro Camp open house.
- Host all new ECHO Ranger Program in February and September with new scavenger hunt program. Host Enviro Camp 2026, with 2 new sessions of Enviro Camp for 2026, for 7-9 years and 10-12 years.
- Create and offer all new Firefly program and Nature Journaling classes to ages 15+.
- Attend Lyonia Wildlife Festival, Ponce Inlet Earth Day Festival, “How-To Festival” in Port Orange, and outreach events as they become scheduled.
- Increase and expand partnerships between EDC and other environmental agencies.
- Commission outdoor cut-outs of various butterfly and bat wings as photo opportunities on the EDC grounds and Central Park.
- Continue to partner with Florida Native Plant Society and other native plant volunteers to maintain wildflower and butterfly gardens at EDC, with the goal of attracting Hummingbirds and Monarch butterflies specifically.
- Continue partnering with UF IFAS Master Gardeners & Beekeepers to host monthly classes, plant clinics, and maintain beehive exhibit, and offer education programs.
- Continue partnership with Volusia County Mosquito Control and ReGrow the Loop initiative to host plant sales, tree giveaways, meetings, and classes.
- Continue partnering with Halifax River Audubon to hold weekly bird walks during spring and fall seasons and host Great Backyard Bird Count in February.
- Continue working with volunteer yoga instructors to host weekly outdoor yoga classes and meditative walks, as well as yogalates.
- Partner with City Arborist and Yellowstone Landscaping to identify new offerings of tree varieties for the Earth Day Tree Giveaway, including fruit trees.
- Partner with City Arborist to develop and host educational programming at EDC.
- Continue work with Zev Cohen & Associates to remove invasive plants from parks.
- Commission a Sandhill art piece into mural wrap for mammal corner.
- Work with local wildlife photographers to make prints of plants and wildlife, install permanently throughout EDC.
- Install sound dampening panels in EDC classroom.
- Update Eagle Cam area—hang small TV on wall; remove kiosk from wall. Update plant exhibits—bog aquarium and large plant stand. Update EDC entry way area.
- Work with IT to make game kiosk.
- Add wrap, lights and larger deck to turtle tank and increase biodiversity of native fish tanks, including plants.
- Create planting and harvesting regimen for hydroponics tower to offer fresh herbs to visitors on a regular basis.

Community Gardens:

- Work with Eagle Scouts to rebuild plots in disrepair at Fleming location.
- Work with Master gardeners to assign plots to new gardeners from wait list.
- Continue partnering with local Eagle Scouts to rebuild plots at Hammock Gardens.
- Work with volunteer committee and Master Gardeners to host monthly workshops for gardeners.

ENVIRONMENTAL DISCOVERY CENTER

- Work with City Arborist to develop tree trimming schedule at Hammock gardens.
- Hold quarterly garden committee meetings.
- Identify new leaders for Fleming Garden.
- Provide garden soil for gardeners before Term 1 begins in September.
- Provide materials to solarize plots during summer.
- Provide tools and materials needed for repairs and upgrades.

ACCOMPLISHMENTS:

- Hosted monthly kids' craft programs, semi-annual ECHO Rangers Program.
- Presented adult/family nature programs regarding plants and wildlife.
- Increased volunteer force and attendance to EDC and classes, programs and events.
- Hosted field trips for public, private and homeschool groups.
- Partnered with Halifax Audubon to provide multiple fall and spring guided bird walks in Central Park.
- Decorated an EDC holiday tree for The Casements holiday tree gallery.
- Decorated EDC for Halloween and Christmas.
- Hosted Arbor Day event with City Commission and Earth Day event at the EDC.
- Partnered with Halifax River Audubon to host annual Great Backyard Bird Count event in February.
- Expanded native plants in the EDC Wildflower and Butterfly gardens, successfully attracted Hummingbirds and Monarchs.
- Partnered with Volusia County Mosquito Control to develop classes and outreach.
- Collected used monofilament for recycling program with Volusia County.
- Worked with Zev Cohen & Associates to remove Brazilian Pepper trees from parks and facility grounds.
- Attended Wildlife Festival at Lyonia Educational Center in March.
- Hosted Enviro Camp Open House in March and Enviro Camp, June 3 – August 2.
- Hosted monthly gardening classes and plant clinics with UF IFAS Master Gardeners.
- Maintain new hydroponics area and successfully growing vegetables and herbs.
- Update Enviro Camp webpage with photos and up to date registration information.
- Hosted ReGrow the Loop partner meetings, plant sales, and tree giveaways.
-

Community Gardens Accomplishments:

- Worked with Master gardeners to assign available plots to new gardeners from wait list.
- Provided garden soil for gardeners during spring term.
- Provided materials for gardeners to solarize plots during summer.
- Provided materials for plot repairs.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	71,150	63,500	63,500	-	0.00%
General Fund	453,332	417,010	402,036	(14,974)	-3.59%
Total	524,482	480,510	465,536	(14,974)	-3.12%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	320,074	279,607	260,933	(18,674)	-6.68%
Operating	204,408	200,903	204,603	3,700	1.84%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	524,482	480,510	465,536	(14,974)	-3.12%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Asst. Recreation Coordinator	1.00	1.00	1.00	0.00	100.00%
Part-time Positions:					
Recreation Leaders (4)	2.00	2.00	2.00	0.00	0.00%
Total	4.00	4.00	4.00	0.00	0.00%

NOVA COMMUNITY CENTER

GOALS:

Nova Community Center:

- Increase social media presence to promote the Nova Community Center and activities.
- Continue to rent the Tennis Shack.
- Continue to manage Skate Park contractor to ensure safe operation of Nova Community Skate Park.
- Increase usage of the workout room.
- Continue partnership with Volusia County Human Services Summer Food Program.
- Ensure the center is physically and emotionally safe for all ages and abilities.
- Promote inclusivity, respect, and cultural competence.

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.
- Increasing participant numbers by using improved flyers and gaining community contacts through health fairs and community days and increased social media presence.
- Provide regular, reliable opportunities for social engagement in a welcoming environment for young adults.
- Create a theatre program and perform the production on stage.
- Use individualized goals, observation, and feedback to assess personal growth and program impact.
- Present Pickle Squad: Intervention Protocol for Adolescents and Young Adults with IDD at various conferences to spread the awareness of the benefits of playing pickleball.

PERFORMANCE MEASURES:

NOVA	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
Total Visits (inside only) Attendance	30,149	32,775	34,000	1,225	3.74%
Special Populations					
Workload:					
Special Needs Division Programs/Events	35	36	40	4	11.11%
Special Needs Division Community Partners	3	2	6	4	200.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	95%	96%	97%	0	1.04%

NOVA COMMUNITY CENTER

ACCOMPLISHMENTS:

Nova Community Center:

- Continued pickleball lessons to teach the game to new players.
- Continued to offer Open Play pickleball.
- 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.
- Hosted a successful youth basketball league.
- Hosted a successful youth coed volleyball league.
- Increased open play basketball participant numbers.

Special Populations:

- Offered a safe and rewarding Camp-T-Rec experience.
- Attended FRPA Annual Conference and Therapeutic Recreation Institute.
- Increased participants in Challenger Sports, Social Squad, and Explorers Club for individuals with special needs that were offered throughout the year. Each session offered a different focus.
- Continued the award-winning Pickle Squad for young adults with special needs.
- Partnered with SPARC to host holiday parties.
- Designed programs that offered continuity, progression, and opportunities for continued involvement.
- Created structured and unstructured opportunities for peer relationships and teamwork.

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 | ➤ Boys & Girls club |
| ➤ Ceramics | ➤ Young ladies club |
| ➤ Dances | ➤ Chess club |
| ➤ Tutoring classes | ➤ Sports |
| ➤ Teen programs | ➤ Occasional field trips |
| ➤ Progressive young men's club | |

SOUTH ORMOND NEIGHBORHOOD CENTER

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	31,082	26,000	26,000	-	0.00%
General Fund	417,901	415,128	415,188	60	0.01%
Total	448,983	441,128	441,188	60	0.01%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	247,641	276,832	278,684	1,852	0.67%
Operating	201,342	164,296	162,504	(1,792)	-1.09%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	448,983	441,128	441,188	60	0.01%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Asst. Recreation Coordinator	1.00	1.00	1.00	0.00	100.00%
Part-time Positions:					
Recreation Leaders (3)	1.50	1.50	1.50	0.00	0.00%
Total	3.50	3.50	3.50	0.00	0.00%

SOUTH ORMOND NEIGHBORHOOD CENTER

GOALS:

- Continue to keep the South Ormond Neighborhood Center a safe and healthy environment for all users.
- 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.
- 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 six neighborhood festivals and intergenerational events.
- Continue to offer more events involving nutritional education to promote the healthy lifestyle movement (similar to our “lunch and learn” programs).
- Create a mentor program for at risk females ages 11 thru 15.
- 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
Total Visits/Attendance	66,500	90,000	105,000	15,000	16.67%
Efficiency/Effectiveness:					
Customer Satisfaction %	90%	90%	90%	-	0.00%

ACCOMPLISHMENTS:

- Revision of programming and tutoring in SONC Computer & Learning Center through partnership with Ormond Beach PAL.
- Continued the partnership with the Ormond Beach PAL in providing Arts & Crafts Programs and additional funding to promote health and positive 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.
- Continue provided support to local families in need during the holidays.
- Continue to revise and run safe and successful summer camp program.

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 | ➤ 10 tennis courts |
| ➤ 4 major league baseball fields | ➤ 3-1/2 basketball courts |
| ➤ 9 softball fields | ➤ 4 football fields |
| ➤ 11 youth baseball fields | ➤ Skateboard park |
| ➤ 8 soccer fields | ➤ Shuffleboard courts |
| ➤ 8 handball/racquetball 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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	131,801	81,000	81,000	-	0.00%
General Fund	1,601,492	1,775,450	1,794,861	19,411	1.09%
Total	1,733,293	1,856,450	1,875,861	19,411	1.05%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	543,857	582,460	592,142	9,682	1.66%
Operating	1,189,436	1,273,990	1,283,719	9,729	0.76%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,733,293	1,856,450	1,875,861	19,411	1.05%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Athletic Field Maint Supervisor	1.00	1.00	1.00	0.00	0.00%
Maintenance Lead	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker	4.00	4.00	4.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker (4)	2.00	2.00	2.00	0.00	0.00%
Athletic Leader (3)	1.50	1.50	1.50	0.00	0.00%
Total	9.50	9.50	9.50	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 a monthly basis at Nova Community Park Fields, South Ormond 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 Landscape.
- Add crimson stone to fence lines, warning tracks, front of dugouts, behind backstops and at Shuffleboard to assist with appearance, drainage and weed control.
- Add clay and field conditioner to all baseball and softball fields.
- Improve fencing and barrier structures at the Sports Complex and Nova Fields.

ACCOMPLISHMENTS:

- Increased the number of hours dedicated to the maintenance of South Ormond Neighborhood Center.
- Hosted the Harry Wendelstedt Umpire School for 5 weeks.
- Hosted more than (16) tournament days on the weekends.
- Maintain shuffleboard courts at Sports Complex.
- Added clay and Turface to infields at Nova Community Park.
- Leveled Nova Fields and Quads by cutting out “lips” to insure safe play.
- Instituted routine lip maintenance practice of blowing and watering out lips.
- Added clay and field conditioner to baselines at Wendelstedt Fields, Championship Softball and Kiwanis.
- Replaced cutouts on Kiwanis, Nova Field 5 and Wendelstedt Field 1.
- 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.
- Replaced numerous batting cage and soccer goals/nets.
- Rebuilt all bullpens across the Ormond Beach Sports Complex and Nova.
- Replaced all field number and notice signs with new color coordinated signs at the Ormond Beach Sports Complex and Nova.
- Built bullpen mound and renovated structures in the Quad Field Batting cage area.

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%.
- 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.
- Laser Grade Fields in off-season to improve play & less rainouts.
- Implement live online scheduling for all in-house sport programs.

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.
- Hosted successful youth flag football fall season.
- Scheduled all flag football, OBYBSA softball and baseball games.
- Successfully managed the Athletic Field Maintenance division and City Sponsored Sports division.
- Increased rentals by bringing in Additional Youth Baseball tournaments and Calvary Christian & Halifax Baseball to Sports Complexes.
- Hosted Adult Coed Softball in fall and spring.
- Hosted High School Districts for baseball, soccer, softball, and flag football.
- Hosted High School State Playoff games for baseball.
- Hosted successful City Volleyball Program in Fall and Spring.

CONTRIBUTIONS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	90,507	291,528	314,315	22,787	7.82%
Total	90,507	291,528	314,315	22,787	7.82%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	90,507	91,528	91,528	-	0.00%
Contingency	-	200,000	222,787	22,787	0.00%
Total	90,507	291,528	314,315	22,787	7.82%

TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
General Fund	3,113,623	2,232,479	1,852,316	(380,163)	-17.03%
Total	3,113,623	2,232,479	1,852,316	(380,163)	-17.03%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Transfers	3,113,623	2,232,479	1,852,316	(380,163)	-17.03%
Total	3,113,623	2,232,479	1,852,316	(380,163)	-17.03%



*.SPECIAL REVENUE, DEBT SERVICE AND CAPITAL
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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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	1,232,025	1,135,798	2,038,042	902,244	79.44%
Miscellaneous	123,313	30,000	30,000	-	0.00%
Transfers	700,392	834,038	834,038	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	2,055,730	1,999,836	2,902,080	902,244	45.12%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	284,649	307,866	342,826	34,960	11.36%
Capital	3,191,690	646,000	1,654,716	1,008,716	156.15%
Contributions and Transfers	-	200,000	200,000	-	0.00%
Contingency	-	845,970	704,538	(141,432)	0.00%
Total	3,476,339	1,999,836	2,902,080	902,244	45.12%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	208,826	190,624	190,624	-	0.00%
Miscellaneous	38,891	20,000	20,000	-	0.00%
Transfers	154,716	189,016	189,016	-	0.00%
Use of Fund Balance	-			-	0.00%
Total	402,433	399,640	399,640	-	0.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	399,640	399,640	-	0.00%
Total	-	399,640	399,640	-	0.00%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	1,490,972	769,020	14,453,360	13,684,340	0.00%
Charges for Service	2,660,624	3,301,750	4,025,000	723,250	21.91%
Miscellaneous	167,772	125,000	125,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	1,417,616	4,348,792	2,931,176	0.00%
Total	4,319,368	5,613,386	22,952,152	17,338,766	308.88%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	757,612	818,126	728,339	(89,787)	-10.97%
Operating	914,991	989,411	1,600,669	611,258	61.78%
Capital	3,687,232	3,478,360	19,783,720	16,305,360	468.77%
Contributions and Transfers	280,476	327,489	339,424	11,935	3.64%
Contingency	-	-	500,000	500,000	0.00%
Total	5,640,311	5,613,386	22,952,152	17,338,766	308.88%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Full-time Positions:					
Office Manager	1.00	0.00	0.00	0.00	0.00%
System Mnt. Supervisor	1.00	1.00	1.00	0.00	0.00%
Stormwater Technicians	8.00	8.00	8.00	0.00	0.00%
Lead Stormwater Technician	1.00	1.00	1.00	0.00	0.00%
Total	11.00	10.00	10.00	0.00	0.00%

STORMWATER DRAINAGE UTILITY FUND

GOALS:

- Receive less than twelve (12) maintenance-related complaints annually.
- Perform a minimum of 35,000 catch basin inspections annually.
- Perform a minimum of 125 outfall inspections annually.
- Maintain a minimum of 4 million square feet (sf.) of ditches within the City and 2.5 million sf. in the FDOT contract area.
- Clean a minimum of 50,000 linear feet of storm sewer annually.
- Sweep a minimum of 5,029 curb miles
- Divert 2,125+ cubic yards of debris from the storm drain line system

PERFORMANCE MEASURES:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Workload:					
Linear Ft. of lines cleaned (City)	32,643	18,750	7,500	(11,250)	-60.00%
Sq footage of ditch maintenance (City)	4,150,984	2,931,852	555,772	(2,376,080)	-81.04%
Sq footage of ditch maintenance (FDOT)	2,907,223	1,813,908	1,813,008	(900)	-0.05%
Pump station inspections	207	149	78	(71)	-47.65%
Outfall inspections	138	98	90	(8)	-8.16%
Catch basin inspections	34,579	26,562	16,640	(9,922)	-37.35%
Miles of street sweeping	5,029	7,492	16,000	8,508	113.56%
Efficiency/Effectiveness:					
Diverted Debris Cubic Yards	2,115	1,358	1,550	192	14.14%
Maintenance Related Downtime Days	11	70	75	5	7.14%

Linear Ft. of Line cleaned (City)

ACCOMPLISHMENTS:

- Stormwater received 20 emailed or called in Storm related concerns ranging from flood concerns, broken or cracked drains, clogged pipes, or mowing.
- Storm personnel performed 11,405 catch basin inspections/cleanings as of YTD.
- Performed 13 inspections on critical pump stations city wide.
- 48 Riverside Outfall inspections and maintenance were performed.
- 81,092 Sqft of ditch maintenance has been completed as of YTD.
- 3,781,816 Sqft of DOT ditch Mowing has been performed.
- 133,417 Sqft of ditch, outfall, and pond Herbicide treatments were performed.
- 1,132 Linear ft of Storm lines have been cleaned way of Jet Vac.
- Contract Menzi Muck canal mowing and maintenance.
- 475 Feet of Pipe replacement and repair have been performed.
- 6 Open throat corner concrete structures were replaced damaged by large vehicles.
- 1 Baffle Boxes were cleaned out removing 8 cubic yards of debris.
- 9,061 miles of curbed miles swept between 2 sweepers 561 cubic yards removed.
- 6 DOT ponds are treated 13.73 acres for unwanted vegetation for compliance.
- Airport business park vegetation spray program has been achieved.

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	226,796	822,591	2,632,273	1,809,682	0.00%
Miscellaneous	202,859	152,000	152,000	-	0.00%
Transfers	129,696	132,979	136,862	3,883	2.92%
Use of Fund Balance	-	210,628	478,583	267,955	127.22%
Total	559,351	1,318,198	3,399,718	2,081,520	157.91%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	136,462	138,245	131,919	(6,326)	-4.58%
Operating	245,548	205,814	210,239	4,425	2.15%
Capital	319,009	949,779	3,032,918	2,083,139	0.00%
Contributions and Transfers	20,964	24,360	24,642	282	1.16%
Contingency	-	-	-	-	0.00%
Total	721,983	1,318,198	3,399,718	2,081,520	157.91%

Staffing Summary:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fines and Forfeits	223,398	-	-	-	0.00%
Miscellaneous	8,682	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	100.00%
Total	232,080	-	-	-	100.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	100.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	-	-	-	-	0.00%
Miscellaneous	4,824	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Total	4,824	-	-	-	0.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fines and Forfeits	-	-	-	-	0.00%
Miscellaneous	141	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	141	-	-	-	0.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Intergovernmental	1,194,985	1,300,000	1,400,000	100,000	7.69%
Total	1,194,985	1,300,000	1,400,000	100,000	7.69%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	1,194,985	1,300,000	1,400,000	100,000	7.69%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,194,985	1,300,000	1,400,000	100,000	7.69%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Miscellaneous (Impact Fees)	53,358	40,225	40,225	-	0.00%
Use of Fund Balance	-	6,745	35,589	28,844	0.00%
Total	53,358	46,970	75,814	28,844	61.41%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	4,416	26,970	45,441	18,471	68.49%
Capital	-	20,000	20,373	373	1.87%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	10,000	10,000	0.00%
Total	4,416	46,970	75,814	28,844	61.41%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Miscellaneous	-	-	-	-	0.00%
Transfers	660,000	675,000	670,000	(5,000)	-0.74%
Use of Fund Balance	-	-	8,689	8,689	0.00%
Total	660,000	675,000	678,689	3,689	0.55%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	684,134	675,000	668,689	(6,311)	-0.93%
Contingency	-	-	10,000	10,000	0.00%
Total	684,134	675,000	678,689	3,689	0.55%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	346,700	358,068	351,173	(6,895)	-1.93%
Miscellaneous	1,898	-	-	-	0.00%
Total	348,598	358,068	351,173	(6,895)	-1.93%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	355,720	347,000	340,000	(7,000)	-2.02%
Contingency and Transfers	-	11,068	11,173	105	0.95%
Total	355,720	358,068	351,173	(6,895)	-1.93%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	448,925	477,424	499,974	22,550	4.72%
Intergovernmental	26,679	1,847,636	-	(1,847,636)	0.00%
Miscellaneous	39,593	15,000	15,000	-	0.00%
Transfers	1,426,795	-	-	-	0.00%
Use of Fund Balance	-	711,279	118,456	(592,823)	-83.35%
Total	1,941,992	3,051,339	633,430	(2,417,909)	-79.24%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	2,256,493	3,013,514	595,000	(2,418,514)	-80.26%
Contributions and Transfers	31,248	37,825	38,430	605	1.60%
Contingency	-	-	-	-	0.00%
Total	2,287,741	3,051,339	633,430	(2,417,909)	-79.24%

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 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	235,144	250,079	261,891	11,812	4.72%
Miscellaneous	62,976	5,000	5,000	-	0.00%
Transfers	90,000	261,446	377,400	115,954	0.00%
Lease Financing	-	-	-	-	0.00%
Use of Fund Balance	-	323,475	-	(323,475)	-100.00%
Total	388,120	840,000	644,291	(195,709)	-23.30%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	421,514	840,000	644,291	(195,709)	-23.30%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	421,514	840,000	644,291	(195,709)	-23.30%

PUBLIC SAFETY VEHICLE AND EQUIPMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	871,121	1,023,051	1,071,374	48,323	100.00%
Miscellaneous	21,650	5,000	5,000	-	0.00%
Bond Proceeds	48,645	-	-	-	-
Transfers	166,000	-	-	-	100.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,107,416	1,028,051	1,076,374	48,323	100.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	680,010	635,000	590,000	(45,000)	100.00%
Contributions and Transfers	354,996	360,000	355,000	(5,000)	100.00%
Contingency	-	33,051	131,374	98,323	100.00%
Total	1,035,006	1,028,051	1,076,374	48,323	100.00%

TRANSPORTATION IMPROVEMENTS FUND

This fund is used to account for transportation related capital infrastructure.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	555,814	591,096	619,016	27,920	4.72%
Other Taxes	1,235,645	1,140,000	1,140,000	-	0.00%
Intergovernmental	-	-	-	-	0.00%
Miscellaneous	45,846	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	1,574,914	543,613	(1,031,301)	-65.48%
Total	1,837,305	3,306,010	2,302,629	(1,003,381)	-30.35%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	112,806	194,413	56,988	(137,425)	-70.69%
Capital	301,165	2,309,000	1,438,200	(870,800)	-37.71%
Contributions and Transfers	749,952	802,597	807,441	4,844	0.60%
Contingency	-	-	-	-	0.00%
Total	1,163,923	3,306,010	2,302,629	(1,003,381)	-30.35%

RECREATION IMPACT FEE FUND

This fund accounts for impact fees assessed and collected against new construction activities. Use of funds is restricted.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	684,922	200,000	400,000	200,000	100.00%
Intergovernmental	-	300,000	-	(300,000)	-100.00%
Miscellaneous	25,856	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	600,000	-	(600,000)	-100.00%
Total	710,778	1,100,000	400,000	(700,000)	-63.64%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	500,000	-	(500,000)	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	600,000	400,000	(200,000)	0.00%
Total	-	1,100,000	400,000	(700,000)	-63.64%

LOCAL ROAD IMPACT FEE FUNDS

This fund accounts for impact fees collected for the purposes of maintaining local roads.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	281,571	250,000	150,000	(100,000)	-40.00%
Miscellaneous	43,502	25,000	50,000	25,000	100.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	325,073	275,000	200,000	(75,000)	-27.27%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	275,000	200,000	(75,000)	-27.27%
Total	-	275,000	200,000	(75,000)	-27.27%

FACILITIES RENEWAL AND REPLACEMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	881,404	937,797	982,093	44,296	4.72%
Miscellaneous	99,229	3,000	280,000	277,000	0.00%
Intergovernmental	-	225,000	3,000	(222,000)	0.00%
Transfers	773,815	500,000	-	(500,000)	0.00%
Use of Fund Balance	-	-	-	-	100.00%
Total	1,754,448	1,665,797	1,265,093	(400,704)	-24.05%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	152,056	29,700	15,000	(14,700)	-49.49%
Capital	1,193,836	1,335,833	1,148,900	(186,933)	-13.99%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	300,264	101,193	(199,071)	0.00%
Total	1,345,892	1,665,797	1,265,093	(400,704)	-24.05%

STORMWATER IMPACT FEE FUNDS

This fund accounts for impact fees collected for the purposes of maintaining the stormwater system.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Fees	-	10,000	-	(10,000)	0.00%
Miscellaneous	12,811	5,000	-	(5,000)	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	12,811	15,000	-	(15,000)	0.00%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	15,000	-	(15,000)	0.00%
Total	-	15,000	-	(15,000)	0.00%

LEISURE SERVICES CAPITAL FUND

This fund accounts for dedicated tax revenues and corresponding leisure services capital expenses.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Property Taxes	555,814	591,096	619,016	27,920	4.72%
Miscellaneous	12,827	5,000	5,000	-	0.00%
Intergovernmental	435,445	850,000	1,000,000	150,000	17.65%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	253,904	525,984	272,080	107.16%
Total	1,004,086	1,700,000	2,150,000	450,000	26.47%

Expenditures:

	Actual FY 2024-25	Estimate FY 2025-26	Budget FY 2026-27	Change FY 2025-26 to FY 2026-27	% Change FY 2025-26 to FY 2026-27
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	891,498	1,700,000	2,150,000	450,000	26.47%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	891,498	1,700,000	2,150,000	450,000	26.47%



ENTERPRISE AND INTERNAL SERVICE FUNDS

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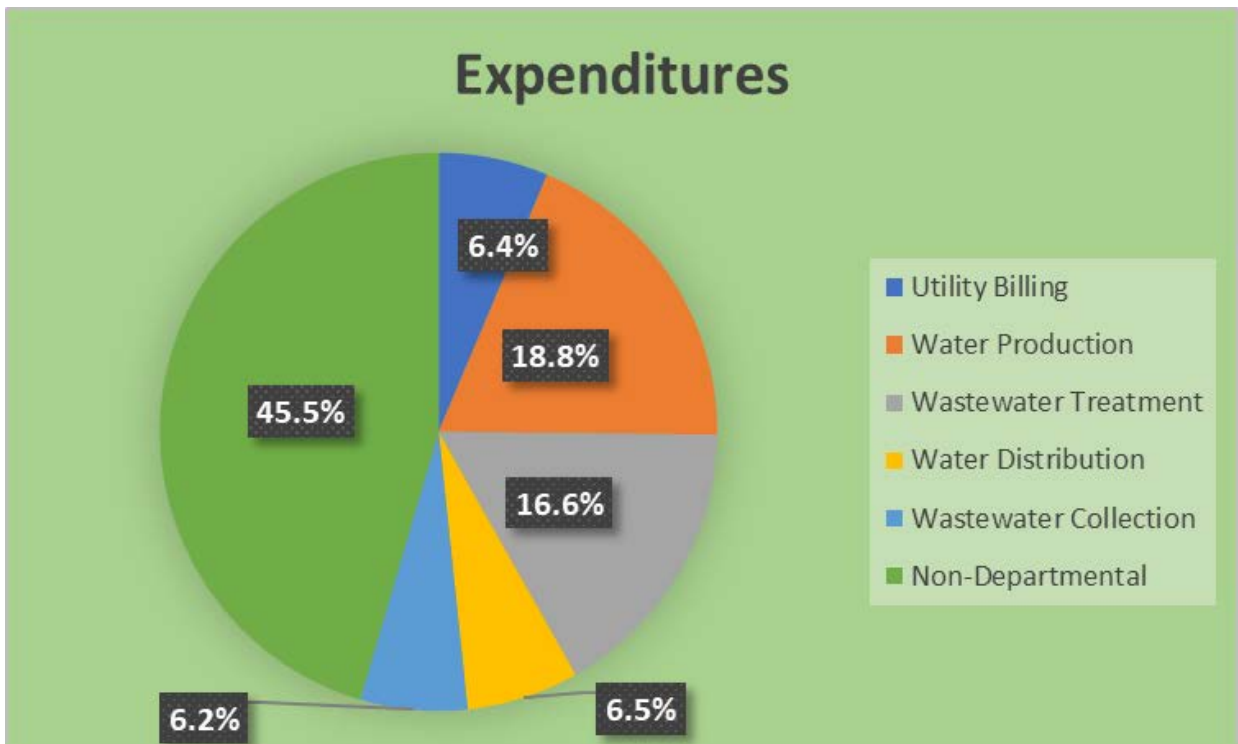
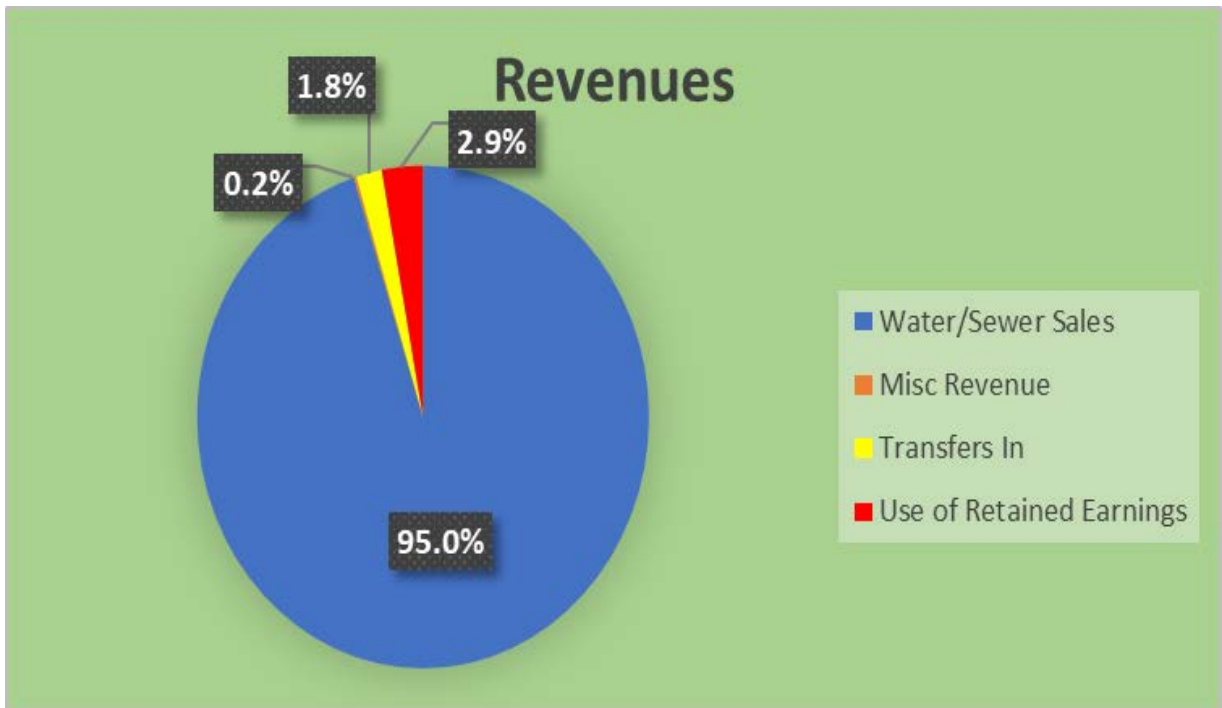
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WATER AND SEWER SUMMARY

Description	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Revenues					
Water/Sewer Sales	22,922,165	23,471,000	27,325,000	3,854,000	16.42%
Intergovernmental	-	-	-	-	0.00%
Misc Revenue	351,220	60,000	51,000	(9,000)	-15.00%
Transfers In	461,796	450,984	530,427	79,443	17.62%
Use of Retained Earnings	-	2,325,903	842,511	(1,483,392)	-63.78%
Total Net Revenues	23,735,181	26,307,887	28,748,938	2,441,051	9.28%

Expenditures					
Utility Billing	1,821,011	1,698,991	1,831,300	132,309	7.79%
Water Production	4,692,936	5,175,140	5,402,295	227,155	4.39%
Wastewater Treatment	3,855,945	4,439,203	4,786,102	346,899	7.81%
Water Distribution	1,681,719	1,720,373	1,875,744	155,371	9.03%
Wastewater Collection	1,612,808	1,639,761	1,787,071	147,310	8.98%
Non-Departmental	3,628,616	11,634,419	13,066,426	1,432,007	12.31%
Total Net Expenditures	17,293,035	26,307,887	28,748,938	2,441,051	9.28%



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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	1,821,011	1,698,991	1,831,300	132,309	7.79%
Total	1,821,011	1,698,991	1,831,300	132,309	7.79%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	840,792	888,570	951,351	62,781	7.07%
Operating	980,219	810,421	879,949	69,528	8.58%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,821,011	1,698,991	1,831,300	132,309	7.79%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Full-time Positions:					
Accounting Clerk	2.00	2.00	2.00	0.00	0.00%
Accounting Technician	3.00	3.00	3.00	0.00	0.00%
Staff 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%
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 25% 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%.
- Transition to the online payment portal Resident Self-Service.
- Update the City online payment portal.

PERFORMANCE MEASURES:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Workload:					
Number of utility bills	298,296	305,000	315,000	10,000	3.28%
Customers participating in bank drafting	6,750	7,100	7,300	200	2.82%
Total Number of work orders	21,595	22,000	22,250	250	1.14%
Number of work orders - delinquent cut-offs	3,965	4,120	4,250	130	3.16%
Number of work orders - reconnects	3,414	3,500	3,650	150	4.29%
Efficiency/Effectiveness:					
% customers using bank draft payment	28%	30%	35%	0	0.00%

ACCOMPLISHMENTS:

- 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.

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	4,692,936	5,175,140	5,402,295	227,155	4.39%
Total	4,692,936	5,175,140	5,402,295	227,155	4.39%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	2,031,229	2,213,837	2,399,948	186,111	8.41%
Operating	2,661,707	2,961,303	3,002,347	41,044	1.39%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	4,692,936	5,175,140	5,402,295	227,155	4.39%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
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%
Equipment Maintenance Lead	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	9.00	1.00	12.50%
Plant/Pump Mechanic	1.00	1.00	1.00	0.00	0.00%
Utility Electrician	1.00	1.00	2.00	1.00	100.00%
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	2.00	2.00	0.00	0.00%
Part-time Positions:					
Treatment Plant Operator (1)	0.50	0.50	0.50	0.00	0.00%
Total	21.50	22.50	24.50	2.00	8.89%

* 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.
- Maintain an impeccable safety record with a zero loss of work record.
- 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.
- 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.
- Continue to amend the Water Plants Standard Operating procedures
- 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.
- Continue 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 LPRO Membranes by utilizing the normalization software provided by the membrane manufacturer.
- Improve plant equipment efficiency reduce downtime through timely maintenance and replacement.
- Continue study to site and permits additional production wells.
- Continued design and refurbishment of the aeration tank, blowers, clear well project.
- Procure contractors to remediate the corrosion and paint the Clairicone treatment units
- Procure contractors to clean and inspect ALL potable water tanks and clearwells
- Procure a contractor or equipment to remove the lime sludge from the south pits.

WATER PRODUCTION

PERFORMANCE MEASURES:

	Actual FY 2023-24	Actual YTD FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Volume of water (in MG) processed during reporting period	2,042	2,216	2,212	(4)	-0.18%
Volume of wastewater (in MG) processed during reporting period	1,772	2,123	1,956	(167)	-7.88%
Volume of Reclaimed Water (in MG) distributed during reporting period	1,230	1,612	1,200	(412)	-25.56%
Total volume of raw sewage collected for treatment (MGD AADF) from retail customers	5.33	5.45	5.35	(0)	-1.83%
Total number of manhole failures in collection system	201	95	125	30	31.58%
Total number of leaks in distribution system	211	572	300	(272)	-47.55%
Total number of pipeline breaks in distribution system	34	40	45	5	12.50%
Total number of leaks in reclaimed water system	27	28	30	2	7.14%
Total number of pipeline breaks in reclaimed water system	7	17	10	(7)	-41.18%
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	2,042	2,017	2,200	183	9.07%

ACCOMPLISHMENTS:

- Maintained compliant Consumptive Use Permit (CUP) operating and reporting requirements and annual groundwater withdrawal allocations. Current year groundwater withdrawal allocation at 8.041 MGD. Current year annual average day groundwater withdrawals for FY 2023-24 at 5.962 MGD.
- Reporting includes semi-annual EN-50 Groundwater Withdrawal & Annual Wetlands Monitoring reports along with other groundwater conditions sampling, monitoring
- Completed 2023 Annual Water Quality “Consumer Confidence” Report.
- Maintained compliant and reliable water production activities meeting customer use demands and regulatory standards. Current year water plant average day production is 5.51 Million Gallons per Day (MGD) with 6.71 max day demand during previous 12-month period (May 2024).
- Provide necessary training and continuing education opportunities.

WATER PRODUCTION

- Maintained Citywide Workplace Safety Program as it pertains to Utilities.
- Maintained the distribution system through consistent monthly flushing programs.
- Controlled biological growth in the distribution system by conducting two “Change in Disinfection” event.
- Updated the Water Plant’s Standard Operating Procedures
- Trained Water Treatment Plant Operators in the use of the E-logs to accurately record daily plant activities.
- Completed the input of plant equipment inventory in new Asset Management software.
- Staff has been trained to utilize the Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Continued using the Tour Trax Asset management system to ensure that quality inspections on vital equipment are done consistently around the plant.
- Upgraded the 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.
- Upgraded ALL compliance and operational instrumentation throughout the water plant and pumping stations
- Succeeded in cross training Operators to assist in miscellaneous duties such as BacT collection and instrumentation calibration.
- Implemented a Lock Out Tag Out system at the Water Plant
- Maintain a zero loss of work record by way of continuously implementing plant safety measures.
- Completed the Consumptive Use Permit Renewal Process.
- Added VFD motor control to the production wells to increase efficiency and save energy.
- Added Use cellular technology for RTU/SCADA communications to replace radios where signal strength is no longer acceptable.

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	3,855,945	4,439,203	4,786,102	346,899	7.81%
Total	3,855,945	4,439,203	4,786,102	346,899	7.81%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	1,147,152	1,321,974	1,369,716	47,742	3.61%
Operating	2,708,793	3,117,229	3,416,386	299,157	9.60%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	3,855,945	4,439,203	4,786,102	346,899	7.81%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Full-time Positions:					
Equipment Mnt. Lead	1.00	1.00	1.00	0.00	0.00%
Plant/Pump Mechanic	2.00	2.00	3.00	1.00	50.00%
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	9.00	9.00	9.00	0.00	0.00%
Chief Lab Technician	1.00	1.00	1.00	0.00	0.00%
Total	15.00	15.00	16.00	1.00	6.67%

WASTEWATER TREATMENT

GOALS:

- Attain zero permit exceedances for upcoming year.
- NELAC certify plant laboratory for bacteriological testing (Fecal & Total Coliform, E.Coli and Enterococci Bacteria). In Process
- Decant pump station upgrades and modifications with new pumps and piping to centrifuge. In Process. WRF Improvements
- Install middle mixer in PAN tank #1. In Process. WRF Improvements
- Replace all Wylo submersible mixers with more reliable Flygt mixers as units fail. CIP
- Upgrade to UV disinfection installation which will eliminate Hypo and Bisulfite chemicals and decrease Fecal Coliform, Enterococci, Giardia and Cryptosporidium non-compliance events which is being partially funded by a state grant. In Process
- Replace failed RAS/WAS isolation valves. CIP
- Improve overall SCADA control of equipment and processes for ease of plant operation. On-Going
- Execute Grit Removal contract and complete recommended grit removal from Sedivision results on Fermentation, Carrousel and Post Anoxic Tanks. Sedivision completed. Removal being budgeted for 24-25
- 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. On-going
- Continue optimizing reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation. On-going
- 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.
- Provide necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise On-going
- Improve plant equipment and Lift Stations through maintenance, replacement and purchase of critical equipment spares On-going
- Design, permit and construct new WRF headworks. Future CIP
- Design, permit and construct new WRF influent pumping station. Future CIP
- Award and complete WRF improvements to sludge decant and polymer rooms and new post anoxic mixer in PAN tank #1 In process
- Replacing a sand filter with a Diamond Filter cloth media filter.
- Rehab and remodel Operations building
- Apply to FDEP when applicable to reduce required operating hours from 24 hours per day to 16 hours per day
- Replace 2 Sand Filters with Aquadiamond filters. Planning in process
- Install actuators and SCADA control for the 3 Tea Cup grit removal units. In Process
- Install overflow channel at bar screen to avoid headworks overflows.
- Install new Carrousel mixer VFD's and tie to SCADA for future process control automation. 2 units for Outboards are in process and 2 for inboards will be on next budget

WASTEWATER TREATMENT

- Rebuild failing Clarifier distribution box actuator gears. Awaiting vendor quote
- Modify screw pump roof for access to pumps CIP
- Begin secondary clarifier rehabs at 1 unit per year.
- Build new Main Lift Station within 2 years.
- Reduce Surface Water Discharges via increase reclaim system storage.
- Reduced fecal coliform permit exceedances for 11 straight months since recommended improvements completed.
- Replaced WAS and RAS pump VFD's and tie to SCADA for operational control. 5 out of 7 complete
- Completed 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. Partial completion
- Both Centrifuge units were disassembled and rebuilt by Flottweg
- Replaced roof top AC unit for Operations building.
- Added VFD's and SCADA control improvements for Effluent Transfer pumps.
- Replaced Influent Pump #3 VFD.
- Rectified longstanding FPL plant power imbalance equipment issues that was damaging equipment and causing plant operational issues. Rectified at motor starters
- Completed 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
- Completed the sampling and 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 2,103 million gallons of influent flow (5.75 MGD annual avg. day) and distributed 1,129 million gallons of reuse product (3.08 MGD annual avg. day) for reporting period 6/1/23 to 5/31/24.
- 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.
- Provided necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Installed audible and visual Turbidity, Secondary Scum Well and Dewatering Pump Station wet well alarms.
- Multitude of plant lighting improvements for safety.

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	1,681,719	1,720,373	1,875,744	155,371	9.03%
Total	1,681,719	1,720,373	1,875,744	155,371	9.03%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	1,011,245	1,100,027	1,214,637	114,610	10.42%
Operating	670,474	620,346	661,107	40,761	6.57%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,681,719	1,720,373	1,875,744	155,371	9.03%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Full-time Positions:					
Supervisor of Water Distribution	1.00	1.00	1.00	0.00	0.00%
Utility Mapping/Locate Tech.	2.00	2.00	2.00	0.00	0.00%
Water Distribution Lead	2.00	2.00	2.00	0.00	0.00%
Water Distribution Operators	8.00	8.00	8.00	0.00	0.00%
Water Quality Control Tech	1.00	1.00	1.00	0.00	0.00%
Total	14.00	14.00	14.00	0.00	0.00%

WATER DISTRIBUTION

GOALS:

- Maintain reliable water distribution system operations for meeting customers use and quality demands.
- Continue to search for sources of unaccounted for water with emphasis on leak detection program, frequent large meter testing and maintenance of accurate flushing record database to detect all usage throughout City's distribution system. Perform leak detection with in-house personnel for distribution system annually.
- Implement Citywide Workplace Safety Program as it pertains to Utilities.
- Implement new and improved Safety Procedures including but not limited to gas detection device and use for confined space entry and other Personal Protection Equipment and usage.
- Ensure main breaks and service interruptions are repaired in a timely manner and noticed in accordance with pertinent Florida Dept. of Health Regulations.
- Test and inspect all City owned backflow preventers on an annual basis.
- Complete 100% of all service work orders prepared for fire hydrants as identified by Utilities and Fire Department inspections.
- Complete maintenance of all fire hydrants in Ormond by the Sea per yearly contract condition with Volusia County.
- Complete input of asset inventory in new Asset Management software. Get staff trained and utilize Asset Management software to generate and track preventative maintenance actions, work orders, identify assets for replacement.
- Continue enhancements to City's Cross Connection Control Program and compliance rating.
- Modify for efficiencies and continue to improve current distribution system monitoring, sampling and flushing programs to promote better understanding of system operating conditions and improve water quality.
- Install all new meter requests received due to new development or new customer requests for service.
- Perform accuracy testing on water meters in accordance with or exceeding AWWA standards as referenced in the Water Meter Testing and Repair Manual.
- Complete the Phase IV design for the water main replacement project.
- Construct a 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.
- Begin implementation of Western service area improvements including completion of SR 40 / Airport Road water main loop project.
- Have the internal parts of the Residential Dual Checks changed out that are nearing their 10-year life span.
- Continue installing Insert a Valves in areas where there are long distances between in-line valves.

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.
- 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 275 water meters.
- Serviced approximately 290 fire hydrants in Ormond-by-the-Sea that are under a maintenance contract with Volusia County Fire Dept., performed maintenance activities on 120 fire hydrants within city limits located between Beach St and US1 starting from south city limits.
- Responded to and performed repairs on approximately 59 main breaks and 624 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 8 non-operable isolation valves of various sizes throughout distribution system.
- Performed scheduled valve maintenance activity on approximately 225 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.
- Located, marked, and exercised valves in preparation for the 2-inch main replacement program.
- Located all in-line and hydrant valves for the completed instillation of the N US 1 expansion project. Also made sure all valves were on and centered in the valve boxes.
- Locate Technicians located a total of 9,784 locates in 2023.

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	1,612,808	1,639,761	1,787,071	147,310	8.98%
Total	1,612,808	1,639,761	1,787,071	147,310	8.98%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	839,351	927,453	1,072,890	145,437	15.68%
Operating	773,457	712,308	714,181	1,873	0.26%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,612,808	1,639,761	1,787,071	147,310	8.98%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Full-time Positions:					
Lead Utilities Technicians	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%
Utilities Technicians	8.00	8.00	8.00	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.
- 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 1 golf course customers having demand in excess of 1.3 Billion Gallons.
- Submitted the Annual Reuse Report 2024 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 21 units, replacement of 22 units, performed installation of 3 new units and performed electrical upgrades to 136 PEP System units replaced in West Ormond Low Pressure Sewer Service area.
- Cleaned approximately 7,000 feet of gravity sewer main and 129 each sewer laterals. Televised approximately 1500 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 95 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 1145 repairs to collection system (gravity, force main, services and manhole) service calls and 130 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.
- Prepared design plans and specifications for bidding Lift Station Rehabilitation Project to include 4P and 11M lift station piping, valves and controls upgrades.
- Completed the Shadow Crossings Reuse Pump Facility Upgrades Project.
- Prepared design plans and specifications for the West 40 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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Water & Wastewater	3,628,616	11,634,419	13,066,426	1,432,007	12.31%
Total	3,628,616	11,634,419	13,066,426	1,432,007	12.31%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	25,136	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contingency	-	-	-	-	100.00%
Contributions and Transfers	3,603,480	11,634,419	13,066,426	1,432,007	12.31%
Total	3,628,616	11,634,419	13,066,426	1,432,007	12.31%

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Miscellaneous	38,062	-	-	-	0.00%
Transfer	249,996	250,000	750,000	500,000	200.00%
Use of Fund Balance	-	600,000	80,000	(520,000)	0.00%
Total	288,058	850,000	830,000	(20,000)	-2.35%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	850,000	830,000	(20,000)	-2.35%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	850,000	830,000	(20,000)	-2.35%

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Bond Proceeds	-	6,150,000	-	(6,150,000)	0.00%
Intergovernmental	-	2,870,000	-	(2,870,000)	100.00%
Charges for Services	156,062	155,000	150,000	(5,000)	0.00%
Miscellaneous	341,987	100,000	150,000	50,000	0.00%
Transfers	-	3,071,951	4,428,000	1,356,049	44.14%
Use of Retained Earnings	-	-	2,102,768	2,102,768	100.00%
Total	498,049	12,346,951	6,830,768	(5,516,183)	-44.68%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	769,720	833,589	952,406	118,817	14.25%
Capital	4,364,670	11,513,362	5,878,362	(5,635,000)	-48.94%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	5,134,390	12,346,951	6,830,768	(5,516,183)	-44.68%

WATER AND WASTEWATER CONSOLIDATED DEBT SERVICE FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Bond Proceeds		-	-	-	0.00%
Transfer	-	4,924,000	3,824,000	(1,100,000)	-22.34%
Use of Fund Balance	-	-	-	-	0.00%
Total	-	4,924,000	3,824,000	(1,100,000)	-22.34%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	4,361,647	4,924,000	3,824,000	(1,100,000)	-22.34%
Contributions and Transfers	(3,753,175)	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	608,472	4,924,000	3,824,000	(1,100,000)	-22.34%

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Intergovernmental	-	-	-	-	0.00%
Fees	18,664	-	-	-	0.00%
Miscellaneous	11,950				
Use of Retained Earnings	-	-	-	-	0.00%
Total	30,614	-	-	-	0.00%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Operating	4,975	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	4,975	-	-	-	0.00%

WATER SYSTEM IMPACT FEE FUND

This fund accounts for impact fees assessed against new construction activities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Intergovernmental	-	-	-	-	0.00%
Fees	610,911	700,000	676,000	(24,000)	-3.43%
Miscellaneous	185,306	-	75,000	75,000	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	796,217	700,000	751,000	51,000	7.29%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	103,899	-	380,000	380,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	700,000	371,000	(329,000)	0.00%
Total	103,899	700,000	751,000	51,000	7.29%

WASTEWATER SYSTEM IMPACT FEE FUND

This fund accounts for impact fees assessed against new construction activities.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Intergovernmental	-	-	-	-	0.00%
Fees	1,158,586	675,000	800,000	125,000	18.52%
Miscellaneous	115,459	-	50,000	50,000	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	1,274,045	675,000	850,000	175,000	25.93%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	3,179	-	-	-	0.00%
Capital	139,328	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	675,000	850,000	175,000	0.00%
Total	142,507	675,000	850,000	175,000	25.93%

2024 WATER & WASTEWATER BOND PROJECTS

This fund accounts for construction projects funded by bonds.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Bond Proceeds	13,000,000	-	-	-	0.00%
Miscellaneous	47,083	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	13,047,083	-	-	-	0.00%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	56,150	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	56,150	-	-	-	0.00%

2026 WATER & WASTEWATER BOND PROJECTS

This fund accounts for construction projects funded by bonds.

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Bond Proceeds	-	-	5,680,000	5,680,000	0.00%
Miscellaneous	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	-	-	5,680,000	5,680,000	0.00%

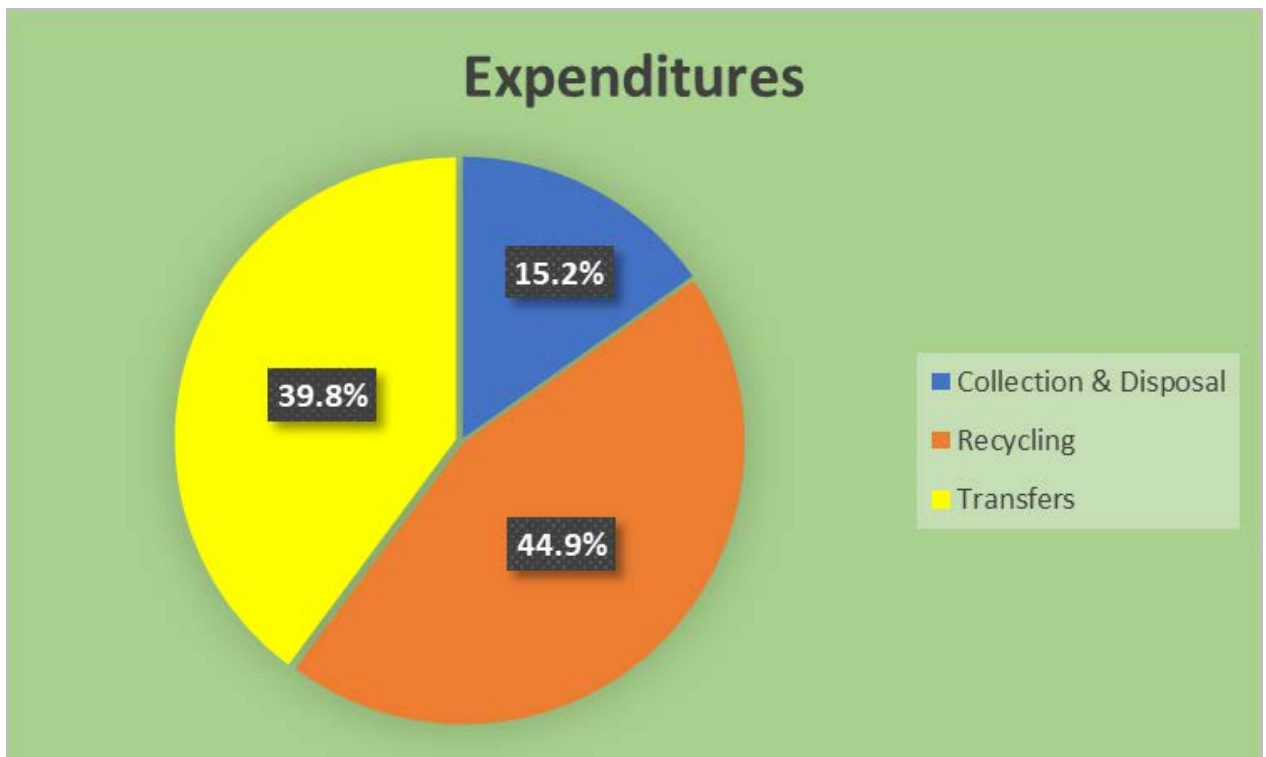
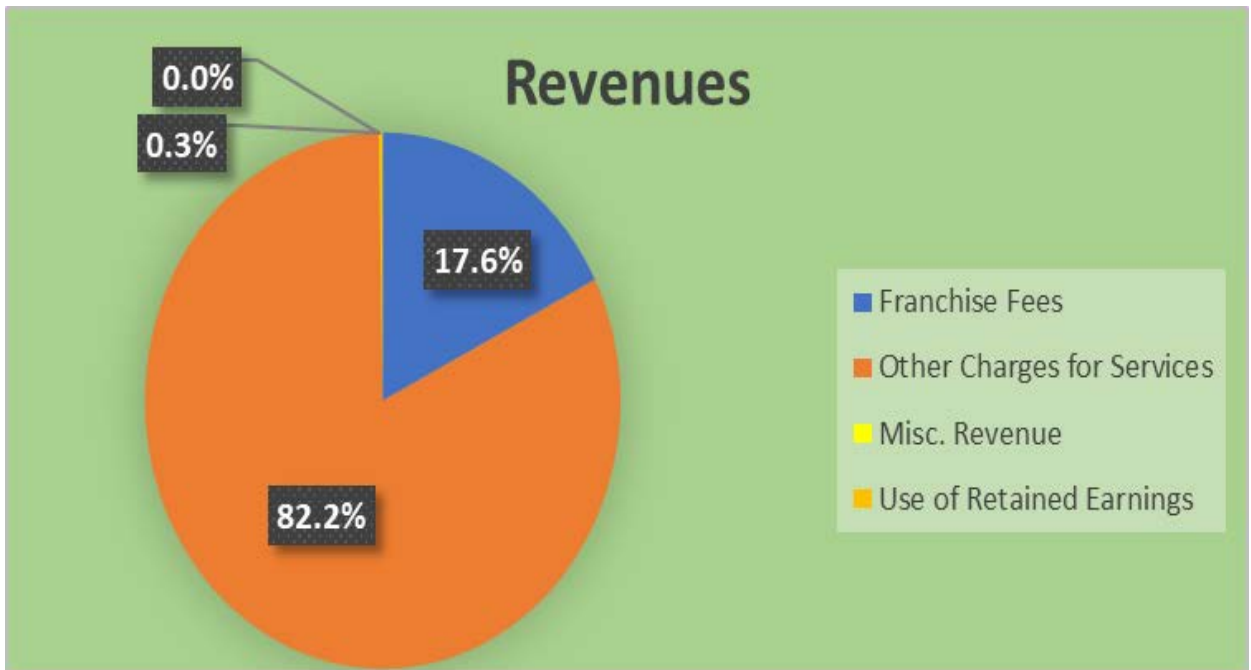
Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	5,680,000	5,680,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	5,680,000	5,680,000	0.00%

SOLID WASTE FUND SUMMARY

Description	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Revenues					
Franchise Fees	1,845,925	1,864,304	2,626,000	761,696	40.86%
Intergovernmental	2,050,761	-	-	-	0.00%
Other Charges for Services	11,655,350	11,542,000	12,295,000	753,000	6.52%
Misc. Revenue	66,542	1,000	1,000	-	0.00%
Transfers In	-	-	-	-	0.00%
Use of Retained Earnings	-	-	38,267	38,267	0.00%
Total Net Revenues	15,618,578	13,407,304	14,960,267	1,552,963	11.58%

Expenditures					
Collection & Disposal	8,715,459	8,796,648	11,414,726	2,618,078	29.76%
Recycling	1,270,448	1,309,300	1,606,800	297,500	22.72%
Transfers	1,709,472	1,720,868	1,938,741	217,873	12.66%
Contingency	-	1,580,488	-	(1,580,488)	-100.00%
Total Net Expenditures	11,695,379	13,407,304	14,960,267	1,552,963	11.58%



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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Solid Waste	8,715,459	8,796,648	11,414,726	2,618,078	29.76%
Total	8,715,459	8,796,648	11,414,726	2,618,078	29.76%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	222,759	306,828	140,988	(165,840)	-54.05%
Operating	8,492,700	8,489,820	10,828,738	2,338,918	27.55%
Capital	-	-	445,000	445,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	8,715,459	8,796,648	11,414,726	2,618,078	29.76%

Staffing Summary:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Full-time Positions:					
Contract Manager	1.00	1.00	1.00	0.00	0.00%
Total	1.00	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 90%.
- Divert a total of 30% 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 (5) pounds.

PERFORMANCE MEASURES:

	Actual FY 2023-24	Actual FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Workload:					
Residential collections	17,650	18,063	18,000	(63)	-0.35%
Commercial collections	550	528	522	(6)	-1.14%
Recycling customers	18,125	18,592	18,625	33	0.18%
Efficiency/Effectiveness:					
Inquiries-Residential collections monthly average	73	43	40	(3)	-6.98%
Inquiries-Commercial collections monthly average	17	14	8	(6)	-42.86%

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 90%.
- Achieved a diversion rate of 30% (elimination of glass 5/19)
- Maintained 12 recyclable items collected curbside.
- Maintained a 100% compliance with daily recycling bin delivery.
- Maintained an average 5 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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Solid Waste	1,270,448	1,309,300	1,606,800	297,500	22.72%
Total	1,270,448	1,309,300	1,606,800	297,500	22.72%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	1,270,448	1,309,300	1,606,800	297,500	22.72%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,270,448	1,309,300	1,606,800	297,500	22.72%

SOLID WASTE TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Solid Waste	1,709,472	3,301,356	1,938,741	(1,362,615)	-41.27%
Total	1,709,472	3,301,356	1,938,741	(1,362,615)	-41.27%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	1,709,472	1,720,868	1,938,741	217,873	12.66%
Contingency	-	1,580,488	-	(1,580,488)	0.00%
Total	1,709,472	3,301,356	1,938,741	(1,362,615)	-41.27%

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Internal Service Charges	8,971	826,612	747,500	(79,112)	-9.57%
Miscellaneous	53,811	25,000	-	(25,000)	0.00%
Use of Fund Balance	-	1,000,000	-	(1,000,000)	0.00%
Total	62,782	1,851,612	747,500	(1,104,112)	-59.63%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	545,727	777,500	747,500	(30,000)	-3.86%
Capital	-	-	-	-	0.00%
Contributions and Transfers	74,112	1,074,112	-	(1,074,112)	-100.00%
Total	619,839	1,851,612	747,500	(1,104,112)	-59.63%

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 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Internal Service Charges	2,455,253	2,905,253	2,142,400	(762,853)	-26.26%
Miscellaneous	686,503	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	3,141,756	2,905,253	2,142,400	(762,853)	-26.26%

Expenditures:

	Actual FY 2023-24	Estimate FY 2024-25	Budget FY 2025-26	Change FY 2024-25 to FY 2025-26	% Change FY 2024-25 to FY 2025-26
Personnel Services	-	-	-	-	0.00%
Operating	2,554,449	2,867,400	2,142,400	(725,000)	-25.28%
Capital	-	-	-	-	0.00%
Contributions and Transfers	748,848	37,853	-	(37,853)	0.00%
Total	3,303,297	2,905,253	2,142,400	(762,853)	-26.26%

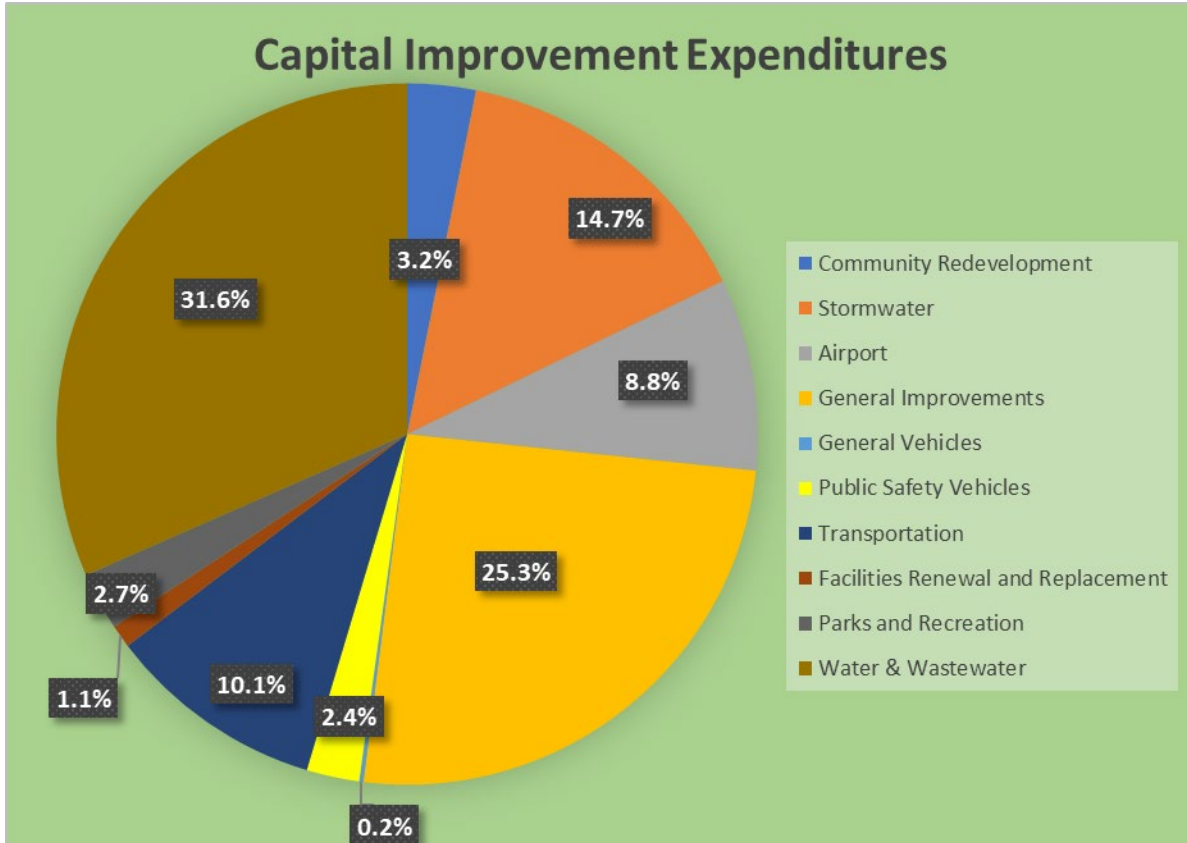
CAPITAL IMPROVEMENTS
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CAPITAL IMPROVEMENTS

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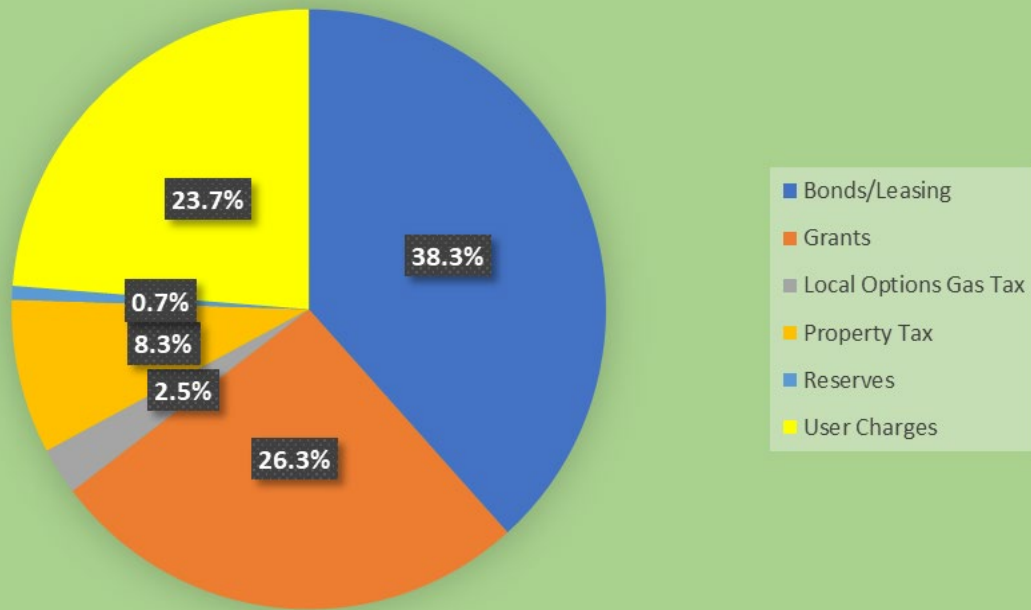
Overview

The City's Five-Year Capital Improvements Program represents a substantial effort to identify and schedule capital investments for a multi-year.



Category	Total
Community Redevelopment	\$6,189,989
Stormwater	28,801,720
Airport	17,370,847
General Improvements	49,720,000
General Vehicles	383,400
Public Safety Vehicles	4,775,000
Transportation	19,760,795
Facilities Renewal and Replacement	2,080,000
Leisure Services	5,250,000
Water & Wastewater	62,012,262
TOTAL	\$196,344,013

Capital Improvement Revenues



Category	Total
Bonds/Leasing	\$75,296,530
Grants	51,624,400
Local Options Gas Tax	5,000,000
Property Tax	16,338,800
Reserves	1,458,673
User Charges	46,625,610
TOTAL	\$196,344,013

FY 2026-27 CIP Projects

Fund 104-Community Redevelopment

Downtown improvements are funded through property tax revenue which is expendable only within the downtown area. For FY 2026-27 the projects include Fortunato Park Fishing Pier (\$680,000), Granada Bridge Lighting Concepts (\$200,000), Public Art initiative (\$40,000), Thompson Creek Trail Design (\$624,716) and the annual allocation to Upgrades and Improvements (\$110,000).

Fund 107-Stormwater Drainage Improvements

FY 2026-27 projects include Fleming Stormwater Pump Station (\$17,579,720), Stormwater Construction (\$250,000), Stormwater Piping Replacement project (\$1,500,000), and Vehicle Replacements (\$454,000).

Fund 108-Airport Fund

Projects for FY 2026-27 include Air Traffic Control Tower Rehab (\$1,000,000), Obstruction Mitigation (\$2,000,000) Rehab of Taxiway Brave Apron (\$32,918).

Fund 301-General Improvement Fund

Security Access Control (\$500,000) is proposed for next fiscal year.

Fund 302-General Vehicle and Equipment Replacement

The FY 2026-27 plan includes eight vehicle replacements (\$383,400).

Fund 305-Public Safety Vehicle and Equipment Replacement

The FY 2026-27 plan includes Police Department vehicle replacements (\$540,000).

Fund 308-Transportation

Transportation projects include Railroad Crossings (\$200,000), Road Rehabilitation (\$1,000,000), Sidewalk Repairs & Replacements (\$125,000) and Traffic Signal Maintenance (\$88,200).

Fund 317-Facility Renewal and Replacement

For FY 2026-27, projects include Central Park Dock Renovations (\$175,000) and Riviera Park Fishing Pier (\$560,000).

Fund 322-Leisure Service Capital

The funding provided for FY 2026-27 will be utilized for OBSC Softball Field Reconstruction (\$2,000,000) and Nova Field #1 Design (\$150,000).

408-Water & Wastewater Vehicle and Equipment Replacement

The FY 2026-27 plan includes the replacement of utility vehicles and equipment (\$1,066,000).

Fund 409-Water and Wastewater System Improvements

Annual recurring projects totaling \$5.38 million include Existing Wellfield Repairs, Fire Hydrant & Valve Expansion Program, Force Main Replacement, General Facility and System Upgrades, Lead Service Line Program, Lift Station Rehabilitation, Manhole Rehabilitation Program Meter Installation, PEP Tank Replacement and Sanitary Sewer Inflow Infiltration. Non-recurring projects totaling \$173,511 for the design of North US1 Utility Adjustments.

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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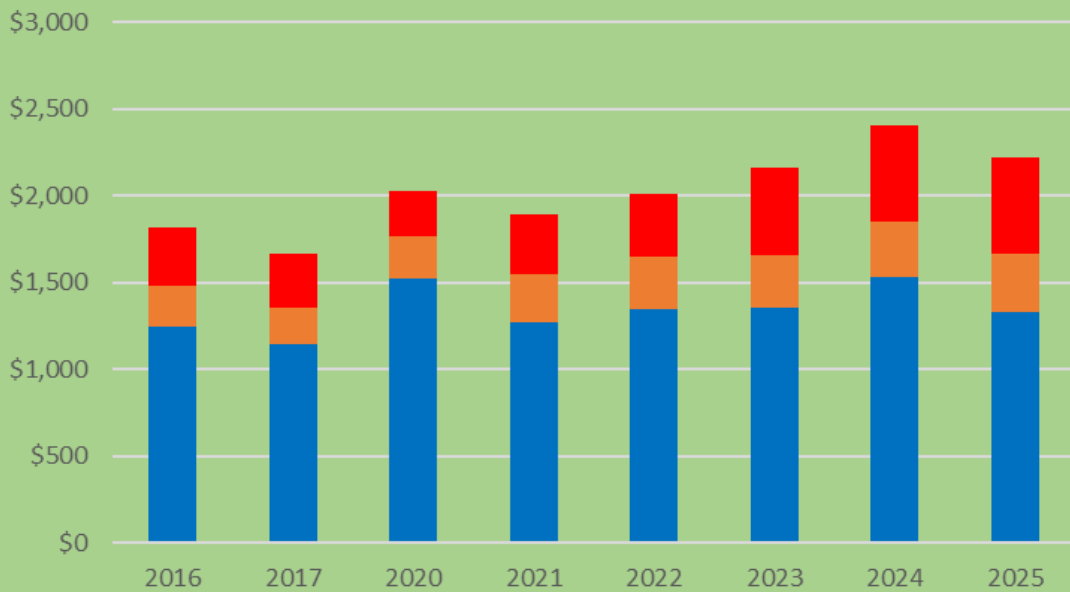
**CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL FIREFIGHTERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2025**

(In Thousands)

Revenues by Source

Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Other	Total
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
2022	300	1,344	365	(5,787)	-	(3,778)
2023	310	1,350	505	4,165	-	6,330
2024	322	1,530	552	6,644	-	9,048
2025	340	1,325	554	6,481	-	8,700

Pension Contributions



**CITY OF ORMOND BEACH, FLORIDA
GENERAL EMPLOYEES PENSION
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2025
(In Thousands)**

Revenues by Source

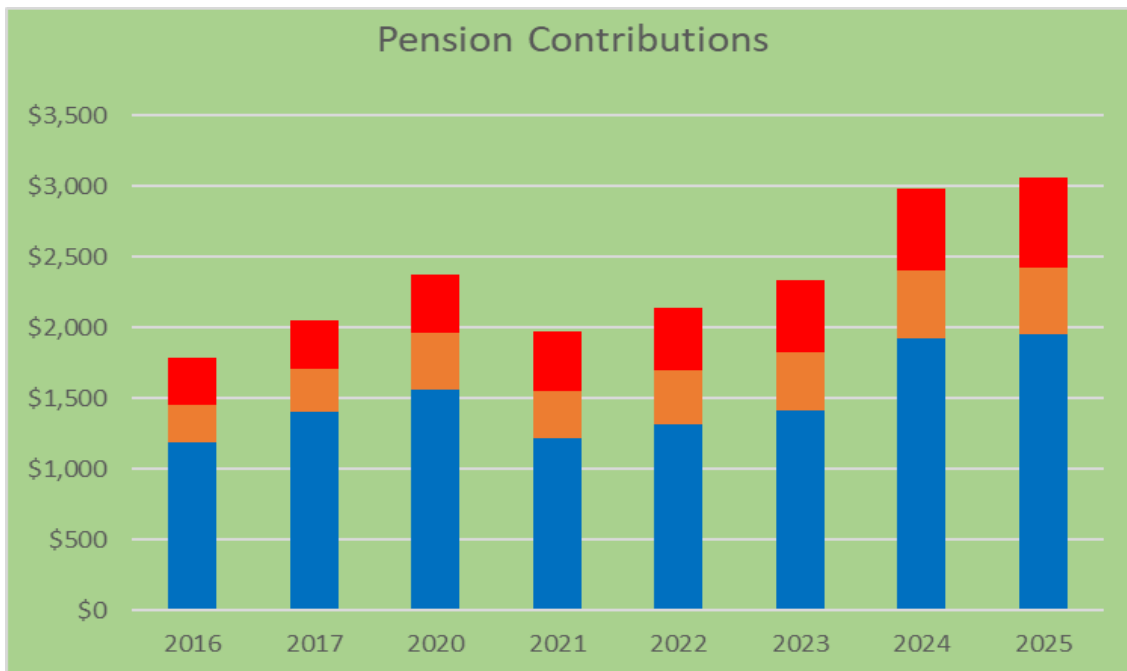
Fiscal Year Ended	Employee Contributions	Employer Contributions	Investment Income	Total
2015	280	1,958	(584)	1,654
2016	268	1,842	3,480	5,590
2017	258	1,677	5,035	6,970
2018	258	1,677	5,035	6,970
2019	212	1,433	1,501	3,146
2020	201	1,280	3,775	5,256
2021	195	950	10,348	11,493
2022	198	807	(9,294)	(8,289)
2023	189	657	6,562	7,408
2024	184	799	10,314	11,297
2025	178	969	5,692	6,839



CITY OF ORMOND BEACH, FLORIDA
MUNICIPAL POLICE OFFICERS' RETIREMENT TRUST
REVENUES BY SOURCE
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2025
(In Thousands)

Revenues by Source

Fiscal Year Ended	Employee Contributions	Employer Contributions	State Contributions	Investment Income	Total
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
2022	378	1,316	440	(6,706)	(4,572)
2023	416	1,413	507	4,846	7,182
2024	482	1,921	581	8,080	11,064
2025	476	1,948	641	4,919	7,984



CITY OF ORMOND BEACH, FLORIDA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2025

Fiscal Year	Population⁽¹⁾	Personal Income <i>(In thousands)</i>	Per Capita Personal Income⁽²⁾	Median Age⁽³⁾	Unemployment Rate⁽⁴⁾
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	43,159	1,502,753	34,819	50.2	4.30%
2022	43,517	1,665,874	38,281	52.5	2.80%
2023	44,052	1,889,787	42,899	51.5	3.07%
2024	44,663	1,973,033	44,176	51.9	4.00%
2025	44,680	2,127,081	47,607	51.9	5.00%

**CITY OF ORMOND BEACH, FLORIDA
PRINCIPAL EMPLOYERS
CURRENT YEAR AND TEN YEARS AGO
SEPTEMBER 30, 2025**

Fiscal Year 2025		
Employer	Number of Employees	Percent of Total Employment
Volusia County School Board	8,212	2.53
Advent Healthcare	7,923	2.44
Halifax Hospital	4,447	1.37
Publix	4,106	1.27
Walmart	3,504	1.08
State of Florida	2,758	0.85
County of Volusia	2,740	0.84
Embry-Riddle	1,939	0.60
Stetson	1,502	0.46
Amazon	1,300	0.40
Total	38,431	11.84

Estimated total workforce 324,480

Fiscal Year 2016		Fiscal Year 2015
Employer	Number of Employees	Percent of Total Employment
Volusia County School Board	7,443	2.57
Halifax Community Health	4,384	1.51
Floirda Hospital - All Divisions	4,690	1.62
County of Volusia	3,447	1.19
Publix Supermarkets Incorporated	3,179	1.10
State of Florida	2,007	0.69
Walmart	2,589	0.89
Daytona State College	1,416	0.49
Embry Riddle Aeronautical University	1,326	0.46
U.S Government	1,259	0.43
Total	31,740	10.95

Estimated total workforce 289,923

CITY OF ORMOND BEACH, FLORIDA
OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST FIVE FISCAL YEARS
SEPTEMBER 30, 2025

	2025	2024	2023	2022	2021
Police					
Number of traffic citations issued	4,071	6,635	7,294	6,750	6,669
Number of offense reports	3,985	5,809	6,114	6,550	6,448
Number of calls for service	67,538	64,740	71,583	70,200	70,124
Fire					
Emergency fire responses	3,536	3,534	3,534	3,586	3,299
Emergency rescue responses (ALS/BLS)	4,684	4,637	4,637	4,533	4,435
Education classroom presentations	60	84	84	33	31
Airport	-	-	-	-	-
Fixed based operator	13	13	13	11	14
Flight School	4	4	4	3	3
Based aircraft	150	150	150	145	144
Total 12 hour, operations	109,649	109,649	109,649	96,487	105,143
Water treatment plants					
Jefferson Street Plant:					
Design capacity	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD	12.00 MGD
Current production rate	5.5	5.5	5.5	5.59 MGD	5.54 MGD
Number of water utility connections	25,655	25,162	24,946	24,400	23,923
Solid waste system					
Number of solid waste disposal customers	18,263	18,012	17,917	17,650	17,617
Number of active participating recycling program (units)	17,410	17,164	17,070	16,900	16,834
Water pollution control plants					
Orchard Street Plant:					
Design capacity	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD
Current treatment rate	5.8	5.8	5.3	4.39 MGD	4.19 MGD
Number of collection system connections	18,300	18,266	18,150	18,130	18,125
Number of effluent reuse connections	3,330	3,311	3,205	3,199	3,199

* Information not available.

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.

ACFR- (annual comprehensive 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.

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.

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 than 3% above last year's 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 2026-27

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		\$	3,843,009		\$	1,953,853		\$	2,666,141		\$	14,577,430		\$	8,398,509		\$	970,003	
Allocation of costs to:																			
Stormwater		4.0%	153,720		2.2%	43,419		0.0%	-		NA	NA		NA	NA	197,139		Stormwater	
Airport		0.5%	19,215		0.3%	5,427		0.0%	-		NA	NA		NA	NA	24,642		Airport	
General Capital Improvements		1.0%	38,430		0.0%	-		0.0%	-		NA	NA		NA	NA	38,430		General Capital Improvements	
Transportation		8.0%	307,441		0.0%	-		0.0%	-		NA	NA		NA	NA	307,441		Transportation	
Water/Wastewater Operating		15.0%	576,451		17.8%	347,352		35.0%	933,149		72,887	167,970		145,500	2,243,310		Water/Wastewater Operating		
Solid Waste		1.0%	38,430		0.6%	10,855		0.6%	14,812		NA	NA		NA	NA	49,285		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	\$	1,286,971
Planning	2.00%	25,739
Streets	2.00%	25,739
Parks	2.00%	25,739
Building	2.00%	25,739
Leisure Services	2.00%	25,739
Airport	1.00%	12,870
		141,567
Allocation of costs to:		
Downtown Redevelopment	5.83%	66,724
Stormwater	69.65%	797,755
Transportation	4.98%	56,986
Water/Wastewater R&R	19.55%	223,939
Solid Waste	0.00%	-
		1,145,404
28,405,147		1,286,971

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	\$	1,422,848
Allocation of costs to:		
Stormwater	10.00%	142,285
Solid Waste	30.00%	426,854
Cost Allocation for Utility Billing Services		
Budget 40151302		1,917,077.00
Less: Professional Services		(100,000.00)
Less: Meter Reading Personnel Costs		(350,000.00)
Less: Vehicle Costs		(38,029.00)
Less: Equipment Repairs		(4,700.00)
Less: Uniforms/Clothing		(1,500.00)
Total to Allocate		1,422,848.00

Investment Policy City of Ormond Beach, Florida

**Approved By City Council
April 16, 2013**

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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 Statutes, 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 United States Government Sponsored Enterprises (Federal Instrumentalities which are non-full faith and credit agencies) limited to the following:

 - Federal Farm Credit Bank (FFCB)
 - Federal Home Loan Bank or its District banks (FHLB)
 - Federal National Mortgage Association (FNMA)
 - Federal Home Loan Mortgage Corporation (Freddie-Macs) including Federal Home Loan Mortgage Corporation participation certificates
 2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities. The combined total of available funds invested in Federal Instrumentalities and Mortgage-Backed Securities cannot be more than 80%.
 3. Limits on Individual Issuers

A maximum of 40% of available funds may be invested in any one issuer.
 4. Maturity Limitations

The length to maturity for an investment in any Federal Instrumentality is five (5) years from the date of purchase.
- D. Mortgage-Backed Securities (MBS)
1. Purchase Authorization

Authorized Staff may invest in mortgage-backed securities (MBS) which are based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.
 2. Portfolio Composition

A maximum of 20% of available funds may be invested in MBS. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.
 3. Limits of Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer.

4. Maturity Limitations

A maximum length to maturity for an investment in any MBS is five (5) years from the date of purchase.

The maturity of mortgage securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description.

E. Non-Negotiable Interest Bearing Time Certificates of Deposit

1. Purchase Authorization

Authorized Staff may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and/or in national banks organized under the laws of the United States and doing business and situated in this state, provided that any such deposits are secured by the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in non-negotiable interest bearing time certificates of deposit or savings accounts.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be deposited with any one issuer.

4. Maturity Limitations

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.

F. Repurchase Agreements

1. Purchase Authorization

a. Authorized Staff may invest in repurchase agreements comprised of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms with whom the City enters into repurchase agreements will have in place an executed Master Repurchase Agreement with the City.

b. A third party custodian shall hold collateral for all repurchase agreements with a term longer than one (1) business day.

c. Securities authorized for collateral are negotiable direct obligations of the United States Government and Federal Instrumentalities with maturities under five (5) years and must have a mark-to-market value at a minimum of 102 percent during the term of the repurchase agreement.

Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Authorized Staff.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in repurchase agreements with the exception of one (1) business day agreements and overnight sweep agreements.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested with any one institution with the exception of one (1) business day agreements and overnight sweep agreements.

4. Maturity Limitations

The maximum length to maturity of any repurchase agreement is 60 days from the date of purchase.

G. Commercial Paper

1. Purchase Authorization

Authorized Staff may invest in commercial paper of any United States company that is rated, at the time of purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper). If backed by a letter of credit (LOC), the long-term debt of the LOC provider must be rated at least single "A" category by any two Nationally Recognized Statistical Rating Organizations ("NRSROs").

2. Portfolio Composition

A maximum of 25% of available funds may be directly invested in prime commercial paper.

3. Limits on Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

H. Corporate Notes

1. Purchase Authorization

Authorized Staff may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum single “A” category by any two NRSROs.

2. Portfolio Composition

A maximum of 25% of available funds may be directly invested in corporate notes.

3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for corporate notes shall be five (5) years from the date of purchase.

I. Bankers’ Acceptances

1. Purchase Authorization

Authorized Staff may invest in bankers’ acceptances which are issued by a domestic bank which has at the time of purchase, an unsecured, uninsured and unguaranteed obligation rating of at least “Prime-1” by Moody’s or “A-1” by Standard & Poor’s.

2. Portfolio Composition

A maximum of 35% of available funds may be directly invested in bankers’ acceptances.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

The maximum length to maturity for bankers’ acceptances shall be 180 days from the date of purchase.

J. State and/or Local Government Taxable and/or Tax-Exempt Debt

1. Purchase Authorization

Authorized Staff may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at the time of purchases, at a minimum single “A” category by any two NRSROs, or rated at least “MIG-2” by Moody’s or “SP-2” by Standard & Poor’s for short-term debt.

2. Portfolio Composition

A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.

3. Limits on Individual Issuers

A maximum of 20% of available funds may be invested with any one issuer.

4. Maturity Limitations

A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase.

K. Registered Investment Companies (Money Market Mutual Funds)

1. Purchase Authorization

Authorized Staff may invest in shares in open-end and no-load money market funds provided such funds are registered under the Federal Investment Company Act of 1940 and operate in accordance with 17 C.F.R. § 270.2a-7, which stipulates that money market funds must have an average weighted maturity of 60 days or less. In addition, the share value of the money market funds must be equal to \$1.00.

2. Portfolio Composition

A maximum of 50% of available funds may be invested in money market funds.

3. Limits of Individual Issuers

A maximum of 25% of available funds may be invested with any one money market fund.

4. Rating Requirements

The money market funds shall be rated “AAAm” by Standard & Poor’s or the equivalent by another NRSRO.

5. Due Diligence Requirements

A thorough review of any money market fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.

L. Intergovernmental Investment Pool

1. Purchase Authorization

Authorized Staff may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in s. 163.01, F.S.

2. Portfolio Composition

A maximum of 25% of available funds may be invested in intergovernmental investment pools.

3. Rating Requirements

The Intergovernmental Investment Pool shall be rated “AAA” by Standard & Poor’s or the equivalent by another NRSRO.

4. Due Diligence Requirements

A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool.

M. The Florida PRIME

1. Purchase Authorization

Authorized Staff may invest in the Florida PRIME.

2. Portfolio Composition

A maximum of 25% of available funds may be invested in the Florida PRIME.

3. Rating Requirements

The Florida PRIME shall be rated “AAAm” by Standard & Poor’s or the equivalent by another NRSRO.

4. Due Diligence Requirements

A thorough review of the Florida PRIME is required prior to investing, and on a continual basis. There shall be a questionnaire developed by the Finance Director that will contain a list of questions that covers the major aspects of any investment pool/fund.

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

Investment in any derivative products or the use of reverse repurchase agreements requires specific City Council approval prior to their use. If the City Council approves the use of derivative products, the Finance Director or management designee shall develop sufficient understanding of the derivative products and have the expertise to manage them. A “derivative” is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values. If the City Council approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the Finance Director or management designee has sufficient resources and expertise to manage them.

XIV. PERFORMANCE MEASUREMENTS

In order to assist in the evaluation of the portfolios' performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

- A. Investment performance of funds designated as short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return on the S&P Rated GIP Index Government 30 Day Yield. Investments of current operating funds shall have maturities of no longer than twenty-four (24) months.
- B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to the Merrill Lynch 1-3 Year U.S. Treasury Note Index and the portfolio's total rate of return will be compared to this benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years.

XV. REPORTING

The Finance Director, management designee and/or Investment Advisor(s) shall provide the City Manager with a "Quarterly Investment Report" that summarizes but not limited to the following:

- A. Recent market conditions, economic developments and anticipated investment conditions.
- B. The investment strategies employed in the most recent quarter.
- C. A description of all securities held in investment portfolios at month-end.
- D. The total rate of return for the quarter and year-to-date versus appropriate benchmarks.
- E. Any areas of the Policy concern warranting possible revisions to current or planned investment strategies. The market values presented in these reports will be consistent with accounting guidelines in GASB Statement 31.

On an annual basis, the City Manager designee shall submit to the City Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, earned income, the book value, the market value, the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB Statement 31. Investment reports shall be available to the public.

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchase by, and all collateral obtained by the City should be properly designated as an asset of the City. The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of deposits will be placed in the provider's safekeeping department for the term of the deposit.

The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City Manager and which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, shall be permitted unless by such a duly authorized person.

The custodian shall provide the Finance Director or management designee with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the City, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

XVII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by City resolution. The Finance Director and Accounting Manager shall review the Policy annually and submit recommendations to the City Manager for review and approval. If a change in the Policy is recommended for approval by the City Manager, the Finance Director will prepare the necessary report to Council.

**APPROVED AND ADOPTED BY THE CITY COUNCIL ON April 16, 2013.
RESOLUTION NUMBER**

Name: _____

Title: _____

Attachment A

Glossary of Cash and Investment Management Terms

Accrued Interest. Interest earned but which has not yet been paid or received.

Agency. See "Federal Agency Securities."

Ask Price. Price at which a broker/dealer offers to sell a security to an investor. Also known as "offered price."

Asset Backed Securities (ABS). A fixed-income security backed by notes or receivables against assets other than real estate. Generally issued by special purpose companies that "own" the assets and issue the ABS. Examples include securities backed by auto loans, credit card receivables, home equity loans, manufactured housing loans, farm equipment loans and aircraft leases.

Average Life. The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Bankers' Acceptance (BA's). A draft or bill of exchange drawn upon and accepted by a bank. Frequently used to finance shipping of international goods. Used as a short-term credit instrument, bankers' acceptances are traded at a discount from face value as a money market instrument in the secondary market on the basis of the credit quality of the guaranteeing bank.

Basis Point. One hundredth of one percent, or 0.01%. Thus 1% equals 100 basis points.

Bearer Security. A security whose ownership is determined by the holder of the physical security. Typically, there is no registration on the issuer's books. Title to bearer securities is transferred by delivery of the physical security or certificate. Also known as "physical securities."

Benchmark Bills: In November 1999, FNMA introduced its Benchmark Bills program, a short-term debt securities issuance program to supplement its existing discount note program. The program includes a schedule of larger, weekly issues in three- and six-month maturities and biweekly issues in one-year for Benchmark Bills. Each issue is brought to market via a Dutch (single price) auction. FNMA conducts a weekly auction for each Benchmark Bill maturity and accepts both competitive and non-competitive bids through a web based auction system. This program is in addition to the variety of other discount note maturities, with rates posted on a daily basis, which FNMA offers. FNMA's Benchmark Bills are unsecured general obligations that are issued in book-entry form through the Federal Reserve Banks. There are no periodic payments of interest on Benchmark Bills, which are sold at a discount from the principal amount and payable at par at maturity. Issues under the Benchmark program constitute the same credit standing as other FNMA discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

Benchmark Notes/Bonds: Benchmark Notes and Bonds are a series of FNMA "bullet" maturities (non-callable) issued according to a pre-announced calendar. Under its Benchmark Notes/Bonds program, 2, 3, 5, 10 and 30-year maturities are issued each quarter. Each Benchmark Notes new issue has a minimum size of \$4 billion, 30-year new issues having a minimum size of \$1 billion, with re-openings based on investor demand to further enhance liquidity. The amount of non-callable issuance has allowed FNMA to build a yield curve in Benchmark Notes and Bonds in maturities ranging from 2 to 30 years. The liquidity emanating from these large size issues has facilitated favorable financing opportunities through the development of a liquid overnight and term repo market. Issues under the Benchmark program constitute the same credit standing as other FNMA issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

Benchmark. A market index used as a comparative basis for measuring the performance of an investment portfolio. A performance benchmark should represent a close correlation to investment guidelines, risk tolerance and duration of the actual portfolio's investments.

Bid Price. Price at which a broker/dealer offers to purchase a security from an investor.

Bond Market Association (BMA). The bond market trade association representing the largest securities markets in the world. In addition to publishing a Master Repurchase Agreement, widely accepted as the industry standard document for Repurchase Agreements, the BMA also recommends bond market closures and early closes due to holidays.

Bond. Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment.

Book Entry Securities. Securities that are recorded in a customer's account electronically through one of the financial markets electronic delivery and custody systems, such as the Fed Securities wire, DTC and PTC

(as opposed to bearer or physical securities). The trend is toward a certificate-free society in order to cut down on paperwork and to diminish investors' concerns about the certificates themselves. The vast majority of securities are now book entry securities.

Book Value. The value at which a debt security is reflected on the holder's records at any point in time. Book value is also called "amortized cost" as it represents the original cost of an investment adjusted for amortization of premium or accretion of discount. Also called "carrying value." Book value can vary over time as an investment approaches maturity and differs from "market value" in that it is not affected by changes in market interest rates.

Broker/Dealer. A person or firm transacting securities business with customers. A "broker" acts as an agent between buyers and sellers, and receives a commission for these services. A "dealer" buys and sells financial assets from its own portfolio. A dealer takes risk by owning inventory of securities, whereas a broker merely matches up buyers and sellers. See also "Primary Dealer."

Bullet Notes/Bonds. Notes or bonds that have a single maturity date and are non-callable.

Call Date. Date at which a call option may be or is exercised.

Call Option. The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are at 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.)

$$[(\text{Total assets}) - (\text{Liabilities})]/(\text{Number of shares outstanding})$$

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 an investor and a custody bank that allows the custody bank to “loan” the investor’s investment holdings, reinvest the proceeds in permitted investments, and share 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?





City of Ormond Beach
City Commission Agenda
Staff Report

Agenda Date	July 28, 2026	Item No	2.B.
Section	DISCUSSIONS	Category	City Commission Workshop
Subject	Osceola Elementary School First Right of Refusal		
Recommended Action	Staff is seeking direction from the Commission as to the interest in pursuing further discussion with Volusia County Schools for the purchase of the property located at 100 Osceola Avenue.		
Strategic Goal	Quality of Life - Recognized as a leader in Parks & Recreation through the offering of diverse, high-quality parks and natural spaces.		
Department Staff Contact	City Manager Shawn Finley, Assistant City Manager		

Summary

On June 24, 2026, Volusia County Schools (VCS) provided a letter of First Right of Refusal for the property formerly home to Osceola Elementary located at 100 Osceola Avenue. This right of first refusal provided by VCS is a term of the Interlocal Agreement for School Planning between the School Board and City.

This property covers a land area of 11.6 acres more or less with a Zoning of R-3 (Single Family Medium Density) and a future land use of PI (Public Institutional); this property is located outside the special flood hazard area.

The 11 buildings located on this property were constructed between 1954 and 1960, and 2 additional buildings were constructed with a 1983 expansion of the school.

VCS has determined this property to be surplus. A condition assessment was prepared for the site by the School Board, which provided justification for closure of the school. This report is attached. Staff has obtained appraisals of the property which are also provided for review.



Dr. Carmen J. Balgobin
Superintendent of Schools

School Board of Volusia County

Mr. Ruben Colón, Chair
Ms. Krista Goodrich, Vice Chair
Ms. Jamie M. Haynes
Mrs. Jessie Thompson
Ms. Donna Brosemer

June 24, 2026

Joyce Shanahan
City Manager
City of Ormond Beach
22 South Beach Street
Ormond Beach, FL 32174

SUBJECT: FIRST RIGHT OF REFUSAL – Old Osceola School Site
100 OSCEOLA AVE, ORMOND BEACH

Dear Ms. Shanahan:

The Volusia County School Board surplussed the Old Osceola school site at their June 23, 2026 meeting. According to our Interlocal Agreement for School Planning, the affected local government is offered first right of refusal to purchase the site. Please respond to this letter by **July 22, 2026** if you would like to exercise your right to purchase the property. If we do not hear from you by that date, we will place the property with our real estate broker and sell it on the open market.

Please note that we do intend to demolish the buildings in the near future, so if you are interested in purchasing the site with the buildings, please let us know at your earliest convenience. Thank you for your consideration.

Sincerely,

Patricia (Trish) Smith, AICP
Planning Coordinator
Volusia Schools
3750 Olson Avenue
Daytona Beach, FL 32124
(386) 566-2320
Pssmith2@volusia.k12.fl.us

P.O. BOX 2118 · 200 NORTH CLARA AVE
DELAND, FL 32720
(386) 734-7190 · (386) 255-6475
An Equal Opportunity Employer

OSCEOLA ELEMENTARY CASTALDI ANALYSIS

May 14, 2020



Osceola Elementary
100 Osceola Avenue
Ormond Beach, FL 32176



VCS Project Number: 2047702
BRPH Project Number: Co7837.004.00

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 - OEF From RCC-BRR (Building Raze Form)
 - Educational Adequacy Comparison Report
 - Castaldi Calculations
 - Castaldi Support Pictures
 - Osceola Elementary Condition Assessment, dated 05-14-2020 (Separate Document)

EXECUTIVE SUMMARY

On January of 2020, BRPH was retained by Volusia County Schools to (VCS) to provide a Condition Assessment for Osceola Elementary School. The District would like to combine two elementary school campuses, Osceola and Ortona Elementary, into one integrated facility. Therefore; the district is asking for the ability to raze buildings on both campuses to provide insight as to where the combined school should be built.

This document also includes the documents necessary for submission to the Florida Department of education (FLDOE) for razing the campus for future project options for VCS use. Generally, it is our understanding that FLDOE responds most favorably to request for demolition of buildings that exceed fifty years old which includes most of the buildings on this existing campus.



Osceola Elementary School Campus Plan

- Buildings 2 (Classroom), 4 (Classroom), 9 (Administration) – 1954
- Building 1 (Classroom) - 1956
- Buildings 3 (Classroom), 5 (Classroom), 6 (Classroom), 7 (Classroom), 8 (Cafeteria), 11 (Classroom) – 1960
- Building 10 (Classroom) - 1958
- Buildings 15 (Classroom) & 16 (Media) - 1983

The BPRH team has performed an extensive analysis of the campus including Castaldi calculations, security review, and a full condition assessment (civil, architectural, mechanical, electrical, plumbing). We believe that this information will provide the most extensive information that FLDOE will need to render a decision on the demolition of the campus buildings.

The intended funding source for the proposed project will be from a local sales tax initiative.

BASIC REQUEST

Volusia County Schools has been faced with building envelope issues for many years. The majority of the original campus was built in 1954 through 1960 and are antiquated and in need of replacement. The basic request is for the district to have the ability to raze all buildings on the campus for a potential placement of a new K-5 elementary school. The removal of all of the buildings allows for the best planning and school layout to be designed for the interest of educational program, security and cost benefit. Any phased construction of utilization of existing buildings would create hardships for the planning of a new cohesive K-5 elementary program.

EDUCATIONAL ADEQUACY

The standard Volusia County Schools' elementary program is set for 750 student stations. For this exercise, the students at both the Ortona Elementary and Osceola Elementary campuses would be combined for a total of 681 student stations at a minimum. For a combination, the core facilities would need to be expanded to accommodate a capacity of 681 students. Further in this report, the Administration would need to be 4,300nsf, Food Service/Dining would require approximately 5,600nsf, and Media would require an additional 650nsf. Additionally, the classrooms would need to be brought up to current standards and a new Art suite would need to be added.

SECURITY

When campuses such as Osceola Elementary were originally designed, the need to limit public access to the interior of a campus (concerns with active shooters, terrorism, etc..) was not contemplated in the way it is now. Today, it is understood that access to the internal parts of the campus must be limited, while still permitting access to spaces for community-oriented functions. This strategy becomes more complex in a multi-building campus environments, especially when current access limitations were not originally considered. The finger-wing classroom building concept exposes teachers and students throughout the day during class changes to the exterior of the buildings. Additionally, classrooms only have one exit directly to the outside

which limits movement to safety and protection from campus intruders. The front office has a single point of entry concept, but after passage through that space, the campus has no additional layers of security. Any breach of the exterior fenced perimeter allows direct access to classrooms and other school spaces. The following security components were found to be of significant concern:

- Building configurations and locations create significant line of sight issues throughout the campus, requiring additional supervision throughout the day to maintain student safety
- Access by the public to community-oriented spaces (Cafeteria, Media Center) allows visitors access within the campus perimeter during and after regular school hours.
- Finger-wing campus style building layouts allow numerous points of entry to classrooms and public spaces through doors and exterior windows.
- Access control and video surveillance needs to be upgraded to provide real-time access to administration during an emergency event as well as forensic information post event

With the ever-heightened focus and public scrutiny on keeping our students safe on campus, Osceola Elementary school has been forced to continue mitigating issues pertaining to access and safety on site using less ideal solutions.

FINAL ACKNOWLEDGEMENTS

BRPH Architects-Engineers, Inc. believe that this report and attached documentation warrants the permission from the Florida Department of Education for the favorable acknowledgement of the demolition of structures as noted. The content of this report has been authored by BPRH with the review of Volusia County Schools. Jeff Phillips, AIA (Sr. Project Manager) and Megan White, AIA (Project Architect) are responsible for the final report and content. The following companies contributed to the content of this report:

BRPH Architects-Engineers, Inc.	Overall Compilation and Architectural Condition Assessment
BRPH Architects-Engineers, Inc.	Engineering Condition Assessments for Civil, Structural, Mechanical, Plumbing, Electrical and Low Voltage Systems
Fran Pickett & Associates, Inc.	Castaldi Analysis and Backup
Volusia County Schools Facilities	Coordination of School Visits and Resource Documentation

ARCHITECTURAL SIGNATURE/SEAL

Should you have any questions or require any additional information, please do not hesitate to contact me at (321) 751-3053, or email at jphillips@brph.com.

Sincerely,


Jeffrey M. Phillips, AIA, NCARB, LEED AP

SR. PROJECT MANAGER, PRINCIPAL
JMP/rms



Cc: Steve Grube (VCS), Rob Brinson (VCS), Megan White (BRPH)

ATTACHMENTS

- OEF From RCC-BRR (Building Raze Form)
- Educational Adequacy Comparison Report
- Castaldi Calculations
- Castaldi Support Pictures
- Osceola Elementary Condition Assessment, dated 05-14-2020 (Separate Document)



Office of Educational Facilities

Florida Department of Education

Room Condition Change

Building Replacement/Raze

District/Community College VOLUSIA (064) Contact: Steve Grube
Phone: (386) 947-8486

Facility/Campus Name OSCEOLA ELEMENTARY Facility Number 47

Building Number(s) 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 15, 16 Parcel/Site Number 52

This Proposed Project will:

- ☐ Change the condition of permanent rooms from satisfactory to unsatisfactory (if yes, go to Section I and complete certification in Section III). (Not applicable to community colleges)
- ☐ Change the condition of permanent rooms from unsatisfactory to satisfactory (if yes, go to Section I and complete certification in Section III). (Not applicable to community colleges)
- ☒ Raze permanent building(s) (if yes, go to Section II and complete certification in Section III).

Major Capital Outlay Funding Source(s) – Original Building (Additions)

Original buildings – **Ad Valorem Taxes**

Major Capital Outlay Funding Source(s) – Replacement Building **SALES TAX**

This form is not required for razing a single, freestanding structure that is less than 750 NSF and is debt free, or multiple small structures on a single campus whose total area is less than 750 NSF and are debt free. This form must be completed for any structure 750 NSF or greater and any structure, regardless of size, that is not debt free.

A. DISTRICT/COMMUNITY COLLEGE CERTIFICATION

The district/community college must submit this certification document, completed and signed by the appropriate school officials, along with all required or necessary supporting documentation pertaining to the proposed project.

The VOLUSIA COUNTY SCHOOLS School Board/Community College Board hereby certifies that:

I. CONDITION CHANGE: (Not applicable to community colleges)

1. All room condition changes are consistent with State Requirements for Educational Facilities (SREF) standards and the Florida Fire Prevention Code (FFPC) requirements for the condition of space.

II. RAZE/REPLACE PERMANENT BUILDING(S):

1. All fund sources have been researched and no current indebtedness or outstanding debt exists for the building(s) that will be razed and/or replaced.
2. Funding Source(s):
 - a. Original Building: AD VALOREM
 - b. If Replaced: SALES TAX
3. Voters of the district have approved local bonding for the project: Yes/No
 - a. Date of voter approval: NA
4. Imminent danger exists for the building(s) that will be razed and/or replaced.

III. CERTIFICATION SIGNATURES:

Exec Director of Operations & Planning

Date

Superintendent/President

Date

Board Chair

Date

NOTE: Certification is required by the Superintendent and Director of Facilities Planning for room condition changes. Certification is required by the Superintendent/President and Board Chair to raze or replace permanent buildings.

Submit signed form and supporting documents to:
Office of Educational Facilities, Room 1054
Florida Department of Education
325 West Gaines Street

Procedures and Processes Instructions:**B. CONDITION CHANGE (Not applicable to community colleges)**

1. **RATIONALE (provide the following information, as appropriate, to justify changing the condition of spaces):**
 - i. In order to change the space condition from satisfactory to unsatisfactory the district must certify that the space is no longer physically safe or suitable for occupancy:
 1. Unsatisfactory space is typically designated as such due to compromising effects on the structural integrity, safety, or excessive physical deterioration of a building.
 2. Typically, space condition should be the same, either satisfactory or unsatisfactory, for all rooms in a permanent building.
 3. Space that has been determined to be unsatisfactory should not be occupied.
 4. Application of a facility replacement formula, such as the Castaldi generalized formula for modernization or other similar facilities study, does not necessarily mean that the condition of the identified spaces is unsatisfactory. The condition code cannot be changed simply due to the results of a planned replacement unless the integrity of the space meets the criteria identified to classify the space as unsatisfactory.
 - ii. In order to change the space condition from unsatisfactory to satisfactory the district must certify that the space has been successfully reconditioned to meet all applicable regulations regarding occupancy requirements.
2. **OEF Review:**
 - i. Site visit by OEF staff, when necessary.
 - ii. Concur with district rationale, data, and analyses:
 1. Building(s) approved as unsatisfactory; OEF will make the room condition code changes in FISH.
 2. Building(s) approved as satisfactory; OEF will make the room condition code changes in FISH.
 - iii. Disagree with district rationale, data, and analyses:
 1. Building(s) not approved as unsatisfactory.
 2. Building(s) not approved as satisfactory.
3. **OEF Notify District of Findings and Decision:**
 - i. OEF staff will analyze the district's data along with all supporting documentation, coordinate any further reviews with the district, make a final decision regarding the proposed room condition changes, and provide a timely response either approving or disapproving the proposed room condition changes.

C. RAZE/REPLACE PERMANENT BUILDING(S)**1. RATIONALE (provide the following information, as appropriate, to justify razing/replacing permanent buildings):****ii. Detailed explanation of need for the proposed project and the expected benefit to the district/community college.**

Osceola Elementary School was constructed beginning in 1954. The majority of the buildings were completed between 1954 and 1960, with additions in 1983. (Custodial and Covered Play were constructed in 1990 but are not part of this study because they are considered “incidental” at under 750 nsf each.) Prior to 1983, a formal Environmental Resource Permit was not required through the St. Johns Water Management District (SJRWMD). Current Building Codes and FEMA regulations were not in place.

The primary issues with these buildings are general degradation and deterioration. Most of the roofs are wood truss construction with shingles with some low-sloped and flat roofs. The buildings were designed prior to when air conditioning became the norm, and DX units in the ceilings were added in the 80’s.

This report contains professional studies regarding electrical, mechanical, civil, plumbing, roofing, functional equity, and security. These individual studies are an important component of this report. The conclusion of the study is that there would be great long-term advantages to demolishing the buildings and finding a new use for the site or declaring it surplus. The student population would be combined with that of Ortona Elementary School on that site in a modern, compact, and secure campus with state-of-the-art facilities.

i. General scope of the proposed project.

Demolish existing all buildings on the site and re-build a modern, state-of-the-art elementary school to combine the two student populations of Ortona Elementary and Osceola Elementary. Both of these schools have declined in population yet continue to be needed as neighborhood schools.

ii. Building age and year of construction.

Most of these buildings are 60 years old or more, with the newest building at 37 years old.

iii. Existing capacity of building(s), include the number of student stations, classrooms, and other instructional spaces.

See attached Room Inventory Report.

iv. Current number of students housed and the projected number of students to be housed in the affected building(s).

There are currently 449 permanent student stations in the subject buildings with and the recommended COFTE at 405. The new school would be for a combined COFTE of 637, which would include the population of Ortona Elementary.

v. Current educational plant survey recommendations and capacity.

The 2017 Educational Plant Survey recommendations were for a complete renovation of this campus, with a capacity of 449.

vi. *What alternatives have been considered besides razing/replacement and why are the alternatives not feasible?*

The alternative to razing/replacing the buildings would be to remodel/renovate the school, re-roof, upgrade HVAC, fire alarm and bell system, and update all infrastructure. The district focus on safe schools cannot be accomplished at this site with the current finger plan configuration of buildings. The core functions of these buildings would be undersized if required to remain functioning on a combined campus.

vii. *School board/community college board approval of the concept of razing/replacing permanent buildings.*

See enclosed document:

Office of Educational Facilities

Florida Department of Education

OEF Form RCC-BRR – March 2008

viii. *Building condition/engineer study (optional).*

Studies attached as listed above

ix. *Impact if the proposed project is not approved.*

If Castaldi is not approved, the buildings will be declared surplus while the district determines the future use of the site. The Osceola Elementary site could be considered for the combined campus, though the Ortona site appears to be more optimal.

x. *Other relevant data; identify any major systems (include date, if applicable) that have been replaced or upgraded, e.g., electrical, HVAC, fire alarm, roof, plumbing, drainage, etc. Provide a general scope of work for any previous remodeling, renovation, and addition, and year completed.*

No significant improvements have been made to these buildings in the past 15 years, except for a few roofs in 2010 and covered walkway improvements in 2019.

D. *COST ANALYSIS (Building by Building):*

i. *Castaldi Analysis (or other cost analysis formula to support the proposed project).*

See attached Castaldi analysis.

Photos of buildings included

ii. *The following five questions must be addressed:*

- 1. *How many years will modernization extend the useful life of the modernized building(s)?*** Buildings 15 & 16 could have a useful remaining life, if modernized, of 23 years. However, significant investment would need to occur, and the result would be a pair of classrooms and a media center that could be utilized for students, though

they would be outside of a compact, secure design The other buildings are all over 60 years old and are beyond their useful life.

2. Does the existing building(s) lend itself to improvement, alteration, remodeling, and expansion? If no, explain why not.

No. Costs do not justify improvement, alteration, or remodeling, and the structural systems do not lend themselves to expansion.

3. Explain how a modernized and a replacement building(s) fits into a well-conceived long-range plan of the district/community college?

The creation of a new, compact 21st Century Learning Environment, rather than investment in a vulnerable infrastructure will meet the mission of “ensuring “all students receive a superior 21st century education.”

4. What is the percentage derived by dividing the cost for modernization by the cost for a replacement building?

See Castaldi Analysis

5. A committee of district officials and independent citizens from outside the school attendance zone has determined that the replacement of the building(s) is financially justified and no other alternative is feasible? (Not applicable to community colleges)

Yes

iii. Detailed scope of work for modernization of the existing building(s).

Previously explained

iv. FISH building plan and/or schematic drawings of the existing building with FISH room numbers.

See attached floor plan

Educational Adequacy

Utilized as a combined campus for Ortona and Osceola, the core facilities would need to be expanded to accommodate a capacity of 681 students. As outlined in the table below, Administration would need approximately 4300 nsf, Food Service/Dining would require approximately 5600 nsf, and Media would require about 650 nsf. Additionally, the classrooms would need to be brought up to current standards and a new Art suite would need to be added.

FISH Code	Space Description	# Spaces	Sq Ft per Space	Total Net Sq Ft	Existing	+/-
ADMINISTRATION (Existing is for Building 1 only)						
300	Principal's Office	1	250	250	174	76
301	Assistant Principal	5	175	875	409	466
302	Bookkeeper	1	125	125	131	-6
303	Secretarial Space	1	158	158	68	90
304	General Administrative Reception	1	579	579	412	167
305	Production Workroom	1	272	272	127	145
306	Conference Room	1	477	477	251	226
307	Clinic	1	204.3	204	104	100
817	Restroom & Bath, Student	1	110	110	21	89
308	Administrative Storage	1	341	341	197	144
309	Records Vault/Student Records	1	204	204	0	204
310	School Store	1	68	68	0	68
311	Student Activities	1	341	341	0	341
312	Computer Area	1	102	102	0	102
313	Careers Room	1	204	204	0	204
314	Itinerant Office 1/400	2	125	250	0	250
315	Teacher Planning Area	1	1362	1,362		1362
316	Teacher Lounge/Dining	1	272	272	248	24
368	Textbook storage	1	238	238		238
819	Toilet Staff-Male	1	60	60	59	1
820	Toilet Staff-Female	1	60	60	59	1
	Subtotal Administration			6,553	2260	4293
FOOD SERVICE/DINING						
340	Dining	1	3,040	3,040	3113	-389
341	Kitchen and Serving Area	1	2996	2996	1834	1162
349	Kitchen Chair Storage	1	136	136	66	70
362	Chair Storage	1	136	136		136
361	Multipurpose Room	1	2111	2111		2111
363	Stage with ramp and stair access	1	990	990	499	491

EDUCATIONAL ADEQUACY

FISH Code	Space Description	# Spaces	Sq Ft per Space	Total Net Sq Ft	Existing	+/-
364	Stage Storage	1	341	341	140	201
365/356	Stage Dressing M/F	2	681	1362		170
367	Control Booth	1	100	100		100
	Subtotal			11,212	5652	5560
MEDIA CENTER						
380	Reading Room/Stacks	1	2,520	2,520	3646	-1126
381	Technical Processing	1	272	272		272
382	Professional Library	1	272	272	269	3
383	AV Storage	1	409	409	639	-230
384	Periodical Storage	1	136	136	141	-5
385	CCTV Studio (TV Studio)	1	477	477		477
386	CCTV Storage	1	341	341		341
387	Media Production Lab	1	341	341	84	257
388	Copying Room	1	136	136		136
389	Small Group Room	1	68	68		68
390	Group Projects and Instruction (Testing Area)	1	341	341		341
391	Media Maintenance & Repair	1	68	68		68
815/816	Toilet, Student-Male/Female	2	60	120	25	95
	Subtotal			5,500	4804	644

Castaldi Calculations

Building #	1	3,977 gsf (Inventory)	Cost/GSF (New):	231 *
Administration			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 64 years
 Lr = Expected useful life of school: 65 years
 Lm = remaining useful life- (Expected useful life minus age of building)

1

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements					GSF	Cost/SF	Total Cost
Renovate Interior					3,977	\$77.09	\$306,595
							\$306,595

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		3977 X \$231		\$919,785
			R=	\$919,785

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

General Conditions, Profit & Overhead, Bond, Contingency

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$ Then building should be modernized; else building should be replaced

Remodeling	Replacement		
$\frac{\$306,595.149133333 + \$0}{(65-64) \times .75}$	$< \frac{\$919,785}{65}$	\$	549,827 > \$14,151

Therefore: Building #1 should be replaced

Building #	2	4,080 gsf (Inventory)	Cost/GSF (New):	\$231 *
Classrooms			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 66 years

Lr = Expected useful life of school: 65 years

Lm = remaining useful life- (Expected useful life minus age of building) -1

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements					GSF	Cost/SF	Total Cost
Renovate Interior					4,080	\$77.09	\$314,536
							\$0
							\$0
							\$314,536

Ch= Cost for improvements in heathfulness (included in remodeling costs)

Cs= Cost for improvements in safety (not included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		X \$		\$0.00
		R=		\$0

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF:	$\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
	Remodeling \$314535.632 + \$0 (65-66) X .75	<	Replacement \$0 65	\$ (564,067) > \$0

Therefore: Building #2 should be replaced

Building #	3	3,016 gsf (Inventory)	Cost/GSF (New):	\$231 *
Music			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 60 years
Lr = Expected useful life of school: 65 years
Lm = remaining useful life- (Expected useful life minus age of building)

5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements					GSF	Cost/SF	Total Cost
Renovate Interior					3,016	\$77.09	\$232,510
							\$232,510

Ch= Cost for improvements in heathfulness (included in remodeling costs)

Cs= Cost for improvements in safety (not included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		3016 X \$280		\$697,529
			R=	\$697,529

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF:	$\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
	Remodeling \$232509.673066667 + \$0 (65-60) X .75		Replacement \$697,529 65	\$ 83,393 > \$10,731

Therefore: Building #3 should be replaced

Building # 4 Art	1,572 gsf (Inventory)	Cost/GSF (New):	\$231 *
		Remodeling (1/2 new):	\$116
		Renovation (1/3 new):	\$77

SURVEY RECOMMENDATIONS:

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Subtotal			\$0

R= replacement of existing + expansion

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$	Then building should be modernized; else building should be replaced
--	--

Building # Classrooms	5	1,474 gsf (Inventory)	Cost/GSF (New):	\$231 *
			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 60 years

Lr = Expected useful life of school: 65 years

Lm = remaining useful life- (Expected useful life minus age of building) 5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements	GSF	Cost/SF	Total Cost
Renovate Interior	1,474	\$77.09	\$113,634
			\$113,634

Ch= Cost for improvements in heathfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:	1474 X \$280	\$340,901
	R=	\$340,901

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
Remodeling \$113633.706266667 + \$0 (65-60) X .75	<	Replacement \$340,901 65	\$ 40,757 > \$5,245

Therefore: Building #5 should be replaced

Building # Classrooms	6	1,832 gsf (Inventory)	Cost/GSF (New): Remodeling (1/2 new): Renovation (1/3 new):	\$231 * \$116 \$77
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DOE Reported \$ per GSF 2018 Elem School Avg
 + 2 years of escalation @ 3%

Age of building 60 years
 Lr = Expected useful life of school: 65 years
 Lm = remaining useful life- (Expected useful life minus age of building) 5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements	GSF	Cost/SF	Total Cost
Renovate	1,832	\$77.09	\$141,233
			\$141,233

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:	1832 X \$280	\$423,698
R=		\$423,698

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 20% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
Remodeling $\frac{\$141,232.666133333 + \$0}{(65-60) \times .75}$	<	Replacement $\frac{\$423,698}{65}$	$\$50,655 > \$6,518$

Therefore: Building #6 should be replaced

Building #	7	2,211 gsf (Inventory)	Cost/GSF (New):	\$231 *
Media			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School
 Avg + 2 years of escalation @ 3%

Age of building 60 years
 Lr = Expected useful life of school: 65 years
 Lm = remaining useful life- (Expected useful life minus age of building) 5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements

	GSF	Cost/SF	Total Cost
Renovate Interior	2,211	\$77.09	\$170,451
2,211			\$170,451

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		2211 X \$280		\$511,351.68
		R=		\$511,352

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 20% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
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Remodeling $\frac{\$170450.5594 + \$0}{(65-60) \times .75}$	<	Replacement $\frac{\$511,352}{65}$	$\$ 61,135 > \$7,867$
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Therefore: Building #7 should be replaced

Building #	8	5,823 gsf (Inventory)	Cost/GSF (New):	\$231 *
Food Service			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 60 years

Lr = Expected useful life of school: 65 years

Lm = remaining useful life- (Expected useful life minus age of building) 5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements					GSF	Cost/SF	Total Cost
Renovate					5,823	\$77.09	\$448,907
							\$448,907

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (not included in remodeling costs)

			\$0
Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		5823 X \$280		\$1,346,721.31
		R=		\$1,346,721

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF:	$\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
	Remodeling \$448907.1042 + \$0 (65-60) X .75	<	Replacement \$1,346,721 65	\$ 119,709 > \$20,719

Therefore: Building #8 should be replaced

Building # Administration	9	2,322 gsf (Inventory)	Cost/GSF (New): Remodeling (1/2 new): Renovation (1/3 new):	\$231 * \$116 \$77						
DOE Reported \$ per GSF 2018 Elem School Avg + 2 years of escalation @ 3%										
Age of building Lr = Expected useful life of school: Lm = remaining useful life- (Expected useful life minus age of building)		2,322 years 65 years -2257								
SURVEY RECOMMENDATIONS:										
Ce= Cost of educational improvements										
		GSF	Cost/SF	Total Cost						
Renovate Interior		2,322	\$77.09	\$179,008						
				\$179,008						
Ch= Cost for improvements in heathfulness (included in remodeling costs)										
Cs= Cost for improvements in safety (not included in remodeling costs)										
Subtotal				\$0						
Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)										
R= replacement of existing + expansion										
Cost of Replacement:		2322 X \$280		\$537,023						
			R=	\$537,023						
Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)										
Castaldi Generalized Formula for School Modernization										
IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$ Then building should be modernized; else building should be replaced										
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 30%;"> Remodeling \$179007.7788 + \$0 (65-2322) X .75 </td> <td style="text-align: center; width: 10%;"> < </td> <td style="text-align: center; width: 20%;"> Replacement \$537,023 65 </td> <td style="text-align: center; width: 10%;"> \$ </td> <td style="text-align: center; width: 10%;"> (142) > </td> <td style="text-align: center; width: 10%;"> \$8,262 </td> </tr> </table>					Remodeling \$179007.7788 + \$0 (65-2322) X .75	<	Replacement \$537,023 65	\$	(142) >	\$8,262
Remodeling \$179007.7788 + \$0 (65-2322) X .75	<	Replacement \$537,023 65	\$	(142) >	\$8,262					
Therefore: Building #9 should be replaced										

Building #	10	3,548 gsf (Inventory)	Cost/GSF (New):	\$231 *
Classrooms			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 62 years
Lr = Expected useful life of school: 65 years
Lm = remaining useful life- (Expected useful life minus age of building) 3

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements	GSF	Cost/SF	Total Cost
Renovate Interior	3,548	\$77.09	\$273,523
			\$273,523

Ch= Cost for improvements in heathfulness (included in remodeling costs)

Cs= Cost for improvements in safety (not included in remodeling costs)

Subtotal			\$0

la= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:	3548 X \$280	\$820,568
	R=	\$820,568

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (la)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
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Remodeling	Replacement		
$\frac{\$273522.652533333 + \$0}{(65-62) \times .75}$	$< \frac{\$820,568}{65}$	\$	163,506 > \$12,624

Therefore: Building #10 should be replaced

Building # 11 Classrooms	2,211 gsf (Inventory)	Cost/GSF (New): \$231 * Remodeling (1/2 new): \$116 Renovation (1/3 new): \$77
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DOE Reported \$ per GSF 2018 Elem School Avg
 + 2 years of escalation @ 3%

Age of building 60 years
 Lr = Expected useful life of school: 65 years
 Lm = remaining useful life- (Expected useful life minus age of building) 5

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements	GSF	Cost/SF	Total Cost
Renovate Interior	2,211	\$77.09	\$170,451
			\$0
			\$170,451

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:	2211 X \$280	\$511,352
	R=	\$511,352

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)}$	<	$\frac{R}{Lr}$	Then building should be modernized; else building should be replaced
Remodeling $\frac{\$170,450.5594 + \$0}{(65-60) \times .75}$	<	Replacement $\frac{\$511,352}{65}$	\$ 61,135 > \$7,867

Therefore: Building #11 should be replaced

Building #	15	2,313 gsf (Inventory)	Cost/GSF (New):	\$231 *
ESE			Remodeling (1/2 new):	\$116
			Renovation (1/3 new):	\$77

DOE Reported \$ per GSF 2018 Elem School Avg
+ 2 years of escalation @ 3%

Age of building 37 years
Lr = Expected useful life of school: 65 years
Lm = remaining useful life- (Expected useful life minus age of building) 28

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements					GSF	Cost/SF	Total Cost
Remodel					2,313	\$115.64	\$267,471
							\$267,471

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

Subtotal			\$0

Ia= Index of adequacy of a modernized building compared to a new building (State of Florida allows .75)

R= replacement of existing + expansion

Cost of Replacement:		2313 X \$280		\$534,942
			R=	\$534,942

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$ Then building should be modernized; else building should be replaced

Remodeling \$267470.9253 + \$0 (65-37) X .75	<	Replacement \$534,942 65	\$	12,737	>	\$8,230
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Therefore: Building #15 should be replaced

Building # 16	5,554 gsf (Inventory)	Cost/GSF (New):	\$231 *
		Remodeling (1/2 new):	\$116
		Renovation (1/3 new):	\$77

SURVEY RECOMMENDATIONS:

Ch= Cost for improvements in healthfulness (included in remodeling costs)

	+		
Subtotal			\$0

R= replacement of existing + expansion

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$	Then building should be modernized; else building should be replaced
--	--

Therefore: Building #16 should be replaced

Building # Walks	18,482 gsf (Inventory)	Cost/GSF (New): \$116 *	
		Remodeling (1/2 new): \$58	
		Renovation (1/3 new): \$39	

Half of DOE Reported \$ per GSF 2018 Elem
School Avg + 2 years of escalation @ 3%

Age of building 65 years
 Lr = Expected useful life of school: 65 years
 Lm = remaining useful life- (Expected useful life minus age of building) 0

SURVEY RECOMMENDATIONS:

Ce= Cost of educational improvements	GSF	Cost/SF	Total Cost
Renovate	18,482	\$38.55	\$712,408
			\$712,408

Ch= Cost for improvements in healthfulness (included in remodeling costs)

Cs= Cost for improvements in safety (included in remodeling costs)

	+		
Subtotal	'		\$0

Ia= Index of adequacy of a modernized building

R= replacement of existing + expansion

Cost of Replacement:	18482 X \$	\$2,137,223
R=		\$2,137,223

Oc= other estimated costs or project costs associated w/remodeling/renovation projects 34.5% of project (incl'd in remodeling costs)

Castaldi Generalized Formula for School Modernization

IF: $\frac{(Ce + Ch + Cs) \times (1 + Oc)}{(Lm) \times (Ia)} < \frac{R}{Lr}$	Then building should be modernized; else building should be replaced
--	--

Remodeling $\frac{\$712,407.788066667 + \$0}{(65-65) \times .75}$	<	Replacement $\frac{\$2,137,223}{65}$	#DIV/0!	>	\$32,880
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Therefore: Building #Walks should be replaced

Building 1



1956 Classroom Building



Entry "Ramp"



Plywood Covered Vent



Exhaust Fan



Exterior of Exhaust Fan

Building 2



Exterior of Building 2



Non-compliant Drinking Fountains



Additional Classroom View

Building 3



Ceiling and Ductwork in Custodial Storage



Inaccessible FE cabinet in Custodial Storage



Wall Penetrations for Conduit in Rated Wall



Rusting HM Door Louver



Music Casework & Sink

Building 3



Orbital Knobs Remain on Doors



Downspouts Discharge to Cracked Pavement



Vinyl Accordion Door to Storage



Stairstep Cracks at Masonry Wall at Custodial Storage

Building 4



Resource/Conference Room



Wood Rot at Exterior Covered Walkway Ceilings

Building 4



Outdated Intercom System



Altered Lighting in ESE Sensory Lab



Water Damage on Ceiling Tile



1989 Linear Pendant Light Fixture & Ceiling Replacement

Building 4



Group Restrooms



Individual Restroom



Restroom Door Swings Into Walkway

Buildings 5, 6, 7, & 11

Buildings 5, 6, 7, & 11 were built in 1960 as Classroom Additions With Similar Construction



Building 5



Building 6



Building 7



Building 8

Buildings 5, 6, 7, & 11



Wooden Ceiling of Covered Walks
Extending Between Buildings 5 & 6



Building 6



Building 6

Buildings 5, 6, 7, & 11



Typical Classrooms

Building 8



Exterior of Building



Can Wash



1989 Ceiling Replacement

Building 8



Kitchen & Storage



Building 8



Single Restroom in Food Services Building



Deteriorating Door Jambs



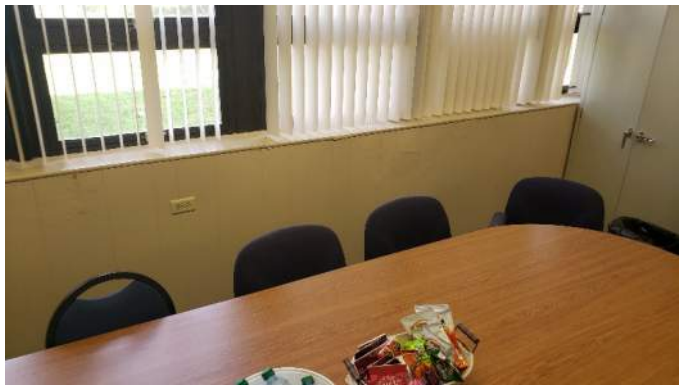
Abandoned Dishwashing Tray Return Area

Building 8



Stage Condition & Accessibility

Building 9



Building 9- 1954 Administration



Accessibility Issues Inside and Outside the Building

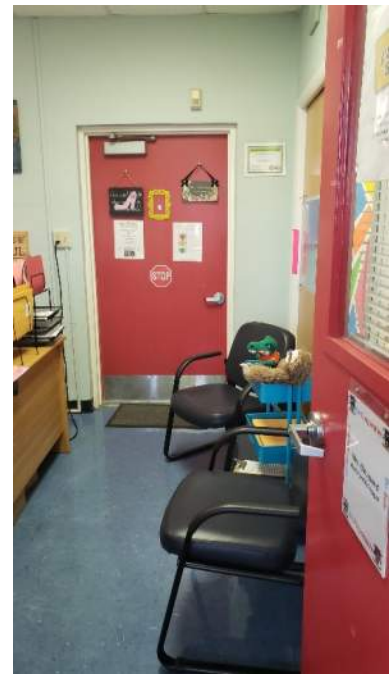
Building 9



Clinic & Storage



Records Stored in Hallway



Assistant Principal Office

Building 10



Wood Walkways and Rusting Gutters



Steel Columns and Plates are Rusty and Deteriorated

1958 Classroom Building

Building 12



Building 12 is a Wooden Shed

Building 13



Wooden Covered Play/Dining

Building 15



1982 ESE Building



Caulking at Gaps Above Transom Windows

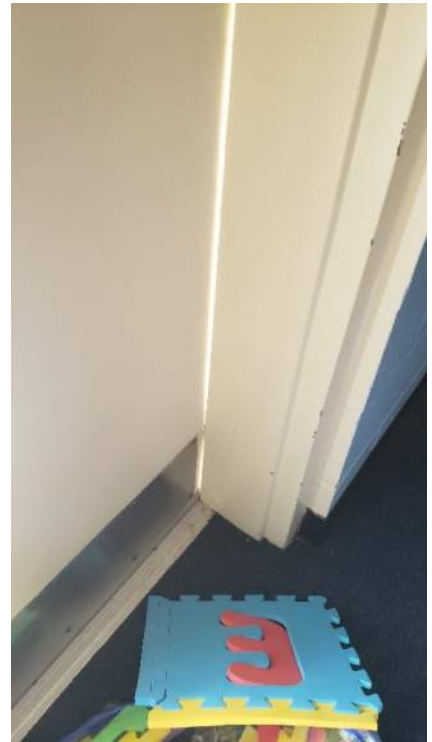
Building 15



1982 ESE Building



Orbital Locksets



Weather Stripping Missing

Building 15



Dry Wall Damage in "Calming Room"



Lighting "Control"



Rusting Ceiling Grid, Humidity Issues

Building 16



Media Center



Cracks in Bricks at Window Exterior



Moisture Intrusion at Windows Interior

Building 16



Moisture Intrusion at Floor Level



Orbital Locksets



Moisture Intrusion at Exterior Wall



CCTV Studio



Periodical Storage

Building 16



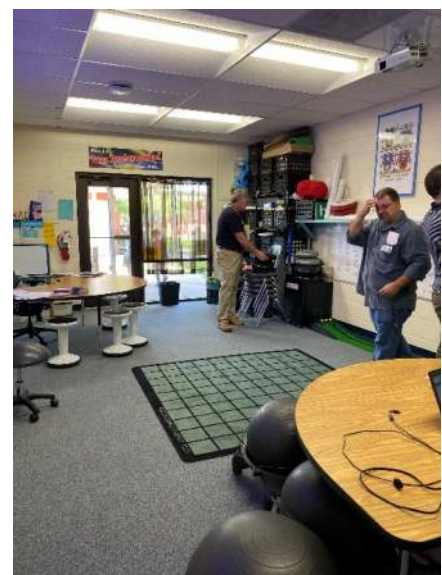
Storefront Entry



Small Group Instruction Area With Power Poles



Reading Room With Perimeter Stacks



Resource Room

Building 16



Non-compliant Restrooms



Sink & Cabinet in Resource Room



State Board of Education

Andy Tuck, *Chair*
Marva Johnson, *Vice Chair*
Members
Ben Gibson
Tom Grady
Michael Olenick
Ryan Petty
Joe York

Richard Corcoran
Commissioner of Education

September 10, 2020

Dr. Ronald "Scott" Fritz, Superintendent
Volusia County School District
200 North Clara Avenue
DeLand, Florida 32721-2118

Dear Superintendent Fritz:

The buildings replacement study dated May 14, 2020, prepared by BRPH Architects, was received by the Office of Educational Facilities (OEF) on June 23, 2020, and was reviewed. Based on the information provided to us, we concur with the recommendation that replacement of the buildings listed below is more economical than the rehabilitation of the existing buildings. Our recommendation does not result in the buildings being classified as unsatisfactory. Should you want to change the classification of the buildings, supporting documentation of unsatisfactory conditions must be provided.

OSCEOLA ELEMENTARY SCHOOL			
Building #(s)	Building Use	Square Footage	Year of Construction/Age
1	Classrooms	3,977	1956/64
2	Classrooms	4,080	1954/66
3	Music	3,016	1960/60
4	Art	1,572	1954/66
5	Classrooms	1,474	1960/60
6	Classrooms	1,832	1960/60
7	Classrooms	2,211	1960/60
8	Dining/Kitchen	5,823	1660/60
9	Administration	2,322	1954/66
10	Classrooms	3,548	1958/62
11	Classrooms	2,211	1960/60
15	ESE Classrooms	2,313	1983/37
16	Media	5,554	1983/37

Suzanne Pridgeon
Deputy Commissioner, Finance and Operations

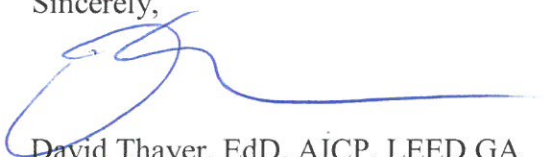
Superintendent Ronald Fritz
September 10, 2020
Page Two

Our concurrence does not relieve the district of its responsibility for performing required maintenance, minor renovation or minor remodeling of the buildings to maintain their present use.

Should the district desire to raze the buildings, an approved survey recommendation must first be obtained from OEF.

Please let us know if we may be of further assistance.

Sincerely,



David Thayer, EdD, AICP, LEED GA
Director, Office of Educational Facilities

DT/ss

cc: Mark Eggers, Assistant Deputy Commissioner
Violet Brown, Senior Educational Program Director
Mark Weigly, Educational Facilities Construction Planning Manager
Don Whitehead, Safe and Efficient Facilities Design Manager

DOYLE APPRAISAL SERVICES, INC.

REAL ESTATE APPRAISERS- CONSULTANTS

File No: 25008



An

APPRAISAL REPORT ON

The Osceola Elementary School Property

LOCATED AT

100 Osceola Ave.

Ormond Beach, Volusia County, FL 32176

Prepared For

Ms. April M. Martti

Engineering Projects Coordinator

City of Ormond Beach

22 South Beach Street, Suite 104

Ormond Beach, FL 32174

Prepared By

DOYLE APPRAISAL SERVICES, INC.

555 E. New York Avenue, Suite A

DeLand, FL 32724

Date of Valuation

May 12, 2025

Date of Report

June 5, 2025

DOYLE APPRAISAL SERVICES, INC.

REAL ESTATE APPRAISERS- CONSULTANTS

555 E. New York Avenue, Suite A
DeLand, FL 32724
Ph. (386) 738-0109
Fx. (386) 738-1124
E-Mail: doyleapp@bellsouth.net

June 5, 2025

Ms. April M. Martti
Engineering Projects Coordinator
City of Ormond Beach
22 South Beach Street, Suite 104
Ormond Beach, FL 32174

RE: Real Estate Appraisal
Osceola Elementary School Property
100 Osceola Ave.
Ormond Beach, Volusia County, FL 32176
File No.25008

Ms. Martii,

In accordance with your request, we have prepared an appraisal regarding the above referenced property. The purpose of this appraisal was to estimate the market value of the subject's Fee Simple estate less the cost of the demolition of the existing school facility. The valuation presented herein is based upon the definition of market value as defined within this report. The intended use of this appraisal report is to assist in potential sale negotiations. The intended users of this report is the City of Ormond Beach and/or assigns.

This report has been prepared in accordance with the Uniform Standards of Professional Appraisal Practice (USPAP) and is intended to conform to the Code of Professional ethics and Standards of Professional Appraisal Practice of the Appraisal Institute and applicable state appraisal regulations.

Please note that all pertinent data affecting the valuation of the subject property has been considered to the best of our ability. This includes location, neighborhood, zoning regulations, highest and best use, market information and other available economic data which reasonably

“Informed Decisions Through Quality Analysis”

<http://www.doyleappraisalservices.com>

Page 2
Ms. Martii
June 5, 2025

affects economic trends.

To the best of our knowledge, the statements and information contained in this report and file upon which the opinions are based are correct, subject to the Assumptions and Limiting Conditions set forth. We have no interest in the property, present or contemplated, and neither our employment nor the fee therefrom is contingent upon the value reported.

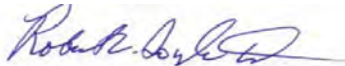
After the analysis and processing of relevant data, we conclude that the market value of the subject property Fee Simple Estate as of May 12, 2025 was \$1,700,000.

**MARKET VALUE OF LAND AS THOUGH VACANT LESS DEMOLITION COST
ONE MILLION SEVEN HUNDRED THOUSAND DOLLARS
(\$1,700,000)***

* Please be advised that this represents the value of the subject property as though vacant less the cost of removing the existing school improvements.

We hope this will aid in your consideration of the subject property. If you should have any questions regarding this appraisal, please do not hesitate to contact this office.

Respectfully submitted,
DOYLE APPRAISAL SERVICES, INC.

A handwritten signature in blue ink, appearing to read "Robert L. Doyle, II", is written over a light blue rectangular background.

Robert L. Doyle, II, MAI, SRA
Cert.Gen.RZ 393

CERTIFICATION:

The undersigned does hereby certify that, except as otherwise stated in this appraisal report to the best of our knowledge and belief:

1. That Robert L. Doyle has personally inspected the subject property described in this report.
2. To the best of our knowledge and belief, the statements of fact and data used in the preparation of this report, upon which the analyses, opinions and conclusions expressed herein are true and correct, subject to the Limiting Conditions set forth.
3. We have no interest in the property either present or prospective, and we have no personal interest or bias with respect to the parties involved.
4. That the purpose of and compensation for this appraisal is not contingent upon reporting a predetermined value or upon the amount of the value estimate or on an action or event resulting from the analyses, opinions, or use of this report.
5. We have no present or prospective interest or bias with respect to the subject matter of this appraisal report or the parties involved.
6. This appraisal report has been made in conformity with and is subject to the requirements of The Code of Professional Ethics and Standards of Professional Practice of The Appraisal Institute, and in accordance with The Uniform Standards of Professional Appraisal Practice (USPAP) adopted by the Appraisal Foundation.
7. No one other than the undersigned prepared the analyses, conclusions and opinions concerning the real estate that are set forth in this appraisal.
8. Disclosure of the contents of this appraisal report is governed by the By-Laws and Regulations of the Appraisal Institute.
9. The reported analyses, opinions and conclusions are limited only by the reported Assumptions and Limiting Conditions, and are our personal, unbiased professional analyses, opinions, and conclusions.
10. This report is prepared in conformance with current FDIC, RTC, OCC, OTS, NCUA requirements.

CERTIFICATION (Continued):

11. The use of this report is subject to the requirements of the State of Florida relating to review by the Real Estate Appraisal Sub-Committee of the Florida Real Estate Commission.
12. That this appraisal report sets forth all of the Assumptions and Limiting Conditions (imposed by the terms of the assignment or by the undersigned) affecting the analyses, opinions and conclusions contained in this report.
13. Our value conclusion as well as other opinions expressed herein are not based on a requested minimum value, a specific value or approval of a loan.
14. The Appraisal Institute conducts a program of continuing education for its designated members. Those members who meet the minimum standards of this program are awarded periodic education certification. Robert L. Doyle, II, MAI, SRA, is currently certified under this program.
15. We have not performed a prior appraisal of the subject property within the three (3) year period immediately preceding acceptance of this appraisal agreement.

Respectfully submitted,

DOYLE APPRAISAL SERVICES, INC.

A handwritten signature in blue ink, appearing to read "Robert L. Doyle, II".

Robert L. Doyle, II, MAI, SRA
St.Cert.Gen.REA 0000393

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SUMMARY OF IMPORTANT FACTS AND CONCLUSIONS:

<u>Property Type:</u>	11.6 acres of assumed vacant land.
<u>Street Addresses:</u>	100 Osceola Ave., Ormond Beach, Volusia County, FL 32176
<u>Location:</u>	The subject is located on the Ormond Beach beachside (Peninsula) west of S. Atlantic Avenue. More specifically, the subject is an enclave like parcel with three different access points. The property is located on the north side of Seminole Ave., at the westerly terminus of Osceola Avenue, and also at the intersection of Coquina Dr. and Florence Drive, within the incorporated area of Ormond Beach, Volusia County, FL.
<u>Volusia County PID's:</u>	421405182030 and 421410060010
<u>Land Area:</u>	The subject consists of two tax parcels of land with a total land area of approximately 11.6± acres.
<u>Improvements:</u>	The subject site is currently improved with the Osceola Elementary School, originally constructed in the 1950s. The facility comprises approximately 15 buildings totaling an estimated 57,620 square feet of building area, in addition to canopies and related site improvements, according to public records. However, for the purposes of this valuation assignment, the subject is to be appraised as if vacant, with the cost of demolition of the existing improvements deducted accordingly. As such, further details concerning the existing improvements are not considered relevant.
<u>Zoning/Land Use:</u>	R-3 (Single Family Medium Density) with a PI (Public Institutional) land use designation by the City of Ormond Beach, FL.
<u>Flood Zone:</u>	FEMA Zone X, Map #12127C0216K, Dated 09/29/2017
<u>Highest & Best Use:</u>	Single family residential subdivision development.

SUMMARY OF IMPORTANT FACTS AND CONCLUSIONS: (Continued)

Market Value Conclusion

As Vacant:	\$2,100,000
Estimated Demolition Cost:	<u>\$ 403,000</u>
	\$1,697,000
Final Value:	\$1,700,000 (Rounded)

Date of Valuation:	May 12, 2025
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<u>Property Rights Appraised:</u>	Fee Simple
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GENERAL ASSUMPTIONS AND LIMITING CONDITIONS:

This appraisal report has been made with the following general assumptions:

1. No responsibility is assumed for the legal description or for matters including legal or title considerations. Title to the property is assumed to be good and marketable unless otherwise stated.
2. The property is appraised free and clear of any or all liens or encumbrances unless otherwise stated.
3. Responsible ownership and competent property management are assumed.
4. The information furnished by others is believed to be reliable. However, no warranty is given for its accuracy.
5. All engineering is assumed to be correct. The plot plans and illustrative material in this report are included only to assist the reader in visualizing the property.
6. It is assumed that there are no hidden or unapparent conditions of the property, subsoil, or structures that render it more or less valuable. No responsibility is assumed for such conditions or for arranging for engineering studies that may be required to discover them. This appraisal will not take into consideration the possibility of the existence of asbestos, PCB transformers, or other toxic, hazardous, or contaminated substances and/or underground storage tanks (hazardous material), or the cost of encapsulation or removal thereof.
7. It is assumed that there is full compliance with all applicable federal, state, and local environmental regulations and laws unless noncompliance is stated, defined, and considered in the appraisal report.
8. It is assumed that all applicable zoning and use regulations and restrictions have been complied with, unless a nonconformity has been stated, defined, and considered in the appraisal report.
9. It is assumed that all required licenses, certificates of occupancy, consents, or other legislative or administrative authority from any local, state, or national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimate contained in this report is based.

GENERAL ASSUMPTIONS AND LIMITING CONDITIONS (Continued):

10. It is assumed that the utilization of the land and improvements is within the boundaries or property lines of the property described and that there is no encroachment or trespass unless noted in the report.

This appraisal report has been made with the following general limiting conditions:

1. The distribution, if any, of the total valuation in this report between land and improvements applies only under the stated program of utilization. The separate allocations for land and buildings must not be used in conjunction with any other appraisal and are invalid if so used.
2. Possession of this report, or a copy thereof, does not carry with it the right of publication. It may not be used for any purpose by any person other than the party to whom it is addressed without the written consent of the appraiser, and in any event only with the proper written qualification and only in its entirety.
3. The appraiser herein by reason of this appraisal is not required to give further consultation, testimony, or be in attendance in court with reference to the property in question unless arrangements have been previously made.
4. The preparation of this report does not require testimony in court, unless mutually satisfactory arrangements are made in advance.
5. Neither all nor any part of the contents of this report (especially any conclusions as to value, the identity of the appraiser, or the firm with which the appraiser is connected) shall be disseminated to the public through advertising, public relations, news, sales, or other media without the prior written consent and approval of the appraiser.

SPECIAL ASSUMPTIONS AND LIMITING CONDITIONS:

1. As an Assignment Condition, it was requested that the appraisal be of land value only less the cost of razing the existing improvements. This vacant land scenario represents a "Hypothetical Condition". Therefore, the existing improvement are assumed to have no contributory value.

IDENTIFICATION OF PROPERTY TO BE APPRAISED:

11.6 acres of vacant land associated with the Osceola Elementary School property located at 100 Osceola Ave., Ormond Beach, Volusia County, FL 32176

CURRENT USE OF THE SUBJECT PROPERTY:

School/Institutional

SCOPE OF THE APPRAISAL:

The Uniform Standards of Professional Appraisal Practice (USPAP) defines the scope of work as:

The amount and type of information researched and the analysis applied in an assignment. Scope of work includes, but is not limited to, the following:

1. the degree to which the property is inspected or identified;
2. the extent of research into physical or economic factors that could affect the property;
3. the extent of data research; and
4. the type and extent of analysis applied to arrive at opinions or conclusions.

Inspection:

Please be advised that an on site inspection was conducted to ascertain the physical and economic characteristics of the real estate appraised and to ultimately determine the appraisal problem at hand. The property was also identified with the use of the Public Records of Volusia County including prior deeds and tax roll information. The legal description was relied upon from public records.

Data Researched:

The appraiser(s) maintains a current and comprehensive database of sales and listings for the market area. In addition, market data acquired in the course of previous appraisal work is retained in the appraiser(s) work files. Other sources include but are not limited to the following:

1. Multiple Listing Services
2. Public Records
3. Interviews with brokers, buyers, sellers and subdivision developers.
4. Appraisal Files
5. Published articles and surveys
6. CoStar

Type & Extent of Analysis Applied:

Due to the assumed vacant land nature of this assignment, the Sales Comparison Approach was the most applicable approach for the appraisal problem at hand. The Cost and Income Approaches to value were not considered applicable. As a test of reasonableness, a Development Approach will also be processed. This approach entails projecting the revenues and expenses associated with the residential subdivision development and marketing of the property, and then discounting the resulting net cash flows back to present value using a market-derived discount rate that reflects risk, absorption, and time value of money.

Reporting Option:

This appraisal is presented in a "Narrative" format which is prepared in accordance with the Uniform Standards of Professional Appraisal Practice (USPAP). This reporting format is consistent with the intended use of the appraisal.

PURPOSE OF THE APPRAISAL:

The purpose of this assignment was to estimate the market value of the subject's Fee Simple estate.

INTENDED USER/CLIENT:

The intended user is the City of Ormond Beach and/or their assigns.

INTENDED USE:

The function of this appraisal report is to assist in potential sale negotiations.

PROPERTY RIGHTS APPRAISED:

The property is appraised as a fee simple estate as there are no known leases, and none are assumed to exist, that would encumber the property and none are assumed to exist.

IMPORTANT DEFINITIONS:

Market Value is defined as: "The most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. buyer and seller are typically motivated;

2. both parties are well-informed or well-advised, and acting in what they consider their own best interests;
3. a reasonable time is allowed for exposure in the open market;
4. payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and
5. the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.¹

Market Value Comments: The factors of utility, scarcity, desire and effective purchasing power are apparent in the definition. The implication that buyer and seller are working under equal pressure is seldom completely true, although typical motivation for each does imply a reasonable balance for a market value transaction.

Market prices do not necessarily follow all of these concepts and are often affected by salesmanship and the urgency and need of the buyer and/or seller. The central difference between market price and market value lies in the premise of knowledge and willingness both of which are contemplated in market value, but not in market price. Stated differently, at any given moment of time, market value denotes what a property is actually worth under certain specified conditions, while market price denotes the actual sale price.

Probability of Value Change: The market value of the property appraised in the report is estimated as of the aforementioned date. Constantly changing economic, social, political and physical conditions have varying effects upon real property values. Even after the passage of a relatively short period of time, property values may change substantially and require a review of the appraisal and re-certification.

Fee Simple Estate is defined as: the "absolute ownership unencumbered by any other interest or estate; subject only to the limitations of eminent domain, escheat, police power and taxation."

OWNER OF RECORD:

According to the Public Records of Volusia County, current ownership of the subject property is as follows:

School Board of Volusia County

Department of the Treasury, Office of the Comptroller of the Currency, 12CFR Part 34, dated August 24, 1990 (Section 34.42 Definitions).

LEGAL DESCRIPTION:

Please note that no survey was made available to the appraisers. The legal descriptions shown below are excerpted from public records.

LOTS 1 THRU 14 BLK D & LOTS 1 THRU 15 BLK B & LOT 16 EXC N 50 FT BLK B & LOTS 10 THRU 12 BLK A SEMINOLE PARK & ALL BLK 1 & LOTS 10 & 11 BLK 2 ELROD ESTATES & S 100 FT OF N 120 FT and
ALL BLK 6 ELROD ESTATES MB 11 PG 172

SALES HISTORY:

According to the Public Records of Volusia County, there have been no relevant transactions associated with the subject property in the past three years.

TAXES AND ASSESSMENTS:

The subject property is currently assessed for ad valorem taxes by the County of Volusia. Please be advised that this reflects the assessment on the property's current status which is that of two improved parcels. A summary of the respective assessments is as follows:

Parcel Number	421405182030	424003010140
	2024	2024
	Assessment	Assessment
Land Value	\$624,602	\$115,478
Improvement Value	\$1,548,362	\$39,285
Miscellaneous Value	\$0	\$0
Assessment	\$2,172,964	\$154,763
Total Assessment:	\$2,327,727	

Overall, the subject's tax burden does not appear to have any adverse effect on value.

VOLUSIA COUNTY ANALYSIS:

Introduction:

The subject property is situated in northeastern Volusia County, Florida. A location map has been provided in the Addenda section of this report. This section provides a summary of the county-level factors relevant to the valuation context, including demographic trends, economic conditions, governmental influence, and environmental characteristics.

Regional Context:

Volusia County lies in the east-central region of Florida and encompasses approximately 1,207 square miles. It is strategically positioned approximately 35 miles northeast of Orlando and 90 miles south of Jacksonville. The county benefits from excellent access via Interstate Highways I-4 and I-95, providing statewide connectivity.

Climate and Physical Features:

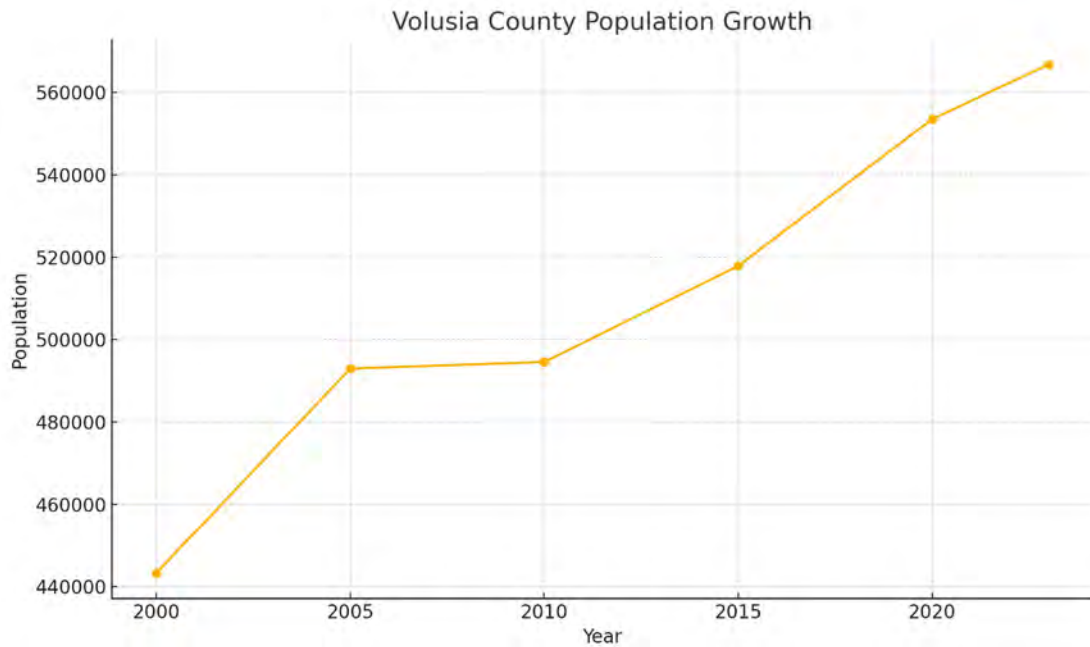
Volusia's coastal proximity moderates seasonal temperatures. Average January temperatures range from 51.4°F (low) to 74.0°F (high), while August averages range from 72.3°F to 91.4°F. Annual rainfall averages approximately 48 inches, with frequent summer thunderstorms. Though the region is vulnerable to hurricanes, enhanced emergency preparedness and infrastructure improvements have increased resilience. Nonetheless, heightened insurance premiums and policy limitations continue to affect property ownership costs in coastal areas.

Topography includes two ridges, one along the Atlantic coast and one in the western region separated by a north-south watershed consisting largely of wetlands and low-lying timberlands. Much of this central band is unsuitable for development. Elevations range from sea level to 110 feet, and flood hazard zones are designated per FEMA mapping.

Population Trends

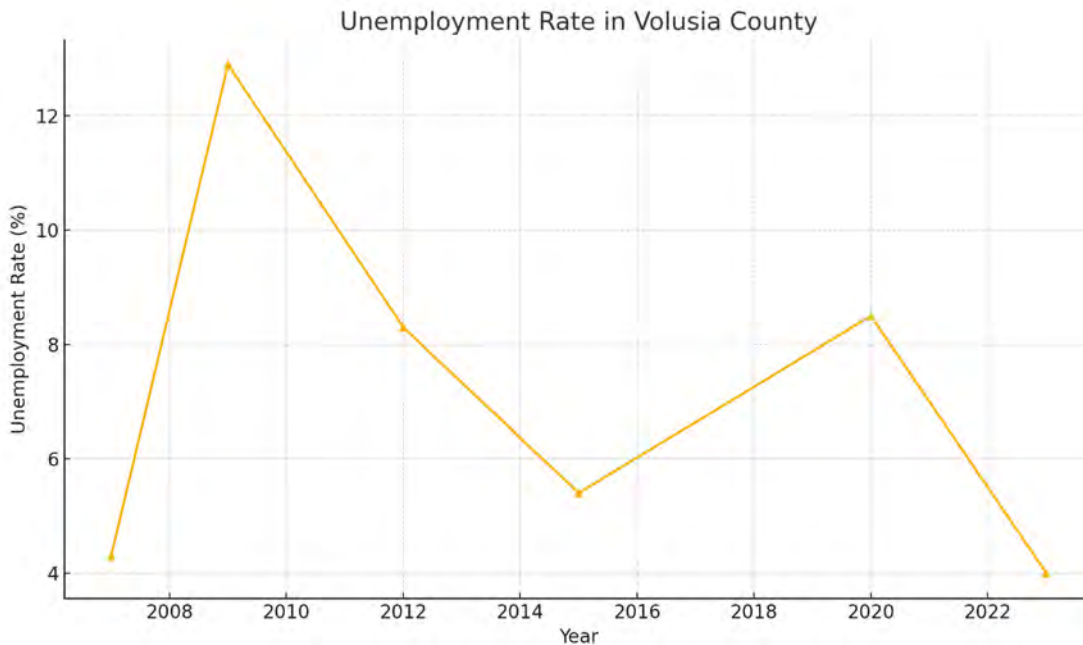
Volusia County has historically been divided into East Volusia (Daytona Beach, Ormond Beach, Port Orange) and West Volusia (DeLand, Deltona, Orange City). As of the 2020 Census, the county wide population exceeded 553,500. Growth has resumed after stagnation during the Great Recession era (2007–2011). Migration from South Florida and northern U.S. states continues to fuel residential demand. A large share of residents are retirees or part-time seasonal residents, but the region retains a diverse working-age population as well.

Approximately 76% of the population resides within incorporated municipalities. The remainder lives in unincorporated communities, though annexations and utility extensions are steadily reducing the proportion of unincorporated development.



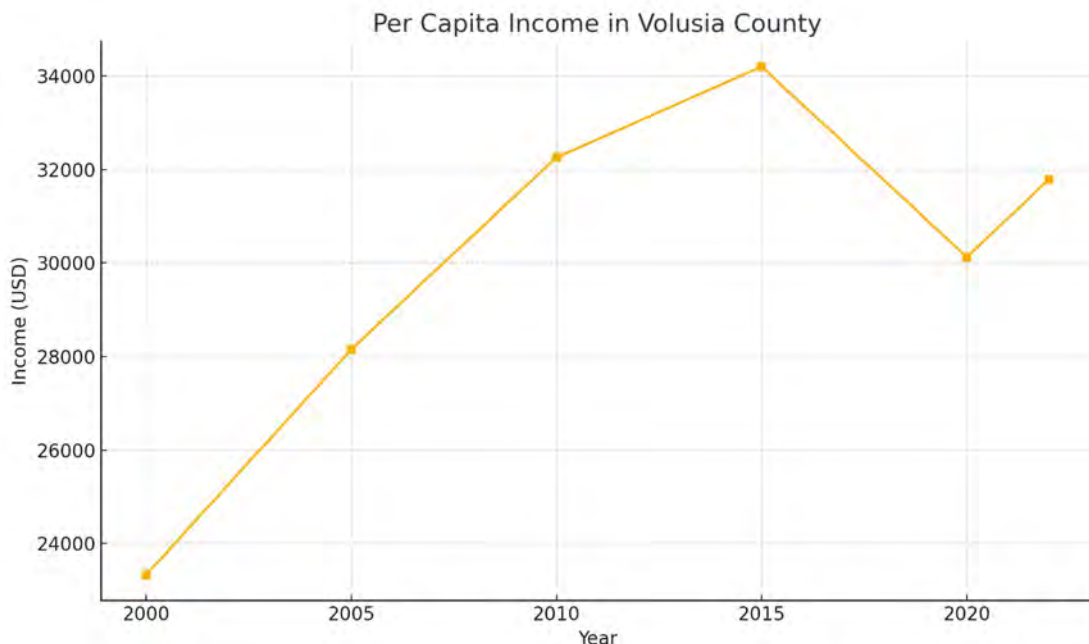
Demographics and Workforce

Volusia County's age distribution remains balanced, with approximately 40% of the population in the prime working-age range of 25 to 64 years old. As of 2023, the unemployment rate hovers near 4.0%, reflecting post-pandemic recovery. Job growth is strongest in healthcare, logistics, education, and construction. Tourism remains a major employer in East Volusia, while agriculture (particularly ornamental horticulture) continues in rural West Volusia.



Income and Housing

Per capita income in Volusia County was estimated at \$31,786 in 2022 (U.S. Census Bureau). Housing stock is diverse, including coastal condominiums, single-family subdivisions, mobile home communities, and rural acreage. A legacy of overbuilding prior to 2008 left a temporary oversupply, but absorption has improved substantially since 2020. Price levels have stabilized and in some cases appreciated, particularly in well-located submarkets. Housing affordability remains a concern, especially with increasing insurance and construction costs.



Transportation Infrastructure

Volusia County is well-served by transportation corridors. I-95 (north-south) and I-4 (east-west) intersect in Daytona Beach, linking the area to Orlando, Tampa, and Jacksonville. Major surface roads include U.S. Highways 1 and 17, State Roads 40, 44, and 92, and SR A1A along the beachside. Road impact fees and infrastructure grants support continued improvements.

Government and Services

Volusia County operates under a Council/Manager government. Municipalities maintain separate planning and zoning authority, although coordination occurs through interlocal agreements and comprehensive planning. The county levies property taxes and shares a 6.5% retail sales tax with the state. Florida does not impose a state income tax.

Public safety is supported by the Volusia County Sheriff's Department and municipal police forces. Fire protection is provided through a combination of county and municipal stations. Utility services include Florida Power & Light and Duke Energy, with municipal utilities or private wells/septic systems in unincorporated areas.

Education and Healthcare

The county supports a robust public school system and hosts multiple post-secondary institutions, including Daytona State College, Embry-Riddle Aeronautical University, Stetson University, and University of Central Florida branch programs. Healthcare is provided through a network of hospitals and clinics, including AdventHealth and Halifax Health systems, with over 800 practicing physicians in the area.

Retail and Commercial Development

Volusia County contains a range of retail hubs, from large-scale malls (e.g., Volusia Mall, One Daytona, Tanger Outlets) to neighborhood shopping centers. National big-box retailers such as Walmart, Target, Lowe's, and Home Depot are located throughout the region. Commercial growth has been strong along major corridors including International Speedway Boulevard, Granada Boulevard, and Dunlawton Avenue.

Recreation and Amenities

Volusia County offers extensive recreational resources. The Atlantic coastline provides 47 miles of beaches, with additional water recreation on the Halifax and St. Johns Rivers. Popular activities include boating, fishing, and golf. Cultural institutions include the Museum of Arts and Sciences, Peabody Auditorium, Daytona Playhouse, and DeLand Cultural Arts Center. Daytona International Speedway and LPGA headquarters add to the region's national visibility.

Conclusion

Volusia County continues to demonstrate resilience and long-term appeal driven by its location, climate, transportation access, and lifestyle offerings. While challenges related to affordability, environmental constraints, and insurance persist, market fundamentals have strengthened. The outlook is for continued, moderate growth across residential, commercial, and institutional sectors, with policy focus on sustainable development and economic diversification.

NEIGHBORHOOD DATA:

The subject neighborhood is effectively the beachside area within the City limits of Ormond Beach, Volusia County, Florida. The beachside area of Ormond Beach is a peninsular area that is bound to the west by the Halifax River and to the east by the Atlantic Ocean

This area extends from the river front eastward to the Atlantic Ocean and with a focal point of Granada Boulevard (State Road 40) which is a major east/west arterial with an abundance of support services. The neighborhood in general extends to the north to the conservation areas abutting Ormond By The Sea. Properties here fall within the City of Ormond Beach's municipal boundary and are serviced by city utilities and subject to municipal zoning, planning, and code enforcement under the city's charter and Tax District 201 designation.

The residential character of Ormond Beach's beachside is diverse, offering a wide array of housing types that range from modest mid-century cottages and bungalows to custom built estate homes and luxury oceanfront residences. Interspersed among these are low- to high-rise condominium complexes, many of which benefit from direct ocean views or beach access. Town homes and duplexes are also present, typically situated on interior streets that run perpendicular to the shoreline. The variation in property types, combined with differences in lot size, elevation, and views, results in a broad range of property values. Proximity to the beach, river, and commercial amenities remains a primary driver of residential demand and pricing in this submarket.

Commercial activity is concentrated along the main corridors of Granada Boulevard and Atlantic Avenue/Ocean Shore Boulevard (A1A), where retail shops, restaurants, motels, and service oriented businesses cater to both residents and seasonal visitors. There are only a few institutional uses including medical facilities, religious facilities and government buildings which is due primarily to a scarcity of vacant land in the nearly built-out area. There are many examples of re-development projects represented in the area as building reach the end of their economic life.

The area is home to several historic and civic landmarks such as the Ormond Memorial Art Museum & Gardens, The Casements (the former home of John D. Rockefeller), and beachfront parks like Birthplace of Speed Park and Andy Romano Beachfront Park. These features enhance the area's cultural appeal and contribute positively to the neighborhood identity, often resulting in higher site value for properties in proximity.

The beachside area in general are greatly influenced by the Atlantic Ocean and the Halifax River, both of which offer recreational and aesthetic amenities that significantly affect market value. Site orientation, water views, walkability to public beach access points, and elevation above the flood plain are critical valuation drivers.

From a regulatory standpoint, zoning and future land use designations as outlined by the City of Ormond Beach play a central role in valuation. Most residential parcels are governed by R-2 (single-family low-density) or R-3 (medium-density) zoning codes, with certain areas designated for tourist commercial or mixed-use development. Flood zone designations (such as AE or VE zones) and coastal construction regulations may also impose development limitations or cost considerations.

In conclusion, the incorporated beachside of Ormond Beach is a dynamic and diverse coastal area shaped by its natural features, municipal services, recreational and cultural offerings, and a wide range of property types.

SITE DESCRIPTION:

Location:

The subject is located on the Ormond Beach beachside (Peninsula) west of S. Atlantic Avenue. The property is unique as it has three access points. The property is located on the north side of Seminole Ave., at the westerly terminus of Osceola Avenue, and also at the intersection of Coquina Dr. and Florence Drive, within the incorporated area of Ormond Beach, Volusia County, FL.

Size:

The subject contains approximately 11.6± acres.

Physical Characteristics:

The property is irregular in shape and is generally comprised of two rectangles that are two distinct but connected sections. A plat map that depicts the configuration of the property is part of the "Addenda" section of this appraisal. The property is cleared and level with the exception of the school related buildings. The property has three access points with frontage on three different streets. The property has approximately 400' of frontage on the north side of Seminole Ave, 60' at the westerly terminus of Osceola Ave., 185' on the west side of Coquina Dr., and approximately 280 feet on the south side of Lucky Drive. The other property lines are contiguous to residential uses with a portion fronting the Hillside Cemetery.

Zoning:

R-3 (Single Family Medium Density) with a PI (Public Institutional) land use designation by the City of Ormond Beach, FL. The R-3 zoning calls for a 75' lot width and a minimum lot size of 8,625 square feet. The PI land use is consistent with its historical use as a school. Any re-development of the property would require a change in the land use to a use that is complimentary to surrounding uses which is residential in nature.

Utilities:

All municipal utilities are available.

Easements/Encroachments:

None known.

Flood Zone Data:

FEMA Zone X, Map #12127C0216K, Dated 09/29/2017.

Summary:

The subject consists of approximately 11.6± acres of level, cleared land located on the Ormond Beach beachside peninsula, west of South Atlantic Avenue. The site is irregular in shape but generally configured as two connected rectangular tracts, with frontage on four local roadways and access from Seminole Avenue, Osceola Avenue, Coquina Drive, and Lucky Drive. The property

is improved with multiple school-related structures slated for demolition. Surrounding uses are primarily residential, with a portion of the site adjoining Hillside Cemetery. Zoning is R-3 (Single-Family Residential, Medium Density) with a Public Institutional (PI) land use designation. Future redevelopment would likely require a land use amendment to allow for residential use consistent with the surrounding neighborhood.

DESCRIPTION OF IMPROVEMENTS:

The subject property is improved with the Osceola Elementary School campus, originally constructed in the 1950s and comprising approximately 15 permanent structures of varying age and utility. The total building area is estimated at approximately 57,620 square feet, based on public record data. The campus is generally divided into two sections including both an academic and recreational area.

The academic portion section consists of several structures of masonry construction that are single story in height. This portion includes a combination of classroom wings and administrative offices. There are covered walkways, canopies and storage as well. There is an additional portion toward the northerly property line that includes outdoor improvements such as asphalt-paved areas, possibly used for parking or hardcourt recreation, as well as grassy playing fields and athletic courts. The site is fully fenced with perimeter gates, and the topography is generally level throughout.

Given the age and condition of the improvements, and consistent with the scope of this valuation, the existing structures are considered to have no contributory value, and the site is analyzed on the basis of vacant land less demolition cost.

HIGHEST AND BEST USE:

A site is always valued in terms of its Highest and Best Use which is defined as "The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value." ²

Implied in this definition is that the determination of highest and best use takes into account the contribution of a specific use to the community and community development goals as well as the benefits of that use to individual property owners. There are four tests involved for the appraiser to consider in the determination of highest and best use. The four tests are presented as follows:

Physically Possible:

Can the site physically support improvements? An analysis of the physical qualities of the site are considered such as topography, size, and subsoil conditions.

Legally Permissible:

Is the use permitted by zoning, building codes, and deed restrictions? Referencing the "Economics and Demographics" section of this report, another issue regarding the legally permissible use of a property is the advent of city and county Comprehensive Land Use Plans. The comprehensive plan has been implemented as a result of state mandate for counties and cities to integrate a land use plan that is governed by the levels of services available in the area.

Financially Feasible:

Does the neighborhood warrant such a use? Considerations such as population, neighborhood competition, and supply and demand are addressed in this analysis with the intent of identifying profitable and appropriate utilizations of the property.

Maximally Productive:

Does the use represent the most profitable utilization of the land? From the uses that meet the above criteria, which one is expected to generate the greatest rate of return over a given period of time?

The above criteria is considered sequentially due to situations existing where a use may be financially feasible and maximally productive, but not permitted by zoning ordinances or physically supportable by the subject site. These tests provide a system for the appraiser to logically determine the highest and best use of the site as vacant, as well as improved. Therefore, a highest

Appraisal Institute, *The Appraisal of Real Estate Appraisal*, 10th Ed.
(Chicago: 1992)

and best use analysis of the subject site, as though vacant, is analyzed with emphasis on the above discussed criteria.

Highest and Best Use Analysis

As Vacant:

Reference is made to the “Site Description” section of this appraisal, which outlines the physical qualities of the subject property as suitable for development. The parcel contains approximately 11.6± acres and exhibits favorable characteristics for residential subdivision potential.

From a legally permissible standpoint, the subject is currently zoned R-3 (Single-Family Medium Density) by the City of Ormond Beach. This residential designation allows for detached single-family dwellings on lots with a minimum width of 75 feet and a minimum lot area of 8,625 square feet. A copy of the R-3 zoning ordinance is included in the Addenda of this report.

However, the underlying future land use designation is PI (Public Institutional), consistent with the site’s historical use as an educational facility. The PI designation supports public and quasi-public uses including schools, government buildings, religious institutions, child care centers, and related facilities. Notably, the City of Ormond Beach does not assign a separate zoning district to PI-designated properties; instead, such uses are conditionally permitted within various zoning districts depending on compatibility. Any redevelopment for residential use would require a land use change, though such a transition would be considered compatible with the surrounding residential character and therefore likely to be supported.

From a physically possible and legally permissible perspective, residential subdivision is a realistic and probable outcome. While the R-3 zoning permits up to 5.05 units per acre, real-world constraints such as required stormwater retention, internal roadways, and setbacks typically reduce net density. Recent nearby developments provide supportable density benchmarks:

Tides Edge: Approved for 15 lots on 3.49 acres (approx. 4.3 units/acre)

Beachview Cove: Approved for 28 lots on ±10 acres (approx. 2.8 units/acre)

In addition, a local residential developer familiar with the area projected that the subject site could support between 40 and 50 lots, consistent with a realistic density range of 3.5 to 4.3 units per acre. Based on the site’s size and development conditions, a projected density of 3.5 units per acre is considered reasonable and supportable, yielding an estimated 40 lots (i.e., 11.6 acres × 3.5 lots/acre = 40.6 lots, rounded down).

From a financially feasible and maximally productive standpoint, the site’s location on the Ormond Beach beachside represents a high-demand enclave. The limited supply of developable residential land in this area, combined with continued strength in home pricing, even amidst a rising interest

rate environment supports the conclusion that residential subdivision development is the most viable and profitable land use.

Therefore, the highest and best use of the subject property, as though vacant, is for residential subdivision development, contingent upon a change in the underlying land use designation. This use is physically possible, legally permissible (subject to approval), financially feasible, and maximally productive.

As Improved:

The property is currently improved with former school-related facilities comprising approximately 57,620± square feet of building area across 15 structures. However, as the scope of this appraisal is to value the subject land as though vacant, no contributory value is assigned to the existing improvements beyond consideration of demolition cost. As such, the highest and best use as improved is not applicable to this appraisal problem and is therefore considered moot.

APPRAISAL PROCESS:

Traditionally, there are three approaches used in the valuation of improved real estate: the Cost Approach, the Sales Comparison Approach and the Income Capitalization Approach.

The Cost Approach is based on the "Principle of Substitution" which states that no prudent person will pay more for a property than the cost to develop an equally desirable substitute property of similar utility without undue delay. The basic steps of the Cost Approach are to estimate the reproduction or replacement cost new of the improvements including an appropriate amount of developers overhead and profit less accrued depreciation.

The Sales Comparison Approach is based on the premise that an informed purchaser would pay no more for a property than the cost or amount to acquire an equally desirable substitute property with the same or similar utility. This approach is applicable when an active market provides sufficient quantities of reliable sales data which can be verified from authoritative sources. In this approach adjustments are made to reflect differences between the comparable properties and the subject in arriving at a value estimate or, if the data is not that precise, a qualitative analysis may be more applicable.

In the Income Capitalization Approach, we are concerned with the present value of any future benefits of property ownership. Future benefits are generally indicated by the amount of net operating income the property will produce during its remaining useful life. After comparison of interest yields and characteristics of risk for investments of similar type and class properties, this net income is then capitalized into an estimate of value. The value indicated by the Income Capitalization Approach is often the most reliable for properties which are generally held for income production, or investment type properties in general. The subject is a subdivision candidate. Therefore, the Income Approach was omitted as it was not considered necessary to render a credible market value estimate. However, a Development Approach, which is a variation of the Income Approach, will be processed which will estimate retail lot value and offset the gross retail values with associated development and marketing expenses. This will serve as a test of reasonable to the value suggested by the Sales Comparison Approach to value.

The Sales Comparison Approach to value which is presented as follows:

SALES COMPARISON APPROACH

The Sales Comparison Approach is based upon the principle of substitution in that a knowledgeable buyer will not pay any more for a particular property than what it would cost to purchase a duplicate property with equal utility. This approach is useful in the appraisal of a property such as the subject as it establishes a trend in what investors are willing to pay for properties with function and utility to that of the subject.

Please note that quantitative adjustments were purposely not attempted to these comparable sales. In doing so would imply a preciseness which simply does not exist in such a limited and imprecise market. Therefore the sales will be qualitatively discussed and logically reconciled into a final value estimate.

The subject property is uniquely situated on the Ormond Beach beachside within a fully developed, established area. Due to the scarcity of recent land sales that accurately reflect the subject's immediate environs, it was necessary to broaden the search parameters in both date of sale and geographic proximity. Despite this, the selected comparables are considered consistent with the subject's highest and best use and are reflective of similar redevelopment potential within the broader market context.

On the following page is a chart of sales considered most comparable to the subject. Detailed write-ups and corresponding analysis will follow. The units of comparison considered most applicable to this analysis will focus on the price per acre and price per potential residential unit.

The sales believed most indicative of value for the subject are presented on the following page:

COMPARABLE LAND SALE CHART

	Sale 1	Sale 2	Sale 3	Sale 4
Location:	264 S. Atlantic Ave., Ormond Beach, Volusia County, FL	2253 John Anderson Dr. Ormond Beach, Volusia County, FL	Portofino Blvd., Palm Coast, Flagler County, FL	2253 John Anderson Dr. Ormond Beach, Volusia County, FL
OR Book/Page	8250/3451	TBD	2845/352	8419/0933
Grantor:	Memorial Health Systems	James Therrien	Portofino Palm Coast, LLC	United Methodist Church
Grantee:	Ormond Beach Holdings, LLC	Unknown	Richmond American Homes of Florida, LP	James Therrien
Sale Price:	\$2,050,000	\$2,000,000	\$3,552,000	\$1,400,000
Size (Acres):	4.34	8	74 Platted Lots	8
Price Per Acre:	\$472,350	\$250,000	N/A	\$175,000
Property Rights	Fee Simple	Fee Simple	Fee Simple	Fee Simple
Financing Terms:	Cash	Unknown	Cash	PMM (No Effect)
Conditions of Sale:	Normal	Normal	Normal	Normal
Date of Sale:	05/2022	Current Contract 06/18/25 Scheduled Closing	06/2023	06/2023
Proposed Residential Units:	15	28	74	28
Highest and Best Use	Residential development with highway commercial	Redevelopment to a SFR Subdivision	SFR Development	Redevelopment to a SFR Subdivision
Purchase Intent:	Mixed use development	Demolition of existing religious facility to accommodate residential development.	Subdivision Development	Speculation
Zoning:	R-3 (SFR) and B-1 (Commercial) by City of Ormond Beach	R-3 and R-4 by County of Volusia	SFR-4	R-3 and R-4 by County of Volusia
Utilities	All Available	All Available	All Available	All Available
Value Implications:	Approximately \$900,000 was allocated to the residential portion of this property that has been approved as the Tides Edge subdivision consisting of 15 residential lots. The residential allocation reflects a unit value of approximately \$60,000 per approved lot and \$257,880 per acre.	This is the current contract of a former religious facility. The contract price was undisclosed but communicated that it approached \$2,000,000. Confirmation revealed that it is speculated that the intent of the purchaser is to demolish the existing religious facility and re-develop into approximately 28 residential home sites. A price per anticipated home site of \$71,428 is implied.	This is the sale of a 74 lot fully entitled subdivision. A price per entitled lot of \$48,000 is reflected.	This is the prior sale of Sale 2. The buyer had a speculative motivation with the intent of re-selling to a successor subdivision developer. A value per lot base on a projected density of \$50,000 is reflected.

SALE NO. 1



LOCATION: 264 S. Atlantic Ave., Ormond Beach, Volusia County, FL

DESCRIPTION:

PID: 421418060010, 421420040010, 421420020010

Property Type: Mixed use residential/commercial development candidate.

Land Size: 4.34 acres total of which approximately 0.85 acres is commercial.

Zoning: R-3 (Single Family Medium Density) and B1 (Professional Office/Hospital) by City of Ormond Beach.

DATE OF SALE: 05/05/2022

SALE PRICE: \$2,050,000

Property Rights: Fee Simple

Conditions of Sale: Normal (No Effect).

IMPROVED SALE NO. 1 (Continued)

SALES PRICE PER ACRE:	Total: \$472,350/Acre Residential Allocation: \$257,880/Acre
SALES PRICE PER ALLOWABLE RESIDENTIAL UNIT:	\$60,000
GRANTOR:	Memorial Health Systems
GRANTEE:	Ormond Beach Holdings, LLC
RECORDED:	8250/3451
VERIFICATION:	Mr. John Adams, Listing Agent
RELEVANT SALES HISTORY:	None
ANALYSIS:	This sale involves the former AdventHealth Oceanside Medical Center, which was demolished around 2019. The subject property comprises approximately 4.34 acres and is physically bisected by existing public roads, effectively separating the land into distinct development areas. The buyer is a neighboring hotel owner, suggesting potential strategic acquisition motives. Zoning for the site is split between residential and commercial designations. Of the total acreage, approximately 3.49 acres are zoned residential, while the remaining 0.85 acres comprise a commercially zoned corner parcel. The residential portion has received development approval for a 15 lot subdivision known as "Tides Edge at Ormond Beach," reflecting an effective density of about four units per acre. The presence of an existing road network within the property likely contributed to maximizing the site's achievable density.

SALE NO. 2 (Current Contract)



LOCATION:	2253 John Anderson Drive, Ormond Beach, Volusia County, FL
DESCRIPTION:	
PID:	322800030040
Property Type:	Former religious facility with a highest and best use as residential development.
Land Size:	8± acres
Zoning:	R-3 and R-4, (Single Family Residential) by Volusia County
DATE OF SALE:	Current Contract
SALE PRICE:	\$2,000,000 (Approximate based on confirmation)
Property Rights:	Fee Simple
Conditions of Sale:	Unknown

IMPROVED SALE NO. 2 (Continued)

SALES PRICE PER ACRE:	\$250,000
SALES PRICE PER ALLOWABLE RESIDENTIAL UNIT:	\$71,428
GRANTOR:	James Therrien
GRANTEE:	Unknown
RECORDED:	TBD
VERIFICATION:	Mr. Newton White, Listing Agent
RELEVANT SALES HISTORY:	None
ANALYSIS:	This sale property comprises approximately 8 acres located on the east side of John Anderson Drive within the Ormond Beach Peninsula. The site was formerly improved with a religious facility, which is reportedly vacant and in dilapidated condition. The property is currently under contract, with a scheduled closing date of June 18, 2025. While the confirmed contract price was not disclosed, the listing agent indicated that the sale price approached \$2 million. Although the buyer's ultimate development intent was not fully verified, it is speculated that the site is being acquired for redevelopment as a residential subdivision, consistent with the property's underlying residential zoning. Based on the parcel's size and anticipated density, a 28-lot residential subdivision appears to be a feasible outcome. This projected development potential equates to a price of approximately \$250,000 per acre and roughly \$71,428 per anticipated homesite. It is noted that the buyer will assume the responsibility and cost of demolishing the existing improvements as part of the redevelopment process.

SALE NO. 3



LOCATION:	Portofino Blvd., Palm Coast, FL
PID:	Multiple
Property Type:	Single family lots
Land Size:	74 single family lots of 80' widths.
Zoning:	SFR-4 (Single Family Residential by City of Palm Coast.
DATE OF SALE:	06/2023
SALE PRICE:	\$3,552,000
Property Rights:	Fee Simple
Conditions of Sale:	Normal (No Effect).

IMPROVED SALE NO. 3 (Continued)

SALES PRICE PER ACRE:	N/A
SALES PRICE PER RESIDENTIAL UNIT:	\$48,000
GRANTOR:	Portofino Palm Coast, LLC
GRANTEE:	Richmond American Homes of Florida, LP
RECORDED:	2845/352
VERIFICATION:	Prior appraisal.
RELEVANT SALES HISTORY:	None
ANALYSIS:	This represent 74 entitled residential lots in a planned gated community in Palm Coast. The lots have been fully approved and entitled but no infrastructure has been done.

SALE NO. 4



LOCATION:	2253 John Anderson Drive, Ormond Beach, Volusia County, FL
DESCRIPTION:	
PID:	322800030040
Property Type:	Former religious facility with a highest and best use as residential development.
Land Size:	8± acres
Zoning:	R-3 and R-4, (Single Family Residential) by Volusia County
DATE OF SALE:	06/08/23
SALE PRICE:	\$1,400,000
Property Rights:	Fee Simple
Conditions of Sale:	PMM financing (No effect)

IMPROVED SALE NO. 4 (Continued)

SALES PRICE PER ACRE:	\$175,000
SALES PRICE PER ALLOWABLE RESIDENTIAL UNIT:	\$50,000
GRANTOR:	The Board of Trustees of the Florida Annual Conference of the United Methodist Church, Inc.
GRANTEE:	James Therrien
RECORDED:	8419/0933
VERIFICATION:	Mr. Newton White, Listing Agent
RELEVANT SALES HISTORY:	OR Book 8205/3161 PRFVF, 01/12/2022, \$100
ANALYSIS:	This is the prior sale of previous Sale 2. Confirmation revealed that the buyer was purchasing on speculation with a successor developer demolishing the existing religious facility improvements and re-developing to its highest and best use as a residential subdivision. Based on observed densities, a yield of approximately 28 lots is projected which reflects approximately \$50,000 per lot.

Analysis of Comparable Sales:

The comparable sales utilized represent value indications for the subject but to varying degrees. The sales were all candidates for residential development consistent with the highest and best use of the subject. Sales 1, 2 and 4 are given particular emphasis as they are located on the Ormond Beach beachside and are more indicative of the subject's unique environs.

An additional sale (Sale 5) was reviewed for context, though it occurred in 2019 and was not emphasized in the final analysis due to its age. Nonetheless, it may serve as a lower-end outlier in the range of comparable data. This transaction involved a 10-acre parcel located on Ocean Shore Boulevard in Ormond-by-the-Sea, acquired with the intent of residential subdivision development. The site has since been fully entitled and is currently undergoing new home construction as the Beachview Cove subdivision. While dated, this is the most recent completed subdivision project on the Ormond Beach Peninsula, underscoring its relevance in terms of land planning and density precedent.

The subdivision was approved for 28 residential lots, equating to a development density consistent with similar peninsula-area projects. The sale reflected a land value of approximately \$140,000 per acre and \$50,000 per approved lot. Although the property is located on the west side of Ocean Shore Boulevard, its pedestrian access and frontage on the Atlantic Ocean may offset the dated nature of the sale, thereby supporting its inclusion as a benchmark within this appraisal. This project was also cited in the Highest and Best Use section as a reference point for likely achievable density on the subject site.

Transactional Considerations:

Property Rights Conveyed

All of the comparable sales involved the transfer of the fee simple estate. As such, no adjustments were required for property rights.

Financing Terms

All sales were either cash transactions or involved conventional, market-oriented financing. Therefore, no financing adjustments were necessary.

Conditions of Sale

All of the sales were purchased with normal conditions with no adjustment warranted.

Market Conditions (Time)

The primary sales analyzed ranged in date of sale from as early as 2025 to as late as 05/2022. Market conditions were analyzed and no adjustment for time was deemed warranted as these sales occurred during an era of rising interest rates which has tended to stabilize the market. Accordingly, no time adjustments were deemed warranted.

OVERALL COMPARABILITY CHART					
Sale	1	2	3	4	5
Value per Acre	\$257,880	\$250,000	N/A	\$175,000	\$140,000
Value Per Lot	\$66,700	\$71,429	\$48,000	\$50,000	\$50,000
Superior Elements:	A1A/Beach Exposure	None	Fully Entitled	None	Ocean Frontage
	Existing Infrastructure				
	Smaller Parcel				
Inferior Elements:	None	Requires demolition Cost	Location	Requires Demolition Cost	Date of Sale
		Unknown Contract Amount			
Overall Comparability	Superior	Similar	Inferior	Similar	Inferior

RECONCILIATION OF SALES COMPARISON APPROACH:

Overall, the sales reflected a price per acre of \$140,000 to \$257,880 which is a rather broad range. The sales identified as most similar reflect a range of hundred \$175,000 \$250,000 per acre which is represented by sales 2 and 4 which is the sale of the same property a few years apart. The most recent sale is de-emphasized a bit as the actual contract price was not disclosed and was purchased for an uncertain development motivation. Sale 4, although older, was purchased for speculative purposes with the intent to resell. Overall, a value for the subject that approaches \$180,000 per acre is believed reasonable based on the data presented.

The unit of comparison that provided the best correlation was the price paid per anticipated or actual unit. The sales most similar produced a range from \$48,000-\$71,429 per lot. It is within this range that the value of the subject on a anticipated lot basis is likely to fall within. Sale 1 is given the most emphasis due to its proximity to the subject but is recognized as an upper end due to existing infrastructure benefits and locational superiority. The sale reflected a price per unit of \$66,700 which is believed to set an upper end of value for the subject accordingly. The lower end of the value appears to be around the \$50,000 per lot threshold based on the other emphasized sales. Overall, a value of approximately \$55,000 per anticipated lot would appear reasonable and supportable for the subject property.

Therefore, we have the following calculations:

Anticipated Units	Value Per Anticipated Unit		
40	\$55,000	=	\$2,200,000
R/T =			\$2,200,000
Acres	Value/Acre		
11.6	\$180,000	=	\$2,088,000
R/T =			\$2,090,000

Overall, the price per unit metric was given primary emphasis, as it demonstrated the strongest correlation among the available indicators. Accordingly, a land value conclusion of \$2,150,000 is considered reasonable and well-supported under the Sales Comparison

VALUE VIA SALES COMPARISON APPROACH
TWO MILLION ONE HUNDRED AND FIFTY THOUSAND DOLLARS
\$2,150,000

DEVELOPMENT APPROACH:

To supplement the value indication derived via the Sales Comparison Approach, a Development Approach was also undertaken. This methodology serves as a test of reasonableness, estimating what a developer could reasonably afford to pay for the subject property given its potential for subdivision development. The analysis accounts for projected retail revenue from lot sales, offset by associated development, marketing, and carrying costs, along with a market-supported profit margin. The anticipated cash flows are discounted to present value using a rate that reflects investor expectations for risk-adjusted return.

Retail Lot Value:

Reference is hereby made to the Highest and Best Use section of this appraisal which projected that the subject could accommodate approximately 40 lots. For this analysis, I have researched lot sales which have occurred within the subject's marketing area or were considered buying alternatives for the subject upon its completion. These sales are considered to share similar external and physical characteristics but in varying degrees.

Address		Sale Date	Sale Price	Land Size
103 LINCOLN AVE	ORMOND BEACH	4/15/2025	\$130,000	0.29
3022 SILVERMINES AVE	ORMOND BEACH	8/10/2023	\$130,000	0.31
3109 JOHN ANDERSON DR	ORMOND BEACH	7/20/2023	\$132,500	0.15
56 RIVER DR	ORMOND BEACH	9/12/2023	\$135,000	0.14
26 CAPISTRANO DR	ORMOND BEACH	12/22/2023	\$170,000	0.14
820 OCEAN SHORE BLVD	ORMOND BEACH	4/18/2025	\$180,000	0.37

The sales believed most similar provided a range from \$130,000 to \$180,000. The subject's zoning calls for a minimum site size of 75' lots and 8,625 square feet or 0.20 acres. The subject would likely command a retail lot value at the higher end of the range due to its more centralized beachside location and required minimum lot size. Overall, a lot value of approximately \$160,000 is believed reasonable.

Development Cost:

In order to estimate the development cost for the subject project various sources were relied upon in terms of estimating the projected cost. Please be advised that construction data from other subdivisions as well as the projections based on an interview with a local subdivision developer was relied upon. Overall, a cost of approximately \$50,000 per lot was concluded which would include all soft and hard costs. The development costs are associated with all infrastructure including permitting, engineering, road paving, retention, and water and sewer availability as well

as finance/carrying cost. The development is anticipated to take at least 12 months do cash flow associated with the developed lots would not be applicable until year 2.

Absorption of Lots:

The most probable purchaser of the subject development would project a rate of sale (i.e. absorption) for the residential lots. It is typical where lots are purchased by national and regional builders in bulk once a subdivision is completed. Therefore, it is anticipated that the developed lots could be sold within the 1st year subsequent to the completion of the development.

Closing Costs:

Closing costs associated with the sale of the subject lots would include legal fees, doc stamps, etc. For the purposes of this analysis, I have projected a closing cost estimate of 1.5% of gross sales.

Commissions:

Commissions for the sale of the subject lots along with marketing costs have been expected to approximate 3%.

Real Estate Taxes:

As lots are sold, the tax burden will shift to the new owners. Therefore, our analysis reflects that the developer is responsible for the remaining inventory plus half of the lots conveyed in the period. In regard to the assessment as developed lots, it is anticipated that the eventual tax assessment of the improved lots will approximate 85% of retail value. This is supported by the price to assessment ratio. It is assumed that it will take approximately one year to develop the property. The taxes applicable for this development year will represent raw land value and is based upon the projected land acquisition of the 11.6 acre parcel.

Profit:

The investor's profit on these lots is anticipated to be 20% based on retail. The profit amount is generally agreed and supported in the marketplace.

Discount Rate:

The proper selection of a discount rate is critical in the discounted cash flow method of valuation. A discount rate is also called the rate of return on the investment. The discount rate offers a basis for comparing alternative investments. The rate offered or anticipated must be competitively attractive in terms of similar alternative investments with similar risks and income streams. This concept represents the principal of substitution or opportunity costs. A rate of return must be

paid or offered to compensate an investor for such things as time, giving up liquidity, management burdens, and risk.

The lower limit of the discount rate appropriate for a subdivision may be associated with current mortgage rates which are currently in the vicinity of 7%. If a property was secured with a mortgage, the factor of risk would be minimal to the mortgagee due to virtually guaranteed repayment of capital. This rate consequently, would reflect the lower end of the discount rate appropriate for the subject's discounting. To this rate, a premium is believed appropriate for the expertise and risk on the part of the developer. Overall, a discount rate of approximately 10% is believed appropriate for this analysis. These forecasts and results are presented on the following page:

DEVELOPMENT APPROACH - "AS-IS" VALUE

Year		0	1	2	3
Potential Gross Sell Out			\$6,400,000	\$6,400,000	\$6,400,000
Number of Lots Sold Year			0.0	40.0	0.0
Percentage of Sell Out Realized			0.00%	100.00%	100.00%
Lots Remaining			40.0	0.0	0.0
Gross Sales/Period			\$0	\$6,400,000	\$0
Expenses:					
Real Estate Taxes			\$35,000	\$50,000	\$0
Marketing/Commissions			\$0	\$192,000	\$0
Closing Costs			\$0	\$96,000	\$0
Development Costs		\$2,000,000	\$0	\$0	\$0
Profit on Development Cost	0.0%	\$0	\$0	\$0	\$0
Net Proceeds Before Profit		(\$2,000,000)	(\$35,000)	\$6,062,000	\$0
Less Profit @	20.0%	\$0	\$0	\$1,280,000	\$0
Net Proceeds After Profit		(\$2,000,000)	(\$35,000)	\$4,782,000	\$0
Present Value @	10.00%	1.00	0.909091	0.826446	0.751315
Present Value of Benefit		(\$2,000,000)	(\$31,818)	\$3,952,066	\$0
"As-Is" Market Value of Land	\$1,920,248				
Rounded To:	\$1,920,000				
ASSUMPTIONS USED					
Units Sold / Year	40		Marketing/Comm.:		3.0%
Total # of units:	40		Period/Term:		1
Discount Rate:	0.10		Closing Costs:		1.5%
Est. Taxes/Lot:	\$2,500		Profit:		20.0%
Avg. Retail Lot Value	\$160,000				
Gross Sell Out:	\$6,400,000		Development Costs:		\$2,000,000
Price Increase	0.0%				

Conclusion of The Development Approach:

The discounted cash flow analysis results in a market value indication of approximately \$1,920,000. This estimate reflects the price a typical developer would likely pay for the subject property, assuming subdivision and resale of developed lots under typical market conditions. This valuation closely aligns with the value developed via the Sales Comparison Approach and provides supportive validation of that conclusion. However, the estimate should be tempered by recognition of uncertainties inherent in the assumptions used, as well as the unique nature of the subject's location and the limited availability of directly comparable subdivision data.

VALUE VIA DEVELOPMENT APPROACH
ONE MILLION NINE HUNDRED AND TWENTY THOUSAND DOLLARS
\$1,920,000

RECONCILIATION OF VACANT LAND VALUE:

Two valuation methodologies were employed in this assignment to estimate the market value of the subject property: the Sales Comparison Approach and the Development Approach. Each provides a distinct but complementary perspective regarding what a typical buyer might reasonably pay for the subject under current market conditions.

The Sales Comparison Approach analyzed comparable transactions on both a price per acre and price per anticipated lot basis. On an acreage basis, the most relevant sales supported a range of approximately \$175,000 to \$250,000 per acre, with a reconciled unit value of \$180,000 per acre, resulting in an indication of approximately \$2,090,000 for the subject's 11.6-acre site. On a unit basis, the most comparable sales indicated a range from \$48,000 to \$71,429 per lot, with greater emphasis placed on those within the subject's immediate vicinity and with similar zoning. A reconciled value of \$55,000 per anticipated lot was previously indicated, producing an estimate of \$2,200,000 based on a projected yield of 40 lots. Overall, a value via the Sales Comparison Approach of \$2,150,000 was concluded.

To further test the reasonableness of this conclusion, a Development Approach was undertaken, using a discounted cash flow model based on retail lot values, development costs, absorption timelines, and a market-based discount rate of 10%. This approach produced a value indication of approximately \$1,920,000, which lends additional support to the concluded value while recognizing the risks and assumptions embedded in a development scenario.

After weighing both approaches and applying professional judgment to reconcile the various indicators, it is concluded that the Sales Comparison Approach, tempered by the Development Approach, provides the most reliable indication of value in this instance.

Overall, A value of the subject, as though vacant, is estimated to be \$2,100,000.

**ESTIMATE OF LAND AS THOUGH VACANT
TWO MILLION ONE HUNDRED THOUSAND DOLLARS
(\$2,100,000)**

Demolition Cost Estimate:

In accordance with the scope of this assignment and the intended valuation premise, the subject site is to be valued as vacant land less the estimated demolition costs associated with removal of the existing improvements. The subject is currently improved with a former elementary school facility comprising approximately 57,620 square feet of gross building area, originally constructed in the 1950s and spread across multiple structures.

To develop a supportable estimate of demolition cost, multiple sources and methodologies were utilized, including:

Comparable School Demolition Projects:

Demolition cost data was reviewed from other public school demolitions within Volusia County. These comparables provided insight into actual costs incurred for removal of school buildings with similar vintage, size, and construction type (e.g., concrete block, slab-on-grade, canopies, detached utility buildings, etc.). These case studies offered real-world market benchmarks for complete removal, disposal, and site clearing.

School	Square Footage	Demolition Cost	\$/Square Foot
Edith Starke Elementary	64,484	\$235,800	\$3.66
Tomoka Elementary	58,700	\$405,940	\$6.92

Marshall Valuation Service (MVS):

The Marshall Valuation Service cost guide was consulted to derive an estimated demolition cost per square foot for institutional-type school structures. The MVS demolition tables account for general tear down costs including building type, age, accessibility, and local market conditions. Adjustments were made for regional cost multipliers and building type classification (e.g., joisted masonry or reinforced concrete).

Section 66, Page 11, of the MVS manual reports a range in demolition costs ranging from \$6.15 to \$9.14 per square foot. If asbestos or lead needs to be abated the cost could increase substantially.

Local Contractor Insight:

Please note that a conversation was had with a local demolition contractor (Samsula Demolition) who confirmed the reasonableness of the above range and reiterated that the existence of asbestos and lead could as much as double the cost in the effected areas. Mr. Charles Mcdonald of Samsula Demolition communicated an approximate cost of \$250,000. He further communicated that the cost would increase in the event asbestos needs to be abated.

Demolition Cost Reconciliation:

Based on these methodologies, a unit demolition cost was developed on a per-square-foot basis, and applied to the subject's total building area to yield a lump-sum demolition adjustment. This cost is then deducted from the previously concluded land value under the Sales Comparison Approach to arrive at an "as-is" value, reflecting the cost to return the site to a marketable, cleared condition. Overall, a cost toward the upper end of the above range is believed justifiable to account for the possibilities of asbestos and/or lead abatement. Overall, a demolition cost of \$7.00 per square foot is believed reasonable.

Therefore we have the following calculation:

Square footage	Demolition Cost/Square Foot	Estimated Demolition Cost
57,620	\$7.00	\$403,340
	R/T	\$403,000

FINAL RECONCILIATION:

To reiterate, the scope of this appraisal involved estimating the value of the subject property as vacant and subtracting the cost of demolition. The value of the vacant land was concluded to be \$2,100,000. The cost of demolition is estimated to be \$403,000. Therefore, we have the following calculation:

Value As Vacant Land		Estimated Demolition Cost	Final Value Estimate
\$2,100,000	Less	\$403,000	\$1,697,000
			R/T \$1,700,000

Therefore, the value of the property as though vacant less the cost of demolition is estimated to be \$1,700,000.

**FINAL VALUE ESTIMATE
ONE MILLION SEVEN HUNDRED THOUSAND DOLLARS
\$1,700,000**

EXPOSURE TIME AND MARKETING PERIOD:

Exposure time precedes the effective date of the appraisal. The Appraisal Standards Board of the Appraisal Foundation defines exposure time in the *Statement on Appraisal Standards No. 6 (SMT-6)* as follows:

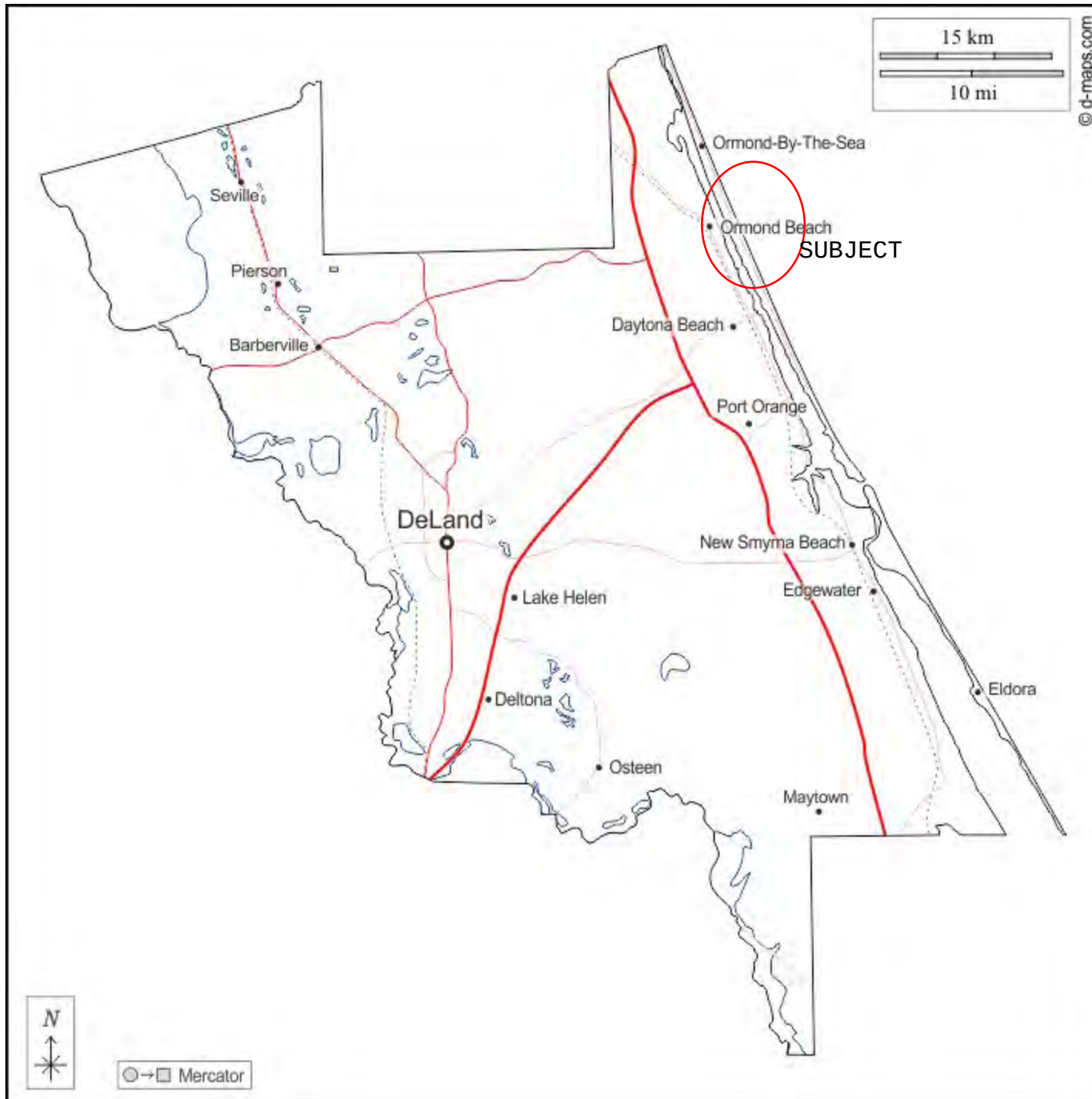
"The estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal; a retrospective estimate based upon an analysis of past events assuming a competitive and open market."

Marketing time follows the effective date of the appraisal. *Advisory Opinion G-7* of the Appraisal Standards Board of the Appraisal Foundation defines marketing time in the *Statement on Appraisal Standards No. 6* as follows: "The estimated amount of time it might take to sell an interest in real property at its estimated market value during the period immediately after the effective date of the appraisal."

Overall, an exposure time of approximately 12 to 18± months is supportable.

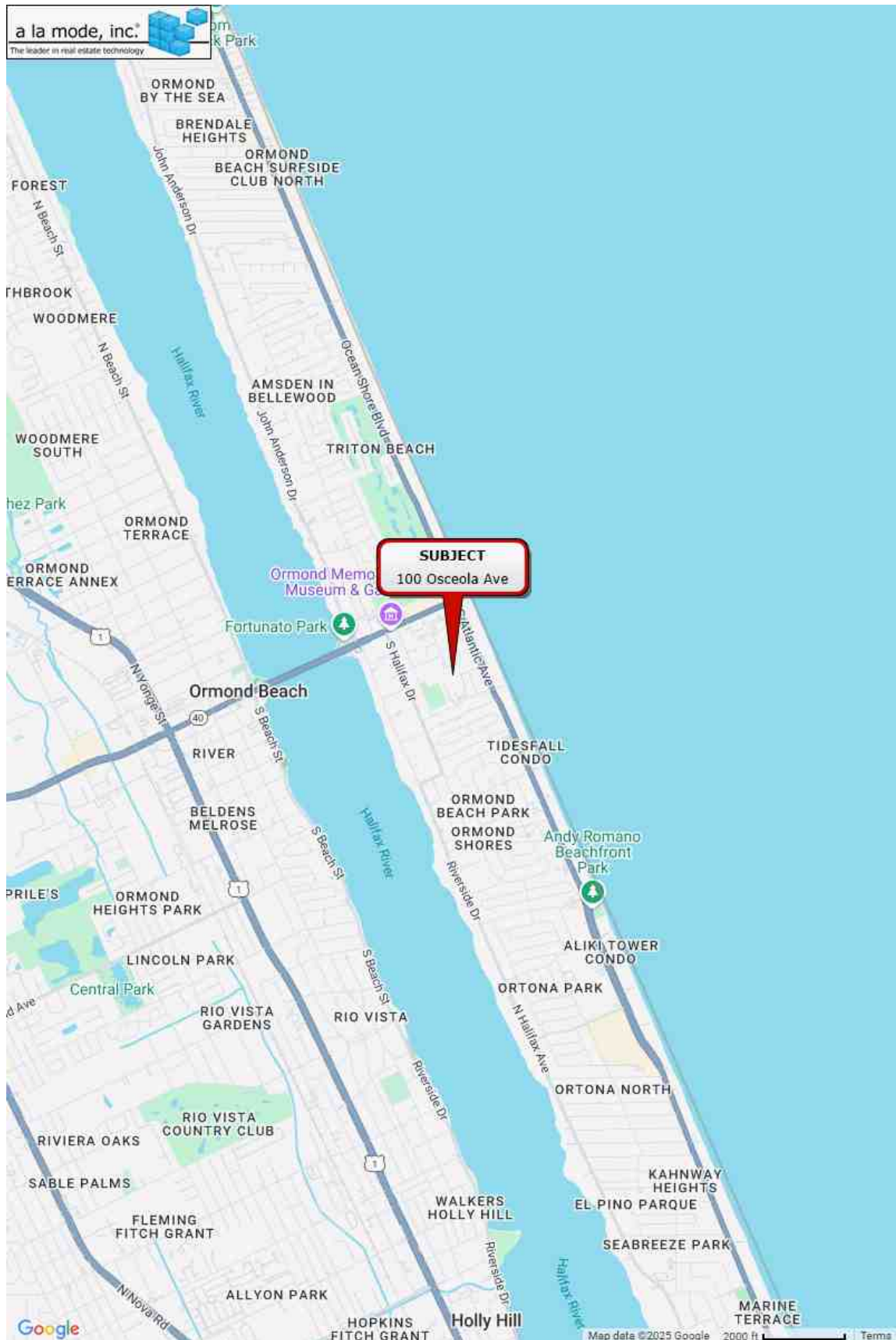
******* ADDENDA *******

Volusia County Map
Subject Location Map
Plat Map
Subject Photographs
Comparable Improved Sales Map
Zoning Map
Zoning Ordinance
Appraiser Qualifications
Appraiser License



Location Map

Borrower					
Property Address	100 Osceola Ave				
City	Ormond Beach	County		State	FL
				Zip Code	32176
Lender/Client					



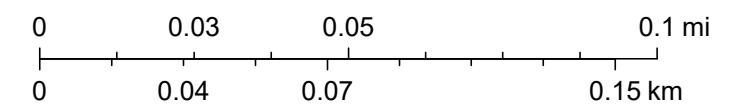
Volusia County Property Appraiser



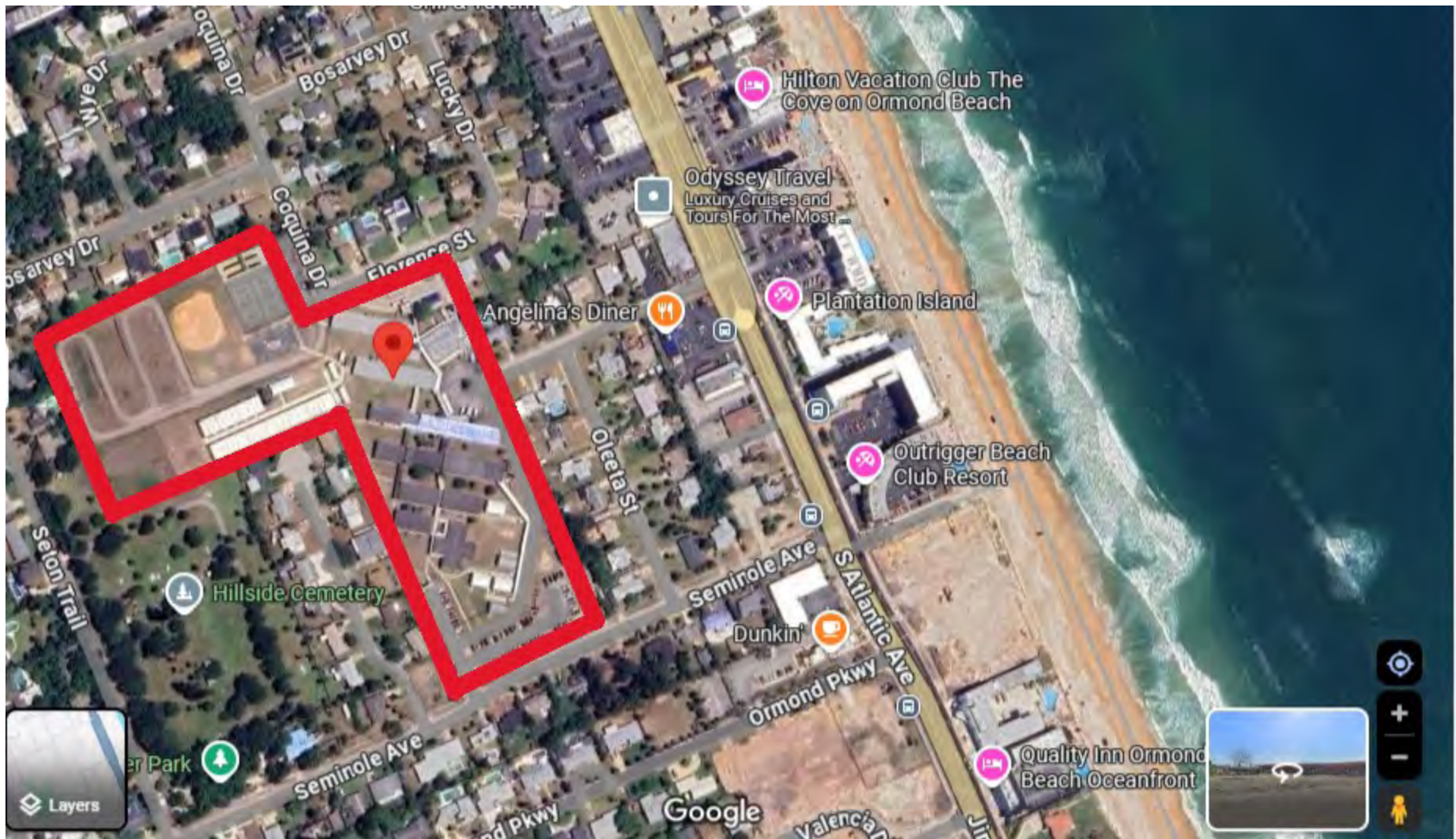
5/23/2025, 11:01:29 AM

1:2,257

 Parcel	Basemap	 Intracoastal Waterway	 Railroad ROW	 Utility ROW or Easement
 Streets	 Block Line	 Meander Line	 State Road ROW	 Tie Bar
Parcel Text	 Coincident ROW/Unrec Sub	 Other Public Road ROW	 Surface Hydrology	2024_Aerial
Water Body Names	 County ROW	 Parcel Line	 Unrec Lot Line	 Red: Band_1
 Water Bodies	 DNR Coastal Const Setback Line	 Platted Lot Line	 Coincident Right Of Way / Subdivision Boundary	 Green: Band_2
 County Boundary	 Federal ROW	 Private or Unbuilt Platted RD	 Subdivision Boundary	 Blue: Band_3
	 Govt Lot Line	 Railroad Centerline	 Unrecorded Sub Bnd	



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community, Sources: Esri, Maxar, Airbus DS, USGS, NGA, NASA, CGIAR, N Robinson, NCEAS, NLS, OS, NMA, Geodatastyrelsen, Rijkswaterstaat, GSA, Geoland,



SUBJECT PHOTOGRAPHS

Borrower				
Property Address	100 Osceola Ave			
City	Ormond Beach	County	State	FL Zip Code 32176
Lender/Client				



View of Entrance from Florence St.



View From Coquina St. Looking East on Florence St.



View Looking East on Seminole Dr.



View Looking West on Florence St. toward Coquina Dr.



Random View of Field Area



View Looking West on Seminole Dr.

SUBJECT PHOTOGRAPHS

Borrower				
Property Address	100 Osceola Ave			
City	Ormond Beach	County	State	FL Zip Code 32176
Lender/Client				



View From Seminole Dr.



Random View



View from SWC of Property on Seminole Dr.



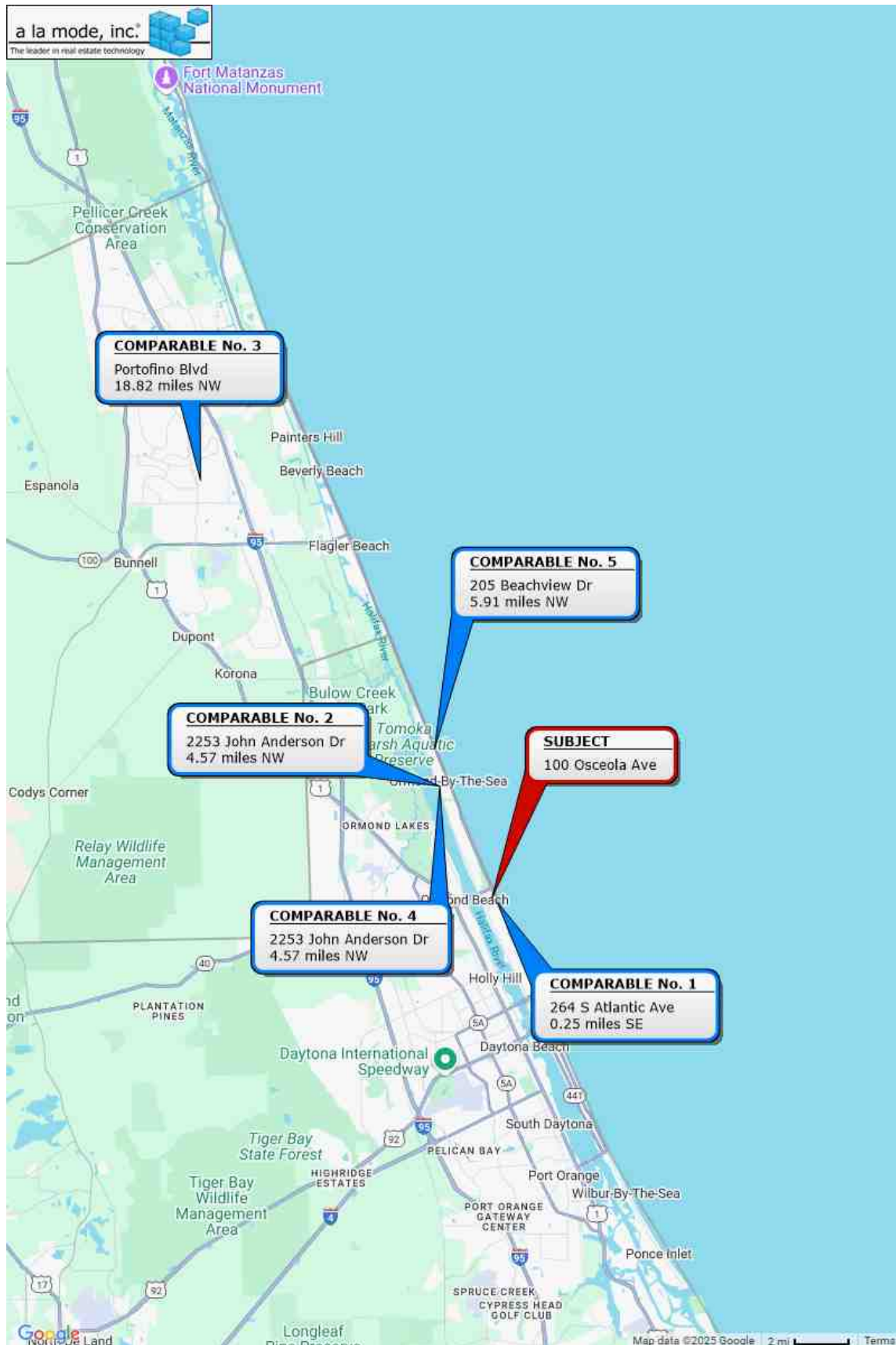
View of Tennis Court Area From Coquina Dr.

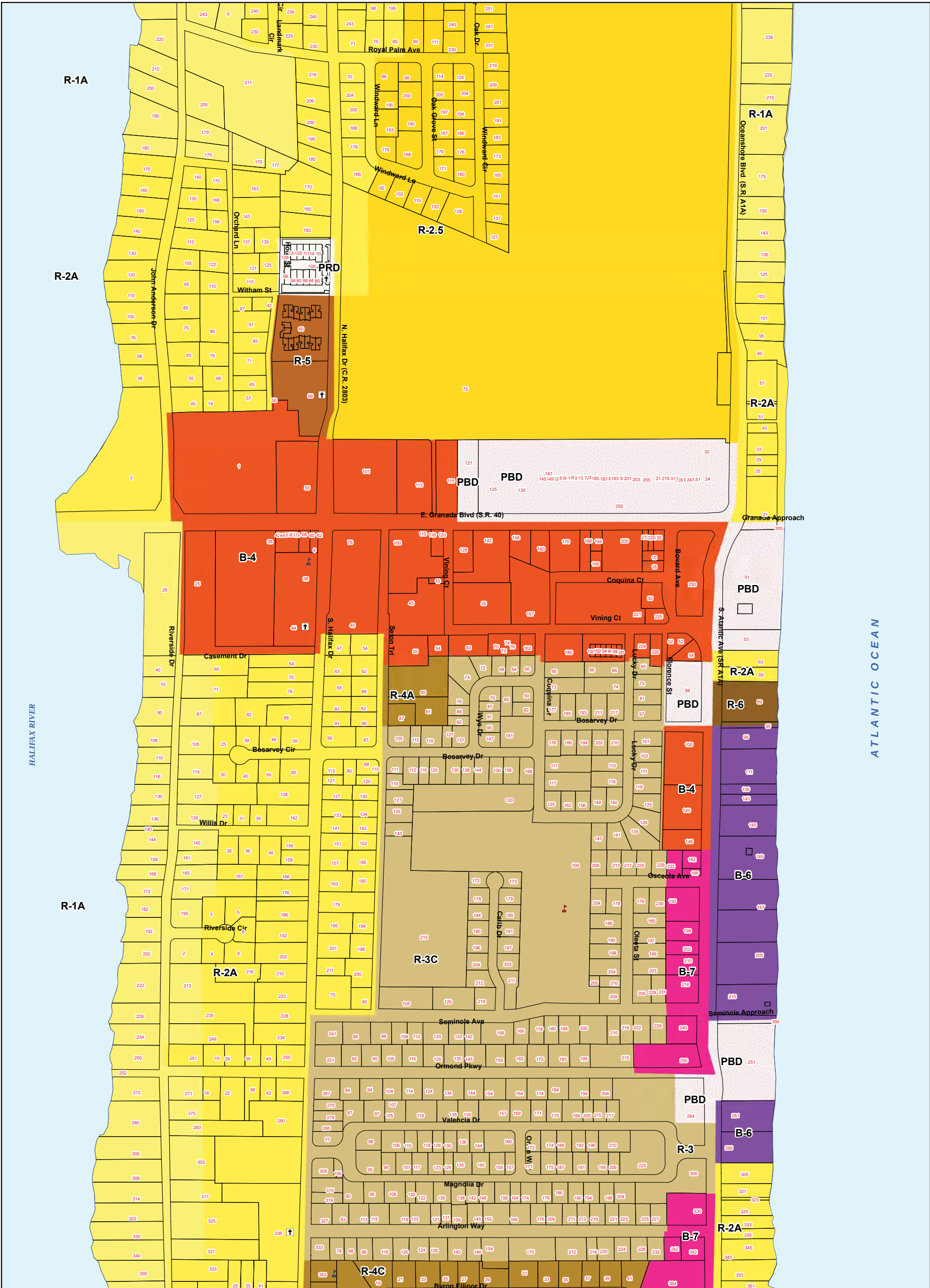


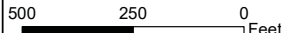
Random View

Comparable Sales Map

Borrower					
Property Address	100 Osceola Ave				
City	Ormond Beach	County		State	FL
				Zip Code	32176
Lender/Client					







City of Ormond Beach
G.I.S. Department
March 2024

ZONING

AHZ Airport Hazard Zone	B-6 Oceanfront Tourist Commerical	R-1 Residential Estate	R-6 Multi-Family Medium-High Density	PMHC Planned Manufactured Home Community
B-1 Professional Office-Hospital	B-7 Highway Tourist Commerical	R-2 Single-Family Low Density	T-1 Manufactured Home Community	PMUD Planned Mixed Use Development
B-2 Neighborhood Commerical	B-8 Commerical	R-2.5 Single-Family Low-Medium Density	T-2 Manufactured Home	PRD Planned Residential Development
B-4 Central Business	B-9 Boulevard	R-3 Single-Family Medium Density	NP Neighborhood Preservation	REA Rural Estate/Agricultural
B-5 Service Commerical	B-10 Suburban Boulevard	R-4 Single-Family Cluster and Townhouse	PBD Planned Business Development	RR Rural Residential
Situs Address	I-1 Light Industrial	R-5 Multi-Family Medium Density	PID Planned Industrial Development	SE Special Environmental

B-5 City of Ormond Beach Zoning

B-5 Volusia County Zoning (Source: Volusia County GIS)

Legend

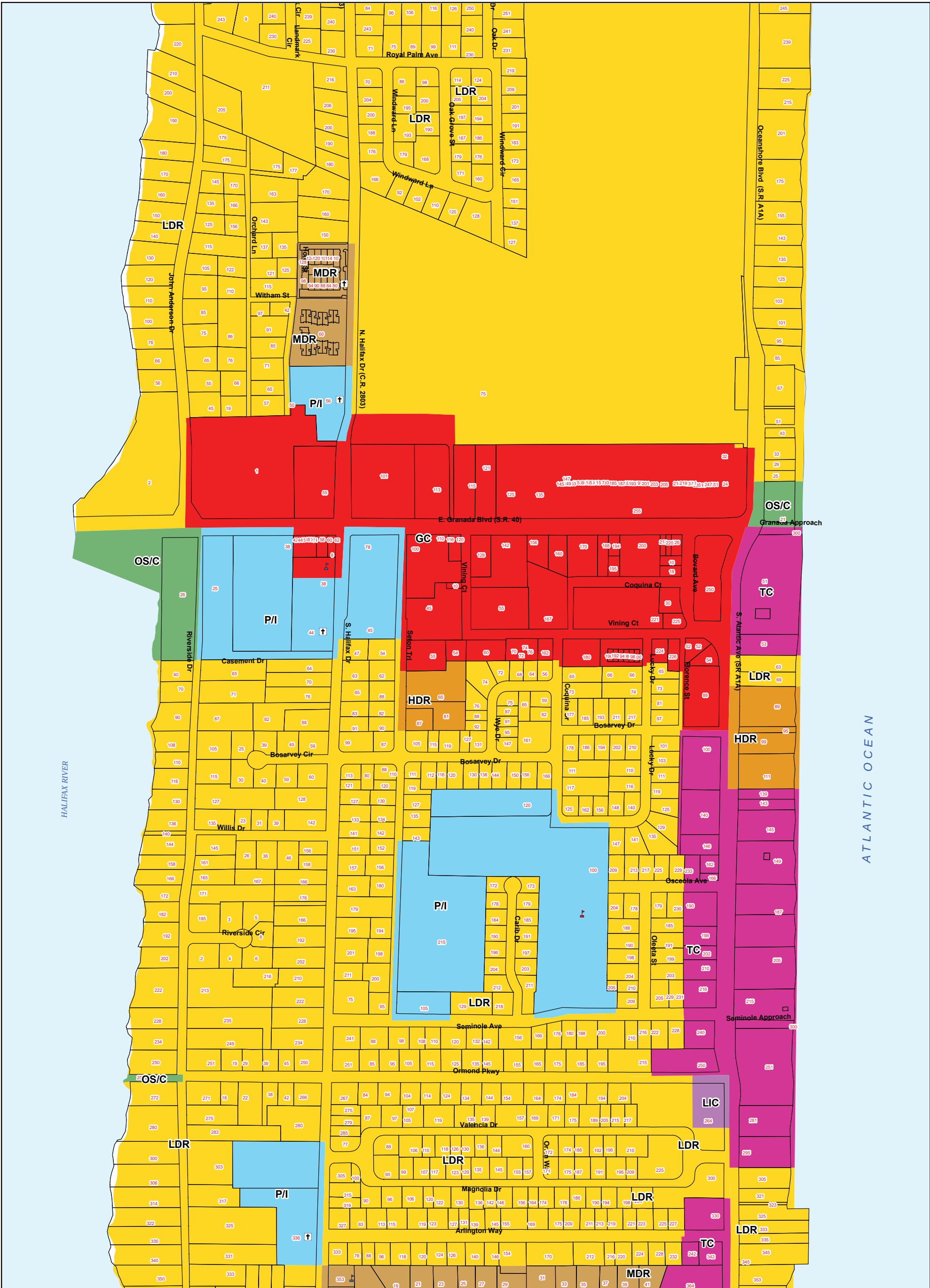
SR Suburban Residential	PRD Overlay
-------------------------	-------------

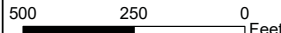
City Limits

Church

Private School

Public School





City of Ormond Beach
G.I.S. Department
March 2024

FUTURE LAND USE/ADDRESS BASEMAP PANEL A2

Legend

LAND USE	Color
Rural Estate/Agriculture (REA)	Light Green
Rural Residential (RR)	Light Yellow
Suburban Low Density Residential (SLDR)	Yellow
Low Density Residential (LDR)	Orange
Medium Density Residential (MDR)	Light Brown
High Density Residential (HDR)	Dark Brown
Residential Office Retail (ROR)	Pink
Low Intensity Commercial (LIC)	Purple
General Commercial (GC)	Red
Heavy Commercial (HC)	Dark Red
Public/Institutional (P/I)	Blue
Activity Center (AC)	Light Blue
Recreation/Open Space (R/OS)	Light Green
Open Space/Conservation (OS/C)	Dark Green
Light Industrial/Utilities (LI/U)	Grey
Tourist Commercial (TC)	Pink

22 Situs Address

MDR City of Ormond Beach Future Land Use

Symbol	Description
Red Dotted Line	City Limits
Church Icon	Church
Private School Icon	Private School
Public School Icon	Public School

Sec. 2-15. R-3, Single-Family Medium Density Zoning District.

A. PURPOSE:		The purpose of the Single-Family Medium Density (R-3) Zoning District is to stabilize and protect the residential characteristics of existing medium density, single-family neighborhoods and to promote and encourage a suitable environment for family life.																										
B. DIMENSIONAL STANDARDS																												
1. Density	2. Maximum Building Height	3. Maximum Building Coverage	4. Maximum Impervious Lot Coverage	5. Minimum Lot Size	6. Minimum Lot Width	7. Minimum Lot Depth	8. Minimum Perimeter	9. Setbacks																				
								a. Front	b. Rear	c. Side	d. Street Side/Corner	e. Waterbody																
5.05 units per acre	30'	35%	75%	8,625 SF	75'	115'	None	25'	20'	8' total 20'	20'	30'																
C. PERMITTED USES			D. CONDITIONAL USES			E. SPECIAL EXCEPTION USES			F. OTHER STANDARDS																			
1. Community Residential Home 2. Dwelling, Singe-Family—Detached 3. School, Public			1. Adult Family Care Home 2. Assisted Living 3. Cemetery 4. Family Day Care Home 5. Foster Home 6. Group Home 7. Parks and Recreation Facilities, Private 8. Parks and Recreation Facilities, Public 9. Public Facilities 10. Public Utilities 11. Telecommunication Tower or Antenna, Camouflaged 12. Water Survival Instruction 13. Wind Energy System			1. Adult Day Care 2. Bed and Breakfast Inn 3. Child Care Facilities 4. Historic Preservation Mixed Use 5. House of Worship 6. Nursing Home 7. School, Private			All development must comply with setback requirements: 1. Wetlands (chapter 3, article II). 2. Special corridors and buffer requirements (chapter 3, article I). 3. See conditional and special exception regulations (chapter 2, article IV). 4. Use of dwelling units for transient lodging is prohibited in order to protect and maintain the residential character of the zoning district. 5. Single-family residential buildings shall have the following minimum floor area: <table><tr><th>Type</th><th>1-Story</th><th>Split Level</th><th>2-Story</th></tr><tr><td>A</td><td>1,500 SF</td><td>1,800 SF</td><td>2,100 SF</td></tr><tr><td>B</td><td>1,350 SF</td><td>1,650 SF</td><td>2,000 SF</td></tr><tr><td>C</td><td>1,150 SF</td><td>1,400 SF</td><td>1,750 SF</td></tr></table> The required minimum building square footage for residential structures with a "C" zoning suffix (as shown on the official zoning map), may be reduced by 15% where the chief building official finds that the proposed building is to be occupied by residents which qualify for assistance as low- to medium-income as defined by the United States Department of Housing and Urban Development.				Type	1-Story	Split Level	2-Story	A	1,500 SF	1,800 SF	2,100 SF	B	1,350 SF	1,650 SF	2,000 SF	C	1,150 SF	1,400 SF	1,750 SF
Type	1-Story	Split Level	2-Story																									
A	1,500 SF	1,800 SF	2,100 SF																									
B	1,350 SF	1,650 SF	2,000 SF																									
C	1,150 SF	1,400 SF	1,750 SF																									
G. PERMITTED ACCESSORY USES: Accessory uses customarily associated with, dependent on and incidental to their permitted principal uses, provided that such uses conform to the regulations set forth in chapter 2, article III.																												
H. SPECIAL STANDARDS:																												
Nonconformance: Single-family residential lots located within this district and having a minimum lot area of 7,500 square feet, a minimum width of 75', and are located in areas of the city where established street patterns and lot configurations are generally consistent with the 75'/7,500 square foot standard, shall be deemed to be conforming lots, subject to the setback and buffer requirements of Ordinance No. 78-35, as existed on December 31, 1991. Parcels within such districts may be divided into lots having minimum lot areas of 7,500 square feet and minimum widths of 75', provided the structure on each lot meets the setback and buffer requirements of Ordinance No. 78-35. However, where the recorded plat or covenants indicate front yards in excess of current city standards for principal buildings, said plat or covenants shall first be properly amended prior to the issuance of a building permit.																												
Approved Plats: Setbacks that are less restrictive than the standards listed above are acceptable, provided that they are either shown on the approved plat or a less restrictive standard was in place at the time of recording the original plat.																												

(Ord. No. 2013-11, § 2, 2-5-2013; Ord. No. 2013-13, § 8, 2-5-2013)

QUALIFICATIONS

Robert L. Doyle, II, MAI, SRA
Cert Gen RZ393
555 E. New York Avenue, Suite A, DeLand, FL 32724

Robert L. Doyle, II, MAI, SRA is the President of Doyle Appraisal Services, Inc., a full-service real estate appraisal and consulting firm based in DeLand, Florida. With a career spanning over four decades, Mr. Doyle has established himself as a leading expert in property valuation across Central Florida

EDUCATION:

Mr. Doyle earned his Bachelor of Business Administration in Finance from Florida Atlantic University in 1985. He holds two of the most prestigious designations in the appraisal industry: MAI (Member of the Appraisal Institute) and SRA (Senior Residential Appraiser). He is also a State Certified General Real Estate Appraiser (License #RZ0000393) and a licensed real estate broker in Florida (License #BK409731). His commitment to professional development is reflected in his completion of numerous advanced courses and seminars through the Appraisal Institute and related organizations

BUSINESS AFFILIATIONS:

- Doyle Appraisal Services, Inc., President, 1995 to Present
- Massie, Cooksey, Doyle & Co., Vice President, 1991-1995
- Fisher Realty Services, Staff Appraiser, 1987-1990
- Heffington and Associates, Staff Appraiser 1985-1987
- Ross Realty & Appraisal, Boca Raton, FL, 1984-1985

PROFESSIONAL DESIGNATIONS, LICENSES, AND CERTIFICATIONS:

- MAI (Certificate #8429) and SRA Member, Appraisal Institute, 1990 to present
- SRPA (Senior Real Property Appraiser) Society of Real Estate Appraisers, 1989
- State Certified General Real Estate Appraiser 0000393
- FHA/HUD Approved Appraiser
- Member - West Volusia and Daytona Beach Area Association of Realtors
- Licensed Real Estate Broker - State of Florida, 1986 to present
- Licensed Real Estate Salesman, State of Florida, 1983-1986

EXPERIENCE:

Mr. Doyle began his appraisal career in 1984 and has since accumulated extensive experience in valuing a wide array of property types, including residential, commercial, industrial, agricultural, and special-purpose properties. His expertise encompasses complex assignments such as conservation easements, proposed developments, and partial interests. He has been qualified as an expert witness in various courts, including County Circuit Court and Federal Bankruptcy Court, providing testimony on real estate valuation matters.

PROFESSIONAL ASSIGNMENTS:

Throughout his career, Mr. Doyle has held several leadership positions within professional appraisal organizations. He served as President of the East Central Florida Chapter of the Appraisal Institute in 1992 and has been involved in various committees, including the Examination Sub-committee and Education Committee. His active participation in these organizations underscores his dedication to advancing the appraisal profession.

QUALIFICATIONS

Robert L. Doyle, II, MAI, SRA
Cert Gen RZ393
555 E. New York Avenue, Suite A, DeLand, FL 32724

- President, East Central Florida Chapter of the Appraisal Institute, 1992
- Examination Sub-committee, Appraisal Institute, 1991-1993
- Education Committee Chairman, SREA Chapter #168, 1988, 1989
- Education Committee - Florida Chapter #2 of the American Institute of Real Estate Appraisers Young Advisory Council Member - Society of Real Estate Appraiser -1989, 1990

APPRAISAL EXPERIENCE:

Since 1984 appraisal and consulting experience has included virtually all types of properties prepared primarily in conjunction with mortgage financing, estate taxes, public use, IRS related, dispute settlements and damage studies. Property types include but are not limited to:

Income Producing Properties	Investment Properties	Vacant Land
Conservation Tracts	Agricultural Properties	Residential Properties
Institutional Properties	Industrial Properties	Conservation Easements
Partial Interests	Market Studies	Development Properties
DRI (Development and Regional Impact)	Lease Analysis	Discounted Cash Flow Analysis
Condemnation	Litigation Support	Appraisal Review
Market Rent Studies	Special Purpose/Business Oriented Properties	Shopping Centers
Professional/Medical Office Buildings	Apartment Projects	Highest and Best Use Analysis
Temporary Construction Easements	Life Estates	Complex Properties

PARTIAL LIST OF CLIENTS SERVED

City of Deland	City of Ormond Beach	City of Port Orange
City of Deltona	City of Debary	Florida Department of Transportation – District 5
State of Florida	FDIC Related Financial Institutions	Flagler County
Volusia County School Board	Volusia County	City of Orange City
Flagler County School Board	Halifax Health	Investors
Developers	Insurance Companies	Attorneys
DeLand Housing Authority	CSX Railroad	Private Individuals and Lenders

QUALIFICATIONS

Robert L. Doyle, II, MAI, SRA
Cert Gen RZ393
555 E. New York Avenue, Suite A, DeLand, FL 32724

Recent Education:

Course Title	Completion Date
Florida Appraisal Laws and Regulations	Mar-24
Valuation of Residential Solar	Mar-24
Business Practices and Ethics	Mar-24
Market Disturbances-Appraisals in Atypical Markets	Mar-24
GSE Appraisal Requirements and Guidelines	Mar-24
2024-2025 7-hour National USPAP Update Course	Mar-24
Appraisal of Self-Storage Facilities	Mar-24
Florida Appraisal Laws and Regulations	Jul-22
Commercial Land Valuation	Jul-22
Florida Appraisal Laws and Regulations	Jul-22
Commercial Land Valuation	Jul-22
The FHA Handbook 4000.1	Jun-22
Appraising for the VA	May-22
2022-2023 7-hour National USPAP Update Course	May-22
Appraising for the VA	May-22
2022-2023 7-hour National USPSP Update Course	May-22
Measuring 1-4 Unit Residential Properties (ANSI Z765)	Apr-22
Appraising Small Residential Income Properties	Nov-20
Florida Real Estate Appraisal Laws & Rules	Nov-20
14 Hr Real Estate CE(w/Ethics and Core Law)	Sep-20
Mortgages, Appraisers and Foreclosures	Aug-20
Property and Valuation Analysis for FHA	Jul-20
2020-2021 7-Hour Equivalent USPAP Update Course	Jul-20



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

FLORIDA REAL ESTATE APPRAISAL BD

THE CERTIFIED GENERAL APPRAISER HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

DOYLE, ROBERT L II

555 E NEW YORK AVE SUITE A
DE LAND FL 32724

LICENSE NUMBER: RZ393

EXPIRATION DATE: NOVEMBER 30, 2026

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 09/09/2024

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Former Osceola Elementary School Site

**VALUATION DATE**

PREPARED FOR

Purchase Order No.: 20250361

PREPARED BY

T. James Cooksey, MAI, CCIM
State-Certified General Real Estate Appraiser
RZ343

File Number: 10092



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Phone: 386.252.1293

1230 N. U.S. Highway 1, Suite 28 • Ormond Beach, FL 32174

Fax: 386.254.6992

February 28, 2025

Ms. April Martti
Engineering Projects Coordinator
City of Ormond Beach
PO Box 277
Ormond Beach, FL 32175-0277

Re: Appraisal Report, Real Estate Valuation
Former Osceola Elementary School Site
100 Osceola Ave.
Ormond Beach, Florida 32176
File Number: 10092

Dear Ms. Martti:

At your request, I have prepared the following appraisal report which is a summary of the analysis applied to develop an opinion of market value for the referenced property. This report has been prepared in accordance Uniform Standards of Professional Practice (USPAP) Standards Rule 2-2(a) and is intended to conform to the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute.

The purpose of this appraisal is to form a Market Value opinion of the Fee Simple interest under market conditions prevailing as of February 24, 2025, the date of the most recent inspection of the subject.

The appraisal concerns the land value for the former Osceola Elementary which has vacated. Consisting of 11.6 acres it is in a residential neighborhood near the Atlantic Ocean with access from Osceola Avenue, Seminole Avenue and Coquina Drive/Lucky Ave. The location is ideal for a residential subdivision.

I have prepared an appropriate scope of work to provide for a credible value result. The scope included: **1)** An exterior inspection of the subject property was made from adjacent public roadways, and photographs taken; **2)** An analysis of current economic factors as they pertain to the subject property type; **3)** Collection, verification and analysis of land sales **4)** and development of the sales comparison approach to value.

I have allocated an expense of \$250,000 to demolish the improvements based on the preliminary range provided by Samsula Demolition. **This does not include asbestos mitigation which could possibly double the demolition costs depending on asbestos inspection results.**

My opinion of the Market Value of the subject property as of February 24, 2025, is:

Market Value as vacant	\$ 2,130,000
Demolition Cost	\$ (250,000)
Market Value "as is"	\$ 1,880,000

Respectfully submitted,
Cooksey & Associates, Inc.

T. James Cooksey, MAI, CCIM
Cert Gen RZ343

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SUMMARY OF IMPORTANT FACTS AND CONCLUSIONS

<i>Property Type</i>	Land	
<i>Real Estate Appraised</i>	100 Osceola Ave. Ormond Beach, Florida 32176	
<i>Property Rights Appraised</i>	Fee Simple	
<i>Client</i>	Ms. April Martti City of Ormond Beach	
<i>Client File Number</i>	20250361	
<i>Intended Use of Appraisal</i>	Disposition	
<i>Intended User</i>	Client	
<i>Census Tract</i>	804.00	
<i>MSA</i>	Daytona Beach	
<i>Estimated Exposure Time:</i>	12 months	
<i>Land Size</i>	11.60 ± acres	505,296 ± square feet
<i>Usable Land Area</i>	11.60 ± acres	505,296 ± square feet
<i>Entitlements</i>	R-3 Zoning	
<i>Flood Hazard</i>	Not in a Special Flood Hazard area	
<i>Zoning Classification</i>	R-3C Single-Family Medium Density	
<i>Highest & Best Use Opinion</i>	Residential Development – 38 lots	
<i>Effective Value Date</i>	February 24, 2025	
<i>Report Preparation Date</i>	February 28, 2025	
<i>Value Conclusion</i>	Market Value as vacant \$ 2,130,000 Demolition Cost <u>\$ (250,000)</u> Market Value "as is" \$ 1,880,000	

OVERVIEW

Scope of Work

According to the Uniform Standards of Professional Appraisal Practice, it is the appraiser's responsibility to develop and report a scope of work that results in credible results that are appropriate for the appraisal problem and intended user(s). The elements to be considered are summarized below in addition to the typical client expectations and typical appraisal work by peers for similar assignments.

Assignment Elements

The problem to be solved is to estimate land value "as vacant". This purpose necessitates identification of seven assignment elements listed below.

1.	The Client (<i>the person who engaged the appraisal and an intended user</i>)	Ms. April Martti City of Ormond Beach
2.	Other Intended Users	None
3.	Intended Use of Report (<i>to aid</i>)	Disposition
4.	Standard / Definition of Value Used to Form the Value Opinion	Market Value
5.	Key Dates	
	Effective Value Date (<i>point in time the value applies</i>)	February 24, 2025
	Report Preparation Date (<i>date the report was prepared</i>)	February 28, 2025
	Date Property Appraised was Observed by One or More Appraisers Signing this Report	February 24, 2025
6.	Assignment Conditions	
	Extraordinary Assumptions:	This appraisal employs the following extraordinary assumptions:
	An extraordinary assumption is defined by USPAP to be " <i>an assumption, directly related to a specific assignment, which, if found to be false, could alter the appraiser's opinion or conclusions</i> ". Extraordinary assumptions presume as fact otherwise uncertain information. In other words, this type assumption <u>involves uncertainty</u> about an underlying premise. An example is a survey that displays a lot size. If the lot size is later found to be much smaller, then the value conclusion may be negatively affected.	None
	USPAP Standard Rule 1-2(f) requires the identification of all extraordinary assumptions that are necessary for credible assignment results.	

Hypothetical Conditions:

USPAP defines a hypothetical condition as “that which is contrary to what exists but is supposed for the purpose of analysis”. Hypothetical conditions assume conditions that are contrary to known fact. An illustration is the current valuation of a proposed home. For the purpose of a rational analysis, it is assumed the home exists on the effective value date, but it is known the home is nonexistent. Another example is a new zoning classification, that a property does not have today, but the new zoning is assumed for the purpose of a logical current valuation. Uncertainty is not involved with a hypothetical condition. An essential premise underlying the valuation is known not to exist on the date of value.

USPAP Standard Rule 1-2(g) requires the identification of all hypothetical conditions that are necessary for a credible value opinion.

This appraisal employs the following hypothetical conditions:

None

Relevant Characteristics

The 7th assignment element is relevant characteristics about the property appraised. These characteristics are typically categorized as physical, legal, and economic.

Details about the physical attributes of the property appraised are presented later in the Subject section of this report. Some relevant characteristics considered are listed below. Atypical issues are detailed elsewhere herein.

Unless specifically stated otherwise, the estate appraised (listed below) assumes no adverse leases, liens or encumbrances other than normal covenants and restrictions of record.

7a. Physical

Existing Property Use	Residential (Single-Family) Land
Property Use Reflected in One or More Value Opinions	Residential Subdivision
Sources of Information About the Property Appraised	Inspection, public records, information provided by client.

7b. Legal

Category of Property Appraised	Real Property
Property Rights Appraised	Fee Simple
Legal Issues Considered	Yes, Typical access and utility easements apply.
Environmental Concerns	N/A

Extent of Services Provided

Number of Final Value Opinions Developed	1
Report Preparation Complies with Requirements Set Forth in USPAP Standard Rule	This is an Appraisal Report as defined by Uniform Standards of Professional Appraisal Practice under Standards Rule 2-2(A). This format provides a summary of the appraisal process, subject and market data and valuation analyses.
Format	Appraisal Report
Other Client Requirements	None
Extent of Data Research	Searched the previous 3 years for sales of properties acquired for residential development focusing on smaller tracts.
Economic Data Sources	ESRI; CoStar ;Florida Association of Realtors, MLS
Data Verification	Direct and Third Party
Extent Of Subject Observation by One or More Appraisers Signing Report	An exterior inspection of the subject property was made from adjacent public roadways, and photographs taken

Other Intended Use Considerations

Client's Prior Engagement of Appraisal Services	Occasional
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Appraisal Development

Appraisal development is the extent of research and analyses that produce one or more credible opinions of value for one or more specifically identified intended users and an explicitly stated intended use. In this context, credible is defined as "worthy of belief".

The appraisal development process included the following tasks:

- observation of the property appraised
- research for appropriate market data
- data verification
- consideration of influential market area, physical, economic, and governmental factors
- determination of the subject's highest and best use
- development of the Sales Comparison Approach
- reconciliation of value indications
- preparation of this report

According to USPAP, all approaches that are applicable to the interest being appraised and necessary to produce credible results must be developed. For most appraisals of undeveloped land the sales comparison approach is the most relevant.

Highest and best use analyses can be categorized into two different levels of detail - inferred and fundamental. A fundamental analysis forecasts demand from broad demographic and economic data like population and income. An inferred analysis is based on local trends and patterns from which inferences are made. Inferred analyses emphasize historical data while fundamental analyses are based on future projections.

An inferred analysis was prepared.

Definitions

The most probable price that a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

- Buyer and seller are typically motivated;
- Both parties are well informed or well advised, and acting in what they consider their own best interests;
- A reasonable time is allowed for exposure in the open market;
- Payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and
- The price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

(12 C.F.R. Part 34.42(g); 55 *Federal Register* 34696, August 24, 1990, as amended at 57 *Federal Register* 12202, April 9, 1992; 59 *Federal Register* 29499, June 7, 1994)

Limiting Conditions and Assumptions

Acceptance of and/or use of this report constitutes acceptance of the following limiting conditions and assumptions; these can only be modified by written documents executed by both parties.

1. This appraisal is to be used only for the purpose stated herein. While distribution of this appraisal in its entirety is at the discretion of the client, individual sections shall not be distributed; this report is intended to be used in whole and not in part.
2. Real estate values are affected by many changing factors. Therefore, any value opinion expressed herein is considered credible only on the effective value date. Every day that passes thereafter, the degree of credibility wanes as the subject changes physically, the economy changes, or market conditions change.
3. No part of this appraisal, its value estimates or the identity of the firm or the appraiser(s) may be communicated to the public through advertising, public relations, media sales, or other media.
4. All files, work papers and documents developed in connection with this assignment are the property of Cooksey & Associates, Inc. Information, estimates and opinions are verified where possible, but cannot be guaranteed. Plans provided are intended to assist the client in visualizing the property; no other use of these plans is intended or permitted.
5. No hidden or unapparent conditions of the property, subsoil or structure, which would make the property more or less valuable, were discovered by the appraiser(s) or made known to the appraiser(s). No responsibility is assumed for such conditions or engineering necessary to discover them. Unless otherwise stated, this appraisal assumes there is no existence of hazardous materials or conditions, in any form, on or near the subject property.
6. Unless otherwise stated in this report, the existence of hazardous substances, including without limitation asbestos, polychlorinated biphenyl, petroleum leakage, or agricultural chemicals, which may or may not be present on the property, was not called to the attention of the appraiser nor did the appraiser become aware of such during the appraiser's inspection. The appraiser has no knowledge of the existence of such materials on or in the property unless otherwise stated. The appraiser, however, is not qualified to test for such substances. The presence of such hazardous substances may affect the value of the property. The value opinion developed herein is predicated on the assumption that no such hazardous substances exist on or in the property or in such proximity thereto, which would cause a loss in value. No responsibility is assumed for any such hazardous substances, nor for any expertise or knowledge required to discover them.
7. If this appraisal values the subject as though construction, repairs, alterations, remodeling, renovation, or rehabilitation will be completed in the future, it is assumed such work will be completed in a timely fashion, using non-defective materials, and proper workmanship. All previously completed work is assumed to substantially conform to plans, specifications, descriptions, or attachments made or referred to herein. It is also assumed all planned, in-progress, or recently completed construction complies with the zoning ordinance, and all applicable building codes. A prospective value opinion has an effective value date that is beyond or in the future and can be affected by unforeseen events.
8. Comments or descriptions about physical condition of the improvements, if any, are based solely on a superficial visual observation. Electric, heating, cooling, plumbing, water supply, sewer or septic, mechanical equipment, and other systems were not tested. No determination was made regarding the operability, capacity, or remaining physical life of any component in, on, or under the real estate appraised. All building components are assumed adequate and in good working order unless stated otherwise. Private water wells and private septic systems are assumed sufficient to comply with federal, state, or local health safety standards. No liability is assumed for the soundness of structural members since structural elements were not tested or studied to determine their structural integrity. The roof cover for all structures is assumed water tight unless otherwise noted. Comments regarding physical condition are included to familiarize the reader with the property. This document is not an engineering or architectural report.
9. Any estimate for repairs is a non-warranted opinion of the appraiser.
10. Good title, free of liens, encumbrances and special assessments is assumed. No responsibility is assumed for matters of a legal nature.

11. Necessary licenses, permits, consents, legislative or administrative authority from any local, state or Federal government or private entity are assumed to be in place or reasonably obtainable.
12. It is assumed there are no zoning violations, encroachments, easements or other restrictions which would affect the subject property, unless otherwise stated.
13. The appraiser(s) are not required to give testimony in Court in connection with this appraisal. If the appraisers are subpoenaed pursuant to a court order, the client agrees to pay the appraiser(s) Cooksey & Associates, Inc.'s regular per diem rate plus expenses.
14. Appraisals are based on the data available at the time the assignment is completed. Amendments/modifications to appraisals based on new information made available after the appraisal was completed will be made, as soon as reasonably possible, for an additional fee.
15. Cooksey & Associates, Inc. has not made a determination regarding the subject's American with Disabilities Act of 1990 compliance or non-compliance. Non-compliance could have a negative impact on value; however, this has not been considered or analyzed in this appraisal.

Disclosures

Professional Standards

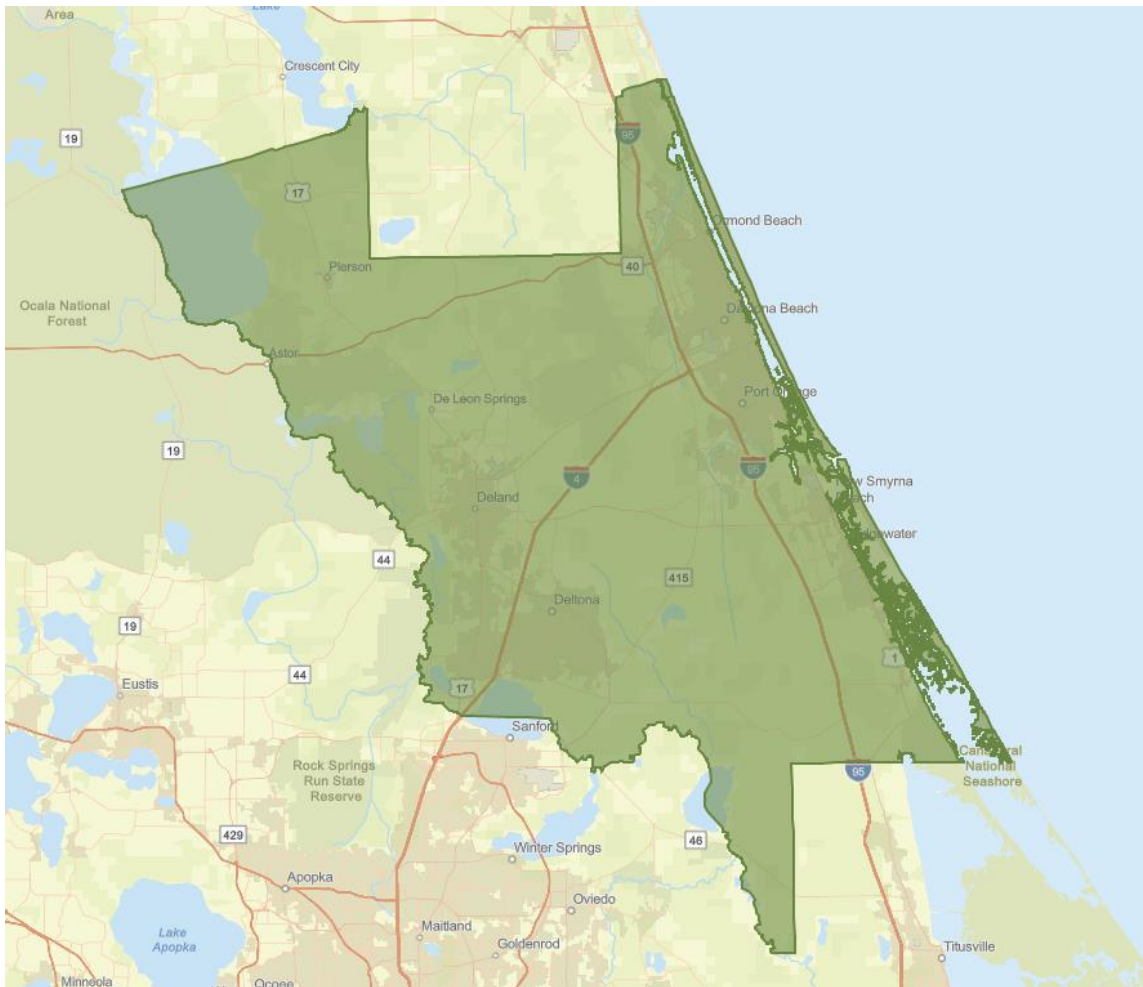
All leading professional appraisal organizations, the U.S. Congress, all state legislatures, and numerous legal jurisdictions recognize the Uniform Standards of Professional Appraisal Practice (USPAP), promulgated by the Appraisal Foundation. Revised biennially to keep it contemporary, these standards set forth ethical practices and proper procedures for a competent appraisal. This appraisal fully complies with all relevant portions of the USPAP version in effect on the date this report was prepared.

Competency

I affirm to have the experience, knowledge, and education to value this type of property. I have previously appraised similar real estate.

MARKET AREA OVERVIEW

Volusia County



Geographic

Geographic Data	Volusia	Florida
Land Area (Square Miles)	1,101	53,625
Persons Per Square Mile (2022)	513	414.8

Volusia County is part of the Deltona-Daytona Beach-Palm Coast Metropolitan Statistical Area (MSA) and covers approximately 1,101 square miles of land area in east central Florida. It is bounded by the Atlantic Ocean to the east and the Saint Johns River to the west. Volusia County is approximately 50 miles northeast of Orlando, 60 miles north of the Kennedy Space Center, and 89 miles south of Jacksonville. The county seat is in Deland which is located on the west side of the county.

The primary incorporated areas are clustered along the eastern coastline and along the western side in proximity to the St. Johns River. The eastern cities, from north to south, are Ormond Beach, Holly Hill, Daytona Beach, South Daytona, Daytona Beach Shores, Port Orange, Ponce Inlet, New Smyrna Beach, Edgewater, and Oak Hill. The areas from Ormond Beach south to Port Orange constitute a contiguous urbanized submarket often referred to as East Volusia, or the Greater Daytona Beach metro area. South of Ponce Inlet, the area from New Smyrna to Oak Hill is often referred to as Southeast Volusia, or the Greater New Smyrna Beach metro area. The west Volusia cities of Deland, Deltona, Orange City and Debary, constitute an additional, contiguous urban and suburban area. In addition, several smaller rural municipalities and municipalities are located along the western side of the county, such as Pierson, Seville, Osteen and Deleon Springs.

Population

The county's population as of September 2024 was approximately 587,000 making it the twelfth most populous county in the state. Overall, the county's population grew at an annual rate of 1.19% over the past decade (2010-2020). This annual rate of population growth is expected to slow over the next 5 years. The population is projected to reach 613,000 by 2028.

Age, Income, and Education

The county's median age is 48. Roughly 40% of the county's residents are 55 years or older which is in line with a trend that indicates retirees are moving to the area from out of state. As far as income goes, the median household income is around \$67,000 and the average household income is roughly \$93,000. The East Volusia and New Smyrna areas have seen similar to slightly higher growth and income trends. The New Smyrna area, in particular, leads the county with the highest median incomes. The west Volusia cities continue to grow and have seen record new development in recent years, especially in Deland. An estimated 25% of Volusia County residents 25 years and older are college graduates with four-year degrees or higher which significantly lags the 31.5% of college graduates for the state. 40% of residents in Volusia County 25 years or older have a high school diploma/GED or less.

Employment

The top 10 private employers in Volusia County include AdventHealth Systems, Halifax Hospital System, Publix Supermarkets, Inc., Walmart Associates, Inc., Embry Riddle Aeronautical University, Stetson University, Amazon, Florida Healthcare Plans, Brunswick Corporation (Boston Whaler), and Brown & Brown.

Top Private Sector Employers

Rank	Employer	Sector	Employees
1	AdventHealth Systems	Health Care	7,794
2	Halifax Hospital System	Health Care	4,312
3	Publix Supermarkets, Inc.	Retail Trade	4,069
4	Walmart Associates, Inc.	Retail Trade	3,586
5	Embry-Riddle Aeronautical University	Education	1,973
6	Stetson University	Education	1,590
7	Amazon	Logistics	1,300
8	Florida Healthcare Plans	Healthcare	1,297
9	Brunswick Corporation (Boston Whaler)	Manufacturing	1,097
10	Brown & Brown	Retail Trade	841

Source: Direct company contact. Figures as of 9/30/23

Further, the top 10 public employers include Volusia County Schools, State of Florida, County of Volusia, Daytona State College, City of Daytona Beach, Volusia County Sheriff's Office, U.S. Postal Service, U.S. Government, City of Deland, and the City of Port Orange.

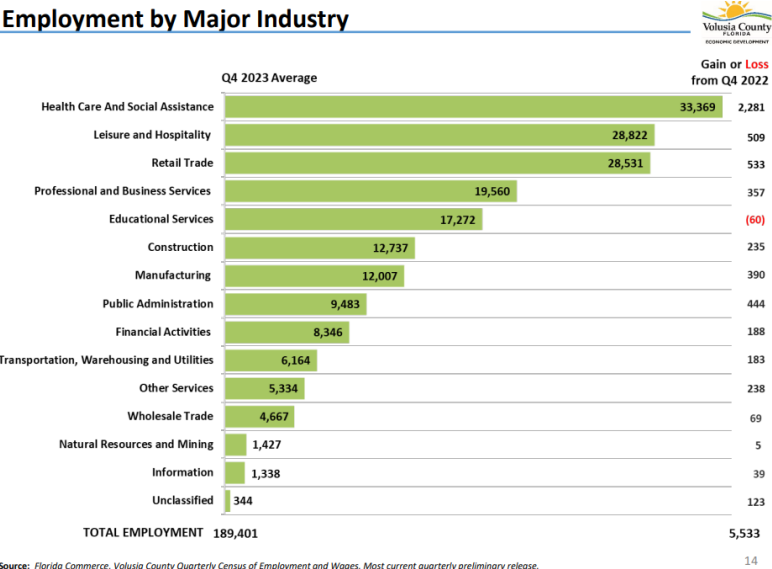
Top Public Sector Employers

Rank	Employer	Sector	Employees
1	Volusia County Schools	Education	8,197
2	State of Florida	Public Administration	2,628
3	County of Volusia	Public Administration	2,464
4	Daytona State College	Education	1,424
5	City of Daytona Beach	Public Administration	993
6	Volusia County Sheriff's Office	Public Safety	899
7	U.S. Postal Service	Transportation and Warehousing	732
8	U.S. Government	Public Administration	502
9	City of DeLand	Public Administration	498
10	City of Port Orange	Public Administration	473

Source: Direct company contact. Figures as of 9/30/23

Other major employers include, Sykes Communication, International Speedway Corporation, Boston Whaler, Medtronic, Teledyne Oil & Gas, Frontier Communication, DME Marketing, US Foods, Sparton Electronics, Trader Joe's (distribution), Brown & Brown Insurance, DaVita Labs, NASCAR, Hudson Technologies, Performance Designs, B Braun, Everglades Boats and Edgewater Boats, among others.

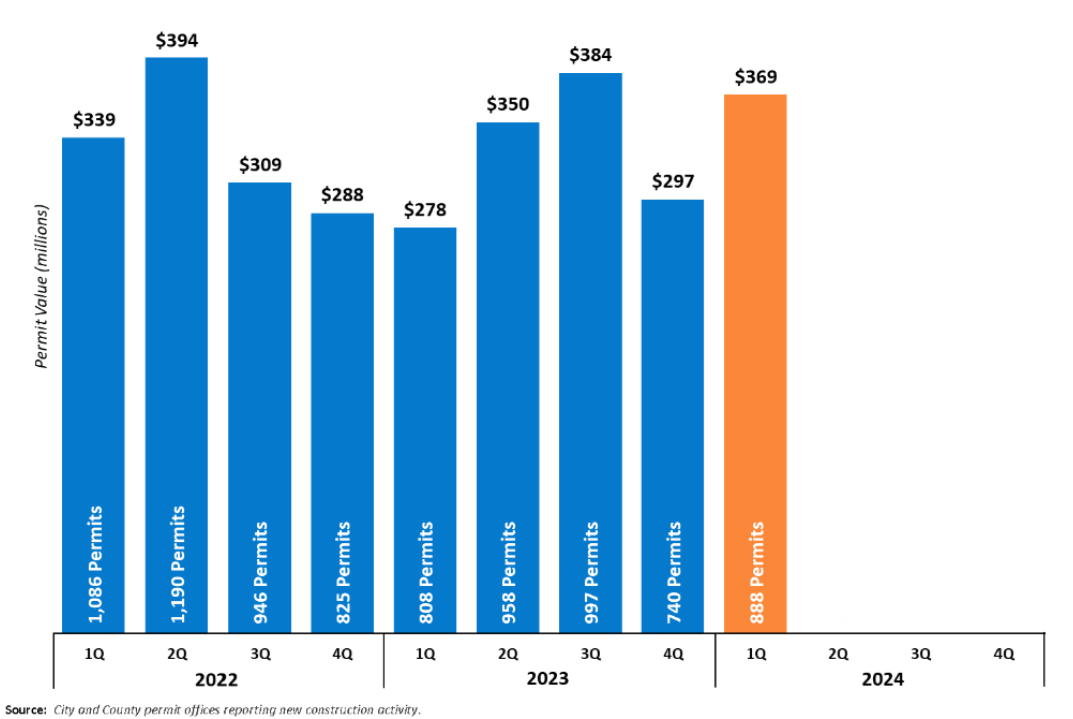
The Volusia County unemployment rate has remained stable over the last few years. In 2021, the unemployment rate recovered to 4.6% post-covid and continued to fall in 2022 when it hit 3% (lower than pre-pandemic levels). In September 2023, the unemployment rate normalized to 3.4% and has remained stable through Q2 2024 hovering around 3.6%. The available workforce size, at the most current date (Q2 2024), is 270,000 with 262,000 currently employed. Many of these workers are focused in the education and health services industry, retail trade, leisure and hospitality, and business and professional services.



Real Estate and Construction

Volusia County has continued to experience robust growth in residential building projects and permitting.

Over the last couple of years, the value of new residential building permits has fluctuated between a low of \$278 million (Q1 2023) and high of \$394 million dollars (Q2 2022). These fluctuations are typical and indicate healthy residential development in the area. From the chart below, 2024 was off to a fast start with \$360 million dollars worth of building permits awarded. Volusia County indicates that “for the 12 months ending March 2024, an average of 299 new residential building permits have been issued per month.”
<https://www.floridabusiness.org/research-center/economy.stml>



Building permit activity continues to be robust, as seen by various projects finishing up and being planned.

Minto Community’s Latitude Margaritaville, which is a Jimmy Buffet-themed 55-and-older community began selling homes in 2Q 2018 with 2,908 homes sold through 3Q 2023. These homes have sold at a rapid pace and as of Q3 2024, Latitude Margaritaville is approaching sellout and has continued selling 500-600 homes per year.

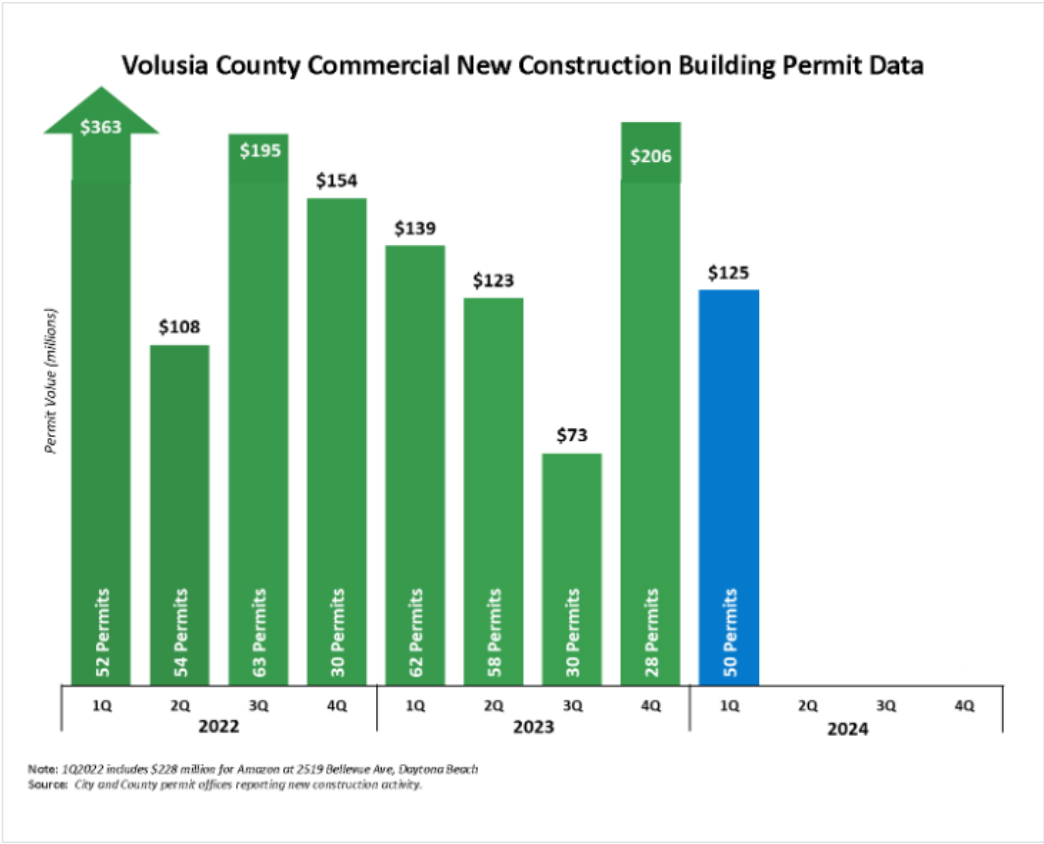
Some of the planned residential development projects include the first phase of Avalon Park Daytona Beach which is set to be a 10,000-home community planned along the south side of State Road 40 (W Granada Blvd), a mile west of I-95, in Daytona Beach. Avalon Park Group plans to have over 1 million square feet of commercial space for restaurants, offices, and retail in the planned development.

Deering Park Innovation Center, a planned development in New Smyrna Beach, is set to feature 6 million square feet of commercial space and 2,150 residential units including single-family home, apartments units, and townhomes. More specifically, the project will include retail space, hotels, a regional park, a sports complex, a police substation, and a new industrial park called “Innovation Park.” This project is still fully in the planning phase with no plans of development soon.

Commercial construction has slightly larger fluctuations since the beginning of 2022 but remains relatively health. As of March 2024 (the most recent data), \$125 million of new commercial building permits have been awarded. The market has absorbed the changing economic conditions related to higher costs of construction materials, high interest rates, and inflation. Large commercial projects have continued to take shape in 2023 including Amazon’s new distribution warehouse announced in 2021 that is now nearing completion and a new cold storage distribution facility near I-95 and I-4. Other newer projects include a 161,774 square foot Costco at One Daytona that opened in the first quarter of 2024, an 85,000 square foot commerce park on the east side of the Mason Avenue extension, and a new Buc-ees car wash adjacent to the existing Buc-ees gas station.

West Volusia is also set to have new commercial projects including an expansion of the Portland Industrial Park along Interstate 4 in Deltona which is already home to a 1.4 million square foot Amazon distribution center that opened in September 2020.

Southeast Volusia is expected to begin attracting suppliers to the growing commercial space industry in Brevard County just south of Volusia, according to the Southeast Volusia Manufacturing & Technology Coalition. Among other projects and speculation, a new Veterans Affairs outpatient clinic just finished construction along Williamson Blvd which is the latest addition to the fast-growing LPGA corridor that has seen increasing development with a new Buc-ees and retail centers as well as apartments and rental home communities.



Education

Colleges & Universities

College level educational facilities include Bethune Cookman College, an HBCU located in Daytona Beach, Embry-Riddle Aeronautical University located on the Daytona Beach Int'l Airport, Daytona State College in Daytona Beach with branch campuses throughout Volusia and Flagler Counties, and Stetson University, a private college located in Deland. Other college level campuses in Volusia County include the University of Central Florida which operates on the campus of Daytona State College and a branch campus of Keiser College. The county also offers several vocational/technical schools throughout.

Public Schools

According to the Volusia County School Board, there are 85 public education sites in Volusia County with around 63,000 students in the 2023-2024 school year making it the 14th largest school district in the state. The county has 44 public elementary schools which encompasses grades kindergarten through 5, 12 public middle schools encompassing grades 6 through 8, and 9 public high schools encompassing grades 9 through 12. Furthermore, the county operates 10 alternative education sites, an online education option, and 7 charter schools. Volusia County Schools has been awarded a B grade for its public schools as of the 2023-2024 school year. The public schools contain over 4,000 instructional personnel, 3,395 support staff, and 267 administrators. The average student-teacher ratio is 15:1, which is lower than the state overall at 18:1. The schools are funded through ad valorem taxes and impact fees. The 2023-2024 millage rate for schools was \$5.409 per \$1,000 of assessed value. <https://www.vcsedu.org/directory/departments/community-information-services/demographics-statistics>

Transportation

Air

The Daytona Beach International Airport is a full-service international airport and the county's largest airport. The airport encompasses more than 2,000 acres and includes a foreign trade zone and international services with U.S. Customs on site. The airfield and terminal infrastructure can accommodate any size aircraft from any point in the world. Land and facilities for both aviation and non-aviation uses are available for lease. Interestingly, the Daytona Beach International Airport was voted one of the top airports in the nation for travelers who fly to attend sporting events given its proximity to the Speedway, Jackie Robinson Ballpark, and its location near I-4 and I-95 which provide easy access to Jacksonville (NFL) and Orlando (NBA and Camping World Stadium). Primary operators on the airport include Embry Riddle Aeronautical University and national air carriers: American Airlines, Avelo, Breeze, and Delta. Various private fixed-base operators and flight schools also operate at the airport.

American Airlines offers daily, nonstop flights to Charlotte, NC. Delta offers daily service to Atlanta, GA. Avelo (new in 2023), provides service to New Haven, CT twice weekly. The newest airline, Breeze (new September 2024) provides service to Westchester County, NY, Hartford, CT, Raleigh-Durham, NC, and Providence, RI. According to an article published in the Daytona Beach News Journal, 2022 saw passenger traffic numbers increase to 586,118 or about 1,600 people per day.

Additional municipal airports with significant commercial use are located in Deland, Ormond Beach, and New Smyrna Beach. Several smaller private airports also operate in the county and include Spruce Creek (fly-in community), Massey Air Ranch (Edgewater), and Pierson (grass strip). Notably, Orlando International Airport, located about 60 miles southwest, has domestic and international air passenger and freight services.

<https://www.flydaytonafirst.com/airline-and-flight-information/airline-information.shtml>

Ground

Interstate Highways I-95 and I-4 intersect west of Daytona Beach. Access to the coastal barrier islands is available via six high span bridges from Ormond Beach to New Smyrna Beach. Residential and commercial development in east Volusia is very active along the various east/west corridors. Other primary highways in east Volusia include U.S. 1, Nova Road, and Clyde Morris Boulevard which all run north to south. Highways 17 and 92 are major corridors in West Volusia. Generally, the road infrastructure is very good throughout the county.

Votran is a countywide, tax-supported public transit system and a service of the Volusia County Government. It includes a fleet of 70 revenue-producing fixed route buses and 79 paratransit vehicles which provides public transit to all areas of the county. <https://www.votran.org/about-us/index.shtml>

Greyhound Bus lines, and a variety of charter buses serve the area. Passenger train service is available in Deland, 20 miles west of the metropolitan Daytona Beach Area.

Rail

Railroad transportation includes SunRail which is a commuter line connecting Volusia County with Orlando and various communities along the route. The current northernmost station is in Debarry. The planned northernmost stop in DeLand broke ground in mid-2023 with plans to be operational by mid-2024. Amtrak also provides transportation along the east coast of the county. Freight services are offered by CSX Railway, Florida East Coast Railroad, and Norfolk Southern.

Florida East Coast Railway, L.L.C (FEC), a wholly owned subsidiary of Florida East Coast Industries, Inc., operates a 351-mile rail corridor between Jacksonville and Miami, serving densely populated coastal areas of Florida and is the exclusive rail provider for Port Miami, Port of Palm Beach, and Port Everglades. FEC provides premium services to Volusia County serving Ormond Beach, Holly Hill, Daytona Beach, South Daytona, New Smyrna Beach, Edgewater, and Oak Hill. FEC connects with CSX and Norfolk Southern in Jacksonville providing rail customers with the ability to send and receive freight throughout North America.

The CSX railroad passes through Volusia County but operates no depot. It provides freight service to Deland, Orange City, Pierson, and DeLeon Springs.

Amtrak is the only passenger train in Volusia County. It makes stops in Deland each day with nearly over 20,000+ boarding and alightings in 2019.

Ports

Port Canaveral is located 68 miles south of Daytona Beach and is the only deep-water port between Jacksonville and West Palm Beach. <https://www.portcanaveral.com/Cargo/Navigating-Port-Canaveral>

- Median Controlling Depth: 44 feet
- Facilities: Storage facilities covered warehouse storage, open-air storage, cold/chill/freezer storage, general purpose free trade zone (FTZ) warehousing.
- Cargo Berths: North Cargo Piers 1 & 2 (continuous); 1290 feet of docking space extending north/south.
- North Cargo Piers 3 & 4; 800 feet of docking space combined extending east/west.
- North Cargo Piers 5 & 6 (continuous); 1872 feet of docking space.
- North Cargo Pier 8; 1020 feet of docking space.
- Cargo Berths: South Cargo Piers 1, 2, and 3 (continuous); 1616 feet of docking space.
- South Cargo Pier 4; 412 feet of docking space

The port of Jacksonville is located 90 miles from Daytona Beach. The port hosts three main areas: Blount Island, Dames Point, and Talleyrand. <https://www.jaxport.com/cargo/facilities/>

- Median Controlling Depth: 40 feet (plans to deepen to 47 feet by 2022)
- Blount Island ranks as one of the nation's highest weight-bearing capacity docks, offering 1,000 lbs. per square foot of load capacity on the dock, and 1,800 lbs. per square foot of load capacity via on-dock rail.
 - The terminal also offers 240,000 square feet of transit shed space and 90,000 square feet of container freight station.
 - 7,205.5 feet of berthing space
- Dames Point has 5,002 feet of deep-water berths.
 - 63,000 sq. ft. passenger cruise terminal and an intermodal container transfer facility with 15,400 feet of intermodal rail track
- Talleyrand has 4,780 feet of berthing space.
 - 553,000 square foot warehouse stores a variety of cargo and 713,000 square feet of transit shed space.

A number of marinas located along the Intracoastal Waterway provide docking facilities for permanent and transient vessels, as well as other marine services, such as fueling and boat repairs throughout Volusia County.

Healthcare

There are a number of hospitals located in the metropolitan Daytona Beach area. The largest and most prominent is the public, non-profit Halifax Health Medical Center located in Daytona Beach. This medical center is a 678-bed hospital making it one of the largest medical centers in east-central Florida. It provides all major medical and surgical services, and the 24-hour emergency department (ED) includes the area's only Level II Trauma Center and the only Pediatric ED. Other services offered at this medical center include Medical and Surgical Intensive care units, Bone Marrow Transplant, Kidney Transplant, Radiology, Same Day Surgery, and the area's only Neonatal Intensive Care Unit and Pediatric Intensive Care Unit among other services.

Halifax Health Medical Center of Port Orange serves south Volusia County residents and is an 80-bed hospital that offers a 24/7 Emergency Department, four operating rooms, private patient rooms, 8 intensive care unit beds, and 20 emergency department exam rooms. Services at this location include physical, occupational and speech therapy, imaging services, laboratory services, same-day surgery, and many others. Halifax Health also recently opened the Halifax Health Medical Center of Deltona in 2020 to round out the three-hospital system of care and to provide residents of west Volusia with expanded health services. This facility is a 6-story medical center with 43 licensed beds along with a two-story medical annex adjacent to the building. There are 4

operating rooms, 3 multi-purpose special procedure rooms, 13 intensive care rooms, and 30 medical/surgery rooms.

Volusia County is also home to AdventHealth Daytona Beach which consists of a 293-bed main hospital in Daytona Beach as well as outpatient facilities, located at the Pavilion at Port Orange and the New Smyrna Health Park. More than 400 physicians practice at these facilities. The main hospital in Daytona Beach has over 1,900 team members, 705 nurses, and over 16,000 inpatient admissions.

Recreation and Entertainment

The major attractions of the area include the Atlantic Ocean beach, known as “The World’s Most Famous Beach.” This beach stretches from the north peninsula, north of the city limits of Ormond Beach, to the Ponce de Leon Inlet, a distance of between 25 and 30 miles. Additional water recreational activities are available on the Intracoastal Waterway, known locally as the Halifax River. The Intracoastal Waterway stretches from the state of Maine to the southern end of Florida. There are numerous marinas on the Intracoastal Waterway and St. Johns River to the west.

One of the largest attractions in Volusia County is the Daytona International Speedway. The Speedway is home to a number of auto and motorcycle events throughout the year including the Rolex 24-hour race, Daytona 500, and the Coke Zero Sugar 400. The Speedway grounds are used year-round for various new and antique car shows as well as Bike Week that happens at the beginning of March.

Across the street from the Speedway is One Daytona which hosts retail, dining, and entertainment including multiple hotels, luxury apartments, a movie theatre, Bass Pro Shops, and musical performances.

The metropolitan Daytona Beach area is home to numerous public and private golf courses and country clubs, as well as swim and racquet clubs. The Ladies’ Professional Golf Association (LPGA) is located in Daytona Beach and operates a resort just west of Interstate 95 north of U.S. Highway 92. This area has two championship golf courses, hotels, office buildings, restaurants, and private residential areas.

The Ocean Center, Volusia County’s convention and civic center, is centrally located on the beachside in Daytona Beach. This facility is home to musical concerts, trade shows, and convention headquarters. The Peabody Auditorium is located adjacent to the Ocean Center and is used extensively for cultural events such as musical performances and plays.

There are numerous local public parks located throughout the county, as well as historical gardens. Several state and national parks are also located nearby. There is an abundance of dining facilities throughout the county, from fast food drive-through restaurants to riverside gourmet meals.

Further, the Orlando area, about 60 miles southwest, also offers many attractions, including Walt Disney World – Disney’s Epcot Center, Magic Kingdom, Hollywood Studios, and Animal Kingdom. Sea World and Universal Studios Orlando are also located in Central Florida. Sports teams include the Orlando Magic basketball team and the Jacksonville Jaguars NFL team 80 miles north of Volusia County.

Tourism and Lodging

Employment in the tourist-dominated retail trade and services category is a major component of the local economy in Volusia County. Estimates of annual visitors to the beach ranged from 7.2 million in 2020 (a low) to 9.9 million visitors in 2021 as the area rebounded from the pandemic. Business and community leaders have continued to focus on tourism and lodging in the years since the pandemic. In fact, Volusia County experienced 10.6 million visitors in 2022 which was a new record high, indicating a full “comeback” and a rebound to pre-pandemic tourism levels. In 2023, there was a decrease in visitors with 10.1 million people vacationing in Daytona Beach.

There are approximately 14,000 hotel rooms in the county, with approximately 9,000 rooms on the ocean which speaks to the decline over the last 20 years when these numbers were closer to 17,000 total hotel rooms and 12,000 rooms near the ocean. As such, the supply of rooms is expected to remain stable or decline as older properties continue to be razed for new condominium development and as vacant land is harder to find in some of the heaviest tourist areas on the beachside.

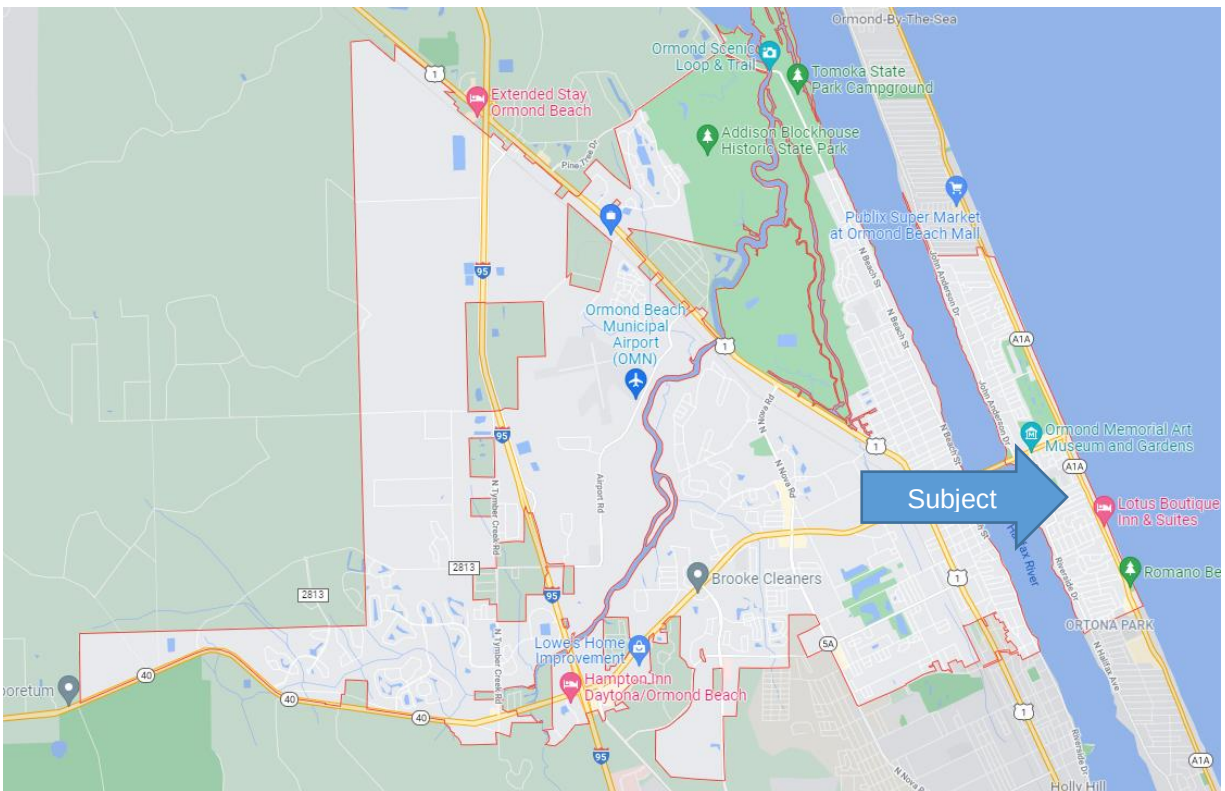
Daytona Beach anchors the tourism industry in Volusia County along with some smaller communities such as New Smyrna Beach. Tourist activity is seasonal. Special events, including speed week, auto races, Bike Week, and spring break buoy occupancy and room rates during the months of February to April. The charts below show the hotel occupancy, average daily rate, and revenue per available room for each month in the years 2023 and 2024. <https://www.daytonabeach.com/about/market-research/>

2023 Daytona Beach Hotel Statistics				2024 Daytona Beach Hotel Statistics			
	Hotel Occupancy (OCC)	Hotel Average Daily Rate (ADR)	Revenue Per Available Room (RevPar)		Hotel Occupancy (OCC)	Hotel Average Daily Rate (ADR)	Revenue Per Available Room (RevPar)
January	61.90%	\$150.49	\$93.13	January	58.10%	\$155.76	\$90.50
February	70.80%	\$189.81	\$134.46	February	65.60%	\$187.54	\$123.08
March	74.00%	\$192.12	\$142.08	March	71.00%	\$177.77	\$126.26
April	63.70%	\$165.77	\$105.56	April	64.50%	\$157.62	\$101.70
May	59.50%	\$161.98	\$96.31	May	65.30%	\$164.07	\$107.17
June	61.30%	\$140.08	\$85.90	June	67.50%	\$142.23	\$96.06
July	65.40%	\$147.60	\$96.53	July	68.60%	\$140.98	\$96.75
August	53.30%	\$138.97	\$74.03	August			
September	45.90%	\$116.83	\$53.58	September			
October	49.40%	\$128.65	\$63.59	October			
November	49.40%	\$118.15	\$58.33	November			
December	46.60%	\$116.04	\$54.03	December			

June to August is primarily a family vacation period attracting families for extended stays and a high volume of Central Florida residents for day and weekend trips at oceanfront properties along the coast. The major single event that anchors these summer months is the Coke Zero Sugar 400 at the Speedway. The traditional offseason for tourism in Volusia County is the fall and winter months from September to January.

These trends of increasing and stabilizing tourism are also motivating redevelopment primarily in Daytona Beach on East International Speedway Boulevard (ISB) which is the main artery directly to the Boardwalk, Ocean Center, and many of the attractions that bring visitors. East ISB has historically been a bustling half-mile stretch, but, in recent years, has struggled to attract development and investors. Daytona city officials have pushed for \$22 million to overhaul the district with construction that began in early 2023 and has continued into mid-2024. The redevelopment of this area includes dozens of opportunities for new restaurants, family attractions, shops, pubs, and other retail and commercial uses. Revitalizing this stretch of ISB is of utmost importance to the city and is set to bolster tourism and attract more visitors. <https://www.news-journalonline.com/story/news/local/volusia/2022/05/01/daytona-beachside-corridor-positioned-for-new-development-and-resurrection/7150169001/>

Ormond Beach



Ormond Beach borders Daytona Beach to the south and rural Flagler County to the north. With a current population of $\pm 44,000$ in the city limits, population growth has averaged 1.1% - 1.2% per annum in recent years and considering future growth anticipated in areas annexed by the City of Daytona Beach west of I-95 on SR 40 that rate will increase. Median household incomes are $\pm \$58,000$ with a median age of 55.6 as the area attracts retirees. The median home price is $\$385,000$ – skewed by waterfront homes which are priced from $\$1,500,000$ - $\$2,500,000$.

Incorporated in 1890, the government style is commission-manager. The city was the location for one of Henry Flagler's hotels served by the Florida East Coast Railroad in the late 19th century. The Ormond Hotel located along the Halifax River attracted visitors from the north, most notably John D. Rockefeller who built a residence near the hotel which now serves as a museum and community center. The hard-packed, wide beaches attracted the early car races, and the city advertises as "The Birthplace of Speed".

The city developed, initially, on the barrier island and along the US Hwy 1 corridor, gradually spreading westward and north along the I-95 corridor. Two large golf course communities, Plantation Bay and Halifax Plantation, in unincorporated areas near the Flagler County line are identified with Ormond Beach addresses. Future growth will continue west of I-95 along SR 40 (2600-acre Avalon Park up to 10,000 residents) and north along US Hwy 1 with the 3,000 acre "Ormond Crossings" mixed use development (3,000 residential units + commercial – light industrial) and the 1100 unit Plantation Oaks completed in 2008 currently offering new homes.

The city is an attractive location for families with three elementary schools, two middle schools and Seabreeze High School to serve city students. Private and charter schools are also available. There are two sports complexes with youth basketball, soccer and baseball programs. The local YMCA, recently remodeled and expanded, offers an Olympic sized pool and gym. Cultural offerings include the Casements, Ormond Memorial Art Museum and Gardens and the Ormond Beach Environmental Discovery Center. Boat ramps and fishing piers are located along the Halifax River and the Tomoka River.

Major employers in the city include the corporate offices of Security First Insurance completed in 2019 and Elite Hospitality which manages lodging properties throughout Florida. Other major employers:

Security First Insurance	425
ABB	300
Edgewell Personal Care	250
Hudson Technologies	245
Engineered Plastic Components	230
SR Perrott	200
Germfree	195
Microflex	140
Foundation Risk Partners	130

A light industrial park is located at the Municipal airport with new business and light industrial parks planned at Ormond Crossings at the north US Hwy 1/I-95 interchange.

SUBJECT PROPERTY

Identification of the Property

The location is in a residential neighborhood near the Atlantic Ocean with access from Osceola Avenue, Seminole Avenue and Coquina Drive/Lucky Ave.

The appraisal concerns the land value for the former Osceola Elementary which has vacated. Consisting of 11.6 acres it is in a residential neighborhood near the Atlantic Ocean with access from Osceola Avenue, Seminole Avenue and Coquina Drive/Lucky Ave. The location is ideal for a residential subdivision.

Legal Description

LOTS 1 THRU 14 BLK D & LOTS 1 THRU 15 BLK B & LOT 16 EXC N 5
0 FT BLK B & LOTS 10 THRU 12 BLK A SEMINOLE PARK & ALL BLK 1
& LOTS 10 & 11 BLK 2 ELROD ESTATES & S 100 FT OF N 120 FT

ALL BLK 6 ELROD ESTATES MB 11 PG 172

Current Ownership & Sale History

The current owner of record is School Board of Volusia County.

A search of public records indicates there has been no sale of the subject property in the previous three years.

Site Description

Location:	The location is in a residential neighborhood near the Atlantic Ocean with access from Osceola Avenue, Seminole Avenue and Coquina Drive/Lucky Ave.
Site Size:	Total: 11.60± acres; 505,296± square feet
Frontage/Access:	Access from Osceola Avenue, Seminole Avenue and Coquina Drive/Lucky Ave.
Flood Zone:	The subject is not located in a special Flood Hazard Zone
Environmental Issues:	Barrier Island, Possible asbestos present in buildings.
Encumbrance / Easements:	Typical access and utility easements apply.
Site Improvements:	The site is currently improved with the former Osceola Elementary School, multiple parking lots, and recreation related uses.



Subject Photographs



View Facing West from Coquina Dr



View Facing South From Coquina Dr



Entrance From Coquina Avenue



Current improvements



Lucky Drive Facing East



Seminole Ave Facing West



Seminole Avenue Facing East At South Boundary



Seminole Avenue Facing West At South Boundary



Osceola Ave Facing East



Osceola Avenue Facing West

Assessment and Taxes

Taxing Authority Volusia County
Assessment Year 2024

Assessment Summary			Totals
County Appraised Value			
Parcel Number	421405182030	421410060010	
Land	\$624,602	\$115,478	\$740,080
Improvements	\$1,502,939	\$41,840	\$1,544,779
Total Just Value	\$2,127,541	\$157,318	\$2,284,859
Taxable Value	\$0	\$0	\$0
Millage Rate	16.2081	16.2081	
Tax Rate Per	\$1,000	\$1,000	
Real Estate Taxes	\$0	\$0	\$0
Non-Ad Valorem	\$0	\$0	\$0
Total Taxes	\$0	\$0	\$0
Payment Status	Exempt	Exempt	
Amount Due	\$0	\$0	\$0

Comments

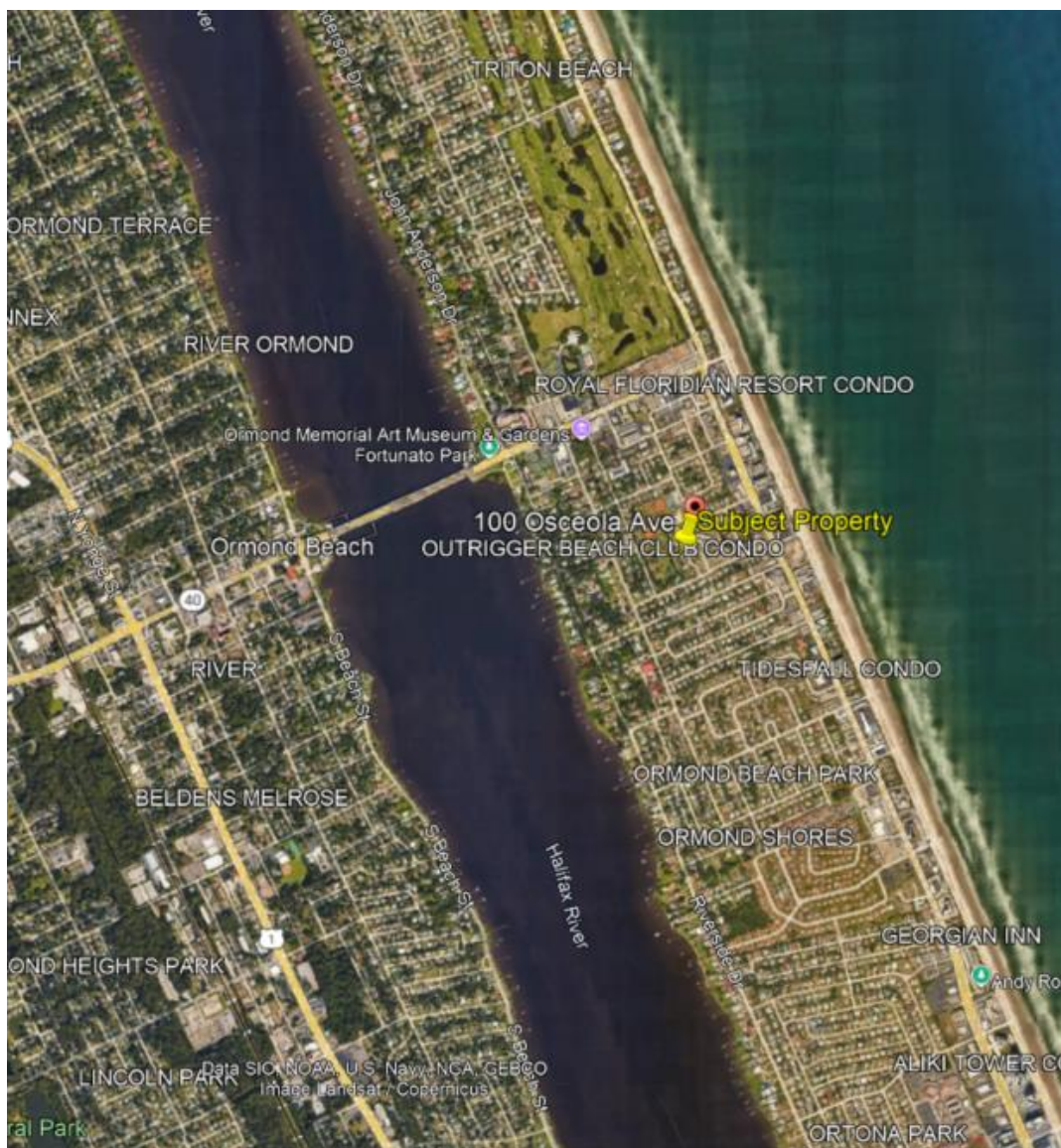
Assessments can be adjusted upon review by the Property Appraiser triggered by a sale, recent significant improvements/renovations to the buildings, or re-financing. Otherwise, during periods of rising values, assessments can be adjusted based on market trends by an amount not to exceed 10% per annum for non-homesteaded properties. Assessments are based on the condition of the property on January 1st of each year.

Zoning

Land Use Controls	
Zoning Jurisdiction	City of Ormond Beach
Zoning Code	R-3C
Future Land Use Designation	P/I - Public/Institutional
Zoning Description	Single-Family Medium Density. Permitted uses include a variety of residential and community uses including community residential home, single-family detached dwellings, public schools, as well as conditional uses including parks, assisted living, public utilities, etc..
Zoning Density	5.05 units per acre; 35% Maximum building coverage
Zoning Change Likely?	PUD compliant with existing R-3 zoning.
Minimum Residential Lot Size	75' x 100'
Maximum Building Height	30'
Zoning Comments	The purpose of the Single-Family Medium Density (R-3) Zoning District is to stabilize and protect the residential characteristics of existing medium density, single-family neighborhoods and to promote and encourage a suitable environment for family life.

ANALYSIS & CONCLUSIONS

Location Analysis



The subject is the only non-oceanfront development parcel located on the barrier island south of Granada Blvd. The surrounding neighborhood was originally built up in the 1950's – 1960's with bungalow, rambler style homes. The predominant values are in the \$300,000 - \$450,000 range. Predominant price points for new construction in the Ormond Beach market range from \$400,000 to \$600,000.

The location is convenient to the beach, shopping, retail services and near Seabreeze High School.

Highest and Best Use

The highest and best use of the property must be determined for both the subject site as though vacant, and for the property as currently improved (if applicable). The highest and best use must be:

1. Physically possible for the site.
2. Permitted under the zoning laws and deed restrictions that apply to the site.
3. Economically feasible.
4. The use which will produce the highest net return on investment (i.e. highest value) from among the possible, permissible, and economically feasible uses.

Legally Permissible

Private restrictions, zoning, building codes, historic district controls, and environmental regulations are considered, if applicable to the subject site. The legal factors influencing the highest and best use of the subject site are primarily government regulations such as zoning ordinances. Permitted uses of the subject's single-family medium density (R-3C) zoning include a variety of residential and community uses including community residential home, single-family detached dwellings, public schools, as well as conditional uses including parks, assisted living, public utilities, etc. PUD approval for residential development is required compliant with current zoning.

Physical Possible

The test of what is physically possible for the subject site considers physical and locational characteristics that influence its highest and best use. In terms of physical features, the subject site totals 11.60 acres with three access points. The shape is conducive to permit the development of ±38 single family lots.

Maximum Productivity

There is only one use that creates value and at the same time conforms to the requirements of the first three tests. Financial feasibility, maximal productivity, marketability, legal, and physical factors have been considered and the highest and best use of the subject site is for residential development.

Most Probable Buyer:

Residential developer

Land Valuation: Sales Comparison Approach

The Sales Comparison Approach is based on the premise that a buyer would pay no more for a specific property than the cost of obtaining a property with the same quality, utility, and perceived benefits of ownership. It is based on the principles of supply and demand, balance, substitution and externalities. It includes the following steps.

- Comparable sales, contracts for sale and current offerings in market area are investigated.
- The most pertinent data is further analyzed, and the quality of the transaction is determined.
- The most meaningful unit of value for the subject property is determined.
- Each comparable sale is analyzed and where appropriate, adjusted to equate with the subject property.
- The value indications are reconciled for a conclusion of market value.

Five recent sales with similar zoning were analyzed. I have considered adjustments for differences in the most pertinent areas which include:

- **Property Rights:** Rights conveyed may be leased fee, fee simple, leasehold or partial interests. Unless noted otherwise, the property interests conveyed are similar.
- **Financing:** Seller financing or assumption of existing financing at non-market terms may have influenced the purchase price.
- **Conditions of Sale:** Extraordinary motivations on the part of the seller or buyer may influence the sale price.
- **Market Conditions:** Considers changes in the economic environment of time that affect value. These can include local, national and worldwide economies.
- **Location:** Considers influences in the market or submarket area and surrounding land uses. Linkages, ease of access, visibility and traffic counts are also considered
- **Site Size:** In the case of acreage parcels, generally, an inverse relationship exists between the number of acres and price per acre.
- **Zoning:** Zoning determines the allowable density and use of the property.
- **Proposed Density:** Buyers for this property
- **Non-Physical Attributes:** These can include entitlements, impact fee credits, or other soft costs that may benefit or lower the cost of development for the buyer.

The unit of comparison is the price per allowable unit.

Land Sale No. 1



Property Identification

Address 264 S Atlantic Ave
City, State Zip Ormond Beach, Florida 32176
County Volusia
Tax ID 421418060010, 421420040010, 421420020010

Sale Data

Seller Memorial Health Systems, Inc.
Buyer Ormond Beach Holdings, LLC
Sale Date 05-05-2022
Deed Book/Page 8250/3451
Property Rights Fee Simple
Conditions of Sale Arm's length
Market Time 3+ Years
Verification Tim Davis via DBNJ
Sale Price \$2,050,000
Proposed Use Overflow parking and residential and/or retail

Land Data

Total Land Size 4.34 acres or 188,843 SF
Useable Land Size 4.34 acres or 188,843 SF
Utilities All Available
Traffic Count 18,000
In Flood Plain? No. Zone X
Zoning Code B1 and R-3C Professional Office-Hospital and Single Family Med. Density

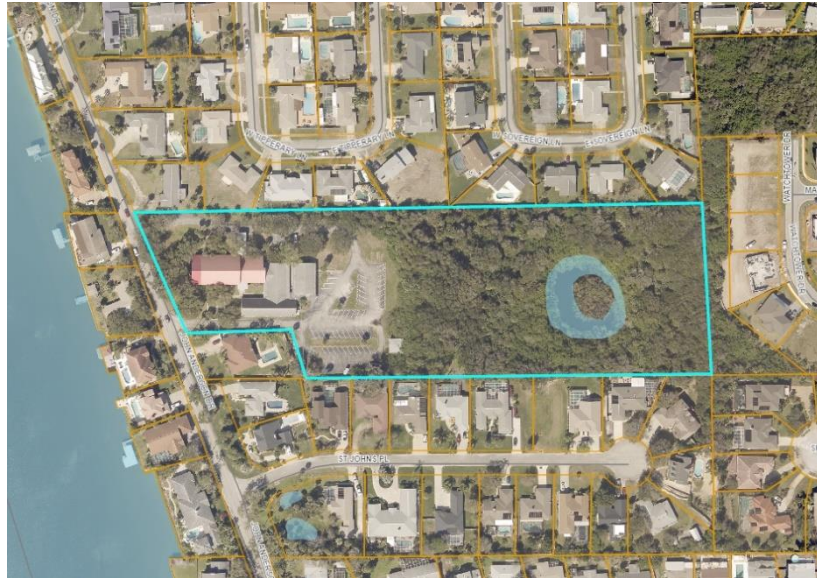
Indicators

\$/Gross Acre \$472,869 per Acre
\$/Useable Acre \$472,869 per Acre
Price/Unit \$45,000

Remarks

Sale of the former Advent Health Oceanside Medical Center site, which was demolished in 2019. The buyer is a hotel developer who also recently acquired the site of the former Surfside Resort across the street. The buyer plans a 137-room oceanfront hotel and will use a portion of this site for overflow parking. 2 acres zoned commercial. \$1,500,000 allocated to the commercial portion and \$550,000 to the residential portion on which 12 lots were developed. \$45,000 per lot.

Land Sale No. 2



Property Identification

Address 2253 John Anderson Dr
City, State Zip Ormond Beach, Florida 32176
County Volusia
Tax ID 322800030040

Sale Data

Seller The Board of Trustees of the Florida Annual Conference of The United Methodist Church, Inc.
Buyer James Therrien
Sale Date 06-08-2023
Deed Book/Page 8419/0933
Property Rights Fee Simple
Conditions of Sale Arm's length
Market Time 403 Days
Financing Private financing: \$900k interest-only balloon at 12% for 36 months. Part of the collateral in the loan is the buyer's single family home with a separate release/payoff clause.
Sale Price \$1,400,000
Proposed Use Redevelopment 18-22 units

Land Data

Total Land Size 8.00 acres or 348,480 SF
Utilities All Available
Traffic Count 1,800
In Flood Plain? No. Zone X, X500
Zoning Code R-3 & R-4

Indicators

\$/Gross Acre \$175,000 per Acre
Price/Unit \$70,000

Remarks

This is the sale of a 2-building church facility built in 1965 and 1987 on 8 acres. The buyer was drawn to the property as he plans to demolish the religious facility on the site and develop approximately 18 - 22 single family luxury residential homes. The plans were not yet definite as they are still waiting for further information from the county and results from the land survey.

Land Sale No. 3



Property Identification

Address Tatum Blvd.
City, State Zip New Smyrna Beach, Florida 32168
County Volusia
Tax ID 743000000120 et al.

Sale Data

Seller Walter C. Sawyer and Linda B. Sawyer
Buyer Oak Grove on Park Ave, LLC
Sale Date 10-23-2023
Deed Book/Page 8475/4510
Property Rights Fee Simple
Conditions of Sale Arm's length
Financing Cash
Verification Buddy Lacour, Developer
Sale Price \$750,000

Land Data

Total Land Size 13.97 acres or 608,533 SF
Useable Land Size 6.85 acres or 298,386 SF
Utilities No Sewer – septic required
Traffic Count Local Traffic
In Flood Plain? No
Zoning Code R-2 Single-Family Residential

Indicators

\$/Gross Acre \$53,686 per Acre
\$/Useable Acre \$109,489 per Acre

Remarks

The land will be developed with 15 one acre lots.

Land Sale No. 4



Property Identification

Address 1155 Plantation Oaks Blvd
City, State Zip Ormond Beach, Florida 32174
County Volusia

Sale Data

Seller Ridgehaven, LLC
Buyer Meritage Homes of Florida, Inc.
Sale Date 11-06-2023
Deed Book/Page 8483/0388
Property Rights Fee Simple
Conditions of Sale Arm's length
Sale Price \$14,560,000

Land Data

Total Land Size 103.45 acres or 4,506,282 SF
Useable Land Size 94.96 acres or 4,136,327 SF
Utilities All Available
In Flood Plain? No. Zone X
Zoning Code PRD Planned Residential Development

Indicators

\$/Gross Acre \$140,744 per Acre
\$/Useable Acre \$153,333 per Acre
Price/Unit \$54,328

Remarks

This is the sale of an approved 286-lot subdivision adjacent to the rapidly developing Plantation Oaks subdivision. The development will consist of 136 50'x110' single family lots, 66 75'x120' single family lots and 84 35'x110' duplex/townhome lots.

Land Sale No. 5



Property Identification

Address Clyde Morris Blvd & Cornerstone Blvd
City, State Zip Daytona Beach, Florida 32117
County Volusia
Tax ID A Portion of 521000000010

Sale Data

Seller Hines Williamson Land Owner, LLC
Buyer Weekley Homes, LLC
Sale Date 08-25-2023
Property Rights Fee Simple
Conditions of Sale Arm's length
Verification Walter O'Shea, Seller Rep
Sale Price \$9,000,000
Proposed Use Townhomes

Land Data

Total Land Size 39.44 acres or 1,718,035 SF
Useable Land Size acres or SF
Utilities All Available
Traffic Count 16,400
In Flood Plain? Yes. Zone X, A
Zoning Code PD-G The Oasis PD

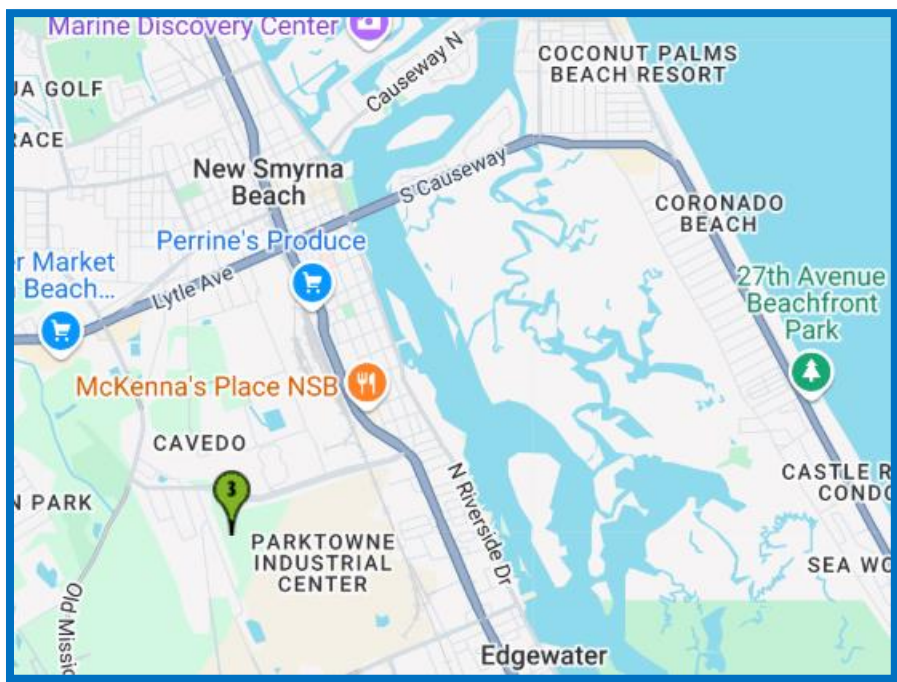
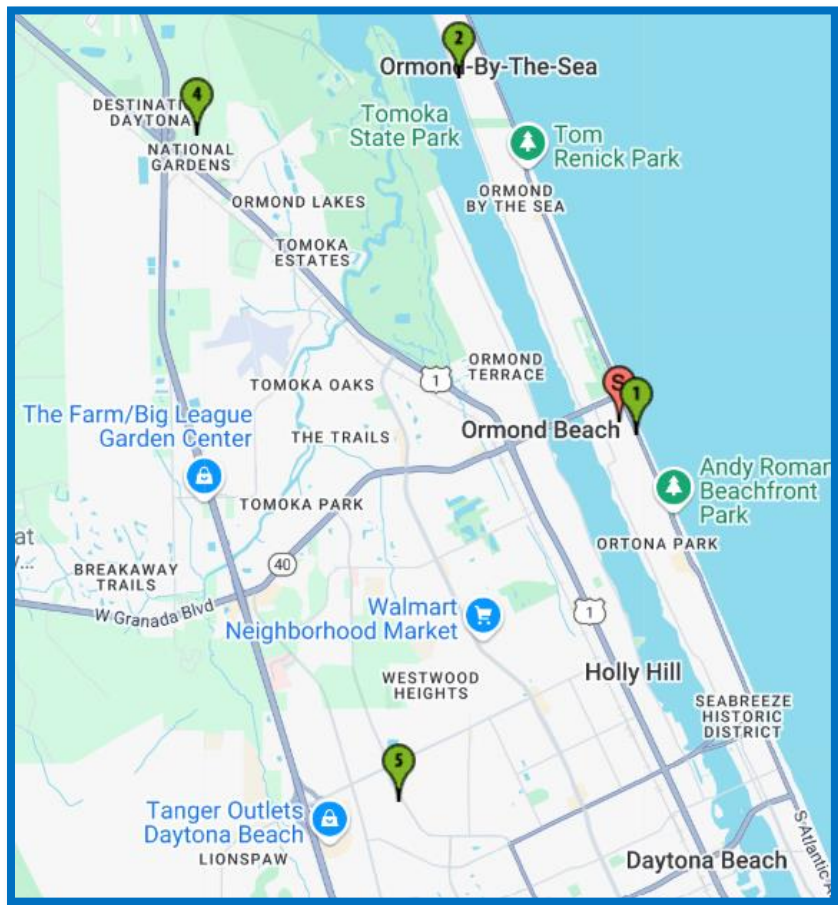
Indicators

\$/Gross Acre \$228,191 per Acre
Price/Unit \$40,909

Remarks

Lot 7 is under contract to David Weekley Homes. The raw land is valued at \$33k/unit for a minimum of 200 units and then Hines will get credit for site work constructed to get to the \$9M total. The townhomes will be sold to homeowners and not rented. Included in the price is \$700,000 for wetland mitigation for 7.3 acres of wetlands, \$2.2mm for site work and grading and a \$500 credit for a sewer lift station.

Location Map



Comparison Analysis

The sales have been analyzed and compared with the subject property. I have considered adjustments for differences in the most pertinent areas summarized below:

Land Sales Comparison Table						
	Subject	Comparable 1	Comparable 2	Comparable 3	Comparable 4	Comparable 5
Address	100 Osceola Ave.	264 S Atlantic Ave	2253 John Anderson Dr	Tatum Blvd.	1155 Plantation Oaks Blvd	Clyde Morris Blvd & Cornerstone Blvd
City	Ormond Beach	Ormond Beach	Ormond Beach	New Smyrna Beach	Ormond Beach	Daytona Beach
Sale Date	N/A	5/5/2022	6/8/2023	10/23/2023	11/6/2023	8/25/2023
Sale Price	N/A	\$2,050,000	\$1,400,000	\$750,000	\$14,560,000	\$9,000,000
Sale Price/ Unit		\$45,000.00	\$70,000.00	\$50,000.00	\$50,909.09	\$40,909.09
Property Rights Adjustment		Fee Simple 0%	Fee Simple 0%	Fee Simple 0%	Fee Simple 0%	Fee Simple 0%
Financing Adjustment		Cash 0%	Private Financing 0%	Cash 0%	Cash 0%	Unknown 0%
Conditions of Sale Adjustment		Arm's length 0%	Arm's length 0%	Arm's length 0%	Arm's length 0%	Arm's length 0%
Market Conditions Time on Market Adjustment	2/25/2025	5/5/2022 3+ Years 25%	6/8/2023 403 Days 0%	10/23/2023 0%	11/6/2023 0%	8/25/2023 0%
Adj Price / Unit		\$56,250	\$70,000	\$50,000	\$50,909	\$40,909
Location Comparison	Beachside Residential	Beachside Commercial	Beachside Residential Superior	New Smyrna Mainland Inferior	Suburban - Good	Suburban - Good
% Adjustment		0%	-20%	10%	0%	0%
\$ Adjustment		\$0	-\$14,000	\$5,000	\$0	\$0
Developable Units Comparison	38	N/A	20	15	286	220 Townhouse Lots
% Adjustment		0%	0%	0%	20%	25%
\$ Adjustment		\$0	\$0	\$0	\$10,182	\$10,227
Gross Land Size (AC) Comparison	11.6	4.3	8.0	14.0	103.5	39.4
% Adjustment		0%	0%	0%	0%	0%
\$ Adjustment		0%	0%	0%	0%	0%
Utilities Comparison	Adequate	All Available	All Available	No Sewer Inferior	All Available	All Available
% Adjustment		0%	0%	10%	0%	0%
\$ Adjustment		0%	0%	\$5,000.00	0%	0%
Zoning Comparison	R-3C	B1 and R-3C	R-3 & R-4	R-2	PRD	PD-G
% Adjustment		0%	0%	0%	0%	0%
\$ Adjustment		0%	0%	0%	0%	0%
Final Adjusted Price		\$56,250	\$56,000	\$60,000	\$61,091	\$51,136

Sale 1: On May 5, 2022, Memorial Health Systems, Inc. sold a 4.34-acre property at 264 S Atlantic Ave, Ormond Beach, FL, to Ormond Beach Holdings, LLC for \$2,050,000. The site, formerly home to the Advent Health Oceanside Medical Center before its demolition in 2019, is zoned for both commercial and residential use (B1 and R-3C). The buyer, a hotel developer who recently acquired the former Surfside Resort site nearby, plans to build a 137-room oceanfront hotel, utilizing a portion of this property for overflow parking. Of the total sale price, \$1.5 million was allocated to the 2-acre commercial portion, while \$550,000 was designated for the residential section, which was subdivided for 12 lots: \$45,000/unit. The site is located outside the floodplain (Zone X). This was an arm's-length transaction, took over three years to complete.

In comparing this sale to the subject property for the purposes of a market value indication it would be adjusted for the following characteristics.

- **Market Conditions** The property was under contract for 3 years before closing in MY 2022. A 25% adjustment was applied as prices for development tracts increased significantly over the last 5 years.
- **Value Indication** \$56,250 per allowable unit

Sale 2: On June 8, 2023, James Therrien purchased an 8-acre property at 2253 John Anderson Dr, Ormond Beach, FL, from The Board of Trustees of the Florida Annual Conference of The United Methodist Church, Inc. for \$1,400,000. The site, which includes a two-building church facility built in 1965 and 1987, is zoned R-3 and R-4 and has all utilities available. The buyer, utilizing private financing with a \$900,000 interest-only balloon loan at 12% for 36 months, intends to demolish the existing structures and redevelop the property into 18 to 22 luxury single-family homes, though plans are pending county approval and a land survey. The transaction, which took 403 days to complete, was an arm's-length sale, with a price of \$175,000 per acre and an estimated \$70,000 per unit. The site, located outside the floodplain (Zone X, X500), has a traffic count of 1,800 vehicles per day.

In comparing this sale to the subject property for the purposes of a market value indication it would be adjusted for the following characteristics.

- **Location** Price points for homes at this location on John Anderson Dr. are significantly higher. A -20% location adjustment is applied
- **Value Indication** \$56,000 per allowable unit

Sale 3: On October 23, 2023, Oak Grove on Park Ave, LLC acquired a 13.97-acre property on Tatum Blvd in New Smyrna Beach, FL, from Walter C. Sawyer and Linda B. Sawyer for \$750,000 in an arm's-length, cash transaction. The property, zoned R-2 for single-family residential use, includes 6.85 usable acres and lacks sewer access, requiring septic systems. The buyer plans to develop 15 one-acre residential lots. Verified by developer Buddy Lacour, the sale equates to \$53,686 per gross acre and \$109,489 per usable acre. The site, primarily serving local traffic, is not located in a floodplain.

In comparing this sale to the subject property for the purposes of a market value indication it would be adjusted for the following characteristics.

- **Location** This is a mainland location in New Smyrna near an industrial park. An upward adjustment is made.
- **Utilities** Sewer services are not available at this location. An upward adjustment is applied
- **Value Indication** \$60,0000 per allowable unit

Sale 4: On November 6, 2023, Meritage Homes of Florida, Inc. purchased a 103.45-acre property at 1155 Plantation Oaks Blvd in Ormond Beach, FL, from Ridgehaven, LLC for \$14,560,000 in an arm's-length transaction. The site, zoned for Planned Residential Development (PRD), includes 94.96 usable acres and has all utilities available. The approved subdivision will feature 286 residential lots, including 136 single-family lots measuring 50' x 110', 66 single-family lots at 75' x 120', and 84 duplex/townhome lots at 35' x 110'. The sale equates to \$140,744 per gross acre, \$153,333 per usable acre, and \$54,328 per lot. The property, located outside the floodplain in Zone X, is adjacent to the rapidly expanding Plantation Oaks subdivision.

In comparing this sale to the subject property for the purposes of a market value indication it would be adjusted for the following characteristics.

- **Number of Units** Bulk discounts apply for a sale of land for 286 units. An upward adjustment is made to this sale price.
- **Value Indication** \$61,091 per allowable unit

Sale 5: On August 25, 2023, Weekley Homes, LLC purchased a 39.44-acre property at Clyde Morris Blvd & Cornerstone Blvd in Daytona Beach, FL, from Hines Williamson Land Owner, LLC for \$9,000,000 in an arm's-length transaction. The site, zoned PD-G for The Oasis Planned Development, is proposed for the development of townhomes, with a planned minimum of 200 units. The sale price includes \$700,000 for wetland mitigation for 7.3 acres of wetlands, \$2.2 million for site work and grading, and a \$500 credit for a sewer lift station. The raw land is valued at \$33,000 per unit, and Hines will receive credit for the site work completed to reach the \$9M total. The property has all utilities available, a traffic count of 16,400 vehicles per day, and is located in both Zone X and Zone A of the floodplain.

In comparing this sale to the subject property for the purposes of a market value indication it would be adjusted for the following characteristics.

- **Number of Units** Bulk discounts apply for the sale of land for 220 units. Townhouse units will be constructed at a lower price point. An upward adjustment is made to this sale price.
- **Value Indication** \$51,136 per allowable unit

Conclusion – “as vacant site”

The adjusted values of the comparable properties used in this analysis are shown in the chart below. Sale 11 & 2 have been given most weight.

Land Value Conclusion	Per Unit	Value Indication
Min. adj. Price/Unit	\$51,136	\$1,943,200
Max. adj. Price/Unit	\$61,091	\$2,321,500
Avg adj. Price/Unit	\$56,895	\$2,162,000
Reconciled Value/Unit	\$56,000	\$2,130,000

Two Million One Hundred Thirty Thousand Dollars
\$2,130,000

Adjustment for Demolition

Samsula Demolition was consulted to obtain a preliminary range for demolition costs. \$250,000 is estimated. **This price estimate would not include asbestos mitigation.**

Conclusion – “as is”

Market Value as vacant	\$ 2,130,000
Demolition Cost	\$ (250,000)
Market Value "as is"	\$ 1,880,000

Exposure Time

Terminology abounds in the real estate appraisal profession. Two related but different concepts that are often confused are Exposure Time and Marketing Time. USPAP specifically addresses the confusion.

Term	Definition	Explanation
Exposure Time (Statement 6)	<i>"... the estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal".</i>	Backward looking; ends on the effective value date. Based on factual, past events.
Marketing Time (Advisory Opinion 7)	<i>"... an opinion of the amount of time it might take to sell a real or personal property interest at the concluded market value during the period immediately after the effective date of the appraisal".</i>	Forward looking; starts on the effective value date. A forecast based on expectancies of future occurrences.

Marketing time and exposure time are both influenced by price. That is, a prudent buyer could be enticed to acquire the property in less time if the price were less. Hence, the time span cited below coincides with the value opinion(s) formed herein. We estimate an "As Is" marketing time of approximately 12 months.

USPAP Standard rule 1-2(c)(iv) requires an opinion of exposure time, not marketing time, when the purpose of the appraisal is to estimate market value. We estimate an "As Is" exposure time of approximately 12 months.

CERTIFICATION STATEMENT

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions and conclusions.
- I have no present or prospective future interest in the property that is the subject of this report, and have no personal interest with respect to the parties involved.
- I have no bias with respect to the property that is the subject of this report, or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value estimate, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- My analyses, opinions and conclusion were developed, and this report has been prepared in conformity with the requirements of the Code of Profession Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute, which includes the Uniform Standards of Professional Appraisal Practice.
- Use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
- T. James Cooksey is a designated member of the Appraisal Institute and has completed the continuing education program prior to this preparation date.
- I certify sufficient competence to appraise this property through education and experience, in addition to the internal resources of the appraisal firm.
- The appraiser has performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- T. James Cooksey has personally inspected the subject property.



T. James Cooksey, MAI, CCIM
State-Certified General Real Estate Appraiser
RZ343

ADDENDA

Flood Map

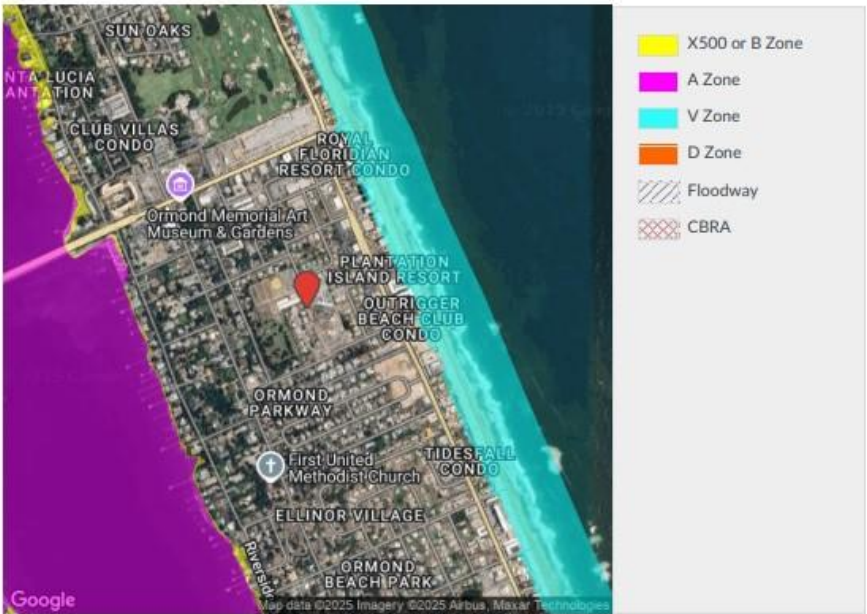
100 OSCEOLA AVE ORMOND BEACH, FL 32176-6683

LOCATION ACCURACY: 📍 Excellent

Flood Zone Determination Report

Flood Zone Determination: **OUT**

COMMUNITY	125136	PANEL	0216K
PANEL DATE	September 29, 2017	MAP NUMBER	12127C0216K



Qualifications of Appraiser

T. James Cooksey, MAI, CCIM, AI-GRS
State-Certified General Real Estate Appraiser RZ343
Licensed Real Estate Broker

Education

Bachelor of Arts Degree, Behavioral Science, University of South Florida, 1973 with minor studies in accounting & economics

Partial List of Specialized Appraisal & Real Estate Education:

Case Studies, University of San Diego, Appraisal Institute
Litigation Valuation, University of Colorado, Appraisal Institute,
Business Valuation Parts I & II, Appraisal Institute,
Partial Interest Valuation, Divided – Appraisal Institute
Marina Valuation – International Marina Institute,
Separating Real & Personal Property from Intangible Business Assets
Subdivision Analysis,
Small Hotel/Motel Valuation, Appraisal Institute
Real Estate Damages, Appraisal Institute
Advanced Land Valuation – Sound Solutions – Appraisal Institute
Valuation of Donated Real Estate Including Conservation Easement
Appraisal of Medical Office Buildings

Employment History

Military	1968-1970 USAF,
Banking	1974 – 1976 Florida National Bank, St. Petersburg, Fl, Credit Analyst 1976 – 1981 Ellis Banking Corporation, Bradenton, Flagler County and Ormond Beach, Fl; Holding Company Staff Auditor, Bank Operations & Vice President, Commercial Lending
Appraisal	1981 – Present. Cooksey & Associates, f/k/a Massie Appraisal Company acquired after retirement of founder E.R. Massie, Jr. MAI, JD in 1987
Teaching	Adjunct professor Daytona Beach Community College, Real Estate Appraisal State Certification (AB1) 1989 - 1992

Appraisal Experience

Vacant land and acreage, subdivisions, farms, single family residences, mobile home parks, condominiums, motels, timeshare projects, banking facilities, warehouses, industrial facilities, apartment projects, retail stores, neighborhood and community shopping centers, office buildings, gas station/convenience stores, restaurants, right of way, litigation support, diminution of value analyses.

Partial List of Clients:

In addition to area law and accounting firms we serve the following institutions:

Bank of America	Florida Community Bank	City of Port Orange
Fifth Third	PNC	City of Daytona Beach
National City Bank	Main Street Bank	Florida Power & Light
Wells Fargo	Regions Bank	Dept. of Natural Resources
Barwick Bank	BB&T	International Speedway Corp
PNC	Halifax Health	City of Flagler Beach
Main Street Bank	Flagler County Commission	Daytona State College
Vystar Credit Union	Volusia County Public Works	Embry Riddle University
Volusia County	Florida Hospital – Adventist Health	Bethune-Cookman University

Qualified Expert Witness

District Courts in Volusia, Flagler and Alachua Counties. Federal Bankruptcy Courts in Jacksonville and Tampa.

Professional Memberships

- MAI - Member of the Appraisal Institute
- CCIM, Certified Commercial Investment Member - Commercial Investment Real Estate Institute
- AI-GRS, Appraisal Institute - General Review Appraiser
- State of Florida Certified General Real Estate Appraiser #0000343
- Licensed Real Estate Broker, Member of Daytona Beach Board of Realtors
- Past President - Appraisal Institute, Volusia/Flagler Chapter, 1991
- Past President - Ormond Beach Rotary Club

Continuing Education Requirement

The Appraisal Institute conducts a program of continuing education for its designated members. Members who meet the minimum standards of this program are awarded periodic educational certification. I have completed the requirements under the continuing education program of the Appraisal Institute.

