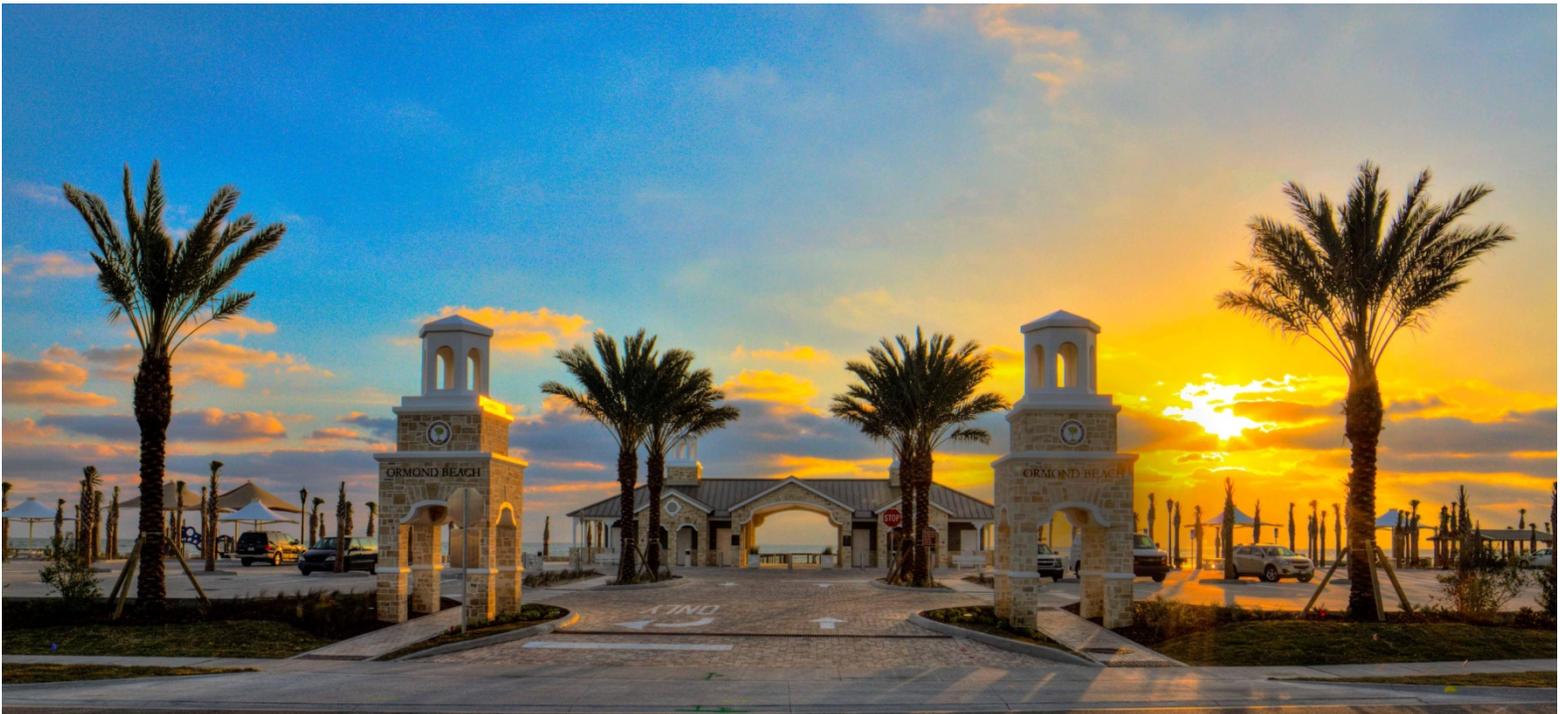


# **City of Ormond Beach Florida**



## **Adopted Budget Fiscal Year 2013-2014**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ormond Beach  
Florida**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Emery*

Executive Director

**CITY OF ORMOND BEACH  
BUDGET  
FOR THE 2013-14 FISCAL YEAR  
OCTOBER 1, 2013 THROUGH  
SEPTEMBER 30, 2014**



**CITY COMMISSION**

**ED KELLEY**

**JAMES STOWERS**

**TROY KENT**

**RICK BOEHM**

**BILL PARTINGTON**

**MAYOR**

**ZONE ONE**

**ZONE TWO**

**ZONE THREE**

**ZONE FOUR**

---

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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## **COMMUNITY OVERVIEW CITY OF ORMOND BEACH**

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

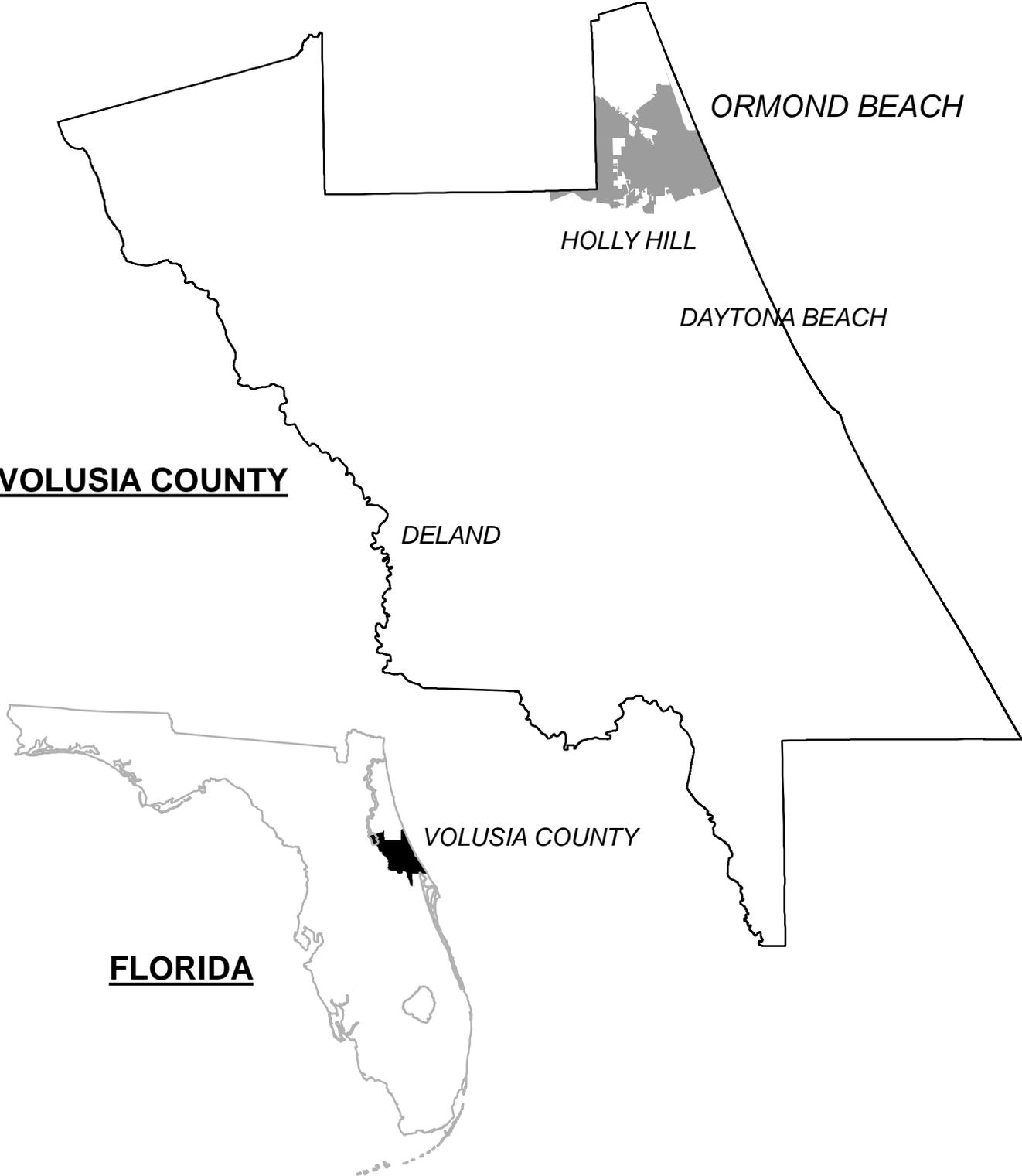
By 1880, New Britain had grown enough to warrant incorporation. During the elections for incorporation, the town name was changed to Ormond, in honor of James Ormond III, descendant of an early British colonist from the 1770's. The town was legally incorporated on April 22, 1880 and adopted the banana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

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

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

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

**LOCATION MAP  
CITY OF ORMOND BEACH, FLORIDA**



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

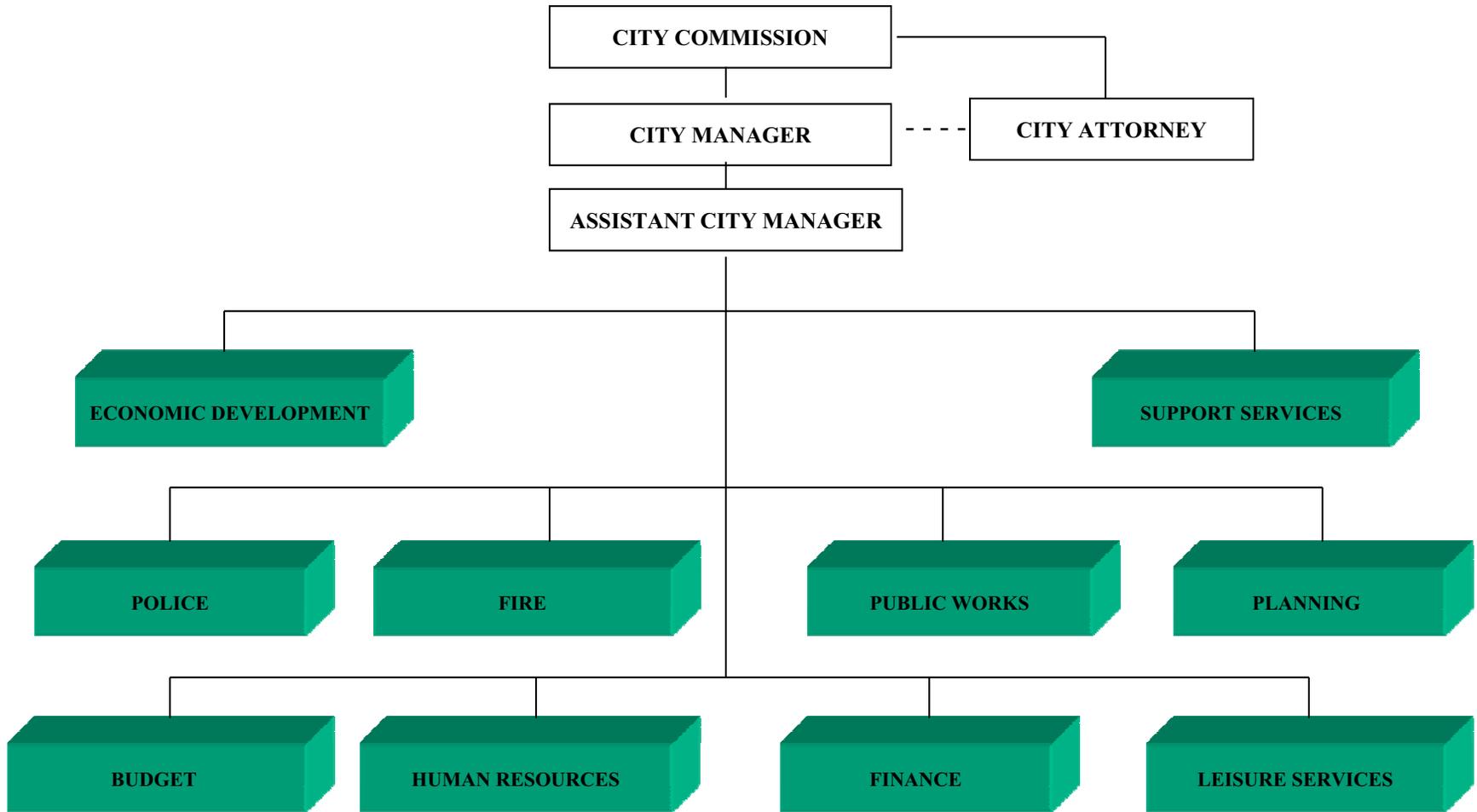
The future of the City of Ormond Beach depends on a partnership among citizens, businesses, civic organizations, elected officials and City employees. Working Together, we can make Ormond Beach one of the most attractive, stimulating and progressive cities in the nation.

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.

# 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, 2013

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

It is my pleasure to present the adopted FY 2013-14 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 \$62,759,421 an increase of \$5,048,787 or 8.75% from the current year budget. The increase is primarily the result of the fluctuation in capital project funding which occurs from year to year.

The budget has been prepared with an operating millage rate of 4.1181 which is 4% above the rolled back millage rate and a total millage of 4.4241. The operating millage will provide necessary funding for General operations, Facilities Renewal and Replacement, Capital Improvements, and Transportation Improvements.

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

As in years past, the development of the FY 2013-14 budget has been impacted by the lack of growth in non ad valorem taxes and general revenues. The City of Ormond Beach continues to refine our activities and finances to meet the requirements of our citizens. The primary issues faced as we developed the FY 2013-14 budget were:

<b>Property Values</b>	<b>1.93 %↑</b>
<i>Ormond Beach experienced only a small increase in taxable values from \$2.457 billion to \$2.504 billion</i>	
<b>Health Insurance</b>	<b>12.9%↑</b>
<i>Health insurance costs are expected to increase by 12.9% or \$220,000.</i>	
<b>Pension</b>	<b>1.13%↓</b>
<i>Required pension contributions declined by 1.13% or \$60,000.</i>	

## Initiatives and Budget Preparation Guidelines

At the 2013 Financial Trends Workshop, the City Commission established the following initiatives and guidelines which were used to prepare the FY 2013-14 budget:

### Initiatives/Guidelines:

- Maintain existing tax rate.
- Maintain a General Fund Reserve of at least 15%.
- Utilize up to \$750,000 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 one Town Hall Budget meeting to solicit public input prior to preparing the budget.

### Outcomes:

- The budget reflects a rate that is \$0.0979 above the existing rate and 4% above the rolled back tax rate.
- Capital Improvement Funding of \$462,000 is provided from the General Fund Reserve for Facilities R&R Funding (\$200,000), Granada Medians West of I-95 (\$150,000), and Hardening Business Park Electric System (\$112,000). **The General Fund Reserve is expected to be approximately 15% based on commitments in the FY 2012-13 and FY 2013-14 budgets.**
- The General Fund budget was balanced using \$103,166 from the revenue stabilization fund.

- The budget includes a 3% increase in Leisure Services fees consistent with prior City Commission discussion. A 2.5% increase in water and wastewater rates and a 2% increase in refuse fees is also included in the budget. Stormwater fees were not increased.
- The budget does not include funding for expansion of programs.
- In May 2013, a Town Hall Budget meeting was held. After a brief presentation by City Staff, the citizens had an opportunity to provide input to the City Commission.

## **Budget Assumptions**

### Revenues

1. Conservative revenue estimates are utilized to allow for unanticipated changes in collection levels or economic deterioration. In the case of revenues distributed by the State such as sales tax and municipal revenue sharing, revenue estimates are based on information provided by the Legislative Committee on Intergovernmental Relations and the City's historical trends.
2. The budget was prepared using an operating millage rate of 4.1181 mills. The total millage, including debt, is 4.4241.
3. The budget includes a 3% increase in Leisure Service fees, a 2.5% increase in Water/Wastewater rates, and a 2% increase in refuse fees.
4. The budget includes use of revenue stabilization funds in the amount of \$103,166.
5. The budget includes use of General Fund reserves in the amount of \$462,000 for renewal and replacement of facilities and capital improvements.

### Expenditures

1. As a service provider, employee costs account for a significant portion of the City's budget. The budget has been prepared according to the following assumptions:
  - a. Retirement contributions – Necessary funding for retirement benefits has been included and is based upon the most recent annual actuarial evaluation. Total contributions amount to \$5,277,368.
2. Personnel changes include the following:
  - a. Eliminate two full-time positions: Lead Records Clerk (Police) and Battalion Captain (Fire).

- b. Add one full-time position: Maintenance Worker (Athletic Fields).
  - c. Eliminate one part-time position: Recreation Leader (Gymnastics).
  - d. Reclassification of four position: Assistant Leisure Service Director (formerly Recreation Manager), Assistant City Attorney (formerly Paralegal, no change in pay), Lead Meter Reader (formerly Meter Reader), and Landscape Architect (change in step with existing pay grade).
3. Facilities Renewal and Replacement property tax revenue (\$297,000) 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>
Crime Stoppers	\$600
Early Learning Coalition	7,440
Operation Caring Through Sharing	1,488
	<u>\$9,528</u>

### **Cost allocation/Transfers**

The City's Engineering Division provides services to capital project funds such as Transportation, Stormwater, General Capital Improvements and Water/Wastewater. The cost allocation plan provides for a direct department charge in lieu of an interfund transfer resulting in more complete financial disclosure. All funds benefiting from the services of the Engineering Division receive this charge.

### **Tax Rate**

Although the operating tax rate is equal to 4% above rolled back tax rate, the impact on individual property owners will be dependent upon the change in their taxable value. Homesteaded property owners are likely to see an increase in City property taxes of approximately \$30.

### **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 2013-14 budget.

Respectfully submitted,

  
Joyce A. Shanahan  
City Manager

## Budget Advisory Board Recommendation

The Budget Advisory Board met on June 26, 2013 to review the operating budgets for the following funds: Stormwater, Airport, Water/Wastewater, and Solid Waste.

The Budget Advisory Board offered the following recommendations:

- Ms. Kathy Weston moved, seconded by Mr. Rick Banker, to **recommend approval of the Stormwater Fund** budget as presented.
- Mr. Rafael Ramirez moved, seconded by Mr. Ken Kimble, to **recommend approval of the Airport Fund** budget as presented. The motion passed unanimously.
- Ms. Kathy Weston moved, seconded by Mr. Ken Kimble, to **recommend approval of the Water and Wastewater Fund budget with a 2.5% rate increase.** The motion passed unanimously.
- Mr. Bill Harper moved, seconded by Mr. Rafael Ramirez, to **recommend approval of the Solid Waste Fund** budget as presented. The motion passed unanimously.

The Budget Advisory Board met on July 10, 2013 to review the General Fund budget, proposed personnel changes, and proposed tax rate.

The Budget Advisory Board offered the following recommendations:

- Ms. Kathy Weston moved, seconded by Mr. Rafael Ramirez to **recommend approval of the proposed operating tax rate of 4.1181 mills (4% above roll back).** The motion passed unanimously.
- Mr. Rafael Ramirez moved, seconded by Mr. Ken Kimble, to **recommend approval of the General Fund budget and associated personnel changes** as presented. The motion passed unanimously.

# **Strategic Goal Setting and Financial Planning Process**

The City Commission and City staff conduct a series of workshops each year in order to formulate goals and financial plans as follows:

## **Strategic Goal Setting**

Each year, the City Commission develops both short-term and long-term priorities for the community. The City Commission goals developed at the most recent strategic planning session were:

1. Annual parent-child fishing tournament
2. A1A south of Granada beautification plan
3. Completion of JPA and improvements to US1 corridor north of Nova Road
4. Creating two community gardens for residents
5. Reducing code enforcement fines flexibility

## **Financial Forecasting**

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.

As has been the case for the past several years the development of the 2013-14 fiscal year budget was significantly impacted by the general decline in economic conditions. The City continues to see declines in housing values resulting in a reduction in property tax revenue.

A diverse revenue structure is an important indicator of economic health and provides the City with the ability to cope with changes to the economic and financial environment. Ideally, the revenue structure includes a balance of taxes (property taxes, sales tax) and user fees. A diverse property tax base is desirable so as to isolate the City from economic changes. The City's tax base is 68% residential, 32% non-residential.

## Economic Indicators

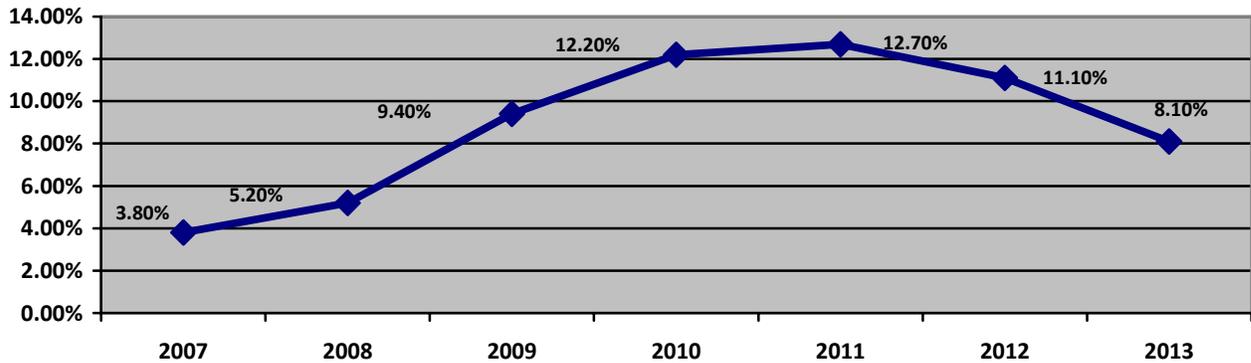
### National Economy:

Economic indicators are useful for evaluating the environment within which the City operates. The Consumer Price Index (CPI), a widely used indicator of inflation prepared by the U.S. Bureau of Labor Statistics increased from a year ago (January 2012 to January 2013) by 2.07%.

### Local Economy:

According to the U.S. Bureau of Labor Statistics, unemployment for the Deltona-Daytona Beach-Ormond Beach area continues to rise. **Unemployment peaked at 12.7% in January, 2011 and has since declined to 8.1% as of December, 2012.** Currently, an estimated 20,220 people locally are unemployed out of a labor force of 250,335.

### UNEMPLOYMENT RATE



## Revenue Trends

### Property Taxes:

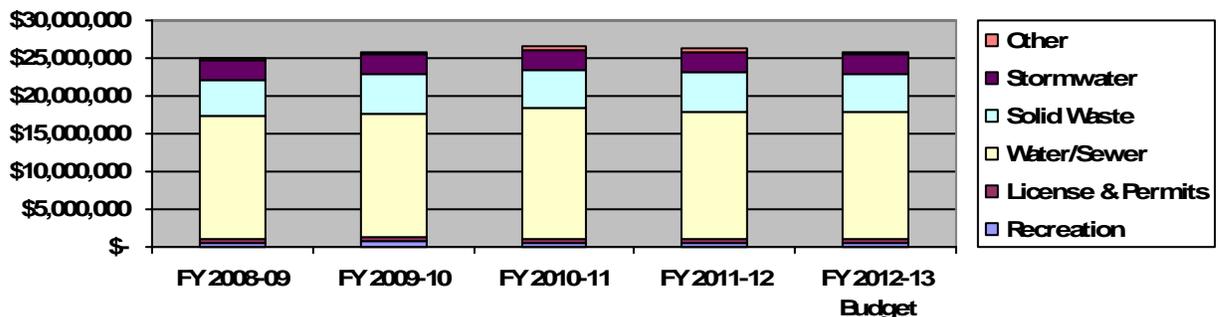
Total property tax revenue, which includes debt service, increased by \$122,667 which includes an increase of \$39,232 in TIF funding.

Description	Budget FY 2011-12	Budget FY 2012-13	Change from FY 2011-12 to 2012-13	% Change from FY 2011-12 to 2012-13
General Operating	\$9,011,174	\$9,095,530	\$84,356	0.94%
TIF Fund	254,129	293,361	\$39,232	15.44%
2002 Debt Service	275,532	273,922	(\$1,610)	-0.58%
2003 Debt Service	113,118	114,719	\$1,601	1.42%
2010 Debt Service	345,070	344,158	(\$912)	0.00%
<b>Total Tax Revenue</b>	<b>\$9,999,023</b>	<b>\$10,121,690</b>	<b>\$122,667</b>	<b>1.23%</b>

### User Fees:

User fees are levied to fund the costs of certain activities or services. Unlike taxes, user fees are charges directly related to the service provided. Water and Sewer, Stormwater, and Solid Waste fees are expected to remain relatively stable. Recreation fees are expected to continue to decline as fewer citizens choose to participate in the fee based activities as a result of the economic conditions.

### User Fees

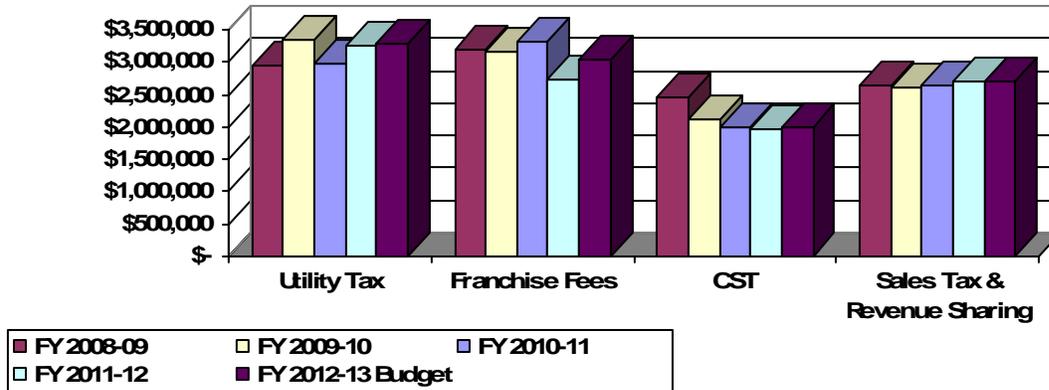


### Other Major Revenue Sources:

The largest components of General Fund revenue aside from property taxes are franchise fees, utility taxes, communications service tax, half cent sales tax and municipal revenue sharing. Many of the City's major non-property tax revenue sources have shown no growth and some are declining. Franchise fees for FY 2011-12 were \$400,000 below budgeted amounts and current year projects are expected to be well below budget. **As a result, a budget amendment was provided to the City**

Commission requesting the franchise fees budget be reduced and offset through either vacancy savings or use of the revenue stabilization fund.

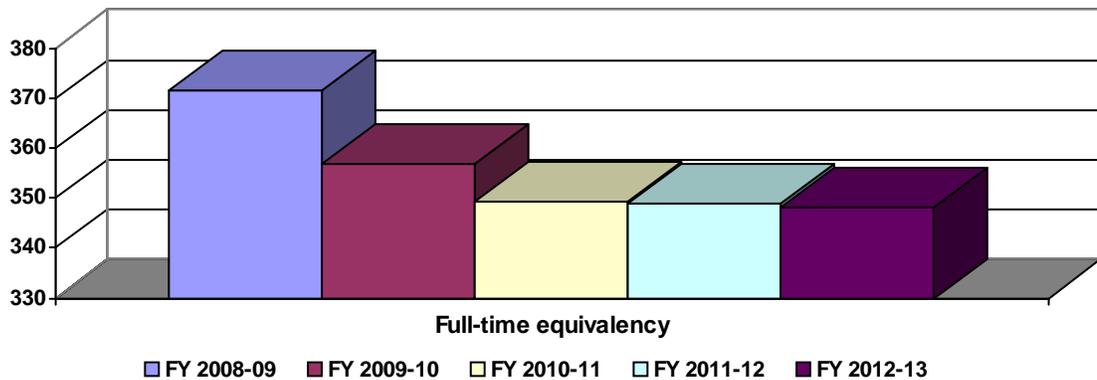
### Non-major revenue sources



### Expenditure Trends

#### Position Count:

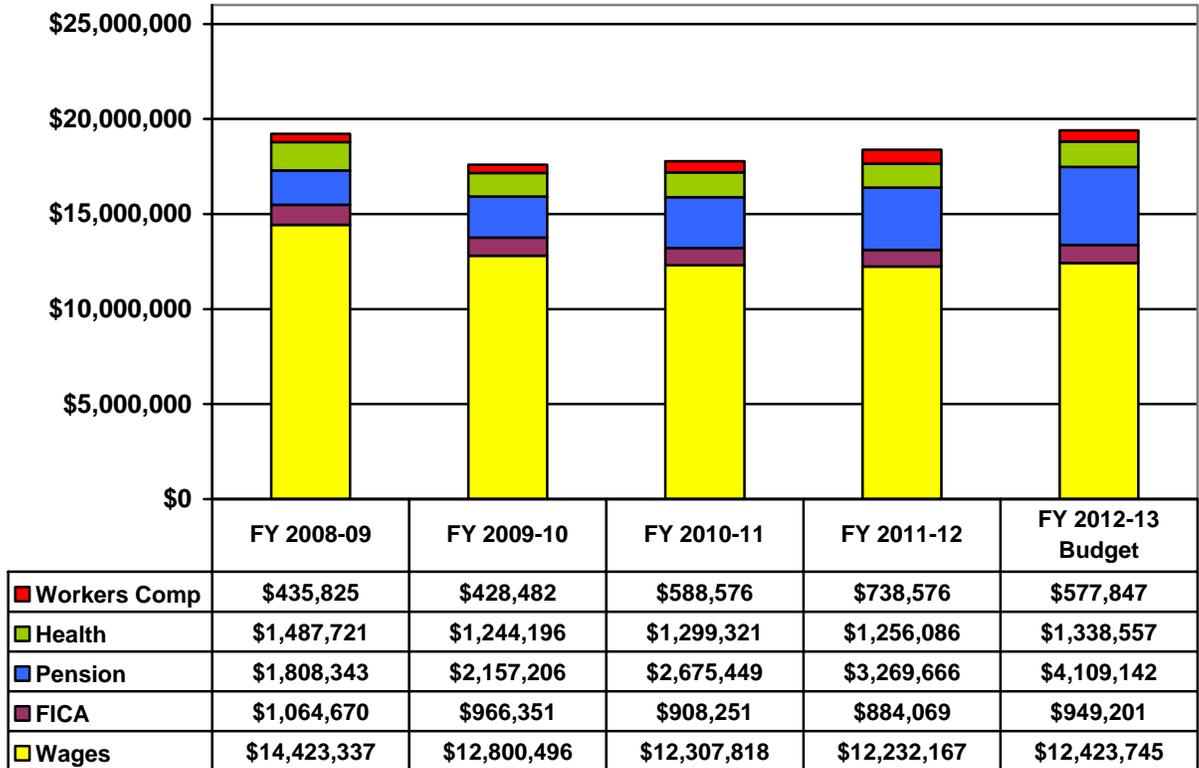
The total budget includes 324 full-time positions and 38 part-time positions.



#### Personnel Costs:

General Fund personnel costs are budgeted at \$19.4 million for FY 2012-13 which includes \$943,000 in assumed vacancy savings. From FY 2008-09 to FY 2012-13, wages have declined by \$2 million. Conversely, pension costs have increased by \$2.3 million.

### General Fund Personnel Costs



#### Pension Costs:

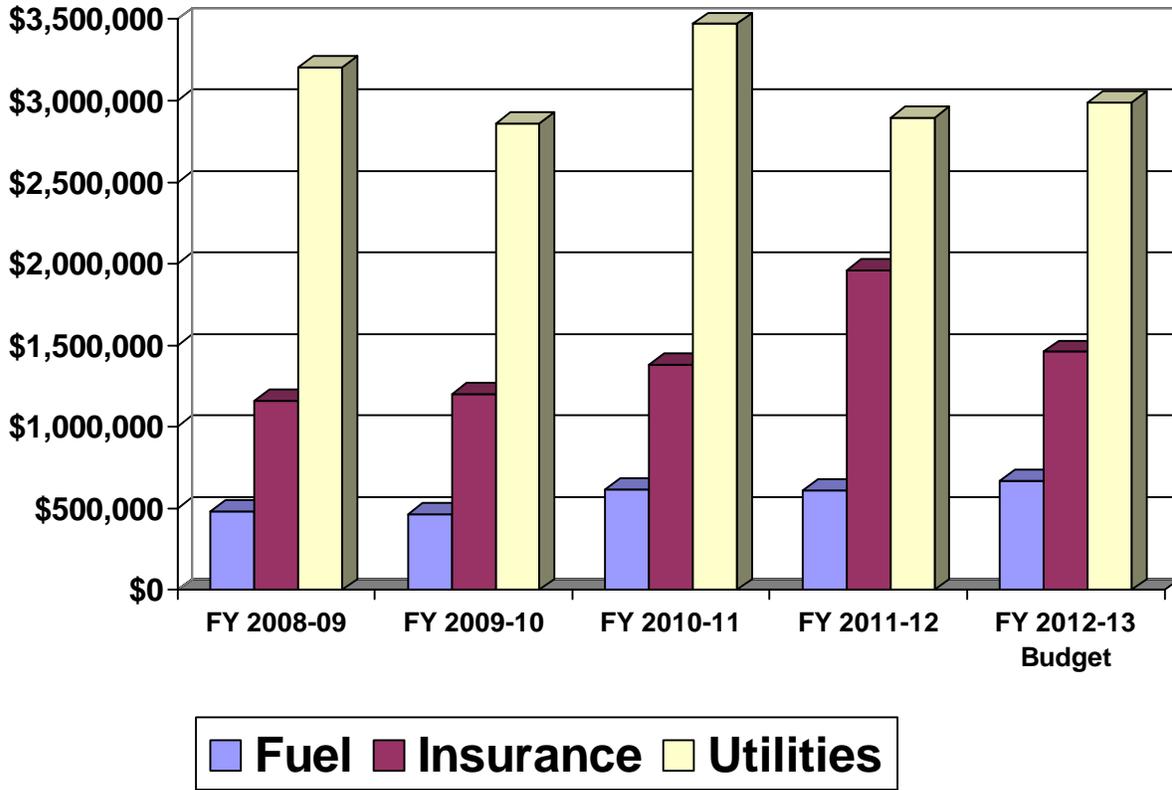
The City's pension costs (including other funds) have increased by 142% since 2007.

Fiscal Year	General*	Police	Fire	Total
2013 Budget	\$2,409,236	\$1,321,872	\$1,462,586	\$5,193,694
2012	\$1,998,338	\$948,224	\$1,006,432	\$3,952,994
2011	\$1,649,904	\$695,743	\$782,954	\$3,128,601
2010	\$1,001,811	\$632,566	\$806,778	\$2,441,155
2009	\$1,113,527	\$424,132	\$599,222	\$2,136,881
2008	\$1,082,311	\$449,049	\$660,616	\$2,191,976
2007	\$1,033,367	\$461,639	\$643,552	\$2,138,558

\*Includes Stormwater, Airport, Water/Wastewater, and Solid Waste employee costs.

### Operations and Maintenance:

This category of expenses includes supplies, materials, maintenance and repairs, utilities, fuel, insurance and other charges. These expenses are largely impacted by program and service delivery levels as well as fixed costs over which the City has little control such as utilities, fuel and insurance. As a result of conservation efforts, electric costs have decline since FY 2008-09.

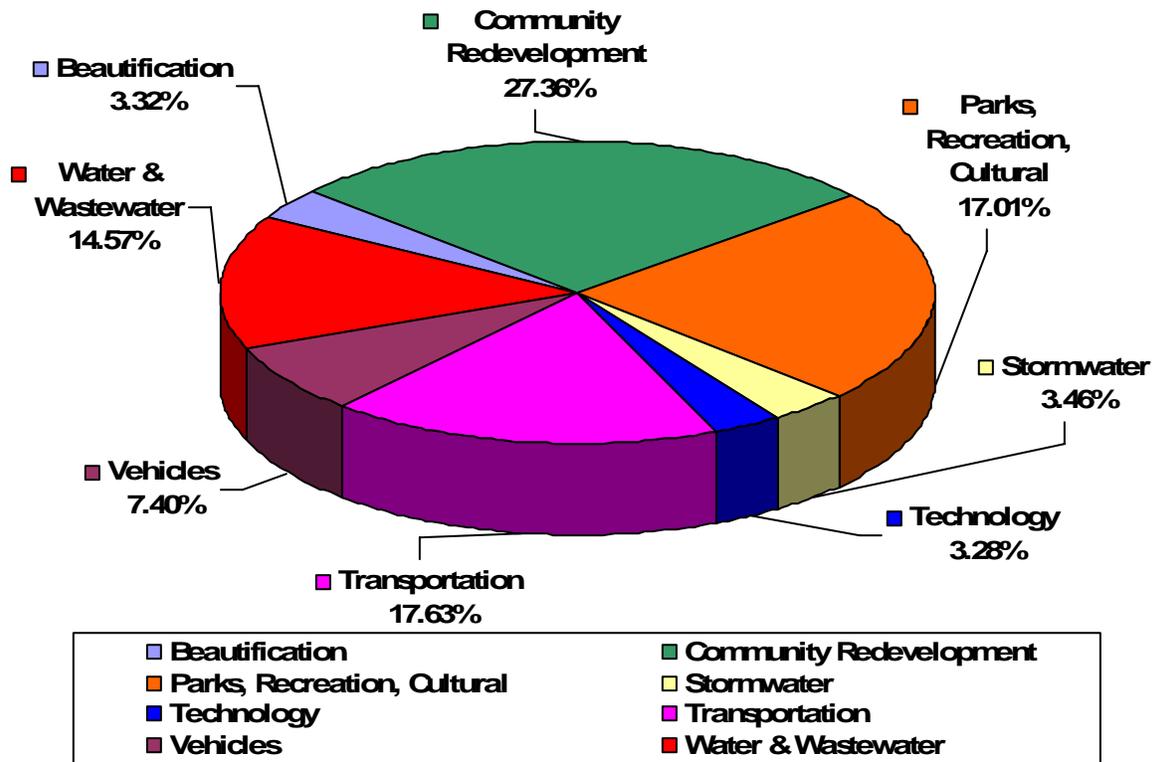


## Capital Improvements:

The acquisition, construction, replacement, renovation and repair of facilities and infrastructure with a value greater than \$25,000 and a useful life of five or more years are identified in the City's five-year Capital Improvement Plan.

The five year capital improvement plan includes \$46.2 million of projects. Water and Wastewater comprise 23% of the total amount with \$10.6 million of improvements planned. Stormwater projects account for \$9.25 million or 20% of planned projects.

### CIP EXPENDITURES BY CATEGORY FY 2012-13



**Fund Balance:**

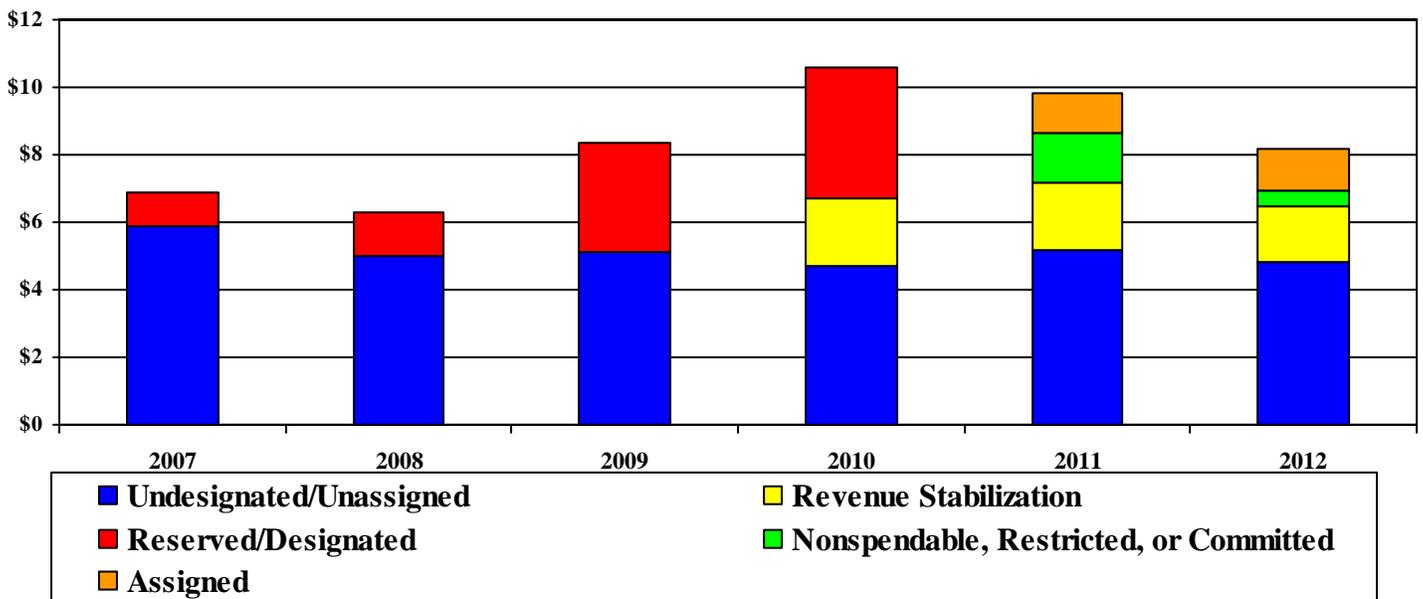
Beginning in FY 2010-11, the City adopted the new GASB 54 classifications for fund balance meant to clarify the strength of the constraints that control how specific funds can be spent. The new classifications are:

- a) **Non-Spendable Fund Balance** - Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
- b) **Restricted Fund Balance** - Amounts constrained to being used for specific purposes by external parties.
- c) **Committed Fund Balance** - Amounts that can be used only for the specific purposes determined by formal action of the City Commission.
- d) **Assigned Fund Balance** - Amounts intended to be used for a specific purpose. The intended purpose may determined by the City Commission, City Manager, or Finance Director.
- e) **Unassigned Fund Balance** – This classification represents any fund balance that has not been classified as non-spendable, restricted, committed, or assigned.

The unassigned fund balance of the City’s General Fund was \$4.8 million as of September 30, 2012. Unassigned fund balance is 18.23% of General Fund net expenditures. The City also has \$1.691 million set aside as a Revenue Stabilization Fund.

**General Fund Fund Balance**

**In millions**



## Policy Decisions

### Property Tax Revenue/Rates:

#### Policy Decision

Should the City maintain the existing tax rate?

#### Background

1. Due to a lack of funding for necessary capital improvements, the City increased taxes in FY 2004-05. Funding was committed to be spent towards general capital improvements including recreation improvements, technology and beautification.
2. As City facilities had begun to deteriorate, the City increased taxes in FY 2005-06 and implemented a facilities renewal and replacement program.
3. In FY 2007-08, property tax reform caused the City to levy a tax rate that was 9% below the rolled back tax rate.
4. In FY 2012-13, the tax rate levied was equal to the rolled back tax rate.

#### Discussion

1. For the four year period from FY 2007-08 to FY 2011-12, 64 positions have been eliminated representing a reduction of 14.8% of the workforce (55 full-time and 9 part-time positions).
2. The City's General Fund budget has declined by \$4 million since 2007.

#### Policy Impact

1. The City's overall taxable value declined by 0.78% for FY 2012-13.
2. The taxable value is expected to increase slightly. A 3% increase in the taxable value will generate an additional \$240,000 in revenue at the current tax rate.

#### Recommendation

1. Levying a tax rate equal to the current rate.

## General Fund-Unassigned Fund Balance

### Policy Decision

1. Should the policy to maintain a minimum of 15% in General Fund Unassigned Fund Balance be continued?

### Background

1. Fund balance (i.e. reserve) serves as a measure of the financial resources available in the General Fund.
2. Credit rating agencies monitor fund balance levels and strongly consider unreserved fund balance when determining a local government's creditworthiness.
3. The Government Finance Officer's Association (GFOA) recommends, at minimum, an unassigned fund balance in the General Fund of no less than 5% - 15% of regular General Fund operating revenues or of no less than 1 - 2 months (\$2.2 million-\$4.4 million) of regular General Fund operating expenditures. However, the actual unassigned level should be based on the jurisdiction's specific circumstances (e.g. coastal, volatile revenues).
4. A Florida League of Cities revenues expert recommends an unassigned fund balance of 25% - 30% of expenses for coastal and barrier island communities.

### Discussion

1. The City Commission has set a policy of maintaining the General Fund unassigned fund balance level at a minimum of 15%.
2. The City currently has an unassigned fund balance of \$4.8 million (18.23%)
3. Staff is currently working on an Economic Development Incentive Program.

### Policy Impact

1. Without sufficient unassigned fund balance, non-recurring and emergency expenditures would need to be funded with revenue currently utilized for day to day operational costs.

### Recommendation

1. Staff recommends continuation of the policy to maintain unassigned fund balance at a minimum of 15% of General Fund expenditures. By doing so, funds will be available for declared emergencies, economic development, gateway signage, and other capital projects.

## **General Fund-Revenue Stabilization Fund**

### Policy Decision

1. Should up to \$ 750,000 of the Revenue Stabilization Fund be used in FY 2013-14?

### Background

1. The City established a revenue stabilization fund in the amount of \$2 million from vacancy savings which occurred during FY 2008-09.

### Discussion

1. The City utilized a portion of the revenue stabilization fund in FY 2011-12 to offset declines in franchise fees. There is currently \$1,691,000 available in the revenue stabilization fund.
2. Given the City has made over \$4 million in reductions in the past four years, additional reductions are likely to negatively impact service levels.

### Policy Impact

1. Recurring expenditures should generally be funded with recurring revenues.

### Recommendation

1. Staff recommends use of up to \$750,000 of the revenue stabilization fund in the FY 2013-14 budget to address revenue shortfalls which are likely to occur.

## Budget Strategies

### Policy Decision

Should the following budget strategies continue to be explored?

- Continue pension reform efforts
- Annually review user fees and charges
- Continue to adjust organizational structure to maximize efficiency

### Background

1. The following reductions have been made since October 1, 2008:

## Budget Reductions

Description	Amount
Position reductions (55 full-time, 9 part-time)	\$ 2,518,008
Overtime reductions	128,854
Contract Mgt. of Tennis Center (Addition)	(25,000)
Contract Mgt. of Senior Center (Addition)	(6,000)
Alternative service delivery-The Casements	91,700
Alternative service delivery-PAC	84,600
Alternative service delivery-Gymnastics	48,000
Transfer Police/Fire dispatch to Volusia County	80,000
Eliminate City intern program	18,000
Reduction in Capital Improvement Fund FY 2008-09	225,000
Eliminate sidewalk program	350,000
Reduction in CIP funding FY 2008-09	278,000
Reduction in CIP funding FY 2009-10	185,000
Reduction in contributions FY 2009-10	11,000
Reduction in janitorial FY 2009-10	58,000
Reduction in vehicle replacement program	360,000
<b>Total Reductions</b>	<b>\$ 4,405,162</b>

### Discussion

1. The City has reviewed positions and consolidated duties in an effort to eliminate 55 full-time and 9 part-time positions in the past four years.
2. The City will continue to seek grant funding. In order to do so, however, matching funds may need to be appropriated from the General Fund fund balance.

### Policy Impact

1. Staff will strive to provide high quality customer service. Continued revenue declines, however, could result in diminished services if additional staffing reductions are necessitated.

### Recommendation

1. Affirm the existing budget strategies.

## **Commission Directive**

At the FY 2013-14 Financial Trends workshop, the following directives were provided:

1. For FY 2013-14, the budget would be prepared assuming there would be no tax increase.
2. 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.
3. Union negotiation strategies would be developed which focused on stabilizing the cost of pensions.
4. Leisure Service user fees would continue to be adjusted by 3% annually.
5. The budget would include an adequate level of funding for Facilities Renewal and Replacement.
6. Water and sewer rates would be increased so as to be sufficient to continue implementation of a comprehensive watermain replacement program.

## **Town Hall Meeting**

In May, the City conducts a Town Hall meeting to provide citizens an opportunity to share ideas with the City Commission, Budget Advisory Board, and City Staff. The discussion relative to the FY 2013-14 Town Hall Meeting held in May, 2013 focused on citizen priorities and overall satisfaction with City services. Citizens indicated they were generally satisfied with the services, responsiveness and priorities of the City.

## **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 2013-14 focused on the following areas:

- Developing a consensus with respect to appropriating the recommended funding for FY 13-14 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. Due to the declines in property tax revenue in prior years, funding for these areas has diminished. As maintenance of existing facilities was deemed a priority, funding for the Facilities Renewal and Replacement fund will be supplemented by a transfer from the General Fund (\$200,000).

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 \$12 million in projects during the FY 2013-14 fiscal year including several projects that were part of the City Commission Goals. A total of \$45.4 million in projects over the five year planning period. 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 2013-14 budget workshop was held in July, 2014. The budget includes funding for Economic Development initiatives (City Commission Goal #2), funding for development of a walkable downtown (City Commission Goal #4), and funding to expand the City’s fiber optic system (City Commission Secondary Goal B). The 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.

## Strategic Goal and Financial Implementation

### Implementation Plan

#### **Create an annual parent/child fishing tournament at Cassen Park (Ormond Beach Pier) GOAL ACHIEVED**

The first annual "Reel in the Fun" Kids Fishing Tournament was held on Saturday, September 7, 2013 from 8:30am to 12:30pm at Granada Pier/Bailey Riverbridge Park. The catch and release tournament was for Ormond Beach resident fishing teams made up of one adult and one or two children between the ages of 4 and 12. There were 3 separate tournament age brackets: 4-7, 7-9 and 10-12 with 1st, 2nd & 3rd place prizes in each bracket, determined by the weight of the sport fish caught. There were 21 teams registered for this first year event which will be an annual event in the future.

#### **Beautification Plan for A1A South of Granada/SR 40 GOAL IN –PROGRESS**

July 1, 2014 – Receive Draft Agreement from FDOT for review

September 1, 2014 – Agreement approved by CC and executed by the FDOT

September 15, 2014 through January 30 -Meet with the FDOT to review design concepts, finalize design and submit for review/ permitting

January 1 through April 30 2015 – Bid and award construction contract

May 1 through August 30, 2015 – Construction

#### **Develop two community gardens, one at Central Park and one at another location. GOAL IN –PROGRESS**

Staff has identified one community flower garden maintained by residents in that area. It is already in place located in the median between Buena Vista Avenue and Areca Way. Staff has identified a location for a community garden to be developed in FY 13/14 within Central Park on the north side of Division Avenue since there is a pump station there which may be used for irrigation of the garden.

#### **Finalize US1 North Joint Planning Agreement with Volusia County GOAL IN – PROGRESS**

In September and October, the Ormond Beach City Commission and Volusia County Council respectively approved resolutions identifying issues to be negotiated in an agreement for those areas identified in a map that was coterminous with the 1991 Interlocal Sewer & Water Agreement.

The City developed a draft agreement between October 2010 and November 2011. The agreement addressed both annexation of enclaves and regulatory control over unincorporated areas within the boundary area of the agreement. This agreement was forwarded to the Volusia County in December 2011.

Planning and Legal met with Volusia County in February 2012 and a revised agreement was received from Volusia County dealing only with the land use and regulatory issues in March 2012. The annexation portion was deleted out of the agreement and Volusia County staff recommended that this be acted upon in a separate Interlocal Agreement.

Volusia County staff proposed maintaining control over Itinerant Merchants for 5 years and the City would be required to dispose all solid waste generated on US 1 at Volusia County's land dump. On this latter issue, the cost impact to the City was estimated at \$1,063,620 per year.

In response, the City revised Volusia County's draft agreement and sent it to them in August 2012 without the Solid Waster provision. The Planning Director and City Attorney met with Volusia County in September 2012 to discuss the Ormond Crossing Master Development Plan agreement. At this meeting, the City inquired about the status of the Interlocal Boundary Agreement. The City was told that we would hear very soon since County legal was preparing a response.

On September 5, 2013, The City Manager met with the County Manager, Asst. County Manager and Deputy County Attorney to discuss various US 1 Corridor issues including the Interlocal Boundary Agreement and the Local Planning Agreement and the Outlaws issue. As part of that discussion, the County staff suggested that the City prepare a draft of the itinerant merchant proposal for that corridor, which will be part of the JPA for US1, before finalizing the draft of the JPA.

On October 2nd 2013, staff met with the David Hood, attorney for the owners of the Iron Horse and their representatives to discuss the general aspects of a draft itinerant merchant proposal that would be part of the Interlocal Boundary Agreement and the Local Planning Agreement.

Staff continues to refine the Itinerant Merchant's License proposal and the final draft was sent to David Hood for review and comment by Iron Horse Representatives before the end of the year. Upon receipt of comments from Iron Horse, changes are contemplated and the final proposal will be sent to Volusia County in the latter part of February, 2014.

### **Research development of a Legal Aid for Ormond Beach Residents GOAL IN – PROGRESS**

A suggestion was made to provide space for free legal assistance to City of Ormond Beach residents. In consultation with the City Attorney I learned that the Florida Bar Association has an active legal aid service. I will ask the City Attorney to inquire as to whether or not the bar would be willing and available to utilize space in City Hall for this purpose.

In an effort to provide more specific support about foreclosure assistance, City staff worked with Fran Gordon from the Mid Florida Housing Partnership who conducted a 2.5 hour foreclosure prevention workshop on September 10th in the HR training Room. The workshop was quite informative and was well attended. As a result of the workshop several of the individuals made individual appointments with Mid Florida Housing Partnership for individual counseling



# FINANCIAL POLICIES

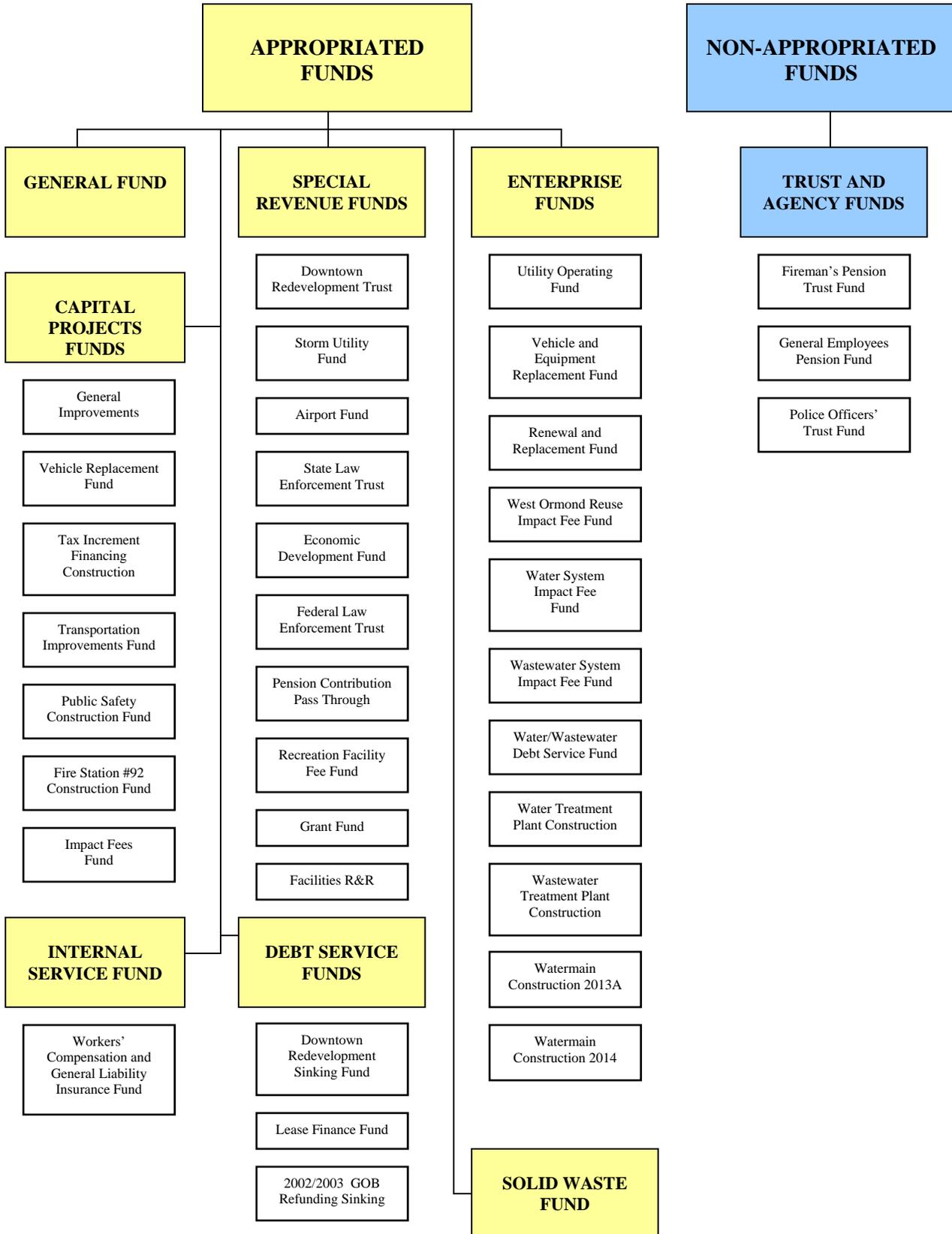
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## BUDGET CALENDAR

<b>DATE</b>	<b>ACTIVITY</b>
March 5	Financial Trends Workshop with City Commission (5:30 at City Commission Chambers)
April 26	Budget Requests due from Depts.
May - June	Budget Review Meetings with City Manager
June 3	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 15	Budget document submitted to City Commission
July 29	Operating Budget Workshop (5:30 at the Senior Center)
July 30	Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)
September 3	First Public Hearing to adopt proposed millage rates and budget
September 13	Newspaper advertisement of Second Public Hearing and Budget Summary Statement
September 17	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.
  - e. **2010 General Obligation Debt Service Fund**- This fund records principal and interest payments on Series 2010 General Obligation Bonds. The proceeds of this debt issue were utilized to construction a beachfront park
4. **Capital Projects Funds** - Capital Projects Funds are used to account for financial resources to be used for equipment replacement or the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).
- a. **Capital Improvement Fund** – This fund is used to account for capital assets 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. **Watermain Construction 2013A** – This fund accounts for construction costs associated with the first phase of the 2 inch watermain replacement program.
  - k. **Watermain Construction 2014** – This fund accounts for construction costs associated with the second phase of the 2 inch watermain replacement program.

- I. **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 adopt a balanced budget annually. A balanced budget occurs when revenues plus use of available fund balance equals expenditures with individual funds.

### 2. Budget Transfers and Amendments

#### **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.

# City of Ormond Beach Fund Balance Policy

## 1) Introduction:

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

## 2) Fund Balance Classifications:

- a) **Non-Spendable Fund Balance** - Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Non-Spendable Fund Balance includes items such as inventory, prepaid expenses, and long-term receivables.
- b) **Restricted Fund Balance** - Amounts constrained to being used for specific purposes by external parties. Examples of constraints on use of fund balance include those imposed by debt covenants, enabling legislation, and grantors.
- c) **Committed Fund Balance** - Amounts that can be used only for the specific purposes determined by formal action of the City Commission. The specific purpose may only be altered or removed by the City Commission taking the same formal action used to originally impose the constraint. The balance must be determined by the close of the fiscal year.
- d) **Assigned Fund Balance** - Amounts intended to be used for a specific purpose. The intended purpose may be determined by the City Commission, City Manager, or Finance Director.
- e) **Unassigned Fund Balance** – This classification represents any fund balance that has not been classified as non-spendable, restricted, committed, or assigned.

## 3) Minimum Level of Unassigned Fund Balance (General Fund):

The City will attempt to maintain unassigned fund balance of 15% of budgeted annual expenditures for the current year in the General Fund. Unassigned fund balance in the General Fund which is in excess of the 15% target may be used for any purpose designated by the City Commission as set forth in the annual budget and subsequent

budget amendments. The City will attempt to avoid use of unassigned fund balance for recurring expenditures.

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

4) **Classification of Fund Balance (General Fund):**

a) **Non-Spendable Fund Balance:**

- i) Advances to Other Funds-Advances made by the General Fund to address negative balances in other funds.
- ii) Prepays
- iii) Inventories

b) **Restricted Fund Balance**

Restricted fund balance reserves in the General Fund consist of:

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

c) **Committed Fund Balance**

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

d) **Assigned Fund Balance**

The City Commission hereby establishes the following assigned fund balance reserves in the General Fund:

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

e) **Unassigned Fund Balance**

The City Commission hereby establishes the following unassigned fund balance reserves in the General Fund:

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

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

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

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

**5) Spending Order of Fund Balances:**

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

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

**6) Level of Authority:**

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

**7) Effective Date:**

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

# City of Ormond Beach Purchasing Policy

## Introduction

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

## New Vendors

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

## Purchasing Procedures

1. Purchases exceeding \$25,000 require issuance of a invitation to bid or RFP:
  - a. Bid/RFP specifications are to be submitted to the Purchasing Coordinator for review along with a Bid/RFP Request Approval form.
  - b. Once the specifications have been approved, the Purchasing Coordinator will advertise the bid/RFP and post to DemandStar.
  - c. All bids/RFP's and corresponding amendments will be provided exclusively through DemandStar unless other arrangements are approved by the Purchasing Coordinator.
  - d. Recommendations for award will be determined as follows:
    - i. For invitations to bid, the Contract Manager will determine the lowest qualified, responsive, and responsible bidder.
    - ii. For RFP's, a review committee will determine which proposal is deemed appropriate for recommendation of award.
  - e. A recommendation for award (via a CM memo) will be prepared by the Contract Manager and submitted to the Finance Director for approval. Once approved, the CM memo will be forward to the City Attorney and City Clerk for placement on the appropriate agenda.
2. Purchases \$2,500-\$25,000:
  - a. The purchaser will obtain three written quotations.
3. Purchases \$501-\$2,499:
  - a. The purchaser will obtain three verbal quotations.
4. Special Purchasing Issues:
  - a. Sole source procurement where there is only one source for the required item(s) or service(s).

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

### **Purchase Requisitions**

1. Purchase requisitions should be entered for ALL items/services with the following exceptions:
  - a. Travel reimbursement-In lieu of a purchase requisition, employees should submit a Travel Request Voucher and applicable supporting documentation prior to undertaking any travel. **An employee may elect to pay the cost of travel and receive reimbursement thereafter or have payment made directly to the appropriate vendors.**
  - b. Debt Service payments
  - c. Reimbursements to employees, civic organizations, entertainers
  - d. Refunds
  - e. Employee/Retiree benefit payments
  - f. Waste Management monthly disbursements
2. Except as noted above, no purchases shall be made until a purchase requisition has been entered and all approvals have been received.
3. Education reimbursement is first approved by submittal of the Education Reimbursement Request form. Once all necessary signatures have been obtained, a purchase requisition should be entered.
4. All vendors who are provided services to the City must be licensed accordingly. It is the purchaser's responsibility to contact the City's building division and validate that the vendor has obtained all applicable business licenses.
5. The purchaser is expected to verify that the vendor chosen has met the applicable insurance requirements as specified in Resolution 2011-116 dated 8/16/11.
  - a. Insurance requirements can be found in the New Vendor attachment.

- b. Existing insurance certificates will be maintained by the Risk Manager and are available for review by the purchaser at S:\VendorInsurance
  - c. If a valid insurance certificate is not available at S:\VendorInsurance, it is the purchaser's responsibility to obtain the necessary certificate(s) and email the certificate(s) to the Risk Manager.
  - d. Once the Risk Manager has received the necessary insurance certificate(s), she will approve the requisition.
6. If the purchase requires obtainment of written quotations, the quotations must be emailed to the Purchasing Coordinator. All quotations (whether verbal or written) should be documented within the electronic purchase requisition.

### **Requests for Payment**

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

### **Credit Card Usage**

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

**Investment Policy**  
**City of Ormond Beach, Florida**

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

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# **Investment Policy of the City of Ormond Beach, Florida**

## **I. PURPOSE**

The purpose of this Investment Policy (hereinafter “Policy”) is to set forth the investment objectives and parameters for the management of the funds of the City of Ormond Beach, Florida, (hereinafter the “City”). This Policy is designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

## **II. SCOPE**

In accordance with Section 218.415, Florida Statutes, this Policy applies to all cash and investments held or controlled by the City and shall be identified as “general operating funds” of the City with the exception of the City’s Pension Funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Additionally, any future revenues, which have statutory investment requirements conflicting with this Policy and funds held by state agencies (e.g., Department of Revenue), are not subject to the provisions of this Policy.

## **III. INVESTMENT OBJECTIVES**

### Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

### Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodical cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

### Return on Investment

The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the adviser utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The

core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Manager(s) may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.

#### **IV. DELEGATION OF AUTHORITY**

In accordance with the City’s Charter, the responsibility for providing oversight and direction in regard to the management of the investment program resides with the City’s Manager. Responsibility for the administration of the investment program is hereby delegated by the City Manager to the Finance Director, who shall maintain an Investment Procedures and Internal Controls Manual based on this Policy. The Finance Director shall be responsible for monitoring internal controls, administrative controls and to regulate the activities of the City’s staff involved with the investment program. The City may employ an Investment Advisor(s) to assist in managing some of the City’s portfolios. Such Investment Advisor(s) must be registered under the Investment Advisors Act of 1940.

#### **V. STANDARDS OF PRUDENCE**

The standard of prudence to be used by investment officials shall be the “Prudent Person” standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectation are reported to the City Council in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy. The “Prudent Person” rule states the following:

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the “Prudent Person” standard, any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of “Prudent Expert”. The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

#### **VI. ETHICS AND CONFLICTS OF INTEREST**

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the City,

and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City's investment program.

## **VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES**

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this Policy. These procedures are intended to reduce the relatively low risk that material losses may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Independent auditors as a normal part of the annual financial audit to the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

## **VIII. CONTINUING EDUCATION**

The Finance Director, management designee and/or appropriate staff shall annually complete 8 hours of continuing education in subjects or courses of study related to investment practices and products.

## **IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS**

Authorized City staff and Investment Advisor(s) shall only purchase securities from financial institutions, which are Qualified Institutions by the City or institutions designated as "Primary Securities Dealers" by the Federal Reserve Bank of New York. Authorized City staff and Investment Advisor(s) shall only enter into repurchase agreements with financial institutions that are Qualified Institutions and Primary Securities Dealers as designated by the Federal Reserve Bank of New York.

The City's Investment Advisor(s) shall utilize and maintain its own list of approved primary and non-primary securities dealers.

The Finance Director and/or the management designee shall maintain a list of financial institutions and broker/dealers that are approved for investment purposes and only firms meeting the following requirements will be eligible to serve as Qualified Institutions:

- 1) regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
- 2) Capital of no less than \$10,000,000;
- 3) registered as a dealer under the Securities Exchange Act of 1934;
- 4) member of the National Association of Dealers (NASD);
- 5) registered to sell securities in Florida; and
- 6) the firm and assigned broker have been engaged in the business of effecting transactions in U.S. government and agency obligations for at least five (5) consecutive years.

All brokers, dealers and other financial institutions deemed to be Qualified Institutions shall be provided with current copies of the City's Investment Policy. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City transacts business.

## **X. MATURITY AND LIQUIDITY REQUIREMENTS**

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. .

Investments shall have a term appropriate to the need for funds and in accordance with debt covenants, but in no event shall exceed five (5) years.

## **XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS**

After the Finance Director or management designee and the Investment Advisor(s) has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

- A. Telerate Information System
- B. Bloomberg Information Systems
- C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing
- D. Daily market pricing provided by the City's custodian or their correspondent institutions

The Finance Director and the Investment Advisor(s) shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Finance Director and the Investment Advisor(s), competitive bidding would inhibit the selection process.

Examples of when this method may be used include:

- A. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
- B. When no active market exists for the issue being traded due to the age or depth of the issue
- C. When a security is unique to a single dealer, for example, a private placement
- D. When the transaction involves new issues or issues in the "when issued" market

Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the City's depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

## **XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION**

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Finance Director or management designee may direct the Investment Advisor(s) to sell the investment at the then-prevailing market price and place the proceeds into the proper account at the City's custodian.

The following are the investment requirements and allocation limits on security types, issuers, and maturities as established by the City. The Finance Director or management designee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this Policy are prohibited.

In the event of a ratings downgrade of a security, the Investment Advisor(s) shall notify the Finance Director within five business days of such a decline in the required rating. The Investment Advisor(s) and the Finance Director will review the individual facts and circumstances of the situation and determine an appropriate course of action.

The allocation limits and security types do not apply to the investment of debt proceeds. These investments shall be governed by the debt covenant included in the debt instrument.

Security Type	Minimum Rating Requirement	Maturity Limits	Maximum Allocation Limit	Maximum Issuer Limit
United States Government Securities	N/A	5 Years	100%	N/A
United States Government Agencies (full faith and credit of the United States Government)	N/A	5 Years	50%	25%
Federal Instrumentalities (United States Government Sponsored Enterprises (“GSE”) which are non-full faith and credit).*	N/A	5 Years	80%	40%
Mortgage-Backed Securities (MBS) *	N/A	5 Years	20%	15%
Non-Negotiable Interest Bearing Time Certificates of Deposit	N/A	1 Years	50%	25%
Repurchase Agreements	N/A	60 Days	50%	25%
Commercial Paper	P-1/A-1	270 Days	25%	15%
Corporate Notes	single “A” category by any two NRSROs	5 Years	25%	5%
Bankers’ Acceptances	P-1/A-1	180 Days	35%	20%
State and/or Local Government Taxable and/or Tax-Exempt Debt	Single “A” category by two NRSROs	5 Years	20%	20%
Registered Investment Companies (Money Market Mutual Funds)	AAAm	N/A	50%	25%
Intergovernmental Investment Pool	AAA	N/A	25%	N/A
Florida PRIME	AAAm	N/A	25%	N/A

\*The combined total of available funds invested in Federal Instrumentalities and Mortgage- Backed Securities cannot be more than 80%.

A. United States Government Securities

1. Purchase Authorization

Authorized Staff may invest in negotiable direct obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to the following:

- Cash Management Bills
- Treasury Securities – State and Local Government Series (SLGS)
- Treasury Bills
- Treasury Notes
- Treasury Bonds
- Treasury Strips

2. Portfolio Composition

A maximum of 100% of available funds may be invested in the United States Government Securities.

3. Maturity Limitations

The length to maturity of any direct investment in the United States Government Securities is five (5) years from the date of purchase.

B. United States Government Agencies (full faith and credit of the United States Government)

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by the United States Government agencies, provided such obligations are backed by the full faith and credit of the United States Government. Such securities will include, but not be limited to the following:

- Government National Mortgage Association (GNMA)
- United States Export – Import Bank
  - Direct obligations or fully guaranteed certificates of beneficial ownership
- Farmer Home Administration
  - Certificates of beneficial ownership
- Federal Financing Bank
  - Discount notes, notes and bonds
- Federal Housing Administration Debentures
- General Services Administration
- New Communities Debentures
  - United States Government guaranteed debentures
- United States Public Housing Notes and Bonds
  - United States Government guaranteed public housing notes and bonds
- United States Department of Housing and Urban Development
  - Project notes and local authority bonds

2. Portfolio Composition

A maximum of 50% of available funds may be invested in United States Government agencies.

3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested in individual United States Government agencies.

4. Maturity Limitations

The length to maturity for an investment in any United States Government agency security is five (5) years from the date of purchase.

C. Federal Instrumentalities (United States Government Sponsored Enterprises (“GSE”) which are non-full faith and credit).

1. Purchase Authorization

Authorized Staff may invest in bonds, debentures or notes issued or guaranteed by United States Government Sponsored Enterprises (Federal Instrumentalities which are non-full faith and credit agencies) limited to the following:

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

The length to maturity for an investment in any Federal Instrumentality is five (5) years from the date of purchase.

D. Mortgage-Backed Securities (MBS)

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits of Individual Issuers

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

4. Maturity Limitations

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

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

E. Non-Negotiable Interest Bearing Time Certificates of Deposit

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

F. Repurchase Agreements

1. Purchase Authorization

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

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

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

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

G. Commercial Paper

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

## H. Corporate Notes

### 1. Purchase Authorization

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

### 2. Portfolio Composition

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

### 3. Limits on Individual Issuers

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

### 4. Maturity Limitations

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

## I. Bankers’ Acceptances

### 1. Purchase Authorization

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

### 2. Portfolio Composition

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

### 3. Limits on Individual Issuers

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

### 4. Maturity Limitations

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

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

### 1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

K. Registered Investment Companies (Money Market Mutual Funds)

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits of Individual Issuers

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

4. Rating Requirements

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

5. Due Diligence Requirements

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

L. Intergovernmental Investment Pool

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Rating Requirements

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

4. Due Diligence Requirements

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

M. The Florida PRIME

1. Purchase Authorization

Authorized Staff may invest in the Florida PRIME.

2. Portfolio Composition

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

3. Rating Requirements

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

4. Due Diligence Requirements

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

**XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS**

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

#### **XIV. PERFORMANCE MEASUREMENTS**

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

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

#### **XV. REPORTING**

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

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

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

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

**XVI. THIRD-PARTY CUSTODIAL AGREEMENTS**

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

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

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

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

**XVII. INVESTMENT POLICY ADOPTION**

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

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

\_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Attachment A**  
**Glossary of Cash and Investment Management Terms**

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

**Agency.** See "Federal Agency Securities."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Call Option.** The right, but not the obligation, of an issuer of a security to redeem a security at a specified value and at a specified date or dates prior to its stated maturity date. Most fixed-income calls are at par, but can be at any previously established price. Securities issued with a call provision typically carry a higher yield than similar securities issued without a call feature. There are three primary types of call options (1) European - one-time calls, (2) Bermudan - periodically on a predetermined schedule (quarterly, semi-annual, annual), and (3) American - continuously callable at any time on or after the call date. There is usually a notice period of at least 5 business days prior to a call date.

**Callable Bonds/Notes.** Securities, which contain an imbedded call option giving the issuer, the right to redeem the securities prior to maturity at a predetermined price and time.

**Certificate of Deposit (CD).** Bank obligation issued by a financial institution generally offering a fixed rate of return (coupon) for a specified period of time (maturity). Can be as long as 10 years to maturity, but most CDs purchased by public agencies are one year and under.

**Collateral.** Investment securities or other property that a borrower pledges to secure repayment of a loan, secure deposits of public monies, or provide security for a repurchase agreement.

**Collateralization.** Process by which a borrower pledges securities, property, or other deposits for securing the repayment of a loan and/or security.

**Collateralized Mortgage Obligation (CMO).** A security that pools together mortgages and separates them into short, medium, and long-term positions (called tranches). Tranches are set up to pay different rates of interest

depending upon their maturity. Interest payments are usually paid monthly. In “plain vanilla” CMOs, principal is not paid on a tranche until all shorter tranches have been paid off. This system provides interest and principal in a more predictable manner. A single pool of mortgages can be carved up into numerous tranches each with its own payment and risk characteristics.

**Commercial Paper.** Short term unsecured promissory note issued by a company or financial institution. Issued at a discount and matures for par or face value. Usually a maximum maturity of 270 days, and given a short-term debt rating by one or more NRSROs.

**Convexity.** A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

**Corporate Note.** A debt instrument issued by a corporation with a maturity of greater than one year and less than ten years.

**Counterparty.** The other party in a two party financial transaction. "Counterparty risk" refers to the risk that the other party, to a transaction, will fail in its related obligations. For example, the bank or broker/dealer in a repurchase agreement.

**Coupon Rate.** Annual rate of interest on a debt security, expressed as a percentage of the bond's face value.

**Current Yield.** Annual rate of return on a bond based on its price. Calculated as (coupon rate / price), but does not accurately reflect a bond's true yield level.

**Custody.** Safekeeping services offered by a bank, financial institution or trust company, referred to as the “custodian.” Service normally includes the holding and reporting of the customer's securities, the collection and disbursement of income, securities settlement and market values.

**Dealer.** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**Delivery Versus Payment (DVP).** Settlement procedure in which securities are delivered versus payment of cash, but only after cash has been received. Most security transactions, including those through the Fed Securities Wire system and DTC, are done DVP as a protection for both the buyer and seller of securities.

**Depository Trust Company (DTC).** A firm through which members can use a computer to arrange for securities to be delivered to other members without physical delivery of certificates. A member of the Federal Reserve System and owned mostly by the New York Stock Exchange, the Depository Trust Company uses computerized debit and credit entries. Most corporate securities, commercial paper, CDs and BAs clear through DTC.

**Derivatives.** For hedging purposes, common derivatives are options, futures, swaps and swaptions. All Collateralized Mortgage Obligations (“CMOs”) are derivatives. (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

**Derivative Security.** Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

**Designated Bond.** FFCB's regularly issued, liquid, non-callable securities that generally have a 2 or 3 year original maturity. New issues of Designated Bonds are \$1 billion or larger. Re-openings of existing Designated Bond issues are generally a minimum of \$100 million. Designated Bonds are offered through a syndicate of two to six dealers. Twice each month the Funding Corporation announces its intention to issue a new Designated Bond, reopen an existing issue, or to not issue or reopen a Designated Bond. Issues under the Designated Bond

program constitute the same credit standing as other FFCB issues; they simply add organization and liquidity to the intermediate- and long-term Agency market.

**Discount Notes.** Unsecured general obligations issued by Federal Agencies at a discount. Discount notes mature at par and can range in maturity from overnight to one year. Very large primary (new issue) and secondary markets.

**Discount Rate.** Rate charged by the system of Federal Reserve Banks on overnight loans to member banks. Changes to this rate are administered by the Federal Reserve and closely mirror changes to the "fed funds rate."

**Discount Securities.** Non-interest bearing money market instruments that are issued at discount and redeemed at maturity for full face value. Examples include: U.S. Treasury Bills, Federal Agency Discount Notes, Bankers' Acceptances and Commercial Paper.

**Discount.** The amount by which a bond or other financial instrument sells below its face value. See also "Premium."

**Diversification.** Dividing investment funds among a variety of security types, maturities, industries and issuers offering potentially independent returns.

**Dollar Price.** A bond's cost expressed as a percentage of its face value. For example, a bond quoted at a dollar price of 95 ½, would have a principal cost of \$955 per \$1,000 of face value.

**Duff & Phelps.** One of several NRSROs that provide credit ratings on corporate and bank debt issues.

**Duration.** The weighted average maturity of a security's or portfolio's cash flows, where the present values of the cash flows serve as the weights. The greater the duration of a security/portfolio, the greater its percentage price volatility with respect to changes in interest rates. Used as a measure of risk and a key tool for managing a portfolio versus a benchmark and for hedging risk. There are also different kinds of duration used for different purposes (e.g. MacAuley Duration, Modified Duration).

**Fannie Mae.** See "Federal National Mortgage Association."

**Fed Money Wire.** A computerized communications system that connects the Federal Reserve System with its member banks, certain U. S. Treasury offices, and the Washington D.C. office of the Commodity Credit Corporation. The Fed Money Wire is the book entry system used to transfer cash balances between banks for themselves and for customer accounts.

**Fed Securities Wire.** A computerized communications system that facilitates book entry transfer of securities between banks, brokers and customer accounts, used primarily for settlement of U.S. Treasury and Federal Agency securities.

**Fed.** See "Federal Reserve System."

**Federal Agency Security.** A debt instrument issued by one of the Federal Agencies. Federal Agencies are considered second in credit quality and liquidity only to U.S. Treasuries.

**Federal Agency.** Government sponsored/owned entity created by the U.S. Congress, generally for the purpose of acting as a financial intermediary by borrowing in the marketplace and directing proceeds to specific areas of the economy considered to otherwise have restricted access to credit markets. The largest Federal Agencies are GNMA, FNMA, FHLMC, FHLB, FFCB, SLMA, and TVA.

**Federal Deposit Insurance Corporation (FDIC).** Federal agency that insures deposits at commercial banks, currently to a limit of \$250,000 per depositor per bank.

**Federal Farm Credit Bank (FFCB).** One of the large Federal Agencies. A government sponsored enterprise (GSE) system that is a network of cooperatively-owned lending institutions that provides credit services to farmers, agricultural cooperatives and rural utilities. The FFCBs act as financial intermediaries that borrow money in the capital markets and use the proceeds to make loans and provide other assistance to farmers and farm-affiliated businesses. Consists of the consolidated operations of the Banks for Cooperatives, Federal Intermediate Credit Banks, and Federal Land Banks. Frequent issuer of discount notes, agency notes and callable agency securities. FFCB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and agricultural industry. Also issues notes under its “designated note” program.

**Federal Funds (Fed Funds).** Funds placed in Federal Reserve Banks by depository institutions in excess of current reserve requirements, and frequently loaned or borrowed on an overnight basis between depository institutions.

**Federal Funds Rate (Fed Funds Rate).** The interest rate charged by a depository institution lending Federal Funds to another depository institution. The Federal Reserve influences this rate by establishing a "target" Fed Funds rate associated with the Fed's management of monetary policy.

**Federal Home Loan Bank System (FHLB).** One of the large Federal Agencies. A government sponsored enterprise (GSE) system, consisting of wholesale banks (currently twelve district banks) owned by their member banks, which provides correspondent banking services and credit to various financial institutions, financed by the issuance of securities. The principal purpose of the FHLB is to add liquidity to the mortgage markets. Although FHLB does not directly fund mortgages, it provides a stable supply of credit to thrift institutions that make new mortgage loans. FHLB debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes and callable agency securities. Also issues notes under its “global note” and “TAP” programs.

**Federal Home Loan Mortgage Corporation (FHLMC or "Freddie Mac").** One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides stability and assistance to the secondary market for home mortgages by purchasing first mortgages and participation interests financed by the sale of debt and guaranteed mortgage backed securities. FHLMC debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its “reference note” program.

**Federal National Mortgage Association (FNMA or "Fannie Mae").** One of the large Federal Agencies. A government sponsored public corporation (GSE) that provides liquidity to the residential mortgage market by purchasing mortgage loans from lenders, financed by the issuance of debt securities and MBS (pools of mortgages packaged together as a security). FNMA debt is not an obligation of, nor is it guaranteed by the U.S. government, although it is considered to have minimal credit risk due to its importance to the U.S. financial system and housing market. Frequent issuer of discount notes, agency notes, callable agency securities and MBS. Also issues notes under its “benchmark note” program.

**Federal Reserve Bank.** One of the 12 distinct banks of the Federal Reserve System.

**Federal Reserve System (the Fed).** The independent central bank system of the United States that establishes and conducts the nation's monetary policy. This is accomplished in three major ways: (1) raising or lowering bank reserve requirements, (2) raising or lowering the target Fed Funds Rate and Discount Rate, and (3) in open market operations by buying and selling government securities. The Federal Reserve System is made up of twelve Federal Reserve District Banks, their branches, and many national and state banks throughout the nation. It is headed by the seven member Board of Governors known as the “Federal Reserve Board” and headed by its Chairman.

**Financial Industry Regulatory Authority, Inc (FINRA).** is a private corporation that acts as a self-regulatory organization (SRO). FINRA is the successor to the National Association of Securities Dealers, Inc. (NASD). Though sometimes mistaken for a government agency, it is a non-governmental organization that performs financial regulation of member brokerage firms and exchange markets. The government also has a regulatory arm for investments, the Securities and Exchange Commission.

**Fiscal Agent/Paying Agent.** A bank or trust company that acts, under a trust agreement with a corporation or municipality, in the capacity of general treasurer. The agent performs such duties as making coupon payments, paying rents, redeeming bonds, and handling taxes relating to the issuance of bonds.

**Fitch Investors Service, Inc.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**Floating Rate Security (FRN or “floater”).** A bond with an interest rate that is adjusted according to changes in an interest rate or index. Differs from variable-rate debt in that the changes to the rate take place immediately when the index changes, rather than on a predetermined schedule. See also “Variable Rate Security.”

**Freddie Mac.** See "Federal Home Loan Mortgage Corporation".

**Ginnie Mae.** See "Government National Mortgage Association".

**Global Notes:** Notes designed to qualify for immediate trading in both the domestic U.S. capital market and in foreign markets around the globe. Usually large issues that are sold to investors worldwide and therefore have excellent liquidity. Despite their global sales, global notes sold in the U.S. are typically denominated in U.S. dollars.

**Government National Mortgage Association (GNMA or "Ginnie Mae").** One of the large Federal Agencies. Government-owned Federal Agency that acquires, packages, and resells mortgages and mortgage purchase commitments in the form of mortgage-backed securities. Largest issuer of mortgage pass-through securities. GNMA debt is guaranteed by the full faith and credit of the U.S. government (one of the few agencies that is actually full faith and credit of the U.S.).

**Government Securities.** An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, Bonds, and SLGS."

**Government Sponsored Enterprise (GSE).** Privately owned entity subject to federal regulation and supervision, created by the U.S. Congress to reduce the cost of capital for certain borrowing sectors of the economy such as students, farmers, and homeowners. GSEs carry the implicit backing of the U.S. Government, but they are not direct obligations of the U.S. Government. For this reason, these securities will offer a yield premium over U.S. Treasuries. Some consider GSEs to be stealth recipients of corporate welfare. Examples of GSEs include: FHLB, FHLMC, FNMA and SLMA.

**Government Sponsored Enterprise Security.** A security issued by a Government Sponsored Enterprise. Considered Federal Agency Securities.

**Index.** A compilation of statistical data that tracks changes in the economy or in financial markets.

**Interest-Only (IO) STRIP.** A security based solely on the interest payments from the bond. After the principal has been repaid, interest payments stop and the value of the security falls to nothing. Therefore, IOs are considered risky investments. Usually associated with mortgage-backed securities.

**Internal Controls.** An internal control structure ensures that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met.

The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. **Separation of transaction authority from accounting and record keeping** - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

**Inverse Floater.** A floating rate security structured in such a way that it reacts inversely to the direction of interest rates. Considered risky as their value moves in the opposite direction of normal fixed-income investments and whose interest rate can fall to zero.

**Investment Advisor.** A company that provides professional advice managing portfolios, investment recommendations and/or research in exchange for a management fee.

**Investment Adviser Act of 1940.** Federal legislation that sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

**Investment Grade.** Bonds considered suitable for preservation of invested capital; bonds rated a minimum of Baa3 by Moody's, BBB- by Standard & Poor's, or BBB- by Fitch. Although "BBB" rated bonds are considered investment grade, most public agencies cannot invest in securities rated below "A."

**Liquidity.** Relative ease of converting an asset into cash without significant loss of value. Also, a relative measure of cash and near-cash items in a portfolio of assets. Also, a term describing the marketability of a money market security correlating to the narrowness of the spread between the bid and ask prices.

**Local Government Investment Pool (LGIP).** An investment by local governments in which their money is pooled as a method for managing local funds, (i.e., Florida State Board of Administration's Florida Prime Fund).

**Long-Term Core Investment Program.** Funds that are not needed within a one year period.

**Market Value.** The fair market value of a security or commodity. The price at which a willing buyer and seller would pay for a security.

**Mark-to-market.** Adjusting the value of an asset to its market value, reflecting in the process unrealized gains or losses.

**Master Repurchase Agreement.** A widely accepted standard agreement form published by the Bond Market Association (BMA) that is used to govern and document Repurchase Agreements and protect the interest of parties in a repo transaction.

**Maturity Date.** Date on which principal payment of a financial obligation is to be paid.

**Medium Term Notes (MTN's).** Used frequently to refer to corporate notes of medium maturity (5-years and under). Technically, any debt security issued by a corporate or depository institution with a maturity from 1 to 10 years and issued under an MTN shelf registration. Usually issued in smaller issues with varying coupons and maturities, and underwritten by a variety of broker/dealers (as opposed to large corporate deals issued and underwritten all at once in large size and with a fixed coupon and maturity).

**Money Market.** The market in which short-term debt instruments (bills, commercial paper, bankers' acceptance, etc.) are issued and traded.

**Money Market Mutual Fund (MMF).** A type of mutual fund that invests solely in money market instruments, such as: U.S. Treasury bills, commercial paper, bankers' acceptances, and repurchase agreements. Money market mutual funds are registered with the SEC under the Investment Company Act of 1940 and are subject "rule 2a-7" which significantly limits average maturity and credit quality of holdings. MMF's are managed to maintain a stable net asset value (NAV) of \$1.00. Many MMFs carry ratings by a NRSRO.

**Moody's Investors Service.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**Mortgage Backed Securities (MBS).** Mortgage-backed securities represent an ownership interest in a pool of mortgage loans made by financial institutions, such as savings and loans, commercial banks, or mortgage companies, to finance the borrower's purchase of a home or other real estate. The majority of MBS are issued and/or guaranteed by GNMA, FNMA and FHLMC. There are a variety of MBS structures, some of which can be very risky and complicated. All MBS have reinvestment risk as actual principal and interest payments are dependent on the payment of the underlying mortgages which can be prepaid by mortgage holders to refinance and lower rates or simply because the underlying property was sold.

**Mortgage Pass-Through Securities.** A pool of residential mortgage loans with the monthly interest and principal distributed to investors on a pro-rata basis. Largest issuer is GNMA.

**Municipal Note/Bond.** A debt instrument issued by a state or local government unit or public agency. The vast majority of municipals are exempt from state and federal income tax, although some non-qualified issues are taxable.

**Mutual Fund.** Portfolio of securities professionally managed by a registered investment company that issues shares to investors. Many different types of mutual funds exist (bond, equity, money fund); all except money market funds operate on a variable net asset value (NAV).

**Negotiable Certificate of Deposit (Negotiable CD).** Large denomination CDs (\$100,000 and larger) that are issued in bearer form and can be traded in the secondary market.

**Net Asset Value.** The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)

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

**NRSRO.** A “Nationally Recognized Statistical Rating Organization.” A designated rating organization that the SEC has deemed a strong national presence in the U.S. NRSROs provide credit ratings on corporate and bank debt issues. Only ratings of a NRSRO may be used for the regulatory purposes of rating. Includes Moody’s, S&P, Fitch and Duff & Phelps.

**Offered Price.** See also "Ask Price."

**Open Market Operations.** Federal Reserve monetary policy tactic entailing the purchase or sale of government securities in the open market by the Federal Reserve System from and to primary dealers in order to influence the money supply, credit conditions, and interest rates.

**Par Value.** Face value, stated value or maturity value of a security.

**Physical Delivery.** Delivery of readily available underlying assets at contract maturity.

**Portfolio.** Collection of securities and investments held by an investor.

**Premium.** The amount by which a bond or other financial instrument sells above its face value. See also "Discount."

**Primary Dealer.** Any of a group of designated government securities dealers designated by to the Federal Reserve Bank of New York. Primary dealers can buy and sell government securities directly with the Fed. Primary dealers also submit daily reports of market activity and security positions held to the Fed and are subject to its informal oversight. Primary dealers are considered the largest players in the U.S. Treasury securities market.

**Prime Paper.** Commercial paper of high quality. Highest rated paper is A-1+/A-1 by S&P and P-1 by Moody’s.

**Principal.** Face value of a financial instrument on which interest accrues. May be less than par value if some principal has been repaid or retired. For a transaction, principal is par value times price and includes any premium or discount.

**Prudent Investor Standard.** Standard that requires that when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. More stringent than the “prudent person” standard as it implies a level of knowledge commensurate with the responsibility at hand.

**Qualified Public Depository** - Per Florida Statute 280, means any bank, saving bank or savings association that:

1. Is organized and exists under the laws of the United States, the laws of this state or any other state or territory of the United States;

2. Has its principal place of business in this state or has a branch office in this state which is authorized under the laws of this state or of the United States to receive deposits in this state.
3. Has deposit insurance under the provision of the Federal Deposit Insurance Act, as amended, 12 U.S.C. ss.1811 seq.
4. Meets all requirements of F.S. 280
5. Has been designed by the Treasurer as a qualified public depository.

**Range Note.** A type of structured note that accrues interest daily at a set coupon rate that is tied to an index. Most range notes have two coupon levels; a higher accrual rate for the period the index is within a designated range, the lower accrual rate for the period that the index falls outside the designated range. This lower rate may be zero and may result in zero earnings.

**Rate of Return.** Amount of income received from an investment, expressed as a percentage of the amount invested.

**Realized Gains (Losses).** The difference between the sale price of an investment and its book value. Gains/losses are “realized” when the security is actually sold, as compared to “unrealized” gains/losses which are based on current market value. See “Unrealized Gains (Losses).”

**Reference Bills:** FHLMC’s short-term debt program created to supplement its existing discount note program by offering issues from one month through one year, auctioned on a weekly or on an alternating four-week basis (depending upon maturity) offered in sizeable volumes (\$1 billion and up) on a cycle of regular, standardized issuance. Globally sponsored and distributed, Reference Bill issues are intended to encourage active trading and market-making and facilitate the development of a term repo market. The program was designed to offer predictable supply, pricing transparency and liquidity, thereby providing alternatives to U.S. Treasury bills. FHLMC’s Reference Bills are unsecured general corporate obligations. This program supplements the corporation’s existing discount note program. Issues under the Reference program constitute the same credit standing as other FHLMC discount notes; they simply add organization and liquidity to the short-term Agency discount note market.

**Reference Notes:** FHLMC’s intermediate-term debt program with issuances of 2, 3, 5, 10 and 30-year maturities. Initial issuances range from \$2 - \$6 billion with re-openings ranging \$1 - \$4 billion.

The notes are high-quality bullet structures securities that pay interest semiannually. Issues under the Reference program constitute the same credit standing as other FHLMC notes; they simply add organization and liquidity to the intermediate- and long-term Agency market.

**Repurchase Agreement (Repo).** A short-term investment vehicle where an investor agrees to buy securities from a counterparty and simultaneously agrees to resell the securities back to the counterparty at an agreed upon time and for an agreed upon price. The difference between the purchase price and the sale price represents interest earned on the agreement. In effect, it represents a collateralized loan to the investor, where the securities are the collateral. Can be DVP, where securities are delivered to the investor’s custodial bank, or “tri-party” where the securities are delivered to a third party intermediary. Any type of security can be used as “collateral,” but only some types provide the investor with special bankruptcy protection under the law. Repos should be undertaken only when an appropriate BMA approved master repurchase agreement is in place.

**Reverse Repurchase Agreement (Reverse Repo).** A repo from the point of view of the original seller of securities. Used by dealers to finance their inventory of securities by essentially borrowing at short-term rates. Can also be used to leverage a portfolio and in this sense, can be considered risky if used improperly.

**Safekeeping.** Service offered for a fee, usually by financial institutions, for the holding of securities and other valuables. Safekeeping is a component of custody services.

**Secondary Market.** Markets for the purchase and sale of any previously issued financial instrument.

**Securities Lending.** An arrangement between an investor and a custody bank that allows the custody bank to “loan” the investor’s investment holdings, reinvest the proceeds in permitted investments, and share any profits with the investor. Should be governed by a securities lending agreement. Can increase the risk of a portfolio in that the investor takes on the default risk on the reinvestment at the discretion of the custodian.

**Sinking Fund.** A separate accumulation of cash or investments (including earnings on investments) in a fund in accordance with the terms of a trust agreement or indenture, funded by periodic deposits by the issuer (or other entity responsible for debt service), for the purpose of assuring timely availability of moneys for payment of debt service. Usually used in connection with term bonds.

**Spread.** The difference between the price of a security and similar maturity U.S. Treasury investments, expressed in percentage terms or basis points. A spread can also be the absolute difference in yield between two securities. The securities can be in different markets or within the same securities market between different credits, sectors, or other relevant factors.

**Standard & Poor's.** One of several NRSROs that provide credit ratings on corporate and municipal debt issues.

**STRIPS (Separate Trading of Registered Interest and Principal of Securities).** Acronym applied to U.S. Treasury securities that have had their coupons and principal repayments separated into individual zero-coupon Treasury securities. The same technique and “strips” description can be applied to non-Treasury securities (e.g. FNMA strips).

**Structured Notes.** Notes that have imbedded into their structure options such as step-up coupons or derivative-based returns.

**Swap.** Trading one asset for another.

**TAP Notes:** Federal Agency notes issued under the FHLB TAP program. Launched in 6/99 as a refinement to the FHLB bullet bond auction process. In a break from the FHLB’s traditional practice of bringing numerous small issues to market with similar maturities, the TAP Issue Program uses the four most common maturities and reopens them up regularly through a competitive auction. These maturities (2, 3, 5 and 10 year) will remain open for the calendar quarter, after which they will be closed and a new series of TAP issues will be opened to replace them. This reduces the number of separate bullet bonds issued, but generates enhanced awareness and liquidity in the marketplace through increased issue size and secondary market volume.

**Tennessee Valley Authority (TVA).** One of the large Federal Agencies. A wholly owned corporation of the United States government that was established in 1933 to develop the resources of the Tennessee Valley region in order to strengthen the regional and national economy and the national defense. Power operations are separated from non-power operations. TVA securities represent obligations of TVA, payable solely from TVA's net power proceeds, and are neither obligations of nor guaranteed by the United States. TVA is currently authorized to issue debt up to \$30 billion. Under this authorization, TVA may also obtain advances from the U.S. Treasury of up to \$150 million. Frequent issuer of discount notes, agency notes and callable agency securities.

**Total Return.** Investment performance measured over a period of time that includes coupon interest, interest on interest, and both realized and unrealized gains or losses. Total return includes, therefore, any market value appreciation/depreciation on investments held at period end.

**Treasuries.** Collective term used to describe debt instruments backed by the U.S. Government and issued through the U.S. Department of the Treasury. Includes Treasury bills, Treasury notes, and Treasury bonds. Also a benchmark term used as a basis by which the yields of non-Treasury securities are compared (e.g., "trading at 50 basis points over Treasuries").

**Treasury Bills (T-Bills).** Short-term direct obligations of the United States Government issued with an original term of one year or less. Treasury bills are sold at a discount from face value and do not pay interest before maturity. The difference between the purchase price of the bill and the maturity value is the interest earned on the bill. Currently, the U.S. Treasury issues 4-week, 13-week and 26-week T-Bills

**Treasury Bonds.** Long-term interest-bearing debt securities backed by the U.S. Government and issued with maturities of ten years and longer by the U.S. Department of the Treasury. The Treasury stopped issuing Treasury Bonds in August 2001.

**Treasury Notes.** Intermediate interest-bearing debt securities backed by the U.S. Government and issued with maturities ranging from one to ten years by the U.S. Department of the Treasury. The Treasury currently issues 2-year, 5-year and 10-year Treasury Notes.

**Trustee.** A bank designated by an issuer of securities as the custodian of funds and official representative of bondholders. Trustees are appointed to insure compliance with the bond documents and to represent bondholders in enforcing their contract with the issuer.

**Uniform Net Capital Rule.** SEC regulation 15C3-1 that outlines the minimum net capital ratio (ratio of indebtedness to net liquid capital) of member firms and non-member broker/dealers.

**Unrealized Gains (Losses).** The difference between the market value of an investment and its book value. Gains/losses are "realized" when the security is actually sold, as compared to "unrealized" gains/losses which are based on current market value. See also "Realized Gains (Losses)."

**Variable-Rate Security.** A bond that bears interest at a rate that varies over time based on a specified schedule of adjustment (e.g., daily, weekly, monthly, semi-annually or annually). See also "Floating Rate Note."

**Weighted Average Maturity (or just "Average Maturity").** The average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. A simple measure of risk of a fixed-income portfolio.

**Weighted Average Maturity to Call.** The average maturity of all securities and investments of a portfolio, adjusted to substitute the first call date per security for maturity date for those securities with call provisions.

**Yield Curve.** A graphic depiction of yields on like securities in relation to remaining maturities spread over a time line. The traditional yield curve depicts yields on U.S. Treasuries, although yield curves exist for Federal Agencies and various credit quality corporates as well. Yield curves can be positively sloped (normal) where longer-term investments have higher yields, or "inverted" (uncommon) where longer-term investments have lower yields than shorter ones.

**Yield to Call (YTC).** Same as "Yield to Maturity," except the return is measured to the first call date rather than the maturity date. Yield to call can be significantly higher or lower than a security's yield to maturity.

**Yield to Maturity (YTM).** Calculated return on an investment, assuming all cash flows from the security are reinvested at the same original yield. Can be higher or lower than the coupon rate depending on market rates and whether the security was purchased at a premium or discount. There are different conventions for calculating YTM for various types of securities.

**Yield.** There are numerous methods of yield determination. In this glossary, see also "Current Yield," "Yield Curve," "Yield to Call" and "Yield to Maturity."

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**Attachment B**  
**Investment Pool/Fund Questionnaire**

1. A description of eligible investment securities, and a written statement of investment policy and objectives.
2. A description of interest calculations and how it is distributed, and how gains and losses are treated.
3. A description of how the securities are safeguarded (including the settlement processes), and how often the securities are priced and the program audited.
4. A description of who may invest in the program, how often, what size deposit and withdrawal are allowed.
5. A schedule for receiving statements and portfolio listings.
6. Are reserves, retained earnings, etc. utilized by the pool/fund?
7. A fee schedule, and when and how is it assessed.
8. Is the pool/fund eligible for bond proceeds and/or will it accept such proceeds?

# BUDGET OVERVIEW

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**BUDGET SUMMARY  
CITY OF ORMOND BEACH, FLORIDA  
FISCAL YEAR 2013-14**

ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	WATER AND WASTEWATER FUNDS	SOLID WASTE FUNDS	INTERNAL SERVICE FUNDS	TOTAL ESTIMATED REVENUES
<b>TAXES</b>								
Ad Valorem Taxes	8,703,501	296,928	0	900,645	0	0	0	9,901,074
Ad Valorem Taxes (voted debt)	0	0	735,709	0	0	0	0	735,709
Delinquent Property Taxes	12,000	0	0	0	0	0	0	12,000
Local Option Gas Taxes	0	0	0	1,101,506	0	0	0	1,101,506
Franchise Fees	2,745,000	0	0	0	0	891,460	0	3,636,460
Utility Service Tax	3,296,000	0	0	0	0	0	0	3,296,000
Business Tax	2,191,350	0	0	0	0	0	0	2,191,350
Licenses and Permits	462,000	0	0	0	0	0	0	462,000
Intergovernmental Revenue	3,191,500	3,650,330	0	225,000	0	0	0	7,066,830
Charges for Service	1,059,000	2,575,000	0	0	17,040,000	5,181,300	1,543,965	27,399,265
Fines and Forfeitures	150,000	15,000	0	0	0	0	0	165,000
Miscellaneous Revenues	2,734,472	230,200	0	41,000	345,000	19,000	40,000	3,409,672
<b>TOTAL SOURCES</b>	<b>24,544,823</b>	<b>6,767,458</b>	<b>735,709</b>	<b>2,268,151</b>	<b>17,385,000</b>	<b>6,091,760</b>	<b>1,583,965</b>	<b>59,376,866</b>
Transfers In	3,600,542	861,211	271,029	48,000	6,379,001	0	0	11,159,783
Fund Balances/Reserves/Net Assets	565,166	209,461	1,000	943,460	1,712,605	321,800	0	3,753,492
Bond Proceeds	0	0	0	0	3,600,000	0	0	3,600,000
<b>TOTAL REVENUES, TRANSFERS AND BALANCES</b>	<b>28,710,531</b>	<b>7,838,130</b>	<b>1,007,738</b>	<b>3,259,611</b>	<b>29,076,606</b>	<b>6,413,560</b>	<b>1,583,965</b>	<b>77,890,141</b>
EXPENDITURES	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	WATER AND WASTEWATER FUNDS	SOLID WASTE FUNDS	INTERNAL SERVICE FUNDS	TOTAL ESTIMATED EXPENDITURES
General Government Services	4,661,221	0	0	156,800	1,756,576	0	1,472,000	8,046,597
Public Safety	13,886,933	701,800	0	370,000	0	0	0	14,958,733
Physical Environment	2,386,972	1,868,015	0	174,154	14,611,545	5,386,172	0	24,426,858
Transportation	1,720,344	2,793,302	0	795,548	0	0	0	5,309,194
Economic Environment	225,454	122,000	0	0	0	0	0	347,454
Human Services	9,528	388,951	0	0	0	0	0	398,479
Leisure Services	5,316,760	658,482	0	673,500	0	0	0	6,648,742
Debt Service	0	0	1,003,708	0	4,535,251	0	0	5,538,959
<b>TOTAL EXPENDITURES</b>	<b>28,207,212</b>	<b>6,532,550</b>	<b>1,003,708</b>	<b>2,170,002</b>	<b>20,903,372</b>	<b>5,386,172</b>	<b>1,472,000</b>	<b>65,675,016</b>
Transfers Out	1,112,711	279,988	0	675,189	7,954,639	1,025,291	111,965	11,159,783
Fund Balance/Reserves/Net Assets	-609,392	1,025,592	4,030	414,420	218,595	2,097	0	1,055,342
<b>TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES</b>	<b>28,710,531</b>	<b>7,838,130</b>	<b>1,007,738</b>	<b>3,259,611</b>	<b>29,076,606</b>	<b>6,413,560</b>	<b>1,583,965</b>	<b>77,890,141</b>

ALL FUNDS SUMMARY					
Description	Actuals	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
GENERAL FUND (001)	28,150,238	28,757,209	28,710,531	(46,678)	-0.16%
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	1,306,243	2,697,077	1,889,867	(807,210)	-29.93%
STORMWATER UTILITY FUND (107)	1,871,055	2,575,000	3,145,000	570,000	22.14%
AIRPORT FUND (108)	219,652	258,720	745,342	486,622	188.09%
LOCAL LAW ENFORCEMENT TRUST FUND (109)	-	15,000	15,000	-	0.00%
ECONOMIC DEVELOPMENT FUND (110)	5,000	45,000	122,000	77,000	171.11%
FEDERAL LAW ENFORCEMENT TRUST FUND (112)	35,000	-	-	-	0.00%
PENSION CONTRIBUTION PASS THROUGH (113)	649,419	623,681	652,000	28,319	4.54%
RECREATION FACILITY FEE FUND (115)	30,210	32,550	33,800	1,250	3.84%
GRANTS FUND (116)	124,192	89,601	735,121	645,520	720.44%
FACILITIES RENEWAL & REPLACEMENT (117)	274,577	559,250	500,000	(59,250)	-10.59%
	<b>4,515,348</b>	<b>6,895,879</b>	<b>7,838,130</b>	<b>942,251</b>	<b>13.66%</b>
FINANCING DEBT SERVICE FUND (205)	213,426	114,029	115,029	1,000	0.88%
2002 GOB DEBT SERVICE FUND (209)	273,816	273,922	274,088	166	0.06%
2003 GOB DEBT SERVICE FUND (210)	112,018	114,719	113,001	(1,718)	-1.50%
2004 REVENUE BOND FUND (211)	157,058	158,000	157,000	(1,000)	-0.63%
2010 BEACHFRONT PARK BONDS (220)	344,901	344,158	348,620	4,462	0.00%
	<b>1,101,219</b>	<b>1,004,828</b>	<b>1,007,738</b>	<b>2,910</b>	<b>0.29%</b>
CAPITAL IMPROVEMENTS FUND (301)	123,824	2,228,716	913,975	(1,314,741)	-58.99%
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	549,886	489,000	648,500	159,500	32.62%
TRANSPORTATION IMPROVEMENTS FUND (308)	3,228,526	2,445,506	1,657,136	(788,370)	-32.24%
RECREATION IMPACT FEE FUND (310)	241,431	250,000	40,000	(210,000)	0.00%
	<b>4,143,667</b>	<b>5,413,222</b>	<b>3,259,611</b>	<b>(2,153,611)</b>	<b>-39.78%</b>
WATER AND WASTEWATER FUND (401)	16,143,865	16,991,873	17,551,205	559,332	3.29%
VEHICLE REPLACEMENT FUND (408)	35,296	115,000	425,000	310,000	269.57%
RENEWAL AND REPLACEMENT FUND (409)	1,286,256	1,352,081	2,665,150	1,313,069	97.11%
WATER/WASTEWATER CONSOLIDATE DEBT SERVICE (414)	4,056,362	4,278,685	4,535,251	256,566	6.00%
WEST ORMOND REUSE IMPACT FEE FUND (433)	-	-	-	-	0.00%
WATER SYSTEM IMPACT FEE FUND (434)	-	150,000	150,000	-	0.00%
WASTEWATER SYSTEM IMPACT FEE FUND (435)	-	150,000	150,000	-	0.00%
WASTE EXPANSION PROJECTS FUND (440)	210,266	-	-	-	0.00%
WASTEWATER EXPANSION PROJECTS FUND (442)	14,179,299	-	-	-	0.00%
WATERMAIN PHASE II (444)	-	0	3,600,000	3,600,000	0.00%
	<b>35,911,344</b>	<b>23,037,639</b>	<b>29,076,606</b>	<b>6,038,967</b>	<b>26.21%</b>
SOLID WASTE FUND (460)	6,418,884	6,217,805	6,413,560	195,755	3.15%
WORKERS COMPENSATION FUND (502)	1,106,544	779,112	752,112	(27,000)	-3.47%
GENERAL LIABILITY FUND (504)	853,838	681,853	831,853	150,000	22.00%
<b>TOTAL BUDGET APPROPRIATION</b>	<b>82,201,082</b>	<b>72,787,547</b>	<b>77,890,141</b>	<b>5,102,594</b>	<b>7.01%</b>
<b>Less: Interfund Transfers</b>	<b>(11,778,396)</b>	<b>(11,201,430)</b>	<b>(11,159,783)</b>	<b>41,647</b>	<b>-0.37%</b>
Fleet Operations (Internal Service Charges)	(1,359,847)	(1,489,900)	(1,480,259)	9,641	-0.65%
Engineering (Internal Service Charges)	(815,975)	(924,618)	(906,713)	17,905	-1.94%
Consolidated Insurance Fund (Internal Service Charges)	(1,960,382)	(1,460,965)	(1,583,965)	(123,000)	8.42%
<b>TOTAL NET BUDGET</b>	<b>66,286,482</b>	<b>57,710,634</b>	<b>62,759,421</b>	<b>5,048,787</b>	<b>8.75%</b>

**BUDGET THREE YEAR SUMMARY  
CITY OF ORMOND BEACH, FLORIDA  
FISCAL YEAR 2013-14**

REVENUES	Actuals FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Taxes	20,317,137	20,799,500	20,874,099	74,599	0.36%
Licenses and Permits	424,603	455,000	462,000	7,000	1.54%
Intergovernmental Revenue	10,847,786	6,110,540	7,066,830	956,290	15.65%
Charges for Service	27,550,009	26,801,965	27,399,265	597,300	2.23%
Fines and Forfeitures	163,204	167,000	165,000	(2,000)	-1.20%
Miscellaneous Revenues	4,649,436	3,243,924	3,409,672	165,748	5.11%
<b>TOTAL SOURCES</b>	<b>63,952,175</b>	<b>57,577,929</b>	<b>59,376,866</b>	<b>1,798,937</b>	<b>3.12%</b>
Transfers In	11,617,537	11,201,430	11,159,783	(41,647)	-0.37%
Bond Proceeds and Other Sources	0	4,008,188	7,353,492	3,345,304	83.46%
<b>TOTAL REVENUES, TRANSFERS AND BALANCES</b>	<b>75,569,712</b>	<b>72,787,547</b>	<b>77,890,141</b>	<b>5,102,594</b>	<b>7.01%</b>

EXPENDITURES	Actuals FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Government Services	7,456,282	6,343,415	8,046,597	1,703,182	26.85%
Public Safety	13,704,366	14,908,073	14,958,733	50,660	0.34%
Physical Environment	32,682,744	19,722,524	24,426,858	4,704,334	23.85%
Transportation	5,721,511	5,863,291	5,309,194	(554,097)	-9.45%
Economic Environment	216,214	299,206	347,454	48,248	16.13%
Human Services	145,013	395,098	398,479	3,381	0.86%
Leisure Services	5,499,834	7,456,834	6,648,742	(808,092)	-10.84%
Debt Service	5,157,581	5,283,513	5,538,959	255,446	4.83%
<b>TOTAL EXPENDITURES</b>	<b>70,583,545</b>	<b>60,271,954</b>	<b>65,675,016</b>	<b>5,403,062</b>	<b>8.96%</b>
Transfers Out	11,617,537	11,201,430	11,159,783	(41,647)	-0.37%
Contingency	0	1,314,163	1,055,342	(258,821)	0.00%
<b>TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES</b>	<b>82,201,082</b>	<b>72,787,547</b>	<b>77,890,141</b>	<b>5,102,594</b>	<b>7.01%</b>

**CHANGES IN FUND BALANCE  
FISCAL YEAR 2013-14**

	Estimated Beginning Fund Balance	Budget Revenue FY 2013-14	Budget Expenditures FY 2013-14	Use of Fund Balance	Estimated Ending Fund Balance
<b>Description</b>	<b>Balance</b>	<b>FY 2013-14</b>	<b>FY 2013-14</b>	<b>Balance</b>	<b>Balance</b>
GENERAL FUND (001)	5,844,000.00	28,145,365.00	28,710,531.00	565,166.00	5,278,834.00
<b>SPECIAL REVENUE FUNDS</b>					
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	750,000.00	1,889,867.00	1,889,867.00	-	750,000.00
STORMWATER UTILITY FUND (107)	750,000.00	3,145,000.00	3,145,000.00	-	750,000.00
AIRPORT FUND (108)	32,000.00	714,090.00	745,342.00	31,252.00	748.00
LOCAL LAW ENFORCEMENT TRUST FUND (109)	140,000.00	15,000.00	15,000.00	-	140,000.00
ECONOMIC DEVELOPMENT FUND (110)	110,000.00	112,000.00	122,000.00	10,000.00	100,000.00
FEDERAL LAW ENFORCEMENT TRUST FUND (112)	-	-	-	-	-
PENSION CONTRIBUTION PASS THROUGH (113)	-	652,000.00	652,000.00	-	-
RECREATION FACILITY FEE FUND (115)	200,000.00	33,800.00	33,800.00	-	200,000.00
GRANTS FUND (116)	150,000.00	735,121.00	735,121.00	-	150,000.00
FACILITIES RENEWAL & REPLACEMENT (117)	200,000.00	496,928.00	500,000.00	3,072.00	196,928.00
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>2,332,000.00</b>	<b>7,793,806.00</b>	<b>7,838,130.00</b>	<b>44,324.00</b>	<b>2,287,676.00</b>
<b>DEBT SERVICE FUNDS</b>					
FINANCING DEBT SERVICE FUND (205)	100,000.00	114,029.00	115,029.00	1,000.00	99,000.00
2002 GOB DEBT SERVICE FUND (209)	85,000.00	274,088.00	274,088.00	-	85,000.00
2003 GOB DEBT SERVICE FUND (210)	25,000.00	113,001.00	113,001.00	-	25,000.00
2005 REVENUE BOND FUND (211)	-	157,000.00	157,000.00	-	-
2010 BEACHFRONT PARK BONDS (220)	-	345,070.00	348,620.00	-	-
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>210,000.00</b>	<b>1,003,188.00</b>	<b>1,007,738.00</b>	<b>-</b>	<b>210,000.00</b>
<b>CAPITAL PROJECT FUNDS</b>					
CAPITAL IMPROVEMENTS FUND (301)	1,000,000.00	576,015.00	913,975.00	337,960.00	662,040.00
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	1,000,000.00	48,000.00	648,500.00	600,500.00	399,500.00
TRANSPORTATION IMPROVEMENTS FUND (308)	-	1,657,136.00	1,657,136.00	-	-
RECREATION IMPACT FEE FUND (310)	-	40,000.00	40,000.00	-	-
BEACHFRONT PARK CONSTRUCTION (324)	-	-	3,259,611.00	-	-
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>2,000,000.00</b>	<b>2,321,151.00</b>	<b>6,519,222.00</b>	<b>938,460.00</b>	<b>1,061,540.00</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 th  
The Equipment Renewal and Replacement fund balance was specifically set aside for the purpose of funding future vehicle replacements and is being drawn down fo

# REVENUE HIGHLIGHTS

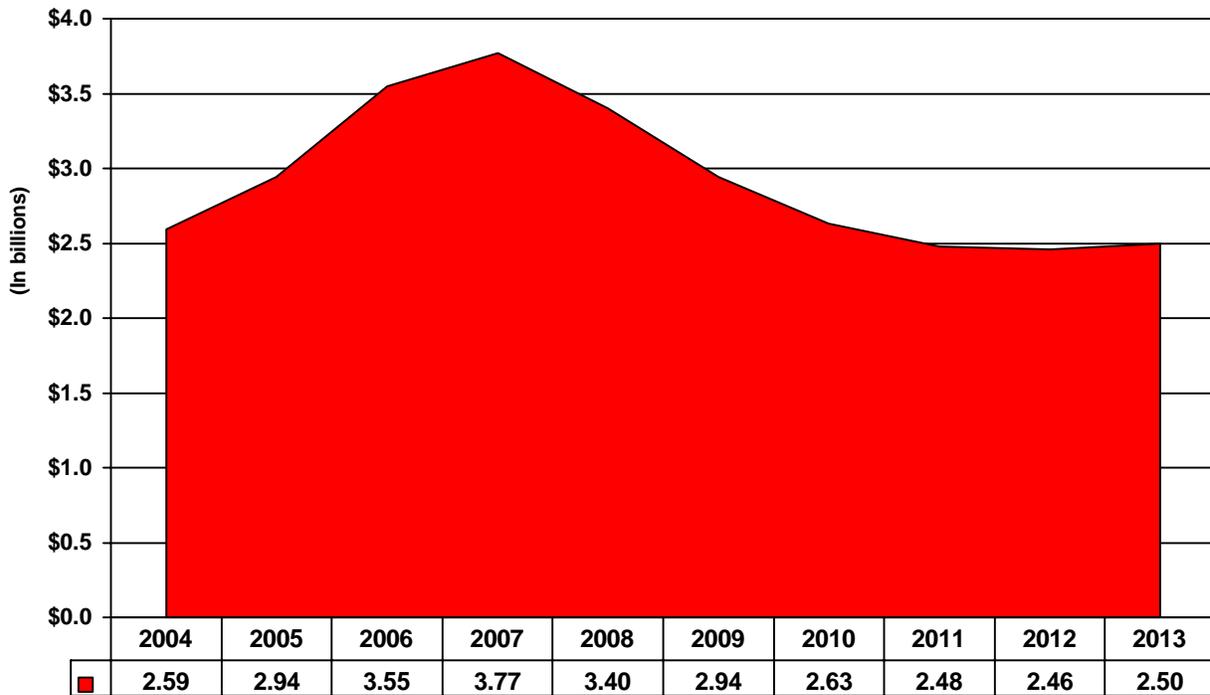
## Overview:

Citywide net revenues and use of prior year’s reserves for FY 2013-14 are budgeted at \$62,759,421. The budget includes use of General Fund Reserves of \$462,000 for capital projects and facilities renewal and replacement. Use of revenue stabilization funds are \$103,166.

## Taxable Value:

The 2013 taxable value is \$2.5 billion, an increase of \$47.3 million from the 2012 taxable value.

### Gross Taxable Value Ten Year Trend



**Property Tax Revenue and Rates:**

General operating revenue (available for general operations and capital improvements) increased by \$478,834 based on the tax rate.

**General Operating Revenue:**

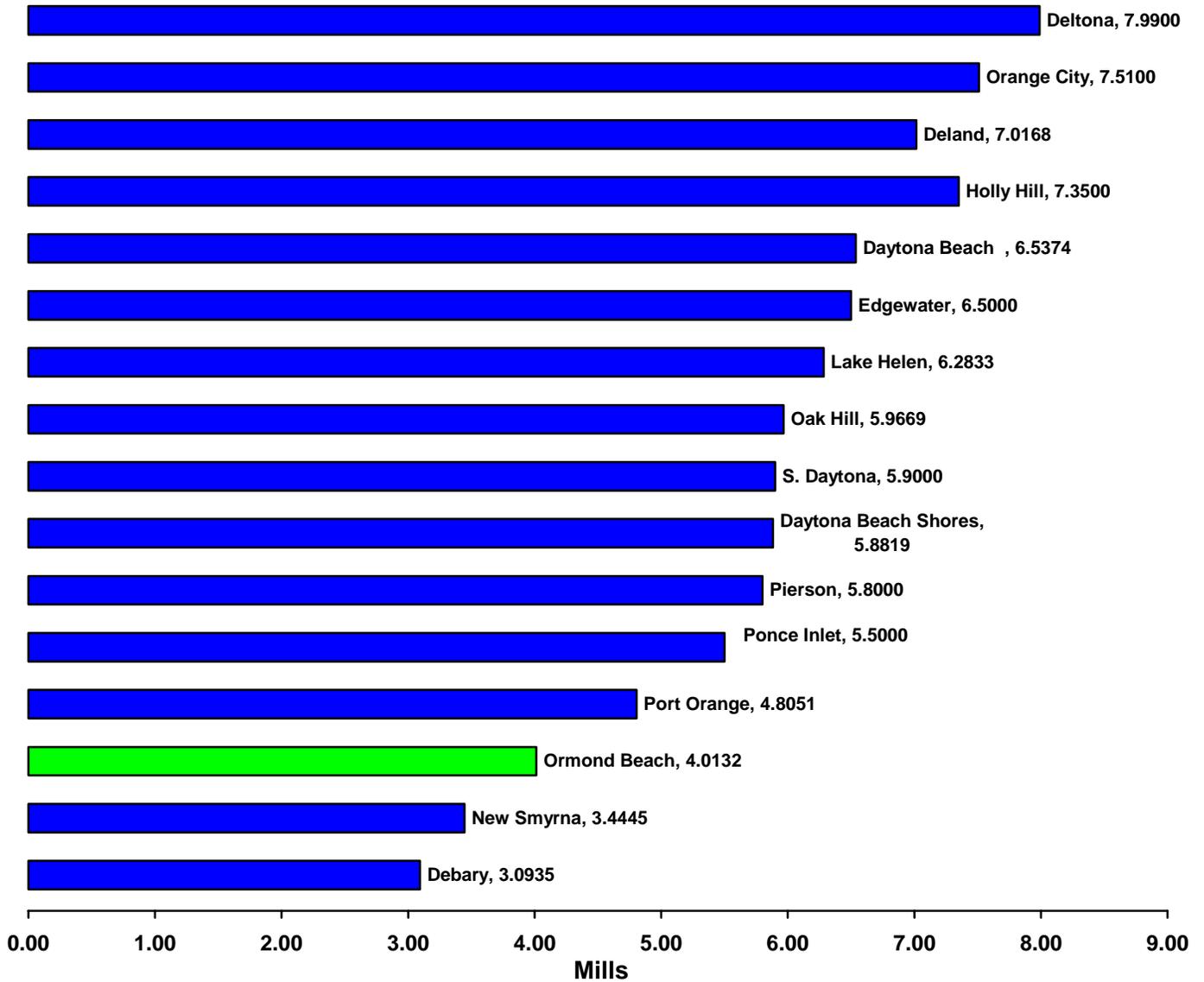
Description	Budget FY 2012-13	Budget FY 2013-14	Change from FY 2012-13 to 2013-14	% Change from FY 2012- 13 to 2013-14
City Property Taxes	\$10,121,690	\$10,636,783	\$515,093	5.09%
Less: Taxes Transferred to Tif	293,361	329,620	\$36,259	12.36%
City Property Taxes Available for General Fund and Capital Project Expenditures	\$9,828,329	\$10,307,163	\$478,834	4.87%

**Total Tax Revenue:**

Description	Budget FY 2012-13	Budget FY 2013-14	Change from FY 2012-13 to 2013-14	% Change from FY 2012- 13 to 2013-14
General Operating	\$9,095,530	\$9,571,454	\$475,924	5.23%
TIF Fund	293,361	329,620	\$36,259	12.36%
2002 Debt Service	273,922	274,088	\$166	0.06%
2003 Debt Service	114,719	113,001	(\$1,718)	-1.50%
2010 Debt Service	344,158	348,620	\$4,462	0.00%
Total Tax Revenue	\$10,121,690	\$10,636,783	\$515,093	5.09%

The operating tax rate is 4.1181 mills. The total tax rate (including debt service) is 4.4241 mills.

## FY 2012-13 Adopted Operating Tax Rates



Source: Volusia County Property Appraiser's website

## Summary of Property Tax Rates and Taxable Value

	Operating Millage				Subtotal Operating Millage	2003 General Obligation Bond Sinking Fund	2002A and 2002B GOB Refunded Sinking Funds	2010 GOB Beachfront Park	Combined City Tax Rate
	General Fund	Capital Improvements	Facilities Renewal & Replacement	Transportation Improvements Fund					
<b>TAX RATE SUMMARY</b>									
FY 2013-14 Millage Rate	3.62000	0.14350	0.12350	0.23110	4.11810	0.04700	0.11400	0.14500	4.42410
FY 2013-14 Rolled Back Millage Rate					3.95960				N/A
FY 2012-13 Millage Rate	3.41490	0.14350	0.12350	0.33130	4.01320	0.04900	0.11700	0.14700	4.32620
% Increase (Decrease) in Tax Rate Compared to Rolled Back Millage Rate	N/A	N/A	N/A	N/A	4.00%	N/A	N/A	N/A	N/A
% Increase (Decrease) in Tax Rate Compared to Prior Year Adopted Millage Rate					2.61%	-4.08%	-2.56%	0.00%	2.26%

CITY PROPERTY TAX PAYMENT FOR \$150,000 HOME WITH \$50,000 HOMESTEAD EXEMPTION ASSUMING 3% ASSESSMENT INCREASE									
- FY 2013-14	\$378.29	\$15.00	\$12.91	\$24.15	\$430.34	\$4.91	\$11.91	\$15.15	\$462.32
- FY 2012-13	\$341.49	\$14.35	\$12.35	\$33.13	\$401.32	\$4.90	\$11.70	\$14.70	\$432.62
Increase (Decrease) Over FY 2012-13	\$36.80	\$0.65	\$0.56	(\$8.98)	\$29.02	\$0.01	\$0.21	\$0.45	\$29.70

SUMMARY OF TAX BASE DATA FOR FY 2013-14				
	Total Taxable Value	Percent Change	TIF Incremental Taxable Value	Percent Change
2012 Final Gross Taxable Value	2,457,147,542		82,111,900	
2013 Preliminary Gross Taxable Value	2,504,460,532	1.93%	85,072,681	3.61%

### Tax Rate History:

TAX RATE HISTORY								
Fiscal Year	General Operating	Facility Renewal & Replacement	Capital Improvement	Transportation	Subtotal Operating	Debt Millage	Combined Millage Rate	Operating Rolled-Back Rate
95-96*	2.62500	-	-	-	2.62500	0.77500	3.40000	2.62500
96-97	2.55400	-	-	0.50000	3.05400	0.71260	3.76660	2.55443
97-98*	2.53895	-	-	0.42172	2.96067	0.66903	3.62970	2.96067
98-99*	2.49533	-	-	0.40000	2.89533	0.75551	3.65084	2.89533
99-00*	2.39275	-	-	0.40000	2.79275	0.86425	3.65700	2.79275
00-01*	2.30835	-	-	0.40000	2.70835	0.83188	3.54023	2.70835
01-02*	2.18271	-	-	0.40000	2.58271	0.75571	3.33842	2.58271
02-03	2.31258	-	-	0.30000	2.61258	0.72584	3.33842	2.52264
03-04	2.38665	-	-	0.27500	2.66165	0.67677	3.33842	2.46963
04-05	2.84558	-	0.16473	0.27500	3.28531	0.60907	3.89438	2.45601
05-06	2.99604	0.17690	0.16473	0.27500	3.61267	0.54049	4.15316	2.92330
06-07	2.82341	0.17690	0.16473	0.27500	3.44004	0.44220	3.88224	2.92330
07-08	2.57600	0.15000	0.14500	0.14000	3.01100	0.43250	3.44350	3.30885
08-09	2.95179	0.09985	0.17098	0.16622	3.38884	0.42084	3.80968	3.38884
09-10	3.23588	0.12350	0.12350	0.19130	3.67418	0.13550	3.80968	3.92802
10-11	3.05530	0.14350	0.12350	0.33130	3.65360	0.15600	3.80960	4.11930
11-12**	3.29500	0.14350	0.12350	0.33130	3.89330	0.30810	4.20140	3.89330
12-13**	3.41490	0.14350	0.12350	0.33130	4.01320	0.31300	4.32620	4.01320
13-14	3.62000	0.14350	0.12350	0.23110	4.11810	0.30600	4.42410	3.95960

\* 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 \$26.3 million, a decrease of \$64,887 from the previous year. Tax revenue is expected to increase as a result of an increase in the tax rate and redistribution of property taxes from the Transportation Fund to the General Fund. Non-ad valorem tax revenue is expected to decline by \$403,000.

The largest components of General Fund revenue include property taxes (\$8.7 million), franchise fees (\$2.7 million), utility taxes (\$3.3 million), and communications service tax (\$1.9 million). Intergovernmental revenues (totaling \$3.2 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 increased by \$3 million or 3.6%. 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 \$178,900 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 \$297,000. 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 \$345,000 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.

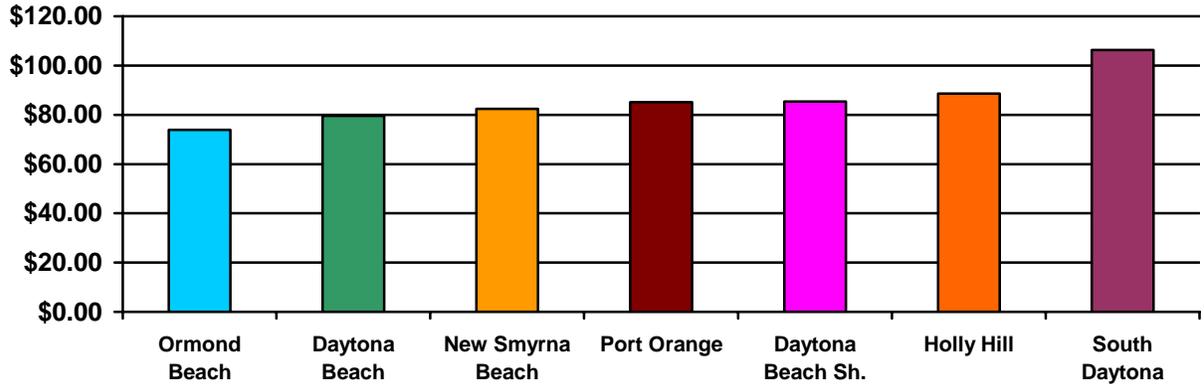
**Water and Wastewater:**

The primary revenue source of the Water and Wastewater Fund consists of user fees to customers both inside and outside the City. A rate increase of 2.5% is was approved with an effective date of October 1, 2013. recommended. Water and sewer fees account for \$17 million.

### Water/Wastewater Rate Increase History

Date	Increase	Water	Sewer	Amount
10/01/98	5.06%	\$ 14.15	\$ 19.04	\$ 33.19
10/01/02	2.47%	\$ 14.50	\$ 19.51	\$ 34.01
02/01/06	17.23%	\$ 17.00	\$ 22.87	\$ 39.87
10/01/06	5.99%	\$ 18.03	\$ 24.23	\$ 42.26
01/01/08	5.77%	\$ 19.07	\$ 25.63	\$ 44.70
10/01/08	5.97%	\$ 20.20	\$ 27.17	\$ 47.37
10/01/09	1.77%	\$ 20.56	\$ 27.65	\$ 48.21
10/01/10	2.57%	\$ 21.09	\$ 28.36	\$ 49.45
10/01/13	2.51%	\$ 21.62	\$ 29.07	\$ 50.69

### Utility Rate Comparison FY 2012-13 (5,000 gallons)



City	Based on 5,000 gallons		Subtotal	Stormwater	Refuse	Monthly Total
	Water	Sewer				
<b>Ormond Beach</b>	\$ 21.09	\$ 28.36	\$ 49.45	\$ 8.00	\$ 16.48	\$ 73.93
Daytona Beach	\$ 22.25	\$ 38.30	\$ 60.55	\$ 8.30	\$ 10.71	\$ 79.56
New Smyrna Beach	\$ 17.23	\$ 38.96	\$ 56.19	\$ 7.00	\$ 19.22	\$ 82.41
Port Orange	\$ 23.05	\$ 31.78	\$ 54.83	\$ 8.25	\$ 22.05	\$ 85.13
Daytona Beach Shores	\$ 28.22	\$ 38.00	\$ 66.22	\$ -	\$ 19.10	\$ 85.32
Holly Hill	\$ 30.93	\$ 35.59	\$ 66.52	\$ 7.19	\$ 14.86	\$ 88.57
South Daytona	\$ 36.30	\$ 42.46	\$ 78.76	\$ 9.00	\$ 18.60	\$ 106.36
<b>Ormond Beach -PROPOSED</b>	\$ 21.62	\$ 29.07	\$ 50.69	\$ 8.00	\$ 16.48	\$ 75.17

#### Water and Wastewater Renewal and Replacement Fund:

Revenues of the Renewal and Replacement Fund include a transfer of \$1.436 million from the Water and Wastewater Operating Fund.

#### Solid Waste:

The primary revenue source is solid waste user fees (\$5.1 million). A 2% increase was approved. Use of reserves in the amount of \$422,100 is included in the budget to stabilize user rates.

## EXPENDITURE HIGHLIGHTS

### Personnel Costs:

Total personnel costs are budgeted to be \$25.4 million for FY 2013-14.

<b>All Funds Wages and Benefits</b>				
	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Wages	16,479,245	16,228,764	(250,481)	-1.52%
FICA	1,246,873	1,241,141	(5,732)	-0.46%
Pension/Deferred Comp.	5,337,786	5,287,486	(50,300)	-0.94%
Health Insurance	1,716,167	1,888,104	171,937	10.02%
Worker's Compensation	759,112	732,112	(27,000)	-3.56%
	25,539,183	25,377,607	(161,576)	-0.63%

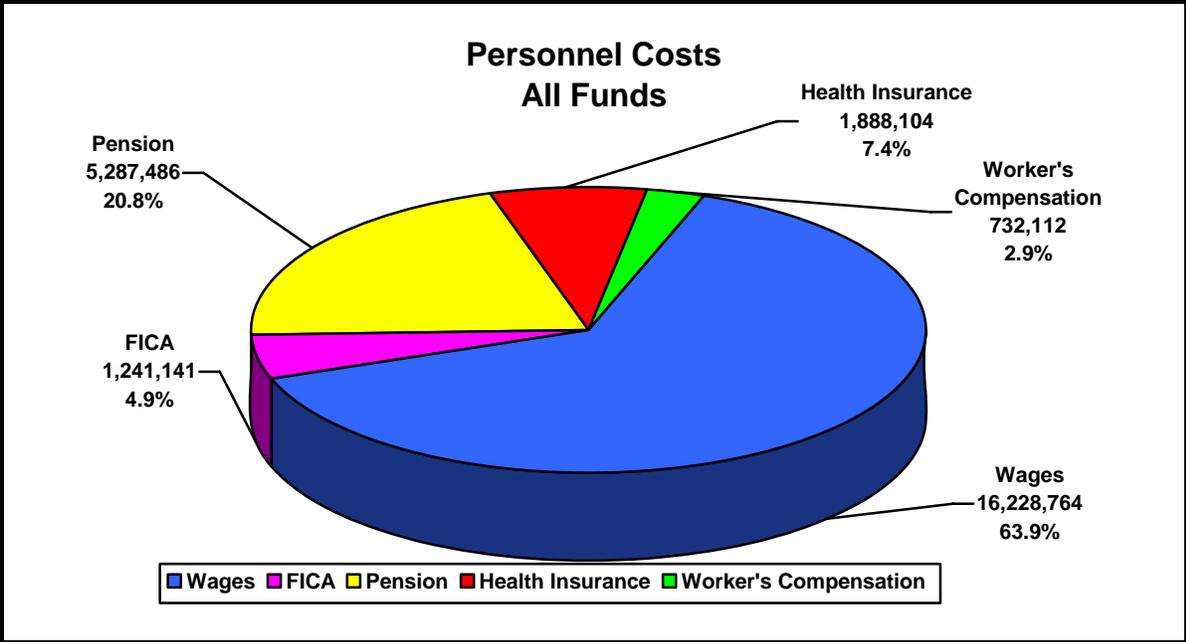
<b>General Fund Wages and Benefits</b>				
	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Wages	13,011,253	12,916,526	(94,727)	-0.73%
FICA	995,344	987,765	(7,579)	-0.76%
Pension/Deferred Comp.	4,438,624	4,405,532	(33,092)	-0.75%
Health Insurance	1,318,796	1,457,548	138,752	10.52%
Worker's Compensation	577,355	555,002	(22,353)	-3.87%
	20,341,372	20,322,373	(18,999)	-0.09%

<b>Other Fund Wages and Benefits</b>				
	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Wages	3,467,992	3,312,238	(155,754)	-4.49%
FICA	251,529	253,376	1,847	0.73%
Pension/Deferred Comp.	899,162	881,954	(17,208)	-1.91%
Health Insurance	397,371	430,556	33,185	8.35%
Worker's Compensation	181,757	177,110	(4,647)	-2.56%
	5,197,811	5,055,234	(142,577)	-2.74%

The FY 2013-14 budget proposes the following personnel changes:

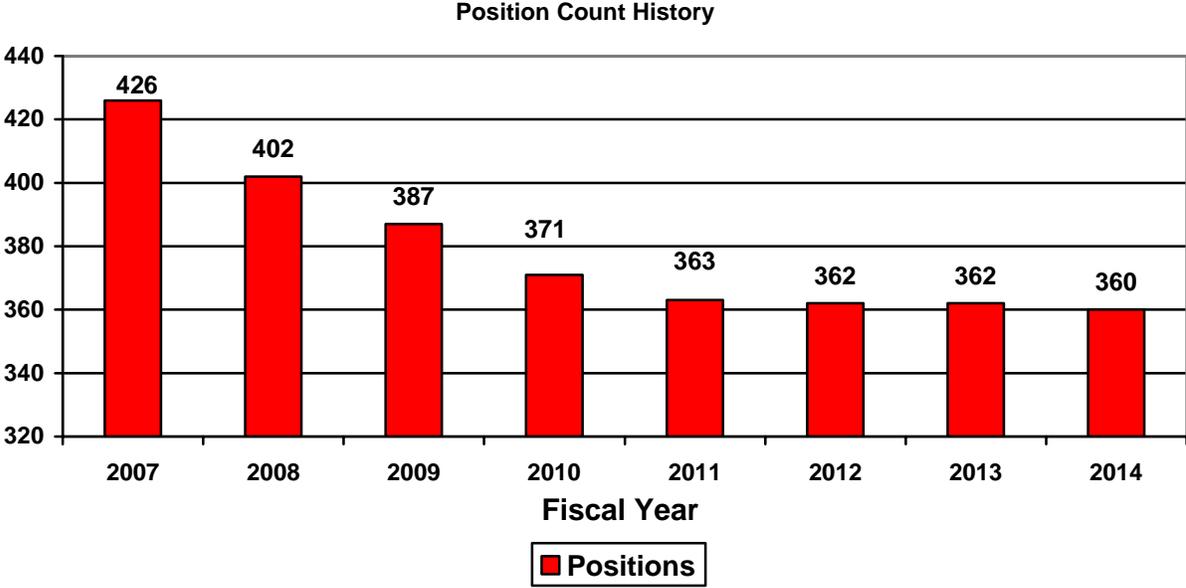
- a. Eliminate two full-time positions: Lead Records Clerk (Police) and Battalion Captain (Fire).
- b. Add one full-time position: Maintenance Workers (Athletic Fields).
- c. Eliminate one part-time position: Recreation Leader (Gymnastics).
- d. Reclassification of four position: Assistant Leisure Service Director (formerly Recreation Manager), Assistant City Attorney (formerly Paralegal), Lead Meter Reader (formerly Meter Reader), and Landscape Architect (change in step with existing pay grade).

The budget includes a salary adjustment for non-bargaining unit employees and a \$70 per month adjustment to the City Commission local travel stipend. Bargaining agreements with the Police and General employees expire September 30, 2013. The Firefighters bargaining agreement expired September 30, 2011. The City will begin negotiations with these groups for FY 2013-14 shortly.



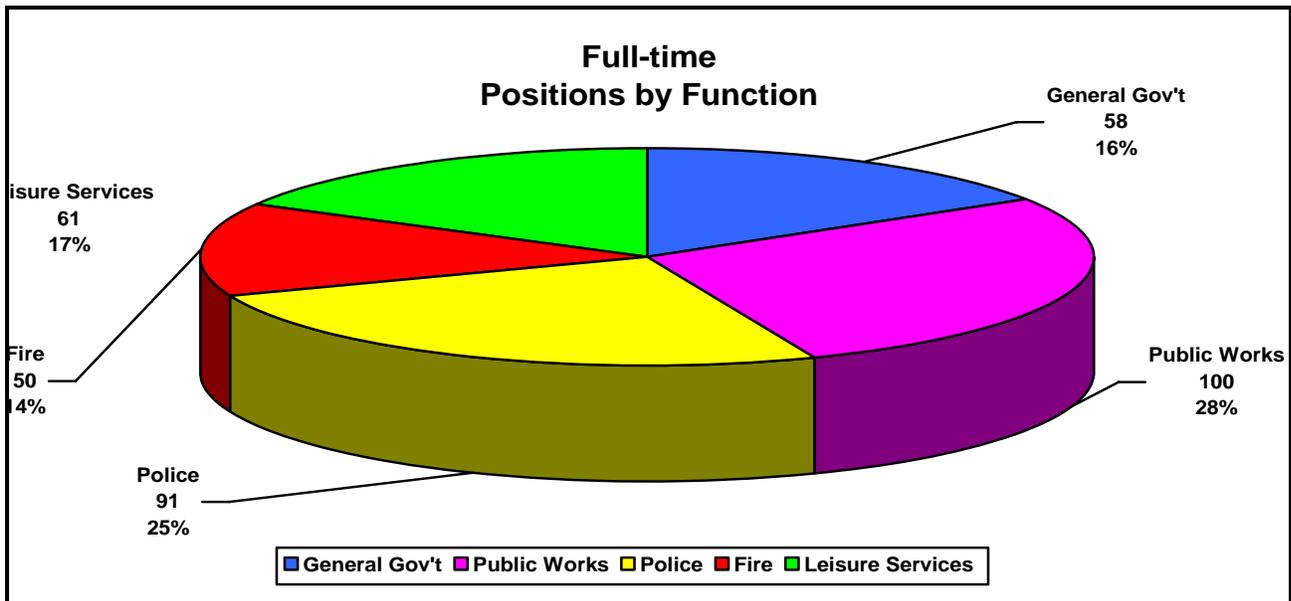
**Position Count History:**

The budget includes 323 full-time positions and 37 part-time positions.



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

Department / Division	FY 11-12			FY 12-13			FY 13-14		
	Full-time Positions	Part-time Positions	FTE	Full-time Positions	Part-time Positions	FTE	Full-time Positions	Part-time Positions	FTE
Office of City Manager	3.00	-	2.60	3.00	-	2.60	3.00	-	2.60
Support Services	5.00	1.00	5.50	4.00	-	4.00	4.00	-	4.00
Office of City Attorney	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Human Resources	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
<b>Finance Department</b>									
Budget/Finance	6.00	-	5.65	7.00	1.00	7.15	7.00	1.00	7.15
Utility Billing	11.00	1.00	11.85	11.00	1.00	11.85	11.00	1.00	11.85
Information Technology	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Planning Department	6.00	1.00	6.25	5.00	1.00	5.25	5.00	1.00	5.25
Building Inspections/Permitting	8.00	-	8.35	9.00	-	9.35	9.00	-	9.35
Economic Development	1.00	-	0.90	1.00	-	0.90	1.00	-	0.90
Police Department	87.00	-	87.32	87.00	-	87.32	86.00	-	86.32
Neighborhood Improvement	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Fire Department	51.00	-	51.00	51.00	-	51.00	50.00	-	50.00
<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	5.00	1.00	5.50	5.00	1.00	5.50	5.00	1.00	5.50
<b>Page Subtotal</b>	<b>228.00</b>	<b>5.00</b>	<b>231.55</b>	<b>228.00</b>	<b>5.00</b>	<b>231.55</b>	<b>226.00</b>	<b>5.00</b>	<b>229.55</b>



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

Department / Division	FY 11-12			FY 12-13			FY 13-14		
	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	17.00	1.00	15.30	17.00	1.00	15.30	17.00	1.00	15.30
Wastewater Treatment	13.00	2.00	14.80	13.00	2.00	14.80	13.00	2.00	14.80
Water Distribution	12.00	-	12.30	12.00	-	12.30	12.00	-	12.30
Wastewater Collection	11.00	-	12.30	11.00	-	12.30	11.00	-	12.30
<b>Sub-Total: Utilities</b>	<b>53.00</b>	<b>3.00</b>	<b>54.70</b>	<b>53.00</b>	<b>3.00</b>	<b>54.70</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>95.00</b>	<b>5.00</b>	<b>98.53</b>	<b>95.00</b>	<b>5.00</b>	<b>98.53</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.	3.00	-	3.00	1.00	2.00	2.00	1.00	2.00	2.00
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	3.50	1.00	5.00	3.75	1.00	5.00	3.75
Senior Center	-	2.00	1.00	-	2.00	1.00	-	2.00	1.00
Community Events	1.00	2.00	2.25	1.00	2.00	2.25	1.00	2.00	2.25
Administration	6.00	1.00	6.63	6.00	1.00	6.63	6.00	1.00	6.63
Gymnastics	1.00	3.00	2.25	1.00	3.00	2.25	1.00	2.00	2.25
City Sponsored	1.00	3.00	2.50	1.00	3.00	2.50	1.00	3.00	2.50
Nova Community Center	1.00	5.00	6.75	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	11.00	-	11.00
<b>Sub-Total: Leisure Services</b>	<b>33.00</b>	<b>28.00</b>	<b>51.03</b>	<b>31.00</b>	<b>30.00</b>	<b>50.28</b>	<b>32.00</b>	<b>29.00</b>	<b>51.28</b>
<b>Airport</b>	<b>1.00</b>	<b>-</b>	<b>1.10</b>	<b>1.00</b>	<b>-</b>	<b>1.10</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>326.00</b>	<b>36.00</b>	<b>349.28</b>	<b>324.00</b>	<b>38.00</b>	<b>348.53</b>	<b>323.00</b>	<b>37.00</b>	<b>347.53</b>

**FY 13-14 Changes:**

**Full-time:**

Police Lead CSO (Reduction 1.0 FTE)  
 Fire Battalion Commander (Reduction 1.0 FTE)  
 Athletic Fields Maintenance Worker (Addition 1.0 FTE)

**Part-time:**

Gymnastics Rec Leader

## **Expenditures:**

### **General Fund:**

General fund net expenditures are \$26.3 million. The budget includes an additional \$173,000 for health insurance. Pension costs have declined by \$43,000 from the prior year.

### **Downtown Development Fund:**

The budget includes \$1.5 million for maintenance and capital improvements. Property improvement grant funding is also included in the amount of \$350,000.

### **Stormwater Utility Fund:**

The budget includes \$842,000 for personnel and operating costs, transfers of \$267,000, and \$1,010,000 in capital improvement projects.

### **Airport Fund:**

The budget includes \$198,000 for personnel and operating costs, transfers of \$13,000, and \$535,000 in capital improvement projects.

### **Facilities Renewal and Replacement Fund:**

The budget includes maintenance to various City facilities (\$500,000).

### **Capital Improvements Fund:**

The budget includes \$132,000 for SANS Storage Replacement, \$35,000 for Police Station Fencing, \$75,000 City Welcome Sign (US1 South), \$115,000 Nova Recreation Center Roof Replacement, \$330,000 for OBSC Improvements, and \$115,000 for replacement of the HVAC Chiller at City Hall.

### **Transportation Fund:**

The budget includes \$575,000 in infrastructure improvements and \$660,000 in transfers to the General Fund for streets maintenance.

### **Water and Wastewater:**

The budget includes \$9.4 million of personnel and operating expenditures and \$8 million in transfers including a transfer of \$1.4 million for capital project funding.

### **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 \$4.75 million for the collection and disposal of refuse, \$631,000 for recycling, and \$1 million in transfers.

**Debt Summary:**

The Charter of the City of Ormond Beach does not provide a debt limit. Funding from General Obligation Bonds (GOB) issued in 2002 was used to refund previously issued bond. Bond Series 2003 GOB was issued to finance the construction of Fire Station #92 and was approved through a voter referendum which provided for a dedicate tax millage. Bond Series 2004 was issued to finance the construction of Fire Station #91. The last bond issue, Series 2010, was the result of a voter referendum which approved the levy of a tax millage and associated debt financing for the construction of a beachfront park.

No additional debt is anticipated in the next five years relative to any governmental fund.

<b>GENERAL GOV'T DEBT SERVICE REQUIREMENTS TO MATURITY</b>						
<i>Amounts in thousands</i>						
<b>Fiscal Year Ending</b>	<b>2002 A &amp; 2002 B General Obligation Refunding Bonds</b>			<b>2003 General Obligation Bonds Fire Station #92</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>Total</b>	<b>1,409</b>	<b>227</b>	<b>1,636</b>	<b>955</b>	<b>183</b>	<b>1,138</b>

<b>Fiscal Year Ending</b>	<b>2004 Revenue Bonds Fire Station #91</b>			<b>2010 General Obligation Bonds Beachfront Park</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
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
<b>2023 &amp; Beyond</b>	<b>297</b>	<b>17</b>	<b>314</b>	<b>2,435</b>	<b>326</b>	<b>2,761</b>
<b>Total</b>	<b>1,390</b>	<b>334</b>	<b>1,724</b>	<b>4,595</b>	<b>1,284</b>	<b>5,879</b>

Water and Sewer Bonds are issued to provide financing for the construction and rehabilitation of the City's water and wastewater system. The City anticipated borrowing approximately \$3.6 million in the next year for watermain replacement.

<b>WATER AND SEWER REVENUE BONDS AND SRF LOAN FOR WWW In thousands</b>			
<b>FY Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>2014</b>	3,219	1,317	4,536
<b>2015</b>	3,281	1,513	4,794
<b>2016</b>	3,332	1,461	4,793
<b>2017</b>	3,494	1,407	4,901
<b>2018</b>	3,592	1,314	4,906
<b>2019</b>	3,685	1,219	4,904
<b>2020</b>	3,779	1,121	4,900
<b>2021</b>	3,879	1,020	4,899
<b>2023</b>	3,989	916	4,905
<b>2024</b>	2,954	809	3,763
<b>2025</b>	2,630	717	3,347
<b>2026</b>	538	538	1,076
<b>2027</b>	556	520	1,076
<b>2028</b>	313	502	815
<b>2029</b>	0	497	497
<b>2030</b>	0	497	497
<b>2031</b>	0	497	497
<b>2032</b>	0	497	497
<b>2033</b>	0	497	497
<b>2034</b>	0	249	249
<b>Total</b>	39,241	17,108	56,349



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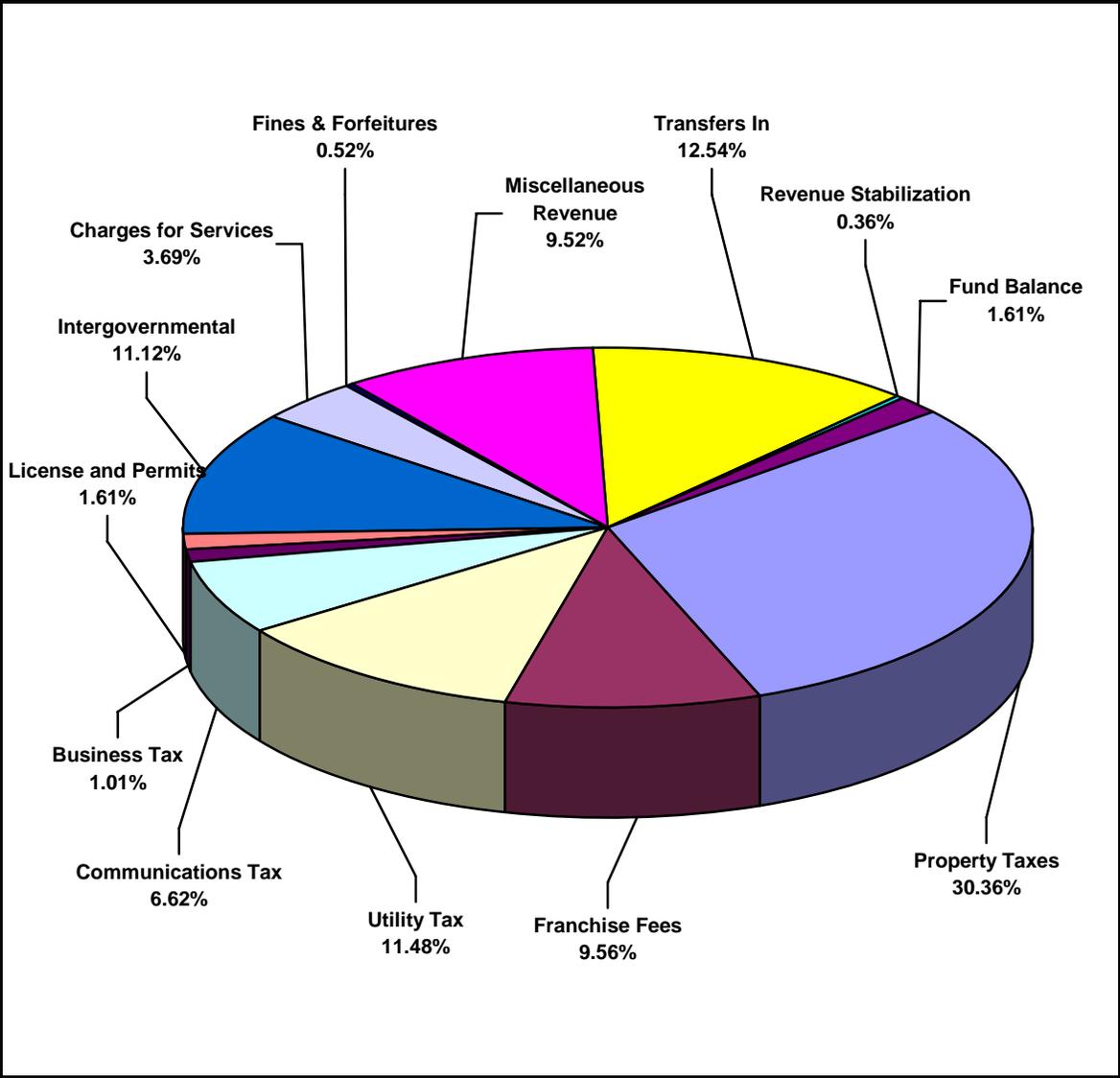
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# GENERAL FUND REVENUES

General Fund Revenue Summary					
Description	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Revenues</b>					
Property Taxes	7,880,698	8,001,166	8,715,501	714,335	8.93%
Franchise Fees	2,724,253	3,050,000	2,745,000	(305,000)	-10.00%
Utility Tax	3,254,800	3,286,000	3,296,000	10,000	0.30%
Communications Tax	1,956,233	2,010,000	1,900,000	(110,000)	-5.47%
Business Tax	290,393	289,350	291,350	2,000	0.69%
License and Permits	424,603	455,000	462,000	7,000	1.54%
Intergovernmental	3,007,114	3,069,500	3,191,500	122,000	3.97%
Charges for Services	997,663	1,056,000	1,059,000	3,000	0.28%
Fines & Forfeitures	147,123	152,000	150,000	(2,000)	-1.32%
Miscellaneous Revenue	2,537,361	2,748,874	2,734,472	(14,402)	-0.52%
Transfers In	3,573,260	3,584,682	3,600,542	15,860	0.44%
Use of Revenue Stabilization Fund:		184,637	103,166	(81,471)	-44.12%
Facilities R&R	-	200,000	200,000	-	100.00%
Use of Fund Balance-Capital Projects	-	670,000	262,000	(408,000)	-60.90%
<b>Total Revenues</b>	<b>26,793,501</b>	<b>28,757,209</b>	<b>28,710,531</b>	<b>(46,678)</b>	<b>-0.16%</b>
<b>Less: Fleet</b>	<b>1,359,847</b>	<b>1,489,900</b>	<b>1,480,259</b>	<b>(9,641)</b>	<b>-0.65%</b>
<b>Less: Engineering</b>	<b>815,975</b>	<b>924,618</b>	<b>906,713</b>	<b>(17,905)</b>	<b>0.00%</b>
<b>Total Net Revenues</b>	<b>26,249,629</b>	<b>26,342,691</b>	<b>26,323,559</b>	<b>(19,132)</b>	<b>-0.07%</b>

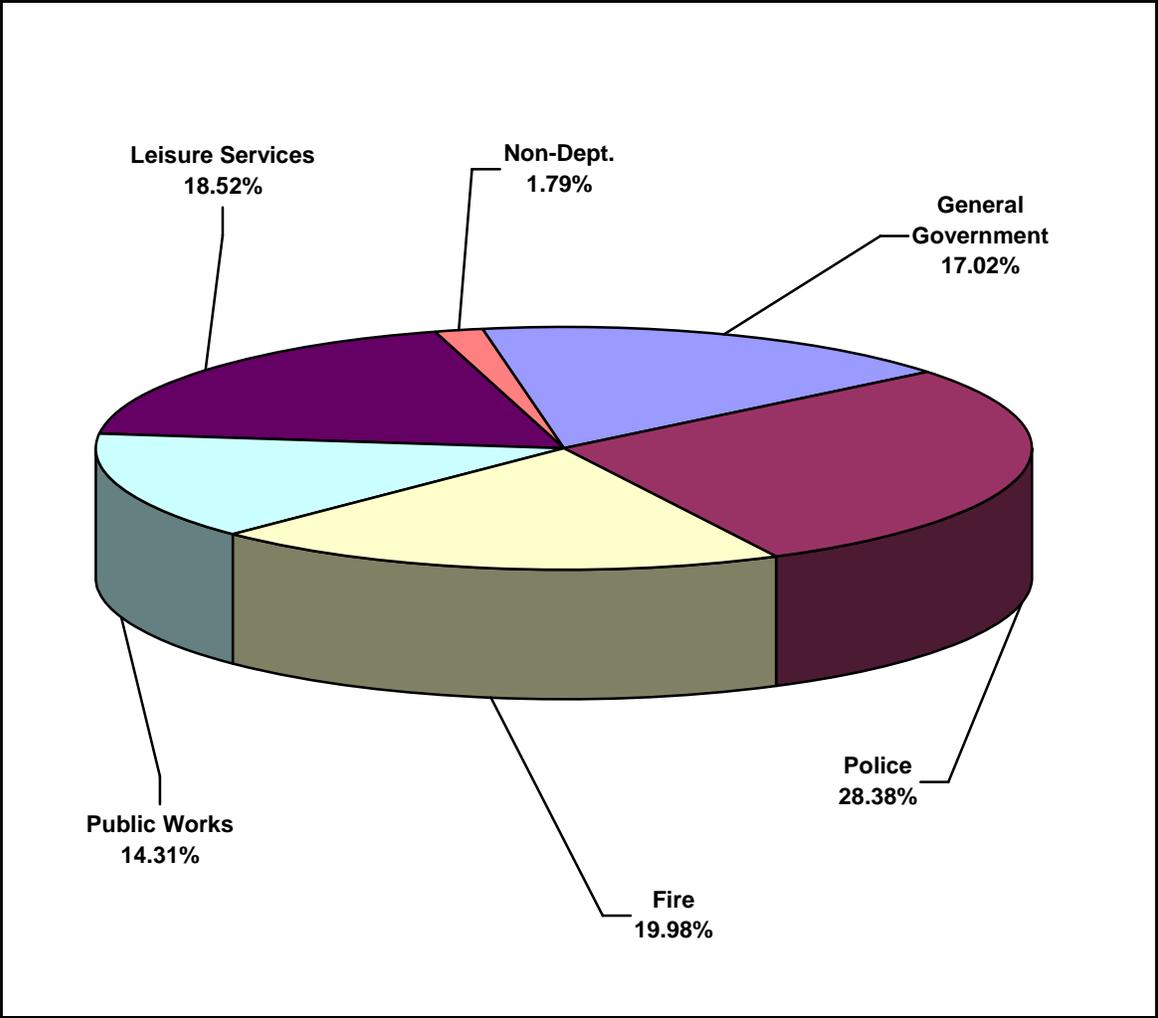
# GENERAL FUND REVENUES



# GENERAL FUND EXPENDITURE SUMMARY

General Fund Summary					
Description	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>General Government</b>					
City Commission	407,728	263,716	265,748	2,032	0.77%
City Manager	332,961	352,494	348,439	(4,055)	-1.15%
Support Services	387,036	317,819	316,182	(1,637)	-0.52%
City Attorney	531,881	572,495	574,736	2,241	0.39%
Finance	487,564	611,637	601,796	(9,841)	-1.61%
Information Technology	718,610	771,347	758,331	(13,016)	-1.69%
Human Resources	421,125	434,097	436,857	2,760	0.64%
Planning	599,335	618,292	586,927	(31,365)	-5.07%
Building Inspections	709,915	755,242	772,205	16,963	2.25%
<b>Total General Government</b>	<b>4,596,155</b>	<b>4,697,139</b>	<b>4,661,221</b>	<b>(35,918)</b>	<b>-0.76%</b>
Economic Development	211,214	233,706	225,454	(8,252)	-3.53%
<b>Police</b>					
Administration	927,791	896,484	822,507	(73,977)	-8.25%
Operations	4,438,092	4,855,207	5,030,124	174,917	3.60%
Community Outreach	361,650	393,279	399,153	5,874	1.49%
Criminal Investigations	926,522	1,045,029	1,025,309	(19,720)	-1.89%
Community Services	333,977	386,304	356,994	(29,310)	-7.59%
Records	197,192	221,915	185,775	(36,140)	-16.29%
Neighborhood Improvements	322,197	344,187	329,942	(14,245)	-4.14%
<b>Total Police</b>	<b>7,507,421</b>	<b>8,142,405</b>	<b>8,149,804</b>	<b>7,399</b>	<b>0.09%</b>
<b>Fire</b>					
Fire & EMS	4,997,640	5,732,587	5,737,129	4,542	0.08%
<b>Total Fire</b>	<b>4,997,640</b>	<b>5,732,587</b>	<b>5,737,129</b>	<b>4,542</b>	<b>0.08%</b>
<b>Public Works</b>					
Roadside and Right of Way Mnt.	1,759,369	1,752,836	1,720,344	(32,492)	-1.85%
Engineering	815,975	924,618	906,713	(17,905)	-1.94%
Fleet	1,359,847	1,489,900	1,480,259	(9,641)	-0.65%
<b>Total Public Works</b>	<b>3,935,191</b>	<b>4,167,354</b>	<b>4,107,316</b>	<b>(60,038)</b>	<b>-1.44%</b>
<b>General Fund Summary</b>					
Description	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Leisure Services</b>					
Building Maintenance	612,915	611,509	619,682	8,173	1.34%
Parks & Grounds	1,328,121	1,248,426	1,315,232	66,806	5.35%
Administration	578,689	677,236	624,598	(52,638)	-7.77%
<b>Cultural</b>					
Casements	239,588	278,269	284,851	6,582	2.37%
Performing Arts Center	326,588	396,842	401,793	4,951	1.25%
Senior Center	92,604	106,634	104,518	(2,116)	-1.98%
Community Events	181,558	191,824	193,946	2,122	1.11%
<b>Athletics</b>					
Gymnastics	93,516	109,107	109,723	616	0.56%
City Sponsored Activities	282,057	304,803	305,809	1,006	0.33%
Nova Recreation Center	188,408	250,104	255,769	5,665	2.27%
South Ormond Center	184,485	188,212	190,097	1,885	1.00%
Athletic Fields Maintenance	858,690	870,393	910,742	40,349	4.64%
<b>Total Leisure Services</b>	<b>4,967,219</b>	<b>5,233,359</b>	<b>5,316,760</b>	<b>83,401</b>	<b>1.59%</b>
<b>Non-Departmental</b>					
Contributions/Contingency	9,903	(927,002)	(599,864)	327,138	-35.29%
Transfers	1,925,495	1,477,661	1,112,711	(364,950)	-24.70%
<b>Total Expenditures</b>	<b>28,150,238</b>	<b>28,757,209</b>	<b>28,710,531</b>	<b>(46,678)</b>	<b>-0.16%</b>
<b>Less: Fleet expenditures</b>	<b>1,359,847</b>	<b>1,489,900</b>	<b>1,480,259</b>	<b>(9,641)</b>	<b>-0.65%</b>
<b>Less: Engineering</b>	<b>815,975</b>	<b>924,618</b>	<b>906,713</b>	<b>(17,905)</b>	<b>0.00%</b>
<b>Total Net Expenditures</b>	<b>25,974,416</b>	<b>26,342,691</b>	<b>26,323,559</b>	<b>(19,132)</b>	<b>-0.07%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	407,728	263,716	265,748	2,032	0.77%
<b>Total</b>	<b>407,728</b>	<b>263,716</b>	<b>265,748</b>	<b>2,032</b>	<b>0.77%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	100,405	104,888	106,878	1,990	1.90%
Operating	307,323	158,828	158,870	42	0.03%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>407,728</b>	<b>263,716</b>	<b>265,748</b>	<b>2,032</b>	<b>0.77%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Mayor	1.00	1.00	1.00	1.00	100.00%
City Commissioners	4.00	4.00	4.00	4.00	100.00%
<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

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	332,961	352,494	348,439	(4,055)	-1.15%
<b>Total</b>	<b>332,961</b>	<b>352,494</b>	<b>348,439</b>	<b>(4,055)</b>	<b>-1.15%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	318,995	336,266	333,111	(3,155)	-0.94%
Operating	13,966	16,228	15,328	(900)	-5.55%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>332,961</b>	<b>352,494</b>	<b>348,439</b>	<b>(4,055)</b>	<b>-1.15%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
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%
<b>Total</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>0.00</b>	<b>0.00%</b>

## **CITY COMMISSION/CITY MANAGER**

---

### **Goals:**

In February 2013, 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. Create an annual parent/child fishing tournament on the Ormond Beach pier
2. Develop a beautification plan for A1A south of Granada.
3. Complete JPA and improvements to US1 Corridor
4. Create two community gardens including one in Central Park
5. Review Code Enforcement fine schedule (consider reducing fees)

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	387,036	317,819	316,182	(1,637)	-0.52%
<b>Total</b>	<b>387,036</b>	<b>317,819</b>	<b>316,182</b>	<b>(1,637)</b>	<b>-0.52%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	309,969	248,222	246,372	(1,850)	-0.75%
Operating	77,067	69,597	69,810	213	0.31%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>387,036</b>	<b>317,819</b>	<b>316,182</b>	<b>(1,637)</b>	<b>-0.52%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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	0.00	0.00	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	0.00	0.00	0.00	0.00%
Courier	0.00	0.00	0.00	0.00	0.00%
<b>Total</b>	<b>5.50</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00%</b>

## **SUPPORT SERVICES**

---

### **Goals:**

- Maintain 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%.
- Provide audience polling system for use in City Commission workshops, advisory board meetings, and staff meeting presentations.
- Improve sound quality in Commission Chambers by providing directional microphone at podium and installing improved microphone covers.
- Expand user group base for newly upgraded electronic records management software to create better workflow efficiency by allowing more user access to electronic archived records.
- Improve efficiency of archiving City Commission meeting minutes and packets by fully training staff to utilize new file import features on upgraded records software.
- Reduce number of City Commission agenda packet revisions to improve quality of work product.

### **Accomplishments:**

- Implemented updated electronic records management and archiving system by upgrading existing software.
- Provided City Commission meeting agenda and packet on web site no later than 12 hours after packet distribution.
- Implemented improved documentation of public record requests.

## **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:

<b>Revenues:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Fund	531,881	572,495	574,736	2,241	0.39%
<b>Total</b>	<b>531,881</b>	<b>572,495</b>	<b>574,736</b>	<b>2,241</b>	<b>0.39%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	491,798	535,218	537,449	2,231	0.42%
Operating	40,083	37,277	37,287	10	0.03%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>531,881</b>	<b>572,495</b>	<b>574,736</b>	<b>2,241</b>	<b>0.39%</b>

### Staffing Summary:

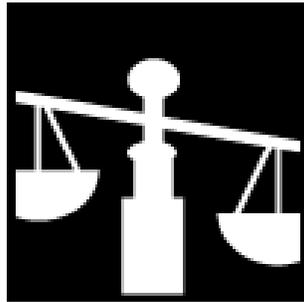
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
City Attorney	1.00	1.00	1.00	0.00	0.00%
Deputy City Attorney	1.00	1.00	1.00	0.00	0.00%
Assistant City Attorney	0.00	0.00	1.00	1.00	0.00%
Para-Legal	3.00	3.00	2.00	-1.00	-33.33%
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00%</b>

## CITY ATTORNEY

---

### **Goals:**

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



### **Accomplishments:**

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

## **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

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	487,564	611,637	601,796	(9,841)	-1.61%
<b>Total</b>	<b>487,564</b>	<b>611,637</b>	<b>601,796</b>	<b>(9,841)</b>	<b>-1.61%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	440,129	549,112	534,431	(14,681)	-2.67%
Operating	47,435	62,525	67,365	4,840	7.74%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>487,564</b>	<b>611,637</b>	<b>601,796</b>	<b>(9,841)</b>	<b>-1.61%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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%
Grants Coordinator	0.00	1.00	1.00	0.00	0.00%
<b>Part-time Positions:</b>					
Public Media Asst.	0.00	0.50	0.50	0.00	0.00%
<b>Total</b>	<b>5.65</b>	<b>7.15</b>	<b>7.15</b>	<b>0.00</b>	<b>0.00%</b>

## **BUDGET/FINANCE/PURCHASING**

- 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 FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
# of cash receipts processed	209,804	209,000	209,000	-	0.00%
# of A/P checks	7,535	7,419	7,400	(19)	-0.26%
# of Accounts Payable EFT	1,737	1,687	1,680	(7)	-0.41%
# of Purchase orders issued	1,062	1,067	1,060	(7)	-0.66%
# of Payroll checks	1,157	889	880	(9)	-1.01%
# of Payroll direct deposits	8,281	8,311	8,300	(11)	-0.13%
<b>Effectiveness:</b>					
% participating in direct deposit	88%	90%	90%	-	0.00%
Number of days to issue CAFR	142	141	140	(1)	-0.71%

### **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

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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	718,610	771,347	758,331	(13,016)	-1.69%
<b>Total</b>	<b>718,610</b>	<b>771,347</b>	<b>758,331</b>	<b>(13,016)</b>	<b>-1.69%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	394,669	438,680	443,644	4,964	1.13%
Operating	323,941	332,667	314,687	(17,980)	-5.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>718,610</b>	<b>771,347</b>	<b>758,331</b>	<b>(13,016)</b>	<b>-1.69%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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%
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>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00%</b>

## 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 FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	%Change FY 2012-13 to FY 2013-14
<b><u>Workload:</u></b>					
# of workstations	310	310	320	10	3.23%
# of sites maintained	20	20	20	-	0.00%
# of hardware support calls	480	455	490	35	7.69%
<b><u>Efficiency/Effectiveness:</u></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: Major software implementation scheduled for this Fiscal Year: Tyler Munis and ProjectDox

### **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.
- Virtualized 27 of 33 Windows servers eliminating the need to refresh the 27 physical server hardware components.

## 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	421,125	434,097	436,857	2,760	0.64%
<b>Total</b>	<b>421,125</b>	<b>434,097</b>	<b>436,857</b>	<b>2,760</b>	<b>0.64%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	325,568	343,266	343,626	360	0.10%
Operating	95,557	90,831	93,231	2,400	2.64%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>421,125</b>	<b>434,097</b>	<b>436,857</b>	<b>2,760</b>	<b>0.64%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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>

## HUMAN RESOURCES

### **Goals:**

- Implement new and revised Administrative policies; provide supervisor training on the same.
- Negotiate Collective Bargaining Agreement renewals/reopeners with two (2) unions representing City employees through continuing tax/budget reduction.
- Complete City employee new hire orientation for standardization of education on policies and procedures.
- Continue to update and standardize recruitment and selection process for new employees.
- 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.
- Provide resources and training materials to employees that are valuable and useful in performing their day-to-day jobs and/or enhances services to citizens, e.g., customer service and ethics.
- 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.
- Develop and implement improved FMLA process.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Total employee turnover in government/organization	28	28	28	-	0.00%
Number of individuals hired/placed for period	33	33	33	-	0.00%
Number of new employees that left prior to one full year of service	9	9	9	-	0.00%
Total number of internal HR-sourced training hours	1,532	1,136	1,136	-	0.00%
Total number of training hours	2,032	1,675	1,675	-	0.00%
Number of positions filled from within ranks	19	19	19	-	0.00%
Number of positions filled from outside sources (not promotional)	37	37	37	-	0.00%
Number of requisitions (request-to-fill, job opening, job order, etc.) during period	56	56	56	-	0.00%
Number of requisitions that were filled during period	52	52	52	-	0.00%
Average number of Vacancies	61	61	61	-	0.00%
Average days to fill position	30	30	30	-	0.00%
Average Vacancy Rate	8.58%	9.00%	9.00%	-	0.00%

## HUMAN RESOURCES

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### **Accomplishments:**

- Negotiated collective bargaining agreement renewals/reopeners with one (1) union representing City employees through continuing tax/budget reduction.
- Successfully recruited and hired a Police Chief.
- Resolved 100% of grievances internally without intervention of the Human Resource Board or an outside arbitrator.
- Realized a reduction in the frequency of on-the-job vehicle and equipment accidents reduced by 5%.
- Realized a reduction in the frequency of employee injuries by 8%.
- 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.
- Achieved a reduction in Workers' Compensation litigation and lost-time due to on-the-job injuries.
- Secured a two-year rate guarantee for property and casualty insurance.
- Completed a property appraisal for all properties with a value greater than \$100,000.
- Began formation of a city-wide wellness program.
- Implement the National League of Cities (NLC)/CVS Caremark prescription drug program.

## 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Development Review Fees	36,000	39,000	39,000	-	0.00%
Zoning Variances/Appeals	7,000	5,000	7,000	2,000	40.00%
Recording Charges	8,000	12,000	15,000	3,000	25.00%
Bid Documents	9,500	2,000	2,000	-	0.00%
General Fund	538,835	560,292	523,927	(36,365)	-6.49%
<b>Total</b>	<b>599,335</b>	<b>618,292</b>	<b>586,927</b>	<b>(31,365)</b>	<b>-5.07%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	512,914	529,931	498,924	(31,007)	-5.85%
Operating	86,421	88,361	88,003	(358)	-0.41%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>599,335</b>	<b>618,292</b>	<b>586,927</b>	<b>(31,365)</b>	<b>-5.07%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Planning Director *	0.65	0.65	0.65	0.00	0.00%
Senior Planner	3.00	3.00	3.00	0.00	0.00%
Permit Tech	1.00	0.00	0.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
<b>Part-time Positions:</b>					
Civil Engineer	0.60	0.60	0.60	0.00	0.00%
<b>Total</b>	<b>6.25</b>	<b>5.25</b>	<b>5.25</b>	<b>0.00</b>	<b>0.00%</b>
* Indicates primary department					

## PLANNING

### **Goals:**

- Continue to strive towards completing within 14 days the initial staff review or report for the following types of applications: administrative site plan approval, conditional use/site plan, Special Exceptions, variances, Certificates of Appropriateness, Property Improvement Grants, Landmark designations. Complete within 60 days of the date that the application is deemed a complete application submittal, rezoning/site plan such as a Planned Developments, Preliminary Plat, and Land Use Map Amendments.
  - Implement the Tyler Muni Project Management/Permit System which replaces the HTE system for processing of Development Orders and Development Permits related to site and building plans.
  - Reduce paper by 50% and reduce review times through elimination of full plan review redundancy within one year after installation of ProjectDox.
  - Complete underground utilities for W. Granada Boulevard.
  - Adopt a CRA designation and Plan for the US 1 North corridor.
  - Complete the NOPC and Development Order amendment for the Hunter's Ridge DRI for the land exchange.
  - Complete the Interlocal Boundary Agreement with Volusia County for the US 1 North Corridor.
  - Complete the annual CRS Recertification for a CRS Rating of 6.
  - Implement the first project of the Downtown Stormwater Master Plan and Conceptual Permit in the downtown area.
- Install 3 shelters for VOTRAN passengers in the downtown in accordance

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Projected FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>						
# of site plans	9	12	6.00	10	4	66.67%
# of Special Exceptions	2	3	2.00	2	-	0.00%
# of LDC code amendments	8	5	4.00	4	-	0.00%
# of planned development amendment	1	1	3.00	3	-	0.00%
# Appeal of PD Determination	1	-	1.00	-	(1)	-100.00%
# of annexations	15	10	12.00	15	3	25.00%
# of Certificate of Appropriateness	-	1	2.00	1	(1)	0.00%
# of Variances	6	5	7.00	6	(1)	-14.29%
# of rezonings	4	7	10.00	7	(3)	-30.00%
# of Property Improvement Grants	5	4	-	3	3	0.00%
# of Volusia County Reviews	2	2	-	2	2	0.00%
# of Utility Easement Vacations	2	2	1.00	1	-	0.00%
# of lot splits	-	1	2.00	1	(1)	0.00%
# of Comp Plan amendments	7	7	11.00	7	(4)	-36.36%
Total:	62	60	61.00	62.00	1	1.64%
Days to process site plan apps	65	60	80	60	(20)	-25.00%
Days to process variances	43	44	45	40	(5)	-11.11%

## PLANNING

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### **Accomplishments:**

- Completed the 2013 CRS Recertification process for a CRS Rating of 6.
- Completed the PMUD rezoning process for Ormond Crossing.
- Completed annexation of Chelsea Place and Williamson Boulevard.
- Completed the incorporation of LID techniques as an alternative or a compliment to the stormwater rules of the Land Development Code.
- Completed a Brownfield designation extension for the beachside portion of the Downtown CRA.

## **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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Permit Fees	424,603	455,000	462,000	7,000	1.54%
General Fund	285,312	300,242	310,205	9,963	3.32%
<b>Total</b>	<b>709,915</b>	<b>755,242</b>	<b>772,205</b>	<b>16,963</b>	<b>2.25%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	641,807	678,718	699,874	21,156	3.12%
Operating	68,108	76,524	72,331	(4,193)	-5.48%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>709,915</b>	<b>755,242</b>	<b>772,205</b>	<b>16,963</b>	<b>2.25%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<u>Full-time Positions:</u>					
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	1.00	2.00	2.00	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>8.35</b>	<b>9.35</b>	<b>9.35</b>	<b>0.00</b>	<b>0.00%</b>

## 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.
- Speed up the delivery of permit requests for mechanical change-outs, roofing, siding, water heaters, minor electrical, windows, and doors.
- 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.
- Anxiously awaiting the arrival of ProjectDox to receive all plans electronically and further expedite the permitting and approval process.
- Identify and improve development review processes.
- Work towards a paperless office environment with electronic storage.
- Establish procedures for outstanding and open permit follow-up.
- To obtain multi-certifications (including fire inspector) of building inspectors to allow for multiple inspections on a single site visit. (On-going)
- Work towards obtaining Building Inspector and/or plans examiner certifications for permit technicians.
- SPRC inspector to work towards obtaining Fire Safety Inspector license. He will also cross train with Engineering to help them with Capital Improvement Projects.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
All inspections for building construction, residential and commercial. Does not include inspections outsourced by the jurisdictions. Exclude Private Providers.	8,606	8,338	9,171	833	9.99%
The percentage volume of building inspections completed by target date of requests for inspection being made. Define on-schedule for your jurisdiction.	99%	99%	99%	-	0.00%
Include re-inspections performed by jurisdiction's licensed inspectors only. Exclude outsourced inspections and inspections performed by Private Providers.	1,244	1,276	1,404	128	10.03%
All plans approved during the designated fiscal year regardless of the number of reviews required prior to approval	2,682	2,676	2,944	268	10.01%
All BEMP plan reviews. Exclude Zoning reviews.	100%	100%	100%	100	10000.00%
All permits for building construction, residential and commercial.	2,682	2,676	2,944	268	10.01%
Time from electronic date that application for permit is entered into the Permits System to when it is entered as "completed" regardless of when customer picks it up. Count only time when jurisdiction has the plans.	100%	100%	100%	-	0.00%

## BUILDING INSPECTIONS

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### **Accomplishments:**

- Permit review timeframes has been cut significantly. One and two family dwellings are completed 7 to 14 days after submittal and commercial build out has been reduced to 5 to 10 days. Roofing permits can be issued any weekday from 2:30 to 3:30 during our over the counter permit hour.
- Maintained 99% of inspection requests being completed within 24 hours.
- 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.
- Planning now reviews all plans that come through the same day for compliance with the LDC to reduce the burden of the plans examiner and to help expedite the permitting process.
- The Permit Manager runs a weekly report to spot permits that are about to expire and notifies the applicant of the status.
- Obtained multi-certifications of inspectors, including plans examiner, to allow for multiple inspections on a single site visit. The Plans Examiner is also awaiting a new Commercial Mechanical Plans Examiner Certification after receiving cross-training from the Chief Building Official over a five year period. An inspector is now being cross-trained in Commercial Plumbing Inspections by the Chief Building Inspector who gained the same license due to the train the trainer program that was implemented.
- All building inspectors are now certified as fire safety inspectors.
- Four 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.

# 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Special Duty	65,649	55,000	65,000	10,000	18.18%
Fines/Forfeits	138,202	135,000	130,000	(5,000)	-3.70%
Forfeiture Funds	361,650	393,279	399,153	5,874	1.49%
General Fund	6,941,920	7,559,126	7,554,097	(5,029)	-0.07%
<b>Total</b>	<b>7,507,421</b>	<b>8,142,405</b>	<b>8,148,250</b>	<b>5,845</b>	<b>0.07%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Administration	927,791	896,484	822,507	(73,977)	-8.25%
Operations	4,438,092	4,855,207	5,030,124	174,917	3.60%
Community Outreach	361,650	393,279	399,153	5,874	1.49%
Criminal Investigations	926,522	1,045,029	1,025,309	(19,720)	-1.89%
Community Services	333,977	386,304	305,503	(80,801)	-20.92%
Records	197,192	221,915	235,712	13,797	6.22%
Neighborhood Improvements	322,197	344,187	329,942	(14,245)	-4.14%
<b>Total</b>	<b>7,507,421</b>	<b>8,142,405</b>	<b>8,148,250</b>	<b>5,845</b>	<b>0.07%</b>

## Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Lieutenant	2.00	2.00	2.00	0.00	0.00%
Sergeant	7.00	7.00	7.00	0.00	0.00%
Corporal	7.00	6.00	6.00	0.00	0.00%
Police Officer	52.00	53.00	53.00	0.00	0.00%
Office Assistant III	0.00	0.00	0.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Community Program Coordinator	1.00	1.00	1.00	0.00	0.00%
After School Aide	1.00	1.00	1.00	0.00	0.00%
Recreation Leader	1.00	1.00	1.00	0.00	0.00%
Victim Advocate Coordinator	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene Custodian	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene 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	0.00	-1.00	-100.00%
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>87.32</b>	<b>87.32</b>	<b>86.32</b>	<b>-1.00</b>	<b>-1.15%</b>

## POLICE ADMINISTRATION

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Fund	927,791	896,484	822,507	(73,977)	-8.25%
<b>Total</b>	<b>927,791</b>	<b>896,484</b>	<b>822,507</b>	<b>(73,977)</b>	<b>-8.25%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	457,245	499,724	426,997	(72,727)	-14.55%
Operating	470,546	396,760	395,510	(1,250)	-0.32%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>927,791</b>	<b>896,484</b>	<b>822,507</b>	<b>(73,977)</b>	<b>-8.25%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Lieutenant	2.00	2.00	2.00	0.00	0.00%
Sergeant (Accreditation)	0.00	0.00	0.00	0.00	0.00%
Police Officer (Training)	1.00	1.00	1.00	0.00	0.00%
Office Assistant III	0.00	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 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.
- Continue with process to obtain re-accreditation status from the Florida Commission on Law Enforcement Accreditation. Mock assessment exercise currently scheduled for November of 2013 with the actual on-site assessment process sometime in early 2013.

### **Accomplishments:**

- Maintained a 97% satisfaction rating on the training provided to members of the Department during the previous fiscal year, exceeding our original goal.
- Completed the first full/complete annual audit and inventory of the Property and Evidence Unit.
- Conducted two (2) Citizen Police Academy's, graduating over sixty (60) participants.
- Completed seven hundred (700) personnel, equipment, vehicle, monetary funds and Departmental holding facility inspections throughout the year.
- One member of staff graduated from the FBI National Academy.
- One first-line supervisor graduated from the Southern Police Institute (a mid-level management program), and one first-line supervisor graduated from the Florida Leadership Academy.
- Launched TipSoft program which provides citizens a means to report in progress or crime tips via their cell phones, laptops and/or other electronic devices.
- Coordinated/assisted with the implementation of CODE Red Alert/Information system.
- Implemented 12 hour work shifts for the Patrol Division which placed more uniformed officers working each designated shift without having to increase the current authorized number of sworn Police Department personnel.
- Eliminated one (1) full-time clerk position from the Records Division.
- Provided active shooter response/simunitions training to all sworn personnel at Ormond Beach Middle School.
- Rewrote the Department's Field Training Program.
- Purchased two (2) portable/handheld rapid fingerprint identification scanners utilizing confiscation funds.
- Purchased five (5) hardened computers for use by the motorcycle officers through grant funding.
- Provided training to all departmental personnel on changes in DAVID (driver license database) laws and passed annual Florida Department of Law Enforcement DAVID audits.
- Organized First Annual Public Safety Awareness Day.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Special Duty	61,884	65,000	65,000	-	0.00%
Fines/Forfeits	147,123	152,000	150,000	(2,000)	-1.32%
General Fund	4,229,085	4,638,207	4,815,124	176,917	3.81%
<b>Total</b>	<b>4,438,092</b>	<b>4,855,207</b>	<b>5,030,124</b>	<b>174,917</b>	<b>3.60%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	3,917,683	4,250,023	4,418,381	168,358	3.96%
Operating	520,409	605,184	611,743	6,559	1.08%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>4,438,092</b>	<b>4,855,207</b>	<b>5,030,124</b>	<b>174,917</b>	<b>3.60%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Division Chief	0.00	0.00	0.00	0.00	0.00%
Sergeant	6.00	6.00	6.00	0.00	0.00%
Corporal	6.00	5.00	5.00	0.00	0.00%
Police Officer	43.00	44.00	43.00	-1.00	-2.27%
<b>Total</b>	<b>55.00</b>	<b>55.00</b>	<b>54.00</b>	<b>-1.00</b>	<b>-1.82%</b>

## 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 25 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.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Sworn law enforcement members available for CFS response	49	49	49	-	0.00%
Sworn members assigned to Traffic Enforcement	5	6	6	-	0.00%
Members assigned to Traffic Crash Investigations	5	6	6	-	0.00%
Total patrol districts	6	6	6	-	0.00%
Total mobile computers	59	59	59	-	0.00%
Total # of calls received by agency	64,000	82,000	83,000	(1,000)	-1.22%
Citizen-generated workload; Calls for Service (CFS)	36,500	37,500	37,500	-	0.00%
High priority calls response time (call received to unit dispatched in seconds)	50	68	68	-	0.00%
High priority calls response time (unit dispatched to unit on scene/aka- "drive time" in seconds)	165	258	258	-	0.00%
Self-initiated workload; pro-active police actions	30,000	45,000	45,000	-	0.00%
Traffic citations issued (moving violations only)	3,500	3,229	3,500	(271)	-8.39%
Traffic crashes	1,075	1,167	1,200	(33)	-2.83%
Pedestrian fatalities	1	0	1	(1)	0.00%
Total Traffic fatalities	3	4	4	-	0.00%
Adult arrests	1,100	1,294	1,350	(56)	-4.33%
Juvenile arrests	95	103	100	3	2.91%
DUI arrests	75	65	70	(5)	-7.69%
Total arrests	1,195	1,462	1,450	12	0.82%

## POLICE OPERATIONS

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### **Accomplishments:**

- Responded to approximately 82,000 calls for service (an increase of 18,000 from previous year).
- Completed over 6,800 incident and/or crime reports and issued approximately 8,200 uniform traffic citations.
- Had a 39% overall clearance rate for all reported part one crimes for the year.
- Provided over 4800 hours of training to Departmental personnel.
- Completed 21 Community Policing Projects targeting crime and/or quality of life issues.
- Completed successful operations during Race Week 2013, Bike Week 2013, Spring Break 2013, 4th of July fireworks display, Biketoberfest 2012 and the Home for the Holidays Christmas Parade, 2012.
- Citizen Volunteers donated over 3,100 hours of time to the Department, providing an estimated costs savings of over \$31,000 in personnel and operating costs.
- Created a Crime Suppression Unit that was responsible for 8 DUI arrests, 415 citations issued, 165 arrests and generated 292 reports.
- Initiated standardized shift expectations. These shift expectations should alleviate confusion, in regards to rules and regulations, amongst the line supervisors and the line officers.
- Completed successful operations during the Sustained Traffic Safety Events thus far:
  1. Click It or Ticket:
    - a. March- 2013
    - b. May- 2013
  2. DUI:
    - a. FDOT – 2012-2013
    - b. Labor Day: August-September 2012
    - c. Halloween Crackdown- October 2012
    - d. Holiday Crackdown- December 2012
    - e. Biketoberfest- October 2012
    - f. Saint Patrick's Day Wave-March 2013
  3. Motor Unit Challenge- November and December 2012
  4. Florida Law Enforcement Challenge- 2012-2013

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	361,650	393,279	399,153	5,874	1.49%
<b>Total</b>	<b>361,650</b>	<b>393,279</b>	<b>399,153</b>	<b>5,874</b>	<b>1.49%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	320,182	345,403	351,277	5,874	1.70%
Operating	41,468	47,876	47,876	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>361,650</b>	<b>393,279</b>	<b>399,153</b>	<b>5,874</b>	<b>1.49%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Community Program Coordinator	1.00	1.00	1.00	0.00	0.00%
After School Aide	1.00	1.00	1.00	0.00	0.00%
Recreation Leader	1.00	1.00	1.00	0.00	0.00%
Police Officer	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-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 100%.
- Provide PAL educational tutoring and reading enhancement programs to 90 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 200 annually.
- Maintain and expand community partnerships with Ormond Beach area schools.

### **Accomplishments:**

- *R.E.A.D. Reading Exploration Adventure and Discovery* provided 29 youth the opportunity to increase their reading skills through a program partnership with Ormond Beach Elementary School. Based on statistics collected by the school in the majority 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 40 youth (20 Fall semester and 20 Spring semester) to receive one on one instruction geared to each participant’s specific need.
- The Tutors R Us summer tutoring program worked with over 50 youth to maintain educational learning gains during the summer months so they are at grade level when they begin the new school year.
- *Science on Patrol* (SOP) provided an opportunity for 27 youth to participate in the program partnership with Ormond Beach Middle School and 10 youth at Ormond Beach Elementary School to increase their skills in math and science. SOP enhances skills through the resolution of crime scene scenarios.
- Ormond Beach PAL was honored during the Volusia County Schools August 28th Board meeting as an outstanding business partner in youth education. The Business Partner Award was presented by the Volunteer/Business Partner Facilitator for Volusia County Schools.
- Completed the Rainforest Mural at the South Ormond Neighborhood Center. The three year interior mural project allowed over 100 youth to participant in the beautification of their community through the development and creation of a large scale public art project.
- Ten Youth Director’s Counsel Members qualified to attend the State of Florida Association of Police Athletic League Annual Conference held in Orlando. Three of these youth served on the Youth Director’s Conference Committee.
- PAL staff was asked to attend the National Police Athletic League 2012 Conference and assist with a presentation on how to start and organize a Youth Directors Program.
- Raised over \$2500 for DARE from the National Night Out event.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	926,522	1,045,029	1,025,309	(19,720)	-1.89%
<b>Total</b>	<b>926,522</b>	<b>1,045,029</b>	<b>1,025,309</b>	<b>(19,720)</b>	<b>-1.89%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	880,176	993,557	973,837	(19,720)	-1.98%
Operating	46,346	51,472	51,472	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>926,522</b>	<b>1,045,029</b>	<b>1,025,309</b>	<b>(19,720)</b>	<b>-1.89%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Police Officer	6.00	6.00	7.00	1.00	16.67%
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 Custodian	1.00	1.00	1.00	0.00	0.00%
Evidence/Crime Scene 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>13.00</b>	<b>1.00</b>	<b>8.33%</b>

## **POLICE-CRIMINAL INVESTIGATIONS**

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### **Goals:**

- Maintain a Uniform Crime Report (UCR) clearance rate above the national average of 25% or better.
- Train at least one new investigator for the unit

### **Accomplishments:**

- Exceeded UCR clearance rate goal with an annual clearance rate of 39% for those cases assigned to the Criminal Investigation Division.
- Successfully trained two new investigators assigned to the unit.
- Investigated and solved the two (2) homicides that occurred in the City.
- Cleared 33 vehicle burglaries by arrest.
- Arrested two local subjects that were responsible for numerous time share fraud scams.
- Created a new rotating investigator position within the unit. The position provides for a member of patrol to be assigned to the Criminal Investigation Unit for a period of twelve (12) months to gain training and experience in follow-up investigations, writing and obtaining search warrants and arrest warrants, under-cover and/or clandestine investigations, etc. and then take this knowledge back to their regular duties in patrol.
- Conducted thirty seven (37) narcotics investigations resulting in seventy one (71) arrests and approximately \$150,000 worth of illegal narcotics confiscated.

## **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 FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Fund	333,977	386,304	356,994	(29,310)	-7.59%
<b>Total</b>	<b>333,977</b>	<b>386,304</b>	<b>356,994</b>	<b>(29,310)</b>	<b>-7.59%</b>

#### Expenditures:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	276,725	329,713	300,403	(29,310)	-8.89%
Operating	57,252	56,591	56,591	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>333,977</b>	<b>386,304</b>	<b>356,994</b>	<b>(29,310)</b>	<b>-7.59%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b><u>Full-time Positions:</u></b>					
Community Service Officer	5.00	5.00	5.00	0.00	0.00%
Lead Community Service Officer	1.00	1.00	0.00	-1.00	-100.00%
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>-1.00</b>	<b>-16.67%</b>

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

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### **Goals:**

- Increase CSO 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 CSO'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 Humane Society.
- Increase training and the public awareness of animal cruelty and dangerous dog issues. This is necessary due to increasing number of this type of case.
- Promote responsible pet ownership thru public awareness speaking at meetings during school career days or at homeowner's associations meetings.
- Increase public knowledge concerning lower cost shot clinics thru city advertisement (water bill) or newspapers. This effort will help lower the incidence of Rabies cases.
- Obtain training for personnel in operations during disasters.
- Have surrounding agencies with animal control responsibilities transport their own animals on weekends and nights instead of calling for our services. Lowering our impound fee.

### **Accomplishments:**

CSO's attended Ormond Beach's 1st "Safety Day" 4-27-13, fitting 25 children with new helmets.

- CSO 's did a CPP involving bike helmet giveaway at Oasis Trailer Park and fitted 18 Children with new helmets.
- No major injuries to any CSO's while on the job.
- Providing many successful low cost animal shot clinics at the OBPD for residents and surrounding cities.
- Utilizing contracts with Emergency Clinics near the city to have sick or injured wildlife euthanized.
- Maintained a lower impound fee per month from Flagler Humane Society by holding dog/cats at PD and having reclaimed to owners saving over \$820.00

## **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 FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Fund	197,192	221,915	185,775	(36,140)	-16.29%
<b>Total</b>	<b>197,192</b>	<b>221,915</b>	<b>185,775</b>	<b>(36,140)</b>	<b>-16.29%</b>

#### **Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	173,757	198,115	161,950	(36,165)	-18.25%
Operating	23,435	23,800	23,825	25	0.11%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>197,192</b>	<b>221,915</b>	<b>185,775</b>	<b>(36,140)</b>	<b>-16.29%</b>

### **Staffing Summary:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Full-time Positions:</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>

## **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.
- Continue to purge old Records that have met the retention schedule keeping up to date on the purging will enable the Records Unit more space in the Records area. The goal is to eventually have all the paper records stored in the storage room.
- Cross train all records clerks in all the various records duties. Each clerk is assigned different tasks that must be completed in a specific time frame. Each clerk will train the others so everyone will be able to complete the task if the other clerk is on vacation.
- Maintain the entry of Uniform Crime Reports with no more than 2 to 3 days of backlog (reports submitted over weekends and holidays).
- Purge old arrest folders that have superseded their administrative value.
- Complete a Record manual that would assist all the clerks if they needed a quick reference guide on how to complete a task they were unfamiliar with.
- Work towards a completely paperless records management system.

### **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).
- 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/entered within 2 to 3 work days of the reports being submitted/approved thru the new IyeTek software program.
- The purging of all the arrest folders both juvenile and adult that has superseded their administrative value has been completed.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Tree Removal Permits	11,209	12,000	12,000	-	0.00%
Code Violations	43,530	22,000	40,000	18,000	81.82%
General Fund	267,458	310,187	277,942	(32,245)	-10.40%
<b>Total</b>	<b>322,197</b>	<b>344,187</b>	<b>329,942</b>	<b>(14,245)</b>	<b>-4.14%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	278,610	301,940	289,345	(12,595)	-4.17%
Operating	43,587	42,247	40,597	(1,650)	-3.91%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>322,197</b>	<b>344,187</b>	<b>329,942</b>	<b>(14,245)</b>	<b>-4.14%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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 III*	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>
*Transferred from Police Administration					

## NEIGHBORHOOD IMPROVEMENT

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**Goals:**

- Revise the tree removal section of the landscape ordinance (ongoing).
- Investigate use of computerized based certified mailing system to expedite service of code violation and public hearing notices.
- Revise code enforcement fine schedule by increasing the fines for lending institutions that do not voluntarily register or maintain vacant properties that are in foreclosure status.
- Continue to configure and implement notices of violation based on case type and automate processes within Naviline.

**Performance Measures:**

	Actual FY2011-12	Estimate FY2012-13	Estimate FY2013-14	Change FY2012-13 toFY2013-14	%Change FY2012-13 toFY2013-14
Number of proactive cases	904	1,050	1,100	50	0
Number of reactive cases/complaints	2,289	2,300	2,400	100	0
Days from complaint to first inspection	1-2 days	4-5 days	4-5 days	-	-
Total cases brought into compliance	1,107	1,300	1,350	50	0

**Accomplishments:**

- Code Amendments – NID initiated amendments to the schedule of code enforcement fines, site maintenance and assisted with the creation of a code regarding the use of temporary coverer on structures within the Code of Ordinances. NID has participated with amendments to the Land Development Code (LDC) regarding accessory uses particularly home occupations, use of temporary covers on structures.
- Assisted Public Works in the creation of a damaged sidewalk brochure.
- Continues to configure and implement the new notification system and automating processes within Naviline.
- Continues to resolve 99% of all code enforcement cases before the cases reach the Special Magistrate.
- Continues 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.
- Continues 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.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	4,997,640	5,732,587	5,737,129	4,542	0.08%
<b>Total</b>	<b>4,997,640</b>	<b>5,732,587</b>	<b>5,737,129</b>	<b>4,542</b>	<b>0.08%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	4,472,505	5,283,424	5,290,466	7,042	0.13%
Operating	525,135	449,163	446,663	(2,500)	-0.56%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>4,997,640</b>	<b>5,732,587</b>	<b>5,737,129</b>	<b>4,542</b>	<b>0.08%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Fire Battalion Commander	4.00	4.00	3.00	-1.00	-25.00%
Captain	12.00	12.00	12.00	0.00	0.00%
Driver Engineer	12.00	12.00	12.00	0.00	0.00%
Lieutenant	0.00	0.00	0.00	0.00	0.00%
Firefighters	21.00	21.00	21.00	0.00	0.00%
Fire Chief	1.00	1.00	1.00	0.00	0.00%
Assistant Fire Chief	0.00	0.00	0.00	0.00	0.00%
Office Assistant II	0.00	0.00	0.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
<b>Total</b>	<b>51.00</b>	<b>51.00</b>	<b>50.00</b>	<b>-1.00</b>	<b>-1.96%</b>

## **CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES**

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### **Goals:**

- Service Efficiency - Continue evaluating the fire-rescue system and opportunities to collaborate with other fire-rescue agencies to improve efficiency and effectiveness. Evaluate “functional consolidation and/or regionalization” proposals along with EMS response needs and capabilities. Move forward with software upgrades to Firehouse records management system to include field utilization of available modules. Continue to explore cost savings opportunities without reducing services.
- Promote Wildfire Risk Reduction Measures - Provide for a safe community in the areas where the wild land and urban interface meet. Continue to educate the citizens as well as evaluate risks and prioritize mitigation efforts.
- Emergency Preparedness Planning - Evaluate risks, develop and update procedures and exercise operational plans to effectively manage the City’s potential emergencies. Continue towards NIMS (National Incident Management System) compliance by ensuring federally mandated courses are completed by City employees.
- Priority Dispatch - Continue on-going communications with Volusia County Public Protection to work through areas of concern to ensure efficiency and effectiveness.
- Public Fire Safety & EMS Education - Continue delivering public fire safety and EMS education to our citizens and ensure all residents have working smoke detectors.
- Collective Bargaining Negotiations - Reach an agreement with IAFF Local 3499 which provides for safe and cost efficient services for the firefighting personnel and the citizens of Ormond Beach.
- Apparatus Replacement - Evaluate apparatus needs; type and function for current, as well as, future needs.
- Safety - Implement a firefighter fitness standard to reduce the risk of injuries and cost to the City. Maintain a zero tolerance policy for those who willfully violate safe practices.

## CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

### Performance Measures:

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
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.	145	150	150	-	0.00%
Number of verified building fire calls responded to (excluding calls canceled before arrival)	61	70	70	-	0.00%
Number of vehicle, trash, brush, and other fire calls responded to (excluding calls canceled before arrival)	107	110	110	-	0.00%
Number of fire alarm and other alarm calls responded to (excluding medical alarms, calls canceled before arrival)	252	260	260	-	0.00%
Number of hazmat calls responded to (excluding calls canceled before arrival)	165	170	170	-	0.00%
Number of non-fire, non-medical, non-hazmat service calls responded to (excluding calls canceled before arrival)	873	1,000	1,000	-	0.00%
Total number of Non-EMS/Rescue Calls dispatched (including calls canceled before arrival)	2,074	2,100	2,100	-	0.00%
Total Number of EMS and RESCUE calls dispatched (including medical alarms, calls canceled before arrival)	4,548	4,600	4,600	-	0.00%
Number of cardiac arrest calls responded to where resuscitation efforts were used regardless of outcome.	51	55	55	-	0.00%
Number of successful pre-hospital resuscitations involving cardiac arrests	10	12	12	-	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	19	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	29	20	20	-	0.00%
Total number of EMS and RESCUE calls responded to (excluding calls canceled before arrival)	4,129	4,180	4,180	-	0.00%
Number of EMS-Rescue calls responded to where a BLS unit is on scene in less than or equal to 5 minutes (turnout + travel) (NFPA 1710 benchmark). Excluding calls canceled before arrival	2,295	2,300	2,300	-	0.00%
Number of EMS-Rescue calls responded to where an ALS unit is on scene in less than or equal to 9 minutes (turnout + travel) (NFPA 1710 benchmark). Excluding calls canceled before arrival	3,844	3,900	3,900	-	0.00%
Number of confirmed fires suppressed by Fire personnel	168	175	175	-	0.00%
Number of civilian injuries due to fire	-	1	1	-	0.00%

## **CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES**

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### **Accomplishments:**

- Responded to 6,616 Incidents. 1% increase from previous 12 month total of 6,562 Incidents.
- Fire Analysis Dollar Value Saved was \$28,450,165 (97%) with a Loss of \$760,355 (3%); this was an improvement from the previous year's Saved of \$17,012,059 (91%) with a Loss of \$1,664,950 (9%).
- Responded to and mitigated 51 brush fires with no homes damaged. This included one of the largest brush fires in the past decade, Durrance Lane Fire that involved over 1,100 acres of burned wild land.
- Entered into an Open Burning Multilateral Operating Agreement with the Florida Forest Service.
- Entered into the Fifth Amendment of the East Volusia Interlocal Agreement for Automatic Aid and Closest Unit Response System.
- Participated at the 2013 Governor's Hurricane Conference
- Participated at FEMA's Emergency Management Institute's Volusia County Community Specific Integrated Emergency Management Course.
- Continued towards NIMS compliance by ensuring federally mandated courses were completed by City employees. Successfully filed the NIMS compliance report with the State. Updated City's Peacetime Emergency Plan.
- Ensured water supply was available for fire suppression by inspecting and acquiring flow readings from more than 1,600 city fire hydrants. A second visit was made to the 1,600 hydrants to paint, grease and apply necessary road reflective markers.
- Performed 1278 fire pre-planning review inspections of commercial buildings.
- Reached out to over 4,500 citizens for public education. Attended 124 Public Appearance events.
- Provided 18 fire extinguisher demonstrations to local businesses.
- Provided 75 fire station tours to the public.
- Received a FEMA Assistance to Firefighter Grant Program for safety upgrades to current firefighting equipment.
- Relocated the Fire Administration offices from City Hall to Fire Station 91. Continued review of operational & administration duties to function more effectively.
- Delivered a successful Child Babysitting and Safety certification course for our residents.
- Delivered quarterly Heartsaver CPR certification course for our residents at no charge.
- Certified City employees from Leisure Services, Public Works, and the Police Department in CPR.
- Consolidated training efforts for EMS training courses with Daytona Beach Fire Department and Holly Hill Fire Department.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Right of Way Maintenance	172,996	130,000	175,000	45,000	34.62%
General Fund	1,586,373	1,622,836	1,545,344	(77,492)	-4.78%
<b>Total</b>	<b>1,759,369</b>	<b>1,752,836</b>	<b>1,720,344</b>	<b>(32,492)</b>	<b>-1.85%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	819,595	834,948	803,514	(31,434)	-3.76%
Operating	939,774	917,888	916,830	(1,058)	-0.12%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,759,369</b>	<b>1,752,836</b>	<b>1,720,344</b>	<b>(32,492)</b>	<b>-1.85%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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>

## **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 twelve (12) reported deficiencies on FDOT inspections yearly.
- Complete FDOT deficiencies with 14 working days.
- Assist in providing traffic control for special events.
- Assist with emergency management issues as they arise.
- Work to create greater efficiency in all aspects of Street repair.

### **Accomplishments:**

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

- 587 miles of shell roads were graded. Projected 400 miles in FY 12/13.
- 5,125 maintenance work orders were completed. Projected 5,200 maintenance w/o in FY 12/13.
- 562 maintenance work orders were completed on FDOT roads. Most of the R/W maintenance was removed from the FDOT MOA. Projected 500 maintenance work orders for FY 12/13.
- 1,930 man-hours were expended assisting other City departments. Projected 2,000 man-hours assisting other departments in FY 12/13.
- 942.5 man-hours working for other departments were for maintenance in City Parks. Projected 900 man-hours in FY 12/13.

#### **Asphalt Maintenance**

- 80 asphalt work orders were completed repairing city streets, requiring 77 tons of asphalt. Projected 85 asphalt work orders in FY 12/13, 80 tons of asphalt.
- There were 4 asphalt work orders completed on repairing FDOT roads, requiring 2.9 tons of asphalt.

#### **Concrete Maintenance**

- 107 work orders were completed for repairs to City sidewalks, curbs, gutters and catch basin aprons, requiring 70 cubic yards of concrete. Projected 125 concrete work orders, 80 cubic yards of concrete in FY 12/13.
- There were 7 work orders completed on FDOT walks, curbs, and gutters, requiring 21 cubic yards of concrete. Projected 20 concrete work orders, 18 cubic yards of concrete in FY 12/13.

#### **Sign Maintenance**

- There were 857 work orders completed for Traffic Sign installation and repair. Projected 900 work orders for Traffic Sign installation and / or repairs FY 12/13.

#### **Urban Forestry**

There were 235 trees removed from City R/W's or properties and 8 trees were removed from FDOT R/W's. Projected FY 12/13 to remove 200 trees from City R/W's or properties and remove 5 trees from FDOT R/W's .

## ENGINEERING

The Engineering Department is responsible for the following functions:

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

## ENGINEERING

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	815,975	924,618	906,713	(17,905)	-1.94%
<b>Total</b>	<b>815,975</b>	<b>924,618</b>	<b>906,713</b>	<b>(17,905)</b>	<b>-1.94%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	777,247	880,298	866,693	(13,605)	-1.55%
Operating	38,728	44,320	40,020	(4,300)	-9.70%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>815,975</b>	<b>924,618</b>	<b>906,713</b>	<b>(17,905)</b>	<b>-1.94%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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%
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>

## 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.

### Accomplishments:

- **2-inch Water Main Upgrades** – Construction contracts awarded for the first phase of planned City wide water main upgrades intended to replace older 2-inch water mains with larger new PVC mains that will increase water system and fire protection system pressures, and improve water quality to residents. Three separate projects are underway on the North Peninsula, South Peninsula, and Mainland.
- **Airport Road Forcemain Extension & Reclaimed Watermain Improvements**
- Upsized the forcemain along Airport Road, and converted the old forcemain to reclaimed water transmission line to serve Breakaway Trails and Hunter's Ridge subdivisions.
- **Andy Romano Beachfront Park** – Constructed the City's first Beachfront Park on A1A adjacent to the Milsap beach approach which provides needed parking and access to the beach. The park amenities include a playground, splash pad, several pavilions with picnic facilities and grills, and a restroom/concession building.
- **The Casements Parking Lot Resurfacing** – Resurfaced the parking lot at The Casements.
- **CDBG Decorative Lighting Conversion** – Replaced existing 175 watt metal halide Sternberg decorative street light fixtures with energy efficient LED fixtures on Washington Place, Palm Place, Willow Place, Oleander Place, Jefferson Street, Laws Lane, and Tomoka Avenue.
- **Central Park Lake Interconnects** – Construction contract was awarded for the canal interconnects with the Central Park lakes at Division Avenue and Hammock Lane. When completed all 5 Central Park lakes will be interconnected allowing canoeists to travel throughout the entire lake system. The interconnection will also allow the City to control lake levels for stormwater collection during major storm events to mitigate potential flooding that has occurred in the past in this area.

## ENGINEERING

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- **Central Park Paving** – Paved the entrance roads and parking lots in Central Park I and II.
- **City Hall Parking Lot Resurfacing** – Resurfaced City Hall parking lot.
- **Corrugated Metal Pipe Rehabilitation 2013** – Completed storm drain grouting on North Halifax Drive and Tomoka Avenue.
- **Downtown Granada Median Improvements** – Completed design and finalized FDOT funding for the installation of ornamental palms, trees, shrubs and groundcover in the newly constructed SR40 medians between Washington Street to Beach Street.
- **Downtown Side Street Lighting Conversion** - Replaced existing 175 watt metal halide Sternberg decorative street light fixtures with energy efficient LED fixtures on New Britain Avenue, Lincoln Avenue, Tomoka Avenue, South Washington Street, and Thompson Creek Road.
- **Downtown Underground Utilities** – Completed design and obtained necessary easements and permits for the undergrounding of utilities in the Downtown District from Beach Street to US1. Construction contract was awarded in June and work is expected to start in July 2013.
- **Fire Station #91 Playground Landscaping** – Constructed a small park around the existing playground that includes a new access sidewalk, furnishings, landscaping, and irrigation.
- **Hand Avenue Collector Road Improvements** – Construction in process on Hand Avenue between US1 and Nova Road. The project includes stormwater upgrades, water main upgrades, new road with curb and gutter, interconnection of three of the Central Park lakes with open canals that will include an open culvert bridge across Hand Avenue. Construction is expected to be complete by January 2014.
- **John Anderson Drive Improvements** – Completed design for construction of roadway and stormwater improvements on John Anderson Drive between Granada Blvd. and the north City limit. Construction is expected to start in August, 2013.
- **Milton Pepper Park Enhancements** – Installed safety fencing, new landscaping and irrigation.

## ENGINEERING

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- **North Halifax Drive Rehabilitation** – Completed stormwater pipe replacement and milling and resurfacing of the roadway.
- **Nova Community Park Renovations** – Replaced the racquetball/handball and basketball courts and installed new court lighting.
- **2012 Roadway Resurfacing** – Completed the annual road resurfacing contract in which 7 miles of City streets were repaved. .
- **Solid Waste Transfer Facility Lift Station Replacement** – Installed a new wet well and valve vault structure, as well as electrical and mechanical equipment including pumping, base and riser piping, and valve systems, with additional force main and collection system modifications, electrical panel and replacement components.
- **SONC Roof Replacement** – Replaced the roof over the office and activity room.
- **Tymber Creek Utility Relocation** – Volusia County is widening Tymber Creek Road which impacted City utilities, requiring their relocation.
- **Wastewater Treatment Plant Expansion** – Completed construction to expand the City's Wastewater Treatment Plant to serve anticipated future growth of the City. The plant capacity was increased from 6 MGD to 8 MGD and included the replacement all major equipment components throughout the plant.
- **Wilmette Flap Gates** – Construction contract awarded in June for the construction of a weir gates for the four culverts connecting Laurel Creek under Wilmette Avenue, and provisions for setting up an emergency pump station at Wilmette Avenue during extreme storm events.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	1,359,847	1,489,900	1,480,259	(9,641)	-0.65%
<b>Total</b>	<b>1,359,847</b>	<b>1,489,900</b>	<b>1,480,259</b>	<b>(9,641)</b>	<b>-0.65%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	274,552	328,938	335,532	6,594	2.00%
Operating	1,085,295	1,160,962	1,144,727	(16,235)	-1.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,359,847</b>	<b>1,489,900</b>	<b>1,480,259</b>	<b>(9,641)</b>	<b>-0.65%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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	0.00	0.00	0.00	0.00	0.00%
Mechanic II	1.00	1.00	1.00	0.00	0.00%
Mechanic I/Parts Clerk	1.00	1.00	1.00	0.00	0.00%
<b>Part-time Positions:</b>					
Courier (part-time)	0.50	0.50	0.50	0.00	0.00%
<b>Total</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>0.00</b>	<b>0.00%</b>

## FLEET OPERATIONS

### Goals:

- Focus Fleet operations on rolling stock by subletting small repairs and maintenance of handheld equipment.
- Maintain vehicle downtime of no more than 10% for all fire and police vehicles.
- Maintain an average productivity rate for all mechanics of 75% that generates 4680 billed labor hours.
- Complete full automation between new fuel management program (Fuel Master) and fleet management information system (FASTER).
- Continue to reduce tire and parts inventories. Identify obsolete parts and provide a cost effective recovery and disposal.
- Achieve ASE Blue Seal of Excellence for 8<sup>th</sup> consecutive year.
- Continue to be recognized as a Best 100 Fleet in the Country.
- Become a GM Warranty Certified repair facility.

### Performance Measures:

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Total hours billed to work orders	4,000	3,800	4,000	200	5.26%
Total hours available for all employees who generate billable hours	4,800	4,360	4,680	320	7.34%
Number of regular and reserve light vehicles (I) on last day of reporting period	82	82	81	(1)	-1.22%
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	145,000	124,000	123,000	(1,000)	-0.81%
Total fleet maintenance expenditures for fire apparatus	60,000	135,000	120,000	(15,000)	-11.11%
Total fleet maintenance expenditures for light vehicles (I)	65,000	91,673	95,000	3,327	3.63%
Total fleet maintenance expenditures for light vehicles (II)	15,000	21,000	21,800	800	3.81%
Total fleet maintenance expenditures for medium duty vehicles	20,000	28,000	29,000	1,000	3.57%
Total fleet maintenance expenditures for heavy duty vehicles	50,000	60,000	62,300	2,300	3.83%
Total fleet maintenance expenditures for heavy equipment	15,000	10,000	12,000	2,000	20.00%
Total miles driven by light vehicles	788,000	1,450,000	1,450,000	-	0.00%

## FLEET OPERATIONS

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### Accomplishments:

- Ranked 94 out of Best 100 Fleets in the Country, approximately 38,000 are eligible to apply.
- Achieved ASE Blue Seal of Excellence for 7<sup>th</sup> consecutive year.
- Achieved a downtime rate of lower than 5% for all emergency vehicles.
- Switched to an auctioneer that attracts a larger audience, charged a sale lower fee, zero transportation costs of sending equipment, and closer to Ormond Beach reducing man hours associated with transportation.
- Reducing Fuel vendor company credit cards from five to one. New vendor allows us to use one card at multiple vendors (including the same previous five vendors) with level 3 information tracking.
- Installed new fuel management program (Fuel Master). Fuel Master will allow fleet to track more detailed information with less human interaction, reducing data errors.
- Equipped a military truck with a high capacity generator to power pumps in remote areas during floods or to pump water from retention ponds.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	211,214	233,706	225,454	(8,252)	-3.53%
<b>Total</b>	<b>211,214</b>	<b>233,706</b>	<b>225,454</b>	<b>(8,252)</b>	<b>-3.53%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	144,652	154,025	152,731	(1,294)	-0.84%
Operating	13,104	26,223	19,223	(7,000)	-26.69%
Capital	-	-	-	-	0.00%
Charges for Service	53,458	53,458	53,500	42	-100.00%
<b>Total</b>	<b>211,214</b>	<b>233,706</b>	<b>225,454</b>	<b>(8,252)</b>	<b>-3.53%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Economic Development Dir.*	1.00	1.00	1.00	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>

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

## **ECONOMIC DEVELOPMENT**

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### **Goals:**

- Retain industrial businesses through visitation program and assist with incentives and expansion projects
- Work with key target businesses in plant expansion and job creation initiatives
- Collaborate with economic development partners to market & attract out-of-state businesses/visitors to the City
- Work with Tomoka Holdings to complete following:
  - 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 including:
  - Market and sell remaining lots in Airport Business Park
  - Work Closely with businesses on infrastructure improvements
- Work with developers/owners of former Florida Hospital-Memorial Division property in mixed-use development plans
- Develop business assistance programs w/Ormond Chamber
- Publish and distribute the monthly Economic Development newsletter

### **Accomplishments:**

- Worked with businesses throughout the City to retain and expand their operations and employment base.
- Worked closely with Team Volusia EDC and Volusia County Economic Development Department on business recruitment prospects to the City.
- Recruited Healthcare Billing Systems (DuvaSawko) and Edge Physicians to the City. Project includes approximately \$2 million in capital investment in a former vacant furniture store and creation of approximately 200 new jobs to the City.
- Instrumental in business expansion related projects i.e. Pace Analytical, Energizer, Delta P Carver, and Emergency Communications Network.
- Worked with City staff and Tomoka Holdings in final regulatory approvals for the Ormond Crossings Planned Development.
- Provided leadership and consultation to the Ormond Beach Chamber of Commerce, Main Street Inc., and Team Volusia EDC organizations to improve the business climate in the City.
- Implementation of year one of the 2012 Strategic Economic Development Plan.
- Worked with Florida Hospital officials and real estate brokers for the purchase and sale of the Florida Hospital properties on Sterthaus Avenue.

## 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Casement Fees	112,300	134,000	124,000	33,000	24.63%
General Fund	127,288	144,269	160,851	16,582	11.49%
<b>Total</b>	<b>239,588</b>	<b>278,269</b>	<b>284,851</b>	<b>6,582</b>	<b>2.37%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	111,865	123,230	125,612	2,382	1.93%
Operating	127,723	155,039	159,239	4,200	2.71%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>239,588</b>	<b>278,269</b>	<b>284,851</b>	<b>6,582</b>	<b>2.37%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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>

## THE CASEMENTS

### **Goals:**

- Celebrate the 100<sup>th</sup> anniversary of The Casements with the unveiling of the new Centennial Gazebo located on the North Lawn of The Casements.
- Assist the Casements Guild with 100 year timeline display that will be on exhibit throughout the centennial year.
- Assist the Casements Guild with various monthly events celebrating the 100 year anniversary.
- Develop and sustain annual community events with local civic organizations including; Native American Festival, Celtic Festival, National Multiple Sclerosis Family Fun Walk, King of the Grill, Riverfest and Indian Cultural Festival.
- Continue partnership with the Ormond Memorial Art Museum & Gardens and the Ormond Beach Historical Society with the annual Starry, Starry Night Gallery Walk and the ECO Rangers program.
- Continue to offer monthly “Movies on the Halifax” to the community.
- Increase revenue with facility rentals/programs and special events.
- Add additional revenue and programs to incorporate the new Gazebo on the North Lawn.
- Develop new opportunities for various monthly gallery exhibits.
- Continue to increase volunteer opportunities with various special events and programs.
- Create a new “Friends of the Boy Scout Museum” group to help maintain the exhibit and create a working inventory of the displayed items.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
<b>Attendance/Participants:</b>					
Special Events	57,387	55,000	53,000	(2,000)	-3.64%
Tours	6,838	6,900	7,000	100	1.45%
Programs/Classes	120	125	125	-	0.00%
<b># Rentals:</b>					
Rentals/Groups - Casements	142	150	155	5	3.33%
Rentals/Groups - Riverbridge	334	250	255	5	2.00%
<b>Efficiency/Effectiveness:</b>					
Overall "satisfied/very satisfied" %	90	90	90	-	0.00%

## THE CASEMENTS

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### **Accomplishments:**

- The Casements is the only beachside community center that offers various fitness, cooking, art and educational opportunities for both young and old.
- Partnered with James Boettner to present the annual Native American Festival in January.
- Assisted and worked with The Casements Guild to provide a new event structured “Gala” which increased their fundraising profits for the entire weekend event.
- Assisted the Casements Guild with their idea to gift the City of Ormond Beach with a Centennial Gazebo to mark the 100<sup>th</sup> anniversary of The Casements.
- Received the Chamber of Commerce award for “Best Decorated City Building” during the holiday season.
- Partnered with Ormond MainStreet to offer the annual Celtic Festival and Seafood/Riverfest Festival.
- Partnered with Ormond Beach Chamber of Commerce to offer the King of the Grill event.
- Partnered with Ormond Historical Society and various individuals throughout the community to offer the “Rockefeller Revisited” program, a historical candlelit tour of The Casements during the Halloween season.
- Partnered with Amber’s Jewel Catering to provide a Volunteer Luncheon to celebrate our Appreciation of The Casements Guild for their dedication of service to the home and its guests.
- Provided rental information and prepared rental contracts for Ames Park, Bailey Riverbridge, Fortunato Park, Ormond Art Museum & Gardens, Rockefeller Gardens and The Casements.
- Partnered with Volusia County ECHO by offering a public meeting to the community.
- Obtained a donation from The Casements Guild to purchase two outdoor speakers that connect to the indoor sound system. This provides music and announcement capabilities for outdoor events.
- Assisted staff with set up/strike for Mayor’s Fitness Challenge programs both inside The Casements and in Rockefeller Gardens.
- Partnered with Ormond Beach Historical Society to offer walking tour and visit to Bailey Riverbridge.
- Created an Intergenerational Art program with 20 local children and our Ormond Beach Art Guild which provided a children’s gallery exhibit for the annual Art in the Park.
- Assisted Community Events staff with Holidays at The Casements and Santa’s Breakfast.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Tickets/Concessions	181,395	200,000	200,000	-	0.00%
General Fund	145,193	196,842	201,793	4,951	2.52%
<b>Total</b>	<b>326,588</b>	<b>396,842</b>	<b>401,793</b>	<b>4,951</b>	<b>1.25%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	99,807	107,823	113,964	6,141	5.70%
Operating	226,781	289,019	287,829	(1,190)	-0.41%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>326,588</b>	<b>396,842</b>	<b>401,793</b>	<b>4,951</b>	<b>1.25%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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	1.00	1.00	0.00	0.00%
Theatrical Services Tech (1)	0.75	0.75	0.75	0.00	0.00%
Box Office Attendant (2)	1.00	1.00	1.00	0.00	0.00%
<b>Total</b>	<b>3.50</b>	<b>3.75</b>	<b>3.75</b>	<b>0.00</b>	<b>0.00%</b>

## PERFORMING ARTS CENTER

### **Goals:**

- Revamp survey to include online opportunities for completion.
- Achieve a 90% or better satisfaction rating from show producers, classes and instructors.
- Seek business partnerships to generate grants/donations.
- Achieve 80% or better of return contracts/rentals.
- Maintain total visits at over 40,000 for shows and 100,000 service hours.
- Produce a (12) day children's summer theatre/production camp through partnership with local theatre/children's arts group.
- Produce a (9) day summer dance camp through local partnerships.
- Increase rental/facility revenue by partnering with local producer to bring in national performers.
- Work with internal show groups to improve ticket sales.
- Seek alternative revenue by increasing daily event rentals for studios/dance rooms.
- Increase day-to-day volunteerism with internal show groups.

### **Performance Measures:**

	Actual FY2011-12	Estimate FY2012-13	Estimate FY2013-14	Change FY2012-13 to FY2013-14	%Change FY2012-13 to FY2013-14
<b><u>Workload</u></b>					
Rentals	209	212	215	3	1.42%
Shows/Rentals Attendance	45,366	47,000	48,500	1,500	3.19%
New Contracts	8	10	12	2	20.00%
Not for Profit Shows	34	38	40	2	5.26%
For Profit Shows	16	18	20	2	11.11%
<b><u>Efficiency/Effectiveness:</u></b>					
Returning Contracts	39	40	41	1	2.50%
Customer Satisfaction%	90%	90%	90%	-	0.00%

### **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 continues to serve as a shelter and food distribution site for City emergency crews and employees during peacetime emergencies.
- The PAC continues to create new relationships with community based not-for-profit service organizations and faith based groups, hosting successful fundraising events.

## PERFORMING ARTS CENTER

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### **Accomplishments:**

- The PAC staff continues to network with other area theatre professionals and attended the PLASA Focus and Infocomm 2013.
- The PAC hosted the inaugural Festival Latino in Ormond Beach.
- The PAC implemented internet ticket sales.
- The PAC once again 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.
- The Performing Arts Center hosted Drug Free Athletes Coalition Gator Classic Bodybuilding Competition, Senior Theatre Workshop presents "Anything Goes", The Palmetto State Quartet, The Lesters, and The Browns, Ernie Haase and Signature Sound, Theatreworks USA "The Civil War", The Long Run, Barry White and Tina Turner Salute, Kopy Kats Musical Revue, Daytona Beach Concert Band, Miss West Volusia County USA Pageant, Nearly Nicks, South Beach Dance Holiday Showcase, Beatles Review, Johnny Mathis Tribute, Simply Streisand, Big Band America Holiday Concert, Florida Gospel Music Association East Coast Rally Concert, Shining Stars Pageant, Ernie Haase and Signature Sound, Senior Show Club Follies, Stars From The Coasters, Drifters, and Temptations, Folkin' Up The 80s, Decades of Elvis, The Fabulous Hubcaps, Legends of Doo Wop and The Mystics, CMT presents "Pirates" and "The Little Mermaid, Jr.", Kinetic Expressions Dance Academy presents "Peter Pan", CMT presents "Kilroy Was Here" and "Give My Regards To Broadway", Miss Debby's Dance Recital, Ormond MainStreet Celtic Concert with Drever, Young, McGuire, and Hambly and Jackson, Fusion Dance Competition, Drug Free Athletes Coalition Florida State Naturals Bodybuilding Competition, Lorri Gill's "Tribute To Patsy Cline, Tammy Wynette, and Loretta Lynn, Tony Sands' "It Was A Very Good Year, Tribute To Frank Sinatra" Billy Joel Tribute "A New York State of Mind", Warner Christian Academy Band Concert, Miss Daytona Beach Teen USA Pageant, Mrs. Florida United States Pageant, Center Stage Dance and Performing Arts Recital, VSA Annual Talent Night, Dancing Dogs Spring Show, Pine Trail Elementary presents "Alice In Wonderland", South Beach Dance Annual Spring Dance Showcase, CMT Dance Camp Recital, CMT Theatre Camp Recital, Volusia Academy of Ballet Recital, Surfscapes Contemporary Dance Theatre presents "Maps and Legends", Jim Miller's Jimmy Dorsey Orchestra Then and Now Patriotic Concert, Amazing World of Illusions VIII, Festival Latino in Ormond Beach presents, Tangokinesis, Daisy Granados, Teatro La Candelaria, Teatro Del 60, Roy Brown in concert.

## **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:

<b>Revenues:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Senior Center	7,301	10,000	10,000	-	0.00%
General Fund	85,303	96,634	94,518	(2,116)	-2.19%
<b>Total</b>	<b>92,604</b>	<b>106,634</b>	<b>104,518</b>	<b>(2,116)</b>	<b>-1.98%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	20,547	19,002	21,136	2,134	11.23%
Operating	72,057	87,632	83,382	(4,250)	-4.85%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>92,604</b>	<b>106,634</b>	<b>104,518</b>	<b>(2,116)</b>	<b>-1.98%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<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>

## SENIOR CENTER

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### **Goals:**

- Continue to monitor the management agreement with Council on Aging to ensure terms of the contract are met.
- Continue to expand evening and weekend rentals to increase revenue wherever possible.
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### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	%Change FY 2012-13 to FY 2013-14
<b><u>Workload:</u></b>					
Sr. Center will be operated by Council on Aging weekdays. Facility will be rented thru City evenings & weekends.					
<b><u>Attendance/Participants:</u></b>					
Facility Rentals	79	85	87	2	2.35%
<b><u>Efficiency/Effectiveness:</u></b>					
Customer Satisfaction %	90%	90%	90%	-	0.00%

### **Accomplishments:**

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

## **COMMUNITY EVENTS**

Community Events coordinates and produces community and City-sponsored holiday and cultural events such as the Fireworks on the Halifax & Independence Day Celebration, Santa Land, Holiday Parade, Art in the Park and the Birthplace of Speed Celebration. This division also coordinates various celebrations, dedications, remembrances, 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Sponsorship	22,534	10,000	18,000	8,000	80.00%
General Fund	159,024	181,824	175,946	(5,878)	-3.23%
<b>Total</b>	<b>181,558</b>	<b>191,824</b>	<b>193,946</b>	<b>2,122</b>	<b>1.11%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	83,931	84,967	83,889	(1,078)	-1.27%
Operating	97,627	106,857	110,057	3,200	2.99%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>181,558</b>	<b>191,824</b>	<b>193,946</b>	<b>2,122</b>	<b>1.11%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Community Events Coordinator	1.00	1.00	1.00	0.00	0.00%
<b>Part-time Positions:</b>					
Community Events Technician (1)	0.50	0.50	0.50	0.00	0.00%
Community Events Leader (1)	0.75	0.75	0.75	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>

## COMMUNITY EVENTS

### Goals:

- Revamp patron and participant surveys.
- Continue the development of the popular Art in the Park event to encompass additional components for children.
- 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.
- Execute all (50) events with precision performance and outstanding presentation.
- Assist with improving the Senior Games events with the cooperation and support of 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.
- Continue to develop new partnerships for the six (6) major annual events: July 4<sup>th</sup>, Summer Sounds, Veteran’s Day, Holiday Parade, Art in the Park, and Memorial Day.
- Revamp patron and participant surveys for the major annual events.

### Performance Measures:

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Community Events</b>					
<b>Workload:</b>					
Events Total	60	62	64	2	3.23%
Non-annual events	31	32	34	2	6.25%
<b>Efficiency/Effectiveness:</b>					
Customer Satisfaction %- Events	90%	90%	90%	-	0.00%

### Accomplishments:

- Staff continued development of the Art in the Park event, which was very well received this year due to the greater quality of the art and craft vendors, expanded entertainment and event logistics. The Art in the Park event is a partnership endeavor with the Ormond Memorial Art Museum. Community Events takes the lead on most event tasks including: event logistics, set-up, soliciting sponsorships, vendor application process, increasing revenue streams and marketing the event.
- Staff added amenities to the “Children’s Craft Zone” for the Art in the Park event. The Craft Zone was open to all children attending the weekend event. About 300 children had an opportunity to make a special Mother’s Day gift, get a portrait done by a caricature artist and participate in coloring a monster mural.

## COMMUNITY EVENTS

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### **Accomplishments:**

- Staff generated more revenue in this year's Art in the Park than in the previous 10 years.
- The Community Events staff with the Memorial Day Committee held the fourth 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.
- Planned and presented a successful Grand Opening event for Ormond Beach's Andy Romano Beachfront Park.
- 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 a huge turnout of support, nearing \$15,000 in sponsorship.
- Staff added enhanced amenities to July 4<sup>th</sup> Patriotic Kids park to include: additional balloon artist, face painters, a bounce house for younger children, different inflatable rides and a roaming banjo performer.
- Hosted one of largest July 4<sup>th</sup> celebration 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 with the utilization of volunteers from Campus Outreach program.
- Assisted with the planning for the 2012 Employee Appreciation Day festivities and luncheon at Rockefeller Gardens.
- Developed some very meaningful dedication events and receptions for the: New Fire Chief, New City Clerk, Wigley T-ball fields, LEAPS, VCRDA, State of the City, Andy Romano Beach Front Park, Tomoka Trail Ribbon Cutting, Magic Forest Playground, Easy To Be Green, Central Park Trail Markers Unveiling, Sanchez Park Playground Dedication, Arbor Day Celebration, Wastewater Treatment Plant Dedication.
- Staff continued to assist Parade Board to increase sponsorships, attendance and overall presentation of the Home for the Holidays Parade. All three objectives were met and exceeded.
- Staff programmed and facilitated several successful holiday events including Santa on the Go, Holiday Concert, Santa Calling, Breakfast with Santa and Letter to Santa
- The Community Events Staff prides itself on the well planned presentation and execution of all its 30+ community events, dedications, receptions, meeting set-ups, luncheons and other hospitality events.
- Continued with community partnerships with many non-profits and civic groups including: Kiwanis Club, Lions Club, Project ROMP, Boy & Girl Scouts, O.B. Historic Trust, O.B. Historical Society, The Casements Guild, Ormond Main Street, Ormond Beach Chamber of Commerce, American Legion Post 267, Civil Air Patrol, St. Brendan's Church, Red Cross, Disabled American Veterans, United Way and Habitat for Humanity.

## COMMUNITY EVENTS

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### **Accomplishments:**

- Increased volunteer and community service worker participation for: July 4th, AITP, Memorial Day, Holiday Parade and Veterans Day.
- Assisted with many cross-departmental events: Earth Day, National Night Out, City Health Fair, Public Safety & Awareness Day and Mayor's Health & Fitness Challenge.
- Assisted with the Ormond Beach Main Street organization's events: River Fest and Celtic Fest.
- Assisted with the monthly "Walk with the Manager" program.
- Assisted with all City Commission workshops and shade meetings
- Assisted with several inter-departmental events including Movie on the Halifax, Native American Festival and Camp Expo.
- Produced and organized a successful Veteran's Day Celebration for over 100 local veterans.
- Assisted the Senior Games Board with the 2012 Senior Games Olympics, which had over 300 participants, playing in 24 games/activities.
- Presented another successful Summer Sounds Free Concert Series.
- 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.
- Assisted OBPD in the development of a new event: Public Safety and Awareness Day.
- Development and planning for first annual Children's Fishing Tournament
- Coordinator served on Chamber of Commerce's Tourism Committee.

## **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:

<b>Revenues:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Summer Playground	22,285	25,000	25,000	-	0.00%
Sports-Parent Sponsored	47,524	75,000	50,000	(25,000)	-33.33%
Recreation Cards	27,395	40,000	40,000	-	0.00%
Bldg. Rental Fees	16,837	17,000	17,000	-	0.00%
General Fund	464,648	520,236	492,598	(27,638)	-5.31%
<b>Total</b>	<b>578,689</b>	<b>677,236</b>	<b>624,598</b>	<b>(52,638)</b>	<b>-7.77%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	409,774	443,250	418,612	(24,638)	-5.56%
Operating	109,465	174,536	146,536	(28,000)	-16.04%
Capital	-	-	-	-	0.00%
Contributions and Transfers	59,450	59,450	59,450	-	0.00%
<b>Total</b>	<b>578,689</b>	<b>677,236</b>	<b>624,598</b>	<b>(52,638)</b>	<b>-7.77%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<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	1.00	1.00	1.00	0.00	0.00%
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	0.63	0.63	0.63	0.00	0.00%
<b>Total</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>0.00</b>	<b>0.00%</b>

## **LEISURE SERVICES ADMINISTRATION/REGISTRATION**

### **Goals:**

- Continue to implement green initiatives when feasible.
- Continue exploring marketing opportunities.
- Continue to explore methods of site amenity replacement at low or no cost.
- Continue to promote “Adopt-A-Park” program to involve more local residents in park and facility beautification.
- Continue to nurture and increase community partnerships.
- Achieve all City Commission goals for Leisure Services for FY 2013-14 by the end of the fiscal year.
- Continue to develop and implement the use of volunteers.
- Continue to encourage youth sports associations to perform their own registrations.
- Ensure the successful management of the mowing and irrigation contract
- Continue to explore and pursue grant opportunities for the construction of an Environmental Learning Center in Central Park.
- Continue working with Joyce Ebbets in developing an appropriate environmental narrative to be used in the Environmental Learning Center
- Continue to pursue making our dog-friendly parks waste-free by providing dog waste disposal stations
- Continue to retain Ormond Beach’s Playful City designation and Ormond Beach’s Tree City USA designation.
- Continue to seek the NRPA Gold Medal award for the department.
- Continue to recognize war veterans.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
# of Field/Facility Rentals	186	220	220	-	0.00%
# of Registrations	3,750	3,600	3,500	(100)	-2.78%
# of Online Registrations	720	575	475	(100)	-17.39%
<b>Efficiency/Effectiveness:</b>					
Achieve City Commission Goals	100%	100%	100%	-	0.00%
Customer Satisfaction %	90%	90%	90%	-	0.00%

## **LEISURE SERVICES ADMINISTRATION/REGISTRATION**

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### **Accomplishments:**

- Assisted the Project ROMP Committee in the finalization of the renovation of the Magic Forest playground at Nova Community Park. Project was completed in February 2013.
- Developed and implemented organizational plan for the Ormond Beach's Andy Romano Beachfront Park
- Supported Ormond Beach Youth Baseball and Softball Association in their online registration
- Community Partnerships: Several programs, projects and events were completed through new and ongoing community partnerships this year:
  - Partner with YMCA for service delivery
  - Twelve memorial benches were installed throughout City parks
  - Helped facilitate the Ormond Garage location at Birthplace of Speed Park
  - Helped facilitate the Centennial Gazebo construction through Casements Guild partnership
  - OBYBSA partnered with the City to construct the teeball complex and also provided batting cages for softball
- Department was once again designated as Tree City USA and as a Playful City
- Provided waste disposal stations in several of the City's dog-friendly parks
- Provided support on several City capital improvement projects such as the Nova courts renovations, completion of Andy Romano Beachfront Park, Central Park paving and the interconnection of Central Park lakes
- Nurtured and maintained relationship with the Campus Outreach summer program to accomplish several maintenance projects throughout the City's parks.
- Teeball complex was completed this year and named in honor of Doug Wigley
- Currently we have seven parks that have been adopted as part of the Adopt A Park program
- Hosted a fishing tournament as per the City Commission goals

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Gymnastics Fees	32,627	35,000	35,000	-	0.00%
General Fund	60,889	74,107	74,723	616	0.83%
<b>Total</b>	<b>93,516</b>	<b>109,107</b>	<b>109,723</b>	<b>616</b>	<b>0.56%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	71,325	83,583	83,999	416	0.50%
Operating	22,191	25,524	25,724	200	0.78%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>93,516</b>	<b>109,107</b>	<b>109,723</b>	<b>616</b>	<b>0.56%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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 (1)	0.75	0.75	0.75	0.00	0.00%
Recreation Leaders (1)	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>

## GYMNASTICS

### Goals:

- Continue to hold at least (1) gymnastic show in the Gymnastic center (spring or fall).
- Host gymnastics functions with an anti-tobacco, anti-drug and anti-alcohol theme in conjunction with the city youth at risk programs throughout the year.
- Increase attendance by 10%
- Continue to promote health and fitness through the sport of gymnastics.
- 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.
- Continue promoting the program throughout the local schools.
- To promote the program by using the internet to get the program out to more potential students.
- Assure that all coaches have the level of training that they need to teach skills safely.
- Continue to 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.

### Performance Measures:

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
Total Attendance	6,193	4,800	-	(4,800)	-100.00%
Implement new classes	4	3		(3)	-100.00%
State Competitions Attended	2	2		(2)	-100.00%
<b>Efficiency/Effectiveness:</b>					
Customer Satisfaction %	90%	90%		(1)	-100.00%

### Accomplishments:

- Gymnasts competed in the AAU Level 2, 3, and 4 Meet in Tampa.
- Modified optional student competed at the Tampa Convention Center.
- Comparative Cheer team, The Ormond Beach Wolves, attended 5 competitions this year and placed in the top 3 in every competition.
- Staff attended at least two (2) AAU or USGA coaching clinics this year.
- Partnered with the Special Olympics for the last 11 years to help them compete in the sport of gymnastics.
- Started the following new programs this year: Mommy & Me class; Adult gymnastics class; Open workout class; birthday party rentals; and partnered with Ormond Pride Football & Cheer.

## 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, girls basketball leagues, softball sports camps, and golf clinics.

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

Parent Run Sports The City acts as the facilitator by providing 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Fees	27,832	40,000	30,000	(10,000)	-25.00%
General Fund	254,225	264,803	275,809	11,006	4.16%
<b>Total</b>	<b>282,057</b>	<b>304,803</b>	<b>305,809</b>	<b>1,006</b>	<b>0.33%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	109,025	115,188	116,134	946	0.82%
Operating	173,032	189,615	189,675	60	0.03%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>282,057</b>	<b>304,803</b>	<b>305,809</b>	<b>1,006</b>	<b>0.33%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>0.00</b>	<b>0.00%</b>

## CITY SPONSORED SPORTS

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### **Goals:**

- Revamp participant and coaches surveys.
- Increase player participation by a minimum of 5%.
- Achieve a customer service rating of higher than 90%
- Continue to hold Summer Youth Sports Camps for children in baseball, soccer, softball, basketball, and volleyball.
- Continue to hold yearly officiating clinics to focus on handling of coaches/parents, as well as on-field play.
- Continue to 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, Football) in better utilization of fields/gyms through scheduling.
- Continue to eliminate/decrease light costs at the Sports and Nova complexes, especially during Daylight Savings Time.
- Continue use of volunteers for varied tasks and responsibilities.
- Design a list of requests to associations to help keep playing fields/courts/dugouts in “top notch” condition before and after play.
- Work with Nova Coordinator to develop alternative teen summer program.
- Develop a Winter Coed Kickball League.
- Increase rentals through partnership with Convention and Visitors Bureau Sports Committee and Central Florida Sports Commission.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload: Attendance</b>					
City Sponsored Sports Participants	19,321	21,500	22,000	500	2.33%
City Sponsored Sports Spectators	16,390	18,500	19,000	500	2.70%
Contractual User Groups Participants	133,173	137,500	138,500	1,000	0.73%
Contractual User Groups Spectators	164,365	167,500	168,500	1,000	0.60%
<b>Efficiency/Effectiveness:</b>					
Customer Satisfaction	90%	90%	90%	-	0.00%

## CITY SPONSORED SPORTS

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### **Accomplishments:**

- Continued the reduction of electricity for utilizing overhead field lights at the Ormond Beach Sports Complex and the Nova Community Complex.
- Increased outside rentals with additional Adult Soccer Leagues, Youth Sports Tournaments, and Men's Softball Tournaments.
- Increased High School Athletic Rentals.
- Added 7 USSSA Baseball Tournaments for additional rentals.
- Hosted Rugby Tournament Rentals.
- Hosted MEAC/NCAA Tournament Championships through Bethune Cookman University.
- Hosted a successful Girls Basketball, Youth Flag Football, Basketball Training League, Coed Adult & Men's Softball Seasons.
- Hosted a former Youth Volleyball Player's College Signing at Nova Gymnasium.
- Increased Summer Volleyball Program participation.
- Aided in Volusia County's [sportsvolusia.com](http://sportsvolusia.com) website development project by providing pertinent information for design.
- Added an additional Baseball/Softball Clinic in the Summer.
- Scheduled all OBYBA & OBYBSA Basketball & Baseball Games.
- Continued as a re-elected member of Convention and Visitors Bureau Sports Committee.

## **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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Fees	15,157	20,000	20,000	-	0.00%
General Fund	173,251	230,104	235,769	5,665	2.46%
<b>Total</b>	<b>188,408</b>	<b>250,104</b>	<b>255,769</b>	<b>5,665</b>	<b>2.27%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	115,630	160,435	166,000	5,565	3.47%
Operating	72,778	89,669	89,769	100	0.11%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>188,408</b>	<b>250,104</b>	<b>255,769</b>	<b>5,665</b>	<b>2.27%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<u>Full-time Positions:</u>					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
<u>Seasonal Positions:</u>					
Summer Counselors*	3.00	3.00	3.00	0.00	0.00%
<u>Part-time Positions:</u>					
Center Leader (1)	0.75	0.75	0.75	0.00	0.00%
Recreation Leaders (3)	2.00	2.00	2.00	0.00	0.00%
<b>Total</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>0.00</b>	<b>0.00%</b>
*Transferred from Community Events					

## **NOVA COMMUNITY CENTER**

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### **Center Goals:**

- Revamp participant surveys.
- Receive a 90% “satisfactory or better” rating for services and support.
- Continue to increase daily volunteerism by 5%.
- Maintain existing rentals for Nova Community Center and increase rental programming by 5%.
- Expand daytime usage of center through new innovative programs.
- Work with Athletics Supervisor to develop alternative teen summer program.

### **SPECIAL POPULATIONS**

#### **Special Populations Goals**

- Revamp participant surveys.
- Receive a 90% “satisfactory or better” rating for services and support provided to various agencies and citizens.
- Increase daily volunteerism by 5%.
- 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
- Work with Soccer Association to develop TOPS Soccer Program for Fall.
- Continue to offer Camp T Rec for those special needs participants who need more individualized care.

#### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
Total Visits (inside only) Attendance	37,050	38,000	39,000	1,000	2.63%
<b>Special Populations</b>					
<b>Workload:</b>					
Special Needs Division Programs/Events	26	28	30	2	7.14%
Special Needs Division Community Partners	6	8	10	2	25.00%
<b>Efficiency/Effectiveness:</b>					
Customer Satisfaction %	90%	90%	90%	-	0.00%

## **NOVA COMMUNITY CENTER**

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### **Center Accomplishments:**

- Continued to expand the pickle ball program which averaged 10-15 participants attending on a weekly basis.
- Continued rental programming with Jazzercise being offered 6 days a week and Dance and Acting classes 4 days a week
- Continued FIT Gyms Monthly rentals.
- Expanded exercise room usage.
- Developed teen summer program to offer organized recreational activities.
- Implemented a new sign in procedure utilizing a finger vein reader.
- Increased one time gym and activity room rentals.
- Revamped Activity Room to be more customer-centric.

## **SPECIAL POPULATIONS**

### **Special Populations Accomplishments**

- Challenger Sports programs for children with special needs increased by 3-4 participants.
- Had a successful season of special needs sports including, but not limited to, soccer volleyball, baseball and basketball.
- Camp T-Rec was successfully planned and executed for those with special needs who need more individualized care. Camp was held at the Nova Community Center this year.
- Developed and presented two new programs (Explore the Arts and Sports of All Sorts) to gain participation of young children with special needs.
- Programming and event participation for partnership programs with Special Populations Activity and Recreation Council (SPARC) continued.
- The Shining STARS Pageant and Fashion Show was successful with an increase of 15 participants

## **SOUTH ORMOND NEIGHBORHOOD CENTER**

The South Ormond Neighborhood Center is an air-conditioned facility with an indoor gymnasium, weight and game room, full service kitchen, concession stand, small theatrical stage for special events, multipurpose room, and computer and learning center. Recreational programs include arts and crafts, ceramics, dances, tutoring classes, teen programs, 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Fees	4,630	4,000	4,000	-	0.00%
General Fund	179,855	184,212	186,097	1,885	1.02%
<b>Total</b>	<b>184,485</b>	<b>188,212</b>	<b>190,097</b>	<b>1,885</b>	<b>1.00%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	109,303	111,826	113,551	1,725	1.54%
Operating	75,182	76,386	76,546	160	0.21%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>184,485</b>	<b>188,212</b>	<b>190,097</b>	<b>1,885</b>	<b>1.00%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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>

## SOUTH ORMOND NEIGHBORHOOD CENTER

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### **Goals:**

- Achieve at least a 90% rating from the Customer Satisfaction Survey.
- Expand the South Ormond Sports Club programs to include elementary school aged children.
- Continue to offer mentoring/life skills teaching programming with the desired outcome of having at least 100 children involved in “education through recreation” and positive behavior type activities.
- Obtain a total of 1800 clients.
- Partner with Ormond Beach YMCA to expand programming opportunities.
- Continue to promote lifetime health activities as well as prevention and/or elimination of obesity.
- Continue to promote diversity and fellowship through varied youth programming.
- Hold at least two (2) Neighborhood Festivals.
- Hold at least one (1) intergenerational events

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
Total Visits/Attendance	117,016	119,000	121,000	2,000	1.68%
<b>Efficiency/Effectiveness:</b>					
Customer Satisfaction %	90%	90%	90%	-	0.00%

### **Accomplishments:**

- Hosted successful Boys Youth Basketball Season.
- Continued implementation of programs and additional tutoring in SONC Computer & Learning Center through partnership with Ormond Beach PAL.
- Expanded the number of kids involved with community service programs for project graduation and other scholarship programs.
- Won another USSSA State Basketball championship as well as sent three teams to national sports events and NCAA certified exposure events.
- Continue the partnership with the Ormond Beach PAL in providing Arts & Crafts Programs and additional funding to promote health and positive life styles programs.
- Continue to form a partnership with the Ormond Beach YMCA to provide opportunities for under privileged children at the YMCA and to aid in cross utilization of facilities.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13	FY 2012-13
				to FY 2013-14	to FY 2013-14
Fees	47,090	40,000	40,000	-	0.00%
General Fund	811,600	830,393	870,742	40,349	4.86%
<b>Total</b>	<b>858,690</b>	<b>870,393</b>	<b>910,742</b>	<b>40,349</b>	<b>4.64%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13	FY 2012-13
				to FY 2013-14	to FY 2013-14
Personal Services	473,026	498,677	524,326	25,649	5.14%
Operating	385,664	371,716	386,416	14,700	3.95%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>858,690</b>	<b>870,393</b>	<b>910,742</b>	<b>40,349</b>	<b>4.64%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13	FY 2012-13
				to FY 2013-14	to FY 2013-14
<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	8.00	1.00	14.29%
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>1.00</b>	<b>10.00%</b>

## ATHLETIC FIELDS MAINTENANCE

---

### **Goals:**

- Achieve a customer satisfaction rating of “satisfactory or better” from 90% of surveyed participants regarding facility maintenance.
- Continue to 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.
- Continue to track true costs to City for tournaments.
- Continue to obtain staff re-certification and licensure from State of Florida.
- Increase use of volunteers.
- Continue to work with the sports associations in an effort to better manage practices and games to reduce wear on athletics fields.
- Continue 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.
- Install replacement scoreboard on Field #1 at Nova Community Park.



### **Accomplishments:**

- Installation of new scoreboard on Field #7 at Ormond Beach Sports Complex.
- 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 shade structure over dugouts on Field #2 at Nova Community Park.
- Due to the increased usage, increased the amount of hours dedicated to the maintenance of South Ormond Neighborhood Center.
- Oversight of sod replacement in infields on Baseball Fields at Ormond Beach Sports Complex.

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	612,915	611,509	619,682	8,173	1.34%
<b>Total</b>	<b>612,915</b>	<b>611,509</b>	<b>619,682</b>	<b>8,173</b>	<b>1.34%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	321,394	340,043	348,816	8,773	2.58%
Operating	291,521	271,466	270,866	(600)	-0.22%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>612,915</b>	<b>611,509</b>	<b>619,682</b>	<b>8,173</b>	<b>1.34%</b>

### Staffing Summary:

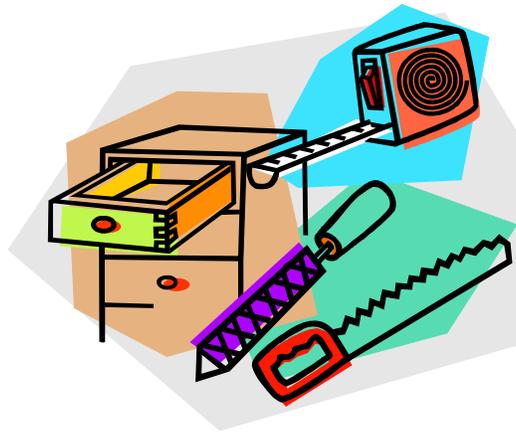
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Office Assistant II *	0.50	0.50	0.50	0.00	0.00%
Bldg. Mnt. Supervisor	0.00	0.00	0.00	0.00	0.00%
Maintenance Worker II	1.00	1.00	1.00	0.00	0.00%
Tradesworker	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					

## BUILDING MAINTENANCE

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### Goals:

- Continue to receive a composite rating of satisfactory or better on quarterly janitorial service ratings from 90% of respondents.
- Continue to complete 98% of all non-emergency work orders within five working days of request.
- Continue to maintain the appearance of City parks and facilities through regular maintenance.
- Continue to manage the successful completion of projects described in the Facilities Renewal and Replacement Fund.
- Continue to implement energy saving devices and measures to reduce operating costs at city buildings.



### Accomplishments:

- Completed 98% of all non-emergency work orders within 5 working days.
- Managed successfully and completed 100% of the Facilities Renewal and Replacement fund projects

## **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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	1,328,121	1,248,426	1,315,232	66,806	5.35%
<b>Total</b>	<b>1,328,121</b>	<b>1,248,426</b>	<b>1,315,232</b>	<b>66,806</b>	<b>5.35%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	125,754	88,939	90,899	1,960	2.20%
Operating	1,202,367	1,159,487	1,224,333	64,846	5.59%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,328,121</b>	<b>1,248,426</b>	<b>1,315,232</b>	<b>66,806</b>	<b>5.35%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Maintenance Foreman	1.00	1.00	1.00	0.00	100.00%
Maintenance Worker III	2.00	0.00	0.00	0.00	0.00%
<b>Part-time Positions:</b>					
Maintenance Worker III	0.00	1.00	1.00	0.00	0.00%
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00%</b>

## **PARKS AND GROUNDS MAINTENANCE**

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### **Goals:**

- Continue to ensure that all parks and grounds are inspected bi-weekly to ensure safety, accessibility and cleanliness.
- Continue to achieve a contract compliance rate of 90% for major maintenance services.
- 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 monthly basis as per new contract
- Implement playground safety inspection schedule using CPSI qualified staff.
- Continue community partnership through the Memorial Bench Program



### **Accomplishments:**

- Implemented the new Grounds Maintenance and Mowing RFP
- Continued daily communication with grounds maintenance contractor to improve the appearance of City facilities and contractor maintained areas.
- 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.

# CONTRIBUTIONS

## Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
General Fund	9,903	15,997	9,528	(6,469)	-40.44%
<b>Total</b>	<b>9,903</b>	<b>15,997</b>	<b>9,528</b>	<b>(6,469)</b>	<b>-40.44%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	9,903	15,997	9,528	(6,469)	-40.44%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>9,903</b>	<b>15,997</b>	<b>9,528</b>	<b>(6,469)</b>	<b>-40.44%</b>

# TRANSFERS

## Revenue and Expenditure Summaries:

### Revenues:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
General Fund	1,925,495	534,662	459,118	(75,544)	-14.13%
Total	1,925,495	534,662	459,118	(75,544)	-14.13%

### Expenditures:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Contingency-Vacancy Savings	-	(942,999)	(650,392)	292,607	0.00%
Transfers	1,925,495	1,477,661	1,109,510	(368,151)	-24.91%
Total	1,925,495	534,662	459,118	(75,544)	-14.13%



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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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental Revenue	627,154	651,100	1,374,409	723,309	111.09%
Miscellaneous Revenue	14,359	2,500	17,500	15,000	600.00%
Transfers	291,352	254,129	329,620	75,491	29.71%
Use of Fund Balance	-	1,762,990	168,358	(1,594,632)	-90.45%
<b>Total</b>	<b>932,865</b>	<b>2,670,719</b>	<b>1,889,887</b>	<b>(780,832)</b>	<b>-29.24%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	26,102	-	(26,102)	-100.00%
Operating	81,399	164,617	264,867	100,250	60.90%
Capital	1,109,922	2,030,000	1,275,000	(755,000)	-37.19%
Contributions and Transfers	114,922	350,000	350,000	-	0.00%
Contingency	-	100,000	-	(100,000)	0.00%
<b>Total</b>	<b>1,306,243</b>	<b>2,670,719</b>	<b>1,889,867</b>	<b>(780,852)</b>	<b>-29.24%</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 FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Intergovernmental Revenue	219,622	-	570,000	570,000	0.00%
Charges for Service	2,620,970	2,575,000	2,575,000	-	0.00%
Miscellaneous Revenue	19,874	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>2,860,466</b>	<b>2,575,000</b>	<b>3,145,000</b>	<b>570,000</b>	<b>22.14%</b>

#### **Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	427,816	454,267	464,213	9,946	2.19%
Operating	315,725	504,093	377,802	(126,291)	-25.05%
Capital	841,972	250,000	1,010,000	760,000	304.00%
Contributions and Transfers	285,542	259,929	267,393	7,464	2.87%
Contingency	-	1,106,711	1,025,592	(81,119)	0.00%
<b>Total</b>	<b>1,871,055</b>	<b>2,575,000</b>	<b>3,145,000</b>	<b>570,000</b>	<b>22.14%</b>

### **Staffing Summary:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<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>

## STORMWATER DRAINAGE UTILITY FUND

### **Goals:**

- Receive less than twelve (12) maintenance-related complaints annually.
- Perform 3,668 catch basin inspections annually.
- Perform 175 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 68,000 linear feet of storm sewer annually.

### **Performance Measures:**

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	%Change FY 2012-13 to FY 2013-14
<b>Workload:</b>					
Linear Ft. of lines cleaned (City)	60,000	54,690	55,000	(5,000)	-8.33%
Sq footage of ditch maintenance (City)	9,010,000	9,895,750	9,750,000	740,000	8.21%
Sq footage of ditch maintenance (FDOT)	24,000,000	22,560,000	24,000,000	-	0.00%
Pump station inspections	144	144	144	-	0.00%
Outfall inspections	125	176	125	-	0.00%
Catch basin inspections	2,700	2,875	2,900	200	7.41%
Miles of street sweeping	5,409	5,793	5,409	-	0.00%
<b>Efficiency/Effectiveness:</b>					
Street Sweeper Uptime	92	89	90	(2)	-2.17%
Maintenance Related Inquiries	12	7	12	-	0.00%

### **Accomplishments:**

- Received less than 12 maintenance related complaints during FY 11-12.
- Performed more than 3360 catch basin inspections in FY 10-11.
- Performed 350 outfall inspections in FY 11-12
- Maintained more than 9.0 million sq. ft. of ditches and 24 million sq. ft. of ditches within the FDOT MOA in FY 11-12

## 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental	136,727	-	468,800	468,800	0.00%
Miscellaneous	207,621	196,920	178,900	(18,020)	-9.15%
Transfers	61,800	61,800	66,390	4,590	7.43%
Use of Fund Balance	-	-	31,252	31,252	0.00%
<b>Total</b>	<b>406,148</b>	<b>258,720</b>	<b>714,090</b>	<b>455,370</b>	<b>176.01%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	89,381	96,591	96,548	(43)	-0.04%
Operating	105,247	79,782	101,199	21,417	26.84%
Capital	12,739	-	535,000	535,000	0.00%
Contributions and Transfers	12,285	12,368	12,595	227	1.84%
Contingency	-	69,979	-	(69,979)	100.00%
<b>Total</b>	<b>219,652</b>	<b>258,720</b>	<b>745,342</b>	<b>486,622</b>	<b>188.09%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b>Full-time Positions:</b>					
Airport Manager	0.00	1.00	1.00	0.00	100.00%
<b>Part-time Positions:</b>					
Airport Manager	0.85	0.00	0.00	0.00	0.00%
<b>Total</b>	<b>0.85</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00%</b>

## **MUNICIPAL AIRPORT FUND**

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### **Goals:**

- Complete the design of a medium intensity taxiway lighting system (MITLS) on Taxiway Charlie.
- Complete the design of Taxiway Golf parallel to Runway 17/35.
- Complete the design of new runway end identifier lights (REILS) on Runway 17.
- Complete the installation of Precision Approach Path Indicators (PAPIs) for all runways.
- Upgrade electrical vault systems to support all lighting and navigational aid power systems.
- Upgrade mission-critical systems at the air traffic control tower.
- Assist Tomlinson Aviation with the design of a public-use FBO.
- Assess undeveloped lands at the airport to determine economic value and potential best uses.
- Complete the reappraisal process for 20 Airport tenants.
- Market and lease available properties at the SE Quad.
- Secure all FDOT and FAA grants necessary to complete airport capital improvement projects.

### **Accomplishments:**

- Completed the installation and configuration of a security surveillance system to help monitor and secure airport infrastructure.
- Completed the installation of high-efficiency LED security lighting systems in the SE Quad.
- Completed the construction of a public-use heliport in the SE Quad.
- Completed the design and construction of a new, full-length Taxiway Alpha parallel to Runway 8/26.
- Completed the renovation of Taxiway Charlie.
- Completed the re-alignment of Taxiway Echo.
- Completed the construction of a new compass rose.
- Successful management, coordination, and review of airport security upgrade projects, for which staff secured 100% FDOT funding.
- Successful management, coordination, and review of airport construction projects, for which staff secured the maximum available FAA and FDOT funding.
- Preparations were made in anticipation of the 2013 FDOT inspection of the airport. The inspection results were positive, and the airport license was renewed.

## 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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Fines and Forfeits	16,081	15,000	15,000	-	0.00%
Miscellaneous	-	-	-	-	100.00%
<b>Total</b>	<b>16,081</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	15,000	15,000	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>0.00%</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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental	-	-	-	-	0.00%
Miscellaneous	1,003	-	-	-	0.00%
Use of Fund Balance	-	45,000	10,000	(35,000)	171.11%
Transfers	-	-	112,000	112,000	0.00%
<b>Total</b>	<b>1,003</b>	<b>45,000</b>	<b>122,000</b>	<b>77,000</b>	<b>171.11%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	5,000	45,000	10,000	(35,000)	-77.78%
Capital	-	-	112,000	112,000	100.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>5,000</b>	<b>45,000</b>	<b>122,000</b>	<b>77,000</b>	<b>171.11%</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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Fines and Forfeits	-	-	-	-	0.00%
Miscellaneous	255	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>255</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	35,000	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

## PENSION CONTRIBUTION PASS THROUGH

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

### Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental	649,419	623,681	652,000	28,319	4.54%
<b>Total</b>	<b>649,419</b>	<b>623,681</b>	<b>652,000</b>	<b>28,319</b>	<b>4.54%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	649,419	623,681	652,000	28,319	4.54%
<b>Total</b>	<b>649,419</b>	<b>623,681</b>	<b>652,000</b>	<b>28,319</b>	<b>4.54%</b>

## 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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous (Impact Fees)	40,652	32,550	33,800	1,250	3.84%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>40,652</b>	<b>32,550</b>	<b>33,800</b>	<b>1,250</b>	<b>3.84%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	30,210	32,550	33,800	1,250	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>30,210</b>	<b>32,550</b>	<b>33,800</b>	<b>1,250</b>	<b>3.84%</b>

## GRANT FUND

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

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental	88,264	89,601	585,121	495,520	553.03%
Miscellaneous	15,278	-	-	-	0.00%
Transfers	40,000	-	150,000	150,000	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>143,542</b>	<b>89,601</b>	<b>735,121</b>	<b>645,520</b>	<b>720.44%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	104,004	69,101	696,170	627,069	907.47%
Contributions and Transfers	20,188	20,500	38,951	46,170	225.22%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>124,192</b>	<b>89,601</b>	<b>735,121</b>	<b>645,520</b>	<b>720.44%</b>

## FACILITIES RENEWAL AND REPLACEMENT

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

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Property Taxes	295,376	288,929	296,928	7,999	2.77%
Miscellaneous	3,940	-	-	-	0.00%
Transfers	200,000	200,000	200,000	-	0.00%
Use of Fund Balance	-	70,321	3,072	(67,249)	0.00%
<b>Total</b>	<b>499,316</b>	<b>559,250</b>	<b>500,000</b>	<b>(59,250)</b>	<b>-10.59%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	274,577	559,250	443,000	(116,250)	-20.79%
Capital	-	-	57,000	57,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>274,577</b>	<b>559,250</b>	<b>500,000</b>	<b>(59,250)</b>	<b>-10.59%</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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous	-	-	-	-	0.00%
Transfers	384,628	114,029	114,029	-	0.00%
Use of Fund Balance	-	-	1,000	1,000	0.00%
<b>Total</b>	<b>384,628</b>	<b>114,029</b>	<b>115,029</b>	<b>1,000</b>	<b>0.88%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	213,426	114,029	114,028	(1)	0.00%
Contingency	-	-	1,001	1,001	0.00%
<b>Total</b>	<b>213,426</b>	<b>114,029</b>	<b>115,029</b>	<b>1,000</b>	<b>0.88%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Property Taxes	277,381	273,922	274,088	166	0.06%
Miscellaneous	25	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>277,406</b>	<b>273,922</b>	<b>274,088</b>	<b>166</b>	<b>0.06%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	273,816	273,530	273,560	30	0.01%
Contingency	-	392	528	136	34.69%
<b>Total</b>	<b>273,816</b>	<b>273,922</b>	<b>274,088</b>	<b>166</b>	<b>0.06%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Property Taxes	113,674	114,719	113,001	(1,718)	-1.50%
Miscellaneous	11	-	-	-	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>113,685</b>	<b>114,719</b>	<b>113,001</b>	<b>(1,718)</b>	<b>-1.50%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	112,018	114,570	111,897	(2,673)	-2.33%
Contingency	-	149	1,104	955	640.94%
<b>Total</b>	<b>112,018</b>	<b>114,719</b>	<b>113,001</b>	<b>(1,718)</b>	<b>-1.50%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Transfers	158,000	158,000	157,000	(1,000)	-0.63%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>158,000</b>	<b>158,000</b>	<b>157,000</b>	<b>(1,000)</b>	<b>-0.63%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	157,058	157,236	156,427	(809)	-0.51%
Contingency	-	764	573	(191)	0.00%
<b>Total</b>	<b>157,058</b>	<b>158,000</b>	<b>157,000</b>	<b>(1,000)</b>	<b>-0.63%</b>

## 2010 GENERAL OBLIGATION BONDS

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

### Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Property Taxes	346,416	344,158	348,620	4,462	1.30%
Miscellaneous	33	-	-	-	0.00%
<b>Total</b>	<b>346,449</b>	<b>344,158</b>	<b>348,620</b>	<b>4,462</b>	<b>1.30%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	344,901	343,720	347,796	4,076	1.19%
Contingency and Transfers	-	438	824	386	88.13%
<b>Total</b>	<b>344,901</b>	<b>344,158</b>	<b>348,620</b>	<b>4,462</b>	<b>1.30%</b>

## CAPITAL IMPROVEMENT FUND

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

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

#### **Revenues:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Property Taxes	343,211	335,719	345,015	9,296	2.77%
Intergovernmental	-	225,000	225,000	-	0.00%
Miscellaneous	23,344	1,000	1,000	-	0.00%
Transfers	1,099,000	920,000	-	(920,000)	-100.00%
Use of Fund Balance	-	746,997	342,960	(404,037)	-54.09%
<b>Total</b>	<b>1,465,555</b>	<b>2,228,716</b>	<b>913,975</b>	<b>(1,314,741)</b>	<b>-58.99%</b>

#### **Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	123,824	2,213,818	898,954	(1,314,864)	-59.39%
Contributions and Transfers	-	14,898	15,021	123	0.83%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>123,824</b>	<b>2,228,716</b>	<b>913,975</b>	<b>(1,314,741)</b>	<b>-58.99%</b>

## EQUIPMENT RENEWAL AND REPLACEMENT FUND

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

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Intergovernmental	-	-	-	-	0.00%
Miscellaneous	72,076	-	-	-	0.00%
Transfers	48,000	48,000	48,000	-	0.00%
Lease Financing	-	-	-	-	0.00%
Use of Fund Balance	-	441,000	600,500	159,500	36.17%
<b>Total</b>	<b>120,076</b>	<b>489,000</b>	<b>648,500</b>	<b>159,500</b>	<b>32.62%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	549,886	489,000	648,500	159,500	32.62%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>549,886</b>	<b>489,000</b>	<b>648,500</b>	<b>159,500</b>	<b>32.62%</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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Property Taxes	792,375	775,077	556,110	(218,967)	-28.25%
Other Taxes	1,126,493	1,139,000	1,101,506	(37,494)	-3.29%
Intergovernmental	1,030,020	531,429	-	(531,429)	-100.00%
Miscellaneous	24,092	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>2,972,980</b>	<b>2,445,506</b>	<b>1,657,616</b>	<b>(787,890)</b>	<b>-32.22%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	2,563,454	1,357,781	622,548	(735,233)	-54.15%
Contributions and Transfers	665,072	659,182	660,168	986	0.15%
Contingency	-	428,543	374,900	(53,643)	0.00%
<b>Total</b>	<b>3,228,526</b>	<b>2,445,506</b>	<b>1,657,616</b>	<b>(787,890)</b>	<b>-32.22%</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:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous (Impact Fees)	78,574	40,000	40,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	210,000	-	(210,000)	0.00%
<b>Total</b>	<b>78,574</b>	<b>250,000</b>	<b>40,000</b>	<b>(210,000)</b>	<b>0.00%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	241,431	250,000	-	(250,000)	0.00%
Contingency	-	-	40,000	40,000	0.00%
<b>Total</b>	<b>241,431</b>	<b>250,000</b>	<b>40,000</b>	<b>(210,000)</b>	<b>0.00%</b>

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## ENTERPRISE AND INTERNAL SERVICE FUNDS

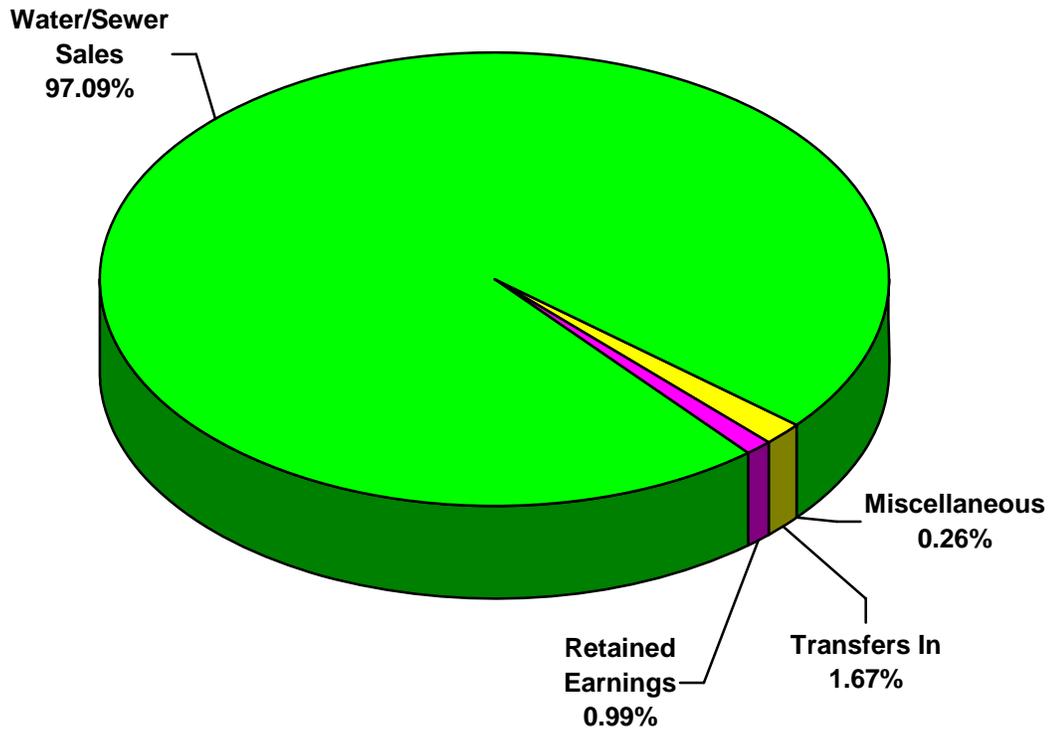
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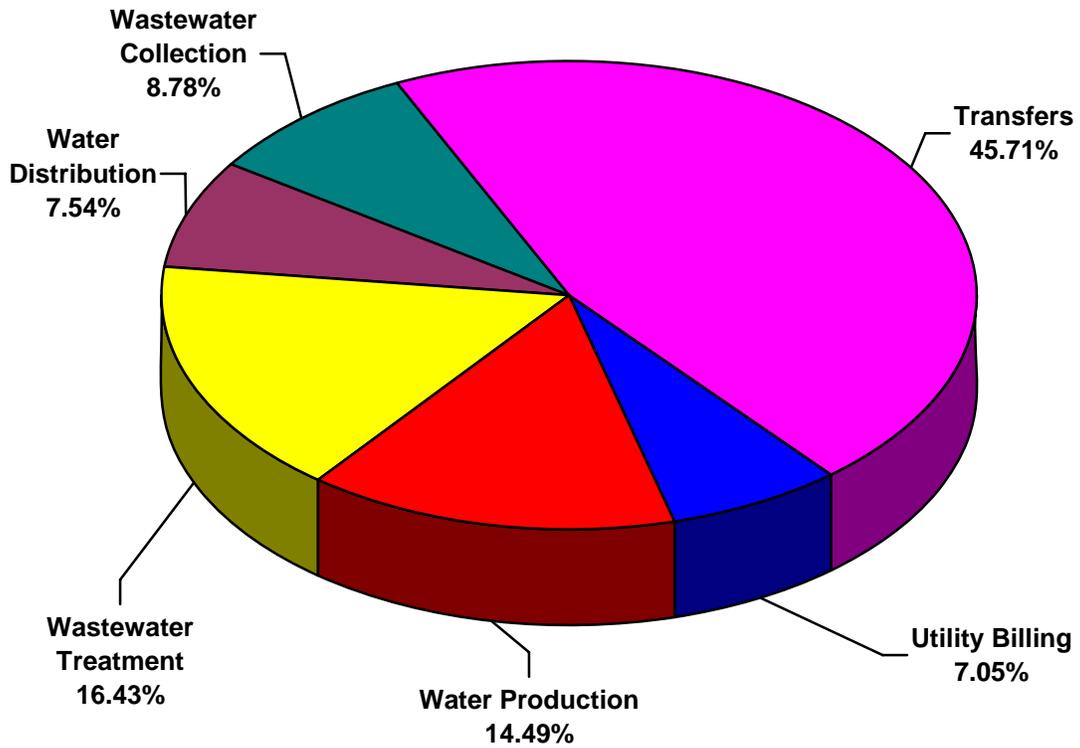
## WATER AND SEWER SUMMARY

Description	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Revenues</b>					
Water/Sewer Sales	16,968,175	16,669,000	17,040,000	371,000	2.23%
Intergovernmental	-	-	-	-	0.00%
Misc Revenue	72,966	45,000	45,000	-	0.00%
Transfers In	273,250	277,873	292,750	14,877	5.35%
Use of Retained Earnings	-	-	173,455	173,455	0.00%
<b>Total Net Revenues</b>	<b>17,314,391</b>	<b>16,991,873</b>	<b>17,551,205</b>	<b>559,332</b>	<b>3.29%</b>
<b>Expenditures</b>					
Utility Billing	986,266	1,172,438	1,236,576	64,138	5.47%
Water Production	2,323,339	2,423,991	2,543,848	119,857	4.94%
Wastewater Treatment	2,411,516	2,750,933	2,883,345	132,412	4.81%
Water Distribution	1,175,639	1,313,882	1,322,512	8,630	0.66%
Wastewater Collection	1,452,300	1,614,264	1,541,690	(72,574)	-4.50%
Non-Departmental	7,794,805	7,716,365	8,023,234	306,869	3.98%
<b>Total Net Expenditures</b>	<b>16,143,865</b>	<b>16,991,873</b>	<b>17,551,205</b>	<b>559,332</b>	<b>3.29%</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 bills annually for water and wastewater service, stormwater utility, solid waste collection and recycling and performs approximately 260,000 meter readings per year.

## UTILITY BILLING AND CUSTOMER SERVICE

### Revenue and Expenditure Summaries:

#### Revenues:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Water & Wastewater	986,266	1,172,438	1,236,576	64,138	5.47%
<b>Total</b>	<b>986,266</b>	<b>1,172,438</b>	<b>1,236,576</b>	<b>64,138</b>	<b>5.47%</b>

#### Expenditures:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	598,884	653,619	684,997	31,378	4.80%
Operating	387,382	518,819	551,579	32,760	6.31%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>986,266</b>	<b>1,172,438</b>	<b>1,236,576</b>	<b>64,138</b>	<b>5.47%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b><u>Full-time Positions:</u></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	2.00	2.00	0.00	0.00%
Accounting Technician	2.00	2.00	2.00	0.00	0.00%
Senior Accountant	0.00	1.00	1.00	0.00	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><u>Part-time Positions:</u></b>					
Account Clerk II	0.00	0.50	0.50	0.00	0.00%
<b>Total</b>	<b>11.35</b>	<b>11.85</b>	<b>11.85</b>	<b>0.00</b>	<b>0.00%</b>

## 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 FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b><u>Workload:</u></b>					
Number of utility bills	253,944	255,000	255,000	-	0.00%
Customers participating in bank drafting	3,990	4,131	4,131	-	0.00%
Number of work orders - initial reads	3,771	2,826	2,826	-	0.00%
Number of work orders - final reads	3,771	2,804	2,804	-	0.00%
Number of work orders - re-reads	2,082	1,260	1,260	-	0.00%
Number of work orders - delinquent cut-offs	2,638	2,600	2,600	-	0.00%
Number of work orders - reconnects	2,234	2,200	2,200	-	0.00%
<b><u>Efficiency/Effectiveness:</u></b>					
% customers using bank draft payment	19%	19%	19%	-	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

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

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

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

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

## WATER PRODUCTION

### Revenue and Expenditure Summaries:

**Revenues:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Water & Wastewater	2,323,339	2,423,991	2,543,848	119,857	4.94%
<b>Total</b>	<b>2,323,339</b>	<b>2,423,991</b>	<b>2,543,848</b>	<b>119,857</b>	<b>4.94%</b>

**Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	995,769	1,053,451	1,070,024	16,573	1.57%
Operating	1,327,570	1,370,540	1,473,824	103,284	7.54%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>2,323,339</b>	<b>2,423,991</b>	<b>2,543,848</b>	<b>119,857</b>	<b>4.94%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<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	1.00	1.00	1.00	0.00	0.00%
Chief Treatment Plant Oper. "A"	1.00	1.00	1.00	0.00	0.00%
Supervisor of Equipment Mnt.	1.00	1.00	1.00	0.00	0.00%
Utility Mnt. Foremen	1.00	1.00	1.00	0.00	0.00%
Lead WTP Operator	1.00	1.00	1.00	0.00	0.00%
Treatment Plant Operator	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.	1.00	1.00	1.00	0.00	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	0.00	0.00	0.00	0.00	-100.00%
<b>Total</b>	<b>15.30</b>	<b>15.30</b>	<b>15.30</b>	<b>0.00</b>	<b>0.00%</b>
* Indicates primary department					

## **WATER PRODUCTION**

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### **Goals:**

- Maintain compliant and reliable water production activities meeting customer use demands and regulatory standards to include 4 log Removal Disinfection Certification Status for 12 MGD Water Treatment Facility. Current water plant average day production is 5.38 Million Gallons per Day (MGD) with 6.61 MGD max day demand during recent 12 month period. Current year groundwater withdrawal allocation at 7.14 MGD.
- 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. Perform quarterly sampling for Stage II Disinfection By-products.
- Enhance record keeping and tracking practices for water loss prevention and audit purposes. Continue to assess well field, in-plant and distribution system operations for identifying all groundwater and finished water use. Maintain accurate database for recording well pumping, water distribution system flushing, leak detection, main break and fire hydrant flushing activities for quantifying intermittent water use.
- Promptly and efficiently address recommendations made during periodic Florida Dept. of Health (FDEP/ FDOH) inspections.
- Continue LPRO and lime softening treatment processes and high service pumping facility improvements for promoting plant operational reliability.
- 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.
- Rehabilitate the aerator housings at the water plant.
- Re-pipe portions of the raw water lines from Division Avenue wells to plant for optimizing treatment of raw water of lesser quality (chlorides) by LPRO.
- Perform water storage tanks inspection and evaluation and prepare scope of work for upcoming 5 year period tank maintenance needs.
- Upgrade auxiliary generator capability at four older Rima Ridge Wells.
- Reduce the amount of ground water pumping used for irrigation and fire protection at Breakaway Trails Wells and establish pertinent level and timing controls as a result of reuse water availability realized by the recent completion of Western Ormond Beach Reclaimed Water Transmission Project.

## WATER PRODUCTION

### Performance Measures:

	Actual FY 2011-12	Estimate FY 2012-13	Estimate FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Volume of water (in MG) processed during reporting period	1,965	1,965	1,965	-	0.00%
Volume of wastewater (in MG) processed during reporting period	1,447	1,447	1,447	-	0.00%
Volume of Reclaimed Water (in MG) distributed during reporting period	864	864	864	-	0.00%
Total volume of raw sewage collected for treatment (MGD AADF) from retail customers	3.95	3.95	3.95	-	0.00%
Total number of manhole failures in collection system	152	152	152	-	0.00%
Total number of leaks in distribution system	206	206	206	-	0.00%
Total number of pipeline breaks in distribution system	54	54	54	-	0.00%
Total number of leaks in reclaimed water system	8	8	8	-	0.00%
Total number of pipeline breaks in reclaimed water system	14	14	14	-	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	14	14	14	-	0.00%
Total water treatment plant effluent flow distributed to distribution system	1,941	1,941	1,941	-	0.00%

## **WATER PRODUCTION**

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### **Accomplishments:**

- Maintained regulatory compliance and reporting schedules contained within Consumptive Use Permit (CUP) requirements and use of authorized current year groundwater withdrawal allocations. Next compliance report due to the District in 2019 as District revised report submittal requirements for ten (10) year renewal periods.
- Nearing completion of \$1.3 Million Minimum Flows and Levels Prevention Strategy Cost-Share Agreement with SJRWMD for the Western Ormond Beach Reclaimed Water Transmission Project embedded in the City's Airport Road Force Main and Reuse Main Project currently underway. Funding reimbursements received to date total \$ 1,126,359
- Completed 2012 Annual Water Quality "Consumer Confidence" Report with new format having specific Ormond Beach theme. Performed annual Lead & Copper water quality compliance monitoring and testing with results indicating no violations or action levels exceeded.
- Completed preparation of bid specifications for 2013-14 annual collective bid advertisement by the City of Palm Coast.
- Completed compliant semi-annual EN-50 Groundwater Withdrawal & Wetlands Monitoring reports along with other groundwater conditions sampling, monitoring and reporting to SJ River Water Management District.
- Complete testing and analysis of residential small meter sample set for determining updated basis of appropriate meter replacement activities.
- Prepared specifications and awarded water storage tanks inspection and evaluation project to being in January 2014.
- Completed study and procured consultant services to prepare design plans and specifications for re-piping portions of the Division Avenue raw water main for water quality optimization by directing higher chlorides containing raw water to LPRO processes.
- Procured consultant services for design related activities for upgrading auxiliary generator capability to serve four older Rima Ridge Wells.
- Eliminated current use of sulfuric acid feed system associated with the LPRO Membrane Process for improving corrosion control, operator safety and reducing chemical costs.

## WASTEWATER TREATMENT

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

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

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

## WASTEWATER TREATMENT

### Revenue and Expenditure Summaries:

#### Revenues:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Water & Wastewater	2,411,516	2,750,933	2,883,345	132,412	4.81%
<b>Total</b>	<b>2,411,516</b>	<b>2,750,933</b>	<b>2,883,345</b>	<b>132,412</b>	<b>4.81%</b>

#### Expenditures:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	913,849	1,041,480	1,091,392	49,912	4.79%
Operating	1,497,667	1,709,453	1,791,953	82,500	4.83%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>2,411,516</b>	<b>2,750,933</b>	<b>2,883,345</b>	<b>132,412</b>	<b>4.81%</b>

### Staffing Summary:

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b><u>Full-time Positions:</u></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	0.00	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><u>Part-time Positions:</u></b>					
Treatment Plant Operator (1)	1.00	1.00	1.00	0.00	0.00%
<b>Total</b>	<b>14.80</b>	<b>14.80</b>	<b>14.80</b>	<b>0.00</b>	<b>0.00%</b>

## WASTEWATER TREATMENT

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### **Goals:**

- Maintain reliable WWTP operations.
- Accurately record warranty phase activities for WWTP Expansion/ Phase-2 Rehabilitation Project recently completed.
- Complete input of new plant equipment preventative maintenance activities into recently upgraded MP2 PPM Program software.
- Accurately monitor and report operation parameters for reuse and surface water discharges and Class AA residuals sludge disposal in accordance with regulatory conditions contained in the City's current FDEP Operating Permit.
- Receive FDEP Certification of Construction Clearance for 8 MGD Plant Expansion.
- Complete all Consent Order Conditions issued in April 2012 for modified nitrogen limits during construction period.
- Coordinate pre-application meeting and select consultant for assisting preparation of renewal application for FDEP WWTP Operating Permit
- Continue optimizing reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation.
- Complete update of City's Industrial Pretreatment Program Enforcement Response Plan to concur with current Sewer Use Ordinance.
- Revise current Plan of Study and Local Limits Evaluation for Industrial Pretreatment Program in accordance with any modified FDEP requirements per permit renewal conditions.
- Complete the annual reporting requirements for following topics and activities: Capacity Analysis, Reuse, Pretreatment DMR, Primary and Secondary Drinking Water Standards, Summary of Water Quality and Residuals.
- Replace valves and install electric valve actuators on the clarifier RAS lines entering RAS/ WAS pumping facility
- Complete piping relocation of LPRO concentrate (WTP) from in-plant equalization tank to remote reuse storage tanks for continuation of optimizing blended reuse product and to reduce toxicity levels in the wastewater effluent to surface water.
- Continue enhancements to SCADA monitoring and reporting program
- Establish protocol and implement FDEP electronic Discharge Monitoring Report
- Complete phase 1 Construction activities (Influent Pump Station) and negotiate project closeout.
- Provide necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.

## WASTEWATER TREATMENT

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### **Accomplishments:**

- Completed the annual reporting requirements for following topics and activities: Reuse, Pretreatment DMR, Primary & Secondary Drinking Water Standards, Summary of Water Quality & Residuals and monthly Discharge Monitoring Reports.
- Plant processed approximately 1,451 million gallons of influent flow (3.97 MGD annual avg. day) and produced 744 million gallons of reuse product (2.04 MGD annual avg. day) during annual period. (July 2012-June 2013)
- Designed, awarded and completed a Pollution Prevention (P2) Project via change order to the Wastewater Plant Expansion Project to connect the dewatering pump station force main to the influent structure piping allowing bypassed flows to be screened and measured. P2 Project associated with Consent Order to offset penalties for described nitrogen exceedances due to plant equipment failures.
- Completed modification of the relocation of the conductivity sampling location for the reuse storage tank.
- Obtained substantial completion for Phase II Construction.
- Maintain reliable WWTP operations and provided continued support to Engineering Division, Consultant and Contractor team during construction phase activities for WWTP Expansion/ Phase-2 Rehabilitation Project activities underway.
- Accurately monitored and reported operation parameters in accordance with 5 Year FDEP Operating Permit for existing 6 MGD plant and Construction Permit for 8 MGD Plant Expansion.
- Completed Industrial User permitting, sampling and inspection activities.
- Obtained 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 for optimizing use of LPRO concentrate in reuse blend. 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.
- Prepared application and obtained FDEP Operating Permit modification to expand the City's Reuse Service Area for reclaimed water disposal at Breakaway Trails, Hunter's Ridge, Riverbend Golf Course and Memorial Gardens.
- Completed Industrial User permitting, sampling and inspection activities.
- Refurbished the sludge conveyor belt system.
- Provided necessary in-house support for administration of Airport Road RM and Reuse Conversion Project.
- Added supplemental chlorination system to reduce snail propagation in the reclaimed water system.

## **WATER DISTRIBUTION**

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

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

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

## WATER DISTRIBUTION

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Water & Wastewater	1,175,639	1,313,882	1,322,512	8,630	0.66%
<b>Total</b>	<b>1,175,639</b>	<b>1,313,882</b>	<b>1,322,512</b>	<b>8,630</b>	<b>0.66%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personnel Services	713,362	733,819	761,893	28,074	3.83%
Operating	462,277	580,063	560,619	(19,444)	-3.35%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,175,639</b>	<b>1,313,882</b>	<b>1,322,512</b>	<b>8,630</b>	<b>0.66%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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 *	0.00	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>12.30</b>	<b>12.30</b>	<b>12.30</b>	<b>0.00</b>	<b>0.00%</b>

\* Indicates primary department

## **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 Florida Dept. of Health Regulations.
- Test and inspect all City owned backflow preventers on an annual basis.
- Complete 100% of all service work orders prepared for fire hydrants as identified by Utilities and Fire Department inspections.
- Complete maintenance of all fire hydrants in Ormond by the Sea per yearly contract condition with Volusia County.
- Continue implementation of updating and enhancing the City's Cross Connection Control Program as requested by VCHD. Ongoing activities include maintenance of backflow device testing database.
- 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.
- Support relocation activities associated with roadway projects including Hand Avenue, Tymber Creek Road, John Anderson Drive.
- Continue to assist construction activities and install meters and service connections for all services impacted by ongoing 2-inch Galvanized Water Main Replacement Project.
- Oversee contract installation of backflow prevention devices in Breakaway Trails and Hunter's Ridge subdivisions to support reuse service area expansion and permit conditions.

## **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 300 meters.
- Exercised and maintained water distribution main valves in approximately 4 grid areas.
- Serviced approximately 265 County fire hydrants, performed maintenance activities on all fire hydrants on the peninsula and within City limits where work orders were prepared.
- Responded to and performed repairs on approximately 120 main breaks and 358 service laterals and prepared the necessary Precautionary Boil Water Notices.
- Tested and repaired 100% of all meters within City sized 3" and larger. Continued testing of 1-1/2" and 2" commercial water meters to include high water users. 100 meters tested for accuracy during annual period.
- Replaced approximately 10 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.
- Supported upgrade of water distribution system associated with the Hand Avenue Project. Performed all distribution system shutdowns for new connections and connected 52 new water services to homes in the project area.
- Assisted contractor relocation of water mains along Oceanshore Boulevard to avoid conflicts with left turn lane addition and roadway widening at Lynnhurst Drive proposed by FDOT.
- Serviced six (6) existing and installed two (2) new automatic flushing devices at various locations within the distribution system to improve water quality - flushing efficiency.
- Performed leak detection reconnaissance on two (2) distribution system grid areas.

## **WASTEWATER COLLECTION AND REUSE DISTRIBUTION**

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

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

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

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

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

## WASTEWATER COLLECTION AND REUSE DISTRIBUTION

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Water & Wastewater	1,452,300	1,614,264	1,541,690	(72,574)	-4.50%
<b>Total</b>	<b>1,452,300</b>	<b>1,614,264</b>	<b>1,541,690</b>	<b>(72,574)</b>	<b>-4.50%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	761,868	813,466	739,892	(73,574)	-9.04%
Operating	690,432	800,798	801,798	1,000	0.12%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>1,452,300</b>	<b>1,614,264</b>	<b>1,541,690</b>	<b>(72,574)</b>	<b>-4.50%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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%
Office Assistant II	0.00	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	0.00	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	2.00	2.00	2.00	0.00	0.00%
Maintenance Worker II	3.00	3.00	3.00	0.00	0.00%
Maintenance Worker III	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>12.30</b>	<b>12.30</b>	<b>12.30</b>	<b>0.00</b>	<b>0.00%</b>

## **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.
- Rehabilitate lift stations 4M1, Towne Square, 9M, Wal-Mart and Shadow Crossings.
- Perform root control services on 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.
- Prepare RFP or bid specifications for upgrades to PEP System components.
- Support Reuse Service area expansion and service to include recent priority to serve south peninsula area customers.
- Replace defective valve (20 inch) on influent lift station bypass main.
- Upgrade low pressure sewer main along Shadow Crossings Drive to promote system operational improvements during wet weather.
- Optimize reuse distribution operation parameters with recently completed reuse distribution system in Hunter's Ridge and Breakaway Trails.
- Upgrade electrical service for the Breakaway Trails Facility to support sanitary and reuse pumping system needs.

### **Accomplishments:**

- Successfully operated 7 MGD Reuse Storage and Pumping Facility Project for annual period delivering reuse product to over 1100 residential and 2 golf course customers having demand of 744 Million Gallons.
- Completed rehabilitation of 50 PEP System units in Hunter's Ridge and Breakaway Trails areas.
- Completed monthly and annual scheduled preventative maintenance service calls for 85 sewage lift stations throughout the collection system
- Completed repairs to all known sewer main breaks and sewer service lateral trouble calls.
- Completed a variety of well and plant pump/ motor replacements and repaired approximately 15 pump/ motors at various lift stations throughout the sanitary sewer collection system.
- Completed construction of Transfer Station lift station upgrades.

## WATER AND WASTEWATER TRANSFERS

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

#### **Revenues:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Water & Wastewater	7,794,805	7,716,365	8,023,234	306,869	3.98%
<b>Total</b>	<b>7,794,805</b>	<b>7,716,365</b>	<b>8,023,234</b>	<b>306,869</b>	<b>3.98%</b>

#### **Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	86,076	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	7,708,729	7,716,365	8,023,234	306,869	3.98%
<b>Total</b>	<b>7,794,805</b>	<b>7,716,365</b>	<b>8,023,234</b>	<b>306,869</b>	<b>3.98%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous	15,745	-	-	-	0.00%
Transfer	115,000	115,000	115,000	-	0.00%
Use of Fund Balance	-	-	310,000	310,000	0.00%
<b>Total</b>	<b>130,745</b>	<b>115,000</b>	<b>425,000</b>	<b>310,000</b>	<b>269.57%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	35,296	112,000	425,000	313,000	279.46%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	3,000	-	(3,000)	-100.00%
<b>Total</b>	<b>35,296</b>	<b>115,000</b>	<b>425,000</b>	<b>310,000</b>	<b>269.57%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Bond Proceeds	-	-	-	-	0.00%
Charges for Services	25,884	-	-	-	0.00%
Miscellaneous	60,281	-	-	-	0.00%
Transfers	1,150,000	1,150,000	1,436,000	286,000	24.87%
Use of Retained Earnings	-	202,081	1,035,150	833,069	412.25%
<b>Total</b>	<b>1,236,165</b>	<b>1,352,081</b>	<b>2,471,150</b>	<b>1,119,069</b>	<b>82.77%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,286,256	1,352,081	2,471,150	1,119,069	82.77%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>1,286,256</b>	<b>1,352,081</b>	<b>2,471,150</b>	<b>1,119,069</b>	<b>82.77%</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Transfer	4,633,247	4,278,685	4,535,251	256,566	6.00%
<b>Total</b>	<b>4,633,247</b>	<b>4,278,685</b>	<b>4,535,251</b>	<b>256,566</b>	<b>6.00%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	4,056,362	4,278,685	4,535,251	256,566	6.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
<b>Total</b>	<b>4,056,362</b>	<b>4,278,685</b>	<b>4,535,251</b>	<b>256,566</b>	<b>6.00%</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 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	137,269	150,000	150,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
<b>Total</b>	<b>137,269</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	75,000	75,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	150,000	75,000	(75,000)	-50.00%
<b>Total</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>0.00%</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 FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	108,069	150,000	150,000	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
<b>Total</b>	<b>108,069</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures:</b>					
	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	75,000	75,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	150,000	75,000	(75,000)	-50.00%
<b>Total</b>	<b>-</b>	<b>150,000</b>	<b>150,000</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:

<u>Revenues:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous	992,568	-	-	-	0.00%
Bond Proceeds	5,089,473	-	-	-	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	<b>6,082,041</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<u>Expenditures:</u>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	14,179,299	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>14,179,299</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

## WATERMAIN SYSTEM IMPROVEMENTS

This fund accounts for expenditures associated with the expansion of the 2<sup>ND</sup> phase of the 2 inch watermain improvement program.

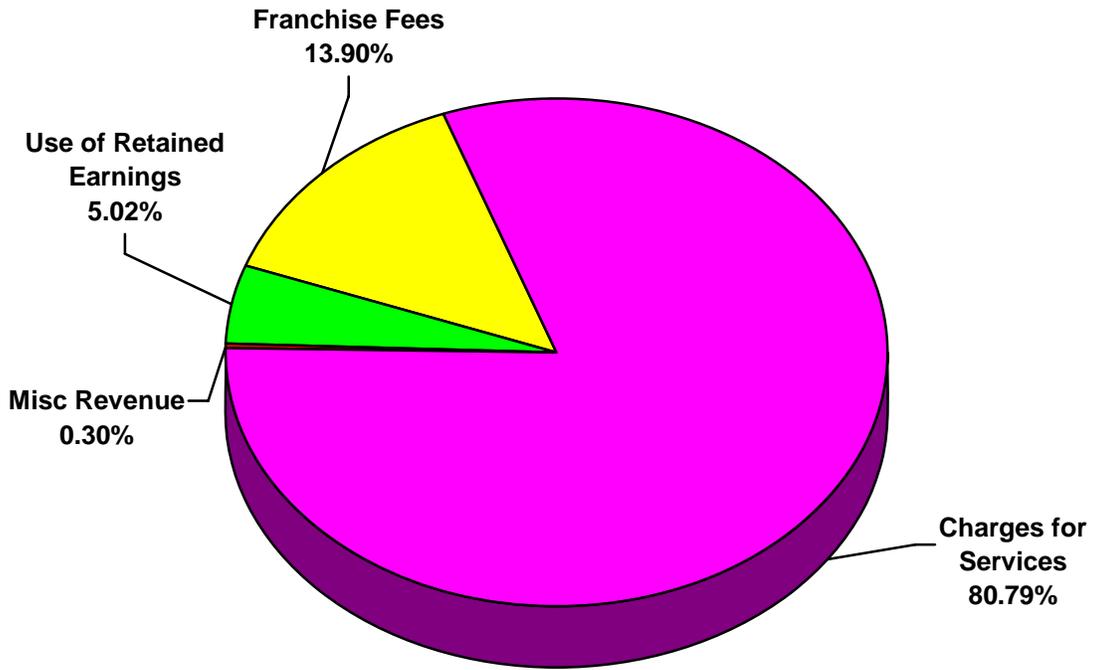
### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Miscellaneous	-	-	-	-	0.00%
Bond Proceeds	-	-	3,600,000	3,600,000	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
<b>Total</b>	-	-	3,600,000	3,600,000	0.00%
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	3,600,000	3,600,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	-	-	3,600,000	3,600,000	0.00%

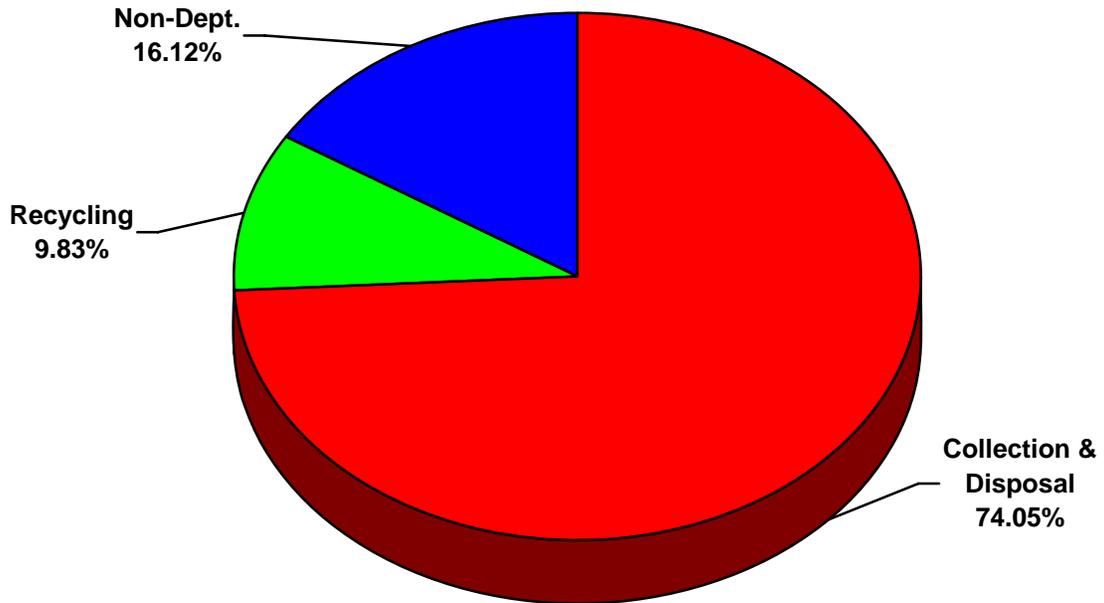
## SOLID WASTE FUND SUMMARY

Description	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
<b>Revenues</b>					
Franchise Fees	915,835	891,460	891,460	-	0.00%
Intergovernmental	-	-	-	-	0.00%
Other Charges for Services	5,176,796	5,081,000	5,181,300	100,300	1.97%
Misc. Revenue	-	19,000	19,000	-	0.00%
Transfers In	-	-	-	-	0.00%
Use of Retained Earnings	-	226,345	321,800	95,455	42.17%
<b>Total Net Revenues</b>	<b>6,092,631</b>	<b>6,217,805</b>	<b>6,413,560</b>	<b>195,755</b>	<b>3.15%</b>
<b>Expenditures</b>					
Collection & Disposal	4,842,791	4,574,114	4,754,936	180,822	3.95%
Recycling	571,975	609,125	631,236	22,111	3.63%
Non-Departmental	1,004,118	1,034,566	1,027,388	(7,178)	-0.69%
<b>Total Net Expenditures</b>	<b>6,418,884</b>	<b>6,217,805</b>	<b>6,413,560</b>	<b>195,755</b>	<b>3.15%</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. Residential customers pay a monthly fee of \$13.59 to cover the costs of collection and disposal. Commercial customers are presently charged per cubic yard of solid waste disposed in two, four, six and eight cubic yard containers.

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

## SOLID WASTE COLLECTION AND DISPOSAL

### Revenue and Expenditure Summaries:

<b>Revenues:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Solid Waste	4,395,869	4,574,114	4,754,936	180,822	3.95%
<b>Total</b>	<b>4,395,869</b>	<b>4,574,114</b>	<b>4,754,936</b>	<b>180,822</b>	<b>3.95%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personnel Services	117,781	117,692	118,514	822	0.70%
Operating	4,725,010	4,456,422	4,636,422	180,000	4.04%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>4,842,791</b>	<b>4,574,114</b>	<b>4,754,936</b>	<b>180,822</b>	<b>3.95%</b>

### Staffing Summary:

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<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 COLLECTION AND DISPOSAL**

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### **Goals:**

#### *Collection and Disposal:*

- Complete 98% 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 80%.
- 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 (8.2) 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
- Completed re-routing of all solid waste, yard waste and recycling customers within the City.

#### *Recycling:*

- Achieved a monthly participation rate of 92%.
- Achieved a diversion rate of 32.88%
- Maintained 15 recyclable items collected curbside.
- Maintained a 100% compliance with daily recycling bin delivery.
- Maintained an average 9.13 pounds per household of recyclables collected curbside.
- Successfully promoted recycling programs to the community.

## **SOLID WASTE RECYCLING**

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

Approximately 3,500 tons of recyclable materials are collected annually. Residential customers pay a monthly fee of \$2.89 to cover the costs of recycling.

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

## SOLID WASTE RECYCLING

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

<b><u>Revenues:</u></b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Solid Waste	571,975	609,125	631,236	22,111	3.63%
<b>Total</b>	<b>571,975</b>	<b>609,125</b>	<b>631,236</b>	<b>22,111</b>	<b>3.63%</b>
<b><u>Expenditures:</u></b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	23,768	25,650	27,761	2,111	8.23%
Operating	548,207	583,475	603,475	20,000	3.43%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
<b>Total</b>	<b>571,975</b>	<b>609,125</b>	<b>631,236</b>	<b>22,111</b>	<b>3.63%</b>

### **Staffing Summary:**

	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
<b><u>Full-time Positions:</u></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 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Solid Waste	1,004,118	1,034,566	1,027,388	(7,178)	-0.69%
<b>Total</b>	<b>1,004,118</b>	<b>1,034,566</b>	<b>1,027,388</b>	<b>(7,178)</b>	<b>-0.69%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	1,004,118	1,034,566	1,025,291	(9,275)	-0.90%
Contingency	-	-	2,097	2,097	0.00%
<b>Total</b>	<b>1,004,118</b>	<b>1,034,566</b>	<b>1,027,388</b>	<b>(7,178)</b>	<b>-0.69%</b>

## 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 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Internal Service Charges	893,668	759,112	732,112	(27,000)	-3.56%
Miscellaneous	167,189	20,000	20,000	-	0.00%
<b>Total</b>	<b>1,060,857</b>	<b>779,112</b>	<b>752,112</b>	<b>(27,000)</b>	<b>-3.47%</b>
<b>Expenditures:</b>					
	Actual	Budget	Budget	Change	% Change
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2012-13 to FY 2013-14	FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	1,057,876	705,000	678,000	(27,000)	-3.83%
Capital	-	-	-	-	0.00%
Contributions and Transfers	48,668	74,112	74,112	-	0.00%
<b>Total</b>	<b>1,106,544</b>	<b>779,112</b>	<b>752,112</b>	<b>(27,000)</b>	<b>-3.47%</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 FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Internal Service Charges	866,853	661,853	811,853	150,000	22.66%
Miscellaneous	54,330	20,000	20,000	-	0.00%
<b>Total</b>	<b>921,183</b>	<b>681,853</b>	<b>831,853</b>	<b>150,000</b>	<b>22.00%</b>

#### **Expenditures:**

	Actual FY 2011-12	Budget FY 2012-13	Budget FY 2013-14	Change FY 2012-13 to FY 2013-14	% Change FY 2012-13 to FY 2013-14
Personal Services	-	-	-	-	0.00%
Operating	815,985	644,000	794,000	150,000	23.29%
Capital	-	-	-	-	0.00%
Contributions and Transfers	37,853	37,853	37,853	-	0.00%
<b>Total</b>	<b>853,838</b>	<b>681,853</b>	<b>831,853</b>	<b>150,000</b>	<b>22.00%</b>

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## CAPITAL IMPROVEMENTS

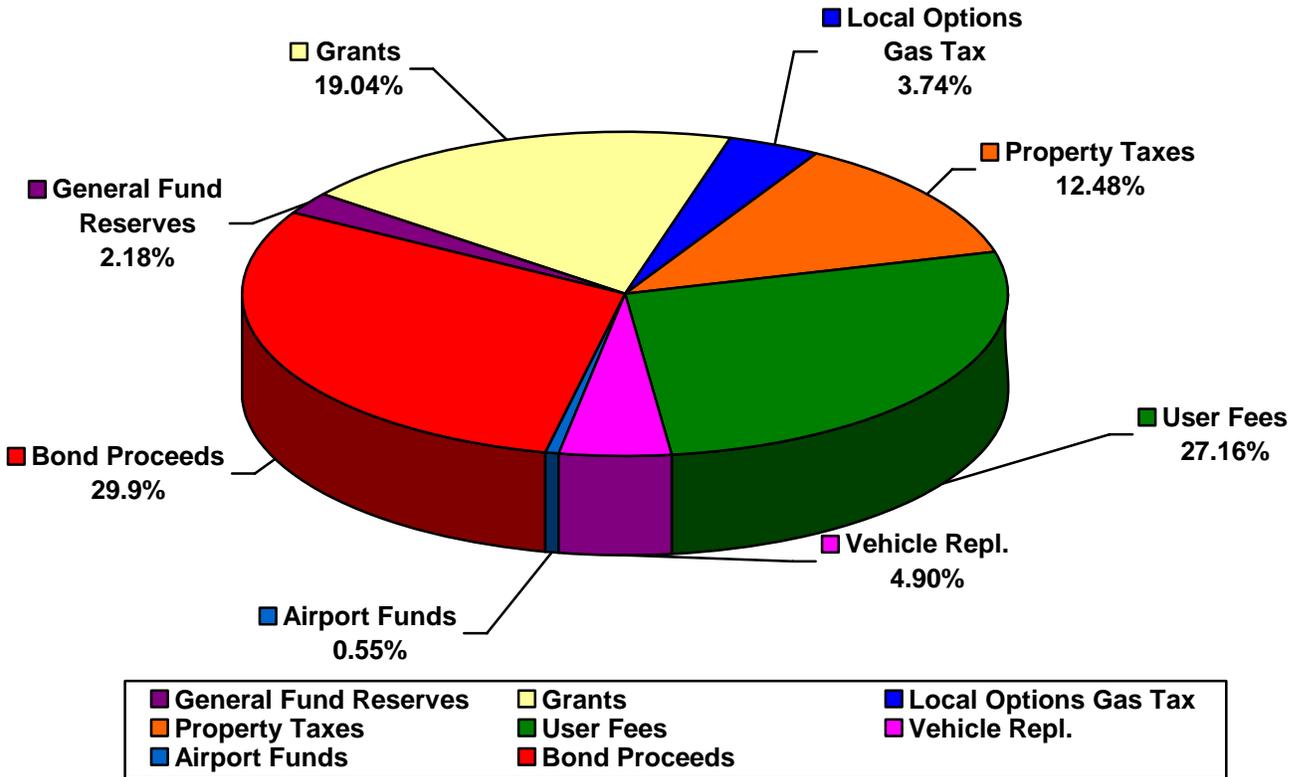
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<b><u>Capital Improvements</u></b>	
CIP Revenue by Source	285
CIP Expenditures by Category	286

## CIP REVENUES BY SOURCE

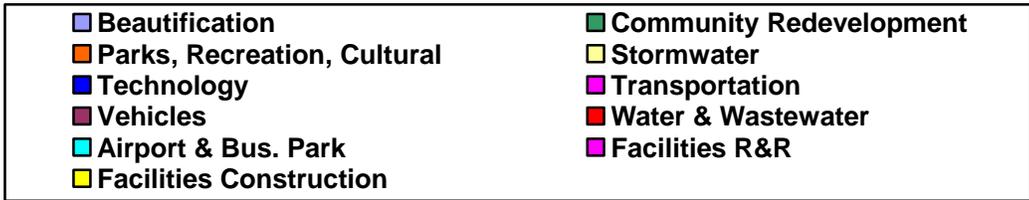
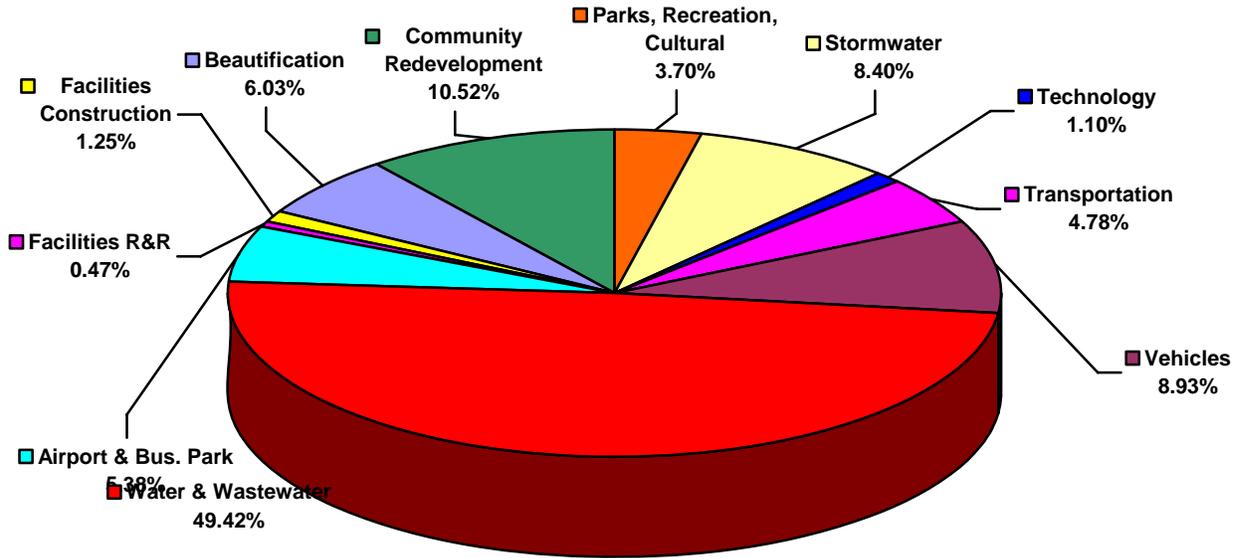
FY 2013-14



Category	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
Airport Funds	66,200	87,594	6,634	3,500	-	163,928
Bond Proceeds	3,600,000	1,335,000	1,925,000	1,210,000	-	8,070,000
General Fund Reserves	262,000	300,000	73,800	593,000	65,000	1,293,800
Grants	2,288,800	7,546,382	475,266	3,193,250	495,184	13,998,882
Land Sales	-	-	-	195,000	-	195,000
Local Option Gas Tax	450,000	450,000	450,000	450,000	450,000	2,250,000
Property Taxes	1,499,800	800,000	806,000	1,246,250	1,154,621	5,506,671
User Fees	3,265,000	2,579,000	2,137,000	2,565,500	1,465,000	12,011,500
Vehicle Replacement Fund	588,500	459,900	279,000	130,000	475,000	1,932,400
<b>Total</b>	<b>12,020,300</b>	<b>13,557,876</b>	<b>6,152,700</b>	<b>9,586,500</b>	<b>4,104,805</b>	<b>45,422,181</b>

# CIP EXPENDITURES BY CATEGORY

**FY 2013-14**



Category	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
Airport & Airpark	647,000	2,768,976	395,700	2,765,000	-	6,576,676
Beautification	725,000	75,000	75,000	-	-	875,000
Community Redevelopment	1,265,000	225,000	425,000	1,443,000	300,000	3,658,000
Facility Renewal & Replacement	57,000	120,000	-	38,000	75,000	290,000
Facility Construction & Renovation	150,000	-	111,000	310,000	65,000	636,000
Parks, Recreation, Cultural	445,000	1,415,000	230,000	550,000	599,600	3,239,600
Stormwater	1,010,000	5,590,000	250,000	250,000	250,000	7,350,000
Technology	132,800	-	-	-	-	132,800
Transportation	575,000	575,000	575,000	575,000	1,125,205	3,425,205
Vehicles	1,073,500	841,900	715,000	654,500	567,000	3,851,900
Water & Wastewater	5,940,000	1,947,000	3,376,000	3,001,000	1,123,000	15,387,000
<b>Total</b>	<b>12,020,300</b>	<b>13,557,876</b>	<b>6,152,700</b>	<b>9,586,500</b>	<b>4,104,805</b>	<b>45,422,181</b>

## **FY 2013-14 CIP Projects**

### **Airport**

Projects for FY 2013-14 include Hardening Electric System at the Business Park (\$112,000), installation of Precision Approach Path Indicators (\$60,000), Taxiway G Design (\$200,000), and upgrade of ATC Tower Systems (\$275,000).

### **Beautification**

Beautification projects include City Welcome Signs (\$75,000) and Granada Medians West of I-95 (\$650,000).

### **Downtown Improvements**

Downtown improvements are funded through property tax revenue which is expendable only within the downtown area. Projects for FY 2013-14 in this category include OB Elementary Parking Staircase (\$60,000), Stormwater Improvements (\$125,000), Streetscape Landscaping (\$850,000), Upgrades/Improvements (\$200,000), and Transit Related Improvements (\$30,000).

### **Facility Renewal and Replacement**

The Facility Renewal and Replacement fund was established in FY 2005-06 in response to the ongoing need for dedicated funding for maintenance of all City facilities and parks. Capital projects are planned at the Ormond Beach Sports Complex (\$25,000) and South Ormond Neighborhood Center Bleachers (\$32,000), Projects include ***Projects below the CIP threshold of \$25,000 are included as part of the annual operating budget.***

### **Facility Construction and Renovation**

Projects include HVAC Chiller Replacement (\$115,000) and Police Department Fencing (\$35,000).

### **Parks, Recreation and Cultural Facility Improvements**

The Capital Improvement Plan includes \$1155,000 for renovations at Nova Community Center \$330,000 for improvements at the Ormond Beach Sports Complex have been programmed with \$165,000 of FRDAP funding needed.

### **Stormwater Drainage Improvements**

An annual allocation of \$250,000 for Corrugated Metal Pipe Replacement has been included along with \$760,000 for Phase II of the May 2009 Flood Study Improvements.

included along with \$760,000 for Phase II of the May 2009 Flood Study Improvements.

### **Technology**

SANS Storage Replacement has been included for FY 2013-14 at a cost of \$132,800.

### **Transportation**

Transportation projects include Railroad Crossings (\$50,000), Road Resurfacing Program (\$450,000), Street Light Maintenance (\$25,000), and Traffic Signal Maintenance (\$50,000).

### **Vehicle Replacement**

The five year plan includes the continued replacement of General, Water and Wastewater, Stormwater and Solid Waste vehicles. The plan includes the replacement of 25 vehicles in FY 2013-14 (\$1,073,000).

### **Water and Wastewater System Improvements**

Improvements include \$90,000 for Hunter's Ridge Low Pressure Main Upgrades, \$3,600,000 for the second phase of the 2 inch watermain replacement program, \$520,000 for the first phase of the City-wide Meter Replacement program, \$100,000 annual allocation for PEP tank replacements, \$90,000 for meter installations, \$100,000 for Sanitary Sewer Pipeline Repairs, \$100,000 Water Storage Tank Repairs, \$150,000 for Water/Wastewater Master Plan update, \$267,000 for Dual Check Valve Replacement, \$164,000 for the South Peninsula Reuse Main Extension, \$45,000 for North Beach Street Watermain Replacement, \$220,000 for Lift Station Rehabilitation, and \$175,000 for general rehabilitation projects.

### **Additional Projects Reviewed**

Due to funding restrictions, several projects were considered but are not being recommended for inclusion in the five year Capital Improvement Program as follows:

**US 1 N. Streetscape Beautification:** Landscaping medians on US 1 North from Pine Tree Drive to I-95. This project was requested by the US 1 North committee. We will continue to seek grant opportunities to fund this project.

**MacDonald House Improvements:** Repairs or demolition of building.

**Andy Romano Beach Park:** Installation of two additional pavilions, pavers and furnishings to the south end of the park. This is a future projects and will be revisited when future demand is known.

**Nova Community Park Master Plan:** Projects as outlined in the recent master plan. **Phase I of this project was recommended for funding and includes construction of a dog park, parking for 130 vehicles and the installation of 12 fitness centers.**

Phase I is planned for FY 2017-18.

Ormond Beach Sports Complex Parking: Paved parking at softball Quad, Wendelstedt fields, and Kiwanis/soccer fields.

Three Chimneys: Construction of parking area. A detailed project scope has not been developed at this time. Given this site is not owned by the City and the City will continue to have limited funding for capital projects, this project is not likely to be funded in future CIP cycle's. Staff will, however, continue to monitor this project for potential funding through grant sources. This is a future year project and will continue to be included here until grant funds become available.

Lisa Lake Dredging: If pursued, staff is recommending this project be funded through a special assessment requiring 51% approval by the impacted property owners.

Fire Vehicle Replacement (1992 Pierce Arrow): If pursued, staff is recommending this vehicle be replaced through a lease purchase at an estimate cost of \$100,000 annually for five years.

### **Board Recommendations**

**The Airport Aviation Board** met on May 28, 2013 and recommended approval.

**The Leisure Services Advisory Board** met on May 15, 2013. The board's recommendations are provided below.

**The Public Works Board** met on May 16, 2013. The board's recommendations are provided below.

**The Quality of Life Board** met on May 22, 2013. The board's recommendations are provided below.

Each of the above Board's received the entire **draft** CIP. Changes made since the draft CIP document was distributed are as follows:

CRA-Tennis Center moved from FY 2013-14 to FY 2015-16 and Thompson Creek moved from FY 2014-15 to FY 2016-17.

Vehicle Replacement-Modified to reduce the number of vehicles schedule for replacement in future years.

### **Operating Expenditures**

No significant changes in operating revenue or expenditures are anticipated as a result of capital expenditures. Additional maintenance costs associated with projects are included in the Capital Project Program Summary.

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## APPENDIX

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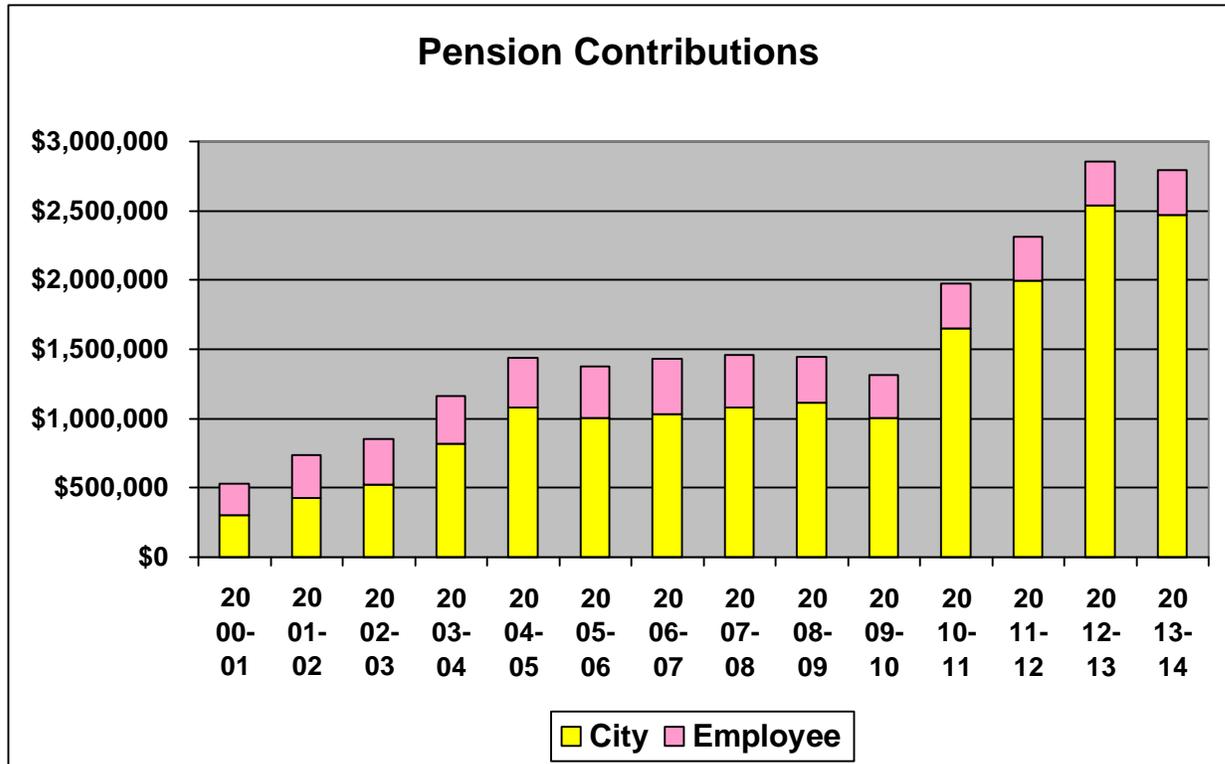
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## General Employees Pension

Fiscal Year	City Contribution	Employee Deduction	Total Contributions	Multiplier	Unfunded Liability	Funded Ratio
2000-01	\$ 302,928	\$230,241	\$ 533,169	2.50%	\$ 2,988,587	88.61%
2001-02	\$ 428,781	\$306,644	\$ 735,425	2.50%	\$ 3,027,701	88.65%
2002-03	\$ 522,354	\$330,846	\$ 853,200	2.50%	\$ 2,997,490	89.03%
2003-04	\$ 819,508	\$343,468	\$ 1,162,976	2.50%	\$ 5,269,189	82.72%
2004-05	\$ 1,081,150	\$357,350	\$ 1,438,500	2.50%	\$ 5,840,354	82.18%
2005-06	\$ 1,005,794	\$370,425	\$ 1,376,219	2.50%	\$ 5,401,421	84.60%
2006-07	\$ 1,033,367	\$395,651	\$ 1,429,018	2.50%	\$ 6,235,380	83.88%
2007-08	\$ 1,082,311	\$374,522	\$ 1,456,833	2.50%	\$ 7,138,222	81.77%
2008-09	\$ 1,113,527	\$329,380	\$ 1,442,907	2.50%	\$ 9,600,133	76.59%
2009-10	\$ 1,001,811	\$ 315,531	\$ 1,317,342	2.50%	\$ 12,595,182	70.80%
2010-11	\$ 1,649,904	\$ 323,511	\$ 1,973,415	2.50%	\$ 15,132,399	65.98%
2011-12	\$ 1,998,333	\$ 313,464	\$ 2,311,797	2.50%	\$ 14,127,387	68.99%
2012-13*	\$ 2,538,964	\$ 315,399	\$ 2,854,363	2.50%	NA	NA
2013-14*	\$ 2,472,045	\$ 320,005	\$ 2,792,050	2.50%	NA	NA

\*Budgeted amount

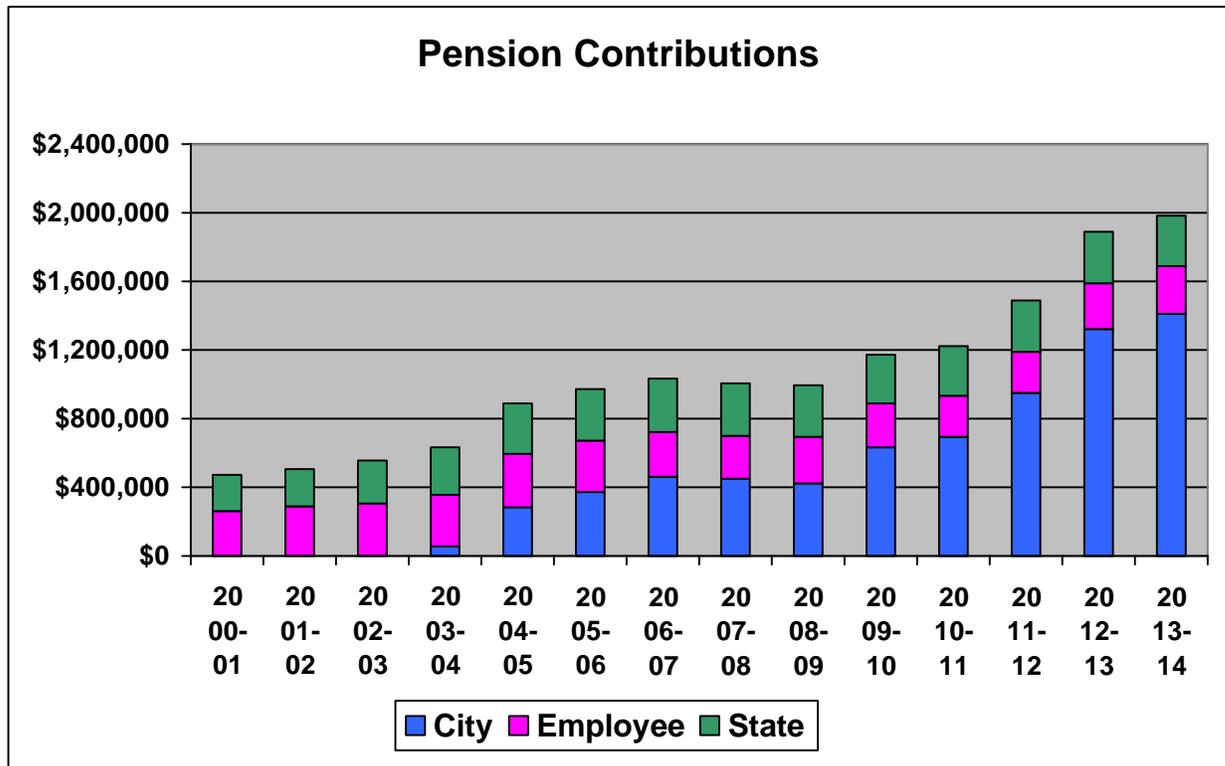


## Police Pension

Fiscal Year	City Contribution	Employee Deduction	State Contributions	Total Contributions	Multiplier	Unfunded Liability	Funded Ratio
2000-01	\$ -	\$ 262,232	\$ 209,644	\$ 471,876	3.22%	\$ 1,339,835	92.40%
2001-02	\$ -	\$ 287,146	\$ 220,651	\$ 507,797	3.3%**	\$ 1,224,900	93.23%
2002-03	\$ -	\$ 306,908	\$ 249,004	\$ 555,912	3.3%	\$ 2,496,642	87.52%
2003-04	\$ 56,193	\$ 297,315	\$ 279,394	\$ 632,902	3.3%	\$ 3,385,163	84.14%
2004-05	\$ 283,264	\$ 309,149	\$ 298,410	\$ 890,823	3.3%	\$ 4,053,991	82.43%
2005-06	\$ 369,943	\$ 299,795	\$ 302,091	\$ 971,829	3.3%	\$ 3,494,285	85.59%
2006-07	\$ 461,639	\$ 263,215	\$ 309,399	\$ 1,034,253	3.3%	\$ 3,061,101	88.02%
2007-08	\$ 449,049	\$ 250,256	\$ 306,085	\$ 1,005,390	3.3%	\$ 4,431,700	83.14%
2008-09	\$ 424,132	\$ 268,084	\$ 301,225	\$ 993,441	3.3%	\$ 5,391,905	80.07%
2009-10	\$ 632,566	\$ 257,606	\$ 284,027	\$ 1,174,199	3.3%	\$ 9,829,354	68.50%
2010-11	\$ 695,743	\$ 239,828	\$ 284,887	\$ 1,220,458	3.3%	\$ 12,336,302	62.13%
2011-12	\$ 948,224	\$ 241,213	\$ 298,042	\$ 1,487,479	3.3%	\$ 11,759,456	65.31%
2012-13*	\$ 1,321,872	\$ 267,344	\$ 298,042	\$ 1,887,258	3.3%	NA	NA
2013-14*	\$ 1,413,403	\$ 272,975	\$ 298,042	\$ 1,984,420	3.3%	NA	NA

\*Budgeted Amount

\*\*Multiplier increased from 3.22% to 3.30% for all years of service



## Fire Pension

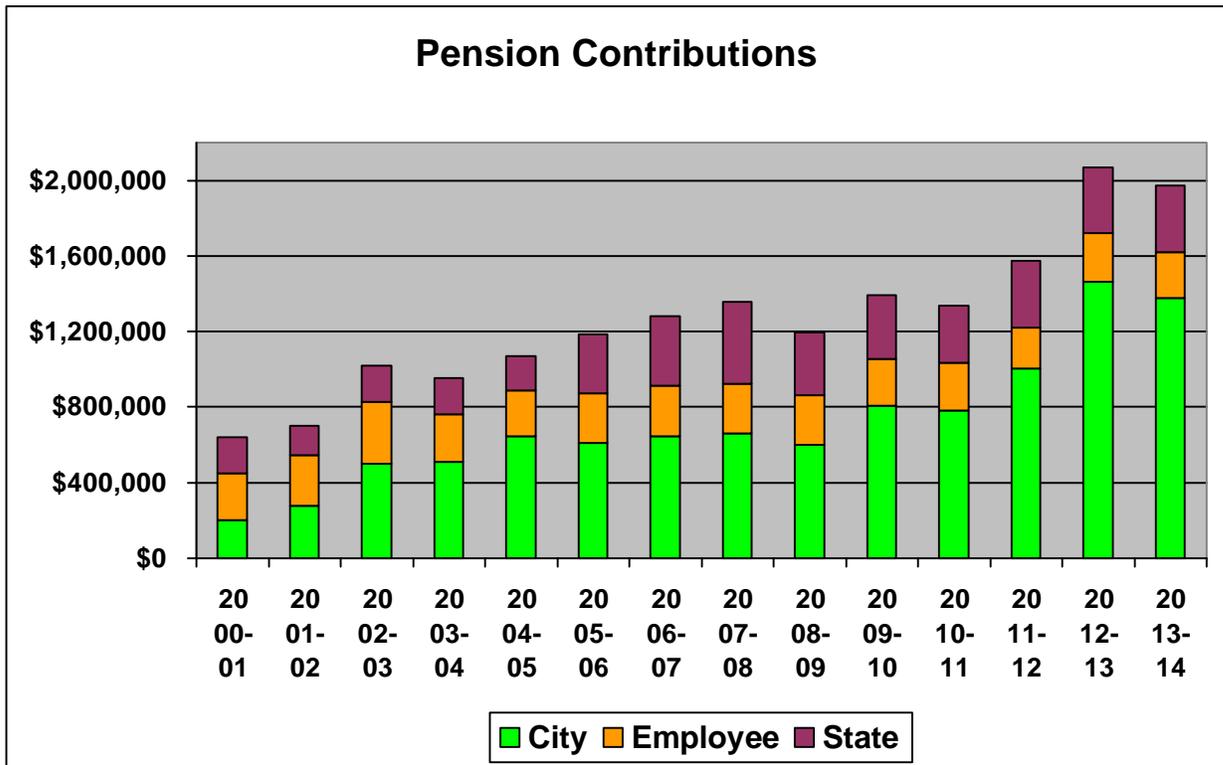
Fiscal Year	City Contribution	Employee Deduction	State Contributions	Total Contributions	Multiplier	Unfunded Liability	Funded Ratio
2000-01	\$ 200,606	\$ 250,889	\$ 190,841	\$ 642,336	2.92%	\$ 363,973	96.63%
2001-02	\$ 277,652	\$ 267,791	\$ 157,932	\$ 703,375	2.97%**	\$ 454,506	96.11%
2002-03	\$ 497,665	\$ 331,314	\$ 189,817	\$ 1,018,796	2.97%	\$ 2,740,372	81.97%
2003-04	\$ 507,530	\$ 253,277	\$ 192,621	\$ 953,428	2.97%	\$ 5,754,375	69.12%
2004-05	\$ 646,214	\$ 243,063	\$ 178,434	\$ 1,067,711	2.97%	\$ 5,996,025	69.34%
2005-06	\$ 610,483	\$ 261,603	\$ 311,579	\$ 1,183,665	2.97%	\$ 5,890,852	71.72%
2006-07	\$ 643,552	\$ 270,270	\$ 370,088	\$ 1,283,910	2.97%	\$ 6,247,958	72.52%
2007-08	\$ 660,616	\$ 264,354	\$ 429,931	\$ 1,354,901	2.97%	\$ 6,873,074	71.12%
2008-09	\$ 599,222	\$ 265,033	\$ 329,394	\$ 1,193,649	3.37%***	\$ 7,432,935	69.96%
2009-10	\$ 806,778	\$ 247,672	\$ 339,653	\$ 1,394,103	3.37%****	\$ 10,748,016	61.59%
2010-11	\$ 782,954	\$ 251,006	\$ 301,433	\$ 1,335,393	3.34%	\$ 12,187,977	57.97%
2011-12	\$ 1,006,433	\$ 216,837	\$ 351,377	\$ 1,574,647	3.34%	\$ 11,818,085	60.59%
2012-13*	\$ 1,462,586	\$ 255,952	\$ 351,377	\$ 2,069,915	3.34%	NA	NA
2013-14*	\$ 1,377,556	\$ 244,123	\$ 351,377	\$ 1,973,056	3.34%	NA	NA

\*Budgeted Amount

\*\*Benefit increase from 2.92% to 2.97% for all years of service

\*\*\*Benefit increase from 2.97% to 3.37% for all years of service

\*\*\*\*Benefit decreased to 3.34% as of January 2010



**CITY OF ORMOND BEACH, FLORIDA**  
**DEMOGRAPHIC AND ECONOMIC STATISTICS**  
**LAST TEN FISCAL YEARS**  
**SEPTEMBER 30, 2012**

Fiscal Year	Population <sup>(1)</sup>	Personal	Per Capita	Ormond Beach			Deltona-Daytona Beach-Ormond Beach MSA		
		Income (In thousands)	Personal Income <sup>(2)</sup>	Labor Force <sup>(3)</sup>	Employment <sup>(3)</sup>	Unemployment Rate <sup>(3)</sup>	Labor Force <sup>(4)</sup>	Employment <sup>(4)</sup>	Unemployment Rate <sup>(4)</sup>
2003	38,325	924,514	24,123	18,796	18,167	3.30%	229,454	217,644	5.10%
2004	39,009	944,018	24,200	19,147	18,574	3.00%	233,281	222,526	4.60%
2005	39,683	1,003,543	25,289	19,492	18,911	3.00%	245,929	237,338	3.50%
2006	40,595	1,072,033	26,408	19,505	18,961	2.80%	250,058	241,689	3.30%
2007	40,925	1,190,877	29,099	19,504	18,852	3.30%	253,675	242,696	4.30%
2008	41,000	1,242,997	30,317	19,562	18,430	5.80%	257,170	238,741	7.20%
2009	40,656	1,231,958	30,302	19,121	17,316	9.40%	254,058	224,313	11.70%
2010	40,625	1,251,981	30,818	19,301	17,268	10.50%	255,679	223,689	12.50%
2011	38,137	1,252,000	32,829	19,472	17,660	9.30%	256,095	228,169	10.90%
2012	38,376	1,283,140	33,436	19,616	18,168	7.40%	255,339	232,883	8.80%

Sources: (1) Florida Research & Economic Database

(2) United States Department of Commerce, Bureau of Economic and Business Research (based on calculation for Volusia County)

(3) Florida Agency for Workforce Innovation, Labor Market Statistics Center, Local Area Unemployment Statistics Program in cooperation with

(4) United States Department of Labor, Bureau of Labor Statistics, Deltona-Daytona Beach-Ormond Beach Metropolitan Statistical Area

**CITY OF ORMOND BEACH, FLORIDA  
PRINCIPAL EMPLOYERS  
CURRENT YEAR AND EIGHT YEARS AGO  
SEPTEMBER 30, 2012**

Fiscal Year 2012			Fiscal Year 2003		
Employer	Number of Employees	Percent of Total Employment	Employer	Number of Employees	Percent of Total Employment
Volusia County School Board	7,929	3.13	Volusia County School Board	8,341	3.88
Floirda Hospital - All Divisions	4,248	1.68	Halifax Community Health System	5,062	2.35
Halifax Community Health	3,957	1.56	County of Volusia	2,895	1.35
Walmart	3,160	1.25	Publix Supermarkets Incorporated	2,796	1.3
County of Volusia	3,100	1.22	Embry Riddle Aeronautical University	2,189	1.02
Publix Supermarkets Incorporated	2,486	0.98	Memorial Health Systems	1,398	0.65
State of Florida	2,361	0.93	City of Daytona Beach	1,126	0.52
Daytona State College	1,797	0.71	Daytona Beach Community College	899	0.42
U.S Government	1,422	0.56	Tyco Healthcare Kendall Products	770	0.36
Embry Riddle Aeronautical University	1,176	0.46	United States Postal Service	733	0.34
<b>Total</b>	<b>31,636</b>	<b>12.48</b>	<b>Total</b>	<b>26,209</b>	<b>12.19</b>
Estimated total workforce	253,550		Estimated total workforce	215,045	

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

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

**CITY OF ORMOND BEACH, FLORIDA  
OPERATING INDICATORS BY FUNCTION/PROGRAM  
LAST FIVE FISCAL YEARS  
SEPTEMBER 30, 2012**

	2012	2011	2010	2009	2008
<b>Police</b>					
Number of traffic citations issued	7,475	7,925	11,900	10,367	8,118
Number of offense reports	6,956	6,791	7,500	7,693	8,391
Number of calls for service		64,325	61,500	61,478	55,932
<b>Fire</b>					
Emergency fire responses	1,750	1,820	1,700	1,748	1,856
Emergency rescue responses (ALS/BLS)	4,872	4,157	3,792	3,848	3,875
Education classroom presentations	102	154	70	70	71
<b>Education (not included in reporting entity)</b>					
Kindergarten-Grade 5 students	2,836	2,913	2,891	2,917	2,960
Grades 6-8 students	1,100	1,076	912	924	935
<b>Airport</b>					
Fixed based operator	12	11	12	12	12
Flight School	3	3	2	2	2
Based aircraft	171	169	N/A	N/A	N/A
Total 12 hour, operations	130,770	133,183	145,000	145,000	145,000
<b>Water treatment plants</b>					
<b>Jefferson Street Plant:</b>					
Design capacity	12.00 MGD				
Current production rate	5.38 MGD	5.54 MGD	5.20 MGD	5.20 MGD	6.90 MGD
Number of water utility connections	21,162	21,138	21,055	21,048	22,036
Number of active water utility customers (units)	27,973	27,838	27,655	27,662	27,951
<b>Solid waste system</b>					
Number of solid waste disposal customers	16,262	16,246	16,176	16,637	16,229
Number of active participating recycling program (units)	16,905	16,893	16,837	16,450	16,855
<b>Water pollution control plants</b>					
<b>Orchard Street Plant:</b>					
Design capacity	6.00 MGD				
Current treatment rate	4.63 MGD	4.50 MGD	4.70 MGD	4.70 MGD	4.10 MGD
Number of collection system connections	15,823	15,811	15,713	15,657	15,669
Number of collecting system units	20,965	20,803	20,614	20,571	20,650
Number of effluent reuse connections	2,447	2,437	2,432	2,378	2,348

\* Information not available.

County, City of Ormond Beach Airport Department, City of Ormond Beach Public Works Department, City of

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

Name	Type of Business	2012			2003		
		Taxable Assessed Value (in Thousands)	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value (in Thousands)	Rank	Percentage of Total City Taxable Assessed Value
Florida Power & Light Company	Power Company	\$ 29,474	1	1.19%	\$ 19,466	4	0.70%
Royal Floridian Condo Association	Resort	18,360	2	0.74%	23,632	3	0.85%
Cove II Condo Association	Resort	18,045	3	0.73%	-		0.00%
Homac Manufacturing Inc.	Manufacturing	16,060	4	0.65%	-		0.00%
Playtex Manufacturing Inc.	Manufacturing	15,007	5	0.61%	-		0.00%
Bermuda Estates	Apartments	12,996	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		12,040	8	0.49%	-		0.00%
Wal-Mart Stores East LP	Shopping Center	10,701	9	0.43%	10,986	10	0.40%
Bell South Telecommunications Inc.	Telecommunications	10,644	10	0.43%	17,877	6	0.64%
Aqua Sun Investments	Resort	-		0.00%	52,073	1	1.86%
Casa Del Mar Joint Venture	Resort	-		0.00%	24,698	2	0.88%
Island One, Inc.	Resort	-		0.00%	14,463	7	0.52%
Oceans East Club Association	Resort	-		0.00%	13,555	8	0.49%
Developers Diversified Finance	Shopping Center	-		0.00%	13,292	9	0.48%
		<b>\$ 155,761</b>		<b>6.29%</b>	<b>\$ 208,212</b>		<b>7.47%</b>

Source: Volusia County Property Appraiser

**Cost Allocation Plan FY 2013-14**

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

	General Fund Administration Budget (Commission, City Manager, Legal, Support Services) Allocation based on % of agenda items	General Fund Finance and Human Resources Budget Allocation based on # of employees	General Fund Neighborhood Improvement Budget Allocated based on estimated watering violation responses 4.0%	General Fund Police Department Budget Allocated based on estimated cost to secure assets 0.5%	General Fund Fire Department Budget Allocated based on estimated time spent on flow testing & hydrant maintenance 2.0%	General Fund Planning Department Budget Allocated based on estimated cost of development review 15.0%	Total General Fund Costs Allocated to Other Funds		
<b>Amount to be allocated</b>	<b>\$ 1,502,105</b>	<b>\$ 1,830,248</b>	<b>\$ 329,942</b>	<b>\$ 7,818,308</b>	<b>\$ 5,737,129</b>	<b>\$ 587,285</b>			
<b>Allocation of costs to:</b>									
Stormwater	4.0%	60,084	2.2%	40,672	NA	NA	NA	100,756	
Airport	0.5%	7,511	0.3%	5,084	NA	NA	NA	12,595	
General Capital Improvements	1.0%	15,021	0.0%	-	NA	NA	NA	15,021	
Transportation	8.0%	120,168	0.0%	-	NA	NA	NA	120,168	
Water/Wastewater Operating	15.0%	225,316	17.8%	325,377	13,198	39,092	114,743	88,093	805,818
Solid Waste	1.0%	15,021	0.6%	10,168	NA	NA	NA	NA	25,189

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

	General Fund Engineering Budget Allocation based on average CIP budget
<b>Amount to be allocated</b>	<b>\$ 906,713</b>
Planning	2.00% 18,134
Streets	2.00% 18,134
Parks	2.00% 18,134
Building	2.00% 18,134
Leisure Services	2.00% 18,134
Airport	1.00% 9,067
	<u>99,738</u>
<b>Allocation of costs to:</b>	
Downtown Redevelopment	12.96% 104,805
Stormwater	10.35% 83,519
General Capital Improvements	11.92% 96,154
Transportation	5.89% 47,548
Water/Wastewater R&R	58.88% 475,148
	<u>806,975</u>
	<u>9,758,800</u>
	<u>906,713</u>

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

	Water/Wastewater Utility Billing Costs (Excluding Meter Reading Costs) Allocation based on Fund Revenues to Total Revenue
<b>Amount to be allocated</b>	<b>\$ 933,676</b>
<b>Allocation of costs to:</b>	
Stormwater	10.61% 99,108
Solid Waste	20.74% 193,642

**Cost Allocation for Utility Billing Services**

Budget 401-0304	1,203,310.00
Less: Meter Reading Personnel Cost	(249,434.00)
Less: Vehicle Costs	(10,000.00)
Less: Equipment Repairs	(8,700.00)
Less: Uniforms/Clothing	(1,500.00)
Total to Allocate	<u>933,676.00</u>

Stormwater Revenue	2,600,000.00	10.61%
Solid Waste Revenue	5,080,000.00	20.74%
Water/Sewer Revenue	<u>16,814,000.00</u>	68.65%
	<u>24,494,000.00</u>	

Transfer from Stormwater to Water/V	99,108.26
Transfer from Solid Waste to Water/\	193,642.28

## **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.