

# **City of Ormond Beach Florida**



**Adopted Budget  
Fiscal Year 2011-12**



Front Cover: Rockefeller Gardens Water Wheel  
Photo by Pamela Bergeron



GOVERNMENT FINANCE OFFICERS ASSOCIATION

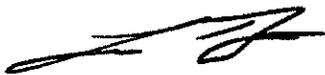
*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ormond Beach  
Florida**

For the Fiscal Year Beginning

**October 1, 2010**



President

Executive Director

**CITY OF ORMOND BEACH  
ANNUAL BUDGET  
FOR THE 2011-12 FISCAL YEAR  
OCTOBER 1, 2011 THROUGH  
SEPTEMBER 30, 2012**



**CITY COMMISSION**

**ED KELLEY**

**JAMES STOWERS**

**TROY KENT**

**RICK BOEHM**

**BILL PARTINGTON**

**MAYOR**

**ZONE ONE**

**ZONE TWO**

**ZONE THREE**

**ZONE FOUR**

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Joyce A. Shanahan

Theodore S. MacLeod, P.E.

Kelly A. McGuire

Daniel A. Stauffer

City Manager

Assistant City Manager

Finance Director

Accounting Manager

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# **STATEMENT OF VISION CITY OF ORMOND BEACH FLORIDA**

The future of the City of Ormond Beach depends on a partnership among citizens, businesses, civic organizations, elected officials and City employees. Working Together, we can make Ormond Beach one of the most attractive, stimulating and progressive cities in the nation.

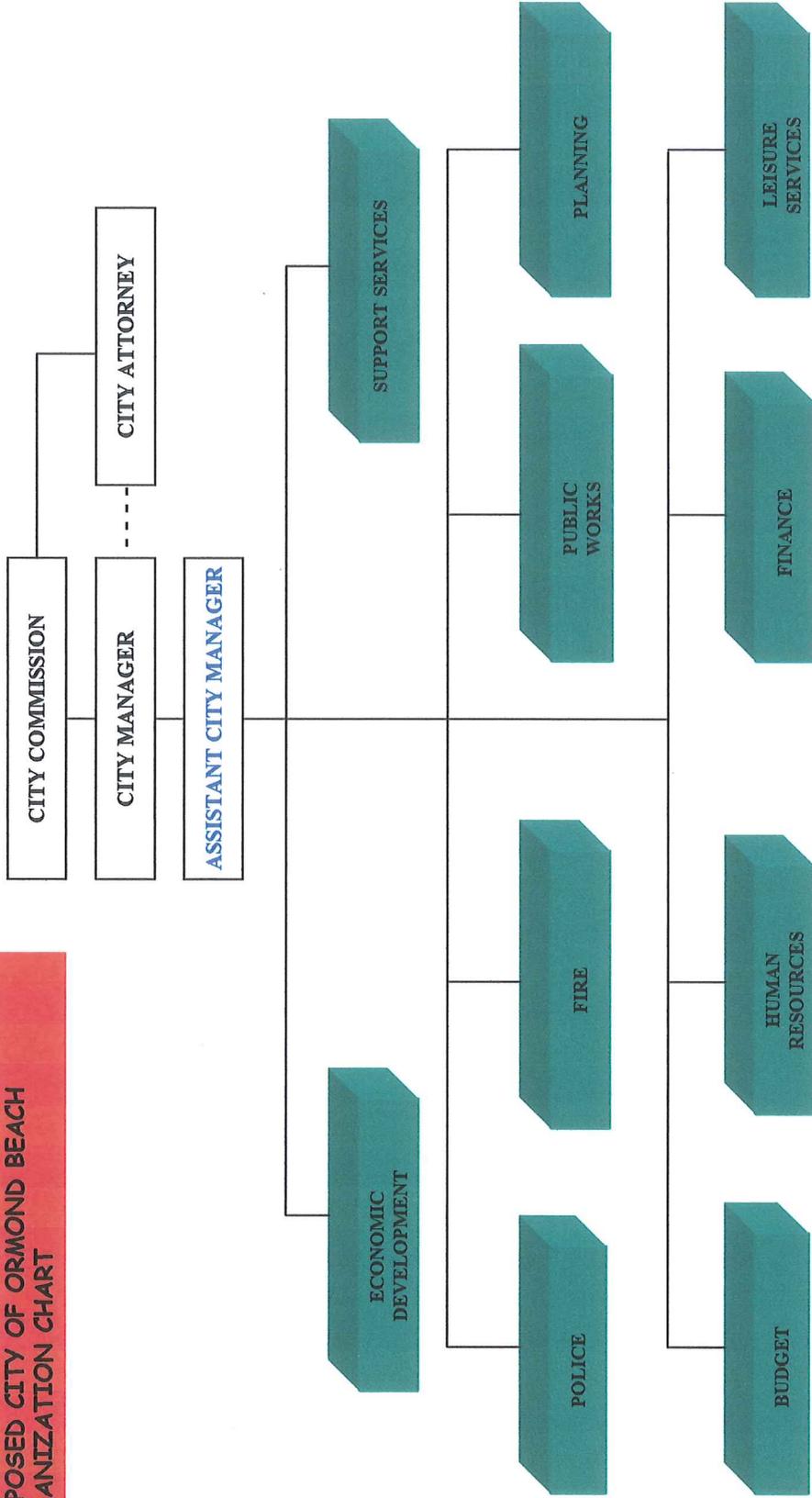
We see Ormond Beach as a community characterized by a high quality of life for all. From our youngest citizens to our oldest citizens, we want to provide significant opportunities for earning, for learning, for leisure and recreation, and for self-expression.

We see Ormond Beach as a community of many dimensions. Among these, we see our City as:

- ❖ A family oriented community, striving to provide a safe and supportive environment in which families of all ages can build on their strengths and their traditions.
- ❖ A learning community, in which all citizens may participate in life-long opportunities for personal growth and development, especially as they participate in the strong historic, cultural, artistic, and athletic traditions of the area.
- ❖ An environmentally sensitive community, marked by mature trees, clean water, well-kept neighborhoods, and attractively landscaped thoroughfares.
- ❖ An economically sound community, boasting a diverse economy and a balanced, controlled, but friendly approach to business and development.
- ❖ A diverse community, one in which all citizens and all sectors of the City find meaningful opportunities and one in which all are valued for the unique contribution they make.
- ❖ A responsive community, with a City government that cares and communicates well with the citizenry and provides timely, even-handed, and courteous service to all.
- ❖ A well-run community, offering high quality basic City services in an effective and efficient manner, and encouraging creative and proactive approaches to the conduct of government.
- ❖ An involved community, one in which citizens throughout the community acknowledge and respect their differences, but recognize that the accomplishment of our objectives will require the full participation of all.

**PROPOSED CITY OF ORMOND BEACH ORGANIZATION CHART**

**ORMOND BEACH CITIZENS**



This is to certify that this is the official organizational chart of the City of Ormond Beach referred to in Article II, Chapter 2, of the City of Ormond Beach, Florida, Code of Ordinances, adopted by Resolution No. 2002-84.

*Carl Persis*  
 CARL PERSIS, MAYOR

*Veronica Patterson*  
 VERONICA PATTERSON, City Clerk



## CITY OF ORMOND BEACH

City Manager 22 S. Beach St. Ormond Beach, FL 32174 (386) 676-3200 Fax: (386) 676-3384

October 1, 2011

Honorable Mayor, City Commissioners and Citizens of the City of Ormond Beach:

It is my pleasure to present the FY 2011-12 annual budget. The primary mission of the City of Ormond Beach is to efficiently provide an array of municipal services within the current economic constraints. The net budget totals \$68,021,668, an increase of \$3,042,115 or 4.68% from the current year budget. The increase reflects the City's commitment to maintaining infrastructure including acceleration of a two-inch watermain replacement program (\$2.65 million), construction of a reuse main (\$3.42 million) and construction of the City's beachfront park (\$2.7 million).

The budget has been prepared with an operating millage rate of 3.8933 which is equal to the rolled back millage rate and a total millage of 4.2014. By levying the rolled back rate, operating tax revenue will increase by \$86,284. This increase results from taxes on new construction.

The budget has been prepared to meet the highest standards of municipal budgeting and outlines the City's commitment to providing quality services in the most cost effective manner possible. The budget document serves several purposes:

- Financial Plan: The budget outlines the financial structure necessary for financial stability and provides a five-year capital improvement program and debt management information.
- Policy Document: The budget identifies service levels, programming and capital improvements and the associated financial impacts.
- Operation Guide: The budget includes information relative to organization units and workforce as well as establishes goals and objectives for departments.
- Communication Device: The budget is presented in a manner which is easily understood through graphs, charts and narrative description.

## Budget Challenges

The development of the 2011-12 Fiscal Year budget has been impacted by the continuing decline in economic conditions. The City of Ormond Beach continues to refine our activities and finances to meet the requirements of our citizens. The most significant issues the City faced as we developed the FY 2011-12 budget were:

|   |                |
|---|----------------|
| <b>Property Values</b>  | <b>5.72 %↓</b> |
| <i>Taxable values declines by \$150 million from \$2.63 billion to \$2.48 billion.</i>  |                |
| <b>Pension Contributions</b>  | <b>32.9%↑</b>  |
| <i>Due to market conditions over the last several years, investment earnings have been lower than expected resulting in an increase in required contributions to the pension system of \$1.1 million.</i> |                |

## Initiatives and Budget Preparation Guidelines

At the 2011 Financial Trends Workshop, the City Commission established the following initiatives and guidelines which were used to prepare the FY 2011-12 budget:

### Initiatives/Guidelines:

- No increase in taxes.
- Utilize up to \$1 million from the revenue stabilization fund.
- Develop union negotiation strategies.
- Annually review user fees and charges.
- Continue to review organizational structure to improve efficiency and reduce costs.
- No increase in service levels/expansion of programs without dedicated funding sources.
- Hold two budget zone workshops to solicit public input on the budget.

### Outcomes:

- The approved budget reflects the rolled back tax rate (no tax increase).
- The General Fund budget was balanced without using the revenue stabilization fund.
- A 3% increase in Leisure Services fees consistent with prior City Commission discussion is included in the budget. There are no increases to the stormwater, water, wastewater, or refuse fees.
- The budget includes reallocation of personnel. The overall impact is a reduction of one part-time position.
- The budget does not include funding for expansion of programs.
- A series of Town Hall meetings were held to solicit input from citizens on tax rate options and service levels. The majority of citizens who attended the meetings indicated they were generally satisfied with the services, responsiveness, and

priorities of the City. The citizens also indicated they were receiving a good value for their tax dollar.

## **Budget Assumptions**

### Revenues

1. Conservative revenue estimates are utilized to allow for unanticipated changes in collection levels or economic deterioration. In the case of revenues distributed by the State such as sales tax and municipal revenue sharing, revenue estimates are based on information provided by the Legislative Committee on Intergovernmental Relations and the City's historical trends.
2. Reductions are anticipated in the following areas:
  - a. Property Taxes (Community Redevelopment) - \$37,427 or 12.8%
3. The budget was prepared using the rolled back tax rate of 3.8933 mills. The total millage, including debt, is 4.2014.
4. The budget includes a 3% increase in Leisure Service fees which will result in approximately \$25,000 of additional revenue.
5. The budget includes utilization of \$350,000 in water/wastewater revenue to repay debt which will be issued to accelerate the two-inch watermain replacement program.

### Expenditures

1. As a service provider, wages and benefits account for a significant portion of the City's budget. The budget has been prepared according to the following assumptions:
  - a. No salary increases have been incorporated into the budget.
  - b. Pension contributions – Necessary funding for pension contributions has been included and is based upon the most recent annual actuarial evaluation. Required contributions have increased by \$1.1 million over the current year level.
2. Personnel changes include the following:
  - a. Eliminate four full-time positions: Secretary to the City Manager, Office Assistant (Fire), Mechanic I, and Network Coordinator.
  - b. Add two full-time positions: Maintenance Foreman (Parks), Recreation Program Specialist.
  - c. Reclassify two part-time positions to full-time positions: Airport Manager, Environmental Regulatory Compliance Coordinator (Water).
  - d. Add one part-time position: Account Clerk (Utility Billing).

- e. Since FY 2006-07, 64 positions have been eliminated representing a reduction of 15% of the workforce (55 full-time and 9 part-time positions).
3. Facilities Renewal and Replacement property tax revenue (\$294,000) is being supplemented by a transfer from the General Fund reserve of \$200,000.
  4. General fund contributions to outside agencies (not for profit) are as follows:

| <u>Agency</u>                      | <u>Amount</u> |
|------------------------------------|---------------|
| Children's Musical Theatre         | \$ 4,465      |
| Council on Aging (Meals on Wheels) | 6,975         |
| Crime Stoppers                     | 744           |
| Early Learning Coalition           | 7,440         |
| Golden Spikes Baseball Club        | 744           |
| Great Kids Explorer Club           | 372           |
| Operation Caring Through Sharing   | 1,488         |
| Travelers Aid                      | 558           |
| Very Special Arts                  | 558           |
| Volusia County Mediation Services  | 745           |
| Central Florida WORC               | 745           |
| OB Youth Baseball                  | 744           |
|                                    | \$ 25,578     |

### **Cost allocation/Transfers**

The City's Engineering Division provides services to capital project funds such as Transportation, Stormwater, General Capital Improvements and Water/Wastewater. In the past, some but not all of these funds have provided reimbursement for these services through a transfer to the General Fund. Beginning in FY 2010-11, a cost allocation plan was developed to provide for a direct department charge in lieu of an interfund transfer resulting in more complete financial disclosure. All funds benefiting from the services of the Engineering Division receive this charge.

The General Fund includes transfers for capital projects and Facilities Renewal and Replacement of \$1,299,000.

### **Tax Rate**

Although the operating tax rate is equal to the rolled back tax rate resulting in no increase in property tax revenue for operating purposes, many homesteaded property owners will see a slight increase in their City taxes. The increase results, in part, from the required 1.5% CPI adjustment to assessed value as required by the "Save Our Homes" (SOH) provision. This increase in assessed value will have varying impact on homestead property owners depending upon the resulting increase in their taxable value. Based upon the most recent information from the

County Property Appraiser, the average homesteaded property owner will have a \$33.00 increase in operating property taxes as a result of the SOH adjustment. The average homestead property owner will also see an increase of approximately \$15.00 as a result of the tax levy associated with the voter-approved beachfront park.

### Recognition

I would like to thank the City's Department Directors and Division Managers for their efforts in preparing and closely monitoring their respective budgets and programs. I would also like to recognize Kelly McGuire, Finance Director and Dan Stauffer, Accounting Manager for their work in preparing the FY 2011-12 budget.

Respectfully submitted,

  
Joyce A. Shanahan  
City Manager

## **Budget Advisory Board Recommendation**

The Budget Advisory Board met on June 8, 2011, to review the taxable values provided by the Volusia County Property Appraiser and to discuss preliminary budget information provided by staff.

The Budget Advisory Board offered the following recommendations for the FY 2011-12 proposed budget:

- Maintain the existing tax rate.
- Utilize up to \$1 million in from the revenue stabilization fund to balance the General Fund budget.

On July 27, 2011, the Budget Advisory Board reviewed the proposed budget and modified their initially recommendations in support of levying the rolled back tax rate.

## Goals and Financial Planning

The City Commission and City staff conduct a series of workshops each year in order to formulate goals and financial plans. The process begins with a goal setting session. Thereafter, the City conducts a Financial Trends workshop, a Town Hall meeting, and Capital Improvement Program workshop. Once the proposed budget is prepared, a Budget workshop is held.

### Goals Workshop

In February 2011, the City Commission and staff met to discuss the priorities for the upcoming year. At this workshop, the City Commission established the following goals:

1. No Tax Increase. This item was later refined at the Financial Trends Workshop.
2. Focus on Economic Development to include:
  - Surveying existing businesses to learn what the City can do to help them grow their businesses.
  - Inviting the business community to a “brainstorming” session as part of the Economic Development Forum in June.
  - Consider program to encourage employees to relocate to the downtown area.
  - Recruiting three (3) site selectors and two (2) business contacts in the next fiscal year.
3. Pursue Pension Reform and develop a definitive plan for pension reform.
4. Develop a Walkable Downtown
  - Complete 100% Plans with landscaped medians for FDOT letting no later than April 2012.
  - Complete program development for Employee Homeownership Opportunity Program for the Downtown for the consideration by the Commission - January, 2012.
5. Pursue Grant Funding for an Environmental Learning Center in Central Park and an Additional Beachfront Park.
  - Look at FRDAP, ECHO and any other federal grant funding for a Green Environmental Learning Center.
  - Monitor the availability of the Surfside site and adjacent residential properties; report quarterly.
  - Utilize any remaining bond funds for 839 South Atlantic Park for additional beachfront land.

Additionally, the City Commission discussed the need to develop more long-range plans and agreed to focus more attention to this area during the 2012 goals workshop.

### **Financial Trends Workshop**

Each March, the City conducts a Financial Trends workshop with the following objectives:

- To provide the City Commission with an understanding of the City's available revenue sources and plan of operation, and allow revisions as desired.
- Determine service levels and funding mechanisms in accordance with the City Commission's priorities.
- Determine the City Commission's position on policies that will be used to develop the budget.
- Provide the City Commission with multi-year budget projections.

At the FY 2011-12 Financial Trends workshop, the following directives were provided:

- For FY 2011-12, there would be no tax increase. Consideration would be given to maintaining the existing tax revenue in order to avoid potential revenue shortfalls over the next several years which would require a reduction in service levels.
- The City would continue to utilize funding from the revenue stabilization fund until current revenue rose to a level sufficient to support the current service level.
- Union negotiation strategies would be developed which focused on stabilizing the cost of pensions.
- Leisure Service user fees would continue to be adjusted by 3% annually.

### **Town Hall Meeting**

In May, the City conducts several Town Hall meetings to provide citizens an opportunity to share ideas with the City Commission, Budget Advisory Board, and City Staff. The discussion relative to the FY 2011-12 Town Hall Meeting held in May, 2011 focused on citizen priorities and overall satisfaction with City services. Following is a summary of the discussions:

Question 1: What additional priorities should the City of Ormond Beach pursue in FY 2012?

The citizens favored the following priorities:

- Updating the Economic Development Plan
- Developing corridor standards/improvements at US1 and I-95
- Fire services

Question 2: What services do you believe are essential to the quality of life of our community?

The citizens favored the following:

- Paved roads
- Sidewalks
- Underground utilities
- Timing of traffic lights
- Proactive code enforcement
- Zoning (beachside)
- No littering signs
- Youth recreation programs
- Waste Management replacement of trash cans on North Beach Street
- Continue taking care of what we have and trying to keep expenses to a minimum.

Question 3: Do you believe you receive a good value for your tax dollars? Please explain why or why not.

The citizens favored:

- Yes, they received good value for tax dollars
- City has helpful, positive employees
- Prefer small town hall type meetings
- No consolidation – maintain independence from other cities

Question 4: Are you generally satisfied with the services, responsiveness and priorities of the City? Why or why not?

The citizens favored:

- Yes, generally satisfied
- Structurally/organizationally planning in order to attract businesses and create jobs
- Encouraging volunteers in all areas of City
- Storm drain cleaning
- Historical treasures gave niche in community
- Continue to be responsive to the public.

### **Capital Improvement Program Workshop**

The City's Five-Year Capital Improvements Program represents a substantial effort to identify and schedule capital investments for a multi-year period. Departments submit capital improvement requests to the Finance Director (capital projects with a cost of \$25,000 or greater). The Finance Director and City Manager meet with departments to discuss their requests. The Leisure Services Advisory Board,

Quality of Life Board, Aviation Advisory Board, and Public Works Board also provide recommendations for consideration. The proposed capital improvement plan is reviewed and finalized by the City Commission during a workshop in June. Projects recommended for funding in the next fiscal year are incorporated into the proposed annual budget. The CIP workshop relative to the fiscal year 2011-12 focused on the following areas:

- Developing a consensus with respect to appropriating the recommended funding for FY 11-12 projects based on funding levels.
- 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. Based upon declines in property value for FY 2011-12, funding for projects in these categories is assumed to decline by approximately 6% from the current year level. This anticipated decline was incorporated into the CIP.
- Developing a consensus on acceleration of the watermain replacement program.

Projects included in the CIP were 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.

The workshop concluded with a consensus to fund \$18.7 million in projects during the FY 2011-12 fiscal year and a total of \$52.3 million in projects over the five year planning period. This plan is consistent with the priorities voiced by citizens during the Town Hall meetings. Details on these projects are included in a separate section of the budget entitled, "Capital Improvement Program."

## **Budget 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.

The FY 2011-12 budget workshop was held in July, 2011. The proposed budget included funding for Economic Development initiatives (City Commission goal #2), funding for Community Redevelopment in the Downtown Area (City Commission goal #4), and funding for design of an Environmental Learning Center (City Commission goal #5). The proposed budget also included setting the tax rate so that there would be no tax increase (City Commission goal #1).

Additionally, the budget provided funding for projects identified as priorities by citizens during the Town Hall meeting. These projects were discussed in detail during the Capital Improvement Program workshop.

# FINANCIAL POLICIES

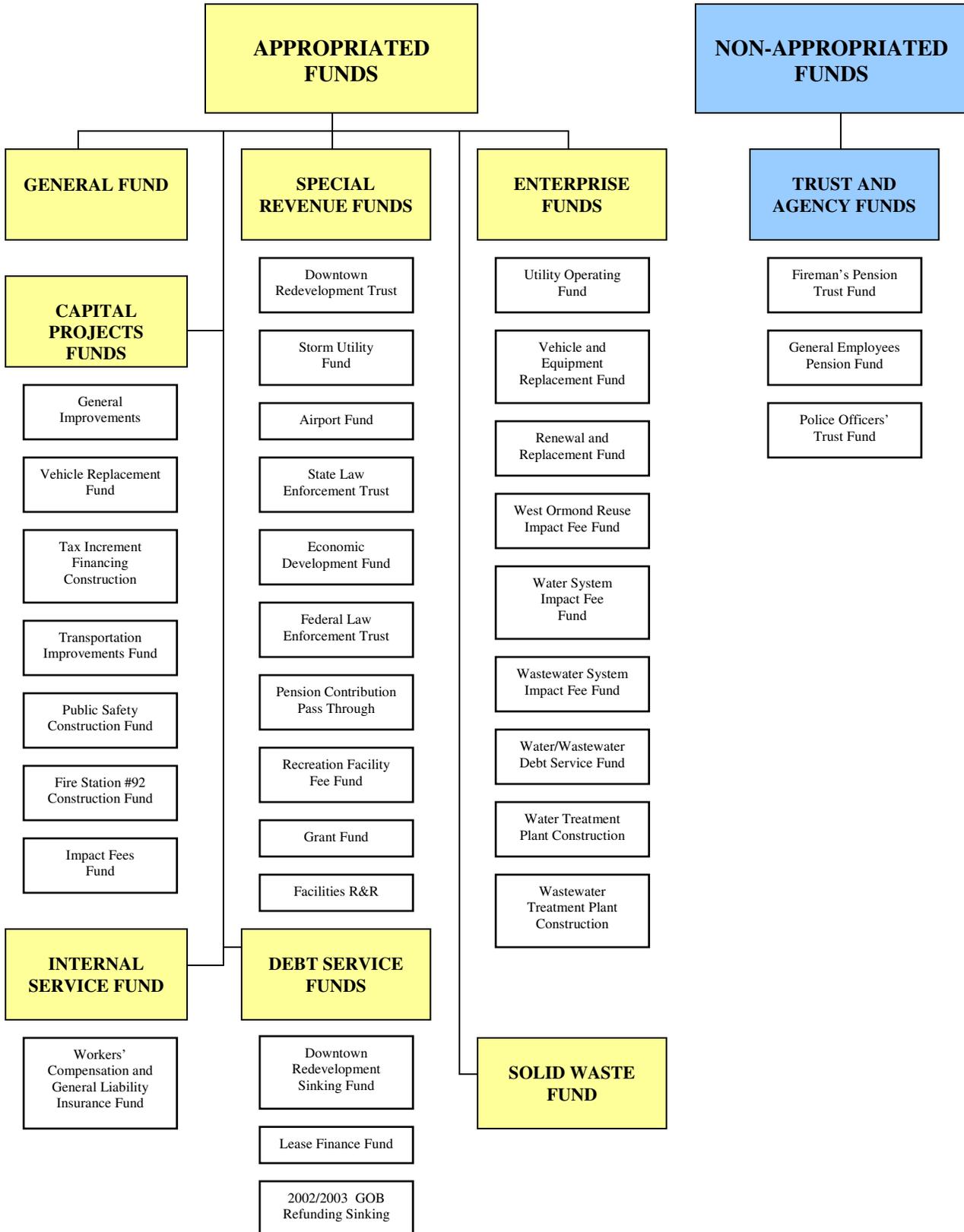
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## BUDGET CALENDAR

| <b>DATE</b>  | <b>ACTIVITY</b>  |
|--------------|--|
| March 21     | Financial Trends Workshop with City Commission (5:30 at City Commission Chambers)                                  |
| April 29     | Budget Requests due from Depts.  |
| May - June   | Budget Review Meetings with City Manager   |
| June 21      | City Commission Workshop to Review Proposed 5 Year Capital Improvements Program (5:30 at City Commission Chambers) |
| July 1       | Certification of taxable value submitted to City   |
| July 8       | Budget document submitted to City Commission   |
| July 18      | Operating Budget Workshop (5:30 at the Senior Center)  |
| July 19      | Operating Budget Workshop (5:30 at City Commission Chambers, if needed)  |
| July 19      | Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)           |
| September 6  | First Public Hearing to adopt proposed millage rate and budget   |
| September 15 | Newspaper advertisement of Second Public Hearing and Budget Summary Statement                                      |
| September 20 | 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.
  - a. **Redevelopment Trust Fund** – Used to account for tax increment proceeds received by the City within a specific district authorized by state statute. These revenues are transferred to its Debt Service Fund in accordance with the 1994 Tax Increment Bond Resolution.
  - b. **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.
  - c. **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.
  - d. **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.
  - e. **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.
  - f. **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.
  - g. **Pension Contribution Pass Through** – Used to account for State contributions to the Police and Fire pension funds.
  - h. **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.
  - i. **Grant Funds** – This fund accounts for proceeds of federal and state financial assistance and related capital expenditures.
  - j. **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.

- a. **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.
  - b. **2002 General Obligation Debt Service Fund** – This fund records principal and interest payments on Series 2002 General Obligation Bonds. Revenues include ad valorem property taxes and interest on investments.
  - c. **2003 General Obligation Debt Service Fund**- This fund records principal and interest payments on Series 2003 General Obligation Bonds. The proceeds of this debt issue were utilized to construction Fire Station #92. Revenues include ad valorem property taxes and interest on investments.
  - d. **2004 Revenue Bonds** – This fund records principal and interest payments on Series 2004 Revenue Bonds. The proceeds of this bond issue were used to construct Fire Station #91.
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).
- a. **Capital Improvement Fund** – This fund is used to account for capital asses acquisitions and construction from general government resources and intergovernmental grants.
  - b. **Equipment Renewal and Replacement Fund** – This fund accounts for replacement of existing capital assets provided by general government resources.
  - c. **Transportation Improvements Fund** – This fund is used to account for transportation related capital infrastructure acquisition and construction from general government resources.
  - d. **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.
  - e. **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.
  - f. **Stormwater Drainage Impact Fee Fund** – This fund accounts for impact fees assessed against new construction activities. Use of these funds is restricted for expansion of existing stormwater management facilities or construction of new stormwater management facilities.

## Proprietary Fund Types

1. **Enterprise Funds** - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
  - a. **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.
  - b. **Water and Wastewater Vehicle and Equipment Replacement** – This fund accounts for replacement of existing vehicles and equipment for the benefit of Water and Wastewater.
  - c. **Water and Wastewater Renewal and Replacement** - This fund accounts for replacement of existing capital assets for the benefit of Water and Wastewater.
  - d. **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.
  - e. **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.
  - f. **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.
  - g. **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.
  - h. **Water Treatment Plant Construction** – This fund accounts for the construction costs associated with the expansion of the water treatment plant.
  - i. **Wastewater Treatment Plant Construction** – Used to account for the construction costs associated with the rehabilitation and expansion of the wastewater treatment plant and wastewater system.
  - j. **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.

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

**Fiduciary Fund Types**

- 1. **Trust and Agency Funds** - Trust and Agency Funds account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. ***These funds are not included in the adopted budget.***
  - a. **Firemen’s Pension Fund** – Used to account for employee and employer contributions towards the Firemen’s pension fund.
  - b. **Police Officer’s Pension Fund** - Used to account for employee and employer contributions towards the Police Officer’s pension fund.
  - c. **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:

### **Basis of Budgeting**

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

### **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 adopted 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

#### **A. Administrative Approval of Intra-departmental Budget Transfers**

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

#### **B. Commission Approval of Budget Transfers**

The following budget transfers shall be approved by a majority vote of the City Commission:

1. Transfers of \$25,000 or more
2. All interfund transfers

#### **C. Commission Approval of Budget Amendments**

The following budget amendments shall be approved by Resolution by a majority vote of the City Commission:

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

## **REVENUE GUIDELINES**

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

1. The General Fund operating budget millage rate will be based on a 96% tax collection rate as computed against the Current Year Gross Taxable Value as shown on Form DR-420 provided to the City by the Volusia County Property Appraiser.
2. The City will annually review Charges for Service to ensure that the fee structure, at a minimum, maintains the current level of cost recovery.
3. Ensure that fees charged in enterprise operations are calculated at a level that will support all direct and indirect costs of the enterprise.
4. Ensure that the basis for computing indirect cost allocations are reviewed annually and are based on prudent and defensible assumptions.
5. Revenue projections for all major non-ad valorem revenue sources will be based on prudent trend analysis that considers current and projected economic conditions. Budget projections for State-shared revenues will consider State of Florida estimates that are contained in the Local Government Financial Information Handbook as one of several factors for determining final revenue estimates.
6. Ensure that the City does not accept any revenue source whose terms of acceptance or collection may adversely affect the City.
7. The use of revenues which have been pledged to bond holders will conform to bond covenants which commit those revenues.
8. The undesignated fund balance in the General Fund will be maintained at no less than 15% of the total General Fund budget exclusive of budgeted reserves for contingency.
9. Water and Wastewater Impact fees will be set at a level that recovers the highest percentage of the cost of future capacity as permitted by law.
10. In financing capital improvements through the use of General Obligation Bonds, the City shall limit outstanding indebtedness to no more than 5% of current gross taxable value.

## **APPROPRIATION GUIDELINES**

1. The City Commission adopts the annual budget at the fund level, whereas department managers prepare their respective budgets at the program level and allocate appropriations to specific line items in order to provide services at the current level of service.
2. Personal services are estimated based on collective bargaining provisions governing salary adjustments, whereas salary adjustments for non-bargaining unit employees are based on parameters defined by the City Manager and approved by the City Commission. Pension amounts are based on the defined level of funding as determined by the city's actuary. Health insurance premiums for employee coverage are estimated based on current market conditions that affect annual premium adjustments.
3. The emphasis in preparing the annual budget is on the development of performance outcomes and the relationship of those outcomes to providing the current or enhanced level of service and the budget resources needed to accomplish the identified service level.
4. The budget request for all programs will include an itemized list of capital equipment with a unit value of \$5,000 or more and a separate line item appropriation for vehicle depreciation that will fund future replacement of city vehicles and heavy equipment based on the vehicle replacement schedule developed by the Fleet Manager and Finance Director.
5. Annually, the City Manager will have a comprehensive Five Year Capital Improvements Program (CIP) developed for review and approval by the City Commission. The Five Year CIP will identify and schedule priority capital improvements and provide recommended financing and the estimated operating budget impact for each project.
6. The level of classification detail at which expenditures may not legally exceed appropriations is the fund level. Department Directors and Division Managers are held accountable for their respective budgets at the program level.
7. Encumbrances outstanding at year-end represent the estimated amount of the expenditures ultimately to result if unperformed contracts/receipt of goods or services in process at year-end are completed. Such encumbrances do not constitute expenditures or liabilities, but rather reservations of fund balance for subsequent years' appropriation.
8. Debt service millage will be set at levels which will generate sufficient revenue to make all required principal and interest payments.

# BUDGET OVERVIEW

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**All Funds Budget Summary  
FY 2011-12**

| <b>ESTIMATED REVENUES</b>   | <b>GENERAL<br/>FUND</b> | <b>SPECIAL<br/>REVENUE<br/>FUNDS</b> | <b>DEBT<br/>SERVICE<br/>FUNDS</b> | <b>CAPITAL<br/>PROJECT<br/>FUNDS</b> |
|---|-------------------------|--------------------------------------|-----------------------------------|--------------------------------------|
| <b>TAXES</b>  |                         |                                      |                                   |                                      |
| Ad Valorem Taxes  | 7,841,465               | 293,906                              | 0                                 | 1,129,932                            |
| Ad Valorem Taxes (voted debt)   | 0                       | 0                                    | 733,720                           | 0                                    |
| Delinquent Property Taxes   | 12,000                  | 0                                    | 0                                 | 0                                    |
| Local Option Gas Taxes  | 0                       | 0                                    | 0                                 | 1,083,000                            |
| Franchise Fees  | 3,175,000               | 0                                    | 0                                 | 0                                    |
| Utility Service Tax   | 3,290,000               | 0                                    | 0                                 | 0                                    |
| Business Tax  | 2,344,350               | 0                                    | 0                                 | 0                                    |
| Licenses and Permits  | 488,400                 | 0                                    | 0                                 | 0                                    |
| Intergovernmental Revenue   | 3,016,770               | 2,907,406                            | 0                                 | 50,000                               |
| Charges for Service   | 993,750                 | 2,575,000                            | 0                                 | 0                                    |
| Fines and Forfeitures   | 150,000                 | 15,000                               | 0                                 | 0                                    |
| Miscellaneous Revenues  | 2,689,154               | 350,508                              | 0                                 | 0                                    |
| <b>TOTAL SOURCES</b>  | <b>24,000,889</b>       | <b>6,141,820</b>                     | <b>733,720</b>                    | <b>2,262,932</b>                     |
| Transfers In  | 3,573,260               | 555,929                              | 371,429                           | 1,147,000                            |
| Fund Balances/Reserves/Net Assets                                     | 1,019,196               | 2,828,034                            | 0                                 | 3,526,614                            |
| Bond Proceeds   | 0                       | 0                                    | 0                                 | 0                                    |
| <b>TOTAL REVENUES, TRANSFERS<br/>AND BALANCES</b>                     | <b>28,593,345</b>       | <b>9,525,783</b>                     | <b>1,105,149</b>                  | <b>6,936,546</b>                     |
|   |                         |                                      |                                   |                                      |
| <b>EXPENDITURES</b>   | <b>GENERAL<br/>FUND</b> | <b>SPECIAL<br/>REVENUE<br/>FUNDS</b> | <b>DEBT<br/>SERVICE<br/>FUNDS</b> | <b>CAPITAL<br/>PROJECT<br/>FUNDS</b> |
| General Government Services   | 4,317,448               | 26,102                               | 0                                 | 800,000                              |
| Public Safety   | 13,097,802              | 652,681                              | 0                                 | 350,000                              |
| Physical Environment  | 0                       | 4,014,104                            | 0                                 | 30,000                               |
| Transportation  | 3,936,665               | 2,493,201                            | 0                                 | 1,540,840                            |
| Economic Environment  | 222,170                 | 35,000                               | 0                                 | 0                                    |
| Human Services  | 25,578                  | 350,000                              | 0                                 | 0                                    |
| Leisure Services  | 5,068,690               | 555,850                              | 0                                 | 3,345,000                            |
| Debt Service  | 0                       | 0                                    | 1,105,149                         | 0                                    |
| <b>TOTAL EXPENDITURES</b>   | <b>26,668,353</b>       | <b>8,126,938</b>                     | <b>1,105,149</b>                  | <b>6,065,840</b>                     |
| Transfers Out   | 1,924,992               | 332,827                              | 0                                 | 720,706                              |
| Fund Balance/Reserves/Net Assets                                      | 0                       | 1,066,018                            | 0                                 | 150,000                              |
| <b>TOTAL APPROPRIATED<br/>EXPENDITURES, RESERVES<br/>AND BALANCES</b> | <b>28,593,345</b>       | <b>9,525,783</b>                     | <b>1,105,149</b>                  | <b>6,936,546</b>                     |

## All Funds Budget Summary FY 2011-12

| ESTIMATED REVENUES  | WATER AND<br>WASTEWATER<br>FUNDS          | SOLID<br>WASTE<br>FUNDS          | INTERNAL<br>SERVICE<br>FUNDS          | TOTAL<br>ESTIMATED<br>REVENUES              |
|---|---|----------------------------------|---------------------------------------|---|
| <b>TAXES</b>  |   |                                  |                                       |   |
| Ad Valorem Taxes  | 0   | 0                                | 0                                     | 3,175,000                                   |
| Ad Valorem Taxes (voted debt)   | 0   | 0                                | 0                                     | 3,290,000                                   |
| Delinquent Property Taxes   | 0   | 0                                | 0                                     | 2,344,350                                   |
| Local Option Gas Taxes  | 0   | 0                                | 0                                     | 488,400                                     |
| Franchise Fees  | 0   | 825,417                          | 0                                     | 6,799,593                                   |
| Utility Service Tax   | 0   | 0                                | 0                                     | 3,568,750                                   |
| Business Tax  | 0   | 0                                | 0                                     | 165,000                                     |
| Licenses and Permits  | 0   | 0                                | 0                                     | 3,039,662                                   |
| Intergovernmental Revenue   | 0   | 0                                | 0                                     | 33,139,361                                  |
| Charges for Service   | 16,632,000                                | 5,095,000                        | 1,510,521                             | 28,885,139                                  |
| Fines and Forfeitures   | 0   | 0                                | 0                                     | 7,373,844                                   |
| Miscellaneous Revenues  | 485,000                                   | 15,200                           | 20,000                                | 520,200                                     |
| <b>TOTAL SOURCES</b>  | <b>17,117,000</b>                         | <b>5,935,617</b>                 | <b>1,530,521</b>                      | <b>92,789,299</b>                           |
| Transfers In  | 6,130,275                                 | 0                                | 0                                     | 52,291,098                                  |
| Fund Balances/Reserves/Net Assets                                     | 6,610,615                                 | 205,340                          | 0                                     | 6,815,955                                   |
| Bond Proceeds   | 0   | 0                                | 0                                     | #VALUE!                                     |
| <b>TOTAL REVENUES, TRANSFERS<br/>AND BALANCES</b>                     | <b>29,857,890</b>                         | <b>6,140,957</b>                 | <b>1,530,521</b>                      | <b>#VALUE!</b>                              |
| <b>EXPENDITURES</b>   |   |                                  |                                       |   |
| <b>EXPENDITURES</b>   | <b>WATER AND<br/>WASTEWATER<br/>FUNDS</b> | <b>SOLID<br/>WASTE<br/>FUNDS</b> | <b>INTERNAL<br/>SERVICE<br/>FUNDS</b> | <b>TOTAL<br/>ESTIMATED<br/>EXPENDITURES</b> |
| General Government Services   | 0   | 0                                | 1,444,000                             | 1,701,170                                   |
| Public Safety   | 0   | 0                                | 0                                     | 375,578                                     |
| Physical Environment  | 7,875,615                                 | 5,136,839                        | 0                                     | 21,981,994                                  |
| Transportation  | 0   | 0                                | 0                                     | 1,105,149                                   |
| Economic Environment  | 9,195,373                                 | 0                                | 0                                     | 9,195,373                                   |
| Human Services  | 0   | 0                                | 0                                     | 41,966,280                                  |
| Leisure Services  | 0   | 0                                | 0                                     | 2,978,525                                   |
| Debt Service  | 4,633,247                                 | 0                                | 0                                     | 5,849,265                                   |
| <b>TOTAL EXPENDITURES</b>   | <b>21,704,235</b>                         | <b>5,136,839</b>                 | <b>1,444,000</b>                      | <b>85,153,334</b>                           |
| Transfers Out   | 7,708,729                                 | 1,004,118                        | 86,521                                | 54,960,191                                  |
| Fund Balance/Reserves/Net Assets                                      | 444,926                                   | 0                                | 0                                     | 444,926                                     |
| <b>TOTAL APPROPRIATED<br/>EXPENDITURES, RESERVES<br/>AND BALANCES</b> | <b>29,857,890</b>                         | <b>6,140,957</b>                 | <b>1,530,521</b>                      | <b>140,558,451</b>                          |

## All Funds Three Year Comparison

| REVENUES  | Actuals<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---|-----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>TAXES</b>  |                       |                      |                      |                                       |   |
| Ad Valorem Taxes  | 10,910,393            | 9,622,257            | 10,011,023           | 388,766                               | 4.04%                                   |
| Sales, Use and Fuel   | 1,751,139             | 1,786,975            | 1,706,681            | (80,294)                              | -4.49%                                  |
| Franchise   | 4,002,626             | 3,920,417            | 4,000,417            | 80,000                                | 2.04%                                   |
| Utility   | 3,349,303             | 2,897,000            | 3,290,000            | 393,000                               | 13.57%                                  |
| Communication Services  | 2,130,975             | 2,055,000            | 2,055,000            | -                                     | 0.00%                                   |
| Business Tax  | 312,308               | 309,600              | 289,350              | (20,250)                              | -6.54%                                  |
| Licenses and Permits  | 597,930               | 467,800              | 488,400              | 20,600                                | 4.40%                                   |
| Intergovernmental Revenue   | 6,062,875             | 7,185,617            | 5,350,495            | (1,835,122)                           | -25.54%                                 |
| Charges for Service   | 26,524,690            | 26,204,898           | 26,806,271           | 601,373                               | 2.29%                                   |
| Fines and Forfeitures   | 196,761               | 169,100              | 165,000              | (4,100)                               | -2.42%                                  |
| Miscellaneous Revenues  | 3,139,167             | 4,058,423            | 3,559,862            | (498,561)                             | -12.28%                                 |
| <b>TOTAL SOURCES</b>  | <b>58,978,167</b>     | <b>58,677,087</b>    | <b>57,722,499</b>    | <b>(954,588)</b>                      | <b>-1.63%</b>                           |
| Transfers In  | 12,152,361            | 10,921,166           | 11,777,893           | 856,727                               | 7.84%                                   |
| Bond Proceeds and Other Sources                                       | 0                     | 9,958,289            | 14,189,799           | 4,231,510                             | 42.49%                                  |
| <b>TOTAL REVENUES, TRANSFERS<br/>AND BALANCES</b>                     | <b>71,130,528</b>     | <b>79,556,542</b>    | <b>83,690,191</b>    | <b>4,133,649</b>                      | <b>5.20%</b>                            |
|   |                       |                      |                      |                                       |   |
| EXPENDITURES  | Actuals<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
| General Government Services   | 6,376,182             | 6,246,170            | 7,053,544            | 807,374                               | 12.93%                                  |
| Public Safety   | 13,353,755            | 13,458,724           | 13,621,504           | 162,780                               | 1.21%                                   |
| Economic Environment  | 808,294               | 2,085,891            | 529,366              | (1,556,525)                           | -74.62%                                 |
| Human Services  | 381,727               | 415,578              | 375,578              | (40,000)                              | -9.63%                                  |
| Leisure Services  | 4,497,502             | 3,282,999            | 4,023,156            | 740,157                               | 22.55%                                  |
| Public Works  | 27,999,907            | 36,879,583           | 39,173,587           | 2,294,004                             | 6.22%                                   |
| Debt Service  | 9,086,962             | 6,266,431            | 7,135,563            | 869,132                               | 13.87%                                  |
| <b>TOTAL EXPENDITURES</b>   | <b>62,504,329</b>     | <b>68,635,376</b>    | <b>71,912,298</b>    | <b>3,276,922</b>                      | <b>4.77%</b>                            |
| Transfers Out   | 12,152,361            | 10,921,166           | 11,777,893           | 856,727                               | 7.84%                                   |
| <b>TOTAL APPROPRIATED<br/>EXPENDITURES, RESERVES<br/>AND BALANCES</b> | <b>74,656,690</b>     | <b>79,556,542</b>    | <b>83,690,191</b>    | <b>4,133,649</b>                      | <b>5.20%</b>                            |

## Changes in Fund Balance

| Description                                  | Estimated<br>Beginning<br>Fund<br>Balance | Budget<br>Revenue<br>FY 2010-11 | Budget<br>Expenditures<br>FY 2010-11 | Use<br>of Fund<br>Balance | Estimated<br>Ending<br>Fund<br>Balance |
|--|---|---------------------------------|--------------------------------------|---------------------------|--|
| <b>GENERAL FUND (001)</b>                    | <b>9,700,000</b>                          | 27,665,948                      | <b>28,593,345</b>                    | <b>927,397</b>            | 8,772,603                              |
| <b>SPECIAL REVENUE FUNDS</b>                 |   |                                 |                                      |                           |  |
| DOWNTOWN REDEVELOPMENT TRUST FUND (104)      | 3,070,000                                 | (211,870)                       | -                                    | 211,870                   | 2,858,130                              |
| STORMWATER UTILITY FUND (107)                | 2,431,000                                 | 5,197,448                       | 5,200,000                            | 2,552                     | 2,428,448                              |
| AIRPORT FUND (108)                           | 0   | 342,033                         | 342,033                              | -                         | 0                                      |
| LOCAL LAW ENFORCEMENT TRUST FUND (109)       | 122,000                                   | 15,000                          | 15,000                               | -                         | 122,000                                |
| ECONOMIC DEVELOPMENT FUND (110)              | 120,000                                   | 5,000                           | 35,000                               | 30,000                    | 90,000                                 |
| FEDERAL LAW ENFORCEMENT TRUST FUND (112)     | 65,000                                    | -                               | 35,000                               | 35,000                    | 30,000                                 |
| PENSION CONTRIBUTION PASS THROUGH (113)      | 0   | 623,681                         | 623,681                              | -                         | 0                                      |
| RECREATION FACILITY FEE FUND (115)           | 168,000                                   | 30,400                          | 30,400                               | -                         | 168,000                                |
| GRANTS FUND (116)                            | 332,000                                   | 80,000                          | 80,000                               | -                         | 332,000                                |
| FACILITIES RENEWAL & REPLACEMENT (117)       | 300,000                                   | 493,950                         | 493,950                              | -                         | 300,000                                |
| <b>TOTAL SPECIAL REVENUE FUNDS</b>           | <b>6,608,000</b>                          | <b>6,575,642</b>                | <b>6,855,064</b>                     | <b>279,422</b>            | <b>6,328,578</b>                       |
| <b>DEBT SERVICE FUNDS</b>                    |   |                                 |                                      |                           |  |
| FINANCING DEBT SERVICE FUND (205)            | 200,000                                   | 9,525,783                       | 9,525,783                            | -                         | 200,000                                |
| 2002 GOB DEBT SERVICE FUND (209)             | 85,000                                    | 213,429                         | 213,429                              | -                         | 85,000                                 |
| 2003 GOB DEBT SERVICE FUND (210)             | 23,000                                    | 275,532                         | 275,532                              | -                         | 23,000                                 |
| 2005 REVENUE BOND FUND (211)                 | 3,000                                     | 113,118                         | 113,118                              | -                         | 3,000                                  |
| 2010 BEACHFRONT PARK BONDS (220)             | 0   | 345,070                         | 345,070                              | -                         | 0                                      |
| <b>TOTAL DEBT SERVICE FUNDS</b>              | <b>311,000</b>                            | <b>10,472,932</b>               | <b>10,472,932</b>                    | <b>-</b>                  | <b>311,000</b>                         |
| <b>CAPITAL PROJECT FUNDS</b>                 |   |                                 |                                      |                           |  |
| CAPITAL IMPROVEMENTS FUND (301)              | 2,145,000                                 | 156,900                         | 158,000                              | 1,100                     | 2,143,900                              |
| EQUIPMENT RENEWAL AND REPLACEMENT FUND (302) | 1,664,000                                 | (34,013)                        | 345,070                              | 379,083                   | 1,284,917                              |
| TRANSPORTATION IMPROVEMENTS FUND (308)       | 2,662,000                                 | 1,720,511                       | 1,720,511                            | -                         | 2,662,000                              |
| BEACHFRONT PARK CONSTRUCTION (324)           | 2,700,000                                 | -                               | 2,700,000                            | -                         | 2,700,000                              |
| <b>TOTAL CAPITAL PROJECTS FUNDS</b>          | <b>9,171,000</b>                          | <b>1,843,398</b>                | <b>4,923,581</b>                     | <b>380,183</b>            | <b>8,790,817</b>                       |

The Economic Development fund balance will be used develop strategies to assist area business. These funds were original transferred from the General Fund for this purpose.

Federal Law Enforcement fund balance is being utilized to pay a portion of the DARE program. Minimal additional revenue is expected; however, the City desires to continue this program.

The Equipment Renewal and Replacement fund balance was specifically set aside for the purpose of funding future vehicle replacements and is being drawn down in FY 2011-12 for this purpose.

## REVENUE HIGHLIGHTS

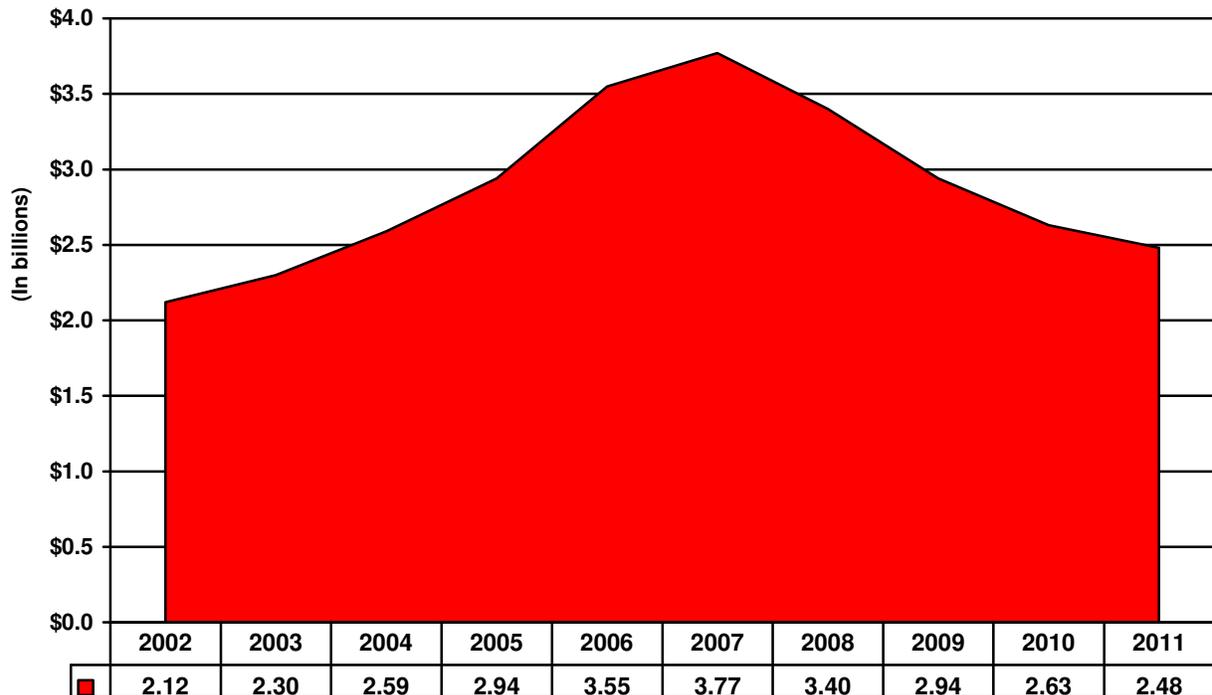
### Overview:

Citywide net revenues and use of prior year's reserves for FY 2011-12 are budgeted at \$68,021,668. Use of Fund Balance in the General Fund includes \$819,196 for capital projects and \$200,000 for Facilities Renewal and Replacement.

### Taxable Value:

The City of Ormond Beach has experienced an increase in the taxable value of \$360 million over the past ten years. Since 2007, however, the City has experienced a 34% decline in taxable value. The 2011 taxable value is \$2.48 billion, a decrease of \$150 million from the 2010 taxable value.

### Gross Taxable Value Ten Year Trend



**Property Tax Revenue and Rates:**

General operating revenue (available for general operations and capital improvements) increased slightly (\$86,284) as a result of taxes on new construction. Total property tax revenue increased by \$388,766, primarily resulting from implementation of the voter-approved beachfront park tax levy.

**General Operating Revenue:**

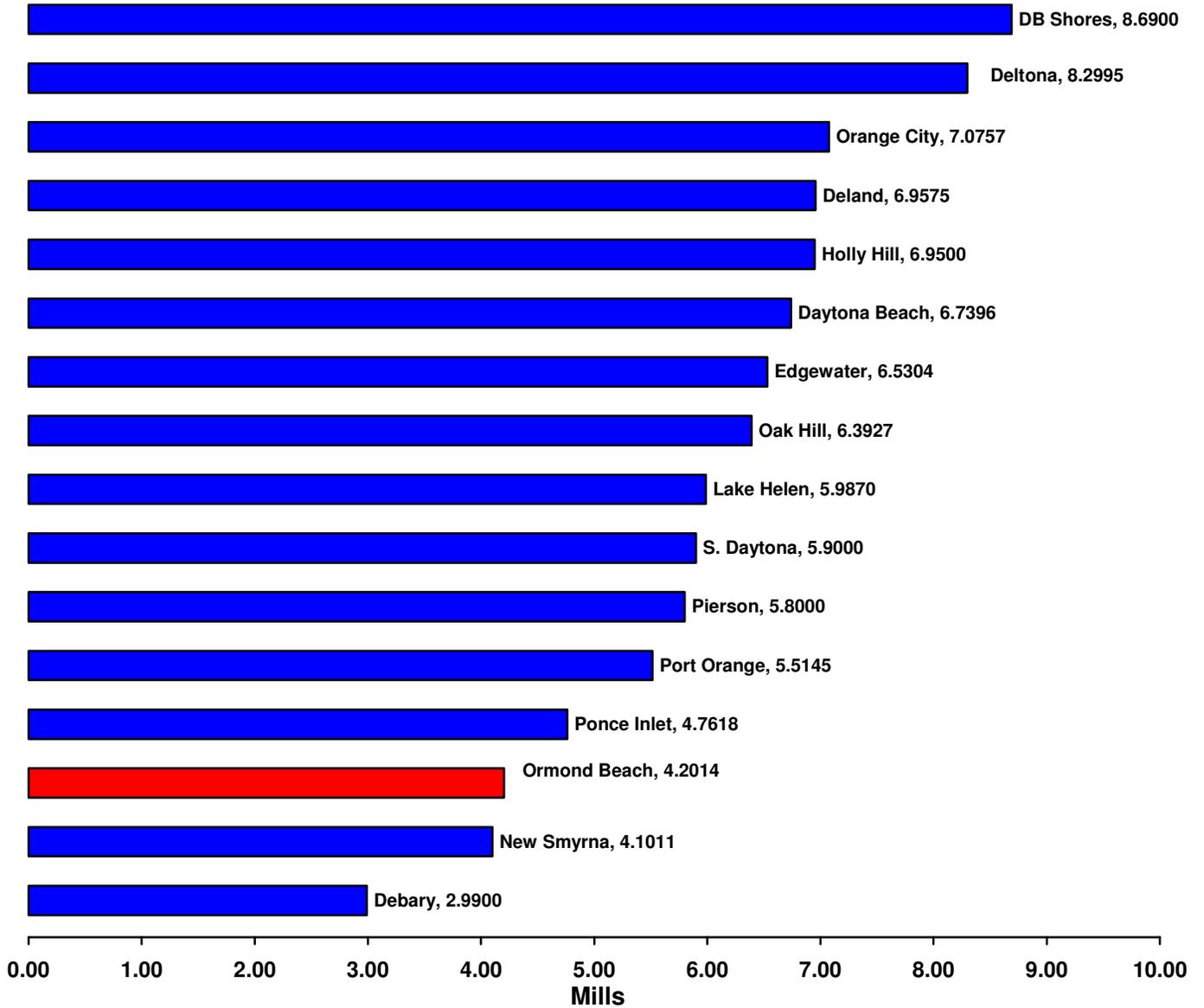
| Description   | Budget FY 2010-11 | Budget FY 2011-12 | Change from FY 2010-11 to | % Change from FY 2010-11 to |
|---|-------------------|-------------------|---------------------------|-----------------------------|
| City Property Taxes   | \$9,216,446       | \$9,265,303       | \$48,857                  | 0.53%                       |
| Less: Taxes Transferred to Tif  | 291,556           | 254,129           | (\$37,427)                | -12.84%                     |
| City Property Taxes Available for General Fund and Capital Project Expenditures | \$8,924,890       | \$9,011,174       | \$86,284                  | 0.97%                       |

**Total Tax Revenue:**

| Description       | Budget FY 2010-11 | Budget FY 2011-12 | Change from FY 2010-11 to | % Change from FY 2010-11 to |
|-------------------|-------------------|-------------------|---------------------------|-----------------------------|
| General Operating | \$8,924,890       | \$9,011,174       | \$86,284                  | 0.97%                       |
| TIF Fund          | 291,556           | 254,129           | (\$37,427)                | -12.84%                     |
| 2002 Debt Service | 277,687           | 275,532           | (\$2,155)                 | -0.78%                      |
| 2003 Debt Service | 116,124           | 113,118           | (\$3,006)                 | -2.59%                      |
| 2010 Debt Service | 0                 | 345,070           | \$345,070                 | 0.00%                       |
| Total Tax Revenue | \$9,610,257       | \$9,999,023       | \$388,766                 | 4.05%                       |

The operating tax rate is 3.8933 mills and equals the rolled back tax rate. The total tax rate (including debt service) is 4.2014 mills.

## FY 2011-12 Adopted Property Tax Rates



Source: Volusia County Property Appraiser's website

## Summary of Property Tax Rates and Taxable Value

|  | Operating Millage |                         |  |  | Subtotal<br>Operating Millage | 2003<br>General<br>Obligation Bond<br>Sinking Fund | 2002A and<br>2002B<br>GOB Refunded<br>Sinking Funds | 2010<br>GOB<br>Beachfront<br>Park | Combined<br>City Tax Rate |
|--|-------------------|-------------------------|--|--|-------------------------------|--|---|-----------------------------------|---------------------------|
|  | General Fund      | Capital<br>Improvements | Facilities<br>Renewal &<br>Replacement | Transportation<br>Improvements<br>Fund |                               |  |   |                                   |                           |
| <b>TAX RATE SUMMARY</b>  |                   |                         |  |  |                               |  |   |                                   |                           |
| FY 2011-12 Millage Rate  | 3.29500           | 0.14350                 | 0.12350                                | 0.33130                                | 3.89330                       | 0.04750  | 0.11570   | 0.14490                           | 4.20140                   |
| FY 2011-12 Rolled Back<br>Millage Rate   |                   |                         |  |  | 3.89330                       |  |   |                                   | N/A                       |
| FY 2010-11 Millage Rate  | 3.05530           | 0.14350                 | 0.12350                                | 0.33130                                | 3.65360                       | 0.04600  | 0.11000   | 0.00000                           | 3.80960                   |
| % Increase (Decrease) in<br>Tax Rate Compared to<br>Rolled Back Millage Rate           | N/A               | N/A                     | N/A                                    | N/A                                    | 0.00%                         | N/A  | N/A   | N/A                               | N/A                       |
| % Increase (Decrease) in<br>Tax Rate Compared to<br>Prior Year Adopted Millage<br>Rate |                   |                         |  |  | 6.56%                         | 3.26%  | 5.18%   | 0.00%                             | 10.28%                    |

| CITY PROPERTY TAX PAYMENT FOR \$150,000 HOME WITH \$50,000 HOMESTEAD EXEMPTION ASSUMING 1.5% ASSESSMENT INCREASE |          |         |         |         |          |        |         |         |          |
|--|----------|---------|---------|---------|----------|--------|---------|---------|----------|
| - FY 2011-12   | \$336.91 | \$14.67 | \$12.63 | \$33.88 | \$398.09 | \$4.86 | \$11.83 | \$14.82 | \$429.59 |
| - FY 2010-11   | \$305.53 | \$14.35 | \$12.35 | \$33.13 | \$365.36 | \$4.60 | \$11.00 | \$0.00  | \$380.96 |
| Increase (Decrease) Over<br>FY 2010-11   | \$31.38  | \$0.32  | \$0.28  | \$0.75  | \$32.73  | \$0.26 | \$0.83  | \$14.82 | \$48.63  |

| SUMMARY OF TAX BASE DATA FOR FY 2011-12 |                        |                   |                                  |                   |
|---|------------------------|-------------------|----------------------------------|-------------------|
|   | Total<br>Taxable Value | Percent<br>Change | TIF Incremental<br>Taxable Value | Percent<br>Change |
| 2010 Final Gross Taxable<br>Value       | 2,629,387,716          |                   | 83,940,881                       |                   |
| 2011 Preliminary Gross<br>Taxable Value | 2,478,965,891          | -5.72%            | 68,708,777                       | -18.15%           |

### Tax Rate History:

| TAX RATE HISTORY |                   |                                   |                        |                |                       |                               |              |                          |
|------------------|-------------------|-----------------------------------|------------------------|----------------|-----------------------|-------------------------------|--------------|--------------------------|
| Fiscal Year      | General Operating | Facility Renewal &<br>Replacement | Capital<br>Improvement | Transportation | Subtotal<br>Operating | Operating Rolled<br>Back Rate | Debt Millage | Combined<br>Millage Rate |
| 95-96*           | 2.62500           | -                                 | -                      | -              | 2.62500               | 2.62500                       | 0.77500      | 3.40000                  |
| 96-97            | 2.55400           | -                                 | -                      | 0.50000        | 3.05400               | 2.55443                       | 0.71260      | 3.76660                  |
| 97-98*           | 2.53895           | -                                 | -                      | 0.42172        | 2.96067               | 2.96067                       | 0.66903      | 3.62970                  |
| 98-99*           | 2.49533           | -                                 | -                      | 0.40000        | 2.89533               | 2.89533                       | 0.75551      | 3.65084                  |
| 99-00*           | 2.39275           | -                                 | -                      | 0.40000        | 2.79275               | 2.79275                       | 0.86425      | 3.65700                  |
| 00-01*           | 2.30835           | -                                 | -                      | 0.40000        | 2.70835               | 2.70835                       | 0.83188      | 3.54023                  |
| 01-02*           | 2.18271           | -                                 | -                      | 0.40000        | 2.58271               | 2.58271                       | 0.75571      | 3.33842                  |
| 02-03            | 2.31258           | -                                 | -                      | 0.30000        | 2.61258               | 2.52264                       | 0.72584      | 3.33842                  |
| 03-04            | 2.38665           | -                                 | -                      | 0.27500        | 2.66165               | 2.46963                       | 0.67677      | 3.33842                  |
| 04-05            | 2.84558           | -                                 | 0.16473                | 0.27500        | 3.28531               | 2.45601                       | 0.60907      | 3.89438                  |
| 05-06            | 2.99604           | 0.17690                           | 0.16473                | 0.27500        | 3.61267               | 2.92330                       | 0.54049      | 4.15316                  |
| 06-07            | 2.82341           | 0.17690                           | 0.16473                | 0.27500        | 3.44004               | 2.92330                       | 0.44220      | 3.88224                  |
| 07-08            | 2.57600           | 0.15000                           | 0.14500                | 0.14000        | 3.01100               | 3.30885                       | 0.43250      | 3.44350                  |
| 08-09            | 2.95179           | 0.09985                           | 0.17098                | 0.16622        | 3.38884               | 3.38884                       | 0.42084      | 3.80968                  |
| 09-10            | 3.23588           | 0.12350                           | 0.12350                | 0.19130        | 3.67418               | 3.92802                       | 0.13550      | 3.80968                  |
| 10-11            | 3.05530           | 0.14350                           | 0.12350                | 0.33130        | 3.65360               | 4.11930                       | 0.15600      | 3.80960                  |
| 11-12**          | 3.29500           | 0.14350                           | 0.12350                | 0.33130        | 3.89330               | 3.89330                       | 0.30810      | 4.20140                  |

\* Rolled-Back Tax Rate was adopted

\*\*Debt rate includes voter approved millage for beachfront parking.

### **General Fund Revenues:**

General Fund net revenues are budgeted to be \$26.2 million, an increase of \$863,822 over the previous year. This increase is the result of appropriating the use of fund balance for capital projects. Tax revenue is expected to increase by \$134,270 as a result of new construction. Charges for services are expected to increase by \$74,080 due to greater utilization of cultural offerings.

The largest components of General Fund revenue include property taxes (\$7.85 million), franchise fees (\$3.2 million), utility taxes (\$3.3 million), and communications service tax (\$2.06 million). Intergovernmental revenues (totaling \$3.0 million) include the half cent sales tax and municipal revenue sharing. Total transfers to the General Fund amount to \$3.6 million.

### **Downtown Development Fund**

Tax increment proceeds are the primary revenue source for the Downtown Development Fund. The incremental taxable value of the district decreased by \$15.2 million or 18.2%. Revenue from tax increment proceeds are used for capital improvements within the district.

### **Stormwater Utility Fund:**

The primary revenue source is stormwater user fees. User fees account for \$2.6 million of revenues.

### **Airport Fund:**

The budget includes grant funding of \$92,625 provided through the FAA and FDOT grants for the design of Taxiway G Extension. The budget also includes \$187,608 in revenue from leases and business activities.

### **Facilities Renewal & Replacement Fund:**

The budget includes a dedicated millage of .1235 mills for facilities renewal and replacement which is expected to generate \$294,000. Tax revenues will be supplemented by a \$200,000 transfer of General Fund reserves.

### **Capital Improvement Fund:**

The budget includes a dedicated millage for capital improvements of .1435 mills. This millage generates \$341,500 in property tax revenue.

**Vehicle/Equipment Renewal and Replacement:**

Prior year contributions by the General Fund have provided sufficient fund balance for future vehicle replacements. Therefore, General Fund contributions to this fund have been suspended. The Stormwater Fund continues to contribute \$48,000 annual.

**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 \$16.6 million.

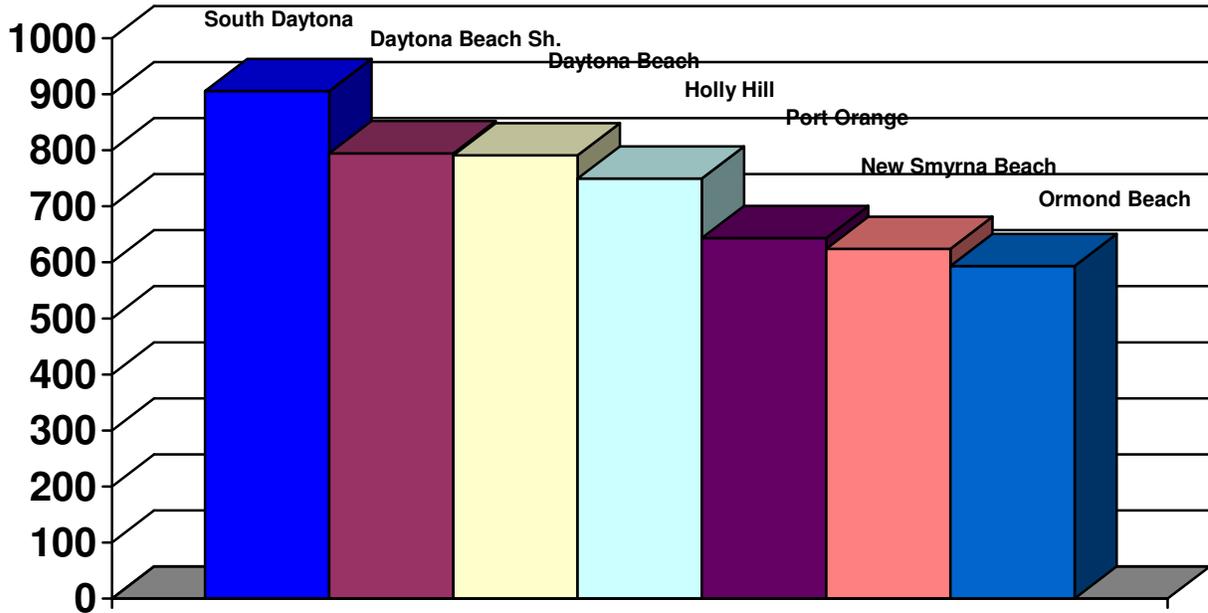
**Water and Wastewater Renewal and Replacement Fund:**

Revenues of the Renewal and Replacement Fund include a transfer of \$1.15 million from the Water and Wastewater Operating Fund.

**Solid Waste:**

The primary revenue source is stormwater user fees (\$5.1 million). No rate increase is being recommended. Use of reserves in the amount of \$205,340 is included in the budget to stabilize user rates.

## Utility Rate Comparison FY 2010-11 (5,000 gallons)



| City                 | Water    | Sewer    | Monthly Total | Annual Total |
|----------------------|----------|----------|---------------|--------------|
| South Daytona        | \$ 33.00 | \$ 42.46 | \$ 75.46      | \$ 905.52    |
| Daytona Beach Shores | \$ 28.22 | \$ 38.00 | \$ 66.22      | \$ 794.64    |
| Daytona Beach        | \$ 28.22 | \$ 37.71 | \$ 65.93      | \$ 791.16    |
| Holly Hill           | \$ 29.06 | \$ 33.41 | \$ 62.47      | \$ 749.64    |
| Port Orange          | \$ 22.85 | \$ 30.78 | \$ 53.63      | \$ 643.56    |
| New Smyrna Beach     | \$ 17.23 | \$ 34.77 | \$ 52.00      | \$ 624.00    |
| Ormond Beach         | \$ 21.09 | \$ 28.36 | \$ 49.45      | \$ 593.40    |

## EXPENDITURE HIGHLIGHTS

### Overview:

The FY 2011-12 budget includes total net appropriations of \$68,021,668.

| ALL FUNDS SUMMARY                                      |                     |                     |                     |                    |                |
|--|---------------------|---------------------|---------------------|--------------------|----------------|
|  | Actuals             | Budget              | Budget              | Change             | % Change       |
| Description  | FY 2009-10          | FY 2010-11          | FY 2011-12          | to FY 2011-12      | to FY 2011-12  |
| GENERAL FUND (001)                                     | 26,785,828          | 27,644,716          | 28,593,345          | 948,629            | 3.43%          |
| DOWNTOWN REDEVELOPMENT TRUST FUND (104)                | 1,060,803           | 1,213,246           | 2,670,719           | 1,457,473          | 120.13%        |
| STORMWATER UTILITY FUND (107)                          | 1,708,297           | 7,252,552           | 5,200,000           | (2,052,552)        | -28.30%        |
| AIRPORT FUND (108)                                     | 629,886             | 2,221,233           | 342,033             | (1,879,200)        | -84.60%        |
| LOCAL LAW ENFORCEMENT TRUST FUND (109)                 | -                   | 5,000               | 15,000              | 10,000             | 200.00%        |
| ECONOMIC DEVELOPMENT FUND (110)                        | 19,175              | 30,000              | 35,000              | 5,000              | 16.67%         |
| FEDERAL LAW ENFORCEMENT TRUST FUND (112)               | 65,000              | 75,000              | 35,000              | (40,000)           | -53.33%        |
| PENSION CONTRIBUTION PASS THROUGH (113)                | 623,681             | 632,000             | 623,681             | (8,319)            | -1.32%         |
| RECREATION FACILITY FEE FUND (115)                     | 47,228              | 26,400              | 30,400              | 4,000              | 15.15%         |
| GRANTS FUND (116)                                      | 533,128             | 146,517             | 80,000              | (66,517)           | -45.40%        |
| FACILITIES RENEWAL & REPLACEMENT (117)                 | 451,602             | 311,537             | 493,950             | 182,413            | 58.55%         |
|  | <b>5,138,800</b>    | <b>11,913,485</b>   | <b>9,525,783</b>    | <b>(2,387,702)</b> | <b>-20.04%</b> |
| FINANCING DEBT SERVICE FUND (205)                      | 165,099             | 356,963             | 213,429             | (143,534)          | -40.21%        |
| 2002 GOB DEBT SERVICE FUND (209)                       | 271,126             | 277,687             | 275,532             | (2,155)            | -0.78%         |
| 2003 GOB DEBT SERVICE FUND (210)                       | 111,904             | 116,124             | 113,118             | (3,006)            | -2.59%         |
| 2004 REVENUE BOND FUND (211)                           | 156,796             | 156,402             | 158,000             | 1,598              | 1.02%          |
| 2010 BEACHFRONT PARK BONDS (220)                       | -                   | 0                   | 345,070             | 345,070            | 0.00%          |
|  | <b>704,925</b>      | <b>907,176</b>      | <b>1,105,149</b>    | <b>197,973</b>     | <b>21.82%</b>  |
| CAPITAL IMPROVEMENTS FUND (301)                        | 1,186,478           | 403,088             | 1,720,511           | 1,317,423          | 326.83%        |
| EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)           | 737,865             | 427,083             | 566,000             | 138,917            | 32.53%         |
| TRANSPORTATION IMPROVEMENTS FUND (308)                 | 1,434,725           | 6,511,501           | 1,950,035           | (4,561,466)        | -70.05%        |
| BEACHFRONT PARK CONSTRUCTION (324)                     | -                   | -                   | 2,700,000           | 2,700,000          | 0.00%          |
|  | <b>3,359,068</b>    | <b>7,341,672</b>    | <b>6,936,546</b>    | <b>(405,126)</b>   | <b>-5.52%</b>  |
| WATER AND WASTEWATER FUND (401)                        | 16,505,358          | 16,606,823          | 16,939,028          | 332,205            | 2.00%          |
| VEHICLE REPLACEMENT FUND (408)                         | -                   | 115,000             | 115,000             | -                  | 0.00%          |
| RENEWAL AND REPLACEMENT FUND (409)                     | 121,125             | 2,013,661           | 4,340,615           | 2,326,954          | 115.56%        |
| WATER/WASTEWATER CONSOLIDATE DEBT SERVICE (414)        | 13,910,876          | 3,991,332           | 4,633,247           | 641,915            | 16.08%         |
| WEST ORMOND REUSE IMPACT FEE FUND (433)                | -                   | 10,000              | 10,000              | -                  | 0.00%          |
| WATER SYSTEM IMPACT FEE FUND (434)                     | 54,500              | 385,082             | 200,000             | (185,082)          | -48.06%        |
| WASTEWATER SYSTEM IMPACT FEE FUND (435)                | 27,000              | 620,219             | 200,000             | (420,219)          | -67.75%        |
| WASTEWATER EXPANSION PROJECTS FUND (442)               | -                   | 0                   | 3,420,000           | 3,420,000          | 0.00%          |
|  | <b>30,618,859</b>   | <b>23,742,117</b>   | <b>29,857,890</b>   | <b>6,115,773</b>   | <b>25.76%</b>  |
| SOLID WASTE FUND (460)                                 | 6,036,685           | 6,626,855           | 6,140,957           | (485,898)          | -7.33%         |
| WORKERS COMPENSATION FUND (502)                        | 617,115             | 743,668             | 893,668             | 150,000            | 20.17%         |
| GENERAL LIABILITY FUND (504)                           | 582,173             | 636,853             | 636,853             | -                  | 0.00%          |
| <b>TOTAL BUDGET APPROPRIATION</b>                      | <b>73,843,453</b>   | <b>79,556,542</b>   | <b>83,690,191</b>   | <b>4,133,649</b>   | <b>5.20%</b>   |
| <b>Less: Interfund Transfers</b>                       | <b>(12,152,361)</b> | <b>(10,921,166)</b> | <b>(11,777,893)</b> | <b>(856,727)</b>   | <b>7.84%</b>   |
| Fleet Operations (Internal Service Charges)            | (1,309,868)         | (1,408,048)         | (1,477,841)         | (69,793)           | 4.96%          |
| Engineering (Internal Service Charges)                 | -                   | (867,254)           | (882,268)           | (15,014)           | 1.73%          |
| Consolidated Insurance Fund (Internal Service Charges) | (1,199,288)         | (1,380,521)         | (1,530,521)         | (150,000)          | 10.87%         |
| <b>TOTAL NET BUDGET</b>                                | <b>59,181,936</b>   | <b>64,979,553</b>   | <b>68,021,668</b>   | <b>3,042,115</b>   | <b>4.68%</b>   |

**Personnel Costs:**

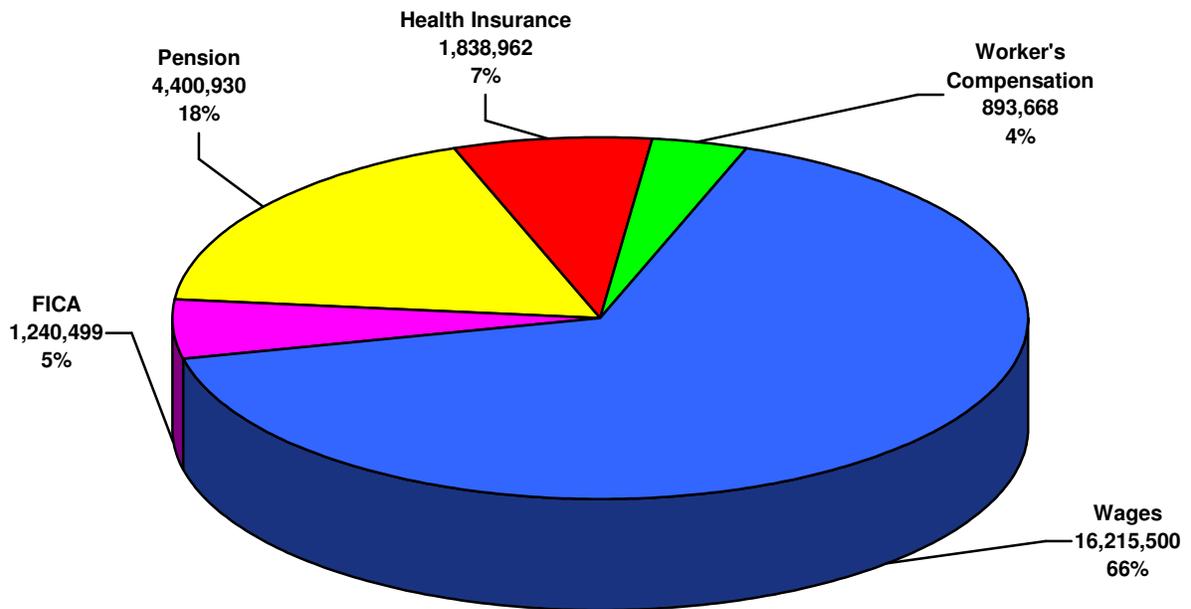
Total personnel costs are budgeted to be \$24.6 million for FY 2011-12.

| <b>All Funds Wages and Benefits</b> |                              |                              |  |  |
|-------------------------------------|------------------------------|------------------------------|--|--|
|                                     | <b>Budget<br/>FY 2010-11</b> | <b>Budget<br/>FY 2011-12</b> | <b>Change<br/>FY 2010-11<br/>to FY 2011-12</b> | <b>% Change<br/>FY 2010-11<br/>to FY 2011-12</b> |
| Wages                               | 16,225,941                   | 16,215,500                   | (10,441)                                       | -0.06%   |
| FICA                                | 1,240,232                    | 1,240,499                    | 267  | 0.02%  |
| Pension                             | 3,311,950                    | 4,400,930                    | 1,088,980                                      | 32.88%   |
| Health Insurance                    | 1,785,874                    | 1,838,962                    | 53,088   | 2.97%  |
| Worker's Compensation               | 743,668                      | 893,668                      | 150,000  | 20.17%   |
|                                     | 23,307,665                   | 24,589,559                   | 1,281,894                                      | 5.50%  |

| <b>General Fund Wages and Benefits</b> |                              |                              |  |  |
|--|------------------------------|------------------------------|--|--|
|  | <b>Budget<br/>FY 2010-11</b> | <b>Budget<br/>FY 2011-12</b> | <b>Change<br/>FY 2010-11<br/>to FY 2011-12</b> | <b>% Change<br/>FY 2010-11<br/>to FY 2011-12</b> |
| Wages                                  | 13,011,229                   | 12,962,134                   | (49,095)                                       | -0.38%   |
| FICA                                   | 994,312                      | 991,465                      | (2,847)  | -0.29%   |
| Pension                                | 2,758,195                    | 3,676,227                    | 918,032  | 33.28%   |
| Health Insurance                       | 1,367,643                    | 1,413,202                    | 45,559   | 3.33%  |
| Worker's Compensation                  | 588,576                      | 738,576                      | 150,000  | 25.49%   |
|  | 18,719,955                   | 19,781,604                   | 1,061,649                                      | 5.67%  |

| <b>Other Fund Wages and Benefits</b> |                              |                              |  |  |
|--------------------------------------|------------------------------|------------------------------|--|--|
|                                      | <b>Budget<br/>FY 2010-11</b> | <b>Budget<br/>FY 2011-12</b> | <b>Change<br/>FY 2010-11<br/>to FY 2011-12</b> | <b>% Change<br/>FY 2010-11<br/>to FY 2011-12</b> |
| Wages                                | 3,214,712                    | 3,253,366                    | 38,654   | 1.20%  |
| FICA                                 | 245,920                      | 249,034                      | 3,114  | 1.27%  |
| Pension                              | 553,755                      | 724,703                      | 170,948  | 30.87%   |
| Health Insurance                     | 418,231                      | 425,760                      | 7,529  | 1.80%  |
| Worker's Compensation                | 155,092                      | 155,092                      | -  | 0.00%  |
|                                      | 4,587,710                    | 4,807,955                    | 220,245  | 4.80%  |

# Personnel Costs All Funds



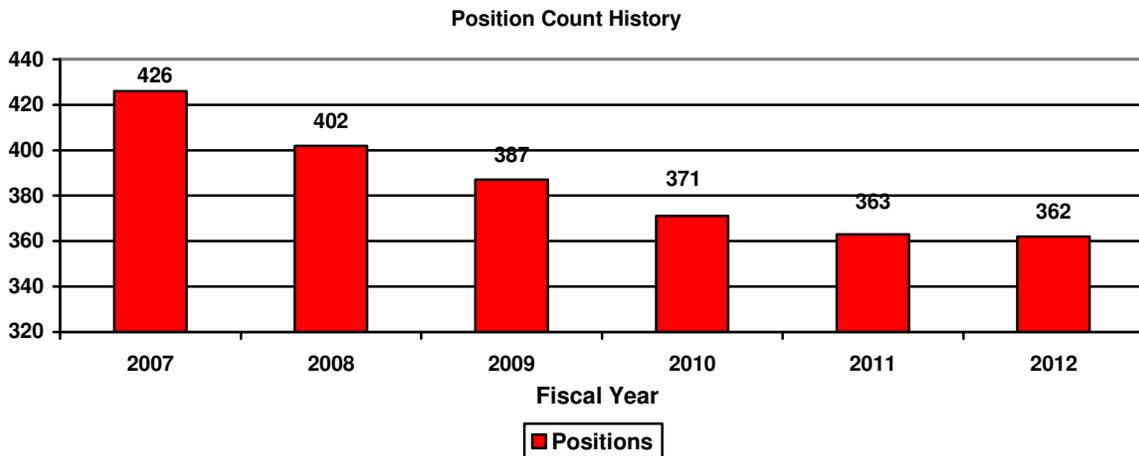
■ Wages ■ FICA ■ Pension ■ Health Insurance ■ Worker's Compensation

**Position Count History:**

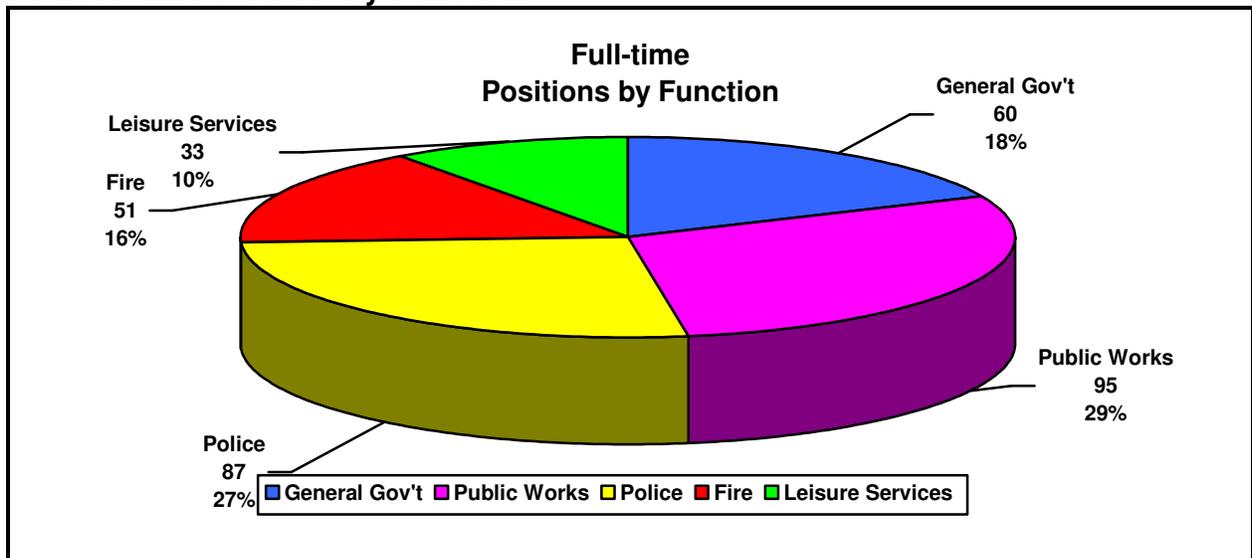
The budget includes 326 full-time positions and 36 part-time positions. The FY 2011-12 budget proposes the following personnel changes:

- Eliminate four full-time positions: Secretary to the City Manager, Office Assistant (Fire), Mechanic I, and Network Coordinator.
- Add two full-time positions: Maintenance Foreman (Parks), Recreation Program Specialist.
- Reclassify two part-time positions to full-time positions: Airport Manager, Environmental Regulatory Compliance Coordinator (Water)
- Add one part-time position: Account Clerk (Utility Billing)

The proposed changes result in a reduction of one part-time position.



**FY 2011-12: Positions by Function**



**Authorized Position Count and Full-time Equivalency  
(excluding seasonal positions)**

| Department / Division                  | FY 09-10            |                     |               | FY 10-11            |                     |               | FY 11-12            |                     |               |
|--|---------------------|---------------------|---------------|---------------------|---------------------|---------------|---------------------|---------------------|---------------|
|  | Full-time Positions | Part-time Positions | FTE           | Full-time Positions | Part-time Positions | FTE           | Full-time Positions | Part-time Positions | FTE           |
| <b>Office of City Manager</b>          | 4.00                | -                   | 3.60          | 4.00                | -                   | 3.60          | 3.00                | -                   | 2.60          |
| <b>Support Services</b>                | 5.00                | 2.00                | 6.10          | 5.00                | 1.00                | 5.50          | 5.00                | 1.00                | 5.50          |
| <b>Office of City Attorney</b>         | 5.00                | -                   | 5.00          | 5.00                | -                   | 5.00          | 5.00                | -                   | 5.00          |
| <b>Human Resources</b>                 | 4.00                | -                   | 4.00          | 4.00                | -                   | 4.00          | 4.00                | -                   | 4.00          |
| <b>Finance Department</b>              |                     |                     |               |                     |                     |               |                     |                     |               |
| Budget/Finance                         | 6.00                | -                   | 5.65          | 6.00                | -                   | 5.65          | 6.00                | -                   | 5.65          |
| Utility Billing                        | 11.00               | -                   | 11.35         | 11.00               | -                   | 11.35         | 11.00               | 1.00                | 11.85         |
| <b>Information Technology</b>          | 6.00                | -                   | 6.00          | 6.00                | -                   | 6.00          | 5.00                | -                   | 5.00          |
| <b>Planning Department</b>             | 6.00                | 1.00                | 6.15          | 6.00                | 1.00                | 6.05          | 6.00                | 1.00                | 6.05          |
| <b>Building Inspections/Permitting</b> | 9.00                | -                   | 9.35          | 8.00                | -                   | 8.35          | 8.00                | -                   | 8.35          |
| <b>Economic Development</b>            | 1.00                | -                   | 0.90          | 1.00                | -                   | 0.90          | 1.00                | -                   | 0.90          |
| <b>Police Department</b>               | 88.00               | -                   | 88.32         | 87.00               | -                   | 87.32         | 87.00               | -                   | 87.32         |
| <b>Neighborhood Improvement</b>        | 5.00                | -                   | 5.00          | 5.00                | -                   | 5.00          | 5.00                | -                   | 5.00          |
| <b>Fire Department</b>                 | 55.00               | -                   | 55.00         | 52.00               | -                   | 52.00         | 51.00               | -                   | 51.00         |
| <b>Public Works Department</b>         |                     |                     |               |                     |                     |               |                     |                     |               |
| Engineering                            | 10.00               | 1.00                | 10.83         | 10.00               | 1.00                | 10.83         | 10.00               | 1.00                | 10.83         |
| Streets and Roadside Mnt.              | 16.00               | -                   | 16.80         | 16.00               | -                   | 16.80         | 16.00               | -                   | 16.80         |
| Fleet Operations                       | 6.00                | 1.00                | 6.50          | 6.00                | 1.00                | 6.50          | 5.00                | 1.00                | 5.50          |
| <b>Page Subtotal</b>                   | <b>237.00</b>       | <b>5.00</b>         | <b>240.55</b> | <b>232.00</b>       | <b>4.00</b>         | <b>234.85</b> | <b>228.00</b>       | <b>5.00</b>         | <b>231.35</b> |

**Authorized Position Count and Full-time Equivalency  
(excluding seasonal positions)**

| Department / Division                  | FY 09-10            |                     |               | FY 10-11            |                     |               | FY 11-12            |                     |               |
|--|---------------------|---------------------|---------------|---------------------|---------------------|---------------|---------------------|---------------------|---------------|
|  | Full-time Positions | Part-time Positions | FTE           | Full-time Positions | Part-time Positions | FTE           | Full-time Positions | Part-time Positions | FTE           |
| <b>Stormwater Maintenance</b>          | 9.00                | -                   | 8.70          | 9.00                | -                   | 8.70          | 9.00                | -                   | 8.70          |
| <b>Utilities</b>                       |                     |                     |               |                     |                     |               |                     |                     |               |
| Water Production                       | 16.00               | 2.00                | 15.05         | 16.00               | 2.00                | 14.80         | 17.00               | 1.00                | 15.30         |
| Wastewater Treatment                   | 13.00               | 2.00                | 15.05         | 13.00               | 2.00                | 14.80         | 13.00               | 2.00                | 14.80         |
| Water Distribution                     | 13.00               | -                   | 12.55         | 12.00               | -                   | 12.30         | 12.00               | -                   | 12.30         |
| Wastewater Collection                  | 11.00               | -                   | 12.55         | 11.00               | -                   | 12.30         | 11.00               | -                   | 12.30         |
| <b>Sub-Total: Utilities</b>            | <b>53.00</b>        | <b>4.00</b>         | <b>55.20</b>  | <b>52.00</b>        | <b>4.00</b>         | <b>54.20</b>  | <b>53.00</b>        | <b>3.00</b>         | <b>54.70</b>  |
| <b>Solid Waste</b>                     |                     |                     |               |                     |                     |               |                     |                     |               |
| Collection and Disposal                | 2.00                | -                   | 1.65          | 2.00                | -                   | 1.65          | 2.00                | -                   | 1.65          |
| Recycling                              | -                   | -                   | 0.35          | -                   | -                   | 0.35          | -                   | -                   | 0.35          |
| <b>Sub-Total: Solid Waste Services</b> | <b>2.00</b>         | <b>-</b>            | <b>2.00</b>   | <b>2.00</b>         | <b>-</b>            | <b>2.00</b>   | <b>2.00</b>         | <b>-</b>            | <b>2.00</b>   |
| <b>Total: Public Works Department</b>  | <b>96.00</b>        | <b>6.00</b>         | <b>100.03</b> | <b>95.00</b>        | <b>6.00</b>         | <b>99.03</b>  | <b>95.00</b>        | <b>5.00</b>         | <b>98.53</b>  |
| <b>Leisure Services</b>                |                     |                     |               |                     |                     |               |                     |                     |               |
| Building Maintenance                   | 7.00                | -                   | 6.50          | 7.00                | -                   | 6.50          | 7.00                | -                   | 6.50          |
| Parks and Grounds Mnt.                 | 2.00                | -                   | 2.00          | 2.00                | -                   | 2.00          | 3.00                | -                   | 3.00          |
| The Casements                          | 1.00                | 4.00                | 3.70          | 1.00                | 4.00                | 3.70          | 1.00                | 4.00                | 3.70          |
| Performing Arts Center                 | 1.00                | 5.00                | 3.25          | 1.00                | 5.00                | 3.25          | 1.00                | 5.00                | 3.25          |
| Senior Center                          | -                   | 2.00                | 1.00          | -                   | 2.00                | 1.00          | -                   | 2.00                | 1.00          |
| Community Events                       | 1.00                | 3.00                | 2.75          | 1.00                | 2.00                | 2.00          | 1.00                | 2.00                | 2.00          |
| Administration                         | 5.00                | 2.00                | 6.00          | 5.00                | 1.00                | 5.50          | 6.00                | 1.00                | 6.63          |
| Gymnastics                             | 1.00                | 3.00                | 2.25          | 1.00                | 3.00                | 2.25          | 1.00                | 3.00                | 2.25          |
| City Sponsored                         | 1.00                | 3.00                | 3.40          | 1.00                | 3.00                | 2.50          | 1.00                | 3.00                | 2.50          |
| Nova Community Center                  | 1.00                | 4.00                | 6.00          | 1.00                | 5.00                | 6.75          | 1.00                | 5.00                | 6.75          |
| South Ormond Neighborhood Center       | 1.00                | 3.00                | 2.95          | 1.00                | 3.00                | 2.95          | 1.00                | 3.00                | 2.95          |
| Athletic Field Maintenance             | 10.00               | -                   | 10.00         | 10.00               | -                   | 10.00         | 10.00               | -                   | 10.00         |
| <b>Sub-Total: Leisure Services</b>     | <b>31.00</b>        | <b>29.00</b>        | <b>49.80</b>  | <b>31.00</b>        | <b>28.00</b>        | <b>48.40</b>  | <b>33.00</b>        | <b>28.00</b>        | <b>50.53</b>  |
| <b>Airport</b>                         | <b>-</b>            | <b>1.00</b>         | <b>0.73</b>   | <b>-</b>            | <b>1.00</b>         | <b>0.95</b>   | <b>1.00</b>         | <b>-</b>            | <b>1.10</b>   |
| <b>TIF</b>                             | <b>-</b>            | <b>-</b>            | <b>0.20</b>   | <b>-</b>            | <b>-</b>            | <b>0.20</b>   | <b>-</b>            | <b>-</b>            | <b>0.20</b>   |
| <b>Total FTE</b>                       | <b>332.00</b>       | <b>39.00</b>        | <b>357.18</b> | <b>326.00</b>       | <b>37.00</b>        | <b>349.30</b> | <b>326.00</b>       | <b>36.00</b>        | <b>348.58</b> |

**FY 11-12 Changes:**

**Full-time:**

- Secretary to the City Manager (Reduction 1.0 FTE)
- Fire Department-Office Assistant (Reduction 1.0 FTE)
- Mechanic I/Parts Clerk (Reduction 1.0 FTE)
- Network Coordinator (Reduction 1.0 FTE)
- Maintenance Foreman-Parks (Add 1.0 FTE)
- Recreation Program Specialist-LS Admin (Add 1.0 FTE)
- Airport (Add 1.0 FTE)
- Environmental Regulatory Compliance Coordinator-Water Collection (Add 1.0 FTE)

**Part-time:**

- Office Assistant (Add .125 FTE/Existing position)
- Airport (Eliminate .85 FTE)
- Account Clerk Utility Billing (Add .50 FTE)

**General Fund:**  
**Expenditures-**

General fund net expenditures are \$26.2 million. Major changes to the General Fund budget include:

- An increase in pension costs of \$918,000
- An increase in workers compensation costs of \$150,000
- Modifying the vacancy factor from 3% to 5%. By budgeting payroll expenses at 95% instead of 97%, the vacancy savings assumption has been increased by \$412,000 to \$972,858.
- An increase in transfers for capital projects and Facilities R&R of \$600,000 to \$1,019,196.
- A reduction in expenses for dispatch and records management of \$556,000.

**Stormwater Utility Fund:**

The budget includes \$983,000 for personnel and operating costs. transfers of \$286,000 and \$3 million in capital improvement projects.

**Facilities Renewal and Replacement Fund:**

The budget includes funding for Cassen Park dock repairs (\$25,000), Fortunato Park Playground Equipment (\$25,000), and maintenance to various City facilities (\$443,950).

**Capital Improvements Fund:**

The budget includes \$120,000 for City Hall Parking Lot Resurfacing, \$40,000 for a City Welcome Sign, \$30,000 for Conference Room modifications, \$50,000 for design of an Environmental Learning Center, \$650,000 for replacement of the City's Enterprise System, \$44,000 for The Casements Parking Lot, \$45,000 for playground equipment at Sanchez Park, and \$60,000 for additional ballfields at the Ormond Beach Sports Complex.

**Transportation Fund:**

The budget includes \$1.2 million in infrastructure improvements. These improvements include North Halifax Drive Repaving (\$530,000) and the annual allocation for road resurfacing (\$470,000).

**Water and Wastewater:**

The budget includes \$16.9 million of expenditures and transfers. Reclassification of the Environmental Regulatory Compliance Coordinator from part-time to full-time status is proposed. The budget also includes the acceleration of the two inch watermain replacement.

**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 \$4.5 million for the collection and disposal of refuse, \$610,000 for recycling, and \$1 million in transfers.

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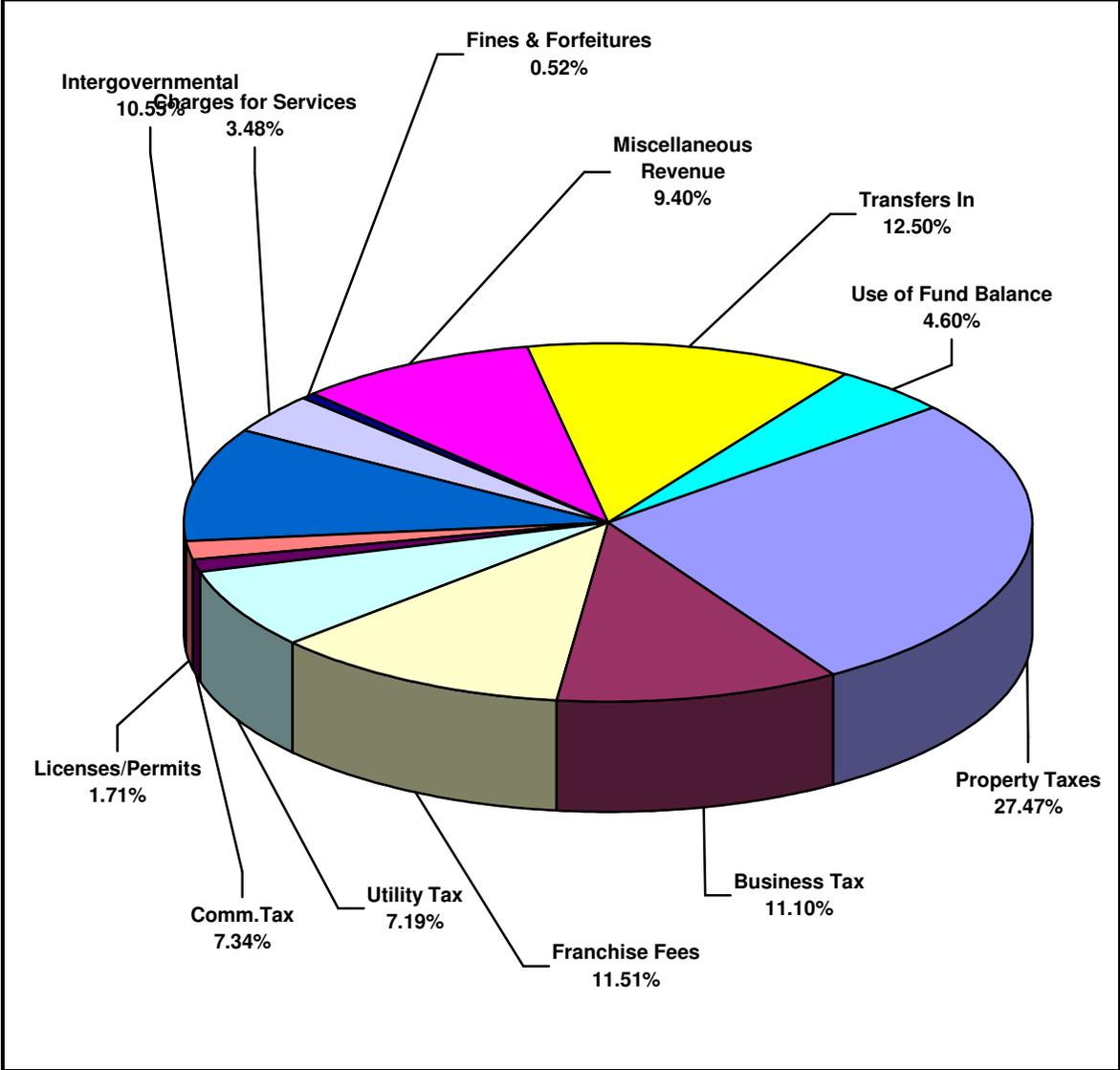


## GENERAL FUND REVENUES

| Description                          | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Revenues</b>                      |                      |                      |                      |                                       |   |
| Property Taxes                       | 9,259,755            | 7,719,195            | 7,853,465            | 134,270                               | 1.74%                                   |
| Franchise Fees                       | 3,158,419            | 3,095,000            | 3,175,000            | 80,000                                | 2.58%                                   |
| Utility Tax                          | 3,349,303            | 3,247,000            | 3,290,000            | 43,000                                | 1.32%                                   |
| Communications Tax                   | 2,130,975            | 2,055,000            | 2,055,000            | -                                     | 0.00%                                   |
| Business Tax                         | 312,308              | 309,600              | 289,350              | (20,250)                              | -6.54%                                  |
| License and Permits                  | 597,930              | 467,800              | 488,400              | 20,600                                | 4.40%                                   |
| Intergovernmental                    | 2,991,519            | 3,006,546            | 3,016,770            | 10,224                                | 0.34%                                   |
| Charges for Services                 | 1,056,144            | 919,670              | 993,750              | 74,080                                | 8.06%                                   |
| Fines & Forfeitures                  | 177,097              | 154,100              | 150,000              | (4,100)                               | -2.66%                                  |
| Miscellaneous Revenue                | 1,681,611            | 2,551,802            | 2,689,154            | 137,352                               | 5.38%                                   |
| Transfers In                         | 4,221,341            | 3,541,606            | 3,573,260            | 31,654                                | 0.89%                                   |
| Use of Revenue Stabilization Fund    | -                    | 577,397              | -                    | (577,397)                             | -100.00%                                |
| Use of Fund Balance-Facilities R&R   |                      |                      | 200,000              | 200,000                               | 100.00%                                 |
| Use of Fund Balance-Capital Projects | -                    | -                    | 819,196              | 819,196                               | 100.00%                                 |
| <b>Total Revenues</b>                | <b>28,936,402</b>    | <b>27,644,716</b>    | <b>28,593,345</b>    | <b>948,629</b>                        | <b>3.43%</b>                            |
| <b>Less: Fleet</b>                   | <b>1,309,838</b>     | <b>1,408,048</b>     | <b>1,477,841</b>     | <b>69,793</b>                         | <b>4.96%</b>                            |
| <b>Less: Engineering</b>             | <b>-</b>             | <b>867,254</b>       | <b>882,268</b>       | <b>15,014</b>                         | <b>0.00%</b>                            |
| <b>Total Net Revenues</b>            | <b>27,626,564</b>    | <b>25,369,414</b>    | <b>26,233,236</b>    | <b>863,822</b>                        | <b>3.40%</b>                            |

FY 2010-11 includes budget adjustment: Utility tax increased by \$350,000/use of Fund Balance reduced by \$350,000

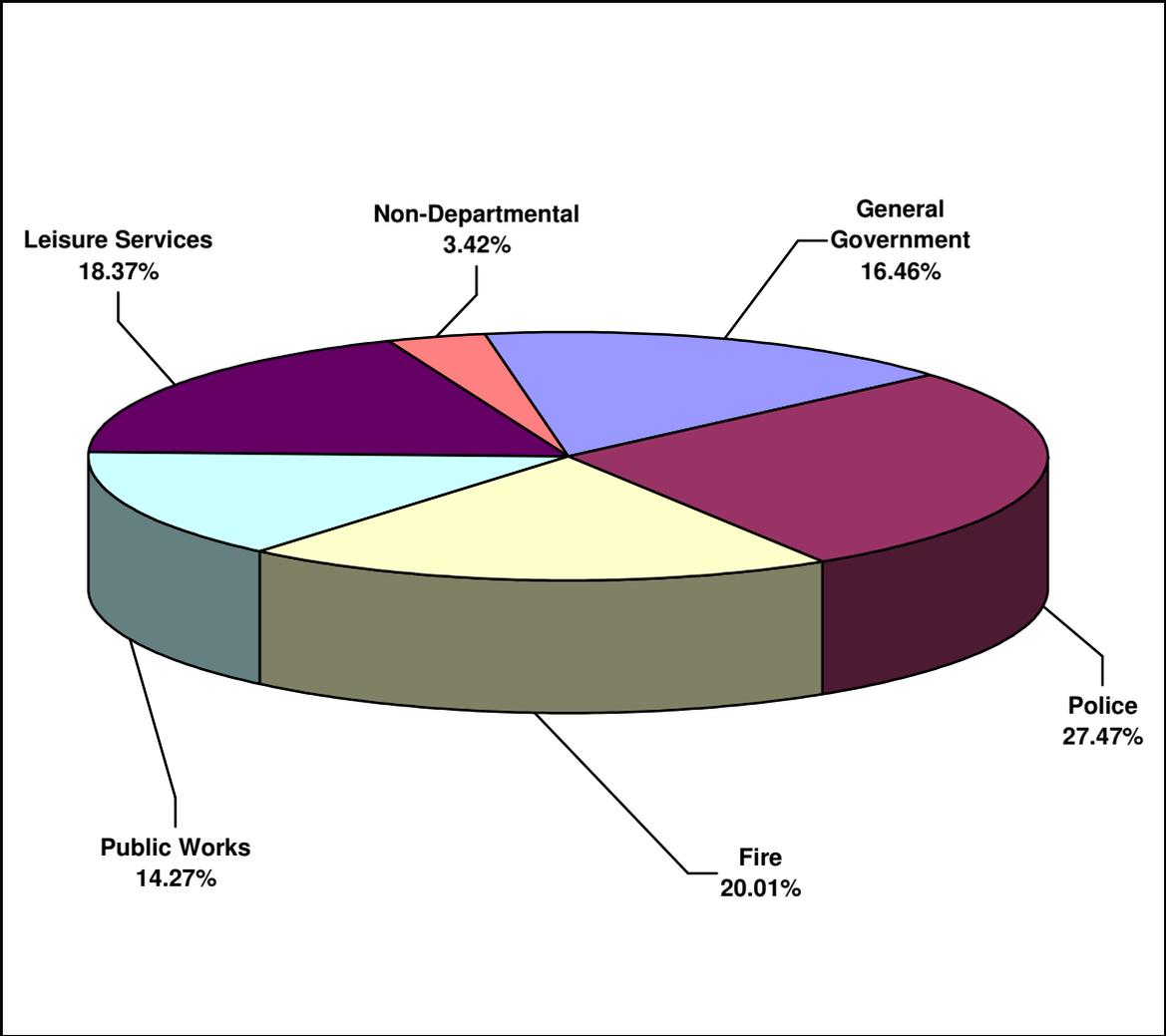
# GENERAL FUND REVENUES



# GENERAL FUND EXPENDITURE SUMMARY

| Description                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>General Government</b>       |                      |                      |                      |                                       |   |
| City Commission                 | 278,897              | 253,820              | 274,768              | 20,948                                | 8.25%                                   |
| City Manager                    | 442,131              | 416,432              | 348,282              | (68,150)                              | -16.37%                                 |
| Support Services                | 380,301              | 389,671              | 406,771              | 17,100                                | 4.39%                                   |
| City Attorney                   | 480,547              | 517,368              | 533,579              | 16,211                                | 3.13%                                   |
| Finance                         | 431,980              | 425,596              | 443,344              | 17,748                                | 4.17%                                   |
| Information Technology          | 665,073              | 771,040              | 727,629              | (43,411)                              | -5.63%                                  |
| Human Resources                 | 412,566              | 403,198              | 422,259              | 19,061                                | 4.73%                                   |
| Planning                        | 608,253              | 586,718              | 607,130              | 20,412                                | 3.48%                                   |
| Building Inspections            | 643,418              | 693,303              | 711,289              | 17,986                                | 2.59%                                   |
| Economic Development            | 190,591              | 195,279              | 230,282              | 35,003                                | 17.92%                                  |
| <b>Total General Government</b> | <b>4,533,757</b>     | <b>4,652,425</b>     | <b>4,705,333</b>     | <b>52,908</b>                         | <b>1.14%</b>                            |
| <b>Police</b>                   |                      |                      |                      |                                       |   |
| Administration                  | 750,948              | 759,388              | 901,595              | 142,207                               | 18.73%                                  |
| Operations                      | 4,616,611            | 4,953,119            | 4,626,335            | (326,784)                             | -6.60%                                  |
| Community Outreach              | 347,084              | 356,262              | 374,379              | 18,117                                | 5.09%                                   |
| Criminal Investigations         | 908,896              | 987,595              | 1,023,891            | 36,296                                | 3.68%                                   |
| Community Services              | 256,873              | 356,113              | 372,287              | 16,174                                | 4.54%                                   |
| Records                         | 198,577              | 233,562              | 218,935              | (14,627)                              | -6.26%                                  |
| Neighborhood Improvements       | 276,008              | 324,368              | 338,063              | 13,695                                | 4.22%                                   |
| <b>Total Police</b>             | <b>7,354,997</b>     | <b>7,970,407</b>     | <b>7,855,485</b>     | <b>(114,922)</b>                      | <b>-1.44%</b>                           |
| <b>Fire</b>                     |                      |                      |                      |                                       |   |
| Fire & EMS                      | 5,137,378            | 5,352,920            | 5,720,582            | 367,662                               | 6.87%                                   |
| <b>Total Fire</b>               | <b>5,137,378</b>     | <b>5,352,920</b>     | <b>5,720,582</b>     | <b>367,662</b>                        | <b>6.87%</b>                            |
| <b>Public Works</b>             |                      |                      |                      |                                       |   |
| Roadside and Right of Way Mnt.  | 1,551,533            | 1,680,973            | 1,720,303            | 39,330                                | 2.34%                                   |
| Engineering                     | 786,248              | 867,254              | 882,268              | 15,014                                | 1.73%                                   |
| Fleet                           | 1,309,838            | 1,408,048            | 1,477,841            | 69,793                                | 4.96%                                   |
| <b>Total Public Works</b>       | <b>3,647,619</b>     | <b>3,956,275</b>     | <b>4,080,412</b>     | <b>124,137</b>                        | <b>3.14%</b>                            |
| <b>Leisure Services</b>         |                      |                      |                      |                                       |   |
| Building Maintenance            | 586,264              | 629,185              | 630,282              | 1,097                                 | 0.17%                                   |
| Parks & Grounds                 | 1,279,863            | 1,226,162            | 1,352,783            | 126,621                               | 10.33%                                  |
| Administration                  | 489,541              | 625,808              | 650,097              | 24,289                                | 3.88%                                   |
| <b>Cultural</b>                 |                      |                      |                      |                                       |   |
| Casements                       | 242,312              | 238,642              | 276,901              | 38,259                                | 16.03%                                  |
| Performing Arts Center          | 324,996              | 357,353              | 379,185              | 21,832                                | 6.11%                                   |
| Senior Center                   | 92,129               | 106,239              | 96,994               | (9,245)                               | -8.70%                                  |
| Community Events                | 192,590              | 171,300              | 172,972              | 1,672                                 | 0.98%                                   |
| <b>Athletics</b>                |                      |                      |                      |                                       |   |
| Gymnastics                      | 100,171              | 105,183              | 108,276              | 3,093                                 | 2.94%                                   |
| Raquet Sports                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| City Sponsored Activities       | 280,347              | 269,861              | 298,342              | 28,481                                | 10.55%                                  |
| Nova Recreation Center          | 211,784              | 231,466              | 236,544              | 5,078                                 | 2.19%                                   |
| South Ormond Center             | 190,276              | 179,797              | 181,390              | 1,593                                 | 0.89%                                   |
| Athletic Fields Maintenance     | 797,889              | 926,850              | 870,055              | (56,795)                              | -6.13%                                  |
| <b>Total Leisure Services</b>   | <b>4,788,162</b>     | <b>5,067,846</b>     | <b>5,253,821</b>     | <b>185,975</b>                        | <b>3.67%</b>                            |
| <b>Non-Departmental</b>         |                      |                      |                      |                                       |   |
| Contributions/Contingency       | 55,754               | (512,520)            | (947,280)            | (434,760)                             | 84.83%                                  |
| Transfers                       | 1,268,161            | 1,157,363            | 1,924,992            | 767,629                               | 66.33%                                  |
| <b>Total Expenditures</b>       | <b>26,785,828</b>    | <b>27,644,716</b>    | <b>28,593,345</b>    | <b>948,629</b>                        | <b>3.43%</b>                            |
| <b>Less: Fleet expenditures</b> | <b>1,309,838</b>     | <b>1,408,048</b>     | <b>1,477,841</b>     | <b>69,793</b>                         | <b>4.96%</b>                            |
| <b>Less: Engineering</b>        | <b>-</b>             | <b>867,254</b>       | <b>882,268</b>       | <b>15,014</b>                         | <b>0.00%</b>                            |
| <b>Total Net Expenditures</b>   | <b>25,475,990</b>    | <b>25,369,414</b>    | <b>26,233,236</b>    | <b>863,822</b>                        | <b>3.40%</b>                            |

**GENERAL FUND EXPENDITURES**



## **CITY COMMISSION**

The five member City Commission is the elected legislative and governing body of the City 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 and 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.

## CITY COMMISSION

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 278,897              | 253,820              | 274,768              | 20,948                                | 8.25%                                   |
| <b>Total</b> | <b>278,897</b>       | <b>253,820</b>       | <b>274,768</b>       | <b>20,948</b>                         | <b>8.25%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 83,687               | 90,768               | 95,885               | 5,117                                 | 5.64%                                   |
| Operating                   | 195,210              | 163,052              | 178,883              | 15,831                                | 9.71%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>278,897</b>       | <b>253,820</b>       | <b>274,768</b>       | <b>20,948</b>                         | <b>8.25%</b>                            |

### **Staffing Summary:**

|                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Mayor              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| City Commissioners | 4.00                 | 4.00                 | 4.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>       | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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: 1) appointment and removal of all employees (except City Attorney and the Attorney's staff, 2) operational and financial management of City services, 3) preparation and recommendation of an annual operating budget and five (5) year capital improvements program, 4) keeping the City Commission informed as to the financial condition and future needs of the City, 5) signing contracts on behalf of the City, 6) preparation of the City Commission's meeting agendas, and 7) 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 442,131              | 416,432              | 348,282              | (68,150)                              | -16.37%                                 |
| <b>Total</b> | <b>442,131</b>       | <b>416,432</b>       | <b>348,282</b>       | <b>(68,150)</b>                       | <b>-16.37%</b>                          |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 426,463              | 381,857              | 324,092              | (57,765)                              | -15.13%                                 |
| Operating                   | 15,668               | 34,575               | 24,190               | (10,385)                              | -30.04%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>442,131</b>       | <b>416,432</b>       | <b>348,282</b>       | <b>(68,150)</b>                       | <b>-16.37%</b>                          |

### Staffing Summary:

|                           | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| City Manager              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Assistant City Manager    | 0.60                 | 0.60                 | 0.60                 | 0.00                                  | 0.00%                                   |
| Executive Secretary       | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Secretary to City Manager | 1.00                 | 1.00                 | 0.00                 | -1.00                                 | -100.00%                                |
| <b>Total</b>              | <b>3.60</b>          | <b>3.60</b>          | <b>2.60</b>          | <b>-1.00</b>                          | <b>-27.78%</b>                          |

## **SUPPORT SERVICES**

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

## SUPPORT SERVICES

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 380,301              | 389,671              | 406,771              | 17,100                                | 4.39%                                   |
| <b>Total</b> | <b>380,301</b>       | <b>389,671</b>       | <b>406,771</b>       | <b>17,100</b>                         | <b>4.39%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 324,115              | 339,858              | 352,708              | 12,850                                | 3.78%                                   |
| Operating                   | 56,186               | 49,813               | 54,063               | 4,250                                 | 8.53%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>380,301</b>       | <b>389,671</b>       | <b>406,771</b>       | <b>17,100</b>                         | <b>4.39%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Support Services Director   | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| City Clerk                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Grants Coordinator          | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant III        | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Assistant City Clerk        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
|                             |                      |                      |                      |                                       |   |
| <b>Part-time Positions:</b> |                      |                      |                      |                                       |   |
| Public Media Assistant      | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Courier                     | 0.60                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
|                             |                      |                      |                      |                                       |   |
| <b>Total</b>                | <b>6.10</b>          | <b>5.50</b>          | <b>5.50</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **CITY ATTORNEY**

The Office of City Attorney is responsible for providing legal advice and recommendations to the City Commission, City Department Directors and Division Managers and to the various advisory and quasi-judicial boards. In addition, the Office of City Attorney is responsible for all litigation brought against or on behalf of the City; is responsible for handling all legal issues involving or affecting the City; and communicates 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 480,547              | 517,368              | 533,579              | 16,211                                | 3.13%                                   |
| <b>Total</b> | <b>480,547</b>       | <b>517,368</b>       | <b>533,579</b>       | <b>16,211</b>                         | <b>3.13%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 444,130              | 480,458              | 499,919              | 19,461                                | 4.05%                                   |
| Operating                   | 36,417               | 36,910               | 33,660               | (3,250)                               | -8.81%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>480,547</b>       | <b>517,368</b>       | <b>533,579</b>       | <b>16,211</b>                         | <b>3.13%</b>                            |

### Staffing Summary:

|                                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b><u>Full-time Positions:</u></b> |                      |                      |                      |                                       |   |
| 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%                                   |
| Para-Legal                         | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
|                                    |                      |                      |                      |                                       |   |
| <b><u>Part-time Positions:</u></b> |                      |                      |                      |                                       |   |
| Office Assistant I                 | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
|                                    |                      |                      |                      |                                       |   |
| <b>Total</b>                       | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **BUDGET/FINANCE/PURCHASING**

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

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

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

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

## BUDGET/FINANCE/PURCHASING

### Revenue and Expenditure Summaries

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 431,980              | 425,596              | 443,344              | 17,748                                | 4.17%                                   |
| <b>Total</b> | <b>431,980</b>       | <b>425,596</b>       | <b>443,344</b>       | <b>17,748</b>                         | <b>4.17%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 396,981              | 401,319              | 420,871              | 19,552                                | 4.87%                                   |
| Operating                   | 34,999               | 24,277               | 22,473               | (1,804)                               | -7.43%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>431,980</b>       | <b>425,596</b>       | <b>443,344</b>       | <b>17,748</b>                         | <b>4.17%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Finance Director            | 0.65                 | 0.65                 | 0.65                 | 0.00                                  | 0.00%                                   |
| Accounting Manager          | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Accounting Technician       | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
| Purchasing Coordinator      | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>5.65</b>          | <b>5.65</b>          | <b>5.65</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## 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: 1) Accounting, Miscellaneous Receivables, Purchasing, and Fixed Assets 2) Utility Billing, 3) Site Plan Review, Building Permits, Occupational Licenses and Code Enforcement, 4) Computer Aided Dispatch and Records Management, 5) Work Order/Facility Management, 6) Payroll and Personnel Management, 7) Cash Receipts and 8) 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: 1) Leisure Services Registration and Facility Reservation, 2) Support Services (City Clerk) Document Imaging System and Clerks Index, 3) inventory systems for Fleet, 4) the Police network, 5) FireHouse (data management) and TeleStaff (scheduling program) for the Fire Department and 6) the City's internet and e-mail systems.

## INFORMATION TECHNOLOGY

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 665,073              | 771,040              | 727,629              | (43,411)                              | -5.63%                                  |
| <b>Total</b> | <b>665,073</b>       | <b>771,040</b>       | <b>727,629</b>       | <b>(43,411)</b>                       | <b>-5.63%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 383,162              | 450,741              | 416,036              | (34,705)                              | -7.70%                                  |
| Operating                   | 281,911              | 320,299              | 311,593              | (8,706)                               | -2.72%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>665,073</b>       | <b>771,040</b>       | <b>727,629</b>       | <b>(43,411)</b>                       | <b>-5.63%</b>                           |

### Staffing Summary:

|                                | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>    |                      |                      |                      |                                       |   |
| MIS Manager                    | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Information Systems Specialist | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Network Coordinator            | 1.00                 | 1.00                 | 0.00                 | -1.00                                 | -100.00%                                |
| Chief GIS Technician           | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| GIS Technician                 | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                   | <b>6.00</b>          | <b>6.00</b>          | <b>5.00</b>          | <b>-1.00</b>                          | <b>-16.67%</b>                          |

## 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: 1) recruitment, selection and processing of new employees, 2) maintenance of the pay and classification system, 3) maintenance of employee personnel records, 4) administration of the City's employee benefits program, 5) coordination of employee and supervisory training and publishing of employee and supervisory newsletters, 6) liaison with the City's Human Resources Board and 7) the negotiation and management of collective bargaining agreements with the City's three bargaining units.

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.

## HUMAN RESOURCES

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 412,566              | 403,198              | 422,259              | 19,061                                | 4.73%                                   |
| <b>Total</b> | <b>412,566</b>       | <b>403,198</b>       | <b>422,259</b>       | <b>19,061</b>                         | <b>4.73%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 302,699              | 324,378              | 338,639              | 14,261                                | 4.40%                                   |
| Operating                   | 109,867              | 78,820               | 83,620               | 4,800                                 | 6.09%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>412,566</b>       | <b>403,198</b>       | <b>422,259</b>       | <b>19,061</b>                         | <b>4.73%</b>                            |

### **Staffing Summary:**

|                              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>  |                      |                      |                      |                                       |   |
| Human Resources Director     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Risk Manager                 | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Employee Relations Assistant | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                 | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## 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: 1) review of Comprehensive Plan Amendments; 2) coordination with various regional and State authorities; 3) review for consistency with the Volusia County Growth Management Commission, City Planning Board, and the City's Official Zoning Map and Land Development Code; and, 4) 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: 1) site plan review and permitting of proposed development applications, 2) inspection of all residential and commercial development projects, 3) staff support and liaison with the Planning Board and the Development Review Board, 4) interpreting and processing amendments to the Land Development Code 5) coordinating the activities of the City's Site Plan Review Committee (SPRC) – this involves interdepartmental cooperation with Engineering, Building Inspection and the City Attorney. 6) responding to informational requests by the public regarding zoning, flood zone classification, land use information, and development regulations. 7) reviewing and providing comments to Volusia County for certain applications in the County but located within the Ormond Beach service area, and 8) 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Development Review Fees  | 42,590               | 36,000               | 39,000               | 3,000                                 | 8.33%                                   |
| Zoning Variances/Appeals | 8,798                | 7,000                | 5,000                | (2,000)                               | -28.57%                                 |
| Recording Charges        | 12,720               | 8,000                | 10,000               | 2,000                                 | 25.00%                                  |
| Bid Documents            | 1,303                | 9,500                | 5,000                | (4,500)                               | -47.37%                                 |
| General Fund             | 542,842              | 526,218              | 548,130              | 21,912                                | 4.16%                                   |
| <b>Total</b>             | <b>608,253</b>       | <b>586,718</b>       | <b>607,130</b>       | <b>20,412</b>                         | <b>3.48%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 536,604              | 494,805              | 518,221              | 23,416                                | 4.73%                                   |
| Operating                   | 71,649               | 91,913               | 88,909               | (3,004)                               | -3.27%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>608,253</b>       | <b>586,718</b>       | <b>607,130</b>       | <b>20,412</b>                         | <b>3.48%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Planning Director *         | 0.55                 | 0.55                 | 0.55                 | 0.00                                  | 0.00%                                   |
| Chief Planner               | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Senior Planner              | 2.90                 | 2.90                 | 2.90                 | 0.00                                  | 0.00%                                   |
| Planning Technician         | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Office Manager              | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b> |                      |                      |                      |                                       |   |
| Board Minutes Technician    | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Temp-Planner                | 0.10                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Civil Engineer              | 0.60                 | 0.60                 | 0.60                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>6.15</b>          | <b>6.05</b>          | <b>6.05</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

\* Indicates primary department

# POLICE DEPARTMENT

## The Police Department consists of the following divisions:

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

## Revenue and Expenditure Summaries:

### Revenues:

|                  | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Special Duty     | 69,223               | 47,800               | 47,800               | -                                     | 0.00%                                   |
| Fines/Forfeits   | 164,656              | 172,000              | 147,000              | (25,000)                              | -14.53%                                 |
| Forfeiture Funds | 65,000               | 65,000               | 35,000               | (30,000)                              | -46.15%                                 |
| General Fund     | 7,056,118            | 7,685,607            | 7,625,685            | (59,922)                              | -0.78%                                  |
| <b>Total</b>     | <b>7,354,997</b>     | <b>7,970,407</b>     | <b>7,855,485</b>     | <b>(114,922)</b>                      | <b>-1.44%</b>                           |

### Expenditures:

|                           | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Administration            | 750,948              | 759,388              | 901,595              | 142,207                               | 18.73%                                  |
| Operations                | 4,616,611            | 4,953,119            | 4,626,335            | (326,784)                             | -6.60%                                  |
| Community Outreach        | 347,084              | 356,262              | 374,379              | 18,117                                | 5.09%                                   |
| Criminal Investigations   | 908,896              | 987,595              | 1,023,891            | 36,296                                | 3.68%                                   |
| Community Services        | 256,873              | 356,113              | 372,287              | 16,174                                | 4.54%                                   |
| Records                   | 198,577              | 233,562              | 218,935              | (14,627)                              | -6.26%                                  |
| Neighborhood Improvements | 276,008              | 324,368              | 338,063              | 13,695                                | 4.22%                                   |
| <b>Total</b>              | <b>7,354,997</b>     | <b>7,970,407</b>     | <b>7,855,485</b>     | <b>(114,922)</b>                      | <b>-1.44%</b>                           |

## Staffing Summary:

|                                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>        |                      |                      |                      |                                       |   |
| Police Chief                       | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Lieutenant                         | 0.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Division Chief                     | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Sergeant                           | 8.00                 | 7.00                 | 7.00                 | 0.00                                  | 0.00%                                   |
| Corporal                           | 7.00                 | 7.00                 | 7.00                 | 0.00                                  | 0.00%                                   |
| Police Officer                     | 52.00                | 52.00                | 52.00                | 0.00                                  | 0.00%                                   |
| Office Assistant III               | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Office Manager                     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Community Program<br>Coordinator   | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| After School Aide                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Recreation Leader                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Victim Advocate Coordinator        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Evidence/Crime Scene<br>Custodian  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Evidence/Crime Scene<br>Technician | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Crime Analyst                      | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Community Service Officer          | 5.00                 | 5.00                 | 5.00                 | 0.00                                  | 0.00%                                   |
| Lead Community Service Officer     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Records Clerk                      | 4.00                 | 4.00                 | 4.00                 | 0.00                                  | 0.00%                                   |
| <b>Seasonal:</b>                   |                      |                      |                      |                                       |   |
| Tutors                             | 0.32                 | 0.32                 | 0.32                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                       | <b>88.32</b>         | <b>87.32</b>         | <b>87.32</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

## POLICE ADMINISTRATION

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 750,948              | 759,388              | 901,595              | 142,207                               | 18.73%                                  |
| <b>Total</b> | <b>750,948</b>       | <b>759,388</b>       | <b>901,595</b>       | <b>142,207</b>                        | <b>18.73%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 390,332              | 385,834              | 513,110              | 127,276                               | 32.99%                                  |
| Operating                   | 360,616              | 373,554              | 388,485              | 14,931                                | 4.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>750,948</b>       | <b>759,388</b>       | <b>901,595</b>       | <b>142,207</b>                        | <b>18.73%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Police Chief                | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Lieutenant                  | 0.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Sergeant (Accreditation)    | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Police Officer (Training)   | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant III        | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Office Manager              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|----------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Special Duty   | 53,504               | 47,800               | 55,000               | 7,200                                 | 15.06%                                  |
| Fines/Forfeits | 144,590              | 147,000              | 135,000              | (12,000)                              | -8.16%                                  |
| General Fund   | 4,418,517            | 4,758,319            | 4,436,335            | (321,984)                             | -6.77%                                  |
| <b>Total</b>   | <b>4,616,611</b>     | <b>4,953,119</b>     | <b>4,626,335</b>     | <b>(326,784)</b>                      | <b>-6.60%</b>                           |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 3,712,815            | 4,026,778            | 4,134,200            | 107,422                               | 2.67%                                   |
| Operating                   | 903,796              | 926,341              | 492,135              | (434,206)                             | -46.87%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>4,616,611</b>     | <b>4,953,119</b>     | <b>4,626,335</b>     | <b>(326,784)</b>                      | <b>-6.60%</b>                           |

### **Staffing Summary:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Division Chief              | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Sergeant                    | 6.00                 | 6.00                 | 6.00                 | 0.00                                  | 0.00%                                   |
| Corporal                    | 6.00                 | 6.00                 | 6.00                 | 0.00                                  | 0.00%                                   |
| Police Officer              | 43.00                | 43.00                | 43.00                | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>56.00</b>         | <b>55.00</b>         | <b>55.00</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

## **POLICE-COMMUNITY OUTREACH**

Community Outreach provides several educational and intervention-oriented programs that are designed to enhance life skills and prevent crime including the Drug Abuse Resistance Education (DARE), Police Athletic League (PAL), Explorers, volunteers and neighborhood and business watches, and 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Forefeiture Funds | 65,000               | 65,000               | 35,000               | (30,000)                              | -46.15%                                 |
| General Fund      | 282,084              | 291,262              | 339,379              | 48,117                                | 16.52%                                  |
| <b>Total</b>      | <b>347,084</b>       | <b>356,262</b>       | <b>374,379</b>       | <b>18,117</b>                         | <b>5.09%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 300,708              | 307,475              | 324,257              | 16,782                                | 5.46%                                   |
| Operating                   | 46,376               | 48,787               | 50,122               | 1,335                                 | 2.74%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>347,084</b>       | <b>356,262</b>       | <b>374,379</b>       | <b>18,117</b>                         | <b>5.09%</b>                            |

### Staffing Summary:

|                                  | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|----------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>      |                      |                      |                      |                                       |   |
| Community Program<br>Coordinator | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| After School Aide                | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Recreation Leader                | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Police Officer                   | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
|                                  |                      |                      |                      |                                       |   |
| <b>Seasonal:</b>                 |                      |                      |                      |                                       |   |
| Tutors                           | 0.32                 | 0.32                 | 0.32                 | 0.00                                  | 0.00%                                   |
|                                  |                      |                      |                      |                                       |   |
| <b>Total</b>                     | <b>5.32</b>          | <b>5.32</b>          | <b>5.32</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 908,896              | 987,595              | 1,023,891            | 36,296                                | 3.68%                                   |
| <b>Total</b> | <b>908,896</b>       | <b>987,595</b>       | <b>1,023,891</b>     | <b>36,296</b>                         | <b>3.68%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 856,344              | 920,862              | 959,548              | 38,686                                | 4.20%                                   |
| Operating                   | 52,552               | 66,733               | 64,343               | (2,390)                               | -3.58%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>908,896</b>       | <b>987,595</b>       | <b>1,023,891</b>     | <b>36,296</b>                         | <b>3.68%</b>                            |

### Staffing Summary:

|                                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>        |                      |                      |                      |                                       |   |
| Police Officer                     | 6.00                 | 6.00                 | 6.00                 | 0.00                                  | 0.00%                                   |
| Sergeant                           | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Corporal                           | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Victim Advocate Coordinator        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Evidence/Crime Scene<br>Custodian  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Evidence/Crime Scene<br>Technician | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Crime Analyst                      | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant III               | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                       | <b>12.00</b>         | <b>12.00</b>         | <b>12.00</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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, and 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 256,873              | 356,113              | 372,287              | 16,174                                | 4.54%                                   |
| <b>Total</b> | <b>256,873</b>       | <b>356,113</b>       | <b>372,287</b>       | <b>16,174</b>                         | <b>4.54%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 217,449              | 293,549              | 307,901              | 14,352                                | 4.89%                                   |
| Operating                   | 39,424               | 62,564               | 64,386               | 1,822                                 | 2.91%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>256,873</b>       | <b>356,113</b>       | <b>372,287</b>       | <b>16,174</b>                         | <b>4.54%</b>                            |

### **Staffing Summary:**

|                                | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>    |                      |                      |                      |                                       |   |
| Community Service Officer      | 5.00                 | 5.00                 | 5.00                 | 0.00                                  | 0.00%                                   |
| Lead Community Service Officer | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                   | <b>6.00</b>          | <b>6.00</b>          | <b>6.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **POLICE-RECORDS**

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

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 198,577              | 233,562              | 218,935              | (14,627)                              | -6.26%                                  |
| <b>Total</b> | <b>198,577</b>       | <b>233,562</b>       | <b>218,935</b>       | <b>(14,627)</b>                       | <b>-6.26%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 176,089              | 195,337              | 194,110              | (1,227)                               | -0.63%                                  |
| Operating                   | 22,488               | 38,225               | 24,825               | (13,400)                              | -35.06%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>198,577</b>       | <b>233,562</b>       | <b>218,935</b>       | <b>(14,627)</b>                       | <b>-6.26%</b>                           |

### Staffing Summary:

|                                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b><u>Full-time Positions:</u></b> |                      |                      |                      |                                       |   |
| Records Clerk                      | 4.00                 | 4.00                 | 4.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                       | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 5,137,378            | 5,352,920            | 5,720,582            | 367,662                               | 6.87%                                   |
| <b>Total</b> | <b>5,137,378</b>     | <b>5,352,920</b>     | <b>5,720,582</b>     | <b>367,662</b>                        | <b>6.87%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 4,542,772            | 4,724,532            | 5,224,369            | 499,837                               | 10.58%                                  |
| Operating                   | 594,606              | 628,388              | 496,213              | (132,175)                             | -21.03%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>5,137,378</b>     | <b>5,352,920</b>     | <b>5,720,582</b>     | <b>367,662</b>                        | <b>6.87%</b>                            |

### **Staffing Summary:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Fire Battalion Commander    | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
| Captain                     | 12.00                | 12.00                | 12.00                | 0.00                                  | 0.00%                                   |
| Driver Engineer             | 15.00                | 15.00                | 15.00                | 0.00                                  | 0.00%                                   |
| Lieutenant                  | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
| Firefighters                | 18.00                | 15.00                | 15.00                | 0.00                                  | 0.00%                                   |
| Fire Chief                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Assistant Fire Chief        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant II         | 1.00                 | 1.00                 | 0.00                 | -1.00                                 | -100.00%                                |
| Office Manager              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
|                             |                      |                      |                      |                                       |   |
| <b>Total</b>                | <b>55.00</b>         | <b>52.00</b>         | <b>51.00</b>         | <b>-1.00</b>                          | <b>-1.92%</b>                           |

## **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: 1) vegetation and debris maintenance of road shoulders, and sidewalks, 2) right-of-way mowing on a contractual basis, 3) maintenance and grading of 11 miles of unpaved roads and parking lots that are under the maintenance responsibility of the City and 4) 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Right of Way Maintenance | 90,000               | 99,000               | 99,000               | -                                     | 0.00%                                   |
| General Fund             | 1,461,533            | 1,581,973            | 1,621,303            | 39,330                                | 2.49%                                   |
| <b>Total</b>             | <b>1,551,533</b>     | <b>1,680,973</b>     | <b>1,720,303</b>     | <b>39,330</b>                         | <b>2.34%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 670,553              | 775,515              | 780,910              | 5,395                                 | 0.70%                                   |
| Operating                   | 880,980              | 905,458              | 939,393              | 33,935                                | 3.75%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>1,551,533</b>     | <b>1,680,973</b>     | <b>1,720,303</b>     | <b>39,330</b>                         | <b>2.34%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Environmental Systems Mgr.  | 0.30                 | 0.30                 | 0.30                 | 0.00                                  | 0.00%                                   |
| Streets Supervisor          | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker IV       | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker II       | 7.00                 | 7.00                 | 7.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant II         | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker III      | 5.00                 | 5.00                 | 5.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>16.80</b>         | <b>16.80</b>         | <b>16.80</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

## **BUILDING MAINTENANCE**

Building Maintenance is a support service function of City government that provides repair and maintenance services for City buildings and structures, including routine electrical, plumbing, carpentry, air conditioning, painting and miscellaneous repairs. This program is also responsible for overseeing and monitoring service contracts for janitorial, electrical and air conditioning and performs 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 586,264              | 629,185              | 630,282              | 1,097                                 | 0.17%                                   |
| <b>Total</b> | <b>586,264</b>       | <b>629,185</b>       | <b>630,282</b>       | <b>1,097</b>                          | <b>0.17%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 311,811              | 313,166              | 336,981              | 23,815                                | 7.60%                                   |
| Operating                   | 274,453              | 316,019              | 293,301              | (22,718)                              | -7.19%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>586,264</b>       | <b>629,185</b>       | <b>630,282</b>       | <b>1,097</b>                          | <b>0.17%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Office Assistant II *       | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Bldg. Mnt. Supervisor       | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker II       | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Tradesworker                | 5.00                 | 5.00                 | 5.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>6.50</b>          | <b>6.50</b>          | <b>6.50</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

\* Indicates primary department

## **PARKS AND GROUNDS MAINTENANCE**

This program is responsible for routine grounds maintenance, mowing and general beautification and upkeep of all City parks and on-site buildings, including grass mowing, flower bed and shrub maintenance, trash collection and maintenance of the medians along A1A and State Road 40.

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

## PARKS AND GROUNDS MAINTENANCE

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 1,279,863            | 1,226,162            | 1,352,783            | 126,621                               | 10.33%                                  |
| <b>Total</b> | <b>1,279,863</b>     | <b>1,226,162</b>     | <b>1,352,783</b>     | <b>126,621</b>                        | <b>10.33%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 69,739               | 74,017               | 129,372              | 55,355                                | 74.79%                                  |
| Operating                   | 1,210,124            | 1,152,145            | 1,223,411            | 71,266                                | 6.19%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>1,279,863</b>     | <b>1,226,162</b>     | <b>1,352,783</b>     | <b>126,621</b>                        | <b>10.33%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Maintenance Foreman         | 0.00                 | 0.00                 | 1.00                 | 1.00                                  | 100.00%                                 |
| Maintenance Worker III      | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>2.00</b>          | <b>2.00</b>          | <b>3.00</b>          | <b>1.00</b>                           | <b>50.00%</b>                           |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 786,248              | 867,254              | 882,268              | 15,014                                | 1.73%                                   |
| <b>Total</b> | <b>786,248</b>       | <b>867,254</b>       | <b>882,268</b>       | <b>15,014</b>                         | <b>1.73%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 727,018              | 787,532              | 824,088              | 36,556                                | 4.64%                                   |
| Operating                   | 59,230               | 79,722               | 58,180               | (21,542)                              | -27.02%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>786,248</b>       | <b>867,254</b>       | <b>882,268</b>       | <b>15,014</b>                         | <b>1.73%</b>                            |

### Staffing Summary:

|                                 | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>     |                      |                      |                      |                                       |   |
| Public Works Dir/City Engineer  | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Asst. City Manager              | 0.20                 | 0.20                 | 0.20                 | 0.00                                  | 0.00%                                   |
| Office Assistant IV             | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Deputy City Engineer            | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Civil Engineer                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Construction Engineer           | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Principal Landscape Architect   | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Chief Engineering Technician    | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Engineering Technician          | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Chief GIS Technician            | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| GIS Technician                  | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Engineering Project Coordinator | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Engineering Inspector           | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
|                                 |                      |                      |                      |                                       |   |
| <b>Part-time Positions:</b>     |                      |                      |                      |                                       |   |
| Engineering Technician          | 0.63                 | 0.63                 | 0.63                 | 0.00                                  | 0.00%                                   |
|                                 |                      |                      |                      |                                       |   |
| <b>Total</b>                    | <b>10.83</b>         | <b>10.83</b>         | <b>10.83</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

## **BUILDING INSPECTIONS AND PERMITTING**

### Building Inspection

Building Inspections provides the following services: 1) review of all construction plans for residential, commercial and industrial construction, 2) issuance of approximately 3,000 building permits annually and 3) 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

Issues occupational license renewals, new occupational licenses and contractor registrations.

## BUILDING INSPECTIONS AND PERMITTING

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Permit Fees  | 597,930              | 467,800              | 478,400              | 10,600                                | 2.27%                                   |
| General Fund | 45,488               | 225,503              | 232,889              | 7,386                                 | 3.28%                                   |
| <b>Total</b> | <b>643,418</b>       | <b>693,303</b>       | <b>711,289</b>       | <b>17,986</b>                         | <b>2.59%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 560,686              | 612,160              | 642,410              | 30,250                                | 4.94%                                   |
| Operating                   | 82,732               | 81,143               | 68,879               | (12,264)                              | -15.11%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>643,418</b>       | <b>693,303</b>       | <b>711,289</b>       | <b>17,986</b>                         | <b>2.59%</b>                            |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Chief Building Official     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Planning Director           | 0.35                 | 0.35                 | 0.35                 | 0.00                                  | 0.00%                                   |
| Office Manager              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Permit Technician           | 2.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Plans Examiner              | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Chief Building Inspector    | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Building Inspector          | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Engineering Inspector       | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>9.35</b>          | <b>8.35</b>          | <b>8.35</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **NEIGHBORHOOD IMPROVEMENT**

Neighborhood Improvement investigates approximately 5600 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 to improve the appearance of neighborhoods.

## NEIGHBORHOOD IMPROVEMENT

### Revenue and Expenditure Summaries:

#### Revenues:

|                      | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|----------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Tree Removal Permits | 13,050               | 15,000               | 10,000               | (5,000)                               | -33.33%                                 |
| Code Violations      | 17,807               | 7,100                | 15,000               | 7,900                                 | 111.27%                                 |
| General Fund         | 245,151              | 302,268              | 313,063              | 10,795                                | 3.57%                                   |
| <b>Total</b>         | <b>276,008</b>       | <b>324,368</b>       | <b>338,063</b>       | <b>13,695</b>                         | <b>4.22%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 237,389              | 280,001              | 292,509              | 12,508                                | 4.47%                                   |
| Operating                   | 38,619               | 44,367               | 45,554               | 1,187                                 | 2.68%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>276,008</b>       | <b>324,368</b>       | <b>338,063</b>       | <b>13,695</b>                         | <b>4.22%</b>                            |

### Staffing Summary:

|                                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>       |                      |                      |                      |                                       |   |
| Neighborhood Improvement Manager  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Environmental Enforcement Officer | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Neighborhood Improvement Officer  | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant II               | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant III*             | 0.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                      | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

\*Transferred from Police Administration

## **FLEET OPERATIONS**

Fleet Operations is a support service of city government that provides a comprehensive array of repair and preventive maintenance services for a fleet of approximately 229 vehicles and 399 pieces of equipment and other non-rolling stock. Fleet Operations also maintains a parts shop and inventory, coordinates all sublet repairs, manages the City's vehicle replacement program, oversees operations of the City's central fueling facility and maintains 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 1,309,838            | 1,408,048            | 1,477,841            | 69,793                                | 4.96%                                   |
| <b>Total</b> | <b>1,309,838</b>     | <b>1,408,048</b>     | <b>1,477,841</b>     | <b>69,793</b>                         | <b>4.96%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 316,581              | 369,712              | 315,305              | (54,407)                              | -14.72%                                 |
| Operating                   | 993,257              | 1,038,336            | 1,162,536            | 124,200                               | 11.96%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>1,309,838</b>     | <b>1,408,048</b>     | <b>1,477,841</b>     | <b>69,793</b>                         | <b>4.96%</b>                            |

### Staffing Summary:

|                              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>  |                      |                      |                      |                                       |   |
| Fleet Operations Manager     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Garage Supervisor            | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Fleet Maintenance Supervisor | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Mechanic III                 | 1.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Mechanic II                  | 0.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Mechanic I/Parts Clerk       | 2.00                 | 2.00                 | 1.00                 | -1.00                                 | -50.00%                                 |
|                              |                      |                      |                      |                                       |   |
| <b>Part-time Positions:</b>  |                      |                      |                      |                                       |   |
| Courier (part-time)          | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
|                              |                      |                      |                      |                                       |   |
| <b>Total</b>                 | <b>6.50</b>          | <b>6.50</b>          | <b>5.50</b>          | <b>-1.00</b>                          | <b>-15.38%</b>                          |

## **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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 190,591              | 195,279              | 230,282              | 35,003                                | 17.92%                                  |
| <b>Total</b> | <b>190,591</b>       | <b>195,279</b>       | <b>230,282</b>       | <b>35,003</b>                         | <b>17.92%</b>                           |

#### Expenditures:

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services   | 130,682              | 125,007              | 144,860              | 19,853                                | 15.88%                                  |
| Operating           | 13,451               | 16,814               | 31,964               | 15,150                                | 90.10%                                  |
| Capital             | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Charges for Service | 46,458               | 53,458               | 53,458               | -                                     | -100.00%                                |
| <b>Total</b>        | <b>190,591</b>       | <b>195,279</b>       | <b>230,282</b>       | <b>35,003</b>                         | <b>17.92%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Economic Development Dir.*  | 0.90                 | 0.90                 | 1.00                 | 0.10                                  | 11.11%                                  |
| <b>Total</b>                | <b>0.90</b>          | <b>0.90</b>          | <b>1.00</b>          | <b>0.10</b>                           | <b>11.11%</b>                           |

\* A portion of the ED Director previously charged to Fund 108

## THE CASEMENTS

The Casements is the flagship community enrichment center on the peninsula serving nearly one third of the city's population. Programs in environmental education such as urban homeowner's landscape conservation, organic gardening, safe boating, manatee and wildlife protection classes and the arts take place at The Casements, in Central Park or as outreach experiences. Youth-at-Risk programs through story-telling, computer enrichment classes, arts and literacy education at Osceola School and the Casements raise confidence and self-esteem to benefit youth, serve families and enhance community values.

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

## THE CASEMENTS

### Revenue and Expenditure Summaries:

#### Revenues:

|               | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Casement Fees | 62,906               | 63,000               | 120,000              | 33,000                                | 52.38%                                  |
| General Fund  | 179,406              | 175,642              | 156,901              | (18,741)                              | -10.67%                                 |
| <b>Total</b>  | <b>242,312</b>       | <b>238,642</b>       | <b>276,901</b>       | <b>38,259</b>                         | <b>16.03%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 105,711              | 110,485              | 119,813              | 9,328                                 | 8.44%                                   |
| Operating                   | 136,601              | 128,157              | 157,088              | 28,931                                | 22.57%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>242,312</b>       | <b>238,642</b>       | <b>276,901</b>       | <b>38,259</b>                         | <b>16.03%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Cultural Center Coordinator | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b> |                      |                      |                      |                                       |   |
| Custodian (1)               | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Program Specialist (1)      | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Special Events Tech (1)     | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Office Assistant I (1)      | 0.75                 | 0.75                 | 0.75                 | 0.00                                  | 0.00%                                   |
| <b>Seasonal:</b>            |                      |                      |                      |                                       |   |
| Summer Counselors (3)       | 0.45                 | 0.45                 | 0.45                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>3.70</b>          | <b>3.70</b>          | <b>3.70</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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 youth dance classes, recitals, senior shows, music events and children's theater. Additional uses include voice and piano lessons, acting classes, additional dance classes and a children's choir, among other various cultural arts classes and activities seminars and workshops.

## PERFORMING ARTS CENTER

### Revenue and Expenditure Summaries:

#### Revenues:

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Tickets/Concessions | 181,239              | 160,000              | 175,000              | 15,000                                | 9.38%                                   |
| General Fund        | 143,757              | 197,353              | 204,185              | 6,832                                 | 3.46%                                   |
| <b>Total</b>        | <b>324,996</b>       | <b>357,353</b>       | <b>379,185</b>       | <b>21,832</b>                         | <b>6.11%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 100,899              | 97,560               | 101,880              | 4,320                                 | 4.43%                                   |
| Operating                   | 224,097              | 259,793              | 277,305              | 17,512                                | 6.74%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>324,996</b>       | <b>357,353</b>       | <b>379,185</b>       | <b>21,832</b>                         | <b>6.11%</b>                            |

### Staffing Summary:

|                              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>  |                      |                      |                      |                                       |   |
| P.A.C. Supervisor            | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b>  |                      |                      |                      |                                       |   |
| Custodian (2)                | 0.75                 | 0.75                 | 0.75                 | 0.00                                  | 0.00%                                   |
| Theatrical Services Tech (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%                                   |
| <b>Total</b>                 | <b>3.25</b>          | <b>3.25</b>          | <b>3.25</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **SENIOR CENTER**

The Senior Center program coordinates the activities of a multi-purpose center that includes programs in the area of health, arts, languages, nutrition, theater, personal finance and technology and music for persons over 55 years of age. 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Senior Center | 10,783               | 12,000               | 10,000               | (2,000)                               | -16.67%                                 |
| General Fund  | 81,346               | 94,239               | 86,994               | (7,245)                               | -7.69%                                  |
| <b>Total</b>  | <b>92,129</b>        | <b>106,239</b>       | <b>96,994</b>        | <b>(9,245)</b>                        | <b>-8.70%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 18,535               | 18,467               | 19,002               | 535                                   | 2.90%                                   |
| Operating                   | 73,594               | 87,772               | 77,992               | (9,780)                               | -11.14%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>92,129</b>        | <b>106,239</b>       | <b>96,994</b>        | <b>(9,245)</b>                        | <b>-8.70%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Part-time Positions:</b> |                      |                      |                      |                                       |   |
| Custodian (1)               | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Center Leader (1)           | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>1.00</b>          | <b>1.00</b>          | <b>1.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **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, groundbreaking, 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 192,590              | 171,300              | 172,972              | 1,672                                 | 0.98%                                   |
| <b>Total</b> | <b>192,590</b>       | <b>171,300</b>       | <b>172,972</b>       | <b>1,672</b>                          | <b>0.98%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 84,736               | 73,415               | 76,633               | 3,218                                 | 4.38%                                   |
| Operating                   | 107,854              | 97,885               | 96,339               | (1,546)                               | -1.58%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>192,590</b>       | <b>171,300</b>       | <b>172,972</b>       | <b>1,672</b>                          | <b>0.98%</b>                            |

### Staffing Summary:

|                                    | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b><u>Full-time Positions:</u></b> |                      |                      |                      |                                       |   |
| Special Populations Coordinator    | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| Community Events Coordinator       | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b><u>Seasonal Positions:</u></b>  |                      |                      |                      |                                       |   |
| Summer Counselor (7)               | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| <b><u>Part-time Positions:</u></b> |                      |                      |                      |                                       |   |
| Community Events Technician (1)    | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Community Events Leader (1)        | 0.75                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Therapeutic Aide                   | 0.50                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                       | <b>2.75</b>          | <b>2.00</b>          | <b>2.00</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **LEISURE SERVICES ADMINISTRATION/REGISTRATION**

Leisure Services Administration provides the executive leadership and guidance necessary to carry out the mission, goals and policies for recreational, cultural, senior center, special events, special populations, and athletic field's maintenance programs. Registration and processing for enrollment in youth and adult recreation programs, contractual instructor classes, gymnastics, summer camp programs, tennis programs, field and park rentals, and recreation center activities held at Nova Community Center, South Ormond Neighborhood Center, Ormond Beach Gymnastics Center and Performing Arts Center

## LEISURE SERVICES ADMINISTRATION

### Revenue and Expenditure Summaries:

#### Revenues:

|                         | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Summer Playground       | 27,654               | 28,000               | 28,000               | -                                     | 0.00%                                   |
| Sports-Parent Sponsored | 83,790               | 122,000              | 75,000               | (47,000)                              | -38.52%                                 |
| Recreation Cards        | 32,804               | 37,000               | 40,000               | 3,000                                 | 8.11%                                   |
| Bldg. Rental Fees       | 15,515               | 15,000               | 15,000               | -                                     | 0.00%                                   |
| General Fund            | 329,778              | 423,808              | 492,097              | 68,289                                | 16.11%                                  |
| <b>Total</b>            | <b>489,541</b>       | <b>625,808</b>       | <b>650,097</b>       | <b>24,289</b>                         | <b>3.88%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 303,994              | 346,132              | 420,938              | 74,806                                | 21.61%                                  |
| Operating                   | 126,097              | 220,226              | 169,709              | (50,517)                              | -22.94%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | 59,450               | 59,450               | 59,450               | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>489,541</b>       | <b>625,808</b>       | <b>650,097</b>       | <b>24,289</b>                         | <b>3.88%</b>                            |

### Staffing Summary:

|                               | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>   |                      |                      |                      |                                       |   |
| Leisure Services Director     | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Recreation Manager            | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Recreation Program Specialist | 0.00                 | 0.00                 | 1.00                 | 1.00                                  | 100.00%                                 |
| Office Manager                | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant II           | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Office Assistant III          | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
|                               |                      |                      |                      |                                       |   |
| <b>Part-time Positions:</b>   |                      |                      |                      |                                       |   |
| Office Assistant I            | 1.00                 | 0.50                 | 0.63                 | 0.13                                  | 25.00%                                  |
|                               |                      |                      |                      |                                       |   |
| <b>Total</b>                  | <b>6.00</b>          | <b>5.50</b>          | <b>6.63</b>          | <b>1.13</b>                           | <b>20.45%</b>                           |

## **GYMNASTICS**

The Gymnastics program provides United States Gymnastics Association (USGA) level instruction for classes beginning at the developmental stage through skill Level 7 for boys and girls ages three (3) to seventeen (17).

In all instances, students are placed in the appropriate class based on skill and ability rather than by age for programmatic and safety reasons.

## GYMNASTICS

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                 | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Gymnastics Fees | 36,946               | 30,000               | 30,000               | -                                     | 0.00%                                   |
| General Fund    | 63,225               | 75,183               | 78,276               | 3,093                                 | 4.11%                                   |
| <b>Total</b>    | <b>100,171</b>       | <b>105,183</b>       | <b>108,276</b>       | <b>3,093</b>                          | <b>2.94%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 70,256               | 78,414               | 81,507               | 3,093                                 | 3.94%                                   |
| Operating                   | 29,915               | 26,769               | 26,769               | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>100,171</b>       | <b>105,183</b>       | <b>108,276</b>       | <b>3,093</b>                          | <b>2.94%</b>                            |

### **Staffing Summary:**

|  | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>            |                      |                      |                      |                                       |   |
| Gymnastics Instructor                  | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b>            |                      |                      |                      |                                       |   |
| Assistant Gymnastics Instructor<br>(1) | 0.75                 | 0.75                 | 0.75                 | 0.00                                  | 0.00%                                   |
| Recreation Leaders (2)                 | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                           | <b>2.25</b>          | <b>2.25</b>          | <b>2.25</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## CITY SPONORED SPORTS

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, girl's 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 top-notch athletic facilities for children to play baseball, softball, basketball, and soccer. In addition to providing facilities, the Athletic Supervisor schedules all games, practices, and offers NYSCA Coaching clinics for all sports.

Outside user groups also use City facilities such as Seabreeze High School, Father Lopez High School, ERAU, BCC, and local churches. The Athletic Supervisor provides assistance to groups renting fields for tournaments.

## CITY SPONSORED SPORTS

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fees         | 46,008               | 25,000               | 40,000               | 15,000                                | 60.00%                                  |
| General Fund | 234,339              | 244,861              | 258,342              | 13,481                                | 5.51%                                   |
| <b>Total</b> | <b>280,347</b>       | <b>269,861</b>       | <b>298,342</b>       | <b>28,481</b>                         | <b>10.55%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 97,324               | 105,227              | 110,518              | 5,291                                 | 5.03%                                   |
| Operating                   | 183,023              | 164,634              | 187,824              | 23,190                                | 14.09%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>280,347</b>       | <b>269,861</b>       | <b>298,342</b>       | <b>28,481</b>                         | <b>10.55%</b>                           |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Athletics Supervisor        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b> |                      |                      |                      |                                       |   |
| Recreation Leader (1)       | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Athletic Coordinator (2)    | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Seasonal Positions:</b>  |                      |                      |                      |                                       |   |
| Summer Counselor (6)        | 0.90                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>3.40</b>          | <b>2.50</b>          | <b>2.50</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **NOVA COMMUNITY CENTER**

The Nova Community Center is a totally air-conditioned facility, which includes a gymnasium, family game room, fitness room, restrooms, classroom, and 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 a basketball court, tennis & racquetball courts, a jogging trail, playground, skateboard court, baseball fields, and wide sidewalks.

## NOVA COMMUNITY CENTER

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fees         | 9,827                | 14,500               | 14,500               | -                                     | 0.00%                                   |
| General Fund | 201,957              | 216,966              | 222,044              | 5,078                                 | 2.34%                                   |
| <b>Total</b> | <b>211,784</b>       | <b>231,466</b>       | <b>236,544</b>       | <b>5,078</b>                          | <b>2.19%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 151,591              | 170,844              | 175,622              | 4,778                                 | 2.80%                                   |
| Operating                   | 60,193               | 60,622               | 60,922               | 300                                   | 0.49%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>211,784</b>       | <b>231,466</b>       | <b>236,544</b>       | <b>5,078</b>                          | <b>2.19%</b>                            |

### Staffing Summary:

|                               | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>   |                      |                      |                      |                                       |   |
| Recreation Center Coordinator | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Seasonal Positions:</b>    |                      |                      |                      |                                       |   |
| Summer Counselors*            | 3.00                 | 3.00                 | 3.00                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b>   |                      |                      |                      |                                       |   |
| Center Leader (1)             | 0.50                 | 0.75                 | 0.75                 | 0.00                                  | 0.00%                                   |
| Recreation Leaders (3)        | 1.50                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                  | <b>6.00</b>          | <b>6.75</b>          | <b>6.75</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

\*Transferred from Community Events

## **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, multi purpose room, and computer and learning center. Recreational programs include arts and crafts, ceramics, dances, tutoring classes, teen programs, young ladies club, boys and girls club, progressive young men's club, chess club, sports and occasional field trips.

## SOUTH ORMOND NEIGHBORHOOD CENTER

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fees         | 4,794                | 2,800                | 2,800                | -                                     | 0.00%                                   |
| General Fund | 185,482              | 176,997              | 178,590              | 1,593                                 | 0.90%                                   |
| <b>Total</b> | <b>190,276</b>       | <b>179,797</b>       | <b>181,390</b>       | <b>1,593</b>                          | <b>0.89%</b>                            |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 115,310              | 102,910              | 107,843              | 4,933                                 | 4.79%                                   |
| Operating                   | 74,966               | 76,887               | 73,547               | (3,340)                               | -4.34%                                  |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>190,276</b>       | <b>179,797</b>       | <b>181,390</b>       | <b>1,593</b>                          | <b>0.89%</b>                            |

### Staffing Summary:

|                               | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>   |                      |                      |                      |                                       |   |
| Recreation Center Coordinator | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Seasonal Positions:</b>    |                      |                      |                      |                                       |   |
| Summer Counselors (3)         | 0.45                 | 0.45                 | 0.45                 | 0.00                                  | 0.00%                                   |
| <b>Part-time Positions:</b>   |                      |                      |                      |                                       |   |
| Center Leader (1)             | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Recreation Leaders (2)        | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                  | <b>2.95</b>          | <b>2.95</b>          | <b>2.95</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## **ATHLETIC FIELDS MAINTENANCE**

Athletic Fields Maintenance is responsible for turf maintenance and related athletic field repairs at the Nova Community Park, Ormond Beach Sports Complex and the South Ormond Neighborhood Center. Additional responsibilities include general maintenance and clean up of various hard courts and playgrounds. Current maintenance responsibilities include the following: 9 playgrounds, 4 major league baseball fields, 9 softball fields, 11 youth baseball fields, 8 soccer fields, 4 football fields, 10 tennis courts, 3-1/2 basketball courts, 8 handball/racquetball courts and the skateboard and shuffleboard courts.

## ATHLETIC FIELDS MAINTENANCE

### Revenue and Expenditure Summaries:

#### Revenues:

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fees         | 63,464               | 32,000               | 32,000               | -                                     | 0.00%                                   |
| General Fund | 734,425              | 894,850              | 838,055              | (56,795)                              | -6.35%                                  |
| <b>Total</b> | <b>797,889</b>       | <b>926,850</b>       | <b>870,055</b>       | <b>(56,795)</b>                       | <b>-6.13%</b>                           |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 429,566              | 460,840              | 483,550              | 22,710                                | 4.93%                                   |
| Operating                   | 368,323              | 466,010              | 386,505              | (79,505)                              | -17.06%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>797,889</b>       | <b>926,850</b>       | <b>870,055</b>       | <b>(56,795)</b>                       | <b>-6.13%</b>                           |

### Staffing Summary:

|                                 | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>     |                      |                      |                      |                                       |   |
| Athletic Field Maint Supervisor | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker III          | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker II           | 7.00                 | 7.00                 | 7.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                    | <b>10.00</b>         | <b>10.00</b>         | <b>10.00</b>         | <b>0.00</b>                           | <b>0.00%</b>                            |

# CONTRIBUTIONS

## **Revenue and Expenditure Summaries:**

### **Revenues:**

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 55,754               | 48,578               | 25,578               | (23,000)                              | -47.35%                                 |
| Total        | 55,754               | 48,578               | 25,578               | (23,000)                              | -47.35%                                 |

### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | 55,754               | 48,578               | 25,578               | (23,000)                              | -47.35%                                 |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Total                       | 55,754               | 48,578               | 25,578               | (23,000)                              | -47.35%                                 |

# TRANSFERS

## **Revenue and Expenditure Summaries:**

### **Revenues:**

|              | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| General Fund | 1,268,161            | 596,265              | 952,134              | 355,869                               | 59.68%                                  |
| Total        | 1,268,161            | 596,265              | 952,134              | 355,869                               | 59.68%                                  |

### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency-Vacancy Savings | -                    | (561,098)            | (972,858)            | (411,760)                             | 0.00%                                   |
| Transfers                   | 1,268,161            | 1,157,363            | 1,924,992            | 767,629                               | 66.33%                                  |
| Total                       | 1,268,161            | 596,265              | 952,134              | 355,869                               | 59.68%                                  |

Note: Services provided by the Engineering Division to Other Funds are budgeted as department charges beginning in FY 2010-11.

# **DEPARTMENTAL GOALS, PERFORMANCE MEASURES AND ACCOMPLISHMENTS**

## CITY COMMISSION/CITY MANAGER

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### Goals:

#### No Tax Increase

- To be discussed further during the Financial Trends Workshop.

#### Focus on Economic Development

- Survey existing businesses to learn what the City can do to help them grow their businesses.
- Invite the business community to a “brainstorming” session as part of the
- Consider program to encourage employees to relocate to the downtown area.
- Recruit three (3) site selectors and two (2) business contacts in the next fiscal year.

#### Pursue Pension Reform

- Develop a definitive plan for pension reform.
- Continue to work with pension attorney and actuary to develop plan options
- Review Plan options with the Commission in March/April.

#### Develop a Walkable Downtown

- Complete 100% Plans with landscaped medians for FDOT letting no later than April 2012.
- Complete program development for Employee Homeownership Opportunity Program for the Downtown for the consideration by the Commission - January, 2012.

•

#### Pursue Grant Funding for an Environmental Learning Center in Central Park and an Additional Beachfront Park

- Look at FRDAP, ECHO and any other federal grant funding for a Green Environmental Learning Center.
- Monitor the availability of the Surfside site and adjacent residential properties; report quarterly.
- Utilize any remaining bond funds for 839 South Atlantic Park for additional beachfront land.

## **SUPPORT SERVICES**

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### **Goals:**

- Provide initial response to all citizen and media information requests within one work day.
- Maintain a completion rate for preparation of minutes, processing of agenda items, maintenance of Clerk's Index system, and scanning, archiving and disposing of documents of 98%.
- Maintain scanning program for all City Commission meeting minutes and packets for the next fiscal year.
- Post City Commission meeting agenda and packet in house no later than 12 hours after the packet is distributed.
- Maintain the City's web site to meet citizen expectations.

### **Performance Measures:**

|   | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2010-11 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b>City Commission Meetings:</b>                    |                      |                        |                          |                                       |   |
| Number agenda items                                 | 507                  | 500                    | 500                      | -                                     | 0.00%                                   |
| Number of items processed within 4 days of meetings | 493                  | 500                    | 500                      | -                                     | 0.00%                                   |
| % of minutes completed in 6 working days            | 98%                  | 98%                    | 98%                      | -                                     | 0.00%                                   |

### **Accomplishments:**

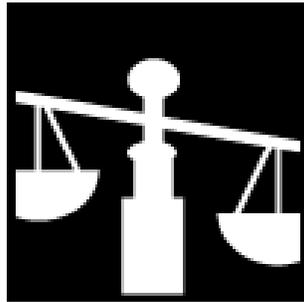
- Implemented a new and updated City website.
- Provided simultaneous webcast of City Commission meetings as well as an archive of past meetings.
- Implemented paperless agenda.

## CITY ATTORNEY

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### **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/BUDGET/PURCHASING

### **Goals:**

- Prepare the budget with no tax increase (City Commission goal #1).
- Develop strategies to stabilize pension costs (City Commission goal #4).
- 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.

### **Performance Measures:**

|                                   | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------------|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b>Workload:</b>                  |                      |                        |                          |                                       |   |
| # of cash receipts processed      | 210,000              | 210,000                | 210,000                  | -                                     | 0.00%                                   |
| # of funds maintained             | 35                   | 35                     | 35                       | -                                     | 0.00%                                   |
| # of A/P checks                   | 11,500               | 11,500                 | 11,000                   | (500)                                 | -4.35%                                  |
| # of Purchase orders issued       | 910                  | 900                    | 1,000                    | 100                                   | 11.11%                                  |
| # of Payroll checks               | 2,002                | 2,000                  | 2,000                    | -                                     | 0.00%                                   |
| <b>Effectiveness:</b>             |                      |                        |                          |                                       |   |
| % participating in direct deposit | 85%                  | 85%                    | 85%                      | -                                     | 0.00%                                   |
| Number of days to issue CAFR      | 131                  | 130                    | 130                      | -                                     | 0.00%                                   |

### **Accomplishments:**

- Continued maintaining the high standard and level of financial reporting in obtaining the GFOA “Certificate of Achievement for Excellence in Financial Reporting”.
- Completed publication of the Comprehensive Annual Financial Report (CAFR) and submitted to the City Commission in early February following the end of the prior fiscal year and implemented the final phase of Governmental Accounting Standards Board (GASB) Statement Number 34 for the inventory of the donated land, roads, sidewalks, and drainage infrastructure.
- Maintained participation in the payroll direct deposit program at 85%.
- Processed 100% of invoice payments within 25 days of approval date.
- Completed budget document within 30 days of budget adoptions.
- Submitted proposed Five-Year CIP and Annual Budget to City Commission at least five days before workshops.

## INFORMATION TECHNOLOGY

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### **Goals:**

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

### **Performance Measures:**

|                                  | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|----------------------------------|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b>Workload:</b>                 |                      |                        |                          |                                       |   |
| # of workstations                | 325                  | 319                    | 315                      | (4)                                   | -1.25%                                  |
| # of sites maintained            | 20                   | 20                     | 22                       | 2                                     | 10.00%                                  |
| # of hardware support calls      | 310                  | 380                    | 440                      | 60                                    | 15.79%                                  |
| <b>Efficiency/Effectiveness:</b> |                      |                        |                          |                                       |   |
| Windows Servers uptime           | 99.99%               | 99.99%                 | 99.99%                   | -                                     | 0.00%                                   |
| iSeries HTE system uptime        | 99.95%               | 99.95%                 | 99.95%                   | -                                     | 0.00%                                   |

Note: Hardware support calls rise as the average age of the hardware increases

### **Accomplishments:**

- Data networks overall uptime was at 99.9% or better.
- 97% of hardware and software “help desk” support requests were completed within 2 working days.
- Maintained all Servers and Workstations at current vendor service pack levels within 1 month of release.

## HUMAN RESOURCES

### **Goals:**

- Negotiate Collective Bargaining Agreement unions representing City employees through continuing tax/budget reduction; seek pension reform (City Commission goal #4).
- Complete City employee new hire orientation.
- Continue to monitor and expand the City's ongoing recruitment for City positions with greater emphasis on electronic media with the goal of reducing cost by 70%.
- Monitor employee voluntary turnover rate with a goal of 5% or lower.
- Resolve 90% of all grievances internally without intervention of the Human Resources Board or an outside arbitrator.
- Continue to coordinate county-wide standardization of salary and benefit data through the use of a centralized database shared.
- Maintain below industry average frequency and severity of employee injuries.
- Use the accident review process to drive improvements in safe work practices and reporting procedures.

### **Performance Measures:**

|  | Actual     | Estimate   | Projection | Change        | % Change      |
|--|------------|------------|------------|---------------|---------------|
|  | FY 2009-10 | FY 2010-11 | FY 2011-12 | to FY 2011-12 | to FY 2011-12 |
| Total employee turnover in government/organization                                   | 26         | 19         | 23         | 4             | 21.05%        |
| Number of individuals hired/placed for period  | 34         | 35         | 35         | -             | 0.00%         |
| Number of new employees that left prior to one full year of service                  | 6          | 5          | 5          | -             | 0.00%         |
| Total number of internal HR-sourced training hours                                   | 1,100      | 6,076      | 6,068      | (8)           | -0.13%        |
| Total number of training hours   | 1,450      | 6,450      | 6,600      | 150           | 2.33%         |
| Number of employees receiving tuition reimbursement                                  | 9          | 13         | 13         | -             | 0.00%         |
| Number of positions filled from within ranks   | 9          | 4          | 4          | -             | 0.00%         |
| Number of positions filled from outside sources (not promotional)                    | 25         | 31         | 31         | -             | 0.00%         |
| Number of requisitions (request-to-fill, job opening, job order, etc.) during period | 57         | 55         | 55         | -             | 0.00%         |
| Number of requisitions that were filled during period                                | 45         | 14         | 14         | -             | 0.00%         |
| Average number of Vacancies  | 83         | 81         | 81         | -             | 0.00%         |
| Average days to fill position  | 30         | 30         | 30         | -             | 0.00%         |
| Average Vacancy Rate   | 5.44%      | 5.60%      | 5.60%      | -             | 0.00%         |

### **Accomplishments:**

- Resolved 100% of grievances internally without intervention of the Human Resource Board or an outside arbitrator.
- Monitor work days lost from on-the job injuries with a goal of 5% reduction.
- Enhanced the City's ongoing recruitment process for City positions with greater emphasis on electronic media resulting in a net savings last year of \$6,000
- Completed update of salary/benefits survey
- Continued to lead efforts for the county-wide standardization of salary and benefit data through the use of a centralized database.
- Implement volunteer program (Town Hall meeting goal).

## PLANNING

### **Goals:**

- Complete the Opportunity Zone (aka Brownfield Redevelopment Area) designation by November, 2011.
- Complete a Brownfield Redevelopment Area designation for the US 1 N corridor to include Ormond Crossing by May, 2012.
- Complete the US 1 Corridor Study by December, 2011.
- Identify and complete contract negotiation with the selected vendor for installation and full operation of the Planning/Building/Engineering development services software module by September, 2012.
- Complete the Interlocal Boundary Agreement with Volusia County, January 2012.
- Complete the Wayfinding signage in October, 2011.
- Complete design and construct underground utilities and sidewalks as part of the FDOT road resurfacing and median project on Granada by September, 2011.
- Complete side street light conversion to LED in the Downtown by September, 2011.
- Begin implementation of the Downtown Stormwater Master Plan by completing one sub-basin project by September, 2011.

### **Performance Measures:**

|                                     | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------------------|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b>Workload:</b>                    |                      |                        |                          |                                       |   |
| # of site plans                     | 4.00                 | 10.00                  | 15.00                    | 5.00                                  | 50.00%                                  |
| # of LDC code amendments            | 7.00                 | 7.00                   | 5.00                     | (2.00)                                | -28.57%                                 |
| # of planned development amendment  | -                    | 1.00                   | -                        | (1.00)                                | -100.00%                                |
| # of plats                          | -                    | -                      | 1.00                     | 1.00                                  | 0.00%                                   |
| # Appeal of PD Determination        | -                    | 1.00                   | -                        | (1.00)                                | -100.00%                                |
| # of special exceptions             | 5.00                 | -                      | 4.00                     | 4.00                                  | 0.00%                                   |
| # of annexations                    | 4.00                 | 7.00                   | 7.00                     | -                                     | 0.00%                                   |
| # of Certificate of Appropriateness | 10.00                | 1.00                   | 3.00                     | 2.00                                  | 200.00%                                 |
| # of Variances                      | 8.00                 | 4.00                   | 5.00                     | 1.00                                  | 25.00%                                  |
| # of rezonings                      | 2.00                 | 11.00                  | 7.00                     | (4.00)                                | -36.36%                                 |
| # of Property Improvement Grants    | 5.00                 | 3.00                   | 3.00                     | -                                     | 0.00%                                   |
| # of Volusia County Reviews         | 4.00                 | 2.00                   | 2.00                     | -                                     | 0.00%                                   |
| # of Utility Easement Vacations     | 4.00                 | 3.00                   | 3.00                     | -                                     | 0.00%                                   |
| # of lot splits                     | 1.00                 | 3.00                   | 3.00                     | -                                     | 0.00%                                   |
| # of Comp Plan amendments           | 4.00                 | 11.00                  | 7.00                     | (4.00)                                | -36.36%                                 |
| Total:                              | 58.00                | 64.00                  | 65.00                    | 1.00                                  | 1.56%                                   |
| Days to process site plan apps      | 113.00               | 60.50                  | 60.00                    | (0.50)                                | -0.83%                                  |
| Days to process variances           | 53.00                | 48.50                  | 48.00                    | (0.50)                                | -1.03%                                  |

## PLANNING

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### **Accomplishments:**

- The I95/US 1 Concept Report (a/k/a Interchange Justification (IJR)/Interchange Modification Report (IMR)) was completed and forwarded to FDOT in June, 2011.
- The Multimodal plan and fee was completed and approved by DCA in January, 2011
- The City's 2010-25 Comprehensive Plan was completed and approved by DCA in January, 2011.
- The Joint Permit Center was completed in December, 2010
- The implementation of the Ormond Crossing project is on-going with the filing of a Planned Mixed Use Development application in September 2010.
- The Department's web site was completely overhauled in November, 2010.
- The Vining Court Streetscape is under construction and is expected to be completed in July, 2011.
- The Korean War sculpture as part of the Arts Project in concert with the Memorial Arts Museum is 100% complete and the Vietnam War sculpture is 50% complete as of July, 2011.
- Coordination of the US1 and Granada Boulevard intersection improvements with FDOT is on-going with construction underway and completion expected in July, 2011.
- FDOT approved the installation of medians and a crosswalk for that portion of Granada Boulevard between US 1 and Beach Street. Construction is expected to be completed by January, 2013.
- Completion of the Downtown Stormwater Study in September, 2011.
- Drafting of the Interlocal Boundary Agreement pursuant to F.S. 171, Part II with Volusia County completed in June, 2011. Final agreement expected to be executed in FY 2011-12.
- Completed and implemented a Customer Service Card to assess quality of service provided to customers in June, 2011.
- Completed the Five Year Community Rating Service Application to FEMA and secured a Class 7 rating which results in a 15% reduction in flood insurance premiums to city residents in May, 2011.

## **POLICE ADMINISTRATION**

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### **Goals:**

- Maintain a compliance rate of 90% or better for internal departmental inspections for professional standards.
- Maintain a 90% proof of compliance rate with Accreditation standards prior to corrective action.
- Maintain a composite rating of good/excellent from 90% of training participants.
- Complete the transition of the automated Record Management System (RMS) and Records information to the Volusia County Sheriff's Office.

### **Accomplishments:**

- Conducted Emergency Management drills for City staff to facilitate preparations for actual emergency situations that may impact the City.
- Maintained a 96% satisfaction rating on the training provided to members of the Department during the previous fiscal year, exceeding our original goal.
- Obtained in-car printers and in-car video cameras for patrol cars through grant funding.
- All Departmental personnel completed the requisite annual report writing re-training pursuant to the transition to the Records Management System (RMS).
- A vehicle seized and confiscated from a narcotics dealer was turned over to the City for use in conjunction with the Department's DARE program. The car was decaled with approved DARE emblems and logos made possible by donations from community business leaders.
- Completed the first complete audit and inventory of the Evidence and Property Unit. Security upgrade needs were identified, to include 24 hours video surveillance and door alarms, and are being installed. A new Evidence Technician and Property Custodian were hired and are currently updating the property and evidence policy and procedure manual and records maintenance, to include a bar code reading system compatible with the County RMS system.
- The Department transitioned from 9mm to .40 caliber side arms as the standard issue duty weapon for all sworn law enforcement personnel.
- The graphics and markings on nine (9) new patrol cars were updated to a more modern professional design. The new design replaced outdated markings that had been in use since 1989.
- The Department purchased Simunitions training equipment which provides life-like scenario based firearms and active shooter training capabilities for sworn personnel.

## POLICE OPERATIONS

### **Goals:**

- To enhance the quality of life in Ormond Beach through the provision of effective, efficient and responsive police services.
- Respond to priority calls (life-threatening, emergency) with an average response time of 5 minutes or less per call.
- Conduct a minimum of 15 community policing projects, such as, code violations, crime prevention, traffic, civil complaints, etc., in order to reduce the number of repeat calls for service and increase the quality of life in Ormond Beach.
- Update the zone reconfiguration and workload study in an effort to reduce response times, reduce cross beat dispatching, and calculate staffing needs for anticipated future growth of the City and Department.

### **Performance Measures:**

|   | Actual     | Estimate   | Projection | Change                      | % Change                    |
|---|------------|------------|------------|-----------------------------|-----------------------------|
|   | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Sworn law enforcement members available for CFS response  | 49         | 49         | 48         | 1                           | 2.04%                       |
| Sworn members assigned to Traffic Enforcement   | 5          | 5          | 5          | -                           | 0.00%                       |
| Members assigned to Traffic Crash Investigations  | 5          | 5          | 5          | -                           | 0.00%                       |
| Total patrol districts  | 6          | 6          | 7          | (1)                         | -16.67%                     |
| Is your agency accredited?  | Yes        | Yes        | Yes        | NA                          | NA                          |
| Total mobile computers  | 100        | 111        | 116        | (5)                         | -4.50%                      |
| Total # of calls received by agency   | 27,057     | 31,115     | 34,226     | (3,111)                     | -10.00%                     |
| Citizen-generated workload; Calls for Service (CFS)   | 23,469     | 22,999     | 22,769     | 230                         | 1.00%                       |
| High priority calls response time (call received to unit dispatched in seconds)                   | 58         | 57         | 56         | 1                           | 1.75%                       |
| High priority calls response time (unit dispatched to unit on scene/aka- "drive time" in seconds) | 196        | 190        | 185        | 5                           | 2.63%                       |
| Self-initiated workload; pro-active police actions  | 33,726     | 33,388     | 33,054     | 334                         | 1.00%                       |
| Traffic citations issued (moving violations only)   | 7,272      | 6,295      | 6,784      | (489)                       | -7.77%                      |
| Traffic crashes   | 1,058      | 1,070      | 1,080      | (10)                        | -0.93%                      |
| Pedestrian fatalities   | 2          | -          | 1          | (1)                         | 0.00%                       |
| Total Traffic fatalities  | 10         | 8          | 9          | (1)                         | -12.50%                     |
| Adult arrests   | 936        | 1,050      | 1,150      | (100)                       | -9.52%                      |
| Juvenile arrests  | 98         | 100        | 110        | (10)                        | -10.00%                     |
| DUI arrests   | 69         | 75         | 85         | (10)                        | -13.33%                     |
| Total arrests   | 1,034      | 1,200      | 1,200      | -                           | 0.00%                       |

### **Accomplishments:**

- Responded to approximately 61,500 calls for service.
- Provided over 5,200 hours of training to Departmental personnel.
- Completed 15 Community Policing Projects targeting crime and quality of life issues.
- Completed successful operations during Race Week, Bike Week, BCR, Spring Break, 4th of July fireworks display, Biketoberfest and the Home For the Holidays Christmas Parade.
- Completed successful operations during the Sustained Traffic Safety Events thus far.

## **POLICE-COMMUNITY OUTREACH**

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### **Goals:**

- Present Drug Abuse Resistance Education (DARE) educational programming to 700 public and private school students and achieve a “graduation” rate of 95%.
- Provide PAL educational tutoring and reading enhancement programs to 90 academically at risk youth.
- Provide anti-bullying presentations to youth attending 4<sup>th</sup> and 5<sup>th</sup> grades at schools in the Ormond Beach community.
- Maintain the number of Police Officer hours (excluding time of assigned officers) in PAL activities at 250 annually.

### **Accomplishments:**

- *R.E.A.D. Reading Exploration Adventure and Discovery* provided 19 youth the opportunity to increase their reading skills through the program partnership with Ormond Beach Elementary School. Based on statistics collected by the school 99% of 4<sup>th</sup> grade youth attained learning gains and scored a 3.0 or higher on their FCAT writing as a result of participation in the program.
- The *Tutors Are Us* program provided an opportunity for youth to receive one on one instruction geared to each participant’s specific need.
- *Science on Patrol* (SOP) provided an opportunity for 24 youth to participate in the program partnership with Ormond Beach Middle School and 15 youth at Ormond Beach Elementary School to increase their skills in math and science. The science program enhances skills through the resolution of crime scene scenarios.
- The OBPAL 12 and under boys won third in their division at the Regional PAL Basketball Tournament. The teams qualified for participation in the State of Florida Police Athletic League Tournament.
- The OBPAL basketball teams qualified to participate in the State USSSA Tournament in June and the National USSSA Tournament held in July 2011.
- OBPAL YDC member Marissa Moss was awarded the State PAL Female Youth of the Year award for in January 2011 for 2010.
- OBPAL Board President, Doug Thomas was awarded the National PAL Volunteer of the year award in May of 2011 of the 2010 year.
- Raised over \$2000 for DARE from the National Night Out event.
- Police Explorer Post competed in the annual state competition, finishing fourth (4<sup>th</sup>) overall in the state and winning first, second and third place trophies in four (4) separate competition categories.
- Held the Department’s 24<sup>th</sup> Citizens Police Academy class.

## **POLICE-CRIMINAL INVESTIGATIONS**

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### **Goals:**

- Maintain a Uniform Crime Report (UCR) clearance rate above the national average of 25% or better.
- Maintain a 70% clearance rate or better on narcotic investigations.
- Continue to revamp the evidence section by utilizing the barcode system and newly acquired barcode readers.

### **Accomplishments:**

- Exceeded UCR clearance rate goal with an annual clearance rate of 45% for those cases assigned to the Criminal Investigation Division.
- Cleared 91% of narcotics crimes within the City investigated by members of the Narcotics Task Force.
- Restructured the entire evidence section.
- Hired and trained a new evidence custodian and evidence technician
- Cleared over 46 % reported vehicle burglaries by arrest.
- Cleared both reported homicides (one by arrest, one justifiable)

## **POLICE-COMMUNITY SERVICE AND ANIMAL CONTROL**

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### **Goals:**

- Increase Community Service Officer generated community-policing and public awareness/education projects by 10%.
- Decrease CSO response times to animal control and traffic assistance calls.
- Provide wildlife handling training for all Community Service Officer's.
- Increase public awareness and education regarding the availability of Spay and Neuter programs for their pets.
- Increase the number of animals returned to owners and adopted out through the Department to defer costs associated with transporting stray animals to the Flagler Humane Society.
- Reduce the number of animals that need to be Spay or Neutered, by working with outside agencies and low cost clinics.

### **Accomplishments:**

- Ormond Beach Animal Services has continued the TNR (trap, neuter, return/relocate) program to deal with feral cat colonies. Ormond Beach Animal Services continues to partner with area citizens as well as grass root organizations and local veterinarians to trap, neuter, and release these cats back into managed colonies. Animal Services identify and train colony caregivers then oversee the care of the feral cat colonies. Animal Services coordinates and/or supervises any alternate solutions in situations where TNR would not be effective.
- Throughout the year Animal Services has utilized these same volunteer and grass root organizations and programs as an alternative means of finding suitable homes for lost, stray and unclaimed domestic animals rather than transporting them directly to the Flagler Humane Society and an uncertain fate. Because of these efforts by the Community Service Officers, over ninety-two (92) domestic animals have been adopted out to suitable homes and families, resulting in over \$6,000.00 in savings of standard fees that would have otherwise been charged to the City for impound, adoption and/or euthanasia services through the Flagler Humane Society.
- All Community Service Officers obtained training and certification through the Florida Animal Control Association.
- 19 animals/pets captured running at large were reclaimed by owners, negating the need for transport to the Flagler Humane Society. A total of \$225.00 in reclaiming fees was collected for these services.

## **POLICE-RECORDS**

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### **Goals:**

- Maintain an entry rate of 100% for reports and citations.
- Ensure all report narratives are entered into the records management system in a timely manner to prevent any backlog of data entry from developing.
- Purge and/or store old HTE records as required.
- Have all the clerks cross trained in gathering information using the Investigative/Administrative Analysis Reports
- Maintain the entry of UCR's with no more than 3 to 4 days that need to be entered.
- Purge old arrest folders that have superseded their administrative value.

### **Accomplishments:**

- Automated the House Watch tracking. Developed menu-driven Access module for the "House Watch Program" on the server. Each Clerk has access to this software and enters requests when received by citizens. The list is provided electronically to officers' laptop computers and provided to each shift supervisor to be reviewed with personnel along with the regular activity boards on a daily basis.
- As a member of Crime Watch America, the Department posts information to the Crime Watch America website.
- The backlog of over 3,400 reports that needed to be data entered has been completed. Each report, with the exception of the narrative section, has been appropriately entered and can be researched via the computer data base. (Original copies of these reports are being maintained to complete the narrative data entry and for reference purposes).
- Since the elimination of the 3,400 report backlog, the day-to-day backlog of reports has been kept well under 100, normally running less than 20 reports on any given day/time.
- Citation data entry has been at 100% entered with the exception of special events, i.e. Bike Week and Biketoberfest, and then entry is caught up within two to three working days.
- Entry of crash reports are being routinely completed and entered within 2 to 3 working days of the reports being submitted.

## CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

### **Goals:**

- Evaluate Wildfire Risks within our community and prioritize mitigation efforts.
- Continue to explore cost savings opportunities without reducing services.
- Maintain a zero tolerance policy for those who willfully violate safe practices. Maintain a reasonable fire inspection program, given the loss of our fire inspectors.
- Recognizing revenue short falls; make efforts to provide more in-house training thereby reducing outside training costs.
- Maintain NIMS (National Incident Management System) compliance through providing federally mandated courses to City employees.
- Increase fire training hours to meet ISO recommendations.

### **Performance Measures:**

|   | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---|----------------------|------------------------|--------------------------|---------------------------------------|---|
| Total number of calls dispatched as building fires (including calls canceled before arrival). The term "Calls" indicates one count per call for service. For the purposes of this survey, there is one "response" per call. | 55                   | 76                     | 76                       | -                                     | 0.00%                                   |
| Number of verified building fire calls responded to (excluding calls canceled before arrival)   | 55                   | 76                     | 76                       | -                                     | 0.00%                                   |
| Number of vehicle, trash, brush, and other fire calls responded to (excluding calls canceled before arrival)  | 80                   | 88                     | 88                       | -                                     | 0.00%                                   |
| Number of fire alarm and other alarm calls responded to (excluding medical alarms, calls canceled before arrival)   | 262                  | 288                    | 288                      | -                                     | 0.00%                                   |
| Number of hazmat calls responded to (excluding calls canceled before arrival)   | 144                  | 151                    | 151                      | -                                     | 0.00%                                   |
| Number of non-fire, non-medical, non-hazmat service calls responded to (excluding calls canceled before arrival)  | 1,079                | 1,133                  | 1,133                    | -                                     | 0.00%                                   |
| Total number of Non-EMS/Rescue Calls dispatched (including calls canceled before arrival)   | 1,620                | 1,701                  | 1,701                    | -                                     | 0.00%                                   |
| Total Number of EMS and RESCUE calls dispatched (including medical alarms, calls canceled before arrival)   | 3,675                | 3,859                  | 3,859                    | -                                     | 0.00%                                   |
| Number of cardiac arrest calls responded to where resuscitation efforts were used regardless of outcome.  | 39                   | 50                     | 50                       | -                                     | 0.00%                                   |
| Number of successful pre-hospital resuscitations involving cardiac arrests  | 9                    | 11                     | 11                       | -                                     | 0.00%                                   |
| Number of building fire calls responded to with first unit onscene (turnout + travel) in less than or equal to 5 minutes (NFPA 1710 benchmark). Excluding calls canceled before arrival                                     | 18                   | 20                     | 20                       | -                                     | 0.00%                                   |
| Number of building fire calls responded to with first unit onscene (turnout + travel) in greater than 5 minutes and less than or equal to 9 minutes (NFPA 1710 benchmark). Excluding calls canceled before arrival          | 27                   | 30                     | 30                       | -                                     | 0.00%                                   |
| Total number of EMS and RESCUE calls responded to (excluding calls canceled before arrival)   | 3,675                | 3,859                  | 3,859                    | -                                     | 0.00%                                   |

### **Accomplishments:**

- Continued reduction to overtime budget.
- Implemented Emergency Medical Dispatch pilot program for non-emergency medical responses.

## **ROADSIDE AND RIGHT OF WAY MAINTENANCE**

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### **Goals:**

- Respond to calls for customer service by the end of business daily and within 1 hour for after hour call-outs.
- Respond to non-Public Works related work orders by end of business for scheduling.
- Incur no more than six (6) reported deficiencies on FDOT inspections yearly.
- Complete FDOT deficiencies with 7 working days.
- Assist in providing traffic control for special events.
- Assist with emergency management issues as they arise.
- Work to create greater efficiency in all aspects of Street repair.

### **Accomplishments:**

#### **Street Right of Way Maintenance**

- 389 miles of shell roads were graded. Projected 400 miles in FY 11/12.
- 1,160 maintenance work orders were completed. Projected 1,250 maintenance w/o in FY 11/12.
- 239 maintenance work orders were completed on FDOT roads. Most of the R/W maintenance was removed from the FDOT MOA. Projected 225 maintenance work orders for FY 11/12.
- 2,525 man-hours were expended assisting other City departments. Projected 2,500 man-hours assisting other departments in FY 11/12.
- 244 man-hours working for other departments were for maintenance in City Parks. Projected 250 man-hours in FY 11/12.

#### **Asphalt Maintenance**

- 316 asphalt work orders were completed repairing city streets, requiring 183 tons of asphalt. Projected 350 asphalt work orders in FY 11/12, 200 tons of asphalt.
- There were 3 asphalt work orders completed on repairing FDOT roads, requiring .9 tons of asphalt. Asphalt repairs were taken off the FDOT MOA in FY 06/07.

#### **Concrete Maintenance**

- 173 work orders were completed for repairs to City sidewalks, curbs, gutters and catch basin aprons, requiring 188 cubic yards of concrete. Projected 175 concrete work orders, 190 cubic yards of concrete in FY 11/12.
- There were 39 work orders completed on FDOT walks, curbs, and gutters, requiring 34 cubic yards of concrete. Projected 40 concrete work orders, 35 cubic yards of concrete in FY 11/12.

#### **Sign Maintenance**

- There were 975 work orders completed for Traffic Sign installation and repair. Projected 1000 work orders for Traffic Sign installation and / or repairs FY 11/12.

#### **Urban Forestry**

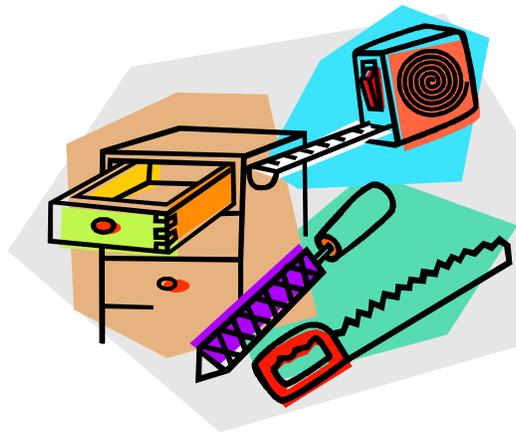
There were 219 trees removed from City R/W's or properties. Projected FY 11/12 to remove 225 trees. 8 trees were removed from FDOT R/W's. Projected to remove 10 trees from FDOT R/W's in FY 11/12.

## BUILDING MAINTENANCE

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### Goals:

- Receive a composite rating of satisfactory or better on quarterly janitorial service ratings from 90% of respondents.
- Complete 98% of all non-emergency work orders within five working days of request.
- Maintain the appearance of City parks through regular maintenance.
- Help facilitate the successful completion of projects described in the Facilities Renewal and Replacement Fund.
- Ensure that no injuries to buildings' occupants and users occur due to improperly maintained facilities.
- Implement energy saving devices and measures to reduce operating costs at city buildings.
- Seek resources to become more proactive than reactive in contract management and to assure the enhancement to the safety and cleanliness of our buildings and facilities.



### Accomplishments:

- Replaced HVAC units due to their life expectancy, upgrading to new energy efficient models.
- Renovated restrooms at Ames Park, Sanchez Park and OB Sports Complex Softball Quad.
- Oversight of PAC window replacement.
- Oversight of the Airport Tower waterproofing and repainting.
- Renovated the “green room” in the Performing Arts Center.
- Oversight of a/c system replacement at cupola, PAL House, Performing Arts Center, Water Treatment Plant.
- Interior Painting of Hallways at City Hall.
- Removal and replacement of benches and trash receptacles along Streetscape.
- Renovation of Public Works storage area.

## **PARKS AND GROUNDS MAINTENANCE**

### **Goals:**

- Ensure that all parks and grounds are inspected bi-weekly to ensure safety, accessibility and cleanliness.
- Seek out resources to become more proactive than reactive in contract management and to assure the enhancement to the safety and cleanliness of our parks and grounds
- Achieve a contract compliance rate of 90% for major maintenance services.
- Ensure that no injuries to parks users occur due to improperly maintained park facilities.
- Continue to effectively communicate with Facilities Maintenance Supervisor for proper contract monitoring, performance and level of finish.
- Ensure all city irrigation systems are wet tested, timer inspected and calibrated to ensure compliance with St. Johns Water Management District on a quarterly basis.
- Continue community partnership through the Memorial Bench Program.

### **Performance Measures:**

|  | Actual      | Estimate    | Projection  | Change                      | % Change                    |
|--|-------------|-------------|-------------|-----------------------------|-----------------------------|
|  | FY 2009-10  | FY 2010-11  | FY 2011-12  | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Number acres of passive park   | 532.0000    | 536.5000    | 540.0000    | 4                           | 0.65%                       |
| Number of acres of active park   | 132.7300    | 137.0000    | 141.0000    | 4                           | 2.92%                       |
| Number of park acres maintained  | 62.0000     | 62.0000     | 62.0000     | -                           | 0.00%                       |
| Number of hours of training for all park and recreation employees                    | 612.0000    | 612.0000    | 612.0000    | -                           | 0.00%                       |
| Number of acres maintained by contractors  | 70.7300     | 75.0000     | 79.0000     | 4                           | 5.33%                       |
| Number of acres of cemeteries, right-of-way and medians maintained                   | 214.3700    | 219.0000    | 223.0000    | 4                           | 1.83%                       |
| Number of volunteer hours  | 67,026.0000 | 68,366.0000 | 69,722.0000 | 1,356                       | 1.98%                       |
| Number of children registered in summer programs                                     | 823.0000    | 960.0000    | 990.0000    | 30                          | 3.13%                       |
| Number of available spaces in summer programs (number of registered that are placed) | 1,280.0000  | 1,335.0000  | 1,335.0000  | -                           | 0.00%                       |
| Number of children in jurisdiction   | 5,652.0000  | 5,700.0000  | 5,800.0000  | 100                         | 1.75%                       |

### **Accomplishments:**

- Direct daily communication worked in assisting with the direction of the performance of the grounds maintenance contractor and has upgraded appearance to the City parks and properties maintained.
- Facilitating the budget items for new park amenities has improved the level of finish in City parks.
- Timely repairs of irrigation matters.
- Installation of reuse irrigation system at the entrance to the Airport Business Park.
- Irrigation installation at labyrinth in Central Park II.
- Removal and replacement of benches and trash receptacles along Streetscape.

## ENGINEERING

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### Goals:

- Complete 75% of assigned capital improvement projects within 30 days of the substantial completion date established with the Notice to Proceed.
- Final project costs not to exceed 10% of bid cost for all change orders with the exception of City requested additions to original project scope of work.
- To receive 85% of bids below Engineer's final design cost estimate.
- Design Environmental Learning Center (City Commission goal #5).

### Accomplishments:

- **2010 Corrugated Metal Pipe Replacement** - Replaced the 48-inch elliptical metal culvert at the Sanchez Avenue/Sanchez Park cul-de-sac per the City's on-going program to replace old, failing metal storm drain, which causes reduction in stormwater conveyance and cause roadway undermining.
- **2010 Roadway Resurfacing** - Approximately 4.5 miles of City streets were resurfaced as well as construction of a paved entrance road to Rima Ridge Road at the Tiger Bay State Forest, located off SR40 west of Hunter's Ridge. This paving was required by the State of Florida Board of Trustees as a condition for granting the easement for the three additional wellfield sites at Rima Ridge State Forest.
- **2010 Sidewalk Construction** - North Ridgewood Avenue - Constructed modifications to the sidewalk on North Ridgewood Avenue from Sanchez Avenue to Woodridge Drive.
- **CDBG Facility Lighting** - Purchased and installed electronic ballasts, T-8 lamps, fixtures, and wall/ceiling occupancy sensors per the City's recently adopted Energy Efficiency and Conservation Strategy. The project was funded under the American Recovery & Reinvestment Act of 2009 (ARRA) through a US Department of Energy (DOE) Energy Efficiency & Conservation Block Grant (EECBG).
- **CDBG Sidewalk** - South Halifax Drive - Removal of deteriorated sidewalk and installation of a new 5 foot wide, ADA compliant, concrete sidewalk on the east side of South Halifax Drive from Mulberry Drive to Rockefeller Drive.
- **City Hall Joint Permit Center** - Remodeled Planning & Engineering offices to incorporate Building personnel. Involved construction of a counter for engineering, planning & building permit technicians with seating for customers, and a cashier function. The new configuration will enhance the development review process.
- **City Hall Parking Lot Repair** - repaired/replaced select concrete curbing and asphalt areas within the City Hall parking lot which were damaged by the root systems of existing oak trees.
- **Coolidge Ave Stormwater Improvements** - Constructed a stormwater drainage collection and piping system and new curb and gutter, to resolve frequent street flooding issues on Coolidge Avenue. This project was identified in the 1997 Stormwater Management Plan and 2007 Management Plan Update. Also replaced sub-standard 2-inch water main with a 16-inch main terminating at Hand Avenue.

## ENGINEERING

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- **Distribution System Improvements** - Ph II - Upsized the water main from US1 and Division Avenue to the Water Treatment Plant. This continuation of the new main increased circulation of the water and provided improved system pressure for increased fire protection.
- **Downtown Art In Public Places** - Tarpon Statue - Designed & constructed a base and low spraying fountain, onto which a bronze tarpon sculpture was installed, in the pond at Rockefeller Gardens. The sculpture, by local artist Paul Baliker, was donated to the City by the Cobb family children in memory of their parents, Tom & Carter Cobb.
- **Downtown Granada Blvd & Bridge Lighting Renovation** - Replaced deteriorated decorative street light poles, fixtures, and banner arms in the Downtown Community Redevelopment Area (CRA), from Orchard Street to A1A, including Cassen Park, Bailey Riverbridge, and Fortunato parks. The project replaced cast iron poles and mounting hardware with corrosion resistant composite material, and LED fixtures for energy efficiency.
- **Downtown LED Streetlight Conversion** - Replaced all existing 70W and 150W high pressure sodium (HPS) Edgewater street light fixtures (approximately 200) with similar style 60W LED fixtures.
- **Downtown Street Tree Renovation** - Removed 31 declining Bradford Pear & Drake Elm street trees in the Granada Blvd downtown corridor sidewalk. Replaced with new trees more suitable to the planting environment.
- **FS #94 Fire Sprinkler & Exhaust System** - Installed a fire sprinkler and exhaust system at Fire Station #94. The project was partially funded by an Assistance to Firefighters Grant (AFG) from the US Department of Homeland Security (DHS).
- **Hull Rd Left Turn Lane** - Construction of a right turn lane on Hull Road at the intersection with US1. This project was funded by the Florida Department of Transportation (FDOT) State Transportation Improvement Plan (STIP).
- **MacDonald House - Reconstruct Pkg Lot** - Resurfaced the parking lot at MacDonald house and the Tennis Center at 38 West Granada Blvd.
- **Main Trail Bridge Repair - 2010** - Performed repairs to the Main Trail bridge per the FDOT's 2009 bridge inspection report and the pedestrian walkway along the south side of the bridge.
- **Nova Rd S/W Passive Parks** - Installed trees and irrigation at the Old Kings Road/Division Avenue stormwater pond passive park.

## ENGINEERING

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- **OBSC Boundless Playground** - Construction of a "boundless" playground near the Dale Buttleman Softball Quad. The new playground enables special needs children to improve their cardiovascular health and strength by utilizing creative play elements. The playground has ADA compliant play structures, a soft surface for allowing children with wheelchairs or walkers to move about freely, an overhead shade structure, and fencing around the border for security.
- **Rima Ridge Wellfield Expansion** - Construction of three (3) additional raw water production wells within the Rima Ridge well field. The additional capacity is needed to handle maximum demand days and to provide the necessary flexibility of being able to rotate use of the wells.
- **US1 Forcemain Extension - Ph II** - Construction of approximately 5,900 ft. of 18 inch force main from Airport Road to Nova Road, providing needed present and future capacity for the northwest Ormond Beach area.
- **Utility Relocation - SR40/US1 Intersection** - Utility relocation of a 6-inch water line at US 1 and Granada Blvd to accommodate the FDOT's intersection modification project to construct dual left turn lanes from US1 to SR40 as well as widening the right-of-way to improve the turning radius at each of corners of the intersection

## BUILDING INSPECTIONS

### **Goals:**

- Maintain established permit review timeframes (examples include: single family residence is 10 to 25 working days, commercial interior build out is 10 to 15 working days, and a reroof is 1 to 3 working days).
- Continue providing time sensitive inspection response (next business day) to contractors and homeowners.
- Update/revise fee schedule for building and related permits.
- To obtain multi-certifications (including fire inspector) of building inspectors to allow for multiple inspections on a single site visit. (On-going)
- Help facilitate consistent regulatory reviews for building permits by having all city regulatory departments (Engineering, Planning, Fire, Utilities and Building), fully use the Naviline system vs. paper transmittals. Establish time frames for review/approval by all depts.
- Identify and improve development review processes.
- Establish procedures for outstanding and open permit follow-up.
- Work towards a paperless office environment with electronic storage and cross train staff.
- Establish an over the counter permit issuance protocol.
- Work towards inputting inspection results daily and community education.
- Update Building Website to help educate the public on Building information.

### **Performance Measures:**

|  | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--|----------------------|------------------------|--------------------------|---------------------------------------|---|
| Number of Building, Electrical, Mechanical, Plumbing [BEMP] building inspections completed (including commercial construction inspections) | 9,750                | 8,798                  | 8,798                    | -                                     | 0.00%                                   |
| Percent of Building, Electrical, Mechanical, Plumbing [BEMP] building inspection requests completed on-schedule                            | 99%                  | 99%                    | 99%                      | -                                     | 0.00%                                   |
| Number of Building, Electrical, Mechanical, Plumbing [BEMP] re-inspections (residential and commercial)                                    | 1,296                | 1,241                  | 1,241                    | -                                     | 0.00%                                   |
| Number of total building construction plans reviewed (residential and commercial)  | 2,668                | 2,855                  | 2,855                    | -                                     | 0.00%                                   |
| Percent of building construction plan reviews completed by jurisdiction target date (define target date).                                  | 100%                 | 100%                   | 100%                     | -                                     | 0.00%                                   |
| Number of BEMP building permits issued (residential and commercial)  | 2,668                | 2,855                  | 2,855                    | -                                     | 0.00%                                   |
| Percent of permit requests completed within 30 days as required by FS 553  | 100%                 | 100%                   | 100%                     | -                                     | 0.00%                                   |

### **Accomplishments:**

- Maintained 99% of inspection requests being completed within 24 hours.
- Obtained multi-certifications of inspectors to allow for multiple inspections on a single site visit.
- Fee schedule has been revised.
- All building inspectors are now certified as fire safety inspectors.
- Three inspectors have a one and two family standard license allowing them to perform multi inspections on one and two-family dwellings. Five inspectors have a commercial building standard license.
- Incorporated fire safety inspection and fire plans review into the building department function.
- Two inspectors now are certified by ICC as a Master Code Professional.
- Set up an inspector at the front counter to issue permits over the counter from 2:30 to 3:30 for mechanical change-outs, minor electrical and plumbing, re-roofing and minor door and window replacements.
- of building inspectors to allow for multiple inspections on a single site visit.

## NEIGHBORHOOD IMPROVEMENT

### **Goals:**

- Automate Special Master Case Presentations and reduce costs associated with copying case files.
- Process Foreclosure/Abandoned Property registration in house.
- Research information for potential code amendment to deal with hazard trees and nuisance invasive plant species.
- Continue to resolve 99% of all code enforcement cases before the case reach the Special Master.
- Initiate at least 40% of all code enforcement cases by staff.
- Initiate 90% of all citizen complaints and tree removal permit requests within seven (7) business days of receiving request. Exceptions will include building, land clearing, tree removal without a permit, or unsecured pools. In these instances, immediate inspections will be conducted.
- Continue to enhance task team approach consisting of Police Officers, Community Service Officers, Neighborhood Improvement Officers, Florida Fish and Wildlife Conservation Commission, Volusia County Health Department, Department of Environmental Protection, and other agencies and organizations to coordinate inspection activities.
- Continue to increase public awareness and provide education to Ormond Beach citizens by participation in Neighborhood Watch and Home Owner Association meetings, community service projects and activities such as National Night Out, and Earth Day. Coordinate with the Chamber of Commerce to also educate the commercial industry on common code violations that occur in commercially and industrially zoned properties.

### **Performance Measures:**

|  | Actual      | Estimate    | Projection  | Change                      | % Change                    |
|--|-------------|-------------|-------------|-----------------------------|-----------------------------|
|  | FY 2009-10  | FY 2010-11  | FY 2011-12  | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Number acres of passive park                                       | 532.0000    | 536.5000    | 540.0000    | 4                           | 0.65%                       |
| Number of acres of active park                                     | 132.7300    | 137.0000    | 141.0000    | 4                           | 2.92%                       |
| Number of park acres maintained                                    | 62.0000     | 62.0000     | 62.0000     | -                           | 0.00%                       |
| Number of hours of training for all park and recreation employees  | 612.0000    | 612.0000    | 612.0000    | -                           | 0.00%                       |
| Number of acres maintained by contractors                          | 70.7300     | 75.0000     | 79.0000     | 4                           | 5.33%                       |
| Number of acres of cemeteries, right-of-way and medians maintained | 214.3700    | 219.0000    | 223.0000    | 4                           | 1.83%                       |
| Number of volunteer hours  | 67,026.0000 | 68,366.0000 | 69,722.0000 | 1,356                       | 1.98%                       |
| Number of children registered in summer programs                   | 823.0000    | 960.0000    | 990.0000    | 30                          | 3.13%                       |

## **NEIGHBORHOOD IMPROVEMENT**

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### **Accomplishments:**

- Code Amendments – NID initiates or otherwise participates in amendments to the Code of Ordinances or Land Development Code (LDC). NID has been involved in the preparation of amendments to LDC regarding sign code and Code of Ordinances regarding Foreclosure/abandoned property registration, administrative fees associated with processing code enforcement cases, newspaper distribution, front yard parking, irrigation ordinance.
- Assisted the Community Service Officers in creating notices of violation and updated methods of notification to ensure property owners are held accountable for violations of the code by tenants.
  
- Community Outreach Programs – Continue to attend meetings and programs to educate the public regarding code violations and code enforcement processes. Meetings and programs included attendance at Home Owner Association meetings, National Night Out, Earth Day, and North US #1 Task Force at the Ormond Beach Chamber of Commerce, and Make A Difference Day. Continue to create new brochures to educate the public regarding new regulations as the need arises. Continue to amend existing brochures consistent with changes in the code regulations.
- HTE Naviline Usage – Continuing to improve utilization of Naviline by preparing preformatted notices of violation.
- Operational Enhancements – Continue to enhance internal operations between Police Department Patrol, CID, Animal Control, and Neighborhood Improvement as well as other governmental agencies including but not limited to Building Division, Florida Fish and Wildlife Conservation Commission, Department of Environmental Protection, and Volusia County Health Department by coordinating investigations at site specific locations to correct multiple civil violations.

## FLEET OPERATIONS

### **Goals:**

- Achieve a composite rating of satisfactory or better on a semi-annual service evaluation from 90% of respondents.
- Maintain vehicle downtime of no more than 5% for all fire and police vehicles.
- Maintain an average productivity rate for all mechanics of 80% that generates 4608 billed labor hours. (2080 – 80 vacation – 80 holidays = 1920 X 3 mechanics = 5760 X 80% = 4608 hours)
- Maintain an hourly labor rate that is at or below the average private sector labor rate for similar sized operations in the Daytona Beach area (the FY 11-12 hourly labor rate is \$27.43).
- Continue with the reduction of obsolete inventory parts while providing a cost effective means of disposal.
- Evaluate the potential of introducing alternative fuel vehicles during scheduled replacements. Vehicle selection and placement will be conducted with recommendations from Directors and Division Managers.
- Introduce GPS tracking to the Public Works Department for enhanced route planning.
- Investigate fleet software modules that become available through the finance department upgrade of accounting software.
- Research and recommend the upgrade of fuel dispensing equipment to the city central fueling station
- Recommend the replacement for the Ford Crown Victoria Patrol Vehicle.

### **Performance Measures:**

|  | Actual<br>FY 2008-09 | Estimate<br>FY 2009-10 | Projection<br>FY 2010-11 | Change<br>FY 2009-10<br>to FY 2010-11 | % Change<br>FY 2009-10<br>to FY 2010-11 |
|--|----------------------|------------------------|--------------------------|---------------------------------------|---|
| Total hours billed to work orders  | 4,423                | 2,963                  | 2,963                    | -                                     | 0.00%                                   |
| Total hours available for all employees who generate billable hours  | 5,088                | 3,408                  | 3,408                    | -                                     | 0.00%                                   |
| Number of regular and reserve light vehicles (I) on last day of reporting period                                 | 82                   | 82                     | 82                       | -                                     | 0.00%                                   |
| Number of regular and reserve light vehicles (II) on last day of reporting period                                | 17                   | 17                     | 17                       | -                                     | 0.00%                                   |
| Number of regular and reserve vehicles in police fleet on last day of reporting period                           | 56                   | 56                     | 56                       | -                                     | 0.00%                                   |
| Number of regular and reserve apparatus in fire fleet on last day of reporting period                            | 12                   | 12                     | 12                       | -                                     | 0.00%                                   |
| Number of regular and reserve medium duty vehicles 10,001–19,500 GVW in fleet on last day of reporting period    | 15                   | 15                     | 15                       | -                                     | 0.00%                                   |
| Number of regular and reserve heavy-duty vehicles >= 19,501 GVW in fleet on last day of reporting period         | 20                   | 20                     | 20                       | -                                     | 0.00%                                   |
| Number of regular and reserve pieces of heavy equipment in heavy equipment fleet on last day of reporting period | 7                    | 7                      | 7                        | -                                     | 0.00%                                   |
| Total fleet maintenance expenditures for police vehicles   | 129,897              | 129,897                | 129,897                  | -                                     | 0.00%                                   |
| Total fleet maintenance expenditures for fire apparatus  | 84,512               | 84,512                 | 84,512                   | -                                     | 0.00%                                   |

## **FLEET OPERATIONS**

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### **Accomplishments:**

- An ongoing fleet survey has revealed a 99% customer satisfaction rating. Survey sheets are placed in every vehicle being repaired and serviced. Forms and secure mail box are also available at the center fueling station 24 hours a day.
- Fleet achieved its goal of having no more than 5% downtime for all fire and police vehicles by having a downtime of 1.23% for all emergency related vehicles.
- Fleet technicians have reached the productivity rate goal of 80% with an 88% rating.
- Fleet Operations current labor rate is \$27.43. This rate is substantially lower than rates offered by outside vendors.
- Fleet was awarded the ASE Blue Seal of Excellence Award for the sixth consecutive year. Fleet Technicians achieve this award by having 75% of the professionals ASE certified and at least 1 professional certified in each area of service that we offer.
- Fleet has reduced its overall inventory by 5% as of July 5 with the current goal of achieving 15% by the end of the fiscal year.
- Fleet has designed and manufactured a fuel polisher for cleaning of diesel fuel. Fuel polishing is the process whereby bulk diesel fuel is treated and forced through a series of high and low micron filters. This process removes all solid and aquatic contaminates from the fuel. The fuel polisher will be used to extend the life of diesel fuel in storage tanks throughout the city

## ECONOMIC DEVELOPMENT

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### **Goals:**

- Retain industrial businesses through visitation program and assist with incentives and expansion projects.
- Select 3 businesses and 2 site selectors to Ormond Beach as part of the City's business recruitment program (City Commission goal #2).
- Collaborate with economic development partners to market & attract out-of-state businesses/visitors to the City.
- Work with Tomoka Holdings to complete following:
  - Land use regulations and design standards
  - Infrastructure for Commerce Park
  - Promote, market, and recruit businesses to Commerce Park.
- Develop/Implement Main Street economic development initiatives.
- Assist local businesses with city permitting related issues.
- Manage City's Business Park Municipal Airport including:
  - Market and sell remaining lots in Airport Business Park
  - Lease remaining parcels at SE Quadrant
  - Complete RFP process and select lessee(s) to develop SW Quad property and former nursery site
  - Manage noise abatement program.
- Work with hospital management/realtors to facilitate reuse of Florida Hospital-Memorial Division property.
- Work with Team Volusia Economic Development Corporation to create an Ormond Beach industrial property inventory/prospect database.
- Develop business assistance programs w/Ormond Chamber.
- Update City's Economic Development Strategic Plan (Town Hall Meeting goal).

## ECONOMIC DEVELOPMENT

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### **Accomplishments:**

- Worked with businesses throughout the City to retain and expand their operations and employment base including Emergency Communication Networks, Energizer, Delta P Systems, and Pace Analytical.
- Created a business recruitment advisory group of Ormond Beach business executives to indentify manufacturing and technology companies to target for recruitment.
- Worked closely with the Team Volusia EDC, Volusia County Economic Development Department, and realtors on relocating business prospects to the City.
- Worked with City staff and Tomoka Holdings in final regulatory approvals for the Ormond Crossings Planed Development project from the Florida Department of Community Affairs, Florida Department of Transportation, Volusia County, and City of Ormond Beach.
- Provided leadership and consultation to the Ormond Beach Chamber of Commerce, Main Street Inc., and Halifax Business Development Partnership organizations to improve the business climate in the City.
- Implementation of year four of the Strategic Economic Development Plan.
- Worked with Florida Hospital officials and real estate brokers for the reuse options for Florida Hospital properties on Sterthaus Avenue.
- Conducted the second annual Economic Development prosperity Forum with Ormond Beach Chamber of Commerce and Main Street.
- Promoted the City's economic development plans and programs through local media, community meetings, business organizations, and City website.

## THE CASEMENTS

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### **Goals:**

- Develop and sustain community cultural events with local civic organizations including, Riverfest, Seafood Festival, Celtic Festival, Native American Festival and the Family Fun Walk.
- Increase revenue with facility rentals/programs and special events.
- Continue to partner with Volusia County ECHO RANGERS to offer an educational and historical program for their young participants and their parents.
- Expand the outdoor concert series throughout the summer months.
- Continue to offer monthly free “Movies on the Halifax” in Rockefeller Gardens and seek to expand partnerships and sponsors to defray the cost of movie permits.
- Expand opportunities for a variety of monthly gallery exhibits.
- Increase volunteer opportunities with assistance in programs and special events.
- Work with The Casements Guild to offer a new Youth Apprentice Program for local high school students. This program will teach students the history of the home, train them for tours and assist with archiving historical items currently kept by the Guild.

### **Accomplishments:**

- The Casements is the only beachside community center that offers informative and educational programs, fitness, cooking and art opportunities for the entire community.
- The Casements handles all private rental registrations for Ormond Memorial Art Museum Gardens, Ames Park, Fortunato Park, Riverbridge and Rockefeller Gardens. Also hosted two educational workshops for the public inside The Casements.
- Partnered with James Boettner to offer the 22nd annual Native American Festival.
- Partnered with Ormond MainStreet to offer the 2nd annual Seafood Festival, 2nd annual Riverfest and 1st annual Celtic Festival all held in Rockefeller Gardens.
- Partnered with Ormond Beach Chamber of Commerce to host the annual Leadership Training Graduation Ceremony.
- Assisted The Casements Guild through the development of new website for The Casements ([www.thecasements.net](http://www.thecasements.net))
- Assisted The Casements Guild through the development and installation of new visual tour, provided as an alternative to guided tours, and assists in training of new Guild members.
- Partnered with The Casements Guild to offer the 32nd annual Christmas Gala for the holiday season including a tree and house lighting ceremony.

## THE CASEMENTS

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### **Accomplishments:**

- Acknowledged members of The Casements Guild through a proclamation from the Mayor at their annual Appreciation Luncheon celebrating 32 years of volunteerism.
- Worked with local caterer, Amber's Jewel who sponsored the annual Guild luncheon; this minimized budgetary cost while still providing the recognition for their valuable service.
- Partnered with area churches to offer the 2nd annual National Day of Prayer.
- Offered new art classes to the public: Paper Clay Sculpture, Zentangle, and Acrylic Painting.
- Offered fitness classes to the public: Yoga, "Tiny Tots Yoga", Tai Chi, Pilates, and Zumba.
- Developed a new children's art camp, "Art Explosion" for the summer.
- Developed new programs: "Rockefeller Revisited", a collaboration with Ormond Beach Historical Society with costumed characters and a night time tour of the home; "Night with the Author", offering readings and meet and greets with local authors, and "French for Tourist" workshops held for 10 weeks.
- Provided a "Summer Camp Expo" partnering with all Leisure Services staff to promote summer alternatives for local children before the movie night.
- Provided a "Spaghetti Dinner" before one of the monthly movie nights.
- Worked with Ormond Memorial Art Museum and the Ormond Beach Historical Society to collaborate with planning the ECHO RANGERS program for Ormond Beach.

## PERFORMING ARTS CENTER

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### **Goals:**

- Achieve a 90% or better satisfaction rating from show producers, classes and instructors.
- Seek business partnerships to generate grants/donations.
- Achieve 80% or better of return contracts/rentals.
- Continue to produce a (12) day children's summer theatre/production camp through partnership with local theatre/children's arts group.
- Continue to produce a (9) day summer dance camp through local partnerships.
- Increase rental/facility revenue by partnering with local producers/groups to bring in national performers.
- Work with internal show groups to improve ticket sales.
- Increase day-to-day volunteerism with internal show groups.
- Expand off peak rentals to include daytime and weekday meetings, socials and events.
- Revamp Performing Arts Series with new types of demographic specific programming to increase revenue/attendance.

### **Accomplishments:**

- The Performing Arts Center has continued to expand its services to local businesses by incorporating business meetings and training sessions in addition to facility rentals.
- The Performing Arts Center hosted: The Fab Follies, Theatreworks USA "Junie B. Jones", Amazing World of Illusion, Beatle Beat, 24K Gold Music Shows, Motown and 'Mo, Stars From the Platters, Coasters, Drifters, and Temptations, U.S. Army Jazz Ambassadors, Peter Alden and the Suspicious Minds Band, Kopy Kats, Steve Johnson Recovery Comedy, Ever and Always, Hayden, Letters From A B-17 Pilot, Lefevre Quatet, Chabad Chanukah Celebration, Our Children First Talent Show, Indian Cultural Society, South Beach Dance Holiday and Spring Show, Drinkin', Swingin', Singin', Salute To Sinatra, Davis, and Martin, Legends of Doo Wop, Booth Brothers, CMT presents "101 Dalmations Kids", and "The Little Princess, Jr.", Theatre Workshop presents "Guys and Dolls", Triumphant Quartet, Big Band Salute to Nat "King" Cole and Sammy Davis, Jr., Simply Streisand, Shining Stars Pageant, Ernie Haase and Signature Sound, Ormond MainStreet Celtic Concert with Acoustic Eidolon and Legacy, Cornerstone Broadcasting, Orlando Jazz Orchestra, Show Club Follies, Daytona Beach Concert Band, Tribute To The Ed Sullivan Show, Sal Ronci Jazz Band and Knights To Remember, Dancing Dogs Spring Show, Pine Trail Elementary presents "Annie".

## PERFORMING ARTS CENTER

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### **Accomplishments:**

- The Performing Arts Center continues to serve in an emergency capacity for the hurricane/emergencies as a shelter and food distribution site for emergency crews and City employees.
- The PAC Show Club Follies set a new attendance and tickets sales revenue record for their show this year.
- The PAC hosted the expanded Aberdeen Revue. This group has joined the family of internal show groups at the PAC. Their show will continue annually with a portion of the proceeds to be donated to the theatre.
- The PAC staff continued to network with other area theatre professionals through various events and conferences.
- The PAC implemented (2) Children's Summer Camp Productions. These were designed to incorporate summer camps, church groups, day cares and various parks and recreation agencies to generate revenue.
- The PAC has increased its volunteer base and now has over 220 total volunteers who donate approximately 3,000 hours annually.

## SENIOR CENTER

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### **Goals:**

- Monitor the management agreement with Council on Aging to ensure terms of the contract are met.
- Develop alternative staffing to ensure building's rental needs are met.
- Continue to expand evening and weekend rentals to further increase revenue.

### **Accomplishments:**

- Continued to expand weekly rentals including Dance Classes, Sunday church service, Thursday Church Socials, Homeowners Association meetings.
- Hosted monthly sports association meetings.
- Hosted numerous reception and party rentals.
- Hosted Chinmaya Comedy Concert.
- Continued partnerships with long time facility rentals Tomoka Duplicate Bridge and Granada Squares Dancers.

## **COMMUNITY EVENTS**

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### **Goals:**

- Create and design revenue generating events for the Department of Leisure Services.
- Redevelop surveys to increase customer satisfaction for annual events.
- Continue the development of the popular Art in the Park event to encompass components for children and Volusia County Schools inside the Casements.
- Assist in the development of possible future Community Events
- Assist in the coordination & management of major co-sponsored events at Rockefeller Gardens and other venues.
- Revitalize and develop the series of summer concert events at Rockefeller Gardens.
- Assist with improving the Senior Games events with the cooperation and support with the Senior Games Board.
- Restructure current programs to encompass more community involvement.
- Continue to increase sponsorships for all annual community events.
- Continue the encouragement of all event advisory boards to solicit new members and funding.
- Research and develop new partnerships for the annual Hippy Hop Night Event.
- Execute all 45+ events with precision performance and outstanding presentation.
- Assist in the redevelopment of the Independence Day Celebration event options.

### **Accomplishments:**

- Continued agreement with Lamar Sign Company to post our event flyers on their electronic billboard signs in Ormond Beach and Daytona Beach. This service is an in-kind contribution, saving the City \$1,200 per quarter in marketing and advertising.
- The restructured Art in the Park event was very well received this year due to the greater quality of the arts and crafts vendors, expanded entertainment, and highly customer service orientated Community Event Staff. The Art in the Park event is a partnership endeavor with the Ormond Memorial Art Museum with Community Events taking the lead on soliciting sponsorships and vendors and increasing monetary and attendance numbers. The event drew over thousands of attendees, increased vendors from 89 to 110 and generated more revenue.
- Staff implemented a new children's art contest for Art in the Park. The contest went out to all Ormond elementary schools, public and private, grades 3 through 5. We had over 60 children participate. This added event was a partnership between Leisure Services, Community Events and the National League of American Pen Women, Daytona Branch.

## COMMUNITY EVENTS

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- Staff generated more revenue in this year's Art in the Park than in the previous 8 years.
- The Community Events staff with the Memorial Day Committee held the second Memorial Day Remembrance Service at Rockefeller Gardens. With the support of local businesses, civic organizations and sponsors, we provided the community with a memorable ceremony with nearly 1100 attending to honor our fallen military men and women.
- Continued extensive updating of Community Events inventory.
- Performed extensive clean-out project of storage facilities to accommodate new sound system.
- The July 4<sup>th</sup> Independence Day Celebration was restructured with avenues to solicit additional sponsorships opportunities at various levels of contributions with local businesses and gained more sponsors and donations. This in turn provided us with more partnerships and revenue. We exceed more sponsorship donations for the July 4<sup>th</sup> event than the previous 5 years.
- Hosted one of largest July 4<sup>th</sup> celebrations in several years. New bands and more advertising assisted with this achievement.
- Continued redevelopment and reduction of staffing needs for the July 4<sup>th</sup> Independence Day Celebration. Utilization of volunteers from Campus Outreach was used.
- Assisted with planning for the 2010 Employee Appreciation Day festivities and luncheon.
- Community Events Staff assisted with the Caribbean Night Event.
- Developed some very meaningful dedication events and receptions for: New police Chief, Limitless Playground, Andy Romano Beach Front Park, Tarpon Statue, Mayor's Farwell, New City Commission, City Clerk retirement, New City Clerk reception and Arbor Day Celebration.
- Staff continued to assist, with Parade Board, to increase sponsorship money, attendance and overall presentation of the HOme for the HOlidays Parade. All three objectives were meet and exceeded.
- Hosted 5<sup>th</sup> annual Holiday Concert at the Casements at Rockefeller Gardens.
- Planned and developed a series of Holiday Concerts with local churches.
- The Community Events Staff prides itself on the presentation and execution of all its 30+ internal events, dedications, receptions, meeting set-up, luncheons and other hospitality events.
- Assisted with community health fair, Ormond Beach Presbyterian Church and City Employee health fairs.
- Continued with community partnerships with many non-profits and civic groups including: Kiwanis Club, Lions Club, Motor Racing Heritage Association, Relay for Life, Conklin Center for the Blind, Boy & Girl Scouts, O.B. Historic Trust, O.B. Historic Society, Casements Guild, Caring, Ormond Main Street, Ormond Chamber of Commerce, American Legion, Disabled Veterans, United Way, and Habitat for Humanity.

## **LEISURE SERVICES ADMINISTRATION/REGISTRATION**

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### **Goals:**

- Continue researching “going green” methods and implement them if and when feasible.
- Continue exploring innovative opportunities for marketing
- Continue to explore methods of site amenity replacement at low or no cost to the City through the Community Partnership Program
- Promote “Adopt-A-Park”, “Adopt-A-City Street” and “Sponsor-A-Median” to involve more local residents in park and facility beautification.
- Continue to nurture and increase community partnerships, not only as a cost reduction for the City but also to involve the community in City’s endeavors.
- Assure through program evaluations that more than 90% of the participants receive the desired program benefits throughout the Department.
- Achieve all City Commission goals for Leisure Services for FY 2011-12 by the end of the fiscal year.
- Develop and implement the use of volunteers.
- Encourage youth sports associations to perform their own registrations
- Seek out resources to better evaluate ongoing programs and services
- Seek out resources to better manage contracts in a proactive manner rather than a reactive one
- Manage a successful transition for maintenance and staffing of the new Ormond Beach’s Andy Romano Beachfront Park
- Manage the successful completion of projects described in the Facilities Renewal and Replacement fund
- To facilitate the Ormond Beach Youth Baseball & Softball Association to assure the successful completion of the tee ball complex at the Ormond Beach Sports Complex
- Showcase one park each month on the City’s webpage
- Seek out resources to achieve a successful Community Partnership Program

### **Accomplishments:**

- Community Partnerships: Several programs, projects and events were completed through new and ongoing community partnerships this year:
  - Monthly park showcase on City webpage created
  - Quarterly park cleanups using volunteers implemented
  - Soccer goals and nets were purchased by the soccer association to partner with the City to replace outdated goals and nets
  - Optimist Park’s ongoing renovation continues to be accomplished through community organizations and citizens working with Leisure Services staff.

## **LEISURE SERVICES ADMINISTRATION/REGISTRATION**

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### **Accomplishments:**

- Community Partnerships: Several programs, projects and events were completed through new and ongoing community partnerships this year:
  - Soccer goals and nets were purchased by the soccer association to partner with the City to replace outdated goals and nets
  - Optimist Park's ongoing renovation continues to be accomplished through community organizations and citizens working with Leisure Services staff.
  - Volusia County co-sponsor Ormond Beach Centennial Birthplace of Speed event.
  - Partnered with Ormond Beach Youth Baseball Association to redo the restroom for Nova fields and the restroom floors at the Ormond Beach Sports Complex
  - Partnered with Main Street Association to put on Riverfest and the Seafood Festival
  - Partnered with Kiwanis Club to hold a Youth Fishing Derby
  - Partnered with Disney to put on park clean up days
  - Partnered with community to renovate Bailey Riverbridge Gardens
  - Partnered with Cobb Family to provide public art at the Rockefeller Gardens
  - Partnered with the Pop Warner Association in an effort to make the Ormond Beach Middle School's football field more playable
  - Partnered with Economy Electric and Hall Construction for the installation costs of the press box at the Ormond Beach Sports Complex
  - Partner with YMCA for service delivery
- Evaluated and implemented green methods when feasible
  - Changed out lights from T-12 to T-8 when needed
  - Reduced the use of sports lights by altering schedules of City programs when possible
  - Installing motion sensors in offices and hallways when possible
  - Installing hand dryers in restrooms when possible
  - Installing programmable thermostats when possible
  - Installing park amenities made from recycled materials
- Explore innovative opportunities for marketing including free advertising for department through partnership with Lamar Outdoor Signs and working with local parent magazine for advertising
- The Kiwanis Club has joined the Adopt-A-Park program by committing to do a Central Park Clean Up on a quarterly basis.
- The use of volunteers by the department increased during the past year.
  - Park clean up a major focus for the additional use of volunteers.
  - The Campus Outreach volunteers worked in all areas of park clean up and maintenance during the summer. This program is in its third year and has proven to be a great success
- Implemented online background check for City run programming

## GYMNASTICS

---

### **Goals:**

- Hold at least (1) gymnastic shows in the Gymnastic center.
- Movie Nights & Gymnastics functions with an anti-tobacco drug and anti-alcohol theme in conjunction with the city youth at risk programs throughout the year.
- Continue offering the Cheer program which began in 08/09.
- Increase attendance by 10%
- Try to maintain a full coaching staff so that we may serve the need of the gymnastics community.
- To get more kids of all ages interested in the sport of gymnastics to promote a more healthy life style
- To maintain a safe learning environment for the students.
- Promoting the program throughout the local schools.
- Restructure classes to be more cost effective.
- Promote lifetime health activities as well as prevention and/or elimination of obesity in young children and teenagers through exercise and fitness, with motivational skills to stay healthy.

### **Accomplishments:**

- 25 Gymnasts competed in the spring and fall state meets this year. Several gymnasts took 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> place in individual awards.
- Level 7 gymnast participated in National meet in Savannah, Ga. and placed 4<sup>th</sup> on Beam and 4<sup>th</sup> on Floor and 6<sup>th</sup> over all
- Staff attended at least two (2) AAU or USGA coaching clinics per year.
- Partnered with the Special Olympics for the last 7 years to help them compete in the sport of gymnastics.
- A new Cheer program for the center was started with 25 students enrolled. The team went to 2 competitions placing 2<sup>nd</sup> in one and 1<sup>st</sup> in the other one.
- Also for the first time we did a summer clinic for Gymnastics teaching various skills from Cartwheels to back handsprings. Classes were small but there was interest in it.
- Attended USAG Congress and Training Seminars.
- Implemented a facility rental with Pop Warner.

## **CITY SPONSORED SPORTS**

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### **Goals:**

- Achieve a customer service rating of higher than 90%
- Continue to hold Summer Youth Sports Camps for children in baseball, soccer, softball, golf, and volleyball.
- Hold yearly officiating clinics to focus on handling of coaches/parents, as well as on-field play.
- Promote lifetime health activities as well as prevention and/or elimination of obesity.
- Continue to work closely with the Athletic Field Maintenance Department, to ensure seamless preparation for daily activities.
- Continue to work hand-in-hand with the Associations (Baseball/Softball, Soccer, and Basketball) in better utilization of fields through scheduling.
- Continue to work toward eliminating/decreasing light costs at the Sports and Nova complexes, especially during Daylight Savings Time.
- Continue use of volunteers to offset support for programming.
- Design a list of requests to associations to help keep playing fields/courts/dugouts in “top notch” condition before and after play.
- Research the development of summer camp programming for teenagers.

### **Accomplishments:**

- Continued to reduce the cost of electricity for utilizing overhead field lights at the Ormond Beach Sports Complex and the Nova Community Complex.
- Increased the number of registrations in flag football, youth volleyball, and Coed adult softball.
- Revised fee schedule by increasing fees during current budget period.
- Increased outside rentals with additional Youth Sports Tournaments, Men’s Softball/Baseball Tournaments, Adult Soccer Leagues, and USSSA Baseball/Softball Tournaments.
- Increased High School Athletic Rentals, including Riverbend, Seabreeze, Calvary and Father Lopez.
- Added the National Flag Football “Let it Fly” Tournament for an additional rental.
- Continued Men’s Baseball League in City’s Sports Program for Summer 2011.
- Partnered with YMCA to provide Adult Basketball League to City’s Sports Program for summer 2011.

## **NOVA COMMUNITY CENTER**

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### **NOVA COMMUNITY CENTER**

#### **Goals:**

- Receive a 90% “satisfactory or better” rating for services and support provide to various agencies and citizens.
- Increase daily volunteerism by 5%.
- Maintain existing rentals for Nova Community Center and increase rental programming by 5%.
- Continue research toward the development of a partially inclusive summer camp program with the special needs community and the Nova Summer Connection Day Camp to be able to increase the opportunity for special needs participants in the community.
- Work within allotted budget to increase quality of programs offered to the community.
- Research and develop (1) additional self sustaining event for Nova Community Center.

#### **Accomplishments:**

- Continuation of partnership with Seabreeze High School Exceptional Student Education Program in which the students were given job preparation assignments including park and center clean-up with an increase in student participation by 15%.
- Development of partnership with Project ROMP (Renovate Ormond’s Magic Forest Playground) through planning future renovations.
- Implementation of partnership with Florida Hospital Volusia/Flagler, Halifax Health, Volusia County Health Department and Volusia County Schools with Let’s Move Volusia’s Youth Media Event.
- Facilitated the Men’s Basketball League as a partnership with the YMCA as a new program.
- Development of the partnership with the Elk’s Club and their annual Hoop Shoot with the recommendation to apply for the Elk’s National Foundation Impact Grant.
- Continued and enhanced all programming, events and rental activity through Nova Community Center.
- Worked with Building Maintenance and develop and improve skate court environment to include enclosure around court and partial restructuring of surface.

### **SPECIAL POPULATIONS**

#### **Goals:**

- Receive a 90% “satisfactory or better” rating for services and support provided to various agencies and citizens.
- Increase daily volunteerism by 5%.

## NOVA COMMUNITY CENTER

---

- Maintain existing programs and events for special populations while increasing participant numbers by 5%.
- Develop an inclusive sports program with an existing City of Ormond Beach Athletics program for special needs participants
- Continued research toward the development of a partially inclusive summer camp program with the Nova Summer Connection Day Camp to be able to increase the opportunity for special needs participants in the community.
- Continue to offer Camp T. Rec for those special needs participants who need more individualized care.
- Research and develop (1) additional program or event for the special needs community.

### **Accomplishments:**

- Increased attendance by 15% of the special needs collaborative events with the Special Populations Activity and Recreation Council.
- Ongoing development and improvement of Camp T. Rec, a summer camp for children with special needs, through collaboration of the Therapeutic Recreation Aide, the Site Supervisor and the Special Populations Coordinator. Camp T. Rec successfully was planned and implemented through increasing the assignment of responsibilities by 10% to the seasonal summer camp counselors. Both sessions continue to be filled to capacity with a wait list of from three to five.
- Increased volunteer participation by 15% in all programs and events through partnership with community middle schools and high schools.
- Continued improvement in the quality of all special needs programs and events through client satisfaction surveys and additional training and responsibilities for the Therapeutic Recreation Aide.
- Programming participation increased by 5% from previous year.
- Development of partnership with a community professional who volunteers her time in interpretation for the deaf.

## **SOUTH ORMOND NEIGHBORHOOD CENTER**

---

### **Goals:**

- Achieve a higher than 90% rating from the Customer Satisfaction Survey.
- Continue to offer positive programs geared towards at-risk youth in our community. Sports, educational and cultural opportunities and programs that have the underlying goal of curbing negative behavior patterns and activities.
- Continue to promote lifetime health activities as well as prevention and/or elimination of obesity.
- Expand weight/fitness room programming.
- Hold (3) Neighborhood Festivals.
- Hold (1) intergenerational events.
- Hold (3) sports clinics for under privileged kids.
- Continue to work with PAL and DARE to aid in ongoing programs.

### **Accomplishments:**

- Through donations, staff improved the center's fitness weight room.
- Enhanced the level of training offered to older youth basketball teams by adding a speed training coach to our program. The trainer worked with athletes 15-17 years of age. This component helped to improve hand/ eye coordination, increase balance, build endurance, self-esteem, discipline, and self-confidence.
- Continued the partnerships with various organizations such as Bethune Cookman University and Volusia–Flagler YMCA to improve the quality of life for children in our overall community as well as the South Ormond neighborhood.
- Continued the partnership with the Ormond Beach PAL in providing Arts & Crafts Programs and additional funding to promote healthy life styles programs.

## **ATHLETIC FIELDS MAINTENANCE**

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### **Goals:**

- Achieve a customer satisfaction rating of “satisfactory or better” from 90% of surveyed participants regarding facility maintenance.
- Maintain turf PH range 6.0 – 6.5 within University of Florida’s turf soil standards.
- Continue annual roto-tilling of clay infields at Nova Community Park fields and Ormond Beach Sports Complex.
- Continue to work with Public Works on mutual projects.
- Track true costs to City for tournaments.
- Continue to obtain staff re-certification and licensure from State of Florida.
- Increase use of volunteers.
- To work with the sports associations in an effort to better manage practices and games to reduce wear on athletics fields.
- To establish a preventive maintenance program by partnering with Fleet to train one ball field maintenance employee to perform a daily maintenance program with each machine.

### **Accomplishments:**

- Infield tune-ups on Softball Quad fields and Baseball Fields, including laser grading, additional clay and Turface.
- Over site of installation of batting cages at Softball Quads.
- Employees earned Chemical Spill Response training recertification.
- Employees earned CEU credits towards Pesticide Applicators License.
- Utilization of volunteers to reduce overtime and enhance the beautification of athletic fields.
- Replacement of combination Football/Soccer goals on Field #7 with maintenance free aluminum goals.
- Installation of safety fencing around canal area of soccer fields 9 &10.
- Application of lime to all athletic fields to maintain proper PH Levels.
- Assisted with the revitalization of Optimist Park.
- Renovated soccer fields, aerate, verti-cut, re-sod main areas, top dress.
- Prepared sports field for in excess of 6000 practices, games, tournaments and special events.

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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. These revenues are transferred to its Debt Service Fund in accordance with the 1994 Tax Increment Bond Resolution.

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                           | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental Revenue | 867,519              | 707,320              | 651,100              | (56,220)                              | -7.95%                                  |
| Miscellaneous Revenue     | 10,297               | 2,500                | 2,500                | -                                     | 0.00%                                   |
| Transfers                 | 377,255              | 291,556              | 254,129              | (37,427)                              | -12.84%                                 |
| Use of Fund Balance       | -                    | 211,870              | 1,762,990            | 1,551,120                             | 732.11%                                 |
| <b>Total</b>              | <b>1,255,071</b>     | <b>1,213,246</b>     | <b>2,670,719</b>     | <b>1,457,473</b>                      | <b>120.13%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 1,659                | 25,906               | 26,102               | 196                                   | 0.76%                                   |
| Operating                   | 78,237               | 75,340               | 164,617              | 89,277                                | 118.50%                                 |
| Capital                     | 506,535              | 760,000              | 2,030,000            | 1,270,000                             | 167.11%                                 |
| Contributions and Transfers | 474,372              | 352,000              | 350,000              | (2,000)                               | -0.57%                                  |
| Contingency                 | -                    | -                    | 100,000              | 100,000                               | 0.00%                                   |
| <b>Total</b>                | <b>1,060,803</b>     | <b>1,213,246</b>     | <b>2,670,719</b>     | <b>1,457,473</b>                      | <b>120.13%</b>                          |



## **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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental   | 157,465              | 1,165,000            | 1,500,000            | 335,000                               | 28.76%                                  |
| Charges for Service | 2,621,825            | 2,570,000            | 2,575,000            | 5,000                                 | 0.19%                                   |
| Miscellaneous       | 10,185               | 460,000              | 130,000              | (330,000)                             | -71.74%                                 |
| Bond Proceeds       | -                    | 3,055,000            | 995,000              | (2,060,000)                           | -67.43%                                 |
| Use of Fund Balance | -                    | 2,552                | -                    | (2,552)                               | -100.00%                                |
| <b>Total</b>        | <b>2,789,475</b>     | <b>7,252,552</b>     | <b>5,200,000</b>     | <b>(2,052,552)</b>                    | <b>-28.30%</b>                          |

#### Expenditures:

|                             | Actual           | Budget           | Budget           | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|------------------|------------------|------------------|---------------------------------------|---|
| Personal Services           | 427,288          | 443,880          | 440,372          | (3,508)                               | -0.79%                                  |
| Operating                   | 523,962          | 531,537          | 542,432          | 10,895                                | 2.05%                                   |
| Capital                     | 343,211          | 5,300,000        | 3,031,300        | (2,268,700)                           | -42.81%                                 |
| Contributions and Transfers | 413,836          | 290,243          | 285,542          | (4,701)                               | -1.62%                                  |
| Contingency                 | -                | 686,892          | 900,354          | 213,462                               | 31.08%                                  |
| <b>Total</b>                | <b>1,708,297</b> | <b>7,252,552</b> | <b>5,200,000</b> | <b>(2,052,552)</b>                    | <b>-28.30%</b>                          |

### Staffing Summary:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b> |                      |                      |                      |                                       |   |
| Environmental System Mgr.   | 0.20                 | 0.20                 | 0.20                 | 0.00                                  | 0.00%                                   |
| Office Manager              | 0.50                 | 0.50                 | 0.50                 | 0.00                                  | 0.00%                                   |
| Office Assistant III        | 0.00                 | 0.00                 | 0.00                 | 0.00                                  | 0.00%                                   |
| System Mnt. Supervisor      | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker IV       | 2.00                 | 2.00                 | 2.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker III      | 1.00                 | 1.00                 | 1.00                 | 0.00                                  | 0.00%                                   |
| Maintenance Worker II       | 4.00                 | 4.00                 | 4.00                 | 0.00                                  | 0.00%                                   |
| <b>Total</b>                | <b>8.70</b>          | <b>8.70</b>          | <b>8.70</b>          | <b>0.00</b>                           | <b>0.00%</b>                            |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental | 411,055              | 1,624,194            | 92,625               | (1,531,569)                           | -94.30%                                 |
| Miscellaneous     | 110,364              | 202,761              | 187,608              | (15,153)                              | -7.47%                                  |
| Transfers         | 169,632              | 394,278              | 61,800               | (332,478)                             | -84.33%                                 |
| <b>Total</b>      | <b>691,051</b>       | <b>2,221,233</b>     | <b>342,033</b>       | <b>(1,879,200)</b>                    | <b>-84.60%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | 57,373               | 72,377               | 89,900               | 17,523                                | 24.21%                                  |
| Operating                   | 108,088              | 84,680               | 79,184               | (5,496)                               | -6.49%                                  |
| Capital                     | 422,718              | 1,703,555            | 95,000               | (1,608,555)                           | -94.42%                                 |
| Contributions and Transfers | 41,707               | 62,836               | 12,285               | (50,551)                              | -80.45%                                 |
| Contingency                 | -                    | 297,785              | 65,664               | (232,121)                             | 100.00%                                 |
| <b>Total</b>                | <b>629,886</b>       | <b>2,221,233</b>     | <b>342,033</b>       | <b>(1,879,200)</b>                    | <b>-84.60%</b>                          |

### **Staffing Summary:**

|                               | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| <b>Full-time Positions:</b>   |                      |                      |                      |                                       |   |
| Airport Manager               | 0.00                 | 0.00                 | 1.00                 | 1.00                                  | 100.00%                                 |
| Economic Development Director | 0.10                 | 0.10                 | 0.00                 | -0.10                                 | -100.00%                                |
|                               |                      |                      |                      |                                       |   |
| <b>Part-time Positions:</b>   |                      |                      |                      |                                       |   |
| Airport Manager               | 0.63                 | 0.85                 | 0.00                 | -0.85                                 | -100.00%                                |
|                               |                      |                      |                      |                                       |   |
| <b>Total</b>                  | <b>0.73</b>          | <b>0.95</b>          | <b>1.00</b>          | <b>0.05</b>                           | <b>5.26%</b>                            |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fines and Forfeits | 19,664               | 5,000                | 15,000               | 10,000                                | 0.00%                                   |
| Miscellaneous      | 364                  | -                    | -                    | -                                     | 100.00%                                 |
| <b>Total</b>       | <b>20,028</b>        | <b>5,000</b>         | <b>15,000</b>        | <b>10,000</b>                         | <b>200.00%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | 5,000                | 15,000               | 10,000                                | 200.00%                                 |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>-</b>             | <b>5,000</b>         | <b>15,000</b>        | <b>10,000</b>                         | <b>200.00%</b>                          |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Miscellaneous       | 890                  | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | 30,000               | 35,000               | 5,000                                 | 16.67%                                  |
| <b>Total</b>        | <b>890</b>           | <b>30,000</b>        | <b>35,000</b>        | <b>5,000</b>                          | <b>16.67%</b>                           |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | 30,000               | 35,000               | 5,000                                 | 16.67%                                  |
| Capital                     | 19,175               | -                    | -                    | -                                     | 100.00%                                 |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>19,175</b>        | <b>30,000</b>        | <b>35,000</b>        | <b>5,000</b>                          | <b>16.67%</b>                           |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Fines and Forfeits  | -                    | 10,000               | -                    | (10,000)                              | -100.00%                                |
| Miscellaneous       | 608                  | -                    | -                    | -                                     | 100.00%                                 |
| Use of Fund Balance | -                    | 65,000               | 35,000               | (30,000)                              | 100.00%                                 |
| <b>Total</b>        | <b>608</b>           | <b>75,000</b>        | <b>35,000</b>        | <b>(40,000)</b>                       | <b>-53.33%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | 10,000               | -                    | (10,000)                              | -100.00%                                |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | 65,000               | 65,000               | 35,000               | (30,000)                              | -46.15%                                 |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>65,000</b>        | <b>75,000</b>        | <b>35,000</b>        | <b>(40,000)</b>                       | <b>-53.33%</b>                          |

## PENSION CONTRIBUTION PASS THROUGH

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental | 623,681              | 632,000              | 623,681              | (8,319)                               | -1.32%                                  |
| Total             | 623,681              | 632,000              | 623,681              | (8,319)                               | -1.32%                                  |

#### **Expenditures:**

|  | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services                      | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                              | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                                | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers-<br>Police | 284,027              | 302,000              | 284,027              | (17,973)                              | -5.95%                                  |
| Contributions and Transfers-Fire       | 339,654              | 330,000              | 339,654              | 9,654                                 | 2.93%                                   |
| Total                                  | 623,681              | 632,000              | 623,681              | (8,319)                               | -1.32%                                  |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous (Impact Fees) | 36,821               | 26,400               | 30,400               | 4,000                                 | 15.15%                                  |
| Use of Fund Balance         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>36,821</b>        | <b>26,400</b>        | <b>30,400</b>        | <b>4,000</b>                          | <b>15.15%</b>                           |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | 47,228               | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | 26,400               | 30,400               | 4,000                                 | 15.15%                                  |
| <b>Total</b>                | <b>47,228</b>        | <b>26,400</b>        | <b>30,400</b>        | <b>4,000</b>                          | <b>15.15%</b>                           |

## GRANT FUND

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental   | 537,779              | 116,517              | 40,000               | (76,517)                              | -65.67%                                 |
| Miscellaneous       | 2,155                | -                    | -                    | -                                     | 0.00%                                   |
| Transfers           | 30,000               | 30,000               | 40,000               | 10,000                                | 33.33%                                  |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>569,934</b>       | <b>146,517</b>       | <b>80,000</b>        | <b>(66,517)</b>                       | <b>-45.40%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | 104,775              |                      |                      | -                                     | 0.00%                                   |
| Capital                     | 281,752              | 131,517              | 80,000               | (51,517)                              | -39.17%                                 |
| Contributions and Transfers | 146,601              | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | 15,000               | -                    | (15,000)                              | 100.00%                                 |
| <b>Total</b>                | <b>533,128</b>       | <b>146,517</b>       | <b>80,000</b>        | <b>(66,517)</b>                       | <b>-45.40%</b>                          |

## FACILITIES RENEWAL AND REPLACEMENT

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes      | 353,177              | 311,537              | 293,906              | (17,631)                              | -5.66%                                  |
| Miscellaneous       | 3,013                | -                    | -                    | -                                     | 0.00%                                   |
| Transfers           | -                    | -                    | 200,000              | 200,000                               | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | 44                   | 44                                    | 0.00%                                   |
| <b>Total</b>        | <b>356,190</b>       | <b>311,537</b>       | <b>493,950</b>       | <b>182,413</b>                        | <b>58.55%</b>                           |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | 287,739              | 192,000              | 443,950              | 251,950                               | 131.22%                                 |
| Capital                     | 163,863              | 118,000              | 50,000               | (68,000)                              | -57.63%                                 |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | 1,537                | -                    | (1,537)                               | -100.00%                                |
| <b>Total</b>                | <b>451,602</b>       | <b>311,537</b>       | <b>493,950</b>       | <b>182,413</b>                        | <b>58.55%</b>                           |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous       | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Transfers           | 165,099              | 356,963              | 213,429              | (143,534)                             | -40.21%                                 |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>165,099</b>       | <b>356,963</b>       | <b>213,429</b>       | <b>(143,534)</b>                      | <b>-40.21%</b>                          |

#### **Expenditures:**

|                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Debt Service      | 165,099              | 356,963              | 213,429              | (143,534)                             | -40.21%                                 |
| Contingency       | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>      | <b>165,099</b>       | <b>356,963</b>       | <b>213,429</b>       | <b>(143,534)</b>                      | <b>-40.21%</b>                          |

## 2002 GENERAL OBLIGATION DEBT SERVICE FUND

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

### Revenue and Expenditure Summaries:

#### Revenues:

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes      | 283,303              | 277,687              | 275,532              | (2,155)                               | -0.78%                                  |
| Miscellaneous       | 1,746                | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>285,049</b>       | <b>277,687</b>       | <b>275,532</b>       | <b>(2,155)</b>                        | <b>-0.78%</b>                           |

#### Expenditures:

|                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Debt Service      | 271,126              | 273,356              | 274,142              | 786                                   | 0.29%                                   |
| Contingency       | -                    | 4,331                | 1,390                | (2,941)                               | -67.91%                                 |
| <b>Total</b>      | <b>271,126</b>       | <b>277,687</b>       | <b>275,532</b>       | <b>(2,155)</b>                        | <b>-0.78%</b>                           |

## 2003 GENERAL OBLIGATION DEBT SERVICE FUND

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

### Revenue and Expenditure Summaries:

#### Revenues:

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes      | 113,089              | 116,124              | 113,118              | (3,006)                               | -2.59%                                  |
| Miscellaneous       | 54                   | -                    | -                    | -                                     | 0.00%                                   |
| Transfer            | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>113,143</b>       | <b>116,124</b>       | <b>113,118</b>       | <b>(3,006)</b>                        | <b>-2.59%</b>                           |

#### Expenditures:

|                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Debt Service      | 111,904              | 114,579              | 112,074              | (2,505)                               | -2.19%                                  |
| Contingency       | -                    | 1,545                | 1,044                | (501)                                 | -32.43%                                 |
| <b>Total</b>      | <b>111,904</b>       | <b>116,124</b>       | <b>113,118</b>       | <b>(3,006)</b>                        | <b>-2.59%</b>                           |

## 2004 REVENUE BONDS

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Transfers           | 157,796              | 156,402              | 158,000              | 1,598                                 | 1.02%                                   |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>157,796</b>       | <b>156,402</b>       | <b>158,000</b>       | <b>1,598</b>                          | <b>1.02%</b>                            |

#### **Expenditures:**

|                   | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Debt Service      | 156,796              | 156,402              | 157,059              | 657                                   | 0.42%                                   |
| Contingency       | -                    | -                    | 941                  | 941                                   | 0.00%                                   |
| <b>Total</b>      | <b>156,796</b>       | <b>156,402</b>       | <b>158,000</b>       | <b>1,598</b>                          | <b>1.02%</b>                            |

## 2010 GENERAL OBLIGATION BONDS

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|----------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes | -                    | -                    | 345,070              | 345,070                               | 0.00%                                   |
| Total          | -                    | -                    | 345,070              | 345,070                               | 0.00%                                   |

#### **Expenditures:**

|                           | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Debt Service              | -                    | -                    | 344,500              | 344,500                               | 0.00%                                   |
| Contingency and Transfers | -                    | -                    | 570                  | 570                                   | 0.00%                                   |
| Total                     | -                    | -                    | 345,070              | 345,070                               | 0.00%                                   |

## DEBT SERVICE SUMMARY

### DEBT SERVICE REQUIREMENTS TO MATURITY

Amounts in thousands

| Fiscal Year Ending | 2002 A & 2002 B General Obligation Refunding Bonds |            |              | 2003 General Obligation Bonds Fire Station #92 |            |              |
|--------------------|--|------------|--------------|--|------------|--------------|
|                    | Principal  | Interest   | Total        | Principal                                      | Interest   | Total        |
| 2012               | 194  | 80         | 274          | 75   | 37         | 112          |
| 2013               | 202  | 72         | 274          | 80   | 35         | 115          |
| 2014               | 211  | 63         | 274          | 80   | 32         | 112          |
| 2015               | 220  | 53         | 273          | 85   | 29         | 114          |
| 2016               | 228  | 43         | 271          | 90   | 26         | 116          |
| 2017               | 237  | 33         | 270          | 90   | 23         | 113          |
| 2018               | 250  | 23         | 273          | 95   | 20         | 115          |
| 2019               | 263  | 12         | 275          | 95   | 17         | 112          |
| 2020               | 0  | 0          | 0            | 100  | 14         | 114          |
| 2021               | 0  | 0          | 0            | 105  | 11         | 116          |
| 2022               | 0  | 0          | 0            | 105  | 7          | 112          |
| 2023               | 0  | 0          | 0            | 110  | 4          | 114          |
| 2024               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2025               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2026               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2027               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2028               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2029               | 0  | 0          | 0            | 0  | 0          | 0            |
| 2030               | 0  | 0          | 0            | 0  | 0          | 0            |
| <b>Total</b>       | <b>1,805</b>                                       | <b>379</b> | <b>2,184</b> | <b>1,110</b>                                   | <b>255</b> | <b>1,365</b> |

| Fiscal Year Ending | 2004 Revenue Bonds Fire Station #91 |          |       | 2010 General Obligation Bonds Beachfront Park |          |       |
|--------------------|-------------------------------------|----------|-------|---|----------|-------|
|                    | Principal                           | Interest | Total | Principal                                     | Interest | Total |
| 2012               | 97                                  | 60       | 157   | 200   | 145      | 345   |
| 2013               | 101                                 | 56       | 157   | 205   | 139      | 344   |
| 2014               | 104                                 | 52       | 156   | 215   | 133      | 348   |
| 2015               | 108                                 | 49       | 157   | 220   | 127      | 347   |
| 2016               | 112                                 | 45       | 157   | 225   | 120      | 345   |
| 2017               | 117                                 | 40       | 157   | 230   | 114      | 344   |
| 2018               | 121                                 | 36       | 157   | 240   | 107      | 347   |
| 2019               | 126                                 | 31       | 157   | 245   | 100      | 345   |
| 2020               | 130                                 | 26       | 156   | 255   | 93       | 348   |
| 2021               | 135                                 | 22       | 157   | 260   | 86       | 346   |
| 2022               | 140                                 | 16       | 156   | 270   | 78       | 348   |
| 2023               | 146                                 | 11       | 157   | 275   | 70       | 345   |
| 2024               | 151                                 | 6        | 157   | 285   | 62       | 347   |
| 2025               | 0                                   | 0        | 0     | 290   | 54       | 344   |
| 2026               | 0                                   | 0        | 0     | 300   | 46       | 346   |
| 2027               | 0                                   | 0        | 0     | 310   | 37       | 347   |
| 2028               | 0                                   | 0        | 0     | 315   | 28       | 343   |
| 2029               | 0                                   | 0        | 0     | 325   | 19       | 344   |

The Charter of the City of Ormond Beach does not provide a debt limit. No additional debt is anticipated in the next five years relative to any governmental fund.

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes      | 354,173              | 361,988              | 341,502              | (20,486)                              | -5.66%                                  |
| Intergovernmental   | 505,651              | -                    | -                    | -                                     | 0.00%                                   |
| Miscellaneous       | 9,821                | 40,000               | -                    | (40,000)                              | -100.00%                                |
| Transfers           | 467,351              | -                    | 1,099,000            | 1,099,000                             | 0.00%                                   |
| Use of Fund Balance | -                    | 1,100                | 280,009              | 278,909                               | 25355.36%                               |
| <b>Total</b>        | <b>1,336,996</b>     | <b>403,088</b>       | <b>1,720,511</b>     | <b>1,317,423</b>                      | <b>326.83%</b>                          |

#### Expenditures:

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | 1,156,478            | 357,379              | 1,514,877            | 1,157,498                             | 323.89%                                 |
| Contributions and Transfers | 30,000               | 45,709               | 55,634               | 9,925                                 | 21.71%                                  |
| Contingency                 | -                    | -                    | 150,000              | 150,000                               | 0.00%                                   |
| <b>Total</b>                | <b>1,186,478</b>     | <b>403,088</b>       | <b>1,720,511</b>     | <b>1,317,423</b>                      | <b>326.83%</b>                          |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Intergovernmental   | 1,049                | -                    | -                    | -                                     | 0.00%                                   |
| Miscellaneous       | 14,168               | -                    | -                    | -                                     | 0.00%                                   |
| Transfers           | 308,000              | 48,000               | 48,000               | -                                     | 0.00%                                   |
| Lease Financing     | 545,238              | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | 379,083              | 518,000              | 138,917                               | 36.65%                                  |
| <b>Total</b>        | <b>868,455</b>       | <b>427,083</b>       | <b>566,000</b>       | <b>138,917</b>                        | <b>32.53%</b>                           |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | 737,865              | 427,083              | 566,000              | 138,917                               | 32.53%                                  |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>737,865</b>       | <b>427,083</b>       | <b>566,000</b>       | <b>138,917</b>                        | <b>32.53%</b>                           |

## TRANSPORTATION IMPROVEMENTS FUND

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Property Taxes      | 546,896              | 835,726              | 788,430              | (47,296)                              | -5.66%                                  |
| Other Taxes         | 1,127,458            | 1,154,975            | 1,083,000            | (71,975)                              | -6.23%                                  |
| Intergovernmental   | 553,399              | 566,040              | 50,000               | (516,040)                             | -91.17%                                 |
| Miscellaneous       | 9,266                | 94,760               | -                    | (94,760)                              | -100.00%                                |
| Bond Proceeds       | -                    | 3,860,000            | -                    | (3,860,000)                           | -100.00%                                |
| Transfers           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | 28,605               | 28,605                                | 0.00%                                   |
| <b>Total</b>        | <b>2,237,019</b>     | <b>6,511,501</b>     | <b>1,950,035</b>     | <b>(4,561,466)</b>                    | <b>-70.05%</b>                          |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | 239,439              | 79,963               | (159,476)                             | -66.60%                                 |
| Capital                     | 894,725              | 5,433,800            | 1,205,000            | (4,228,800)                           | -77.82%                                 |
| Contributions and Transfers | 540,000              | 665,673              | 665,072              | (601)                                 | -0.09%                                  |
| Contingency                 | -                    | 172,589              | -                    | (172,589)                             | -100.00%                                |
| <b>Total</b>                | <b>1,434,725</b>     | <b>6,511,501</b>     | <b>1,950,035</b>     | <b>(4,561,466)</b>                    | <b>-70.05%</b>                          |

## RECREATION IMPACT FEE FUND

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

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous (Impact Fees) | 182,010              | -                    | -                    | -                                     | 0.00%                                   |
| Transfers                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>182,010</b>       | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>-</b>             | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

## 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.

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous       | 38,516               | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>        | <b>38,516</b>        | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>-</b>             | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

## 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.

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous (Impact Fees) | 15,274               | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance         | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>15,274</b>        | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>-</b>             | <b>-</b>             | <b>-</b>             | <b>-</b>                              | <b>0.00%</b>                            |

## BEACHFRONT PARK CONSTRUCTION

This fund accounts for construction costs associated with the City's beachfront park.

### **Revenue and Expenditure Summaries:**

#### **Revenues:**

|                     | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Miscellaneous       | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Use of Fund Balance | -                    | -                    | 2,700,000            | 2,700,000                             | 0.00%                                   |
| <b>Total</b>        | -                    | -                    | 2,700,000            | 2,700,000                             | 0.00%                                   |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | 2,700,000            | 2,700,000                             | 0.00%                                   |
| Contributions and Transfers | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contingency                 | -                    | -                    | -                    | -                                     | 0.00%                                   |
| <b>Total</b>                | -                    | -                    | 2,700,000            | 2,700,000                             | 0.00%                                   |

# **DEPARTMENTAL GOALS, PERFORMANCE MEASURES AND ACCOMPLISHMENTS**

## STORMWATER DRAINAGE UTILITY FUND

**Goals:**

- Receive less than twelve (12) maintenance-related complaints annually.
- Perform 2,875 catch basin inspections annually.
- Perform 160 outfall inspections annually.
- Maintain 9 million square feet (sf.) of ditches within the City and 24 million sf. in the FDOT contract area.
- Clean a minimum of 61,000 linear feet of storm sewer annually.

**Performance Measures:**

|  | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2010-11 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b>Workload:</b>                       |                      |                        |                          |                                       |   |
| Linear Ft. of lines cleaned (City)     | 55,000               | 58,000                 | 60,000                   | 5,000                                 | 9.09%                                   |
| Sq footage of ditch maintenance (City) | 8,709,720            | 9,000,000              | 9,000,000                | 290,280                               | 3.33%                                   |
| Sq footage of ditch maintenance (FDOT) | 21,715,229           | 24,000,000             | 24,000,000               | 2,284,771                             | 10.52%                                  |
| Pump station inspections               | 126                  | 144                    | 144                      | 18                                    | 14.29%                                  |
| Outfall inspections                    | 206                  | 125                    | 160                      | (46)                                  | -22.33%                                 |
| Catch basin inspections                | 2,671                | 2,668                  | 2,550                    | (121)                                 | -4.53%                                  |
| Miles of street sweeping               | 5,534                | 5,500                  | 5,550                    | 16                                    | 0.29%                                   |
| <b>Efficiency/Effectiveness:</b>       |                      |                        |                          |                                       |   |
| Street Sweeper Uptime                  | 92                   | 92                     | 92                       | 1                                     | 0.55%                                   |
| Maintenance Related Inquiries          | 10                   | 10                     | 10                       | -                                     | 0.00%                                   |

**Accomplishments:**

- Received less than 10 maintenance related complaints.
- Performed more than 2875 catch basin inspections in FY 10-11.
- Performed 125 outfall inspections in FY 10-11
- Cleaned 120 outfalls in FY 2010-11.
- Maintained more than 9.24 million sq. ft. of ditches and 24.12 million sq. ft. of ditches within the FDOT MOA in FY 10-11

## **MUNICIPAL AIRPORT FUND**

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### **Goals:**

- Complete the construction of a new, full-length Taxiway “A.”
- Complete the renovation of Taxiway “C” in the SE Quad.
- Complete the re-alignment of Taxiway “E.”
- Complete the construction of a public-use heliport in the SE Quad.
- Assist Tomlinson Aviation with the design and construction of a new, public-use FBO.
- Complete the design of a new, full-length Taxiway “G.”
- Complete the design and construction of new precision approach path indicators (PAPIs) on all runways.
- Complete the design and construction of new runway end identifier lights (REILS) on Runway 17.
- Establish a community event at the airport, to be held annually in concert with activities at the Airport Sports Complex.
- Market and lease remaining property in the SE Quad.
- Assess undeveloped lands at the airport to determine economic value and potential best uses.
- Secure all FDOT and FAA grants necessary to complete airport capital improvement projects.

### **Accomplishments:**

- Completed the installation of a security surveillance system to help monitor and secure airport infrastructure. Revised airport access protocols to better control vehicular traffic on the airport.
- Prepared and published RFP 2011-19, the Master Development and Lease of Vacant Land located in the Southwest Quadrant of the Ormond Beach Municipal Airport.
- Successfully negotiated a lease agreement with the Civil Air Patrol to locate the new Florida Wing State Headquarters and possibly the CAP Southeast Region Training Center at the airport.
- Completed the design phase and integration of the new, full-length Taxiway “A”, the rehabilitation of Taxiway “C,” the re-alignment of Taxiway “E,” the new public-use heliport, and the new compass rose group of projects.
- Assisted Sunrise Aviation with the construction of a new fuel farm at the airport. This new facility provides additional revenue to the airport fund in the form of lease payments and fuel flowage fees.
- Successfully administered a voluntary noise abatement program to reduce the perceived impact of aircraft noise. As a result, aircraft noise complaints have been reduced by approximately 67%.

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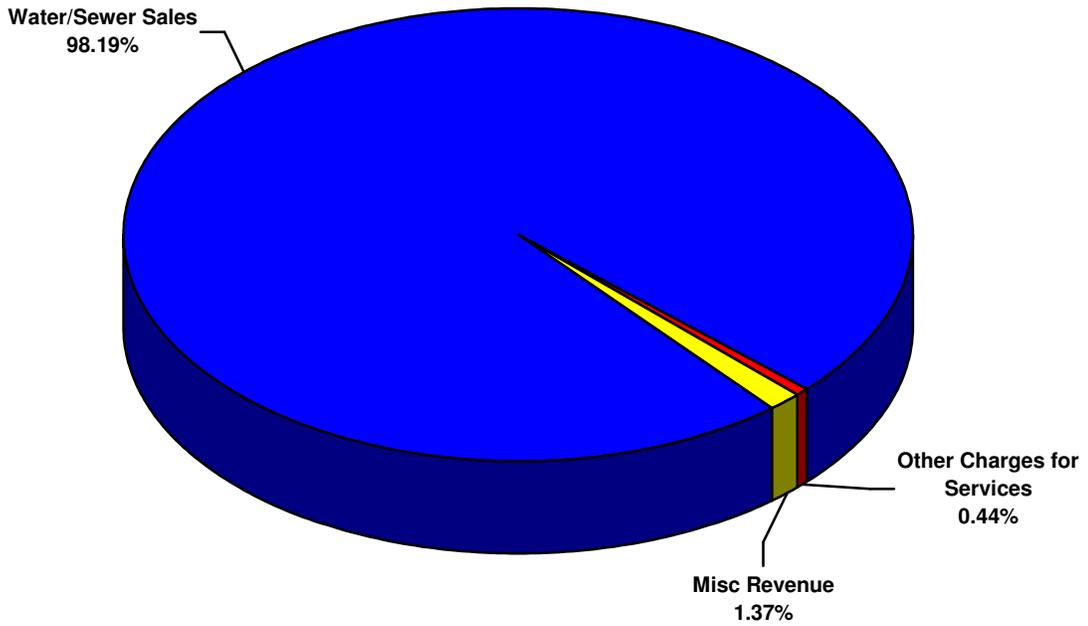
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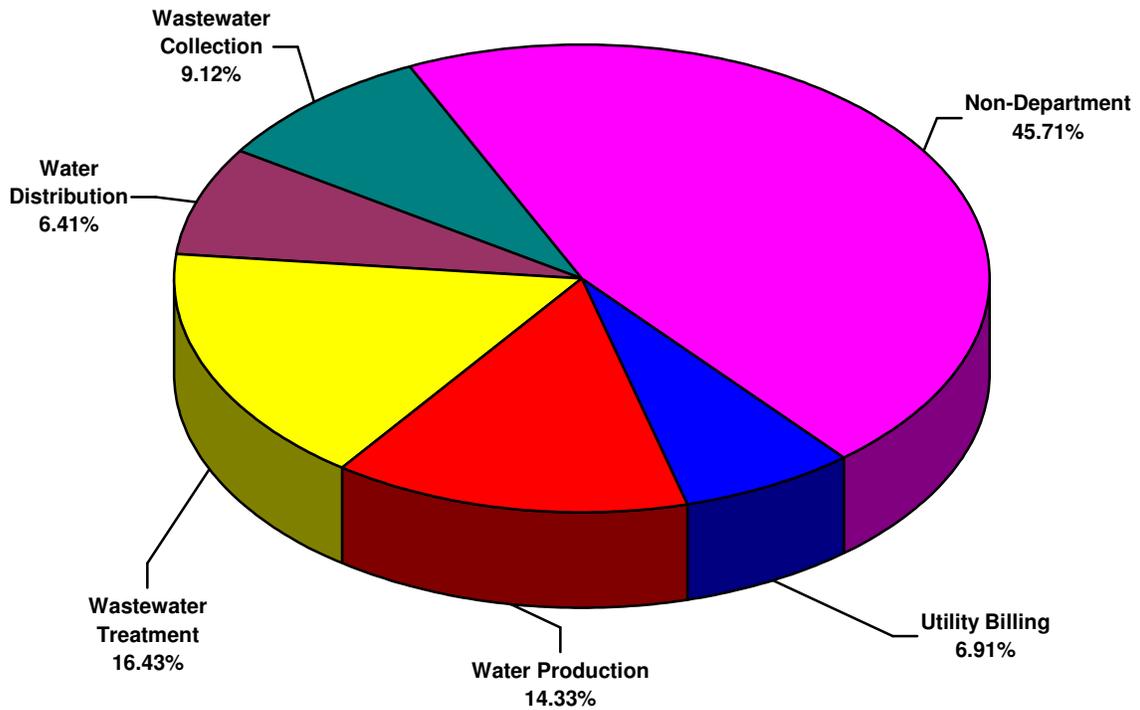
## WATER & WASTEWATER FUND SUMMARY

|                               | Actual            | Budget            | Budget            | Change         | % Change      |
|-------------------------------|-------------------|-------------------|-------------------|----------------|---------------|
|                               | FY 2009-10        | FY 2010-11        | FY 2011-12        | FY 2010-11     | FY 2010-11    |
| Description                   | FY 2009-10        | FY 2010-11        | FY 2011-12        | to FY 2011-12  | to FY 2011-12 |
| <b>Revenues</b>               |                   |                   |                   |                |               |
| Water/Sewer Sales             | 16,479,659        | 16,215,707        | 16,632,000        | 416,293        | 2.57%         |
| Misc Revenue                  | 68,024            | 75,000            | 75,000            | -              | 0.00%         |
| Transfers In                  | 245,500           | 316,116           | 232,028           | (84,088)       | -26.60%       |
| Use of Retained Earnings      | -                 | -                 | -                 | -              | 0.00%         |
| <b>Total Net Revenues</b>     | <b>16,793,183</b> | <b>16,606,823</b> | <b>16,939,028</b> | <b>332,205</b> | <b>2.00%</b>  |
| <b>Expenditures</b>           |                   |                   |                   |                |               |
| Utility Billing               | 1,039,133         | 1,142,421         | 1,169,680         | 27,259         | 2.39%         |
| Water Production              | 5,329,500         | 2,446,635         | 2,427,549         | (19,086)       | -0.78%        |
| Wastewater Treatment          | 5,562,086         | 2,901,655         | 2,782,775         | (118,880)      | -4.10%        |
| Water Distribution            | 1,076,641         | 1,157,704         | 1,270,233         | 112,529        | 9.72%         |
| Wastewater Collection         | 1,152,437         | 1,417,383         | 1,545,136         | 127,753        | 9.01%         |
| Non-Departmental              | 2,345,561         | 7,541,025         | 7,743,655         | 202,630        | 2.69%         |
| <b>Total Net Expenditures</b> | <b>16,505,358</b> | <b>16,606,823</b> | <b>16,939,028</b> | <b>332,205</b> | <b>2.00%</b>  |

## WATER & WASTEWATER FUND REVENUES



## WATER & WASTEWATER FUND EXPENDITURES



## **UTILITY BILLING AND CUSTOMER SERVICE**

Utility Billing and Customer Service administers the City's utility billing system, which includes meter reading, billing and collection, and customer service support. This program produces approximately 263,000 bills annually for water and wastewater service, stormwater utility, solid waste collection and recycling and performs approximately 256,000 meter readings per year.

## UTILITY BILLING AND CUSTOMER SERVICE

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                             |                             |
|-----------------------------|------------------|------------------|------------------|-----------------------------|-----------------------------|
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Water & Wastewater          | 1,039,133        | 1,142,421        | 1,169,680        | 27,259                      | 2.39%                       |
| <b>Total</b>                | <b>1,039,133</b> | <b>1,142,421</b> | <b>1,169,680</b> | <b>27,259</b>               | <b>2.39%</b>                |
| <b>Expenditures:</b>        |                  |                  |                  |                             |                             |
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | 516,792          | 557,763          | 617,028          | 59,265                      | 10.63%                      |
| Operating                   | 522,341          | 584,658          | 552,652          | (32,006)                    | -5.47%                      |
| Capital                     | -                | -                | -                | -                           | 0.00%                       |
| Contributions and Transfers | -                | -                | -                | -                           | 0.00%                       |
| <b>Total</b>                | <b>1,039,133</b> | <b>1,142,421</b> | <b>1,169,680</b> | <b>27,259</b>               | <b>2.39%</b>                |

### Staffing Summary:

|                                  | Actual       | Budget       | Budget       | Change                      | % Change                    |
|----------------------------------|--------------|--------------|--------------|-----------------------------|-----------------------------|
|                                  | FY 2009-10   | FY 2010-11   | FY 2011-12   | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| <b>Full-time Positions:</b>      |              |              |              |                             |                             |
| Budget Director                  | 0.00         | 0.00         | 0.00         | 0.00                        | 0.00%                       |
| Finance Director                 | 0.35         | 0.35         | 0.35         | 0.00                        | 0.00%                       |
| Accounting Manager               | 0.00         | 0.00         | 0.00         | 0.00                        | 0.00%                       |
| Accounting Clerk II              | 2.00         | 3.00         | 2.00         | -1.00                       | -33.33%                     |
| Accounting Technician            | 2.00         | 2.00         | 2.00         | 0.00                        | 0.00%                       |
| Senior Accountant                | 0.00         | 0.00         | 1.00         | 1.00                        | 100.00%                     |
| 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                     | 5.00         | 4.00         | 4.00         | 0.00                        | 0.00%                       |
| <b>Part-time Positions:</b>      |              |              |              |                             |                             |
| Account Clerk II                 | 0.00         | 0.00         | 0.50         | 0.50                        | 0.00%                       |
| <b>Total</b>                     | <b>11.35</b> | <b>11.35</b> | <b>11.85</b> | <b>0.50</b>                 | <b>4.41%</b>                |

## **WATER PRODUCTION**

The Water Production program is responsible for the operation and maintenance of all equipment associated with the City's eight (8) million gallon per day (MGD) lime softening water treatment plant. It also operates and maintains 30 wells, two elevated storage tanks, 2 ground storage tanks and five booster pumping stations.

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 and the Consumptive Use Permit issued by the St. Johns River Water Management District.

## WATER PRODUCTION

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                 |               |
|-----------------------------|------------------|------------------|------------------|-----------------|---------------|
|                             | Actual           | Budget           | Budget           | Change          | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11      | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12   | to FY 2011-12 |
| Water & Wastewater          | 5,329,500        | 2,446,635        | 2,427,549        | (19,086)        | -0.78%        |
| <b>Total</b>                | <b>5,329,500</b> | <b>2,446,635</b> | <b>2,427,549</b> | <b>(19,086)</b> | <b>-0.78%</b> |
| <b>Expenditures:</b>        |                  |                  |                  |                 |               |
|                             | Actual           | Budget           | Budget           | Change          | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11      | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12   | to FY 2011-12 |
| Personal Services           | 1,055,890        | 918,402          | 989,854          | 71,452          | 7.78%         |
| Operating                   | 4,273,610        | 1,528,233        | 1,437,695        | (90,538)        | -5.92%        |
| Capital                     | -                | -                | -                | -               | 0.00%         |
| Contributions and Transfers | -                | -                | -                | -               | 0.00%         |
| <b>Total</b>                | <b>5,329,500</b> | <b>2,446,635</b> | <b>2,427,549</b> | <b>(19,086)</b> | <b>-0.78%</b> |

### Staffing Summary:

|                                  | Actual       | Budget       | Budget       | Change        | % Change      |
|----------------------------------|--------------|--------------|--------------|---------------|---------------|
|                                  | FY 2009-10   | FY 2010-11   | FY 2011-12   | FY 2010-11    | FY 2010-11    |
|                                  |              |              |              | to FY 2011-12 | to FY 2011-12 |
| <b>Full-time Positions:</b>      |              |              |              |               |               |
| Asst. City Manager               | 0.05         | 0.05         | 0.05         | 0.00          | 0.00%         |
| Utilities Manager *              | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Utilities Engineering Manager *  | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Office Assistant II              | 1.25         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Chief Treatment Plant Oper. "A"  | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Supervisor of Equipment Mnt.     | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Utility Mnt. Foremen             | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Lead WTP Operator                | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Treatment Plant Operator         | 6.00         | 6.00         | 6.00         | 0.00          | 0.00%         |
| Plant/Pump Mechanic              | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Utility Electrician *            | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Enviro. Regulatory Compl. Coord. | 0.00         | 0.00         | 1.00         | 1.00          | 100.00%       |
| Sludge Hauling Tech              | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| <b>Part-time Positions:</b>      |              |              |              |               |               |
| Treatment Plant Operator (1)     | 0.50         | 0.50         | 0.50         | 0.00          | 0.00%         |
| PT Compliance Tech               | 0.50         | 0.50         | 0.00         | -0.50         | -100.00%      |
| <b>Total</b>                     | <b>15.05</b> | <b>14.80</b> | <b>15.30</b> | <b>0.50</b>   | <b>3.38%</b>  |
| * Indicates primary department   |              |              |              |               |               |

## **WASTEWATER TREATMENT**

Wastewater Treatment is responsible for the operation and maintenance of all equipment associated with 68 pumping stations, a six (6) million gallon per day (MGD) advanced wastewater treatment plant and two reclaimed water pumping stations. The program is 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:

| <b>Revenues:</b>            |                  |                  |                  |                  |               |
|-----------------------------|------------------|------------------|------------------|------------------|---------------|
|                             | Actual           | Budget           | Budget           | Change           | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11       | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12    | to FY 2011-12 |
| Water & Wastewater          | 5,562,086        | 2,901,655        | 2,782,775        | (118,880)        | -4.10%        |
| <b>Total</b>                | <b>5,562,086</b> | <b>2,901,655</b> | <b>2,782,775</b> | <b>(118,880)</b> | <b>-4.10%</b> |
| <b>Expenditures:</b>        |                  |                  |                  |                  |               |
|                             | Actual           | Budget           | Budget           | Change           | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11       | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12    | to FY 2011-12 |
| Personal Services           | 850,611          | 982,920          | 1,008,409        | 25,489           | 2.59%         |
| Operating                   | 4,711,475        | 1,918,735        | 1,774,366        | (144,369)        | -7.52%        |
| Capital                     | -                | -                | -                | -                | 0.00%         |
| Contributions and Transfers | -                | -                | -                | -                | 0.00%         |
| <b>Total</b>                | <b>5,562,086</b> | <b>2,901,655</b> | <b>2,782,775</b> | <b>(118,880)</b> | <b>-4.10%</b> |

### Staffing Summary:

|                                  | Actual       | Budget       | Budget       | Change        | % Change      |
|----------------------------------|--------------|--------------|--------------|---------------|---------------|
|                                  | FY 2009-10   | FY 2010-11   | FY 2011-12   | FY 2010-11    | FY 2010-11    |
|                                  |              |              |              | to FY 2011-12 | to FY 2011-12 |
| <b>Full-time Positions:</b>      |              |              |              |               |               |
| Asst. City Manager               | 0.05         | 0.05         | 0.05         | 0.00          | 0.00%         |
| Utilities Manager                | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Utilities Engineering Manager    | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Office Assistant II              | 0.25         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Utility Mnt. Foreman             | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Plant/Pump Mechanic              | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Treatment Plant Operator Trainee | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Chief Treatment Plant Operator   | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Lead Operator                    | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Treatment Plant Operator         | 5.00         | 5.00         | 5.00         | 0.00          | 0.00%         |
| Utility Electrician              | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Maintenance Worker II            | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| <b>Part-time Positions:</b>      |              |              |              |               |               |
| Treatment Plant Operator (1)     | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| <b>Total</b>                     | <b>15.05</b> | <b>14.80</b> | <b>14.80</b> | <b>0.00</b>   | <b>0.00%</b>  |

## **WATER DISTRIBUTION**

This program is responsible for distributing an average of 6.02 million gallons per day of water to more than 26,800 accounts and maintaining over 334 miles of water mains, valves and 1,750 fire hydrants.

In addition, this program is responsible for the installation of all new water meters, testing, calibration and/or replacement of existing water meters, enforcement of the water cross connection control program per City Ordinance and response to customer requests for assistance and any repairs necessary to maintain the system.

## WATER DISTRIBUTION

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                |               |
|-----------------------------|------------------|------------------|------------------|----------------|---------------|
|                             | Actual           | Budget           | Budget           | Change         | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11     | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12  | to FY 2011-12 |
| Water & Wastewater          | 1,076,641        | 1,157,704        | 1,270,233        | 112,529        | 9.72%         |
| <b>Total</b>                | <b>1,076,641</b> | <b>1,157,704</b> | <b>1,270,233</b> | <b>112,529</b> | <b>9.72%</b>  |
| <b>Expenditures:</b>        |                  |                  |                  |                |               |
|                             | Actual           | Budget           | Budget           | Change         | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11     | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12  | to FY 2011-12 |
| Personnel Services          | 634,671          | 679,791          | 712,844          | 33,053         | 4.86%         |
| Operating                   | 441,970          | 477,913          | 557,389          | 79,476         | 16.63%        |
| Capital                     | -                | -                | -                | -              | 0.00%         |
| Contributions and Transfers | -                | -                | -                | -              | 0.00%         |
| <b>Total</b>                | <b>1,076,641</b> | <b>1,157,704</b> | <b>1,270,233</b> | <b>112,529</b> | <b>9.72%</b>  |

### Staffing Summary:

|                                  | Actual       | Budget       | Budget       | Change        | % Change      |
|----------------------------------|--------------|--------------|--------------|---------------|---------------|
|                                  | FY 2009-10   | FY 2010-11   | FY 2011-12   | FY 2010-11    | FY 2010-11    |
|                                  |              |              |              | to FY 2011-12 | to FY 2011-12 |
| <b>Full-time Positions:</b>      |              |              |              |               |               |
| PW Director/City Engineer        | 0.00         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Asst. City Manager               | 0.05         | 0.05         | 0.05         | 0.00          | 0.00%         |
| Utilities Manager                | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Utilities Engineering Manager    | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Supervisor of Water Distribution | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Office Assistant II *            | 0.25         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Utility Mapping/Locate Tech. *   | 0.50         | 0.50         | 0.50         | 0.00          | 0.00%         |
| System Maintenance Foreman       | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Maintenance Worker II            | 0.00         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Maintenance Worker III           | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Maintenance Worker IV            | 5.00         | 5.00         | 5.00         | 0.00          | 0.00%         |
| Utility Electrician              | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Water Quality Control Tech       | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| <b>Total</b>                     | <b>12.55</b> | <b>12.30</b> | <b>12.30</b> | <b>0.00</b>   | <b>0.00%</b>  |
| * Indicates primary department   |              |              |              |               |               |

## **WASTEWATER COLLECTION AND REUSE DISTRIBUTION**

This program is responsible for collecting an annual average of 4.82 million gallons per day of wastewater from approximately 14,861 accounts. The system utilizes approximately 175 miles of sanitary sewers, 50 miles of wastewater force mains, 67 pumping stations, 20 miles of low-pressure sewage piping, and 1,165 pre-treatment effluent pumps. (PEP tanks).

In addition approximately 1.66 MGD of reclaimed water is reused for irrigation on the Oceanside golf course, 955 residences on the Peninsula and parks and common areas. Approximately 545,150 gallons per day of groundwater are provided for approximately 824 residences in Breakaway Trails for landscape irrigation and fire protection and 325,000 gallons per day of groundwater are distributed to approximately 307 residences in Hunter's Ridge for landscape irrigation and fire protection.

## WASTEWATER COLLECTION AND REUSE DISTRIBUTION

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                |               |
|-----------------------------|------------------|------------------|------------------|----------------|---------------|
|                             | Actual           | Budget           | Budget           | Change         | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11     | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12  | to FY 2011-12 |
| Water & Wastewater          | 1,152,437        | 1,417,383        | 1,545,136        | 127,753        | 9.01%         |
| <b>Total</b>                | <b>1,152,437</b> | <b>1,417,383</b> | <b>1,545,136</b> | <b>127,753</b> | <b>9.01%</b>  |
| <b>Expenditures:</b>        |                  |                  |                  |                |               |
|                             | Actual           | Budget           | Budget           | Change         | % Change      |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11     | FY 2010-11    |
|                             |                  |                  |                  | to FY 2011-12  | to FY 2011-12 |
| Personal Services           | 667,188          | 762,778          | 767,713          | 4,935          | 0.65%         |
| Operating                   | 485,249          | 654,605          | 777,423          | 122,818        | 18.76%        |
| Capital                     | -                | -                | -                | -              | 0.00%         |
| Contributions and Transfers | -                | -                | -                | -              | 0.00%         |
| <b>Total</b>                | <b>1,152,437</b> | <b>1,417,383</b> | <b>1,545,136</b> | <b>127,753</b> | <b>9.01%</b>  |

### Staffing Summary:

|                                | Actual       | Budget       | Budget       | Change        | % Change      |
|--------------------------------|--------------|--------------|--------------|---------------|---------------|
|                                | FY 2009-10   | FY 2010-11   | FY 2011-12   | FY 2010-11    | FY 2010-11    |
|                                |              |              |              | to FY 2011-12 | to FY 2011-12 |
| <b>Full-time Positions:</b>    |              |              |              |               |               |
| PW Director/City Engineer      | 0.05         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Asst. City Manager             | 0.00         | 0.05         | 0.05         | 0.00          | 0.00%         |
| Utilities Manager              | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Utilities Engineering Manager  | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| Office Assistant II            | 0.25         | 0.00         | 0.00         | 0.00          | 0.00%         |
| Utility Mapping/Locate Tech    | 0.50         | 0.50         | 0.50         | 0.00          | 0.00%         |
| Utilities Maintenance Foreman  | 1.00         | 0.00         | 0.00         | 0.00          | 0.00%         |
| System Mnt. Foremen            | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Supervisor of Collection/Reuse | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Plant/Pump Mechanic            | 1.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Maintenance Worker II          | 3.00         | 3.00         | 3.00         | 0.00          | 0.00%         |
| Maintenance Worker III         | 1.00         | 1.00         | 1.00         | 0.00          | 0.00%         |
| Maintenance Worker IV          | 2.00         | 2.00         | 2.00         | 0.00          | 0.00%         |
| Utility Electrician            | 0.25         | 0.25         | 0.25         | 0.00          | 0.00%         |
| <b>Total</b>                   | <b>12.55</b> | <b>12.30</b> | <b>12.30</b> | <b>0.00</b>   | <b>0.00%</b>  |

## WATER AND WASTEWATER TRANSFERS

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                             |                             |
|-----------------------------|------------------|------------------|------------------|-----------------------------|-----------------------------|
|                             |                  |                  |                  |                             |                             |
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Water & Wastewater          | 2,345,561        | 7,541,025        | 7,743,655        | 202,630                     | 2.69%                       |
| <b>Total</b>                | <b>2,345,561</b> | <b>7,541,025</b> | <b>7,743,655</b> | <b>202,630</b>              | <b>2.69%</b>                |
| <b>Expenditures:</b>        |                  |                  |                  |                             |                             |
|                             |                  |                  |                  |                             |                             |
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -                | -                | -                | -                           | 0.00%                       |
| Operating                   | -                | -                | -                | -                           | 0.00%                       |
| Capital                     | -                | -                | -                | -                           | 0.00%                       |
| Debt Service                | -                | -                | -                | -                           | 0.00%                       |
| Contributions and Transfers | 2,345,561        | 7,541,025        | 7,743,655        | 202,630                     | 2.69%                       |
| <b>Total</b>                | <b>2,345,561</b> | <b>7,541,025</b> | <b>7,743,655</b> | <b>202,630</b>              | <b>2.69%</b>                |

## 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:

| <b>Revenues:</b>            |              |                |                |                             |                             |
|-----------------------------|--------------|----------------|----------------|-----------------------------|-----------------------------|
|                             | Actual       | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10   | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Miscellaneous               | 8,467        | -              | -              | -                           | 0.00%                       |
| Transfer                    | -            | 115,000        | 115,000        | -                           | 0.00%                       |
| Use of Fund Balance         | -            | -              | -              | -                           | 0.00%                       |
| <b>Total</b>                | <b>8,467</b> | <b>115,000</b> | <b>115,000</b> | <b>-</b>                    | <b>0.00%</b>                |
| <b>Expenditures:</b>        |              |                |                |                             |                             |
|                             | Actual       | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10   | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -            | -              | -              | -                           | 0.00%                       |
| Operating                   | -            | -              | -              | -                           | 0.00%                       |
| Capital                     | -            | 115,000        | 115,000        | -                           | 0.00%                       |
| Contributions and Transfers | -            | -              | -              | -                           | 0.00%                       |
| Contingency                 | -            | -              | -              | -                           | 0.00%                       |
| <b>Total</b>                | <b>-</b>     | <b>115,000</b> | <b>115,000</b> | <b>-</b>                    | <b>0.00%</b>                |

## 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:

| <b>Revenues:</b>            |                |                  |                  |                             |                             |
|-----------------------------|----------------|------------------|------------------|-----------------------------|-----------------------------|
|                             | Actual         | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10     | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Bond Proceeds               | -              | -                | 2,650,000        | 2,650,000                   | 0.00%                       |
| Miscellaneous               | 74,049         | 30,000           | -                | (30,000)                    | -100.00%                    |
| Transfers                   | -              | 1,700,000        | 1,150,000        | (550,000)                   | -32.35%                     |
| Use of Retained Earnings    | -              | 283,661          | 540,615          | 256,954                     | 90.58%                      |
| <b>Total</b>                | <b>74,049</b>  | <b>2,013,661</b> | <b>4,340,615</b> | <b>2,326,954</b>            | <b>115.56%</b>              |
| <b>Expenditures:</b>        |                |                  |                  |                             |                             |
|                             | Actual         | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10     | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -              | -                | -                | -                           | 0.00%                       |
| Operating                   | -              | 198,661          | 270,115          | 71,454                      | 35.97%                      |
| Capital                     | -              | 1,815,000        | 4,070,500        | 2,255,500                   | 124.27%                     |
| Contributions and Transfers | 121,125        | -                | -                | -                           | 0.00%                       |
| Contingency                 | -              | -                | -                | -                           | 0.00%                       |
| <b>Total</b>                | <b>121,125</b> | <b>2,013,661</b> | <b>4,340,615</b> | <b>2,326,954</b>            | <b>115.56%</b>              |

## 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:

| <b>Revenues:</b>            |            |            |            |                             |                             |
|-----------------------------|------------|------------|------------|-----------------------------|-----------------------------|
|                             | Actual     | Budget     | Budget     | Change                      | % Change                    |
|                             | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Transfer                    | -          | 3,991,332  | 4,633,247  | 641,915                     | 16.08%                      |
| <b>Total</b>                | -          | 3,991,332  | 4,633,247  | 641,915                     | 16.08%                      |
| <b>Expenditures:</b>        |            |            |            |                             |                             |
|                             | Actual     | Budget     | Budget     | Change                      | % Change                    |
|                             | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -          | -          | -          | -                           | 0.00%                       |
| Operating                   | -          | -          | -          | -                           | 0.00%                       |
| Debt Service                | 13,910,876 | 3,991,332  | 4,633,247  | 641,915                     | 16.08%                      |
| Contributions and Transfers | -          | -          | -          | -                           | 0.00%                       |
| Contingency                 | -          | -          | -          | -                           | 0.00%                       |
| <b>Total</b>                | 13,910,876 | 3,991,332  | 4,633,247  | 641,915                     | 16.08%                      |

## DEBT SERVICE SUMMARY

| <b>WATER AND SEWER REVENUE BONDS<br/>AND SRF LOAN FOR WWW</b> |                  |                 |              |
|---|------------------|-----------------|--------------|
| <b>FY Ending</b>  |                  |                 |              |
|   | <b>Principal</b> | <b>Interest</b> | <b>Total</b> |
| <b>2012</b>   | 2,734            | 1,549           | 4,283        |
| <b>2013</b>   | 2,713            | 1,486           | 4,199        |
| <b>2014</b>   | 2,902            | 1,379           | 4,281        |
| <b>2015</b>   | 3,014            | 1,268           | 4,282        |
| <b>2016</b>   | 3,129            | 1,152           | 4,281        |
| <b>2017</b>   | 3,073            | 1,033           | 4,106        |
| <b>2018</b>   | 3,187            | 922             | 4,109        |
| <b>2019</b>   | 3,297            | 807             | 4,104        |
| <b>2020</b>   | 3,415            | 688             | 4,103        |
| <b>2021</b>   | 3,541            | 565             | 4,106        |
| <b>2023</b>   | 3,670            | 437             | 4,107        |
| <b>2024</b>   | 2,544            | 305             | 2,849        |
| <b>2025</b>   | 2,630            | 220             | 2,850        |
| <b>2026</b>   | 2,721            | 132             | 2,853        |
| <b>2027</b>   | 538              | 41              | 579          |
| <b>2028</b>   | 556              | 23              | 579          |
| <b>2029</b>   | 313              | 5               | 318          |
| <b>Total</b>  | 43,664           | 12,012          | 55,676       |

The City anticipated borrowing approximately \$7 million through the State Revolving Fund in the next two years for forcemain and reclaimed water improvements.

## 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:

| <b>Revenues:</b>            |              |               |               |               |               |
|-----------------------------|--------------|---------------|---------------|---------------|---------------|
|                             | Actual       | Budget        | Budget        | Change        | % Change      |
|                             | FY 2009-10   | FY 2010-11    | FY 2011-12    | FY 2010-11    | FY 2010-11    |
|                             |              |               |               | to FY 2011-12 | to FY 2011-12 |
| Intergovernmental           | -            | -             | -             | -             | 0.00%         |
| Miscellaneous (Impact Fees) | 1,984        | 10,000        | 10,000        | -             | 0.00%         |
| Use of Retained Earnings    | -            | -             | -             | -             | 0.00%         |
| <b>Total</b>                | <b>1,984</b> | <b>10,000</b> | <b>10,000</b> | <b>-</b>      | <b>0.00%</b>  |
| <b>Expenditures:</b>        |              |               |               |               |               |
|                             | Actual       | Budget        | Budget        | Change        | % Change      |
|                             | FY 2009-10   | FY 2010-11    | FY 2011-12    | FY 2010-11    | FY 2010-11    |
|                             |              |               |               | to FY 2011-12 | to FY 2011-12 |
| Personal Services           | -            | -             | -             | -             | 0.00%         |
| Operating                   | -            | -             | -             | -             | 0.00%         |
| Capital                     | -            | -             | -             | -             | 0.00%         |
| Contributions and Transfers | -            | -             | -             | -             | 0.00%         |
| Contingency                 | -            | 10,000        | 10,000        | -             | 0.00%         |
| <b>Total</b>                | <b>-</b>     | <b>10,000</b> | <b>10,000</b> | <b>-</b>      | <b>0.00%</b>  |

## WATER SYSTEM IMPACT FEE FUND

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

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                |                |                |                             |                             |
|-----------------------------|----------------|----------------|----------------|-----------------------------|-----------------------------|
|                             | Actual         | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Intergovernmental           | -              | -              | -              | -                           | 0.00%                       |
| Miscellaneous (Impact Fees) | 407,171        | 307,000        | 200,000        | (107,000)                   | -34.85%                     |
| Transfers                   | -              | -              | -              | -                           | 0.00%                       |
| Use of Retained Earnings    | -              | 78,082         | -              | (78,082)                    | -100.00%                    |
| <b>Total</b>                | <b>407,171</b> | <b>385,082</b> | <b>200,000</b> | <b>(185,082)</b>            | <b>-48.06%</b>              |
| <b>Expenditures:</b>        |                |                |                |                             |                             |
|                             | Actual         | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -              | -              | -              | -                           | 0.00%                       |
| Operating                   | -              | 7,582          | -              | (7,582)                     | -100.00%                    |
| Capital                     | -              | 300,000        | -              | (300,000)                   | -100.00%                    |
| Contributions and Transfers | 54,500         | 77,500         | -              | (77,500)                    | -100.00%                    |
| Contingency                 | -              | -              | 200,000        | 200,000                     | 0.00%                       |
| <b>Total</b>                | <b>54,500</b>  | <b>385,082</b> | <b>200,000</b> | <b>(185,082)</b>            | <b>-48.06%</b>              |

## WASTEWATER SYSTEM IMPACT FEE FUND

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

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |               |                |                |                             |                             |
|-----------------------------|---------------|----------------|----------------|-----------------------------|-----------------------------|
|                             | Actual        | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10    | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Intergovernmental           | 4,056         | -              | -              | -                           | 0.00%                       |
| Miscellaneous (Impact Fees) | 22,113        | 253,000        | 200,000        | (53,000)                    | -20.95%                     |
| Transfers                   | -             | -              | -              | -                           | 0.00%                       |
| Use of Retained Earnings    | -             | 367,219        | -              | (367,219)                   | -100.00%                    |
| <b>Total</b>                | <b>26,169</b> | <b>620,219</b> | <b>200,000</b> | <b>(420,219)</b>            | <b>-67.75%</b>              |
| <b>Expenditures:</b>        |               |                |                |                             |                             |
|                             | Actual        | Budget         | Budget         | Change                      | % Change                    |
|                             | FY 2009-10    | FY 2010-11     | FY 2011-12     | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -             | -              | -              | -                           | 0.00%                       |
| Operating                   | -             | 20,219         | -              | (20,219)                    | -100.00%                    |
| Capital                     | -             | 600,000        | -              | (600,000)                   | -100.00%                    |
| Contributions and Transfers | 27,000        | -              | -              | -                           | 0.00%                       |
| Contingency                 | -             | -              | 200,000        | 200,000                     | 0.00%                       |
| <b>Total</b>                | <b>27,000</b> | <b>620,219</b> | <b>200,000</b> | <b>(420,219)</b>            | <b>-67.75%</b>              |

## WATER SYSTEM IMPROVEMENTS

This fund accounts for expenditures associated with the expansion of the water treatment plant and water system improvements.

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |               |            |            |               |               |
|-----------------------------|---------------|------------|------------|---------------|---------------|
|                             | Actual        | Budget     | Budget     | Change        | % Change      |
|                             | FY 2009-10    | FY 2010-11 | FY 2011-12 | FY 2010-11    | FY 2010-11    |
|                             |               |            |            | to FY 2011-12 | to FY 2011-12 |
| Intergovernmental           | 4,056         | -          | -          | -             | 0.00%         |
| Miscellaneous               | 22,113        | -          | -          | -             | 0.00%         |
| Transfers                   | -             | -          | -          | -             | 0.00%         |
| Use of Fund Balance         | -             | -          | -          | -             | 0.00%         |
| <b>Total</b>                | <b>26,169</b> | <b>-</b>   | <b>-</b>   | <b>-</b>      | <b>0.00%</b>  |
| <b>Expenditures:</b>        |               |            |            |               |               |
|                             | Actual        | Budget     | Budget     | Change        | % Change      |
|                             | FY 2009-10    | FY 2010-11 | FY 2011-12 | FY 2010-11    | FY 2010-11    |
|                             |               |            |            | to FY 2011-12 | to FY 2011-12 |
| Personal Services           | -             | -          | -          | -             | 0.00%         |
| Operating                   | -             | -          | -          | -             | 0.00%         |
| Capital                     | -             | -          | -          | -             | 0.00%         |
| Contributions and Transfers | -             | -          | -          | -             | 0.00%         |
| Contingency                 | -             | -          | -          | -             | 0.00%         |
| <b>Total</b>                | <b>-</b>      | <b>-</b>   | <b>-</b>   | <b>-</b>      | <b>0.00%</b>  |

## WASTEWATER SYSTEM IMPROVEMENTS

This fund accounts for expenditures associated with the expansion of the wastewater treatment plant and wastewater system improvements.

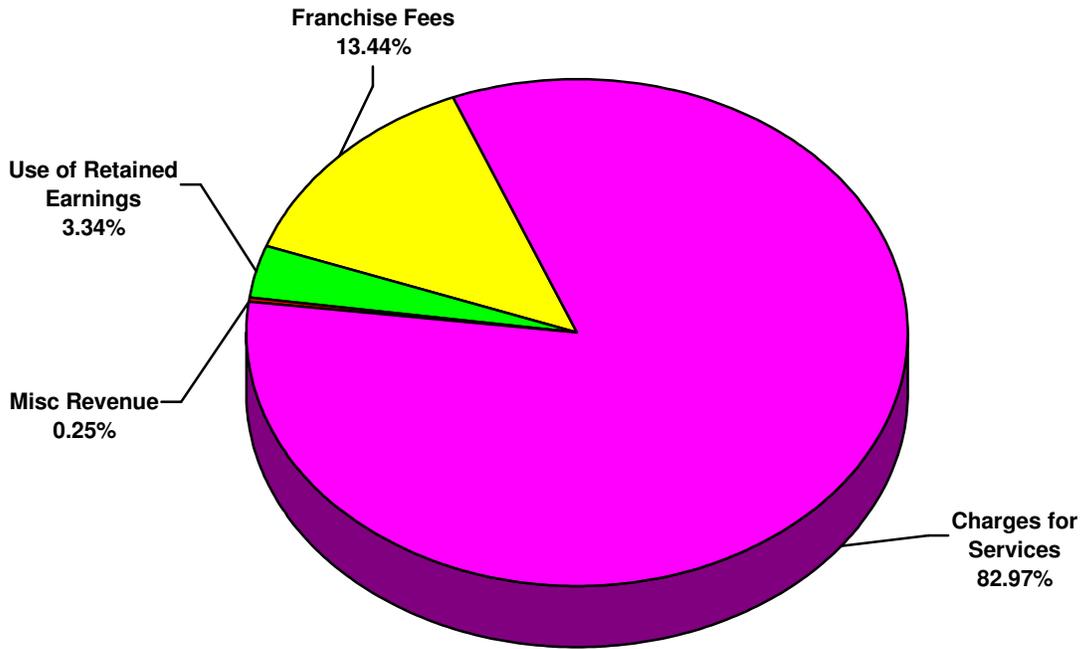
### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |               |            |                  |                  |               |
|-----------------------------|---------------|------------|------------------|------------------|---------------|
|                             | Actual        | Budget     | Budget           | Change           | % Change      |
|                             | FY 2009-10    | FY 2010-11 | FY 2011-12       | FY 2010-11       | FY 2010-11    |
|                             |               |            |                  | to FY 2011-12    | to FY 2011-12 |
| Miscellaneous               | 41,687        | -          | -                | -                | 0.00%         |
| Bond Proceeds               | -             | -          | 3,420,000        | 3,420,000        | 0.00%         |
| Transfer                    | -             | -          | -                | -                | 0.00%         |
| Use of Fund Balance         | -             | -          | -                | -                | 0.00%         |
| <b>Total</b>                | <b>41,687</b> | <b>-</b>   | <b>3,420,000</b> | <b>3,420,000</b> | <b>0.00%</b>  |
| <b>Expenditures:</b>        |               |            |                  |                  |               |
|                             | Actual        | Budget     | Budget           | Change           | % Change      |
|                             | FY 2009-10    | FY 2010-11 | FY 2011-12       | FY 2010-11       | FY 2010-11    |
|                             |               |            |                  | to FY 2011-12    | to FY 2011-12 |
| Personal Services           | -             | -          | -                | -                | 0.00%         |
| Operating                   | -             | -          | -                | -                | 0.00%         |
| Capital                     | -             | -          | 3,420,000        | 3,420,000        | 0.00%         |
| Contributions and Transfers | -             | -          | -                | -                | 0.00%         |
| <b>Total</b>                | <b>-</b>      | <b>-</b>   | <b>3,420,000</b> | <b>3,420,000</b> | <b>0.00%</b>  |

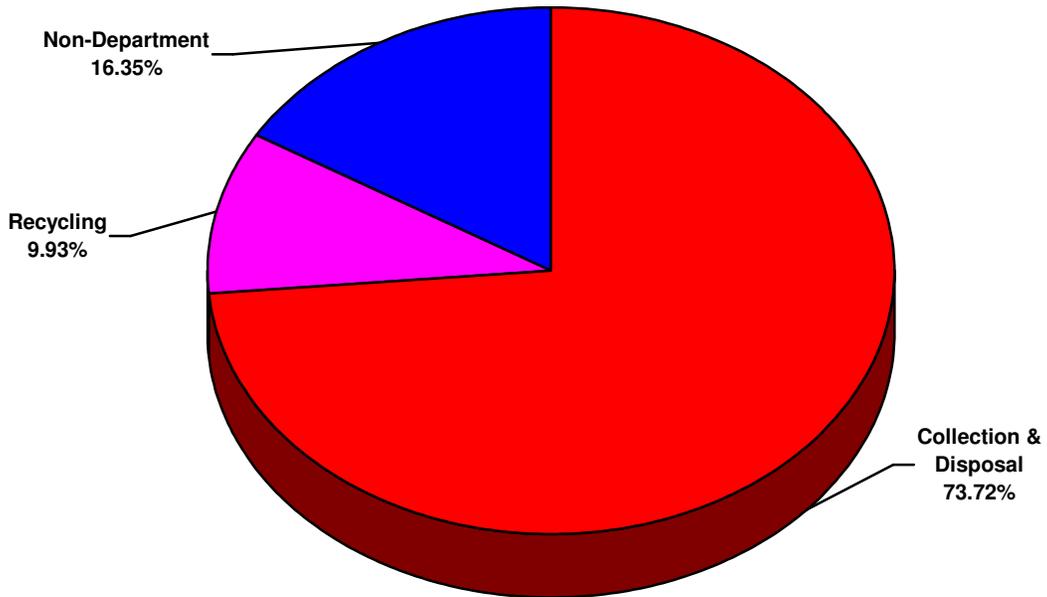
## SOLID WASTE FUND SUMMARY

|                               | Actual           | Budget           | Budget           | Change                      | % Change                    |
|-------------------------------|------------------|------------------|------------------|-----------------------------|-----------------------------|
| Description                   | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| <b>Revenues</b>               |                  |                  |                  |                             |                             |
| Franchise Fees                | 844,207          | 825,417          | 825,417          | -                           | 0.00%                       |
| Intergovernmental             | 9,330            | -                | -                | -                           | 0.00%                       |
| Other Charges for Services    | 5,108,437        | 5,109,000        | 5,095,000        | (14,000)                    | -0.27%                      |
| Misc. Revenue                 | 21,989           | 15,200           | 15,200           | -                           | 0.00%                       |
| Transfers In                  | -                | -                | -                | -                           | 0.00%                       |
| Use of Retained Earnings      | -                | 677,238          | 205,340          | (471,898)                   | -69.68%                     |
| <b>Total Net Revenues</b>     | <b>5,983,963</b> | <b>6,626,855</b> | <b>6,140,957</b> | <b>(485,898)</b>            | <b>-7.33%</b>               |
| <b>Expenditures</b>           |                  |                  |                  |                             |                             |
| Collection & Disposal         | 4,456,173        | 5,005,899        | 4,527,119        | (478,780)                   | -9.56%                      |
| Recycling                     | 604,690          | 608,347          | 609,720          | 1,373                       | 0.23%                       |
| Non-Departmental              | 975,822          | 1,012,609        | 1,004,118        | (8,491)                     | -0.84%                      |
| <b>Total Net Expenditures</b> | <b>6,036,685</b> | <b>6,626,855</b> | <b>6,140,957</b> | <b>(485,898)</b>            | <b>-7.33%</b>               |

## SOLID WASTE FUND REVENUES



## SOLID WASTE FUND EXPENDITURES



## **SOLID WASTE COLLECTION AND DISPOSAL**

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

The contractor disposes of all Class I solid waste at the Volusia County solid waste facility at a current disposal rate of \$34 per ton. Residential customers pay a monthly fee of \$11.75 to cover the costs of collection and disposal. Commercial customers are presently charged \$4.65 per cubic yard of solid waste disposed in two, four, six and eight cubic yard containers.

Approximately 27,462 tons of solid waste consisting of residential (14,693 tons) and commercial (12,769 tons) is collected annually (excludes 8,304 tons of yard waste).

## SOLID WASTE COLLECTION AND DISPOSAL

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                  |                  |                  |                             |                             |
|-----------------------------|------------------|------------------|------------------|-----------------------------|-----------------------------|
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Solid Waste                 | 4,456,173        | 5,005,899        | 4,527,119        | (478,780)                   | -9.56%                      |
| <b>Total</b>                | <b>4,456,173</b> | <b>5,005,899</b> | <b>4,527,119</b> | <b>(478,780)</b>            | <b>-9.56%</b>               |
| <b>Expenditures:</b>        |                  |                  |                  |                             |                             |
|                             | Actual           | Budget           | Budget           | Change                      | % Change                    |
|                             | FY 2009-10       | FY 2010-11       | FY 2011-12       | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personnel Services          | 127,006          | 119,021          | 123,485          | 4,464                       | 3.75%                       |
| Operating                   | 4,329,167        | 4,431,878        | 4,403,634        | (28,244)                    | -0.64%                      |
| Capital                     | -                | 455,000          | -                | (455,000)                   | -100.00%                    |
| Contributions and Transfers | -                | -                | -                | -                           | 0.00%                       |
| <b>Total</b>                | <b>4,456,173</b> | <b>5,005,899</b> | <b>4,527,119</b> | <b>(478,780)</b>            | <b>-9.56%</b>               |

### Staffing Summary:

|                                | Actual      | Budget      | Budget      | Change                      | % Change                    |
|--------------------------------|-------------|-------------|-------------|-----------------------------|-----------------------------|
|                                | FY 2009-10  | FY 2010-11  | FY 2011-12  | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| <b>Full-time Positions:</b>    |             |             |             |                             |                             |
| Environmental System Mgr. *    | 0.40        | 0.40        | 0.40        | 0.00                        | 0.00%                       |
| Office Manager *               | 0.25        | 0.25        | 0.25        | 0.00                        | 0.00%                       |
| Maintenance Worker III         | 1.00        | 1.00        | 1.00        | 0.00                        | 0.00%                       |
| <b>Total</b>                   | <b>1.65</b> | <b>1.65</b> | <b>1.65</b> | <b>0.00</b>                 | <b>0.00%</b>                |
| * Indicates primary department |             |             |             |                             |                             |

## **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 3,513 tons of recyclable materials are collected annually.

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

## SOLID WASTE RECYCLING

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                |                |                |               |               |
|-----------------------------|----------------|----------------|----------------|---------------|---------------|
|                             | Actual         | Budget         | Budget         | Change        | % Change      |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11    | FY 2010-11    |
|                             |                |                |                | to FY 2011-12 | to FY 2011-12 |
| Solid Waste                 | 604,690        | 608,347        | 609,720        | 1,373         | 0.23%         |
| <b>Total</b>                | <b>604,690</b> | <b>608,347</b> | <b>609,720</b> | <b>1,373</b>  | <b>0.23%</b>  |
| <b>Expenditures:</b>        |                |                |                |               |               |
|                             | Actual         | Budget         | Budget         | Change        | % Change      |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11    | FY 2010-11    |
|                             |                |                |                | to FY 2011-12 | to FY 2011-12 |
| Personal Services           | 31,013         | 24,872         | 26,245         | 1,373         | 5.52%         |
| Operating                   | 573,677        | 583,475        | 583,475        | -             | 0.00%         |
| Capital                     | -              | -              | -              | -             | 0.00%         |
| Contributions and Transfers | -              | -              | -              | -             | 0.00%         |
| <b>Total</b>                | <b>604,690</b> | <b>608,347</b> | <b>609,720</b> | <b>1,373</b>  | <b>0.23%</b>  |

### Staffing Summary:

|                             | Actual      | Budget      | Budget      | Change        | % Change      |
|-----------------------------|-------------|-------------|-------------|---------------|---------------|
|                             | FY 2009-10  | FY 2010-11  | FY 2011-12  | FY 2010-11    | FY 2010-11    |
|                             |             |             |             | to FY 2011-12 | to FY 2011-12 |
| <b>Full-time Positions:</b> |             |             |             |               |               |
| Environmental System Mgr.   | 0.10        | 0.10        | 0.10        | 0.00          | 0.00%         |
| Office Manager              | 0.25        | 0.25        | 0.25        | 0.00          | 0.00%         |
| Office Assistant III        | 0.00        | 0.00        | 0.00        | 0.00          | 0.00%         |
| <b>Total</b>                | <b>0.35</b> | <b>0.35</b> | <b>0.35</b> | <b>0.00</b>   | <b>0.00%</b>  |

## SOLID WASTE TRANSFERS

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |            |            |            |                             |                             |
|-----------------------------|------------|------------|------------|-----------------------------|-----------------------------|
|                             | Actual     | Budget     | Budget     | Change                      | % Change                    |
|                             | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Solid Waste                 | 975,822    | 1,012,609  | 1,004,118  | (8,491)                     | -0.84%                      |
| Total                       | 975,822    | 1,012,609  | 1,004,118  | (8,491)                     | -0.84%                      |
| <b>Expenditures:</b>        |            |            |            |                             |                             |
|                             | Actual     | Budget     | Budget     | Change                      | % Change                    |
|                             | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2010-11<br>to FY 2011-12 | FY 2010-11<br>to FY 2011-12 |
| Personal Services           | -          | -          | -          | -                           | 0.00%                       |
| Operating                   | -          | 5,813      | -          | (5,813)                     | -100.00%                    |
| Capital                     | -          | -          | -          | -                           | 0.00%                       |
| Debt Service                | (91)       | -          | -          | -                           | 0.00%                       |
| Contributions and Transfers | 975,913    | 1,006,796  | 1,004,118  | (2,678)                     | -0.27%                      |
| Contingency                 | -          | -          | -          | -                           | 0.00%                       |
| Total                       | 975,822    | 1,012,609  | 1,004,118  | (8,491)                     | -0.84%                      |



## WORKERS COMPENSATION FUND

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

### Revenue and Expenditure Summaries:

| <b>Revenues:</b>            |                |                |                |                |               |
|-----------------------------|----------------|----------------|----------------|----------------|---------------|
|                             | Actual         | Budget         | Budget         | Change         | % Change      |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11     | FY 2010-11    |
|                             |                |                |                | to FY 2011-12  | to FY 2011-12 |
| Internal Service Charges    | 541,388        | 743,668        | 893,668        | 150,000        | 20.17%        |
| Miscellaneous               | 3,356          | -              | -              | -              | 0.00%         |
| <b>Total</b>                | <b>544,744</b> | <b>743,668</b> | <b>893,668</b> | <b>150,000</b> | <b>20.17%</b> |
| <b>Expenditures:</b>        |                |                |                |                |               |
|                             | Actual         | Budget         | Budget         | Change         | % Change      |
|                             | FY 2009-10     | FY 2010-11     | FY 2011-12     | FY 2010-11     | FY 2010-11    |
|                             |                |                |                | to FY 2011-12  | to FY 2011-12 |
| Personal Services           | -              | -              | -              | -              | 0.00%         |
| Operating                   | 568,447        | 695,000        | 845,000        | 150,000        | 21.58%        |
| Capital                     | -              | -              | -              | -              | 0.00%         |
| Contributions and Transfers | 48,668         | 48,668         | 48,668         | -              | 0.00%         |
| <b>Total</b>                | <b>617,115</b> | <b>743,668</b> | <b>893,668</b> | <b>150,000</b> | <b>20.17%</b> |

## 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<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Internal Service Charges | 660,883              | 616,853              | 616,853              | -                                     | 0.00%                                   |
| Miscellaneous            | 76,274               | 20,000               | 20,000               | -                                     | 0.00%                                   |
| <b>Total</b>             | <b>737,157</b>       | <b>636,853</b>       | <b>636,853</b>       | <b>-</b>                              | <b>0.00%</b>                            |

#### **Expenditures:**

|                             | Actual<br>FY 2009-10 | Budget<br>FY 2010-11 | Budget<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|-----------------------------|----------------------|----------------------|----------------------|---------------------------------------|---|
| Personal Services           | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Operating                   | 544,320              | 599,000              | 599,000              | -                                     | 0.00%                                   |
| Capital                     | -                    | -                    | -                    | -                                     | 0.00%                                   |
| Contributions and Transfers | 37,853               | 37,853               | 37,853               | -                                     | 0.00%                                   |
| <b>Total</b>                | <b>582,173</b>       | <b>636,853</b>       | <b>636,853</b>       | <b>-</b>                              | <b>0.00%</b>                            |

# **DEPARTMENTAL GOALS, PERFORMANCE MEASURES AND ACCOMPLISHMENTS**

## UTILITY BILLING AND CUSTOMER SERVICE

### **Goals:**

- Maintain generation of 90% of all utility bills within forty-eight hours of the meter read date.
- Maintain the active participation rate for bank drafting utility account payments at 20% of the customer base.
- Increase the active participation rate for customers using the Internet account charge and consumption inquiry.
- 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.

### **Performance Measures:**

|   | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|---|----------------------|------------------------|--------------------------|---------------------------------------|---|
| <b><u>Workload:</u></b>                                   |                      |                        |                          |                                       |   |
| Number of utility bills                                   | 252,664              | 252,000                | 252,000                  | -                                     | 0.00%                                   |
| Customers participating in bank drafting                  | 3,780                | 3,900                  | 3,900                    | -                                     | 0.00%                                   |
| Number of work orders - initial reads                     | 3,800                | 3,800                  | 3,800                    | -                                     | 0.00%                                   |
| Number of work orders - final reads                       | 4,030                | 4,200                  | 4,200                    | -                                     | 0.00%                                   |
| Number of work orders - re-reads                          | 1,600                | 1,600                  | 1,600                    | -                                     | 0.00%                                   |
| Number of work orders - delinquent cut-offs<br>& restores | 3,800                | 4,200                  | 4,200                    | -                                     | 0.00%                                   |
| <b><u>Efficiency/Effectiveness:</u></b>                   |                      |                        |                          |                                       |   |
| % customers using bank draft payment                      | 20%                  | 20%                    | 20%                      | -                                     | 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 12% of the customer base.
- Completed 98% of utility work orders within three business days of request.

## WATER PRODUCTION

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### Goals:

- Maintain compliant and reliable water production activities meeting customer use demands and regulatory standards to include recently received 4 log Removal Disinfection Certification Status for 12 MGD Water Treatment Facility. Current production is approximately 5.6 Million Gallons per Day (MGD) for most recent 12 month period.
- Reduce the minimum required free chlorine residual for 4-log disinfection.
- Provide timely responses to all requests for additional information for recent year submittal of SJRWMD Consumptive Use Permit (CUP) 5 Year Compliance Report. Enhance operations record keeping activities in accordance with current FDEP and CUP requirements.
- Maintain accurate records and submit regulatory reports on schedule. Revise and improve current distribution system monitoring and sampling program to promote better understanding of system operating conditions.
- Continue to perform Corrosion Control Study in distribution system for lead and copper parameters in accordance with EPA and FDEP requirements. Continue associated corrosion inhibitor selection study for determining most effective product for corrosion protection of water distribution system and minimizing customer water quality complaints.
- Enhance record keeping and tracking practices for water loss prevention and audit purposes. Continue to assess in-plant and distribution system operations for identifying all sources of finished water use. Maintain accurate database for recording water distribution system flushing, leak detection, main break and fire hydrant flushing activities for quantifying intermittent water use.
- Promptly and efficiently address recommendations made during periodic Volusia County Health Department (FDEP) inspections.
- Continue plant improvements related to both LPRO and lime softening treatment trains to increase reliability of overall plant operations.
- Continue improvements for SCADA/ RTU systems for in-plant and remote wellfields and storage tanks and booster pumping stations, to include pumping control upgrades to raw water irrigation system and storage in Breakaway Trails – Hunter’s Ridge areas. Expand coverage (increase number) of remote distribution system pressure detection devices.
- Install and evaluate an experimental SCADA monitoring program to control pumping activities and reduce reliance upon potable water for irrigation at Hunter’s Ridge and Breakaway Trails.
- Rehabilitate the aerator housings at the water plant.
- Re-pipe portions of the raw water lines from Division Avenue wells to plant for more effectively treating raw water of lesser quality by LPRO.
- Reconfigure the plant flow meters to increase measurement accuracy.
- Evaluate centrifuge performance to more effectively utilize its capabilities.
- Upgrade auxiliary generator source to provide standby power for the four older existing Rima Ridge wells.

## WATER PRODUCTION

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### Accomplishments:

- Obtained 4 log Removal Disinfection Certification Status for 12 MGD Water Treatment Facility in accordance with FDEP/ Volusia County Health Department requirements. Realized benefits of this level of disinfection certification status minimizes regulatory sampling, monitoring and public notice concerns promulgated by recent Groundwater Rule modifications.
- Completed response to 1<sup>st</sup> request for additional information received as a result of SJRWMD review of City's 5 Year Compliance Report per Consumptive Use Permit (CUP) requirements. Preparing response to 2<sup>nd</sup> request for information.
- Completed 2010 Annual Water Quality "Consumer Confidence" Report. Performed annual Lead & Copper water quality compliance monitoring and testing with results indicating no violations or action levels exceeded.
- Completed well pump/ motor rehabilitation and replacement for six groundwater supply wells (Hudson and BAT Wellfields) and replaced eight raw water flow meters with remote read capability. Also assisted construction completion and pre-operation status for three (3) new wells at Rima Ridge Wellfield.
- Assisted performance and completion of South Water Distribution System Improvements for additional large piping connection and bolstering to south and west distribution areas and installed new meter for this plant outlet location.
- Miscellaneous high service water distribution system pump replacements to include 2 each @ 100 Horsepower w/ associated 10 and 12 inch plug and check valve combinations replacement and 2 each 24 inch isolation valve replacements.
- Replaced pump control system and main power feed to Standish Storage Tank and Booster Station Facility.
- Completed preparation of bid specifications for 2011-12 annual collective bid advertisement by the City of Palm Coast.

## WASTEWATER TREATMENT

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### Goals:

- Monitor plant discharge and perform quality control testing to ensure compliance with FDEP and EPA parameters to include current FDEP permit and associated water plant LPRO concentrate inflow characteristics. Maintain reliable WWTP operations during remaining Phase 1 Construction Project activities to include Influent Pump Station operation.
- Maintain reliable WWTP operations and provide continued support to Engineering Division, Consultant and Contractor team during construction phase activities for WWTP Expansion/ Phase-2 Rehabilitation Project activities underway.
- Accurately monitor and report operation parameters in accordance with 5 Year FDEP Operating Permit for existing 6 MGD plant and Construction Permit for 8 MGD Plant Expansion.
- Continue to optimize expansion of reuse disposal to further reduce surface water discharge and to promote conservation of potable and raw water sources used for irrigation. Provide necessary in-house support for continued forward movement of Airport Road FM and Reuse Main Conversion Project.
- Provide in-house support as needed for the reuse water main extension to Memorial Gardens.
- Complete update of City's current Sewer Use Ordinance to include current Plan of Study and Local Limits Evaluation for Industrial Pretreatment Program in accordance with FDEP requirements.
- Complete the Annual Capacity Analysis and Annual Reuse Reports.
- Request modification of current operating permit to allow the relocation of the conductivity sampling location to the reuse storage tank to minimize likelihood of exceeding conductivity limits during low plant flow periods. Presently, mixing concentrate with plant flows can cause spikes in conductivity levels due to dilution and inhibits reclaimed water production during the midnight and early morning periods.
- Refurbish the sludge conveyor belt system.
- Complete phase 1 Construction activities and negotiate project closeout.
- Connect the dewatering pump station force main to the influent structure piping allowing bypassed flows to be screened and measured.
- Clean the sludge holding tanks.

## **Accomplishments:**

- Completed the Annual Capacity Analysis and Annual Reuse Reports and all monthly Discharge Monitoring Reports. Plant processed approximately 1,480 million gallons of influent flow (4.05 MGD annual avg. day) and produced 880 million gallons of reuse product (2.41 MGD annual avg. day) during annual period.
- Completed the Plan of Study and Local Limits Evaluation for Industrial Pretreatment Program and Updates to Sewer Use Ordinance. Prepared draft ordinance and awaiting final comments from FDEP. Upon FDEP and City Commission acceptance of ordinance modifications, staff will modify and re-issue all current Industrial User Permits.
- Continue to operate plant in compliance with current FDEP operation permit (6 MGD) with Phase 2 Rehab/ Expansion Project Construction Permit activities to 8 MGD included. Received compliant results for chronic bioassay sampling and testing parameters contained in current permit.
- Maintained effluent and reuse water quality discharge standards while receiving LPRO concentrate flow from water plant.
- Completed all aspects of Phase 1 Rehabilitation Project with exception of influent pump station pump acceptance. Operations staff has successfully operated plant utilizing bypass force main during large portions of year due to pump malfunctions realized. Recent pump impeller modifications installed by contractor and manufacturer have resulted in regaining partial operational status of IPS with a few out of tolerance pump operating characteristics remaining for resolution.
- Completed centrifuge optimization training and protocol.
- Completed successful sludge hauling treatment and disposal advertisement and bid with City of Daytona Beach. Bid resulted in approximately \$10 per ton reduction in unit cost for service with annual savings of approximately \$75,000 realized.

## **WATER DISTRIBUTION**

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### **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 5 of 40 distribution system grid areas annually.
- Ensure main breaks and service interruptions are repaired in a timely manner and noticed in accordance with pertinent Health Department 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.
- Continue 2<sup>nd</sup> year of three-year implementation of updating and enhancing the City's Cross Connection Control Program as requested by VCHD. Ongoing activities include maintenance of backflow device database and hazard surveys performed for all commercial user accounts.
- 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.
- Assist contractor with customer notification and outage schedules to support fire hydrant replacement project. Approximately forty non-standard configuration hydrants are scheduled for replacement annually. Where warranted, in line valves will be added to offer additional reliability and minimization of customer outage during future isolation activities.
- Reduce unaccounted for water percentage.
- Relocate water mains along Tymber Creek Road.
- Replace defective 2-inch water mains

## **WATER DISTRIBUTION**

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### **Accomplishments:**

- Inspected and repaired when warranted all city owned backflow prevention devices (BFPD). Initiated installation of BFPD on city owned irrigation systems lacking protection.
- Installed new or exchanged approximately 400 meters.
- Exercised and maintained water distribution main valves in approximately 2 grid areas and along SR 40 from Nova Road to Clyde Morris Blvd.
- Serviced approximately 265 County fire hydrants and all City fire hydrants where work orders were prepared.
- Prepared bid specifications and provided contract oversight for replacement of 35 aged and out of tolerance fire hydrants to include eleven main line valve replacements.
- Responded to and performed repairs on approximately 20 main breaks and 100 service laterals and prepared the necessary Precautionary Boil Water Notices. Large amount of main and service breaks during record cold weather in early January.
- Supported large water plant piping modifications and valve installation in support of high service pump VFD Project.
- Tested and repaired 100% of all meters within City sized 3" and larger. Initiated testing of 2" water meters on the high water use list.
- Upgraded water distribution system (main, hydrant and valves) at following locations: Tiffany Circle 2" main relocation and South Ridgewood Avenue 10" main relocation as a result of large oak tree root growth damaging mains.
- Replaced approximately 20 non-operable isolation valves of various sizes throughout distribution system.
- Flushed water mains for Cl<sub>2</sub> residual and overall water quality maintenance from US1 to west City Limits.
- Assisted Engineering Division with the design of water main relocation for Tymber Creek Road Project to be performed by Volusia County.
- US 1- SR 40 Water Main Relocation Project: Prepared design plans, coordinated main isolation events and outage notices and re-installed all water service connections to support future intersection widening project by FDOT.
- Leak Detection: In-house reconnaissance of 7 grid areas with leak findings logged and repaired.
- Installed 4 new automatic flushing devices at strategic locations within water distribution system to improve water quality and flushing efficiency.

## **WASTEWATER COLLECTION AND REUSE DISTRIBUTION**

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### **Goals:**

- Maintain reliable wastewater collection system (gravity and force main) and reuse storage and distribution operations for customers.
- Clean and televise approximately 35,000 feet of gravity sewer main.
- Prioritize and correct known defects or deteriorated portions of sewer mains to ensure the integrity of the system and reduce inflow and infiltration.
- Implement improvements to the recently upgraded lift station SCADA system to promote reliability and efficiency.
- Rehabilitation of 50 PEP Systems in Hunter's Ridge and Breakaway Trails Areas.
- Perform repairs to manholes identified in the smoke test study for 6M Sewer Service Area as potential contributors to inflow and infiltration.
- Support Wastewater Plant Upgrade Projects as necessary.
- Complete the 2008 Pump Station Replacement Program and rehabilitate lift stations 4M1 and Towne Square contained in the 2010 Lift Station Upgrade Project.
- Partner with Volusia County to provide water and sewer service to Shockney Drive in the Tomoka Estates subdivision based on resident interest.
- Perform root control services on 34,000 feet of gravity sanitary sewer.
- Prepare a contract for force main pigging services.
- Prepare bid specifications for lining sewer main piping and obtain a contract for these services.

### **Accomplishments:**

- Successfully operated the new 4 MGD Reuse Storage and Pumping Facility Project for annual period delivering reuse product to over 1100 residential and 2 golf course customers.
- Completed rehabilitation of 50 PEP System units in Hunter's Ridge and Breakaway Trails areas and installation of new PEP System-force main at Sports Complex Soccer Field House to replace aged septic tank system.
- Completed monthly and annual scheduled preventative maintenance service calls for 85 sewage lift stations throughout the collection system to include replacement of 16 each 4 inch isolation - check valves at various lift stations.
- Completed repairs to all known sewer main breaks and sewer service lateral trouble calls.
- Completed 8 pump/ motor replacements and repaired approximately 35 pump/ motors at various lift stations throughout the collection system.
- Completed pump bases, riser piping and valve rehabilitation of four large lift stations and coordinated bypass pumping activities with contracted support services.

## WATER/WASTEWATER DIVISIONS

### **Performance Measures:**

|  | Actual<br>FY 2009-10 | Estimate<br>FY 2010-11 | Projection<br>FY 2011-12 | Change<br>FY 2010-11<br>to FY 2011-12 | % Change<br>FY 2010-11<br>to FY 2011-12 |
|--|----------------------|------------------------|--------------------------|---------------------------------------|---|
| Volume of water (in MG) processed during reporting period  | 1,934                | 2,040                  | 2,140                    | 100                                   | 4.90%                                   |
| Volume of wastewater (in MG) processed during reporting period   | 1,474                | 1,500                  | 1,525                    | 25                                    | 1.67%                                   |
| Volume of Reclaimed Water (in MG) distributed during reporting period  | 870                  | 900                    | 900                      | -                                     | 0.00%                                   |
| Total number of sewer overflows  | 3                    | 3                      | 3                        | -                                     | 0.00%                                   |
| Total miles of pipe in sewage collection/transmission system   | 265                  | 266                    | 267                      | 1                                     | 0.38%                                   |
| Total number of sewer pipe failures  | 49                   | 50                     | 50                       | -                                     | 0.00%                                   |
| Total volume of reportable sewer overflows (in MG)   | 0                    | 0                      | 0                        | -                                     | 0.00%                                   |
| Total volume of liquid recovered from reportable sewer overflows (in MG)   | 0                    | 0                      | 0                        | -                                     | 0.00%                                   |
| Total volume of raw sewage collected for   | 4                    | 4                      | 4                        | -                                     | 0.00%                                   |
| Total number of manhole failures in collection system  | 49                   | 50                     | 50                       | -                                     | 0.00%                                   |
| Total number of lift station failures in collection system   | 12                   | 12                     | 12                       | -                                     | 0.00%                                   |
| Total miles distribution system piping   | 358                  | 360                    | 361                      | 1                                     | 0.28%                                   |
| Total number of leaks in distribution system   | 550                  | 550                    | 550                      | -                                     | 0.00%                                   |
| Total number of pipeline breaks in distribution system   | 40                   | 40                     | 40                       | -                                     | 0.00%                                   |
| Total miles reclaimed water system piping  | 52                   | 52                     | 52                       | -                                     | 0.00%                                   |
| Total number of leaks in reclaimed water system  | 12                   | 12                     | 12                       | -                                     | 0.00%                                   |
| Total number of pipeline breaks in reclaimed water system  | 22                   | 22                     | 22                       | -                                     | 0.00%                                   |
| Sum of all qualified formal training hours completed by all employees  | 600                  | 600                    | 600                      | -                                     | 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   | 10                   | 10                     | 10                       | -                                     | 0.00%                                   |
| Total water treatment plant effluent flow distributed to distribution system   | 1,899                | 2,000                  | 2,100                    | 100                                   | 5.00%                                   |

## **SOLID WASTE COLLECTION AND DISPOSAL**

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### **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 90% (collections time variance of no more than four (4) hours from original time).

#### *Recycling:*

- Achieve a monthly participation rate for residential customers of 84%.
- Divert a total of 32% from all solid waste (includes C/D, yard waste tires, etc.) generated within the City from being disposed at the Class I portion of the Volusia County Landfill (includes commercial recycling).
- Maintain the amount of recyclables collected per residential unit at an average of eight (8.73) pounds.

### **Accomplishments:**

#### *Collection and 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 32.11%
- Maintained 14 recyclable items collected curbside.
- Maintained a 100% compliance with daily recycling bin delivery.
- Maintain an average 8.73 lb. per household of recyclables collected curbside.
- Successfully promoted recycling programs to the community.

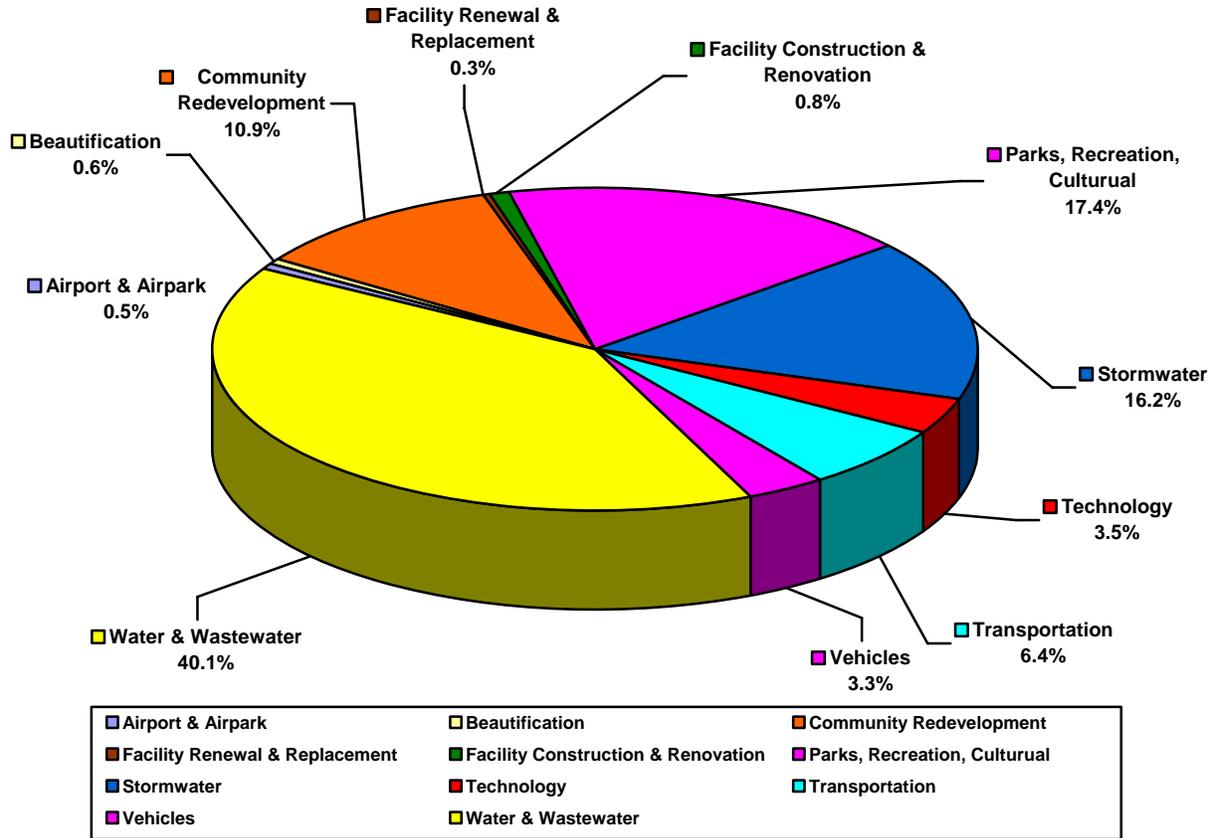
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## CAPITAL IMPROVEMENTS

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## CIP EXPENDITURES BY CATEGORY



| Category                           | FY 2011-12        | FY 2012-13       | FY 2013-14       | FY 2014-15        | FY 2015-16       | Total             |
|------------------------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|
| Airport & Airpark                  | 95,000            | 607,000          | 200,000          | 83,000            | 1,705,000        | 2,690,000         |
| Beautification                     | 120,000           | -                | -                | -                 | -                | 120,000           |
| Community Redevelopment            | 2,030,000         | 850,000          | 775,000          | 990,000           | 800,000          | 5,445,000         |
| Facility Renewal & Replacement     | 50,000            | 75,000           | 25,000           | 100,000           | -                | 250,000           |
| Facility Construction & Renovation | 194,000           | -                | -                | -                 | 66,000           | 260,000           |
| Parks, Recreation, Cultural        | 3,249,000         | 420,000          | 450,000          | 350,000           | 115,000          | 4,584,000         |
| Stormwater                         | 3,031,300         | 1,123,050        | 950,000          | 6,650,000         | 250,000          | 12,004,350        |
| Technology                         | 650,000           | 130,000          | -                | -                 | -                | 780,000           |
| Transportation                     | 1,205,000         | 1,220,205        | 605,000          | 605,000           | 475,000          | 4,110,205         |
| Vehicles                           | 626,000           | 823,000          | 933,000          | 996,000           | 1,188,900        | 4,566,900         |
| Water & Wastewater                 | 7,490,500         | 2,048,000        | 4,038,000        | 888,000           | 2,988,000        | 17,452,500        |
| <b>Total</b>                       | <b>18,740,800</b> | <b>7,296,255</b> | <b>7,976,000</b> | <b>10,662,000</b> | <b>7,587,900</b> | <b>52,262,955</b> |

## Airport Improvements

| Project Title                     | Project Costs |                |                |               |                  |                  |
|-----------------------------------|---------------|----------------|----------------|---------------|------------------|------------------|
|                                   | FY 2011-12    | FY 2012-13     | FY 2013-14     | FY 2014-15    | FY 2015-16       | FIVE YEAR TOTAL  |
| Business Park Way - Phase II      | -             | -              | -              | -             | 1,705,000        | 1,705,000        |
| Airport Master Plan               | -             | -              | 200,000        | -             | -                | 200,000          |
| Stormwater Master Plan            | -             | -              | -              | 83,000        | -                | 83,000           |
| Taxiway G Extension               | 95,000        | 607,000        | -              | -             | -                | 702,000          |
| <b>AIRPORT IMPROVEMENTS TOTAL</b> | <b>95,000</b> | <b>607,000</b> | <b>200,000</b> | <b>83,000</b> | <b>1,705,000</b> | <b>2,690,000</b> |

| Project Title                     | Funding Sources  |                    |                                   |          |                     |                  |
|-----------------------------------|------------------|--------------------|-----------------------------------|----------|---------------------|------------------|
|                                   | Grants           | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL  |
| Business Park Way - Phase II      | 1,705,000        | -                  | -                                 | -        | -                   | 1,705,000        |
| Airport Master Plan               | 195,000          | -                  | -                                 | -        | 5,000               | 200,000          |
| Stormwater Master Plan            | 66,400           | -                  | -                                 | -        | 16,600              | 83,000           |
| Taxiway G Extension               | 684,450          | -                  | -                                 | -        | 17,550              | 702,000          |
| <b>AIRPORT IMPROVEMENTS TOTAL</b> | <b>2,650,850</b> | <b>-</b>           | <b>-</b>                          | <b>-</b> | <b>39,150</b>       | <b>2,690,000</b> |

### Taxiway G:

The construction of a full-length Taxiway G will allow aircraft parallel access to Runway 17/35 from all points on the airfield without having to back up onto an active runway. It will enhance safety and efficient aircraft operations at the airport, increase the utility of the preferred noise abatement runway, and improve the marketability of the southwest quad by affording direct taxiway access to potential developers of that parcel.

Ongoing Revenue/Costs: While additional revenues are anticipated as a result of this project, the amount is undeterminable. No changes in operating expenditures are anticipated.

## Beautification Improvements

| Project Title               | Project Costs  |            |            |            |            |                 |
|-----------------------------|----------------|------------|------------|------------|------------|-----------------|
|                             | FY 2011-12     | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FIVE YEAR TOTAL |
| Beach Ramp Beautification   | 80,000         | -          | -          | -          | -          | 80,000          |
| City Welcome Signs          | 40,000         | -          | -          | -          | -          | 40,000          |
| US 1 N. Streetscape Project | -              | -          | -          | -          | -          | -               |
| <b>BEAUTIFICATION TOTAL</b> | <b>120,000</b> | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>120,000</b>  |

| Project Title               | Funding Sources |                    |                                   |          |                     |                 |
|-----------------------------|-----------------|--------------------|-----------------------------------|----------|---------------------|-----------------|
|                             | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL |
| Beach Ramp Beautification   | 40,000          | 40,000             | -                                 | -        | -                   | 80,000          |
| City Welcome Signs          | -               | 40,000             | -                                 | -        | -                   | 40,000          |
| US 1 N. Streetscape Project | -               | -                  | -                                 | -        | -                   | -               |
| <b>BEAUTIFICATION TOTAL</b> | <b>40,000</b>   | <b>80,000</b>      | <b>-</b>                          | <b>-</b> | <b>-</b>            | <b>120,000</b>  |

### **Beach Ramp Beautification:**

The County is offering a Public Beach Ramp Beautification Grant with the primary purpose to improve the environmental health and to support improvements within the coastal community in efforts to revitalize and rejuvenate existing approaches. This project will focus on improvements to the Harvard and Milsap approaches.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**City Welcome Signs:** During the 2006 Goals Workshop, the City Commission indicated their willingness to include \$10,000 a year in the CIP budget to fund the construction of monument signs at various entrance points to the City. Staff constructed the first gateway feature along N. US1 for a total cost of \$20,000. The \$40,000 which was to be allocated for four additional signs has been reallocated to construct one sign in FY 2011-12.

Ongoing Revenue/Costs: Maintenance costs of \$500 annually are anticipated as a result of this project.

## Community Redevelopment Improvements

| Project Title                             | Project Costs    |                |                |                |                |                  |
|---|------------------|----------------|----------------|----------------|----------------|------------------|
|   | FY 2011-12       | FY 2012-13     | FY 2013-14     | FY 2014-15     | FY 2015-16     | FIVE YEAR TOTAL  |
| Downtown: Granada Medians Improvements    | 1,500,000        | 400,000        | -              | -              | -              | 1,900,000        |
| Downtown: Land Acquisitions/Redevelopment | 50,000           | 50,000         | 50,000         | 50,000         | 50,000         | 250,000          |
| Downtown: Maintenance & Rehabilitation    | 200,000          | 200,000        | 200,000        | 200,000        | 200,000        | 1,000,000        |
| Downtown: OB Elementary parking staircase | -                | -              | -              | 90,000         | -              | 90,000           |
| Downtown: Sidestreet Lighting Conversion  | 130,000          | -              | -              | -              | -              | 130,000          |
| Downtown: Stormwater Improvements         | 150,000          | 200,000        | 500,000        | 600,000        | 500,000        | 1,950,000        |
| Downtown: Transit Related Improvements    | -                | -              | 25,000         | 50,000         | 50,000         | 125,000          |
| <b>COMMUNITY REDEVELOPMENT TOTAL</b>      | <b>2,030,000</b> | <b>850,000</b> | <b>775,000</b> | <b>990,000</b> | <b>800,000</b> | <b>5,445,000</b> |

| Project Title                             | Funding Sources |                    |                                   |          |                     |                  |
|---|-----------------|--------------------|-----------------------------------|----------|---------------------|------------------|
|   | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL  |
| Downtown: Granada Medians Improvements    | -               | 1,900,000          | -                                 | -        | -                   | 1,900,000        |
| Downtown: Land Acquisitions/Redevelopment | -               | 250,000            | -                                 | -        | -                   | 250,000          |
| Downtown: Maintenance & Rehabilitation    | -               | 1,000,000          | -                                 | -        | -                   | 1,000,000        |
| Downtown: OB Elementary parking staircase | -               | 90,000             | -                                 | -        | -                   | 90,000           |
| Downtown: Sidestreet Lighting Conversion  | -               | 130,000            | -                                 | -        | -                   | 130,000          |
| Downtown: Stormwater Improvements         | -               | 1,950,000          | -                                 | -        | -                   | 1,950,000        |
| Downtown: Transit Related Improvements    | -               | 125,000            | -                                 | -        | -                   | 125,000          |
| <b>COMMUNITY REDEVELOPMENT TOTAL</b>      | <b>-</b>        | <b>5,445,000</b>   | <b>-</b>                          | <b>-</b> | <b>-</b>            | <b>5,445,000</b> |

**Granada Medians:**

This project was identified in 2008 as the City was notified regarding a resurfacing project along Granada Boulevard. As part of this review, Ormond Main Street sought design options to improve the beautification of this section of Granada Boulevard. The medians will provide downtown beautification encouraging business development, and aid in traffic and access management. The undergrounding of utilities will allow a higher level of streetscape, including removal of utility poles in the sidewalk. The timing of this project will be after FDOT work is completed. The FDOT project is scheduled to start construction in January of 2013.

Ongoing Revenue/Costs: Additional maintenance costs are anticipated and will be determined as the project develops.

**Land Acquisition:**

The 2007 adopted Downtown Master Plan (Pages 13, 23, 31, 32) identified the need for parking and stormwater improvements. These funds will be utilized for public parking, stormwater or to assist in the redevelopment of blighted parcels.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**Maintenance and Rehabilitation:**

The 2007 adopted Downtown Master Plan (pages 26 and 30) identified the need to maintain the public infrastructure and hardscape improvements that have been invested in the Downtown. This project provides funding for the maintenance of the public infrastructure improvement as identified in the Master Plan.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**Sidestreet Lighting Conversion:**

Manufacturers are reporting that conversions to this new technology will provide the following advantages: (1) long usable life (2) no hazardous materials (3) reduced maintenance costs (4) better light quality (5) no infrared or ultraviolet light and (6) energy savings. This project consists of replacing all existing 175W metal halide (MH) Sternberg fixtures (approximately 85 with similar style 60W, LED fixtures).

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated for the current year.

**Stormwater Improvements:**

The 2007 adopted Downtown Master Plan (pages 15, 27, 31, 32) stated a need to evaluate storm water needs and implement a program of off-line retention where practical to support intensive redevelopment of existing sites.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

## Facilities Improvements

| Project Title                                       | Project Costs  |               |               |                |               |                 |
|---|----------------|---------------|---------------|----------------|---------------|-----------------|
|   | FY 2011-12     | FY 2012-13    | FY 2013-14    | FY 2014-15     | FY 2015-16    | FIVE YEAR TOTAL |
| Cassen Park   | 25,000         | 25,000        | -             | -              | -             | 50,000          |
| Central Park I                                      | -              | -             | -             | 25,000         | -             | 25,000          |
| Fire Station 94                                     | -              | 25,000        | -             | -              | -             | 25,000          |
| Fortunato Park                                      | 25,000         | 25,000        | -             | -              | -             | 50,000          |
| Ormond Beach Sports Complex                         | -              | -             | -             | 25,000         | -             | 25,000          |
| Performing Art Center                               | -              | -             | 25,000        | -              | -             | 25,000          |
| Riviera Park  | -              | -             | -             | 25,000         | -             | 25,000          |
| Senior Center                                       | -              | -             | -             | 25,000         | -             | 25,000          |
| <b>FACILITIES RENEWAL &amp; REPLACEMENT TOTAL</b>   | <b>50,000</b>  | <b>75,000</b> | <b>25,000</b> | <b>100,000</b> | <b>-</b>      | <b>250,000</b>  |
| Casements Parking Lot Resurfacing                   | 44,000         | -             | -             | -              | -             | 44,000          |
| City Hall Parking Lot Resurfacing                   | 120,000        | -             | -             | -              | -             | 120,000         |
| Conference Rooms                                    | 30,000         | -             | -             | -              | -             | 30,000          |
| Fire Station 93 Roof Replacement                    | -              | -             | -             | -              | 66,000        | 66,000          |
| <b>FACILITY CONSTRUCTION &amp; RENOVATION TOTAL</b> | <b>194,000</b> | <b>-</b>      | <b>-</b>      | <b>-</b>       | <b>66,000</b> | <b>260,000</b>  |

| Project Title                                       | Funding Sources |                    |                                   |          |                     |                 |
|---|-----------------|--------------------|-----------------------------------|----------|---------------------|-----------------|
|   | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL |
| Cassen Park   | -               | 50,000             | -                                 | -        | -                   | 50,000          |
| Central Park I                                      | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| Fire Station 94                                     | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| Fortunato Park                                      | -               | 50,000             | -                                 | -        | -                   | 50,000          |
| Ormond Beach Sports Complex                         | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| Performing Art Center                               | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| Riviera Park  | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| Senior Center                                       | -               | 25,000             | -                                 | -        | -                   | 25,000          |
| <b>FACILITIES RENEWAL &amp; REPLACEMENT TOTAL</b>   | <b>-</b>        | <b>250,000</b>     | <b>-</b>                          | <b>-</b> | <b>-</b>            | <b>250,000</b>  |
| Casements Parking Lot Resurfacing                   | -               | -                  | 44,000                            | -        | -                   | 44,000          |
| City Hall Parking Lot Resurfacing                   | -               | -                  | 120,000                           | -        | -                   | 120,000         |
| Conference Rooms                                    | -               | -                  | 30,000                            | -        | -                   | 30,000          |
| Fire Station 93 Roof Replacement                    | -               | -                  | 66,000                            | -        | -                   | 66,000          |
| <b>FACILITY CONSTRUCTION &amp; RENOVATION TOTAL</b> | <b>-</b>        | <b>-</b>           | <b>260,000</b>                    | <b>-</b> | <b>-</b>            | <b>260,000</b>  |

**Cassen Park:**

Docks repairs including wood replacement on walkways will be needed to maintain safety. Barrier fence between concrete walk and water is deteriorating on the bridge.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**Fortunato Park:**

Playground equipment replacement is scheduled based on life expectancy. Replace deteriorating handrails under bridge.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**Casements Parking Lot:**

The existing asphalt is exhibiting deterioration due to cracks allowing water seepage into the base and overall deterioration due to age of the existing parking lot. Resurfacing is recommended to prevent costly reconstruction being required.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**City Hall Parking Lot:**

The existing asphalt is exhibiting deterioration due to cracks allowing water seepage into the base and overall deterioration due to age of the existing parking lot. Resurfacing is recommended to prevent costly reconstruction being required.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

**Conference Rooms:**

The project involves the renovation of the former Building Division space to create conference rooms. The multi-functional space will be used for City Commission workshops, City staff meeting, public forums, etc. The space will also be used to accommodate the City's Auditors. Work to be done with in house force account.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

## Parks, Recreation, and Cultural Improvements

| Project Title                                | Project Costs    |                |                |                |                |                  |
|--|------------------|----------------|----------------|----------------|----------------|------------------|
|  | FY 2011-12       | FY 2012-13     | FY 2013-14     | FY 2014-15     | FY 2015-16     | FIVE YEAR TOTAL  |
| Beachfront Parking                           | 2,700,000        | -              | -              | -              | -              | 2,700,000        |
| Environmental Learning Center Design         | 50,000           | -              | -              | -              | -              | 50,000           |
| Nova Community Park Renovations              | 394,000          | 420,000        | 450,000        | 350,000        | 115,000        | 1,729,000        |
| OBSC Pop Warner Fields                       | 60,000           | -              | -              | -              | -              | 60,000           |
| Sanchez Park Playground Renovation           | 45,000           | -              | -              | -              | -              | 45,000           |
| <b>PARKS, RECREATION, AND CULTURAL TOTAL</b> | <b>3,249,000</b> | <b>420,000</b> | <b>450,000</b> | <b>350,000</b> | <b>115,000</b> | <b>4,584,000</b> |

| Project Title                                | Funding Sources |                    |                                   |                  |                     |                  |
|--|-----------------|--------------------|-----------------------------------|------------------|---------------------|------------------|
|  | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds            | Fees / User Charges | FIVE YEAR TOTAL  |
| Beachfront Parking                           | -               | -                  | -                                 | 2,700,000        | -                   | 2,700,000        |
| Environmental Learning Center Design         | -               | -                  | 50,000                            | -                | -                   | 50,000           |
| Nova Community Park Renovations              | 400,000         | 1,329,000          | -                                 | -                | -                   | 1,729,000        |
| OBSC Pop Warner Fields                       | -               | -                  | 60,000                            | -                | -                   | 60,000           |
| Sanchez Park Playground Renovation           | -               | -                  | 45,000                            | -                | -                   | 45,000           |
| <b>PARKS, RECREATION, AND CULTURAL TOTAL</b> | <b>400,000</b>  | <b>1,329,000</b>   | <b>155,000</b>                    | <b>2,700,000</b> | <b>-</b>            | <b>4,584,000</b> |

### Beachfront Park:

Through a public approved referendum the City was able to purchase beachfront property for park and parking purposes. This will be the City's first beachfront park and will provide needed parking and access to the beach.

Ongoing Revenue/Costs: Additional revenues are expected from concession sales; however, the amount is expected to be immaterial. Additional expenditures for

maintenance of the park are also anticipated. However, the amount is undeterminable as the project has yet to be designed.

### **Environmental Learning Center Design:**

This project was included in the 2010 Leisure Service Advisory Board's priority list and was a City Commission goal. The intent in the development of this project was to establish a public private partnership for the purpose of developing a "green" building. to be utilized for classes involving the environment and to show school children and adults how a "green" building can be built with existing technology. Once built, the center can be used for all manner of environmentally related causes.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

### **Nova Community Park Renovations:**

Improvements currently identified include tennis court, racquetball, and basketball courts need replacement due to extensive cracks.

Ongoing Revenue/Costs: No changes in operating revenue or expenditures are anticipated.

## Stormwater Improvements

| Project Title                                | Project Costs    |                  |                |                  |                |                   |
|--|------------------|------------------|----------------|------------------|----------------|-------------------|
|  | FY 2011-12       | FY 2012-13       | FY 2013-14     | FY 2014-15       | FY 2015-16     | FIVE YEAR TOTAL   |
| Corrugated Metal Pipe Rehabilitation         | 901,300          | 223,050          | 250,000        | 250,000          | 250,000        | 1,874,350         |
| May 2009 Flood Study - Phase I Improvements  | 2,130,000        | -                | -              | -                | -              | 2,130,000         |
| May 2009 Flood Study - Phase II Improvements | -                | 900,000          | 700,000        | 6,400,000        | -              | 8,000,000         |
| <b>STORWATER TOTAL</b>                       | <b>3,031,300</b> | <b>1,123,050</b> | <b>950,000</b> | <b>6,650,000</b> | <b>250,000</b> | <b>12,004,350</b> |

| Project Title                                | Funding Sources  |                    |                                   |                  |                     |                   |
|--|------------------|--------------------|-----------------------------------|------------------|---------------------|-------------------|
|  | Grants           | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds            | Fees / User Charges | FIVE YEAR TOTAL   |
| Corrugated Metal Pipe Rehabilitation         | -                | -                  | -                                 | 495,000          | 1,379,350           | 1,874,350         |
| May 2009 Flood Study - Phase I Improvements  | 1,500,000        | -                  | -                                 | 500,000          | 130,000             | 2,130,000         |
| May 2009 Flood Study - Phase II Improvements | 6,000,000        | -                  | -                                 | 1,600,000        | 400,000             | 8,000,000         |
| <b>STORWATER TOTAL</b>                       | <b>7,500,000</b> | <b>-</b>           | <b>-</b>                          | <b>2,595,000</b> | <b>1,909,350</b>    | <b>12,004,350</b> |

### Corrugated Metal Pipe Rehabilitation:

Much of the City's older stormwater piping, which was installed in excess of 20 years ago, was constructed with corrugated metal piping. This piping has surpassed its design life expectancy and in many areas of the City has significantly corroded, especially along the river outfalls. Rainfall runoff from previous hurricanes resulted in increased flows and debris being conveyed through these pipes which also significantly contributed to the pipe's deterioration. In order to reduce impacts to roads and the public, this project intends to rehabilitate the storm pipes utilizing no-dig slip lining technology where applicable. In cases where the corrosion is extensive, slip lining may not be feasible and the piping will need to be replaced utilizing standard open-cut construction. The majority of these pipe sections are along the Halifax River outfall pipes on both the mainland and the peninsula. This project involves rehabilitation of existing corrugated metal storm piping throughout the City that has been identified as failing due to corrosion and age.

Ongoing Revenue/Costs: Additional revenues are expected from concession sales; however, the amount is expected to be immaterial.

**May 2009 Flood Phase I Improvements:**

During the May 2009 Storm significant flooding occurred which impacted roads and flooded homes throughout the City. Recommendations to improve the flooding were identified in a Stormwater Investigation Study which was presented to the City Commission. The City Commission approved the study and requested staff to proceed with the study's recommendations. This project is the first of a phased approach and includes bridge and lake interconnects.

Ongoing Revenue/Costs: Additional revenues are expected from concession sales; however, the amount is expected to be immaterial.

## Technology Improvements

| Project Title                      | Project Costs  |                |            |            |            | FIVE YEAR TOTAL |
|------------------------------------|----------------|----------------|------------|------------|------------|-----------------|
|                                    | FY 2011-12     | FY 2012-13     | FY 2013-14 | FY 2014-15 | FY 2015-16 |                 |
| Enterprise System                  | 650,000        | -              | -          | -          | -          | 650,000         |
| Fiber Optic Network Infrastructure | -              | 130,000        | -          | -          | -          | 130,000         |
| <b>TECHNOLOGY TOTAL</b>            | <b>650,000</b> | <b>130,000</b> | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>780,000</b>  |

| Project Title                      | Funding Sources |                    |                                   |          |                     | FIVE YEAR TOTAL |
|------------------------------------|-----------------|--------------------|-----------------------------------|----------|---------------------|-----------------|
|                                    | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges |                 |
| Enterprise System                  | -               | -                  | 650,000                           | -        | -                   | 650,000         |
| Fiber Optic Network Infrastructure | -               | 130,000            | -                                 | -        | -                   | 130,000         |
| <b>TECHNOLOGY TOTAL</b>            | <b>-</b>        | <b>130,000</b>     | <b>650,000</b>                    | <b>-</b> | <b>-</b>            | <b>780,000</b>  |

### Enterprise System:

The City's current Enterprise System was implemented in the late 1980's. Despite occasional updates by the vendor, the system is extremely antiquated. The processes required by the system are often inefficient. Additionally, the system provides only limited reporting capabilities. A new Enterprise System would allow users to gain efficiency and provide faster and more complete responses to customers. Annual maintenance costs for the existing system are approximately \$100,000 annually. These annual maintenance costs could be significantly reduced by migrating to a new system.

Ongoing Revenue/Costs: No additional revenue is expected as a result of this project. Annual maintenance costs are expected to be reduced by approximately \$25,000 annually.

## Transportation Improvements

| Project Title                          | Project Costs    |                  |                |                |                |                  |
|--|------------------|------------------|----------------|----------------|----------------|------------------|
|  | FY 2011-12       | FY 2012-13       | FY 2013-14     | FY 2014-15     | FY 2015-16     | FIVE YEAR TOTAL  |
| Audible Pedestrian Signals - Nova Road | 50,000           | 95,000           | -              | -              | -              | 145,000          |
| Forest Hill Trail                      | -                | 510,205          | -              | -              | -              | 510,205          |
| North Halifax Drive Repaving           | 530,000          | -                | -              | -              | -              | 530,000          |
| Railroad Crossing                      | 50,000           | 50,000           | 50,000         | 50,000         | -              | 200,000          |
| Road Resurfacing                       | 470,000          | 460,000          | 450,000        | 450,000        | 450,000        | 2,280,000        |
| Sidewalk Construction                  | -                | -                | -              | -              | -              | -                |
| Street Light Maintenance               | 25,000           | 25,000           | 25,000         | 25,000         | 25,000         | 125,000          |
| Traffic Signal Maintenance             | 80,000           | 80,000           | 80,000         | 80,000         | -              | 320,000          |
| <b>TRANSPORTATION TOTAL</b>            | <b>1,205,000</b> | <b>1,220,205</b> | <b>605,000</b> | <b>605,000</b> | <b>475,000</b> | <b>4,110,205</b> |

| Project Title                          | Funding Sources |                    |                                   |          |                     |                  |
|--|-----------------|--------------------|-----------------------------------|----------|---------------------|------------------|
|  | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL  |
| Audible Pedestrian Signals - Nova Road | 145,000         | -                  | -                                 | -        | -                   | 145,000          |
| Forest Hill Trail                      | 382,654         | 127,551            | -                                 | -        | -                   | 510,205          |
| North Halifax Drive Repaving           | -               | 530,000            | -                                 | -        | -                   | 530,000          |
| Railroad Crossing                      | -               | 200,000            | -                                 | -        | -                   | 200,000          |
| Road Resurfacing                       | -               | 2,280,000          | -                                 | -        | -                   | 2,280,000        |
| Sidewalk Construction                  | -               | -                  | -                                 | -        | -                   | -                |
| Street Light Maintenance               | -               | 125,000            | -                                 | -        | -                   | 125,000          |
| Traffic Signal Maintenance             | -               | 320,000            | -                                 | -        | -                   | 320,000          |
| <b>TRANSPORTATION TOTAL</b>            | <b>527,654</b>  | <b>3,582,551</b>   | <b>-</b>                          | <b>-</b> | <b>-</b>            | <b>4,110,205</b> |

### **Audible Pedestrian Signals:**

This project is for the enhancement of visual impaired and ADA pedestrian on three existing traffic signal locations along Nova Road (SR 5a). The intersecting roadways are Division Avenue, Woodland Boulevard and Granada Boulevard (SR 40). Install audible pedestrian features legs of the intersection.. Install any supplemental design features to accommodate visually impaired pedestrians. Additional signal poles and possible relocation of the existing poles are anticipated. Update all pedestrian push-button actuators at these intersections to meet ADA-compliance and provide any necessary supplemental features for the visually impaired. Change clearance interval Dual pedestrian ramps should be provided at each corner (one for each crosswalk terminus). Provide detectable warnings surfaces. Re-stripe crosswalk to align with new curbs. FDOT thru VTPO provided \$50,000 for the design of these intersection improvements with no local matching funds.

The FDOT District 5 Traffic Operations conducted Qualitative Assessment studies at all three locations in January 2009. The studies were to determine if supplemental audible features should be incorporated with the existing signalized pedestrian crosswalks at the signalized intersection of Nova Road (SR 5A) at Division Avenue, Woodland Boulevard and Granada Boulevard. These documents were prepared in response to a concern by a local visually impaired person. The study recommended the audible features be added to the intersections.

Ongoing Revenue/Costs: No significant revenue or expenditure changes are anticipated as a result of this project.

### **North Halifax Drive Repaving:**

Repaving including milling and resurfacing along with stormwater pipe replacement in locations where pipe failure has been identified. Final striping will be installed to provide bike lanes on each side of the road.

Ongoing Revenue/Costs: No significant revenue or expenditure changes are anticipated as a result of this project.

### **Railroad Crossing:**

The City through an agreement with the Florida East Coast Railroad (FEC) for roadway crossings of the railway is required to fund the railroad crossing improvements as identified by the FEC.

Ongoing Revenue/Costs: No significant revenue or expenditure changes are anticipated as a result of this project.

### **Road Resurfacing:**

The results of a 1995 survey of City residents regarding their relative satisfaction with City services indicated that street repair was the lowest rated City service. In addition, based on the level of funding that existed prior to 1997, the backlog of resurfacing would continue to increase and the condition of local roads would deteriorate further to the point where reconstruction would be necessary at an average cost of \$634,000 per mile rather than \$85,000 per mile for resurfacing. As such, the City has undertaken a comprehensive road resurfacing program.

Ongoing Revenue/Costs: No significant revenue or expenditure changes are anticipated as a result of this project.

**Street Light Maintenance:**

With the reconstruction of Nova Road, green painted street light posts were included as part the project at the City's request. Maintenance of these light posts will be required to prevent against corrosion and normal wear. 120 light posts were installed along the roadway corridor. A six year maintenance cycle is identified to begin in FY2011-2012.

**Traffic Signal Maintenance:**

Maintenance and upgrades to existing traffic signals includes rehabilitation and painting of traffic signals and other traffic control devices as needed on a City-wide basis. FY 2011-12 Intersections: SR40/Nova Road, Airport Road/Tymber Creek. FY 2012-13 Intersections: SR 40/SR A1A, Nova Road/Fire Station. FY 2013-14 Intersections: Nova Road/Fleming Avenue, Nova Road/Division Avenue. FY 2014-15 Intersections: Nova Road/Hand Avenue, Nova Road/Main Trail/Willmette Avenue.

## Vehicle Replacements

| Project Title                          | Project Costs  |                |                |                |                  |                  |
|--|----------------|----------------|----------------|----------------|------------------|------------------|
|  | FY 2011-12     | FY 2012-13     | FY 2013-14     | FY 2014-15     | FY 2015-16       | FIVE YEAR TOTAL  |
| Vehicle Replacement-General            | 566,000        | 716,000        | 607,000        | 604,000        | 822,400          | 3,315,400        |
| Vehicle Replacement-Solid Waste        | -              | -              | -              | 35,000         | -                | 35,000           |
| Vehicle Replacement-Stormwater         | -              | -              | 40,000         | -              | 100,000          | 140,000          |
| Vehicle Replacement-Water & Wastewater | 60,000         | 107,000        | 286,000        | 357,000        | 266,500          | 1,076,500        |
| <b>VEHICLE REPLACEMENT TOTAL</b>       | <b>626,000</b> | <b>823,000</b> | <b>933,000</b> | <b>996,000</b> | <b>1,188,900</b> | <b>4,566,900</b> |

| Project Title                          | Funding Sources |                    |                                   |          |                     |                  |
|--|-----------------|--------------------|-----------------------------------|----------|---------------------|------------------|
|  | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds    | Fees / User Charges | FIVE YEAR TOTAL  |
| Vehicle Replacement-General            | -               | -                  | 3,315,400                         | -        | -                   | 3,315,400        |
| Vehicle Replacement-Solid Waste        | -               | -                  | -                                 | -        | 35,000              | 35,000           |
| Vehicle Replacement-Stormwater         | -               | -                  | -                                 | -        | 140,000             | 140,000          |
| Vehicle Replacement-Water & Wastewater | -               | -                  | -                                 | -        | 1,076,500           | 1,076,500        |
| <b>VEHICLE REPLACEMENT TOTAL</b>       | <b>-</b>        | <b>-</b>           | <b>3,315,400</b>                  | <b>-</b> | <b>1,251,500</b>    | <b>4,566,900</b> |

This project consists of replacement of vehicles identified by the Fleet Manager as incurring the greatest maintenance expense over the life of the vehicle, reaching or exceeding the expected life in terms of age, and having relative high mileage. The benefits of the replacement program are reflected in the reduction of the City's Fleet Maintenance operating and labor costs, as well as lower vehicle downtime. Annual operating expenditures are anticipated to be reduced by \$10,000.

## Water and Wastewater Improvements

| Project Title                                | Project Costs    |                |                |                |                | FIVE YEAR TOTAL  |
|--|------------------|----------------|----------------|----------------|----------------|------------------|
|  | FY 2011-12       | FY 2012-13     | FY 2013-14     | FY 2014-15     | FY 2015-16     |                  |
| Force Main Improvements                      | -                | 600,000        | -              | -              | -              | 600,000          |
| Master Plan Update-Wastewater                | -                | 150,000        | -              | -              | -              | 150,000          |
| Reclaimed Watermain                          | 3,420,000        | -              | -              | -              | -              | 3,420,000        |
| <b>Wastewater System Expansion</b>           | <b>3,420,000</b> | <b>750,000</b> | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>4,170,000</b> |
| Concentrate Piping to Reuse Storage          | 90,000           | -              | -              | -              | -              | 90,000           |
| General Facility Upgrades-Wastewater         | 100,000          | 100,000        | 100,000        | 100,000        | 100,000        | 500,000          |
| Lift Station Rehabilitation 2011             | 160,000          | -              | -              | -              | -              | 160,000          |
| Pretreatment Effluent Pump (PEP) Replacement | 80,000           | 80,000         | 80,000         | 80,000         | 80,000         | 400,000          |
| Sanitary Sewer Pipeline Repair               | 200,000          | 200,000        | 200,000        | 200,000        | 200,000        | 1,000,000        |
| Sludge Conveyor System Replacement           | 40,000           | -              | -              | -              | -              | 40,000           |
| WWTP IPS Permanent Bypass Install            | 90,000           | -              | -              | -              | -              | 90,000           |
| <b>Wastewater System Improvements</b>        | <b>760,000</b>   | <b>380,000</b> | <b>380,000</b> | <b>380,000</b> | <b>380,000</b> | <b>2,280,000</b> |

| Project Title                           | Project Costs    |                  |                  |                |                  |                   |
|---|------------------|------------------|------------------|----------------|------------------|-------------------|
|   | FY 2011-12       | FY 2012-13       | FY 2013-14       | FY 2014-15     | FY 2015-16       | FIVE YEAR TOTAL   |
| Distribution System-North Peninsula     | -                | -                | 1,100,000        | -              | -                | 1,100,000         |
| Master Plan Update-Water                | -                | 150,000          | -                | -              | -                | 150,000           |
| Water Main Replacement                  | 2,650,000        | -                | 1,850,000        | -              | 2,100,000        | 6,600,000         |
| <b>Water System Expansion</b>           | <b>2,650,000</b> | <b>150,000</b>   | <b>2,950,000</b> | <b>-</b>       | <b>2,100,000</b> | <b>7,850,000</b>  |
| General Facility Upgrades-Water         | 175,000          | 175,000          | 175,000          | 175,000        | 175,000          | 875,000           |
| Hydrant Replacement                     | 175,000          | 175,000          | -                | -              | -                | 350,000           |
| Memorial Gardens Re-use Water Extension | 75,000           | -                | -                | -              | -                | 75,000            |
| Meter Installation                      | 90,000           | 90,000           | 90,000           | 90,000         | 90,000           | 450,000           |
| Rima Wells Auxiliary Power Generator    | 67,500           | -                | -                | -              | -                | 67,500            |
| Utility Relocation                      | -                | 250,000          | 200,000          | -              | -                | 450,000           |
| Water Plant Membrane Replacement        | -                | -                | 90,000           | 90,000         | 90,000           | 270,000           |
| Water Plant Well Rehab Program          | 78,000           | 78,000           | 78,000           | 78,000         | 78,000           | 390,000           |
| Water Storage Tank Repairs              | -                | -                | 75,000           | 75,000         | 75,000           | 225,000           |
| <b>Water System Improvements</b>        | <b>660,500</b>   | <b>768,000</b>   | <b>708,000</b>   | <b>508,000</b> | <b>508,000</b>   | <b>3,152,500</b>  |
| <b>WATER/WASTEWATER TOTAL</b>           | <b>7,490,500</b> | <b>2,048,000</b> | <b>4,038,000</b> | <b>888,000</b> | <b>2,988,000</b> | <b>17,452,500</b> |

| Project Title                                | Funding Sources |                    |                                   |                  |                     |                  |
|--|-----------------|--------------------|-----------------------------------|------------------|---------------------|------------------|
|  | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds            | Fees / User Charges | FIVE YEAR TOTAL  |
| Force Main Improvements                      | -               | -                  | -                                 | -                | 600,000             | 600,000          |
| Master Plan Update-Wastewater                | -               | -                  | -                                 | -                | 150,000             | 150,000          |
| Reclaimed Watermain                          | -               | -                  | -                                 | 3,420,000        |                     | 3,420,000        |
| <b>Wastewater System Expansion</b>           | -               | -                  | -                                 | <b>3,420,000</b> | <b>750,000</b>      | <b>4,170,000</b> |
| Concentrate Piping to Reuse Storage          | -               | -                  | -                                 | -                | 90,000              | 90,000           |
| General Facility Upgrades-Wastewater         | -               | -                  | -                                 | -                | 500,000             | 500,000          |
| Lift Station Rehabilitation 2011             | -               | -                  | -                                 | -                | 160,000             | 160,000          |
| Pretreatment Effluent Pump (PEP) Replacement | -               | -                  | -                                 | -                | 400,000             | 400,000          |
| Sanitary Sewer Pipeline Repair               | -               | -                  | -                                 | -                | 1,000,000           | 1,000,000        |
| Sludge Conveyor System Replacement           | -               | -                  | -                                 | -                | 40,000              | 40,000           |
| WWTP IPS Permanent Bypass Install            | -               | -                  | -                                 | -                | 90,000              | 90,000           |
| <b>Wastewater System Improvements</b>        | -               | -                  | -                                 | -                | <b>2,280,000</b>    | <b>2,280,000</b> |

| Project Title                           | Funding Sources |                    |                                   |                   |                     |                   |
|---|-----------------|--------------------|-----------------------------------|-------------------|---------------------|-------------------|
|   | Grants          | Property/Gas Taxes | General Fund Reserves / Transfers | Bonds             | Fees / User Charges | FIVE YEAR TOTAL   |
| Distribution System-North Peninsula     | -               | -                  | -                                 | 1,100,000         | -                   | 1,100,000         |
| Master Plan Update-Water                | -               | -                  | -                                 | -                 | 150,000             | 150,000           |
| Water Main Replacement                  | -               | -                  | -                                 | 6,600,000         | -                   | 6,600,000         |
| <b>Water System Expansion</b>           | <b>-</b>        | <b>-</b>           | <b>-</b>                          | <b>7,700,000</b>  | <b>150,000</b>      | <b>7,850,000</b>  |
| General Facility Upgrades-Water         | -               | -                  | -                                 | -                 | 875,000             | 875,000           |
| Hydrant Replacement                     | -               | -                  | -                                 | -                 | 350,000             | 350,000           |
| Memorial Gardens Re-use Water Extension | -               | -                  | -                                 | -                 | 75,000              | 75,000            |
| Meter Installation                      | -               | -                  | -                                 | -                 | 450,000             | 450,000           |
| Rima Wells Auxiliary Power Generator    | -               | -                  | -                                 | -                 | 67,500              | 67,500            |
| Utility Relocation                      | -               | -                  | -                                 | -                 | 450,000             | 450,000           |
| Water Plant Membrane Replacement        | -               | -                  | -                                 | -                 | 270,000             | 270,000           |
| Water Plant Well Rehab Program          | -               | -                  | -                                 | -                 | 390,000             | 390,000           |
| Water Storage Tank Repairs              | -               | -                  | -                                 | -                 | 225,000             | 225,000           |
| <b>Water System Improvements</b>        | <b>-</b>        | <b>-</b>           | <b>-</b>                          | <b>-</b>          | <b>3,152,500</b>    | <b>3,152,500</b>  |
| <b>WATER/WASTEWATER TOTAL</b>           | <b>-</b>        | <b>-</b>           | <b>-</b>                          | <b>11,120,000</b> | <b>6,332,500</b>    | <b>17,452,500</b> |

### Reclaimed Watermain:

At a workshop held with the City Commission it was decided that in lieu of servicing the south peninsula with reclaimed water that the more economical approach was to convey the water to the Hunter's Ridge and Breakaway Trails subdivision. The City has been put on notice in their CUP with the SJRWMD that excessive use of well water is occurring for irrigation at BWT and another source or reduction in usage is required. These subdivisions already have central irrigation systems that also provide fire protection. During the recent droughts low water pressures due to over irrigation raised concerns about the fire protection reliability. A short term solution for this concern was constructed in 2007 with the interconnection of the Potable water system.

This project provides conversion of an existing force main and construction of a new reuse main to convey reclaimed water from the WWTP to Hunters Ridge and Breakaway Trails subdivision.

**Lift Station Rehabilitation:**

Rehabilitation of wastewater lift station wetwell and valve vault structures and replacement of lift station electrical and mechanical equipment to include pumping, base and riser piping and valve systems. Electrical panel and component replacement is also to be performed. No significant changes in revenue or expenditures are anticipated.

**Sanitary Sewer Pipeline Repairs:**

The Wastewater Master Plan includes recommended funding for performing studies and making repairs to minimize the effects of inflow and infiltration in the wastewater collection system. Periodically, sewer main televising, smoke studies and manhole inspections are performed to identify areas of the collection system that are sources of inflow and infiltration. Inflow study and manhole inspections performed in 2008 for 6M area illustrated piping and manhole deficiencies in terms of estimated inflow rates for assisting decisions on prioritization of repairs for this aged sub-area of the city's collection system. FY 2011-12 manhole rehabilitation areas to continue prioritized repairs for manhole structures at following locations: Ford Street, Fred Gamble Way, Granada Boulevard, Lincoln Avenue, Midway Avenue, N. Perrott Drive, N. Thompson Creek Road, N. Yonge Street, S. Perrott Drive, S. Yonge Street, Selden Avenue, South Orchard Street, South Washington, Sterthaus Street, Tomoka Avenue, Washington, Water Plant, West Granada Boulevard.

A contract to make necessary manhole repairs with the annual allowance of \$200,000 is utilized for correcting prioritized manhole deficiencies found during smoke testing and manhole inspection activities. Future year annual budgetary needs include continued prioritized manhole and piping rehabilitative efforts, systematic smoke testing of pertinent sections of system and Lift Station SCADA programming, training and report query development for assessing additional infiltration impacts on the collection system.

**Watermain Replacement:**

As part of the Utility Master Plan Upgrade, the City's water system was modeled to determine improvements needed to reinforce and increase water pressures throughout the City. The report identified these areas and made recommendations on system improvements. Replacement of substandard 2-inch diameter water mains throughout the City was identified as a priority recommendation. The majority of the 2-inch mains throughout the City are in excess of 30 years old and have outlived their service life. When feasible the mains are replaced concurrently with stormwater and road improvement projects. In addition, replacement of asbestos cement pipe will also be included within streets undergoing improvements when the asbestos cement pipe will be in conflict with proposed improvements or is identified as a maintenance problem

main. The total estimated cost to replace all substandard water mains was estimated to be \$11,250,000 in the 2007 Master Plan Update. At the commission's request staff has accelerated the replacement schedule to address the most significant problem areas known to staff and address the replacement recommendations within the City's Utility Master Plan. The option noted below would require borrowing. The \$350,000 annual allocation is sufficient to repay the borrowing associated with projects schedule for FY 2011-12 and FY 2013-14. Projects scheduled for FY 2015-16 would require the City to borrow funds and increase the water rates to repay the debt.

**Water Plant Well Rehab Program:**

Periodic well maintenance and rehabilitation measures are necessary to maintain reliability of water supply delivery system. Motor and/or pump rehabilitation or replacement needs are funded by this CIP element. A periodic well maintenance program is now more essential to assist preservation of the new membrane systems employed with the new LPRO facility. Additional reliability and automation items to include installation of SCADA remote operating capabilities, lightning protection system, automated metering and salt water well monitoring capabilities. There are no anticipated changes in revenue or expenditures as a result of this project.

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**CITY OF ORMOND BEACH, FLORIDA  
PRINCIPAL PROPERTY TAXPAYERS  
CURRENT FISCAL YEAR AND TEN YEARS AGO**

| Name                               | Type of Business    | 2012                                     |      |   | 2003                                     |      |   |
|------------------------------------|---------------------|--|------|---|--|------|---|
|                                    |                     | Taxable Assessed Value<br>(in Thousands) | Rank | Percentage of Total City Taxable Assessed Value | Taxable Assessed Value<br>(in Thousands) | Rank | Percentage of Total City Taxable Assessed Value |
| Florida Power & Light              | Power Company       | \$ 29,474                                | 1    | 1.19%   | \$ 19,466                                | 4    | 0.70%   |
| Royal Floridian by Spinnaker       | Resort              | 18,359                                   | 2    | 0.74%   | 23,632                                   | 3    | 0.85%   |
| Cove II Condo Association          | Resort              | 18,044                                   | 3    | 0.73%   | -  |      | 0.00%   |
| Homac Manufacturing Inc.           | Manufacturing       | 16,059                                   | 4    | 0.65%   | -  |      | 0.00%   |
| Playtex Manufacturing Inc.         | Manufacturing       | 15,007                                   | 5    | 0.61%   | -  |      | 0.00%   |
| Bermuda Estates                    | Resort              | 12,995                                   | 6    | 0.52%   | -  |      | 0.00%   |
| Florida Production Engineering Inc | Engineering Arm     | 12,434                                   | 7    | 0.50%   | 18,170                                   | 5    | 0.65%   |
| J-7 Land Partners, LLP             | Development Corp.   | 12,040                                   | 8    | 0.49%   | -  |      | 0.00%   |
| Wal-Mart Stores Inc.               | Shopping Center     | 10,700                                   | 9    | 0.43%   | 10,986                                   | 10   | 0.40%   |
| Bell South Telecommunications      | Telecommunication s | 10,643                                   | 10   | 0.43%   | 17,877                                   | 6    | 0.64%   |
| Agua Sun Investments               | Resort              |  |      |   | 52,073                                   | 1    | 1.86%   |
| Casa Del Mar Joint Venture         | Resort              |  |      |   | 24,698                                   | 2    | 0.88%   |
| Island One, Inc.                   | Resort              |  |      |   | 14,463                                   | 7    | 0.52%   |
| Developers Diversified             | Shopping Center     |  |      |   | 13,292                                   | 8    | 0.48%   |
| Oceans East Club Association       | Resort              |  |      |   | 13,555                                   | 9    | 0.49%   |
|                                    |                     | <b>\$ 155,755</b>                        |      | <b>6.29%</b>                                    | <b>\$ 208,212</b>                        |      | <b>7.47%</b>                                    |

**Source:** Volusia County Property Appraiser

**CITY OF ORMOND BEACH, FLORIDA  
DEMOGRAPHIC AND ECONOMIC STATISTICS**

| Fiscal Year | Population | Personal Income ( <i>In thousands</i> ) | Per Capita Personal Income | <u>Deltona-Daytona Beach-Ormond Beach MSA</u> |            |                   |
|-------------|------------|---|----------------------------|---|------------|-------------------|
|             |            |   |                            | Labor Force                                   | Employment | Unemployment Rate |
| 2001        | 36,943     | 848,359                                 | 22,964                     | 218,160                                       | 209,507    | 4.00%             |
| 2002        | 37,603     | 895,591                                 | 23,817                     | 223,729                                       | 211,857    | 5.30%             |
| 2003        | 38,325     | 924,514                                 | 24,123                     | 229,454                                       | 217,644    | 5.10%             |
| 2004        | 39,009     | 944,018                                 | 24,200                     | 233,281                                       | 222,526    | 4.60%             |
| 2005        | 39,683     | 1,003,543                               | 25,289                     | 245,929                                       | 237,338    | 3.50%             |
| 2006        | 40,595     | 1,072,033                               | 26,408                     | 250,058                                       | 241,689    | 3.30%             |
| 2007        | 40,925     | 1,190,877                               | 29,099                     | 253,675                                       | 242,696    | 4.30%             |
| 2008        | 41,000     | 1,242,997                               | 30,317                     | 257,170                                       | 238,741    | 7.20%             |
| 2009        | 40,656     | 1,231,958                               | 30,302                     | 254,058                                       | 224,313    | 11.70%            |
| 2010        | 40,625     | 1,251,981                               | 30,818                     | 255,679                                       | 223,689    | 12.50%            |
| 2011        | 40,000     | 1,251,981                               | 30,818                     | 256,268                                       | 228,470    | 10.80%            |

Sources: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Local Area Unemployment Statistics Program, in cooperation with U.S. Department of Labor, Bureau of Labor Statistics.

**CITY OF ORMOND BEACH, FLORIDA  
PRINCIPAL EMPLOYERS**

**Fiscal Year 2011**

| <b>Employer</b>                      | <b>Number of<br/>Employees</b> | <b>Percent of<br/>Total<br/>Employment</b> |
|--------------------------------------|--------------------------------|--|
| Volusia County School Board          | 8,273                          | 3.23                                       |
| Halifax Community Health             | 4,232                          | 1.65                                       |
| County of Volusia                    | 3,519                          | 1.37                                       |
| Florida Hospital - All Divisions     | 3,717                          | 1.45                                       |
| State of Florida                     | 2,423                          | 0.95                                       |
| Walmart                              | 2,139                          | 0.83                                       |
| Publix Supermarkets Incorporated     | 2,415                          | 0.94                                       |
| Daytona State College                | 1,589                          | 0.62                                       |
| U.S Government                       | 1,434                          | 0.56                                       |
| Embry Riddle Aeronautical University | 1,198                          | 0.47                                       |
| <b>Total</b>                         | <b>30,939</b>                  | <b>12.07</b>                               |

Estimated total workforce 256,268

**CITY OF ORMOND BEACH, FLORIDA  
OPERATING INDICATORS BY FUNCTION/PROGRAM**

|  | 2010      | 2009      | 2008      | 2007     | 2006     |
|--|-----------|-----------|-----------|----------|----------|
| <b>Police</b>  |           |           |           |          |          |
| Number of traffic citations issued                       | 11,900    | 10,367    | 8,118     | 10,851   | 10,463   |
| Number of offense reports                                | 7,500     | 7,693     | 8,391     | 8,760    | 8,938    |
| Number of calls for service                              | 61,500    | 61,478    | 55,932    | 63,589   | 65,119   |
| <b>Fire</b>  |           |           |           |          |          |
| Emergency fire responses                                 | 1,700     | 1,748     | 1,856     | 1,935    | 1,694    |
| Emergency rescue responses (ALS/BLS)                     | 3,792     | 3,848     | 3,875     | 3,667    | 3,467    |
| Education classroom presentations                        | 70        | 70        | 71        | 80       | 49       |
| <b>Education (not included in reporting entity)</b>      |           |           |           |          |          |
| Kindergarten-Grade 5 students                            | 2,891     | 2,917     | 2,960     | 3,100    | 3,107    |
| Grades 6-8 students                                      | 912       | 924       | 935       | 970      | 977      |
| <b>Airport</b>   |           |           |           |          |          |
| Fixed based operator                                     | 12        | 12        | 12        | 12       | 12       |
| Flight School  | 2         | 2         | 2         | 3        | 2        |
| Based aircraft   | N/A       | N/A       | N/A       | N/A      | 117      |
| Total 12 hour, operations                                | 145,000   | 145,000   | 145,000   | 145,818  | 148,700  |
| <b>Water treatment plants</b>                            |           |           |           |          |          |
| <b>Jefferson Street Plant:</b>                           |           |           |           |          |          |
| Design capacity  | 12.00 MGD | 12.00 MGD | 12.00 MGD | 8.00 MGD | 8.00 MGD |
| Current production rate                                  | 5.20 MGD  | 5.20 MGD  | 6.90 MGD  | 6.90 MGD | 6.90 MGD |
| Number of water utility connections                      | 21,055    | 21,048    | 22,036    | 22,036   | 21,937   |
| Number of active water utility customers (units)         | 27,655    | 27,662    | 27,951    | 28,417   | 28,366   |
| <b>Solid waste system</b>                                |           |           |           |          |          |
| Number of solid waste disposal customers                 | 16,176    | 16,637    | 16,229    | 16,196   | 16,031   |
| Number of active participating recycling program (units) | 16,837    | 16,450    | 16,855    | 16,972   | 16,774   |
| <b>Water pollution control plants</b>                    |           |           |           |          |          |
| <b>Orchard Street Plant:</b>                             |           |           |           |          |          |
| Design capacity  | 6.00 MGD  | 6.00 MGD  | 6.00 MGD  | 6.00 MGD | 6.00 MGD |
| Current treatment rate                                   | 4.70 MGD  | 4.70 MGD  | 4.10 MGD  | 4.10 MGD | 4.10 MGD |
| Number of collection system connections                  | 15,713    | 15,657    | 15,669    | 15,606   | 15,400   |
| Number of collecting system units                        | 20,614    | 20,571    | 20,650    | 20,642   | 20,157   |
| Number of effluent reuse connections                     | 2,432     | 2,378     | 2,348     | 2,327    | 2,300    |

**Sources:** City of Ormond Beach Police Department, City of Ormond Beach Fire Department, School

**CITY OF ORMOND BEACH, FLORIDA  
OPERATING INDICATORS BY FUNCTION/PROGRAM**

|  | 2005     | 2004     | 2003     | 2002     | 2001     |
|--|----------|----------|----------|----------|----------|
| <b>Police</b>  |          |          |          |          |          |
| Number of traffic citations issued                       | 5,293    | 7,439    | 9,832    | 8,202    | 5,391    |
| Number of offense reports                                | 13,348   | 14,554   | 8,672    | 8,397    | 8,314    |
| Number of calls for service                              | 49,620   | 62,052   | 62,057   | 61,370   | N/A      |
| <b>Fire</b>  |          |          |          |          |          |
| Emergency fire responses                                 | 1,440    | 1,440    | 1,566    | 1,355    | 1,242    |
| Emergency rescue responses (ALS/BLS)                     | 3,654    | 3,654    | 4,548    | 3,258    | 4,776    |
| Education classroom presentations                        | 45       | 45       | 43       | 91       | 82       |
| <b>Education (not included in reporting entity)</b>      |          |          |          |          |          |
| Kindergarten-Grade 5 students                            | 3,135    | 3,019    | 3,052    | 3,171    | 3,171    |
| Grades 6-8 students                                      | 1,037    | 1,714    | 1,761    | 1,731    | 1,731    |
| <b>Airport</b>   |          |          |          |          |          |
| Fixed based operator                                     | 12       | 12       | 12       | 12       | 12       |
| Flight School  | 2        | 2        | 2        | 2        | 2        |
| Based aircraft   | 169      | 169      | 169      | 140      | 140      |
| Total 12 hour, operations                                | 148,500  | 130,000  | 127,000  | 120,000  | 120,000  |
| <b>Water treatment plants</b>                            |          |          |          |          |          |
| <b>Jefferson Street Plant:</b>                           |          |          |          |          |          |
| Design capacity  | 8.00 MGD |
| Current production rate                                  | 5.89 MGD | 5.78 MGD | 5.54 MGD | 5.40 MGD | 6.12 MGD |
| Number of water utility connections                      | 21,706   | 21,459   | 21,296   | 20,839   | 19,900   |
| Number of active water utility customers (units)         | 28,297   | 27,953   | 27,472   | 26,866   | 25,013   |
| <b>Solid waste system</b>                                |          |          |          |          |          |
| Number of solid waste disposal customers                 | 15,805   | 15,620   | 15,524   | 15,242   | 14,644   |
| Number of active participating recycling program (units) | 16,610   | 16,435   | N/A      | N/A      | N/A      |
| <b>Water pollution control plants</b>                    |          |          |          |          |          |
| <b>Orchard Street Plant:</b>                             |          |          |          |          |          |
| Design capacity  | 6.00 MGD |
| Current treatment rate                                   | 4.34 MGD | 4.24 MGD | 3.57 MGD | 3.69 MGD | 3.96 MGD |
| Number of collection system connections                  | 15,228   | 14,916   | 14,813   | 14,501   | 13,809   |
| Number of collecting system units                        | 19,625   | 19,330   | 19,065   | 18,413   | 17,450   |
| Number of effluent reuse connections                     | 2,191    | 2,092    | 1,983    | 1,927    | 1,866    |

**Sources:** City of Ormond Beach Police Department, City of Ormond Beach Fire Department, School

## City of Ormond Beach Pension Information

| <b>Police Pension Fund</b> |                   |                    |                    |                     |
|----------------------------|-------------------|--------------------|--------------------|---------------------|
| Fiscal Year                | City Contribution | Employee Deduction | State Contribution | Total Contributions |
| 2011-2012                  |                   |                    |                    |                     |
| 2010-2011                  | \$ 695,743        | \$ 239,828         | \$ 284,887         | \$ 1,220,458        |
| 2009-2010                  | \$ 632,566        | \$ 257,606         | \$ 284,027         | \$ 1,174,199        |
| 2008-2009                  | \$ 415,948        | \$ 268,084         | \$ 301,225         | \$ 985,257          |
| 2007-2008                  | \$ 478,123        | \$ 250,256         | \$ 306,085         | \$ 1,034,464        |
| 2006-2007                  | \$ 462,710        | \$ 263,215         | \$ 309,399         | \$ 1,035,324        |
| 2005-2006                  | \$ 392,160        | \$ 299,795         | \$ 302,091         | \$ 994,046          |
| 2004-2005                  | \$ 282,523        | \$ 309,149         | \$ 398,410         | \$ 990,082          |
| 2003-2004                  | \$ 116,013        | \$ 297,315         | \$ 379,394         | \$ 792,722          |
| 2002-2003                  | \$ -              | \$ 306,908         | \$ 349,004         | \$ 655,912          |
| 2001-2002                  | \$ -              | \$ 287,146         | \$ 220,651         | \$ 507,797          |
| 2000-2001                  | \$ -              | \$ 262,232         | \$ 209,644         | \$ 471,876          |

| <b>Fire Pension Fund</b> |                   |                    |                    |                     |
|--------------------------|-------------------|--------------------|--------------------|---------------------|
| Fiscal Year              | City Contribution | Employee Deduction | State Contribution | Total Contributions |
| 2011-2012                |                   |                    |                    |                     |
| 2010-2011                | \$ 761,291        | \$ 250,243         | \$ 301,433         | \$ 1,312,967        |
| 2009-2010                | \$ 806,778        | \$ 247,672         | \$ 339,653         | \$ 1,394,103        |
| 2008-2009                | \$ 599,222        | \$ 265,033         | \$ 329,394         | \$ 1,193,649        |
| 2007-2008                | \$ 660,616        | \$ 264,354         | \$ 429,931         | \$ 1,354,901        |
| 2006-2007                | \$ 643,552        | \$ 270,270         | \$ 370,088         | \$ 1,283,910        |
| 2005-2006                | \$ 610,483        | \$ 261,603         | \$ 237,392         | \$ 1,109,478        |
| 2004-2005                | \$ 635,358        | \$ 246,063         | \$ 197,097         | \$ 1,078,518        |
| 2003-2004                | \$ 484,198        | \$ 253,277         | \$ 251,578         | \$ 989,053          |
| 2002-2003                | \$ 497,665        | \$ 331,314         | \$ 220,878         | \$ 1,049,857        |
| 2001-2002                | \$ 277,652        | \$ 267,791         | \$ 192,917         | \$ 738,360          |
| 2000-2001                | \$ 200,606        | \$ 250,889         | \$ 218,066         | \$ 669,561          |

| <b>General Employees Pension Fund</b> |                   |                    |                     |
|---------------------------------------|-------------------|--------------------|---------------------|
| Fiscal Year                           | City Contribution | Employee Deduction | Total Contributions |
| 2011-2012                             |                   |                    |                     |
| 2010-2011                             | \$ 1,649,898      | \$ 323,511         | \$ 1,973,409        |
| 2009-2010                             | \$ 1,001,811      | \$ 315,531         | \$ 1,317,342        |
| 2008-2009                             | \$ 1,113,527      | \$329,380          | \$ 1,442,907        |
| 2007-2008                             | \$ 1,082,311      | \$374,522          | \$ 1,456,833        |
| 2006-2007                             | \$ 1,033,367      | \$395,651          | \$ 1,429,018        |
| 2005-2006                             | \$ 1,007,762      | \$370,425          | \$ 1,378,187        |
| 2004-2005                             | \$ 1,081,150      | \$357,350          | \$ 1,438,500        |
| 2003-2004                             | \$ 824,807        | \$343,468          | \$ 1,168,275        |
| 2002-2003                             | \$ 522,354        | \$330,846          | \$ 853,200          |
| 2001-2002                             | \$ 428,781        | \$306,644          | \$ 735,425          |
| 2000-2001                             | \$ 302,928        | \$230,241          | \$ 533,169          |

**Cost Allocation Plan FY 2011-12**

**Allocation of General Fund Costs to Other Funds through interfund transfer**

|                                | General Fund<br>Administration Budget<br>(Commission, City Manager,<br>Legal, Support Services)<br>Allocation based on<br>% of agenda items | General Fund<br>Finance and<br>Human Resources Budget<br>Allocation based on<br># of employees | General Fund<br>Neighborhood<br>Improvement<br>Budget<br>Allocated based on<br>estimated watering<br>violation responses<br>4.0% | General Fund<br>Police<br>Department<br>Budget<br>Allocated based on<br>estimated cost<br>to secure assets<br>0.5% | General Fund<br>Fire<br>Department<br>Budget<br>Allocated based on<br>estimated time spent<br>on flow testing &<br>hydrant maintenance<br>2.0% | General Fund<br>Planning<br>Department<br>Budget<br>Allocated based on<br>estimated cost<br>of development<br>review<br>15.0% | Total<br>General<br>Fund<br>Costs<br>Allocated<br>to Other<br>Funds |         |
|--------------------------------|---|--|--|--|--|---|---|---------|
| <b>Amount to be allocated</b>  | <b>\$ 1,563,400</b>   | <b>\$ 1,621,854</b>  | <b>\$ 338,063</b>  | <b>\$ 7,442,422</b>  | <b>\$ 5,499,534</b>  | <b>\$ 608,064</b>   |   |         |
| <b>Allocation of costs to:</b> |   |  |  |  |  |   |   |         |
| Stormwater                     | 4.0%  | 62,536   | 2.2%   | 35,743   | NA   | NA  | NA  | 98,279  |
| Airport                        | 0.5%  | 7,817  | 0.3%   | 4,468  | NA   | NA  | NA  | 12,285  |
| General Capital Improvements   | 1.0%  | 15,634   | 0.0%   | -  | NA   | NA  | NA  | 15,634  |
| Transportation                 | 8.0%  | 125,072  | 0.0%   | -  | NA   | NA  | NA  | 125,072 |
| Water/Wastewater Operating     | 15.0%   | 234,510  | 17.6%  | 285,947  | 13,523   | 37,212  | 109,991   | 772,392 |
| Solid Waste                    | 1.0%  | 15,634   | 0.6%   | 8,936  | NA   | NA  | NA  | 24,570  |

**Allocation of Engineering Costs to Other Funds through department charge**

|                                | General Fund<br>Engineering Budget<br>Allocation based on<br>average CIP budget |
|--------------------------------|---|
| <b>Amount to be allocated</b>  | <b>\$ 882,268</b>   |
| Planning                       | 2.00% 17,645  |
| Streets                        | 2.00% 17,645  |
| Parks                          | 2.00% 17,645  |
| Building                       | 2.00% 17,645  |
| Leisure Services               | 2.00% 17,645  |
|                                | <u>88,227</u>   |
| <b>Allocation of costs to:</b> |   |
| Downtown Redevelopment         | 19.47% 154,617  |
| Stormwater                     | 25.33% 201,155  |
| Airport                        | 0.79% 6,304   |
| General Capital Improvements   | 10.31% 81,887   |
| Transportation                 | 10.07% 79,963   |
| Water/Wastewater R&R           | 34.02% 270,115  |
|                                | <u>794,041</u>  |
|                                | 11,965,800 <u>882,268</u>   |

**Allocation of Water/Wastewater Utility Billing Costs to Other Funds through interfund transfer**

|                                | Water/Wastewater<br>Utility Billing Costs<br>(Excluding Meter Reading Costs)<br>Allocation based on<br>Fund Revenues to<br>Total Revenue |
|--------------------------------|--|
| <b>Amount to be allocated</b>  | <b>\$ 735,169</b>  |
| <b>Allocation of costs to:</b> |  |
| Stormwater                     | 10.60% 77,897  |
| Solid Waste                    | 20.97% 154,131   |

**Cost Allocation for Utility Billing Services**

|                                   |                      |
|-----------------------------------|----------------------|
| Budget 401-0304                   | 1,199,595.00         |
| Less: Meter Reading Personnel Cos | (422,259.00)         |
| Less: Vehicle Costs               | (30,467.00)          |
| Less: Cell Phones                 | (2,000.00)           |
| Less: Equipment Repairs           | (8,200.00)           |
| Less: Uniforms/Clothing           | (1,500.00)           |
| Total to Allocate                 | <u>735,169.00</u>    |
| Stormwater Revenue                | 2,575,000.00 10.60%  |
| Solid Waste Revenue               | 5,095,000.00 20.97%  |
| Water/Sewer Revenue               | 16,632,000.00 68.44% |
|                                   | <u>24,302,000.00</u> |

|                                     |            |
|-------------------------------------|------------|
| Transfer from Stormwater to Water/  | 77,897.30  |
| Transfer from Solid Waste to Water/ | 154,130.77 |

## **GLOSSARY**

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

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

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

**Audit:** An examination of internal controls and financial statements.

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

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

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

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

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

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

**Capital Expenditures:** Expenditures for items which exceed \$25,000 in value and have a useful life of 1 year or more.

**Capital Projects:** Have long range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, roads, sewage systems, water systems, etc.

**CIP:** (capital improvement project) New or continued and approved capital projects for the maintenance or improvement of city assets.

**Committed:** Fund balance classification that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority.

**Debt Service:** The City's obligation to pay principal and interest according to a predetermined schedule.

**Debt Service Fund:** The funds created to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Department:** A major organizational unit that indicates management responsibility for a group of related operations.

**DEP:** (Florida Department of Environmental Protection) Florida agency devoted to environmental management and stewardship. Florida's environmental priorities include achieving regulatory certainty, consistency and protection, and achieving the highest water quality.

**Depreciation:** The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type funds, such as enterprise and internal service funds. It is not used in any other fund. Depreciation is a non-cash expense and while it is recorded in the annual financial statements, it is not budgeted.

**Encumbrances:** Commitments against an appropriation.

**EPA:** (Environmental Protection Agency) an independent federal agency, created in 1970, that sets and enforces rules and standards that protect the environment and control pollution.

**Enterprise Fund:** The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Estimated Revenues:** Projections of funds to be received during the fiscal year.

**FAA:** (Federal Aviation Administration) is a component of the U.S. Department of Transportation that sets standards for the air-worthiness of all civilian aircraft, inspects and licenses them and regulates civilian and military air traffic control centers.

**FDOT:** (Florida Department of Transportation) a decentralized agency charged with the establishment, maintenance, and regulation of public transportation in the state of Florida.

**Franchise Fees:** Fees levied on a corporation in return for granting privilege, sanctioning a monopoly, or permitting the use of public property, usually subject to regulation.

**Fund Balance:** The amount by which assets exceed liabilities.

**GIS:** (geographic information system) allows the city's users to produce maps from the existing GIS with integrated information from the data base of the primary mini-computer application.

**Impact Fees:** A connection's contribution toward its equitable share of the cost of capital improvements required to serve new customers.

**Interfund Transfers:** Amounts transferred from one fund to another.

**Intergovernmental Revenues:** Revenues received from another government.

**Internal Service Funds:** The funds established for the financing of goods or services provided by one department to other departments within the City on a cost reimbursement basis. Examples are the Data Processing Fund and the Insurance Fund.

**LAN:** (local area network) a computer network covering a small local area, such as a home or office.

**Levy:** Imposed taxes, special assessments, or service charges.

**MGD:** (million gallons per day) a measurement standard for city owned water treatment pumps.

**Modified Accrual Method:** Method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred. Most government accounting follows this method.

**NPDES:** (national pollution discharge elimination system) A national program under Section 402 of the Clean Water Act for regulation of discharges of

pollutants from point sources to waters of the United States. Discharges are illegal unless authorized by an NPDES permit.

**OBPAC:** (Ormond Beach Performing Arts Center) consists of an auditorium, rehearsal room, studio and music rooms for city sponsored groups, professional theater and musical productions.

**Operating Expenditures:** Ongoing expenditures that are not wages, benefits or capital in nature.

**Ordinance:** A formal legislative enactment by the governing board of a municipality.

**Personal Property:** Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under State law.

**Real Property:** Land and the buildings and other structures attached to it that are taxable under state law.

**Reserved:** Indicates that a portion of fund balance is restricted for a specific purpose.

**Roll back tax rate:** The tax rate that generates the same amount of revenue as the prior year exclusive of gains from new construction.

**SOH:** (save our homes) an amendment to the Florida Constitution that mandates that the assessed value of your Homestead property can increase by no more than 3% above last years assessed value ( or the consumer price index, whichever is less).

**Special Revenue Fund:** Account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**State Revenue Sharing:** Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

**Taxable Value:** Assessed value of property minus any exceptions, which may be applicable.

**Tax Base:** The total property valuations on which each taxing agency levies its tax rates.

**Tentative Millage:** The tax rate adopted at the first public hearing of a taxing agency. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

**Truth in Millage:** State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.

**Unassigned:** Fund balance classification that has not been assigned to other fund balance classifications.

**Utility Tax:** Municipal charges levied by the City in each and every purchase of a public service within the corporate limits of the City. Public service is electricity, gas, fuel oil, water, and telephone service.

**WAN:** (wide area network) a large, integrated computer network with multiple access points and users. An example would be the World Wide Web.